

**Supplemental**

**PACKET**

**JAN 18**

**NOON**

**2022**

## ARTICLE LIST 2022 ANNUAL TOWN MEETING

Article	Article Name	Status	Sponsor	BoS Assignee	FinCom Assignee	Position BoS	Position FinCom	BoS Goal relates to	Tasks to be completed
A	Recognize Citizens & Employees for Particular Service to Town	submitted	Board of Selectmen						
B	Pay Previous Fiscal Year Unpaid Bills	submitted	Board of Selectmen						
C	Current Year Transfers	submitted	Board of Selectmen						
D	OPEB Funding	submitted	Board of Selectmen						
E*	Enterprise Fund Budget	submitted	Board of Selectmen						
F	Fiscal Year 2023 Revolving Fund Expenditure Limits	submitted	Board of Selectmen						
G	Compensation for Town Clerk	submitted	Board of Selectmen						
H	Personnel Bylaws and Wage & Classification Plan								
I	Surface Water Quality Committee Budget	submitted	Board of Selectmen						
J	FY 2023 Omnibus Budget	submitted	Finance Committee						
K	New Stonebridge Resolution – expenditure of funds	submitted	Board of Selectmen						
L	Outdoor Seating bylaw	voted	Planning Board						
M	Acquisition of Land at Town Center	submitted	Board of Selectmen						
N	CoA/CC Construction	submitted	Board of Selectmen						
O	Loker Grass Field Construction	submitted	BoS/Rec Commission						
P	Lease of Cell Tower at Reeve's Hill	submitted	Board of Selectmen						
Q	Transfer of 212 Cochituate Rd	submitted	Board of Selectmen						
R	Solar at the Route 20 North Landfill	submitted	Board of Selectmen						
S	Purchase of Launcher Way	Submitted	Board of Selectmen						

## ARTICLE LIST 2022 ANNUAL TOWN MEETING

Article	Article Name	Status	Sponsor	BoS Assignee	FinCom Assignee	Position BoS	Position FinCom	BoS Goal relates to	Tasks to be completed
T*	Bylaw Chapter 19-3	Submitted	Board of Selectmen						
U	Wastewater Capital Budget Request	submitted	WWMDC						
V	Choose Town Officers	submitted	Board of Selectmen						
W	Hear Reports	submitted	Board of Selectmen						
X	Sell or Trade Vehicles and Equipment	submitted	Board of Selectmen						
Y	CPA: Set Asides	Voted	Community Preservation Committee						
Z	Conservation Cluster By-Law	voted	Planning Board						
AA	Accept gifts of Land	submitted	Board of Selectmen						
BB	Amend Chapter 77. MAHT Fund	submitted	Municipal Affordable Housing Trust						
CC	Capitol Stabilization Funding	Submitted	Board of Selectmen						
DD*	Oxbow Meadow Funding	submitted	Board of Selectmen						
EE*	Capital Improvement Committee	submitted	Board of Selectmen						
FF	Local Historic District Bylaw Amendment	Voted	Historic District Commission						
GG	Historic: Library Document Conservation	Voted	Community Preservation Committee						
HH	Housing: 89 Oxbow Fire Sprinkler System	Voted	Community Preservation Committee						
II	Housing: Launcher Way Acquisition	Voted	Community Preservation Committee						
JJ	Open Space: Sherman Bridge Road Acquisition	Voted	Community Preservation Committee						

**ARTICLE LIST 2022 ANNUAL TOWN MEETING**

Article	Article Name	Status	Sponsor	BoS Assignee	FinCom Assignee	Position BoS	Position FinCom	BoS Goal relates to	Tasks to be completed
LL	Wayland Free Library	submitted	Board of Library Trustees						
	Town Acceptance of Whittemore Lane	submitted	Petitioners						
	Rescind Appropriation for Framingham Bridge	submitted	Petitioners						

Appendix	Appendix Name	Status	Tasks to be completed
A	Moderator's Rules and Regulations		
B			
C			
D			



**TOWN OF WAYLAND**

**SPONSORING BOARD ARTICLE REQUEST FOR TOWN MEETING**

*Attach extra pages if necessary*

**Article Title:** Establishment of a Capital Improvement Planning Committee **Estimated Cost:** \$0

**Article Description** (final language to be provided by Town Counsel based on description provided):

To see if the Town will vote to adopt a General Bylaw to establish the Capital Planning Committee for the purpose of overseeing the Towns capital planning process or take any other action relative thereto.

