



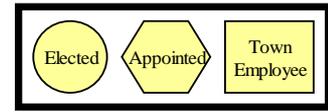
# TOWN GOVERNMENT STUDY COMMITTEE

## MEETING WITH ADVISORY COMMITTEE

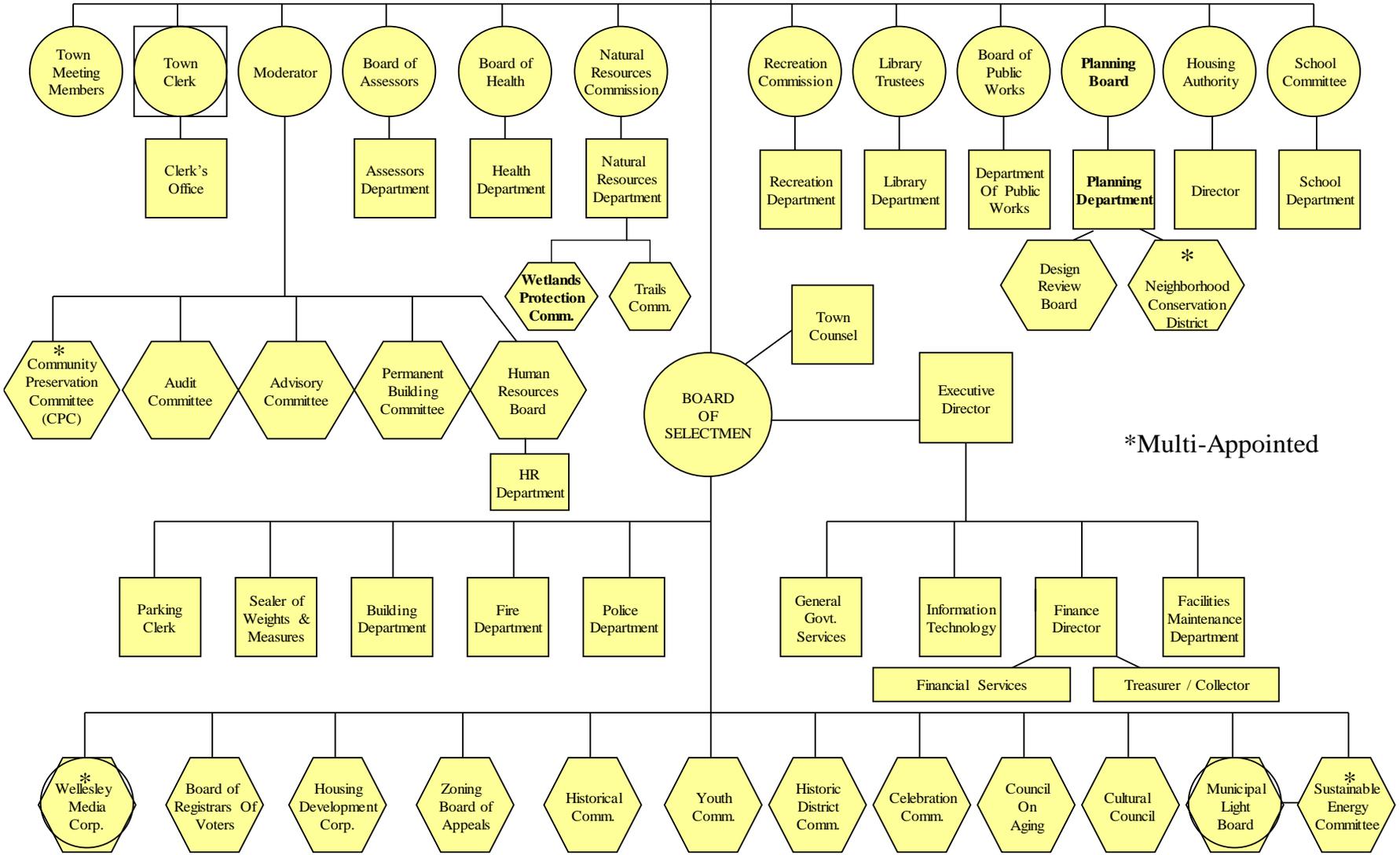
JULY 15, 2015



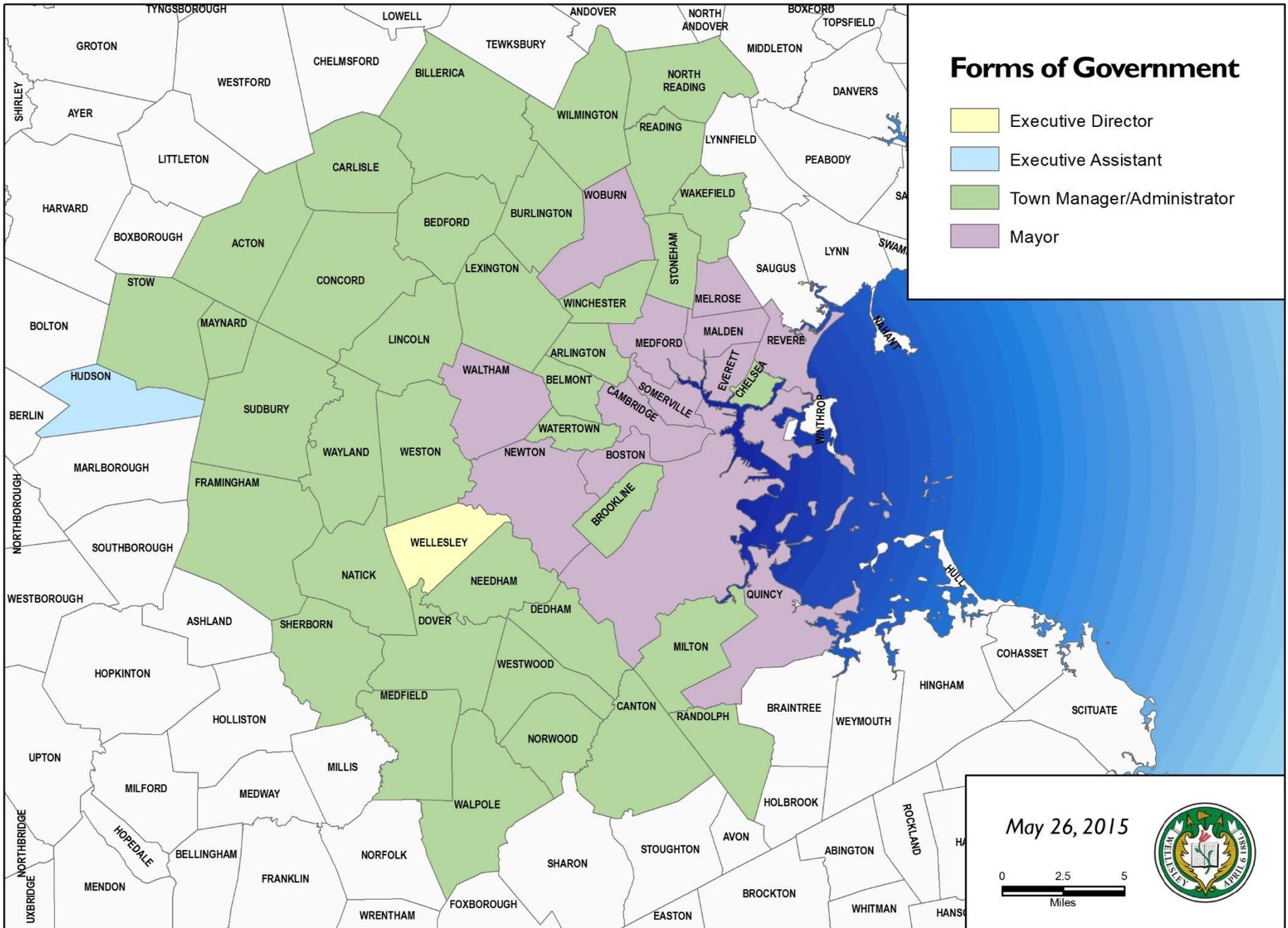
# Wellesley Town Government Organization



