

TOWN OF WELLESLEY



REPORTS TO THE ANNUAL TOWN MEETING

**MONDAY, MARCH 25, 2019
7:00 P.M.**

**at the
MIDDLE SCHOOL AUDITORIUM
WELLESLEY MIDDLE SCHOOL**

**by the
ADVISORY COMMITTEE**

**BOARD OF SELECTMEN
BOARD OF HEALTH
COMMITTEE ON ELECTRONIC VOTING
COMMUNITY PRESERVATION COMMITTEE
NATURAL RESOURCES COMMITTEE
PLANNING BOARD
SCHOOL BUILDING COMMITTEE
SOCIAL SERVICES AND MENTAL HEALTH COMMITTEE
SUSTAINABLE ENERGY COMMITTEE**

Please read this Report and bring it with you to Town Meeting.

For more information and updates, please visit www.WellesleyMA.gov.

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TOWN OF WELLESLEY



ADVISORY COMMITTEE LETTER ANNUAL TOWN MEETING March 25, 2019, at 7:00 p.m. Wellesley Middle School Auditorium Wellesley Middle School

TERM ENDS 2019

Jane Andrews
Rose Mary Donahue
Dave Murphy
Thomas Skelly, Chair
Andrea Ward, Secretary

TERM ENDS 2020

Todd Cook, Vice Chair
Mary Gard
Paul Merry
Lina Museyav
Betsy Roberti, Vice Chair

TERM ENDS 2021

Julie Bryan
Bob Furlong
Jeff Levitan
Bill Maynard
Mary Scanlon

To the Town Meeting Members of the Town of Wellesley:

March 7, 2019

Welcome to Annual Town Meeting (ATM) 2019. We look forward to working with you over the next couple of weeks. I am writing on behalf of the Advisory Committee to provide you an overview of the budget for Fiscal Year 2020 (FY20), which runs from July 1, 2019 to June 30, 2020, and to briefly describe several other significant matters that Town Meeting will take up.

Notable matters coming before the 2019 ATM include:

- A proposed balanced budget for FY20, including both operating and capital items (Article 8)
- Funding for the Special Education Reserve Fund (Article 11)
- Additional funding for the Town Hall Exterior Restoration Project (Article 17)
- Design funding for the renovation of the Wellesley Main Library (Article 18)
- Funding for replacement of elements of the Middle School steam pipe distribution and heating system (Article 19)
- Design funding for other Middle School repairs, including exterior facade, interior doors/cabinetry/millwork, selected HVAC systems, and kitchen (Article 20)
- Funding for softball field construction (Article 21) and replacement of the Sprague turf fields (Article 22)
- Funding for acquisition of a new fire engine (Article 24)
- Amending the Zoning Bylaws through general renumbering, recodifying certain sections, updating the off-street parking provisions and adding a new section concerning outdoor lighting (Articles 29 through 32)
- Amending the General Bylaws to update fees and to transfer responsibility for personnel policies from Town Meeting to the Human Resources Board (Article 35)
- Amending the General Bylaws and providing funding to allow electronic voting at Town Meeting (Article 36)
- A Citizen Petition asking Town Meeting to pass a resolution commemorating Indigenous Peoples Day instead of Columbus Day (Article 38)

Attached you will find the *Reports to the Annual Town Meeting* containing the Advisory Committee's recommendations and all related board and committee reports to the 2019 ATM. This is the document we will be referring to throughout Annual Town Meeting, so please bring it to all of the sessions. Feel free to mark up your copy any way you see fit.

The Advisory Committee was continually impressed by the dedication, expertise and knowledge of all those who presented to us throughout the year. The Committee was also awed by and grateful for the many hours that elected and appointed officials, Town employees, and other concerned citizens devote to make our Town run so efficiently and effectively. Not only does Wellesley have an excellent, dedicated and highly professional staff, but volunteerism is alive and well in Wellesley, too. All the people who came before us this year share a common goal of making Wellesley a better place in which to live. The Advisory Committee always welcomes input, whether through the Citizen Speak opportunities that are available at all our meetings or via email (advisorycommittee@wellesleyma.gov).

Sincerely,

Tom Skelly, Chair
Advisory Committee

Key Features of the Proposed FY20 Budget July 1, 2019-June 30, 2020

	FY19 Budget	FY20 Request	\$ Inc/(Dec)	% Inc/(Dec)
Sources of Funds				
Taxes	\$ 128,943,120	\$ 133,966,698	\$ 5,023,578	3.9%
State Aid	10,347,974	10,682,235	334,261	3.2%
Local Revenue	11,031,434	11,428,143	396,709	3.6%
Free Cash to balance	2,646,079	2,500,000	(146,079)	-5.5%
Other free cash items	-	1,985,670	1,985,670	0.0%
Other Sources	1,615,088	1,476,945	(138,143)	-8.6%
CPA Funds	918,000	887,500	(30,500)	-3.3%
CPA to offset debt	550,244	552,044	1,800	0.3%
Exempt Debt	12,001,845	10,888,408	(1,113,437)	-9.3%
Total Sources	\$ 168,053,784	\$ 174,367,643	\$ 6,313,859	3.8%
Uses of Funds				
School	\$ 74,428,918	\$ 76,783,930	\$ 2,355,012	3.2%
Other Town Departments	37,700,743	38,974,935	1,274,192	3.4%
Employee Benefits	30,049,712	31,092,999	1,043,287	3.5%
Cash Capital	5,305,108	5,913,417	608,309	11.5%
Debt Service (inside Levy)	4,002,083	4,300,000	297,917	7.4%
Other Uses	4,015,131	5,861,910	1,846,779	46.0%
Exempt Debt	12,552,089	11,440,452	(1,111,637)	-8.9%
Total Uses	\$ 168,053,784	\$ 174,367,643	\$ 6,313,859	3.8%
Surplus/(Deficit)	\$ (0)	\$ -		

Sources of Funds

The 3.9% growth in Taxes is the result of the allowed 2.5% increase in taxes and \$1.8 million of new growth. State Aid reflects a very robust 3.2% increase. Local Revenues (which include interest income, motor vehicle excise taxes, licenses and permits, parking fees, and meals taxes) increased by 3.6%. Free Cash reserves of \$2.5 million used to balance the FY20 operating budget are consistent with FY19. Total use of Free Cash for all purposes of \$4.5 million represents an increase from the \$4.1 million used in FY18 and the \$2.6 million used in FY19. This increase reflects the continued growth of reserves in Town and the prospects for a strongly positive conclusion to FY19. The Town's fiscally responsible, conservative budgeting leads to Free Cash available at fiscal year-end for the next year's budget without compromising the Town's reserve levels. However, Free Cash is not free. It represents the reserves the Town has prudently built up over time and it should be utilized sparingly. The Town's reserves (the sum of the balances in the stabilization funds and Free Cash) are currently projected at 10.7% of budgeted operating revenues, which is within the Financial Reserves Policy range of 8% - 12% established by the Board of Selectmen (BOS) and represents an increase from FY19, when reserves stood at 9%.

Uses of Funds

Schools: The Wellesley Public School system represents the largest use of Town funds. The FY20 School budget put forward by the BOS in the Town-Wide Financial Plan (TWFP) is \$76.8 million. When benefits for new positions are included, this represents a 3.50% increase over last year's budget. This percentage increase is higher than the FY20 budget guidelines established by the BOS last September (3.0% increase for Schools and 2.5% increase for all other departments), but it is less than the FY20 budget that was voted by the School Committee (3.65% increase, or \$77.2 million). The School operating budget plus school employee benefits, school facilities management and school-related capital expenses (including inside-the-levy and exempt debt service related to School buildings) will total approximately \$110.9 million or 65% of the Town's FY20 budget. These costs will increase in coming years as the projects to replace two elementary schools (Hunnewell and either Hardy or Upham) continue to advance. We ask that all citizens of Wellesley analyze this budget carefully. One of the top priorities of Wellesley has been and continues to be educating our children. At the same time, it is critical that the Town remain vigilant in controlling costs and expenses.

Special Education: One of the areas of the School budget over which the School Department and School Committee have little control is special education. The variability and unpredictability of special education expenses, which at \$21.3 million account for approximately 27.7% of the FY20 School budget, makes them difficult to manage. From year to year, the number of students receiving special education services and the complexity of each student's individualized educational program changes. The Commonwealth funds special education on a retroactive basis, which further complicates proper fiscal planning. Please pay special attention to Article 11 at the 2019 ATM, through which the School Committee and the BOS are asking to increase special education reserves in order to help smooth out variations in expenses in the future and limit intrusion on the general education budget.

Personal Services: Personnel costs make up 75.4% (57.2% salaries and 18.2% benefits) of the overall Town budget. Increases in salary of \$4.27 million (4.6% increase over FY19) continue to be one of the primary drivers of budget increases. FY20 also presents a very interesting additional challenge for the Town budgets. Instead of the usual 52 weeks in the fiscal year, there are 52.4. This means that what would be a 2.5% increase in a department's personal services budget in an

ordinary year becomes a 2.78% increase due simply to the additional days in the fiscal calendar. Most of the Town boards have wrestled successfully with this challenge, finding ways to reduce other aspects of their budgets to stay within the 2.5% guideline increase. However, some boards have exceeded the 2.5% guideline, and others have added full time equivalents (FTEs). There continue to be increases in personnel costs due to employees moving up in steps (corresponding to years in service) and across lanes (corresponding to academic degrees for teachers), cost-of-living adjustments for all employees, and the need to bring an employee up to a competitive salary for the particular position.

Employee Benefits: Employee benefits are projected to cost the Town \$31.1 million in FY20. While this figure represents 18.2% of the Town's operating budget, the health insurance budget is \$574,000 less than had been projected in the 2018 TWFP. The reason for this is the success of the Town's recent health insurance initiatives, which have led a larger than anticipated number of employees to choose less costly high deductible plans. In the plan's first year, 25% of eligible employees, a far greater percentage than was anticipated, chose the high deductible plan, resulting in FY19 savings of approximately \$1.0 million. The Town projects that the combination of employee turnover and education about the benefits of the high deductible plan will result in cost containment over the next two years, with health insurance and other related costs estimated to increase by 3.1% to \$20.2 million for FY20. Pension plan contributions will increase by 6.11% to \$7.5 million, and Other Post-Employment Benefits (OPEB) will continue to be funded with a \$3.4 million contribution. With the pension plan slated to be fully funded by 2030 and OPEB by 2037, the Town remains at the forefront of municipalities in fulfilling its obligations to its retired employees. Bond rating agencies in turn reward the Town for funding these obligations through higher bond ratings, which result in lower borrowing costs for the Town.

Capital Spending: Cash capital in the FY20 budget is \$5.9 million, an increase of 11.5% from FY19 but still below the FY18 level of \$6.7 million. The BOS established a debt policy in 2018 that limits spending for cash capital and inside-the-levy debt-funded projects to a range of 6.2% - 6.8% of recurring annual revenues. For FY20, the Town will be at 6.5%, in the middle of that range.

Facilities and Other Capital Needs: Appropriations will be requested for the following FY20 capital projects, all paid for with inside-the-levy borrowing, transfers, and Free Cash, consequently requiring no override:

- Town Hall Exterior Additional Funding \$575,842 (Article 17) -- Transfer and Free Cash
- Library Interior Renovation (Design) \$268,376 (Article 18) -- Borrowing
- Middle School Steam Pipes Replacement (Construction), estimated at \$4.2 million (Article 19) -- Borrowing
- Middle School Building School Systems (Design) \$1.3 million (Article 20) -- Transfer and Free Cash
- Softball Field Construction \$1 million (Article 21): \$300,000 Town (Borrowing); \$500,000 CPC; \$200,000 private
- Sprague Turf Field Replacement \$1 million (Article 22) -- Transfer and Borrowing
- Walnut Street Design \$150,000 (Article 23) -- Free Cash
- Fire Engine Replacement \$735,000 (Article 24) -- Borrowing

Looking Ahead

Large capital expenditures over the next 10 years could cost as much as \$185 million. Most of those costs will be for the replacement of the Hunnewell School and either the Upham School or the Hardy School. The Hunnewell project will be funded in the usual manner the Town funds

large capital projects. For the Upham/Hardy project, the Town is partnering with the Massachusetts School Building Authority and may be eligible for up to 30%, or approximately \$17 million, of the project costs. Please see the School Building Committee link on the Town website for more information about these projects. <https://wellesleyma.gov/774/School-Building-Committee---HHU>. Construction funding for both the Middle School repairs/renovations (design funding sought at this ATM, Article 20) and a project to repair the interior of Town Hall would, like the elementary school projects, require voter-approved debt exclusions. Potential construction of a Town Hall annex, as well as construction funding for the Main Library renovation project (design funding sought at this ATM, Article 18), would be accomplished through inside-the-levy borrowing. The Town-Wide Financial Plan, which begins on page 9 of this *Advisory Report*, includes a chart showing the proposed major projects being contemplated by the Town and a tentative financing schedule. This kind of information is useful in understanding how the various projects may overlap, analyzing the ability of Town staff to oversee the projects, and planning for Special Town Meetings and possible debt exclusion votes.

The Town is in the process of implementing its recently adopted and state-approved Housing Production Plan. If the Town can reach a threshold whereby 10% of its housing units are deemed affordable (as of January 2019, the Town was at 6.77%), the Town will be able to exercise more control over the type, location and design of residential development. In connection with this effort, there is likely to be a Special Town Meeting (STM) later this spring to consider zoning changes for projects currently under discussion, including a major project at Wellesley Office Park on Williams Street. More details on any potential STM will be forthcoming. You can keep informed about these important matters by accessing the “Current Projects” tab and the Planning Board’s page on the Town website. See <https://wellesleyma.gov/> and <https://wellesleyma.gov/1298/Wellesley-Park-40R-District>.

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Town-Wide Financial Plan for 2019 Annual Town Meeting Submitted by the Board of Selectmen

March 1, 2019

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 (FY19), the proposed budget for FY20, and projected financial information for the years FY21-23.

Overview

The Board of Selectmen (the Board), working with other Town officials, is proposing a balanced budget for the fiscal year FY20 (the year beginning July 1, 2019). This proposal assumes modest levels of revenue and spending growth. Overall spending growth is in line with prior year TWFP projections. Most departments' budgets are within the guidelines issued by the Board last fall although Schools, Police, Selectmen's office, and Board of Health exceeded guidelines in their requests. Also of note is a new Town-wide initiative under the Board of Health to address mental health and social service needs across multiple departments. Select other departments exceed guideline because of unfunded changes in staff salary group or classifications approved by the Human Resources Board during the year.

Health insurance spending was significantly favorable to the projections in last year's TWFP; resulting in improvement to reserve levels and allowing the use of free cash to reduce borrowing on some capital projects proposed for FY20.

The amount of reserves used to balance the budget (\$2.5 million) is consistent with the Town's history of allocating this amount annually. Deployment of free cash at this level will keep the reserve levels within the reserve policy guidelines, primarily due to local receipts continuing to exceed projections.

In FY19 the Board implemented a debt policy that established an annual spending limit on cash capital and "inside the levy" debt projects to a range of 6.2% - 6.8% of recurring annual revenues. The policy ensures an affordable and predictable amount of spending and that dollars available for operating budgets are not adversely affected by increased capital spending. The budgeted requests for FY20 are \$10.2 million, or at 6.5% of annual recurring revenues. With capital spending increases at manageable levels, continued moderation of health insurance increases and departmental operating budgets forecasted to grow at an average of 3.0% per year, the Town is in a strong position to avoid Proposition 2 ½ overrides. Cash capital and debt service contribute most heavily to projected deficits in future years and the Board will endeavor to smooth out these expenditures and remain within the range of the approved debt policy. This planning is critical as the Town has mapped out the timing and impact of major capital projects that will require debt exclusions in each of the next four years. The projects in this timeframe include the replacement of Hunnewell School, the construction of a Town Hall Annex and the renovation of the interior of

Town Hall, and the MSBA-funded project to replace the Ernest F. Upham School with a new school either at that location or Hardy School.

Implementation of new health plans and a three-year agreement with our unions went into effect on July 1, 2018. That agreement replaced the “Rate Saver Plans” purchased through the West Suburban Health Group with two deductible plans that are more cost-effective for the Town. The change will moderate cost and cost increases, and continue to provide an excellent choice of health care plans for employees. Projections for FY19 (the current fiscal year) indicate that the Town will save \$1.0 million in health care expenditures and the health group rates are set at a 7% increase for FY20.

The assumptions regarding future operating budgets are comparable to those utilized in the last several years, although the Town guideline has been increased 0.5% to coincide with the school guideline and allow the Town to address critical needs that cannot be met under the restrictive 2.5 % limit of recent years. With most union contracts settled through June 30, 2020, a debt policy in place, and a decline in school enrollment, there is no indication of a need for higher guidelines. It must be noted that the teacher’s contract is in the process of being re-negotiated for the FY20 budget, and the School Committee is in the process of developing a successor strategic plan that may propose additional costs. Any successor strategic plan should include the projected cost for each individual initiative proposed. By doing so, the Advisory Committee, the Board of Selectmen, and the School Committee can explore collaboratively each year which initiatives should move forward and whether there might be a beneficial financial impact to adjustments within the strategic plan. Moreover, initiatives from the town-wide Unified Plan and the Housing Production Plan, and others, will require careful evaluation as to Town priorities in a given year. We expect strategic plan expenses for the School Department can be offset to some degree by declining enrollments or school employee turnover. The Board continues 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 requiring appropriation. The most significant of these projects is the replacement of the Middle School steam pipes. All the debt-funded projects proposed in fiscal 2020 are to be paid for with inside-the-levy borrowing. The Town continues to proactively manage its debt by containing costs on construction projects and applying savings to other projects to reduce future borrowing costs. A list of such debt rescissions or transfers of debt borrowed but not spent are included in Article 39 of the warrant. This budget also proposes using some free cash and transfers from other sources to eliminate some of the borrowing needs.

More critically, we continue to plan for 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, replacement, and/or consolidation of the Hardy, Hunnewell and Upham elementary schools (also referred to as “HHU”), under the direction of the School Building Committee (SBC). Both projects are in the feasibility stage, but under different structures.

- Hunnewell School

- At a Special Town Meeting held in June 2018, the Town authorized \$1.0 million to conduct a feasibility study for Hunnewell School. The SBC is currently working to develop a concept for either a completely new building or a “reno/add-on” building that incorporates the 1938 wing.

The Committee is also studying swing space options that would enable the project to begin first, instead of waiting for the construction of a replacement for the Upham School. Should a workable swing space option be identified, the “early” Hunnewell project contemplates a request for \$5.0 million in design funds at a Special Town Meeting in the fall of 2019, followed by a debt exclusion in FY21 for construction funds of approximately \$55.0 million.

Hardy/Upham Schools

The Town met the requirements to be invited into the Massachusetts School Building Authority (MSBA) program for the consolidation and replacement of the Upham and Hardy schools. The MSBA program provides for a reimbursement of approximately 30% of “eligible” costs (mostly limited to construction costs and not offsite expenses) through a detailed and highly-structured documentation process.

The Town approved \$2.5 million at a Special Town Meeting in the fall of 2018 for a feasibility study and is currently in Module 2 of the MSBA’s process. The Owner’s Project Manager has been selected and the next step is for the Town to work with the MSBA to select the Designer. Future steps include a report from the School Building Committee to Town Meeting about the selected preferred design from the feasibility study and then a debt exclusion vote of \$55.0 million in the spring of 2021 for the construction costs. Our preliminary projections suggest the peak median tax bill impact of constructing two schools could approach \$694 in 2026, based upon construction schedules currently being evaluated. This estimate will continue to be updated as new information becomes available.

- Interior renovation of the 1883 Town Hall. The capital plan recognizes \$27.0 million in FY21-23 for construction of a Town Hall Annex followed by interior renovations to Town Hall. The recently completed interior space utilization and visioning study of the building identified several serious deficiencies, including lack of clear wayfinding, insufficient meeting, office, and storage space, lack of secure storage for vital records, lack of security for financial transactions, insufficient parking, air quality issues, moisture infiltration and handicap accessibility deficiencies. Moreover, the major building systems (boiler, HVAC) are at the end of their useful life and need to be replaced.
 - The study recommends that a Town Hall Annex be constructed first to be utilized as swing space while the interior of Town Hall is under construction, and then as office space for the land use and Facilities Management Departments when Town Hall can again be occupied. A FY20 cash capital project in Article 8 provides for a feasibility study to locate the Annex at Municipal Way in the location of the former MLP/DPW building. Should that prove possible, design funds would be sought in FY21 for the design of both the Annex and Town Hall interior, followed by a request for construction funds for the Annex in FY22, and the interior of Town Hall in FY23.
 - Town Hall does not currently meet the requirements of federal or state disabled persons’ accessibility laws. Working with the project architect on the exterior phase of the project, we have requested and received approval from the Massachusetts Architectural Access Board (MAAB) for several permanent variances from the law, as well as other time variances for interior items that are required to be addressed. Those time variances run for three years following substantial completion of the exterior renovations of the building this fall, with the possibility of a 2-year extension if the Town is making progress towards resolving

these matters. To meet this state regulatory deadline, the interior project will need to begin within the next year.

- **Middle School Building Systems.** the Town completed several important projects at the Middle School in 2006 – 2008, but due to budget constraints deferred specific other items. Article 20 on the warrant requests \$1,300,200 to design replacement of significant portions of the HVAC secondary distribution system, replacement of classroom and corridor doors and certain classroom cabinetry, façade repairs including repointing and re-caulking portions of the brick masonry, and replacement of aged kitchen equipment.. The recently completed feasibility study developed an estimate for these projects of \$12.8 million, which is contemplated for a debt exclusion in FY21.

The Board's approach to capital requests prioritizes projects and requests in an objective manner necessary to manage the annual operating costs of the Town. In doing so, the impact to taxpayers will be moderated as much as possible, while still maintaining the high level of services that our residents have come to expect. 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 the other departmental budgets combined, and school officials project it may continue to grow at a higher annual rate than we have included in this projection, despite declining enrollment expected to continue through FY27. Further analysis of these details is included in the Looking Ahead to FY21 – 23 section of this report.

Over the past year the Town has received several applications for affordable housing developments governed by Massachusetts General Law (M.G.L.) c.40B. The Town developed a Housing Production Plan that was approved by the Commonwealth in September 2018. The Town must reach a threshold where 10% of its housing units are deed-restricted as affordable, and as of January 2019 we were at 6.77% of this goal, with 294 additional units needed. A major project currently in the proposal stage is the construction of 350 rental units within the Wellesley Office Park on Williams Street. While 25% of the units will meet affordability restrictions, all units would count towards the 10% threshold because the units will be rented. The Board intends to bring a proposal to a Special Town Meeting this spring to approve a zoning change to enable this project to move forward. The owner of the property, John Hancock, has agreed to make infrastructure improvements to support the development, with the Town sharing in a portion of those costs, which will be paid from a grant from the Commonwealth under M.G.L. c.40R transit-oriented development program. A fiscal impact analysis performed for this project indicates that new tax revenue as a result of this project will be \$1.5 million per year, which would mitigate the cost for any additional school or town personnel who may be needed.

Key Financial Planning Issues

Each year, the Selectmen and their staff update the TWFP with input from the Town's departments, Boards and Committees, guided also by the conservative financial policies they have adopted over the last decade

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 (“Cost of Living Adjustments” or COLA) for existing employees. A majority of Town employees are unionized, and their annual wage increases are a subject of collective bargaining. This year, all union contracts are settled with the exception of the teacher’s contract which expires on June 30, 2019. There are eleven unions representing 1,129 employees, the largest of which is the Teacher’s Association.

In addition to the COLA noted above, the union contracts also provide for an additional annual “step” increase for teachers and other employees who have not yet reached the top step, and “lane” increases for teachers as they attain 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, employees who have not reached the top step generally 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 departure 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 affects the budget over time. However, in the case of the School Department, the average experience level of teachers has increased over the past ten years. Currently, approximately 50% of the teachers are at the top step, and the others are still moving on steps. Along with increases in special education costs, the School budget has grown at a faster rate than other departments’ budgets. By comparison, in the Fire Department, five employees have retired in recent years, and we expect more to follow in FY20. Due to fewer steps, these retirements have created an opportunity to realign costs, as new employees begin at a lower step and there is a shorter path to the top step.

Employee benefit costs

Employee benefit costs will total nearly \$31.1million in FY20 (18.2% 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 - \$17.2 million
- Pension plan contributions - \$7.5 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 Town has successfully bargained with its employee groups and implemented a number of plan changes in recent years, which have helped control rising costs.

The most recent three-year successor contract began on July 1, 2018, in which the Town introduced two different deductible plans for employees, both of which are less expensive than the previous offerings. The unions have further agreed to shift all employees to paying a greater percentage of their premium costs in the second and third years of the agreement. In return, the Town has offered various incentives to employees to lower their costs. In the first year of the plan 25% of eligible employees, a far greater percentage than was anticipated, chose the high deductible plan, resulting in savings for FY19 of approximately \$1.0 million. 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 in FY20 and FY21. 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.

Municipal employees in Massachusetts are not eligible for Social Security as a benefit of their employment with a municipality. The Town maintains a defined-benefit pension plan for retired employees other than teachers in lieu of a retirement allowance under Social Security, and the benefits are identical to those offered by other cities and towns in Massachusetts. Teachers participate in a similar plan operated by the Commonwealth. Unlike a defined-benefit pension plan in the private sector, however, municipal employees contribute toward the cost of their pension. Any municipal employee hired after 1996 is required to contribute 9% of annual pay plus 2% of pay over \$30,000.

Employee contributions to the Town of Wellesley's pension plan during calendar 2018 totaled \$3.9 million and are estimated to total \$4 million in calendar 2019. In addition, the Town makes an annual contribution, expected to be \$7.5 million in FY20. The Enterprise funds (Water, Sewer and Electric) also contribute the employer portion for their employees. Approximately 66% of the contribution by the Town this year will be allocated to accrued liabilities from prior years.

The Town is also obligated to subsidize a portion of the health insurance premiums for all retirees (Other Post-Employment Benefits or OPEB). 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.

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

LAST FUNDING VALUATION	Pension	OPEB
Measurement Date	1/1/2017	6/30/2018
Accrued Liability	\$ 224,137,166	\$ 114,068,593
Actuarial Value of Assets	\$ 169,089,812	\$ 62,623,693
Unfunded Liability	\$ 55,047,354	\$ 51,444,900
MV of Assets at 12/31/18	\$ 187,848,687	63,739,610

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 FY20 (exclusive of enterprise funds). The latest actuarial valuation of the pension plan performed as of January 1, 2017, resulted in a reduction of the investment return assumption from 6.75% to a more realistic experience rate of 6.625. The next actuarial valuation of the pension plan will be dated 1/01/2019 and will be available in the Spring.

The latest actuarial valuation of the OPEB liability was performed as of June 30, 2016, and the June 30, 2018 valuation will be completed within the month. The interest rate was adjusted to 6.75% and certain mortality assumptions were updated. The funding schedule, which is intended to fully fund this liability by 2037, currently requires the Town to contribute a flat \$3.4 million each year, in addition to the increasing premium subsidies for current retirees ("pay-as-you-go costs"). The \$3.4 million contribution is funded by inside-the-levy funds.

	OPEB Funding			
	FY17	FY18	FY19	FY20
Inside the levy	\$ 2,400,000	\$ 3,432,000	\$ 3,432,000	\$ 3,432,000
Exclusion	600,000	-	-	-
	<u>\$ 3,000,000</u>	<u>\$ 3,432,000</u>	<u>\$ 3,432,000</u>	<u>\$ 3,432,000</u>

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 can 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. New accounting rules applicable to municipalities took effect at the beginning of FY18 which required municipalities to report pension and OPEB liabilities on their balance sheets. Wellesley's proactive funding approach favorably distinguishes our community, as the Town is further along in meeting its obligations than many other towns, whose balance sheets now show much larger unfunded liabilities.

Facilities and other capital needs

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

- Town Hall Exterior Additional Funding - \$575,842 (Article 17)
- Library Interior Renovation – \$268,376 (Article 18)
- Middle School Steam Pipes Replacement (construction) - \$4,200,000 (Article 19)
- Middle School Building Systems (Design) - \$1,300,200 (Article 20)
- Softball Field Construction - \$1 million (Article 21)
- Sprague Turf Field Replacement - \$1 million (Article 22)
- Walnut Street Design – \$150,000 (Article 23)
- Fire Engine Replacement - \$735,000 (Article 24)

The cost amounts shown for the above projects are estimates. Bids for the construction projects are currently being solicited and the final appropriation requests will be presented at Town Meeting.

The Softball Field, Sprague Turf Field Replacement and Walnut Street design will be managed by DPW; the Town Hall Exterior Additional Funding, Middle School Steam Pipes construction and Middle School Building System design will be addressed together by PBC and FMD; and FMD will manage the Middle School Feasibility project. PBC will manage the Library Interior renovation design. All of these projects will be funded with inside-the-levy borrowing or transfers from existing sources of funds.

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

Adoption of the Unified Plan

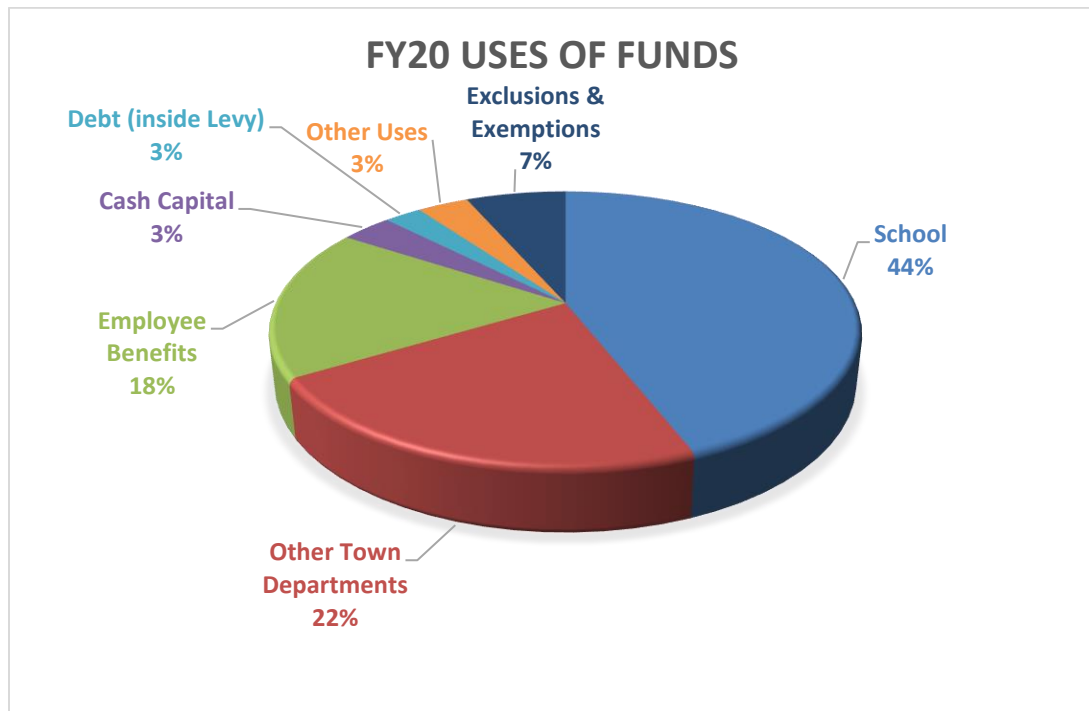
Following nearly three years of work, it is anticipated that early this spring the Board will adopt the Unified Plan (UP) and the Planning Board will adopt appropriate sections of the UP as its new Comprehensive Plan. Final edits are pending from the consultant and approvals will proceed as soon as possible once received. The Finance Director, Executive Director and Board will review and analyze the data and recommendations from the UP and consult with Department Heads to evaluate capital and non-capital priorities that may be incorporated into the Town budget beginning in FY21.

FY20 Budget

The proposed FY20 budget request is summarized in the following table (more complete versions of the FY20 Sources & Uses are presented in Exhibit I and Appendix B, which appear later in this book):

	<u>FY19 Budget</u>	<u>FY20 Request</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<i>Sources of Funds</i>				
Taxes	\$ 128,943,120	\$ 133,966,698	\$ 5,023,578	3.9%
State Aid	10,347,974	10,682,235	334,261	3.2%
Local Revenue	11,031,434	11,428,143	396,709	3.6%
Free Cash to balance	2,646,079	2,500,000	(146,079)	-5.5%
Other free cash items	-	1,985,670	1,985,670	0.0%
Other Sources	1,615,088	1,476,945	(138,143)	-8.6%
CPA Funds	918,000	887,500	(30,500)	-3.3%
CPA to offset debt	550,244	552,044	1,800	0.3%
Exempt Debt	12,001,845	10,888,408	(1,113,437)	-9.3%
Total Sources	\$ 168,053,784	\$ 174,367,643	\$ 6,313,859	3.8%
<i>Uses of Funds</i>				
School	\$ 74,428,918	\$ 76,783,930	\$ 2,355,012	3.2%
Other Town Departments	37,700,743	38,974,935	1,274,192	3.4%
Employee Benefits	30,049,712	31,092,999	1,043,287	3.5%
Cash Capital	5,305,108	5,913,417	608,309	11.5%
Debt Service (inside Levy)	4,002,083	4,300,000	297,917	7.4%
Other Uses	4,015,131	5,861,910	1,846,779	46.0%
Exempt Debt	12,552,089	11,440,452	(1,111,637)	-8.9%
Total Uses	\$ 168,053,784	\$ 174,367,643	\$ 6,313,859	3.8%
Surplus/(Deficit)	\$ (0)	\$ -		

Sources of Funds: The 3.9% increase in Taxes reflects the allowed growth in the levy limit (2.5%) and \$1.8 million of new growth. At this point State Aid is projected at a 3.2% increase according to Governor Baker's proposed budget, which provides an increase of unrestricted governmental aid of 2.7%, and a Chapter 70 increase of 3.2%, and we are sufficiently confident in that number. We have projected level State aid for future years. The 5.1% increase in Local Revenue reflects growth in interest earnings of \$300,000 or 66.6%.



Uses of Funds: The 3.715% increase in the School budget reflects the cost of contractual step, lane and cost-of-living increases, special education costs, and initiatives identified in their strategic plan. The 3.0% increase in Other Town Departments is consistent with the wage increase levels recommended by the Human Resources Board and various adjustments in other expenses for all departments. There are three new positions proposed on the Town side, including a new multi-departmental solution to Mental Health and Social service needs. Although debt and cash capital are up 9.74%, costs remain within the debt policy adopted by the Board and are affordable, while continuing to address critical town-wide needs.

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

Supplemental FY19 appropriations:

- \$300,000 for current year snow and ice removal costs

Because of the favorable health insurance experience for FY19, the Board also anticipates using free cash on a one-time basis to both set aside funds towards SPED stabilization and other future expenses and reduce borrowing needs for several capital projects.

Free cash funding for FY20 projects includes:

- \$841,400 for Middle School Systems design
- \$220,598 for additional Town Hall Envelope Construction
- \$150,000 for Walnut Street Design

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.

Under Massachusetts Department of Revenue (DOR) rules, the Free cash balance and the General Purpose Stabilization Fund are reserves 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, 2018, was \$3.3 million and we do not anticipate any requests for appropriations from this fund.

The Municipal Modernization Act of 2016 created an additional stabilization fund opportunity for special education funding and the Town created a SPED stabilization fund at ATM 2017. Revenues from Medicaid receipts related to special education were deposited into the fund at that time with the plan to continue to build the fund in this manner. Article 11 on this year's warrant will appropriate \$160,000 in revenues from Medicaid receipts. In order to reduce the variability and uncertainty of Special Education costs, and in light of the current strong reserve position of the Town, an additional \$500,000 will be proposed to be added to the fund. These deposits will ensure that a more appropriate level of reserves are available should either the State be unable to meet its circuit breaker obligations, or the Schools experience unanticipated out-of-district placements or other extraordinary expenses. The SPED (and other special purpose) Stabilization fund(s) is an additional reserve for external financial statement purposes.

The fiscal 2020 budget continues the past practice of contributing free cash to the injured on duty stabilization fund (\$48,672), and the RDF Baler fund (\$50,000).

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 several capital investments, as reflected in the "Uses" category above. The potential for generating additional Free Cash in FY19 factors heavily in our evaluation of the proposed use of these reserves to help balance the FY20 budget. The level of Free Cash, as certified by the DOR, was \$14.6 million as of July 1, 2018.

The following chart summarizes the changes in Free Cash for the years FY14-18:

<i>Free Cash</i>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>
<i>Beginning of year</i>	\$10,950,782	\$10,336,925	\$ 8,831,500	\$11,858,182	\$12,109,416
<i>Uses</i>	(3,987,715)	(4,867,591)	(3,601,830)	(4,895,826)	(4,093,089)
<i>Net Free Cash generated</i>	3,373,858	3,362,166	6,628,512	5,147,060	6,598,958
<i>End of year</i>	\$10,336,925	\$ 8,831,500	\$11,858,182	\$12,109,416	\$14,615,285

The following chart summarizes an initial projection of the Town's reserve balances at June 30, 2019:

Reserves Projection

	<u>Amount</u>
<i>Reserves as of 6/30/2018</i>	
Free Cash Estimate	\$ 14,615,285
General Purpose Stabilization fund	3,289,225
Other Stabilization Funds	1,350,142
	\$ 19,254,652
<i>Sources and (Uses) of Reserves in FY18</i>	
- Snow & ice removal - estimated	(300,000)
MS Systems Feasibility	(841,400)
Additional Town Hall exterior construction	(220,598)
Walnut street design	(150,000)
Electronic voting	(15,000)
 Add to SPED stabilization	 (500,000)
Add to SPED stabilization - Medicaid	(160,000)
Add to IOD stabilization	(48,672)
Add to Baler Stabilization	(50,000)
Additions to various Stabilization (no	758,672
 Balance FY20 budget (Article 8)	 (2,500,000)
Net operating change - estimated	1,500,000
<i>Estimated Reserves as of 6/30/19</i>	<u>\$ 16,727,654</u>
 FY20 Revenue	 \$ 156,244,240
<i>% of Revenue</i>	10.71%

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

The Town's Financial Reserves Policy calls for the sum of the balances in the Stabilization Funds 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, 2019, would increase to 10.7%. The estimated FY19 reserve growth is largely attributable to the Town's conservative budgeting and favorable health insurance results. It is also important to note that the Town's financial position is reinforced by the proactive approach to funding the pension and OPEB liabilities.

Looking Ahead to FY21-23

For purposes of projecting the Town's Sources and Uses of funds for the years FY21-23, we have used a range of assumptions in order to aid in the decision-making process about whether the Town needs to plan for an override. The placeholders established for the FY21 budget are as follows:

Revenues

- Levy growth 2.5% plus \$1.8 million of new growth
- State Aid Level
- Local revenue 2%
- Use of Free Cash \$2.5 million/year

Expenses

- Operating budgets average 3.0%
- Pension Per approved funding schedule
- Health insurance 7%
- Other employee benefits 2.5%

These expenditure assumptions do not include changing or new priorities, or initiatives identified in the Unified Plan, Housing Production Plan or in the Human Services areas. Furthermore, given the relative size of the School budget, the assumption regarding the growth in School spending has the greatest impact.

	<u>FY19 Budget</u>	<u>FY20 Request</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>	<u>FY21 Projection</u>	<u>FY22 Projection</u>	<u>FY23 Projection</u>
Sources of Funds							
Taxes	\$ 128,943,120	\$ 133,966,698	\$ 5,023,578	3.9%	\$ 139,115,865	\$ 144,393,762	\$ 149,803,606
State Aid	10,347,974	10,682,235	334,261	3.2%	10,682,235	10,682,235	10,682,235
Local Revenue	11,031,434	11,428,143	396,709	3.6%	11,656,706	11,889,840	12,127,637
Free Cash to balance	2,646,079	2,500,000	(146,079)	-5.5%	2,500,000	2,500,000	2,500,000
FY18 Free Cash items	-	1,985,670	1,985,670	n/a	-	-	-
Other Sources	2,533,088	2,364,445	(168,643)	-6.7%	3,211,009	3,216,009	3,221,009
CPA for North 40	550,244	552,044	1,800	0.3%	553,244	550,244	552,044
Exclusions & Exemptions	12,001,845	10,888,408	(1,113,437)	-9.3%	12,117,045	12,597,008	13,813,935
Total Sources	\$ 168,053,784	\$ 174,367,643	\$ 6,313,859	3.8%	\$ 179,836,104	\$ 185,829,098	\$ 192,700,466
Uses of Funds							
School	\$ 74,428,918	\$ 76,783,930	\$ 2,355,012	3.2%	\$ 79,087,448	\$ 81,460,071	\$ 83,903,873
Other Town Departments	37,700,743	38,974,935	1,274,192	3.4%	40,144,183	41,348,509	42,588,964
Employee Benefits	30,049,712	31,092,999	1,043,287	3.5%	32,698,977	34,240,653	35,865,341
Cash Capital	5,305,108	5,913,417	608,309	11.5%	6,646,684	7,577,444	7,445,003
Debt (inside Levy)	4,002,083	4,300,000	297,917	7.4%	5,062,000	6,262,000	6,921,000
Other Uses	4,015,131	5,861,910	1,846,779	46.0%	4,238,333	4,286,966	4,336,815
Exclusions & Exemptions	12,552,089	11,440,452	(1,111,637)	-8.9%	12,670,289	13,147,252	14,365,979
Total Uses	\$ 168,053,784	\$ 174,367,643	\$ 6,313,859	3.8%	\$ 180,547,914	\$ 188,322,895	\$ 195,426,975
Surplus/(Deficit-Override)	\$ (0)	\$ -			\$ (711,810)	\$ (2,493,797)	\$ (2,726,509)

Based on these assumptions and no overrides, projected deficits are in the range of \$711,810 to \$2.7 million over the years' FY21-23. Adherence to the debt policy will contribute significantly to reducing these deficits and the Board is committed to rigorous analysis of capital requests; conversely, allowing any growth in operating guidelines would have a detrimental impact. Debt exclusions to be placed on the ballot over the next few years will increase taxes to fund the construction of the HHU schools, Middle School repairs and the interior renovation of Town Hall. A chart showing the timing of these projects and others on the horizon is as follows:

Proposed Major Project Financing Schedule - as of 2/27/19

(Excludes PAWS, which is after 2023)

			Fiscal 2020		Fiscal 2021		Fiscal 2022		Fiscal 2023		Fiscal 2024		Fiscal 2025	
Project		Estimated Cost	ATM 2019	Fall 2019	ATM 2020	Fall 2020	ATM 2021	Fall 2021	ATM 2022	Fall 2022	ATM 2023	Fall 2023	ATM 2024	Fall 2024
Middle School Steam Pipes	Construction	\$4.2M	Inside											
Middle School Bldg Systems	Design	\$1.3M	TRF/FC											
Middle School	Construction	\$12.8M				DE								
	Paving	\$1.7M							Inside					
"Early" Hunnewell School	Design	\$5.0M		Inside										
	Swing Space	\$6.0M												
	Construction	\$50.0M					DE							
Cameron Lot	Design	\$1.0M		Inside										
	Construction	\$9.00M					DE							
"Late" Hunnewell School	Design	\$5.0M								Inside				
	Construction w/esc	\$58.0M												DE
MSBA Project	Design/Construction	\$55.0M				DE								
Town Hall Annex	Feasibility	\$110K	Cash Cap											
	Design	\$1.5M			Inside									
	Construction	\$6.5M						Inside						
Town Hall Interior	Design	\$2.0M			Inside									
	Construction	\$17.0M							DE					
Library Renovation*	Design	\$270K	Inside											
	Construction	\$3.2M				Inside								
DPW Renovation	Design	\$300K							Inside					
	Construction	\$2.7M								Inside				
PAWS														
TOTALS			\$5.9M	\$6.0M	\$3.5M	\$71.0M	\$71.5M	\$0.00	\$19.0M	\$5.0M	\$2.7M	\$0.00	\$0.0M	\$58.0M

DE = Debt Exclusion

Inside - Inside The Levy

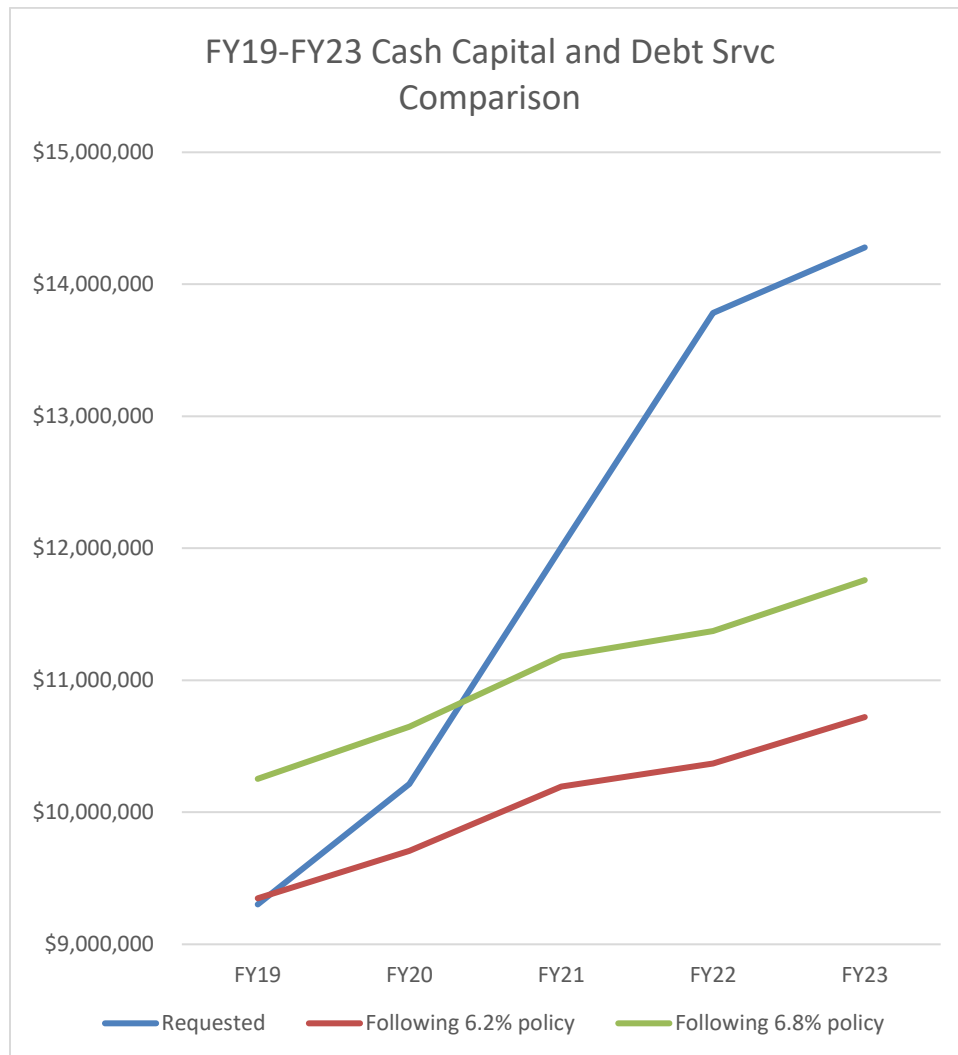
* - Confirm the amount of fundraising

For informational purposes only, we have modeled the impact on debt and deficits utilizing the middle of the debt policy range at 6.5% of operating revenues. This chart shows that the deficits are significantly reduced over the three-year period.

Impact on Deficit of Debt/Capital Policy

	2021	2022	2023
Projected (deficit)	\$ (711,810)	\$ (2,493,797)	\$ (2,726,509)
Debt/Capital	\$ 11,708,684	\$ 13,839,444	\$ 14,366,003
Percent requested	7.24%	8.28%	8.31%
If reduced to 6.5%	\$ 10,505,645	\$ 10,864,084	\$ 11,231,407
Revised surplus	\$ 491,229	\$ 481,563	\$ 408,087

The line graph below shows the impact of imposing a spending range on the capital and debt-service components of the annual budget. The jagged increasing line shows total capital as has been requested during this five-year period. The parallel lines increase at a steady rate according to projected revenues and show the lower and upper end of the debt policy range set by the Board (6.2% - 6.8%). As a point of context, the FY20 budget will be at 6.5% of gross annual revenues or the midpoint on the range, and in FY21 – FY23 the graph shows the requested projects exceeding the top of the range. It will be necessary to develop a plan using an objective and rational process to prioritize projects that meet the needs of all constituencies in a fair and predictable manner in order to bring these costs in line with the debt policy.



Further details regarding these projections without adjustments for the debt policy are provided in Exhibit II. We will continue to refine these projections over the next few weeks and provide an update at Town Meeting. Knowing that the requests for debt exclusions in the upcoming years are likely to have significant impact on our taxpayers, the Board took the proactive steps this year to moderate debt service. Work will continue as it does annually to reduce or eliminate deficits without an override, and to investigate opportunities and methods to lower rates of spending growth, and/or further grow the Town's 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 FY19 – FY25:

Estimated Median Tax Bill								
	FY19	FY20	FY21	FY 22	FY23	FY24	FY25	FY26
Levy Prior	\$ 11,431	\$ 11,759	\$ 12,068	\$ 12,383	\$ 12,707	\$ 13,038	\$ 13,379	\$ 13,729
Levy growth	\$ 479	\$ 458	\$ 464	\$ 470	\$ 476	\$ 483	\$ 490	\$ 497
Existing Debt Exclusions	\$ 1,118	\$ 993	\$ 958	\$ 838	\$ 809	\$ 701	\$ 678	\$ 609
HHU & Feasibility	\$ -	\$ -	\$ -	\$ 146	\$ 140	\$ 414	\$ 400	\$ 694
Middle School	\$ -	\$ -	\$ 29	\$ 89	\$ 85	\$ 82	\$ 79	\$ 78
Town Hall Interior	\$ -	\$ -	\$ -	\$ -	\$ 28	\$ 157	\$ 152	\$ 146
Median tax bill	\$ 13,028	\$ 13,211	\$ 13,519	\$ 13,925	\$ 14,245	\$ 14,875	\$ 15,178	\$ 15,753

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.

Sincerely yours,



Jack Morgan, Chair
 Marjorie R. Freiman, Vice Chair
 Ellen F. Gibbs, Secretary
 Elizabeth Sullivan Woods
 Thomas H. Ulfelder

Exhibits:

I – FY20 Summary Sources & Uses of Funds

Appendices appearing later in this book:

B – FY20 Detail Sources & Uses of Funds

C – Five Year Capital Budget Program

Exhibit I – FY20 Summary Sources & Uses of Funds

	FY2019 Tax Rate	FY2020 Request	% Change
*** SOURCES OF FUNDS ***			
Tax & Other Current Revenues			
Within Levy Limits			
Real Estate & Per. Prop. Tax	128,943,120	133,966,698	3.90%
From the Commonwealth	10,347,974	10,682,235	3.23%
Local Revenue	11,031,434	11,428,143	3.60%
Sub-Total (Tax & Cur. Rev.)	150,322,528	156,077,076	3.83%
Outside Levy Limits			
Real Estate & Pers.Prop.Tax	12,107,180	10,888,408	-10.07%
Available Funds			
Water and Sewer	299,584	307,072	2.50%
Parking Meter Receipts	1,097,219	1,015,728	-7.43%
Appropriated/Reserved CPA Surcharge	918,000	887,500	-3.32%
CPA Funds for North 40	550,244	552,044	0.33%
Free Cash- balance budget	2,646,079	2,500,000	-5.52%
Free Cash- Other items	-	1,985,670	100.00%
Unencumbered/Transfers from other funds	112,950	154,145	100.00%
Sub-Total (Available Funds)	17,731,256	18,290,567	3.15%
TOTAL SOURCES OF FUNDS	168,053,784	174,367,643	3.76%
	FY2019 Request	FY2020 Request	% Change
*** USE OF FUNDS ***			
Personal Services (Non-School)	22,712,055	23,635,022	4.06%
Expenses (Non-School)	6,945,909	7,115,956	2.45%
Subtotal (Non-School)	29,657,964	30,750,978	3.69%
Personal Services (Facilities Maintenance)	4,585,030	4,716,227	2.86%
Expenses (Facilities Maintenance)	3,457,749	3,507,730	1.45%
Subtotal (Facilities Maintenance)	8,042,779	8,223,957	2.25%
Personal Services (School)	65,898,728	69,116,050	4.88%
Expenses (School)	8,530,190	7,667,880	-10.11%
Subtotal (School)	74,428,918	76,783,930	3.16%
Sub-Total (Pers. Svcs.& Exp)	112,129,661	115,758,865	3.24%
Capital & Debt:			
Within Levy Limits			
Capital/Extraord./Special Items	5,305,108	5,913,417	11.47%
Debt Service	4,002,083	4,300,000	7.44%
Sub-Total (Within Levy Limits)	9,307,191	10,213,417	9.74%
Outside Levy Limits			
Debt Service	12,552,089	11,440,452	-8.86%
SUB-TOTAL (CAPITAL & DEBT)	21,859,280	21,653,869	-0.94%
Employee Benefits:			
Health Insurance & other	19,561,287	20,173,090	3.13%
Pension Contribution	7,056,425	7,487,909	6.11%
OPEB Liability Fund	3,432,000	3,432,000	0.00%
Sub-Total (Shared Costs)	30,049,712	31,092,999	3.47%
SUB-TOTAL (OPERATIONS)	164,038,653	168,505,733	2.72%
Special Items:			
Traffic & Parking Management	1,046,336	975,018	-6.82%
Appropriated/Reserved CPA Surcharge	918,000	887,500	-3.32%
State & County Assessments	1,260,154	1,263,722	0.28%
Property Tax Abatements	790,641	750,000	-5.14%
Free cash	-	1,985,670	100.00%
Sub-Total (Special Items)	4,015,131	5,861,910	46.00%
TOTAL USE OF FUNDS	168,053,784	174,367,643	3.76%
TOTAL SOURCE OF FUNDS	168,053,784	174,367,643	3.76%
SURPLUS (DEFICIT)	(0)	-	

ARTICLE 1. To receive and act on the reports of Town officers, boards and committees, including the Annual Town Report, the Report to this Town Meeting of the Advisory Committee, and the Report of the Community Preservation Committee, and to discharge presently authorized special committees, or to take any other action in relation thereto.

(Board of Selectmen)

Advisory expects no motion under this Article.

ARTICLE 2. To receive the Reports of the Board of Selectmen on the Town-Wide Financial Plan and Five-Year Capital Budget Program in accordance with Sections 19.5.2 and 19.16 of the General Bylaws, or to take any other action in relation thereto.

(Board of Selectmen)

The Executive Director and the Board of Selectmen (BOS) produce two important financial planning reports each year—the Town-Wide Financial Plan (TWFP) and the Five Year Capital Budget Program, which is attached to and made a part of the TWFP. The TWFP begins on page 9 of this *Advisory Report* and the Five Year Capital Budget Program is in Appendix C, which begins on page 242. The purpose of the TWFP is to anticipate and prepare for emerging issues, to protect the Town from risk and to plan for the long term. The Five Year Capital Budget Program has as its primary goals the preservation and enhancement of the Town’s physical assets and infrastructure and the ability to anticipate the financial impacts of major projects well in advance.

Under Article 2 and the accompanying Motion, Town Meeting is asked to acknowledge presentation of the TWFP and the Five Year Capital Budget Program for FY20, but not specifically to approve them.

Advisory appreciates the scope of the TWFP and the Five Year Capital Budget Program, as well as the efforts both documents reflect on the part of the BOS to provide detailed information about the Town’s financial status and course. The Advisory Chair’s letter, on page 1, and Advisory’s “Conclusions, Considerations and Recommendations” on Article 8, Motion 2, on page 91, contain some of Advisory’s reflections on the Town’s budget process, which are incorporated by reference at this point as well.

Advisory recommends favorable action, 11 to 0.

ARTICLE 3. To see if the Town will vote to take action on certain articles set forth in this warrant by a single vote, pursuant to a consent agenda, or to take any other action in relation thereto.

(Board of Selectmen)

This Motion seeks Town Meeting approval of a consent agenda that includes motions under certain Warrant articles. A consent agenda allows the motions under the included articles to be acted on by a single vote without oral presentations on the individual articles. Information to Town Meeting Members (TMMs) is provided solely by the *Advisory Report*. As of the date this *Advisory Report* went to print, the articles proposed for inclusion at this Annual Town Meeting (ATM), with their respective proponents listed in the parentheses after the titles of the articles, are:

- Article 13 Water Program (Board of Public Works)
- Article 14 Sewer Program (Board of Public Works)

- Article 39 Rescind or Transfer Debt (Board of Selectmen)
- Article 42 Appoint Fire Engineers (Board of Selectmen)

Motions under articles included on the consent agenda go through the entire Advisory Committee vetting process and are fully described in this *Advisory Report*.

The objective of the consent agenda is to expedite consideration of certain routine, self-explanatory and/or non-controversial issues for which no discussion on the floor of ATM is anticipated so that more time can be devoted to discussion of motions under those articles that involve more complex or controversial issues. The Moderator has worked with the Board of Selectmen (BOS) and Town Counsel to establish the following criteria for including articles on the consent agenda:

1. The proponent, the Moderator and the BOS must agree that the article can be reasonably voted on by TMMs on the basis of information in the *Advisory Report*; that the article is likely to be non-controversial; and that the article is unlikely to generate debate based on its content and historical precedent.
2. The Advisory Committee must recommend favorable action unanimously on each motion within the article.
3. Approval of the article must require a majority (not a super-majority) vote by TMMs.

Under this Motion, the Moderator will specifically refer to each article included on the consent agenda and TMMs will have an opportunity to ask questions about any motion(s) under that article or to request that a particular article be removed from the consent agenda so as to enable the motion(s) under that article to be more fully discussed on the floor of ATM. A representative of the board or committee proposing the article will respond to questions raised by a TMM and, if a TMM requests that an article be removed from the consent agenda, it will be taken up in its regular order within the Warrant.

Advisory Considerations

The consent agenda has been used at the last five ATMs and has been deemed successful by the Moderator and by Town Meeting. No articles were removed from any of the consent agendas at the 2014, 2015, 2016 or 2018 ATMs; however, one of the six articles on the consent agenda for the 2017 ATM was removed at the request of a TMM and that article was then taken up in the regular course of ATM. Advisory continues to believe that a consent agenda is both expedient and productive and that the four articles proposed for inclusion on the consent agenda for this year's ATM meet the Moderator's criteria.

Advisory recommends favorable action, 11 to 0.

ARTICLE 4. To see if the Town will vote to amend ARTICLE 31 of the General Bylaws by making changes to the appendix to the Classification and Salary Plans established under Sections 31.1 and 31.6 respectively, which constitutes part of said Bylaws, relating to the establishment of new classifications, reclassifications of current positions, and the deletion of classifications, or to take any other action in relation thereto.

(Human Resources Board)

Schedule A of Article 31 of the Town Bylaws is a list of job classifications (designated by job group) for all Town employees other than School Department employees. The Human Resources Board (HRB) is empowered under Article 31 to establish new classifications, to amend existing job classifications to reflect changes in job content, and to delete classifications that are no longer needed. These actions are considered at the request of Town boards or are initiated by the Human Resources Department during the fiscal year and reviewed by the HRB.

This Motion seeks Town Meeting approval for actions taken since the 2018 Annual Town Meeting (ATM), as is required by the Town Bylaws. Since the 2018 ATM, there have been four types of changes: *New Classifications*, *Reclassifications*, *Title Changes* and *Deletions*.

New Classifications are new positions that have been created since the 2018 ATM. Some of these changes will result in the deletion of job classifications that are no longer needed. This year, there are six new classifications:

Classification	Dept	Job Group
Database Administrator	IT	55
Assistant Town Accountant	DFS	56
Senior Clerk	TC	45
Office Assistant	ZBA	43
Permit Administrator	BLDG	49
Technical Administrator	ZBA	45

Reclassifications are existing positions for which the duties, functions or requirements in the job description have changed. The HRB re-evaluates these positions using the Hay System of Job Evaluation based on revised position descriptions provided by the appropriate Town boards. It is important to emphasize that the HRB re-evaluates positions and not individual personnel. While a reclassification might result in a wage increase or decrease for an individual currently holding the position, this is not the intent or focus of the evaluation; it is wholly to ensure fair compensation commensurate with the duties and responsibilities of a given position. The financial impact, if any, is included in the relevant department's operating budget.

This year, there were two reclassifications resulting in a change in *Job Group* but no change in *Job Title*:

Title	Dept	Prior Job Group / Midpoint	New Job Group / Midpoint
Inspector of Buildings	BLDG	59 / \$84,300	60 / \$90,500
Director Natural Resources	NRC	57 / \$73,900	59 / \$84,300

Title Changes assign a new job title to a position to better reflect the responsibilities of the role. This year there was one title change:

Prior Title	Dept	New Title
Human Resources Generalist	HR	Benefits Coordinator

Reclassifications and Title Change are changes to existing positions which include both a reclassification and a title change. This year, there were four actions that resulted in changes to a position's classification and job title:

Previous Title / New Title	Dept	Prior Job Group / Midpoint or Step 3	New Job Group / Midpoint or Step 3
Communications Officer to Projects/Communication Manager	SEL	54 / \$61,500	56 / \$69,000
Department Assistant to Office Assistant	FMD	42 / \$19.58	47 / \$24.94
Financial Analyst to Finance / Office Manager	FMD	56 / \$69,000	57 / \$73,900
Program and Office Assistant to Office Administrator	COA	47 / \$24.94	49 / \$27.09

Deletions remove positions which are no longer in use. This year there was one deletion:

Title	Dept
Office Assistant	BLDG

The changes listed above are incorporated in Part 1 of Schedule A. Changes in classifications that are covered by collective bargaining agreements are subject to negotiation between the Town and the appropriate union. These changes are incorporated in Part 2 of Schedule A.

This Motion does not require a budget appropriation as the costs associated with new classifications were funded by the affected departments in FY19 and the incremental costs associated with reclassifications were either absorbed by the department or funded by the 2018 Annual Town Meeting appropriation under Article 5, Motion 3 to the HRB (the reserve for mid-year adjustments). Future funding for these positions will be included in the appropriate departmental budgets.

Advisory Considerations

It is the responsibility of the HRB to review the requests from the various boards and commissions in the Town for changes to the job classifications within their purview and to ensure that the job classifications throughout the Town are fair, appropriate and consistent. The individual boards and commissions are responsible for ensuring that such requests fall within their current and projected budgets. Advisory believes that the actions of the HRB regarding job classifications in FY19 were consistent with these objectives.

Advisory recommends favorable action, 13 to 0.

ARTICLE 5. To see if the Town will vote to amend ARTICLE 31 of the General Bylaws by making changes to Schedule A, entitled “Job Classifications by Groups,” and Schedule B, entitled “Salary Plan – Pay Schedule,” copies of which are available for inspection at the Human Resources Department, and to authorize the Town to raise and appropriate, transfer from available funds, or borrow a sum of money for the purposes of complying with said Schedule B, as so amended, or to take any other action in relation thereto.

(Human Resources Board)

ARTICLE 5, MOTION 1

The Human Resources Board (HRB) seeks Town Meeting approval to amend *Schedule B: Salary Plan – Pay Schedules* for the Series 40 employees. Schedule B sets the rates of pay for all Town employees except School Department personnel, Municipal Light Plant employees, Retirement Board staff and managers who have employment agreements with the Board of Selectmen.

Schedule B						
Salary Plan – Pay Schedules Schedule B						
Rates effective as indicated as of July 1, 2019						
<i>Hourly rates – reflects 2% increase over FY19</i>						
Job Group	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
49	25.31	26.44	27.63	28.88	30.19	31.53
48	24.33	25.39	26.52	27.70	28.99	30.27
47	23.32	24.37	25.44	26.61	27.78	29.05
46	22.33	23.35	24.40	25.51	26.65	27.85
45	21.30	22.26	23.27	24.33	25.39	26.52
44	20.31	21.23	22.19	23.19	24.21	25.31
43	19.28	20.17	21.07	22.03	23.00	24.04
42	18.29	19.13	19.97	20.89	21.82	22.81
41	17.47	18.27	19.10	19.94	20.84	21.76
T19*	29.04	30.47	32.02	33.59	35.28	37.04

*Trade positions – non-union

Series 40 employees are non-union Town support and administrative staff and are eligible for overtime. These jobs are non-exempt (Fair Labor Standards Act (FSLA) status). The HRB has proposed a 2% increase for this group of employees based on a compensation study of comparable communities, municipal compensation trends and external price and employment cost indices.

The proposed increase is based on a benchmark survey of sixteen comparable communities,¹ which indicates that the Town's Series 40 employees' compensation is competitive with other municipalities. The 2% increase allows the Town to keep pace with increases by other municipalities. The Town's average maximum pay rate (Step 6 above) is about 1% lower than the

¹ The benchmark communities are Arlington, Belmont, Brookline, Concord, Dedham, Framingham, Lexington, Milton, Natick, Needham, Newton, Sudbury, Wayland, Weston, Westwood and Winchester.

average of the benchmark towns. The HRB has also taken into consideration current and projected inflation rates, collective bargaining agreements from other municipalities, regional projections from the Bureau of Labor Statistics, as well as recent pay rates and increases of Town employees covered by collective bargaining agreements that range from 1.5% to 2%. This increase will help the Town of Wellesley remain competitive in the job market and maintain its standing when compared to other municipalities.

Based on this data, the HRB has determined that a 2% increase in the Series 40 Salary Plan Pay Schedule is appropriate and equitable. The total impact on the Town budget of the proposed increase is approximately \$40,000. This increase is included in the budget requests of the affected Town departments. It does not include step increases for which employees may be eligible.

The existing step increases, which average 4.55%, remain unchanged. As of the date this *Advisory Report* went to print, twenty-nine of the Town's Series 40 employees had reached the highest salary step and were not eligible for a step increase.

Advisory Considerations

Advisory agrees that the proposed 2% salary increase for the Series 40 employees is reasonable and appropriate for the reasons cited above. Moreover, the 2% increase in the Salary Schedule for the Series 40 employees is consistent with the mandate of the HRB to maintain a fair and equitable pay level for these employees, who are not represented by a union bargaining collectively on their behalf. No separate appropriation is necessary under this motion since the 2% increase in the salaries of the Series 40 employees and the step increases for those who are eligible for them are already included in the budget requests of the various Town departments in which they are employed.

Advisory recommends favorable action, 13 to 0.

ARTICLE 5, MOTION 2

The HRB seeks Town Meeting approval to amend *Schedule B: Salary Plan – Pay Schedules* for the Series 50/60 employees by adjusting the salary ranges as follows:

Schedule B			
Salary Plan – Pay Schedules			
Salary rates effective as indicated as of July 1, 2019			
<i>Reflects 2% increase over FY 19 ranges at midpoint</i>			
Job Group	Minimum	Midpoint	Maximum
69	\$137,800	\$175,540	\$213,280
68	\$127,790	\$162,790	\$197,790
67	\$118,350	\$150,760	\$183,170
66	\$109,540	\$139,540	\$169,540
65	\$101,530	\$129,340	\$157,150
64	\$94,800	\$120,770	\$146,740
63	\$88,760	\$112,710	\$136,660
62	\$83,220	\$105,670	\$128,130
61	\$77,840	\$98,840	\$119,840
60	\$72,930	\$92,310	\$111,700
59	\$67,930	\$85,990	\$104,050
58	\$63,820	\$80,780	\$97,740
57	\$59,930	\$75,380	\$90,830
56	\$55,950	\$70,380	\$84,810
55	\$52,380	\$65,890	\$79,400
54	\$50,030	\$62,730	\$75,430
53	\$47,670	\$59,770	\$71,870
52	\$45,310	\$56,810	\$68,310
51	\$43,250	\$54,060	\$64,870
50	\$41,290	\$51,610	\$61,930

Information Technology			
Job Group	Minimum	Midpoint	Maximum
61	\$87,880	\$111,590	\$135,300
60	\$82,600	\$104,550	\$126,510
59	\$77,110	\$97,610	\$118,110
58	\$71,720	\$90,780	\$109,840
57	\$67,550	\$84,970	\$102,390
56	\$63,250	\$79,560	\$95,870
55	\$60,170	\$75,680	\$91,190
54	\$57,510	\$72,110	\$86,710
53	\$54,750	\$68,650	\$82,550
52	\$52,220	\$65,480	\$78,740
51	\$49,940	\$62,420	\$74,900

Series 50/60 employees are professional, non-union Town department heads, directors and employees with specialized skills. Employees holding these positions are salaried, exempt (FLSA job classification) and receive performance-based merit increases. The HRB proposes to increase the midpoint of pay schedules for Series 50/60 employees by 2%. The proposed increase accommodates potential increases under the Merit Pay Plan (see Motion 3) and keeps the ranges flexible and competitive with market rates. The proposed 2% adjustment to the midpoint in the job group salary ranges does not result in an automatic salary increase unless an employee falls below the minimum of his or her range.

While the recommended average increase for Series 50/60 employees is 2% (consistent with the 2% increases for the Series 40 employees), moving the midpoint by 2% will have an incremental impact on accelerating pay increases for employees below the midpoint based on the matrix that is used to determine individual raises.

Advisory Considerations

The proposed 2% increase to the salary midpoints of the Series 50/60 Salary Schedules is consistent with the Town's most recently negotiated collective bargaining agreements and is within the 2.5% guideline for all non-School department budgets. Therefore, Advisory believes that the proposed 2% increase to the salary midpoints of the Series 50/60 Salary Schedules is both reasonable and appropriate.

Advisory recommends favorable action, 13 to 0.

ARTICLE 5, MOTION 3

The HRB seeks approval for an appropriation of \$175,000 to fund a \$155,000 Merit Pay Plan for the Series 50/60 employees and a \$20,000 reserve for mid-year salary adjustments.

Merit Pay Plan

The Town of Wellesley provides for salary increases to the Series 50/60 employees based both on performance and standing in their respective salary ranges. The \$155,000 Merit Pay Plan request for FY20 yields a projected average increase of 2% for the approximately 90 current employees within the 50/60 Series Job Groups. The salary increases are not automatic, but instead are based on an employee's performance assessment as well as position within the salary range of his or her job group. The Merit Pay Plan is designed to accelerate the movement of low-range employees to the midpoint (market rate) of their range. Pay increases during FY20 will be funded from this Merit Pay Plan pool; it is important to note that the FY20 Series 50/60 employee salary increases do not appear in the departmental budgets listed in Article 8, Motion 2.

Salary Adjustment Reserve

The Salary Adjustment Reserve Fund (the Reserve Fund) is designed to enable the funding of incremental salary increases that arise during the fiscal year for: 1) positions identified as being significantly below market comparable positions, which may result in Job Group changes and corresponding compensation changes for those positions; 2) individual salaries identified as being significantly below market rate, which may be addressed by salary adjustments within the Job Group range (so-called "standing in range" adjustments); and 3) mid-year promotions or other reclassifications that cannot be funded within the respective Town departmental budgets. The HRB is requesting an increase in this fund from \$15,000 in FY19 to \$20,000 in FY20.

The HRB reviews and deliberates on all requests for mid-year compensation changes. If approved, such salary adjustments are funded primarily through departmental operating budgets. A department's ability to absorb salary adjustments within its operating budget is often the result of budget savings from unplanned vacancies, new hires below the originally budgeted midpoint and replacement hires coming in below the budgeted rate for the position to be replaced. When an operating budget cannot support an approved compensation adjustment, the adjustment may be funded through the Reserve Fund. To date in FY19, HRB-approved compensation adjustments total nearly \$47,199, of which \$12,020 was provided from the Reserve Fund, with the remainder provided from individual departmental budgets. This number is based on actual expenditures in FY19 to date and will go up through the end of the fiscal year. The total number of mid-year employment actions to date in FY19 and the expected financial impact of those actions are described below.

Mid-Year Employment Actions

Whether or not the funding was provided from the Reserve Fund, Advisory and the HRB felt that Town Meeting could benefit from additional transparency around the financial impact of mid-year employment actions. Since the date of the last ATM, there have been six job reclassifications that resulted in an employee moving to a higher Job Group:

- Inspector of Buildings (change from Job Group 59 to 60; FY19 midpoint increased cost is \$6,200, funded by Building Department)
- Director, Natural Resources (change from Job Group 57 to 59; FY19 midpoint increased cost is \$10,400, funded by Natural Resources Commission);
- Communications Manager (change in Job Title as well as change from Job Group 54 to 56; FY19 midpoint increased cost is \$7,500, funded by BOS)

- Office Assistant (change in Job Title as well as change from Job Group 42 to 47; FY19 Step 3 rate increased from \$19.58 an hour to \$24.94 an hour, funded by FMD)
- Finance/Office Manager (change in Job Title and change from Job Group 56 to 57; FY19 midpoint increased cost is \$4,900, funded by FMD)
- Office Administrator (change in Job Title and change from Job Group 47 to 49; FY19 Step 3 rate increased from \$24.94 an hour to \$27.09 an hour, funded by COA)

In addition to the job reclassifications described above and approved in Article 4, the HRB also approved a number of standing in range adjustments during FY19:

- Building Inspectors, 10/16/18 (FY19 increased costs of \$6,000 and \$10,000 funded by Building Department)
- Assistant Finance Director, 7/10/18 (FY19 increased cost of \$3,289 funded by Finance Department)
- Senior HR Generalist, 7/1/18 (FY19 increased cost of \$2,572 funded by HR Department)
- Benefits Coordinator, 7/1/18 (FY19 increased cost of \$2,448 funded by HR Department)
- Library Director, 6/6/18 (FY19 increased cost of \$8,500 funded by Board of Library Trustees)
- Assistant Town Clerk, 6/6/18 (FY19 increased cost of \$1,867 funded by Town Clerk)
- Assistant Town Accountant, 4/3/18 (FY19 increased cost of \$1,700 funded by Finance Department)

Advisory Considerations

Advisory believes that the Merit Pay Plan is consistent with the Town's objectives of (1) compensating its managerial, supervisory and other upper level employees fairly based on their job performance and (2) compensating them as close to the appropriate market rate for their respective positions as possible. Advisory further believes that the approach set forth in the Merit Pay Plan and the funds that will be provided in both the \$155,000 Merit Pay Plan Pool and the \$20,000 Salary Adjustment Reserve will enable continued progress to be made toward these stated goals. Advisory and the HRB will continue to promote transparency regarding these mid-year salary adjustments and work with Town Finance to understand the implications of making any changes to the current funding approach.

Advisory recommends favorable action, 13 to 0.

ARTICLE 6. To see if the Town will vote to fix the salary and compensation of the Town Clerk at \$92,127.00, as provided by Section 108 of Chapter 41 of the General Laws, or to take any other action in relation thereto.

(Board of Selectmen)

Under this Article, the Board of Selectmen (BOS) requests a salary increase for the Town Clerk. The Town Clerk is the only elected official in Wellesley to receive a salary.

Each year, the BOS reviews the Town Clerk's salary and makes a recommendation to Town Meeting for an appropriate merit increase for the next fiscal year. The Selectmen take into consideration the salary increases recommended by the Human Resources Board (HRB) for the Town's hourly paid Series 40 employees, any adjustments made to the Series 50 salary ranges under Article 5 and other relevant factors. As discussed under Article 5 in this *Advisory Report*, the HRB has proposed 2% average salary increases for those groups this year.

It should be noted that the Town Clerk is not covered by the Salary Plan (see Article 5, Motion 2) and therefore does not benefit from movements in the salary range. The Town Clerk also does not have salary steps or receive step increases.

For FY19, the Town Clerk's salary is \$1,758 weekly, which is \$91,423 annually. The BOS proposes to increase this salary by 2% for FY19 to \$1,793 weekly, which is \$93,251 annually. For FY18 and FY19, the Town Clerk's salary also increased by 2%, again consistent with the average increase for the Town's Series 50 employees those years.

The FY20 salary figure presented in the motion (\$93,251) is different from that presented in the warrant (\$92,127). The difference is attributable to (1) an error in the starting salary used to derive the FY20 figure and (2) the removal of the 2.0% increase from the line item when in fact it should have been left in the calculation for this position.

Advisory Considerations

The 2% increase in the Town Clerk's salary recommended by the BOS is consistent with the 2% increases that the HRB has proposed both for the Town's non-represented hourly paid Series 40 employees and for the mid-points in the salary ranges and average salary increases for the Series 50/60 employees. Therefore, Advisory believes that the Selectmen's recommendation to increase the Town Clerk's salary by that same percentage amount is fair and appropriate.

Advisory recommends favorable action, 12-0.

ARTICLE 7. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow a sum of money to supplement or reduce appropriations approved by the 2018 Annual Town Meeting, or to take any other action in relation thereto.

(Board of Selectmen)

ARTICLE 7, MOTION 1: WINTER SUPPLEMENTAL APPROPRIATION

This motion requests a supplemental FY19 appropriation to the Board of Public Works (BPW) for winter maintenance. The winter maintenance budget includes the cost of equipment maintenance, fuel, de-icing chemicals and personal services. When plowing occurs during regular working hours, the personnel cost is included in the regular Department of Public Works (DPW) budget. However, when the work occurs outside of normal working hours, requiring payment to DPW staff, or when outside contractors are required because of the size of a snow/ice event, the cost is applied against the winter maintenance budget. The number, timing and severity of the storms or events all influence these annual costs. So far this year, snow events requiring plowing on November 15, January 19, February 12, February 18, February 20 and February 27 as well as treatment on ten other dates and snow removal on February 14, all depleted the budget.

	DPW Snow and Ice History						
	FY13	FY14	FY15	FY16	FY17	FY18	FY19*
Sources							
Appropriation in Article 8, Motion 2	\$348,703	\$348,703	\$348,703	\$348,703	\$348,703	\$348,703	\$357,420
Supplemental **	450,000	650,000	1,025,000	\$250,000	500,000	\$520,912	\$
Total Appropriation	<u>\$798,703</u>	<u>\$998,703</u>	<u>\$1,373,703</u>	<u>\$598,703</u>	<u>\$848,703</u>	<u>\$869,615</u>	<u>\$</u>
Uses							
Personal Services	240,940	366,863	460,694	139,904	255,438	321,307	157,059
Sand/Salt	140,673	196,335	296,825	172,501	241,359	165,778	88,193
3Contractor Plowing	57,841	85,193	64,383	1,917	87,353	94,494	38,049
Vehicle Repair	308,160	332,807	472,737	263,857	258,164	253,413	125,200
Other	51,089	17,506	79,007	18,395	3,536	34,623	17,838
Total PS & Expenses	<u>\$798,703</u>	<u>\$998,704</u>	<u>\$1,373,647</u>	<u>\$596,574</u>	<u>\$845,850</u>	<u>\$869,615</u>	<u>\$426,339</u>
Events							
Sanding/Salting	12	14	12	8	11	13	10
Plowing	4	9	6	4	5	6	6
Snow/Ice Removal	1	5	4	0	2	1	1
Flooding	0	0	0	0	0	0	0
Total Snowfall	58"	64"	94"	24"	58"	34"	39"

*FY19 costs and events are given through March 1, 2019.

**FY18 includes \$20,912 from DPW budget transfers in FY18.

Budgeting below the average cost of winter maintenance has been the Town's customary practice. Under the current provisions of Massachusetts General Law, Chapter 44, Section 31D, as amended in 2016 by the Municipal Modernization Act, a town may make expenditures in excess of the current year's winter snow and ice budget provided that the Town's chief administrative officer approves such expenditures and that the appropriation equals or exceeds that of the prior year. Under the law, a town may fund any supplemental appropriations from Free Cash in the current year or roll the excess into the following year's tax rate. Wellesley has chosen the first approach. For FY09 through FY18, the Town appropriated \$348,703 for snow and ice

removal at Annual Town Meeting. For FY19, the Town appropriated \$357,420, an increase of 2.5%, and for FY20 the BPW has requested \$366,355, an increase of 2.5%.

For FY14, FY15, FY16, FY17 and FY18, additional appropriations from Free Cash have been approved by Town Meeting in amounts ranging from \$250,000 to \$1,025,000 per year, depending on the severity of the weather.

This year, the DPW has paid \$426,339 through March 1, 2019, with \$73,084.77 not yet paid, for a total of \$499,423.77. At the time this *Advisory Report* went to print, a supplemental request of \$300,000 had already been approved by the Executive Director. It is highly likely that snowstorms and removal underway as of this writing will require an additional supplemental appropriation.

Advisory will make its recommendation at or before Annual Town Meeting.

