

**TOWN OF WAYLAND**

# **WARRANT**



## **2020 ANNUAL TOWN MEETING**

**Sunday, April 5, 2020**

**1:00 P.M.**

**PLEASE NOTE:**

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

**WAYLAND HIGH SCHOOL FIELD HOUSE**

**DOORS OPEN AT 11:30 A.M.**

## **ANNUAL TOWN ELECTION**

**Tuesday, March 31, 2020**

**Precincts 1 and 4**

**Town Building Gymnasium**

**Precincts 2 and 3**

**Wayland Middle School Gymnasium**

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

**[www.wayland.ma.us](http://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) 358-3669  
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 Board of Selectmen anticipates above-average participation in the April 2020 Town Meeting. 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 help ensure that we utilize each and every space. Carpooling is strongly encouraged.
2. Once the High School parking lots are full, drivers will be directed to offsite parking at Wayland Middle School and other sites, as needed. Buses will transport residents from satellite parking lots to Town Meeting.
3. The doors will open at 11:30 am on Sunday and 5:30 pm on Monday and Tuesday to allow adequate time to check in and receive an electronic voting handset.
4. For everyone's safety, the maximum capacity of the Field House will be monitored and strictly enforced. Non-voters will be asked to go to the Auditorium to provide space for as many voters in the Field House as allowed. If we reach capacity in the Field House, the Auditorium will be opened for voting residents. Residents who arrive after the Field House is full will be directed to the check-in station outside the Auditorium to receive their handsets. The Auditorium will have full two-way audio and visual communications with the proceedings in the Field House. The Moderator has assigned an Assistant Moderator to manage the process in the Auditorium for the duration of each session.
5. Seating in the Field House will be opened in sections, as needed. Public safety officials will open the rows from the front to the back as each section fills up. Please move in to fill each and every available seat. The bleachers will be available at any time.
6. It is important to note that the handsets issued in the Field House will **ONLY** work in the Field House and the handsets issued in the Auditorium will **ONLY** work in the Auditorium. 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, please move in to the arena and find a 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 30 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 and Police staff will be on duty each session of Town Meeting. If you have any issues, please seek out one of them for assistance.
10. Questions, concerns, complaints, or requests for information regarding handicap accessibility may be forwarded to Wayland's designated Town Meeting ADA Compliance Coordinator, Jason Adams at (508) 358-3669, fax (508) 358-3627, or jadams@wayland.ma.us.

If you have specific questions on the logistics or attendance on April 5, 6 and 7 (if necessary), please email the Fire Chief, Neil McPherson, nmcpherson@wayland.ma.us.

**TOWN OF WAYLAND  
2020 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:

April 6	–	Monday	7:00 p.m.
April 7	–	Tuesday	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, March 30, 2020 at 7:15 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/sites/waylandma/files/uploads/moderators\\_handbook.pdf](https://www.wayland.ma.us/sites/waylandma/files/uploads/moderators_handbook.pdf).

**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, Sunday April 5 at 1:00 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.

Town Meeting will be held in the High School Field House. You can use any check-in station; waiting in one line based on the first letter of your last name is no longer required. As you’re checking in, you’ll be issued a handset for your **exclusive** use during that session. Voting with a handset issued to anyone else is **strictly forbidden**.



If your phone, tablet, or laptop supports Wi-Fi, please disable this feature, as doing so will enhance performance of the electronic voting system.

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 while the "voting light" is illuminated. To vote *No*, push your handset's 2 button 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 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.



You should check-in at least 5 minutes before a vote to be certain that your handset can be used in that vote. If pushing your handset's 1 button or 2 button during a vote produces a *can't vote yet* message 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.

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 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*.

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 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*.

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 Field House or Auditorium – either during a session or at the close of a session – please place your handset in one of the bins at the Exit Desks. If you forget to turn in your handset, we'll give you a call the next day and ask you to return it.

Every handset will be tested before each session of Town Meeting, so the probability of a handset failing is very 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 like the Boy Scouts, 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.

### **ELVIS: Wayland's Electronic Voting Implementation Subcommittee**



## REPORT OF THE FINANCE COMMITTEE

### ***Introduction***

Per Town Code Chapter 19, Section 2: Town Finances, the Finance Committee presents its Report to the 2020 Annual Town Meeting (ATM). This Report includes the Committee's recommended Fiscal Year 2021 (FY21) Omnibus Budget, capital plan recommendations as well as general financial information, concerns and outlook.

To fulfill its responsibility, the Finance Committee strives to balance the goals, desires and limitations of a broad spectrum of residents in Wayland. Some residents struggle with property tax obligations and other fees the Town imposes while others demand more and better services from town government. The Town and its various committees are urged to balance the demand for services against the cost of delivering those services and to seek efficiencies, cost savings and benefit from innovations in town operations, budgeting and finances.

### ***Budget Process***

At the Financial Summit in September, the Town and School Department presented their FY21 committed costs and budget drivers. After the Summit, the Town Administrator, Finance Director and Finance Committee issued the FY21 budget methodology guideline memo to department heads and staff requesting budget submissions contain committed costs and to identify staff additions and new initiatives separately. In addition, the Finance Committee issued a separate financial guideline memo to the Town Administrator and Superintendent of Schools and their respective boards stating to avoid eroding the Town's unused levy capacity, the Town should continue its efforts to maintain year over year budget increases closer to those allowed under Prop. 2 ½ and recommended a 3.1% guideline, a year-over-year operating budget increase of \$2.7 million.

The FY21 draft operating budgets submitted in December reflected a \$4.7 million year over year increase or 5.69%. In January, after conducting its initial review and identifying adjustments in debt service and health insurance, the Committee requested the Town Administrator and Superintendent of Schools to develop a list of \$750,000 in additional adjustments. After making several adjustments, the Finance Committee voted a draft operating budget of \$86.3 million, a \$3.7 million year over year increase and \$1 million over the Finance Committee financial guideline. In February, \$200,000 of additional refinements to debt service and estimated health insurance costs were made and the Finance Committee voted to recommend an \$86.1 million operating budget. The FY21 budget represents a \$3.5 million or 4.23% year over year increase and is \$800,000 over the Finance Committee financial guideline.

As shown in Table 1, the estimated funding requirements include the expenditures under the operating budget and other requirements such as cash capital, Other Post-Employment Benefits (OPEB) and overlay. To support the \$87.6 million spending level, property taxes will increase by \$3.2 million to \$74.1 million. The other major sources of revenue are state aid (\$6.5 million) and local receipts (\$5.1 million) which have not significantly increased since last year.

**Table 1**

(\$ in 000's)	FY 19	FY20	FY21	FY 20 vs 21	
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>\$ Difference</u>	<u>% Change</u>
Operating Budget	\$ 78,729	\$ 82,652	\$ 86,149	\$ 3,497	4.23%
Total Funding Requirements	80,952	84,227	87,640	3,413	4.05%
Taxation	68,278	70,950	74,134	3,185	4.49%
State Aid	5,676	6,408	6,515	107	1.66%
Local Receipts	5,059	5,000	5,100	100	2.00%
Estimated Tax Rate	\$ 18.28	\$ 17.76	\$ 18.10	\$ 0.34	1.94%

Table 1 further shows for FY21, the tax rate is estimated to increase \$0.34 from \$17.76 to \$18.10 per \$1,000 of valuation. This estimated tax rate is based on the assumptions that the Town's assessed property valuation increases by 2.5% (FY21 - \$4.1 billion vs. FY20 - \$3.9 billion) and has limited new growth. A home currently assessed at \$800,100 in FY20 will have an estimated assessed value of \$820,100 in FY21. The average residential real estate tax bill will increase by approximately \$630 from the current \$14,210 to \$14,840 in FY21. This estimate is only for the proposed Omnibus Budget (see Table 5). Any articles approved at the Annual Town Meeting and / or any Fall Special Town Meeting that are funded by FY21 taxation will increase the tax rate and tax bills.

***FY21 Recommended Operating Budget***

Table 2 presents the proposed expense budget for Town, Schools and Unclassified totaling \$86.1 million with Town and School budgets broken out between payroll and spending.

Table 2

Expense trends (\$ in 000's)	FY 19	FY 20	FY 21	FY20 vs 21	
	<u>Actual</u>	<u>Approved</u>	<u>Proposed</u>	\$	%
<b>Town:</b>					
Payroll	\$ 12,437	\$ 13,413	\$ 13,942	\$ 529	3.94%
Spending	<u>4,777</u>	<u>4,941</u>	<u>5,499</u>	<u>558</u>	11.29%
	17,214	18,355	19,442	1,087	5.92%
<b>School:</b>					
Payroll	33,263	34,838	35,602	764	2.19%
Spending	<u>7,241</u>	<u>7,082</u>	<u>7,189</u>	<u>107</u>	1.51%
	40,505	41,920	42,791	871	2.08%
<b>Unclassified:</b>					
Debt Service	7,219	6,815	6,875	60	0.88%
Retirement	4,649	4,863	5,182	319	6.57%
Health Insurance	7,953	8,636	9,212	576	6.67%
General Insurance	719	686	701	15	2.19%
Reserve for Salary Adjustment		25	1,000	975	N/M
Reserve Fund		250	250	-	0.00%
Stormwater		210	200	(10)	-4.76%
Employee Mitigation		340		(340)	N/M
Other	<u>470</u>	<u>553</u>	<u>496</u>	<u>(57)</u>	-10.31%
	21,010	22,378	23,916	1,538	6.87%
<b>Total</b>	<b>\$ 78,729</b>	<b>\$ 82,652</b>	<b>\$ 86,149</b>	<b>\$ 3,497</b>	<b>4.23%</b>

Note; N/M is not meaningful

The following reclasses have been reflected in the FY21 budget:

IT cost have been moved from the Schools to the Town budget	\$ 143
Misc. Committees (Other) was transferred to an article	51
Street Lights (Other) has been moved to the Town Budget	95
Town Meeting (Other) has been moved to the Town budget	155

The increase in the Town budget would be \$694,000 or 3.78% and the School budget increase would be \$1,014,000 or 2.42% if these reclasses had not been made. The reclasses were made to better align the

costs with the department managing those cost. These Town and School budget increases do not reflect potential impact of contract negotiations which were ongoing at the time the Warrant went to print.

### ***Budget Drivers***

The largest annual budget driver is Personnel cost that represents close to 75% of the FY21 operating budget and is forecasted to increase by 5.1% or \$3.2 million. Personnel cost includes payroll and fringe benefits. Payroll cost increases in Table 2 above reflect only steps, lane changes and new staff. The FY21 budget adds eight FTE's (full-time equivalents): three in the Town's budget and five within the Schools. Included in the Town's new positions is a part-time Outreach Coordinator (\$22,000) in the Youth and Family Services Department which was previously funded through a grant as part of Wayland Cares. Additional FY21 budget drivers include increases in School Transportation and Utilities (\$281,000), Vocational Education (\$103,000) and Water charges (\$50,000).

By function, the FY21 operating budget breakdown appears in Table 3. The flat debt service reflects the benefit from refinancing debt in February 2020. Higher retirement and healthcare cost represent 25.6% of the budget increase.

Table 3  
Expense Summary of General Fund by Function  
(\$ in 000's)

Thousands of Dollars	FY 19	FY 20	FY 21	FY 20 vs FY 21	
	<u>Actual</u>	<u>Approved</u>	<u>Proposed</u>	<u>\$</u>	<u>%</u>
General Government	\$ 3,955	\$ 4,370	\$ 5,085	\$ 715	16.36%
Public Safety	6,409	6,900	7,014	114	1.66%
Land and Planning Use	631	705	727	22	3.15%
Schools	40,505	41,920	42,791	871	2.08%
Regional Vocational Schools	182	230	333	103	44.78%
Public Works	2,999	3,060	3,081	21	0.69%
Snow Removal	559	500	500	-	0.00%
Human Services	2,661	2,820	3,034	214	7.60%
Debt and Interest	7,219	6,815	6,875	60	0.88%
Retirement	4,649	4,863	5,182	319	6.57%
Health Insurance	7,953	8,636	9,212	576	6.67%
Reserve for salary adjustment		25	1,000	975	N/M
Unclassified	1,007	1,809	1,314	(495)	-27.37%
<b>TOTAL - GENERAL FUND</b>	<b>\$ 78,729</b>	<b>\$ 82,652</b>	<b>\$ 86,149</b>	<b>\$ 3,497</b>	<b>4.23%</b>

### ***Revenue Sources***

The projected FY21 revenue forecast as outlined in Table 4 details the funding sources that support the budget and other funding requirements (e.g. OPEB, cash capital and overlay). In Wayland, the primary revenue source is property tax which for FY21 is projected to be \$74.1 million, a 4.49% increase over FY20. Other sources of revenue are not projected to change significantly from FY20.

Table 4

Summary of General Fund Revenues

(\$ in 000's)

	FY 19		FY 20		FY 21		FY 20 vs FY 21	
	<u>Actual</u>		<u>Approved</u>		<u>Proposed</u>		<u>\$</u>	<u>%</u>
Thousands of Dollars								
Property Tax Revenue	\$ 68,278	\$	70,950	\$	74,134	\$	3,185	4.49%
State Aid	5,676		6,408		6,515		107	1.66%
Local Receipts	5,059		5,000		5,100		100	2.00%
Transfers from Funds	1,225		1,164		1,193		29	2.53%
Ambulance Receipts	635		630		627		(3)	-0.48%
Bond Premium	79		75		70		(5)	-6.49%
Total Revenue	<u>\$ 80,952</u>	<u>\$</u>	<u>84,227</u>	<u>\$</u>	<u>87,640</u>	<u>\$</u>	<u>3,413</u>	<u>4.05%</u>

The total funding requirements of Wayland and related revenue sources are reflected in Table 5. The total spending includes the operating budget (\$86.1 million), the Water Enterprise Fund budget (\$4.0 million), the Wastewater Enterprise Fund budget (\$ 0.8 million), cash capital (\$0.6 million) and \$0.5 million for OPEB. Total spending is \$92.4 million which is a 3.83% year over year increase.

Table 5

Funding Requirements and Sources

(\$ in 000's)

	FY 19		FY 20		FY 21		FY 20 vs FY 21	
	<u>Actual</u>		<u>Approved</u>		<u>Proposed</u>		<u>\$</u>	<u>%</u>
General Fund Budget	\$ 78,729	\$	82,652	\$	86,149	\$	3,497	4.23%
Water Enterprise	3,619		3,997		3,983		(14)	-0.35%
Wastewater Enterprise	<u>761</u>		<u>788</u>		<u>794</u>		<u>6</u>	<u>0.76%</u>
Omnibus Budget	83,109		87,437		90,926		3,489	3.99%
Overlay	266		239		250		11	4.60%
State Assessment	235		122		122		0	0.26%
Cherry Sheet offset	18		18		19		1	4.48%
Cash Capital	600		695		600		(95)	-13.67%
OPEB	492		500		500			
Total Requirements	<u>\$ 84,720</u>	<u>\$</u>	<u>89,011</u>	<u>\$</u>	<u>92,417</u>	<u>\$</u>	<u>3,406</u>	<u>3.83%</u>

Funding is as follows:

Taxation	\$ 68,278	\$	70,950	\$	74,135	\$	3,185	4.49%
State Aid	5,676		6,408		6,515		107	1.66%
Local Receipts	5,059		5,000		5,100		100	2.00%
Ambulance Fund	635		630		627		(3)	-0.41%
Water Enterprise Revenue	3,717		3,997		3,983		(14)	-0.35%
Wastewater revenue / R.E.	697		728		794		66	9.07%
Other	1,304		1,298		1,264		(34)	-2.63%
Total Revenue	<u>\$ 85,366</u>	<u>\$</u>	<u>89,011</u>	<u>\$</u>	<u>92,417</u>	<u>\$</u>	<u>3,406</u>	<u>3.83%</u>

Note that the requirements for FY19 in Table 5 are the actual expenditures for the fiscal year. Taxation is based on the budget for FY19. The major reason for the difference is that actual expenses came in less than budget.

**Budget Pressures**

In addition to wage and salary pressures and escalating healthcare and pension benefits which are annual budget drivers, the Finance Committee notes that the budgets for FY22 and beyond will have the following budget pressures:

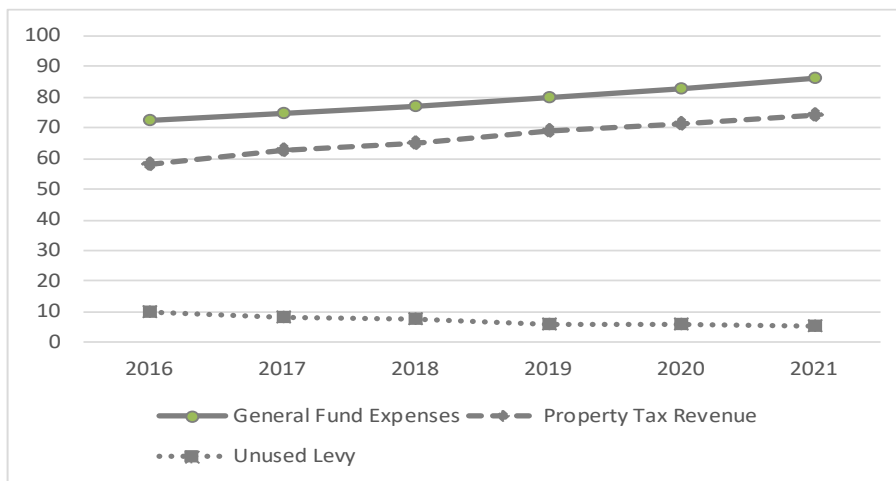
- Increasing cost to maintain the Town’s infrastructure
- Implementing pay-as-you-go funding strategy for maintenance and recurring capital
- Increasing operating costs including debt service related to capital projects
- Maintaining unrestricted Fund Balance and overall debt and debt service levels to maintain Moody’s Aaa bond rating
- Complying with new Federal stormwater regulations
- Legal and regulatory compliance surrounding public documents
- Potential cost of tying in Wayland’s water system to the Massachusetts Water Resources Authority

**Levy Capacity**

During the financial guideline discussions and in its financial guideline memo, the Finance Committee continued to express concern that operating budgets in recent years have trended higher than its target. The Committee recommended efforts to be made to develop budgets with year over year increases that are closer to 3.1%. The FY21 year over year increase in taxation of 4.5% is 1.4% points higher than the Finance Committee target of 3.1%.

The following graph illustrates that when operating budgets increase, the amount of property taxes to support the budget also increases. At the same time, the graph shows that budgets that exceed Prop 2 1/2 limits erode unused levy capacity. Due to operating budgets that exceed the Prop 2 1/2 limits and increased borrowings for capital projects, the Town’s unused levy capacity has decreased from \$10 million in FY2016 to \$6 million in FY2020 and is estimated to drop to \$5 million in FY 2021. Unused levy capacity gives the Town budgeting flexibility. If the Town were to exhaust its unused levy capacity, budget increases greater than allowed under prop 2/ 1/2 would require an operating override.

Wayland Budget Effects



The average property tax increase over the last 5 years has been 5% while the average expense increase has been 3.5%. Taxes increased at a higher rate than spending as other sources of revenue (state aid and local receipts) do not increase significantly year to year.

Fiscal Year	Percentage	
	Property Tax Chg.	Operating Budget Chg.
2017	7.4%	2.8%
2018	3.7%	3.3%
2019	6.0%	3.5%
2020	3.0%	3.5%
2021	4.5%	4.2%
Average	5.0%	3.5%

**FY21 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 2020, \$5.9 million of Town and School capital projects have been approved in prior years but not been completed. This compares with \$9.5 million that was reported as of January 2019. Major efforts have been undertaken this year to complete projects and reduce backlog. It is anticipated that the majority of the projects in Table 6 will be completed within 18 months.

Table 6  
(in 000's)

Project	Capital
<b>TOWN CAPITAL</b>	
FY 19 Munis Revenue Module	\$ 58
Dam Repairs	82
FY 19 Snake Brook River Dam	90
FY 18 Town Building Mech / Elect	75
FY 19 Window and Door Desg TB	65
FY 19 TB Interior Renovations	375
FY 17 Old DPW Demo	187
FY 19 Road Construction	279
FY 19 RT 20 South Laydown	142
FY 20 Road Construction	500
FY 20 Stonebridge Road Design	100
FY 20 Stormwater	250
FY 20 Compactor	55
FY 20 Backhoe P 55	125
FY 19 Concord Rd Culvert	150
FY 18 Transfer Station Access Rd	184
FY 16 COA Feasibility Study	76
FY 19 COA Study	470
Other	103
Subtotal	3,366
<b>SCHOOL CAPITAL</b>	
FY 17 Food Service Equipment	54
FY 18 Happy Hollow FS Equip	60
FY 19 Middle Sch Phone	60
FY 19 High Sch Wastewater Plan	285
FY 19 High School Field	1,178
FY 20 Comm Controls / Inter Syst	176
FY 20 Loker Roof and Insulation	313
FY 20 DW Core Network	215
FY 20 CH Food Serv Refrigerator	76
Other	145
Subtotal	2,561
Total Town and Schools	5,927

WATER CAPITAL

Pemberton Rd Upgrade	60
FY 16 Water Meter Replacement	200
FY 17 Water Meters	200
FY 17 Water Tank Cleaning	82
FY 17 Pump Station Upgrade	219
FY 17 Stonebridge Rd Water Main	77
FY 17 Water Main Replacement	247
FY 18 Water Main	244
FY 18 Pilot Study	89
FY 19 PLC Upgrades	65
FY 20 Automated Water Meters	1,300
FY 20 MWRA Connection Study	50
FY 19 Water Mains- Clean Water TST	561
Other	45
Subtotal	<u>3,439</u>
TOTAL	<u>\$ 9,365</u>

Part of the \$5.9 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 \$5.9 million of Town and School projects, there are \$3.4 million of Water enterprise projects previously approved but not completed as of February 2020.

Each capital improvement project summarized in Table 7 was evaluated to ascertain that 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. For FY21, the Finance Committee recommends a \$4.2 million capital budget that supports 25 projects, the bulk of which focus on the maintenance of assets.

Table 7 presents a recap of the FY21 capital budget and associated funding sources.

Table 7

CAPITAL BUDGET - FISCAL 2021  
(in 000's)

DPW	\$	2,054
Fire		795
School		430
JCC Departments		427
Information Technology		228
Facilities		177
DPW Water Enterprise Fund		75
TOTAL	<u>\$</u>	<u>4,186</u>
Funding Source		
Borrowing Exempt	\$	1,865
Free Cash		1,551
Cash Capital		600
Ambulance Fund		95
Water Capital		75
TOTAL	<u>\$</u>	<u>4,186</u>

In addition, the Town will be asked to approve articles including the Loker School roof (\$4.3 million) and Loker Turf field (\$3.4 million) which, if passed, would result in a total capital spend of almost \$12 million. This is significantly higher than the forecasted principal payments of \$6.1 million for FY21.

The Warrant also includes Community Preservation Act (CPA) funded projects for the Library (Americans with Disabilities Act improvements for \$110,000) and accessibility improvements for two playgrounds (\$417,000).

**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.

While the Finance Committee recommends that 10% of general fund expenditures as the cap for debt service expense, exceptions can be made for one-time large expenditures. 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 higher debt service costs for new borrowings.

Table 8 shows the debt service against "Benchmark 1" as of and for the years ending June 30, 2019, 2020 and 2021. The improving % trend in "Benchmark 1" reflects lower debt service as the debt being repaid is at higher interest rates than the interest rate on new debt, the benefit of debt refinancing and the increasing rate of general fund expenditures other than debt service. "Benchmark 2" reflects the proposed debt level if the articles proposed are approved and the impact of previously approved projects for which the funds have not been borrowed yet.

Table 8  
(\$ in 000's)

**Benchmark 1 -**

Debt service as a percent of general fund expenditures should generally be less than 10%:

	Actual FY19		Projected FY20		Projected FY21
Debt service	\$ 7,219	\$	6,815	\$	6,875
General fund expenditures	\$ 78,729	\$	82,652	\$	86,149
Debt service as a % of general fund expenditures	9.17%		8.25%		7.98%

**Benchmark 2-**

Total Debt should generally be less than 100% of annual general fund revenue  
FY 21 general fund revenue

\$ 87,640

	Debt Level	% of General Fund Revenue
Forecasted debt level of existing debt as of 6/30/2021	\$ 58,030	66.2%
Previously authorized but unissued debt as of 6/30/21	5,927	6.8%
Additional debt to be issued if 2020 ATM articles approved	9,765	11.1%
Debt level as a % of annual general fund revenue	\$ 73,722	84.1%

Note; Principal payments scheduled for FY21 are \$6.1 million.



The Town’s bond rating was re-affirmed in February 2020 as Aaa with a stable outlook. Maintaining that rating continues to be of concern as Moody’s has indicated the Town’s indebtedness, fund balance, capability to fund future requirements and limited new growth are not in line with other Aaa rated communities. The Finance Committee continues to recommend town management implement a mechanism to ensure a minimum 20% fund balance is maintained.

The Capital required and related debt service in FY22 and FY23 for the proposed FY21 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 2020 ATM will be funded by borrowing in FY21 with the first debt service in FY22. As a result, the debt service will first be seen in the tax rate in FY22. 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 on 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  
 Dollars in Thousand except tax rate  
 (Interest Rate assumption - 3.5%)

Project	Borrowing	Term	Debt Service		Est. Tax Rate Impact Per \$1K of Assessed Value		
			FY22	FY23	FY22	FY23	
Borrowing under Capital Plan:							
DPW Heavy Equipment	\$ 250	7	\$ 49	\$ 42	\$ 0.01	\$ 0.01	
Stonebridge Road Design Project	450	5	106	103	0.03	0.03	
High School Wastewater plant improvements	140	20	15	15	0.00	0.00	
Fire Pumper	700	10	95	92	0.02	0.02	
Old Sudbury Road Construction (RT 27)	325	10	44	43	0.01	0.01	
Subtotal	1,865	52	309	295	0.07	0.07	
Articles:							
Loker School Roof	4,300	20	366	358	0.09	0.09	
Loker Recreation Turf Field	3,400	15	349	341	0.09	0.09	
High School Athletic Complex Part 3	200	5	47	46	0.01	0.01	
Subtotal	7,900	40	762	745	0.19	0.19	
Total	\$ 9,765		\$ 1,071	\$ 1,040	\$ 0.26	\$ 0.26	

\$3.8 million of the \$4.3 million borrowing for the Loker School Roof project (the remaining \$500,000 will be levy debt) and the Loker Turf Field borrowing are proposed to be excluded debt. That is, a surcharge added to tax bills beginning in FY22 for the life of the project. The Finance Committee is concerned about the amount of debt, debt service and tax impact these projects and similar projects will have on future budgets. The FY22 impact of the debt service on the related borrowings on an \$840,600 home (assuming the home experiences a 2.5% valuation increase FY21 to FY22) if the three articles are approved at ATM would be \$59 for the Capital Plan items and \$160 for the Article borrowings, for a total impact of \$219.