**VOTERS**



\*Multi-Appointed



TYNGSBOROUGH

LOWELL

ANDOVER

NORTH ANDOVER

BOXFORD

TOPSFIELD

GROTON

CHELMSFORD

TEWKSBURY

MIDDLETON

DANVERS

SHIRLEY

AYER

WESTFORD

BILLERICA

WILMINGTON

NORTH READING

LYNNFIELD

PEABODY

LITTLETON

CARLISLE

READING

HARVARD

BOXBOROUGH

ACTON

BEDFORD

BURLINGTON

WOBURN

WAKEFIELD

SAUGUS

LYNN

SWAMPSCOTT

STOW

CONCORD

LEXINGTON

WINCHESTER

STONEHAM

BOLTON

MAYNARD

LINCOLN

MELROSE

REVERE

WALMOUTH

HUDSON

SUDBURY

WALTHAM

ARLINGTON

BELMONT

MEDFORD

MALDEN

MARLBOROUGH

FRAMINGHAM

WAYLAND

WESTON

NEWTON

BOSTON

SOMERVILLE

EVERETT

CHELSEA

WINTHROP

NORTHBOROUGH

SOUTHBOROUGH

NATICK

WELLESLEY

BROOKLINE

WESTBOROUGH

ASHLAND

SHERBORN

DOVER

NEEDHAM

DEDHAM

QUINCY

MILTON

ROCKLAND

HOPKINTON

WESTWOOD

MEDFIELD

CANTON

RANDOLPH

BRAINTREE

HINGHAM

COHASSET

SCITUATE

UPTON

MILFORD

HOLLISTON

MILLIS

NORWOOD

STOUGHTON

AVON

ABINGTON

WYOMOUTH

NORTHBIDGE

MILFORD

MEDWAY

WALPOLE

NORFOLK

SHARON

EASTON

BROCKTON

WHITMAN

HANSOCK

MENDON

BELLINGHAM

FRANKLIN

NORFOLK

FOXBOROUGH

STOUGHTON

BROCKTON

WHITMAN

HANSOCK

HOPEDALE

MENDON

FRANKLIN

NORFOLK

FOXBOROUGH

EASTON

BROCKTON

WHITMAN

HANSOCK

# Evolution of Changes

- 1920: Allowed for Representative Town Meeting
- 1960: Home Rule Amendment
- 1980: Proposition 2 1/2

# Government Study Committees

- 1950  
BPW is created
- 1975-78  
NRC is created
- 1986-87  
MLP is created  
BoS increases to 5 members
- 1995-96  
Recommendation not passed: centralized maintenance and purchasing
- 2003-04  
Strategic Planning morphs into Town-wide Financial Plan  
Town-wide process for operating and capital budgets  
Enhance centralized administrative services: centralized maintenance  
Handling citizen inquiries  
Duration and effective date of Advisory Committee membership

# SINCE 2004 IN WELLESLEY

- Executive Director Arnold Wakelin dies in office: 11/2004
- New regulations: state and local
  - Zoning bylaws: LHR, tree bylaw, inclusionary zoning, flood plain
  - Building code: Stretch building code and sheet metal
  - Alcohol regs: reduced seat count and retail sales
  - Marijuana dispensaries
- Acquisition of Land: 900 Worcester Street, North 40
- Major developments/building projects: Linden Square, Waterstone, and WHS
- Joint Housing Authority with Needham; joint Veterans' district (4 towns)
- Creation of Facilities Maintenance Department
- BoS take over setting of budget guidelines from Advisory Committee (2009)
- Budget Increase: \$80 Million to \$152 Million (FY2016)

