

TOWN OF WELLESLEY



MASSACHUSETTS

## BOARD OF SELECTMEN

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

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

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

### SELECTMEN'S MEETING

#### *TENTATIVE AGENDA*

Wellesley Town Hall – Juliani Room

**7:00 P.M. Monday, November 13, 2017**

1. 7:00 Citizen Speak
2. 7:05 Executive Director's Update
3. 7:10 Discuss Council On Aging Bylaws, Board Structure & Responsibilities
4. 7:40 FMD Capital Presentation
5. 8:40 Review Assistant Fire Chief Contract
6. 8:50 Discuss Board of Selectmen Procedures & Policies Manual
7. 9:10 Review Draft Communications Plan
8. 9:30 New Business/Correspondence

Next Meeting Dates: Monday, November 20, 2017, 6:30 p.m.  
Monday, November 27, 2017 7:00 p.m.  
Saturday, December 2, 2017 8:00am- 1:00pm



**MOTIONS- NOVEMBER 13, 2017**

5. **MOVE** to approve a contract between the Town of Wellesley and Assistant Fire Chief Jeff Peterson for the period July 1, 2017 – June 30, 2018.



11/9/2017

Black regular agenda items

***Board of Selectmen Calendar – FY17***

<b><i>Date</i></b>	<b><i>Selectmen Meeting Items</i></b>	<b><i>Other Meeting Items</i></b>
<i>11/20 Monday</i>	<b>Meeting</b> 148 Weston Road - 40B Letter Joint Meeting to Select Consultant for HPP	<b><i>FYI-Tuesday 11/21- Unified Plan Steering Committee</i></b>
<i>11/27 Monday</i>	<b>Meeting</b> DPW Benchmarking Study Trail Signs - MWRA Cochituate Aqueduct Finalize 148 Weston Road Letter Deputy Police Chief - Final Interview	<b><i>Unified Plan Public Forum/ Open House- Wednesday- 11/29 7:00PM Great Hall</i></b>
<i>12/2 Saturday</i>	<b>BUDGET Meeting</b> Budget Workshop - 8 AM - 1 PM	
<i>12/4 Monday</i>	<b>Meeting</b> Tax Classification Hearing (7:15 - Advertised) Retirement Board Vote to open/close warrant for ATM Approve CV and alcohol licenses being renewed Appoint Deputy Chief Police Unified Plan update from Marjorie BOS- vote on operating budgets	
<i>12/11 Monday</i>	<b>Meeting</b> Audit Committee Quarterly Traffic Update Discuss Marijuana bylaw Naming of Additional Rooms in Tolles Parsons Center	<b><i>FYI-Tuesday 12/14- Unified Plan Steering Committee</i></b>
<i>12/18 Monday</i>	<b>Meeting</b>	
<i>12/25 Monday</i>	<b>TOWN HALL CLOSED</b>	
<i>1/1/18 Monday</i>	<b>TOWN HALL CLOSED</b>	
<i>1/8 Monday</i>	<b>Meeting</b>	
<i>1/15 Monday</i>	<b>Town Hall Closed – MLK</b>	
<i>1/16 Tuesday</i>	<b>Meeting</b>	<b><i>Friday 1/19 &amp; Saturday 1/20- MMA Annual Meeting &amp; Trade Show- Please let Heidi Henderson know if you would like to attend.</i></b>
<i>1/22 Monday</i>	<b>Wellesley Club</b>	
<i>1/23 Tuesday</i>	<b>Meeting</b>	
<i>1/29 Monday</i>	<b>Possible STM Date</b>	
<i>1/30 Tuesday</i>	<b>Possible STM Date</b>	
<i>2/5 Monday</i>	<b>Possible STM Date</b>	

11/9/2017

Black regular agenda items

<i><b>Date</b></i>	<i><b>Selectmen Meeting Items</b></i>	<i><b>Other Meeting Items</b></i>
2/6 <i>Tuesday</i>	<b>Possible STM Date</b>	
2/12 <i>Monday</i>	<b>Meeting</b>	
2/19 <i>Monday</i>	<b>Town Hall Closed – President’s Day</b>	
2/20 <i>Tuesday</i>	<b>Meeting</b>	
2/26 <i>Monday</i>	<b>Meeting</b>	
3/5 <i>Monday</i>	<b>Wellesley Club- Town Affairs Night</b>	
3/6 <i>Tuesday</i>	<b>Meeting</b>	<b>Tuesday 3/6- Town Election</b>
3/12 <i>Monday</i>	<b>Meeting</b>	
3/19 <i>Monday</i>	<b>Meeting</b>	
3/26 <i>Monday</i>	<b>ATM Starts</b>	
3/27 <i>Tuesday</i>	<b>ATM</b>	
4/2 <i>Monday</i>	<b>ATM</b>	
4/3 <i>Tuesday</i>	<b>ATM</b>	

**Notes**

*Quarterly updates*

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

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

### 1. Citizen's Speak



## 2. **Executive Director's Update**

There are no specific items or minutes for approval at this meeting so I will touch on a couple of points that may be of public interest in my weekly report.



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### MEMORANDUM

DATE: November 9, 2017  
TO: Board of Selectmen  
FROM: Blythe C. Robinson, Executive Director  
SUBJECT: Weekly Report

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

- The Town Report has gone off to the printer! We anticipate receiving it back for distribution by the first week in December.
- The Town's Free Cash calculation has also been completed and submitted to the Department of Revenue for approval. We are anticipating a similar figure to what was approved last year based upon higher than anticipated revenues and budget turn backs in FY17.
- Donna McCabe received a check for the roll back taxes on 892 Washington Street this morning – a total of \$150,209.64! This is funds not budgeted this year, so good news!
- Included in your correspondence is a spreadsheet showing the total amount of outstanding parking violation fines and penalties. The total is over \$732,000 and a significant amount of this are amounts that are outstanding five years or longer. The amounts due in years 1 – 4 are lower because these are flagged when people renew their car registration and/or driver's license so the violations must be paid before those documents can be renewed. Having said that, if people move out of state, pass away, sell the vehicle or some other similar situation, it possible that those fines are not collected. We are asking our vendor to future break down the fines and penalties over five years so we can determine whether or not it makes sense to pursue more

aggressive measures to collect those amounts for the Town. To date we have not utilized a collection agency or similar vendor to do so. We are investigating that now so we can decide whether to go this route and/or continue with our initial plan which is to ask Town Meeting to authorize the write off of some portion of these. From my perspective I believe we want to make sure we've done all that is reasonably possible to collect what is owed before asking the Town to waive what is not. Terry is following up on this.

- The departments/boards that are currently out of guideline for capital in FY19 have been notified of the dollar figure we need them to meet in order to achieve the guideline. These include schools, NRC, DPW and Library. All are working on how they will achieve this, and Sheryl and I plan to review the status of this with you at the December 2<sup>nd</sup> meeting. We have received all capital requests except for the Schools, as their timeline to present to the school committee is not until December 5<sup>th</sup>.
- I attended the B.A.A.'s kickoff meeting for all of the communities along the Boston Marathon route on Wednesday afternoon. The BAA affirmed that the number of bibs distributed to the towns is not changing for this year, and they reminded us of the process to register the runners who are chosen. It was interesting to hear what the process is in each town to determine the distribution.
- I was asked to be the first guest at the COA's new program called "Get to Your Community Leaders" which started today. We had good attendance to learn about the position I hold in the Town, how I work with the various boards and departments, and a chance to discuss what issues, priorities and opportunities that are facing the Town in the coming years.
- Our revised OPEB legislation has passed through the House and is now in the Senate for action. Rep. Peisch's Office has alerted Senators Creem and Ross about this so hopefully it will move through passage there quickly.
- FYI – on November 18<sup>th</sup> the Fire Department is holding their annual Thanksgiving Dinner for seniors at Babson. If you'd like more details, please let us know.
- We are anticipating delivery of a building permit application for 900 Worcester soon given that they have received all of their approvals and the appeal period will be ending.
- We've heard back from Babson about scheduling the annual meeting between the Board and the President and they've offered Friday, January 26<sup>th</sup> at 8:00 AM. Please let Meghan and I know if this looks good for your calendar. You might note that if you want to attend the MMA annual meeting, it is being held a week prior.
- An updated copy of the work plan is included in your correspondence. We will make 11 x 17 versions and bring them to the meeting Monday night.
- I will be away from the office starting Tuesday, November 14<sup>th</sup> and returning on Tuesday the 28<sup>th</sup> –heading out for a final vacation before the busiest part of our year begins (to Hawaii). Meghan and the other staff in the office are all planning to be in, and as you know we'll be closed for Thanksgiving and the day after. I will have access to email while I'm away, and you can feel free to get in touch and I will respond as soon as I can.

**3. Discuss Council On Aging Bylaw, Board Structure & Responsibilities**

There has been discussion for some time that the Council on Aging board as currently comprised does not fully comply with the general bylaws of the Town, with eleven members may not be as effective as it could be, and has associate members that are not authorized by our bylaws. As you know from reviewing the list of possible warrant articles for the annual town meeting, we are contemplating one to address a myriad of changes to our general bylaws, in which this could be included.

Included in your packet are notes on this topic from Selectman Ulfelder who will lead the discussion at the meeting, as well as the appointments policy approved by the Board in September this year. We anticipate that various members of the COA board will be in attendance, and that Diane Campbell (chair) and Kathleen Vogel (Vice-Chair) will be prepared to discuss these items directly with the Board.

**NO MOTION**



### Council on Aging Notes for Discussion

- A.
  - 1) There are no separate COA Bylaws
  - 2) Town Bylaws apply
  - 3) Officers required are:
    - Chair
    - Vice-Chair
    - Secretary
  - 4) Need job description for these three positions
  
- B.
  - 1) We have an updated Board of Selectmen appointment policy, which has been distributed
  - 2) Discussion regarding the size of the Board
  - 3) Role of the Board now that COA responsible for Tolles Parson Center
    - a) What are qualifications and needs for Board members
    - b) Board members should know what support structure is available within Town government
  
- C. Relationship between COA, New Era Fund, and the Friends



**PURPOSE:**

To clarify the appointment process to be followed by the Board of Selectmen for all appointments to other Town boards and committees as specified in the Town's General Bylaws Article 19.7, other relevant sections of the Town's General Bylaws, and ad hoc and special committees.

**POLICY:**

The appointment policy of the Board of Selectmen is to encourage citizen participation and make appointments in a clear and transparent manner of those persons most qualified to be members of Town boards and committees in accordance with the Town's Bylaws.

**APPLICABILITY**

The Board of Selectmen has the authority to appoint all committees and positions outlined under Article 19.7 of the General Bylaws, and jointly with the Planning Board under Article 45.1. From time to time the Board may appoint persons to ad hoc or special committees, as the need arises.

**APPOINTMENT PROCEDURE:**

1. The Selectmen's Office will maintain a current list of all appointments made by the Board and any vacancies that may exist. The list will include each committee or position, appointee names, term of appointment, and other information relevant to each committee or position.
2. Annually, prior to the Board taking up appointments for the following fiscal year, the Selectmen's Office will contact each person whose appointment is expiring to ascertain whether or not he or she is requesting reappointment. The board or committee chairperson will be notified as well. The list of appointments will then be updated for each board and committee with regard to those members requesting reappointment, and any vacancies that need to be filled. A list of vacancies will be advertised, the Board of Selectmen will accept applications from persons interested in serving on a board or committee, and the Board, at its discretion, may solicit applications.
3. Should a vacancy arise that results in an unexpired term outside of the appointment process, a similar process may be followed to seek interested applicants to fill that vacancy for a term ending July 1<sup>st</sup> of the following year, or the completion of the original term, solely at the discretion of the Board of Selectmen.
4. A list of all vacancies will be advertised on the Town's website and other appropriate media giving notice of any vacancies and describing the process by which residents may apply to fill such vacancies. Boards and committees where such vacancies exist will be notified as well.
5. Persons seeking appointment to a board or committee will be required to complete a Town application for the position(s) they are seeking, and will be encouraged to provide

**Administrative  
Policy and  
Procedure**

**Board of Selectmen  
SELECTMEN'S APPOINTMENTS  
Approved September 11, 2017**

a resume, if available, directly to the Selectmen's Office. Applications will be posted on the Town's website and will be available for review in the Selectmen's Office.

6. The Selectmen's Office will provide copies of the applications to the board or committee chairperson, and will request the board or committee's evaluation of the candidates and their qualifications to serve on the board or committee to which they apply. The evaluation will be considered by the Selectmen, but will not be the sole determining factor in the Board's appointment.
7. The Board of Selectmen, in its sole discretion, may interview persons seeking appointment to boards or committees.
8. The Board may request that the Chair of a Board that is recommending appointments to fill vacancies attend a Selectmen's meeting to discuss those appointments prior to the Selectmen taking action.
9. The Board of Selectmen will endeavor to make appointments to boards and committees and positions prior to July 1<sup>st</sup> of each year, or as vacancies occur.
9. Once appointments are made, the Board's list of appointments will be updated, and each appointee will be provided a letter of appointment. The Town Clerk will be provided with a list of persons who are resigning their appointment, and those who have been appointed.

**DEFINITION**

None.

**REGULATORY / STATUTORY REFERENCES:**

This policy is subject to the requirements set forth in Town of Wellesley, Article 19.7, and Article 45.1.

**APPROVED BY:**

*Board of Selectmen, Chair:* Ellen F. Gibbs

*Board of Selectmen:* Jack Morgan

*Board of Selectmen:* Marjorie R. Freiman

*Board of Selectmen:* Thomas H. Ulfelder

*Board of Selectmen:* Beth Sullivan Woods

The image shows five handwritten signatures in blue ink, each written over a horizontal line. From top to bottom, the signatures correspond to the names listed in the adjacent text: Ellen F. Gibbs, Jack Morgan, Marjorie R. Freiman, Thomas H. Ulfelder, and Beth Sullivan Woods.

**Original date:** .....

**Revised dates:** .....

#### **4. FMD Capital Presentation**

As he does annually, Joe McDonough will be at the meeting on Monday to review with the Board the five-year capital plan he is proposing for items funded from cash and bonded projects. In order to meet the capital guideline for FY19, Joe has reduced the cash capital for that year to \$1,850,000, a decrease of \$25,000 from FY18. As a result, you will note from the enclosed spreadsheet that his projections of capital increase to around \$2.0 million in the following years. The projects proposed to be bonded are at the bottom of his spreadsheet, and represent our best information at this point as to the proposed projects, their estimated costs and timing.