**Summary of the Five 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. FY21 Capital budget includes 25 projects totaling \$4.2 million. A summary of Capital Projects for years 2-5 of the plan, that is FY22 - FY25 is shown in Table 10 below. A detailed project listing can be found on the Finance Committee's page on Town's website.

**Resource Based Plan:** The Finance Committee endorsed the adoption of a Resource Based Capital Plan in its 2019 report to Annual Town Meeting. In October, the Town Administrator and Finance Director presented a draft five-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, construct, operate and maintain schedule. An annual capital spending guideline was established as follows:

Cash Capital	\$600,000 - \$800,000
Free Cash	\$1.5 - \$2.0 million
Levy Borrowing	\$3 million
Ambulance Receipts	\$200,000
CPA	\$0 - \$500,000
Other	\$0 - \$200,000
Water Enterprise Funds	\$0 - \$300,000

FY21 marks a transition year. It is the first year of the Town's Resource Based Capital Plan, and the Committee recognizes it may take several years to transition from its current submission based capital plan to a resource based plan. Going forward, a draft five-year capital plan will be presented to the Finance Committee for its review. In addition, the Committee further recommends developing a list of potentially large capital projects that are on the 10-15 year horizon. Successful implementation of a long-term capital plan could level out annual capital expenditures provided capital funding requests are not submitted/approved other than at the ATM.

While significant progress was made for FY21, the Finance Committee has committed to seek recommendations from the finance team regarding years 2 -5 of the five-year capital plan and anticipates presenting that recommendation at ATM 2021.

The five-year capital plan includes \$ 43.6 million of projects for town and school and an additional \$10.7 million of projects for the water department as noted in Table 10. While the Town will likely choose not to do all these projects in the time forecasted, it is important to understand the nature and size of potential capital projects and the impact these projects can have on the Town's tax rate and Moody's bond rating.

Table 10

SUMMARY BY DEPARTMENT (In 000's)		TOWN OF WAYLAND CIP SUMMARY					Years 1-5 Totals
		Fiscal Year					
		2021	2022	2023	2024	2025	
<b>GENERAL FUND:</b>							
Conservation		\$ -	\$ 850	\$ -	\$ -	\$ -	\$ 850
DPW		2,054	1,285	2,180	1,725	1,245	8,489
Facilities		177	5,575	7,187	280	915	14,134
Fire		795	495	190	815	247	2,542
IT		228	567	255	215	180	1,445
JCC		427	150	150	150	100	977
Police			50		38	26	114
Recreation				300	1,345	1,465	3,110
Subtotal Town		3,681	8,972	10,262	4,568	4,178	31,661
School		430	5,340	3,155	961	2,025	11,911
Total General Fund		4,111	14,312	13,417	5,529	6,203	43,572
<b>ENTERPRISE FUNDS:</b>							
Wastewater Fund					150	200	350
Water Fund		75	800	3,540	2,200	4,095	10,710
Total Enterprise Funds		75	800	3,540	2,350	4,295	11,060
Grand Total		\$ 4,186	\$ 15,112	\$ 16,957	\$ 7,879	\$ 10,498	\$ 54,632

**Outlook**

Decisions made this year will significantly impact future Omnibus budgets. Looking forward to years FY22 and beyond, the Finance Committee wishes to note:

**Expense Trend:** In FY22, if expenses, other than debt service, increase by 3.5% and debt service increases by \$700,000 for the projects listed in table 9 (net of interest savings on principal payments on existing debt), the Town is facing a 4.1% tax increase before new initiatives or other spending changes.

**Taxpayer Impact:** The Finance Committee considerations include that many taxpayers will not receive an income tax benefit for any increase in real estate taxes. An additional consideration is the impact of higher taxes on an increasing portion of the Town's fixed income residents who may be house rich but have limited cash flow.

**Debt Service:** The Town is currently benefiting from being able to borrow at historically low rates. It is unknown how long those rates will remain as low. The Town faces increased cost 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 Council on Aging/Community Center and fields. Most of these projects will 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 team and Board of Assessors to evaluate adopting the 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 in 2019 and 2018, residents are being asked to consider funding capital projects with debt exclusion. Recognizing that debt exclusion is a surcharge, the Committee feels debt exclusion should only be used to fund large/new construction projects. To this end, the debt exemption threshold for new projects has been recommended to be increased to \$2.5 million.

**Summary**

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

- Manage Omnibus Budget decisions strategically
- Maintain Moody’s Aaa rating
- Prioritize and schedule capital expenditures recognizing the impact on the taxpayer
- Manage staffing increases
- Seek out opportunities for raising revenue other than taxation
- Establish mechanism to maintain adequate Fund Balance
- Develop procedure to close out capital projects in a timely manner

The Finance Committee extends thanks and appreciation to the Town’s employees, municipal and school department heads, and the various committees for their support during this year’s budget preparation. Finally, we thank interested residents who provided timely advice and comments on how to make the budget and our budget processes better.

Respectfully submitted,

**WAYLAND FINANCE COMMITTEE**

Carol Martin (Chair)

Steve Correia (Vice-Chair)

Adam Gutbezahl

Kelly Lappin

Pamela Roman

Dave Watkins

George Uveges

**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, MARCH 31, 2020, 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, and one member of the Housing Authority for five years.

One moderator for three years; 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; one member of the Board of Public Works for three years; and one Commissioner of Recreation for three years.

As well as such other Town Officers as may be necessary and to vote “Yes” or “No” upon the following question:

**QUESTION 1:** Shall the Town of Wayland be allowed to exempt from the provisions of Proposition two-and- one-half, so called, the amounts required to pay for the bonds issued in order to complete the roof replacement at Loker Elementary School located at 47 Loker Street, Wayland, Massachusetts?

The full text of the ballot is posted with the Town Clerk.

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

**SUNDAY, APRIL 5, 2020 AT 1:00 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, 2020, 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:

*None identified at this time.*

The following town and school employees have retired since the 2019 Annual Town Meeting or will retire before June 30, 2020 and have or will have served the Town for over 20 years:

Catherine Gronewold	33 years	Library Assistant – Childrens
Christine Soeltz	32 years	Teacher

Robert Knox	31 years	Fire Lieutenant
William Leone	31 years	Firefighter
Gayle Stahl	29 years	Finance Assistant

The following employees with 10 years of service and elected or appointed volunteers who have passed away since the publication of the 2019 Annual Town Meeting Warrant:

Edward Konopka	October 18, 2018	School Custodian
Lewis Bowker	March 27, 2019	Surveyor
John Antes	April 13, 2019	Radio Study Committee
George Ives	May 21, 2019	Planning Board
Robert Morrison	July 5, 2019	Teacher
Jacqueline Murphy	August 3, 2019	Finance Department
Norma Badger	August 9, 2019	Building Department
Robert Burgett	August 12, 2019	School Custodian
Mary Manning	August 14, 2019	School Department
Joseph Brown	August 20, 2019	JCC
Carolyn Halloran	August 20, 2019	School Department
Barbara Boyd	September 9, 2019	Teacher
C. Peter R. Gossels	October 25, 2019	Moderator
Mary Morss	November 4, 2019	Growth Policy Committee
Lewis Russell	November 29, 2019	Selectman
Judith Mohnkern	December 5, 2019	Teacher
Marylynn Gentry	December 7, 2019	Conservation Commission
Joanne Davis	December 27, 2019	Teacher
Jean Pratt	January 16, 2020	Charter Commission

**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 508-358-3620 or email [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

**Article 2. Pay Previous Fiscal Year Unpaid Bills**

*Proposed by: Board of Selectmen*

*Estimated Cost: \$16,633.82*

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 2019 liabilities to be paid using Fiscal Year 2020 appropriations:

Direct Energy	\$16,633.82	FY2020 Facilities Budget Utilities
---------------	-------------	------------------------------------

**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: 7-0-0

**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 508-358-3611 or email [bkeveny@wayland.ma.us](mailto:bkeveny@wayland.ma.us).*

**Article 3. Current Year Transfers**

*Proposed by: Board of Selectmen*

*Estimated Cost: \$548,000*

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 2020**

PURPOSE:	AMOUNT
1) INSURANCE 32B	\$320,000
2) GENERAL INSURANCE	20,000
3) TREASURERS EXPENSE	70,000
4) VOCATIONAL SCHOOL	100,000
5) MISC COMMITTEES - SWQC	18,000
6) TOWN OFFICE SALARY	<u>20,000</u>
<b>TOTAL:</b>	<b>\$ 548,000</b>

**FUNDING SOURCES:**

1) EMPLOYEE MITIGATION	\$320,000
2) EMPLOYEE MITIGATION	20,000
3) TREASURERS SALARY	20,000
3) FIRE DEPARTMENT SALARY	50,000
4) FIRE DEPARTMENT SALARY	100,000
5) ASSESSORS SALARY	18,000
6) ASSESSORS SALARY	<u>20,000</u>
<b>TOTAL:</b>	<b>\$548,000</b>

**FINANCE COMMITTEE COMMENTS:** These requests for current year 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 line items. None of these requested transfers result in additional taxes because the expenses were supported by the FY2020 budget. In each case, there are available funds in the funding sources line item accounts to cover the requested transfers.

**INSURANCE 32 B \$320,000:** This request is to transfer funds from the Employee Mitigation line item appropriation to the Insurance 32 B line item appropriation. This transfer is necessary due to contractual agreements with employees related to employee health insurance.

**GENERAL INSURANCE \$20,000:** This request is to transfer funds from the Employee Mitigation line item appropriation to the General Insurance line item appropriation. This transfer is necessary due to the increase in insurance premium costs and unexpected deductible increases.

**TREASURER'S EXPENSE \$70,000:** This request is to transfer funds from the Treasurer's Salary line item appropriation (\$20,000) and Fire Salary line item appropriation (\$50,000) to the Treasurers Expense line item appropriation. This transfer is necessary due to staffing turnover and the anticipated hiring of a temporary vendor. Funds are available in the Treasurer and Fire Salary lines due to unfilled positions as a result of staff turnover.

**VOCATIONAL SCHOOL \$100,000:** This request is to transfer funds from the Fire Salary line item appropriation to the Vocational School (Minuteman Regional Vocational School) line item appropriation. This transfer is necessary because increased enrollment at Minuteman resulted in increased expenses; funds are available in the Fire Salary line item due to unfilled positions as a result of staff promotion.

**MISC COMMITTEES ( Surface Water Quality Committee ) \$18,000:** This request transfers funds from the Assessor Salary line item appropriation to the Misc. Committees (SWQC) line item appropriation. This transfer is necessary due to expected additional costs related to the Surface Water Quality Committee initiatives. Funds are available in the Assessors Salary line due to staff turnover.

**TOWN OFFICE SALARY \$20,000:** This request is to transfer funds from the Assessor Salary line item appropriation to the Town Office Salary line item appropriation. This transfer is necessary to meet staffing needs of the Town Office. These staffing needs are expected to be funded in the FY2021 operating budget. Funds are available in the Assessors Salary line due to staff reduction.

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, and each represents a binding obligation of the Town.

Several requests are related to appropriations that are not necessarily obligations but requests for accelerating staffing additions and hiring of temporary vendors.

**ARGUMENTS OPPOSED:** The Finance Committee is unaware 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 508-358-3611 or email [bkeveny@wayland.ma.us](mailto:bkeveny@wayland.ma.us).*



**Article 4. OPEB Funding***Proposed by: Board of Selectmen**Estimated Cost: \$551,722*

To determine whether the Town will vote to:

- a) appropriate an aggregate amount of \$51,722 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          | \$ 7,133    |
| 2) BASE                  | \$ 14,382   |
| 3) Children's Way        | \$ 13,693   |
| 4) Full Day Kindergarten | \$ 6,314    |
| 5) Water Enterprise      | \$ 7,625    |
| 6) Transfer Station      | \$ 0        |
| 7) Recreation            | \$ 1,640    |
| 8) Wastewater Enterprise | \$ 935; and |
- b) appropriate \$500,000 to be deposited in the Town's Other Post-Employment Benefits Trust Fund; and determine whether such appropriation shall be provided by taxation, by transfer from unappropriated funds, by transfer of funds already appropriated for another purpose or otherwise.

**FINANCE COMMITTEE COMMENTS:** This article funds an Other Post-Employment Benefit (OPEB) contribution from two sources: a) enterprise and revolving funds and b) taxation.

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 the operating budget and Free Cash. Beginning in FY19, the amount contributed to the OPEB Fund as described in b) above has been appropriated entirely from taxation.

Total OPEB Liability is reported on a fiscal year basis. As of June 30, 2019, the Total OPEB Liability ("TOL"), as determined under GASB, was \$47.3 million. Plan assets were \$18.2 million. The Net OPEB Liability ("NOL"), which equals the TOL less assets, was \$29.1 million. A useful metric for gauging funding progress is the ratio of assets to total liabilities, or the funded ratio, which is 38.5% as of June 30, 2019, as compared to 35.3% as of June 30, 2018. 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, 2019 to determine a level funding contribution to achieve full funding in 2038 based on current actuarial assumptions. They determined the level annual funding contribution through 2038 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 \$500,000 and this same amount is planned as a sustainable annual contribution to fund the OPEB liability as part of the Town's long-term financial planning. The methodology for calculating the amounts in part a) totaling \$51,722 is a per FTE expense at the same rate as in part b) in order to represent the fair share of the total amount to be paid from the enterprise and revolving funds.

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

**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.

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.

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

**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 508-358-3620 or email [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

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## Article 5. Fiscal Year 2021 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 2021, or take any action relative thereto:

1. Transfer Station:	\$ 525,000
2. Council on Aging:	\$ 50,000
3. School Department / Professional Development:	\$ 20,000
4. School Department / Curriculum:	\$ 10,000
5. Recreation:	\$ 1,100,000
6. Recreation Athletic Fields:	\$ 250,000
7. Conservation Community Gardens:	\$ 3,000

**FINANCE COMMITTEE COMMENTS:** Passage of this article will establish the Fiscal Year 2021 spending caps for the Town's Revolving Funds. The 2017 Annual Town Meeting adopted Town Code

Chapter 19, Section 10 establishing revolving funds under Mass General Laws, Ch. 44, section 53E ½. 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 FY 2021, the Board of Selectmen recommends the following spending caps:

Revolving Fund	Recommended FY 21 Spending Cap	Approved FY 20 Spending Cap
Transfer Station	\$ 525,000	\$525,000
Council on Aging	\$ 50,000	\$ 45,000
School Department/Professional Development	\$ 20,000	\$ 20,000
School Department/Curriculum	\$ 10,000	\$ 10,000
Recreation	\$1,100,000	\$800,000
Recreation Athletic Fields	\$ 250,000	\$250,000
Conservation Community Gardens	\$ 3,000	\$ 1,500

This article recommends maintaining the spending cap for four funds and increasing the cap for three funds.

- **Transfer Station:** this spending cap is being maintained at \$525,000. The budget for the Transfer Station was \$491,000 in FY 2020; however, given the continued volatility in the recycling market, the spending cap is being recommended at \$525,000. The Board of Public Works, Town Administrator, Finance Director, and Public Works Director are reviewing the Transfer Station’s finances and operations to determine the best way to fund and maintain a sustainable operation.
- **Council on Aging:** this spending cap is being increased by \$5,000 to reflect potential expenditures.
- **School Department Professional Development and Curriculum:** revolving funds expenditure levels are recommended to be level.
- **Recreation Revolving Fund:** it is recommended to increase the level to reflect the additional costs of running programs from \$800,000 to \$875,000 and by an additional \$225,000 for FY 2021 to reflect the Recreation Commission’s intent to expend up to \$225,000 of accumulated funds for the Loker Field project. The \$225,000 increase would be a one-year increase only.
- **Recreation Athletic Fields:** this revolving fund cap is recommended at the FY2020 level.
- **Conservation Community Gardens:** this revolving fund expenditure limit is recommended at \$3,000 to reflect anticipated expenditures.

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; not fund new fields.

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

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

*For more information about this article, contact Town Administrator Louise Miller at 508-358-3620 or email [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

**Article 6. Compensation for Town Clerk**

*Proposed by: Board of Selectmen*

*Estimated Cost: \$77,146*

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, 2020.

SALARY SCHEDULE – TOWN CLERK

	<u>FY 2020</u>	<u>FY 2021</u>
Town Clerk	\$ 70,602	\$ 77,146

**FINANCE COMMITTEE COMMENTS:** This Article requests that Town Meeting approve a salary increase for the Town Clerk. 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 2 to step 5.

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 FY2021, the Town Clerk will be in her second year of service in her first three-year term.

If the position was an appointed position, a well performing new employee who entered at Grade 2 could have received a step adjustment after a six-month probationary period and perhaps an additional adjustment within the year. This request is for the next fiscal year, so at a minimum could be considered at the Grade 5 level \$77,146. Notably, there are no benefits included with compensation for an elected position.

The proposed Grade 5 Level does not include a Cost of Living Adjustment (COLA) adjustment for FY2021. COLA adjustments for non-union staff usually match those negotiated by the unions and are approved by Town Meeting vote. As of this writing, no union settlements have been reached, and the Board of Selectmen anticipates bringing the request for all non-union staff to a fall Town Meeting with pay changes effective as of July 1, 2020.

The Town Clerk conducted a salary survey with 44 towns/cities responding. The average salary of clerks with 6-10 years of experience is \$78,471. After applying an anticipated COLA to be voted by Town Meeting in the fall, the Wayland Town Clerk’s salary will be comparable to other clerks with 6-10 years’ experience. 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 FY20 salary was set in the Warrant without consideration of the experience level of a newly elected Town Clerk.

This article is placed before the Budget Article because the Town Clerk’s salary is embedded in the Town Clerk salary line item.

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 is 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 FY2021.

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

**ARGUMENTS IN FAVOR:** Proponents may argue that this article sets the salary of the Town Clerk at an appropriate compensation level.

A FY21 COLA adjustment can be considered with other non-union employees at a future Town Meeting.

The Town Clerk position requires a broad knowledge base, superior customer service, knowledge of election and other laws and demands long hours. Some proponents would say that the increased salary is required to attract and retain good, qualified candidates.

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

Opponents might argue that comparable salary information should be based on experience as a town clerk.

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

**QUANTUM OF VOTE:** Majority vote. See Massachusetts General Laws Chapter 41, Section 10

*For more information about this article, contact Town Administrator Louise Miller at 508-358-3620 or [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

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## **Article 7. Personnel Bylaws and Wage & Classification Plan**

*Proposed by: Board of Selectmen*

To determine whether the Town will vote to amend the Code of the Town of Wayland, Chapter 43, PERSONNEL and the Personnel Wage and Salary Classification Plan (Appendix B), previously adopted by the Town to amend 1) certain recreational and seasonal positions and 2) adjust those positions affected by the Massachusetts minimum wage law.

**FINANCE COMMITTEE COMMENTS:** This Article is requesting Town Meeting to approve changes to the Wage and Classification Plan. Only 1) certain recreational seasonal positions and 2) those positions affected by the Massachusetts minimum wage increase are being adjusted. Minimum wage adjustments are reflected in departmental budgets. Recreational seasonal positions will be funded from the Recreation revolving fund and do not have a tax impact as they are paid from fees.

The Wage and Classification Tables are identified in Appendix B. All current collective bargaining agreements expire on June 30, 2020. With the exception of the positions referenced above, the effective date for wages listed in the table is July 1, 2019. The Wage and Classification Tables are included for informational purposes only. As collective bargaining agreements are settled, information regarding adjustments will appear in future Warrants for approval by Town Meeting.

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

**ARGUMENTS IN FAVOR:** The Wage and Classification Plan allows for periodic wage increases for non-union employees based on employee longevity 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:** Some would say that salary growth should be lower based on current economic conditions and that wages should not be adjusted. Some 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 vote. See Massachusetts General Laws, Chapter 41, Section 108A

*For more information about this article, contact Town Administrator Louise Miller at 508-358-3620 or email [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

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## **Article 8. Surface Water Quality Committee Budget**

*Proposed by: Board of Selectmen*

*Estimated Cost: \$51,000*

To determine whether the Town will vote to appropriate funds for the expense 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) works with a variety of bodies of water, e.g. 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 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 expenses and treatment timetables that cross fiscal years.

Appropriating funds through an article rather than the Miscellaneous Committee budget line will allow funds to be carried over the June 30 year end and improve the budgeting and cash flow for SWQC work and expenses. The SWQC underspent its budget in FY17 (\$21,000), FY18 (\$27,000) and FY19 (\$7,000). For FY20 the SWQC has spent or encumbered its full budget and will need to seek additional funding to perform its spring activities.

There is no change to the budgeted amount. The FY20 budget in Miscellaneous Committees was \$51,000, and the same amount is being requested for FY2021 in this article. Contracts and spending by the SWQC are subject to the same procurement procedures as all Town departments.

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

**ARGUMENTS IN FAVOR:** The movement from the budget to an article allows unspent funds to be carried over to the next year to better match the potential timing of the work required that often crosses fiscal years.

Allowing funds to be carried over fiscal year end will allow more flexibility in timing of the work to be performed and contracting 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 carryover year end. The commitments will be better related to the appropriate timetable for treatment rather than the fiscal year budget.

The treatment requirements (and thus the cost) can vary widely from year to year; funding via an article allows funds to be carried over year to year vs. an annual budget that is set before the scope of work is known.

No funds for SWQC are included in the FY21 budget. If this article does not pass, there will be no funds for SWQC in FY21.

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

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

Movement of the expenditure to an article vs. the budget artificially reduces the FY21 proposed budget increase.

**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 508-358-3620 or email [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

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## **Article 9. Fiscal Year 2021 Omnibus Budget**

*Proposed by: Finance Committee*

*Estimated Cost: \$95,112,186*

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 9:**

1) “That each and every numbered item set forth in the Finance Committee’s Budget for Fiscal Year 2021 be voted, granted and appropriated as an expenditure for several purposes and uses set forth in said budget establishing a total budget of \$ 90,926,186 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 \$84,257,900 shall be raised by taxation, \$ 627,400 shall be provided by transfer from Ambulance receipts, \$ 70,437 shall be provided by transfer from premium on Bonds Account, \$ 1,193,388 shall be provided by other funds, \$ 3,983,057 shall be provided from Water revenue, and \$ 642,732 shall be provided from Wastewater revenues and \$ 151,272 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 2021 listed on page 38 in the total amount of \$ 4,186,000 be appropriated for equipment and vehicle acquisitions and projects 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 \$ 1,865,000 pursuant to the provisions of Massachusetts General Laws Chapter 44, Sections 7 and 8, \$600,000 to be raised from taxation, \$1,551,000 shall be provided by transfer from Unreserved Fund Balance, \$95,000 shall be provided from Ambulance Receipts, \$75,000 shall be provided from Water Certified Retained Earnings.

**FINANCE COMMITTEE COMMENTS:** Passage of this article will approve the Town's Fiscal Year 2021 omnibus budget. The Report of the Finance Committee at the beginning of the Warrant provides detail of the proposed operating budget, capital budget and plan.

The Board of Selectmen did not take a position on this article.