ARTICLE 8. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow a sum of money for the following:

- 1) The operation and expenses of certain Town departments, including capital outlay, maturing debt and interest, and the provision of a Reserve Fund;
- 2) Extraordinary maintenance, special capital projects and other capital outlay items for the several Town departments;
- 3) Such purposes as may be voted contingent upon passage by the voters of referendum questions as authorized by Section 21C(g) of Chapter 59 of the General Laws,

and further to authorize the Board of Assessors to use any monies paid to the Town from the Wellesley Municipal Light Plant as an estimated receipt when computing the Fiscal Year 2020 Tax Rate, or to take any other action in relation thereto.

(Board of Selectmen)

Three motions are expected under Article 8:

Motion 1: To appropriate \$1,000,000 (One Million Dollars), paid to the Town from the Municipal Light Plant, to be used by the Board of Assessors as an estimated receipt when computing the tax rate for the year commencing on July 1, 2019.

Motion 2: To appropriate the funds detailed in the exhibit shown on the following pages to the respective boards and departments.

Motion 3: To transfer the sum of \$2,500,000 (Two Million Five Hundred Thousand Dollars) from Free Cash, as certified on July 1, 2018, to reduce the tax rate.

ARTICLE 8, MOTION 1: MLP CONTRIBUTION

This Motion authorizes the Town to accept a \$1 million payment from the Municipal Light Plant (MLP) in FY20, as approved by the Municipal Light Board (MLB). The Board of Assessors must

receive annual authorization to incorporate these funds from the MLP into the tax rate. Favorable action on this Motion provides the required authorization for FY20.

Annual passage of this Motion permits the Town's taxpayers to continue receiving the benefit of owning the MLP. Although the MLP's annual cash payment of \$1 million has remained the same for the past 16 years, it remains among the most generous of the 40 municipally owned electric utilities in Massachusetts. The MLP's payment is even more impressive when compared to the real estate tax an investor-owned utility would pay to the Town. Based on the net book value of the MLP's Wellesley assets, an investor-owned electric utility would make an annual real estate tax payment of \$620,000.

The MLP provides a number of other financial benefits to Wellesley. In addition to electric rates that as of December 2018 were 67% below surrounding communities, all municipal departments receive an added discount of 4%. The MLP also provides a fiber interconnection to all Town buildings at no cost to the taxpayers. In Fiscal Year 2018 (FY18), instead of increasing the Town payment, the MLP approved a \$563,000 expenditure to retrofit 2,882 streetlights with light emitting diode (LED) fixtures. The LED fixtures eliminate more than one million kilowatt-hours of electricity, saving Wellesley's taxpayers an average of \$130,000 annually. With an expected useful life of 20 years, the total savings to taxpayers will approach \$2.6 million.

Advisory Considerations

Advisory values the MLP's \$1 million payment and the important role it plays as a funding source for the ongoing operations of Town government. This contribution is in addition to discounted electric rates and reliable service that the MLP provides to its customers. Advisory notes that the MLP has faced significant challenges related to ISO-New England mandated increases from higher transmission and capacity costs. During FY18 the MLP incurred an operating loss of \$3.7 million prior to funding the Town payment. In FY19 the MLP's loss is projected to be \$1.7 million. Despite these losses the MLP has continued funding the \$1 million payment while limiting rate increases to the 5% that went into effect in October 2017. Further, the MLP like all municipally owned light plants remains vulnerable to increased charges from its suppliers of electricity. For these reasons, Advisory supports a conservative approach to any potential increase in expenditures at the MLP, including the \$1 million payment.

Advisory recommends favorable action, 12 to 0.

ARTICLE 8, MOTION 2

That the following sums of money be appropriated to the Town boards and officials and for the purposes as hereinafter set forth:

Funding Item		Personal Services	Expenses	Total Operations
<u>GENERAL GOVERNMENT</u>				
To the Board of Selectmen for General Government; \$2,612,607 for Personal Services and \$1,964,645 for Expenses. And it is recommended that the sums be allocated as follows:				
<i>Board of Selectmen - Administration</i>				
122	Executive Director's Office	548,020	40,800	588,820
126	Sustainable Energy	34,925	3,225	38,150
199	Central Administrative Services	0	27,700	27,700
133	Finance Department	460,724	10,450	471,174
155	Information Technology	677,584	512,750	1,190,334
145	Treasurer & Collector	343,927	107,200	451,127
195	Town Report	0	4,000	4,000
<i>Board of Selectmen - Human Services</i>				
541	Council on Aging	384,829	59,176	444,005
543	Veterans' Services	0	70,502	70,502
542	Youth Commission	85,436	17,090	102,526
<i>Board of Selectmen - Other Services</i>				
180	Housing Development Corporation	0	6,500	6,500
691	Historical Commission	0	750	750
693	Memorial Day	0	5,000	5,000
692	Celebrations Committee	0	4,700	4,700
176	Zoning Board of Appeals	77,162	7,190	84,352
<i>Board of Selectmen - Shared Services</i>				
151	Law	0	340,000	340,000
945	Risk Management	0	548,762	548,762
135	Audit Committee	0	58,850	58,850
458	Street Lighting	0	140,000	140,000
Subtotal - Board of Selectmen - General Government		2,612,607	1,964,645	4,577,252
<i>Other General Government</i>				
To the following Town boards and officials:				
161	Town Clerk/Election & Registration	272,032	39,815	311,847
141	Board of Assessors	286,263	101,800	388,063
175	Planning Board	285,246	43,000	328,246
185	Permanent Building Committee	0	0	0
152	Human Resources Board	317,688	37,950	355,638
131	Advisory Committee	10,000	22,000	32,000
132	Advisory Committee - Reserve Fund	0	175,000	175,000
Subtotal - Other General Government		1,171,229	419,565	1,590,794
GENERAL GOVERNMENT TOTAL		3,783,836	2,384,210	6,168,046

Funding Item	Personal Services	Expenses	Total Operations
<u>FACILITIES MANAGEMENT - BOARD OF SELECTMEN</u>			
To the Board of Selectmen for Facilities Management, \$4,716,227 for Personal Services and \$3,507,730 for Expenses. And it is recommended that the sums be allocated as follows:			
192 Facilities Management	4,716,227	3,507,730	8,223,957
FACILITIES MANAGEMENT TOTAL - BOARD OF SELECTMEN	4,716,227	3,507,730	8,223,957
<u>PUBLIC SAFETY - BOARD OF SELECTMEN</u>			
To the Board of Selectmen for Public Safety, \$11,916,024 for Personal Services and \$979,043 for Expenses. And it is recommended that the sums be allocated as follows:			
210 Police Department	5,887,143	664,810	6,551,953
299 Special School Police	129,254	3,263	132,517
220 Fire Department	5,351,153	267,270	5,618,423
241 Building Department	533,474	41,000	574,474
244 Sealer of Weights & Measures	15,000	2,700	17,700
PUBLIC SAFETY TOTAL - BOARD OF SELECTMEN	11,916,024	979,043	12,895,067
<u>PUBLIC WORKS</u>			
To the Board of Public Works, \$4,534,263 for Personal Services and \$2,606,354 for Expenses. And it is recommended that the sums be allocated as follows:			
410 Engineering	535,847	65,500	601,347
420 Highway	1,093,825	470,450	1,564,275
454 Fleet Maintenance	165,000	43,462	208,462
430 Park	1,266,331	372,570	1,638,901
440 Recycling & Disposal	1,103,530	1,263,947	2,367,477
450 Management	369,730	24,070	393,800
456 Winter Maintenance	0	366,355	366,355
PUBLIC WORKS TOTAL	4,534,263	2,606,354	7,140,617
<u>WELLESLEY FREE LIBRARY</u>			
To the Trustees of the Wellesley Free Library:			
610 Library Trustees	2,025,452	570,015	2,595,467
LIBRARY TOTAL	2,025,452	570,015	2,595,467
<u>RECREATION</u>			
To the Recreation Commission:			
630 Recreation Commission	343,418	28,741	372,159
RECREATION TOTAL	343,418	28,741	372,159
<u>HEALTH</u>			
To the Board of Health:			
510 Board of Health	539,921	82,685	622,606
523 Mental Health Services	0	244,658	244,658
XXX Mental Health Service Initiative	90,000	50,000	140,000
HEALTH TOTAL	629,921	377,343	1,007,264

Funding Item		Personal Services	Expenses	Total Operations
NATURAL RESOURCES				
To the Natural Resources Commission:				
171	Natural Resources Commission	227,108	25,000	252,108
172	Morses Pond	0	145,250	145,250
NATURAL RESOURCES TOTAL		227,108	170,250	397,358
NON-SCHOOL TOTAL		28,176,249	10,623,686	38,799,935
WELLESLEY PUBLIC SCHOOLS				
To the School Committee, \$69,116,050 in the aggregate for Personal Services and \$7,667,880 for Expenses. And it is recommended that the sum be allocated as follows:				
320	Instruction	49,059,555	2,089,585	51,149,140
330	Administration	1,427,465	153,741	1,581,206
340	Operations	1,530,688	1,237,484	2,768,172
360	Special Tuition/Transportation/Inclusion	17,098,342	4,187,070	21,285,412
	Subtotal	69,116,050	7,667,880	76,783,930
SCHOOL TOTAL		69,116,050	7,667,880	76,783,930
EMPLOYEE BENEFITS				
To the Board of Selectmen for the purposes indicated:				
914	Group Insurance	0	19,665,390	19,665,390
912	Worker's Compensation	0	287,700	287,700
919	Other Post Empl. Benefits Liability Fund	0	3,432,000	3,432,000
910	Retirement Contribution	0	7,487,909	7,487,909
913	Unemployment Compensation	0	100,000	100,000
950	Compensated Absences	0	120,000	120,000
911	Non-Contributory Pensions	0	0	0
EMPLOYEE BENEFITS TOTAL		0	31,092,999	31,092,999
And further, that the balance on hand in the Workers' Compensation fund on June 30, 2019 and any interest earnings of the program, are appropriated for expenses related to the Workers' Compensation Program of the Town for Fiscal Year 2020.				
ALL PERSONAL SERVICES & EXPENSES		97,292,299	49,384,565	146,676,864

Funding Item		Personal Services	Expenses	Total Operations
<u>CAPITAL & DEBT</u>				
To the following Town boards and officials for the purposes indicated:				
<i>Departmental Cash Capital</i>				
400	Board of Public Works - Capital	0	2,276,000	2,276,000
300	School Committee - Capital	0	1,101,028	1,101,028
122	Board of Selectmen - Capital	0	452,089	452,089
161	Town Clerk - Capital	0	0	0
175	Planning Board	0	30,000	30,000
192	Facilities Management - Capital	0	1,850,000	1,850,000
510	Health Department	0	0	0
610	Library Trustees - Capital	0	124,300	124,300
171	Natural Resources Commission - Capital	0	80,000	80,000
172	Morses Pond - Capital	0	0	0
Subtotal - Cash Capital		0	5,913,417	5,913,417
To the Town Treasurer and Collector for:				
700	Current Inside Levy Debt Service	0	4,300,000	4,300,000
700	Current Outside Levy Debt Service -Issued/Unissued	0	11,440,452	11,440,452
Subtotal - Maturing Debt & Interest		0	15,740,452	15,740,452
CAPITAL & DEBT TOTAL		0	21,653,869	21,653,869
<u>RECEIPTS RESERVED FOR APPROPRIATION</u>				
To the Board of Selectmen, to be taken from the Parking Meter Receipts Account:				
293	Traffic & Parking Operations	312,418	662,600	975,018
RECEIPTS RESERVED TOTAL		312,418	662,600	975,018
TOTAL APPROPRIATIONS - ARTICLE 8, MOTION 2				\$ 169,305,751

To meet said appropriations, transfer \$154,145 from the Police Detail account, \$40,710 from Parking Meter Receipts, \$153,536 from Water/Sewer for IT services, \$153,536 from MLP for IT services, and \$552,044 from the CPA Fund to pay for debt service, provided further that of the foregoing appropriations, the amounts are contingent upon passage of motion 8.3 (free cash appropriation).

This appropriation represents the material portion of spending in the FY20 budget, including the operating budgets for all departments, Cash Capital spending and debt service.

OMNIBUS BUDGET OVERVIEW

The FY20 omnibus budget request is \$169,305,751, a \$4,390,763 (2.66%) increase over the (revised at ATM 2018) FY19 omnibus budget request of \$164,914,988. Note from the TWFP on page 16 that the overall FY20 Town budget is \$174,367,643. While the omnibus budget accounts for the vast majority of Town spending in FY20, it does not include, for example, appropriations for the merit pool (Article 5, Motion 3) or from the Community Preservation Fund (Article 16). In addition, appropriations where exempt and inside-the-levy borrowed funds are used are indirectly included in the omnibus budget through the associated principal and interest payments.

Revenue from property taxes, both inside and outside the levy, including property taxes on new growth, is projected to increase by 3.9% (\$5,023,578) in FY20. Under Proposition 2½, the allowable growth for FY20 is a 2.5% increase on existing property taxes, plus new growth. New growth taxes are estimated at \$1,800,000 for FY20, which is a five-year average. The outside the levy debt service cost declined 8.9% (\$1,111,673) because of the Town's conservative approach to debt financing: level principal payments and shorter borrowing terms. Local revenue is projected to increase by 3.6% (\$396,709) because of conservative FY19 estimates, and the Town is cautiously forecasting the 3.23% increase in State Aid included in the Governor's budget proposal.

Cash Capital requests increased by \$608,309, or 11.5%, compared with FY19, but Cash Capital and inside the levy debt remain within the guidelines established under the new Board of Selectmen (BOS) policy. Free Cash will also be used to fund certain other appropriations not covered in Article 8, some of which appear in FY20 and others in FY19, as shown in the chart below:

Free Cash Used in ATM18(FY19)		Supplemental 19 at ATM19		Free Cash Used in FY20	
Purpose	Total Appropriation	Purpose	Total Appropriation	Purpose	Total Appropriation
				Article 10 - Special Injury Leave Stabilization	48,672
				Article 11 - SPED Stabilization	500,000
				Article 11 - SPED Stabilization	160,000
				Article 12 - Baler Stabilization Fund	50,000
				Article 17 - Town Hall Exterior	220,598
				Article 20 - MS Systems Design	841,400
				Article 23 - Walnut Street Design	150,000
				Article 36 - Electronic Voting	15,000
Article 8 - Free Cash to balance	2,646,079	Article 7 - Snow and Ice removal	300,000	Article 8 - Free Cash to balance	2,500,000
Total FY19	\$2,646,079		\$300,000	Total FY20	\$4,485,670

Note that these uses of Free Cash, totaling \$4,485,670, all require (or required) Town Meeting approval.

Major Budget Drivers

The major components of the change in the operating budget are as follows:

	Change from FY19 to FY20	
School Personal Services	3,217,322	4.88%
Town Personal Services (includes 2.0% average raise for Series 50/60)	1,181,081	4.33%
Cash Capital/Inside Levy Debt	906,226	9.74%
Group Insurance (primarily healthcare)	680,903	3.59%
Town Expenses	220,028	2.11%
School Expenses	(862,310)	-10.11%

The total increase over the FY19 omnibus budget is \$4,390,763. The growth in the School budget is primarily from salaries, but it is partially offset by a significant reduction in the School's expense budget, which in turn resulted from a change in the method of budgeting Special Education costs. The School's Personal Service budget includes funds to settle contracts in FY20 and certain increases relating to the School's strategic plan. Almost 1% of the Town increase in personal services results from the addition of three positions in the Selectmen, Police, and multi-department Mental Health Initiative.

The Town and its unions negotiated a new set of changes to health insurance plans effective July 1, 2018, and for a three-year term. A key component of the new offerings was the introduction of high deductible plans for the first time. The Town underestimated the popularity of these high deductible plans and will save almost \$1 million compared with the FY19 budget. This in turn led to reductions in the projected needs for FY20 compared with the FY20 projections in last year's TWFP.

Group Insurance + Workers' Compensation						
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Request
	16,586,944	16,724,561	16,656,164	18,094,148	19,272,187	19,953,090
Increase/Decrease	927,171	137,617	-68,397	1,437,984	1,178,039	680,903
% Change	5.90%	0.83%	-0.41%	8.63%	6.51%	3.53%

The OPEB funding schedule as of the June 30, 2016 valuation is flat from year to year. OPEB is now being funded completely within the levy and no longer presents a structural imbalance. Although the pension funding schedule recognizes recent COLA base increases through 2021, the schedule then slows to an annual growth rate of less than 3.5%, which is less than projected growth in revenues.

The chart below (left side) shows the top seven departments' personal services spending ranked by dollar value of cost increase. The increase in personal services continues to be the primary driver of the overall budget increase at approximately \$4.3 million (4.58% over FY19). The Schools represent the majority of the personal services increase (\$3.2 million, a 4.88% increase over FY19). The Police, Mental Health Initiative, and Board of Selectmen increases are all due to the addition of one new employee in each department.

Operating Increases in FY20 Compared to FY19					
Personal Services (including MPP)			Expenses (Not Including Employee Benefits)		
Department	\$ Increase	% Increase	Department	\$ Increase	% Increase
Schools	\$3,217,322	4.88%	Schools	(862,310)	-10.11%
Public Safety	365,147	3.16%	Public Safety	18,355	1.91%
FMD	150,301	3.28%	FMD	49,981	1.45%
DPW	98,704	2.21%	IT	92,000	21.87%
Mental Health Initiative	90,000	100.00%	Mental Health Initiative	50,000	100.00%
Executive Director	88,794	19.05%	Board of Assessors	18,750	22.58%
Health Dept	46,881	9.38%	Law	(35,000)	-9.33%

The chart above (right side) shows the five most variable departments' operating expense changes. Note the significant (10.11%) reduction in School expenses, which is primarily attributable to Special Education. Large personal service and/or operating expense increases are explained in more detail in the relevant sections below.

BUDGET PROCESS AND GUIDELINES

The FY20 annual budget process began at the 2018 Annual Town Meeting (ATM), with the presentation of the 2019 Town-Wide Financial Plan (TWFP). At that time, the Schools indicated that their ability to provide the level of services expected would be difficult within a 3.5% guideline. Based on these assumptions and no overrides, Town Finance was projecting deficits in the range of \$690,000 to \$1.9 million over the years FY20-22, depending on the growth of the School budget. The BOS issued guidelines in the fall of 2018 (FY19) that, together with capital reductions consistent with the new debt policy, would reduce the need for a Proposition 2 1/2 override.

Budget Guidelines

The revised budget outlook in September 2018 provided the basis for the FY20 budget guidelines issued by the BOS:

- School Department – 3.0%
- Other Town Departments – 2.5%
- Approximately \$2.5 million in Free Cash used to balance the budget

The way in which department budgets are checked against guidelines is explained in the table that follows:

Column 1 shows the FY19 Budget after the FY19 merit pool has been applied and contracts settled, not what was voted during the 2018 Town Meeting.

Column 2 shows the FY20 Request to be voted by Town Meeting under this Article.

Column 3, Modeled COLA, models salary increases made after Town Meeting. With all union contracts settled, this represents the 2% modeled merit pay increase for Series 50/60 employees. This increase will be allocated to the department later as part of the FY20 merit pay distribution.

Column 4, New FTE Benefits, shows the benefit allocations of \$20,000 for each new full-time position to cover the additional benefit cost burden to the Town of that position. Benefits are funded from a Town-wide, non-departmental line item in the omnibus budget.

Column 5 adds the Modeled COLA and New FTE Benefits to the FY20 Request for the FY20 Total. This number represents the true cost to the Town of the departmental FY20 request in column 2 and is used to do the comparison to guidelines shown in the last column.

Column 6, FY19-FY20 Change, shows the percentage change from the FY19 Budget (column 1) to the FY20 Total (column 5). This is the number that is compared against the established budget guidelines. If the FY19-FY20 Change is less than or equal to the guideline for that department, the department is considered to be “within guidelines.” Otherwise the department is considered to have “exceeded guidelines.”

Total FY20 Operating Costs by Department						
Department	FY19 Budget	FY20 Request	Modeled COLA	New FTE Benefits	FY20 Total	FY19-FY20 Change
Advisory Committee	\$32,000	\$32,000	\$0	\$0	\$32,000	0.00%
Audit Committee	\$58,200	\$58,850	\$0	\$0	\$58,850	1.12%
Board of Assessors	\$363,862	\$388,063	\$3,309	\$0	\$391,372	7.56%
Board of Health	\$819,015	\$867,264	\$6,831	\$0	\$874,095	6.73%
Mental Health Service Initiative	\$0	\$140,000	\$0	\$20,000	\$160,000	100.00%
Building Department	\$548,897	\$574,474	\$8,602	\$0	\$583,076	6.23%
Celebrations Committee	\$4,700	\$4,700	\$0	\$0	\$4,700	0.00%
Central Administrative Services	\$26,500	\$27,700	\$0	\$0	\$27,700	4.53%
Council on Aging	\$437,159	\$444,005	\$4,062	\$0	\$448,067	2.50%
Executive Director's Office*	\$499,248	\$588,820	\$6,797	\$20,000	\$615,617	23.31%
Facilities Management	\$8,042,779	\$8,223,957	\$19,104	\$0	\$8,243,061	2.49%
Finance Department	\$458,154	\$471,174	\$4,355	\$0	\$475,529	3.79%
Fire Department	\$5,481,195	\$5,618,423	\$0	\$0	\$5,618,423	2.50%
Historical Commission	\$750	\$750	\$0	\$0	\$750	0.00%
Housing Development Corporation	\$6,500	\$6,500	\$0	\$0	\$6,500	0.00%
Human Resources Board	\$352,083	\$355,638	\$5,244	\$0	\$360,882	2.50%
Information Technology	\$1,092,195	\$1,190,334	\$13,552	\$0	\$1,203,886	10.23%
Law	\$375,000	\$340,000	\$0	\$0	\$340,000	-9.33%
Library Trustees	\$2,537,679	\$2,595,467	\$5,780	\$0	\$2,601,247	2.50%
Memorial Day	\$2,500	\$5,000	\$0	\$0	\$5,000	100.00%
Morses Pond	\$143,250	\$145,250	\$0	\$0	\$145,250	1.40%
Natural Resources Commission	\$233,447	\$252,108	\$3,655	\$0	\$255,763	9.56%
Planning Board	\$325,278	\$328,246	\$5,149	\$0	\$333,395	2.50%
Police Department	\$6,342,056	\$6,551,953	\$1,320	\$20,000	\$6,573,273	3.65%
Public Works	\$7,054,348	\$7,140,617	\$25,343	\$0	\$7,165,960	1.58%
Recreation Commission	\$367,524	\$372,159	\$5,502	\$0	\$377,661	2.76%
Reserve Fund	\$175,000	\$175,000	\$0	\$0	\$175,000	0.00%
Risk Management	\$535,679	\$548,762	\$0	\$0	\$548,762	2.44%
Sealer of Weights & Measures	\$18,550	\$17,700	\$0	\$0	\$17,700	-4.58%
Special School Police	\$130,789	\$132,517	\$0	\$0	\$132,517	1.32%
Street Lighting	\$145,000	\$140,000	\$0	\$0	\$140,000	-3.45%
Sustainable Energy	\$38,877	\$38,150	\$484	\$0	\$38,634	-0.63%
Town Clerk	\$312,796	\$311,847	\$1,194	\$0	\$313,041	0.08%
Town Report	\$4,000	\$4,000	\$0	\$0	\$4,000	0.00%
Treasurer & Collector	\$444,057	\$451,127	\$3,970	\$0	\$455,097	2.49%
Veterans' Services	\$69,150	\$70,502	\$0	\$0	\$70,502	1.96%
Wellesley Public Schools	\$74,428,918	\$76,783,930	\$0	\$250,000	\$77,033,930	3.50%
Workers Compensation	\$287,700	\$287,700	\$0	\$0	\$287,700	0.00%
Youth Commission	\$101,777	\$102,526	\$1,547	\$0	\$104,073	2.26%
Zoning Board of Appeals	\$88,665	\$84,352	\$1,117	\$0	\$85,469	-3.60%

All guidelines are set at 2.5% except for the School Department, which is set at 3%.

One has to be careful not to read too much into the actual percentage shown in the FY19-FY20 Change column. A department with a small FY19 Budget might show a large percent increase relative to guidelines, but the actual increase in dollars is small. Memorial Day is a good example in the table above where its FY19 Budget was only \$2,500. Even a small dollar value increase for FY20 will show outsized "over guideline" percentages.

After introducing the idea at the 2017 Annual Town Meeting, Advisory began conducting Supportive/Unsupportive voting within Article 8 last year for the FY19 budget process. One difficulty for Advisory in communicating its concerns over individual budgets within the larger Article 8 omnibus budget is that there is only one (Favorable/Unfavorable) vote taken by Advisory for the entire Town budget. An Advisory member may be displeased with one or more department budgets within Article 8, but feel compelled to cast a Favorable vote for Article 8, Motion 2 as a

whole. At the same time, Advisory does not believe that it is reasonable to be casting votes for every department budget within Article 8. As a middle ground, starting with last year's *Advisory Report*, Advisory added Supportive/Unsupportive votes to department budgets within Article 8 as follows. If a department budget within Article 8 (1) exceeds guidelines, (2) includes an increase in FTEs over the prior year or (3) uses Cash Capital to fund Expenses, then Advisory will include a Supportive/Unsupportive vote for that particular department budget within the Article 8 report. This will help better inform Town Meeting of the degree to which Advisory is concerned about a particular budget versus the prior approach of having only written "considerations."

For the FY20 proposed budgets, 13 departments exceeded budget guidelines and two departments were within budget guidelines but had an increase in FTEs. No department used Cash Capital to fund Expenses. These are explained in more detail in the write-ups that follow.

Reserve Policy and Use of Free Cash

The Town has worked to maintain an appropriate level of reserves, as sufficient reserves play a key role in the Town's maintenance of a high credit rating and provide financial flexibility. The primary reserves are Free Cash and the Stabilization Fund; the level of Total Reserves is measured as a percentage of current net revenue. At the end of FY18, funds were returned to the General Fund from FY18 appropriations and health insurance savings and revenues exceeded budget estimates. This improvement in operations increased the Town's reserves to a total of \$17,904,510 (\$14,615,285 in Free Cash and \$3,289,225 in the Stabilization Fund), for a reserve level of 11.91%.

Town of Wellesley Reserves					
Fiscal Year Ended	Free Cash	General purpose	Total	Subsequent	General
		Stabilization	Reserves	Year Revenue*	Reserves % of Revenue
06/30/18	14,615,285	3,289,225	17,904,510	150,310,131	11.91%
06/30/17	12,129,416	3,274,957	15,404,373	144,856,184	10.63%
06/30/16	11,858,182	3,271,285	15,129,467	141,886,226	10.66%
06/30/15	8,831,500	3,170,851	12,002,351	139,358,469	8.61%
06/30/14	10,336,925	3,134,152	13,471,077	131,460,102	10.20%
06/30/13	10,950,782	3,094,076	14,044,858	123,796,817	11.30%
06/30/12	10,499,623	3,071,289	13,570,912	119,305,603	11.40%
06/30/11	8,439,070	3,045,628	11,484,698	113,863,387	10.10%
06/30/10	9,471,751	3,022,256	12,494,007	111,600,676	11.20%

* Does not include excluded debt, CPC or Traffic Revenue or retained earnings from the Enterprise funds

The use of stabilization funds requires approval by two-thirds of Town Meeting while Free Cash can be appropriated by a simple majority vote. Generally, it is prudent to use excess Free Cash as a non-recurring revenue source to fund one-time expenditures or a capital need or to replenish other reserves, because Free Cash levels reflect long-term operating results rather than just one-time results.

In December 2012, the BOS adopted a Financial Reserves Policy with the following provisions:

1. Reserves will be maintained in a range of 8 to 12% of Current Net Revenue;
2. Reserves in excess of 12% may be used in accordance with the TWFP and be appropriated by Town Meeting;
3. Reserves may be drawn below 8% for one-time, non-recurring extraordinary expenditures.

Since the BOS adopted a Reserve Policy, reserves have remained within the 8 to 12% of revenues recommended by the policy. The estimated reserve level on June 30, 2019 is anticipated to be \$15,485,000 or 9.91% of FY20 revenue (as adjusted per the table above). For FY20, \$2,500,000 of Free Cash is used to balance the budget. For comparison, \$2,646,079 of Free Cash was used to balance the FY19 budget (revised at ATM 2018). Total uses of Free Cash in FY20 of \$4,485,670 includes \$1,985,670 use of Free Cash on a one-time basis to set aside funds for the SPED stabilization fund and reduce borrowing needs for several capital projects.

GENERAL GOVERNMENT

NOTE: As is usual practice, these budgets (with the exception of the School budget) do not include raises for the Series 50/60 employees. These increases are instead appropriated as part of the Merit Pay Pool in Article 5, Motion 3. In the remainder of Article 8, increases will be specified without the Merit Pay Pool increases unless specifically noted.

General Government includes those departments and boards under the supervision of the BOS (see next page for the comparison between FY19 and FY20 operating budgets).

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Request	FY19-20 Change
BOS - Administration						
Executive Director's Office	453,483	460,362	474,601	499,248	588,820	17.94%
Sustainable Energy	869	19,096	19,304	38,877	38,150	-1.87%
Central Administrative Services	28,399	28,052	28,826	26,500	27,700	4.53%
Finance Department	404,587	425,894	412,852	458,154	471,174	2.84%
Information Technology	1,002,806	989,084	974,713	1,092,195	1,190,334	8.99%
Treasurer & Collector	394,095	401,108	410,441	444,057	451,127	1.59%
Town Report	3,505	4,000	4,000	4,000	4,000	0.00%
BOS - Human Services						
Council on Aging	431,743	497,768	422,718	437,159	444,005	1.57%
Fair Housing Committee	0	0	0	0	0	0.00%
Veterans Services	107,235	71,559	68,000	69,150	70,502	1.96%
Youth Commission	90,165	92,146	98,034	101,777	102,526	0.74%
BOS - Facilities Management Services						
Facilities Management	6,538,770	7,370,442	7,483,537	8,042,779	8,223,957	2.25%
BOS - Other Services						
Housing Development Corp	2,375	6,000	3,500	6,500	6,500	0.00%
Historical Commission	523	452	581	750	750	0.00%
Historical District Commission	195	250	0	0	0	0.00%
Memorial Day	1,268	1,568	1,332	2,500	5,000	100.00%
Celebrations Committee	4,700	4,700	4,700	4,700	4,700	0.00%
Zoning Board of Appeals	56,662	60,414	60,244	88,665	84,352	-4.86%
BOS - Shared Services						
Law	252,846	236,265	248,823	375,000	340,000	-9.33%
Audit Committee	56,250	58,200	58,100	58,200	58,850	1.12%
Risk Management	350,171	521,651	490,639	535,679	548,762	2.44%
Street Lighting	243,030	246,876	244,315	145,000	140,000	-3.45%
TOTAL General Government	\$10,423,677	\$11,495,887	\$11,509,260	\$12,430,890	\$12,801,209	2.98%

BOARD OF SELECTMEN – ADMINISTRATION

Executive Director's Office – 5.0 FTE

This budget funds the work of the Office of the Executive Director of General Government Services. The Executive Director serves as the senior executive for the BOS. The BOS has authority to appoint department heads to various Town offices, to issue permits and licenses and to administer and coordinate all Town-wide matters not specifically assigned by statute to other boards or offices. This budget adds a new position to the staffing levels established at ATM 2018 in an effort to better consider a growing variety of development proposals facing the Town.

The Executive Director's Office FY20 operating budget request is \$588,820. Inclusive of COLA and benefits adjustments, the Executive Director's Office FY20 budget will increase from \$499,248 in FY19 to \$615,617 in FY20, an increase of 23.31% and is over guideline.¹

Advisory conducted a Supportive/Unsupportive vote. Advisory voted 11 to 2 in support of the Executive Director's Office budget. Advisory felt that the increase in budget and the addition of a new position to the Executive Director's Office was justified in light of the increase in and overall workload of the Executive Director's Office.

Sustainable Energy – 1.0 FTE

The Sustainable Energy Committee (SEC) is charged with implementing Town-wide policies and initiatives to support energy conservation and efficiency, renewable energy, and the reduction of greenhouse gas (GHG) emissions. During 2018, the SEC tracked and reported on municipal energy use and led a number of efforts focused on conserving energy and reducing GHG emissions. The SEC continues to coordinate the Town's efforts as a Green Community. A portion of Wellesley's Green Communities Designation Grant of \$137,250 funded a Water Infrastructure Energy Evaluation and an exterior lighting retrofit on the Department of Public Works (DPW) campus. The SEC is working with Town departments to identify uses for the remaining Designation Grant funds. The SEC drafted Sustainable Building Guidelines to inform building projects on Town-owned land and is working with the Facilities Management Department to refine the draft before sharing it with Town committees, boards and departments for their feedback. As a resource to the School Committee and School Building Committee on sustainability-related matters, the SEC provided input on Hunnewell and Hardy/Upham feasibility studies. The SEC also ran several home energy seminars for seniors at the Council on Aging. A number of WasteWise initiatives with the Town's 3R Working Group (a joint effort of the SEC, DPW and Natural Resources Commission) continued to grow in 2018, including school cafeteria recycling and food waste diversion, the Metrowest Food Rescue Network, the Repair Café, and the Recycling and Disposal Facility's Food Waste Drop-off Program. Wellesley served as an example to other towns and organizations via workshops (with the US Environmental Protection Agency) on food waste and rescue with Whitsons Culinary Group and with representatives from seventy schools outside Wellesley. In meeting with stakeholders throughout Wellesley and with experts from neighboring communities and relevant organizations, the SEC-led Transportation Working

¹ As explained in the "Budget Guidelines" section beginning on page 45, Advisory's "guidelines comparison" considers items—like merit pay and new FTE benefits—that are not part of actual departmental budgets appropriated under Article 8, but nonetheless affect the Town's overall budget. Column 6 on the "Total FY20 Operating Costs by Department" table on page 47 shows the percentage increases Advisory used for all guideline comparisons and Supportive/Unsupportive votes. Note: These percentages will often be different from percentages shown in other tables for departmental operating budget increases, as these other percentages are comparing Column 2, FY20 Request, against Column 1, FY19 Budget, from the table on page 47.

Group has identified a number of opportunities for decreasing both GHG emissions and traffic congestion. The SEC looks forward to realizing these opportunities through collaboration with the Town's Mobility Working Group. To improve data and methods for its GHG emissions inventory, the SEC carried out a detailed analysis of electricity emissions factors, updated its transportation data and explored alternative methods for estimating transportation emissions. The SEC expanded its website to provide comprehensive information and resources related to all of the SEC's initiatives. Wellesley earned an Environmental Merit Award and a Leading by Example Award from the Commonwealth in 2018. The SEC Report on page 228 provides more information on the activities of the SEC and the trend in Town-wide carbon emissions.

The SEC's FY20 operating budget request is \$38,150, a decrease from FY19. This decrease reflects the fact that one-time start-up expenses were incurred in FY19 when the new SEC Assistant position was established. The Wellesley Municipal Light Plant continues to provide funding to cover half of the SEC Administrator's salary.

Central Administrative Services

This budget includes the centralized services necessary to meet the needs of departments housed at Town Hall, specifically copier and office supplies. This budget also funds service contracts for the Town Hall copiers, telephone systems, and some on-line hosted software.

The Central Administrative Services FY20 budget will increase from \$26,500 in FY19 to \$27,700 in FY20, an increase of 4.53% and is over guideline. Advisory conducted a Supportive/Unsupportive vote. Advisory voted 13 to 0 in support of the Central Administrative Services budget.

Financial Services – 5.4 FTE

Financial Services administers the Town-wide financial reporting and general ledger system, all disbursements (including accounts payable and payroll), fixed assets, liability insurance, the annual audit, and the annual capital and operating budget submissions. The Department also issues financial statements, completes various State and Federal reporting requirements, files reimbursement requests, develops financial policies, and approves access rights to the Town's integrated financial software package (MUNIS). The Finance Director is the ex-officio member of the Wellesley Contributory Retirement Board. The Department takes an active role in conducting MUNIS training for other departments and acts as an organization-wide financial resource.

The Finance Department's FY20 operating budget request is \$471,174. Inclusive of COLA adjustment, the Finance Department FY20 budget will increase from \$458,154 in FY19 to \$475,529 in FY20, an increase of 3.79%, and is over guideline. The Assistant Finance Director's salary was increased \$5,000 in FY19, and there was no budget adjustment transferred from the Human Resources Board salary adjustment reserve. In addition, because the Finance Department budget is mostly salaries, the extra day in FY20 had a significant impact.

Advisory conducted a Supportive/Unsupportive vote. Advisory voted 13 to 0 in support of the Financial Services budget.

Information Technology – 8.0 FTE

The Information Technology (IT) Department provides a range of centralized IT services, oversees all information technology policies, standards and architecture, and promotes cross-Department collaboration and adoption of shared services. It is responsible for maintaining a secure, reliable, high-speed campus network with internet connectivity for all staffed buildings; supporting servers, PCs, printers, other peripherals, and core business applications like email,

word processing, and presentation software; administering the Town's integrated financial software suite (MUNIS), including processing of all billing throughout the year; and planning, implementing, and managing all Town Geographic Information Systems (GIS) technologies. Departmental costs relating to the Enterprise funds are reimbursed via internal transfers.

The Information Technology FY20 operating budget request is \$1,190,334. Inclusive of COLA adjustment, the FY20 budget will increase from \$1,092,195 in FY19 to \$1,203,886 in FY20, an increase of 10.23% and is over guideline. The primary reasons for the increases to the IT budget relate to the department's role in assisting other departments with their technology needs. Viewpoint Cloud (\$50,000) is a new online permit and license management system that will greatly benefit many departments, and most notably the Building Department, in better serving their customers and more accurately tracking the licensing process. Another new initiative, a Town-wide time management system (\$25,000) would better track employee hours and accrued time. The Town's enterprise application software costs, primarily MUNIS, will increase over 5% in 2020.

Advisory conducted a Supportive/Unsupportive vote. Advisory voted 13 to 0 in support of the Information Technology budget. Advisory felt that the FY20 budget increase was driven primarily by additional software licensing expenses associated with Town-wide software initiatives, and not driven by controllable costs within the Information Technology budget.

Treasurer and Collector – 4.5 FTE

The office of the Treasurer and Collector is responsible for Town-wide cash management, including collecting taxes; investing all available cash (excluding retirement funds); disbursing all Town funds requested by Financial Services via accounts payable and payroll; and administering all Town trust funds. The office also is responsible for debt management and for assisting in the administration of other Town-wide programs, such as group health insurance, life insurance, and self-insured workers' compensation. The Treasurer is currently also the chair of the West Suburban Healthcare board of directors, the consortium through which the Town purchases health insurance.

The Treasurer's FY20 operating budget request is \$451,127 and is under guideline. Reduced expenses from renegotiated banking services allowed the Treasurer to add some part time non-benefitted clerical hours to help analyze and reconfigure departmental processes.

Town Report

This budget covers the cost of printing the Town's Annual Report at the end of each fiscal year, and is unchanged from FY19.

BOARD OF SELECTMEN – HUMAN SERVICES

Council on Aging – 8.4 FTE

The Council on Aging (COA) serves as the primary resource for residents over the age of 60, offering comprehensive programs, services and assistance that optimize quality of life and enabling meaningful connections and collaborations that inspire a spirit of community across generations in Wellesley. The COA also provides direct service and information regarding transportation, medical services, insurance, benefit programs, home care, long term care and other consumer related issues to residents and their families. These services are provided in an interdisciplinary collaboration with the Wellesley Police Department, Fire Department, Health

Department and the Housing Authority. In addition, the COA provides social, educational, recreational and volunteer opportunities that enrich and encourage giving back to the community.

A vital component of the COA is to provide a broad range of outreach services to the Town, including in-home assessments, transportation, financial assistance, fuel assistance, the Senior Work Corps Property Tax Relief Program, and other benefits programs. Many of the public benefits applicants require further assistance from the COA's full time Health and Social Services Administrator, who is a Licensed Clinical Social Worker. The Health and Social Services Administrator is often involved in assisting seniors and their families through complex situations and crises, with common issues including mental health, cognitive impairment, caregiver stress and elder abuse or neglect. The creation of the Tolles Parsons Center (TPC) as a new home for the COA has raised awareness of Town support and promoted the availability of these crucial services.

Other services hosted and offered at the TPC include the AARP/IRS tax preparation service, the SHINE health insurance counseling program, and a popular lunch program featuring catered meals from Wellesley-based restaurants. Also offered are informational seminars and a wide variety of social, educational and recreational activities such as fitness, games, art and language classes and day trips. The COA is able to carry out its extensive programming and services through collaboration with other Town departments, including the Wellesley Free Library, the Wellesley Recreation Department, the Health Department and the Wellesley Public Schools. Collaboration with local colleges and various community groups also provides opportunities for intergenerational activities.

By all measurements, the TPC has been a tremendous success in its first year, attracting and retaining both seniors and non-seniors to participate and volunteer. The beautiful, new TPC has made the COA a home away from home for many and helped to grow programs and activities participated in by increasing numbers of people. Engagement figures over the past year illustrate the growing success of the COA and TPC:

- * The total number of unique individuals served has increased by 40%
- * Fitness participation has increased by 53%
- * Social/Recreational offerings have increased 70%
- * Male participation has increased by 52%
- * Female participation has increased by 35%
- * Minority participation has increased by 80%

The success at the TPC has been enhanced this year as a direct result of organizational improvements and outside financial support. Organizationally, the TPC has restructured its vendor payment model, to align Wellesley with COAs in peer communities on cost to seniors for fee-based activities. The TPC continues to seek ways to utilize its dedicated corps of volunteers effectively to support the expansion of activities and programming. There has been a 21% increase in the number of volunteers over the past year, with volunteers from Wellesley High School now included in the mix. Volunteer hours are up from FY17 by 46%. Financially, the COA and TPC continue to rely on generous support from the Friends of the Wellesley Council on Aging (FWCOA) for assistance with and expansion of the senior lunch program from 3 days to 5 in March of 2018. The FWCOA subsidy for the COA lunch program in FY18 was \$12,313.30. FWCOA's gift to cover unfunded building enhancements and fixtures in FY18 was \$58,747.50. Financial assistance was also received from the FY19 formula (state) grant from the Executive Office of Elder Affairs, with an increase of 24% (\$9.70 per elder in FY18 to \$12.00 per elder in

FY19). These funds will be used to launch new outreach initiatives and implement a personal trainer program to augment use of fitness machines.

The COA's main priorities and goals for FY20 directly relate to the continued successful operations and utilization of the TPC, including program expansion and increased participation. These FY20 goals represent a yearly continuum in preparation for the decade ahead, as the senior population of Wellesley is expected to grow to be 30% by FY30 and be 50% higher than the 2010 census.

After receiving a considerable number of requests from working Wellesley seniors, the COA is planning a pilot program to make the TPC available outside its normal 9 am to 4 pm business hours.

The COA FY20 operating budget request is \$444,005. Inclusive of a COLA adjustment, the FY20 budget will increase from \$437,159 in FY19 to \$448,067 in FY20, for an increase of 2.50% that is at guideline. The COA is, however, proposing to increase FTEs by 0.3 with the addition of a 10 hour/week part-time Activities Assistant. In light of this increase in FTEs, Advisory conducted a Supportive/Unsupportive vote and voted 13 to 0 in support of the COA budget.

West Suburban Veterans' District (WSVD) – 1.6 FTE

Wellesley participates in an inter-municipal agreement with the towns of Wayland, Needham and Weston to provide Veterans' Services. The Veterans' agent and part-time administrative assistant are employees of the WSVD, although they are paid and receive benefits through the Town of Wellesley. Salary, employee benefits and other administrative costs are billed to the member towns on a prorated basis, based on population. Each town is charged directly for benefits provided to its veterans and receives partial reimbursement from the Commonwealth. The State reimburses the Town for 75% of the cost of the benefits.

The WSVD FY20 operating budget request is \$70,502 and is under guideline.

Youth Commission – 1.5 FTE

The Wellesley Youth Commission provides programs and services designed to ensure that Wellesley's youth feel that they are a valued part of the Wellesley community. By providing a wide variety of community-based events, programs and services, the Youth Commission strives to appeal to and meet the needs of a broad spectrum of middle- and high school-aged youth and their families. Programs and services provided by the Youth Commission are implemented and managed by the Youth Director.

Inclusive of a COLA adjustment, the Youth Commission FY20 operating budget request is \$104,073 and is under guideline.

BOARD OF SELECTMEN – FACILITIES MANAGEMENT DEPARTMENT – 72.8 FTE

The Facilities Management Department (FMD) is responsible for the operation and maintenance of all schools and municipal buildings in the Town as well as all aspects of capital planning, design and construction. FMD also provides custodial and maintenance responsibilities for eight Department of Public Works (DPW) buildings using a charge back process to account for FMD

costs incurred for these buildings. The Municipal Light Plant manages its own buildings with “unofficial” support from FMD.

The FMD is responsible for custodial service, maintenance/operations, capital planning and project management in twenty-nine (29) buildings, totaling over 1.2 million square feet. This includes ten schools, three libraries, two fire stations, the Police Station, Town Hall, Warren Building, Morses Pond bathhouse, the field house at Sprague, and the Tolles Parsons Center (TPC). The DPW buildings include two garages, the administration building on the Municipal Way campus and five buildings at the Recycling and Disposal Facility (RDF).

At present, the FMD has a staff of 72.6 FTEs plus a 0.50 FTE DPW custodian paid for with enterprise funds not included in this count. The staff currently includes a director, six managers, eight maintenance technicians, 52.8 FTE custodians, a projects assistant, an administrative assistant, a finance manager and an office assistant.

The FMD is organized around three core business areas: 1) custodial, 2) operations (maintenance/energy/safety), and 3) design & construction (including capital planning). Each area is led by a professional manager that reports to the Facilities Director.

Preventive maintenance practices are a focus of the department, as are custodial procedures which incorporate “green cleaning” supplies, equipment, and techniques. The FMD’s Operations Manager (OM) is charged with managing energy consumption and sustainability issues, addressing the changing needs of the department, preventive maintenance practices, and strategic replacement of building systems. Capital projects are identified through a collaborative planning approach with department heads and school principals. Planning, design and construction is managed within the department and through outside design professionals. Building projects costing \$500,000 or more are managed by the Town’s Permanent Building Committee (PBC). The FMD’s Design & Construction Manager (DCM) leads FMD’s efforts in supporting the day-to-day business of the PBC. Construction and maintenance work is primarily accomplished using FMD staff; however, work may be outsourced based on criteria including cost effectiveness, technical capabilities/specialty work, and backlog. The FMD utilizes a cloud-based, computerized maintenance management system (CMMS) to document and track repairs and preventive maintenance work, and processes approximately 1,500 maintenance work order requests annually.

FMD staff includes both union and non-union employees. Non-union staff include the managers and central office staff, while all full-time custodians and maintenance staff belong to a union or association. The American Federation of State, County, and Municipal Employees (AFSCME), Council 93, Local 49 represents custodians and maintenance in all FMD buildings except the Libraries on collective bargaining issues. Custodians working in the Libraries are members of the Wellesley Free Library Staff Association union. The AFSCME agreement and the Library Association agreement both expire on June 30, 2020.

The FMD’s FY20 operating budget request provides for the continued successful operation and maintenance of the buildings within its purview. The FMD FY20 operating budget request is \$8,223,957. Inclusive of COLA adjustment, the FY20 budget will increase from \$8,042,779 in FY19 to \$8,243,061 in FY20, an increase of 2.49% and is under guideline.

Personal Services

The overall personal services budget increase is 2.86% for FY20. The net increase is comprised of three items:

1. *Cost-of-Living Allowance (COLA):* The guideline 2.0% increase for personal services was followed for Series 40, 50 and 60 employees with a single exception. The budget includes salary changes required by the current AFSCME contract of a 2% increase for most positions; although certain custodian positions will receive no increase and one particular maintenance position will receive a 1% increase. A 2% increase has also been included for the custodians working in the libraries that belong to the Library Association to reflect their contract.
2. *Net Salary Change:* This item includes changes to steps, longevity, and other adjustments. Both union and non-union hourly employees have compensation that is based on increasing salary rates per “steps” over time, with an upper limit. These employees also have a lump sum “longevity” allowance per year, which is paid to them each year after they reach a certain milestone.

The budget cost for COLA and Net Salary Change totals to \$123,606 which represents 94% of the total \$131,197 increase for personal services budget increase.

3. *Additional TPC Custodial hours:* Proposed addition of 208 hours of overtime (8 hr/wk for 26 wks) to staff TPC two evenings a week for 6 months. *The cost of this overtime is \$7,591 or 6% of the personal services budget increase.*

Expenses

The overall expense budget increase request is \$49,981 or 1.45% for FY20. Expenses within the FMD budget fall into five general categories: Custodial, Maintenance, Utilities, Vehicle Maintenance, and Central Office. Electricity and water budgets did not change; however, there are natural gas and sewer increases reflecting expected higher unit prices. No increase was carried for custodial and maintenance expenses for the sixth year in a row. A brief description of the items included in each category is provided, with some additional details surrounding utilities. Expense budgets for DPW Water/Sewer buildings are not included, as these are enterprise funded functions, so FMD costs associated with these buildings are transferred back to DPW during the fiscal year.

- *Custodial:* This includes cleaning supplies and equipment and uniforms. No increase is requested.
- *Maintenance:* This includes parts/equipment/supplies for use by in-house maintenance technicians, as well as the cost of out-sourced work to vendors for work which cannot be accomplished by in-house staff. The outsourced maintenance budgets are further itemized to track preventive maintenance expenses (Building Maintenance) and repair maintenance (Other Contractual Services). No increase is requested.
- *Vehicle Maintenance:* There are nine existing vehicles in the FMD. The five budgets within this category provide for gasoline, parts/supplies/equipment and outsourced repair and preventive maintenance of these vehicles, which cannot be performed by the in-house maintenance/mechanic. No increase is requested.
- *Central Office:* This budget category provides for office equipment, supplies, training/professional development, computers, cell phones and work-related mileage reimbursement. No increase is requested.
- *Utilities:* There are seven budgets within this category. Telephone service charges and telephone repairs are not part of the FMD’s responsibilities.
 - **Electrical:** This is the largest utility cost, and the Town has been fortunate to have had minimal increases only over the past several years. The Wellesley Municipal Light Plant (MLP) has informed us that no increase in the price of electricity is expected in FY20. *Therefore, no increase is assumed for this item.*
 - **Green Power Premium:** The FMD carries this budget for the purchase of Green Power for the entire Town as part of the requirements to be a Department of Energy Resources (DOER) designated Green Community. It should be noted that this premium for the

purchase of “green” power represents about 2% of the total electricity budget. *The FY20 request is \$20,000 based on previous actual contribution amounts, which is the same as FY19.*

- **Natural Gas:** This is the second largest utility cost. Our gas cost has two components: a National Grid (NGrid) cost to deliver the gas locally and a third party supplier from whom the Town contracts for commodity and transmission costs. FMD closely monitors and tracks gas costs in the market all year. In March 2017 the FMD was able to secure a favorable, three-year contract for FY19, FY20 and FY21 from our existing third party supplier. As a result, there was no increase in commodity cost; however, we have been notified by NGrid that distribution costs will *increase* by about 10%. Since NGrid costs make up only about half of our total natural gas cost, we are budgeting one-half of the 10% increase, or a 5% net increase for FY20, which equals \$43,037. *This increase represents 86% of the total \$49,918 expense budget increase*
- **Water and Sewerage:** These utilities are provided by the DPW and Massachusetts Water Resources Authority and managed locally by the DPW. Per DPW recommendations, no increase is assumed for water and a 5% increase is assumed for sewerage, which equals \$6,944. *This increase represents 14% of the total \$49,918 expense budget increase.*
- **School Trash and Recycling:** The School Department currently is in a year-to-year contract with a vendor to haul waste and single-stream recycling. The single-stream recycling program has increased overall recycling in the schools. We are continuing to work with the DPW’s staff at the Recycling & Disposal Facility (RDF) to investigate options for FY20, which could include the RDF taking over some or all of this work, continued outsourcing of this work, or a combination of the two options. No increase is requested FY20.
- **Fuel Oil:** All FMD buildings are heated using natural gas, including the Fells Library, which was converted to gas when FMD installed a new furnace in 2015. Diesel fuel is needed for emergency generators at the Middle School and High School. No increase is requested for FY20.

Although the FMD FY20 budget is under guideline, there is a net addition of 0.2 FTEs. Advisory conducted a Supportive/Unsupportive vote, and voted 13 to 0 in support of the FMD FY20 budget. Advisory felt that the small increase in FTEs associated with additional custodial support for extended hours at the TPC was justified.

BOARD OF SELECTMEN – OTHER SERVICES

Housing Development Corporation, Historical Commission, Historical District Commission, Memorial Day Service, Celebrations Committee

Of these departments, the only change regards the Memorial Day FY20 operating budget request of \$5,000, a \$2,500 increase to add a graves officer to the Memorial Day budget. The position will receive a small stipend to put flags on graves and conduct ceremonial responsibilities.

Given that the Memorial Day FY20 budget is over guideline, Advisory conducted a Supportive/Unsupportive vote and voted 13 to 0 in support of the graves officer stipend.

Zoning Board of Appeals – 1.5 FTE

The Zoning Board of Appeals (ZBA) hears and decides appeals and petitions for variances, special permits, findings, site plan approvals and comprehensive permits pursuant to the provisions of and in compliance with the Zoning Bylaw of the Town and the Zoning Act

(Massachusetts General Law Chapter 40A and 40B). The ZBA provides the public with information and responses to zoning questions and with assistance in the petitioning process.

The ZBA FY20 operating budget request is \$84,352, a decrease from FY19. The Zoning Board budget decreased because the FY19 budget included office costs associated with adding part time clerical assistance in 2019.

BOARD OF SELECTMEN – SHARED SERVICES

Law

This budget funds legal services for Town boards and departments, including Town Counsel and outside counsel. It also includes recording fees, transcript fees, copying charges and expert witness fees. The budget does not include funding for services related to activities of the Enterprise Funds, which pay for their own legal services. Based upon current actual costs, including increased 40B activity, it appears that the increase for FY19 can be reduced in FY20.

Audit Committee

The Audit Committee is responsible for the annual examination of the Town's consolidated financial statements in accordance with generally accepted auditing standards. The committee solicited proposals through an RFP process for Audit Services for the fiscal years 2018-2020, with two renewal years at the committee's option. The incumbent firm won the contract with no cost increase and agreed to change the audit team to provide a "fresh look."

Risk Management

This budget provides for the premium costs for general liability, automobile, property insurance, and public official liability insurance for all Town operations. Injured-on-Duty Insurance coverage for Police and Fire Department employees is also included. The Town continues to evaluate and add coverage but has been able to keep these cost increases under guideline for FY20.

Street Lighting

Funding for this program provides for the maintenance of a reliable electric street lighting system, providing for convenience, safety and security. The MLP provides the street lighting service. This budget is decreasing significantly because of the recent Town-wide LED retrofit initiative currently undertaken by MLP.

OTHER GENERAL GOVERNMENT

Other General Government includes those boards, committees or officials that are either elected, have shared reporting to the Selectmen and another board or committee, or are appointed by the Town Moderator.

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Request	FY19-20 Change
Town Clerk	286,551	330,993	238,486	312,796	311,847	-0.30%
Board of Assessors	326,945	340,717	326,632	363,862	388,063	6.65%
Planning Board	235,539	285,473	279,019	325,278	328,246	0.91%
Advisory Committee	25,211	11,915	15,677	32,000	32,000	0.00%
Advisory Reserve Fund	175,000	175,000	0	175,000	175,000	0.00%
Permanent Building Committee	107,790	108,694	0	0	0	0.00%
Human Resources Board	314,370	326,737	334,958	352,083	355,638	1.01%
TOTAL Other General Govt	\$1,471,406	\$1,579,529	\$1,194,772	\$1,561,019	\$1,590,794	1.91%

Town Clerk – 3.5 FTE

The Town Clerk's office conducts all federal, state and local elections in Town and maintains a current voting list. The budget does not include funds for unscheduled elections (approximately \$20,000 per election, normally funded by a transfer from the Advisory Reserve Fund), such as those for overrides or debt exclusions. During an election, the Town Clerk's office engages between 80 and 100 per diem inspectors and other voting place personnel, as required by state law. Pay for all temporary workers varies from year to year depending on the number of regularly scheduled elections.

For FY20, there are two scheduled elections (the presidential primary in March 2020 and the Town election), compared to three elections in FY19. Both staffing and other support accounts are adjusted to reflect the number of elections. In addition, the FY20 budget anticipates only five days of early voting, compared to ten days of early voting in FY19. Looking ahead, FY21 will be a three-election year.

Despite the reduced election costs for FY20, the Town Clerk's FY20 operating budget request (including modeled COLA increases) of \$313,041 is essentially unchanged from FY19 (\$312,796). This is primarily due to a 7.49% increase in the full-time personal services portion of the budget. One factor behind this increase is the Human Resources (HR) Board's approval in June 2018 of a standing-in-range adjustment for the Assistant Town Clerk, whose salary was determined to be well below the mid-point and inconsistent with other positions in the Town Clerk's office. In addition, after reviewing job duties and responsibilities, the HR Board reclassified the Clerk position to Senior Clerk.

The Town Clerk also maintains vital records (e.g., births, deaths and marriages), the Town's Bylaws and other Town records required under the laws of the Commonwealth, and issues various licenses, certifications, permits and reports. In addition, the Town Clerk accepts the required postings for all public meetings, maintains the public meeting calendar, and is responsible for keeping and publishing the minutes of Town Meeting. The office generated over \$87,000 in FY18 revenues from fees for processing items such as dog licenses and vital records certificates, as well as fines. This revenue is reported as Local Revenue in the General Fund. The

introduction of online dog licensing in January 2019 is expected to facilitate the process for residents but lead to a decrease in fines/revenues.

The Town Clerk serves as a member of the Committee on Electronic Voting that was created by the Moderator at the 2018 Annual Town Meeting. The Committee's recommendations, which include Bylaw changes to permit electronic voting at Town Meeting and funding for a one-year trial, are presented in Article 36 (see page 167 of this *Advisory Report*). If Article 36 passes, the Town Clerk's office would implement the trial.

Board of Assessors – 4.3 FTE

The Board of Assessors is part of Town government but is regulated by the Massachusetts Department of Revenue. The Board is required to value all real and personal property fairly and accurately each year; establish and maintain an accurate database of specific property characteristics and valuations for internal and public use; assess and apportion Town taxes and certain State and County taxes; prepare, process and issue motor vehicle excise tax bills; and act upon applications for tax abatements and exemptions, which may include appearing before the State Appellate Tax Board.

Every fifth year, the Commonwealth's Commissioner of Revenue performs a "recertification," or comprehensive audit of local assessed values to certify that they represent the full and fair cash value of all property, ensuring that every Wellesley property owner contributes equitably to the Town's property taxes. FY20 is a reclassification year, with a resulting significant increase in the Board's expenses.

The Board of Assessors FY20 operating budget request is \$388,063. Inclusive of a COLA adjustment, the FY20 budget will increase from \$363,862 in FY19 to \$391,372 in FY20, an increase of 7.56% and is over guideline.

Advisory conducted a Supportive/Unsupportive vote and voted 13 to 0 in favor. Advisory felt that the increase was warranted because of the State's requirement of periodic recertification.

Planning Board and Department – 4.1 FTE

The Planning Department supports the activities of the Planning Board, Design Review Board, Historic District Commission, Historical Commission, Denton Road Neighborhood Conservation District Commission, and Fair Housing Committee. The Department seeks to help the Town balance existing development patterns, redevelopment, and new growth by implementing the Town's Unified Plan and administering certain land use regulations, such as zoning and subdivision controls. The Department also conducts studies of specific areas, resources and/or regulations, considers necessary changes in land use policies, and drafts recommendations for amendments to applicable regulations and procedures.

The Department supports the Planning Board in the Board's duties for review of projects under Large House Review and as Special Permit Granting Authority for Projects of Significant Impact. The Department assists the Historical Commission in the administration of the Historic Preservation Demolition Review Bylaw, and, as approved by the Planning Board, the Community Preservation Commission and the Housing Development Corporation. Other tasks include subdivision control, sign review, determination of the adequacy of unaccepted ways, and protection of the Town's scenic roads.

The Department is staffed by the Planning Director (1.0 FTE), Senior Planner (1.0 FTE), a full-time planner (1.0 FTE), a part-time planner (0.5 FTE; a non-benefitted position), and an administrative assistant (0.6 FTE). The part-time planner position was added in FY18 to allow the Department to assist the Historical Commission following the adoption of the Historic Preservation Demolition Review Bylaw.

The Planning Board's FY20 operating budget request is \$328,246. Inclusive of COLA adjustment, the FY20 budget will increase from \$325,278 in FY19 to \$333,395 in FY20, an increase of 2.50% and is at guideline.

Advisory Committee

The Advisory Committee consists of 15 residents appointed by the Moderator for three-year terms. Its statutory responsibilities include studying and deliberating on all the Town Meeting Articles and then making recommendations to the Town Meeting through both written reports and oral summations. The Advisory Committee's responsibilities also include making recommendations to the Town boards and committees with respect to balancing the Town budget and acting on all requests for transfers from the Reserve Fund. The budget funds the production and distribution of the Committee's reports, including some hourly administrative assistance. Advisory's FY20 operating budget request of \$32,000 is the same as its FY19 budget.

Advisory Committee-Reserve Fund

The Reserve Fund of \$175,000 provides funding for expenses that are extraordinary or unforeseen at the time Annual Town Meeting appropriates the budget for that fiscal year. Use of the Reserve Fund reduces the need to defer critical expenses and/or to call Special Town Meetings to deal with events with limited expense impact. Transfers from the Reserve Fund are made under Motions passed by one of the Town boards and approved by the Advisory Committee. Thus far in FY19, no funds have been withdrawn from the Advisory Reserve Fund.

Human Resources Board and Department – 4.0 FTE

The Human Resources Board and Human Resources Department serve all Town employees, except School personnel, in the areas of recruitment, administration of job classifications and salary plans, collective bargaining and administration of union contracts, oversight of personnel policies and procedures, training, affirmative action, employee performance evaluations, employee relations and compliance with laws pertaining to employment. In addition, the Human Resources Department administers the insurance plans for all Town employees, including School personnel and retirees, and promotes employee education and professional development as well as health and wellness. For details on the request for HR Salary Adjustments, please see Articles 4 and 5 starting on page 26.

The HR Board FY20 operating budget request is \$355,638. Inclusive of a COLA adjustment, the FY20 budget will increase from \$352,083 in FY19 to \$360,882 in FY20, an increase of 2.50% and is at guideline.

PUBLIC SAFETY – BOARD OF SELECTMEN

	FY16	FY17	FY18	FY19	FY20	FY19-20
	Actual	Actual	Actual	Budget	Request	Change
Police Department	5,711,386	5,956,517	6,036,264	6,342,056	6,551,953	3.31%
Special School Police	63,632	107,701	74,017	130,789	132,517	1.32%
Fire Department	4,995,951	5,175,577	5,340,680	5,481,195	5,618,423	2.50%
Building Department	467,281	506,454	513,802	548,897	574,474	4.66%
Sealer of Weights and Measures	11,787	18,520	13,488	18,550	17,700	-4.58%
TOTAL Public Safety	\$11,250,037	\$11,764,769	\$11,978,251	\$12,521,487	\$12,895,067	2.98%

Police Department – 61.0 FTE

The FY20 budget for the Police Department funds 46 sworn personnel, including the Chief, Deputy Chief, four Lieutenants, six Sergeants and 34 Police Officers. It also funds the animal control officer, ten Civilian Dispatchers and four Civilian Support Staff. In FY19, the Police Department assumed responsibility for Traffic and Parking, which had previously been managed by one of the Deputy Directors in the BOS Office. A new Lieutenant position was created to oversee Traffic and Parking as well as other police functions. In FY19, the funding for this position was partially derived from the Traffic and Parking budget, with the remaining funds being reallocated from a vacant Police Officer position. It was anticipated that the vacant Patrol Officer position would be filled in FY20. The Superior Officers' (Lieutenants and Sergeants), Patrolmen's and Dispatcher's agreements are current through June 30, 2020.

The Police Department FY20 operating budget request is \$6,551,953. Inclusive of COLA and benefits adjustments, the FY20 budget will increase from \$6,342,056 in FY19 to \$6,573,273 in FY20, an increase of 3.65% and is over guideline. Personal services for FY20 have increased \$194,992 (3.42%) to \$5,888,463. The primary driver of this increase is the addition of the Patrol Officer position that was lost in FY19 with the creation of the new Traffic and Parking Lieutenant position. Other personal service increases include salary increases for all employees that fall under collective bargaining agreements, step increases for eligible employees, and salary increases for Series 40 employees as well as guideline increases to other personal services line items. The FY20 expenses have increased by \$16,225 (2.50%) to \$664,810. The Police Department anticipates approximately \$336,086 in receipts from fines and permit fees in FY20.

Advisory conducted a Supportive/Unsupportive vote and voted 13 to 0 in favor of the FY20 budget. Advisory recognized the need to fund the vacant Patrol Officer position.

Special School Police – 18.0 FTE

The school crossing guards provide safe passage for school children at 22 busy intersections and thoroughfares. The FY20 budget provides funds for 17 school crossing guards (some working more than one crossing guard post each morning) and one substitute guard, all of whom are part-time employees. These positions can be difficult to fill and, when they cannot be filled, police officers are assigned to cover the unfilled posts.

The Special School Police FY20 operating budget request is \$132,517, a \$1,728 (1.32%) increase from FY19 and under guideline.

Fire Department – 57.0 FTE

The Wellesley Fire Rescue Department is charged with the responsibility of protecting the lives and property of the citizens of Wellesley. The Fire Rescue Department has 57 full-time employees in the following positions: Fire Chief, Assistant Fire Chief, Deputy Chief Fire Inspector, Lieutenant Fire Inspector, four Deputy Chiefs, 12 Lieutenants, 35 Firefighters, Administrative Assistant and Mechanic. Additionally, the Fire Rescue Department supervises the Cataldo Paramedics under contract with the Town. The department operates out of two stations, one at Central Street and Weston Road (Station # 1) and one on Worcester Street in Wellesley Hills (Station # 2). Front line apparatus consists of two pumping engines, one Quint combination pump/ladder, and one tower ladder unit; a Special Operations/Emergency Response Vehicle; and boats and specialized equipment for water and ice rescue operations. The collective bargaining agreement with the Firefighters Union (Firefighters, Lieutenants and Deputies) is currently effective until June 30, 2020.

The Fire Department FY20 operating budget request is \$5,618,423 a \$137,228 (2.50%) increase over FY19 and is at guideline. Personal services for FY20 have increased \$135,728 (2.60%) to \$5,351,153. Expenses for FY20 have increased by \$1,500 (0.56%) to \$267,270. The Fire Department anticipates approximately \$80,500 in receipts from permits and master box alarm fees in FY20.

Building Department – 8.0 FTE

The Building Department is charged with enforcing all provisions of appropriate codes, state statutes, rules, regulations, ordinances and bylaws. Specifically, the Building Department enforces state building, electrical, and uniform plumbing and fuel gas codes, the Town's Zoning Bylaw, and the Massachusetts Architectural Access Board (MAAB) codes by conducting mandated field inspections for all work authorized under any required permit. Revenues from building permits and related charges are a source of funds for the Town. The department has successfully digitally archived many of its records. A multi-departmental team has selected new permitting software which will improve the overall effectiveness of Town permitting processes. The software will "go live" within the next month.

The Building Department FY20 operating budget request is \$574,474. Inclusive of a COLA adjustment, the FY20 budget will increase \$34,179 (6.23%) from \$548,897 in FY19 to \$583,076 in FY20 and is over guideline. The increase is due to wage increases recommended by the Human Resources Board analysis of wages for inspectors among comparable communities, prompted by recent Building Department staff turnover. The analysis showed that many of the Town's Inspectors, including the Director, were significantly underpaid. The department received budget transfers for a portion of the FY19 wage increase from the Human Resources Board salary adjustment reserve, but did not receive about \$17,000 of potential transfers. This negatively impacted the FY19 – FY20 comparison.

Advisory conducted a Supportive/Unsupportive vote. Advisory voted 13 to 0 in favor.

Sealer of Weights and Measures – 0.4 FTE

The Sealer of Weights and Measures, certified by the Division of Standards, provides consumer protection when the price of goods is determined by weight or by linear and/or liquid measure. Activities include regular inspection of supermarket and shop scales, unit pricing labels, service station pumps, fuel oil truck meters, pharmacies and random inspections.

BOARD OF PUBLIC WORKS – 97.05 FTE

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Request	FY19-20 Change
Engineering	659,335	575,522	525,594	600,015	601,347	0.22%
Highway	1,600,608	1,462,531	1,413,005	1,527,532	1,564,275	2.41%
Fleet Maintenance	196,418	186,567	166,187	204,384	208,462	2.00%
Park & Tree	1,376,357	1,458,438	1,562,809	1,616,224	1,638,901	1.40%
Recycling & Disposal*	2,208,372	2,307,301	2,192,215	2,357,894	2,367,477	0.41%
Management	396,423	378,194	395,735	390,879	393,800	0.75%
Winter Maintenance	603,760	348,703	869,229	357,420	366,355	2.50%
TOTAL Board of Public Works	\$7,041,273	\$6,717,256	\$7,124,774	\$7,054,348	\$7,140,617	1.22%

The Board of Public Works (BPW) is responsible for overseeing the delivery of essential public works, water and sewer utilities, and other services provided to the Town by the Department of Public Works (DPW). Funding for these services includes both tax revenues and customer payments. Town tax revenues fund the DPW Engineering, Park and Highway, Recycling and Disposal and Management Services Divisions. DPW services financed by tax revenues are often referred to as the DPW “tax-impact programs.” Rate-paying customers fund the services provided by the DPW Water and Sewer Divisions, which do not affect the Town’s tax rate. Budgets for these programs, referred to as “Enterprise Fund programs,” are presented in Articles 13 and 14 on pages 102 and 105, respectively.

The Park and Highway Division maintains Town roadways, sidewalks, curbs, and street name signs. It also maintains catch basins, culverts, storm drains, Town parks and playgrounds, public shade trees, brooks and streams. The Recycling and Disposal Facility (RDF) is responsible for disposing of solid waste and recyclable materials and is the Town’s most widely-used facility, with over 350,000 annual vehicle trips to the facility. The Engineering Division designs and provides project management services for all DPW projects. The Division also reviews private plans for conformance to Town standards for the Planning Board, Zoning Board of Appeals, and other Town departments. Other responsibilities include implementation of the storm water management plan and maintenance of Town plans and files related to deeds, easements, and construction.

The Board of Public Works FY20 operating budget request is \$7,140,617. Inclusive of a COLA adjustment, the FY20 budget will increase from \$7,054,348 in FY19 to \$7,165,960 in FY20, an increase of 1.58% and is under guideline. A portion of this appropriation, \$133,181, supports the RDF Business Initiatives program, which is reviewed in more detail below.

The FY20 operating budget is projected to have an additional \$73,361 in personal services costs (1.7% increase) over FY19, which reflects the 2.0% increase for Group 40 personnel, a 0% average increase for Series 50/60 employees (their increase is appropriated in the Merit Pay Pool in Article 5, Motion 3 and a 2 % increase for Production Unit and Supervisory Unit personnel. The FY20 budget is also projected to have an increase of \$60,100 in expenses (2.9% increase) over FY20, as a result of increases in trash disposal costs, and some expected increased costs for catch basin cleaning.

The Winter Maintenance budget was increased to \$357,420 for FY19 (2.5% increase); at the time this *Advisory Report* went to press, the DPW had requested one supplemental FY19 appropriation of \$300,000 (see Article 7, Motion 1). The FY20 request of \$366,355 is an increase of 2.5% and is significantly below the five-year average of actual snow removal costs of \$930,521 and below

actual snow removal costs in the last three years. Budgeting below the average cost of winter maintenance has been the Town's customary practice. If actual costs are greater than the budgeted amount, as was the case in every year from FY04-FY18 with the exception of FY12, the Town has the option, under Massachusetts law, of funding the overrun through a supplemental appropriation from Free Cash or of rolling the cost forward into the next fiscal year. In light of this flexibility, which is not available for other expenditures, it has been the Town's position, supported by Advisory, to budget snow removal costs at a level below the average cost of snow removal.

The DPW projects FY20 RDF revenues of \$585,000, which are a component of Local Revenue. Revenues from appliance fees and the sale of metal recyclables will be used as a source of funds for the Baler, Compactors and Major Equipment Repair revolving fund. The balance of the RDF revenues is returned to the Town and is not reflected in the DPW budget. The DPW budget also includes the projected cost of RDF business opportunities of \$133,181, a 30% decrease from last year. Due to unfavorable market conditions, the RDF has moved away from seeking Single Stream opportunities and has decreased the budget by \$56,127 accordingly. Revenue from business opportunities is projected to be at least \$133,181. In every year since its inception in FY07, this program has generated net revenue for the Town. Total net revenue from the RDF Business Initiatives in FY07-FY18 has been \$1,035,106.

Budget Risks (Work for Others)

Under some circumstances, the DPW may deploy personnel for DPW capital projects or Town programs funded through other budgets. For FY20, the budget assumes that approximately \$1,628,883 in DPW personal services costs will be funded through other budgets. In some cases, the occurrence and timing of such work is controlled by other departments, though most of this work is funded through DPW Capital and Enterprise Fund Budgets.

FY20 DPW Program Budget

Consistent with recent budget reporting practice, the DPW FY20 budget motion provides for an appropriation for Personal Services and an appropriation for Expenses, with recommended specific personal services and expense allocations made to each of the DPW programs. Appropriating aggregate funds for Personal Services and for Expenses with only a recommendation for the allocations allows the Board of Public Works the ability, if necessary and after voted approval by the Board, to transfer funds between the program allocations. As in the past, unused appropriations at year-end will go into the Town's General Fund account. Funding for any deficiencies must be obtained from the Reserve Fund or approved by Town Meeting

BOARD OF LIBRARY TRUSTEES – 37.2 FTE

	FY16 Actual	FY17 Actual	FY18 Budget	FY19 Request	FY20 Request	FY19-20 Change
Personal services*	\$1,795,234	\$1,838,078	\$1,931,142	\$1,983,058	\$2,031,232	2.43%
Expenses	508,472	529,023	541,261	554,621	570,015	2.74%
Total Library Trustees	<u>\$2,303,706</u>	<u>\$2,367,101</u>	<u>\$2,472,403</u>	<u>\$2,537,679</u>	<u>\$2,601,247</u>	2.50%

*Includes a 2.0% increase for 40, 50, and 60 employees and 2.0% for union settlement in FY20.

The Board of Library Trustees is responsible for overseeing the management of the Wellesley Free Library (WFL or the Library), which includes the Main Library at 530 Washington Street, the Wellesley Hills Branch at 210 Washington Street and the Fells Branch at 308 Weston Road. In addition, the Library hosts a very robust website that can be considered a "virtual branch." The

mission of the WFL is to serve as a community-gathering place, a cultural destination and a gateway to ideas for residents of all ages and interests. Through comprehensive collections and innovative spaces, technologies and programs, the WFL provides free and convenient access to information both within and beyond its walls.

The WFL circulated 774,617 items in FY18, an increase of 6% over the past six years and 28% over the past decade. Almost 35,000 patrons of all ages attended 1,381 library programs and 220 volunteers donated almost 8,000 hours of service to the library in FY18. In addition to offering print and non-print materials (DVDs, CDs, audio books, Library of Things), the WFL offers eBooks, downloadable audio, and access to databases, e-books and digital magazines. Online book renewal and self-checkout continue to be popular, contributing to efficiencies that allow for enhanced service to patrons through better allocation of personnel. Patrons are also taking increased advantage of the redesigned website that allows extensive online access to library materials and services.

The FY20 priorities for the WFL arise from the 2019-2023 Library Strategic Plan (which can be found on the WFL website); a redesign of the Main Library interior space to meet changing needs and enhancement of technology service for patrons and staff are the two primary short term goals.

Information Technology

The WFL is a part of three networks: the Minuteman Library Network, a wide area network consisting of 41 libraries in 60 locations; the WFL local area network (LAN) which enables file and print sharing for staff, internet connectivity and printing for wireless users; and the Town network (2 computers within WFL) which allows the Library Department to access MUNIS, Wellesley's integrated financial software package. WFL IT, a leader within the Minuteman Network, consists of one full time and two 16-hour library staff members who are responsible for the operation and maintenance of over 200 pieces of hardware including PCs, iMacs, iPads, self-checks, printers, PC reservation stations, servers, printers, scanners, security systems, microfilm readers and all AV equipment in public meeting rooms used by both patrons and staff. In addition, WFL IT acts as webmaster for the Library's website and manages the Library's software subscription services.

WFL IT manages not only the technology needs of its workforce, but also makes technology available to patrons and educates them on its use. This dual IT role, with its strong patron focus, results in the Library's technology needs being closer to that of the Schools than departments for which staff needs are the primary driver of IT services. Library software for patron use must be simple, secure, robust, and require minimum staff support. Because library patrons' privacy rights are sacrosanct, WFL IT protects those rights in ways which might exceed the requirements of other Town departments.

Over 50% of the software and services that WFL IT currently supports are cloud-based. Choosing whether a service should be local or reside in the cloud depends on many factors, including the need for privacy/security, cost, existence of a cloud-comparable product to replace a physical service, legal requirements, reliability, and availability of service. (Services must be particularly robust for public computers.) The Library IT Department evaluates patron technology needs on an on-going basis to create a mobile-friendly environment which includes boosted wireless for library users who bring in their own devices and more patron laptops. Additionally, the WFL IT is reducing its stationary desktop footprint by withdrawing desktops from service as they reach the end of their lifespans. Service choices are continually evolving as technology needs change and/or new technologies become available, with WFL IT shifting to cloud-based services whenever feasible to reduce the Library's carbon footprint and achieve cost savings. WFL IT also seeks to standardize its technology to reduce staff workload whenever possible.

The WFL has been purchasing Dell Optiplex Desktop PCs, bought under a state contract for libraries at a 25-40% discount below retail price; because of public demand, the WFL has started to purchase Apple iMacs for a 10-15% discount. PCs typically last 4-5 years before memory and processor speeds become inadequate. Additionally, public PCs may be in use up to 12 hours a day and generally face more wear and tear than a typical home or staff computer. Catalog-only PCs have been replaced by Chromeboxes, though Chromeboxes are not sufficiently robust or powerful to serve as alternatives for other library computers.

Tax Impact Budget

The WFL FY20 operating budget request is \$2,595,467. Inclusive of a COLA adjustment, the FY20 budget is \$2,601,247, which is a 2.5% increase from FY19 and is at guideline. The tax-impact WFL budget, which accounts for approximately 80% of the total annual operating budget, provides funding for all core services, including staffing, materials and technology. Enhancements for educational and cultural programming/events, museum passes, collection enhancements/specialty collection items, outreach to schools, technology enhancements and innovation initiatives (e.g., the Lava and Sky programmable robots) are funded outside of the tax-impact budget, primarily through the Wellesley Free Library Foundation and the Friends of the Wellesley Free Library.

The Trustees and Library staff were thrilled to re-open the newly-renovated Fells branch in November 2018, reimagined as an Early Childhood Library while maintaining a thoughtfully curated collection for adults, as well as holds, pick-up and book drop-off. The operation of the Fells branch continues to be 100% privately supported and private funding for the Hills Branch will continue at a similar rate as in FY19. As the branches continue to become more deeply integrated into the core mission of the WFL, the Trustees expect to phase out private funding of the branch operating budgets over the next few years. Using the efficiencies which will be generated by the new Automated Materials Handler, expected to be operational in spring 2019, library staffing levels will remain unchanged as personnel are deployed across the three-library system.

The WFL collects fees for lost and damaged materials and late fines for overdue materials. Monies received from late fines (\$67,596 in FY18) go directly to the Town's General Fund, rather than the WFL. In FY18, the WFL also turned back \$1,110 from its operating budget, as well as \$2,119 from its capital budget.

The FY20 operating budget includes no new benefitted positions and no budgeted overtime. The increase in personnel expense reflects the FY19 pay scale, the known step increases and longevity for union staff, and HR compliant guideline increases for the four non-union administrative and management staff. Also included are shift differentials for employees working after 5 pm and on weekends per current contractual obligations. To comply with the BOS's 2.5% operating budget guideline, the WFL's FY20 budget includes a 2.0% increase for all 40, 50, and 60 Series employees and the 2.0% union contract increase. As in FY19, there are 27.7 benefitted FTE and 9.5 non-benefitted FTE library employees. The extra 0.4 weeks in FY20 (52.4 weeks versus 52.0 in FY19) is a budgeting challenge because employee salaries are effectively 2.78% rather than 2.0% greater than their FY19 levels. Only significant library staff turnover this year, resulting in new workers being hired at lower starting salaries than the more senior employees they are replacing, has allowed the Library to meet the 2.5% budget guideline.