**Contact Information for Publication in Warrant**

**Contact Person Name:** Brian Keveny **Contact Person Phone:** \_\_\_\_\_

**Contact Person Town Email:** bkeveny@wayland.ma.us

**Proposing Board Information**

**Board Name:** Board of Selectmen

**Board Vote (Quantum) to Submit Article:** \_\_\_\_\_

**Date of Board Vote:** \_\_\_\_\_

**Signature of Board Chairperson:** \_\_\_\_\_

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

To: Board of Selectmen

From: Dave Watkins, Selectman

Date: January 17, 2022

Subject: Capital Improvement Planning Committee (CIPC) (revised)

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## **Purpose and Objective**

In order to effectively plan for and finance future needs, the Town of Wayland should establish a Capital Improvement Planning Committee (CIPC) to be charged with the responsibility of overseeing a coordinated, town-wide comprehensive planning process. By improving Wayland's long-term planning process, the Town will be better positioned to make more informed decisions and better maintain its Aaa rating.

Section 106B of Chapter 41 of the Massachusetts General Laws authorizes a town to establish a capital planning committee at annual town meeting, and numerous other towns have done so. Indeed, by creating a CIPC, Wayland would be changing its current practices and adopting a capital planning bylaw consistent with the vast majority of our peer towns <sup>1</sup>.

The objectives of the committee are to:

- Establish, maintain, and monitor a coordinated, town-wide comprehensive facilities planning and site selection process.
- Identify and apply consistent criteria that considers a project proposal's viability, need, timing, and cost.
- Maintain a program for the construction of major new or renovated capital projects, looking forward over a 20-year period.

## **Proposed Process of Capital Improvement Planning Committee**

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<sup>1</sup> 71% of Wayland's peer Towns have a capital planning committee

80% of Wayland's bordering towns have a capital planning committee

61% of all the Aaa Town's in Massachusetts with Town Manager forms of government have a capital planning committee



The CIPC will participate in following process and support the Town Manager Act that is currently moving through the legislature:

- 1) Guide: The Town Manager and Finance Director provide the CIPC (and Finance Committee) with:
  - a. Financial strategies regarding debt management, debt service, debt levy, fund balance, fund balance, predictable tax rate and revenue
  - b. Budget guidelines and recommendations, prioritization recommendations, funding sources and status of previously approved projects
  - c. Availability of staff resources to oversee capital expenditures and manage projects.
- 2) Gather: The CIPC will compile lists of projects and their suggested timing submitted by Boards, Committees, Departments, the Town Manager, and residents proposed for implementation:
  - a. In the next Fiscal Year
  - b. During the next four years
  - c. With a six-to-ten-year outlook
  - d. With an eleven-to-twenty-year outlook
- 3) Analyze: The Finance Director and Town Manager will:
  - a. Provide the CIPC with assistance and support on matters related to funding and financing projects, such that the CIPC can understand the Town's ability to afford various projects over time
  - b. Collaborate with the CIPC and staff to analyze which projects to recommend including in their operating and capital budgets, and which might come before Town Meeting in the capital budget or as a stand-alone Article; and this report would be presented to the Finance Committee, whose role it is to recommend the capital and operating budgets to Town Meeting
- 4) Analyze: The CIPC will:
  - a. Vet each project by:
    - i. Evaluating project readiness for moving forward, including obtaining actual bids from those who might perform the project such that actual costs are identified prior to a Town Meeting vote on a project.
    - ii. Assessing the availability of Town resources to start and complete the project deliverables over a time horizon (e.g., feasibility studies, design, construction) including procurement and implementation
    - iii. Laying out, in a logical sequence, realistic timeframes to accomplish each deliverable and requisite Town Meeting approvals
  - b. Apply the guidance from the Town Manager and Finance Director over a twenty-year period, prioritizing the project requests and proposing the project schedules
  - c. Create a plan that analyzes the Town's needs, the suggested timing, cost, and steps to implement the projects and give the Town an in-depth sense of what can be accomplished within the Town's financial and administrative capacity
- 5) Report: The CIPC will:

- a. Present a prioritized order of projects with an approximate cost and timeline for feasibility, design, and construction and forward to the Finance Committee for information and future discussions. From this report, the Town Manager shall recommend a capital budget to the Finance Committee, and the Finance Committee shall present to Town Meeting each year a recommended capital plan.
  - b. Annually, provide a draft five-year plan to the Town Manager and Finance Director with one year CIP and four-year outlook
- 6) Maintain: The CIPC will:
- a. Update the project list quarterly with pertinent information related to the projects

**Members**

The committee would be composed of five registered voters, each of whom would:

- Be appointed by the Board of Selectmen for a term of at least three years.
- Have a background or strong knowledge of at least one or more of the following capabilities: capital planning; financial modelling; financing; project management; and/or construction.
- Not serve on any other board, commission, or committee, nor otherwise serve as a town official, whether elected or appointed, that could propose major capital projects or on one that controls parcels of town-owned land.

The Finance Director, Town Manager, School Superintendent, Planning Director, PMBC and Facilities Director would serve as ex officio members.

**Current Opportunities for Improvement**

Theme	Opportunity
Transparent Project Pipeline	The Finance Committee (FinCom) has limited visibility into the longer-term needs of departments, committees, and boards. Currently, FinCom receives an annual glimpse during the request cycle, and it is hard to understand, prioritize and guide in a short time frame. For example, the 2021 ATM Warrant does not contain any capital investments beyond 2026 in the Report of the Finance Committee.
Consistent Capital Planning	A five year look forward is not significant for mega projects that maybe required. Such mega projects should be considered when looking at current capital decisions. For example, we know that the schools are likely to need either a new or a renovated elementary school in the next ten years, yet our current 5-year capital plan does not take that into account, which is not helpful as we try to understand our debt and debt service over the next decade and how that might impact our desire to approve other projects.



Theme	Opportunity
Cross Functional Departments Are Informed	The Town Code assigns the Finance Committee with the responsibility for recommending a capital plan. Cross functional departments such as Information Technology (IT) are not always aware of potential capital requests that will affect IT operations. For example, the new dispatching system for Fire and Police was budgeted by those respective departments but require the support of the information technology department.
Correlation Between Project Pipeline and Funding Capacity	Currently, borrowing decisions can be made without consideration of future potential major capital projects. Prioritization can be inconsistent because the methodology for selection can be driven by political pressure. Approvals for design and build typically occur over several Town Meetings but, without the rigor of a defined schedule with assigned tasks, projects may not be performed in a timely manner or within budget. When a project goes through the CIPC process, a timeline would be established for when each piece of the project development timeline would be proposed to Town Meeting for funding so that it does not drag on and exceed the originally projected overall project cost.
Town Meeting Decisions Are Informed by A Long-Term Plan	With a long-term plan, residents would better understand that there is a workable process in place that can accommodate the wishes of residents over a defined time horizon. The CIPC would be charged with scheduling deliverables such that they fit within an established short- and long-term financial plan. That is the only way to effectively manage our ever-increasing tax burden.
Incomplete Capital Requests and Additional Costs	<p>Current practices sometimes result in projects approved by Town Meeting that have insufficient planning to carry out the proposed work. In 2018, a project request to improve Fire-station 2 that fixed safety issue with fire suppression safeguards and provided gender-specific habitation facilities. In 2022 the project had not been started and the scope has been expanded.</p> <p>Additionally, current practices can result in insufficient rigor in the planning for the project request and its component parts. We have several examples of projects that have been approved by Town Meeting before the full design was completed and construction bids were secured, such that when we commenced the projects subsequent to Town Meeting, we had not allocated sufficient funds to the project. Some would argue that when we bring the Council on Aging/Community Center project to Town Meeting for final approval, it should be done with the full design and construction bids in hand, such that residents know the actual cost and funds are allocated to successfully complete the project.</p>