**ARGUMENTS IN FAVOR:** The budget reflects the cost of operating the Town in an efficient manner in order to maintain delivery of current level 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: 5-2-0; Capital Budget Vote: 6-1-0

**QUANTUM OF VOTE:** Majority – see Massachusetts General Laws Chapter 40, Section 5; Chapter 44, Section 53 F1/2 and Chapter 44, Section 33B. For 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 508-358-3611 or email [bkeveny@wayland.ma.us](mailto:bkeveny@wayland.ma.us).*



	FISCAL YEAR 2021 BUDGET	ACTUAL FY 2018	ACTUAL FY 2019	APPROVED FY 2020	REQUESTED FY 2021
	<b>SELECTMEN</b>				
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
	PURCHASE OF SERVICES	\$76,164	\$89,989	\$35,000	\$52,000
	SUPPLIES	\$0	\$0	\$7,500	\$7,500
1	TOTAL EXPENSES	\$76,164	\$89,989	\$42,500	\$59,500
	TOTAL SELECTMEN	\$76,164	\$89,989	\$42,500	\$59,500
	<b>TOWN OFFICE</b>				
	<i>Total FTEs</i>	5.00	5.00	5.00	5.70
2	PERSONNEL SERVICES	\$468,114	\$459,087	\$564,393	\$674,000
	PURCHASE OF SERVICES	\$28,825	\$31,184	\$19,900	\$182,600
	SUPPLIES	\$48,166	\$53,918	\$53,098	\$63,000
3	TOTAL EXPENSES	\$76,991	\$85,102	\$72,998	\$245,600
	TOTAL TOWN OFFICE	\$545,105	\$544,189	\$637,391	\$919,600
	<b>PERSONNEL BOARD</b>				
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
4	PERSONNEL SERVICES	\$0	\$5,000	\$4,000	\$8,000
	PURCHASE OF SERVICES	\$8,637	\$9,950	\$25,000	\$28,000
5	TOTAL EXPENSES	\$8,637	\$9,950	\$25,000	\$28,000
	TOTAL PERSONNEL BOARD	\$8,637	\$14,950	\$29,000	\$36,000
	<b>FINANCE</b>				
	<i>Total FTEs</i>	4.80	4.80	4.80	4.80
6	PERSONNEL SERVICES	\$335,622	\$368,245	\$319,242	\$320,242
	PURCHASE OF SERVICES	\$66,455	\$58,520	\$60,865	\$65,865
	SUPPLIES	\$710	\$200	\$500	\$500
7	TOTAL EXPENSES	\$67,165	\$58,720	\$61,365	\$66,365
	TOTAL FINANCE	\$402,787	\$426,965	\$380,607	\$386,607
	<b>ASSESSOR</b>				
	<i>Total FTEs</i>	4.00	4.00	4.00	3.50
8	PERSONNEL SERVICES	\$255,087	\$241,888	\$286,095	\$240,947
	PURCHASE OF SERVICES	\$44,368	\$44,743	\$44,560	\$48,060
	SUPPLIES	\$3,638	\$66	\$3,000	\$2,500
9	TOTAL EXPENSES	\$48,006	\$44,809	\$47,560	\$50,560
	TOTAL ASSESSOR	\$303,093	\$286,697	\$333,655	\$291,507
	<b>TREASURER</b>				
	<i>Total FTEs</i>	3.23	3.23	3.23	3.23
10	PERSONNEL SERVICES	\$166,554	\$199,695	\$208,251	\$214,000
	PURCHASE OF SERVICES	\$57,263	\$44,362	\$41,150	\$43,500
	SUPPLIES		\$6,132	\$20,000	\$20,000
11	TOTAL EXPENSES	\$57,263	\$50,494	\$61,150	\$63,500
	TOTAL TREASURER	\$223,817	\$250,189	\$269,401	\$277,500

	FISCAL YEAR 2021 BUDGET	ACTUAL FY 2018	ACTUAL FY 2019	APPROVED FY 2020	REQUESTED FY 2021
	<b>TOWN COUNSEL</b>				
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
12	PURCHASE OF SERVICES	\$293,132	\$331,561	\$244,000	\$244,000
	SUPPLIES				
	TOTAL EXPENSES	\$293,132	\$331,561	\$244,000	\$244,000
	TOTAL TOWN COUNSEL	\$293,132	\$331,561	\$244,000	\$244,000
	<b>INFORMATION TECHNOLOGY</b>				
	<i>Total FTEs</i>	3.00	3.00	3.00	5.00
13	PERSONNEL SERVICES	\$255,038	\$141,556	\$180,965	\$336,445
	PURCHASE OF SERVICES	\$136,809	\$120,319	\$210,370	\$187,730
14	SUPPLIES	\$470,436	\$428,175	\$452,641	\$492,100
	TOTAL EXPENSES	\$607,245	\$548,494	\$663,011	\$679,830
	TOTAL INFORMATION TECHNOLOGY	\$862,283	\$690,050	\$843,976	\$1,016,275
	<b>TOWN CLERK</b>				
	<i>Total FTEs</i>	2.00	2.00	2.00	2.00
15	PERSONNEL SERVICES	\$132,963	\$140,751	\$142,142	\$142,223
	PURCHASE OF SERVICES	\$11,680	\$11,511	\$13,868	\$91,398
16	SUPPLIES	\$3,179	\$455	\$1,850	\$2,360
	TOTAL EXPENSES	\$14,859	\$11,966	\$15,718	\$93,758
	TOTAL TOWN CLERK	\$147,822	\$152,717	\$157,860	\$235,981
	<b>ELECTIONS</b>				
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
	PERSONNEL SERVICES	\$6,139	\$12,541	\$300	\$0
	PURCHASE OF SERVICES	\$5,427	\$34,460	\$22,226	\$0
	SUPPLIES	\$1,614	\$3,162	\$2,150	\$0
	TOTAL EXPENSES	\$7,041	\$37,622	\$24,376	\$0
	TOTAL ELECTIONS	\$13,180	\$50,163	\$24,676	\$0
	<b>REGISTRAR</b>				
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
	PERSONNEL SERVICES	\$1,075	\$1,075	\$1,075	\$0
	PURCHASE OF SERVICES	\$4,625	\$3,535	\$4,625	\$0
	TOTAL EXPENSES	\$4,625	\$3,535	\$4,625	\$0
	TOTAL REGISTRAR	\$5,700	\$4,610	\$5,700	\$0
	<b>CONSERVATION</b>				
	<i>Total FTEs</i>	2.54	2.80	2.86	3.00
17	PERSONNEL SERVICES	\$163,450	\$184,047	\$209,937	\$218,917
	PURCHASE OF SERVICES	\$43,342	\$26,946	\$34,650	\$29,325
18	SUPPLIES	\$1,005	\$10,971	\$10,995	\$19,750
	TOTAL EXPENSES	\$44,347	\$37,917	\$45,645	\$49,075
	TOTAL CONSERVATION	\$207,797	\$221,964	\$255,582	\$267,992
	<b>PLANNING</b>				
	<i>Total FTEs</i>	1.40	1.40	1.40	1.00
19	PERSONNEL SERVICES	\$106,742	\$103,824	\$113,756	\$100,350
	PURCHASE OF SERVICES	\$1,417	\$5,279	\$6,455	\$7,100
20	SUPPLIES	\$275	\$355	\$200	\$200
	TOTAL EXPENSES	\$1,692	\$5,634	\$6,655	\$7,300
	TOTAL PLANNING	\$108,434	\$109,458	\$120,411	\$107,650

FISCAL YEAR 2021 BUDGET		ACTUAL FY 2018	ACTUAL FY 2019	APPROVED FY 2020	REQUESTED FY 2021
<b>SURVEYOR</b>					
	<i>Total FTEs</i>	2.00	0.00	0.00	0.00
	PERSONNEL SERVICES	\$134,075	\$0	\$0	\$0
	PURCHASE OF SERVICES	\$12,277	\$0	\$0	\$0
	SUPPLIES	\$11,892	\$0	\$0	\$0
	TOTAL EXPENSES	\$24,169	\$0	\$0	\$0
	TOTAL SURVEYOR	\$158,244	\$0	\$0	\$0
<b>FACILITIES</b>					
	<i>Total FTEs</i>	4.54	4.54	5.54	6.54
21	PERSONNEL SERVICES	\$265,971	\$271,017	\$393,532	\$468,403
	PURCHASE OF SERVICES	\$246,123	\$200,558	\$250,500	\$337,500
	UTILITIES	\$393,350	\$470,601	\$601,000	\$694,500
	SUPPLIES	\$97,128	\$99,679	\$101,200	\$113,500
22	TOTAL EXPENSES	\$736,601	\$805,858	\$952,700	\$1,145,500
	TOTAL FACILITIES	\$1,002,572	\$1,076,875	\$1,346,232	\$1,613,903
<b>MISC COMMITTEES</b> <i>Historic Commission, Surface Water Quality Commission, Historic District Commission, Public Ceremonies Committee</i>					
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
	PURCHASE OF SERVICES	\$37,922	\$44,792	\$54,775	\$3,775
23	TOTAL EXPENSES	\$37,922	\$44,792	\$54,775	\$3,775
	TOTAL MISC COMMITTEES	\$37,922	\$44,792	\$54,775	\$3,775
<b>POLICE</b>					
	<i>Total FTEs</i>	25.59	26.59	26.59	26.59
24	PERSONNEL SERVICES	\$2,336,075	\$2,595,864	\$2,768,367	\$2,767,703
		\$0			
	PURCHASE OF SERVICES	\$117,301	\$91,289	\$118,000	\$124,830
	SUPPLIES	\$182,534	\$183,473	\$208,825	\$242,725
25	TOTAL EXPENSES	\$298,749	\$274,762	\$326,825	\$367,555
	TOTAL POLICE	\$2,634,824	\$2,870,626	\$3,095,192	\$3,135,258
<b>JOINT COMMUNICATIONS</b>					
	<i>Total FTEs</i>	8.00	8.00	8.00	8.00
26	PERSONNEL SERVICES	\$491,856	\$516,596	\$520,051	\$541,477
	PURCHASE OF SERVICES	\$4,552	\$12,016	\$5,500	\$9,500
	UTILITIES	\$12,051	\$11,777	\$14,500	\$13,000
	SUPPLIES	\$12,497	\$2,712	\$12,000	\$14,000
27	TOTAL EXPENSES	\$29,100	\$26,505	\$32,000	\$36,500
	TOTAL JOINT COMMUNICATIONS	\$520,956	\$543,101	\$552,051	\$577,977
<b>EMERGENCY MANAGEMENT</b>					
	<i>Total FTEs</i>	0.00	0.00	0.00	0.00
	PURCHASE OF SERVICES	\$14,800	\$13,996	\$16,250	\$0
	SUPPLIES	\$8,200	\$1,964	\$7,000	\$0
	TOTAL EXPENSES	\$23,000	\$15,960	\$23,250	\$0
	TOTAL EMERGENCY MANAGEMENT	\$23,000	\$15,960	\$23,250	\$0

FISCAL YEAR 2021 BUDGET		ACTUAL FY 2018	ACTUAL FY 2019	APPROVED FY 2020	REQUESTED FY 2021
	<b>DOG OFFICER</b>				
	Total FTEs	0.00	0.00	0.00	0.00
	PURCHASE OF SERVICES	\$22,308	\$23,999	\$37,120	\$0
	SUPPLIES	\$0	\$0	\$0	\$0
	TOTAL EXPENSES	\$22,308	\$23,999	\$37,120	\$0
	TOTAL DOG OFFICER	\$22,308	\$23,999	\$37,120	\$0
	<b>FIRE &amp; ALS</b>				
	Total FTEs	26.54	28.54	28.54	29.54
28	PERSONNEL SERVICES	\$2,467,743	\$2,697,846	\$2,921,706	\$3,024,423
	PURCHASE OF SERVICES	\$62,497	\$67,420	\$70,300	\$72,600
29	SUPPLIES	\$188,068	\$190,521	\$200,500	\$204,239
	TOTAL EXPENSES	\$250,565	\$257,941	\$270,800	\$276,839
	TOTAL FIRE	\$2,718,308	\$2,955,787	\$3,192,506	\$3,301,262
	<b>BUILDING &amp; ZONING</b>				
	Total FTEs	4.63	4.63	4.63	5.03
30	PERSONNEL SERVICES	\$275,654	\$282,065	\$309,575	\$332,147
	PURCHASE OF SERVICES	\$20,483	\$16,586	\$16,550	\$16,550
31	SUPPLIES	\$2,467	\$1,170	\$3,000	\$3,000
	TOTAL EXPENSES	\$22,950	\$17,756	\$19,550	\$19,550
	TOTAL BUILDING & ZONING	\$298,604	\$299,821	\$329,125	\$351,697
	<b>SCHOOLS</b>				
	Total FTEs	417.65	424.44	430.64	436.49
32	TOTAL SCHOOLS	\$39,126,291	\$40,504,770	\$41,919,750	\$42,791,145
	<b>REGIONAL VOCATIONAL SCHOOLS</b>				
	Total FTEs	0.00	0.00	0.00	0.00
33	TOTAL REGIONAL VOC SCHOOLS	\$161,637	\$181,716	\$230,000	\$333,000
	<b>DPW</b>				
	Total FTEs	33.24	34.82	34.82	33.82
	PERSONNEL SERVICES	\$1,557,080	\$1,948,240	\$2,042,173	\$2,019,170
	<b>ENGINEERING</b>				
34	PERSONNEL SERVICES	\$0	\$335,292	\$332,227	\$283,970
	PURCHASE SERVICES	\$0	\$20,837	\$30,500	\$34,500
35	SUPPLIES	\$0	\$3,562	\$14,920	\$14,920
	TOTAL EXPENSES	\$0	\$24,399	\$45,420	\$49,420
	TOTAL ENGINEERING	\$0	\$359,691	\$377,647	\$333,390
	<b>HIGHWAY</b>				
36	PERSONNEL SERVICES	\$993,042	\$1,007,417	\$1,026,246	\$1,032,100
	PURCHASE SERVICES	\$353,755	\$516,531	\$384,300	\$461,300
37	SUPPLIES	\$156,078	\$133,410	\$147,500	\$151,500
	TOTAL EXPENSES	\$509,833	\$649,941	\$531,800	\$612,800
	TOTAL HIGHWAY	\$1,502,875	\$1,657,358	\$1,558,046	\$1,644,900
	<b>PARK AND CEMETERY</b>				
38	PERSONNEL SERVICES	\$564,038	\$605,531	\$683,700	\$703,100
	PURCHASE SERVICES	\$201,619	\$239,296	\$280,800	\$217,800
39	SUPPLIES	\$110,916	\$106,066	\$120,000	\$132,000
	TOTAL EXPENSES	\$312,535	\$345,362	\$400,800	\$349,800
	TOTAL PARK AND CEMETERY	\$876,573	\$950,893	\$1,084,500	\$1,052,900
	<b>LANDFILL</b>				
40	PURCHASE SERVICES	\$53,149	\$30,823	\$40,000	\$50,000
	TOTAL DPW	\$2,432,597	\$2,998,765	\$3,060,193	\$3,081,190

FISCAL YEAR 2021 BUDGET		ACTUAL	ACTUAL	APPROVED	REQUESTED
		FY 2018	FY 2019	FY 2020	FY 2021
<b>SNOW</b>					
	Total FTEs	0.00	0.00	0.00	0.00
41	PERSONNEL SERVICES	\$207,581	\$168,415	\$175,000	\$175,000
	PURCHASE OF SERVICES	\$186,957	\$193,619	\$110,000	\$110,000
	SUPPLIES	\$335,591	\$196,783	\$215,000	\$215,000
42	TOTAL EXPENSES	\$522,548	\$390,402	\$325,000	\$325,000
	TOTAL SNOW	\$730,129	\$558,817	\$500,000	\$500,000
<b>BOARD OF HEALTH</b>					
	Total FTEs	9.29	9.29	9.43	10.43
43	PERSONNEL SERVICES	\$690,979	\$722,273	\$762,122	\$807,551
	PURCHASE OF SERVICES	\$152,989	\$147,180	\$153,115	\$161,124
	SUPPLIES	\$14,946	\$9,193	\$13,000	\$13,000
44	TOTAL EXPENSES	\$167,935	\$156,373	\$166,115	\$174,124
	TOTAL BOARD OF HEALTH	\$858,914	\$878,646	\$928,237	\$981,675
<b>VETERANS SERVICES</b>					
	Total FTEs	0.00	0.00	0.00	0.00
	PURCHASE OF SERVICES	\$36,747	\$32,111	\$44,000	\$46,000
	SUPPLIES	\$4,007	\$1,848	\$4,000	\$4,000
45	TOTAL EXPENSES	\$40,754	\$33,959	\$48,000	\$50,000
	TOTAL VETERANS SERVICES	\$40,754	\$33,959	\$48,000	\$50,000
<b>COUNCIL ON AGING</b>					
	Total FTEs	3.34	3.69	3.69	4.09
46	PERSONNEL SERVICES	\$207,249	\$227,296	\$239,495	\$252,495
	PURCHASE OF SERVICES	\$40,893	\$50,378	\$51,780	\$55,350
	SUPPLIES	\$9,714	\$8,358	\$13,500	\$15,300
47	TOTAL EXPENSES	\$50,607	\$58,736	\$65,280	\$70,650
	TOTAL COUNCIL ON AGING	\$257,856	\$286,032	\$304,775	\$323,145
<b>YOUTH SERVICES</b>					
	Total FTEs	2.77	2.77	2.77	3.40
48	PERSONNEL SERVICES	\$202,705	\$188,246	\$222,008	\$249,283
	PURCHASE OF SERVICES	\$3,759	\$3,782	\$4,600	\$4,901
	SUPPLIES	\$1,000	\$1,068	\$1,625	\$1,625
49	TOTAL EXPENSES	\$4,759	\$4,850	\$6,225	\$6,526
	TOTAL YOUTH SERVICES	\$207,464	\$193,096	\$228,233	\$255,809
<b>LIBRARY</b>					
	Total FTEs	13.69	13.69	13.69	13.69
50	PERSONNEL SERVICES	\$744,832	\$803,599	\$850,985	\$867,321
	PURCHASE OF SERVICES	\$42,896	\$45,926	\$49,300	\$51,399
	SUPPLIES	\$208,478	\$217,748	\$229,550	\$234,877
51	TOTAL EXPENSES	\$251,374	\$263,674	\$278,850	\$286,276
	TOTAL LIBRARY	\$996,206	\$1,067,273	\$1,129,835	\$1,153,597
<b>RECREATION</b>					
	Total FTEs	3.54	3.54	3.54	3.54
52	PERSONNEL SERVICES	\$119,170	\$157,219	\$178,193	\$182,317
	PURCHASE OF SERVICES	\$0	\$36,202	\$2,275	\$87,410
	SUPPLIES	\$0	\$0	\$0	\$0
53	TOTAL EXPENSES	\$0	\$36,202	\$2,275	\$87,410
	TOTAL RECREATION	\$119,170	\$193,421	\$180,468	\$269,727

FISCAL YEAR 2021 BUDGET		ACTUAL	ACTUAL	APPROVED	REQUESTED
		FY 2018	FY 2019	FY 2020	FY 2021
<b>DEBT AND INTEREST</b>					
	Total FTEs	0.00	0.00	0.00	0.00
54	TOTAL DEBT AND INTEREST	\$7,557,941	\$7,218,934	\$6,814,789	\$6,874,864
<b>RETIREMENT</b>					
	Total FTEs	0.00	0.00	0.00	0.00
	PURCHASE OF SERVICES	\$4,362,369	\$4,648,984	\$4,862,852	\$5,182,237
55	TOTAL RETIREMENT	\$4,362,369	\$4,648,984	\$4,862,852	\$5,182,237
<b>UNCLASSIFIED</b>					
	Total FTEs	0.00	0.00	0.00	0.00
	HEALTH & LIFE INSURANCE				
	Employee Health Insurance (426)	\$5,241,839	\$5,239,298	\$5,859,349	\$6,285,371
	Retiree Health Insurance (456)	\$1,616,588	\$1,661,919	\$1,770,651	\$1,888,993
	Health Insurance Incentive Waiver (53)	\$191,820	\$229,443	\$240,000	\$242,000
	Employee & Retiree Life Insurance (603)	\$18,600	\$16,262	\$18,000	\$30,600
	Other Expenses	\$66,200	\$124,240	\$67,200	\$67,200
56	TOTAL HEALTH/LIFE INSURANCE	\$7,135,047	\$7,271,162	\$7,955,200	\$8,514,164
	OTHER INSURANCE				
57	PROPERTY, CASUALTY & LIABILITY INSURANCE	\$651,566	\$718,606	\$686,000	\$701,000
58	MEDICARE TAX - 1.45%	\$660,173	\$682,245	\$681,062	\$698,088
59	UNEMPLOYMENT COMPENSATION	\$32,802	\$51,769	\$50,000	\$50,000
60	POLICE/FIRE DISABILITY	\$93	\$502	\$15,000	\$15,000
61	OCCUPATIONAL HEALTH	\$8,000	\$8,000	\$8,000	\$8,000
	TOTAL OTHER INSURANCE	\$1,352,009	\$1,461,122	\$1,440,062	\$1,472,088
62	SICK LEAVE BUYBACK	\$37,355	\$33,139	\$40,000	\$40,000
63	RESERVE FOR SALARY SETTLEMENT	\$0	\$0	\$25,000	\$1,000,000
	TOWN MEETING	\$150,957	\$114,939	\$115,000	\$0
	STREET LIGHTING	\$123,077	\$79,919	\$95,000	\$0
64	RESERVE FUND BUDGET	\$0	\$0	\$250,000	\$250,000
	SCHOOL BUS PARKING	\$0	\$0	\$0	\$0
65	STORMWATER	\$0	\$0	\$210,000	\$200,000
66	WATER CHARGES	\$0	\$0	\$0	\$50,000
	EMPLOYEE MITIGATION	\$0	\$0	\$340,000	\$0
	TOTAL UNCLASSIFIED	\$8,799,070	\$8,960,281	\$10,470,262	\$11,526,252
<b>TOTAL GENERAL FUND BUDGET</b>		<b>\$76,264,462</b>	<b>\$78,729,157</b>	<b>\$82,652,404</b>	<b>\$86,149,125</b>

FISCAL YEAR 2021 BUDGET		ACTUAL FY 2018	ACTUAL FY 2019	APPROVED FY 2020	REQUESTED FY 2021
<b>WATER FUND</b>					
	<i>Total FTEs</i>	8.00	8.00	8.00	8.00
	SALARIES	\$675,988	\$744,874	\$808,888	\$811,600
	PURCHASE OF SERVICES	\$502,461	\$399,806	\$524,000	\$557,000
	UTILITIES	\$333,429	\$402,657	\$410,000	\$410,000
	SUPPLIES	\$463,932	\$407,045	\$542,000	\$529,000
	OTHER FINANCING USES	\$775,198	\$581,172	\$374,779	\$362,440
	DEBT SERVICE	\$1,333,075	\$1,292,656	\$1,337,510	\$1,313,017
67	TOTAL WATER DEPARTMENT	\$4,084,083	\$3,828,210	\$3,997,177	\$3,983,057
<b>WASTEWATER FUND</b>					
	<i>Total FTEs</i>	0.54	1.54	1.54	1.54
	SALARIES	\$28,666	\$29,531	\$88,300	\$88,330
	PURCHASE OF SERVICES	\$154,809	\$131,525	\$67,500	\$140,650
	UTILITIES	\$38,766	\$47,040	\$89,240	\$54,750
	SUPPLIES	\$0	\$1,635	\$59,700	\$37,908
	OTHER FINANCING USES	\$28,831	\$94,965	\$34,913	\$36,472
	DEBT SERVICE	\$453,921	\$458,104	\$448,287	\$435,894
68	TOTAL WASTEWATER FUND	\$704,993	\$762,800	\$787,940	\$794,004
	TOTAL ENTERPRISE FUNDS	\$4,789,076	\$4,591,010	\$4,785,117	\$4,777,061
	Grand Total FTEs	587.33	600.30	607.70	618.92
<b>GRAND TOTAL OMNIBUS BUDGET</b>		\$81,053,538	\$83,320,167	\$87,437,521	\$90,926,186

Proposed Capital Budget - Fiscal 2021			
<b>DPW</b>			
1	Town Wide Road Reconstruction	CC	600,000
2	Potter / Stonebridge Road Bridge Design / Const	B	450,000
3	Old Sudbury Road Design & Construction	FC/B	400,000
4	Stormwater Management	FC	150,000
5	Heavy Equipment Replacement- H15	B	250,000
6	Heavy Equipment Replacement-P-59 Tractor	FC	95,000
7	Light Trucks-P50 Pickup	FC	65,000
8	Light Trucks-E2 SUV	FC	44,000
<b>JCC</b>			
9	Public Safety Radio Replacement	FC	247,000
10	Public Safety Software	FC	135,000
11	Improvement to Reeves Hill Site (fiber & equip)	FC	45,000
<b>Fire</b>			
12	Fire Vehicle - Pumper	B	700,000
13	Fire Command Vehicle	AMB	65,000
14	Ambulance Power Load System	AMB	30,000
<b>Facilities</b>			
15	High School Wastewater Plant	B	140,000
16	Vehicles - Motor Pool	FC	37,000
<b>Information Technology</b>			
17	Network and Wireless Replacement TH & PS	FC	126,000
18	Permitting Software	FC	70,000
19	Library Phones	FC	32,000
<b>Schools</b>			
20	Loker/Claypit Hill / Feasibility Instructional Spaces	FC	200,000
21	Claypit Hill Replacement of Make up Air Handling Unit	FC	90,000
22	Happy Hollow Replacement of Cooling Unit and Dry Storage Area	FC	70,000
23	High School Sound System	FC	40,000
24	High School Voice Lift System	FC	30,000
<b>DPW Water Enterprise Fund</b>			
25	Gate Valve Exercising Trailer	WR	75,000
<b>TOTAL BUDGET</b>			<b>4,186,000</b>
<b>SUMMARY OF FUNDING SOURCES</b>			
BORROW ( WITHIN THE LEVY )		B	1,865,000
CASH CAPITAL		CC	600,000
FREE CASH		FC	1,551,000
AMBULANCE FUND		AMB	95,000
WATER CAPITAL		WR	75,000
<b>TOTAL FUNDING SOURCES</b>			<b>4,186,000</b>



<b>1. Budget: Department of Public Works - \$600,000</b>	
Title: Town Wide Road Reconstruction	Project Advocate(s): Director, DPW
Description: Funding for road and sidewalk construction projects on the Town’s 96 miles of roadway. Resurfacing cost approximately \$250,000 per mile. The \$600,000 combined with State Chapter 90 funding, which averages \$523,000/year, will allow approximately 4.5 miles of Town roads to be repaved. Roads scheduled for repaving in FY21 include Rice, Millbrook, Alden, Brewster, Hobbs, Cabot and Cochituate Phase 2.	
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, sidewalk 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

<b>2. Budget: Department of Public Works - \$450,000</b>	
Title: Potter/Stonebridge Road Bridge Design and Construction	Project Advocate(s): Director, DPW
Description: Design for the replacement of the Stonebridge Road Bridge; to be conducted in conjunction with the City of Framingham.	
Justification: The Stonebridge Road Bridge needs substantial renovation, as detailed in the Mass DOT's annual bridge inspection report. The Town appropriated in FY2020 \$100,000 for design. The DPW is now seeking funding in FY2021 to finish the design and do the construction of the Stonebridge Road Bridge. The responsibility for the bridge is split between the Town and the City of Framingham, and the requested funding is for Wayland's portion. All project costs will be split between Wayland and the City of Framingham.	
Relationship to General Plan: Part of the ongoing repair and maintenance of Town roadways.	
History: Town of Wayland and Framingham have negotiated the agreement on funding the bridge repair.	
Source of Funds: Borrowing	In the 5 Year Capital Plan? Yes

<b>3. Budget: Department of Public Works - \$400,000</b>	
Title: Old Sudbury Road Bridge – Design and Construction.	Project Advocate(s): Director, DPW
Description: Rehabilitation of the Old Sudbury Road Bridge.	
Justification: The Town is aware of an immediate need to make repairs to the bridge located on Old Sudbury Road (Route 27) in Wayland. Although Wayland owns and maintains this bridge, it is routinely inspected by the Massachusetts Department of Transportation (MassDot). It was indicated in their December 2019 inspection letter that the Town needed to address these repairs by the time of the next-scheduled November 2020 inspection. It is likely that MassDOT, having jurisdictional authority, will impose certain restrictions if not addressed immediately.	