Personal services comprise 78% of the FY20 tax-impact Library budget while the remaining 22% is allocated for expenses. The Materials Expenditure Requirement is a state stipulation for library certification which necessitates that 13% of the total tax-impact Library budget (including the FMD portion) be spent on library materials. The state requirement ensures that all cities and towns fund

their libraries at a minimum level and prevents municipalities underfunding their own libraries to take advantage of their neighbors' services. In FY20, Wellesley's contribution is \$397,611, which is 70% of the library operating expense budget and an increase of \$9,192 (2.37%) over FY19¹. The IT expense budget, comprising 22% of library expenses, is the other significant driver of non-personal services, with an increase of \$6,203 (5.21%) over FY19. The largest component of the IT expense budget (63%) is the \$78,376 which covers Wellesley's membership in the Minuteman Library Network. IT expenses also include the local PC-based software as well as cloud-based and subscription services but not physical hardware like PCs, iMacs and servers which are included in the cash capital budget.

OTHER COMMISSIONS AND BOARDS

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Request	FY19-20 Change
Recreation Commission	329,294	349,965	355,055	367,524	372,159	1.26%
Board of Health (BOH)	448,174	489,329	492,169	580,324	622,606	7.29%
Mental Health Services (BOH)	244,365	255,691	244,364	238,691	244,658	2.50%
Mental Health Initiative (BOH)	0	0	0	0	140,000	100.00%
Natural Resources Commission	192,409	222,290	216,017	233,448	252,108	7.99%
Morses Pond (NRC/DPW/Rec)	142,114	139,394	129,708	143,250	145,250	1.40%
TOTAL Other Commissions/Boards	\$1,356,356	\$1,456,669	\$1,437,313	\$1,563,237	\$1,776,781	13.66%

Note: Utilities are included under FMD Maintenance Services. Does not include merit pay for 50/60 series.

Recreation Commission – 5.4 FTE

Consistent with its mission to provide recreational and educational opportunities to Wellesley residents in the most cost-effective manner, the 5.4 full time equivalent employees of the Recreation Department, headquartered in the Warren Building, conducted approximately 725 recreational programs serving 7,241 participants last year, spanning age ranges from preschool to elders, and accommodating all interested participants, regardless of skill level and financial means. Children's programs included preschool and after school activities such as sports and exercise, arts and science, and skill development during the academic year, as well as summer camps. The Recreation Commission awarded \$43,012 in scholarships to summer campers. Middle school and high school programming have steadily increased, in collaboration with Challenge Success, ERP, METCO, and Community Investors. Teen Center programming has also expanded to include Friday activities at the Warren Building and Wellesley Middle School. Working with the Council on Aging the Natural Resources Commission, the Department of Public Works, and the Wellesley Free Library, the Commission has developed adult programs to meet the needs and interests of the full spectrum of adults in the community, including cooking, sports and fitness, technology, arts and crafts, and personal growth.

Other key initiatives include:

- Recreation Strategic Plan
- Regrading and Dock Rehab at Morses Pond
- Morses Pond Feasibility and Design Study funded by Community Preservation Commission and Recreation Commission
- Reconfiguration of Hunnewell Field Complex Softball Field (Playing Fields Task

¹ Based on recommendations by the State Aid Review Committee, the Massachusetts Board of Library Commissioners has approved changes which eliminate municipally-authorized revolving funds from the MAR calculation starting in FY19.

Force)

- Further expansion of youth and teen programming

The Commission operates the Town facilities at Morses Pond, where attendance in 2018 numbered 23,367 visitors. The number of total beach tags continues to grow, increasing from 4,525 in 2017 to 4,690 in 2018. The “Early Bird Super Sale” offers an economy that encourages residents to take advantage of recreation at the pond, and to enjoy the reconfigured swim area, new beach sand, and expanded hours of operation. The BBQ rental system also enhances the beach experience and helps to defray costs.

The Recreation Commission FY20 operating budget includes only tax-impact costs, primarily the salaries for the staff of the Recreation Department, a new initiative for Youth and Teen programming, and Morses Pond Water Treatment and Safety Maintenance.

In addition, the Recreation Department has a non-tax impact program budget funded by fees charged to program participants. The competitively priced program fees, deposited into the program’s revolving fund, are intended to cover the actual costs of the programs and pay the salaries of the part-time/seasonal employees and vendors who offer programs for the Department. Historically, program fees exceed program expenses, and the surplus is returned to the Town’s general fund. The program surplus amounts for the past three years were: \$48,606 (FY16), \$68,503 (FY17), and \$79,227 (FY18). The FY19 surplus will be determined at the end of June 2019. Factors influencing the amount of surplus include weather, which affects beach attendance, and scholarship grants for summer camp, which are determined in conjunction with Wellesley Friendly Aid, to serve Wellesley families in need.

Lastly, the Recreation Commission believes the Recreation Department should have a long-term capital planning approach, especially as future expenditures are encountered. Over time, the goal would be to use Department surplus and build a fund to help support capital projects, to be paid in part and/or in full by this fund. Looking ahead to FY21, the Recreation Commission welcomes discussion, over the next year, about changing its current financial structure to allow for surplus carryforward to fund its capital plan.

The Recreation Commission FY20 operating budget request is \$372,159. Inclusive of a COLA adjustment, the FY20 budget will increase \$10,137 (2.76%) from \$367,524 in FY19 to \$377,661 in FY20 and is over guideline.

Advisory conducted a Supportive/Unsupportive vote and voted 13 to 0 in favor. The increase over guideline is directly related to the extra days in the FY20 fiscal year.

Board of Health – 7.8 FTE

The Board of Health (BOH), responding to the Town’s public health needs, provides a wide range of direct services in environmental health, community health, public health nursing, mental health, communicable disease prevention and control, reduction of environmental health hazards (e.g., mosquito and rabies control, lead and asbestos abatement monitoring), employee health/wellness programs, and emergency preparedness. A core function of the Wellesley Health Department is the enforcement of federal, state and local laws and regulations relating to public health in areas including public and private water supplies, food establishments, housing, camps, swimming pools, tobacco control, medical waste and social services. The BOH budget also funds mental health counselors in the Wellesley Public Schools and subsidizes the community’s mental health services agency, Human Relations Services, which provides affordable, accessible mental health and counseling services to Town residents regardless of their ability to pay.

The BOH cites an increase in demand for services, as documented in its *Report of the Board of Health* found on page 177 of this *Advisory Report*. The requested BOH FY20 budget, including the Mental Health Services contract, reflects an increase of \$55,080, as follows:

- Twelve (12) additional Environmental Health Specialist (EHS) hours (\$20,750) in the per diem pool for, among other things: 1) the implementation of new state mandated public health food safety codes applicable to the 188 food establishments in Town, as well as for the training of the staff of those establishments and for the additional EHS workload per site demanded by this new food code and regulations at the state level under 105 CMR 590; 2) new and expanding food recovery and food redistribution programs in the Wellesley Public Schools and area colleges requiring additional EHS surveillance and monitoring; 3) an increase in the number of Food Safety Related New Permits, Plan Reviews and New Construction (from 89 in FY17 to 169 in FY18); and 4) newly implemented state sanitation codes greatly increasing inspections and documentation for recreational camps in Wellesley at the state level under 105 CMR 430.
- Nine (9) additional social service worker hours (\$13,205) in the per diem pool to accommodate seasonal demand due to school vacations when the Health Department covers for the public-school social workers and for emergency management variability throughout the year.
- In addition to the requests for these additional part-time hours, the BOH is also requesting the following: a 2% increase in Nursing/Clerical salary (\$671); a 2.5% increase in its Mental Health Services contract with HRS, 40% of which goes to support a social worker at the High School (\$5,967); a 2% raise in professional salaries combined with a 52.4-week work year adjustment (\$12,255); and a 2.77% increase (\$2,232) in non-personnel department expenses.

In FY18, the Health Department collected over \$80,270 in fees and fines, which were returned to the Town's General Fund. It plans to increase fees and fines again this year.

The Board of Health FY20 operating budget request is \$867,264 (including the Mental Health Services contract budget but not the BOS Mental Health Service Initiative). Inclusive of a COLA adjustment, the FY20 budget will increase \$55,080 (6.73%) from \$819,015 in FY19 to \$874,095 in FY20 and is over guideline. The BOH is also increasing FTEs by 0.6 through the addition of the per diem EHS and Social Worker hours noted above.

Advisory conducted a Supportive/Unsupportive vote. Advisory voted 8 to 4 in favor. Although Advisory is in support of the FY20 BOH budget, there were concerns raised regarding the rate of growth of the BOH budget over the past several years. FY20 is the second consecutive year that the BOH is both over guidelines and has increased FTEs, and the BOH projects an increase in demand for services in the coming years. Advisory recommends the BOH develop a strategic plan to manage the growth in staffing in the most efficient manner. Advisory further suggests that the BOH engage in a peer community benchmark study and continued review of the BOH fees and fine schedule to help offset the costs of increased inspectional obligations.

Mental Health Services Initiative – 1.0 FTE

The BOS presented an FY20 operating budget request of \$140,000 (\$160,000 as adjusted for benefits) in order to fund several initiatives identified in an interdepartmental study of the delivery of mental health and social services in Town. The group studied the services that are provided by a number of Town departments, how those services are delivered, what coordination exists between them, and whether services provided are meeting the needs of the Town's residents.

The report confirmed the information that has been voiced over the past few years by the Police Department and the Board of Health that the Town is under-resourced to meet the growing mental health and social service needs in the Town. The mental health and social service needs that are present in the community are not only growing, but more importantly have become more complex and time intensive to address. A summary of key findings can be found in the Report of the Social Services and Mental Health Committee on page 224 of this *Advisory Report*.

In addition to several additions to mental health services located elsewhere in the FY20 omnibus budget (such as Schools and the Board of Health), the BOS has requested this additional budget to fund the following:

1. \$90,000 for a Licensed Independent Clinical Social Worker (LICSW) – the primary role of this position would be to provide direct services to residents, with approximately 10-20% of the time focused on coordination of care across all departments and case consultation. Filling this position would present an opportunity for the Town to attract social work interns who could provide services under the direction of the LICSW, thereby expanding services to residents at little or no cost.
2. \$40,000 for an emergency services social worker that would be shared with the Town of Weston in order to provide on-call support and follow up for crisis situations. This type of position is proposed to be filled on a contractual basis with an agency with mental health and social service expertise that could respond 24/7 when needs arise. Police and Fire note that they have trouble obtaining adequate support for people with mental health issues on nights, weekends and holidays.
3. \$10,000 for additional services provided from HRS to meet existing clinical care needs. In addition, it is anticipated that HRS would provide consultative support and collaboration for the LICSW.

As this is a new budget item with an additional Town FTE, Advisory conducted a Supportive/Unsupportive vote. Advisory's vote was 3 members Supportive and 10 members Unsupportive. Although there was general support in Advisory for providing for the mental health needs of the Town (both emergent and long-term support), Advisory was concerned with the lack of definition of the role and reporting structure of the proposed LICSW position.

Natural Resources Commission – 3.5 FTE

The Natural Resources Commission (NRC) was created in 1977 when Town Meeting voted to consolidate the management of Wellesley's open spaces under a board comprised of five elected members. The mission of the NRC is to provide stewardship, education, and advocacy for the Town's parks, conservation areas, and other open spaces. The Commission also discharges a range of related statutory duties under Massachusetts law, including Park Commission, Conservation Commission, Tree Warden, Town Forest Committee, and Forestry and Pest Control Officer. Additionally, the NRC appoints the Wetlands Protection Committee and the Trails Committee. The members of the NRC also serve on various other Town boards and committees. The NRC manages a departmental Capital and Operating Budget, as well as the Morses Pond Capital and Operating Budget, outlined below. The NRC depends on Community Preservation Act funds for most of its capital projects. For more detailed information about the NRC strategic plan, goals and initiatives, please refer to the *Report of the Natural Resources Commission* on page 204 of this *Advisory Report*, or visit the NRCs website at www.wellesleyma.gov/NRC.

Operating Budget

The NRC FY20 Operating Budget includes expenses and personal services for 3.5 FTE, which includes the Director, Wetlands Administrator, Secretary, and a part-time Environmental Education and Outreach Coordinator.

Inclusive of a COLA adjustment, the FY20 budget will increase \$22,316 (9.56%) from \$233,447 in FY19 to \$255,763 in FY20 (\$25,000 in expenses; \$230,763 in personal services), and is over guidelines.

Two factors are responsible for this over-guideline status:

1. *Director Reclassification.* Having concluded that the NRC Director's position and responsibilities had significantly evolved and expanded over time, the NRC reevaluated and revised the Director's job description and applied to the Human Resources Board (HRB) to reclassify the position. Among the wide range of duties carried out by the Director are reviewing land use permit requests, advising the Commission concerning planning for the various responsibilities it discharges, issuing appropriate press releases and developing public education programs, administering land use regulations, and managing Commission staff. Following its own analysis, the HRB voted unanimously on December 12, 2018 to approve the request and reclassified the Director position from a 57 series to a 59 series effective the following day. The revised job description now accurately reflects the position's responsibilities and minimum qualifications, which have been adjusted to include an advanced degree. (Note: The current NRC Director holds two advanced degrees and several professional certifications.)
2. *Fund Shift from Capital to Operating Budgets.* The Board of Selectmen's office requested that two items totaling \$2,500, previously included in the capital budget, be shifted to the operating budget and be listed as expenses.

Advisory conducted a Supportive/Unsupportive vote and voted 13 to 0 in favor of the NRC's FY20 budget. Advisory considered a number of factors, including the fact that a significant portion of the increase is necessary to cover the salary increase for the Commission's Director, which, as noted above, resulted from the HRB's reclassification of the position to a higher level. Another portion of the increase was due to the Commission's decision, made at the request of the Town's financial management, to transfer minor capital items to its operating budget. Advisory also considered that much of the Commission's capital budget is covered by funding from the Community Preservation Act.

Morses Pond

The Morses Pond FY20 Operating budget, which includes funding for pond manager services, such as weed abatement, phosphorus inactivation and phosphorus monitoring, totals \$145,250, (an increase of \$2,000 from FY19). The FY20 Morses Operating budget is within guidelines.

Wetlands Protection

The Wetlands Protection Committee collects fees for wetland permitting. Expected revenues for FY20 are in the range of \$12,000-\$15,000, and cover costs associated with enforcement of the Wetlands Protection Act, occasional third party reviews and the preparation of minutes.

Community Preservation Act Funds

The Community Preservation Committee (CPC) is expected to seek Town Meeting approval for the following Community Preservation Act appropriations, which fall within the NRC's mandate and for which the NRC has sought CPC support:

- \$91,000 for the restoration of the Duck Pond bridge at Town Hall
- \$30,000 for the restoration of Church Park at the intersection of Grove Street and Central Street
- \$150,000 for shoreline preservation work at Morses Pond (under the Morses Pond Capital budget)

With the CPC's generous support, the NRC will not be submitting a Capital budget request for Moses Pond in FY20. Further information about the NRC's capital projects may be found in the discussion of Town-wide capital expenses on page 89 as well as in the *Report of the Natural Resources Commission* on page 204.

WELLESLEY PUBLIC SCHOOLS – 831.76 FTE

	FY19 Voted (w/out benefits)	FY19 Adjusted (w/ benefits*)	FY20 Request (w/ benefits*)	FY19-20 Change
Instruction	\$48,602,336	\$48,736,693	\$51,471,527	\$2,734,834
Administration	\$1,172,025	\$1,206,978	\$1,601,206	\$394,228
Operations	\$2,454,694	\$2,686,337	\$2,768,172	\$81,835
Special Education	\$22,199,862	\$21,838,909	\$21,347,912	\$(490,997)
TOTAL OPERATING BUDGET				
		<u>\$74,468,917</u> (\$40,000 benefits included)	<u>\$77,188,817</u> (\$250,000 benefits included)	3.65%
	<u>\$74,428,917</u>		<u>\$77,188,817</u> (\$250,000 benefits included)	3.71%
FTE CHANGES (General Fund)	824.88	818.59	831.76	+13.17

*Under the guideline process for the Town, the cost of additional health and pension benefits for each additional FTE are to be included. This is \$20,000 per professional FTE, and \$7,500 for non-professional FTEs. However, the Town Meeting vote under Article 8 is only on the actual salary increases, without the benefits.

	FY19 Voted (w/out benefits)	FY19 Adjusted (w/ benefits)	FY20 Request	FY19-20 Change
BOARD OF SELECTMEN'S VOTED SCHOOL BUDGET	<u>\$74,428,918</u>		<u>\$77,033,930</u> (w/\$250k benefits)**	3.5%

** The Article 8, Motion 2 omnibus budget School appropriation figure of \$76,783,930 does not include the benefits.

Overview

In FY19, the Wellesley Public School (WPS) system is comprised of ten school facilities, approximately 818.59 full-time equivalent employees (FTEs) and 4,863 students.

At its meeting on February 5, 2019, the School Committee approved a School Department request for a total FY20 budget appropriation of \$77,188,817 (inclusive of \$250,000 of health benefits), reflecting an increase of \$2,759,900 or 3.65% over the FY19 budget appropriation (with benefits). The increase is 3.71% when the comparison is made with the FY19 voted budget without benefits of \$40,000 compared to the FY20 request with benefits. When the health and other benefits are removed from both the FY19 voted budget and the FY20 request, the increase is smaller at \$76,938,817 or 3.37%. Under the School Committee voted budget, the FTE count would grow by 13.17 to 831.76 in FY20.

At its meeting on February 28, 2019, the Board of Selectmen (BOS) voted to present a Town budget for FY20 under Article 8 containing a Schools budget increase of 3.5%, not the full 3.65% increase voted by the School Committee. Advisory is required to make recommendations and vote on the budget as submitted by the BOS under Article 8, and Advisory did so at its meeting on March 2, 2019. See page 92 for a discussion of Advisory's Supportive/Unsupportive vote on the Schools budget.

It is important to note that the discussion of the Schools budget on the following pages is based on the School Committee voted 3.65% budget. Preparation of the detailed Schools budget, and the corresponding Advisory analysis of that budget, is a several month process that began in December 2018. At the time this *Advisory Report* went to print, little more than a week after the BOS had voted the 3.5%-increased Schools budget, there was no information available as to whether or how the School Committee would vote to reduce its budget by the \$154,887 differential. There is the possibility that the School Committee could present an alternative motion under this Article to Town Meeting advancing the 3.65%-increased Schools budget. In the absence of specific information related to the components of a 3.5% budget, however, Advisory believes that the detailed information concerning the full 3.65% budget provides the most information to Town Meeting.

Advisory will continue to monitor developments and provide additional information to Town Meeting as warranted.

THE BUDGET PROCESS

In the fall of 2018, the BOS gave the School Department a guideline of a 3.0% budget increase for FY20. This was a drop from the past. (See chart below). The BOS thought that such a reduction was appropriate given the tightness of the budget projections.

History of WPS Operating Budget Increases:

Fiscal Year	Increase	Town Guideline	Comment
2014	3.48%	2.80%	New Teacher Contract
2015	5.63%	1.75%	Full-day Kindergarten; override
2016	4.98%	4.00%	Begin Strategic Plan Investments
2017	4.25%	4.00%	Cash Capital significantly reduced
2018	3.47%	3.50%	Comparing budget to budget w/out
2019	3.44%	3.50%	Benefits (taken out before TM vote)
2020 Request	3.65%/3.71% 3.5%	3.0%	Strategic Plan Investments

The School Department strongly advocated for a higher percentage increase in order to provide additional funding for General Education programs and Strategic Initiatives. The School Committee gave the Superintendent initial guidance to present up to a 3.75% budget increase. Over recent years, General Education has had its programmatic growth limited by the need to increase Special Education funding. The School Department is committed to adequately budgeting for both general and special education and to fulfilling its strategic plan. Over the course of budget discussions, the School Committee agreed on a budget with a 3.65% increase over FY19. The Town Finance Department interprets the 3.65% budget increase as 3.71% by comparing FY19 budget without health benefits compared to FY20 with health benefits.

As of the writing of the *Advisory Report*, the two boards had not been able to reach a mutual agreement.

New approach to budgeting for Special Education:

The School Department is taking a new approach to budgeting for Special Education in FY20. It is budgeting for only the known or reasonably assumed students on Individualized Education Plans (IEPs). There are no reserves or placeholders. This results in a decrease of \$490,997 or 2.5% from the Adjusted FY19 budget and a decrease of \$851,952 from the Special Education budget voted for FY19 at the March 2018 ATM. The School Department is motivated to take this new approach for budgeting for Special Education so as to insulate the general education budget from the variability in Special Education. The School Department feels that they have underinvested in general education in the past.

In the FY19 ATM budget, the School Department planned conservatively for 71 Out-of-District (OOD) student tuitions (including settlements). As of the October 1, 2018 enrollment report, there were 58 students in OOD placements in FY19, 13 fewer than planned. The FY20 budget contemplates 58 OOD students, the current known data. If/when there are unexpected students with high costs, the School Department will request additional funds through either the Special Education Reserve Fund or as a Supplemental Request under Article 7, as it did at the March 2018 ATM. There is further discussion of the OOD budget on page 83 and of the Reserve Fund in Article 11 on page 99.

Turnback:

In the summer of 2018, the School Department was able to return \$1.494 million to the Town as turnback (unused funds) from two prior budgets. While the School Department usually does give some turnback to the Town at the end of the fiscal year, this year was unusually high.

The turnback in the summer of 2019 included the following:

FY18 Personal Services (unused salaries)	\$790,711
FY18 Expenses (unused)	\$145,566
FY17 Encumbrances: Personal Services	\$ 14,884
FY17 Encumbrances: Expense	\$542,921
TOTAL	\$1,494,082

The unused salaries in FY18 included \$549,800 of unfilled teaching assistant positions for Special Education. Changes in Expenses included unspent Special Education expenses of \$233,232, offset by increases in both Regular and Special Education transportation.

The School Department had budgeted conservatively in FY18 and in FY19 due to the expectation of costly legal settlements and high residential tuitions for OOD placements. The new method of planning in FY20 for high Special Education OOD tuitions will take risk (both high and low) out of the School budget. There is further explanation of this in the Special Education section on page 80.

The FY19 Adjusted Budget:

In October 2018, the School Department created an Adjusted Budget for FY19, which was accepted and voted by the School Committee. Although the bottom line total figure is the same for both the FY19 budget voted at the March 2018 ATM and the FY19 Adjusted Budget, there are reallocations of funds between the four categories. Also, there is a recasting of the FTE count from 824.88 to 818.59. With the implementation of a new computer program for tracking salary and compensation, My Budget File, there was clarification of what constitutes a 1.0 full time equivalent (FTE).

Because of this, there is a variance in the FTEs shown in the School Department budget document (15.5 FTEs) and the staffing summary (13.17 FTEs). In calculating FTEs, there can be shifts throughout the year. These occur for several reasons: staff turnover resulting in unpaid days; overlap of staff due to a medical or maternity leave; etc. There are a total of 2.39 FTEs added back into level service based on turnover in FY19. These are not new adds but simply returning the position to its original FTE.

The FY19 Adjusted Budget reflects the decrease in Special Education tuitions since the budget was voted in March 2018 and a decrease in Special Education teaching assistant positions. These decreases were offset by increases in other areas, such as Special Education transportation costs.

BUDGET SUMMARY

Personal services comprise the most significant segment of the 3.65% budget request, at \$69,520,937 or 90.07%, of the projected total School Department spending. An analysis of the personal services portion of the budget and of teacher compensation can be found in Appendix D on page 250.

The complete details of the FY20 School Budget Request can be found on the Wellesley Public Schools website: https://wellesleyps.org/wp-content/uploads/2019/02/FY20-SC-Voted-Budget_WebFinal.pdf.

	FY19 Voted	FY19 Adjusted	FY20 Request*	FY19-20 % Change
General Education				
Personal Services	\$49,205,280	\$49,338,651	\$52,360,095	6.12%
Expenses	\$3,063,775	\$3,291,357	\$3,480,810	5.76%
Total General Operating	\$52,269,055	\$52,630,008	\$55,840,905	6.10%
Special Education				
In-District	\$17,163,757	\$17,037,793	\$17,341,373	1.78%
Out-of-District	\$8,577,087	\$7,891,634	\$6,970,846	-11.67%
Circuit Breaker	(\$3,540,980)	\$(3,090,518)	\$(2,964,307)	-4.08%
Total Special Education	\$22,199,864	\$21,838,909	\$21,347,912	-2.25%
 Total Personal Services	 \$65,938,728	 \$66,062,898	 \$69,520,937	 5.23%
Total Expenses	\$8,530,190	\$8,406,019	\$7,667,880	-8.78%
 TOTAL OPERATING BUDGET	 <u>\$74,468,918</u>	 <u>\$74,468,917</u>	 <u>\$77,188,817</u>	 3.65%

*The FY20 Request shown above includes a \$250,000 benefit allocation for the addition of 13.17 FTE employees. Excluding the benefit allocation, the FY20 Request is \$76,938,817 or an increase of 3.37% over FY19.

FY19 & FY20 ENROLLMENT

Level	FY19 Oct 1 Actual	FY20 Projected	Variance
K-5	2,175	2,106	-69
WMS	1,159	1,166	+7
WHS	1,529	1,527	-2
Total	4,863	4,799	-64

The enrollment numbers directly impact the budget with respect to staffing requirements and other costs, and drive the Level Services budget request. The district gathers actual enrollment statistics as of October 1st each year and submits them to the Department of Elementary and Secondary Education. Projections for the coming three years are based on the October 1st enrollment plus historical trends and averages. For more information on Enrollment trends and projections, see Appendix E on page 257.

Budget Detail

There are high personnel costs associated with delivering a quality educational program to meet the needs of the nearly 5,000 students who attend the WPS. Level personal services alone amount to a 2.94% increase in the operating budget. School personnel contracts include the cost

of step and lane increases each year in addition to annual COLA increases. FY19 is the third year of a three-year contract with all five school bargaining units including the Wellesley Teachers' Association Unit A (Educators) and Unit B (Department Heads, Directors and Assistant Principals). For FY17-19, Units A and B have had a COLA each year of 1.5% for all steps and 2.0% for the top step. For further detail on School Staff Compensation, see Appendix D on page 245. Bargaining on a new contract is underway this spring.

FY20 Budget Components	Budget/\$ Growth	%Budget Growth
FY19 Budget w/ benefits	\$74,468,917	
Base Growth	2,188,163	2.94%
Level and Mandated Services	(210,377)	
Strategic Plan	709,892	
Other Critical Needs	32,222	
FY20 Budget w/ benefits	<u>\$77,188,817</u>	3.65%

In the table above, the reductions and savings are embedded in each level. As part of the budget process, the schools identified several reductions totaling approximately \$1.67 million as shown in the table below:

Reductions/Savings	Budget Growth/ (Reduction)
Staff turnover	\$(515,374)
NEASC Accreditation	\$(30,000)
Translation	\$(21,000)
SPED Professional Services	\$(107,717)
SPED OOD Tuitions	\$(964,203)
SPED Instructional Equipment	\$(15,461)
Pre-School Tuition Offset	\$(10,000)
MS Student Activities Offset	\$(7,500)
Total	<u>\$1,671,255</u>

LEVEL SERVICES AND MANDATES - \$421,690 +\$102,500 benefits = \$524,190

A Level Services budget provides the same quality of education offered in the previous year, taking into account changes in enrollment, Federal and State mandates and other factors.

Level Service Increases:

School	Position	FTE	Cost	Benefits	Description
ALL	Special Education/Caseload Related Positions	5.15	\$251,409	\$82,500	Increased caseload
PAWS	Increase Budgeted Offset	0.00	(\$10,000)	\$0	
Elementary	Enrollment Shifts Anticipate Additional Section	1.00	\$71,856	\$20,000	Increased caseload
WMS/WHs	Increased Student Activities Offset	0.00	(\$11,817)		
WHs	Cheerleading (Activities to Athletics)	0.00	\$895		
WHs	Science Teacher (Enrollment/Class Size)	0.50	\$35,928	\$0	
District	Assistant Director of Student Services	0.30	\$33,685	\$0	Role redefined
District	Director of Library & Innovation	0.40	\$42,322	\$0	Role redefined
District	Director of Professional Development	0.00	\$7,412	\$0	Role redefined
Total		7.35	\$421,690	\$102,500	

STRATEGIC PLAN INVESTMENTS - \$562,393 +\$147,500 benefits = \$709,893

Strategic Plan investments include two new roles (Director of Diversity, Equity and Inclusion and a Math Paraprofessional) and the continued rollout of the World Language Program into the Middle School, as well as the addition of learning support at both the Middle and High Schools.

Strategic Plan Increases:

School	Position		FTE	Cost	Benefits	Description
District	Director of Diversity, Equity and Inclusion		1.00	\$125,000	\$20,000	New role
Elementary	Mathematics Paraprofessional (Fiske/Schofield)		1.00	\$32,295	\$7,500	New role
Elementary	Continue implementation of Spanish		1.00	\$71,856	\$20,000	
Technology	Additional Summer Days to Support 1:1 Initiative		0.00	\$2,704	\$0	
WHS/WMS	Adjustment Counselor		0.80	\$57,485	\$20,000	New role
WHS	Academic Resource Center		0.50	\$35,928	\$0	Expansion of current role
WMS	Computer Science Elective		0.60	\$43,114	\$20,000	New role
WMS	Scholars Program		0.20	\$14,371	\$0	New role
WMS	Grade 6 World Language		2.50	\$179,640	\$60,000	New role
Total			7.60	\$562,393	\$147,500	

Note: As a reference for this section, the full Strategic Plan for Wellesley Public Schools can be found on the WPS website, www.wellesley.k12.us

OTHER CRITICAL NEEDS INVESTMENTS - \$32,222 + \$0 benefits = \$32,222

School	Position	FTE	Cost	Benefits
WMS/WHS	Assistant Athletic Director	0.20	\$14,308	\$0
WHS	Main Office Secretarial Position	0.40	\$17,914	\$0
Total		0.60	\$32,222	\$0

Schools – Special Education

State and federal law mandates that Wellesley Public Schools provide Special Education (SPED) services to eligible students, beginning at age three and continuing until age twenty-two or high school graduation, whichever occurs first. The law mandates that all Special Education students receive services that allow them to access and progress in public education in the least restrictive environment possible. Any students who may be candidates for SPED are evaluated and, if it is determined that they are eligible, an Individualized Education Program (IEP) is developed for them. An IEP is a legally binding contract between the school district and the family. As with its general education program, Wellesley strives to be a community that provides excellence in its Special Education program.

Most of the Special Education students are served by WPS staff through In-District (ID) programs. If a student's needs are such that a town cannot appropriately provide for them in a public setting, the law requires that the town find and pay for an Out-of-District (OOD) State-approved Special Education placement, including transportation costs. For more detail on Special Education, please see Appendix F on page 258.

Program	FY17	FY18	FY19	FY19	FY20	%
	Actual	Voted**	Voted	Adjusted	Request	Inc/Dec
In-District	\$15,613,767	\$16,525,796	\$17,057,861***	\$17,037,793	\$17,341,373	1.78%
Out-of-District	\$4,310,428	\$4,797,492	\$5,142,005***	\$4,801,116	\$4,006,539	16.55%
TOTAL	<u>\$19,924,195</u>	<u>\$21,323,288</u>	<u>\$22,199,866</u>	<u>\$21,838,909</u>	<u>\$21,347,912</u>	-2.25%*
Growth	2.48%	5.13%	4.11%	2.42%	-2.25%	
# students	880	832	827	827	827	

*Decrease from FY19 Adjusted to FY20 Request

**FY18 voted amount includes the \$776,000 Supplemental. See 2018 *Advisory Report* p.38 (Article 7, Motion 2).

***The FY19 numbers differ from the amount voted during the 2018 ATM because there was a shift in categories whereas approximately \$105,000 was placed in OOD expenses instead of In-District expenses.

The total Special Education portion of the FY20 general operating budget request is \$21,347,912, a decrease of \$490,997 from the adjusted FY19 budget, and a decrease of \$851,952 from the voted FY19 budget. See also the chart under Budget Summary on page 76. These projected expenses represent 27.66% of the total School budget (3.65% budget) and support approximately 16.66% of the student population between grades K-12.

New Approach to Special Education Funding and the Special Education Stabilization Fund:

The reduction in the Special Education request reflects the new approach to planning and funding for the variability in Special Education costs that are due to (1) the uncertain number of Special Education students in an upcoming year, (2) the uncertainty about the severity of a student's needs and the consequent fiscal and staff requirements, and (3) uncertainty in the amount of Circuit Breaker funding from the Commonwealth, as well as the one year lag time in receiving that funding.

The School Department has decided to budget for only the known or reasonably assumed students who are currently on IEPs or with whom the School Department is beginning to engage. In the past, the School Department budgeted for potential new students, but found that some of those students never materialized. For FY18, the School Department was able to turnback funds to the Town at the end of the fiscal year because several large anticipated tuitions did not materialize, as discussed earlier.

Going forward, the School Department has recommended that the Special Education Stabilization Fund that was formed by Town Meeting in 2017 be used when there are extraordinary

unanticipated tuitions and expenses in Special Education. This Fund has begun to grow with the addition of Medicaid reimbursements to the Town for services provided to Special Education students. The balance is now approximately \$98,000 as of the date this *Advisory Report* went to print; an additional \$660,000 will be added via Article 11. The School Committee supports additional funding from Free Cash under Article 11 to help build the fund.

The FY18 Supplemental Appropriation:

At the March 2018 ATM, the School Committee requested a Supplemental Appropriation under Article 7 of \$776,000 to cover unexpected Special Education costs. The School Committee and BOS made this request due to an unexpected reduction in the Circuit Breaker reimbursement from the Commonwealth for FY18. Town Meeting approved this funding. However, later in the spring, the Commonwealth was able to provide more Circuit Breaker funding than anticipated. Approximately \$576,000 of the supplemental appropriation was returned to the Town.

In-District (ID) Budget and Programs

In an effort to manage the significant annual cost increases while maintaining service levels, the Schools have brought more SPED programs in-house as Specialized Programs. These in-house programs are more cost effective than Out-of-District placements and oftentimes are better suited to service individual student needs, as mandated by law. There is further description of the In-District Programs for the current year in Appendix F, Special Education Programs.

In-District Program Budget	FY17	FY18	FY19	FY19	FY20	%
	Actual	Voted	Voted	Adjusted	Request	Inc/Dec
Specialized Programs	\$10,018,784	\$10,526,270	\$10,923,607	\$11,878,195	\$12,082,275	
Inclusion	\$5,158,650	\$5,532,876	\$5,648,730	\$4,753,638	\$4,836,941	
Transportation	\$436,333	\$466,650	\$485,524	\$405,960	\$422,157	
Total	<u>\$15,613,767</u>	<u>\$16,525,796</u>	<u>\$17,057,861</u>	<u>\$17,037,793</u>	<u>\$17,341,373</u>	1.78%

In-District costs increased in total by \$303,580 or 1.78% over FY19. Salaries are the major component of In-District expenses, representing approximately 80% of the In-District FY19 budget.

Learning Centers at each of the Wellesley Public Schools are also known as Inclusion, as the students within them participate as much as possible in the regular classrooms at the schools, with specialized assistance.

Students placed in Specialized Programs within the Wellesley Public Schools include students with autism, developmental delays, complex health or neurological issues, and global impairments. The complexity of teaching these students and helping them with physical, social and emotional issues is not to be understated. If these students had to attend Out-of-District

programs, the range of costs would be from \$41,900 per year for a public day school to almost \$400,000 per year for a private residential school, plus transportation costs.

Requests for New Staff for In-District Programs

Many of the new Level Service positions listed on page 79 are staff to work with the needs of the current Special Education caseload. There is much variability in this caseload. For example, some of the new students with global disabilities in the ISS Program will each need an individual instructional assistant. Other students have aged out of WPS programs so staff for each of them may be reduced. The 5.15 FTE increase in these positions listed in the chart below is the net of the increases and reductions.

The following chart summarizes the Level Service position increases for Special Education.

FTE Requests

Staff Increase FY20	FTEs	Salary	Benefits
Caseload Related Instructional Assistants and Physical Therapist	5.15	\$251,409	\$82,500
Assistant Director of Student Services (redefined)	0.30	\$33,685	\$0

Out-Of-District (OOD) Budget

Program	FY17 Actual	FY18 Voted**	FY19 Voted	FY19 Adjusted	FY20 Request	Variance
Tuitions	\$6,440,447	\$7,336,834	\$7,882,707	\$6,974,621	\$6,033,571	(\$941,050)* (-13.49%)
Transportation	\$858,343	\$802,236	\$800,278	\$917,013	\$937,275	
Circuit Breaker	(\$2,988,362)	(\$3,341,578)	(\$3,540,980)	(\$3,090,518)	(\$2,964,307)	
Out-of-District	<u>\$4,310,428</u>	<u>\$4,797,492</u>	<u>\$5,142,005</u>	\$4,801,116	\$4,006,539	(-16.55%)
# of students	57	62	71	58	51	

* Increase/decrease is from the Adjusted FY19 to the FY20 Request.

** This includes the \$776,000 Supplemental from the March 2018 Town Meeting.

The Out-of-District (OOD) budget is comprised of three elements: the tuition costs for students who are placed in programs outside of the District where the students' specific disabilities can be addressed, transportation costs and the revenue offset from Circuit Breaker funds received from the State.

The FY20 number of students who are projected to be in OOD placements is lower than in past years due to the Schools' new approach to Special Education funding. Similarly, the FY20 budget request for tuitions is reduced from the FY19 Adjusted Budget by \$941,050 or 13.49%.

Transportation costs have continued to increase.

Circuit Breaker (CB) funding from the Commonwealth is estimated at a reimbursement level of 72.0% for FY20. CB reimbursement is based on costs from the previous year and therefore reimbursement lags actual expense increases or decreases by one year. School committees are permitted to carry over reimbursement for one year and use it to reduce expenses in the next year. So the use of CB reimbursement funds can mask changes in actual spending.

BOARD OF SELECTMEN – EMPLOYEE BENEFITS

	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Request	FY19-20 Change
Group Insurance	16,138,304	17,576,288	18,984,487	19,665,390	3.59%
Workers Compensation	517,860	517,860	287,700	287,700	0.00%
OPEB Liability Funding	2,400,000	3,432,000	3,432,000	3,432,000	0.00%
OPEB Liability Funding Exclusion	600,000	0	0	0	0.00%
Retirement Contribution	6,390,114	6,621,863	7,056,425	7,487,909	6.11%
Unemployment Compensation	150,000	150,000	150,000	100,000	-33.33%
Compensated Absences	90,000	90,000	120,000	120,000	0.00%
Non-Contributory Pensions	18,660	18,714	19,100	0	-100.00%
TOTAL Employee Benefits	\$26,304,938	\$28,406,725	\$30,049,712	\$31,092,999	3.47%

Group Insurance

The Group Insurance budget covers the Town's share of annual health insurance premiums for active and retired employees. In addition, it includes life insurance, dental insurance, long-term disability insurance, an employee assistance program, and the Town's share of the Federal Medicare tax. The tax-impact budget request is net of a reimbursement from the Enterprise Funds for their personnel.

Group Insurance benefits for active and retired Town and School employees continue to comprise a significant percentage of the total budget, with the health insurance component growing at a faster rate than revenues. In recent years, health insurance has been a major factor in the difficulty of balancing the Town's budget. In response, the Town has implemented a number of changes, many of which have been subject to collective bargaining.

Recently the Town reached agreement with its unions, effective July 1, 2018, to replace the "Rate Saver Plans" purchased through the West Suburban Health Group with two "deductible" plans that are more cost effective for the Town. The change will moderate cost and continue to provide an excellent choice of health care and plans for employees and retirees. Although the changes in plan offerings will slow the growth in health insurance costs to a more affordable level, all staffing additions must be thoroughly vetted because of their negative impact upon benefit costs.

Workers' Compensation

The Town self-funds its Workers' Compensation program and engages an outside firm to manage all claims and cases. The program includes the cost of reinsurance to protect against catastrophic cases. An actuarial analysis is performed annually to determine the adequacy of the self-insurance fund and to identify an annual appropriation amount. Because of several years of good claims experience, the Town has reached the balance recommended by its actuarial firm and has therefore been able to keep the 2020 contribution level to 2019.

OPEB Liability Fund

Other (than pension) Post-Employment Benefits (OPEB) liabilities are the cost of the Town's actuarially-determined obligation to subsidize a portion of retiree medical insurance for retired Town and School employees. Drivers of OPEB liability costs include health care costs, the size of the eligible population, and the level of benefits provided. Health care cost inflation, an aging population, consistent benefit offerings, and longer life expectancy have collectively served to increase OPEB costs in recent years.

Since 2006, the Town has been a leader in the Commonwealth in providing an aggressive strategy to fund its OPEB liabilities by 2037. OPEB contributions were increased annually over the course of a decade using a capital exclusion as part of the plan and eventually OPEB contributions were funded entirely within the levy. The current actuarial funding schedule recommends a level annual appropriation of \$3,432,000, which no longer adds a structural imbalance to the budget. The Retirement Board manages the OPEB fund and secures actuarial valuations every two years. The 6/30/2018 study is expected soon.

Pension/Retirement Contribution

The majority of Town employees participate in a defined benefit plan, the Wellesley Contributory Retirement System (WCRS). Public school teachers and certain administrators are members of the Massachusetts Teachers Retirement System, to which the Town does not contribute. WCRS members are required to contribute between 5% and 11% of annual covered compensation (depending on their hire date), and the Town is required to pay its share of the actuarially-determined contribution. Employees do not participate in Social Security and contribute significantly more of their income to their own retirement than private sector employees contribute to Social Security. A chart of the Town's pension contribution from FY12-FY20 is shown below:

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Request
Contributory Retirement Pension Contribution	\$3,125,026	\$3,813,574	\$5,940,854	\$7,040,036	\$7,285,678	\$7,562,273	\$7,835,775	\$8,350,000	\$8,851,507
Tax Impact Portion	2,630,273	3,209,844	5,008,205	5,943,377	6,150,755	6,390,114	6,621,863	7,056,425	7,487,909
Year-over-year increase in tax impact portion	898,273	579,571	1,798,361	935,172	207,378	239,359	231,749	434,562	431,484
Percentage increase in tax impact portion	51.86%	22.03%	56.03%	18.67%	3.49%	3.89%	3.63%	6.80%	6.52%

From FY97 until FY09, the Town did not make contributions to the WCRS, because the system was fully funded and annual investment earnings were more than sufficient to cover the annual cost to the Town. Town employees continued to make their contributions during this period, however. Following the severe downturn in global financial markets in 2008, the Retirement Board

made the prudent decision to resume appropriating Town contributions to the system. Beginning with \$1.0 million in funding for FY10 and ramping up quickly, the contribution increased each year for several years to achieve an actuarial funding schedule before leveling off at a rate in line with annual revenue increases. The FY20 appropriation of \$7,487,909 (up 6.11% from FY19) has been increased slightly to allow for an increase in the COLA (cost of living) base, which was recently approved. Scheduled increases slow to under 3.5% annually after 2021, falling into line with or under expected revenue growth. This schedule will achieve full funding by 2030. The MLP, Water, Sewer, and the Wellesley Housing Authority each contribute their share of the pension costs. The current amortization schedule is based on the conservative assumption that the average annual investment return for the pension assets will be 6.625%. As has been the case historically, the WCRS is one of the highest funded systems in the Commonwealth.

Unemployment Compensation

The Unemployment Compensation budget is used to reimburse the Massachusetts Division of Employment Security for actual claims paid on behalf of the Town. The Town has an option of paying a fixed percentage of payroll or actual expenses and has chosen the latter, less expensive approach. Qualified claims may be reimbursed for a period of up to 30 weeks. Unemployment claims have declined and it was appropriate to reduce this category.

Compensated Absences

The Compensated Absences budget provides funds to pay eligible employees for sick and vacation leave earned in prior years upon retirement, termination, or death; these payments are subject to the provisions of the respective collective bargaining agreements. Because these payouts cannot always be predicted or absorbed in smaller operating budgets, this appropriation serves as a reserve for non-School budgets. Any unused amounts at fiscal year-end revert to Free Cash. Non-union/non-contract employees are not compensated for unused sick time, and vacation carryover is limited by the Town's Bylaws and Human Resources policy.

Non-Contributory Pensions

The non-contributory pension budget provided retirement benefits for one surviving spouse of a retiree who elected not to become a member of the WCRS when it was established in 1937. This last individual recently passed away.

CASH CAPITAL AND DEBT SERVICE

Cash Capital is the routine annual purchase of capital assets (such as equipment or furnishings) or minor construction and/or capital projects that, due to their size and/or irregular occurrence, are not part of departmental operating budgets.

Debt service (principal and interest payments for bonded projects) is referred to as either "inside the levy," meaning it is part of the Town's annual operating budget subject to Proposition 2½ limits, or "outside the levy," meaning it is debt service on projects that the voters have excluded from the limits of Proposition 2½.

The Board of Selectmen recently established a policy that keeps cash capital and inside the levy debt service spending within a range of 6.2% to 6.8% of operating revenue to avoid undue pressure on operating budgets. In recent years, the Town has elected to fund significant projects outside the levy (temporary) to avoid the need for permanent operating overrides.

DEPARTMENT CASH CAPITAL

	FY17	FY18	FY19	FY20	FY19-20 % Change
Public Works	1,954,000	2,173,000	2,026,000	2,276,000	12.34%
Schools	784,920	2,009,253	947,629	1,101,028	16.19%
Facilities - Schools	1,073,500	1,553,000	1,159,000	937,000	-19.15%
Facilities - Town	<u>676,500</u>	<u>322,000</u>	<u>691,000</u>	<u>913,000</u>	<u>32.13%</u>
Facilities - Total	1,750,000	1,875,000	1,850,000	1,850,000	0.00%
Planning Board	80,000	-	25,000	30,000	20.00%
Health	8,561	-	-	-	0.00%
Selectmen	349,913	364,009	240,679	452,089	87.84%
Library	131,300	100,612	76,800	124,300	61.85%
Town Clerk	16,385	-	-	-	0.00%
NRC	77,000	141,500	99,000	80,000	-19.19%
Morses Pond	-	40,000	40,000	-	-100.00%
Total Cash Capital	5,152,079	6,703,374	5,305,108	5,913,417	11.47%

Departmental Cash Capital is appropriated for the purchase of equipment, furnishings, technology, minor construction projects or other capital assets that are neither part of departmental operating budgets nor financed with bonds paid from debt service, but are instead paid for from cash on a current basis. Purchases are considered capital if they possess a multi-year useful life, are non-recurring budget items, or have a substantial cost compared to the size of the department's operating budget. The complete Five-Year Capital Budget Program is provided in Appendix C.

The Town asked departments to prioritize and reduce capital requests to within the limits of the new Debt and Cash capital policy (6.2%-6.8% of Revenue). Requests were cooperatively reduced to an affordable level, while continuing to maintain critical infrastructure needs.

Department of Public Works

The DPW Cash Capital plan for FY20 is \$2,276,000. Approximately half of the budget (\$1,136,000) is for vehicle and equipment procurement, which is a significant increase from past years due to the replacement of several high cost vehicles. There is also \$380,000 associated with athletic field and playground refurbishment. It should be noted that the DPW Capital Plan can vary significantly year to year depending on the major infrastructure projects planned for the year. For example, the Grove Street resurfacing project in FY19 represented a \$2.0 million capital outlay.

Schools – Capital Budget Request (Cash Capital)

The Schools Cash Capital budget is separate from the operating budget. It consists of two components: (1) Furniture, Fixtures and Equipment (FF&E) and (2) Technology. For FY20, the School Committee is requesting \$1,101,028 of which \$205,018 will be targeted for FF&E and \$896,010 will be spent on Technology. This is an increase of 16.19% from the FY19 appropriation of \$947,629.

	FY17 Voted	FY18 Voted	FY19 Voted	FY20 Request	FY19-20 % Inc/Dec
FF&E	\$43,529	\$216,070	\$99,999	\$205,018	
Technology	\$741,391	\$1,793,183	\$847,630	896,010	
Total	<u>\$784,920</u>	<u>\$2,009,253</u>	<u>\$947,629</u>	<u>1,101,028</u>	<u>16.2%</u>

Furniture, Fixtures & Equipment (FF&E): \$205,018

Items included in this portion of the budget have a limited life cycle but are not replaced annually. Among the items that will be replaced are: classroom furniture for two grades, cafeteria tables, gymnasium sound system, library flip tables, and copier replacements, among others.

Technology: \$896,010

The technology portion of the capital budget consists of replacement hardware, new hardware, and installation/other expense. The bulk of the request of \$836,310 is for network (35 switches and 245 APs), projector, iPad and laptop replacement of devices that are at the end of their expected life cycle. New equipment is budgeted at \$52,200 and installation costs at \$7,500.

The School Department goals for the Technology program are to prepare students to use technology and to enhance the teaching and learning process. For more detail on the goals, history and projections of the Technology program, please see Appendix G.

The major new items in the FY20 budget include:

- Soundfield systems for Elementary classrooms: \$25,200
- Computers for new staff: \$18,000
- Laptops as loaners and for financial assistance at the High School with the continued rollout of the 1:1 initiative (BYOL – Bring Your Own Laptop): \$5,000
- Document cameras for PAWS: \$4,000

The major replacement items in the FY20 budget include:

- Network infrastructure, \$208,000
- Servers, \$175,000
- Projectors, \$167,000
- iPads, \$108,360
- Laptops, \$66,000
- Soundfield systems at WMS, \$31,440
- Desktops, \$19,000

Expected Future Technology Requests

The projected future Capital Technology Requests for FY21-24 are expected to range between \$855,555 and \$1,322,384, an average of \$1,022,724 per year. The bulk of that will be for replacement of laptops, desktops and iPads. The larger amount in FY22 reflects the need to replace a higher number of laptops and iPads. However, as technology evolves over time, the District reassesses both needs and costs.

	FY2019 Voted	FY2020 Request	FY2021 Planned	FY2022 Planned	FY2023 Planned	FY2024 Planned
New	\$102,822	\$52,200	\$48,200	\$48,200	\$48,200	\$48,200
Replacement	\$737,308	\$836,310	\$864,850	\$1,266,684	\$1,063,420	\$799,855
Other	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Total	<u>\$847,630</u>	<u>\$896,010</u>	<u>\$920,550</u>	<u>\$1,322,384</u>	<u>\$1,119,120</u>	<u>\$855,555</u>

Other Cash Capital Requests

In addition, there were other cash capital requests associated with several departments:

1. The FMD request (\$1,850,000) is consistent with 2019 and is split between School (\$937,000) and Town (\$913,000) Projects. ECM lighting upgrades comprise a significant portion (\$250,000 Schools, \$208,000 Town), as well as HVAC projects in the Schools (\$228,000) and Police computer room cooling (\$193,000). Cash capital also includes a \$110,000 feasibility study for a Town Hall Annex.
2. The BOS cash capital request is \$452,089, up significantly from 2019 (87.84%) because of the timing of planned turnout gear purchases for the Fire Department (\$150,000) and a North 40 Landfill study (\$75,000) that had been delayed. Other planned requests include the ongoing replacement of Police radios (\$64,000) and IT server and VOIP upgrades (\$70,000).
3. The Planning Department request of \$30,000 is to engage consultants to prepare a mobility plan to support implementation of recommendations in the Unified Plan.
4. The Board of Library Trustees request of \$124,300 is comprised of \$47,000 for IT equipment, \$30,000 for a time-card system that was deferred in FY19 (so that the WFL could work with the town on an integrated Town IT sponsored solution that will meet the needs of a number of Town departments and tie in with the Town's financial system), \$15,000 for the repair and/or replacement of existing furniture, \$15,000 to cover the cost of a new technology initiative, and \$12,000 for replacement servers. The FY20 request is substantially less than the \$229,300 projected for FY20 in last year's Five Year Capital Plan (see 2018 *Advisory Report*, page 228). Design costs for the Main Library renovation are the subject of a separate short-term borrowing appropriation in Article 18.
5. The NRC request of \$80,000 is comprised of \$10,000 for the Commission's Organic Integrated Pest Management Program, \$20,000 for ongoing invasive species management at the recently completed Fuller Brook Park, \$40,000 for the Town's well-established public tree planting program and \$10,000 for Trails system improvements, which will be used for safe trail crossings, signage, and trail construction and maintenance of the Town's 46 miles of trails

DEBT SERVICE

This budget provides funds to pay the FY20 debt service (principal and interest payments) due on all Town permanent and temporary loans, except those of the Enterprise Funds, which are paid from their respective budgets.

The capital plan shows the entire cost of projects in the expected year of appropriation. However, debt service budgets for these capital projects and their associated tax impact are based on estimates of the timing of cash flows (staggered vs. all at once). These cash flow needs evolve based on changing construction schedules. Debt service appropriations for debt that has been issued (existing debt) are more predictable than for debt that has not yet been issued. The Town-Wide financial plan shows the projected average tax impact of the various projects to be funded with exempt debt.

The Town takes pride in maintaining its AAA bond rating, which enables it to borrow at favorable interest rates. Most debt is amortized using a conservative level-principal (rather than level-payment) approach. Shorter amortizations, which cause debt appropriations to decline quickly and minimize interest charges, are a hallmark of the Town's policy. In recent years the Town has saved significant amounts by refinancing existing debt at lower interest rates.

Outside the Levy "exempt" debt service has declined in recent years as completed projects have been paid down. There will be a number of significant projects proposed for debt exclusion in the next five years, including two elementary schools, Middle School systems, and accessibility modifications to Town Hall.

Debt Service	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Request	FY19-20 Change
Total Inside Levy Debt Service	3,970,125	3,649,455	4,000,000	4,002,083	4,300,000	7.44%
Outside the Levy Debt Service	13,383,348	12,873,498	12,740,608	12,552,089	11,440,452	-8.86%
TOTAL Debt Service	\$ 17,353,473	\$ 16,522,953	\$ 16,740,608	\$ 16,554,172	\$ 15,740,452	-4.92%

RECEIPTS RESERVED FOR APPROPRIATIONS

TRAFFIC AND PARKING – 4.6 FTE

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Request	FY20 Request	FY19-20 Change
Traffic & Parking Operations	\$761,295	\$862,924	\$1,548,950	\$1,046,336	\$975,018	-6.82%

Funds for Traffic and Parking expenditures are provided by parking meter receipts from on-street parking meters and the municipal parking lots, and are deposited into the Town's Traffic and Parking Fund. In FY20, receipts are projected to be \$950,210. This budget funds the Traffic Fines Processing Department; traffic and engineering services; meter maintenance; snow removal; sanding services for the Town's parking lots; and parking lot repair and maintenance.

A Treasurer's Department employee is currently assuming the role of parking clerk until the position is filled. One Parking Clerk, five part-time Parking Attendants and one part-time Meter/Sign Repair person are included in the budget. In addition, the fund is charged with half the salary of a new Police Lieutenant (the rest of this salary is budgeted in the Police Department); this 1.0 FTE is fully accounted for in the Police Department.

In 2014, the Police Department hired an officer specifically to enforce traffic regulations, with this employee's salary split evenly between Traffic and Parking Operations and the Police Detail fund. This position therefore has no net tax impact to the Town.

CONCLUSIONS, CONSIDERATIONS AND RECOMMENDATIONS – ARTICLE 8, MOTION 2

The FY20 omnibus budget request is \$169,305,751 a 2.66% increase over the revised at ATM 2018. FY19 omnibus budget request of \$164,914,988. This *Advisory Report* goes to press with a balanced budget for FY20 as required by Town Bylaws; the median tax bill is projected to be \$13,211 for FY20, an increase of 1.4% from the FY19 median tax bill of \$13,028. This increase is comparable to last fiscal year.

The Town will use \$2.5 million in Free Cash to balance the FY20 budget, which is in line with the Town's history of allocating this amount annually. In addition, the Town will use \$1,985,000 of Free Cash to fund stabilization funds (which count toward the overall reserve number) as well as certain capital projects in lieu of new borrowings. The total uses of Free Cash, \$4,485,670, are consistent with past years. The Town's fiscally responsible, conservative budgeting leads to Free Cash being available at fiscal year-end for the next year's budget without compromising the Town's reserve levels (currently projected to be 10.71% at June 30, 2019 -- within the Town's Financial Reserves Policy range of 8% - 12%). These additions to Free Cash come from prior year unused budgeted funds (i.e., turn backs) and greater than expected Town revenues.

Cash capital in the FY20 budget is \$5.9 million, an increase of 11.5% from FY19 but still below the FY18 level of \$6.7 million. The BOS established a debt policy in 2018 that limits spending for cash capital and inside-the-levy debt-funded projects to a range of 6.2% - 6.8% of recurring annual revenues. For FY20, the majority of the cash capital budget goes to recurring DPW vehicle and equipment purchases, streets, drainage, and playground restoration; FMD's building maintenance projects for all Town and School buildings consistent with the past few fiscal years (\$1.850 million in Cash Capital for FY20); and ongoing School technology purchases (\$896,000).

Advisory continues to have a positive assessment of the Town's general financial health, including the current adequacy of reserves and the significant progress the Town has made toward funding pension and Other Post-Employment Benefits (OPEB) liabilities. The FY20 budget, similar to that of recent fiscal years, continues to include a commitment to fund both the pension and OPEB liabilities in a conservative and appropriate manner. With the pension plan slated to be fully funded by 2030 and OPEB by 2037, the Town remains at the forefront of municipalities in fulfilling its obligations to its retired employees. Bond rating agencies in turn reward the Town for funding these obligations through higher bond ratings, which result in lower borrowing costs for the Town. Advisory is also pleased that the Executive Director and the BOS have been proactively working with the unions to continue to contain healthcare costs.

FY20 Budget

Personal services will likely always be the largest driver of the Wellesley budget as it represents 65% of the cost of Total Operations. The cost structure of Wellesley's personal services is based on a high percentage of union employees whose contracts include annual increases that in recent years have exceeded the rate of inflation. One way to mitigate and contain this built-in overall increase is to maintain or potentially decrease headcount through greater efficiency while retaining our excellent level of service. Also, when long-term employees retire and are replaced with lower paid younger employees, this mitigates the overall personal services increase. It is the hope of Advisory that the efficiency of overall Town operations will be improved.

FY20 School Budget

Over the winter, Advisory had discussed the BOS decision to give the Schools a 3.0% guideline this year. Some thought this was too large and sudden a drop from the 3.5% guideline of the prior year. Many thought that given the 2.94% increase required for Base Funding (steps, lanes and COLAs), there was very little room for strategic initiatives in a 3.0% budget.

Others thought that the 3.0% was appropriate, given that the Schools' budget request for Special Education tuitions is reduced by \$955,496 from the voted FY19 budget, and there is an overall Special Education reduction of \$851,952 from the voted FY19 Special Education budget. Many Advisory members thought that the FY20 request for just over 13 FTEs was a big increase after FY19 when there was an FTE increase of 1.38.

Advisory had differing opinions about the Schools' Strategic Plan initiatives. Some thought there should be more restraint in the \$709,892 request for Strategic Plan Investments, given that there is a new and untested plan for funding unanticipated Special Education expenses.

There was also concern about maintaining greater fiscal discipline in the face of coming years when there will be high costs to taxpayers for school building projects and uncertainty about the need for overrides for operating expenses. One Advisory member said that a strategic plan is aspirational, not a requirement.

Others thought that the growth of Strategic Initiatives was very important for a school system that values excellence and innovation, and that the Town has a responsibility to prepare students to be successful in the 21st century. These Advisory members thought that the new positions should not be deferred.

Advisory members acknowledged that each of the positions and programs in the Strategic Plan has merit, but there was the suggestion that some positions could be deferred and that the rollout of the Strategic Plan could occur more slowly. It was noted that the Five-Year Strategic Plan that would be completed this year had several multi-year steps in initiatives such as the World Languages program. Some thought that the new positions proposed were necessary for both students and staff.

Advisory was in a difficult position this year, as the BOS voted to reduce the Schools budget from the School Committee-voted 3.65% increase only two days before Advisory's scheduled March 2 voting meeting. At the time of the Advisory voting, there was no information as to whether or how the School Committee would make the reduction of approximately \$154,000 contemplated in the Article 8 omnibus budget advanced by the BOS, or whether the School Committee would present an alternative motion to Town Meeting with the 3.65% budget.

Because the School budget advanced by the BOS with a 3.5% increase was over guideline, Advisory conducted a Supportive/Unsupportive vote. Advisory voted 9 to 4 in support of that budget. However, the vote was not a clear expression of opinion. Some Advisory members who voted for the 3.5% budget would have preferred a 3.65% budget. Of those Advisory members who voted against the 3.5% budget, some would have preferred the 3.65% budget, while others would have preferred an even further reduced budget.

SPECIAL EDUCATION FUNDING:

Advisory is in support of the School Department and School Committee's new approach to the funding of unanticipated high Special Education costs through the Special Education Reserve Fund. In recent years, the variability of special education costs has been evident. There have been unexpected high cost OOD tuitions and also unexpected reductions in circuit breaker funding from the state.

Advisory supports the Schools decision in FY20 to budget for only the "known and reasonably anticipated" students. In FY20, the special education request by the Schools was reduced by \$955,496. One benefit of this approach is that it eases pressure on the General Education budget which has been reduced over the years in order to meet the Special Education mandate.

GENERAL:

Advisory commends the School Department for its care and openness about the budget process and the resulting transparency for both citizens and Advisory.

Advisory also would like to make special note of the clarity, intelligence and helpfulness that Cindy Mahr, the new Assistant Superintendent of Finance and Operations, has brought to the Advisory effort to analyze this complex budget.

Long-Term Capital Spending

Large capital expenditures over the next 10 years could cost as much as \$185 million. Most of those costs will be for the replacement of the Hunnewell School and either the Upham School or the Hardy School. The Hunnewell project will be funded in the usual manner the Town funds large capital projects. For the Upham/Hardy project, the Town is partnering with the Massachusetts School Building Authority (MSBA) and may be eligible for up to 30%, or approximately \$17 million, of the project costs. Construction funding for both the Middle School repairs/renovations (design funding sought at this ATM, Article 20) and a project to repair the interior of Town Hall would, like the elementary school projects, require voter-approved debt exclusions.

Conclusions and Recommendations

The Advisory Committee appreciates the number of hours the Finance Department, Town boards, staff for the boards and volunteers have spent on the annual budget. The report you are reading takes a significant amount of coordination and preparation. The Town and Town Meeting Members benefit by receiving complete, transparent and accurate budgets in a timely manner. Advisory is always attempting to make the process more transparent, well-defined and more efficient.

One of Advisory's goals is to avoid the last-minute rush of budgets and in general all the boards were well-prepared this year. This year, Advisory was concerned with the differences between the BOS and Schools' approved budgets at the time of printing.

Advisory members gave special consideration to the following points:

- 1) Supportive/Unsupportive Votes: This year 15 departments met the criteria for taking a Supportive/Unsupportive vote. Eleven Supportive/Unsupportive votes were unanimous and four were split (Executive Director's Office, Mental Health Services Initiative, Board of Health and the School Department).

- 2) Information Technology: Advisory encourages continued centralization of IT resources where efficiencies can be gained such as in storage, networking and security. Advisory would like to see a greater adoption of Cloud-based services as a means for further long-term cost reduction in IT spending.
- 3) Capital Planning: Advisory encourages the BOS, working through the Executive Director and Finance Department, to continue their efforts to create a more systematic approach to capital planning and continue to build on the successful effort to establish limits on spending for Cash Capital and inside-the-levy, debt-funded projects to a range of 6.2% - 6.8% of recurring annual revenues.
- 4) Increase Efficiency: Finally, as stated in prior reports, Advisory strongly believes that the Town must look for operational efficiencies wherever possible. The BOS together with the Executive Director should carefully consider outsourcing where it is more cost-effective and could reduce headcount, investing in software to improve workflow within and among Town departments, and potentially consolidating finance and IT functions among the various departments to reduce cost and improve efficiencies.

Advisory recommends favorable action, 13 to 0.

ARTICLE 8, MOTION 3

This Motion authorizes the Town to transfer the sum of \$2,500,000 from Free Cash to Available Funds in order to balance the FY20 tax-impact budget. In 2013, the Massachusetts Department of Revenue requested this specific action when the use of Free Cash is proposed as part of the budget approval process. Town Meeting action on this Motion is contingent upon passage of Motion 2. The Town has transferred Free Cash to reduce the tax rate (i.e., to balance the budget) in six of the last seven years.

Advisory supports this transfer of funds from Free Cash to adequately fund the budget proposed in Article 8, Motion 2.

Advisory recommends favorable action, 12 to 0.

ARTICLE 9. To see if the Town will vote pursuant to Section 53E1/2 of Chapter 44 of the Massachusetts General Laws, as amended by Section 86 of Chapter 218 of the Acts of 2016, to:

(1) amend Article 55 of the General Bylaws by revising subsection 55.1.b to read as follows:

a. Funds held in the DPW Field Use Fund shall be expended for maintenance of the Town's playing fields and track and Playing Fields Task Force administrative costs, under the direction of the Department of Public Works. Receipts credited to this fund shall include fees charged to field and/or track users.

(2) amend Article 55 of the General Bylaws by revising subsection 55.1.c to read as follows:

b. Funds held in the Turf Field Fund shall be expended for repairs to and replacement of the artificial turf at Sprague Field and Hunnewell Field, under the direction of the Department of Public Works. Receipts credited to this fund shall include fees charged to field users.

(3) amend Article 55 of the General Bylaws by adding a new subsection 55.1.m as follows:

m. Cultural Council Revenues Fund.

Funds held in the Cultural Council Revenues Fund shall be expended for Cultural Council programs under the direction of the Cultural Council. Receipts credited to this fund shall include user fees from Cultural Council programs.

and

(4) set the limit on the total amount that may be spent from each revolving fund for Fiscal Year 2020 as follows:

a. Street Opening Maintenance Fund: \$225,000.00

b. DPW Field Use Fund: \$200,000.00

c. Turf Field Fund: \$500,000.00

d. Tree Bank Fund: \$75,000.00

e. Baler, Compacters and other RDF Equipment Repair Fund: \$50,000.00

f. Council on Aging Social and Cultural Programs Fund: \$140,000.00

g. Teen Center Program Revenues Fund: \$50,000.00

- h. Library Room Rental Fund: \$35,000.00
- i. Lost/Damaged Library Materials Replacement Fund: \$20,000.00
- j. Brookside Community Gardens Fund: \$3,000.00
- k. Weston Road Gardens Fund: \$7,000.00
- l. Library Copier Fees Fund: \$20,000.00
- m. Library Room Rental Fund: \$35,000.00

or to take any other action in relation thereto.

(Board of Selectmen)

In this article, the Board of Selectmen (BOS) seeks Town Meeting approval to update the Article 55 Revolving Accounts. More specifically, the authorizations for two funds (the DPW Field Use Fund and the Turf Field Fund) will be amended; a new fund (the Cultural Council Revenues Fund) will be created; and the FY20 expenditure limits for all the revolving funds will be authorized.

Amendments to Revolving Funds

In the first part of this Article, the BOS proposes three amendments to Article 55:

1. **DPW Field Use Fund.** As presently authorized under Article 55.1.b, the DPW Field Use Fund allows expenditures for “athletic field maintenance.” The new language would allow expenditures from this Fund for “maintenance of the Town’s playing fields and track *and Playing Fields Task Force administrative costs*” (emphasis added). Expenditures would continue to be made under the direction of the Department of Public Works (DPW), and the receipts credited to the Fund would continue to come from users of the field, described slightly more broadly in the new language as “field and/or track users,” compared to “sports team users” in the current version of the bylaw. At present, administrative expenses incurred by the Playing Fields Task Force in connection with field use (e.g., postage, signage, permit administration) are charged to the Recreation Department budget; going forward, these can be covered by the Field Use Fund.
2. **Turf Field Fund.** As presently authorized under Article 55.1.c, the Turf Field Fund allows expenditures for “repairs and replacement to the artificial turf at Sprague Field.” The new language would allow expenditures from the Fund for “repairs to and replacement of the artificial turf at Sprague Field *and Hunnewell Field*” (emphasis added). As with the DPW Field Use Fund above, expenditures from the Turf Field Fund will continue to be made under the direction of the DPW and the receipts credited to the Fund will continue to come from field users. By broadening the language of the provision to include Hunnewell Field, this amendment ensures that all current turf fields in Town can be repaired and replaced via this Fund. Indeed, \$500,000, or half of the funding required for Article 22, Sprague Turf Fields Replacement, will come from the Turf Field Fund.
3. **Cultural Council Revenues Fund.** The third amendment to Article 55 proposed by the BOS establishes a new revolving fund under Article 55.1.m, the Cultural Council Revenues Fund, to fund programs sponsored by the Cultural Council. Since the last Annual Town Meeting (ATM), the Town identified a state requirement to establish such a fund, which will also receive state grant money.

The table below contains a summary of the changes proposed in the first part of this Article, along with a history of each revolving fund:

Revolving Fund	Expended By	ATM Authorized	Annual Expenditure Limit (\$)	
			FY19	FY20 Action
DPW Field Use Fund	DPW	2006	200,000	Amend authorized use
Turf Field Fund	DPW	2011	25,000	Amend authorized use
Cultural Council Revenues Fund	Cultural Council	2019	None	Authorize fund

Authorization of Expenditure Limits

The second part of this Article seeks Town Meeting approval for the annual authorization or reauthorization of all the revolving funds listed in Chapter 55 of the Town Bylaws. These funds were established according to Section 53E½ of Chapter 44 of the Massachusetts General Laws and (except for the newly-created Cultural Council Revenues Fund) were updated at the 2017 ATM to remain in compliance with the changes implemented in the 2016 Massachusetts Municipal Modernization Act. These revolving funds are sourced solely from departmental receipts received in connection with the programs supported by the funds. Expenditures may be made from these revolving funds without further appropriation; they have no tax impact on the Town budget. Annual expenditures may not exceed the revolving fund balance or the authorization limits. Any earnings on these revolving funds are returned to the Town's General Fund. Per state law, the total of all revolving funds may not exceed 10% of the prior fiscal year's tax levy and no single board or department may spend more than 1% of that levy amount.

The table below contains an overview of the thirteen revolving funds addressed in the second part of the Article. The table includes the responsible board/department, the FY20 requested annual expenditure limit for the fund, and the history of past authorization levels.

Annual Expenditure Limit (\$)					
Revolving Fund	Expended By	ATM	FY18	FY19	FY20
Street Opening Maintenance	DPW	2006	225,000	225,000	225,000
DPW Field Use Fund	DPW	2006	200,000	200,000	200,000
Turf Field Fund	DPW	2011	25,000	25,000	500,000
Tree Bank Fund	DPW	2011	75,000	75,000	75,000
Baler, Compactors and other RDF Equipment Repair Fund	DPW	2017	20,000	20,000	50,000
COA Social & Cultural Programs	COA	2006	100,000	140,000	140,000
Teen Center Program	Rec. Dept.	2006	40,000	40,000	50,000
Library Room Rental	Library	2009	25,000	35,000	35,000
Library Lost/Damaged Materials	Library	2016	15,000	15,000	20,000
Brookside Community Gardens	NRC	2006	8,000	3,000	3,000
Weston Road Gardens	NRC	2017	8,000	7,000	7,000
Library Copier Fees Fund	Library	2018	20,000	20,000	20,000
Cultural Council Revenues Fund	Cult. Council	2019	N/A	N/A	6,500

The authorized expenditure limit for each revolving fund in FY20 is the same as it was in FY19, except in the case of four of the funds, which have been adjusted to align with anticipated needs and funding levels: the Teen Center Fund, which is increased from \$40,000 to \$50,000; the Lost/Damaged Library Materials Replacement Fund, which is increased from \$15,000 to \$20,000; the Baler, Compactor and other RDF Equipment Repair Fund, which is increased from \$20,000 to \$50,000; and the Turf Field Fund, which is increased from \$25,000 to \$500,000, in anticipation of the FY20 replacement of the Sprague Field turf fields, as discussed in more detail under Article 22.

Advisory Considerations

Advisory supports favorable action on the amendments to the revolving funds and the annual reauthorization of the funds. Advisory continues to support the management of these programs through revolving funds, as approved consistently at Town Meetings since 2006. For all these revolving funds, expenditures are paid from cash receipts collected from outside sources specifically for the purposes designated and without any expense to the Town. Updating revolving funds by reclassifying them to be more appropriately aligned with their intended uses is a practical way of reflecting the changes in the use of the revolving funds that periodically occur. So, too, revolving funds periodically may be added or removed in order to keep current with evolving state requirements.

Advisory recommends favorable action, 12 to 0.

ARTICLE 10. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow \$48,672.00 (FORTY-EIGHT THOUSAND SIX HUNDRED SEVENTY-TWO DOLLARS), or any other sum, to the Special Injury Leave Indemnity Fund established under Article 9 of the 2017 Annual Town Meeting; or to take any other action in relation thereto.

(Board of Selectmen)

In this Article, the Board of Selectmen (BOS) requests Town Meeting approval for the appropriation of \$48,672 to the Town's Special Injury Leave Indemnity Fund (the Fund). Article 9 of the 2017 Annual Town Meeting established the Fund solely for the payment of injury leave compensation and medical bills for police and firefighters injured on duty, pursuant to the authority granted by Massachusetts General Laws, chapter 41, §111F. Monies transferred into the Fund may be expended without further appropriation by the BOS. The purpose of this Article is to allow for payment from the Fund to a particular firefighter injured on duty. The \$48,672.00 requested for deposit into the Fund had been turned back to Free Cash by the Fire Department in FY18. Transfer to the Fund at this time will relieve pressure on the Fire Department's operating budget by allowing the Fire Department to be responsible only for overtime to cover the injured employee's shifts. For the past several years, the Town has sought insurance to provide indemnity coverage for the payment of salaries for firefighters injured on duty, but the cost has become prohibitive due to the Town's past claims history.

Advisory recommends favorable action, 12 to 0.

ARTICLE 11. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow a sum of money to the Special Education Reserve Fund established by the vote taken under Article 10 at the 2017 Annual Town Meeting to pay, without further appropriation, for unanticipated or unbudgeted costs of special education, out-of-district tuition or transportation, or to take any other action in relation thereto.

(Board of Selectmen)

Through this Article and accompanying Motions, the Board of Selectmen (BOS) requests Town Meeting approval to transfer \$660,000 from Free Cash to the Special Education Reserve Fund.

Background

In 2017, Annual Town Meeting (ATM) voted to create a Special Education Reserve Fund (the Reserve Fund) in accordance with Section 24 of the Municipal Modernization Act. This act allows a district to appropriate and transfer to the Reserve Fund money to be used to pay for unanticipated or unbudgeted costs of special education, out-of-district tuition or transportation. Funds may be distributed or expended from the Reserve Fund only after a majority vote of the School Committee and a majority vote of the BOS.

As a Medicaid provider, the School Department is able to bill for certain direct services it provides to special education students who qualify for Medicaid. The School Department contracts with a provider, New England Medical Billing, which files quarterly claims for reimbursements on the School Department's behalf. Reimbursements are received by the Town, not the School Department, and are deposited into the General Fund. By creating the Reserve Fund, the BOS and School Committee intended that these Medicaid reimbursements would be used to pay for unanticipated special education expenses, thereby mitigating the need for supplemental appropriations or mid-cycle budget cuts in other general education programs and services, as has previously occurred.

The 2017 ATM authorized the transfer of \$20,000 from Free Cash into the Reserve Fund in anticipation of an expected initial Medicaid reimbursement, and last year's ATM approved the transfer of approximately \$88,000 in FY17 and FY18 Medicaid reimbursements from Free Cash into the Reserve Fund. No distributions or expenditures have yet been made from the Reserve Fund. The balance in the Reserve Fund is \$98,518 as of the date this *Advisory Report* went to print. Through this Article and Motions, the BOS proposes to transfer a total of \$660,000 from Free Cash into the Reserve Fund. \$160,000 of these funds comes from Medicaid reimbursements the Town has received during both FY18 and FY19 (Motion 1). The additional \$500,000 transfer (Motion 2) is designed to build up the Reserve Fund in a year in which the School Committee has revised its budget process for special education to provide for only those students known or reasonably anticipated to be on Individualized Education Programs (IEPs) for the coming fiscal year. Further discussion of this new approach to funding the uncertainty and variability of unanticipated special education costs can be found within Article 8 at page 81 of this *Advisory Report*. If and when unexpected costs arise, the School Committee and the BOS will determine whether use of the Reserve Fund is necessary and appropriate.

Advisory Considerations

Advisory supports the proposed transfers from Free Cash to the Special Education Reserve Fund. Advisory continues to believe that the Reserve Fund is an appropriate way for the Town to address unanticipated special education costs. Advisory believes that the requirement that both the BOS and School Committee must vote to authorize expenditures from the Reserve Fund provides sufficient oversight. The principle that stabilization funds are an appropriate way to fund unexpected variations in the Town budget applies in this case. If and when eligible expenses arise, the Reserve Fund will help mitigate the need for supplemental appropriations at ATM and reduce some of the uncertainty and inaccuracy of special education expense forecasting that is inherent in the traditional budget process.

Advisory notes that the Town-Wide Financial Plan projects that the Town's reserves (the sum of the balances in the stabilization funds and Free Cash) will stand at 10.7% of budgeted operating revenues in FY20, well within the 8%-12% range contemplated by the Town's Financial Reserves Policy. Advisory understands that, as reflected in the Financial Reserves Policy calculations, rating agencies consider funds held in stabilization funds such as the Special Education Reserve Fund to be part of Town reserves.

Advisory recommends favorable action on Motion 1, 12 to 0.

Advisory recommends favorable action on Motion 2, 12 to 0.

ARTICLE 12. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow the sum of \$50,000.00 (FIFTY THOUSAND DOLLARS), or any other sum, to the Baler Stabilization Fund established by the vote taken under Article 10 at the 2016 Annual Town Meeting for replacement of the RDF Baler, Compactors and other RDF equipment, or to take any other action in relation thereto.

(Board of Public Works)

Through this Article, the Board of Public Works (BPW) seeks to transfer \$50,000 from Free Cash to the Baler Stabilization Fund.

The Baler Stabilization Fund is a special purpose municipal stabilization fund that was established by vote of the 2016 Annual Town Meeting (ATM). The purpose of the Baler Stabilization Fund is to build reserves for the replacement of critical equipment at the Recycling and Disposal Facility (RDF), including the baler, compactors, and other equipment. The baler is used to compress and

band together cardboard, plastics or metal recyclables in a manner acceptable for international shipment. Approximately 50% of recycling revenues (\$225,000 in FY18) come from materials that are baled. The five compactors are used to compact general refuse and are used for the ten lanes of residential trash drop-off.

Prior to creation of the Baler Stabilization Fund, monies had been appropriated annually at ATM under Article 8 for replacement of the baler; those accumulated funds were transferred in 2016 into the newly created Stabilization Fund. The current balance in the Baler Stabilization Fund is \$741,190.86. No contributions have been made to the Fund since 2016. The BPW would like to resume annual contributions so that the Baler Stabilization Fund is adequately funded when eventual replacement of the baler and compactors is needed. Although the baler has already exceeded its expected useful life of twenty years, the Department of Public Works (DPW) expects that, through continued proactive and preventive maintenance, the baler will not need to be replaced for at least another five years. The five compactors have also exceeded their expected useful lives of fifteen years and are expected to begin a replacement cycle within the next five years. The DPW estimates that the replacement cost for the baler is approximately \$1,000,000, while each of the new compactors would cost about \$50,000.

Advisory Considerations

Advisory believes that resuming contributions to the Baler Stabilization Fund in the amount requested under this Article is an appropriate way to prepare for the eventual replacement of critical equipment at the RDF.

Advisory recommends favorable action, 11 to 0.

ARTICLE 13. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow the sum of \$9,055,934.00 (NINE MILLION FIFTY-FIVE THOUSAND NINE HUNDRED THIRTY-FOUR DOLLARS), or any other sum, to be expended under the direction of the Board of Public Works for the purposes of operating and managing the Water Program as follows:

Salaries	\$ 1,886,544
Expenses (incl. interest, and all non-op exp.)	4,078,803
OPEB (Other Post-Employment Benefits)	38,500
Depreciation	965,330
Capital Outlay	1,180,000
Debt	471,841
Emergency Reserve	<u>434,916</u>
Total Authorized Use of Funds	\$9,055,934

And that \$9,055,934 be raised as follows:

Department Receipts	\$6,797,121
Depreciation	965,330
Retained Earnings	<u>1,293,483</u>
Total Sources of Funds	\$9,055,934

or to take any other action in relation thereto.

