



Public Facilities, Services, and Infrastructure

Wellesley residents are generally satisfied with Town services and facilities and are especially fond of the Wellesley Free Library, the Municipal Light Plant, and the RDF. The Town's creation of the Facilities Management Department in 2012 has transformed the way it deals with capital planning, repairs and custodial maintenance, systematic energy efficiency, and management of major capital improvement projects. The FMD is an example of the Town's recognition that an integrated approach across the traditional board and commission framework is needed in many situations—cost-effective, resource-efficient, and strategic. The FMD's working relationship with the Permanent Building Committee has been made more efficient as a result of actions at 2017 Annual Town Meeting. This chapter suggests additional approaches to integrated evaluation and management of infrastructure and other projects across all town boards, commissions, and departments.

During the ten-year time horizon of this Unified Plan, the Town is poised to carry out a capital improvements program costing over \$190 million, as estimated by the FMD. Of that amount, 10 projects will cost more than \$2 million:

- Cash capital projects for the Main Library; miscellaneous school maintenance improvements; Middle School and High School improvements

- Debt-funded projects for the Town Hall exterior and interior restoration and renovation; Hills Library exterior; school projects at the Middle School, Sprague, and Bates; and the Hunnewell/Hardy/Upham (HHU) renovations/new schools.

The most costly projects are the Town Hall project and the HHU projects. Some state funding will likely be available for new school construction.

In recent years, new and upgraded Town facilities have reflected the Town's increasing commitment to being a model of sustainability practices—in energy efficiency, resource conservation, and low-impact development practices. The Town has an opportunity to build on these commitments by taking a holistic and systematic approach to the evaluation and rating for sustainability benefits of all Town projects.

Supporting town government concepts:

The Unified Plan's emphasis on making town government more customer-centric, data-driven and strategic, and transparent is reflected in several of this chapter's goals and strategies, including a townwide project-evaluation system; community meeting space initiatives and digital reservations; and improved public-facing digital systems.

A. Public Facilities, Services and Infrastructure In The Vision And Values



VISION

Wellesley is a town recognized for its welcoming community culture and exemplary town services; commitment to education and life-long learning; and quality of life that enhances the health and social well-being of its residents.



VALUES

- **Excellence in Service Delivery:** Provide a broad array of services to residents and other users of town services; maintain a strong customer-service orientation that strives for excellence in every aspect of service delivery.
- **Education:** Support best-in-class public education, library, recreational and senior services.
- **Town Asset Management:** Maintain, protect, preserve, and enhance the Town's physical assets, including facilities, infrastructure, parks, open space, and natural resources.
- **Collaboration:** Leverage resources and expertise of local private businesses and institutions, as well as neighboring towns and regional agencies, to achieve mutual goals.

B. Goals And Policies

GOALS	POLICIES FOR DECISION MAKERS
<i>Town-owned facilities are in good condition, functional, and resource-efficient.</i>	<ul style="list-style-type: none"> • Maintain a facilities master plan. • Continue asset management with proactive, preventive maintenance programs.
<i>Wellesley maintains school excellence.</i>	<ul style="list-style-type: none"> • Continue to implement the school system’s strategic plan. • Support implementation of the recommendations of the HHU report.
<i>New schools and other facilities are designed to support additional community goals.</i>	<ul style="list-style-type: none"> • Explore the development of multiuse facilities when investing in new schools and other town improvements.
<i>Wellesley maintains exceptional library services.</i>	<ul style="list-style-type: none"> • Support implementation of the Wellesley Free Library’s strategic plan. • Ensure that library facilities continue to serve residents’ needs for gathering places.
<i>The Town has a system and process for evaluating proposed infrastructure projects for the full range of social, economic, and environmental impacts in project design, construction, operation, and cost.</i>	<ul style="list-style-type: none"> • Support evaluation of proposed Town infrastructure projects across all departments for the full range of life-cycle costs and benefits.
<i>Wellesley’s stormwater-management system incorporates best practices that promote infiltration and improve water quality.</i>	<ul style="list-style-type: none"> • Make Wellesley a model of best practices in stormwater management for dense suburban communities.
<i>The Town of Wellesley has up-to-date, 21st-century technology tools and processes.</i>	<ul style="list-style-type: none"> • Support maintenance of a townwide technology plan to coordinate technology needs and upgrades for all Town departments, the school system, and the library for efficient service delivery and effective customer service for residents and others.
<i>Town policies governing the maintenance and acceptance of private streets have been clarified.</i>	<ul style="list-style-type: none"> • Develop policies for town involvement in private road upgrades/maintenance and town acceptance of private streets

C. Findings And Challenges

FINDINGS

Public Facilities

- Wellesley has 30 public buildings, including schools and the Municipal Light Plant (MLP).
- The Facilities Management Department (FMD), created in 2012, operates and maintains all Town facilities except the MLP building, providing custodial service, maintenance, energy, capital planning and project management for 1.2 million square feet in 29 buildings: 10 schools, Sprague Field

House, 3 libraries, 2 fire stations, 1 police station, Town Hall, the Warren Building, Tolles Parsons Center, Morses Pond Bathhouse, 2 DPW garages, DPW administration buildings, and 5 RDF buildings.