This bridge repair is projected to cost approximately \$400,000 including design, permitting and construction. It is anticipated that the project will be completed before the MassDot's November 2020 inspection.	
Relationship to General Plan: Ongoing maintenance and investment in the Town's infrastructure.	
History: This is a planned replacement to take place in FY2023 but due to the urgency of the project it was brought forward in FY2021.	
Source of Funds: Free Cash/Borrowing	In the 5 Year Capital Plan? Yes

<b>4. Budget: Department of Public Works - \$150,000</b>	
Title: Drainage and Stormwater Improvements	Project Advocate(s): Director, DPW
Description: Funding to conduct necessary repairs to drainage and stormwater management systems within the Town Right of Way and Easement locations.	
Justification: The DPW has identified several roadways through site inspections in need of repairs, with McGuire Road being the primary project currently scheduled for FY2021. This will be part of an ongoing reconstruction project to maintain these systems.	
Relationship to General Plan: Part of the ongoing repair and maintenance of Town Stormwater System.	
History: New state regulations cite a significant increase in stormwater requirements.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

<b>5. Budget: Department of Public Works - \$250,000</b>	
Title: Heavy Equipment Dump Truck H15	Project Advocate(s): Director, DPW
Description: This is a scheduled replacement of one of the dump trucks used by the DPW.	
Justification: Replace H15, a 2006 dump truck with approximately 65,000 miles. This truck serves a variety of functions within both the Park and Highway Divisions, including roadside cleanup and roadway maintenance operations. During the winter it serves as a primary plow and sanding unit.	
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: Borrowing	In the 5 Year Capital Plan? Yes

<b>6. Budget: Department of Public Works - \$95,000</b>	
Title: Heavy Equipment – Tractor P59	Project Advocate(s): Director, DPW
Description: Replace P59, a 1998 John Deer 5310 tractor with approximately 2,680 hours.	
Justification: P59 suffers from wear and tear as it approaches the end of its useful life. The DPW seeks to replace it with a more versatile tractor that could be used for additional applications within the DPW, such as roadside brush maintenance and mowing. The Town continues to increase the number of fields that require DPW maintenance, placing more demand on this aging piece of equipment. Maintenance of the old P59 is approximately \$5,000/year.	
Relationship to General Plan: Part of the DPW long-term vehicle replacement schedule.	
History: This is a planned replacement.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

<b>7. Budget: Department of Public Works - \$65,000</b>	
Title: Light Trucks – Pickup P50	Project Advocate(s): Director, DPW
Description: Replace P50, a 2009 Chevy 3500 with approximately 55,000 miles.	
Justification: P50 suffers from wear and tear. Although this truck is used in a variety of roles – including recreational field maintenance, and field line painting, it is limited in its versatility due to its inadequate specifications. As equipped, the vehicle is incapable of serving as a reserve plow unit. As such, the DPW seeks to replace it with a heavier duty vehicle equipped with a diesel engine and snow plow attachment.	
Relationship to General Plan: Part of the DPW long-term vehicle replacement schedule.	
History: This is a planned replacement.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

<b>8. Budget: Department of Public Works - \$44,000</b>	
Title: Light Trucks - SUV E2	Project Advocate(s): Director, DPW
Description: Replace E2, a 2006 Ford Expedition SUV.	
Justification: The Engineering and Surveying E2 is primarily used by the Town Surveyor. It is used for the purpose of data collection, surveying and assessment of property boundaries, trees, and stormwater infrastructure locations town wide. This vehicle was handed down from the police to the Town pool fleet and then to DPW. The Town has invested \$5,750 into the vehicle over the past three years to keep it on the road. It has unrepairable corrosion on the frame and will likely not pass inspection. A similar size vehicle is necessary to carry various surveying tools.	
Relationship to General Plan: Part of the DPW long-term vehicle replacement schedule.	
History: This is a planned replacement.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

<b>9. Budget: JCC - \$247,000</b>	
Title: Public Safety Radio Replacement	Project Advocate(s): Police and Fire Chiefs
Description: Replace non-P-25 compliant portable and mobile radios.	
Justification: The Police and Fire departments frequently reuse radios. This is not considered a best practice, as they provide our first responders with a critical lifeline. The Town’s older radios lack current technology and are not P-25 compliant, which is a public safety standard. The lack of P-25 radios impacts Wayland’s ability to communicate with other agencies on interoperability channels (the ability to communicate with agencies on different frequencies). It also prevented the Police department from being able to utilize the BAPER (Boston Area Police Emergency Radio Network) frequencies during the radio outage experienced during a July electrical storm. The Town received a \$94,000 grant to begin replacement of the Fire department radios. This appropriation is for the balance of the project.	
Relationship to General Plan: Replacement of the Town’s assets to improve safety.	
History: This is new to the Capital Improvement Plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? No

<b>10. Budget: JCC - \$135,000</b>	
Title: Public Safety Software	Project Advocate(s): Police and Fire Chiefs, IT Director
Description: Purchase new public safety record management system.	
Justification: The current software will no longer be supported as of December 2021. This system manages all the fire and police departments’ records on incidents, building information, details, scheduling, and vehicle service linking to the dispatch system. All towns that utilize this software will need to replace this critical software.	
Relationship to General Plan: Replacement of the Town’s assets to maintain safety.	
History: New to Capital Improvement Plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? No

<b>11. Budget: JCC - \$45,000</b>	
Title: Reeves Hill Improvement – Fiber & Equipment	Project Advocate(s): Police and Fire Chiefs
Description: Create a fiber link between Reeves Hill and the Public Safety Building.	
Justification: When one of Wayland’s receiver sites receives a radio transmission, it is transmitted to a comparator at the Public Safety Building (PSB) and then to Reeves Hill for transmission. The speed of the data transmission and reliability of sending the data are paramount to the safety of effective communication amongst first responders. The Town currently uses a system that is a microwave link for primary transmission, which is susceptible to physical and	

electronic interference as well as inferior speed. This request consists of purchasing equipment for the PSB dispatch center and Reeves Hill and then installing a fiber line from the town network.	
Relationship to General Plan: Enhancement of the Town’s assets to improve safety.	
History: This is new to the Capital Improvement Plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? No

<b>12. Budget: Fire Department - \$700,000</b>	
Title: Fire Vehicle – Pumper 1	Project Advocate(s): Fire Chief
Description: Replace Engine 1 and associated equipment on truck.	
Justification: Engine 1 is a primary pumper truck, purchased in 1997 with 77,000 miles. It is 22 years old, and it has surpassed the 15-year life expectancy. The vehicle has become less reliable and has limited serviceability making it difficult to find replacement parts. It lacks all modern safety features and capabilities such as (ABS, airbags and rollover protection). The replacement vehicle will take up to 12 months to be delivered after the order is placed.	
Relationship to General Plan: Ongoing replacement of fire vehicles based on age and condition.	
History: Part of ongoing Capital Improvement Plan.	
Source of Funds: Borrowing	In the 5 Year Capital Plan? Yes

<b>13. Budget: Fire Department - \$65,000</b>	
Title: Fire Command Vehicle	Project Advocate(s): Fire Chief
Description: Replace the Shift Officer’s emergency vehicle.	
Justification: The Shift Officer’s 2014 command vehicle is the most frequently used Fire department vehicle, and it responds to emergency calls, inspections, fire alarm work, vehicle lock outs, and investigations.	
Relationship to General Plan: Ongoing replacement of vehicles based on age and condition.	
History: Part of ongoing Capital Improvement Plan.	
Source of Funds: Ambulance Fund	In the 5 Year Capital Plan? Yes

<b>14. Budget: Fire Department - \$30,000</b>	
Title: Ambulance Power Load System	Project Advocate(s): Fire Chief
Description: Installation of power load system in primary ambulance and relate equipment.	
Justification: Request to purchase and install a power load system in the primary ambulance which will be used to assist with safely loading patients into the back of the ambulance with minimal lifting by fire personnel. The most frequent calls that the department responds to are medical emergencies. When a patient is transported, the stretcher is	

manually removed and then lifted back into the ambulance. This can be a challenging task as the stretcher weighs 125 pounds in addition to the weight of the patient, and the number of personnel available to assist with this process varies. The system will increase patient safety, reduce firefighter injuries and is interchangeable between ambulances.	
Relationship to General Plan: Improvement of the Town’s assets and safety.	
History: This is new to the Capital Improvement Plan.	
Source of Funds: Ambulance Fund	In the 5 Year Capital Plan? No

<b>15. Budget: Facilities - \$140,000</b>	
Title: High School Wastewater Plant, phase 1	Project Advocate(s): Town Engineer and Board of Selectman
Description: Improvements and upgrades to the Wayland High School wastewater treatment system.	
Justification: A wastewater treatment plant was constructed as part of the Wayland HS construction project. The facility, which has been operating intermittently over the last 7 years, requires considerable improvements and upgrades to resume operation and meet current regulatory requirements. The original facility design and construction contained complex equipment and was constructed with inherent deficiencies that resulted in significant degradation of the facility. Additionally, the system contains deficiencies as identified by the Massachusetts Department of Environmental Protection and does not meet OSHA regulations. The project has been split into two phases. The first phase will provide funding to meet the most critical items to resume operation and reduce costs associated with hauling wastewater from the HS on multiple days per week. The second phase estimated at \$430,000 includes OSHA upgrades as well as operational improvements identified during an assessment conducted by the Town in 2018. The project relies on an authorization of \$285,000 that was provided in FY2019 as part of the overall project.	
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

<b>16. Budget: Facilities - \$37,000</b>	
Title: Vehicles – Motor Pool	Project Advocate(s): Facilities Director
Description: Replace Town electrician’s vehicle.	
Justification: The Town electrician’s present vehicle is a 2005 Ford Crown Vic with 64,600 miles handed down from the Police department. This is a continuation of upgrading vehicles in the motor pool.	
Relationship to General Plan: Improvement of the Town’s assets and safety.	
History: Part of ongoing Capital Improvement Plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

<b>17. Budget: IT - \$126,000</b>	
Title: Network and Wireless Replacement Town Hall & Public Safety	Project Advocate(s): IT Director
Description: Fund the upgrade of network switches and wireless access points for additional Town buildings.	
Justification: Upgrades are needed to support both increased client density and increased client bandwidth demands. The network core switches are high-capacity switches that provide services such as the backbone (or physical core) of the Town of Wayland and Wayland Public Schools network infrastructure. These switches serve as the gateway to our wide area network (WAN) and Internet services, including VoIP telephone services, which is critical life and safety systems. Other required network upgrades include the replacement of existing wireless access points as well as substantially increasing the number of access points to support increased client density and increased bandwidth demands. Access switching (network switches) will be replaced as well, to most cost effectively support the higher bandwidths that the new access points support. The network switches and wireless access points will be part of an integrated system that will ease management burdens and provide additional security features. This year, the request is for the remaining Town buildings; some school buildings remain.	
Relationship to General Plan: Maintenance and Improvement of Town Facilities Assets.	
History: Part of ongoing Capital Improvement Plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

<b>18. Budget: IT - \$70,000</b>	
Title: Permit Management System	Project Advocate(s): IT Director, Town Administrator
Description: Procure and implement an electronic system for receiving, tracking, and managing permit requests. Principal focus will be on the Town building in the Planning, Health, Conservation and Fire Departments.	
Justification: The goal is to install a new software system to improve the process and experience for staff, residents and contractors. It will improve accountability and monitoring of permit approval process. \$40,000 was appropriated in FY20 for planning and design of a system. In addition, the Town received \$88,000 of grant funding for this project. This request follows development of workflows and specifications approved in FY2020.	
Relationship to General Plan: Maintenance and Improvement of Town Facilities Assets.	
History: Part of ongoing Capital Improvement Plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

<b>19. Budget: IT - \$32,000</b>	
Title: Library Phones	Project Advocate(s): IT Director
Description: Replace Library phone system and associated networking.	
Justification: Current Library phone system is outdated, and this integrates the Library phones into the same system used by the remainder of the Town. This is part of a multi-year capital plan to upgrade all the phones in the Town buildings with the same hardware.	
Relationship to General Plan: Maintenance and Improvement of Town Facilities Assets.	
History: Part of ongoing Capital Improvement Plan. Completes a multi-year effort.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

<b>20. Budget: School Department - \$200,000</b>	
Title: Loker and Claypit Hill Schools Feasibility Study on Instructional Space	Project Advocate(s): School Committee, IT Director
Description: Conduct a feasibility study to determine square footage and design requirements for the Loker and Claypit Hill Schools' instructional learning spaces.	
Justification: 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: This is part of an ongoing capital improvement plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? No

<b>21. Budget: School Department - \$90,000</b>	
Title: Claypit Hill - Replacement of Make Up Air Handling Units	Project Advocate(s): School Committee, Public Buildings Director
Description: Replace existing school building roof top air handling units.	
Justification: Phase 1 of school building roof top air handling unit design and replacement will begin at the Claypit Hill School. Claypit Hill School's existing Roof Top Units above the music room and cafeteria are 62 years old and were identified as a priority by OnSite Insight during their summer 2018 Capital Conditions Needs Assessment as requiring replacement in FY 2020. Funding requested reflects total project cost. Funding requested is expected to cover the design and construction costs at Claypit Hill and to the extent possible beginning Phase 2, which is the design of roof top units at Wayland Middle School, if it can be combined.	



Relationship to General Plan: Maintenance of the Town’s assets and of safety requirements.	
History: This is part of an ongoing capital improvement plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

<b>22. Budget: School Department - \$70,000</b>	
Title: Replacement of Happy Hollow Cooling Unit and Dry Area	Project Advocate(s): School Committee, Public Buildings Director
Description: This request is for additional funding for the Happy Hollow walk in refrigeration and freezer project.	
Justification: This request asks for additional funding for the replacement of a walk-in refrigerator and freezer, including design, construction and installation costs. This is part of a five-year project to upgrade 20 + year old kitchen equipment having exceeded its useful life in the Happy Hollow and Claypit Hill Elementary schools by replacing the walk-in refrigeration units. A prior appropriation totaling \$135,900 for replacing both schools' cooling units has been determined insufficient based on the bids received. A supplemental appropriation is being requested to complete the Happy Hollow project. Funding requested reflects total revised project cost of \$205,900.	
Relationship to General Plan: Maintenance of the Town’s assets and of safety requirements.	
History: This is part of an ongoing capital improvement plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

<b>23. Budget: School Department - \$40,000</b>	
Title: High School Projection and Sound System	Project Advocate(s): School Committee, Public Buildings Director
Description: Replace the High School Projection and Sound system.	
Justification: The auditorium sound system is unreliable, barely operational and can no longer be repaired. The unit and parts of the unit are no longer manufactured, and parts can no longer be found in the open marketplace. The non-working projection and audio system significantly interferes with day to day instruction, events and meetings at WHS. Funding for this project will allow replacement of the existing video and control system and will help to identify sources of audio issues so that the auditorium can be used in the way designed and needed. Three of the four projection boxes are non-functioning. Equipment and speakers need to be rented for day to day instruction, meetings and events.	
Relationship to General Plan: Scheduled replacement of Town equipment.	
History: This is part of an ongoing capital improvement plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

<b>24. Budget: School Department - \$30,000</b>	
Title: High School Voice Lift System	Project Advocate(s): School Committee, Public Buildings Director
Description: Replace audio systems at High School to meet ADA requirements.	
Justification: The Lightspeed Classroom Audio Systems are failing at the High School. They are 7 years old and are no longer functioning effectively and interfere with the school's PA system. The system is a mandatory requirement. Classrooms where we are required to have Voicelift systems working for students with hearing disabilities are no longer operational and interfere with the schools' paging system. As students move throughout the classrooms and grade levels, additional Voicelift systems are required. This project is spread across two years to align capacity and availability of funding with requirements for equipment.	
Relationship to General Plan: Maintenance of the Town's assets and of safety requirements.	
History: This is part of an ongoing capital improvement plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

<b>25. Budget: Department of Public Works, Water - \$75,000</b>	
Title: Gate Valve Exercising Trailer	Project Advocate(s): Director, DPW
Description: Purchase a gate valve exercising trailer for the Department of Water (not presently owned).	
Justification: The Wayland Water System contains more than 3,200 valves for the isolation of the water mains and hydrants. These valves require periodic exercising and maintenance to ensure they move freely and do not break when operated. A gate valve exercising trailer will allow the Department to proactively exercise the valves to ensure their operation during critical emergency conditions, as with a water main break or fire. This trailer will have an estimated 10-15 years of life.	
Relationship to General Plan: Ongoing maintenance and investment in the Town's infrastructure.	
History: This is part of an ongoing capital improvement plan and was deferred from last year.	
Source of Funds: Water Capital	In the 5 Year Capital Plan? Yes

**Article 10. Capital Stabilization Fund**

*Proposed by: Board of Selectmen*

To see if the Town will vote to 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.

**FINANCE COMMITTEE COMMENTS:** Passage of this article creates a Capital Stabilization Fund. The Capital Stabilization Fund can be used to defray the cost of 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 to the extent that these costs may be funded by the Fund's balance. Purchases exceeding the Fund's available balance may require other sources of funding.

This article creates the stabilization fund but does not appropriate funds currently. A stabilization fund is created with a 2/3 majority vote, appropriations into the fund are by a simple majority vote, and appropriations from the fund require a 2/3 majority vote.

State law 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. Monies accumulated in a stabilization fund carry over from one fiscal year to another, and interest remains with that fund.

The capital stabilization fund would be a tool to level the tax impact of fluctuating expenses needed to maintain the town's capital assets. 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, the Town can vote to use funds from the stabilization fund to offset the higher expense. Allowable investment of these funds is in investment vehicles as prescribed by the state.

In December of 2018, the Finance Committee recommended that the Board of Selectmen create a Capital Stabilization Fund and consider what by-laws may need to be amended to set up 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. This article accomplishes the establishment of the Capital Stabilization Fund (CSF) through acceptance of a state law.

Currently, the Town's debt service is funded through the General Fund, the Water Enterprise Fund, the Community Preservation Fund, or Revolving Funds. The CSF could provide another source of funding based on town meeting vote.

The Town's capital program will depend on these appropriations, to provide funding for future Fiscal Year capital projects. The Capital Stabilization Fund could also be used for level-funding the Town's debt service resulting in 1) smoothing out the tax rate and 2) providing an additional funding source for future capital projects.

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.

The Town's debt service within the General Fund can vary significantly from year to year as bonds mature and new bonds are issued. A Capital Stabilization Fund is one capital planning tool to help minimize that variance.

Towns use many tools to try to adequately maintain capital resources. For instance, many towns increase their budget by revenue growth, rather than limit growth to proposition 2 ½ and use excess revenue for capital. Some earmark certain revenue source to be used for capital. There are many ways to achieve the goal. This is one that might make sense for Wayland.

Borrowing charges people tomorrow for today's projects. The proposal for funding is a way to even out the obligations.

The Town currently does not have a reliable capital planning process that makes for consistent year to year debt service planning.

**ARGUMENTS OPPOSED:** A Capital Stabilization Fund restricts the use of funds for capital purposes only.

The Capital Stabilization Fund is dependent upon a supporting policy. Without a proposed policy, it is difficult to clearly articulate how the Fund will be funded or used.

Funding the stabilization fund is charging people today for future capital projects.

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

**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 508-358-3611 or email [bkeveny@wayland.ma.us](mailto:bkeveny@wayland.ma.us) or Town Administrator Louise Miller at 508-358-3620 or [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

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## **Article 11. Reallocate Previously Appropriated Funds for Council on Aging/Community Center**

*Proposed by: Board of Selectmen*

To determine whether Town Meeting will vote to reallocate \$545,583 previously appropriated under Article 26 of the 2015 Annual Town Meeting and under Article 20 of the 2018 Annual Town Meeting and appropriate said sum to be expended under the direction of the Board of Selectmen for feasibility, design, construction and bid documents for a multi-use Council on Aging/Community Center to be used for a facility located at an appropriate location with the Town of Wayland.

**FINANCE COMMITTEE COMMENTS:** A Council on Aging/Community Center has been a Town priority for many years. The Council on Aging/Community Center Committee worked on a proposed project at the Town Center as far back as May 2015. Town Meeting has twice appropriated funds for a Council on Aging/Community Center to be built at Town Center. The project at the Town Center involves using the existing approximately 10,250 square foot building on the so-called “Municipal Parcel” and use of three adjacent parcels. To date, the Town has not been able to negotiate acquisition of the Municipal Parcel or the adjacent parcels, which are needed to build an adequate facility. The Council on Aging seeks to consider other locations within the Town to build a Council on Aging/Community Center, as it remains unclear when the Town may acquire control of the four parcels at Town Center.

This article would allow the previously appropriated funds to be used at another appropriate location.

- At 2015 Annual Town Meeting under Article 26, Town Meeting appropriated \$150,000 for conducting due diligence and a feasibility design for a proposed Council or Aging/Community Center at the Town Center parcels. \$75,583 remains from this appropriation.
- At 2018 Annual Town Meeting under Article 20, Town Meeting appropriated \$470,000 to be used for preparing design, construction and bid documents for a multi-use Community Center to be built at Town Center. All \$470,000 remains from this appropriation as any expenditure was tied to acquisition of the Town Center parcels.

This article does not seek additional monies. It seeks design funds already designated for a CoA/Community Center needed to insure all the identified requirements can be met within a new site. It

provides flexibility for funds already appropriated. Toward that end, in December 2019, the Board of Selectmen issued a Request for Proposals (“RFP”) regarding the purchase of land, purchase of a building with appurtenant parking, or lease of a building with appurtenant parking to house the offices and all activities of its Council on Aging, the offices and some activities of its Recreation Department, the offices of its Youth and Family Services Department, its Veterans’ Agent, and the Historical Commission, as well as other community activities of the Town in one building. The RFP notes that the desired timeframe for purchasing property or a building, or leasing a building is at a Special Town Meeting in the fall of 2020 where the Town would consider an appropriation for the purchase or leased price. The Town would anticipate closing on a purchase of land or a building, or signing lease documents and entering into an agreement with a landlord on or before January 1, 2021.

According to the RFP, Wayland’s preferred option is to purchase land via a fee simple acquisition. In that case, the Town would design and build a new building and perform all related site development. Alternatively, the Town seeks to acquire an existing building with sufficient parking to meet its needs, in which case the Town would design and build all improvements to the building and land. The Town would consider leasing an existing space with certain leasehold improvements to meet the Town’s specific needs. The land and building must be located in Wayland. Finally, the Town may end up using the Town Center municipal pad in the end should negotiations close.

The proposed Community Center will be designed as flexible space that will serve citizens of all ages through diverse programming. The Recreation Department and Council on Aging staff will work together to coordinate the use of shared space and resources so that the facility is used to its full potential and services can be streamlined by the two departments’ staff through joint planning.

Additionally, the Community Center will serve unmet needs of the Council on Aging and the Recreation Department as well as other organized community groups that currently compete for meeting space. Both departments currently operate in below-standard facilities. Of the twelve peer towns recognized by the Finance Committee, all have separate Council on Aging facilities, and ten have community centers. One of the two that does not yet have a community center, Lincoln, is in the process of planning a combined Council on Aging/Community Center, similar to the project being pursued in Wayland.

Wayland’s senior population is expected to continue growing until 2030. Already more than twenty-five percent of Wayland residents are 60+ years old and eligible for local, state, and federal programs and services. State guidelines recommend provisions of 5 to 6 sq.ft. per senior, while Wayland’s underserved seniors are squeezed into 2800 sq. ft in the Town Building plus a patchwork of other spaces. Our peer towns provide an average of 2 sq. ft. per senior resident in their facilities; Wayland provides 0.66 sq. ft per senior resident.

The Community Center would also dedicate space to assist veterans and their families in obtaining benefits and services for which they are entitled. Currently, the Wayland Veterans Agent meets weekly in a conference room, and Wayland has no other space dedicated for veterans’ services.

The Town also needs more space for organized group activities. Participation in organized activities continues to rise, especially among younger residents and children, and the Town has limited space for these groups to meet. Wayland’s youth often participate in multiple sports and clubs over the course of a year – and even over a season – and the Town needs additional space to meet the needs of these groups. Some examples are the Girl and Boy Scouts, the Wayland Dads group and the Wayland Children and Parents Association (WCPA).

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

**ARGUMENTS IN FAVOR:** Design funds are needed to insure all the identified requirements can be met within a new site.

This article allows the Town to work more efficiently in expediting a long overdue Community Center and Council on Aging solution in time for the Town Meeting in the fall.

Considering other site options will address some of the concerns raised by citizens with the currently proposed municipal pad site.

The need for more space for the CoA is acute and growing. Wayland's senior population continues to grow which entails many programs that just cannot be supported today and needs to address the needs sooner versus later.

Residents of all ages in Wayland have actively pursued a Community Center for multi-generational programs and recreational activities and consider it time sensitive.

**ARGUMENTS OPPOSED:** Opponents argue that the funds should remain in the general fund untouched until a new site is identified and approved by Town Meeting vote.

Residents have questioned why we need to look at other properties and should wait until we resolve the issues with the current location.

Opponents may fear that the Town should not be undertaking new projects at this time but focus on the ones already in the works,

**RECOMMENDATION:** The Finance Committee deferred a position until Town Meeting.

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

*For more information about this article, contact Town Administrator Louise Miller at 508-358-3620 or email [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

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## **Article 12. CPA – Set Asides and Transfers**

*Proposed by: Community Preservation Committee*

*Estimated Cost: \$714,945*

To determine:

- a) whether the Town will vote to set aside from the Community Preservation Fund's (CPF) Uncommitted Fund for later spending:
  - i. \$110,738 for open space, but not including land for recreational use, \$110,738 for historic preservation, and \$110,738 for community housing pursuant to Massachusetts General Laws Chapter 44B, Section 6 for FY 2021;
  - ii. \$10,000 for administrative expenses;
- 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 \$110,738 from the Community Housing Fund of the CPF to the Wayland Municipal Affordable Housing Trust Fund.

**FINANCE COMMITTEE COMMENTS:** This article accomplishes annual tasks for managing the Town's Community Preservation Fund, including:

- a) annual distribution of funds to the three purposes as required by the Community Preservation Act (CPA), i.e., Community Housing, Historic Preservation, and Open Space; and routine appropriation for Community Preservation Committee (CPC) administrative purposes;
- b) reservation of the monies required to fund the debt service on the Conservation Restriction on Mainstone Farm; and
- c) the 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 surcharge on real estate and contributions from the State Trust Fund.

- a) Within the Wayland CPF, there are four separate pools of money, with funds designated exclusively for open space, historic preservation, and community housing, each of which receives at least 10% of the annual contributions (1.5% local tax surcharge + State Trust Fund yield), and the Uncommitted Fund, which receives the balance of funds not specifically designated. 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 projects. The first part of this article accomplishes the annual allocation to the three purposes and sets aside money for administrative fees. To see available CPA funds, refer to Appendix C.
- b) The 2016 Annual Town Meeting voted to purchase a Conservation Restriction to protect Mainstone Farm land from development and preserve it as open space in perpetuity. To accomplish that purchase, the Town issued debt that is paid by the Community Preservation Fund as noted in "b)" above.
- c) The WMAHTF was created to address the shortage of affordable housing in Wayland. Funds to be transferred to the WMAHTF in "c)" above 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 10% distributions changed from those originally submitted due to a supplemental distribution from the State Trust Fund received at the end of January 2020 as part of the FY'20 State's distribution to each CPA municipality.