Joe will have a PowerPoint presentation that will be available at the meeting on Monday.

**NO MOTION**



**Town of Wellesley**  
**Fiscal Years 2019 - 2028 ALL FMD REQUESTS**  
**Summary Departmental Cash Capital Budget Request**

Department: FACILITIES MANAGEMENT  
 Dept #: 192  
 Date: 10/13/2017

**Expenditures per Fiscal Year**

Building Reference #:	Building Description	FY2019	FY2020	FY2021	FY2022	FY2023	5 Year Total	FY2024	FY2025	FY2026	FY2027	FY2028	10 Year Total
TW	Townwide (Municipal)	24,000	71,000	20,000	70,000	26,000	211,000	21,000	22,000	22,000	88,000	28,000	392,000
TH	Town Hall	8,000	-	10,000	65,000	10,000	93,000	65,000	10,000	-	12,000	-	180,000
PD	Police	25,000	219,500	225,000	30,000	140,000	639,500	65,000	10,000	-	52,000	-	766,500
FDM	Fire Department Main (Headquarters)	0	90,000	65,000	200,000	100,000	455,000	-	-	-	40,000	-	495,000
FDC	Fire Department Central (Station 1)	8,000	63,000	-	32,000	25,000	128,000	-	-	-	-	-	128,000
W	Warren (Recreation and Health)	5,000	24,000	331,000	4,000	46,000	410,000	10,500	-	11,500	27,000	115,000	574,000
MP	Morse's Pond	4,000	65,000	4,500	-	-	73,500	-	5,500	-	6,000	-	85,000
ML	Main Library	42,500	289,000	348,000	158,500	580,500	1,418,500	60,500	793,000	828,000	741,000	76,000	3,917,000
HL	Hills Library	0	45,000	130,000	-	-	175,000	15,000	-	-	-	-	190,000
FL	Fells Library	39,500	20,000	-	-	-	59,500	15,000	-	-	-	-	74,500
DPWO	DPW Operations	165,000	-	-	-	-	165,000	-	125,000	-	-	-	290,000
DPWW	DPW Water & Sewer	40,000	-	-	75,000	-	115,000	-	69,000	-	-	-	184,000
DPWH	DPW Highway & Park	210,000	167,000	75,000	-	150,000	602,000	65,000	95,000	-	-	-	762,000
DPWR	DPW RDF	120,000	200,000	125,000	265,000	-	710,000	-	-	-	-	-	710,000
<b>Subtotal Townwide Requests</b>		<b>691,000</b>	<b>1,253,500</b>	<b>1,333,500</b>	<b>899,500</b>	<b>1,077,500</b>	<b>5,255,000</b>	<b>317,000</b>	<b>1,129,500</b>	<b>861,500</b>	<b>966,000</b>	<b>219,000</b>	<b>8,748,000</b>
DW	Districtwide (Schools)	124,000	129,000	241,500	179,000	134,000	807,500	202,000	148,500	482,900	141,000	208,000	1,989,900
P	Preschool at Wellesley (PAWS)	-	-	5,000	45,000	-	50,000	-	-	-	-	-	50,000
B	Bates Elementary	118,500	218,500	35,000	150,000	-	521,500	537,000	120,000	-	-	-	1,178,500
FH	Field House	62,000	75,000	-	-	-	137,000	-	-	-	-	-	137,000
F	Fiske Elementary	-	-	-	8,000	-	8,000	55,000	-	-	-	8,000	71,000
HA	Hardy Elementary	50,000	35,000	-	-	-	85,000	-	-	-	-	-	85,000
HU	Hunnewell Elementary	44,000	35,000	-	-	-	79,000	-	-	-	-	-	79,000
SP	Sprague Elementary	100,000	111,000	202,000	258,500	-	671,500	9,000	190,000	69,000	15,000	59,000	1,013,500
SC	Schofield Elementary	-	-	-	-	-	-	50,000	-	-	-	-	50,000
U	Upham Elementary	31,000	35,000	-	-	-	66,000	-	-	-	-	-	66,000
MS	Middle School	630,000	100,000	283,000	335,000	275,000	1,623,000	30,000	30,000	109,000	-	-	1,792,000
HS	High School	-	8,000	-	125,000	509,000	642,000	830,000	450,000	460,000	744,000	140,000	3,266,000
<b>Subtotal Districtwide Requests</b>		<b>1,159,000</b>	<b>746,500</b>	<b>786,500</b>	<b>1,100,500</b>	<b>918,000</b>	<b>4,690,500</b>	<b>1,713,000</b>	<b>938,500</b>	<b>1,120,900</b>	<b>900,000</b>	<b>415,000</b>	<b>9,777,900</b>
<b>Other Unidentified Cash Capital Projects</b>		-	-	-	-	4,500	4,500	-	-	17,600	134,000	1,366,000	1,522,100
<b>Total FMD Cash Capital Requests</b>		<b>1,850,000</b>	<b>2,000,000</b>	<b>2,100,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>9,950,000</b>	<b>2,030,000</b>	<b>2,068,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>20,048,000</b>
<b>FMD Debt Funded Capital Requests<sup>1</sup></b>		<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>5 Year Total</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>10 Year Total</b>
TH	Town Hall Exterior Envelope Restoration Project <sup>2</sup>	6,000,000	-	-	-	-	6,000,000	-	-	-	-	-	6,000,000
TH	Town Hall Interior Renovation Project <sup>3</sup>	-	2,000,000	15,000,000	-	-	17,000,000	-	-	-	-	-	17,000,000
FDC	Fire Station 1 (Central) Roofing Project	-	-	-	-	525,000	525,000	-	-	-	-	-	525,000
W	Warren: Heat Pumps (FY20) & Full HVAC Replacement (FY28)	-	500,000	-	-	-	500,000	-	-	-	-	1,352,000	1,852,000
ML	Main Library Roof Replacement Project	-	-	705,000	-	-	705,000	-	-	-	-	-	705,000
ML	Main Library Space Utilization Renovation Project <sup>4</sup>	3,000,000	-	-	-	-	3,000,000	-	-	-	-	-	3,000,000
HL	Hills Library Envelope Project	-	-	-	-	-	-	-	-	-	1,300,000	-	1,300,000
MS	Middle School Projects <sup>5,6,7,8,9,10,11</sup>	2,075,000	3,775,000	8,899,800	-	-	14,749,800	500,000	-	2,500,000	-	-	17,749,800
MS	Sprague School Projects <sup>12</sup>	-	-	-	650,000	550,000	1,200,000	-	-	-	-	-	1,200,000
B	Bates School Projects <sup>13</sup>	-	-	-	-	1,350,000	1,350,000	-	-	-	-	-	1,350,000
HA/HU/U	Hardy/Hunnewell/Upham: New and Reno/Add <sup>14</sup>	2,500,000	-	27,000,000	27,000,000	27,000,000	83,500,000	27,000,000	-	-	-	-	110,500,000
TH	Veteran's War Memorial <sup>15</sup>	-	-	150,000	600,000	-	750,000	-	-	-	-	-	750,000
DPWH	DPW Highway & Park Locker Room Renovation <sup>16</sup>	-	-	888,000	-	-	888,000	-	-	-	-	-	888,000
<b>Total Debt Funded Requests</b>		<b>13,575,000</b>	<b>6,275,000</b>	<b>52,642,800</b>	<b>28,250,000</b>	<b>29,425,000</b>	<b>130,167,800</b>	<b>27,500,000</b>	<b>0</b>	<b>2,500,000</b>	<b>1,300,000</b>	<b>1,352,000</b>	<b>162,819,800</b>

**Notes:**

1. These Debt Funded Projects NOT Included in Cash Capital above
2. Town Hall Exterior Envelope Restoration: \$6,000,000 (FY19)
3. Town Hall Interior Renovation: \$2,000,000 (FY20) and \$15,000,000 (FY21)
4. Main Library: \$3,000,000 Renovations (FY19)
5. MS: \$1,510,000 Repaving Project (FY19)
5. MS: \$1,510,000 HVAC Replacement in Gyms, Kitchen & Auditorium (FY21)
6. MS Steam Piping Replacement: \$565,000 (FY19) \$3,775,000 (FY20)
7. MS: \$3,367,000 Façade Repairs (FY21)

9. MS: \$4,022,200 Door & CR Cabinetry Replacement (FY21)
10. MS: \$500,000 Kitchen Equipment Replacement (FY24)
11. MS: 2,500,000 Roof Repairs (FY26)
12. Sprague: \$550,000 Paving (FY23) and \$650,000 Roof (FY22)
13. Bates: \$1,350,000 Roof (FY23)
14. Hardy/Hunnewell/Upham: \$108,000,000 (FY21/FY24). Feasibility Study: \$2,500,000 (FY19)
15. War Memorial Restoration: \$150,000 design (FY21) and \$600,000 construction (FY22)
16. DPW Highway & Park Locker/Break Room Renovation: \$888,000 (FY21)
17. Warren Mechanical Systems Replacement: \$1,352,000 (FY28)

**Townwide Analysis for Cash Capital**

**FY19 Cash Capital Budget for Municipal = \$691,000**

**Townwide Project Totals**

**Number of FY19 Construction Projects = 20 (10 DPW Projects)**  
**Number of FY18 Construction Projects = 11**

**Districtwide Analysis for Cash Capital**

**FY19 Cash Capital Budget for Schools = \$1,159,000**

**Districtwide Project Totals**

**Number of FY19 Construction Projects = 12**  
**Number of FY18 Construction Projects = 12**



## 5. Assistant Fire Chief Contract

As we discussed at the November 7<sup>th</sup> meeting, we are recommending a realignment of compensation for the two top positions in the Fire Department, which includes Assistant Chief Jeff Peterson. The same information that you received in your packet last week regarding HR's salary survey and recommendations on salary for these positions is included in this packet. In the case of Assistant Chief Peterson, we recommend a salary of \$127,000 based in large part on his seniority with the Town and our desire for him to remain in the position while we transition junior staff into management positions. To a lesser extent, the proposed salary is based less on the compensation of peer towns. Due to the fact that fire positions generally fall lower on the Hay scale than Police, we did not believe a higher compensation than is offered was appropriate in this case, and Assistant Chief Peterson has agreed to our offer.

Up to this point neither this position or the Deputy Police Chief have had contracts, however both current Chief's believe it is important towards encouraging existing or potentially outside candidates to take these positions. The Town's bylaws and State law do not allow multi-year contracts for positions below the level of Chief, thus what is included in your packet is a one-year contract that would be retroactive to July 1, 2017. This contract may look different compared to the other contracts for the Chiefs, as it is a new model drafted for this and the future Deputy Police Chief by Town Counsel. Assistant Chief Peterson is agreeable to the terms contained therein.

**MOVE** to approve a contract between the Town of Wellesley and Assistant Fire Chief Jeff Peterson for the period July 1, 2017 – June 30, 2018.



Title	Actual	Proposed	
<b>Chiefs</b>			
Police	172,000	172,000	
Fire	148,800	160,000 - 165,000	
<b>Group 61</b>			
Deputy Police Chief	144,629	150,000 - 155,000 140,000 - 145,000	
<b>Group 60</b>			
Assistant Fire Chief	117,465	120,000 - 127,000	
<b>Police Lieutenants</b>			
Cunningham	170,373	121,079 base	49,294 OT
Cleary	174,243	121,079 base	53,163 OT
Whittemore	139,136	121,079 base	18,056 OT

MUNICIPALITY	CHIEF	ASSISTANT/DEPUTY
Arlington	151,477	93,740
Belmont	145,547	116,280
Concord	146,005	114,448
Milton	146,958	92,000 They have four.
Natick	161,262	n/a
Quincy	168,129	115,974 Step 1
Sudbury	148,964	36.63 - 41.77
Waltham	148,915	92,451 See chart
Wayland	122,239	94,174
Weston	128,486	n/a

EMPLOYMENT AGREEMENT BETWEEN TOWN OF WELLESLEY  
AND INSERT

This Agreement is entered into this \_\_\_th day of November, 2017, by and between the Town of Wellesley, a municipal corporation (“Town”), acting by and through its Board of Selectmen, and Jeffrey Peterson, (“Assistant Fire Chief”), provides as follows:

Section I  
Functions and Duties of the ASSISTANT FIRE CHIEF

The Town hereby offers to employ JEFFREY PETERSON as ASSISTANT FIRE CHIEF of said Town and the ASSISTANT FIRE CHIEF accepts said offer. The ASSISTANT FIRE CHIEF shall perform the duties specified in the Town By-laws, applicable Special Acts, attached job description labeled “Exhibit A” and such other duties as the Board shall from time to time legally assign to him or her.

Section II  
Hours of Work

The Fire Department is a twenty-four hour, seven-day-a-week operation, and because of the serious nature and sensitivity of its mission, it is recognized that the duties of the ASSISTANT FIRE CHIEF will require that he schedule himself to work those hours necessary to accomplish the responsibilities of the position and ensure the efficient operation of the department.

It is recognized that the ASSISTANT FIRE CHIEF must devote a great deal of time outside of normal office hours to the business of the Town, and that, as a result, the ASSISTANT FIRE CHIEF may adjust his or her normal office hours accordingly with permission from his or her supervisor.

Section III  
Benefits

The ASSISTANT FIRE CHIEF shall receive all benefits including vacation, sick leave, holiday leave, personal leave, bereavement leave, family medical leave, small necessities leave, and jury duty leave in accordance with the Town’s personnel policies and procedures which apply to other non-union employees in the 50/60 Series classification plan.

The Town shall provide the ASSISTANT FIRE CHIEF health and other insurance policies similar to other Town employees. The Town’s contribution towards such insurance policies shall be the same as that made to other non-union Town employees in a similar plan.

#### Section IV Compensation

The Town agrees to pay the ASSISTANT FIRE CHIEF for services rendered under this Agreement subject to applicable withholdings and deductions:

FY 18 \$127,000.00

Salary shall be paid in installments at the same time as other employees of the Town are paid. If the ASSISTANT FIRE CHIEF continues in the position after the expiration of this agreement, and there is no successor agreement, he or she shall continue to receive the latest salary under this section until such time as a new Agreement is reached. This subsection shall survive the termination of this agreement.

