

**PACKET**

**October**

**15**

**2019**



# TOWN OF WAYLAND

41 COCHITUATE ROAD  
WAYLAND, MASSACHUSETTS 01778

LOUISE L. E. MILLER  
TOWN ADMINISTRATOR  
TEL. (508) 358-7755  
www.wayland.ma.us

BOARD OF SELECTMEN  
LEA T. ANDERSON  
MARY M. ANTES  
THOMAS J. FAY  
CHERRY C. KARLSON  
DOUGLAS A. LEVINE

**BOARD OF SELECTMEN**  
**Tuesday, October 15, 2019**  
**7:00 p.m.**  
**Wayland Town Building**  
**Selectmen's Meeting Room**  
**41 Cochituate Road, Wayland, MA**

## Proposed Agenda

*Note: Items may not be discussed in the order listed or at the specific time estimated. Times are approximate. The meeting likely will be broadcast and videotaped for later broadcast by WayCAM.*

- 7:00 pm 1. Call Meeting to Order
- Review agenda for the public
- 7:05 pm 2. Announcements and Public Comment
- 7:15 pm 3. Enter into Executive Session
- I. Pursuant to Massachusetts General Laws, Chapter 30A, Section 21 (a) (3) to discuss strategy with respect to collective bargaining with the Wayland Teachers Association, Wayland Educational Secretaries Association, Wayland Food Service Association, Custodians & Maintenance Local 116 regarding health insurance payroll deductions
- 7:35pm 4. Board and Committee Appointments
1. Cultural Council: Interview and possible vote to appoint Sean Ahearn to the Cultural Council to a term ending June 30, 2022
  2. Dog Control Appeals Board: Interview and possible vote to appoint Matt Brandi as an associate member for a term ending June 30, 2022
  3. Audit Committee: Vote to appoint Chris Ryan to the Audit Committee, representing the School Committee, for a terming ending June 30, 2022.

2019 OCT 10 PM 2:10

RECEIVED  
TOWN OF WAYLAND  
TOWN CLERK

**BOARD OF SELECTMEN**  
**Tuesday, October 15, 2019**  
**7:00 p.m.**  
**Wayland Town Building**  
**Selectmen's Meeting Room**  
**41 Cochituate Road, Wayland, MA**

**Proposed Agenda – Page Two**

- 7:50 pm 5. Annual Town Meeting: Discussion and potential vote to approve ATM Schedule; review and potential vote to approve revised Article submission forms; potential articles
- 8:00 pm 6. Select Board/Town Manager Special Act: Update and next steps
- 8:10 pm 7. Council on Aging /Community Center Project: Discussion and potential vote to issue Request for Proposals (RFP)
- 8:20 pm 8. Town Administrator's Report
1. Bond Anticipatory Note Issuance
  2. Signage Wayfinding Grant: Update
  3. Facilities: Update
  4. Loker School Roof Project: Update
  5. Open Meeting Law Mediation: Update
  6. Five-Year Draft Capital Improvement Plan (CIP): Update
  7. FY2021 Operating Budget: Update
  8. Regulations: Health, Stormwater and Water
  9. West Suburban Health Group: Update
- 8:40 pm 9. Town Administrator Evaluation: Review and approve draft form; discuss timeline
- 8:50 pm 10. Minutes: Vote to approve Board of Selectmen minutes of September 23, 2019 and October 8, 2019
- 8:55 pm 11. Consent Calendar: Review and vote to approve (see separate sheet)
- 9:00 pm 12. Correspondence Review
- 9:05 pm 13. Selectmen's reports and concerns
- 9:10 pm 14. Topics not reasonably anticipated by the Chair 48 hours in advance of the meeting, if any

**BOARD OF SELECTMEN**  
**Tuesday, October 15, 2019**  
**7:00 p.m.**  
**Wayland Town Building**  
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**41 Cochituate Road, Wayland, MA**

**Proposed Agenda – Page Three**

9:15 pm 15. Enter into Executive Session

- II. Pursuant to Massachusetts General Laws Chapter 30A, Section 21(a) (6) to consider the purchase, exchange, taking, lease or value of real estate in regard to the Rivers Edge Project at 484-490 Boston Post Road, and
- III. Pursuant to Massachusetts General laws, Chapter 30A, Section 21 (a) (3) to discuss strategy with respect to collective bargaining with the New England Police Benevolent Association (NEPBA)/Wayland Police Officers Union (WPOU) Local 176, and
- IV. Pursuant to Massachusetts General Laws, Chapter 30A, Section 21 (a) (3) to discuss strategy with respect to litigation Ordway v. Town of Wayland pending with the Massachusetts Commission Against Discrimination (MCAD), and
- V. Pursuant to Massachusetts General Laws, Chapter 30A, Section 21 (a) (6) to discuss the purchase, exchange, lease or value of real estate with respect to accepting Spencer Circle as a public way, and
- VI. Pursuant to Massachusetts General Laws, Chapter 30A, Section 21 (a) (3) and (6) to review and approve the executive session minutes of August 26, 2019, September 9, 2019, September 23, 2019 and October 2, 2019, and

APPROVE AND HOLD: Executive Session minutes of August 26, 2019, September 9, 2019, September 23, 2019 and October 2, 2019

- VII. Pursuant to Massachusetts General Laws, Chapter 30A, Section 21 (a) (3) and (6) to review and release/release with redactions the executive session minutes of July 16, 2018, August 27, 2018, September 5, 2018, September 17, 2018, September 24, 2018, October 1, 2018, and October 9, 2018.

APPROVE AND RELEASE/RELEASE WITH REDACTIONS:  
Executive Session minutes of July 16, 2018, August 27, 2018, September 5, 2018, September 17, 2018, September 24, 2018, October 1, 2018, and October 9, 2018.

9:45 pm 16. Adjourn

4.) Board and  
Committee  
Appointments  
- vacancies

2019 OCT - 7 PM 3:41

RECEIVED  
TOWN OF WAYLAND  
TOWN CLERK

**Town of Wayland**  
**Board/Committee Appointments**  
*Status as of October 7, 2019*

The following positions remain open. Volunteers interested in serving, please send your information to the Board of Selectmen c/o Teri Hegarty at [thegarty@wayland.ma.us](mailto:thegarty@wayland.ma.us)

<u>Committee</u>	<u>Term Ending Date</u>
Audit Committee (4 positions)	
Representing Selectmen	June 30, 2022
Representing Selectmen	June 30, 2020
Representing Finance Committee	June 30, 2020
Representing School Committee	June 30, 2022
Board of Assessors	April 2020
<i>To fill a vacancy until March 2020 election</i>	
Board of Public Works	April 2020
<i>To fill a vacancy until March 2020 election</i>	
Cable Advisory Committee	open
Cultural Council (multiple positions)	3 year terms
Dog Control Appeals Board, associate member	June 30, 2022
Finance Committee	June 30, 2022
Municipal Affordable Housing Trust	June 30, 2020
<i>Priority to resident with real estate law experience</i>	
Senior Tax Relief Committee (3 positions)	
At large position	June 30, 2020
At large position	June 30, 2022
Representing Finance Committee	June 30, 2022
Surface Water Quality Commission	June 30, 2020
Wastewater Management District Commission	June 30, 2022



**Town of Wayland**  
41 COCHITUATE ROAD  
WAYLAND MASSACHUSETTS 01778  
www.wayland.ma.us TEL. 508-358-3788

4.) Board and  
Committee Appointments.  
- Glovsky Resignation

**OFFICE STAFF**

Bruce Morgan, Director of Assessing  
Matthew Lanefski, MAA, Assistant Assessor  
Janelly Ramos, Sr. Admin. Coordinator

**BOARD OF ASSESSORS**

Jayson Brodie, Chair  
Zachariah L. Ventress, Vice Chair  
John A. Todd  
Molly Upton

7 October 2019

Cherry C. Karlson, Chair  
Wayland Board of Selectmen  
41 Cochituate Rd  
Wayland, MA 01778

RECEIVED  
OCT 08 2019  
Board of Selectmen  
Town of Wayland

Dear Ms. Karlson and the Board of Selectmen,

Please be advised that Steven Glovsky submitted his resignation as a member of the Wayland Board of Assessors effective 3 October 2019. His official resignation letter was hand delivered to the Town Clerk's office and to the Board of Assessors via the Assessors' Office on that date.

Sincerely,

Jayson Brodie, Chair  
Wayland Board of Assessors

Friday, September 13, 2019

Dear Board of Selectmen,

I'm writing to express my interest in becoming an active member of the Wayland Cultural Committee. My wife and I moved to Wayland 4 years ago and just had our first child this past June. Outside of my fatherhood responsibilities, I am the Operations Director for Lovin' Spoonfuls a local food rescue non-profit serving the Greater Boston communities. I'm interested in this role because I hope to continue the great work of the committee, but also help it grow in its breath of work to help promote a culturally fulfilling and diverse community here in Wayland.

Please let me know if you have any questions for me.

Kind regards,

Sean Ahern  
Wayland

4) Board and  
Committee Appointments  
1. Sean Ahern -  
Cultural Council

4.) Board and  
Committee Appointment  
- Matt Brandi  
Dog Control Appeals  
Board

## MATT BRANDI

Wayland, MA 01778

Enthusiastic team player with a proven record of delivering thought leadership, managing multiple projects, and exceeding expectations in the areas of consumer insights and retail sales forecasting. Extensive experience managing the entire life cycle of research projects and developing objective insights that drive actionable intelligence for clients.

### PROFESSIONAL EXPERIENCE

#### VERBATIM ADVISORY GROUP, Waltham, MA

2008 - Present

##### RESEARCH ANALYST - Mar 2010 - Present

Use primary and secondary data to generate sales forecasts and insights across 60+ syndicated monthly research programs analyzing the largest retail and restaurant chains. Consistently hold the best estimate track record on Analyst Team for 8+ years, exceeding performance metrics.

##### Project Management & Analysis

- Define project parameters including esoteric objectives, deliverables, timeline and respondent sample with minimal supervision.
- Design survey instruments based on client objectives, existing trends, and industry knowledge.
- Perform in-depth analysis of qualitative and quantitative research data to generate actionable intelligence, sales growth forecasts and industry insights. Quickly fulfill all ad-hoc requests.
- Partner with internal stakeholders to streamline data collection process, manage databases, and increase efficiencies.

##### Client Relations

- Consult with clients to understand their research needs, scope project feasibility, and manage expectations.
- Actively engage clients throughout entire project life cycle.
- Presents findings and field follow-up questions via conference calls.

##### Associate Development

- Mentor and assist in developing all new Analyst Team Members to become outstanding contributors.
- Build management skills via leading project kickoff meetings to brief research team on project objectives, best practices, and recent results.
- Oversaw redevelopment of syndicated research instrument and user interfaces.

#### RESEARCH ASSOCIATE - Nov 2008 - Mar 2010

- Targeted 75-100 cold calls per day, obtaining interviews with 4-8 respondents from various industries.
- Consistently received bonuses for excellent performance. Top performing Associate within first 4 months.
- Used interpersonal and communication skills to develop valuable relationships with key respondents.

#### XL ENERGY BLAST, Mid-Atlantic Region

2006 - 2008

##### MID-ATLANTIC SALES & OPERATIONS MANAGER

- Conducted sales, installation, brand development and service of "bag-in-box" style product for startup energy drink company in five SYSCO distribution houses throughout the Mid-Atlantic Region.

#### GARDNER CAPITAL ADVISORS, Bay Shore, NY

2005 - 2006

##### INDEPENDENT RESEARCH - FREELANCE

- Gathered and processed data on condominium and apartment construction and sales in 7 major markets.

#### POINT O' WOODS ASSOCIATION, Point O' Woods, Fire Island, NY

2004 - 2005

##### ASSOCIATION STAFF

- Maintained multiple roles and responsibilities including retail management and community project manager.

### EDUCATION

#### UNIVERSITY OF VERMONT, Kalkin School of Business, Burlington, VT

2000 - 2003

##### *Bachelor of Science in Business Administration*

- Self-designed concentration focused in Entrepreneurship and Marketing.
- Member of UVM Marketing Club.

### ADDITIONAL EXPERIENCE

**TECHNICAL SKILLS:** Proficiency using Microsoft Office Suite, Thomson Reuters Financial Products, Google Apps, and Bloomberg. Very comfortable learning new software packages.

**ATHLETICS:** Completed NYC Marathon. 1 season as Ski Instructor at Heavenly Valley Ski Resort, Lake Tahoe, CA.

**VOLUNTEER:** Point O' Woods Volunteer Firefighter - received Firefighter I certification in New York State in 2004. Active in the Point O' Woods Environmental Committee and several annual fund raisers.



2020

## ANNUAL TOWN ELECTION/ANNUAL TOWN MEETING SCHEDULE

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*DRAFT - Last updated October 10, 2019*

### 2019

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- Mon Dec 9* Board of Selectmen votes to open warrants for the Annual Town Meeting and Town Election.
- Mon Dec 9* Planning Board has preliminary meeting with Board of Selectman on Zoning and Planning Board articles, if required.
- Wed Dec 11* Notice of the opening of the warrant shall be sent to the Town Clerk and all Town boards and committees. Per Town Code 36-2 and 36-3, notice of the closing date of the warrant will be posted at the Town Building and at the public library in Wayland Center, at the Cochituate Fire Station or Cochituate Post Office and at the Happy Hollow School.
- Mon Dec 16* Pursuant to Town Code 36-1, the Selectmen shall cause notice of the time and place of the Annual Town Meeting and Election to be published in a newspaper of general circulation no later than the date fixed by them for closing the warrant pursuant to Town Code 36-3.

### 2020

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- Mon Jan 6* Petitioners' Workshop with Selectmen
- Tues Jan 7* Nomination papers are available from the Town Clerk for the Town Election.
- Mon Jan 13* Selectmen vote to submit any remaining warrant articles it will propose.
- Wed Jan 15* Deadline for submission of warrant articles at 4:30 p.m. to the Board of Selectmen through the Town Administrator's Office. (per Town Code Sec. 36-3) Articles will be stamped with date and time of receipt. No article, other than one submitted by the Moderator, Town Clerk, or the requisite number of petitioners, shall be inserted in the warrant for any Town Meeting unless so voted and submitted by a board, commission, committee, or other governmental body of the Town of Wayland by 4:30 p.m. on the date fixed by the Board of Selectmen for closing of the warrant for such meeting. (Town Code 36-3C)
- Thurs Jan 16* Articles are draft ordered by Town Administrator and distributed to Moderator, each member of the Finance Committee, Selectmen, Town Counsel and Town Clerk. Town Counsel reviews text of articles.
- Mon Jan 20* Martin Luther King Jr, Day
- Tues Jan 21* The Finance Committee and other boards and committees are asked to make written requests to the Board of Selectmen to approve placement of a Proposition 2 ½ Ballot Question on the Election Warrant at least two

Except for Town Meeting and Election, dates required by Town Code / State Law and dates for final submission of warrant articles, this schedule is subject to change.

weeks prior to the Board's vote. The Board will consider the requests at its January 27, 2020 meeting.

It is the Selectmen's policy that the Board of Selectmen request the Finance Committee's recommendation on whether to place any Proposition 2 ½ Questions on the ballot. The Finance Committee's recommendation and its presentation will be made at the Selectmen's meeting on January 27, 2020. (Earliest date of action – Last legal date for Selectmen to vote on ballot questions is Monday, February 24, 2020.)

- Tues Jan 21* Finance Committee ATM Article Workshop. The Workshop fulfills Town Code 19-3
- Mon Jan 27* Selectmen meet with Planning Board on Town Meeting articles, if necessary. (See MGL 40 A Section, 5)
- Mon Jan 27* Finance Committee makes presentation to Board of Selectmen on all Proposition 2 ½ questions. (See Board Policy for Finance Committee presentation requirements).
- Mon Jan 27* Finance Committee decides the articles for which it will make a report in the warrant to include comments, and the pros and cons. The Finance Committee will communicate its decision to the article sponsors and petitioners who may respond by February 10<sup>th</sup> with a "Sponsor's Report" not to exceed 150 words in length. Town Code § 5 B.
- Mon Feb 3* Board considers opening of STM Warrant (within Annual Town Meeting) for the period Tuesday, February 4 through Tuesday, February 11 at 4:30 pm and sets all related STM dates at that time. Last date to set STM within ATM is 45 days before ATM or TBD. The warrant for any Special Town Meeting shall remain open for at least seven days after it is called by the Board of Selectmen. Within 48 hours after calling any Town Meeting, the Selectmen shall post notice of the warrant closing date at the locations specified in Town Code § 36-2.
- Mon Feb 3* Board of Selectmen votes to place Proposition 2 ½ Override or Exclusion Question on Election Ballot. Under MGL 54, 42 C, the Town Clerk must receive the written notice of the question being placed on the ballot 35 days before the Election or by Tuesday, February 25, 2020. Following a vote to approve a Proposition 2 ½ Question, the Selectmen and Finance Committee will provide public notice and convene a meeting for public comment on proposed Proposition 2 ½ Question(s).
- Mon Feb 10* Selectmen determine the final order of ATM warrant articles.
- Mon Feb 10* Selectmen accept public comment, discuss wording and vote on ballot questions. (if any)
- Mon Feb 10* By this date, any changes that an article sponsor or petitioner requests to make to the article text (excluding the comments and pros and cons which are the responsibility of the Finance Committee) shall be submitted to the Town Administrator for approval by Town Counsel after which they will be

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forwarded back to the article sponsor or petitioner, and also to the the Chair of the Board of Selectmen and the Chair of the Finance Committee for distribution to the members.

