

PACKET

MAY 9

2022



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

STEPHEN CRANE
ACTING TOWN MANAGER
TEL. (508) 358-3620
www.wayland.ma.us

SELECT BOARD

THOMAS J. FAY
ADAM G. GUTBEZAHL
CHERRY C. KARLSON
CAROL B. MARTIN
DAVID V. WATKINS

SELECT BOARD
Monday, May 9, 2022
7:00 p.m.

Wayland Town Building, Council on Aging 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.

One may watch or may participate remotely with the meeting link that can be found at
<https://www.wayland.ma.us/public-body-meeting-information-virtual-inperson-and-hybrid>.

Pursuant to Chapter 20 of the Acts of 2021, this meeting will be conducted in person and via remote means, in accordance with applicable law. This meeting may be recorded which will be made available to the public on WayCAM as soon after the meeting as is practicable.

When required by law or allowed by the Chair, persons wishing to provide public comment or otherwise participate in the meeting, may do so by in person attendance, or by accessing the meeting remotely, as noted above. We request public comment be limited to two minutes per person.

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| 7:00 pm | 1. Call to Order, Review Agenda for Public |
| 7:02 pm | 2. Announcements and Public Comment |
| 7:05 pm | 3. Annual Town Meeting 2022 Warrant Hearing |
| 8:15 pm | 4. FY 2021 Audit: Review, discuss, and approve management letter |
| 9:00 pm | 5. Update regarding real estate closing involving Twenty Wayland entities and the municipal parcels at Town Center |
| 9:10 pm | 6. Discussion and potential vote to approve Housing Production Plan |
| 9:25 pm | 7. 2022 Annual Town Meeting <ol style="list-style-type: none">Discuss logisticsVote position on any remaining articles |
| 9:45 pm | 8. Stabilization Fund Policy: review and vote to approve |
| 9:55 pm | 9. Stabilization Fund Policy Subcommittee: vote to disband |
| 10:00 pm | 10. Consent |

WAYLAND TOWN CLERK
2022 MAY -5 PM 3:57

SELECT BOARD
Monday, May 9, 2022
7:00 p.m.
Wayland Town Building, Council on Aging Room
41 Cochituate Road, Wayland, MA

- | | |
|----------|---|
| 10:05 pm | 11. Minutes: review and vote to approve the minutes of April 19 and May 2, 2022. |
| 10:10 pm | 12. Correspondence |
| 10:15 pm | 13. Select Board's Reports and Concerns |
| 10:25 pm | 14. Topics not Reasonably Anticipated 48 hours in advance, if any |
| 10:30 pm | 15. Executive Session <ul style="list-style-type: none">I. Pursuant to Massachusetts General Laws Chapter 30A, Section 21, (a) (2) to conduct a strategy session in preparation for contract negotiations with non-union personnel (Acting Town Manager). |
| 10:50 pm | 16. Adjourn |

**2022 ANNUAL TOWN MEETING WARRANT
HYPERLINK BELOW FOR REFERENCE**

https://www.wayland.ma.us/sites/g/files/vyhlf4016/f/uploads/2022_annual_town_meeting_warrant_with_cover.pdf



TOWN OF WAYLAND ANNUAL TOWN MEETING

May 14, 15 2022 ERRATA SHEET

Article 1: Recognize Citizens

Page 26, line 37

Changed "~~philp~~ Schneider" to "**Philip schneider**"

Article 5: Enterprise Fund Budgets

Page 31, line 6

Water revenue changed from ~~4,184,227~~ to **\$3,984,227**

Page 31, line 7

Addition of Water Certified retained earnings in the amount of \$200,000.

Article 15: CPA Open Space:

Page 66, line 7

Add Appendix **D**;

Article 23: Resolution on Expenditure of Fund for Stonebridge Road Bridge

Page 87, line 108

The Board of Public Works ~~recommends approval. Vote 5-0-0.~~

The Board of Public works **took no action on this article.**

Article 26. Amend Town Code for the Municipal Affordable Housing Trust Fund

Page 95, line 2

~~Board of Selectmen~~ to "**Select Board**"

May 14, 15 2022 Annual Town Meeting Errata Sheet

*Key to Revisions: ~~Strikethrough~~ indicates deletions, **Highlighting** indicates added text*

Article 1. Recognize Citizens and Employees for Particular Service to the Town

Proposed by: Select Board

To determine whether the Town will recognize the achievements and contributions to Town government of citizens and employees:

1. To recognize citizens who have served in a volunteer capacity on elected and/or appointed boards, committees, and commissions for a minimum of 25 years (service need not be consecutive);
2. To recognize employees who have retired since the previous Annual Town Meeting or intend to retire prior to June 30, 2022, subject to a minimum of 20 years of service;
3. To request Town Meeting observe a moment of silence in memory of elected or appointed volunteers, employees with at least 10 years of service, or an employee while in service to the Town without regard to tenure who shall have passed away since the adjournment of the 2021 Annual Town Meeting.

The following citizens are recognized for their extensive service to the Town:

Richard Turner	Cable TV Advisory Committee (11 years), Public Ceremonies Committee (20 years), Veterans Grave Office (19 years)
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The following town and school employees have retired since the 2021 Annual Town Meeting or will retire before June 30, 2022 and have or will have served the Town for over 20 years:

Lynne Sullivan	Teaching Assistant	20 years
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The following elected or appointed volunteers or employees with 10 years of service have passed away since the 2021 Annual Town Meeting:

Robert Vivlamore	June 15, 2021	Custodian
Charlotte Johnson	June 30, 2021	School Department
Colleen Cappellucci	July 10, 2021	Teaching Assistant
Deirdre Gollop	July 20, 2021	Teacher
John Phylis	July 31, 2021	Police Chief
John Dyer	August 7, 2021	50 year volunteer including Planning Board, Veterans Memorial Committee, Wayland Historical Commission, Septage Committee
Mary Davis	October 20, 2021	Teaching Assistant
Ann Flowers	October 20, 2021	Children's Librarian
Louise Reed	October 30, 2021	Teacher
Eugene Graff	November 1, 2021	Teacher
Arnold Bennett	November 27, 2021	Road Commissioner
Aaron Wasserman	December 21, 2021	Teacher
Elizabeth LeBaron	December 28, 2021	Teacher
Victor Prokopovich	January 14, 2022	Police Officer
George Butler	January 17, 2022	Firefighter

Robert Haran

January 23, 2022

Teacher

Cynthia Hill

February 17, 2022

Board of Health

~~Philip Schneider~~ Philip Schneider April 10, 2022

Personnel Board

FINANCE COMMITTEE COMMENTS: This is a standard article that allows recognition and commendation of certain citizens and employees.

The Select Board recommends approval. Vote: 5-0-0.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 4-0-0.

QUANTUM OF VOTE: Majority.

For more information about this article, contact Acting Town Manager Stephen Crane at scrane@wayland.ma.us

**May 15, 2021 Annual Town Meeting Errata Sheet Key to Revisions:
Strikethrough indicates deletions, Highlight indicates added text**

Article E. Enterprise Fund Budget

Proposed by: Board of Selectmen

Estimated Cost: \$5,610,982

To determine whether the Town will vote to appropriate an aggregate amount of \$5,610,982 for the operation and expenses of the Water Enterprise Fund, Wastewater Enterprise Fund, and Transfer Station Enterprise Fund as set forth in the Finance Committee's Budget for Fiscal Year 2023, which sum shall be expended only for the purposes shown under the respective boards, committees and offices of the Town, with such appropriation being provided as follows:

1) Water Revenue	\$ 3,984,227
2) Water Certified Retained Earnings	\$ 200,000
3) Wastewater Revenue	\$ 692,451
4) Wastewater Certified Retained Earnings	\$ 230,362
5) Transfer Station Revenue	\$ 428,942
6) General Fund Subsidy	\$ 75,000

MOTIONS UNDER ARTICLE X:

1) "That each and every numbered item set forth in the Finance Committee's Budget for Fiscal Year 2023 be voted, granted and appropriated as an expenditure for several purposes and uses set forth in said budget establishing a total budget of \$ 5,610,982 which sum shall be expended only for the purposes shown under the respective boards, committees and offices of the Town; and, of the total sum so appropriated \$3,984,227 shall be provided from Water revenue, and \$200,000 shall be provided from Water Certified Retained Earnings, and \$692,451 shall be provided from Wastewater Revenues and \$230,362 shall be provided by Wastewater Certified Retained Earnings, and \$428,942 shall be provided from Transfer Station Revenues and \$75,000 shall be provided by a General Fund Subsidy.

FINANCE COMMITTEE COMMENTS: Passage of this article funds the Towns' three Enterprise Funds; Water Enterprise Fund, Wastewater Enterprise Fund, and Transfer Station Enterprise Fund. In previous years, this appropriation has been embedded in the Omnibus Budget article and motion. Town counsel has advised that the Enterprise Fund appropriations should be in a separate article, so this is the first year of this new approach.

The Water Department expense budget has increases in several line items: Contractual services because of anticipated outsourced activities including notification services; professional services for engineering support; increased laboratory expenses related to PFAS testing; police details will increase because of labor increases; and vehicle gasoline expenses are increased because of the increase in gasoline prices.

The Wastewater Management District Commission's expense budget of \$922,813 has increases in the following line items: The contractual services account will have the largest impact due to: 1) Entering into a new contract for operation and maintenance services during the latter part of FY2022; 2) The cost to install the membranes purchased in FY22 and the associated ancillary improvements. This will be funded through retained earnings; 3) Annual consideration to Alta River's Edge. 3) The processing of wastewater from Alta River's Edge, which includes the addition of two new lift stations and backup generators. Wastewater flow is anticipated to begin the end of FY2022 with occupancy occurring over the course of FY2023. The impacts from this effect expense lines for facility labor, electricity, sludge disposal and chemicals. Other impacts on the expense budget are due to inflation, increases in labor and materials and the timing of the receipt of betterment payments.

The Transfer Station budget will have increases in utility costs and vehicle gasoline expenses because of

the increase in the price of gasoline.

The Board of Selectmen recommends approval. Vote: 4-0-0

ARGUMENTS IN FAVOR: The budget for the Town's enterprise funds set forth in this article reflect the cost of operating the Town in an efficient manner in order to maintain delivery of current levels of service to the residents of Wayland.

In order to maintain these services, residents need to approve these expenditures as set forth above.

ARGUMENTS OPPOSED: Opponents may argue that the level of services provided by the Town should be reduced to lower costs to residents.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 6-0-0

QUANTUM OF VOTE: Majority – see Massachusetts General Laws, Chapter 40, Section 5.

For more information about this article, contact Finance Director Brian Keveny at bkeveny@wayland.ma.us.

Article 15. CPA Open Space: Acquisition of 27 Sherman's Bridge Road

Proposed by: Community Preservation Committee

Estimated Cost: \$1,500,000

To determine whether the Town will vote to:

- a. Authorize the Select Board, with the approval of Town Counsel as to form, to acquire by purchase, gift, eminent domain or otherwise a parcel of land located at 27 Sherman's Bridge Road, Wayland, Massachusetts containing 8.34 acres, more or less, as shown on Wayland Assessors Map 7, Parcel 23F. A sketch map is attached to the Warrant for the Annual Town Meeting 2022 in Appendix **D**; (or a revised lot showing 27 Sherman's Bridge Road lot minus 11,000 and 37 feet of frontage at the southeast corner) and,
- b. appropriate the sum of \$1,500,000, or such other sum of money, to be expended by the Select Board for the acquisition of said parcel, of which the sum of \$475,000 shall be from the Community Preservation Fund Open Space Fund and the sum of \$1,025,000 shall be from the Uncommitted Fund in the Community Preservation Fund and,
- c. *further to authorize the Select Board to grant a permanent conservation restriction on said property pursuant to G.L. c. 44B Section 12 and G.L. c. 184 Sections 31-33, or take any other action relative thereto.*

FINANCE COMMITTEE COMMENTS: Passage of this article will authorize the Select Board to purchase the 8.34-acre parcel, more or less, located at 27 Sherman's Bridge Road for the development of open space, preservation of natural resources and wildlife habitat. The parcel is adjacent to Trout Brook Conservation Area. This acquisition will provide connectivity to other conservation parcels Such as Castle Hill Conservation Area and Trout Brook, greater passive recreation opportunities, and enhance wildlife corridors. It meets every criterion listed in the Community Preservation Plan for properties that are worthy of preservation and purchase by the Town. This opportunity is available to the Town now. Once the property is developed to its potential of four or five house lots, it will no longer be an asset to the Town and may lead to degradation of surrounding natural landscapes.

This parcel was identified in the most recent 2017 Open Space and Recreation Plan (and earlier OSRPs) as land meriting protection due to its proximity to Trout Brook and the Campbell drinking water walls (wellhead protection), for its sensitive and critical environmental habitats and wildlife corridors, its connectivity to other conservation lands, and several identified vernal pools. For these reasons, the Conservation Commission brought this project to the CPC, which now requests that the Town add the parcel to Wayland's Open Space.

This project is eligible for Community Preservation Fund's (CPF) Open Space Fund, which can be used for acquisition of open space. The project would be funded by monies that have already been collected and received by the Town and will not impact the Town's tax rate. There are sufficient funds available in the CPF Open Space Fund and Uncommitted Fund.

The Community Preservation Committee recommends approval. Vote: 9-0-0

The Select Board does not recommend approval. Vote: 2-2-0

ARGUMENTS IN FAVOR: Properties like this do not often become available and if we do not act now, the property will be sold for development.

The property connects 210 acres of already conserved land stretching from Moore to York Roads. This purchase matches almost all the criteria for CPA funded project eligibility and CPC evaluations for Open Space proposals/projects.

The Historical Commission believes there may be cultural materials and historical information buried at the site which could be destroyed by new construction.

The purchase uses already collected funds and will not increase taxes or debt. It uses approximately \$450,000 in state funds distributed to the Town under the Community Preservation Act.

Alternatives for development were considered and would have adverse effects on the surrounding natural landscape, wildlife habitat, and the character of the Town scenic road, along with road safety issues due to the narrow width of Sherman's Bridge Road, limited sightlines, and a nine-foot berm along a large part of the frontage.

The Sudbury Valley Trust is committed to fund raise if the building on the property needs to be removed.

ARGUMENTS OPPOSED: There is not a comprehensive plan for the management of this property if purchased.

The use of CPC funds to purchase this land may limit the availability of CPC funds for future projects.

Connecting the 210 acres of conserved land abutting Sherman's Bridge Road may be done with a partial purchase of the land allowing for some real estate development resulting in tax revenue for the town.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 5-0-0

QUANTUM OF VOTE: Majority – see G.L. Chapter 44B, Section 5.

For more information about this article, contact Community Preservation Committee Chair Gretchen G Schuler at gschuler@wayland.ma.us

May 15, 2021 Annual Town Meeting Errata Sheet

Key to Revisions: ~~Strikethrough~~ indicates deletions, Highlighting indicates added text

Article 23. Resolution on Expenditure of Funds for Stonebridge Road Bridge

Proposed by: Select Board

To determine whether the Town will vote to affirm its previous vote under Article 9 of the 2020 Annual Town Meeting vote, which authorized borrowing the sum of \$450,000 to finish the design work and perform the reconstruction of the Potter/Stonebridge Road Bridge.

FINANCE COMMITTEE COMMENTS: This article reaffirms the 2020 Annual Town Meeting vote to borrow \$450,000 to complete the design work and perform the reconstruction of the Potter/Stonebridge Road Bridge.

At the 2020 Annual Town Meeting, the Town approved the FY2021 Omnibus Budget that included a line item to appropriate \$450,000 to complete the design and carry out the reconstruction of the Potter/Stonebridge Road Bridge. Previously, the 2019 Annual Town Meeting had voted to appropriate \$100,000 for the design of bridge repairs.

At the 2020 Annual Town Meeting, a question was raised whether the bridge, constructed in 1957 following diversion of the Sudbury River in the wake of devastating Hurricane Diane, is in Wayland, and, accordingly, whether Wayland was responsible for any part of the costs and whether Wayland should pay for any of the bridge repairs. Town Meeting was informed of the existence of an October 5, 2018, Intermunicipal Agreement between Framingham and Wayland to share the repair costs of the bridge. Town Counsel stated that intermunicipal agreements are permitted by law and are binding. A motion to reduce the appropriation for the bridge repair to \$0 failed by a vote of 128-128. The FY2021 Omnibus Budget, including funding of the bridge, passed 149-11.

After the 2020 Annual Town Meeting, residents raised the question with the Select Board whether any portion of the Potter/Stonebridge Road Bridge is in Wayland and whether Wayland should pay for any of the repairs.

Over the past several months, unassailable evidence has come to light that the bridge, for years believed to be half in Framingham and half in Wayland, is in fact entirely in Framingham, or at the very least, the vast majority of the bridge is in Framingham. The remaining issue is not whether Wayland owns any part of the bridge, as it does not, but whether Wayland should contribute \$450,000 to restore it.

After the 2020 Annual Town Meeting, residents pointed out to the Select Board that the Town likely, in their opinion, has legal grounds for invalidating the Intermunicipal Agreement because the signatories in 2018 were unaware that the bridge is not located in Wayland.

Background: This project repairs the Potter/Stonebridge Road Bridge situated in the City of Framingham on Potter Road; from Wayland on the east, the bridge is approached via Stonebridge Road. The bridge was constructed in 1957 and is in need of repair. The previously approved structural repair work will extend the existing bridge life and avoid more significant reconstruction costs in the future.

The federal government created the National Bridge Inspection Standards (NBIS) in 1968 which established requirements for the inspection of all bridges including frequency, personnel qualifications, inspection reports, and inspection procedure. Bridge F-07-039 Potter/Stonebridge Road over Sudbury River is rated a 5/Fair on a nine-point scale for its deck condition and superstructure condition and 6 for

its substructure condition. Framingham transportation measured the average weekday daily traffic on Potter Road to be 3,500 vehicles of which 150 are trucks, primarily occurring during morning and evening rush hours.

On October 5th, 2018, the City of Framingham and the Town of Wayland signed an agreement regarding equal allocation of costs for the design and repair of the bridge that expires in 2023. The agreement anticipated that there could be a change in circumstance resulting from fund availability or approvals. The agreement has a cancellation provision that states that a defaulting party is responsible for all costs associated with termination, including, but not limited to, all costs necessary to restore the Bridge to a safe and functional condition. The construction work has not been started and no expenses have been incurred beyond the original \$100,000 appropriation for design.

In 1956, Chapter 562 authorized the construction of an alternate bridge by both Wayland and Framingham. The resulting drawings directly associated with the bridge, shown in Appendix I, were stamped on August 19, 1957, by Richard T. Mackey, Chief Engineer. The 1957 drawing shows the Sudbury River was intentionally relocated. As the change in the Sudbury River was man-made, and not a result of natural forces, the Wayland Town line remained in its original location. The entire bridge is within the City of Framingham. Stamped drawings also depict the drainage for the bridge and associated approach within the Wayland Town line. These drawings only recently came to light.

In 2019, Annual Town Meeting approved \$100,000 toward design of the proposed repairs, despite a question raised as to bridge ownership. In the 2019 ATM warrant, the Finance Committee requested funding the project from free cash as part of its capital budget based on information it received from the DPW that said “The DPW is seeking funding in FY2020 to design the rehabilitation of the Stonebridge Road Bridge. The responsibility for the bridge is split between the Town and City of Framingham, and the requested funding is for Wayland's portion. All project costs will be split between Wayland and Framingham.”

In May 2020, Annual Town Meeting approved \$450,000 towards design and reconstruction for the bridge. At that Town Meeting, some residents asked whether the Town truly bore responsibility for the bridge costs or, rather, were they the sole responsibility of Framingham. In subsequent months they maintained that the Town of Wayland and the City of Framingham had made a mutual mistake; as both parties had mistakenly presumed that the boundary line was located at the middle of the bridge, thereby splitting the ownership and responsibilities for repair of the bridge. They further asserted that because of the mutual mistake, the agreement could be voided, and that the Town unknowingly approved a project it had no responsibility to pay for.

In 2020, after Annual Town Meeting approved the proposed project, the Select Board requested further investigation by the Department of Public Work's staff and Town Counsel. On June 9, 2021, the Town's surveyor produced an annotated GIS mapping (Appendix I) that showed the Town line from a 1957 highway layout. The map revealed that the bridge crossing the Sudbury River was entirely within the City of Framingham. The map also showed two stone bounds east of the bridge depicting the Wayland Town line, confirming that no part of the bridge is in Wayland.

In its September 17, 2021 opinion letter requested by the Select Board, Town Counsel KP Law reviewed a Town sponsored surveyor's report and concluded that the bridge “is now substantially, if not entirely, in Framingham.” Their conclusion was based on the fact that the course of the Sudbury River was intentionally rerouted to the west and as a result the Wayland Town line did not move with the river. They noted that the “bridge does not commence at the location of the abutment, and there are features of the bridge, e.g., ramp, rip rap, and other structures, that may be located in Wayland. A formal survey would be required to confirm this.” KP Law verified that the Town had a right, irrespective of the

location of the Town line, to appropriate funds and reconstruct the bridge because it substantially benefits the Town of Wayland.

It should be noted that the estimated total cost of the bridge repair at \$900,000 was prepared several years ago. Those costs have undoubtedly increased.

There are potential disadvantages with not proceeding with this project:

- The Town has already spent \$100,000 on the bridge repair design. However, even if Wayland pulls out of the agreement, Framingham can still use this design.
- Of the 3,500 vehicles estimated to use this road per day, a portion originate from Wayland, and this could affect Wayland residents' commute. Of the 400 trucks that use Potter Road per day, a portion of them is destined to or from Wayland. This has environmental and cost implications because of longer commute distances.
- The Town of Framingham could decide not to proceed with repairs and the Department of Transportation could impose weight restrictions on the bridge. This could impair bus and truck traffic such as westbound school buses crossing the bridge to turn around. Trucks may need to use Pelham Island Road as a way to bypass the use of the Stonebridge Bridge.
- The Town of Framingham could bring a claim to enforce the agreement and the Town would be responsible for associated costs for defending itself.
- Wayland might need easements in the future from Framingham to support their connection to the MWRA as a resource for Town Water. Not cooperating with Framingham could jeopardize the relationship between the municipalities.
- Bridge safety issues would remain until either Wayland or Framingham took action to repair the bridge. Resident safety would be at risk.

The potential costs associated with the risk of not completing the project are:

- Potential need to redo design
- Cost for trucks to drive more distance as a result of DOT imposed weight limits
- Risk of Framingham enforcing the agreement
- Potential assignment of at least partial ownership of the bridge to Wayland
- Risk of Framingham assigning fees for MWRA access

The Select Board took no position on the article.

The Board of Public Works ~~recommends approval. Vote: 5-0-0~~ Took no action on this article.

ARGUMENTS IN FAVOR:

- The potential costs for not repairing the bridge could affect Wayland services like school bus transportation and snow removal if the bridge is not repaired. There are indirect costs associated with the rerouting of traffic that would occur if the bridge was limited to only certain vehicles because of a lack of repair and this would add to commute times and have an environmental impact of increased emissions.
- If traffic is re-routed, other neighborhoods could have increased traffic including Pelham Island Road.
- A 2018 Intermunicipal Agreement between the Town of Wayland and the City of Framingham to share costs to repair the bridge was signed, with the intent to make such repairs before July 1, 2022.
- Town Counsel has issued an opinion that the Town may legally expend funds even if the bridge is determined not to be in Wayland.
- The Town signed the Intermunicipal Agreement with Framingham, and although it now appears the bridge is in Framingham, being a good neighbor, the Town should honor the agreement.

ARGUMENTS OPPOSED:

- The October 5, 2018 Intermunicipal Agreement between the City of Framingham and the Town of Wayland in which the parties agreed to share the costs of repairing the bridge but both sides states that it is contingent on Town Meeting appropriating adequate funds; additionally a legal case could be made that since the Town was unaware that the bridge had moved from its original location and that both sides were mutually unaware of this, that they were not necessarily required to allocate the ownership of maintenance responsibility 50/50, and the Intermunicipal Agreement is invalid.
- \$450,000 (and possibly more once the true cost is known) is simply too much to buy Framingham's good will.
- The Town of Wayland should not have to pay for infrastructure repairs not located within the boundaries of the Town.
- The entire bridge and repair is within the City of Framingham, therefore Framingham should bear full responsibility for all repair costs.
- Some might say it is financially irresponsible to proceed because Town Meeting does not have an up-to-date cost estimate, inasmuch as the estimate was prepared several years ago in non-inflationary times.
- Framingham will likely repair the bridge without Wayland's financial support.
- The original estimate to repair the bridge is now several years old and therefore the cost to repair the bridge has likely increased.

RECOMMENDATION: The Finance Committee voted to defer its recommendation, if any, until Annual Town Meeting.

QUANTUM OF VOTE: Majority.

For more information about this article, contact Acting Town Manager Stephen Crane at scrane@wayland.ma.us

Article 26. Amend Town Code for the Municipal Affordable Housing Trust Fund

Proposed by: ~~Board of Selectman~~ **Select Board**; Municipal Affordable Housing Trust Fund

To determine whether the Town will vote to amend Town Code Chapter 77, Municipal Affordable Housing Trust Fund, by making the following revisions thereto

[Key to revisions: underlining = additions]

Chapter 77. Municipal Affordable Housing Trust Fund

§ 77-1. Establishment; purpose.

There shall be a trust to be known as the Municipal Affordable Housing Trust Fund, referred to in this chapter as the Trust. The purpose of the Trust is to provide for the creation and preservation of affordable housing in the Town of Wayland for the benefit of low- and moderate-income households and for the funding of community housing, as defined in and in accordance with the provisions of MGL c. 44B, in the Town of Wayland.

§ 77-2. Board of Trustees; appointment; terms.

The Trust shall be governed by a board consisting of seven trustees (the Board). At least one trustee shall be a member of the Select Board ~~of Selectmen~~. In making appointments to fill the remaining positions, the Select Board ~~of Selectmen~~ shall give preference to the following: (i) a member of the Wayland Housing Authority; (ii) a member of the Planning Board; (iii) a member of the Housing Partnership; (iv) a real estate law specialist licensed to practice law in the Commonwealth of Massachusetts; and (v) two residents. The Trustees shall be appointed by the Select Board ~~of Selectmen~~ and shall serve for terms of two years beginning on July 1 and expiring on June 30, except as hereinafter provided. The initial terms of four of the Trustees shall be for one year and three of the Trustees shall be for two years. The Select Board ~~of Selectmen~~ shall strive for geographical diversity for the benefit of the entire Town. Thereafter, the terms of all Trustees shall be for two years, except for Trustees who are appointed to fill the unexpired term of a Trustee whose position has become vacant before the end of the term. There shall be no limit on the number of terms served by an individual.

§ 77-3. Powers; authority.

The Board shall have the powers set forth herein for the Trust which is on file in the office of the Town Clerk, and the following powers, all of which shall be carried out as fiduciaries through the exercise of due diligence and prudence and in furtherance of the purposes of MGL c. 44, § 55C:

- A) To accept and receive real property, personal property or money, by gift, grant, contribution, devise or transfer from any person, firm, corporation or other public or private entity, including but not limited to money, grants of funds or other property tendered to the Trust in connection with any by-law or any general or special law or any other source, including money from said Chapter 44B, provided, however, that any such money received from said Chapter 44B shall be used exclusively for community housing and shall remain subject to all the rules, regulations and limitations of that chapter when expended by the Trust, and such funds shall be accounted for separately by the Trust; and, provided further, at the end of each fiscal year, the Trust shall ensure that all expenditures of funds received from said Chapter 44B are reported to the community preservation committee of the Town for inclusion in the community preservation initiatives

report, Form CP-3, to the department of revenue; except that transfers of Town- owned real property to the Trust shall be approved by a two-thirds supermajority vote of a Town Meeting pursuant to MGL c 40, § 15A;

- B) To purchase and retain real or personal property, including, without restriction, investments that yield a high rate of income or no income;
- C) To sell, lease, exchange, transfer or purchase real property. The purchase and/or development of more than two dwellings must be approved jointly by the Select Board of Selectmen and Planning Board;
- D) To execute, acknowledge and deliver deeds, assignments, transfers, pledges, leases, covenants, contracts, loan agreements, promissory notes, releases, grant agreements and other instruments sealed or unsealed, necessary, proper or incident to any transaction in which the Board engages for the accomplishment of the purposes of the Trust;
- E) To employ advisors and agents, such as accountants, appraisers and lawyers as the Board deems necessary;
- F) To pay reasonable compensation and expenses to all advisors and agents and to apportion such compensation between income and principal as the Board deems advisable;
- G) To apportion receipts and charges between incomes and principal as the Board deems advisable, to amortize premiums and establish sinking funds for such purpose, and to create reserves for depreciation depletion or otherwise;
- H) To participate in any reorganization, recapitalization, merger or similar transactions; and to give proxies or powers of attorney with or without power of substitution to vote any securities or certificates of interest; and to consent to any contract, lease, mortgage, purchase or sale of property, by or between any corporation and any other corporation or person;
- I) To deposit any security with any protective reorganization committee, and to delegate to such committee such powers and authority with relation thereto as the Board may deem proper and to pay, out of trust property, such portion of expenses and compensation of such committee as the Board may deem necessary and appropriate;
- J) To carry property for accounting purposes other than acquisition date values;
- K) To borrow money on such terms and conditions and from such sources as the Board deems advisable, to mortgage and pledge trust assets as collateral, except that (i) the Board shall not mortgage or pledge as security an amount greater than the total current assets of the Trust, unless such greater amount is approved by the Select Board of Selectmen and by the Planning Board by a majority vote and (ii) no money borrowed and no debt issued by the Board shall be an obligation of the Town of Wayland.
- L) To make distributions or divisions of principal in kind;
- M) To comprise, attribute, defend, enforce, release, settle or otherwise adjust claims in favor or against the trust, including claims for taxes, and to accept any property, either in total or partial satisfaction of any indebtedness or other obligation, and subject to the provisions of this act, to continue to hold the same for such period of time as the Board may deem appropriate;
- N) To manage or improve existing real property; and to abandon any property which the Board determined not to be worth retaining;

- O) To hold all or part of the Trust property uninvested for such purposes and for such time as the Board may deem appropriate; and
- P) To extend the time for payment of any obligation to the Trust.

FINANCE COMMITTEE COMMENTS: The Trust was established pursuant to Chapter 491 of the Massachusetts Acts of 2004, as amended by Sections 1 through 6 of Chapter 109, i.e., M.G.L. c. 44, §55C, and authorized by the vote of the 2014 Annual Town Meeting under Article 12 of the Warrant thereof.

The current provisions of Town Code Chapter 77, Municipal Affordable Housing Trust Fund, were based on the statutory language contained in M.G.L. c. 44, §55C in 2014.

On August 9, 2016, Governor Charlie Baker signed into law a municipal governance reform package, i.e., Chapter 218 of the Acts of 2016: An Act Modernizing Municipal Finance and Government (H.4565), that included sections, i.e., Section 95 to 97, that changed the way Community Preservation Act (CPA) funds are transferred and used by Municipal Affordable Housing Trusts (MAHTs).

Many communities, including the Town of Wayland, use MAHTs as a tool to create affordable housing, and it is common for these local trusts across the state to receive funding from the CPA. Previously, the CPA and Housing Trust statutes were not aligned in how the funding could be used, and it was not clear that all of the rules of the CPA followed as the money was placed into MAHTs. In addition, it was difficult to track how much housing was created across the state with the CPA funding that had been transferred to MAHTs.

The 2016 legislation made the following changes to how housing trusts function with CPA funding:

- Expanded the allowable uses for MAHT expenditures to match those of the CPA. Provided that the transfer of funds is not restricted by the Community Preservation Committee recommendation, trusts can now expend funds for any community housing activity that is allowable under CPA;
- Clarified that all rules and restrictions of Chapter 44B, the CPA, remain in force even after the CPA funds are transferred to a MAHT;
- Required that MAHTs track CPA funds separately from other funding sources and annually report on the use of those funds in the municipalities' CP-3 reporting to the Department of Revenue; and

Authorized MAHTs to execute grant agreements. Most communities require a grant agreement between the municipality and their MAHT to establish conditions for the transfer of the CPA funds. To date, the Town of Wayland has not required such a grant agreement. Trusts currently do not have explicit authority to execute grant agreements, whether such agreements are between a municipality and its MAHT or between the MAHT and qualifying grant recipients.

Substantially all of the proposed revisions to Town Code Chapter 77, Municipal Affordable Housing Trust Fund will ensure that the way in which CPA funds are transferred to and used by the Town's MAHT are consistent with the provisions included in Chapter 218 of the Acts of 2016, Sections 95 to 97, noted above.

The proposed addition of "loan agreements" in § 77-3, Section D is intended to provide explicit authority to the Board to execute such agreements that the Trustees believe are otherwise permitted under the existing catch all language "... and other instruments sealed or unsealed, necessary, proper or incident to

any transaction in which the Board engages for the accomplishment of the purposes of the Trust” in said section. The Trustees want to ensure they have the authority to use loan agreements versus grant agreements in situations where the recipients are deemed to have the ability to repay the financial support provided by the Trust at some point in the future.

The Select Board recommends approval. Vote: 4-0-0

The Municipal Affordable Housing Trust Fund Board recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: Proponents may argue that the proposed revisions eliminate any potential for uncertainty regarding whether noted Sections 95 to 97 will apply to the Town of Wayland’s MAHT.

Proponents may argue that clear authority is preferred in order to loan funds to qualified recipients who might otherwise be eligible to receive a grant, particularly in situations where the recipient is expected to have the ability to repay the financial support provided by the Trust at some point in the future.

ARGUMENTS OPPOSED: Opponents may argue that the proposed changes are unnecessary because Chapter 218 of the Acts of 2016, Section 246 provides that “Sections 95 to 97, inclusive, shall apply to all funds held in trust under chapter 44B of the General Laws on or after the effective date of this act.”

Opponents may argue that the Trustees should not have the authority to loan funds to qualified recipients who might otherwise be eligible to receive a grant.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 6-0-0

QUANTUM OF VOTE: Majority per G.L. Chapter 40, Section 21.

CONSISTENCY WITH LAW: The foregoing bylaw amendment is not repugnant to Massachusetts or federal law.

For more information about this article, contact Acting Town Manager Stephen Crane at scrane@wayland.ma.us

Article 26. Amend Town Code for the Municipal Affordable Housing Trust Fund

Proposed by: Board of Selectman; Municipal Affordable Housing Trust Fund

To determine whether the Town will vote to amend Town Code Chapter 77, Municipal Affordable Housing Trust Fund, by making the following revisions thereto

[Key to revisions: underlining = additions]

Chapter 77. Municipal Affordable Housing Trust Fund

§ 77-1. Establishment; purpose.

There shall be a trust to be known as the Municipal Affordable Housing Trust Fund, referred to in this chapter as the Trust. The purpose of the Trust is to provide for the creation and preservation of affordable housing in the Town of Wayland for the benefit of low_and moderate_income households and for the funding of community housing, as defined in and in accordance with the provisions of MGL c. 44B, in the Town of Wayland.

§ 77-2. Board of Trustees; appointment; terms.

The Trust shall be governed by a board consisting of seven trustees (the Board). At least one trustee shall be a member of the ~~Select Board of Selectmen~~. In making appointments to fill the remaining positions, the ~~Select Board of Selectmen~~ shall give preference to the following: (i) a member of the Wayland Housing Authority; (ii) a member of the Planning Board; (iii) a member of the Housing Partnership; (iv) a real estate law specialist licensed to practice law in the Commonwealth of Massachusetts; and (v) two residents. The Trustees shall be appointed by the ~~Select Board of Selectmen~~ and shall serve for terms of two years beginning on July 1 and expiring on June 30, except as hereinafter provided. The initial terms of four of the Trustees shall be for one year and three of the Trustees shall be for two years. The ~~Select Board of Selectmen~~ shall strive for geographical diversity for the benefit of the entire Town. Thereafter, the terms of all Trustees shall be for two years, except for Trustees who are appointed to fill the unexpired term of a Trustee whose position has become vacant before the end of the term. There shall be no limit on the number of terms served by an individual.

§ 77-3. Powers; authority.

The Board shall have the powers set forth herein for the Trust which is on file in the office of the Town Clerk, and the following powers, all of which shall be carried out as fiduciaries through the exercise of due diligence and prudence and in furtherance of the purposes of MGL c. 44, § 55C:

- Q) To accept and receive real property, personal property or money, by gift, grant, contribution, devise or transfer from any person, firm, corporation or other public or private entity, including but not limited to money, grants of funds or other property tendered to the Trust in connection with any by-law or any general or special law or any other source, including money from said Chapter 44B, provided, however, that any such money received from said Chapter 44B shall be used exclusively for community housing and shall remain subject to all the rules, regulations and limitations of that chapter when expended by the Trust, and such funds shall be accounted for separately by the Trust; and, provided further, at the end of each fiscal year, the Trust shall ensure that all expenditures of funds received from said Chapter 44B are reported to the community preservation committee of the Town for inclusion in the community preservation initiatives report, Form CP-3, to the department of revenue; except that transfers of Town-owned real property to the Trust shall be approved by a two-thirds supermajority vote of a Town Meeting pursuant to MGL c 40, § 15A;
- R) To purchase and retain real or personal property, including, without restriction, investments that yield a high rate of income or no income;
- S) To sell, lease, exchange, transfer or purchase real property. The purchase and/or development of more than two dwellings must be approved jointly by the ~~Select Board of Selectman~~ and Planning Board;
- T) To execute, acknowledge and deliver deeds, assignments, transfers, pledges, leases, covenants, contracts, loan agreements, promissory notes, releases, grant agreements and other instruments sealed or unsealed, necessary, proper or incident to any transaction in which the Board engages for the accomplishment of the purposes of the Trust;
- U) To employ advisors and agents, such as accountants, appraisers and lawyers as the Board deems necessary;
- V) To pay reasonable compensation and expenses to all advisors and agents and to apportion such compensation between income and principal as the Board deems advisable;

- W) To apportion receipts and charges between incomes and principal as the Board deems advisable, to amortize premiums and establish sinking funds for such purpose, and to create reserves for depreciation depletion or otherwise;
- X) To participate in any reorganization, recapitalization, merger or similar transactions; and to give proxies or powers of attorney with or without power of substitution to vote any securities or certificates of interest; and to consent to any contract, lease, mortgage, purchase or sale of property, by or between any corporation and any other corporation or person;
- Y) To deposit any security with any protective reorganization committee, and to delegate to such committee such powers and authority with relation thereto as the Board may deem proper and to pay, out of trust property, such portion of expenses and compensation of such committee as the Board may deem necessary and appropriate;
- Z) To carry property for accounting purposes other than acquisition date values;
- AA) To borrow money on such terms and conditions and from such sources as the Board deems advisable, to mortgage and pledge trust assets as collateral, except that (i) the Board shall not mortgage or pledge as security an amount greater than the total current assets of the Trust, unless such greater amount is approved by the Select Board of Selectmen and by the Planning Board by a majority vote and (ii) no money borrowed and no debt issued by the Board shall be an obligation of the Town of Wayland.
- BB) To make distributions or divisions of principal in kind;
- CC) To comprise, attribute, defend, enforce, release, settle or otherwise adjust claims in favor or against the trust, including claims for taxes, and to accept any property, either in total or partial satisfaction of any indebtedness or other obligation, and subject to the provisions of this act, to continue to hold the same for such period of time as the Board may deem appropriate;
- DD) To manage or improve existing real property; and to abandon any property which the Board determined not to be worth retaining;
- EE) To hold all or part of the Trust property uninvested for such purposes and for such time as the Board may deem appropriate; and
- FF) To extend the time for payment of any obligation to the Trust.

FINANCE COMMITTEE COMMENTS: The Trust was established pursuant to Chapter 491 of the Massachusetts Acts of 2004, as amended by Sections 1 through 6 of Chapter 109, i.e., M.G.L. c. 44, §55C, and authorized by the vote of the 2014 Annual Town Meeting under Article 12 of the Warrant thereof.

The current provisions of Town Code Chapter 77, Municipal Affordable Housing Trust Fund, were based on the statutory language contained in M.G.L. c. 44, §55C in 2014.

On August 9, 2016, Governor Charlie Baker signed into law a municipal governance reform package, i.e., Chapter 218 of the Acts of 2016: An Act Modernizing Municipal Finance and Government (H.4565), that included sections, i.e., Section 95 to 97, that changed the way Community Preservation Act (CPA) funds are transferred and used by Municipal Affordable Housing Trusts (MAHTs).

Many communities, including the Town of Wayland, use MAHTs as a tool to create affordable housing, and it is common for these local trusts across the state to receive funding from the CPA. Previously, the

CPA and Housing Trust statutes were not aligned in how the funding could be used, and it was not clear that all of the rules of the CPA followed as the money was placed into MAHTs. In addition, it was difficult to track how much housing was created across the state with the CPA funding that had been transferred to MAHTs.

The 2016 legislation made the following changes to how housing trusts function with CPA funding:

- Expanded the allowable uses for MAHT expenditures to match those of the CPA. Provided that the transfer of funds is not restricted by the Community Preservation Committee recommendation, trusts can now expend funds for any community housing activity that is allowable under CPA;
- Clarified that all rules and restrictions of Chapter 44B, the CPA, remain in force even after the CPA funds are transferred to a MAHT;
- Required that MAHTs track CPA funds separately from other funding sources and annually report on the use of those funds in the municipalities' CP-3 reporting to the Department of Revenue; and

Authorized MAHTs to execute grant agreements. Most communities require a grant agreement between the municipality and their MAHT to establish conditions for the transfer of the CPA funds. To date, the Town of Wayland has not required such a grant agreement. Trusts currently do not have explicit authority to execute grant agreements, whether such agreements are between a municipality and its MAHT or between the MAHT and qualifying grant recipients.

Substantially all of the proposed revisions to Town Code Chapter 77, Municipal Affordable Housing Trust Fund will ensure that the way in which CPA funds are transferred to and used by the Town's MAHT are consistent with the provisions included in Chapter 218 of the Acts of 2016, Sections 95 to 97, noted above.

The proposed addition of "loan agreements" in § 77-3, Section D is intended to provide explicit authority to the Board to execute such agreements that the Trustees believe are otherwise permitted under the existing catch all language "... and other instruments sealed or unsealed, necessary, proper or incident to any transaction in which the Board engages for the accomplishment of the purposes of the Trust" in said section. The Trustees want to ensure they have the authority to use loan agreements versus grant agreements in situations where the recipients are deemed to have the ability to repay the financial support provided by the Trust at some point in the future.

The Select Board recommends approval. Vote: 4-0-0

The Municipal Affordable Housing Trust Fund Board recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: Proponents may argue that the proposed revisions eliminate any potential for uncertainty regarding whether noted Sections 95 to 97 will apply to the Town of Wayland's MAHT.

Proponents may argue that clear authority is preferred in order to loan funds to qualified recipients who might otherwise be eligible to receive a grant, particularly in situations where the recipient is expected to have the ability to repay the financial support provided by the Trust at some point in the future.

ARGUMENTS OPPOSED: Opponents may argue that the proposed changes are unnecessary because Chapter 218 of the Acts of 2016, Section 246 provides that "Sections 95 to 97, inclusive, shall apply to all funds held in trust under chapter 44B of the General Laws on or after the effective date of this act."

Opponents may argue that the Trustees should not have the authority to loan funds to qualified recipients who might otherwise be eligible to receive a grant.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 6-0-0

QUANTUM OF VOTE: Majority per G.L. Chapter 40, Section 21.

CONSISTENCY WITH LAW: The foregoing bylaw amendment is not repugnant to Massachusetts or federal law.

For more information about this article, contact Acting Town Manager Stephen Crane at scrane@wayland.ma.us

May 14, 15 2022 Annual Town Meeting Errata Sheet

*Key to Revisions: ~~Strikethrough~~ indicates deletions, **Highlighting** indicates added text*

MOVER: Tom Fay

MOTION – 2022 ATM

ARTICLE 1: RECOGNIZE CITIZENS AND EMPLOYEES FOR PARTICULAR SERVICE TO THE TOWN

MOTION NO. 1

I MOVE YOU SIR:

Moved:

that the Town recognize the following citizen who has served in a volunteer capacity on elected and/or appointed boards, committees, and commissions for a minimum of 25 years (service need not be consecutive):

Richard Turner Cable TV Advisory Committee (11 years), Public Ceremonies Committee (20 years), Veterans Grave Office (19 years)

Majority vote required

MOVER: Tom Fay

MOTION – 2022 ATM

ARTICLE 1: RECOGNIZE CITIZENS AND EMPLOYEES FOR PARTICULAR SERVICE TO THE TOWN

MOTION NO. 2

I MOVE YOU SIR:

Moved:

that the Town recognize the following town and school employees who have retired since the 2021 Annual Town Meeting, or intend to retire prior to June 30, 2022, and have served the Town for over 20 years:

Lynne Sullivan	Teaching Assistant	20 years
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Majority vote required

MOVER: Tom Fay

MOTION – 2022 ATM

ARTICLE 1: RECOGNIZE CITIZENS AND EMPLOYEES FOR PARTICULAR SERVICE TO THE TOWN

MOTION NO. 3

I MOVE YOU SIR:

MOVED: that the Town recognize and observe a moment of silence in remembrance of the following elected or appointed volunteers or employees with 10 years of service who have passed away since the 2021 Annual Town Meeting:

Robert Vivlamore	June 15, 2021	Custodian
Charlotte Johnson	June 30, 2021	School Department
Colleen Cappellucci	July 10, 2021	Teaching Assistant
Deirdre Gollop	July 20, 2021	Teacher
John Phylis	July 31, 2021	Police Chief
John Dyer	August 7, 2021	50 year volunteer including Planning Board, Veterans Memorial Committee, Wayland Historical Commission, Septage Committee
Mary Davis	October 20, 2021	Teaching Assistant
Ann Flowers	October 20, 2021	Children's Librarian
Louise Reed	October 30, 2021	Teacher
Eugene Graff	November 1, 2021	Teacher
Arnold Bennett	November 27, 2021	Road Commissioner
Aaron Wasserman	December 21, 2021	Teacher
Elizabeth LeBaron	December 28, 2021	Teacher
Victor Prokopovich	January 14, 2022	Police Officer
George Butler	January 17, 2022	Firefighter
Robert Haran	January 23, 2022	Teacher
Cynthia Hill	February 17, 2022	Board of Health
Philp Schneider	April 10, 2022	Personnel Board

Majority vote required

MOVER: Adam Gutbezahl

MOTION – 2022 ATM

ARTICLE 2: PAY PREVIOUS FISCAL YEAR UNPAID BILLS

I MOVE YOU SIR:

MOVED: that Article 2 be adopted under the Abbreviated Presentation Procedure

OR MOVED: that the Town vote to approve the payment of bills of prior fiscal years as listed in Article 2 on page 26 of the Warrant for the 2022 Annual Town Meeting from the Fiscal Year 2022 appropriations so listed, for a total of \$11,438.34 to be used to pay such bills as follows:

Fiscal Year 2021 liabilities to be paid using Fiscal Year 2022 appropriations:

Amazon Business	\$ 1,717.66	FY22 Town Manager Expense Budget
Schwaab Inc.	\$ 58.25	FY22 Building Department Expense Budget
Fire Chief's Association of Massachusetts	\$ 50.00	FY22 Fire Department Expense Budget
BP Trucking	\$ 954.85	FY22 School Budget
Signet	\$ 443.00	FY22 School Budget
Embree Elevator	\$ 120.00	FY22 School Budget
Northeast Record Retention	\$ 390.70	FY22 Facilities Department Expense Budget
Air Cleaning Specialist	\$ 307.80	FY22 Facilities Department Expense Budget
KP Law	\$ 4563.46	FY22 Legal Services
Landry's Bicycles	\$ 1000.00	FY22 School Budget

Fiscal Year 2020 liabilities to be paid using Fiscal Year 2022 appropriations

2022 Annual Town Meeting Motions – draft 5/4/2022

Eversource	\$	97.16	FY22 Facilities Department Expense Budget
Verizon	\$	1,222.46	FY22 Facilities Department Expense Budget
Regan Septic	\$	360.00	FY22 Facilities Department Expense Budget

Fiscal Year 2019 liabilities to be paid using Fiscal Year 2022 appropriations:

WB Mason	\$	153.00	FY22 Building Department Expense Budget
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4/5 vote required

DRAFT

MOVER: Adam Gutbezahl

MOTION – 2022 ATM

ARTICLE 3: CURRENT YEAR TRANSFERS

I MOVE YOU SIR:

MOVED: that Article 3 be adopted under the Abbreviated Presentation Procedure

OR MOVED: that the following sums be appropriated as listed in Article 3 on page 27 of the Warrant for the 2022 Annual Town Meeting to be expended in Fiscal Year 2022 for the following purposes:

PURPOSE:	AMOUNT
1) Building Department Personnel Services	\$ 17,000
2) Town Office Personnel Services	\$ 18,000
3) Information Technology Personnel Services	\$ 40,000
4) Treasury Expense	\$ 25,000
5) Treasury Personnel Services	\$ 5,900
6) Board of Health Personnel Services	\$ 68,000
7) Recreation Personnel Services	\$ 14,000
8) Parks Department Personnel Services	\$ 15,000
9) Town Clerk Personnel Services	\$ 2,500
10) Facilities Personnel Services	\$ 35,000
11) FY2022 Ambulance Capital	\$ 35,000

For a total of current year transfers of \$275,400

And further, that said appropriations be provided by transferring the following amounts from the following funding sources:

FUNDING SOURCES:

1) Information Technology Expense	\$ 17,000
2) Assessing Personnel Services	\$ 18,000
3) Information Technology Expense	\$ 40,000
4) Unclassified Water Charges	\$ 25,000
5) Engineering Personnel Services	\$ 5,900
6) Unclassified Reserve for Salary Adjustment	\$ 68,000
7) Assessors Personnel Services	\$ 14,000
8) Engineering Personnel Services	\$ 15,000
9) Engineering Personnel Services	\$ 2,500
10) Unclassified Reserve for Salary Adjustment	\$ 35,000
11) Ambulance Revolving Fund	\$ 35,000

Majority vote required

DRAFT

MOVER: Adam Gutbezahl

MOTION – 2022 ATM

ARTICLE 4: OPEB FUNDING

I MOVE YOU SIR:

MOVED: that Article 4 be adopted under the Abbreviated Presentation Procedure

OR MOVED: that the Town vote to:

- a) appropriate \$30,254 to be deposited in the Town's Other Post-Employment Benefits Trust Fund and that said appropriation be provided by transferring the sums of money from the enterprise funds and revolving funds listed in Paragraph a) of Article 4 on page 29 of the Warrant for the 2022 Annual Town Meeting; and
- b) Appropriate \$500,000 to be deposited in the Town's Other Post-Employment Benefits Trust Fund and that said appropriation be provided by taxation.

Majority vote required

MOVER: Adam Gutbezahl

MOTION – 2022 ATM

ARTICLE 5: ENTERPRISE FUND BUDGETS

I MOVE YOU SIR:

MOVED: that Article 5 be adopted under the Abbreviated Presentation Procedure

OR MOVED: that the Town vote to appropriate an aggregate amount of \$5,610,982 for the operation and expenses of the Water Enterprise Fund, Wastewater Enterprise Fund, and Transfer Station Enterprise Fund as set forth in the Finance Committee’s Budget for Fiscal Year 2023, which sum shall be expended only for the purposes shown under the respective boards, committees and offices of the Town, with such appropriation being raised in the respective departmental receipts as follows:

- | | |
|---|--------------|
| 1) Water Revenue | \$ 3,984,227 |
| 2) Water Certified Retained Earnings | \$ 200,000 |
| 3) Wastewater Revenue | \$ 692,451 |
| 4) Wastewater Certified Retained Earnings | \$ 230,362 |
| 5) Transfer Station Revenue | \$ 428,942 |
| 6) General Fund Subsidy | \$ 75,000 |

Majority vote required

MOVER: Adam Gutbezahl

MOTION – 2022 ATM

**ARTICLE 6: FISCAL YEAR 2022 REVOLVING FUND
EXPENDITURE LIMITS**

I MOVE YOU SIR:

MOVED: that Article 6 be adopted under the Abbreviated
Presentation Procedure

OR MOVED: that the Town vote to set the following enumerated dollar figures as
the total amount that may be expended from the respective authorized revolving
funds for Fiscal Year 2022 as listed in Article 6 on page 32 of the Warrant for the
2022 Annual Town Meeting, as follows:

- | | |
|---|-----------|
| 1. Council on Aging | \$ 34,000 |
| 2. School Department / Professional Development | \$ 4,000 |
| 3. School Department / Curriculum | \$ 0 |
| 4. Recreation | \$900,000 |
| 5. Recreation/Athletic Fields | \$400,000 |
| 6. Wayland Community Gardens | \$ 3,000 |

Majority vote required

MOVER: Cherry Karlson

MOTION – 2022 ATM

ARTICLE 7: PERSONNEL BYLAWS AND WAGE AND CLASSIFICATION PLAN

I MOVE YOU SIR:

MOVED: that Article 7 be adopted under the Abbreviated Presentation Procedure

OR

I MOVE YOU SIR:

MOVED: that the Town vote to:

- a) amend the Code of the Town of Wayland, Chapter 43, PERSONNEL, and the Personnel Wage and Salary Classification Plan (Appendix B) previously adopted by the Town to amend the wage schedule for recreational and seasonal positions and adjust selected positions affected by the Massachusetts minimum wage;
- b) transfer from the FY 22 budgeted Unclassified: Reserve for Salary Settlement account the sum of \$32,441 for the purpose of funding FY21 and FY22, the first and second years of the collective bargaining agreements for the period of July 1, 2020 through June 30, 2021 and July 1, 2021 through June 30, 2022, reached between the Town of Wayland and the Library Union, and to authorize the Town Accountant to allocate said amounts to be distributed to

and among the department personnel and line items affected thereby in such amounts as are proper and required; and

- c) transfer from the FY 22 budgeted Unclassified: Reserve for Salary Settlement account the sum of \$173,442 for the purpose of funding the cost items of FY22 in the collective bargaining agreement reached between the Town of Wayland and AFSCME 1 & 2 for the period of July 1, 2021 through June 30, 2022, and to authorize the Town Accountant to allocate said amounts to be distributed to and among the department personnel and line items affected thereby in such amounts as are proper and required.

Majority vote required

MOVER: Carol Martin

MOTION – 2022 ATM

**ARTICLE 8: SURFACE WATER QUALITY COMMITTEE
BUDGET**

I MOVE YOU SIR:

MOVED: that Article 8 be adopted under the Abbreviated
Presentation Procedure

OR MOVED: that the Town appropriate the sum of \$51,000 for the expenses of
the Surface Water Quality Committee, to be expended under the direction of the
Select Board.

Majority vote required

MOVER: Cherry Karlson

MOTION – 2022 ATM

ARTICLE 9: WASTEWATER FY2022 BUDGET REQUEST

I MOVE YOU SIR:

MOVED: that Article 9 be adopted under the Abbreviated Presentation Procedure

OR MOVED: that the Town vote to increase the Wayland Wastewater Management District Commission’s FY2022 budget in the amount of \$170,000 and appropriate said sum from Wastewater revenues for the purchase of membranes for the Wastewater Treatment Plant.

Majority vote required

MOVER: Pamela Roman

MOTION – 2022 ATM

ARTICLE 10: FY 2023 OMNIBUS BUDGET

MOTION NO. 1

I MOVE YOU SIR:

MOVED: that each and every numbered item set forth in the Finance Committee’s Budget for Fiscal Year 2023 listed on Pages 38-46 be voted, granted and appropriated as an expenditure for the several purposes and uses set forth in said budget establishing a total budget of \$92,678,613 which sum shall be expended only for the purposes shown under the respective boards, committees and offices of the Town; and, of the total sum so appropriated, \$91,257,563 shall be raised by taxation, \$374,400 shall be provided by transfer from Ambulance receipts, \$1,046,650 shall be provided by transfer from other funds.

	Art- 10 Motion - 1	
	Council on Aging	1,674
	Water Fund	372,734
	Wastewater Fund	34,927
	Recreation Revolving	47,794
	Recreation Fields	10,465
	Transfer Stations	0
	BASE	205,779
	Childrens Way	200,908
	Food Service	172,369
		1,046,650

Majority vote required

MOVER: Pamela Roman

MOTION – 2022 ATM

ARTICLE 10: FY 2023 OMNIBUS BUDGET – CAPITAL BUDGET

MOTION NO. 2

I MOVE YOU SIR:

MOVED: that each and every numbered item set forth in the Finance Committee's capital budget of Fiscal Year 2023 listed on Pages 47-57 of the Warrant for the 2022 Annual Town Meeting in the total amount of \$9,215,600 be appropriated for equipment and vehicle acquisitions and projects for the listed departments, each of which shall be a separate appropriation, and, of the total sum so appropriated, \$625,000 shall be raised from taxation, \$1,974,600 shall be provided by transfer from Unreserved Fund Balance, \$180,000 shall be provided from Ambulance Receipts, \$225,000 shall be provided by transfer from Water Fund Revenue and, further, the Treasurer, with the approval of the Select Board, is authorized to borrow \$6,211,000 pursuant to the provisions of Massachusetts General Laws Chapter 44, Sections 7 and 8, or any other enabling legislation for the purposes of rehabilitating Snake Brook Dam, purchasing a heavy dump truck, rehabilitating the library, renovating Fire Station 2, replacing the Joint Communications Center consoles, replacing the flooring at the DPW building, replacement of the high school intercom device, cabling and speakers, replacement of the high school stage

rigging, resurfacing the high school Field House track surface, and to issue bonds or notes of the Town therefor, and further, that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with G.L. c.44, §20, thereby reducing by a like amount the amount authorized to be borrowed to pay such costs.

2/3 vote required

MOVER: Dave Watkins

MOTION – 2022 ATM

ARTICLE 11: CAPITAL STABILIZATION FUND

I MOVE YOU SIR:

MOVED: that the Town vote to appropriate from the Unreserved Fund Balance the sum of \$1,000,000 to the Capital Stabilization Fund.

Majority vote required.

DRAFT

MOVER: Gretchen Schuler

MOTION – 2022 ATM

ARTICLE 12: COMMUNITY PRESERVATION FUND GENERAL BUDGET - SET ASIDES AND TRANSFERS

I MOVE YOU SIR:

MOVED: that Article 12 be adopted under the Abbreviated Presentation Procedure

OR MOVED:

a) That the Town vote to set aside from the Community Preservation Fund's Uncommitted Fund for later spending as set forth in Article 12 on page 59 of the Warrant for the 2022 Annual Town Meeting:

i) \$135,834 for open space, but not including land for recreational use, \$135,834 for historic preservation, and \$135,834 for community housing pursuant to Massachusetts General Laws Chapter 44B, Section 6 for FY 2022; and

ii) \$20,000 for administrative expenses; and

b) that the Town vote to appropriate from the Community Preservation Fund's Uncommitted Fund for later spending \$373,231 for annual debt service obligations for the purchase of the conservation restriction on Mainstone Farm, as previously approved by Town Meeting; and

c) that the Town vote to transfer \$135,834 from funds set aside in the Community Preservation Fund for community housing to be deposited in the Wayland Municipal Affordable Housing Trust Fund.

Majority vote required

DRAFT

MOVER: Dan Hill

MOTION – 2022 ATM

ARTICLE 13: AMEND OUTDOOR SEATING ZONING BYLAW

I MOVE YOU SIR:

MOVED: That the Town vote to amend Chapter 198 of the Code of the Town of Wayland, the Town’s Zoning Bylaw, by amending Sections 1102, 1102.1, 1102.1.1.1, 1102.1.2.1, 1102.1.4.1, 1103, 802 – Attachment 3, 603.1 and 198-401 as printed on pages 61-62 of the 2022 Annual Town Meeting Warrant.

2/3 vote required

MOVER: Tom Fay

MOTION – 2022 ATM

ARTICLE 14: LEASE AGREEMENT FOR SPACE ON REEVE’S HILL CELL TOWER

I MOVE YOU SIR:

MOVED: that the Town vote to authorize the Select Board, with approval of Town Counsel as to form, to enter into a lease agreement, for such price and on such terms as the Select Board deems appropriate, with Horizon Towers, LLC, to lease space on the telecommunications tower facility located at 139 Old Connecticut Path and 0 Old Connecticut Path, for use by the water department for its Automated Meter Reading system for a period up to twenty (20) years, with all lease payments to be paid from Water Enterprise Fund revenue.

Majority vote required.

MOVER: Gretchen Schuler

MOTION – 2022 ATM

**ARTICLE 15: CPA OPEN SPACE: ACQUISITION OF 27
SHERMAN’S BRIDGE ROAD**

I MOVE YOU SIR:

MOVED: That the Town vote to:

- a. Authorize the Select Board, with the approval of Town Counsel as to form, to acquire by purchase, gift, or eminent domain a parcel of land located at 27 Sherman’s Bridge Road, Wayland, Massachusetts containing 8.34 acres, more or less, as shown on Wayland Assessors Map 7, Parcel 23F and as shown on a sketch map attached to the Warrant for the Annual Town Meeting 2022 at Appendix D; and
- b. appropriate the sum of \$1,500,000 to be expended by the Select Board for the acquisition of said parcel, of which the sum of \$475,000 shall be from the Community Preservation Fund Open Space Fund and the sum of \$1,025,000 shall be from the Uncommitted Fund in the Community Preservation Fund and,
- c. further to authorize the Select Board to grant a permanent conservation restriction on said property pursuant to G.L. c. 44B Section 12 and G.L. c. 184 Sections 31-33.

Majority vote required

MOVER: Dave Watkins

MOTION – 2022 ATM

ARTICLE 16: OXBOW MEADOW FIELD ADA ACCESSIBILITY FUNDING

I MOVE YOU SIR:

MOVED: That the Town vote to authorize the Select Board, 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 purpose of complying with the Americans with Disabilities Act related to the accessibility of public property from Oxbow Road on such terms and conditions as the Select Board deems appropriate, and further to appropriate the sum of \$70,000 for such purpose, as shown in Appendix E and to authorize the Select Board to execute any and all documents as may be necessary or convenient in relation thereto.

Majority vote required unless funded from Stabilization or borrowing

MOVER: Gretchen Schuler

MOTION – 2022 ATM

**ARTICLE 17: LOCAL HISTORIC DISTRICT BYLAW
AMENDMENT**

I MOVE YOU SIR:

MOVED: That the Town vote to amend its General Bylaws by amending Section 196-6 of the Town Code, the Local Historic District Bylaw, as printed on pages 68-69 of the 2022 Annual Town Meeting Warrant.

Majority vote required

MOVER: Carol Martin

MOTION – 2022 ATM

ARTICLE 18: AMEND BYLAW ON FINANCE COMMITTEE REPORTS

I MOVE YOU SIR:

MOVED: That the Town vote to amend its General Bylaws, Section 19-3 of the Town Code, by deleting Section 19-3, Finance Committee reports, in its entirety and replacing it with the new text as printed on page 70 of the 2022 Annual Town Meeting Warrant.

Majority vote required

MOVER: Dan Hill

MOTION – 2022 ATM

ARTICLE 19: AMEND CONSERVATION CLUSTER BYLAW

I MOVE YOU SIR:

MOVED: That the Town vote to amend Chapter 198 of the Code of the Town of Wayland, the Town’s Zoning Bylaw, by revising the Conservation Cluster Bylaw sections as printed on pages 71-73 of the 2022 Annual Town Meeting Warrant.

