

TOWN OF WAYLAND

WARRANT



2021 ANNUAL TOWN MEETING

Saturday, May 15, 2021

12:30 P.M.

PLEASE NOTE:

**The location of the Annual Town Meeting
will be the**

WAYLAND HIGH SCHOOL FIELD

DOORS OPEN AT 10:30 A.M.

ANNUAL TOWN ELECTION

Tuesday, May 11, 2021

Precincts 1 and 4

Precincts 2 and 3

Town Building Gymnasium

Wayland Middle School Gymnasium

VOTING HOURS: 7:00 A.M. TO 8:00 P.M.

www.wayland.ma.us

NOTICE

The Town of Wayland does not discriminate on the basis of disability in admission to, access to, or operations of its programs, services, or activities. Wayland does not discriminate on the basis of disability in its hiring or employment practices.

This notice is provided as required by Title II of the Americans with Disabilities Act of 1990 (ADA).

Questions, concerns, complaints, or requests for additional information regarding the ADA may be forwarded to Wayland's designated Town Meeting ADA Compliance Coordinator.

Name: Jason Adams
Title: Management Analyst
Office Address: 41 Cochituate Road, Wayland MA 01778
Phone Number: (508) 358-3696
Fax Number: (508) 358-3627
TDD: 711
Days/Hours Available: Monday, 8:00 a.m. to 7:00 p.m.
Tuesday to Thursday, 8:00 a.m. to 4:00 p.m.
Friday, 8:00 a.m. to 12:30 p.m.

Individuals who need assistance in seating for more effective communication are invited to make their needs and preferences known to the Town Meeting ADA Compliance Coordinator. Notification prior to Annual Town Meeting would be helpful.

**This notice is available in large print and on audio tape
from the Town Meeting ADA Compliance Coordinator.**

Be Prepared

The 2021 Annual Town Meeting will look a little different due to COVID-19 and will follow many of the same protocols as last year's Special and Annual Town Meeting. Town Meeting will take place outdoors at the High School Stadium and conform to COVID-19 safety guidelines published on the next page. If you plan on attending Town Meeting, please be aware of the following:

1. Parking at the High School will be limited to the 475 marked parking and 15 marked handicapped spaces. There will be **NO** parking allowed on any roadway or grass within school grounds. There will be people on site to assist residents and to direct parking and help ensure that we remain socially distanced. Carpooling of household members is strongly encouraged.
2. Once the High School parking lots are full, drivers will be directed to offsite parking at the Town Building and other sites, as needed. Buses will transport residents from satellite parking lots to Town Meeting. Because of physical distancing requirements, the number of passengers on buses will be limited. There will be attendants to help with parking and loading and unloading of buses. Please follow their directions carefully.
3. The gates to the High School Stadium will open at 10:30 am to allow adequate time to check in and receive an electronic voting handset.
4. For everyone's safety, seating will be arranged to maintain physical distancing on the field. Seating will be monitored and strictly enforced. Non-voters will be asked to sit in the bleachers. If there is sufficient seating on the field, non-voters may sit in furthest section away from the stage that will hold the Moderator and Town Clerk.
5. Seating in the Stadium will be opened in sections, as needed. Handicapped accessible seating will also be available in designated areas. Ushers will direct you to a seat.
6. It is important to note that the handsets will **ONLY** work in the designated area for seating. Your vote matters, so please remain in the proper area.
7. If you arrive after Town Meeting has started, please be respectful and keep the noise from conversation to a minimum. Once you have received your handset, an usher will bring you to the next available seat. For everyone's safety, congregating at the entrance and exits will not be allowed.
8. It is very important that you plan to arrive and check in as early as possible. **We recommend that you allow at least 45 minutes to park, be shuttled if needed, and to be checked in and receive your electronic voting remote.** Please note that Town Meeting will not be delayed for residents who arrive late and may be waiting in line when an article important to them comes up for a vote. The welcome teams will do everything reasonably possible to get people in to Town Meeting as swiftly as possible.
9. Fire, Police, and EMS staff will be on duty at all times during Town Meeting. If you have any issues, please seek out one of them for assistance.

If you have specific questions on the logistics or attendance on May 15, 16 (and, if necessary, 17), please email Fire Chief Neil McPherson, nmcpherson@wayland.ma.us.

ANNUAL TOWN MEETING – COVID 19 AND TURF USE PROTOCOLS

Face Coverings/Masks

All those attending or working/participating at Town Meeting should wear face coverings/masks at all times unless seated. This includes from the time you exit your car until you are seated. In addition, face coverings/masks should be worn anytime you are not seated. Staff who are assisting attendees will wear face coverings/masks at all times.

Pre-Entry Health Check

Anyone who is ill or experiencing cold symptoms should not attend Town Meeting and should stay home and contact their primary care physician. A questionnaire is printed on the next page for individuals to assess their health prior to entering the Town Meeting area.

Parking

Parking spaces will be marked with cones at every other parking space to provide separation between cars for arrival. Cones will be removed as the lots fill in.

Bus Transportation

Bus transportation will be provided if the High School parking lots become full. Face coverings/masks must be worn by passengers and only designated seats may be occupied. Windows are to remain open on the bus.

Social/Physical Distancing*

All attendees, workers and participants at Town Meeting, when not seated, are to follow physical distancing guidelines and provide at least 6 feet of space between themselves and others.

- There will be physical barriers for check in areas. Please do not cross any physical barriers.
- Please maintain 6 feet of distance when waiting in line. There will be visual physical distancing markers to allow you to remain 6 feet from the next person where we anticipate that lines may form (e.g., lines for equipment if applicable, checkout lines, and lines to use the restroom).
- There will be directional pathways to manage the flow of foot traffic and to minimize contact (e.g., one-way entrance and exits, one-way pathways). These will be clearly visible and should be followed.
- Seating will be by household and will be configured to ensure at least 6 feet of distance between groups and space to allow for travel between groups.

Signage

Signage will be posted throughout the High School grounds that will explain physical distancing and face covering protocols.

Food and Water

Single serve snacks and water bottles will be available outside of the turf field seating area (snacks are not allowed in the turf field seating area). Bottled water can be brought into the turf field seating area. No beverages other than water are allowed.

Hand Sanitizing Stations

Hand sanitizing stations will be provided by the Town. Hand sanitizer is not allowed on the field. This will be strictly enforced as hand sanitizer destroys the turf.

Bathroom Use

The Town will provide at least 2 areas with bathrooms. Signage will be provided at bathroom entranceways with public bathroom use protocols. Face coverings/masks are required. Field House COVID-19 bathroom capacity will be posted and no more than the capacity will be allowed inside the bathroom to maintain proper physical distancing.

Microphone Use

Detailed protocols for microphone use are currently being drafted. In addition to stationary microphones, as is customary, there will be at least one boom microphone that can be brought to speakers.

Departure from Town Meeting

Once Town Meeting has concluded, areas will be dismissed in sections to prevent a large crowd gathering.

Mosquito Repellent Protocols

Attendees should apply mosquito repellent, if they wish, before they arrive at Town Meeting.

COVID-19 Health Screening Questionnaire*

Please review the screening questions below prior to your arrival at Town Meeting. These questions are for your own use. If you reply yes to any of the questions, we strongly urge you to not attend. Please stay home if you are feeling unwell. This is for your safety and others. Thank you.

Do you currently or recently have had:

Temperature above 100.4° Fahrenheit?

Atypical shortness of breath?

Unusual fatigue?

Atypical dry cough?

Atypical runny/stuffy nose?

Atypical sore or irritated throat?

Vomiting/diarrhea, nausea, abdominal pain?

Atypical headache or muscle aches?

Loss of sense of smell or taste?

*Note: these protocols may change prior to Town Meeting depending on any updated guidance from the CDC.

**TOWN OF WAYLAND
2021 ANNUAL TOWN MEETING WARRANT
With Report of the Finance Committee**

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** Asterisk indicates articles proposed for Abbreviated of Presentation Procedure*

ABOUT TOWN MEETING

ADJOURNED MEETINGS

It is anticipated that if adjourned meetings are necessary to complete action on this warrant, they will be held on the following dates and times, subject to Town Meeting approval:

May 16	–	Sunday	12:30 p.m.
May 17	–	Monday	7:00 p.m.

and thereafter, as may be necessary, on dates as Town Meeting directs.

If you have any questions about the Articles, please attend **the Warrant Hearing on Monday, May 3, 2021 at 7:00 P.M.** at the Town Building. You may also call the Town Administrator’s office at (508) 358-3621 before Town Meeting.

NOTICE REGARDING MOTIONS

This warrant for Wayland Town Meeting is issued by the Board of Selectmen and is served upon all residents by mail to each household and by posting at the Town Building, the Wayland Public Library, the Cochituate Fire Station or the Cochituate Post Office, and at Happy Hollow School. It contains the agenda of subjects to be acted upon - the articles.

By state law, no action at the Town Meeting is valid unless the subject matter is contained in the warrant. This requirement means only that the subjects to be acted upon must be sufficiently stated in the warrant to apprise voters of the nature of the matters with which the meeting is authorized to consider. It does not require that the warrant contain an accurate forecast of the precise action that the meeting will take upon those subjects. A valid motion at Town Meeting may differ from the underlying article, but it must be within the scope of that article.

If you are in doubt about the action Town Meeting might take under an article, you should plan to attend Town Meeting.

TOWN MEETING PROCEDURES

Town Meeting functions best when all voters are familiar with its rules of procedure. A summary of those rules appears in the document, “The Moderator’s Rules and Regulations Governing Wayland’s Town Meetings” prepared by the Moderator and included as part of this warrant booklet. See rules at Appendix A. Copies of the pamphlet, “The Moderator’s Handbook for Wayland Town Meetings,” are available at the Selectmen’s Office in the Wayland Town Building, or online at <https://www.wayland.ma.us/town-meeting/annual-town-meeting-2021>.

NO SMOKING NOTICE

Voters are reminded that no smoking is permitted on school grounds.

QUANTUM OF VOTE

The quantum of vote is specified in the warrant for each article.

For those articles involving appropriations which are anticipated to be provided by taxation or from available funds or transferred funds previously appropriated for another purpose, a majority quantum of vote is indicated. For articles which are anticipated to be funded by borrowing, a two-thirds quantum of vote is indicated.

Certain articles request the action of Town Meeting under its general legislative powers (i.e., to hear and accept reports, to appoint a committee, to adopt a resolution or “sense of the meeting” vote, etc.), and in such cases no particular statute is referenced. Town Counsel has advised that, as a matter of common law precedent in Massachusetts, such matters are decided by a majority vote.

HOW TO VOTE ELECTRONICALLY

**Annual Town Meeting, Wayland High School,
Saturday, May 15 at 12:30 pm**

During the April 2018 Annual Town Meeting, Wayland’s citizens approved a resolution endorsing the use of wireless electronic voting for all sessions of all town meetings through fiscal year 2022. Instead of shouting out *Aye* or *No*, raising our hands, or standing to be counted, we’ll use electronic handsets to register our votes quickly, accurately, and privately during the upcoming Annual Town Meeting.

The handsets look a bit like a TV remote control, but instead of pushing buttons to change channels, we push buttons to vote: the 1 button for *Yes*, or the 2 button for *No*. Your vote is displayed on your handset’s screen and wirelessly transmitted to a computer that counts votes and displays results for the Moderator to announce. Nothing but these totals is permanently recorded, so your vote will remain private.



Safety Precautions

To provide the safest experience given the presence of Covid-19, Town Meeting will be held on the High School Football Field, with all attendees required to wear masks and maintain social distancing at all times. Consider bringing water, sunscreen, and insect repellent.

Arrival

To allow time for check-in and seating, please arrive by 10:45am (doors open at 10:30am). After parking in the High School lot, follow the signs to the Football Field. Ushers will guide you to the check-in line; please maintain a 6 foot distance from those ahead of you and behind you in this line. When you reach the head of the check-in line, an usher will guide you to the next available check-in station. A Lexan shield will protect both you and the check-in agent. After stating your name and address, you will be issued a disinfected handset inside a disinfected plastic bag for your **exclusive** use during the Saturday session. Voting with a handset issued to anyone else is **strictly forbidden**. Leave the handset in its bag throughout the session. Safely-spaced seating on the football field is

divided into four color-coded sections, and your handset will work best in only one section; after you receive your handset, an usher will guide you to the correct section for your handset. If your phone, tablet, or laptop supports Wi-Fi, please disable this feature, as doing so will enhance performance of the electronic voting system.

Voting

Before each vote, the Moderator will summarize the motion or amendment being decided. He'll then announce the beginning of a 30 second interval during which you can convey your vote, and a "voting light" near the Moderator will be illuminated. To vote *Yes*, push your handset's 1 button through the plastic bag while the "voting light" is illuminated. To vote *No*, push your handset's 2 button through the plastic bag while the "voting light" is illuminated. If you accidentally push the wrong button, you can change your vote by pushing the correct button while the "voting light" is illuminated. If you don't want to participate in a particular vote, don't push any buttons while the "voting light" is illuminated; if you don't want to participate but accidentally push the 1 button or the 2 button, you can clear your unintentional vote by pushing the 3 button through the plastic bag while the "voting light" is illuminated. When the 30 second interval is over, the "voting light" will be extinguished, and the Moderator will announce that the vote is complete; shortly thereafter, the Moderator will announce the results. If you inadvertently turn your handset off by pushing the power button in its lower-right corner, its display will be blank; push the power button briefly through the plastic bag to turn your handset back on. Pushing any of your handset's other buttons during the voting interval will not change your vote, but for peace of mind, your handset will encourage you to *Re-Vote*; push the 1 button for *Yes* or the 2 button for *No*.



Departure

If you temporarily leave your seat during the meeting, please keep your handset with you. If you're visiting the restroom, you can leave your handset with the Exit Desk staff. When you leave the Football Field – either during a session or at the close of the session – please place your handset (still in its plastic bag) in one of the bins at the Exit Desk. If you forget to turn in your handset, we'll give you a call and ask you to return it.

At the end of the Town Meeting session, please wait until the Moderator calls your row to leave; this will allow safe distances to be maintained.

Getting Help

Every handset will be tested before each Town Meeting session, so the probability of a handset failing is low. That said, if pushing your handset's 1 button or 2 button during a vote does not produce an *Yes* or *No* on its display, please alert the Moderator, and then go to the Help Desk, where you'll be provided with a paper ballot to record your vote, and you'll be issued a new handset. We don't expect this to happen, but we'll be prepared.

If you're physically unable to use a handset to vote, inform the person who checks you in, and you'll be seated in an area where your votes will be manually counted by Help Desk personnel. If you're wondering how much radio energy is used by a handset to convey your vote wirelessly, it's less than 1% that of a typical cell phone and only for brief instants, employing the same frequencies used for Wi-Fi wireless internet access.

REPORT OF THE FINANCE COMMITTEE

Introduction

The Finance Committee is pleased to present our annual report to Town Meeting per Town Code Chapter 19, Section 2: Town Finances. The Code instructs the Finance Committee to prepare and present to Annual Town Meeting (ATM) the Omnibus Budget and a 5-year capital plan recommendation. The Report also includes general financial information, concerns and outlook.

This year has challenged many communities due to the Covid-19 pandemic and the financial impact will resonate in their financial models for many years. The Town of Wayland struggled as well, but has maintained its financial strength through sound business practices. We anticipate many hurdles and unknowns in the next year which could impact Town operations and financials, however, the Finance Committee presents a plan that takes into consideration some of these challenges and, at the same time, strives to balance the goals and desires of a broad spectrum of residents in Wayland.

While the majority of the residents in Wayland are financially secure, some residents struggle with property tax obligations and other fees the Town imposes. The Town also recognizes that the pandemic has placed a tremendous burden on many families. Still, many residents continue to demand more and better services from Town government, specifically within our schools. The Town and its various committees and departments balance these demands against the costs of delivering them. The Finance Committee develops a fiscally responsible budget with these entities that balances financial requests with efficiencies, cost savings and benefits from innovations in Town operations, budgeting and financing.

Financial Strategies and Metrics

The Finance Committee's strategy has three main elements:

- Maintain quality Town services supplied by an efficient, balanced workforce
- Continue infrastructure investment through our capital spending plan
- Preserve appropriate levels of Free Cash and other reserve funds

In implementing this strategy and developing the FY2022 budget, the committee focused on eight points:

- Maintain level services and exert fiscal discipline
- Keep the operating budget increases within the constraints of Proposition 2 ½
- Maintain free cash policy at a target of 5-10% of the next year's operating budget for future flexibility; accomplished by:
 - Monitoring current expenses and turnback estimates
 - Closing out old capital projects
- Manage both long- and short-term debt service.
 - Total debt to generally not to exceed 100% of General Fund Revenue
 - Debt service policy of $\leq 10\%$ of the Operating Budget and trend to 8.5%
- Limit annual capital spending through borrowing to \$3-\$5 million per year
- Manage debt service goals over a projected 5-year capital plan
- Maintain the Town's Aaa bond rating to ensure most favorable interest rates

Budget Process: There were a number of challenges during the budget process this year. First, the timeline was condensed due to the late 2020 Town Meeting (9/12/20) caused by pandemic delays. The FY21 budget was being voted at the same time the Town was starting the FY22 budget process. Second, diverse and new demands on Town services due to Covid-19 needed to be prudently considered in an uncertain time. Third, limited revenue sources outside taxation, that were further stressed by Covid-19 and supported the operating budgets, needed to be scrutinized. Finally, increases in retirement, healthcare and

Medicare expenses continue to challenge all communities, like Wayland, along with OPEB and State aid allocations.

The Town and School Departments presented their FY22 committed costs and budget drivers in September. The Town Administrator, Finance Director and Finance Committee issued the FY22 Budget Methodology Guideline memo to department heads and staff. Each year, the Finance Committee considers many factors when setting budget guidelines and recommending a budget. This year the economic environment, due to the challenges associated with the Covid-19 pandemic, was a serious consideration in what was requested in budget submissions. Specifically, the Committee requested the Town and School Departments to submit both level service and level funded budgets for FY22. The Committee also asked these entities to show committed costs and identify staff additions and new initiatives separately. It was also requested that all Covid-19 related expenses be broken out separately and kept out of the operating budget.

Similarly, FY21 Covid-19 related expenses needed to be separately accounted for in order to file for State and Federal Grants through the CARES Act and FEMA. Throughout the pandemic the Town and School administrations managed the financial and service impact to the Town by managing costs and programs. The chart below represents FY21 Covid-19 expenditures as of the time the Warrant went to press.

Fiscal 2021 Covid-19 Expenditures by Department					
(\$ in 000's)	General	CARES	Other	Revolving	Total
Department	Fund	Grant*	Grants	Funds	YTD Expenses
Town Office	\$3,355	-	-	-	\$3,355
Information Technology	70,426	-	-	-	70,426
Town Clerk	16,091	-	-	-	16,091
Facilities	45,882	\$388,831	-	-	434,713
Police Department	288	-	-	-	288
Fire Department	3,372	-	-	-	3,372
Highway	2,014	-	-	-	2,014
Board of Health	127,534	27,374	-	-	154,908
Library	2,698	-	-	-	2,698
Unemployment	-	6,338	-	-	6,338
CARE Grant	-	-	\$6,338	-	6,338
School	799,925	-	40,000	\$8,000	847,925
Recreation Revolving	-	-	-	10,043	10,043
Totals	\$1,071,585	\$422,543	\$46,338	\$18,043	\$1,558,509

*Request of CARES Grant funding as of February 2021

The Finance Committee met November through March with Town Departments, Boards and Committees to review budget requests. They also took into consideration information from meetings throughout the

year on Town Departmental goals and objectives through their assigned liaison roles along with requests by residents representing various constituencies in Wayland.

The FY22 draft operating budgets were submitted in December and reflected a \$2.86 million year over year increase or 3.32%. After conducting its initial review and identifying additional expenses and revenue shortfalls, the Committee requested the Town Administrator and Superintendent of Schools make additional adjustments totaling \$350,000. It was also asked that the Board of Selectmen reduce the Other Post Employment Benefits (OPEB) contribution this year by \$250,000, noting these unprecedented times and committing to bringing the contribution back to the recommended \$500,000 next year. The Finance Committee voted a draft operating budget of \$88.6 million, a \$2.48 million year over year increase that was then presented at a public forum in early March.

In March, after receiving public feedback from of the Town and making additional refinements, the Finance Committee voted (7-0-0) to recommend an \$88.7 million Operating Budget. The FY22 budget represents a \$2.6 million or 2.99% year over year increase and is \$227,380 over the Finance Committee's initial recommended financial guideline of a level service budget.

As shown in Table 1, the estimated Summary of General Fund Expenses and Revenue requirements include the expenditures under the operating budget and other requirements such as cash capital, OPEB and overlay. To support the \$88.7 million spending level, property tax revenue will increase by \$3.2 million to \$77.3 million. Revenue from State aid (\$6.4 million) and local receipts (\$5.2 million) have remained flat over the prior year. Other Revenue contributions from programs cancelled due to Covid-19 were short \$0.6 million relative to FY21.

Table 1

(\$ in 000's)	FY 20	FY 21	FY22	FY 21 vs 22	
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>\$ Difference</u>	<u>% Change</u>
Operating Budget	79,916	86,149	88,722	2,573	2.99%
Total Omnibus Budget	84,214	90,926	93,307	2,381	2.62%
Taxation	70,950	74,069	77,260	3,191	4.31%
State Aid	6,408	6,409	6,405	-4	-0.06%
Local Receipts	5,000	5,100	5,200	100	1.96%
Other Revenue	1,870	1,399	856	-543	-38.81%
Estimated Tax Rate	17.76	18.52	19.13	0.61	3.29%

Revenue Sources: The projected FY22 revenue forecast as outlined in Table 1 details the funding sources that support the budget and other funding requirements (e.g. OPEB, cash capital and overlay). The FY22 budget guideline highlighted that operating expenses must be supported with the use of recurrent revenue sources and should not rely on funding from Free Cash. However, the Finance Committee has agreed to make an exception in this year to fund OPEB with free cash due to the shortfall in Other Revenue caused by the pandemic. In Wayland, the primary revenue source is property tax (over 85% of the Operating Budget). Commercial revenue (part of Local Receipts) is a small percentage of the tax contribution compared to our peer towns. Other sources of revenue are not projected to change significantly in FY22 except for contributions transferred from other funds, which are projected to fall.

FY22 Recommended Operating Budget: Table 2 presents the proposed operating expense budget for Town, Schools and Unclassified totaling \$88.7 million with Town and School budgets broken out between payroll and spending.

Table 2

Expense trends (\$ in 000's)	FY 20	FY 21	FY 22	Fy 21 vs. Fy 22	
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	\$	%
Town:					
Payroll	\$ 12,258	\$ 14,098	\$ 14,224	\$ 126	0.89%
Spending	<u>4,312</u>	<u>5,508</u>	<u>5,566</u>	58	1.05%
	16,570	19,606	19,790	184	0.94%
School:					
Payroll	35,153	36,412	38,286	1874	5.15%
Spending	<u>6,633</u>	<u>7,079</u>	<u>6,937</u>	-142	-2.01%
	41,786	43,491	45,223	1732	3.98%
Unclassified:					
Vocational School	301	333	369	36	10.81%
Debt Service	6,730	6,875	6,635	-240	-3.49%
Retirement	4,863	5,182	5,378	196	3.78%
Health Insurance	7,902	8,514	8,880	366	4.30%
General Insurance	790	701	750	49	6.99%
Reserve for Salary Ar	-	135	329	194	143.70%
Stormwater	102	200	200	0	0.00%
Reserve Fund	-	250	250	0	0.00%
Other	<u>872</u>	<u>862</u>	<u>918</u>	56	6.50%
	21,560	23,052	23,709	657	2.85%
Total	\$ 79,916	\$ 86,149	\$ 88,722	\$ 2,573	2.99%

Budget Drivers: The largest annual budget driver is Personnel costs that represent close to 59% of the FY22 operating budget an increase of 3.95% or \$2.0 million year over year. Personnel costs include payroll and fringe benefits. Payroll cost increases in Table 2 above reflect only step and lane changes and new staff. These costs reflect the Schools adding 5.2 FTE (full-time equivalents) and the Town having no new additions. The School request includes a High School social worker/adjustment counselor (1.0 FTE) that is primarily to address the impact of Covid-19 on student mental health. Also added were 2.9 FTE's for enrollment and mandated needs and 1.3 FTE's to support new initiatives that include part-time elementary school Assistant Principals. The Town and Schools added 0.0 FTE's and 15.93 FTE's, respectively at the end of FY20. Further details of total FTE's for the Town and Schools can be found at the back of the Warrant in Appendix B.

Additional budget drivers include increases in Health Insurance (\$366,000), Retirement (\$196,000), General Insurance (\$49,000) and Vocational Education (\$35,500).

The FY22 operating budget by function appears in Table 3. The increase in Land and Planning is due to the additional hours for inspectors. This expense will be offset with additional fees charged. The Regional Vocational School budget increases are due to increased costs associated with a new facility. There are no expected increases in enrollment, which currently stands at 10 students. The reduction in debt service reflects the benefits of a debt refunding at lower interest rates as well as from lower capital spending. Finally, the increase in Other Expenses is mainly due to the policy of using Cash Capital for road maintenance; in FY21, the Town used Free Cash to fund a portion of this expense.

Long-term Budget Pressures: In addition to wage and salary pressure and escalating healthcare and pension benefits costs which are annual budget drivers, the Finance Committee notes that the budgets for FY23 and beyond will reflect the following budget pressures:

- Increasing cost to maintain the Town's and School's infrastructure
- Increasing pay-as-you-go funding for maintenance and recurring capital

- Increasing operating costs including debt service related to capital projects
- Uncertainty of Covid-19 short-term and long-term impact
- Maintaining unrestricted Fund Balance and overall debt and debt service levels to maintain Moody's Aaa bond rating
- Managing indirect costs associated with fee-based programs
- Rising costs associated with operating a Transfer Station
- Complying with new Federal storm water regulations
- Potential capital cost to maintain Wayland's water system

Table 3
Expense Budget Summary by Function

	FY 2020	FY 2021	FY 2022	Percent
	Actual	Budget	Proposed	Change
General Government	\$3,961,821	\$5,118,804	\$5,159,589	0.80%
Public Safety	6,204,717	7,080,457	7,073,434	-0.10%
Land and Planning Use	652,007	737,585	767,550	2.81%
Schools	41,786,120	43,491,145	45,223,290	4.06%
Regional Vocational Schools	301,910	333,000	368,500	10.66%
Public Works	2,685,913	3,117,124	3,199,218	2.63%
Snow Removal	432,684	500,000	500,000	0.00%
Human Services	2,633,638	3,052,566	3,089,442	1.21%
Debt and Interest	6,729,672	6,874,864	6,634,542	-3.50%
Retirement	4,862,852	5,182,237	5,378,336	3.78%
Unclassified	9,665,138	10,661,343	11,327,738	6.25%
TOTAL - GENERAL FUND	\$79,916,472	\$86,149,125	\$88,721,639	2.99%
Water Fund	3,573,862	3,983,017	3,903,119	-2.09%
Wastewater Fund	723,314	794,004	682,654	-14.02%
TOTAL - ENTERPRISE FUNDS	\$4,297,176	\$4,777,021	\$4,585,773	-4.00%
TOTAL - OMNIBUS BUDGET	\$84,213,648	\$90,926,146	\$93,307,412	2.62%

Table 3 also presents the actual expended FY20 Omnibus expenses totaling \$84.2 million and operating expenses of \$79.9 million. The approved FY20 budget presented at the 2019 annual Town Meeting was \$87.4 million and \$82.7 million respectively. The lower-than-budgeted expenditures demonstrate the Town's fiscal restraint and managed spending during the early months of the Covid-19 pandemic.

Real Estate Tax Levy and Tax Rate: During the budget discussions, the Finance Committee expressed concern with the overall operating budget's effects on tax rate increases. The Committee continues to recommend budgets with year over year increases that are in the range of 3.5% - 4%. For FY22, the Committee is recommending a 2.99% increase in the operating budget. (This is, effectively, based on a level service budget, as noted earlier in this report.) Due to projected shortfalls in some revenue lines, however, a greater proportion of the expense burden will need to be supported by tax revenue from residents and the increase in tax levy is projected to be 4.31% year over year. The FY22 tax rate is projected at \$19.13, for a year over year increase of \$0.61 or 3.27%.

Fiscal Year	Tax Levy Change	Operating Budget Chg.
2018	3.70%	3.30%
2019	6.00%	3.64%
2020	2.92%	3.45%
2021	4.40%	4.23%
2022	4.31%	2.99%
Average	4.27%	3.52%

**Table 4
Real Estate Tax Levy & Tax Rate Forecast**

		FY-20 Actual	FY-21 Actual	FY-22 Estimated
Tax Levy				
Actual Tax Levy	A	\$70,949,997	\$74,069,812	\$77,260,319
\$ Increase Y to Y		\$2,013,900	\$3,119,815	\$3,190,507
% Increase Y to Y		2.92%	4.40%	4.31%
Full Valuation				
Per Tax Recap	B	\$3,994,932,300	\$3,999,449,900	\$4,039,444,399
\$ Increase Y to Y		\$223,811,000	\$4,517,600	\$39,994,499
% Increase Y to Y		5.93%	0.11%	1.00%
Tax Rate- (A / B = C)				
Tax Rate (Mils)	C	\$17.76	\$18.52	\$19.13
\$ Increase Y to Y		(\$0.052)	\$0.76	\$0.61
% Increase Y to Y		-2.84%	4.28%	3.27%
Residential Real Property Tax Bill				
Average Assessment - rounded		\$800	\$800	\$800
Average Property Tax Bill		\$14,213	\$14,818	\$15,301
\$ Increase Y to Y		\$495	\$605	\$483
% Increase Y to Y		3.61%	4.26%	3.26%

FY22 Capital Budget: In developing a capital budget recommendation, the Finance Committee begins with a review of prior year capital appropriations that have not been completed. As noted in Table 6, as of February 2021, \$19.3 million of Town and School capital projects have been approved in prior years but have not been completed. This compares with \$5.9 million that was reported as of January 2020. Major efforts have been undertaken to complete projects and reduce backlog. However, the Covid-19 pandemic slowed all projects and it is anticipated that work will start again as restrictions are relaxed. The majority of projects in Table 6 should be completed within the next year.

**Table 6
Capital Projects Approved and Not Completed**

(in \$000's)								
<u>Department</u>	<u>FY14</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>Total</u>
Conservation	\$29	\$0	\$0	\$0	\$32	\$0	\$84	\$145
DPW	42	0	193	161	400	809	2,309	3,915
Facilities	2	458	0	1,651	415	4	257	2,788
Admin	0	0	0	0	58	0	9	68
Fire	0	0	0	0	1,770	0	700	2,470
Police	0	0	0	0	0	0	0	0
IT	0	0	0	0	0	0	228	228
Recreation	0	0	0	0	0	0	0	0
Total Town	\$74	\$458	\$193	\$1,812	\$2,675	\$813	\$3,588	\$9,614
Schools	5	70	156	74	700	717	3,361	5,081
Total Town and School	\$78	\$528	\$349	\$1,886	\$3,375	\$1,530	\$6,949	\$14,695
Water Fund	60	194	690	364	1,235	1,939	75	4,557
Total Projects	\$138	\$722	\$1,039	\$2,250	\$4,610	\$3,469	\$7,024	\$19,252

Part of the \$19.3 million of outstanding capital appropriations for the Town and Schools shown above includes projects that have been completed but not closed out. Closed out funds are returned to the General Fund and/or deemed as surplus bonds that can be used to fund future projects. The Committee recommends developing a procedure to ensure timely turn-backs of remaining funds from completed capital projects. In addition to the \$14.7 million of Town and School projects, there are \$4.6 million of Water enterprise projects previously approved but not completed as of March 2021.

For FY22, the Finance Committee recommends a \$4.8 million capital budget that supports 29 projects, the bulk of which focus on the maintenance of assets. Table 7 presents a recap of the FY22 capital budget and associated funding sources. Each capital improvement project summarized in Table 7 was evaluated to ascertain if both financial resources and staff availability will allow the project to be completed in a timely manner. In addition, the projects are evaluated as maintenance of assets, legal requirement, public safety and new initiative.

**Table 7
Capital Budget – Fiscal Year 2022**

DPW	\$	975,000
School	\$	1,133,500
Fire	\$	572,000
Police	\$	50,000
JCC Departments	\$	350,000
Information Technology	\$	605,000
Facilities	\$	822,000
DPW Water Enterprise Fund	\$	<u>300,000</u>
Total	\$	4,807,500
Funding Sources		
Borrowing Exempt	\$	1,669,429
Free Cash	\$	1,921,500
Cash Capital	\$	600,000
Ambulance Fund	\$	227,000
Surplus Bond Proceeds	\$	89,571
Water Capital	\$	<u>300,000</u>
Total	\$	4,807,500

In addition to the capital projects noted in Table 7, the Town will be asked to approve an article for a new turf field at the Loker Recreation and Conservation Area for (\$3.3 million). Residents voted at the polls in the spring of 2019 to fund the Loker Turf Field Project using exempt debt. The article was pulled at last year’s Town Meeting along with many other articles due to the pandemic-shortened meeting. Should the article pass this year it would result in a total capital spend of almost \$8.1 million.

The capital plan also includes CPA funded projects for Recreation (Middle School Back Field Study for \$50,000 and reconstruction of the Mill Pond Dam walkway at Adams Park, off Millbrook Road for \$21,760).

Debt Metrics: To help maintain the Town’s current Moody’s Aaa bond rating, the Finance Committee uses debt service and total debt to benchmark debt levels. In particular:

1. Debt service as a percentage of general fund expenditures should generally be less than 10%.
2. Total debt (all instruments that have a direct recourse to the General Fund) should generally be less than 100% of annual general fund revenue.

The Town can decide to exceed either of these benchmarks, but should understand the potential financial impact of exceeding these benchmarks. For example, the higher the debt service in each year, the higher the tax rate to fund that debt service. A downgrade in the Moody’s rating would result in relatively higher debt service costs for new borrowings.

The Town’s bond rating was re-affirmed in November 2020 as Aaa with a stable outlook. Moody’s has indicated, however, that the Town’s indebtedness, fund balance, capability to fund future requirements and limited new growth are not in line with other Aaa rated communities. Moody’s continues to highlight that Wayland maintains ‘below average’ Reserve Fund levels for the highest rating category. The Finance Committee continues to recommend Town Management implement a mechanism to ensure a minimum 20% Reserve Fund balance is maintained with this year being an exception due to the economic impact of the pandemic.

Debt required for capital expenditures and related debt service in FY23 and FY24 for the proposed FY22 capital projects are shown in Table 9. It should be noted that debt service on a borrowing normally begins the year after a project is approved at Town Meeting. For example, a project approved at the 2021 ATM will be funded by borrowing in FY22 with the first debt service in FY23. As a result, the debt service for FY22 approved projects will first be seen in the tax rate in FY23. Debt service from borrowings for the projects included in this year’s warrant and future major capital projects will significantly increase taxes unless projects are undertaken in a controlled basis as existing debt is repaid.

It should be noted that because Wayland has limited commercial business, the majority of the real estate tax burden is paid by the residents.

**Table 9
Future Debt Service of Proposed Borrowings**

Project	Borrowing	Term	Interest Rate Assumption at 2.5%			
			Debt Service		Est. Tax Impact	
			FY23	FY24	For \$800K Assessed Value FY23	FY24
Borrowing under Capital Plan:						
Heavy Equip, Replacement - Dump Truck	\$ 275,000	10	\$ 39,000	\$ 34,000	\$ 8	\$ 7
Fire Station #2 Rehab. Add'l Funding	\$ 485,000	20	\$ 44,000	\$ 36,000	\$ 9	\$ 7
Ambulance	\$ 345,000	10	\$ 49,000	\$ 42,000	\$ 10	\$ 8
Middle School Corridor Repair: Carpet/Tile	\$ 564,000	20	\$ 51,000	\$ 42,000	\$ 10	\$ 8
	Subtotal \$ 1,669,000		\$ 183,000	\$ 154,000	\$ 37	\$ 30
Articles:						
Loker Recreation Area	\$ 3,289,000	15	\$ 355,000	\$ 296,000	\$ 70	\$ 59
	Subtotal \$ 3,289,000		\$ 355,000	\$ 296,000	\$ 70	\$ 59
	Total \$ 4,958,000		\$ 538,000	\$ 450,000	\$ 107	\$ 89

Note: Should the borrowing interest rate increase 1% higher to 3.5% the total estimated tax impact for FY23 would be \$123 and FY24 \$98 for the same assessed values of \$800,000 per household.

Summary of the 5 Year Capital Improvement Plan (CIP): The Finance Committee is charged with preparing and presenting to Annual Town Meeting a five-year Capital Improvement Plan, which includes the construction and reconstruction of capital assets (such as municipal buildings, recreational facilities, roads and transfer station) and acquisition of land, equipment and vehicles and other personal property. The Finance Committee is also instructed to make recommendations to the appropriate authorities proposing such improvements. FY22 Capital budget includes 29 projects totaling \$4.8 million. A summary of Capital Projects for years 1-5 of the plans, that is FY22 - FY26, is shown in Table 10 below.

Detailed departmental project requests can be found on the Finance Committee website. A detailed review of funding sources for the proposed 5-year capital plan is shown in Table 11.

Resource Based Plan: The Finance Committee continues to endorse the implementation of a Resource Based Capital Plan that was introduced in its 2019 report to Annual Town Meeting. In October, the Town Administrator and Finance Director updated a draft 5-year Resource Based Capital Plan to the Finance Committee. A Resource Based Capital Plan evaluates every capital improvement project in terms of funds and manpower available to begin the project within the fiscal year of appropriation. Under this plan, construction and renovation projects follow a study, design, build, operate and maintain schedule. The annual capital spending guideline by funding source is as follows:

Cash Capital	\$600-800 thousand
Free Cash	\$1.5-\$2.0 million
Levy borrowing	\$3 million
Ambulance Receipts	\$200 thousand
CPA	\$0-500 thousand
Other	\$0 - \$200 thousand
Water Enterprise Funds	\$0 -300 thousand

The FY22 budget marks the first year a complete 5-year capital plan was presented to the Finance Committee for its review. The Finance Committee continues to discuss means to developing a list of potentially large capital projects that are on the 10-15-year horizon. It has been suggested that an advisory Capital Planning Committee be created to review all Town Assets and future needs.

The five-year capital plan includes \$ 41.4 million of projects for Town and Schools and an additional \$7.1 million of projects for the water department over the next five years as noted in Table 10. Any five-year plan needs to be flexible and the Town may choose not to do all these projects or in the time forecasted. However, it is important to understand the nature and size of potential capital projects and the impact these projects may have on the Town's tax burden and Moody's bond rating.

Table 10
Capital Summary by Department

Department	2022	2023	2024	2025	2026	Total
Conservation	-	25,000	30,000	900,000	-	955,000
DPW	975,000	1,395,000	1,900,000	1,575,000	960,000	6,805,000
Facilities	4,110,618	8,216,000	3,270,000	3,065,000	310,000	18,971,618
Fire	572,000	155,000	220,000	267,000	1,220,000	2,434,000
Police	50,000	-	-	-	-	50,000
IT	605,000	277,000	295,000	300,000	280,000	1,757,000
JCC	350,000	150,000	100,000	100,000	-	700,000
Recreation	50,000	225,000	200,000	200,000	200,000	875,000
School	1,133,500	3,334,150	2,768,600	499,400	1,127,892	8,863,542
Water Fund	300,000	1,790,000	-	-	5,000,000	7,090,000
Grand Total	8,146,118	15,567,150	8,783,600	6,906,400	9,097,892	48,501,160
Project Category	2022	2023	2024	2025	2026	Total
Building repair	1,364,000	3,215,800	4,540,600	1,509,400	961,500	11,591,300
Equipment	1,869,500	1,732,350	2,863,000	852,000	760,000	8,076,850
Infrastructure	750,000	2,840,000	600,000	1,650,000	6,016,392	11,856,392
Land Improvement	3,388,618	573,000	700,000	700,000	200,000	5,561,618
New construction	100,000	7,081,000	-	2,000,000	-	9,181,000
Vehicles	674,000	100,000	50,000	195,000	1,160,000	2,179,000
Other	-	25,000	30,000	-	-	55,000
Grand Total	8,146,118	15,567,150	8,783,600	6,906,400	9,097,892	48,501,160

The funding sources for all capital projects in the 5-year plan including potential articles and community preservation projects are summarized in Table 11. The Finance Committee notes that funding sources are within the recommended guidelines established to ensure stable financial conditions for the Town. Listed below are some of the largest capital projects on the horizon that will require articles and excluded debt should they proceed and be approved by voters.

- FY22 - Loker Field \$3,288,000
- FY23 - Council on Aging/Community Center \$5,581,000
 - Library Improvements \$2,185,000
 - Water Main Improvement \$1,040,000
- FY24 - School and Town Building Improvements \$2,000,000
- FY25 - Town Center Municipal Improvement \$2,000,000
- FY26 - Water Main Improvements \$5,000,000

Table 11
5-Year Capital Plan by Funding Source

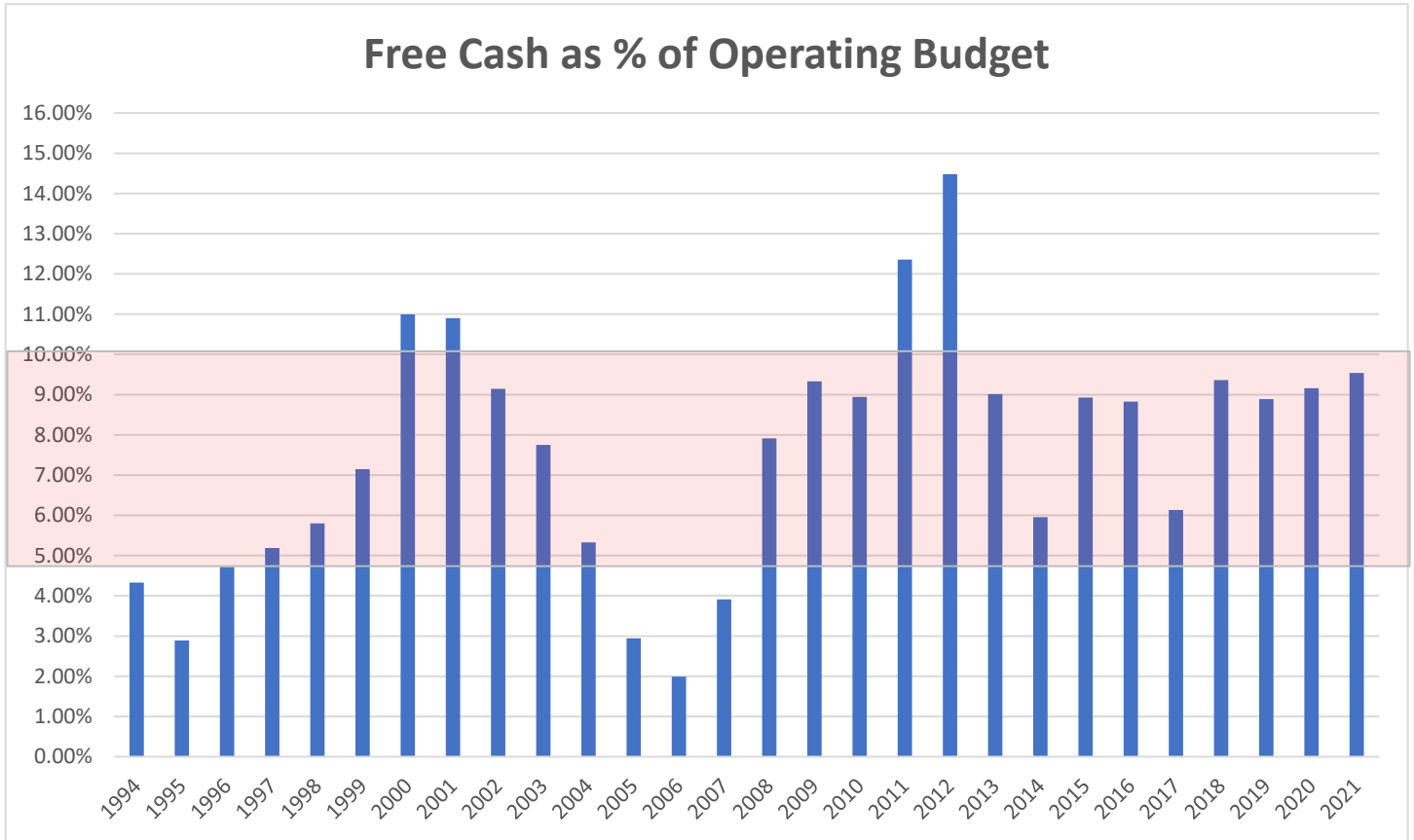
Considered Funding Source	FinCom Considered Year					Grand Total
	2022	2023	2024	2025	2026	
Cash Capital (CC)	600,000	600,000	600,000	600,000	600,000	3,000,000
Free Cash (FC)	1,921,500	1,892,850	2,162,600	1,424,400	1,797,892	9,199,242
Levy Debt (D)	1,669,429	636,000	500,000	2,250,000	775,000	5,830,429
Capital Stabilization (CS)		232,000	125,000	165,000	280,000	802,000
Ambulance Fund (AMB)	227,000	155,000	220,000	267,000	445,000	1,314,000
Surplus Bonds (SB)	89,571					89,571
Water Fund (WR)	300,000	1,790,000				2,090,000
Water Fund Debt (WRD)					5,000,000	5,000,000
Total Omnibus Budget	4,807,500	5,305,850	3,607,600	4,706,400	8,897,892	27,325,242
Article - Excluded Debt (ARTE)	3,288,618	10,061,300	4,976,000	2,000,000		20,325,918
Article - Community Preservation	50,000	200,000	200,000	200,000	200,000	850,000
Total Articles	3,338,618	10,261,300	5,176,000	2,200,000	200,000	21,175,918
Grand Total	8,146,118	15,567,150	8,783,600	6,906,400	9,097,892	48,501,160
Total General Fund Debt	4,958,047	10,697,300	5,476,000	4,250,000	775,000	26,156,347

Capital Stabilization: In the 2020 Warrant, the Finance Committee recommended that the Board of Selectmen (BoS) create a Capital Stabilization Fund to support the Town's Capital Improvement Plan (CIP) and consider what by-laws may need to be amended to establish a Capital Stabilization Fund and what the appropriate/recommended funding strategy should be. Unibank, the Town's Financial Advisor at the time affirmed the idea. The Fund would be a tool to help level the tax impact of fluctuating expenses to maintain the Town's capital assets. The BoS has submitted an article in this year's Warrant to establish this Capital Stabilization Fund. The proposed initial funding for the fund will be \$132,914 from surplus capital funds that resulted from capital closeouts.