- Mon Feb 10** Deadline for article sponsors and petitioners for which the Finance Committee will make a report in the warrant to submit a "Sponsor's Report" not to exceed 150 words in length. (Town Code § 36-5 B)
- Tues Feb 11** Last day for submission by 5:00 pm of nomination papers to the Board of Registrars for Town Election (49 days before Election) GL c53, sec. 7 (Town has not accepted MGL C. 53, sec 9A.)
- Fri Feb 14** Articles are put in final form by Town Counsel. Town Counsel provides comments on by-law changes consistent with Town Code chapter 36, Section 5 B.
- Mon Feb 17 – 21** President's Day and School Vacation week
- Tues Feb 18** Last date for Planning Board to discuss and vote Planning Board Reports on zoning articles (may be earlier). See MGL 40 A Section 5.
- Tues Feb 25** Last day for Selectmen to submit ballot question to Town Clerk by 5:00 pm. (35 days before election) MGL 54, sec 10; MGL C 54, sec 42c
- Tues Feb 25** Last day for filing certified nomination papers with Town Clerk (35 days before election.) MGL 53 section 10.
- Tues Feb 25** **Deadline: Finance Committee article comments (with supporting charts and appendices), Finance Committee report, and Planning Board articles due to Executive Assistant by 10:00 a.m. - No changes accepted after this date.**
- Thurs Feb 27** Town Clerk sends ballot to printer.
- Thurs Feb 27** Last day to object to nomination papers, to withdraw nomination or object to petitions for local ballot questions for Town Election. GL c. 53, sec. 11; GL c. 55B sec. 7  
February 27 or later: Town Clerk sends ballot to printer if no objections filed. GL 55 B, sec. 7  
March 5 or later: Town Clerk sends ballot to printer if objections filed. GL 55 B, sec. 7
- Mon March 2** Compilation of warrant completed, and all changes made. Warrant is sent to printer.
- Tues March 10** Town Clerk advertises in a newspaper of general circulation and posts notice of the time and place of Annual Town Meeting and Election for per Town Code Sec. 36-1 on town sign boards no later than 2 weeks before Town Election and Town Meeting

Except for Town Meeting and Election, dates required by Town Code / State Law and dates for final submission of warrant articles, this schedule is subject to change.

<i>Wed March 11</i>	Last day to register to vote prior to Town Election / Town Meeting; 8:00pm. (20 days prior) GL c 39 sec 26, 28
<i>Fri March 13</i>	Postal delivery of warrants (Town Code 36-2A, MGL c. 39, s10)
<i>Mon March 16</i>	Motions for articles completed by Town Counsel and provided to Moderator and Town Clerk; Pre-Town Meeting review this week.
<i>Mon March 16</i>	Sponsors and Petitioners submit any illustrative slides under Moderator's Rules to Executive Assistant by this date.
<i>Mon March 16</i>	Final copy of warrant delivered to Selectmen, Moderator, Finance Committee, Town Clerk, Town Counsel and Finance Director.
<i>Mon March 16</i>	Selectmen vote and sign warrants for posting.
<i>Wed March 18</i>	Draft motions for articles are posted at Town Building and Library
<b>TBD</b>	<b>CANDIDATE'S NIGHT - LEAGUE OF WOMEN VOTERS</b>
<i>Fri March 20</i>	If a Special Town Meeting is called for April 5, 2020, the warrant must be posted 14 days prior. GL 39, sec. 10.
<i>Fri March 20</i>	Town Clerk post warrants for Town Meeting and Election at the Town Building and at the public library in Wayland Center, at the Cochituate Fire Station or Cochituate Post Office and at the Happy Hollow School per Town Code Sec. 36-2A, MGL c. 39, s10 (at least 7 days prior to Annual Town Meeting or Annual or Special Election and at least 14 days prior to Special Town Meeting).
<b>TBD</b>	<b>Moderator's Forum</b>
<i>Fri March 27</i>	Last date for vehicle descriptions (valued at least \$10,000 from Parks, Recreation, Highway and Water only) prepared by procurement officer to be filed with Town Clerk per Town Code Sec. 19-7 (at least 7 days prior to Annual Town Meeting and 14 days prior to Special Town Meeting).
<i>Mon March 30</i>	Selectmen conduct ATM Warrant Hearing at 7:15 p.m.
	Last day for Selectmen to review proposed motions and vote positions on Annual Town Meeting warrant articles.
<i>Tues March 31</i>	<b>ANNUAL TOWN ELECTION</b>
<i>Fri April 3</i>	Prepare and print final errata sheets, Moderator's instructions to Town Clerk, tellers, and Planning Board reports (if necessary) for distribution at Town Meeting.
<i>Fri April 3</i>	Warrants and lists delivered to Town Meeting site. List of non-resident employees provided to Moderator and Town Clerk.

Except for Town Meeting and Election, dates required by Town Code / State Law and dates for final submission of warrant articles, this schedule is subject to change.

*Sun April 5*

**ANNUAL TOWN MEETING (Sunday at 1:00 p.m.)**

*April 6 and 7  
(M and T)*

**Adjourned sessions of Annual Town Meeting (Monday and Tuesday at 7:00 p.m. as necessary).**

Except for Town Meeting and Election, dates required by Town Code / State Law and dates for final submission of warrant articles, this schedule is subject to change.

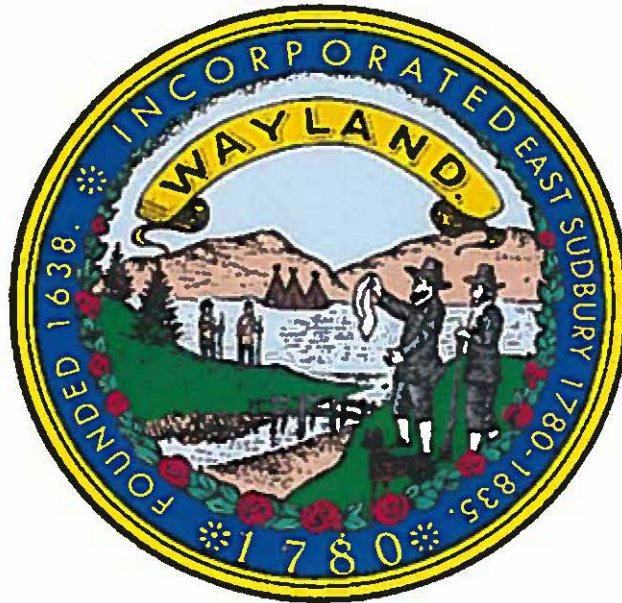
S.) ATM  
- potential articles

2020 ATM

Potential Articles as of October 10, 2019

- A. Recognize Citizens
- B. Pay Previous Fiscal Years Unpaid Bills
- C. Current Year Transfers
- D. OPEB Funding
- E. Transfer Station: dissolve revolving fund
- F. Fiscal Year 2020 Revolving Fund Expenditure Limits
- G. Fiscal Year 2020 Omnibus Budget
- H. CPA: Set Asides and Transfers
- I. Compensation for Town Clerk
- J. Choose Town Officers
- K. Hear Reports
- L. Select Board/Town Manager Special Act
- M. Accept Spencer Circle as a Public Way
- N. Circuit Breaker: revise language
- O. Tailings: accept statute re: uncashed checks
- P. CoA/CC: repurpose \$470,000 approved at 2018 ATM
- Q. Loker Field
- R. Capital Stabilization Fund

8.) TAs Report  
6.) Five-Year  
Draft Capital  
Improvement Plan:  
Update



**TOWN OF WAYLAND**  
**FIVE – YEAR DRAFT CAPITAL IMPROVEMENT PLAN**  
**FY2021-FY2025**

**Louise Miller, Town Administrator**  
**Brian Keveny, Finance Director**

**October 10, 2019**

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## Section I

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### Introduction

The Town of Wayland's Capital Improvement Plan (CIP) should serve as a multi-year tool to plan, coordinate and fiscally manage the maintenance of and improvements to capital assets. Capital facilities include buildings and grounds, fields, trails, parks, and other recreational and open spaces. Capital infrastructure includes public works infrastructure, comprising roads, sidewalks, streetlights, etc., as well as information technology infrastructure. Finally, capital assets include vehicles and equipment over a certain threshold amount. Capital improvement expenditures cover improvements to buildings, infrastructure, vehicles, and equipment, including feasibility, design, and construction or implementation. Planning the timing of capital projects ensures that the most needed projects are addressed first and that the costs are reviewed to minimize annual impacts on taxation. While the Capital Improvement Plan is a five-year plan, it should be reviewed and updated annually as the condition of assets and the Town's needs and priorities may change.

The Draft CIP for FY2021-2025 highlights certain challenges to be met with significant capital investment needed in existing facilities and also in potential new facilities, such as a new Council on Aging/Community Center building. Balancing requests for large capital investments while maintaining the ordinary investment in capital projects will require careful fiscal planning and discipline.

#### Capital Planning Process

The Town Administrator and Finance Director began the CIP process by evaluating all available financing sources to support future capital spending. This included projecting revenue by fiscal year for taxation, free cash, excluded debt, debt within the levy, and other funds.

First, the Town Administrator and Finance Director reviewed historical expenditure levels for each of the funding sources available for funding of capital expenditures. The two financing goals for the Draft CIP preparation were to smooth out the amount allocated by funding source and to make an initial determination of the funding goals for each funding source based upon the use of the funds. The result of the financing plan will be predictable capital budgets and predictable effects on tax rates.

In July 2019, all Department Managers, Boards and Committees were asked to submit a Five-Year Capital Improvement Plan and a detailed CIP request form for each FY2021 request. The Town Administrator and Finance Director met with each department and reviewed their respective requests. All capital requests were categorized as Legally Required, Public Safety and Health, Annual Maintenance and New Initiative.

The Draft Five-Year Draft CIP was developed based on projected available revenue, review of CIP requests, and the anticipated financial impact on the Town's levy. The CIP is an organic document and should evolve to reflect updated information on projects including project costs and new Town priorities.

#### Definition of Capital Project

A capital project can be a large or small project which can be non-recurring or recurring. A capital project must have a minimum useful life of 3 years and a unit purchase cost of \$25,000 or more. A Capital Project includes feasibility, design, and construction of facilities and infrastructure, purchases of vehicles and equipment, and purchases of land.

### **Definition of Capital Budget**

A capital budget, unlike an operating budget, may be spent over more than one fiscal year. This allows for flexibility in supporting multiple year expenditures and expenditures for large projects that could not be completed within one year.

## **Section II**

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### **Available Funding Sources**

In the spring of 2019, Moody's revised its Aaa bond rating for the Town from a negative outlook to stable. The development of the Draft Five-Year CIP reasserts management's commitments to Moody's that the Town will return to structurally balanced operations using recurring revenue for recurring expenses, will maintain a stable debt burden, and will develop a five-year capital plan rather than a one-year rolling capital plan.

Funding Sources for the Draft Five-Year CIP are cash capital, free cash, debt within the levy, excluded debt, capital stabilization and other funds. Each funding source is more appropriate for certain capital expenditures.

#### **Cash Capital**

Cash Capital is raised from taxation. As such, Cash Capital is ideal for recurring capital expenses. Cash Capital should not vary annually.

#### **Free Cash**

Free Cash consists of surplus or unexpected revenue and unspent authorized operating or capital expenses. Free Cash becomes part of the General Fund balance. It is a funding source that is certified annually by the Massachusetts Department of Revenue. Free Cash may vary annually.

#### **Debt within the Levy**

Debt within the Levy is debt that is authorized as part of the operating budget. Generally, debt within the levy supports larger capital projects that are not considered for excluded debt.

#### **Excluded Debt**

Excluded Debt is debt that the voters have approved at a town election for a specific project and a certain estimated cost. Debt service related to Excluded Debt is not included in the Proposition 2 ½ Levy Limit calculation.

#### **Recreation Stabilization Fund**

A stabilization fund created for recreation related capital projects. Stabilization funds can support cash or debt expenditures. They require a majority vote of Town Meeting to add funds and a 2/3 vote of Town Meeting to authorize expenditures.

#### **Revolving and Special Revenue Funds**

The Town has various revolving and special revenue funds including the Cemetery Fund, Recreation Revolving, Ambulance Fund and other funds where revenue generated from specific operations is segregated from the General Fund. Revolving funds and special revenue funds can only support capital projects related specifically to their revenue generating operations.

**Enterprise Funds**

The Town operates both a Water Enterprise Fund and a Wastewater Enterprise Fund. Both funds support capital expenditures through rate setting.

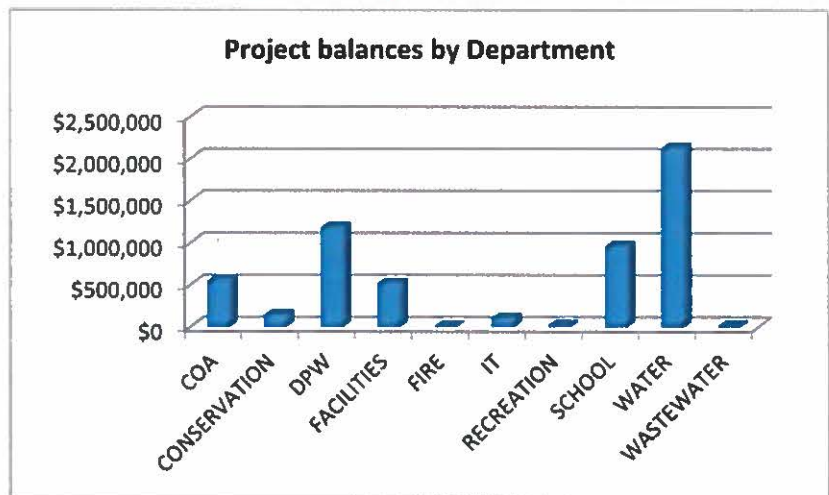
**Community Preservation Act Funds**

The Town has adopted the Community Preservation Act (CPA), M.G.L. chapter 44B. The CPA provides for a local option surcharge with a State fund match. The match has been declining over the year. CPA funds support expenditures related to affordable housing, historic preservation, and open space or recreation. Annually, at least 10% of the collected CPA funds must be set aside for each of the three allowable categories of expenses. The balance may be spent for any allowable expense. CPA projects may be paid by cash or debt.

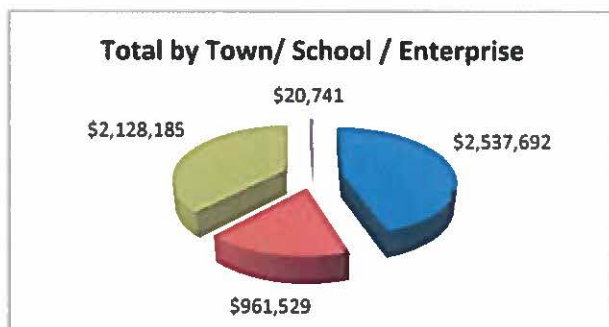
**Section III**

**Expenditure and Funding Status of Current Capital Projects**

In preparing the FY2021 CIP, the Town Administrator and Finance Director reviewed the status of projects approved in prior fiscal years to determine whether projects could be closed. At this time, less than \$200,000 is anticipated to be available. It is premature at this time to recommend reauthorization of any surplus. For authorized but unissued debt, the Town Administrator and Finance Director recommend that any unneeded debt be rescinded.



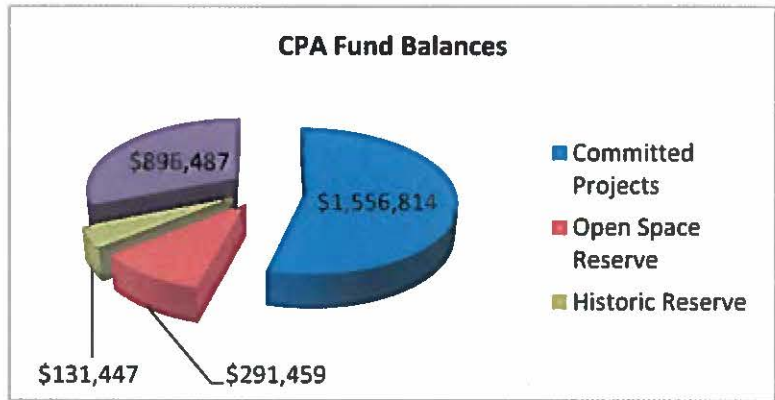
**Town/School Capital Projects** - As of August 30, 2019, the Town had a total of 32 open projects with a total remaining balance of \$2.5M. The Town had 2 projects with authorized but unissued debt. The Schools has a total of 17 projects with a balance of \$.961M. The Schools also had 2 projects with authorized but unissued debt.



**Enterprise Capital Projects** – The Water Enterprise Fund had a total of 15 open projects with a total balance of \$2.1M, and 4 projects with authorized but unissued debt. The Wastewater Enterprise Fund had 1 project with a balance of \$.020M Not included in this total are authorized but unissued approved projects

**Community Preservation Act Projects –**

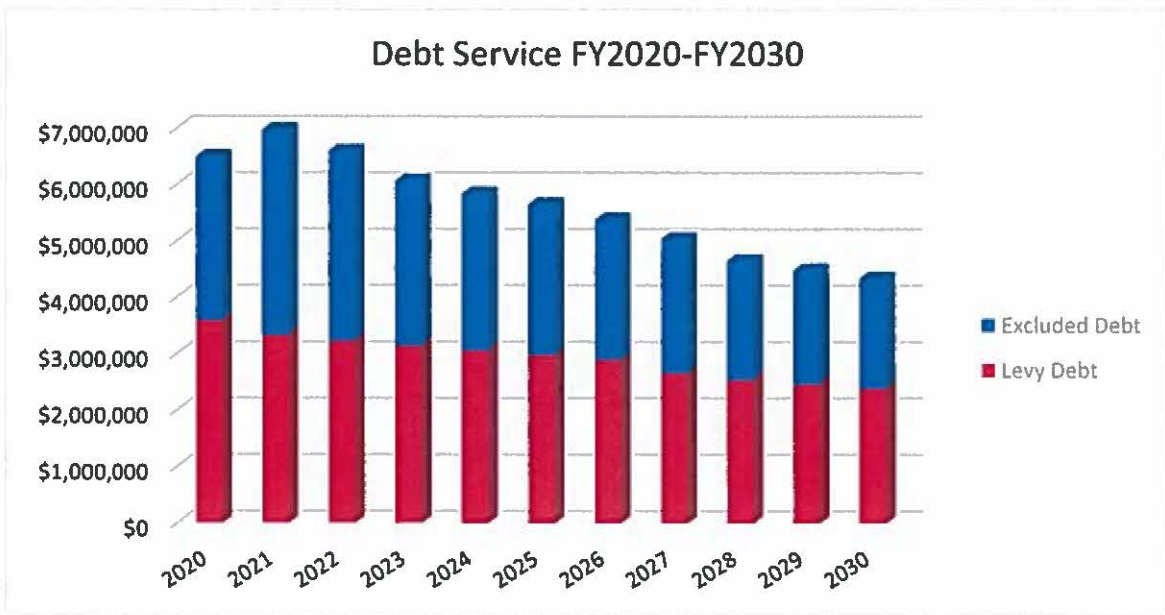
As of June 30, 2019, the CPA Fund had 27 open projects. The aggregate total committed to these projects is \$1.5M. The total balance of the fund is \$2.8M.