#### Section V Term

This Agreement shall be effective on July 1, 2017, and shall be in full force and effect until June 30, 2018. This Agreement shall be for a one (1) year and shall be binding on the parties in its duration.

#### Section VI Indemnification

The Town shall defend, save harmless and indemnify the ASSISTANT FIRE CHIEF against any tort, professional liability, claim or demand, or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring in the performance of his or her duties as ASSISTANT FIRE CHIEF, even if said claim has been made following his or her termination from employment, provided that the ASSISTANT FIRE CHIEF acted within the scope of his or her duties. The Town shall not indemnify ASSISTANT FIRE CHIEF for acts of gross negligence, fraud or other illegal actions or for anything occurring outside of the scope of their employment. The Town shall pay the amount of any settlement or judgment rendered thereon. The Town may compromise and settle any such claim or suit and will pay the amount of any settlement or judgment rendered thereon without recourse to the ASSISTANT FIRE CHIEF.

The Town shall reimburse the ASSISTANT FIRE CHIEF for any reasonable attorneys' fees and costs incurred by the ASSISTANT FIRE CHIEF in connection with such claims or suits involving the ASSISTANT FIRE CHIEF in his or her professional capacity. This indemnification shall also apply to the ASSISTANT FIRE CHIEF after he or she leaves the employment of the Town.

This section shall survive the termination of this Agreement.

Section VII  
Notices

Notices pursuant to this Agreement shall be given by deposit in the custody of the United States Postal Service, postage prepaid, addressed as follows:

1. TOWN: Chairman of Board of Selectmen  
525 Washington Street  
Wellesley, MA 02482
  
2. INSERT TITLE: Jeffrey Peterson  
19 Fenmore Avenue  
Wellesley, MA 02482

Alternatively, notices required pursuant to this Agreement may be personally served. Notice shall be deemed as given as of the date of personal service or as of the date of deposit of such written notice in the course of transmission in the United States Postal Service.

Section VIII  
Other Terms and Conditions of Employment

All provisions of law of the Commonwealth of Massachusetts relating to retirement, health insurance and other fringe benefits shall apply to the ASSISTANT FIRE CHIEF as they generally apply to other employees of the Town, in addition to said benefits enumerated herein specifically for the benefit of the ASSISTANT FIRE CHIEF, except as otherwise provided in this Agreement. All other general provisions of the Town's Bylaws or Personnel Rules and Regulations relating to fringe benefits shall also apply to the ASSISTANT FIRE CHIEF as they apply to other employees of the Town, in addition to the benefits enumerated specifically for the benefit of the ASSISTANT FIRE CHIEF, except as otherwise provided in this Agreement. This Agreement shall prevail over any conflicting personnel provisions of the Town Bylaws or Rules and Regulations.

Section IX  
Discipline and Termination

During the term of this Agreement, the ASSISTANT FIRE CHIEF may be disciplined for good cause upon proper notice and hearing. Good cause for the purposes of this Agreement means any reason advanced by the Town that is not arbitrary, capricious, and/or discriminatory, including but not limited to inefficiency, incompetency, ineffectiveness, insubordination, incapacity, failure to meet the Town's standards and/or expectations, or conduct unbecoming. The principle of progressive discipline is generally applicable, but the Town reserves the right to terminate the ASSISTANT FIRE CHIEF'S employment without the imposition of prior discipline if circumstances warrant.

The Town may terminate the contract with the ASSISTANT FIRE CHIEF at any time prior to the expiration of the term of the Agreement and only for just cause. The Town shall institute removal proceedings in the following manner:

1. Termination will be by notice and hearing as required by law. At least ten (10) days prior to any hearing the ASSISTANT FIRE CHIEF shall be provided in writing with the charge(s) made against him or her, and the evidence which supports said charges, in such specificity so that the ASSISTANT FIRE CHIEF may understand and prepare his or her defense.

2. After ten (10) days following delivery and receipt of the charges and specifications, as described above in subparagraph 1, on a specific date and time and at a place specified in the written notice, the Board of Selectmen will conduct a hearing, and the ASSISTANT FIRE CHIEF will be given an opportunity to respond to the charges. The hearing will be public or private at the discretion of the ASSISTANT FIRE CHIEF. The subject matter to be presented at the hearing shall be only those charges as were specifically detailed in the written notice to the ASSISTANT FIRE CHIEF in accordance with subparagraph 1 above. During the hearing, the ASSISTANT FIRE CHIEF shall have the right to be represented by a representative of his choosing, to question, confront and cross-examine witnesses, to introduce evidence and to conduct oral arguments. In its decision, the Board of Selectmen shall consider only those facts which were presented at the hearing and shall make its findings of fact based upon a preponderance of the evidence presented. The ASSISTANT FIRE CHIEF shall be provided with a written notice of the findings and decision of the Board of Selectmen and such notice shall include the relevant facts and reasons for their findings.

The ASSISTANT FIRE CHIEF may be disciplined for just cause by the FIRE CHIEF actions not resulting in termination in accordance to the Town's personnel policies and by-laws.

Should the ASSISTANT FIRE CHIEF resign his position at any time prior to the expiration of the term of this Agreement, he shall notify the Board of Selectmen in writing. If the ASSISTANT FIRE CHIEF is leaving office due to retirement, he or she shall provide the Town with ninety (90 days), or a lesser amount of time as determined by the Board of Selectmen, to allow the Town to consider the appointment of a replacement.

## Section X General Provisions

The text herein shall constitute the entire Agreement between the parties.

This Agreement shall be binding upon and inure to the benefit of the heirs at law and executors of the ASSISTANT FIRE CHIEF.

If any provision, or any portion thereof, contained in this Agreement is held unconstitutional, invalid or unenforceable, the remainder of this Agreement, or portion thereof, shall be deemed severable, shall not be affected, and shall remain in full force and effect.

For the purposes of the federal Fair Labor Standards Act and the Massachusetts Wage and Hour Law, the ASSISTANT FIRE CHIEF is designated as an “exempt employee.”

This Agreement may be amended at any time by written amendment executed by both parties.

IN WITNESS WHEREOF, the Town of Wellesley, Massachusetts, has caused this Agreement to be signed and executed in its behalf by its Board of Selectmen and duly attested by its Town Clerk, and the ASSISTANT FIRE CHIEF has signed and executed this Agreement, both in duplicate.

**Board of Selectmen:**

**Assistant Fire Chief:**

\_\_\_\_\_  
Ellen F. Gibbs, Chairman

\_\_\_\_\_  
Jeffrey Peterson

\_\_\_\_\_  
Jack Morgan

\_\_\_\_\_  
Marjorie R. Freiman, Secretary

\_\_\_\_\_  
Beth Sullivan Woods

\_\_\_\_\_  
Thomas H. Ulfelder

Town Clerk Attest:

\_\_\_\_\_



**6. Board of Selectmen Procedures & Policies Manual Discussion**

Included with your packet is a draft policies and procedures manual that is the culmination of several months of work by Selectman Freiman. As you recall, this was a priority of the Board for this year. Marjorie plans to lead a discussion with the Board about the manual and its contents so that she can elicit thoughts and suggestions that can be included in a final draft.

**NO MOTION**



**WELLESLEY, MASSACHUSETTS**  
**BOARD OF SELECTMEN PROCEDURES AND POLICIES MANUAL**  
November 2017

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**WELLESLEY, MASSACHUSETTS  
BOARD OF SELECTMEN PROCEDURES AND POLICIES**

**1. BOARD OF SELECTMEN**

**1-1 Mission/Policy Statement**

The mission of the Board of Selectmen is to ensure the highest possible quality of management and leadership regarding the community's human, physical, and fiscal resources. The Board works with an Executive Director, Assistant Executive Director and Deputy Director in a working relationship based on the highest standards of municipal management. The Board sets policy and strategic direction for the community and the Executive Director implements Board policy through the Selectmen's office and its reporting departments, and in conjunction with the other Boards and Departments in town. The Board also functions as the licensing authority in specific areas and renders decisions regarding the issuance of all licenses based on the best interests of the community as a whole.

**1-2 Nature of Policies and Procedures**

- a. The Board recognizes the need to memorialize the traditional and accepted working relationships among the members of the Board; between the Board and the Executive Director; between the Board and the Town staff; and between the Board and other Town boards, committees, officials and citizens. Moreover, the Board recognizes the need to systemize and put in writing operating procedures for the Board of Selectmen.
- b. These policies are intended to address topics that are not otherwise addressed in bylaws, statutes, regulations or Charters.
- c. Draft policies shall be placed on the agenda for a regularly-scheduled meeting of the Board. The drafts shall be in writing and may be introduced only by a member of the Board, the Executive Director or the Assistant Executive Director. The Board may schedule any hearings or meetings it deems necessary for full discussion, and may also distribute a draft copy to the appropriate staff or board members from whom they wish to obtain comments.

**1-3 Authority for Board of Selectmen**

- a. The Board of Selectmen is an elected Board and derives its authority and responsibilities from the statutes of the Commonwealth of Massachusetts and the By-Laws of the Town of Wellesley. The Board exercises its authority only when acting as

a board legally in session or when a designee is specifically named for a limited purpose.

**General Reference:** Chapter 41, Massachusetts General Laws; Article 19, Town of Wellesley Bylaws (2016)

- b. Board members must also comply with Town Clerk's instructions regarding proof of assessment regarding the Conflict of Interest and Ethics laws pertaining to the position.

#### **1-4** Role of the Board of Selectmen

The Selectmen together act as the chief executive board of the Town of Wellesley, are responsible to the people of the Town, and oversee all matters affecting the interest and welfare of the Town (TBL 19.3). The Selectmen have the powers and duties conferred upon Boards of Selectmen under the Constitution and General Laws of the Commonwealth of Massachusetts as determined by the Town Bylaws. They are considered Municipal Employees for the purposes of MGL c. 268A.

In general, the duties of the Board are as follows:

- Uphold the Constitution of the United States of America and the Commonwealth of Massachusetts, federal and state laws, and Town bylaws;
- Recognize the Board's primary role is to set policy, with responsibility for administration delegated to the Executive Director;
- Recognize that members are part of a collegial body;
- Be well informed concerning the duties of a Board member on both state and local levels;
- Establish annual goals and objectives for itself and the Town;
- Represent the entire community at all times;
- Appoint, supervise and work collaboratively with, an Executive Director (ED), and set performance goals and objectives for, and evaluate, the ED on an annual basis;
- Supervise, through the Executive Director, the departments of general government that are not supervised by other elected officials
- Make appointments to volunteer boards, committees and commissions according to TBL Article 19.7;
- Act as the Licensing Board for the Town where specified by Town bylaw or statute;
- Set dates for Town Meetings as required and prepare the Warrant for Annual and Special Town Meetings;
- Meet annually with legislators whose districts include Wellesley;
- Sign warrants for the payment of Town bills;
- Set dates of special elections and/or ballot or referendum votes in conjunction with the Town Clerk; and
- Other responsibilities as outlined in the TBL, Article 19.

**1-5** Election and Qualification

In accordance with TBL Article 19.1, the Board shall consist of five duly-elected members. Before assuming official duties, each newly-elected member shall be sworn to faithful performance of official responsibilities by the Town Clerk.

**1-6** Vacancies on the Board

A vacancy or vacancies occurring in the Board of Selectmen shall be governed by MGL Chapter 41, Section 10 (provides for a special election under certain conditions).

**1-7** Organization of the Board

Officers of the Board of Selectmen – the Chair, Vice-Chair, and Secretary - shall be elected from among the members of the Board at the annual retreat for a one-year term. Nominations of officers shall require both a motion and a second. A majority vote shall constitute an election. Upon the election of the Chair, he/she will call for the election of a Vice-Chair and a Secretary. The Board may at any time remove the Chairman.

Nominations and elections of officers are wholly within the discretion of the Board.

If a vacancy occurs in any of the Selectmen’s officers, the Board shall elect a successor as soon as is practicable to fill the unexpired term.

**1-8** Responsibilities of the Officers

a. The Chair of the Board shall:

- Preside at all meetings of the Board;
- Call meetings to order at the appointed time;
- Announce the business of the Board;
- Maintain order in the meeting room;
- Recognize speakers;
- Call for votes;
- Sign official documents that require the signature of his/her office;
- Prepare agendas with the Executive Director and Assistant Executive Director, and the Vice-Chair;
- Arrange orientation for new members;
- Call Special meetings in accordance with the Open Meeting Law;
- Coordinate with the Executive Director and Assistant Executive Director the scheduling of appointments before the Board;
- Confer with the Executive Director (and Vice-Chair when appropriate) regarding matters that arise between meetings;

- Communicate with all members of the Board information relative to matters before the Board;
- Represent the Board at meetings, conferences and other gatherings unless otherwise determined by the Board or delegated by the Chair; and
- Serve as spokesman of the Board at Town Meetings and present the Board's position unless otherwise determined by the Board or delegated by the Chair.

The Chairman shall have the same rights as other members to discuss questions and to vote thereon.

- b. In the absence of the Chairman, the Vice-Chair shall act as presiding officer of the Board and will perform such other duties as may be delegated or assigned to him/her; and
- c. The Secretary shall make all motions to be voted by the Board and perform other such duties as ay be delegated or assigned to him/her.

## **1-9 Internal Operation**

### a. Members' Interactions and Communication

The Board functions as a body in all policy decisions and all other matters as required by law or determined by vote of the Board in formal session.

- Board members will report back in a timely manner to other Selectmen, the Executive Director and the Assistant Executive Director on significant meetings or hearings which they have attended and especially on issues on which Board action will later be required;
- The Chair will notify Board members prior to the meeting if a particular strategy or approach has been suggested for dealing with potentially contentious agenda items;
- Board members will keep each other informed of all issues they are pursuing that are of concern to the Board;
- Board members agree not to surprise each other by last-minute agenda items about which others have no warning or knowledge except in the case of emergency items or those of a strictly routine nature which need action prior to next scheduled meeting;
- Board members who wish to take issue with another member's conduct, behavior, procedures, will do so first privately with the member concerned or will notify him/her prior to first doing so at a public meeting;
- When individual members make a request of the Executive Director or Assistant Executive Director for information of concern to the whole Board, the ED or AED is to report back to the whole Board - not only the member raising the question.

b. Standard of Conduct

An individual member of the Board, including the Chair, may act independently only if specifically authorized by the Board.

Members of the Board will behave with civility and courtesy. The Chair will preserve decorum and prevent personal attacks. No one in attendance at the meeting will be allowed to make disparaging remarks about anyone including staff. The Chair will rule inappropriate comments out of order and issue warnings to the offending parties.