2/3 vote required

DRAFT

MOVER: Dennis Berry

MOTION – 2022 ATM

ARTICLE 20: APPOINTMENT OF FINANCE COMMITTEE

I MOVE YOU SIR:

MOVED: That the Town vote to amend Town Code §19-1 of its General Bylaws, Finance Committee, as printed on page 75 of the 2022 Annual Town Meeting Warrant.

Majority vote required

DRAFT

MOVER: Tom Fay

MOTION – 2022 ATM

ARTICLE 21: COUNCIL ON AGING AND COMMUNITY CENTER CONSTRUCTION

I MOVE YOU SIR:

- 1) **MOVED:** That the Town vote to appropriate the sum of eleven million dollars (\$11,000,000) for the design, engineering, construction, equipping, and furnishing of a new Wayland Council on Aging/ Community Center (“CoA/CC”) to be located at the Municipal Parcel and adjacent parcels of land located on and off Boston Post Road and Andrew Avenue in Wayland, Massachusetts shown as Lot 4-1, Lot 8-1, Lot 9-1B, Parcel R-20-1, among others, shown on a plan prepared by the Town Surveyor entitled “Plan of Land Wayland, Massachusetts Showing Proposed Municipal Parcels” dated July 21, 2015, and recorded at the Middlesex South Registry of Deeds as Plan 616 of 2015, a copy of which plan is on file in the Office of the Town Clerk, and any and all incidental and related costs, including but not limited to, site evaluation, engineering and schematic and final design services, and project management services for the design, bidding and construction, site preparation, paving, and landscaping, and to authorize the Select Board to expend these funds, without further appropriation, but with the approval of the Permanent Municipal Building Committee;

- 2) And to provide for said appropriation by borrowing under Massachusetts General Laws Chapter 44 or any other enabling legislation;
- 3) authorize the Treasurer, with the approval of the Select Board, to borrow said sum pursuant to G.L. c. 44, sections 7 or 8, or any other enabling authority, and issue bonds or notes of the Town therefor;
- 4) authorize any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, to be applied to the payment of costs approved hereunder in accordance with G.L. c. 44, section 20, thereby reducing by a like amount the amount authorized to be borrowed to pay such costs;
- 5) authorize the Town Manager to take any action necessary to carry out this program;

6) provided, however, that no construction funds appropriated under this article be expended until the Town of Wayland acquires control of the named parcels; and

7) provided, further, that no sums shall be borrowed or expended hereunder unless and until the Town shall have voted to exclude the amounts necessary to pay debt service on any bonds or notes issued pursuant to this vote from the limits of G.L. Chapter 59, Section 21C (Proposition 2 ½).

2/3 vote required

MOVER: Gretchen Schuler

MOTION – 2022 ATM

**ARTICLE 22: CPA – HOUSING: LAUNCHER WAY
ACQUISITION**

I MOVE YOU SIR:

MOVED: that the Town vote to:

- a. authorize acquisition of a parcel of land located on Launcher Way, off Oxbow Road, Wayland, Massachusetts containing 5.6 acres, more or less, with 12 housing units along Oxbow Road and Launcher Way, as shown on Wayland Assessors Map 01 Parcel 001 and as shown in Appendix H to the 2022 Annual Town Meeting Warrant, by the Select Board or the Town of Wayland Municipal Affordable Housing Trust Fund, with the approval of Town Counsel as to form;
- b. provide for said appropriation by transferring the sum of \$100,000 from the Community Preservation Fund's Uncommitted Fund for Community Housing purposes and appropriate the sum of \$4,000,000 to be borrowed from Community Preservation Fund future receipts to be (i) expended by the Select Board for the acquisition of said parcel or (ii) transferred to and

expended by the Town of Wayland Municipal Affordable Housing Trust Fund for the sole purpose of acquiring said parcel;

- c. authorize the Town Treasurer, with the approval of the Select Board, to borrow \$4,000,000 in accordance with Massachusetts General Laws Chapter 44, Section 7 and Chapter 44B, Section 11 and any other enabling authority, and issue bonds or notes of the Town therefor;
- d. provided, in accordance with G.L. Chapter 44B, §5(d), no Community Preservation Act funds shall be borrowed or expended to acquire this property for a price in excess of its value as determined through procedures customarily accepted by the appraising profession as valid.

2/3 vote required.

MOVER: Dave Watkins

MOTION – 2022 ATM

**ARTICLE 23: RESOLUTION ON EXPENDITURE OF FUNDS
FOR STONEBRIDGE ROAD BRIDGE**

I MOVE YOU SIR:

MOVED: that the Town vote to affirm its previous vote under Article 9 of the 2020 Annual Town Meeting vote, which authorized borrowing the sum of \$450,000 to finish the design work and perform the reconstruction of the Potter/Stonebridge Road Bridge.

Majority vote required.

MOVER: Tom Sciacca

MOTION – 2022 ATM

ARTICLE 24: RESCIND APPROPRIATION FOR FRAMINGHAM BRIDGE

I MOVE YOU SIR:

MOVED: that the Town vote to rescind the \$450,000 appropriated under the capital budget of article 9 of the 2020 Annual Town Meeting warrant for design/construction of the so-called Potter/Stonebridge Road Bridge, which lies wholly within the boundaries of the City of Framingham.

Majority vote required.

MOVER: David Pearlman

MOTION – 2022 ATM

ARTICLE 25: LOKER GRASS FIELD CONSTRUCTION

I MOVE YOU SIR:

MOVED: that the Town vote to:

1. Appropriate the sum of money of \$3,000,000 to be expended under the direction of the Permanent Municipal Building Committee for designing, permitting, engineering and constructing a multi-purpose natural grass athletic playing field at the Loker Conservation & Recreation Area including playing surfaces, lighting, drainage, landscaping, recreational amenities, access and parking areas, and any and all other costs incidental or related thereto;
2. Provide for said appropriation by transferring the sum of \$189,160 from the Recreation Stabilization Fund, by transferring the sum of \$200,000 from the Recreation Field Revolving Fund, and the balance of \$2,610,840 be borrowed;
3. Authorize the Town Treasurer, with the approval of the Select Board, to borrow the sum of \$2,610,840 in accordance with Massachusetts General

Laws Chapter 44, Sections 7 and 8 and any other enabling authority, and issue bonds or notes of the Town therefor; and

4. Authorize any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved hereunder in accordance with Massachusetts General Laws Chapter 44, section 20, thereby reducing by a like amount the amount authorized to be borrowed to pay such costs;
5. provided, further, that no sums shall be borrowed or expended hereunder unless and until the Town shall have voted to exclude the amounts necessary to pay debt service on any bonds or notes issued pursuant to this vote from the limits of G.L. Chapter 59, Section 21C (Proposition 2 ½).

2/3 vote required

MOVER: Cherry Karlson

MOTION – 2022 ATM

ARTICLE 26: AMEND TOWN CODE FOR MUNICIPAL AFFORDABLE HOUSING TRUST

I MOVE YOU SIR:

MOVED: that Article 26 be adopted under the Abbreviated Presentation Procedure

OR MOVED: that the Town vote to amend Town Code Chapter 77, Municipal Affordable Housing Trust Fund, as printed on pages 95-97 of the 2022 Annual Town Meeting Warrant.

Majority vote required.

MOVER: Gretchen Schuler

MOTION – 2022 ATM

ARTICLE 27: CPA – HOUSING: FIRE SPRINKLER SYSTEM AT OXBOW CONDO TRUST

I MOVE YOU SIR:

MOVED: that the Town vote to appropriate the sum of \$100,000 from the Community Preservation Fund’s Uncommitted Fund for Community Housing purposes to be expended under the direction of the 89 Oxbow Condominium Trustees to install a new fire sprinkler system in the 16-unit Condominium, subject to the execution of a grant agreement between the Select Board and the 89 Oxbow Condominium Trustees.

Majority vote required.

MOVER: Elisa Scola

MOTION – 2022 ATM

**ARTICLE 28: CPA – HISTORIC PRESERVATION – LIBRARY
DOCUMENT PRESERVATION**

I MOVE YOU SIR:

MOVED: that the Town vote to appropriate the sum of \$19,765 from the Community Preservation Fund's Historic Preservation Fund to be expended by the Wayland Free Public Library Trustees to conserve and digitize irreplaceable historic documents owned by the Wayland Free Public Library.

Majority vote required.

MOVER: Cherry Karlson

MOTION – 2022 ATM

**ARTICLE 29: TOWN ACCEPTANCE OF WHITTEMORE LANE
AS A PUBLIC WAY**

I MOVE YOU SIR:

MOVED: that Article 29 be passed over.

Majority vote required.

DRAFT

MOVER: Adam Gutbezahl

MOTION – 2022 ATM

ARTICLE 30: CHOOSE TOWN OFFICERS

I MOVE YOU SIR:

MOVED: that Article 30 be adopted under the Abbreviated Presentation Procedure

OR MOVED: that the following persons be nominated for the following offices in accordance with Article 30 of the 2022 Annual Town Meeting Warrant:

Trustees of the Allen Fund	The Select Board
Fence Viewers	The Select Board
Field Drivers	The Constables
Measurers of Wood and Bark	Paul Doerr
	Gary Slep
	John R. Sullivan
Surveyors of Lumber	Judy Currier
	Susan W. Pope
	Richard Hoyt

Majority vote required

MOVER: Adam Gutbezahl

MOTION – 2022 ATM

ARTICLE 31: HEAR REPORTS

I MOVE YOU SIR:

MOVED: that Article 31 be adopted under the Abbreviated
Presentation Procedure

OR MOVED: that the Town vote to receive and act upon the reports of the
following Town officers, agents, trustees, commissioners, boards and committees:

Board of Assessors

Community Preservation Committee

Public Ceremonies Committee

Planning Board

Majority vote required

MOVER: Adam Gutbezahl

MOTION – 2022 ATM

ARTICLE 32: SELL OR TRADE VEHICLES AND EQUIPMENT

I MOVE YOU SIR:

MOVED: that Article 32 be adopted under the Abbreviated Presentation Procedure

OR MOVED: That the Town vote to authorize the Select Board to sell or otherwise dispose of the following surplus vehicles, equipment, or other personal property in connection with the purchase of new vehicles, equipment, or other personal property.

<u>Department</u>	<u>Vehicle/Equipment</u>	<u>Year</u>
Fire	SUV	2011
DPW	Dump Truck	2002
DPW	Dump Truck	2005
DPW	Dump Truck	2008

Majority vote required.

DRAFT 5.4.2022

TOWN OF WAYLAND, MASSACHUSETTS

Management Letter
For the Year Ended June 30, 2021

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To the Select Board
Town of Wayland, Massachusetts

In planning and performing our audit of the financial statements of the Town of Wayland, Massachusetts as of and for the year ended June 30, 2021, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, we considered the Town of Wayland's internal accounting control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Town's internal control. Accordingly, we do not express an opinion on the effectiveness of the Town's internal control.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be deficiencies, significant deficiencies, or material weaknesses and therefore, significant deficiencies or material weaknesses may exist that have not been identified. However, as discussed below, we identified certain deficiencies in internal control that we consider to be a material weakness.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency or combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A reasonable possibility exists when the likelihood of an event occurring is either reasonable possible or probable as defined as follows:

- *Reasonably possible*. The chance of the future event or events occurring is more than remote but less than likely.
- *Probable*. The future event or events are likely to occur.

Material weaknesses are noted in the table of content and comment headings.

During our audit, we became aware of other matters that we believe represent opportunities for strengthening internal controls and operating efficiency. The other recommendations that accompany this letter summarize our comments and suggestions concerning those matters.

The Town's written responses to our comments and suggestions have not been subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on it.

This communication is intended solely for the information and use of management, Select Board, and others within the organization and is not intended to be and should not be used by anyone other than these specified parties.

The purpose of this communication, which is an integral part of our audit, is to describe for management and those charged with governance, including those overseeing the financial reporting process, the scope of our testing of internal control and the results of that testing. Accordingly, this communication is not intended to be and should not be used for any other purpose.

After you have had an opportunity to consider our comments and recommendations, we would be pleased to discuss them with you.

Merrimack, New Hampshire
April 29, 2022

PRIOR YEAR RECOMMENDATIONS:

1. Re-Establish Timely Cash Reconciliations (Material Weakness)

Prior Year Comment:

In the prior year, we recommended that the Town re-establish monthly cash reconciliations to improve the reliability of interim financial reports and accelerate the year-end closing process. This cash reconciliation comment has appeared on the management letters for the fiscal years 2018 and 2019, and has been elevated to a significant deficiency for the fiscal year 2020 audit, and elevated again to a material weakness for the fiscal year 2021 audit.

Current Year Status:

Monthly cash reconciliations were not performed throughout the fiscal year. In February 2021, an outside consultant completed the reconciliation of all bank accounts, cash book, and MUNIS through December 31, 2020. In September 2021, the Town re-engaged with the consultant to complete the reconciliation of bank accounts to MUNIS through June 30, 2021. Per our review subsequent to year end, through March 2022, cash was not reconciled.

Further Action Needed:

The Town must reconcile cash on a timely basis to ensure reliable interim reporting, a timely closing process, and overall control over cash balances.

Town's Response:

Town Management understands the importance of timely cash reconciliations. The cash reconciliation comment has been in numerous Management Letters and has not been resolved. The Town has engaged an audit firm to complete the Fiscal 2022 cash reconciliation. The audit firm will also implement procedures and train the next Town Treasurer in preparing timely cash reconciliations.

With the passage of the new Town Manager Act, there is an opportunity to restructure the finance departments in the town. This restructuring will increase the efficiencies and oversight of the cash reconciliation process. Additionally the Town Manager will review and report on the cash reconciliation process on an ongoing basis.

2. Ensure Compliance with Uniform Guidance

Prior Year Comment:

In the prior year, we recommended that the Town implement enhanced policies and procedures and that all departments be made aware of Uniform Guidance (over federal grants) requirements, including but not limited to: written procedures in accordance with

the Committee of Sponsoring Organizations (COSO)'s internal control framework, enhanced capital asset accounting, and enhanced procurement procedures.

Current Year Status:

The recommendation has not yet been implemented.

Further Action Needed:

We continue to recommend that the Town adopt enhanced policies and procedures to ensure compliance with federal guidelines.

Town's Response:

Town Management is aware of the requirements of Uniform Guidance related to Federal Grants and that this Audit Recommendation has been in previous Management Letters. Except for the CARES and ARPA Grants, the Town does not receive Federal Grants related to these requirements. The School Department has implemented enhanced policies and procedures related to this grant requirement. Town Management will strive to develop written policies and procedures for town departments.

3. Improve Controls Over Payroll

Prior Year Comment:

In the prior year, we recommended that the Town perform an internal audit of payroll to ensure all controls are adequately designed and operating effectively.

Current Year Status:

During our payroll testing, we noted that insufficient documentation was provided to support certain school employees' pay rates and times worked, therefore we were unable to conclude on the accuracy of school payroll.

Further Action Needed:

We continue to recommend that the Town review all procedures surrounding payroll to ensure that internal controls are adequately designed and operating effectively.

School's Response

The School Department understands the importance of maintaining employee records. Recently due to staffing changes and restructuring staff responsibilities, the response to the audit inquiry was not completed. The requested information will be prepared and submitted.



Town of Wayland Massachusetts

Audit Committee

Stephen Curtin
Klaus Shigley (Chair)
Samantha Shullo
Randi Stern
Deborah Vogt

May 3, 2022

Final Report to the Wayland Select Board from the Wayland Audit Committee regarding the FY 21 Audit Cycle

Background

The Audit Committee is tasked as follows:

1. Review annual financial statement and management reports prepared by the auditors and provide comments with respect to said review
2. Review and report to the Select Board at least annually on the status of management recommendations made by the independent auditor and corrective action taken by management.

This Report addresses those tasks.

1. The Committee met on September 21, 2021 and recommended that the Town prepare an RFP for Independent Outside Auditor for the next three-year auditing cycle beginning with FY 22. The Town Administrator asked two of the members of the Audit Committee to review the subsequent responses to the RFP. Those reviews and a recommendation were submitted to the Town Administrator on January 20, 2022. There were only two responses to the RFP. That was fewer than expected. The Acting Town Manager subsequently selected Melanson for the audit engagement.
2. The Committee next met on April 19, 2022, to discuss the draft ACFR for FY '21 and a draft of the Management Letter (ML) relating to the FY '21 audit with the Town's independent

Auditor. Alina Korsak was the presenter for Melanson and Brian Keveny, Wayland Finance Director, also attended.

The Committee provided written comments and suggestions re the ACFR.

The ML addressed three issues that had been raised in the previous year, as well as their current year status: Timely Cash Reconciliations, Ensure Compliance with Uniform Guidance, and Improving Controls Over Payroll. The auditor did not raise any new issues specific to FY '21 other than these.

Material Weakness in Cash Reconciliation

The auditors concluded that monthly cash reconciliations were not done in FY '21, nor had it been done timely through March of 2022, and flagged the issue as a material weakness.

Our committee agrees.

The Audit Committee wishes to add its perspective to this conclusion. We wish to emphasize that this has been a problem with the Wayland Treasurer's Department since 2013. Melanson has raised this as an issue in every audit cycle since 2013. It was specifically cited in the Management Letters of 2015, 2018, 2019, 2020. (In other years, it was not elevated into the ML because the issue was thought to be under control). In 2019 and 2020 the issue was identified as a significant deficiency. In 2021, it was escalated into a material weakness. (To further put this in perspective, when the Audit Committee met with the Town Administrator (TA) on Feb 26, 2020, the TA promised to prepare written process guides so the Town would be in better position to ensure timely Cash Reconciliations in the future).

Melanson states that the "Town must reconcile cash on a timely basis to ensure reliable interim reporting, a timely closing process, and overall control over cash balances". While this is true, it doesn't do much to create a sense of urgency. This particular material weakness could result in the failure to timely detect unintentional errors and fraudulent misappropriations of funds, i.e., embezzlement, as well as material misrepresentations in the financial reports which, in turn, could negatively impact the Town's bond rating. Further, a delay in the completion of the annual financial audit could also result in a delay in the scheduling of bond issuances. (In this connection, the Town has typically raised capital in February. Would that have been possible this year?)

Other current year impacts of delayed cash reconciliation:

- The Town had to hire an outside consultant (CLA) at a cost of \$80,000 (no cash was allocated for this purpose). Note also, there is a Treasury Expense line item for \$25,000 attached to "Current Year Transfers" in the Warrant for the May 14, 2022, Town Meeting.
- The audit closed five months later than last year's audit. (Audits were closed late in previous years as well due to this issue but to a lesser extent.) The books were closed on June 30, 2021, and we are just now getting the ACFR and the ML in April 2022.
- Because CLA performed the emergency cash reconciliation, they were removed as a candidate for the Independent Outside Auditor position for the next audit cycle, even though they had responded to the Town's RFP for auditor, as this would represent a conflict of interest.
- The Free Cash Certification was just approved in late March as we did not have the audited financials completed sooner. In other years, we may not have had this in time for

the Town Meeting. As we moved the Town Meeting until May 14 this year due to COVID, we will be able to vote on the budget. We typically get the Free Cash Certification in August, and the Town Meeting is typically in early April. This cuts it very close. Seems that we got lucky.

To summarize, cash reconciliation has been a problem for the last three generations of Town Administrators as well as Town Treasurers. If this were the private sector, the CFO would have been fired long ago.

The questions we need to ask include whether the Treasurer function was merely improperly supervised by the Town Administrator or clearly needs to be reorganized. In this connection, the Collins Center Report recommended that the Treasurer position report to the Finance Director. Was there a good reason that didn't happen? Should that decision be revisited? Alternatively, should the responsibility for cash reconciliations be moved to the Finance Director? Should a part time financial accountant be hired in the Treasurer's or Finance Director's department with the primary responsibility to complete timely cash reconciliations? This would seem prudent, particularly given the prior year expenditure of over \$100,000 to an outside firm to complete cash reconciliations.

Other Matters

There have been other problems in Treasury. In Fiscal Year 2020 the Town appropriated \$551,054 to the OPEB fund. The transaction was recorded in the General Ledger in October 2019, but the bank account transfer was not made until August 2020. (Note: S&P Index returns for 2019 and 2020 were 31.5% and 18.4%, respectively). When George Uveges was on the Finance Committee he often speculated as to whether the Town's funds were optimally invested and not needlessly wasting away in money market funds. Neither the Audit Committee nor the Finance Committee has the authority to order up such a Treasury audit, and most Treasurers would bristle at such a suggestion. Perhaps this interregnum would be a good time to look at the suitability of the investments made by the Treasurer.

Audit Committee Recommendation

The Audit Committee recommends that the Select Board reexamine the reporting relationship for the Treasurer and/or the responsibility for completing cash reconciliations. In addition, the AC would support an audit to ensure Town funds are invested properly, efficiently and in compliance with highly prescriptive State mandated rules.

Town Response

Under the Special Act, the Town Manager (TM) is now the CFO. The TM is working to address this issue with the Finance Director and will continue to do so. The TM agrees that having this as a material weakness is unacceptable. The TM states that: "With the passage of the new Town Manager Act, there is an opportunity to restructure the finance departments in the town". Additionally, the Town Manager will review and report on the cash reconciliation process on an ongoing basis. There are layers including departmental structure, software compatibility issues that also need to be addressed as part of this process.

Ensure Compliance with Uniform Guidance

In their FY 2020 ML the auditors had recommended that Town “implement enhanced policies and procedures and that all departments be made aware of Uniform Guidance (over federal grants) requirements”. That recommendation has not been implemented.

Audit Committee Recommendation

The Audit Committee has previously taken the position that Uniform Guidance (UG) requirements are not broadly applicable to the Town because Commonwealth of MA grant funding is below the triggering threshold for UG guidelines. If Federal grants are of a triggering size in the future, the Town will need to ensure it is compliant with UG requirements. It should be noted that the School Department has received federal grants exceeding the triggering thresholds and has implemented the UG requirements.

Town Response

Town Management and the Select Board will strive to develop written policies and procedures for Town departments.

Improving Controls Over Payroll

The independent auditor’s request for copies of random payroll records was not completed timely by the School Department (SD). The payroll audit generically works as follows: The SD has 400+ employees. The auditor might request payroll records for a sample of the population, perhaps 3%, or 12 records in total. If there are problems with X% of the initial sample, that would trigger an expansion of the audit to verify that problems uncovered in the initial sample are not more widespread. Moreover, if issues were uncovered in prior year audits, then the auditor might ask for a larger sample size in subsequent years.

Audit Committee Recommendation

As noted in the ML, this was a problem in the prior years. The ML also states that because insufficient data was provided, the auditor was unable to “conclude on the accuracy of school payroll”.

The Audit Committee recommends the Town look into a payroll outsourcing solution. In this connection, perhaps five years ago, the Town was in serious negotiations with such an outside payroll provider. But inexplicably (i.e., without reasons given), Ms. Balmer, the then Town Administrator, terminated those negotiations.

Town Response

Recently due to staffing changes and restructuring staff responsibilities, the School Department’s response to the audit inquiry was not completed. The requested information will be prepared and submitted.

3. The Audit Committee received the final versions of the ACFR and ML, including the Town’s written response on April 29, 2022. These documents were added to the Audit Committee packet and posted to the Audit Committee web page and distributed to AC members by

email. The Committee met on May 3, 2022, to review final versions of the ACFR, the ML, and the Town Management response.

- Audit Committee believes that the AC's written feedback on the draft ACFR was materially accommodated in the final version of the ACFR.
- The AC believes it is worth mentioning that the discount rate used to measure pension liabilities for the Town Employees' Pension Plan is 7.30%. The Town's OPEB actuary states that: "PERAC is trying to get everybody to 7% or less. CALPERS has recently told their people to get to 6.75%". If the discount rate were to be reduced, pension liabilities would go up. Based on disclosures in the ACFR, a 1% reduction in the discount rate would cause pension liabilities for Town employees to go from \$56 Million to \$70 Million. (Note: The cost to amortize each \$1 million over 30 years at 7% is \$75.3 thousand per year).
- The ML is careful to point out that: "we do not express an opinion on the effectiveness of the Town's internal control". The AC wishes to point out that at some point the Town might want to expand the scope of the audit to include an audit of internal controls. And an audit of the internal controls surrounding the cash reconciliation function would be a starting point.
- The Committee focused on the deltas between the draft ML and the Final Management Letter. And follow up questions were satisfactorily addressed.
- Management responses to the ML are incorporated in this "Final Report".

In summary, the FY 21 audit cycle surfaced several important and concerning issues that generated much discussion and recommendations from the Audit Committee. Accordingly, the Audit Committee voted 4-0 in favor of accepting the final versions of the FY 21 CAFR and FY 21 ML as presented, and the submission of this Final Report.

Respectfully submitted, Wayland Audit Committee – Approval voted (4-0)



TOWN OF WAYLAND, MASSACHUSETTS

Annual Comprehensive Financial Report

For the Fiscal Year Ending

June 30, 2021

TOWN OF WAYLAND, MASSACHUSETTS

Annual Comprehensive Financial Report
Annual Financial Statements

For the Year Ended June 30, 2021

Prepared by:
The Finance Department

TOWN OF WAYLAND, MASSACHUSETTS
Annual Comprehensive Financial Report
For the Fiscal Year Ended June 30, 2021

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**INTRODUCTORY
SECTION**



STEPHEN CRANE
ACTING TOWN MANAGER

TEL. (508) 358-7755
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TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

SELECT BOARD

ADAM G. GUTBEZAHL
CAROL B. MARTIN
THOMAS J. FAY
CHERRY C. KARLSON
DAVID V. WATKINS

Letter of Transmittal

April 29, 2022

To the Members of the Board of Selectmen and Citizens of the Town of Wayland:

At the close of each fiscal year, State Law requires the Town of Wayland to publish a complete set of financial statements presented in conformance with Generally Accepted Accounting Principles, (GAAP) and in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. Pursuant to the requirement, we hereby issue the Annual Comprehensive Financial Report (ACFR) of the Town of Wayland, Massachusetts, for the fiscal year ending June 30, 2021 for your review.

This report consists of management's representations concerning the finances of the Town of Wayland. Consequently, management assumes full responsibility for the completeness and reliability of all the information presented in the report. To provide a reasonable basis for making these representations, management of the Town of Wayland has established a comprehensive internal control framework that is designed both to protect the government's assets from loss, theft, or misuse and to compile sufficient information for the preparation of the Town of Wayland's financial statements in conformity with GAAP.

Because the cost of internal controls should not outweigh their benefits, the Town of Wayland's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements for the fiscal year ending June 30, 2021, are fairly presented in conformity with GAAP. The independent auditor's report is presented as the first component of the financial section of this report.

The Town of Wayland's financial statements have been audited by Melanson, a firm of licensed certified public accountants. The goal of the independent audit was to provide reasonable assurance that the financial statements of the Town of Wayland for the fiscal year ending June 30, 2021, are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation. The independent auditor concluded,

Wayland's financial statements for the fiscal year ending June 30, 2021, are fairly presented in conformity with GAAP. The independent auditor's report is presented as the first component of the financial section of this report.

The independent audit of the financial statements of the Town of Wayland was part of a broader, federally mandated "Single Audit" designed to meet the special needs of the federal grantor agencies. The standards governing Single Audit engagements require the independent auditor to report not only on the fair presentation of the financial statements, but also on the audited government's internal controls and compliance with legal requirements, with special emphasis on internal controls and legal requirements of federal awards. These reports are available on the Town of Wayland's separately issued Single Audit Report.

GAAP requires that management provide a narrative introduction, overview and analysis to accompany the basic financial statements in the form of a Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement that analysis and should be read in conjunction with it. The Town of Wayland's MD&A can be found immediately following the report of the independent auditors.

Profile of the Town of Wayland

Wayland was incorporated as a town in 1780. Wayland is located in Middlesex County in the eastern part of Massachusetts, approximately 20 miles west of Boston. Located on the historic Sudbury River, Wayland is bordered by the Towns of Sudbury, Weston, Lincoln and Natick. Wayland is approximately 15.8 square miles of land area with 93.6 lane miles of roadways and has a population of approximately 14,000. Within the borders of Wayland are Route 20, Route 27 and Route 126. Wayland provides an excellent location and services to its residents and businesses.

Local legislative decisions are made by an open town meeting consisting of all registered voters in the town. Town Meetings are held in the spring of each year to approve annual budgets, capital projects and special articles. Town Meetings can also be held in the fall with the approval of the Wayland Board of Selectmen. The town is administered by a five-member Board of Selectmen. Each member serves a staggered three-year term. The Wayland Town Administrator serves under the direction of the Board of Selectmen. Board of Selectmen make policy decisions, and the Town Administrator is responsible for carrying out the policies of the Selectmen. The local taxes are assessed by a five-member elected Wayland Board of Assessors.

The Town provides a range of traditional municipal services including public education in grades K-12, Police and Fire departments, Advanced Life Support ambulance and rescue services, Department of Public Works, Transfer Station, Public Library, Council on Aging and Health and Human services. The Wayland Housing Authority, a separate legal entity, provides public housing for eligible low-income families, elderly and handicapped residents.

Many of the town's open space areas, ponds and wetlands have been protected and preserved for present and future residents. Among the protected are the Great Meadows National Wildlife Refuge, Sudbury River, Lincoln Road, Sedgemoor and Heard Field Conservation. There is approximately 2,709 acres of open space, which is nearly 27% of Wayland's total land.

The School Committee is comprised of a five-member elected board. Each member serves a staggered three-year term. The School Committee has the authority to appoint the Superintendent and establish educational goals. The town is no longer a member of the Minuteman Regional Vocational School System which provides vocational education to residents. However, residents can attend the school as out of district students. The town continuously maintains the school facilities with capital improvements. The Wayland High School has completed a major renovation and rebuilding. Most recently the High School Fields completed a major reconstruction and improvement.

An annual operating budget is approved by the Town Meeting at the annual spring town meeting each year. The annual budget serves as the foundation for the Town's and School Department financial planning and control. The town's general fund budget is prepared by fund and function and managed by each respective department manager. Capital projects and special articles are also approved at Town Meeting. Transfers between appropriations need special approval by Town Meeting. The Wayland Finance Committee has the authority to transfer funding from the Reserve Fund account by majority vote.

Factors Affecting Economic Conditions

The information presented in the financial statements is perhaps best understood when it is considered from the broader perspective of the specific environment within which the Town of Wayland operates.

Local Economy

Wayland is home to diverse businesses of all sizes. Most notable is the Town Center which was developed in 2010. The Town Center continues to grow and attract new businesses and patrons. Wayland Center and Cochituate Village offer small to medium retail and office space as well as providing a mix of fast food and full-service restaurants. The Wayland Town Center currently has a 90% occupancy rate. Directly across the Street from Town Center, Wayland Village is in the process of a \$4 M renovation.

The Town continues to reflect a strong economic condition; per capita income is significantly higher than the state averages and the unemployment rate is low. The town continues to be a highly desirable community given its close proximity to Boston and access to Interstate Route 95 and Interstate Route 90. The residential sales market in Wayland is very strong. The Town's proximity to Boston and major highways, its quality of life, and dedication to public education and public safety maintains the community's reputation. The new Wayland High School

completed construction in 2011. Most recently the Town appropriated \$7 M to renovate the fields behind and in front of the High School. Annually the Town appropriates capital project funds to maintain and upgrade all town and school buildings.

The new Department of Public Works Facility located at 66 River Road opened in June 2015. Minor construction continues to take place as the facility is close to completion. The new facility has provided enhanced services for town residents and significantly improves the work environment of town employees. The new facility is a 36,500 square foot building which offers safer working conditions for employees and indoor storage for vehicles and equipment. Additionally, the facility has a state-of-the-art vehicle maintenance garage so mechanics can now work on equipment safely and with modern equipment. Wash bays to properly clean trucks have also been installed.

Long-Term Financial Planning

The Town continues to manage its financial affairs in a prudent manner as is demonstrated by its Moody's Aaa bond rating. The next time the town will borrow funds for capital projects is expected to be November 2022. At that time Moody's will review the town's financial position and issue a new opinion. The Town's financial actions are generally guided by long range planning for long-term liabilities such as Other Post-Employment Benefits. The Town strives to prioritize spending, refrain from use of Free Cash to balance annual budgets, and follow municipal best practices. The Finance Committee recommends no use of Free Cash to balance the Fiscal 2021 or Fiscal 2022 operating budgets. The Town has established Enterprise Funds for the Water Department and Wastewater Department. The town authorizes seven funds: Recreation Revolving, Recreation Fields, School Curriculum, School Professional Development, Council on Aging Revolving, Community Gardens and the Transfer Station as 53E ½ funds.

The Town currently manages \$71.4 million in long-term and short-term debt, excluding unamortized debt premiums. As a benchmark, the Town strives to limit the total annual debt payments to an amount that is no more the ten percent of the total General Fund Budget. The ratio in Fiscal 2021 is approximately 7.47%. Both the Water Enterprise Fund and Wastewater Enterprise Fund appropriate annual debt in their respective budgets.

The Town's main source of revenue is property tax which is capped by Proposition 2 ½ and can only be overridden by a majority vote at a town election. The tax rate has fluctuated between \$17 and \$19 per \$1,000 of assessed value over the past four years. The tax rate for Fiscal 2021 is \$18.52. State aid continues to increase at a minimal rate and accounts for approximately 7% of the Town's budgeted revenue. Due in large part to COVID-19, total Local Receipts in Fiscal 2021 were \$5.5M compared to \$4.4M in Fiscal 2020.

Tax bills are generated quarterly by the Town Assessing and Town Treasurers office. The Town Treasurer collects and deposits all revenue for the town. The Commissioners of Trust Funds advise the Town Treasurer on investments related to Trust Funds. The Town Treasurer invests the Other Post Employment Benefit funds. In Fiscal 2016 the OPEB funds were transferred from

two investment firms to the State-run investment agency Pension Retirement Income Trust (PRIT). The Town Treasurer borrows all capital projects funding in February of each year for projects which have been approved by Town Meeting. Odyssey Advisors performs an actuarial report annually for the town. At June 30, 2021 the balance in the OPEB account is \$25M.

The School Finance Sub Committee was formed in Fiscal 2015 to review the school budget and provide recommendations to the Wayland School Committee. The School Finance Sub Committee meets to develop short- and long-term budget plans.

Financial Policies That Affected the Financial Position in the Current Year

The Wayland Finance Committee is a seven-member Committee appointed by the Wayland Board of Selectmen. The Finance Committee is responsible for preparing and presenting the annual town budget to Town Meeting. Various boards and committees review their respective budgets with the Finance Committee. Additionally, the Finance Committee presents the annual Capital Project Budget to Town Meeting.

Town meeting approves the annual budget in which each department has a defined appropriation. The level of budgetary control is established by Town Meeting. Department Managers are responsible for the spending and oversight of the department budgets. Additional appropriations may be approved at town meeting or by vote from the Finance Committee Reserve Fund. The Town Finance Department is responsible for payment of all payroll wages to employees and payments to vendors.

The Town complies with the laws of the Commonwealth of Massachusetts regarding the investment of public funds. The Town Treasurer balances cash available for investments with the cash flow needs of the Town. As of June 30, 2021 the balance of unrestricted cash and investments for all funds totaled \$83,712,490 compared to \$69,124,480 as of June 30, 2020.

The Town manages risk with the purchase of commercial insurance. The insurance coverages include general liability, property and casualty, unemployment and workers compensation. The Town is a member of the West Suburban Health Insurance Collaborative which allows the Town to purchase employee health insurance at a group rate. Town management meets on a regular basis with other communities and West Suburban Health Insurance Collaborative.

Town Management is responsible for establishing and maintaining an internal control structure designed to protect the assets of the Town from loss, theft or misuse and to ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with GAAP. The Town Finance Director / Town Accountant is responsible for evaluating the adequacy and effectiveness of internal control structures and implementing improvements.

The Town Treasurer is responsible for transferring funds into various depository accounts at bank institutions. Short-term funds are transferred to various banks and financial institutions to obtain

the highest competitive return. The Treasurer maintains adequate cash on hand to pay invoices and fund payroll on a bi-weekly basis.

Cash flow requirements are continuously evaluated to determine the amount of money that can be invested for a longer term and thus, yield a higher return on investments. Maturities on various investments vary based on cash flow projections.

Major Initiatives and Accomplishments

The Town of Wayland continued working on a number of major financial, economic and community development initiatives as well as planning for infrastructure upgrades and improvements funded through a variety of sources. In Fiscal 2016, the Town changed from housing the Town's information system, MUNIS, to a cloud-based solution provided by Tyler Technologies. Additional funding has been appropriated in the Fiscal 2019 Capital Budget to install a new Revenue Module. The Town is continuing to implement the upgrade in the Treasury Department. In July 2018, the Town upgraded to MUNIS 11.3 version from MUNIS 10.5 version. It is expected the MUNIS will need to be upgraded to MUNIS 11.5 version in FY 22.

Economic Development

The Town of Wayland will be working on a Route 20 corridor study to strengthen its future economic development. The Town hopes to leverage all properties enclosed in the study area including right of ways. We also want to study buildings that are currently built but are either underperforming or could be further leveraged to better support economic development goals. Further, there is likely an opportunity to leverage public facilities towards enabling parking and wastewater infrastructure capacity that would support small business in the immediate redevelopment area.

The process will result in the development of a suite of consensus driven zoning recommendations and rational via supporting materials, that could be brought forward to a Town Meeting in the fall of 2022. This will also include the creation of an Economic Development Action Plan with implementation steps and key strategies identified.

Wayland Town Center Project - Great News!

The Town of Wayland has completed its negotiations with the owners of Town Center. A fully executed settlement agreement has been reached to acquire the land for a new community center. Wayland Center has all the ingredients to become a thriving New England town center, but it needs a cohesive framework to link all components together by putting the Town in Town Center so that the full economic and community potential can be realized. The proposed Community Center will be designed as flexible space that will serve citizens of all ages through diverse programming. The Recreation Department and Council on Aging Staff are working together to coordinate the use of shared space and resources so that the facility is used to its full

potential and services can be streamlined by the town department's staff through joint planning. The plan is to utilize the existing 10,000 sq foot Day Care Building that exists on site and add a small addition. The Town of Wayland would also need to construct a 100-space parking lot.

Mass Central Rail Trail

The Massachusetts Central Rail Trail is now complete from Wayland Town Center through Weston. The Town of Wayland negotiated with DCR and Eversource (electricity provider) to construct the rail-trail in Wayland and Weston. Eversource constructed the gravel base this fall and DCR placed the final paving. This long-awaited Mass Central Trail which passes through our New Town Center Development, when finally completed will be over 100 miles long through 24 communities, making it the longest single rail trail in New England. Wayland has approximately 1 mile of Rail Trail construction remaining, from Russel's to the Sudbury Town Line through the National Wildlife refuge. The Town of Wayland has identified funding for this section, by partnering with MassDOT and DCR to place the final 1-mile section to the Sudbury Town Line on the Transportation Improvement Program ("TIP") for Federal Construction costs at \$4,380,000.

River's Edge - Great News!

River's Edge has broken ground and construction continues at a rapid pace. The first occupancy permit for Building 1 is expected at the end of May 2022. River's Edge Alta has changed their name to Alta Oxbow. Alta Oxbow will be the new home of 218 Luxury Multi-Family residential community units with 55 units designated as affordable and 66 units age-restricted to 55 and older. The project has three (3) buildings, garage and surface parking and driveways, and drainage improvements (collectively, the "project").

The Board of Selectmen finalized the Land Disposition Agreement in fiscal year 2020 at \$2.4M for the sale of River's Edge and received our first payment held in escrow in the amount of \$829,275. All final escrow funds will be completed by May 1, 2022. The Town of Wayland in 2017 received a \$2.4M Massworks grant for water infrastructure for River's Edge which was completed in 2020. The Town of Wayland has completed another Massworks Grant in the amount of \$2.2M for sewer infrastructure to connect to the Town's Wayland Center wastewater system. The current Wayland Center wastewater system, while state-of-the-art, is both underutilized and lacks growth capacity due to limited suitable areas in the immediate Sudbury River environs to accept outflow. Connecting the River's Edge development helps mitigate both issues, by adding needed usage to the wastewater plant so it operates more efficiently, while providing additional outflow capacity by accepting excess outflow on the River's Edge property, so that the existing wastewater plant can be tapped into to spur additional economic growth along the Route 20 corridor in Wayland Center. If successful, this option would provide significant savings for the development and the Town of Wayland.

The River's Edge development represents a giant leap forward in achieving Wayland's goal of 10% affordable housing. At the same time, Wayland will realize significant financial benefits from the disposition and redevelopment of the Property and facilitate rental, affordable housing and senior housing opportunities in the Town through the construction of a first-class rental housing development, the design of which is well integrated into and compatible with the Town's design goals. The \$2.4 million land purchase price will be deposited by the Town at land sale closing and reserved for appropriation by Town Meeting. Based on estimated taxes the Town will be receiving an additional \$800,000 of new growth per year at the completion of this project as well as a one-time lump sum payment.

Town of Wayland Grant Awards

Affordable Housing Comprehensive Permit applications pursuant to G.L.c. 40B, §§ 20-23 (the "Act")

The Town of Wayland was notified by Massachusetts Department of Housing and Community Development certifying that Wayland is above the 10% affordable housing requirement of all units. With the addition of Alta Oxbow River's Edge, Wayland currently stands at 11%. This certification gives Wayland safe harbor for unfriendly 40b developments to May 17, 2023. The units were produced in accordance with our approved 2016 Housing Production Plan (HPP). The Town of Wayland is in the process of updating our HPP and hope to have it completed and approved in the spring of 2022.

- Windsor Place - The subject property is located at 24 School Street and consists of approximately 37,865 square feet of land bordering a stream on the adjacent property to the west. The site is zoned single family R-20., 20,000 square feet, 20% minimum lot coverage. The Applicant proposes the construction of two buildings with six units in each totaling 12 units of which 3 will be affordable. The applicant proposes a single access way from School Street with an emergency gated access drive to East Plain Street (Route 30).
- Cascade – The property is located at 113, 115, 117 & 119 Boston Post Road and consists of approximately 6.49 acres. The site is zoned Single Residential Zone 40,000 – 180' of frontage. The upland areas are located towards the front and rear portions of the site while the wetlands diagonally traverse the center. The wetlands are associated with Pine Brook and traverses from east to west before gathering into the river channel. The applicant proposes a series of three-story elements in a single structure. The single structure will constitute 60 dwelling units. Of the 60 rental units, 15 will be affordable to households under the 80% of the area median income (AMI) and 45 will be available to households at market rates. 89 bedrooms are proposed for the Cascade development. Cascade may be required to design and build a new wastewater system.

Acknowledgements

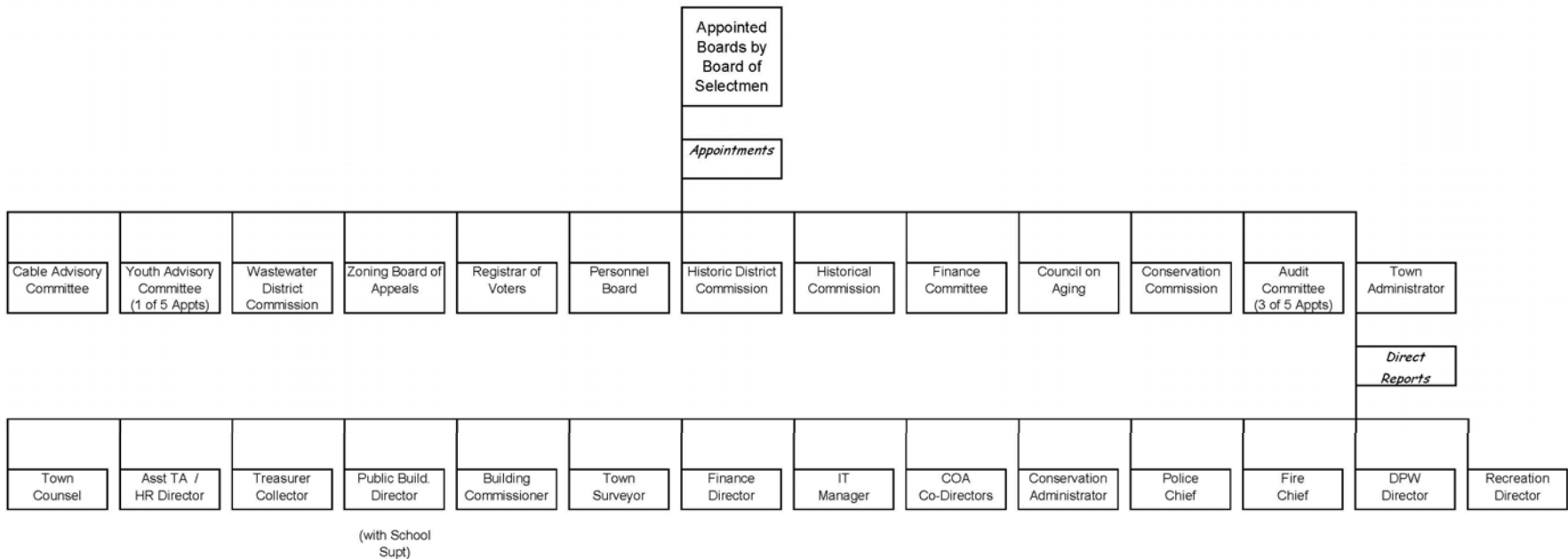
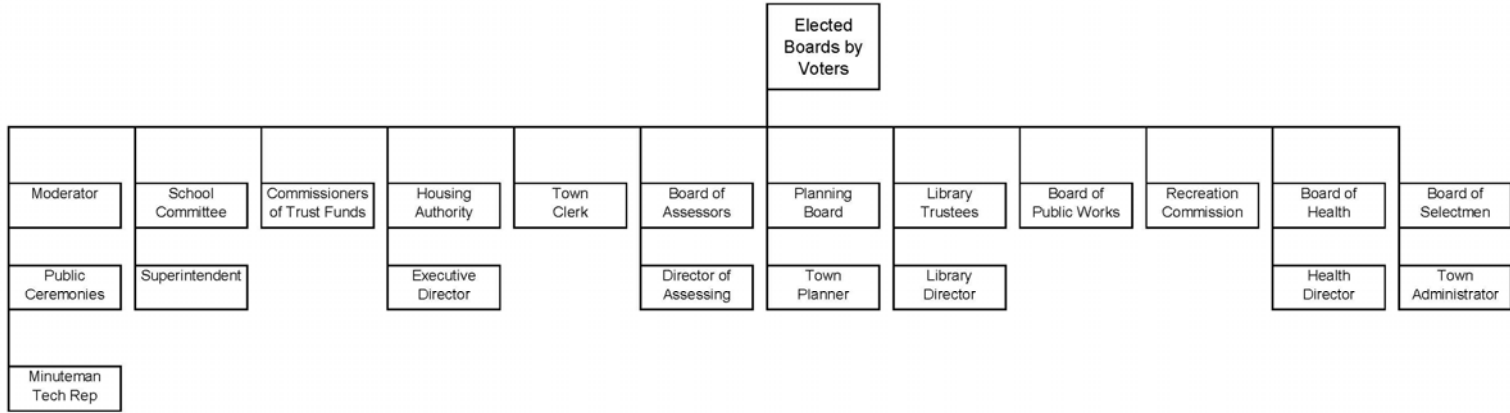
The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Town for its annual comprehensive financial report (ACFR) for the fiscal year ended June 30, 2020. This was the 6th consecutive year that the Town has achieved this prestigious award. In order to be awarded a Certificate of Achievement, the Town had to publish an easily readable and efficiently organized ACFR that satisfied both generally accepted accounting principles and applicable program requirements. A Certificate of Achievement for Excellence in Financial Reporting is valid for a period of one year only. However, we believe that our current ACFR continues to meet the Certificate of Achievement for Excellence in Financial Reporting Program's requirements, and we are submitting it to the GFOA to determine its eligibility for another certificate.

This report represents the collective efforts of town management, Wayland Board of Selectmen, Wayland Audit Committee, Wayland Finance Committee, Wayland Town Planner and the citizens of Wayland. The publication of the Annual Comprehensive Financial Report represents an important achievement for the Town of Wayland. The report contains enhanced financial information for citizens, elected and appointed officials and investors. Special thanks also go to the public accounting firm of Melanson for the guidance and support in compiling and presenting the information.

Respectfully submitted,

A handwritten signature in cursive script that reads "Brian Keveny". The signature is written in black ink and includes a long, sweeping horizontal line at the end.

Brian Keveny
Finance Director
Town of Wayland, Massachusetts



Principal Town Officials

Title	Name	Selection / Team	Term Expires
Selectwoman	Cherry Karlson	Elected / 3 Years	2023
Selectman	Adam Garrett Gutbezahl	Elected / 3 Years	2024
Selectman	Dave V Watkins	Elected / 3 Years	2023
Selectwoman	Carol B Martin	Elected / 3 Years	2024
Selectman	Thomas J Fay	Elected / 3 Years	2022
Town Administrator	Louise Miller	Appointed / 3 Years	2021
School Committee	Ellen Grieco	Elected / 3 Years	2021
School Committee	Chris Ryan	Elected / 3 Years	2023
School Committee	Jeanne Downs	Elected / 3 Years	2023
School Committee	Jess Polizzotti	Elected / 3 Years	2024
School Committee	Kim Reichelt	Elected / 3 Years	2021
School Superintendent	Omar Easy	Appointed / 3 Years	2024



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**Town of Wayland
Massachusetts**

For its Comprehensive Annual
Financial Report
For the Fiscal Year Ended

June 30, 2020

Christopher P. Morill

Executive Director/CEO

**FINANCIAL
SECTION**



INDEPENDENT AUDITORS' REPORT

To the Board of Selectmen
Town of Wayland, Massachusetts

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, the discretely presented component unit, each major fund, and the aggregate remaining fund information of the Town of Wayland, Massachusetts (the Town), as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the Town's basic financial statements as listed in the Table of Contents.

Management's Responsibility for the Financial Statements

The Town's management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant

Merrimack, New Hampshire
Andover, Massachusetts
Greenfield, Massachusetts
Ellsworth, Maine

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accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, the discretely presented component unit, each major fund, and the aggregate remaining fund information of the Town of Wayland, Massachusetts as of June 30, 2021, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that Management's Discussion and Analysis, and the respective budgetary comparison for the general fund and certain Pension and OPEB schedules be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with evidence sufficient to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town's basic financial statements. The supplementary combining and individual fund statements are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial



statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town's basic financial statements. The introductory and statistical sections and general fund detailed schedule of expenditures, budget and actual, are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated April 29, 2022 on our consideration of the Town's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Town's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town's internal control over financial reporting and compliance.

A handwritten signature in black ink that reads "Melanson". The signature is written in a cursive, flowing style.

Merrimack, New Hampshire
April 29, 2022

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of the Town of Wayland, Massachusetts (the Town), we offer readers this narrative overview and analysis of the financial activities of the Town for the fiscal year ended June 30, 2021.

Overview of the Financial Statements

This discussion and analysis is intended to serve as an introduction to the basic financial statements. The basic financial statements comprise three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

Government-Wide Financial Statements

The government-wide financial statements are designed to provide readers with a broad overview of our finances in a manner similar to a private-sector business.

The Statement of Net Position presents information on all assets, liabilities, and deferred outflows/inflows of resources with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position is improving or deteriorating.

The Statement of Activities presents information showing how the Town's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities include general government, public safety, education, public works, health and human services, culture and recreation, intergovernmental, and employee benefits. The business-type activities include water and wastewater activities.

The discretely presented component unit represents the Wayland Municipal Affordable Housing Trust which was established to provide for the creation and preservation of affordable housing in the Town. It is funded by inclusionary housing payments and community preservation funds. The Trust issues a stand-alone separate financial report. The report can be requested from Finance Director, Town of Wayland, 41 Cochituate Road, Wayland, Massachusetts 01778.

Fund Financial Statements

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

Governmental Funds

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

An annual appropriated budget is adopted for the general fund. A budgetary comparison statement has been provided for the general fund to demonstrate compliance with this budget.

Proprietary Funds

Proprietary funds reporting focuses on the determination of operating income, changes in net position, financial position, and cash flows. The proprietary fund category includes enterprise funds.

Enterprise funds are used to report activity for which a fee is charged to external users, and must be used when one of the following criteria are met: (1) activity is financed with debt that is secured solely by a pledge of the net revenues from fees and charges, (2) laws or regulations require the activity's costs of providing services be recovered with fees and charges, and (3) the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs such as depreciation or debt service. The primary focus on these criteria is on the fees charged to external users. Enterprise funds are used to report the same functions presented as the business-type activities in the government-wide financial statements, only in more detail. Specifically, enterprise funds are used to account for the water and wastewater operations, both of which are considered to be major funds.

Fiduciary Funds

Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the Town's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

Notes to Financial Statements

The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Required Supplementary Information

In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information which is required to be disclosed by accounting principles generally accepted in the United States of America.

Other Supplementary Information

The combining statements in connection with nonmajor governmental funds are presented immediately following the required supplementary information.

Financial Highlights

- As of the close of the current fiscal year, net position in governmental activities was \$38,196,884, an increase of \$3,865,571, and net position in business-type activities was \$16,800,115, an increase of \$775,736.
- As of the close of the current fiscal year, governmental funds reported combined ending fund balances of \$45,516,411, an increase of \$7,139,596 in comparison to the prior year.
- At the end of the current fiscal year, unassigned fund balance for the general fund was \$15,051,895 an increase of \$1,338,275 in comparison to the prior year.

Government-Wide Financial Analysis

The following is a summary of condensed government-wide financial data for the current and prior fiscal years (in thousands):

Summary of Net Position

	Governmental Activities		Business-Type Activities		Total	
	2021	2020	2021	2020	2021	2020
Current and other assets	\$ 52,180	\$ 44,526	\$ 10,514	\$ 10,435	\$ 62,694	\$ 54,961
Capital assets	<u>142,855</u>	<u>147,480</u>	<u>21,412</u>	<u>22,141</u>	<u>164,267</u>	<u>169,621</u>
Total assets	195,035	192,006	31,926	32,576	226,961	224,582
Deferred outflows of resources	<u>11,924</u>	<u>8,541</u>	<u>185</u>	<u>235</u>	<u>12,109</u>	<u>8,776</u>
Total assets and deferred outflows of resources	<u>\$ 206,959</u>	<u>\$ 200,547</u>	<u>\$ 32,111</u>	<u>\$ 32,811</u>	<u>\$ 239,070</u>	<u>\$ 233,358</u>
Long-term liabilities outstanding	\$ 155,652	\$ 156,107	\$ 14,888	\$ 16,372	\$ 170,540	\$ 172,479
Other liabilities	<u>4,483</u>	<u>4,462</u>	<u>231</u>	<u>255</u>	<u>4,714</u>	<u>4,717</u>
Total liabilities	160,135	160,569	15,119	16,627	175,254	177,196
Deferred inflows of resources	8,627	5,647	192	160	8,819	5,807
Net position:						
Net investment in capital assets	86,578	84,203	10,231	10,183	96,809	94,386
Restricted	16,373	14,033	-	-	16,373	14,033
Unrestricted	<u>(64,754)</u>	<u>(63,905)</u>	<u>6,569</u>	<u>5,841</u>	<u>(58,185)</u>	<u>(58,064)</u>
Total net position	<u>38,197</u>	<u>34,331</u>	<u>16,800</u>	<u>16,024</u>	<u>54,997</u>	<u>50,355</u>
Total liabilities, deferred inflows of resources, and net position	<u>\$ 206,959</u>	<u>\$ 200,547</u>	<u>\$ 32,111</u>	<u>\$ 32,811</u>	<u>\$ 239,070</u>	<u>\$ 233,358</u>

Changes in Net Position

	Governmental		Business-Type		Total	
	<u>Activities</u>		<u>Activities</u>			
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
Revenues:						
Program revenues						
Charges for services	\$ 7,760	\$ 8,617	\$ 4,521	\$ 3,995	\$ 12,281	\$ 12,612
Operating grants and contributions	24,522	22,589	-	-	24,522	22,589
Capital grants and contributions	-	-	94	157	94	157
General revenues:						
Property taxes	75,012	71,923	-	-	75,012	71,923
Excises	2,851	2,386	-	-	2,851	2,386
Grants and contributions not restricted to specific programs	1,285	1,489	-	12	1,285	1,501
Investment income	1,809	779	11	49	1,820	828
Other	<u>1,668</u>	<u>788</u>	<u>35</u>	<u>21</u>	<u>1,703</u>	<u>809</u>
Total revenues	114,907	108,571	4,661	4,234	119,568	112,805
Expenses:						
General government	7,489	7,774	-	-	7,489	7,774
Public safety	8,674	8,395	-	-	8,674	8,395
Education	67,103	64,672	-	-	67,103	64,672
Public works	5,564	5,165	-	-	5,564	5,165
Health and human services	1,838	1,603	-	-	1,838	1,603
Culture and recreation	2,880	3,055	-	-	2,880	3,055
Intergovernmental	116	116	-	-	116	116
Employee benefits	15,214	14,562	-	-	15,214	14,562
Interest on long-term debt	2,192	2,532	-	-	2,192	2,532
Water	-	-	3,321	3,074	3,321	3,074
Sewer	-	-	535	744	535	744
Total expenses	<u>111,070</u>	<u>107,874</u>	<u>3,856</u>	<u>3,818</u>	<u>114,926</u>	<u>111,692</u>
Change in net position before transfers	3,837	697	805	416	4,642	1,113
Transfers in (out)	<u>29</u>	<u>(44)</u>	<u>(29)</u>	<u>44</u>	<u>-</u>	<u>-</u>
Change in net position	3,866	653	776	460	4,642	1,113
Net position - beginning of year	<u>34,331</u>	<u>33,678</u>	<u>16,024</u>	<u>15,564</u>	<u>50,355</u>	<u>49,242</u>
Net position - end of year	<u>\$ 38,197</u>	<u>\$ 34,331</u>	<u>\$ 16,800</u>	<u>\$ 16,024</u>	<u>\$ 54,997</u>	<u>\$ 50,355</u>

As noted earlier, net position may serve over time as a useful indicator of a Town's financial position.

The largest portion of net position \$96,809,121 reflects our investment in capital assets (e.g., land, buildings, machinery, equipment, and infrastructure); less any related debt used to acquire those assets that is still outstanding. These capital assets are used to provide services to citizens; consequently, these assets are not available for future spending. Although the investment in capital assets is reported net of related debt, it should be noted that the resources needed to

repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of net position of \$16,372,617 represents resources that are subject to external restrictions on how they may be used.

Unrestricted net position has a negative balance of \$(58,184,739) for fiscal year 2021. The deficit balance is primarily the result of the adoption of GASB Statement No. 68 *Accounting and Financial Reporting for Pensions* in fiscal year 2015 and GASB Statement No. 75 *Accounting and Financial Reporting for Postemployment Benefits Other than Pensions* in fiscal year 2018. These statements established standards for the measurement, recognition, and presentation of net pension and OPEB liabilities in the Town's financial statements, along with their related deferred outflows and inflows.

Governmental Activities

Governmental activities for the year resulted in an increase in net position of \$3,865,571. This change is primarily driven by the Town's practice of funding some capital assets through general revenues.

Revenues increased \$6.3 million or 6% from the prior year due to \$3.1 million increase in property taxes, \$1.9 million increase in operating grants and contributions, and \$1.0 million increase in investment income. Property taxes remain the largest source of revenue at \$75.0 million for the current fiscal year. The assessed valuations have remained constant since fiscal year 2020, however the rate charged to property owners has risen from \$17.76 in fiscal year 2020 to \$18.52 in the current year, a 4% increase. Operating grants and contributions include Massachusetts State Teachers Retirement System (MTRS) on-behalf payment that increased by \$1.8 million, 16% increase from prior year. MTRS provides pensions to retired teachers. Investment income increased due to strong performance in the market for the fiscal year ending June 30, 2021. Expenses increased \$3.2 million (3%) from the prior year. Education expense increased \$2.4 million, primarily from the \$1.8 million increase in MTRS on-behalf payment. Other than the increase in education expense, governmental expense remained consistent.

Business-Type Activities

Business-type activities for the year resulted in an increase in net position of \$775,736. Revenues increased \$0.4 million or 10% while expenses remained consistent from the prior year. This is attributable to the rate increase for water, which amounted to between 2% and 3%, depending on the tier, while the base charge remained the same.

Financial Analysis of the Town's Funds

As noted earlier, fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements.

Governmental Funds

The focus of governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing financing requirements. In particular, unassigned fund balance may serve as a useful measure of a Town's net resources available for spending at the end of the fiscal year.

General Fund

The general fund is the chief operating fund. As a measure of the general fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total general fund revenues. In this connection, it is worth noting that the ratio of the General Fund Balance to Total General Fund Revenue is an important metric used by Moody's Rating Service in assigning credit ratings. Refer to the table below.

<u>General Fund</u>	<u>June 30, 2021</u>	<u>June 30, 2020</u>	<u>Change</u>	Balance % of Total General Fund Revenue ⁽¹⁾ <u>June 30, 2021</u>
Restricted	\$ 10,814	\$ 636,211	\$ (625,397)	0.0%
Committed	2,171,500	1,931,000	240,500	2.5%
Assigned	1,022,783	1,164,075	(141,292)	1.2%
Unassigned	<u>15,051,895</u>	<u>13,713,620</u>	<u>1,338,275</u>	<u>17.5%</u>
Total fund balance	\$ <u>18,256,992</u>	\$ <u>17,444,906</u>	\$ <u>812,086</u>	<u>21.2%</u>

⁽¹⁾ Revenues exclude the on-behalf payment of Teachers Retirement provided by the Commonwealth.

In the unassigned fund balance amounts above, stabilization balance of \$4,394,061 is included at June 30, 2021 and \$3,857,722 at June 30, 2020.

The total fund balance of the general fund increased by \$812,086 during the current fiscal year, primarily from decreased expenditures due to COVID-19 which prevented departments from purchasing intended supplies. Additionally, the Town had experienced significant employee turnover and delay in replacement of personnel.

The Town's unassigned fund balance of the general fund increased by \$1,338,275 during the current fiscal year. Key factors in this change are as follows:

Unassigned fund balance June 30, 2020	\$ 13,713,620
Positive results of operations in fiscal year 2021:	
Revenues	292,484
Expenditures	2,005,091
Transfers in	128,799
Other adjustments:	
Stabilization investment income	536,339
Unspent prior year carryforwards	610,881
Use of free cash for fiscal year 2022 capital	(2,171,500)
Other	<u>(63,819)</u>
Unassigned fund balance June 30, 2021	<u>\$ 15,051,895</u>

Other Major Funds

State legislation allows *Community Preservation Act (CPA)* fund's property taxes and state matching funds to finance projects such as preservation of historical buildings, and certain applicable debt service costs. The majority of fiscal 2021 CPA fund expenditures relate to debt service on Mainstone Farm. The CPA fund balance increased due to property tax and state match exceeding expenditures by a similar amount as in the prior year, without a major open space acquisition. The nature of the fund is to accumulate resources until an opportunity for a major acquisition arises.

Town Revolving Fund – established to account for the revenues and expenditures thereof of certain departmental activities segregated in revolving funds established in accordance with MGL Chapter 44, Sections 53, 53C, 53E and E1/2 and available for expenditure without further appropriation. The fund is also used to account for ambulance and other activities as well as various donations and related expenditures. Town revolving fund balance decreased due to delaying some grant expenditures to current year.