- FMD developed the first five-year capital plan for Town buildings in 2012 and updates the capital plan annually in collaboration with school principals, municipal department heads, and FMD staff. The capital plan also looks forward an additional five years to include projects expected for that period.
- FMD focuses on preventive maintenance and “green” cleaning procedures and supplies. In the five years since its creation, FMD has caught up with much of

the deferred maintenance in Wellesley buildings and is now developing a comprehensive inventory and replacement system for major building systems and equipment.

- FMD has focused on energy-efficient systems, reducing energy use by 10% between FY2012 and FY2015, with continuing savings. The FMD energy-management cycle consists of analyzing energy use data, identifying energy-use anomalies, proposing energy-conservation measure (ECM) solutions, implementing the ECMs, optimizing the performance of the ECMs, and then performing preventive maintenance on the ECMs. ECMs include LED lights and building controls (HVAC).
- FMD has an asset-management system for the assets it manages: vehicles, furniture, and equipment. DPW has a separate asset management system for the assets it manages.
- The Permanent Building Committee provides design, financial and construction management services to Town boards, including hiring architects, consultants and project managers. The PBC evaluates requests for funds, approves final plans, and oversees the bid phase under public bidding laws.
- As of 2017 Annual Town Meeting, the Permanent Building Committee (PBC) works with the FMD to manage projects of \$500,000 or more. Two previous PBC staff positions have been moved to the FMD budget.

Municipal Light Plant

- The Municipal Light Plant (MLP) operation is in excellent physical and financial condition, with up-to-date infrastructure, \$65 million in assets and no debt.
- The MLP focuses on four goals: reliability, competitive rates, financial benefits to the Town, and public and employee safety.
- MLP provides very competitive electric rates to Wellesley customers, among the lowest in Massachusetts.
- The MLP has non-operating revenues that help it maintain low rates—for example, work at Devens, the Town of Acton, and with cellular towers.
- A 1 GB fiber backbone is in place, but MLP needs a partner for reliability.
- MLP is beginning a pilot wi-fi program in ten locations, including Town Hall.

- MLP provides a payment-in-lieu-of-taxes (PILOT) of approximately \$1 million to the Town. The Town also receives benefits such as fiber connectivity to all Town buildings, discounted electric rates, traffic signal maintenance, and the funding of energy-efficiency programs.
- A new MLP building was built in the last ten years.

Public Safety

- Wellesley has very low crime rates. According to FBI data, the violent crime rate is 0.86 per 1,000 persons compared to 3.91 per 1,000 persons for the State of Massachusetts. The property crime rate is 9.1 per 1,000 compared to 16.91 per 1,000 for the state. A recent analysis ranked Wellesley among the 100 safest communities with more than 25,000 population in the United States. (www.neighborhoodscout.com/blog/top100safest)
- The Wellesley Police Department has 50 FTE staff and 44 sworn officers operating out of one police station.
- The Fire Rescue Department has 57 FTE, including 35 firefighters, and has two fire stations, one at Central Street and Weston Road, and the other on Worcester Street in Wellesley Hills.
- The Fire Department is responsible for the Wellesley Comprehensive Emergency Management Plan and the Fire Chief is the Emergency Management Director. The department trains citizen volunteers for the Citizens Emergency Response Team (CERT)
- The Fire Rescue Department also supervises a contract with Cataldo Paramedics.

Engineering and Public Works

- The Board of Public Works oversees the Department of Public Works (DPW). DPW provides water and sewer utilities, solid waste, essential public works, and engineering services. The DPW building was renovated and expanded within the last ten years.
- Water and sewer are enterprise funds whose services are funded by ratepayers and who can bond for capital improvements based on ratepayer receipts.
- Town tax revenues fund the following divisions (sometimes called “tax-impact programs”): Engineering, Park and Highway, Recycling and Disposal Management.

- Park and Highway maintains Town roads, sidewalks, curbs, catch basins, culverts, storm drains, and street name signs.
- The Recycling and Disposal Facility (RDF) for solid waste and recycling generates over 350,000 annual vehicle trips.
- The Engineering Division designs and manages DPW projects; provides engineering review to the Planning Board and Zoning Board of Appeals, and other Town departments; implements the Town stormwater management plan; and maintains plans and files for deeds, easements, and construction.
- Recent projects include reconstruction of Kingsbury Street, construction of a new salt shed, renovation of the High School track and field, street resurfacing, sidewalk construction, Moses Pond invasive-weed harvesting, bulb planting, playground inspection and repairs.
- The Town is preparing to update and upgrade its stormwater management policies and activities in order to comply with federal and state regulations. DPW is beginning to implement green infrastructure designs such as bioswales and permeable pavement.
- DPW developed a benchmarking study with neighboring Natick and Needham and presented it to the Board of Selectmen. The three towns have agreed to continue to collaborate.
- DPW provides services for capital projects that are funded to the budgets of other boards and commissions, and bills those agencies for the work.
- The DPW’s strategic plan goals for FY16 included:
 - › Reduction in hydrant and water system leaks to less than 12.5%
 - › Reduction in lost-time injuries and at-fault vehicle accidents
 - › Completion of tasks associated with Town projects
 - › Creation of a stand-alone Stormwater Program Budget, identify the impact of the EPA and DEP stormwater permit requirements, evaluate and identify a preferred funding model
 - › Completion of automatic meter system pilot program to determine scope of townwide water meter replacement
 - › Completion of RDF transition plan in anticipation of RDF superintendent retirement
 - › Construction of new salt shed