(Board of Public Works)

Under this Article, the Board of Public Works (BPW) requests the appropriation of the Water Enterprise Fund's ("Water Fund") FY20 receipts and cash on hand as of June 30, 2019, for payment of the Water Division operating and capital expenditures in FY20, provided that the total amount of expenditures in FY20 shall not exceed \$8,635,934. This total appropriation is \$420,000 less than the amount shown in the Warrant language above (\$9,055,934). After the Warrant had been signed by the Board of Selectmen, the Department of Public Works (DPW) received installation bids for the upcoming water meter replacement program that were significantly more favorable than expected, allowing the BPW to reduce the Water Capital Budget by \$400,000 (from \$1,180,000 to \$780,000) and the corresponding Emergency Reserve by \$20,000 (from \$434,916 to \$414,916). The table below reflects the updated numbers that appear in the Motion for this Article.

Water Enterprise Fund	FY19	FY20	\$ Change	% Change
Sources of Funds				
Water Fund Receipts				
Water Use Charges	5,905,247	5,988,536	83,289	1.4%
Non-Operating Income	493,688	458,585	(35,103)	(7.1%)
Non-Operating Contribution to Capital	0	0	0	0.0%
Loan Proceeds	350,000	350,000	0	0.0%
Total Receipts	6,748,935	6,797,121	48,186	0.7%
Depreciation	885,000	965,330	80,330	9.1%
Retained Earnings	1,728,137	873,483	(854,654)	(49.5%)
Total Sources of Funds	<u>\$9,362,072</u>	<u>\$8,635,934</u>	<u>\$(726,138)</u>	<u>(-7.8%)</u>
Uses of Funds				
Salaries	1,849,377	1,886,544	37,167	2.0%
Expenses				
MWRA Water	1,460,000	1,440,000	(20,000)	(1.4%)
Health Insurance/Retirement/Risk Management	697,910	697,910	0	0%
All Other Operating Expenses	1,278,912	1,289,762	10,850	0.8%
Subtotal - Expenses	3,436,822	3,427,672	(9,150)	(0.3)
OPEB (Other post-employment benefits)	38,500	38,500	0	0%
Depreciation	885,000	965,330	80,330	9.1%
Total Personal Services and Expenses	6,209,699	6,318,046	108,347	1.7%
Non-Operating Expenses	512,115	536,520	24,405	4.8%
Non-Operating Expenses (Interest)	228,261	114,611	(113,650)	(49.8%)
Capital Outlay	1,130,000	780,000	(350,000)	(31.0%)
Non-Operating Capital Expenditures	0	0	0	0%
Debt	813,440	471,841	(341,599)	(42.0%)
Emergency Reserve	468,557	414,916	(53,641)	(11.4%)
Total Uses of Funds	<u>\$9,362,072</u>	<u>\$8,635,934</u>	<u>\$(726,138)</u>	<u>(-7.8%)</u>

Overview

The Water Division provides water supply, storage and distribution to residential, commercial and institutional customers. The Town's water supply system includes wells, pumping stations, treatment facilities and a distribution system with two underground reservoirs. Water is supplied primarily from Town wells supplemented by the Massachusetts Water Resources Authority (MWRA). The principal expenses of the Water Division are for the maintenance and operation of the Town wells and distribution system, as well as for the purchase of supplemental water from the MWRA. In general, water purchased from the MWRA is more expensive than water produced from Town wells. The expenses of the Water Division are funded through the Water Fund, which is "non-tax impact." Revenues are received from rates charged to users. The budget is designed to break-even on a cash flow basis in a "moderate" water usage year. Water usage is subject to unpredictable, weather-related variation, which can affect revenues and expenses. To offset this variability, the Water Division budget includes a substantial contingency. Overall, cash and equivalents in the Water Fund at the end of FY20 are projected to be \$6.7 million. Interest earned goes to the Town's General Fund.

Sources of Funds

Total receipts in FY20 from rate-payers are projected to be \$5.98 million. This revenue is based on an estimated annual usage of 1.089 million CCF (or 815 million gallons) of Town water. Non-operating income shows the amount projected for water service demolitions and installations. These fees are paid by individual customers requiring service and does not affect water use rates. The BPW has not yet set water rates for FY20; the projected revenue assumes no increase for FY20.

Uses of Funds

The "Total Personal Services and Expenses" line in the Sources and Uses chart on the previous page shows that total operating expenses for FY20 are projected to be \$6,318,046, an increase of \$108,347 (or 1.7%) from the FY19 operating budget. Personal service costs are projected to be \$1,886,544, an increase of \$37,167 (2.0%) from FY19 costs, which is consistent with expected FY20 pay increases for the Series 40/50/60 and the union employees. Expenses are decreasing by 0.3%, primarily due to a reduction in MWRA water purchases.¹

FY20 Capital Budget

The BPW projects capital outlays of \$780,000 in FY20, including \$50,000 for well cleaning; \$100,000 for water treatment plant upgrades; \$70,000 for hydrant replacements; \$30,000 for meter maintenance; \$100,000 for equipment replacement, \$30,000 for building maintenance, and \$400,000 for distribution system improvements. As noted above, overall capital outlays are projected to be \$400,000 less than shown in the Warrant (\$780,000 rather than \$1,180,000) due to the favorable bids subsequently received for installation of new water meters.

Outlook

The Water Division is continuing a number of steps to improve local well yields to reduce the Town's reliance on MWRA water. The Water Division also expects to commence the Town-wide replacement of water meters later this spring, after a prolonged competitive bid and contract negotiation process. Meters will be replaced over a period of approximately two years. This project will increase meter reliability and will also provide more timely information to help identify water leaks and water losses.

¹ Since FY10, the percentage of water sourced from local wells has increased from 67% to 80% as a result of recharging existing wells and adding a new well in FY15.

Advisory Considerations

Advisory believes the operating and capital budgets proposed for the Town's Water Enterprise Fund are appropriate. In a climate of periodic water rate increases from the MWRA, the BPW does an excellent job of keeping costs low through a greater reliance on the Town's own water sources. In addition to controlling costs, the Board is constantly looking to improve the potential of the Town's aquifers and to maintain and repair the miles of underground pipe to reduce water leakage. Finally, Advisory notes and appreciates the positive news of favorable bids for the installation of new water meters under the Department's meter replacement program. Advisory supports the BPW's request for the funds required to operate the Water Enterprise Fund for FY20.

Advisory recommends favorable action, 11 to 0.

ARTICLE 14. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow the sum of \$9,825,658.00 (NINE MILLION EIGHT HUNDRED TWENTY-FIVE THOUSAND SIX HUNDRED FIFTY-EIGHT DOLLARS) to be expended under the direction of the Board of Public Works for the purposes of operating and managing the Sewer Program, as follows:

Salaries	\$ 863,586
Expenses (incl. interest, and all non-op exp.)	6,809,113
OPEB (Other Post-Employment Benefits)	16,500
Depreciation	458,179
Capital Outlay	900,000
Debt	286,707
Emergency Reserve	<u>491,573</u>
Total Authorized Use of Funds	\$9,825,658

And that \$9,825,658 be raised as follows:

Department Receipts	\$8,861,469
Depreciation	458,179
Retained Earnings	<u>506,010</u>
Total Sources of Funds	\$9,825,658

or to take any other action in relation thereto.

(Board of Public Works)

Under this Article, the Board of Public Works (BPW) requests the appropriation of the Sewer Enterprise Fund's ("Sewer Fund") FY20 receipts and cash on hand as of June 30, 2019 for payment of the Sewer Division operating and capital expenditures in FY20, provided that the total amount of expenditures in FY20 shall not exceed \$9,825,658.

Sewer Enterprise Fund	FY19	FY20	\$ Change	% Change
Sources of Funds				
Sewer Fund Receipts				
Sewer Charges	\$7,957,739	\$8,351,469	\$393,730	4.9%
Non-Operating Income	50,000	60,000	10,000	20.0%
Grant/Loan Proceeds	300,000	450,000	150,000	50.0%
Total Receipts	8,307,739	8,861,469	553,730	6.7%
Depreciation	432,000	458,179	\$26,179	6.1%
Retained Earnings	511,342	506,010	\$(5,332)	(1.0)%
Total Sources of Funds	<u>\$9,251,081</u>	<u>\$9,825,658</u>	<u>\$574,577</u>	6.2%
Uses of Funds				
Salaries	\$842,196	\$863,586	\$21,390	2.5%
Expenses				
MWRA Sewer	5,865,583	6,070,878	205,295	3.5%
Health Insurance/Retirement/Risk Management	350,930	350,930	0	0.0%
All Other Operating Expenses	277,719	277,719	0	0.0%
Subtotal - Expenses	6,494,232	6,699,527	205,295	3.2%
OPEB (Other post-employment benefits)	16,500	16,500	0	0.0%
Depreciation	432,000	458,179	26,179	6.1%
Total Personal Services and Expenses	7,784,928	8,037,792	252,864	3.2%
Non-Operating Expenses	50,000	50,000	0	0.0%
Non-Operating Expense (Interest)	59,586	59,586	0	0.0%
Capital Outlay	620,000	900,000	280,000	45.2%
Debt	282,298	286,707	4,409	1.6%
Emergency Reserve	454,269	491,573	37,304	8.2%
Total Uses of Funds	<u>\$9,251,081</u>	<u>\$9,825,658</u>	<u>\$574,577</u>	6.2%

Overview

The Sewer Division provides for the construction, operation, and maintenance of the Town's sanitary sewer system including trunks, force mains and laterals and pumping and lift stations. Sewage is sent to the Massachusetts Water Resources Authority (MWRA) for treatment at the Deer Island Wastewater Treatment Plant. MWRA charges represent 75% of the Sewer Division's expenses.

The expenses of the Sewer Division are funded through the Town's Sewer Fund, which is non-tax impact. Revenues are received through rates charged to users. Customer charges are based

on indoor water use, which is subject to variation. To offset the resulting variability in revenue, the Sewer Division budget includes a substantial contingency. Overall, cash and equivalents in the Sewer Fund at the end of FY20 are projected to be \$2.1 million. Interest earned goes to the Town's General Fund.

Sources of Funds

Total receipts in FY20 are projected to be \$8,861,469. This revenue is based on a projected usage of 809,700 CCF (or 605 million gallons) in FY20, even with FY19 levels. The BPW has not yet set sewer rates for FY20 but the projected revenue assumes a 5% rate increase as of July 1, 2019.

Uses of Funds

Total Personal Services and Expenses shows that operating expenses are projected to be \$8,037,792 in FY20, which is an increase of \$252,864 or 3.2% compared to FY19. This increase is driven primarily by a \$205,295 MWRA charge increase and \$21,390 in salaries due to general, contractual and step increases.

MWRA charges constitute approximately 75% of overall operating expenses. The projected MWRA charges are based on information the BPW has received from the MWRA Advisory Board and are subject to change.

Capital Budget

Capital outlays for FY19 are projected to be \$900,000, an increase of \$280,000 from FY19. The FY20 capital program includes \$205,000 for reconstruction and repair of sewer mains, \$320,000 for sewer system and manhole rehabilitation, \$50,000 for ejector station improvements, and \$325,000 for sewer vehicle replacement. The sewer vehicle (a sewer "flusher" truck) is the primary driver of the Capital Budget increase over FY19.

Outlook

The BPW expects that MWRA charges will continue to increase in future years, as the MWRA faces increasing expenditures for the rehabilitation of the Deer Island Treatment Plant and other MWRA infrastructure. These increased charges will result in periodic sewer rate increases.

Advisory Considerations

Advisory believes the operating and capital budgets proposed for the Sewer Fund are appropriate. Despite rising costs from the MWRA for sewage fees, the BPW does an admirable job of minimizing the impact to the Sewer Fund budget. Advisory is supportive of the Board's request for the FY20 funding for the Sewer Program.

Advisory recommends favorable action, 12 to 0.

ARTICLE 15. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow the sum of \$36,135,600.00 (THIRTY-SIX MILLION ONE HUNDRED THIRTY-FIVE THOUSAND SIX HUNDRED DOLLARS) to be expended under the direction of the Municipal Light Board for purposes of operating and managing the Municipal Light Plant, as follows:

Operating Budget:*

Operating Salaries	\$1,113,700
Materials and Services	1,054,900
Health Insurance	236,700
Contribution to Employee Retirement	258,500
Purchase Power	22,577,700
Transmission	5,592,000
Sub Total	30,833,500

Capital Outlays:

Salaries	1,139,100
Services/Materials	1,549,700
Vehicles	189,600
Health Insurance	274,200
Contribution to Employee Retirement	299,500
Sub Total	3,452,100

Payments That Benefit The Town:

Payment in Lieu of Taxes	1,000,000
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Power Supply Contingencies **850,000**

Total Fiscal Year 2020 Budget Request **\$36,135,600**

* Excludes depreciation expense in the amount of \$3,650,000.

or to take any other action in relation thereto.

(Municipal Light Board)

Through this Article, the Municipal Light Board (“MLB”) requests the appropriation of revenues from ratepayers and other sources and cash on hand as of June 30, 2019, for payment of the Municipal Light Plant (MLP) operating and capital expenditures in Fiscal Year 2020 (FY20).

Overview

The MLP has been established and is governed by Massachusetts General Law Chapter 164 and operates as an independent, Town-owned electric utility. The MLP provides electricity to approximately 8,900 residential customers and 1,200 commercial customers. All operations are funded from the sale of electricity to customers during the current year and retained earnings from prior years. The MLP also generates non-operating income from various related services including:

- Providing operations and maintenance to MassDevelopment-Devens¹;
- Providing fiber connectivity for a Distributed Antenna System (DAS) for T-Mobile and Verizon Wireless;
- Providing fiber connectivity for high speed internet for Lighttower, a business class internet service provider; and
- Providing streetlight maintenance for the Town of Acton.

The MLP’s principal FY20 estimated expenses are the purchase of energy on the wholesale market (\$14.3 million), Forward Capacity Market (FCM) expenditures (\$8.3 million), and transmission (\$5.6 million), which totals \$28.2 million or 82% of the MLP’s operating budget. Although the MLB has been able to reduce its energy purchase costs by more than \$1.3 million compared to FY16 by using favorable hedging strategies, regulated FCM costs, which are regulated by Independent System Operator – New England (ISO-NE), a regional electricity organization servicing New England, have increased by more than \$4.4 million (113%) during that same period. However, the MLP’s Five-Year Financial Forecast does project significant cost reductions for both energy purchases and FCM in FY20.

The MLP also owns and is responsible for the maintenance and improvement of the electric distribution system in Town as well as sub-transmission lines into Newton and Needham.

Revenues

The MLB has estimated that \$34.9 million of operating revenues and \$1.4 million of non-operating revenues would be sufficient to cover all operating and capital costs in FY20 (including the \$1.0 million payment to the Town). Wellesley residents and businesses continue to enjoy electric rates that are well below those charged in surrounding communities. As of December 2018, residents in Newton, Needham and Natick using 750 kilowatt-hours per month were paying 67% more than those living in Wellesley.

The MLP continues to explore opportunities to increase non-operating revenues since the MLB utilizes non-operating profits to reduce electric rates and fund energy conservation and renewable energy initiatives.

¹ The MLP maintains the electric infrastructure and supply lines to the MassDevelopment real estate projects in Devens, a 4,400-acre former military base that was converted into a planned community in the late 1990s. The Devens contract generates the largest percentage of the non-operating MLP revenue.

Operating Expenses

The FY20 Operating Expense budget of \$34.5 million is 8% below FY18, a decrease of \$3.0 million. The table below compares the MLP's historical and projected expenditures for FY16 through FY20:

Operating Expenses	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended(a)	FY20 Requested
Administrative & General	\$679,000	\$705,700	\$788,300	\$700,000	\$635,200
Energy Purchases	15,579,100	14,739,300	14,934,700	16,500,000	14,333,700
Forward Capacity	3,875,400	5,857,200	10,970,100	9,760,000	8,296,500
Transmission	4,930,400	5,384,400	5,375,900	5,910,000	5,618,300
Distribution	1,015,200	1,087,900	1,120,700	1,075,500	1,105,000
Customer Service	570,600	589,500	653,300	701,500	844,800
Depreciation	3,353,800	3,501,400	3,613,300	3,750,000	3,650,000
TOTAL	\$30,003,500	\$31,865,400	\$37,456,300	\$38,397,000	\$34,483,500
(a) FY19 Amended: The addition of Wellesley College as a full requirements customer for the period of July – November 2018, along with ISO-NE's increase in the FCM Reserve Margin from 29% to 51%, led to an increase in FCM costs of \$1.2 million compared to the amount projected at last year's ATM. In addition, energy purchases increased by \$0.8 million over projected amounts.					

In addition to meeting the operating expenses outlined above, the MLP revenues are also used to fund other items that benefit the Town, such as the \$1 million annual payment to the Town's General Fund (discussed on page 38 of this *Advisory Report*), and projects like the FY18 streetlight retrofit. That project, through which the MLP spent \$563,000 to retrofit 2,882 high pressure sodium streetlights with Light Emitting Diode ("LED") fixtures, is expected to save Wellesley taxpayers \$130,000 annually over a twenty-year lifespan. It is also worth noting that the FY20 Capital Work Plan is funded entirely from the non-cash Depreciation operating expense category.

The MLP's biggest expense is the purchase of electricity on the wholesale market, delivered to Wellesley through ISO-NE, a regional electricity transmission organization servicing New England. In the past, the MLP systematically reduced its risk by locking in energy prices using a layered and staggered portfolio approach. Using this strategy, the MLP purchased blocks of energy over a rolling five-year period, typically hedging 80% of its projected energy requirements for the current year and reducing the hedged energy percentage proportionately down to a target of 20% by the fifth year. The remainder of the needed energy was then purchased on the spot market. In response to the increased volatility of wholesale electricity prices during the summer and winter months, the MLP revised its *Power Supply Policy* to systematically increase the MLP's hedged position. In FY20 virtually all of the MLP's average monthly purchased power is hedged.

Although energy, FCM and transmission costs are projected to decrease, the FY20 budget still continues to reflect the negative financial impact that ISO-NE policies have on all New England electric utilities. For example, ISO-NE policies have encouraged the premature shuttering of some existing power plants and the construction of new facilities, with distribution entities like the MLP bearing those costs through increased FCM charges. Similarly, ISO-NE and the Federal Energy Regulatory Commission policies that guarantee investor-owned transmission assets a risk-free 11% rate of return are passed on as transmission costs to all New England electric utilities. In FY07, the MLP's transmission costs were \$1.3 million and in FY20 they are projected to be \$5.6 million, an increase of 331%. The MLP has attempted to reduce costs by joining with other public power systems to oppose these various projects and policies.

The employee wages and benefits for the MLP's four functions – Administrative & General, Energy Purchases, Distribution, and Customer Service – are projected to decrease by 3%. In FY19 wages and benefits were estimated to total \$1,661,200 compared to \$1,608,900 in FY20. As an Enterprise Fund, Other Post-Employment Benefits (OPEB), pension and medical insurance must be fully funded by the MLP. Based on the most recent valuation, the MLP expects to have fully funded its OPEB liability by FY22.

Capital Expenditures

Capital Budget	FY18	FY19	FY20
System Improvements	\$1,475,100	\$1,903,600	\$1,476,800
Upgrade Transformers	260,000	324,500	381,400
Overhead	127,500	127,500	135,000
Underground	127,500	127,500	135,000
Customer Related Work	200,000	200,000	213,500
Provide 200 AMP Services	360,000	360,000	384,200
Provide 400/600 AMP Services	330,000	330,000	355,400
Replace Vehicles	275,000	120,000	245,000
Maintain General Plant	27,300	75,000	69,800
Improve Technology/Other Projects	15,000	30,000	30,000
Street Lights	576,700	24,000	26,000
Total Capital Budget	\$3,774,100	\$3,622,100	\$3,452,100

The MLP has completed all past capital projects and is on schedule to complete all FY19 projects. The MLP continues to place the highest priority on providing reliable electric service to Wellesley residents and businesses. Long term reliability planning begins with the evaluation of the infrastructure required to serve the most residents and businesses and ends with service at the customer's meter. To meet these priorities, the FY20 Capital Plan focuses on reliability and cost.

Outlook

The MLP is well positioned to provide reliable electric service into the future with a well-maintained infrastructure, net plant assets of \$60 million and less than \$1 million in debt. Equally important, the MLP has been proactive in adopting an energy procurement policy that reduces market risks and price volatility by hedging a greater percentage of its wholesale electricity requirements. There are, however, increased operating costs that will continue, all of which are beyond the MLP's control. As detailed above, transmission costs have increased by more than 300% since FY07 and, despite some recent normalization of these costs, ISO-NE's policies suggest that this upward trend over the long term will continue. Based on FCM prices established by ISO-NE, all New England electric utilities have experienced significant increases in FCM costs and the elevated costs will remain in FY20.

The MLP continues to look for ways to reduce its costs. Since 1996, its workforce has been reduced from 46 employees to 29. Despite this workforce reduction, the MLP has expanded revenues by undertaking non-operating projects such as MassDevelopment-Devens, dark fiber leases² and pole-mounted antennas for improved cellular communications. Since 2007, the MLP has installed and maintained a proprietary DAS network for T-Mobile. The DAS network provides wireless service to residents and businesses without the need to install large cell towers. The MLP hopes to expand its DAS network on the north side of Route 9 for a major carrier. Since American Tower Corporation designs DAS to accommodate multiple carriers, the MLP expects to have more than one carrier at each node location. To date, as with all non-operating profits,

net income from DAS will be used to offset future increases in electric rates and/or fund energy conservation initiatives for MLP customers. In October 2017 the MLP initiated a 5% rate increase. This increase, along with the MLB's allocation of available cash, allowed the MLP to establish a \$3.6 million rate stabilization fund (RSF). The MLB has drawn down the RSF in FY18 and FY19 to maintain Wellesley's electric rate advantage.

The overall good condition of the distribution infrastructure along with a significantly-hedged power supply portfolio should ensure Wellesley's electric rates remain among the lowest in New England for the foreseeable future.

Advisory Considerations

Advisory believes that the MLP's operating and capital budgets are appropriate and that the MLP has taken a prudent and proactive approach to managing its costs. The MLP has continued to gain economic efficiencies while facing an uncertain power market. Advisory is also pleased that the MLP continues to look for non-operating revenue opportunities, including offering high-speed internet service to business customers and expanding its Distributed Antenna System, thereby improving the Town-wide cell phone service. The MLP provides reliable electric service to the Town at rates that compare very favorably to those paid in our neighboring cities and towns. In addition, as provided in Article 8, the MLB makes an annual payment in lieu of taxes in the amount of \$1,000,000, which is well in excess of what would be received in taxes if our electric service were provided by an investor-owned utility.

Advisory recommends favorable action, 12 to 0.

² A dark fiber is an unused optical fiber, typically installed as extra capacity when developing fiber networks to provide for future expansion and/or network redundancy. Electric utilities have routinely added additional fibers, which they then make available for lease to other carriers.

ARTICLE 16. To see if the Town will vote to hear and act on the report of the Community Preservation Committee on the Fiscal Year 2020 Community Preservation Budget, to appropriate or reserve for future appropriation, from FY 2020 Community Preservation Fund annual revenues and reserves, sums of money to meet the administrative expenses and all other necessary and proper expenses of the Community Preservation Committee for the Fiscal Year beginning July 1, 2019, to make debt service payments, and to undertake community preservation projects as recommended by the Community Preservation Committee, as follows:

	<u>Open Space</u>	<u>Historical</u>	<u>Housing</u>	<u>Administrative</u>
Reserve revenues for Specific Purpose and Administrative		(\$165,000)	(\$165,000)	(\$65,000)

Appropriations from Reserves	<u>Open Space</u>	<u>Historical</u>	<u>Housing</u>	<u>Undesignated</u>
Wellesley Free Library – digitization of historic maps		(\$21,500)		
DPW - reconstruction of softball fields**				(\$500,000)
NRC – Restoration of Church Park	(\$30,000)			
NRC-Phase II Reconstruction of Duck Pond Bridge	(\$91,000)			
NRC – Phase I Morse’s Pond Erosion Mitigation	(\$150,000)			
Library Board – Fells Branch Library Children’s/Pollinator Garden**	(\$30,000)			
TOTAL	(\$301,000)	(\$21,500)		(\$500,000)

** These projects have not yet been voted on by the CPC.

North 40 Debt service of \$552,044 appropriated from Undesignated funds and applied to Article 8 Omnibus Budget.

or to take any other action in relation thereto.

(Community Preservation Committee)

This Article contains Motions that seek Town Meeting approval to make the appropriations from the Community Preservation Fund recommended by the Community Preservation Committee (CPC), as described in the *Report of the Community Preservation Committee* on page 196. Please refer to that Report for a more complete understanding of the Community Preservation Act (CPA) and the proposals the CPC recommends for approval.

Based on estimated FY20 revenues of \$1,672,435, the CPC requests Town Meeting support of the following:

- Motion 1: An appropriation of \$65,000 for administrative purposes and an appropriation of \$170,000 to both the Historic Resources Reserve and the Community Housing Reserve.
- Motion 2: An appropriation of \$21,500 from the Historic Resources Reserve to the Wellesley Free Library for the digitization of the historic map collection

- Motion 3: An appropriation of \$500,000 from Undesignated Funds to the Department of Public Works (DPW) for the reconstruction of Hunnewell II and Lee softball fields
- Motion 4: An appropriation of \$30,000 from the Open Space Reserve to the Natural Resources Commission (NRC) for the restoration of Church Park
- Motion 5: An appropriation of \$91,000 from the Open Space Reserve to the DPW for the reconstruction of the Duck Pond bridge
- Motion 6: An appropriation of \$150,000 from the Open Space Reserve to the NRC for Phase I of the Morses Pond Shoreline Erosion Remediation project
- Motion 7: An appropriation of \$30,000 from the Open Space Reserve to the Library Board of Trustees for Phase I of a Children's Pollinator Garden at the Fells Branch

Favorable action under these Motions would have no tax impact but would reduce the balance in the Community Preservation Fund available for future projects. The CPA Financial Plan for FY20 also includes the estimated yearly \$552,044 CPC debt service payment on the North 40 appropriation of \$10 million approved at a Special Town Meeting in January 2015 and by Town residents on March 3, 2015. See the *January 2015 STM Advisory Report* on pages 5-6 and 15-16 for more details about this appropriation.

Assuming the CPC-approved appropriations recommended in the Motions in this Article, totaling \$1,227,500, are approved by Town Meeting, the net available fund balance as of June 30, 2019 is projected to be about \$4 million.

ARTICLE 16, MOTION 1: Administrative Expenses and Appropriations to Reserves

1. **Administrative Expenses.** The CPA permits the appropriation of up to 5% of estimated annual revenues in the Community Preservation Fund for administrative purposes. The CPC has requested an appropriation of \$65,000 (approximately 3.89% of estimated FY20 revenues) for this purpose. The CPC uses these funds for consultants and other support services to better define, shape and analyze potential projects. Any funds that are not expended are returned to the Community Preservation Fund.
2. **Appropriations to Designated Reserves.** In each fiscal year, the CPA requires the Town to appropriate or reserve for future appropriations a minimum of 10% of the estimated annual revenues in the Community Preservation Fund for each of three designated purposes: Historic Resources, Open Space and Community Housing. The CPC has requested that \$170,000 (approximately 10.16% of estimated FY20 revenues) from the Community Preservation Fund be reserved for each of Historic Resources and Community Housing, for a total of \$340,000. The required appropriation to Open Space is being satisfied by the annual debt service payment for the North 40. FY20's debt services payment is \$552,044.

Advisory recommends favorable action, 11 to 0.

ARTICLE 16, MOTION 2: Wellesley Free Library Appropriation

The CPC recommends that \$21,500 be appropriated to the Wellesley Free Library from balances on hand in the Historic Resources Reserve as of June 30, 2018 for the digitization of some 90 historic maps and atlases, thereby protecting them and allowing interested parties to access them through the Library website.

Advisory recommends favorable action, 11 to 0.

ARTICLE 16, MOTION 3: Department of Public Works Appropriation

The CPC recommends that \$500,000 be appropriated to the DPW from balances on hand in Undesignated Funds as of June 30, 2018 for the reconstruction of the Hunnewell II and Lee softball fields. Following comprehensive analysis and design work carried out using last year's CPA-funded appropriation of \$100,000, this project to improve the safety, accessibility and athletic league compliance of the two main softball fields in Town will now move to the bidding and construction phase. As described more fully in Article 21, the construction project, estimated to cost \$1 million, will be accomplished using a combination of Town funds (\$300,000), private fundraising (\$200,000), and the CPC funds appropriated via this Motion. Advisory continues to believe that improving these softball fields will further important Town goals of equity, safety and handicapped accessibility.

Advisory recommends favorable action, 11 to 0.

ARTICLE 16, MOTION 4 : Natural Resources Commission Appropriation

The CPC recommends that \$30,00 be appropriated to the NRC from balances on hand in Open Space Reserves as of June 30, 2018 for the complete restoration of Church Park, a Town-owned park space in the center of Wellesley, located in front of the Wellesley Congregational Church. The project will involve the removal of the concrete remains of an old bus stop and creation of a new garden bed, the upgrading or replacement of the irrigation system, the removal of invasive species and old plantings, and the planting of new native trees, shrubs, perennials and groundcover. Existing brick walkways will be reset and a new stepping stone path will be added.

Advisory recommends favorable action, 11 to 0.

ARTICLE 16, MOTION 5: Department of Public Works Appropriation

The CPC recommends that \$91,000 be appropriated to the DPW from balances on hand in Open Space Reserves as of June 30, 2018 for Phase II of the reconstruction of the Duck Pond Bridge. Following an assessment of the footbridge and completion of a site conditions plan carried out using the \$38,500 CPC appropriation approved at last year's Town Meeting, the project is now ready to move to the next phase, which will include demolition of the existing bridge and construction of a new foundation and bridge. Accompanying site work and re-grading will result in an Americans with Disabilities Act (ADA)-compliant footpath and bridge.

Advisory recommends favorable action, 11 to 0.

ARTICLE 16, MOTION 6 : Natural Resources Commission Appropriation

The CPC recommends that \$150,000 be appropriated to the NRC from balances on hand in Open Space Reserves as of June 30, 2018 for Phase I of a Morses Pond Shoreline Erosion Remediation project. As detailed in the CPC Report on page 198 of this *Advisory Report*, the Town has invested significant CPA funding over the years in Morses Pond. Following a CPA-funded 2016 study of the Morses Pond shoreline and erosion levels around the Pond, the NRC developed a three-phase project to address eleven publicly-owned sites where erosion is negatively impacting the recreational and environmental value of the Pond. The total anticipated cost of the three-phase project is approximately \$450,000. The funding for Phase I that is being sought in this appropriation will address sites along the Cochituate Aqueduct. The anticipated interventions include removal of invasive species, planting of new buffer plants, installation of a stabilized boat launch, and design and installation of educational signage.

Advisory recommends favorable action, 11 to 0.

ARTICLE 16, MOTION 7: Library Board of Trustees Appropriation

The CPC recommends that \$30,000 be appropriated from balances on hand in Open Space Reserves as of June 30, 2018 to the Library Board of Trustees for Phase I of a Children's Learn and Play Pollinator Garden at the Fells Branch. CPC-approved funding of \$31,000 at last year's Annual Town Meeting for roof replacement, along with private funding for interior rehabilitation, allowed the Fells Branch to open last fall as a reimagined early childhood resources center. This appropriation, Phase I of an approximately \$68,000 overall project to create a garden and outdoor learning space, would fund site preparation, including regrading, establishment of pathways and accessibility, and initial plantings.

Advisory recommends favorable action, 11 to 0.

ARTICLE 17. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow a sum of money to supplement funds for the rehabilitation, restoration or repair of the Town Hall exterior as voted under Article 22 of the 2018 Annual Town Meeting; and for the purpose of meeting such appropriation, to authorize the Treasurer, with the approval of the Board of Selectmen, to borrow said sum in accordance with Chapter 44, Section 7(1), of the Massachusetts General Laws, or any other enabling authority and to issue bonds or notes of the Town therefor, and that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of the issuance of such bonds or notes, may be applied to payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount to be borrowed to pay such cost by a like amount; or to take any other action in relation thereto.

(Permanent Building Committee)

This Article asks Town Meeting to appropriate \$575,842 to be expended under the supervision of the Permanent Building Committee (PBC) to complete repairs and renovations to the exterior of Town Hall. Construction funding was approved for this project at last year's Annual Town Meeting (ATM). During the course of construction, which commenced in June 2018, additional structural repairs were identified that need to be addressed. The requested funds, which will come from a combination of Free Cash and previously appropriated but unspent project design funds, will cover the cost of this additional work.

History

Since the construction of Town Hall (1881-1886), there has never been a comprehensive exterior restoration. The many smaller and more limited repairs done over the years, which focused on immediate needs, were never coordinated in a comprehensive and holistic approach that addressed the long-term maintenance and preservation of the building, which is on the National Register of Historic Places. This has resulted in fragmented repairs using different materials and approaches, with varying degrees of success.

In 1985, the Town undertook significant exterior renovation and restoration work, which included perimeter drain and foundation waterproofing, masonry cleaning and repairs, and window restoration. At that time, an elevator was also installed. In 1997, some of the brownstone was replaced, significant brownstone patching was done, and much of the red mortar at lower elevations was repointed. The red slate, copper flashing and copper roofing were completely replaced.

Feasibility and Design

The prior phases of this project are described in detail on pages 133-136 of the *Advisory Report* for the 2018 ATM. As relevant here, a feasibility study, managed by the Facilities Management Department (FMD), was approved at the 2016 ATM as part of the FY17 cash capital budget. McGinley Kalsow & Associates (MKA) was selected to perform the study. MKA's extensive field investigation during the summer of 2016 included inspections using aerial lifts, infrared scanning of the envelope, and a three-dimensional laser scan of the building which was later used in computer modeling. The investigation revealed that the deterioration of the exterior envelope was far worse than what was estimated from ground-level observations.

The major findings from the feasibility study were:

- extensive moisture infiltration into the building
- failure of the flat copper roof
- insulation needs on the roof
- gutter damage requiring repair or replacement
- need to replace all mortar and sealant joints
- need to repair or replace many brownstone elements, including the decorative panels over the west entrance
- need to repair or replace stairs and metal handrails
- need for operable storm windows
- need to replace metal windows in the basement
- need for complete restoration and/or replacement of the wooden doors and hardware at the two main entrances
- need to repair and repaint exterior wood window trim
- need to repair and flash foundation sheet membrane waterproofing

The feasibility study also addressed the accessibility upgrades that would be required at Town Hall by the Massachusetts Architectural Access Board (MAAB).

Design funds in the amount of \$895,505 were appropriated at the 2017 ATM. Final design and accessibility work began in July 2017. During the design process, several issues beyond the original study recommendations were discovered and addressed, including: structural issues with the west gable end, failing decorative urns on the west portico, deteriorated relief sculpture panels on the west elevation, and historically inaccurate replacement of the west and south entrance doors. Additionally, further research was undertaken to determine the original mortar color and urn details. It was discovered during design that the six gabled ends of the building were inadequately tied to the roof structure.

Schematic design was completed later in 2017. Design development and the preparation of construction documents began in November and were presented to the PBC on February 15, 2018. Project bids were received in March 2018.

Construction

Last April, Town Meeting approved the appropriation of \$5,177,239 to undertake the work on the exterior of Town Hall (including certain MAAB-required interim accessibility upgrades) that had been identified during the feasibility study and design process. Funds were made available following the dissolution of ATM, facilitating the award of the contract in mid-May and allowing construction to begin in June 2018. Work has been underway since that time.

Although significant investigation was performed on the building during the design phase, numerous latent conditions have been discovered during the course of construction which have driven costs beyond the available project contingency. These conditions were not observable until the contractor started “digging” into the building, and the first of these issues was not discovered until two months into the project. Because the stone building itself was so well constructed, it showed no displacement even though there was significant deterioration behind the façade. The major areas of concern are the masonry, needed structural repairs, abatement, and the West portico.

The masonry involves several issues: deterioration of deep mortar resulting from many years of shallow repointing using improper mortars, allowing for moisture infiltration which caused the older mortar behind to crumble; rusting and expansion of ferrous metal ties and straps which cracked brownstone pieces; and severely deteriorated masonry behind the roof/parapet flashing. The contractors are now addressing the mortar issues by removing the compromised mortar as much as 8 inches deep in areas and repointing the entire wall with the original natural cement mortar. The deteriorated mortar behind the roof flashing was effectively ignored during the many prior roof repair and replacement projects, illustrating the importance of a comprehensive approach to maintenance of the building’s exterior.

Abatement is required due to the presence of traces of old window caulking containing asbestos left behind from previous caulking replacement projects. Although the newer caulking tested negative, the EPA considers all of the material positive and requires abatement and replacement when even trace levels are found.

Structural issues exist primarily in the lower roofs. During previous roof replacements, there was significant wood rot that had been inadequately repaired or ignored altogether. Most of this framing is exposed on the interior as the finished ceiling beams. This condition mandates that these beams (rafters) be repaired using restoration carpentry techniques, as it is not feasible to replace the entire beam. Moreover, the West portico has been evaluated by the structural engineer, who has determined that the roof needs to be completely replaced due to previous substandard repairs and that the brownstone beams require steel reinforcing for safety reasons.

It was necessary to address some of the newly identified repairs as part of the originally planned work. This has resulted in a construction budget deficit of \$75,842. As part of this Article and Motion, the BOS requests a transfer of \$355,244 in unexpended project design funds to offset some of the cost of the additional work. The remaining funds will be transferred from Free Cash.

Funding for the amount requested is as follows:

Transfer of unspent design funds	\$355,244
Transfer from Free Cash	220,598
Total net funding needed	\$575,842

Should Town Meeting approve this Article, the funds will become available upon this motion becoming final following dissolution of this ATM. This will allow work to proceed as scheduled, with project completion anticipated in September 2019.

Advisory Considerations

Advisory questioned why the extensive preliminary testing and evaluation during the feasibility and design phases did not identify the full extent of the work needed; PBC explained that, since much of the additional work is located deep in the building, it was revealed only in the course of destructive work associated with identified repairs. Advisory also expressed concern regarding

the quality of the work done in earlier renovation and restoration projects, particularly with regard to deteriorating mortar, and acknowledged the value of having dedicated FMD staff to oversee and manage these projects. Advisory also inquired about the high amount of unspent design funds; these reflect unanticipated savings that can be used to supplement the funds required to complete the project. Advisory recognizes the need to address the additional work identified to ensure the structural integrity of the building and to complete restoration of Town Hall as anticipated.

Advisory recommends favorable action, 11 to 0.

ARTICLE 18. To see if the Town will vote to raise and appropriate, transfer from available funds, accept gifts, or borrow a sum of money to be expended under the direction of the Permanent Building Committee for architectural and engineering plans, specifications and other services in connection with the reconstruction, remodeling, rehabilitation and/or renovation of the Wellesley Free Library located at 530 Washington Street, including the payment of all costs incidental and related thereto, and, for the purpose of meeting such appropriation, to authorize the Town Treasurer, with the approval of the Board of Selectmen, to borrow said sum in accordance with Chapter 44, Section 7(1) of the Massachusetts General Laws, or any other enabling authority and to issue bonds or notes of the Town therefor, and that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of the issuance of such bonds or notes, may be applied to payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount to be borrowed to pay such cost by a like amount; or take any other action in relation thereto.

(Board of Library Trustees)

In this Article, the Board of Library Trustees (the Trustees) requests Town Meeting approval to appropriate funds for architectural/engineering services and the preparation of plans, specifications and bid documents for the reconstruction, remodeling, rehabilitation and/or renovation of the Wellesley Free Library (WFL or the Library) facility located at 530 Washington Street (the Main Library). The funds would be expended under the supervision of the Permanent Building Committee (PBC). The funds are expected to be appropriated through short-term borrowing. The amount requested is \$268,376.

Background

The WFL opened its current Main Library building in 2003 following a planning process that started prior to 1997. The building contains an auditorium that was state-of-the-art for its time, meeting rooms, study rooms, a technology classroom, and dedicated spaces for children and young adults, as well as underground parking.

The Trustees note that, in the ensuing 20+ years since the design process started, the types of library services and the library needs of the community have evolved significantly. Following national trends, library usage and material circulation have grown substantially, the demand for library spaces and services has radically changed, and there have been considerable advances in technology, such as the introduction of the smart phone and tablet. All of these factors have altered the needs of library users, as well as the manner in which library services are provided by professional staff.

As part of developing the latest strategic plan (WFL Strategic Plan 2019-2023), the Trustees and Library staff undertook a variety of outreach efforts—including focus groups, interviews with the other Town boards and departments, a patron study with over 1,000 respondents, a computer usage study and an observational study—that identified several areas in which the Main Library

building at 530 Washington Street no longer meets the needs of residents. These areas include: group study/meeting space, informal gathering spaces, and technology infrastructure.

To meet these identified needs, the Trustees worked with the Facilities Management Department (FMD) to initiate a space utilization study after feasibility funds were approved as part of the FY16 capital budget. FMD engaged Johnson Roberts Associates, Inc. (JRA) in April 2017 to prepare a space utilization study (the feasibility study) for the Main Library. JRA worked closely with the Library Director, the Trustees and FMD's Design & Construction Manager over the spring and summer of 2017 to review various possibilities for reconfiguring existing spaces to enhance usage within the Main Library building and to support its future as a community gathering place, a cultural destination and a place to provide the best service and appropriate spaces for everyone in the community, oldest to youngest. JRA and the working team also made a visual inspection of the existing condition of the Main Library building, assessed existing uses and evaluated the adequacy of spaces to support current and proposed functions. JRA was joined by the mechanical, electrical and fire protection engineering firm of Garcia Galuska DeSousa to review the existing building systems and the modifications to building systems necessitated by the proposed renovations. A total of \$54,480 was appropriated in the FMD capital budget for the space utilization study.

During the feasibility study, a preferred scheme emerged that adds a "Commons" area and nine new study/meeting rooms; increases popular material browsing in the "Welcome" area; and updates the Children's Room for today's needs. The new plan specifically includes the following:

First floor

- Commons Area
 - Create new "Commons" area for informal gathering, consuming refreshments purchased off-site, reading and wifi usage
 - Relocate AV Collections to the second floor
 - Add two new meeting/study rooms
 - Add furnishings appropriate for the new use of space, as well as a visual element as a focal point
- Children's Room
 - Reconfigure the entrance to the Children's Library to provide more visibility and more efficient use of space (shift service desk, reconfigure stacks, add book bins)
 - Add two interactive learning areas for promoting early literacy skills, creativity and exploration
 - Reconfigure the Story and Craft area to accommodate current programming needs
 - Reconfigure the Youth Room to improve circulation and include a game area
- Welcome Area/New Materials/Circulation Desk
 - Replace the original long desk with a smaller desk that is more patron and staff-friendly
 - Reconfigure and enlarge the New Materials area to improve visibility and circulation
 - Identify self-check area and holds area
- Large Print/Periodicals/Reading
 - Reconfigure the table seating and shelving to accommodate added Large Print/Reading use

Second floor

- North Quiet Study Area/Computer Carrels
 - Relocate the computer carrels to the south side of the main stair to create a unified computer study area

- Add needed outlets to support increased technology usage
 - Utilize existing comfortable seating
- South Quiet Study/Meeting Room Area
 - Add seven study rooms to accommodate various group sizes
- Large Print/Reference/AV Collections
 - Relocate Large Print collection to first floor periodical room and reconfigure stacks to accommodate relocated AV collections
- East Quiet Reading Area
 - Relocate books to create additional seating space
 - Add more soft seating and add/replace power provisions in the floor

The proposed design also takes advantage of materials and methods to support sustainable goals of the Town.

Following consideration of several different timing scenarios for the Main Library renovation over the past two years, the PBC has now proposed a final schedule. Assuming that design funds are approved at this Town Meeting, the timetable would run as follows. Schematic design, design development, drafting of construction documents, and final bid prep review would take place from July 2019 through August 2020. Bidding would occur in September 2020, followed by a request for construction funds at an October 2020 Special Town Meeting. Contractor procurement would begin in November of 2020, with construction beginning in the spring of 2021 and an anticipated completion date in the summer of 2021.

Under this approach, the Main Library would be closed to the public for about four months (approximately 13 weeks) so that the renovation could proceed as quickly as possible. In addition to a shorter construction schedule, there would be no need for interim moves or temporary wall partitions and the project would require only a single furnishing installation period at the end of construction. PBC recommended this approach as leading to a safer, easier and more cost-efficient project. The Library Director and the Trustees support this approach and believe that, with advance planning and creative thinking, many library services could be maintained at other locations in Town during this period of closure.

The figures developed during the feasibility study and subsequently refined through further analysis suggest that the renovation project will have an approximate total cost of \$3.15 million, which includes the \$268,376 in design fees that are the subject of this Article and an estimated \$2.88 million in construction costs. The Trustees also point out that the renovation project will obviate the need for an additional \$455,500 in expenses that are currently carried in the WFL's and FMD's cash capital budgets, including \$65,000 for relocating the stacks for carpet installation and \$390,500 for painting, lighting and carpeting the affected areas.

The Trustees made significant reductions to the project as originally conceived, which had been estimated at \$4.4 million. During value engineering, the working group reviewed proposed schemes, considered the importance of different design elements and how they aligned with the WFL's Strategic Plan, and also conducted a cost-benefit analysis. As a result, the following scope reductions were implemented:

- Reduce number of interactive play spaces from three to two
- Eliminate book stack rotation from second floor
- Eliminate Reference Desk replacement
- Reuse existing furniture where possible
- Reuse existing book shelves where possible

- Eliminate Staff Conference Room
- Manage project by FMD where possible

The Trustees expect to offset a portion of the construction cost of the Main Library renovations through private funding. The Wellesley Free Library Foundation is committed to engage in significant fundraising efforts prior to the Trustees returning to Town Meeting for construction funding. The Trustees believe that the cost of this project, while not insignificant, is a reasonable investment to modernize the Main Library to meet the evolving needs of residents after close to two decades of extraordinarily successful use. They appreciate the partnership with FMD in keeping the Main Library at maximum functionality to be able to provide excellent services to Wellesley residents. The proposed project is, in the Trustees' view, a stellar example of the way Town departments can work together to go beyond simply maintaining buildings in order to proactively provide for Wellesley's future.

At their meeting on February 25, 2019, the Board of Selectmen voted unanimously to support this Article.

Advisory Considerations

The majority of Advisory members expressed support for this project. They felt that patron needs and library services had evolved significantly in the almost two decades since the Main Library was designed and built. Many members felt that FMD, PBC and the Trustees had worked diligently to refine the project, identify and implement potential cost savings, and develop a construction timeline that would be advantageous to Library patrons as well as the Town's overall capital project schedule. Ultimately, these members felt, the project cost was relatively low for what would be a significant upgrade in services. Several of these members noted the commitment of the Trustees to secure significant private funding for the renovation project, as had occurred with the original construction of the Main Library. One Advisory member noted that any process concerns that had existed last year were no longer relevant, with the project having been fully anticipated and vetted throughout Town.

Several Advisory members voiced their belief that the Main Library is still beautiful and functional; in an era when the Town is facing so many other significant capital projects, many of an urgent nature, they felt that this renovation project should not be a priority. These members were also concerned about the bandwidth of the Town to take on an additional major construction project.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 9 to 2.

ARTICLE 19. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow a sum of money, to be expended under the direction of the Permanent Building Committee, for architectural and engineering construction administration, construction services and associated costs related to the repairs of and modifications to the Middle School Steam Pipe System, replacement of heat exchangers with high efficiency boilers, and for any other services in connection therewith and, for the purpose of meeting such appropriation, to authorize the Town Treasurer, with the approval of the Board of Selectmen, to borrow said sum in accordance with Chapter 44, Section 7(1) of the Massachusetts General Laws, or any other enabling authority and to issue bonds or notes of the Town therefor, and that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of the issuance of such bonds or notes, may be applied to payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount to be borrowed to pay such cost by a like amount; or take any other action in relation thereto.

(School Committee)

This Article asks Town Meeting to appropriate construction funds to be expended under the supervision of the Permanent Building Committee (PBC) to complete the replacement of selective elements of the heating and steam piping distribution system at the Wellesley Middle School (WMS or the Middle School). With funds appropriated from the 2018 Annual Town Meeting (ATM), the PBC engaged the firm of NV5 (formerly RDK Engineers) to complete the design for the project, which includes the removal and replacement of approximately 5,000 linear feet of condensate return piping, replacement of the two original heat exchangers with energy-efficient condensing boilers, and upgrades to life safety elements of the basement levels and crawl spaces within which the piping is located.

At the time this *Advisory Report* went to print, the estimated construction costs for this project were \$4,200,000. The actual construction costs will be established once bids are received and processed in late March, and will be included in the final motion under this Article.

This project addresses immediate and serious problems in the WMS steam piping system, in particular the condensate return pipes, which return the used steam (condensate) from various locations in the building back to the Boiler Room. These pipes are primarily located in basement crawl spaces and tunnels. After comprehensive investigation, testing and analysis, the steam *supply* piping was deemed to have suitable remaining service life; however, the *condensate return* piping was determined to be past its service life and in need of replacement.

The evaluation of the condensate return piping system included significant destructive (extracting field specimens) and non-destructive (ultrasonic) testing, which identified systemic areas of corrosion, failed piping, and obsolete equipment throughout the system. Several major leaks in the condensate return piping have occurred over the past three to four years, which resulted in a loss of heat in the building and the potential cancellation of school, making the project of an urgent nature. The evaluation also identified the two original (circa 1952) heat exchangers that serve the 1957 South wing and the 1966 North and South Classroom wings as having greatly exceeded their service lives.

The goals of the project are to: replace failing infrastructure; avoid costly future repairs; and ensure a reliable source of heat so as to minimize potential cancellation of school.

Background and Process

- In 2006-2008, significant scope reductions were made to the Middle School Renovation Project in order to meet budget limitations (\$38 million original budget reduced to \$26

million). These reductions included the removal of repairs to the steam piping and other heating, ventilation and air-conditioning (HVAC) items. In 2004, engineers had estimated approximately 20-30 years of remaining life on the condensate return piping based on ultrasonic testing, resulting in a tentative replacement date of 2024-2034.

- In 2012, the firm Symmes, Maini & McKee Associates (SMMA) performed a comprehensive conditions assessment for all of the elementary schools and the Middle School, which resulted in the establishment of a School Facilities Master Plan Committee. A limited follow-up study in 2014 by SMMA evaluated six potential projects at the Middle School, including the replacement of heating distribution piping and hot-water boilers, among others. This report recommended that the Town consider replacing selected condensate return piping within ten years (2024) at a projected cost of \$880,000 (FY18 dollars).
- Shortly after the SMMA report, there were two major steam leaks in 2015 and 2016, either of which could have forced school cancellation. On Easter Sunday 2015, there was a major leak below the locker rooms, resulting in significant damage. In December 2016, heat in the building was lost for most of one day. There have been several smaller leaks since that time.
- In 2017, the Facilities Management Department (FMD) engaged RDK Engineers (now NV5) as part of a cash capital project to perform an assessment of the existing systems, which included:
 1. visual inspection of the steam and condensate return pipes;
 2. inspection of the crawl space and tunnel;
 3. ultrasonic testing of the pipes to identify areas of corrosion;
 4. extraction of piping samples;
 5. evaluation of heat exchangers;
 6. review of all the original design documents (1950, 1957, 1966, 2005) and an extensive list of heating-related work orders at the WMS; and
 7. development of recommendations for repair or replacement.
- FMD took interim measures to minimize the risk of school cancellation. These included the installation of 11 new steam isolation valves in the spring/summer 2017 that allow a partial shutdown of the system should a problem arise. In addition, FMD identified a repair facility that could perform expedited repairs on the heat exchangers, as well as a temporary heating vendor should that need arise.
- Using funds appropriated from the 2018 ATM, NV5 has completed project design and is currently in the bidding phase of the project, expecting to bring “bids-in-hand” to this Town Meeting.

Key Project Components and Considerations

- The scope of the project includes replacement of approximately 5,000 linear feet of condensate return piping located in basement, tunnel, and crawl spaces that range from three to nine feet in height. Ultrasonic pipe testing at almost 100 locations, which was corroborated by destructive sampling, indicated the remaining service life for the horizontal condensate return piping at zero years (i.e., past its service life). Subsequent ultrasonic testing also confirmed that the steam supply piping had at least 25 years of remaining service life and does not need to be replaced.
- The project also includes replacement of the two heat exchangers with new condensing boilers that are 95% efficient (vs. the former 68%) to heat the 1957 South wing and 1966

North/South Classroom wings. The expected service life of heat exchangers is 25 years, and the existing units are 50+ years old. The replacement of the heat exchangers with new boilers will eliminate the need for over 2,000 linear feet of hot water piping and will extend the life of the three existing steam boilers installed during the 2006-2008 renovation, as they will not need to work as hard or as often to heat the entire building. The payback on boilers is estimated to be eight years, excluding anticipated utility rebates and incentives. The limited scope of the project precluded the engineer from pursuing geothermal and air-sourced heat pumps as options; however, the proposed improvements will still have a positive impact on sustainability based on improved energy efficiency alone.

Timeline

Project work will be phased to minimize disruption of all functions at the WMS, utilizing summer recess and second-shift (after school hours) to accomplish the work. This approach was used successfully with the recent School Security Project and LED Lighting Project at the Middle School. If construction funds are approved by this Town Meeting, it is anticipated that construction will begin with an initial phase from June-August 2019, followed by a phase where the contractor will work “second-shift” construction between September 2019 and June 2020, with completion expected in fall 2020.

Costs

On February 20, advertisements of the project were placed in the Central Register to solicit bids for the heating and steam piping distribution work. Filed sub-bids are due on March 7 and general contractor bids on March 14. At the time this *Advisory Report* went to print, bids had not yet been received or reviewed. The PBC and School Committee will provide specific cost details at Town Meeting. Funding for the project will come from inside-the-levy borrowing. Should Town Meeting approve this Article, the sum will become available upon the motion becoming final following the dissolution of this ATM. This will enable the contract to be awarded in mid-May, with construction to begin on May 28, 2019.

Advisory Considerations

Advisory continues to recognize that a reliable heating system is an essential part of Middle School operations. Replacement of the condensate return pipes, which were originally expected to last until 2024-2034, has emerged over the past few years as an unanticipated capital expense for the Town. Advisory notes that the recent design phase of this project included additional testing of the supply pipes to confirm that those still had substantial (i.e., 25+ years) remaining life and did not need to be addressed through this project.

Passage requires a 2/3 vote.

Advisory will make its recommendation at or before Annual Town Meeting.

ARTICLE 20. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow a sum of money to be expended under the direction of the Permanent Building Committee, for architectural and engineering designs, plans and other specifications and any associated costs related to repairs and renovations at the Middle School including but not limited to: exterior façade repairs, replacement of selected HVAC systems, replacement of selected interior doors, renovation of Art Rooms, replacement of cabinetry/millwork in selected classrooms, renovation of the kitchen, and for any other services in connection therewith and, for the purpose of meeting such appropriation, to authorize the Town Treasurer, with the approval of the Board of Selectmen, to borrow said sum in accordance with Chapter 44, Section 7(1) of the Massachusetts General Laws, or any other enabling authority and to issue bonds or note of the Town therefor, and that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of the issuance of such bonds or notes, may be applied to payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount to be borrowed to pay such costs by a like amount; or to take any other action in relation thereto.

(School Committee)

This Article asks Town Meeting to appropriate \$1,300,200 to be expended under the supervision of the Permanent Building Committee (PBC) to complete designs for work at the Wellesley Middle School (WMS or the Middle School), including: exterior façade repairs; the replacement of selected heating, ventilation and air-conditioning (HVAC) systems, interior doors, cabinetry and millwork; and the renovation of the Kitchen and the Art Rooms.

The 2018 Annual Town Meeting (ATM) appropriated funds for a feasibility study which was conducted by the Harriman architectural firm and completed over the summer and fall of 2018. Within the study, Harriman made the following findings and recommendations for design and construction:

- Repoint and repair those areas of the building façade and the large retaining wall on site that have experienced excessive weathering;
- Replace original Air Handling Units in Gym A and Gym B and in the Auditorium and also provide cooling for the Auditorium;
- Replace approximately 180 original classroom doors in the 1966 wings and the 1952 “connectors,” which are past their service lives;
- Remove “cross corridor” doors which are no longer required and install enhanced “classroom security” type locks on all other doors throughout the school;
- Renovate the three Art Rooms, which date to the 1950s;
- Replace original casework in approximately 60 classrooms in the 1966 wings and 1952 connectors;
- Renovate and reconfigure the Kitchen, which prepares food for all seven elementary schools and the Middle School; and
- Upgrade selective electrical wiring for safety, with possible replacement of the fire alarm control panel if the design warrants.

Background and Process

The goal of the design project is to develop construction documents to complete work at the Middle School that has been identified in the Facilities Management Department (FMD) capital plans and a 2014 Symmes, Maini & McKee Associates (SMMA) study and further refined and validated through the 2018 Harriman feasibility study. The projects under consideration were also contemplated as part of the 2006-2008 Middle School major renovation project but were removed from the scope of the project when the budget for that project was reduced from \$38

million to \$26 million. The proposed scope of work will provide a comprehensive upgrade of the Middle School similar to the recent Schofield and Fiske renovations.

Since 2006, \$33,554,000 in capital improvements have been made to the Middle School as summarized below:

Middle School Debt-Funded Projects 2006-2017		
○ Major Building Renovation (FY07-09)	\$26,000,000	(\$38M orig. est.)
○ Classroom Renovation (FY12)	1,500,000	
○ Auditorium Seating (FY13)	365,000	
○ Donizetti Plaza (FY13)	350,000	
○ Window Replacement (FY16)	3,600,000	
Subtotal =	\$31,815,000	
Middle School Cash Capital Projects (FY10-19)		
○ Thirty-two (32) Projects	\$1,739,000	
Total Investment =	\$33,554,000	

Key Components and Considerations

- The exterior façade, repair of which was removed from the 2006-2008 renovation project due to budget limitations, has had no known significant repairs since the 1952 construction. The scope includes the replacement of all caulking at joints, some brick repointing, and limestone repairs to the façade and the large site retaining wall which parallels Donizetti Street at the back of the school.
- The heating and ventilating equipment was installed during the original 1952 construction and has exceeded its service life. Replacement of this equipment was also removed from the 2006-2008 renovation project due to budget limitations. The work areas include Gyms A and B, the Kitchen, and the Auditorium. Cooling will be added to the Auditorium system.
- Classroom doors that are not being replaced in other parts of the building (i.e., those located outside of the 1966 wings and 1952 connectors) will receive enhanced locking mechanisms similar to the “classroom security” locksets installed in all other schools as part of the recent School Security project.
- The Art Rooms are original and date back to the 1950s. During the feasibility study, it was determined that they should be renovated completely, including replacement of the casework, plumbing, kilns and all finishes.
- The classroom doors and cabinetry are original to the construction of the 1966 wings and 1952 connectors and have exceeded their service life. This work was also removed from the 2006-2008 construction for budget reasons. The scope includes replacement of approximately 180 classroom doors and built-in cabinetry. Through the Harriman feasibility study, it was determined that some of the cross-corridor doors were redundant and could be removed in this process, rather than replaced.
- The Middle School Kitchen services the elementary schools as well as the students in the building. A review and analysis conducted by Harriman’s kitchen consultant during the feasibility study concluded that a simple replacement of equipment and appliances—which have exceeded their projected 20 years of service life—would not address identified needs, and that a much more extensive renovation of the kitchen would be necessary to meet project goals.
- During the feasibility study, additional safety needs were identified, including outdated cloth-wrapped electrical wiring in some locations and a fire alarm control panel which will be nearing the end of its service life when this project is anticipated to start construction. The feasibility study recommended that these items be upgraded during construction.

- Sustainability was considered throughout the feasibility study. Some of the proposed options include, but are not limited to, the incorporation of energy-efficient kitchen and HVAC equipment, the use of recycled content and durable materials when possible, and the diversion of materials from landfill. The possibility of using geothermal heating and cooling for the auditorium was investigated; however, considering the difference in estimated initial cost, the payback period was projected to exceed the life of the facility. Air Source heat pumps will be further investigated during design, and in any instance, high-efficiency equipment will be selected for all HVAC replacements.

Timeline

If funds are approved at this Town Meeting, programming with the Middle School staff will begin in May and June 2019 before the teachers depart for the summer. Design development will take place over the coming year with a July 2020 target for design completion. It is envisioned that a request for construction funding, with bids-in-hand, would be made at a Special Town Meeting in the fall of 2020, with a debt exclusion vote to follow shortly thereafter. This would allow the engagement of a contractor to mobilize, order materials and make preparations, with the goal of commencing on-site construction work during the summer of 2021. This work will likely extend into September 2021 for the Auditorium and Art Rooms and into October 2021 for the Kitchen work. This approach will require extensive communication, coordination and planning between FMD, School Administration and the WMS faculty and staff to determine strategies for minimizing disruption to the learning environment. Those classrooms not receiving updated casework in the summer of 2021 (roughly half of the total) will be addressed in the summer of 2022, at which time the project would be completed.

Budgetary Cost Estimates

The total construction costs are currently estimated to be \$14.3 million. This preliminary project cost estimate is based on the results of prior studies, including the Harriman feasibility study, and will likely change as the project moves through detailed design to bidding.

The amount requested of Town Meeting under this Article for the design and bidding phases is \$1,300,200, broken down as follows:

Architect	\$856,000
Owner's Project Manager	130,000
Construction Manager @ Risk	100,000
Destructive Investigation	40,000
Other general costs and services	24,500
15% contingency	149,700
TOTAL	\$1,300,200

The funding sources for the amount requested is as follows:

Transfer from Cash Capital	\$458,800
Transfer from Free Cash	841,400
Total net funding needed	\$1,300,200

Should Town Meeting approve this Article, the sum will become available upon this motion becoming final following the dissolution of this ATM. This will enable the contract to be awarded in mid-May, to allow design development to begin prior to the end of the 2019 school year.

Advisory Considerations

Advisory recognizes the need to address failing infrastructure/building system components at the Middle School. The recently completed feasibility study, combined with prior studies and ongoing FMD analysis, points to a series of required repairs that will be fleshed out in more detail during the design phase for which funding is presently sought. Advisory questioned whether it was possible to defer the replacement of some items that should still be serviceable, e.g. classroom cabinetry and doors. However, given the current condition and age of these items, Advisory agreed that it makes sense to include them in the design phase, where additional information will become available on the scope of work involved. Completion of these projects, together with the repairs to the Middle School heating and steam piping distribution system contemplated in Article 19, will leave the Town with a “25-year” Middle School, similar to the outcome of other recent school renovation projects. Advisory understands the complex task of managing and scheduling this multi-faceted project so as to minimize disruptions to the Middle School learning environment and appreciates the efforts of all stakeholders in this regard.

Advisory recommends favorable action, 11 to 0.

ARTICLE 21. To see if the Town will vote to raise and appropriate, transfer from available funds, including Community Preservation Funds and Gifts, or borrow a sum or sums of money to be expended under the direction of the Board of Public Works for construction services and all other associated services and costs related to the construction or reconstruction of the softball field (Lee Field) and multipurpose field located at the Hunnewell Field, which shall include, but not be limited to, construction and installation of appurtenant structures and site enhancements; and for the purpose of meeting such appropriation, to authorize the Treasurer, with the approval of the Board of Selectmen, to borrow a sum in accordance with Chapter 44, Section 7(1), of the Massachusetts General Laws, or any other enabling authority and to issue bonds or notes of the Town therefor, and that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of the issuance of such bonds or notes, may be applied to payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount to be borrowed to pay such cost by a like amount; or to take any other action in relation thereto.

(Playing Fields Task Force/School Committee)

In this Article, the Playing Fields Task Force (PFTF) and the School Committee seek Town Meeting approval for the Town to borrow up to \$300,000, which is to be combined with \$500,000 in Community Preservation Committee (CPC) funds and \$200,000 in private donations, to allow for the reconstruction of the Lee Field and the Hunnewell II multipurpose field at Hunnewell Field.

The 19-acre Hunnewell Field is located between Washington Street and the Cochituate Aqueduct. Within the Field complex, the Lee Field is located to the east of the Hunnewell Field tennis courts and the Hunnewell II multipurpose field is located to the west of the Hunnewell Field tennis courts.

These two fields are used by the Wellesley Public Schools, the Recreation Department and various permitted activities (under PFTF oversight). They are the primary fields for women’s and men’s softball, including the Wellesley High School girls’ varsity softball team. The fields currently suffer from numerous issues, including poor drainage, soil compaction and, most importantly, safety and size deficiencies that do not meet Massachusetts Interscholastic Athletic Association (MIAA) standards. Improving these fields will allow the Town to satisfy requirements of equality, safety and handicap accessibility.

Last year's Annual Town Meeting (ATM) approved a CPC appropriation of \$100,000 to allow the Department of Public Works (DPW) to begin development of schematic designs and construction drawings for the two fields. The engineering firm of Weston & Sampson, hired by the DPW, conducted an overall assessment of the entire Hunnewell Field complex and has produced design plans that include the addition of dugouts, fencing, seating, scoreboards and storage, as well as improved accessibility, drainage, infield and turf conditions. The project has been reviewed with various stakeholders including: the DPW, the Wellesley Public Schools, the Natural Resources Commission, the Playing Fields Task Force and neighbors. The CPC voted unanimously on February 14, 2019 to approve a \$500,000 appropriation for the project (described more fully under Article 16). The Board of Selectmen expressed unanimous support for the project at its February 25, 2019 meeting.

If this project is approved by Town Meeting, the DPW will contract with a firm that will complete the work, to the extent possible, during the summer months of this year. This kind of public-private partnership has successfully been used for recent field reconstruction projects such as the Sprague Fields (2008 ATM) and the High School Track and Field improvements (2016 and 2018 ATMs). It should be noted that this project will not go forward unless and until the previously stated \$200,000 in private donations has successfully been raised.

Advisory Considerations

As it did last year in recommending approval of the CPC appropriation for design funds, Advisory continues to recognize the need to bring the subject softball fields into compliance with MIAA standards for all the reasons articulated above. The Committee believes the public-private partnership in funding the project is an appropriate and attractive structure for a project of this nature. Advisory supports the approval of the article.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 11 to 0.

ARTICLE 22. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow a sum or sums of money, to be expended under the direction of the Board of Public Works for design, architectural, engineering and other professional services, bid documents, construction services and all associated costs related to the replacement of the synthetic turf fields located at the Sprague School; and for the purpose of meeting such appropriation, to authorize the Treasurer, with the approval of the Board of Selectmen, to borrow a sum in accordance with Chapter 44, Section 7(1), of the Massachusetts General Laws, or any other enabling authority and to issue bonds or notes of the Town therefor, and that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of the issuance of such bonds or notes, may be applied to payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount to be borrowed to pay such cost by a like amount; or to take any other action in relation thereto.

(Playing Fields Task Force/School Committee)

This Article seeks Town Meeting approval for an appropriation of \$1,000,000 to replace the synthetic turf of Fields 2 and 3 located at Sprague Field. To meet this appropriation, Town Meeting is being asked to authorize the transfer of \$500,000 from available funds in the Turf Field Revolving Fund and to authorize the Treasurer to borrow \$500,000.

The 25-acre Sprague Fields complex is located between the Sprague Elementary School and the Wellesley Middle School and is accessed by School Street through the Sprague parking lot, or by

Calvin Road/Donizetti Street, through the Middle School parking lot. Sprague Fields 2 and 3 are located directly beside the Sprague School.

The Sprague Fields complex hosts school sports and events permitted by the Playing Fields Task Force (PFTF). The synthetic turf fields are used for field hockey, soccer, and lacrosse practices and games. The fields are also rented to various groups on a regular basis when not in use by school-sponsored activities. Based upon permits issued by the Recreation Department to various sports groups, it is estimated that Field 2 and Field 3 were each used for approximately 1,150 hours last year. This does not include usage for school-sponsored activities.

The synthetic turf fields were installed in 2008. At that time, it was anticipated that the synthetic turf would have an estimated life of 10-15 years. An assessment of their conditions was conducted by Gale Associates and a report dated September 20, 2017 was prepared. This assessment recommended replacement of the existing carpet at both fields.

The Town is utilizing the services of Gale Associates to assist with project design and construction administration. The project design has been reviewed with: Gale Associates and the Town (including the DPW, the Wellesley Public Schools, and the PFTF), as well as user groups and neighbors, with the goals of understanding impacts to stakeholders and how to minimize loss to any anticipated field programming.

The scope of the project will include:

- removal and replacement of the synthetic turf
- reinstalling the thermoplastic elastomer (TPE) and sand infill, and
- repainting the field lines

Construction plans and specifications for the project have been completed. The project bid opening was publicly advertised on February 6, 2019 and the bids are due on March 6, 2019. Subject to ATM approval, the Board of Public Works will determine a successful bidder and will enter into a contract with the company, so that actual construction can take place during the summer and possibly early fall of 2019.

Advisory Considerations

The Sprague turf fields have supported a wide variety and high volume of use over the past decade. Advisory recognizes, based on the thorough investigation and assessment by Gale Associates, the need to replace the synthetic turf of the Sprague fields. Advisory appreciates that steps that have been taken to minimize the impact the replacement project will have on stakeholders. Advisory encourages the PFTF to continue to review field user fees and related policies to ensure that the fees are appropriate, on par with those in neighboring communities, and subject to enforcement/collection, so that the Turf Field Fund is optimally funded in the future.

As this *Advisory Report* is going to print, the DPW received the project bids. The bids came in slightly higher than anticipated, and Advisory understands that the Motion under this Article will be updated to reflect the total project cost and corresponding appropriations of \$1.2 million, instead of the \$1 million reflected in the write-up. As Advisory's prior discussion and vote (reflected below) were based on the \$1 million figure, Advisory will reconsider this issue at or before ATM.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 11-0.

ARTICLE 23. To see if the Town will vote to raise and appropriate or transfer from available funds \$150,000.00 (ONE HUNDRED FIFTY THOUSAND DOLLARS), or any other sum, to be expended under the direction of the Board of Public Works, for engineering designs, bid documents, and associated costs related to the construction, reconstruction, rehabilitation, and repair of Walnut Street, including street, sidewalk and/or drainage repairs and improvements; or take any other action in relation thereto.

(Board of Public Works)

Through this Article, the Board of Public Works (BPW) seeks to transfer \$150,000 from Free Cash to a new design project for Walnut Street.

Walnut Street is a major east/west arterial route through Wellesley, connecting with Washington Street on the west and the Newton town line on the east. The street is approximately 4,880 feet (0.9 miles) in length. It was last resurfaced in 1998 and was crack sealed in 2013. Portions of the roadway have been overlaid on a few occasions, resulting in the roadway and sidewalk being at the same elevation at those locations. This creates safety issues and concerns for pedestrians. The general condition of the sidewalk at certain locations is also poor. The sidewalk and curbing issues are best addressed at the same time the roadway reconstruction is performed.

It is anticipated that cold planing of the roadway will be performed and that sidewalks will be removed and replaced where warranted. Pavement coring samples and roadway borings will be performed to determine existing pavement thicknesses and soil conditions under the existing pavement. There are some known drainage issues that will be further investigated during the design process. As with all Department of Public Works (DPW) capital street projects, a "Complete Streets" assessment will be undertaken to consider the comments and concerns of all abutters and users in identifying other improvements that may be warranted. Safety and maintenance of the residential character of the neighborhood (even though the road is a significant east/west commuting route) will, as far as possible and practical, be important considerations during design. This project will provide a new roadway surface, replacement of sidewalks, storm drainage system improvements, and signs and pavement markings as required.

If approved, the funding in this Article will allow the DPW in FY20 to develop construction design plans and specifications to solicit bids, with the actual reconstruction of Walnut Street currently programmed for FY22. It has been the Town's recent practice to pay for road reconstruction design work with cash capital and to use borrowing or Chapter 90 Funds for the actual reconstruction. The Finance Director has recommended that funding for this project be appropriated from Free Cash.

Advisory Considerations

Advisory notes that this project is consistent with the Board of Public Works' overall strategy to proactively maintain the Town's infrastructure, including the objective of fully resurfacing the Town's main thoroughfares within a twenty-year period. Advisory agrees that Walnut Street is in disrepair and that this work needs to be done.

Advisory recommends favorable action, 11-0.

ARTICLE 24. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow a sum of money to be expended under the direction of the Board of Selectmen, for the purchase of a Quint Fire Truck and, for the purpose of meeting such appropriation, to authorize the Town Treasurer, with the approval of the Board of Selectmen, to borrow said sum in accordance with Chapter 44, Section 7(1) of the Massachusetts General Laws, or any other enabling authority and to issue bonds or notes of the Town therefor, and that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of the issuance of such bonds or notes, may be applied to payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount to be borrowed to pay such cost by a like amount; or take any other action in relation thereto.

(Board of Selectmen)

In this Article, the Board of Selectmen (BOS) seeks Town Meeting approval to borrow \$735,000 for the purchase of a replacement “Quint” Fire Truck.

The Wellesley Fire/Rescue Department (the Department) consists of 55 firefighters and two support staff who have at their disposal six major pieces of firefighting apparatus, including two pumper/tank engines, one “Quint” multi-function (ladder and pumping/tank capacity) engine, one Tower truck and two back-up engines. The model years for the six pieces of equipment are as follows: Engine 1, 2009; Engine 2, 2013; the Quint, 2005; the Tower, 2012; Engine 4 (backup), 1991; and Engine 5 (backup), 1995. The Quint—short for “quintuple,” reflecting the five functions offered by this engine (pumper, main ladder, water tanker, foam tanker and supplemental ladder)—has now reached the end of its useful life, and funding for a replacement has been included in the Town’s Five Year Capital Plan since 2015.

The Department’s Quint responds to all major requests for aid: fires, medical calls, motor vehicle accidents, carbon monoxide calls and lockouts. Due to its smaller size, the Quint can use its straight tip 75-foot ladder in areas that cannot be accessed by the larger Tower ladder truck. The Department has stated that the Quint’s water and foam capabilities of a pumper engine along with its ladder make it an ideal apparatus for this community. The Department follows the industry standard replacement cycle of 15 years for pumping engines and Quints. The Department also reports that costs for replacement parts and rust repairs to the steel ladder have been rising over the past five years, and that trade-in values are declining.

The replacement Quint will be designed with a heavy-duty suspension and chassis to extend vehicle life. Department experience has shown the value of a heavy-duty chassis due to the sheer weight of the vehicle and its equipment, as well as the frequency of use. The Quint carries 500 gallons of water weighing in excess of 4,000 pounds, along with its ladder and gear. The new Quint will also have an aluminum ladder instead of the heavy steel ladder of the present Quint, making the vehicle lighter and requiring less ladder maintenance. The new Quint, which would be assigned to Station 2 at Route 9, also offers significant additional firefighter safety features beyond the present engine, including front and side-impact airbags; stability control, reducing rollover risk; passenger side emergency brake; ABS braking integrated with stability control; front disc brakes to reduce stopping distance to meet the new federal standard; data recorder to record seat belt and warning light use; rear backup camera; enhanced visibility to meet new fire industry visibility standards; LED warning lights; enhanced reflective chevron striping; improved scene and work area lighting; reduced sound levels in cab; galvanized frame rails to increase longevity; and compliance with Environmental Protection Agency (EPA) exhaust emissions requirements.

The Department makes equipment purchases through a collective purchasing program developed by the Metropolitan Area Planning Council (MAPC) and the Fire Chiefs Association of Massachusetts (FCAM). Fire engines are, by nature, somewhat custom built, depending on the

size and types of firehouses, the types of fire vehicles already in inventory in the municipality and individual needs. Using the MAPC and FCAM purchasing program saves the Department valuable administrative time. MAPC facilitates this process so that all its members can participate on an equitable basis with those manufacturers who participate in the program.

As of the date of this *Advisory Report*, the Department anticipates that the cost of the new Quint will not exceed \$810,00. Factoring in the estimated trade-in value of \$75,000 for the existing Quint, the total funding requested in this Article is \$735,000. The Department expects that it will select the Quint manufactured by E-One, a Florida-based manufacturer, which maintains a local service center. The Department already owns two pieces of front line equipment – Engine 2 and the Tower truck – that were manufactured by E-One, and the surrounding communities of Newton, Needham, Natick, Weston and Boston all provided positive feedback on trucks procured from E-One. In addition, the Department mechanic has particular familiarity with E-One equipment based on his prior employment history. If Town Meeting approves this Article, the development of the Quint will begin this summer; it will take over a year to design and build the truck and make it available for staff training before it is placed into service in Wellesley in the fall of 2020.

Advisory Considerations

Advisory supports the replacement of this important piece of firefighting equipment, which has been on the Town's Five Year Capital Plan since 2015.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 12-0.

ARTICLE 25. To see if the Town will vote to accept as a public way (with betterments) the following street as laid out by the Board of Selectmen: Polaris Circle; or take any other action in relation thereto.

(Board of Selectmen)

In this Article, the Board of Selectmen (BOS) seeks Town Meeting approval to accept Polaris Circle as a public way.

Polaris Circle, approximately 427 feet in length, is a private way located on the southeast border of the Town, off Cedar Street. The street was constructed beginning in 2006 as a new subdivision with seven homes. The entire length of the street is paved, and drainage structures exist. In November 2015, the Planning Board (PB) issued a conditional approval for the subdivision, and in June 2018, after determination by the Department of Public Works (DPW) that all required physical improvements had been completed and that the street had been constructed consistent with Town standards, the PB released its conditional approval for the subdivision.

In August 2018, the owners of the seven properties located on Polaris Circle petitioned the BOS to accept their street as a public way. The BOS has a Street Acceptance Policy, adopted in January 2007, which applies in these situations. The petitioners' request met all the general terms of that Policy, including the requirement that the petition be signed by 75% of the direct abutters. In this case, owners of 100% of the properties that directly abut Polaris Circle joined the petition.

Under the Street Acceptance Policy, Polaris Circle is classified as a "Type 1 – New subdivision." For streets in this category, it is the developer's responsibility to design, engineer and construct the street according to the Town's standards, and there is no cost to the Town for accepting such a street as a public way. Indeed, as the PB and DPW had already determined in June 2018,

Polaris Circle was constructed consistent with Town standards; therefore no physical improvements would be needed in order to accept Polaris Circle as a public way, and there would be no cost to the Town.

Finally, as required by the Street Acceptance Policy, the BOS referred the petition to the PB for a recommendation. At its meeting on January 9, 2019, the PB considered the petition and voted 3-0 to recommend acceptance of Polaris Circle as a public way, based on the PB's recognition that the street is constructed consistent with Town standards and the previously approved subdivision plan.

Advisory Considerations

Advisory supports this Article, as all the necessary steps for acceptance of a public way have been met. More than 75% of the property owners directly abutting Polaris Circle have joined the petition; the Town will incur no costs, since (i) the street is classified as a "Type 1 – New subdivision" for which the developer bears all financial responsibility, and, in any event, (ii) no physical improvements are needed for acceptance, as the street has been constructed consistent with Town standards; and, finally, the PB has unanimously recommended acceptance of Polaris Circle as a public way.

Advisory recommends favorable action, 12-0.

ARTICLE 26. To see if the Town will vote to appropriate the sum of \$19,337.70 (NINETEEN THOUSAND THREE HUNDRED THIRTY-SEVEN DOLLARS AND SEVENTY CENTS), received from the Commonwealth Transportation Infrastructure Fund ("Fund") pursuant to St. 2016, c. 187, § 8(c)(i) for calendar year 2017 to address the impact of transportation network services on municipal roads, bridges and other transportation network services in the Town including the complete streets program established in Section 1 of Chapter 90I of the General Laws and other programs that support alternative modes of transportation; or take any other action in relation thereto.

(Board of Selectmen)

This Article asks Town Meeting to authorize the Board of Selectmen (BOS) to appropriate \$19,337.70 received from the state Department of Public Utilities (DPU) under Chapter 187, Section 8 of the Acts of 2016.

As background, in 2016 the state established a Commonwealth Transportation Infrastructure Fund, which consists of assessments collected from all Transportation Network Companies (TNCs), such as Uber and Lyft, at the rate of \$0.20 per ride. Each year, half of this collected fund is proportionately distributed to each city or town based on the number of rides that originated in that city or town. The city or town is then required to use those funds to address the impact of TNCs on municipal roads, bridges and other transportation infrastructure, or for any other public purpose substantially related to the operation of TNCs in town, including the "Complete Streets" program (adopted by the BOS in FY19) and other programs that support alternative modes of transportation.