Free Cash: Moody’s, the risk assessment firm that assigns Wayland’s bond rating, and the Town’s Finance staff continue to recommend that the Town maintain total fund balance of 20% and a free cash policy at a target of 5-10% of the next year’s operating budget for future flexibility.

The Town’s free cash certified as of June 30, 2020 was \$8,275,169 a 7.6% increase over last year’s free cash of \$7,690,322. The Water Enterprise Fund is at \$1,3m in retained earnings. Wastewater has retained earnings of \$1.4m. The following chart shows that Wayland is safely within the boundaries of maintaining stable free cash balances in accordance with our goals.

Table 12
History of Free Cash



Outlook

Looking forward to years FY23 and beyond, the Finance Committee wishes to note:

Expense Trend: In FY23, if expenses go back to a non Covid-19 year level and increase by 3.25% and debt service increases by \$538,000 for the projects listed in table 9 (net of interest savings on principal payments on existing debt), the Town is facing a 4.0% tax increase before new initiatives or other spending changes. This assumes that the Town goes back to fully funding OPEB at \$500K with taxation and that indirect revenue from the fee-based programs return to prior levels.

The Finance Committee recommends that potential efficiencies be reviewed within the Town and School operations to address any potential savings. Duplicate operations across departments should be consolidated. Specifically, the Finance Committee recommends that an evaluation be conducted to consider combining the functions of the Town and Schools Facilities, Payroll and Human Resources. Personnel and hiring practices should also be reviewed to help mitigate increases in employee benefit packages. Finally, The Covid-19 pandemic has changed many functions and practices within Town and Schools that will have a long-term impact and will need to be reviewed looking forward.

Select Board / Town Manager Act: Should the Act pass at this year's Town Meeting, there could be a number of managerial and operational improvements. The Committee recommends and is willing to participate in discussions to improve the overall financial operation of the Town along with all the related processes. Specifically, the Committee would look to improve the Operating and Capital planning policies.

Debt Service: The Town continues to benefit from being able to borrow at historically low rates. It is unknown how long those rates will remain as low. The Town faces increased capital demands for maintaining its aging infrastructure (e.g. roads, bridges, water mains and equipment) and Town and School buildings. At the same time, the Town is being asked to fund new projects, such as the COA/CC and improvements to many facilities. Most of these projects would be funded by debt, requiring a significant increase in debt service for an extended period of time.

Overlay Release: The Committee recommends and is willing to participate in a discussion with the Finance staff and Board of Assessors to evaluate adopting practices as allowed under the recently enacted Municipal Modernization Act of using prior year surplus to fund current year Overlay.

Debt Exclusion: This year, as well as the last three years, residents are being asked to consider funding capital projects with excluded debt. Recognizing that excluded debt is a surcharge, the Committee recommends that a debt exclusion should only be used to fund large/new construction projects. To this end, the Committee recommends the debt exclusion threshold for new projects be increased to \$3.0 million.

Summary

In summary, to maintain services and strong financial health, the Town needs to:

- Manage Omnibus Budget decisions strategically
- Maintain Moody's Aaa bond rating
- Prioritize and schedule capital expenditures recognizing the impact on the taxpayer
- Manage staffing increases and personnel related benefits
- Seek out opportunities for raising revenue other than taxation
- Establish a mechanism to maintain adequate Fund Balances
- Search for opportunities where functions can be consolidated to be more efficient

Finally, the Finance Committee wants to acknowledge and thank all Town staff, volunteers, and residents for their tireless work to complete the Town's budget as we all combated a global pandemic. Even in the face of unprecedented changes and the devastating loss of colleagues, friends, and family to COVID-19, the Town of Wayland demonstrated true resilience. May we all come out of this experience stronger - both individually and as a community.

Respectfully submitted,

WAYLAND FINANCE COMMITTEE

Steve Correia (Chair)

Kelly Lappin (Vice-Chair)

Adam Gutbezahl

Carol Martin

Pamela Roman

Christine Roberts

Bill Steinberg

COMMONWEALTH OF MASSACHUSETTS

To the Residents of Wayland:

Middlesex, ss.

Town of Wayland

***** WARRANT *****

To any of the Constables of the Town of Wayland, Greetings:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify all residents of the Town of Wayland who shall be qualified to vote in accordance with the provisions of Massachusetts General Laws, Chapter 51, Section 1, to come to their respective polling places (Precincts 1 and 4 in the Gymnasium of the Town Building and Precincts 2 and 3 in the Gymnasium of the Middle School) on:

TUESDAY, MAY 11, 2021, BETWEEN 7:00 A.M. and 8:00 P.M.

to vote for the following Town officers by ballot for the following terms of office:

One member of the Planning Board for five years; one Commissioner of Housing Authority for two years (to fill a five year vacancy);

Two members of the Board of Selectmen for three years; two members of the School Committee for three years; two members of the Board of Assessors for three years; two members of the Board of Health for three years; one Commissioner of Trust Funds for three years; two Trustees of the Library for three years; two members of the Board of Public Works for three years; and two Commissioners of Recreation for three years.

You are also required to notify all such residents of Wayland to meet in the High School Stadium on

SATURDAY, MAY 15, 2021 AT 12:30 P.M.

to act on the following Articles:

ANNUAL TOWN MEETING ARTICLES

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

Proposed by: Board of Selectmen

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, 2021, 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 2019 Annual Town Meeting.

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

Lea Anderson	25 years	School Committee, High School Study Committee, High School Building Committee, Board of Selectmen
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The following town and school employees have retired since the 2020 Annual Town Meeting or will retire before June 30, 2021 and have or will have served the Town for over 20 years:

Elise Cerrone	Teaching Assistant	20 years
Hugh Chandler	Teacher	29 years
Eli De Andrade	Custodian	20 years
Kevin Delaney	Teacher	29 years
Maureen Devlin	Teacher	34 years
Guillermo Hernandez	Custodian	35 years
Gretchen Knox	Teacher	35 years
Thomas Longnecker	Teacher	24 years
Pamela Miller	Clerical	29 years
Deborah Niles	Teacher	24 years
Francine Perodeau	Clerical	29 years
Patrick Swanick	Police Chief	30 years
Jo-Anne Thomas	Food Service	23 years

The following employees with 10 years of service and elected or appointed volunteers who have passed away since the publication of the 2020 Annual Town Meeting Warrant:

John Brady	June 23, 2020	Teacher
Marion Harris	June 23, 2020	Teacher
Roger Backman	October 4, 2020	Conservation Commission, Wayland Historical Society
Mark Floridaia	November 15, 2020	Wayland Auxiliary Police
Cheryl Kane	November 16, 2020	Board of Assessors
Joseph Porrell	November 20, 2020	WHS Teacher and Coach
Shirley Davis	November 20, 2020	Wayland School Department
Christopher Cohen	January 11, 2021	Wayland Police Department
Nicholas Willard	February 5, 2021	Personnel Board, Economic Development
Mary Zizza	February 11, 2021	Fire Department

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

The Board of Selectmen recommends approval. Vote: 5-0-0

RECOMMENDATION: The Finance Committee recommends approval. Vote: 7-0-0

QUANTUM OF VOTE: Majority.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us

Article 2. Pay Previous Fiscal Year Unpaid Bills

Proposed by: Board of Selectmen

Estimated Cost: \$17,691.13

To determine whether the Town will vote to:

- (a) pay the bills of the prior fiscal years,
- (b) appropriate a sum of money for the payment of the foregoing bills of prior fiscal years; and
- (c) provide for such appropriation by taxation, by transfer from unappropriated funds, by transfer of funds already appropriated for another purpose, by borrowing, or otherwise.

Fiscal Year 2020 liabilities to be paid using Fiscal Year 2021 appropriations:

Metropolitan Pipe	\$1,037.06	FY21- School Expense Budget
HMES	\$900.00	FY21- School Expense Budget
HMES	\$1,350.00	FY21- School Expense Budget
HMES	\$1,425.00	FY21- School Expense Budget
HMES	\$1,200.00	FY21- School Expense Budget
Spec. Ed Parent Reimbursement	\$3,498.69	FY21- School Expense Budget
Employee Reimbursement	\$210.06	FY 21- Conservation Payroll
New England Time Solutions	\$17.66	FY21- Town Clerk Expense Budget
New England Time Solutions	\$451.57	FY21- Town Clerk Expense Budget
WB Mason	\$40.94	FY21- Town Administrator Expense Budget
General Dynamics	\$2,083.70	FY21- Information Technology Expense
General Dynamics	\$83.70	FY21- Information Technology Expense
General Dynamics	\$41.85	FY21- Information Technology Expense
General Dynamics	\$41.85	FY21- Information Technology Expense
General Dynamics	\$41.85	FY21- Information Technology Expense
General Dynamics	\$502.20	FY21- Information Technology Expense
AFC Urgent Care	\$2,635.00	FY21- Occupational Health
Timothy Walsh	\$2,130.00	FY21- Building & Zoning Expense Budget
Total	\$17,691.13	

FINANCE COMMITTEE COMMENTS: Occasionally, bills are not paid at the end of a fiscal year for a number of reasons, including late submissions or bill disputes. The unpaid bills from the previous fiscal year are summarized in this article and will be paid using the current year appropriation.

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: This is a standard article that allows the Town to pay bills for the previous fiscal year.

ARGUMENTS OPPOSED: The Finance Committee is not aware of any.

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

QUANTUM OF VOTE: 4/5 vote – see Massachusetts General Laws Chapter 44, Section 64.

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

Article 3. Current Year Transfers

Proposed by: Board of Selectmen

Estimated Value: \$232,000

To determine whether the Town will vote to appropriate a sum or sums of money for the operation and expenses of various Town Departments for the current fiscal year; to determine whether such appropriation shall be provided by taxation, by transfer from unappropriated funds, by transfer of funds already appropriated for another purpose, by funds received as grants from the Commonwealth or federal government, or otherwise; and to determine which Town officer, board, or committee or combination of them, shall be authorized to expend the money or monies appropriated therefor.

CURRENT YEAR TRANSFERS FY 2021

PURPOSE:	AMOUNT
1) Treasurer Purchase Of Services	\$ 30,000
2) Assessor Purchase Of Services	\$ 40,000
3) Regional Vocational Schools	\$ 30,000
4) Schools	<u>\$132,000</u>

TOTAL: **\$ 232,000**

FUNDING SOURCES:

1) Treasurer Personnel Services	\$ 30,000
2) Assessor Personnel Services	\$ 40,000
3) Informational Technology Purchase Of Services	\$ 30,000
4) Unclassified: Reserve For Salary Settlement	<u>\$132,000</u>

TOTAL: **\$ 232,000**

FINANCE COMMITTEE COMMENTS: This is not a request for new or additional funds but rather a transfer of funds between accounts. These requests for transfers are explained below. The Town budget is voted on a line item basis, and transfers require a vote of Town Meeting even if there are available funds in other departmental line items. None of these requested transfers result in additional taxes because the

expenses are supported by the FY2021 budget. In each case, there are funds in the funding sources line item accounts to cover the requested transfers.

Treasurer Purchase of Services \$30,000 This request is to transfer funds from the Treasurer's salary line item (Personnel Services) appropriation to the Treasurer's expense line item appropriation (Purchase of Services). This transfer is necessary in order to hire an outside audit firm to assist in treasury reconciliations.

Assessor Purchase of Services \$40,000 This request is to transfer funds from the Assessor's salary line item (Personnel Services) appropriation to the Assessor's expense line item appropriation (Purchase of Services). This transfer is necessary in order for the Assessor's Office to hire an outside firm to assist in property valuation and year-end tax processes.

Regional Vocational Schools \$30,000 This transfer will fund the additional transportation expense due to more students than budgeted enrolling in the regional vocational school. The funds are being transferred from the Informational Technology expense line item appropriation to the Regional Vocational Schools line item.

Schools \$132,000 This transfer partially funds the FY2021 contract settlements for two School unions (WESA, Custodians) and the agreed upon increase for Non-Union personnel. The FY2021 contract settlement amount of 2% plus a 2% increase for Non-Union personnel totals \$172,000. The FY2021 budgeted amount of \$132,000 is being transferred from the Unclassified: Reserve for Salary Settlement, which is appropriated for these types of expenses. The School Department is funding the remaining \$40,000 from its FY2021 budget. [Note: Town contractual increases are addressed in Article 8 Personnel Bylaws and Wage & Classification Plan.]

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: Some requests are the result of information that was not available when forecasting the FY2021 budget.

These transfer requests are all being funded within FY2021 prior appropriations, so there is no FY2021 tax impact from passage of this article.

ARGUMENTS OPPOSED: The Finance Committee is not aware of any.

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

QUANTUM OF VOTE: Majority – see Massachusetts General Laws Chapter 44, section 33B.

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

Article 4. OPEB Funding

Proposed by: Board of Selectmen

Estimated Cost: \$260,324

To determine whether the Town will vote to:

- a) appropriate an aggregate amount of \$10,324 to be deposited in the Town's Other Post-Employment Benefits Trust Fund which amount shall be provided by transferring the following sums of money from the following enterprise and revolving funds:

1) Food Service	\$ 0
2) BASE	\$ 0
3) Children's Way	\$ 0
4) Full Day Kindergarten	\$ 0
5) Water Enterprise	\$ 7,806
6) Transfer Station	\$ 0
7) Recreation	\$ 1,679
8) Wastewater Enterprise	\$ 839; and

- b) appropriate \$250,000 to be deposited in the Town's Other Post-Employment Benefits Trust Fund to be provided by transfer of Unreserved Fund Balance.

FINANCE COMMITTEE COMMENTS: This article funds an Other Post-Employment Benefit (OPEB) contribution from two sources: a) enterprise and revolving funds and b) Unreserved Fund Balance (Free Cash).

Like other towns in Massachusetts, Wayland provides health insurance for benefit eligible retirees. The Government Accounting Standards Board (GASB) requires the Town to perform periodic actuarial valuations, based on prescribed accounting standards that measure the obligations accruing under its OPEB plans. While GASB requires that this liability be included on the balance sheet, GASB does not require funding this liability. The funding decision is up to the Town.

The Town pays the cost of current retiree insurance premiums as they are incurred as part of its operating budget. The Town historically contributed an additional amount to the OPEB Fund for future premium payments from available funding sources, including taxation and Free Cash. While the amount contributed to the OPEB Fund as described in b) above has been appropriated entirely from taxation since FY19, revenue pressures as a result of COVID-19 warrant the use of Free Cash for the FY22 contribution. We expect the Town to return to use of taxation as the funding source for this contribution in future years.

Total OPEB Liability is reported on a fiscal year basis. As of June 30, 2020, the Total OPEB Liability ("TOL"), as determined under GASB, was \$48.9 million. Plan assets were \$19.1 million. The Net OPEB Liability ("NOL"), which equals the TOL less assets, was \$29.8 million. A useful metric for gauging funding progress is the ratio of assets to total liabilities, or the funded ratio, which is 39.01% as of June 30, 2020, as compared to 38.5% as of June 30, 2019. Wayland continues to be a leader among municipalities in addressing this long-term liability, which has been viewed favorably by Moody's in assessing the Town's credit.

The Town requested that our actuary, Odyssey Advisors, update our actuarial liability funding tables as of June 30, 2020 to determine a level funding contribution to achieve full funding in 2040 based on current actuarial assumptions. They determined the level annual funding contribution through 2040 to be \$550,000 if all assumptions are realized. Actual results will vary due to differences between plan experience and assumptions. Key assumptions include, but are not limited to, a 7% discount rate and expected investment return, 5% pre-65 medical cost trend and 4.5% post-65 medical cost trend.

The amount in part b) is recommended at \$250,000 at this time, however, to fund the OPEB liability but as part of the Town's long-term financial planning, a contribution of \$500,000 in future years is recommended. The methodology for calculating the amounts in part a) totaling \$10,324 is a per FTE expense at the same rate as in part b) in order to represent the proportionate share of the total amount to be paid from the enterprise and revolving funds. Due to the effects of COVID-19, various Town and School Revolving Funds were unable to make their respective planned contributions to the OPEB Fund and Indirect payments to the General Fund.

The Board of Selectmen recommends approval. Vote: 2-1-2

ARGUMENTS IN FAVOR: OPEB liabilities are accrued over the service period of the employees earning these benefits because that recognizes the cost as it is earned. While there is no mandate to fund these obligations, proponents may argue it is prudent financial practice to fund towards benefits as they are earned rather than leave the obligation for future generations to pay.

Moody's 2019 Credit Report listed the Town's aggressive funding of OPEB liability as one of the Town's Credit strengths. Within the report it is stated that at the Town's current rate, the liability could be fully funded well ahead of most local governments.

Contributions to the OPEB Trust Fund represent the funding set aside to pay the contractually obligated future OPEB benefits. All contributions to the fund will accumulate at tax free rates and will result in lowering future operating expenses for the payment of OPEB benefits.

ARGUMENTS OPPOSED: Opponents may argue that our annual funding contributions should be larger because OPEB liabilities represent the projected value of benefit commitments made in the past which should have been fully funded as earned. Since they were not fully funded as earned, we should fund a larger amount to close the gap faster.

There is no legal mandate to fund these liabilities, and this generation of taxpayers is being asked to bear a cost for current retirees as well as contribute towards the annual accrual for active employees. Therefore, opponents may argue a lower funding level is justified.

Opponents may argue that not all the revolving funds are contributing their fair share to the cost of benefits that may be provided to their retirees and since it is not permissible to catch-up the missed funding with future revolving fund contributions, the end result will likely be that taxpayers rather than program users will end up making up the difference in the future.

Opponents may argue that the FY22 contribution should be funded from Taxation rather Free Cash because we intend the contribution to be a recurring annual expense.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 7-0-0

QUANTUM OF VOTE: Majority – see Massachusetts General Laws, Chapter 40, Section 5 and Chapter 44, Section 33B.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 5. Rescind Transfer Station Revolving Fund and Create and Budget a Transfer Station Enterprise Fund

Proposed by: Board of Selectmen

Estimated Cost: \$75,000

To determine whether the Town will vote to:

a) rescind its authorization of the Board of Public Works Transfer Station Revolving Fund, established pursuant to M.G.L. Chapter 44, Section 53E ½, by deleting, in Section 19-10(A)(1) of the General Bylaws, row one of the chart set forth therein, and renumbering the remaining rows accordingly, with such action to take effect at the close of business on June 30, 2021;

- b) accept the provisions of M.G.L. Chapter 44, Section 53F ½ to establish an enterprise fund for the operation, maintenance and improvement of the Wayland Transfer Station located at 484 Boston Post Road, Wayland MA 01778, effective July 1, 2021;
- c) transfer to the General Fund any amounts remaining in the Transfer Station Revolving Fund as of the close of business on June 30, 2021;
- d) raise and/or transfer and appropriate the following sums of money for the FY22 budget of the Transfer Station Enterprise, \$75,000 to be raised from the tax levy and \$481,348 from Transfer Station revenues:

FISCAL YEAR 2022 BUDGET

TRANSFER STATION	ACTUAL FY2020	ESTIMATED FY2021	REQUESTED FY2022	
Total FTEs		2.5	2.5	2.5
SALARIES	\$ 163,613.00	\$ 170,000.00	\$ 173,500.00	
PURCHASE OF SERVICES	\$ 223,067.00	\$ 222,800.00	\$ 266,000.00	
UTILITIES	\$ 10,804.00	\$ 8,000.00	\$ 10,000.00	
SUPPLIES	\$ 5,181.00	\$ 1,000.00	\$ 2,000.00	
OTHER FINANCING USES	\$ -	\$ -	\$ -	
DEBT SERVICE	\$ -	\$ -	\$ -	
INDIRECT COSTS	\$ -	\$ -	\$ 29,848.00	
TOTAL TRANSFER STATION	\$ 402,665.00	\$ 401,800.00	\$ 481,348.00	

FINANCE COMMITTEE COMMENTS: Pursuant to the Municipal Modernization Act, Town Meeting authorized the Transfer Station Revolving Fund pursuant to M.G.L. Chapter 44, Section 53E ½. Revolving funds are a legal mechanism for the Town to segregate revenues collected and expend them for a specific purpose. The Transfer Station Revolving Fund receives revenues from Transfer Station receipts, such as sticker fees, pay-as-you-throw bag fees, and recycling income. The revenues received are then used to pay for the costs of operating the Transfer Station. Under M.G.L. Chapter 44, Section 53E ½, revolving funds use cash-based accounting and may not expend funds in anticipation of receipts. Revolving funds must also reimburse the General Fund for all indirect costs associated with employees whose salaries are paid out of the revolving fund. The Transfer Station Revolving Fund has not been charged indirect costs due to the Fund's inability to cover those costs for the past three years.

Additionally, the bulk of the Transfer Station's revenue is collected in June and July in the form of sticker fees for use of the Transfer Station. Other fees, including pay-as-you-throw bags, bulky disposal, and other fees are collected throughout the year, based on use of the Transfer Station. Because a large proportion of revenue is collected near the end of the fiscal year, the Fund has been unable to timely pay its vendors for expenses. As a result of burgeoning expenses and back-ended revenue generation, the Transfer Station revolving fund required a \$100,000 Reserve Fund transfer to the Public Works Department budget in FY2019 to cover ongoing liabilities. The Transfer Station Revolving Fund is no longer able to operate in compliance with state law and must be dissolved.

The Transfer Station Revolving Fund's financial problems stem from significant global economic changes in the recycling market in 2018. The impact of these changes has been a reduction in revenue and an increase in expenses at the Wayland Transfer Station, where certain recyclable items that had generated revenue upon disposal are now expense items. A review and projection of the Transfer Station revenue

and expenses shows that an annual General Fund subsidy likely will be necessary to cover expenses in the future, regardless of structure.

Following dissolution of the Revolving Fund, the Town has two options: create an enterprise fund to try to maintain a mostly independent business model for the Transfer Station or create a new waste disposal division of the Department of Public Works within the General Fund.

The Board of Public Works has expressed a preference for creating an enterprise fund pursuant to M.G.L. Chapter 44, Section 53F ½ for the operation, maintenance and improvement of the Transfer Station. The enterprise fund structure should allow for more accountability for and transparency into Transfer Station operations as the business financial performance is reported separately. Once created, enterprise funds may not be dissolved for at least three years. In addition, enterprise funds submit balanced budgets to the Department of Revenue as part of the tax recap and any anticipated fiscal year deficits are funded from the General Fund. Once established, the Transfer Station enterprise fund would be funded with a \$75,000 subsidy from the General Fund and a subsidy of this magnitude would likely be required annually in future years to avoid deficit.

The Board of Selectmen recommends approval. Vote: 4-1-0

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

ARGUMENTS IN FAVOR: Dissolving the Transfer Station Revolving Fund is necessary since it is no longer able to operate in compliance with state law.

Creating an enterprise fund rather than absorbing the Transfer Station into the General Fund allows for greater accountability as well as transparency of the revenue and expenses for the public and for the Board of Public Works when reviewing fees and services as enterprise fund financials are reported independently.

Any fiscal year surplus revenue of the enterprise fund would be certified as retained earnings the following fiscal year. While the enterprise fund will require a General Fund subsidy each year, retained earnings of the Enterprise Fund could be used in future years to contribute to Transfer Station indirect costs or to capital, which is currently planned to be funded through the General Fund.

ARGUMENTS OPPOSED: An enterprise fund will not solve the structural deficit under which the Transfer Station is operating. Absent a change in the market for recyclables, or considerable changes to Transfer Station operations, the Town is postponing the creation of a waste disposal division of the Department of Public Works.

Creating a waste disposal division in the Department of Public Works would allow the Town greater flexibility when reviewing options for the Transfer Station operations in the near future.

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

QUANTUM OF VOTE: Majority – see Massachusetts General Laws Chapter 44, Section 53F ½.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 6. Fiscal Year 2022 Revolving Fund Expenditure Limits

Proposed by: Board of Selectmen

To determine if the Town will vote to set the following enumerated dollar figures as the total amount to be expended from the respective authorized revolving funds for Fiscal Year 2022, or take any action relative thereto:

1. Transfer Station:	\$ 0
2. Council on Aging:	\$ 40,000
3. School Department / Professional Development:	\$ 0
4. School Department / Curriculum:	\$ 0
5. Recreation:	\$ 900,000
6. Recreation Athletic Fields:	\$ 250,000
7. Conservation Community Gardens:	\$ 3,000

FINANCE COMMITTEE COMMENTS: Passage of this article will establish the Fiscal Year (FY) 2022 spending caps for the Town’s Revolving Funds. The 2017 Annual Town Meeting adopted Town Code Chapter 19, Section 10, which established revolving funds under M.G.L., c. 44, section 53E 1/2. Adoption of this code requires the Board of Selectmen (BoS) to recommend to Town Meeting annually and for Town Meeting to set the limits of expenditure for each revolving fund. For FY2022, the BoS recommends the following spending caps:

Revolving Fund	Recommended FY22 Spending Cap	Approved FY21 Spending Cap
1. Transfer Station:	\$ 0	\$ 525,000
2. Council on Aging:	\$ 40,000	\$ 50,000
3. School Department / Professional Development:	\$ 0	\$ 20,000
4. School Department / Curriculum:	\$ 0	\$ 10,000
5. Recreation:	\$ 900,000	\$1,100,000
6. Recreation Athletic Fields:	\$ 250,000	\$ 250,000
7. Conservation Community Gardens:	\$ 3,000	\$ 3,000

Each spending cap recommendation is explained below:

Transfer Station: The Board of Public Works voted to change the financing mechanism for the Transfer Station. The new financial structure is discussed in Article 5 in this Warrant. Article 5 contains a vote to dissolve the Transfer Station revolving fund. If that article has been approved at this Town Meeting, then the Transfer Station revolving fund has been dissolved and no spending cap will be voted under this article. The revolving fund is listed here as a back-up mechanism to fund the Transfer Station in the event Article 5 is not approved at this Town Meeting.

Council on Aging (COA): This spending cap is being decreased by \$10,000 (i.e., from \$50,000 to \$40,000) due to the reduction in COA programs related to the continued effects of COVID-19. During FY2021, the COA pivoted to virtual programming where possible. As conditions improve with respect to COVID-19, it is expected that participation in programs will gradually increase, and the spending cap will be reviewed again at the next Annual Town Meeting.

School Department/Professional Development: The School Department is not anticipating any revenues or expenses and is reviewing whether to request dissolution of this revolving fund.

School Department/Curriculum: The School Department is not anticipating any revenues or expenses and is reviewing whether to request dissolution of this revolving fund.

Recreation: This spending cap is being decreased by \$200,000 (i.e., from \$1,100,000 to \$900,000) primarily due to the reduction in programs related to COVID-19. Participation in Recreation Department programming is anticipated to increase gradually as the pandemic situation improves. The spending cap includes \$200,000 for FY2022 to reflect the Recreation Commission's intent for a one-time expenditure of up to \$200,000 of accumulated funds for the Loker Field project, which is discussed in Article 25 in this Warrant.

Recreation Athletic Fields: This revolving fund cap is recommended to remain at the FY2021 level of \$250,000.

Conservation Community Garden: This spending cap is recommended to remain at the FY2021 level of \$3,000 to cover anticipated expenses.

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: Revolving fund expenditure limits were adjusted to better reflect the needed business limits of each fund.

ARGUMENTS OPPOSED: Opponents may argue that the Recreation revolving fund should be used to maintain existing fields that are in need of repair rather than to fund new fields.

RECOMMENDATION: The Finance Committee recommends approval. Vote 7-0-0

QUANTUM OF VOTE: Majority – see Massachusetts General Laws Chapter 44, Section 53½.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 7. Compensation for Town Clerk

Proposed by: Board of Selectmen

Estimated Cost: \$82,674

To determine whether the town will vote to fix the salary for the Town Clerk, pursuant to Massachusetts General Laws Chapter 41, Section 108, to be effective July 1, 2021.

SALARY SCHEDULE – TOWN CLERK

	<u>FY 2021</u>	<u>FY 2022</u>
Town Clerk	\$ 77,146	\$ 82,674

FINANCE COMMITTEE COMMENTS: This Article requests that Town Meeting approve a salary increase for the Town Clerk for Fiscal Year (FY) 2022. By law, annual wage adjustments for the Town Clerk are subject to Annual Town Meeting approval because it is an elected position. The Board of Selectmen and Town Clerk request an increase from Non-Union Grade N-8 step 5 to step 6.

For the last few years, the Town Clerk's salary has been reviewed and set so that it is comparable to a Non-Union Grade N-8 employee. The salary charts are shown in Appendix B. This gives some structure to

Town Meeting's consideration of the salary request. For FY2022, the Town Clerk will be in her third year of service in her first three-year term.

In the normal course, well-performing employees advance to the next step each year, so the Town Clerk would be considered this year at rate comparable to Grade N-8 Step 6, and could be at higher grades in future years. Notably, there are no benefits included with compensation for an elected position.

The existing Town Clerk has considerable comparable job experience: over 30 years practicing law, prior work experience with Open Meeting, Public Records and Conflict of Interest laws, and has assisted the previous Town Clerk by working at the polls and town meetings. The job responsibilities were increased during this past year with unprecedented changes including voting by mail and record numbers of early and absentee voters during a pandemic.

This article is placed before the Budget Article because the Town Clerk's salary is embedded in the Town Clerk salary line item. There is no additional cost for voting to pass this article.

If the Select Board/Town Manager Special Act passes, the Town Clerk will become an appointed position at the end of her elected term in 2022. At that time, it would be appropriate to conduct a classification study to confirm the job level assignment of Non-Union N-8 and placement within the range. Now, because this is an elected position, Town Meeting makes this determination, and this proposed wage would be set for this Town Clerk for FY2022.

The Board of Selectmen recommends approval. Vote: 5-0-0

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

ARGUMENTS IN FAVOR: This article sets the salary of the Town Clerk at an appropriate compensation level and provides a salary table structure for future annual increases.

The Town Clerk position requires a broad knowledge base, superior customer service, knowledge of election and other laws and demands long hours. A salary at this level is required to attract and retain good, qualified candidates.

ARGUMENTS OPPOSED: Opponents might say that employees are already sufficiently compensated.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 7-0-0

QUANTUM OF VOTE: Majority - see Massachusetts General Laws Chapter 41, Section 10.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 8. Update FY2022 Personnel By-Laws and Wage and Classification Plan and Fund FY2021 Union and Non-Union Personnel Agreements

Proposed by: Board of Selectmen

Estimated Cost: \$117,184

To determine whether the Town will vote to

- a) amend the Code of the Town of Wayland, Chapter 43, PERSONNEL and the Personnel Wage and Salary Classification Plan, previously adopted by the Town to amend the table as set forth in Appendix B.

b) transfer from FY21 budgeted Unclassified: Reserve for Salary Settlement account \$23,626 for the purpose of funding FY21, the first year of the collective bargaining agreements for the period of July 1, 2020 through June 30, 2021 reached between the Town of Wayland and the Teamsters 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.

c) 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 for Non-Union Town employees, by adding a 2% Cost of Living Adjustment (COLA) to each Non-Union position; transfer from FY21 budgeted Unclassified: Reserve for Salary Settlement account \$37,971 for the purpose of funding FY21 for the period of July 1, 2020 through June 30, 2021 for Non-Union Town employees; and to authorize the Town Accountant to allocate said sums to and among the personnel and line items affected thereby in such amounts as are proper and required.

d) transfer from FY21 budgeted Unclassified: Reserve for Salary Settlement account \$55,587 for the purpose of funding the cost items of FY21, the first year of the collective bargaining agreements for the period of July 1, 2020 through June 30, 2021 reached between the Town of Wayland and AFSCME 1 & 2, 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.

FINANCE COMMITTEE COMMENTS: Passage of this article will amend the Code as shown in Appendix B by establishing the FY22 salary tables for those unions with settled contracts (Police and Teamsters) and for Non-Union employees. Additionally, it will transfer monies to fund cost items of the first year (FY21) of the settled contracts for Teamsters (paragraph b above), a memorandum of agreement with AFSCME-1 and AFSCME-2 (paragraph d above), and salary increases for Non-Union employees (paragraph c above). All appropriations transfer available funds from the Unclassified: Reserve for Salary Settlement line item.

The Non-Union increases are commensurate with the contracts settled by the Schools and the Town unions at a FY21 2% cost of living adjustment increase and a FY22 2% cost of living adjustment increase. The remainder of the Town union contracts are still being negotiated. Hourly and seasonal Non-Union employee wages have been adjusted for the increase in MA minimum wage (no current year transfers were required for this category).

The Wage and Classification Plan allows for periodic wage increases for Non-Union based on employee longevity and provides for reasonable wage growth over time. The tables in Appendix B reflect a 2% increase for all Non-Union employees effective July 1, 2021.

For informational purposes only, union employees in bargaining units with negotiated labor contracts during this cycle of bargaining have their FY22 wage tables listed as well.

The Board of Selectmen recommends approval. Vote: 5-0-0

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

ARGUMENTS IN FAVOR: The Wage and Classification Plan allows for periodic wage increases for Non-Union employees and provides for reasonable wage growth over time depending on economic conditions.

Recreational seasonal adjustments will keep Wayland competitive in this market. The adjustments are also consistent with the Recreation Department’s efforts to certify their summer programs with the State.

Passage of this Article will continue to keep the Town in compliance with Massachusetts minimum wage requirements.

ARGUMENTS OPPOSED: Opponents would say that salary growth should be lower based on current economic conditions and that wages should not be adjusted. Opponents would say that employees are being paid enough and program fees are sufficiently high.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 7-0-0.

QUANTUM OF VOTE: Majority - see Massachusetts General Laws Chapter 41, Section 108A.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us

Article 9. Surface Water Quality Committee Budget

Proposed by: Board of Selectmen

Estimated Cost: \$51,000

To appropriate funds for the expenses of the Surface Water Quality Committee to be spent under the direction of the Board of Selectmen.

FINANCE COMMITTEE COMMENTS: The Surface Water Quality Committee (SWQC) pays attention to several bodies of water in Wayland including Dudley Pond, Mill Pond, Heard Pond and Lake Cochituate. The work of the SWQC is cyclical with the seasons and the largest expenditures occur over the spring and summer months. From a budget perspective, this timing and financial variability of expenditures does not fit well with the Town’s fiscal year ending on June 30. For instance, some years the SWQC needs to treat for milfoil, which results in higher expenses and crosses the fiscal year end for the treatment timetable.

This is the second year of proposed funding through a financial warrant article. Appropriating funds through an article rather than the operating budget allows funds to be carried over the June 30 year end and improves the budgeting and cash flow for SWQC work and expenses. There is no change to the budgeted amount being requested for FY2022. Treatment for milfoil typically occurs every three years, with the most recent treatments in FY2020 and FY2017, which explains higher expenditures in those years. In some years, gifts from local associations notably offset expenditures incurred by the Town.

SWQC Budget History

<u>Fiscal Year</u>	<u>Appropriation</u>	<u>Expended (including gifts)</u>	<u>% of budget spent</u>
2017	\$43,500	\$57,559	132%
2018	\$43,500	\$38,262	88%
2019	\$43,500	\$46,567	107%
2020	\$51,000	\$98,839	194%
2021 YTD thru Q2	\$51,000	\$42,310*	83%
2022 requested	\$51,000		

* Includes approximately \$11,000 spent to date plus contract encumbrances.

The Finance Director and the Town Administrator recommend this funding mechanism and funding level.

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: Water treatment requirements (and thus costs) can vary widely from year to year. Funding via an article allows unspent funds to be carried over year to year vs. an annual budget that is set prior to the scope of work and estimated costs being identified in a given fiscal year.

Allowing funds to be carried over fiscal year end allows more flexibility in timing of contracting and performing the work which often crosses fiscal years.

Allowing funds to be carried over year end will result in a reduction in staff and volunteer time and effort to receive quotes and encumber funds for treatments that carry over year end. Financial commitments will be better matched to the appropriate timetable for treatment rather than the fiscal year budget.

No funds for SWQC are included in the FY22 budget. If this article does not pass, there will be no funds for SWQC in FY22.

ARGUMENTS OPPOSED: The expenditure should be part of the operating budget; these expenditures are no different than other items in the budget that do not carry over to the next year.

Removal from the budget reduces transparency and is not subject to Finance Committee review and adjustment as part of the budget.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 7-0-0

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

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 10. Fiscal Year 2022 Omnibus Budget

Proposed by: Finance Committee

Estimated Cost: \$98,114,912

To determine what sum of money the town will appropriate for the operation and expenses of the town including capital expenses for equipment, improvements or other purposes, and determine whether such appropriation shall be provided by taxation, by transfer from unappropriated funds, by transfer of funds already appropriated for Another purpose, by borrowing or otherwise.

MOTIONS UNDER ARTICLE 10:

1) That each and every numbered item set forth in the Finance Committee's Budget for Fiscal Year 2022 be voted, granted and appropriated as an expenditure for several purposes and uses set forth in said budget establishing a total budget of \$93,307,412 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 \$87,865,380 shall be raised by taxation, \$374,400 shall be provided by transfer from Ambulance Receipts, \$481,859 shall be transferred from other funds, \$3,903,119 shall be provided from Water Revenue, and \$631,244 shall be provided from Wastewater Revenues and \$51,410 shall be provided by Wastewater Certified Retained Earnings.

2) That each and every numbered item set forth in the Finance Committee's capital budget of Fiscal Year 2022 listed on pages 46-55 in the total amount of \$4,807,500 be appropriated for equipment and vehicles

acquisitions and projected for the listed departments, each of which shall be an appropriation, and of the total sum so appropriated, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow \$1,669,429 pursuant to the provisions of Massachusetts General Laws Chapter 44, Sections 7 and 8, \$600,000 to be raised from taxation, \$1,921,500 shall be provided by transfer from Unreserved Fund Balance, \$227,000 shall be provided from Ambulance Receipts, \$89,571 shall be provided from Surplus Capital Accounts and, \$300,000 shall be provided by Water Enterprise Capital.

FINANCE COMMITTEE COMMENTS: Passage of this article will approve the Town's Fiscal Year 2022 omnibus budget. The Finance Committee refers the residents to the Report of the Finance Committee at the beginning of the Warrant, which provides detail of the proposed operating budget, capital budget and plan.

The Board of Selectmen has not voted a position.

ARGUMENTS IN FAVOR: The budget reflects 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.

ARGUMENTS OPPOSED: Some residents believe that this growth in town spending and the resulting tax increases are unsustainable. Some have communicated that they feel the level of services should be reduced. Other residents believe that insufficient funds have been budgeted to perform all desired services.

RECOMMENDATION: The Finance Committee recommends approval. Operating Budget Vote: 7-0-0 and Capital Budget Vote: 7-0-0

QUANTUM OF VOTE: Majority – see Massachusetts General Laws Chapter 40, Section 5; Chapter 44, Section 53 F1/2 and Chapter 44, Section 33B. Borrowing, two-thirds - see Massachusetts General Laws Chapter 44, Section 2, 7 and 8.