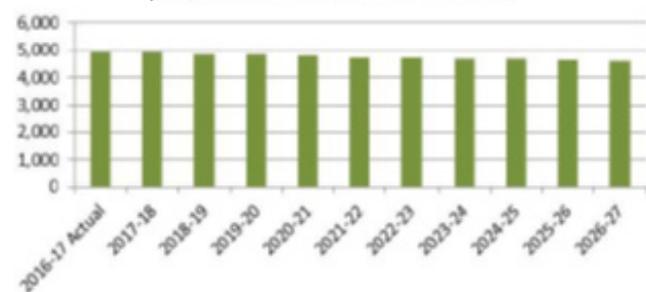
New projects

- An aquatic and ice rink facility at 900 Worcester Street is planned to be built and managed by a private company.
- The Tolles-Parsons Senior Center opened in September 2017 on Washington Street.
- School projects include middle school improvements and the anticipated reconstruction of at least two replacement elementary schools.
- The Town purchased the North 40 from Wellesley College, but there is no final determination how it will be used.

Schools

- Wellesley Public Schools has a strategic plan (funded in part by the Wellesley Education Foundation) and is publishing its first benchmarking progress report.
- Wellesley has 10 public schools (one preschool seven elementary, one middle school, and one high school) with a total enrollment slightly over 5,000 students.
- Enrollments in the last ten years have fluctuated between 4,800 students and 5,000 students. Projections forecast a downward trend in K-12 enrollment from 4,785 students in FY19 to 4,619 in FY21. The peak year of K-12 enrollment since the mid-twentieth century was 4,975 in 2016.
- The HHU (Hardy/Hunnewell/Upham) Master Planning Committee released a report in April 2017 with recommendations for building two schools with an expected cost of over \$100 million, and closing one school. This would reduce the number of elementary schools to six.
- The School Committee policy statement agrees

▶ EXHIBIT 11.1 WELLESLEY PUBLIC SCHOOLS MOST LIKELY PROJECTED ENROLLMENT



Source: Future Think–Wellesley Public Schools enrollment projections

with the committee report that the Town should rebuild at least two schools, Hunnewell and either Upham or Hardy, in an order to be determined after further study, and agrees that the third school should be rebuilt if K-5 elementary enrollment exceeds 2,350 on a trending basis and/or the current school configurations are limiting educational needs. (<https://wellesleytps.org/wp-content/uploads/2017/05/HHU-Position-Statement-5-23-17.pdf>).

- In December 2017, the Massachusetts School Building Authority (MSBA) invited the Upham School into their core program to provide state support and funding for renovation or rebuilding of the school. The site on which to build the school, likely either the current Upham site or the current Hardy site, has not yet been determined. No state funding is expected for the Hunnewell School.
- The School Committee plans to retain control of whichever school site is not rebuilt in case it is needed for a future school.
- Other future school projects include middle school infrastructure improvements.
- There are 6 private elementary, middle and/or high schools in Wellesley, with a total enrollment of 1,166 students, the largest of which is Dana Hall School.

Wellesley Free Library

- The Wellesley Free Library has three branches: the Main Branch, the Hills Branch and the Fells Branch. The Main Library and the Hills Branch are supported by town funding. The mission of the Wellesley Free Library is to serve as a community gathering place, a cultural destination and a gateway to ideas for residents of all ages and interests.
- 17,158 Wellesley residents have a library card
- FY 17 statistics for the library: 359,246 visits; 760,434 items checked out or renewed, of which 498,577 were books. Reference staff answered 106,089 questions and 36,452 patron visits to 1,503 programs.
- The library system gets almost 20% of its support from private sources.
- Increasing demand and changes in technology require increased budgets for upgrades.

- The library system has a five-year strategic plan, with an updated plan adopted in September 2017. The plan was developed in the context of the Wellesley Unified Plan's Vision and Values statement. Library goals include:
 - › Expansion of meeting, study, and gathering space to meet community and user demand.
 - › Revitalization of the Fells Branch with integrated learning space for children and an adjacent children's garden.
 - › Enhancement of communication and marketing of library services to the public
 - › Enhancement of communication with town boards and departments outside of the budgeting period and coordinate offerings with town departments
 - › Investment in technology for operational efficiencies and for technology services to users

CHALLENGES

- Providing sufficient community meeting space
- Enhancing efficiency in service delivery and improvements
- Reaching consensus on future uses of the North 40
- Keeping up to date with technology for operations and for customer service
- Preserving programs of regular investment in infrastructure
- Evaluating operations and facilities for resource- and cost-efficiency across town government

D. What The Community Said

Comments from focus groups and interviews

- “Public schools are some of the best in the state. We are creating the future right here in our students! Why not with the rest of the town?”
- “Younger families are chomping at the bit for facilities—hockey rink, fields, top-notch facilities. We have worse facilities than peer towns. There was a bare bones renovation at the football field.”
- “The new high school is not as good as Natick High.”
- “We are behind in infrastructure. The pipes will crumble someday...The bill is going to come due.”
- “The Facilities Management Department is a big plus. It made people understand the need for facilities maintenance.”