Based on the 193,377 TNC rides originating in Wellesley in 2017, the first year of this DPU program, \$19,337.70 has been disbursed to the Town. These funds are special revenue without further appropriation. This Article seeks to appropriate the \$19,337.70 in the manner stipulated by Chapter 187, but the specifics of how this money will be spent have yet to be determined by the BOS as of the writing of this *Advisory Report*. The Town's recently formed Ad Hoc Mobility

Committee is studying the matter and will submit recommendations to the BOS prior to Annual Town Meeting.

Advisory Considerations

Advisory understands the Town's need to appropriate the Commonwealth Transportation Infrastructure Fund receipts in accordance with state law. Once the Board of Selectmen determines how the funds are to be deployed, Advisory will review that decision and make its recommendation.

Advisory will make its recommendation at or before the Annual Town Meeting.

ARTICLE 27. To see if the Town will vote to authorize the Board of Selectmen to enter into a lease of certain parcels of Town-owned land within the Cochituate Aqueduct; on such terms and conditions, including dollar amounts, as said Board deems to be in the Town's interest; or take any other action relative thereto.

(Board of Selectmen)

In this Article, the Board of Selectmen (BOS) seeks Town Meeting approval to enter into a ten-year lease for a small parcel (240 square feet) of Town-owned land located behind 254-258 Washington Street and abutting the Town-owned Eaton Court Parking Lot.

The parcel at issue in this Article has been the subject of a multi-year agreement between the Town and Haynes Management. That agreement, however, expired on April 1, 2018. Since that date, Haynes Management has occupied the parcel under a one-year license agreement. Haynes Management, its tenants and the tenants' customers use the small paved parcel to access the parking lot behind 254-258 Washington Street. The Town has a number of existing long-term leases on parcels (such as those along the Aqueduct), all of which have been authorized by prior Town Meetings.

Consistent with its practice in leases of this type, the BOS recently contracted for an appraisal of the parcel. As of the date this *Advisory Report* went to print, the BOS had not received the appraisal. If Town Meeting authorizes the BOS under this Article to lease the property, the BOS will then issue a Request for Proposals (RFP) to solicit bids for the lease, with the lease going to the respondent with the most advantageous offer, as determined by the BOS.

Advisory Considerations

Advisory understands the BOS interest in establishing a long-term lease for this parcel, which would be consistent with the Town's treatment of other Town-owned parcels and would be more efficient than the present short-term license. Advisory is awaiting the results of the appraisal before making its recommendation on this Article.

Passage requires a 2/3 vote.

Advisory will make its recommendation at or before the Annual Town Meeting.

ARTICLE 28. To hear the report of the Board of Public Works that certain easements for drainage utilities be abandoned and a new easement granted, and to see if the Town will vote, pursuant to Chapter 40, Section 15 of the Massachusetts General Laws, to authorize the Board of Public Works to make the required declaration to grant a new drainage easement and abandon a portion of the drainage easement for the property at 37 Ravine Road, Wellesley, MA, as described herein, without charge for said declaration. The easements for drainage are more fully described as follows:

WHEREAS, by instrument dated May 17, 1935, recorded with Norfolk Registry of Deeds in Book 2074, Page 539 (the "1935 Grant"), and modified by agreements on May 8, 1939, recorded in Book 2225, Page 378, August 26, 1952, recorded in Book 3110, Page 503, and November 10, 1997, recorded in Book 12084, Page 72 (the "1997 Agreement"), the Owner's predecessor in title agreed to construct and to allow the Town of Wellesley to construct and maintain certain drains across their land between Ledgeways and Ravine Road in Wellesley, to carry off surface waters from said Ledgeways and the watershed tributary to it;

WHEREAS, the location of said easement, as amended by the 1997 Agreement, is shown as "Proposed 10' Wide Drain Easement" on a plan entitled "Plan of Drain Easement at #37 Ravine Road, Wellesley, Mass", dated September 26, 1997, and recorded with the Norfolk Registry of Deeds as Plan 775 of 1997;

WHEREAS, the Town intends to abandon portions of the abovementioned drain easement, said portions being shown as "10' Wide Drain Easement (To Be Abandoned)" on a plan entitled "Easement Plan of Land, 37 Ravine Road in Wellesley, Mass (Norfolk County)", dated November 28, 2018, and prepared by Metrowest Engineering, Inc. (the "2018 Plan"); therefore:

1. Grant of Easement and Acceptance by Town.

The Owner of 37 Ravine Road grants to the Town a drainage easement shown on the 2018 Plan as the "Proposed 15' Wide Drainage Easement", which grant is on the same terms and conditions and is to be held by the Town on the terms and conditions of the 1935 Grant, as amended by the 1997 Agreement, except that the Owners may only change the location of the easement upon the approval of the Board of Public Works. The Town hereby accepts the grant of easement as set forth herein.

2. Abandonment of Drainage Easement.

The Town abandons and discharges all its rights, title and interest to the area shown on the 2018 Plan as "10' Wide Drain Easement (To Be Abandoned)" and the Town hereby conveys to the Owners of 37 Ravine Road all rights, title and interest to the parcel of land shown on the 2018 Plan as the "10' Wide Drain Easement (To Be Abandoned)". The Town is released from any liability or responsibility arising from or in any way connected with any obligations with respect to the area shown on the 2018 Plan as the "10' Wide Drain Easement (To Be Abandoned)".

or take any action in relation hereto.

(Board of Public Works)

Acceptance or abandonment of easements occurs regularly at Town Meeting. Some easements are required by the Town to access private property for the maintenance, repair or replacement of water, sewer or drain lines as well as electrical conduits or electrical transformers. In other instances, easements are requested by landowners seeking to acquire utility services on their property. Before any easement is presented for acceptance or abandonment at Town Meeting, it is reviewed and approved by Town Counsel and the Department of Public Works (DPW) Engineering Division. The easement documents are signed by the BPW and submitted to the Board of Selectmen for inclusion in the Annual Town Meeting Warrant. After approval by a two-thirds vote at Town Meeting, the acceptance or abandonment of the easement is executed and recorded at the Norfolk County Registry of Deeds.

In this case, the owner of 37 Ravine Road has effectively asked the Town to relocate an existing easement in order to improve drainage in the area that was problematic. From the Town's perspective, it also required frequent cleaning and was difficult to maintain. The improved drainage channel will require less maintenance and will reduce flooding in the area. The owner of the property will pay for all drainage-related infrastructure changes. The relocation requires the Town's acceptance of the new grant of easement and the abandonment of the prior easement.

Advisory Considerations

The abandonment and relocation of the easement were requested by, and the infrastructure changes will be funded by, the property owner. The DPW has exercised the required due diligence in order to confirm that abandonment and relocation of the easement will not degrade, and in fact will improve, drainage in the area. All of the preliminary steps that are required by state law to abandon existing easements and present a new, relocated easement have been followed in this case. Accordingly, Advisory supports this Article.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 11-0.

ARTICLE 29. To see if the Town will vote to amend the Zoning Bylaw by changing the manner in which the Sections and references thereto are numbered from Roman Numerals to Arabic numbers (such that Section I becomes Section 1, Section IA becomes Section 1A, Section II becomes Section 2, and so forth throughout the remainder of the Zoning Bylaws), instituting a consistent internal arrangement protocol (lettering and numbering) throughout the Bylaw with updated references, and correcting identified grammatical, typographical, and formatting errors, or to take any other action in relation thereto.

(Planning Board)

This Article would amend the Zoning Bylaw to make three types of changes: 1) changing the methodology of numbering the sections from Roman numerals to Arabic numbers; 2) instituting a consistent internal arrangement protocol throughout the Bylaw; and 3) correcting a limited number of grammatical and formatting errors. The Planning Board believes that these changes would make the Zoning Bylaw easier to access and use. At Town Meeting, the Planning Board will be submitting an amended version of the Zoning Bylaw (titled “Town of Wellesley Zoning Bylaws as Renumbered and Revised under Article 29”, available for viewing now at <https://wellesleyma.gov/985/Zoning-Articles-for-2019-ATM>), showing all the changes proposed under Article 29.

These proposed changes grew out of the recommendations of the Unified Plan to update the Zoning Bylaw to improve clarity and precision. Most people are more familiar with the Arabic numbers, which are used in the Town’s General Bylaws, so the change would promote consistency among the Town’s governing provisions. The proposed changes will enforce a consistent organization within sections, and by correcting the grammatical and formatting errors, the changes will also improve the clarity of the Zoning Bylaw. Overall, the Planning Board believes that these changes will facilitate the ease of use of the Zoning Bylaw by residents and staff.

Advisory Considerations

Advisory agrees with the Planning Board that the proposed changes will increase the ease of use and clarity of the Zoning Bylaw.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 13 to 0.

ARTICLE 30. To see if the Town will vote to amend the Zoning Bylaw by renumbering Section I, Establishment of Districts, as Section IA (or as Section 1A), by renumbering Section IA, Definitions, as Section IB (or as Section 1B), and by inserting a new Section I, General Provisions, (or Section 1) to include provisions of the Preamble, Section XXVI., Adoption/Amendment Procedures, Section XXVII., Existing Bylaws Not Repealed, and Section XXVIII., Invalidity, which Sections are to be deleted in their entirety, and amending references to all affected Sections throughout the Bylaw, as follows:

Section 1. GENERAL PROVISIONS

A. Title

This Bylaw is and shall be known as “the Zoning Bylaw of the Town of Wellesley, Massachusetts,” and may be referred to or cited as, including throughout this document, “this Zoning Bylaw” or “the Zoning Bylaw.”

B. Scope of Authority

The Zoning Bylaw of the Town of Wellesley, Massachusetts, is enacted in accordance with the provisions of the Zoning Act, Massachusetts General Laws (M.G.L.), c. 40A, and any and all amendments thereto.

C. Purpose

This Zoning Bylaw is enacted for the following intended purposes, as authorized by, but not limited to, the provisions of the Zoning Act, M.G.L., c. 40A, as amended, Section 2A of 1975 Mass. Acts 808, and Article 89 of the Amendments to the Constitution of the Commonwealth of Massachusetts:

1. To lessen congestion in the streets;
2. To conserve health;
3. To secure safety from fire, flood, panic, and other dangers;
4. To provide adequate light and air;
5. To prevent overcrowding of land;
6. To avoid undue concentration of population;
7. To encourage housing for persons of all income levels;
8. To facilitate the adequate provision of transportation, water, water supply, drainage, sewerage, schools, parks, open space, and other public requirements;
9. To conserve the value of land and buildings, including the conservation of natural resources and the prevention of blight and pollution of the environment;
10. To encourage the most appropriate use of land throughout the Town, consistent with the goals and policies of the Town of Wellesley Comprehensive Plan; and
11. To preserve and increase amenities by the promulgation of regulations to fulfill said objectives.

D. Applicability

All buildings or structures hereinafter erected, reconstructed, altered, enlarged, or moved, the use of all premises in the Town, and any applicable permitting, shall be in conformity with the provisions of this Zoning Bylaw. No building, structure or land shall be used for any purpose or in any manner other than as expressly permitted within the district in which such building, structure or land is located. Where the application of this Zoning Bylaw imposes greater restrictions than those imposed by any other regulations, permits, restrictions, easements, covenants, or agreements, the provisions of this Zoning Bylaw shall control.

E. Other Laws and Regulations

Nothing contained in this Zoning Bylaw shall be construed as repealing or modifying any existing bylaw or regulation of the Town, but it shall be in addition thereto. Furthermore, this Zoning Bylaw shall not be construed to authorize the use of any land or structure for any purpose that is prohibited by any other provision of the General Laws or by any other bylaw, rule, or regulation of the Town of Wellesley; nor shall compliance with any such provision authorize the use of any land or structure in any manner inconsistent with this Zoning Bylaw, except as required by the Massachusetts General Laws.

F. Amendment

This Zoning Bylaw may from time to time be changed by amendment, addition, or repeal by the Town Meeting in the manner provided for in M.G.L., c. 40A, § 5, and as required by M.G.L., c. 40, § 32, and any amendment(s) thereto.

G. Severability

The invalidity of any section or provision of this Zoning Bylaw shall not invalidate any other section or provision herein.

, or take any other action in relation thereto.

(Planning Board)

This Article would amend the Zoning Bylaw to add a prefatory section titled “General Provisions,” which will include introductory parts that are located throughout the existing Bylaw. The current Bylaw is missing such an introductory section that states the general purpose of the Zoning Bylaw and the authority from which it is derived.

The General Provisions section will also include current sections that describe how changes to the Bylaw should be made. The Planning Board feels that these should be brought forward to the front of the Zoning Bylaw and made part of the General Provisions section. The Planning Board believes that adding the General Provisions section, which provides a guide to the Zoning Bylaw at the beginning, will promote clarity and ease of use.

Advisory Considerations

Advisory is supportive of the proposed change to include a General Provisions section that introduces the Zoning Bylaw and lays out how changes to the Bylaw can be made.

Some Advisory members questioned whether referencing the Massachusetts General Laws (MGL) for the amendment process was truly a better approach, since it will require the user to take an additional step and look up the relevant MGL section. The Planning Board explained that the new referencing approach will prevent the Zoning Bylaw from containing language that is inconsistent with MGL. However, the Planning Board indicated a willingness to lay out the specific statutory steps for amending the Zoning Bylaw on the Town website.

Overall, Advisory believes that this section will improve the Zoning Bylaw and make it easier to use.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 13 to 0.

ARTICLE 31. To see if the Town will vote to amend the Zoning Bylaw by deleting Section XXI, Off-Street Parking, and readopting the Section, as follows. This amendment to be effective as of July 1, 2019, or upon receipt of the Attorney General's approval if later.

SECTION XXI. OFF-STREET PARKING.

A. Purpose

It is the intent of this Section that any use of land involving the arrival, departure, parking or storage of motor vehicles upon such land be so designed and operated as to assure that all structures and land uses shall have sufficient off-street automobile parking to meet the needs of persons employed at, or making use of, such structures or land uses.

B. Definitions

As used herein the following words and phrases shall have and include the following respective meanings:

Parking Space - An area exclusive of maneuvering area and driveway for the parking of one motor vehicle.

Parking Area - An area either used or required for parking of five or more motor vehicles not for sale or rental, including necessary maneuvering space, maneuvering aisle, and driveway, but not including such areas on a lot used for one or two-family dwellings.

Storage Area - An area either used or required for the storage of motor vehicles held for sale or rent.

Maneuvering Space - An area in a parking area which (1) is immediately adjacent to a parking space, (2) is used for and/or is necessary for turning, backing, or driving forward a motor vehicle into such parking space but (3) is not used for the parking or storage of motor vehicles.

Maneuvering Aisle - A maneuvering space which serves two or more parking spaces, such as the area between two rows of parking spaces.

Driveway - An area on a lot, in addition to parking and maneuvering spaces and aisles, which is designed or used to provide for the passage of motor vehicles to and from a street or way.

Motor Vehicle - Any vehicle for which registration is required in order to travel legally on Massachusetts highways.

Use - The purpose for which land or buildings are employed, arranged, designed, or intended, or for which either is occupied or maintained.

Service Area - An area used for maneuvering and/or temporary parking of motor vehicles or storage containers employed in providing the pickup and delivery of goods and services.

C. Applicability

The following activities shall be subject to the requirements of this Section, and a Parking Plan demonstrating compliance with this Section and submitted in accordance with subsection E., Administration, shall be required for any of these activities:

1. The erection, enlargement, or alteration of a building or structure for which a parking area or storage area would be required by subsection D., Regulations and Restrictions, 2., Required Parking;
2. The construction of a new parking area or storage area, or the enlargement or alteration of an existing parking area or storage area; enlargement or alteration shall include any installation, removal, or relocation of any curbing, landscaping islands, traffic islands, or driveways, and any striping or restriping of pavement markings on an existing parking area or storage area which alters the configuration of the parking area or number of parking spaces; and
3. Any change in the use or uses of the structure or land that would require greater parking requirements, as required by D., Regulations and Restrictions, 2., Required Parking, from those applicable to the former use(s) of said structure or land.

D. Regulations and Restrictions

1. General Provisions

The following general provisions shall apply:

- a. No existing off-street parking spaces shall be eliminated by the replacement or enlargement of an existing structure, unless replaced by spaces provided in accordance with this Section;
- b. No existing parking area or existing storage area shall be discontinued or altered if the requirements of this Section would not thereafter be satisfied;

- c. Enlargements or alterations to existing structures with less parking than is required by this Section (unless such deficient parking was allowed by a Variance or Special Permit) shall only be required to provide additional parking to accommodate the additional use (e.g. based on the applicable square footage, ground coverage, dwelling unit, guest room);
- d. Changes in the use or uses of existing structures, or parts thereof, or of land, shall require additional off-street parking spaces in accordance with the provisions of this Section, but only to the extent of such change;
- e. Nothing herein shall be construed to prohibit the owner of a parking or storage area from restricting the use thereof to his customers, employees, or other invitees, nor from charging a reasonable fee for the use thereof; and
- f. Areas required to be kept open and unoccupied by buildings or structures under Section XVIII, Area Regulations, C., Ratio of Building to Lot Area, and Section XIX, Yard Regulations, may be used to satisfy the provisions of this Section.

2. Required Parking

In all districts which require off-street parking in accordance with this Zoning Bylaw, off-street parking shall be provided for uses (excluding public housing for the elderly) according to Table 21.1, Off-Street Parking Requirements. The Table provides the minimum number of parking spaces required for various uses in the zoning districts, but is not intended to indicate the allowed uses in the districts.

Where two or more uses are conducted on a single lot, the minimum number of required parking spaces shall be the sum of the requirements for the uses.

Table 21.1, Off-Street Parking Requirements		
USE	ZONING DISTRICT	MINIMUM NUMBER OF PARKING SPACES
Apartment house, apartment hotels.	Business Districts A, Industrial Districts A.	One space for each apartment dwelling unit contained in buildings.
Hotel, inn, lodging house, restaurant or other eating place.	Single Residence Districts A, General Residence Districts A, Limited Residence Districts, Business Districts A, Industrial Districts A.	Either one space per two guest rooms or one space for each 100 sq. ft.* of area in which food is served, whichever is greater.
Building used for administrative, clerical, statistical & professional offices, and other similar uses.	Administrative and Professional Districts ***, Limited Business Districts.	One space for 100 sq. ft.* of ground coverage of buildings but not less than 3.2 & spaces per 1,000 sq. ft. of floor area of buildings.**
Hotel, motel, inn, restaurant operated in conjunction with such similar uses.	Limited Business Districts.	One space per guestroom and one space for each 100 sq. ft.* of area in which food is served.
Any building where the principal use is motor vehicle sales or service.	Business Districts A, Industrial Districts A.	One space per employee and one space per motor vehicle (not for sale or rental) owned, operated or associated with the establishment and one space per 100 sq. ft.* of area occupied by buildings.
Apartment building or group of buildings containing three or more dwelling units.	Limited Residence Districts.	One space on the lot for each dwelling unit.
Apartment building or group of buildings containing 20 or more dwelling units.	Limited Apartment Districts.	1.5 spaces for each dwelling unit of two bedrooms or less and two parking spaces for each dwelling unit providing three bedrooms or more.
Any building used for any business, industrial, educational or commercial purpose residential uses accessory to an educational use.	Educational Districts A, Business Districts A, Industrial Districts A.	One space for each 150 sq. ft.* occupied by buildings but not less than 3.2 spaces per 1,000 sq. ft. of floor area of buildings.**

Table 21.1, Off-Street Parking Requirements		
USE	ZONING DISTRICT	MINIMUM NUMBER OF PARKING SPACES
Any building used for physical education or physical recreation purpose.	Educational Districts B, Business Districts A, Industrial Districts A.	One space for every 3 permanent spectator seats, which shall include folding bleachers that are attached to buildings, but not less than one space per 1,000 sq. ft. of floor area of buildings.**
Any allowed use with or without a special permit.	Lower Falls Village Commercial District.	3.2 spaces per 1,000 sq. ft.* of first floor area of buildings.** 2 spaces per 1,000 sq. ft.* of upper floor space in excess of 4,000 sq. ft.** ****
Assisted Elderly Living, Independent Elderly Housing.	Residential Incentive Overlay District.	0.65 spaces per dwelling unit.
Conventional Multi Family Housing.	Residential Incentive Overlay District.	2 spaces per dwelling unit.
Nursing Home and/or Skilled Nursing Facility.	Residential Incentive Overlay District.	1 space for 5 nursing home beds.
Any building used for any business, industrial, educational or commercial purpose.	Wellesley Square Commercial District, Business Districts, Industrial Districts.	One space for each 150 sq. ft.* of ground coverage of buildings but not less than 3.2 spaces per 1,000 sq. ft. of floor area of buildings.**
Town House.	Town House, General Residence, General Residence A.	Two spaces on the lot for each dwelling unit.
Any residential use.	Linden Street Corridor Overlay District.	2.5 spaces per one, two or three bedroom unit.
Any nonresidential use.	Linden Street Corridor Overlay District.	5 spaces for each 1,000 square feet of ground coverage of buildings*, but not less than 3.2 spaces per 1,000 square feet of floor area of buildings.**
<p>For purposes of the above parking requirements, any increase in on-street parking spaces included in a proposed Linden Street Corridor Overlay District Development Site at the expense of the proponent shall be counted towards satisfaction of the off-street parking requirement.</p> <p>* Computed to the nearest ten square feet.</p> <p>** Floor area shall be the sum of the horizontal areas of the several floors (including basement) of a building to the nearest 100 square feet, except that such floor area as</p>		

Table 21.1, Off-Street Parking Requirements

USE	ZONING DISTRICT	MINIMUM NUMBER OF PARKING SPACES
is provided for deck parking or other in building parking shall be counted for required parking space and not in figuring floor area for which parking must be provided. For the purpose of computing the requirements, the area shall be measured from the exterior surface of the exterior walls.		
***	No parking facilities other than those for transient motor vehicles shall be located between the principal building and the principal street line.	
****	If any portion of a parcel is within 600 feet of any portion of a public parking area or areas, having individually or jointly 50 or more parking spaces, off-street parking shall be provided at a ratio of 2.5 spaces per 1,000 gross square feet of commercial floor area, excluding uninhabitable basement areas.	

3. Development Standards

Each parking area hereafter devoted to the off-street parking of fifteen (15) or more vehicles regardless of whether said parking area is required by this Bylaw, shall comply with the standards as hereinafter set forth:

DESIGN

- a. Parking spaces and maneuvering aisles shall have the minimum dimensions set forth in the following table:

MINIMUM PARKING SPACE AND AISLE DIMENSIONS FOR PARKING AREAS (in feet)

Angle of Parking	Width of Parking Space	Depth of Parking Space	Width of Maneuver Aisle
61° - 90°	8'6"	18'	24'
46° - 60°	8'6"	18'	18'
45°	8'6"	18'	15'
Parallel	8'0"	22'	12'

Parking spaces for the exclusive use of handicapped individuals shall be provided in accordance with the Rules and Regulations of the Architectural Barriers Board.

Provided however, that compact car spaces having the minimum dimensions set forth in the following table may be used to satisfy up to a maximum of 30% of the off-street parking spaces required. Such spaces shall be designated for "Compact Cars Only" by signs or pavement markings.

**MINIMUM PARKING SPACE AND AISLE DIMENSIONS
FOR PARKING AREAS (in feet) DEVOTED TO COMPACT CARS**

Angle of Parking	Width of Parking Space	Depth of Parking Space	Width of Maneuver Aisle
61° - 90°	7'6"	15'	24'
46° - 60°	7'6"	15'	18'
45°	7'6"	15'	15'
Parallel	7'0"	19'	12'

- b. The number of driveways permitting entrance to and for exit from a lot shall be limited to two per street line. Driveways shall be located so as to minimize conflict with traffic on public streets and where good visibility and sight distances are available to observe approaching pedestrian and vehicular traffic.
- c. The width of a driveway for one-way traffic shall be not less than twelve (12) feet as measured at its narrowest point. The width of a driveway for two-way use shall be a minimum of eighteen (18) feet and a maximum of twenty-four (24) feet, as measured at its narrowest point.
- d. All parking areas shall be so arranged and designed that the only means of access and egress to and from such areas shall be by driveways meeting the requirements of this Section.
- e. Driveways shall be arranged for the free flow of vehicles at all times, and all maneuvering spaces and aisles shall be so designated that all vehicles may exit from and enter into a public street by being driven in a forward direction.
- f. On any parking area in any District, all paved portions of all parking spaces and maneuvering aisles shall be set back five (5) feet from any wall of a building, and five (5) feet from any private or public way, or any lot line of any land in residential districts or used for residential, conservation or park purposes.
- g. Each required off-street parking space shall be designed so that any motor vehicle may proceed to and from said space without requiring the moving of any other vehicle or by passing over any other parking space, except where the parking area is attended or limited to employees.

CONSTRUCTION

- a. All required parking spaces, maneuvering aisles, and driveways shall have a durable, dustless, all-weather surface, such as bituminous concrete or cement concrete, and shall provide for a satisfactory disposal of surface water by grading and drainage in such a manner that no surface water shall drain onto any public way or onto any lot in other ownership and such surfaces shall be well maintained.

- b. Parking areas in all Districts shall be provided with curbing, wheel stops, or other devices to prevent motor vehicles from being parked or driven within required setback areas or onto the required landscaped open space.
- c. In any parking area the surface shall be painted, marked or otherwise delineated so that each parking space is apparent.

LANDSCAPING

- a. For an outdoor parking area containing twenty (20) or more parking spaces, there shall be planted at least one tree for every ten (10) parking spaces on any side of the perimeter of such parking area that abuts the side line of a private or public way, or abuts the lot line of land in residential districts or land used for residential purposes.
- b. In any outdoor parking area a landscaped open space having an area of not less than 10% of the outdoor parking area on the lot shall be provided. A minimum of one half of the required landscaped open space shall be located in the interior of the parking area.
- c. Trees required by the provisions of this Section shall be at least two (2) inches in diameter at a height of five (5) feet at the time of planting and shall be of a species characterized by rapid growth and by suitability and hardiness for location in a parking lot. To the extent practicable, existing trees shall be retained and used to satisfy the provisions of this Section.

SCREENING

Any parking, storage, or service area which abuts residential districts or uses shall be screened from such residential districts or uses and any parking area shall be screened from a public or private way in accordance with the following requirements:

- a. Materials - plant materials characterized by dense growth which will form an effective year-round screen shall be planted, or a fence or a wall shall be constructed, to form the screen. Where a grill or open-work fence or wall is used it shall be suitable in appearance and materials. Screening may consist of both natural and man-made materials. To the extent practicable, existing trees shall be retained and used to satisfy the provisions of this Section.

- b. Height - screening shall be at least five (5) feet in height. Plant materials when planted, may be not less than 3 1/2 feet in height if of a species or variety which shall attain the required height and width within three (3) years of planting. Height shall be measured from the finished grade.
- c. Width - screening shall be in a strip of landscaped open space at least five (5) feet wide, and so located as not to conflict with any corner visibility requirements or any other Bylaws of the Town.
- d. Maintenance - all required plant materials shall be maintained in a healthy condition and whenever necessary replaced with new plant materials to insure continued compliance with screening requirements. All required fences and walls shall be permanently maintained in good repair and presentable appearance and whenever necessary they shall be repaired or replaced.
- e. Lighting - all artificial lighting used to illuminate a parking or storage area, maneuvering space or driveway shall be arranged and shielded so as to prevent direct glare from the light source into any public street or private way or onto adjacent property.

E. Administration

1. Permits

Any application for a permit for the activities listed in subsection C. Applicability shall be accompanied by a Parking Plan showing compliance with the requirements of this Section. For activities that constitute a Major Construction Project or Project of Significant Impact as defined by Section XVIA. Project Approval B. Part 1. Principal Definitions, the required Parking Plan shall be submitted to the Zoning Board of Appeals for review. The Zoning Board of Appeals shall grant a Parking Plan Permit if the requirements of this Section are satisfied. For all other activities, the required Parking Plan shall be submitted to the Building Inspector. The Building Inspector shall grant a Parking Plan Permit if the requirements of this Section are satisfied. If the Building Inspector or Zoning Board of Appeals, as applicable, determines that the Plan is not in compliance with this Section, they shall deny the application setting forth their grounds for denial in writing.

A Parking Plan shall include:

- a. The quantity, location, and dimensions of all driveways, maneuvering spaces and aisles, parking spaces, storage areas, and drainage facilities.
- b. The location, size, and type of materials for surface paving, curbing or wheel stops, landscaping, screening and lighting;
- c. The location of all building and lot lines; and
- d. Such other information as the Building Inspector or Zoning Board of Appeals, as applicable, may require.

The Plan shall be a drawing at a scale of 1 inch equals 20 feet or 1 inch equals 40 feet or at such other scale as the Building Inspector or Zoning Board of Appeals, as applicable, may direct.

Where necessary for the administration of this Section, the Building Inspector or Zoning Board of Appeals, as applicable, may require that the owner, operator or occupant of a lot or any building thereon, furnish a statement as to the number of employees customarily working at any one time on the premises. The Building Inspector or Zoning Board of Appeals, as applicable, may, at any reasonably time, enter upon a lot or into any building thereon, in order to make such determinations as are necessary for the administration of this Section.

2. Special Permits

- a. In the case of such activities which do not meet the requirements of this Section, or are not otherwise exempt, the Zoning Board of Appeals may grant a Special Permit, pursuant to Section XXV, Special Permit Granting Authority.
- b. Standards: In considering the issuance of a Special Permit from the requirements of this Section, the Zoning Board of Appeals shall make a finding that the standards specified in Section XXV, Special Permit Granting Authority, D. Special Use Permit Standards, are satisfied.

, or take any other action relative thereto.

(Planning Board)

This Article would amend the Zoning Bylaw to delete the existing Off-Street Parking section and replace it with a new section of the same title. The purpose is to clarify the administration and applicability of off-street parking requirements for commercial and Town buildings. Neither the old nor the new Off-Street Parking section applies to driveways of residential properties.

The Planning Board believes that the current Zoning Bylaw contains processes and administrative elements that are not as clear as they could be, and this results in added work for applicants and staff. The Planning Board has rewritten the section to improve the Applicability, General Provisions, and Administration portions of the Bylaw.

The rewritten Off-Street Parking Bylaw is not meant to be a substantive change of design standards or parking requirements. Rather, the new section is intended to clarify existing requirements and make their application easier. The Planning Board intends to bring forward substantive changes to specific parking provisions, such as dimensional requirements, at a later date.

Advisory Considerations

Advisory agrees with the Planning Board that the rewritten Off-Street Parking section is an improvement over the existing Bylaw. The new section should make the Bylaw clearer for applicants to understand and also easier for staff to administer.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 14 to 0.

ARTICLE 32. To see if the Town will vote to amend the Zoning Bylaw by adding a new section, Section XVIG, Outdoor Lighting, to regulate the installation and use of outdoor lighting in association with certain projects, as follows. This amendment to be effective as of July 1, 2019, or upon receipt of the Attorney General's approval if later.

SECTION XVIG. OUTDOOR LIGHTING

A. Title

The Section shall hereafter be known and cited as the "Town of Wellesley Outdoor Lighting Bylaw" or "Outdoor Lighting Bylaw."

B. Purpose and Intent

The purpose of this Section is to enhance public safety by providing for adequate and appropriate outdoor lighting, protect community character, promote energy conservation, protect against light trespass and glare, protect the privacy of residents, and minimize sky glow.

C. Definitions

Cutoff Angle - The angle formed by a line drawn from the direction of the direct

light rays at the light source with respect to the vertical, beyond which no direct light is emitted. (See Figure 1 for examples of Cutoff Angle)

Direct Light - Light emitted from the lamp, off the reflector or reflector diffuser or through the refractor or diffuser lens, of a luminaire.

Fixture - The assembly that houses a lamp or lamps and which may include a housing, a mounting bracket or pole socket, a lamp holder, a ballast, a reflector or mirror, and/or a refractor, lens, or diffuser lens.

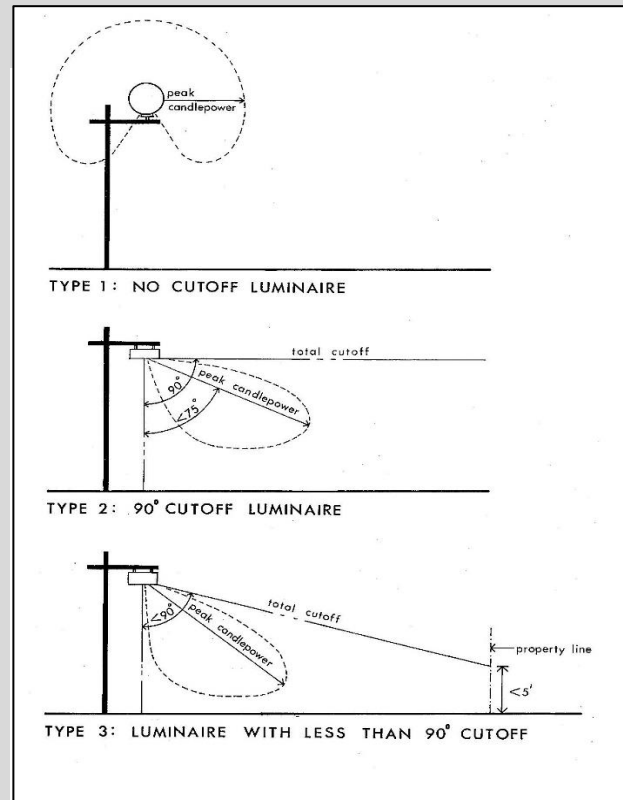


Figure 1 - Examples of Cutoff Angle

Foot-candle - A unit that measures light illumination on a surface or area that is one foot from a uniform point source.

Fully Shielded Luminaire - A lamp and fixture assembly designed with a cutoff angle of 90 degrees or less so that no direct light is emitted above a horizontal plane. *(See Figure 2 for examples for Fully Shielded Luminaires that would be acceptable and permitted under this Section, or would be unacceptable/discouraged and therefore prohibited under this Section)*

Glare - Light emitted from a luminaire with an intensity great enough to produce annoyance, discomfort, or a reduction in a viewer's ability to see.

Height of Luminaire - The vertical distance from the finished grade of the ground directly below to the lowest direct-light-emitting part of the luminaire.

Illuminance - The luminous flux per unit area at any point on a surface exposed to incident light. Measured in foot-candles or lux.

Lamp - The component of a luminaire that produces the actual light.

Light Trespass - The shining or spillage of direct light produced by a luminaire beyond the boundaries of the lot or parcel on which the luminaire it is located, or beyond the boundaries of multiple lots or parcels under common ownership.

Lumen - A unit that measures light energy generated by a light source. For the purposes of this Section, the lumen output shall be the initial lumen output of a lamp, as rated by the manufacturer.

Luminance - The intensity of light emitted from a surface per unit area in a given direction; measured in candela per meter squared (cd/m^2).

Luminaire - A complete lighting system, including a lamp or lamps and a fixture.

Lux - A unit that measures light illumination on a surface or area that is one meter from a uniform point source. On a photometric plan, the lux measurement is often converted from meters to feet and referred to in terms of foot-candles.

Sky Glow - The diffuse luminance of the night sky derived from artificial lighting, apart from discrete natural light sources such as the Moon and stars. It is the most commonly noticed aspect of light pollution.

D. Applicability

The provisions of this Section shall apply to the following project types which include the proposed installation of one or more outdoor luminaires for exterior lighting:

1. Major Construction Projects and Minor Construction Projects, as defined by Section XVIA, Project Approval; and
2. Externally illuminated signs requiring Design Review and/or a Special Permit, as required and defined by Section XXIIA, Signs.

Where these regulations are more specific and/or more restrictive with respect to lighting associated with an applicable project type for which other standards may exist within the Zoning Bylaw, the regulations contained in this Section shall take precedence.

The provisions of this Section shall not apply to one-family or two family dwellings, or structures and uses accessory to such dwellings.

The provisions of this Section shall not apply to the ordinary maintenance, repair, and/or replacement of luminaires not approved as part of and/or associated with one or more of the aforementioned project types; furthermore, the provisions of this Section shall not apply to the installation of new luminaires on properties not subject to one or more of the aforementioned project types following the effective date of this Section.

E. Administration

For the project types subject to the provisions of this Section, the following information shall be submitted, except to the extent as such information may be waived by the Design Review Board or Zoning Board of Appeals, as applicable:

1. Information identifying the location, orientation, height, and type of outdoor luminaires to be installed;
2. The luminaire manufacturer's specification data, including, at a minimum, lamp type (light emitting diode, metal halide, compact fluorescent, high pressure sodium), lumen output, correlated color temperature ("CCT"), and photometric data showing light distribution and polar plots;

3. A photometric plan showing the intensity of illumination expressed in foot-candles and/or lux at ground level within the interior of the property and at the property boundaries, except that such plans shall not be required for externally illuminated signs; and

4. Sufficient evidence to confirm that all proposed outdoor luminaires

and lighting conditions comply with subsection F., General Regulations, of this Section.

F. General Regulations

All exterior luminaires and/or the outdoor lighting conditions associated with the project types subject to the provisions of this Section, shall comply with the following regulations, unless otherwise specified:

1. All luminaires shall be fully shielded.

(See Figure 2 for examples for *Fully Shielded Luminaires* that would be

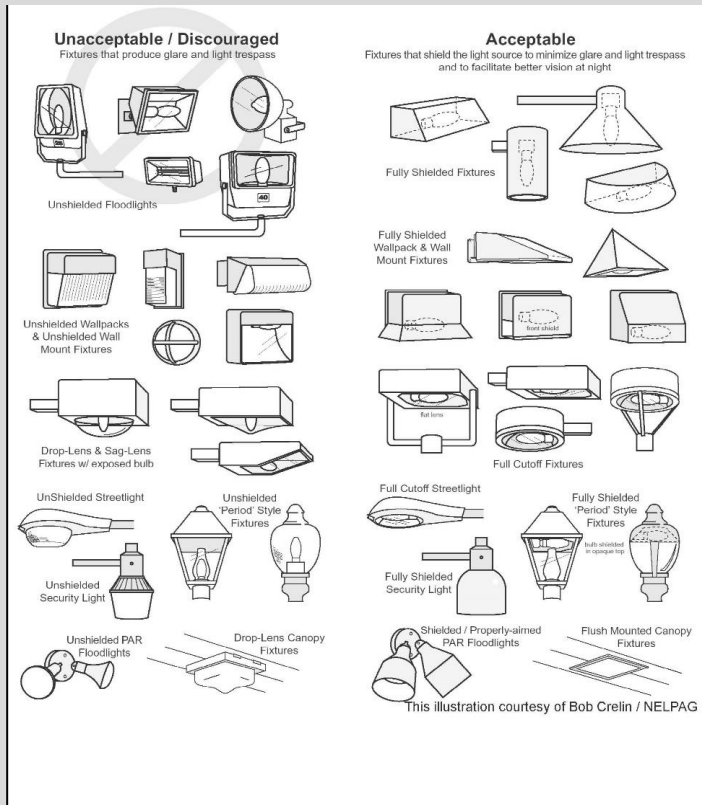


Figure 2 - Examples of Non-Shielded (unacceptable) and Fully Shielded (acceptable) Luminaires

Acceptable and permitted under this Section, or would be unacceptable/discouraged and therefore prohibited under this Section)

2. For residential uses, the correlated color temperature ("CCT") of any lamp shall not exceed 2,700K; for all other uses, the CCT of any lamp shall not exceed 3,000K.

3. Building-Mounted Fixtures: Luminaires attached to the exterior of a building or structure, including those to light signs, shall be mounted no higher than fifteen (15) feet above grade.
4. Ground-Mounted Fixtures: Luminaires mounted on the ground, including on poles or attached to Ground Signs, shall have a height no greater than twenty (20) feet.
5. Illuminance Levels and Light Trespass Limitations: Exterior lighting shall not exceed the illuminance levels (measured horizontally on the ground) or exceed the light trespass limits specified below in Table XViG.1.; Table XViG.1 shall not apply to externally illuminated signs; however, luminaires associated with such signs shall not have lamps which produce more than 60 watts and/or 800-900 lumens.

TABLE XViG.1, LIGHTING LEVELS AND LIGHT TRESPASS LIMITATIONS

Use	Maximum Illuminance (foot-candles/lux)	Maximum Light Trespass* (foot-candles/lux)
Residential Uses	5/50	0.5/5
Outdoor Recreation and Sports Facilities**	75/800	1.0/10
All Other Uses	10/100	

*The maximum foot-candles/lux allowable at all property lines, including property lines along a public or private street or way, except property lines between lots under common ownership.

**To include fields and venues for sporting events, games, and matches, such as tennis courts, and fields for baseball and soccer; not applicable to passive recreation areas, such as walking paths, or natural areas that may be used for recreation, such as skating ponds.

G. Exempt and Prohibited

1. Exempt: The following luminaires or lighting conditions shall be exempt from regulation under this Section:
 - a. Luminaires associated with security/emergency call boxes;
 - b. Luminaires located greater than 1,000 feet from a property line not in common ownership; and
 - c. Seasonal lighting of a temporary nature.
2. Prohibited: The following luminaires or lighting conditions shall be prohibited in conjunction with the project types identified in subsection D. of this Section:
 - a. Luminaires mounted to or otherwise attached to any trees or similar vegetation; and
 - b. Searchlights for commercial purposes.

H. Special Permits

1. Special Permits, Generally: In the case of such projects which incorporate one more outdoor luminaires not meeting the requirements of subsection F., General Regulations, or not otherwise exempt, the Zoning Board of Appeals may grant a Special Permit, per Section XXV, Special Permit Granting Authority.
2. Standards: In addition to those standards specified in Section XXV, Special Permit Granting Authority, in considering the issuance of a Special Permit from the requirements of this Section, the applicable Special Permit Granting Authority shall make a finding that one or more of the following conditions are met:
 - a. The proposed lighting is necessary to enhance public safety;
 - b. The proposed lighting enhances, or does not negatively impact, community ambiance and character; or
 - c. The proposed lighting does not produce unacceptable light trespass, glare, sky glow, or compromise the privacy of abutting property owners.

, or take any other action relative thereto.

(Planning Board)

This Article would amend the Zoning Bylaw to add a new section on Outdoor Lighting.

Currently, the Zoning Bylaw addresses lighting requirements in several different places within the Bylaw. This new section puts in place regulations related to lighting that supersede or complement existing regulations from the Sign Bylaw (Section 22A of the Zoning Bylaw). Further, the Outdoor Lighting section will add new requirements for outdoor lighting that apply to Major and Minor Construction Projects (as defined under the Zoning Bylaw), as well as to externally illuminated signs. The new Outdoor Lighting section will therefore apply to Town and commercial projects, but not to one- and two-family residential properties, which are expressly exempted from coverage.

The main purpose of the Outdoor Lighting section is to limit ambient glare and sky glow. It sets maximum levels for illuminance and light trespass levels, and it requires fully shielded light fixtures. It also establishes limits for color temperature.

The proposed Outdoor Lighting section allows an applicant to seek a special permit for lighting that is inconsistent with the terms of the new provisions, provided that the lighting is not excessive or disturbing to neighbors.

The proposed Outdoor Lighting section has been revised from earlier iterations advanced by the Planning Board in 2017 and 2018. Babson College and Wellesley College (the Colleges) had raised concerns that prior versions would not have allowed them to light their sports fields to NCAA standards. The current version of the Outdoor Lighting section, however, exempts sports fields that are located more than 1,000 feet from a property line. In addition, the lighting levels that apply to sports fields within 1,000 feet of a property line are consistent with NCAA standards and recommendations. The Colleges have not objected to this current proposal. So, too, Advisory had voiced concern that prior versions of the Outdoor Lighting section would have resulted in a lack of uniform treatment for residential properties by applying only to those subject to Large House Review. As noted above, however, the current Outdoor Lighting section specifically exempts one- and two-family dwellings from the terms of the provisions.

Advisory Considerations

Advisory recognizes that outdoor lighting that is too bright and lighting that crosses over property lines can be a nuisance to neighbors. Additionally, lighting that leaks upwards can contribute to sky glow, making it more difficult to see stars in the night sky. Thus, Advisory recognizes that there is a valid public purpose behind adding the proposed Outdoor Lighting section to the Zoning Bylaw.

Advisory recognizes that the Planning Board has sought to promulgate Outdoor Lighting regulations over the past several years. Advisory is pleased that the Planning Board took into account the comments and feedback from the Colleges, Advisory and residents who expressed concerns about earlier iterations of this proposed Bylaw change. By limiting the applicability of the new Outdoor Lighting section to major and minor Town and commercial projects, and specifically exempting one- and two-family residential properties, Advisory believes that the Planning Board has appropriately balanced the public purpose of reducing light pollution with the ability of residents to light their own properties.

As with some of the other changes being proposed to the Zoning Bylaw at this Town Meeting, Advisory also believes that the addition of the Outdoor Lighting section will provide greater clarity for applicants seeking to undertake projects in Town. Advisory notes that recent projects in Town, such as the Tolles Parsons Center and the Fiske and Schofield school renovations, comply with the proposed new outdoor lighting standards.

An Advisory member questioned the Town's ability to enforce the new Outdoor Lighting provisions. The Planning Board indicated that such enforcement (as with other Zoning Bylaw provisions) would be the responsibility of the Building Inspector and noted that the provisions are applicable only to certain development projects already subject to inspection on other matters.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 14 to 0.

ARTICLE 33. To see if the Town will vote to amend the Zoning Map of the Town of Wellesley, Massachusetts, to resolve discrepancies, by rezoning the following properties, as specified:

- a. To rezone the parcel located at 36 Pleasant Street (Assessor's Parcel ID# 135-19), totaling approximately 23,125 square feet in area, from the General Residence District and Single Residence District and 10,000 Square Foot Area Regulation District, an error depicted on the current Zoning Map, to the Single Residence District and 10,000 Square Foot Area Regulation District or to the General Residence District in its entirety; and
- b. To rezone four (4) parcels located at 42R Winding River Road, 56R Winding River Road, 70R Winding River Road, and 86R Winding River Road (Assessor's Parcel ID#s 142-1, 142-2, 142-3, and 129-8, respectively), and one parcel known as Assessor's Parcel ID# 142-4, the properties totaling approximately 93,670 square feet, 72,797 square feet, 30,743 square feet, 3,682 square feet, and 128,954 square feet in area, respectively, from the Single Residence District and 20,000 Square Foot Area Regulation District, an error depicted on the current Zoning Map, to the Single Residence District and 40,000 Square Foot Area Regulation District or to the Parks, Recreation, and Conservation District, in their entirety;

or take any other action relative thereto.

(Planning Board)

This Article would amend the Zoning Map to resolve two issues in the Zoning Map discovered by the Town Planning Department and GIS Division staff.

In 2003, Town Meeting adopted a digital Zoning Map that was intended to reproduce in digital format the existing manually produced Zoning Map. In recent years it was discovered that the 2003 Zoning Map did not conform in some places to the zoning adopted by Town Meeting prior to 2003. To resolve this matter and prevent future uncertainty over proper zoning districts for parcels, the Planning Department has conducted a multi-year effort to review the Zoning Map and, where appropriate, to make corrections. The 2017 and 2018 Annual Town Meetings (ATMs) approved amendments to correct errors in 22 areas. This year's Article and Motion address an additional two areas. At least one more area will be brought to a future Town Meeting.

The first correction (subsection "a" of the Motion) is the parcel at 36 Pleasant Street. The current Zoning Map shows the property erroneously split zoned between the General Residence District and the Single Residence District and 10,000 Square Foot Area Regulation District, although

Town Meeting previously approved placing this parcel entirely in the General Residence District. The Planning Board now, however, proposes placing 36 Pleasant Street entirely in the Single Residence District and 10,000 Square Foot Area Regulation District. The reason for this is twofold: it maintains consistency with changes to abutting properties approved at the 2018 Annual Town Meeting, and it is also preferred by the property owners and abutters.

The second area that needs correction consists of five contiguous properties on Winding River Road. These five properties are the rear portions of four parcels owned by residents of Needham (subsection "b" of the Motion) and the rear portion of one parcel owned by the Conservation Commission of Needham (subsection "c" of the Motion). The Wellesley Zoning Map shows the five parcels erroneously in the Single Residence District and 20,000 Square Foot Area Regulation District, despite prior Town Meeting action that placed them in the Single Residence District and 40,000 Square Foot Area Regulation District. The Planning Board recommends rezoning the four privately owned parcels to the Single Residence District and 40,000 Square Foot Area Regulation District and the parcel owned by the Conservation Commission into the Parks, Recreation, and Conservation District.

The Planning Department notified by mail all owners of the affected properties that are the subject of this Article. The Planning Department also notified by mail abutters within 300 feet of the affected properties. The proposed actions were also described and discussed at a public hearing. The Planning Department staff believes that these owners and abutters understand the basis for the Planning Board's proposed action and do not object to the initiative.

Advisory Considerations

Advisory agrees with the Planning Board that it is essential that the Town ensure that the Zoning Map is accurate. Advisory further believes that this proposed rezoning makes sense. Advisory commends the Planning Board and Planning staff for their careful review of the Zoning Map and for undertaking the painstaking work involved with this Article.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 14-0.

ARTICLE 34. To see if the Town will vote to amend the Zoning Map of the Town of Wellesley, Massachusetts to rezone the parcel located at 999 Worcester Street (Assessor's Parcel ID# 200-27), totaling approximately 29,420 square feet, from the Business District and Single Residence District and 10,000 Square Foot Area Regulation District, to the Business District in its entirety, or take any other action relative thereto.

(Planning Board)

This Article would amend the Zoning Map to rezone 999 Worcester Street in its entirety into the Business District. Currently, the property is split zoned between the Business District and the Single Residence District and 10,000 Square Foot Area Regulation District.

The portion of the property that is in the Single Residence District and 10,000 Square Foot Area Regulation District is used for parking in the rear of the building. Commercial activity has been permitted by periodically obtaining a Use Variance from the Zoning Board of Appeals. This form of relief is no longer allowed by state statute. This rezoning would resolve the split zoning and allow the commercial use to continue.

The Planning Department notified by mail all abutters within 300 feet of the affected properties. The proposed actions were also described and discussed at a public hearing. The Planning Department staff believes that the abutters understand the basis for the Planning Board's proposed action and do not object to the initiative.

Advisory Considerations

Advisory agrees with the Planning Board that it is preferable to resolve this split zoning issue. The Planning Board has earmarked Worcester Street (Route 9) as appropriate for commercial activity, and Advisory agrees that this property belongs in the Business District. The rezoning would remove the requirement that the property owner apply for a Use Variance at each change in ownership, especially important since the state statute no longer supports a Use Variance approach.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 13-0.

ARTICLE 35. To see if the Town will vote to amend the General Bylaws in order, to improve consistency of language and style throughout, to bring the Bylaws into conformance with existing practice, and to assign to the Human Resources Board responsibility for Town personnel policies and procedures, by:

1. Amending Section 8.3, Notice of Elections by eliminating the words “Wellesley Square” and replacing them with “the Police Station”;
2. Amending Section 26.7, Fees, by:
 - a. Inserting in parentheses, after the words “Business Certificates,” the acronym “(D/B/A)”;
 - b. Deleting the Item “For Furnishing an Abstract Copy of a Record of Birth” and the corresponding Fee of \$8.00;
 - c. Increasing the Fee for “Entering Delayed Record of Birth” from \$20.00 to \$30.00;
 - d. Inserting after “Entering Delayed Record of Birth” a new Item: “For Registration of a Home Birth” and a corresponding Fee in the amount of \$50.00;
 - e. Deleting the Item “For Furnishing an Abstract Copy of a Record of Death” and the corresponding Fee of \$8.00;
 - f. Deleting the Item “For Furnishing an Abstract Copy of a Record of Marriage” and the corresponding Fee of \$8.00;
 - g. Inserting after the last Item a new Item, “Publications”, and a table of Fees as follows:

Residence Book or CD	\$15.00
Zoning Bylaw Book	\$20.00
Town Bylaw Book	\$15.00
Large Maps	\$10.00
Small Maps	\$ 5.00
3. Replacing Section 30.10 substantially for the purpose of transferring responsibility for the maintenance of personnel policies and procedures from Town Meeting to the Human Resources Board.

A redlined copy of the General Bylaw showing said amendments shall be made available on the Town's website for inspection.

or to take any other action in relation thereto.

(Board of Selectmen)

Through this Article, the Board of Selectmen (BOS) seeks to amend several provisions of the Town's General Bylaws. A “redlined” version of the proposed changes is available on the Town's website, <https://wellesleyma.gov/DocumentCenter/View/13927/Town-Bylaws-as-of-ATM-2018-for-2019-Revisions-Tracked-1-28-19-with-Article-35-revisions>.

The BOS has put forward the proposed changes in two distinct Motions. Advisory's considerations and recommendations are provided at the end of each Motion.

MOTION 1: CHANGES TO NOTICE OF ELECTIONS AND TOWN CLERK FEES

In this Motion, the BOS proposes two sets of changes to the General Bylaws. The first change concerns the required location for posting of Notice of Elections under Section 8.3. That provision requires the BOS, at least seven days before a Regular Election and 14 days before a Special Election, to “post copies of the warrant in not less than two conspicuous places in the Town including but not limited to the Town Hall and Wellesley Square.” Motion 1 would replace “Wellesley Square” with “the Police Station.” Problems in recent years with notices being removed from, or falling down in, Wellesley Square prompted this change.¹

Second, Motion 1 makes a variety of changes to the list of Fees under Article 26, Town Clerk. Provisions for furnishing abstract copies of birth, marriage and death certificates are deleted, as this form of record is now obsolete for the Town Clerk’s office. The fee for entering a delayed record of birth is increased slightly (from \$20 to \$30), and a new provision for the registration of a home birth is added, with a corresponding fee of \$50, in recognition of the additional staff time required to process such a registration. Finally, a list of publications available at the Town Clerk’s office, and the fee for each, has been added to Section 26.7.

Advisory Considerations

Advisory believes that the proposed changes are sensible and justified. As a location that is both attended and accessible at all times, the Police Station is a superior posting site to Wellesley Square. Updating the list of items available at the Town Clerk’s office assists residents and others who have business with the Town, and adjusting document fees to reflect the staff time required to process them is fiscally prudent.

Advisory recommends favorable action, 12 to 0.

MOTION 2: TRANSFER OF RESPONSIBILITY FOR TOWN PERSONNEL POLICIES

Article 30 of the General Bylaws governs the Human Resources Board (HRB). Section 30.10 currently reads as follows:

30.10 Personnel Policies Nonunion Employees. The Board shall recommend personnel policies and procedures to all boards, officers and officials relating to their employees, and shall establish subject to approval by Town Meeting and administer such procedures and policies for all Town employees not covered by collective bargaining agreements.

In Motion 2 of Article 35, the BOS proposes to replace Section 30.10 with a new provision as follows:

Section 30.10 Human Resources Policies. The Human Resources Director shall recommend to the Board human resources policies to be applicable to all boards, officers and employees of the Town except employees of the School Committee and Municipal Light Board. Any proposed changes to human resources policies shall be posted on the Town website, placed on file with the Town Clerk, and provided to all department heads

¹ There is a separate provision in the General Bylaws (Section 8.10) governing Notice of Town Meeting. That provision, like Section 8.3 for Notice of Elections, requires the BOS to post the warrant “in no less than two conspicuous places in the Town including but not limited to the Town Hall and Wellesley Square.” Advisory understands that the BOS will likely bring forward an Article to replace “Wellesley Square” with “the Police Station” in Section 8.10 at a future Town Meeting.

and to all chairpersons of Town Boards and Committees not less than twenty-one days prior to a vote of the Board. The Board shall hold a public hearing on the proposed policies before voting whether to approve, amend and approve, or reject the Director's recommendations. No policy shall be effective without a vote of approval by the Board. The Director shall administer procedures and policies for all Town employees.¹

This change, which arose out of recommendations from the Town Government Study Committee several years ago, is intended to transfer responsibility for maintenance of personnel policies and procedures from Town Meeting to the Human Resources Board (HRB). As explained by the HRB, many of the Town's human resources policies are outdated and unnecessary, while other areas (e.g., social media, medical marijuana) are rapidly evolving and require employers to be flexible and nimble in their adoption of appropriate policies. The present system, whereby the HRB must wait until Town Meeting to obtain approval for all policy changes, does not foster the timely adoption of appropriate policies.

The HRB believes that the proposed new Section 30.10 will result not only in the more timely adoption of appropriate policies, but an improved process as well. By requiring that the HRB provide 21 days' notice to all department heads and board/committee chairs and hold a public hearing prior to adopting any policy changes, the HRB anticipates that it will receive more input from key stakeholders and will produce more transparency in decision-making. If Town Meeting approves the bylaw change requested in Motion 2, the HRB intends to approach the updating of the Town's human resources policies in a gradual manner over a one to two year period, addressing more urgent matters first.

Advisory Considerations

Advisory does not take lightly a transfer of authority from Town Meeting. In this case, however, Advisory found the justifications persuasive for transferring responsibility for human resources policies to the Human Resources Board. The present system of requiring Town Meeting approval for all human resources policy changes hampers the Town's ability to stay current with evolving labor and employment law. With its requirement that the HRB provide three weeks' notice to all department heads and Town board/committee chairs and hold a public hearing before adopting any potential change, the revised Section 30.10 should allow for the necessary input from stakeholders and deliberation in connection with any policy modifications.

Advisory recommends favorable action, 12 to 0.

¹ The language in Motion 2, quoted above, is slightly different from that in the "redlined" document available on the Town website. After the redlined document was created and posted, the HRB voted to approve a slightly revised Section 30.10 that expands the required notice for all proposed human resources policy changes to include not just all chairpersons of Town Boards and Committees, but department heads as well. The provision also replaces the phrase "personnel policies" with "human resources policies."

ARTICLE 36. To see if the Town will vote to amend the General Bylaws by inserting in Article 8 a new section 8.25 as follows:

8.25. Electronic Voting. Notwithstanding any provision of these bylaws to the contrary, subject to the availability of a system to enable electronic voting by Town Meeting Members using handheld mobile devices, the Moderator may count the vote, or conduct a roll call vote, on any matter before the Town Meeting by the use of such system.

and further, to see if the Town will vote to raise and appropriate, transfer from available funds or free cash, or borrow the sum of \$15,000.00 (FIFTEEN THOUSAND DOLLARS) to be expended under the direction of the Town Clerk for the purpose of consulting services, leasing, maintaining, operating, and/or purchasing the use of Electronic Voting Systems to be used in Town Meeting sessions, or to take any other action in relation thereto.

(Committee on Electronic Voting)

In this Article, the Committee on Electronic Voting (EV Committee) seeks approval to amend the General Bylaws by inserting a new section 8.25 to permit, but not require, the use of an electronic voting (EV) system by Town Meeting Members (TMMs). Under the EV system, hand held mobile devices will be used under the direction of the Moderator to count a vote or conduct a roll call vote on any matter before the Town Meeting. The Article also seeks an appropriation of \$15,000 to cover the cost of consulting services, leasing, maintaining, operating and/or purchasing the EV system for one year.

Last year, Annual Town Meeting (ATM) approved Article 37, which authorized the Moderator to form a committee to evaluate an EV system for use at future Town Meetings, including exploring pricing models and evaluating any changes that would be needed to the General Bylaws to permit the use of EV. The EV Committee was formed and, over the past year, conducted the analysis envisioned by last year's ATM. The Committee's full report, along with survey data and proposed procedures, can be found at page 185 of this *Advisory Report*.

EV is an electronic tool, based on the use of hand held electronic devices by all TMMs, that will assist the Moderator in collecting and counting Town Meeting votes. In the EV Committee's view, the key features and benefits of the EV system include:

- **Transparency** – each TMM's vote is recorded permanently
- **Accuracy** – votes cast are not dependent on the audio level of voice vote
- **Timeliness** - electronic votes are cast faster than standing or roll call counted votes, taking seconds rather than minutes

The Process: How EV Works

Voting

At the beginning of each Town Meeting session, each TMM is issued a wireless handset with a unique ID number and his/her name. When the Moderator announces that voting is open, each TMM votes by pressing a button on his or her handset during a timed voting period set by the Moderator, usually lasting from 20-60 seconds. The voting options are 1 for Yes, 2 for No, and 3 for Abstain. Signals from the handsets are then securely transmitted via radio frequency to a receiver connected to the voting computer. The voting computer next transmits a confirmation of the vote received back to the handset of the TMM for a visual confirmation of his or her vote. The

member may change his or her vote as many times as he/she likes while the voting window is open.

Tabulation, Display and Publishing

The voting computer contains a database of all TMMs and the unique ID of each member's handset, together with software to prepare and record the votes. The computer is connected to the projection system in the hall and the cable TV video feed and displays the text of the vote at hand and subsequent voting results. The total time to prepare, launch and tabulate an electronic vote can be as little as one minute. Additional results, such as display of each TMM's vote, can be accomplished in one to two minutes. Required vote margins for a simple or 2/3 majority are automatically tabulated. The computer exports voting results to a standard Excel spreadsheet that would be available at and maintained by the Town Clerk's office and would be easily publishable on the Town website.

Procedural Options

The EV system offers a variety of options for displaying the total vote and individual TMM votes. For example, voting results may be displayed onscreen as a simple counted tabulation, or as a full report of the individual votes for each member. It is possible to choose whether these voting results, in either format, are displayed as they come in during the open voting period, or only after the voting period expires.

Committee Recommendations

Practices and Procedures

Following consideration of the features of the EV system, together with a survey of TMMs and extensive research in other towns on how EV systems may be best employed, the EV Committee has proposed the following pertinent operating rules for the use of EV at our Town Meeting. (Please refer to Appendix B of the EV Committee Report on page 194 of this *Advisory Report* for additional information.)

- Conduct a practice vote at the start of each Town Meeting session to familiarize TMMs with the devices and voting procedures.
- Vest the decision of whether to take a vote electronically in either the Moderator's discretion or at the request of seven or more TMMs who rise for that purpose. The EV Committee recommends using electronic voting on all votes.
- After the Moderator declares voting to be open, a 20 second countdown clock will be displayed on the projection screen. The Moderator shall call those in favor of the motion to press the number 1 on their devices, those voting against the motion to press the number 2, and those abstaining to press 3. TMMs may change their votes at any time until the expiration of the voting period.
- At the end of the voting period, the result of the vote will be displayed. At the request of seven or more members who rise for that purpose, a presentation of names and votes (referred to by the EV Committee as a "scroll") will be displayed.
- Each TMM who leaves a session of Town Meeting, whether during or at the end of a session, shall return his/her device to the designated location(s)/checker(s). In order to facilitate members' exiting at the close the meeting, the Moderator may appoint additional checkers. Under no circumstances may a TMM leave his/her device unattended or with another member.
- Likewise, under no circumstances may a TMM attempt to record a vote with a device other than the one assigned to him/her.
- A backup/physical record of the results of each electronic vote will be created at the time of each vote and provided to the Town Clerk. The results of all votes taken electronically

will be made available, within a reasonable period of time, on the Town's website. Additionally, the official record of Town Meeting will include, for all electronic votes, the record of how each member voted.

- Except when in use at a session of Town Meeting, the dedicated computer with the system's software, along with all the handheld devices and wireless base receivers, will be secured in a restricted access area. The office of the Town Clerk will oversee operation and storage of the system. Additional Town staff will be trained in the operation of the system, as backup.

Obtaining an EV System for Wellesley

The Committee evaluated various vendors of EV hardware and software and compared features and function for selection. Ease of use and voting security were also reviewed. Three vendors provided demonstrations of their products. If this Article is acted upon favorably by Town Meeting, the EV Committee's next step will be to send out a Request for Proposals (RFP) to all vendors with the specifications and features desired by the Town.

Advisory Considerations

Advisory appreciates and commends all the hard work done by the EV Committee, including its continued research, follow-up, and production of proposed operating rules over the past year. Advisory raised a number of questions at its first meeting with the EV Committee around the issues of permanence of EV records of TMM votes, the display of individual TMMs' votes, the availability of EV spreadsheets, the role of the Moderator in determining whether to use EV, and security issues relating to EV. Advisory then urged the EV Committee to draw up specific procedures or guidelines to govern Town Meeting's use of EV. Advisory also questioned whether the Town's IT Department would be needed to operate the EV system, but was told that most towns have been able to train employees in the Town Clerk's office and other departments. Advisory reviewed the EV Committee's policies and procedures at a subsequent meeting, with a number of Advisory members noting that the newly-drafted procedures satisfied their original concerns.

Advisory recommends favorable action, 12 to 0.

ARTICLE 37. To see if the Town will vote to amend the Zoning Map of the Town of Wellesley by rezoning the following properties from a General Residence District to a Single Family Residence District 10,000 square feet area.

15 Wellesley Avenue
21 Wellesley Avenue
23 Wellesley Avenue
25 Wellesley Avenue
1 Dexter Road
3 Dexter Road
5 Dexter Road
7 Dexter Road
8 Dexter Road

(Citizen Petition)

This Article is sponsored by a group of Wellesley residents through a Citizen Petition to the Board of Selectmen (BOS). The Article proposes to rezone nine properties, located at 15, 21, 23, and

25 Wellesley Avenue, and 1, 3, 5, 7, and 8 Dexter Road, from the General Residence District to the Single Residence District and 10,000 Square Foot Area Regulation District.

Despite being located in the General Residence District, all nine properties were developed, beginning in the 1920s, as single-family homes. As a result, many of the residents who signed this Citizen Petition indicated that they had always assumed their homes were part of a Single Residence District neighborhood.

The impetus for this rezoning request was the discovery that the neighborhood was in the General Residence District when the home located at 8 Dexter Road was sold and subsequently underwent demolition review at the request of the new owner. Without a change of zoning to the Single Residence District, a two-family structure could be built on the lot at 8 Dexter Road.

The General Residence District, which has been defined within the Zoning Bylaw since 1925, constitutes approximately 1% of the Town's housing stock. The General Residence District permits the building of either single or duplex units on a parcel as long as the parcel has 5,000 square feet of land per unit. Only three of the nine properties that are covered by this Petition are large enough to support duplexes: 7 Dexter, 8 Dexter and 25 Dexter, but all three of these properties abut the Fuller Brook and the Fuller Brook Park and therefore experience significant wetland constraints. The remaining six properties each contain less than 10,000 square feet of land and can support only one single family home per parcel.

The owners of seven of the properties covered here support and have signed the Petition. The eighth owners, the recent purchasers of the property at 8 Dexter Road, did not sign and do not support the Petition. Those owners have informed the Planning Board that they have yet to make a decision on whether to replace the current residence at 8 Dexter Road with either a single residential unit or a duplex. The ninth affected owner is new to the neighborhood and did not sign, but has indicated verbal support for the Petition.

The seven signing owners have informed the Planning Board that they drafted the Petition to preserve the existing character of their neighborhood, as they have always considered it to be within the Single Residence District and 10,000 Square Foot Area Regulation District.

The Planning Board held an initial public hearing on this matter. Several of the petitioning property owners, their attorney, and the opponents of the Petition came before Advisory to discuss the Petition on January 16, 2019. Also present were Catherine Johnson, Chair, Planning Board, and Michael Zehner, Planning Director. The following points were advanced at that meeting:

- Although acknowledging that a goal of the General Residence District is to provide diversity of housing stock, the supporters of the Petition argued that the existing single-family homes on Dexter Road provide that diversity insofar as they are more modest homes at the lower end of total living area than are found throughout the rest of Town. They noted that the nearby condos on Brook Street are valued at approximately \$1.5 million, so it is not clear that the General Residence District is really providing diversity of housing stock, at least in terms of affordability; the affordability component is represented instead by existing housing stock in the neighborhood.
- The opponents of the Petition, the owners of 8 Dexter Road, stated that their property's inclusion in the General Residence District, and that District's mixture of housing stock, had been an important factor in their decision to purchase the property. They expressed disappointment that the other residents were not aware of the neighborhood's current zoning, and voiced the opinion that they had been unfairly targeted after purchasing a home they understood to be within the General Residence District. They argued further

that, by rezoning properties out of the General Residence District, the Citizen Petition runs counter to the mission of Planning Board to foster diverse housing stock.

- Advisory members questioned the current status of development at 8 Dexter Road. The property is currently the subject of a one-year demolition delay. The owners have not yet filed an application to build a multi-family property, nor have they made a decision as to what they will do with the property. The Planning Director explained that, once the Petition to rezone the property as Single Family had been filed and notice of a public hearing published in the newspaper, the property was treated as if it has been re-zoned, and the owners would be proceeding at their own risk in any building project. In response to a question as to whether the owners of 8 Dexter Road could build a single family home of the same size that the petitioners are concerned about in the case of a two-family home (i.e., 7,500 square feet), the Planning Director explained that the Large House Review process would be triggered by any proposal to build a home of more than 3,600 square feet in a 10,000 square foot district.

The Planning Board voted 5-0 in favor of the Citizen Petition.

Advisory Considerations

A majority of Advisory members spoke in favor of preserving the single-family residential character of the neighborhood and agreed with the idea that rezoning these properties to the Single Family Residence District was the best way to maintain diverse and affordable housing stock of smaller, modest homes in Town.

A comment was made that the General Residence District is a very thoughtful application of zoning involving areas that abut commercial districts and that are close to Town services and transportation. The district was drawn distinctly to match those criteria and to take into account natural boundaries such as Fuller Brook Park. The Town needs to be sensitive to where there are other opportunities for General Residence zoning to occur. One Advisory member therefore felt that it was important to maintain these lots within the General Residence District. Another member was uncomfortable with supporting this particular Petition because it seems to be focused against and in reaction to one property owner. Another member was in favor of the Petition, but expressed concern about encouraging other groups of neighbors to create rezoning petitions to carry non-willing neighbors with them. In light of these voiced concerns, many Advisory members were glad to know that the Planning Board will revisit the whole General Residence District zone in the future.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 11 to 2, with one abstention.

ARTICLE 38. RESOLUTION TO SUPPORT THE ESTABLISHMENT OF INDIGENOUS PEOPLES DAY IN WELLESLEY

We the undersigned support a resolution being accepted by Wellesley Town Meeting, for Wellesley to recognize Indigenous Peoples Day on the second Monday of October, and to no longer celebrate Columbus.

We have heard the voices of Indigenous People who are calling for an end to the celebration of Columbus. We support joining the dozens of other cities, states, and colleges (including [Cambridge](#), [Somerville](#), [Brookline](#), Amherst, [Northampton](#), and Harvard) who recognize the second Monday of October as Indigenous Peoples Day.

We support this resolution because it reflects our values and the values of our schools in educating our children about human rights. We want our children to know the truth that indigenous peoples have lived on this land since time immemorial, long before Columbus arrived in 1492. The people of hundreds of indigenous nations continue to live amongst us, despite 527 years of colonization and institutionalized genocide that began with Columbus. Historical records show unequivocally that Columbus perpetrated human rights abuses against the indigenous people he encountered, including rape, mutilation, enslavement, torture, and murder. He initiated the transatlantic slave trade. He is not a person to be celebrated. We choose instead to honor and celebrate the resistance and resilience of indigenous peoples in Massachusetts and around the world.

To our Indigenous friends and neighbors, by this act of abolishing Columbus Day and instituting Indigenous Peoples Day, we the people of Wellesley, Massachusetts, hereby acknowledge the land on which our town is built as the traditional territory of the Massachusetts People. We acknowledge and grieve the genocide of millions of your indigenous relatives. We acknowledge and grieve the theft and destruction of your homelands. We acknowledge and grieve the many attempts at cultural genocide historically and presently perpetrated against you. We commit to teaching our children the true histories and present-day realities of indigenous peoples. We celebrate the resilience of your cultures and communities.

It is our hope that the people of Wellesley will engage in a tradition of honoring this land's first people, our earth, land, air, and water, and all our relations, by taking part in a celebration on the 2nd Monday of October and joining with the World of Wellesley to create new opportunities for connection and learning.

We as people who reside, work, and engage in Wellesley acknowledge this town is located on the traditional territory of the Massachusett People.

(Citizen Petition)

This Article is a Citizen Petition asking Town Meeting to adopt a resolution to support the establishment of Indigenous Peoples Day in Wellesley instead of Columbus Day.

Although the second part of the Motion contains five specific resolutions that petitioners urge Town Meeting to adopt, the first part of the Motion contains a number of introductory statements that inform the later five resolutions. These initial statements include an expression of support for recognizing Indigenous Peoples Day on the second Monday of October in place of celebrating Columbus Day, as petitioners note that some other cities, towns and colleges in the Commonwealth have done; educating the Town's children about certain historical records concerning the actions of Columbus as well as the existence of indigenous peoples in

Massachusetts before his arrival; and acknowledging and grieving what they describe as genocide, theft and destruction perpetrated against indigenous peoples in this area.

In the second part of the Motion, Town meeting is asked specifically to: (1) commemorate the second Monday of October as Indigenous Peoples Day; (2) encourage the Board of Selectmen (BOS) to proclaim the second Monday in October as Indigenous Peoples Day; (3) encourage the BOS to rename all Town calendar listings for the second Monday of October to reflect Indigenous Peoples Day instead of Columbus Day; (4) establish a committee, formed by the Moderator, to review and edit the “History of Wellesley” on the Town website; and (5) encourage the people of Wellesley to observe Indigenous Peoples Day.

Advisory heard from the proponents of this Article at its meeting on January 30, 2019. Five students—including three students from the Wellesley Middle School, the president and founding member of the Diversity Club at the Wellesley High School, and a Wellesley College student who is a member of the Mashpee Gay Head Aquinnah tribe on Martha’s Vineyard and President of the Wellesley College Native American organization—spoke to what they perceived as deficiencies and historical inaccuracies in their own elementary and early-middle school educations regarding indigenous peoples and Columbus. These students urged changes in the Wellesley curriculum to address these deficiencies, pointing to ongoing changes in the curricula of nearby towns, like Brookline and Cambridge, as a result of similar citizens’ initiatives. Other speakers at the Advisory meeting included the president of World of Wellesley, a Wellesley resident who is a member of the Lac Courtes Oreilles band of the Ojibwe Anishinaabe people located around the Great Lakes in Northern Wisconsin, and the founding member of IndigenousPeoplesDayMA.org. These speakers stressed the need to restructure the teaching of history to reflect the experiences of indigenous peoples, and the need to make all people feel welcomed and valued in our community. All speakers expressed the view that the first step in addressing these concerns is the renaming of the second Monday in October as Indigenous Peoples Day.

Advisory Considerations

During its consideration of this Petition, Advisory expressed an understanding of the proponents’ goals and acknowledged their effort to change educational models and interpretations of the role of Columbus and indigenous peoples. Informing Advisory’s discussions was its understanding, derived from consultation with Town Counsel, that Town Meeting could lawfully adopt the five specific enumerated items sought by the petitioners in the second part of the Motion.

One Advisory member who supported adoption of the resolution observed that changing the name of a holiday can make a difference in beginning to change perspectives, pointing to the establishment of Martin Luther King Day as an example of a renewed effort toward recognition of the ongoing civil rights movement. Another member, admitting initial skepticism about the Petition, expressed the view that it represents a first step toward progress and a starting point for discussion at Town Meeting. Other Advisory members stressed the need to take the symbolic step of supporting the Petition, however imperfect, in order to stem the undervaluation of indigenous peoples.

Other Advisory members expressed different positions. One member felt that the Petition erred in portraying just indigenous peoples as having suffered, as many other ethnic groups had also suffered in the Americas. The member felt there should be a forum to discuss all the harm done to all ethnic groups.

Other members understood and supported the philosophy behind the Article, but were troubled by some of the specific language in the Motion. Specifically, some members were concerned

about the reference in the first part of the Motion to “this act of abolishing Columbus Day” – which they understood Town Meeting lacked authority to do – and felt, more generally, that the Motion was too directive toward the Town and contained language that was potentially too polarizing.

Several members stated that they would support a variation/expansion on the petitioners’ fourth request, namely, that the Moderator establish a committee or forum comprised of stakeholders from all parts of Town, not just to review and edit the Town’s history, but to study the larger issue and report back at a later Town Meeting or to a Town board that may have more authority to institute change. Many felt that in order for Town Meeting to render a meaningful decision on this issue, significantly more time, input from all citizens, and information would be required. Other members felt that Town Meeting was not the proper venue for an aspirational Article such as this. In their view, ATM is better structured to debate and effectively manage Town business such as budgets, bylaws and zoning articles.

Advisory recommends unfavorable action, 7 to 4, with one abstention.

ARTICLE 39. To see if the Town will vote to rescind authorized and unissued loans, to authorize the transfer of unused proceeds from previously issued loans to one or more eligible appropriations, and/or to amend existing borrowing authorizations on unissued debt authorized prior to November 7, 2016, in order to allow the use of premiums for project costs and to reduce the amount of the borrowing so authorized in accordance with Section 20 of Chapter 44 of the Massachusetts General Laws, as amended by Section 67 of Chapter 218 of the Acts of 2016, as follows:

1) Amounts to be rescinded:

<i>Town Meeting Vote</i>	<i>Project</i>	<i>Total Debt Authorization</i>	<i>Amount to be Rescinded</i>
Art. 15, April 8, 2013, ATM	Wales Street Bridge Planning	\$400,000	\$20,000.00
Art. 16, April 16, 2014, ATM	Fire Station #2 Floor	\$173,140	\$13,140.00
Art. 2, January 20, 2015, STM	North 40 Land Acquisition	\$35,140,399	\$399.00
Art. 17, April 7, 2015 , ATM	School Security Improvements Planning	\$408,300	\$4,300.00
Art.6.1 October 14, 2014 STM	Schofield/Fiske	\$19,634,824	\$400,240.72
Art. 20.1 April 25, 2017 ATM	Cliff Road	\$ 2,470,000	\$306,016.31

2) Unused proceeds to be transferred and to rescind a like amount of debt in project to be supplemented:

<i>Town Meeting Vote</i>	<i>Original Project</i>	<i>Amount to be Transferred</i>	<i>Project to be Supplemented</i>	<i>Town Meeting Vote</i>
4//2014 Fuller Brook	\$ 970,205	\$384,805.99	Grove Street	ATM 2018
4/2017 - Cliff Road	\$2,470,000	\$503,508.55	Grove Street	ATM 2018
10/2014 Fisk/Schof.	\$19,634,824	\$ 31,488.52	Grove Street	ATM 2018
10/2014 MS Windows	\$4,909,300	\$ 63,006.00	Grove Street	ATM 2018
4/2016 Police Env.	\$1,845,000	\$ 52,772.19	Grove Street	ATM 2018
4/20/18	\$3,450,000	\$ 325.50	Grove Street	ATM 2018

or to take any other action in relation thereto.

(Board of Selectmen)

In this Article, the Board of Selectmen seeks Town Meeting approval to (1) rescind debt that was previously appropriated at various Annual and Special Town Meetings in the past but never issued; and (2) transfer funds that were borrowed but unused on six projects to the previously approved Grove Street reconstruction project to reduce the borrowing needs for that project.

The chart below displays the items in the first category, the unused debt that is to be rescinded:

Project	Authorized Date	Rescind Unissued
Wales Street Bridge	Art 15, ATM 2013	\$20,000.00
Fire Station #2 Floor	Art 16, ATM 2014	\$13,140.00
North 40 Land Acquisition	Art 2, STM, Jan 2015	\$399.00
School Security	Art 17, ATM 2015	\$4,300.00
Schofield/Fiske	Art 6.1, STM, Oct 2014	\$400,240.72
Cliff Road	Art 20.1, ATM 2017	\$306,016.31

The Town reviews annually the status of all debt-funded projects. The Town was able to complete these projects under budget and did not have to borrow the full amount authorized. This portion of the Article therefore rescinds the borrowing authority for the unneeded funds associated with these projects.

The chart below displays the items in the second category, funds that were borrowed but unused on six projects that will be transferred to the Grove Street reconstruction project approved under Article 18 of last year's Annual Town Meeting. The funds transferred to Grove Street will allow that amount not to be borrowed for Grove Street, so the Town will rescind that amount of Grove Street authorization. The chart shows the original project, its Town Meeting approval date, and the amount of the proposed transfer.

Project	Authorized Date	Transfer Unused Funds		Project to be Supplemented	Town Meeting Vote
Fuller Brook	Art 15, ATM14	\$384,805.99	to	Grove Street	Art 18 ATM 2018
Cliff Road	Art 20.1, ATM 2017	\$503,508.55	to	Grove Street	Art 18 ATM 2018
Fiske/Schofield	Art 8, STM 2014	\$31,488.52	to	Grove Street	Art 18 ATM 2018
MS Windows	Art 7, STM 2014	\$63,006.00	to	Grove Street	Art 18 ATM 2018
Police Envelope	Art 23, ATM 2016	\$52,772.19	to	Grove Street	Art 18 ATM 2018
Land	April STM 2018	\$325.50	to	Grove Street	Art 18 ATM 2018

At times the cash-flow needs of a project slow or change and the Town borrows too much money. The (over) borrowed funds then need to be reassigned to another project in accordance with the borrowing provisions of Massachusetts General Law. This portion of the Article transfers unused funds to the Grove Street project authorized in Article 18 of last year's Annual Town Meeting and reduces the corresponding amount to be borrowed on the Grove Street project.