**1-10** Selectmen's Expense Reimbursement

Expenses in connection with the attendance at the Massachusetts Municipal Association's annual conference, and the World of Wellesley annual breakfast may be reimbursed with the prior approval of the Board.

**1-11** Conflict of Interest

Members of the Board of Selectmen will strictly adhere to the provisions of the Conflict of Interest Law, MGL c268A, during and after their terms of office as certain restrictions remain in perpetuity and can also affect a business partner.

Members should avoid the appearance of conflict in their words and actions, including in the making of appointments.

Without proper public disclosure members "may not take any action that would create an appearance of impropriety, or could cause an impartial observer to believe your official actions are tainted with bias or favoritism." (State Ethics Commission Introduction to the Conflict of Interest Law).

Individual Selectmen may not hire, promote, supervise, or otherwise participate in the employment of an immediate family member or their spouse.

Selectmen may not ask for or accept gifts worth \$50 or more from anyone with whom the Board has official dealings.

Members may request legal advice about how the law applies in a particular situation. Advice is free, confidential, timely and binding. Call the State Ethics Commission's "attorney of the day" at 617-727-0600 or 888-485-4766. Advice may also be sought from Town Counsel whose conflict of interest opinions must be filed with the Commission for review.

New members of the Board should be briefed on the law's implications by either Town Counsel or by attending one of the State Ethics Commission seminars.

## 1-12 Ethics

### a. Purpose and Scope

This Code of Ethics expresses the basic understanding of the organization of the Board of Selectmen under the Statutes of the Commonwealth and the Wellesley Town Bylaws. The oath of office of a Selectman binds the individual member to those laws, since the Board operates under their authority.

### b. Applications

This code applies to four areas of responsibility of Board members in addition to that set forth above: responsibility to the Community; relationships with fellow Board members; relations with and to other boards, committees and commissions; and responsibility in relation to the Executive Director.

#### i. In relation to the community, a member of the Board of Selectmen should:

- Be ever mindful that the basic responsibility is to the entire citizenry and that the Selectmen represents the entire community at all times;
- Recognize that the basic function of the Selectmen is policy making, with administration delegated to the Executive Director;
- Be well informed concerning the duties of a Selectman;
- Accept the office of Selectman as a means of unselfish service, not to benefit personally or politically from his or her board or outside activities;
- Adopt policies which incorporate consistent and fair management practices;
- Encourage Town employees and volunteers to strive for efficient and productive use of Town resources;
- Adopt policies and procedures which represent fiscal responsibility;
- In all appointments, avoid political patronage by judging all candidates on merit, experience, and qualifications only;
- Abide by ethical rules established by the Commonwealth and not use the position to obtain inside information on matters which may benefit someone personally; and
- Realize that it is inappropriate to make promises or commitments of how the Selectmen will vote upon matters which will come before the Board.

#### ii. In his or her relations with fellow Selectmen, a member of the Board of Selectman should:

- Treat fellow Selectmen respectfully and courteously despite any differences in opinion;
- Recognize that actions at official meetings of the Board are binding and that no individual member can bind the Board outside such meetings;

- Realize that he or she is expected to carry out all board decisions once they are made;
- Uphold the intent of executive sessions and respect privileged communications that exist in executive sessions; and
- Make voting decisions only after all facts on a matter have been presented and discussed.

iii. In his/her relationships with and to members of other boards, committees and commissions, a member of the Board of Selectman should:

- Identify problems and issues and work together towards a resolution;
- Communicate openly regarding priorities and objectives set forth in the Unified Plan to align expectations and understandings on finances and timing of projects; and
- Schedule one or two Inter-board meetings per year to discuss matters of mutual interest and share budget and other information.

iv. In relation to the administration and particularly to the Executive Director, a member of the Board of Selectman should:

- Accord the Executive Director full responsibility for the conduct of that office and hold the Executive Director accountable for acceptable results;
- Endeavor to establish sound and clearly defined policies which will guide and support the Executive Director for the benefit of the people of the community;
- Respect and support the administrative chain of command and the authority of the Executive Director, and decline to act on complaints as an individual outside the administration;
- Respect and support the authority of the Executive Director in all matters of employment, discipline and termination of administrative personnel.

## **2. EMPLOYEES OF THE BOARD**

The Board of Selectmen shall appoint an Executive Director, the Police Chief and officers, the Chief Fire Engineer and firefighters, and Town Counsel, who shall appoint such other staff as are deemed necessary to carry out the responsibilities of the office of Selectmen.

## **3. BOARD MEETINGS**

### **3-1 Schedule**

Selectmen's Meetings are held in the Juliani Room of the Town Hall, on Monday evenings starting promptly at 7:00 P.M. unless otherwise determined.

The Board shall not meet on days designated as Legal Holidays. Meetings falling on a legal or religious holiday are canceled or rescheduled at the discretion of the Board.

### **3-2 Notice of Meetings**

The Executive Director or his/her designee, on behalf of the Chair, is responsible for filing a notice of the meeting with the Town Clerk at least 48 hours (including Saturdays, not Sundays or Legal Holidays) before the meeting is to take place and shall take all steps necessary to comply with the open meeting law.

### **3-3 Procedures**

Meetings are to be conducted in accordance with generally accepted rules of parliamentary procedure and the Open Meeting Law. It is the practice that application of such procedure be on a relatively informal basis, due to the size of the group and the desirability of flexibility in the expression of opinion. Robert's Rule of Order is used as a guide in matters requiring clarification or definition.

A quorum shall consist of three (3) members of the Board. As a practical courtesy, action on critical or controversial matters, the adoption of policies, or the making of appointments shall be taken whenever practicable only when the full Board is in attendance.

Actions and decisions shall be by motion, second and vote. In the event of a non-unanimous vote or abstention, voters will be identified by name. When only three members of the Board are present or in the case of nominations, no second will be required prior to Board action.

The Executive Director and Assistant Executive Director are expected to attend all meetings of the Board in order to keep the Board informed and advised, and to make recommendations in matters that fall within the jurisdiction of the Office of the Selectmen. They shall carry out the actions of the Board as they relate to the conduct and administration of Town affairs under their jurisdiction.

### **3-4 Citizen Participation at Board of Selectmen Meetings**

Unless directly involved in an agenda item, citizens may only participate at a regular Board meeting at the discretion of the chair or upon request of any member of the Board. A "Citizens' Speak" general comment period will be scheduled at each meeting, typically at the beginning, to hear concerns of the public. Citizens are welcome to raise new issues for future board agendas, identify community problems, and comment on past, present or future board agendas. The issues raised will not be debated at this time.

Rule for Public Comment section of the meeting regarding agenda items:

1. There will be no demonstrations of approval or disapproval;
2. Each speaker may be asked to limit his/her comments;

3. Before speaking speakers should state for the record their names, addresses, and if known, precincts;
4. All speakers will adhere to our commonly agreed on standard of civility:
  - a. treat others with respect; and
  - b. make no disparaging remarks about any person or group.

### **3-5 Executive Sessions**

Generally, Executive Sessions other than a few minutes in duration will be scheduled near the beginning or the end of the Open Meeting. There are occasions, however, at which the Board needs to deliberate in Executive Session in order to then present that issue in Open Session.

Only items clearly allowed under the State's Open Meeting Law shall be included in Executive Session. An Executive Session shall not be held unless the Board has first convened in Open Session for which notice has been given. A majority of the members must vote to go into Executive Session and the vote of each member must be by roll call recorded in the minutes.

The mover must specify in the Open Meeting the grounds on which Executive Session is sought. Before the Executive Session, the Chair or Secretary must state whether or not the Board will reconvene in Open Session.

#### **a. Executive Session Votes**

All votes taken in Executive Session shall be recorded roll call votes made part of the records of the Executive Session.

#### **b. Executive Session Records**

The Board must maintain accurate records of Executive Sessions as provided by the Commonwealth's Attorney General's Open Meeting Law. The Selectmen shall follow their policy regarding release of Executive Session minutes approved in April 2017.

### **3-6 Special/Emergency/Working Meetings**

#### **a. Special Meetings**

A meeting called for any time other than the regular meetings shall be known as a "Special Meeting". The same rules as those established for regular meetings will apply. Notice for Special Meetings will be posted at least 48 hours prior to the meeting. The Chair or any member of the Board, through the Executive Director, may call special Meetings provided that all Board Members are notified and that a majority of the members agree to meet.

#### **b. Emergency Meetings**

In a situation where immediate action is deemed by the Board to be imperative, an "Emergency Meeting" may be called by the Chair. In this case an emergency is defined by law as "a sudden, generally unexpected occurrence or set of circumstances demanding immediate action". Such a meeting may be held even though notice was not posted in time. Notice of an "Emergency Meeting", pursuant to MGL Chapter 39, Section 23A, shall be posted as much in advance of the meeting as possible.

c. Working Meetings

The Board may conduct informal "Working Meetings" from time to time as the situation warrants. At such meetings, which will be posted in accordance with the Open Meeting law, no official action will be taken. A synopsis of transactions of informal meetings will be made a part of the minutes of the following regular meeting.

**3-7 Agenda preparation and procedure**

a. Responsibility

Responsibility for coordinating and planning the weekly agenda, and deciding the meeting date on which an agenda item shall appear, is that of the Chair, Vice-Chair, Executive Director and Assistant Executive Director. They and the other individual board members may place items on the agenda. The Executive Director or Assistant Executive Director, after consultation with the Chair, shall schedule a realistic time period for each appointment, interview, conference or other scheduled item of business and shall confirm all appointments including time allotted.

b. Timing

Board members should make all reasonable efforts to submit all items for the agenda for the upcoming week to the Executive Director by 12:00 noon on the Thursday preceding the meeting.

Items of emergency or strictly routine nature that develop after closing of the agenda may be considered, at the discretion of the Chair, under "new business".

c. Format and Content

Agenda items include by way of example:

- Call to order
- Announcements
- Citizens' Speak
- Executive Director's Report

- Items for Individual Consideration (sign notes for borrowing, hearings for licenses, permits, sign pole locations, appointments or approval of Executive Director appointments, appointments with Town boards, committees, commissions, general business, Selectmen's policy action or review, reports of boards and committees, and other business)
- Executive Session

The Executive Director and Chair will determine the order of the agenda.

All backup data, pertinent information, or an outline for discussion shall accompany all subject matters or items to appear on the agenda.

Members of the Board, staff, Executive Director or others who prepare background material for the meeting should also endeavor to submit such material to the Executive Director by 12:00 noon on the Thursday preceding the meeting. If background information is insufficient or complicated or if complex memos or motions are presented at the meeting which were not distributed sufficiently in advance, any member may request the tabling of the item to allow careful study of the material presented or the motion proposed.

d. Posting and Delivery

The agenda shall be posted on the Town's website and delivered to the Town Clerk no later than 48 hours (not including legal holidays) prior to the meeting. The official weekly agenda will be available to the Selectmen and Town Counsel on Friday afternoon. Copies of the minutes and all important correspondence, reports and other pertinent background materials shall be forwarded to the members of the Board with the agenda.

Distribution of the agenda and materials for a special meeting of the Board shall conform insofar as practical to the agenda for the regular Monday meetings.

Additional copies of the agenda shall be available to the people in attendance at the meetings.

e. Notification of Interested Parties

Insofar as is practicable, the Executive Director shall notify persons who are directly involved in the issues to be discussed by the Board of Selectmen making note of the time their item will probably be considered. This shall include items to be discussed under the Executive Director's agenda.

f. Minutes

The Executive Assistant shall review the videotape of open meetings of the Board, shall draft minutes and shall distribute such minutes to each Selectman. Minutes circulated to

members of the Board on or before any Friday shall be in order for approval at the next regular meeting of the Board. On request of any Selectman, approval of minutes submitted shall be postponed for one week to enable such Selectman to propose and circulate proposed amendments. By unanimous consent, minor corrections may be made with respect to minutes otherwise in order for approval, without advance circulation of such corrections.

Minutes shall contain a statement of all actions taken by the Board and of the disposition of all proposals for action. Discussions preceding action need not be detailed in the minutes. Minutes of executive sessions shall be separately kept and recorded in accordance with the above procedures. Minutes of executive sessions shall be reviewed periodically for purposes of determining whether they can be made public, and upon such determination shall be made public with the regular minutes.

Minutes (other than of executive sessions) are open for public inspection.

### **3-8 E-mail Communications**

Email has become a convenient way to communicate with Boards and Committees. However, its use by members carries a high risk of violating the open meeting law. Emails deprive the public of the chance to monitor discussions.

In keeping with the Open Meeting Law, email exchanges of more than a quorum of members should be limited to discussing procedural items regarding agendas and scheduling, etc. It shall not be used to debate policy or convey opinions. This policy shall apply to all Boards and committees and Selectmen liaisons are responsible for informing their committees.

For further information see the full text of the Open Meeting Law at [www.mass.gov/legis/laws/mgl/mgllink.htm](http://www.mass.gov/legis/laws/mgl/mgllink.htm) (Chapter 39, Section 23B).

### **3-9 Operational Goals and Goal Setting**

The Board of Selectmen sets goals that can influence the community for many years. In setting goals, the Board must consider short-term and long-range needs as well as the future implications of those decisions, and is guided by the 2018 Unified Plan. Goals should be established that will sustain the excellence that citizens demand.

Goal-setting is typically done annually in May or June and is done collaboratively between the Board, the Executive Director, and the Assistant Executive Director. By setting goals before the beginning of the new fiscal year, the staff has direction that will guide it through budgeting and articles for Town Meeting in March.

The goals should be prioritized and should address the following general areas:

- Fiscal management;
- Communication;
- Policy Development;
- Intergovernmental communications and relations;
- Public Relations;
- Board of Selectmen/Town Administration relations;
- Board of Selectmen meeting effectiveness/efficiency

The following should be included in developing the operational goals in conjunction with the Unified Plan:

- Each Board member should be asked to submit proposed goals.
- The Executive Director and Assistant Executive Director should be asked to submit proposed goals.
- Review prior year’s goals and include any not met that should be continued.

**3-10 Policy Development**

The Board of Selectmen shall develop policies to serve as guidelines to the Executive Director and citizens on a variety of issues. Adoption of new policies and revision of existing policies by the Board of Selectmen may only be finalized by affirmative vote of a majority of the Board of Selectmen at a duly noticed meeting of the Board of Selectmen.