Capital Project Fund – established to account for resources obtained and expended for the acquisition of major capital facilities or equipment. The issuance of bonds which were not fully spent yet led to the increase in Capital project fund balance.

Nonmajor Governmental Funds

The increase in fund balance in nonmajor governmental funds results primarily from strong investment performance in the permanent fund.

Proprietary Funds

Proprietary funds provide the same type of information found in the business-type activities reported in the government-wide financial statements, but in more detail.

Unrestricted net position of the *Water enterprise fund* at the end of the year amounted to \$3,174,097, an increase of \$1,015,563 in comparison with the prior year. This is partly attributable to actual expenditures coming in under budget for the year.

Unrestricted net position of the *Wastewater enterprise fund* at the end of the year amounted to \$3,395,141, a decrease of \$(287,765) in comparison with the prior year. This is partly attributable to using retained earnings to support capital projects.

General Fund Budgetary Highlights

General Fund Revenues

The Town has collected approximately 100% of Property Tax - net of overlay, Local Receipts, Transfers from Other Fund and State Aid budgeted revenue. Taxation collections for current year tax levy was \$73.3M or 99% of budget, compared to \$70.2M or 99% of budget in the prior fiscal year. In FY21, total Local Receipts collections were \$5.5M compared to \$4.4M in the prior fiscal year. The Local Receipts category achieved 108% of budget compared to 88% of budget last year. Most specifically, Motor Vehicle Excise revenue and Departmental Fees and Charges revenue showed unfavorable variances to the budget, while Licenses and Permits revenues exceeded the budget by favorable variances. State Aid receipts were \$6.3M compared to \$6.4M in the prior year. Total fiscal year 2021 collections and transfers in totaled \$87,168,488 compared to \$83,472,024 in the prior year.

Constant total collections were achieved in the unbudgeted revenue category. Specifically, the collections of Tax Title revenue decreased \$164,487 and Prior Year Tax increased \$309,886 compared to last fiscal year. Additionally, the Transfer Station transferred \$100,000 in surplus fund balance to the General Fund.

General Fund Expenditures

Town Departments expended and encumbered \$18,062,043 or 91% of budget. The School Department expended and encumbered \$43,453,056 or 99% of budget. The Unclassified category, including debt service and pension expended and encumbered \$22,269,972 or 98% of budget. In total, the General Fund expended 97% of budget. The total combined turnback net of overlay amounts was \$2,005,091 compared to \$2,715,401 last fiscal year. The Fiscal 2021 rollover amount is \$1,022,783 compared to \$1,157,436 last year. Total turn backs in General Government were \$640,374. The largest turnback amounts included Town Information Technology of \$256,910, Town Facilities of \$82,585, and Town Assessor of \$100,380. The Health Insurance turnback was \$3,848, compared to \$53,689 last year. The Finance Committee did not use the reserve fund of \$170,000 compared to using \$45,000 last year. Fiscal year 2021 COVID-19 expenses in the amount of \$2,039,936 will be funded by FEMA, CARES and Other School Covid Grants.

Capital Asset and Debt Administration

Capital Assets

Total investment in capital assets for governmental and business-type activities at year-end amounted to \$164,267,422 (net of accumulated depreciation), a change of \$(5,353,516) from the prior year. This investment in capital assets includes land, conservation easements, buildings and improvements, infrastructure, machinery and equipment.

Major capital asset events during the current fiscal year included the following:

- High School Field CIP: \$444,547
- Loker Elementary Roof and Insulation CIP: \$202,000
- Police Radios: \$241,401

Additional information on capital assets can be found in the Notes to the Financial Statements, Note 8.

Credit Rating

During the fiscal year, the Moody Investor Services affirmed the Town's Aaa rating, with stable outlook.

Long-Term Debt

At the end of the current fiscal year, total bonded debt outstanding was \$70,160,000, all of which was backed by the full faith and credit of the government. Including loans payable and unamortized bond premiums, the total bonds and loans payable at June 30, 2021 was \$78,346,782. Additional information on long-term debt can be found in the Notes to Financial Statements, Note 11.

Requests for Information

This financial report is designed to provide a general overview of the Town of Wayland, Massachusetts' finances for all those with an interest in the Town's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

Finance Director
Town of Wayland
41 Cochituate Road
Wayland, Massachusetts 01778

BASIC FINANCIAL STATEMENTS

TOWN OF WAYLAND, MASSACHUSETTS

Statement of Net Position
June 30, 2021

	Primary Government			Discretely Presented Component Unit
	Governmental Activities	Business-Type Activities	Total	
Assets and Deferred Outflows of Resources				
Assets				
Current:				
Cash and short-term investments	\$ 38,568,222	\$ 7,765,642	\$ 46,333,864	\$ 1,079,924
Investments	10,841,100	-	10,841,100	100,393
Receivables, net of allowance for uncollectibles:				
Property taxes	543,918	-	543,918	-
Excises	190,015	-	190,015	-
User fees	-	597,632	597,632	-
Betterments	-	180,496	180,496	-
Assessments	13,720	-	13,720	-
Intergovernmental	884,597	-	884,597	-
Departmental	209,594	-	209,594	-
Total current assets	51,251,166	8,543,770	59,794,936	1,180,317
Noncurrent:				
Property taxes	928,490	-	928,490	-
Betterments	-	1,970,227	1,970,227	-
Capital assets:				
Nondepreciable capital assets	33,369,202	2,906,432	36,275,634	252,444
Intangible capital assets	14,400,000	-	14,400,000	-
Other capital assets, net of accumulated depreciation	95,086,234	18,505,554	113,591,788	198,056
Total noncurrent assets	143,783,926	23,382,213	167,166,139	450,500
Total Assets	195,035,092	31,925,983	226,961,075	1,630,817
Deferred Outflows of Resources				
Related to pensions	3,188,634	113,926	3,302,560	-
Related to OPEB	8,735,790	70,794	8,806,584	-
Total Deferred Outflows of Resources	11,924,424	184,720	12,109,144	-
Total Assets and Deferred Outflows of Resources	\$ 206,959,516	\$ 32,110,703	\$ 239,070,219	\$ 1,630,817

(continued)

(continued)

TOWN OF WAYLAND, MASSACHUSETTS

Statement of Net Position
June 30, 2021

	Primary Government			Discretely Presented Component Unit
	Governmental Activities	Business-Type Activities	Total	
Liabilities, Deferred Inflows of Resources and Net Position				
Liabilities				
Current:				
Accounts payable	\$ 870,002	\$ 66,210	\$ 936,212	\$ -
Accrued interest	591,035	127,909	718,944	-
Accrued payroll and withholdings	1,435,905	35,949	1,471,854	-
Guaranteed deposits payable	750,044	-	750,044	-
Unearned revenue	311,030	-	311,030	-
Notes payable	525,000	-	525,000	-
Other liabilities	2,328	-	2,328	-
Current portion of long-term liabilities:				
Bonds and loans payable	4,905,548	1,146,063	6,051,611	-
Compensated absences	302,640	7,696	310,336	-
Landfill liability	10,000	-	10,000	-
Total current liabilities	9,703,532	1,383,827	11,087,359	-
Noncurrent:				
Long-term liabilities:				
Bonds and loans payable, net of current portion	60,815,556	11,479,615	72,295,171	-
Net pension liability	54,470,622	1,946,155	56,416,777	-
Net OPEB liability	34,017,759	256,523	34,274,282	-
Compensated absences, net of current portion	907,922	52,307	960,229	-
Landfill liability, net of current portion	220,000	-	220,000	-
Total noncurrent liabilities	150,431,859	13,734,600	164,166,459	-
Total Liabilities	160,135,391	15,118,427	175,253,818	-
Deferred Inflows of Resources				
Related to pensions	4,334,719	154,873	4,489,592	-
Related to OPEB	4,292,522	37,288	4,329,810	-
Total Deferred Inflows of Resources	8,627,241	192,161	8,819,402	-
Net Position				
Net investment in capital assets	86,578,244	10,230,877	96,809,121	450,500
Restricted for:				
Housing trust	-	-	-	1,180,317
Community preservation	3,738,364	-	3,738,364	-
General government	2,140,546	-	2,140,546	-
Education	1,612,371	-	1,612,371	-
Recreation	1,156,940	-	1,156,940	-
Public safety	1,727,662	-	1,727,662	-
Other purposes	908,386	-	908,386	-
Permanent fund:				
Nonexpendable	1,420,727	-	1,420,727	-
Expendable	3,667,621	-	3,667,621	-
Unrestricted	(64,753,977)	6,569,238	(58,184,739)	-
Total Net Position	38,196,884	16,800,115	54,996,999	1,630,817
Total Liabilities, Deferred Inflows of Resources and Net Position	\$ 206,959,516	\$ 32,110,703	\$ 239,070,219	\$ 1,630,817

The accompanying notes are an integral part of these financial statements.

TOWN OF WAYLAND, MASSACHUSETTS

Statement of Activities
For the Year Ended June 30, 2021

		Program Revenues			
	Expenses	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Net (Expenses) Revenues
Governmental Activities:					
General government	\$ 7,489,061	\$ 729,512	\$ 643,243	\$ -	\$ (6,116,306)
Public safety	8,673,990	3,489,363	67,431	-	(5,117,196)
Education	67,103,253	2,534,687	23,106,289	-	(41,462,277)
Public works	5,563,565	428,149	603,461	-	(4,531,955)
Health and human services	1,838,445	182,991	68,052	-	(1,587,402)
Culture and recreation	2,879,549	395,459	33,449	-	(2,450,641)
Intergovernmental	116,317	-	-	-	(116,317)
Employee benefits	15,213,613	-	-	-	(15,213,613)
Interest	<u>2,192,390</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(2,192,390)</u>
Total Governmental Activities	111,070,183	7,760,161	24,521,925	-	(78,788,097)
Business-Type Activities:					
Water services	3,320,501	4,224,656	-	-	904,155
Wastewater services	<u>534,818</u>	<u>295,738</u>	<u>-</u>	<u>94,398</u>	<u>(144,682)</u>
Total Business-Type Activities	<u>3,855,319</u>	<u>4,520,394</u>	<u>-</u>	<u>94,398</u>	<u>759,473</u>
Total primary government	<u>\$ 114,925,502</u>	<u>\$ 12,280,555</u>	<u>\$ 24,521,925</u>	<u>\$ 94,398</u>	<u>\$ (78,028,624)</u>
Total component unit	<u>\$ 8,959</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 229,758</u>	<u>\$ 220,799</u>

(continued)

TOWN OF WAYLAND, MASSACHUSETTS

Statement of Activities
For the Year Ended June 30, 2021

(continued)	Governmental <u>Activities</u>	Business- Type <u>Activities</u>	<u>Total</u>	Discretely Presented Component <u>Unit</u>
Change in Net Position:				
Net (expenses) revenue from previous page	\$ (78,788,097)	\$ 759,473	\$ (78,028,624)	\$ 220,799
General Revenue:				
Property taxes	75,011,682	-	75,011,682	-
Excise taxes	2,851,499	-	2,851,499	-
Grants and contributions not restricted to specific programs	1,285,356	-	1,285,356	-
Investment income	1,809,414	10,968	1,820,382	8,138
Other	1,666,930	34,082	1,701,012	-
Transfers	<u>28,787</u>	<u>(28,787)</u>	<u>-</u>	<u>-</u>
Total General Revenues and Transfers	<u>82,653,668</u>	<u>16,263</u>	<u>82,669,931</u>	<u>8,138</u>
Change in Net Position	3,865,571	775,736	4,641,307	228,937
Net Position:				
Beginning of year	<u>34,331,313</u>	<u>16,024,379</u>	<u>50,355,692</u>	<u>1,401,880</u>
End of year	\$ <u><u>38,196,884</u></u>	\$ <u><u>16,800,115</u></u>	\$ <u><u>54,996,999</u></u>	\$ <u><u>1,630,817</u></u>

The accompanying notes are an integral part of these financial statements.

TOWN OF WAYLAND, MASSACHUSETTS

Governmental Funds
Balance Sheet
June 30, 2021

	General Fund	Community Preservation Fund	Town Revolving Fund	Capital Project Fund	Nonmajor Governmental Funds	Total Governmental Funds
Assets						
Cash and short-term investments	\$ 15,356,410	\$ 3,733,835	\$ 3,735,688	\$ 13,812,914	\$ 1,929,375	\$ 38,568,222
Investments	5,764,920	-	-	-	5,076,180	10,841,100
Receivables:						
Property taxes	1,802,049	8,460	-	-	-	1,810,509
Excises	290,715	-	-	-	-	290,715
Assessments	8,220	-	5,500	-	-	13,720
Intergovernmental	-	-	884,597	-	-	884,597
Departmental	250	-	253,544	-	1,400	255,194
Total Assets	\$ 23,222,564	\$ 3,742,295	\$ 4,879,329	\$ 13,812,914	\$ 7,006,955	\$ 52,664,057
Liabilities, Deferred Inflows of Resources and Fund Balances						
Liabilities						
Accounts payable	\$ 696,150	\$ 3,931	\$ 37,025	\$ 67,473	\$ 65,423	\$ 870,002
Accrued payroll	1,415,814	-	-	-	20,091	1,435,905
Unearned revenue	-	-	-	-	311,030	311,030
Guaranteed deposits payable	750,044	-	-	-	-	750,044
Notes payable	-	-	-	525,000	-	525,000
Other liabilities	2,330	-	-	-	-	2,330
Total Liabilities	2,864,338	3,931	37,025	592,473	396,544	3,894,311
Deferred Inflows of Resources						
Unavailable revenues	2,101,234	8,460	1,143,641	-	-	3,253,335
Fund Balances						
Nonspendable	-	-	-	-	1,420,727	1,420,727
Restricted	10,814	3,729,904	4,845,667	9,443,912	5,279,992	23,310,289
Committed	2,171,500	-	-	4,687,669	-	6,859,169
Assigned	1,022,783	-	-	-	-	1,022,783
Unassigned	15,051,895	-	(1,147,004)	(911,140)	(90,308)	12,903,443
Total Fund Balances	18,256,992	3,729,904	3,698,663	13,220,441	6,610,411	45,516,411
Total Liabilities, Deferred Inflows of Resources and Fund Balances	\$ 23,222,564	\$ 3,742,295	\$ 4,879,329	\$ 13,812,914	\$ 7,006,955	\$ 52,664,057

The accompanying notes are an integral part of these financial statements.

TOWN OF WAYLAND, MASSACHUSETTS

Reconciliation of Total Governmental Fund
Balances to Net Position of Governmental
Activities in the Statement of Net Position
June 30, 2021

Total governmental fund balances	\$ 45,516,411
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	142,855,436
Revenues are reported on the accrual basis of accounting and are not deferred until collection.	2,768,936
In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.	(591,035)
Long-term liabilities, and related deferred outflows/inflows of resources, are not due and payable in the current period and, therefore, are not reported in the governmental funds.	
Bonds and loans payable	(59,150,448)
Unamortized debt premium	(6,570,656)
Net pension liability	(54,470,622)
Pension related deferred outflows of resources	3,188,634
Pension related deferred inflows of resources	(4,334,719)
Net OPEB liability	(34,017,759)
OPEB related deferred outflows of resources	8,735,790
OPEB related deferred inflows of resources	(4,292,522)
Compensated absences liability	(1,210,562)
Landfill liability	(230,000)
Net position of governmental activities	\$ <u>38,196,884</u>

The accompanying notes are an integral part of these financial statements.

TOWN OF WAYLAND, MASSACHUSETTS

Governmental Funds
Statement of Revenues, Expenditures and Changes in Fund Balances
For the Year Ended June 30, 2021

	General Fund	Community Preservation Fund	Town Revolving Fund	Capital Project Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues						
Property taxes	\$ 73,996,110	\$ 942,602	\$ -	\$ -	\$ -	\$ 74,938,712
Excise taxes	2,835,704	-	-	-	-	2,835,704
Licenses and permits	1,770,951	-	-	-	-	1,770,951
Intergovernmental	12,359,516	262,079	549,638	644,667	4,601,571	18,417,471
Charges for services	377,344	-	2,381,936	-	2,561,390	5,320,670
Investment income	672,477	2,864	66	-	1,134,007	1,809,414
Fines and forfeitures	3,266	-	-	-	-	3,266
Contributions	-	-	134,005	-	10,009	144,014
Other revenues	<u>42,920</u>	<u>-</u>	<u>51,043</u>	<u>-</u>	<u>-</u>	<u>93,963</u>
Total Revenues	92,058,288	1,207,545	3,116,688	644,667	8,306,977	105,334,165
Expenditures						
Current:						
General government	4,805,000	220,371	1,560,198	-	74,502	6,660,071
Public safety	6,895,678	-	734,974	-	-	7,630,652
Education	49,342,681	-	-	-	6,611,642	55,954,323
Public works	2,359,153	-	451,445	-	-	2,810,598
Health and human services	1,441,958	229,758	135,513	-	-	1,807,229
Culture and recreation	2,395,616	-	318,440	-	-	2,714,056
Employee benefits	15,213,613	-	-	-	-	15,213,613
Intergovernmental	116,317	-	-	-	-	116,317
Debt service:						
Principal	5,301,306	150,000	-	-	-	5,451,306
Interest	2,251,413	222,731	-	-	-	2,474,144
Capital outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,564,912</u>	<u>-</u>	<u>2,564,912</u>
Total Expenditures	<u>90,122,735</u>	<u>822,860</u>	<u>3,200,570</u>	<u>2,564,912</u>	<u>6,686,144</u>	<u>103,397,221</u>
Excess (deficiency) of revenues over expenditures	1,935,553	384,685	(83,882)	(1,920,245)	1,620,833	1,936,944
Other Financing Sources (Uses)						
Issuance of bonds	-	-	-	4,569,400	-	4,569,400
Issuance of refunding bonds	-	-	-	16,519,100	-	16,519,100
Premium	-	-	-	3,215,797	-	3,215,797
Deposit to refunding escrow agent	-	-	-	(19,130,432)	-	(19,130,432)
Transfers in	1,108,533	-	13,364	2,232,000	-	3,353,897
Transfers out	<u>(2,232,000)</u>	<u>-</u>	<u>(732,682)</u>	<u>(62,951)</u>	<u>(297,477)</u>	<u>(3,325,110)</u>
Total Other Financing Sources (Uses)	<u>(1,123,467)</u>	<u>-</u>	<u>(719,318)</u>	<u>7,342,914</u>	<u>(297,477)</u>	<u>5,202,652</u>
Net change in fund balances	812,086	384,685	(803,200)	5,422,669	1,323,356	7,139,596
Fund Balances, at Beginning of Year	<u>17,444,906</u>	<u>3,345,219</u>	<u>4,501,863</u>	<u>7,797,772</u>	<u>5,287,055</u>	<u>38,376,815</u>
Fund Balances, at End of Year	\$ <u>18,256,992</u>	\$ <u>3,729,904</u>	\$ <u>3,698,663</u>	\$ <u>13,220,441</u>	\$ <u>6,610,411</u>	\$ <u>45,516,411</u>

The accompanying notes are an integral part of these financial statements.

TOWN OF WAYLAND, MASSACHUSETTS

Reconciliation of the Statement of Revenues,
Expenditures, and Changes in Fund Balances of
Governmental Funds to the Statement of Activities
For the Year Ended June 30, 2021

Net changes in fund balances - total governmental funds	\$	7,139,596
<p>Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense:</p>		
Capital outlay purchases, net of disposals		1,258,111
Depreciation		(5,882,414)
<p>Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred inflows of resources.</p>		
		754,038
<p>The issuance of long-term debt (e.g., bonds and loans) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net position:</p>		
Issuance of debt		(21,088,500)
Repayments of debt		5,451,306
Bond premium		(3,215,797)
Bond premium amortization		1,438,962
Deposit to escrow refunding agent		19,130,432
<p>In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.</p>		
		281,752
<p>Some expenses reported in the Statement of Activities do not require the use of current financial resources and therefore, are not reported as expenditures in the governmental funds.</p>		
Change in net pension liability		2,555,416
Change in pension-related deferred outflows		(2,370,541)
Change in pension-related deferred inflows		(512,155)
Change in net OPEB liability		(4,375,460)
Change in OPEB-related deferred outflows		6,406,323
Change in OPEB-related deferred inflows		(3,120,163)
Change in compensated absences		4,665
Change in landfill liability		10,000
Change in net position of governmental activities	\$	<u>3,865,571</u>

The accompanying notes are an integral part of these financial statements.

TOWN OF WAYLAND, MASSACHUSETTS

Proprietary Funds
Statement of Net Position
June 30, 2021

	Business-Type Activities		
	Enterprise Funds		
	Water Fund	Wastewater Fund	Total
Asset and Deferred			
Outflows of Resources			
Assets			
Current:			
Cash and short-term investments	\$ 6,426,075	\$ 1,339,567	\$ 7,765,642
User fees receivable	409,112	188,520	597,632
Betterments receivable	-	180,496	180,496
Total current assets	6,835,187	1,708,583	8,543,770
Noncurrent:			
Betterments receivable, net of allowance	-	1,970,227	1,970,227
Capital assets:			
Nondepreciable capital assets	2,906,432	-	2,906,432
Other capital assets, net of accumulated depreciation	14,208,603	4,296,951	18,505,554
Total noncurrent assets	17,115,035	6,267,178	23,382,213
Total Assets	23,950,222	7,975,761	31,925,983
Deferred Outflows of Resources			
Related to pensions	101,023	12,903	113,926
Related to OPEB	70,794	-	70,794
Total Deferred Outflows of Resources	171,817	12,903	184,720
Total Assets and Deferred Outflows of Resources	\$ 24,122,039	\$ 7,988,664	\$ 32,110,703
Liabilities, Deferred Inflows of Resources and Net Position			
Liabilities			
Current:			
Accounts payable	\$ 52,134	\$ 14,076	\$ 66,210
Accrued interest	86,679	41,230	127,909
Accrued payroll	32,635	3,314	35,949
Current portion of long-term liabilities:			
Bonds and loans payable	945,194	200,869	1,146,063
Compensated absences	7,696	-	7,696
Total current liabilities	1,124,338	259,489	1,383,827
Noncurrent:			
Bonds and loans payable, net of current portion	8,410,510	3,069,105	11,479,615
Net pension liability	1,725,743	220,412	1,946,155
Net OPEB liability	256,523	-	256,523
Compensated absences, net of current portion	52,307	-	52,307
Total noncurrent liabilities	10,445,083	3,289,517	13,734,600
Total Liabilities	11,569,421	3,549,006	15,118,427
Deferred Inflows of Resources			
Related to pensions	137,333	17,540	154,873
Related to OPEB	37,288	-	37,288
Total Deferred Inflows of Resources	174,621	17,540	192,161
Net Position			
Net investment in capital assets	9,203,900	1,026,977	10,230,877
Unrestricted	3,174,097	3,395,141	6,569,238
Total Net Position	12,377,997	4,422,118	16,800,115
Total Liabilities, Deferred Inflows of Resources and Net Position	\$ 24,122,039	\$ 7,988,664	\$ 32,110,703

The accompanying notes are an integral part of these financial statements.

TOWN OF WAYLAND, MASSACHUSETTS

Proprietary Funds
Statement of Revenues, Expenses, and Changes in Fund Net Position
For the Year Ended June 30, 2021

	Business-Type Activities		
	Enterprise Funds		
	Water Fund	Wastewater Fund	Total
Operating Revenues			
Charges for services	\$ 4,224,656	\$ 295,738	\$ 4,520,394
Operating Expenses			
Personnel services	1,072,511	139,739	1,212,250
Nonpersonnel	1,311,288	144,076	1,455,364
Depreciation	<u>602,284</u>	<u>151,534</u>	<u>753,818</u>
Total Operating Expenses	<u>2,986,083</u>	<u>435,349</u>	<u>3,421,432</u>
Operating Income (Loss)	1,238,573	(139,611)	1,098,962
Nonoperating Revenues (Expenses)			
Investment income	7,312	3,656	10,968
Interest expense	(334,418)	(99,469)	(433,887)
Miscellaneous revenue	<u>34,082</u>	<u>-</u>	<u>34,082</u>
Total Nonoperating Expenses, Net	<u>(293,024)</u>	<u>(95,813)</u>	<u>(388,837)</u>
Income (Loss) Before Contributions and Transfers	945,549	(235,424)	710,125
Capital Contributions	-	94,398	94,398
Transfers Out	<u>(28,787)</u>	<u>-</u>	<u>(28,787)</u>
Change in Net Position	916,762	(141,026)	775,736
Net Position at Beginning of Year	<u>11,461,235</u>	<u>4,563,144</u>	<u>16,024,379</u>
Net Position at End of Year	<u>\$ 12,377,997</u>	<u>\$ 4,422,118</u>	<u>\$ 16,800,115</u>

The accompanying notes are an integral part of these financial statements.

TOWN OF WAYLAND, MASSACHUSETTS

Proprietary Funds
Statement of Cash Flows
For the Year Ended June 30, 2021

	Business-Type Activities		
	Enterprise Funds		
	Water Fund	Wastewater Fund	Total
Cash Flows From Operating Activities			
Receipts from customers and users	\$ 4,172,676	\$ 254,329	\$ 4,427,005
Payments of employee salaries, benefits, and related expenses	(1,182,901)	(120,292)	(1,303,193)
Payments to vendors	<u>(1,291,306)</u>	<u>(164,143)</u>	<u>(1,455,449)</u>
Net cash provided (used by) operating activities	1,698,469	(30,106)	1,668,363
Cash Flows From Capital and Related Financing Activities			
Acquisition and construction of capital assets	(24,606)	-	(24,606)
Betterments payments received	-	372,678	372,678
Principal payments on bonds	(964,100)	(313,247)	(1,277,347)
Interest expense	(348,918)	(108,628)	(457,546)
Transfer to general fund	<u>(28,787)</u>	<u>-</u>	<u>(28,787)</u>
Net cash used by capital and related financing activities	(1,366,411)	(49,197)	(1,415,608)
Cash Flows From Investing Activities			
Investment income	<u>7,312</u>	<u>3,656</u>	<u>10,968</u>
Net Change in Cash and Short-Term Investments	339,370	(75,647)	263,723
Cash and Short-Term Investments, Beginning of Year	<u>6,086,705</u>	<u>1,415,214</u>	<u>7,501,919</u>
Cash and Short-Term Investments, End of Year	<u>\$ 6,426,075</u>	<u>\$ 1,339,567</u>	<u>\$ 7,765,642</u>
Reconciliation of Operating Income to Net Cash Provided by Operating Activities			
Operating income (loss)	\$ 1,238,573	\$ (139,611)	\$ 1,098,962
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation	602,284	151,534	753,818
Changes in assets, liabilities, and deferred outflows/inflows:			
User fees receivables	(51,980)	(41,409)	(93,389)
Deferred outflows	42,081	7,944	50,025
Accounts payable	19,982	(20,067)	(85)
Accrued payroll	20,684	1,739	22,423
Due to fiduciary fund	(7,753)	-	(7,753)
Compensated absences	9,667	-	9,667
Net pension liability	(225,562)	6,559	(219,003)
Net OPEB liability	21,160	-	21,160
Deferred inflows	<u>29,333</u>	<u>3,205</u>	<u>32,538</u>
Net cash provided (used by) operating activities	<u>\$ 1,698,469</u>	<u>\$ (30,106)</u>	<u>\$ 1,668,363</u>

The accompanying notes are an integral part of these financial statements.

TOWN OF WAYLAND, MASSACHUSETTS

Fiduciary Funds
Statement of Fiduciary Net Position
June 30, 2021

	Other Post- Employment Benefits <u>Trust Fund</u>	Custodial <u>Fund</u>
Assets		
Cash and short-term investments	\$ -	\$ 196,914
Investments:		
External investment pool	<u>25,009,641</u>	<u>-</u>
Total Assets	\$ <u>25,009,641</u>	\$ <u>196,914</u>
 Liabilities and Net Position		
Other liabilities	\$ -	\$ 7,276
 Net Position		
Net position restricted for OPEB and other purposes	<u>25,009,641</u>	<u>189,638</u>
Total Liabilities and Net Position	\$ <u>25,009,641</u>	\$ <u>196,914</u>

The accompanying notes are an integral part of these financial statements.

TOWN OF WAYLAND, MASSACHUSETTS

Fiduciary Funds
Statement of Changes in Fiduciary Net Position
For the Year Ended June 30, 2021

	Other Post- Employment Benefits <u>Trust Fund</u>	Custodial <u>Fund</u>
Additions		
Employer contributions	\$ 3,003,870	\$ -
Investment income	5,638,306	-
Student activity fund receipts	<u>-</u>	<u>64,610</u>
Total Additions	8,642,176	64,610
 Deductions		
Benefit payments	2,745,466	-
Student activity fund payments	<u>-</u>	<u>245,556</u>
Total Deductions	<u>2,745,466</u>	<u>245,556</u>
Change in net position	5,896,710	(180,946)
 Net position restricted for OPEB and other purposes		
Beginning of year	<u>19,112,931</u>	<u>370,584</u>
End of year	<u>\$ 25,009,641</u>	<u>\$ 189,638</u>

The accompanying notes are an integral part of these financial statements.

TOWN OF WAYLAND, MASSACHUSETTS

Notes to Financial Statements

1. Summary of Significant Accounting Policies

The accounting policies of the Town of Wayland, Massachusetts (the Town) conform to generally accepted accounting principles (GAAP) as applicable to governmental units. The following is a summary of the more significant policies:

Reporting Entity

The Town is a municipal corporation governed by an elected Board of Selectmen. As required by generally accepted accounting principles, these financial statements present the Town and applicable component units for which the Town is considered to be financially accountable. In fiscal year 2021, the following entity met the required GASB 14 (as amended) criteria of component units and is presented as a discretely presented component unit to emphasize that it's legally separate from the Town:

Wayland Municipal Affordable Housing Trust (Housing Trust) provides for the creation and preservation of affordable housing in the Town for the benefit of low and moderate-income households, established in accordance with MGL Chapter 491 of the Accts of 2004, as amended by Sections 1 through 6 of Chapter 109, i.e., Chapter 44 §55C, and authorized by the vote of the 2014 Annual Town Meeting under Article 12. The Trust is governed by a Board of Trustees consisting of seven members appointed by the Board of Selectmen and the Town can impose its will on the Trust. The Trust issues a stand-alone separate financial report. The report can be requested from Finance Director, Town of Wayland, 41 Cochituate Road, Wayland, Massachusetts 01778.

Government-Wide and Fund Financial Statements

Government-Wide Financial Statements

The government-wide financial statements (i.e., the Statement of Net Position and the Statement of Activities) report information on all of the nonfiduciary activities of the primary government. The effect of interfund activity has been removed from these statements. *Governmental activities*, which normally are supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support.

The Statement of Activities demonstrates the degree to which the direct expenses of a given function or segment is offset by program revenues. *Direct expenses* are those that are clearly identifiable with a specific function or segment. Program revenues include (1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a

particular function or segment. Taxes and other items not properly included among program revenues are reported instead as *general revenues*.

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.

Measurement Focus, Basis of Accounting, and Financial Statement Presentation

Government-Wide Financial Statements

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*, as is the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

Amounts reported as *program revenues* include (1) charges to customers or applicants for goods, services, or privileges provided, (2) operating grants and contributions, and (3) capital grants and contributions, including special assessments. Internally dedicated resources are reported as *general revenues* rather than as program revenues. Likewise, general revenues include all taxes and excises.

Fund Financial Statements

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Town considers property tax revenues to be available if they are collected within 60 days of the end of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the Town prior to year end or shortly thereafter. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, certain expenditures such as debt service, claims and judgments, compensated absences, OPEB, and pension are recorded only when payment is due.

The Town reports the following major governmental funds:

- The *General Fund* is the Town's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

- The *Community Preservation Fund* was created as a result of the Community Preservation Act adopted by the Town on April 24, 2001 by a state-wide act enabling legislation to allow Cities and Towns to choose to create a new funding source that can be used to address the following core community concerns:
 - Acquisition and preservation of open space
 - Creation and support of affordable housing
 - Acquisition and preservation of historic buildings and landscapes
 - Recreation

The revenue and other resources for this fund include a 3% surcharge on property taxes, matching state grants, and eligible bond issuance.

- The *Town Revolving Fund* was created to account for the revenues and expenditures thereof of certain departmental activities segregated into revolving funds established in accordance with MGL Chapter 44, Sections 53, 53C, 53E, and E1/2 and available for expenditure without further appropriation. It is also used to account for ambulance and other activities as well as various donations and related expenditures.
- The *Capital Project Fund* was created to account for the energy updates, highway costs in accordance with MGL Chapter 90, road construction, building repairs, purchases of heavy vehicles, renovations of Wayland Public Schools, furniture purchases, and various other capital costs or equipment.

The proprietary fund financial statements are reported using the *economic resources measurement* focus and the *accrual basis of accounting*. Under this method, revenues are recognized when earned and expenses are recorded when liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the enterprise fund are charges to customers for sales and services. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The Town reports the following major proprietary funds:

- The Water Fund is used to report the Town's water enterprise fund operations.
- The Wastewater Fund is used to report the Town's wastewater enterprise fund operations.

The fiduciary fund financial statements are reported using the *economic resources measurement* focus and the *accrual basis of accounting*. Under this method, revenues are recognized when earned and expenses are recorded when liabilities are incurred.

The Town reports the following fiduciary funds:

- The Other Post-Employment Benefits (OPEB) Trust Fund was established under Chapter 372 of the Commonwealth of Massachusetts. The Fund is credited with all amounts appropriated or otherwise made available by the Town, including any earnings or interest accruing from the investment of these funds, to offset the anticipated cost of health and life insurance contributions or other benefits for retired employees, their spouses and eligible dependents and the surviving spouses and eligible dependents of deceased retirees. Amounts in the OPEB Trust are expended only for the payment of the costs payable by the Town for other postemployment benefits. Contributions and benefit payments are grossed up to GASB 74 report. The Plan is reported in accordance with MGL Chapter 32B Section 20. The Trust issues a stand-alone separate financial report. The report can be requested from Finance Director, Town of Wayland, 41 Cochrane Road, Wayland, MA 01778.
- The Custodial Fund include funds collected from student organizations for various Student Activity Funds. The custodial fund account for fiduciary assets held by the Town in custodial capacity as an agent on behalf of others.

Deposits and Investments

Deposits with financial institutions consist primarily of demand deposits, money market deposits, certificates of deposits, and savings accounts. A cash and investment pool is maintained that is available for use by all funds, except those required to be segregated by law. Each fund's portion of this pool is reflected on the combined financial statements under the caption "cash and short-term investments". The interest earnings attributable to each fund type are included under investment income. The deposits and investments of the OPEB and Permanent funds, as well as certain special revenue and proprietary deposits, are held separately from those of other funds.

For the purpose of the statement of cash flows, the proprietary funds consider investments with original maturities of three months or less to be cash equivalents.

The Town's short-term investments also include their share of Massachusetts Municipal Depository Trust (MMDT) cash portfolio, an external investment pool overseen by the Treasurer of the Commonwealth of Massachusetts. The fund is not SEC registered. In accordance with GASB 79, the MMDT pool's portfolio securities are valued at amortized cost.

The Town conforms to the municipal finance laws of the Commonwealth of Massachusetts including Massachusetts General Laws chapter 44, Sections 54 and 55, with respect to investments of trust funds and public funds on deposit, limitations, and investments.

Investments are carried at fair value except certificates of deposit which are reported at cost.

Property Tax Limitations

Legislation known as “Proposition 2½” has limited the amount of revenue that can be derived from property taxes. The prior fiscal year’s tax levy limit is used as a base and cannot increase by more than 2.5% (excluding new growth), unless an override is voted. The actual fiscal year 2021 tax levy reflected an excess capacity of \$5,558,424.

Capital Assets

Capital assets, which include property, plant, equipment, and infrastructure assets, are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. Capital assets are defined by the Town as assets with an initial individual cost of more than \$15,000 and an estimated useful life in excess of five years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at acquisition value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed.

Capital assets are depreciated using the straight-line method over the following estimated useful lives:

<u>Assets</u>	<u>Years</u>
Buildings	40
Infrastructure	40
Vehicles	7
Equipment	7

Compensated Absences

It is the Town’s policy to permit employees to accumulate earned but unused vacation and sick pay benefits. All vested sick and vacation pay is accrued when incurred in the government-wide and proprietary fund financial statements. A liability for these amounts is reported in governmental funds only if they have matured, for example, as a result of employee resignations and retirements.

Long-Term Obligations

In the government-wide financial statements, and proprietary fund types in the fund financial statements, long-term debt, net pension liability, and other long-term obligations

are reported as liabilities in the applicable governmental activities, business-type activities, or proprietary fund type Statement of Net Position.

Fund Equity

Fund equity at the governmental fund financial reporting level is classified as “fund balance”. Fund equity for all other reporting is classified as “net position”.

Fund Balance

Generally, fund balance represents the difference between the current assets/deferred outflows and current liabilities/deferred inflows. The Town reserves those portions of fund balance that are legally segregated for a specific future use or which do not represent available, spendable resources and therefore, are not available for appropriation or expenditure. Unassigned fund balance indicates that portion of fund balance that is available for appropriation in future periods.

The Town’s fund balance classification policies and procedures are as follows:

- Nonspendable funds represent the perpetual care trust principal, which can never be spent.
- Restricted funds are used solely for the purpose in which the fund was established. In the case of special revenue funds, these funds are created by statute or otherwise have external constraints on how the funds can be expended. In the case of capital project funds, these funds are restricted for projects financed by bonds.
- Committed funds are reported and expended as a result of motions passed by the highest decision-making authority in the Town, the Town Meeting.
- Assigned funds may include encumbrances and fund balance voted to be used in the subsequent fiscal year. Departments encumber annual general fund appropriations at the end of each fiscal year for invoices that have not been received by a vendor by year end. The invoices are only for goods ordered or received or services rendered to the town by a vendor by June 30 of each fiscal year. Department managers approve outstanding encumbrances at year end. The authoritative body for assignment of fund balance for subsequent year’s operating budget is the Town Meeting. The Town Meeting is the only authoritative body that can modify this type of assignment.
- Unassigned funds represent the residual classification for the general fund and include all amounts not contained in the other classifications. Unassigned amounts are available for any purpose. Temporary fund balance deficits are reported as negative amounts in the unassigned classification in other governmental funds. Positive unassigned amounts are reported only in the general fund.

When an expenditure is incurred that would qualify for payment from multiple fund balance types, the Town uses the following order to liquidate liabilities: restricted, committed, assigned and unassigned.

Net Position

Net position represents the difference between assets/deferred outflows and liabilities/deferred inflows. Net investment in capital assets, consist of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing used for the acquisition, construction or improvement of those assets. Net position is reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the Town or through external restrictions imposed by creditors, grantors, or laws or regulations of other governments. Permanent fund restricted net position is segregated between nonexpendable and expendable. The nonexpendable portion represents the original restricted principal contribution, and the expendable represents accumulated earnings which are available to be spent based on donor restrictions. The remaining net position is reported as unrestricted.

Sometimes the Town will fund outlays for a particular purpose from both restricted and unrestricted resources. In order to calculate the amounts to report as restricted net position and unrestricted net position in the government-wide and proprietary fund financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the Town's policy to consider restricted net position to have been depleted before unrestricted net position is applied.

Interfund Transactions

Interfund receivables/payables are reported for short term cash flow loans and reported as due from/due to other funds. Transfers of resources from a fund receiving revenues to a fund through which revenues are to be expended are separately reported as transfers in the respective funds.

Use of Estimates

The preparation of basic financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures for contingent assets and liabilities at the date of the basic financial statements, and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

2. Stewardship, Compliance, and Accountability

Budgetary Information

At the annual town meeting, the Finance Committee presents an operating and capital budget for the proposed expenditures of the fiscal year commencing the following July 1. The budget, as enacted by town meeting, establishes the legal level of control and specifies that certain appropriations are to be funded by particular revenues. The original budget is amended during the fiscal year at special town meeting(s) as required by changing conditions. In cases of extraordinary or unforeseen expenses, the Finance Committee is empowered to transfer funds from the Reserve Fund (a contingency

appropriation) to a departmental appropriation. "Extraordinary" includes expenses which are not in the usual line or are great or exceptional. "Unforeseen" includes expenses which are not foreseen as of the time of the annual meeting when appropriations are voted.

Departments are limited to the line items as voted. Certain items may exceed the line item budget as approved if it is for an emergency and for the safety of the general public. These items are limited by the Massachusetts General Laws and must be raised in the next year's tax rate.

Formal budgetary integration is employed as a management control device during the year for the General Fund. Effective budgetary control is achieved for all other funds through provisions of the Massachusetts General Laws.

At year-end, appropriation balances lapse, except for certain unexpended capital items and encumbrances which will be honored during the subsequent year.

Deficit Fund Equity

The Town reflects deficits in various nonmajor funds either caused by grant expenses occurring in advance of grant reimbursements or financing projects with bond anticipation notes. The deficits in these funds will be eliminated through future intergovernmental revenues and bond proceeds.

3. Deposits and Investments

Custodial Credit Risk

Custodial credit risk is the risk that in the event of failure of a financial institution or counterparty, the Town's deposits may not be returned or the Town will not be able to recover the value of its investment or collateral securities that are in the possession of another party. Massachusetts General Law Chapter 44, Section 55, limits the Town's deposits "in a bank or trust company or banking company to an amount not exceeding sixty percent of the capital and surplus of such bank or trust company or banking company, unless satisfactory security is given to it by such bank or trust company or banking company for such excess." The Town's policy requires the due diligence necessary to affirm the financial strength, capital adequacy, and reputation of the financial institutions. Due diligence includes reviewing the institutions' financial statements and the background of the sales representatives. The Town minimizes the concentration of credit risk by diversifying the investment portfolio among financial institutions. The policy prohibits the investment of more than ten percent (10%) of cash in any single financial institution that is not fully collateralized. The Town's policy requires all securities to be held in the Town's name and tax identification number by a third-party custodian approved by the Treasurer and evidenced by safekeeping receipts showing individual CUSIP numbers for each security.

As of June 30, 2021, \$10,568,470 of the Town's deposits of \$47,787,666 was exposed to custodial credit risk as uninsured or uncollateralized. Additionally, \$537,905 was invested in a state pool, which is not subject to this disclosure.

The Town's investments include \$1,442,229 insured by FDIC and \$34,408,512 held in the Town's name.

Primary Government Investments

The following is a summary of the primary government investments as of June 30, 2021:

<u>Investment Type</u>	<u>Amount</u>
Certificates of deposits	\$ 1,442,230
Corporate bonds	375,276
Corporate equities	2,452,997
Equity mutual funds	3,954,177
Federal agency securities	443,254
Fixed income mutual funds	1,590,409
US treasury notes	<u>582,757</u>
Total investments	<u>\$ 10,841,100</u>

Credit Risk

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. For short-term investments that were purchased using surplus revenues, Massachusetts General Law, Chapter 44, Section 55, limits the Town's investments to the top rating issued by at least one nationally recognized statistical rating organization (NRSROs). The Town does not have a formal policy related to credit risk for long-term investments.

All federal agency securities have an implied credit rating of Aaa. The actual ratings breakdown as of year-end for other debt related investments of the primary government are as follows:

<u>Investment Type</u>	<u>Fair Value</u>	<u>Rating as of Year End</u>			
		<u>Aaa-A3</u>	<u>Baa1-B3</u>	<u>Caa1-C</u>	<u>Other/Unrated</u>
Debt related:					
Corporate bonds	\$ 375,276	\$ 149,830	\$ 225,446	\$ -	\$ -
Fixed income mutual funds	<u>1,590,409</u>	<u>979,932</u>	<u>471,195</u>	<u>50,461</u>	<u>88,821</u>
Total	<u>\$ 1,965,685</u>	<u>\$ 1,129,762</u>	<u>\$ 696,641</u>	<u>\$ 50,461</u>	<u>\$ 88,821</u>

Concentration of Credit Risk

The Town minimized Concentration of Credit Risk by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized.

Other than mutual funds, the investments in any one issuer that represent 5% or more of total investments include certificates of deposit with Village Bank for \$1,339,697.

Interest Rate Risk

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates. The Town manages interest rate risk by managing duration in the account.

Information about the sensitivity of the fair values of the Town’s investments to market interest rate fluctuations is as follows at June 30, 2021:

<u>Investment Type</u>	<u>Fair Value</u>	<u>Average Effective Duration (in years)</u>
Debt related:		
Corporate bonds	\$ 375,276	3.68
Federal agency securities	443,254	3.24
Fixed income mutual funds	1,590,409	8.70
US treasury notes	<u>582,757</u>	4.31
Total debt securities	<u>\$ 2,991,696</u>	

Foreign Currency Risk

Foreign currency risk is the risk that changes in foreign exchange rates will adversely affect the fair value of an investment. The Town’s policy prohibits exposure to foreign currency.

Fair Value

The Town categorizes its fair value measurements within the fair value hierarchy established by Governmental Accounting Standards Board Statement No. 72 *Fair Value Measurement and Application* (GASB 72). The hierarchy is based on the valuation inputs used to measure the fair value of the asset and give the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The hierarchy categorizes the inputs to valuation techniques used for fair value measurement into three levels as follows:

- Level 1 - Unadjusted quoted prices for identical instruments in active markets.
- Level 2 – Quoted prices for similar instruments in active markets; quoted prices for identical or similar instruments in markets that are not active; and model-derived valuations in which all significant inputs are observable.

- Level 3 – Valuations derived from valuation techniques in which significant inputs are unobservable.

In instances where inputs used to measure fair value fall into different levels in the fair value hierarchy, fair value measurements in their entirety are categorized based on the lowest level input that is significant to the valuation. The Town’s assessment of the significance of particular inputs to these fair value measurements requires judgment and considers factors specific to each asset or liability.

Equity securities classified in Level 1 are valued using prices quoted in active markets for those securities.

Debt securities classified in Level 2 are valued using either a bid evaluation or a matrix pricing technique. Bid evaluations may include market quotations, yields, maturities, call features, and ratings. Matrix pricing is used to value securities based on the securities relationship to benchmark quote prices. Level 2 debt securities have non-proprietary information that was readily available to market participants, from multiple independent sources, which are known to be actively involved in the market.

The Town has the following fair value measurements as of June 30, 2021:

<u>Description</u>	<u>Fair Value Measurements Using:</u>			
		Quoted prices in active markets for identical assets <u>(Level 1)</u>	Significant observable inputs <u>(Level 2)</u>	Significant unobservable inputs <u>(Level 3)</u>
Investments by fair value level:				
Debt securities:				
Corporate bonds	\$ 375,276	\$ -	\$ 375,276	\$ -
Federal agency securities	443,254	-	443,254	-
Fixed income mutual funds	1,590,409	-	1,590,409	-
US Treasury notes	582,757	-	582,757	-
Equity securities:				
Equity mutual funds	3,954,177	3,954,177	-	-
Consumer discretionary	124,735	124,735	-	-
Consumer staples	721,737	721,737	-	-
Financials	224,815	224,815	-	-
Healthcare	783,582	783,582	-	-
Industrials	260,972	260,972	-	-
Information technology	135,885	135,885	-	-
Utilities	201,271	201,271	-	-
Subtotal	\$ <u>9,398,870</u>	\$ <u>6,407,174</u>	\$ <u>2,991,696</u>	\$ <u>-</u>

Other Postemployment Benefit Plan

OPEB Plan Funding/Investment Policy

The investment policy of the OPEB Plan contemplates reaching the full funded status by 2039, a long-term 7% investment return goal, and a target asset allocation as disclosed in the corresponding OPEB note. The investment policy is consistent with prudent investor rule as defined per MGL Chapter 203C. The funding policy is that the Town pays for retiree benefits on a “pay-as-you-go” basis and is expected to contribute \$550,000 in Fiscal 2023 and per year thereafter into the OPEB fund. Once the fund is fully funded, in 2039, benefits will be paid out of the fund.

Custodial Credit Risk

The Trust’s investments were held in State Retirees Benefits Trust (SRBT), a state pool, and therefore, not subject to custodial credit risk disclosure.

Credit Risk

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. The SRBT fund is an external investment pool that is not registered with the Securities Exchange Commission. This investment type is not rated.

Fair Value

Investments that are measured at fair value using the net asset value per share (or its equivalent) as a practical expedient are not classified in the fair value hierarchy.

The Trust’s only investment of \$25,009,641, measured at the net asset value, as of June 30, 2021 was in an external investment pool. The Trust can redeem funds monthly, with a redemption notice period of thirty days. There were no unfunded commitments applicable to the investment.

Discretely Presented Component Unit – Housing Trust

The Housing Trust is a separate legal entity and, therefore, is not subject to the Town’s investment policies. Nonetheless, the Trustees have determined that it is prudent to have the Town of Wayland’s Treasurer manage the Housing Trust’s liquid assets, where possible, in accordance with the Town’s investment policy. The Housing Trust invests in nonnegotiable certificates of deposits included in amount disclosed under custodial credit risk section of this note.

4. Property Taxes and Excises Receivable

Real and personal property taxes are based on values assessed as of each January 1. By law, all taxable property must be assessed at 100% of fair cash value. Also by law, property taxes must be levied at least 30 days prior to their due date. Once levied, these taxes are recorded as receivables, net of estimated uncollectible balances. Property tax revenues have been recorded using the accrual and modified accrual basis of accounting.

The Town bills and collects its property taxes on a quarterly basis following the January 1 assessment. The due dates for those quarterly tax billings are August 1, November 1, February 1, and May 1. Property taxes that remain unpaid after the respective due dates are subject to penalties and interest charges.

Based on the Town’s experience, most property taxes are collected during the year in which they are assessed. Fourteen days after the due date for the final tax bill for real estate taxes, a demand notice may be sent to the delinquent taxpayer. Fourteen days after the demand notice has been sent, the tax collector may proceed to file a lien against the delinquent taxpayers’ property. The Town has an ultimate right to foreclose on property for unpaid taxes. Personal property taxes cannot be secured through the lien process.

A statewide property tax limitation known as “Proposition 2 ½” limits the amount of increase in the property tax levy in any fiscal year. Generally, Proposition 2 ½ limits the total levy to an amount not greater than 2 ½% of the total assessed value of all taxable property within the Town. Secondly, the tax levy cannot increase by more than 2 ½ % of the prior year’s levy plus the taxes on property newly added to the tax rolls. Certain provisions of Proposition 2 ½ can be overridden by a referendum.

Motor vehicle excise taxes are assessed annually for every motor vehicle and trailer registered in the Commonwealth. The Registry of Motor Vehicles annually calculates the value of all registered motor vehicles for the purpose of excise assessment. The amount of motor vehicle excise tax due is calculated using a fixed rate of \$25 per \$1,000 value. Property taxes and excise receivable at June 30, 2021 consist of the following:

	Gross Amount (fund basis)	Allowance for Doubtful Accounts	Net Amount (accrual basis)
<u>Receivables:</u>			
Real estate taxes	\$ 605,396	\$ (75,000)	\$ 530,396
Personal property taxes	36,062	(31,000)	5,062
Community preservation	8,460	-	8,460
Tax liens	1,072,905	(214,600)	858,305
Deferred taxes	<u>87,686</u>	<u>(17,501)</u>	<u>70,185</u>
Total property taxes	\$ <u>1,810,509</u>	\$ <u>(338,101)</u>	1,472,408
Less current portion			<u>(543,918)</u>
Noncurrent			\$ <u>928,490</u>
Motor vehicle excise	\$ <u>290,715</u>	\$ <u>(100,700)</u>	\$ <u>190,015</u>

5. Betterments Receivable

Betterments receivable reflect an estimated allowance for doubtful accounts of \$104,800.

6. Departmental Receivables

Departmental receivables represent the following:

<u>Receivables:</u>	<u>Gross Amount (fund basis)</u>	<u>Allowance for Doubtful Accounts</u>	<u>Net Amount (accrual basis)</u>
Ambulance	\$ 152,099	\$ (45,600)	\$ 106,499
Police detail	101,445	-	101,445
Fines	250	-	250
Other departmental	<u>1,400</u>	<u>-</u>	<u>1,400</u>
Total	<u>\$ 255,194</u>	<u>\$ (45,600)</u>	<u>\$ 209,594</u>

7. Interfund Accounts

The General Fund has a receivable from the School Grants fund, reported in Due from other Funds. The interfund transaction results from short-term cash flow needs.

The Town reports interfund transfers between various funds. Most transfers result from budgetary or statutory actions, whereby funds are moved to accomplish various expenditure purposes. The following is an analysis of interfund transfers made in fiscal year 2021:

	<u>Transfers In</u>	<u>Transfers Out</u>
<u>Governmental Funds:</u>		
General fund	\$ 1,108,533	\$ 2,232,000
Major Town revolving fund	13,364	732,682
Major Capital project fund	2,232,000	62,951
Nonmajor funds:		
School revolving fund	<u>-</u>	<u>297,477</u>
Subtotal nonmajor funds	<u>-</u>	<u>297,477</u>
<u>Business-Type Funds:</u>		
Water fund	<u>-</u>	<u>28,787</u>
Grand Total	<u>\$ 3,353,897</u>	<u>\$ 3,353,897</u>

The transfers into the general fund include the \$575,000 in annual Town Ambulance Revolving Fund revenues, \$100,000 from transfer station revenues, \$221,000 from the Before-After-School Extension (BASE) program, and various other amounts from School and Town Revolving Funds to offset General Fund employee benefit expenditures.

Transfers out of General Fund represent the Town's practice of financing capital projects with General Fund revenues.

8. Capital Assets

Capital asset activity for the year ended June 30, 2021 was as follows (in thousands):

	Beginning Balance	Increases	Decreases	Ending Balance
Governmental Activities:				
Capital assets, being depreciated:				
Buildings and improvements	\$ 160,220	\$ -	\$ (2,301)	\$ 157,919
Machinery, equipment, and furnishings	6,593	325	(2,244)	4,674
Vehicles	3,825	233	(111)	3,947
Infrastructure	<u>12,501</u>	<u>-</u>	<u>-</u>	<u>12,501</u>
Total capital assets, being depreciated	183,139	558	(4,656)	179,041
Less accumulated depreciation for:				
Buildings and improvements	(65,209)	(4,242)	2,301	(67,150)
Machinery, equipment, and furnishings	(5,262)	(592)	2,234	(3,620)
Vehicles	(3,018)	(401)	111	(3,308)
Infrastructure	<u>(9,230)</u>	<u>(647)</u>	<u>-</u>	<u>(9,877)</u>
Total accumulated depreciation	<u>(82,719)</u>	<u>(5,882)</u>	<u>4,646</u>	<u>(83,955)</u>
Total capital assets, being depreciated, net	100,420	(5,324)	(10)	95,086
Capital assets, not being depreciated:				
Land	21,580	-	-	21,580
Collections	1,747	-	-	1,747
Intangible asset for permanent conservation easement	14,400	-	-	14,400
Construction in progress	<u>9,334</u>	<u>708</u>	<u>-</u>	<u>10,042</u>
Total capital assets, not being depreciated	<u>47,061</u>	<u>708</u>	<u>-</u>	<u>47,769</u>
Governmental activities capital assets, net	<u>\$ 147,481</u>	<u>\$ (4,616)</u>	<u>\$ (10)</u>	<u>\$ 142,855</u>

	Beginning Balance	Increases	Decreases	Ending Balance
Business-Type Activities:				
Capital assets, being depreciated:				
Buildings and improvements	\$ 2,702	\$ -	\$ -	\$ 2,702
Machinery, equipment, and furnishings	305	-	-	305
Vehicles	983	-	-	983
Infrastructure	<u>24,288</u>	<u>-</u>	<u>-</u>	<u>24,288</u>
Total capital assets, being depreciated	28,278	-	-	28,278
Less accumulated depreciation for:				
Buildings and improvements	(444)	(100)	-	(544)
Machinery, equipment, and furnishings	(306)	-	-	(306)
Vehicles	(823)	(47)	-	(870)
Infrastructure	<u>(7,445)</u>	<u>(607)</u>	<u>-</u>	<u>(8,052)</u>
Total accumulated depreciation	<u>(9,018)</u>	<u>(754)</u>	<u>-</u>	<u>(9,772)</u>
Total capital assets, being depreciated, net	19,260	(754)	-	18,506
Capital assets, not being depreciated:				
Construction in progress	<u>2,881</u>	<u>25</u>	<u>-</u>	<u>2,906</u>
Business-type activities capital assets, net	<u>\$ 22,141</u>	<u>\$ (729)</u>	<u>\$ -</u>	<u>\$ 21,412</u>

Depreciation expense was charged to functions of the Town as follows:

Governmental Activities:	
General government	\$ 446,345
Public safety	819,995
Education	2,965,932
Public works	1,525,979
Culture and recreation	<u>124,163</u>
Total depreciation expense - governmental activities	<u>\$ 5,882,414</u>
Business-Type Activities:	
Water	\$ 602,284
Wastewater	<u>151,534</u>
Total depreciation expense - business-type activities	<u>\$ 753,818</u>

9. Deferred Outflows of Resources

Deferred outflows of resources represent the consumption of net position by the Town that is applicable to future reporting periods. Deferred outflows of resources have a positive effect on net position, similar to assets. Deferred outflows of resources related to pensions and OPEB, in accordance with GASB Statements No. 68 and 75, are more fully discussed in the corresponding pension and OPEB notes.

10. Note Payable

The Town had the following notes outstanding at June 30, 2021:

<u>Purpose</u>	<u>Interest Rate</u>	<u>Date of Issue</u>	<u>Date of Maturity</u>	<u>Balance at 6/30/20</u>	<u>New Issues</u>	<u>Maturities</u>	<u>Balance at 6/30/21</u>
Governmental - Public Offering:							
Rivers Edge	1.72%	04/23/20	04/23/21	\$ 525,000	-	(525,000)	\$ -
Rivers Edge	0.59%	04/23/21	11/19/21	-	525,000	-	525,000
Total				<u>\$ 525,000</u>	<u>525,000</u>	<u>(525,000)</u>	<u>\$ 525,000</u>

11. Long-Term Debt

General Obligation Bonds and Loans Payable

The Town issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. The Town also has some direct borrowings with state agencies. General obligation bonds and direct borrowings currently outstanding are as follows:

<u>Governmental Activities:</u>	<u>Original Issue</u>	<u>Serial Maturities Through</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of 6/30/21</u>
2013 Municipal Purposes	\$ 3,809,000	02/01/22	2.0 - 3.0%	\$ 250,000
2014 Municipal Purposes	12,585,000	02/01/34	3.0 - 5.0%	7,585,000
2015 Municipal Purposes	5,917,000	02/01/35	3.0 - 3.25%	3,135,000
2016 Municipal Purposes	2,401,000	10/01/36	2.0 - 4.0%	1,230,000
2016 G.O. Refunding	3,339,000	07/15/27	2.0 - 5.0%	1,645,000
2017 Municipal Purposes	3,300,000	03/27/33	2.0 - 5.0%	1,970,000
2018 Municipal Purposes	3,505,000	02/01/33	3.0 - 5.0%	2,190,000
2020 Municipal Purposes	9,295,000	12/15/39	2.0 - 5.0%	13,595,000
2021 Municipal Purposes	21,088,500	11/01/40	2.0 - 5.0%	<u>21,088,500</u>
Total public offerings:				52,688,500
Title V	301,043	07/01/23	-	<u>11,948</u>
Total direct borrowings:				<u>11,948</u>
Total to be paid by the General Fund				52,700,448
2017 Mainstone Farm	7,000,000	03/27/47	2.5 - 5.0%	<u>6,450,000</u>
Total bonded debt to be paid by the CPA Fund				<u>6,450,000</u>
Grand Total				<u>\$ 59,150,448</u>

Business-Type Activities:

	Original <u>Issue</u>	Serial Maturities <u>Through</u>	Interest <u>Rate(s) %</u>	Amount Outstanding as of <u>6/30/21</u>
2012 Wastewater treatment facility	\$ 325,000	02/01/31	4.0 - 5.0%	\$ 200,000
2013 Water mains-refunding and sewer	278,000	02/01/22	2.0 - 3.0%	20,000
2014 Wastewater	200,000	02/01/34	4.0 - 5.0%	130,000
2015 Water pumping station	1,000,000	02/01/35	3.0 - 3.25%	700,000
2016 Water mains	700,000	10/01/36	2.0 - 4.0%	525,000
2016 G.O. Refunding	1,186,000	07/15/27	2.0 - 5.0%	675,000
2017 Water pumping station, mains and Old Sudbury	2,710,000	03/27/37	2.0 - 5.0%	2,135,000
2018 Water mains	670,000	06/30/33	3.0 - 5.0%	535,000
Refunding of 2008 bonds	2,815,000	06/30/28	3.0 - 5.0%	1,965,000
2020 Municipal purposes	1,680,000	12/15/39	2.0 - 5.0%	1,545,000
2021 Municipal purposes	2,591,500	11/01/40	2.0 - 5.0%	<u>2,591,500</u>
Total public offerings:				11,021,500
Water - MCWT	700,000	07/15/39	2.00%	<u>665,000</u>
Total direct borrowings:				<u>665,000</u>
Grand Total				<u>\$ 11,686,500</u>

Future Debt Service

The annual payments to retire all general obligation long-term debt outstanding as of June 30, 2021 are as follows:

Governmental Public Offering Bonds: excluding CPA

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	\$ 4,255,500	\$ 2,348,677	\$ 6,604,177
2023	4,200,000	1,752,538	5,952,538
2024	4,145,000	1,562,363	5,707,363
2025	4,120,000	1,378,962	5,498,962
2026	3,993,000	1,202,813	5,195,813
2027-2031	17,740,000	3,669,406	21,409,406
2032-2036	12,760,000	865,138	13,625,138
2037-2041	<u>1,475,000</u>	<u>68,062</u>	<u>1,543,062</u>
Total	<u>\$ 52,688,500</u>	<u>\$ 12,847,959</u>	<u>\$ 65,536,459</u>

Governmental Loans - Direct Borrowing

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	\$ 5,974	\$ 448	\$ 6,422
2023	5,974	149	6,123
Total	<u>\$ 11,948</u>	<u>\$ 597</u>	<u>\$ 12,545</u>

Governmental Bonds Public Offering Bonds: CPA

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	\$ 155,000	\$ 218,231	\$ 373,231
2023	165,000	210,481	375,481
2024	170,000	202,231	372,231
2025	180,000	193,731	373,731
2026	190,000	184,731	374,731
2027-2031	1,025,000	840,206	1,865,206
2032-2036	1,185,000	681,769	1,866,769
2037-2041	1,385,000	479,975	1,864,975
2042-2046	1,635,000	232,425	1,867,425
2047	360,000	12,600	372,600
Total	<u>\$ 6,450,000</u>	<u>\$ 3,256,380</u>	<u>\$ 9,706,380</u>

Business-Type Public Offering Bonds

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	\$ 1,049,500	\$ 479,759	\$ 1,529,259
2023	1,095,000	376,403	1,471,403
2024	1,100,000	326,078	1,426,078
2025	1,090,000	277,477	1,367,477
2026	1,107,000	228,903	1,335,903
2027-2031	3,980,000	586,215	4,566,215
2032-2036	1,330,000	142,138	1,472,138
2037-2040	270,000	10,088	280,088
Total	<u>\$ 11,021,500</u>	<u>\$ 2,427,061</u>	<u>\$ 13,448,561</u>

Business-Type Loans - Direct Borrowing

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	\$ 35,000	\$ 12,950	\$ 47,950
2023	35,000	12,250	47,250
2024	35,000	11,550	46,550
2025	35,000	10,850	45,850
2026	35,000	10,150	45,150
2027-2031	175,000	40,250	215,250
2032-2036	175,000	22,750	197,750
2037-2040	<u>140,000</u>	<u>5,600</u>	<u>145,600</u>
Total	<u>\$ 665,000</u>	<u>\$ 126,350</u>	<u>\$ 791,350</u>

Changes in General Long-Term Liabilities

During the year ended June 30, 2021, the following changes occurred in long-term liabilities (in thousands):

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Refunding</u>	<u>Reductions</u>	<u>Ending Balance</u>	<u>Less Current Portion</u>	<u>Equals Long-Term Portion</u>
<u>Governmental Activities</u>							
Public offering bonds	\$ 62,626	\$ 21,088	\$ (19,800)	\$ (4,776)	\$ 59,138	\$ (4,410)	\$ 54,728
Notes from direct borrowings	18	-	-	(6)	12	(6)	6
Unamortized debt premiums	<u>4,793</u>	<u>3,216</u>	<u>(1,036)</u>	<u>(402)</u>	<u>6,571</u>	<u>(489)</u>	<u>6,082</u>
Subtotal	67,437	24,304	(20,836)	(5,184)	65,721	(4,905)	60,816
Net pension liability	57,026	-	-	(2,555)	54,471	-	54,471
Net OPEB liability	29,642	4,376	-	-	34,018	-	34,018
Other:							
Accrued employee benefits	1,215	119	-	(123)	1,211	(303)	908
Landfill closure	<u>240</u>	<u>-</u>	<u>-</u>	<u>(10)</u>	<u>230</u>	<u>(10)</u>	<u>220</u>
Totals	<u>\$ 155,560</u>	<u>\$ 28,799</u>	<u>\$ (20,836)</u>	<u>\$ (7,872)</u>	<u>\$ 155,651</u>	<u>\$ (5,218)</u>	<u>\$ 150,433</u>

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Refunding</u>	<u>Reductions</u>	<u>Ending Balance</u>	<u>Less Current Portion</u>	<u>Equals Long-Term Portion</u>
<u>Business-Type Activities</u>							
Public offering bonds	\$ 12,754	\$ 2,592	\$ (3,125)	\$ (1,199)	\$ 11,022	\$ (1,050)	\$ 9,972
Notes from direct borrowings	743	-	-	(78)	665	(35)	630
Unamortized debt premiums	<u>424</u>	<u>550</u>	<u>-</u>	<u>(35)</u>	<u>939</u>	<u>(62)</u>	<u>877</u>
Subtotal	13,921	3,142	(3,125)	(1,312)	12,626	(1,147)	11,479
Net pension liability	2,165	-	-	(219)	1,946	-	1,946
Net OPEB liability	235	22	-	-	257	-	257
Other:							
Accrued employee benefits	<u>51</u>	<u>9</u>	<u>-</u>	<u>-</u>	<u>60</u>	<u>(8)</u>	<u>52</u>
Totals	<u>\$ 16,372</u>	<u>\$ 3,173</u>	<u>\$ (3,125)</u>	<u>\$ (1,531)</u>	<u>\$ 14,889</u>	<u>\$ (1,155)</u>	<u>\$ 13,734</u>

Long-Term Debt Supporting Governmental and Business-Type Activities

General obligation bonds issued by the Town for various municipal projects are approved by Town Meeting and repaid with revenues recorded in the general fund and user fees recorded in enterprise funds. All other long-term debt is repaid from the funds that the cost relates to, primarily the general fund and enterprise funds. The Town's general fund and enterprise funds liquidate pension liabilities. General fund, enterprise funds, and applicable special revenue funds liquidate OPEB liabilities. Compensated absences are repaid from the funds that the costs relate to, either the general fund or the water fund.