<b>CPA Open Projects as of 06/30/19</b>			
<u>Recreation</u>		<u>Historic</u>	
Dudley Woods ATM 15	\$12,100	Stonebridge ATM 15	\$464,390
Cent Railroad Trail ATM 15	\$1,455	Mellen Law Office ATM 17	\$30,000
Oxbow Rd ATM 15	\$1,790	Pillar House Nov -17 STM	\$1,896
Dudley Woods ATM 17	\$50,000	Wayland Depot ATM 18	\$89,230
Oxbow field ATM 17	\$105,699	Dudley Woods ATM 18	\$11,066
HS Tennis Nov 17-STM	\$17,300	Library Rotunda Windows ATM 18	\$30,000
Cow Common ATM 19	\$3,000	Restore Stone's Bridget ATM 19	\$300,000
Dudley Pond Ramp ATM 19	\$21,000	First Parish Church ATM 19	\$17,000
HS Field ATM 19	\$22,932	Arched Window Cochituate Apts. ATM 19	\$3,500
Loker Trailheads ATM 19	\$118,000	<u>Housing</u>	
Weston Aqueduct ATM 18	\$98,000	Boston Post	\$829
<u>Open Space</u>		Hire consultant ATM 17	\$6,978
Heard Farm ATM 15	\$35,000	Housing Consultant ATM 19	\$15,000
Stonebridge Rd. ATM 15	\$29,272	Total	\$22,807
Open Space / Rec STM 15	\$2,000	<u>Administration</u>	\$32,348
Mainstone Debt Service	\$37,029	Total	\$1,556,814

**Debt Service**

The combined total excluded and levy debt service payment for FY2020 – FY2030 is \$61.5M. The total debt service for FY2020 – FY2030 for excluded debt is \$20.2M and \$32.3M within the levy. The graph below illustrates the debt service for excluded and levy debt service and demonstrates the increase in total debt service in FY2021 due to an increase in excluded debt service.



Not all debt for projects that Town Meeting has approved for debt financing has been issued. The current balance of unissued debt as of October 2, 2019 is \$14.6M for the following projects.

- High School Field Project - \$7.0M
- Fire Station 2 Repair - \$1.8M
- Town Building Improvements- \$1.5M
- Middle School Wiring - \$.386M
- Loker Kitchen Renovations - \$.250M
- Loker School Doors and Windows - \$.995M
- DPW Truck - \$.030M
- Transfer Station Access Road - \$.070
- DPW Tractor - \$010M
- Road Construction - \$.020M
- Water Mains / Meters / Reeves Hill Tank - \$2.6M

The Town is scheduled to issues municipal bonds in February 2020 related to most of these projects. The anticipated offering is expected to total \$12.2M.

## Section IV

### Five Year Capital Improvement Plan Recommendation

#### Recommended Funding Allocations By Funding Source

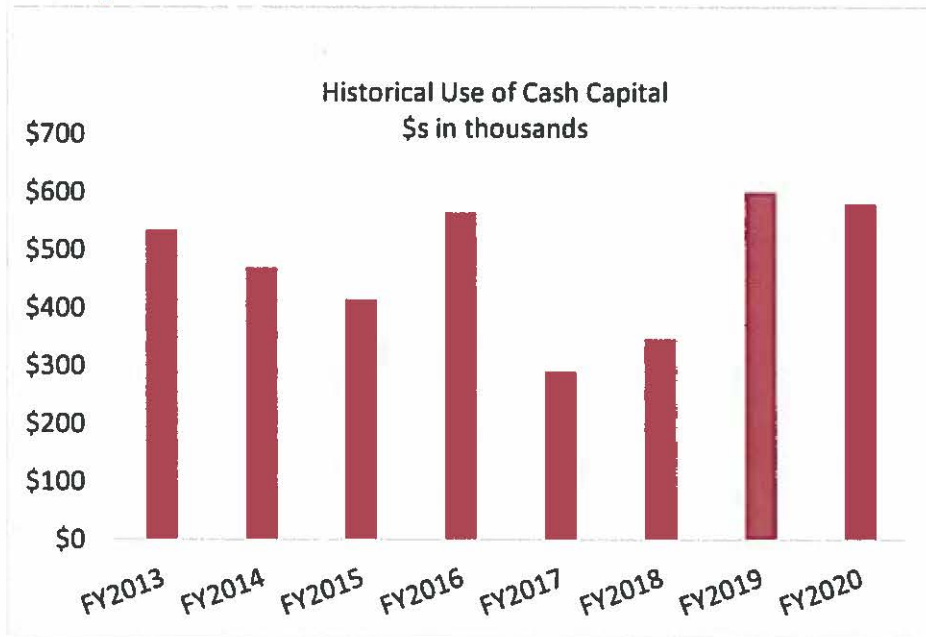
To achieve a predictable capital financing budget, the Five-Year Draft CIP is structured around the following funding recommendations:

- Cash Capital: \$600,000 to \$800,000 annually
- Stable Debt Service Within the Levy: \$3,050,000
- Free Cash: \$1,500,000 to \$2,000,000 to be reviewed annually

In addition, to the three primary funding sources, funding recommendations are being offered for other potential revenue categories.

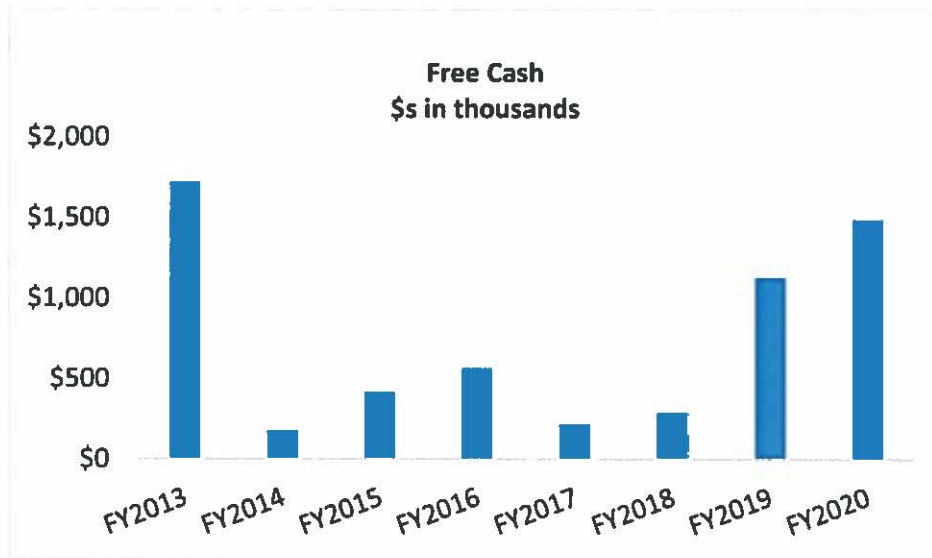
Revenue Category	Annual Spending Estimate
Cash Capital	\$ .600M - \$ .800M
Free Cash	\$1.5M - \$2.0M
Debt	\$3.0M- \$5.0M
Ambulance Fund	\$.200M
Other Funds	\$.200M
Chapter 90	\$.900M
CPA Fund	\$.500M
Water Fund Revenue	\$.100M
Water Fund Reserve	\$.100M
Wastewater Revenue	\$.050M
Wastewater Reserve	\$.050M

### Cash Capital



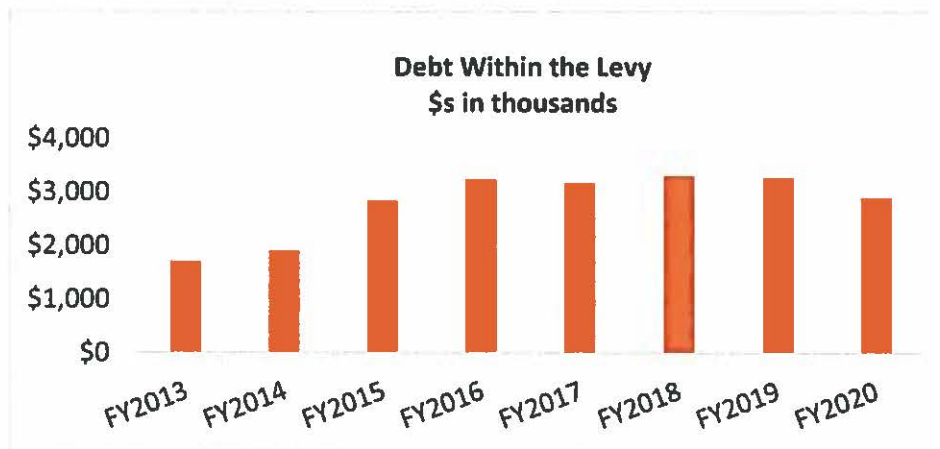
Cash Capital spending in FY2019 and FY2020 were \$600,000 and \$580,000 respectively. We recommend that the amount allocated be maintained at a minimum of \$600,000 for FY2021 with a goal of \$800,000. For planning, cash capital should be assumed to grow at the same rate as revenue.

**Free Cash** - Estimated use of Free Cash will be based on estimate revenue and appropriation surplus.



The amount of Free Cash used annually for capital has fluctuated greatly in past years based on the amount of Free Cash used for the operating budget. Beginning in FY2020, the Town will support its operating budget with recurring revenue only. The use of Free Cash will be limited to capital. The annual amount recommended is \$1.5M to \$2.0M

**Debt** – Excluded Debt will be recommended on a project by project basis. Levy debt like other recommended.



Since FY2015, debt within the levy has fluctuated between \$2.8M and \$3.3M. The fluctuation affects both the investment in the Town's capital and the tax burden on property owners. Smoothing the amount of debt within the levy at 3.050M going forward would allow for \$3.0 - \$5.0M of projects.

**Stabilization and other Funds** – The amount recommended annually will be based on ability of funds to support payments.

**Chapter 90** – State funding for public roads. The Town receives approximately \$500,000 annually.

**CPA Fund** – Community Preservation Community must approve the requests.

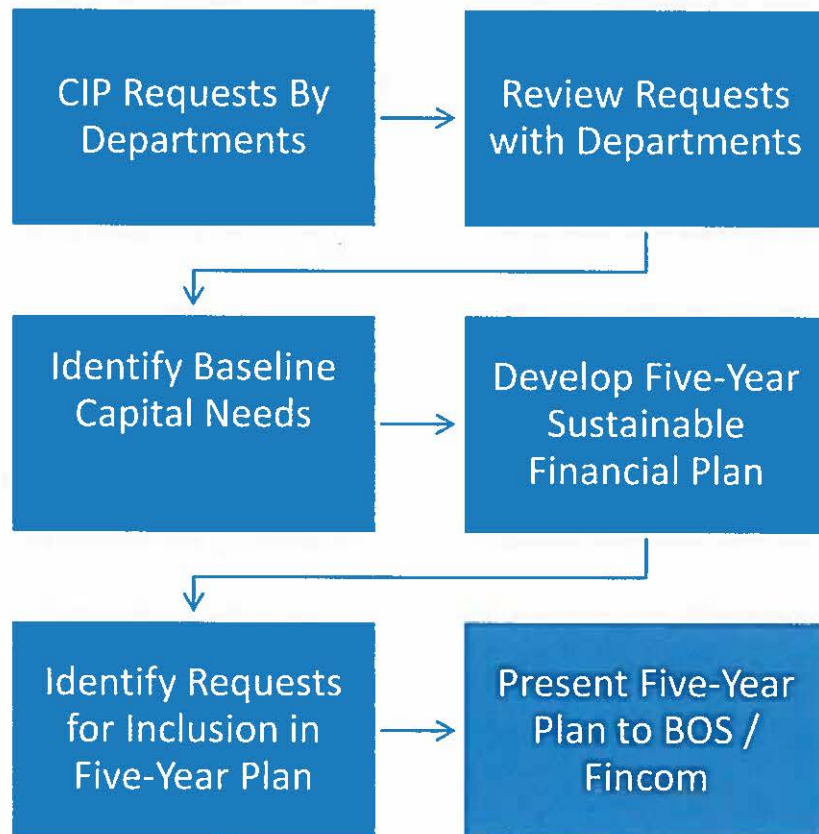
**Water Enterprise Fund** – Projects are subject to maintaining positive fund balance and rates to support the expenditures.

**Wastewater Fund** – Projects are subject to maintaining positive fund balance and rates to support the expenditures.

**Review of CIP Requests**

The process for developing the Five-Year Draft Capital Improvement Plan began in May 2019 when the Board of Selectmen requested that the Town Administrator and Finance Director develop a five-year sustainable financial plan to support capital improvements in the Town of Wayland. All department, boards and committees were asked to prepare and submit their capital requests for FY2021 through FY2025. All submissions were reviewed with the respective departments in an effort to better understand the requests, determine minimum funding requirements for maintenance of Town capital, and determine relative prioritization in the townwide CIP.

The following is a depiction of the process.





Upon completion of the CIP review a financial plan was developed that uses a consistent amount of annual revenue to stabilize the use of taxation, tax rate, debt obligations and free cash and to provide for a predictable capital projects budget.

### Fiscal 2021 Capital Improvement Plan Recommendation

The following table summarizes the total departmental capital requests by fiscal year for the next five years.

DEPARTMENTAL REQUESTS BY FISCAL YEAR						
Department	FY21	FY22	FY23	FY24	FY25	Dept. Total
DPW	2,029,000	3,120,000	2,202,000	1,436,000	1,497,000	10,284,000
Town Clerk	26,000	-	-	-	-	26,000
Police	-	50,000	-	38,000	26,000	114,000
JCC	292,000	150,000	150,000	150,000	100,000	842,000
Fire	795,000	495,000	190,000	815,000	247,000	2,542,000
Engineering	140,000	430,000	-	-	-	570,000
Conservation	865,000	90,000	50,000	-	-	1,005,000
Facilities	2,109,500	8,881,000	1,820,000	405,000	29,815,000	43,030,500
IT Dept.	278,000	567,000	255,000	90,000	280,000	1,470,000
Recreation	3,703,500	1,525,000	1,319,369	1,345,000	1,265,000	9,157,869
School	4,660,600	4,051,100	2,229,000	960,500	2,025,000	13,926,200
<b>Totals</b>	<b>14,898,600</b>	<b>19,359,100</b>	<b>8,215,369</b>	<b>5,239,500</b>	<b>35,255,000</b>	<b>82,967,569</b>

Based upon the five-year plan for funding and after discussion regarding project prioritization with all Town Departments, the Town Administrator and Finance Director recommend the following Five-Year Draft Capital Improvement Plan to be funded within the levy. In addition, the School Committee has voted a \$2M request for the next phase of field improvements at the High School and the Board of Public Works has voted \$75,000 for capital in the Water Enterprise Fund.

DEPARTMENTAL RECOMMENDATION BY FISCAL YEAR						
Department	FY21	FY22	FY23	FY24	FY25	Dept. Total
DPW	1,654,000	1,010,000	3,230,000	1,245,000	1,497,000	8,636,000
Town Clerk	-	-	-	-	-	0
Police	-	50,000	-	-	-	50,000
JCC	292,000	150,000	150,000	150,000	100,000	842,000
Fire	795,000	495,000	190,000	815,000	247,000	2,542,000
Engineering	140,000	-	-	-	-	140,000
Conservation	850,000	90,000	-	-	-	940,000
Facilities	517,000	1,340,000	1,250,000	2,025,000	915,000	6,047,000
IT Dept.	278,000	402,000	120,000	240,000	280,000	1,320,000
Recreation	200,000	200,000	800,000	845,000	1,200,000	3,245,000
School	2,080,500	2,130,000	2,043,000	810,000	942,000	8,005,500
<b>Totals</b>	<b>6,806,500</b>	<b>5,867,000</b>	<b>7,783,000</b>	<b>6,130,000</b>	<b>5,181,000</b>	<b>31,767,500</b>

Project details within each department are set forth in the following table with recommended funding sources. Cash Capital was used for annual capital expenditures, Debt Within the Levy was used for long-term periodic capital needs and capital enhancements as a result of operational needs, Free Cash was used for short-term cyclical expenses not eligible for borrowing.