All policies of the Board of Selectmen shall be recorded on the same form. Said form shall include the name of the policy, the date approved by the Board of Selectmen and the signature of the Chairman of the Board of Selectmen. Each policy shall contain the following sections: I. Background, II. Purpose & Scope, III. Application and IV. Reference.

**3-11 Calendar of Annual Responsibilities (*Subject to change*)**

***January***

Budget	Selectmen/School Committee Vote on Recommended Budget
Budget	Budget Collaboration Meetings
Selectmen	Chair’s Dinner
Licensing	Annual Report letter to ABCC before February
Warrant	Prepare/Print Warrant
Warrant	Engage Constable
World of Wellesley	Selectmen’s Annual Diversity Program
	Dr. Martin Luther King, Jr. Annual Breakfast

***February***

Appointments	Letter to Dem. and Rep. re: Registrar of Voters for 3/31 Appt
Budget	Distribute Proposed Budget

Warrant	Warrant Posted by Constable (7 days before Election)
<b><i>March</i></b>	
Election	Town Election
Annual Town Meeting	Generally begins last Monday and Tuesday of the month
<b><i>April</i></b>	
Licensing	Renewal of Limo and Taxi Licenses
Election	Letter to Chair of Political Parties (reappt of Elec. Workers)
<b><i>May</i></b>	
Selectmen	Reorganization of Board and Election of Officers New Selectmen Liaison Assignments
Celebrations Committee	Annual Parade
Veterans' Services	Memorial Day Observance
<b><i>June</i></b>	
Selectmen	Announce reorganization of Board of Selectmen Appointments Executive Director, Police Chief and Fire Chief Evaluations Executive Director Goals
<b><i>July</i></b>	
Town-wide	Beginning of new fiscal year July 1 Change of Officers
<b><i>August</i></b>	
Budget	Selectmen, Advisory, Schools, DPW meeting Input from boards on guidelines Finance Dept. distributes capital templates
<b><i>September</i></b>	
Advisory	Announces work schedule
Budget	Finance Dept. recommends guidelines to Selectmen Operating Budget guideline finalized Inter-board meeting to review guidelines and budget schedule Operating budget forms distributed
<b><i>October</i></b>	
Licensing	Send letters when receive info from ABCC
Annual Town Meeting	Draft Warrant articles due
Budget	Process meetings HR Board provides guidelines for 40/50/60 series Capital budget requests submitted to Finance
<b><i>November</i></b>	
Licensing	Applicants sign liquor license applications Send applications for renewal of licenses that expire in Dec.

Tax Classification

Hold Tax Classification hearing

***December***

Town Meeting

Open and set date for close of warrant for ATM  
Set opening date for ATM  
Deadline for submitting warrant articles for ATM  
ATM Warrant closed

Budget

Operating budgets due from all departments  
Finance begins budget compilation  
Selectmen's budget workshop

Licensing

Approval of Liquor License Renewals  
Approval of all other licenses by 12/31

Streets

Vote of Intent re: Acceptance of Streets (notify Planning Bd)

***Flexible Dates***

Appointments

Executive Director  
Executive Director appointments

Budget

Budget presentations

Water/Sewer

Commitments and Adjustments

Selectmen

Policy reviews and updates  
Vote to release Executive Session Minutes  
Discharge Advisory Committees

**4. STANDING COMMITTEES**

Standing committees are established by statute or by-law and must be maintained. They are: Advisory Committee, Audit Committee, Board of Assessors, Board of Health, Board of Public Works, Community Preservation Committee, Council on Aging, Denton Road Neighborhood Conservation District, Design Review Board, Fair Housing Committee, Historic District Commission, Historical Commission, Housing Authority, Housing Development Corporation, Human Resources Board, Library Trustees, Municipal Light Board, Natural Resources Commission, Permanent Building Committee, Planning Board, Playing Fields Task Force, Recreation Commission, Retirement Board, School Committee, Sustainable Energy Committee, Trails Committee, Wetlands Protection Committee, Youth Commission, and Zoning Board of Appeals.

**5. ADVISORY COMMITTEES OF THE BOARD OF SELECTMEN**

The Board may appoint advisory committees to aid on matters under the Board's jurisdiction, particularly in technical areas. The use of such advisory committees provides greater expertise and more widespread citizen participation in the operation of government.

Charges to advisory committees shall be in writing and shall include the work to be undertaken, the time in which it is to be accomplished and the procedures for reporting to the Selectmen. Each committee must report in writing at least annually to the Selectmen and must follow all Open Meeting Laws regarding communication, deliberation, posting of meetings and minutes, etc. The Board will discharge committees upon the completion of their work.

The membership of standing advisory committees shall be reviewed as necessary. Reappointments will be based on an evaluation of the member's contribution, the desirability of widespread citizen involvement and the changing needs of the committee and the Town.

In order to attract qualified and interested persons, vacancies will be made public as far in advance of an appointment as practicable. An application form will be available in the Selectmen's Office, the Executive Director's office, and on the Town Web site so that any citizen interested in participating in activities of this nature or in otherwise contributing to the town government may record their background, areas of interest and availability.

It is the policy of the Board of Selectmen to appoint qualified citizens to the advisory committees.

## **6. SELECTMEN'S APPOINTMENTS**

As outlined in Article 19 of the Town Bylaws (TBL), the standing committees appointed by the Selectmen are: Celebrations Committee, Council on Aging, Historic District Commission, Historical Commission, Municipal Light Board (two members), Registrars of Voters (three of four members), Wellesley Cable Access Board (three members), Youth Commission, and Zoning Board of Appeals.

It is the policy of the Board of Selectmen to appoint qualified citizens to the standing committees it appoints, and the Board makes these appointments in accordance with its Appointment Policy adopted in September 2017. The Board will normally appoint individuals to no more than one standing committee at any one time.

The Selectmen shall not exercise any control over the discretionary power vested by statute in any such board, committee, commission or officer.

### **a. Criteria**

The Board of Selectmen is guided in its appointments by its Policy on Appointments adopted in September 2017. Whenever possible, the Board will seek variety in backgrounds, interests, ages, gender, length of residence and geographic areas of residents, so that a true cross-section of the community will be reflected.

Appointees to committees subject to appointment by the Board of Selectmen shall be registered voters of the Town.

b. Timing

Appointments to standing committees shall be made whenever practicable by June 30th, or until a successor is appointed and qualified.

c. Process

The Selectmen's office shall:

- Draft or update a list of members of all committees, commissions and boards for which the Board of Selectmen has appointment authority, listing the name of each member and the expiration of his/her term;
- Create a list of the appointment vacancies to be filled by the Board annually;
- Notify the Chairman of the appropriate board or committee requesting recommendations regarding reappointment or the filling of vacancies;

The Selectmen may meet with potential new appointees before making a final decision on the appointment, and the Chair of the Board, Committee or Commission may appear before the Selectmen to review the qualifications of suggested appointees. Appointments will normally be made only when all members of the Board are present. Nominees do not require a second. Appointments will be made by a majority vote of the Selectmen.

Annual appointments should be completed prior to the statutory expiration date.

Appointments to fill an unexpired term shall take place promptly after the Board has been formally notified by the Town Clerk or the relevant board or committee that a vacancy exists.

## 7. RESIGNATIONS

Under statute, all resignations of Town Officers, Board and Committee members must be in writing and filed in the Town Clerk's office. In addition, the written resignation shall also be sent to the appointing authority.

## 8. RELATIONS WITH OTHER TOWN ENTITIES

### 8-1 Town Boards, Committees, and Commissions

a. Liaisons

The Board of Selectmen is aware that coordination and cooperation is needed among the town's major boards, committees and commissions, not only in the day-to-day operations of government, but also to:

1. set town-wide goals and priorities;
2. identify and anticipate major problems and plan for their resolution; and
3. develop a process for dealing with state government.

Therefore, as the executive board responsible for the overall leadership and coordination of Town affairs, the Selectmen will:

- Cultivate an atmosphere of mutual respect for each other's responsibilities and authority;
- Regularly attend schedule meetings with the boards and committees to carry out the functions listed above;
- Schedule at least annual meetings of the Selectmen with Wellesley's state legislators to discuss legislative issues which affect the Town.

b. Role of Liaisons and Boards/Committees to which liaisons have been assigned

The Chair of the Board of Selectmen, in consultation with all Selectmen, shall appoint members of the Board of Selectmen to act in the liaison roles defined above.

Each board member will maintain regular communication with each committee/board to which he/she is assigned.

Attendance at every meeting is not required; however, the Selectman assigned to a liaison function shall provide regular updates to the Board and keep the Board of Selectmen advised of all significant developments and activities;

Liaisons are encouraged to invite committee/board members to report to the full Board as deemed necessary. It is not the responsibility of the liaison to report Board of Selectmen activities to assigned committees/boards.

The Board of Selectmen liaison is not considered a member of each assigned committee or board (in most cases); he or she should participate in meetings when invited to do so or as needed to provide or obtain information and feedback.

It is requested that each committee/board which has been assigned a Selectman liaison include the liaison in the distribution of all general meeting correspondence such as meeting minutes, agendas, etc. This will make for a more effective liaison assignment. Each committee/board which has an assigned liaison should consider that person as the first point of contact with the Board of Selectmen.

Each liaison shall notify the Chair of the boards/committees to which they serve as liaison when a new liaison is assigned, and share with the new liaison the information he/she will need in order to participate effectively with the board or committee;

c. Other Boards' and Committees' Appearance at Selectmen's Meetings

Boards, committees and commissions of the Town may request an appointment with the Board by making the request in writing to the Executive Director, stating the reason for the appointment and the action desired. Boards, committees and commissions are requested to forward a copy of all pertinent material related to the subject matter to be discussed to the office of the Board of Selectmen by Wednesday 12:00 noon prior to the scheduled appointment. The Executive Director will notify those requesting an appointment of the time at which their appearance will be scheduled.

Similarly, the Board of Selectmen may request a meeting with a board, committee or commission to provide an update, to discuss an issue of mutual interest, to brief the board on a matter which it intends to bring to a Town Meeting, or for other purpose deemed necessary by the Chair.

**8-2**      Citizens

The Board recognizes that it both represents and is accountable to all the citizens of the Town. It is the Board's policy to make every effort to strengthen communications with citizens, such as increasing citizen participation, encouraging citizen input into governmental decisions and keeping citizens informed of all actions contemplated or taken by the Board, Town Meeting and the Executive Director which will affect them. To this end, the following steps will be taken:

- Regular Selectmen's meetings shall contain an agenda item called "Citizen Speak" that allows the public to bring non-agenda issues to the attention of the Board;
- An individual citizen or group of citizens may request an appointment before the Board by making a request in writing to the Executive Clerk of the Board stating the reason for the appearance and the action desired and naming a spokesman for the group. Participants shall be given the opportunity to make a reasonable presentation through the spokesman and to express opinions and ask for pertinent information. Background data shall be prepared by the boards and departments concerned prior to the appointment insofar as possible, so that all parties involved can have a reasonable understanding of the subject matter;
- If the Board is considering matters of citizen concern at a regular meeting, the public will be allowed to ask questions or make statements relative to the matter under consideration at the discretion of the Chair or upon request of any member of the Board;
- All citizen questions and complaints are to be answered promptly. Questions and concerns relating solely to the Office of Selectmen shall be answered promptly by the Chair, or at the direction of the Chairman, by the Executive Director. Those needing attention by the Board should be referred to the Chair for inclusion in the next meeting agenda;

- All other questions and all complaints are to be referred to the Executive Director's office for action or recommendations.

### **8-3 Executive Director**

Article 19 of the Town Bylaws govern the relationship between the Board of Selectmen and the Executive Director. Board members should be familiar with and abide by the terms of the Bylaws.

The primary role of the Board of Selectmen is to set policy. The Executive Director is responsible for implementing that policy. The Board of Selectmen will leave to the Executive Director all the powers and duties as outlined in the Bylaws.

The Executive Director will provide to the Selectmen all information, facts and reports necessary to establish or modify policies. At any time, the Executive Director may request guidance on matters of operation from the Board.

As a matter of courtesy, Board members should speak with the Executive Director in private about any concerns or questions Selectmen intend to raise publicly.

The Board, through the Chair, should elicit continuous feedback from the Executive Director and provide continuous feedback to him/her. The Board of Selectmen shall annually conduct a performance review of the position of the Executive Director in accordance with the policies and directions of the Director of Human Resources. Each member of the Board shall provide input into the performance review. The final evaluation matrices shall be averaged into one final evaluation by the Chair and one set of narrative comments shall be submitted.

The Chair and Vice-Chair shall meet with the Executive Director to administer the review, and a summary of the review shall be presented to the Executive Director at a public meeting of the Board of Selectmen.

### **8-4 Staff**

In his or her relations with Town staff, a member of the Board of Selectmen should:

- Treat all staff as professionals, with clear, honest communication that respects the abilities, experience, and dignity of each individual;
- Limit contact to specific Town staff. Questions of Town staff and/or requests for additional background information should be directed to the Executive Director, Assistant Executive Director, Deputy Executive Director, Town Counsel, Executive Assistant to the Board of Selectmen, or a department head;

- Never publicly criticize an individual employee. Concerns about staff performance should only be made to the Executive Director through private conversation;
- Be judicious in requests for staff support;
- Ensure that any materials or information provided to a Selectman from a staff member be made available to all Selectmen upon request;

The TBL vest in the Executive Director direction, supervision, and evaluation of members of staff. Selectmen must respect this allocation and work through the Executive Director when information requests result in follow-up action by staff. The Selectmen may ask staff questions directly. If the Selectmen seek reports or other work product, they should discuss it with the Executive Director before contacting staff.

If Board members wish to take issue with a staff member's conduct or work product, they will do so privately with the Executive Director, not directly with the staff.

## **9. EMPLOYEE GRIEVANCES**

These are to be handled as delineated in the Town's Personnel Policies and Procedures. If employee grievances are brought to the attention of a Board member, it shall be Board policy to proceed as follows:

- Selectmen will not intercede or interfere with the process. The employee will be directed to the administrative process to be followed; and
- A meeting with the Board may be requested by any employee through the Selectmen's Executive Director; the Board may defer such meeting until the administrative process has been exhausted.