Comments from public meetings and surveys

Public facilities and services were not a focus of respondent comments, as there appears to be general satisfaction with Town services. However, certain facilities are especially well-liked or considered important assets to the Town, such as the Library, the Municipal Light Plant (for its low electric rates), and RDF. Complaints about the condition or availability of facilities tended to focus on athletic fields and facilities and, to a lesser degree, schools. There were a few comments about the importance of maintaining and improving infrastructure, and survey respondents recognized the importance of infrastructure and physical assets to the town when asked to rank several issues in terms of importance to the respondent and importance to the town:

IMPORTANT TO ME	IMPORTANT TO THE TOWN
1. School system excellence	1. School system excellence
2. Sense of community	2. Sense of community
3. Sustainability and preserving resources	4. Infrastructure and physical assets
4. Infrastructure and physical assets	3. Sustainability and preserving resources
5. Enhancing diversity	6. Improving transportation and connectivity
6. Improving transportation and connectivity	5. Enhancing diversity
7. Support for businesses	7. Support for businesses
8. Regional partnerships	8. Regional partnerships

Comments from Sustainable Systems workshop:

Participants were asked what Town services need improvement, reduction, or expansion?

- **Trash and recycling (See Chapter 12)**
 - › Trash collection
 - › Public recycling containers with public trash cans
 - › Trash collection/litter (lack of recycling facilities)
 - › Litter on public streets, parks, sports fields
 - › Public trash can overflow
 - › No public recycling

- **Transportation issues (see Chapter 10)**
 - › School bus—affordability and time
 - › Pedestrian and traffic access
 - › Townwide, frequent bus service (predictable times)
 - › Parking garages below ground
 - › Need more parking near T stations
 - › Underground parking lot across from library, behind Central St.
 - › Connect to Green Line in Newton
- **Landscape treatments (See chapter 12)**
 - › Reducing chemical treatments on lawns, landscaping
 - › Preserving wildlife
 - › Native plants incorporated into natural landscaping around municipal, residential, commercial buildings
 - › Combat invasive plants in Town
- **Energy efficiency and resource-efficiency issues (See Chapter 12)**
 - › Renewable energy sources
 - › 100% renewable goal for the town—municipal, residential, commercial
 - › School gardens for learning to supplement diet and increase outdoor time
 - › Food recovery system for restaurants, schools, colleges, (with corporation of Health Dept.) so food waste is reduced
- **Other**
 - › Street lighting and light pollution
 - › Adopt rating system for municipal projects to ensure sustainability
 - › Develop 900 Worcester St. so that it does not adversely affect the town-wide energy reduction goal, does not adversely affect Route 9 traffic, preserves wetlands, and allows walkability and base this on sustainability guidelines.

E. Strategies And Actions To Achieve The Goals

GOAL 1: TOWN-OWNED FACILITIES ARE IN GOOD CONDITION, FUNCTIONAL, AND RESOURCE-EFFICIENT.

Policies

- Maintain a facilities master plan and five-year capital improvements program.
- Continue asset management with proactive, preventive maintenance programs.

STRATEGIES

A. Make capital improvements to town facilities to keep them in good condition.

The Facilities Management Department, established in 2012, prepares a five-year capital plan with an annual facilities maintenance capital request for ten fiscal years. The criteria and considerations that the FMD uses in developing the capital budgets are:

- Safety (life safety and environment health)
- Impact to the learning or work environment
- Energy efficiency and sustainability
- Preventive maintenance
- Service life exceeded
- Interim school measures (triage)
- Is a major renovation planned?

The FMD engages all stakeholders-- Department Heads, Principals, Directors, and custodians and the maintenance staff--to update the capital plan. Their FY2018-FY 2027 capital improvement requested budget, which covers the majority of the time horizon of this Unified Plan, shows a total of \$191.4 million dollars. Of that total, \$20.4 million would be cash capital projects, with half of the expenditure in the first five years, and \$171.0 million would be debt-funded projects, with the HHU projects accounting for an estimated \$105 million of that amount and 82% of the debt-funded capital improvements to be expended in the first five years.

ACTIONS	WHEN	WHO
<i>i. Continue to maintain a facilities master plan and capital improvements program.</i>	2018-2022	FMD
<i>ii. Create a single, integrated, five-year capital improvement program (CIP) for all Town assets, identifying how projects are related to achievement of the vision and goals.</i> The current CIP, prepared by FMD, focuses on Town buildings. A CIP including all Town projects and relating them to achievement of Town goals would improve the annual budget process and town meeting.	2022-2028	FMD; DPW; Boards and Commissions
<i>iii. Use a systematic sustainability evaluation and rating process, such as Envision, to evaluate major projects</i> (See Goal 4 below), and LEED or comparable sustainability rating system for buildings.	2018-2022	Boards and Commissions; FMD; SEC
<i>iv. As needed and feasible, include community meeting space in improvement projects.</i>	2018-2022	Permanent Building Committee; FMD
<i>v. Renovate Town Hall as planned with a focus on customer service and reduction of duplicative resources (e.g., recordkeeping).</i>	2018-2022	Permanent Building Committee; FMD
<i>vi. Continue preventive maintenance and repairs to town facilities, and continue to focus on energy- and resource-efficiency.</i>	Ongoing	FMD

GOAL 2: WELLESLEY MAINTAINS SCHOOL EXCELLENCE.