Current Year Refunding

On November 10, 2020, the Town issued general obligation bonds in the amount of \$19,110,600 with a variable interest rate ranging from 2.00 - 5.00% to refund \$22,925,000 of term bonds with an interest rate ranging from 2.25 – 5.00%. The net proceeds on this refunding were \$23,432,925. As a result of the refunding, the Town reduced its total debt service requirement by \$6,028,164 with a net present value savings of \$5,358,848 (economic gain).

Prior Year Refunding

In fiscal year 2018, the Town defeased a bond issue by creating a separate irrevocable trust fund. The proceeds from the new issuance of the general obligation bonds were used to purchase U.S. government securities, and those securities were deposited in an irrevocable trust with an escrow agent to provide debt service payments until the refunded bonds mature in fiscal year 2028. For financial reporting purposes, the debt has been considered defeased and therefore removed as a liability from Town's balance sheet. As of June 30, 2021, the amount of defeased debt outstanding but removed was \$2,100,000.

12. Landfill Monitoring and Postclosure Care Costs

The Town's municipal solid waste landfill is closed. The Town worked with the State Regulatory Agency (DEP) to cap the landfill. State and Federal laws and regulations require the Town to place a final cover on its landfill site after it stopped accepting waste and to perform certain maintenance and monitoring functions at the site for thirty years after closure. On February 1, 2011, the Town borrowed \$850,000 and most of the proceeds were used in fiscal year 2012 for capping costs, with the balance substantially used up by fiscal year 2014, when the Town completed the capping of the landfill.

The landfill liability reported at June 30, 2021 is based on estimated costs to be incurred after fiscal year 2021 for annual landfill postclosure monitoring and care costs. Actual cost may be higher due to inflation, changes in technology, or changes in regulations.

13. Deferred Inflows of Resources

Deferred inflows of resources are the acquisition of net position by the Town that are applicable to future reporting periods. Deferred inflows of resources have a negative effect on net position, similar to liabilities. The Town reports deferred inflows of resources attributable to pension and OPEB on the statement of net position and unavailable revenues arising from the current financial resources measurement focus and the modified accrual basis of accounting in governmental funds.

Deferred inflows of resources related to pension and OPEB will offset pension and OPEB expense in future years and is more fully described in the corresponding pension and OPEB notes.

The balance of the General Fund *unavailable revenues* account is equal to the total of all June 30, 2021 receivable balances, except real and personal property taxes that were collected within 60 days of year end. Other governmental funds report *unavailable revenue* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period.

14. Governmental Fund Balances

The following is a breakdown of the Town's governmental fund balances at June 30, 2021:

	General Fund	Community Preservation Fund	Town Revolving Fund	Capital Project Fund	Nonmajor Governmental Funds	Total Governmental Funds
Nonspendable:						
Nonexpendable permanent funds:						
Perpetual care	\$ -	\$ -	\$ -	\$ -	\$ 1,048,757	\$ 1,048,757
Gossels academic excellence	-	-	-	-	260,622	260,622
Other nonexpendable	-	-	-	-	111,348	111,348
Total Nonexpendable	-	-	-	-	1,420,727	1,420,727
Restricted:						
Bond premium for debt service	10,814	-	-	-	-	10,814
Community preservation:						
Acquisition and preservation of historic buildings and landscapes	-	1,140,872	-	-	-	1,140,872
Acquisition and preservation of open space	-	788,500	-	-	-	788,500
Recreation	-	645,981	-	-	-	645,981
Creation and support of affordable housing	-	46,574	-	-	-	46,574
Community preservation administration	-	35,348	-	-	-	35,348
Other community preservation funds	-	1,072,629	-	-	-	1,072,629
Town special revenue accounts:						
Residential dwelling	-	-	951,745	-	-	951,745
Ambulance	-	-	439,295	-	-	439,295
Recreation revolving	-	-	597,503	-	-	597,503
Recreation athletic fields	-	-	391,235	-	-	391,235
Bike trail	-	-	249,007	-	-	249,007
Insurance reimbursement	-	-	218,332	-	-	218,332
Other town grants and revolving accounts	-	-	1,998,550	-	-	1,998,550
School special revenue accounts:						
Circuit breaker	-	-	-	-	610,340	610,340
Transportation	-	-	-	-	183,054	183,054
School lunch	-	-	-	-	114,452	114,452
Other school grants and revolving accounts	-	-	-	-	704,525	704,525
Capital projects:						
Loker School roof	-	-	-	2,974,004	-	2,974,004
Fire station	-	-	-	1,732,499	-	1,732,499
Town building HVAC	-	-	-	1,565,000	-	1,565,000
Other capital project funds	-	-	-	3,172,409	-	3,172,409
Expendable permanent funds	-	-	-	-	3,667,621	3,667,621
Total Restricted	10,814	3,729,904	4,845,667	9,443,912	5,279,992	23,310,289
Committed:						
Fiscal year 2021 capital projects	2,171,500	-	-	-	-	2,171,500
Capital projects:						
Road construction	-	-	-	868,605	-	868,605
COA study	-	-	-	470,000	-	470,000
Interior renovations	-	-	-	350,056	-	350,056
DW core network	-	-	-	215,000	-	215,000
Other	-	-	-	2,784,008	-	2,784,008
Total Committed	2,171,500	-	-	4,687,669	-	6,859,169

(continued)

(continued)

	General Fund	Community Preservation Fund	Town Revolving Fund	Capital Project Fund	Nonmajor Governmental Funds	Total Governmental Funds
Assigned:						
Encumbered for:						
General government	302,148	-	-	-	-	302,148
Public safety	40,829	-	-	-	-	40,829
Education	512,368	-	-	-	-	512,368
Public works	74,268	-	-	-	-	74,268
Health and human services	9,643	-	-	-	-	9,643
Culture and recreation	41,800	-	-	-	-	41,800
Other	41,727	-	-	-	-	41,727
Total Assigned	1,022,783	-	-	-	-	1,022,783
Unassigned:						
General fund	10,657,834	-	-	-	-	10,657,834
Stabilization*	4,394,061	-	-	-	-	4,394,061
Town revolving	-	-	(1,147,004)	-	-	(1,147,004)
Capital projects	-	-	-	(911,140)	-	(911,140)
Other nonmajor	-	-	-	-	(90,308)	(90,308)
Total Unassigned	15,051,895	-	(1,147,004)	(911,140)	(90,308)	12,903,443
Total Fund Balance	\$ 18,256,992	\$ 3,729,904	\$ 3,698,663	\$ 13,220,441	\$ 6,610,411	\$ 45,516,411

* Established by Massachusetts General Law Chapter 40, Section 5B.

15. Retirement System

The Town follows the provisions of GASB Statement No. 68, *Accounting and Financial Reporting for Pensions – an amendment of GASB Statement No. 27*, with respect to the employees' retirement funds.

Plan Description

Substantially all employees of the Town (except teachers and administrators under contract employed by the School Department) are members of the Middlesex County Contributory Retirement System (the System), a cost-sharing, multiple-employer public employee retirement system (PERS). Eligible employees must participate in the System. The pension plan provides pension benefits, deferred allowances, and death and disability benefits. Chapter 32 of the Massachusetts General Laws establishes the authority of the System, contribution percentages and benefits paid. The System Retirement Board does not have the authority to amend benefit provisions. Additional information is disclosed in the System's annual financial reports publicly available from the System located at 25 Linnell Circle, Billerica, Massachusetts 01865. Reports are also available on the System's website at www.middlesexretirement.org.

Participant Contributions

Participants contribute a set percentage of their gross regular compensation annually. Employee contribution percentages are specified in Chapter 32 of the Massachusetts General Laws. The employee's individual contribution percentage are as follows:

<u>Membership Date</u>	<u>% of Compensation</u>
Prior to 1975	5% of regular compensation
1975 to 1983	7% of regular compensation
1984 to 6/30/1996	8% of regular compensation
7/1/1996 to present	9% of regular compensation
1979 to present	An additional 2% of regular compensation in excess of \$30,000

For those members entering a Massachusetts System on or after April 2, 2012 in Group 1, the contribution rate will be reduced to 6% when at least 30 years of creditable service has been attained.

Participant Retirement Benefits

A retirement allowance consists of two parts: an annuity and a pension. A member's accumulated total deductions and a portion of the interest they generate constitute the annuity. The difference between the total retirement allowance and the annuity is the pension. The average retirement benefit is approximately 80-85% pension and 15-20% annuity.

The System provides for retirement allowance benefits up to a maximum of 80% of a member's highest 3-year average annual rate of regular compensation for those hired prior to April 2, 2012 and the highest 5-year average annual rate of regular compensation for those first becoming members of the Massachusetts System on or after that date. However, per Chapter 176 of the Acts of 2011, for members who retire on or after April 2, 2012, if in the 5 years of creditable service immediately preceding retirement, the difference in the annual rate of regular compensation between any 2 consecutive years exceeds 100%, the normal yearly amount of the retirement allowance shall be based on the average annual rate of regular compensation received by the member during the period of 5 consecutive years preceding retirement. Benefit payments are based upon a member's age, length of creditable service, level of compensation, and group classification.

There are three classes of membership in the Middlesex County Retirement System:

- Group 1 – General employees, including clerical, administrative, technical, and all other employees not otherwise classified.
- Group 2 – Certain specified hazardous duty positions.
- Group 4 – Police officers, firefighters, and other specified hazardous positions.

A retirement allowance may be received at any age, upon attaining 20 years of service. The plan also provides for retirement at age 55 if the participant was a member prior to January 1, 1978, with no minimum vesting requirements. If the participant was a member on or after January 1, 1978 and a member of Groups 1 or 2, then a retirement allowance may be received if the participant (1) has at least 10 years of creditable service, (2) is age 55, (3) voluntarily left Town employment on or after that date, and (4) left accumulated annuity deductions in the fund. Members of Group 4 have no minimum vesting requirements, however, must be at least age 55. Groups 2 and 4 require that participants perform the duties of the Group position for at least 12 months immediately prior to retirement.

A participant who became a member on or after April 2, 2012 is eligible for a retirement allowance upon 10 years creditable service and reaching ages 60 or 55 for Groups 1 and 2, respectively. Participants in Group 4 must be at least age 55. Groups 2 and 4 require that participants perform the duties of the Group position for at least 12 months immediately prior to retirement.

Methods of Payment

A member may elect to receive his or her retirement allowance in one of three forms of payment as follows:

- Option A – Total annual allowance, payable in monthly installments, commencing at retirement and terminating at the member's death.
- Option B – A reduced annual allowance, payable in monthly installments, commencing at retirement and terminating at the death of the member, provided however, that if the total amount of the annuity portion received by the member is less than the amount of his or her accumulated deductions, including interest, the difference or balance of his accumulated deductions will be paid in a lump sum to the retiree's beneficiary or beneficiaries of choice.

- Option C – A reduced annual allowance, payable in monthly installments, commencing at retirement. At the death of the retired employee, 2/3 of the allowance is payable to the member’s designated beneficiary (who may be the spouse, or former spouse who has not remarried, child, parent, sister, or brother of the employee) for the life of the beneficiary. For members who retired on or after January 12, 1988, if the beneficiary pre-deceases the retiree, the benefit payable increases (or “pops up” to Option A) based on the factor used to determine the Option C benefit at retirement. For members who retired prior to January 12, 1988, if the System has accepted Section 288 of Chapter 194 of the Acts of 1998 and the beneficiary pre-deceases the retiree, the benefit payable “pops up” to Option A in the same fashion. The Option C became available to accidental disability retirees on November 7, 1996.

Participant Refunds

Employees who resign from service and who are not eligible to receive a retirement allowance are entitled to request a refund of their accumulated total deductions. Members voluntarily withdrawing with at least 10 years of service or involuntarily withdrawing, receive 100% of the regular interest that has accrued on those accumulated total deductions. Members voluntarily withdrawing with less than 10 years of service get credited interest each year at a rate of 3%.

Employer Contributions

Employers are required to contribute at actuarially determined rates as accepted by the Public Employee Retirement Administration Commission (PERAC).

The actuarially determined contribution for the year ended June 30, 2021 was \$5,182,543. The Town’s contribution to the System was \$5,182,237 and was made in July 2020.

Summary of Significant Accounting Policies

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the System and additions to/deductions from System’s fiduciary net position have been determined on the same basis as they are reported by System. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with benefit terms. Investments are reported at fair value.

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred (Inflows) of Resources Related to Pensions

At June 30, 2021, the Town reported a liability for its proportionate share of the net pension liability of \$56,416,777. The net pension liability was measured as of December 31, 2020, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of that date. The Town's proportion of the net pension liability (NPL) was based on a projection of the Town's long-term share of contributions to the pension plan relative to the projected contributions of all participating employers, actuarially determined. At December 31, 2020, the Town's proportion was 3.68%. For the year ended June 30, 2021, the Town recognized a pension expense of \$5,397,703.

No contributions were made between January 1, 2021 to June 30, 2021. The Town reported deferred outflows of resources and deferred (inflows) of resources related to pension from the following sources:

	Deferred Outflows of <u>Resources</u>	Deferred (Inflows) of <u>Resources</u>
Net difference between projected and actual investment earnings on pension plan investments	\$ -	\$ (3,198,185)
Difference between expected and actual experience	1,031,842	(66,763)
Change in assumptions	2,153,638	-
Changes in proportion	<u>117,080</u>	<u>(1,224,644)</u>
Total	<u>\$ 3,302,560</u>	<u>\$ (4,489,592)</u>

Amounts reported as deferred outflows (inflows) of resources related to pensions will be recognized in pension expense as follows:

Year ended June 30:	Net Deferred Outflows/(Inflows) <u>of Resources</u>
2022	\$ (135,015)
2023	272,812
2024	(777,235)
2025	<u>(547,594)</u>
Total	<u>\$ (1,187,032)</u>

Actuarial Assumptions

The total pension liability in the Middlesex County Retirement System actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation	2.10%
Wage Inflation	3.25%
Projected salary increases	Varies by length of service with ultimate rates of 4.00% for Group 1, 4.25% for Group 2, and 4.50% for Group 4
Discount rate/investment rate of return	7.30%, net of pension plan investment expense, including inflation
Cost of living adjustments	3.00% of first \$16,000 of retirement income

Mortality rates were based on the following:

- Pre-retirement – The RP-2014 Blue Collar Employee Mortality Table projected generationally with Scale MP-2017.
- Healthy participants – The RP-2014 Blue Collar Healthy Annuitant Mortality Table projected generationally with Scale MP-2017.
- Disabled retirees – The RP-2014 Blue Collar Healthy Annuitant Mortality Table set forward one year and projected generationally with Scale MP-2017.

Significant assumptions are reevaluated as follows:

- Investment rate of return and inflation – annually
- Projected salary increases – biennially
- Mortality rates – to the extent the new mortality tables are available, but the numbers of expected death, terminations, disabilities, and retirements are compared to the actual numbers biennially.

Target Allocations

The long-term expected rate of return on pension plan investments was selected from a best estimate range determined using the building block approach. Under this method, an expected future real return range (expected returns, net of pension plan investment expense and inflation) is calculated separately for each asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return net of investment expenses by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of arithmetic real rates of return for each major class are summarized in the following table:

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Long-term Expected Real Rate of Return</u>
Domestic equity	22.00%	6.28%
International developed markets equity	12.00%	7.00%
International emerging markets equity	5.00%	8.82%
Core fixed income	15.00%	0.38%
High-yield fixed income	8.00%	2.97%
Real estate	10.00%	3.50%
Timber	4.00%	3.45%
Hedge funds, GTAA, risk parity	10.00%	2.35%
Private equity	<u>14.00%</u>	10.11%
Total	<u>100.00%</u>	

Discount Rate

The discount rate used to measure the total pension liability was 7.30%. The projection of cash flows used to determine the discount rate assumed that the plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the actuarially determined contribution rates. For this purpose, only employer contributions that are intended to fund benefits for current plan members and their beneficiaries are included. Projected employer contributions that are intended to fund the service costs for future plan members and their beneficiaries, as well as projected contributions from future plan members, are not included. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments to current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Sensitivity of the Proportionate Share of the Net Pension Liability to Changes in the Discount Rate

The following presents the Town's proportionate share of the net pension liability calculated using the current discount rate, as well as what the Town's proportionate share of the net pension liability would be if it were calculated using a discount rate that is one percentage-point lower and one percentage-point higher than the current rate:

<u>For the Year Ended</u>	<u>1% Decrease</u>	<u>Current Discount Rate</u>	<u>1% Increase</u>
June 30, 2021	\$ 70,301,380	\$ 56,416,777	\$ 44,735,393

Pension Plan Fiduciary Net Position

Detailed information about the pension plan's fiduciary net position is available in the separately issued System financial report.

16. Massachusetts Teachers' Retirement System (MTRS)

Plan Description

The Massachusetts Teachers' Retirement System (MTRS) is a public employee retirement system (PERS) that administers a cost-sharing multi-employer defined benefit plan, as defined in Governmental Accounting Standards Board (GASB) Statement No. 67, *Financial Reporting for Pension Plans*. MTRS is managed by the Commonwealth on behalf of municipal teachers and municipal teacher retirees. The Commonwealth is a nonemployer contributor and is responsible for all contributions and future benefit requirements of the MTRS. The MTRS covers certified teachers in cities (except Boston), towns, regional school districts, charter schools, educational collaboratives, and Quincy College. The MTRS is part of the Commonwealth's reporting entity and does not issue a stand-alone audited financial report.

Management of MTRS is vested in the Massachusetts Teachers' Retirement Board (MTRB), which consists of seven members—two elected by the MTRS members, one who is chosen by the six other MTRB members, the State Treasurer (or their designee), the State Auditor (or their designee), a member appointed by the Governor, and the Commissioner of Education (or their designee), who serves ex-officio as the Chairman of the MTRB.

Benefits Provided

MTRS provides retirement, disability, survivor, and death benefits to members and their beneficiaries. Massachusetts General Laws (MGL) establishes uniform benefit and contribution requirements for all contributory PERS. These requirements provide for superannuation retirement allowance benefits up to a maximum of 80% of a member's highest 3-year average annual rate of regular compensation. For employees hired after April 1, 2012, retirement allowances are calculated on the basis of the last 5 years or any 5 consecutive years, whichever is greater in terms of compensation. Benefit payments are based upon a member's age, length of creditable service, and group creditable service, and group classification. The authority for amending these provisions rests with the Legislature.

Members become vested after 10 years of creditable service. A superannuation retirement allowance may be received upon the completion of 20 years of creditable service or upon reaching the age of 55 with 10 years of service. Normal retirement for most employees occurs at age 65. Most employees who joined the system after April 1, 2012 cannot retire prior to age 60.

The MTRS' funding policies have been established by Chapter 32 of the MGL. The Legislature has the authority to amend these policies. The annuity portion of the MTRS

retirement allowance is funded by employees, who contribute a percentage of their regular compensation. Costs of administering the plan are funded out of plan assets.

Contributions

Member contributions for MTRS vary depending on the most recent date of membership:

<u>Membership Date</u>	<u>% of Compensation</u>
Prior to 1975	5% of regular compensation
1975 to 1983	7% of regular compensation
1984 to 6/30/1996	8% of regular compensation
7/1/1996 to present	9% of regular compensation
7/1/2001 to present	11% of regular compensation (for teachers hired after 7/1/01 and those accepting provisions of Chapter 114 of the Acts of 2000)
1979 to present	An additional 2% of regular compensation in excess of \$30,000

Actuarial Assumptions

The total pension liability for the June 30, 2020 measurement date was determined by an actuarial valuation as of January 1, 2019 rolled forward to June 30, 2020. This valuation used the following assumptions:

- (a) 7.15% investment rate of return, (b) 3.50% interest rate credited to the annuity savings fund and (c) 3.00% cost of living increase on the first \$13,000 per year.
- Salary increases are based on analyses of past experience but range from 4.00% to 7.50% depending on length of service.
- Experience study is dated July 21, 2014 and encompasses the period January 1, 2006 to December 31, 2011.
- Mortality rates were as follows:
 - Pre-retirement – reflects Pub-2010 Teachers Employees mortality table (headcount weighted) projected generationally with Scale MP-2018 (gender distinct).
 - Post-retirement – reflects Pub-2010 Teachers Retirees mortality table (headcount weighted) projected generationally with Scale MP-2018 (gender distinct).
 - Disability – assumed to be in accordance with the Pub-2010 Teachers Retirees mortality table (headcount weighted) projected generationally with Scale MP-2018 (gender distinct).
- Inflation – not explicitly stated

Target Allocations

Investment assets of the MTRS are with the Pension Reserves Investment Trust (PRIT) Fund. The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future rates of return are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future rates of return by the target asset allocation percentage. Best estimates of geometric rates of return for each major asset class included in the PRIT Fund's target asset allocation as of June 30, 2020 are summarized in the following table:

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Long-Term Expected Real Rate of Return</u>
Global equity	39.00%	4.80%
Core fixed income	15.00%	0.70%
Private equity	13.00%	8.20%
Portfolio Completion Strategies	11.00%	3.20%
Real estate	10.00%	3.50%
Value added fixed income	8.00%	4.20%
Timber/natural resources	4.00%	4.10%
Total	<u>100.00%</u>	

Discount Rate

The discount rate used to measure the total pension liability was 7.15%. The projection of cash flows used to determine the discount rate assumed that plan member contributions will be made at the current contribution rates and the Commonwealth's contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rates. Based on those assumptions, the net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Sensitivity Analysis

The following illustrates the sensitivity of the collective net pension liability to changes in the discount rate as of June 30, 2021. In particular, the table presents the MTRS collective net pension liability assuming it was calculated using a single discount rate that is one-percentage-point lower or one-percentage-point higher than the current discount rate (amounts in thousands):

<u>1% Decrease</u>	<u>Current Discount Rate</u>	<u>1% Increase</u>
\$ 35,411,955	\$ 28,544,844	\$ 22,908,510

Special Funding Situation

The Commonwealth is a nonemployer contributor and is required by statute to make all actuarial determined employer contributions on behalf of the member employers. Therefore, these employers are considered to be in a special funding situation as defined by GASB Statement No. 68, *Accounting and Financial Reporting for Pensions (GASB 68)* and the Commonwealth is a nonemployer contributing entity in MTRS. Since the employers do not contribute directly to MTRS, there is no net pension liability to recognize for each employer.

Town Proportions

In fiscal year 2020 (the most recent measurement period), the Town's proportionate share of the MTRS' collective net pension liability was approximately \$106,808,852 based on a proportionate share of 0.374%. As required by GASB 68, the Town has recognized its portion of the Commonwealth's contribution of approximately \$5,812,622 as both a revenue and expenditure in the general fund, and its portion of the collective pension expense of approximately \$13,192,423 as both a revenue and expense in the governmental activities.

17. Other Post-Employment Benefits (GASB 74 and 75)

GASB Statement No. 74, *Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans (OPEB)*, replaces the requirements of *Statement No. 43, Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans*. This applies if a trust fund has been established to fund future OPEB costs. On November 17, 2010, the Town established an OPEB Trust Fund to provide funding for future employee health care costs.

The OPEB Fund issues separate stand-alone financial statements. See full GASB 74 disclosures as of June 30, 2021 in the stand-alone financial statements. The report can be requested from the Finance Director, Town of Wayland, 41 Cochituate Road, Wayland, Massachusetts 01778.

GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*, replaces the requirements of *Statement No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*. The Statement establishes standards for recognizing and measuring liabilities, deferred outflows of resources, deferred inflows of resources, and expense/expenditures. This Statement identifies the methods and assumptions that are required to be used to project benefit payments, discounted projected benefit payments to their actuarial present value, and attribute that present value to periods of employee service.

All the following OPEB disclosures are based on a measurement date of June 30, 2021 with a valuation date of July 1, 2020.

General Information about the OPEB Plan

Plan Description

The Town provides post-employment healthcare benefits for retired employees through the Town's plan. The Town provides health insurance coverage through West Suburban Health Group. The benefits, benefit levels, employee contributions, and employer contributions are governed by Chapter 32B of the Massachusetts General Laws. The OPEB Plan is a single employer defined benefit plan.

Benefits Provided

The Town provides medical and prescription drug insurance to retirees and their covered dependents. All active employees who retire from the Town and meet the eligibility criteria will receive these benefits.

Contributions

Employee contributions are governed by the respective collective bargaining agreements. Town contributes the remaining premium costs and advanced contribution to the OPEB Trust. Town's contributions are based on actuarially determined amounts, which include service cost and amortization of unfunded liability.

Plan Membership

At July 1, 2020, the following employees were covered by the benefit terms:

Retirees, disabled, and dependent beneficiaries currently receiving benefit payments	515
Active employees	<u>680</u>
Total	<u><u>1,195</u></u>

Actuarial Assumptions and Other Inputs

The net OPEB liability was determined by an actuarial valuation as of July 1, 2020, using the following actuarial assumptions, applied to all periods included in the measurement, unless otherwise specified:

Inflation	2.50%
Salary increases	3.00%
Investment rate of return	6.77%, net of OPEB plan investment expense, including inflation
Discount rate	6.75%, net of OPEB plan investment expense, including inflation
Municipal bond rate	2.18%
Discount rate	6.75%
Healthcare cost trend rates	4.50 - 5.00%
Retirees' share of benefit-related costs	26 - 50 %
Participation rate	80% of eligible employees

Mortality rates were based on:

- Pre-retirement – reflects RP-2014 Mortality Table for Blue Collar Employees projected generationally with scale MP-2016 for males and females, set forward 1 year for females.
- Post-retirement – reflects RP-2014 Mortality Table for Blue Collar Healthy Annuitants projected generationally with scale MP-2016 for males and females, set forward 1 year for females.
- Disability – reflects RP-2014 Mortality Table for Blue Collar Healthy Annuitants projected generationally with scale MP-2016 for males and females, set forward 1 year.

The actuarial assumptions used in the valuation were based on the results an actuarial experience analysis issued in 2014 and a recent analysis of retiree mortality during 2015 and 2016.

Target Allocations

The long-term expected rate of return on OPEB plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage, netting with investment expense and by adding expected inflation. Best estimates of arithmetic real rates of return for each major asset class included in the target asset allocation as of June 30, 2021 are summarized in the following table.

<u>Asset Class</u>	<u>Target Asset Allocation</u>	<u>Long-term Expected Real Rate of Return</u>
Domestic Equity - Large Cap	14.50%	4.90%
Domestic Equity - Small/Mid Cap	3.50%	5.40%
International Equity - Developed Market	16.00%	5.32%
International Equity-Emerging Market	6.00%	6.26%
Domestic Fixed Income	20.00%	1.40%
International Fixed Income	3.00%	1.30%
Alternatives	23.00%	6.32%
Real estate	<u>14.00%</u>	6.25%
Total	<u><u>100.00%</u></u>	

Discount Rate

The discount rate used to measure the net OPEB liability was 6.75%.

The projection of cash flows assumed that contributions will be made in accordance with the Town's funding policy, that the Town is expected to contribute \$550,000 in Fiscal 2021 and per year thereafter. Based on these assumptions, the OPEB Plan's fiduciary net position is projected to be sufficient to make all projected benefit payments to current plan members. Therefore, the long-term expected rate of return of the OPEB Plan assets was applied to all projected future benefit payments.

Net OPEB Liability

The components of the net OPEB liability, measured as of June 30, 2021, were as follows:

Total OPEB liability	\$ 59,283,923
Plan fiduciary net position	<u>25,009,641</u>
Net OPEB liability	<u>\$ 34,274,282</u>

Plan fiduciary net position has been determined on the same basis used by the OPEB Plan. For this purpose, the Plan recognizes benefit payments when due and payable in accordance with benefit terms. Investments are reported at fair value.

Changes in the Net OPEB Liability

The following summarizes the changes in the net OPEB liability for the year ending June 30, 2021:

	Increase (Decrease)		
	Total OPEB Liability (a)	Plan Fiduciary Net Position (b)	Net OPEB Liability (a) - (b)
Balances, beginning of year	\$ 48,990,592	\$ 19,112,931	\$ 29,877,661
Changes for the year:			
Service cost	1,238,546	-	1,238,546
Interest	3,421,574	-	3,421,574
Change in experience	(288,614)	-	(288,614)
Change in assumptions	8,667,291	-	8,667,291
Contributions - employer		3,003,870	(3,003,870)
Net investment income	-	5,638,306	(5,638,306)
Benefit payments	<u>(2,745,466)</u>	<u>(2,745,466)</u>	<u>-</u>
Net Changes	<u>10,293,331</u>	<u>5,896,710</u>	<u>4,396,621</u>
Balances, end of year	<u>\$ 59,283,923</u>	<u>\$ 25,009,641</u>	<u>\$ 34,274,282</u>

Sensitivity of the Net OPEB Liability to Changes in the Discount Rate

The following presents the net OPEB liability, as well as what the net OPEB liability would be if it were calculated using a discount rate that is one percentage-point lower or one percentage-point higher than the current discount rate:

<u>1% Decrease</u>	<u>Current Discount Rate</u>	<u>1% Increase</u>
\$ 41,016,538	\$ 34,274,282	\$ 27,728,041

Sensitivity of the Net OPEB Liability to Changes in the Healthcare Cost Trend Rates

The following presents the net OPEB liability, as well as what the net OPEB liability would be if it were calculated using healthcare cost trend rates that are one percentage-point lower or one percentage-point higher than the current healthcare cost trend rates:

<u>1% Decrease</u>	<u>Current Healthcare Cost Trend Rates</u>	<u>1% Increase</u>
\$ 27,067,470	\$ 34,274,282	\$ 43,132,164

OPEB Expense and Deferred Outflows of Resources and Deferred (Inflows) of Resources Related to OPEB

For the year ended June 30, 2021, the Town recognized an OPEB expense of \$4,090,011. As of June 30, 2021, the Town reported deferred outflows and (inflows) of resources related to OPEB from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred (Inflows) of Resources</u>
Difference between actual and expected experience	\$ 1,521,636	\$ (326,891)
Change of assumptions	7,284,948	(1,059,174)
Net difference between projected and actual OPEB investment earnings	<u>-</u>	<u>(2,943,745)</u>
Total	\$ <u>8,806,584</u>	\$ <u>(4,329,810)</u>

Deferred outflows and (inflows) of resources related to OPEB will be recognized in OPEB expense as follows:

<u>Year Ended June 30:</u>	
2022	\$ 732,440
2023	859,858
2024	731,063
2025	456,301
2026	1,336,313
Thereafter	<u>360,799</u>
Total	\$ <u><u>4,476,774</u></u>

18. Change in Accounting Principle

During fiscal year 2021, the Town adopted Governmental Accounting Standards Board (GASB) Statement No. 84, *Fiduciary Activities*. This required moving certain items previously recorded through an agency fund to the newly established custodial fund that reports additions and deductions for these activities.

19. Commitments and Contingencies

COVID-19

The COVID-19 outbreak in the United States (and across the globe) has resulted in economic uncertainties. The extent of the impact of COVID-19 on our operational and financial performance will depend on certain developments, including the duration and spread of the outbreak, impact on individuals served by the Town, employees, and vendors, all of which are uncertain and cannot be predicted. At this point, the extent to which COVID-19 may impact our financial condition or results of operations is uncertain.

Outstanding Legal Issues

On an ongoing basis, there are typically pending legal issues in which the Town is involved. The Town’s management is of the opinion that the potential future settlement of these issues would not materially affect its financial statements taken as a whole.

Abatements

There are several cases pending before the Appellate Tax Board in regard to alleged discrepancies in property assessments. The Town reports an estimated liability for the probable outcome of these cases.

Grants

Amounts received or receivable from grantor agencies are subject to audit and adjustment by grantor agencies, principally the federal government. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable funds. The amount of expenditures which may be disallowed by the grantor cannot be determined at this time, although the Town expects such amounts, if any, to be immaterial.

Encumbrances

At year-end, the Town’s general fund has \$1,022,783 in encumbrances that will be honored in the next fiscal year.

20. Subsequent Events

Management has evaluated subsequent events through April 29, 2022, which is the date the financial statements were available to be issued.

Debt

Subsequent to June 30, 2021, the Town has incurred the following additional debt:

	<u>Amount</u>	<u>Interest Rate</u>	<u>Date of Issue</u>	<u>Date of Maturity</u>
Bond Anticipation Note	\$ 465,000	0.67%	11/19/21	11/18/22

21. New Pronouncements

GASB has issued Statement No. 87, Leases, effective for the Town beginning with its fiscal year ending June 30, 2022. This statement establishes new reporting and disclosure requirements for leases in the financial statements. Management is currently evaluating the impact of implementing this pronouncement.

REQUIRED SUPPLEMENTARY INFORMATION

TOWN OF WAYLAND, MASSACHUSETTS

Required Supplementary Information
 General Fund
 Schedule of Revenues, Expenditures, and Other Financing Sources/(Uses) -
 Budget and Actual
 For the Year Ended June 30, 2021

	<u>Budgeted Amounts</u>			Variance with
	Original <u>Budget</u>	Final <u>Budget</u>	Actual <u>Amounts</u>	Final Budget Positive <u>(Negative)</u>
Revenues				
Property taxes	\$ 74,069,812	\$ 74,069,812	\$ 73,811,212	\$ (258,600)
Abatements	(137,379)	(137,379)	-	137,379
Intergovernmental	6,385,669	6,385,669	6,372,247	(13,422)
Motor vehicle & other excise tax	3,156,596	3,156,596	2,977,414	(179,182)
Penalties & interest	272,000	272,000	153,584	(118,416)
In-lieu payments	40,000	40,000	43,476	3,476
Departmental fees & charges	609,000	609,000	434,955	(174,045)
Licenses & permits	790,000	790,000	1,770,951	980,951
Special assessments	7,000	7,000	7,343	343
Fines & forfeitures	45,000	45,000	3,266	(41,734)
Investment income	175,000	175,000	136,138	(38,862)
Other	<u>5,404</u>	<u>5,404</u>	<u>-</u>	<u>(5,404)</u>
Total Revenues	<u>85,418,102</u>	<u>85,418,102</u>	<u>85,710,586</u>	<u>292,484</u>
Expenditures				
General government	5,460,290	5,550,176	4,909,802	640,374
Public safety	7,414,894	7,421,170	6,918,900	502,270
Education	43,359,145	43,491,145	43,453,056	38,089
Vocational education	333,000	363,000	360,163	2,837
Public works	3,581,190	3,682,624	3,410,574	272,050
Health & human services	1,610,629	1,624,020	1,450,280	173,740
Culture & recreation	1,423,324	1,428,546	1,372,487	56,059
State & county assessments	117,517	117,517	116,317	1,200
Debt service	6,874,864	6,884,164	6,883,150	1,014
Pension	5,182,237	5,182,237	5,182,237	-
OPEB	250,000	250,000	250,000	-
Unclassified	<u>10,909,552</u>	<u>10,522,043</u>	<u>10,204,585</u>	<u>317,458</u>
Total Expenditures	<u>86,516,642</u>	<u>86,516,642</u>	<u>84,511,551</u>	<u>2,005,091</u>
Excess (deficiency) of revenues over expenditures	(1,098,540)	(1,098,540)	1,199,035	2,297,575
Other Financing Sources (Uses)				
Use of free cash for capital	1,931,000	1,931,000	-	(1,931,000)
Use of bond premium	70,437	70,437	-	(70,437)
Transfers from other funds	1,329,103	1,329,103	1,457,902	128,799
Transfers to other funds	<u>(2,232,000)</u>	<u>(2,232,000)</u>	<u>(2,232,000)</u>	<u>-</u>
Total Other Financing Sources(Uses)	<u>1,098,540</u>	<u>1,098,540</u>	<u>(774,098)</u>	<u>(1,872,638)</u>
Excess (deficiency) of revenues and other sources over expenditures and other uses	\$ <u>-</u>	\$ <u>-</u>	\$ <u>424,937</u>	\$ <u>424,937</u>

See Independent Auditor's Report

**Notes to Required Supplementary Information
for General Fund Budget**

Budgetary Basis

The general fund final appropriation appearing on the previous page represents the final amended budget after all reserve fund transfers and supplemental appropriations.

Budget/GAAP Reconciliation

The budgetary data for the general fund is based upon accounting principles that differ from generally accepted accounting principles (GAAP). Therefore, in addition to the GAAP basis financial statements, the results of operations of the general fund are presented in accordance with budgetary accounting principles to provide a meaningful comparison to budgetary data.

The following is a summary of adjustments made to the actual revenues and other sources, and expenditures and other uses, to conform to the budgetary basis of accounting.

<u>General Fund</u>	<u>Revenues</u>	<u>Expenditures</u>	<u>Other Financing Sources/Uses</u>
Revenues/expenditures/transfers (GAAP Basis)	\$ 92,058,288	\$ (90,122,735)	\$ (1,123,467)
Gross up enterprise reimbursements related to indirect costs	-	(398,944)	398,944
Reverse expenditures of prior year carryforwards	-	546,569	-
Use of restricted fund balance	-	619,993	-
Add end of year appropriation carryforwards to expenditures	-	(1,022,783)	-
Reverse the effect of non-budgeted state contributions for teachers retirement	(5,812,622)	5,812,622	-
Other reconciling items	<u>(535,080)</u>	<u>53,727</u>	<u>(49,575)</u>
Budgetary Basis	<u>\$ 85,710,586</u>	<u>\$ (84,511,551)</u>	<u>\$ (774,098)</u>

TOWN OF WAYLAND, MASSACHUSETTS

Required Supplementary Information
Schedule of the Proportionate Share
of the Net Pension Liability
(Unaudited)

Middlesex County Retirement System

Fiscal Year	Measurement Date	Proportion of the Net Pension Liability	Proportionate Share of the Net Pension Liability	Covered Payroll	Proportionate Share of the Net Pension Liability as a Percentage of Covered Payroll	Plan Fiduciary Net Position Percentage of the Total Pension Liability
June 30, 2021	December 31, 2020	3.684738%	\$56,416,777	\$ 20,891,951	270%	53.42%
June 30, 2020	December 31, 2019	3.699320%	\$59,191,196	\$ 20,058,574	295%	49.45%
June 30, 2019	December 31, 2018	3.799758%	\$59,255,947	\$ 19,166,003	309%	46.40%
June 30, 2018	December 31, 2017	3.783694%	\$53,697,606	\$ 18,372,533	292%	49.27%
June 30, 2017	December 31, 2016	3.916549%	\$55,492,666	\$ 18,058,289	307%	45.49%
June 30, 2016	December 31, 2015	4.120452%	\$53,154,605	\$ 18,096,912	294%	46.13%
June 30, 2015	December 31, 2014	4.107272%	\$49,341,309	\$ 17,400,877	284%	47.65%

Massachusetts Teachers' Retirement System

Fiscal Year	Measurement Date	Proportion of the Net Pension Liability	Proportionate Share of the Net Pension Liability	Commonwealth of Massachusetts' Total Proportionate Share of the Net Pension Liability Associated with the Town	Total Net Pension Liability Associated with the Town	Covered Payroll	Proportionate Share of the Net Pension Liability as a Percentage of Covered Payroll	Plan Fiduciary Net Position Percentage of the Total Pension Liability
June 30, 2021	June 30, 2020	0.374179%	\$ -	\$ 106,808,852	\$ 106,808,852	\$ 28,362,235	0%	50.67%
June 30, 2020	June 30, 2019	0.372853%	\$ -	\$ 94,011,205	\$ 94,011,205	\$ 27,122,640	0%	53.95%
June 30, 2019	June 30, 2018	0.376651%	\$ -	\$ 89,308,714	\$ 89,308,714	\$ 26,478,077	0%	54.84%
June 30, 2018	June 30, 2017	0.367142%	\$ -	\$ 84,021,985	\$ 84,021,985	\$ 24,935,156	0%	54.25%
June 30, 2017	June 30, 2016	0.363580%	\$ -	\$ 81,289,015	\$ 81,289,015	\$ 23,883,375	0%	52.73%
June 30, 2016	June 30, 2015	0.363664%	\$ -	\$ 74,513,557	\$ 74,513,557	\$ 22,651,856	0%	55.38%
June 30, 2015	June 30, 2014	0.362077%	\$ -	\$ 57,557,092	\$ 57,557,092	\$ 22,200,747	0%	61.64%

Schedules are intended to show information for 10 years. Additional years will be displayed as they become available.

See Independent Auditors' Report.

TOWN OF WAYLAND, MASSACHUSETTS

Required Supplementary Information
Schedule of Pension Contributions
(Unaudited)

Middlesex County Retirement System

Fiscal Year	Actuarially Determined Contribution	Contributions in Relation to the		Covered Payroll	Contributions as a Percentage of Covered Payroll
		Actuarially Determined Contribution	Contribution Deficiency (Excess)		
June 30, 2021	\$ 5,182,237	\$ 5,182,543	\$ (306)	\$ 21,783,810	23.8%
June 30, 2020	\$ 4,862,852	\$ 4,863,333	\$ (481)	\$ 22,547,138	21.6%
June 30, 2019	\$ 4,648,984	\$ 4,648,984	\$ -	\$ 21,328,568	21.8%
June 30, 2018	\$ 4,362,369	\$ 4,364,388	\$ (2,019)	\$ 18,427,215	23.7%
June 30, 2017	\$ 4,235,414	\$ 4,235,414	\$ -	\$ 16,826,529	25.2%
June 30, 2016	\$ 3,971,988	\$ 3,971,988	\$ -	\$ 15,131,319	26.3%
June 30, 2015	\$ 3,740,468	\$ 3,740,468	\$ -	\$ 13,626,724	27.4%

Massachusetts Teachers' Retirement System

Fiscal Year	Actuarially Determined Contribution Provided by Commonwealth	Contributions in Relation to the		Covered Payroll	Contributions as a Percentage of Covered Payroll
		Actuarially Determined Contribution	Contribution Deficiency (Excess)		
June 30, 2021	\$ 5,812,622	\$ 5,812,622	\$ -	\$ 30,522,005	19.0%
June 30, 2020	\$ 5,382,915	\$ 5,382,915	\$ -	\$ 28,362,235	19.0%
June 30, 2019	\$ 4,952,138	\$ 4,952,138	\$ -	\$ 27,122,640	18.3%
June 30, 2018	\$ 4,536,100	\$ 4,536,100	\$ -	\$ 26,478,077	17.1%
June 30, 2017	\$ 4,088,762	\$ 4,088,762	\$ -	\$ 24,935,156	16.4%
June 30, 2016	\$ 3,716,397	\$ 3,716,397	\$ -	\$ 23,883,375	15.6%
June 30, 2015	\$ 3,394,038	\$ 3,394,038	\$ -	\$ 22,651,856	15.0%

Schedules are intended to show information for 10 years. Additional years will be displayed as they become available.

See Independent Auditors' Report.

TOWN OF WAYLAND, MASSACHUSETTS

Required Supplementary Information
Other Post-Employment Benefits (OPEB)
Schedule of Changes in Net OPEB Liability
(Unaudited)

	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
Total OPEB Liability					
Service cost	\$ 1,238,546	\$ 1,176,584	\$ 1,121,044	\$ 938,983	\$ 938,983
Interest on total OPEB liability	3,421,574	3,301,185	3,110,726	2,905,702	2,843,330
Differences between expected and actual experience	(288,614)	(131,937)	3,318,840	-	-
Changes of assumptions	8,667,291	-	(2,310,162)	-	-
Benefit payments, including refunds of member contributions	<u>(2,745,466)</u>	<u>(2,632,355)</u>	<u>(2,519,842)</u>	<u>(1,823,387)</u>	<u>(1,823,387)</u>
Net change in total OPEB liability	10,293,331	1,713,477	2,720,606	2,021,298	1,958,926
Total OPEB liability - beginning	<u>48,990,592</u>	<u>47,277,115</u>	<u>44,556,509</u>	<u>42,535,211</u>	<u>40,576,285</u>
Total OPEB liability - ending (a)	<u>\$ 59,283,923</u>	<u>\$ 48,990,592</u>	<u>\$ 47,277,115</u>	<u>\$ 44,556,509</u>	<u>\$ 42,535,211</u>
Plan Fiduciary Net Position					
Contributions - employer	\$ 3,003,870	\$ 3,183,409	\$ 3,066,376	\$ 2,066,671	\$ 2,074,672
Net investment income	5,638,307	358,086	968,586	1,443,193	1,573,467
Benefit payments, including refunds of member contributions	<u>(2,745,467)</u>	<u>(2,632,355)</u>	<u>(2,519,842)</u>	<u>(1,823,387)</u>	<u>(1,823,387)</u>
Net change in plan fiduciary net position	5,896,710	909,140	1,515,120	1,686,477	1,824,752
Plan fiduciary net position - beginning	<u>19,112,931</u>	<u>18,203,791</u>	<u>16,688,671</u>	<u>15,002,194</u>	<u>13,177,442</u>
Plan fiduciary net position - ending (b)	<u>25,009,641</u>	<u>19,112,931</u>	<u>18,203,791</u>	<u>16,688,671</u>	<u>15,002,194</u>
Net OPEB liability - ending (a-b)	<u>\$ 34,274,282</u>	<u>\$ 29,877,661</u>	<u>\$ 29,073,324</u>	<u>\$ 27,867,838</u>	<u>\$ 27,533,017</u>
Plan fiduciary net position as a percentage of the total OPEB liability	42.2%	39.0%	38.5%	37.5%	35.3%
Covered employee payroll	\$ 52,436,654	\$ 46,270,904	\$ 44,923,208	\$ 43,614,765	\$ 41,284,252
Net OPEB liability as a percentage of covered employee payroll	65.4%	64.6%	64.7%	63.9%	66.7%

Schedule is intended to show information for 10 years. Additional years will be displayed as they become available.

See stand-alone OPEB financial statements for summary of significant actuarial methods and assumptions.

See Independent Auditors' Report.

TOWN OF WAYLAND, MASSACHUSETTS

Required Supplementary Information
 Other Post-Employment Benefits (OPEB)
 Schedule of Contributions and Investment Returns
 (Unaudited)

	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
Schedule of Contributions					
Actuarially determined contribution	\$ 3,068,474	\$ 3,183,409	\$ 3,066,376	\$ 2,066,671	\$ 2,074,672
Contributions in relation to the actuarially determined contribution	<u>3,068,474</u>	<u>3,183,409</u>	<u>3,066,376</u>	<u>2,066,671</u>	<u>2,074,672</u>
Contribution deficiency (excess)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Covered employee payroll	\$ 46,270,904	\$ 46,270,904	\$ 44,923,208	\$ 43,614,765	\$ 41,284,252
Contributions as a percentage of covered employee payroll	6.6%	6.9%	6.8%	4.7%	5.0%

	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
Schedule of Investment Returns					
Annual money weighted rate of return, net of investment expense	29.25%	1.97%	5.67%	9.54%	7.04%

Schedules are intended to show information for 10 years. Additional years will be displayed as they become available.

See notes to Town's financial statements for summary of significant actuarial methods and assumptions.

See Independent Auditors' Report.

**SUPPLEMENTARY STATEMENTS
AND SCHEDULES**

GENERAL FUND

The General Fund is established to account for all resources obtained and used for those services commonly provided by the Town, which are not accounted for in any other fund. These services include among other items: general government services, public safety, education, public works, health and human services, and culture and recreation. The primary sources of revenue of the General Fund are: property taxes, excise taxes, unrestricted state revenue sharing grants, certain restricted grants and fees for services rendered.

TOWN OF WAYLAND, MASSACHUSETTS

General Fund
Detailed Schedule Of Expenditures
Budget and Actual
For the Year Ended June 30, 2021

	<u>Budgeted Amounts</u>		<u>Adjusted Actual Amounts</u>	<u>Variance with Final Budget Positive (Negative)</u>
	<u>Original Budget</u>	<u>Final Budget</u>		
<u>General Government</u>				
Selectmen				
Nonpersonnel	\$ 59,500	\$ 59,500	\$ 55,318	\$ 4,182
Town office				
Personnel	674,000	682,946	672,012	10,934
Nonpersonnel	245,600	305,600	302,374	3,226
Personnel Board				
Personnel	8,000	8,000	8,000	-
Nonpersonnel	28,000	28,000	16,865	11,135
Finance				
Personnel	320,242	326,084	280,005	46,079
Nonpersonnel	66,365	66,365	46,084	20,281
Assessor				
Personnel	240,947	203,178	148,672	54,506
Nonpersonnel	50,560	90,560	44,686	45,874
Treasurer				
Personnel	214,000	187,616	165,384	22,232
Nonpersonnel	63,500	93,500	90,154	3,346
Town Counsel				
Nonpersonnel	244,000	324,000	306,705	17,295
Information Technology				
Personnel	336,445	341,786	334,594	7,192
Nonpersonnel	679,830	649,830	400,112	249,718
Town Clerk				
Personnel	142,223	143,355	140,465	2,890
Nonpersonnel	93,758	93,758	74,876	18,882
Conservation				
Personnel	218,917	222,777	209,924	12,853
Nonpersonnel	49,075	49,075	28,815	20,260
Planning				
Personnel	100,350	102,220	102,033	187
Nonpersonnel	7,300	7,300	2,105	5,195
Facilities				
Personnel	468,403	475,451	447,156	28,295
Nonpersonnel	1,145,500	1,085,500	1,031,210	54,290
Miscellaneous Committees				
Nonpersonnel	<u>3,775</u>	<u>3,775</u>	<u>2,253</u>	<u>1,522</u>
Total General Government	5,460,290	5,550,176	4,909,802	640,374

(continued)

(continued)

	<u>Budgeted Amounts</u>		Adjusted Actual <u>Amounts</u>	Variance with Final Budget Positive <u>(Negative)</u>
	Original <u>Budget</u>	Final <u>Budget</u>		
<u>Public Safety</u>				
Police				
Personnel	2,816,403	2,818,142	2,652,047	166,095
Nonpersonnel	367,555	367,555	320,978	46,577
Joint Communications				
Personnel	541,477	553,858	553,847	11
Nonpersonnel	36,500	36,500	36,056	444
Fire				
Personnel	3,024,423	2,982,063	2,706,634	275,429
Nonpersonnel	276,839	280,839	274,654	6,185
Building and Zoning				
Personnel	332,147	362,663	361,576	1,087
Nonpersonnel	<u>19,550</u>	<u>19,550</u>	<u>13,108</u>	<u>6,442</u>
Total Public Safety	7,414,894	7,421,170	6,918,900	502,270
<u>Education</u>				
Schools	43,359,145	43,491,145	43,453,056	38,089
<u>Vocational Education</u>				
Regional Vocational School	333,000	363,000	360,163	2,837
<u>Public Works</u>				
Highway				
Personnel	1,032,100	1,050,025	1,001,688	48,337
Nonpersonnel	612,800	656,800	527,345	129,455
Engineering				
Personnel	283,970	293,070	293,013	57
Nonpersonnel	49,420	45,820	22,380	23,440
Snow				
Personnel	175,000	150,000	149,832	168
Nonpersonnel	325,000	356,000	349,685	6,315
Transfer Station				
Nonpersonnel	50,000	50,000	47,352	2,648
Park and Cemetery				
Personnel	703,100	731,109	731,069	40
Nonpersonnel	<u>349,800</u>	<u>349,800</u>	<u>288,210</u>	<u>61,590</u>
Total Public Works	3,581,190	3,682,624	3,410,574	272,050
<u>Health and Human Services</u>				
Board of Health				
Personnel	807,551	814,036	780,157	33,879
Nonpersonnel	174,124	174,124	138,375	35,749
Veterans Services				
Nonpersonnel	50,000	50,000	34,163	15,837
Council on Aging				
Personnel	252,495	254,942	251,113	3,829
Nonpersonnel	70,650	70,650	10,254	60,396
Youth Services				
Personnel	249,283	253,742	235,948	17,794
Nonpersonnel	<u>6,526</u>	<u>6,526</u>	<u>270</u>	<u>6,256</u>
Total Health and Human Services	1,610,629	1,624,020	1,450,280	173,740

(continued)

(continued)

	<u>Budgeted Amounts</u>		Adjusted Actual <u>Amounts</u>	Variance with Final Budget Positive <u>(Negative)</u>
	Original <u>Budget</u>	Final <u>Budget</u>		
<u>Culture and Recreation</u>				
Library				
Personnel	867,321	869,477	845,657	23,820
Nonpersonnel	286,276	286,276	286,219	57
Recreation				
Personnel	182,317	185,383	171,101	14,282
Nonpersonnel	<u>87,410</u>	<u>87,410</u>	<u>69,510</u>	<u>17,900</u>
Total Culture and Recreation	1,423,324	1,428,546	1,372,487	56,059
<u>State Assessments and Charges</u>				
Assessments	117,517	117,517	116,317	1,200
<u>Debt Service</u>				
Debt Principal and Interest	6,874,864	6,884,164	6,883,150	1,014
<u>Pension</u>				
Pension Assessment	5,182,237	5,182,237	5,182,237	-
<u>OPEB</u>				
OPEB Contribution	250,000	250,000	250,000	-
<u>Unclassified</u>				
Insurance General	701,000	751,000	742,094	8,906
Insurance 32B	8,514,164	8,449,164	8,445,316	3,848
Medicare	698,088	763,088	761,302	1,786
Unemployment	50,000	35,500	15,566	19,934
Police and Fire Disability	15,000	15,000	1,157	13,843
Reserve for Salary Adj	383,300	35,091	-	35,091
Occupational Health	8,000	8,200	8,180	20
Retirement and Buyback	40,000	45,000	44,680	320
Stormwater	200,000	200,000	136,290	63,710
Water Charges	50,000	50,000	50,000	-
Reserve Fund	<u>250,000</u>	<u>170,000</u>	<u>-</u>	<u>170,000</u>
Total Unclassified	<u>10,909,552</u>	<u>10,522,043</u>	<u>10,204,585</u>	<u>317,458</u>
Total Expenditures	<u>\$ 86,516,642</u>	<u>\$ 86,516,642</u>	<u>\$ 84,511,551</u>	<u>\$ 2,005,091</u>

See Independent Auditors' Report.

**Combining and Individual Fund
Financial Statements**

NONMAJOR GOVERNMENTAL FUNDS

SPECIAL REVENUE FUNDS

Special Revenue Funds are established to account for resources obtained and expended for specified purposes and restricted by law or local action.

Special Revenue Funds are established for the following purposes:

- School Revolving: To account for the revenues and expenditures thereof of certain departmental activities segregated in revolving funds established in accordance with MGL Chapter 71:71E, Sections 26A, 26B, 26C, and 47.
- School Grants: To account for grant funds received from the United States government, either directly or through the Commonwealth of Massachusetts, and designated for specific purposes.

PERMANENT FUND

Permanent Fund is established to account for certain assets held by the Town in a fiduciary capacity as trustee. Permanent Fund is used to report principal balances legally restricted to the extent that only earnings, not principal, may be used for the support of certain government programs.

- Permanent Fund: To account for the principal received for perpetual care and related interest. The interest income is used to maintain the community cemetery. The fund is also used to account for nonspendable gifts received by the library with income restricted for maintenance of the library grounds. It is also used to account for various other bequests to the Town designated for particular purposes.

TOWN OF WAYLAND, MASSACHUSETTS

Combining Balance Sheet
Nonmajor Governmental Funds
June 30, 2021

	Special Revenue Funds				Total Nonmajor Governmental Funds
	<u>School Revolving</u>	<u>School Grants</u>	<u>Subtotals</u>	<u>Permanent Fund</u>	
Assets					
Cash and short-term investments	\$ 1,192,501	\$ 726,106	\$ 1,918,607	\$ 10,768	\$ 1,929,375
Investments	-	-	-	5,076,180	5,076,180
Receivables:					
Departmental	-	-	-	1,400	1,400
Total Assets	\$ <u>1,192,501</u>	\$ <u>726,106</u>	\$ <u>1,918,607</u>	\$ <u>5,088,348</u>	\$ <u>7,006,955</u>
Liabilities and Fund Balances					
Liabilities:					
Accounts payable	\$ 25,556	\$ 39,867	\$ 65,423	\$ -	\$ 65,423
Accrued payroll	6,509	13,582	20,091	-	20,091
Unearned revenue	<u>311,030</u>	<u>-</u>	<u>311,030</u>	<u>-</u>	<u>311,030</u>
Total Liabilities	343,095	53,449	396,544	-	396,544
Fund Balances:					
Nonspendable	-	-	-	1,420,727	1,420,727
Restricted	849,406	762,965	1,612,371	3,667,621	5,279,992
Unassigned	<u>-</u>	<u>(90,308)</u>	<u>(90,308)</u>	<u>-</u>	<u>(90,308)</u>
Total Fund Balances	<u>849,406</u>	<u>672,657</u>	<u>1,522,063</u>	<u>5,088,348</u>	<u>6,610,411</u>
Total Liabilities and Fund Balances	\$ <u>1,192,501</u>	\$ <u>726,106</u>	\$ <u>1,918,607</u>	\$ <u>5,088,348</u>	\$ <u>7,006,955</u>

See Independent Auditors' Report.

TOWN OF WAYLAND, MASSACHUSETTS

Combining Statement of Revenues, Expenditures and Changes in Fund Equity
Nonmajor Governmental Funds
For the Year Ended June 30, 2021

	Special Revenue Funds				Total Nonmajor Governmental Funds
	School <u>Revolving</u>	School <u>Grants</u>	<u>Subtotal</u>	Permanent <u>Fund</u>	
Revenues:					
Intergovernmental	\$ 625,032	\$ 3,976,539	\$ 4,601,571	-	\$ 4,601,571
Charges for services	2,534,687	-	2,534,687	\$ 26,703	2,561,390
Investment income	-	-	-	1,134,007	1,134,007
Contributions	<u>9,551</u>	<u>-</u>	<u>9,551</u>	<u>458</u>	<u>10,009</u>
Total Revenues	3,169,270	3,976,539	7,145,809	1,161,168	8,306,977
Expenditures:					
Current:					
General government	-	-	-	74,502	74,502
Education	<u>3,093,165</u>	<u>3,518,477</u>	<u>6,611,642</u>	<u>-</u>	<u>6,611,642</u>
Total Expenditures	<u>3,093,165</u>	<u>3,518,477</u>	<u>6,611,642</u>	<u>74,502</u>	<u>6,686,144</u>
Excess of revenues over expenditures	76,105	458,062	534,167	1,086,666	1,620,833
Other Financing Sources (Uses):					
Transfers out	<u>(297,477)</u>	<u>-</u>	<u>(297,477)</u>	<u>-</u>	<u>(297,477)</u>
Total Other Financing Sources (Uses)	<u>(297,477)</u>	<u>-</u>	<u>(297,477)</u>	<u>-</u>	<u>(297,477)</u>
Net change in fund balances	(221,372)	458,062	236,690	1,086,666	1,323,356
Fund Balances, beginning of year	<u>1,070,778</u>	<u>214,595</u>	<u>1,285,373</u>	<u>4,001,682</u>	<u>5,287,055</u>
Fund Balances, end of year	<u>\$ 849,406</u>	<u>\$ 672,657</u>	<u>\$ 1,522,063</u>	<u>\$ 5,088,348</u>	<u>\$ 6,610,411</u>

See Independent Auditors' Report.

**STATISTICAL
SECTION**

TOWN OF WAYLAND, MASSACHUSETTS

STATISTICAL SECTION

The Town of Wayland’s Annual Comprehensive Financial Report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the Town’s overall financial health.