# GOVERNMENTAL STRUCTURES

Decentralized



Centralized

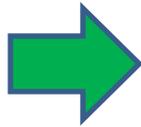
# LEGISLATIVE BRANCH

Decentralized

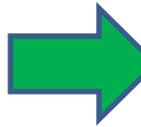


Centralized

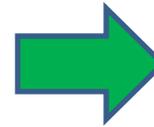
Open Town Meeting



Larger RTM



Smaller RTM



Town Council



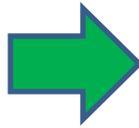
# EXECUTIVE BRANCH

Decentralized

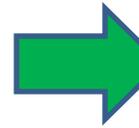


Centralized

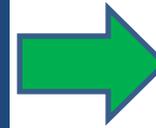
3 Member  
BOS



5 Member  
BOS



BOS as Policy  
making

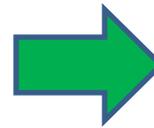


Town  
Manager

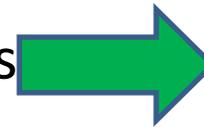
Town  
Administrator



Town Manager

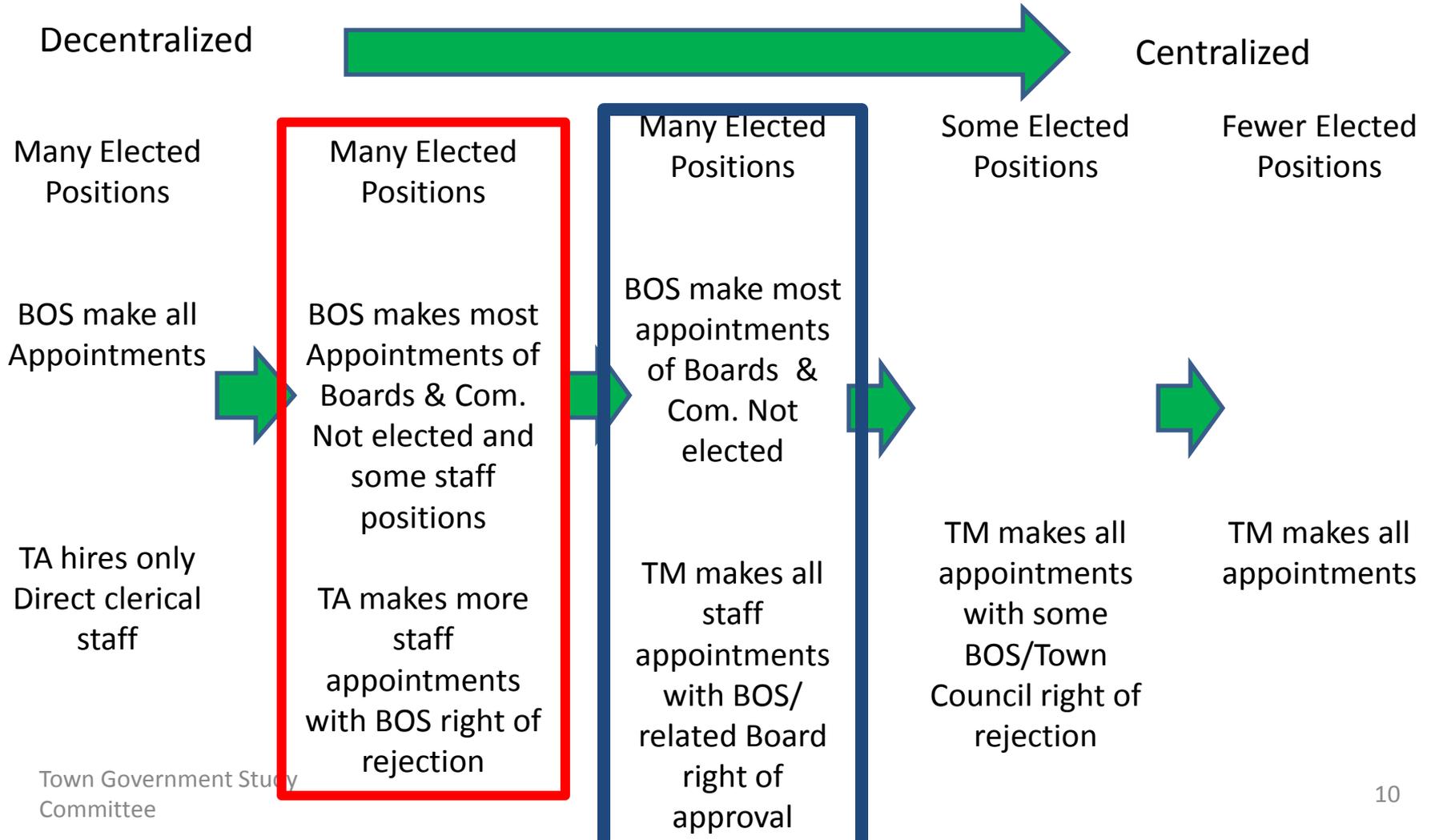


TM as  
CEO



Manager

# APPOINTING AUTHORITY



# Responsibilities of Executive Director vs. Town Manager

- Chief Procurement Officer ✓ ✓
- Authority to sign accounts payable and payroll ✓
- Supervise building maintenance ✓ ✓
- Supervise construction of projects ✓ ✓
- Rental/use of non-school buildings ✓ ✓
- Role in developing strategic plan ✓ ✓
- Access to all financial books ✓ ✓