Fiscal 2021 Capital Improvement Plan Recommendation		
Project Description	Request	Funding
<b>DPW</b>		
Town wide road reconstruction	600,000	CC
Heavy Equipment Replacement-P-59 Tractor	95,000	FC
Heavy Equipment Replacement- H15	250,000	FC
Light Trucks-P50 Pickup	65,000	FC
Light Trucks-E2 SUV	44,000	FC
Potter / Stonebridge Road Bridge Design / Const	450,000	Levy
Stormwater Management	150,000	FC
<b>JCC Dept.</b>		
Public Safety radio replacement	247,000	FC
Improvement to Reeves Hill site (fiber & equip)	45,000	FC
<b>Engineering</b>		
High School Wastwater Plant	140,000	FC
<b>Conservation</b>		
Snake Brook dam rehabilitation	850,000	Levy
<b>Facilities</b>		
Library ADA Improvements	450,000	Levy
Library Main Door	30,000	CPA
Vehicles - Motor pool	37,000	FC
<b>Information Technology</b>		
Permitting Software	120,000	FC
Network and Wireless Replacement TH & PS	126,000	FC
Library Phones	32,000	FC
<b>Fire</b>		
Fire Vehicle (car 2)	65,000	AMB
Ambulance Power load system	30,000	AMB
Fire Vehicle - Pumper	700,000	Levy
<b>Recreation</b>		
Playground Maintenance - ADA	200,000	CPA
<b>School Department</b>		
<b>SCHOOL BUILDING MAINTENANCE</b>		
High School Field Improvement - Phase 2 - Voted by SC	2,000,000	Excluded
Projects Not Eligible For Debt Financing	143,000	FC
Projects Eligible for Debt Financing	437,500	Levy Debt
Loker Roof Repair- MSBA Project	1,500,000	Levy /MSBA
<b>Water Fund</b>		
Gate Valve Exercising Trailer	75,000	Water Debt
	8,881,500	

CC: Cash Capital

FC: Free Cash

Levy: Debt within the Levy

CPA: Community Preservation Act Funds

AMB: Ambulance Receipts Fund

Excluded: Debt Excluded From the Levy

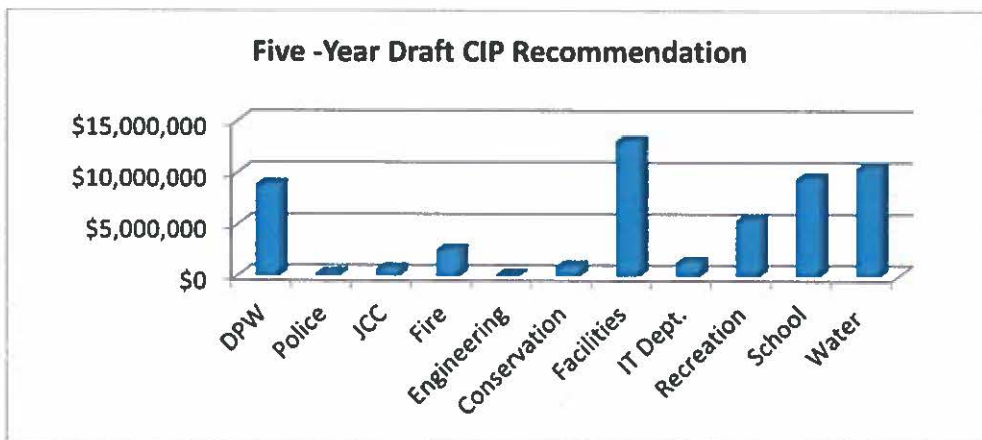
Water Debt: Debt funded from the Water Enterprise Fund

### Five-Year Draft Capital Improvement Plan Recommendation

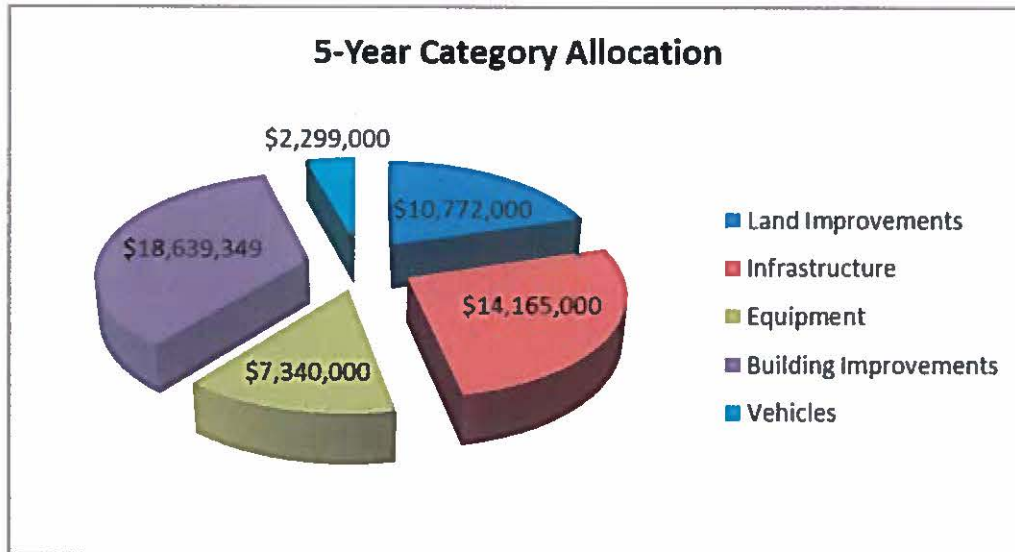
The Five-Year Draft Capital Improvement Plan includes funding \$53.2M of capital projects. Total General Government capital spending for the next five years total \$42.8M. In addition, Water Enterprise Fund Expenditures total \$10.4M.

Each of the projects was reviewed to determine whether it was needed when requested. Each project was further reviewed to determine the requesting department's capacity to complete the project within the anticipated time table. Finally, projects were positioned in the plan based on available financing. The following tables and graphs depicts the five-year recommended plan and allocation of asset categories. The Facilities Department, Department of Public Works and School Department account for approximately 70% of all General Governmental capital requests. Within this total are large capital requests related to the High School Field, New Council on Aging Facility, Municipal Pad acquisition and the Loker Recreation Field. These specific projects are either in the final stages of development or will be within five years.

SUMMARY DEPARTMENTAL RECOMMENDATION BY FISCAL YEAR							
Department	CIP	FY21	FY22	FY23	FY24	FY25	Dept. Total
DPW	35	1,654,000	1,010,000	3,230,000	1,475,000	1,495,000	\$8,864,000
Police	3	-	50,000	150,000	38,000	26,000	\$264,000
JCC	7	292,000	150,000		150,000	100,000	\$692,000
Fire	16	795,000	495,000	190,000	815,000	247,000	\$2,542,000
Engineering	2	140,000	-	-	-	-	\$140,000
Conservation	4	850,000	90,000	-	-	-	\$940,000
Facilities	31	517,000	1,367,500	3,250,000	7,025,000	915,000	\$13,074,500
IT Dept.	10	278,000	402,000	120,000	250,000	280,000	\$1,330,000
Recreation	10	200,000	3,600,000	103,500	345,000	1,200,000	\$5,448,500
School	78	4,080,500	1,582,600	1,082,250	1,096,000	1,618,999	\$9,460,349
Water	15	75,000	550,000	3,540,000	2,200,000	4,095,000	\$10,460,000
<b>Totals</b>	<b>212</b>	<b>8,881,500</b>	<b>9,297,100</b>	<b>11,665,750</b>	<b>13,394,000</b>	<b>9,976,999</b>	<b>53,215,349</b>



Infrastructure and Building Repairs account for 75% of the total capital expenditures.



### Capital Stabilization Fund

The Five-Year Draft CIP recommends the establishment of a Capital Stabilization Fund, which can be established at the Annual Town Meeting in April 2020. There are numerous benefits of a Capital Stabilization Fund including increasing total fund balance, providing a funding mechanism for unmet or future capital needs, leveling tax rate increases, and preserving the unused levy capacity. Funding for capital from the Capital Stabilization Fund can be authorized at any Town Meeting and requires a 2/3 vote. The Town Administrator and Finance Director recommend that the Capital Stabilization Fund be funded with any excess funding in the annual operating budget line for debt service within the levy. Currently, the Town operating budgets have been appropriated to include only the projected amount of debt service for the fiscal year, which has resulted in large fluctuations in the operating budget for this line. The proposal is to level the funding for debt service within the levy at \$3.050M in FY2021. Thereafter, as the committed debt service within the levy fluctuates, any turnback would be transferred into the Capital Stabilization Fund and could annually be used to supplement the CIP. The table on the next page illustrates the amounts added and the amounts used on an annual basis based on the Five-Year Draft CIP. It should be noted that debt service within the levy continues to fluctuate and that adjusting the operating budget annually to the projected debt service will result in fluctuations in the tax rate. If the Stabilization Fund is not created or not funded, the capital items reflected in the outflows could also not be done and would require reprioritization of the recommended capital items in each year of the CIP.

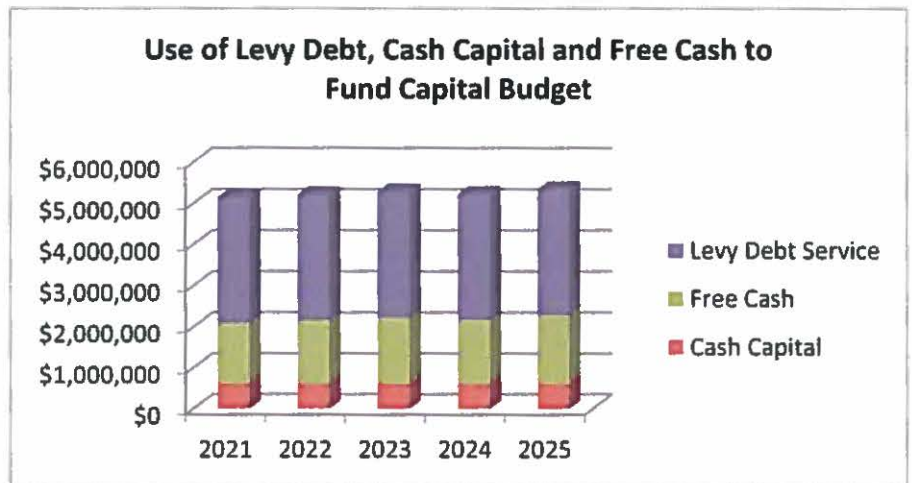
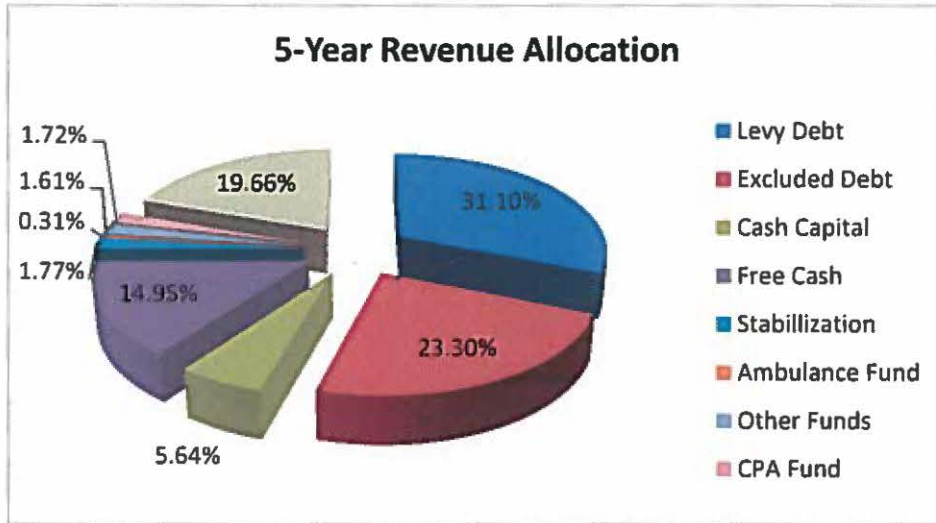
Summary Estimated Stabilization Fund Inflows / Outflows	
	Dollars
<b>Inflows:</b>	
Level Debt Service Surplus:	
FY21	313,290
FY22	183,945
FY23	371,441
FY24	198,680
FY25	0
Total inflows	1,067,356
<b>Outflows:</b>	
Compactor Replacement	(65,000)
In-car video recording equipment replacement	(50,000)
Improvement to public safety radio system	(150,000)
Light Trucks-H6-Dump Truck	(90,000)
Library Exterior Painting / Sealing	(150,000)
Light Trucks-H2-Utility Truck	(90,000)
Replace dispatch console at PSB	(150,000)
Light Trucks-P53 Dump Truck	(95,000)
Equipment for a secondard PSAP	(100,000)
Total outflows	(940,000)
Ending balance FY 25:	127,356

### Five Year Financial Impact

The following tables and graphs illustrate the financial impact of the recommended FY2021-FY2025 Draft Capital Improvement Plan. These amounts are estimates only as conditions and priorities may change from year to year.

**Five Year Revenue Estimates**

FIVE YEAR REVENUE ESTIMATE						
	Fiscal	Fiscal	Fiscal	Fiscal	Fiscal	5- Year
Revenue:	2021	2022	2023	2024	2025	Total
Levy Taxation	\$3,822,500	\$2,607,100	\$3,556,500	\$3,372,000	\$3,194,000	\$16,552,100
Excluded Taxation	\$2,000,000	\$3,400,000	\$2,000,000	\$5,000,000	-	\$12,400,000
Cash Capital - Taxation	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000
Free Cash	\$1,494,000	\$1,560,000	\$1,631,750	\$1,577,000	\$1,692,999	\$7,955,749
Stabillization	-	\$265,000	\$240,000	\$240,000	\$195,000	\$940,000
Ambulance Fund	\$95,000	-	-	\$70,000	-	\$165,000
Other Funds	\$565,000	\$128,500	\$103,500	\$60,000	-	\$857,000
CPA Fund	\$230,000	\$200,000	-	\$285,000	\$200,000	\$915,000
Water Fund	\$75,000	\$550,000	\$3,540,000	\$2,200,000	\$4,095,000	\$10,460,000
<b>Total</b>	<b>\$8,881,500</b>	<b>\$9,297,100</b>	<b>\$11,665,750</b>	<b>\$13,394,000</b>	<b>\$9,976,999</b>	<b>\$53,215,349</b>



## Debt and Debt Service

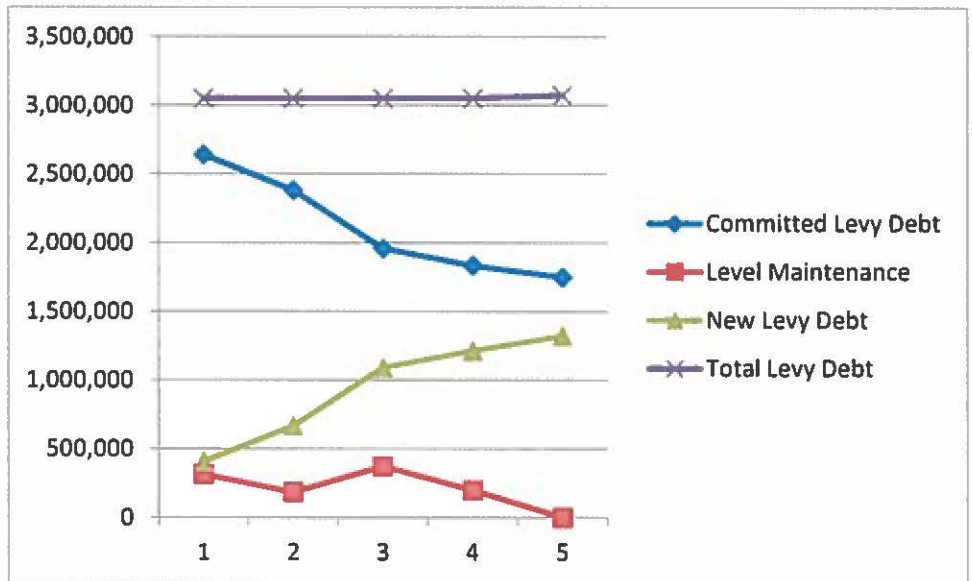
The recommended Five-Year Draft Capital Improvement Plan includes funding 33 capital project requests of which \$16.5M will be funded by debt within the levy and \$12.4M will be funded with excluded debt. The average five-year funding of levy debt is \$3.3M and the excluded debt is \$2.4M. The debt service related to these projects is included in Table 7. Debt Service as a percentage of the General Fund budget is expected to be below 10% for FY2021 through FY2025, which is within the Finance Committee recommended cap. As conditions and priorities change within the town, projects may be delayed, costs altered, or projects cancelled. All debt service projections were estimated using a 4% borrowing rate. As projects get authorized and borrowed actual borrowing rates will change.

CAPITAL PROJECTS FUNDED BY DEBT			
<b>Fiscal 2021</b>			
LO Replacement of Roof and Addition of Insulation -( MSBA )	Levy Debt	20	975,000
SCHOOL HVAC / AIR CONDITIONING-\$437,500	Levy Debt	20	437,500
Fire Vehicle - Pumper	Levy Debt	7	700,000
Library ADA Improvements	Levy Debt	20	450,000
Potter / Stonebridge Road Bridge Design / Const	Levy Debt	20	450,000
Snake Brook dam rehabilitation	Levy Debt	20	850,000
HIGH SCHOOL FIELD IMPROVEMENT - 2	Excluded Debt	20	2,000,000
<b>Total</b>			<b>5,862,500</b>
<b>Fiscal 2022</b>			
Town Building Window and Door Replacement	Levy Debt	20	1,155,000
Ambulance	Levy Debt	7	345,000
SCHOOL HVAC / AIR CONDITIONING	Levy Debt	20	628,000
SCHOOL BUILDING REPAIRS	Levy Debt	20	469,100
Loker Recreation Field	Excluded Debt	15	3,400,000
<b>Total</b>			<b>5,997,100</b>
<b>Fiscal 2023</b>			
Route 20 South Landfill Cap Restoration	Levy Debt	20	500,000
Route 20 South Landfill Cap Repurposement	Levy Debt	20	150,000
Library HVAC system upgrade	Levy Debt	20	850,000
Library Lower Level Rehab	Levy Debt	20	275,000
Old Sudbury Road Design / Const	Levy Debt	20	1,200,000
WMS Replacement of Rooftop Air Handling	Levy Debt	20	379,000
SCHOOL BUILDING REPAIRS	Levy Debt	20	196,500
Municipal Parcel	Excluded Debt	20	2,000,000
<b>Total</b>			<b>5,550,500</b>

School Department projects are in the School Department's CIP requests, but are illustrative only at this time. While the Five-Year Draft CIP includes funding levels for the School Department budget, the projects have not yet been prioritized by the School Committee so specific projects may vary from those set forth here.