	<u>Page</u>
<i>Financial Trends</i> These schedules contain trend information to help the reader understand how the Town’s financial performance and well-being have changed over time.	100 - 104
<i>Revenue Capacity</i> These schedules contain information to help the reader assess the Town’s most significant local revenue source, the property tax.	105 – 107
<i>Debt Capacity</i> These schedules present information to help the reader assess the affordability of the Town’s current levels of outstanding debt and the Town’s ability to issue additional debt in the future.	108 - 109
<i>Demographic and Economic Information</i> These schedules offer demographic and economic indicators to help the reader understand the environment within which the Town’s financial activities take place.	110 - 111
<i>Operating Information</i> These schedules contain service and infrastructure data to help the reader understand how the information in the Town’s financial report relates to the service the Town provides and the activities it performs.	112 - 114

Town of Wayland, Massachusetts Net Position by Component Last Ten Fiscal Years										
	2012	2013	2014	2015 *	2016	2017	2018	2019	2020	2021
Government Activity										
Net Investment in Capital Assets	\$66,934,000	\$69,804,000	\$75,337,000	\$76,294,684	\$74,873,915	\$81,887,903	\$83,264,446	\$84,705,916	\$84,203,456	\$86,578,244
Restricted	17,455,000	18,244,000	17,004,000	15,687,166	20,417,537	14,073,519	13,337,151	3,926,813	14,032,773	16,372,617
Unrestricted	22,463,000	18,165,000	14,025,000	(28,730,657)	(32,234,710)	(30,969,054)	(61,801,893)	(54,955,018)	(63,904,916)	(64,753,977)
Total governmental activities net position	\$106,852,000	\$106,213,000	\$106,366,000	\$63,251,193	\$63,056,742	\$64,992,368	\$34,799,704	\$33,677,711	\$34,331,313	\$38,196,884
Business type activities										
Net Investment in Capital Assets	\$4,287,000	\$5,537,000	\$5,951,000	\$7,905,424	\$8,370,063	\$8,897,952	\$8,990,521	\$9,840,991	\$10,182,939	\$10,230,877
Unrestricted	6,098,000	5,001,000	5,336,000	6,009,776	6,264,256	6,734,632	6,495,871	5,723,168	5,841,440	6,569,238
Total business-type activities net position	\$10,385,000	\$10,538,000	\$11,287,000	\$13,915,200	\$14,634,319	\$15,632,584	\$15,486,392	\$15,564,159	\$16,024,379	\$16,800,115
Primary Government										
Net Investment in Capital Assets	\$71,221,000	\$75,341,000	\$81,288,000	\$84,200,108	\$83,243,978	\$90,785,855	\$92,254,967	\$94,546,907	\$94,386,395	\$96,809,121
Restricted	17,455,000	18,244,000	17,004,000	15,687,166	20,417,537	14,073,519	13,337,151	3,926,813	14,032,773	16,372,617
Unrestricted	28,561,000	23,166,000	19,361,000	(22,720,881)	(25,970,454)	(24,234,422)	(55,306,022)	(49,231,850)	(58,063,476)	(58,184,739)
Total primary government net position	\$117,237,000	\$116,751,000	\$117,653,000	\$77,166,393	\$77,691,061	\$80,624,952	\$50,286,096	\$49,241,870	\$50,355,692	\$54,996,999

* Negative unrestricted net position results from implementing GASB 68 in fiscal year 2015, prior periods have not been restated

Data source: Audited financial statements

Town of Wayland, Massachusetts Changes in Net Position Last Ten Fiscal Years										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Expenses										
Governmental activities										
General government	\$4,275,223	\$4,341,501	\$4,585,198	\$4,913,356	\$5,040,458	\$5,841,164	\$5,420,548	\$8,580,339	\$7,774,181	\$7,489,061
Public safety	6,246,651	6,215,782	6,320,091	6,637,288	6,940,548	7,460,289	8,029,121	8,514,928	8,395,203	8,673,990
Education	48,546,684	49,781,333	50,193,078	48,825,024	52,440,003	55,900,259	59,000,094	60,816,612	64,671,678	67,103,253
Public works	2,796,606	3,116,184	4,352,718	3,466,324	3,243,638	3,968,596	4,199,103	5,524,779	5,164,865	5,563,565
Health and human services	1,145,762	1,180,480	1,219,182	1,300,343	1,637,689	1,730,441	1,661,094	1,832,811	1,602,670	1,838,445
Cultural and recreation	2,651,804	2,578,815	2,579,339	2,495,849	2,679,967	2,970,266	2,973,955	3,087,857	3,055,178	2,879,549
Intergovernmental	191,501	185,367	131,848	109,179	203,615	147,287	197,704	235,132	116,215	116,317
Employee benefits	10,491,313	10,032,828	11,335,432	11,221,601	12,055,183	12,690,387	12,672,324	13,509,174	14,562,712	15,213,613
Interest	2,260,818	2,335,510	2,254,871	2,607,547	2,501,542	2,489,416	2,555,391	2,412,708	2,531,947	2,192,390
Total governmental activities expenses	78,606,362	79,767,800	82,971,757	81,576,511	86,742,643	93,198,105	96,709,334	104,514,340	107,874,649	111,070,183
Business type activities										
Water operations	2,970,650	3,167,051	2,679,521	2,836,461	3,176,216	3,079,589	3,481,769	3,314,776	3,074,473	3,320,501
Wastewater operations	498,707	510,222	652,493	612,552	572,602	584,118	583,056	625,009	744,213	534,818
Total business-type activities expenses	3,469,357	3,677,273	3,332,014	3,449,013	3,748,818	3,663,707	4,064,825	3,939,785	3,818,686	3,855,319
Total primary government expenses	\$82,075,719	\$83,445,073	\$86,303,771	\$85,025,524	\$90,491,461	\$96,861,812	\$100,774,159	\$108,454,125	\$111,693,335	\$114,925,502
Program revenues										
Governmental activities										
Charges for services										
General government	\$1,229,604	\$789,359	\$842,337	\$655,766	\$618,342	\$739,331	\$888,649	\$731,911	\$684,769	\$729,512
Public safety	1,612,365	1,816,507	1,320,015	1,970,449	1,862,117	1,841,293	1,982,674	1,565,787	1,672,215	3,489,363
Education	4,354,230	4,758,868	4,553,210	4,922,063	4,879,436	4,822,143	5,550,902	5,534,028	5,004,948	2,534,687
Public works	536,424	484,407	433,662	428,409	421,579	399,116	349,090	361,837	413,780	428,149
Health and human services	231,989	159,445	193,217	212,744	246,132	237,713	204,722	206,499	187,942	182,991
Cultural and recreation	849,872	834,332	1,022,109	728,996	935,041	845,061	775,569	838,462	653,807	395,459
Operating grants and contributions	9,808,480	9,627,705	10,036,715	6,513,227	13,031,722	15,434,277	15,487,124	18,255,789	22,588,521	24,521,925
Capital grants and contributions	-	-	500,000	1,253,720	1,198,161	639,688	339,066	-	-	-
Total government activities program revenues	18,622,964	18,470,623	18,901,265	16,685,374	23,192,530	24,958,622	25,577,796	27,494,313	31,205,982	32,282,086
Business type activities										
Charges for services										
Water operations	4,096,357	3,450,959	3,847,237	3,737,953	3,530,632	4,073,904	3,641,357	3,616,603	3,641,839	4,224,656
Wastewater operations	324,512	359,829	621,988	4,346,580	674,376	466,302	351,824	518,201	353,111	295,738
Capital grants and contributions	-	-	-	-	-	-	-	-	157,006	94,398
Total business-type activities revenues	4,420,869	3,810,788	4,469,225	8,084,533	4,205,008	4,540,206	3,993,181	4,134,804	4,151,956	4,614,792
Total primary government revenues	\$23,043,833	\$22,281,411	\$23,370,490	\$24,769,907	\$27,397,538	\$29,498,828	\$29,570,977	\$31,629,117	\$35,357,938	\$36,896,878
Net (Expense) / Revenue										
Governmental activities	(\$59,983,398)	(\$61,297,177)	(\$64,070,492)	(\$64,891,137)	(\$63,550,113)	(\$68,239,483)	(\$71,131,538)	(\$77,020,027)	(\$76,668,667)	(\$78,788,097)
Business-type activities	951,512	133,515	1,137,211	4,635,520	456,190	876,499	(71,644)	195,019	333,270	759,473
Total primary government net (expense)	(\$59,031,886)	(\$61,163,662)	(\$62,933,281)	(\$60,255,617)	(\$63,093,923)	(\$67,362,984)	(\$71,203,182)	(\$76,825,008)	(\$76,335,397)	(\$78,028,624)

continued

Data source: Audited financial statements

Town of Wayland, Massachusetts										
Changes in Net Positions										
Last Ten Fiscal Years										
continued:										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
General Revenues and other Changes in Net Position										
Governmental activities;										
Real estate and personal property-net										
of refunds payable	56,210,914	52,668,419	55,052,067	60,094,824	59,394,566	64,548,329	66,111,884	70,101,630	71,923,297	\$75,011,682
Excise Tax	1,992,464	2,139,197	2,285,174	2,306,959	2,648,630	2,636,399	2,780,477	2,806,721	2,385,927	2,851,499
Grants, contributions- not restricted										
to specific programs	16,866,244	5,344,129	5,807,424	1,635,592	1,521,878	1,780,162	1,323,639	1,796,082	1,489,122	1,285,356
Investment income	362,492	412,826	539,875	302,319	428,446	603,720	438,010	977,769	778,880	1,809,414
Other	141,249	96,511	176,699	176,700	199,814	606,499	459,070	574,930	788,643	1,666,930
Transfers	(510,000)	-	402,653	(325,671)	(175,000)	-	(50,085)	219,000	(43,600)	28,787
Total government activities	\$75,063,363	\$60,661,082	\$64,263,892	\$64,190,723	\$64,018,334	\$70,175,109	\$71,062,995	\$76,476,132	\$77,322,269	\$82,653,668
Business-type activities										
Grants, contributions- not restricted										
to specific programs	-	-	-	-	7,516	41,492	10,995	6,127	11,939	-
Investment income	16,887	4,992	5,457	10,395	11,413	11,168	13,577	67,973	48,946	10,968
Miscellaneous	-	15,103	8,805	9,732	69,000	69,103	76,978	27,648	22,465	34,082
Transfers	510,000	-	(402,653)	325,671	175,000	-	50,085	(219,000)	43,600	(28,787)
Total business type activities	526,887	20,095	(388,391)	345,798	262,929	121,763	151,635	(117,252)	126,950	16,263
Total primary government	\$75,590,250	\$60,681,177	\$63,875,501	\$64,536,521	\$64,281,263	\$70,296,872	\$71,214,630	\$76,358,880	\$77,449,219	\$82,669,931
Changes in Net Position										
Governmental activities	\$15,079,965	(\$636,095)	\$193,400	\$2,771,493	\$468,221	\$1,935,626	-\$68,843	(\$543,895)	\$653,602	\$3,865,571
Business type activities	1,478,399	153,610	748,820	4,491,552	719,119	998,265	79,991	77,767	460,220	775,736
Total primary government changes in net position	\$16,558,364	(\$482,485)	\$942,220	\$7,263,045	\$1,187,340	\$2,933,891	\$11,148	(466,128)	1,113,822	\$4,641,307

Data source: Audited financial statements

Town of Wayland, Massachusetts Fund Balance, Governmental Funds Last Ten Fiscal Years										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
General Fund										
Restricted	\$ 1,380,195	\$ 1,260,811	\$ 1,198,453	\$ 1,091,466	\$ 992,021	\$ 1,341,434	\$ 884,394	\$ 720,053	\$ 636,211	\$ 10,814
Committed	2,111,293	1,767,731	1,696,808	77,495	1,224,521	457,113	1,596,720	1,489,367	1,931,000	2,171,500
Assigned	8,923,173	5,751,198	4,080,165	4,983,687	3,523,701	3,433,163	1,400,531	737,642	1,164,075	1,022,783
Unassigned	7,997,901	7,878,161	7,249,678	9,925,141	7,904,567	10,889,879	11,803,073	12,882,925	13,713,620	15,051,895
Total general fund	\$20,412,562	\$16,657,901	\$14,225,104	\$16,077,789	\$13,644,810	\$16,121,589	\$15,684,718	\$15,829,987	\$17,444,906	\$18,256,992
All Other Governmental Funds										
Nonspendable	\$ 1,144,272	\$ 1,151,922	\$ 1,175,522	\$ 1,248,929	\$ 1,252,564	\$ 1,269,728	\$ 1,295,057	\$ 1,333,609	\$ 1,387,112	\$ 1,420,727
Restricted	20,148,285	20,371,116	27,323,950	19,285,848	21,270,746	15,890,614	15,742,191	12,880,125	16,580,890	23,299,475
Committed	-	-	-	894,747	962,953	1,474,921	2,231,148	2,853,629	4,318,032	4,687,669
Unassigned	-	(1,535,016)	(52,336)	(239,025)	(109,805)	(250,838)	(158,055)	(1,337,254)	(1,354,125)	(2,148,452)
Total all other governmental funds:	\$21,292,557	\$19,988,022	\$28,447,136	\$21,190,499	\$23,376,458	\$18,384,425	\$19,110,341	\$15,730,109	\$20,931,909	\$27,259,419

Data source: Audited financial statements

Town of Wayland, Massachusetts										
Changes in Fund Balances, Governmental Funds										
Last Ten Fiscal Years										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Revenues:										
Real estate and personal property taxes										
net of tax refunds.	\$55,976,599	\$52,767,554	\$54,670,917	\$60,592,925	\$59,258,299	\$65,131,478	\$65,988,087	\$69,939,936	\$71,888,011	\$74,938,712
Motor vehicle and other excise taxes	2,011,745	2,054,572	2,340,067	2,390,377	2,535,034	2,527,301	2,883,394	2,814,811	2,346,404	2,835,704
License and permits	769,814	1,006,114	687,589	999,262	945,108	793,794	761,310	555,647	380,023	1,770,951
Intergovernmental	26,599,509	14,901,159	15,843,489	7,782,080	8,170,087	17,738,390	12,885,247	15,932,647	18,052,619	18,417,471
Charges for services	7,660,416	7,829,062	7,647,548	7,704,543	7,953,235	8,052,267	8,983,330	8,776,101	7,978,966	5,320,670
Investment income	362,492	412,826	539,874	302,319	428,450	603,718	438,010	977,773	778,879	1,809,414
Fines and forfeitures	80,303	72,662	78,748	53,005	55,078	37,524	36,000	30,991	22,303	3,266
Contributions	75,215	8,516	500,650	1,074,534	1,537,961	115,737	31,063	35,667	61,857	144,014
Miscellaneous	-	-	-	-	-	321,214	161,848	263,259	437,018	93,963
Total Revenues	93,536,093	79,052,465	82,308,882	80,899,045	80,883,252	95,321,423	92,168,289	99,326,832	101,946,080	105,334,165
Expenditures:										
General government	4,114,856	4,090,131	6,697,293	5,650,886	4,539,313	5,306,080	5,164,471	6,860,938	6,733,521	6,660,071
Public safety	5,835,686	5,917,340	5,878,600	6,000,341	6,272,557	6,543,082	6,968,883	7,309,241	6,943,787	7,630,652
Education	45,656,756	47,012,800	47,209,574	41,589,125	42,965,822	52,452,803	50,957,219	52,968,923	54,247,694	55,954,323
Public works	2,027,682	2,538,552	2,302,763	2,520,070	2,155,571	2,699,337	2,571,856	3,059,140	2,575,809	2,810,598
Health and human services	1,145,761	1,171,994	1,219,183	1,726,704	1,516,899	1,539,481	1,541,662	1,606,301	1,468,114	1,807,229
Cultural and recreation	2,434,376	2,345,589	2,392,713	2,254,234	2,393,816	2,648,730	2,697,895	2,793,309	2,719,634	2,714,056
Employee benefits	11,970,590	9,367,224	10,731,130	10,943,350	11,912,407	12,312,420	12,672,324	13,509,174	14,562,712	15,213,613
Intergovernmental	191,501	185,367	131,848	109,179	203,615	147,287	197,704	235,132	116,215	116,317
Debt service										
Principal	5,346,226	5,309,965	5,103,948	5,154,948	5,214,699	5,107,659	5,342,659	5,135,659	4,587,159	5,451,306
Interest	2,400,720	2,344,275	2,221,013	2,554,411	2,516,073	2,479,910	2,603,027	2,473,615	2,517,273	2,474,144
Capital outlay	28,618,588	6,562,083	6,264,218	13,853,129	3,839,874	17,356,017	4,215,536	6,829,363	9,251,002	2,564,912
Total Expenditures	109,742,742	86,845,320	90,152,283	92,356,377	83,530,646	108,592,806	94,933,236	102,780,795	105,722,920	103,397,221
Excess of revenues over / (under) expenditures	(16,206,649)	(7,792,855)	(7,843,401)	(11,457,332)	(2,647,394)	(13,271,383)	(2,764,947)	(3,453,963)	(3,776,840)	1,936,944
Other Financing Sources (use)										
Issuance of bonds and notes	2,010,000	2,555,000	12,585,000	5,917,000	2,401,000	10,300,000	2,835,000	-	9,295,000	4,569,400
Issuance of refunding bonds	-	1,314,000	-	-	3,339,000	-	-	-	5,240,000	16,519,100
Bond premiums	67,203	224,659	882,064	462,210	521,147	546,129	179,077	-	2,102,159	3,215,797
Payments to refund bond escrow	-	(1,360,000)	-	-	(3,685,773)	-	-	-	(6,000,000)	(19,130,432)
Transfer in	2,050,000	1,768,967	3,244,552	2,704,262	2,073,527	3,020,270	3,016,003	4,264,581	4,104,358	3,353,897
Transfer out	(2,560,000)	(1,768,967)	(2,841,898)	(3,029,933)	(2,248,527)	(3,020,270)	(3,066,088)	(4,045,581)	(4,147,958)	(3,325,110)
Total other financing sources (uses)	1,567,203	2,733,659	13,869,718	6,053,539	2,400,374	10,846,129	2,963,992	219,000	10,593,559	5,202,652
Net change in fund balance	(\$14,639,446)	(\$5,059,196)	\$6,026,317	(\$5,403,793)	(\$247,020)	(\$2,425,254)	\$199,045	(\$3,234,963)	\$6,816,719	\$7,139,596
Debt Service as a percentage of non capital expenditures	9.55%	9.53%	8.73%	9.82%	9.70%	8.32%	8.76%	7.73%	7.36%	7.86%

Data source: Audited financial statements

Town of Wayland, Massachusetts Assessed Value of Taxable Property by Classification Last Ten Fiscal Years									
Fiscal Year	Assessed Value								
	Residential Value	Residential Tax Rate	Commercial Value	Industrial Value	Personal Property	Total Commercial Value	Commercial Tax Rate	Total Town Value	
2012	\$ 2,769,863,897	\$ 19.01	\$ 87,641,103	\$ 27,914,000	\$ 34,844,000	\$ 150,399,103	\$ 19.01	\$ 2,920,263,000	
2013	2,754,982,761	17.89	110,626,139	4,476,700	37,471,110	152,573,949	17.89	2,907,556,710	
2014	2,813,813,898	18.33	120,110,205	4,521,200	39,669,200	164,300,605	18.33	2,978,114,503	
2015	3,074,997,622	18.39	120,350,478	4,518,700	40,279,600	165,148,778	18.39	3,240,146,400	
2016	3,195,245,423	17.34	123,391,777	4,573,000	43,276,500	171,241,277	17.34	3,366,486,700	
2017	3,282,868,662	18.14	125,833,138	4,275,000	44,162,100	174,270,238	18.14	3,457,138,900	
2018	3,430,086,890	18.03	127,493,310	4,383,900	45,470,000	177,347,210	18.03	3,607,434,100	
2019	3,588,644,790	18.28	132,189,710	4,470,100	45,816,700	182,476,510	18.28	3,771,121,300	
2020	3,811,844,266	17.76	132,854,334	4,452,500	45,781,200	183,088,034	17.76	3,994,932,300	
2021	3,816,051,966	18.52	131,565,734	4,452,500	47,379,700	183,397,934	18.52	3,999,449,900	

Data Source: Town of Wayland Tax Recapitulation Sheets

Town of Wayland, Massachusetts
Principal Taxpayers
Current and Nine Years Ago

Name of Taxpayer	Nature of Business	2021		2012		% of Total Taxable Assessed Value	% of Total Taxable Assessed Value
		Assessed Valuation	Rank	Assessed Valuation	Rank		
BOS Retail 1 , LLC	Developer	\$34,586,300	1	\$23,422,800	1	0.86%	0.80%
NSTAR Electric Co.	Energy	15,419,000	2	13,636,100	2	0.39%	0.47%
Boston Gas Company	Energy	12,004,000	3	4,985,600	3	0.30%	0.17%
373 Commonwealth Residence LLC	Development	9,587,100	4			0.24%	
Individual	Residential	8,504,800	5			0.21%	
Atria Living Group, Inc.	Assisted Living	8,354,600	6			0.21%	
Northbridge Carriage House II LLC	Assisted Living	8,275,600	7			0.21%	
Individual	Residential	7,476,400	8			0.19%	
Sunrise Assisted Living, Inc.	Assisted Living	6,788,100	9			0.17%	
Individual	Residential	6,717,500	10			0.17%	
Totals		<u>\$117,713,400</u>		<u>\$42,044,500</u>		<u>2.94%</u>	<u>1.44%</u>

Town of Wayland, Massachusetts
Property Tax Levies and Collections
Last Ten Fiscal Years

Fiscal Year	Total Tax Levy	Less Actual Abatements & Exemptions	Net Tax Levy	First Year Current Tax Collections	% of Net Levy Collected	Delinquent Tax Collections	Total Tax Collections	% of Total Tax Collections to Net Tax Levy	Outstanding Delinquent Taxes	% of Delinquent Tax to Tax Levy
2012	\$55,514,199	\$281,678	\$55,232,521	\$54,388,803	98.47%	\$510,918	\$54,899,721	99.40%	\$332,800	0.60%
2013	\$52,016,189	\$196,916	\$51,819,273	\$50,943,450	98.31%	\$446,524	\$51,389,974	99.17%	\$429,299	0.83%
2014	\$54,588,838	\$135,853	\$54,452,985	\$53,599,061	98.43%	\$543,403	\$54,142,464	99.43%	\$310,521	0.57%
2015	\$59,926,362	\$340,070	\$59,586,292	\$59,063,986	99.12%	\$390,423	\$59,454,409	99.78%	\$131,883	0.22%
2016	\$58,374,879	\$208,265	\$58,166,614	\$57,582,181	99.00%	\$225,210	\$57,807,391	99.38%	\$505,924	0.87%
2017	\$62,712,499	\$167,138	\$62,545,361	\$62,089,730	99.27%	\$657,703	\$62,747,433	100.32%	\$531,003	0.85%
2018	\$65,042,036	\$147,865	\$64,894,171	\$64,349,066	99.16%	\$545,105	\$64,349,066	99.16%	\$545,105	0.84%
2019	\$68,936,097	\$80,126	\$68,855,971	\$68,278,337	99.16%	\$577,634	\$68,278,337	99.16%	\$577,634	0.84%
2020	\$70,949,997	\$160,053	\$70,789,944	\$70,167,631	99.12%	\$622,313	\$70,167,631	99.12%	\$451,153	0.64%
2021	\$74,069,812	\$211,328	\$73,858,484	\$73,288,027	99.23%	\$570,457	\$73,288,027	99.23%	\$591,084	0.80%

Data source: Audited financial statements
Wayland Assessors Office

Town of Wayland, Massachusetts Ratios of Outstanding Debt by Type Last Ten Fiscal Years							
Governmental Activities Debt							
Fiscal Year	Population	Total Personal Income	Assessed Valuation	Debt Outstanding	Per Capita Income	Percentage of Personal Income	Percentage of Assessed Value
2012	13,285	\$1,937,745,000	\$2,920,263,000	\$58,686,028	\$145,860	3.0286%	2.0096%
2013	13,444	\$1,957,122,450	\$2,907,556,710	\$55,886,977	\$145,576	2.8556%	1.9221%
2014	13,444	\$1,976,693,675	\$2,978,114,503	\$63,368,029	\$147,032	3.2058%	2.1278%
2015	13,444	\$1,996,460,611	\$3,240,146,400	\$66,952,000	\$148,502	3.3535%	2.0663%
2016	13,294	\$2,016,425,217	\$3,366,486,700	\$64,233,786	\$151,679	3.1855%	1.9080%
2017	13,684	\$2,036,589,470	\$3,457,138,900	\$69,743,413	\$148,830	3.4245%	2.0174%
2018	13,827	\$2,056,955,365	\$3,607,434,100	\$67,117,609	\$148,764	3.2630%	1.8605%
2019	13,965	\$2,077,524,918	\$3,771,121,300	\$61,684,728	\$148,764	2.9691%	1.6357%
2020	13,896	\$2,098,300,168	\$3,994,932,300	\$67,437,507	\$151,000	3.2139%	1.6881%
2021	13,931	\$2,119,283,169	\$3,999,449,900	\$65,721,104	\$152,127	3.1011%	1.6433%
Business - Type Activities Debt				Total Primary Government			
Fiscal Year	Outstanding Debt		Total Debt Outstanding	Per Capita Income	Percentage of Personal Income	Percentage of Assessed Value	
	Water Fund	Wastewater Fund					
2012	\$10,142,250	\$5,601,636	-	\$74,429,914	\$145,860	3.84%	2.55%
2013	\$9,287,000	\$5,358,000	-	\$70,531,977	\$145,576	3.60%	2.43%
2014	\$8,452,500	\$5,309,363	-	\$77,129,892	\$147,032	3.90%	2.59%
2015	\$7,686,000	\$5,045,726	-	\$79,683,726	\$148,502	3.99%	2.46%
2016	\$10,658,770	\$6,168,390	-	\$81,060,946	\$151,679	4.02%	2.41%
2017	\$10,402,400	\$4,458,182	-	\$84,603,995	\$148,830	4.15%	2.45%
2018	\$10,168,800	\$4,174,741	-	\$81,461,150	\$148,764	3.96%	2.26%
2019	\$9,201,700	\$3,876,494	-	\$74,762,922	\$148,764	3.60%	1.98%
2020	\$10,352,725	\$3,568,247	-	\$81,358,479	\$151,000	3.88%	2.04%
2021	\$9,355,704	\$3,269,974	-	\$78,346,782	\$152,127	3.70%	1.96%

Data Source: Massachusetts Department of Revenue, Local Services Division
Data Source: Town of Wayland Treasury Department-DEBT

Town of Wayland, Massachusetts
 Legal Debt Margin Information
 Last Ten Fiscal Years

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Equalized Valuation	\$2,920,263,000	\$2,907,556,710	\$2,978,114,500	\$3,240,146,400	\$3,366,486,700	\$3,457,138,900	\$3,607,434,100	\$3,771,121,300	\$3,994,932,300	\$3,999,449,900
Debt Limit - 5% of equalized valuation	146,013,150	145,377,836	148,905,725	162,007,320	168,324,335	172,856,945	180,371,705	188,556,065	199,746,615	199,972,495
Less:										
Total debt applicable to limitation	16,548,283	16,476,281	16,876,111	18,360,970	19,076,904	19,076,904	19,840,888	20,741,167	21,972,128	21,996,974
Legal debt margin	\$129,464,867	\$128,901,555	\$132,029,614	\$143,646,350	\$149,247,431	\$153,780,041	\$160,530,817	\$167,814,898	\$177,774,487	\$177,975,521
Total debt applicable to the limit as a percentage of debt limit	11.33%	11.33%	11.33%	11.33%	11.33%	11.04%	11.00%	11.00%	11.00%	11.00%

Data Source: Official Statements

Town of Wayland, Massachusetts
Demographic and Economic Statistics
Last Ten Fiscal Years

Fiscal Year	Population Estimates	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2012	13,285	\$145,860	41	2,684	4.50%
2013	13,444	\$145,576	45	2,714	4.30%
2014	13,444	\$147,032	46	2,690	3.80%
2015	13,444	\$148,502	46	2,659	3.70%
2016	13,294	\$151,679	47	2,648	3.30%
2017	13,684	\$148,830	47	2,659	3.30%
2018	13,827	\$150,318	46	2,707	2.50%
2019	13,965	\$148,764	46	2,707	2.50%
2020	13,896	\$151,000	46	2,700	2.50%
2021	13,931	\$152,127	44	2,700	3.30%

Town of Wayland, Massachusetts
Principal Employers
Current Year and Nine Years Ago

Employer	Type of Business	2021			2012		
		Number of Employees	Rank	Percentage of Total Town Employment	Number of Employees	Rank	Percentage of Total Town Employment
Russells Garden Center	Garden / Flowers / Gifts	200	1	2.85%	60	5	0.91%
Villa Restaurant	Restaurant	75	2	1.07%	51	6	0.78%
Wayland Country Club	Recreation	75	3	1.07%			0.00%
Northbridge Wayland Asst. Living	Assisted Living	75	4	1.07%			0.00%
Stop and Shop	Retail	70	5	1.00%			0.00%
Sandy Burr	Recreation	65	6	0.93%			0.00%
Donolen's	Retail	43	7	0.61%			0.00%
Traditions Wayland	Assisted Living	41	8	0.58%			
The Local	Restaurant	35	9	0.50%			
110 Grill	Restaurant	35	10	0.50%			
		714			111		

Data Source: Official Statements

Town of Wayland, Massachusetts										
Government Employees by Function - Full Time Equivalents										
Last Ten Years										
Function	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
General Government	42.85	42.28	42.30	46.65	36.67	38.69	37.05	37.05	41.05	32.53
Public Safety										
Police	32.33	32.33	33.33	33.59	33.29	33.59	33.59	34.59	36.59	26.59
Fire	28.87	28.87	28.87	28.87	29.87	26.54	26.54	28.54	30.54	29.54
Education	367.26	374.44	374.64	391.86	393.50	405.50	417.65	427.92	436.49	460.84
Public Works - Highway	27.57	28.37	28.37	29.41	29.41	39.69	41.24	42.34	43.15	41.82
Planning and Human Services										
Planning	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.00
Board of Health	9.15	9.15	9.15	9.29	9.29	9.29	9.29	9.29	9.29	10.43
Recreation	2.33	2.33	1.83	2.11	2.54	3.54	3.54	3.54	3.54	3.54
Council on Aging	2.83	2.83	2.83		3.34	3.34	3.34	3.34	3.34	4.09
Total	15.71	15.71	15.21	12.80	16.57	17.57	17.57	17.57	17.57	19.06
Library	14.74	14.74	14.74	13.74	13.74	13.69	13.69	13.39	13.39	13.69
TOTALS:	529.33	536.74	537.46	556.92	553.05	575.27	587.33	601.40	618.78	624.07

Source:

Town of Wayland Human Resources Office

Town of Wayland, Massachusetts
Operating Indicators by Function
Last Ten Fiscal Years

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Finance										
Registered Voters	9,861	9,861	9,870	9,965	9,971	9,971	10,334	10,334	10,334	10,334
Taxable property parcels assessed	5,098	5,093	5,128	5,131	5,172	5,183	5,181	5,181	5,181	5,181
Motor vehicle registered	13,823	14,091	13,957	13,957	14,285	14,309	14,309	14,309	14,309	14,309
Police										
Physical arrests	118	108	116	83	85	71	39	54	36	20
Traffic violations	3,251	3,179	2,984	2,917	2,691	2,041	2,478	2,315	983	658
Fire										
Calls answered	3,660	3,784	4,006	3,280	4,258	3,908	3,532	3,729	3,293	3,391
Emergency response	1,506	1,151	2,301	1,913	2,361	2,611	2,119	2,333	2,239	2,095
Fires extinguished	36	37	36	23	37	35	77	15	31	33
Number of inspections conducted	703	796	702	639	841	742	613	609	517	704
Emergency medical responses	1,242	1,212	1,153	884	1,019	1,289	1,139	1,206	1,029	930
Building										
Building permits issued	765	844	808	808	1,061	939	765	859	774	971
Estimated construction value	46,725,666	42,400,000	42,149,266	42,149,266	42,150,000	31,297,805	31,000,000	23,250,000	14,000,000	91,000,000
Public works										
Miles snow plowed	93.6	93.6	93.6	93.6	93.6	93.6	93.6	93.6	93.6	93.6
Public Library										
Volumes of collections	99,871	97,490	106,967	106,967	136,567	134,777	163,313	159,187	161,583	179,982
Total volumes borrowed	207,157	213,678	222,184	222,184	226,731	228,677	234,654	236,306	200,158	157,572
Total circulation	246,429	246,429	252,405	252,405	264,848	264,532	265,535	271,117	223,023	218,382
Registered borrowers	6,972	6,972	6,880	6,880	6,837	6,753	6,749	7,274	8,008	7,777
Water										
Water main breaks	28	6	31	31	11	8	9	9	11	14
Daily average consumption	1.21	1.47	1.35	1.35	1.45	1.43	1.45	1.43	1.39	1.55
Peak daily consumption	1.75	1.87	1.74	1.74	2.00	1.98	2.27	2	1.87	2

Source:

Town of Wayland, Massachusetts
Capital Assets Statistics by Function
Last Ten Fiscal Years

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Police										
Number of stations	1	1	1	1	1	1	1	1	1	1
Fire and Rescue										
Number of stations	2	2	2	2	2	2	2	2	2	2
Number of ladder trucks	1	1	1	1	1	1	1	1	1	1
Number of pumpers	3	3	3	3	3	3	3	3	3	3
Number of support vehicles	5	5	5	5	5	5	5	5	5	5
Public Works										
Miles of street	96.3	96.3	96.3	96.3	96.3	96.3	96.3	96.3	96.3	96.3
Miles of storm drains	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Recreation										
Parks	12	12	12	12	12	12	12	13	14	14
Playgrounds	12	12	12	12	12	12	12	12	12	12
Public Beach	1	1	1	1	1	1	1	1	1	1
Athletic Fields	17	17	17	17	17	17	17	17	18	18
Ball Diamonds	15	15	15	15	15	15	15	15	15	15
Gymnasia	1	1	1	1	1	1	1	1	1	1
Tennis Courts	10	10	10	10	-	-	-	-	6	6
Water system										
Miles of water mains	101	102	102	102	102	102	102	102	102	102
Number of service connections	4,993	4,993	4,993	4,993	4,993	5,028	5,028	5,028	5,028	5,028
Storage capacity in gallons (millions of gallons)	2.5	2	2	2	2	2	2	2	2	2
Maximum daily capacity of plant (millions of gallons)	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Number of fire hydrants	490	490	491	491	491	497	497	497	497	497
Sewer Systems										
Miles of sanitary sewers	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Number of treatment plants	70	90	100	120	120	120	120	120	120	120
Number of service connections	70	90	100	120	120	120	120	120	120	120

Source:
Town of Wayland Departmental Managers



April 29, 2022

Select Board
Town of Wayland, Massachusetts
41 Cochituate Road
Wayland, MA 01778

Dear Select Board:

We have audited the financial statements of the Town of Wayland, Massachusetts (the Town) as of and for the year ended June 30, 2021 and have issued our report thereon dated April 29, 2022. Professional standards require that we advise you of the following matters relating to our audit.

Our Responsibility in Relation to the Financial Statement Audit

As communicated in our engagement letter, our responsibility, as described by professional standards, is to form and express an opinion about whether the financial statements that have been prepared by management with your oversight are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America. Our audit of the financial statements does not relieve you or management of your respective responsibilities.

Our responsibility, as prescribed by professional standards, is to plan and perform our audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement. An audit of financial statements includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control over financial reporting. Accordingly, as part of our audit, we considered the internal control of the Town solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

We are also responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.

Merrimack, New Hampshire
Andover, Massachusetts
Greenfield, Massachusetts
Ellsworth, Maine

800.282.2440 | melansoncpas.com



We have provided our recommendation for financial reporting matters noted during our audit in a separate letter to you dated April 29, 2022.

Planned Scope and Timing of the Audit

We conducted our audit consistent with the planned scope and timing we previously communicated to you.

Compliance with All Ethics Requirements Regarding Independence

The engagement team and others in our firm have complied with all relevant ethical requirements, regarding independence. Safeguards that have been applied to eliminate threats to independence or reduce them to an acceptable level include annual certification by all firm staff of independence, or when circumstances changes during the year.

Qualitative Aspects of the Entity's Significant Accounting Practices

Significant Accounting Policies

Management has the responsibility to select and use appropriate accounting policies. A summary of the significant accounting policies adopted by the Town is included in the notes to the financial statements. There have been no initial selection of accounting policies and no changes in significant accounting policies or their application during the year ended June 30, 2021. No matters have come to our attention that would require us, under professional standards, to inform you about (1) the methods used to account for significant unusual transactions and (2) the effect of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

Significant Accounting Estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's current judgments. Those judgments are normally based on knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ markedly from management's current judgments.

The most sensitive accounting estimates affecting the financial statements are:

- Net pension liability, including related deferred outflows and inflows of resources.
- Net OPEB liability, including related deferred outflows and inflows of resources.
- Landfill post-closure costs.



- Estimated lives and depreciation methods for depreciable assets.
- Collectability of receivables.
- Fair values of investments.
- Compensated absences liability for sick leave.

Management's estimate of the above are based on various criteria. We evaluated the key factors and assumptions used to develop these estimates and determined that it is reasonable in relation to the financial statements taken as a whole and in relation to the applicable opinion units.

Financial Statement Disclosures

Certain financial statement disclosures involve significant judgment and are particularly sensitive because of their significance to financial statement users. We noted no particularly sensitive disclosures affecting the Town's financial statements.

Identified or Suspected Fraud

We have not identified or have obtained information that indicates that fraud may have occurred.

Significant Difficulties Encountered during the Audit

We encountered no significant difficulties in dealing with management relating to the performance of the audit.

Uncorrected and Corrected Misstatements

As an added service to the Town, we assisted in compiling the government-wide financial statements, including consolidating various funds into governmental activities, converting to the accrual basis of accounting, and recording all long-term assets, long-term liabilities, and net position classifications. This consolidation and conversion process was based on information from the Town's accounting records.

For purposes of this communication, professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that we believe are trivial, and communicate them to the appropriate level of management. Further, professional standards require us to also communicate the effect of uncorrected misstatements related to prior periods on the relevant classes of transactions, account balances or disclosures, and the financial statements as a whole and each applicable opinion unit. There were no uncorrected financial statement misstatements whose effects in the current and prior periods, as determined by management, are material, both individually and in the aggregate, to the financial statements taken as a whole and each applicable opinion unit.



In addition, professional standards require us to communicate to you all material, corrected misstatements that were brought to the attention of management as a result of our audit procedures. There were no material misstatements that we identified as a result of our audit procedures.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a matter, whether or not resolved to our satisfaction, concerning a financial accounting, reporting, or auditing matter, which could be significant to the Town's financial statements or the auditor's report. No such disagreements arose during the course of the audit.

Representations Requested from Management

We have requested certain written representations from management, which are included in their letter dated April 29, 2022.

Management's Consultations with Other Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, and to our knowledge, there were no consultations with other accountants regarding auditing and accounting matters.

Other Significant Matters, Findings, or Issues

In the normal course of our professional association with the Town, we generally discuss a variety of matters, including the application of accounting principles and auditing standards, operating and regulatory conditions affecting the entity, and operational plans and strategies that may affect the risks of material misstatement. None of the matters discussed resulted in a condition to our retention as the Town's auditors.

Other Information in Documents Containing Audited Financial Statements

Pursuant to professional standards, our responsibility as auditors for other information in documents containing the Town's audited financial statements does not extend beyond the financial information identified in the audit report, and we are not required to perform any procedures to corroborate such other information. However, in accordance with such standards, we have read the information (if applicable) and considered whether such information, or the manner of its presentation, was materially inconsistent with the presentation in the financial statements.



Our responsibility also includes communicating to you any information which we believe is a material misstatement of fact. Nothing came to our attention that caused us to believe that such information, or its manner of presentation, is materially inconsistent with the information, or manner of its presentation, appearing in the financial statements.

This report is intended solely for the information and use of the governing body and management of the Town and is not intended to be and should not be used by anyone other than these specified parties.

Sincerely,

A handwritten signature in black ink that reads 'Melanson'.

Merrimack, New Hampshire
April 29, 2022



DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT CH40B SUBSIDIZED HOUSING INVENTORY

Wayland

DHCD ID #	Project Name	Address	Type	Total SHI Units	Affordability Expires	Built w/ Comp. Permit?	Subsidizing Agency
3291	Scattered Sites	36 Mitchell St,& scattered sites	Rental	25	Perp	No	HUD
3292	The Schoolyard	106 Main St.	Rental	55	Perp	No	HUD
3293	Bent Park	Bent Ave.	Rental	56	Perp	No	HUD
3294	Greenways	Green Way	Ownership	4	2050	No	DHCD
3295	Millbrook	Millbrook Road	Ownership	2	Perp	No	DHCD
3296	Willow Brook	Willowbrook Drive	Ownership	6	Perp	No	DHCD
3735	Plain Road	Plain Road	Ownership	1	Perp	No	DHCD
4500	DDS Group Homes	confidential	Rental	5	N/A	No	DDS
9049	Commonwealth Residences	371-373 Commonwealth Road	Rental	52	Perp	YES	MHP
9115	Nike Site	89 Oxbow Rd/Trout Brook Rd	Ownership	11	Perp	YES	DHCD
9117	Wayland Gardens	336 Commonwealth Rd	Ownership	3	Perp	YES	FHLBB
9520	Sage Hill	Sage Hill Road	Ownership	1	Perp	NO	DHCD
9683	Wayland Commons	Old Sudbury Road	Ownership	11	Perp	YES	MassHousing
9684	Post Road Village/Wayland Forrest	137 Boston Post Road	Ownership	4	Perp	YES	MassHousing
9685	The Residences at Wayland Center	39 Andrew Avenue	Rental	12	Perp	NO	DHCD
9686	Habitat for Humanity- 89 Stonebridge Rd	89 Stonebridge Road	Ownership	4	Perp	YES	DHCD
10041	Craftsman Village	225 Old Connecticut Path	Ownership	2	Perp	YES	MassHousing
10272	Covered Bridge Condominiums	Rice Road	Ownership	3	Perp	NO	DHCD

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT CH40B SUBSIDIZED HOUSING INVENTORY

Wayland

DHCD ID #	Project Name	Address	Type	Total SHI Units	Affordability Expires	Built w/ Comp. Permit?	Subsidizing Agency
10281	Cascade Wayland	113 & 115 Boston Post Road	Rental	0	Perp	YES	<i>MassHousing</i>
10328	Hammond Rd	Hammond Rd	Rental	1	Perp	NO	<i>DHCD</i>
10381	Windsor Place	School Street	Rental	0	Perp	YES	<i>MassHousing</i>
10585	Senior Living at River's Edge	490 Boston Post Road	Rental	66	Perp	NO	<i>DHCD</i>
10586	River's Edge	490 Boston Post Road	Rental	152	Perp	NO	<i>DHCD</i>
10599	Michael Road	Michael Road	Ownership	1	perp	NO	<i>DHCD</i>
Wayland Totals				477	Census 2010 Year Round Housing Units		4,957
					Percent Subsidized		9.62%

From: Judi Barrett <judi@barrettplanningllc.com>

Sent: Thursday, May 5, 2022 5:19 PM

To: Karlson, Cherry <ckarlson@wayland.ma.us>

Cc: Tyler Maren <tyler@barrettplanningllc.com>

Subject: Wayland HPP

[NOTICE: This message originated outside of the Town of Wayland Email System -- DO NOT CLICK on links or open attachments unless you are sure the content is safe.]

Hi Cherry,

I understand that you're traveling, but in case you're receiving email, I'm transmitting the final version of the Housing Production Plan (see the Dropbox link below). The only difference between this version and what the Select Board already received is the addition of a footnote in two locations, explaining that the SHI was over 10% until after the plan had been completed. That's what Phil DeMartino at DHCD advised us to do. However, he also advised us to tell Wayland to submit this plan ASAP. To do that, we will need a letter signed by the Select Board chair or acting/assistant town administrator, indicating that the HPP was approved by the Select Board on May 9, 2022, following a public hearing about it on May 2, and previously approved by the Planning Board. We will get you draft language for the letter before Monday. As soon as we have the signed letter from you, we can take care of submitting it to DHCD.

https://www.dropbox.com/s/md08bce3ncsi50y/Wayland_HPP_Final.pdf?dl=0

Judi Barrett

BARRETT PLANNING GROUP LLC

350 Lincoln Street, Ste. 2503

Hingham, MA 02043

Office: (781) 934-0073, x7

Cell: (781) 206-6045



TOWN OF WAYLAND Housing Production Plan

2022-2027

Prepared for the Town of Wayland by
Barrett Planning Group LLC



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Section 1

INTRODUCTION

BACKGROUND

This plan is an update to Wayland’s 2016 Housing Production Plan (HPP), which expired in September 2021. Recognizing the significant housing challenges faced by its residents, the Town of Wayland has actively worked to develop and approve a new HPP to guide the next five years of affordable housing development. In the five years since Wayland adopted the last HPP, the local affordable housing landscape has changed. In 2016, Wayland had 257 affordable units on its Chapter 40B Subsidized Housing Inventory (“SHI”), totaling 5.2 percent of all year-round units.¹ That number has more than doubled to over 11 percent of all units as of Fall 2021 due to the addition of 292 new units to Wayland’s SHI.² This impressive achievement has been accomplished primarily through a single 218-unit project – Alta at River’s Edge - that is under construction as of the writing of this plan. Despite the progress made by permitting this major project and meeting the 10 percent affordability minimum under Chapter 40B, Wayland still has many housing challenges left to address.

What is a Housing Production Plan?

A Housing Production Plan is a comprehensive analysis of a municipality’s housing issues and a guide to strategies that will help address them. An HPP describes a community’s housing needs using data from sources such as the U.S. Census Bureau, housing market reports, municipal records, and community interviews. Using this analysis of the supply and demand of affordable housing and potential barriers to further housing development, the HPP sets a series of qualitative and quantitative affordable housing goals, including a yearly affordable housing production goal. Based on these goals, the document must then lay out a plan for achieving them through a set of specific strategies. In Wayland’s case, based on DHCD guidelines, this plan recommends that the Town produce an average of 26 affordable unit per year. A completed HPP requires approval by the Massachusetts Department of Housing and Community Development (DHCD). New affordable housing production under a DHCD-approved HPP may lead to certification, which can provide several important benefits to a town, discussed below.

While the HPP can consider many types of housing needs, its primary purpose is to help communities reach the threshold in Massachusetts General Laws (G.L.) Chapter 40B, §§ 20-23, of 10 percent of total year-round housing units being restricted as affordable for low-income households. “Low-income” in this context means a household with income at or below 80 percent of the region’s Area Median Income (AMI), calculated by the U.S. Department of Housing and Urban Development (HUD). A summary of 2021 income limits in the Boston Metropolitan Area, of which Wayland is a part, is in Table 1-1. Whether a community has reached the 10 percent affordable housing threshold is

¹ SHI calculations are based on the most recent available Census data. At the time of writing, the 2010 Census was the most recent for which town-level housing data had been released. Upon the release of 2020 Census data, the number of SHI units Wayland is obligated to produce will change.

² Several days before the Wayland Select Board was set to vote to approve this plan, DHCD released new data showing that 72 unbuilt units had been removed from Wayland’s SHI. As a result, the town has fallen to 9.62 percent subsidized units. This possibility was anticipated and accounted for in the document- see the “Subsidized Housing Inventory” section of the Housing Profile.



determined by the Chapter 40B Subsidized Housing Inventory (SHI), a periodically updated list of all affordable units recognized by DHCD. Housing included on the SHI must be safe and suitable for the size of the household living in it in addition to meeting the deed restriction requirements.³

Table 1-1: 2021 HUD Income Limits				
Household Size		80% AMI	50% AMI	30% AMI
1-Person	Income	\$70,750	\$47,000	\$28,200
	Affordable Rent	\$1,768	\$1,175	\$705
2-Person	Income	\$80,850	\$53,700	\$32,200
	Affordable Rent	\$1,895	\$1,258	\$755
3-Person	Income	\$90,950	\$60,400	\$36,250
	Affordable Rent	\$2,273	\$1,510	\$906
4-Person	Income	\$101,050	\$67,100	\$40,250
	Affordable Rent	\$2,627	\$1,745	\$1,046

Source: MassHousing, HUD

Why Have a Housing Production Plan?

Adopting an HPP not only helps a community to assess and plan for its long-term housing needs, but it also works as a vehicle for achieving “Safe Harbor” status from DHCD. Once DHCD certifies the community’s progress under the approved HPP, the Zoning Board of Appeals may invoke “Safe Harbor” status in response to a comprehensive permit application. This means that the Town, despite not meeting the 10 percent statutory minimum, may impose conditions on or outright deny the issuance of a comprehensive permit. This results in more control over the type, location, and design of residential development while continuing to meet housing needs through HPP strategies. Note that meeting the state’s 10 percent affordable minimum or achieving “Safe Harbor” does *not* mean that comprehensive permit applications can no longer be filed; the Town simply has greater latitude to modify or deny applications.

In addition to having an approved HPP, achieving an annual increase of SHI units equal to 0.5 percent of total year-round housing units qualifies a community to ask DHCD for HPP certification and one year of “Safe Harbor.” Reaching a production goal of one percent or greater allows for two years of “Safe Harbor.” Wayland is currently above the 10 percent affordable housing minimum and would fall below 10 percent only if units are removed from the SHI. This possibility is discussed in the “Subsidized Housing Inventory” section of this plan. If Wayland did fall below the 10 percent minimum between now and 2030,

Meeting the state’s 10 percent affordable minimum does *not* mean that comprehensive permit applications can no longer be filed; the Town simply has greater latitude to deny or modify applications.

³ DHCD requires that SHI units have a use restriction recorded at the registry of deeds that restricts the unit to occupancy by households at 80 percent of AMI or below. The restriction must last at least 15 years for rehabilitated housing or 30 years for newly created housing and may last in perpetuity.



it is likely that the Town would need to produce about 26 new SHI units in one calendar year to qualify for HPP certification from DHCD, which grants “Safe Harbor” status.

As of this writing, about 11 percent of Wayland’s housing is affordable and listed on the SHI, raising a question that bears addressing: what is the utility of a Housing Production Plan for a community that has already met its affordable housing obligations under Chapter 40B? There are two key answers:

1. Wayland might fall below the 10 percent threshold again if the total number of year-round units grows or any units listed on the SHI are lost as affordability restrictions expire or permitted projects are modified, delayed, or cancelled.
2. Wayland, like every other community in the Commonwealth, has housing issues outside the scope of Chapter 40B, such as meeting needs of very low-income households, individuals with disabilities, or older adults. An HPP can facilitate efforts to address those needs.

A NOTE ON THE DATA

This HPP relies heavily on United States Census data (especially on the 2019 American Community Survey [ACS] five-year estimates) and other official sources. During the drafting of this plan, the Census Bureau released Redistricting Data (P.L. 94-171) which provides official Census 2020 population, race, housing unit, and household counts for all municipalities in the United States. While Wayland’s HPP can use up-to-date Census results to report some information about the Town, the detailed demographic and housing statistics that a Housing Needs Assessment depends on will continue to rely on the ACS which reports much more detailed demographic information than the decennial Census.

This plan uses a set of comparison communities to place Wayland’s demographic data in context. These communities (see Table 1-2) include some of the Town’s direct neighbors, such as Natick and Weston, and nearby “peer towns” picked from an existing list that the Wayland Finance Committee considers similar enough to look to as benchmark communities. By using comparison communities that are nearby but not like Wayland, those farther afield but more like Wayland, and some (like Sudbury) that are both close and similar, this plan places the Town’s demographic trends and housing issues in a regional context. Tables may use these comparison communities in different combinations depending on the needs of each section, and comparisons to Middlesex County and Massachusetts are also included where illustrative.

	Wayland	Sudbury	Natick	Weston	Hopkinton	Medfield	Westwood
Population (2020)	13,943	18,934	37,006	11,851	18,758	12,799	16,266
Households (2020)	5,013	6,386	14,956	3,799	6,395	4,346	5,519
Median Household Income (2019)	185,375	191,310	115,545	207,702	157,353	160,963	160,132
Housing Units (2020)	5,296	6,556	15,680	4,043	6,645	4,450	5,801
Avg. Household Size (2019)	2.63	2.96	2.47	3.12	2.93	2.95	2.95

Source: American Community Survey 5-Year Estimates (2019), US Decennial Census 2020



Neighborhood-Level Analysis

To better capture the geographic diversity within Wayland, the Housing Needs Assessment examines selected data at the Census tract and block group level.⁴ The Town contains three Census tracts as shown on **Map 1**. Table 1-3 summarizes the characteristics of each tract as well as Census block groups, which are the next smallest geographic unit used by the Census Bureau.

	Description	Population	Households	MHI*
Tract 3662.01	North Wayland	3,750	1,243	\$236,181
<i>Block Group 1</i>	<i>Northernmost Wayland</i>	<i>2,720</i>	<i>932</i>	<i>\$250,001</i>
<i>Block Group 2</i>	<i>Northeastern corner north of Route 20</i>	<i>1,030</i>	<i>311</i>	<i>\$149,167</i>
Tract 3662.02	Central/South Wayland	5,241	1,965	\$183,906
<i>Block Group 1</i>	<i>North of Cochituate</i>	<i>2,270</i>	<i>892</i>	<i>\$169,803</i>
<i>Block Group 2</i>	<i>Western Rt. 20, between Rt. 27 and Stonebridge Rd.</i>	<i>1,972</i>	<i>710</i>	<i>\$204,875</i>
<i>Block Group 3</i>	<i>Eastern Rt. 20</i>	<i>999</i>	<i>363</i>	<i>\$222,109</i>
Tract 3661	Cochituate	4,952	1,805	\$151,136
<i>Block Group 1</i>	<i>Mass Pike area</i>	<i>846</i>	<i>314</i>	<i>\$183,333</i>
<i>Block Group 2</i>	<i>Bounded by Rt. 27 and Commonwealth Road</i>	<i>1,168</i>	<i>375</i>	<i>\$160,313</i>
<i>Block Group 3</i>	<i>East Dudley Pond</i>	<i>859</i>	<i>319</i>	<i>\$126,250</i>
<i>Block Group 4</i>	<i>West Dudley Pond</i>	<i>991</i>	<i>374</i>	<i>\$197,566</i>
<i>Block Group 5</i>	<i>Lake Cochituate</i>	<i>1,088</i>	<i>423</i>	<i>\$126,435</i>

Source: Census 2020, *American Community Survey 5-Year Estimates (2019)

Map 2 shows the population density of Wayland’s Census block groups. The Town’s population is most highly concentrated in Cochituate in southern Wayland with some moderate density in the eastern Route 20 area.

Community Participation

Gathering data for this plan involved multiple opportunities for Wayland residents to share their housing experiences, thoughts, and concerns. The consulting team conducted a series of small-group interviews with key local stakeholders and interested citizens, distributed an online survey that received 400 responses, and held two community webinars where members of the public were invited to ask questions and talk about their perception of local housing priorities. Summaries of these community outreach efforts are included as appendices to this plan and anonymous insights and quotes from the public are incorporated throughout.

⁴ A Census tract is a type of geographic area used by the US Census Bureau to divide counties and municipalities into smaller pieces to help with census-taking; sometimes they are roughly equivalent to “neighborhoods” in scale.



MAP 1

Census Tracts and Block Groups

CONCORD














SUDBURY

Sudbury Rd








WESTON

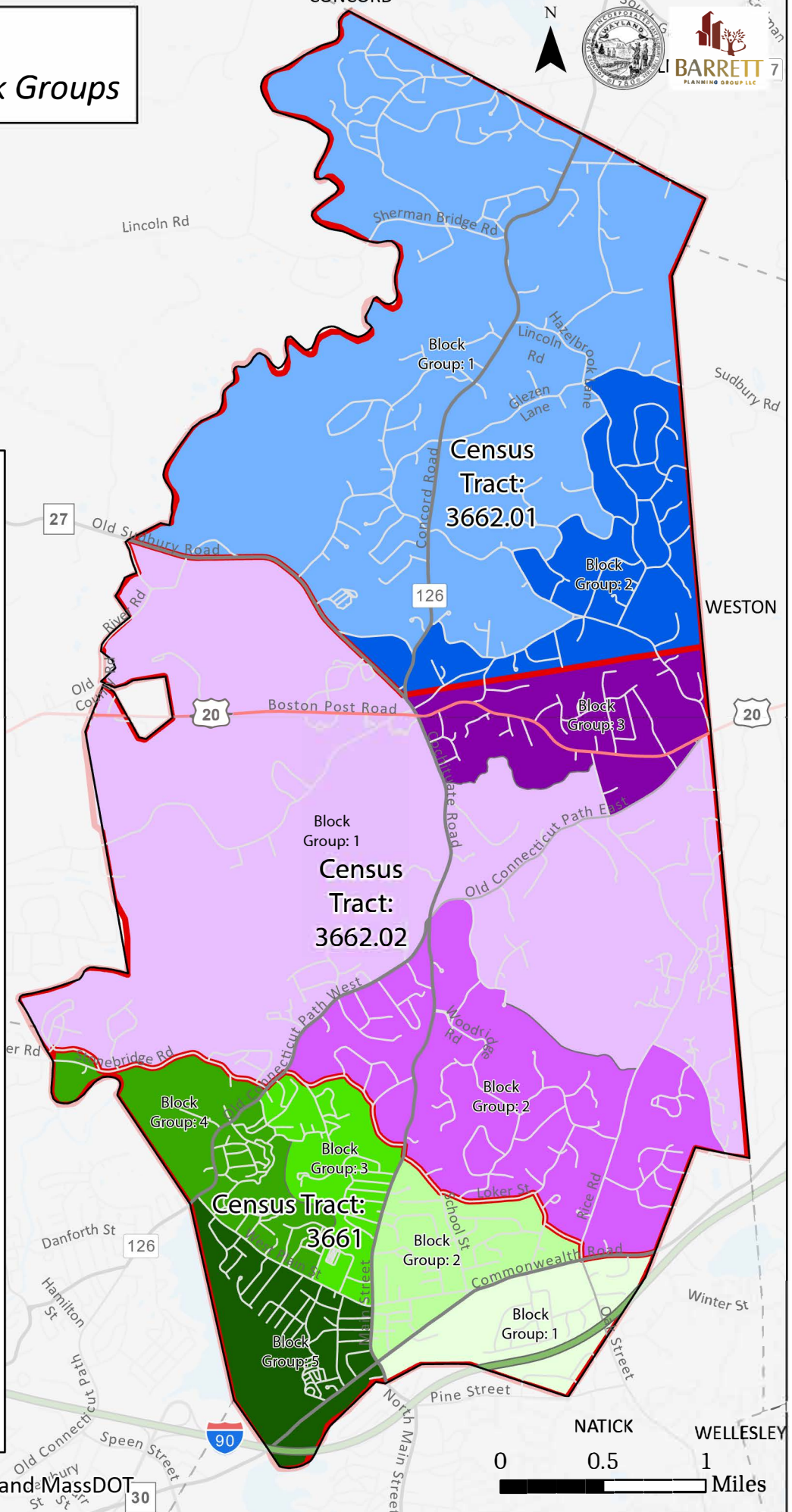
20

Block Group

-  Census Tract 3661,Block Group 1
-  Census Tract 3661,Block Group 2
-  Census Tract 3661,Block Group 3
-  Census Tract 3661,Block Group 4
-  Census Tract 3661,Block Group 5
-  Census Tract 3662.01,Block Group 1
-  Census Tract 3662.01,Block Group 2
-  Census Tract 3662.02,Block Group 1
-  Census Tract 3662.02,Block Group 2
-  Census Tract 3662.02,Block Group 3
-  Census Tracts

MassDOT Major Roads

-  Interstate
-  U.S. Highway
-  State Route
-  Non-numbered Road
-  Town of Wayland
-  Surrounding Towns
-  Water



Block Group: 1
Census Tract: 3662.02

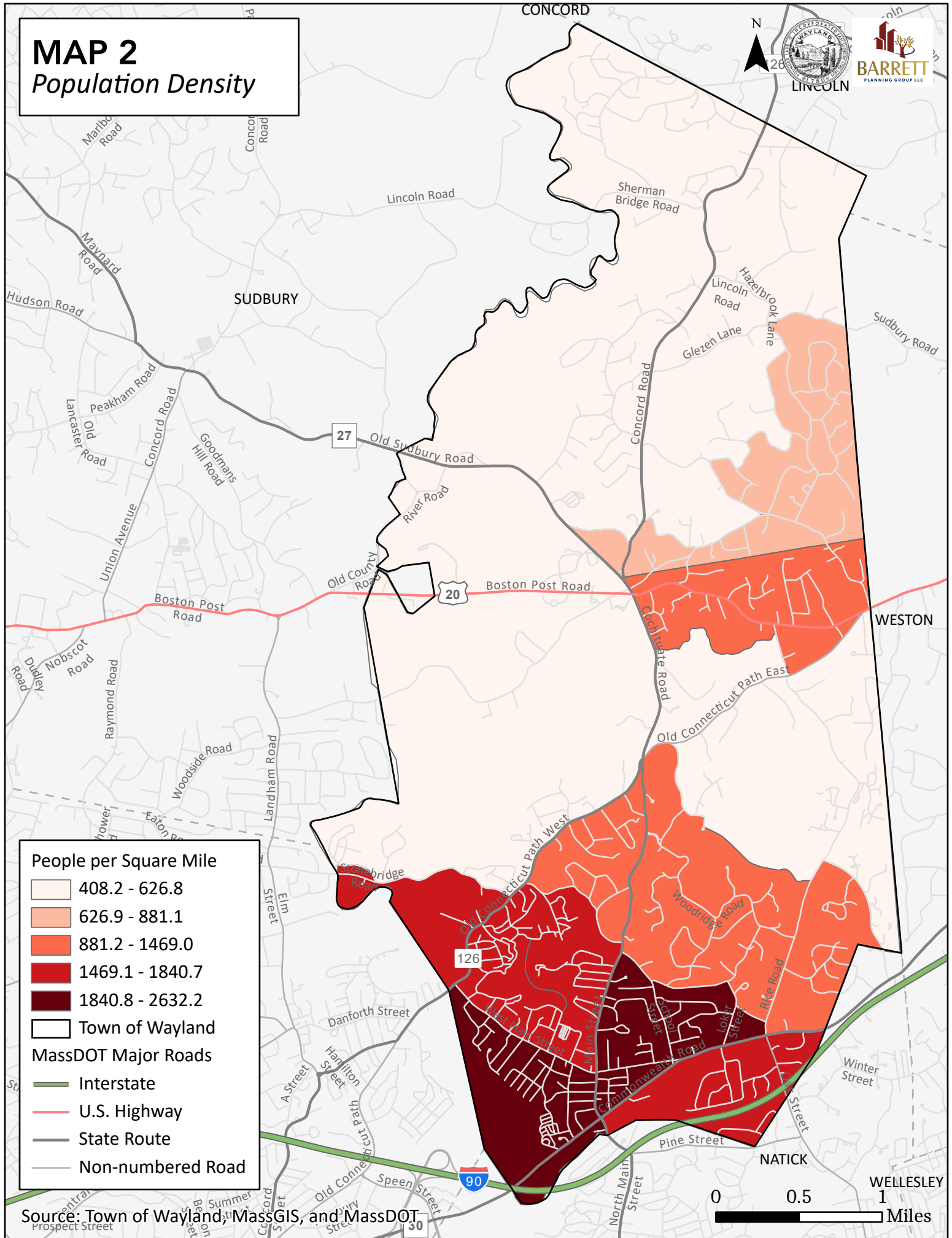
Census Tract: 3662.01

Block Group: 4
Block Group: 3
Census Tract: 3661



Source: Town of Wayland, MassGIS, and MassDOT

MAP 2 Population Density



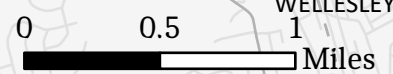
People per Square Mile

- 408.2 - 626.8
- 626.9 - 881.1
- 881.2 - 1469.0
- 1469.1 - 1840.7
- 1840.8 - 2632.2

Town of Wayland

MassDOT Major Roads

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road



Source: Town of Wayland, MassGIS, and MassDOT

HOUSING NEEDS ASSESSMENT

DEMOGRAPHIC PROFILE

Key Findings

The following are the major findings based on an analysis of Wayland’s demographic trends.