Policies:

- Continue to implement the school system’s strategic plan.
- Support implementation of the recommendations of the HHU report

At the time of the 2007 Comprehensive Plan, it was widely accepted that Wellesley High School was antiquated and needed major renovations or a replacement. A new school was built in 2012. Deferred maintenance also affected the Middle School and elementary schools and a continuing program of improvements has been underway and will continue. The major school facilities issue in recent years has been the question of

what to do about the Hardy, Hunnewell, and Upham elementary schools, three schools needing modernization. After a long 2016-2017 committee process, a plan to rebuild Hunnewell and either Hardy or Upham was recommended and accepted by the School Committee. A committee will oversee a feasibility study to decide which of the two will be rebuilt. The cost of the HHU program is estimated at \$105 million in the next ten years. The MSBA has invited the Upham School into their core program for renovation or rebuilding, which should provide substantial financial support for rebuilding a school on either the Upham or Hardy site. No state funding is expected for the Hunnewell School. The School Committee plans to keep control of the school property that will not be used.

ACTIONS	WHEN	WHO
<p><i>i. Prepare a feasibility study for the school sites. Include consideration of including elements to meet additional community goals (see Goal 3 below), and sustainable building. Use a systematic sustainability evaluation and rating system, such as the Envision rating system (see Goal 5 below) and LEED.</i></p>	<p>2018-2022</p>	<p>School Committee; School Building Committee; Board of Selectmen; FMD; SEC</p>
<p><i>ii. Based on the results of the feasibility study, proceed to design and construction of the schools.</i></p>	<p>2018-2022</p>	<p>School Committee; School Building Committee; Board of Selectmen; FMD; SEC</p>

STRATEGIES

A. Proceed with implementation of the HHU Master Planning Committee report as adopted by the School Committee.

GOAL 3 : WELLESLEY MAINTAINS EXCEPTIONAL LIBRARY SERVICES

Policies

- Support implementation of the Wellesley Free Library’s strategic plan.
- Ensure library facilities continue to service gathering needs of residents.

The Wellesley Free Library is highly valued by the community. Identified as one of the top five

community assets, its services go far beyond books. Open seven days a week and serving residents of all ages, the library provides a unique opportunity for residents to connect informally and through scheduled activities. The library is therefore ideally positioned to respond to several community issues that surfaced during the planning process, such as social isolation among some residents and the need for more community meeting spaces. Additionally, by using new technologies to increase efficiencies, the WFL has been able to focus on steady improvements in customer service. As use of the library has rapidly intensified, these efforts have become more critical to providing exceptional library services.

Since construction of the main library in 2003, residents’ library needs have evolved. In 2017,

in conjunction with development of its five-year strategic plan, the library and FMD conducted a feasibility study to determine what renovations might be needed to better meet residents’ demands. They are in the process of securing funds for targeted renovation designs.

STRATEGIES

A. Continue to use technology to free up library staff to better serve town residents.

ACTIONS	WHEN	WHO
i. <i>Install an automated materials handler to improve productivity of circulation staff and allow for staff retraining and reassignment to high value tasks.</i>	2018-2019	FMD; Library

B. Update/renovate main library to meet evolving patron needs (increased meeting space, common area for community gathering, interactive children’s space).

ACTIONS	WHEN	WHO
i. <i>Based on the results of the feasibility study, proceed to design and renovation of the Main Library.</i>	2019-2021	FMD; Library

C. Adapt the interior of Fells Branch Library expressly to meet needs of families with young children.

ACTIONS	WHEN	WHO
i. <i>Prepare design and proceed to interior renovation.</i>	2018-2019	Private funds; Library

GOAL 4: NEW SCHOOLS AND OTHER FACILITIES ARE DESIGNED TO SUPPORT ADDITIONAL COMMUNITY GOALS.

Policies:

- Explore the development of multiuse facilities when investing in new schools and other town improvements.

STRATEGIES

A. Explore the “community schools” concept of partnerships to provide community enrichment spaces, as well as activities outside of school hours.

COMMUNITY SCHOOLS

A “community school” has extended school hours, facilities and activities for youth and adults in the community. For example, a school can have a gymnasium, a performance space or art studios that are available to the public, as well as youth development, family support and health and social services provided by local nonprofits.

<http://www.communityschools.org/default.aspx>

ACTIONS	WHEN	WHO
i. <i>When planning for new schools, study the feasibility of providing community resources. Meeting spaces, a gymnasium, and arts and culture spaces have been suggested. Designs that allow for flexibility in uses over the long term should be explored.</i>	2018-2022	School Building Committee