## **10. PUBLIC HEARINGS BEFORE THE BOARD**

Public Hearings before the Board of Selectmen generally shall be conducted in accordance with the following procedures. Modifications may be necessary to comply with statutory requirements applicable to particular matters. The procedures for conducting hearings are hereinafter outlined:

### **a. Agenda**

Upon receipt of a request for a hearing, the hearing will be normally included in the agenda for a regular meeting.

### **b. Notice**

The Executive Director will advertise the hearing and notify interested persons, such as abutters, as required by statute or as directed by the Chair in the absence of statutory

requirements. Abutters shall be broadly defined to include a reasonable circle of neighbors who may be affected by actions of the Board.

c. Procedures

- Hearings will be held in open session unless otherwise voted by the Board in compliance with the Open Meeting Law;
- The Chair will announce the nature and purpose of the hearing, identify the particular matter, and recite the notice given. Where appropriate, the Chair will outline the procedure to be followed;
- The order of presentation will be:
  - Statements by proponents
  - Receipt of recommendations from any Town agency, officer, or elected official
  - Statements by opponents
  - Where appropriate, questions may be asked of any person making a statement after the statement is finished. Questions will be accepted from members of the Board.
- The Board may permit persons not desiring to speak to record themselves as in favor or against the proposal. In the discretion of the Board, a show of hands may be taken;
- At the conclusion of the hearing, the Board may render its decision or take the matter under advisement, announcing the intended date of decision.

d. Utility Hearings

- When a petition is filed by a utility company seeking permission to erect or construct a line or take any other action for which a public hearing is required by statute, the Department of Public Works, acting through its Engineering Division, will mail a notice on behalf of the Board of Selectmen notifying all owners of real estate abutting that part of the way upon, along, across or under which the line is to be constructed of the time and place of the hearing. It is the policy of the Board to expand notification to a reasonable area beyond immediate abutters. The notice shall be mailed at least seven days before the date of the hearing. The Chair of the Board of Selectmen may determine that notice should be sent to an expanded group of citizens if it is determined that there are broader neighborhood considerations involved.

The procedure for such hearings is as follows:

- The Chair will open the hearing at the announced time;

- Recognize the representative of utility company and allow the representative to explain the request;
- Read recommendation from Director, DPW/Engineering;
- Take questions from the Board of Selectmen;
- Take questions from the public;
- Ask if anyone else is present in favor or in opposition;
- If there is opposition, take additional, if any, questions from the Board and then from the public;
- Close the hearing; and
- Render decision or set date for decision.

## **11. LICENSES AND PERMITS**

### **11-1 Scheduling**

The Selectmen's office will schedule as agenda items applications for licenses and permits. The Selectmen issue the following licenses and permits: Alcoholic Beverages, Common Victuallers, Entertainment, Hawkers and Peddlers, Mobile Food Vendors, Public Conveyances, Registered Marijuana Dispensaries, and Take-out Food.

### **11-2 Applications**

Applications for licenses and permits will be available in the Selectmen's Office.

### **11-3 Processing**

Upon payment of the appropriate fees, the Selectmen's Office will be responsible for processing all applications.

### **11-4 Attendance**

In the interest of all concerned, it is recommended that persons requesting licenses or permits attend the Board meeting when the request is reviewed. The Selectmen's office will notify all interested parties of the date and time of such review.

## **12. SPECIAL MUNICIPAL EMPLOYEES**

Special municipal employee status under the Conflict of Interest Law, G.L. Ch. 268A, may be assigned to part-time or unpaid town officials by vote of the Board of Selectmen. The Board vote applies to the position held by an individual or individuals and not to a specific individual. A position designated by the Board as having "special" status remains such unless the designation is rescinded by a majority vote of the Board. Certain sections of the Conflict of Interest Law apply less restrictively to those holding positions designated as "special" for Conflict of Interest purposes.

## 13. WARRANTS

The Selectmen have the statutory responsibility for calling Town Meetings and preparing, publishing and distributing the Warrants for them. The Selectmen govern what appears in the Warrant, as well as the order of the Articles.

The Selectmen insert Articles on their own motion and, by tradition, all those submitted by official boards, committees and commissions. Under Massachusetts's law they must insert Articles upon the written request of a specified minimum number of registered voters of the town filed by the Warrant closing date (ten registered voters for an Annual Town Meeting and 100 registered voters for a Special Town Meeting).

### 13-1 Annual

During the fall, the Selectmen vote to call the Annual Town Meeting, stipulating the time and place of the meeting and the day the Warrant will be closed for the submission of articles.

During January, the Chair and Vice-Chair of the Board of Selectmen, Town Counsel, Town Moderator, Executive Director and Assistant Executive Director meet to establish the preliminary order of the Articles, considering subject matter and efficient utilization of staff. The wording of Articles is also reviewed.

Town Counsel reviews the final wording of Articles submitted by the Selectmen and official boards, committees and commissions in consultation with the Moderator.

By law, citizen Articles must be worded exactly as submitted. Citizens are encouraged to have the Moderator and Town Counsel review the language prior to obtaining signatures. Town Counsel may be contacted through the Selectmen's Office.

### 13-2 Special

The Selectmen may call a Special Town Meeting at any time, but must call one on petition of 200 registered voters of the town. Such a meeting must be held not later than 45 days after the receipt of such a written request. The Warrant must include all subjects requested by said petition. When the Selectmen vote to call the Special Town Meeting they stipulate the time and place of the meeting and the Warrant closing date. The process for drafting the Warrant follows that outlined above in Section a, Annual Town Meeting.

### 13-3 State and Federal Elections

Wording for state and federal elections generally comes from the Commonwealth. The Town Clerk's office shall provide the Board of Selectmen with a draft Warrant. The

Selectmen's Office shall prepare the Warrant for Selectmen signature and mail the Warrant.

Procedures adopted and approved by the Wellesley Board of Selectmen on \_\_\_\_\_.

\_\_\_\_\_  
Ellen F. Gibbs, Chair

\_\_\_\_\_  
Jack Morgan, Vice-Chair

\_\_\_\_\_  
Marjorie R. Freiman, Secretary

\_\_\_\_\_  
Thomas J. Ulfelder

\_\_\_\_\_  
Beth Sullivan Woods

## **7. Review Draft Communications Plan**

As you recall, the Town joined the State's Community Compact program this year and one of the projects that we requested was technical assistance to develop a Communications Plan for the Town. Included in your packets is a copy of the draft plan that the State has developed. It is based upon a meeting they conducted with staff and some elected officials from across our organization held in late summer. It was a good dialogue that helped clarify the strengths and weaknesses perceived by the group, and a further discussion about what ways we could improve. The State team then developed that information into the report to which they included their recommendations. Of the four presented, the one they believe to be a good fit for Wellesley is to hire either full or part-time staff to take a partially centralized approach to improving communications.

The team from the State came back to meet with the group on Monday of this week. The meeting was again well attended, and the discussion robust. There was consensus that the themes and concerns raised by the Town were accurate. There was also general agreement that the partially centralized approach with an employee added to staff to perform that work was the best approach. Those departments who are already able to manage their communications needs could continue to do so, and those that need assistance would benefit. There would also be the opportunity to improve internal communications, and create opportunities to coordinate external communications. There was much discussion about what department the employee would work in, what their focus would be, and how it would be paid for.

I would like to go over the draft plan and obtain your input prior to asking the State team to finalize the document.

**NO MOTION**





# Town of Wellesley

## Citizen Engagement Strategy

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

Office of Municipal & School Technology

Executive Office of Technology Services & Security (EOTSS)

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*Image: Town Hall, Wellesley, MA<sup>1</sup>*

## Introduction

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

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<sup>1</sup> JamesWoodward (October 16, 2009). Wellesley Town Hall, MA. *Wikimedia Commons*. [Creative Commons Attribution-Share Alike 3.0 Unported](https://commons.wikimedia.org/wiki/File:Wellesley_MA_Town_Hall_06.jpg). Retrieved from [https://commons.wikimedia.org/wiki/File:Wellesley\\_MA\\_Town\\_Hall\\_06.jpg](https://commons.wikimedia.org/wiki/File:Wellesley_MA_Town_Hall_06.jpg)

discussion around where effective communication was occurring, where improvement could be made, and any barriers preventing those improvements.

## COMMUNITY PROFILE

The Town of Wellesley, Massachusetts, has a population of roughly 28,000 residents<sup>2</sup>. Located in Norfolk County as part of Greater Boston, Wellesley is a well-regarded suburb with a school system recognized as one of the best in the state. Like many New England cities and towns, The Town of Wellesley does their best to handle community concerns and continues to seek new ways to establish two-way communication with constituents.

## Project Overview

### PROJECT PROCESS & PURPOSE

The Town of Wellesley aims to educate its citizens so they feel empowered to proactively participate in civic activities. To achieve this result, Blythe Robinson, Wellesley's Executive Director, coordinated a partnered between the Office of Municipal and School Technology at EOTSS and Town staff to develop a strategy with the potential to increase community engagement. The following framework was used by the Office of Municipal and School Technology to assess Wellesley's digital communication environment and create a plan to help them advance in this area of IT.

1. *Interview Key Stakeholders* – It was decided early-on that Wellesley staff would be the driving force of this initiative. The first step of the project process involved gathering information from the Town, specifically department leaders and staff, regarding their views around current digital communication methods and organizational structure. An in-person meeting was held at Wellesley's Town Hall to kick off the project and collect the information necessary to develop a citizen engagement strategy. The event was attended by approximately twenty-five staff members, who were encouraged to speak openly about their communication concerns. The Office of

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<sup>2</sup> 2010 Census. *U.S. Census Bureau. American Factfinder*. Retrieved from [https://factfinder.census.gov/faces/nav/jsf/pages/community\\_facts.xhtml#](https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml#)

Municipal and School Technology documented Wellesley's feedback, which was an important source of information in evaluating the options available to Wellesley and making a recommendation later in the document.

2. *Themes* – From the project kickoff meeting, we were able to identify a few common themes and concerns affecting the Town:
  - a) Lack of human resources to effectively manage new communication platforms and expectations.
  - b) A perception that the public is receiving inconsistent information from various sources.
  - c) Lack of knowledge around cutting edge communication platforms
  - d) Lack of training around communication and digital platforms

It has been a challenge to push information to residents who are not already engaged. Town staff want to adopt a new approach for disseminating information to the public but are unsure if their organization has the technological expertise or resources to support such a change.

3. *Understand Staff Objectives* – Currently, communication in Wellesley is very decentralized, resulting in varying levels of capacity in each department. While some departments are regularly engaged with constituents via digital platforms, like Facebook and Twitter, others lack the skill, confidence or time to pursue them. Ultimately, the Town is looking to explore new strategies and technology solutions that will help level the playing field. They want to empower staff through technology and make it easier for each department to access to their audience.
4. *Recommendations and Opportunities* – After meeting with staff, we furthered our research of the Town's digital communications environment by examining their online presence. In the following pages, we summarize our findings of Wellesley's current engagement initiatives and provide suggestions for possible enhancement to the great work already happening across the community.

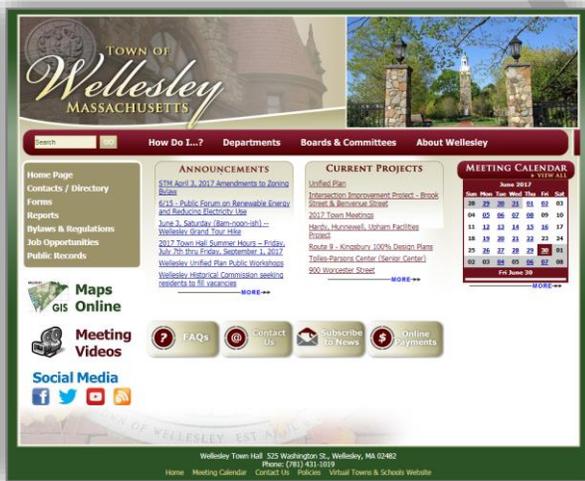
# Current Engagement Initiatives

## WEBSITE

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

Before Refresh

After Refresh



Screenshot: Taken June 30, 2017



Screenshot: Taken August 24, 2017

## SOCIAL MEDIA

Currently, knowledge and use of social media in Wellesley is varied, approximately nine departments have created at least one social media account (i.e. Facebook, Twitter, YouTube). The [Wellesley Police Department](#) has by far the largest social media presence with roughly 9,650 followers on Twitter and 3,060

followers on Facebook, as of writing. As of writing, the Town of Wellesley has dormant [Facebook](#) and [Twitter](#) pages. There are plans to start engaging on these platforms more regularly, initially for the purpose of posting daily news and interacting with users. The role of these pages may change depending on the outcome of this initiative.

## TRADITIONAL ENGAGEMENT

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

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

## Recommendations

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

### POTENTIAL SHORT-TERM OPPORTUNITIES

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

**Search calendar by:**  
Start date  End date  Search   Show Past Events

October 2017

Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

**Jump To:**

- Advisory Committee Meetings (1)
- Board of Selectmen Meetings (2)
- Design Review Board Meetings (1)
- Historical Commission Meetings (6)
- Miscellaneous Committee Meetings (2)
- Municipal Light Board Meetings (1)

**Advisory Committee Meetings**  
Advisory Committee  
October 25, 2017, 7:00 PM @ Juliani Room  
[More Details](#)

**Board of Selectmen Meetings**  
Board of Selectmen's Regular Meeting  
October 23, 2017, 7:00 PM @ Juliani Room  
[More Details](#)

**Board of Selectmen's Regular Meeting**  
October 30, 2017, 7:00 PM  
[More Details](#)

**Design Review Board Meetings**  
Design Review Board Meeting  
October 25, 2017, 7:00 PM - 9:00 PM @ Great Hall  
[More Details](#)

Screenshot: Town of Wellesley Meeting Calendar

The City of Boston’s website is an excellent example of a master events page. While most of their events are aggregated to this one site, they do include links to other relevant calendars in the City. If technical limitations prevent integration between the Town and Library calendars, it can still be useful to indicate to website visitors that additional activities can be found in another location<sup>3</sup>. Like Wellesley, the Town of Winchester uses the calendar feature on their CivicPlus website, their approach is to differentiate their ‘meeting’ and ‘community’ calendars.<sup>4</sup> The Town of Fairfield, Connecticut, allows constituents to view events by department, and may also serve as an interesting example<sup>5</sup>.