**Appendices:**

Appendix A -- Town Manager Act

Appendix B – Town by Town Analysis

## Appendix A

### Town Manager Act

In 2020, Town Meeting approved the Town Manager Act. The Act improves the coordination of work that supports the development of the five-year plan capital plan and will provide a foundation for CIPC to develop the long term 20-year CIP. The CIP development is a time-consuming process that if it were to run continuously throughout the year by staff will require significant attention. Additionally, the scope of the CIPC is up to 20 years where the Town Manager Act contemplates draft development of a five (5) year CIP. Lastly, the CIPC informs Town meeting that all capital projects are supported by a long-term plan prior to being presented to Town meeting.

Coordinating Activity (from the TM Act)	Deliverables
The Town Manager “shall initiate, draft and have general oversight of the process of preparing the Town’s annual operating and capital budgets for submission to the Finance Committee.”	<ul style="list-style-type: none"> <li>• Operating Budget</li> <li>• Capital Budget</li> </ul>
To assist the Town Manager: “all department heads, boards, commissions, and committees of the Town, including the School Department, shall furnish all relevant information and submit to the Town Manager, in writing and in such form as the Town Manager shall prescribe, a detailed estimate of the appropriations required and available funds.”	<ul style="list-style-type: none"> <li>• Detailed Project Estimates</li> <li>• Required Appropriations</li> <li>• Available Funds</li> </ul>
The Town Manager shall “draft and update a five-year capital improvement plan for all Town departments for submission to the Finance Committee.”	<ul style="list-style-type: none"> <li>• Draft 5-year CIP</li> </ul>
<p>The Town Manager shall work with the Finance Director and Finance Committee to:</p> <ul style="list-style-type: none"> <li>• Develop long-term financial strategies addressing operational and capital financial needs of the Town;</li> <li>• Establish set budgetary guidelines to be used in the development of annual budgets;</li> <li>• Review all operating and capital budgets of all Town departments and make recommendations to the affected boards, commissions and committees and to the Finance Committee about priorities important to budget development; and</li> <li>• Evaluate actual expenditures and receipts against budgets and coordinate with affected department heads, boards, commissions and committees the development of plans to manage to the budget or obtain Finance Committee approval for Reserve Fund transfers, in advance of spending, when possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Long Term financial strategies</li> <li>• Budgetary guidelines</li> <li>• Operating and capital budget recommendations</li> <li>• Prioritization recommendations</li> <li>• Actual to plan</li> <li>• Reserve fund transfers</li> </ul>

## Appendix B

- 71% of Wayland's peer Towns have a capital planning committee
- 46% of Wayland's peer Towns have a Town Manager form of government and a capital planning committee

Town	Capital Committee	Form
Cohasset	Yes	TM
Hingham	Yes	TA
Hopkinton	Yes	TM
Lincoln	Yes	TA
Medfield	Yes	TA
North Andover	No	TM
North Reading	No	TA

Town	Capital Committee	Form
Scituate	Yes	TA
Sharon	Yes	TA
Sudbury	Yes	TM
Wayland	No	NA
Westford	Yes	TM
Westwood	No	TA
Winchester	Yes	TM

- 60% of all the Aaa Town's in Massachusetts have a capital planning committee
- 61% of all the Aaa Town's in Massachusetts with Town Manager forms of government have a capital planning committee

Town	Capital Committee	Form
Acton	No	TM
Andover	No	TM
Arlington	Yes	TM
Ashland	Yes	TM
Barnstable	No	TM
Bedford	Yes	TM
Belmont	Yes	TM
Bolton	Yes	TA
Boston	NA	M
Boxborough	No	TA
Boxford	No	TA
Brewster	Yes	TA
Brookline	Yes	TA
Burlington	No	TM
Cambridge	NA	M
Canton	Yes	TA
Chatham	No	TM
Chilmark	No	TA
Cohasset	Yes	TM
Danvers	No	TM
Dartmouth	Yes	TA