Advisory Considerations

Advisory is pleased that the projects in the first category were completed under budget and that the specified debt can be rescinded. Similarly, Advisory is pleased that excess funds that were borrowed on the six projects in the second category can be applied to reduce the borrowing for the Grove Street project. Advisory views the actions in this Article to be housekeeping matters.

Passage requires a 2/3 vote.

Advisory recommends favorable action, 11 to 0.

ARTICLE 40. To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow a sum of money, to be expended under the direction of the Board of Selectmen, for the purpose of paying expenses related to the settlement of claims, actions and proceedings against the Town, or to take any other action in relation thereto.

(Board of Selectmen)

Advisory expects no motion under this Article.

ARTICLE 41. To see if the Town will vote to authorize the Board of Selectmen, on behalf of the Town, to dispose of tangible Town property having a value in excess of \$10,000.00 (TEN THOUSAND DOLLARS), on such terms as it may deem advisable, or to take any other action in relation thereto.

(Board of Selectmen)

Advisory expects no motion under this Article.

ARTICLE 42. To see if the Town will vote to authorize the Board of Selectmen to appoint one or more of its members as a fire engineer, or to take any other action in relation thereto.

(Board of Selectmen)

This Motion authorizes the Board of Selectmen (BOS) to appoint one or more of its members as Fire Engineer. When dealing with administrative matters within the Fire Department, the BOS is required to convene as the Board of Fire Engineers. Examples of these administrative matters are hiring and termination of Fire Department personnel and review of major policy issues. It is Town custom for all of the Selectmen to be appointed to act in this capacity.

Advisory recommends favorable action, 12 to 0.

REPORT OF THE BOARD OF HEALTH

Board of Health Mission

The Board of Health (BOH) provides leadership on Town health and human service matters. The mission of the BOH is to protect and improve the health and quality of life of the town's residents and workforce. Under the supervision and guidance of the elected BOH, the Health Department's staff assesses the public health needs of the community and addresses those needs by providing environmental and community health services, communicable disease prevention and surveillance, public health nursing services, as well as health promotion initiatives. Other important functions include enforcing local and state sanitary regulations, providing emergency preparedness and response planning, reducing environmental health hazards and providing community health education.

Regulatory Obligations and Jurisdictional Authority

In 1948, the World Health Organization defined "health" as *"a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity"*. Under M.G.L., state and local regulations, local boards of health perform many important and crucial duties relative to the protection of public health. These duties involve control of diseases, promotion of sanitary living conditions by monitoring the safety of food, housing and water and the protection of the environment from damage and pollution. These requirements reflect the legislature's understanding that many critical health problems are best handled by the involvement of local community officials familiar with local conditions. The Wellesley Board of Health functions as the local authority for enforcement and services that cut across several health and social services departments at the state level including the Massachusetts Departments of Public Health, Environmental Protection, Social Services and Mental Health. The specific language of the Wellesley BOH regulations (General Provisions and Chapters I through Chapter XIX) can be found at <http://wellesleyma.gov/210/Regulations>.

Trends in Wellesley BOH Surveillance, Monitoring and Services

BOH surveillance, monitoring and services in Wellesley have been escalating over the past several years, and are projected to increase further based upon town projects approved and planned during 2018 and 2019. In addition, newly adopted health regulations by the Commonwealth of Massachusetts in 2018 included both a new food code under 105 CMR 590¹ and recently implemented by Wellesley (<https://wellesleyma.gov/1258/Food-Code>) in the fall of 2018, and a new recreational camp sanitation code under 105 CMR 430² implemented this past summer in Wellesley (<https://wellesleyma.gov/832/Camp-Packet-2018>). In 2018, the new and expanding food recovery and food redistribution programs in the Wellesley Public Schools and area colleges required additional environmental health surveillance and monitoring. A nearly two-fold increase in the number of food safety-related new permits, plan reviews and new constructions (from a total of 89 in FY17 to 169 in FY18) resulted in an unprecedented new growth increase in food safety inspections requirements. There are several metrics that reflect the scope, demand and trends in BOH services as summarized below.

Revenues: The BOH has been increasing fees resulting in annual revenues as follows: 2014 - \$68,946; 2015- \$70,250; 2016 - \$75,540, 2017 - \$78,860, 2018 - \$80,270. The BOH increased fees for FY19 and these are expected to be at least \$10,000 higher than FY18 in FY19. During the period from FY16 through FY18, the BOH returned a total of \$234,670 (average of \$78,223 per year) to the Town from environmental health services inspections, permits, plan reviews and

other fees and fines. This amount represents 11% of the total BOH annual budget during that same period.

Food Safety: Assuring food safety to reduce the spread of infectious diseases among the customers and employees of over 200 permitted food establishments in Wellesley is the responsibility of the BOH. Currently, town and cities in Massachusetts follow the Food and Drug Administration (FDA) food code and regulations. The processing of prepared meals in restaurants is subject to BOH inspections a minimum of two times per year with follow-up for any violations. During fiscal year 2018, prepared meals from for-profit Wellesley food establishments generated \$87,841,867 in sales bringing in \$658,814 in local meals tax revenues for Wellesley's General Fund and \$5,490,117 as revenue to the State. This represents a nearly 53% increase in meal tax revenues since 2011, the first full year after the meal tax went into effect. Assuming an average meal price of \$25 per person, Wellesley food establishments served over 3.5 million meals per year. Since the meals tax does not apply to not-for-profit organizations, such as public and private school cafeterias and health care facilities, the total number of Wellesley's prepared meals per year, all which must be monitored by the BOH to conform with the food safety code, is estimated to be close to 7 million meals. In addition to ensuring that all meals *are prepared* according to the food safety codes, all retail food outlets, such as grocery stores and convenience stores, must also be monitored for adherence to food safety codes by the Wellesley BOH staff.

BOH Public Health Nursing, Social Work, Community and Mental Health Services: Between FY15-16 and FY17-18 there was a 24% increase in BOH nursing visits and encounters. As the social worker services were transitioned from out-sourced contracts to in-house personnel, a total of 26 hours per week of social work services in FY19 were available to Town residents. While the BOH only employs a 0.6 FTE Public Health Nurse Supervisor, it retains a per diem nursing pool comprised of several registered nurses and some support staff totaling approximately 0.75 FTE. These individuals are available for keep well clinics, vaccinations, home visits, clinic visits, emergency preparedness drills, exercises and real events and camp inspections. The BOH does not currently have either a full or designated part-time social worker but retains 26 hours per week of per diem workers with a special focus on adults aged 18 to 59 years. In addition, during the summer school vacation period when public school social workers are not available, the Health Department social work and services staff also serves many children and adolescents under age 18. Social services as a public health function involves helping the most vulnerable in the town including those suffering from mental health problems, personality disorders, abusive environments, homelessness, financial misfortune and social isolation. For FY20, the BOH has proposed to increase the hours of social work services to 35 hours per week split between several part-time licensed social workers with varying levels of specialization and skills. This is necessary as demand for social services for Wellesley's most vulnerable population continues to increase. The types of issues that are commonly seen by the BOH include: referrals for mental health treatment; addiction treatment referral; assistance with short- and long-term housing, including rental assistance programs; assistance with preventing utility shut offs; fuel and food assistance; homelessness; home visits and well-being checks; connecting and referring to community health and human services agencies (federal and state-provided legal aid, housing assistance, food stamps and nutrition programs, unemployment and disability, Massachusetts Department of Mental Health Services, medical care providers etc.); matters involving children and their families during school breaks and summer months that would have otherwise been handled by the schools; and issues involving tenants of the Wellesley Housing Authority. In addition to in-house staffing, the BOH budget also includes funds for contracts with two local agencies that provide mental health services directly to the community. In FY19 those include: Charles River

Association for Retarded Citizens - \$3000.00 and Human Relations Service (HRS) - \$234,884.00 with 40% (\$93,953) allocated to School Outreach Workers. HRS provides skilled outreach clinicians who work in Wellesley public schools alongside their staff to help middle school and high school students who need extra assistance with social-emotional issues and with 60% (\$140,930) allocated to general town mental health clinical counseling, treatment and referral services.

Inspectional Environmental Health Services: In addition to food safety inspections described previously, Wellesley BOH is responsible for inspections relating to housing (razing, inspections, condemnations, renovations), Title V, septic systems, wells, animal control, environmental hazards, body art, tanning, massage parlors, rubbish, recreational camps, health records of camp staff and campers, pools, beaches, tobacco, vaping shops, animals, and livestock. Wellesley experienced an 86% increase in livestock inspections over the past three years. In FY18, the BOH conducted a total of 1,201 inspections and permit reviews as part of all inspectional services. In addition, health record reviews of summer camps involved over 6,017 child campers in FY17, rising to 8,346 campers in FY18, an increase of nearly 40%. This increase was anticipated due to the completion of renovations of several buildings and facilities used for camps during FY18.

Standard 8 Food Safety Workforce Staffing Needs Assessment and Gap Analysis

Due to the substantial increases in the required food inspections and implementation of the new food code as described above, in December 2018 the BOH undertook a food-safety staffing needs assessment and gap analysis for the period FY13 through FY20 using the Standard 8 Food Safety Workforce Compliance evaluation methodology. The evaluation was conducted in accordance with the Voluntary National Retail Food Regulatory Program Standards of January 2017³ as recommended by the United States Food and Drug Administration, the Massachusetts Department of Public Health and the Massachusetts Association of Health Boards. This evaluation uses the Wellesley staffing and food safety indicators reported to the State annually each year under Section 105 CMR 590.010(F) of the State Sanitary Code. Under this regulation, all BOHs in the Commonwealth must provide the Massachusetts State Food Protection Program with specific information about local food inspections on an annual basis including 41 critical indicators. The evaluation methodology and analysis results are summarized below.

Each Environmental Health Specialist (EHS) or individual conducting EHS field work (e.g., Health Director) employed by the Wellesley BOH receives a distribution of onsite, field inspection “productive hours” excluding those hours relating to paid leave (vacation, holidays, sick leave, lunch breaks), travel, mandated education and training and required in-office administration and filing work. For example, a senior EHS-1 with 6 weeks of vacation and other paid leave would contribute 895 “productive hours” per FTE, whereas a more junior EHS-2 with 3 weeks of vacation would contribute 1,000 hours per FTE. An EHS-Hourly with no paid leave would contribute 1,245 hours per FTE. In addition, Section 8-401.10 of the FDA Food Code (adopted under 105 CMR 590.000) requires BOHs to inspect food establishments *at least once every six months necessitating at least two routine visits per year per establishment*. Since 1993, Annex 4 of the Code has included a recommendation that *8 to 10 onsite field inspection hours be allocated for each establishment per year* to include all the activities reflected in the definition of an inspection. Assuming that some establishments would require follow-up visits, and a sampling of the Wellesley 2018-19 statistics indicate that 40% may require follow-up visits, we have estimated that the average inspection visit should be three hours for those years prior to the adoption of the new food code, and four hours after the FY19 second quarter adoption of the new food code. The

model used for FY20 staffing also assumed that the Health Director would restrict his field inspection hours to non-food safety inspections, amounting to approximately 20% of his annual FTE effort. In addition, it assumed that the EHS-2 would transition from 100% food safety inspections in FY19 to 75% food safety inspections in FY20 leaving the remaining 25% of time for non-food safety inspections. It was also assumed that the proposed FY20 0.74% FTE (26 hours) of the EHS-Hourly staff would split time equally between food and non-food inspections. As such, the FY20 distribution of food-safety FTE was set at: 0.95 EHS-1, 0.75 EHS-2 and 0.37 EHS-Hourly for a total of approximately 2 FTE EHS staff devoted to food safety and 0.87 FTE (inclusive of 0.2 FTE of the Director) devoted to non-food safety. The FY20 model assumed that 71% of EHS inspection time would be related to food safety, while 29% to other non-food safety inspections. Based upon: 1) actual FY13 – FY18 annual data reported to the State by the Town of Wellesley; 2) assuming that no substantial increases over FY18 levels would occur in the absolute number of inspections during FY19 and FY20; and 3) the new FDA/MA Food Code implemented in FY19 second quarter would require a 33% increase in field work hours, the summary statistics of the required number of food safety visits and field inspection hours were calculated as shown in Tables 1 and 2.

Table 1. Frequency of required food-safety inspections (Wellesley BOH) by type of inspection

Type of Food Safety Inspection	Actual	Actual	Actual	Actual	Actual	Actual	Estimate	Estimate
	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Complaint Investigations* - Foodborne Illness	28	39	35	11	42	24	24	24
Complaint Investigations* - Other Food Safety	31	24	20	31	31	32	32	32
Enforcement Conferences & Hearings	3	3	5	8	6	7	7	7
Follow-up Inspections	121	122	123	124	110	121	121	121
Other On-site Visits	12	7	2	33	39	69	69	69
Plan Reviews (submissions)	12	16	3	28	42	77	77	77
Pre-operational Inspections	19	6	9	13	8	23	23	23
Risk Assessments	24	24	25	25	22	24	24	24
Routine Inspections	408	400	390	416	368	402	402	402
Temporary Events	21	26	26	54	37	35	35	35
Training Inspections (on-site)	61	60	59	62	55	60	60	60

Table 2. Total food-safety inspection visits required (Wellesley BOH)

Type of Food Safety Inspection	Actual	Actual	Actual	Actual	Actual	Actual	Estimate	Estimate
	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Inspection Field Visits Required	741	728	696	805	761	874	874	874
Average hrs. per inspection*	3	3	3	3	3	3	3.75	4.00
Hours - Field Visits Required	2,222	2,184	2,088	2,416	2,282	2,622	3,278	3,496
Food Safety EHS FTE + Director's Contribution	1150	1299	1299	1299	1299	1525	2299	2061

The number of expected productive hours of field inspection per EHS employee was calculated for each year (see last row in Table 2), and the difference between the productive hours available by existing staff and the required productive hours was calculated. For FY20, the current year budget provides for 2,061 field inspection available hours leaving a food safety inspection gap of 1,435 hours for FY20. Please note that field inspections are on-site productive hours and not total working hours per FTE as defined above. This 1,435-hour gap could be filled in a number of ways. Under one option, an additional 1,000 productive hours could be provided by hiring one EHS-2 FTE and added hours of an EHS-Hourly equivalent to 0.35 FTE. This staff would be above and beyond the current FY20 budget request as those hours are already incorporated into the FY20 available hours. For example, assuming a \$69,000 annual salary for an EHS-2, plus \$20,000 fringe benefit one-time contribution, plus \$25,480 (0.35 X 35hrs x 52 weeks @\$40 per hour) for the EHS-Hourly, the cost would be \$114,480. It would also be recommended in keeping with the increase in staff that the current EHS-2 position be promoted to an EHS-Supervisor position costing an additional \$10,000 in a salary raise. The total cost would therefore be approximately \$125,000 for the first year of implementation and \$105,000 thereafter to close the food-safety staffing gap.

It should be noted that the statistics for FY18 were not available when preparing the FY19 budget. At that time, the BOH stated in the FY18 Budget request that the FY19 increase represented only 66% of what would be needed assuming no increase in FY18 number of inspections required as excerpted below.

“BOH Services Anticipated in FY19”

“There is an increasing demand for Health Department services as new programs and projects are approved by the town. A number of these projects and programs are listed below. We have estimated that 20 hrs./wk. is needed for new and increased FY19 projects above and beyond the workload of the two full-time EHS FTE’s. The BOH believes that FY19 EHS on call per diem staffing fulfills 66% of this estimated need.”

BOH letter to the Advisory Committee, 2/16/2018, p. 13

However, the FY18 statistics reported subsequently showed a doubling of new growth indicators in addition to an increase in the number of permit holders. Furthermore, it was not known at the time of the FY19 budget request that a new mandated Food Code would be adopted as of October 2018. Had none of these unanticipated events occurred, the FY20 required hours and the requested FY20 EHS food safety budgeted staff would have shown a gap of only 221 hours (9.7% shortfall in staffing) as opposed to the 1,435 (41% shortfall in staffing). This 221-hour gap was consistent with the BOH letter to the Advisory Committee cited above since 221 field service hours

corresponds to 6.2 hrs./week of FTE hours and the 34% EHS FTE gap (6.8 hrs./week). It is clear that the gap between available field inspection hours and required inspection hours has widened considerably because of the unanticipated events of FY18 and FY19 listed previously.

Future Town Programs and Projects Requiring BOH Monitoring and Surveillance

During FY19, many new facilities, programs and projects requiring additional monitoring and surveillance by the BOH have been initiated. A partial list is provided below.

- Tolles Parson Center – Senior Lunch Service
 - Formal training of lunch volunteer staff serving a highly susceptible population.
 - Consulting with Council on Aging on potential new lunch service model, (e.g. catered or contracted third party food service through Springwell).
 - Review menu changes and updates to meet new FDA Food Code requirements for highly susceptible population.
 - Collaborate with CoA on necessary updates to kitchen to accommodate future meal service needs.
- New Restaurant Plan Reviews, Variance Requests, SOP Reviews, HACCP Plan Review
 - Including Riceburg, White's Bakery, Fiorella's, Door No. 7 to name a few.
 - Requires new inspectional services and food safety/environmental monitoring.
- 900 Worcester Street Still Under Construction
 - 2 indoor swimming pools, additional inspectional services.
 - 2 ice rinks, additional inspectional services.
 - Proposed food services, no additional details have been provided.
 - Ongoing monitoring of permanent de-watering systems and how it affects neighboring properties and Morses Pond.
- Pest inspections, Demo Inspections, Septic Plan Review Inspections
 - Requires septic systems certification and soil evaluator license for septic plan review; increase in septic system repairs and new construction, new systems approved, and all required some form of a local variance approval.
 - Septic installations require multi-day inspections.
 - Rats and pests: there have been an increase in rat reports and wildlife activity from residents and business throughout town.
 - Rodent and pest causes include
 - land development and road work,
 - improper storage of trash,
 - excessive feeding of wildlife
 - These changes result in additional site inspections of properties and extended and additional inspectional work with food services with reviewing sanitation and integrated pest management practices.
- Expansions of Food Recovery and Share Table Programs in the Schools and Colleges:
 - Requires new inspectional services and surveillance. The program is now operational in three Wellesley public schools, Babson and Wellesley College, and is expected to become operational in several other schools soon.
- Marijuana Laws, Edibles, e-Cigarettes and Vaping
 - Requires additional training, education concerning new edible substances and additives such as CBD oil.

- Additional time educating tobacco permit holders on e-cigarettes/vaping and vape juices and associated new FDA regulations.
 - Update / develop regulations on new nicotine delivery products such as e-cigarettes/vapes.
 - Education campaign on the impact of these products on children and addiction.
 - Increased demand on environmental health, nursing and social services BOH personnel.
- Mental Health and Addiction Prevention and Support Programs
 - Opioid, nicotine, alcohol, cannabis additions and behavioral consequences.
 - Expanded nursing and community social work services.
- New 40B Projects
 - Newly proposed multiple housing units require multiple plan reviews and planning meetings.
- Body Art/Tanning Establishments:
 - Increase in microblading and permanent makeup/cosmetic applications.
 - Requires intensive plan review, paperwork and approval processes including site visits both with a sanitarian and PH nurse.
- Mobile Food and Single-Event Issue Permits and Inspection:
 - Mobile food and temporary applications have been increasing over the past several years.
- Babson College, Wellesley College and Tenacre County Day School:
 - Various renovations and updates to buildings are still being constructed across these campuses.
 - Given the age of the buildings, asbestos is often encountered.
 - Other issues involve monitoring of drinking water wells, indoor swimming pools, summer programs, cafeteria food services and new kitchen facilities.
- Summer Camps:
 - The number of campers temporarily decreased in 2017 to 6,016. In 2018 the number of campers reached 8,346.
 - Combined with the required new sanitary code for recreational camps for children, there has been a strong increase in the number of required EHS inspection services.
- Septic
 - The Health Department has seen an increase in applicants for septic related work on land not currently or easily serviced by town sewer.
- Demolition Inspections
 - The BOH has had several new types of complaints based on the recent Historic Preservation bylaw change.
 - Neighbors challenging a determination of historical significance are requesting additional inspections from the Health Department because they believe that certain properties are safety risks.
 - These complaints are accompanied by claims of unsanitary conditions, rodent and animal harborages and stability of the structure, all which must be responded to and investigated.
- Housing and Nuisance Complaints:
 - As construction work continues around town, neighboring residents often call the BOH with concerns of noise, dust, unsightliness, overcrowded parking and dumpsters.

- The Health Department has had several difficult and challenging cases involving tenant and landlord disputes.
 - Construction of 40B Complex at Sterns Road: There have been concerns raised by neighboring residents about the proximity of new 40B construction as it might disturb or impact the Sprague Field disposal site.
- Rodent Activity
 - The town's rodent population has increased over the past several years.
 - In coordination with animal control, the BOH has identified several hot spots of activity requiring extermination efforts and prevention control.
- Body Art
 - Applications have increased, for new facilities, practitioners and apprenticeships.
 - Increase in microblading and permanent makeup/cosmetic applications.
 - Requires intensive plan review, paperwork and approval processes including site visits both with a sanitarian and PH nurse.
- Vaping Establishments and Marijuana-Related Activities:
 - The Health Department continues to have several inquiries regarding opening new vaping shops.
 - Wellesley's current tobacco regulations are due for an update and the same will be true for any marijuana-related regulations.
- Plastic Bag Ban
 - Instituted jointly by NRC and BOH and resides in town bylaws.
 - Education of the bag ban, responding to complaints and assuring town food services are compliant is now part of the Health Department's routine work.
- Gas Leaks monitoring is an NRC lead initiative that the BOH has and will be continuing to support.

Wellesley Board of Health

Shepard Cohen, Chair

Marcia Testa Simonson, MPH, PhD, Vice Chair

Lloyd Tarlin, MD, Secretary

References

1. Massachusetts Department of Public Health. 105 CMR 590.00: State sanitary code chapter X: Minimum sanitation standards for food establishments. <https://www.mass.gov/regulations/105-CMR-59000-state-sanitary-code-chapter-x-minimum-sanitation-standards-for-food>. Accessed on 1/15/2019.
2. Massachusetts Department of Public Health. 105 CMR 430.00: Minimum standards for recreational camps for children: State sanitary code chapter IV. (<https://www.mass.gov/regulations/105-CMR-43000-minimum-standards-for-recreational-camps-for-children-state-sanitary-code>). Accessed on 2/22/2019.
3. Voluntary National Retail Food Regulatory Program Standards - January 2017. 2017. <https://www.fda.gov/Food/GuidanceRegulation/RetailFoodProtection/ProgramStandards/ucm245409.htm>. Accessed on 2/22/2019.

COMMITTEE ON ELECTRONIC VOTING

This report contains the Committee's findings and recommendations.

Introduction

The 2018 Annual Town Meeting voted to have the Moderator form a committee to study electronic voting and report on its findings to 2019 Annual Town Meeting. The Moderator appointed the following committee members:

- Pete Jones, Chair, TMM Precinct B
- Doug Smith, TMM Precinct G
- K.C. Kato, Town Clerk
- Ilissa Povich, TMM Precinct H
- Roberta Francis, TMM Precinct H

Electronic voting has been used in many representative Town Meeting towns including Brookline, Lexington, Natick, Arlington, Belmont, Amherst, Billerica, and Chelmsford. Electronic voting in a town meeting produces a transparent and accurate vote count and a record of how each member voted. The vote is not dependent on audio level, so each member's vote is counted.

Summary of Recommendations

Amend the Town Bylaws to permit, but not require the use of an electronic voting and display device for voting in Town Meeting.

Appropriate funds of up to \$15,000 to rent and operate a turnkey electronic voting system/services for use at Town Meeting in FY2020.

Summary of Conclusions

Electronic voting in Town Meeting would:

Increase accountability to constituents by creating a record of votes of individual Town Meeting members.

Save time for standing and ballot voting.

Response to Concerns

The committee feels the **financial cost** is reasonable.

The systems utilize technology that ensures the **integrity** of the votes.

Summary of the Committee's Work

The Committee held meetings from October 2018 to March 2019 and addressed the following major questions:

- Is available technology feasible --- secure, reliable, and easy to use?
- What does it cost to obtain and operate?
- What are the potential benefits and potential concerns?
- Should Wellesley Town Meeting adopt electronic voting?
- If adopted, what is the best way to implement electronic voting?

To address these questions, the Committee:

- Visited town meetings in neighboring towns to observe the use of electronic voting equipment and services.
- Obtained from the Massachusetts Moderators Association a spreadsheet listing the towns using or considering electronic voting beginning in 2012 and reviewed the town comments regarding EV.
- Studied online town meeting videos of towns using electronic voting.
- Reviewed surrounding towns' bylaws as well as Wellesley bylaws to work with Town counsel to develop bylaw changes to permit the use of electronic voting while continuing to permit our present voting methods.
- Interviewed town moderators and town clerks in surrounding towns to learn how they implemented their systems and to understand any problems they had implementing and using the EV systems. We found that most towns used current employee resources and that TMMs were enthusiastic about using the systems.
- On visits to Lexington, Natick, Belmont, Arlington, and Brookline we received detailed written information on each town's usage, operation, and procedures to implement electronic voting for Town Meeting.
- Sent a survey to all Wellesley Town Meeting Members and Advisory Committee members to get their input on using electronic voting at Town Meeting. 114 of 245 completed the survey.
- Held two sessions for TMMs and the public to learn about the electronic voting options.
- Provided information about electronic voting to the Townsman used in an article introducing the community to electronic voting.
- Consulted with the Wellesley IT department for their input, which was to rent a turnkey system including the personnel to run it for the first year.

Recommendations

The Committee recommends:

- Amending the Town Bylaws to permit electronic voting at Town Meeting.
- Authorizing the expenditure of \$15,000 to rent and operate an electronic voting system for use during FY 2020.

HOW ELECTRONIC VOTING WORKS

Voting

At the beginning of each session of ATM or STM, each TMM is issued a wireless handset with a unique ID number and her/his name. A vote may be taken electronically either at the Moderator's discretion or at the request of 7 or more members who rise for that purpose. The Committee recommends using electronic voting on all votes.

When the Moderator announces that voting is open, each member votes by pressing buttons on his or her handset during the timed voting period which is set by the moderator. Based on information received about other towns' practices, the Committee recommends that this period is 20 seconds. Each member votes by pressing buttons on the handset during the timed voting period: **1** for Yes, **2** for No, **3** for abstain. Signals are securely transmitted via radio frequency to a receiver connected to the voting computer. The voting computer transmits a confirmation of the vote received back to the handset so the TMM can see that his or her vote was received. The TMM may change his/her vote as many times as he/she likes while the voting window is open. The TMM's final vote will be the one that is counted.

Tabulation, Display, and Publishing

The voting computer contains a database of TMMs and the unique ID of each TMM's handset and software to prepare and record the votes. The computer is connected to the projection system in the auditorium and the cable TV video feed to display the text of the vote at hand and any subsequent voting results. The total time to prepare, launch and tabulate an electronic vote can be as little as one minute. Voting results may be displayed onscreen as a simple counted tabulation, or as a full report of the individual votes for each member.

The Committee is recommending that TMM votes are not displayed as they come in during the vote period, but that after the vote the Moderator may, or on the request of seven Town Meeting Members will, scroll through a display of each TMM vote by precinct, which should take less than a minute as well.

If a handset device fails, it can quickly and securely be replaced with a new device. Required vote margins for a simple or 2/3 majority are automatically accurately tabulated. The computer exports voting results to a document that may easily be published on the Wellesley town website.

All the EV systems recommended offer a variety of options for displaying the total vote and individual TMM votes. For TMMs interested in seeing how other towns have utilized electronic voting the video available here may be instructive: <http://votevideos.wordpress.com>.

Management of Handsets

The Town Clerk will develop methods to insure we have a smooth handset check in and check out process developed to meet Wellesley's needs.

Educating Town Meeting Members

The use of electronic voting handsets is straight forward and intuitive. At the beginning of each session of Town Meeting, the Moderator may do a test vote to ensure TMMs understand the use of the device.

BENEFITS OF ELECTRONIC VOTING

An electronic voting system can deliver tangible benefits to Wellesley Town Meeting, primarily in increasing public information about Town Meeting proceedings, but also in the efficiency and accuracy of voting. Electronic voting would increase the accountability of Town Meeting members to the citizens they represent and may enhance the public's confidence and interest in Town Meeting.

Accountability

The greatest benefit of electronic voting to a representative town meeting is the opportunity to quickly record and publish how individual member voted. Currently, a member-by-member voting record is available only with time-consuming ballot or roll call votes, which are very uncommon. As a result, constituents rarely know how their elected representatives vote. An electronic voting system would allow the Town to publish the vote of each TMM on every Town Meeting motion in dramatically less time than a ballot or roll call vote. Wellesley residents could determine how each TMM in their precinct voted on questions of particular interest to them.

Recording and publishing individual votes would substantially increase transparency and accountability in the Town's democratic process. This change may also encourage Member attendance throughout each evening of Town Meeting, because there will be a record of each TMMs' vote (or no vote) on each motion.

Time saving for standing counted votes

Use of electronic voting will save significant time for votes that would otherwise be taken by a standing count or a ballot vote. Although Wellesley Town Meeting historically has used these voting methods infrequently, electronic voting provides TMM-specific voting information for every vote without sacrificing significant meeting time.

Protection against unauthorized voting

Because electronic voting systems employ uniquely identified handsets to enter votes, they greatly reduce the potential for inadvertent or intentional votes made by unauthorized individuals, such as non-members who may contribute to voice votes.

CONCERNS RAISED REGARDING ELECTRONIC VOTING

The Committee considered the following concerns related to electronic voting:

Integrity of the vote

One of the most significant concerns is whether an electronic voting system will provide accurate tallies. Electronic voting systems ensure the integrity of wirelessly collected votes by several means, including:

- Wireless transmission mechanisms that use radio frequency (RF) to transmit data are far less susceptible to inadvertent or intended (malicious) tampering than devices using the Internet for data transmission.
- Transmission ranges that are suitable for the size of the auditorium, ensuring that all transmitted votes will reach the receiver associated with the vote tallying computer system.
- Authentication by linkage of uniquely-formatted voting data transmissions to unique handset devices that are assigned to specific Town Meeting Members and are distributed and collected in a controlled manner.
- Positive real-time feedback to the handset user acknowledging that a keyed-in yes, no, or abstain vote has been received by the system.

Fraud

A concern has been raised whether electronic voting systems open avenues for fraudulent voting that make them easier to abuse than current non-electronic voting procedures. The Committee considered the following specific concerns:

- Use of unauthorized devices. The handsets used by electronic voting are vendor specific. Based on the experience of other towns, linking specific handsets to specific Town Meeting Members and handset distribution controls effectively prevents misuse.
- Multiple voting. The electronic voting system is designed to record only one vote per member during each time-limited open voting window--the last yes, no, or abstain vote entered on a member's handset before the window of voting closes. A member can change his or her vote during the voting window only and the last change will be the final vote posted.
- Proxy voting. Electronic voting systems do not provide direct technical safeguards against proxy voting. Consistent with the practice in other towns, the Committee would encourage the Moderator to remind Town Meeting Members that proxy voting is not allowed and that TMMs should never give their electronic voting device to someone else to cast a vote.

Accessibility

Appropriate accommodation would be made for any TMM with physical disabilities that impede use of an electronic voting handset. The specific accommodation required would depend on the needs of the individual. Other towns using e-voting in Town Meeting have assigned an aide to individuals requiring assistance in using e-voting equipment. If Town Meeting approves the use of electronic voting, the Committee recommends that similar accommodations are put in place.

System Failures

An electronic voting system, like any other computer-based technology, can fail at a critical time. While outages should be very rare, as the Committee confirmed with the representatives of other towns, the proposed bylaw amendment permits the use of the same non-electronic voting methods in use today.

VENDOR AND TECHNOLOGY INVESTIGATION

The Committee's investigation into specific electronic voting systems on the market today was aided by the electronic voting survey being conducted by the Massachusetts Moderators Association from 2012 to the present. This survey is updated regularly by Town Moderators and Town Clerks. Detailed information discusses the benefits and challenges towns have faced and provides information about the vendor used by each. The Committee focused on the top three (3) vendors referenced in the survey. Our investigation focused on security, desired operating features, reliability, ease of use, cost, and the general parameter for purchasing or renting a turnkey system run by vendor personnel. To determine that adequate systems are available, we took the following steps:

- Observed electronic voting in use in towns having representative town meetings and spoke with Town Moderators, Town Clerks and members of electronic voting study committees about their experience with various systems, some going as far back as six (6) years.
- The Committee observed the use of an Internet-based electronic voting system using cell phones and tablets at a local town meeting. The Committee concluded that the security concerns related to the integrity of the data received are too great to make this technology an option for Wellesley Town Meeting use at this time.
- Reviewed reports of electronic voting study committees and vendor selection documents.
- Committee members downloaded electronic voting system software from various vendors to ensure it was intuitive to learn and understand. The Committee concluded that the

software can be operated by town employees. The Committee's discussions with towns using this software confirmed this conclusion.

Based on this investigation, the Committee concluded that the established technologies are secure, reliable, and have necessary features for effective use in Town Meeting voting. The choice of vendor would be made by the Town through a competitive bidding process, as required by law.

FINANCIAL COSTS

Procuring and operating an electronic voting system will require a modest financial investment by the Town, with both up-front and recurring costs. Electronic voting systems currently on the market are available for purchase or rental.

Purchase

Purchase price range up to \$30,000. The features of each system vary. Technical support, i.e. training, help desk, software upgrades are comparable for each of the vendors considered.

Electronic voting operating costs reported by towns we met with, range from \$1,000 annually to \$2,500 annually. Operating costs include town personnel to set-up the system, operate the system during town meetings, check each handset for battery life and replace as necessary, and dispensing and collecting the handsets at town meeting.

Rental

Rental of a turnkey system in which Wellesley provides the vendor motion language content and the vendor provides all equipment setup, motion reference loading and changes, operation during meetings, testing, and removal, is based on the number of days of town meeting per year. Based on the nine-night average number of nights of Wellesley Annual or Special Town Meeting (based on information from the past nineteen (19) years), the average cost per year would be \$13,000. Annual operating costs would be less than \$2,000 for persons to handout and collect, hand held electronic voting units.

The Wellesley IT department recommended renting for the first year and based on that experience deciding if we want to purchase or continue to rent, as many of the surrounding towns have. Actual costs of either purchase or rental would be determined through a competitive bidding process. The Committee is requesting that Town Meeting approve an FY 2020 appropriation of up to \$15,000 to purchase or rent and operate an electronic voting system.

COMMITTEE RECOMMENDATIONS

The Committee supports adopting electronic voting for Wellesley Town Meeting. We believe that the **benefit of greater accountability and transparency** to constituents is worth the modest cost.

The Committee's proposed bylaw amendment to include electronic voting as a voting method for Town Meeting (which was developed in consultation with Town Counsel) is provided below.

Article 36

To see if the Town will vote to amend the General Bylaws by inserting in Article 8 a new section 8.25 as follows:

8.25. Electronic Voting. Notwithstanding any provision of these bylaws to the contrary, subject to the availability of a system to enable electronic voting by Town Meeting Members using handheld mobile devices, the Moderator may count the vote, or conduct a roll call vote, on any matter before the Town Meeting by the use of such system.

and further, to see if the Town will vote to raise and appropriate, transfer from available funds or free cash, or borrow the sum of \$15,000.00 (FIFTEEN THOUSAND DOLLARS) to be expended under the direction of the Town Clerk for the purpose of consulting services, leasing, maintaining, operating, and/or purchasing the use of Electronic Voting Systems to be used in Town Meeting sessions, or to take any other action in relation thereto.

The Bylaw amendment language was carefully crafted to allow use of electronic voting at the Moderator's discretion while also permitting existing voting methods.

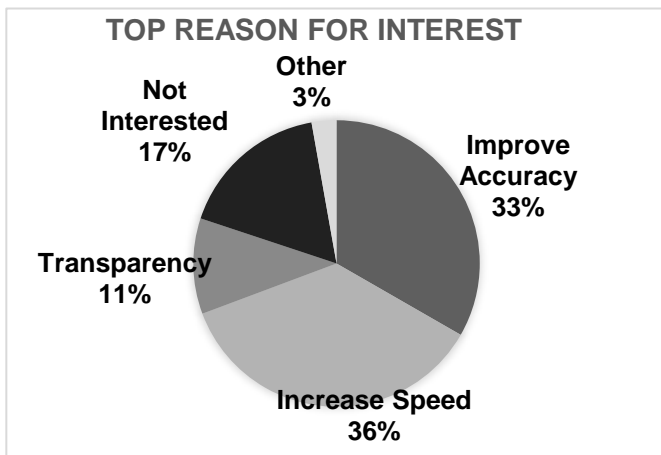
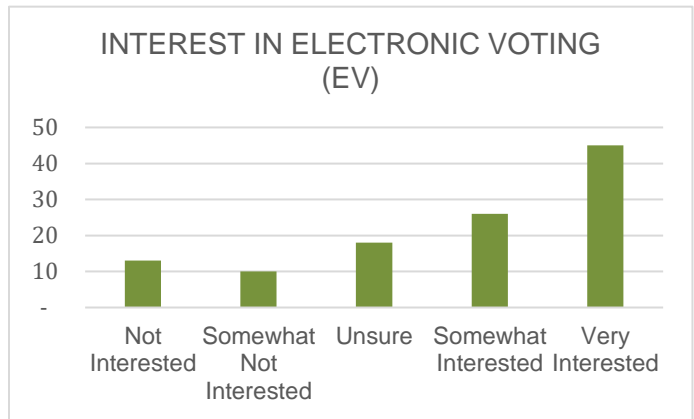
Appendix A

Electronic Voting Devices Survey – December 2018

To gain input from the Town Meeting community, a Google Forms survey was emailed to Town Meeting Members and Non-Town Meeting Advisory Members. 114 people of 245 people emailed responded.

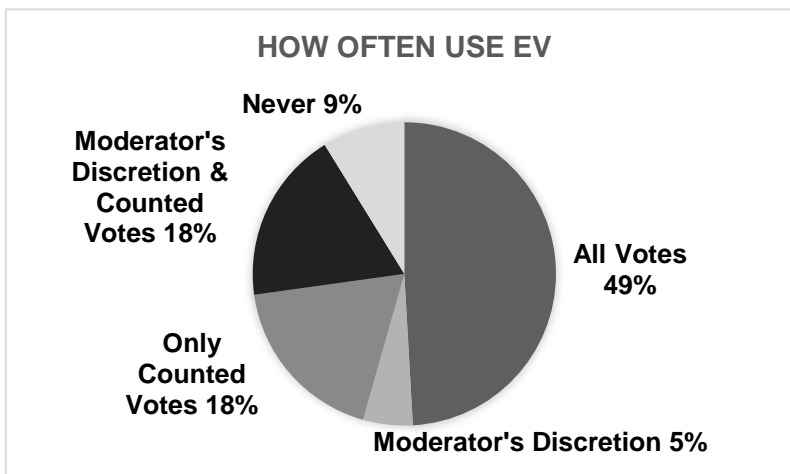
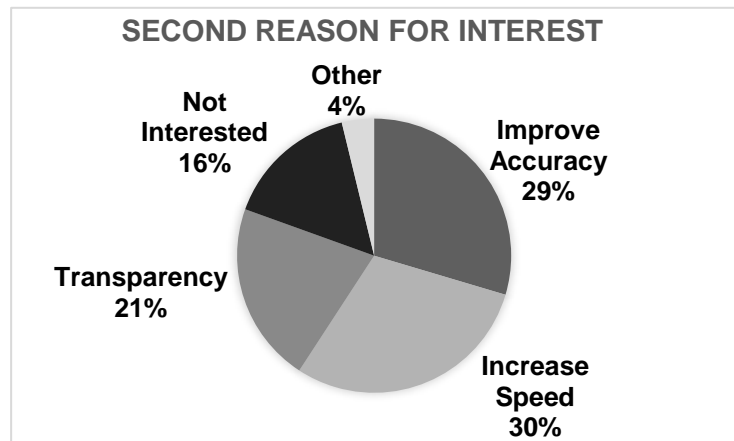
Generally, there is support for Electronic Voting. In order of importance, respondents selected Accuracy, Speed and then Transparency as the reason to use Electronic Voting. Although there is a high interest in Electronic Voting, there is concern about the cost. Below are the survey responses.

1. How interested are you in using electronic voting devices at Town Meeting? (1-5 Scale, Not Interested to Very Interested)



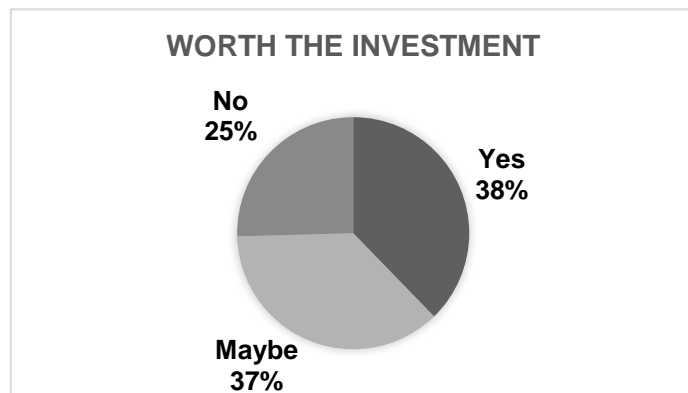
2. What is your top reason for your interest in using electronic voting devices?

3. What is your second reason for your interest in using electronic voting devices?



4. If we had electronic voting devices, how often would you like to see them used?

5. Do you think the benefits of electronic voting devices are worth investment?



the

6. Do you have any other comments, questions or concerns?

38 respondents provided comments, questions or concerns. Out of the 38, most were reiterating their position (not interested, very interested) and/or concerns (cost, need for transparency). Other concerns mentioned were security and an interest in better understanding the level of disclosure of results during the meeting. In addition, some encouraged the committee to consider other options such as cell phones and quickly standing without counting to show results which would decrease the impact of the voice volume and have no cost.

Appendix B

Proposed Operating Rules for Electronic Voting at Wellesley Town Meeting

Town Meeting Member Check-In

At each Town Meeting session, members shall check in upon arrival at the designated checkers' tables, as directed by signage. Upon check-in, each Town Meeting member will be issued a handheld device for electronic voting. Each of these devices has a unique identifying number and is programmed for an individual Town Meeting member. Units will be labeled with both the identifying number and the member's name.

Becoming Familiar with hand-held Device

At the start of each session of Town Meeting, the Moderator may conduct a practice vote. This vote is taken to familiarize Town Meeting members with the devices and the voting procedures. This procedure offers an opportunity for all those present to confirm that their devices are functioning properly.

Device Exchange

Devices will have been pre-tested to confirm operability. But an inoperative device may be exchanged at any time for an operating replacement. If necessary to pause the vote while a device is exchanged, a member may stand for a point of personal privilege to gain the Moderator's attention.

Electronic Voting Process

- A vote may be taken electronically either at the Moderator's discretion or at the request of 7 or more members who rise for that purpose. The Committee recommends using electronic voting on all votes.
- After the Moderator declares voting to be open, a twenty second countdown clock will be displayed on the projection screen. The Moderator shall call those in favor of the motion to press the number 1 on their devices, those voting against the motion to press the number 2, and those abstaining to press 3. Town Meeting members may change their votes at any time until the expiration of the voting period.
- At the end of the voting period, the result of the vote will be displayed. At the request of 7 or more members who rise for that purpose, a presentation of names and votes (referred to by the committee as a "scroll") will be displayed.

Town Meeting Member Check-out

Each Town Meeting member who leaves a session of Town Meeting, whether during or at the end of a session, shall return his/her device to the designated location(s)/checker(s). In order to facilitate members' exiting at the close of the meeting, the Moderator may appoint additional checkers. Under no circumstances may a Town Meeting member leave his/her device unattended or with another member. Likewise, under no circumstances may a Town Meeting member attempt to record a vote with a device other than the one assigned to him/her.

Public Record of Electronic Votes

A backup/physical record of the results of each electronic vote will be created at the time of each vote and provided to the Town Clerk. The results of all votes taken electronically will be made available, within a reasonable amount of time, on the Town's website. Additionally, the official record of Town Meeting will include, for all electronic votes, the record of how each member voted.

Device Storage and Security

Except when in use at a session of Town Meeting, the dedicated computer with the system's software, along with all the handheld devices and the wireless base receivers, will be secured in a restricted access area. The office of the Town Clerk will oversee operation and storage of the system. Additional town staff will be trained in the operation of the system, as backup.

Assistance for Town Meeting Members

Town Meeting Members who would like assistance with electronic voting should contact the Town Clerk or the Moderator prior to Town Meeting and such assistance will be arranged.

REPORT OF THE COMMUNITY PRESERVATION COMMITTEE

Wellesley's Community Preservation Committee (CPC) was formed when the 2002 Annual Town Meeting voted to sign onto the Massachusetts Community Preservation Act (CPA.) As determined by Town bylaw, the CPC has nine members, including representatives from five designated boards: Natural Resources Commission (NRC), Planning Board, Recreation Commission, Housing Authority and Historical Commission. Four additional members are appointed by the Moderator, with one of those appointees traditionally recommended by the Wellesley Housing Development Corporation. CPA funds can be only be used for projects in four designated areas: community housing, historic preservation, recreation and open space.

Wellesley's CPA funds come from two sources: a surcharge on local property taxes and a "match" from the state CPA Trust Fund. In accordance with the CPA, Wellesley set a 1% surcharge on the local property tax. (Taxes on the first \$100,000 of a property's value are exempt from the surcharge as are taxes on certain low-income housing.) The surcharge total for FY19 for Wellesley is \$1,310,363. Wellesley's CPA fund retains 100% of this surcharge revenue.

These funds are matched on an annual basis by monies from the Massachusetts Community Preservation Trust Fund, which is made up of revenues collected from a surcharge placed on all real estate transactions at the state's Registries of Deeds. The surcharge for most documents filed at the Registries is \$20, which is immediately deposited in the CPA Trust Fund held at the Department of Revenue (DOR). The State match from the CPA Trust to each CPA community is determined by a statutory formula. In 2002, the first State match to 34 communities was 100%. The most recent State match to 172 communities was 19%. That match would have been significantly lower without the bill signed by Governor Baker transferring \$10 million in budget surplus to the State CPA Trust fund.

As of November 2018, 175 communities in Massachusetts have adopted the CPA. That number represents half of the State's cities and towns and over 60% of the State's population. This growing number of CPA communities, coupled with declining fee revenues, means the State match will continue to be far lower than the original 100%. Wellesley's CPC is a member of The Community Preservation Coalition, a group providing support to all CPA communities and working on Beacon Hill to preserve the goals of the CPA. One of the goals of the Coalition to support a bill that will raise the cost of fees at the Registries of Deeds across the State to stabilize the State Trust fund. A bill sponsored by Senator Cynthia Creem and Rep. Ann-Margaret Ferrante, "An Act to Preserve Community Preservation", is making its way through committee with hopes of a State House hearing this spring. Wellesley's CPC is supporting this effort.

To secure additional State match funds in future years, the Town of Wellesley could explore means of increasing its revenue stream to its local CPA fund, either through an increase in the local surcharge or through other means such as linkage programs with developers. Any change to Wellesley's CPA status would require the support of Town Meeting and support by town-wide referendum.

For additional background on the Massachusetts CPA, guidelines for communities and statutory requirements, surcharge information and the Community Preservation Trust Fund account balances, go to the following website:

<https://www.mass.gov/lists/community-preservation-act-cpa-payments-decile-reports-and-other-information>

By statute, the CPC is required to allocate a minimum of 10% of all revenues to be expended or placed in a designated reserve for later use in each of three major categories: open space, community housing, and historic resources. At the municipality's discretion, the remaining portion of annual CPA revenues may be used currently or placed in a general reserve fund for future use in any of these three categories as well as for recreation projects. The Town may also appropriate up to 5% of annual CPA funds for "administrative" purposes. Administrative funds are used for clerical support and for professional services in helping to define and analyze potential projects. Administrative funds not expended in any fiscal year are returned to the undesignated fund balance.

Wellesley has approved 79 CPA appropriations since 2002. To see the complete list of Wellesley CPA projects, go to the Community Preservation Coalition website (and select Wellesley):

<https://www.communitypreservation.org/databank/info>

The 2018 ATM approved CPA appropriations for 12 projects:

- Feasibility Study for Morses Pond Bathhouse and Beachfront
- Reconstruction of the Sprague Field Tennis Courts
- Phase II of the Hunnewell Track and Field Project
- North 40 Vernal Pool Boardwalk and Observation Deck
- Gas Leak Detection Equipment
- Fuller Brook Stone Fish Ramp
- Phase I Duck Pond Bridge Reconstruction
- Planning Sub-Area Land Use Study
- Fells Branch Library Wood Shingle Roof
- Analysis of Wellesley Housing Authority Properties at Barton Road and Morton Circle
- Wellesley Historical Society Archiving of Business, Club, and Community Organizations Collections
- Phase I of Rehabilitation of Lee and Hunnewell II Softball Fields

In FY20, the CPC will make a debt service payment of \$552,044 on the \$10 million borrowed for the purchase of the North 40. This will fulfill the statutory requirement that at least 10% of funds be expended or placed in reserve for open space.

Consistent with the Town-Wide Financial Planning process, the CPC has developed a long-range plan reflecting the current expectations of revenues, appropriations and fund balances. The charts below show the different CPC fund balances as of July 1, 2018 with projections through June 30, 2024.

Wellesley CPA Financial Plan: July 1, 2018 to June 30, 2024
Final 2/25/2019

REVENUE	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	
Local Surcharge	\$1,247,965 103.9%	\$1,310,363 105.0%	\$1,375,881 105.0%	\$1,444,675 105.0%	\$1,516,909 105.0%	\$1,592,754 105.0%	\$1,672,392 105.0%	
State Match (match %)	\$206,452 17.2%	\$236,964 19.0%	\$196,554 15.0%	\$206,382 15.0%	\$216,701 15.0%	\$227,536 15.0%	\$238,913 15.0%	
Interest	\$108,758	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
Other Revenues								
Total	\$1,563,175	\$1,647,327	\$1,672,435	\$1,751,057	\$1,833,610	\$1,920,291	\$2,011,305	
APPROPRIATIONS	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	FY20 SOURCE **
Administrative	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	Undesignated
WHC Historical Plaque Program	\$20,000							
WHC Fells Library Roof		\$31,000						
WHS Archival Activities	\$20,400	\$36,000						
Library - Digitization of Historic Maps			\$21,500					Historic
Library - Fells Branch Children's Pollinator Garden			\$30,000					Open Space
Planning Board Land Use Study		\$25,000						
WHA Assessment of WHA Properties		\$200,000						
Memorial Grove	\$8,000							
NRC Phosphorus Inactivation Unit	\$70,000							
NRC Small Weed Harvester	\$130,000							
NRC Vernal Pool Boardwalk & Deck	\$15,000	\$50,000						
NRC Gas Leak Tester		\$2,500						
NRC Fish Ladder		\$5,000						
NRC Duck Pond Bridge		\$38,500	\$91,000					Open Space
NRC - Restoration of Church Park			\$30,000					Open Space
NRC - Morses Pond Phase I Erosion Mitigation			\$150,000	\$150,000				Open Space
MLP Electric Substation	\$90,000							
DPW Clock Tower	\$40,000							
DPW Sprague Tennis Courts		\$150,000						
RC Beach & Bathhouse Study		\$40,000		\$500,000				
PFTF HS Track & Field (Phase II Bathrooms)		\$175,000						
DPW - Softball Field Improvements		\$100,000	\$500,000					Undesig - Rec
Other Projects (2020 and future)	\$0	\$250,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	
Subtotal Open Space	\$223,000	\$136,000	\$301,000	\$150,000				
Subtotal Historic	\$170,400	\$67,000	\$21,500					
Subtotal Community Housing	\$0	\$225,000	\$0	\$0	\$0	\$0	\$0	
Subtotal Recreation	\$0	\$425,000	\$500,000	\$500,000				
Other TBD	\$250,000	\$250,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	
Admin	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	
Total	\$708,400	\$1,168,000	\$1,337,500	\$1,165,000	\$515,000	\$515,000	\$515,000	
Appropriations funded by Debt	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	
North 40 Borrowing \$10,000,000								
Debt Service on North 40 Debt Service to 2045	\$553,244	\$550,244	\$552,044	\$553,444	\$549,444	\$550,244	\$550,644	Undesignated

Wellesley CPA Financial Plan: July 1, 2018 to June 30, 2024
Final 2/25/2019

Planned Reserve Appropriations	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Open Space Reserve (satisfied by debt service)	\$0	\$0	\$0	\$85,000	\$0	\$0	\$0
Historic Reserve	\$160,000	\$160,000	\$170,000	\$180,000	\$185,000	\$195,000	\$205,000
Community Housing Reserve	\$160,000	\$160,000	\$170,000	\$180,000	\$185,000	\$195,000	\$205,000
Additional Prev FY Community Housing							
Total Approp for Reserves	\$320,000	\$320,000	\$340,000	\$445,000	\$370,000	\$390,000	\$410,000

Fund Balances	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024
Encumbered*	\$2,450,084	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Calculated reserves (avail)							
Open Space Reserve	\$505,277	\$369,277	\$153,277	\$3,277	\$3,277	\$3,277	\$3,277
Historic Reserve	\$353,113	\$456,113	\$614,613	\$799,613	\$994,613	\$1,199,613	\$1,414,613
Community Housing Res	\$775,565	\$720,565	\$900,565	\$1,085,565	\$1,280,565	\$1,485,565	\$1,700,565
CP-2 and Projections							
Open Space Reserve	\$369,277	\$68,277	\$3,277	\$3,277	\$3,277	\$3,277	\$3,277
Historic Reserve	\$286,113	\$434,613	\$614,613	\$799,613	\$994,613	\$1,199,613	\$1,414,613
Community Housing Res	\$550,565	\$720,565	\$900,565	\$1,085,565	\$1,280,565	\$1,485,565	\$1,700,565
Specific Reserves	\$1,205,956	\$1,223,456	\$1,518,456	\$1,888,456	\$2,278,456	\$2,688,456	\$3,118,456
Undesignated	\$3,110,070	\$2,850,352	\$2,509,344	\$2,825,957	\$3,204,323	\$3,648,970	\$5,230,275
Total Available	\$4,316,025	\$4,073,808	\$4,027,799	\$4,714,413	\$5,482,779	\$6,337,425	\$8,348,730
Total Assets	\$6,766,109	\$6,073,808	\$6,027,799	\$6,714,413	\$7,482,779	\$8,337,425	\$10,348,730

*For each year end, funds approved by the ATM are encumbered and no longer in Total Available
** FY2020 Source - future years on projected projects may be partially funded from undesignated

CPC is pleased to recommend the following appropriations for approval at the 2019 Annual Town Meeting under Article 16 of the Town Meeting Warrant. With the debt service payment for the North 40 purchase included, recommended appropriations for FY20 total \$1,779,544.

Proposed Actions for ATM 2019– CPC Article 16

1. Administrative Funds and Appropriations to Designated Reserves

The CPC requests the following:

- \$65,000 for administrative funds
- \$170,000 to be appropriated to the Historic Resources Reserve
- \$170,000 to be appropriated to the Community Housing Reserve

The Town may appropriate up to 5% of estimated annual revenues for administrative purposes. These funds are utilized primarily for consultants and engineers to help analyze and define potential projects that may receive CPA funding. In addition, these funds finance a part-time administrative assistant who is responsible for all CPC clerical and reporting duties, including maintaining the CPC's website and on-line access to CPC applications, meeting reports and related materials.

The CPC requests an appropriation of \$65,000.

Unused funds appropriated for administrative purposes will revert to the CPA fund undesignated balance.

Under the State CPA, the Town is required to appropriate or reserve for future appropriations a minimum of 10% of the estimated annual revenues for three designated purposes: Open Space, Historic Resources and Community Housing. The debt service payments on the commitment of CPA funds to the purchase of the North 40 fulfills the required annual contribution to the Open

Space Reserve. Therefore the usual 10% appropriation is requested for only the two remaining reserves.

The CPC requests \$170,000 be appropriated to both the Historic Resources Reserve and the Community Housing Reserve.

Total Recommended Amount: \$405,000

2. Appropriation to the Wellesley Free Library

Sponsor: Reference Department, Wellesley Free Library

Project: Digitization of Historic Maps

Recommended Amount: \$21,500 taken from Historic Resources Reserve

These funds will allow for the digitization of 90 historic maps and atlases, protecting the delicate nature of some of the oldest maps and allowing the materials to be accessed by any interested parties through the Library website. The digitization work will be completed by the Northeast Document Conservation Center and the digitized materials will then be housed by Digital Commonwealth, the platform of the Boston Public Library where the Wellesley Free Library digital collection is housed.

The CPC is pleased to have the opportunity to work with and support the excellent team of research librarians at our Library and their efforts to make the collections available to all Wellesley residents.

3. Appropriation to the Department of Public Works

Sponsors: Playing Fields Task Force, Wellesley Public Schools, Department of Public Works, Softball Fields Improvement Committee

Project: Reconstruction of Lee and Hunnewell II Softball Fields

Recommended Amount: \$500,000 taken from Undesignated Funds

In 2018, Town Meeting approved a CPA appropriation of \$100,000 to undertake a comprehensive review of the Hunnewell Field with particular focus on the possibilities for either rehabilitating the two main softball fields or the potential relocation of the fields with the goal of developing fields that are safe, accessible and MIAA compliant.

The Town engaged Weston and Sampson, an interdisciplinary design, engineering, and environmental services firm, to conduct the analysis of the softball fields and the greater Hunnewell Field complex. That analysis is complete, schematic designs have been developed and the project is moving into the next phase. The plan developed calls for the two softball fields to remain in their current locations with some adjustments to current conditions allowing for the necessary improvements and upgrades. The project will address drainage issues, make the fields regulation size, install regulation backstops and safety fencing, improve the dugouts with provisions for sun protection, improve the landscaping and overall aesthetics of the fields, and make the fields ADA accessible.

The estimated cost of the project is \$1 million. This appropriation, along with tax impact funds to be appropriated under Article 21 and private fundraising already underway will combine to cover the cost of the new fields.

The project is scheduled to go before the Wetlands Protection Committee prior to Town Meeting allowing for the further development of design plans and bid documents. The current project schedule calls for RFP to be issued and bids to be accepted in April or early May, a contract to be awarded in May and the construction to begin this June.

This project stands out because it has been spear-headed by citizen initiative with the involvement of Wellesley's youth softball program, girl scouts, adult league players and high school athletes. The CPC is impressed by this effort and maintains the expectation that these groups, particularly the youth programs, will be given priority in using the fields.

This project has received the support of the Board of Selectmen, the Recreation Commission, the DPW, the School Department and the NRC.

CPC is proud to have provided the funding to move this project forward to this phase and hopes that Town Meeting shares its enthusiasm for seeing this project through to completion.

4. Appropriation to the Natural Resources Commission

Sponsor: Natural Resources Commission, Department of Public Works

Project: Restoration of Church Park

Recommended Amount: \$30,000 from Open Space Reserves

This appropriation will fund the complete restoration of the town-owned park space in the center of Wellesley, located in front of the Wellesley Congregational Church and across from the Wellesley Post Office. This project will involve the removal of the concrete remains of an old bus stop and creation of a new garden bed, the upgrading or replacement of the irrigation system, the removal of invasive species and old plantings, and the planting of new native trees, shrubs, perennials and groundcover. Existing brick walkways will be reset and a new stepping stone path will be added.

The new landscape plan will be executed under the direction of Cricket Vlass, the Town of Wellesley's Landscape Planner and will be another addition to the NRC's "pollinator corridor" in Wellesley. The goal of the DPW's Park and Tree Division working with the NRC is to focus on native New England plantings – trees, shrubs and flowers – that are sustainable and able to support native pollinators along with providing for beautiful gardens.

With the high visibility of this pocket garden and its accessibility and use for residents and visitors of all ages, the CPC believes this is a worthwhile project that benefits the community in a variety of ways.

5. Appropriation to the Department of Public Works

Sponsors: Natural Resources Commission, Department of Public Works

Project: Reconstruction of the Duck Pond Bridge, Phase II

Recommended Amount: \$91,000 from Open Space Reserves

At the 2018 ATM, \$38,500 was appropriated to undertake an assessment of the footbridge that crosses Cold Spring Brook near the entrance to Town Hall because a preliminary study indicated some structural and safety concerns.

The engineering department has completed the assessment of the bridge footings and the existing site conditions plan. This appropriation will cover the cost of the demolition work, a new foundation, bridge construction, site work and landscaping. One tremendous benefit of this reconstruction will be the necessary site work and re-grading will result in an ADA compliant path and bridge.

CPC unanimously supports this project which provides an important upgrade to a Town landmark.

6. Appropriation to the Natural Resources Commission

Sponsors: Natural Resources Commission, Department of Public Works, Recreation Department

Project: Phase I Implementation of Morses Pond Erosion Remediation Plan

Recommended Amount: \$150,000 from Open Space Reserves

In 2016 and with CPA funding, the Natural Resources Commission engaged the firm of Horsley Witten to undertake a study of the Morses Pond shoreline and the erosion levels around the pond. The report from that study is available on the Town website and details the 22 sites around the pond that have erosion problems negatively impacting the recreational and environmental value of the pond and therefore warrant attention. Of those 22 sites, eleven are public land accessible to all residents.

With the help of the consultants, NRC has categorized and prioritized those eleven sites as to the level of erosion, the type of remediation required and whether that work can be done “in house” or will require outside contractors. The entire remediation project has been broken into three phases with a total cost of approximately \$450,000 although employing in house crews and volunteers may reduce the timeline and lower the final costs substantially..

This appropriation will fund Phase I, the remediation of the sites 16, 18, 21 and 22, or most of the sites along the Cochituate Aqueduct. (A map of the sites referred to here, along with the recommendations from the study are available on the Town website: <https://www.wellesleyma.gov/455/Morses-Pond>, click on the link to the Morses Pond Erosion Study Recommendations.) Depending on the DPW's availability, additional sites may be accomplished this fall or spring. This phase includes remediation at Pickle Point, a Wellesley Conservation Council property, and favorite passive recreational area on the pond.

The work in all three phases will require a variety of interventions, ranging from removal of invasive species to a variety of new buffer plantings, to the installation of coir logs, to the installation of stone steps and the installation of a stabilized boat launch along with the design and installation of educational signage.

Morses Pond is one of the Town's most important natural resources and the Town has invested tremendous resources, including significant CPA funds, in maintaining the water quality of and accessibility to the pond. CPC views the remediation of the shoreline as another important step in preserving this Town gem and unanimously supports completing this project.

7. Appropriation to the Library Board of Trustees

Sponsors: Wellesley Free Library, Natural Resources Commission

Project: Fells Branch Learn and Play Pollinator Garden, Phase I

Recommended Appropriation: \$30,000 from Open Space Reserves

In 2018, the Fells Branch Library received a makeover, including a wood shingle roof paid for in part with CPA funds, and the completion of a rehabilitation of the interior, thanks to private funding, which transformed the space into an early childhood resources center. This appropriation would provide funds to begin to take that interior reimagining outside, ultimately creating a garden and outdoor learning space that furthers the NRC goal of creating a network of native pollinator gardens throughout Town.

The total cost of the completed project is estimated at approximately \$68,000. This appropriation would fund Phase I and would include site preparation including regrading, establishing pathways and accessibility, and initial plantings. Both NRC and the Tree and Park Division of the DPW have been consulted on both the design of the space and the types of plantings to be used.

CPC is pleased to support a new and creative outdoor space that also continues the NRC/DPW goals for native, sustainable plantings creating a pollinator corridor. CPC believes this new garden will be enjoyed by residents of all ages and enthusiastically supports this appropriation.

The CPC continues to be impressed with the level of collaboration and cooperation exhibited from all Town Departments, elected officials and Town boards and committees. This is what makes Wellesley's adoption of the CPA so beneficial for the Town. Looking forward, CPC is anticipating supporting a potential project at the beachfront at Morses Pond including the rehabilitation of the bath house as well as additional projects to protect the shoreline and water quality of the pond. The CPC will be working in 2019 to put the required deed restriction in place for the CPA-funded portion of the North 40 land and looks forward to a Town-wide discussion of the future of the North 40.

The CPC thanks our outstanding Town staff for their ongoing assistance and the many volunteers for their dedication to making Wellesley the special place that it is.

Respectfully submitted,

Barbara McMahon, Chair, Moderator Appointed
Allan Port, Vice-Chair, Moderator Appointed
Catherine Johnson, Planning Board
Don Kelley, Wellesley Housing Authority
Emily Maitin, Wellesley Historical Commission
Raina McManus, Natural Resources Commission
Mason Smith, Moderator Appointed
Mark Wolfson, Recreation Commission

REPORT OF THE NATURAL RESOURCES COMMISSION

MISSION STATEMENT

The mission of the Natural Resources Commission is to provide stewardship of, education about, and advocacy for the Town of Wellesley's park, conservation, recreation, and open space system so the full value of the Town's natural assets can be passed on to future generations.

ORGANIZATIONAL STRUCTURE

The Natural Resources Commission (NRC) consists of five elected members with staggered terms of three years. The Natural Resources Commission appoints the 5-member Wetlands Protection Committee for three-year terms and the 9-member Trails Committee for one-year terms. The Commission also appoints the Landscape Advisory Committee, the Long Range Planning Committee, and other ad hoc committees as required.

The department is staffed by 3 full-time employees including the director, the wetlands administrator, and a secretary; and one part-time environmental education and outreach coordinator.

The NRC is charged with the statutory responsibilities of Park Commission, Conservation Commission, Tree Wardens, Shade Tree and Pest Control Officers, and Town Forest Committees under Massachusetts General Laws Chapters 40, 45, 87, 131, and 132.

The NRC, serving as the Conservation Commission for the Town, delegates to the five-member Wetlands Protection Committee (WPC) the power and authority to administer and enforce the Wetlands Protection Act and the Town Wetlands Protection Bylaw. The WPC is supported by the Wetlands Administrator.

The Wellesley Trails Committee promotes, develops, and maintains the town's extensive trail system. There are 43 miles of trails in Town, 26 of which are marked and have accompanying descriptions. Departmental staff supports the Trails Committee in an administrative capacity.

Representatives from the NRC also serve on the Community Preservation Committee (CPC), the Playing Fields Task Force, the Unified Plan Steering Committee, and the 3R Working Group.

PREVIOUS ACCOMPLISHMENTS

Active and Passive Recreation Improvements

New Bathrooms and Team Rooms at Hunnewell Field: The NRC is working on an ongoing basis on the proposed addition of bathrooms and a team room to the Hunnewell Field. The NRC regularly meets with members of the DPW, Playing Fields Task Force, Recreation Commission, School Committee, Sustainable Energy Committee, and representatives from the neighborhood to review the project design elements and to ensure that the project meets the appropriate standards.

Morses Pond Beach Improvements: The NRC has worked closely with Recreation, the Wetlands Protection Committee, DPW, and Pond Manager Ken Wagner to improve the

experience of Town beach visitors at Morses pond. Improvements included regrading of the water's edge for safer entry, installation of a benthic barrier to retard plant growth, and streamlined water quality testing.

Combustible Gas Indicator (CGI) Gas Leak Detection Device: The methane monitoring device is now in use to determine methane levels prior to tree planting and to determine if methane is present near failing trees. Data are being collected.

Projects Completed through Community Preservation Act Funding

The NRC is grateful to Wellesley residents and the Community Preservation Committee (CPC) for their ongoing commitment to open space and recreation in Wellesley. The following capital projects were made possible with Community Preservation Act funding that was granted by the CPC.

Boardwalk at the North 40 Vernal Pool: In 2017, the NRC solicited and reviewed design plans for an educational boardwalk at an environmentally sensitive vernal pool at the North 40. The NRC sought and received project approval from the Board of Selectmen in October 2017, Community Preservation Act (CPA) funding for supplies was supported at Annual Town Meeting, and construction by the DPW and citizen volunteers began in December 2018. Significant progress has already been made, with all of the gravel paths and nearly half of the roughly 400 feet of boardwalk finished as of this entry. Benefits to the public include a new gravel trail surface and a raised boardwalk which will provide better access for users of varying physical abilities; improved opportunities for wildlife viewing; educational programming; and reduction of impacts to wetland soils.

Memorial Grove: Wellesley resident Tory DeFazio proposed a restoration of the World War I Memorial Grove at Hunnewell Fields, funded by the Community Preservation Act. The NRC supervised and administered the project, including materials procurement, installation, billing, and coordination with the CPC and the DPW. The project was completed and dedicated in May of 2018, commemorating the 100-year anniversary of WWI. The restoration includes six new redbud trees (representing the six Wellesley men who gave their lives), informational signage, and a granite bench. This memorial, one of 100 memorials awarded official designation by the U.S. World War I Centennial Commission and the Pritzker Military Museum and Library, honors the men who gave the ultimate sacrifice and offers residents a permanent place to reflect in a natural setting.

Morses Pond Erosion Study: The NRC worked with environmental engineers Horsley Witten to develop and complete a long-term plan to preserve the Morses Pond shoreline. Erosion threatens trees, water quality, wildlife habitat, and recreational areas. The design and permitting phase to restore several eroded sites is underway, with construction of the first round of selected sites planned for early FY20. The full Morses Pond Erosion Study is available on the NRC website.

Comprehensive Pond Management Plan: A study assessing the condition of eight Town ponds that provide recreational and environmental benefits to the community was performed on the following ponds: Abbots Pond, Duck Pond, Longfellow Pond, Reeds Pond, Rockridge Pond, Farm Station Pond, Bezanson Pond, and Skating Pond. (The study did not include Morses Pond, which already has a management plan.) Based on recommendations in the Pond Management Plan, the CPC awarded *partial* funding to the NRC for a new small weed harvester to manage nuisance aquatic vegetation in several of the ponds, as well as funding for a Mobile Phosphorus Inactivation

Unit to improve water quality in the ponds. Initial treatments were applied at Bezanson, Abbotts, and Rockridge pond with promising results. The new harvester has also arrived and will be operational in late FY19 or early FY20. The full Comprehensive Pond Management plan is available on the NRC website.

Protecting the environment and residents from harmful chemicals

Pond Health Forum: In October 2018, as part of our continuing Grow Green Wellesley initiative, the NRC hosted “Saving Our Ponds: What Wellesley is Doing and How You Can Help.” The forum featured experts on pond management including: Julie Dyer Wood, Director of Projects for the Charles River Watershed Association; Morses Pond Manager Ken Wagner of Water Resources Services; and Richard Howell, President of Friends of Morses Pond and Chair of the Wellesley Wetlands Protection Committee. The forum examined the current health of Wellesley’s ponds and educated residents on ways to protect and keep them healthy.

Waste and Plastics Reduction

New Bylaw on Single-Use Plastic Check-Out Bags Now in Effect: The Town’s new bag bylaw, proposed by the NRC at Annual Town Meeting 2016, took effect for all stores on April 12, 2017, restricting the distribution of single-use plastic check-out bags, requiring that paper shopping bags be fully recyclable, and encouraging the use of reusable shopping bags. The NRC proposed the bylaw in order to reduce plastic litter and to help ensure that shopping bags distributed in the town can be recycled at the Wellesley Recycling and Disposal Facility (which no longer accepts plastic bags or plastic film for recycling). The Health Department is responsible for enforcing the bylaw. The NRC continues to promote reusable bags through public outreach such as “Bring Your Own Bag Month” (January 2017 and January 2019, as designated by the Board of Selectmen), which reminds shoppers to reduce waste and saves merchants money.

Food Waste Pilot: The NRC continues an ongoing collaboration on waste reduction with the Sustainable Energy Committee and the Department of Public Works through the 3R Working Group. A food-waste collection program begun by the Recycling and Disposal Facility (RDF) and initially piloted by 600 residents is now available to all town residents. Food scraps are brought to the RDF in compostable bags, and are then sent to a biogas facility to generate electricity. The RDF is currently collecting more than one ton of food waste each week, diverting this waste from landfills.

Protecting the Nocturnal Environment

Conservation Lighting: The Municipal Light Plant converted approximately 3,000 high pressure sodium (HPS) cobrahead street lights to energy and cost saving LED (light emitting diode) fixtures. At the NRC’s request, approximately 200 HPS fixtures were left in place near conservation areas in order to protect the natural environment from the higher-kelvin (blue emitting) LED’s. The NRC will continue to work with the MLP to identify lower-kelvin fixtures which meet the MLP’s standards as they become available in the marketplace.

Environmental Planning and Legislation

Continued Rezoning of NRC properties: The NRC, Planning Board, and departmental staff collaborated on a proposal to change the zoning classification of 18 properties under the jurisdiction of the NRC in order to reflect the current and intended long-term use of these properties. This process was begun during 2016 Annual Town Meeting, which initially changed the zoning of 28 parcels. On April 3, 2018, Wellesley Town Meeting voted to accept the proposal

to remove the 18 properties from the Residential or Educational zoning districts and incorporate them into the Conservation zoning district. This rezoning helps strengthen the status of all park and conservation land by ensuring that it is zoned under "Conservation." This phase represented the third and final rezoning of NRC property.

Support and Testimony for Environmental Legislation: With research and support from Staff, NRC Commissioners provided testimony at the State House in support of pesticide and polystyrene reduction bills, and to the Department of Public Utilities in support of protecting tree roots from harmful gas leaks. Staff regularly communicated with State legislators on issues including gas leaks, waste reduction, and public shade tree protection.

DEPARTMENT GOALS AND INITIATIVES FOR THE COMING YEAR

The goals of the Natural Resources Commission are to provide the Town with the highest quality of environmental leadership, planning, and management; to establish sound environmental policy; and to protect and improve the Town's natural and outdoor recreational resources. Projects and initiatives to further these goals were developed at the Annual Retreat and include the following:

1. Manage and provide enhanced stewardship of the Wellesley Town forest
2. Protect Town drinking water
3. Protect the biodiversity of the Town and enhance wildlife friendly landscapes
4. Promote the protection of open space in Town
5. Protect existing shade trees and increase the Town's tree canopy
6. Decrease the impact of exterior lighting on the natural environment
7. Protect air quality
8. Reduce noise pollution
9. Reduce litter and plastic waste
10. Maximize the effectiveness of the NRC and advocate for our mission within Town government

New Projects and Initiatives

Morses Pond Erosion Remediation: As per the above Morses Pond Erosion Study, design and permitting are now underway to address shoreline erosion at specific sites. With support from the CPC and technical assistance from the DPW, construction of several of the recommended restoration sites is planned in early FY20. Restoring the shoreline will protect Town water, trees, wildlife habitat, and recreational areas. Some sites will be enhanced to provide appropriate pedestrian access for fishing, and will include canoe and kayak launches.

Management and Stewardship of the Town Forest: The NRC has developed a Forest Stewardship Plan (FSP) and Bird Habitat Assessment Plan for the Town's approximately 130-acre Town Forest located on the eastern side of town. In addition to a variety of forested and non-forested upland habitats, the Town Forest contains surface waters, including Rosemary Brook, and the Town's third largest pond, Longfellow pond, as well as additional streams, wetlands, and a certified vernal pool. The goal of the plan is to manage the Town Forest as a multi-use property to ensure water protection, support public recreation and education, maintain important natural communities and habitat, protect threatened plant and animal populations, and to increase forest

and habitat diversity as may be appropriate. Specific recommendations are being planned with the DPW. This initiative is eligible for state matching grants.

Boardwalk at the North 40 Vernal Pool - Construction: This boardwalk will protect and enhance this critical natural resource, as well as provide educational and recreational opportunities for all town residents. Materials were provided through CPA funding, and construction of the boardwalk, (underway), is being done by resident volunteers.

Duck Pond Bridge Restoration: CPA funds allocated in FY19 covered assessment, engineering and permitting costs associated with the reconstruction of the bridge at the Duck Pond (located on the right side of the Town Hall driveway entrance). The DPW has been evaluating the culvert and bridge and has identified structural issues that need to be addressed in order to maintain public safety for this historic and much used recreational feature. This project will also make the bridge ADA compliant. The CPC has approved an allocation of \$91,000 in FY20 for construction of the bridge*

Church Park Restoration: A rehabilitation of Church Park (located at the intersection of routes 16 and 135 in Wellesley Square), is planned by the DPW to provide a high quality and beautiful low maintenance native pollinator habitat landscape in this visible and heavily frequented pocket park. The CPC has approved \$30,000 for this project, which includes the removal of a large concrete pad formerly used as a bus shelter*

* Pending Town Meeting approval

Continued Action on Gas Leaks: Working off of the results of the NRC-commissioned gas leaks mapping by gas leak specialist Bob Ackley of Gas Safety Inc., the NRC continues working with Town Boards and local and statewide environmental organizations to address the more than 200 active gas leaks in Wellesley.

While leaking gas (methane) is a powerful greenhouse gas and is associated with health and safety risks, methane is also harmful to soil and vegetation, and can kill valuable shade trees by depriving them of oxygen. Specific actions taken this past year include:

- Working with the School Committee to request National Grid address leaks near schools, as required by law.
- Employing the new Combustible Gas Indicator, (purchased with CPA funds), to help protect our trees, and to work to establish whether a correlation exists between locations of gas leaks and tree deaths. The CGI will be used by the NRC and the DPW to detect gas leaks at potential tree planting sites to prevent trees from being planted in areas where they may not survive, (thereby saving materials cost and labor); to determine if a tree's death was caused by leaking gas; and to compile data. This initiative will serve to protect our town's investment in its trees.

On-going Projects and Initiatives - Description and Update

Organic Integrated Pest Management: All Town-owned lands are now under the OIPM policy, which prohibits the use of pesticides without a formal review and waiver process. The NRC and the Health Department urge residents to manage lawns and gardens organically to reduce exposure to dangerous toxins. Organic lawn management also reduces the nutrients and synthetic chemicals that contaminate our ponds and waterways and result in excess plant growth.

Grow Green Wellesley: Long-time advocacy for environmentally friendly landscaping continued with the planting of the educational pollinator garden at the Police Station, (paid for with a grant from the New England Wildflower Society), and the Speaking for the Trees symposium held in partnership with the Wellesley League of Women Voters. These two events planned through the NRC's *Grown Green Wellesley* initiative help to promote the health and environmental benefits of organically managed lawns, native plantings, and trees. The NRC will continue its successful collaboration with the Health Department/Board of Health to reach out to the public on these important matters.

Fuller Brook Park Preservation Project: The four-year, five-million-dollar project is now complete, and the Park is being maintained under the Park Maintenance and Management guidelines developed by the Fuller Brook Park Committee, executed by the Department of Public Works. This project was the result of many years of thoughtful planning by numerous stakeholders seeking to restore and preserve Fuller Brook Park as a vital part of the town's stormwater infrastructure, a means of alternative transportation, an important wildlife habitat, and a beloved recreational space. Working with our town's DPW staff and the Friends of Fuller Brook Park, the NRC will continue to evaluate the conditions in the park, and help train and coordinate volunteers to ensure the highest standard of stewardship to the Park.

Invasive Species Management: The NRC has contracted with Parterre Ecological to help manage the invasive species along Fuller Brook park. Under the direction of the DPW, and adhering to the Fuller Brook Park Maintenance and Management Plan, landscape technicians are targeting the host of invasive species that threaten the native plants in the Park, using primarily mechanical removal, and minimal herbicide applications. The NRC plans to extend the knowledge gained from this project to other parks and open space.

Morses Pond Restoration Project: The Comprehensive Plan for the Management of Morses Pond was originally formulated and funded in FY 2007 in order to protect, preserve, improve, and maintain this critically important natural and recreational resource for the Town. The program focuses on rooted plant control, phosphorus and sediment inactivation, dredging, watershed management and education, Town Bylaw review and enhancement, low-impact development, construction, and demonstration efforts and program implementation. Since its original formulation, the project has continued to be managed under a separate budget, which allows for allocation of funds specifically dedicated to Morses Pond.

The principal purpose of the Morses Pond operating budget is to fund:

- the services of a consulting pond manager who monitors water quality and adjusts treatments,
- the weed harvesting operation to clear the pond of invasive weeds,
- the operation of a phosphorus inactivation system.

The NRC continues to work with pond consultant Dr. Ken Wagner, the Department of Public Works, and the Recreation Commission in restoring and maintaining the health of the pond. Now in its ninth year of implementation, the restoration has resulted in the clearest water quality in program history. Implementation of the automated phosphorus inactivation system has reduced the materials cost and allows for greater control of treatments, contributing to the overall water quality in the pond. However, nuisance aquatic plant growth continues to be the biggest management challenge in the pond.