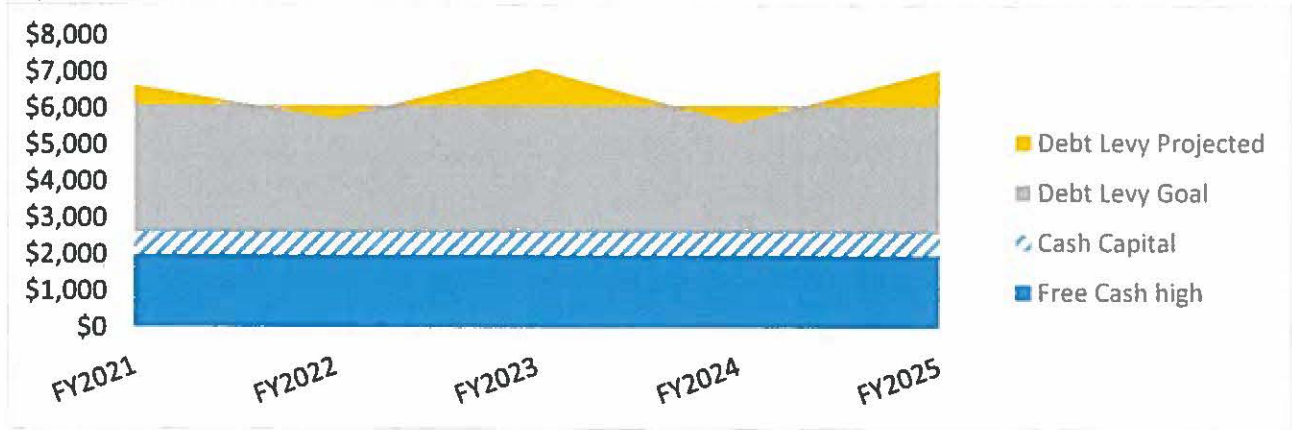
CAPITAL PROJECTS FUNDED BY DEBT			
<b>Fiscal 2024</b>			
Route 20 South Landfill Cap Repurposment	Levy Debt	20	500,000
Fire Vehicle - Pumper	Levy Debt	7	720,000
Town Building mechanical / electrical improvement-2	Levy Debt	20	1,360,000
HH Installation of HVAC Air Conditioning	Levy Debt	20	540,000
SCHOOL BUILDING REPAIRS	Levy Debt	20	242,000
COA New Construction	Excluded Debt	20	5,000,000
<b>Total</b>			<b>8,362,000</b>
<b>Fiscal 2025</b>			
SCHOOL HVAC / AIR CONDITIONING-WMS	Levy Debt	20	140,000
SCHOOL ROOF REPAIR	Levy Debt	20	117,000
SCHOOL HVAC / AIR CONDITIONING-Loker	Levy Debt	20	420,000
Public Safety Building HVAC Upgrade-Construction	Levy Debt	20	850,000
Claypit Baseball / PG	Levy Debt	15	500,000
Claypit Rectangular Field	Levy Debt	15	500,000
SCHOOL BUILDING REPAIRS	Levy Debt	20	667,000
			<b>3,194,000</b>

The following graph illustrates the achievement of a Level Debt Service Budget for FY2021 through FY2025





The submitted Five-Year Draft CIP achieves the goal of smoothing both the capital budget and capital expenditures.



The Town Administrator and Finance Director look forward to answering any questions and working with the Finance Committee as the Finance Committee begins its review of the CIP.

## **APPENDIX**

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**Table 1-5 FY-21 – FY 25 Detailed Capital Improvement Plan**

**Table 6 Capital Project Requests not included in 5-CIP**

**Table 7 Detailed Debt Service FY 21 – FY 30**

**Table 8 Capital Stabilization Fund**

Town of Weyand P.2  
Fiscal Year 2021 Capital Improvement Plan by Fund Source

Project Description	Department	Borrowing		General Fund			Water Enterprise			Reaching Funds				
		Excluded	Levy	Cash Cap	Free Cash	Cap Stab	Revenue	Borrowing	Cart	RE	Ambulance	Recreation	School	CPA
Town wide road reconstruction	DPW	-	-	600,000	-	-	-	-	-	-	-	-	-	-
Heavy Equipment Replacement-P59 Tractor	DPW	-	-	-	95,000	-	-	-	-	-	-	-	-	-
Heavy Equipment Replacement- H15	DPW	-	-	-	250,000	-	-	-	-	-	-	-	-	-
Light Trucks-P50 Pickup	DPW	-	-	-	65,000	-	-	-	-	-	-	-	-	-
Light Trucks-P50 Pickup	DPW	-	-	-	-	-	-	-	-	-	-	-	-	-
Light Trucks-E2 SUV	DPW	-	-	-	-	-	-	-	-	-	-	-	-	-
Light Trucks-E2 SUV	DPW	-	-	-	-	-	-	-	-	-	-	-	-	-
Peter / Stonebridge Road Bridge Design / Const	DPW	-	450,000	-	-	-	-	-	-	-	-	-	-	-
Stormwater Management	DPW	-	-	-	150,000	-	-	-	-	-	-	-	-	-
Public Safety radio replacement	KCC Dept.	-	-	-	247,000	-	-	-	-	-	-	-	-	-
Improvement to Reeves Hill site (fiber & equip)	KCC Dept.	-	-	-	45,000	-	-	-	-	-	-	-	-	-
High School Wastewater Plant	Engineering	-	-	-	140,000	-	-	-	-	-	-	-	-	-
Snable Brook dam rehabilitation	Conservation	-	850,000	-	-	-	-	-	-	-	-	-	-	-
Library ADA improvements	Facilities	-	450,000	-	-	-	-	-	-	-	-	-	-	-
Library Main Door	Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Vehicles - Motor pool	Facilities	-	-	-	37,000	-	-	-	-	-	-	-	-	-
Permitting Software	IT	-	-	-	120,000	-	-	-	-	-	-	-	-	-
Network and Wireless Replacement TH & PS	IT	-	-	-	126,000	-	-	-	-	-	-	-	-	-
Library Phones	IT	-	-	-	37,000	-	-	-	-	-	-	-	-	-
Fire Vehicle (car 2)	Fire	-	-	-	-	-	-	-	-	-	-	-	-	-
Ambulance Power load system	Fire	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Vehicle - Pumper	Fire	-	700,000	-	-	-	-	-	-	-	-	-	-	-
Playground Maintenance- ADA	Recreation	-	-	-	-	-	-	-	-	-	3,500	-	-	-
SCHOOL BUILDING MAINTENANCE	School	-	-	-	-	-	-	-	-	-	-	-	-	-
WMS Continue Replacement of Carpet with Floor Tile/Slab Moisture Barrier	School	-	-	-	143,000	-	-	-	-	-	-	-	-	-
HIGH SCHOOL FIELD IMPROVEMENT - 2	School	-	-	-	-	-	-	-	-	-	-	-	-	-
SCHOOL HVAC / AIR CONDITIONING-\$437,500	School	-	-	-	-	-	-	-	-	-	-	-	-	-
CH Installation of HVAC Air Conditioning - \$548,000 will be paid by WSCP	School	-	212,500.00	-	-	-	-	-	-	-	-	-	-	-
CH Replacement of Make up Air Handling Unit	School	-	76,250.00	-	-	-	-	-	-	-	-	-	-	-
LO Replacement of Make Up Air Handling Unit	School	-	67,500.00	-	-	-	-	-	-	-	-	-	-	-
WMS Replacement of Rooftop Air Handling Units and Exhaust Fans, Tempered Air System	School	-	81,250.00	-	-	-	-	-	-	-	-	-	-	-
SCHOOL ROOF REPAIR- Authorized amount- MSBA	School	-	-	-	-	-	-	-	-	-	-	-	-	-
LO Replacement of roof and Addition of Insulation ( M18A )	School	-	1,500,000	-	-	-	-	-	-	-	-	515,000	-	-
Water Fund	Water Fund	-	-	-	-	-	-	-	-	75,000	-	-	-	-
Gate Valve Exercising Trailer	Water Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>Total</b>	<b>2,000,000</b>	<b>4,387,500</b>	<b>600,000</b>	<b>1,494,000</b>	<b>0</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>95,000</b>	<b>3,500</b>	<b>515,000</b>	<b>280,000</b>	

TABLE 2  
 Fiscal Year 2022 Capital Improvement Program by Fund Source

Project Description	Department	Borrowing		General Fund			Water Enterprise			Revolving Funds			CPA	
		Excluded	Levy	Cash Cap	Free Cash	Cap Stab	Revenue	Borrowing	Cert RE	Ambulance	Recreation	School		CEM
Town wide road reconstruction	DPW	-	-	600,000	-	-	-	-	-	-	-	-	-	-
Light Trucks P60 LIBRILY	DPW	-	-	-	95,000	-	-	-	-	-	-	-	-	-
Compactor Replacement	DPW	-	-	-	-	61,000	-	-	-	-	-	-	-	-
Cemetery Capital Improvements	DPW	-	-	-	-	-	125,000	-	-	-	-	-	125,000	-
Old Southbury Road Design	DPW	-	-	-	-	-	-	-	-	-	-	-	-	-
In-car video recording equipment replacement	Police	-	-	-	-	90,000	-	-	-	-	-	-	-	-
Improvement to public safety radio system	PCC	-	-	-	-	150,000	-	-	-	-	-	-	-	-
Library Lower Level Rehab	Facilities	-	-	-	27,500	-	-	-	-	-	-	-	-	-
Town Building Window and Door Replacement	Facilities	-	1,155,000	-	-	-	-	-	-	-	-	-	-	-
Vehicles - Motor pool	Facilities	-	-	-	50,000	-	-	-	-	-	-	-	-	-
Public Safety Building Exterior Painting/Sealing	Facilities	-	-	-	135,000	-	-	-	-	-	-	-	-	-
Light Duty Truck with lift gate	Conservation	-	-	-	90,000	-	-	-	-	-	-	-	-	-
Network and Wireless Elementary Schools	IT	-	-	-	320,000	-	-	-	-	-	-	-	-	-
Disaster Recovery as a Service (DraaS) Implementation	IT	-	-	-	82,000	-	-	-	-	-	-	-	-	-
Ambulance	Fire	-	345,000	-	-	-	-	-	-	-	-	-	-	-
Extraction tools	Fire	-	-	-	60,000	-	-	-	-	-	-	-	-	-
Breathing Apparatus	Fire	-	-	-	90,000	-	-	-	-	-	-	-	-	-
Playground Maintenance - ADA	Recreation	-	-	-	-	-	-	-	-	-	-	-	-	200,000
Locker Recreation Construction	Recreation	3,400,000	-	-	-	-	-	-	-	-	-	-	-	-
SCHOOL HVAC / AIR CONDITIONING \$829,000	School	-	-	-	-	-	-	-	-	-	-	-	-	-
CH Installation of HVAC Air Conditioning \$548,000 will be paid by WSCP	School	-	850,000	-	-	-	-	-	-	-	-	-	-	-
CH Installation of HVAC Air Conditioning \$548,000 will be paid by WSCP	School	-	548,000	-	-	-	-	-	-	-	-	-	-	-
HH Installation of HVAC Air Conditioning	School	-	335,000	-	-	-	-	-	-	-	-	-	-	-
LD Installation of HVAC Air Conditioning	School	-	105,000	-	-	-	-	-	-	-	-	-	-	-
WMS Replacement of Rooftop Air Handling Units and Exhaust Fans, Tempered Air System	School	-	86,000	-	-	-	-	-	-	-	-	-	-	-
SCHOOL BUILDING REPAIRS \$449,100	School	-	-	-	-	-	-	-	-	-	-	-	-	-
WMS Repair and Replacement of Boilers and Boiler System	School	-	56,000	-	-	-	-	-	-	-	-	-	-	-
WMS Repair of Exterior Wall and Receiving Dock Damage	School	-	16,800	-	-	-	-	-	-	-	-	-	-	-
WMS Repair and Replacement of Boilers and Boiler System	School	-	224,000	-	-	-	-	-	-	-	-	-	-	-
WMS Repair of Exterior Wall and Receiving Dock Damage	School	-	184,000	-	-	-	-	-	-	-	-	-	-	-
WMS Resurface of Field House Gym Track	School	-	4,300	-	-	-	-	-	-	-	-	-	-	-
SCHOOL BUILDING MAINTENANCE	School	-	-	-	-	-	145,000	-	-	-	-	-	-	-
WMS Continue Replacement of Carpet with Floor Tile/Sub Moisture Barrier	School	-	-	-	-	-	-	-	-	-	-	-	-	-
SCHOOL EQUIPMENT	School	-	-	-	-	-	-	-	-	-	-	-	-	-
HH Replacement of Chair Lift	School	-	34,000	-	-	-	-	-	-	-	-	-	-	-
WMS Replacement of Communication Controls/Intercom System	School	-	4,500	-	-	-	-	-	-	-	-	-	-	-
CH Replacement of Fire Alarm Control Panel/Smoke Detection	School	-	38,000	-	-	-	-	-	-	-	-	-	-	-
WMS Replacement of Fire Alarm Control Panel/Smoke Detection	School	-	82,000	-	-	-	-	-	-	-	-	-	-	-
SCHOOL DRIVEWAY / SIDEWALK IMPROVEMENT	School	-	-	-	-	-	-	-	-	-	-	-	-	-
LD Replacement of Driveway, Parking front and back, Sidewalks, Lighting	School	-	-	-	180,000	-	-	-	-	-	-	-	-	-
WATER FUND	Water Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
Vehicles-Utility Truck W9 LCF	Water Fund	-	-	-	-	-	-	200,000	-	-	-	-	-	-
Water Main River Road Design	Water Fund	-	-	-	-	-	-	100,000	-	-	-	-	-	-
Transfer Water Campbell to Chamberlain Design	Water Fund	-	-	-	-	-	-	250,000	-	-	-	-	-	-
<b>Total</b>		3,400,000	2,597,100	600,000	1,560,000	365,000	0	550,000	0	0	0	0	0	1275,000

Town of Wayland #3  
Fiscal Year 2023 Capital Improvement Program by Fund Source

Project Description	Department	Borrowing		General Fund			Water Enterprise		Revolving Funds		CEM	CPA
		Excluded	Levy	Cash Cap	Free Cash	Cap Stab	Revenue	Borrowing	Cert RE	Ambulance		
TABLE 3												
Town wide road reconstruction	DPW			600,000								
Transfer Station Improvement	DPW			100,000								
Heavy Equipment Replacement- H40	DPW			250,000								
Light Trucks- Dump Truck	DPW					90,000						
Light Trucks- Dump H7	DPW											
Route 20 South Landfill Cap Restoration	DPW		500,000									
Route 20 South Landfill Cap Repurposment	DPW		150,000									
Stormwater Management	DPW					750,000						
Old Sudbury Road Design / Const	DPW		1,200,000									
Purchase and install repeaters at Alternative site	Police					110,000						
Municipal Parcel	Facilities	2,000,000										
Library HVAC system upgrade	Facilities		850,000									
Library Lower Level Rehab	Facilities		275,000									
Town Building Interior Renovations	Facilities					175,000						
Redundent Fiber Connection TH- PSB -> Reeves MR-WHS	IT					120,000						
Boat Replacement	Fire					35,000						
CAD/EMS Software	Fire					85,000						
Large Diameter hose	Fire					50,000						
Cardiac Monitor	Fire					40,000						
Claypit Baseball / PG	Recreation									50,000		
Claypt Rectangular Field	Recreation									50,000		
Playground Maintenance- ADA	Recreation									3,500		
SCHOOL HVAC / AIR CONDITIONING	School											
WMS Replacement of Rooftop Air Handling Units	School		379,000									
SCHOOL BUILDING REPAIRS-\$196,5000	School											
LO Repair and Replacement of Boilers and Boiler System	School		53,000									
HH Repair and Replacement of Boilers and Boiler System	School		39,000									
WMS Replace Courtyard Windows	School		61,500									
WHS Resurface of Field House Gym Track	School		43,000									
SCHOOL EQUIPMENT	School											
WHS Replacement of Communication Control/intercom System	School					85,000						
SCHOOL ROOF REPAIR	School											
HH Replacement of Roof Over Module Classroom Units	School					43,000						
WMS Replacement of Roof Over Grade 6, Tech Ed, Stage and Art Classrooms	School					215,000						
CH Replacement of Roof over Module Classroom Units and Gym	School					85,000						
SCHOOL TILE REPLACEMENT	School											
LO Continue Replacement of Asbestos Tiles with VCT	School					78,750						
WATER FUND	Water Fund											
Water Main River Road Construction	Water Fund							1,040,000				
Transfer Water Campbell to Chamberlain Construction	Water Fund							2,500,000				
<b>Total</b>		2,000,000	3,550,500	600,000	1,631,750	240,000		0	3,540,000	0	0	0
										103,500		0

Town of Wayland, Ma  
Fiscal Year 2024 Capital Improvement Program by Fund Source

Project Description	Department	Borrowing		General Fund		Cap Stab	Water Enterprise			Revolving Funds			CFM	CPA
		Excluded	Levy	Capit Cap	Free Cash		Revenue	Borrowing	Cert RE	Ambulance	Recreation	School		
TABLE 4														
Town wide road reconstruction	DPW			600,000										
Heavy Equipment Replacement- Sweeper H-17	DPW				230,000									
Light Trucks- H2 Utility Truck	DPW					90,000								
Route 20 South Landfill Cap Repurposment	DPW		500,000											
Compactor Replacement	DPW				55,000									
In-car computers replacement	Police				38,000									
Replace dispatch console at PSB	PCC					150,000								
COA New Construction	Facilities	5,000,000												
Town Building Parking and Drive Maintenance	Facilities				85,000									
Public Safety Building HVAC Upgrade-Planning	Facilities				85,000									
Vehicles - Motor pool	Facilities				50,000									
Department vehicle (small SUV)	Facilities				50,000									
Transfer Station Improvements	Facilities				60,000									
Library Exterior Painting / Sealing	Facilities				110,000									
Public Safety Building Parking and Drive Maintenance	Facilities				100,000									
Town Building Exterior Painting / Sealing	Facilities				125,000									
Town Building mechanical / electrical improvement:2	Facilities		1,360,000											
Library New Server	IT				25,000									
Firewall replacement	IT				90,000									
Network and Wireless Replacement High School	IT				135,000									
Fire Vehicle - Pumper	Fire		770,000											
Equipment - Detection meters	Fire				25,000					70,000				
Fire Vehicle - (Chief vehicle)	Fire													85,000
Cow Common	Recreation													
Review Barabar	Recreation													
Playground Maintenance - ADA	Recreation													200,000
SCHOOL HVAC / AIR CONDITIONING	School													
HH Installation of HVAC Air Conditioning	School													
SCHOOL BUILDING REPAIRS-\$282,000	School													
WNMS Modify Existing Stage	School				107,500									
CH Replacement of Roof over Module Classroom Units and Gym	School				85,000									
CH Repair and Replacement of Boilers and Boiler System	School				25,250									
CH Replacement of Roof over Module Classroom Units and Gym	School				29,250									
SCHOOL EQUIPMENT	School													
WNMS Replacement or Refurbishment of Lockers	School				184,000									
SCHOOL BUILDING MAINTENANCE	School													
WNMS Continue Replacement of Carpet with Floor Tile/Slab Moisture Barrier	School				130,000									
WATER FUND	Water Fund													
Filter Media	Water Fund								1,500,000					
Drone Upgrades	Water Fund								450,000					
Second Water Tank Construction Design	Water Fund								250,000					
Total		5,000,000	3,362,000	600,000	1,577,000	240,000	0	2,200,000	0	70,000	60,000	0	0	285,000