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

	FISCAL YEAR 2022 BUDGET	ACTUAL FY 2019	ACTUAL FY 2020	APPROVED FY 2021	REQUESTED FY 2022
	SELECTMEN				
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
1	PURCHASE OF SERVICES	\$89,989	\$41,509	\$52,000	\$52,000
	SUPPLIES	\$0	\$0	\$7,500	\$2,500
	TOTAL EXPENSES	\$89,989	\$41,509	\$59,500	\$54,500
	TOTAL SELECTMEN	\$89,989	\$41,509	\$59,500	\$54,500
	TOWN OFFICE				
	<i>Total FTEs</i>	5.00	5.00	6.70	6.70
2	PERSONNEL SERVICES	\$459,087	\$564,972	\$682,946	\$688,071
	PURCHASE OF SERVICES	\$27,686	\$9,138	\$182,600	\$189,100
3	SUPPLIES	\$57,416	\$56,790	\$63,000	\$66,520
	TOTAL EXPENSES	\$85,102	\$65,928	\$245,600	\$255,620
	TOTAL TOWN OFFICE	\$544,189	\$630,900	\$928,546	\$943,691
	PERSONNEL BOARD				
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
4	PERSONNEL SERVICES	\$5,000	\$4,000	\$8,000	\$10,000
	PURCHASE OF SERVICES	\$9,950	\$2,030	\$28,000	\$26,000
5	TOTAL EXPENSES	\$9,950	\$2,030	\$28,000	\$26,000
	TOTAL PERSONNEL BOARD	\$14,950	\$6,030	\$36,000	\$36,000
	FINANCE				
	<i>Total FTEs</i>	4.80	4.80	3.80	3.80
6	PERSONNEL SERVICES	\$368,245	\$310,097	\$326,084	\$318,452
	PURCHASE OF SERVICES	\$58,520	\$58,170	\$65,865	\$65,865
7	SUPPLIES	\$200	\$0	\$500	\$500
	TOTAL EXPENSES	\$58,720	\$58,170	\$66,365	\$66,365
	TOTAL FINANCE	\$426,965	\$368,267	\$392,449	\$384,817
	ASSESSOR				
	<i>Total FTEs</i>	4.00	4.00	3.50	3.50
8	PERSONNEL SERVICES	\$241,888	\$205,808	\$243,178	\$240,901
	PURCHASE OF SERVICES	\$44,743	\$27,986	\$48,060	\$52,060
9	SUPPLIES	\$66	\$2,613	\$2,500	\$2,500
	TOTAL EXPENSES	\$44,809	\$30,599	\$50,560	\$54,560
	TOTAL ASSESSOR	\$286,697	\$236,407	\$293,738	\$295,461
	TREASURER				
	<i>Total FTEs</i>	3.23	3.23	3.23	3.23
10	PERSONNEL SERVICES	\$199,695	\$200,837	\$217,616	\$198,501
	PURCHASE OF SERVICES	\$44,362	\$161,927	\$43,500	\$61,150
11	SUPPLIES	\$6,132	\$21,180	\$20,000	\$22,000
	TOTAL EXPENSES	\$50,494	\$183,107	\$63,500	\$83,150
	TOTAL TREASURER	\$250,189	\$383,944	\$281,116	\$281,651

FISCAL YEAR 2022 BUDGET		ACTUAL FY 2019	ACTUAL FY 2020	APPROVED FY 2021	REQUESTED FY 2022
TOWN COUNSEL					
	Total FTEs	0.00	0.00	0.00	0.00
12	PURCHASE OF SERVICES	\$331,561	\$136,910	\$244,000	\$244,000
	SUPPLIES				
	TOTAL EXPENSES	\$331,561	\$136,910	\$244,000	\$244,000
	TOTAL TOWN COUNSEL	\$331,561	\$136,910	\$244,000	\$244,000
INFORMATION TECHNOLOGY					
	Total FTEs	3.00	3.00	5.00	5.00
13	PERSONNEL SERVICES	\$141,556	\$177,744	\$341,786	\$358,296
	PURCHASE OF SERVICES	\$120,319	\$127,239	\$187,730	\$183,850
14	SUPPLIES	\$436,862	\$414,147	\$492,100	\$531,932
	TOTAL EXPENSES	\$557,181	\$541,386	\$679,830	\$715,782
	TOTAL INFORMATION TECHNOLOGY	\$698,737	\$719,130	\$1,021,616	\$1,074,078
TOWN CLERK					
	Total FTEs	2.00	2.00	2.00	2.00
15	PERSONNEL SERVICES	\$140,751	\$131,062	\$143,355	\$143,355
	PURCHASE OF SERVICES	\$11,511	\$12,239	\$91,398	\$42,550
16	SUPPLIES	\$455	\$2,025	\$2,360	\$0
	TOTAL EXPENSES	\$11,966	\$14,264	\$93,758	\$42,550
	TOTAL TOWN CLERK	\$152,717	\$145,326	\$237,113	\$185,905
ELECTIONS					
	Total FTEs	0.00	0.00	0.00	0.00
	PERSONNEL SERVICES	\$12,541	\$532	\$0	\$0
	PURCHASE OF SERVICES	\$34,460	\$36,362	\$0	\$0
	SUPPLIES	\$3,162	\$4,341	\$0	\$0
	TOTAL EXPENSES	\$37,622	\$40,703	\$0	\$0
	TOTAL ELECTIONS	\$50,163	\$41,235	\$0	\$0
REGISTRAR					
	Total FTEs	0.00	0.00	0.00	0.00
	PERSONNEL SERVICES	\$1,075	\$325	\$0	\$0
	PURCHASE OF SERVICES	\$3,535	\$712	\$0	\$0
	TOTAL EXPENSES	\$3,535	\$712	\$0	\$0
	TOTAL REGISTRAR	\$4,610	\$1,037	\$0	\$0
CONSERVATION					
	Total FTEs	2.80	2.86	3.00	3.00
17	PERSONNEL SERVICES	\$184,047	\$197,650	\$222,777	\$228,120
	PURCHASE OF SERVICES	\$26,946	\$20,498	\$29,325	\$36,417
18	SUPPLIES	\$10,971	\$460	\$19,750	\$21,000
	TOTAL EXPENSES	\$37,917	\$20,958	\$49,075	\$57,417
	TOTAL CONSERVATION	\$221,964	\$218,608	\$271,852	\$285,537
PLANNING					
	Total FTEs	1.40	1.40	1.00	1.00
19	PERSONNEL SERVICES	\$103,824	\$112,238	\$102,220	\$99,220
	PURCHASE OF SERVICES	\$5,279	\$4,097	\$7,100	\$7,100
20	SUPPLIES	\$355	\$225	\$200	\$200
	TOTAL EXPENSES	\$5,634	\$4,322	\$7,300	\$7,300
	TOTAL PLANNING	\$109,458	\$116,560	\$109,520	\$106,520

FISCAL YEAR 2022 BUDGET		ACTUAL FY 2019	ACTUAL FY 2020	APPROVED FY 2021	REQUESTED FY 2022
FACILITIES					
	Total FTEs	4.54	5.54	6.54	6.54
21	PERSONNEL SERVICES	\$271,017	\$370,414	\$475,451	\$479,061
	PURCHASE OF SERVICES	\$305,497	\$379,421	\$337,500	\$318,500
	UTILITIES	\$392,057	\$419,016	\$694,500	\$742,550
	SUPPLIES	\$99,679	\$28,371	\$113,500	\$115,600
22	TOTAL EXPENSES	\$797,233	\$826,808	\$1,145,500	\$1,176,650
	TOTAL FACILITIES	\$1,068,250	\$1,197,222	\$1,620,951	\$1,655,711
MISC COMMITTEES					
<i>Historic Commission, Historic District Commission, Public Ceremonies Committee</i>					
	Total FTEs	0.00	0.00	0.00	0.00
23	PURCHASE OF SERVICES	\$44,792	\$53,904	\$3,775	\$3,775
	TOTAL EXPENSES	\$44,792	\$53,904	\$3,775	\$3,775
	TOTAL MISC COMMITTEES	\$44,792	\$53,904	\$3,775	\$3,775
POLICE					
	Total FTEs	26.59	26.59	26.59	26.59
24	PERSONNEL SERVICES	\$2,595,864	\$2,525,272	\$2,820,892	\$2,902,293
	PURCHASE OF SERVICES	\$91,289	\$116,810	\$124,830	\$75,080
	SUPPLIES	\$183,473	\$206,571	\$242,725	\$268,725
25	TOTAL EXPENSES	\$274,762	\$323,381	\$367,555	\$343,805
	TOTAL POLICE	\$2,870,626	\$2,848,653	\$3,188,447	\$3,246,098
JOINT COMMUNICATIONS					
	Total FTEs	8.00	8.00	8.00	8.00
26	PERSONNEL SERVICES	\$516,596	\$545,532	\$549,908	\$558,432
	PURCHASE OF SERVICES	\$12,016	\$4,519	\$9,500	\$9,500
	UTILITIES	\$11,777	\$12,810	\$13,000	\$13,000
	SUPPLIES	\$2,712	\$11,754	\$14,000	\$14,000
27	TOTAL EXPENSES	\$26,505	\$29,083	\$36,500	\$36,500
	TOTAL JOINT COMMUNICATIONS	\$543,101	\$574,615	\$586,408	\$594,932
EMERGENCY MANAGEMENT					
	Total FTEs	0.00	0.00	0.00	0.00
	PURCHASE OF SERVICES	\$13,996	\$14,757	\$0	\$0
	SUPPLIES	\$1,964	\$3,181	\$0	\$0
	TOTAL EXPENSES	\$15,960	\$17,938	\$0	\$0
	TOTAL EMERGENCY MANAGEMENT	\$15,960	\$17,938	\$0	\$0
DOG OFFICER					
	Total FTEs	0.00	0.00	0.00	0.00
	PURCHASE OF SERVICES	\$23,999	\$37,119	\$0	\$0
	SUPPLIES	\$0	\$0	\$0	\$0
	TOTAL EXPENSES	\$23,999	\$37,119	\$0	\$0
	TOTAL DOG OFFICER	\$23,999	\$37,119	\$0	\$0
FIRE & ALS					
	Total FTEs	28.54	28.54	29.54	29.54
28	PERSONNEL SERVICES	\$2,697,846	\$2,474,305	\$3,028,763	\$2,953,565
	PURCHASE OF SERVICES	\$67,420	\$61,799	\$72,600	\$72,600
	SUPPLIES	\$190,521	\$190,288	\$204,239	\$206,239
29	TOTAL EXPENSES	\$257,941	\$252,087	\$276,839	\$278,839
	TOTAL FIRE	\$2,955,787	\$2,726,392	\$3,305,602	\$3,232,404

	FISCAL YEAR 2022 BUDGET	ACTUAL FY 2019	ACTUAL FY 2020	APPROVED FY 2021	REQUESTED FY 2022
	BUILDING & ZONING				
	<i>Total FTEs</i>	4.63	4.63	5.03	5.03
30	PERSONNEL SERVICES	\$282,065	\$306,193	\$336,663	\$355,943
	PURCHASE OF SERVICES	\$16,586	\$9,381	\$16,550	\$16,550
	SUPPLIES	\$1,170	\$1,265	\$3,000	\$3,000
31	TOTAL EXPENSES	\$17,756	\$10,646	\$19,550	\$19,550
	TOTAL BUILDING & ZONING	\$299,821	\$316,839	\$356,213	\$375,493
	SCHOOLS				
	<i>Total FTEs</i>	411.73	427.66	460.84	445.96
32	TOTAL SCHOOLS	\$40,504,770	\$41,786,120	\$43,491,145	\$45,223,290
	REGIONAL VOCATIONAL SCHOOLS				
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
33	TOTAL REGIONAL VOC SCHOOLS	\$181,716	\$301,910	\$333,000	\$368,500
	DPW				
	<i>Total FTEs</i>	34.82	34.82	33.82	33.82
	PERSONNEL SERVICES	\$1,948,240	\$1,855,150	\$2,045,923	\$2,100,598
	DPW ENGINEERING				
34	PERSONNEL SERVICES	\$335,292	\$261,048	\$289,470	\$300,109
	PURCHASE SERVICES	\$20,837	\$14,011	\$34,500	\$26,000
	SUPPLIES	\$3,562	\$4,000	\$14,920	\$15,420
35	TOTAL EXPENSES	\$24,399	\$18,011	\$49,420	\$41,420
	TOTAL ENGINEERING	\$359,691	\$279,059	\$338,890	\$341,529
	HIGHWAY				
36	PERSONNEL SERVICES	\$1,007,417	\$953,712	\$1,050,025	\$1,094,771
	PURCHASE SERVICES	\$516,531	\$314,651	\$461,300	\$454,200
	SUPPLIES	\$133,410	\$121,499	\$151,500	\$157,500
37	TOTAL EXPENSES	\$649,941	\$436,150	\$612,800	\$611,700
	TOTAL HIGHWAY	\$1,657,358	\$1,389,862	\$1,662,825	\$1,706,471
	PARK AND CEMETERY				
38	PERSONNEL SERVICES	\$605,531	\$640,390	\$706,428	\$705,718
	PURCHASE SERVICES	\$239,296	\$230,836	\$226,981	\$246,000
	SUPPLIES	\$106,004	\$105,766	\$132,000	\$139,500
39	TOTAL EXPENSES	\$345,300	\$336,602	\$358,981	\$385,500
	TOTAL PARK AND CEMETERY	\$950,831	\$976,992	\$1,065,409	\$1,091,218
	LANDFILL				
40	PURCHASE SERVICES	\$30,823	\$40,000	\$50,000	\$60,000
	TOTAL DPW	\$2,998,703	\$2,685,913	\$3,117,124	\$3,199,218
	SNOW				
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
41	PERSONNEL SERVICES	\$168,415	\$126,464	\$175,000	\$175,000
	PURCHASE OF SERVICES	\$193,619	\$97,435	\$110,000	\$100,000
	SUPPLIES	\$196,783	\$208,785	\$215,000	\$225,000
42	TOTAL EXPENSES	\$390,402	\$306,220	\$325,000	\$325,000
	TOTAL SNOW	\$558,817	\$432,684	\$500,000	\$500,000

	FISCAL YEAR 2022 BUDGET	ACTUAL FY 2019	ACTUAL FY 2020	APPROVED FY 2021	REQUESTED FY 2022
	BOARD OF HEALTH				
	<i>Total FTEs</i>	9.29	9.43	10.43	10.43
43	PERSONNEL SERVICES	\$722,273	\$742,976	\$814,036	\$814,036
	PURCHASE OF SERVICES	\$147,180	\$126,535	\$161,124	\$161,658
	SUPPLIES	\$9,193	\$9,853	\$13,000	\$16,000
44	TOTAL EXPENSES	\$156,373	\$136,388	\$174,124	\$177,658
	TOTAL BOARD OF HEALTH	\$878,646	\$879,364	\$988,160	\$991,694
	VETERANS SERVICES				
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
	PURCHASE OF SERVICES	\$32,111	\$33,656	\$46,000	\$46,000
	SUPPLIES	\$1,848	\$1,929	\$4,000	\$4,000
45	TOTAL EXPENSES	\$33,959	\$35,585	\$50,000	\$50,000
	TOTAL VETERANS SERVICES	\$33,959	\$35,585	\$50,000	\$50,000
	COUNCIL ON AGING				
	<i>Total FTEs</i>	3.69	3.69	4.09	4.09
46	PERSONNEL SERVICES	\$227,296	\$215,305	\$254,942	\$252,904
	PURCHASE OF SERVICES	\$50,378	\$40,886	\$55,350	\$55,750
	SUPPLIES	\$8,358	\$11,144	\$15,300	\$15,300
47	TOTAL EXPENSES	\$58,736	\$52,030	\$70,650	\$71,050
	TOTAL COUNCIL ON AGING	\$286,032	\$267,335	\$325,592	\$323,954
	YOUTH SERVICES				
	<i>Total FTEs</i>	2.77	2.77	3.26	3.26
48	PERSONNEL SERVICES	\$188,246	\$189,744	\$253,742	\$262,742
	PURCHASE OF SERVICES	\$3,782	\$1,311	\$4,901	\$4,901
	SUPPLIES	\$1,068	\$72	\$1,625	\$1,625
49	TOTAL EXPENSES	\$4,850	\$1,383	\$6,526	\$6,526
	TOTAL YOUTH SERVICES	\$193,096	\$191,127	\$260,268	\$269,268
	LIBRARY				
	<i>Total FTEs</i>	13.69	13.69	13.69	13.69
50	PERSONNEL SERVICES	\$803,599	\$834,033	\$869,477	\$894,826
	PURCHASE OF SERVICES	\$45,926	\$48,718	\$51,399	\$51,834
	SUPPLIES	\$217,748	\$207,650	\$234,877	\$234,694
51	TOTAL EXPENSES	\$263,674	\$256,368	\$286,276	\$286,528
	TOTAL LIBRARY	\$1,067,273	\$1,090,401	\$1,155,753	\$1,181,354
	RECREATION				
	<i>Total FTEs</i>	3.54	3.54	3.54	3.54
52	PERSONNEL SERVICES	\$157,219	\$167,589	\$185,383	\$189,192
	PURCHASE OF SERVICES	\$36,202	\$2,237	\$87,410	\$83,980
	SUPPLIES	\$0	\$0	\$0	\$0
53	TOTAL EXPENSES	\$36,202	\$2,237	\$87,410	\$83,980
	TOTAL RECREATION	\$193,421	\$169,826	\$272,793	\$273,172

FISCAL YEAR 2022 BUDGET		ACTUAL FY 2019	ACTUAL FY 2020	APPROVED FY 2021	REQUESTED FY 2022
	DEBT AND INTEREST				
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
54	TOTAL DEBT AND INTEREST	\$7,218,934	\$6,729,672	\$6,874,864	\$6,634,542
	RETIREMENT				
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
	PURCHASE OF SERVICES	\$4,648,984	\$4,862,852	\$5,182,237	\$5,378,336
55	TOTAL RETIREMENT	\$4,648,984	\$4,862,852	\$5,182,237	\$5,378,336
	UNCLASSIFIED				
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
	HEALTH & LIFE INSURANCE				
	Employee Health Insurance (426)	\$5,239,298	\$5,694,940	\$6,285,371	\$6,514,825
	Retiree Health Insurance (456)	\$1,661,919	\$1,806,450	\$1,888,933	\$1,918,031
	Health Insurance Incentive Waiver (53)	\$229,443	\$240,932	\$242,000	\$256,900
	Employee & Retiree Life Insurance (603)	\$16,262	\$15,688	\$30,600	\$31,200
	Other Expenses	\$124,240	\$143,546	\$67,260	\$159,200
56	TOTAL HEALTH/LIFE INSURANCE	\$7,271,162	\$7,901,556	\$8,514,164	\$8,880,156
	OTHER INSURANCE				
57	PROPERTY, CASUALTY & LIABILITY INSURANCE	\$718,606	\$790,120	\$701,000	\$750,000
58	MEDICARE TAX - 1.45%	\$681,960	\$734,556	\$698,088	\$730,000
59	UNEMPLOYMENT COMPENSATION	\$51,769	\$49,999	\$50,000	\$100,000
60	POLICE/FIRE DISABILITY	\$502	\$0	\$15,000	\$15,000
61	OCCUPATIONAL HEALTH	\$8,000	\$7,445	\$8,000	\$8,000
	TOTAL OTHER INSURANCE	\$1,460,837	\$1,582,120	\$1,472,088	\$1,603,000
62	SICK LEAVE BUYBACK	\$33,139	\$46,066	\$40,000	\$40,000
63	RESERVE FOR SALARY SETTLEMENT	\$0	\$0	\$135,091	\$329,582
	TOWN MEETING	\$115,225	\$8,636	\$0	\$0
	STREET LIGHTING	\$79,919	\$25,032	\$0	\$0
64	RESERVE FUND BUDGET	\$0	\$0	\$250,000	\$250,000
65	STORMWATER	\$0	\$101,728	\$200,000	\$200,000
66	WATER CHARGES	\$0	\$0	\$50,000	\$25,000
	TOTAL UNCLASSIFIED	\$8,960,282	\$9,665,138	\$10,661,343	\$11,327,738
	TOTAL GENERAL FUND BUDGET	\$78,729,158	\$79,916,472	\$86,149,125	\$88,721,639

FISCAL YEAR 2022 BUDGET		ACTUAL	ACTUAL	APPROVED	REQUESTED
		FY 2019	FY 2020	FY 2021	FY 2022
	WATER FUND				
	<i>Total FTEs</i>	<i>8.00</i>	<i>8.00</i>	<i>8.00</i>	<i>8.00</i>
	SALARIES	\$745,134	\$743,291	\$811,600	\$822,570
	PURCHASE OF SERVICES	\$399,806	\$364,198	\$557,000	\$408,000
	UTILITIES	\$402,657	\$393,500	\$410,000	\$400,000
	SUPPLIES	\$406,783	\$466,234	\$529,000	\$671,000
	OTHER FINANCING USES	\$383,537	\$374,779	\$362,400	\$374,388
	DEBT SERVICE	\$1,292,656	\$1,231,860	\$1,313,017	\$1,227,161
67	TOTAL WATER DEPARTMENT	\$3,630,573	\$3,573,862	\$3,983,017	\$3,903,119
	WASTEWATER FUND				
	<i>Total FTEs</i>	<i>1.54</i>	<i>1.54</i>	<i>1.54</i>	<i>1.54</i>
	SALARIES	\$29,531	\$81,460	\$88,330	\$88,330
	PURCHASE OF SERVICES	\$131,525	\$130,104	\$140,650	\$133,872
	UTILITIES	\$47,040	\$40,009	\$54,750	\$49,000
	SUPPLIES	\$1,635	\$7,656	\$37,908	\$49,855
	OTHER FINANCING USES	\$94,965	\$34,913	\$36,472	\$35,493
	DEBT SERVICE	\$458,104	\$429,172	\$435,894	\$326,104
68	TOTAL WASTEWATER MGMT COMM	\$762,800	\$723,314	\$794,004	\$682,654
	<i>Grand Total FTEs</i>	<i>587.59</i>	<i>604.72</i>	<i>643.13</i>	<i>628.25</i>
	TOTAL ENTERPRISE FUNDS	\$4,393,373	\$4,297,176	\$4,777,021	\$4,585,773
	GRAND TOTAL OMNIBUS BUDGET	\$83,122,531	\$84,213,648	\$90,926,146	\$93,307,412

Proposed Capital Budget - Fiscal 2022			
DPW			
1	Town Wide Road Reconstruction	CC	\$ 600,000
2	Heavy Equipment Replacement - Dump Truck H20	B	275,000
3	Stormwater Management	FC	50,000
4	Sidewalk Improvements - Study & Construction	FC	50,000
Facilities			
5	Fire Station #2 Rehab. Add'l Funding	B/SB	575,000
6	Public Safety Building Exterior Painting & Sealing	FC	135,000
7	Conservation Truck Replacement	FC	62,000
8	Library Upper and Lower Level Rehab - Design	FC	50,000
Fire			
9	Ambulance	B	345,000
10	Breathing Air Compressor	AMB	95,000
11	Fire Vehicle - Car 2	AMB	67,000
12	Extrication Tools	AMB	65,000
Information Technology			
13	Network and Wireless Elementary Schools	FC	320,000
14	Public Safety Records Management CAD Software	FC	285,000
JCC			
15	Public Safety Radio System Replacement	FC	350,000
Police			
16	In-Car Video Recording Equipment Replacement	FC	50,000
Schools			
17	Middle School Corridor Repair: Carpet with Floor Tiles & Locker Replacement	B	564,000
18	Replacement of Student Storage Systems	FC	152,100
19	Middle & High School Voice Lift System	FC	115,000
20	School Space Study and Construction	FC	100,000
21	Replacement of Fire Alarm Control Panel/Smoke Detector	FC	87,400
22	Happy Hollow Chair Lift	FC	75,000
23	Loker Egress Doors	FC	40,000
24	Elementary School Feasibility Instructional Spaces	FC	0
DPW Water Enterprise Fund			
25	Heavy Equipment Replacement - Utility Truck W-9	WR	200,000
26	Water Main - Design & Construction	WR	100,000
TOTAL BUDGET			\$ 4,807,500
SUMMARY OF FUNDING SOURCES			
BORROWING (within the levy)		B	\$ 1,669,429
CASH CAPITAL (FY22 taxation)		CC	600,000
FREE CASH (unspent funds from prior years)		FC	1,921,500
SURPLUS BONDS (unspent bond proceeds)		SB	89,571
AMBULANCE FUND (ambulance fees)		AMB	227,000
WATER REVENUE (water fees)		WR	300,000
TOTAL FUNDING SOURCES			\$ 4,807,500

1. Budget: Department of Public Works - \$600,000	
Title: Town Wide Road Reconstruction	Project Advocate(s): Director, DPW
Description: Funding for road improvement projects on the Town's 96 miles of roadway. At present construction rates, resurfacing costs approximately \$250,000 per mile. The \$600,000 combined with State Chapter 90 funding is expected to repave 4-5 miles of roads in FY22 including the following: Alden, Brewster, Cabot, Hobbs, Nob Hill, Brackett, Millbrook, Michael, and Plain Phase 2 (Route 20 to Hidden Springs).	
Justification: Annual program that ensures the Town's roads and municipal ways remain in safe and usable condition. Schedule is based on required water main projects, drainage issues, and pavement conditions. This level of funding represents a 17-20 year resurfacing schedule for all Town roads.	
Relationship to General Plan: Ongoing maintenance and investment in the Town's infrastructure	
History: Part of the ongoing repair and maintenance of Town roadways	
Source of Funds: Cash Capital	In the 5 Year Capital Plan?: Yes

2. Budget: Department of Public Works - \$275,000	
Title: Heavy Equipment Replacement - Dump Truck H20	Project Advocate(s): Director, DPW
Description: This is a replacement scheduled for FY24 which is being advanced due to recent significant equipment failures.	
Justification: H20 is a 1999 Volvo 10-Wheel Dump Truck which has had a number of frame failures, most recently in January 2021. These are failures to the truck frame which have been welded as temporary repairs. It is strongly recommended to replace this vehicle during FY22 with a 10-Wheel Dump Truck due to its capabilities.	
Relationship to General Plan: Scheduled replacement of an older piece of equipment that is valuable to the operations of the DPW	
History: Planned replacement accelerated due to equipment failures	
Source of Funds: Borrowing	In the 5 Year Capital Plan?: Yes

3. Budget: Department of Public Works - \$50,000	
Title: Stormwater Management	Project Advocate(s): Director, DPW
Description: Funding to conduct necessary repairs to drainage / stormwater management systems within the Town Right of Way	
Justification: The DPW seeks funding to address issues with the drainage / stormwater management systems located within the Town's right of way. The DPW has identified several roadways in need of repairs, with Maguire Road the primary project currently scheduled for CY2021. Other projects include outfall repairs, Pod Meadow erosion repairs and Wallace Road drainage reconstruction.	
Relationship to General Plan: Ongoing maintenance and investment in the Town's infrastructure	
History: Part of ongoing capital improvement plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: Yes

4. Budget: Department of Public Works - \$50,000	
Title: Sidewalk Improvements - Study & Construction	Project Advocate(s): Director, DPW
Description: This is a new capital budget request that is expected to be recurring. The request will provide funds specifically targeting the renewal and expansion of the Town's sidewalk system. Improvements will also include the provision to add ADA required modifications to the sidewalk system. For FY22 the funds are expected to be used for sidewalk design for Cochituate Road (Five Paths to Route 20).	
Justification: The Town's roadways have historically been the primary recipient of transportation improvement funds. More recently it has become apparent that non-motorized transportation (pedestrian and bicycle) warrants investment. Current levels of funding with the roadway renovation budget are not sufficient to provide for the renewal and expansion of the Town's pedestrian system. A portion of the funding request is derived by reducing the roadway renovation request. Providing a specific capital budget item will provide the DPW a means to invest in the sidewalk system of the Town.	
Relationship to General Plan: Ongoing maintenance and investment in the Town's infrastructure	
History: New capital budget recurring request	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: No

5. Budget: Facilities - \$575,000	
Title: Fire Station #2 Rehab. Add'l Funding	Project Advocate(s): Public Buildings Director
Description: Renovate Fire Station #2 to adequately support both male and female staff and to meet current standards and regulations for equipment, maintenance and storage. Renovations will include updated office space, separate male and female locker and rest rooms, proper storage for EMS and Hazardous materials containment equipment, a gear storage room, bunk rooms and a fully handicapped accessible restroom for public use. It is anticipated these updates and renovations will take place within the same structure and no expansions will be needed. The cost to renovate Fire Station #2 was expected to be approximately \$1,000,000, however during the design process it was determined that seismic bracing would also be required and additional funds are required.	
Justification: Fire Station #2 located at 145 Main Street was originally designed as a call firefighter station but is now staffed 24/7 and 365 days a year similar to the Town's main fire station at the Public Safety Building. Currently Fire Station #2 can only adequately accommodate two personnel at a time, during times of increased response requirements (storms and emergencies) staffing needs may increase to six. The building is also not adequate for housing both male and female staff. In addition, it lacks the required storage areas for fire and EMS equipment and is in need of updating and repairs to plumbing, electrical and HVAC.	
Relationship to General Plan: Upgrading of infrastructure to meet staffing requirements	
History: Design appropriated in FY18 and initial construction appropriated in FY19	
Source of Funds: Borrowing	In the 5 Year Capital Plan?: No

6. Budget: Facilities - \$135,000	
Title: Public Safety Building Exterior Painting & Sealing	Project Advocate(s): Public Buildings Director
Description: Paint, caulk, seal exterior surfaces of Public Safety Building	
Justification: Required periodic maintenance to maintain building envelope integrity.	
Relationship to General Plan: Ongoing maintenance and investment in the Town's infrastructure	
History: Part of ongoing capital improvement plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: Yes

7. Budget: Facilities - \$62,000	
Title: Conservation Truck Replacement	Project Advocate(s): Public Buildings Director
Description: New heavy-duty truck with lift gate for land management activities (Ford F-250 Super cab with lift gate and winch)	
Justification: Current truck is 16 years old and will not pass safety inspection due to rust	
Relationship to General Plan: Replacement of unserviceable vehicle	
History: This is a planned replacement	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

8. Budget: Facilities - \$50,000	
Title: Library Upper and Lower-Level Rehab - Design	Project Advocate(s): Public Buildings Director
Description: Planning and design to rehab upper and lower levels of the Library. Coordinate with needed ADA and HVAC upgrades, wastewater connection, exterior sealing and parking lot improvements	
Justification: This project combines all the anticipated Library upgrades and required maintenance into one larger and more economical project. Accomplishing the construction project at the same time will reduce the long-term impact on Library Services as well as better utilize Facilities staffing.	
Relationship to General Plan: Ongoing maintenance and investment in the Town's infrastructure	
History: Several items that have been on the 5-year plan are being combined to a more manageable project	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: Yes

9. Budget: Fire Department - \$345,000	
Title: Ambulance	Project Advocate(s): Fire Chief
Description: Replace ambulance and corresponding equipment	
Justification: Funds are being sought to replace a 7-year-old ambulance. This is one of two ambulances used by the department daily to respond to EMS calls which account for the majority of our call volume. Funds will replace the ambulance and related equipment.	
Relationship to General Plan: Ongoing replacement of fire vehicle based on age and condition	
History: This is a planned replacement	
Source of Funds: Borrowing	In the 5 Year Capital Plan?: Yes

10. Budget: Fire Department - \$95,000	
Title: Breathing Air Compressor	Project Advocate(s): Fire Chief
Description: Breathing Air Compressor System Replacement	
Justification: Funds are being sought to replace an outdated SCBA compressor air filling system that no longer meets the appropriate standards. This system is used to fill the air cylinders and dive tanks used by firefighters. Part of the funds will pay for the installation of the unit.	
Relationship to General Plan: Improvement of Town assets and safety	
History: This is a planned replacement	
Source of Funds: Ambulance Fund	In the 5 Year Capital Plan?: Yes

11. Budget: Fire Department - \$67,000	
Title: Fire Vehicle - Car 2	Project Advocate(s): Fire Chief
Description: Replace the Shift Officer's command vehicle and corresponding equipment	
Justification: Funds are being requested to replace the Shift Officer's command vehicle and corresponding equipment as part of a regular replacement plan. The replacement of this vehicle was deferred from last FY. This car is the most frequently used vehicle, and it responds to emergency calls, inspections, fire alarm work, vehicle lock outs, investigations, etc.	
Relationship to General Plan: Ongoing replacement of fire vehicles based on age and condition	
History: This is a planned replacement	
Source of Funds: Ambulance Fund	In the 5 Year Capital Plan?: Yes

12. Budget: Fire Department - \$65,000	
Title: Extrication Tools	Project Advocate(s): Fire Chief
Description: Replace outdated extrication tools	
Justification: Funds are being sought to replace existing auto extrication tools and equipment. The existing equipment is between 10 - 20 years old and is not designed to operate on modern vehicles.	
Relationship to General Plan: Improvement of Town assets and safety	
History: This is a planned replacement	
Source of Funds: Ambulance Fund	In the 5 Year Capital Plan?: Yes

13. Budget: Information Technology - \$320,000	
Title: Network and Wireless Elementary Schools	Project Advocate(s): IT Director
Description: Replace wireless and wired networking systems at Loker, Happy Hollow and Claypit Hill Schools.	
Justification: Both wired and wireless systems at all three facilities are past their manufacturers end of life, are no longer supported and do not receive software updates necessitating their replacement. This will result in significantly improved performance, especially in the wireless system.	
Relationship to General Plan: Improvement of Town assets	
History: Part of ongoing capital improvement plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: Yes

14. Budget: Information Technology - \$285,000	
Title: Public Safety Records Management CAD Software	Project Advocate(s): IT Director
Description: Replacement of Records Management System (RMS) and Computer Aided Dispatch System (CAD) in the Public Safety Department.	
Justification: The current provider of these systems made the sudden and unexpected decision to discontinue this line of business. Consequently, all support for the product will end in late 2021. Additionally, any product updates which are required to maintain statutory and regulatory recordkeeping and reporting compliance will also cease.	
Relationship to General Plan: Improvement of Town assets and safety	
History: Part of ongoing capital improvement plan accelerated due to discontinuing support by provider	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: Yes

15. Budget: Joint Communications Center (JCC) - \$350,000	
Title: Public Safety Radio System Replacement	Project Advocate(s): Police and Fire Chiefs
Description: Currently the Wayland Public Safety radio system is over 15 years old. The current equipment is no longer serviceable and is outdated. It is the main communication link for public safety units. This system is used by JCC to communicate with police and fire personnel in the field.	
Justification: Critical public safety communication equipment is outdated and no longer serviceable	
Relationship to General Plan: Improvement of Town assets and safety	
History: Part of ongoing capital improvement plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: Yes

16. Budget: Police - \$50,000	
Title: In-Car Video Recording Equipment Replacement	Project Advocate(s): Police Chief
Description: Currently the Wayland Police Department has video recording in all marked patrol units. The video recording system is used for evidentiary purposes on numerous police calls. The current system is the first-generation model and has a recommended life span of 5 years from the manufacturer. It has been in place for 8 years. The newer system has additional features included with the new technology.	
Justification: Equipment is beyond the manufacturer's recommended life span	
Relationship to General Plan: Improvement of Town assets and safety	
History: Part of ongoing capital improvement plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: Yes

17. Budget: School Department - \$564,000	
Title: Middle School Corridor Repair: Carpet with Floor Tiles and Locker Replacements	Project Advocate(s): School Committee, Public Buildings Director
Description: The FY 2022 request is the third year of a multi-year program to replace worn aging carpeting with vinyl composition floor tile (VCT) and slab moisture barrier combined with the replacement of more than 700 corridor lockers in the remainder of approximately 57,000 sq. feet of the school.	
Justification: There are safety and health issues related to the worn carpets in the Schools' hallways and classrooms. New material (VCT) has a 30-year life expectancy while carpet has a useful life of 10 to 12 years in a school setting if properly maintained. Additionally, the VCT requires less maintenance is easier to keep clean and will improve the learning environment as well as the aesthetics of the school. A slab moisture barrier, reflected in the replacement costs noted above, provides added protection from water and moisture. Lockers lining corridor walls will also be replaced and coordinated with tiling of corridors.	
Relationship to General Plan: Ongoing maintenance and investment in the Town's infrastructure	
History: Part of ongoing capital improvement plan	
Source of Funds: Borrowing	In the 5 Year Capital Plan?: Yes

18. Budget: School Department - \$152,100	
Title: Replacement of Student Storage Systems	Project Advocate(s): School Committee, Public Buildings Director
Description: Funding is requested to improve the safe and efficient operations of the elementary schools by installing a storage system in which to place students' personal belongings, such as outerwear, musical instruments, books and backpacks, safely out of the way. Additionally, cabinets in classrooms at the elementary schools and in the Middle School science labs are past their life expectancy. As a result, the particle board is disintegrating. Design and bidding of the cabinetry is included in this item while the cost of replacement is included in the 5-year Capital Plan for FY23.	
Justification: The horizontal bar and hook system with protruding metal edges at eye level for young students presents safety concerns. Additionally, the current system is ineffective for safely storing students' personal belongings, which impedes safe movement through the corridors and interferes with maintaining and cleaning the spaces. The Fire Chief has been explicit that corridors must remain clear of obstacles. The new locker system will meet fire codes and align with ALICE drill safety requirements. The COVID-19 environment requires that students' belongings are kept separate. In addition, the cabinetry in the Middle School science labs and elementary schools are decaying. The Department of Public Health's indoor air quality study in 2019 noted the deterioration of the cabinetry and recommendation for replacement.	
Relationship to General Plan: Improvement of Town assets and safety	
History: Part of ongoing capital improvement plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: Yes

19. Budget: School Department - \$115,000	
Title: Middle & High School Voice Lift Systems	Project Advocate(s): School Committee, Public Buildings Director
Description: Classrooms are required to have voice lift systems for students with hearing disabilities. As students move throughout the classrooms and grade levels, additional voice lift systems are required. The need for this system is more acute due to mask wearing. This project includes a system for the Middle School and the remaining portion of the two-year planned upgrade of the High School system.	
Justification: The Lightspeed Classroom Audio Systems are failing at the High School. They are nearly 10 years old, are no longer functioning effectively, and interfere with the school's PA system. The Middle School does not have a voice lift system currently.	
Relationship to General Plan: Improvement of Town assets and safety	
History: Part of ongoing capital improvement plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: Yes

20. Budget: School Department - \$100,000	
Title: School Space Study and Construction	Project Advocate(s): School Committee, Public Buildings Director
Description: Implement the recommendations of the 2021 Space Utilization Study supported by TBA which builds on the work of their 2012 utilization study and 2020 ventilation assessment. The Utilization Study will articulate specific recommendations to address needs arising from COVID-19 related requirements for the commencement of the 2021-2022 school year in August, 2021. The Study will provide projected implementation costs.	
Justification: Implementation of the Space Utilization Study recommendations will resolve capacity issues related to COVID-19 to ensure our instructional and student services staff have the spaces necessary in which to deliver and conduct educational and health services. Elementary school class sizes and instructional spaces are at capacity as a result of COVID-19 driven instructional needs. Due to DESE's requirements for health waiting rooms, ventilation specifications and social distancing protocols, certain spaces within each elementary school have become limited or altogether unavailable for service delivery. To return to an all-in model with continued COVID-19 health and safety requirements, there is a need to restore spaces for service delivery and conducting confidential parent and student services meetings. The completion of this work will make certain that educational services will be delivered in safe and appropriate spaces.	
Relationship to General Plan: Compliance with COVID-19 health and safety requirements	
History: New request responsive to COVID-19 related space needs	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: No

21. Budget: School Department - \$87,400	
Title: Replacement of Fire Alarm Control Panel/Smoke Detector	Project Advocate(s): School Committee, Public Buildings Director
Description: The Capital Conditions Needs Assessment conducted in 2018 identified that the fire alarm control panels and smoke detection systems at Claypit Hill, Loker, the Middle School and the High School Field House require replacement as they have reached their useful life. Additionally, the Wayland Fire Department has recommended strongly that the systems be replaced. The updated alarm systems will be addressable systems that will identify individual detectors in lieu of the current systems that only identify a large section of the building. This item covers the design and bidding of the system for all locations noted above and the replacement for Claypit Hill and Loker schools. The replacement of the system at the Middle School and High School Field House is included in the 5-year Capital Plan for FY23.	
Justification: Replacement is required to meet safety standards	
Relationship to General Plan: Improvement of Town assets and safety	
History: Part of ongoing capital improvement plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: Yes

22. Budget: School Department - \$75,000	
Title: Happy Hollow Chair Lift	Project Advocate(s): School Committee, Public Buildings Director
Description: Replace the chair lift at Happy Hollow School	
Justification: As mandated and required by ADA regulations, our schools require operational chair lifts. The lift is over 32 years old and has reached its projected life span. The existing lift has had numerous breakdowns in the last few years resulting in a student without proper access while awaiting repairs. Due to changes in ADA requirements since original installation, replacement of the chair lift will require architectural, demolition and construction services to install a vertical lift system in place of the existing inclined lift.	
Relationship to General Plan: Improvement of Town assets and safety	
History: Part of ongoing capital improvement plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: Yes

23. Budget: School Department - \$40,000	
Title: Loker Egress Doors	Project Advocate(s): School Committee, Public Buildings Director
Description: This request is to install two forms of egress in two classrooms at Loker Elementary School. The Fire Inspector recommended that these classrooms have a second form of egress.	
Justification: The Fire Inspector identified that two classrooms do not have two forms of egress as required.	
Relationship to General Plan: Improvement of Town assets and safety	
History: Part of ongoing capital improvement plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: No

24. Budget: School Department - \$0	
Title: Elementary School Feasibility Instructional Spaces	Project Advocate(s): School Committee, IT Director
Description: Conduct a feasibility study to determine square footage and design requirements for the Elementary Schools' instructional learning spaces to also include the Happy Hollow School.	
Justification: 2020 Annual Town Meeting has already approved the Feasibility at Loker and Claypit Hill Schools. This project will now include Happy Hollow School. Language from previous Town Meeting is below: The combination of projected growing student enrollment and changing demographics of learners requires a review of elementary school spaces. Elementary school class sizes and instructional spaces are at capacity. With three new residential housing developments in the planning and construction phases (projected to open between the next one to four years), it is prudent and necessary to conduct a feasibility study. The study will define the impact on schools and allow the Facilities and School Departments to plan for the number, type and location of appropriate and available instructional classroom spaces based on need.	
Relationship to General Plan: Maintenance and improvement of infrastructure.	
History: Part of ongoing capital improvement plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan?: No

25. Budget: Department of Public Works, Water - \$200,000	
Title: Heavy Equipment Replacement - Utility Truck W-9	Project Advocate(s): Director, DPW
Description: This is a scheduled replacement	
Justification: W9 is a 2009 Ford with approximately 12,000 miles. This truck is the primary response vehicle to water main breaks and other issues involving Town's water distribution system. This vehicle has had extensive site use and is beyond its useful life. The current vehicle is under-equipped to meet the evolving needs of the Water Division. To effectively provide construction services, this vehicle requires the inclusion of an inverter, compressor, tamping apparatus, fitting inventory space, lift gate, and hydraulic/pneumatic equipment capabilities. As such, the DPW is seeking to replace the current vehicle with an updated, more capable truck.	
Relationship to General Plan: Scheduled replacement of an older piece of equipment that is valuable to the operations of the DPW	
History: This is a planned replacement	
Source of Funds: Water Revenue	In the 5 Year Capital Plan?: Yes

26. Budget: Department of Public Works, Water - \$100,000	
Title: Water Main - Design & Construction	Project Advocate(s): Director, DPW
Description: Replacement and upgrade of approx. 2,100 linear feet of 4" Cast Iron water main with 8" Ductile Iron water main. The work is anticipated to occur on River Road.	
Justification: The Water Main Replacement Program has been designed to replace the water distribution systems older water mains that have exceeded their expected life spans. The program also looks at upgrading areas of the distribution system that do not currently meet ISO Fire Flow requirements. In 2016, the Water Division completed its Capital Efficiency Study. The Study looks at all aspects of Water Division Infrastructure including: Age of Water Mains, Pipe Material, Break History, Soil Conditions and Fire Flow requirements. The Water Main Replacement Program is based on this Study. Postponing the scheduled replacement of the ageing infrastructure can impact the Operational Budget by necessitating overtime costs for water quality complaints. These older mains are also more susceptible to leakage, bacteria and turbidity problems.	
Relationship to General Plan: Ongoing maintenance and investment in the Town's infrastructure	
History: Part of ongoing capital improvement plan	
Source of Funds: Water Revenue	In the 5 Year Capital Plan?: Yes

Article 11. Capital Stabilization Fund

Proposed by: Board of Selectmen

Estimated Cost: \$132,913.82

To see if the Town will vote to:

a) establish a fund under the provisions of M.G.L c. 40 section 5B to be known as the Capital Stabilization Fund, the purpose of which is to allow the Town, from time to time, by appropriation, to reserve funds to pay for engineering and design, renovation, reconstruction or construction of Town facilities, or the debt service for engineering and design, renovation, reconstruction or construction of Town facilities; or take any other action relative thereto; and

b) to fund said Capital Stabilization Fund from cash surplus totalling \$132,913.82 from the following previously Town Meeting approved Capital Projects:

Town Meeting Year	Article No.	Project Name	Original Appropriation	Cash Remaining
2013 (STM)	2	DPW Facility Construction	\$ 12,124,816.00	\$ 2,068.60
2016	9. Project #15	Recreation: Happy Hollow Playground	\$ 100,000.00	\$ 6,000.33
2017	6. Project #14	Custodial Equipment	\$ 30,000.00	\$ 87.29
2018	9. Project #5	DPW: Light Truck P51	\$ 95,000.00	\$ 4,631.60
2018	9. Project #6	DPW: Light Truck H5	\$ 95,000.00	\$ 65.00
2018	9. Project #7	DPW: Light Truck Dump P54	\$ 95,000.00	\$ 332.00
2018	9. Project #13	Wayland Middle School (WMS) Phone System	\$ 125,000.00	\$ 59,818.00
2018	9. Project #17	Custodial Equipment	\$ 30,000.00	\$ 52.00
2019	6. Project #14	WMS & Loker School Gymnasium Floors	\$ 167,200.00	\$ 59,859.00
TOTAL				\$ 132,913.82

FINANCE COMMITTEE COMMENTS: Passage of this article will establish and fund a Capital Stabilization Fund (CSF) to support the Town’s Capital Improvement Plan (CIP). The Fund will be a tool to help level the tax impact of fluctuating expenses to maintain the Town’s capital assets. It will be used to help fund the cost of new equipment, building repairs/maintenance and capital improvements to town land and buildings. It can also be used to pay debt service of appropriated capital projects.