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

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

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

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

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



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

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

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

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

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

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

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

**Finding the Right Social Media Platform for Your Audience<sup>10</sup>** – Departments that are curious about creating a social media presence should experiment with the platforms to determine if it's the right avenue to connect with their audience. Social media platforms do not accrue a large following overnight, they take time and dedication to establish. Each platform is unique with its own pros and cons, but when used

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

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

effectively, they can be a great tool to optimize the delivery of your message and reach new members of the public. Ultimately, departments should pursue options that will help them achieve their communication goals, on their terms. The following are key factors that will help determine which social networks to try.

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

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

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

*Time/Workflow* – As public servants, time is our most valuable asset, which is why it is necessary to determine how much municipal staff time can be put towards developing a social media presence. Best

practice is to spend about an hour per day per social media platform. Automated scheduling software like Hootsuite or Buffer can save time, but do require paid subscriptions.

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

## ORGANIZATIONAL APPROACHES THE TOWN COULD CONSIDER

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

### **Continue on the Current Path**

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

### **Hire Full -time Staff for a Highly Centralized Communications Function**

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

### **Allocate New Full/Part-time Staff Partially Centralized**

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

### **Formalizing Communications Role and Provide Training for Existing Staff**

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

### **Organizational Recommendation**

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

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

### **Impact Matrix – Predict the Effect of Alternative Approaches**

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

#### ***Criteria Definitions:***

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

**Impact Relative to Criteria:**

- 1 – More Advantageous
- (-1) – Less Advantageous
- 0 – Neutral

**Weight of Criteria:**

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

Local Criteria	Weighted Impact	Current Path	Full Centralization	Partial Centralization	Formalizing Communications
Sustainability	1.5	-1	0	1	0
Ease of Implementation	1	1	-1	0	0
Staff Buy-In	1	0	-1	1	0
Consistency of Communication	1	-1	1	1	0
Responsiveness to Residents	1	0	0	1	0
Timeliness of Communications	1	0	0	1	0
Cost	0.5	1	-1	-1	0
<b>TOTAL SCORE:</b>		<b>-1.5</b>	<b>-1</b>	<b>5.5</b>	<b>0</b>

**NEXT STEPS IN COMMUNICATION AND TECHNOLOGY**

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

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

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

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

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

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

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

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

DRAFT

## Appendices

### APPENDIX A – Measure Website Success with Analytics Software

Today, municipalities do not need extensive technical expertise to effectively manage their website. With user friendly web analytics tools available, it is much easier to access and gain valuable insight from website data. Once there is a tool in place, pay special attention to metrics like the ones listed below<sup>11</sup>:

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

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

APPENDIX B – Information Guide Examples

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

Examples: Welcome Letters from Other Towns

*Town of Stow*



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

January 3, 2017

Welcome to Stow!

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

**Forms to Complete & Return to the Town Clerk**

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

Upcoming voting opportunities:

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

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

More information about Stow may be found on the town's website: [www.stow-ma.gov](http://www.stow-ma.gov).

Sincerely,

Deb Seith  
Assistant Town Clerk

*Town of Lynnfield*



**Town of Lynnfield**  
55 Summer Street, Lynnfield, MA, 01940  
781-334-9401

May 2017

**Welcome New Resident!!**

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

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

For additional information about the town and the town departments, you can log onto [www.town.lynnfield.ma.us](http://www.town.lynnfield.ma.us) for the town's web site.

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

Sincerely,

*Trudy L. Reid*

Trudy L. Reid  
Town Clerk

<sup>12</sup>Brown, J. A., & Estrella, C. (2017) Town Clerk's Office: 2017 Informational Guide. Retrieved from [http://www.freetownma.gov/sites/freetownma/files/info\\_guide\\_20170803110724.pdf](http://www.freetownma.gov/sites/freetownma/files/info_guide_20170803110724.pdf)

Town of Lancaster



*Town of Lancaster*  
*Office of the Town Clerk*  
635 Main Street, Suite 2  
Lancaster, Massachusetts 01523  
Tel (978) 965-9326 ext. 1013 Fax (978) 965-9011

*Mary de Alderete*  
Town Clerk

*Dianne Reardon*  
Assistant Town Clerk

June 8, 2017

Name  
Lancaster, MA 01523

Dear Name,

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

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

Additional information regarding the Town may be found on our website [www.ci.lancaster.ma.us](http://www.ci.lancaster.ma.us).

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

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

Sincerely,

Mary de Alderete  
Town Clerk

Dianne M. Reardon  
Assistant Town Clerk

ENC:

Town of Essex



OFFICE OF THE TOWN CLERK

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

Haley Joy Stevens  
9 School Street  
Essex, MA 01929

June 13, 2017

Mrs. Stevens:

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

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

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

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

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

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

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

Warm Regards,

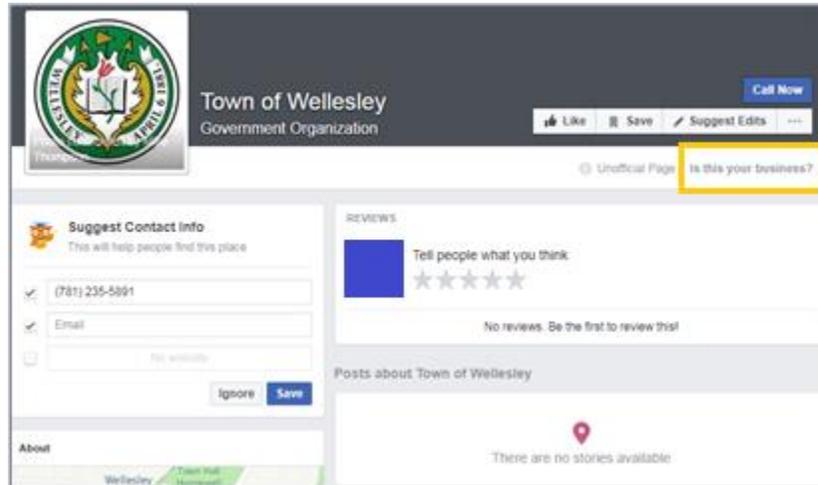
Christina J. St Pierre  
Town Clerk | Board of Registrars  
Notary Public | Justice of the Peace

## APPENDIX C – Merge and Verify Facebook Page

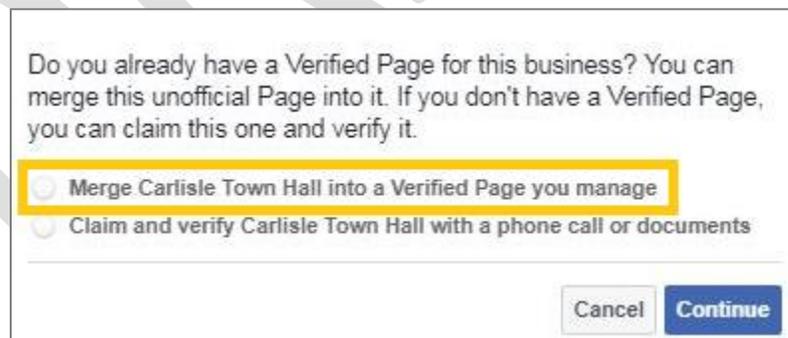
- 1. Request Verification Badge.** Verification badges are typically displayed next to the page name. They reassure users that they are a trustworthy source of information according to Facebook’s standards. Submit a verification request for the Town of Wellesley Facebook Page by following the on-screen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



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



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



## APPENDIX D – Verify Twitter Page



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

APPENDIX E – Social Media Popularity Chart – Demographic Data<sup>13</sup>

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

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

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

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

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

APPENDIX F – SMART Worksheet

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

*Response:*

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

*Response:*

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

*Response:*

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

*Response:*

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

*Response:*

APPENDIX G – Best Time to Post on Twitter and Facebook (According to Multiple Outside Sources)

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

<b>twitter</b>					
Source	Monday	Tuesday	Wednesday	Thursday	Friday
HubSpot <sup>21</sup>	12pm – 3pm	12pm – 3pm	12pm – 3pm	12pm – 3pm	12pm – 3pm
TrackMaven <sup>22</sup>		Best Day of the Week			

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

<sup>15</sup> The Best Times to Post on Social Media. *TrackMaven*. Retrieved from [http://pages.trackmaven.com/rs/251-LXF-778/images/TrackMaven\\_Best-Times-to-Post-on-Social-Media.pdf](http://pages.trackmaven.com/rs/251-LXF-778/images/TrackMaven_Best-Times-to-Post-on-Social-Media.pdf)

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

<sup>17</sup> Pollard, C. (April 6, 2015). The Best Times to Post on Social Media. *Huffington Post*. Retrieved from [https://www.huffingtonpost.com/catriona-pollard/the-best-times-to-post-on\\_b\\_6990376.html](https://www.huffingtonpost.com/catriona-pollard/the-best-times-to-post-on_b_6990376.html)

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

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

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

<sup>21</sup> Ibid.

<sup>22</sup> Ibid.

Huffington Post <sup>23</sup>	12pm	12pm	12pm	12pm	12pm
Fast Company <sup>24</sup>	1pm - 3pm	1pm – 3pm	1pm – 3pm	1pm – 3pm	12pm
QuickSprout <sup>25</sup>	12pm	12pm	12pm	12pm	12pm

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<sup>23</sup> Ibid.

<sup>24</sup> Ibid.

<sup>25</sup> Ibid.

## APPENDIX H – Finding the Right Schedule for Social Media

Various sources claim to have discovered the best times and frequency to post for maximum social media engagement. In Appendix G, we've provided a table of posting times based on best practice recommendations and studies from 5 – 7 different sources. While these studies do a good job of visualizing user behavior, many fail to take the following local factors into account:

- *Newsfeed Algorithms* - Above scheduling, social media posts need to be interesting. They need to capture the attention of the user. Otherwise, platforms like Facebook will use their "Newsfeed Algorithm" to determine whether a post will appear on people's feeds<sup>26</sup>.
- *Scalability* – If your social media page only has 10 followers, having regular engagement from 2 or 3 people means that 20 – 30% of your audience is engaged. That is quite an achievement! The same concept applies to pages with 5,000+ followers. Numbers do not necessarily determine success, but they can be useful in defining what success means to an organization.
- *Timing* – Holidays and days of the week play a significant role in the level of engagement a post will receive. Followers are drawn to relevant content, it helps them feel like they are part of a community. Posting content that everyone can understand or enjoy will likely get a higher response rate than posting specific content.
- *Audience* – Knowing the type of audience you have will also help to define what success means for your platform. Depending on the demographics and interests of your followers, uploading sporadic posts with quality content may be a better strategy for your team.

Without factoring in these kinds of nuances, and by just following generic best practices, organizations are prone to setting unrealistic standards that are not necessarily relevant to them. With that said, the

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

studies we have collected in Appendix G should be used as guidelines, not as standards, when building out your following. Once they have a small following, cities and towns should consider creating their own posting schedule better serve their audiences. By experimenting with their social media accounts, municipalities can gauge which days and times of the week generally receive higher engagement and use that information to build out a custom schedule. The steps below walk you through this process<sup>27</sup>.

1. *Pick 4 times to test* – Select 4 different times to upload content to your social media. These times can be based on staff availability, the studies in Appendix G, or a combination of the two.
2. *Schedule Tweets for each of these times* – To retain consistent data, upload the same post to your social media at each of the selected times. There are several online scheduling tools that can help you do this; however, there is usually a price associated with them.
3. *Examine your analytics to compare* – Once you’ve posted to your page(s) at the 4 times, compare results. See which received the most responses and log your findings.
4. *Keep testing* – Explore other content options, repeat this process using images or links instead of text. Try posting on other days of the week (including weekends) to see which begets better results.
5. *Refine your approach* – The results of this experiment can be used to create or update your posting schedule. The process can be replicated at any time and can help track progress.

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

## APPENDIX I – Social Media Metrics

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

### How to Access Insights:

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

### How to Export Data from Insights:

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

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

**Twitter** – [Twitter Analytics](#), the social network’s built-in analytics feature, allows page admins to track tweet activity, followers, and Twitter Cards<sup>28</sup>. By clicking into a tweet, admins can access details about the post including the number times it showed up in people’s feeds. It can even highlight which part of the tweet received the most engagement (likes, retweets, etc.). To access the analytics dashboard for your page, execute steps below.

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

**Access the Analytics Dashboard for Your Page:**

2. Log in to [analytics.twitter.com](https://analytics.twitter.com) with your **username** and **password**.
3. Click on **Tweets**.

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

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## APPENDIX J – Facebook Basics and Best Practices

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

Approximately 76% of American adults online, from various age groups (*shown below*), are reportedly using Facebook daily to stay informed about local and global events<sup>29</sup>. By applying proper strategies and best practices, municipalities can take advantage of the network to direct their constituents to accurate, useful information.

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

Upon creating a Facebook account, users have access to a variety of engagement tools including a timeline, photo/video albums, event pages, an analytics dashboard, voting polls and surveys. Page visitors can interact with their municipality by commenting on or sharing a post, or by selecting from a range of

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

“reaction” emojis. These features encourage two-way conversations and can help create an environment for municipalities to gauge public opinion around particular issues or initiatives.

**Getting Started** – To get started with using Facebook, go to [www.facebook.com](http://www.facebook.com) and create a personal account. This is a necessary step when establishing either a profile or page<sup>30</sup>. Once your account is setup, fill in the **About** section, to provide visitors with at-a-glance information about you or your organization. Next, adjust your page/timeline settings to manage privacy and notification preferences. Depending if you have a profile or a page, you can also [assign page roles](#), or content editing roles, to other people who will help manage your page. These individuals will need Facebook accounts as well. To learn more about this feature go to [Facebook’s Help Center](#). After following these guidelines, you can begin uploading content, or “posts”, to your page or profile; which mainly consist of text, photos, videos, links, or a combination of those media.

**Build Your Facebook Following** – Facebook’s Global Politics and Government Outreach Director, Katie Harbath, offers a few best practices to municipalities that wish to increase the effectiveness of their Facebook presence and maximize citizen engagement<sup>31</sup>. Her recommendations are as follows:

- *Create a Visually Oriented Layout:* Users are more likely to interact with Facebook pages and posts that contain images and graphics rather than links and texts. Cities and towns are advised to use strong images in their public outreach endeavors.
- *Upload Succinct Content:* Posts that are between 100 and 250 characters long get the most likes, comments, and shares on average. Users prefer text that is short, yet meaningful. Written content should contain a single idea, any additional information can be made available as a link.