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

The Community Preservation Committee recommends approval. Vote: 6-0-0

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

Transferring funds to the Housing Trust 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 that in the future, the CPA surcharge should be reduced. Any potential reduction, however, would require a Town vote and be limited as CPA must continue to allocate 10% of funds to the three purposes and the funds remaining in the uncommitted fund must be used to pay Mainstone related debt service for the remainder of the life of that obligation.

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

**QUANTUM OF VOTE:** Majority - see Massachusetts General Laws Chapter 44B, section 6.

*For more information about this article, contact Gretchen Schuler, chair of Community Preservation Committee, at [gschuler@wayland.ma.us](mailto:gschuler@wayland.ma.us).*

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### **Article 13. CPA – Accessibility Improvements for Two Town Playgrounds**

*Proposed by: Community Preservation Committee*

*Estimated Cost: \$417,416*

To determine whether the Town will vote to appropriate a sum of money not to exceed \$417,416 from the Community Preservation Fund's Uncommitted Fund to be expended by the Recreation Commission for accessibility improvements at the Claypit Hill School and the Happy Hollow School playgrounds.

**FINANCE COMMITTEE COMMENTS:** The Recreation Commission is the custodian of Town playgrounds, which are open to the general public when school is not in session. The Commission requests funds to improve two outdoor recreational playgrounds to be more accessible to all users. They are the Claypit Hill School Playground, installed in 1997, and Happy Hollow School Playground, renovated in 2016. Replacement at both playgrounds of the loose wood fiber ground cover with a more stable material will provide accessibility to the playground structures for children and those accompanying them. In addition, new play structures that are accessible will be installed at each playground. All users of both playgrounds will benefit from improvements to access to play equipment.

The cost of new equipment, including installation expenses, at the Claypit Hill School and Happy Hollow School playgrounds is estimated at \$84,298. The cost of new surfaces at both school playgrounds, including installation, is estimated at \$333,118. Surface materials have not yet been specified.

Achieving accessibility to Town facilities is required to afford our residents with physical disabilities the opportunity to utilize Town resources. Furthermore, there are Americans with Disabilities Act (ADA), Massachusetts Architectural Access Board (MAAB) and Special Education requirements that will be met by this project. Accessibility improvements should be a high priority for town funding.

While the Town needs to make all playgrounds accessible, the most pressing need is at Claypit Hill and Happy Hollow. The playground at Loker and other playgrounds throughout Town will be made fully accessible so that children living in those areas will have the same opportunities to play as in other areas of Town. Loker Elementary School is anticipated to be the next playground to be made accessible.

Improving accessibility at public playgrounds (a recreational use) qualifies as an allowable use of Community Preservation Fund (CPF) Uncommitted Funds. 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 Uncommitted Funds.



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

The Community Preservation Committee recommends approval. Vote: 6-0-0

**ARGUMENTS IN FAVOR:** Providing accessible playgrounds that may be used by all residents is required and should be a priority for the Town. Using CPA funds to achieve this goal, given that these funds are available for outdoor recreation purposes, makes sense.

ADA, MAAB and Special Education requirements will be met by installing new playground equipment and surfaces at Claypit Hill School's and Happy Hollow School's playgrounds.

Physically challenged students at both Claypit Hill and Happy Hollow schools will benefit immediately from playground upgrades.

**ARGUMENTS OPPOSED:** Opponents may argue that a reason not to approve could be made with regard to the funding source. Generally, the use of CPF is reserved for qualifying projects that would not ordinarily be a priority for town funding.

Opponents may argue that surface materials should be specified in the article prior to approval.

There may be other CPA initiatives currently not known to the Town that will require 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](mailto:gschuler@wayland.ma.us).*

## **Article 14. CPA – Funding for Housing Consultants and Housing Production Plan**

*Proposed by: Community Preservation Committee*

*Estimated Cost: \$50,000*

To determine whether the Town will vote to appropriate for housing consultant services in FY2021:

- a) \$20,000 from the Community Preservation Fund's Uncommitted Fund to be expended by the Town Administrator or designee(s) to engage one or more housing consultants, to support, coordinate, and advance the Town's affordable housing efforts; and
- b) \$30,000 from the Community Preservation Fund's Uncommitted Fund to prepare Wayland's Housing Production Plan.

**FINANCE COMMITTEE COMMENTS:** The Board of Selectmen has requested that Community Preservation Funds (CPF) be used to advance community housing by contracting with one or more consultants for services to be rendered in FY2021 that:

- a) support ongoing efforts to advance community housing through coordination, document review, monitoring, cost certifications, and similar activities for specific projects and the Town's community housing as a whole as needed by the Town Administrator's office, the Town Planner, the Board of Selectmen, and housing-related Town entities, i.e., the Housing Partnership, Housing Authority, and Municipal Affordable Housing Trust Fund; and
- b) develop and prepare a Housing Production Plan (HPP) that meets the requirements of the Massachusetts Department of Housing and Community Development. The consultant will engage with Wayland residents, develop goals and strategies for community housing, identify resources,

facilitate public meetings and presentations, including a final presentation, and other activities necessary to the development of such a Plan.

Funding of a consultant to assist the Town in meeting its housing obligations in “a)” above continues the consulting work from CPF appropriated in 2017 (\$20,000) and 2019 (\$15,000).

Funding of the HPP in “b)” above allows the Town to comply with state guidelines for preparing or updating an HPP every five years. The Wayland HPP update is due September 19, 2021. The plan outlines how the Town will acquire, create, preserve, and support community housing. A significant incentive for the Town to have an HPP is that it provides greater local control over proposed development for a specified period of time.

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 Uncommitted Funds.

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

The Community Preservation Committee recommends approval. Vote: 6-0-0

**ARGUMENTS IN FAVOR:** Making continued progress on affordable housing goals remains a priority for the Town. Passage will help the Town comply with housing guidelines for specific projects and the Town’s community housing considerations in general.

Consulting services help coordinate information and provide expertise to the Town Administrator and other Town staff, members of the public and housing-related town entities.

Funding a housing consultant will allow the Town to prepare and complete its five-year HPP which is due to State housing authorities on September 19, 2021. The HPP allows the Town greater control over proposed developments for a specified period of time.

Use of consultants and the preparation of an HPP will help ensure that the existing and proposed affordable housing units in Wayland are appropriately occupied, owned and rented and will support efforts to reach compliance with G.L.c.40B in a way that works for the Town.

**ARGUMENTS OPPOSED:** Some may argue that if affordable housing is a priority, the Town should fund a staff position instead of using a consultant.

Some may argue that the Town Administrator, Town Planner and Board of Selectmen should be able to manage the multiple committees and departments involved in affordable housing and employ existing Town staff to prepare the HPP.

**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](mailto:gschuler@wayland.ma.us).*

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## Article 15. CPA – ADA Improvements at Free Public Library

*Proposed by: Community Preservation Committee*

*Estimated Cost: \$110,000*

To determine whether the Town will vote to appropriate a sum of money not to exceed \$110,000 from the Community Preservation Fund's Historic Preservation Fund to be expended by the Facilities Department for Americans with Disabilities Act (ADA) improvements at the Wayland Free Public Library, 5 Concord Road, to include a design of comprehensive interior and exterior ADA improvements, and necessary improvements to the Lower Level Entry door and the Emergency Exit on the north side of the building.

**PROPOSER'S COMMENTS:** The use of Community Preservation Funds (CPF) for developing a plan and design for comprehensive interior and exterior ADA improvements, and necessary improvements to the Lower Level Entry door and the Emergency Exit on the north side require approval of the Historic District Commission. An archaeological monitor should be present for the excavation on the north side of the building during construction to build an exit ramp.

**FINANCE COMMITTEE COMMENTS:** Passage of this article will begin to fund Americans with Disabilities Act (ADA) improvements at the Wayland Free Public Library. The ADA improvements will likely include entrance and exit doors, elevator and stairs, upper level bridge/balconies, and bathrooms, and updates will occur over the next few years. There are two improvements that are straight-forward and can be done in the short term: the Lower Level Entry door that needs power-assist opening (\$30,000) and the Emergency Exit on the north side of the main library that requires a ramp to eliminate the step on the outside (\$30,000.) The remaining ADA improvements require planning and design (\$50,000) to make improvements in the least intrusive fashion possible.

Wayland's 1900 Richardsonian Romanesque Library is an historic structure and qualifies for use of Historic Preservation monies from the Community Preservation Funds (CPF). ADA improvements are considered critical to the continued use of an historic public building, which is why this project can be completed with CPF. All projects using Historic Preservation Funds from the CPF must be completed in accordance with the Secretary of the Interior's Standards for preservation and rehabilitation.

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 CPF Historic Preservation Funds.

Achieving accessibility to Town buildings is needed to afford our residents with physical disabilities the equal opportunity to utilize Town resources.

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

The Community Preservation Committee recommends approval. Vote: 5-1-0

**ARGUMENTS IN FAVOR:** Updating the Library doors does not require significant design planning and is an obvious first step in updating the Library to improve ADA access. Creating a design plan for other ADA improvements should allow these projects to be completed more efficiently.

Providing access for all residents to the Library should be a priority for the Town.

The use of Community Preservation Act (CPA) funds to achieve this goal, given the Library's historic designation and the availability of CPA funds for this purpose, makes sense.

**ARGUMENTS OPPOSED:** Some may argue that ADA improvements should be a Town priority and that Town budget funds should be used to effectuate ADA updates in public buildings.

There may be other, more pressing CPA initiatives currently not known to the Town that will require funding.

**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](mailto:gschuler@wayland.ma.us).*

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## **Article 16. CPA – Funds to Preserve Open Spaces’ Native Plants and Pollinator Plant Material**

*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 support and preserve Conservation Commission spaces.

**FINANCE COMMITTEE COMMENTS:** Both projects in this article are requested by the Conservation Commission to preserve its open space properties by adding native plant materials and pollinator gardens to land managed by the Conservation Commission, with a focus on Heard Farm.

a) The Native Plant Species project will be used to purchase native trees, shrubs and seed mixtures (\$5,500) and 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 restored 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) and soil amendments such as compost and straw (\$200) in order to install clusters of pollinator plants on Conservation land.

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

The Community Preservation Committee recommends approval. Vote: 6-0-0

**ARGUMENTS IN FAVOR:** The propagation of native and pollinator plants should enrich conservation properties and reduce the cost of maintenance to control invasive species. This is a small but appropriate use of CPA funds allocated to the preservation of open space.

**ARGUMENTS OPPOSED:** There may be other, more pressing CPA initiatives currently not known to the Town that will require funding.

**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](mailto:gschuler@wayland.ma.us).*

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## **Article 17. Allow Certain Contracts up to 5 Years**

*Proposed by: Board of Selectmen*

To determine whether the Town will vote to allow contracts for the lease of equipment, including computer hardware and software, contracts for software licenses, contracts for legal services, and contracts for on-call architectural and engineering services, including any renewals, extensions, or options thereunder, to be entered into for a period up to five years.

**FINANCE COMMITTEE COMMENTS:** The Town and all of its departments procure contracts in accordance with Massachusetts laws. Unless otherwise prohibited by law, the Town is authorized to solicit, award and enter into contracts for periods up to three years, including any renewal, extension or option provision, subject to annual appropriation. This Article would authorize the Town to solicit, award and enter into certain types of contracts for periods exceeding three years, but not to exceed five years, specified as follows, including any renewal, extension or option provisions: contracts for the lease of equipment, including computer hardware and software, contracts for software licenses, contracts for legal services, and contracts for on-call architectural and engineering services.

The need for this article came to light because the School Department would like to enter a contract for IT items with a functional life longer than three years. Allowing the Town to enter a contract for a longer term (up to five years) allows the length of funding to match the life of the asset. This opportunity for longer contract terms will also benefit Town departments.

Note, by law, design services for projects costing more than \$200,000 are required to be procured separately on a project-by-project basis.

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

**ARGUMENTS IN FAVOR:** Allowing the Town to enter equipment contracts for a longer term (up to five years) allows the length of funding to match the life of the asset which spreads the cost over a longer period thereby lowering the annual payment.

The process of qualifying architectural and engineering service providers requires substantial effort of town staff and the providers themselves. The process generally results in similar firms qualified for on-call duties in each procurement cycle. By allowing 5-year contracts, more firms are likely to submit proposals and town resources can be used more efficiently.

**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 12.

*For more information about this article, contact Town Administrator Louise Miller at 508-358-3620 or email [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

## **Article 18. Change Election Date**

*Proposed by: Petitioners*

To determine if the town will vote to: change the date of election to after town meeting by modifying

### § 36-1 Town meeting and election.

[Amended 3-11-1974 ATM by Art. 11; 5-1-1991 STM by Art. 3; 5-12-2004 ATM by Art. 34; 4-13-2009 ATM by Art. 23]

The annual Town meeting shall commence on a day between April 1 and May 15 inclusive ordered by the Selectmen. The election of Town officers and the determination of all matters placed on the official ballot at such election shall take place within seven days, but no fewer than two days, ~~after~~ ~~before~~ the annual Town meeting concludes. In addition to the warrant required by MGL c. 39, § 9A, the Selectmen shall cause notice of the time and place(s) of each annual and special Town meeting and each annual and special election (1) to be published in a newspaper of general circulation in Wayland no later than the date fixed by them for the closing of the warrant pursuant to § 36-3 below and (2) to be posted on the Town sign boards. Such notice shall be posted on the Town sign boards commencing at least two weeks prior to the election and Town meeting and shall remain posted until the election is held and Town meeting is concluded.

**PETITIONERS' COMMENTS:** Towns benefit from informed, involved citizens. Having election after town meeting concludes gives citizens a chance to hear arguments both pro and con before voting on financial issues that appear on the ballot.

**FINANCE COMMITTEE COMMENTS:** The intent of this Article is to change the current sequence of votes taken by Wayland residents on proposed debt exclusions. The effect of this Article would be to require that the Town hold additional elections for debt exclusions or that the Town postpone the annual Town election, resulting in the need for a Home Rule Petition to change the time at which elected officials take office.

Proposition 2 ½ limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations. A city or town, however, may vote to increase that amount through a debt exclusion. If approved by voters, such an exclusion permits a community to raise additional tax revenues to pay the annual debt service for a particular project each year until the debt is retired. Approval of a debt exclusion therefore provides a municipality with a means of funding a particular project (or projects) with a temporary increase in the levy limit. According to the Massachusetts Department of Revenue, ballot votes approving a debt exclusion do not expire. A municipality therefore may authorize a debt exclusion through a ballot vote one year and Town Meeting may approve it years later.

For towns in Massachusetts to approve a debt exclusion, they must obtain a simple majority at the ballot and a two-thirds majority at Town Meeting. Wayland presently holds its Town election in advance of Annual Town Meeting, and this election is when residents vote on proposed debt exclusions. This Article would switch this order. Wayland would first hold Annual Town Meeting and then have the Town election occur within seven days of when the Warrant closes at Annual Town Meeting.

The proposed language conflicts with Massachusetts state law. Wayland would not be able to include a debt exclusion ballot question at a Town election within seven days of the close of Town Meeting because

M.G.L. c. 54 § 42C prohibits the Wayland Town Clerk from printing a ballot question until thirty-five days after finalizing the language. Under this Article, the Board of Selectmen could not submit a debt exclusion question to the voters on a ballot until the close of Annual Town Meeting because the language of the debt exclusion may change during the discussion held at Town Meeting. Therefore, the earliest point at which Wayland could hold an election on a debt exclusion question is thirty-five days after the close of Annual Town Meeting. Absent a Home Rule change (discussed in the next paragraph), Wayland would then have to hold an additional election specifically for a debt exclusion question. Holding more than one local election every time that Wayland has a ballot question would result in an added cost to the Town.

Passage of this Article would also require a corresponding Home Rule change approved by the Massachusetts state legislature. Session Law c. 53 of the Act of 2010, titled, “An Act Relative to Elections in the Town of Wayland,” states “town officials elected at the annual town election shall assume office on the date of the adjournment of the annual town meeting immediately following said election.” If this Article passed without a change to the above-quoted language, then no persons would hold elected positions during the period of time between the end of Annual Town Meeting and the end of the Town election. To avoid this gap, Wayland would need to file a Home Rule petition allowing for elected officials to hold office until the Town election.

Passage of this Article also may affect whether the Town funds projects through a debt exclusion or within the levy. For example, in the unlikely event that an Article approved at Town Meeting does not specify the type of debt with which it would be funded (i.e., within the levy or through a debt exclusion) fails to obtain a simple majority through the Town election, then it could be funded within the levy, even if that was not the intent of the Town Meeting voters.

The Board of Selectmen does not recommend approval. Vote: 0-5-0

**ARGUMENTS IN FAVOR:** Supporters of this Article believe holding the election after Town Meeting gives residents a chance to hear all sides of the argument before casting their ballot vote.

Holding the election after Town Meeting may increase voter turnout at Town election because residents will be more informed on the debt exclusion question (or questions), and will also have a better idea of what is at stake during the election based upon the vote (or votes) that took place during Town Meeting.

Having Town Meeting before the election provides registered voters with another opportunity to hear and observe candidates for elected office, and therefore may better inform their decision for issues other than a debt exclusion question.

**ARGUMENTS OPPOSED:** Opponents may argue that changing the order may result in situations where a project is funded within the levy despite reaching a super-majority at Town Meeting because residents voted for the Article on the basis that it would be funded through a debt exclusion, and those residents would not have approved the Article if they knew it would not be funded through a debt exclusion.

If a Proposition 2 ½ operating override is needed and the election occurs after Town Meeting, it is not clear what would occur if a budget is passed at Town Meeting and the override vote then fails at the polls during the election. It may be that another Town Meeting is required to pass another budget.

An election after Town Meeting may reduce voter turnout for Town election because residents may believe the debt exclusion vote is irrelevant if a project failed at Town Meeting; however, since debt exclusion ballot votes do not expire, a favorable vote may occur for a debt exclusion which does not accurately express the will of registered voters.

Holding Town Meeting before the election may politicize Town Meeting, as candidates for elected office may conduct themselves during Town Meeting in a manner which intends to curry favor with voters or dissuade voters from electing an opponent.

Opponents may argue that significant changes to the Town's bylaws should be discussed in public sessions involving the relevant staff and volunteers, as well as town counsel, and that did not occur with this Article.

**RECOMMENDATION:** The Finance Committee does not recommend approval. Vote: 0-5-1

**QUANTUM OF VOTE:** Majority - see Massachusetts General Laws Chapter 40, Section 21.

**CONSISTENCY WITH LAW:** This proposed bylaw amendment is not repugnant to federal or Massachusetts law. However, this bylaw amendment is not consistent with Chapter 53 of the Acts of 2010, An Act Relative to Elections in the Town of Wayland, which states that those officers elected at the annual Town election “assume office on the date of the adjournment of the annual town meeting immediately following said election.” The bylaw amendment proposes to hold the annual Town election after Town Meeting concludes, and if passed, the bylaw will not be consistent with the special act, which would either need to be amended or repealed.

*For more information about this article, contact lead petitioner Molly Upton at [23mupton@gmail.com](mailto:23mupton@gmail.com).*

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## **Article 19. Roof Replacement – Loker Elementary School**

*Proposed by: School Committee*

*Estimated Cost: \$4,300,000*

To see if the Town will vote to appropriate, borrow or transfer from available funds, \$4,300,000 to be expended under the direction of the Town Administrator and the Permanent Municipal Building Committee for roof replacement at Loker Elementary School located at 47 Loker Street Wayland, MA 01778, which proposed repair project would materially extend the useful life of the school and preserve an asset that otherwise is capable of supporting the required educational program and for which the Town may be eligible for a school construction grant from the Massachusetts School Building Authority (“MSBA”). The Town acknowledges that the MSBA’s grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any project costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town. Any grant that the Town may receive from the MSBA for the Project shall not exceed the lesser of (1) 35.42 percent (%) of eligible, approved project costs, as determined by the MSBA, or (2) the total maximum grant amount determined by the MSBA.

**FINANCE COMMITTEE COMMENTS:** Passage of this article will fund replacement of the full Loker School roof and all air handlers and allow Wayland to participate in the MSBA’s grant program to receive reimbursement of 35.42% on eligible costs. Delay of replacement risks catastrophic failure and emergency repairs. Funding requested reflects total project costs.

The existing roof on the original Loker School building is estimated to be at least 35 years old with at least one seal coat and several large overlay patches having been applied as well as a large number of small patches. The roof area over the gym is estimated to be 20 years old and also leaks. This project will stop water infiltration and decrease maintenance and energy costs, as well as increase insulation to current code standards over the entire building.



The recent Capital Conditions Needs Assessment identified Loker's roof replacement as a priority, and the replacement has been included in Wayland's 5-year Capital Improvement Plan. The 2019 Annual Town Meeting appropriated \$312,500 for design which is being completed now. If approved, the replacement work will take place during the 2020 summer months.

The Town has applied for and been accepted into the MSBA Accelerated Repair Program which will result in a 35.42% reimbursement on all eligible portions of the project. The MSBA will not cover costs for roofs less than 30 years old. The MSBA also does not cover costs for other equipment that is on the roof, such as air handler units. Therefore, while the total project cost is \$4.3 million, the MSBA understands that the reimbursable costs occur in the \$3.8 million project over the main body of Loker School (roof and air handlers). The cost of replacing the air handler units in the portion of the roof that is MSBA reimbursable is estimated at \$150,000. The MSBA requires all funding to be in the same article.

The School Committee and Board of Selectmen have requested that the entire roof at the Loker School, not just the portion that is MSBA eligible, be included for funding, as well as all the air handler units. The request took into consideration increasing construction costs and economies of scale by completing the entire roof repair at once rather than incurring mobilization costs twice. The roof over the Loker gym area is 20 years old rather than the minimum MSBA requirement of 30 years, so is not eligible for MSBA reimbursement. The cost for non-MSBA reimbursed portion of the roof is estimated at \$500,000 for roofing and air handlers and will be appropriated using non-exempt borrowing. This portion of the roof is approximately 6,118 square feet and located over the gym. The air handler units on the entire roof are also not covered. The air handler units are a high priority for replacement and were in the CIP for replacement regardless of the MSBA reimbursed project. The remaining air handler units are estimated at \$150,000. The air handlers need to be removed by cranes in order to replace the roofing materials. Replacing the old air handlers that are beyond their useful life and not functioning properly is both cost and construction efficient.

The total cost of the project is \$4,300,000, including contingency and previously appropriated design monies. The total maximum amount eligible for reimbursement is \$3,798,498 (rounded to \$3.8 million) with maximum potential MSBA reimbursement of \$1,234,396, including contingency. MSBA reimbursement is upon approval of submitted invoices. While the Town must appropriate the full amount of the project at this Town Meeting (including previously appropriated design funds), the Town will not borrow more than required for cash flow for the project. The total maximum borrowing for the MSBA reimbursed portion is: \$2,566,000, with an additional \$500,000 for the non-MSBA reimbursed portion of the project.

MSBA Project Budget (for all components)

Total Cost	\$ 4,300,000
Total Eligible for Reimbursement	\$ 3,800,000
Maximum Total Facilities Grant	<u>\$ 1,234,000</u>
 Total Potential Borrowing	 \$ 3,066,000

The Finance Committee generally recommends the use of a “debt exclusion” or “excluded debt” for projects above a certain cost. Residents will vote at the March 31, 2020 Town Election on whether to use excluded debt for this project. The Board of Selectmen voted 5-0 to put a debt exclusion request for this project on the ballot.

The Board of Selectmen recommends approval. Vote: 5-0-0  
 The School Committee recommends approval. Vote: 4-0-0

**ARGUMENTS IN FAVOR:** This project is part of the Town and School's long-term capital maintenance and planning process for all Town owned properties. It allows the Town to leverage the state MSBA grant to offset some of the project costs.

The existing roof over the main part of the building is approximately 35 years old, well beyond its useful life. The roof leaks in multiple areas of the building. Approval of this article insures there are no interruptions in school activities due to failures in the roof needing emergency repairs.

The air handlers are well beyond their useful life and need to be replaced to ensure adequate air quality in the building.

The project should include the roof and air handlers over the Loker gym area because it is cost and construction efficient, reduces interruptions to the school schedule, and is part of the Town's capital maintenance plan

Water mitigation due to the current leaks have caused maintenance costs to increase.

MSBA reimbursement is critical for reducing the burden on Wayland taxpayers, and the town should make every effort to maximize it. If the Town does not approve this project, The MSBA grant will be lost.

**ARGUMENTS OPPOSED:** The Town should only perform the maintenance that is eligible for reimbursement by the MSBA and should wait on the section not covered.

Some opponents feel that we have delayed maintenance on many of the school buildings and the Town should add other school capital projects to this request.

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

**QUANTUM OF VOTE:** 2/3 vote – See General Laws, Chapter 44, Sections 7 and 8.

*For more information about this article, contact Public Buildings Director Ben Keefe at 508-358-3786 or email [bkeefe@wayland.ma.us](mailto:bkeefe@wayland.ma.us).*

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## **Article 20. Select Board/Town Manager Act**

*Proposed by: Board of Selectmen*

To see 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 \$90 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:**

**STATEMENT OF PURPOSE AND EFFECT:** This Special Act changes Wayland's current Town Administrator form of government to one that is run by a Town Manager. 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 Clerk) and
- The Board of Selectmen would continue as Chief Executive Officer, with the Town Manager managing staff as Chief Administrative Officer and Chief Financial Officer, and
- Boards and Committees would coordinate their responsibilities with Department Heads, as they do currently.
- Board of Selectmen will be called the Select Board
- Town Administrator position changes to Town Manager
- Town Clerk changes from elected to appointed position

This is accomplished by creating new bylaws and changing existing ones that will need to be approved by the State.

A study was performed by Collins Center for Public Management (Collins) in 2016 and again 2018 that compared Wayland to its self-selected peer Towns concluded:

The structure of Town government appears increasingly anachronistic among Wayland's peer communities and increasingly unable to handle the accelerating changes Massachusetts municipalities must manage. For example, the Town needs to analyze changes in federal, state and local laws and regulations that have an economic impact on the Town or changes to open meeting laws, public records laws and accessibility laws.

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

Town Administrator's authority and responsibilities are both inconsistent and generally weaker than comparable communities.

A large number of volunteer and elected boards can exacerbate the issues above.