Final Year 2025 Capital Improvement Program by Fund Source

Project Description	Recommendation	Borrowing		Levy	General Fund			Cap Sub	Water Enterprise			Revolving Funds			CEM	CPA
		Excluded	Included		Cash Cap	Free Cash	Revenue		Borrowing	Cert. RE	Ambulance	Recreation	School			
TABLE 5																
Town wide road reconstruction	DPW				600,000											
Heavy Equipment Replacement-Screen Plant	DPW					150,000										
Heavy Equipment Replacement- H14	DPW					250,000										
Heavy Equipment Replacement- Sweeper H-17	DPW															
Light Trucks P53 Dump Truck	DPW							95,000								
Stormwater Management	DPW					250,000										
Bine System	DPW					150,000										
Replace department issued firearms	Police					26,000										
Equipment for a secondary PSAP	JCC															
Public Safety Building HVAC Upgrade-Construction	Facilities			850,000												
DPW Reseal and Strip parking area	Facilities					65,000										
Datascener Infrastructure Replacement or Mitigation	IT					180,000										
Library RFID Tagging	IT					100,000										
Thermal imaging cameras	Fire					65,000										
Personal Protective Equipment - Turn out Gear	Fire					110,000										
Fire Vehicle - (Assistant Chief)	Fire					72,000										
Playground Maintenance - ADA	Recreation															
Clayton Baseball / PG	Recreation			500,000												
Clayton Rectangular Field	Recreation			500,000											200,000	
<b>SCHOOL INFORMATION TECHNOLOGY UPGRADES</b>																
CH Replacement of Network Switches and Wireless Access Points	School					33,333										
HH Replacement of Network Switches and Wireless Access Points	School					33,333										
LD Replacement of Network Switches and Wireless Access Points	School					33,333										
WHS Replacement of Network Switches and Wireless Access Points	School					100,000										
<b>SCHOOL HVAC / AIR CONDITIONING</b>																
WMS Replacement of Rooftop Air Handling Units	School															
<b>SCHOOL HVAC / AIR CONDITIONING</b>																
LD Installation of HVAC Air Conditioning	School															
<b>SCHOOL BUILDING REPAIRS-\$667,000</b>																
CH Repair and Replacement of Boilers and Boiler System	School															
HH Repair and Replacement of Boilers and Boiler System	School															
WMS Replace Courtyard Windows	School															
<b>SCHOOL ROOF REPAIR</b>																
CH Replacement of Roof over Module Classroom Units and Gym	School															
<b>SCHOOL TILE REPLACEMENT</b>																
LD Continue Replacement of Aisleton Tiles with VCT	School															
<b>WATER FUND</b>																
Vehicles-Utility Truck W2 F350	Water Fund									95,000						
Water Main Cochrane Apts.	Water Fund									1,500,000						
Second Water Tank Construction	Water Fund									2,500,000						
<b>Total</b>																
						3,154,000		600,000	1,692,993	195,000	0	4,095,000	0	0	0	200,000

**CIP Requests – Not Funded / Not Approved / On Hold**

TABLE - 6 DEPARTMENTS	Fiscal Year	CIP Request
<b><u>SCHOOL ROOF REPAIR</u></b>		
HH Replacement of Roof Over Module Classroom Units	FY21	10,750
WMS Replacement of Roof Over Grade 6,Tech Ed, Stage and Art Classrooms	FY21	53,750
CH Replacement of Roof over Module Classroom Units and Gym	FY21	21,250
CH Replacement of Roof over Module Classroom Units and Gym	FY23	29,250
<b><u>School Driveway / Sidewalk Improvement</u></b>		
LO Replacement of Driveway, Parking Front and Back, Sidewalks, Lighting	FY21	18,000
<b><u>SCHOOL EQUIPMENT</u></b>		
CH Replacement of Backpack/Coat Rack System	FY21	62,100
HH Replacement of Backpack/Coat Rack System	FY21	41,400
HH Replacement of Chair Lift	FY21	5,100
LO Replacement of Backpack/Coat Rack System	FY21	32,200
CH Replacement of Fire Alarm Control Panel/Smoke Detection	FY21	5,700
WMS Replacement of Fire Alarm Control Panel/Smoke Detection	FY21	12,300
<b><u>SCHOOL BUILDING REPAIRS</u></b>		
WMS Replacement of Roof Over Grade 6,Tech Ed, Stage and Art Classrooms	FY22	215,000
WMS Modify Existing Stage	FY22	410,000
CH Replacement of Roof over Module Classroom Units and Gym	FY23	29,250
<b><u>SCHOOL TILE REPLACEMENT</u></b>		
HH Continue Replacement of Asbestos Tiles with VCT	FY21	75,000
LO Continue Replacement of Asbestos Tiles with VCT	FY21	82,500
<b><u>SCHOOL BUILDING MAINTENANCE</u></b>		
WMS Continue Replacement of Carpet with Floor Tile/Slab Moisture Barrier	FY23	143,000
<b><u>SCHOOL VEHICLES</u></b>		
DW Replacement of Maintenance Vehicles	FY21	37,000
DW Replacement of Maintenance Vehicles	FY23	42,000
<b><u>TOWN CLERK</u></b>		
Voting Machines	FY21	26,000
<b><u>DPW</u></b>		
Heavy Equipment Replacement- H14	FY22	250,000
Heavy Equipment Replacement- H9 Trackless 2018	FY24	150,000
<b><u>ENGINEERING</u></b>		
High School Wastewater Plant	FY22	430,000
<b><u>FACILITIES</u></b>		
Library Wastewater Connection	FY21	275,000
Library New Building	FY25	28,000,000
<b><u>INFORMATION TECHNOLOGY</u></b>		
Document Management \$ Tyler Content Mgmt	FY22	165,000
<b><u>RECREATION</u></b>		
Greenways	FY25	700,000
Riverview Baseball	FY25	565,000
<b>TOTAL</b>		<b>31,886,550</b>



**Actual and Estimated General Fund Debt Service  
Fiscal 2020 thru Fiscal 2025**

		2020	2021	2022	2023	2024	2025
<b>TABLE - 7</b>							
<b>LEVY DEBT SERVICE</b>							
<b>Committed ( Prin ) + ( Int )</b>		<b>2,908,840</b>	<b>2,640,445</b>	<b>2,382,500</b>	<b>1,959,225</b>	<b>1,835,175</b>	<b>1,749,975</b>
\$ chg year to year		(409,163)	(268,395)	(257,945)	(423,275)	(124,050)	(85,200)
% chg year to year		-12.33%	-9.23%	-9.77%	-17.77%	-6.33%	-4.64%
<b>Estimated New Debt Service</b>							
Loker Kitchen	FY20	5,120	38,545	37,000	35,000	33,000	30,000
School Wiring Middle School	FY20	8,213	57,720	53,000	51,400	44,800	43,400
High School Fields	FY20	165,866	-	-	-	-	-
Loker Recreation Field	FY20	80,000	-	-	-	-	-
Fire Station Improvement	FY20	38,400	-	-	-	-	-
Town Building Improvement	FY20	33,600	-	-	-	-	-
LO Replacement of Roof and Addition of Insulation -( MSBA )	FY21	-	-	91,180	85,800	83,800	81,800
SCHOOL HVAC / AIR CONDITIONING-\$437,500	FY21	-	-	39,375	37,000	35,000	33,000
Fire Vehicle - Pumper	FY21	-	-	98,000	95,200	92,400	89,600
Library ADA Improvements	FY21	-	-	43,000	42,000	41,000	40,000
Potter / Stonebridge Road Bridge Design / Const	FY21	-	-	43,000	42,000	41,000	40,000
Snake Brook dam rehabilitation	FY21	-	-	79,000	77,200	75,400	73,600
Town Building Window and Door Replacement	FY22	-	-	-	106,200	103,800	101,400
Ambulance	FY22	-	-	-	48,800	47,400	46,000
SCHOOL HVAC / AIR CONDITIONING	FY22	-	-	-	56,520	52,000	48,000
SCHOOL BUILDING REPAIRS	FY22	-	-	-	42,214	42,000	39,000
Route 20 South Landfill Cap Restoration	FY23	-	-	-	-	45,000	44,000

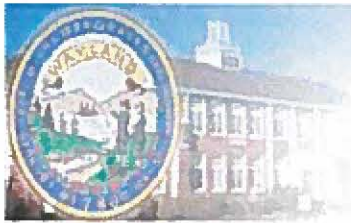
TABLE - 7- Continued							
Route 20 South Landfill Cap Repurposment	FY23	-	-	-	-	16,000	15,600
Library HVAC system upgrade	FY23	-	-	-	-	79,000	77,200
Library Lower Level Rehab	FY23	-	-	-	-	24,750	23,000
Old Sudbury Road Design / Const	FY23	-	-	-	-	108,000	105,600
WMS Replacement of Rooftop Air Handling Units and Exhaust Fans	FY23	-	-	-	-	34,110	32,000
SCHOOL BUILDING REPAIRS	FY23	-	-	-	-	17,685	16,500
Route 20 South Landfill Cap Repurposment	FY24	-	-	-	-	-	45,000
Fire Vehicle - Pumper	FY24	-	-	-	-	-	103,800
Town Building mechanical / electrical improvement-2	FY24	-	-	-	-	-	124,400
HH Installation of HVAC Air Conditioning	FY24	-	-	-	-	-	48,600
SCHOOL BUILDING REPAIRS	FY24	-	-	-	-	-	21,780
SCHOOL HVAC / AIR CONDITIONING-WMS	FY25	-	-	-	-	-	-
SCHOOL HVAC / AIR CONDITIONING-Loker	FY25	-	-	-	-	-	-
SCHOOL ROOF REPAIR	FY25	-	-	-	-	-	-
Public Safety Building HVAC Upgrade-Construction	FY25	-	-	-	-	-	-
Claypit Baseball / PG	FY25	-	-	-	-	-	-
Claypit Rectangular Field	FY25	-	-	-	-	-	-
SCHOOL BUILDING REPAIRS	FY25	-	-	-	-	-	-
Level Maintenance Amount			313,290	183,945	371,441	198,680	-
Annual Increase in Levy Debt from NEW projects		331,199	409,555	667,500	1,090,775	1,214,825	1,323,280
<b>Total Levy Debt Service</b>		<b>3,240,039</b>	<b>3,050,000</b>	<b>3,050,000</b>	<b>3,050,000</b>	<b>3,050,000</b>	<b>3,073,255</b>
\$ chg year to year		-77,964	-190,039	0	0	0	23,255
% chg year to year		-2.35%	-5.87%	0.00%	0.00%	0.00%	0.76%

**Actual and Estimated General Fund Debt Service  
Fiscal 2020 thru Fiscal 2025**

Excluded Debt								
TABLE - 7- Continued								
Committed ( Prin ) + { Int }			3,583,331	3,324,081	3,228,922	3,142,448	3,058,650	2,978,400
\$ chg year to year			-514,556	-259,249	-95,159	-86,474	-83,798	-80,250
% chg year to year			-12.56%	-7.23%	-2.86%	-2.68%	-2.67%	-2.62%
High School Fields	FY20	-	752,000	733,200	714,400	695,600	676,800	
Fire Station Improvement	FY20	-	162,000	158,400	154,800	151,200	147,600	
Town Building Improvement	FY20	-	143,000	139,800	136,600	133,400	130,200	
		-	-	-	-	-	-	
HIGH SCHOOL FIELD IMPROVEMENT - 2	FY21	-	-	192,000	187,200	182,400	177,600	
Loker Recreation Field	FY22	-	-	-	366,000	356,800	347,600	
Municipal Parcel	FY23	-	-	-	-	180,000	176,000	
COA New Construction	FY24	-	-	-	-	-	450,000	
		0	1,057,000	1,223,400	1,559,000	1,699,400	2,105,800	
<b>Total Excluded Debt Service</b>			<b>3,583,331</b>	<b>4,381,081</b>	<b>4,452,322</b>	<b>4,701,448</b>	<b>4,758,050</b>	<b>5,084,200</b>
\$ chg Y to Y			(514,556)	797,751	71,241	249,126	56,602	326,150
% chg Y to Y			-12.56%	22.26%	1.63%	5.60%	1.20%	6.85%
<b>Total Debt Service</b>			<b>6,823,369.82</b>	<b>7,431,081.79</b>	<b>7,502,322.05</b>	<b>7,751,448.35</b>	<b>7,808,050.00</b>	<b>8,157,455.00</b>
\$ chg Y to Y				607,711.97	71,240.26	249,126.30	56,601.65	349,405.00
% chg Y to Y				9%	1%	3%	1%	4%

**STABILIZATION FUND - INFLOWS AND OUTFLOWS**

TABLE - 8	FY21	FY22	FY23	FY24	FY25
Beg. Balance:	-	313,290	232,235	363,676	322,356
Level Maintenance:	313,290	183,945	371,441	198,680	-
Other sources:					
By cash capital closeouts	-	-	-	-	-
By free cash closeouts	-	-	-	-	-
<b>Total sources:</b>	<b>313,290</b>	<b>497,235</b>	<b>603,676</b>	<b>562,356</b>	<b>322,356</b>
<b>Projects:</b>					
2021	-	-	-	-	-
2022 Compactor Replacement	-	(65,000)	-	-	-
2022 In-car video recording equipment replacement	-	(50,000)	-	-	-
2022 Improvement to public safety radio system	-	(150,000)	-	-	-
2023 Light Trucks-H6-Dump Truck	-	-	(90,000)	-	-
2023 Library Exterior Painting / Sealing	-	-	(150,000)	-	-
2024 Light Trucks-H2-Utility Truck	-	-	-	(90,000)	-
2024 Replace dispatch console at PSB	-	-	-	(150,000)	-
2025 Light Trucks-PS3 Dump Truck	-	-	-	-	(95,000)
2025 Equipment for a secondard PSAP	-	-	-	-	(100,000)
2025 Replace department issued firearms	-	-	-	-	0
<b>Total uses:</b>	<b>0</b>	<b>(265,000)</b>	<b>(240,000)</b>	<b>(240,000)</b>	<b>(195,000)</b>
<b>Net Ending Balance</b>	<b>313,290</b>	<b>232,235</b>	<b>363,676</b>	<b>322,356</b>	<b>127,356</b>



# Town of Wayland Massachusetts

Date: October 4, 2019

To: Louise Miller, Town Administrator  
Arthur Unobskey, School Superintendent  
Board of Selectmen  
School Committee  
Brian Keveny, Finance Director

Re: FY2021 Operating Budget Spending Level

On September 16 2019, The Finance Committee met with the Town Administrator and Finance Director to discuss the FY2021 Budget Guideline. During the discussion of the memo to be sent to department heads and others tasked with developing budget requests, the Finance Committee agreed with the Town Administrator that putting a specific guideline in that memo could be confusing.

The Committee also agreed that spending levels should be communicated to those recommending budgets. Rather than wait until the December/January timeframe, the Committee would like to share its thoughts regarding spending levels for the FY2021 Operating Budget as budget deliberations begin.

In developing its operating budget recommendation, the FinCom first looks at Prop 2 ½ which allows for a year over budget increase of 2 ½% plus new growth. Using the assumption presented at the Financial Summit that Wayland's new growth is projected to be approximately \$500,000, the FY2021 Operating Budget spending level guidance would be 3.3% or a \$2.7M increase. This compares to the FY2020 budget increase of \$2.758 that included a one-time \$340,000 consideration for an Employee Health Mitigation obligation.

The Committee feels a \$2.7M year over year increase should be the Town's FY2021 operating budget goal. Both in its report in the Warrant and 2018 Annual Report submission, the Committee stated the Town should continue to strive to limit year-over operating budget increases to approximately 3.1%.

The Committee recognizes achieving budget increases within Prop 2½ may take a couple years to achieve but believes those efforts should continue. While the FinCom believes a \$2.7M increase is appropriate, the Committee also understands this guidance may need to be adjusted as budget submissions and high impact initiatives are reviewed.

#### Wayland Finance Committee

Carol Martin, Chair  
Steve Correia, Vice-Chair  
Adam Gutbezahl  
Kelly Lappin  
George Uveges  
Dave Watkins

**DRAFT**

**Wayland Town Administrator Evaluation**

POLICY AND PURPOSE

The purpose of this evaluation instrument is to formally appraise the Town Administrator's performance on an annual basis or as required by contract. The document allows the Board of Selectmen to assess the Town Administrator's performance in management practices, in job requirements as stated in the contract and/or job description, and in the accomplishment of goals. Through the evaluation procedure, Board members will recognize strengths, offer positive feedback, and suggest any areas that require corrective action.

The final overview document showing compiled scores and comments summarized by the Chair or his or her designee will be discussed and released in open session.

PROCEDURE

1. The period of evaluation is September 1 through August 30.
2. The Town Administrator will submit a narrative self-evaluation including a report on goal achievement. A copy of the report and a blank evaluation form will be distributed to each Board member.
3. Board members will complete their evaluation forms and give them to the person designated by the Chairman to compile the scores, or, if no one has been so designated, to the Chairman in a regular meeting by a date set by the Chairman. Board members will not share their individual evaluation forms among or between one another.
4. The Chairman will give the individually completed performance evaluation forms to the Human Resources Manager who will place them in the Town Administrator's personnel file.
5. The Human Resources Manager will compile scores from individual evaluation forms and develop a consensus overview document. In the event that staff is not available to so compile, the Chairman or his or her designee will do so.
6. The overview document will be released by the Chair at a public meeting of the Board of Selectmen.

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Selectman:

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**Instructions**

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for each factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so by marking N/A in the Rank space.

**Rating Scale (1-5)**

- Unsatisfactory (1)                      The Administrator's work performance is inadequate and inferior to the standards of performance required for the position.
- Improvement Needed (2)              The Administrator's work performance does not consistently meet the standards of the position.
- Meets Expectations (3)                The Administrator's work performance consistently meets the standards of the position.
- Exceeds Expectations (4)              The Administrator's work performance is frequently or consistently above the level of a satisfactory employee.
- Excellent/Highly Commendable (5)    The Administrator's work performance is consistently excellent when compared to the standards of the job.