One reason for the excessive growth of aquatic plants is the use of lawn care fertilizers which enter the pond and accelerate weed growth. Public outreach to discourage fertilizer use within the watershed continues with some success. However, weed control, especially over the past two seasons, has been exceptionally challenging due to warmer winters coupled with equipment failure. Despite preemptive efforts by DPW staff to anticipate “weaknesses” in the aging large harvester, early spring breakdowns in 2017 severely hampered the town’s ability to harvest the weeds according to the prescribed mowing pattern and schedule, resulting in less than hoped for results. The large harvester, purchased in 2007, is reaching the end of its usefulness, and a funding request for a new large harvester is included in the NRC’s 5-year capital plan. The Town has made a significant (and successful) investment in this important town asset, and a commitment to this natural resource should be continued. The Annual Pond Reports can be found on the NRC’s webpage.

Tree Planting Program and 35th Annual Tree City USA Award: The NRC continues annual funding and oversight of the town-wide tree planting program in cooperation with the Department of Public Works. Any resident may contact the NRC to request the installation of a free public shade tree under the tree program in order to help maintain the Town’s tree canopy. Trees are essential to Wellesley’s character as a green, shady, residential town. They are one of our most important natural resources. Public shade trees, and trees under certain conditions on private property, are protected by state law and town bylaw. Trees’ many benefits include buffering weather changes, improving air quality, cleaning and replenishing groundwater, managing and preventing climate change, reducing erosion, providing important wildlife habitat, reducing sound and glare, screening unsightly areas, and separating incompatible uses. Trees help maintain property values, and add beauty to our lives. The Tree Planting Program is essential to the NRC’s mission of protecting our natural environment. Wellesley is proud to be the longest running “Tree City USA” in the Northeast, having been awarded the Arbor Day Foundation designation for the thirty-fifth consecutive year in June of 2018.

Successful Biological Control of the Winter Moth: In 2018 the NRC approved the continuation of a successful effort to use biological methods to control the invasive European winter moth by releasing parasitic flies (species *Cyzenis albicans*) in Centennial Reservation. The parasitic flies disrupt the life cycle of the winter moth, acting as a natural control, and allowing the Town to significantly reduce pesticide use. This project is conducted in conjunction with UMass Amherst Extension specialists and scientists from MA Department of Conservation and Recreation. With the success of the parasitic fly release program, Wellesley residents are requested to limit spraying only to trees that will not survive any moth infestation.

Educational Outreach in Elementary and High Schools: The NRC worked with 4th grade teachers and the science curriculum leader at Bates elementary schools over many months to develop the second year of the Morses Pond Shore Erosion unit. Students visited Morses Pond to see examples of erosion, then traveled to Fuller Brook Park to view and learn about real life solutions from Project Manager Peter Jackson. Each student team was then assigned an erosion site at Morses Pond to “correct.” Students created models of their site, even measuring for elevation and slope, and presented their solutions - which included ideas like developing a “kayak slide,” using revetment logs, and closing a site (“since there is another access point nearby!”) - to their parents, and members of the NRC and DPW. The NRC is thrilled to be able to provide these valuable hands-on environmental learning experiences to our students.

Brookside Community Gardens and the Weston Road Garden Club: The NRC staff continues to coordinate with the boards of Brookside Community Gardens and the Weston Road Garden Club to draft uniform governing policies, including the stipulation that gardens must be maintained organically, without the use of pesticides.

Trail Maintenance and Expansion: Trails Committee members monitor assigned trails, perform basic trail maintenance, check trail markers, fill map pamphlet holders, replenish doggie bag dispensers and report trail problems. The DPW assists us on both maintenance and new trail projects, including the following significant projects for FY18:

- Installed trail markers on the new Brook Path
- Cleared the side at top of a Centennial Reservation meadow for a Blue Hill view
- Assisted the MWRA in connecting the Sudbury Aqueduct to the trail in Needham
- Assisted and coordinated on the installation of MWRA Interpretative signs for the Sudbury and Cochituate Aqueducts.
- Assisted with the Babson aqueduct trail marking at the Needham/Wellesley border.

Trails Community Outreach: The Trails Committee led three guided walks in the fall and four in the spring with 210 participants, and held Kids' Trails Day at Longfellow Pond with 60 kids attending. The Committee conducted four trail projects open to volunteers to layout a new trail route up Maugus Hill, cut a new trail at Babson College for the MWRA Sudbury Aqueduct Trail, and installed replacement trail posts. A website and Facebook page are kept fresh and updated. Members continued advocating for increased safety at trails road crossings and met with Wellesley Conservation Council to increase coordination on common areas of interest. Members also assisted with an NRC Town Forest trail walk and supported and participated in the Sustainable Energy Committee's Wellesley's Green Collaborative and the Charles River Watershed Association's Earth Day cleanup.

The Trails Committee continued advocating for the completion of the Riverside Rail Trail from Lower Falls to the MBTA station in Newton.

WARRANT ARTICLE REQUESTS

No NRC specific Warrant articles are being proposed for the 2019 Annual Town Meeting.

OPERATING BUDGET SUMMARY

This year, the NRC is submitting an operating budget above Advisory guidelines (9.56% increase). The budget includes \$230,763 for Personal Services for the 4 staff, and \$25,000 for expenses. Regular expenses include office supplies, computer equipment, funds for conferences, trainings, and certifications, including tuition reimbursement (an employee benefit). The budget also includes funds for the Trails Committee for map and trail marker production, and costs associated with trail maintenance and the annual kids trail event. All expense requests for this year will be the same as last year with the exception of a small increase for other professional services, which would cover consulting services on a host of issues. At the request of the Selectmen's office, two budget items were removed from the capital budget and are new to the operating budget this year, including porous pavement maintenance and encroachment markers. The operating budget for

Morses Pond, recommended by the Town's pond manager and DPW staff, will be under Advisory Committee guidelines (1.4% increase), and will cover costs associated with the general management of the weed harvesting and phosphorus inactivation operation.

REVENUE EXPLANATION

The Natural Resources Commission collects fees from wetlands permitting from a portion of the State fees and our local Wetlands bylaw fee. Revenues generated from these fees are as follows:

Wetlands Protection Committee Revenue					
	FY16	FY17	FY18	FY19	FY20 Estimate
Statute Revenue	\$5,111.00	\$6,544.50	\$2,482.50	\$2,252.50 to date	\$5,000
Bylaw Revenue	\$10,765.00	\$9,958.00	\$13,700.00	\$7,980.00 to date	\$12,000
TOTAL	\$15,876.00	\$16,502.50	\$16,182.50	\$10,232.50 to date	\$17,563.25

OUT OF GUIDELINE

This year's Operating budget totals \$255,763, (\$25,000 in expenses; \$230,763 in Personal services) which marks an increase of 9.56% from FY19. The FY20 departmental budget is over guideline. Two factors contributed to this situation.

1. In conjunction with the Human Resources Board, the NRC board reevaluated and revised the NRC Director position description, resulting in a reclassification of the position to a 59 series. The revised description now accurately reflects the position's responsibilities and minimum qualifications, which have been adjusted to include an advanced degree. (Note: the current NRC director holds two advanced degrees and several professional certifications.) This action was voted on and unanimously approved by the Human Resources Board on December 12, 2018 and the reclassification and associated salary increase became effective the following day.
2. The Selectmen's office requested that two items totaling \$2,500 - previously included in the capital budget - be shifted to the operating budget and be listed as expense.

REPORT OF THE PLANNING BOARD

In accordance with the provisions of Section XXVIA, *Notice for Public Hearings*, of the Zoning Bylaw, and Chapter 40A of the General Laws of the Commonwealth of Massachusetts, the Planning Board convened a duly advertised public hearing on Monday, February 4, 2019 on the proposed amendments to the Zoning Map and Zoning Bylaw as contained in the Warrant for the March 25, 2019 Annual Town Meeting (Articles 29, 30, 31, 32, 33, and 34) and also convened a duly advertised public hearing on Monday, July 16, 2018 on a proposed Citizen Petition amendment to the Zoning Map as contained in the Warrant for the March 25, 2019 Annual Town Meeting (Article 37). Following the public hearing on February 4, 2019 and as further required by the Zoning Bylaw and General Laws of the Commonwealth of Massachusetts, the Planning Board produced this Report with recommendations on the articles for consideration by Town Meeting.

Article 29 – Zoning Bylaw Renumbering, Rearrangement, and Correction Final Recommendation – Adoption (Planning Board voted 5-0)

Article 29 was initiated and is sponsored by the Planning Board, and proposes to change the manner in which the Sections and references thereto are numbered from Roman Numerals to Arabic numbers (such that Section I becomes Section 1, Section IA becomes Section 1A, Section II becomes Section 2, and so forth throughout the remainder of the Zoning Bylaws). Changes would also include minor updates to address identified grammatical, typographical, and formatting issues.

This is needed to modernize the Zoning Bylaws to match the numbering system used in the Town Bylaws as well as in the Zoning Bylaws of many benchmark communities and to institute a consistent internal arrangement protocol (lettering and numbering) throughout the Bylaw with updated references. This will improve the ease-of-use for residents and staff and also produce a Bylaw format under which the Town can more effectively incorporate modern planning and zoning concepts and innovations. These actions are a recommendation of the Unified Plan - the Town's Comprehensive Plan pending Planning Board adoption - where, under the Implementation Priorities chapter, a stated high-priority action item is a rewriting of the Zoning Bylaw to improve user-friendliness, clarity, and precision.

This Article would be the first in what is hopefully a series of articles over the coming years dedicated to this ultimate goal. The Planning Board is sponsoring Article 29 as well as the amendments in Article 30 as the necessary first steps to a revision of all of the Zoning Bylaws by the 100th anniversary of the Town's first Zoning Bylaws, passed in 1925. The Board is eager to undertake and continue what we are calling "Initiative 2025".

Therefore, based on the above, the Planning Board supports the amendments proposed under Article 29.

**Article 30 – Section I, General Provisions
Final Recommendation – Adoption
(Planning Board voted 5-0)**

Article 30 was initiated and sponsored by the Planning Board, and proposes to amend the Zoning Bylaw by renumbering Section I, Establishment of Districts, as Section IA, by renumbering Section IA, Definitions, as Section IB, and by inserting a new Section I, General Provisions, to include provisions of the Preamble, Section XXVI, Adoption/Amendment Procedures, Section XXVII, Existing Bylaws Not Repealed, and Section XXVIII, Invalidity, which Sections are to be deleted in their entirety, and amending references to all affected Sections throughout the Bylaw.

The Zoning Bylaw, as currently written, is missing an introductory section that states the general purpose of the Zoning Bylaw, the authority from which the Zoning Bylaw exists, and sets forth references to Massachusetts General Law provisions for amendment, adoption, and repeal of the Zoning Bylaws. Instead, the current Zoning Bylaw contains a Preamble that precedes Section I, which states the purpose of the Zoning Bylaw. It also contains three Sections at the end of the Zoning Bylaw (Sections XXVI, XXVII, and XXVIII) that detail the way in which changes to the Zoning Bylaw should be made; these typically are included in a General Provisions Section of the Zoning Bylaws in other communities.

The purpose and intent of combining the Preamble and the Sections that address changes to the Zoning Bylaw is to create a guide to the Zoning Bylaw at its beginning, where such a guide is helpful and typically found. This reordering is a clarification that should create ease of use and better methodology for residents, applicants, and professionals searching the Bylaw. Such efforts are a high priority of the Town's Unified Plan - the Town's Comprehensive Plan pending Planning Board approval.

Therefore, based on the above, the Planning Board supports the amendments proposed under Article 30.

**Article 31 – Off-Street Parking
Final Recommendation – Adoption
(Planning Board voted 5-0)**

Article 31 was initiated and is sponsored by the Planning Board and proposes to amend the Zoning Bylaw by deleting the existing Off-Street Parking section (Section XXI, Off-Street Parking) and replacing it with a new section by the same title. The new Section would clarify and improve the General Provisions, Applicability, and Administration portions of the Bylaw. The Article does not alter the parking requirements or design standards for parking areas. The goal is to make the Bylaw easier to administer for Town staff and boards, clearer for the applicants, and lead to expected outcomes for the Town.

The Board feels that the current iteration of the Bylaw was written in a way that confuses the understanding and administration of the regulations. Information needed for administration was included under General Provisions, where it frequently was overlooked. Requirements for what an applicant needed to submit in order to have a site plan reviewed needed to be incorporated under Administration. The amendment to Section XXI will eliminate having to guess where information can be found.

The primary users of this Bylaw are the Planning Department, Building Department, Zoning Board of Appeals, and civil engineers and surveyors for both private and Town projects. The Board wants to emphasize that the Off-Street Parking Bylaw applies to parking lots and areas of a certain size, but not to driveways and parking courts for residential properties.

Therefore, based on the above, the Planning Board supports the amendments proposed under Article 31.

Article 32 – Outdoor Lighting
Final Recommendation – Adoption
(Planning Board voted 5-0)

Article 32 was initiated and is sponsored by the Planning Board and proposes to amend the Zoning Bylaw to adopt a new section to regulate outdoor light (Section XVIG), Outdoor Lighting. Only Minor and Major Construction Projects including Projects of Significant Impact (PSI) and proposals for externally illuminated signs trigger the Bylaw; the Bylaw would not apply to residential properties, specifically exempting one- & two-family dwellings. Once triggered, the Bylaw limits maximum lighting levels of light fixtures, the amount of light that may spill off a property subject to the regulations, and the type of light fixtures installed (lights may only cast downward). However, the Bylaw would allow an applicant to seek a special permit to install lights inconsistent with the regulations, and such a special permit may be granted if certain findings are met that are intended to ensure that lighting is not excessive or disturbing to abutters.

The Planning Board is proposing the Bylaw based on the recommendations developed as part of a study into noise and outdoor lighting conducted in 2014 and 2015. The recommendations suggested that the Planning Board propose amendments to the Zoning Bylaw that regulate uses that have a potential for more egregious and disruptive lighting conditions. While the recommendations of the study suggested that more lighting conditions be addressed than are in the proposed Bylaw, the Planning Board is of the opinion that the proposed Bylaw strikes a balance and imposes reasonable regulations on outdoor lighting in a manner that will be enforceable. Further, in looking at major construction projects that have been developed by the Town over the last three years (Tolles Parsons Center, renovations to the Fiske Elementary School, and renovations to the Schofield Elementary School), the Planning Board ensured that those projects, as built, comply with the proposed Bylaw.

This current effort reinitiates an effort to adopt a Bylaw that the Board considered in 2017 and 2018. At that time, the Planning Board received several comments on the proposed Bylaw from Babson College and Wellesley College. In 2018, the Board was able to address the majority of the colleges' comments regarding the maximum foot candle limit's effect on lighting that may be associated with sport and recreational fields. In this version of the Bylaw, the Board has included specific allowances for the lighting of such fields based on NCAA recommendations for sporting events and creating an exemption for lights greater than 1,000 feet from a property line. With this and the provision for the issuance of a special permit in this proposed Bylaw, the colleges have not expressed further concerns.

Finally, after Advisory suggested in 2018 that the Bylaw's requirement to install light fixtures that would be fully shielded (i.e., prohibiting up-lighting) would be limiting to the style of lights that might be used as part of a residential project subject to Large House Review and, at the same

time, not apply uniformly to all residential property, the Planning Board discussed this input. The Board feels that, at this time, limiting the applicability of the Bylaw to minor and major Town and commercial projects was less burdensome to individual residents, still able to control some of the ambient glare and sky glow, and also be more enforceable. The provision for the external illumination of signs did not present any concern.

Therefore, based on the above, the Planning Board supports the amendments proposed under Article 32.

Article 33 – Zoning Map Corrections – Phase 3
Final Recommendation – Adoption
(Planning Board voted 3-0)

Article 33 was initiated and is sponsored by the Planning Board, and proposes to rezone several properties in order to correct two discrepancies identified on the current Zoning Map. To date, a total of 25 errors were found: nine were addressed as part of the 2017 Annual Town Meeting's Article 36, thirteen errors and a part of a fourteenth error were addressed as part of the 2018 Annual Town Meeting's Article 30; two errors would be addressed by this Article, and the final one will be addressed at a future Town Meeting. Generally, these errors were the result of digitization of the Zoning Map in 2003. Town Counsel has advised that resolution of these errors requires Town Meeting action, as only Town Meeting has the authority to amend the Town's Zoning Map. Although the goal of this article is to correct errors in the Zoning Map, the Planning Board has found that reverting the Map to reflect that zoning previously adopted by Town Meeting is not the best course of action in all of these cases.

In the case of 36 Pleasant Street, the current Zoning Map shows the property erroneously zoned partially within the General Residence District and partially within the Single Residence District and 10,000 Square Foot Area Regulation District but zoning as previously adopted by a past Town Meeting placed the property entirely in the General Residence District. The Planning Board now proposes to rezone the entirety of the property into the Single Residence District and 10,000 Square Foot Area Regulation District. This change to the Zoning Map is consistent with changes made to abutting properties at the 2018 Annual Town Meeting and is a reflection of the current use of the property.

In the case of the Winding River Road Properties (#s 42R, 56R, 70R, 86R and Parcel ID # 142-4), the current Zoning Map shows all properties erroneously zoned in Single Residence District and 20,000 Square Foot Area Regulation District but zoning as previously adopted by a past Town Meeting placed the properties entirely in the Single Residence District and 40,000 Square Foot Area Regulation District. The five properties are the rear portions of parcels owned by four residents of the Town of Needham (42, 56, 70, and 86 Winding River Road) and the Conservation Commission of the Town of Needham (PID# 142-4). The land is in Wellesley and much of it is under water, within the boundary of the Charles River, and all properties are isolated from other properties in Wellesley. The Planning Board therefore proposes to rezone four of the properties into the Single Residence District and 40,000 Square Foot Area Regulation District and rezone the property owned by the Conservation Commission of the Town of Needham into the Parks, Recreation, and Conservation District.

Since the Zoning Map is a legal document, the Planning Board is of the opinion that it is essential that the Town work to ensure that the Zoning Map reflects information that is as accurate as

possible. The Planning Board is certain that each error and correction was researched exhaustively by staff of the Planning Department, and reviewed with Town Counsel. The Planning Board is of the opinion that the amendments proposed serve to correct the Zoning Map and/or ensure that the zoning of properties is consistent with its current, intended, and expected use by the Town and property owners.

Therefore, based on the above, the Planning Board supports the amendments proposed under Article 33.

**Article 34 – Rezoning of 999 Worcester Street
Final Recommendation – Adoption
(Planning Board voted 5-0)**

Article 34 was initiated and is sponsored by the Planning Board. It proposes to rezone the entirety of the property at 999 Worcester Street into the Business District. The property is currently zoned partially within the Business District and partially within the Single Residence District and 10,000 Square Foot Area Regulation District. Commercial activities, including parking, have been allowed throughout the property by a now-obsolete form of zoning relief known as a Use Variance. Repeated extension of the Variance is increasingly problematic because of the obsolescence.

The rezoning would resolve the uncertainty surrounding the zoning of this property, allowing the existing commercial use to continue. Although there was an initial concern that the change in zoning to a Business District would enable the property owner to increase the size of the building currently on the property, the size limitation (related to Floor-Area-Ratio) of the total parcel's square footage (29,420 square feet) and the requirements for the number of parking spaces for the size and use of the building has been maximized.

Therefore, based on the above, the Planning Board supports the amendments proposed under Article 34.

**Article 37 – Citizen Petition to Amend the Zoning Map of the Town of Wellesley by rezoning the following properties from a General Residence District to a Single Family Residential District 10,000 square foot area: 15, 21, 23, 25 Wellesley Avenue and 1, 3, 5, 7, 8 Dexter Road
Final Recommendation – Adoption
(Planning Board voted 5-0)**

Article 37 was initiated and is sponsored by a group of Wellesley residents through a Citizen Petition to the Board of Selectmen. It proposes to rezone 9 properties (15, 21, 23, 25 Wellesley Avenue and 1, 3, 5, 7, and 8 Dexter Road from the General Residence District to the Single Residence District and 10,000 Square Foot Area Regulation District. A Citizen Petition that involves an amendment or alteration to the Zoning Map is remanded to the Planning Board for a public hearing and consideration in the form of a report to Town Meeting.

All nine properties were developed, beginning in the 1920s, as single family homes. The houses are consistent and cohesive in size and character; many of the residents who signed the petition indicated that they had always assumed that these houses were part of a single residence neighborhood.

The General Residence District, which has been defined within the Zoning Bylaws since 1925, permits the building of either single or duplex units on a parcel as long as the parcel has 5,000 square feet of land per unit. Only three of the nine properties that comprise this Petition are large enough to support duplexes; all three of these abut Fuller Brook and the Fuller Brook Park and therefore experience significant wetland constraints. The remaining six properties each contain less than 10,000 square feet of land and can support only one single residential unit per parcel.

The owners of eight properties support and have signed the Petition. One owner, who recently purchased the property at 8 Dexter Road, did not sign and does not support it. That owner has informed the Planning Board that there was no decision yet made to replace the current residence with either a single residential unit or a duplex. The other eight owners informed the Planning Board that they drafted the Petition to preserve the existing character of their neighborhood as they have come to understand it to be a single family neighborhood.

Consideration for the Planning Board, in making its recommendation, was complex and included issues related to the neighborhood's current housing stock, its current use, and the adherence to the tenets of the Unified Plan. Unified Plan priorities like the preservation of existing neighborhoods (and their character) and the need to provide a greater variety of housing options were discussed. The Planning Board recognizes that within its mission statement, the Board seeks to provide and foster a diverse housing stock. The Board feels that the scale of houses in this neighborhood offer an increasingly rare type of housing option, namely modest-sized single family residences within walkable distance of a commercial area. This rezoning would help preserve these housing options and this neighborhood by eliminating the redevelopment potential of duplexes. While large-scale single family homes would still be allowed in this neighborhood, single family homes are subject to discretionary processes like Large House Review that can help mitigate against outsized massing, excess lighting, or insufficient landscape, whereas duplexes are not subject to such reviews. It is this review process that protects the character of the neighborhoods and the fabric of the Town.

Therefore, based on the above, the Planning Board supports the amendments proposed under Article 37.

REPORT OF THE SCHOOL BUILDING COMMITTEE on the HUNNEWELL and HARDY/UPHAM FEASIBILITY STUDIES

Since Town Meeting funded feasibility studies for two elementary school projects in 2018, for the Hunnewell School project and for the Hardy School/Upham School project, the School Building Committee (SBC) has been working steadily to help the Town determine the best solution for providing all of its students with K-5 facilities that are both modern and educationally appropriate. While no request for either project will come before Annual Town Meeting this spring, the SBC is taking this opportunity to update Town Meeting Members on the progress of the studies.

By necessity, the facilities project long known as “HHU” has been split in two: one project to rebuild or substantially renovate the Hunnewell School, to be entirely funded by the Town; and a second project that is likely to involve either rebuilding or substantially renovating either the Hardy School or the Upham School, and partly funded by the state in partnership with the Massachusetts School Building Authority (MSBA).

It is a goal of the School Committee, with the support of the Board of Selectmen, that both new or substantially renovated K-5 facilities will contain 19 classrooms, or three classrooms per grade plus one additional classroom, as recommended by the HHU Master Plan Committee in 2017. Each facility also will follow MSBA standards and include the appropriate types and sizes of learning spaces for the delivery of academic supports for students.

The SBC, which is charged with conducting the feasibility studies and recommending to the Town a preferred option for each project, consists of 18 members representing the community, Town boards and committees, and Town staff, and meeting all the requirements of the MSBA. Four of these members are non-voting: the principals of the HHU schools and the Assistant Superintendent for Finance and Operations.

The SBC generally meets every other Thursday evening. All meetings of the full body are recorded by Wellesley Media and usually aired live. There are standing subcommittees for outreach and communications, for swing space, and for the coordination of the Hunnewell project. More information can be found on the Town website for these projects: <https://www.wellesleyma.gov/774/School-Building-Committee---HHU>.

Hunnewell Feasibility Study

In June 2018, Town Meeting appropriated \$1 million for a feasibility study for the renovation or replacement of the Hunnewell School, built in 1938 and added on to several times over the years. Since that time, the SBC has hired an architect (SMMA) and owner’s project manager (Compass Project Management) for the study, and is working its way through a process that began in August 2018 and is on schedule to conclude in May 2019. The results of the feasibility study will determine next steps for the project.

At its January 31, 2019 meeting, the SBC considered a list of more than a dozen design concepts for the Hunnewell School, and selected four options for SMMA to develop further, with the goal of choosing a single preferred solution in April or May. Those short-listed options include:

- An addition/renovation that incorporates the front portion of the original 1938 building;
- An addition/renovation that incorporates the front portion of the original 1938 building, and attempts to preserve the white oak tree in the courtyard;

- An all-new Hunnewell; and
- An all-new Hunnewell that attempts to preserve the white oak tree.

SMMA is further developing these options, with floor plans, site plans, program square footage estimates, energy-use modeling, and cost estimates, along with renderings and/or models, to be shared with the SBC in early spring for consideration. The consultants also are developing detailed preliminary schedules that include options for the so-called “Early Hunnewell” and “Late Hunnewell” scenarios, with completion dates an estimated three years apart.

The selection of the preferred option will take into account many factors, including:

Educational program: The fundamental driver of both elementary school projects will be the educational programming needs of the Town’s K-5 students. For the Hunnewell study, SMMA has led a visioning and program development process involving more than 70 people, including educators (both from Hunnewell and throughout the district), administrators, members of the School Committee and the SBC, and community members. In addition, educators and members of the SBC and School Committee have toured recently built schools in Newton, Lincoln, Andover, and Weston and provided feedback to the architects about various attributes of the four buildings.

The following have been identified as priorities for Hunnewell:

- Creating “learning neighborhoods” of grade-level classrooms clustered together, with additional spaces for specialists to provide various services, as well as room for project-based learning activities.
- Indoor/outdoor connectivity – Allowing for experiential and exploratory learning, taking advantage of the proximity to the Cold Spring Brook and the Fuller Brook bordering the site.
- Safety and security – A school that provides a welcoming environment but includes all necessary safety and security measures.
- Sustainability – A building that reflects the Town’s commitment to sustainability, with efficient systems and the ability to support “green” curriculum opportunities for students.
- Community use and access – The new school should provide opportunities for community programs to have access to the cafeteria and gymnasium spaces after school hours.
- Compact design – The curriculum calls for minimizing transitions for students and a floor plan that is efficient.

The School Committee plans to approve the educational program for Hunnewell at its March 12, 2019 meeting.

Site constraints: The 5.57-acre Hunnewell site has significant constraints that the architect and SBC must consider in the development of the preferred option. The property is bordered on two sides by the Cold Spring Brook and the Fuller Brook. While the opportunity for “outdoor classrooms” and connections for students to the natural environment has been considered a positive attribute of the site, the proximity of these features also means much of the site is subject to a 200-foot riverfront setback that significantly reduces the buildable area of the parcel.

In addition, Town zoning bylaws require the lot to meet a requirement of 75 percent open space when used for educational purposes. This will be challenging due to the expected building size and limited site area. For this reason, the SBC has considered constructing a three-story school, however, the options currently being developed are aimed at keeping the building to two stories. The SBC will need to consider whether the Town should seek variances or other zoning relief during the design and permitting phase.

Sustainability: Reducing the energy use of the new school, with a goal of a “Net Zero Energy” or “Net Zero Ready” building, has been an important consideration. SMMA’s team includes an in-house sustainability specialist, Martine Dion, and the firm also has engaged consultant Bill Maclay of Maclay Architects. Both are recognized sustainability experts who will help the Town identify how to maximize sustainability at the Hunnewell site. SMMA will prepare energy use models to assist in evaluating the four options.

Adaptive reuse/historic preservation: The Wellesley Historic Commission has requested that the the front portion of the original school be considered for incorporation into the new design, as it has deemed the 1938 portion of the building to be of architectural significance. The WHC also is interested in the preservation of certain interior features like the wood framing around the stage in the current cafeteria/gymnasium.

Swing space and project timing: Because the site is so constrained, the project team has determined there is no opportunity to either build a new school behind the current Hunnewell or add temporary modulars on the site to serve students during construction. As a result, Hunnewell students will need to be relocated off-site while the school is rebuilt.

During the feasibility study, options that have been considered for swing space have included external locations (such as St. Paul School, classrooms at the Village Church, or vacant buildings in nearby towns); the use of temporary modulars at another site (such as the Cameron Street parking lot, Sprague, or Schofield), using some combination of modulars and redistricting, or waiting until the end of the Hardy/Upham project to use either “old Hardy” or “old Upham.” The last option is the “Late Hunnewell” scenario, which would result in a three-year delay of the project and additional construction costs due to escalation.

SMMA is further developing the concepts, including costs and neighborhood impacts, for a) the use of temporary modulars at another Town site and b) waiting until the Hardy or Upham project is complete. The SBC will consider this analysis in determining the preferred plan for Hunnewell.

Parking: There is limited opportunity for parking on the site, and parking is insufficient even at its current size of 12 grade-level classrooms. A larger school will require more staff parking and a longer queue line. Given these constraints, the Board of Selectmen has approved the nearby Cameron Street parking lot to be incorporated into the study, and considered as part of a solution to address the Hunnewell parking issue.

Preliminary options for parking solutions include allowing Hunnewell to be assigned approximately 50-60 spaces in the existing Cameron Street lot. Another option is to lower the existing at-grade parking slightly and add a deck to the parking lot that would allow for

additional parking for the school as well as for the adjacent Wellesley Free Library patrons and staff. This option would also address a general need for parking in the area for businesses and residents. A parking deck also would allow for the incorporation of photovoltaic panels for capturing solar energy.

The Selectmen will continue to discuss the options for the Cameron Street lot as SMMA develops these scenarios for the SBC.

The SBC, the School Committee and the Board of Selectmen understand that a successful project will require input from many individuals and entities in order to determine a preferred solution for Hunnewell.

Per its charge, during the feasibility study the SBC has engaged in significant and continuous outreach to members of the community as well as affected Town boards. Outreach activities to Town boards have included:

- Meetings with representatives from the Wellesley Free Library, the Natural Resources Commission, and the Wetlands Protection Committee to discuss and consider various aspects of proposed designs;
- A building tour for members of the Historical Commission to discuss attributes of the original building that it considers most desirable;
- The opportunity for representatives from the Sustainable Energy Committee to serve on a sustainability task force with SMMA's experts;
- The opportunity for an architect from the Historical Commission to serve on an architectural task force as various design elements are considered.

Outreach to the community at large has included:

- A community kickoff forum in September to discuss the plan for the feasibility study;
- Community representation at the first all-day educational visioning session;
- An "eco-charrette" focusing on ways to maximize sustainability at the updated school;
- A visit to the Hunnewell PTO to discuss the tentative short list of options with parents; and
- A second community forum to discuss the feasibility study progress and share the tentative short list with interested residents.

Attendance at these events has been robust, and reflects strong community interest in this project. The SBC will continue to engage in this type of outreach as it discusses the short list of options and works toward a solution that can be supported by the School Committee, the Board of Selectmen, Town Meeting, and the voters.

Should the SBC, School Committee, and Selectmen agree on a preferred solution that will allow for an "Early Hunnewell" scenario, with a new school ready to open by 2023, the parties likely will plan to seek design funds at a fall Special Town Meeting.

Hardy/Upham Feasibility Study

Shortly after the Hunnewell feasibility study is concluded in May, the SBC is expected to undertake a similar process in the study of the Hardy and Upham schools, working closely with the MSBA. In December 2017, the MSBA invited the Ernest F. Upham School into the Eligibility Period of its

Core Program, as one of only 15 schools statewide offered the opportunity to receive state funding for a renovation or replacement of its building.

The Town has met all requirements of the Eligibility Period. One of those requirements included approval of funding for feasibility and schematic design. Special Town Meeting appropriated \$2.5 million for this purpose in October 2018.

On October 31, 2018 the MSBA invited the Ernest F. Upham School into the feasibility study/schematic design phase of its program, and the SBC immediately began the process of assembling the project team. After the project team is assembled, including the architect and owner's project manager (OPM), the feasibility study will begin.

As explained at Special Town Meeting and as agreed by the MSBA, in this feasibility study the SBC will study both the Upham site and the Hardy site. The study must meet all MSBA requirements, including studying a simple renovation of the Upham school, an addition/renovation at the Upham school, and a new Upham school. The MSBA also understands that the SBC will study both a new school at the Hardy site and, potentially, an addition/renovation at the Hardy site. The SBC membership must maintain an open mind throughout the study process to ensure compliance with the MSBA requirements.

After completing a public, qualifications-based procurement process, which was approved by the MSBA on March 4, 2019, the SBC contracted with Compass Project Management, the owner's project manager for the Hunnewell study, to serve as the OPM on the project.

The next step in assembling the project team is for the SBC to obtain an architect for the project in the coming months, again through a public, qualifications-based procurement process overseen by the MSBA. The designer will be selected at a meeting of the MSBA Designer Selection Board, in which three members of the SBC will attend and also serve as voting members.

Once an architect is secured for the project, the SBC expects that the feasibility study will begin in late spring or early summer, and will proceed in a similar fashion to the Hunnewell study. The SBC will be developing a full schedule for the Hardy/Upham feasibility study in the coming weeks.

Respectfully submitted,

The School Building Committee

Sharon Gray
Thomas Ulfelder
Jane Andrews
Virginia Ferko
Marjorie R. Freiman
Steve Gagosian
Joubin Hassanein
Ryan Hutchins
Matt Kelley
Matt King
David Lussier

Heather Sawitsky
Jose Arias Soliva
Charlene Cook
Jeffery Dees
Ellen Quirk
Cynthia Mahr

REPORT OF THE SOCIAL SERVICES & MENTAL HEALTH COMMITTEE

Background

Wellesley offers various social and mental health services and programs to residents of all ages through several Town departments. The Town's most vulnerable residents are often identified by Wellesley's public health nurses, Police officers and Fire first responders in coordination with hospital emergency and discharge departments and the Wellesley Housing Authority. Wellesley Police and Fire first responders coordinate with the Health Department to follow up on individuals identified through emergency calls. School nurses, psychologists, counselors, teachers and Youth Commission services staff in addition to their general educational and recreation guidance responsibilities, often identify, triage and refer children and their families to mental health and social worker counseling services. The 60 year and older population is served by the Council on Aging, which coordinates with other Town departments dependent upon the needs of the case.

Overall, Wellesley town services provide a safety net not only to stabilize crisis situations whether it be for an individual, group or catastrophic event, but also to meet the social service and mental health needs of individual residents when private agency and clinical services are not readily available, accessible nor affordable. Furthermore, there are always certain situations where Town services are the most effective response to an individual or family in need.

During the development of the FY19 budget, questions arose as to how these services are provided. There was general awareness amongst Town decision makers that social services are provided by a number of Town departments, but not how those services are delivered, what coordination exists between them, and whether the services provided are meeting the needs of the Town's residents. The purpose of this report is to give all Boards a thorough overview of this issue, and to use as a basis for discussing what changes should be considered in the future.

Key Findings

Overall, there is a strong sense across departments that although they are doing their best to keep up with their current caseloads and help residents obtain support and resolve issues the needs of residents are escalating. The overwhelming message that each department brought forth is that simple statistics do not tell the complete story of the services being provided. Cases are more complex, take more time and coordination to try to support and treat, cases are recurrent and chronic, and the increase in these trends has significantly outstripped the supply of qualified and affordable mental health services. One cannot simply conclude that a social worker can successfully manage a certain number of cases, because the needs of each person are different. Perhaps this whole matter was summed up best by Rob Evans of HRS. With 45 years of experience in our community, he is very well positioned to provide commentary on what we are experiencing. He notes:

"For more than a decade now, we at HRS have faced a sustained rise in requests for counseling (up 35% in just the past five years), *and* in the severity of the conditions that need treatment. There have been marked increases in anxiety, serious depression, and in behavior disorders, among other conditions, and starting at ever earlier ages. These trends are reported in all nearby towns and indeed nationwide. I consult in schools throughout the country and I hear about these issues everywhere; schools of all kinds must contend with a population that is harder to manage, motivate, and teach. Colleges including Tufts and Yale report that up to 25% of their students have sought counseling. In addition to all this, the suicide rate among young people has increased nationally. These trends have overtaxed the mental health

system. Finding a clinician who can treat their child or teenager is now a real challenge for families. I'm pretty sure I also said at the very end that Wellesley is not doing worse than other towns in terms of funding support. The problem is that the need is mushrooming well beyond the current supports."

The critical issues identified by this group of professionals are the following:

- There is a significant rise in the number of cases requiring mental health and social work services that are complex and not easily resolved
- People are not necessarily willing to proactively ask for help or accept assistance
- Town social workers indicate that their biggest challenge is having sufficient time to follow up on cases and make sure that person/family is doing well or doesn't need additional help
- Vulnerable populations may need assistance that is more intense and longer, especially if they don't speak English or have difficulty comprehending and/or need to provide information to apply for and receive housing assistance, Medicaid, MassHealth and other support programs
- There is a growing population of non-English speaking Wellesley residents who might not have translators readily available to assist in a crisis (Mandarin, Russian, Somalian, Korean are some of the languages identified)
- There aren't an adequate number of mental health professionals to provide care in our area, and of those that do, many do not accept insurance so people may not get the help they need
- Insurance reimbursements for mental and social work services when available are limited
- During the summer, school staff is not available to follow up on cases. Board of Health addresses some of these cases while other cases go unserved
- The Town both coordinates and arranges care (social workers) and provides care (psychologists, contracts with Human Relation Services (HRS)). More often than not Town social work staff assist in finding appropriate resources – but it is up to that resident to access them.
- Some residents refuse assistance or need help over and over again for various reasons taking away from the availability of services to others
- Unknown cases – there are cases where we could help, but don't know about them
- Time of day when situations arise – while Police & Fire provide a 24/7 immediate response, there are cases that present on nights and weekends when mental and social worker staff is not available to help

Recommendations

The FY20 budget includes three requests that this group supports and recommends for funding:

- Schools – one full-time Adjustment Counselor, split between the Middle School and the High School. This position will provide social work services to this population
- Board of Health – 9 hours/week of additional social work services. The Board is seeking to increase the number of hours for three part-time staff from 26 to 35 hours/week to address community needs
- Board of Health – a 2.5% increase in the contract with Human Relations Service.

Other recommendations to support the community include:

- Continue to collaborate with Town houses of worship to both be aware of cases and obtain support for some situations
- Communicate with all Town departments to raise awareness of the services and agencies that are available to assist residents
- Continuously update and share among Town departments the list of available resources which is used to make referrals for residents

The group believes that the Town should be in a position to provide more outreach to our vulnerable residents; to better address the need in the community additional funding and resources is necessary. The opportunity to prevent situations or intervene before they become more complex is a far more effective strategy than responding once a resident is in crisis. Perhaps some situations can't be avoided, but hopefully they can be minimized. In addition, follow-up on cases to ensure clients are not reverting back into crisis and coordinating services to help maintain their improved situation would also be a key objective. To achieve this, the group would recommend that the Town, dependent upon available funding either hire or contract for three additional positions:

1. Licensed Independent Clinical Social Worker (LICSW) – the primary role of this position would be to provide direct services to residents and provide for case supervision for Town LCSWs and oversight for LSWs and LSWAs as required. In addition, approximately 10-20% of the time would be focused on coordination of care across all Town departments, ensuring that outreach and follow-up were organized on a town-wide basis. Filling this position would present an opportunity for the Town to attract social work interns who could provide services under the direction of the LICSW, thereby expanding services to residents at little or no cost. Additional expanded services for HRS is needed.
2. Licensed Social Worker (LCSW or LSW) – this position would work with the current LCSW and LSW's to follow up on cases and help meet the growing demand for services, particularly as experienced by the Board of Health.
3. Emergency services social worker – the group has identified gaps in times of day or times of year when a social worker is not available to follow up on a crisis situation. This type of position might be best filled on a contractual basis with an agency that could respond 24/7 when needs arise. Police and Fire note that they have trouble obtaining adequate support for people with mental health issues on nights, weekends and holidays and the incidents requiring support are rising.

This report has been compiled by representatives of all of the departments listed who have contributed their time and expertise to creating a better understanding of the services we provide to our residents. In alphabetical order our Town staff consisted of:

Kate Burnham, COA Health & Social Services Administrator
Leonard Izzo, Director – Board of Health
David Lussier, Superintendent of Schools
Jeff Peterson, Assistant Fire
Maura Renzella, Youth Services and WHA
Blythe Robinson, Executive Director
Brian Spencer, Police
Gayle Thieme, COA Director
Scott Whittemore, Deputy Police Chief

We were also supported by:

Ellen F. Gibbs, Board of Selectmen
Elizabeth Sullivan Woods, Board of Selectmen
Shepard Cohen – Board of Health Chair
Marcia Testa Simonson, Board of Health
Lloyd Tarlin, Board of Health

The full report can be obtained from the Board of Selectmen's office.

REPORT OF THE SUSTAINABLE ENERGY COMMITTEE

Town Meeting established the Sustainable Energy Committee (SEC) in 2010, to lead efforts to accomplish the goal adopted at the 2009 Annual Town Meeting to reduce Town-wide greenhouse gas (GHG) emissions 10 percent below 2007 levels by 2013, to monitor and report progress toward that goal, and to propose further goals for emissions reductions to Town Meeting. The 2014 Annual Town Meeting adopted the SEC proposal to establish a new goal to reduce Town-wide emissions 25 percent below 2007 levels by 2020.

The SEC has seven appointed members, with staggered terms of three years. The Board of Selectmen (BOS), Municipal Light Plant (MLP), and School Committee each appoint one board member, officer, official, or paid employee. The BOS appoints the remaining four members from among residents or others with relevant interests and expertise. Traditionally, Babson and Wellesley College have held one of the at-large seats on a rotating basis.

MEASUREMENT OF 2018 EMISSIONS AND TRENDS

Each year the SEC measures the Town's "carbon footprint" and tracks the change against earlier years. This carbon footprint measurement is an estimated number calculated from a variety of inputs, some actual and some estimated. It is based on actual municipal and college energy use data, actual electric and natural gas use by households and businesses, and estimates for heating oil consumption, fuel efficiency in the transportation sector and the conversion factors that translate energy use into GHG emissions. The methodology is guided by the U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions established in October 2012 and calculated using ICLEI – Local Governments for Sustainability software.

As discussed below, the values in Table 1 reflect important updates the SEC has made to its electricity emissions factor and transportation data. Table 1 also includes revised 2017 data for Babson College. Year 2018 shows a nearly 1% increase in total emissions, driven largely by a 2% increase in transportation-related emissions, and a slight decrease in total building emissions. The small increase in building-related emissions in the municipal and residential sectors could reflect a cold winter and high summer temperatures. Despite the weather, however, the colleges and commercial sectors experienced a decrease in building emissions. Transportation emissions are based on traffic counts on Wellesley streets and these emissions continue to rise at a rate commensurate with (or even below) what the Massachusetts Department of Transportation (MassDOT) and traffic consultants generally predict for annual changes in traffic volume. The 12.2% increase in the waste sector emissions mirrors a similar increase in the tonnage of solid waste accepted at Wellesley's Recycling and Disposal Facility (RDF). In 2018 emissions from commercial waste increased approximately 50% over 2017. This increase was due in large part to new but temporary commercial customers who sought out the Wellesley RDF when their local transfer station experienced difficulties and could not accept them. Waste is a small sector and, in general, waste amounts fluctuate with the economy, building demolition waste and fees for waste disposal in Wellesley and the surrounding area.

Table 1:

Greenhouse Gas Emissions (CO ₂ e) in metric tons						
	Share of Total 2018 Emissions	2018 Emissions	2017 Emissions	2017 - 2018 Percent Change	2007 Emissions	2007 - 2018 Percent Change
Electricity/Natural Gas/Fuel Oil						
Residential	29.6%	108,945	108,422	0.5%	136,236	-20.0%
Commercial	11.4%	41,859	42,192	-0.8%	61,203	-31.6%
Colleges	10.2%	37,494	38,720	-3.2%	46,668	-19.7%
Municipal	2.0%	7,383	7,201	2.5%	9,723	-24.1%
Building Subtotal	53.1%	195,681	196,536	-0.4%	253,830	-22.9%
Waste	0.5%	1,837	1,637	12.2%	2,027	-9.4%
Gas/Diesel	46.4%	170,751	166,892	2.3%	160,468	6.4%
Total Emissions	100.0%	368,269	365,064	0.9%	416,325	-11.5%

While emissions in the building sector have decreased almost 23% since 2007 (with even higher emission reductions in commercial and municipal buildings), Wellesley is not on target to meet its goal of reducing emissions 25% below 2007 levels by 2020. This shortfall is due primarily to the transportation sector, which has seen a 6.4% increase since 2007. As described below, the SEC is taking steps to address both building and transportation emissions.

In 2018, the SEC employed two technical changes to improve the calculation of the town's emissions. First, SEC changed the source of its electricity emissions factor¹ from the U.S. Environmental Protection Agency's (EPA's) Emissions & Generation Resource Integrated Database (eGRID) to ISO-New England (ISO-NE).² Electricity emissions for all years in Table 1 are based on the ISO-NE factor. The SEC also updated the transportation data used in calculating transportation-related emissions for the Wellesley community.³

¹ An emissions factor is the average emission rate of a given greenhouse gas for a given source. Two authorities publish emissions factors for electricity generation in New England: (1) the U.S. Environmental Protection Agency, and (2) ISO-NE, the regional electricity grid operator.

² Since the Town established a GHG inventory, Wellesley has employed eGRID in calculating electricity-related emissions. Historically, the electricity emissions factors from the two sources have had comparable values. A recent divergence in the eGRID and ISO-NE values, however, prompted the SEC to label emissions results for 2018 Annual Town Meeting "preliminary" and to take a closer look at the attributes of these factors, including the data and assumptions underlying them. Based on its analysis, the SEC decided to switch to ISO-NE for two reasons: (1) ISO-NE uses more actual emissions data in calculating its emissions factor for New England, and (2) the ISO-NE factor is published annually while the eGRID factor is updated only every other year. Given these two advantages, the SEC has decided to use the ISO-NE emissions factor for current, future, and past GHG inventories.

³ The SEC relied on the Massachusetts Department of Transportation (MassDOT) 2017 Road Inventory Report to refine its road classification and road mileage values. The SEC also used traffic counts from the MassDOT Transportation Management System interactive map, and from traffic studies for the Route 9 Enhancement Study and for 40B and other proposed projects in Wellesley to further update and expand its traffic count database. The SEC has included new traffic data in FY18 GHG estimates. Where newly-found traffic counts are available for previous years, the SEC is re-calculating transportation-related emissions for those years as well.

COMMITTEE ACTIVITIES IN 2018 and 2019

In addition to tracking and analyzing the GHG emissions as described above, the SEC led and contributed to a number of initiatives aimed at reducing the Town's carbon footprint, detailed below.

Green Communities

The SEC coordinated the Town's Green Communities activities and its reporting to the Massachusetts Department of Energy Resources. The Committee continued to use MassEnergyInsight software to track Wellesley's municipal energy use. The SEC worked with the Facilities Management Department (FMD) and the Department of Public Works (DPW) to implement two projects funded by Wellesley's Green Communities Designation Grant of \$137,250. A portion of this grant supported an exterior light-emitting diode (LED) retrofit on the DPW campus, led by FMD. The grant also supported a DPW-led energy evaluation of the Town's water and wastewater infrastructure. The SEC is working with Town departments to identify projects eligible for the remaining \$61,000 of designation grant funds and to identify energy conservation measures to propose in the Town's 2020 application to the Green Communities Competitive Grant Program. Green Communities grants regularly fund heating, ventilation and air conditioning upgrades, lighting improvements, variable frequency drives, solar panels, electric vehicles and electric vehicle charging stations, education programs, and certain consultant services to support renewable energy and energy efficiency in qualifying cities and towns.

WasteWise Wellesley

The SEC launched WasteWise Wellesley to identify and capitalize on win-win opportunities associated with sustainable materials management, as part of the 3R (Reduce, Reuse, Recycle) Working Group (DPW, Natural Resources Commission (NRC) and SEC). The EPA estimates that the provision of goods and food in the United States contributes approximately 42% of the country's carbon footprint. Currently, the SEC's current tracking system does not reflect decreases in GHG emissions associated with reducing, reusing and recycling materials (including food) but we have implemented these programs to improve our emissions reductions nevertheless.¹ WasteWise Wellesley initiatives involve collaborations with Wellesley Public Schools (WPS), WPS Food Services, FMD, DPW, NRC, Health Department, Green Schools, Sustainable Wellesley, EPA, and the Massachusetts Department of Environmental Protection, and include:

- **Cafeteria recycling, food rescue, and food waste diversion at Bates, Fiske and Sprague Elementary Schools.** This year these schools added food donation to their established cafeteria recycling and food recovery programs. Uneaten packaged food and whole fruit from school lunches is either shared with students in the school or is donated to the Wellesley Food Pantry. Bates School also participates in EPA's Food Recovery Challenge (FRC).
- **A Metrowest Food Recovery Program.** The SEC spearheaded the Metrowest Food Recovery Program through which the Cambridge-based nonprofit, Food For Free, picks up kitchen leftovers from Wellesley Public Schools, Olin, Wellesley and Babson Colleges and Bentley University and packages these leftovers into single-serve frozen dinners to

¹ The SEC is reviewing and contemplating revisions to its methodology for calculating GHG emissions in the future.

distribute to food insecure individuals and families. Food for Free delivers some of these meals to MassBay Community College in Wellesley where a recent survey found that up to 52% of MassBay students are food insecure. The EPA provided generous guidance and support to this endeavor and an SEC volunteer worked closely with Wellesley's Health Department to develop detailed Standard Operating Procedures to ensure food safety. In September 2018, The Metrowest Food Recovery Program (including the Town of Wellesley and other participants) received an EPA Environmental Merit Award at Faneuil Hall in Boston for its work.

- **Food Recovery Education and Outreach.** Wellesley's food recovery operations serve as a model for other towns and organizations. In May 2018, WPS, the SEC and the EPA hosted Whitsons Culinary Group for a day-long visit of observations and presentations to showcase Wellesley's cafeteria programs and the Metrowest Food Recovery Program, and to encourage adoption of similar sustainable practices in the more than 100 districts that Whitsons serves. EPA asked the SEC to arrange a similar Wellesley visit day for representatives from other school districts. In October 2018, Wellesley hosted a Food Waste and Food Rescue Workshop that attracted 40 participants from seven neighboring communities. Together they represented 70 schools interested in replicating Wellesley's programs. The SEC has also met with retirement communities and others in response to their requests to learn more about Wellesley's programs. This outreach work helps Wellesley to fulfill some of its goals as endorser of the EPA's FRC program.
- **The Repair Cafe** continues to offer free fixes for broken items. On two separate dates, the Rotary Club provided tools and materials, along with skilled volunteers, to help residents fix clothes, furniture, electrical appliances, bicycles, crockery, gadgets, toys and more.
- The SEC encouraged the residential **food waste drop-off** program at the RDF and helped lay the groundwork for a successful pilot that diverts Wellesley Middle School kitchen food waste to the RDF food waste drop-off. The program is now fully integrated with RDF services and the RDF transports approximately 125 pounds of food waste per week from WMS.

As discussed above, it is well established that reducing, reusing, and recycling materials (including food) decreases GHG emissions but unfortunately, the SEC's current carbon footprint accounting methodology does not reflect such efforts.

Sustainable Building Guidelines and Sustainability Support for Hunnewell, Hardy, Upham (HHU) Projects

The SEC serves as a resource to the School Committee and School Building Committee (SBC) on sustainability-related topics and the SEC supports liaison efforts between the HHU process and interested community members. The Hunnewell School Feasibility Study Request for Qualifications and the SBC's Owner's Project Manager Request for Services for the Upham/Hardy project included sustainability language and criteria drafted by the SEC. SEC members attended SBC meetings, participated in Hunnewell Feasibility Study public forums, and met with the Hunnewell Feasibility Study team to discuss sustainability considerations. The SEC researched energy, GHG emission and cost-related elements of building design, and participated in webinars workshops, and conferences on zero net energy and sustainable building design.

The SEC has prepared Sustainable Building Guidelines for municipal building projects and private development on Town-owned land. The SEC is working closely with FMD to refine the draft Guidelines prior to presenting them to Town departments, boards and committees for additional

feedback. The SEC anticipates seeking approval for such Sustainable Building Guidelines from Town Meeting at the next available opportunity.

Transportation Working Group

The SEC organized a Transportation Working Group to identify opportunities for reducing transportation-related GHG emissions and to serve as a resource to the Town's Mobility Working Group. Transportation emissions comprise approximately 46% of Wellesley's carbon footprint. The Working Group includes an SEC Committee member, SEC staff, Green Schools members and interested volunteers. The group has consulted with our Town officials, transportation departments in other communities, Wellesley Public School administrators, staff from local colleges, members of grassroots organizations, public transportation experts, and staff members with the Metropolitan Area Planning Council with the aim of identifying opportunities in the following areas:

- Potential programs to streamline and improve bus transportation for Wellesley residents, the Council on Aging, colleges, and private employers;
- Technologies to reduce idling in municipal vehicles;
- Programs to reduce vehicle traffic associated with the Schools;
- Strategies to reduce traffic congestion; and
- New methodologies for calculating transportation-related emissions.

Solar

In 2018, Wellesley earned a SolSmart Silver designation through the U.S. Department of Energy. According to the SolSmart organization, "This designation is in recognition of all the hard work and leadership your community has shown to reduce soft costs and barriers to going solar."

The SEC has been working with the MLP to prepare for a residential solar campaign in 2019. This program will encourage solar installations in Wellesley under the State's new solar rebate program for municipal light plants.

Promoting Home Energy Audits for Seniors

The SEC initiated a Home Energy Seminar project to educate residents about energy conservation and home energy assessments offered by the MLP and National Grid. The SEC gave 11 seminars (nine at the Tolles-Parsons Center, one at Rotary Club and one at the Village Church). Approximately ninety (90) residents attended the seminars, learned about their energy usage and ways to reduce it, and most said they planned to get a home energy audit.

Leading by Example Award

At a ceremony in the Massachusetts State House, the Department of Energy Resources awarded a Leading by Example award to the Town of Wellesley for its energy conservation, renewable energy and sustainability efforts. Specifically, the Commonwealth recognized Wellesley's energy conservation measures, food waste diversion and food recovery efforts, its rooftop solar installations, LED streetlight retrofit, greenhouse gas emissions reductions, and leadership in the state.

Green Collaborative

The SEC works with boards and staff members throughout the Town and with Wellesley Public Schools to advance its mission. SEC's programs also involve significant participation by other groups with common interests. To connect numerous, environmentally-interested groups across

Town, the SEC facilitates “Wellesley’s Green Collaborative.” The Collaborative consists of nearly 30 entities including Town Departments, grass roots climate action groups, houses of faith, land conservation activists, civic organizations, and garden clubs. The Collaborative meets several times a year to discuss sustainability issues relevant to Wellesley and to share information and encourage collaboration where there are common interests. The Collaborative recently hosted a MassDOT speaker to present on its Safe Routes to School Program.

Additional Projects, Website and Staffing

In July the SEC welcomed a part-time Department Assistant, who has been a tremendous asset to the Committee especially in the areas of energy use tracking, greenhouse gas emissions accounting, and research to improve the data and methods underlying emissions estimates.

The SEC Chair served on an MLP Working Group to oversee a study of how the MLP can reduce GHG emissions from our town’s electricity.

The SEC developed a comprehensive website to provide information to the public and to showcase its projects. The SEC will continue to expand the content and use of this website to promote sustainable energy, disseminate information and materials, and strengthen the Committee’s public outreach, generally.

The SEC is making progress on many fronts toward lowering the community’s carbon footprint, yet challenges remain. Energy conservation measures, home energy seminars, Sustainable Building Guidelines, and the promotion of solar energy facilitate cuts in energy use, emissions, and costs. WasteWise programs reduce environmental degradation and emissions through better materials management practices. The town’s GHG emissions goal eludes us largely because of transportation, the sector over which we have the least control. Nevertheless, the SEC Transportation Working Group aims to reduce traffic congestion and fuel use while exploring new technologies and more accurate and useful transportation emissions estimates. At 2020 Annual Town Meeting, the SEC will update Wellesley’s emissions status and propose a new emissions reduction goal.

SUSTAINABLE ENERGY COMMITTEE

Laura Olton, Chair	Ellen Korpi, Vice Chair	Thomas Ulfelder	
Fred Bunger	Katharine Gibson	Michael D’Ortenzio	Rob Lamppa

APPENDIX A: TOWN MEETING ACRONYMS

AC	Advisory Committee
ACS	Access Control Systems
ADA	Americans with Disabilities Act
AED	Automated External Defibrillator
AFSCME	American Federation of State, County and Municipal Employees
AMI	Advanced Metering Infrastructure
ATC	American Tower Corporation
ATM	Annual Town Meeting
BOH	Board of Health
BOS	Board of Selectmen
BPW	Board of Public Works
CAFR	Comprehensive Annual Financial Report
CB	Circuit Breaker
CBR	Circuit Breaker Reimbursement (State money for Special Education Expenses based on a formula)
CCF	Hundred cubic feet (water measurement)
COA	Council on Aging
COLA	Cost of Living Adjustment
CPA	Community Preservation Act
CPC	Community Preservation Committee
DAS	Distributed Antenna System
DEP	Department of Environmental Protection
DESE	Department of Elementary and Secondary Education
DHCD	Department of Housing and Community Development
DOR	Department of Revenue
DPW	Department of Public Works
DRB	Design Review Board
ELL	English Language Learner
FAR	Floor Area Ratio
FBPC	Fuller Brook Park Committee
FCM	Forward Capacity Market
FF&E	Furniture, Fixtures and Equipment
FMD	Facilities Management Department
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GFOA	Government Finance Officers Association
GIC	Group Insurance Commission
GIS	Geographic Information Systems
HDC	Historic District Commission
HHU	Hardy, Hunnewell and Upham
HRB	Human Resources Board
HRS	Human Relations Service, Inc.
HVAC	Heating, Ventilation and Air Conditioning
ID	In District
IDEA	Individuals with Disabilities Education Act

IEP	Individualized Education Plan
IND	Innovative Neighborhood Design (Planning)
ISO-NE	Independent System Operator – New England
IT(D)	Information Technology (Department)
LHR	Large House Review
LRE	Least Restrictive Environment
LTD	Long Term Disability
MAAB	Massachusetts Architectural Access Board
MAR	Municipal Annual Requirement (Library)
MassDOT	Massachusetts Department of Transportation
MEMA	Massachusetts Emergency Management Agency
MGL	Massachusetts General Laws
MIAA	Massachusetts Interscholastic Athletic Association
MLB	Municipal Light Board
MLP	Municipal Light Plant
MOU	Memorandum of Understanding
MSBA	Massachusetts School Building Authority
MUNIS	Integrated suite of Municipal Software primarily used for Financial, HR, Payroll, Billings, and various other Town Departmental needs
MWRA	Massachusetts Water Resources Authority
MWRTA	MetroWest Regional Transit Authority
NCD	Neighborhood Conservation District
NRC	Natural Resources Commission
NRP(Z)	Natural Resource Protection (Zoning)
OOD	Out of District
OPEB	Other Post-Employment Benefits
OPM	Owner's Project Manager
PARCC	Partnership for Assessment of Readiness for College and Careers
PAWS	Preschool at Wellesley Schools
P&S	Purchase and Sale Agreement
PB	Planning Board
PBC	Permanent Building Committee
PFTF	Playing Fields Task Force
PILOT	Payment in lieu of taxes
PSI	Project of Significant Impact
RDF	Recycling and Disposal Facility
RFID	Radio Frequency Identification System
RFP	Request for Proposals
RMD	Registered Marijuana Dispensary (Planning)
SADI	System Average Interruption Duration Index
SBHD	Single Building Historic District (Planning)
SC	School Committee
SEC	Sustainable Energy Committee
SFC	School Facilities Committee
SFMP	School Facilities Master Plan
SMMA	Symmes, Maini, McKee & Associates
SOI	Statement of Interest
SPGA	Special Permit Granting Authority

SR	Single Residence (District)
STEM	Science, Technology, Engineering and Mathematics
STM	Special Town Meeting
SWG	Security Working Group
TDRT	Town Development Review Team
TGSC	Town Government Study Committee
TM(M)	Town Meeting (Member)
TPC	Tolles Parsons Center
TWFP	Town-Wide Financial Plan
UMAS	Uniform Municipal Accounting System
UP	Unified Plan
VMS	Video Management System
WCRS	Wellesley Contributory Retirement System
WFL	Wellesley Free Library
WHA	Wellesley Housing Authority
WHC	Wellesley Historical Commission
WHDC	Wellesley Housing Development Corporation
WHS	Wellesley High School, Wellesley Historical Society
WMS	Wellesley Middle School
WPC	Wetlands Protection Committee
WPS	Wellesley Public Schools
WSCD	Wellesley Square Commercial District
WSHG	West Suburban Health Group
WSVD	West Suburban Veterans' District
ZBA	Zoning Board of Appeals

APPENDIX B: TWFP—FY20 DETAIL SOURCES & USES OF FUNDS

SOURCES OF FUNDS	FY19 SOURCES OF FUNDS	FY20 SOURCES OF FUNDS	CHANGE - FY19 to FY20	
			\$ Change	% Change
Real Estate & Personal Property Tax				
Within the Levy Limit	128,943,120	133,966,698	5,023,578	3.90%
Outside the Levy Limit	12,107,180	10,888,408	(1,218,772)	-10.07%
Subtotal - Real Estate & Personal Property Tax	141,050,300	144,855,106	3,804,806	2.70%
From the Commonwealth				
Chapter 70 Aid	8,955,295	9,241,165	285,870	3.19%
Lottery Aid	1,339,443	1,375,608	36,165	2.70%
Other Aid	53,236	65,462	12,226	22.97%
Subtotal - From the Commonwealth	10,347,974	10,682,235	334,261	3.23%
Local Revenue				
Motor Vehicle Excise	5,000,000	5,169,307	169,307	3.39%
Licenses and Permits	2,200,000	2,200,000	0	0.00%
Interest Earnings	450,000	750,000	300,000	66.67%
RDF Revenue	600,000	600,000	0	0.00%
Fines & forfeits	450,000	450,000	0	0.00%
Recreation	50,000	75,000	25,000	50.00%
Meals/Hotel/Motel Tax	700,000	750,000	50,000	7.14%
Pilot Payments	76,000	76,000	0	0.00%
MLP Payment In Lieu of Taxes	1,000,000	1,000,000	0	0.00%
Other Local Revenues	505,434	357,836	(147,598)	-29.20%
Subtotal - Local Revenue	11,031,434	11,428,143	396,709	3.60%
Other Sources				
MLP/Water/Sewer reimbursements to IT	299,584	307,072	7,488	2.50%
Parking Meter Receipts	1,097,219	1,015,728	(81,491)	-7.43%
Free Cash to balance budget	2,646,079	2,500,000	(146,079)	-5.52%
Other free cash FY20 items Voting machines	0	15,000	15,000	
Free Cash items	0	1,970,670		
Appropriated CPA Surcharge	918,000	887,500	(30,500)	
CPA Funds applied to North 40	550,244	552,044	1,800	0.33%
Police detail	112,950	154,145	41,195	
Subtotal - Other Sources	5,624,076	7,402,159	1,778,083	31.62%
TOTAL SOURCES OF FUNDS	168,053,784	174,367,643	6,313,859	3.76%

USES OF FUNDS

	FY19 USE OF FUNDS (Tax Rate)			FY20 USE OF FUNDS (Request)			CHANGE - FY19 to FY20			
	Pers Svcs	Expenses	Total Ops	Pers Svcs	Expenses	Total Ops	Variance Pers Svcs	Variance Expenses	Variance Total - \$	Variance Total - %
GENERAL GOVERNMENT										
Board of Selectmen - Administration										
Executive Director's Office	466,023	33,225	499,248	548,020	40,800	588,820	81,997	7,575	89,572	17.94%
Sustainable Energy	33,452	5,425	38,877	34,925	3,225	38,150	1,473	(2,200)	(727)	-1.87%
Central Administrative Services	0	26,500	26,500	0	27,700	27,700	0	1,200	1,200	4.53%
Finance Department	447,204	10,950	458,154	460,724	10,450	471,174	13,520	(500)	13,020	2.84%
Information Technology	671,445	420,750	1,092,195	677,584	512,750	1,190,334	6,139	92,000	98,139	8.99%
Treasurer & Collector	314,307	129,750	444,057	343,927	107,200	451,127	29,620	(22,550)	7,070	1.59%
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	373,713	63,446	437,159	384,829	59,176	444,005	11,116	(4,270)	6,846	1.57%
West Suburban Veterans District	0	69,150	69,150	0	70,502	70,502	0	1,352	1,352	1.96%
Youth Commission	84,687	17,090	101,777	85,436	17,090	102,526	749	0	749	0.74%
Board of Selectmen - Facilities										
Facilities Management	4,585,030	3,457,749	8,042,779	4,716,227	3,507,730	8,223,957	131,197	49,981	181,178	2.25%
Board of Selectmen - Other Services										
Housing Development Corporation	0	6,500	6,500	0	6,500	6,500	0	0	0	0.00%
Historical Commission	0	750	750	0	750	750	0	0	0	0.00%
Memorial Day	0	2,500	2,500	0	5,000	5,000	0	2,500	2,500	100.00%
Celebrations Committee	0	4,700	4,700	0	4,700	4,700	0	0	0	0.00%
Zoning Board of Appeals	76,725	11,940	88,665	77,162	7,190	84,352	437	(4,750)	(4,313)	-4.86%
Board of Selectmen - Shared Services										
Law	0	375,000	375,000	0	340,000	340,000	0	(35,000)	(35,000)	-9.33%
Audit Committee	0	58,200	58,200	0	58,850	58,850	0	650	650	1.12%
Risk Management	0	535,679	535,679	0	548,762	548,762	0	13,083	13,083	2.44%
Street Lighting	0	145,000	145,000	0	140,000	140,000	0	(5,000)	(5,000)	-3.45%
Subtotal - Board of Selectmen - General Government	7,052,586	5,378,304	12,430,890	7,328,834	5,472,375	12,801,209	276,248	94,071	370,319	2.98%

USES OF FUNDS

	FY19 USE OF FUNDS (Tax Rate)			FY20 USE OF FUNDS (Request)			CHANGE - FY19 to FY20			
	Pers Srvs	Expenses	Total Ops	Pers Srvs	Expenses	Total Ops	Variance Pers Srvs	Variance Expenses	Variance Total - \$	Variance Total - %
<u>Other General Government</u>										
Town Clerk/Election & Registration	272,331	40,465	312,796	272,032	39,815	311,847	(299)	(650)	(949)	-0.30%
Board of Assessors	280,812	83,050	363,862	286,263	101,800	388,063	5,451	18,750	24,201	6.65%
Planning Board	282,528	42,750	325,278	285,246	43,000	328,246	2,718	250	2,968	0.91%
Advisory Committee	7,000	25,000	32,000	10,000	22,000	32,000	3,000	(3,000)	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	314,183	37,900	352,083	317,688	37,950	355,638	3,505	50	3,555	1.01%
HR Salary adjustments	32,083		32,083	175,000		175,000	142,917	0	142,917	
Subtotal - Other General Government	1,188,937	404,165	1,593,102	1,346,229	419,565	1,765,794	157,292	15,400	172,692	10.84%
GENERAL GOVERNMENT TOTAL	8,241,523	5,782,469	14,023,992	8,675,063	5,891,940	14,567,003	433,540	109,471	543,011	3.87%
<u>PUBLIC SAFETY - BOARD OF SELECTMEN</u>										
Police Department	5,693,471	648,585	6,342,056	5,887,143	664,810	6,551,953	193,672	16,225	209,897	3.31%
Injured on Duty	see Risk Management Dept 945			see Risk Management Dept 945						
Special School Police	127,606	3,183	130,789	129,254	3,263	132,517	1,648	80	1,728	1.32%
Fire Department	5,215,425	265,770	5,481,195	5,351,153	267,270	5,618,423	135,728	1,500	137,228	2.50%
Building Department	508,297	40,600	548,897	533,474	41,000	574,474	25,177	400	25,577	4.66%
Sealer of Weights & Measures	16,000	2,550	18,550	15,000	2,700	17,700	(1,000)	150	(850)	-4.58%
PUBLIC SAFETY TOTAL - BOARD OF SELECTMEN	11,560,799	960,688	12,521,487	11,916,024	979,043	12,895,067	355,225	18,355	373,580	2.98%
<u>DEPARTMENT OF PUBLIC WORKS</u>										
Engineering	534,515	65,500	600,015	535,847	65,500	601,347	1,332	0	1,332	0.22%
Highway	1,070,982	456,550	1,527,532	1,093,825	470,450	1,564,275	22,843	13,900	36,743	2.41%
Fleet Maintenance	160,922	43,462	204,384	165,000	43,462	208,462	4,078	0	4,078	2.00%
Park	1,243,654	372,570	1,616,224	1,266,331	372,570	1,638,901	22,677	0	22,677	1.40%
Recycling & Disposal	1,084,020	1,273,874	2,357,894	1,103,530	1,263,947	2,367,477	19,510	(9,927)	9,583	0.41%
Management	366,809	24,070	390,879	369,730	24,070	393,800	2,921	0	2,921	0.75%
Winter Maintenance	0	357,420	357,420	0	366,355	366,355	0	8,935	8,935	2.50%
PUBLIC WORKS TOTAL	4,460,902	2,593,446	7,054,348	4,534,263	2,606,354	7,140,617	73,361	12,908	86,269	1.22%
<u>WELLESLEY FREE LIBRARY</u>										
Library Trustees	1,983,058	554,621	2,537,679	2,025,452	570,015	2,595,467	42,394	15,394	57,788	2.28%
LIBRARY TOTAL	1,983,058	554,621	2,537,679	2,025,452	570,015	2,595,467	42,394	15,394	57,788	2.28%
<u>RECREATION</u>										
Recreation Commission	339,484	28,040	367,524	343,418	28,741	372,159	3,934	701	4,635	1.26%
RECREATION TOTAL	339,484	28,040	367,524	343,418	28,741	372,159	3,934	701	4,635	1.26%

USES OF FUNDS

	FY19 USE OF FUNDS (Tax Rate)			FY20 USE OF FUNDS (Request)			CHANGE - FY19 to FY20			
	Pers Srvs	Expenses	Total Ops	Pers Srvs	Expenses	Total Ops	Variance Pers Srvs	Variance Expenses	Variance Total - \$	Variance Total - %
HEALTH										
Board of Health	499,871	80,453	580,324	539,921	82,685	622,606	40,050	2,232	42,282	7.29%
Mental Health Services	0	238,691	238,691	0	244,658	244,658	0	5,967	5,967	2.50%
New Mental Health Initiative	0	0	0	90,000	50,000	140,000	90,000	50,000	140,000	#DIV/0!
HEALTH TOTAL	499,871	319,144	819,015	629,921	377,343	1,007,264	130,050	8,199	48,249	5.89%
NATURAL RESOURCES										
Natural Resources Commission	211,448	22,000	233,448	227,108	25,000	252,108	15,660	3,000	18,660	7.99%
Morses Pond Project - (NRC, DPW, Rec)	0	143,250	143,250	0	145,250	145,250	0	2,000	2,000	1.40%
NATURAL RESOURCES TOTAL	211,448	165,250	376,698	227,108	170,250	397,358	15,660	5,000	20,660	5.48%
NON-SCHOOL TOTAL	27,297,085	10,403,658	37,700,743	28,351,249	10,623,686	38,974,935	1,054,164	170,028	1,134,192	3.01%
WELLESLEY PUBLIC SCHOOLS										
Instruction	46,658,688	1,983,648	48,642,336	49,059,555	2,089,585	51,149,140	2,400,867	105,937	2,506,804	5.15%
Administration	980,559	151,466	1,132,025	1,427,465	153,741	1,581,206	446,906	2,275	449,181	39.68%
Operations	1,526,033	928,661	2,454,694	1,530,688	1,237,484	2,768,172	4,655	308,823	313,478	12.77%
Special Education	16,733,448	5,466,415	22,199,863	17,098,342	4,187,070	21,285,412	364,894	(1,279,345)	(914,451)	-4.12%
SCHOOL TOTAL	65,898,728	8,530,190	74,428,918	69,116,050	7,667,880	76,783,930	3,217,322	-862,310	2,355,012	3.16%
EMPLOYEE BENEFITS										
Group Insurance		18,984,487	18,984,487	0	19,665,390	19,665,390	0	680,903	680,903	3.59%
Workers Compensation		287,700	287,700	0	287,700	287,700	0	0	0	0.00%
OPEB Liability Fund	0	3,432,000	3,432,000	0	3,432,000	3,432,000	0	0	0	0.00%
Retirement Contribution		7,056,425	7,056,425	0	7,487,909	7,487,909	0	431,484	431,484	6.11%
Unemployment Compensation		150,000	150,000	0	100,000	100,000	0	(50,000)	(50,000)	-33.33%
Compensated Absences		120,000	120,000	0	120,000	120,000	0	0	0	0.00%
Non-Contributory Pensions		19,100	19,100	0	0	0	0	(19,100)	(19,100)	-100.00%
EMPLOYEE BENEFITS TOTAL	0	30,049,712	30,049,712	0	31,092,999	31,092,999	0	1,043,287	1,043,287	3.47%
ALL PERSONAL SERVICES & EXPENSES	93,195,813	48,983,560	142,179,373	97,467,299	49,384,565	146,851,864	4,271,486	401,005	4,672,491	3.29%

USES OF FUNDS

	FY19 USE OF FUNDS (Tax Rate)			FY20 USE OF FUNDS (Request)			CHANGE - FY19 to FY20			
	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	2,026,000	2,026,000	0	2,276,000	2,276,000	0	250,000	250,000	12.34%
School Capital	0	947,629	947,629	0	1,101,028	1,101,028	0	153,399	153,399	16.19%
Facilities Capital - School	0	1,159,000	1,159,000	0	937,000	937,000	0	(222,000)	(222,000)	-19.15%
Facilities Capital - Town	0	691,000	691,000	0	913,000	913,000	0	222,000	222,000	32.13%
Planning Board	0	25,000	25,000	0	30,000	30,000	0	5,000	5,000	20.00%
Board of Health	0	0	0	0	0	0	0	0	0	0.00%
Selectmen Capital	0	240,679	240,679	0	452,089	452,089	0	211,410	211,410	87.84%
Library Capital	0	76,800	76,800	0	124,300	124,300	0	47,500	47,500	61.85%
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	99,000	99,000	0	80,000	80,000	0	(19,000)	(19,000)	-19.19%
Morses Pond Capital	0	40,000	40,000	0	0	0	0	(40,000)	(40,000)	-100.00%
Subtotal - Cash Capital	0	5,305,108	5,305,108	0	5,913,417	5,913,417	0	608,309	608,309	11.47%
<i>Debt Service</i>										
Current Inside Levy Debt Service - Issued	0	4,002,083	4,002,083	0	4,300,000	4,300,000	0	297,917	297,917	7.44%
Outside Levy Debt Service - Issued/Unissued		12,552,089	12,552,089	0	11,440,452	11,440,452	0	(1,111,637)	(1,111,637)	-8.86%
Subtotal - Debt Service	0	16,554,172	16,554,172	0	15,740,452	15,740,452	0	(813,720)	(813,720)	-4.92%
CAPITAL & DEBT TOTAL		21,859,280	21,859,280	0	21,653,869	21,653,869	0	(205,411)	(205,411)	-0.94%
SPECIAL ITEMS										
<i>Receipts Reserved for Appropriation</i>										
Traffic & Parking Operations	248,250	798,086	1,046,336	312,418	662,600	975,018	64,168	(135,486)	(71,318)	-6.82%
Community Preservation Appropriated	0	918,000	918,000	0	887,500	887,500	0	(30,500)	(30,500)	0.00%
Free Cash items - Electronic voting service	0	0	0	0	15,000	15,000	0	15,000	15,000	0.00%
Free Cash items - Electronic voting service	0	0	0	0	1,970,670	1,970,670	0	1,970,670	1,970,670	0.00%
Property Tax Abatements	0	790,641	790,641	0	750,000	750,000	0	(40,641)	(40,641)	-5.14%
State & County Assessments	0	1,260,154	1,260,154	0	1,263,722	1,263,722	0	3,568	3,568	0.28%
SPECIAL ITEMS TOTAL	248,250	3,766,881	4,015,131	312,418	5,549,492	5,861,910	64,168	1,782,611	1,846,779	46.00%
TOTAL USES OF FUNDS		168,053,784	168,053,784		174,367,643	174,367,643		6,313,859	6,313,859	3.76%
TOTAL SOURCES OF FUNDS		168,053,784	168,053,784		174,367,643	174,367,643		6,313,859	6,313,859	3.76%
SURPLUS (DEFICIT)		0	0		0	0				

APPENDIX C: FIVE YEAR CAPITAL PLAN EXHIBITS



Town of Wellesley Five Year Capital Budget Program FY2020-2024

Summary Schedule

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2020-2024 Total
Cash Capital	5,305,108	5,913,417	6,646,684	7,520,378	7,354,953	6,955,894	34,391,326
Free Cash	-	1,226,998	-	-	-	-	1,226,998
CPC Funding	617,000	771,000	-	-	-	-	771,000
Gift/Fundraising	175,000	200,000	-	-	-	-	200,000
Other	40,000	1,314,044	-	-	-	-	1,314,044
Chapter 90	820,000	970,000	790,000	790,000	790,000	790,000	4,130,000
Debt Capital Inside Levy	11,973,814	11,003,376	9,655,000	9,619,566	4,731,854	5,700,000	40,709,796
Debt Capital Exclusion *	-	-	67,800,000	50,000,000	17,000,000	-	134,800,000
Grand Total	\$ 18,930,922	\$ 21,398,835	\$ 84,891,684	\$ 67,929,944	\$ 29,876,807	\$ 13,445,894	\$ 217,543,164

Note: This document represents all department capital requests for the years preferred by each department. Because the Town doesn't have the funding to afford every project in the requested year, capital needs are discussed and re-evaluated annually, in an effort to achieve the best result for the entire Town.