The consequences of the challenges they observed were reduced flexibility, adaptability, efficiency, effectiveness and transparency.

**BACKGROUND:** The last time Wayland's form of government changed was in 2004 with the creation of the Town Administrator position and in 2008 when the Department of Public Works was established.

Out of the thirteen peer towns (including Wayland) selected by the Finance Committee, only Wayland has a Town Administrator Act as the basis for its organizational structure:

Three out of thirteen towns--including Sudbury, Westford, and Cohasset-- have a Town Manager Act basis for their organizational structure. Additionally, the Town Manager has CFO responsibilities, and is responsible for creating the annual budget. In all cases, the Towns rely on a Capital Planning Committee. None of the Towns but Wayland are Aaa rated by Moody's.

Three out of thirteen have a bylaw organizational structure. In these Towns, bylaws are the written rules that control the internal affairs of an organization.

Six out of thirteen rely on a charter-based organizational structure. In these Towns, the charter defines the powers and functions of elected officials as well as the organization and procedures of local government.

Concord and Weston are not peer towns, but they are Aaa towns, and they have a Town Manager Act as a basis for their organizational structure.

POSITION OF THE EXECUTIVE: The Board of Selectmen (BoS) is proposing that the Town adopt the Select Board/Town Manager Special Act 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.

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

The Act *maintains* administrative authority and responsibility for coordinating implementation of Town policy; ensuring compliance with policies, procedures, and laws; 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 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 of the current Town code defining the Finance Committee's role.

The 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, not the Personnel Board.

The 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) and within the job description.

The 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 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 Act changes the Town Clerk from an elected to an appointed position.

RECOMMENDATIONS BY COLLINS CENTER: In 2016 in a study paid for with a grant, Collins identified challenges with the current form of government and recommended clarifying and strengthening the role of the executive branch in regard to its policy-making responsibility and its delegation of responsibility of the day-to-day financial management to the Town Administrator and Finance Director.

Collins opined that the best time for Wayland to improve and modernize its structure is when it is fiscally stronger. In 2020, Moody's reaffirmed Wayland's Aaa bond rating after threatening to downgrade it for the last four years; and noted that it had credit challenges including below average reserves for the highest rating category and limited revenue flexibility given the tax levy limitations of Proposition 2 ½. Therefore, it is a good time to improve and modernize the organizational structure.

Specifically, Collins reported in 2018:

There is a lack of clarity over authorities and responsibilities of various professional positions involved in financial management, leading to a situation where there is no single point of responsibility nor chain of command responsible for the financial operations of the Town.

The organizational structure of boards and committees interacting with the financial operations in Town is highly decentralized for a town of Wayland's size and complexity.

The Town has not undertaken a systematic review of the overall organizational structure of the Town since 2002. Collins wrote that the Town should consider undertaking a systemic review of the overall organizational structure of the Town at some point in the future, with the goal of eventually solidifying the Town's statutory construction via a charter.

The Board of Selectmen has not adopted financial policies for the Town. For example, they could have adopted policies related to debt, fund balance and reserve fund transfers when Moody's threatened to downgrade the Town's Aaa rating. However, the Board of Selectmen has made progress based on the 2016 Financial Policies and Procedures study by Collins. The Town implemented changes in Information Technology, Training, Payroll, Accounts Payable, and Procurement.

The Board of Selectmen has not been as actively exercising its role as head of the executive branch as most boards of selectmen do, and it has historically spent less time on goal-setting and long-term planning than may be optimal. The Board of Selectmen has implemented and held goal-setting sessions in January of 2019, published in meeting packets and minutes, and 2020, not yet finalized.

There have been multiple frustrations with the annual budget process over the years, coming from different parties in the process in different years. To address this frustration, for the last two years the Board of Selectmen, Finance Committee, and School Committee have established and reviewed the annual budget schedule and process.

Wayland is in a minority of towns where the Finance Committee is solely appointed by the Board of Selectmen. Collins recommended changing to appointment by a hybrid group.

There is no formal summit or joint meeting at the beginning of the process to get all key parties on the same page. In FY20 and FY21, there was a joint financial summit meeting.

The Town's final budget documents provided to the public could be significantly more transparent.

Wayland has traditionally handled capital planning and budgeting in the same way as operational budgeting. This is suboptimal because capital planning is accomplished over the life of a project which can be from five to thirty years. Operational planning is usually done over five years.

In 2018 the Collins Center Financial Management Structure Review suggested that the Town implement a four-phased timeline of initiatives. This special act addresses the first step by creating the position of Town Manager.

#### Overarching Findings and Recommendations

- 1.1 Consider Strengthening both the Town Administrator (TA) and Finance Director (FD) positions by adopting the Town Manager
- 1.2 Act replacing and superseding existing act and relevant bylaws
- 1.3 Review the boards and committees
- 1.4 Perform a systematic review of Town structure

#### Policy-setting, Goal-setting and Long-Term Planning

- 2.1 Formally adopt financial policies, including a policy on policies
- 2.2 Transfer administrative and operational tasks to TA; BoS focus on goal setting and long-term planning; reassert role as CEO (in progress)

#### Annual Operating Budget

- 3.1 Rebalance the roles and responsibilities of the major players in the budget process
- 3.2 Contemplate whether the appointing authority of the Finance Committee should remain with the Board of Selectmen or moved into a hybrid appointing authority
- 3.3 Begin the annual budget process with a budget summit or tri-board meeting (completed)
- 3.4 Consider developing a budget document that meets Government Finance Officer Association (GFOA) criteria

#### Miscellaneous Additional Topics

- 4.1 Leave capital planning under Finance Committee for the short term; consider moving to TA or Finance Director
- 4.2 Consider separating Assistant Town Administrator (ATA) and Human Resources (HR) into two separate positions (completed)
- 4.3 Adopt policy clarifying the ability of individual committee members make requests of Town staff

#### QUESTIONS ABOUT THE SELECT BOARD AS CEO AND THE TOWN MANAGER AS CFO HAVE BEEN RAISED. ACCORDING TO TOWN COUNSEL:

When a statute refers to “chief administrative officer” or “chief executive officer”, when used in the context of the “operation of municipal government”, those terms include the mayor in a city and the Board of Selectmen in a town “unless some other local office is designated to be the Chief Accounting Officer of the Chief Executive Officer under the provisions of a local charter.” Here, the Special Act serves as a local charter. Lacking any provision in a charter or special act stating otherwise, the Board of Selectmen are the chief executive officers of the Town.

Whether the Town Manager is the Chief Financial Officer is a function of a local charter or special act. Most authorize the Town Manager to appoint the CFO or Finance Director or expect the Town Manager to perform the functions of a CFO, meaning this person is ultimately

responsible for budgets and capital outlay recommendations and making sure, once those recommendations are approved by the legislative body, carrying them out.

Most Town Manager charters or special acts establish the Town Manager as the head of all administrative departments, with the exception of schools, and are responsible for appointing the heads of the various departments who actually perform the day to day operations of their departments but report to and are responsible to the Town Manager.

**CHANGES TO EXISTING BYLAWS:** Specific changes to existing bylaws were not provided by the petitioner. In general, Town Code Chapter 60 (Town Manager Act) and Chapter 58 (Board of Selectmen) will be replaced in their entirety by the Act in Appendix D.1. Chapter 43 (Personnel) will be amended at a future town meeting if the Act passes at the state level.

**NEW BYLAWS:** Specific Town code being inserted into existing Town code were not provided by the petitioner. In general, the Act in Appendix D.1 is the new code replacing Chapter 60 and Chapter 58. Chapter 43 will be amended at a future town meeting if the Act passes at the state level.

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

**ARGUMENTS IN FAVOR:** Wayland's government is now analogous to a \$90 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. Previous Town Administrators have reported that their position has all the responsibility, but not the necessary accountability for many departments. Therefore, Wayland has a reputation for being difficult to manage, which translates into difficulty hiring people into management positions.

Collins reported that the Town Administrator has 20 direct reports and some department heads are 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.

This act allows groupings of departments to cut down on the number of direct reports.

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. This act strengthens Wayland's management structure.

It is expected that redundant work will be reduced and that project outcomes will improve.

There are no changes proposed to staff positions or union structure, but the 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.

**ARGUMENTS OPPOSED:** Collins suggested the Town make a systematic review of the overall organizational structure. There are limited organization structure recommendations being made regarding Boards and Committees.

It is difficult to thoroughly assess this proposal without knowing what the specific modifications to the bylaws will occur. A careful review and comparison with current Town code are required. Town Counsel made a comprehensive review of any impact the Special Act would have on the Town Code. (See Appendix D.2 prepared by the Finance Committee).

This version of the Article misses a great opportunity to affect changes to the budgeting process including establishing a more detailed capital planning process.

Some residents are concerned that the Town does not know if the article will cost money. The Act does not present a tangible cost savings.

This Act could affect the hiring practices of various Town commissions and boards because the Town Manager has authority over all hiring.

It appears that the Town Manager would have even more direct reports than the Town Administrator, making it necessary to hire an additional layer of management. It is not clear what the number of direct reports will be in the future. There could be additional costs for the Town Manager and or additional management.

Some people say that this Act vests too much power in the Town Manager because it is not clear how checks and balances will work where the Town Manager is the CFO, COO, CPO and CAO. (The only new designation is CFO.) The combination of these duties could result in an internal control weakness.

Collins suggested additional steps be taken upon acceptance of the TA Act steps have not been fleshed out. It is not clear what the planned steps are once the Act is approved.

Some may say that a written employment contract with the Town Manager should be a requirement and not an option.

Some committee members may feel that they are losing power or control over their departments or areas of interest; some residents trust volunteers more than employees; and feel that one person cannot do all that is expected of a Town Manager.

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

**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 email [landerson@wayland.ma.us](mailto:landerson@wayland.ma.us).*

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## **Article 21. Board of Selectmen to Prepare Budget; Moderator – Appointed Finance Committee to Independently Review Warrant Articles, Including Budget**

*Proposed by: Petitioners*

To determine whether the Town will vote to amend various bylaws pertaining to the preparation and review of the Town's budget and other Town Meeting warrant articles such that (a) the Finance Committee shall be appointed by the Moderator, (b) the budget shall be prepared under the authority of the



Board of Selectmen, and (c) the Finance Committee shall independently review said budget and warrant articles for the benefit of Town Meeting.

(1) Amend Section 19-1, Finance Committee, by (a) substituting “Town Moderator” in place of “Board of Selectmen” wherever the latter term appears and (b) inserting after the first sentence the following: “The Moderator shall conduct the appointment process in public view, including giving his or her reasons for making each appointment to such Committee.”

(2) Amend Section 19-2, Budget; Capital Improvement Program, by (a) substituting “Board of Selectmen” in place of “Finance Committee” wherever the latter term appears and (b) inserting after the last sentence the following: “In order to fulfill its foregoing duties, the Board of Selectmen shall timely receive relevant budget and capital improvement information from all department heads, boards, commissions, and committees of the Town, including the School Department.”

(3) Amend Section 19-3, Finance Committee Reports, by (a) replacing the last sentence thereof with “The Committee shall also make an annual report which shall be published as part of the Annual Town Report and which shall include any recommendations regarding the finances of the Town and action in regard thereto as seems to such Committee to be necessary and appropriate.” and (b) inserting after the last sentence the following: “In order to fulfill its duties to Town Meeting, the Finance Committee shall timely receive relevant warrant article and financial information from all department heads, boards, commissions, and committees of the Town, including the School Department, and, in this regard, shall coordinate with the Town Administrator/Town Manager.”

All members of the Finance Committee whose terms do not expire on or before June 30, 2020 shall continue to serve their appointed terms.

**PETITIONERS’ COMMENTS:** In 2018, the Collins Center for Public Management, engaged by Selectmen to review Wayland’s financial management structure, observed that “the Town’s organizational structure has not kept pace with the changes in the world impacting the Town.”

It found that unlike the vast majority of Massachusetts towns, our Finance Committee, appointed solely by Selectmen, serves inherently conflicting goals: creating the budget for the executive branch (e.g., Selectmen, School Committee) as opposed to reviewing that budget for the legislative branch (Town Meeting). Not a single town in Wayland’s self-selected 13 peer communities has Wayland’s “anachronistic” and conflicted financial management structure.

The solution proposed here tracks the Collins Center’s recommendations by transferring authority for budget preparation to the Selectmen, thereby freeing the new Moderator-appointed Finance Committee to independently and objectively review the budget for Town Meeting’s approval. This approach better supports Town Meeting’s task of voting the budget and other articles.

**FINANCE COMMITTEE COMMENTS:** This Article updates the Town’s bylaws to change the responsibilities for the Finance Committee and the Board of Selectmen. If approved the Board of Selectmen (BoS) would no longer appoint the Finance Committee; that would be the responsibility of the Moderator. Additionally, the Finance Committee would no longer prepare and present the Omnibus Budget to Annual Town Meeting; that would be the responsibility of the Board of Selectmen. The Finance Committee would now review and evaluate the Selectmen’s budget (and other warrant articles) for the benefit of Town Meeting.

The Finance Committee is currently appointed by the Board of Selectmen. The BoS policy on Appointments to Town Boards and Committees can be found here.  
([https://www.wayland.ma.us/sites/waylandma/files/uploads/bos\\_policies\\_and\\_procedures.pdf](https://www.wayland.ma.us/sites/waylandma/files/uploads/bos_policies_and_procedures.pdf))

As with the Moderator, the Board of Selectmen are elected officials. The Moderator represents the legislative branch of government, as does the Annual Town Meeting. According to the Finance Committee Handbook written by the Association of Town Finance Committees, the Finance Committee is supposed to represent the legislative branch of government and Town Meeting.

Proposed bylaw change (1): asks for the following changes to Section 19-1: “There shall be a committee called the "Finance Committee" appointed by the ~~Board of Selectmen~~ **Moderator** as hereinafter provided. **The Moderator shall conduct the appointment process in public view, including giving his or her reasons for making each appointment to such Committee.** 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~~ **Moderator** as vacancies occur.

In February 2018, The Edward J. Collins, Jr. Center for Public Management published a report based on The Finance Committee’s self-selected peer community organizations. The report indicated that nine of the twelve Towns relied on the Moderator to make appointments and three of the Towns relied on a hybrid appointment process. Only Wayland relied on the Board of Selectmen to appoint the Finance Committee.

Proposed amendment (2): asks for the following changes to Section 19-2: “~~The Finance Committee~~ **Board of Selectmen** shall prepare the omnibus operating budget of the Town and submit it at the annual Town meeting. It shall also prepare and present to the annual Town meeting a five-year capital improvement program for the Town, which shall include the construction and reconstruction of capital assets (such as municipal buildings, recreational facilities, roads and landfills) and acquisition of land, equipment and vehicles and other personal property, and shall make recommendations to the appropriate authorities proposing such improvements. **“In order to fulfill its foregoing duties, the Board of Selectmen shall timely receive relevant budget and capital improvement information from all department heads, boards, commissions, and committees of the Town, including the School Department.”**

This proposed change makes the Board of Selectmen responsible for preparing the omnibus budget, which includes budgets for Boards and Committees that do not report to the Board – Board of Public Works, Board of Health, Planning Board, Board of Assessors, Youth and Family Services Commission, Library Trustees, and School Committee. It also removes the Finance Committee’s authority to make changes to the budget. This is contrary to common practice, where Finance Committees generally maintain the right to change the budget before going to town meeting.

Proposed bylaw change (3) asks for the following changes to Section 19-3: “The Board of Selectmen, after drawing a warrant for a Town meeting, shall immediately forward a copy thereof to each member of said Finance Committee, which shall consider all articles in the warrant and make such report, in print or otherwise, to the Town meeting as it deems for the best of the Town. In gathering information to prepare its report, if any, relative to an article, the Finance Committee shall meet with the party or parties that proposed the article and concurrently with others who want to comment thereon, and shall publicly post notice thereof on the Town’s principal official bulletin board at least 48 hours, including Saturdays but not Sundays and legal holidays, prior to such meeting. However, if the Finance Committee’s report on any article exceeds 30 words in length, excepting an article which requests approval of the Town’s itemized, omnibus operating budget for the ensuing fiscal year, then that report on said article shall conclude with a summary of reasons favoring the article that were considered by the Finance Committee in its deliberations and a separate summary of reasons disfavoring the article that were considered by the Finance Committee in its deliberations. ~~The Committee shall also make an annual report which shall be~~

~~published as part of the Annual Town Report and which shall include recommendations for appropriations for the ensuing year, a budget and such further recommendations regarding the finances of the Town and action in regard thereto as seems to such Committee to be necessary and appropriate.~~ **“The Committee shall also make an annual report which shall be published as part of the Annual Town Report and which shall include any recommendations regarding the finances of the Town and action in regard thereto as seems to such Committee to be necessary and appropriate.**”

**In order to fulfill its duties to Town Meeting, the Finance Committee shall timely receive relevant warrant article and financial information from all department heads, boards, commissions, and committees of the Town, including the School Department, and, in this regard, shall coordinate with the Town Administrator/Town Manager.”**

This proposed change means that the Finance Committee has a broader role of making recommendations regarding the finances of the town.

The Board of Selectmen does not recommend approval. Vote: 0-5-0

**ARGUMENTS IN FAVOR:** This article gives Town Meeting an independent and objective resource for evaluating the budget and other articles.

It might be easier to recruit qualified Finance Committee members because of the reduced responsibilities to perform the role.

This article would focus the Finance Committee efforts to just review the budget giving it more time to analyze it.

This article puts Selectmen in direct charge of creating its own budget and that of the entire Executive Branch, which should not be the responsibility of an appointed board (Finance Committee) as it is now.

Some might say that by being appointed by the Moderator, who is a member of the Legislative Branch, that the Finance Committee better represents the legislative branch of government and Town Meeting.

**ARGUMENTS OPPOSED:** Some opponents may argue that having a five-member elected board is more representative of the Town’s residents than one individual and, therefore, appointments to the Finance Committee would be more representative.

Significant changes to the Town’s bylaws should be discussed in public sessions involving the relevant staff and volunteers and town counsel to develop workable, enforceable and legal language.

The Board of Selectmen has discussed that the whole of Chapter 19 of the Town Code is ripe for being rewritten.

This petitioners’ article is not comprehensive in its scope.

With this Article, the selectmen have no control over the Finance Committee and the change of the bylaw is written to keep politics out of the Finance Committee's decisions.

It would be difficult for the Finance Committee to truly understand the nature of the Budget if they have no role in preparing it.

The Moderator may lack the knowledge to identify the needed skill sets and requirements for a Finance Committee member.

**RECOMMENDATION:** The Finance Committee did not recommend approval. Vote: 2-3-1

**QUANTUM OF VOTE:** Majority – see Massachusetts General Laws Chapter 49, Section 16, and Massachusetts General Laws Chapter 40, Section 21.

*For more information about this article, contact lead petitioner Carole Plumb at CPlumb2@pm.me.*

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## **Article 22. Finance Committee Participation in Collective Bargaining**

*Proposed by: Petitioners*

To determine whether the Town will vote to amend Section 19-5 of Town Code by adding:

C. The Finance Committee shall be invited to participate in town and school collective bargaining processes by sending a representative to attend bargaining sessions and by sending a representative to participate in Personnel Board, Selectmen, or School Committee considerations of collective bargaining agreements.

The Finance Committee may deliver recommendations on collective bargaining in general, or specific proposed agreements to the Personnel Board, School Committee, or the Board of Selectmen.

The Finance Committee shall include a section on the effect of collective bargaining agreements in its annual report to Town Meeting.

**PETITIONERS' COMMENTS:** Section 43-2 Personnel Board, under section B states that the powers and duties of the Personnel board shall include "(3) To negotiate collective bargaining agreements for the Town, after having met in advance with the Board of Selectmen and the Finance Committee to discuss forthcoming negotiations."

The Finance Committee should receive an understanding of any calculations, considerations and justification for the full, long-term costs including items like vacation time, sick leave, step raises and other employee benefits and employee health insurance cost and prepare them so that they show short-and long-term budget impacts of collective bargaining agreements to town meeting before town meeting is asked to ratify (i.e. fund) the new contracts.

**FINANCE COMMITTEE COMMENTS:** This article seeks to require the Finance Committee to be invited to participate in the collective bargaining process for the Town and Schools. Under the article, the Finance Committee would be permitted to do the following, which they are not today:

- Send a representative to attend bargaining sessions
- Participate in meetings of the Personnel Board, Selectmen, or School Committee in which collective bargaining agreements are considered as a non-voting participant
- Make recommendations to the Personnel Board, Selectmen and School Committee but not to compel them to follow such recommendations

In addition, the article requires the Finance Committee to report on the financial effect of negotiated benefits in its annual report to Town Meeting. Though not required, the Finance Committee already has the option to include such information in its annual report and when preparing its comments for the warrant article(s) funding collective bargaining agreements.

Historically, by code and by practice, the Finance Committee is not involved in the midst of the collective bargaining process but rather meets in advance to discuss upcoming negotiations in a four-board meeting with the Personnel Board, School Committee and Board of Selectmen. After negotiations are concluded, the Finance Committee is responsible for preparing comments on the warrant articles to inform Town Meeting and report its recommendation to Town Meeting with regards to funding the collective bargaining agreements. Memorandum of understanding and final collective bargaining agreements are public

documents; all final collective bargaining agreements are available on the Town's website. However, arguably, the information available to the Finance Committee under the current process is not sufficient to prepare a comprehensive report.

Town Counsel was asked to opine on the legality of this proposed bylaw. In summary, Town Meeting cannot compel either the Board of Selectmen or the School Committee to designate the Finance Committee to participate in collective bargaining. Therefore, Town Meeting lacks the authority to adopt such a bylaw as it exceeds its authority.

The Massachusetts Municipal Association's Association of Town Finance Committees issues a Finance Committee Handbook. On page 23 of the 2017 Handbook:

A majority of any municipal budget (potentially as much as 75 to 80 percent) is spent on salaries, benefits and pension costs. However, finance committees have no direct responsibility or control over collective bargaining and personnel policies. In some towns, the finance committee chair may play a role in planning collective bargaining goals and strategies, but finance committees do not play a direct role in personnel matters.

Nevertheless, finance committees must understand the financial implication of their town's personnel policies and practices. In addition, finance committees should urge the selectmen and personnel board in their town to follow two basic principles when engaging in the collective bargaining process. First, town negotiators should calculate, consider and justify the full, long-term costs of collective bargaining items like vacation time, sick leave, step raises and other employee benefits before agreeing to them. Special attention should be paid to employee health insurance cost impacts. Second, they must be prepared to layout the short-and long-term budget impacts of collective bargaining agreements to town meeting before town meeting is asked to ratify (i.e. fund) the new contracts.

There are 10 Town and School unions and all contracts expire on June 30, 2020:

- Local 690 Wayland-1 American Federation of State, County and Municipal Employees (AFSCME 690 Wayland -1);
- Local 690 Wayland – 2 American Federation of State, County, and Municipal Employees (AFSCME 690 – 2);
- Wayland DPW Association, Teamsters Local 170;
- International Association of Firefighters, AFL-CIO Local 178;
- The Wayland Library Staff Association MFT, AFT, AFL-CIO;
- The New England Police Benevolent Association (NEPBA)/Wayland Police Officers Union (WPOU) Local 176;
- Wayland Teachers Association (WTA);
- Wayland Educational Secretaries' Association;
- The Massachusetts Laborers' District Council Laborers' International Union of North America, AFL-CIO on behalf of Public Employees' Local Union 1116 Custodians and Maintenance; and
- Wayland Food Service Association.

The Board of Selectmen does not recommend approval. Vote: 0-5-0

The School Committee recommends against approval. Vote: 4-0-0

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

**ARGUMENTS IN FAVOR:** Proponents may argue that today, the Finance Committee must only be consulted prior to collective bargaining negotiations and after an agreement has been reached to prepare for Town Meeting. In order to have the best information for budget preparations, and so that the Town may utilize the benefits of their experience and perspective, the Finance Committee should be privy to and

be able to comment upon the financial implications of collective bargaining agreements as they are being developed rather than after the fact.

Proponents may argue that this article does not impose any responsibility on the Finance Committee that is inconsistent with the law or the Finance Committee Handbook of the Massachusetts Municipal Association's Association of Town Finance Committees because it does not make them a party to negotiations. Rather it allows them to efficiently observe, assess and ultimately comment to the negotiating parties on the short and long-term financial impacts in advance of any agreements.

Proponents may argue that although in theory the Finance Committee can already prepare and report short-and long-term budget impacts of collective bargaining agreements to town meeting, they cannot practically do so because under the current process no member of the Finance Committee has access to the comprehensive data necessary to do so effectively.

If the town manager act is approved, Sections 43-2 B. and C. of the Town Code may become moot, potentially eliminating the Finance Committee discussion/review with the Personnel Board prior to negotiations. Proponents may argue this would make establishing the Finance Committee role in collective bargaining more important. Note, the town manager act would not impact School Committee's role in negotiations.

**ARGUMENTS OPPOSED:** Opponents may argue that significant changes to the Town's bylaws should be discussed in public sessions involving the relevant staff, volunteers and town counsel to develop workable, enforceable and legal language. This has not occurred with this proposed bylaw change. Bylaw changes made on Town Meeting floor cannot be considered in a deliberative and effective manner.

Town Counsel has opined that Town Meeting cannot compel the Board of Selectmen or School Committee to designate the Finance Committee to participate in collective bargaining. Further, Town Meeting lacks the authority to adopt such a bylaw as it exceeds Town Meeting's authority.

Collective bargaining negotiations extend beyond financial considerations. They are about employee contracts which also encompass work conditions, operations, departmental management and Town management and are not within the purview of the Finance Committee. Opponents may argue it is not appropriate for the Finance Committee to be involved in the discussion or resolution of personnel matters.

Opponents may argue that negotiations should be handled by professionals rather than volunteers and that adding more volunteer participants into the negotiating process increases the risk that details are not kept confidential. The unions have to be able to state issues in confidence without worry that they will be made public. Successful collective bargaining outcomes require an open and honest exchange of information by the parties during negotiations, which is less likely to happen if the parties are not fully confident that these exchanges will remain confidential. Further, because the Town negotiates with multiple unions, it is essential that the bargaining terms and strategy remain confidential so that one negotiation does not affect the negotiations of another union.

Opponents may argue that the Town could face a potential claim for unfair labor practices because further involvement of the Finance Committee in collective bargaining could result in accusations that they used their budgetary influence as leverage to force a predetermined outcome with the unions.