The Town’s debt service within the General Fund can vary significantly from year to year as bonds mature and new bonds are issued. Currently, debt service is funded through the General Fund, the Water Enterprise Fund, the Community Preservation Fund and/or Revolving Funds. The CSF would provide another source of capital funding. In years in which repairs are lighter, funds may be contributed to a stabilization fund. They will be held until voted to be used on a capital expenditure. In years in which the demand for capital is higher, Town Meeting can vote to use funds from the stabilization fund to offset the higher expense.

A stabilization fund is created with a 2/3 majority vote. Massachusetts General State Laws, M.G.L. c. 40 section 5B allows the creation of one or more stabilization funds which are special reserves into which monies may be appropriated and reserved for later appropriation for any lawful municipal purpose. The Town currently has a General Purpose stabilization fund and a Recreation Capital stabilization fund. This Fund will support the Town’s CIP.

Appropriations into the fund are by a simple majority vote while appropriations from the fund require a 2/3 majority vote. Purchases exceeding the Fund’s available balance may require other sources of funding. The Treasurer shall be the custodian of the fund and will invest these funds as allowable by state statute. Any interest earned on the assets of the fund shall be added to and become part of the Capital Stabilization Fund. Monies accumulated in a stabilization fund carry over from one fiscal year to another.

In December of 2018, the Finance Committee recommended that the Board of Selectmen create a Capital Stabilization Fund and what the appropriate/recommended funding strategy should be. Unibank, the Town's Financial Advisor at the time affirmed the idea.

The initial funding for the Capital Stabilization fund will be from surplus capital funds that result from capital closeouts. In FY22, that amount is \$132,913.82. This fund to fund transfer does not require an increase in taxation.

It is anticipated the Capital Stabilization Fund will be an active funding source for the CIP. To ensure the fund's revenue is greater than expenses, a regular annual funding mechanism will need to be established.

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: A Capital Stabilization Fund is a capital planning tool to level the tax impact of a fluctuating level of expenses to maintain the Town's capital assets.

Establishing a CSF earmarks funds for capital expenses, supporting the pay-as-you-go capital program endorsed by the Town's financial advisors.

Funds are invested, earning interest versus sitting in a General Fund which does not earn interest.

Borrowing charges residents tomorrow for today's projects. The CSF provides a mechanism to even out the obligations.

Establishes a reliable capital planning process that makes for consistent year to year debt service planning.

ARGUMENTS OPPOSED: Funds in a Capital Stabilization Fund can only be spent to support capital projects or debt service.

Funding the stabilization fund charges residents today for future capital projects.

A Capital Stabilization Fund depends upon a defined funding mechanism, without which it is difficult to clearly articulate how the Fund will be funded.

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

QUANTUM OF VOTE: 2/3 vote – see Massachusetts General Laws Chapter 40, section 5B.

For more information about this article, contact Finance Director Brian Keveny at bkeveny@wayland.ma.us or Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 12. CPA – Set Asides and Transfers

Proposed by: Community Preservation Committee

Estimated cost: \$729,791

To determine:

a) whether the Town will vote to set aside from the Community Preservation Fund's (CPF) Uncommitted Fund for later spending \$119,020 for open space, but not including land for recreational use, \$119,020 for historic preservation, and \$119,020 for community housing pursuant to Massachusetts General Laws Chapter 44B, Section 6 for FY 2022;

b) whether the Town will vote to set aside from the CPF for later spending \$372,731 from the Uncommitted Fund for annual debt service obligations for the purchase of the conservation restriction on Mainstone Farm, as previously approved by Town Meeting; and

c) further, whether the Town will vote to transfer funds in the amount of \$119,020 from the Community Housing Fund of the CPF to the Wayland Municipal Affordable Housing Trust Fund.

FINANCE COMMITTEE COMMENTS: This article accomplishes three annual tasks for managing the Town's Community Preservation Fund (CPF): distribution of funds to the three purposes as required by the Community Preservation Act (CPA), Open Space, Historic Preservation and Community Housing; reservation of the monies required to fund the debt service on the Conservation Restriction on Mainstone Farm; and transfer of funds allocated for Community Housing in the Community Housing Fund (a) above to the Wayland Municipal Affordable Housing Trust Fund (WMAHTF) that was authorized by the 2014 Annual Town Meeting to provide for the creation and preservation of affordable housing in Wayland.

The CPF is the Town's primary vehicle for financing purchases of open space, undertaking projects for historic preservation and creating and preserving community housing that is affordable for low- and moderate-income individuals and families. CPF monies can also be used for many types of recreation projects as well as costs of administrative expenses and consultant fees associated with appraisals, surveys, monitors and similar activities within the scope of the CPA's purposes. The CPF is funded through the local 1.5% tax surcharge on real estate and contributions from the State Trust Fund.

Distribution of Funds: Within the Wayland CPF, there are four separate pools of money: open space, historic preservation and community housing, each of which receives 10% of the annual contributions and the Uncommitted Fund. Anticipated revenue for FY22 is \$1,190,199. That is, \$928,120 from the 1.5% tax surcharge and \$262,079 from the State Trust. Ten percent of this total, \$119,020 is being designated for each of the three individual funds. The balance will remain in the Uncommitted Fund. The monies in the individual purpose funds can only be used for those particular purposes, while the monies in the Uncommitted Fund may be used for any of the three purposes plus certain recreation projects, administrative expenses and fees incurred. For CPF balance information, see the CPC's Annual Report in Appendix C.

Reservation to fund Mainstone: The 2017 Annual Town Meeting voted to purchase a Conservation Restriction protecting Mainstone Farm land from development and preserving it as open space in perpetuity. To accomplish that purchase, the Town assumed debt that is paid exclusively by the Community Preservation Fund.

Transfer funds to Wayland Municipal Affordable Housing Trust Fund (WMAHTF): The WMAHTF was created to address the shortage of affordable housing in Wayland. Funds to be transferred to the WMAHTF are those already allocated to the Community Housing Fund through the annual distribution. These funds maintain the same use restrictions as if they continued to be held in the CPF.

The Community Preservation Committee recommends approval. Vote: 8-0-0

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: The set asides are required by the Community Preservation Act and ensure the Town continues to balance the needs of housing, open space and historic preservation in the spirit of the CPA.

Transferring funds to the WMAHTF demonstrates the Town's commitment to affordable housing and provides greater flexibility for addressing affordable housing issues.

Funds set aside from the uncommitted fund are used to pay the debt service obligations related to the Mainstone Farm Conservation Restriction approved at Town Meeting in 2016.

ARGUMENTS OPPOSED: Some may argue the CPA surcharge could be reduced provided the reduction supported the related Mainstone debt service and the required fund allocation to the three CPA purposes.

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

QUANTUM OF VOTE: Majority-see Massachusetts General Laws Chapter 44B, section 5.

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

Article 13. Senior Citizen Tax Work Off Exemption

Proposed by: Board of Selectmen

Estimated Cost: \$60,000

To determine whether the Town will vote to:

- a) accept the provisions of Massachusetts General Laws Chapter 59, Section 5K to establish a program for persons over the age of 60 to volunteer to provide services to the Town of Wayland in exchange for a reduction on the real property tax obligations of such person over the age of 60.
- b) adjust the exemption for senior citizen tax work off exemption under Chapter 59 Section 5K by :
 - a. allowing an approved representative for persons physically unable to provide volunteer services to the town; and
 - b. allowing the maximum reduction of the real property tax bill to be based on 125 volunteer service hours in a given tax year, rather than \$1,500.

FINANCE COMMITTEE COMMENTS: Currently the Council on Aging operates what it refers to as a "Senior Tax Work-Off Program". Wayland, however, has not accepted the provision of Massachusetts General Laws Chapter 59, Section 5K. The Town was the subject of an IRS inquiry regarding payments made under the Council on Aging program. Since the Town had not adopted MGL Chapter 59, Section 5K, the IRS deemed all persons participating in the program to be temporary, part-time employees of the Town, subject to Medicare deductions. The IRS also then required the Town to issue W-2s at the end of the year to reflect the compensation received. MGL Chapter 59, Section 5K provides that the reduction in property tax shall not be considered income for purposes of withholding taxes or for workmen's compensation. By adopting the statute the Town would not need to tax individuals in this benefit program.

Currently the Council on Aging budgets \$30,000 for the program it offers. Adopting MGL Chapter 59, Section 5K would double the benefit amount to approximately \$60,000. This amount would be paid from the Town's overlay and would appear as a reduction in the resident's property tax bill.

Administration of the program would be similar to the Valor Act, which has been successfully implemented.

The Council on Aging has requested that an approved representative be allowed to volunteer in the place of persons physically unable to provide the volunteer services. Those persons are some of the most vulnerable residents in Town and most in need of a property tax reduction.

Allowing the reduction of the real property tax bill to be based on the number of hours worked rather than a set amount will allow greater flexibility for volunteers and the Town.

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: MGL Chapter 59, Section 5K allows the Town to provide non-taxable tax relief to its seniors, who may be on fixed incomes, thereby maintaining the Town's senior population and age diversity.

The current "Senior Tax Work-Off Program" is more akin to an intern or temporary worker program. Adoption of this Article would allow the administration of the Council on Aging's "Senior Tax Work-Off Program" in accordance with State law and provide fair compensation for the work performed. Additionally, this labor is performed at below market rates for individuals with such seniority, thereby saving the town money with a reduced cost of labor.

ARGUMENTS OPPOSED: Adoption of this Article would reduce the amount of property tax collected by approximately \$60,000, offset by a reduction in the Council on Aging budget of \$30,000, yielding a net reduction of \$30,000 in taxes collected.

RECOMMENDATION: The Finance Committee recommends approval. Vote 7-0-0

QUANTUM OF VOTE: Majority – see Massachusetts General Laws Chapter 59 Section 5K.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 14. Accept Spencer Circle

Proposed by: Board of Selectmen

Estimated cost: \$38,000

To determine whether the Town will vote to accept Spencer Circle as a public way as laid out by the Board of Public Works, and any easements appurtenant thereto, as shown on a plan entitled "Definitive Subdivision Plan Proposed Lot Configuration Spencer Circle Wayland, Massachusetts," dated March 2, 2000, prepared by Encon, recorded with the Middlesex South Registry of Deeds as Plan 1024 of 2000 (Sheet 2 of 6), and the drainage system as shown on a plan entitled "Storm Drainage & Utility Plan, Spencer Circle, Wayland, Massachusetts," dated March 2, 2000, prepared by Encon, recorded with said Registry of Deeds as Plan 1024 of 2000 (Sheet 4 of 6); and to see if the Town will vote to authorize the Board of Selectmen to acquire by gift, purchase, eminent domain or otherwise, easements in any land necessary for laying out and the acceptance of Spencer Circle, or other easements related thereto; and further, to authorize the Board of Selectman and/or the Board of Public Works, and/or any other applicable Town of Wayland Board and their personnel and/or representatives or designees, to take any

and all related actions necessary or appropriate to accomplish the purposes of this Article and/or otherwise act thereon.

FINANCE COMMITTEE COMMENTS: Spencer Circle was constructed to be a public way in or around 2002. At the time that the subdivision was approved, and in the decision of the Planning Board, Spencer Circle was intended to be accepted as a public way. On November 17, 2004, the Town's engineer confirmed that, based upon a final inspection of Spencer Circle on October 14, 2004, all roadway work items for Spencer Circle had been completed and that the Planning Board should release the developer's bond with the exception of a punch list. On November 19, 2004, the Town Planner recommended that the Planning Board release most of the developer's bond and certify that the subdivision was complete.

Since the Town had not moved forward with acceptance as a public way, the residents of Spencer Circle inserted a petitioners' article for acceptance of Spencer Circle as a public way at the 2019 Annual Town Meeting. Following discussions with Town officials, the petitioners withdrew the article to allow the Town to proceed with the street acceptance process pursuant to Massachusetts General Laws. As a public way, Spencer Circle would be entitled to maintenance attention obligated to all Town public ways (maintenance to pavement, stormwater & water systems, plowing, etc.).

Since the 2019 ATM, Spencer Circle residents and Town boards and staff have worked together to research, identify and resolve issues related to a road constructed over 18 years ago. Those goals have now been achieved under the terms of certain easement agreements now in hand. The easements were negotiated with the residents of Spencer Circle, are acceptable to the Town and its relevant boards and departments and, according to state law, will be signed and delivered to the Town, if/once Town Meeting approves the Article.

The Board of Public Works (BoPW) has recommended that, since the easement agreements with the Spencer Circle residents have now been agreed upon, subject only to Town Meeting approval, the Town accept Spencer Circle as a public way, and any easements appurtenant thereto, as laid out by the Board of Public Works. The BoPW will advance this street acceptance process as procedurally identified by Town Counsel.

The condition of the road, after 18 years, requires approximately \$38,000 of deferred maintenance repairs. The expense to bring the road to current standards would have been incurred by the Town as a normal maintenance expense since the average life of a roadway is approximately 15-17 years. The Department of Public Works (DPW) understands this and is prepared to place Spencer Circle on its Roadway Improvement Plan on a schedule appropriate with the Department's condition and plan criteria.

In addition to this maintenance repair, there are also some minor infrastructure deficiencies which have been itemized in a DPW memo to the Board of Public Works dated 4/22/2019. The Spencer Circle developer was made aware of these repairs and that any release of the developer from liability would be conditional upon them being completed. Accordingly, the developer has now released the approximately \$2,400 in remaining bond deposit funds to the Town, which will be used by the DPW to offset the cost of these items and which likely will cover all known deficiencies.

Should Spencer Circle be accepted as a public road, the Town would own two drainage structures, located, in part, on Nos. 4 and 6 Spencer Circle. The Town has performed a limited conditions assessment of the drainage systems and has determined the systems to be in good working condition. Easements, however, are necessary over Nos. 4 and 6 Spencer Circle pertaining to the Town's access, operation and maintenance of these drainage systems which are now in hand and will be executed after Town Meeting approves the Article. Although the BoPW does not customarily accept private streets that require expending Town funds to bring the road up to town standards, Spencer Circle was originally intended to

be a public way and as approved by the Planning Board; and the residents of Spencer Circle thereafter purchased their homes in reliance upon the Planning Board's approval and have paid taxes to the Town since that approval.

Under Massachusetts General Laws, the easements must be secured by the Board of Selectmen within 120 days of the dissolution of Town Meeting after a vote to accept a road as a public way. These easements have been agreed upon and once signed and delivered, the Board of Public Works will implement the taking of Spencer Circle as a public way and acquire possession from all 5 property owners.

As noted above, the Board of Selectmen has negotiated and agreed upon terms with the owners of No. 4 and No. 6 Spencer Circle to acquire by gift, purchase, eminent domain or otherwise, easements in any land necessary for the laying out and the acceptance of Spencer Circle. A draft of the easement documents was most recently reviewed at the Board of Selectmen meeting of March 8, 2021.

On March 9, 2021, the Board of Public Works voted its intent to layout Spencer Circle subject to Planning Board review (4-1-0) and to schedule a public meeting on April 13, 2021 (4-1-0) as the next step in the street acceptance process. The BoPW will vote to layout Spencer Circle as a public way following the public meeting.

The Planning Board voted to move forward with acceptance of Spencer Circle as a public way on March 16, 2021 (4-0-1).

The Board of Selectmen recommends approval. Vote: 4-0-1

ARGUMENTS IN FAVOR: Spencer Circle was originally built with the intention that it be accepted as a public way. It was built to the 2004 road standards for a public way as approved by the Planning Board; and its current residents purchased their five properties in reliance upon it becoming a public way as the Planning Board had intended and approved. Accordingly, Spencer Circle now should be accepted as such.

There are multiple access points to the drainage structures located under residents' property; the DPW has already located and has accessed the system with minimal effort in the course of making its inspection of the system in August of 2018.

ARGUMENTS OPPOSED: Some have expressed concern that, because the drainage structures are partially located under the front lawns of two of the residents' land, maintaining them may be somewhat involved even with access via easements.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 7-0-0

QUANTUM OF VOTE: Majority. See Massachusetts General Laws, Chapter 31, Section 81Y.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 15. Resolution to Continue Electronic Voting Through FY2027

Proposed by: Petitioners

To determine if the Town will vote to:

LET IT BE RESOLVED that Town Meeting endorses the use of an electronic voting service for all sessions of all Town Meetings through fiscal year 2027, subject to the Moderator's rules, and requests the Board of Selectmen and Finance Committee to include sufficient funding in the FY2023, FY2024,

FY2025, FY2026, FY2027 Omnibus Budget articles present at the CY2022, CY2023, CY2024, CY2025, CY2026 Annual Town Meetings - 5 Consecutive years.

FINANCE COMMITTEE COMMENTS: The passage of this article supports a resolution to use electronic voting devices at Town Meetings (Annual and Special Town Meetings) for the five fiscal years 2023 through 2027. In May of 2010 Wayland accepted electronic voting on a trial basis. Wayland was the first town in New England to use and incorporate wireless keypad electronic voting. In April 2012, it was resolved that electronic voting would be used for a period of three more years, 2013, 2014, and 2015. It was brought back to Town Meeting in April of 2015 and again in April 2018 and resolved at each of those Town Meetings that electronic voting be used for three more years from such votes and covered the periods from 2017 through 2019 and from FY2020 through FY2022. The previous resolution ends in April 2022.

Previous studies of Annual Town Meeting with electronic voting and those with the prior method of hand counts and standing vote counts have reduced Annual Town Meeting by an average of three hours, which in some years may have reduced Annual Town Meeting by a full session. Town Meetings are no longer burdened by the standing vote counts that often occurred and which could significantly delay the process of presenting and debating articles before the Town.

The actual cost to fund electronic voting, in a manner similar to its implementation in past years, shall be determined in each of these fiscal years. The cost to fund electronic voting in past years has averaged \$56,765 per year and \$32,250 per Town Meeting since 2012, when it was first implemented. The cost in each fiscal year will vary based upon whether there is just a Spring Annual Town Meeting or if there is also a Fall Special Town Meeting. Two meetings increase the cost, as the equipment is rented from third party providers. The cost also varies based upon the number of attendants at Town Meeting. For instance, in 2018, the total cost of electronic voting was \$117,298, while in 2017 it was \$36,225. The lowest cost was in 2020, when the total cost was \$31,510 for the single Town Meeting in what was an unusual year due to Covid-19.

Within this Warrant, there is an Article that is expected to be debated and voted at this Annual Town Meeting entitled Remote Participation at Annual Town Meeting. Should remote participation become a reality, it is highly likely that electronic voting will be an important factor in allowing remote participation to occur (see Article 16, Remote Participation at Annual Town Meeting, in this Warrant).

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR:

- Electronic voting is more accurate than voice or hand voting at Town Meetings.
- Electronic voting eliminates the need for time-consuming standing counts when the Moderator cannot accurately resolve a close voice vote or when requested by seven voters.
- Electronic voting promotes better decision-making by eliminating intimidation and fear of retribution from public voting, thereby improving the quality of government.
- Electronic Voting prevents non-residents from fraudulently participating in voice votes.
- The use of Electronic Voting has saved the town an average of three hours per Town Meeting, reducing the duration of some Town Meetings by a full session.

ARGUMENTS OPPOSED:

- The cost of Electronic Voting is too high at an average annual cost of \$56,765 (\$32,520 per Town Meeting). These dollars could be better used for other needed services, which are often not funded for amounts less costly than the cost of electronic voting.
- Town Meeting attendance can fluctuate year to year depending on the type and number of warrant articles making the projected costs difficult to manage.

- Some believe that Town Meeting constitutes the legislative authority of a town where all voting members of a community come together to legislate policies and budgets. It can be important to see and understand how our community members and elected officials vote on specific town business.
- Electronic voting does not prevent all forms of voter fraud.
- Some believe that Electronic Voting is part of the budget process and resolutions are not needed.

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

QUANTUM OF VOTE: Majority.

For more information about this article, contact lead petitioner Alan Reiss at AlanJReiss@verizon.net.

Article 16. Remote Participation at Town Meeting

Proposed by: Board of Selectmen

To determine whether the Town will vote to:

Instruct the Board of Selectmen to file with the General Court a request for a special act entitled, An Act authorizing remote participation in Annual Town Meeting for residents in Wayland; provided, however, that the General Court may make clerical or editorial changes of form only to the bill, unless the Board of Selectmen approve amendments to the bill before enactment by the General Court, and provided further that the Board of Selectmen is hereby authorized to approve amendments which shall be within the scope of the general public objectives of this petition.

PROPOSERS' COMMENTS: Town Counsel will opine on the Special Act and corresponding Town Policies. Candidate efforts include creating the Act authorizing remote participation at Annual Town Meetings; establishing roles and responsibilities for remote participation; establishing filing and notification responsibilities; establishing the minimum electronic platform features required to accurately and securely records the votes; identifying historical record retention and distribution responsibilities; establishing that all Town Meeting business be conducted in accordance with all other applicable laws, charter provisions, and bylaws; establishing that proxy voting is illegal and ensuring that the Town has the opportunity to conduct a pilot.

FINANCE COMMITTEE COMMENTS: This Article allows the Board of Selectmen to request that the State Legislature pass a bill that allows the Town of Wayland to support remote participation of any open Town Meeting. Currently remote participation at any Town Meeting is not allowed by law. This article will give the Board of Selectmen the authority to begin the process of providing for remote participation in Town Meeting by asking the legislature to amend current laws to make it legal for Wayland to have a remote participation program.

Remote participation in the town meeting could greatly enhance participation in the town meeting across all demographics of the town membership. The proposed Article is a reflection of what has been learned during the COVID19 pandemic and that is that citizens are interested in participating in their democracy if given more convenient tools, like early voting and remote participation. Should the legislature accept this Special Act there will be additional articles brought before the town to propose the actual program and costs.

Technology for remote participation is still not readily available so the timing of a proposed implementation will be subject to tech readiness.

There are no financial implications for consideration at this time.

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: This request begins the process to allow remote participation and voting for the Town Meeting. It will allow the Board of Selectmen to take the first step and file with the legislature to amend the laws pertaining to remote participation – which today is not allowed.

There are many members of the community that have requested the ability to attend the Town Meeting remotely due to health issues, childcare needs, and other personal reasons that prohibit attending in person thereby limiting their participation in our town's government.

Providing access for individuals to listen, view and vote would strengthen participation in Town Meetings and provide a broader range of opinions and views on matters that effect the members of the community.

Taking this first step will help to clarify for the Town whether we will be able to have a remote participation program.

ARGUMENTS OPPOSED: Opponents may argue that remote participation takes away from the community gathering aspect of Town Meeting and limits true participation by members of the community.

Opponents may say that remote participation may not be secure and could lead to fraud.

Opponents might say that future money is better spent on critical Town services like reducing classroom size or improving emergency management services.

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

QUANTUM OF VOTE: Majority. Section 8 of the Home Rule Amendment to the Constitution.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 17. Community Choice Aggregation of Electricity

Proposed by: Board of Selectmen

To determine whether the Town will vote to authorize the Board of Selectmen to initiate the process of seeking to aggregate energy, whether independently or in joint action with other municipalities, and contract for electric supply for Wayland residents and businesses as authorized by M.G.L. Chapter 164, Section 134(a), and to authorize the Board of Selectmen to enter into contracts to decrease greenhouse gas emissions from the generation of electricity for Wayland residents by pursuing an amount of renewable energy higher than is required by the Massachusetts Renewable Portfolio Standard (RPS), as authorized by M.G.L. Chapter 164, Section 134(b).

PROPOSERS' COMMENTS: We face a climate emergency requiring action. Community Choice Aggregation (CCA) is a state regulated process that allows Wayland to purchase electricity supply in bulk for households and small businesses currently enrolled in Eversource's Basic Service (EBS). Residents and small businesses would be offered the choice to buy electricity generated with a higher percentage of renewable sources (i.e., solar and wind) from a well vetted supplier above the 18% currently mandated by the state. The state reviews and approves the electric supply options provided to Wayland residents and those on EBS. Higher percentages will further reduce our collective greenhouse gas emissions.

Residents/small businesses can opt out at any time and return to Eversource Basic Service or another supplier at no cost.

FINANCE COMMITTEE COMMENTS: The purpose of this article would be to authorize the Board of Selectmen to initiate the process for Wayland to explore and implement aggregation of electrical supply through Community Choice Aggregation (CCA). Taking this action could help decrease production of greenhouse gas emissions by selecting an electric energy supplier that offers a higher percentage of renewable energy for Town residents and small businesses than is currently provided by Eversource. The Town's Energy and Climate Committee has proposed decreasing greenhouse gas emissions from the generation of electricity for residents and small businesses by pursuing a percentage of Class I designated renewable energy that is greater than that required by the Massachusetts Renewable Portfolio Standard (RPS). For example, the RPS requires electricity providers in 2021 to generate a minimum of eighteen percent (18%) of their electricity from renewable sources (e.g., solar and wind). Use of CCA would enable residents and small business owners in Wayland to receive electricity from an energy supplier that provides more than the eighteen percent (18%) minimum required by the state for renewable sources.

If Wayland authorizes a CCA Program, then the Town would contract with an electricity supplier on behalf of residents and small businesses who have not already selected a competitive supplier. CCA enables customers in a municipality to pool all electric loads and select an energy supplier that meets that town's goals, which may include a higher percentage of renewable energy than Eversource basic service. Most residents and small businesses currently receive electricity supply (commonly referred to as basic service) from Eversource. In all cases, Eversource continues to deliver the electricity, maintain poles and wires, and provide other customer services. Wayland residents and small businesses would still receive a single electricity bill from Eversource. CCA Programs typically consist of multi-year contracts (e.g., two to three years) and the contracts identify a set rate for the length of the contract.

The electricity supply aggregation and establishment of a CCA Program is a multi-step process that begins with the development of a plan in consultation with the Massachusetts Department of Energy Resources. The plan must be made available for review by Wayland's citizens through a public posting and hearing and the plan must be approved by the Board of Selectmen. After providing Wayland residents the opportunity to review and comment on the plan, the Board of Selectmen would then submit the plan to the Massachusetts Department of Public Utilities (DPU) for approval. The DPU holds its own hearings and accepts comments prior to accepting the plan, once it determines that the plan complies with state regulations. Once a CCA Program is implemented, residents and small businesses are enrolled in the program by default; however, they may opt out at any time.

If the Town proceeds with a CCA Program, the Board of Selectmen, with input and advice from the Energy and Climate Committee, will seek input from residents and small businesses on preferred energy supply. The Town anticipates engaging a consultant to manage the program. The consultant's responsibilities would include identifying supply options, drafting the plan to be submitted to the DPU, managing the implementation and operation of the program, tracking energy rates, managing the opt in/opt out system (including a user-friendly web site and phone number), and providing outreach materials to help explain the program. Towns undertaking a CCA Program typically pay consultants through fees on the supply rate. Therefore, there most likely would be no cost to the Town for developing a CCA Program.

This article initially was submitted for consideration at the 2020 Annual Town Meeting; however, it was passed over to expedite the Town Meeting process considering the COVID-19 pandemic. Leading up to the 2020 Annual Town Meeting, residents raised questions as to the procedures for enrolling, percentage of green electric energy supply, and length of contract. Answers to these questions are not yet available for a CCA Program in Wayland and would be answered as the CCA Program is developed. To that end, any potential cost for implementation of a program is unknown at this time. A discussion of potential costs would occur through the public posting and hearing process when developing and vetting a CCA Program.

No resident would be forced to pay more for receiving electricity should the Town elect to implement and utilize a CCA Program because every resident has the option to opt out of the CCA Program and go back to receiving Eversource basic service.

The DPU has approved municipal aggregation plans for 164 municipalities in Massachusetts. Additionally, over 40 municipalities have used or are in the process of using CCA programs, including Newton, Brookline, Lincoln, Sudbury, and Natick. The CCA program in Lincoln went into effect in March 2021, and Weston approved a CCA Program, “Weston Power Choice,” which is currently awaiting approval from the DPU before being fully implemented.

More information is available on the Town Meeting website.

The Board of Selectmen recommends approval. Vote: 5-0-0

The Energy & Climate Committee recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: Supporters of this article argue the ability to choose energy produced with a higher percentage of renewable energy helps in combatting a climate emergency by adding more renewable energy to the supply chain beyond the state-mandated renewable energy portfolio amount, and thus further reduces greenhouse gas emissions.

Residents are increasingly approached by various electricity suppliers attempting to sell energy contracts with inconsistent levels of information, making it difficult for residents to evaluate options. Allowing the Town to research alternatives can result in well vetted, better, easier, and well-regulated choices for residents at no commitment because residents will have the state-mandated ability to opt out of the CCA program.

Passage of this article authorizes the Board of Selectmen to begin the CCA process, which would allow the Town to conduct the process bearing in mind the questions raised regarding the exact procedures for opting out, the supplier, the percentage of renewable energy, and the price.

CCA is a state-regulated process that would benefit the community and has a positive track record, as demonstrated by its use in over 40 municipalities, including Wayland’s neighboring towns.

CCA would provide the Town with an opportunity to negotiate longer term supply contracts (e.g., two to three years) in contrast to Eversource Basic Service (EBS), which changes every six months. The rates in the longer-term supply contracts can be competitive and, in some towns, have been lower than the EBS rates, depending on the implemented program.

ARGUMENTS OPPOSED: Opponents to this article may express concerns about the lack of clarity as to the operation and implementation of the CCA program, as well as any cost implications to the Town.

The Town will need to coordinate with any consultant retained to support the process through a staff member of the Town, as well as the Energy and Climate Committee. Opponents may argue that Town employees and volunteers already have limited time and availability to take on new responsibilities, even if in a coordination role.

Opponents may possess reservations about initiating the process without knowing the specific method or details regarding how a resident or small business can opt out of the CCA program.

RECOMMENDATION: The Finance Committee recommends approval. Vote 7-0-0

QUANTUM OF VOTE: Majority – see Massachusetts General Laws Chapter 164, section 134.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 18. Loker Elementary School Solar Agreement

Proposed by: Board of Selectmen

To determine whether the Town will vote to:

- a) transfer from the School Committee the care, custody, management and control of the parking lot and building of the Loker Elementary School at 47 Loker Street for school purposes, to the School Committee for such purposes, and to the Board of Selectmen for the purpose of leasing, as lessor, or licensing said areas of land and buildings for a term of not more than twenty (20) years for the installation and operation of solar photovoltaic power generation systems to be installed and operated on canopies located in the parking lot and on the roof of Loker Elementary School;
- b) authorize the Board of Selectmen to enter into and execute a renewable energy power purchase and/or net metering credit purchase agreement for the purchase of solar energy or net metering credits generated by said systems above to be installed and operated on canopies located in the parking lot of Loker Elementary School for a term of twenty (20) years, on such terms and conditions as the Board of Selectmen deems to be in the best interests of the Town; and
- c) authorize the Board of Selectmen, pursuant to the provisions of Massachusetts General Laws Chapter 59, Section 38H, with the approval of Town Counsel as to form, to enter into and execute a structured tax or payment in lieu of tax (PILOT) agreement in connection with the solar photovoltaic power generation systems to be installed and operated on canopies located in the parking lot at the Loker Elementary School for a term of twenty (20) years upon, such terms and conditions as the Board of Selectmen shall deem to be in the best interest of the Town.

PROPOSERS' COMMENTS: The Energy & Climate Committee, an advisory board to the Board of Selectmen, strongly favors passage of this article. The Loker solar project will build on the success of the existing solar arrays in generating financial benefits for the Town. It will show the commitments of the School Committee and the Town as a Green Community to taking meaningful steps to combat climate change. The solar project will not require any Town capital expenditure and will create immediate and tangible electric utility cost savings and potential property tax payments for the Town. It is an opportune time to install the solar system, as the Town will install a new roof at the school in 2021. Delay in approving this article would risk access to current state financial incentives, causing a permanent reduction in potential Town savings.

FINANCE COMMITTEE COMMENTS: Passage of this article authorizes the transfer of the care, custody, management and control of the Loker School and parking lot from the School Committee to the Board of Selectmen (BoS) for the purpose of installing and operating solar photovoltaic power generation systems. It also authorizes the BoS to sign a 20-year Power Purchase Agreement (PPA) to lease portions of the roof of the School with a developer for the construction and operation of a solar photovoltaic system and for the Town to purchase all of the electricity generated by such systems. This article also authorizes the Board of Selectmen to enter into agreements relative to solar canopies over the parking lots.

The developer will design, permit, finance, install and operate the solar electric power system at no cost to the Town and sell the solar electricity to the Town at a pre-negotiated price. Some of the solar electricity will be used by the school department to pay the electricity bills at the Loker School. The excess electricity can be sent to Eversource Energy in exchange for credits the Town can apply to its electric bills. The developer will be responsible for all costs including construction, operation, maintenance and removal

of the solar systems and will work with the Facilities and School Department to manage the installation schedule to minimize the impact on school activities. There are no anticipated operating costs to the Town other than processing bill payments under the PPA.

The amount of the electricity cost savings and property tax payments will depend on the ultimate size of the solar array on the roof and whether a solar canopy is installed in the Loker parking lot. The combined savings and property tax payments could exceed \$20,000 in the first year. The potential combined benefits over 20 years could exceed \$400,000 or more, depending on future utility electricity rates increases.

The pending installation of a new roof on Loker Elementary School in 2021 offers an ideal opportunity to add a solar array to that Town facility. Both the new roof and the solar array will have similar long-lives, making it likely that the Town can avoid the cost of removing panels for roof repairs. In addition, the roof and solar contractors can coordinate to ensure the roof warranty is maintained in full force. The solar array will minimize carbon-based energy use and reduce town related greenhouse gas emissions and be a visible reaffirmation of the Town's resolution to reduce its carbon-based energy use and continue to meet its obligations as a Green Community.

Wayland has had a positive experience with a similar agreement for the existing solar arrays at the Wayland High School, Wayland Middle School, the Town Building and the Department of Public Works facility. The 2015 Town Meeting approved, the Town entered into a PPA and the arrays commenced operations in early 2017. Collectively, the arrays have generated over \$100,000 each year in financial benefits to the Town. The existing arrays were constructed at no cost to Wayland, beyond staff time.

The Board of Selectmen recommends approval. Vote: 5-0-0

The Energy & Climate Committee recommends approval. Vote: 5-0-0

The School Committee recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: The existing four solar arrays have generated savings and tax revenues with no operating issues. The Town can build on that good experience and add a fifth project.

The solar electricity generated is projected to exceed the Loker School's annual electricity requirements, and Eversource credits for the excess power can be used to reduce the Town's other electricity bills.

The new roof and the solar array will have similar long-lives, making it likely the Town can avoid the cost of removing panels for roof repairs.

The developer will have sole liability related to construction and operation of the solar arrays.

ARGUMENTS OPPOSED: The value of the utility's net metering credits will vary over time. Lower electricity prices might reduce the value of the credits and the net savings to the Town.

The projected net electricity saving assumes continuation of the state's net metering credit solar incentive program.

There is no guarantee the developer will be in existence to maintain the solar arrays during the twenty-year life of the PPA or to remove the arrays at the end of the agreement.

There could be incremental costs if the Town damages the solar array or if they have to be removed to support roof maintenance.

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

QUANTUM OF VOTE:

- a) Two-thirds – see Massachusetts General Laws Chapter 40, Section 15A
- b) Majority – see Massachusetts General Laws Chapter 40, Section 4 and Chapter 30B, Section 12(b)
- c) Majority – see Massachusetts General Laws Chapter 59, Section 38H

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 19. Resolution to Declare a Climate Emergency

Proposed by: Petitioners

To determine if the Town will vote to:

WHEREAS, there is already cascading environmental harm, severe health impacts, and destruction due to the current average global warming of 1°C;

WHEREAS, restoring a safe and stable climate will require deep greenhouse gas emissions reductions through rapid, unprecedented transitions in all aspects of society;

WHEREAS, progress toward this future is already underway in Massachusetts, a national leader on climate initiatives;

WHEREAS, Wayland has already undertaken important steps on climate and is better positioned than most municipalities to lead the way on the critical transition away from fossil fuels and can act as a model for other communities;

NOW, BE IT THEREFORE RESOLVED that the Town of Wayland declares that a climate emergency threatens our town, all human civilization, and the natural world; and that a climate emergency mobilization effort to meet this challenge is both a moral imperative to remedy environmental harms and an opportunity to convert to a just and ecologically sustainable economy and improve human lives;

BE IT FURTHER RESOLVED that the Town of Wayland supports a town-wide mobilization of municipal departments, boards, commissions, residents, and businesses, to reduce community-wide greenhouse gas emissions by the year 2030 by 50% and with an ambition of 75% from its 1990 baseline levels;

BE IT FURTHER RESOLVED that the Town Meeting requests that the Board of Selectmen charge the Energy and Climate Committee (1) to invite all municipal stakeholders to a meeting to be held within 90 days of the passage of this resolution to educate them about the risks posed by the Climate Emergency, the process the Town of Wayland is planning to address it, and to encourage municipal participation in the development of a Climate Mobilization Action Plan, and (2) to convene an advisory team consisting of some of its members, municipal representatives, and a diverse group of residents, and (3) to have researched and developed, by the following Annual Town Meeting, a Climate Mobilization Action Plan for Wayland that explains the benefits, costs, strategies and tactics of reducing community-wide greenhouse gas emissions by the year 2030 by 50% and with an ambition of 75% from its 1990 baseline levels. The plan should address greenhouse gas reduction; resilience and adaptation; engagement; and education; taking into account any negative consequences of recommended actions to residents both within and beyond our town's borders;

BE IT FURTHER RESOLVED that the Town of Wayland shall submit a certified copy of this resolution to Wayland's elected officials at the county, state, and federal levels and seek all relevant

support and assistance in effectuating this resolution and encourage a state-wide, regional, and national climate emergency mobilization effort.

PETITIONERS' COMMENTS: The climate crisis has been widely acknowledged as the greatest threat humanity faces, one with escalating consequences if addressed only incrementally. Recognizing the climate crisis as an emergency mobilizes us at the municipal and individual levels to respond with the urgency that is required. The Intergovernmental Panel on Climate Change's report starkly exposed the dire consequences if we do not reduce emissions sufficiently by 2030: heatwaves, storms, and flooding; the rampant spread of new diseases; population dislocations, and disruptions to food supply among others. Taking bold action is the best way we can exert pressure upward to state and federal levels just as over 1900 other municipalities around the world already have. Wayland has the knowledge and resources to lead. We owe it to our children, our grandchildren, and the planet itself to declare an emergency and create a plan to respond accordingly.

FINANCE COMMITTEE COMMENTS: This resolution asks the Town, its government, residents and businesses to take the following four actions:

1. declare that a climate emergency exists,
2. support a town-wide mobilization effort to reduce greenhouse gas emissions by 50% in 2030 with ambition of 75% from the 1990 baseline level,
3. request that the Board of Selectmen charge the Energy and Climate Committee to gather input and convene an advisory team that will develop a Climate Mobilization Action Plan and
4. submit this resolution to the Town's elected officials at the county, state, and federal levels to seek relevant support and to encourage a state-regional-national climate emergency mobilization effort.

This resolution asks the Town to declare a climate emergency exists. Climate change is seen by the scientific community as a significant concern. State and Federal legislation has been discussed but not enacted. Delays by the state and the lack of consensus around climate change at the federal level leaves legislation and recommendations at risk of not readily materializing. This article requests the Town begin taking action now rather than wait.

The resolution further asks the Town to support a town-wide effort to reduce greenhouse emissions by 2030. It requests the Board of Selectmen to ask the Energy & Climate Committee to gather input and establish an Advisory Committee to develop a Climate Mobilization Action Plan. The Advisory Committee will seek and generate information and ideas and will provide all residents with opportunities to participate in the plan. There will be opportunities for outreach from the beginning of the work to its completion, both to educate and to acquire information.

The Climate Mobilization Action Plan which will be presented at a future Annual Town Meeting would provide actions, activities and cost estimates designed to significantly reduce community wide greenhouse gas emissions by 50% by the year 2030 with the ambition of reaching 75% reduction of greenhouse gasses from the Town's 1990 baseline levels. Some town resources may be necessary to update the website but are expected to generate minimal expense.

Furthermore, the petitioner asks that this resolution be submitted to the Town's elected officials at the county, state, and federal levels to seek relevant support and to encourage a state-regional-national climate emergency mobilization effort.

The Board of Selectmen recommends approval. Vote: 4-1-0

The Energy & Climate Committee recommends approval. Vote: 4-0-0

ARGUMENTS IN FAVOR: Climate change is seen by the scientific community as a significant concern and urges mobilization to help prevent the worsening effects of climate change.

This plan creates no obligation on the town or its residents or businesses to act but allows town residents to understand what is necessary to achieve significantly reduced green-house gasses and have a greater impact on climate change issues.

This is a significantly greater commitment than the incremental attention to emissions reductions in the past and would help to make Wayland a town committed to reducing the effects of green-house emissions – making the town attractive to those who wish to reside in a climate change focused community.

The advisory committee will be composed of a diverse set of volunteer residents who will bring their professional skills, expertise, passion and commitment to this endeavor - with little to no expense or staff time.

ARGUMENTS OPPOSED: Opponents may feel that climate change is not an issue and that future funds should not be diverted to support this resolution.

Some residents may see this resolution as unrealistic either because of its level of ambition or its reliance on no-cost volunteer resources to research and develop the Climate Mobilization Action Plan.

Arguments might be made that this resolution should be addressed by the Energy & Climate Committee.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 7-0-0

QUANTUM OF VOTE: Majority.

For more information about this article, contact lead petitioner Michael Delman at mdelman@beyondbooksmart.com

Article 20. CPA – Historic Preservation: Library Archival Document Conservation

Proposed by: Community Preservation Committee

Estimated cost: \$16,820

To determine whether the Town will vote to appropriate the following sums of money not to exceed: \$16,820 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.

FINANCE COMMITTEE COMMENTS: Passage of this article will fund an Archival Document Conservation project. The Library Trustees plan to hire conservators to preserve some recently discovered one of a kind, irreplaceable historic documents including some from 1796-1843 of the East Sudbury Social Library, which was the institutional predecessor to the Wayland Free Public Library, itself the first truly public library in Massachusetts (and the second in the United States); a scrapbook donated by James Sumner Draper, a rich source of local history and a kind of portrait of a key figure in that history; a collection of letters (1903-1918) and a scrapbook on the Beginnings of the Library (1848-1878).

These documents that provide valuable insight into Wayland's history are fragile and deteriorating. Conserving these documents preserves them for future generations while digitization makes them readily available to all who explore our past history.

This project is eligible for Community Preservation Fund's (CPF) Historic Preservation Fund which can be used for preservation, rehabilitation and restoration of historic resources. This project will be funded by monies that have already been collected and received by the Town and will not increase the Town's tax rate. There are sufficient funds available in the CPF Historic Preservation Fund.