<p><b>1. Personal Characteristics:</b> Exhibits honest and ethical behavior; acts in a fair and equitable manner; effectively deals with unforeseen issue and problems; shows resilience by maintaining energy and motivation despite constant demands. Responds well to stressful situations. Displays creativity, innovation, flexibility and appropriate risk taking.</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rank</b></p>
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<p><b>2. Professionalism:</b> Is fully knowledgeable and committed to the field of local government management; seeks to enhance skills and abilities through educational opportunities; actively participates in professional municipal management organizations; encourages staff training and development.</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>
<p><b>3. Public Relations/Communications:</b> Projects a positive image in the community; is reasonably open and available to the public and responsive to citizen complaints or requests; communicates effectively to the media; keeps the citizenry informed of current issues in Town government. Maintains good communications with the business community. Supports and recognizes the efforts of volunteer citizens and groups. Maintains effective communications with state and federal elected representatives, other communities, state agencies, municipal organizations and residents.</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>
<p><b>4. Board Support/ Relations</b> Offers professional advice to the Board, including appropriate alternatives and recommendations, based upon thorough study and analysis; implements policy matters and other directives adopted by the Board of Selectmen; keeps Board members informed of issues and activities in Town government and in the community; listens and understands Selectmen's concerns; maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust.</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>

<p><b>5. Organizational Leadership/Personnel Management:</b> Provides leadership, motivation and support within the organization; effectively delegates tasks and assignments; builds and motivates a team, providing direction and monitoring/adjusting performance as required. Assures selection for employment of the best-qualified personnel; assures systematic performance evaluation of staff in the organization; establishes high standard of performance for all Department Heads; recognizes, develops, and utilizes their leadership abilities; effectively leads collective bargaining efforts with unions, keeping the Board informed on progress; strives to maintain good staff morale and maintains open, honest and professional relationships with staff.</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>
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<p><b>6. Financial Management</b> Prepares a timely and realistic annual budget proposal in a manner that promotes full understanding of issues and needs; employs sound fiscal management practices for the development of the operating and capital budget recommendations; effectively monitors and controls budget expenditures; provides complete and accurate financial information to facilitate budget deliberations; creatively manages available resources to increase productivity and efficiency; develops and maintains a long-term financial plan for the Town;</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>
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<p><b>7. Planning and Organization</b> Creates and facilitates an environment for long-range and strategic planning; identifies opportunities to improve productivity, innovation,</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>
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<p>staff development and cost efficiencies; develops proposals for cost effective reorganization of Town operations; establishes appropriate goals and objectives for performance.</p>		
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<p><b>8. Achievement of Goals</b> Shows appropriate progress to the year's goals as indicated on the attached self-evaluation.</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>
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<p><b>OVERALL RATING</b></p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>
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**Town Administrator Performance Evaluation Form  
Acknowledgement of Receipt**

This is to acknowledge the fact that the performance review was conducted by the Board of Selectmen in accordance with the procedures and that the Town Administrator has received the overview document with the compilation of scores.

BOARD OF SELECTMEN

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Date: \_\_\_\_\_

TOWN ADMINISTRATOR

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Date: \_\_\_\_\_

10.) <sup>LIST OF</sup> BOS minutes  
of 9/23/19



LOUISE L. E. MILLER  
TOWN ADMINISTRATOR  
TEL. (508) 358-7755  
www.wayland.ma.us

# TOWN OF WAYLAND

41 COCHITUATE ROAD  
WAYLAND, MASSACHUSETTS 01778

BOARD OF SELECTMEN  
LEA T. ANDERSON  
MARY M. ANTES  
THOMAS J. FAY  
CHERRY C. KARLSON  
DOUGLAS A. LEVINE

## DRAFT

Board of Selectmen  
Meeting Minutes  
September 23, 2019  
7:00 p.m.  
Wayland Town Building  
Selectmen's Meeting Room  
41 Cochituate Road, Wayland

**Attendance:** Lea T. Anderson, Mary M. Antes, Cherry C. Karlson, Thomas J. Fay, Douglas A. Levine

**Also Present:** Town Administrator Louise Miller, Assistant Town Administrator Elizabeth Doucette

**A1. Call to Order by Chair** C. Karlson called the meeting of the Board of Selectmen to order at 7:01 p.m. in the Selectmen's Meeting Room in the Wayland Town Building when a quorum was present, noted that the meeting will likely be broadcast and videotaped for later broadcast by WayCAM, and reviewed the agenda for the public.

**A2. Announcements and Public Comment** M. Antes said she received an announcement from the Town regarding water restrictions and discussed how residents can sign up for Town alerts online.

Marissa Kivett, 24 Gleason Lane, formally requested a fence viewing be performed at her home.

C. Karlson explained that this would be the first time this Board has handled a fence viewing.

Richard Turner, 7 Knob Hill Rd., referred to a document from the Police Chief in the correspondence packet concerning scams. He said he would like that document shared with the public.

Mike Lowery, Lakeshore Drive, discussed his 12 years on the Surface Water Quality Committee and said he was surprised to see the agenda item for tonight's meeting regarding a potential financial interest. He said the Board must decide what constitutes a financial interest. He expressed concern about the Board of Selectmen turning inward and being more interested in governance and process than in taking care of external issues. He formally resigned from the Surface Water Quality Commission effective October 1, 2019.

C. Karlson said that her intention was not to have M. Lowery resign; she included the agenda item at his request, notified him last week of its inclusion on the agenda and asked him to get in touch if he had questions. She personally apologized if he took affront to it and explained that this topic was on the agenda to provide the name of the government form, put it on the record, and have a Board discussion. She said she is incredibly disappointed about the resignation.

**A15. Selectmen's reports and concerns** Board members expressed their regret at his resignation under this agenda item.

T. Fay expressed his surprise with the turn of events and said it seems like it's a miscommunication. He noted that M. Lowery is a leader in the caretaking of bodies of water in town. T. Fay said that the Board has to be very careful about Open Meeting Law, so if it wants to discuss a topic, it has to be on agenda. He hopes M. Lowery will reconsider his decision. L. Anderson said that she is surprised and disappointed. Board members have recused themselves when there could be a perception of conflict of interest on a particular issue. M. Antes said she is disappointed as well. M. Lowery is her "go to" person for questions about water. She assumed that this was a routine thing and not meant to be personal to M. Lowery or anyone else. She said that she hopes he will reconsider.

M. Lowery noted that the business processes for treating Dudley Pond could not have happened without Assistant Town Administrator E. Doucette's help. L. Anderson thanked M. Lowery and Mrs. Lowery for their work over the years and hopes that he will reconsider.

**A3. High School Wastewater Treatment Plant: Update on capital needs and discussion with Town Administrator and Town Engineer.** Town Engineer Paul Brinkman appeared before the Board. L. Miller referred to the CAR (Capital Appropriation Request) request for the High School Wastewater Treatment facility. She explained that the wastewater budget was taken out of the school budget and put into the facilities budget last year. The plant has not been operating for a while and P. Brinkman distributed a memo which explains the list of things that need to be done to make it operational. P. Brinkman proposed implementing the work in two phases and discussed what needs to occur in order to get the facility up and running again, as well as other things that were identified, like OSHA issues and process improvements. He discussed the analysis of four options including pros and cons. P. Brinkman recommended the quickest and least expensive option of restarting the plant using original technology. The Board agreed that his approach to renew the existing technology is preferred. The proposed budget for Phase 1 in FY2021 is \$425,000. There is \$285,000 remaining in funds from a previous borrowing, so the total new capital request for next year is \$140,000. P. Brinkman discussed the importance of the right people looking over these technically complex facilities. The wastewater manager at the Town Center facility has been very effective, and he will also manage High School plant. The Board thanked P. Brinkman. L. Miller said that this CIP request would be before the Board on October 2.

D. Levine entered the meeting at 7:30 p.m.

**A4. Facilities: Update on projects, preliminary FY 21 CIP, and discussion with Town Administrator and Facilities Director.** Facilities Director B. Keefe appeared before the Board and provided a list of open projects "Facilities Projects 2019". He said this year there are 41 projects on his list and explained how the list is categorized. The good news is that 20 items on the list are now completed. B. Keefe reported that the Town's new construction project manager, S. Vitello, worked on the Library windows, the old DPW building demolition, and serves as Clerk of the Works on the WHS athletic complex project. Having him work on these projects saved the Town over \$180,000 in price reductions and other savings. He said S. Vitello will be managing the renovations of the Town Building and Fire Station 2. L. Miller reminded the Board that there is still an opening in the Facilities Department with funding for a part-time position at the moment, but she is looking into adding a full-time position. B. Keefe discussed CAR (Capital Appropriation Request) projects, which will be added to the backlog if approved.

**A6. Discussion with Recreation Commission on Loker Field Project** D. Levine welcomed Recreation Director Katherine Brenna and members of the Recreation Commission and asked for an update on the Loker project. A. Foster said the Commission is open to changes to the article, but noted the product put forward is a perfectly fine design. Different turf options can be considered such as virgin crumb rubber, walnut shells, and coconut husks. B. Wright reviewed several other sites that were considered, but said that Loker was the best option for many reasons including fewer trees to be cut down, traffic access, proximity of abutters, and control of the property by Recreation.

T. Fay asked Commission members to talk more about lighting technology. D. Levine asked for cost differentials for the infield options. He said if it's not about the money, it makes sense to err on the side of caution for Wayland's kids and residents. L. Anderson asked about the survey for Native American artifacts. M. Antes addressed the need for a big public meeting to report on all these issues and to understand how this project fits into the bigger picture for future new fields in Town.

L. Miller said she is ready to authorize a review of all environmental studies that were done on the site to determine the site meets current standards. C. Karlson reviewed her list of 10 outstanding issues discussed at the June meeting, including project budget, vernal pool, Native American artifacts, environmental testing, field material, lighting, traffic, plan for fields, other possible locations, and an existing grass field being changed to turf. FAQ's could address any of these outstanding issues very factually. The message from the Board in June was not to bring the exact same project back to Town Meeting. T. Fay added a question to the list about the flow of water at the site.

Steve Prince, Hidden Springs Lane, said he attended all of the meetings and observed as a citizen that it's not on a straight path. He asked if the BoS could put boundaries around the ATM process going forward in order for it to work more efficiently. C. Karlson noted that the democratic process to New England town meeting allows changes up to and including at Town Meeting.

**A5. FY21 Operating Budget: Guideline memo and next steps** L. Miller reported that she met with the Finance Committee and Finance Director B. Keveny on Sept. 16 to discuss and revise the FY21 budget guideline. The guideline was sent to staff and provided as a handout at this meeting. Some highlights this year include asking department heads to provide more information about departmental functions. She is meeting with the Finance Committee again tomorrow, Sept. 24, to discuss stating a dollar figure to guide budget creation and other concerns FinCom might have regarding budget preparation or revenue projections.

#### **A7. Board and Committee Appointments:**

1. **Update on Vacancies** C. Karlson reported that she continues to update the vacancy list.

2. **Cultural Council:**

- a. **Interview and vote to appoint Susan Warren to a three-year term ending June 30, 2022** Susan Warren appeared before the Board and discussed her interest in serving on the Cultural Council. The Board thanked her for sharing her time and serving the Town.

L. Anderson moved, seconded by M. Antes, that the Board of Selectmen appoint Susan Warren to a 3-year term on the Cultural Council with a term ending June 30, 2022.

YEA: L. Anderson, M. Antes, T. Fay, C. Karlson, D. Levine. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0.

3. **Zoning Board of Appeals:**

- a. **ZBA Full Member for a term ending June 30, 2021: Vote to appoint Robert Farrington, interviewed on July 15, 2019 or Evans Huber, interviewed on August 12, 2019** M. Antes moved, seconded by T. Fay, that the Board of Selectmen appoint Evans Huber to a full member position on the ZBA with a term ending June 30, 2021. YEA: L. Anderson, M. Antes, T. Fay, C. Karlson, D. Levine. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0.

- b. **ZBA Associate Member for a term ending either June 30, 2022 or June 30, 2021: Vote to appoint Joshua Wernig, interviewed on July 15, 2019** M. Antes moved, seconded by D. Levine, that the Board of Selectmen appoint Joshua Wernig to an Associate member position on the ZBA with a term ending June 30, 2021. YEA: L. Anderson, M. Antes, T. Fay, C. Karlson, D. Levine. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0.

**4. Municipal Affordable Housing Trust:**

- a. **Vote to appoint Robert Duffy, as a representative of the Planning Board, to a two-year term ending June 30, 2021** M. Antes moved, seconded by L. Anderson, that the Board of Selectmen appoint Robert Duffy as a representative of the Planning Board on the Municipal Affordable Housing Trust for a two-year term ending June 30, 2021. YEA: L. Anderson, M. Antes, T. Fay, C. Karlson, D. Levine. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0.

**A8. Disclosure by non-elected municipal employee of financial interest and determination by appointing authority as required by g. L. C. 268a, 19**

**\*Surface Water Quality Commission member Michael Lowery**

C. Karlson asked the Board's advice on whether this item was moot given M. Lowery's resignation during Public Comment. T. Fay asked to understand the reason for this agenda item. The Board discussed wanting to better understand when a conflict of interest form should be filled out and agreed to seek guidance from Town Counsel.

**A9. Annual Report: Review and vote final report** L. Anderson moved, seconded by D. Levine, that the Board of Selectmen accept the Annual Report as written. YEA: L. Anderson, M. Antes, T. Fay, C. Karlson, D. Levine. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0. The Board thanked M. Antes for providing the first draft.

**A10. Select Board/Town Manager Special Act: Update and next steps** C. Karlson asked for the dates when Board members will be presenting the Select Board/Town Manager Special Act to their boards and committees. L. Anderson said she would be going to ZBA on Oct. 22. D. Levine is going to the BoPW Oct. 1 and C. Karlson will be going to Wastewater on Oct. 10. T. Fay will be going the Board of Health on Oct. 7 and the Youth Advisory Committee on Oct. 4.

**A11. Town Administrator's Report**

- 1. Plowing Private Roads Appeal Update** L. Miller reported that the Town had received one appeal, but it has been confirmed the road is already being plowed. Therefore, no action is required this year.
- 2. Oxbow Meadow Field Update** L. Miller reported that there has been continued vandalism, and the cameras have been stolen. She will keep the BoS updated.
- 3. Annual Audit Update** L. Miller reported that staff hopes to finish up with cash reconciliation this week. The Annual Audit is scheduled to begin the third week in October.
- 4. MVP Designation** L. Miller reported that the Town is now MVP (Municipal Vulnerability Plan) designated and eligible for grants.
- 5. Energy Resiliency Update** L. Miller reported that there was a ribbon-cutting event last week at the Middle School that ended phase 1 of the Middle School resiliency project. This allows the shelter to draw power from the solar canopy if the power fails.
- 6. Annual Town meeting Schedule** C. Karlson is still working on a schedule for Annual Town Meeting and will have it for the next meeting.
- 7. Signage: Wayfinding Grant Update** L. Miller reported that the Town received a grant to improve signage and wayfinding. She is putting together a committee as directed by the grant conditions. There will be a public forum scheduled. T. Fay agreed to represent the Board.
- 8. FY 21 Budget Update** There will be a CIP (capital improvement plan) draft presentation on Oct. 2. She said they are looking for feedback before submission to the Finance Committee on Oct. 9.

**A12. Minutes: Vote to approve Board of Selectmen minutes of September 9, 2019.** M. Antes moved, seconded by T. Fay, to approve the regular session minutes of September 9, 2019, as amended. YEA: L. Anderson, M. Antes, T. Fay, C. Karlson, D. Levine. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0.

**A13. Consent Calendar: Review and vote to approve (see separate sheet)**



1. Vote the question of approving and signing the weekly payroll and expense warrants
2. Vote the question of approving and signing contract 20-1021 in the amount of \$42,210 to engage Village Green Restoration for the provision of Historical Building Restoration of the Wayland Train Depot.
3. Vote to ratify the signature of Louise L. E. Miller, Town Administrator, for a 3-year lease, 20-1029L, with Hewlett Packard in the amount of \$38,944.50 for School Department chrome books.
4. Vote to ratify the signature of Louise L. E. Miller, Town Administrator, for contract 20-1030 in the amount of \$4,750 to engage Mass Audubon for the provision of an ecological management plan for Greenways.
5. Vote the question of approving and signing contract 20-1031 for an amount not to exceed \$7,000 to engage David A. Velluti for the provision on Real Estate Data Collection Services.
6. Vote to ratify the signature of Louise L. E. Miller, Town Administrator, for contract 20-1032 in the amount of \$12,800 to engage Solitude Lake Management for Phase II of mechanical harvesting of tape grass at Dudley Pond.
7. Vote to authorize Louise L. E. Miller, Town Administrator, to approve and sign contract 20-1033 in the amount of \$100,500 to engage Pare Corporation for the provision of Snake Brook Dam Design Services.
8. Vote to authorize Louise L. E. Miller, Town Administrator, to approve and sign contract 20-1034 for an amount not to exceed \$5,800 to engage BSC Group for the provision of Stormwater Management Peer Review Services at Five Path Road Subdivision.
9. Vote the question of approving and signing contract 20-2013 in the amount of \$67,400 to engage Stumpy's Tree Services for the provision of Tree Management Services.
10. Vote the question of approving and signing invoice #121728 from KP Law, dated June 30, 2019, for professional services rendered through June 30, 2019, in the amount of \$2,139.03.
11. Vote the question of approving and signing invoice #121690 from KP Law, dated June 30, 2019, for professional tax services rendered through June 30, 2019, in the amount of \$499.00.
12. Vote the question of approving one (1) sandwich board at Old Connecticut Path and Cochituate Road (Five Paths) for the time period of October 20, 2019 – October 27, 2019 to promote the Wayland High School Robotics Team's town-wide STEM Fair on October 27, 2019.
13. Vote the question of approving three (3) sandwich boards at the following locations: Fire Station Two in Cochituate; Old Connecticut Path and Cochituate Road (Five Paths); and Town Center (corner of Routes 20 and 27) for the time period of October 3, 2019 – October 10, 2019 to promote the Wayland Children and Parents Association's event – Smart Financial Planning for Your Family on October 10, 2019.
14. Vote to expend \$15,000 for the preparation of a design concept to improve lighting, planting, and connectivity along Route 20. The approximate limits will correspond to those associated with the Route 20 Sidewalk Improvements project. Design options will include pocket parks, street trees and gathering spaces, ornamental lighting, connectivity from Route 20 to the Town Center and the Rail Trail, and landscape enhancements. Design will also include a colored plan, up to three (3) concept sketches, and estimate of probable construction costs. The design will be coordinated with the Town's branding consultant.
15. Vote to authorize Louise L. E. Miller, Town Administrator, to sign contract 18-2016, amendment #2 with Tata & Howard, in the amount of \$167,900 for Phase III Boston Post Road Water Main Extension engineering services.