Opponents may argue that the article is inconsistent with the non-binding Finance Committee Handbook of the Massachusetts Municipal Association's Association of Town Finance Committees because a Finance Committee representative's attendance at bargaining sessions and recommendations to involved Boards and Committees could be construed as a direct responsibility or control over collective bargaining and personnel policies.

Opponents may argue that the Finance Committee already has the ability to fulfill their responsibility to Town Meeting because they can already prepare and report short-and long-term budget impacts of collective bargaining agreements to town meeting as well as decide whether or not to recommend for funding by Town Meeting.

Opponents may argue that there are alternative ways to achieve the objectives of this article without the necessity of a bylaw change or expanding the Finance Committee's role in the collective bargaining process. For example, other towns have a management report to the Finance Committee on the financial impacts of contracts before final settlement. Town management can cost out a contract and present that to the Finance Committee and to Town Meeting. This offer has already been made prior to the existence of this petitioners' article.

**RECOMMENDATION:** The Finance Committee has reviewed this article, deemed it does not currently represent a quantifiable financial impact to the Town and defers recommendation, if any, to Annual Town Meeting.

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

**CONSISTENCY WITH LAW:** This proposed bylaw amendment is not repugnant to federal law but may not be consistent with Massachusetts Law. Per Town Counsel, Town Meeting lacks authority to adopt such a bylaw, as it exceeds Town Meeting's authority under G.L. Chapter 40, Section 21.

*For more information about this article, contact lead petitioner Mike Lowery at 508-397-8828 or email [lowery.mike@gmail.com](mailto:lowery.mike@gmail.com).*

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## **Article 23. Loker Turf Field**

*Proposed by: Recreation Commission*

*Estimated Cost: \$3,400,000*

To determine whether the Town will vote to:

- a) Appropriate a sum of money of not more than \$3,400,000 to be expended under the direction of the Wayland Recreation Commission 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 \$175,000 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:** The field design for Loker is complete. The project utilizes land deeded only for recreational use that has been vacant for 20 years. Recreation studied and pursued over a dozen other suitable options to alleviate the over-usage of existing grass fields. The demand for fields far exceeds availability, and Loker was deemed the most suitable.

Grass fields are deteriorating from over-utilization. When school dismissal times changed field shortages become dire, the shift prevents youth organizations from using school fields before dark. Access to outdoor recreation is valuable to both individuals who use them and the Wayland community at large. While the upfront cost of turf is greater than grass, it's offset by: 1) lower maintenance costs; no need to mow, seed, water, or paint; 2) the need for less turf than grass fields; 3) significantly greater playing time on turf than grass, both by hours/day, and days/year.

**FINANCE COMMITTEE COMMENTS:** This Article would authorize \$3,400,000 for the construction of a multi-purpose synthetic turf field at the Loker Conservation & Recreation Area, 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 \$150,000 was expended. 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. Of the total sum, \$175,000 is to be transferred from the Recreation Stabilization Fund, and \$225,000 is to be transferred from the Recreation Revolving Fund. The requested funds are anticipated to be expended in FY 2021 and FY 2022. The cost of the project will also be supported by \$225,000 to be expended by the Recreation Commission from the Recreation Revolving Fund.

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 Engineers in the Strategic Plan 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 8:00am to 10:00pm 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 and Sampson toxicologist and community input, including by the School Committee, the Recreation Commission, and the Permanent Municipal Building Committee (PMBC). Analysis of research was compiled by the School Committee and virgin crumb rubber infill was approved by the Recreation Commission on November 19, 2019, and the PMBC on July 18, 2018. 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 recent study, reported in local news articles, 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. The project is being managed by the PMBC and an Owner's Project management firm, *Left Field, Inc.* Design and construction bid documents are complete.

As of the publication of the Warrant, the project still requires approvals and permits from the Conservation Commission and the Zoning Board of Appeals. The Conservation Commission previously voted twice on the application for this project. Both votes were a draw vote, which is a procedural denial, and therefore the Commission issued neither a permit nor conditions. The Town will apply a third time for the permit. The Zoning Board of Appeals is expected to consider the project on or before April 14, 2020. Throughout 2018 and 2019, the Town invested over \$150,000 to design this project, as well as a number of public meetings, resources, personnel, professional studies, and consultant reviews. Approval of this article appropriates the funding and does not obviate the need for regulatory permits.

While the upfront cost of developing a synthetic turf field at Loker is twice the cost of a grass field, the higher cost is justified by 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 is 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).
- Other routine parks maintenance of natural areas, toilets, trash, and recycling, and parking areas: \$4,000.

The Department of Public Works (DPW) will perform the routine parks maintenance of natural areas, trash and recycling, and parking areas. Other field maintenance will 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 is estimated at a current 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. An additional \$118,000 of CPA funds appropriated during the 2019 Annual Town Meeting could partially offset the cost of this project's parking lot. 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 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. The project was designed to sit outside the thirty-foot buffer 'No Build Zone' that protects the Wetlands. Overall, the design team felt the project is improving 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 2013 Historical Commission's directive to avoid any area that was of Native American tribal, archeological, ceremonial, or historical significance.

Wayland residents approved the use of excluded debt for this project at the polls in the April 2019 election, which Massachusetts Department of Revenue confirms is still valid. At the 2019 Annual Town Meeting, a similar Loker Turf Article was considered but did not obtain the 2/3rd threshold needed to approve the funding.

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

**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.

Building this field will utilize a site that is delineated 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 will have more use than a grass field and may have a greater impact on traffic. There are also concerns about the adequacy of on-site parking and the potential for overflow parking in the adjacent neighborhood, as well as the ability of the roadway to handle emergency vehicles.

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 twenty years ago using the required standards at the time. Given that standards have changed, opponents argue that additional testing should be conducted to better understand potential hazards at the site and ensure safety.

Opponents may argue that consideration of this Article is premature based on the Town’s recommended Five-Year Capital Improvement Plan, which recommended funding for this project in FY 2022.

As of the publication of the Warrant, the project has not received the Conservation Commission Order of Conditions or the Zoning Board of Appeals approval. Concern exists that the requirements included in these approvals could cause costs to increase.

**RECOMMENDATION:** Potential determinations by the PMBC and the Conservation Commission are anticipated to occur after the Warrant went to press. As such determinations should be included in the review of this article, the Finance Committee voted to defer its recommendation, if any, to Annual Town Meeting.

**QUANTUM OF VOTE:** 2/3 vote – See General Laws, Chapter 44, Sections 7 and 8.

*For more information about this article, contact Recreation Director Katherine Brenna at 508-358-6864 or email kbrenna@wayland.ma.us.*

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## **Article 24. Community Choice Aggregation**

*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).

**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 a different electric energy supplier for Town residents and small businesses. 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).

Municipal aggregation allows a city or town to determine the source of electricity for its residents and small businesses. If Wayland authorizes CCA, the Town would contract with an electricity supplier on behalf of residents and small businesses who have not already selected a competitive supplier. Most residents and small businesses currently get electricity supply, referred to as basic service, from Eversource. Under state law, electric utility customers can choose another electricity supplier other than Eversource. In all cases, Eversource continues to deliver the electricity, maintain poles and wires, and provide other customer services. CCA enables customers in a municipality to pool all electric loads and select an energy supplier that meets the town's goals (e.g., higher percentage of renewable energy than Eversource basic service). Under a CCA program, Wayland residents and small businesses would still receive a single electricity bill from Eversource.

Creation of a CCA Program would allow Wayland to design an energy supply plan. Through this program, Wayland could select an energy plan with a higher percentage of renewable sources (i.e., solar and wind) compared to the amount currently mandated by the state. Developing and implementing a CCA program that relies on more renewable energy would further reduce the Town's collective greenhouse gas emissions. 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.

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 for approval. The Department of Public Utilities holds its own hearings and accepts comments prior to accepting the plan, once it determines that the plan complies with state regulations.

If the Town proceeds with a CCA Program, the Town anticipates engaging a consultant to manage that program. The consultant's responsibilities would include identifying supply options, drafting the plan to be submitted to the Department of Public Utilities, 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.

Residents have raised many questions as to the procedures for enrolling, percentage of green electric energy supply, and length of contract. These and other questions will be answered as the CCA Program is developed. These answers are not available for a Wayland based program now because the program does not yet exist. 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.

The Massachusetts Department of Public Utilities has approved municipal aggregation plans for 149 municipalities in Massachusetts. Additionally, over 40 municipalities have used or are in the process of using CCA Programs, including Newton, Brookline, Sudbury, and Natick. Lincoln is currently developing its CCA program, and Weston approved an Article at Special Town Meeting in December 2019 to initiate the process for implementing a CCA program.

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

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

**ARGUMENTS IN FAVOR:** Passage of this article authorizes the Board of Selectmen to begin the process of community aggregation. Without starting the process, the Town cannot answer all of the questions being raised; for example, the exact procedures for opting out, the supplier, the percentage of renewable energy, the price.

Supporters of this Article argue the ability to choose energy produced with a higher percentage of renewable energy helps in combating a climate emergency by further reducing greenhouse gas emissions. The CCA program can add more renewable energy to the supply chain beyond the state-mandated renewable energy portfolio amount, which is currently 16% and increases 2% each year until it reaches 80% in 2050, thus further reducing collective greenhouse 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 Board of Selectmen to research alternatives may result in better, easier and well-regulated choices for residents. Residents who do not want to participate in the program will have the choice to opt out.

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. The competitiveness of the rates, however, depends on the type of program implemented by the Town.

**ARGUMENTS OPPOSED:** Opponents to this Article may express concern 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, whether it be through a staff member of the Town or a volunteer serving on a Board or 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 this 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 6-0-0

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

*For more information about this article, contact Town Administrator Louise Miller at 508-358-3620 or email [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

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## **Article 25. Accept Massachusetts General Laws Chapter 200A, Section 9A**

*Proposed by: Board of Selectmen*

To determine whether the Town will vote to accept Massachusetts General Laws Chapter 200A, section 9A.

**FINANCE COMMITTEE COMMENTS:** Massachusetts General Laws Chapter 200A provides for two options for municipalities to handle unclaimed property: escheat the funds to the Office of the State Treasurer and Receiver or follow the guidelines under Chapter 200A, section 9A and escheat funds over to the local municipality. Passage of this article will allow the Town to escheat funds locally. Escheat can refer to the title transfer of financial assets such as bank deposits and unclaimed securities in accounts that have been dormant for a very long period of time to a state authority.

Adopting Chapter 200A, section 9A would allow a process for the uncashed checks to escheat to the Town and return uncashed checks to the General Fund.

Wayland currently has over 300 checks outstanding totaling approximately \$600,000. This represents an outstanding liability on the Town's balance sheet. Passage of this article will allow the Town to clear the liability related to checks over one year old. The Town anticipates that some of these checks will be cashed or reissued. The remaining funds from uncashed checks will go to the General Fund.

Section 9A outlines the responsibilities and action steps for documentation, notifications, claims, hearings and decisions. Specifically,

- The Town will provide that any instrument intended as payment will bear upon its face: "void if not cashed within 1 year after the date of issue."
- The Treasurer declares, in writing, an intention to retain any unclaimed checks and to file that declaration with the Town Clerk.
- The Treasurer must then give notice to the apparent owner of each check.
  - For an uncashed check issued in the amount of \$10 or more, the Treasurer must mail notice to the apparent owner, explaining how that person may solicit the money.
  - For an uncashed check issued in the amount of \$100 or more, the Treasurer must cause a notice of the check to be published.
- The owner of an unclaimed check has 1 year from the date of notice to file a claim for that check.
  - If no claim is filed, the Treasurer may credit the unclaimed check to the general fund.
  - If, on the other hand, a claim is filed, the Treasurer possesses the sole right to determine the claim and must send written notice of the determination to the claimant.

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

**ARGUMENTS IN FAVOR:** To the extent that unclaimed funds are not subsequently claimed after the above procedures, the funds will be added to the general fund.

Accepting this law allows the Town to update its financial procedures to meet best practices and better resolve outstanding claims. This particular area has not been a focus in the past.

The unclaimed funds process will improve follow up by the Town to remit the funds to the payee.

**ARGUMENTS OPPOSED:** The article will require additional work by the town staff to comply with the documentation, notice and hearing requirements. The cost of these processes has not been quantified.

The Town will need to establish additional internal controls to ensure that the unclaimed funds are properly managed.

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

**QUANTUM OF VOTE:** Majority – see Massachusetts General Laws Chapter 200A, section 9A.

*For more information about this article, contact Town Administrator Louise Miller at 508-358-3620 or email [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

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## **Article 26. High School Athletic Field Complex Renovation – Part 3**

*Proposed by: School Committee*

*Estimated Cost: \$200,000*

To determine if the Town will vote to

- a) Appropriate an amount not to exceed \$200,000 to be expended under the direction of the School Committee to fund for designing, permitting, engineering and constructing for Part 3, Baseball and Multi-Use Field Improvements, of the High School Athletic Preferred Improvement Plan.
- b) Authorize the Town Treasurer, with the approval of the Board of Selectmen, to borrow the sum of \$200,000 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
- c) 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 under Massachusetts General Laws Chapter 44, section 20, thereby reducing by a like amount the amount authorized to be borrowed to pay such costs.

**FINANCE COMMITTEE COMMENTS:** This article requests funds for the design of Part 3 of the High School Athletic Complex Renovation. At the 2019 Annual Town Meeting, the Town approved Parts 1 and 2 of the High School Athletic Complex Renovation with an estimated cost of \$7.5 million. The construction of Parts 1 and 2 is currently underway. The 2019 article referenced that the funding for Part 3 (Baseball and Multi-Use Field Improvements) would be requested at the 2020 Annual Town Meeting.

Part 3 is required because the baseball and multi-purpose fields are compacted and aligned inefficiently. Additionally the fields are too close to the stadium after Parts 1 and 2 of the Athletic Complex renovation. Part 3 will renovate and reposition the baseball and multi-purpose fields. Assuming the funding for the design phase of this project is approved, design would begin immediately. Construction funds would be requested at the 2021 Annual Town Meeting and if approved, construction would start as soon as spring sports are complete in 2021.

The original 2020 article request was for \$2.2 million to fund design, engineering and construction for Part 3 of the High School Athletic Complex. The preferred approach is to request design funds for a project in year one and construction funds (with a better estimate of cost) in year two. Based on that approach, it was decided to defer the construction portion of Part 3 (\$2 million) until FY22 and request that the design funds (\$200,000) be included in the FY21 capital appropriations. Because (i) the approved FY21 capital plan already totaled \$4.2 million, (ii) articles totaling \$8 million were being proposed at the 2020 ATM and (iii) the capital forecast for FY22 was already \$10 million, the Finance Committee declined to add the \$200,000 design funds to the FY21 capital plan. This article has been submitted to obtain the design funds.

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

**ARGUMENTS IN FAVOR:** The existing field playing surfaces are at or beyond their useful life expectancy resulting in compacted and rough playing surfaces.

The construction of Parts 1 and 2 of the High School Master Athletic Plan repositioned the synthetic turf field and stadium, as planned. The result is that the existing baseball field is closer to the bleachers and press box than safety would deem prudent.

Designing the project in FY21 would allow for construction bids to be obtained prior to ATM 2021 resulting in an accurate request for construction funds.

If funds for construction are approved at ATM 2021, the construction could begin as soon as spring sports are complete that same year.

**ARGUMENTS OPPOSED:** Allowing an article for funding after the capital request is deferred by the Finance Committee negatively impacts the capital planning process.

The School Committee has \$3.3 million of other requests (\$5.3 million including the construction portion of Part 3) for FY22 and \$3.2 million for FY23. Some may say that maintenance requirements have a higher priority than the repositioning of fields and should be addressed first.

Some may say that the \$7.3 million of debt for Parts 1 and 2 should be paid down before incurring additional debt for Part 3.

Some may question if this article is actually a new article, rather than a revision of the original article, submitted after the deadline for article submission and should not be included in the warrant.

**RECOMMENDATION:** The Finance Committee recommends approval. Vote: 4-3-0

**QUANTUM OF VOTE:** 2/3 vote – See General Laws, Chapter 44, Sections 7, 8, and 20.

*For more information about this article, contact Jeanne Downs, Chair of the School Committee, at [jeanne\\_downs@wayland.k12.ma.us](mailto:jeanne_downs@wayland.k12.ma.us).*

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## **Article 27. Repeal Chapter 193 of the Code of the Town of Wayland**

*Proposed by: Petitioners*

To determine whether the Town will vote to repeal Chapter 193 of the Code of the Town of Wayland.

**PETITIONERS' COMMENTS:** This bylaw was originally adopted in 2008 and was amended in 2015 ostensibly to augment and bolster the many other regulatory programs that are in place to protect the Town's water resources and wildlife habitat. Now, 12 years after passage, the Conservation Commission, for the first time, has proposed a set of "implementing" regulations that are overreaching, costly to comply with, much too complicated for the average person to understand, and place an undue financial burden on homeowners. Although this sweeping regulatory scheme deserved the attention of the public, the Conservation Commission made no attempt to even inform the general public that their newly proposed program would require a permit to install a patio or a walkway or to cut more than seven small trees plus an additional cost for preparation by applicants of detailed plans by multiple consultants as well as long-term monitoring. Other existing regulatory schemes are sufficient.

**FINANCE COMMITTEE COMMENTS:** The purpose of Stormwater and Land Disturbance Chapter 193 Bylaw is to:



1. Protect the quantity and quality of water recharge to the Town's water supply aquifers;
2. Protect cold water fisheries and other designed outstanding water resources from discharges of toxic pollutants, nutrients, and temperature changes;
3. Protect and enhance wildlife habitat;
4. Protect streams, rivers, and private property from additional flood damage from changed flow patterns.

The Wayland Conservation Commission is the Administrator and permitting authority of the Bylaw.

The purpose of this article is to repeal the Bylaw. Bylaws are adopted by Town meeting, and regulations are adopted by the governing commission. By repealing the Bylaw, the related regulations are not enforceable.

The Conservation Commission believes that the regulations are required to protect the environment. The Petitioners believe that the bylaw and related regulations are overly broad, overreaching, and difficult and expensive to comply with.

The Conservation Commission position is that a stormwater bylaw is a requirement of the National Pollutant Discharge Elimination System (NPDES) permit issued to the Town by the Environmental Protection Agency (EPA). Repealing the Chapter 193 Bylaw would put the Town in violation of this permit and subject the Town to penalties and fines under the Clean Water Act (section 309). Violations are typically handled under Administrative Orders that would require a substantial amount of staff time for responding to the Order and subject the Town to penalties ranging from \$2,500 to \$25,000 per day. The projected outcome of this Order would be the preparation of a stormwater bylaw, at an additional cost to the Town and adoption by Town Meeting.

The Petitioners' position is that Chapter 193 is not a requirement and that the obligation is covered by the Massachusetts Wetland Protection Act, Wayland's Chapter 194 Wetlands and Water Resources Bylaws, and the existing state requirements. In addition, the Planning Board also has requirements covering stormwater and drainage for projects that come before it.

For additional information on the Town's stormwater program see:  
<https://www.wayland.ma.us/departments-public-works/pages/stormwater-management>

The Board of Selectmen defers a recommendation to Town Meeting. Vote: 5-0-0

**ARGUMENTS IN FAVOR:** The Conservation Commission has not reflected significant concerns from the various committees and boards in drafts of the proposed regulations.

Proponents may say that repealing the bylaw will prevent the adoption of revised Regulations under said bylaw which were developed in an inadequate process.

The proposed regulations are complex and some may question whether homeowners and other responsible parties / boards / committees will clearly understand their responsibilities under the regulations.

The resource requirements for the Town to comply with and perform the responsibilities under the regulations have not been quantified as to staffing, cost and roles.

Some may say that if the bylaw is repealed there are still other existing federal, state and local regulatory programs in place that offer the necessary protection to our water resources and wildlife habitat.

**ARGUMENTS OPPOSED:** The regulation setting process is currently ongoing and the article to rescind the Chapter 193 Bylaw is premature.

The Conservation Commission has devoted significant effort to consider input from a variety of parties to gather input on the Regulations.

**CONSISTENCY WITH LAW:** This proposed bylaw amendment is not repugnant to federal or Massachusetts law.

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

**QUANTUM OF VOTE:** Majority - see Massachusetts General Laws Chapter 40, Section 21

*For more information about this article, contact lead petitioner Anette Lewis at [aslewis33@verizon.net](mailto:aslewis33@verizon.net).*

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## **Article 28. Spencer Circle Street Acceptance**

*Proposed by: Board of Public Works*

To determine whether the Town will vote to accept Spencer Circle as a public way, and any easements appurtenant thereto, as laid out by the Board of Public Works as shown on a plan thereof titled As-Built Spencer Circle dated October 25, 2004 by Ducharme & Wheeler, Inc.; 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 to; 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. 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 in order to allow the Town to proceed with the street acceptance process pursuant to Massachusetts General Laws.

Spencer Circle residents and Town boards and staff have worked together to research, identify and resolve issues related to a road constructed over 17 years ago. None of the Town staff or board members who agreed to the original design and plan are still active. The expense to bring the road to current standard would have been incurred by the Town as normal expense if the Town had accepted the road in due course.

The Board of Public Works (BoPW) recommends that if an easement is agreed to by all parties and is effective prior to the Annual Town meeting, that the Town accept Spencer Circle as a public way, and any easements appurtenant thereto, as laid out by the Board of Public Works and shown on a plan thereof entitled As-Built Spencer Circle dated October 25, 2004 by Ducharme & Wheeler, Inc.. The Board of Public Works will advance this street acceptance process as procedurally identified by Town Counsel.

The condition of the road, after 17 years, requires approximately \$38,000 of repairs. 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 these repairs, there remain several infrastructure deficiencies that need to be addressed. These repairs have been itemized in a DPW memo to the Board of Public Works dated 4/22/2019. While the Spencer Circle developer is aware of these repairs and understands release of the developer from liability will be conditional upon these repairs, the developer has decided to forfeit the approximately \$2,400 in remaining bond deposit funds, and the funds will be used by DPW to offset the cost of the punch list items. The Town cannot do the repair work until after the road has become a public road. It is not Town property until then. The developer will be released upon completion of the work.

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 are necessary at Nos. 4 and 6 Spencer Circle pertaining to the Town's access, operation and maintenance of these drainage systems. Any street acceptance will be conditional upon the execution of these easements. The BoPW does not customarily accept streets that require expending Town funds to bring the road up to town standards. However, the BoPW agreed to take on the \$38,000 of deferred maintenance which would have been done by the DPW had Spencer Circle been accepted earlier.

Under Massachusetts General Laws, the easements must be completed within 120 days of the dissolution of Town Meeting after a vote to accept a road as a public way.

The Board of Selectmen is currently negotiating 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, or other related easements. Said easement is required to be in place prior to Street Acceptance.

The Board of Public Works voted (4-0-0) on February 4, 2020 to schedule a public meeting on March 17, 2020 as the next step in the street acceptance process. The Board of Public Works has stated that the agenda item will be skipped if an easement is not in effect prior to the meeting date.

The Planning Board voted to accept Spencer Circle as a public way on February 4, 2020 subject to several conditions including that an easement be agreed to by all parties and be in place before the Annual Town meeting (4-0-0).

The Board of Selectmen deferred a recommendation to Town Meeting. Vote: 5-0-0

**ARGUMENTS IN FAVOR:** Spencer Circle was originally built to town standards and should be accepted.

**ARGUMENTS OPPOSED:** Drainage structures are partially under two residents' land and would be complex for the Town to maintain.

When the Warrant went to print, easements to allow work on drainage structures under two residents' land have not been agreed to between the Town and the residents. Without the easements, the Town's ability to do maintenance work on the drainage structure would be unclear.

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

**QUANTUM OF VOTE:** Majority.

*For more information about this article, contact DPW Director Tom Holder at 508-358-3678 or email [tholder@wayland.ma.us](mailto:tholder@wayland.ma.us) or Town Administrator Louise Miller at 508-358-3620 or email [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

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## **Article 29. 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, 2019, the balance in the Allen Fund was \$8,509. 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 MGL c. 49, §1. The BoS is authorized to appoint two or more fence viewers for one-year terms. The Board of Selectmen were called upon to act as fence viewers in this 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 Board of Selectmen, 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 Selectmen 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 also 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: 6-0-0

**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 508-358-3620 or email [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

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## Article 30. 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
- Community Preservation Committee (Appendix C)
- Public Ceremonies Committee

**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 that are required to report to Town Meeting on the work they 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: 6-0-0

**QUANTUM OF VOTE:** Majority.

*For more information about this article, contact Town Administrator Louise Miller at 508-358-3620 or email [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

**Article 31. 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>
Fire	Diesel Fire Engine	1997
Fire	Motorola Radio Equipment	(5-10+ years)
DPW	John Deere 5310 Tractor	1998
Police	Ford Taurus	2011
Police	Ford Explorer	2017
Police	Ford Explorer	2018

**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: 7-0-0

**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 508-358-3620 or email [lmiller@wayland.ma.us](mailto:lmiller@wayland.ma.us).*

<b>APPENDICES</b>
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## **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 Town Meeting, 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.

### 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 each session of town meeting to order at 7:00 p.m., or other time as determined by the Board of Selectmen, or as soon thereafter as the Town Clerk has determined that a quorum of one hundred (100) registered voters has been checked into the hall.

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 room, 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; and
    - d) a motion to adjourn.
- 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, 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 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  
"May I ask through you (then state the question which you want a board, official, or previous speaker to answer);
  - c. "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 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 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 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.
- 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.

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. 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 voted by majority vote to extend 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.

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) voted to adjourn at a different 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 Field House 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 1, 2020

**MODERATOR'S SUPPLEMENTAL RULES  
FOR TOWN MEETING SLIDES**

(v 1.3)

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 FTEs	FY 18	ACTUAL FTEs	FY 19	ACTUAL FTEs	FY 20	PROPOSED FTEs	FY 21
<b>LAND USE</b>								
<u>Building &amp; 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		1.60		2.00	
Department Total		4.63		4.63		4.63		5.03
<u>Conservation</u>								
Conservation Administrator	1.00		1.00		1.00		1.00	
Land Manager	0.54		0.80		0.86		1.00	
Department Assistant	1.00		1.00		1.00		1.00	
Department Total		2.54		2.80		2.86		3.00
<u>Planning</u>								
Planning Director	1.00		1.00		1.00		1.00	
Department Assistant	0.40		0.40		0.40		0.00	
Department Total		1.40		1.40		1.40		1.00
<b>FINANCE</b>								
<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		1.00		0.50	
Department Total		4.00		4.00		4.00		3.50
<u>Finance Office</u>								
Finance Director	1.00		1.00		1.00		1.00	
Benefits Manager	1.00		1.00		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		4.80		4.80
<u>Treasurer/Collector</u>								
Treasurer/Collector	1.00		1.00		1.00		1.00	
Asst. Treasurer/Collector	1.00		0.69		0.69		0.69	
Department Assistant	1.23		1.54		1.54		1.54	
Department Total		3.23		3.23		3.23		3.23
<b>ADMINISTRATION</b>								
<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	0.51		0.86		0.86		0.86	
Department Assistant	1.00		1.00		1.00		1.00	
Comm. Coord. & Community Rel	0.00		0.00		0.00		0.40	
		3.34		3.69		3.69		4.09

Gray shading indicates change.