- **High income, low unemployment.** Wayland is economically diverse, but on average households have high incomes compared to most other Massachusetts towns. High income correlates with a high percentage of married-couple families, high education levels, and low unemployment, all of which are present in Wayland.
- **A growing population once more.** After registering a population decline in the 2010 Census, Wayland has experienced modest growth over the past decade, reaching an all-time high number of residents in 2020.
- **Increasing diversity.** While a majority of Wayland residents still self-identity as White, the Town has seen consistent growth in most other racial groups tracked by the Census Bureau. Wayland’s White population has been shrinking in terms of both percentage and absolute numbers for several decades.
- **Demographic diversity across Town.** Many of the statistics discussed in this section differ greatly within Wayland from area to area or from neighborhood to neighborhood. Income, racial makeup, and household size can differ greatly between Census tracts.
- **In line with regional trends.** Many of Wayland’s demographic indicators are in line with regional trends, which differ significantly from statewide trends in areas like income, educational attainment, and disability status.

Population Change

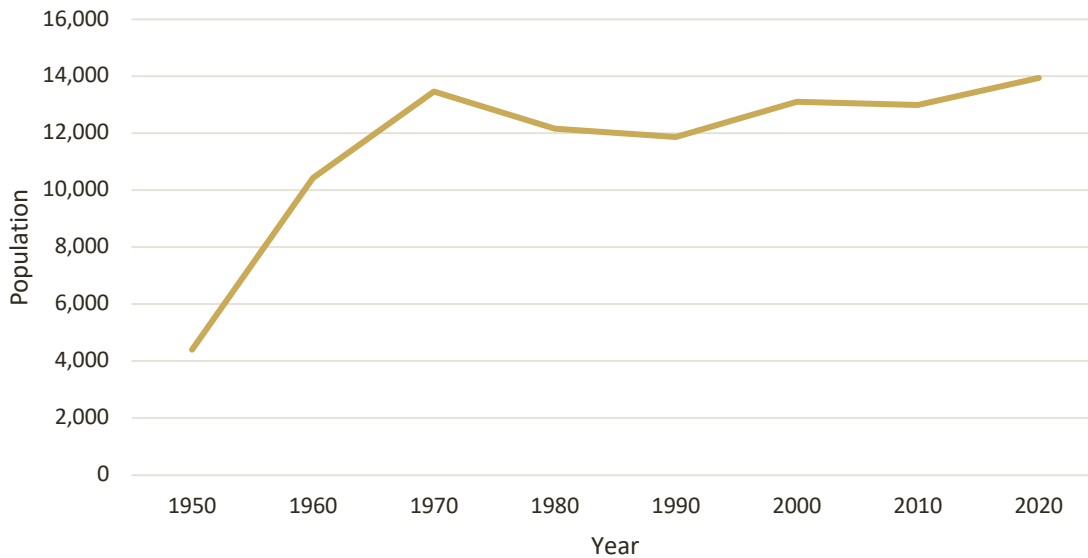
Traditionally a small agricultural community, Wayland experienced a suburban population boom in the 1950s and 1960s as the population more than tripled between the years 1950 and 1970 (see Figure 2-1). The following decades saw a modest decline in population, but since 1990 the number of Wayland residents has been slowly growing despite a small population decrease in 2010, reaching an all-time peak of 13,943 in 2020. It is typical to include some discussion of available population projections in this section of a Housing Production Plan. However, the most recent projections for Wayland (MAPC and the UMass Donahue Institute) are several years old. They have recently been proven inaccurate by 2020 Census results and have therefore been omitted. Based in part on the Town’s declining population between 2000 and 2010, these projections assumed that the decline would continue.⁵

⁵ For example, the Donahue Institute projected that Wayland’s population would fall to 12,527 by 2020, which is about 10 percent lower than the Town’s actual current population of 13,943. Note that this is an issue with all population projections: assumptions about the future must be made using existing trends and can be rendered inaccurate by an unexpected change in those trends. The population projection sources discussed in this section are still the most reliable available and are accurate for many communities.



Figure 2-1: Wayland Census Population 1950-2020

Source: US Census 1950-2020



Population Age

The age distribution of Wayland’s population does not differ significantly from that of its comparison communities. Table 2-1 shows that the Town has a somewhat higher proportion of children and a lower proportion of young adults in their twenties and thirties than Middlesex County as a whole and a higher proportion of adults over 65 years old than most comparison communities.

Table 2-1: Population by Age Group

	Wayland		Sudbury		Natick		Weston		Middlesex County	
	#	%	#	%	#	%	#	%	#	%
17 or under	3,659	26.5%	5,383	28.2%	8,655	24.0%	3,086	25.5%	319,479	20.0%
18-24	811	5.9%	1,174	6.1%	1,855	5.1%	1,271	10.5%	158,038	9.9%
25-34	964	7.0%	869	4.5%	4,602	12.7%	544	4.5%	246,588	15.4%
35-44	1,666	12.1%	2,462	12.9%	4,890	13.5%	1,137	9.4%	210,197	13.1%
45-54	2,108	15.3%	3,275	17.1%	5,652	15.6%	1,842	15.2%	220,267	13.8%
55-64	2,066	15.0%	2,945	15.4%	4,908	13.6%	1,690	14.0%	206,358	12.9%
65-74	1,417	10.3%	1,702	8.9%	3,431	9.5%	1,104	9.1%	135,467	8.5%
75 or over	1,111	8.0%	1,312	6.9%	2,135	5.9%	1,438	11.9%	104,448	6.5%
Total	13,802	100%	19,122	100%	36,128	100%	12,112	100%	1,600,842	100%

Source: American Community Survey 5-Year Estimates (2019)

Map 3 shows the concentration of households with someone 65 years old or older by Census block group. At least 20 percent of households in every block group have a member 65 or older, but the highest concentration of these households is found in the center of Town; the two block groups that



Route 20 runs through have between 39 to 45 percent 65-and-over households. Wayland has several age-restricted residential developments that contribute to these trends. **Map 4** shows the concentration of the under-18 population, along with the location of Wayland’s public schools. The highest concentrations of children are found in the farthest north and south Census block groups.

Household Type and Size

Most Wayland households consist of families and most families are married couples (see Table 2-2). The Census Bureau defines a family household as a group of individuals living together who are related by blood, marriage, or adoption. Conversely, a nonfamily household is classified either as a single person or a group of two or more unrelated people living together. The Town’s breakdown of household types is similar to that of neighboring communities, although Wayland and Sudbury have a higher proportion of married-couple families than Natick and Weston. Wayland has the highest proportion of married-couple families and the lowest proportion of families that are not headed by a married couple.

Table 2-2: Households by Type

	Wayland		Sudbury		Natick		Weston		Hopkinton	
	#	%	#	%	#	%	#	%	#	%
Married-Couple Family	3,534	94.2%	5,058	92.6%	8,291	88.5%	2,727	87.7%	4,581	87.8%
Family - male Householder, no spouse present	109	2.1%	122	1.8%	389	2.5%	75	2.4%	51	1.0%
Family - female householder, no spouse present	232	3.7%	306	5.6%	1,163	9.0%	281	9.9%	584	11.2%
Nonfamily Households	911	19.0%	900	14.1%	4,694	32.3%	704	18.6%	1,088	17.3%
Total Households:	4,786	100%	6,386	100%	14,537	100%	3,787	100%	6,304	100%

Source: American Community Survey 5-Year Estimates (2019)

“In the next 6 months if my situation doesn’t improve, I may be forced to leave town with my kids. Even the apartments are too expensive for a single mom.”

-Survey Response

About 74 percent of Wayland households include children under 18 years old and most of these households are married-couple families. Table 2-3 shows the proportion of Wayland families that have children under 18 living with them, separated by family type. Most married-couple families in town, over 94 percent, have dependent children while other types of families are much more likely to be composed of adults only.

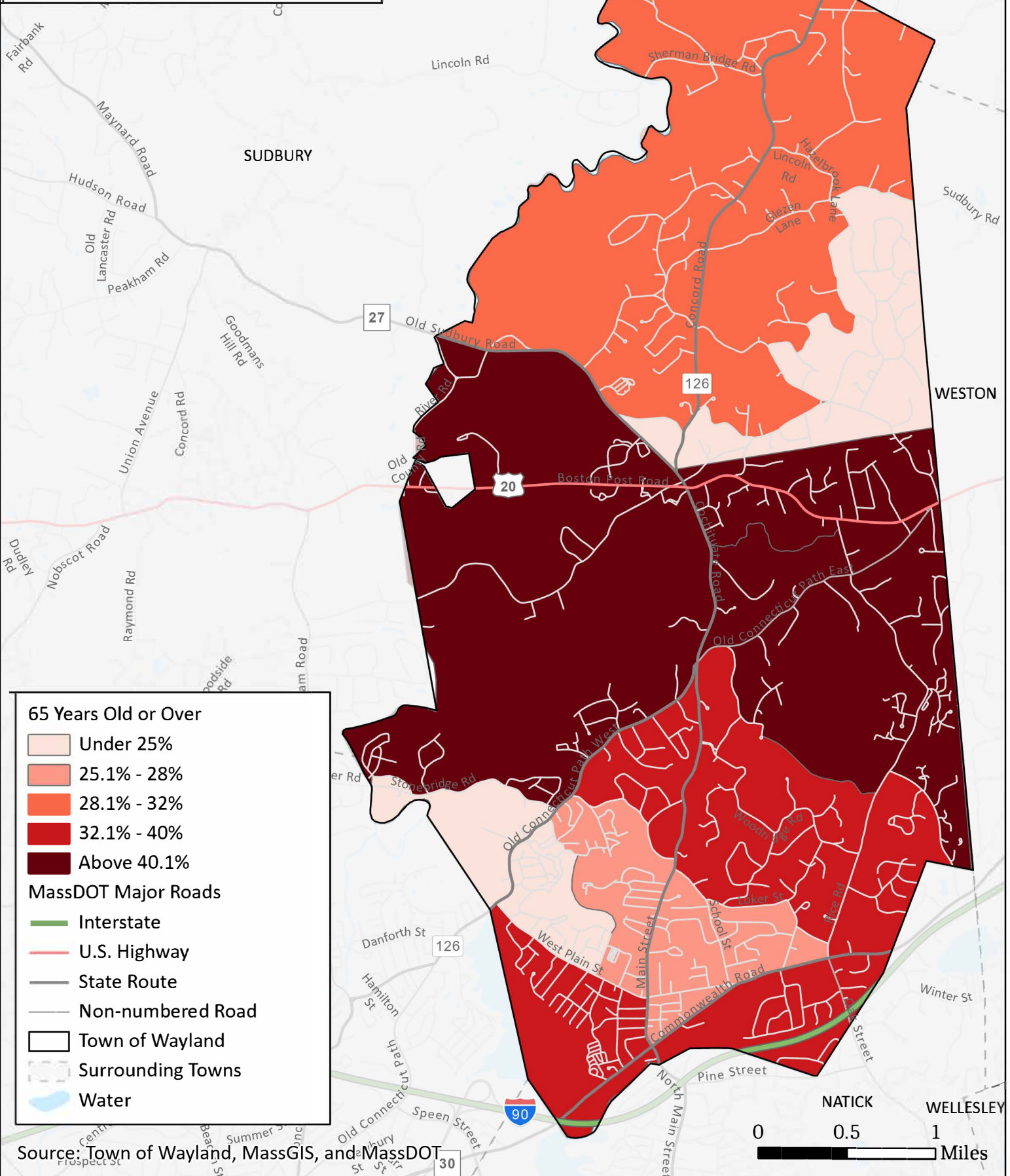


MAP 3

Households with Someone 65 Years Old or Older

CONCORD

N



65 Years Old or Over

- Under 25%
- 25.1% - 28%
- 28.1% - 32%
- 32.1% - 40%
- Above 40.1%

MassDOT Major Roads

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road
- Town of Wayland
- Surrounding Towns
- Water

Source: Town of Wayland, MassGIS, and MassDOT

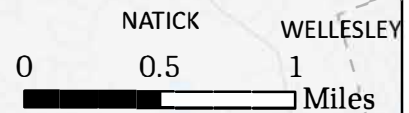


Table 2-3: Wayland Families by Presence of Children

	#	%
Married-couple families	3,534	91.20%
<i>with children</i>	3,324	94.06%
<i>without children</i>	210	5.94%
Male householder, no spouse present families	109	2.81%
<i>with children</i>	74	67.89%
<i>without children</i>	35	32.11%
Female householder, no spouse present families	242	6.25%
<i>with children</i>	131	56.47%
<i>without children</i>	111	47.84%
Total Families	3,875	100%

Source: American Community Survey 5-Year Estimates (2019)

Table 2-4 presents household size statistics. In Wayland and comparison communities, the majority of households have three or fewer people. The largest group in each of these municipalities is two-person households, while large households of six or more people are uncommon.

Table 2-4: Household Size

	Wayland		Sudbury		Natick		Weston		Hopkinton	
	#	%	#	%	#	%	#	%	#	%
1-Person Household	798	16.7%	737	11.5%	4,209	29.0%	650	17.2%	980	15.5%
2-Person Household	1,522	31.8%	2,185	34.2%	4,613	31.7%	1,223	32.3%	2,349	37.3%
3-Person Household	897	18.7%	1,214	19.0%	2,346	16.1%	626	16.5%	1,100	17.4%
4-Person Household	983	20.5%	1,559	24.4%	2,381	16.4%	689	18.2%	1,317	20.9%
5-Person Household	478	10.0%	543	8.5%	749	5.2%	427	11.3%	359	5.7%
6-Person Household or larger	108	2.3%	148	2.3%	239	1.6%	172	4.5%	199	3.2%
Total	4,786	100%	6,386	100%	15,537	100%	3,787	100%	6,304	100%

Source: American Community Survey 5-Year Estimates (2019)

Table 2-5 shows the same household size data for Wayland’s Census tracts, revealing significant variation within the Town. North Wayland has a very small proportion of single-person households compared to the Town as a whole and its comparison communities, while three-and four-person households are more common. In the tract covering Cochituate, on the other hand, one-person households are the largest group by a slim margin and household size is more evenly distributed in general. The prevalence of smaller households in the south may be partially explained by the presence of over 100 units of rental housing owned and operated by the Wayland Housing Authority.



	3662.01 (North)		3662.02 (Central)		3661 (Cochituate)	
	#	%	#	%	#	%
1-Person Household	92	7.7%	326	17.0%	380	22.8%
2-Person Household	426	35.5%	723	37.6%	373	22.4%
3-Person Household	272	22.7%	278	14.5%	347	20.8%
4-Person Household	290	24.2%	335	17.4%	358	21.5%
5-Person Household	92	7.7%	218	11.3%	168	10.1%
6-Person Household	27	2.3%	36	1.9%	40	2.4%
7-or-More Person Household	0	0.0%	5	0.3%	0	0.0%
Total	1,199	100%	1,921	100%	1,666	100%

Source: American Community Survey 5-Year Estimates (2019)

Group Quarters

According to the Census Bureau, the term “group quarters” means a residence that is not a housing unit, e.g., institutional facilities such as college dormitories or nursing homes. People living in group quarters are housed by an institution of which they are a member rather than settling within individual households. Therefore, group quarters population counts towards a municipality’s total population but is not included in any household-level data. Table 2-6 compares the group quarters population of Wayland to comparison communities. Wayland has a relatively small group quarters population, comprising less than half of a percent of the Town’s total population. Weston’s relatively high proportion of group quarters population is likely explained by the presence of Regis College.

	#	% Total Population
Weston	822	6.8%
Natick	382	1.1%
Sudbury	175	0.9%
Hopkinton	89	0.5%
Wayland	52	0.4%
Medfield	45	0.3%
Westwood	29	0.2%

Source: American Community Survey 5-Year Estimates (2019)

Race, Ethnicity, and Culture

Wayland, like most Massachusetts towns, is a majority-White community, but the data reveals that the Town is becoming increasingly diverse. Table 2-7 shows the 2020 Census breakdown of race in Wayland and its comparison communities. In all these municipalities, White residents make up over 70 percent of the total population, and those identifying as Asian are the second-largest group everywhere but Medfield. Wayland falls roughly in the middle of the comparison communities in terms of total percentage of White residents. Wayland has the lowest proportion of Black residents, at



less than one percent (although all comparison communities have a very small Black population), but has a higher proportion of Asian residents.

Table 2-7: Race/Ethnicity⁶

	Wayland		Sudbury		Natick		Weston		Hopkinton	
	#	%	#	%	#	%	#	%	#	%
American Indian/Alaska Native	8	0.1%	2	0.0%	42	0.1%	9	0.1%	8	0.0%
Asian	1,887	13.5%	1,697	9.0%	4,431	12.0%	1,892	16.0%	3,342	17.8%
Black	119	0.9%	239	1.3%	783	2.1%	241	2.0%	183	1.0%
Hispanic	541	3.9%	687	3.6%	1,762	4.8%	486	4.1%	733	3.9%
Native Hawaiian/Pacific Islander	6	0.0%	5	0.0%	1	0.0%	1	0.0%	1	0.0%
White	10,703	76.8%	15,321	80.9%	27,985	75.6%	8,768	74.0%	13,733	73.2%
Two or more races	618	4.4%	864	4.6%	1,581	4.3%	400	3.4%	638	3.4%
Other	61	0.4%	119	0.6%	421	1.1%	54	0.5%	120	0.6%
Total	13,943	100%	18,934	100%	37,006	100%	11,851	100%	18,758	100%

Source: US Census 2020

Table 2-8 shows race by census tract in Wayland. Tract 3661, which contains much of Cochituate, has the highest proportion of Asian and Black residents. North Wayland has the highest percentage of residents who identify as White, more so than the Town as a whole (80.8 percent in North Wayland vs. 76.8 percent town-wide).

Table 2-8: Race/Ethnicity by Census Tract

	3662.01 (North)		3662.02 (Central)		3661 (Cochituate)	
	#	%	#	%	#	%
American Indian/Alaska Native	1	0.0%	7	0.1%	0	0.0%
Asian	368	9.8%	721	13.8%	798	16.1%
Black	23	0.6%	27	0.5%	69	1.4%
Hispanic	125	3.3%	215	4.1%	201	4.1%
Native Hawaiian/Pacific Islander	1	0.0%	5	0.1%	0	0.0%
White	3,030	80.8%	4,016	76.6%	3,657	73.8%
Two or more races	188	5.0%	230	4.4%	200	4.0%
Other	14	0.4%	20	0.4%	27	0.5%
Total	3,750	100%	5,241	100%	4,952	100%

Source: US Census 2020

⁶ The Census Bureau classifies Hispanic/Latino as an ethnic category separate from race (for example, someone might fill out their Census form to indicate that their race is White, but mark that they are Hispanic). This HPP uses data that separates the Hispanic population into a separate category regardless of race. All other race categories contain the non-Hispanic members of that category.



Finally, Table 2-9 shows the changing racial makeup of Wayland over the past three decades. While White residents still make up a significant majority of the Town’s population, Table 2-9 reveals that most minority groups have been growing consistently since at least 2000. Not only has the proportion of White residents fallen over the years, but the three most recent decennial censuses reported a net loss in the total number of White residents. Therefore, it is fair to say that Wayland’s modest population growth in recent years has been due to the arrival of individuals and families from a diverse set of racial and ethnic backgrounds.

	2000		2010		2020	
	#	%	#	%	#	%
American Indian/Alaska Native	10	0.10%	4	0.00%	8	0.10%
Asian	699	5.30%	1,284	9.90%	1,887	13.50%
Black	97	0.70%	101	0.80%	119	0.90%
Hispanic	151	1.20%	315	2.40%	541	3.90%
Native Hawaiian/Pacific Islander	4	0.00%	2	0.00%	6	0.00%
White	11,971	91.40%	11,082	85.30%	10,703	76.80%
Two or more races	155	1.20%	185	1.40%	618	4.40%
Other	13	0.10%	21	0.20%	61	0.40%
Total	13,100	100%	12,994	100%	13,943	100%

Source: US Decennial Census 2020, 2010, & 2000

Tables 2-10 and 2-11 show characteristics of Wayland’s foreign-born population, which makes up about 15 percent of the Town’s total population. While Wayland’s overall proportion of foreign-born residents is similar to its comparison communities, the Town has the highest proportion of naturalized citizens (80 percent of all foreign-born residents). Most foreign-born residents have become citizens in every comparison community but Natick.

	Wayland		Sudbury		Natick		Weston		Hopkinton	
Native-born	11,761	85.2%	16,701	87.3%	29,331	81.2%	9,983	82.4%	15,401	87.5%
<i>Born in MA</i>	7,791	66.2%	10,058	60.2%	19,960	68.1%	5,738	57.5%	9,686	62.9%
<i>Born elsewhere</i>	3,970	33.8%	6,643	39.8%	9,371	31.9%	4,245	42.5%	5,715	37.1%
Total native-born	11,761	100%	16,701	100%	29,331	100%	9,983	100%	15,401	100%
Foreign-born	2,041	14.8%	2,421	12.7%	6,797	18.8%	2,129	17.6%	2,197	12.5%
<i>Naturalized Citizen</i>	1,630	79.9%	1,698	70.1%	3,104	45.7%	1,365	64.1%	1,244	56.6%
<i>Not a US Citizen</i>	411	20.1%	723	29.9%	3,693	54.3%	764	35.9%	953	43.4%
Total foreign-born	2,041	100%	2,421	100%	6,797	100%	2,129	100%	2,197	100%
Total	13,802	100%	19,122	100%	36,128	100%	12,112	100%	17,598	100%

Source: American Community Survey 5-Year Estimates (2019)



Table 2-11 lists the top ten countries of origin for foreign-born Wayland residents. China and India are the most common countries of origin for foreign-born residents, making up a combined 30 percent of the total. About a third of foreign-born Wayland residents were born in countries outside of the top ten.

Table 2-11: Foreign-Born Residents by Country of Origin		
Country of Origin	#	% Foreign-Born Population
China	373	18.3%
India	235	11.5%
Russia	142	7.0%
Mexico	128	6.3%
United Kingdom	115	5.6%
Canada	102	5.0%
Brazil	82	4.0%
Israel	76	3.7%
Australia	57	2.8%
Taiwan	56	2.7%
Other Countries	675	33.1%
Total	2,041	100%
<i>Source: American Community Survey 5-Year Estimates (2019)</i>		

Table 2-12 shows that the majority of Wayland residents report being proficient in speaking English. Ninety-six percent either speak only English or speak it “very well” alongside some other language. While only 4 percent speak English less than “very well,” this still represents a group of nearly 500 individuals who may have difficulty communicating in English.

Table 2-12: English Proficiency in Wayland		
All Residents Ages 5 and up		
	#	%
Speak only English	10,445	81.5%
Speak English “very well”	1,888	14.7%
Speak English less than “very well”	486	3.8%
Total	12,819	100%
Foreign-Born Residents Ages 5 and up		
	#	%
Speak only English	632	31.0%
Speak English “very well”	1,059	51.9%
Speak English less than “very well”	350	17.1%
Total	2,041	100%
<i>Source: American Community Survey 5-Year Estimates (2019)</i>		



Table 2-13 shows that Wayland is roughly in line with its comparison communities in terms of English proficiency, but that, as a group, they are above the statewide average.

Table 2-13: English Proficiency in Wayland and Comparison Communities (Age 5 or Over)

	Wayland		Sudbury		Natick		Weston		Massachusetts	
	#	%	#	%	#	%	#	%	#	%
Speak only English	10,445	81.5%	15,519	86.1%	26,893	79.1%	9,166	79.9%	4,942,231	76.2%
Speak English "very well"	1,888	14.7%	2,059	11.4%	5,024	14.8%	1,915	16.7%	948,059	14.6%
Speak English less than "very well"	486	3.8%	438	2.4%	2,073	6.1%	389	3.4%	599,247	9.2%
Total (age 5+)	12,819	100%	18,016	100%	33,990	100%	11,470	100%	6,489,537	100%

Source: American Community Survey 5-Year Estimates (2019)

Public School Enrollment

Participants in the community interviews conducted for this plan touted Wayland Public Schools as a major draw for families with young children. Table 2-14 displays student enrollment data for Wayland’s three public elementary schools alongside the district. The locations of all the Town’s public schools are shown on **Map 4**. Wayland participates in the METCO program and 135 students from Boston attend the local public schools in grades 1 through 12.^{7,8}

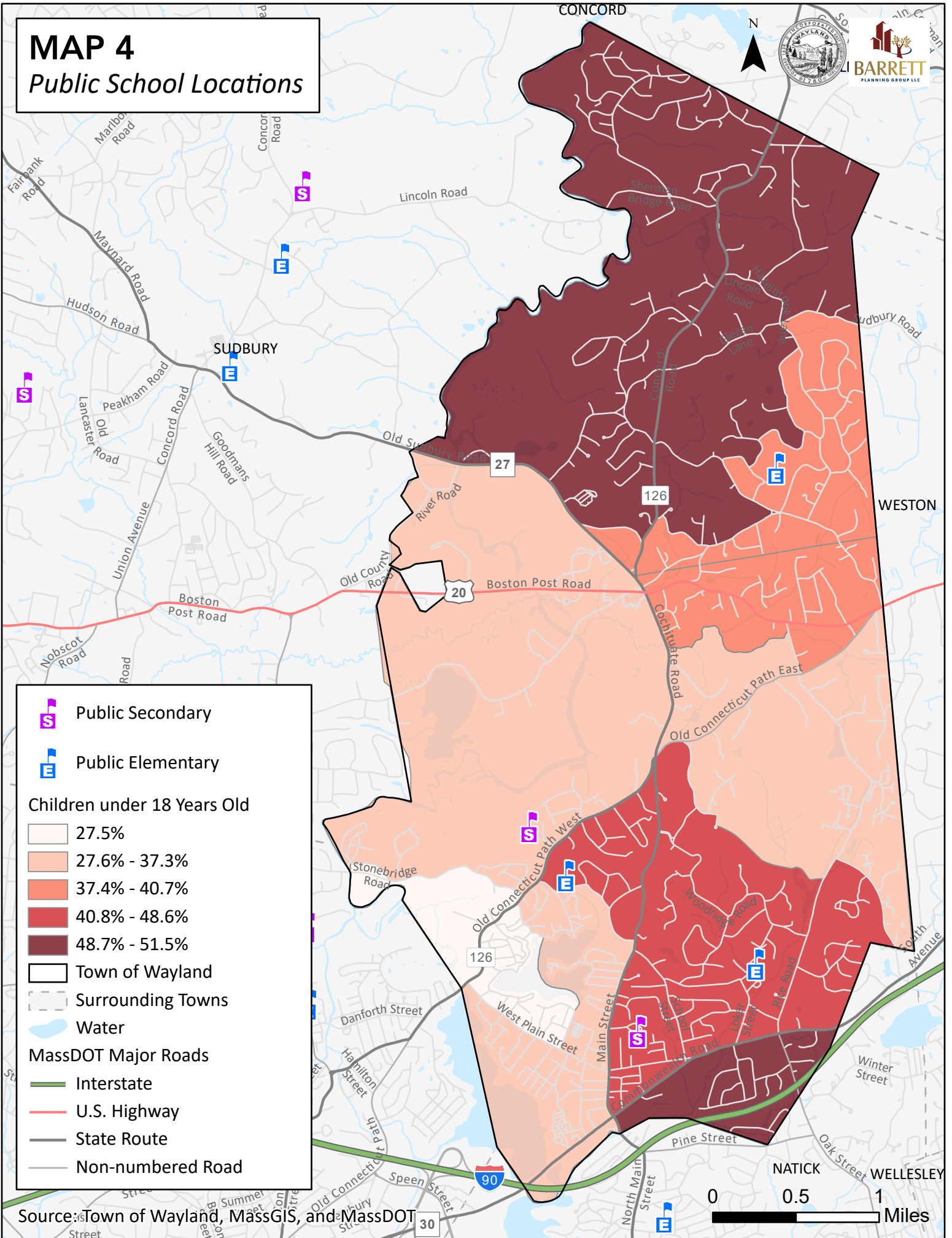
⁷ The Metropolitan Council For Educational Opportunity (METCO) buses students from Boston to suburban schools with the aim of countering regional racial education imbalances and promoting educational desegregation.

⁸ Wayland Public Schools

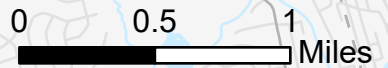


MAP 4

Public School Locations



Source: Town of Wayland, MassGIS, and MassDOT



The first section of Table 2-14 shows the racial makeup of the schools’ students, which are consistent with that of the general population. The Loker School in Cochrane has the highest proportion of Asian and Hispanic students and the lowest proportion of White students, while the other two elementary schools correspond more closely to Wayland’s overall population trends. The racial makeup of Wayland’s entire school district, shown in the final column of Table 2-14, shows that the younger generation of Wayland residents is more diverse than the adult population.

	Claypit Hill School	Happy Hollow School	Loker School	District Total*
Location	North Wayland	South Wayland	South Wayland	N/A
Accountability Classification**	Meeting or exceeding targets	School of recognition	Meeting or exceeding targets	Meeting or exceeding targets
Enrollment	504	361	357	2,700
White	72.6%	74.5%	65.8%	68.0%
Asian	11.3%	10.2%	16.5%	15.4%
Hispanic	5.4%	4.4%	6.7%	5.0%
African American	4.4%	3.9%	4.2%	5.0%
Other	6.4%	6.9%	6.7%	6.6%
First language not English	12.9%	14.7%	19.3%	13.1%
English Language Learner	4.2%	6.1%	7.3%	3.5%
Students w/ disabilities	14.9%	15.0%	8.4%	17.9%
Economically disadvantaged	4.2%	7.8%	5.3%	6.6%
High Needs***	24.6%	25.8%	21.8%	26.7%
<i>*Includes all students of Wayland Public Schools, not just those at the elementary level</i> <i>**Describes how well a school is meeting MCAS score targets. “School of recognition” indicates a school that not only meets targets but excels compared to other schools that are meeting their goals.</i> <i>***A student is high needs if they are designated as either low income, economically disadvantaged, English Language Learner (ELL) or former ELL, or a student with disabilities.</i> <i>Enrollment data are reported for the 2020–2021 school year, accountability and assessment data are reported for the 2018–2019 school</i> <i>Source: Massachusetts Department of Elementary and Secondary Education</i>				

The second section of Table 2-14 shows the proportion of students whose first language is not English, and who fall into a series of categories that the Massachusetts Department of Elementary and Secondary Education (DESE) groups under the umbrella term “High Needs.” Over one-quarter of the school district’s students qualify as High Needs, and the three elementary schools report similar percentages. Out of the High Needs categories, students with disabilities form the largest group. About 15 percent of students at Claypit Hill and Happy Hollow schools belong to this category. Loker School has the highest proportion of English Language Learner (ELL)⁹ students and Happy Hollow School has the highest proportion of economically disadvantaged students.

⁹ The DESE defines an English Language Learner or English Learner as a student who either does have English as a native language or comes from an environment where English is not the primary language, and who has difficulty performing classroom work in English.



Education, Work, and Earnings

Wayland and the surrounding communities have higher levels of education than Massachusetts in general, with a much lower proportion of adults who have not completed a high school education and a higher proportion of people with bachelor’s, master’s, and professional degrees (see Table 2-15).

Table 2-15: Educational Attainment (25 Years or Older)

	Wayland		Sudbury		Natick		Weston		Massachusetts	
	#	%	#	%	#	%	#	%	#	%
Less than high school	181	1.9%	138	1.1%	740	2.9%	78	1.0%	441,944	9.2%
High School (or equivalent)	590	6.3%	1,171	9.3%	3,196	12.5%	750	9.7%	1,148,525	24.0%
Some college or Associate degree	1,027	11.0%	1,144	9.1%	4,061	15.9%	507	6.5%	1,102,149	23.0%
Bachelor's degree	3,254	34.9%	4,652	37.0%	8,229	32.1%	2,576	33.2%	1,151,870	24.1%
Master's degree	2,588	27.7%	3,414	27.2%	6,995	27.3%	2,098	27.1%	656,508	13.7%
Professional degree	912	9.8%	991	7.9%	1,244	4.9%	909	11.7%	145,317	3.0%
Doctorate	780	8.4%	1,055	8.4%	1,153	4.5%	837	10.8%	135,370	2.8%
Total	9,332	100%	12,565	100%	25,618	100%	7,755	100%	4,781,683	100%

Source: American Community Survey 5-Year Estimates (2019)

A community’s labor force includes all its residents 16 years and over who have a job or are looking for work. Table 2-16 breaks down Wayland’s labor force by occupation. The two largest categories combined make up most of the kinds of jobs held by Wayland’ labor force, encompassing jobs in fields like education, management, health care, and professional services.

Table 2-16: Wayland Workforce by Occupation

Occupation	#	%
Educational Services; Health Care; Social Assistance	1,976	27.9%
Professional, Scientific, and Management; Administrative; Waste Management Services	1,786	25.2%
Manufacturing	680	9.6%
Retail Trade	577	8.1%
Finance and Insurance; Real Estate; Rental And Leasing	538	7.6%
Arts, Entertainment, and Recreation; Accommodation and Food Services	416	5.9%
Other Services, Except Public Administration	319	4.5%
Information	243	3.4%
Public Administration	202	2.9%
Wholesale Trade	168	2.4%
Construction	128	1.8%
Transportation and Warehousing; Utilities	53	0.7%
Agriculture; Forestry; Fishing and Hunting; Mining	0	0.0%
Total Employed Population 16+	7,086	100%

Source: American Community Survey 5-Year Estimates (2019)



Table 2-17 shows unemployment rates from the 2019 American Community Survey (ACS) alongside more up-to-date figures from the Department of Unemployment Assistance. Unemployment increased significantly across the country due to the COVID-19 pandemic, but rates are currently closer to pre-pandemic levels. In both data sets, Wayland has the lowest unemployment rate among the comparison communities, which is much lower than the state or county figures. The 2019 data indicates a particularly large gap between unemployment in Wayland and the comparison communities, but the 2021 data shows that this gap has closed.

Area	Unemployment Rate 2019	Unemployment Rate 2021
Framingham	5.0%	4.1%
Massachusetts	4.8%	5.3%
North Reading	4.3%	4.4%
Lincoln	4.2%	4.3%
Weston	4.0%	3.3%
Hopkinton	3.9%	3.6%
North Andover	3.8%	4.8%
Middlesex County	3.8%	4.3%*
Sudbury	3.6%	3.3%
Westford	3.0%	3.7%
Natick	3.0%	3.7%
Wayland	1.4%	3.2%

*Source: American Community Survey 5-Year Estimates (2019), MA Department of Unemployment Assistance (September 2021), *US Federal Reserve*

Disability

The American Community Survey, the source of disability data in this section, defines a “disability” as when a physical, sensory, cognitive, or mental health issue causes an individual difficulty in carrying out basic life activities such as work or school.¹⁰ The incidence of disability in Wayland is lower than the state and county averages, as shown in Table 2-18. The same is true when looking at only the population 65 years or older, although the prevalence of disability for Wayland’s older adults is higher than in comparison communities.

“It is difficult to find one level homes for large families so it’s accessible for [a] family member with a physical disability.”

- Survey Response

¹⁰ US Census Bureau, *American Community Survey 2019 Subject Definitions*. The ACS definition is consistent with that of the Americans with Disabilities Act of 1990, as amended (ADA).



Table 2-18: Disability

	Wayland		Sudbury		Natick		Middlesex County		Massachusetts	
	#	%	#	%	#	%	#	%	#	%
Total pop. w/ a disability	915	6.6%	1,268	6.7%	3,010	8.4%	147,133	9.3%	784,593	11.6%
Total pop. without a disability	12,849	93.4%	17,679	93.3%	32,781	91.6%	1,438,875	90.7%	5,992,875	88.4%
Pop. 65+ w/ a disability	666	26.7%	595	20.7%	1,425	26.3%	69,312	29.7%	340,368	31.8%
Pop. 65+ without a disability	1,832	73.3%	2,275	79.3%	3,984	73.7%	163,715	70.3%	730,602	68.2%

Source: American Community Survey 5-Year Estimates (2019)

Household Wealth

Wayland can fairly be called a wealthy town, although there is significant economic diversity within the community. While Wayland has households at many different income levels, its median household income (MHI) is one of the highest out of the comparison communities in Table 2-19 and more than double the state median.

Table 2-19: Median Household Income (MHI)

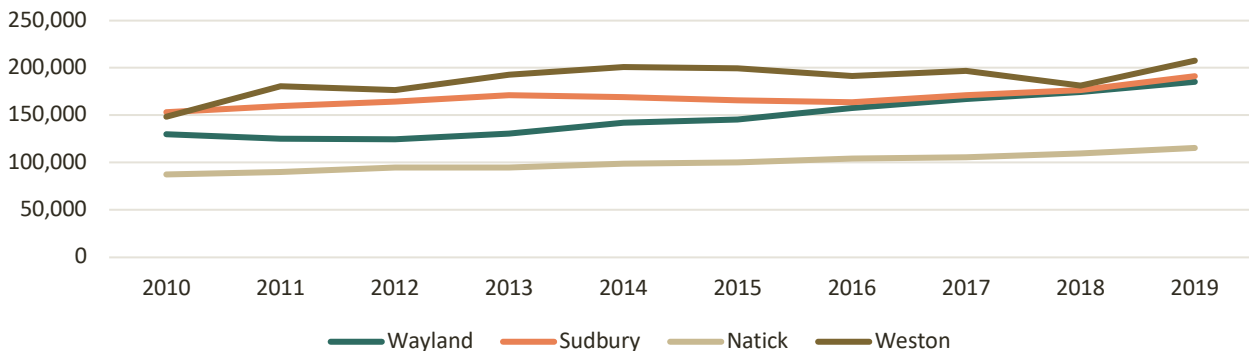
Location	MHI	Location	MHI
Weston	\$207,702	North Reading	\$128,651
Sudbury	\$191,310	Lincoln	\$124,507
Wayland	\$185,375	Natick	\$115,545
Medfield	\$160,963	North Andover	\$108,070
Westwood	\$160,132	Middlesex County	\$102,603
Hopkinton	\$157,353	Framingham	\$82,709
Westwood	\$144,917	Massachusetts	\$81,215

Source: American Community Survey 5-Year Estimates (2019)

Figure 2-2 uses American Community Survey data to chart the growth of MHI in Wayland and the comparison communities since 2010. Since the most recent low of \$124,702 in 2012, the Town’s MHI has grown steadily each year and narrowed the gap with Sudbury and Weston.

Figure 2-2: Median Household Income by Year

Source: American Community Survey Estimates (2010-2019)



Map 5 shows Wayland’s median household income by Census block group (see also Table 1-3). There is more than a \$100,000 disparity between the highest MHI Census block group (\$220,000 or more in North Wayland) and the lowest (\$127,000 or less in Cochituate). The lower MHI in Cochituate may be partially because much of Wayland’s existing affordable housing stock is located in the area and that there are generally smaller, more affordable homes. While **Map 5** demonstrates that Wayland households have a wide range of incomes, even the block group with the lowest MHI places higher than several comparison communities in Table 2-19.

Table 2-20 compares the median household incomes of owner-occupied households and renter-occupied households. Owner MHI is higher and renter MHI is lower than overall MHI in every comparison community. Wayland has the second-highest owner MHI after Weston and the second-lowest renter MHI after Medfield. While factors such as household size partially explain the difference in these two figures, Table 2-20 points to a very large wealth disparity between owners and renters in Wayland. A likely explanation for this gap is that Wayland has few market-rate rental units. Over one-quarter of all renter households live in income-restricted affordable units, most of which are administered by the Wayland Housing Authority.

Household Type	Wayland	Sudbury	Natick	Weston	Hopkinton	Medfield	Westwood
Owner-occupied	\$201,691	\$197,880	\$148,257	\$243,448	\$185,298	\$185,845	\$175,441
Renter-occupied	\$41,250	\$43,750	\$71,264	\$72,847	\$66,250	\$36,324	\$48,125
Overall MHI	\$185,375	\$191,310	\$115,545	\$207,702	\$157,353	\$160,963	\$160,132

Source: American Community Survey 5-Year Estimates (2019)

Poverty and Homelessness

Wayland’s family poverty rate is half that of Middlesex County, which itself has a lower poverty rate than Massachusetts as a whole (see Table 2-21). While Wayland’s poverty rate is indeed low, it is higher than several of its neighbors. When considering only families that are not made up of married couples, the rate jumps up to 11.4 percent, which is still lower than the state and county averages but represents dozens of Wayland families. The bottom half of Table 2-21 shows individual poverty rates, which are higher than family poverty rates but follow similar trends. In many places the poverty rate for children under 18 is higher than that of older adults aged 65 or older, but in Wayland and Natick older adults have the higher poverty rate.

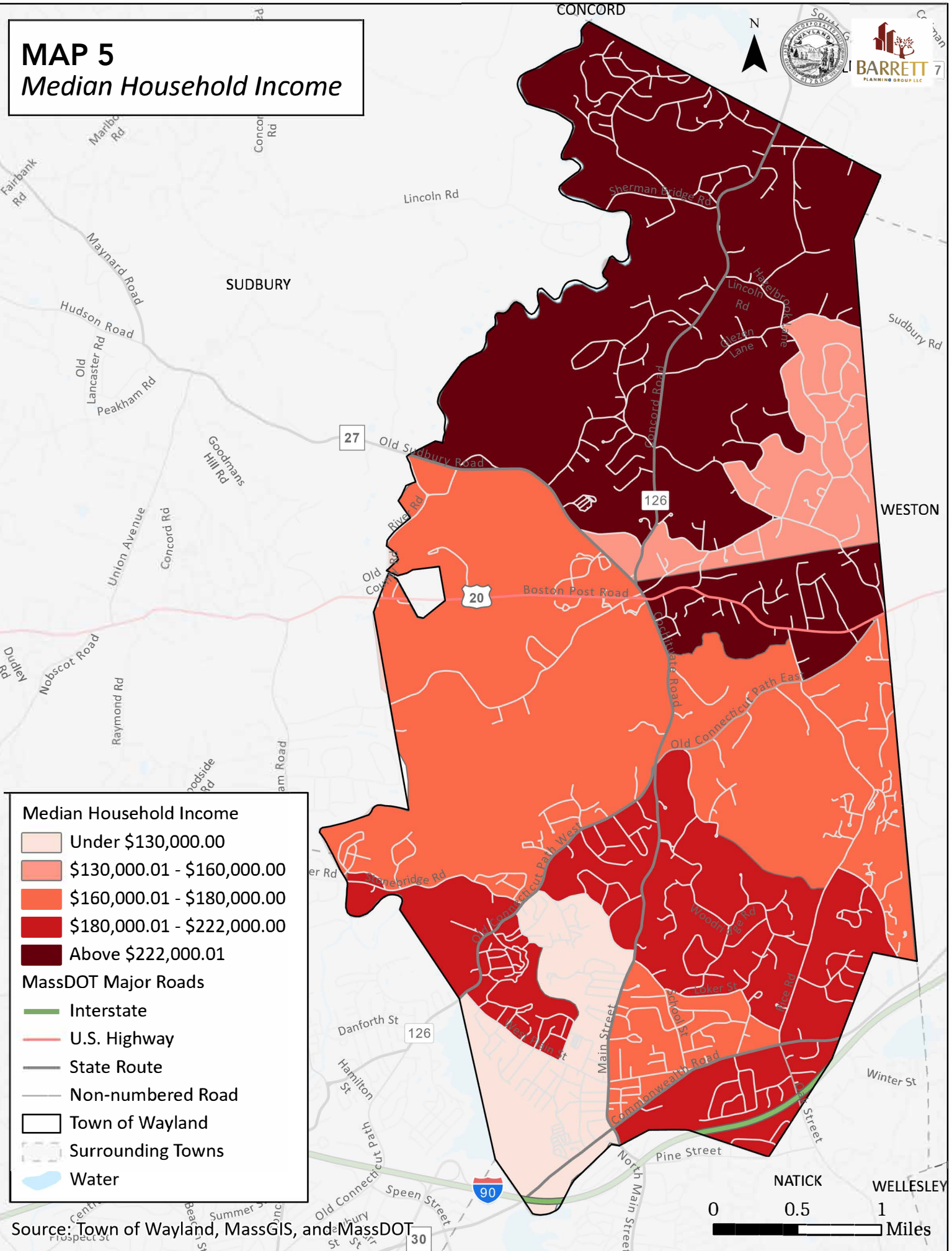
“Our Cub Scout pack has about one family per year that moves to a more affordable town.”

- Survey Response



MAP 5

Median Household Income



Median Household Income

- Under \$130,000.00
- \$130,000.01 - \$160,000.00
- \$160,000.01 - \$180,000.00
- \$180,000.01 - \$222,000.00
- Above \$222,000.01

MassDOT Major Roads

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

Town of Wayland

Surrounding Towns

Water

Source: Town of Wayland, MassGIS, and MassDOT



Table 2-21: Income Below Poverty Level (past 12 months)

Group	Wayland		Sudbury		Natick		Weston		Middlesex County		Massachusetts	
	#	Poverty rate	#	Poverty rate	#	Poverty rate	#	Poverty rate	#	Poverty rate	#	Poverty rate
Families Below Poverty Level	90	2.3%	73	1.3%	164	1.7%	207	6.7%	18,078	4.6%	115,654	7.0%
<i>Married-Couple Families below poverty level</i>	51	1.4%	73	1.4%	56	0.7%	57	2.1%	6,401	2.1%	35,598	2.9%
<i>Other Families below poverty level</i>	39	11.4%	0	0.0%	108	7.0%	150	42.1%	11,677	14.7%	80,056	18.7%
Individuals below poverty level	411	3.0%	470	2.5%	1,036	2.9%	866	7.6%	114,942	7.4%	680,962	10.3%
<i>Under age 18 below poverty level</i>	40	1.1%	178	3.3%	117	1.4%	305	10.0%	25,131	8.0%	177,630	13.2%
<i>Age 65+ below poverty level</i>	70	2.8%	35	1.2%	224	4.1%	71	2.9%	17,198	7.4%	96,081	9.0%

Source: American Community Survey 5-Year Estimates (2019)

Services for individuals and families experiencing homelessness are coordinated through local or regional Continuum of Care (CoC) programs, which receive funding from HUD. Wayland, like other communities that do not have a local or regional CoC may receive funding through the state’s “Balance of State” CoC program. The Balance of State CoC does not report data on a town-by-town basis, but it is likely that those experiencing homelessness in the region would be drawn towards urban areas like Framingham where services are more readily available; nearly all of the services listed for Wayland by the Balance of State CoC are located in other communities. The number of unhoused people in Wayland is likely low or possibly nonexistent, but the true number is unknown.



HOUSING PROFILE

Key Findings

- **Limited housing diversity.** The housing stock is overwhelmingly comprised of owner-occupied single-family detached dwellings, indicating that Wayland lacks housing diversity in terms of size and tenure.
- **High and rising home prices.** Wayland is an expensive place to buy a house and home prices are becoming less affordable over time.
- **Major cost burdens at lower income levels.** While most of Wayland’s moderate-to-high income households do not struggle to pay their monthly housing costs, lower income households are facing affordability problems. About a quarter of owners and renters pay more than 30 percent of their income on housing.
- **Geographic concentration of affordability.** Many of Wayland’s SHI units are concentrated in a few large developments and most affordable housing developments are located in Cochituate and along Route 20.
- **Potential to fall below 10 percent affordable units.** Despite the impressive achievement of reaching and exceeding the 10 percent affordable threshold required under Chapter 40B, it is possible that Wayland could fall back below 10 percent if unbuilt units are removed from the Town’s SHI.

Characteristics of Housing Stock

Table 2-22 shows the residential building permits issued in Wayland since 2016, the year that the previous Housing Production Plan was completed. Since then, single-family residential development has been slow. The Building Department has issued an annual average of 5 demolition permits for residential dwellings, while issuing permits for an average of 16 new units. Notably, at no point did Wayland produce a net 26 or more single-family residences, meaning that even in a hypothetical situation where all new units were SHI-eligible, the Town could likely not meet its DHCD annual affordable unit production target (a 0.5 percent increase in year-round housing stock) with single-family development alone.



Table 2-22: Wayland Building Department Permitting Records

Year	1 and 2 Family Dwelling Units	Residential Demolition Permits*	Net New Residential Structures Permitted
2016	23	4	19
2017	11	5	6
2018	17	5	12
2019	11	8	3
2020	16	6	10
2021	20	3	17
Total	98	31	67
Average	16	5	11

**If a demolition permit also included the reconstruction of a unit, it was not counted as a net loss*
 Source: Town of Wayland

“[I’m] thankful there is an apartment complex here now. It’s a place where divorced women and pre-nursing home elderly folks can go to stay in town after selling their houses. But there’s only one choice and it’s full.”

-Survey Response

While the analysis in this section shows that single-family units are the primary form of residential development in Wayland, available building permit data does not clearly describe the multifamily development that does happen in Town. For example, permits for multifamily development are not clearly categorized. Based on data provided by the Wayland Building Department, it is not possible to determine how many of the residential building permits resulted in a new housing unit- as opposed to a renovation or addition to an existing unit.

The physical characteristics of Wayland’s housing supply are typical for a suburban Massachusetts town. Table 2-23 shows that just over 90 percent of Wayland’s housing units are in single-unit structures (mostly detached), with less than 5 percent found in buildings that contain five or more units. Wayland has a relatively high number of “1 unit; attached” units; this category describes housing like condominiums or townhouses



Figure 2-3: Residential Structures by Year Built

Source: American Community Survey Estimates (2019)

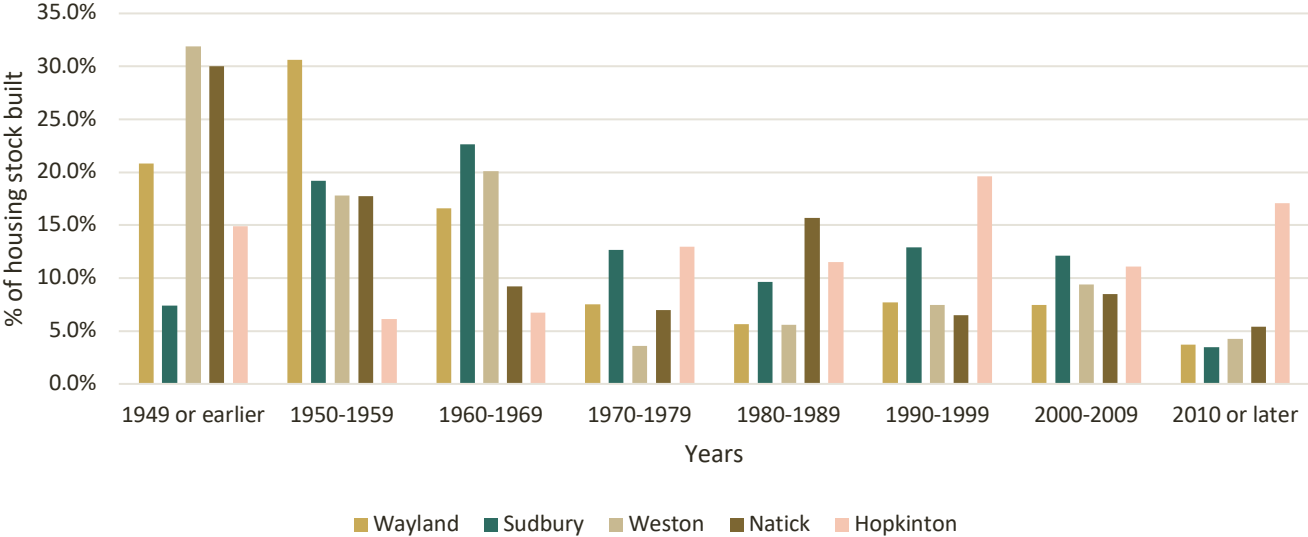


Table 2-23: Units in Structure

	Wayland		Sudbury		Natick		Weston		Hopkinton	
	#	%	#	%	#	%	#	%	#	%
1 unit; detached	4,215	82.0%	5,709	87.9%	8,844	57.9%	3,397	85.7%	4,876	74.9%
1 unit; attached	441	8.6%	371	5.7%	642	4.2%	109	2.7%	682	10.5%
2 units	127	2.5%	52	0.8%	1,126	7.4%	40	1.0%	137	2.1%
3-4 units	56	1.1%	106	1.6%	520	3.4%	163	4.1%	223	3.4%
5-9 units	8	0.2%	36	0.6%	1,169	7.7%	28	0.7%	54	0.8%
10-19 units	73	1.4%	48	0.7%	1,182	7.7%	17	0.4%	116	1.8%
20-49 units	46	0.9%	134	2.1%	751	4.9%	55	1.4%	203	3.1%
50 or more	111	2.2%	38	0.6%	972	6.4%	146	3.7%	222	3.4%
Other (mobile home, boat, etc.)	64	1.2%	0	0.0%	63	0.4%	9	0.2%	0	0.0%
Total	5,141	100%	6,494	100%	15,269	100%	3,964	100%	6,513	100%

Source: American Community Survey 5-Year Estimates (2019)

Age of Housing

Compared to nearby communities, a large proportion of Wayland’s housing stock dates to the mid-twentieth century, and a relatively low number of housing units were built since the 1990s (see Figure 2-3). This trend corresponds with the nationwide boom in suburban housing development following World War II and indicates that in recent decades, Wayland has been slower to build new housing than its neighbors. A slight majority (about 51 percent) of the Town’s current housing was built before 1960, the 1950s being the most active period for new construction. However, compared to neighbors like Weston and Natick, Wayland has fewer old homes from before the 1950s.



Occupancy and Tenure

Wayland and its nearby communities have low residential vacancy rates. All municipalities surveyed in Table 2-24 have at least 94 percent of their residential units occupied. However, Wayland has the second-highest residential vacancy rate out of all the comparison communities after Weston, with 283 vacant units accounting for about 5 percent of total housing units. Wayland has a higher number of vacant housing units than neighboring Sudbury, despite having a smaller number of overall units. There is not enough information available from the 2020 Census to understand the reasons for this, but estimates for 2019 indicate that about 40 percent of Wayland’s vacant units are only occupied seasonally or occasionally.

Table 2-24: Housing Unit Vacancy Rates (2020)

	Wayland		Sudbury		Natick		Weston		Hopkinton		Medfield	
	#	%	#	%	#	%	#	%	#	%	#	%
Occupied	5,013	94.7%	6,386	97.4%	14,956	95.4%	3,799	94.0%	6,395	96.2%	4,346	97.7%
Vacant	283	5.3%	170	2.6%	724	4.6%	244	6.0%	250	3.8%	104	2.3%
Total Units	5,296	100%	6,556	100%	15,680	100%	4,043	100%	6,645	100%	4,450	100%

Source: Census 2020

Wayland and its comparison communities are made up of overwhelmingly owner-occupied households, with the lowest rate of homeownership units (in Natick) still over two-thirds of the total (see Table 2-25). Wayland and Sudbury are essentially tied for the highest proportion of households that own their homes. Households belonging to the two largest racial groups in Wayland, White and Asian, own their homes at rates comparable to the overall population. Other groups have a greater proportion of renters, but the absolute numbers of these households are very small.

Table 2-25: Tenure

	Wayland	Sudbury	Natick	Weston	Hopkinton	Medfield	Westwood
Owner-occupied	91.40%	91.60%	68.90%	85.80%	83.00%	86.90%	85.10%
Renter-occupied	8.60%	8.40%	31.10%	14.20%	17.00%	13.10%	14.90%

Source: American Community Survey 5-Year Estimates (2019)

Geographic Mobility

Geographic mobility measures how frequently households move to new housing units. It can indicate relative stability or instability in a town’s housing market. The American Community Survey asks respondents where they live relative to one year ago: in the same house, in a different house in the same area, etc. Table 2-26 shows that in 2019, Wayland residents were extremely likely to have been living in the same house for a year or more.



Table 2-26: Geographic Mobility (Past Year)

	Wayland		Sudbury		Natick		Weston	
Same house as 1 year ago	12,653	92.6%	17,662	93.3%	31,745	88.7%	10,695	89.0%
Moved within Middlesex County	461	3.4%	697	3.7%	2,018	5.6%	651	5.4%
Moved within Massachusetts	194	1.4%	235	1.2%	712	2.0%	214	1.8%
Moved from elsewhere in U.S.	216	1.6%	217	1.1%	899	2.5%	226	1.9%
Moved from abroad	139	1.0%	115	0.6%	434	1.2%	236	2.0%
Total	13,663	100%	18,926	100%	35,808	100%	12,022	100%

Source: American Community Survey 5-Year Estimates (2019)

"I don't know of a young couple looking for a starter home as I did 60 years ago [who] could find one they could afford in Wayland. You need a big income to live in a house here."

-Survey Response

Housing Sales Price and Market Rents

The median sale price for a home in Wayland has been trending upward with some fluctuation over the past decade, as shown in Table 2-27. The most recent full year of sales data, 2020, saw median single-family home prices rise to \$790,000; in a survey of current Wayland residents, 39 percent of respondents said they could not afford this amount if buying a house today. While data exists for only the first half of 2021, the median sales price for homes so far exceeds \$900,000 even when factoring in condominiums. It remains to be seen whether this high figure will hold by the end of the year, but home prices have continued to rise rapidly throughout the COVID-19 pandemic.

Table 2-27: Median Sales Price

	Single-family	Condo	All
2021 (through Sept.)	\$977,500	\$723,000	\$925,000
2020	\$790,000	\$755,500	\$780,000
2019	\$740,000	\$613,439	\$720,000
2018	\$764,000	\$700,000	\$752,000
2017	\$695,500	\$625,000	\$675,000
2016	\$650,000	\$772,000	\$700,000
2015	\$689,250	\$701,250	\$695,000
2014	\$624,240	\$585,000	\$619,000
2013	\$598,500	\$480,000	\$581,900
2012	\$533,000	\$450,000	\$516,500
2011	\$555,500	\$556,458	\$550,000
2010	\$545,000	\$500,000	\$548,750

Source: Banker & Tradesman

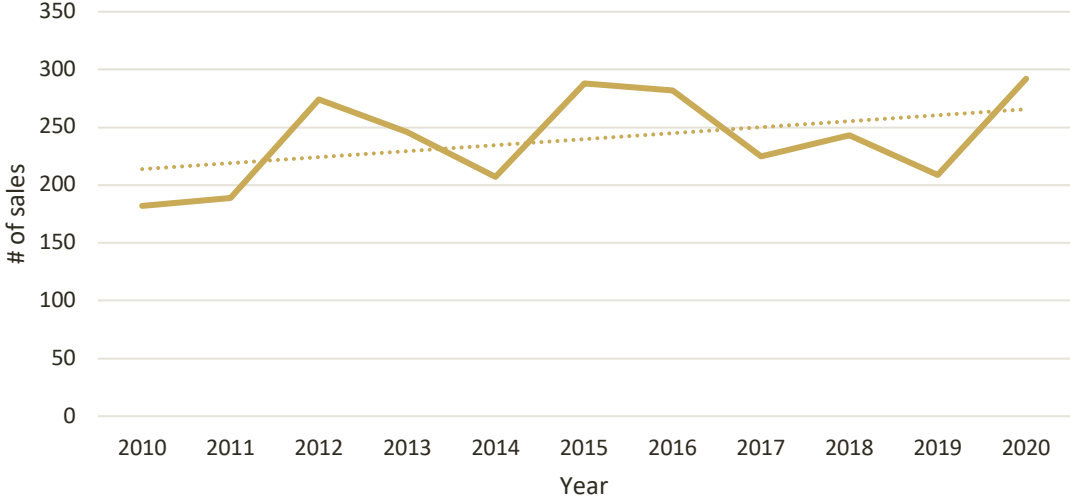
Figure 2-4 shows the volume of annual home sales in Wayland since 2010, along with a trend line. There is a degree of fluctuation, but the overall trend is upwards: sale numbers reached 292 in 2020,



the single busiest year since 1998. Sales volume in 2021 had already reached 194 by the end of September, so a similar year-end number is possible.

Figure 2-4: Home Sales in Wayland (2010-2020)

Source: Banker & Tradesman



Finally, Table 2-28 compares the median home value of Wayland and its comparison communities. The estimated median home value in Wayland in 2019 was \$711,500, which is close to that year’s median sale price of \$720,000. This places the Town in the upper-middle of the group of comparison communities, below neighbors Sudbury and Weston, the latter of which is an extreme outlier.

Table 2-28: Median Home Value	
Municipality	Med. Value
Weston	\$1,312,300
Lincoln	\$913,800
Sudbury	\$720,800
Westwood	\$713,800
Wayland	\$711,500
Medfield	\$667,500
Hopkinton	\$577,600
Natick	\$566,400
North Reading	\$536,700
Westford	\$531,300
North Andover	\$505,400
Framingham	\$409,400

Source: American Community Survey 5-Year Estimates (2019)



Table 2-29 shows the median market rents for various sizes of rental units according to Rentometer, a service that monitors and compiles housing market data across the country. However, the sample size is extremely small: there are only nine data points for the largest category, one-bedroom rentals, in the Town within the two-year window. The small amount of rental data available illustrates the extreme dearth of rental options in Wayland, although the Wayland Housing Authority does own over 100 income-restricted rental units that would not appear in the data source. Finally, it is notable that all but one of the 18 total rentals were located in South Wayland.

Table 2-29: Rental Data (Past 24 Months)*		
	Median Rent	# of Rentals
Studio	N/A	N/A
One-bedroom	\$1,500	9
Two-bedroom	\$1,799	5
Three-bedroom	N/A	N/A
Four-bedroom	\$3,675	4
<i>Source: Rentometer.com</i>		
<i>*As of September 2021</i>		

Local Permitting Activity

The previous sections discussed existing housing market trends, but market data cannot always forecast future development. Many of the potential upcoming housing projects identified by Town staff are addressed in the Strategies section of this plan. This section will examine recent permitting activity to illustrate upcoming projects or recent affordable housing success stories.

Wayland’s biggest local development story continues to be Alta at River’s Edge, where ground broke on construction in 2021 after the project received its final regulatory approvals. Alta at River’s Edge has been mentioned several times throughout this HPP due to its significant size and outsized impact on the Town’s overall housing stock. The Town was an active partner in getting the project approved, working with the developer and creating a new overlay district to produce over 200 much-needed rental units. The leadership shown by the Town of Wayland in the Alta at River’s Edge project should serve as a model for addressing future housing needs.

Most housing units in Wayland are produced on a small scale in the form of individual single-family units and small subdivisions. But here, too, the Town tries to create affordable opportunities. Recently, a subdivision on West Plain Street included an income-restricted unit through a variance. The affordable unit also served a preservation purpose, as it was located in a historic structure.