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

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: The library project will ensure these unique records are maintained and made accessible for use by anyone with an interest in Wayland's history.

Protecting and preserving these resources now rather than later makes sense because the more they deteriorate the more difficult and expensive it is to preserve them.

ARGUMENTS OPPOSED: In the future there may be more pressing projects for which historic preservation funds may be used.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 7-0-0

QUANTUM OF VOTE: Majority - see Massachusetts General Laws Chapter 44B, section 5.

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

Article 21. CPA – Open Space: Native Plantings & Pollinator Plantings

Proposed by: Community Preservation Committee

Estimated Cost: \$9,000

To determine whether the Town will vote to appropriate funds to be expended by the Conservation Commission, including:

- a) \$7,000 from the Community Preservation Fund's Open Space Fund for the purchase of native plant species to help preserve Conservation Commission open spaces, and
- b) \$2,000 from the Community Preservation Fund's Open Space Fund to plant pollinator gardens on Conservation Commission land to preserve existing landscape.

FINANCE COMMITTEE COMMENTS: Open space is a treasured part of Wayland's character and our conservation properties are destinations for many townspeople's enjoyment and passive recreation activities. The Conservation Commission requests funding to preserve its open space properties and their ecosystems by supplementing native plant materials and creating pollinator gardens on land managed by the Conservation Commission.

- a) The Native Plant Species project will be used to purchase native trees, shrubs and seed mixtures (\$5,500) as well as soil amendment and fencing (\$1,500) to protect and support these plantings. Native plant material has been substantially reduced due to invasive species. This project will offset the rapid degradation brought on by invasive species by providing enriched habitats on conservation property. As removal of invasive species continues, these preserved areas will act as nodes of regeneration that will propagate outward, helping to offset the imbalance brought on by invasive species and preserve the open space that the Conservation Commission maintains.

b) Pollinator Garden funding will be used to purchase pollinator-friendly shrubs, perennials and seed mix (\$1,800) as well as soil amendment such as compost and straw (\$200) in order to install clusters of pollinator plants working to preserve and protect the open space's natural plant life and the insects and animals that rely upon it. The reproduction of plants and the life of our ecosystems depend upon pollination by birds, bats, bees, butterflies, beetles, and other small mammals.

Both projects are eligible for Community Preservation Fund's (CPF) Open Space Fund because they seek to preserve existing designated open space. Both projects 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 for both projects in the CPF Open Space Fund.

The Community Preservation Committee recommends approval. Vote: 8-0-0

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: The propagation of native and pollinator plants will enrich conservation properties and reduce maintenance costs to control invasive species.

These projects will help to preserve the habitats and ecosystems of open space resources.

ARGUMENTS OPPOSED: There may be other more pressing future initiatives that will require CPA funding.

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

QUANTUM OF VOTE: Majority - see Massachusetts General Laws Chapter 44B, section 5.

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

Article 22. Select Board/Town Manager Act

Proposed by: Board of Selectmen

To determine if the Town will authorize the Board of Selectmen to petition the General Court for an act of special legislation entitled "An Act to Create a Select Board/Town Manager Form of Government in the Town of Wayland," the full text of which is printed as Appendix D.1 to this warrant, or take any other action relative thereto.

PROPOSER'S COMMENTS: The goal of the Select Board/Town Manager Act is to professionalize the structure of Wayland's government; coordinate administrative, operational, and financial functions; provide a consistent approach for efficiency, effectiveness, and transparency across all departments and boards; use resources effectively; improve legal and regulatory compliance; and maintain volunteer opportunities. Under the Act, the Town Manager is given authority and responsibility for managing the Town in four areas: administration, finances, personnel, and facilities/property.

Wayland is a \$95 million diversified organization in a highly regulated and public service environment requiring a stronger centralized management structure. The Town Administrator has 20 direct reports resulting in an extremely flat organization. Some department heads report to elected boards, not to the Town Administrator. There is no flexibility to group departments, as virtually all of our peer communities do.

This is the third effort over the past thirty years to strengthen Wayland's executive and financial management structure.

FINANCE COMMITTEE COMMENTS: The Board of Selectmen's (BoS) proposition for the Town to adopt the Select Board/Town Manager Special Act is the third effort over the past thirty years to strengthen the Town's executive and financial management structure. The Charter Commission (1989), the Maximus Group (2002), and the Collins Center for Public Management (2018) have all recommended strengthening the executive function so that all Town department heads (excluding Schools), report to a Town Manager. This article is proposing their recommendation regarding reporting structure, excepting Schools and Library Director. There was also a recommendation reducing the number of committees and boards; however, this article is proposing no changes to committees and boards. (For more information, please refer to this link <https://www.wayland.ma.us/board-selectmen/pages/select-boardtown-manager-act> on the Town website.)

The passing of the Special Act would mean that:

- All department heads, with the exception of the Superintendent of Schools and the Library Director, would report to the Town Manager, instead of elected boards. This would add five additional department heads reporting to the Town Manager (Health, Assessor, Planner, Youth and Family Services and an appointed Town Clerk);
- The Town Manager will have flexibility to begin grouping departments to reduce the number of direct reports;
- The Board of Selectmen would continue as Chief Executive Officer, with the Town Manager continuing to manage staff as Chief Administrative Officer and Chief Operating Officer; the Town Manager would become Chief Financial Officer;
- Boards and Committees would coordinate their responsibilities with Department Heads, as they do currently;
- The Board of Selectmen will be called the Select Board;
- The Town Administrator position changes to Town Manager; and
- The Town Clerk changes from an elected to an appointed position.

Wayland's organization was developed when times were simpler. Wayland was a small town with few professional staff and many volunteers who did much of the work. Wayland is now analogous to a \$95 million diversified company in a highly regulated and public service environment requiring a stronger centralized management structure.

Over the decades there have been changes in the complexity of municipal government with increased regulations, financial requirements, and public scrutiny. The level of volunteer work cannot and should not be sustained. Wayland has a reputation for being difficult to manage, which translates into difficulty in hiring people into management positions. Previous Town Administrators have reported that their position has all the responsibility, but not the necessary accountability for many departments.

The Charter Commission recommendation was not approved at a town-wide election in 1990. Two recommendations from the Maximus report were approved by Town Meeting: the 2004 Town Administrator Special Act and the 2008 Act Authorizing the Town of Wayland to Establish a Department of Public Works. Even with these steps forward, Collins stated in the Executive Summary of Wayland's Financial Management Structure Report (2018):

At its core, the issue is that the financial management of the Town is severely fragmented in a way that reduces the Town's efficiency, effectiveness, and transparency.

This fragmented structure is causing deficiencies through increased risk of non-compliance with IRS regulations, Massachusetts Department of Revenue regulations, and procurement law.

Reasons Why The Town Manager Act Is Appropriate In 2021

Per the Collins Center report, and the reports from others, it is past time for the Town of Wayland to make structural changes that will allow it to operate far more efficiently as the world of municipal operations and finance become more complex.

With regard to the Town's ability to operate successfully over the years, the Collins report stated:

The Town has managed to achieve these things through the efforts of dedicated current and prior elected officials, appointed volunteers, and professional staff. These accomplishments have come in spite of, not because of, the structure of Town Government, which appears increasingly anachronistic among Wayland's peer communities and increasingly unable to handle the accelerating changes Massachusetts municipalities must manage.

Currently the Town Administrator has 20 direct reports and 6 department heads appointed by boards and managed by both boards and the Town Administrator. More than 40 boards and committees source ideas and projects and set priorities for staff. There is little coordination of functions, efforts, or priorities among boards and committees. Town efforts are fragmented rather than organized to work towards a common goal.

Based on the Finance Committee's current and former peer community list, Collins looked at statutory management structures and found that Wayland had the weakest structure. The language of a charter, by-law, or special act is what determines the strength of the management structure, not simply the method by which the language was enacted. Also, the title (Town Manager or Town Administrator) does not inherently define the strength of the position. Collins looked at the following towns:

- Hopkinton, Lynnfield, Marshfield, Medfield, North Andover, North Reading, Scituate, Westford, Westwood, all of which operate under a charter
- Carlisle, Hingham, Lincoln, Manchester-by-the-Sea, all of which operate under a by-law
- Cohasset, Concord, Sudbury, Weston, all of which operate under a Town Manager Act with strong language
- Wayland, which operates under a Town Administrator Act with weak language

The reporting structure (organization charts) of Wayland, Cohasset, Concord, Sudbury, and Weston are available on line at the web site: <https://www.wayland.ma.us/board-selectmen/pages/select-boardtown-manager-act> (along with other exhibits, including those in Appendix D to the Warrant). Wayland's organization is flat, while other towns have a variety of department groupings such as Finance, Planning and Land Management, Public Works (as Wayland enacted in 2008), Human Services, Culture and Leisure, Public Safety, Facilities, etc. No two towns have exactly the same structure. This proposed article allows flexibility for the Town Manager to group departments, with oversight by the Select Board, but does not propose a specific organization, due to union considerations for many employees including some department heads.

An organization that is managed under one executive, which in this case would be the Town Manager as the Chief Operating Officer (COO) brings a more consistent management and operational environment to Wayland's Town Government. Currently, each department and committee can have its own agenda. Such

a structure is inefficient and does not provide for an environment in which all areas of town government are coordinated, with common goals and priorities.

What are the Impacts of the Special Act, and What Remains The Same:

The Special Act defines the Town Manager's authority and responsibility for administration, finances, personnel, and facilities/property.

The Special Act *maintains* administrative authority and responsibility for coordinating implementation of Town policy; ensuring compliance with policies, procedures, and law; coordinating setting priorities (policies, projects, staff); overseeing emergency situations; communicating activities and coordinating efforts; and responding to requests in a timely manner for public records, general information, Open Meeting Law and other complaints. The word *maintains* indicates that this responsibility already exists in the Town Administrator Special Act of 2004 under Chapter 60 of Town Code.

The Special Act *strengthens* financial authority and responsibility by establishing the Town Manager as the Chief Financial Officer; providing additional Town Manager oversight of Operating and Capital budget development; tasking the Town Manager with effective and compliant finances; affirming the role of Town Manager as Chief Procurement Officer ensuring compliance; and creating clear signing authority to execute and award grants and sign contracts. The word *strengthens* implies a change, but that change does not require any amendment to Chapter 19, which defines the Finance Committee's role.

The Special Act *strengthens* personnel authority and responsibility by centralizing employee services; standardizing consistent and compliant hiring practices; assigning responsibility for performance review standards to the Town Manager; assigning leadership of negotiations to the Town Manager rather than the Personnel Board; and establishing compliance with bargaining unit contracts. Again the word *strengthens* indicates a change from the current practice. In this case, Town Code Chapter 43 will need to be amended to give responsibility for negotiating to the Town Manager in lieu of the Personnel Board.

A personnel related change is that the Special Act changes the Town Clerk from an elected to an appointed position, which is consistent with keeping personnel issues under the auspices of the Town Manager.

The Special Act *maintains* facilities/property authority and responsibility of the Town Manager for construction, repair and maintenance of all Town buildings, real and personal property, and information technology and infrastructure. The Town Manager is still responsible for maintaining an inventory of all Town-owned real and personal property. The word *maintains* indicates that this responsibility already lies with the Town Administrator under current Town Code (Chapter 60).

The Special Act changes the name from Board of Selectmen to Select Board. It reaffirms the Select Board's role as an executive and policy-making body and restates current Chapter 58 (Board of Selectmen) roles.

The Special Act changes the name from Town Administrator to Town Manager with defined responsibilities only as stated in the Special Act. It incorporates all elements of current Chapter 60 (Town Administrator).

The Special Act does not change the following:

- Departments continue to make operational decisions and conduct day-to-day operations;
- Boards/committees retain rights under state law and continue to set policies and maintain all permitting and regulatory responsibilities;
- Volunteer spirit continues through over 40 elected and appointed boards/committees;

- All currently elected boards/committees remain elected;
- The number of appointed boards/committees remains the same;
- Town Code is unchanged for
 - Council on Aging, Chapter 12;
 - Finances, Chapter 19;
 - Planning Board, Chapter 47;
 - Treasurer and Collector, Chapter 72;
 - Board of Health, Division 2;
 - Director of Public Works, Chapter 151; and
- The Library continues to operate under Massachusetts General Laws Chapter 78.

The Town Code will be updated for:

- Personnel, Chapter 43, section B (3) responsibility for negotiations;
- Board of Selectmen, Chapter 58 (being replaced);
- Town Administrator, Chapter 60 (being replaced).

These updates are consistent with the changes discussed above.

What Processes Has the Town Undertaken to Introduce and Create The Special Act, as Proposed:

There has been significant study, discussion and public meetings regarding the implementation of the Special Act. The Collins Center conducted a Review of Financial Policies and Procedures in 2016, a Review of Financial Management Structure in 2018, and created a first draft of the Special Act.

The Board of Selectmen received staff input at a public meeting in April 2018 and at a department head meeting organized by the former Town Administrator. Town Counsel updated the draft in 2019 to make the language more Wayland friendly and fit with existing Town Code. The BoS conducted committee presentations (17) and community forums (7) in 2019. The Select Board/Town Manager Special Act was scheduled for discussion on 15 agendas in 2018 and 19 agendas in 2019. The BoS submitted the Select Board/Town Manager Special Act article in January 2020 for the planned April 2020 Annual Town Meeting. Due to the Covid-19 pandemic, the BoS voted to pass over this article at the rescheduled and shortened 2020 ATM in September.

Feedback and response: The BoS heard concerns about checks and balances, definitions, hiring and evaluations, and consistency with existing code. The BoS revised the text of the Special Act to continue the Select Board as Chief Executive Officer (CEO) with Town Manager as Chief Financial Officer (CFO), Chief Administrative Officer (CAO) and Chief Operating Officer (COO); to consistently use the words *responsible* and *responsibility* to illustrate that the “buck stops” at the Town Manager’s desk, rather than the Town Manager doing the daily work; to include consultation with committees on hiring and evaluating department heads and allow department heads to hire other staff (within union contract specifications); and to recognize that preference is given to State law and existing Town Code.

The BoS also heard requests to propose a specific organization chart, but the Committee felt that it is too early to determine the future structure. It is likely that the first structural change will be grouping of finance related positions, as that was the focus of the Collins study. The Act provides flexibility to work within Wayland’s needs.

There are no changes proposed to staff positions or union structure, but the Special Act allows for flexibility in organization. There are no changes proposed to the volunteer structure. There are no changes to Chapter 19 regarding the role and appointment of the Finance Committee. The Special Act clarifies

practices regarding flexibility in the organization of financial services, as well as responsibility for budget preparation.

Questions about expense savings are difficult to answer. Time and effort efficiencies on future work are not easily quantified. It is expected that repetitive work will be reduced and that project outcomes will improve.

Questions about the process for conflict resolution between committees and departments were posed. The Special Act maintains the Select Board as an elected board with the Town Manager reporting to the Select Board/CEO. Procedural questions such as “who do I call to fix something?” or “what if I have an IT issue?” will not be answered in Town Code, but instead through policy.

Feedback suggesting discomfort with the Special Act includes the following: some committee members may feel that they are losing power or control over their departments or areas of interest; some citizens trust volunteers more than employees; some citizens are concerned that we don't know for sure if the article will cost money; and some people may feel that one person cannot do all that is expected of a Town Manager.

Questions and answers regarding the Special Act can be found in Appendix D hereto in an exhibit entitled Select Board/Town Manager Special Act Frequently Asked Questions (FAQS), dated 1/4/21.

Summary:

The challenges of 30 years ago remain today. The Wayland Charter Commission (1990) wrote:

Town government is growing increasingly complex, and it is essential that we have a well qualified person to handle the day-to-day administration. Having specified powers and responsibilities...will enable the town administrator to be more effective; and we will attract and retain competent people.

The suggestions of 18 years ago are still pending today. The Maximus Report (2002) stated:

Move towards a Town Manager form of government. As an interim (or evolutionary) step, consider making the transition to a Town Administrator form. This will entail delegation of additional authority to the Town Administrator/Manager. This will also include moving staff from reporting to various boards and commissions to the Town Manager.*

Other functions of the Town currently are responsible to a range of accountability points (i.e., boards, commissions, Executive Secretary) which leads to some confusion about responsibility and authority (as well as diluting accountability).

All staff in the Town should report to the Town Manager on matters of personnel, finance, service levels, etc. Boards and commissions should retain no direct supervisory authority.

**accomplished in 2004*

Today's challenge is summarized by the Collins Center (2018):

Wayland appears increasingly anachronistic among Wayland's peer communities and increasingly unable to handle the accelerating changes Massachusetts municipalities must manage.

Much of what is included in the Special Act is either in current Town Code Chapter 60 (Town Administrator) or follows current practice. This is an opportunity to think about what is best for the whole

Town, not just about retaining the power of a committee, but also about how individual departments should fit within the Town structure to best position the Town for future functionality.

We have come full circle to 1990, when the Charter Commission wrote:

The commission feels that the proposed charter provides a viable, progressive and flexible structure for Wayland government for many years to come.

Very few voters will favor every provision of this charter. We urge that you vote for adoption if you conclude that, on balance, the town will be better managed under the charter than without it.

Additional information regarding this Article can be found in Appendix D to this Annual Town Meeting Warrant. These exhibits, and other information regarding the Special Act can be found at the web site: <https://www.wayland.ma.us/board-selectmen/pages/select-boardtown-manager-act>.

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR:

- Wayland's government is operating in an environment of greater regulation and complexity and a more centralized system of management is in its best interest.
- Wayland is an outlier in its flat organization compared with virtually all our peer communities. It is time to begin to modernize Wayland's structure. The Special Act is a step in this direction.
- Previous Town Administrators have reported that their position has all the responsibility, but not the necessary accountability for many departments. The Special Act will provide the Town Manager with the accountability and responsibility for these departments, thereby making their management more effective than it is currently.
- Currently the Town Administrator has 20 direct reports, some of whom are managed by the volunteer boards and committees with which they are affiliated, in addition to the Town Administrator. The Special Act will provide for all staff reporting up to the Town Manager, which should provide for a better operating process.
- The Special Act allows for groupings of departments in order to reduce the number of direct reports to the Town Manager.
- More than 40 boards and committees source ideas and projects and set priorities for staff. The Special Act will bring this process under the control of the Town Manager, allowing for more effective setting of goals and priorities.
- It is expected that redundant work will be reduced.

ARGUMENTS OPPOSED:

- Collins suggested that the Town make a systematic review of the overall organizational structure. There are limited organization structures recommended in the Special Act regarding Boards and Committees, and some may argue that these should be addressed as part of the Special Act.
- Some modifications to the Town's bylaws will be required. Some might want to have these modifications debated by the Town prior to moving forward with the Special Act.
- The Article is not able to define whether the Special Act might cost money or reduce operating costs and they might want this to be defined before the Town votes on the Special Act.
- Although the Special Act allows the Town Manager flexibility in the groupings of departments that will report to her/him, it has been suggested that the Special Act may create an undue burden on the Town Manager if they are unable to structure the direct reports in a manner that is efficient and effective.

- Some have asked if the Special Act gives too much power and control in the position of the Town Manager if that person is not managed well by the Select Board. A cited example was for the Town Manager to potentially have the role of COO and CFO.
- Some committee members may feel that the Town Manager will gain control over their departments or areas of interest.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 6-0-1

QUANTUM OF VOTE: Majority.

CONSISTENCY WITH LAW: This proposed bylaw amendment is not repugnant to federal or Massachusetts law, MGL Chapter 40, section 21.

For more information about this article, contact Selectman Lea Anderson at landerson@wayland.ma.us.

Article 23. Appointment of Finance Committee

Proposed by: Petitioners

To determine whether the Town will vote to amend Town Code § 19-1 such that the Finance Committee is appointed by a new Finance Committee Appointing Board, as follows:

[Key to changes: underlining denotes addition; ~~striketrough~~ denotes deletion]

§ 19-1. Finance Committee.

There shall be a committee called the “Finance Committee” appointed by the ~~Board of Selectmen~~ Finance Committee Appointing Board as hereinafter provided. Such committee shall consist of seven registered voters who shall serve without pay and none of whom during his or her service on such Committee shall hold elective or appointive Town office having to do with the appropriation or expenditure of Town money. Members shall serve terms of three years, such that the terms of two or three members shall expire each year. Appointment to fill unexpired terms shall be made by the ~~Board of Selectmen~~ Finance Committee Appointing Board as vacancies occur.

The Finance Committee Appointing Board (FCAB) shall consist of the Moderator and the chair of the Board of Selectmen. The incumbent members of the Finance Committee shall continue in office for the duration of their appointed terms.

PETITIONERS’ COMMENTS: In 2018 the Collins Center for Public Management, engaged by Selectmen to review Wayland’s financial management structure, found that “the Town’s organizational structure has not kept pace with the changes in the world impacting the Town.” See www.mass.gov/doc/wayland-financial-management-structure/download.

The Collins Center noted that, unlike the vast majority of Massachusetts towns, our Finance Committee is appointed solely by Selectmen, creating the appearance that it represents the executive branch (e.g., Selectmen, School Committee). For example, it develops the budget for the executive branch, which it then reviews for the legislative branch (Town Meeting). No town in Wayland’s self-selected 13 peer communities has Wayland’s “anachronistic” and “entangled” financial management structure.

This article ensures that the FinCom represents Town Meeting through the participation of the Moderator in selecting members. The solution proposed here tracks the Collins Center’s recommendations by establishing an independent FinCom, appointed by vote of the Moderator and Board of Selectmen chair.

FINANCE COMMITTEE COMMENTS: This article sets forth a recommendation to modify the manner by which the Finance Committee for the Town of Wayland is selected. Currently, seven members serve staggered three-year terms such that two or three members have terms that end in any one year. The members of the Finance Committee are currently appointed by the Board of Selectmen. The Finance Committee is not aware of any costs that would be incurred by the Town in conjunction with this article.

According to the Collins Center report, the Finance Committee should act as an independent board responsible for recommending a budget to Town Meeting (the legislative branch), thus serving as a check on the budgeting and spending of the executive branch (e.g., Board of Selectmen). Wayland is the only one of its 13 peer towns (and the majority of the 263 towns in Massachusetts with Open Town Meeting) using this procedure. The Collins report states that the responsibilities of our Selectmen and Finance Committee are “entangled,” such that the Finance Committee is not an independent advisor to Town Meeting.

This article would provide that in the future, members of the Finance Committee would be selected by the Town Moderator and the Chair of the Board of Selectmen, acting under the Open Meeting Law. Their decision must be unanimous. The article does not change the current role of the Finance Committee. Changes in the manner by which the Finance Committee operates, including its roles and responsibilities, could be modified if the Town votes to approve the Town Manager Special Act, which is also proposed for a vote at Annual Town Meeting in 2021.

The Collins report writes extensively about the role of the Finance Committee in comparison to similar communities in Massachusetts and makes a number of recommendations with regard to changing that role. This Article does not make any such recommendations, and it could be that a change in the manner by which the Finance Committee is selected might be better incorporated into a proposal to change the role of the Finance Committee.

Note: The Edward J. Collins, Jr. Center for Public Management is dedicated to improving efficiency, effectiveness, governance, and accountability at all levels of government, with a particular focus on state and local government. It was established by the state legislature of the Commonwealth of Massachusetts in July 2008. It is affiliated with the University of Massachusetts – Boston (web site: www.umb.edu/cpm)

The Board of Selectmen recommends approval. Vote: 3-2-0

ARGUMENTS IN FAVOR:

- As the Collins Center advises, The Finance Committee is intended to serve as an independent check on the budgeting and spending of the executive branch (e.g., Board of Selectmen).
- Appointment of the Finance Committee by the Moderator and chair of the Board of Selectmen will achieve the desired independence of the Finance Committee.
- Some argue that this change may well improve decision-making at Town Meeting by aiding its comprehension of articles and reducing debate time.
- Giving the Moderator an important role in appointing the Finance Committee aligns Wayland with the majority of the 263 towns in Massachusetts with Open Town Meeting.
- The Moderator and chair of the Board of Selectmen, acting together, will have the necessary expertise to make appointments that satisfy the goals of an independent Finance Committee.

ARGUMENTS OPPOSED:

- It can be argued that appointments are better made by five people rather than two, providing for a more thoughtful selection process.

- The Moderator is an individual who is engaged in the Town's business at Town Meeting and is otherwise not engaged in the day-to-day business of the Town; therefore, one might argue that such an individual is not qualified to have a significant role in appointing one of the Town's operating committees.
- Observers of the Finance Committee might argue that it already acts as an independent committee and this can be seen in budget discussions that take place every fiscal year.
- Some opponents argue that changes to the Finance Committee section of the Town Code should wait for a total rewrite of the entire section.
- Most boards and committees have an odd number of members in order to avoid the possibility of one member in favor and one against, leading to no decision on potential candidates.

RECOMMENDATION: The Finance Committee does not recommend approval. Vote 1-4-1

QUANTUM OF VOTE: Majority – see Massachusetts General Laws Chapter 39, Section 16, and Massachusetts General Laws Chapter 40, Section 21.

CONSISTENCY WITH THE LAW: Town Counsel has reviewed this Article and is of the opinion that this Article is not repugnant to state or federal law.

For more information about this article, contact lead petitioner George Harris at geoharris2@gmail.com

Article 24. Acquisition of Land for Council on Aging / Community Center

Proposed by: Board of Selectmen

Estimated Cost: \$100

To determine whether the Town authorizes the Board of Selectmen, with approval of Town Counsel as to form, to acquire by gift, purchase, or otherwise, for general municipal purposes, but currently intended to provide space for the eventual construction of a multi-use Community Center (Council on Aging/Community Center), on such terms and conditions as the Board of Selectmen deems appropriate, but at a purchase price not to exceed \$100, land, including the fee or any lesser interest in all or any part of the parcels of land, on and off Elissa Avenue, north of the current X Golf business, and bounded by Elissa Avenue on the west and on the north by 185 Elissa Avenue, owned by the Town, Assessor's Map 23-052B, as shown in Appendix H: Parcel Identification Map of this Town Meeting warrant, and further to authorize the Board of Selectmen to execute any and all documents as may be necessary or convenient in relation thereto or take any action relative thereto, and further authorize the Board of Selectmen to determine whether such appropriation shall be provided by taxation, by transfer from unappropriated funds, transfer from available funds already appropriated for another purpose, transfer from the real estate fund, or otherwise.

PROPOSERS' COMMENTS: Town Meeting has twice appropriated funds for a Council on Aging/Community Center to be built at Town Center. At the 2020 ATM residents voted to permit monies previously allocated for feasibility, design, construction and bid documents for multi-use Council on Aging/Community Center to be used for a facility located at an appropriate location within the Town of Wayland. The Board of Selectmen will negotiate, or has successfully negotiated, an agreement with the subject property's owner whereby that owner has agreed to permit the sale of land behind the X Golf business at Wayland Town Center, for a nominal amount of money, \$100. This article seeks Town Meeting approval to secure this land for the Town in order that a Council on Aging/Community Center can be built once a future town meeting votes construction monies.

FINANCE COMMITTEE COMMENTS: Passage of this Article would authorize the Board of Selectmen (BoS) to acquire a parcel of land located at Town Center for the purpose of constructing a multi-use Council on Aging/Community Center (COACC).

The Town has considered the construction of a COACC at Town Center since at least September 2014, when the BoS established a Council on Aging/Community Center Advisory Committee as a temporary advisory committee to review the feasibility of utilizing space at the so-called “Municipal Parcel” at Town Center for the construction of a COACC. The Town appropriated funds for purposes of a COACC at Annual Town Meeting (ATM) in 2015 and 2018. ATM in 2020 approved an Article that allowed the previously appropriated funds to be used to complete feasibility and design for a COACC at a site other than the Municipal Parcel.

The project initially envisioned use of the approximately 10,250 square foot building located on the Municipal Parcel, as well as three adjacent parcels. As of the date the 2021 ATM Warrant went to print, the Town has not been able to negotiate the acquisition of the Municipal Parcel or the three adjacent parcels. Therefore, the Town is not presently able to construct a COACC of sufficient size or stature to meet the needs of the community.

In response to the negotiation standstill, the Council on Aging approached the BoS about considering other possible locations for a COACC, and the Town responded by issuing a Request for Proposals. The Town received one bid in response to the Request for Proposals, which was for use of a parcel of land located behind the X Golf facility at Town Center. The owner of this new location has offered the parcel to the Town for a nominal purchase price, no more than \$100. This new parcel is located about 600 feet away from the Municipal Parcel, and therefore is very close to the initial intended location for the COACC. The new parcel, including the adjacent parking area, is approximately 111,000 square feet, and therefore is larger than the Municipal Parcel, which is 85,000 square feet. The new parcel also allows for more convenient access to nearby parking, as well as the businesses located at Town Center. The Council on Aging stated its preference for use of this new parcel for construction of a COACC.

The Town does not own the new parcel and the BoS cannot acquire the parcel without authorization from Town Meeting. This Article would enable the BoS to purchase the land. Although the many delays in constructing a COACC on the Municipal Parcel strongly suggests that it is unlikely the COACC will be constructed at that location, passage of this Article does not eliminate the possibility. Rather, the acquisition of the new parcel allows for another potential location for the COACC.

The budget before this Town Meeting (i.e., Fiscal Year 2022) does not include any funding for the construction of a COACC. Therefore, any construction monies for a COACC (whether on the Municipal Parcel or the new parcel) would need to be approved at a future Town Meeting. The Town has spent \$74,417 to date to secure a site and develop a COACC at Town Center. Of that sum, no monies have been spent on design.

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: Town Meeting has repeatedly approved the appropriation of funds for purposes of designing a COACC, and passage of this Article increases the likelihood of a COACC finally being built for the benefit of the Town. Passage of this article is necessary to demonstrate to the subject property’s owner of the Town’s interest in it.

This Article provides nothing more than a grant of authority to the BoS to acquire a parcel of land at less than \$100 for a promising location for a COACC.

Passage of this Article would bring the Town one step closer to providing the Town with a central location for community involvement, recreation, and the arts.

The parcel to be acquired through passage of this Article is located approximately 600 feet from the Municipal Parcel and therefore allows for a COACC to be built at Town Center and in a location that better benefits from available parking.

Use of parcel for a COACC may serve as an anchor destination that would incentivize new commercial tenants at Town Center and therefore potentially increase tax revenue.

ARGUMENTS OPPOSED: Prior year Warrants, as well as Town Meeting deliberations and votes, show support for expenditures of funds for a COACC on the Municipal Parcel and use of the proposed new parcel may not have the same support.

The lack of clarity and specificity as to the design of any COACC on the newly-acquired parcel results in many unknowns as to the potential cost to the Town for the construction of a COACC on this parcel.

Acquiring this parcel does not guarantee construction of a COACC and therefore takes another parcel of land off the tax rolls that could be used for future development and revenue to the Town.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 7-0-0

QUANTUM OF VOTE: 2/3 vote – See Massachusetts General Laws, Chapter 40, Section 14.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 25. Loker Turf Field Construction

Proposed by: Recreation Commission

Estimated cost: \$3,600,000

To determine whether the Town will vote to:

- a) Appropriate a sum of money of not more than \$3,600,000 to be expended under the direction of the Permanent Municipal Building Committee for designing, permitting, engineering and constructing a multi-purpose synthetic turf 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;
- b) Provide for said appropriation by borrowing, taxation, transfer from unappropriated funds, transfer from available funds appropriated for other purposes, or otherwise, provided not more than \$188,816 of the funds appropriated shall be transferred from the Recreation Stabilization Fund;
- c) Authorize the Town Treasurer, with the approval of the Board of Selectmen, to borrow up to said sum in accordance with Massachusetts General Laws Chapter 44, section 7 and 8 and any other enabling authority, and issue bonds or notes of the Town therefor; and
- d) 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.

PROPOSERS' COMMENTS: Since 2000, Wayland has invested almost \$2,000,000 in the purchase and design of the Loker site. The design utilizes land that is deeded specifically for recreational use and continues to lie vacant for over 20 years. Recreation studied and pursued over a dozen other suitable options to alleviate the over-usage of its grass fields and Loker was deemed most suitable for a multipurpose turf field. Grass fields continue to deteriorate from over-utilization. When school dismissal times changed, field shortages became dire, shifting youth organizations to using school fields after dark. Access to outdoor recreation is valuable to both individuals and the Wayland community at large, now more than ever. The turf project demonstrates fiscal responsibility by: 1) lower maintenance costs; no need to mow, seed, water, or paint 2) the need for less grass fields 3) significantly greater playing time, both by hours/day and days/year.

FINANCE COMMITTEE COMMENTS: This article would authorize \$3,600,000 for the construction of a multi-purpose synthetic turf field at the Loker Conservation & Recreation Area. Of this total sum, \$188,816 would be authorized from the Recreation Stabilization Fund and up to \$200,000 would be expended from the Recreation Revolving Fund and Recreation Athletic Fields Revolving Fund. Approval of this article would authorize the Town to use excluded debt (for an amount not expected to exceed \$3.2 million) to fund the project. The requested funds are anticipated to be expended in FY 2022. Wayland residents approved excluded debt for this project at the polls in the April 2019 election with an anticipated project budget of \$3.8 million, which the Massachusetts Department of Revenue confirms is still valid. At the 2019 Annual Town Meeting, a similar article was considered but narrowly did not obtain the 2/3 threshold needed to approve the funding. A similar article was submitted for consideration at the 2020 Annual Town Meeting; however, the article was passed over in order to expedite the 2020 Annual Town Meeting due to the COVID-19 pandemic. Additionally, Community Preservation Act funds appropriated during the 2019 Annual Town Meeting totaling \$118,000 would partially offset the cost of this project's parking lot.

The field would be built on an area that the Town purchased for \$1.7 million in 2000. At a Special Town Meeting in November 2017, the Town approved design funds for this project, of which \$154,000 has been expended to date. The scope of this project includes a regulation-sized field (measured at 195' by 330') and includes the playing surfaces, lighting, drainage, landscaping, amenities, access roads, and parking areas. Design and construction bid documents are complete. The project would be managed by the same team that managed the recent WHS Stadium Project: the Permanent Municipal Building Committee (PMBC), the Town Project Manager, and an Owner's Project management firm, *Left Field, Inc.* The location of the project – the former Dow Chemical facility – was cleaned up approximately twenty years ago according to the required standards at that time. In 2019, the Board of Selectmen contracted with CMG Environmental, Inc. to conduct a third-party independent environmental review to assess any potential hazards when comparing present-day standards to those in place at the time of the cleanup. A representative of CMG Environmental, Inc. attended a Board of Selectmen meeting in February 2020 to present the findings, and stated he had no hesitation allowing his own family members to play on a field at this location.

The Recreation Commission recommends the construction of this field to address a playing field shortage in Wayland. It is estimated that there are over 6,000 children, adults, and seniors who use Wayland Recreation sites annually. The Town cannot currently meet demand at our present field capacity, has been unable to find fields in other towns with capacity to rent, and, as a result, needs to turn kids away from youth sports. The *Wayland Town-Wide Recreation Facilities Strategic Plan* concluded that Wayland grass fields are significantly over-utilized, deteriorating, and deficient. Both Weston & Sampson and Gale Associates, Inc. have suggested that our grass fields be used 400-600 hours per year. Using this standard and, based on presumed field usage data for actual field permits issued by the Recreation Department since 2017, we are currently overusing Wayland's existing assets by an average of 5,000 hours per year.

This represents a deficit of eight to twelve grass fields. A single, rectangular turf field with lights can accommodate over 2,400 hours of usage per year, or cut in half the deficit faced by the Town.

Using synthetic turf instead of natural grass turf allows for many more hours of usage which natural grass cannot withstand, especially with New England weather. While turfing over an existing grass field does add some hours of playability, adding a new field footprint does much more. For example, Cochituate Ball Park is already used by Wayland athletes from 8:00 am to 10:00 pm almost daily, changing the surface to synthetic turf does not add much, if any, play time.

The synthetic turf field is proposed to have virgin crumb rubber infill. A similar article considered during the 2019 Annual Town Meeting for a synthetic turf field at the Loker Area proposed a crumb rubber infill. The decision to use this infill material was made after thorough analysis by a Weston & Sampson toxicologist, as well as community input provided to the School Committee, the Recreation Commission, and the PMBC. Analysis of research was compiled by the School Committee and virgin crumb rubber infill was approved by the PMBC on July 18, 2018 for the High School stadium project, and the Recreation Commission on November 19, 2019. Crumb rubber is the most widely used infill and most researched material for synthetic turf fields. This article proposes the infill choice of “virgin” crumb rubber. Unlike crumb rubber, “virgin” crumb rubber is made from known components that can be modified to enhance the product and avoid specific chemicals. Although virgin crumb rubber has a higher cost than alternative infills, it is a material that requires less maintenance, provides good drainage, and does not float.

The publication of a study reported by local media outlets in the Fall of 2019 addressed potential health concerns regarding PFAS, man-made chemicals that do not degrade easily, in synthetic turf blades/fibers. Studies show, however, that only a small amount of PFAS can be absorbed through the skin, and that 98% of Americans have detectable levels of PFAS in their blood. The turf field installed at Wayland High School was manufactured without PFAS. The Town would require that the construction specifications for the field installed at the Loker Area prohibit use of PFAS, as confirmed by the carpet provider.

As of the publication of the Warrant, the project still requires approval from the Zoning Board of Appeals (ZBA). The approval of this article does not obviate the need for permits. The Conservation Commission voted approval of a permit with an order of conditions for the project on March 24, 2021. With respect to the ZBA’s review of this project’s request for a Special Permit for lights and Site Plan, the Town requested to withdraw its previous application without prejudice and reapply for a permit. This action was taken because several ZBA members have resigned or missed meetings since the Town submitted the previous application in December 2018. The ZBA approved the request to withdraw and accepted the reapplication solely for the purpose of establishing a new panel that could include new members of the Board. As required under Wayland’s by-laws, the Planning Board reviewed the Site Plan on March 2, 2021 and on March 16, 2021. The Planning Board’s recommendations were forwarded to the ZBA. As of the time the Warrant went to print, the ZBA opened the hearing for the project on March 9, 2021, continued to April 13, 2021.

The upfront cost of developing a synthetic turf field at Loker is twice the cost of a grass field; however, the use of a synthetic turf field results in lower long-term expenses, including: 1) lower annual maintenance costs (because there is no need to mow, seed, fertilize, irrigate, or paint); 2) increased availability and usage; and 3) the need for fewer total fields to meet the Town’s athletic and recreational needs. The total ongoing costs for turf maintenance are estimated to be \$10,500-\$19,000 annually:

- Maintenance of the artificial turf surface: \$6,500-\$15,000 (Weston & Sampson has estimated \$10,000-\$15,000/year for maintenance of a generic turf field. The current contract for the maintenance of the artificial turf playing surface at the High School ranges from \$6,500-\$8,000/year).

- Routine parks maintenance of natural areas, toilets, trash, and recycling, and parking: \$4,000. The Department of Public Works (DPW) would perform the routine parks maintenance of natural areas, trash and recycling, and parking areas. The field maintenance would be managed through the Recreation Department and funded by field users.

According to Weston & Sampson, newer generation turf fields have a lifespan of 10 years or more. Synthetic turf carpet replacement was estimated at a cost of approximately \$900,000. The Recreation Commission considered as many as 12 other Town land parcels for locating a new field. The challenges vary from site to site, but each involve significant tree removal and land clearing, building expensive access roadways and parking lots, while protecting wetlands areas. The Loker Area site has an existing paved asphalt access roadway and the remnants of the Dow Chemical parking lot. While there is tree removal expected, much of the area is open and clear because the site was home to the former Dow building. Approximately 45 trees in the wetlands area are planned to be removed and will require replacement, and an additional 268 trees in upland areas will be removed. The design includes a replacement planting plan that will replant 221 new trees and shrubs at the site. A new parking lot at Loker could also serve to allow public access to conservation land through use of an existing trail system. The Loker Field plan utilizes the existing access road and calls for 63 parking spaces planned, which is more parking than most other recreational facilities in Wayland. A consultant not affiliated with this project conducted a peer-reviewed traffic study, which concluded that the traffic in the area of the project is rated D, and the installation of a new field would not worsen the traffic rating.

After design, the nearby North Pond was certified as a protected vernal pool. Vernal pools are unique but temporary wildlife habitats best known for the amphibians and invertebrate animals that use them to breed. The project could mitigate the effect of development by cleaning up old debris that has remained after Dow Chemical vacated and also enhance the trail system to distance other threats to the vernal pools. In its prior procedural denial of a permit for this project on April 25, 2019, the Conservation Commission noted concern with relocating the Conservation Trail and adding vegetation to protect the vernal pools. In response and to alleviate this concern, the trail was rerouted in 2020. The project was designed to sit outside the thirty-foot buffer 'No Build Zone' that protects the Wetlands. The Town retained Kleinfelder, an international engineering and environmental firm, to review the project for compliance with new requirements regarding the total maximum daily load for phosphorous assigned to projects within the Charles River watershed. Kleinfelder provided the Town with a memorandum dated February 18, 2021 with its findings, which was submitted to the Conservation Commission as part of its review of the project. The Town retained Kleinfelder, an international engineering and environmental firm, to review the project to review the improvements in the total maximum daily load for phosphorous assigned to projects within the Charles River watershed as required by the Town's National Pollutant Discharge Elimination System (NPDES) Permit.

Overall, the design team felt the project would improve the habitat in and around the wetlands by removing old asphalt and fencing abandoned by Dow Chemical. The project was also designed to comply with the Historical Commission's directives to avoid any area that was of Native American tribal, archeological, ceremonial, or historical significance. The project bid documents include the Historical Commission's instructions regarding construction.

For more information please visit the Frequently Asked Questions page on the Town website here: <https://www.wayland.ma.us/node/91043/faq>.

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: This proposal would establish a new multi-purpose playing field for Wayland Recreation users and allow the Recreation Department to enhance and expand current program offerings for preschool, adult, and senior groups.

The addition of this field will partially alleviate the severe overuse of existing recreation grass fields. A new rectangular turf field will allow for the rest and rehabilitation of existing recreation fields that need repair. Existing conditions of Wayland grass fields are deteriorating and deficient. Rehabilitation would ensure safer playing fields for all Town residents.

Based on usage trends in Wayland, the Town currently has a field deficit of over 5,000 hours. An additional lighted field can accommodate over 2,400 hours of usage per year. An additional full-size grass field would accommodate approximately 400-600 hours of usage. One lighted turf field can accommodate 4-6 times the capacity of a grass field.

The addition of a field with lighting has become increasingly more important since the Wayland Public Schools shifted their school start times later in the day, thus pushing back the start time at which children can begin use of the fields.

The average cost to maintain a synthetic turf field is less than the average cost to maintain a grass field. Synthetic turf requires no mowing, painting, fertilizers, irrigation, saving thousands of gallons of water per year, while also reducing the burden on the DPW. Wayland is the only community in the Dual County League that does not have multiple turf fields to support its programs.

Supporters may argue that providing children with a space to engage in organized physical activity within clear and safety parameters is of paramount importance in light of the present COVID-19 pandemic, as stated by the Massachusetts Department of Elementary and Secondary Education and the Massachusetts Interscholastic Athletic Association.

Building this field will utilize a site that is currently designated for recreation and has been vacant since 2000.

ARGUMENTS OPPOSED: Opponents argue that this proposal is too expensive and that a field could be built at lower cost on another site in Town.

These resources would be better spent to complete the upgrade of fields in the Recreation Department strategic plan, including Alpine, Claypit, Schwartz/Riverview, and Middle School fields.

The construction plans for the Loker turf field may require the removal of ledge in addition to soil removal. Opponents note that costs could escalate if ledge removal is more difficult than anticipated.

Artificial turf fields may pose greater danger of severe burns and heat illness during summer weather since field surface temperatures are higher on artificial turf fields; surface temperatures can reach as high as 200 degrees Fahrenheit.