# Responsibilities of Executive Director vs. Town Manager-cont'd.

- Carry out policy directives of Selectmen ✓✓
- Implement actions of Town Meeting ✓✓
- Maintain Town Inventory ✓✓
- Dispose of Town Property ✓✓
- Prepare Annual Report ✓✓
- Appoint Town Counsel
- Institute system for citizen inquiries ✓✓

# Responsibilities of Executive Director vs. Town Manager-cont'd.

- **Responsible for Budget:** Operating, TWFP and Capital budgets ✓ ✓
- **Responsible for HR Function:** Appoints , removes and evaluates staff: Department Heads and other staff ✓ ✓

# TOWN MANAGER – RECOMMENDATIONS

## Create a new position of Town Manager

- Responsibilities
  - Prepare and manage all budgets
  - Appoint and manage all dept heads
- **New recommendation: Appointment by Town Manager subject to approval by affected board (July 8, 2015)**
  - Manage long-term planning
  - Oversee collective bargaining
- Appointment of Town Manager by Selectmen in transparent, open process
- Abolish position of Executive Director of General Government Services

# TOWN MANAGER - REASONS

- Establishes centralized point of responsibility and accountability for day-to-day operations of the Town
- Ensures Town-wide approach to decision-making by eliminating silos and by mandating collaboration
- Promotes budget and operation efficiency and planning
- Establishes centralized point for long-term planning and setting of town wide priorities
- Relieves boards of personnel management responsibility
- Updates position of Town Manager to better reflect needs of Town and provides title and responsibilities more consistent with current practice in municipal government

# TOWN MANAGER - BUDGET RECOMMENDATIONS

- Evolution of current practice through assignment of actual responsibility to Town Manager
- Town Manager will be responsible for leading an annual budget development process that ensures early and frequent collaboration and communication among all boards and departments
- Town Manager sets budget guidelines, subject to BoS approval
- Town Manager leads conversation among BoS, Advisory and School Committee regarding major budget drivers for the coming year
- Boards develop and submit their departmental operating and capital budgets to the Town Manager, who consolidates them into integrated Town-wide budget
- All boards make presentations on their budget requests to Advisory

# TOWN MANAGER - BUDGET RECOMMENDATIONS

- Timeline for submission and review of budget materials and for hearings on budget remains essentially the same, and is tied to start date of Annual Town Meeting
- Town Manager may recommend changes to board budgets, and any board has opportunity to revote a revised budget, as well as to present relevant parts of its budget to Town Meeting should it differ from Town Manager's proposed budget
- Town Manager and the Superintendent of Schools will submit budget messages to accompany the budget
- As staff with professional expertise and detailed knowledge of budget, Town Manager and Superintendent will present budget at Town Meeting
- The integrated, Town-wide budget to be voted on at Town Meeting will be the Town Manager's budget; Advisory will make recommendation to Town Meeting on budget

# TOWN MANAGER CHECKS & BALANCES

- Checks and balances remain the same
- Elected and appointed boards prepare and submit their budgets
- Advisory reviews Town-wide and individual budgets at whatever level of and scope it deems appropriate
- Town Manager is accountable to BoS
- BoS moves omnibus budget under Article 8
- Elected Town Meeting makes final decision on budget

# TIMELINE – SUMMMER/FALL 2015

- June: Meetings with Boards ✓
- Summer
  - Process Feedback ✓
  - Review and revise Draft Recommendations ✓
  - Draft bylaws and special act
- September 8:
  - Roll-out package of Final Recommendations, job descriptions, and proposed bylaws and special act
- September/October:
  - Further meetings for TMMs, residents, boards and staff
- November 2 and 3 Special Town Meeting:
  - Presentation of recommendations for action by Town Meeting

# CONTACT US

- Feedback, questions, comments, suggestions:
  - Please contact us at
    - [TGSC@wellesleyma.gov](mailto:TGSC@wellesleyma.gov)
- Subscribe to our news at [www.wellesleyma.gov](http://www.wellesleyma.gov), click on Subscribe to News

# DISCUSSION