	ACTUAL		ACTUAL		ACTUAL		PROPOSED	
	FTEs	FY 18	FTEs	FY 19	FTEs	FY 20	FTEs	FY 21
<u>Information Technology</u>								
IT Director	1.00		1.00		1.00		1.00	
IT Manager	1.00		1.00		0.00		0.00	
Business Systems Analyst	1.00		1.00		1.00		1.00	
Senior Systems Administrator	0.00		0.00		1.00		1.00	
Desktop Support Analyst	0.00		0.00		0.00		1.00	
Network Manager	0.00		0.00		0.00		1.00	
		3.00		3.00		3.00		5.00
<u>Public Buildings</u>								
Public Buildings Director	1.00		1.00		1.00		1.00	
Project Manager	0.00		0.00		1.00		1.00	
Facilities Business Manager	0.00		0.00		0.00		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		4.54		5.54		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		0.86		1.00		1.00	
Community Health Nurse	5.00		5.00		5.00		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		9.29		9.43		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	
Recreation Program Asst								
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		1.00		0.00		0.00	
Asst Town Adm/Procurement	0.00		0.00		1.00		1.00	
Financial Administrator	1.00		1.00		0.00		0.00	
Management Analyst	0.00		0.00		1.00		1.00	
HR 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		1.00		0.00		0.00	
Department Assistant	0.00		0.00		0.00		0.70	
Department Total		5.00		5.00		5.00		5.70

Gray shading indicates change.

	ACTUAL		ACTUAL		ACTUAL		PROPOSED	
	FTEs	FY 18	FTEs	FY 19	FTEs	FY 20	FTEs	FY 21
<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 &amp; 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	0.00		0.00		0.00		0.49	
Administrative Assistant	0.17		0.17		0.17		0.17	
Department Total		2.77		2.77		2.77		3.26
<b>DPW</b>								
<u>Administration</u>								
DPW Director	1.00		1.00		1.00		1.00	
BPW Business Manager	0.00		1.00		1.00		1.00	
Administrative Coordinator	1.00		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	0.00		1.00		1.00		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	3.90		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 18	FTEs	FY 19	FTEs	FY 20	FTEs	FY 21
<u>Water</u>								
Water Superintendent	1.00		1.00		1.00		1.00	
WTP Manager	1.00		0.00		0.00		0.00	
WT & C Manager	0.00		1.00		1.00		1.00	
Water Foreman	1.00		1.00		1.00		1.00	
Water Worker 3	2.00		1.00		1.00		1.00	
Water Worker 2	1.00		3.00		3.00		3.00	
Water Worker 1	2.00		1.00		1.00		1.00	
Department Total		41.24		42.82		42.82		41.82
<b>WASTEWATER</b>								
Account Specialist	0.54		0.54		0.54		0.54	
WW Operations Manager	0.00		1.00		1.00		1.00	
		0.54		1.54		1.54		1.54
<b>LIBRARY</b>								
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
<b>PUBLIC SAFETY</b>								
<u>Fire</u>								
Fire Chief	1.00		1.00		1.00		1.00	
Assit. Fire Chief	1.00		1.00		1.00		1.00	
Deputy Chief	1.00		1.00		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	0.00		1.00		1.00		1.00	
Mechanic/EMT	1.00		1.00		1.00		1.00	
Firefighter/EMT	7.00		6.00		6.00		6.00	
Firefighter/Paramedic	7.00		9.00		10.00		11.00	
Paramedic - Per Diem	0.00		0.00		0.00		0.00	
Secretary	0.54		0.54		0.54		0.54	
Department Total		26.54		28.54		28.54		29.54

Gray shading indicates change.

	ACTUAL		ACTUAL		ACTUAL		PROPOSED	
	FTEs	FY 18	FTEs	FY 19	FTEs	FY 20	FTEs	FY 21
<b>PUBLIC SAFETY Cont.</b>								
<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	11.00		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		25.59		26.59		26.59		26.59
<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
<b>TOTAL TOWN FTEs</b>		<b>169.68</b>		<b>175.86</b>		<b>177.06</b>		<b>182.29</b>
<b>SCHOOLS</b>								
Total School FTEs	417.65		424.44		430.64		436.49	
		417.65		424.44		430.64		436.49
<b>TOTAL TOWN AND SCHOOL FTEs</b>		<b>587.33</b>		<b>600.30</b>		<b>607.70</b>		<b>618.78</b>

FTE counts exclude seasonals, temporaries, call FFs and other non-regular positions.

NON-UNION WAGE SCALE, N SCHEDULE

Effective: July 1, 2019 (No changes made until completion of Collective Bargaining Agreements)

Grade	1	2	3	4	5
N-1	39,434	40,618	41,836	43,092	44,382
N-2	42,911	44,196	45,523	46,888	48,297
N-3	43,340	44,638	45,979	47,358	48,781
N-4	47,162	48,575	50,032	51,531	53,078
N-5	51,781	53,335	54,934	56,581	58,281
N-6	56,856	58,562	60,317	62,127	63,990
N-7	62,428	64,301	66,228	68,216	70,264
N-8	68,545	70,602	72,719	74,902	77,146
N-9	80,061	82,136	84,285	86,658	89,259
N-10	82,640	85,118	87,672	90,302	93,559
N-11	90,737	93,460	96,264	99,152	102,124
N-12	95,182	98,038	101,012	104,013	107,129
N-13	99,628	102,615	105,696	108,868	112,134
N-14	109,393	112,675	116,055	119,537	123,123
N-15*					

Grade	6	7	8	9	10
N-1	45,714	47,088	48,499	49,952	51,452
N-2	49,745	51,236	52,773	54,358	55,988
N-3	50,245	51,752	53,300	54,901	56,546
N-4	54,672	55,796	58,001	59,739	61,532
N-5	60,029	61,502	63,684	65,594	67,563
N-6	65,245	67,889	69,926	72,023	74,184
N-7	72,371	74,541	76,777	79,082	81,453
N-8	79,464	81,845	84,302	86,829	89,437
N-9	91,937	94,693	97,535	100,429	103,400
N-10	95,332	98,676	102,441	104,216	107,824
N-11	105,188	108,344	111,596	114,942	118,393
N-12	110,343	113,653	117,754	120,573	124,376
N-13	115,499	118,962	123,909	126,205	130,359
N-14	126,817	130,620	133,974	138,576	142,735
N-15					175,000

- |     |                                  |          |  |
|-----|----------------------------------|----------|--|
| N-1 | Secretary, Fire -- PT            | N-8      | Human Resources Manager                  |
| N-1 | Sr. Clerk, Health -- PT          | N-8      | Network Administrator                    |
| N-1 | Asst. Rec Program Coord. -- PT   | N-8      | Recreation Director                      |
| N-2 | Administrative Asst. Y/S -- PT   | N-9      | Assistant Fire Chief                     |
| N-3 | IT Technician                    | N-9      | IT Senior Systems Administrator          |
| N-3 | Conservation Land Mgr. -- PT     | N-9      | Assistant Town Administrator/Procurement |
| N-3 | Human Resources Assistant        | N-9      | Police Lieutenant                        |
| N-3 | Outreach Coordinator - PT        | N-9      | Town Engineer                            |
| N-3 | Project Coordinator - PT         | N-10     | Library Director                         |
| N-3 | Recreation Program Asst. -- PT   | N-11     | Public Buildings Director                |
| N-3 | WWMDA Account Specialist - PT    | N-13     | DPW Director                             |
| N-4 | Administrative Asst. -- Police   | N-13     | Finance Director/Town Accountant         |
| N-4 | Benefits Manager                 | N-13     | Fire Chief                               |
| N-5 | Exec Asst. to Town Administrator | 105 N-13 | Information Technology Director          |
| N-6 | Management Analyst               | N-14     | Police Chief                             |
|     |                                  | N-15     | Town Administrator-per contract          |

**NON-UNION WAGE SCALE, N SCHEDULE - CHANGES**

**ADDITIONS:**

- N-7 Facilities Business Manager
- N-7 Desktop Support Analyst (School Transfer)
- N-8 Network Administrator (School Transfer)

**GROUP: NON-UNION – BUILDING INSPECTORS**

Effective: July 1, 2019 (No changes made until completion of Collective Bargaining Agreement)

**GROUP: NON-UNION SUBSTITUTE NURSES**

Effective: July 1, 2019 (No changes made until completion of Collective Bargaining Agreement)

STEP	1	2	3	4	5	Hourly
	24.81	26.05	27.36	28.73	30.18	31.24
Gas & Plumbing Inspector (PT)			Wiring Inspector (PT)			

**GROUP: NON-UNION - PUBLIC SAFETY**

Effective: July 1, 2019 (Minimum Wage Adjustment made. Gray shading indicates change. No other changes made until completion of Collective Bargaining Agreement)

Minimum Wage Adjustments – Effective Jan 1, 2020 \$12.75/hr.  
 Effective Jan 1, 2021 \$13.50/hr. Effective Jan 1, 2022 \$14.25/hr.

	Annually	Per Day	Hourly
Traffic Supervisors	8,687	--	--
Traffic Supervisor Substitute	--	49.82	--
Special Police Matrons	--	--	22.13
Call Firefighters	--	--	22.13
Call Firefighter Coordinator	--	--	23.61
Paramedic	--	--	22.96
Police Custodian (PT)	--	--	17.66
Police Intern	--	--	12.75

**GROUP: NON-UNION - ON-CALL DISPATCHERS**

Effective: July 1, 2019 (No changes made until completion of Collective Bargaining Agreement)

	Year 1	Year 2	Year 3	Year 4
On-call Dispatcher	20.89	21.86	22.81	23.76

**GROUP: NON-UNION - HOURLY LIBRARY CLERKS**

Effective: July 1, 2019 (No changes made until completion of Collective Bargaining Agreement)

Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	16.74	17.13	17.53	17.86	18.20	18.60	18.95	19.27	19.67	20.04	20.37	20.77	21.12	21.48	21.85

**GROUP: NON-UNION - HOURLY LIBRARY PART-TIME WEEKEND PROFESSIONALS** Effective: July 1, 2019 (No changes made until completion of Collective Bargaining Agreement)

Step	1	2	3	4	5	6	7	8	9	10	11	12
	26.38	26.97	27.35	27.82	28.30	28.77	29.26	29.73	30.24	30.71	31.18	31.66

**GROUP: NON-UNION - LIBRARY PAGES**

Effective: July 1, 2019 (Minimum Wage Adjustment made. Gray shading indicates change. No other changes made until completion of Collective Bargaining Agreement)

Minimum Wage Adjustments – Effective Jan 1, 2020 \$12.75/hr.  
 Effective Jan 1, 2021 \$13.50/hr. Effective Jan 1, 2022 \$14.25/hr.

	Year 1	Year 2
	12.75	13.00

**GROUP: NON-UNION –HOURLY HEALTH WORKERS**

Effective: July 1, 2019 (Minimum Wage Adjustment made. Gray shading indicates change. No other changes made until completion of Collective Bargaining Agreement)

Minimum Wage Adjustments – Effective Jan 1, 2020 \$12.75/hr.  
 Effective Jan 1, 2021 \$13.50/hr. Effective Jan 1, 2022 \$14.25/hr.

	Year 1
Health Assistant	12.75

Substitute Health Clerk 17.80

**GROUP: NON-UNION SEASONAL – MISCELLANEOUS (No changes made until completion of Collective Bargaining Agreement)**

Effective: May 1, 2019

	Year 1	Year 2	Year 3
Seasonal Laborer	13.40	14.05	14.69
Landfill Clerk	13.54		

**GROUP: NON-UNION – SEASONAL – RECREATION**

**GROUP: NON-UNION–SEASONAL–SUMMER CAMPS**

Effective: May 1, 2019

Effective: May 1, 2019

Minimum Wage Adjustments made. Gray shading indicates changes.

Effective Jan 1, 2020 \$12.75/hr. 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	15.00
Water Safety Instructor II	16.75	Preschool Camp Director (EEC Dir II Cert)	25.00
Swim Instructor	14.00	Preschool Asst. Camp Director (EEC Dir I Cert)	21.00
Swim Aide	12.75	Lead Camp Teacher	16.25
Boating Instructor I (Pedal, SUP, Canoe)	14.00	Senior Counselor	14.00
Boating Instructor II (Sailing, Kayak)	16.00	Counselor	13.00
Boating Instructor III	18.00	Camp Nurse / Health Care Supervisor	36.00
Head Lifeguard (Lifeguard II)	14.75		
Lifeguard	13.75		
Head Gate Guard (Gate Guard II)	13.75		
Gate Guard / Cashiers	13.00		
Snack Bar Manager	14.50		
Snack Bar Staff	13.50		
Snack Bar Cashier	12.75		

**GROUP: NON-UNION – SEASONAL – REC STAFF**

Effective: May 1, 2019

Minimum Wage Adjustments made. Gray shading indicates changes.

Effective Jan 1, 2020 \$12.75/hr. 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	12.75
Recreation Intern	14.00

\*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, 2019 (Contract Negotiations in Progress)

Step	1	2	3	4	5	6	7	8	9	10
C-12	37,856	38,966	40,149	41,350	42,897	44,153	45,482	46,829	48,230	50,414
C-14	40,950	42,188	43,443	44,754	46,392	47,757	49,176	50,651	52,179	54,527
C-15	42,515	43,807	45,118	46,483	48,157	49,613	51,087	52,616	54,181	56,620
CD	39,565	44,128	46,078	48,009	49,959	51,909	54,678			
CDC	41,106	45,903	47,911	49,920	51,967	53,995	56,862			

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, 2019 (Contract Negotiations in Progress)

Step	1	2	3	4	5	6	7	8	9	10
G-1	40,313	41,498	42,752	44,008	45,336	46,665	48,066	49,504	50,960	53,526
G-2	43,498	44,790	46,137	47,484	48,922	50,378	51,870	56,435	55,019	57,785
G-3	46,974	48,339	49,795	51,288	52,798	54,382	56,001	57,676	59,405	62,371
G-4	50,687	52,198	53,763	55,346	57,002	58,695	60,442	62,262	64,137	67,340
G-5	54,709	56,347	58,040	59,769	61,534	63,391	65,264	67,213	69,233	72,709
G-6	59,059	60,843	62,644	64,519	66,448	68,432	70,470	72,582	74,729	78,515
G-7	64,537	66,466	68,468	70,489	72,618	74,766	77,005	79,316	81,700	85,795
G-7A	67,140	69,160	71,217	73,382	75,548	77,841	80,171	82,592	85,067	89,344
G-7B	67,449	69,451	71,526	73,655	75,876	78,114	80,462	82,865	85,340	89,635
G-8	70,325	72,436	74,584	76,822	79,134	81,481	83,902	86,414	89,016	93,493
G-8A	73,492	75,712	77,951	80,280	82,683	85,158	87,706	90,327	93,002	97,698
G-9	76,640	78,915	81,281	83,702	87,196	88,780	91,455	94,185	96,988	101,865
G-10	83,210	85,704	88,270	90,927	93,657	96,460	99,336	102,339	105,414	110,728
G-15	49,031	51,888	53,308	54,964	56,566	59,587	61,316	63,063	64,865	69,451

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, 2019 (Contract Negotiations in Progress)

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
D1	--	--	--	--	--	--
D2	19.61	20.31	21.05	21.80	22.58	23.85
D3	20.20	20.94	21.68	22.47	23.27	24.62
D4	21.10	21.86	22.65	23.45	24.31	25.73
D5	21.58	22.36	23.19	24.00	24.86	26.47
D6	--	--	--	--	--	--
D7	24.51	25.40	26.29	27.22	28.22	29.89
D8	24.94	25.82	26.75	27.74	28.73	30.45
D9	25.40	26.29	27.22	28.22	29.23	30.97
D10	26.41	27.34	28.31	29.33	30.38	32.19
D11	27.40	28.38	29.39	30.43	31.53	33.41

- |                               |                         |                             |
|-------------------------------|-------------------------|-----------------------------|
| D-2 Maintenance Worker        | D-5 Sr. Grounds Worker  | D-8 Maintenance Mech/Welder |
| D-3 Grounds Worker 1          | D-5 Water Worker 1      | D-9 Lead Mech/Welder        |
| D-4 Grounds Worker 2          | D-7 Mechanic/Welder     | D-9 Sr. Foreman             |
| D-4 Medium Equipment Operator | D-7 DPW Working Foreman | D-9 Water Worker 3          |
| D-4 Grounds Worker 2          | D-7 Water Worker 2      | D-11 Water Working Foreman  |
| D-5 Heavy Equipment Operator  |                         |                             |

**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, 2019 (Contract Negotiations in Progress)

Title	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Patrolman	P-1	41,344	55,124	57,882	60,774	63,813	65,881
Sergeant	P-2	68,416	71,837	75,429	80,362		

## APPENDIX C: CPC Report for 2020 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 2019, Wayland has received \$11,637,735 from the residential property tax surcharge (two quarters only for FY'20), \$5,286,448 in State Trust Fund distributions, and \$805,6893 in interest for total revenue of \$17,729,872. 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 2020 ATM – END FY'20

CPA FUNDS BALANCES & ALLOCATIONS	HISTORIC	COMMUNITY HOUSING	OPEN SPACE	ADMIN	UNCOMMITTED FUND
AS of 6/30/19	\$ 131,447	\$1	\$ 91,460	\$ 22,348	\$ 895,459
FY'20 Estimated Revenue					+ \$1,107,381
Set Aside 2020	+\$110,738 (10%) +\$3,400 (returned)	+\$110,738 (10%)	+\$110,738 (10%)	+\$10,000	-\$332,214 (10% s) -\$10,000 (Admin) -\$372,731 (Mainstone Debt Service)
Transfer to WMAHTF		-\$110,738			
Library ADA	-\$110,000				
Playground ADA					- \$417,416 (Rec Project)
Pollinator Garden			-\$ 2,000		
Native Plant			-\$ 7,000		
Housing Consultant					- \$20,000 (Housing Project)
Housing Production Plan					- \$30,000 (Housing Project)
<b>TOTALS Expected 6/30/20</b>	\$ 135,585	\$1	\$193,198	\$32,348	\$820,479

\* By end of FY'20 (June 30, 2020) additional funds amounting to about \$1,107,381 will be deposited into the Uncommitted Fund collected from surcharge and State Trust Fund. (Much has already been deposited as of January 2020). Also, more interest will have accrued. The full 10% distributions for FY'20 will have been subtracted from the Uncommitted Balance and deposited into each account by the set-aside article at ATM (\$110,738 represents 10% of FY'20 CPF receipts: Surcharge (\$896,398) + State Trust Fund (\$210,983). Thus, the Uncommitted Balance on July 1, 2020 should be in excess of \$800,000 if all projects are funded as proposed.

A list of all CPA funded projects is on the Town's CPA webpage.

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## **APPENDIX D: Article 20 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**

#### **SELECT BOARD/TOWN MANAGER 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, 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)*

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**§ 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)*
- 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: Section by Section Analysis, prepared by Finance Committee**

The Special Act comprises eight sections as outlined below. The areas of the act are summarized, and the scope of change is identified as New, Modified or Existing, meaning it is new to the Town, it modifies existing bylaws, or it is in the existing bylaws.

Section	Description	Analysis Detail	Scope
1	Renaming of Select Board	The name Board of Selectmen is changed to Select Board	New
		The Select Board is the Chief executive officer and chief policy makers	New to Town Code; in state law
		The Select Board consists of five residents elected by ballot	New
		Responsible for policies to make town agencies work together in a consistent fashion; not involved in day to day administration; not involved in other boards' policy and regulatory directives	New
		Enforce bylaws, rules and regulations	New to Town Code; in state law
		Appoint Town Manager, Town Counsel, Auditor	New
		Authority to employ counsel for all legal issues in the name of the Town; do not employ counsel for School	Existing
		Adequate supply of Town Report; Town Meeting Warrant served	Existing
		Authority to declare state of emergency	Existing
		Establish rules for the use of Town-owned vehicles	Modified
2	Appointment and qualifications of Town Manager	Four members of the Select Board may appoint the nonunion Town Manager and determine compensation; they may, but are not required to establish a written contract	Modified
		Town Manager appointed on the basis of educational, management, and administrative qualifications and experience; needs a 4-year degree and considerable experience	Modified
		The Town Manager is a full-time position and cannot hold an elective office	Existing
3	Authority and responsibilities of Town Manager		
	Administrative Authority and Responsibilities	The Town Manager is the chief administrative and operating officer	New to Town Code Existing in TA job description
		The Town Manager's responsibilities are noted in this Act, the job description, and assigned duties	Existing
		Town Manager does not set Town policy, but coordinates implementation	Existing

		Town Manager shall ensure compliance with financial, personnel, and legal policies, regulations et.al.	Modified
		Town Manager is responsible for management of all financial, administrative, and operational affairs of the Town, except the schools and library	Modified
		Town Manager is responsible for making recommendations impacting multiple boards regarding Town financial, personnel, and legal activities	Existing
		Town Manager shall be knowledgeable about statutes and regulations so s/he can support Town officers in the execution of their duties; nothing reassigns policy or permit granting statutory authority	Modified
		Town Manager will work with all boards and staff, be responsible for development and implementation of Town policies and programs	Modified
		Town Manager will coordinate the setting of priorities, communicate initiatives and coordinate cross-functional services	Existing
		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
		The Town Manager is designated as the Town's Records Access Officer	Modified
		The Town Manager oversees crisis intervention in emergency situations working with key department heads	Existing
	Financial Authority and Responsibilities	Town Manager shall be the Chief Financial Officer	New
		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; all areas including the School Department shall furnish information to the Town Manager	New
		The Town Manager shall draft and update a five-year capital budget for submission to the Finance Committee	New
		The Town Manager, Finance Director, and the Finance Committee will develop long-term financial strategies; establish budgetary guidelines; review all operating and capital budgets; and	Existing

		evaluate actual expenditures and receipts against budgets	
		The Town Manager shall serve as the Town's Chief Procurement Officer	Modified
		Town Manager is authorized to execute all grant applications and award and execute contracts within a policy set by the Select Board	New
	Personnel Authority and Responsibilities	Town Manager shall appoint all department heads in consultation with respective boards, elected or appointed, except for the schools and library	Modified
		Town Manager shall ultimately be responsible for appointing all subordinate employees; Dept. head may appoint if not otherwise provided in the terms of the collective bargaining agreement	Modified
		Town Manager shall be responsible for appointing all other appointed officers or employees for whom no other method is provided by Town Code or other act	New
		The Town Manager may remove or discipline any department head for cause with exception of School and Library; shall, in consultation with department head discipline or remove subordinate employees with exception of School Dept.	New
		The Town Manager shall appoint with the ratification of at least three Select Board members, the Police Chief, Fire Chief, Finance Director, and Town Clerk.	New/ Modified
		Town Manager can fill personnel vacancies when they are absent for 30 days.	New
		Town Manager working with HR Department shall be responsible for the daily administration of the Town-wide personnel system	Existing
		The Town Manager may develop a performance evaluation process and establish performance standards; evaluations of department heads incorporate input from boards	Modified
		The Town Manager shall serve as the agent of the Select Board and negotiate collective bargaining agreements on behalf of the Select Board; subject to funding by Town Meeting	New
	Facilities/Property Authority and Responsibilities	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	New to Town Code Modified from TA job description
		The Town Manager shall maintain an inventory of all Town-owned real and personal property	Existing

4	Transitional Authority and Responsibilities	Position of Town Administrator in the Town of Wayland, shall be repealed	New
		Select Board shall appoint a Town Manager; the incumbent Town Administrator may be appointed Town Manager.	New
		References to Town Administrator will now refer to Town Manager in Town Code	New
		Sections 58 (Selectmen) and 60 (TA Act) shall be repealed	New
		All Town officers, boards, commissions, and employees shall continue to perform their duties in the same manner and to the same extent	New
4	Removal of the Town Manager	It takes four members of the Select Board to remove the Town Manager	Modified
5	Acting Town Manager	If the Town Manager is absent for more than 14 days, the Select Board may appoint an Acting Town Manager for up to six months	Modified
6	Town Clerk to Become Appointed Position	The Town Clerk would no longer be an elected position and instead appointed by the Town Manager	New
		The incumbent Town Clerk shall serve until the expiration of his/her term	New
7	Conflict with Other Acts or Town Code	If the Act conflicts with Town Code, regulations, etc. the Act shall prevail; all other provisions of Town Code, regulations, etc. not inconsistent with or superseded by the Act shall continue in full force	New
8	Time for Taking Effect	This Act shall take effect upon its passage by the Massachusetts General Court	New

### **APPENDIX D.3: Executive Summary**

**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 \$90 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 or authority of existing boards/committees/commissions



#### APPENDIX D.4: Frequently Asked Questions

- **Why are we doing this at all?** The Board of Selectmen wants to bring Wayland’s organization into the 21<sup>st</sup> 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 5 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 \$90 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, CoA, 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 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 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 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 this 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? CAO?** The underlying check on the authority of the Town Manager in his/her role as Chief Financial Officer and Chief Administrative 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, once those recommendations are approved by the legislative body, that 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 Board of Selectmen 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 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.



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 March 17, 2020.

Given under our hands and seals this 16<sup>th</sup> day of March, 2020.

Cherry C. Karlson, Chair  
Douglas A. Levine, Vice Chair  
Lea T. Anderson  
Mary M. Antes  
Thomas J. Fay  
**Selectmen of the Town of Wayland**

Carol Martin, Chair  
Steve Correia, Vice Chair  
Adam Gutbezahl  
Kelly Lappin  
Pamela Roman  
George Uveges  
Dave Watkins  
**Finance Committee of the Town of Wayland**

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