Town of Wellesley

Five Year Capital Detail Summary FY2020-2024

Department	FY19	FY20	FY21	FY22	FY23	FY24	FY20-24 Total
Cash Capital							
Selectmen/Central Admin	14,400	88,000	50,000	-	-	-	138,000
Information Technology	75,000	70,000	75,000	165,000	130,000	120,000	560,000
Police	78,279	119,089	78,234	60,694	54,533	101,539	414,089
Fire	65,000	165,000	154,000	175,000	89,000	100,000	683,000
Council on Aging	8,000	10,000	40,000	25,000	20,000	20,000	115,000
Library	76,800	124,300	169,300	171,300	171,300	183,300	819,500
Natural Resources Commission	99,000	80,000	202,500	195,000	217,500	160,000	855,000
Morses Pond	40,000	-	39,000	325,000	35,000	95,000	494,000
Town Clerk	-	-	36,000	-	-	-	36,000
Assessors	-	-	-	-	93,000	-	93,000
Planning Board	25,000	30,000	-	-	-	-	30,000
Department of Public Works	2,026,000	2,276,000	2,532,100	2,863,000	3,036,500	2,963,500	13,671,100
Schools	947,629	1,101,028	1,105,550	1,507,384	1,304,120	1,040,555	6,058,637
Facilities Maintenance	1,850,000	1,850,000	2,165,000	2,033,000	2,204,000	2,172,000	10,424,000
Total Cash Capital	5,305,108	5,913,417	6,646,684	7,520,378	7,354,953	6,955,894	34,391,326
Other Funding Sources							
Tolles (Gift)	-	-	-	-	-	-	-
DPW Street Resurfacing (Ch 90)	820,000	970,000	790,000	790,000	790,000	790,000	4,130,000
DPW Street Resurfacing (Free Cash)	-	150,000	-	-	-	-	150,000
Planning Projects (CPC)	25,000	-	-	-	-	-	-
Fells Roof (CPC)	31,000	-	-	-	-	-	-
NRC Various (CPC)	96,000	271,000	-	-	-	-	271,000
Reconstruct Tennis courts (CPC)	150,000	-	-	-	-	-	-
Softball fields (CPC)	100,000	500,000	-	-	-	-	500,000
Softball fields (Gift)	-	200,000	-	-	-	-	200,000
Sprague Turf Fields (Revolving)	-	500,000	-	-	-	-	500,000
Stadium Restrooms- Gift/Fundraising	175,000	-	-	-	-	-	-
Stadium Restrooms (CPC)	175,000	-	-	-	-	-	-
Recreation - Site-Side Study (Revolving)	40,000	-	-	-	-	-	-
Recreation - Site-Side Study (CPC)	40,000	-	-	-	-	-	-
Town Clk Electronic Voting (Free Cash)	-	15,000	-	-	-	-	15,000
MS Systems (TRF/FC)	-	1,300,200	-	-	-	-	1,300,200
Town Hall Envelope (TRF /FC)	-	575,842	-	-	-	-	575,842
Total Other Sources	1,652,000	4,482,042	790,000	790,000	790,000	790,000	7,642,042
Debt Capital Inside Levy							
Selectmen - Granite Street Acceptance	255,000	-	-	-	-	-	-
Police Radio System and Antenna	-	-	-	369,566	206,854	-	576,420
Library Material Handler*	350,000	-	-	-	-	-	-
DPW- Facility Renovations	-	-	-	1,000,000	-	1,000,000	2,000,000
DPW - Sprague Turf	-	500,000	-	-	-	-	500,000
DPW- Street Rehabilitations	2,000,000	-	1,750,000	1,750,000	2,000,000	-	5,500,000
DPW- Hunnewell Field/Softball field	-	300,000	-	-	-	-	300,000
Stadium Restrooms	175,000	-	-	-	-	-	-
HHU Feasibility Study: Hardy/Upham	2,500,000	-	-	-	-	-	-
HHU Feasibility :Hunnewell	1,000,000	-	-	-	-	-	-
Town Hall Envelope	5,177,239	-	-	-	-	-	-
Town Hall Annex Project	-	-	1,500,000	6,500,000	-	-	8,000,000
Town Hall Interior Design	-	-	2,000,000	-	-	-	2,000,000
Middle School Parking Lot Paving	-	-	-	-	1,700,000	-	1,700,000
MS Steam Pipes	391,575	4,200,000	-	-	-	-	4,200,000
"Early "Hunnewell	-	5,000,000	-	-	-	-	5,000,000
Middle School Other Feasibility	125,000	-	-	-	-	-	-
Warren HVAC Updgrade	-	-	500,000	-	-	-	500,000
Fire Station HQ Roof	-	-	-	-	525,000	-	525,000
Fire Engine	-	735,000	-	-	-	-	735,000
Main Library Space Utilization Reno	-	268,376	3,200,000	-	-	-	3,468,376
Main Library (Lighting, Roof, Carpet)	-	-	705,000	-	-	-	705,000
Main Library Roof Replacement	-	-	-	-	-	-	-
DPW RDF Repair Projects	-	-	-	-	100,000	1,200,000	1,300,000
DPW Highway & Park Renovation	-	-	-	-	200,000	1,500,000	1,700,000
Bates School Projects	-	-	-	-	-	1,350,000	1,350,000
Sprague School Projects	-	-	-	-	-	650,000	650,000
Total Borrowed Inside Levy	11,973,814	11,003,376	9,655,000	9,619,566	4,731,854	5,700,000	40,709,796
Debt Capital Exclusion							
Town Hall Renovation	-	-	-	-	17,000,000	-	17,000,000
Middle School Bldg Systems	-	-	12,800,000	-	-	-	12,800,000
Hunnewell School Project	-	-	-	50,000,000	-	-	50,000,000
Hardy/Upham - MSBA	-	-	55,000,000	-	-	-	55,000,000
Total Capital Exclusion	-	-	67,800,000	50,000,000	17,000,000	-	134,800,000
Grand Total	\$ 18,930,922	\$ 21,398,835	\$ 84,891,684	\$ 67,929,944	\$ 29,876,807	\$ 13,445,894	\$ 217,543,164



Town of Wellesley

FY2020-2024 BOS Capital Request

Capital Project	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY20-24 Total
Information Technology							
Server Virtualization	75,000	-	-	-	-	120,000	120,000
VoIP Maintenance Contract	-	35,000	-	-	-	-	35,000
Telephone Upgrade (VoIP 2.0)	-	-	-	-	100,000	-	100,000
10GB Network Switches	-	-	60,000	-	-	-	60,000
Windows Server 2019 Licensing	-	35,000	-	-	-	-	35,000
MUNIS Upgrade	-	-	15,000	-	-	-	15,000
Upgrade Office Software	-	-	-	60,000	-	-	60,000
Recovery / Backup Appliance	-	-	-	85,000	-	-	85,000
Aerial Flyover & Orthophotography	-	-	-	20,000	-	-	20,000
Replace Wi-Fi Equipment	-	-	-	-	30,000	-	30,000
	75,000	70,000	75,000	165,000	130,000	120,000	560,000
Police							
Server Replacement	13,908	-	13,833	-	-	21,789	35,622
Mobile/Portable Radio Replacement	64,371	64,401	64,401	60,694	54,533	-	244,029
Zetron IP Fire Station Alerting System	-	-	-	-	-	-	-
Forensic Crime Scope/Light Source	-	36,973	-	-	-	-	36,973
Kingsbury Room Furniture Replacement	-	17,715	-	-	-	-	17,715
Dispatch Workstation Replacement	-	-	-	-	-	-	-
Electronic Control Devices	-	-	-	-	-	79,750	79,750
	78,279	119,089	78,234	60,694	54,533	101,539	414,089
Fire							
Fire Hose Equipment	-	-	-	20,000	-	-	20,000
Fire Alarm Master Box Upgrade	55,000	-	-	-	-	-	-
Scott Air Bottles	10,000	-	10,000	-	-	-	10,000
Replace command vehicle(s)	-	-	49,000	-	49,000	50,000	148,000
Fire Turnout Gear	-	150,000	-	150,000	-	-	300,000
Fire Turnout Gear Lockers	-	-	-	-	-	50,000	50,000
Pulse/Oxygen/CO Meter	-	10,000	-	-	-	-	10,000
Light Tower/Generator Trailer	-	-	-	-	10,000	-	10,000
Town AED Replacement	-	5,000	5,000	5,000	5,000	-	20,000
Radio System/Portables	-	-	55,000	-	-	-	55,000
Air Mask Fit Testing Unit	-	-	15,000	-	-	-	15,000
Security Camera Upgrade	-	-	20,000	-	-	-	20,000
Office Rehab	-	-	-	-	25,000	-	25,000
	65,000	165,000	154,000	175,000	89,000	100,000	683,000

Capital Project	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY20-24 Total
Selectmen							
Konica Minolta BizHub C458- Copier (Cent Admin)	14,400	-	-	-	-	-	-
Town Hall Ground Floor Copier	-	13,000	-	-	-	-	13,000
North 40 Soil Testing/Master Plan	-	75,000	50,000	-	-	-	125,000
Classification & Comp. Study	-	-	-	-	-	-	-
	14,400	88,000	50,000	-	-	-	138,000
Council on Aging							
A/V components/additions/modifications	-	10,000	-	-	-	-	10,000
TPC Additional Equipment	8,000	-	-	-	-	-	-
Supplemental Vehicle for Transportation Program	-	-	20,000	-	-	-	20,000
iPads for Class	-	-	-	15,000	-	-	15,000
Exercise Equipment	-	-	10,000	-	-	10,000	20,000
Participant tracking software/hardware upgrades	-	-	-	10,000	-	-	10,000
Replacement/Upgrade TPC furniture & fixtures	-	-	-	-	10,000	-	10,000
Replacements/Upgrade kitchen equipment	-	-	-	-	-	10,000	10,000
Replacements/Upgrade Daily Use Equipment	-	-	-	-	10,000	-	10,000
Replacements/Upgrade Photocopier/Printer	-	-	10,000	-	-	-	10,000
	8,000	10,000	40,000	25,000	20,000	20,000	115,000
BOS Subtotal	240,679	452,089	397,234	425,694	293,533	341,539	1,910,089
Facilities Maintenance Cash Capital	1,850,000	1,850,000	2,165,000	2,033,000	2,204,000	2,172,000	10,424,000
Total BOS Cash Capital	2,090,679	2,302,089	2,562,234	2,458,694	2,497,533	2,513,539	12,334,089
Replace Fire Engine Vehicle(s)	-	735,000	-	-	-	-	735,000
Replace Police Radio System and Antenna	-	-	-	369,566	206,854	-	576,420
Granite Street Acceptance	255,000	-	-	-	-	-	-
Facilities Debt Funded Projects	9,193,814	10,468,376	75,705,000	62,500,000	19,525,000	4,700,000	172,898,376
Total Borrowed	9,448,814	11,203,376	75,705,000	62,869,566	19,731,854	4,700,000	174,209,796
Grand Total Selectmen	\$ 11,539,493	\$ 13,505,465	\$ 78,267,234	\$ 65,328,260	\$ 22,229,387	\$ 7,213,539	\$ 186,543,885



Town of Wellesley

FY2020-2024 Facilities Capital Request

Building Description	FY19	FY20	FY21	FY22	FY23	FY24	FY20-24 Total
Town Cash Capital							
Townwide (Municipal)	24,000	71,000	20,000	70,000	26,000	21,000	208,000
Town Hall Annex Design	8,000	110,000	35,000	75,000	-	10,000	230,000
Police	25,000	216,000	55,000	252,500	12,000	140,000	675,500
Fire Department Main (Headquarters)	-	110,000	30,000	-	300,000	-	440,000
Fire Department Central (Station 1)	8,000	83,000	-	-	57,000	-	140,000
Warren (Recreation and Health)	5,000	-	500,000	180,000	-	-	680,000
Morses Pond	4,000	-	-	10,000	-	-	10,000
Main Library	42,500	50,000	-	-	65,000	570,000	685,000
Hills Library	-	95,000	-	-	145,000	-	240,000
Fells Library	39,500	28,000	-	-	-	15,000	43,000
DPW Operations	165,000	-	-	-	-	-	-
DPW Water & Sewer	40,000	-	-	-	75,000	45,000	120,000
DPW Highway & Park	210,000	75,000	-	-	200,000	65,000	340,000
DPW RDF (Sprinkler and Fabric shed)	120,000	75,000	280,000	-	100,000	-	455,000
Subtotal Cash Capital - Municipal	691,000	913,000	920,000	587,500	980,000	866,000	4,266,500
School Cash Capital							
Districtwide (Schools)	124,000	209,000	125,000	129,000	184,000	140,000	787,000
Preschool at Wellesley (PAWS)	-	-	5,000	-	45,000	-	50,000
Bates Elementary	118,000	180,000	60,000	200,000	-	-	440,000
Field House	62,000	75,000	-	-	-	-	75,000
Fiske Elementary	-	-	-	10,000	-	55,000	65,000
Hardy Elementary	50,000	35,000	-	-	-	50,000	85,000
Hunnewell Elementary	44,000	35,000	-	-	-	44,000	79,000
Sprague Elementary	100,000	173,000	-	230,000	-	-	403,000
Upham Elementary	31,000	35,000	-	-	-	75,000	110,000
Middle School	630,000	100,000	-	-	-	32,000	132,000
Middle School - Parking Lots	-	-	-	-	495,000	400,000	895,000
High School	-	95,000	500,000	625,000	500,000	510,000	2,230,000
Subtotal Cash Capital - Districtwide	1,159,000	937,000	690,000	1,194,000	1,224,000	1,306,000	5,351,000
Other Unidentified Cash Capital	-	-	555,000	251,500	-	-	806,500
Total Cash Capital Requests	1,850,000	1,850,000	2,165,000	2,033,000	2,204,000	2,172,000	10,424,000
Other funding sources							
Fells Branch Roof replacement (CPC)	31,000	-	-	-	-	-	-
MS Systems design (TRF/FC)	-	1,300,200	-	-	-	-	1,300,200
Town Hall Envelope (TRF/FC)	-	575,842	-	-	-	-	575,842
Total other funding sources	31,000	1,876,042	-	-	-	-	1,876,042
Borrowed Inside							
Town Hall Envelope Restoration	5,177,239	-	-	-	-	-	-
Town Hall Annex Design/Construction	-	-	1,500,000	6,500,000	-	-	8,000,000
Fire Central (Station 1) Roof Replacement	-	-	-	-	525,000	-	525,000
Warren Heat Pumps Replacement	-	-	500,000	-	-	-	500,000
Main Library (Lighting, Roof, Carpet)	-	-	705,000	-	-	-	705,000
Main Library Space Utilization Reno Project	-	268,376	3,200,000	-	-	-	3,468,376
MS Parking Lot Paving	-	-	-	-	1,700,000	-	1,700,000
MS Steam Pipes	391,575	4,200,000	-	-	-	-	4,200,000
MS other feasibility	125,000	-	-	-	-	-	-
"Early" Hunnewell design	-	5,000,000	-	-	-	-	5,000,000
Cameron lot design?	-	1,000,000	-	-	-	-	1,000,000
Town Hall Interior design	-	-	2,000,000	-	-	-	2,000,000
Sprague School Projects	-	-	-	-	-	650,000	650,000
Bates School Projects	-	-	-	-	-	1,350,000	1,350,000
HHU Feasibility Study: Hardy/Upham	2,500,000	-	-	-	-	-	-
HHU Feasibility: Hunnewell	1,000,000	-	-	-	-	-	-
DPW RDF Repair Projects	-	-	-	-	100,000	1,200,000	1,300,000
DPW Highway & Park Renovation	-	-	-	-	200,000	1,500,000	1,700,000
Total Borrowed Inside	9,193,814	10,468,376	7,905,000	6,500,000	2,525,000	4,700,000	32,098,376
Town Hall Interior Renovation	-	-	-	-	17,000,000	-	17,000,000
Middle School Bldg Systems	-	-	12,800,000	-	-	-	12,800,000
Hunnewell School Project	-	-	-	50,000,000	-	-	50,000,000
Swing Space?	-	-	-	6,000,000	-	-	-
Cameron Lot Construction?	-	-	-	-	-	-	-
Hardy/Upham Renov.	-	-	55,000,000	-	-	-	55,000,000
PAWS?	-	-	-	-	-	-	-
Total Borrowed Outside	-	-	67,800,000	56,000,000	17,000,000	-	134,800,000
Total FMD Capital Requests	11,074,814	14,194,418	77,870,000	64,533,000	21,729,000	6,872,000	179,198,418



Town of Wellesley

FY2020-2024 Non-BOS Departments Capital Request

Capital Project	FY19	FY20	FY21	FY22	FY23	FY24	FY20-24 Total
Natural Resources Commission							
Encroachment Boundary Markers	2,500	-	2,500	-	2,500	-	5,000
Park Sidewalk/Paths Emergency Repairs	15,000	-	15,000	-	15,000	-	30,000
Fuller Brook Invasive Management	20,000	20,000	20,000	-	-	-	40,000
Tree Management Program	50,000	40,000	40,000	40,000	40,000	-	160,000
Hunnell Field Pervious Pavement Maint.	1,500	-	-	-	-	-	-
Trail System Improvements	10,000	10,000	5,000	5,000	5,000	-	25,000
IPM Turf Plan Implementation	-	10,000	-	10,000	-	10,000	30,000
Church Park Restoration	-	-	-	-	-	-	-
Duck Pond Bridge Restoration*	-	-	-	-	-	-	-
Comprehensive Pond Improvements	-	-	100,000	100,000	-	-	200,000
Tree Mapping Application	-	-	5,000	-	-	-	5,000
Open Space and Recreation Plan Update	-	-	10,000	-	-	-	10,000
Playground Improvement/ADA Access	-	-	-	20,000	150,000	150,000	320,000
Pollinator Corridor Development	-	-	5,000	-	5,000	-	10,000
Town Forest Improvements	-	-	-	20,000	-	-	20,000
Subtotal Cash Capital	99,000	80,000	202,500	195,000	217,500	160,000	855,000
Weston Rd Vernal Pool Design (CPC)	-	-	-	-	-	-	-
Weston Rd Vernal Pool Construction (CPC)	50,000	-	-	-	-	-	-
Church Park Restoration (CPC)	-	30,000	-	-	-	-	30,000
Duck Pond Bridge Restoration (CPC)	38,500	91,000	-	-	-	-	91,000
Fish Ladder at Fuller Brook (CPC)	5,000	-	-	-	-	-	-
Tree Mapping Application (CPC)	-	-	-	-	-	-	-
Gas Leak Detection Device (CPC)	2,500	-	-	-	-	-	-
Erosion at Morses Pond (CPC)	-	150,000	-	-	-	-	150,000
Comprehensive Pond Improvements (CPC)	-	-	-	-	-	-	-
Total NRC Capital	195,000	351,000	202,500	195,000	217,500	160,000	1,126,000
Morses Pond							
Regional Education Development & Survey	5,000	-	-	-	-	-	-
Morses Pond Shoreline and Pond Improvements	35,000	-	-	50,000	-	50,000	100,000
Stormwater Construction & Monitoring	-	-	10,000	-	-	-	10,000
Bylaw/Regulatory Review/Development	-	-	25,000	25,000	-	-	50,000
Watershed Education Website	-	-	4,000	-	-	-	4,000
Harvester	-	-	-	250,000	-	-	250,000
Selective Planting	-	-	-	-	35,000	35,000	70,000
Plant Monitoring	-	-	-	-	-	10,000	10,000
Selective Planting Design, Permitting, Support	-	-	-	-	-	-	-
Subtotal Cash Capital	40,000	-	39,000	325,000	35,000	95,000	494,000

Capital Project	FY19	FY20	FY21	FY22	FY23	FY24	FY20-24 Total
Library							
Time Card system		30,000			5,000		35,000
Repair/Replace Furniture	15,000	15,000	15,000	15,000	15,000	15,000	75,000
RFID Tags	5,300	-	-	-	-	-	-
Computer/Peripheral Replacement	53,000	52,300	52,300	55,300	57,300	57,300	274,500
IT Infrastructure Replacement	-	12,000	12,000	12,000	12,000	12,000	60,000
Hills Phone Conversion to Town	1,500	-	-	-	-	-	-
Automated Material Handler	-	-	-	-	-	10,000	10,000
Mobile Circulation Management	2,000	-	-	-	-	-	-
Relocate Stacks for Recarpeting	-	-	65,000	-	-	-	65,000
WFL Van	-	-	-	40,000	-	-	40,000
New Technology	-	15,000	25,000	25,000	30,000	30,000	125,000
Website Construction/Redesign	-	-	-	-	15,000	-	15,000
Self Check System	-	-	-	24,000	12,000	24,000	60,000
Traffic Study	-	-	-	-	25,000	-	25,000
Parking Lot Improvements	-	-	-	-	-	25,000	25,000
Strategic Planning	-	-	-	-	-	10,000	10,000
Total Library Cash Capital	76,800	124,300	169,300	171,300	171,300	183,300	819,500
Town Clerk							
Electronic Poll Books for Voter Lists	-	-	36,000	-	-	-	36,000
Total Town Clerk Cash Capital	-	-	36,000	-	-	-	36,000
Electronic Voting Devices (FC)		15,000					15,000
Town Clerk Total		15,000	36,000	-	-	-	51,000
Board of Assessors							
CAMA database software	-	-	-	-	93,000	-	93,000
Total Assessors	-	-	-	-	93,000	-	93,000
Planning Board							
Sub-Area Land Use Study and Plan (CPC)	25,000	-	-	-	-	-	-
Mobility Plan	-	30,000	-	-	-	-	30,000
Planning Subtotal	25,000	30,000	-	-	-	-	30,000
Sub-Area Land Use Study and Plan	25,000	-	-	-	-	-	-
Planning Board Total	50,000	30,000	-	-	-	-	30,000
Recreation							
Site-side Study (building, beach, etc)	40,000	-	-	-	-	-	-
Stadium Restroom-Gift/Fundraising	175,000	-	-	-	-	-	-
Stadium Restroom- Tax Impact	175,000	-	-	-	-	-	-
Stadium Restroom - CPC	175,000	-	-	-	-	-	-
Recreation Subtotal	565,000	-	-	-	-	-	-
Site-side Study (building, beach, etc) (CPC)	40,000	-	-	-	-	-	-
Recreation Total	605,000	-	-	-	-	-	-
Borrowed in the levy							
Library							
Material Handler	350,000	-	-	-	-	-	-
Total borrowed	350,000	-	-	-	-	-	-
Capital Project	FY19	FY20	FY21	FY22	FY23	FY24	FY20-24 Total
School Department (non-Facilities)							
Instructional Equipment	-	-	-	-	-	-	-
Photocopiers	-	-	-	-	-	-	-
General Equipment	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-
Furniture/Furnishings/Equipment	99,999	205,018	185,000	185,000	185,000	185,000	945,018
Technology	847,630	896,010	920,550	1,322,384	1,119,120	855,555	5,113,619
Total School Capital	947,629	1,101,028	1,105,550	1,507,384	1,304,120	1,040,555	6,058,637



Town of *Wellesley*

FY2020-2024 Public Works Capital Request

Capital Project	FY19	FY20	FY21	FY22	FY23	FY24	FY20-24 Total
Cash Capital							
Street Improvement	415,000	385,000	560,500	580,500	605,500	605,500	2,737,000
Design Street (Cliff/Grove/Walnut/TBD)	-	-	-	-	-	-	-
Sidewalk Restoration	100,000	50,000	160,000	160,000	160,000	160,000	690,000
Private Ways	20,000	20,000	20,000	20,000	20,000	20,000	100,000
Drainage System Rehabilitation	125,000	200,000	230,000	230,000	230,000	230,000	1,120,000
RDF Container Replacement	25,000	-	-	-	-	-	-
Other Improvements	20,000	20,000	20,000	20,000	20,000	20,000	100,000
Vehicle/Equipment Procurement	943,000	1,136,000	1,054,100	1,260,000	1,433,500	1,323,000	6,206,600
RDF Resurface Paved Areas	10,000	-	-	-	-	-	-
DPW Facilities	-	85,000	122,500	87,500	122,500	90,000	507,500
Park/Highway Building Improvements	30,000	-	-	-	-	-	-
Street Rehabilitation-Weston Road	-	-	-	150,000	-	-	150,000
Street Rehabilitation-TBD	-	-	-	-	-	160,000	160,000
Town Hall Roadway Bridge Drainage Culvert	18,000	-	-	-	-	-	-
Athletic/Playground Improvements	260,000	380,000	365,000	355,000	445,000	355,000	1,900,000
Playground Construction	60,000	-	-	-	-	-	-
Total Cash Capital	2,026,000	2,276,000	2,532,100	2,863,000	3,036,500	2,963,500	13,671,100
Other Funding Sources:							
DPW Street Resurfacing (Ch 90)	820,000	790,000	790,000	790,000	790,000	790,000	3,950,000
Great Plain Avenue (Ch 90)	-	180,000	-	-	-	-	180,000
Reconstruct Tennis courts (CPC)	150,000	-	-	-	-	-	-
Hunnewell Softball fields (Gift)	-	200,000	-	-	-	-	200,000
Hunnewell Softball fields (CPC)	100,000	500,000	-	-	-	-	500,000
Street Rehabilitation-Walnut Street (Free Cash)	-	150,000	-	-	-	-	-
Sprague Turf Fields (Revolving)	-	500,000	-	-	-	-	500,000
Total Other Funding Sources:	1,070,000	2,320,000	790,000	790,000	790,000	790,000	5,480,000
Borrowed Inside							
DPW Fuel Depot Rehabilitation	-	-	-	1,000,000	-	-	1,000,000
Street Rehabilitation-Grove Street	2,000,000	-	-	-	-	-	-
Street Rehabilitation-Great Plain Avenue	-	-	1,750,000	-	-	-	1,750,000
Street Rehabilitation-Walnut Street	-	-	-	1,750,000	-	-	1,750,000
Street Rehabilitation-Weston Road	-	-	-	-	2,000,000	-	2,000,000
Hunnewell Field SoftballField	-	300,000	-	-	-	-	300,000
Replacement/Renovation DPW Yard	-	-	-	-	-	1,000,000	1,000,000
Sprague Field Artificial Turf	-	500,000	-	-	-	-	500,000
Total Borrowed	2,000,000	800,000	1,750,000	2,750,000	2,000,000	1,000,000	8,300,000
Grand Total DPW	5,096,000	5,396,000	5,072,100	6,403,000	5,826,500	4,753,500	27,451,100

APPENDIX D: SCHOOL STAFF COMPENSATION

March 2019 Update

This Appendix provides a summary of FY20 budgeted personal services costs by category as well as detailed information on the current salary schedule for Wellesley's teachers and professional staff; the contractual step and lane system used in WPS; and teacher profiles showing how our current staff is distributed in both FTEs and salary across steps and lanes. Comparative salary information for Wellesley and other towns is also included.

The salary schedule for the Wellesley Teachers Unit A is from the current contract that is in effect from July 1, 2016 through June 30, 2019. The numbers here are based on current steps and lanes. In addition to about 522 teachers in Unit A, there are about 35 senior administrators in Unit B including Directors, Department Heads, and Assistant Principals. Their contract period is the same as for Unit A. Units A and B together account for almost 68.01% of the personnel and 78.9% of total salary in the District. An additional 41 administrative support personnel are represented by the Wellesley Education Support Staff Association. About 217 teaching assistants and paraprofessionals, most of whom are in Special Education, comprise Unit C of the WTA. Non-union employees comprise the remainder of the WPS staff.

Personal Services

The following analysis of personal services provides information about the cost and cost increases in salary by category. It is most useful when there is little movement between categories, making the year-to-year comparisons more meaningful. In FY18, however, after the budget was already voted, the District eliminated five teaching assistant positions and hired two professional teaching staff to better service students. The District must do so within its bottom-line voted budget, so the net effect of these changes must be budget-neutral taking into account turnover savings and other costs that might be incurred.

The comparison of FY19 to FY20 includes the base budget and FTE's for each category.

The *Senior Supervisory* category has a 1.30 FTE increase in FY20. The increase is a result of the creation of Director of Diversity, Equity and Inclusion position (1.00 FTE) and the expansion and redefinition of the preK-12 Director of Library and Innovation position (0.40 FTE). The reduction of 0.10 FTE is related to a change in a leave of absence.

The *Teachers* category has an increase of 7.40 FTEs. The increase is a result of the completed implementation of World Language throughout the elementary schools and Grade 6 (3.50 FTEs); a Special Education teacher at Bates Elementary School (1.00 FTE); a Science teacher at the High School (0.50 FTE); a Team Chair at the pre-school program (0.20 FTE); an English Learner teacher at Schofield (0.60 FTE); a Computer Science teacher at the Middle School (0.60 FTE); and an additional teacher for elementary sections (1.00 FTE). Although the overall elementary enrollment is expected to drop by 69 students; a review of building by building and grade by grade show several grade levels that could result in the need for an additional section. With neighborhood schools, it is not feasible to break sections perfectly evenly across all buildings (an inherent inefficiency of the small neighborhood school model).

Personal Services					
Description	FY'19 Adj. Budget FTE	FY'19 Adjusted Budget Salaries	FY'20 Budget FTE	FY'20 Budget Salaries	% Increase over FY'19
Senior Supervisory:					
Central office administrators, principals & assistants, administrative time of department heads & directors	44.30	\$6,106,545	45.60	\$6,285,185	2.93%
Teachers:					
Classroom teachers & special educators	402.70	\$37,000,209	410.10	\$39,501,585	6.76%
Professional Support:					
Librarians, guidance, counselors, nurses, therapists, psychologists, math, science & technology specialists, Out-of-District Coordinator	115.19	\$11,273,792	117.20	\$11,617,480	3.05%
Classroom & Other Teaching Support:					
Teaching & technology assistants, ELL tutors, paraprofessionals, computer technicians, student supervisors, athletic trainers	197.52	\$6,563,722	199.42	\$6,747,380	2.80%
Administrative Support:					
Secretaries, clerks, administrative assistants	36.58	\$1,835,707	37.98	\$1,922,861	4.75%
Operations:					
Business office staff, van drivers, attendants	21.79	\$957,979	20.95	\$920,818	(3.88%)
On Call / Temporary:					
Substitutes, tutors, part-time coaches, club advisors, etc.	0.51	\$2,314,944	0.51	\$2,305,628	(0.40%)
Sub-Total (Tax Impact):	818.59	\$66,052,898	831.76	\$69,300,937	4.92%
Other (Non-Tax Impact):					
Grant Funded Positions	47.14	\$1,757,228	47.14	\$1,757,228	0.00%
Revolving Fund Positions	2.50	\$121,180	2.50	\$124,977	3.13%
TOTAL:	868.23	\$67,931,306	881.40	\$71,183,142	4.78%

Professional Support is increased by 2.00 FTEs. The increase includes the creation of the Scholars program at the Middle school (0.20 FTE); an Adjustment Counselor at the Middle School (0.30 FTE) and High School (0.50 FTE); an Assistive Technology teacher (0.60 FTE) district wide; and an additional Nurse (0.20 FTE) at the Middle School. The additional 0.20 FTE is related to a return from a leave of absence.

Classroom and Other Teaching Support is increased by 1.90 FTE. The increase is based on the addition of a Math Paraprofessional at Fiske and Schofield (1.00 FTE); an Academic Resource Center teacher at the High School (0.50 FTE); an increase of the Assistant Athletic Director (0.20 FTE); and additional changes related to special education.

Administrative Support is increased by 1.40 FTEs. The increase is the result of a transfer of Administrative Support from the Business Office (*Operations*) to the Special Education (*Administrative Support*) office (1.00 FTE); and the addition of a Main Office Secretary position (0.40 FTE) at the High School.

Operations is reduced by 0.84 FTEs. The reduction is the result of a transfer of Administrative Support from the Business Office (*Operations*) to the Special Education (*Administrative Support*) office (1.00 FTE). The additional 0.16 FTE is related to a return from a leave of absence.

Steps and Lane Increases

In Wellesley, as in most Massachusetts public schools, the system of “steps and lanes” has been used to recognize experience (step) and educational accomplishment (lane). When a teacher is hired, compensation is based on the number of years of teaching experience (step), as well as the level of college or post-college training achieved (lane). Under the terms of the present contract, there are 16 steps and four lanes for members of the WTA Unit A.

Each year, a teacher advances to the next salary step until he or she reaches the top step, thereby receiving a pre-determined salary increase. Teachers who have attained a higher educational level by earning a sufficient number of credits and have notified the Superintendent of their intent to advance to a higher educational level by November 1 of the prior school year receive a “lane” increase. Both step and lane increases can be bargained as part of the contract negotiations. Over time the steps have been equalized at a 4.17% increase for Steps 1 through 15, and a 4.00% increase from Step 15 to Step 16.

Annual Percentage Increase

Under the current teacher contract, there is a Cost of Living Adjustment (COLA) each year that applies an across the board increase to the steps and lanes schedule: 1.5% for Steps 1 through 15 and 2% for Step 16. In addition to the COLA, all teachers moving up a step through Step 15 receive an additional 4.17% step increase, those moving up to Step 16 receive an additional 4.00% step increase, and those already at Step 16 do not receive any additional step increase. Teachers who change lanes receive an increase according to the level of the new degree. At each step, a lane increase from Bachelor’s to Master’s is worth an additional 10.20% increase in compensation; from Master’s to Master’s + 30 is worth 7.70%, and from Master’s + 30 to Master’s + 60 or Doctorate is worth 7.00%.¹

¹ Master’s + 30 means that the teacher has successfully completed a Master’s degree and has received sufficient additional graduate semester credits from regionally accredited colleges or universities so as to total 60 graduate semester credits (including the 30 credits within the Master’s degree itself). Master’s + 60 teachers have received 90 graduate semester credits.

All collective bargaining units are in the third year of a three-year contract and negotiations are underway with the anticipation of a successor agreement being in place by July 1, 2019. The terms of that contract, including any COLAs or other financial terms, are not yet determined.

Longevity and Stipends

Under the current teacher contract, teachers who have completed 20 years of teaching in Wellesley (which also necessarily means they are on the top step) receive an annual “longevity” payment of \$3,006 or 3% of their base salary, whichever is less. For FY20, the total spending for longevity stipends, including all bargaining units, is budgeted at \$193K. Additional stipends are paid to teachers for responsibilities such as coaching a sport, running a student club, serving as a curriculum grade level or team leader, and others.

Compensation

Below is the FY19 Unit A salary schedule used to create the FY20 budget for all teachers and staff.

WTA Unit A Salary Schedule FY'19				
Step	Bachelor's Degree	Master's Degree	Master's +30	Master's Degree +60 / Doctorate
1	\$ 48,977	\$ 53,996	\$ 58,165	\$ 62,231
2	\$ 51,018	\$ 56,245	\$ 60,588	\$ 64,824
3	\$ 53,143	\$ 58,588	\$ 63,112	\$ 67,525
4	\$ 55,357	\$ 61,030	\$ 65,742	\$ 70,340
5	\$ 57,665	\$ 63,574	\$ 68,480	\$ 73,271
6	\$ 60,068	\$ 66,223	\$ 71,335	\$ 76,323
7	\$ 62,569	\$ 68,981	\$ 74,306	\$ 79,505
8	\$ 65,175	\$ 71,856	\$ 77,401	\$ 82,819
9	\$ 67,892	\$ 74,851	\$ 80,626	\$ 86,267
10	\$ 70,721	\$ 77,970	\$ 83,985	\$ 89,864
11	\$ 73,667	\$ 81,218	\$ 87,485	\$ 93,606
12	\$ 76,737	\$ 84,603	\$ 91,130	\$ 97,506
13	\$ 79,935	\$ 88,127	\$ 94,928	\$ 101,569
14	\$ 83,265	\$ 91,798	\$ 98,884	\$ 105,802
15	\$ 86,735	\$ 95,622	\$ 103,002	\$ 110,210
16	\$ 90,238	\$ 99,486	\$ 107,164	\$ 114,662

The table below shows the estimated FY20 FTE distribution for Unit A staff for steps 1-16 and by level of education without any of the FTE changes in the proposed budget and without making any allowance for turnover:

Step	Bachelor's Degree	Master's Degree	Master's +30	Master's Degree +60 / Doctorate	Total FTEs	% of Whole
1			-	-	-	0.00%
2	3.00	2.00	-	-	5.00	0.94%
3	1.95	2.20	-	-	4.15	0.78%
4	2.90	8.60	-	-	11.50	2.17%
5	3.00	11.00	2.80	-	16.80	3.17%
6		7.70	1.70	2.00	11.40	2.15%
7	5.80	10.50	6.00	-	22.30	4.21%
8	4.20	20.00	10.10	-	34.30	6.48%
9	1.90	12.00	4.00	4.00	21.90	4.14%
10	2.00	12.50	6.50	2.00	23.00	4.34%
11	-	6.60	6.00	1.00	13.60	2.57%
12	1.00	8.85	3.40	8.50	21.75	4.11%
13	-	6.50	3.00	9.60	19.10	3.61%
14	-	5.80	4.00	1.90	11.70	2.21%
15	-	7.90	6.80	7.00	21.70	4.10%
16	6.20	65.65	81.40	138.05	291.30	55.01%
Total FTEs	31.95	187.80	135.70	174.05	529.50	
% of Whole	6.03%	35.47%	25.63%	32.87%		100.00%

Wellesley teachers are very experienced and highly educated. Under the steps and lanes system, 55% of all FTEs in Unit A have attained the top step (Step 16), and 58.8% of all teachers have attained an educational level of Master's Degree plus 30 hours or higher. The compensation table below reflects the FTEs (proposed 529.50) in Unit A by step and lane and the total compensation breakdown, as estimated by advancing current staff through their anticipated FY20 step and lane assignments.

Step	Bachelor's Degree	Master's Degree	Master's +30	Master's Degree +60 / Doctorate	Total
1	-	-	-	-	-
2	153,054	112,490	-	-	265,544
3	103,629	128,894	-	-	232,522
4	160,535	524,858	-	-	685,393
5	172,995	699,314	191,744	-	1,064,053
6	-	509,917	121,270	152,646	783,833
7	362,900	724,301	445,836	-	1,533,037
8	273,735	1,437,120	781,750	-	2,492,605
9	128,995	898,212	322,504	345,068	1,694,779
10	141,442	974,625	545,903	179,728	1,841,698
11	-	536,039	524,910	93,606	1,154,555
12	76,737	748,737	309,842	828,801	1,964,117
13	-	572,826	284,784	975,062	1,832,672
14	-	532,428	395,536	201,024	1,128,988
15	-	755,414	700,414	771,470	2,227,297
16	559,476	6,531,256	8,723,150	15,829,089	31,642,970
Total	\$ 2,133,498	\$ 15,686,429	\$ 13,347,641	\$ 19,376,494	\$ 50,544,063

The table below compares the profile of WPS teachers over a period of eight years. With a high level of experience and educational background, the cost of the Town's teaching staff is significant. In FY20, compensation for Unit A teachers, including classroom teachers, professional support and nurses, is \$50,544,063, which is 72.07% of the Personal Services budget and 65.48% of the entire WPS budget.

For each step range listed in the table, the total FTE count in that range is represented as the percentage of total FTEs. Similarly, the total FTE count in the educational degree category is represented as the percentage of total FTEs.

Wellesley Teacher Profile								
Years of Experience (Step)	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Steps 1-5	10.40%	7.50%	12.00%	13.30%	9.30%	7.80%	10.30%	7.07%
Steps 6-12	35.80%	32.10%	31.40%	25.10%	24.80%	25.30%	26.20%	28.00%
Steps ≥13	53.80%	60.40%	56.60%	61.60%	65.90%	66.80%	63.50%	64.93%
Experience	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Bachelors	6.60%	6.70%	6.60%	6.20%	7.10%	6.70%	7.40%	6.03%
Masters	36.40%	35.50%	36.60%	35.90%	36.10%	38.80%	39.90%	35.47%
Masters+30 credits or Masters+60 credits / Doctorate	55.90%	57.80%	56.80%	57.90%	56.80%	54.50%	52.70%	58.50%

Comparison to Teacher Salaries in Other Towns

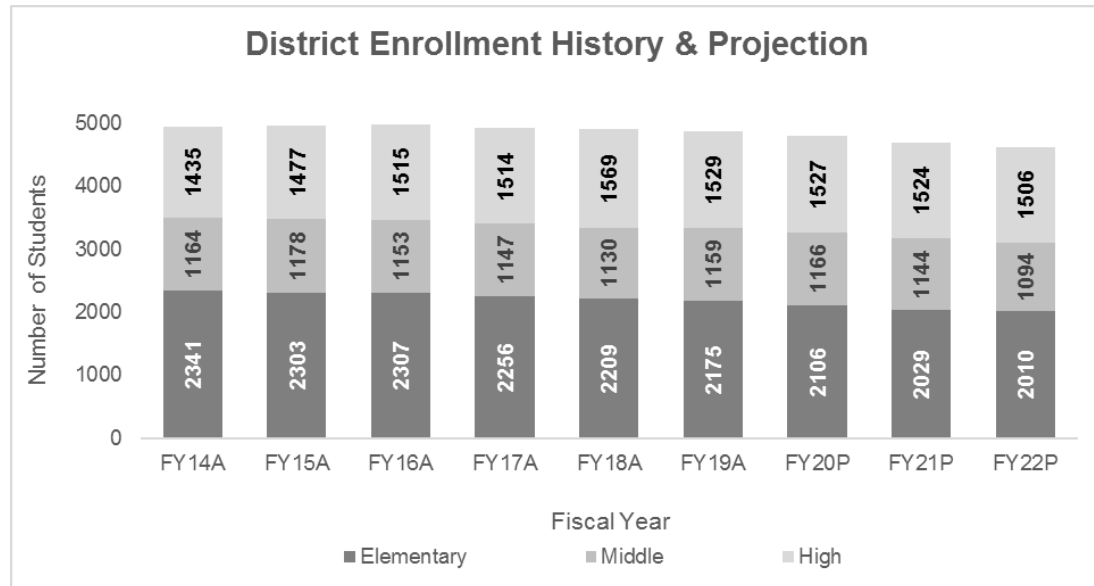
In the table below, Wellesley teachers' salaries for FY19 are compared to fourteen similar towns by specific positions on the salary schedules. The comparative salary schedules ranks salaries at the minimum and maximum step for all of Wellesley's lanes: Bachelor's, Master's, Master's plus 30 credits and Master's plus 60 credits/Doctorate. When comparing, it is important to recall that different contracts have been negotiated at different times and for different periods in each of these towns.

Salary Ranking based on FY'19 Contracts																
Town	Bachelor's Degree				Master's Degree				Master's Degree +30				Master's Degree +60/Doctorate			
	Min Step	Rank	Max Step	Rank	Min Step	Rank	Max Step	Rank	Min Step	Rank	Max Step	Rank	Min Step	Rank	Max Step	Rank
Belmont	50,017	5	88,107	6	53,702	8	97,763	8	56,647	10	102,626	8	59,950	10	108,257	9
Brookline	53,358	1	91,292	1	59,451	1	99,215	7	62,942	1	106,520	5	66,362	1	113,367	5
Concord	49,525	6	90,506	2	57,945	2	105,891	1	60,915	2	111,323	1	65,485	2	119,672	1
Concord/Carlisle	49,525	6	90,506	2	57,945	2	105,891	1	60,915	2	111,323	1	65,485	2	119,672	1
Lexington	47,841	12	83,756	11	50,790	13	94,469	11	53,777	14	100,521	10	56,828	13	109,133	8
Lincoln	47,329	13	86,280	8	52,187	12	100,492	3	56,592	11	102,328	9	n/a		n/a	
Lincoln-Sudbury	48,827	9	90,022	4	52,734	10	101,046	2	55,946	12	108,304	2	59,352	12	114,865	3
Natick	48,000	11	76,701	12	52,799	9	84,375	13	58,080	5	92,810	13	64,032	4	102,324	12
Needham	50,089	4	74,714	13	53,884	6	94,347	12	57,999	6	99,517	12	61,870	7	105,704	11
Newton	49,434	7	85,755	9	53,739	7	94,921	10	57,745	7	100,518	11	61,440	9	106,951	10
Sudbury	50,358	3	88,990	5	53,891	5	100,472	4	56,989	9	106,220	6	59,708	11	111,264	7
Wayland	48,445	10	84,179	10	50,326	14	95,855	9	55,367	13	105,489	7	61,508	8	117,190	2
Wellesley	48,977	8	90,238	3	53,996	4	99,486	6	58,165	4	107,164	3	62,231	5	114,662	4
Weston	52,742	2	88,004	7	55,874	3	99,969	5	59,029	3	106,590	4	61,889	6	111,392	6
Winchester	45,807	14	69,988	14	52,691	11	84,146	14	57,673	8	92,504	14	64,034	3	99,098	13

The table demonstrates that a town's ranking between its minimum and maximum steps can vary considerably, although Wellesley's rankings are more consistent than those of other towns. Because 55.01% of Wellesley's teachers are at the maximum step and no one is at the minimum step, the most relevant comparisons are at the top step. For the top steps in the four lanes under comparison, Wellesley is ranked from third to sixth.

APPENDIX E: SCHOOL ENROLLMENT HISTORY AND FY20 FORECAST

The chart below shows the WPS enrollment over the past six years and the projections for the next three. The actual numbers of students in elementary, middle and high school is shown in FY14-FY19, while the FY20-FY22 numbers are current projections (P) taken from last year's (FY19) enrollment report.¹



Enrollments at the elementary level have begun to decline, following peak enrollment in FY09 of 2,481. The Middle School enrollment is relatively flat for FY20 and will be in decline over the next few years. The High School had a small spike in enrollment in FY18 followed by similar declining enrollment. Total K-12 enrollment fell from 4,940 in FY14 to 4,863 in FY19, a decline of 77 students.

The projected total district enrollment for the next three years is:

FY20	4,799
FY21	4,697
FY22	4,610

¹ As of October 1st of each year, the School Department releases an official enrollment report to the Department of Elementary and Secondary Education (DESE). In addition, the School Department studies the enrollment trends and projects numbers for each grade level (K-12) running 3 years into the future. Each year's budget is built using the October actual and projected enrollment numbers. Enrollment can change during the year, and the School Committee does report updated numbers from time to time. For our purposes throughout this analysis, we are using the October enrollment report numbers that inform the budget decisions.

APPENDIX F: SPECIAL EDUCATION PROGRAMS

Overview: Programs and Services

Special Education services are provided to children with a broad spectrum of disabilities from mild to severe, including language-based disabilities, social-emotional and/or behavioral challenges, autism spectrum disorders, and global impairments. A continuum of service delivery models including classroom-based support, support provided in learning centers, In-District (ID) specialized programs and Out-of-District (OOD) programs and services are needed to meet the needs of an ever-changing population of students with disabilities. The only constant in the Special Education arena is that no child presents the same nor requires the same support.

After an extensive evaluation by a team of Special Education professionals and parents, an Individualized Education Program (IEP) is developed for each student who is determined eligible for services. An IEP is a legal contract between the District and the student's parents outlining the specialized services that the student will receive and the benchmarks that must be met.

If parents disagree with a proposed IEP and/or placement, the regulations provide for a dispute resolution process up to and including a formal hearing at the state level. Hearing decisions are made using the federal standard that a public school system is required to provide a "free and appropriate public education" (FAPE). If a hearing officer finds in favor of the parents' request, the District is financially responsible for the requested placement and possibly compensatory services and the parents' legal expenses.

Federal special education law requires that school districts provide services in the Least Restrictive Environment (LRE). Wellesley Public Schools (WPS) is mandated to educate students, to the greatest extent appropriate, within general education environments. Many special education students receive services within the general education classroom in a "push-in" model for support. Services provided outside the general education classroom can include specialized instruction within a Learning Center and/or with related service providers, i.e., occupational therapists, physical therapists and speech-language pathologists. Students may receive services in preschool (at PAWS, the District's specialized integrated preschool program), in their local elementary school, or through a specialized program housed at one of the schools, elementary through high school.

If the town has a cohort of students with similar special education needs, specialized programs are developed to address their unique needs, whenever feasible. By developing ID programs, Wellesley meets the mandate of LRE and creates cost efficiencies by avoiding more expensive OOD placement tuitions and transportation costs.

When an ID placement cannot meet the needs of a student, the district must identify an OOD program that provides the necessary services for applicable students up to 22 years old. The continuum of placements can include other public school in-district programs, collaborative schools, private day schools, or private residential schools. Tuition for a private day school ranges from \$38,000 to over \$142,000, and residential schools can range from \$125,000 to over \$400,000.

The Massachusetts Operational Services Division sets annual tuition rates for private day and residential programs, which typically increase +/- 3% annually. However, private schools can submit applications for restructuring plans that allow for far larger tuition increases. WPS has received notice from seven schools that they have applied for tuition increases in FY20 that range from 5.1% to 21.9%.

The Special Education budget of \$21,347,912 for FY20 represents a (2.25%) decrease from the FY19 adjusted budget.

The Special Education budget is developed based on the needs of each student's IEP and includes all expenses incurred, including transportation when required. For students educated outside the District, expenditures include tuitions, any additional services required - including 1:1 support or home-based support and transportation costs. Each IEP is reviewed and the appropriate staffing is determined to ensure that the WPS can meet the level of mandated services outlined in the IEP. In addition, some students require specialized equipment, materials, and/or low-incidence services (e.g., nursing, vision and/or hearing services/equipment) that result in a higher cost than the majority of students serviced within the Special Education Department. The Special Education budget is built using the expense projections on a student-by-student basis. Tuition and transportation expenses are also determined individually and are based upon a student's current Special Education placement (where the IEP will be implemented) and reasonable predictions for the coming fiscal year.

In-District (ID) and Out-of-District (OOD) Transportation

The State mandates that Special Education students who attend an ID program away from their home school, more than 2 miles from the child's home, or who attend an OOD placement must be provided transportation as a related service. Salaries for transportation include the Transportation Coordinator, transportation attendants and van drivers for the District's thirteen vans and are included in Personal Services. Vehicle-related expenses associated with the van program (fuel, maintenance, etc.) and outside vendor transportation services are included in Expenses.

Funding Special Education

Budgeting for all of the Special Education programs, including OOD tuitions, is a dynamic process that requires regular review to incorporate the ever-changing needs of students. The Student Services department develops projections months ahead of the new fiscal year based upon best projections reviewing students who will graduate, "age out" of the system (turn 22 years old), return to the WPS programming from OOD placement, or who are at-risk and we reasonably expect to be placed out of district. Each year, the Special Education enrollment is benchmarked as of the October 1st state enrollment data, which allows a point-in-time comparison year to year.

Despite careful development, unpredictable factors can impact the tuition portion of the budget quickly and sometimes substantially. These factors may include students with disabilities who require emergency placements, students who move into Wellesley and are already in OOD placements, students who have a significant change in their level of need, and unidentified students turning 3 years of age.

The cost of educating students in Special Education programs is primarily born by the taxpayers in the local community; however, other sources, both state and federal, provide substantial offsets.

State Funding (Circuit Breaker)

The state special education reimbursement program, commonly known as the circuit breaker program, was started in FY'04 to provide additional state funding to districts for high-cost special education students. The threshold for eligibility is tied to four times the state average per pupil foundation budget as calculated under the Chapter 70 program, with the state paying up to 75 percent of the costs above that threshold. The FY'19 claim (funds received in FY'20) is based on a foundation amount of \$11,448.

The formula is (using an out of district placement example):

Saint Ann's Home, Inc. (Residential Placement)	\$181,370.94
Four Times Foundation (FY'19 Budgeted Foundation Amount)	<u>(\$45,792)</u>
Claim Amount (Cost – Foundation)	\$135,578.95
Maximum Wellesley Reimbursement (Claim * 75%)	\$101,684.20

Districts can claim for expenses that are deemed eligible. Circuit Breaker funding is subject to the following limitations: 1) It is calculated on a child-by-child basis, not on an aggregate basis and 2) Transportation costs cannot be included in the calculation. Therefore, Circuit Breaker funding is triggered only if an individual child's costs exceed the threshold. Services and specialized equipment that are delineated in a student's individual education program (IEP) are eligible for reimbursement. Settlements, provided that are part of a student's IEP, are also eligible for claiming. Unallowable expenses include all transportation, evaluations including 45-day assessments, equipment maintenance and building alterations.

Additional information on the Circuit Breaker can be found at the Massachusetts Department of Elementary and Secondary Education website at: www.doe.mass.edu/finance/circuitbreaker "A Primer on Financial Aspects of Special Education"

Current Costs of Out-of-District Programs

As of November 2018, Wellesley had 58 students in Out-of-District placements and 8 pending placements for a total of \$6,974,621 in tuitions, an average of \$105,676 per student.

These placements were distributed by cost as follows:

- \$300,000-385,000 = 5 students
- \$200,000-299,000 = 7 students
- \$100,000-199,000 = 8 students
- \$50,000-99,000 = 28 students
- \$3,000-49,000 = 18 students

Unexpected increases from the FY19 budget projections submitted in December 2017 included:

- 5 unanticipated OOD placements totaling \$146,932 and averaging \$29,386
- 3 move-ins totaling \$123,777 and averaging \$41,259
- 2 students requiring residential placement totaling \$247,639 additional tuition

There were offsetting decreases from 4 students tied to unilateral placements that reflect a \$25,084 decrease and unexpected changes in programming for 15 students leading to an overall net decrease in tuition costs of \$239,657.

Special Education Programs

WPS has developed a full continuum of specialized programs across all levels to support students within district. In order to develop these programs, a reasonable cohort of students must exist to be able to realize cost efficiencies while meeting the federal mandate to educate students in the Least Restrictive Environment.

List of In-District Programs - current FY19:

Preschool at Wellesley Schools (PAWS)

1. Students with identified needs that require an IEP (67 students)

Elementary Schools

1. Learning Center (221 students)
2. Language Based Program for traits and characteristics of dyslexia and communication disabilities at Schofield (7 students)
3. Therapeutic Learning Center for emotional/social needs at Hunnewell (18 students)
4. SKILLS for Autism Spectrum at Upham (33 students)
5. Integrated Specialized Services for disabilities that cross domains at Sprague (19 students)

Wellesley Middle School

1. Learning Center (162 students)
2. Language based Programs for traits and characteristics of dyslexia (14 students)
3. Therapeutic Learning Center for emotional/social needs (13 students)
4. SKILLS for Autism Spectrum (13 students)
5. Integrated Specialized Services for disabilities that cross domains (8 students)

Wellesley High School

1. Learning Center (253 students)
2. Language-based Program for traits and characteristics of dyslexia (55 students)
3. SKILLS Program for students on the Autism Spectrum in addition to students coming from the ISS Programs at lower grades with disabilities that cross domains (14 students)
4. Cornerstones and Gateways program to provide academic support to students who have social/emotional needs (42 students)
5. LAUNCH Program for students aged 18-22 who will not receive a high school diploma to prepare those students for adult life (8 students)

APPENDIX G: SCHOOL TECHNOLOGY REPORT

This Appendix provides a broader overview of the goals, history and further detail on the School Technology Program.

Technology Goals and Vision

- Provide digital equity through multiple participation options
- Learn how to use technology as an educational tool vs. entertainment
- Teach digital citizenship, self-awareness and self-regulation
- Foster critical thinking, creativity and innovation, communication and collaboration
- Prepare students for college and career
- Comply with state MCAS testing schedule and state Technology guidelines

The 1:1 Program Implementation

Wellesley Public Schools has a 1:1 technology program in grades 3-12 where every student has a technology device to use in school. In grades 3-5, students use an iPad which is kept in school and they learn how to use technology as an educational tool in each of the different subject areas. They also learn appropriate use of technology through their homeroom teacher with help from the Technology Staff. iPads are also utilized to take the MCAS Computer based tests. The iPads are managed, supervised, and filtered through a centralized management system. These iPads are funded through the capital budget and remain the property of Wellesley Public Schools.

In grades 6-8 students also use iPads in a 1:1 environment. Students rotate from class to class with their iPad and take it home each evening. The iPads are managed, supervised, and filtered through a centralized management system. The device has a filter on it so it is filtered even outside of the school and the Internet is active only between the hours of 6:00 AM and 11:00 PM. There are three participation options at this grade level as follows:

1. Bring in your own iPad
2. Purchase/Lease one through the schools for the 3 years
3. Use an in-school iPad.

In options 1 and 2 the funding is through the parents and the device remains the property of the family and not the district. Option 3 the funding is provided through the Technology Capital budget and the device remains the property of the district. Financial Aid students can take a school owned device home for the year along with a mobile hotspot if they need Internet Access.

WMS Participation for Fiscal Year 2019

Bring Your Own Device (BYOD)	16.7 %
Lease	8.7 %
In-School Use	5.5 %
Purchase	65.8 %
Financial Assistance	3.3 %

In grades 9-12 students use laptops for the device where writing and research is a major part of their college preparation. Students bring the device of choice that can be either a Chromebook, Macbook, or Windows laptop. Students are taught how to administer their own device, installing software, adding printers, and setting up the wireless network is part of the initial training for students. There is a technology helpdesk near the library providing technology support to students, teachers, and parents. There are loaner laptops available in the technology center school for students who do not bring in a laptop. Financial Assistance students can borrow a

loaner for the duration of the school year along with a mobile hotspot if needed for Internet access. Most of our students brought in their own devices and we found that families could get a pretty good discount on their own so for FY20 we are discontinuing the purchase through the schools option.

WHS Participation for Fiscal Year 2019

Bring Your Own Device (BYOD)	74.5 %
In-School Use	2.1 %
Purchase	20.2 %
Financial Assistance	3.2 %

Computer-Based Testing

The Massachusetts Comprehensive Assessment System (MCAS) introduced the Next Generation Computer-Based testing in 2017. By 2019 all grades will be testing on computers as stated in the chart below. The goal of the computer based testing is to send the results to districts in a timely manner so we can use the data to inform our instruction. Students begin to learn keyboarding in grade 3 through an online keyboarding program. All of our grade levels are ready for the computer-based testing for the MCAS.

“Next Generation” MCAS Transition to Computer-Based Testing

2017: Grades 4, Grade 8 English & Language Arts (ELA) and Math

2018: Grades 4, 5, 6 & 8: ELA, Math and STE (Science, Technology and Engineering)

2019: Grades 3-8 & 10: ELA and Math; Grades 5 & 8 STE

Chromebooks and Shared Technology:

Each school has 1-2 carts of laptops that are shared across the school. With the improvements to Chromebooks we have begun to replace our shared carts of Macbooks with Chromebooks for use with students as a cost saving measure. Additionally we have added Chromebases (Desktop Chrome devices) to each of our libraries as we have replaced iMacs (Desktop Macs). Over the past 3 years we have Increased the number of Chrome devices while reducing the number of Apple devices in our budget.

Network Infrastructure:

All of our of schools have wireless networks with a wireless access point in each classroom and multiple access points in common areas like the cafeterias and libraries. The wide-area fiber network is supplied through Wellesley Municipal Light Plant (WMLP) who we meet with monthly to create a capital plan for network improvements and opportunities for expansion and redundancies. We have multiple Internet connections at each of our data centers in the Middle School and High School to maximize performance and provide redundancy to all schools for voice and data services.

Audio/Visual Equipment:

Each classroom is equipped with mounted, wireless projectors, smartboards, and sound systems to help the teacher present the lesson effectively and students collaborate, learn and retain the concepts better and for longer duration. Use of audio-visual aids improves students' understanding of complex concepts by providing concrete visual examples of things such as a chemical reaction. This can be displayed in an animation in a way that enhances and clarifies text descriptions. A/V systems provide an additional dimension for teaching and learning. Research shows people generally remember, 10% of what they READ, 20% of what they HEAR, 30% of what they SEE, 50% of what they HEAR and SEE, 70% of what they SAY and 90% of what they SAY as they apply a skill.

Instructional Technology vs. Operational Technology

School technology includes Instructional Technology that is located in the classroom or computer labs. There is also necessary Operational Technology or Infrastructure, the “plumbing” that is behind the scenes, but crucial to both the classroom and administrative functioning of computers.

Security Systems:

We are completing a security project within the schools that includes Video Cameras, Access control systems, Public Announcement (PA) integrated with the phones. All of these systems are running on our networks with local servers in each school. The Technology department provides funding for all the infrastructure including servers and anything in our network closets while Facilities Maintenance Department provides funding for the end devices such as cameras, card readers, etc. The maintenance and capital replacement costs have been added to our budget and 5 year capital plan.

Strategy for Decision Making

- Evaluate continuing need for existing technologies
- Repurpose when appropriate
- Review State Guidelines for Technology
- Evaluate new technologies and continually track inventory
- Remove when technology is no longer relevant or needed

Device Life-Cycle

A key driver of the technology program going forward will be the increased number of machines that are beyond their life cycle and that are requiring increased expenditures in repairs and maintenance. This is the expected life cycle replacement window of various items:

- Desktop - 7 years
- Laptop – 5 years
- Tablet/iPad – 4 years
- Projectors – 7 years
- Document cameras – 7 years
- Smart boards – 10-15 years
- Server – 5-7 years

The School Department trades in used iPads, Laptops and Desktops and receives a credit for parts inventory or repairs valued at approximately \$10,000 per year.

Migration from Physical to Virtual or Cloud

The technology program has migrated all possible applications to the cloud. The few services that remain on premise cannot be cloud based. The criteria for new applications is remote hosting. There is also an investigation for using remotely hosted virtual machines for disaster recovery.

Students and staff have unlimited cloud-based storage with Google Apps for Education which is a free service for education.

Collaborations with Town IT

The School Department collaborates with town departments whenever possible. The current partnership with WMLP has allowed the schools to include the fiber network in its five-year capital plan. This five-year plan will improve the fiber network by providing direct fiber connections between each school and one of the data centers at either the high school or the middle school. Our plan also includes providing redundancy so we can remain in service if one of our data centers goes down. The School Department shares financial systems with the Town.

APPENDIX H: GLOSSARY OF MUNICIPAL FINANCE TERMS

ABATEMENT. A complete or partial cancellation of a tax or assessment levied (imposed) by the Town. Abatements usually apply to tax levies and special assessments.

APPROPRIATION. An authorization granted by Town Meeting to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to time when it may be expended.

ASSESSED VALUATION. A valuation set upon real estate or other property by the Town as a basis for levying taxes. Equally assessed valuation refers to the Town's assessed valuation as determined by the Assessors, adjusted by the State Department of Revenue on a biennial basis to reflect full market value ("equalized valuation").

BUDGET. A plan of financial operations embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. A budget may be "preliminary" – the financial plan presented to Town Meeting, or "final" – the plan approved by Town Meeting.

CAPITAL PROJECT. A major nonrecurring physical acquisition expenditure often including planning, acquisition, and construction phases.

CHERRY SHEET. An annual statement received by the Assessors from the State Department of Revenue detailing estimated receipts for the next fiscal year from various State Aid accounts and the Local Aid Fund (Lottery) and estimated charges payable by the Assessors in setting the tax rate. Supplemental Cherry Sheets may be issued during the year and there is no guarantee that the estimated receipts and charges shown thereon will not vary from actual receipts and charges.

COLLECTIVE BARGAINING. Negotiations between an employer and union representative regarding wages, hours, and working conditions.

DEBT AUTHORIZATION. The formal approval required under the procedures set forth in Chapter 44 of the Massachusetts General Laws before the Town may lawfully incur debt.

DEBT SERVICE REQUIREMENT. The amount of money required to pay interest on outstanding debt, and serial maturities of principal for serial bonds.

ENTERPRISE FUND. A fund established to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Examples of Enterprise Funds are those established for the Town's water, sewer, and electric utilities.

EQUALIZED VALUATION. The value of all property as determined by the State Tax Commission biennially, using a standard of "full and fair value." This is also referred to as "100% valuation." The equalization figures are reported in December and affect State Aid distributions for the two-year period beginning the following July.

EXCESS LEVY CAPACITY. The difference between the Town's maximum tax levy limit as established by Proposition 2 ½ and its actual tax levy in the most recent year for which the Town

has set a tax rate. This is the additional tax levy that the Town could raise without going to the voters for an override or debt exclusion.

EXCLUSIONS. A provision in the Proposition 2 ½ Law (Chapter 580 of the Acts of 1980) that provides, through referendum, to add funds to the total tax levy on a temporary basis. Exclusions and Debt Exclusions are specifically for capital or special onetime items. Exclusion type questions, if approved by voters, are used to fund onetime items, usually large capital projects. These funds do not become part of the permanent tax levy base. An exclusion for debt service on a loan to pay for a major capital project expires when the loan is paid. The amount added to the tax levy for a particular year is the debt service needed for that year only. Exclusions are only effective until the funding for the project to which they apply is complete.

FISCAL YEAR. A 12 month period to which the annual operating budget applies and at the end of which the Town determines its financial position and the results of its operations. The Commonwealth and the Town operate on a fiscal year that begins on July 1 and ends on June 30. The number of the fiscal year is that of the calendar year in which the fiscal year ends; e.g., the fiscal year 2014 begins July 1, 2013, and ends June 30, 2014, usually written as FY 14.

FIXED ASSETS. Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

FREE CASH. Sum of funds appropriated and raised by the Town, but not expended in the years for which they were appropriated, minus uncollected taxes of prior years. This amount must be certified by Massachusetts Bureau of Accounts before it can be used.

FULL-TIME EQUIVALENT. A term that expresses the amount of time a position has been budgeted for in terms of the amount of time a regular, full-time employee normally works in a year. For most positions in Town, one FTE has been set to equal the number of hours a typical full-time employee works during a calendar year after deducting holiday, vacation, sick and personal time from a 52.2 week year consisting of 2,088 total hours. A position that has been budgeted to work full-time for only six months is 0.5 FTE.

FUND. A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND TYPE. In governmental accounting, all funds are classified into seven generic fund types: General, Special Revenue, Capital Projects and Debt Service (Governmental Funds), Enterprise and Internal Service (Proprietary Funds), and Trust and Agency (Fiduciary Funds).

GAAP. Generally Accepted Accounting Principles. There are twelve basic principles of accounting and reporting applicable to state and local governments. These include the use of the modified accrual basis of accounting, as appropriate, for measuring financial position and operating results. These principles must be observed in order to provide a basis of comparison of data among different cities and Towns.

GENERAL FUND. The fund used to account for all financial resources of the Town except those required to be accounted for in another fund.

GENERAL REVENUE. The revenues of the Town other than those derived from and retained in an enterprise. If a portion of the net income in an Enterprise Fund is contributed to another non-enterprise fund, such as the General Fund, the amounts constitute general revenue of the Town.

GROWTH REVENUE. The amount of property tax revenue that the Town can add to its allowable tax levy (above the 2 ½%) from new construction, alterations, subdivision, change of use or anything being taxed for the first time. It is computed by applying the prior year's tax rate to the increase in valuation.

MODIFIED ACCRUAL BASIS. The accrual basis of accounting adapted to the government fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets, and fund operating statements present "financial flow" information (revenues and expenditures). Revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period." Expenditures are recognized when the related fund liability is incurred except for a few specific exceptions. All governmental funds and Expendable Trust Funds are accounted for using the modified accrual basis of accounting.

OFFSET RECEIPTS. Includes certain education programs, aid to public libraries and environmental programs which are designated on the Cherry Sheet as offset items. These amounts can be spent without appropriation but must be spent only for these specific municipal programs.

OPERATING BUDGET. Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of the Town are controlled.

OVERLAY. The amount raised by the Assessors in excess of appropriations and other charges for the purpose of creating a fund to cover abatements on real and personal property taxes and to avoid fractions in the tax rates.

OVERRIDE. A provision in the Proposition 2 ½ Law (Chapter 580 of the Acts of 1980) that provides, through the referendum process, to add funds to the total tax levy on a permanent basis. If approved by a Town-wide vote, the override amounts become a part of the tax levy base and therefore the amount approved in a given vote does grow with the rest of the base by 2 ½% per year. An override question can only provide for additional funding for either the operating budget or the ongoing capital budget.

PRIMARY LEVY LIMIT. 2 ½% of certified full and fair cash value of taxable property.

PROPOSITION 2 ½. A statewide tax limitation initiative petition limiting the property tax levy in cities and Towns in the Commonwealth to 2 ½% of the full and fair cash valuation of the taxable real estate and personal property in that city or Town. The statute also places an annual growth cap of 2 ½% on the increase in the property tax levy.

REIMBURSEMENTS. (1) Repayments of amounts remitted on behalf of another party. (2) Inter-fund transactions which constitute reimbursements of a fund for expenditures or expenses initially made from it which are properly applicable to another fund – e.g., an expenditure properly chargeable to a Special Revenue Fund was initially made from the General Fund, which is subsequently reimbursed. They are recorded as expenditures or expenses (as appropriate) in the reimbursing fund and as reductions of the expenditure or expense in the fund that is reimbursed.

RESERVE FUND. A fund established by the Annual Town Meeting which is under the control of the Town's Advisory Committee and from which transfer may be made for extraordinary and unforeseen expenditures. It may be composed of an appropriation of not more than 5% of the prior year's tax levy.

REVOLVING FUNDS. Those funds which may be used without appropriation and which are established for particular uses such as school athletics, continuing education programs, school lunch programs, self-supporting recreation and park services, conservation, etc.

SECONDARY LEVY LIMIT. Prior year levy limit plus 2 ½% (Base) plus “growth revenue.”

SPECIAL APPROPRIATION. An authorization to expend funds for a specific project not encompassed by normal operating categories.

STABILIZATION FUND. A special reserve account created to provide for capital improvements which is invested until used. The Town may appropriate into this fund in any year an amount no more than 10% of the prior year’s tax levy. The outstanding balance in the account cannot exceed 10% of the Town’s equalized valuation. Generally, it requires a 2/3 vote of Town Meeting to appropriate money from the Stabilization Fund.

STATE DISTRIBUTION. All revenue flowing from the Commonwealth. Major categories include reimbursement for loss of taxes, educational distributions and reimbursements, funds for direct education expenditures, general government reimbursements and distributions.

SURPLUS REVENUE. This is the amount by which cash, accounts receivable and other floating assets exceed the liabilities and reserves.

SUPPLEMENTARY APPROPRIATION. An appropriation submitted after the main budget has been approved, which must specify a revenue source.

TAX LEVY. The net amount to be raised by the Town each fiscal year by assessing ad valorem taxes on real estate and personal property located within the Town.

TAX RATES. The amount of tax stated in terms of a unit of the tax base; for example, \$8.91 per \$1,000 of assessed valuation of taxable property.

UNFUNDED PENSION LIABILITY. Unfunded pension liability is the difference between the value assigned to the retirement benefits already earned by the Town’s employees and the assets the Town’s retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is driven by assumptions about interest rates at which a retirement system’s assets will grow and the rate of future costs of living increases to pensioners.

UNENCUMBERED APPROPRIATION. The portion of an appropriation not yet expended or encumbered.

UNIFORM MUNICIPAL ACCOUNTING SYSTEM. A comprehensive and practical municipal accounting system that conforms to GAAP for local governments. UMAS is regarded by the Department of Revenue as the professional standard for modern municipal accounting in Massachusetts. Among the benefits of conversion to UMAS are increased consistency in reporting and record keeping and enhanced comparability of data among cities and Towns.

APPENDIX I: GUIDELINES FOR CONDUCT OF WELLESLEY REPRESENTATIVE TOWN MEETING

I. INTRODUCTION

The purpose of Wellesley Town Meeting (the “Meeting”) is to reach decisions with respect to the matters brought before the Meeting by a democratic process. The process should not be partisan or adversarial. Rather it should demonstrate an effort by the elected representatives of the Town in open discussion, free from technicalities of parliamentary procedure, to establish constructive policies for the government of the Town. The Meeting depends for its effectiveness on familiarity of the Town Meeting Members with the matters before the Meeting and upon their ability to rely one upon the other and upon their elected or appointed boards and committees.

All who speak to the Meeting or prepare

to it should seek to be worthy of this trust. Proponents of action should make full and fair disclosure of all facts and considerations bearing on a problem, not merely those favoring their proposal. On the other hand, those opposed to a proposal should make their opposition known to the sponsors as soon as possible, rather than seeking to succeed by surprise at the Meeting. Negotiations prior to Town Meeting are more likely than debate at Town Meeting to clarify the issues and to produce solutions that will receive the support of the Meeting as a whole.

The great diversity among the residents of the Town often will lead to differences with respect to the matter before the Meeting. The good faith of no one should be questioned; rather, there should be a cooperative effort to find solutions that are reasonably responsive to the needs of all.

The Meeting shall abide by the laws of the Commonwealth including the prohibitions of smoking and carrying firearms on school property.

The following guidelines are intended to inform and guide those who participate in the Meeting and, thus, to assist in its orderly conduct. These guidelines, except to the extent that they embody statutes and Town Bylaws, are not intended as rules having legal effect.

II. PARTICIPANTS IN THE MEETING

- A. *Public Meeting*** - The Town Meeting is a public meeting and may be attended by all. Since only the Members may make motions and vote thereon, they are seated separately from non-members.
- B. *Quorum*** - A majority of the Town Meeting Members shall constitute a quorum for doing business; but a lesser number may adjourn the Meeting to another time.
- C. *Moderator*** - The Moderator shall preside at the Meeting and shall regulate the proceedings and decide all questions of order.

No one shall distribute any material at Town Meeting except with permission of the Moderator.

The Moderator may appoint persons to assist in the conduct of the Meeting, including determination of the vote of the Meeting.

If the Moderator is absent or cannot act, a Moderator Pro Tempore may be elected by the Meeting, the Town Clerk to preside at such election.

The Moderator shall not be an elected Town Meeting Member and shall not vote with respect to any matters before the Meeting. A Town Meeting Member may be a Moderator Pro Tempore, but shall not vote while presiding at the Meeting.

- D. Clerk** - The Town Clerk shall determine the presence of a quorum and shall maintain the records of the Meeting, including the results of all votes and other action taken at the Meeting. If there is no Town Clerk, or if the Town Clerk is absent from the Meeting, the Meeting shall elect another person (usually the Assistant Town Clerk) to act as temporary Clerk of the Meeting.

The Town Clerk shall not be an elected Town Meeting Member and shall not vote with respect to any matters before the Meeting. A Town Meeting Member may be Temporary Clerk, but shall not vote while acting as Clerk of the Meeting.

- E. Town Counsel** - Town Counsel shall be present at all Meetings and, upon request, shall advise the Moderator and any Member or other person present with respect to any pertinent question of law on which his or her opinion is requested. Such opinion is advisory only and not binding upon the Town, any person or the Meeting. If Town Counsel is unable to attend, the Selectmen shall designate another attorney as Acting Town Counsel to perform those duties at the Meeting.

Town Counsel shall not be an elected Town Meeting Member and shall not vote with respect to any matter before the Meeting. A Town Meeting Member may be Acting Counsel, but shall not vote while so acting.

- F. Tellers** - The Moderator shall appoint Town Meeting Members as Tellers for the purpose of counting the votes of the Meeting. Such appointments may, in the Moderator's discretion, be effective for more than one session of any Meeting. The Tellers shall report the results of their count of the section of the Meeting assigned to them, indicating the number in favor of the motion, the number opposed, and, if so instructed by the Moderator, the number abstaining and such shall be announced to the Meeting and maintained with the records of the Meeting. Tellers may vote on any question on which they act as Tellers, but any Teller who decides to participate in the debate of a question should request the Moderator to appoint another Teller to count the vote on that question.

III. MOTIONS

- A. Need for Motion** - Action by the Meeting is taken solely by a vote of the Meeting on a motion duly made at the Meeting.
- B. Subject of Motions** - Except for such matters as resolutions recognizing individual achievements and the like, no motion shall be entertained by Town Meeting unless the subject thereof is contained within the Warrant. The Moderator shall determine whether a motion is "within the scope of the warrant," that is, whether the warrant gave adequate notice that the action proposed by the motion might be taken at the Meeting. Motions may propose action at variance with that desired by the sponsor of the article. Such motions may, for example, propose the establishment of a guideline, referral to an existing board or committee or one to be established; but all such motions are proper only if "within the scope of the warrant" as determined by the Moderator.
- C. Order of Consideration** - All articles shall be considered in the order in which they appear in the warrant, unless the Moderator in his/her discretion or the Meeting by majority vote

changes the order. Where there are a number of motions relating to a project calling for the expenditure of funds, the motion calling for the expenditure of the largest sum shall be the first put to vote, unless the Moderator in his/her discretion decides to change the order.

- D. Formal Requirements** - Motions can be made only by a Member of the Meeting. All motions other than procedural motions must be in writing signed by the sponsoring Member. No seconds are needed for any motion.

Sponsors of motions are required to submit their motions to the Selectmen by a date specified by the Selectmen. The motions must also be submitted to the Moderator and the Chair of the Advisory Committee. The exact form of any motion or amendment must either be distributed to Town Meeting Members or projected on a screen at Town Meeting before a vote thereon can be taken.

After the initial call to order of any Annual or Special Town Meeting, if a proponent informs the Moderator of an intention to present an amendment or substitute motion or resolution, notice of the action and the text must be made available to Town Meeting Members before action is taken on the article to which it relates.

- E. Notice to Moderator** - Every person who prior to the Meeting has decided to make a motion with respect to an article should inform the Moderator and the Chair of the Advisory Committee prior to the Meeting or, if the decision to make a motion is reached only during the Meeting, as early as convenient thereafter.

- F. Reconsideration** - Motions to reconsider any action shall be entertained only if in the view of the Moderator there is reason to suppose that Members may have changed their minds. The Moderator may rule that any motion is a motion for reconsideration if it is not substantially different from a motion previously voted upon.

No action taken at any session of a Town Meeting shall be reconsidered at any subsequent session, unless notice of intention to move for reconsideration shall have been given at the session at which such action was taken. If action taken at the final session is to be reconsidered, debate and a vote on a motion for reconsideration may occur at the same session only after all articles have been acted upon unless, in the Moderators discretion, debate and a vote on the motion at an earlier point in the session would expedite the conduct of the session. Any vote that requires more than a simple majority for passage shall require a 3/5ths vote in order to be reconsidered by Town Meeting.

IV. DEBATE

- A. Persons Authorized** - All residents of Wellesley, whether or not Town Meeting Members or registered voters, may address the Meeting. Non-residents may address the Meeting with the approval of the Moderator or a majority of the Meeting.
- B. Permission of the Moderator** - Persons wishing to address the Meeting shall raise their hands or stand and wait until they are recognized by the Moderator and no one shall address the Meeting without first requesting and receiving the permission of the Moderator.
- C. Identification of Speaker** - Each person addressing the Meeting shall begin by stating his or her name and precinct if a resident of Wellesley or place of residence if a non-resident.

- D. Conduct** - All remarks should be limited to the subject then under discussion. It is improper to indulge in references to personalities and all expressions of approval or disapproval, such as applause or booing, are out of order.

The Moderator may request any person to keep silent. If, after a warning from the Moderator, a person refuses to be silent or persists in other disorderly behavior, the Moderator may order such person to withdraw and, if he or she fails to withdraw, may order a police officer to remove such person from the Meeting.

- E. Personal or Financial Interest** - Individuals who have a personal or financial interest with respect to a matter may speak or vote thereon but should frankly disclose their interest before speaking. However, no Town Meeting Member should accept compensation for speaking to or voting at the Meeting.

- F. Time** - There is no time limit to the debate of any question. Accordingly, motions to limit time for debate or to call the question are not in order. However, each individual who speaks to the Meeting should make an effort to be as brief as possible, out of consideration for the others attending the Meeting and the need to give adequate time to all matters coming before it. The Moderator may request that all persons who intend to speak for more than five minutes give him/her notice before the start of the session.

- G. Repeated Speaking** - In order to give all a fair opportunity to speak, no one who has addressed the Meeting on any particular motion shall speak again, except to answer questions, until all others wishing to speak to the motion have done so.

- H. Maps** - The Planning Board has slides of Town maps available for use at all Meetings and may be requested on reasonable notice to make available a slide of any map appropriate to the subject under discussion.

V. VOTING METHOD

Except as specifically otherwise provided by law or these rules, voting shall be by voice votes or show of hands as the Moderator may determine and the Moderator shall declare the results of such vote. If a vote so declared is immediately questioned by seven or more Members, the result shall be determined by counting the votes of the Meeting by means of a standing vote.

VI. DEFINITIONS

- A. Roll Call** - Upon motion supported by not less than sixty members and made prior to the taking of a standing vote, the vote shall be by a roll call of all Members, the Clerk to indicate on the record with respect to each Member, "Aye," "Nay," "Abstain," or "Not Present" as the case may be.

- B. Secret Votes** - There shall be no secret ballots or other secret votes at Town Meeting.

- C. Majorities** - Except as otherwise provided by law or the Town's Bylaw, all actions of the Meeting shall be taken upon vote of a simple majority of those present and voting.

- D. Ballot Vote**

- (a) Upon a motion supported by not less than 20 Members made prior to a vote on any question (whether required by law to be a counted vote or not), the vote shall be taken by ballot in such form as will in the opinion of the Moderator indicate how individual Town Meeting Members have voted on a question. The results of such vote shall be announced in terms of the numbers of aye, nay, or abstain votes cast.

The Town Clerk shall, within a reasonable time after the session has been adjourned, compile a list of Members voting on the question, which list shall disclose how each Member voted. Said list, together with the original ballots, shall be open to public inspection so that the public shall be able to determine the way in which each Town Meeting Member voted on the question and shall be preserved for at least 3 years.

- (b) If a law or a bylaw requires a two-thirds vote for action by the Meeting, the Moderator is authorized to declare the vote without taking a count, subject to the roll call and ballot vote provisions noted above. If more than a two-thirds vote is required, the Moderator may first determine whether the vote is unanimous and, if it is not, the vote shall be counted either by means of a standing vote, by roll call or by ballot as provided in the Town's Bylaw.

VII. ADJOURNMENT AND DISSOLUTION

A. Adjournment - Sessions of the Town Meeting shall normally adjourn about 11 o'clock in the evening but may adjourn at such earlier or later time as the Town Meeting upon vote of a majority of its Members may determine.

B. Dissolution - The Meeting shall not dissolve until all articles in the warrant with respect to which any Member wishes to make a motion have been considered.

VIII. RECORD OF MEETING

The Town Clerk in consultation with the Moderator shall prepare and maintain a complete record of the Meeting at the office of the Town Clerk where, upon request, it may be inspected by any interested person and also shall deposit a copy of such record at the Main Library. Such record may, but need not be, verbatim. However, it shall as a minimum contain the text of all articles and motions, whether main motions or subsidiary motions, the name of the moving party, the action of the Meeting with respect thereto and such summary of statements made at the Meeting as will in the opinion of the Town Clerk contribute to a better understanding of the action of the Meeting.

IX. REFERENCE TO TOWN MEETING RULES

Wellesley Representative Town Meeting was established by Chapter 202 of the Acts of 1932 which has been amended several times since then. Certain customs have developed in the conduct of the Town Meeting. Wellesley custom does not differ substantially from the custom of other representative town meetings, as generally described in *Town Meeting Time* (Little, Brown, and Company 1962), a book that also contains references to applicable court decisions and statutes. All custom may be changed by law, or the Bylaws of Wellesley, as from time to time amended.

It is the combination of the foregoing which produces the "rules" of Wellesley Town Meeting in conformity with which the Moderator regulates the conduct of the meeting.