A higher capacity artificial turf field may have a detrimental impact on traffic. There are also concerns about the adequacy of on-site parking and the potential for overflow parking in the adjacent neighborhood. Additionally, despite the Chief of the Wayland Fire Department stating there is appropriate access for the types of calls are likely to be experienced at that location so long as the emergency access road and gate area are kept clear and accessible to the Fire Department, some opponents believe this may still be an issue.

Residents have expressed concerns regarding the safety of materials in the synthetic turf, particularly turf fibers and crumb rubber infill. Opponents argue that “virgin” crumb rubber does not eliminate the issue and that a different infill (like walnut shells, cork, or coconut) should be used as an alternative.

Opponents may argue that the site was cleaned up over twenty years ago using the required standards at the time. Opponents argue that additional testing should be conducted to better understand potential hazards at the site and ensure safety.

Opponents may argue that expending funds on the construction of a new field is not a high priority for the Town given the ongoing COVID-19 pandemic.

As of the publication of the Warrant, the project has not received the Zoning Board of Appeals approval. Concern exists that the requirements included in the approval could cause costs to increase.

RECOMMENDATION: The Finance Committee recommends approval. Vote 6-1-0

QUANTUM OF VOTE: 2/3 vote – See General Laws, Chapter 44, Sections 7 and 8; General Laws, Chapter 40, Section 5B.

For more information about this article, contact Asa Foster, Recreation Commission Co-Chair, at afoster@wayland.ma.us

Article 26. Establish Wayland Human Rights Commission

Proposed by: Petitioners

To determine if the Town will vote to establish a Human Rights Commission (HRC), which will serve as a government entity with a mission to promote justice, equity, and inclusive humanity in all spheres of Wayland life (including but not limited to education, employment, law enforcement, housing, public accommodation, health, recreation, sports, and the arts) for all persons who live, work, study, worship in or visit Wayland for any reason.

The HRC shall consist of no fewer than 9 and no more than 15 members. At least 7 members shall be Voting Members. To qualify as a Voting Member, a person shall be a Town resident 18 years of age or older. A person may be appointed as an Associate (non-voting) Member even if the person is not a resident of the Town or is not 18 years of age or older. The Town Administrator / Town Manager may serve as an ex-officio, non-voting member of the HRC. The members of the HRC (with the exception of Youth Members, who serve a 1-year terms) shall be appointed to serve 3-year terms with no member serving more than 6 consecutive years. The initial HRC appointments shall be for staggered terms so that 3 of the appointed members shall initially serve 1-year terms, 4 of the initial members shall serve 2-year terms, and all remaining initial members shall serve 3-year terms. The length of the initial staggered terms shall be determined by lottery.

The members of the HRC shall be nominated as set forth below and then confirmed by a majority of the Board of Selectmen.

One member shall be nominated by the Wayland Board of Selectmen.

One member shall be nominated by the Wayland School Committee;

One member, serving as a Youth Member of the HRC, shall be nominated by the Principal of the Wayland High School in coordination with the WPS Diversity and Equity Coordinator;

One member shall be nominated by the Director of the Wayland Public Schools METCO Program;

One member shall be nominated by the Chief of the Wayland Police Department;

One member shall be nominated by the Wayland Council on Aging;

One member shall be nominated by the Wayland Housing Authority; and

One member shall be nominated by the Board of Library Trustees.

The HRC shall nominate any remaining members up to a maximum of 15 not otherwise appointed, as above (including filling remaining unexpired terms), by seeking applications from a broad range of interested persons who shall reflect the HRC's goals as set forth above. The HRC shall nominate at least one youth.

Nominating entities and the Board of Selectmen shall strongly endeavor to ensure that the HRC represents a broad spectrum of the community, including but not limited to a diverse representation of race, skin color, sex, age, religion, ethnicity, physical or mental ability, sexual orientation, gender identity, family and/or marital status, educational status, health status and socio-economic status. In addition to these factors, nominating entities and the Board of Selectmen shall strongly endeavor to ensure that HRC membership represents experience related to human rights/equity, community engagement, municipal government, and supportive services for individuals from historically marginalized groups.

The initial nominations shall be made to the Board of Selectmen within 6 weeks of the passage of this article. The Board of Selectmen shall confirm these nominations within 9 weeks of the passage of this article. The HRC shall make its nominations no later than 6 weeks following its first meeting. The Board of Selectmen's nominee shall convene the first two meetings of the HRC, the first of which shall occur within 4 weeks of the Board of Selectmen's confirmation of nominations. Members of the HRC shall select a temporary Chairperson for the first six months, after which time the HRC shall elect Co-Chairpeople from among the full HRC membership.

The HRC shall be authorized to:

- (1) Offer support to individuals who bring forward a complaint of inequity or mistreatment on the basis of race, skin color, sex, age, religion, ethnicity, physical or mental ability, sexual orientation, gender identity, family and/or marital status, educational status, health status, or socio-economic status, or other aspects of their identity or identities. Upon receipt of a complaint, the HRC may suggest resources, provide referrals for human services and other resources as appropriate, and/or inform the person on their right to file a report with appropriate authorities and provide information on how to do so.
- (2) Partner with Town entities (including but not limited to Town departments, elected and appointed Town boards, committees, councils, and commissions) to:
 - (a) Assess whether, and to what extent, entities' practices and policies perpetuate barriers to equity;
 - (b) establish justice, equity and inclusive humanity goals;
 - (c) collect and analyze data to measure progress toward these goals;
 - (d) determine what steps are needed to end or mitigate the negative impact of policies and practices that are found to be barriers to the achievement of these goals.

The HRC shall explore an equity audit.

- (3) In collaboration with members of historically marginalized groups and other stakeholders, organize community education opportunities with an aim to: promote mutual respect and understanding for differences, foster understanding of barriers to justice and equity, and stimulate conversations and strategies to reduce these barriers.

The HRC shall be directly accountable to the residents of the Town. To ensure such accountability, the HRC shall submit annually a written report for the record at Annual Town Meeting. The HRC shall also hold an annual public forum within two months of Annual Town Meeting, which includes an oral report by members of the HRC and an opportunity for the public to ask questions and provide comments to the HRC. In addition, quarterly written updates shall be made publicly available.

PETITIONERS' COMMENTS: Human Rights Commissions (HRCs) exist nationally and internationally, including more than 60 municipal HRCs in Massachusetts. Their underlying principle is that every person has equal value and dignity. HRCs provide resources and support for individuals who experience identity-based mistreatment or discrimination, educate the public, and champion equitable practices.

Wayland needs an HRC because instances of identity-based mistreatment and discrimination occur here, like everywhere else. Such incidents have been shared in many ways including through the Lived Experiences Survey. Although various entities play a crucial role in ensuring Wayland residents' safety and wellbeing, no civic body is charged with championing equitable policies and practices, educating the public about barriers to equity, and assisting impacted individuals. An HRC would be the government entity so authorized and would establish Wayland as a town where residents and town officials share a commitment to the principle that everyone has equal value and dignity.

FINANCE COMMITTEE COMMENTS: The idea for this Petitioner's Article to Establish a Human Rights Commission in Wayland began in January of 2020 when a small group of residents began to explore the idea of a Human Rights Commission (HRC) for the Town of Wayland. The group, the "HRC Study Group," now includes about a dozen residents who have been meeting almost weekly since June to learn how a Human Rights Commission might serve the needs of Wayland.

Human Rights Commissions, which exist in cities and towns across the United States and the world, are based on the principle that every person has equal value and dignity no matter who they are. HRCs can provide resources and support for individuals who experience identity-based mistreatment or discrimination, educate the public, champion equitable policies and practices, and more.

In Massachusetts, there are more than 60 municipal-level HRCs or HRC equivalents that offer these protections across a range of commission and committee models. "HRC equivalent" means that, although these municipal committees or commissions may use a range of different names, their mission statements and related materials make it clear that the entities are equivalent to an HRC. The HRC Study Group has investigated many of these models with a goal of identifying what entity, if any, would best serve the Wayland community.

Members of the HRC Study Group represent a wide range of experiences professionally and personally, including attorneys, educators, fundraisers, PhDs, parents, researchers, members of various town committees and boards, and individuals who have lived in Wayland from one year to many decades. The group has been aided by a faculty member at Northeastern University School of Law who specializes in human rights at the international, national and local levels. In the course of the work of the HRC Study Group, the Northeastern University School of Law Professor and her research assistants have investigated and written informal memoranda on the structure of HRCs in other towns and cities in Massachusetts and across the country, the possible investigative powers of a town-based HRC in Massachusetts including whether or not a town-based HRC can issue a subpoena (they do not have independent subpoena power), and the relationship of an HRC to Massachusetts Open Meeting Laws.

It is important to note that members of the HRC Study Group are not necessarily seeking to serve as commissioners of an HRC but, rather, are focused on its design, implementation, and eventual evaluation.

Since June 2020, the HRC Study Group has:

- Studied the need for, and potential contours of, a Human Rights Commission for Wayland
- Heard directly and indirectly regarding incidents of bias in Wayland
- Learned from other HRCs around the Commonwealth and the country

- Expanded its focus from racial equity to human rights more broadly, and
- Developed the Lived Experiences Project to explore the dimensions of bias incidents through a survey to collect personal narratives (survey launched on International Human Rights Day, Dec 10, 2020).

Why does Wayland Need a Human Rights Commission?

“Where, after all, do universal human rights begin? In small places, close to home – so close and so small that they cannot be seen on any maps of the world. Yet they are the world of the individual person; the neighbourhood he lives in; the school or college he attends; the factory, farm or office where he works.

Such are the places where every man, woman, and child seeks equal justice, equal opportunity, equal dignity without discrimination. Unless these rights have meaning there, they have little meaning anywhere. Without concerted citizen action to uphold them, we shall look in vain for progress in the larger world.”

- Eleanor Roosevelt, speech commemorating the 10th anniversary of the Universal Declaration of Human Rights

Identity-based mistreatment and discrimination occur everywhere in the United States, and Wayland is no exception. Incidents of identity-based mistreatment in Wayland have been reported, for example, in the “bipoc.wayland” [Black, Indigenous and Other People of Color] and “Dear Wayland” Instagram accounts. Friends and neighbors have shared accounts of similar incidents with members of the HRC Study Group, including individuals in the group who have been targets of such incidents. While various Wayland entities play a crucial role in ensuring the safety and wellbeing of Wayland residents, there is currently no civic body charged with partnering with town entities to ensure that policies, practices and programs are in place to prevent these occurrences and - when they do occur - providing support, resources and information to our neighbors who are impacted.

For example, currently if a person in Wayland is the target of an identity-based incident they can report it to the police, but they may not know where to turn for support. If an HRC were in place, a person could contact the HRC to get support, resources and information.

Establishing a Human Rights Commission would align Wayland with peer and neighboring towns, including Arlington, Belmont, Concord-Carlisle, Framingham, Lexington, Maynard, Needham, Newton and Winchester, who are working to improve the quality of life for all residents no matter their racial identity, religion, sexual orientation, gender identity, country of origin, or other aspect of identity. Creation of an HRC would establish Wayland as a town where residents and town officials share a belief that every person has equal value and dignity no matter who they are.

Purpose of a Human Rights Commission: The purpose of a Wayland Human Rights Commission would be to champion the achievement of justice, equity and inclusive humanity in all spheres of Wayland life for all people who live, work, study, worship in or visit Wayland. The work of the HRC would be guided by these values:

- What binds people together is greater than what separates us
- Every person has equal value and dignity no matter their race, color, sex, religion, physical or mental ability, origin or ancestry, ethnicity, sexual orientation, gender identity, marital status, socio-economic status or a combination of identities
- Everyone deserves equal access to benefits, privileges and power
- All groups of people are inherently equal, and no group is inferior or superior to another
- Working to achieve these goals is an immediate obligation

These values are rooted in the universal human rights principles expressed in the United Nations' Universal Declaration of Human Rights.

The HRC would comprise a volunteer group of Wayland stakeholders, representing various identities, skills and experiences. The HRC Study Group held many discussions on the proposed composition of the HRC and concluded that the membership set forth in the article represents a wide variety of different groups who would nominate members while also allowing the HRC itself to nominate additional members to ensure diversity and inclusive humanity within the HRC. In addition, allowing the entities to nominate the members, who are then subject to confirmation by the Board of Selectman, will encourage the necessary autonomy of the members and entities while ensuring that the HRC also has sufficient authority to accomplish its mission.

What's Happening in Other Locations? Many towns and cities across Massachusetts have Human Rights Commissions or Committees. The Massachusetts Human Rights Coalition (MAHRC) is a coalition of "municipal and local agencies responsible for promoting human and civil rights and harmonious relationships among diverse groups at a local level." Members of the Wayland HRC Study Group have attended several MAHRC meetings. A list of selected Human Rights local and municipal agencies in Massachusetts can be found on the MAHRC website. In addition, the Wayland HRC Study Group researched 24 of these agencies and created a summary of its findings.

The International Association of Official Human Rights Agencies maintains a list of U.S. State-level human rights organizations, such as the Mass Commission Against Discrimination here in the Commonwealth, as well as city and town human rights organizations around the U.S. and Canada.

The US Human Rights Network is home to the National Human Rights Cities Alliance, a membership organization that promotes human rights cities projects around the U.S. This organization has published a statement of human rights city principles.

The Board of Selectmen takes no position on this article.

ARGUMENTS IN FAVOR: Defending the rights and dignity of people in Wayland is in keeping with the Town's ideals and values. It is in the interest of the residents of Wayland to ensure that education, support and resources are available to help them achieve equity in all areas of town life.

Many examples of inequity, on a local, national and international scale, have been brought to light in recent years and especially during the past year. The HRC Study Group has noted instances of bias by residents of Wayland as well. The Town has an obligation to support its citizens of all backgrounds, life experiences and identities to achieve equity and an HRC would be an important step in this direction.

A number of towns in Massachusetts and municipalities throughout the country and the world have undertaken efforts to establish HRCs or HRC equivalents. Wayland would be amongst leaders but would not be a trailblazer in this endeavor and thus, could benefit from having incorporated 'most-effective' practices into the proposed HRC plan.

ARGUMENTS OPPOSED: The Board of Selectman is reviewing an alternative proposal for the creation of an HRC. If an HRC is formed via another plan, this proposal is redundant and unnecessary.

Some would argue that Wayland is a civil environment and that an HRC is not needed.

RECOMMENDATION: The Finance Committee recommends approval. Vote 7-0-0

QUANTUM OF VOTE: Majority.

For more information about this article, contact lead petitioner Karen Blumenfeld at Oxbow3@comcast.net.

Article 27. Recognize Law Enforcement Day

Proposed by: Petitioners

To determine if the Town will vote to:

Declare that January 9 of every year beginning 2022 in Wayland, Massachusetts shall be recognized as “Law Enforcement Officers Day”.

PETITIONERS’ COMMENTS: Petition to make January 9 an annual recognition day for Wayland Massachusetts Law Enforcement Officers.

Whether it is civil unrest, labor strikes, huge sporting events or just helping a cat get down from a tree, law enforcement officers are a critical part of our lives woven into the everyday fabric of living in America. They keep our neighborhood safe and help ensure that whatever it is you need to do you can do with peace of mind. They are our first line of defense.

Let’s show Wayland law enforcement that the difficult career path they have chosen is recognized the people for Wayland who they protect and up old the law for. Let’s make January 9 an annual event for recognizing how important our law enforcement officers are.

FINANCE COMMITTEE COMMENTS: There is no financial impact from this article.

The Board of Selectmen takes no position on this article.

RECOMMENDATION: The Finance Committee takes no position on this article.

QUANTUM OF VOTE: Majority.

For more information about this article, contact lead petitioner Virginia Gardner at viriniagardner@aol.com.

Article 28. CPA – Historic Preservation: Rehabilitation of 70-74 Main Street

Proposed by: Community Preservation Committee

Estimated cost: \$125,000

To determine whether the Town will vote to appropriate the following sum of money not to exceed \$125,000 from the Community Preservation Fund’s Historic Preservation Fund to be expended, upon Historical Commission approval of design plans, to rehabilitate the exterior elevations of the building located at 70-74 Main Street to their early 20th century appearance; and that a grant agreement is signed with the following conditions:

- a) that the work will be consistent with the Secretary of the Interior’s Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating, Restoring, and Reconstructing Historic Buildings (36 C.F.R. 67 and 68), and is reviewed and approved by the Wayland Historical Commission prior to demolition and construction;
- b) that a preservation restriction is granted by the property owner to the Wayland Historical Commission.

FINANCE COMMITTEE COMMENTS: The Economic Development Committee (EDC) has requested the Community Preservation Committee (CPC) to contribute up to \$125,000 for a restoration project at 70-74 Main Street that has been identified as one of the few historic commercial properties

remaining in Cochituate Village. The building at 70-74 Main Street sits in a high-profile position on Main Street. It contains two retail spaces on the ground level, two small apartments above and no dedicated parking. The building is in disrepair and has lost its historic character due to 40-year-old renovations including the application of vinyl siding and out-of-scale windows.

The CPC has agreed to ask the Town Meeting to enter into a shared cost arrangement with the property owner to replace the vinyl siding with wood clapboards on the front and two sides of the building, restoring the building's historic appearance. The six existing windows on the facade will be replaced with seven second-story windows and four storefront first-story windows that are consistent with the historic pattern. In addition, the electrical service will be relocated and new signs installed. The total project cost is estimated at \$170,000.

The Town through CPC funding will contribute up to \$125,000. The property owner will contribute the value of replacing the vinyl siding and vinyl windows on the building, which is estimated at \$45,000. The owner will also be responsible for complying with any required building and/or ADA code updates, as well as any structural issues uncovered during the building restoration.

The rehabilitation would require approval from the Historical Commission and would be judged by the standard historic preservation guidelines set forth in the Secretary of the Interior's Standards for the Treatment of Historic Properties. On January 8, 2021, the Historical Commission voted 6-0 to determine the property historically significant and deserving of preservation to support the application. The public funds would be protected by a Preservation Restriction (PR) granted by the property owner to the Town and attached to the property deed.

The EDC believes that rehabilitation of the exterior of the building consistent with early 20th century photographs will enhance the property and the streetscape and will be a public benefit for the Cochituate neighborhood. This 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 Community Preservation Fund's Historic Preservation Fund.

The Community Preservation Committee recommends approval. Vote: 5-1-0
The Board of Selectmen recommends approval. Vote: 4-1-0

ARGUMENTS IN FAVOR: This property is one of the few remaining commercial buildings in Cochituate Village from the late 19th and early 20th centuries and should be restored.

Enhancement of this busy streetscape in Cochituate Village would be a public benefit enjoyed by both those passing by and residents.

The Town's contribution would be protected by a Preservation Restriction (PR) attached to the property deed.

ARGUMENTS OPPOSED: Opponents may feel use of public funds to enhance private property is not the best use of CPA funds.

In the future there may be more pressing projects for which historic preservation funds may be used.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 5-0-1

QUANTUM OF VOTE: Majority - see Massachusetts General Laws Chapter 44B, section 5.

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

Article 29. CPA – Recreation: Mill Pond Dam Walkway, Athletic Fields Design, Heard Farm Improvements (CPA-Historic Preservation in part)

Proposed by: Community Preservation Committee

Estimated cost: \$79,260

To determine whether the Town will vote to appropriate the following sums of money not to exceed:

- a) \$21,760 from the Community Preservation Fund's Uncommitted Fund for Recreational use to be expended under the direction of the Board of Public Works to reconstruct the Mill Pond Dam walkway at Adams Park, off Millbrook Road; and
- b) \$50,000 from the Community Preservation Fund's Uncommitted Fund for Recreational use to be expended under the direction of the Recreation Commission for design of playing fields and appurtenances at the Wayland Middle School, 201 Main Street; and
- c) \$7,500 from the Community Preservation Fund of which \$5,500 from the Uncommitted Fund for Recreational use to be under the direction of the Conservation Commission to build a kiosk and signs at Heard Farm and \$2,000 from the Historic Preservation Fund to restore the historic apple orchard at Heard Farm, Heard Road off Pelham Island Road.

FINANCE COMMITTEE COMMENTS: Passage of this article will fund three projects: the reconstruction of Mill Pond Dam walkway, design playing fields at the Middle School, and build a kiosk and signs and restore the apple orchard at Heard Farm. Recreational projects funded through the Community Preservation Fund (CPF) will enhance the opportunities for and experience of recreational activities in Wayland.

Mill Pond Dam Walkway: Adams Park at Mill Pond includes the walkway over the Mill Pond Dam. It adjoins the Town's trail system and provides access across Mill Brook at the dam outlet from Mill Pond. The walkway supports have deteriorated, and the walkway is no longer stable. This project will replace the current structure with a new pressure treated walkway and timber supports. All necessary permits will be secured under the Wetlands Protection Act and the local bylaw to undertake these repairs.

Middle School Field Design: Recreation Commission requests design funds for improvements to the four playing fields at the Wayland Middle School. The design will address reconstruction of the softball infield and the renovation of the surfaces of the softball outfield and multi-use rectangular field with root zone mix. It will also include replacement of the backstop and team bench areas, bleachers and the installation of a new irrigation system as well as reconstruction and expansion of the parking lot. The Recreation Commission intends to request the restoration funds at a future Annual Town Meeting.

Heard Farm: The Conservation Commission is custodian of conservation land known as Heard Farm, which is one of Wayland's iconic landscapes. Covering 87 acres along the shores of the Sudbury River, Heard Farm provides visitors with exceptional passive recreation trails, unique wildlife viewing opportunities, and a chance to connect to Wayland's past. Many visitors to Heard Farm visit the property unaware of the rich history and unique habitat that surrounds them as they stroll along the grassy trails. The addition of an informational kiosk in the New Orchard section and signs at the kiosk and in the parking area will improve the recreational experience for those using the property. The kiosk request is for materials only because staff and volunteers will build it. Restoration of the old apple orchard, a

remnant of Wayland's agricultural history from the 19th century will be accomplished by purchasing and planting new fruit trees to replace trees lost in both the new and old orchards.

All three projects are eligible for funding because the Community Preservation Act allows for preservation, rehabilitation and restoration of recreational resources. These projects 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 for these projects in the CPF Uncommitted Fund and Historic Preservation Fund.

The Community Preservative Committee recommends approval: Vote: 8-0-0
The Board of Selectmen recommends approval. Vote 5-0-0

ARGUMENTS IN FAVOR: The Mill Dam walkway has deteriorated and will be replaced before it becomes a safety issue.

The Middle School fields are used during school hours by students at the Middle School and by town teams after school hours. Improvements will increase the usefulness of the fields that can be enjoyed by all.

Kiosks and Signage at Heard Farm will enhance the enjoyment of those who walk this property.

These resources are well used by Town residents. The walkway, updated fields at the Middle School and Heard Farm improvements will contribute to available passive and active recreational activities.

ARGUMENTS OPPOSED: In the future there may be more pressing projects for which CPA funds may be used.

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

QUANTUM OF VOTE: Majority - see Massachusetts General Laws Chapter 44B, section 5.

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

Article 30. Choose Town Officers

Proposed by: Board of Selectmen

To determine whether the Town will vote to choose Town officers, agents, trustees, councils, commissioners, boards, and committees not elected by official ballot:

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

FINANCE COMMITTEE COMMENTS: This is a standard article that allows the Town to fill various positions. While many of these positions are obsolete in our current society, they are part of the charm

and history of New England town meetings. To date, Wayland has continued the tradition of electing these positions at Town Meeting even though the Board of Selectmen (BoS) may appoint some of them. The purpose of the article as written is to decide whom to elect, not the method of appointment.

A brief description of each position and future alternate means of selection follows.

The Allen Fund was established in 1854 through a gift from Miss Debby Allen and Mrs. Nabby (Allen) Draper. The permanent fund was intended for “beneficent objects.” As of December 31, 2020, the balance in the Allen Fund was \$9,894. The trustees are responsible for overseeing the fund, and, in November 2017, the trustees suggested the current operation of the fund be discontinued until the trust funds increase to a point where they justify the time and effort necessary to administer them. The trust provides that the trustee shall be selected annually by vote of the Annual Town Meeting; it also provides that in case no board of trustees is selected, the Selectmen shall be the Trustees of the Allen Fund. At a future Town Meeting, citizens could vote to amend the trust document to provide that the Commissioners of Trust Funds serve as Trustees of the Allen Fund without annual vote.

Fence Viewers are arbitrators of fence disputes among neighbors and are established under M.G.L. c. 49, § 1. The BoS is authorized to appoint two or more Fence Viewers for one-year terms. The BoS were called upon to act as Fence Viewers last fiscal year.

Field Drivers collect loose sheep, goats, or other beasts, and under M.G.L. c. 49, § 22, the BoS is authorized to appoint one or more Field Drivers for the Town.

Measurers of Wood and Bark are responsible for inspection, survey, measurement and sale of wood, coal, and bark for fuel. They are appointed according to M.G.L. c. 94, § 296, which provides for Town Meeting election of one or more measurers of wood and bark for one-year terms. A future Town Meeting could delegate the appointment power to the BoS, thereby eliminating the need for this article thereafter.

Surveyors of Lumber, sometimes called a Measurer of Lumber, are responsible for measuring, marking, or numbering the contents of any kind of wood or lumber, and M.G.L. c. 96, § 7 authorizes that towns may elect one or more measurers (surveyors) of lumber. A home rule petition is required to make the position appointive by the BoS.

If Town Meeting declines to elect the Fence Viewers, Field Drivers, and Measurers of Wood and Bark, the BoS would make the appointment at the next regular meeting. However, a home rule petition is required to make the position of Surveyors of Lumber appointive by the BoS and given the obsolete nature of the position, it may be easier not to fill it if that is the desire of Town Meeting.

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: Choosing town officers allows the Town to conduct its normal business.

ARGUMENTS OPPOSED: Opponents may argue that this article is outdated and takes too much time to decide at Town Meeting. They may suggest that the authority to appoint be deferred to the Board of Selectmen where allowed. (Note: deferral is not within the scope of the article this year.)

RECOMMENDATION: The Finance Committee recommends approval. Vote: 7-0-0

QUANTUM OF VOTE: Majority – see Massachusetts General Laws Chapter 41, Section 1, Chapter 49, Section 1, Chapter 49, section 24, Chapter 94, section 296 and Chapter 96, section 7.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 31. Hear Reports

Proposed by: Board of Selectmen

To determine whether the Town will vote to receive and act upon reports of Town officers, agents, trustees, commissioners, boards and committees.

- Board of Assessors (Appendix F)
- Community Preservation Committee (Appendix C)
- Public Ceremonies Committee (Appendix G)

FINANCE COMMITTEE COMMENTS: This is a standard article that allows reports commissioned by the Town or required by State law to be heard. Under Town Code Chapter 53, Section 3, whenever a report required by law is submitted to Town Meeting, it shall be included in the minutes of said meeting set forth in the Annual Town Report. This article provides a means of including such reports in the minutes of Town Meeting. Reports can be found online on the Town of Wayland's website.

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: There are several boards and committees required to report to Town Meeting on the work completed over the past year. It is important to keep the Town informed as to their progress.

ARGUMENTS OPPOSED: The Finance Committee is not aware of any.

RECOMMENDATION: The Finance Committee recommends approval. Vote: 7-0-0

QUANTUM OF VOTE: Majority.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

Article 32. Sell or Trade Vehicles and Equipment

Proposed by: Board of Selectmen

To determine whether the Town will vote to authorize the Board of Selectmen to sell or otherwise dispose of 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>
DPW	Street Sweeper	2010
DPW	Dump Truck	2007

FINANCE COMMITTEE COMMENTS: This standard article allows the Town to sell or trade-in used vehicles, equipment, or other personal property in compliance with the Town Code and Massachusetts General Laws.

The Board of Selectmen recommends approval. Vote: 5-0-0

ARGUMENTS IN FAVOR: The selling of used property contributes to the Town's General Fund.

ARGUMENTS OPPOSED: The Finance Committee is not aware of any.

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

QUANTUM OF VOTE: Majority – see Massachusetts General Laws Chapter 30B, section 16, Wayland Town Code Chapter 62.

For more information about this article, contact Town Administrator Louise Miller at lmiller@wayland.ma.us.

APPENDICIES

APPENDIX A: The Moderator's Rules and Regulations Governing Wayland's Town Meetings

The following information may help you to participate fully in Wayland's town meetings, which have been held each year since 1639:

I. THE WARRANT

This booklet, which includes the Warrant for Wayland's Annual Town Meeting and Special Town Meeting if called, was compiled by the Selectmen and served upon all residents by mail and by posting in accordance with applicable provisions of the Code of the Town of Wayland. It contains the agenda of the subjects to be acted upon (articles), including the omnibus budget proposed (if this is an annual meeting), the report and recommendations of the Finance Committee, and additional information concerning the finances and administration of the Town to help us formulate our votes.

No action of this Town Meeting will be valid unless it shall have been taken under an article set forth in the Warrant.

Each article will be considered in the order in which it appears on the Warrant, unless the meeting shall have voted to do otherwise by a TWO-THIRDS vote.

II. THE VOTERS

- A. All residents of Wayland, who have been duly registered as voters, are urged to attend, participate, debate and vote at all annual and special town meetings subject to laws of the Commonwealth of Massachusetts, the Bylaws of the Town and these rules and regulations.
- B. The Town Administrator, Assistant Town Administrator, Town Counsel, Police Chief, Fire Chief, Finance Director, Director of Public Works, Public Buildings Director and Superintendent of Schools, shall have the right to attend and sit on the floor of town meetings, but they shall not be considered in determining the presence of a quorum unless they are registered voters of the Town. See paragraph IV.B.3 below.
- C. All other persons, including members of the press, may attend and observe Wayland's town meetings so long as they remain seated in the special section reserved for non-residents, unless the Moderator shall have authorized them to sit among the registered voters.
- D. A registered voter may bring his or her child(ren) to sit among the voters so long as the child(ren) sit(s) quietly beside his or her parent at all times. All parents bringing children shall be responsible to see that all children maintain social distancing and other health related requirements of the meeting.

III. THE MODERATOR

The Moderator is elected by ballot for a three year term at the annual election of town officers to preside at all Town meetings during his or her term of office and is authorized by state law to regulate the proceedings, decide all questions of order and make public announcement or declaration of all votes, subject to the Bylaws that Wayland has enacted to regulate the proceedings of town meetings. All rulings of the Moderator are final.

IV. THE MEETING

- A. The Call to Order

1. The Moderator will call the Annual Town Meeting commencing on May 15th 2021, to order at 12:30 p.m., or other time or date as determined by the Selectmen or the Moderator acting under Mass. General Laws C. 39 Section 10A, or as soon thereafter as the Town Clerk has determined that a quorum of one hundred (100) registered voters has been checked into the meeting.
2. The Moderator will announce the number of each article about to be considered and invite a motion thereunder; the Moderator will omit the reading of the articles, unless a MAJORITY of the meeting shall vote otherwise. The Moderator may in the alternative allow or invite the moving party to read the motion under the article.

B. To Address the Town Meeting

1. No person may address a town meeting until and unless he or she shall have been recognized by the Moderator. All persons shall, at the request of the Moderator, be silent.
2. All persons, who wish to be recognized, shall approach one of the three microphones placed at the front of the meeting or in front of their section if more than one set of microphones are installed, which most closely reflects the purpose for which they seek recognition:
 - a. The Procedural Microphone (in the middle) will be available to those who have been recognized by the Moderator and wish to offer:
 - 1) The main motion under the article being considered and a presentation in support thereof;
 - 2) The principal presentation in opposition to the main motion.
See paragraph IV.C.2.b, below;
 - 3) An amendment to a main motion;
 - 4) A question seeking information concerning the motion or other matter then under discussion, or guidance from the Moderator as to procedure, including a point of order;
 - 5) An answer to a question seeking information; and
 - 6) A point of order or procedural motion, such as:
 - a) a motion to terminate debate;
 - b) a motion challenging the Moderator's declaration of a vote;
 - c) a motion questioning the presence of a quorum;
 - d) a motion to adjourn; and
 - e) a motion to limit or extend the time of debate (see IV C 8 below).
 - b. The "Pro" Microphone will be available to those persons recognized by the Moderator who wish to speak in support of a motion on the floor.
 - c. The "Con" Microphone will be available to those persons recognized by the Moderator who wish to speak in opposition to a motion on the floor.

The Moderator will normally recognize those persons, who are standing behind or seated near each microphone in a single file while maintaining social distancing, in the order of their entry into that file, alternating between the Pro and the Con mikes; but reserves the right to recognize any person at any time, including a person

who has not approached a mike, a person who is handicapped or a person who has risen to a point of order. Any person whose remarks are not consistent with the purpose of the microphone that he has been permitted to use, shall yield the floor upon request of the Moderator.

3. Those individuals granted the right to sit on the floor under Section II B above, if non-residents, shall have the right to answer factual questions, but they do not have the right to vote or enter debate unless they are registered voters of the Town.
4. If a person, who has not registered to vote, seeks permission to address the meeting, the Moderator will ask whether there are any objections. If there are any, he will immediately call for a vote. If the majority shall vote to hear the non-resident, the Moderator will give him/her the floor.

C. The Debate

1. When you have been recognized by the Moderator, address the Chair as follows: “Mr. Moderator, I am (Name) of (Street Address).” Then proceed as follows:
 - a. “I move that . . .”;
 - b. “May I ask you . . .”; or
 - c. “May I ask through you (then state the question which you want a board, official, or previous speaker to answer);
 - d. “I rise to a point of order”;
2. Once you have been recognized, you may offer any motion, amendment, argument, comment, suggestion or question relevant to the article then under consideration, unless the Moderator shall have authorized debate or invited comments upon subjects not listed in the Warrant; but:
 - a. Any person who wishes to offer the principal presentation in support of the main motion under an article, must so notify the Moderator prior to the session at which that article is called and complete the same within seven (7) minutes, or less, and yield the floor. A light, if available will warn you to conclude your remarks and yield the floor during the final minute. The Moderator may divide the time if more than one person indicates a desire to make a presentation in support. The aforesaid seven-minute limit does not apply to the principal motions under the omnibus budget article.
 - b. Any person wishing to offer a presentation in opposition to the main motion under an article must so notify the Moderator prior to the session at which that article is called and complete the same within the time used by the proponent, or within three (3) minutes, whichever is longer, and yield the floor. The same one (1) minute warning light if available will warn you to conclude your remarks. The Moderator may divide the time if more than one person indicates a desire to make a presentation in opposition.
 - c. All other persons who wish to address the Town Meeting shall, when recognized, complete their remarks in two (2) minutes, or less, unless extended by leave of the Moderator and yield the floor. The same one (1) minute warning light if available will be turned on when you have used up the first minute.
 - d. You may be interrupted only by a question of privilege, a point of order, a request that you speak more distinctly or by the Moderator.
 - e. When you have completed your motion, question, or remarks, you relinquish your claim to the floor; and you must yield the floor upon request of the Moderator.

- f. The Moderator will rule, or take other appropriate action on any generally recognized incidental, subsidiary or privileged motion.
3. Abbreviated Presentation Procedure. With notice to and leave of the Moderator any person making a main motion under an article may present that motion under the Abbreviated Presentation Procedure. Under this procedure:
 - a. The motion must be presented in or be substantially consistent with the words of the Article as printed in the Warrant, and without making further presentation in support of that article. The Moderator may allow minor or editorial variation from the words of the Article as printed in the Warrant.
 - b. The Moderator will ask if anyone wishes to speak in opposition to the motion or if anyone has a question regarding the motion.
 - c. Should there be a question, the questioner will be permitted to state his or her question and the presenter of the motion will be permitted to answer that question.
 - d. Should any individual state that he or she is opposed to the motion, or if the Moderator determines that the questions are of significant depth or importance, the presentation and debate will revert to the normal course as set forth in these Rules.
4. If you have a question concerning the legality or propriety of the proceedings, you may approach the Procedural Microphone and address the Moderator without waiting to be recognized, saying: "Mr. Moderator, I rise to a point of order." When you have been recognized, you must state the reason for your point, which may include that a motion is beyond the scope of the article under consideration, that the person who has the floor is not addressing the merits of the motion or that a quorum is not present. The Moderator will then rule on the point and the Moderator's ruling is final.
5. If you wish to offer a motion within the scope of the article under consideration, follow the procedure outlined under paragraph IV. B. and C., above.
 - a. If your motion is the main motion, you must then declare that it is identical word- for- word with the substantive portion of the article printed in the warrant which is then under consideration, or describe the substantive differences in wording between the article and the motion; otherwise the Moderator will permit no debate or action upon your motion. If your main motion is visually available to a reasonable extent throughout the hall, you may dispense with the description of substantive differences, unless directed to do so by the Moderator.
 - b. If you plan to offer a main motion that contains more than twenty-five (25) words and differs significantly from the article printed in the Warrant such that in the view of the Moderator, the assembly may be confused, you must first print and distribute a copy thereof to those attending the session of town meeting at which said motion is presented.
 - c. A motion or an amendment of a motion that exceeds ten (10) words in length may be presented to the assembly only after it has been offered in writing to and accepted by the Moderator. The aforesaid requirement does not apply to main motions which are addressed by the immediately preceding subsection.

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- d. A motion that is not identical word-for-word with the substantive portion of the article printed in the warrant then under consideration will not be accepted, unless the Moderator shall determine that said motion is within the scope of the article; i.e., that it does not change the substantial character of the proposal described in that article or would not further restrict, if passed, the liberties of the residents of Wayland than the proposal set forth in the article.
 - e. The Moderator will accept no motion proposing a layout, taking, acceptance of gift, purchase, sale, lease or rezoning of land, unless the article under which the motion is offered contains a running description of the land in question, a description by metes and bounds or a reference to a plan suitable for recording that is available for public inspection at the office of the Town Clerk, the Town Surveyor, the Planning Board or another place to which the public has access during normal business hours.
 - f. The Moderator will accept no motion to appropriate and/or expend a sum of money, which exceeds the estimated cost set forth in the article then under consideration by fifteen (15%) percent, except for motions under the omnibus budget article and motions under a supplementary budget article that contemplates the appropriation of additional money for the current fiscal year to augment moneys previously appropriated and proposes to fund such appropriations by transfer from unappropriated funds, funds appropriated for another purpose or from funds received by the Town as grants or gifts.
 - g. The Moderator will accept no motion that in the Moderator's view would eviscerate or be completely opposite of the motion under the Article under consideration.
 - h. The Moderator may rule on your motion, even if no one has risen to challenge that motion by way of a point of order.
6. You will not be recognized to speak on the merits of a motion if you have already spoken three times on its merits, but you may be recognized to answer a question put by another or to raise a procedural issue with respect to that motion.
 7. Wayland's practice with respect to some common subsidiary motions is generally as follows:
 - a. You may amend a motion by moving to add and/or delete words to and/or from the main motion or by substituting a new motion therefor; but the Moderator permits no more than two amendments to a main motion at a time. A motion to amend is debatable and requires only a MAJORITY vote, even though the main motion may require a TWO-THIRDS vote.
 - b. You may move to refer a matter for further study, if your motion identifies the official or committee who shall conduct such study, how it shall report, when and to whom. In the event that you wish to establish a new committee for this purpose, the motion must specify the number of members who shall serve and who shall appoint them. A motion to refer is debatable and may be amended and requires a MAJORITY vote.
 - c. You may move to advance or postpone to a time certain within the then current session of the meeting consideration of an article listed in the Warrant. Such a motion is debatable, may be amended and requires a TWO-THIRDS vote.
 - d. You may move to lay an article on the table ("table"). Such a motion is NOT debatable or amendable and requires a TWO-THIRDS vote. A motion to remove such article from the table is also NOT debatable or amendable and requires a TWO-THIRDS vote.

- e. You may ask the Meeting to take no action under an article by moving “that the article be passed over.” Such a motion may be deemed a substitute for the main motion, is debatable, may not be amended, requires a MAJORITY vote and serves to dispose of the article under consideration.
8. Unless extended or limited as hereinafter allowed, upon the expiration of forty five (45) minutes after the main motion under any article shall have been seconded, or put before the meeting by the Moderator, unless extended by leave of the Moderator, the Moderator will terminate debate thereon, unless the Town Meeting shall have either voted by majority vote to extend, or by 2/3 vote to limit, the time available for further debate. The time needed to count the vote(s) upon the motion(s) under the article will not be included in the total time. The aforesaid time limit does not apply to debate under the omnibus budget article.
9. Although the Moderator has absolute authority to regulate the proceedings at town meetings, debate under a motion can be terminated by a TWO-THIRDS vote of the Town Meeting. Therefore, if you believe that debate under a motion has gone on long enough, approach the Procedural Microphone, and, when you have been recognized, make a motion to terminate debate (move the previous question). If your motion receives a second, the Moderator may, but need not, defer the termination of debate for a reasonable time to permit both sides of the issue to be heard. If a motion to terminate debate carries by a TWO-THIRDS vote, the Moderator will put the previous motion under consideration to a vote without further debate; but if said motion does not carry by a TWO-THIRDS vote, the Moderator will permit debate to continue.
10. If an article of the Warrant has been acted upon and disposed of, a motion to reconsider the article may be made at any time if the Moderator determines that the person offering the motion discloses significant new information to the Town Meeting concerning said article, which existed but had not been disclosed or made available to the Meeting when the motion under that article was debated, and the Moderator thereupon explains why such information satisfies the foregoing criteria; provided however, the debate and action on said motion shall be deferred until all other articles have been disposed of. In any event, a two-thirds vote shall be required for approval of a motion to return to an article.
11. Consent calendar: In order to accommodate the rapid disposition of articles for this meeting it may be moved by any person who has been recognized by the Moderator that the assembly act on two or more articles in one vote. Under this procedure:
 - a. Unless the offered articles are in order in the warrant the proponent must receive consent of the meeting by 2/3 vote to take such articles out of order, as referenced in under Section I of these Rules.
 - b. The proponent will identify by number, or by number and title, each article to be considered for action by consent.
 - c. Such action by consent is limited to adopting, rejecting, or passing over the indicated articles. Any adoption shall be in the unamended language of the Articles as printed in the Warrant.
 - d. The Moderator may for clarity of the meeting subsequently read the number or number and title of each article to be considered for action by consent. The Moderator is under no obligation to so read the articles referenced in the proponent’s motion.

- e. Any three persons may remove an article from the list of those to be considered for action by consent, by use of a clearly audible vocal request to HOLD the article when read by the proponent or the Moderator. Articles so removed will be considered in their normal order as shown in the Warrant.

D. The Vote

Before calling for a vote, the Moderator will usually repeat the motion under consideration (as the same may have been amended), unless it is substantially identical to the article:

1. In the event that electronic handset voting equipment shall have been made available for use by voters at any Annual or Special Town Meeting, all votes shall be taken by secret ballot using such equipment, unless the Moderator shall decide otherwise for reasons he/she shall state publicly. When calling for an electronic vote, the Moderator will ask voters to press the number "1" if they wish to register an "aye" or the number "2" if they wish to vote "no". In the event that a voter wishes to abstain, he or she may (but need not) press "3". Voters may change their mind as many times as they wish, but the last vote recorded upon the expiration of thirty seconds, or other time as indicated by the Moderator will count. Any voter who believes that his or her keypad is not functioning properly or is failing to record his or her vote accurately should proceed to the designated help desk. If a vote is in progress, the voter should raise his or her hand; if seen by the Moderator, the Moderator will dispatch help desk staff to examine the handset for any defect. If it is determined by help desk staff that the handset is defective, the voter will be offered a paper ballot and pen or other writing instrument to record his or her vote on that question and will be provided with another handset for the next vote. Such paper vote shall be promptly relayed by help desk staff to the Moderator.
 - a. If a voter cannot use the electronic handset offered by the Checkers, he or she will be directed to sit in a special section reserved for those who will not be using an electronic handset to vote. Whenever the Moderator shall call for a vote, tellers will provide a ballot to each voter in the special section(s), who, collect those ballots within thirty seconds and deliver them to the Moderator, who will add the total of the ballots to the vote received electronically and announce the vote on the motion before the meeting.
 - b. Each person receiving a handset must retain and use only that handset until turned in at the Help Desk, given to a Teller or turned in at the end of the session. No person may lend or give that handset to another person, nor may any person vote with a handset originally given to another.