M. Antes moved, seconded by L. Anderson, to approve the Consent Calendar in the Board Packet.

The Board discussed several items. M. Antes asked about item #5. L. Miller said David A. Velluti would be doing work in the Assessors office. She also discussed item #8 and item #6. She said the Town is hoping item #14 regarding the Rte. 20 corridor coincides with the Wayfinding grant. L. Miller said she is hoping item #6 is the last contract for tape weed removal at Dudley Pond. She also discussed item #7 and the cost savings of approximately \$100,000 because of the procurement process that included three bids for the Snake Brook Dam design services.

C. Karlson noted that there was a motion and a second on the table and asked for a vote.  
YEA: L. Anderson, M. Antes, T. Fay, C. Karlson, D. Levine. NAY: none. ABSENT: none. ABSTAIN:  
none. Adopted 5-0.

**A14. Correspondence Review** The Board discussed item #3 regarding 5G deployment, and M. Antes said the Board should learn more about it. L. Miller confirmed that Item #6, a request for an asphalt curb, would be forwarded to the DPW.

**A15. Selectmen's reports and concerns, continued** D. Levine discussed the big turnout on Sept. 15 for Wayland Carnival Day. He said they raised around \$19,000 for the Jimmy Fund Clinic. M. Antes inquired about the Town Meeting Article by the students that proposed a concert in March. C. Karlson said she talked to the student's advisor last week and they will discuss possibly delaying the event for a year. T. Fay went to the ribbon cutting at Dudley Woods Trail. C. Karlson will be on The Buzz tomorrow to give a BoS update and will attend a discussion about participating in a State of the Town.

**A17. Topics not reasonably anticipated by the Chair 48 hours in advance of the meeting, if any:**  
None.

**A16. Enter into Executive Session: Pursuant to Massachusetts General Laws Chapter 30A, Section 21(a) (6) to consider the purchase, exchange, taking, lease or value of real estate in regard to the Rivers Edge Project at 484-490 Boston Post Road, and Pursuant to Massachusetts General Laws, Chapter 30A, Section 21 (a) (3) and (6) to review and approve the executive session minutes of August 12, 2019; August 26, 2019 and September 9, 2019, and APPROVE AND HOLD: Executive Session minutes of August 12, 2019; August 26, 2019 and September 9, 2019, and Pursuant to Massachusetts General Laws, Chapter 30A, Section 21 (a) (3) and (6) to review and release/release with redactions the executive session minutes of July 16, 2018, August 27, 2018, September 5, 2018, September 17, 2018, September 24, 2018, October 1, 2018, and October 9, 2018. APPROVE AND RELEASE/RELEASE WITH REDACTIONS: Executive Session minutes of July 16, 2018, August 27, 2018, September 5, 2018, September 17, 2018, September 24, 2018, October 1, 2018, and October 9, 2018.**

At 9:36 p.m., C. Karlson moved, seconded by M. Antes, that the Board of Selectmen enter into Executive Session Pursuant to Massachusetts General Laws Chapter 30A, Section 21(a) (6) to consider the purchase, exchange, taking, lease or value of real estate in regard to the Rivers Edge Project at 484-490 Boston Post Road, and Pursuant to Massachusetts General Laws, Chapter 30A, Section 21 (a) (3) and (6) to review and approve the executive session minutes of August 12, 2019 anticipating that we will APPROVE AND HOLD the Executive Session minutes of August 12, 2019.

The Chair declares that a public discussion of these matters may have a detrimental effect on the litigating, negotiating or bargaining position of the Town. Roll call vote: YEA: T. Fay, M. Antes, C. Karlson, D. Levine, L. Anderson. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0. The Chair invites attendance by Louise Miller, Town Administrator, and Elizabeth Doucette, Assistant Town Administrator. The Board will reconvene in approximately 10 minutes for the purpose of adjourning.

The Board returned to open session at 9:53 p.m.

**A18. Adjourn** L. Anderson moved, seconded by D. Levine, to adjourn the meeting at 9:53 p.m. YEA: L. Anderson, M. Antes, T. Fay, C. Karlson, D. Levine. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0.

### **Items Distributed for Information and Use by the Board of Selectmen at the Meeting of September 23, 2019.**

1. Correspondence from Louise Miller, Town Administrator, to Board and Committee Chairs and Department Managers, dated September 19, 2019 re: FY21 Budget Request Guideline (Includes

attachments with FY21 Budget Guideline; FY21 Finance Committee Liaisons; FY21 Selectmen Liaisons; Department Functions and Goals for FY 21; Departmental Descriptions and Goals; FY 21 Explanatory Statement of Changes)

2. Correspondence from Paul Brinkman, Town Engineer, to Louise Miller, Town Administrator and Board of Selectmen, dated September 22, 2019, re: Wayland High School Wastewater Treatment Plant Operations Restart, including Capital Appropriation Request and a Cost Analysis.
3. Facilities Projects 2019, from Facilities Director Ben Keefe
4. Correspondence from Mike Lowery, to Cherry Karlson, Chair, Board of Selectmen and Lea Anderson, Selectman, dated September 16, 2019, re: Disclosure for Non-elected Municipal Employee (Includes attachments Disclosure by Non-elected Municipal Employee of Financial Interest and Determination by Appointing Authority as Required by G.L. C. 268A, § 19; and two papers, namely, "Incentivizing the Public to Support Invasive Species Management: Eurasian Milfoil Reduces Lakefront Property Values," by Julian D. Olden and Mariana Tamayo, PLOS ONE, October 2014, Vol. 9, Issue 10; and "The Effects of Aquatic Invasive Species on Property Values: Evidence from Quasi-Experiment," by Eric J. Horsch and David J. Lewis, Land Economics, Vol. 85, No 3 (Aug. 2009), pp. 391-409, University of Wisconsin Press.
5. Resumes of Bob Farrington, Evans Huber and Joshua Wernig
6. "Uncovering the Past: Massachusetts Archaeology Month, October 2019" (booklet distributed to Cherry Karlson, Chair, Board of Selectmen)
7. National Grid safety information brochure (distributed to Cherry Karlson, Chair, Board of Selectmen)
8. Governing Magazine, September 2019 (distributed to Cherry Karlson, Chair, Board of Selectmen and Lea Anderson, Selectman)

#### **Items Included as Part of Agenda Packet for Discussion During the September 23, 2019 Board of Selectmen's Meeting**

1. Board/Committee Appointments Status as of Sept. 16, 2019
2. Cover letter and CV of Susan Warren
3. Draft of Board of Selectmen 2019 Annual Report submission
4. Draft of Board of Selectmen minutes of September 9, 2019

#### **CORRESPONDENCE**

1. Correspondence from resident Duane Galbi, to Teri Hegarty, Executive Assistant, dated September 12, 2019, re: request for email acknowledgement of records retention request left on desk
2. Correspondence from resident Duane Galbi, to Town Clerk and Records Access Officer/Town Administrator, dated September 12, 2019, re: records retention request
3. Correspondence from resident Elizabeth Natenshon, to Cherry Karlson, dated September 6, 2019, re: The facts and liability regarding 5G deployments
4. Correspondence from Louise Miller, Town Administrator, to Nhat H. Le, Chief Operating Officer, MA Office of Business Development, dated September 10, 2019, re: Verification of municipal service area of the 495/MetroWest Partnership
5. Correspondence from Teri Hegarty, Executive Assistant, to Tim Hooton, ABCC Investigator, dated September 16, 2019, re: updated LLA Certification for the Sperry's Liquor license transfer
6. Correspondence from Wayland resident Liss Ouradnik, to Teri Hegarty, Executive Assistant, dated August 23, 2019, re: request for asphalt curb between road and lawn
7. Media release from Patrick Swanick, Chief, Wayland Police Department, re: Be Aware of Scammers, received September 16, 2019
8. Correspondence from Katherine A. Gardner-Westcott, Chair, Wayland Historical Commission, to Cherry Karlson, Chair, Board of Selectmen and Gretchen Schuler, Chair, Community Preservation Committee, dated September 16, 2019, re: Reappointment to CPC
9. Correspondence from Lea Anderson, Board of Selectmen, from Jenna Cramer, of the Wayland Public Schools, dated September 10, 2019, re: Happy Hollow 5<sup>th</sup> Grade Petition sent to the Board of Selectmen
10. October is Massachusetts Archaeology Month! Mansion Inn: The Making of a Scholar (flyer)



LOUISE L. E. MILLER  
TOWN ADMINISTRATOR  
TEL. (508) 358-7755  
www.wayland.ma.us

# TOWN OF WAYLAND

41 COCHITUATE ROAD  
WAYLAND, MASSACHUSETTS 01778

## BOARD OF SELECTMEN

LEA T. ANDERSON  
MARY M. ANTES  
THOMAS J. FAY  
CHERRY C. KARLSON  
DOUGLAS A. LEVINE

## **DRAFT**

**Board of Selectmen**

**Meeting Minutes**

**October 8, 2019**

**9:00am**

**Wayland Town Building**

**Selectmen's Meeting Room**

**41 Cochituate Road, Wayland**

**Attendance:** Cherry C. Karlson

**Also Present:** Town Administrator Louise Miller, Assistant Town Administrator Elizabeth Doucette

### **1. HOME Program Presentation given by Regional Housing Services Office (RHSO)**

There was not a quorum of the Board of Selectmen present, so no meeting was held. RHSO made a presentation to the attending public.

**PUBLIC DOCUMENTS PROVIDED TO THE BOARD OF SELECTMEN FROM OCTOBER 1, 2019 THROUGH AND INCLUDING OCTOBER 10, 2019 OTHERWISE NOT LISTED AND INCLUDED IN THE CORRESPONDENCE PACKET FOR OCTOBER 15, 2019**

**Items distributed to the Board of Selectmen – October 1, 2019 – October 10, 2019**  
(none)

**Items Distributed for Information and Use by the Board of Selectmen at the Meeting of October 2, 2019**

1. Capital Appropriation Requests FY21-FY25 (Five Years)
2. Town of Wayland Detailed FY 2021 – FY 2025 Department Requests
3. Draft of Annual Town Election/Annual Town Meeting Schedule 2020 Version 1
4. CV of Daria Tucker
5. Promotional letter for Fuel Card Services Agreement between WEX and the Commonwealth of Massachusetts (distributed to Lea Anderson, Mary Antes and Cherry Karlson)

**Items included as part of the Agenda Packet for discussion during the October 15, 2019 Board of Selectmen Meeting**

1. List of open Board/Committee Appointments
2. Correspondence from Jayson Brodie, Chair, Wayland Board of Assessors, to Cherry Karlson, Chair, Board of Selectmen and the Board of Selectmen, dated October 7, 2019, re: resignation of Steven Glovsky as a member of the Wayland Board of Assessors
3. Letter of interest dated September 13, 2019 from Sean Ahearn re: Wayland Cultural Council
4. CV of Matt Brandi
5. Draft of 2020 Annual Town Election/Annual Town Meeting Schedule
6. 2020 ATM potential articles as of October 10, 2019
7. Draft of Wayland Town Administrator Evaluation
8. Draft of September 23, 2019 Board of Selectmen meeting minutes
9. Draft of October 8, 2019 Board of Selectmen meeting minutes
10. Correspondence to Louise Miller, Town Administrator; Arthur Unobskey, School Superintendent; Board of Selectmen; School Committee; and Brian Keveny, Finance Director, from the Finance Committee, dated October 4, 2019, re: FY2021 Operating Budget Spending Level
11. Town of Wayland Five-Year Draft Capital Improvement Plan FY2021-FY2025 dated October 10, 2019

**BOARD OF SELECTMEN**  
**Tuesday, October 15, 2019**  
**7:00 p.m.**  
**Wayland Town Building**  
**Selectmen's Meeting Room**  
**41 Cochituate Road, Wayland, MA**

**CONSENT CALENDAR**

1. Vote the question of approving and signing the weekly payroll and expense warrants.
2. Vote the question of approving a One-day Liquor License for the sale or service of Beer & Wine to be consumed on the premises of St. Ann's Hall, 134 Cochituate Road, Wayland, MA, for an event (Misgivings: A "Divine" Comedy) presented by the Knights of Columbus Good Shepard Council #16156, on Saturday, November 2, 2019 from 6:00 pm to 11:00 pm.
3. Vote the question of approving and signing invoice #122453 from KP Law, dated September 27, 2019, for professional services rendered through August 31, 2019, in the amount of \$148.45.
4. Vote the question of approving and signing invoice #122576 from KP Law, dated September 28, 2019, for professional services rendered through August 31, 2019, in the amount of \$10,811.90.
5. Vote to approve the determination that Benefits Manager, Donna M. Lemoyne's, financial interest, in service as an Alternate Member of West Suburban Health Group, is not so substantial as to be likely to affect the integrity of the services which the Town of Wayland may expect from her.

3.) KP Invoice  
#122453

**KP LAW, P.C.**  
101 ARCH STREET  
BOSTON, MA 02110  
(617) 556-0007

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INVOICE NO: 122453

WAYLAND TAX  
MS. LOUISE MILLER  
WAYLAND TOWN HALL  
41 COCHITUATE ROAD  
WAYLAND, MA 01778

IN REFERENCE TO: PROFESSIONAL SERVICE  
THROUGH

August 31, 2019

September 27, 2019

TOTAL FEES:	\$138.75
TOTAL COSTS:	<u>\$9.70</u>
<b>BALANCE DUE:</b>	<b><u>\$148.45</u></b>

4.) KP Invoice  
#122576

**KP LAW, P.C.**  
101 ARCH STREET  
BOSTON, MA 02110  
(617) 556-0007

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INVOICE NO: 122576

WAYLAND TOWN HALL  
41 COCHITUATE ROAD  
WAYLAND, MA 01778

IN REFERENCE TO: PROFESSIONAL SERVICE  
THROUGH

August 31, 2019

September 28, 2019

TOTAL FEES:	\$9,519.00
TOTAL COSTS:	<u>\$1,292.90</u>
<b>BALANCE DUE:</b>	<b><u>\$10,811.90</u></b>



**BOARD OF SELECTMEN**  
**Tuesday, October 15, 2019**  
**7:00 p.m.**  
**Wayland Town Building**  
**Selectmen's Meeting Room**  
**41 Cochituate Road, Wayland, MA**

**CORRESPONDENCE**

1. Correspondence from resident Rosamond Geller, to Cherry Karlson, Chair, Board of Selectmen (emails also sent to other Board of Selectmen), dated October 8, 2019, re: Wayland Property Taxes
2. Correspondence from Sean Lauziere, Community Relations & Economic Development Specialist, Eversource Energy, to Louise Miller, Town Administrator; Teri Hegarty, Executive Assistant; Cherry Karlson, Chair, Board of Selectmen; Doug Levine, Selectman; Thomas Fay, Selectman; Mary Antes, Selectman; Lea Anderson, Selectman; Thomas Holder, Director, DPW; Patrick Swanick, Chief of Police; Neil McPherson, Fire Chief; and Doug Leard, Local Emergency Management Coordinator; dated October 8, 2019, re: Pipeline Fact Sheet and First Responder Training
3. Report from Julia Junghanns, Director, Public Health, dated October 7, 2019, re: Board of Health Director's Report
4. Correspondence from Jeffrey Roeloffs, Clerk's Office, Middlesex Superior Court, Civil Division, dated October 3, 2019, re: Bernstein, et. al. v. Wayland Planning Board, et al., Civil Action No. 2008-0552 (Middlesex Superior Court), Joint Motion for 10-Day Extension of Deadline to File Post-Hearing Briefs.
5. Correspondence from Greg Franks, Sr. Manager, Government Affairs, Xfinity, to Chairman and Members of the Board, dated October 3, 2019, re: Xfinity TV Channel Updates
6. Notice of Filing, Public Hearing and Procedural Conference from The Commonwealth of Massachusetts, Department of Public Utilities, dated September 13, 2019, re: Petition of Boston Gas Company and Colonial Gas Company, each d/b/a National Grid, for approval of their 2016-2018 Energy Efficiency Three-Year Term Report
7. Correspondence from Shonda Green, Department Secretary, Commonwealth of Massachusetts, Department of Telecommunications and Cable, to Chairman, Board of Selectmen, dated October 3, 2019, re: License Expiration Notice
8. Residential Private Road Snow & Ice Policy Appeal Application from resident Steven Baccei rec'd October 7, 2019

9. Report from Patrick Swanick, Chief of Police, received October 3, 2019, re: Monthly Police Department Report for September 2019
10. Correspondence from Sarah Bursky, Community Planner/Rivers Manager, Wild and Scenic Rivers Program National Park Service, to Sara Bursky, Community Planner/Rivers Manager, National Park Service and Anne Slugg, Chair, Community Planner/Rivers Manager, Wild and Scenic Rivers Program, National Park Service, dated October 3, 2019, re: Wild and Scenic River Community Grant Funds available
11. Notice of Filing, Public Hearing and Procedural Conference from The Commonwealth of Massachusetts, Department of Public Utilities, dated September 13, 2019, re: Petition of NSTAR d/b/a Eversource Energy, for approval of their 2016-2018 Energy Efficiency Three-Year Term Report
12. Correspondence from resident Margaret Dergalis, to Cherry Karlson, Chair, Board of Selectmen, dated October 10, 2019, re: maintenance of Wayland Veterans Memorial
13. Correspondence from Carrie Benedon, Assistant Attorney General, Commonwealth of Massachusetts, to resident George Harris, dated October 4, 2019, re: June 27, 2019 complaint with the Wayland Board of Selectmen
14. Memorandum from the Wayland Economic Development Committee, to the Wayland Board of Selectmen, approved September 13, 2019, re: Recommendation for Consideration for Use of Parcels of Land