ACTIONS	WHEN	WHO
<i>ii. Consider inclusion of community meeting space in new projects for Town Hall, the library system, and other improvement projects.</i>	2022-2028	Permanent Building Committee; Facilities Management Department
<i>iii. Consider making any unused school available for other community purposes, such as an arts center and/or community meeting space. While the School Committee wishes to keep control of the property, it could permit improvements to accommodate other uses by the Town and/or nonprofit organizations.</i>	2022-2028	School Committee; Board of Selectmen
<i>iv. Prepare a report on demand for and availability of community meeting space in Wellesley. There is a general sense that the town is not able to meet increasing demands for community meeting space. As a major gathering space for the town, the Library has been studying the availability of meeting space, and its work can be the foundation for a report. The report should identify existing public and private space (such as at the Wellesley Community Center, faith communities, and so on); size, capacity, condition, and amenities (such as kitchens); and costs if relevant.</i>	2018-2022	Committee managed by FMD; Library
<i>v. Develop a section on the website identifying all community meeting space opportunities. This should include a description of space capacity, a sign up system and calendar for Town-owned spaces, and contact information for private space.</i>	2022-2028	FMD with IT Department

GOAL 5: THE TOWN HAS A SYSTEM AND PROCESS TO EVALUATE PROPOSED INFRASTRUCTURE PROJECTS FOR THE FULL RANGE OF SOCIAL, ECONOMIC, AND ENVIRONMENTAL IMPACTS IN PROJECT DESIGN, CONSTRUCTION, OPERATION, AND COST.

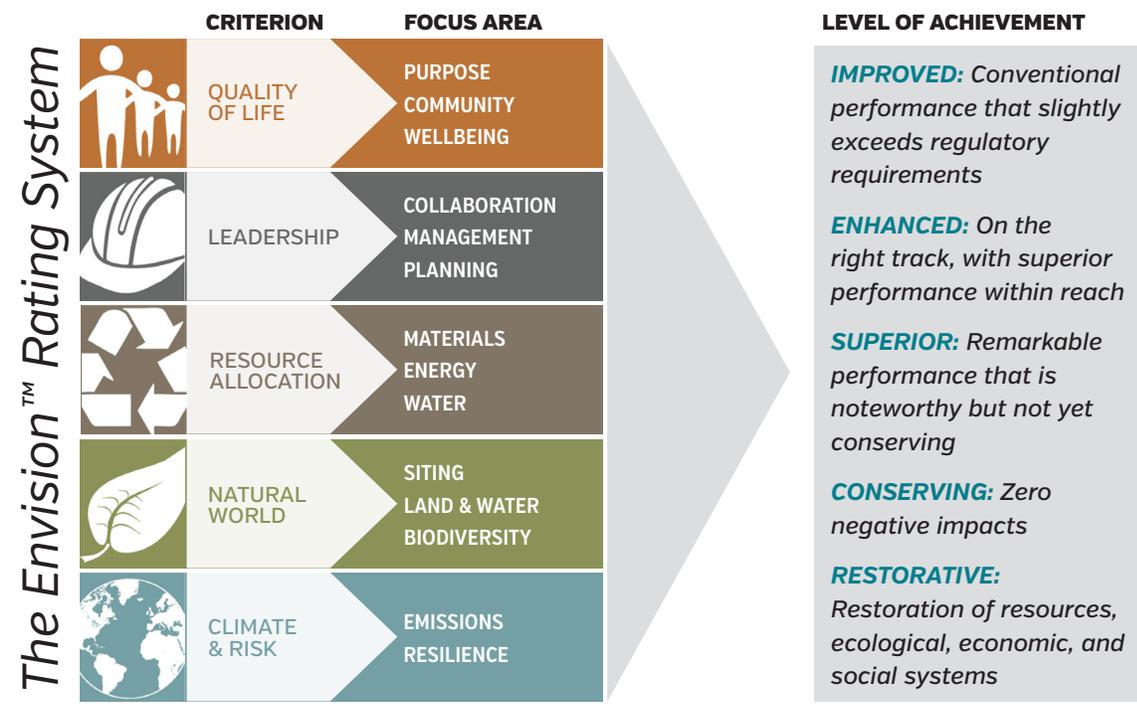
Policy

- Support evaluation of proposed Town infrastructure projects across all departments for the full range of life-cycle costs and benefits.

While the Town has taken many individual steps evidencing a commitment to sustainability, it does not yet have a systematic approach to evaluating sustainability benefits in infrastructure and facility design. Many communities have adopted policies for municipal building projects to meet specific

levels of sustainability performance (silver, gold or platinum levels) according to the LEED (Leadership in Energy and Environmental Design) program, regardless of whether there is a formal certification process. In recent projects, such as Wellesley High School, the Town has incorporated sustainability goals, such as high levels of energy efficiency.

A systematic approach to evaluating the benefits of proposed projects across all departments not only will enhance the ability of the Advisory Committee and Town Meeting to decide on priorities, it will also engage boards and departments in an early evaluation of whether projects are the best solution to solve problems. A good rating system starts with the question “is this the right project?”—not just “how will we do this project?” The Sustainable Energy Committee is evaluating potential rating systems for the Town to use.



STRATEGIES

A. Adopt a holistic and systematic evaluation and rating system for infrastructure to create a common set of evaluation metrics across town government.