Voters with handsets may retain them if they wish to leave the room for any reason, but they must hand their handset to an exit attendant if they plan to leave the building.

2. In the event that electronic voting is for any reason not to be employed, the Moderator will first ask all those in favor to say, "Aye". He will then invite those opposed to say, "No". If the Moderator is in doubt as to whether the motion has carried, he or she may call for another voice vote; or may ask those in favor to stand, before he asks those opposed to stand. Sometimes, the Moderator will reverse this procedure before announcing the vote.
3. If the Moderator is still in doubt, or if seven (7) or more voters shall immediately question a voice or an uncounted vote taken by non-electronic means, the Moderator will call for the tellers to help him take a standing counted vote – two tellers for each section of the hall so that they may check each other's results. The Moderator will then repeat the motion and say, "All those in favor will rise and remain standing until counted." When the count has been completed, the Moderator will ask those who are opposed to stand and be counted. As soon as each team of tellers has agreed

upon the count in their section, they will be asked to report the number of voters they have counted from the Procedural Microphone. When all of the tellers have reported, the Moderator will declare the vote and his declaration of the vote is final, unless clear and convincing evidence shall have been submitted to the Moderator that fraud, errors by of one or more tellers or some other irregularity has infected the accuracy of the vote count just completed; in which event the Moderator will repeat the standing counted vote procedure outlined above.

4. If a vote taken by electronic means is questioned by seven (7) or more voters, the Moderator will audit the vote by choosing a set of voters to come forward and present their handsets in turn to the Town Clerk, who will compare the vote shown on each handset with the vote received by the Electronic Voting System for that handset. If the correlation is less than fully accurate, the Moderator shall discard the electronic vote and call for a standing counted non-electronic vote under the previously set out procedures.
5. In the event that the law requires a vote of TWO-THIRDS or more to carry a motion acted on by non-electronic means the Moderator will normally ask whether there is unanimous support for the motion; but if there is not such support, he will take a standing counted vote. If the Moderator shall have perceived that more than TWO-THIRDS of the voters voted in the affirmative the Moderator may by hand vote determine that the TWO-THIRDS majority was met.
6. If a TWO-THIRDS vote is required to carry a subsidiary or procedural motion, such as a motion to terminate debate (“move the previous question”), and the vote is not to be taken by electronic means, the Moderator need not take a count, even though the voice vote upon such motion was not unanimous, if the Moderator shall have perceived that more than TWO-THIRDS of the voters voted in the affirmative. The Moderator shall then declare that such motion has carried and the Clerk shall record such declaration together with a note that there was “a scattering of nos.”

E. Adjournment

1. If you wish to adjourn a session of the Town Meeting before all of the articles have been disposed of, you must specify the date and time when the Meeting shall resume. Such motion may be made at any time, is debatable, may be amended and requires a MAJORITY vote, provided, however, that the Moderator will permit no such motion if it shall be offered after debate shall have been terminated upon a pending motion until the final declaration of the vote taken upon the motion then under consideration.
2. Each session of a Town Meeting shall be adjourned by the Moderator (a) at 10:30 p.m., or as soon thereafter as the Meeting has disposed of the article then under consideration or postponed action thereunder, or (b) to adjourn at another time.
3. No motion to dissolve the Town Meeting (to adjourn sine die) is in order until every article shall have been duly considered, acted upon and declared as disposed of.

V. QUESTIONS

In the event that you have a question concerning the conduct of the meeting, you need further information to cast your vote, or the status of any motion being considered, you are invited to approach the Procedural Microphone and to address your question to the Moderator as soon as you have been recognized.

VI. MISCELLANEOUS RULES

Residents of the Town of Wayland may, with the prior permission of the Moderator, place and/or post documents intended and designed to inform and influence the action of voters at town meetings on the tables and wooden walls

located behind and on either side of the tables occupied by the checkers at the entrance of the Stadium and each other venue where town meetings are conducted, so long as said documents are germane to any of the articles set forth in the warrant.

The Selectmen, the Chief of Police and the Chief of the Fire Department and other town officers and employees may also be permitted by the Moderator to post and place documents pertaining to the safety of the public in the aforesaid locations.

Thank you for joining us to do the Town's business.

Dennis J. Berry, Moderator
March 12, 2021

**MODERATOR'S SUPPLEMENTAL RULES
FOR TOWN MEETING SLIDES
(v 1.3)**

If the Annual or Special Town Meeting commencing on May 15, 2021, or any day thereafter as determined by the Moderator, is held outdoors there will be no slides or other graphic displays and thus the following rules are inapplicable and shall be considered void.

Three types of slides are acceptable for visual display when speaking before Town Meeting:

1. Motion slides
2. Amendment slides
3. Illustrative slides

A Motion slide is displayed when presenting a Main Motion, and can be displayed when presenting an Amendment to a Main Motion. A Motion slide

- shall be presented in the "standard motion format"
- shall be limited to one page unless approved by the Moderator
- shall include the Article number, Warrant page #, Quantum of Vote, Article Title, Proposer, and Estimated Cost in the Header
- shall present the Header text in 20 point Arial font
- shall present the full text of the Motion in 18 point Arial font
- shall not include images
- is requested for both Board-sponsored and Petitioner-sponsored articles
- shall be submitted in Word Document format to the Selectmen's Office

At the Moderator's discretion, an Amendment slide may be created during Town Meeting by Town Meeting personnel digitally photographing a sheet of paper bearing an Amendment in legible handwriting, or in text printed in 18 point font. The text of an Amendment can optionally be submitted in Word Document format to the Selectmen's Office 3 full business days prior to the first session of Town Meeting for review and approval by the Moderator.

One or more Illustrative slides accompanying an Article, Main Motion or Amendment may be displayed during a speaker's presentation. An Illustrative slide shall

- contain pictures, charts, maps, or diagrams that enable voters to better understand a Motion or Amendment
- not restate the language contained in the Motion or found in the text of the Article
- employ text only for the purpose of labelling graphical elements
- be submitted in JPG or PowerPoint format

All Motion and Illustrative slides

- shall be submitted to the Selectmen's office no later than 3 full business days prior to the first session of Town Meeting
- will be reviewed by the Moderator for relevance, value, and compliance with the above requirements; submitters will be notified of approval or rejection
- shall be removed from the screen when the speaker concludes their presentation

During the meeting, the audiovisual system operator will display approved slides at the speaker's direction. Under no circumstances will the use of slides or any other audio/visual device extend the speaker's time.

APPENDIX B: List of Town Positions (FTEs) and Wage & Classification Plan

Gray shading indicates change.

	ACTUAL		ACTUAL		ACTUAL		PROPOSED	
	FTEs	FY 19	FTEs	FY 20	FTEs	FY 21	FTEs	FY22
LAND USE								
<u>Building & Zoning</u>								
Building Commissioner	1.00		1.00		1.00		1.00	
Local Building Inspector	1.00		1.00		1.00		1.00	
Gas & Plumbing Inspector	0.52		0.52		0.52		0.52	
Wiring Inspector	0.51		0.51		0.51		0.51	
Department Assistant	1.60		1.60		2.00		2.00	
Department Total		4.63		4.63		5.03		5.03
<u>Conservation</u>								
Conservation Administrator	1.00		1.00		1.00		1.00	
Land Manager	0.80		0.86		1.00		1.00	
Department Assistant	1.00		1.00		1.00		1.00	
Department Total		2.80		2.86		3.00		3.00
<u>Planning</u>								
Planning Director	1.00		1.00		1.00		1.00	
Department Assistant	0.40		0.40		0.00		0.00	
Department Total		1.40		1.40		1.00		1.00
FINANCE								
<u>Assessing Office</u>								
Assessing Director	1.00		1.00		1.00		1.00	
Assistant Assessor	1.00		1.00		1.00		1.00	
Administrative Assessor	1.00		1.00		1.00		1.00	
Department Assistant	1.00		1.00		0.50		0.50	
Department Total		4.00		4.00		3.50		3.50
<u>Finance Office</u>								
Finance Director	1.00		1.00		1.00		1.00	
Benefits Manager	1.00		1.00					
Accountant	1.00		1.00		1.00		1.00	
Finance Assistant	1.80		1.80		1.80		1.80	
Department Total		4.80		4.80		3.80		3.80
<u>Treasurer/Collector</u>								
Treasurer/Collector	1.00		1.00		1.00		1.00	
Asst. Treasurer/Collector	0.69		0.69		0.69		0.69	
Department Assistant	1.54		1.54		1.54		1.54	
Department Total		3.23		3.23		3.23		3.23
ADMINISTRATION								
<u>Council on Aging</u>								
COA Director	1.00		1.00		1.00		1.00	
Outreach Coordinator	0.83		0.83		0.83		0.83	
Project Coordinator	0.86		0.86		0.86		0.86	
Department Assistant	1.00		1.00		1.00		1.00	
Comm. Coord.& Community Rel					0.40		0.40	
		3.69		3.69		4.09		4.09

Gray shading indicates change.

	ACTUAL		ACTUAL		ACTUAL		PROPOSED	
	FTEs	FY 19	FTEs	FY 20	FTEs	FY 21	FTEs	FY22
<u>Information Technology</u>								
IT Director	1.00		1.00		1.00		1.00	
IT Manager	1.00		0.00		0.00		0.00	
Business Systems Analyst	1.00		1.00		1.00		1.00	
Senior Systems Administrator	0.00		1.00		1.00		1.00	
Desktop Support Analyst	0.00		0.00		1.00		1.00	
Network Manager	0.00		0.00		1.00		1.00	
		3.00		3.00		5.00		5.00
<u>Public Buildings</u>								
Public Buildings Director	1.00		1.00		1.00		1.00	
Project Manager	0.00		1.00		1.00		1.00	
Facilities Business Manager					1.00		1.00	
Police Custodian	0.54		0.54		0.54		0.54	
Town Building Custodians	2.00		2.00		2.00		2.00	
Library Custodian	1.00		1.00		1.00		1.00	
Department Total		4.54		5.54		6.54		6.54
<u>Public Health</u>								
Public Health Director	1.00		1.00		1.00		1.00	
Sanitarian/Health Agent	1.00		1.00		1.00		1.00	
Public Health Nurse	0.86		1.00		1.00		1.00	
Community Health Nurse	5.00		5.00		6.00		6.00	
Department Assistant	1.00		1.00		1.00		1.00	
Sr Clerk	0.43		0.43		0.43		0.43	
Department Total		9.29		9.43		10.43		10.43
<u>Recreation</u>								
Recreation Director	1.00		1.00		1.00		1.00	
Asst. Recreation Director	1.00		1.00		1.00		1.00	
Recreation Program Adm	0.00		0.00		0.00		0.00	
Recreation Program Coor	1.00		1.00		1.00		1.00	
Recreation Assistant	0.54		0.54		0.54		0.54	
Department Total		3.54		3.54		3.54		3.54
<u>Selectmen's Office</u>								
Town Administrator	1.00		1.00		1.00		1.00	
Asst Town Adm/HR Director	1.00		0.00		0.00		0.00	
Asst Town Adm/Procurement	0.00		1.00		1.00		1.00	
Financial Administrator	1.00		0.00		0.00		0.00	
Management Analyst	0.00		1.00		1.00		1.00	
HR Manager	0.00		1.00		1.00		1.00	
Benefits Manager	0.00		0.00		1.00		1.00	
Exec Asst to TA	1.00		1.00		1.00		1.00	
HR Asst	1.00		0.00		0.00		0.00	
Department Assistant					0.70		0.70	
Department Total		5.00		5.00		6.70		6.70

Gray shading indicates change.

	ACTUAL		ACTUAL		ACTUAL		PROPOSED	
	FTEs	FY 19	FTEs	FY 20	FTEs	FY 21	FTEs	FY22
<u>Town Clerk</u>								
Town Clerk	1.00		1.00		1.00		1.00	
Asst Town Clerk	1.00		1.00		1.00		1.00	
Department Assistant	0.00		0.00		0.00		0.00	
Department Total		2.00		2.00		2.00		2.00
<u>Youth & Family Services</u>								
Y & F Services Director	1.00		1.00		1.00		1.00	
Assistant Youth Director	1.00		1.00		1.00		1.00	
Substance Abuse Professional	0.60		0.60		0.60		0.60	
Outreach Coordinator					0.49		0.49	
Administrative Assistant	0.17		0.17		0.17		0.17	
Department Total		2.77		2.77		3.26		3.26
DPW								
<u>Administration</u>								
DPW Director	1.00		1.00		1.00		1.00	
BPW Business Manager	1.00		1.00		1.00		1.00	
Administrative Coordinator	0.00		0.00		0.00		0.00	
Department Assistant	2.34		2.34		2.34		2.34	
<u>Engineering Services</u>								
Town Engineer	1.00		1.00		1.00		1.00	
Surveyor	1.00		1.00		1.00		1.00	
Project Manager	1.00		1.00		0.00		0.00	
GIS Analyst	1.00		1.00		1.00		1.00	
<u>Highway/Parks/Transfer Station</u>								
Highway/Parks/TS Superintendent	1.00		1.00		1.00		1.00	
Senior Foreman	1.00		1.00		1.00		1.00	
Transfer Station Foreman	1.00		1.00		1.00		1.00	
Working Foreman	3.00		3.00		3.00		3.00	
HEO	4.48		4.48		4.48		4.48	
MEO	5.00		5.00		5.00		5.00	
Sr Grounds Worker	2.00		2.00		2.00		2.00	
Grounds Worker	1.00		1.00		1.00		1.00	
Maintenance Worker	5.00		5.00		5.00		5.00	
<u>Mechanics</u>								
Lead Mechanic	1.00		1.00		1.00		1.00	
Maintenance Mech/Welder	1.00		1.00		1.00		1.00	
Mechanic/Welder	1.00		1.00		1.00		1.00	

Gray shading indicates change.

	ACTUAL		ACTUAL		ACTUAL		PROPOSED	
	FTEs	FY 19	FTEs	FY 20	FTEs	FY 21	FTEs	FY22
<u>Water</u>								
Water Superintendent	1.00		1.00		1.00		1.00	
WTP Manager	0.00		0.00		0.00		0.00	
WT & C Manager	1.00		1.00		1.00		1.00	
Water Foreman	1.00		1.00		1.00		1.00	
Water Worker 3	1.00		1.00		1.00		1.00	
Water Worker 2	3.00		3.00		3.00		3.00	
Water Worker 1	1.00		1.00		1.00		1.00	
Department Total		42.82		42.82		41.82		41.82
WASTEWATER								
Account Specialist	0.54		0.54		0.54		0.54	
WW Operations Manager	1.00		1.00		1.00		1.00	
		1.54		1.54		1.54		1.54
LIBRARY								
Library Director	1.00		1.00		1.00		1.00	
Assistant Library Director	1.00		1.00		1.00		1.00	
Head of Circulation	1.00		1.00		1.00		1.00	
Bibliographic Serv Librarian	1.00		1.00		1.00		1.00	
Children's Librarian	1.00		1.00		1.00		1.00	
Assistant Children's Librarian	1.00		1.00		1.00		1.00	
Reference Librarian	0.77		0.77		0.77		0.77	
Comp Spec/Ref Librarian	0.71		0.71		0.71		0.71	
Library Assistant	1.60		1.60		1.60		1.60	
Library Associate	1.00		1.00		1.00		1.00	
Library Administrative Asst	1.00		1.00		1.00		1.00	
Part-Time Weekend	2.60		2.60		2.60		2.60	
Department Total		13.69		13.69		13.69		13.69
PUBLIC SAFETY								
<u>Fire</u>								
Fire Chief	1.00		1.00		1.00		1.00	
Asst. Fire Chief	1.00		1.00		1.00		1.00	
Deputy Chief	1.00		0.00		0.00		0.00	
Captain	3.00		3.00		3.00		3.00	
Lieutenant	4.00		4.00		4.00		4.00	
Inspector/Paramedic	1.00		1.00		1.00		1.00	
Electrician/Paramedic	1.00		1.00		1.00		1.00	
Mechanic/EMT	1.00		1.00		1.00		1.00	
Firefighter/EMT	6.00		6.00		6.00		6.00	
Firefighter/Paramedic	9.00		10.00		11.00		11.00	
Paramedic - Per Diem	0.00		0.00		0.00		0.00	
Secretary	0.54		0.54		0.54		0.54	
Department Total		28.54		28.54		29.54		29.54
<u>Police</u>								
Police Chief	1.00		1.00		1.00		1.00	
Police Lieutenant	1.00		1.00		1.00		1.00	
Administrative Sgt	1.00		1.00		1.00		1.00	
Detective Sgt	1.00		1.00		1.00		1.00	
Investigator	2.00		2.00		2.00		2.00	
Sgt	4.00		4.00		4.00		4.00	
Community Services Officer	1.00		1.00		1.00		1.00	
Youth Officer	1.00		1.00		1.00		1.00	
Patrolman	12.00		12.00		12.00		12.00	
Administrative Asst	1.00		1.00		1.00		1.00	
Traffic Supervisors	1.59		1.59		1.59		1.59	
Department Total		26.59		26.59		26.59		26.59

Gray shading indicates change.

	ACTUAL		ACTUAL		ACTUAL		PROPOSED	
	FTEs	FY 19	FTEs	FY 20	FTEs	FY 21	FTEs	FY22
<u>JCC</u>								
JCC Dispatcher	7.00		7.00		7.00		7.00	
JCC Dispatch Coor	1.00		1.00		1.00		1.00	
		8.00		8.00		8.00		8.00
TOTAL TOWN FTEs		175.86		177.06		182.29		182.29
SCHOOLS								
Total School FTEs	411.73		427.66		460.84		445.96	
		411.73		427.66		460.84		445.96
TOTAL TOWN AND SCHOOL FTEs		587.59		604.72		643.13		628.25

FTE counts exclude seasonals, temporaries, call FFs and other non-regular positions.

WPS FTEs

Administration/Supervision			21.3		23		24.3
Licensed Staff - Teachers, Special Educators, Student Support Services			260.55		279.78		276.18
Clerical			22.53		22.19		22.19
Human Resource & Accounting			4		5		5
Assistants & Techs			95.72		107.87		95.29
Custodians			23.56		23		23
Total			427.66		460.84		445.96
*Note FY21 reflects one-year Covid-19 hires.							
FTE's Published in Prior Year Warrants	424.44		430.64		436.49		

Per the Finance Committee's request, the School Department's FTEs are now subtotaled by category of position. The FTEs represented above for FY 18 through FY 22 have been calculated using the methodology employed for the annual Staff Deployment and Class Size Report. It should be noted that the Report represents a snapshot in time and may not exactly match other FTE reports for several reasons, including but not limited to the use of different methodologies used for calculating FTE, different reporting periods, inclusion or exclusion of unfilled positions, and professional status of employees.

NON-UNION WAGE SCALE, N SCHEDULE

Effective: July 1, 2021 2% increase

Grade	1	2	3	4	5
N-1	41,027	42,259	43,526	44,833	46,175
N-2	44,644	45,982	47,362	48,783	50,248
N-3	45,091	46,442	47,837	49,271	50,752
N-4	49,067	50,538	52,054	53,613	55,223
N-5	53,873	55,490	57,154	58,867	60,636
N-6	59,153	60,928	62,753	64,637	66,575
N-7	64,951	66,899	68,904	70,972	73,102
N-8	71,314	73,454	75,656	77,928	80,263
N-9	83,295	85,455	87,690	90,159	92,865
N-10	85,979	88,556	91,214	93,950	97,339
N-11	94,403	97,236	100,153	103,158	106,249
N-12	99,028	101,999	105,093	108,215	111,457
N-13	103,653	106,760	109,966	113,266	116,665
N-14	113,813	117,228	120,744	124,367	128,097
N-15*					

Grade	6	7	8	9	10
N-1	47,561	48,991	50,458	51,970	53,531
N-2	51,755	53,306	54,905	56,554	58,250
N-3	52,275	53,843	55,453	57,119	58,831
N-4	56,880	58,050	60,344	62,153	64,018
N-5	62,455	63,987	66,257	68,244	70,292
N-6	67,881	70,632	72,752	74,932	77,181
N-7	75,294	77,553	79,879	82,277	84,744
N-8	82,674	85,152	87,708	90,337	93,051
N-9	95,652	98,519	101,476	104,487	107,577
N-10	99,184	102,663	106,580	108,426	112,180
N-11	109,438	112,721	116,105	119,586	123,176
N-12	114,801	118,245	122,511	125,444	129,401
N-13	120,165	123,768	128,915	131,304	135,625
N-14	131,940	135,897	139,386	144,175	148,502
N-15					Contract

- | | | | |
|-----|----------------------------------|------|--|
| N-1 | Secretary, Fire -- PT | N-7 | Desktop Support Analyst |
| N-1 | Sr. Clerk, Health -- PT | N-8 | Human Resources Manager |
| N-1 | Asst. Rec Program Coord. -- PT | N-8 | Network Administrator |
| N-2 | Administrative Asst. Y/S – PT | N-8 | Recreation Director |
| N-3 | IT Technician | N-9 | Assistant Fire Chief |
| N-3 | Conservation Land Mgr. -- PT | N-9 | IT Senior Systems Administrator |
| N-3 | Human Resources Assistant | N-9 | Assistant Town Administrator/Procurement |
| N-3 | Outreach Coordinator - PT | N-9 | Police Lieutenant |
| N-3 | Project Coordinator - PT | N-9 | Town Engineer |
| N-3 | Recreation Program Asst. -- PT | N-10 | Library Director |
| N-3 | WWMDC Account Specialist - PT | N-11 | Public Buildings Director |
| N-4 | Administrative Asst. -- Police | N-13 | DPW Director |
| N-4 | Benefits Manager | N-13 | Finance Director/Town Accountant |
| N-5 | Exec Asst. to Town Administrator | N-13 | Fire Chief |
| N-6 | Management Analyst | N-13 | Information Technology Director |
| N-7 | Facilities Business Manager | N-14 | Police Chief |
| | | N-15 | Town Administrator-per contract |

GROUP: NON-UNION – BUILDING INSPECTORS

Effective: July 1, 2021 2% increase

STEP	1	2	3	4	5
	25.81	27.10	28.46	29.89	31.40

Gas & Plumbing Inspector (PT) Wiring Inspector (PT)

GROUP: NON-UNION SUBSTITUTE NURSES

Effective: July 1, 2021 2% increase

Hourly
31.86

Gray shading indicates change

GROUP: NON-UNION - PUBLIC SAFETY

Effective: July 1, 2021 2% increase (Gray shading indicates Internship Wage Adjustment)

	Annually	Per Day	Hourly
Traffic Supervisors	9,038	-	--
Traffic Supervisor Substitute	--	51.83	--
Special Police Matrons	--	-	23.02
Call Firefighters	--	-	23.02
Call Firefighter Coordinator	--	-	24.56
Paramedic	--	-	23.89
Police Custodian (PT)	--	-	18.37
Police Intern	--	-	15.30 Minimum

GROUP: NON-UNION - ON-CALL DISPATCHERS

Effective: July 1, 2021 2% increase

	Year 1	Year 2	Year 3	Year 4
On-call Dispatcher	21.74	22.75	23.73	24.71

GROUP: NON-UNION - HOURLY LIBRARY CLERKS

Effective: July 1, 2021

Step	1	2	3	4	5	6
	16.74	17.53	18.20	19.27	20.77	21.85

GROUP: NON-UNION - HOURLY LIBRARY PART-TIME WEEKEND PROFESSIONALS

Effective: July 1, 2021

Step	1	2	3	4	5
	26.97	27.82	28.77	29.73	31.66

GROUP: NON-UNION - LIBRARY PAGES

Effective: July 1, 2021 (Gray shading indicates Minimum Wage Adjustment.)

Minimum Wage Adjustments – Effective Jan 1, 2021 \$13.50/hr.

Effective Jan 1, 2022 \$14.25/hr.

	Year 1	Year 2
	13.50	14.25

GROUP: NON-UNION –HOURLY HEALTH WORKERS

Effective: July 1, 2021 (Gray shading indicates Minimum Wage Adjustment.)

Minimum Wage Adjustments – Effective Jan 1, 2021 \$13.50/hr.

Effective Jan 1, 2022 \$14.25/hr.

	Year 1
Health Assistant	13.50
Substitute Health Clerk	17.80

Gray shading indicates change

GROUP: NON-UNION SEASONAL – MISCELLANEOUS

Effective: May 1, 2021

	Year 1
Seasonal Laborer	16.00
Landfill Clerk	15.00

GROUP: NON-UNION – SEASONAL – RECREATION

GROUP: NON-UNION–SEASONAL–SUMMER CAMPS

Effective: May 1, 2021

Effective: May 1, 2021

Minimum Wage Adjustments made. Gray shading indicates changes.

Effective Jan 1, 2021 \$13.50/hr. Effective Jan 1, 2022 \$14.25/hr.

	Year 1*		Year 1*
Beach / Aquatic Director	27.00	Camp/Site Director	21.00
Assistant Beach / Aquatic Director	18.00	Assistant Camp/Site Director	18.00
Water Safety Instructor I	15.50	Camp Specialist	15.50
Water Safety Instructor II	16.75	Preschool Camp Director (EEC Dir II Cert)	25.00
Swim Instructor	14.50	Preschool Asst. Camp Director (EEC Dir I Cert)	21.00
Swim Aide	14.00	Lead Camp Teacher	16.25
Boating Instructor I (Pedal, SUP, Canoe)	14.00	Senior Counselor	14.50
Boating Instructor II (Sailing, Kayak)	16.00	Counselor	13.50
Boating Instructor III	18.00	Camp Nurse / Health Care Supervisor	36.00
Head Lifeguard (Lifeguard II)	15.50		
Lifeguard	15.00		
Head Gate Guard (Gate Guard II)	13.75		
Gate Guard / Cashiers	13.50		
Snack Bar Manager	14.50		
Snack Bar Staff	14.00		
Snack Bar Cashier	13.50		

GROUP: NON-UNION – SEASONAL – REC STAFF

Effective: May 1, 2021

Minimum Wage Adjustments made. Gray shading indicates changes.

Effective Jan 1, 2021 \$13.50/hr. Effective Jan 1, 2022 \$14.25/hr.

	Year 1*
Special Instructor / Referee	42.00
Coach	13.50
Ski Director	25.00
Beach Membership / Camp Registrar	20.00
Seasonal Office Admin	16.00
Park Ranger	15.25
Gym Monitor	13.50
Recreation Intern	15.00

*Additional \$0.75 per hour for each season of Recreation service in the same position, with no break in years of service, and upon satisfactory performance evaluation. Maximum credit for years of service in the same role: 4 years (+\$3.00). Years of service credits will be honored between paired roles, if taking a promotion would otherwise result in being paid at a lower rate.

GROUP: AFSCME 2

Effective: July 1, 2020 (Contract Negotiations in Progress)

Step	1	2	3	4	5	6	7	8	9	10
C-12	40,173	41,351	42,606	43,881	45,523	46,856	48,266	49,695	51,183	53,499
C-14	43,456	44,771	46,102	47,493	49,231	50,680	52,186	53,751	55,373	57,865
C-15	45,117	46,489	47,879	49,328	51,104	52,649	54,214	55,836	57,497	60,085
CD	41,986	46,829	48,899	50,947	53,017	55,086	58,025			
CDC	43,622	48,712	50,843	52,975	55,147	57,301	60,342			

C-12	Senior Clerk	C-15	Finance Assistant, Accounting
C-14	Department Assistant	C-15	Finance Assistant, Payroll
C-15	Assistant Town Clerk	CD	JCC Dispatcher
C-15	Assistant Treasurer/Collector	CDC	JCC Dispatch Coordinator
C-15	DPW Administrative Coordinator		

GROUP: AFSCME 1

Effective: July 1, 2020 (Contract Negotiations in Progress)

Step	1	2	3	4	5	6	7	8	9	10
G-1	42,780	44,039	45,369	46,702	48,111	49,521	51,008	52,534	54,079	56,803
G-2	46,160	47,532	48,961	50,391	51,916	53,462	55,044	59,889	58,386	61,322
G-3	49,848	51,298	52,843	54,427	56,030	57,711	59,428	61,207	63,041	66,188
G-4	53,790	55,393	57,054	58,734	60,491	62,287	64,142	66,073	68,063	71,462
G-5	58,057	59,795	61,593	63,427	65,300	67,271	69,258	71,327	73,471	77,159
G-6	62,674	64,567	66,479	68,468	70,516	72,621	74,783	77,025	79,303	83,321
G-7	68,488	70,534	72,659	74,804	77,062	79,342	81,718	84,170	86,701	91,046
G-7A	71,250	73,393	75,576	77,874	80,172	82,606	85,077	87,648	90,273	94,813
G-7B	71,577	73,702	75,904	78,164	80,521	82,895	85,386	87,936	90,564	95,122
G-8	74,630	76,870	79,150	81,524	83,978	86,468	89,038	91,703	94,464	99,215
G-8A	77,990	80,346	82,722	85,194	87,744	90,370	93,074	95,857	98,694	103,678
G-9	81,331	83,745	86,256	88,826	92,533	94,214	97,053	99,950	102,925	108,100
G-10	88,302	90,949	93,673	96,493	99,390	102,364	105,416	108,603	111,865	117,506
G-15	52,032	55,065	56,570	58,328	60,028	63,235	65,069	66,922	68,835	73,702

G-3 – Admin Assessor	G-6 – Local Building Insp	G-7B – Wtr Treat/Comp Mgr	G-9 – Building Comm
G-4 – Rec Prog Coor	G-6 – Sanitarian/Health Ag	G-8 – Conservation Admin	G-9 – DPW Hwy/Parks/TS Supt
G-5 – Assistant Assessor	G-7 – Asst Yth Dir/Clin Supv	G-8 – IT Bus Sys Analyst	G-9 – DPW Water Supt
G-5 – Clinician	G-7 – GIS Analyst	G-8 – Town Planner	G-9 – Health Director
G-6 – Accountant	G-7 – Town Surveyor	G-8 – Y&F Services Dir	G-9 – Treasurer/Collector
G-6 – Assistant Rec Dir	G-7A – Public Health Nurse	G-9 – Assessing Dir	G-15 – Comm Health Nurse
G-6 – DPW Business Mgr	G-7B – COA Director		

GROUP: LIBRARY

Effective: July 1, 2019 (Contract Negotiations in Progress)

Step	1	2	3	4	5	6	7	8	9	10
L-1	40,495	41,696	42,970	44,226	45,573	46,956	48,339	49,795	51,306	52,816
L-2	43,735	45,045	46,410	47,811	49,195	50,687	52,234	53,799	55,401	57,057
L-3	47,229	48,649	50,105	51,615	53,180	54,764	56,402	58,094	59,842	61,643
L-4	51,015	52,543	54,090	55,747	57,403	59,150	60,897	62,735	64,610	66,557
L-5	55,091	56,748	58,458	60,206	62,007	63,864	65,793	67,759	69,779	71,890
L-6	59,478	61,279	63,118	65,047	66,976	68,996	71,035	73,182	75,366	77,623
L-7	64,264	66,175	68,177	70,197	72,327	74,493	76,731	79,024	81,390	83,829
LC	38,802	40,258	41,660	43,189	44,772	46,865				

- | | | | |
|---------------------------------------|---|----------------------------|----------------|
| L-1 - Library Assistant - Circulation | L-4 - Bibliographic Services Librarian | L-4 - Reference Librarian | LC - Custodian |
| L-1 - Library Assistant - Children's | L-4 - Library Administrative Assistant | L-5 - Children's Librarian | |
| L-2 - Library Associate - Periodicals | L-4 - Computer Specialist/Ref Librarian | L-5 - Business Manager | |
| L-4 - Assistant Children's Librarian | L-4 - Head of Circulation | L-7 - Assistant Director | |

GROUP: TEAMSTERS - DPW

Effective: July 1, 2021

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	15 Years	25 Years
D1	--	--	--	--	--	--	--
D2	20.40	21.52	22.62	23.72	24.81	25.31	25.56
D3	21.02	22.16	23.32	24.46	25.61	26.12	26.38
D4	21.95	23.15	24.36	25.56	26.77	27.30	27.58
D5	22.45	23.72	24.99	26.26	27.54	28.09	27.54
D6	23.98	25.31	26.64	27.98	29.32	29.90	30.20
D7	25.50	26.89	28.29	29.69	31.10	31.72	32.03
D8	25.95	27.37	28.81	30.25	31.68	32.31	32.64
D9	26.43	27.87	29.32	29.72	32.22	32.87	33.20
D10	27.48	28.98	31.52	33.02	33.49	34.16	34.50
D11	28.51	30.07	31.63	33.19	34.76	35.46	35.81
D12	30.92	32.60	34.27	35.96	37.64	38.39	38.78
D13	31.64	33.38	35.11	36.85	38.59	39.36	39.75

- | | | |
|-------------------------------|-------------------------------------|----------------------------|
| D-2 Maintenance Worker | D-5 Sr. Grounds Worker | D-12 Water Worker 3 |
| D-3 Grounds Worker 1 | D-7 Mechanic/Welder | D-13 Water Working Foreman |
| D-4 Grounds Worker 2 | D-7 DPW Working Foreman | |
| D-4 Medium Equipment Operator | D-8 Maintenance Mech/Welder | |
| D-4 Grounds Worker 2 | D-8 Lead Mech/Welder/Water Worker 1 | |
| D-5 Heavy Equipment Operator | D-9 Sr. Foreman/Water Worker 2 | |

GROUP: FIRE

Effective: July 1, 2019 (Contract Negotiations in Progress)

		Step 1	Step 2	Step 3	Step 4
Deputy	F-6E				89,055
Captain	F-5E	75,058	77,358	79,846	82,330
Lieutenant	F-4E	68,860	70,971	73,253	75,668
FF/Elec/Mech/Insp	F-3E	65,409	67,345	69,736	72,030
Firefighter/EMT	F-1E	59,573	61,494	63,486	65,546

GROUP: POLICE

Effective: July 1, 2021 2% increase

Title	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 15	Step 25
Patrolman	P-1	47,940	60,218	63,230	66,391	69,710	71,969	74,128	76,352
Sergeant	P-2	74,738	78,476	82,399	87,788	--	--	90,422	93,135

Title	Grade	Step 1	Step 15	Step 25
Detective	D-1	76,691	78,992	81,362
Detective Sergeant	D-2	95,402	98,264	101,212

APPENDIX C: CPC Report for 2021 Annual Town Meeting

The provisions of the Community Preservation Act (CPA) were adopted at the Annual Town Meeting in 2001. The Community Preservation Committee is charged with evaluating potential community preservation projects and, if appropriate, submitting project recommendation articles at Town Meeting. The CPA requires that the projects focus on open space, historic preservation, and community housing. Funds can also be used for certain recreational purposes.

CPA Revenue – Since the adoption of the CPA in 2001 through December 2020, Wayland has received \$12,573,741 from the residential property tax surcharge (two quarters only for FY21), \$5,636,637 in State Trust Fund distributions, and \$813,676 in interest for total revenue of \$19,024,054. The funds collected are known as the Community Preservation Fund (CPF), held and administered by the Town’s Treasurer.

COMMUNITY PRESERVATION FUND – AVAILABLE FUNDING BEFORE AND AFTER 2021 ATM – END FY’21

CPA FUNDS BALANCES & ALLOCATIONS	HISTORIC	COMMUNITY HOUSING	OPEN SPACE	ADMIN	UNCOMMITTED FUND
AS of 6/30/20	\$ 104,848	\$1	\$ 91,459	\$ 28,848	\$ 895,459
FY’21 Estimated Revenue					+ \$1,190,199
Set Aside 2021	+\$119,020 (10%)	+\$119,020 (10%)	+\$119,020 (10%)		-\$357,060 (10% -\$372,731 (Mainstone Debt Service)
Transfer to WMAHTF		-\$119,020			
Gravestone Study				-\$14,000	
Library Doc Conservation	-\$16,820				
Pollinator Garden			- \$ 2,000		
Native Plant			- \$ 7,000		
Mill Pond Dam Walkway					-\$21,760
Heard Farm Signs & Orchard Restoration	-\$2,000				-\$5,500
Middle School Athletic Field					-\$50,000
70-74 Main St	-125,000				
TOTALS Expected 6/30/21	\$ 82,048	\$1	\$201,479	\$21,348	\$1,278,607

* By end of FY21 (June 30, 2021) funds amounting to about \$1,190,199 will be deposited into the Uncommitted Fund collected from surcharge and State Trust Fund. (Much has already been deposited as of January 2021). Also, more interest will have accrued. The full 10% distributions for FY21 will have been subtracted from the Uncommitted Balance and deposited into each account by the set-aside article at ATM (\$119,020 represents 10% of FY21 CPF receipts:

Surcharge (\$928,120) + State Trust Fund (\$262,079). Thus, the Uncommitted Balance on July 1, 2021 should be in excess of \$1 million if all projects are funded as proposed.

A list of all CPA funded projects is on the Town's CPA webpage:

<https://www.wayland.ma.us/community-preservation-committee>

APPENDIX D: Article 22 Documents Related to Select Board/Town Manager Special Act

APPENDIX D.1: Special Act of Legislation Creating Select Board/Town Manager Form of Government in the Town of Wayland

1/4/21

SELECT BOARD/TOWN MANAGER SPECIAL ACT

Special Act of Legislation Creating Select Board/Town Manager Form of Government in the Town of Wayland

[HISTORY: Adopted by the Annual Town Meeting of the Town of Wayland 5-3-2004 by Art.11. Amendments noted where applicable.]

GENERAL REFERENCES

Boards, commissions and committees — See Ch. 6.

Finances — See Ch. 19.

Personnel — See Ch. 43.

Board of Selectmen — See Ch. 58.

Town Administrator – See Ch. 60.

Treasurer and Collector — See Ch. 72.

Director of Public Works – See Ch. 151.

§ 1. The Select Board.

1.1 The Board of Selectmen in the Town of Wayland shall hereafter be known as the Select Board, who shall be vested with all of the powers and duties conferred upon a board of selectmen by any general or special law. All references to the Board of Selectmen contained in the Town Code shall be construed as referring to the Select Board, and all powers and duties conferred upon the Board of Selectmen by the Town Code shall be vested in the Select Board. (*new*)

1.2 The Select Board shall be the chief executive officers of the Town and shall serve as the chief policymaking body of the Town. (*new*)

1.3 The Select Board shall consist of five (5) residents of the Town, elected by ballot, to serve a term of three (3) years. The terms of the members of the Select Board shall be staggered such that one (1) or two (2) members shall be elected each year. Upon the effective date of this Act, the incumbent members of the Board of Selectmen shall continue in office for the duration of their elected terms but shall be referred to as members of the Select Board. (*new*)

1.4 The Select Board shall develop and promulgate policy directives and regulations that shall be followed by all agencies serving under it and, in conjunction with other elected Town officers and multiple-member bodies, shall develop and promulgate policies and regulations designed to bring the operation of all town agencies into harmony; provided, however, nothing in this section shall authorize any member of the Select Board or a majority of such members to

become involved in the day-to-day administration of a town agency nor shall this provision be construed as conferring upon the Select Board any policy-making directives or regulations specifically reserved to other Town boards or commissions by statute or Town Code. *(new)*

1.5 The Select Board shall cause the Town Code, rules and regulations of the Town to be enforced. *(new)*

1.6 The Select Board shall appoint a Town Manager, Town Counsel, independent auditor and any other boards, committees, and commissions according to Town Code, statute or any special act. The Select Board shall also appoint any other multi-member boards for whom no other method of appointment is provided by Town Code, statute or special act. *(new)*

1.7 The Select Board shall have full authority as agents of the Town to employ counsel to commence, prosecute and defend suits in the name of the Town, unless otherwise especially ordered by vote of the Town. Said authority shall not extend to employing counsel to the School Committee. *(in current Code, Section 58-1)*

1.8 The Select Board shall cause an adequate supply of the full Town report to be available in the Town offices and in the public library from which to furnish a copy to any interested person, and it shall cause the warrant and Finance Committee's report with recommendations to be served as provided in Section 36-2 of the Town Code. *(in current Code, Section 58-2)*

1.9 The Select Board shall have the authority to declare a state of emergency in the Town of Wayland upon the occurrence of any disaster, catastrophe, fire, flood, earthquake, storm, public health emergency, other natural calamity, act of terrorism, or cyber attack. Any state of emergency proclaimed by the Select Board shall, unless sooner terminated by proclamation of the Select Board, terminate five days from the day it takes effect. *(in current Code, Section 58-3)*

1.10 The Select Board shall have full authority to establish rules and regulations, binding upon all boards, commissions, committees, councils, authorities, officials and employees of the Town of Wayland, governing the use, marking, record-keeping, maintenance and reporting requirements pertaining to Town-owned vehicles and reimbursement for the use of privately owned vehicles by employees and officials while on Town business. *(modified from current Code, Section 58-4)*

§ 2. Appointment and qualifications of Town Manager.

2.1 The Select Board, by an affirmative vote of at least four (4) members, may appoint a Town Manager for a term not to exceed three years, as the Select Board deems to be in the best interests of the Town. The Town Manager shall receive such aggregate compensation and benefits, not exceeding the amount appropriated, as the Select Board may determine. The Select Board may, but is not required to, establish a written employment contract with the Town Manager pursuant to Massachusetts General Laws Chapter 41, Section 108N, to provide for the salary, fringe benefits, and other conditions of employment. The Town Manager position shall be a non-union position. *(modified from current Code)*

2.2 The Town Manager shall be appointed on the basis of educational, management and administrative qualifications and experience, including at least a bachelor's degree from an

accredited four-year college or university. The Town Manager shall have considerable professional experience, consisting of compensated service in government administration or an equivalent combination of education and business management experience. *(modified from current Code)*

2.3 The Town Manager shall devote full-time to the responsibilities of the office. The Town Manager shall hold no elective Wayland Town office. The Town Manager may be appointed by the Select Board to any other compatible Town office or position, but he/she shall engage in no other business or occupation without advance written authorization by the Select Board. *(in current Code)*

§ 3. Authority and responsibilities of Town Manager.