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

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

- *Adorn Posts with Pictures and Videos:* Strong media such as video clips, pictures, and infographics complement the written text in Facebook posts and encourage more interaction from users.
- *Be Timely:* Tie posts to current events or holidays to grab your audience’s attention and increase relevance.
- *Post Regularly:* Create a posting schedule for your team and stick to it. Regular, consistent uploads keep your content visible on Facebook news feeds.
- *Give your Followers Exclusive Access:* Provide a behind-the-scenes preview of government operations to your Facebook followers. Staff member FAQs and video/photo footage from council meetings are the types of content that followers don’t often see. It helps them feel more connected to the organization’s mission.
- *Post During Popular Hours:* Facebook users are most active between the hours of 9 p.m. and 10 p.m. Municipalities are encouraged to think about creating a posting schedule to maximize engagement opportunities and viewership of their content. If you haven’t already, we’ve provided some information on how to get started, in Appendix H.
- *Encourage Engagement:* Create posts that encourage followers to give their input or act. The [Facebook Questions](#) tool allows page admins to solicit valuable feedback from their followers by polling their audience. Posts can be phrased in a fun and engaging way, below are some examples of fill-in-the-blank statements municipalities can test out today. Keep in mind that the results of these surveys will only represent a sample of the population and not the view of the entire community.
  - “When I attend town hall meetings I like to see \_\_\_\_\_”
  - “The new community garden should include \_\_\_\_\_”
  - “Next week’s meeting should prioritize \_\_\_\_\_”
  - “‘Like’ if you would like to watch a live-stream of council meetings”

- A funny picture with a “Caption this!” description.
- “Like if you want a pool at the new community park. Share if you prefer tennis courts.”

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## APPENDIX K – Twitter Basics & Best Practices

Twitter is a social network and micro-blog with roughly 68 million American active users<sup>32</sup> and over 328 million users worldwide. Page admins can upload messages, or ‘tweets’, to their site up to 140 characters at a time. Because of this character limitation, Twitter is often used by municipalities to distribute short, timely messages, such as traffic accidents or weather advisories. In a matter of seconds, users can reply to posts, or share them with a “re-tweet”. Like Facebook, there is no registration fee requirement to create an account. The platform is available via mobile app, so users can read, tweet, or share content from almost anywhere depending on internet availability. Roughly 42% of Twitter users<sup>33</sup>, from various age groups (*shown below*)<sup>34</sup>, are reportedly using the site on a daily basis to stay informed about local and global events. By applying best practices, cities and towns can take advantage of the network to direct their constituents to accurate, useful information.

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

**The Anatomy of a Tweet** – Below is a brief overview of a basic tweet and its 6 main components<sup>35</sup>.

1. *Tweet*: A message posted on Twitter can contain text, links, and visual media.

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

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

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

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

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



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

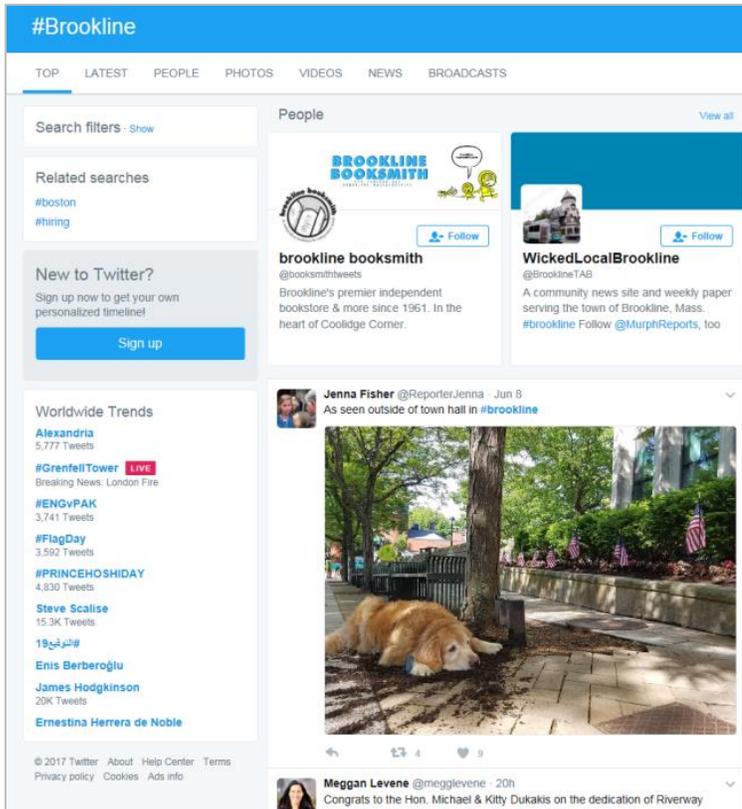
**Build Your Twitter Following** – Twitter offers the following strategy for organizations that want to build their following around engagement and effective communication<sup>36</sup>:

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



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



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

## **8. New Business & Correspondence**

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

- ❖ Analysis of outstanding parking violation fines and penalties
- ❖ Updated FY18 Board of Selectmen Workplan



AGE OF TICKETS	NUMBER OF TICKETS	VALUE OF FINES	VALUE OF PENALTIES	PARTIAL PD/DISM	TOTAL VALUE
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0-30 DAYS	927	\$14,555.00	\$1,295.00	\$65.00	\$15,785.00
31-60 DAYS	427	\$6,540.00	\$4,270.00	\$695.00	\$10,115.00
61-90 DAYS	208	\$3,255.00	\$3,850.00	\$845.00	\$6,260.00
91-180 DAYS	415	\$6,495.00	\$12,400.00	\$1,605.00	\$17,290.00
181-365 DAYS	420	\$6,925.00	\$11,365.00	\$967.00	\$17,323.00
OVER 1 YEAR	722	\$11,300.00	\$17,410.00	\$2,468.00	\$26,242.00
OVER 2 YEARS	655	\$10,910.00	\$14,235.00	\$3,240.00	\$21,905.00
OVER 3 YEARS	632	\$10,305.00	\$12,600.00	\$2,820.00	\$20,085.00
OVER 4 YEARS	443	\$7,470.00	\$9,830.00	\$2,143.00	\$15,157.00
OVER 5 YEARS	494	\$8,470.00	\$10,330.00	\$2,060.00	\$16,740.00
OVER 6 YEARS	587	\$10,110.00	\$11,665.00	\$2,195.00	\$19,580.00
OVER 7 YEARS	743	\$13,520.00	\$14,485.00	\$3,040.00	\$24,965.00
OVER 8 YEARS	840	\$15,020.00	\$14,745.00	\$2,815.00	\$26,950.00
OVER 9 YEARS	817	\$14,520.00	\$14,485.00	\$2,530.00	\$26,475.00
OVER 10 YEARS	821	\$14,145.00	\$14,740.00	\$2,155.00	\$26,730.00
OVER 11 YEARS	773	\$10,605.00	\$15,170.00	\$2,120.00	\$23,655.00
OVER 12 YEARS	948	\$11,205.00	\$18,055.00	\$2,926.00	\$26,334.00
OVER 13 YEARS	1,166	\$13,737.00	\$21,215.00	\$4,139.00	\$30,813.00
OVER 14 YEARS	627	\$7,920.00	\$12,245.00	\$1,584.50	\$18,580.50
OVER 15 YEARS	8,171	\$90,830.00	\$272,870.00	\$21,952.00	\$341,748.00
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TOTALS	20,836	\$287,837.00	\$507,260.00	\$62,364.50	\$732,732.50



### Selectmen's Office Work Plan - FY18 - November, 2017

Project	Issue or Current Status	Next Steps	Resources Required	BOS Liaison	Staff Assigned	Completion Date
<b><u>MAJOR PROJECTS</u></b>						
HHU - School Bldg Comm.	Awaiting MSBA Program Decision	RFP ready, swing space being studied	\$\$ for Proof of Concept/Feasibility	Jack	SC & BOS	
Unified Plan	Draft Plan received, review beginning	Meet with Steering Comm. about draft		Marjorie/Ellen	Meghan, Michael	ATM - 2018
900 Worcester	Permitting process completed	Awaiting submission of bldg permit	Review by Planning, MassDOT	Tom	Meghan, Blythe	Fall, 2018
North 40 Plan	Phase II Landfill closure testing complete	Review Phase II Findings - Estab. Comm.	\$75K approved for closure work	Marjorie	Blythe, DPW	Dec. 2017
Town Hall Envelope Repair	Schematic design complete	Present to PBC Nov. 9th, continue design	Request Const funding at ATM		Joe	March, 2018
Wellesley Media	Expand Locations for filming public mtgs	Projects completed this yr, plan for others	Wellesley Media funding upgrades	Tom		Aug. 2017
Route 9/Kingsbury Upgrade	Install new traffic signal	Project delayed, compl.date November?		Ellen	Meghan	Aug. 2017
40B Housing Projects	5 projects pending,1 anticipated	148 Weston Rd eligibility draft 11/20/17		Marjorie/Ellen	Meghan, Michael	
<b><u>OTHER PROJECTS -</u></b>						
Transportation Adv. Group	Form working group to outline a charge			Ellen, Deb	Meghan	
Town Hall Interior Visioning	Dev. process for vision, study space needs	RFP has been circulated	Budget approved	Marjorie	Blythe, Joe	
DPW Work for Others	Program not transparent, value??	Meeting held on August 16th	N/A	Tom	Blythe, DPW	
Inter-Board Meetings	Ellen, Jack, Blythe, Meghan to discuss	Schedule meetings in February & May				
<b><u>POLICIES/REGULATIONS:</u></b>						
BOS Handbook/Manual	Update/expand current policy manual	Board to review draft on 11/13/17		Marjorie		
BYOB Regulatons	Recommend a policy				Meghan	
Financial Policies/Proced.	Develop some policies, update existing	Review & then meet with Advisory			Sheryl, Blythe	
Health Insurance Policy	Town needs policy on ins. Eligibility	Draft policy for BOS & SC review			Blythe, Scott	
HR Manual/Handbook	Rough draft in process by HR Board				Scott	
PILOT Agreements	Develop policy for tax exempt properties	Data/info gathered, meet w/Ellen		Beth	Blythe	
Plowing of Private Ways	Town doesn't follow state law, dev. policy	Review DPW list of roads to eliminate		Beth	Blythe, M. Pakstis	June, 2018
<b><u>BYLAW UPDATES:</u></b>						
Alcohol in Town Buildings	Explore regulations to allow this	Plan for '18 ATM, obtain info-other towns	Info from Town Boards, T. Counsel	Jack/Beth		Fall, 2017
Animal Control	Existing bylaw does not meet State law	Reviewing with other boards	Town Counsel assistance		Blythe, Meghan	ATM- 2018
Budget Process	Review existing bylaw & update	Consider for 2019 ATM			Blythe, Sheryl	
Recreational Marijuana Bylaw	Establish bylaw to prohibit shops	Discuss topic with depts/boards - 12/11/17		Jack	Meghan, Michael	March, 2018
SEC - Re-evaluate	Re-evaluate structure, charge	Consider for 2019 ATM		Tom		
<b><u>STAFF MANAGED PROJECTS</u></b>						
Bldg Dept. Staffing	Monitor & coach re - admin. Staff				Blythe, Mike	
Community Compact	RFP - Digitizing public records drafted	Quotes due on November 10th	\$15,000 in State funding		Blythe	
Communications Plan	Draft Plan from state, waiting for revisions	Review with BOS 11/13, job descr. Approved	Hire a Comm. Mgr in BOS Office		Blythe, Brian	July, 2018

Project	Issue or Current Status	Next Steps	Resources Required	BOS Liaison	Staff Assigned	Completion Date
Electronic Permitting	Investigate options for Town	RFQ advertised, make selection by 12/31/17			Blythe, Brian	
Health Ins. Plan Changes	Develop Plan Alternatives & Strategy	First Negotiating Session - Nov. 2nd	Special Labor Counsel retained		Marc, Scott, Blythe	Sept. 2017
Land Availability Inventory						
Union Negotiations	Police Patrol & Supervisory contracts	Meetings with both unions underway	Town Meeting Appropriation		Scott, Meghan	Sept, 2017
<b>OTHER:</b>						
Bicycle Safety						
Great Hall Cleanup	Reduce # of offices, relocate files	Bldg dept plans removed, PBC by 7/30	Support from FMD to declutter		Blythe, Joe	6/30/2017
Town Counsel/Special Counsel	Discuss when outside counsel is needed					
PSI Follow Up Studies						

**FUTURE PROJECTS/PROJECTS WITH OTHERS**

Town Parking Lot capacity	Discuss as part of HHU process					
War Memorial/Great Hall	Discuss with Town Hall Interior Vision					
Board Engagement						
Planning Board						
School Comm. Relations						
Revenue Gener. Opportunities	Table for now					
Community Dev. Department	Table for now					
Granite Street	Table for now					
Mass Bay	Table for now					
Housing Policy	Housing Production Plan RFP	Merge with UP findings				
Tax Classification Review	Revisit keeping single tax rate	Cancelled for this year		Tom	Donna	

**COMPLETED PROJECTS**

Hawkers & Peddlers	Revised version approved by BOS	Counsel has revised, BOS 2nd review			Blythe, Jack P.	6/5/2017
PBC/FMD Reorganization	MOU executed by BOS & PBC	Hiring for new positions underway	Funding in FMD budget	Marjorie	Blythe, Joe	6/26/2017
Veteran's District Reorg.	State Appr District Reord, Asst Dir Laidoff	Adjust work flow to remaining positions	N/A		Blythe, Sarada	6/30/2017
Website Redesign	Website went live on August 7th	Make ongoing refinements	Completed!		Brian	8/7/2017
FMD 5 Year Review	Review progress, next five years	Presented at 8/22/17 Meeting	Name change - Fac. Mgmt Dept		Joe	8/22/2017
Aqueduct Leases	All five leases executed	Completed on schedule			Terry	August, 2017
Budget Process Design	Budget Manual complete for FY19	Distributed, monitor input for future manual	N/A		Blythe, Sheryl	Sept. 2018

**NEW PROJECTS/NOT ON ORIGINAL WORKPLAN**

Appointments Policy	Policy to guide how BOS appts are made	Approved at 9/11/17 Meeting	Completed	Ellen/Jack	Blythe	9/11/2017
Modifications to Alcohol Regs	Eliminated 10 bar seat max	Completed 9/11/17	Completed			9/11/2017