An example of such a system that has been adopted by jurisdictions of varying sizes across the country is the Envision Rating System. Developed by the Institute for Sustainable Infrastructure and the Zofnass Program for Sustainable Infrastructure at the Harvard Graduate School of Design, it is supported by more than 200 major multidisciplinary consulting firms. Envision provides a

systematic evaluation process for infrastructure or other major projects. Use of the system is free (certification requires a fee) and the system has been adopted by an increasing number of local governments of different sizes. The evaluation system provides an organized way to include:

- Clear and transparent processes
- Education and communication for all interested parties
- Alignment of priorities with the values of the community and stakeholders
- Satisfaction of the requirements of public and private providers of capital
- Business case analytic tools and economic process tools

ACTIONS	WHEN	WHO
<i>i. Study and adopt or modify for Wellesley a holistic and systematic sustainability rating system, such as Envision, and use it from the beginning of project consideration.</i>	2018-2022	FMD; DPW; Board of Selectmen; Town Meeting; SEC
<i>ii. Train town staff and board members in how to use the chosen system.</i>	2022-2028	Planning; FMD
<i>iii. Train town financial staff in the economic tools appropriate for life cycle analysis and evaluation of town facility projects.</i>	2022-2028	Board of Selectmen

Wellesley can fine-tune the Envision process to fit Town needs. Use of the process will provide comparable information across departments, boards and commissions to assist the Advisory Committee and Town Meeting when recommending and voting on program and capital budgets.

GOAL 6: WELLESLEY'S STORMWATER MANAGEMENT SYSTEM INCORPORATES BEST PRACTICES THAT PROMOTE INFILTRATION AND IMPROVE WATER QUALITY.

Policy

- Make Wellesley a model of best practices in stormwater management for dense suburban communities.

STRATEGIES

A. Continue to develop and establish stormwater management practices and activities to be in compliance with and exceed stormwater regulations originally expected to take effect on July 1, 2017.

The EPA has postponed required compliance on new stormwater regulations. Wellesley should work to meet and exceed potential requirements to become a model of stormwater management.

ACTIONS	WHEN	WHO
<i>i. Implement best practices in stormwater management.</i> Provide public education, public participation, inspecting of outfalls for illicit connections, which may involve analytical testing of stormwater, construction-site management for stormwater control, and stormwater management for redevelopment and new development projects.	2018-2022 and ongoing	NRC; DPW; FMD
<i>ii. Review and amend local regulations to update and clarify requirements.</i>	2018-2022	NRC; Planning Board
<i>iii. Locate and cap illegal connections to the drainage system.</i>	2018-2022	DPW
<i>iv. Study the potential benefits of establishing a stormwater utility to fund stormwater programs.</i>	2023-2028	NRC; DPW; Planning Board; Board of Selectmen
<i>v. Promote and/or require the use of Low Impact Development (LID) and green infrastructure approaches to stormwater management in public and private development.</i>	2018-2022	Planning; NRC; DPW
<i>vi. Adopt a policy requiring the use of LID and green infrastructure in municipal projects.</i>	2018-2022	Permanent Building Committee; FMD; DPW
<i>vii. Identify impervious areas that can be removed for stormwater benefits, especially near natural resources and recreation areas, and include in project planning.</i>	2022-2028	NRC; DPW

Calculating stormwater fees

An example house in Falls Church has a total impervious surface of 2,250 square feet (e.g. roof area, driveway, sidewalks and patio). To calculate the corresponding stormwater fee:

- Impervious area:**
- 1,100 sq. ft. for roof
 - 750 sq. ft. for driveway
 - 300 sq. ft. for patio
 - 100 sq. ft. for sidewalk
 - **2,250 sq. ft. total impervious area**

- **Divide** the impervious area by 200 ($2,250 \div 200 = 11.25$)
- **Round the result** to the next highest whole number (round 11.25 up to 12)
- **Multiply by \$18** to calculate the total annual fee ($12 \times \$18 = \216)

Planting a tree could help earn a 10% credit.



Roof: 1,100 sq. ft.

Cistern: An underground tank that collects runoff from impervious areas could earn up to a 70% reduction in impervious area.

Patio: 300 sq. ft.
Reduction: Using permeable pavers rather than concrete earns a 120 sq. ft. reduction (40%) in impervious area.

Installing a rain barrel could help earn a 10% credit.

Sidewalk: 100 sq. ft.
Reduction: Using permeable pavers rather than concrete earns a 40 sq. ft. reduction (40%) in impervious area.

Driveway: 750 sq. ft.
Rain garden reduction: Collects runoff from the driveway, for a 300 sq. ft. reduction (40%) in impervious area.

Off-site reduction: Adding a rain garden or other stormwater facility that collects and treats off-site stormwater can earn up to a 70% reduction in impervious area.

Stormwater credits

The City's stormwater credit policy provides up to 95% off the stormwater utility fee by adding property improvements, such as cisterns, rain gardens, and permeable surfaces. Credits are cumulative.

Voluntary water quality improvements can earn up to a 40% reduction in impervious area while improvements required as a condition of development can earn up to 20% reduction in impervious area.

An additional 10% to 30% percent can be earned by providing water quantity improvements that store stormwater runoff.

A 10% credit can be earned by performing stormwater quality improvement activities like planting trees and installing rain barrels.

Visit the City's website at www.fallschurchva.gov/Stormwater for more details about the Stormwater Utility Fee Credits Manual.