3.1 Administrative Authority and Responsibilities

- a. The Town Manager shall be the chief administrative and operating officer of the Town. *(new)*
- b. The Town Manager shall be responsible for managing, supervising and executing all of the activities noted in this Act, the Town Manager's job description, and any other duties assigned to the Town Manager by the Select Board or in compliance with federal and state law and the Town Code and Town policies. *(in current Code)*
- c. The Town Manager will not set Town policy, but will ensure there is appropriate coordination in the implementation of Town policy working across all Town departments in conjunction with all elected and appointed boards and committees. *(in current Code)*
- d. The Town Manager shall ensure that all Town employees, boards, commissions and committees comply with the Town's financial, personnel and legal policies and procedures, as well as all Town Meeting votes, Town Code, federal and state law, and all regulations *(modified from current Code)*
- e. The Town Manager shall be responsible for the management of all financial, administrative and operational affairs of the Town and Town departments and all boards, commissions and committees but excluding the School Department, provided, however, that all boards, commissions and committees shall continue to exercise permitting and/or policy-making authority as provided in state law. *(modified from current Code)*
- f. The Town Manager shall be responsible for overseeing, coordinating, and making recommendations that may impact multiple Town boards and committees, broadly or in detail, regarding Town financial, personnel and legal activities. *(in current Code)*

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- g. The Town Manager shall understand and have a working knowledge of the statutory and regulatory authority and responsibility held by department heads and elected and appointed boards, commissions and committees so s/he can effectively support these officers in the execution of their duties. Unless expressly stated herein, nothing in this Act is intended to reassign policy-making or permit granting statutory authority of any department head or any elected or appointed board, commission or committee to the Town Manager. *(modified from current Code)*
- h. With respect to Town policies and programs that impact multiple areas of Town government, the Town Manager shall work with all elected and appointed boards, commissions and committees and Town department heads, be responsible for ensuring there is appropriate administration and coordination both (i) in the implementation and on-going adherence to Town policies; and (ii) in the development and execution of such policies and programs. *(modified from current Code)*
- i. With respect to the development, implementation and execution of policies and programs affecting various Town departments, the Town Manager shall:
- i) Coordinate the setting of priorities with the rest of the Town government;
 - ii) Communicate activities, including projects, plans and studies, so that necessary input is received from all areas of Town government that should be involved in those initiatives; and
 - iii) Coordinate efforts so that cross-functional services to residents and others are effectively and consistently delivered. *(in current Code)*
- j. With the exception of the School Department and Library, and except as otherwise provided in the Town Code or Chapter 347 of the Acts of 2008, to streamline services, the Town Manager may create a new department, may reorganize, eliminate or consolidate Town departments or functions, in whole or in part, and may assign functions of one department to another department, subject to the approval of the Select Board. *(new)*
- k. The Town Manager is designated as the Town's Records Access Officer under the Public Records statute. The Town Manager shall, directly or through the Town's various departments, boards, commissions and committees, be responsible for the preparation, filing and maintenance of all records and reports on behalf of the Town. *(modified from current Code)*
- l. The Town Manager oversees crisis intervention in emergency situations, working with other key Town department heads, and addresses any systemic problems impacting multiple areas of the Town as they arise. The Town Manager shall ensure priority items are properly attended to and bring concerns about problem

resolution to related boards, commissions and committees, and ultimately, to the Select Board for assistance in resolution, if necessary. *(in current Code)*

3.2 Financial Authority and Responsibilities

- a. The Town Manager shall be the chief financial officer of the Town. *(new)*
- b. The Town Manager shall initiate, draft and have general oversight of the process of preparing the Town's annual operating and capital budgets for submission to the Finance Committee. To assist the Town Manager in preparing the proposed annual operating and capital budgets, all department heads, boards, commissions and committees of the Town, including the School Department, shall furnish all relevant information and submit to the Town Manager, in writing and in such form as the Town Manager shall prescribe, a detailed estimate of the appropriations required and available funds. *(new)*
- c. The Town Manager shall draft and update a five-year capital improvement plan for all Town departments for submission to the Finance Committee. *(new)*
- d. The Town Manager shall work with the Finance Director and Finance Committee to:
 - i) Develop long-term financial strategies addressing operational and capital financial needs of the Town;
 - ii) Establish set budgetary guidelines to be used in the development of annual budgets;
 - iii) Review all operating and capital budgets of all Town departments and make recommendations to the affected boards, commissions and committees and to the Finance Committee about priorities important to budget development; and
 - iv) Evaluate actual expenditures and receipts against budgets and coordinate with affected department heads, boards, commissions and committees the development of plans to manage to the budget or obtain Finance Committee approval for Reserve Fund transfers, in advance of spending, when possible. *(in current Code)*
- e. The Town Manager shall serve as the Town's chief procurement officer pursuant to state and federal law and shall ensure that all Town departments comply with applicable procurement laws. The Town Manager may, in his or her discretion, delegate any procurement responsibilities. *(modified from current Code)*
- f. Unless any statute or special act provides to the contrary, the Town Manager is authorized to execute all grant applications and shall award and execute all contracts binding the Town up to a set amount to be established by policy set by the Select Board. *(new)*

3.3 Personnel Authority and Responsibilities

- a. Department Heads: Except as expressly provided herein, the Town Manager shall appoint on the basis of merit and fitness alone, all department heads or similar positions, in consultation with the respective boards, commissions and committees that the Department Heads or similar positions support and in compliance with any applicable provision of a collective bargaining agreement, with the exception of the School Department and Library. *(modified from current Code)*
- b. Department Employees (subordinate to Department Head or similar position): The Town Manager shall ultimately be responsible for appointing subordinates to Department Heads or similar positions. Unless otherwise provided by the terms of an applicable collective bargaining agreement, the Department Head or similar position may, with the consent of the Town Manager or his or her designee, appoint on the basis of merit and fitness alone, all subordinate employees of each Town department, with the exception of the School Department. *(modified from current Code)*
- c. Unless otherwise provided under this Act, the Town Manager shall be responsible for appointing all other appointed employees for whom no other method of appointment is provided by the Town Code or other special act. *(new)*
- d. Discipline and Removal for Cause: The Town Manager may, for cause, discipline or remove any department head or similar position, with the exception of the School Department and Library Director, and shall, in consultation with the applicable Department Head or similar position, discipline or remove all subordinate employees of each Town department, with the exception of the School Department. *(new)*
- e. The Town Manager shall appoint, on the basis of merit and fitness alone, with ratification by a vote of at least three members of the Select Board, and evaluate, discipline and, for cause, remove, without the ratification of the Select Board:
 - i) A Police Chief;
 - ii) A Fire Chief;
 - iii) A Finance Director; and *(modified from current Code)*
 - iv) A Town Clerk. *(new)*
- f. In the event of a vacancy, disability or absence anticipated to be greater than thirty (30) days of any department head or any position appointed by the Town Manager, the Town Manager may appoint someone to serve in an acting or interim capacity for the period of such vacancy, disability or absence. *(new)*

- g. Working with the Town's Human Resource Department, the Town Manager shall be responsible for the daily administration of the Town-wide personnel system, including the maintenance of personnel records and the enforcement of personnel policies, rules and regulations and managing personnel costs to ensure maximum efficiency and fairness across Town departments. (*in current Code*)
- h. Evaluations: The Town Manager may develop a performance evaluation process and establish performance standards not inconsistent with any terms of any collective bargaining agreement. (*new*) The Town Manager shall be responsible for the annual evaluation of job performance of all Town department heads, including the Town Clerk and other positions appointed by the Town Manager but excluding the School Department and Library Director, and shall incorporate any input or recommendations received from any elected or appointed board, commission or committee served by such department heads. Evaluation of the Library Director shall include input of the Town Manager. The Town Manager shall be responsible for ensuring the completion of annual evaluations of the job performance of all subordinate Town employees, excluding those of the School Department. (*modified from current Code*)
- i. The Town Manager shall serve as the agent of the Select Board and negotiate collective bargaining agreements on behalf of the Select Board in accordance with General Laws Chapter 150E, provided, however, that such agreements shall be subject to ratification by the Select Board and subject to funding by Town Meeting. The Town Manager may designate appropriate employees to assist with collective bargaining. (*new*)

3.4 Facilities/Property Authority and Responsibilities

- a. Except as otherwise provided in Chapter 347 of the Acts of 2008, the Town Manager shall be responsible for the construction, reconstruction, restoration, rehabilitation, repair and maintenance of all Town buildings and all Town real and personal property, and information technology and infrastructure. Nothing in this provision shall be construed as conferring any authority upon the Town Manager to have access to information that is otherwise unauthorized under state law. (*new*)
- b. The Town Manager shall, directly or through the Town's various departments, boards, commissions and committees, maintain an inventory of all Town-owned real and personal property. (*in current Code*)

3.5 Transitional Authority and Responsibilities (*all new*)

- a. With the enactment of this Act by the General Court, Chapter 320 of the Acts of 2004, An Act Relative to the Position of Town Administrator in the Town of Wayland, shall be repealed and be of no effect, and the position of Town Administrator shall be abolished and the incumbent thereof shall serve as the

Acting Town Manager, or if there is no incumbent, the Select Board shall appoint an Acting Town Manager. The Acting Town Manager shall serve until the Select Board appoints a permanent Town Manager.

- b. Following the enactment of this Act, the Select Board shall appoint a Town Manager, and if the Select Board so chooses, the incumbent Town Administrator may be appointed Town Manager on a permanent basis.
- c. Following the enactment of this Act by the General Court, any reference to the Town Administrator existing in any provision of the Town Code or any other special act shall be construed as referring to the Town Manager. All powers and duties conferred upon the Town Administrator by the Town Code or other special act shall be vested in the Town Manager, unless otherwise provided in this Act.
- d. Following the enactment of this Act by the General Court, Sections 58 and 60 of the Town Code shall be repealed and be of no effect.
- e. Following the enactment of this Act, all Town officers, boards, commissions and employees shall continue to perform their duties in the same manner and to the same extent as they have performed the same prior to the enactment of this Act, except that, upon the appointment of a Town Manager, the powers and duties outlined herein shall be vested in the Town Manager.

§ 4. Removal of the Town Manager.

The Town Manager may be removed by an affirmative vote of at least four (4) members of the Select Board in accordance with the provisions of the Town Manager's contract, if applicable.
(modified from current Code)

§ 5. Acting Town Manager.

If the Town Manager shall be absent from his/her office for up to fourteen (14) days, the Town Manager may designate a qualified person to serve as the Acting Town Manager and to perform the duties of the Office of the Town Manager during this period of absence. In the event the Town Manager shall be absent for more than fourteen (14) days or the office of Town Manager shall be vacant for more than fourteen (14) days, the Select Board may appoint a qualified person to serve as the Acting Town Manager and to perform the duties of the Office of the Town Manager during the period of any vacancy caused by the Town Manager's absence, illness, suspensions, removal or resignation. The appointment by the Select Board shall be for a period not to exceed six months, but such appointment may be extended by majority vote of the Select Board. *(modified from current Code)*

§ 6. Town Clerk To Become Appointed Position. (new)

6.1 Upon the effective date of this Act, the position of Town Clerk shall cease to be elected and shall become a position appointed by the Town Manager pursuant to Sections 3.3.e and 6 of this Act.

6.2 The incumbent in the office of Town Clerk shall continue to serve until the expiration of the term for which elected as Town Clerk, and at the expiration of that term, a Town Clerk shall be appointed by the Town Manager as provided in Section 3 of this Act. If the incumbent in the office of Town Clerk vacates said office prior to the expiration of the term for which the Town Clerk was elected, the office of Town Clerk shall cease to be an elected position and shall be appointed by the Town Manager as provided in Section 3 of this Act.

§ 7. Conflict with Other Acts or Town Code.

In the event that there is a conflict between any provision of this Act and any provision of the Town Code, rules, regulations, orders, special acts, acceptances of laws, or other special act pertaining to the Town of Wayland, this Act shall prevail. All other provisions of Town Code, resolutions, rules, regulations and votes of the Town Meeting that are in force at the time this Act is enacted, not inconsistent with or superseded by the provisions of this Act, shall continue in full force and effect until amended or repealed.

§ 8. Time for Taking Effect. (*new*)

This Act shall take effect upon its passage by the General Court.

APPENDIX D.2: Executive Summary**Select Board / Town Manager Special Act
Executive Summary
2/17/2021**

What is the goal? The goal of the Select Board / Town Manager Act is to professionalize the structure of Wayland's government; coordinate administrative, operational, and financial functions; provide a consistent approach for efficiency, effectiveness, and transparency across all departments and boards; use resources effectively; improve legal and regulatory compliance; and maintain volunteer opportunities on boards and committees.

Why adopt this change? Wayland's government is a \$95 million diversified organization in a highly regulated and public service environment requiring a stronger centralized management structure. The Town Administrator has 20 direct reports resulting in an extremely flat organization. Some department heads report to elected boards, not to the Town Administrator. Under our current structures, there is no flexibility to group departments as there is in virtually all of our peer communities.

Has this been studied? This is the third effort over the past thirty years to strengthen and streamline the Town's executive and financial management structure. The Town has received consistent recommendations on how to improve its management structure. Today's challenge is summarized by the Collins Center for Public Management after an in-depth study completed in 2018: *Wayland appears increasingly anachronistic among Wayland's peer communities and increasingly unable to handle the accelerating changes Massachusetts municipalities must manage.*

Many of the suggestions from 18 years ago are still relevant today. The Maximus Report from 2002 stated: *All staff in the Town should report to the Town Manager on matters of personnel, finance, service levels, etc. Board and commissions should retain no direct supervisory authority.* The report also recommended that Wayland move toward a Town Manager form of government after utilizing a Town Administrator as an intervening step in that transition. Wayland implemented a Town Administrator form of government in 2004. It is time for the next step.

We have come full circle to 1990. The Charter Commission wrote: *Town government is growing increasingly complex and it is essential that we have a well-qualified person to handle the day to day administration. Having specified powers and responsibilities...will enable the town administrator to be more effective; and we will attract and retain competent people. Very few voters will favor every provision of this charter. We urge that you vote for adoption if you conclude that, on balance, the town will be better managed under the charter than without it.*

What does the Act accomplish? Under the Act, the Town Manager is given clearer authority and responsibility for managing the Town in four areas: administration, finances, personnel, and facilities/property.

- Administration: the Act clarifies the Town Manager's authority and responsibility to ensure compliance with policies, procedures, and federal, state, and local law; as well as set priorities for projects and staff.
- Finance: the Act strengthens the Town Manager's financial authority and responsibility and establishes the Town Manager as the Chief Financial Officer with additional oversight of operating and capital budget development as well as a five-year capital plan.
- Personnel: the Act strengthens the Town Manager's authority and responsibility, as negotiations would be coordinated by the Town Manager rather than the Personnel Board; and it standardizes consistent and compliant hiring practices.

- Facilities/Property: the Act clarifies the Town Manager's responsibility for construction, repair, and maintenance of all Town buildings, property, and information technology.

Does the Act make any other changes?

- Board of Selectmen name changes to Select Board
- Town Administrator position changes to Town Manager
- Town Clerk changes from elected to appointed position
- There is no change to the make up, appointment process, or authority of existing boards/committees/commissions

APPENDIX D.3: Frequently Asked Questions**Select Board/Town Manager Special Act
Frequently Asked Questions (FAQS)
1-4-2021****General questions on why change and what changes**

- **Why are we doing this at all?** The Board of Selectmen wants to bring Wayland's organization into the 21st century. The purpose of the Special Act is to professionalize the structure of Wayland's government; coordinate administrative, operational, and financial functions; provide a consistent approach for efficiency, effectiveness, and transparency across all departments and boards; use resources effectively; improve legal and regulatory compliance; and maintain volunteer opportunities.
- **Why now?** We might ask, why not 30 years ago? Wayland has looked at its structure three times over the last 30 years. The Town's Charter Commission (1989), The Maximus Group (2002), and The Collins Center for Public Management (2018) have all told us the same thing: Wayland's financial management is severely fragmented and the executive function needs to be strengthened.

With the opportunity to hire two Town Administrators in the past 6 years, the Board has received direct feedback that Wayland's organizational structure is unwieldy and unusually flat. We've heard this from the prior Town Administrator and our hiring consultant. Our organizational structure is viewed as a challenge.

Wayland's organization was developed when times were simpler. Wayland was a small town with few professional staff and many volunteers who did much of the work. Wayland is now analogous to a \$95 million diversified company in a highly regulated and public service environment requiring a stronger centralized management structure.

Over the decades there have been changes in the complexity of municipal government with increased regulations, financial requirements, and public scrutiny. The level of volunteer work cannot and should not be sustained. Wayland has a reputation for being difficult to manage, which translates into difficulty in hiring people into management positions. Previous Town Administrators have reported that their position has all the responsibility, but not the necessary authority and accountability for many departments.

- **Why can't we accomplish these goals with the current Town Administrator position?** In 2004 the Town made some improvements by changing from an Executive Secretary to a Town Administrator (TA) form of government. However many department heads continue to report to elected boards and committees, not up through a single executive. This makes it difficult to manage workload, set priorities that cross departmental lines, and ensure that laws and regulations are met. The current TA has 20 direct reports – an unsustainable number. There is no flexibility to organize a deeper structure of departments when some departments are not under the TA's direct management.
- **What changes are being proposed to current code?** With passage of the Special Act, the Town Code will be updated for two chapters: Board of Selectmen, Chapter 58 (being replaced); Town Administrator, Chapter 60 (being replaced). One section of Town Code will be updated at a future Town Meeting: Personnel, Chapter 43, section B (3) responsibility for negotiations, which will go to the Town Manager. In summary, the function will move to the Town Manager and the Personnel Code will be revised later.

- **Why not make this change through a Charter?** The Town tried a charter in 1989. It did not pass. A charter is a total rewrite of Town Code that follows a specific two-year process. The Board of Selectmen thinks it is more manageable to address the needed changes in parts, addressing the professional organization first. In the future the Town can choose to address financial and committee structure.
- **Why not make recommendations on consolidating or removing committees?** The volunteer spirit is very strong in Wayland and will continue through over 40 elected and appointed boards/committees. All currently elected boards/committees remain elected. The number of appointed boards/committees remains the same. Looking at committees is for a future reform.

Organizational Structure

- **What will the organization look like?** The goal is to take a very flat organization with over 20 direct reports and create functional groupings with existing staff in organizational roles. In the public discussions, the Board shared sample organizational charts from similar towns to show groupings of human services, land services, administrative support work, and public safety services.
- **Why can't we see exactly what the staff organization chart will be?** No determination has been made on an exact organization for Wayland. We can offer a couple of examples of what it might look like. However, discussions with union staff may require contract negotiation for potential changes in responsibility or reporting structure. Also, to manage staff and resident expectations and avoid unnecessary apprehension, no decision on structure will be made until passage of the Special Act.
- **Will all department groupings have a staff manager?** Functional groupings may have a leader named to facilitate communication and workload. It is not anticipated that additional staff will be hired to head these functional groups. A shift in work responsibilities should be able to accommodate the change.
- **How are Boards/Committees/Commissions changing under this act?** There are no changes to the number of boards/committees/commissions. There are no suggested changes to the selection process (elected vs. appointed), the purpose and mission statements, or the number of volunteers.
- **Do volunteers' roles change? Why is it difficult to appoint volunteers?** Committee/board volunteers will continue to have regulatory and policy responsibility. However, it is anticipated that the daily work will move to staff. Examples of this include but are not limited to regulatory mailings, implementing contracts for services. It can be difficult to attract volunteers given the amount of work required on some committees.
- **Will all boards/committees have a staff contact?** Each board/committee will have a staff contact. Now, there are some committees that report directly to the Town Administrator, for example, Historical Commission, Surface Water Quality Commission and Historic District Commission. The staff contact can assist with posting agendas, maintaining information on the website, regulatory mailings and similar responsibilities.
- **Why is the Library not also under the Town Manager? Is there an explicit law?** The Library is governed by a state statute giving the Library Trustees regulatory authority over collections, programming and its building, among other responsibilities. These areas are not changed by passage of the Special Act. However, parts of the Library function require coordination with other Town staff and as such do fall under the proposed Town Manager. For instance, Facilities budgeting and work,

IT for technology, Human Resources support for hiring and benefits, Finance support for payroll and expenses, and outside maintenance done by the DPW all require coordination. The Library union contract also assigns rights to the Town Administrator now and those would continue with the Town Manager.

- **Why are department heads in a union? Can we change that?** Most department heads are in the AFSCME I union; most other Town Building staff are either in the AFSCME I or AFSCME II union. Department Heads in AFSCME may not hire, discipline or review a staff member in the same union. This affects the Conservation, Council on Aging, Planning, Health, Treasury, Assessing, and Building Departments. Department heads unionized decades ago most likely for salary reasons. If the Town wishes to change the union status of any position, it must be negotiated.

Financial Cost

- **What is the financial cost of this act? What are the savings?** The Board of Selectman does not anticipate any particular costs specific to implementation of the Special Act. Concerning savings, we anticipate that passage of the Special Act will allow the Town to use its resources more effectively. Whether it be personnel, use of time, or financial, it is anticipated that the act will streamline certain processes, which will result in some savings. Savings are anticipated also through coordination of administrative, operational and financial functions.
- **Does this act require new staff, more staff, or less staff?** It is anticipated that the Special Act will not change total staffing needs town-wide. However, it is anticipated that responsibilities for administrative, financial, or operational functions may change, subject to negotiations with the Town's unions. As the Special Act is implemented, personnel resources will be used more effectively to deliver town services.
- **If the Town's linear reporting structure changes with the passage of this act, will there be a need for a new level of staff and bureaucracy?** It is not anticipated there will be a need for a new level of staff and added bureaucracy, if the Special Act passes. In fact, we anticipate the effect will be just the opposite. We anticipate that there will be greater efficiency, and effectiveness with the passage of this act. There will be more effective use of personnel, time and money. Based on our observations of the many other peer communities who have established a Town Manager position, staffing needs have not increased as a result of the change.

Checks and Balances

- **What are the checks and balances around the TM being CFO? COO?** The underlying check on the authority of the Town Manager in his/her role as Chief Financial Officer and Chief Operating Officer (as well as other roles he/she plays) is the Select Board, which directly oversees the Town Manager. Policy decisions are made and/or ratified by the Select Board, and, as such, the Town Manager is required to take direction from the Select Board. Further, as an elected body of officials the Select Board is accountable to the residents of the Town who may vote to replace individual members at the conclusion of their terms.
- **Is it typical for the Town Manager to be Chief Financial Officer?** Yes. Most towns operate under a charter or special act that authorizes the Town Manager to appoint the CFO or Finance Director, or expect the Town Manager to perform the functions of a CFO. This person is ultimately responsible for budgets and capital outlay recommendations and making sure that once those recommendations are approved by the legislative body, they are carried out.

- **Is it legal for the Select Board, a group of citizens, to be Chief Executive Officer in a town?** Yes. Massachusetts General Laws Chapter 4, Section 7 includes various definitions to be used in statutory construction. When a statute refers to “chief executive officer” used in the context of municipal government, the term refers to a Board of Selectmen in a town. In Wayland’s case, the Special Act serves as a local charter and names the Select Board as CEO. If the Special Act didn’t exist, the default would be the Board of Selectmen.
- **Should the Finance Committee be appointed by the moderator or a hybrid group (moderator, Select Board member, Finance Committee member, others) as proposed by Collins?** The determination to amend the current process as to who appoints the members of the Finance Committee is one that entails considerable ramifications, and should thus be studied in some depth in order to present residents with the pros and cons of each option. There are a number of sections within Chapter 19 of the Town Code that could potentially use clarification and improvement, and could benefit from a rewrite, which would incorporate this question about appointment of members of the Finance Committee. Instead of addressing issues within the chapter in a piecemeal fashion, it makes more sense to consider a rewrite for the entire chapter.
- **What is the role of the Finance Committee?** The Finance Committee’s role is unchanged. It will still be responsible for bringing a budget to Town Meeting. The Finance Committee’s stated mission is “to recommend a fiscally responsible operating budget and capital spending plan that balances the demand and need for services and infrastructure with the impact on taxpayers across a broad financial spectrum. To fulfill this mission, the Finance Committee outlines a financial strategy and provides factual and relevant information to residents so they can make informed decisions at town meeting.” The Finance Committee also prepares a formal report on the budget and finances of the Town at Town Meeting as well as an annual report.
- **Will the boards/committees be involved in hiring, firing, evaluating of staff?** The Town’s boards and committees will still have the opportunity to provide substantive input regarding the hiring, removal, and evaluation of town staff, but will not be directly responsible for any of those personnel-related actions.
- **Who does a board go to if there is disagreement between Town Manager and department head on budget or other things?** In the event of a disagreement involving a policy-related issue that cannot be resolved at the staff level, members of a board or committee may involve the Select Board who can subsequently determine if its involvement is necessary to seek a resolution.

Role of the Town Manager

- **How can the Town Manager possibly know and manage the intricacies of every department?** The Town Manager cannot know the intricacies of every department, yet s/he can still manage the Town well. The manager of an orchestra is unlikely to be able to play every instrument but s/he knows what to do to motivate and support the performers to produce beautiful music. In the same way a manager’s job is to hire well-qualified staff, oversee employees, departments, even volunteers to ensure that they carry out their duties and meet the town’s goals. The Town Manager also serves as a support system for the staff and ensures the best use of town resources, both people and financial. Manager and staff work together as a mutually interdependent team for the benefit of the Town.
- **What is the definition of “be responsible for” as it relates to the Town Manager?** To say the Town Manager (TM) is “responsible for” something (see: 3.1.b: managing, supervising, and

executing; 3.1.e: the management of all financial, administrative, and operational affairs; 3.4.a: the construction, reconstruction, restoration, rehabilitation, repair and maintenance) means being **accountable** for ensuring the work is completed successfully and in a timely manner. This can be accomplished by working with staff to set goals, establishing policies, ensuring necessary resources, providing training and support, problem solving, brainstorming solutions, respecting staff knowledge and skills, and even staying out of the way. It is the TM's job to make sure the job gets done.

- **What is the Town Manager's motivation to serve the public?** One becomes a town manager because s/he is dedicated to serving the public. The pay isn't bad, but the hours are terrible—all those night meetings! And public scrutiny is just a TV screen or email away.

The Special Act ensures that the Town Manager is accountable to and overseen by the Select Board, which in turn is responsible to the voters. The position is the chief administrative and operating officer of the Town, a very public position, particularly in a community like Wayland with many very active volunteers. The TM's three major responsibilities, fiscal, personnel, and facilities, have boards, committees, and constituencies concerned with the outcome of the work: Why hasn't that bill been paid? When will I get my building permit? Why isn't that project that was approved at last Town Meeting completed? The TM is accountable to the staff, the volunteers, the public, state and federal laws—hundreds if not thousands of people poised to critique, criticize, complain, and—we hope—commend the TM on doing the job well. If not, there will be a phone call or email or article before s/he goes home after the fifth meeting of the day.

- **If the department head decides to rule against issuing a permit for good reason, will there be political pressure from the new Town Manager to intervene?** Permit decisions are made by the regulatory committee. If the department head is ruling on a permit, it is only because the committee has designated that authority and the committee/board has the ultimate responsibility on regulatory permits. While there could be exceptions, generally the TM's role is not political and is to enact the will of the regulatory boards. In a smooth running organization, a department head would discuss controversial issues with the TM in advance of having to make a difficult decision. However, if there are legal or procurement improprieties, if there is new information, if the permit conflicts with a decision of another board, or puts the Town in jeopardy, we would want the TM to intercede.
- **How “down in the weeds” would the Town Manager get in the plans laid out by a board?** Typically the TM would not get into the weeds of board/committee work. The town hires well-qualified and knowledgeable staff who understand their jobs and how to complete the work of their department; the department heads remain the primary staff contact for their respective boards/committees. However municipal governments have gotten more complex; rules change; new laws are passed; technology advances and procedures that once worked may no longer be correct or effective. Generally, the TM sets the direction and encourages the staff to make the necessary changes, but occasionally the TM may need to delve into the “weeds”.
- **How will the Act improve a board's ability to accomplish its work and how will the board/Town Manager/department head really work?** The Special Act gives the TM the authority commensurate with the responsibilities of the job. This is a major improvement. The Special Act clarifies the TM's role and responsibilities as well as that person's relationship with department heads. Using the orchestra metaphor again, we would not expect high quality music if only half the musicians followed the conductor and the other half marched to a different beat. The TM cannot manage efficiently and well when there is no reporting relationship with half the staff and when some committees operate independently of Town goals. The Special Act establishes clear lines of authority. With approval of the Select Board, it gives the TM the capacity to streamline and reorganize departments to improve

operations and reporting structures; coordinate and communicate; supervise, facilitate, and support all department heads—but not set town policy or exercise policy-making authority as provided by state law. Boards and committees continue their policy-making and permitting functions.

Measures of Success

- **Is there a way to analyze success after the new structure is implemented?** The structure change will not happen immediately; it will evolve over time. Consideration of staff strengths, upcoming retirements, union negotiations in some cases, will all come into play. It will be important to set goals and measure progress every year.
- **Will we initially see more bottlenecks? How is this more efficient?** Bottlenecks happen for different reasons now. When there is a new regulation or procedure, there is a learning curve. Bottlenecks also happen now because 20 direct reports result in a difficult management structure with varying priorities. As the organization becomes deeper (less flat), grouped departments, such as a Finance Department, will improve delegation of decision-making and will improve efficiency, which should result in a better product from the same staff.
- **How does a department/board get help from IT or Facilities? Whom do they call?** Department heads will still call the IT hotline for system issues and use Facilities scheduling software for standard repairs. More detailed questions will not be answered by this act, but rather through policy and procedure.
- **Will this act improve coordination of all participating departments/boards/committees to figure out a strategy and bring forward better projects?** That is the goal. The Town Manager working with department heads will channel projects to the right regulatory board in the right order. This should result in fewer continuances due to missing information or approvals taken out of order. This will be a significant saving of staff and volunteer time.
- **Does this act improve the setting of priorities as a Town?** Setting of major town-wide priorities resides with the voters and with their direction, the Board of Selectmen. Implementing these priorities requires the input of staff on resources, feasibility, and schedule. A Town Manager will have the responsibility and authority to facilitate the implementation of priorities, as set by the Board of Selectmen.
- **Do we still have to go to Town Meeting to vote on budgets?** Yes. Nothing about Town Meeting is changed with the passage of the act.

APPENDIX E: List of Outstanding Capital Projects - Detail

(in \$000's)

<u>TOWN</u>	<u>BALANCE (in \$000's)</u>
FY 19 MUNIS Revenue Module	\$58
Multi Year Requests: Dam Repairs	82
FY 17 Old DPW Demo	182
FY 18 Town Building Mech / Elect	75
FY 19 Window And Door Design TB	65
FY 19 Town Bldg Interior Renovations	350
FY 18 Town Building HVAC	1,565
FY 19 Fire Station #2	1,770
FY 19 Road Construction	108
FY 19 Rt 20 South Laydown	142
FY 19 Concord Rd Culvert	150
FY 20 Road Construction	500
FY 20 Stonebridge Road Bridge Design	53
FY 20 Stormwater	201
FY 20 Compactor	55
FY 21 Road Construction	509
FY 21 Potter Rd / Stonebridge Rd Bridge	450
FY 21 Old Sudbury Bridge	325
FY 21 DPW Equipment H-15	250
FY 21 Stormwater	150
FY 21 DPW Equipment P-59	95
FY 21 DPW Lt Truck P-50	65
FY 21 Public Safety Radios	247
FY 21 Public Safety Software	135
FY 21 Fire Pumper	700
FY 21 Covid 19 Ventilation	115
FY 21 High School Plant	140
FY 21 IT Network Replacement	126
FY 21 IT Permitting Software	70
FY 18 Transfer Station Access Road	161
FY 16 COA Feasibility Study	75
FY 19 COA/CC Study	470
Other	174
TOTAL TOWN CAPITAL PROJECTS	\$ 9,614

<u>SCHOOL</u>	BALANCE (in \$000's)
FY 17 Food Service Equipment	\$46
FY 17 Loker Tile	39
FY 17 Loker Door And Window	58
FY 18 Happy Hollow Food Service Equip	60
FY 19 Middle School Phone	60
FY 19 Middle School Network Wiring	43
FY 19 High School Wastewater Plant	285
FY 19 Loker School Kitchen	14
FY 19 High School Field	299
FY 16 Claypit Door And Window	32
FY 20 Comm Controls / Intercom Syst	183
FY 20 Happy Hollow Fire Alarm Control	40
FY 20 Loker Chair	37
FY 20 Loker Roof And Insulation	126
FY 20 Districtwide Core Network	215
FY 20 CH Food Service Refrigerator	76
FY 16 Loker Tile Replacement	38
FY 21 Loker / Claypit Feasibility	200
FY 21 Claypit Air Handling Unit	90
FY 21 Happy Hollow Cooling Unit	70
FY 21 Loker School Roof	3,000
Other	71
TOTAL SCHOOL CAPITAL PROJECTS	\$ 5,081
TOTAL TOWN & SCHOOL	\$ 14,695
<u>WATER ENTERPRISE CAPITAL PROJECTS</u>	BALANCE (in \$000's)
FY 12 Pemberton Rd Upgrade	\$60
FY 16 Water Meter Replacement	194
FY 17 Pump Station Upgrade	219
FY 17 Stonebridge Rd Water Main	75
FY 17 Water Main Replacement	114
FY 17 Water Meters	200
FY 17 Water Tank Cleaning	82
FY 18 Water Main	231
FY 18 Pilot Study	89
FY 19 Water Meter Replacement	520

FY 19 PLC Upgrades	65
FY 19 Water Mains- Clean Water Tst	649
FY 20 Reeves Hill Tank	337
FY 20 Reeves Hill Booster Stat	255
FY 20 MWRA Connection Study	50
FY 20 Automated Water Meters	1,298
FY 21 Gate Valve Trailer	75
Other	45
	<hr/>
TOTAL WATER CAPITAL PROJECTS	\$ 4,557

APPENDIX F: Board of Assessors Report for Annual Town Meeting

At the June 2020 elections, Philip Parks and Massimo Taurisano were elected to serve three-year terms. Subsequently, Zachariah Ventress was elected to Chair, John Todd to Vice Chair, and Molly Upton to Secretary by the Board.

The Board of Assessors is responsible for administering Massachusetts property tax laws fairly and equitably and for producing accurate and fair assessments for all taxable property. As required by the code of Wayland, Section 19-8 the Board of Assessors makes the following Report:

A. Annual Report

(1.) Calendar year 2018 sales used in the determination of the FY2020 assessed values were posted to the Assessors web page and provided at Town Meeting.

(2. a, b, c) Report for the previous six years of abatement history:

FISCAL YEAR	# RECD (a)	# GRANTED (b)	AVG ABMT (c)
2015*	89	66	\$1,152.16
Supplemental	3	3	\$486.59
2016	34	22	\$2,368.68
Supplemental	0	0	\$0.00
2017	25	16	\$2,313.48
Supplemental	0	0	\$0.00
2018	22	9	\$2,157.99
Supplemental	0	0	\$0.00
2019*	42	18	\$1,325.71
Supplemental	0	0	\$0.00
2020	21	14	\$2,757.49
Supplemental	0	0	\$0.00

*DOR Division of Local Services certification years (FY2015 and FY2019)

(2. d) ATB filings last six years:

Fiscal Year	ATB Filings	Fiscal Year	ATB Filings
2015	11	2018	5
2016	6	2019	6
2017	6	2020	2

(2. e) Assessed value changes granted by the ATB:

FISCAL YEAR	NO.	STREET	CHANGE IN ASSESSMENT	FISCAL YEAR	NO.	STREET	CHANGE IN ASSESSMENT
2015	N/A			2018	N/A		
2016	N/A			2019	42	SHAW DR	\$23,300
2017	42	SHAW DR	\$158,200	2020	240	W. PLAIN	\$20,200
					N/A		

(3). Inspections conducted during Fiscal Year 2020

Total Property Visits: 857*

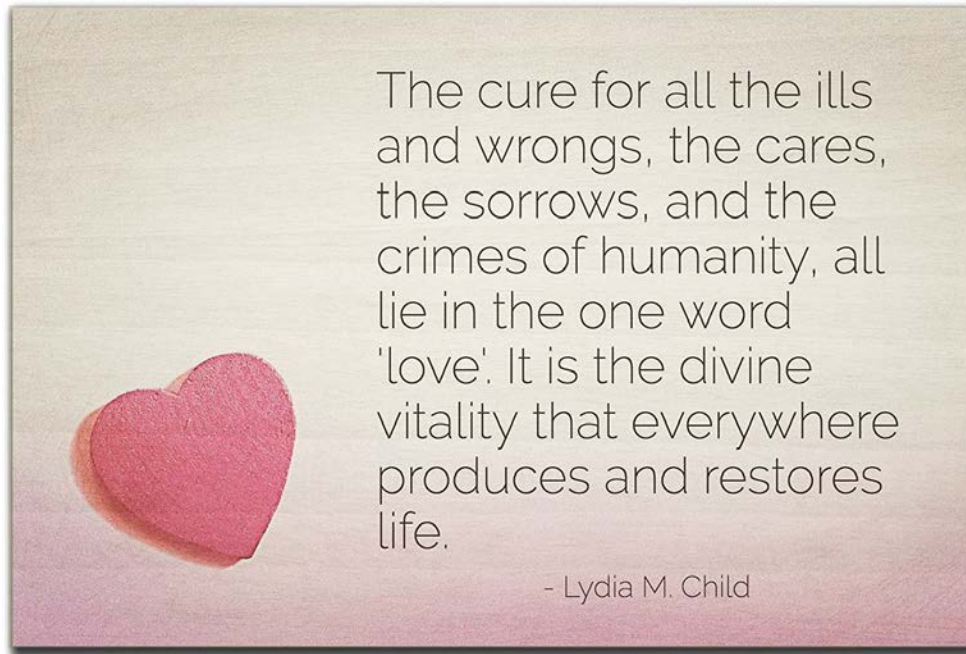
Sales:			Building Permits:		Quality Control:
Interior & Exterior	76		Interior & Exterior	26	Interior & Exterior
Exterior only	43		Exterior only	150	Exterior only
Info at Door	4		Info at Door	0	Info at Door
Interior only	1		Interior only	0	Interior only
In office review	10		In office review	0	In office review
TOTAL	134		TOTAL	176	TOTAL
Cyclical:			Abatement:		Informal Hearings:
Interior & Exterior	211		Interior & Exterior	17	Interior & Exterior
Exterior only	265		Exterior only	0	Exterior only
Info at Door	0		Info at Door	0	Info at Door
Interior only	0		Interior only	0	Interior only
In office review	1		In office review	0	In office review
Refused	2		TOTAL	17	TOTAL
TOTAL	479				33
Field Review:					
TOTAL	6				

*Please note that some of the data verification visits addressed more than one requirement in a single visit, such as a property requiring an abatement visit may also have needed a sale visit. One visit would have met both obligations of data verification.

Respectfully submitted,

Zachariah Ventress, Chair
 John A. Todd, Vice Chair
 Molly Upton, Secretary
 Philip Parks
 Massimo Taurisano

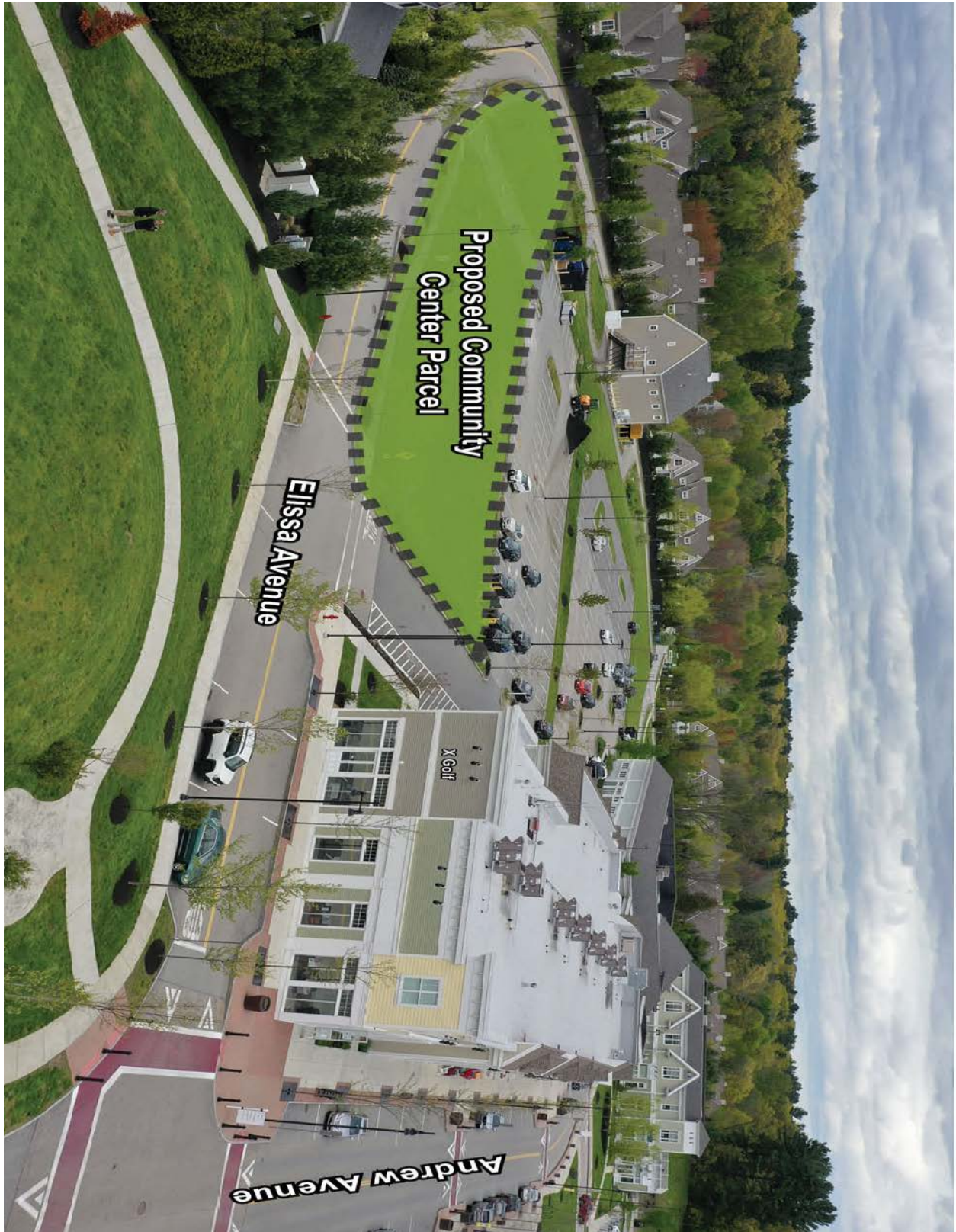
APPENDIX G: Public Ceremonies Committee Report



Lydia Maria Child resided in Wayland during the mid-nineteenth century and is known as a national heroine for her tireless work as an abolitionist, women’s rights activist, equality and human rights activist, novelist, and journalist. She is also known for her famous poem, “Over the River and Through the Wood,” and was remembered as having been a loving friend and neighbor. This honor is bestowed annually upon a Wayland resident, local group, local volunteer organization or employee of the Town of Wayland in recognition for their active volunteer leadership in the betterment of our community’s quality of life or in serving the important needs of our townspeople.

The Public Ceremonies Committee invites all Wayland residents to offer nominations for this honor. Prior nominations are carried forward and need not be resubmitted for reconsideration. The winner will be announced at Wayland’s Annual Town Meeting. The selected person or persons will be presented the award at a future meeting of the Public Ceremonies Committee.

APPENDIX H: Article 22. Parcel Identification Map of Land Located at Town Center





You are required to serve this Warrant by posting copies thereof, attested by you, at the Town Building, at the Public Library in Wayland Center, at the Cochituate Fire Station or the Cochituate Post Office, and at the Happy Hollow School, and by mailing or delivering a copy thereof addressed to each residence in the Town fourteen (14) days, at least, before the time appointed for the Annual Town Meeting.

Hereof, fail not and deliver this Warrant with your return thereon to the Town Clerk on or before April 27, 2020.

Given under our hands and seals this 26th day of April, 2021.

Cherry C. Karlson, Chair
Thomas J. Fay, Vice Chair
Lea T. Anderson
Mary M. Antes
David V. Watkins
Selectmen of the Town of Wayland

Steve Correia, Chair
Kelly Lappin, Vice Chair
Adam Gutbezahl
Carol Martin
Christine Roberts
Pamela Roman
William Steinberg
Finance Committee of the Town of Wayland

NOTES

NOTES

SUGGESTIONS FOR A SUCCESSFUL TOWN MEETING:

PLAN TO ARRIVE EARLY

BRING YOUR TOWN WARRANT

BRING AN UMBRELLA FOR PROTECTION FROM SUN OR RAIN

BRING A MASK TO COVER YOUR MOUTH AND NOSE

BRING WATER IN ORDER TO HYDRATE

DRESS IN LAYERS IN CASE OF A WARM OR COOL DAY

REMEMBER TO SOCIALLY DISTANCE

READ YOUR WARRANT

COME READY TO VOTE

SEE YOU THERE!