The Wayland Municipal Affordable Housing Trust remains active in acquiring new properties and cooperating with the Wayland Housing Authority (WHA), which manages dozens of existing affordable units and continues to take on new units. A recent example shows how both entities continue to take initiative to address affordable housing issues and how they cooperate: the Housing Trust recently acquired a property on Hammond Road in Cochrane which they renovated then entered into a long-term lease with the WHA which, in turn, is subleasing the property as an affordable unit.



Housing Cost Burden

The U.S. Department of Housing and Urban development (HUD) produces housing affordability data by estimating the severity of housing cost burdens for households across the country. HUD considers a household to be burdened by housing costs (including all monthly housing-related charges such as rent, mortgage payments, or utilities) if these costs exceed 30 percent of that household’s total income and to be severely cost burdened if costs exceed 50 percent of total income. The top portion of Table 2-30 shows the percentage of Wayland households that fall into each income category. Over two-thirds of all households have incomes higher than the area median, but most rental households have low or very-low incomes. However, it is possible that many low-income households could be living in subsidized housing where costs are affordable on lower incomes. To address this, the lower half of the table shows cost burden, demonstrating that for most households in Wayland, housing costs are affordable. However, there is still a significant portion of the population that experiences housing cost burden (about 23 percent of homeowners and 28 percent of renters).

Table 2-30: HUD CHAS Data: Wayland Households by Income Level & Tenure						
	Owner		Renter		Total Households	
Household Income below 30% AMI	185	4.2%	235	43.1%	420	8.4%
Household Income 31-50% AMI	220	4.9%	30	5.5%	250	5.0%
Household Income 51-80% AMI	215	4.8%	55	10.1%	270	5.4%
Household Income 81-100% AMI	205	4.6%	40	7.3%	245	4.9%
Household Income over 100% AMI	3,630	81.5%	185	33.9%	3,815	76.3%
	Owner		Renter		Total Households	
Cost Burden 30% or less	3,430	77.0%	390	71.6%	3,820	76.4%
Cost Burden 31-50%	530	11.9%	40	7.3%	570	11.4%
Cost Burden over 50%	485	10.9%	115	21.1%	600	12.0%
Cost Burden not available	10	0.2%	0	0.0%	10	0.2%
<i>Source: HUD Comprehensive Housing Affordability Strategy Data</i>						

Table 2-31 reports housing cost burdens for Wayland households based on income range. A standard measure of cost burden applied across all income levels may not tell the full story. A very wealthy household may be able to easily afford to spend more than 30 percent of their income on housing costs. Table 2-31 shows that most households in every income group below the AMI is considered cost-burdened and for most groups the majority of households are severely cost burdened as well. Above 100 percent of AMI, the prevalence of housing cost burden drops sharply, although hundreds of those households fall into this category.



Table 2-31: Household Income by Cost Burden (Owners and Renters)

	Households with Cost burden > 30%		Total Households	Households with Cost burden > 50%		Total Households
Household Income below 30% AMI	270	64.3%	420	255	60.7%	420
Household Income 31-50% AMI	205	82.0%	250	150	60.0%	250
Household Income 51-80% AMI	200	74.1%	270	35	13.0%	270
Household Income 81-100% AMI	165	67.3%	245	125	51.0%	245
Household Income over 100% AMI	325	8.5%	3,815	40	1.0%	3,815
Total	1,165	23.3%	5,000	600	12.0%	5,000

Source: HUD Comprehensive Housing Affordability Strategy Data

Subsidized Housing Inventory

The Subsidized Housing Inventory (SHI) lists all of a community’s units that are counted toward the 10 percent statutory minimum for affordability under Chapter 40B and it is actively maintained by DHCD. An example of a SHI-eligible unit is one with long-term affordability for a family of three with annual income is \$90,950 or less. Table 2-32 reports Wayland’s most recent SHI with a total of 549 units, or about 11 percent of the Town’s total year-round units.

Table 2-32: Wayland Subsidized Housing Inventory¹¹

Name	SHI Units	Type	Affordability Expires	Comp. Permit?	Subsidizing Agency
WHA Scattered Sites	25	Rental	Perpetuity	No	HUD
The Schoolyard (WHA)	55	Rental	Perpetuity	No	HUD
Bent Park (WHA)	56	Rental	Perpetuity	No	HUD
Greenways	4	Ownership	2050	No	DHCD
Millbrook	2	Ownership	Perpetuity	No	DHCD
Willow Brook	6	Ownership	Perpetuity	No	DHCD
Plain Road	1	Ownership	Perpetuity	No	DHCD
DDS Group Homes	5	Rental	N/A	No	DDS
Commonwealth Residences	52	Rental	Perpetuity	Yes	MHP
Oxbow/Nike Site	11	Ownership	Perpetuity	Yes	DHCD
Wayland Gardens	3	Ownership	Perpetuity	Yes	FHLBB
Sage Hill	1	Ownership	Perpetuity	No	DHCD
Wayland Commons	11	Ownership	Perpetuity	Yes	MassHousing
Post Road Village/Wayland Forest	4	Ownership	Perpetuity	Yes	MassHousing
The Residences at Wayland Center	12	Rental	Perpetuity	No	DHCD
Habitat for Humanity - Stonebridge Road	4	Ownership	Perpetuity	Yes	DHCD

¹¹ As of May 2022, both Cascade Wayland and Windsor Place have been removed from Wayland’s SHI, leaving a total of 4,957 subsidized units, or 9.62 percent of year-round units. Additionally, the inclusion of one affordable unit at 81 West Plan Street was pending.



Table 2-32: Wayland Subsidized Housing Inventory¹¹

Name	SHI Units	Type	Affordability Expires	Comp. Permit?	Subsidizing Agency
Craftsman Village	2	Ownership	Perpetuity	Yes	MassHousing
Covered Bridge Condominiums	3	Ownership	Perpetuity	No	DHCD
Cascade Wayland	60	Rental	Perpetuity	Yes	MassHousing
Hammond Road	1	Rental	Perpetuity	No	DHCD
Windsor Place	12	Rental	Perpetuity	Yes	MassHousing
Senior Living at River's Edge	66	Rental	Perpetuity	No	DHCD
River's Edge	152	Rental	Perpetuity	No	DHCD
Michael Road	1	Ownership	Perpetuity	No	DHCD
TOTAL	549		Percent Subsidized:		11.07%

Yellow shading indicates new additions to the SHI since Wayland's 2016 HPP.
Source: MA Department of Housing and Community Development.
**Bold identifies units removed from the SHI after work was completed for this HPP.*

Since Wayland’s last HPP in 2016, 291 new units have been added to the SHI, representing a doubling of SHI units over five years. The single development with the most SHI units, Alta at River’s Edge, is a new addition to the list, with 218 new rental units. This one development accounts for about 40 percent of Wayland’s total SHI. Importantly, DHCD counts SHI rental units in a way that might seem unintuitive to the lay person: as long as at least one quarter of the total units are income-restricted, all units including market-rate may be counted on the SHI. For example, only 55 of the 218 units at River’s Edge have income restrictions. While this approach encourages much-needed rental housing, it is important to remember that not all units on the SHI will be affordable for low-income renters.

“Not excited about the focus of S. Wayland for the vast majority of the affordable housing projects. Should be spread across the town and not just in one area.”

-Survey Response

The controversial “Cascade Wayland” project, while currently counted on the SHI, has not been constructed and is in a precarious position at the time of writing. If this project does not go forward and 60 units must be subtracted from Wayland’s SHI count, the Town will fall to 9.9 percent affordable units, approximately five units below the 10 percent threshold. Given that 2020 Census population numbers indicate a steady growth in population, it is likely that once the new household numbers are released, Wayland could fall even further below 10 percent depending on how many units remain on the SHI. Table 2-33 uses the 2020 Census total household count to estimate what Wayland’s SHI might look like once the full dataset is released. Note that DHCD measures communities’ progress under Chapter 40B using the total number of *year-round* households, occupied or unoccupied, data that has not been released as of the writing of this plan.



Table 2-33: Wayland SHI 2020 Estimates			
2010		2020	
Total # of units	5,021	Total # of units	5,296
Total year-round units	4,957	Estimated year-round units*	5,228
% of total units counted for 40B	98.7%	Estimated SHI %	10.5%
*Assuming that the same percentage of total units will be counted as year-round units as in 2010			
Source: Census 2010, Census 2010, MA Dept. of Housing and Community Development			

Table 2-33 applies the percentage of Wayland’s total 2010 Census housing units that DHCD considered year-round to the 2020 total unit count to estimate the year-round unit count for 2020. Given the assumptions made in Table 2-33, it is very likely that if the number of units on Wayland’s SHI does not decrease, the Town will still be above 10 percent when the 2020 data is released. At that point it would take a net loss of approximately 25 units to put the Town back below 10 percent affordability.

The location of most SHI units (excluding group homes, the locations of which are kept private) in Wayland are depicted in **Map 6**. Most affordable housing sites are in South Wayland, but due to large developments like Alta at River’s Edge, over half of all SHI units are within a quarter mile of Route 20. The Oxbow Road development, to the extreme north, is one of the only affordable housing sites not along Route 20 or in Cochituate.

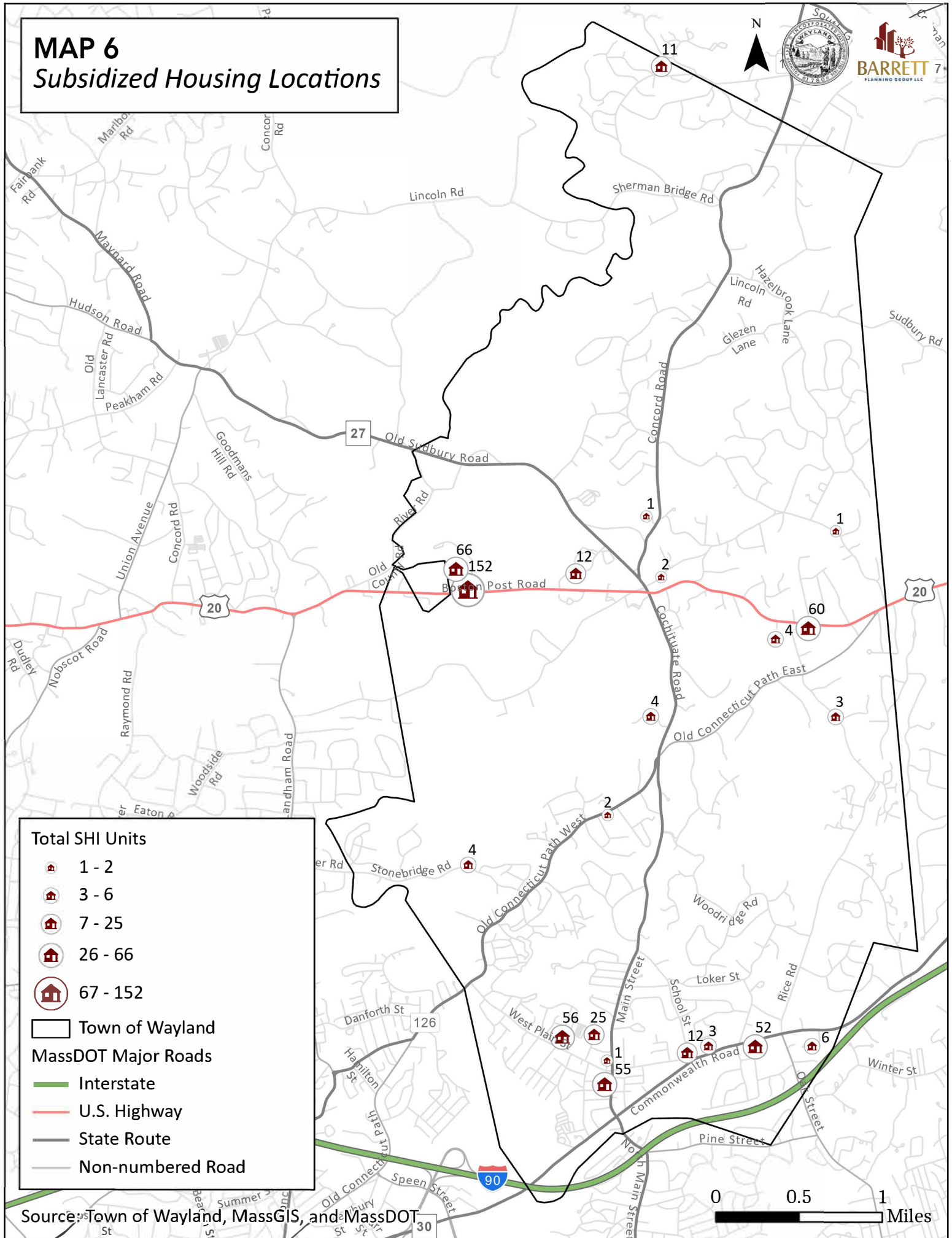
Conclusion

Wayland achieved one of its most important affordable housing goals when the Subsidized Housing Inventory exceeded 11 percent of the total year-round housing supply. The Town’s residential real estate market is rapidly becoming more expensive. The median sale price for a single-family home in town may soon rise above one million dollars if current trends continue, and condo prices are rising in kind.



MAP 6

Subsidized Housing Locations



Total SHI Units

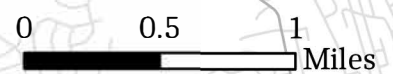
- 1 - 2
- 3 - 6
- 7 - 25
- 26 - 66
- 67 - 152

MassDOT Major Roads

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

Town of Wayland

Source: Town of Wayland, MassGIS, and MassDOT



IMPEDIMENTS TO AFFORDABLE HOUSING DEVELOPMENT

This section discusses the wide range of factors that constrain the production of affordable housing. To provide meaningful and relevant goals and strategies, this plan must examine what kinds of development are practical and legally allowable. Realities like Wayland’s physical landscape, land use regulations, and available public utilities all limit what can and should be built in town. Here, the word “constraint” is not always intended to describe something that must be overcome. Environmental protections, especially, are in place for a reason, and they should not be undermined in the name of affordable housing development. Where appropriate, this section will identify those barriers that the Town should seek to circumvent.

Environmental Constraints

Topography and Soils. **Maps 7-9** show several aspects of Wayland’s soils and surficial geography. Much of the Town’s surficial geography is made up of sand and gravel, material which is well-drained and easily erodible. There are also large areas of floodplain alluvium and fine-grained deposit surrounding the Sudbury River in the western part of Town. The Mainstone Farm area in the southeast is primarily till or bedrock. Wayland has a significant amount of prime farmland soils throughout its borders, but especially in North Wayland. Farmland of unique or statewide importance is also found throughout Town. **Map 9** shows Wayland’s soil slopes, most of which are at or below a slope of 8 percent.¹² There are smaller areas of very steep slope throughout the Town, which would make development more difficult.

“One concern with too much building though is the impact on wildlife and already strained resources (ex: water).”

-Survey Response

Water Resources. Wayland has several major water bodies, including Lake Cochituate and Dudley Pond in South Wayland, Heard Pond in Central Wayland, all and the Sudbury River that forms most of the Town’s western border. **Map 10** shows that much of North Wayland and the area surrounding Dudley Pond are included in DEP Approved Zone II, a wellhead protection designation meant to protect the Town’s drinking water. Zone II is the area of an aquifer that can reasonably be expected to

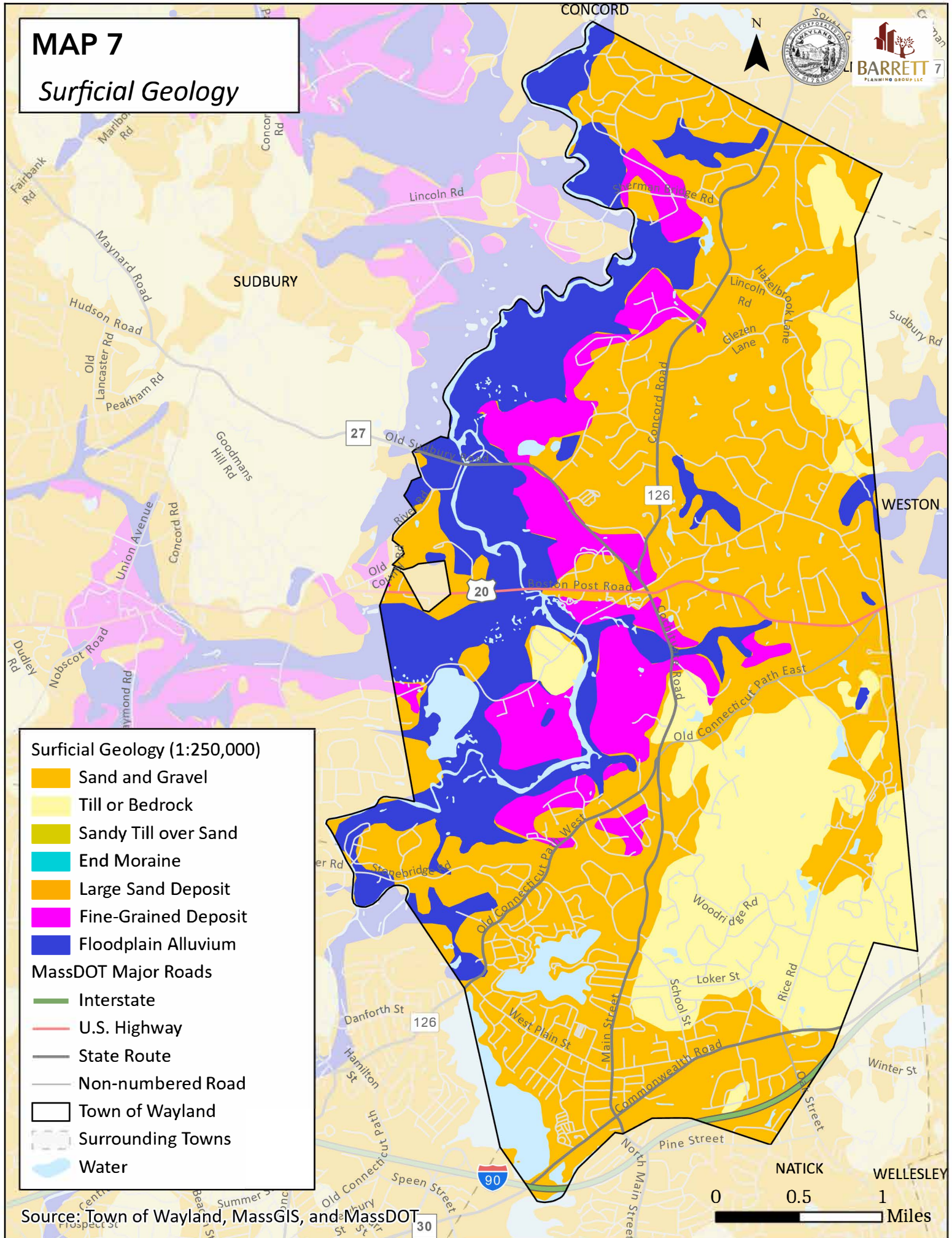
contribute to well water, as determined by the MA Department of Environmental Protection. Underneath these wellhead protection zones are the high-yield aquifers from which Wayland draws its drinking water. To shield these aquifers from the potential negative effects of development, the Town adopted the Aquifer Protection Overlay district, which prohibits many potentially polluting uses as discussed in the “Regulatory Assessment” section.

¹² MassGIS Digital Terrain Model, 2003



MAP 7

Surficial Geology



Surficial Geology (1:250,000)

- Sand and Gravel
- Till or Bedrock
- Sandy Till over Sand
- End Moraine
- Large Sand Deposit
- Fine-Grained Deposit
- Floodplain Alluvium

MassDOT Major Roads

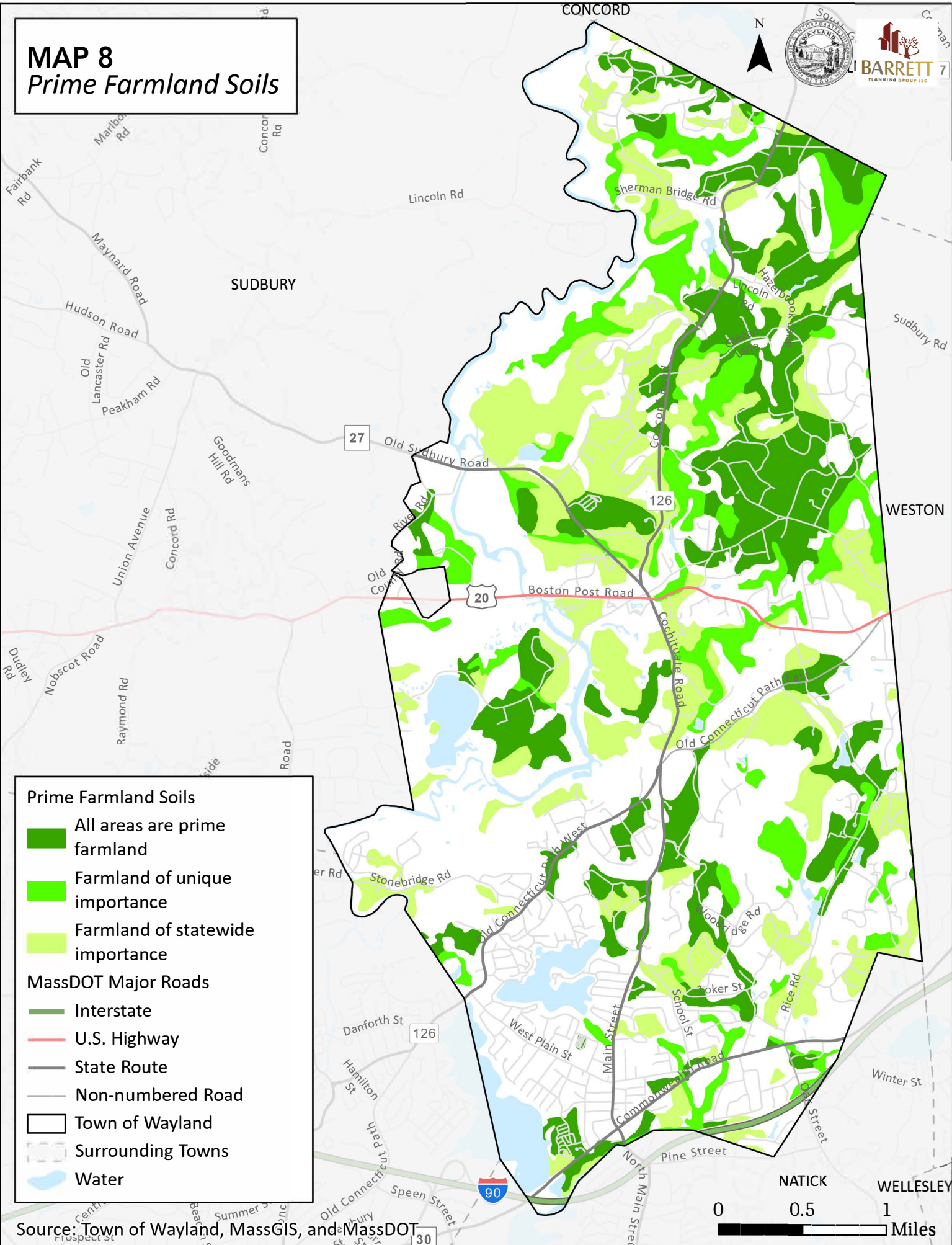
- Interstate
- U.S. Highway
- State Route
- Non-numbered Road
- Town of Wayland
- Surrounding Towns
- Water

Source: Town of Wayland, MassGIS, and MassDOT

0 0.5 1 Miles

MAP 8

Prime Farmland Soils



Prime Farmland Soils

- All areas are prime farmland
- Farmland of unique importance
- Farmland of statewide importance

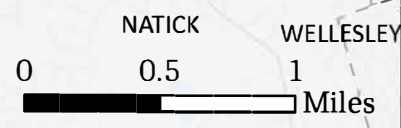
MassDOT Major Roads

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

Other Symbols

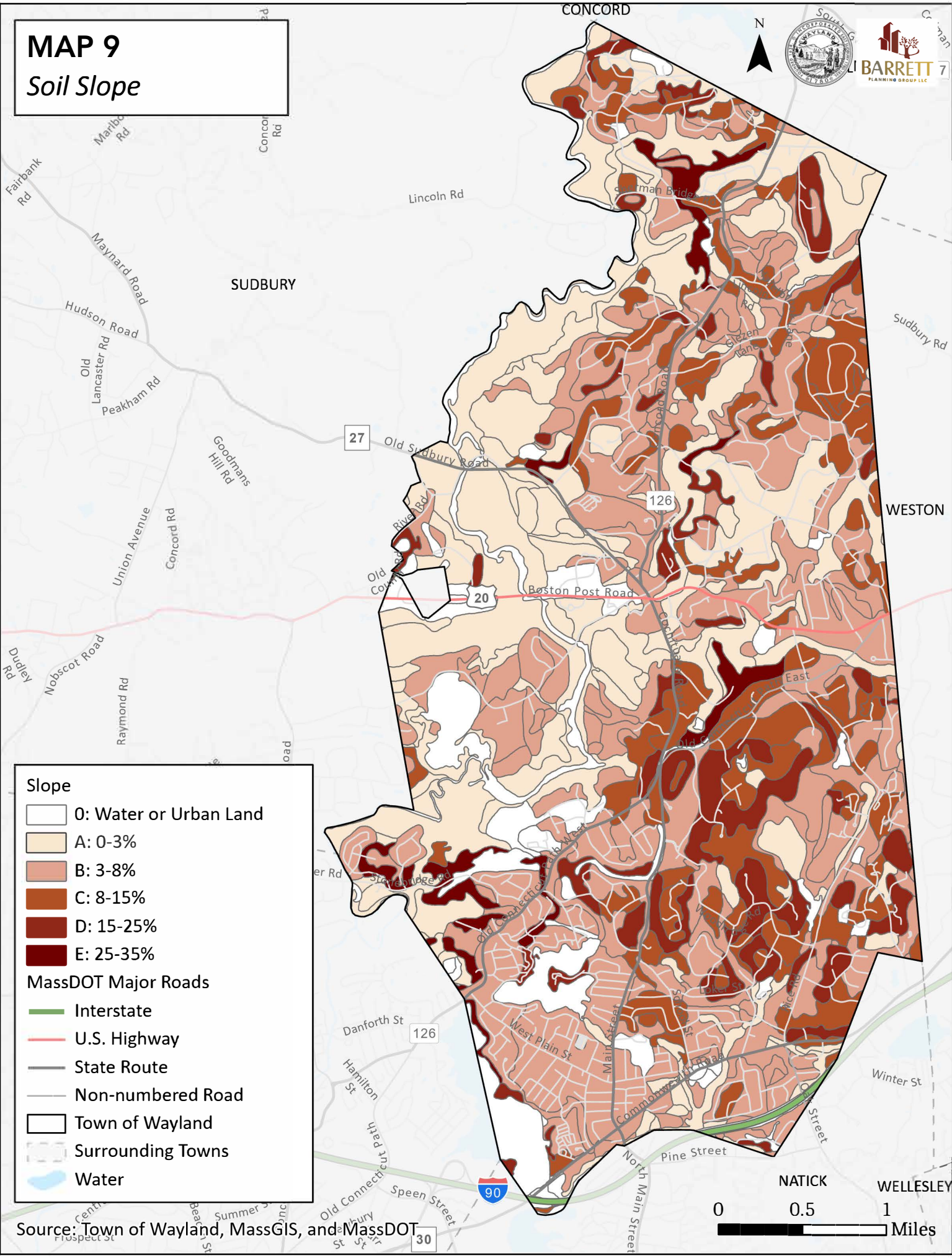
- Town of Wayland
- Surrounding Towns
- Water

Source: Town of Wayland, MassGIS, and MassDOT



MAP 9

Soil Slope



Slope

- 0: Water or Urban Land
- A: 0-3%
- B: 3-8%
- C: 8-15%
- D: 15-25%
- E: 25-35%

MassDOT Major Roads

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

Other Features

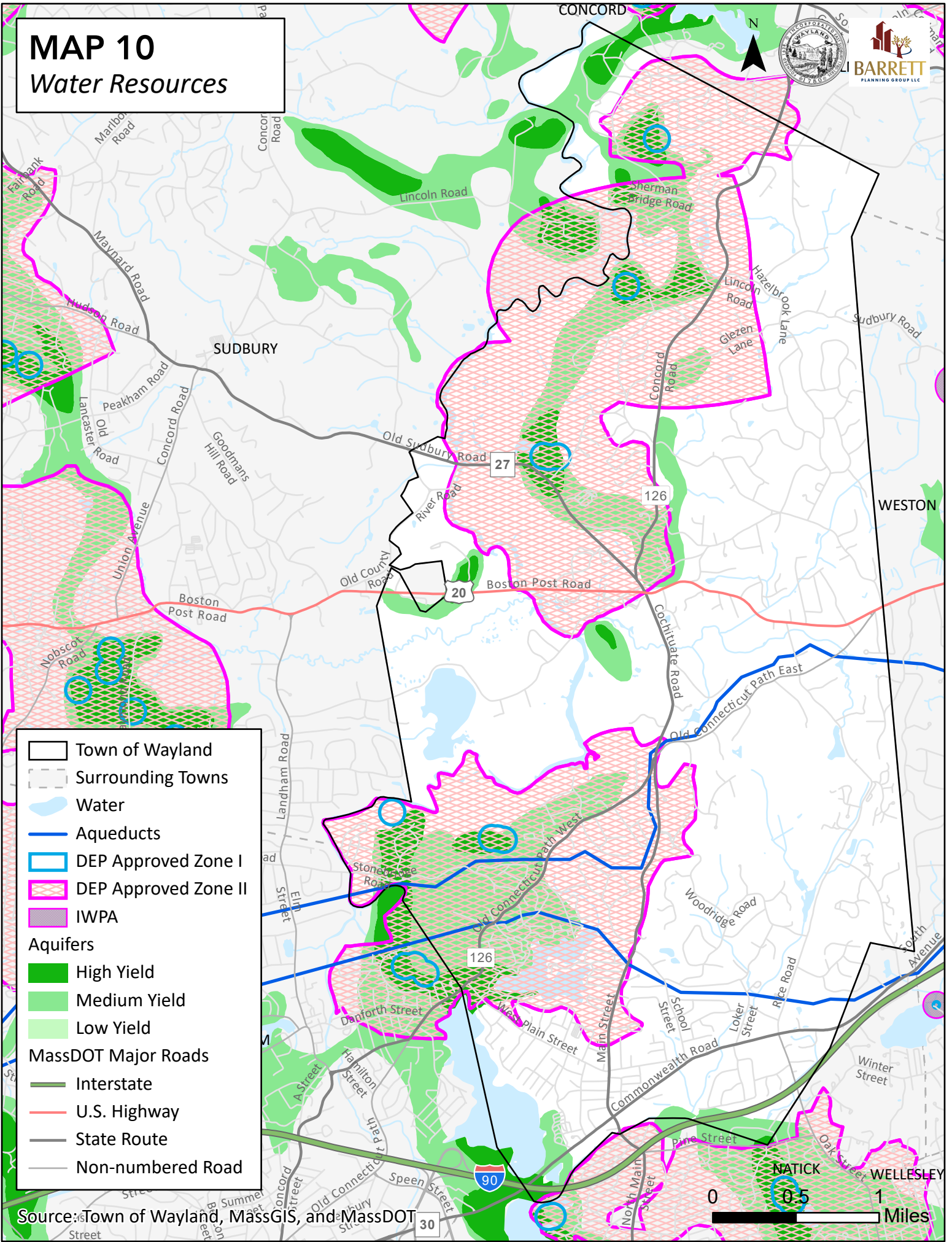
- Town of Wayland
- Surrounding Towns
- Water

Source: Town of Wayland, MassGIS, and MassDOT

0 0.5 1 Miles

MAP 10

Water Resources



- Town of Wayland
- Surrounding Towns
- Water
- Aqueducts
- DEP Approved Zone I
- DEP Approved Zone II
- IWPA
- Aquifers**
- High Yield
- Medium Yield
- Low Yield
- MassDOT Major Roads**
- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

Source: Town of Wayland, MassGIS, and MassDOT



Natural Hazard Areas. Map 11 shows FEMA Flood Hazard zones. Nearly the entirety of Wayland’s western border with Sudbury falls in the AE zone due to the Sudbury River, meaning that that area has a 1 percent chance of annual flooding at or above the Base Flood Elevation (BFE). An AE zone is considered prone to flooding, and homeowners with mortgages in these areas are typically required to purchase flood insurance. There are multiple areas designated Zone X which have a 0.2 percent annual chance of flooding. Development within the Town’s flood hazard zones has been limited, with most residential areas located in areas without an increased flood risk. However, there are residential areas in Wayland that face severe risk from flooding. For example, homes in the area of Pelham Island Road have frequently been rendered unreachable and residents have required Town-provided transportation across the flooded bridge. To regulate construction in flood-prone areas, the Town adopted the Floodplain Overlay district, which covers the same area as FEMA Zones A and AE. Construction in the overlay district is subject to more intensive review to ensure that the dangers of flooding are being properly mitigated.

Wetlands and Wildlife Habitat. Wetlands are regulated by the Wetlands Protection Act, which is administered locally by the Wayland Conservation Commission. Any activity within the 100-foot “buffer zone” measured from the edge of a wetland area is subject to regulation under the Act. Wetlands include areas such as swamps, marshes, the 100-year floodplain, and riverfronts. Development in the 100-foot buffer zone requires an Order of Conditions from the Conservation Commission, essentially an additional permit that defines how the developer must act to minimize negative impacts to wetlands. Obtaining an Order of Conditions involves its own separate public hearing, increasing the complexity and length of the permitting period and often requiring special mitigation measures during construction.

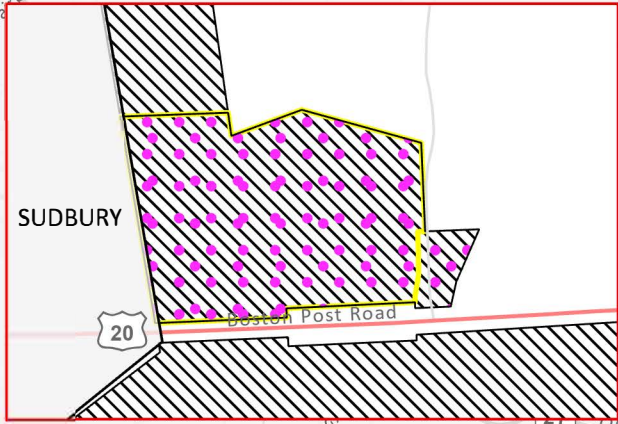
There are many certified and potential vernal pools throughout the Town and several Natural Heritage & Endangered Species Program (NHESP) Priority Habitats of Rare Species, as shown on Map 12. Most of these vital wildlife habitats are in wetland areas, which are most prevalent in Wayland’s west and north. Vernal pools act as important habitats for various wetland-dwelling species and are regulated in a similar way to other types of wetlands, as each certified pool has a 100-foot buffer zone under the jurisdiction of the local Conservation Commission. Any proposed disturbances to Priority Habitats must be reviewed by the MA Division of Fisheries and Wildlife to ensure that endangered species and their habitats are not harmed or destroyed. While none of the regulations discussed under this heading necessarily prevent the development of affordable housing, they can make certain locations less viable for new construction.

Conservation Land. Map 12 shows the properties held for conservation in perpetuity. There is a large amount of permanently protected open space in Wayland, especially in the western part of Town. The most significant conservation land includes most of the parcels bordering the Sudbury River and Heard Pond, as well as the Mainstone Farm site. The northernmost area of Town also contains some sizable open space parcels. The other major category of open space shown on Map 12 is unprotected open space. This category includes parcels reserved for outdoor recreation but not legally protected as conservation land, such as Wayland’s golf courses and rail trail.



MAP 14

Zoning Overlays



Zoning Overlay Districts

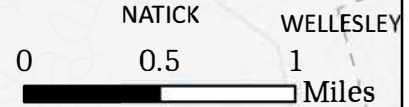
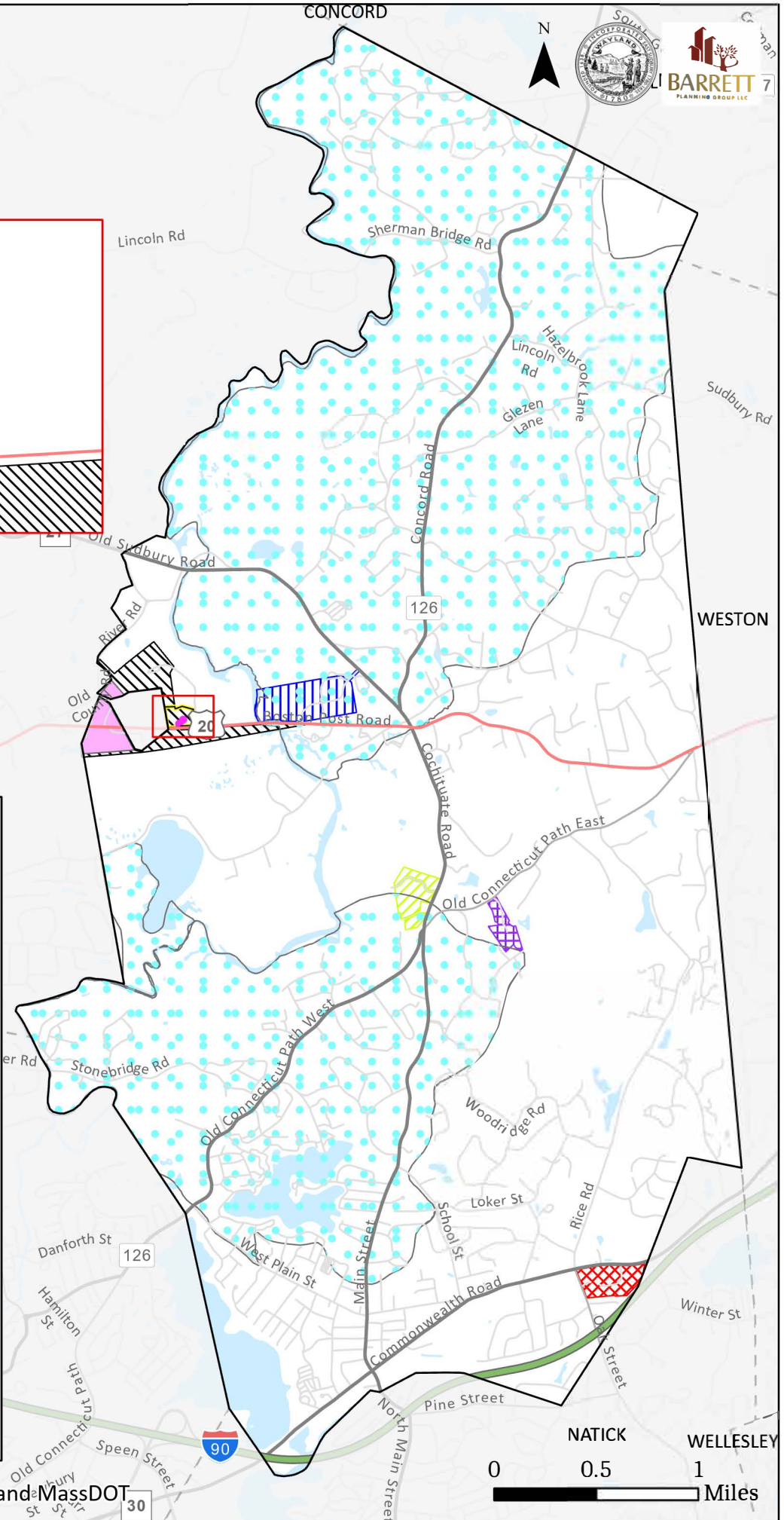
- Aquifer Protection District
- Mixed Use
- Wireless Communications
- Senior Family Housing
- Medical Marijuana District
- Southeast Wayland-Cochituate Planning
- Reeves Hill Wireless
- River's Edge Housing
- Municipal Service

MassDOT Major Roads

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

Other Features

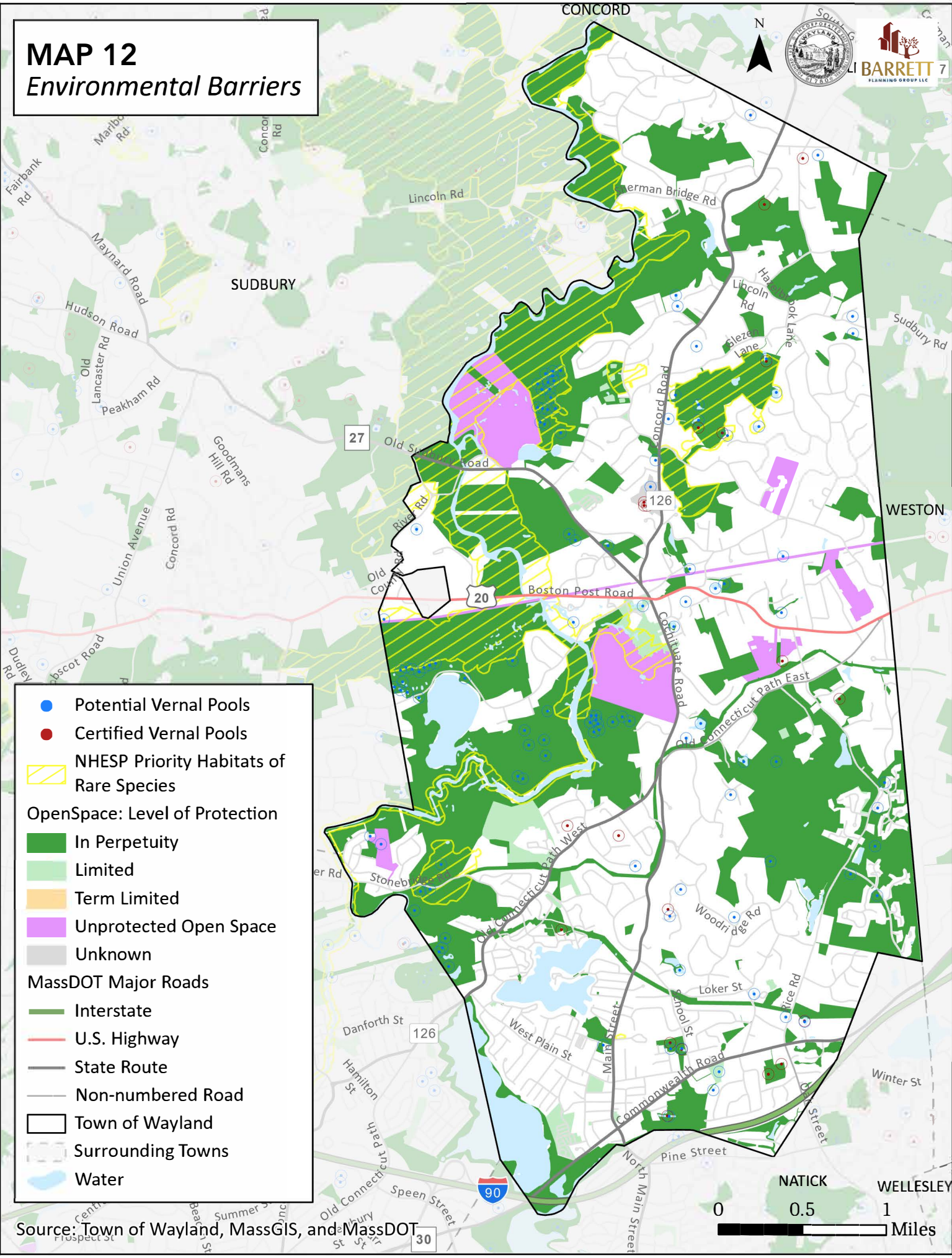
- Town of Wayland
- Surrounding Towns
- Water



Source: Town of Wayland, MassGIS, and MassDOT

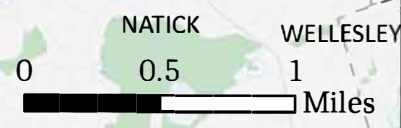
MAP 12

Environmental Barriers



- Potential Vernal Pools
- Certified Vernal Pools
- NHESP Priority Habitats of Rare Species
- OpenSpace: Level of Protection
- In Perpetuity
- Limited
- Term Limited
- Unprotected Open Space
- Unknown
- MassDOT Major Roads
- Interstate
- U.S. Highway
- State Route
- Non-numbered Road
- Town of Wayland
- Surrounding Towns
- Water

Source: Town of Wayland, MassGIS, and MassDOT



Conclusion. Unlike some of the other impediments to development covered in this section, environmental constraints should not be altered. Focusing affordable housing development in environmentally sensitive areas has the potential to not only harm flora and fauna, but to put the residents of Wayland in danger from flooding or polluted drinking water. To the extent possible, new development should be located outside of the sensitive areas discussed in this section.

Regulatory Assessment

Wayland’s laws and regulations, especially its Zoning Bylaw, play a primary role in determining what kind of affordable housing development is feasible in Town. There are relatively few provisions promoting the development of diverse housing types, but the Town has successfully adopted some promising tools for affordable housing production.

Zoning Districts. Map 13 shows the Town’s eleven underlying zoning districts, and Table 2-34 shows basic dimensional regulations for each district. Most of Wayland’s land falls under one of the “Single Residence” districts. These districts are meant to encourage the development of detached single-family residences and differ only in their dimensional requirements. R20 has the least stringent dimensional requirements while R60 has the most. Wayland is unusual in that a district’s dimensional regulations may differ depending on what use is being proposed. For example, the Roadside Business district has a minimum lot of 40,000 square feet for nonresidential uses, but for residential uses the regulations of the nearest Single Residence District applies. There are also several districts with no minimum lot area or minimum frontage requirements.

“Much of housing in Wayland is zoned for a car-centered lifestyle.”

-Survey Response

Table 2-34: Wayland Zoning Districts		
District Name	Min. Lot Size (sq. feet)	Min. Frontage (feet)
Business A	20,000-40,000	120-200
Business B	None	None
Roadside Business	40,000*	150-200
Light Manufacturing	N/A	N/A
Limited Commercial	N/A	N/A
Planned Development	N/A	N/A
Refuse Disposal	N/A	N/A
Single Residence Districts		
Residence-20	20,000	120
Residence-30	30,000	150
Residence-40	40,000	180
Residence-60	60,000	210
<i>*For permitted nonresidential uses</i>		
<i>Source: Town of Wayland Zoning Bylaws</i>		



MAP 13

Zoning Districts



Zoning Districts

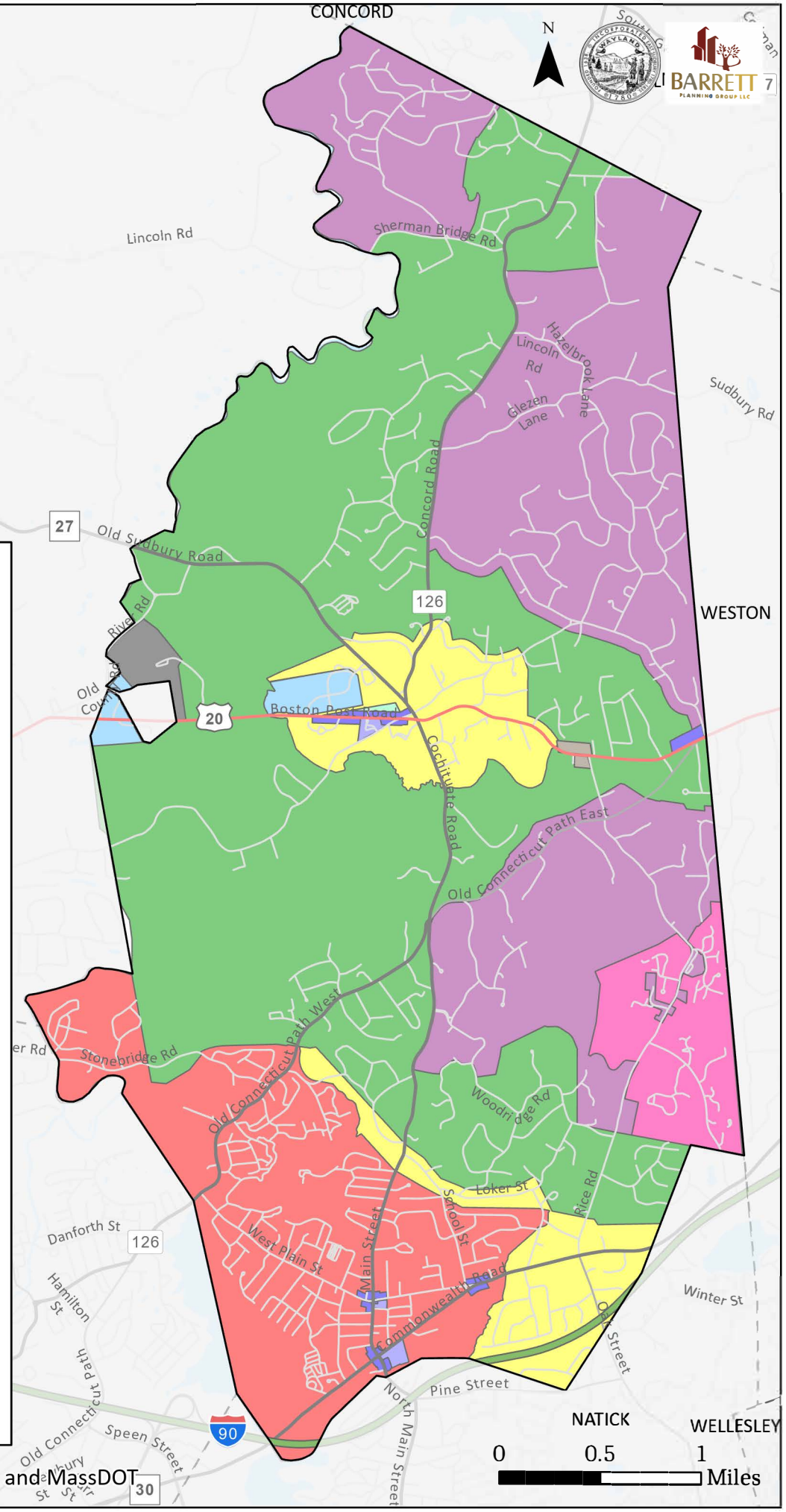
- R20 - Single Min. 20,000ft area, 120ft Frontage
- R30 - Single Min. 30,000ft area, 150ft Frontage
- R40 - Single Min. 40,000ft area, 180ft Frontage
- R60 - Single Min. 60,000ft area, 200ft Frontage
- Business A - BUS A
- Business B - BUS B
- Roadside Business - R-BUS
- Light Manufacturing - L-MAN
- Limited Commercial - LCD
- Planned Development - PDD
- Refuse Disposal District - REF

MassDOT Major Roads

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

Other Features

- Town of Wayland
- Surrounding Towns
- Water



Source: Town of Wayland, MassGIS, and MassDOT

While Wayland has several business districts, they are found only in a small portion of Wayland Center, a few scattered sites in Cochituate Village, and a short stretch of Route 20 on the Weston border. There is only one small sliver of land zoned for light manufacturing along Route 20, and the Refuse Disposal district is found to the west where the DPW headquarters and municipal transfer station are located. Everywhere else is zoned Single Residence, with R40 and R60 being the most prevalent. Most of Cochituate is zoned R20 while the southeast corner of town and most of the Town center is zoned R30. Roadside Business is a small district bordering Route 20 where single-family residences are allowed by right.

Like most suburban communities, Wayland's residential zones favor detached single-family homes, one per lot, at the expense of all other forms of housing. Dimensional regulations in most Single Residence Districts favor large lots with buildings set back far from the street, and use regulations allow single-family homes by right while prohibiting most other residential uses. While multifamily housing is difficult in Wayland for many reasons discussed in this section, these zoning regulations explicitly serve to prohibit it outside of rare, special circumstances.

The **Planned Development District**, adopted in 1974, is in the southeastern corner of Town. Applicants may obtain a special permit from the Zoning Board of Appeals to construct a condominium development on land of at least 40 contiguous acres, with the purpose of providing a variety of housing in town while preserving open space. This area is home to several condominium complexes including The Hills at Mainstone, the Meadows, and Turkey Hill Village. Retail sales and services may be permitted, but only one per every 100 units constructed and such establishments must not exceed 2,000 square feet of space. Density of residential units is determined by a formula that takes total upland area into account. There is a maximum of ten units per structure and a requirement to provide at least 10 percent low-income units and 5 percent moderate-income units.

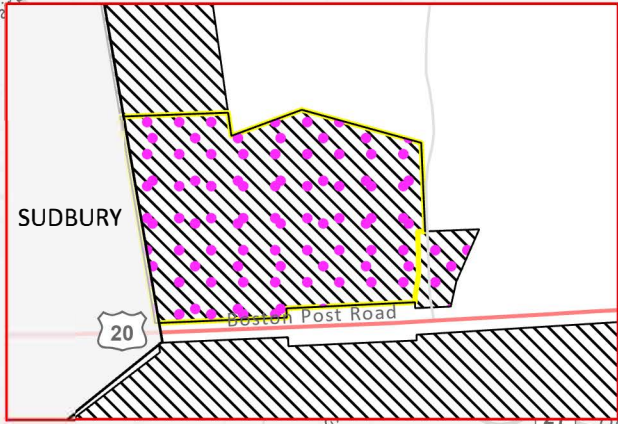
The PDD is the only underlying zoning district adopted for a specific style of residential development beyond single-family homes, although several overlay districts were adopted for similar purposes. The district is largely built-out with the kind of major condominium developments it was meant to encourage, so it is unlikely that any new affordable housing development will occur here.

Overlay Districts. Map 14 shows Wayland's nine zoning overlay districts. These constitute a "second layer" of zoning that may impose additional requirements on a property without overriding the underlying zoning provisions. The overlays that have potential implications for the development of affordable housing are described below.

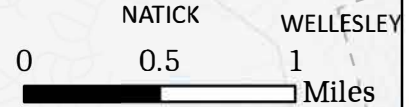
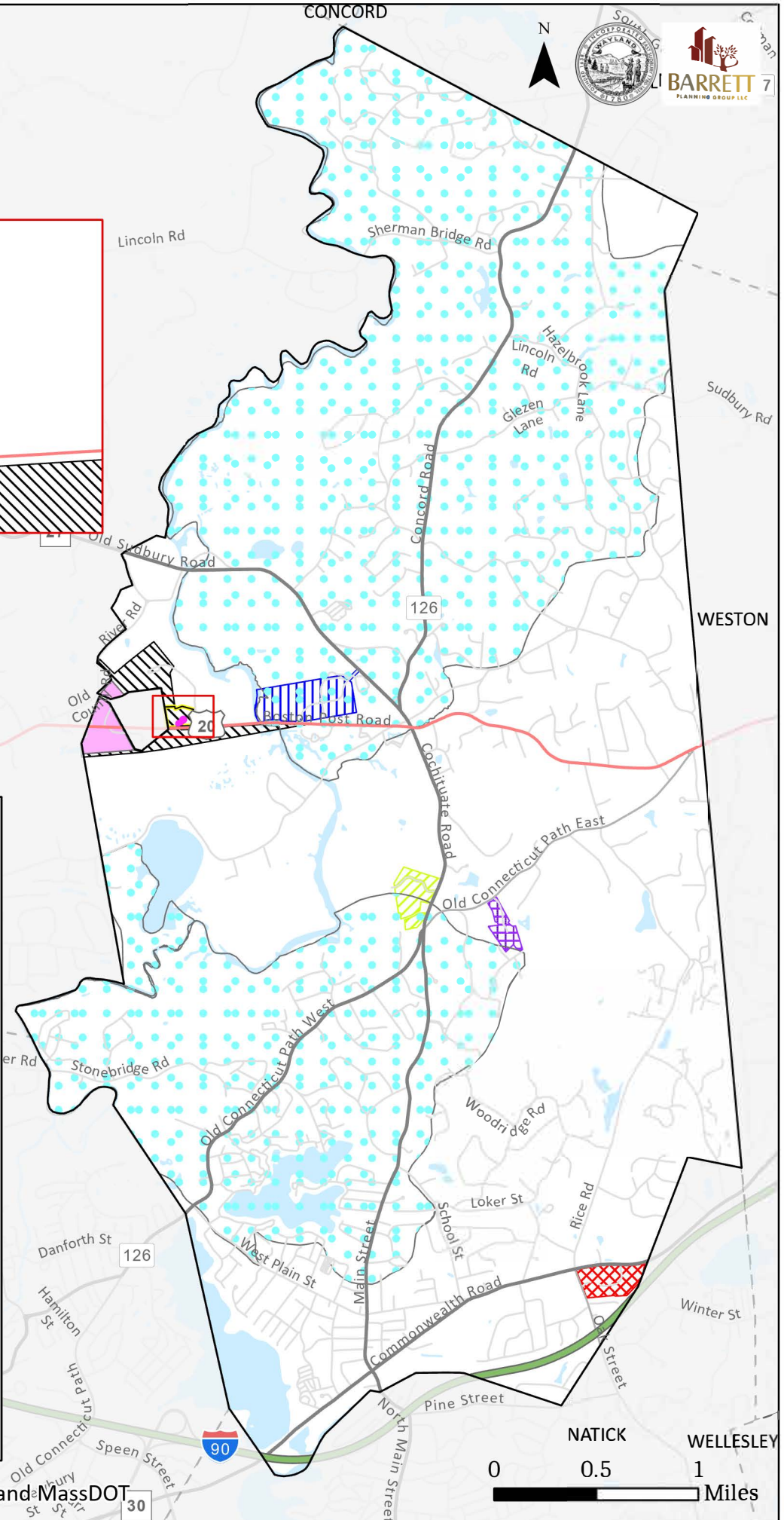


MAP 14

Zoning Overlays



- Zoning Overlay Districts**
- Aquifer Protection District
 - Mixed Use
 - Wireless Communications
 - Senior Family Housing
 - Medical Marijuana District
 - Southeast Wayland-Cochituate Planning
 - Reeves Hill Wireless
 - River's Edge Housing
 - Municipal Service
- MassDOT Major Roads**
- Interstate
 - U.S. Highway
 - State Route
 - Non-numbered Road
- Other Features**
- Town of Wayland
 - Surrounding Towns
 - Water



Source: Town of Wayland, MassGIS, and MassDOT

Conservation Overlays

Overlay districts aimed at protecting the environment may introduce additional legal requirements and considerations for housing development.

- **The Floodplain District** and **Federal Flood Protection District** are contiguous with FEMA flood zones A and AE shown on **Map 11** and require that “no structure shall be erected or placed in the Floodplain District unless a special permit... has been issued by the Zoning Board of Appeals.¹³”
- The **Aquifer Protection District** covers most of North Wayland and a substantial portion of the Town’s southwest corner and is meant to protect the aquifers from which Wayland draws its drinking water. The overlay prohibits uses that might contaminate the Town’s groundwater and requires special permits or site plan review for others. Residential density is limited to 1.5 units per dry acre when a development relies on septic tanks for wastewater disposal.

Both of these overlay districts require extra review and oversight for new construction, which is appropriate to preserve environmentally sensitive areas and protect new homes from the dangers of flooding.

Housing-Related Overlays

Wayland has adopted several overlay districts meant to facilitate the development of housing, usually with a specific project in mind. All of these overlays are currently either entirely built out or are in the process of being built out, although nothing necessarily precludes an expansion of one or more of these districts.

- The **Southeast Wayland-Cochituate Planning District**, adopted in 1987, is located in the southeastern corner of town, this overlay is similar to the PDD in structure and intent, with the following additions:
 - 10 percent of the dwellings constructed must be affordable.
 - Conservation and recreation restrictions must be granted to the Conservation Commission for certain buffer areas and wet areas.
 - Attached single-family dwelling are an acceptable housing type alongside condominiums.

The Planning Board rather than the Zoning Board is the Special Permit Granting Authority (SPGA). This overlay contains the Willow Brook development and there are no opportunities for further significant development in the area.

- The **Senior and Family Housing Overlay District** is located near the intersection of Route 27 and Route 126 in South Wayland and is home to Traditions of Wayland, an age-restricted development. The overlay’s purposes are to provide for multifamily, age-restricted assisted- and independent-living residences and non-age-restricted market rate and affordable single-family housing, developed in a way that is mindful of environmental conservation. At least 20 contiguous

^{13, 12} Wayland Zoning Bylaw



acres are required for a senior housing project in the overlay, so under existing regulations further development of the area is not possible.

- The **Mixed-Use Overlay District** encompasses the Wayland Center mixed-use development on the north side of Route 20. The ZBL contains a robust set of regulations meant to control the size, scale, and mixture of structures and uses as well as overall site design of a mixed-use development. For a mixed-use development in this district there is a limit of 100 dwelling units and 200 bedrooms, a maximum of 15 three-bedroom dwelling units, and a maximum of three bedrooms in any unit. At least 12 percent of all units must be affordable in perpetuity as defined by Chapter 40B.

Many of the community stakeholders and residents interviewed for this plan expressed concern over the number of vacant commercial spaces in the development. Prior to developing mixed-use regulations for other parts of town, the Planning Board and stakeholders should review the Wayland Town Center project and determine whether there are any changes that could be made to the overlay district regulations that could mitigate these problems should a similar district be proposed.

- The **River’s Edge Housing Overlay** was adopted in 2014 on the site where Alta at River’s Edge is currently under construction. The overlay was written to facilitate the development of a large affordable rental development with an age-restricted component, including at least one-quarter of the total units. Developments in the REHOD were intended to be restricted to 190 units. However, after the initial approval, the project’s developer successfully obtained permission to construct an additional 28 units, for a total of 218. In the future, “after initial development... any subsequent redevelopment of more than 25 percent of the existing buildout shall require a special permit issued by the Planning Board.”¹⁴ It is unlikely that any redevelopment of the site will occur within the timeframe of this plan, so after Alta at River’s Edge is complete the REHOD will serve as a model for future affordable housing efforts rather than a site for additional development.

Other Zoning Tools. Wayland’s Zoning Bylaw already contains several tools for the promotion of affordable housing development and diverse housing types other than single-family detached dwellings. The Town should promote and strengthen provisions that are working to encourage the creation of affordable units and consider altering or replacing those that are not being utilized.

Inclusionary Zoning

Zoning Article 22, Inclusion of Affordable Housing, is Wayland’s Inclusionary Zoning (IZ) bylaw. IZ requires that all residential developments over a certain size include a minimum percentage of affordable units. Wayland’s IZ is intended to “increase the supply of housing in the [Town] that is available to and affordable by low-income and moderate-income households who might otherwise have difficulty in finding homes in Wayland.”¹⁵ At least 16.7 percent of any residential development of six or more units (which is to say, at least one unit out of six) must be set aside as affordable under

¹⁴ Wayland Zoning Bylaw

^{15,13} Wayland Zoning Bylaw



the Chapter 40B definition. If an applicant can prove that complying with this regulation would create substantial hardship, the Planning Board may authorize an alternate method of compliance: donating money or land of equivalent value or constructing the required affordable unit(s) on a separate site.

Crafting an effective Inclusionary Zoning Bylaw can be difficult. If the incentives are not correctly tuned to work within the local market, a well-intentioned IZ provision could instead lead developers to only propose projects just under the IZ size threshold. So far, five affordable units have been built under Wayland's inclusionary zoning bylaw. Given the relatively slow pace of new construction in the Town, the bylaw appears to be functioning well.

Accessory Dwelling Units

Accessory Dwelling Units (also known as accessory apartments, or ADUs)¹⁶ are defined in Wayland's Zoning Bylaw as dwelling units "located in a single-family dwelling, or a building accessory thereto, and occupying no more than 35 percent of the combined gross floor area of the [ADU] and the principal single-family dwelling."¹⁷ Accessory dwellings can be an important component for addressing a community's housing needs because they provide additional dwelling units without having to construct new buildings.