Town	Capital Committee	Form
Ipswich	Yes	TM
Lenox	No	TM
Lexington	Yes	TM
Lincoln	Yes	TA
Littleton	No	TA
Manchester By The Sea	Yes	TA
Marblehead	No	TA
Marion	Yes	TA
Marlborough	No	M
Mashpee	Yes	TM
Mattapoissett	Yes	TA
Medway	Yes	TA
Milton	Yes	TM
Natick	Yes	TM
Needham	No	TM
Newbury	Yes	TM
Newburyport	No	TM
Newton	No	M
North Andover	No	TM
Northampton	No	M
Norwell	No	TA

Town	Capital Committee	Form
Dedham	Yes	TM
Dennis	Yes	TA
Duxbury	Yes	TM
Falmouth	Yes	TM
Foxborough	Yes	TM
Great Barrington	No	TM
Groton	Yes	TM
Hadley	Yes	TM
Hamilton	Yes	TM
Harvard	Yes	TA
Harwich	Yes	TA
Hingham	Yes	TM
Hopkinton	Yes	TM
Westford	Yes	TM
Weston	No	TM
Westwood	Yes	TA

Town	Capital Committee	Form
Orleans	No	TA
Reading	No	TM
Sherborn	Yes	TA
Shrewsbury	No	TM
Southborough	Yes	TA
Stow	Yes	TA
Sudbury	Yes	TM
Topsfield	No	TA
Wakefield	Yes	TA
Watertown	No	TM
Wellesley	No	Exec Dir
Wellfleet	Yes	TA
Wenham	No	TA
Winchester	Yes	TM
Woburn	No	M

80% of the bordering towns have a capital planning committee:

Town	Capital Committee
Framingham	Yes
Lincoln	Yes
Natick	Yes

Town	Capital Committee
Sudbury	Yes
Weston	No



**TOWN OF WAYLAND**

**SPONSORING BOARD ARTICLE REQUEST FOR TOWN MEETING**

*Attach extra pages if necessary*

**Article Title:** Oxbow Field Improvement Project **Estimated Cost:** \$70,000

**Article Description** (final language to be provided by Town Counsel based on description provided):

To determine whether the Town authorizes the Board of Selectmen, with approval of Town Counsel as to form, to perform various improvements to the walkways in and around the area of Oxbow Recreational Field for the purposes of complying with the American’s with Disabilities Act related to the accessibility of public property on such terms and conditions as the Board of Selectmen deems appropriate, but at a price not to exceed \$70,000, as shown in Appendix A and further to authorize the Board of Selectmen to execute any and all documents as may be necessary or convenient in relation thereto or take any other action relative thereto, and further authorize the Board of Selectmen to determine whether such appropriation shall be provided by taxation, by transfer from unappropriated funds, transfer from available funds already appropriated for another purpose, transfer from the real estate fund, or otherwise.

**Background Information** (to be used by Finance Committee to draft its report. Please explain the intent of the article, why it should be supported now, as well as known reasons the article may be opposed):

The project will include addressing the accessibility and overall usefulness of the two sets of trails. The first set of trails/pathways (pink) that run through the woodland areas around the Oxbow Field, and the second pathways (yellow) refer to the trails that are directly adjacent to the field itself. Both sets of trails are in need of work to be brought into ADA compliance. Please see attached map of the Oxbow Recreational field and surrounding pathways. The areas highlighted in yellow represent the pathways that will need to be replaced brought into ADA compliance and the areas highlighted in pink represent the pathways that will need to be upgraded to be brought into ADA compliance.

**Proposer’s Comments** (if needed, 150-word limit per Town Code):

**Contact Information for Publication in Warrant**

**Contact Person Name:** Louise Miller **Contact Person Phone:** 508-358-3620

**Contact Person Town Email:** lmiller@wayland.ma.us

**Proposing Board Information**

**Board Name:** Board of Selectmen

**Board Vote (Quantum) to Submit Article:** \_\_\_\_\_ **Date of Board Vote:** \_\_\_\_\_

**Signature of Board Chairperson:** \_\_\_\_\_ **Date:** \_\_\_\_\_