To calculate fee reduction:

- **Add** the impervious area draining to a facility, or multiple facilities (100 sq. ft. + 750 sq. ft. + 300 sq. ft. = 1,150 sq. ft.)
- **Multiply** the impervious area by reduction percentage (voluntary, 40%) ($1,150 \text{ sq. ft.} \times 0.40 = 460 \text{ sq. ft.}$)
- **Subtract** the result from the original impervious surface ($2,250 \text{ sq. ft.} - 460 \text{ sq. ft.} = 1,790 \text{ sq. ft.}$)
- **Divide** by 200 and round to the highest number ($1,790 \text{ sq. ft.} / 200 = 8.9$, rounded up to 9)
- **Multiply** by \$18 to find the modified fee ($\$18 \times 9 = \162)
- **Annual stormwater fee with credits reduced to \$162**

An example of stormwater fee calculations from Falls Church, Virginia.

WHAT'S A STORMWATER UTILITY?

Massachusetts General Laws authorize municipalities to establish a stormwater utility as an enterprise fund (like water and sewer) to fund the costs of stormwater management. [MGL Chapter 40 Section 1A, Chapter 40A Section 5, Chapter 44 Section 53F-1/2, and Chapter 83 Section 16]. The Metropolitan Area Planning Council has developed a Stormwater Utility/Funding Starter Kit. (www.mapc.org/Stormwater_Financing)

Fees are typically linked to the amount of stormwater runoff produced by the impervious surfaces on a property. Credits are given for reducing impervious cover, conserving natural land, water harvesting

and reuse, groundwater recharge, low-impact development, and other measures.

WHY IS A STORMWATER UTILITY A GOOD IDEA?

The Town currently pays for stormwater management from the General Fund. While a stormwater utility may seem unpalatable as an “additional” fee, in fact it connects payment to the amount of stormwater produced on a property that has to be managed by public drainage systems. Bigger users of public drainage pay proportionately. A stormwater utility acts as an incentive for reducing impervious surfaces, retaining trees and plants on site, and promoting other green infrastructure strategies. Over time, the overall cost of stormwater management declines and water quality improves.

B. Explore the benefits of participating in a regional collaborative for stormwater management and aquifer protection.

ACTIONS	WHEN	WHO
<i>i. Use the relationships created through the DPW benchmark study to discuss the potential benefits of regional collaboration on stormwater management and aquifer protection.</i>	2019-2023	DPW

GOAL 7: THE TOWN OF WELLESLEY HAS UP-TO-DATE, 21ST-CENTURY TECHNOLOGY TOOLS AND PROCESSES.

Policy

- Support maintenance of a town-wide technology plan to coordinate technology needs and upgrades for all town departments, the school system, and the library for efficient service

delivery and effective customer service for residents and others.

STRATEGIES

A. Create protocols for use of technology and digital platforms to communicate with residents and others.

See addition information on technology and transparency in Chapter 14.

ACTIONS	WHEN	WHO
<i>i. Develop systems for timely posting of board and commission materials and ease of use.</i>	2018-2022	Board of Selectmen; IT
<i>ii. Support staff time to keep web materials and digital communications up to date.</i>	2018-2022	All Boards and Commissions
<i>iii. Develop a robust e-government system that allows residents and others to easily conduct business with the town online.</i>	2018-2022	Board of Selectmen; IT

GOAL 8: TOWN POLICIES ABOUT THE MAINTENANCE AND ACCEPTANCE OF PRIVATE STREETS HAVE BEEN CLARIFIED

Policy

- Develop policies for town involvement in private road upgrades/maintenance and town acceptance of private streets

There are approximately 100 unaccepted private ways with varying conditions in Wellesley, but a uniform policy for acceptance has not yet been established. Similarly, the Town also lacks a system for maintenance of private streets. Massachusetts

towns have adopted a variety of policies and systems to accept private streets or provide public maintenance of private streets. For example, the Town of Dedham will pay 100% of the costs to bring private streets up to public standards, but limited funds result in long time backlogs. In many other cases, towns have betterment programs that require the beneficiary property owners along the street to pay some or all of the cost.

STRATEGIES

A. Review Town policies and bylaws on private streets.

ACTIONS	WHEN	WHO
<i>i. Amend policies and bylaws to clarify and streamline the petition and acceptance process.</i> The Town needs to develop criteria for the petition and acceptance of private streets that are not part of new subdivisions. A majority of abutters on a private street can petition the Planning Board for acceptance. Criteria to be developed can then be applied by the Planning Board, Board of Selectmen, and Town Meeting to determine if the street merits public maintenance and if there is funding to bring it up to Town standards.	2022-2028	Planning Board; DPW; Board of Selectmen; Town Meeting
<i>ii. Consider implementation of a betterment system for petitions for public maintenance of private streets.</i> Betterment systems ensure that those who receive the benefits of private road improvements must pay some or all of the costs of these improvements. The Town could establish a formula for private funding of costs. Possible methods include establishment a fixed rate based on the average cost of the work and the length of road frontage; a rate based on the area of abutting land a fixed depth from the road; or a rate based on recent tax valuations of abutting properties. Approval for maintenance petitions would have to be obtained from the Planning Board and the Board of Selectmen.	2022-2028	Planning Board; DPW; Board of Selectmen; Town Meeting
<i>iii. Revisit the bylaw and regulations associated with the Review of Adequacy process to ensure consistency with expectations.</i>	2022-2028	Planning Board; DPW; Board of Selectmen; Town Meeting