One ADU per lot is allowed in Single Residence Districts through a special permit as long as:

- the lot contains at least 20,000 square feet or at least 50 percent of the minimum area required for the district, whichever is greater
- the principal dwelling has existed for at least two years
- the addition does not increase existing habitable area by more than 20 percent
- the owner of the lot lives in one of the dwellings

There are circumstances in which owners may rent out an ADU for limited periods of time with the permission of the Building Commissioner, but the primary role of an ADU should be a long-term residence.

Finally, Wayland's ADU regulations attempt to address affordability by allowing "affordable dwelling units." These are ADUs that have less stringent dimensional requirements; for example, they may increase the habitable area of an existing dwelling by up to 35 percent compared to 20 percent for a regular ADU. In exchange, the homeowner must prove that they are leasing the unit to a household receiving assistance from the Wayland Housing Authority. Local housing advocates report that this provision is never used due to the onerous legal requirements imposed on the homeowner. Even when willing owners have come forward, the requirement to involve the WHA has proven problematic. Due to long and ever-increasing waitlists, the WHA is limited in the population it can serve, and therefore many households that might be helped by affordable dwelling units cannot qualify.

¹⁶ Not to be confused with "affordable dwelling unit" as defined in the Wayland Zoning Bylaw.



Conversion to Two-Family

A single-family house can be converted into a duplex by special permit as long as the original dwelling existed on September 5, 1934, the lot conforms to all dimensional regulations, and each unit has adequate parking, kitchen, and bathroom facilities. Given that most units in Wayland were built after 1934, however (see Figure 2-3), it is unsurprising that Town staff report this provision is never utilized.

Design Review Board

According to Wayland's Zoning Bylaw, the purpose of the Design Review Board (DRB) is to issue opinions "based on design guidelines that enhance, protect and promote development consistent with Wayland's Master Plan."¹⁸ The DRB must provide an opinion for "all applications for building permits, site plan approval, special permits or variances for all nonresidential uses involving new construction and all commercial signs."¹³ While Wayland's DRB does not have jurisdiction over residential uses, it is common for design-oriented boards to have jurisdiction over multifamily and mixed use projects as well.

Site Plan Approval (Review)

Site plan review (called Site Plan Approval in Wayland's ZBL) is a process by which the Town may allow a certain use while enabling the Planning Board to review the design and site layout. Site plan review (SPR) is appropriate for large or potentially disruptive uses that the Town does not want to prohibit but wants to exercise some extra control over. In Wayland, SPR is triggered by a change in use of an existing structure or lot, a significant expansion of an existing structure's floor area, or the "substantial alteration" of a parking area. The Zoning Bylaw contains different thresholds for what constitutes "significant" or "substantial" based on the size of the existing structure or parking lot. If a proposal results "solely in single- or two-family residential or owner-occupied multifamily structures" then no site plan review is required. However, adding one or more structures to a vacant lot will trigger SPR.

Home Occupations

A home occupation is typically defined as any business that is run out of one's home. The ability to pursue a home occupation can allow residents greater flexibility in the use of their home which can be a primary or supplementary income source. A "customary home occupation" is allowed by right in all districts as long as it does not take up more than a quarter of the gross floor area or 500 square feet (whichever is less), while a "home occupation" requires a special permit in Single Residence Districts and the Roadside Business District. The bylaw is unclear on the distinction between these two categories, however. Home occupations may not have additional employees who do not live in the residence, conduct outside business on-site, or create a nuisance.

Conservation Cluster

The Conservation Cluster is a common alternative to traditional subdivision development adopted by municipalities across Massachusetts. The goal is to "cluster" development in a smaller portion of a property, leaving more open space to be preserved without decreasing the number of buildable units.

¹⁸ Wayland Zoning Bylaw



In Wayland, a Conservation Cluster must be at least five acres. The total number of dwelling units is equal to the number of lots that could be created on the land without a special permit, or alternatively may be calculated by dividing 90 percent of the lot's upland land area by the district's minimum lot size. In either case, one extra unit per every ten base units is allowed. In most of Wayland, minimum lot size is approximately one acre or more¹⁹, meaning that a site usually must consist of a minimum of 10 acres to potentially qualify for a bonus unit. For developments that consist of a majority of detached dwellings, at least 35 percent of the site must be set aside as open land. For developments that consist of a majority of attached dwellings, at least half of all land must be set aside. Conservation Clusters also undergo site plan review as part of the special permit granting process.

Conservation Clusters allow for more flexibility in site design and layout than any other type of development permitted in Wayland. They may include multifamily dwellings up to four units per structure with benefit of a special permit, which is the only circumstance in which underlying zoning permits a multifamily structure. Multiple dwelling units may also be located on a single lot. Setbacks are also more permissive, as the Planning Board may allow setbacks as small as 15 feet from the edge of the Conservation Cluster tract.

Low-Income Housing

"Low-income elderly housing" and "multi-family unit: low income" are uses that may be permitted in Single Residence or Roadside Business zones by a two-thirds majority vote of Town Meeting. The bylaw specifies that the Wayland Housing Authority construct these developments. It is unusual for any use to be allowable only through a Town Meeting vote. Given the difficult and unusual permitting process and the bylaw's vague descriptions for both of these uses, it is unlikely that it will ever be practical to take advantage of them and they should be removed from the bylaw.

Historic Districts

Wayland has two Historic Districts, both located in the center of Town, that are governed by the Historic District Commission (HDC). The HDC must approve all changes to external features through issuance of a Certificate of Appropriateness that the proposed work is in keeping with the historic character of the area. The HDC issues Design Guidelines for buildings and signs within the district with detailed design standards for a wide array of architectural features.

Infrastructure Constraints

New residential development requires public utilities and infrastructure, such as water and roads. Wayland's lack of a town-wide sewer system and public transportation are significant obstacles to many types of housing development.

Water. Wayland relies solely on groundwater for its drinking water supply drawn from the aquifers shown in **Map 10**. As shown on **Map 15**, this water is distributed through a robust system of pipes that serve every developed area of Town. Households may also utilize private wells for their drinking water. The availability of potable water does not seem to be a significant impediment to the development of affordable housing throughout most of Wayland.

¹⁹ The R40 district's minimum lot area is 40,000, whereas one acre is 43,560 square feet.



Sewer. Wayland does not have a town-wide public sewer system, which means that all developments must set aside space for on-site wastewater disposal (septic) systems. As in all communities that lack access to public sewer, this constraint has pushed Wayland towards large lots each hosting a small number of units (usually just one). **Map 15** shows the extremely limited extent of the Town’s wastewater facilities, which serve only the Town Center development and its immediate surroundings. Lack of public sewer is a significant barrier to the development of multifamily housing, as the site must be able to house a septic system large enough to handle many dwelling units.

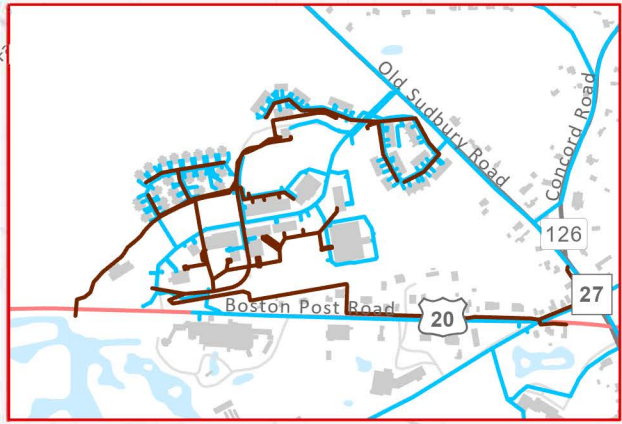
Transportation. Wayland’s lack of easy access to any form of public transit was often identified as a barrier to viable affordable housing development by community members in interviews. Despite its relative proximity to Boston, neither the MBTA’s commuter rail nor any bus lines stop in Wayland. The commuter rail stops in most of Wayland’s neighbors, but nearby lines curve away from the Town to the north and south. The Fitchburg line has stops in Weston, Lincoln, and Concord and the Worcester line stops in Framingham and Natick. There are “park and ride” lots nearby in Weston and Framingham meant to facilitate bus ridership and carpooling.

The Metrowest Regional Transit Authority (MWRTA) operates fifteen regular bus routes in the region based out of its hub in Framingham. However, only two of these routes (Routes 10 and 11, mostly serving Natick) crosses into Wayland, although others have stops located near the Town’s borders in northern Natick and northeastern Framingham. MWRTA buses make several stops in Cochituate, and passengers may flag down a bus anywhere along its route as long as it is safe to do so. These bus stops are only located in the southernmost area of Wayland, however, and most of the Town is not currently served by any regular public transit. The Route 20 Shuttle bus was implemented to serve commuters along Route 20 going to and from the Riverside T Station in Newton. The bus stopped at Wayland Town Center Plaza and Coach Grill on its eastbound and westbound routes. However, service was suspended starting in 2020 due to low ridership resulting from the COVID-19 pandemic. It is unclear whether shuttle service will be resumed.



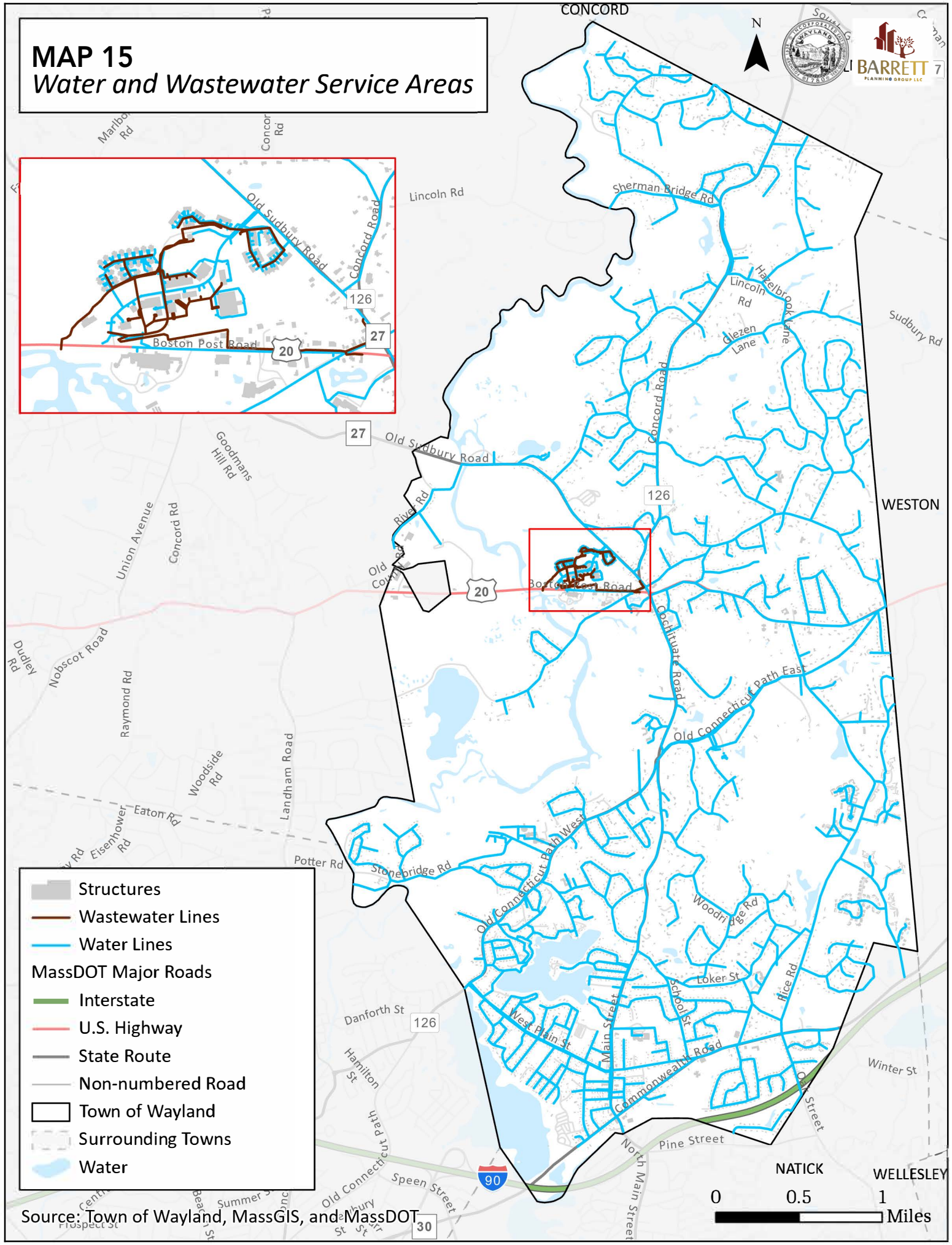
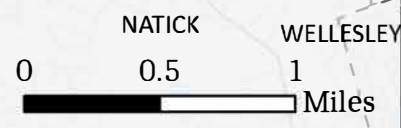
MAP 15

Water and Wastewater Service Areas



- Structures
- Wastewater Lines
- Water Lines
- MassDOT Major Roads**
- Interstate
- U.S. Highway
- State Route
- Non-numbered Road
- Town of Wayland
- Surrounding Towns
- Water

Source: Town of Wayland, MassGIS, and MassDOT



“Housing prices are crazy in a town with limited services and no public transportation.”

- Survey Response

Finally, the MWRTA offers a “Dial-A-Ride” service that offers door-to-door rides to any location within the greater MetroWest area, and some medical service locations further afield. The service is available to residents of several towns including Wayland who are 65 years of age or older and residents who are younger but have a disability.

Wayland’s walking and biking infrastructure is limited. There are sidewalks along some stretches of Route 20 and other isolated areas but to get around the Town easily still requires a motor vehicle. The Mass Central Rail Trail is a paved path that runs east-west through the center of Town and will connect in Sudbury and eventually cross over Route 95 into Waltham.

Conclusion

The most significant barriers to affordable housing production in Wayland are the lack of infrastructure (sewer and transportation infrastructure, especially) and a lack of regulations that promote needed housing types. The need to protect the Town’s natural environment from the impacts of development mean that new housing cannot expand too far into undeveloped areas, so the Town should focus on making better, more efficient use of areas that are already disturbed.



Section 2

GOALS AND STRATEGIES

GOALS

This section presents five major, wide-reaching housing goals in response to Wayland’s most pressing housing needs as discussed in the Needs Assessment section. DHCD requires that Housing Production Plans include, at a minimum, goals addressing:

- (1) *A mix of types of housing, consistent with community and regional needs that:*
 - a) *Is affordable to households at not more than 30 percent AMI, more than 30 percent but not more than 80 percent AMI, and more than 80 percent but not more than 120 percent AMI;*
 - b) *Provides for a range of housing, including rental, homeownership, and other occupancy arrangements, if any, for families, individuals, persons with special needs, and the elderly; and,*
 - c) *Is feasible within the housing market in which they will be situated.*

- (2) *A numerical goal for annual housing production.*

For communities below the 10 percent statutory minimum, an HPP will use the minimum number of annual units needed to achieve Safe Harbor status as a numerical goal. Because Wayland is above the 10 percent affordability threshold Safe Harbor does not apply, but DHCD still recommends this same numerical goal. In Wayland’s case, that means producing 26 units per year. Based on the analysis of yearly building permits in the Housing Trends section, Wayland cannot achieve this number through its regular yearly permitting activity. Rather than treat this goal as a strict annual quota, the Town should seek to encourage a few high-quality larger-scale projects over the five-year lifespan of this plan that would average out to 26 units per year- like the Town’s approach with Alta at River’s Edge. The following five qualitative goals address the Town’s specific housing concerns in more detail.

Encourage two-family and community-scale multifamily dwellings and discourage teardowns.

Wayland has a homogenous housing stock. About 90 percent of housing units are single-family structures and over 90 percent of Wayland households own their homes. Rental units can be affordable to households with a wider range of incomes and can accommodate smaller families and individuals living alone. By investing in these types of dwellings, the Town can diversify its housing stock and accommodate residents from a wider range of economic and social backgrounds. The completion of over 200 units of rental housing at the Alta at River’s Edge development will mark a significant step towards this goal, but there are other strategies to consider for the future.

Given the rapidly inflating real estate market, many Wayland residents expressed concerns that the current modestly sized homes in Town are at risk of being torn down and reconstructed as large, unaffordable “McMansions.” In addition to adding new types of units to the Town’s housing stock, it is important to preserve the relatively modest homes that already exist. Conversions may be encouraged over teardowns by allowing more flexibility in how existing single-family structures can be used and reused.



Keep Wayland above the 10% statutory affordable housing minimum under Chapter 40B.

Wayland should be proud of reaching the 10 percent statutory minimum of affordable housing units, but the Town cannot afford to rest on its laurels. As discussed in the “Subsidized Housing Inventory” section of the Housing Profile, the Town risks falling back below 10 percent if units are not regularly added to the SHI. Now is the time to proactively plan for SHI-eligible housing in locations that are most beneficial to the Town, while Wayland remains above 10 percent and is subject to less pressure from the requirements of Chapter 40B. Beneficial locations include those that would be difficult to develop under normal zoning regulations, those that have wide community support, or those identified as suitable housing locations in other plans such as the 2017 Real Asset Planning Committee Report.

Increase focus on local and regional housing needs.

Being above the 10 percent affordable housing minimum under Chapter 40B is a major opportunity for Wayland, even though it is possible for the Town to temporarily dip slightly below that threshold. Without the pressure to constantly produce large numbers of SHI-eligible units, the Town may focus on specific local and regional needs that may not be met by the limited definition of “affordable housing” under Chapter 40B. This will be especially true if the Town continues to regularly bolster its inventory of SHI units as discussed in the previous goal.

A flaw of Chapter 40B is that it incentivizes production of units affordable at the 80 percent AMI threshold, but very rarely any lower. Households with incomes at 50 percent or 30 percent of AMI (considered “very low” and “extremely low” income, respectively) are therefore unable to afford most “affordable” units produced under Chapter 40B, at least not without incurring significant financial burdens. There is even less hope for those with little to no income. Chapter 40B is also relatively ill-equipped to specifically address more specialized housing needs, such as those of people with disabilities or older adults. While SHI units may cater to such groups, they often have needs that go beyond income.

Promote sustainability in new housing development.

Increasing Wayland’s affordable housing stock will necessarily involve new development, so it is vital to adopt strategies that will minimize negative short-term impacts on the environment and maximize long-term sustainability. In housing policy, sustainability is addressed through design, both of individual structures and site design. Practices such as reducing the use of impervious surfaces, maximizing energy efficiency in buildings, and increasing density to reduce the area disturbed by development are important ways that housing production can be made more sustainable. The ability to use these and other innovative strategies often depends on local regulations, such as a community’s Zoning Bylaw.



Commit leadership, funding, and regulatory reform to affirmatively further fair housing in Wayland.

It is clear from the community engagement exercises conducted for this plan that the residents of Wayland recognize the role that housing plays in their community's obligation to further equity and inclusion. To truly be a welcoming community, Wayland must be a place where people from all economic and cultural backgrounds are able to live. However, survey results indicate that many Wayland residents feel the Town has more work to do to reach this goal. Most of the strategies discussed below will help the Town build a housing stock that is more affordable and accessible to a wide range of households in and around Wayland, but there are also ways to make the local culture more welcoming.

"...People of all incomes are not able to afford to live here, and thus are not welcomed. The people who live in Wayland are welcoming, but we do not take action to match our words."

-Survey Response

STRATEGIES

In addition to addressing these goals, DHCD requires that HPP strategies cover the following points:

1. *The identification of zoning districts or geographic areas in which the municipality proposes to modify current regulations for the purposes of creating SHI Eligible Housing developments*
2. *The identification of specific sites for which the municipality will encourage the filing of Comprehensive Permit applications*
3. *Characteristics of proposed residential or mixed-use developments that would be preferred by the municipality*
4. *Identification of municipally owned parcels for which the municipality commits to issue requests for proposals (RFP) to develop SHI Eligible Housing*
5. *Participation in regional collaborations addressing housing development*

The following strategies are designed to help the Town of Wayland meet the housing goals identified in the previous section; many will result in the creation of SHI-eligible units, but some may not. All, however, will contribute to reaching Wayland's broader affordable housing goals as discussed in the previous section.

Increase availability of funds for subsidized housing to reach below the 80 percent AMI level (30 or 50 percent). Most affordable housing units created in Massachusetts are income restricted to households at or below 80 percent of area median income, simply because this is what is required under Chapter 40B and because lower income limits are financially more difficult to produce. So long as national housing policy relies primarily on market forces to produce affordable units, the only way to create affordability at the deeper levels where it is so desperately needed is to provide enough subsidy dollars to make the project make sense for a developer. For larger projects, it may make sense to offer incentives rather than direct subsidies, such as bonus units or relief from certain density requirements in exchange for deeply affordable units.

Furthermore, Wayland has several existing funding sources for affordable housing- such as Community Preservation Act funds- and several local bodies charged with levying funds to pursue



community housing needs, such as the Municipal Affordable Housing Trust and the Housing Authority. The Town should consider how funding for these groups' activities can be increased.

Wayland adopted the Community Preservation Act in 2001 and has used funds to support affordable ("community") housing, such as development of the Nike Site. Following creation of the Wayland Municipal Affordable Housing Trust Fund in 2014, CPA funds dedicated to community housing have been transferred from the Community Preservation Fund to the Trust. The Town has also appropriated unrestricted CPA monies to support community housing activities, such as providing seed money to help get larger projects off the ground. This approach was used successfully in the case of Alta at River's Edge, and the Town should consider replicating the approach in the future.

The Town should also consider changing the way in which CPA funds are allocated to the Housing Trust. It is often difficult for public and other nonprofit entities to compete with private interests on the real estate market. Private investors can move quickly to make offers once land suitable for housing comes on the market, while a group like the Wayland Municipal Affordable Housing Trust must go through a process of requesting and obtaining funds. A potential solution to this problem is used in the Town of Hingham, where the Hingham Affordable Housing Trust maintains an "opportunity fund." This standing fund can be accessed at the Trust's discretion to respond to affordable housing opportunities quickly. The local Community Preservation Committee replenishes the opportunity fund annually.

Encourage the formation of a Community Land Trust to acquire land and create affordable units.

As Wayland's housing and land becomes increasingly unaffordable, the Town must examine new strategies to prevent members of the community from being priced out. A Community Land Trust (CLT) is a tax-exempt nonprofit organization that purchases and retains land, removing it from the pressures of the market. Housing built on this land can be sold at affordable rates because the CLT retains ownership of the underlying land in perpetuity while homebuyers purchase only the structure and lease the land for a long period of time (99 years is common), removing the cost of the land from the equation. Resale prices on CLT homes are limited to keep them affordable in perpetuity while still allowing sellers to realize some profit. This allows homes held by CLTs to function as long-term investments just like any market rate home, albeit to a lesser extent. Another benefit of the Community Land Trust model is that they are non-governmental organizations and can therefore be nimbler and more flexible in acquiring property.

While CLTs are still uncommon in Massachusetts there are several successful in-state examples to look to: the closest active Trust to Wayland is the Somerville Community Land Trust, while the Island Housing Trust on Martha's Vineyard holds over 60 homes. It is also possible to create a regional organization to pool resources with nearby towns, as the Greater Boston Community Land Trust Network has done in the inner Boston area. There are already several MetroWest regional organizations (see "Strengthen regional partnerships..." strategy below) that could facilitate the regionalization of CLT activities, or the Town might partner with an experienced Community Development Corporation (CDC) in the Greater Boston area. If the Town of Wayland can acquire the Launcher Way property (see separate strategy below), it may be an ideal opportunity to introduce the CLT model to the region.

Consider offering property tax incentives to developers of deeply affordable housing. Other than directly subsidizing units, another way to make more deeply affordable housing financially feasible



is to offer developers tax incentives. Tax Increment Financing (TIF) is a commonly used tool in economic development through which property taxes are significantly reduced for an agreed-upon number of years, and a similar strategy can work for affordable housing development. With a TIF or TIF-like program in place, the community can temporarily “freeze” taxes at the property’s current value regardless of the improvements the developer makes. Over an agreed-upon period, usually ten years, the property taxes increase incrementally as the project reaches full occupancy, and meanwhile many of the developer’s up-front costs have been paid. By the end of the TIF period, the developer is paying taxes on 100 percent of the property’s improved value. The TIF approach mitigates the economic uncertainty for risky ventures, allowing them to go forward by significantly reducing the cost of property taxes until the project’s annual income has stabilized. While TIFs are often applied to larger projects, the strategy can be adapted to subsidize affordable housing developments in a market the size of Wayland’s. While the Town will forego tax revenue for a number of years, tax incentives are a way to subsidize projects that need temporary relief in order to be feasible.

Proactively plan for opportunities to accommodate various special needs populations (e.g., group homes for adults with physical, developmental, or mental health challenges.). During the HPP public outreach process, many members of the community expressed concerns that Wayland did not have adequate housing for adults with disabilities, such as group homes. Fortunately, there are several things the Town can do to actively encourage the creation of more group homes and other independent living spaces for adults with disabilities. The first step of this process is to develop relationships with local group home operators to understand their needs. This may include state entities such as the Department of Mental Health (DMH) or Department of Developmental Services (DDS), or nonprofits that own group homes in the region like South Middlesex Opportunity Council (SMOC) VinFen, or the Charles River Center.

“[The] group home on Boston Post Road is nice, and we need more shared living opportunities for adults with disabilities.”

-Survey Response

The largest barrier to operating a group home in Wayland is simply the cost of acquiring property, so the Town might offer to help offset that acquisition cost when a property of interest to a group home provider becomes available, as the Town of Lincoln has done in the past.

Increase town government’s capacity to provide fair and affordable housing in all neighborhoods and appoint housing advocates to municipal boards. To make any of the strategies in the plan viable, it is crucial to build up governmental leadership on housing issues and create a local political culture that prioritizes affordable housing. Affordable housing should be seen as an equally important use of public land as conservation, for example. The Housing Partnership should take the lead in driving this cultural shift, which can be as simple as making sure that leaders such as the Select Board and Planning Board go out of their way to discuss housing issues and promote initiatives. Based on the community outreach conducted for this HPP, there are many Wayland residents who are passionate and knowledgeable about affordable housing issues, so the Partnership should seek to harness that energy and spread those attitudes throughout Town government and the citizenry. They might establish a quarterly affordable housing update at regular meetings of the Select Board

In addition, Wayland, like any Town serious about addressing its housing issues, has an ongoing need to build leadership capacity. There are many people in leadership positions in Wayland who are



passionate about and involved in the world of affordable housing, but they need training to effectively advocate for solutions and get local stakeholders on board with the initiatives discussed in this plan.

Consider forgoing “local preference” in affordable housing developments. “Local preference” in the context of affordable housing means giving residents of a community higher-priority access to a portion of units in an affordable housing lottery. While caring for the needs of local community members is an understandable goal, there may be unintended consequences to this approach, and Wayland must make sure it is striking the right balance. The state has introduced measures to avoid discrimination against racial/ethnic minority groups. For example, if the proportion of minority applicants in the local pool does not meet or exceed the proportion of minority residents in the Metropolitan Statistical Area (MSA), a preliminary lottery must be conducted among non-local minority applicants who are then added to the local pool.

“[Wayland] is welcoming for some (whites, of all ages) and not others (people of color). We do not have many people of color. I had a friend who was black... [who] complained about being singled out and not treated very fairly.”

- Survey Response

When the City of Newton asked Barrett Planning Group to investigate potential bias in its housing lottery results, analysis showed that even when applicant pools appropriately reflected the racial diversity of the region, actual lease-ups skewed towards White households. This effect was less pronounced when examining non-local preference lotteries. The reasons for these results are numerous and complex, such as households selected for the lottery being

disqualified due to credit or background checks. Wayland should examine whether local preference should be reduced or eliminated in light of its housing and equity goals, as other municipalities in Middlesex County have already done. For example, Brookline recently reduced its local preference requirement to 25 percent from 70 percent. Wayland must adjust its level of local preference to find the point where it can meet its obligation to promote regional housing equity as much as possible without eroding local support for affordable housing projects.

Strengthen regional partnerships for affordable housing efforts and take full advantage regional resources. DHCD requires an HPP to examine how a community can strengthen regional partnerships to address housing issues. Wayland is fortunate to be located in the MetroWest region with several well-established regional housing partners. While Wayland actively maintains relationships with major regional organizations, staff and volunteers report that the Town is not as engaged in regional efforts as it should be. Organizations that fund affordable housing projects, own and operate affordable housing developments, or provide technical assistance include the MetroWest Housing Collaborative, Metropolitan Area Planning Council (MAPC), Metro West Collaborative Development, and SMOC’s Framingham-based Housing Services Center. The group home-operating organizations identified in the previously discussed strategy “Proactively plan for opportunities to accommodate various special needs populations” should also be included in this list. MAPC, as Wayland’s regional planning agency, is an invaluable resource for addressing regional issues like affordable housing.

The Metropolitan Area Planning Council (MAPC) is Wayland’s regional planning organization. MAPC serves its member communities by providing technical assistance, distributing funding, and leading regional initiatives. The MetroWest Regional Collaborative (MWRC) is the sub-region of



MAPC that Wayland belongs to. According to their website, the purpose of MWRC is to facilitate communication between members, support coordinate regional planning efforts, advocate for regional priorities; and pursue projects of regionally significant projects.

The Regional Housing Services Office (RHSO), established in 2011, provides its nine member towns in the MetroWest region with a wide range of support for affordable housing efforts. Wayland maintains a healthy relationship with the RHSO but could be more active in taking advantage of the funds and assistance. As an example of the assistance RHSO already provides Wayland, the office handles the Wayland Initial Rental Assistance (IRA) program, where households earning 60 percent of AMI or less can get assistance paying security deposits and first month's rent when moving into a new apartment.

Led by the City of Newton, WestMetro HOME Consortium works to manage local distribution of HOME Investment Partnerships Program funds, a federal grant designed to create affordable housing units. The MetroWest HOME Consortium has leveraged over 12 million dollars to create over 550 units of affordable housing since its founding in 1991.²⁰ As a member of the consortium, Wayland is entitled to use these HOME funds for local projects. Besides new development, the consortium also maintains homebuyer assistance, housing rehab, and other programs to help low-income households address housing issues. Wayland should explore opportunities to use these funds to support the other strategies in this section.

Revamp the way the Building Department compiles and reports permitting data. As discussed in the "Characteristics of Housing" section of the Housing Profile, Wayland's building permit data is difficult to work with, making a comprehensive analysis of development trends extremely challenging. Current practices will be inadequate if some of the other strategies in this plan lead Wayland to embrace a wider variety of housing types (such as two or more-family dwellings) as part of its regular housing production. Future annual reports should clearly delineate which permits resulted in the creation of new dwelling units and differentiate between different types of units including number of units per structure.

Provide meaningful, effective, and affordable transportation demand management services and public transit to residents of new developments. One of the most significant barriers to making affordable housing viable in Wayland is its lack of public transportation, as discussed in the "Barriers to Development" section. The Town should encourage developers to work with local businesses and business organizations to develop workforce-oriented transit service between residential developments and job sites. The Town should also, either by itself or in cooperation with neighboring Route 20 communities, leverage the development of Alta at River's Edge and other large apartment complexes to work out a deal with the MWRTA to reintroduce shuttle services to the corridor. In order for a new route or service to be feasible the public must buy in and make use of it, so local outreach and advertising will be a crucial part of the successful implementation of this strategy.

Identify locations to encourage "Friendly 40B" comprehensive permits and take active steps to find developers to work with. The term "Friendly 40B" refers to a cooperative, negotiated Comprehensive Permit application where the municipality and developer work together to arrive at a mutually beneficial project. The Town can identify properties where a Comprehensive Permit would produce

²⁰ City of Newton, MA



the greatest community benefit and the developer benefits from the endorsement of Town staff and boards. Such a negotiated Comprehensive Permit may be implemented through DHCD's Local Initiative Program (LIP) or simply through a conventional Comprehensive Permit process that has local support.

While towns often cooperate with developers outside of the framework of Chapter 40B regulations, as Wayland did with Alta at River's Edge, the Comprehensive Permit process offers unique advantages. The ability of a Comprehensive Permit application to bypass certain local zoning regulations can be of great benefit to a town where key affordable housing strategies are rendered difficult or infeasible by the ZBL. Furthermore, because remaining above the 10 percent affordable housing minimum does not prevent developers from filing Comprehensive Permit applications, it is wise to have a strategy in place to make the most of the opportunity in case a developer does want to pursue that route.

Chapter 40B projects come in many different shapes and sizes, and there are many sites in Wayland where encouraging the filing of comprehensive permits would make sense given the right developer partner. The next several strategies are grouped under "Location-based strategies" because they address specific locations for affordable housing projects, and the potential utility of a comprehensive permit should be assessed for each.

Location-based strategies.

The following strategies address affordable housing opportunities on specific sites or in specific areas of Wayland. While there are certainly opportunities beyond those listed here, this section focuses on a few unique or high priority areas that the Town should explore.

Support ongoing efforts to acquire the Launcher Way property. A 12-unit housing development on Launcher Way owned by the US Department of Defense is a high-priority housing site for Town staff as well as the Wayland public, according to feedback from the survey and community forums. Formerly used as housing for military personnel and their families, the homes have been vacant since 2018. It is unknown if the current 12 structures can be preserved, but regardless the site represents a significant opportunity to create affordable units. A project on the site may also require a change in zoning or other relief, depending on what is ultimately proposed. The US government is actively seeking sale of the site to the highest bidder, and Wayland staff believe that the Town has the resources to put in a competitive offer. At the time of writing, Town staff had recently prepared an application for Community Preservation Act funds to go towards acquiring the Launcher Way property. Other potential funding sources include the Wayland Housing Trust, federal COVID-19 relief funds, and private loans that might be paid back in part with revenues from renting the Launcher Way units.

Issue requests for proposals for affordable housing development on Town land. Town-owned land is an important asset for affordable housing development because the municipality has a direct say over the property and can encourage uses that meet a public need more easily than a private owner. The Town of Wayland should identify municipal land that would be appropriate for housing development and issue requests for proposals (RFPs) to find a developer partner to create SHI-eligible units. A comprehensive permit might also be an appropriate avenue for development on some sites.

A long term (5 or 10 years may be appropriate) Capital Plan would help housing advocates identify municipal land that would be appropriate for affordable housing and prevent Town boards and



departments from prioritizing the same parcels. The 2017 Wayland Real Asset Planning (WRAP) Committee report introduced a set of site selection criteria meant to assess and prioritize proposed projects on municipal land. This should serve as a basis for a Capital Plan's recommendations.

While a Capital Plan would help identify future affordable housing sites, there are several locations that the Town should consider for housing in the short term.

- The Town is examining opportunities to make the best use of 212 Cochituate Street, a four-acre tax title parcel. Staff have identified this site, once under municipal control, as a potential location for affordable housing.
- The 2017 WRAP report identified several parcels as potential locations for affordable housing, including a 13.7-acre vacant parcel on Orchard Lane, under the control of the School Department.
- Finally, some Town staff and volunteers have expressed interest in eventually converting Town Building into affordable housing in the event municipal offices move elsewhere. However, there are significant legal hurdles to this approach that are still awaiting a detailed review by Town Counsel and it is probably not realistic to expect significant progress on this idea during the life of this plan.

Create a vision plan for the vacant "Whole Foods plaza" incorporating affordable housing and potentially small-scale mixed use. A common concern among survey respondents was a vacant commercial property on Route 20 once owned by national grocery chain Whole Foods. There are ten years remaining on the lease but the current owners have not indicated any interest in utilizing the site and it is expected they may sell before the lease is up. Town staff report that informal discussions about the site have indicated that it may be an appropriate location for a small-scale mixed-use development with a multifamily component. Housing is in such high demand in Greater Boston that developers are usually looking for a housing component to make projects financially feasible. Mixed-use development would address housing needs while revitalizing underused commercial space to maintain the character of Wayland's main commercial corridor.

Identify the potential for infill affordable housing development through a Route 20 corridor study. "Infill" is a development strategy that seeks to fill gaps or holes in an already developed area. For example, a forgotten vacant lot in between two large commercial developments might be targeted for a small housing project to bridge the gap in the streetscape while taking advantage of the area's existing amenities. Channeling new development into an area that is already significantly developed also avoids disturbing land elsewhere.

The Route 20 corridor could be a good candidate for mixed-use development that maintains the primarily commercial character of the area while taking advantage of its strengths as a location for housing. Major apartment complexes have been built or permitted in Sudbury and Weston, and now Alta at River's Edge in Wayland is under construction. This significant residential development provides an opportunity to activate the area's potential as a transit-oriented corridor by connecting these developments to MWRTA and MBTA public transit. Small, individual infill projects along Route 20 could take advantage of amenities that might be drawn in by nearby larger developments. Town staff recommended pursuing a "corridor study" to identify opportunities for this type of development.



Regulatory strategies

Wayland’s bylaws and regulations, especially its Zoning Bylaw, play a primary role in determining what kind of affordable housing development is feasible in Town. Zoning alone cannot meet all of a town’s housing goals- for example, zoning incentives alone are often inadequate to promote the development of affordable units below 80 percent of AMI- but the following strategies will help Wayland continue to make significant progress.

Encourage or require green design, universal design, and flexible design for new residential development, and in retrofitting existing structures. In the face of climate change, innovative new design strategies are gaining wider acceptance among developers, but local regulations can stand in the way. Concepts such as Low Impact Design or Green Infrastructure involve the use of nontraditional building materials or site layouts that may not be acceptable given a community’s existing Subdivision Rules and Regulations, Site Plan Review standards, or other zoning requirements. Wayland should conduct a comprehensive review of its regulations to ensure that sustainable design is allowed and encouraged. Beyond new construction, funds could be provided to retrofit existing structures with newer, more efficient energy systems.

“Allowing [ADUs and duplex conversions] by right will reduce barriers to action and spur production of more housing units.”

-Community Forum Response

Other design standards Wayland should consider include requiring bicycle parking and pedestrian infrastructure where possible, including amenities such as sidewalks, biking paths, and well-marked crosswalks. While not related to environmental sustainability, the Town should also require the use of universal design in new construction. Universal design focuses on creating spaces that are accessible to all ages and for those with a wide range of disabilities. Simple design elements can make a housing unit viable for someone with a disability or allow a resident to age in place.

Encourage Conservation Clusters as the primary form of subdivision development in Wayland. Wayland’s Conservation Cluster regulations are similar in concept to Open Space Design (also sometimes called Natural Resource Protection Zoning), an approach favored by organizations such as Mass. Audubon, to develop land while maximizing the amount of preserved open space. Implemented correctly, Open Space Design will maintain (or even increase) the number of units allowable on a lot while leaving most of its area undeveloped. This is accomplished through flexible and site-specific design that allows units to be clustered together in a smaller portion of the lot than would otherwise be allowed, in exchange for permanent protections on the remaining open space.

Wayland’s current Conservation Cluster bylaw already contains Open Space Design principles, but it could be made more effective and its use more actively encouraged. Allowing Conservation Clusters by right (while keeping site plan review) and removing the minimum lot area requirement would ensure that all new subdivisions minimize impervious surfaces and limit environmental disturbances. It is also possible to offer developers density bonuses for meeting incentives tied to the Town’s housing goals, such as including affordable units. Conservation Clusters are already one of the most flexible housing provisions in the Wayland Zoning Bylaw; multifamily structures are allowed in Clusters by Special Permit, for example. Revamping Wayland’s approach to subdivisions would



encourage affordable housing development in the Town's less dense residential zoning districts (R40 and R60) through the careful use of targeted density bonuses.

Adopt zoning regulations to meet new requirements for MBTA Communities. In 2020, Governor Baker signed several new amendments to the Zoning Act (Chapter 40A), including new incentives for MBTA Communities to adopt multifamily zoning by right. Wayland is classified as an MBTA Community despite not being directly served by the MBTA. It qualifies as an "adjacent community" because it borders several municipalities that do have MBTA service. This means that Wayland must adopt zoning provisions so that the Town complies with the new draft MBTA community guidelines or lose access to funds from the Housing Choice Initiative, Local Capital Projects Fund, and MassWorks.

The draft guidelines are subject to change, but at time of writing Wayland must have at least one zoning district (or overlay) that meets the following requirements:

- Has a minimum gross density of 15 units per acre. Density may vary across the district (via use of sub-districts) but the total average density per acre must be at least 15 units.
- Does not have any age restrictions.
- Is suitable for families with children.
- Must be at least 50 contiguous acres in size (an overlay may consist of several non-contiguous parcels that each need to meet minimum size requirements).

MBTA communities seeking a determination of compliance with the new regulations must provide DHCD with a parcel-level estimate of the number of multifamily units that could be constructed, taking into account a wide variety of physical and regulatory development constraints. There is a formula for determining the minimum number of units that must be buildable by right in each MBTA Community's multifamily district, but in Wayland's case this calculation does not matter. Because a district must be at least 50 acres in size and allow at least 15 units per acre, the fewest units that a compliant district may allow is 750. Therefore, 750 is the minimum requirement for any MBTA community; if DHCD's formula would result in a requirement below 750 units, that community is still required to meet the 750 unit minimum, Wayland falls into this category.

It is important to note the MBTA communities legislation is not a housing production mandate. As long as 750 units that comply with the other requirements of Chapter 3A are allowed by right, the Town has met its obligations regardless of whether developers actually take advantage of the zoning district.

The guidelines discussed in this strategy are subject to change, so it is difficult to make very specific recommendations for zoning changes at time of writing. It is likely, however, that it will make sense for Wayland to consider the Route 20 corridor for rezoning as this part of town already has the highest-density zoning. The River's Edge Housing Overlay already allows approximately 20 units per acre by right and may form the basis of a larger district that meets MBTA community requirements.



Conclusion

The goals and strategies discussed above are designed to help the Town of Wayland meet the needs identified in the Housing Needs Assessment in the first part of this HPP. Strategies provide recommendations for the Town of Wayland to increase available affordable housing funding, use existing funds in more efficient and creative ways, select sites to encourage the development of affordable housing, and to build local and regional capacity to address housing issues. Proactively pursuing these strategies over the next five years should bring Wayland closer to meeting its responsibility to ensure its residents have safe and affordable housing.



APPENDIX A: GLOSSARY

Affirmative Fair Housing Marketing Plan (AFHMP). A plan that meets the fair housing and non-discrimination requirements of the Department of Housing and Community Development (DHCD) for marketing affordable housing units. The plan typically provides for a lottery and outreach to populations protected under the federal Fair Housing Act of 1968, as amended. The plan must be designed to prevent housing discrimination on the basis of race, creed, color, national origin, sex, age, disability, familial status, sexual orientation, gender identity, or any other legally protected class under state or federal law.

Affordable Housing. As used in this report, "affordable housing" is synonymous with low- or moderate-income housing, i.e., housing available to households with income that does not exceed 80 percent of area median income and at a cost that does not exceed 30 percent of their monthly gross income.

Affordable Housing Restriction. A contract, mortgage agreement, deed restriction or other legal instrument, acceptable in form and substance to the Town, that effectively restricts occupancy of an affordable housing unit to a qualified purchaser or renter, and which provides for administration, monitoring, and enforcement of the restriction during the term of affordability. An affordable housing restriction runs with the land in perpetuity or for the maximum period allowed by law. It should be entered into and made enforceable under the provisions of G.L. c. 184, §§ 31-33 or other equivalent state law.

Affordable Housing Trust. The mechanism used to account for and report revenues and expenditures for affordable housing, including but not limited to Community Preservation Act (CPA) receipts and other affordable housing funding sources.

Area Median Income (AMI). The median family income, adjusted for household size, within a given metropolitan or non-metropolitan area, updated annually by HUD and used to determine eligibility for most housing assistance programs. For Wayland, AMI is based on the Boston-Cambridge-Quincy Median Family Income.

Average-Income Household. Loosely defined term for households with incomes over the maximum for affordable housing but typically outpriced by housing costs in affluent suburbs. An income between 81 and 120 percent of AMI generally encompasses average-income households.

Chapter 40A. G.L. c. 40A, the state Zoning Act. The current version of the Zoning Act was adopted in 1975 (1975 Mass. Acts 808).

Chapter 40B. G.L. c. 40B, § 20-23 (1969 Mass. Acts 774), the state law administered locally by the Board of Appeals to create affordable housing. It provides eligible developers with a unified permitting process that subsumes all permits normally issued by multiple town boards. Chapter 40B establishes a basic presumption at least 10 percent of the housing in each city and town should be affordable to low- or moderate-income households. In



communities below the 10 percent statutory minimum, affordable housing developers aggrieved by a decision of the Board of Appeals can appeal to the state Housing Appeals Committee, which in turn has authority to uphold or reverse the Board's decision.

Chapter 44B. G.L. c. 44B (2000 Mass. Acts 267), the Community Preservation Act, allows communities to establish a Community Preservation Fund for open space, historic preservation, and community housing by imposing a surcharge of up to 3 percent on local property tax bills. The state provides matching funds (or a partial match) from the Community Preservation Trust Fund, generated from Registry of Deeds fees.

Comprehensive Permit. The unified permit authorized by Chapter 40B, §§ 20-23, for affordable housing development.

Community Housing. As defined under Chapter 44B, "community housing" includes housing affordable and available to (a) households with incomes at or below 80 percent AMI and (b) between 81 percent and 100 percent AMI.

Community Land Trust. Community land trusts are nonprofit, community-based organizations designed to ensure community stewardship of land. They are used primarily to ensure long-term housing affordability. To do so, the trust acquires land and maintains ownership of it permanently. With prospective homeowners, it enters into a long-term, renewable lease instead of a traditional sale. When the homeowner sells, the family earns only a portion of the increased property value. The remainder is kept by the trust, preserving the affordability for future low- to moderate-income families.

Community Preservation Act. Chapter 44B. G.L. c. 44B (2000 Mass. Acts 267) allows communities to establish a Community Preservation Fund for open space, historic preservation, and community housing by imposing a surcharge of up to 3 percent on local property tax bills. The state provides matching funds (or a partial match) from the Community Preservation Trust Fund, generated from Registry of Deeds fees.

Comprehensive Permit. The unified permit authorized by Chapter 40B for affordable housing development.

Department of Housing and Community Development (DHCD). The state's lead housing agency, originally known as the Department of Community Affairs (DCA). DHCD oversees state-funded public housing and administers rental assistance programs, the state allocation of CDBG and HOME funds, various state-funded affordable housing development programs, and the Community Services Block Grant (CSBG) Program. DHCD also oversees the administration of Chapter 40B.

Extremely Low-Income Household. A household income at or below 30 percent of AMI. (In some housing programs, a household with income at or below 30 percent of AMI is called very low income.)

Fair Housing Act (Federal). Established under Title VII of the 1968 Civil Rights Act, the federal Fair Housing Act prohibits discrimination in the sale, rental, and financing of dwellings,



and in other housing-related transactions, based on race, color, national origin, religion, sex, familial status (including children under the age of 18 living with parents or legal custodians, pregnant women, and people securing custody of children under the age of 18), sexual orientation, gender identity, and disability.

Fair Housing Law, Massachusetts. G.L. c. 151B (1946), the state Fair Housing Act prohibits housing discrimination on the basis of race, color religious creed, national origin, sex, sexual orientation, age, children, ancestry, marital status, veteran history, public assistance reciprocity, or physical or mental disability.

Fair Market Rent (FMR). A mechanism used by HUD to control costs in the Section 8 rental assistance program. HUD sets FMRs annually for metropolitan and non-metropolitan housing market areas. The FMR is the 40th percentile of gross rents for typical, non-substandard rental units occupied by recent movers in a local housing market. (See 24 CFR 888.)

Family. Under the Federal Fair Housing Act (FFHA), family includes any of the following:

- (1) A single person, who may be an elderly person, displaced person, disabled person, near-elderly person, or any other single person; or
- (2) A group of persons residing together, and such group includes, but is not limited to:
 - (a) A family with or without children (a child who is temporarily away from the home because of placement in foster care is considered a member of the family);
 - (b) An elderly family;
 - (c) A near-elderly family;
 - (d) A disabled family;
 - (e) A displaced family; and
 - (f) The remaining members of a tenant family.

Gross Rent. Gross rent is the sum of the rent paid to the owner (“contract rent”) plus any utility costs incurred by the tenant. Utilities include electricity, gas, water and sewer, and trash removal services but not telephone service. If the owner pays for all utilities, then gross rent equals the rent paid to the owner.

Group Home. A type of congregate housing for people with disabilities; usually a single-family home.

Household. One or more people forming a single housekeeping unit and occupying the same housing unit. (See definition of Family)



Housing Appeals Committee (HAC). A five-member body that adjudicates disputes under Chapter 40B. Three members are appointed by the Director of DHCD, one of whom must be a DHCD employee. The governor appoints the other two members, one of whom must be a city councilor and the other, a selectman.

Housing Authority. Authorized under G.L. 121B, a public agency that develops and operates rental housing for extremely low-income and very-low-income households.

Housing Cost, Monthly. For homeowners, monthly housing cost is the sum of principal and interest payments, property taxes, and insurance, and where applicable, homeowners association or condominium fees. For renters, monthly housing cost includes rent and basic utilities (oil/gas, electricity).

HUD. See U.S. Department of Housing and Urban Development.

Inclusionary Zoning. A zoning ordinance or bylaw that encourages or requires developers to build affordable housing in their developments or provide a comparable public benefit, such as providing affordable units in other locations ("off-site units") or paying fees in lieu of units to an affordable housing trust fund.

Infill Development. Construction on vacant lots or underutilized land in established neighborhoods and commercial centers.

Labor Force. The civilian non-institutionalized population 16 years and over, either employed or looking for work.

Labor Force Participation Rate. The percentage of the civilian non-institutionalized population 16 years and over that is in the labor force.

Local Initiative Program (LIP). A program administered by DHCD that encourages communities to create Chapter 40B-eligible housing without a comprehensive permit, e.g., through inclusionary zoning, purchase price buydowns, a Chapter 40R overlay district, and so forth. LIP grew out of recommendations from the Special Commission Relative to the Implementation of Low- or Moderate-Income Housing Provisions in 1989. The Commission prepared a comprehensive assessment of Chapter 40B and recommended new, more flexible ways to create affordable housing without dependence on financial subsidies.

Low-Income Household. As used in the terminology of Chapter 40B and DHCD's Chapter 40B Regulations, low income means a household income at or below 50 percent of AMI. It includes the HUD household income group known as very low income.

Low or Moderate Income. As used in Chapter 40B, low or moderate income is a household that meets the income test of a state or federal housing subsidy program. Massachusetts follows the same standard as the rest of the nation, which is that "subsidized" or low- or moderate-income housing means housing for people with incomes at or below 80 percent of the applicable AMI.



Massachusetts Housing Partnership (MHP). A public non-profit affordable housing organization established by the legislature in 1985. MHP provides technical assistance to cities and towns, permanent financing for rental housing, and mortgage assistance for first-time homebuyers.

MassHousing. A quasi-public state agency that provides financing for affordable housing.

Mixed-Income Development. A residential development that includes market-rate and affordable housing.

Mixed-Use Development. A development with more than one use on a single lot. The uses may be contained within a single building ("vertical mixed use") or divided among two or more buildings ("horizontal mixed use").

Moderate-Income Household. As used in the terminology of Chapter 40B and DHCD's Chapter 40B Regulations, moderate income means a household income between 51 and 80 percent of AMI. (In some federal housing programs, a household with income between 51 and 80 percent of AMI is called low income.)

Non-Family Household. A term the Census Bureau uses to describe households composed of single people living alone or multiple unrelated people sharing a housing unit.

Overlay District. A zoning district that covers all or portions of basic use districts and imposes additional (more restrictive) requirements or offers additional (less restrictive) opportunities for the use of land.

Regulatory Agreement. An affordable housing restriction, recorded with the Registry of Deeds or the Land Court, outlining the developer's responsibilities and rights

Section 8. A HUD-administered rental assistance program that subsidizes "mobile" certificates and vouchers to help very-low and low-income households pay for private housing. Tenants pay 30 percent (sometimes as high as 40 percent) of their income for rent and basic utilities, and the Section 8 subsidy pays the balance of the rent. Section 8 also can be used as a subsidy for eligible rental developments, known as Section 8 Project-Based Vouchers (PBV), which are not "mobile" because they are attached to specific units.

Single Room Occupancy (SRO). A building that includes single rooms for occupancy by individuals and usually includes common cooking and bathroom facilities shared by the occupants.

Subsidized Housing Inventory (SHI). A list of housing units that "count" toward a community's 10 percent statutory minimum under Chapter 40B.

SHI-Eligible Unit. A housing unit that DHCD finds eligible for the Subsidized Housing Inventory because its affordability is secured by a long-term use restriction and the unit is made available to low- or moderate-income households through an approved affirmative marketing plan.



Subsidy. Financial or other assistance to make housing affordable to low- or moderate-income people.

Sustainability. To create and maintain conditions under which people and nature can exist in productive harmony while fulfilling the social, economic and other requirements of present and future generations. For housing, sustainability requires an equity framework that includes affirmative measures to provide greater energy-efficiency and healthy housing, to connect housing to jobs, to improve access to affordable transportation, and to enhance educational opportunity.

Typical, Non-standard Rental Units. A term that defines the types of rental units that HUD includes and excludes in establishing the FMR for each housing market area. The term excludes: public housing units, rental units built in the last two years, rental units with housing quality problems, seasonal rentals, and rental units on ten or more acres.

U.S. Department of Housing and Urban Development (HUD). The lead federal agency for financing affordable housing development and administering the Fair Housing Act.

Very Low Income. See Extremely Low Income.

Workforce. People who work or who are available for work, either in a defined geographic area or a specific industry.

Workforce Housing. There is no single industry standard that defines “workforce housing.” HUD defines it as housing affordable to households earning between 80 and 120 percent of AMI. The Urban Land Institute has traditionally used the term “workforce housing” to describe units affordable to households with incomes between 60 and 100 percent AMI. By contrast, MassHousing defines “workforce housing” as housing affordable to individuals and families with incomes of 61 percent to 120 percent of AMI. In general, workforce housing is housing for people who work in a community and the pricing methodology should account for wages paid by local employers.



APPENDIX B. AFFIRMATIVE MARKETING REQUIREMENTS

Affirmative Fair Housing Marketing and Resident Selection Plan (AFHMP) Key Review Points

City/Town: _____	Reviewer: _____	
Project Name: _____	Date of Review: _____	
Address: _____		
RENTAL <input type="checkbox"/>	OWNERSHIP <input type="checkbox"/>	BOTH <input type="checkbox"/>

Note: The checklist below is intended to assist with AFHMP review but does not replace the requirements of the DHCD AFHMP guidelines, available at <http://www.mass.gov/hed/docs/dhcd/hd/fair/afhmp.pdf> (See also section III of the DHCD Comprehensive Permit Guidelines at <http://www.mass.gov/hed/docs/dhcd/legal/comprehensivepermitguidelines.pdf>). The AFHMP guidelines must be consulted in their entirety.

DEVELOPER/CONTRACTOR INFORMATION:

Are the developer staff and contractor qualifications consistent with the Guidelines?

- YES
- NO

Did developer/contractor representative(s) certify that the AFHMP is consistent with the Guidelines?

- YES
- NO

MARKETING:

Will the application period run for at least 60 days?

- YES
- NO

Will advertisements be placed in local and regional newspapers?

- YES
- NO

If YES, which newspapers: _____



Will advertisements be placed in newspapers that serve minority groups and other protected classes?

YES

NO

If YES, which newspapers: _____

Will advertisements run at least two times over a 60-day period?

YES

NO

Are sample ads included?

YES

NO

Is marketing comparable in local, regional and minority newspapers:

YES

NO

If NO, explain: _____

Are outreach notices to be sent to local fair housing commissions?

YES

NO

To other local/regional religious institutions, housing authorities, social service agencies, nonprofits, etc?

YES

NO

If YES, where: _____

Is the outreach appropriate to the type of housing proposed (e.g., marketing to senior centers for elderly housing)?

YES

NO

Explain:

Are applications made available at public, wheelchair accessible locations including one that has some night hours?

YES

NO



Does the advertisement and other marketing include a telephone number, including a TTY/TTD phone number, to call to request an application via mail?

- YES
- NO

Does the advertisement and other marketing indicate that applications may be submitted by mail, fax, or e-mail?

- YES
- NO

Does marketing include non-English publications?

- YES
- NO

If YES, which languages:

What is the basis for determining the languages? Explain: Will available Metro Boston Area affordable units be reported to MetroList?

- YES
- NO

Will available affordable and available accessible units be listed with MassAccess (CHAPA's Housing Registry)?

- YES
- NO

Will available affordable ownership units be listed with MassAccess?

- YES
- NO

Will available affordable ownership units be listed with MAHA's lottery website?

- YES
- NO

Are Fair Housing logo and slogan included in all marketing materials?

- YES
- NO



Do applicant materials include a statement of the housing provider's obligation to not discriminate in the selection of applicants?

- YES
- NO

Does the advertisement and other marketing include a telephone number, including a TTY/TTD phone number, to call to request an application via mail?

- YES
- NO

Do applicant materials include a statement of the housing provider's obligation to not discriminate in the selection of applicants?

- YES
- NO

Do applicant materials state that persons with disabilities may request reasonable accommodations in rules, policies, practices or services or reasonable modifications in the housing?

- YES
- NO

Do informational materials provide notice of free language assistance to applicants, translated or to be translated into the languages of LEP populations anticipated to apply?

- YES
- NO

Do applicant materials state that persons with disabilities may request reasonable accommodations in rules, policies, practices or services or reasonable modifications in the housing?

- YES
- NO

Does marketing refrain from describing characteristics of desirable applicants/residents (e.g., "for four persons only", "active lifestyle community," "empty nesters")?

- YES
- NO

If NO, explain:

Does marketing convey unlawful preferences or limitations (e.g., only white models)?

- YES
- NO

If YES, explain:



Does marketing include reference to local residency preferences?

- YES [Not permitted]
- NO

Does marketing indicate resident selection by lottery or other random selection procedure?

- YES
- NO

RESIDENT SELECTION:

Are copies of a sample application and information packets for potential applicants included and acceptable?

- YES
- NO

Are info sessions scheduled to allow for maximum opportunity to attend (i.e., evenings, weekends, accessible location)?

- YES
- NO

Are the eligibility criteria consistent with the Guidelines? YES NO

Is resident selection based on a lottery?

- YES
- NO

If NO, is it based on a fair and equitable procedure (i.e., not “first come, first served”) approved by the subsidizing agency?

- YES
- NO

Explain:

If a lottery to be utilized, will the lottery be held at a public, wheelchair accessible location?

- YES
- NO

Are the lottery procedures consistent with the Guidelines?

- YES
- NO



Is the community choosing to implement a local selection preference?

YES

NO

If YES, is the need for the local preference demonstrated consistent with the Guidelines? YES NO

Explain:

[NOTE: 70% local preference is maximum permitted, but percentage must be justified based on documented local need]

Does the demonstrated need correspond to the housing type and eligibility criteria of the project? (e.g., wait list at another rental development used to demonstrate need is for apartments to be rented at similar rents and for residents at similar income levels)

YES

NO

Explain:

Are all the proposed preference types consistent with the Guidelines?

YES

NO

Are the geographic boundaries of the local preference area smaller than the municipal boundaries?

YES

NO

[NOTE: not permitted]

Does the AFHMP include efforts to address potential discriminatory effects of a local selection preference (e.g., will minority applicants be moved into the local selection pool to ensure it reflects the racial/ethnic balance of the region and/or other efforts consistent with the Guidelines)?

YES

NO

Explain:

Is the working preference the only local preference?

YES

NO

If YES, are persons with disabilities and/or 62 years of age or older that live in the community given the benefit of the preference?

YES

NO

Are there durational requirements for living or working in the community?

YES Not permitted]



NO

Are local preference units subject to different or more beneficial terms (e.g., reduced prices) than other affordable units?

YES

NO

If YES, explain:

Are household size restrictions and preferences consistent with the Guidelines?

YES

NO

Does the AFHMP provide persons with disabilities in need of accessible units first preference for such units?

YES

NO

Does the AFHMP address adaptable units consistent with the Guidelines?

YES

NO

Does the AFHMP provide for criminal background checks consistent with the Guidelines (e.g., not imposed prior to the lottery and consistent with DHCD model CORI policy)?

YES

NO

Does the AFHMP require any deposits or fees to be paid? YES/NO If YES, are they consistent with the Guidelines?

YES

NO

WAIT LISTS

After the lottery, are households that are not awarded a unit placed on a wait list in the order that they were drawn from the general pool?

YES

NO

For rental projects, is the procedure for ordering new applicants upon re-opening of the wait list based upon a random selection procedure after a minimum application period of no less than 10 business days?

YES

NO

If NO, explain:



Is there a procedure for wait lists that do not close, and does it address persons with disabilities consistent with the Guidelines?

YES

NO

Explain:

Does the ongoing affirmative and general marketing/outreach materials provide explicit notice of the availability of reasonable accommodations in the application process and a corresponding telephone number?

YES

NO

For ownership projects, does the AFHMP include a method for ensuring continued compliance w/ the Guidelines upon resale?

YES

NO

OVERALL COMMENTS:



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Select Board

Capital Stabilization Fund Policy

At Annual Town Meeting 2021, the Town of Wayland established a Capital Stabilization Fund (the Fund).

The purpose of the Fund is to allow the Town to reserve funds to pay for engineering and design, renovation, reconstruction or construction of Town facilities, to support the Capital Investment Plan, and to promote sound financial planning practices.

Objectives of the Fund include to

- 1) Provide a source of funds to keep previously approved projects moving forward,
- 2) Maintain a steady Capital Investment Plan, and
- 3) Create a funding source for the Town share of matching grants.

Sources of Income

- 1) Funds may be transferred into the Capital Stabilization fund from any general fund source, including taxation and free cash, by town meeting vote.
- 2) Residual funds from previously approved capital projects ('capital close outs') will be transferred to the Fund at the close of each project.

Criteria for Appropriations from the Fund (in priority order) are restricted to:

- 1) Fund non-recurring projects that have been **previously** approved as part of the Town's Five-Year Capital Investment Plan, unless the need for a capital project has been created by catastrophic or an emergency event
- 2) Cover capital expenses in the case of (a) catastrophic or emergency events if the financial burden of the event is in excess of an amount which the Finance Committee Reserve Fund can cover or (b) the Town share of matching grants
- 3) Support critical capital expenses if revenue, from whatever source, including free cash, is less than forecasted in the Five-Year Capital Investment Plan
- 4) Provide for General Fund "pay-as-you-go" capital appropriations*

Fund Balance

- 1) Interest shall accrue for the fund.
- 2) There is no minimum or maximum balance. However, the aggregate may not exceed the limit under M.G.L. c. 40 Section 5B.

Policy Review

- 1) Review every 3 years

*Pay-As-You-Go capital spending is part of the General Fund levy but not borrowed.

SELECT BOARD
Monday, May 9, 2022
7:00 p.m.
Wayland Town Building, Council on Aging Room
41 Cochituate Road, Wayland, MA

CONSENT CALENDAR

1. Vote the question of approving invoice #136620 with KP Law for legal services through April 28, 2022 in the amount of \$18,211.19.
2. Vote the question of approving invoice #136621 with KP Law for legal services through April 28, 2022 in the amount of \$225.10.