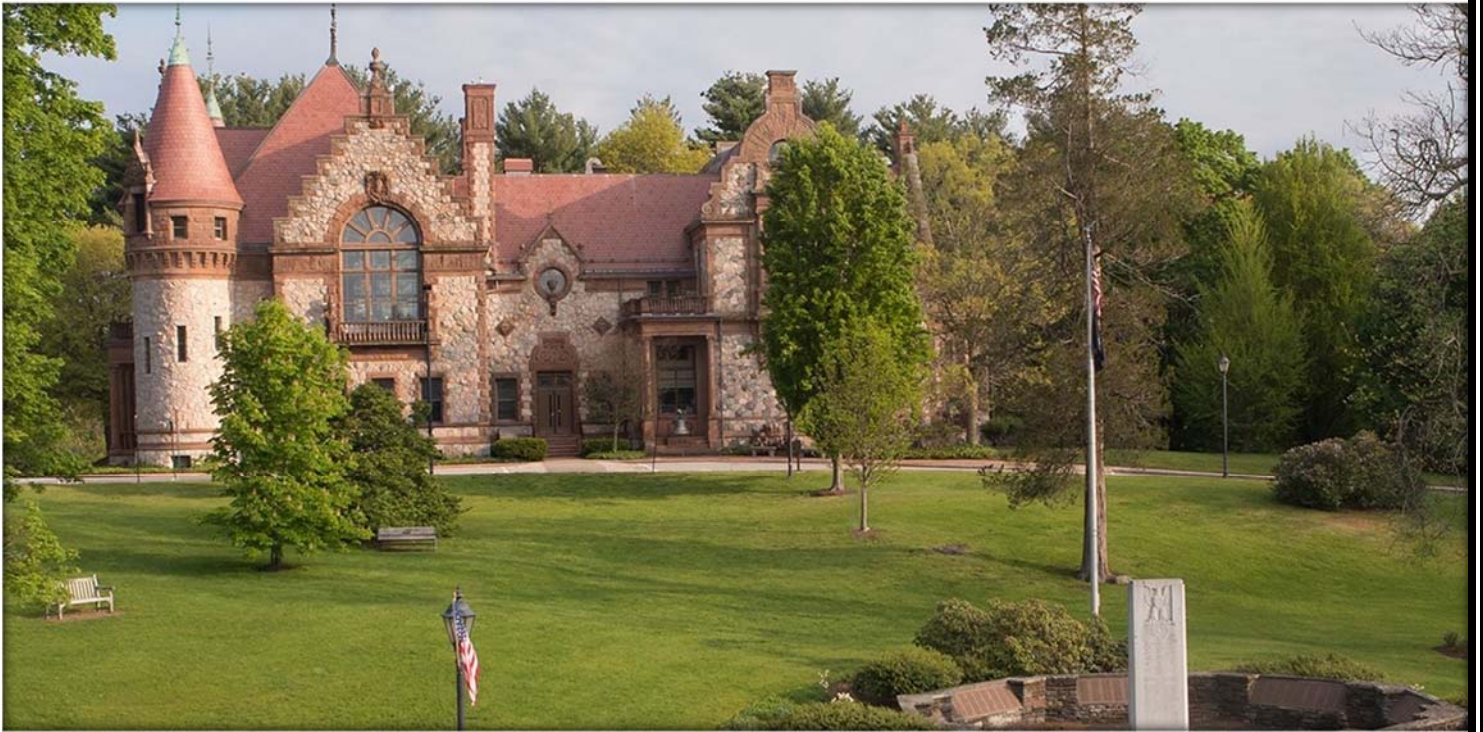


Town of Wellesley



Board of Selectmen
Fiscal Year 2021 Budget and Town-Wide Financial Plan (TWFP)
March 4, 2020
AMENDED:
COVID-19 SUPPLEMENTAL BUDGET AND TWFP
JUNE 2, 2020



A Citizen's Guide to the Budget

Welcome! If you are reading this document, it means you are interested in a better understanding of one of the most important documents produced by your community. The Board of Selectmen are pleased to submit this report on the Town-Wide Financial Plan (TWFP) in a new Budget Book format this year. The Board of Selectmen's Fiscal 2021 Budget and Town-Wide Financial Plan is much more than a collection of numbers; this report provides summaries and detailed financial information for the current fiscal year (FY2020), the proposed budget for FY2021, and projected financial information for the years FY2022-2024. The Budget Book serves as a policy document, a financial guide, and a communication device to residents. This is Wellesley's first attempt at a budget book, and it is designed to be user friendly.

The Budget Process

The Town of Wellesley is governed by the Town Bylaws and Special Legislation and is governed by a number of elected and appointed boards and committees. The Town's legislative body is a Representative Town Meeting comprised of 240 members. The annual operating and capital budgets are submitted as part of the Board of Selectmen's annual budget. The Board of Selectmen and Advisory Committee review the annual budget January through March and submit their recommendations to Town Meeting. Town Meeting then votes to adopt both the operating and capital budgets at the Annual Town Meeting. The 2020 Annual Town Meeting will begin on March 30, 2020 at 7:00 pm at the Wellesley Middle School Auditorium.

It is important to note that the financial and budget information presented in this Budget Book are projections and are subject to change prior to Town Meeting.

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**Town-Wide Financial Plan for 2020 Annual Town Meeting
COVID-19 Update
Submitted by the Board of Selectmen**

June 2, 2020

Dear Town Meeting Members:

Please find a COVID-19 update to the March 11, 2020, Town-Wide Financial Plan for the 2020 Annual Town Meeting.

COVID-19

On March 10, 2020, Governor Baker declared a State of Emergency for the Commonwealth of Massachusetts and on March 23, 2020, declared a Shelter in Place Advisory. Our schools closed on March 17, 2020, for the remainder of the year, Town buildings were closed to the public, and non-essential businesses closed on March 23, 2020. Wellesley first responders (Police and Fire Departments) modified their operations to serve the public in a safe and efficient manner. In compliance with the Governor's orders and necessary measures to protect the health of the staff, all other Town municipal departments modified services to assist residents by phone, email, and online offerings. The Selectmen's office coordinated communications across all Town departments and began issuing a daily electronic briefing to subscribed residents, businesses and employees and posted on the Town website. Collaboration across all Departments and Boards has been strong and productive; community compliance with the evolving governmental orders to support safety has been high. Overall, Wellesley has effectively and efficiently worked to address and reduce the COVID-19 risks in the community.

On May 18, 2020, the Governor released the Commonwealth's Reopening Plan that allows for a slow and cautious opening of various industries and businesses. The Commonwealth is in the "Start" Phase of the Plan, the first of four phases. The last phase, the "New Normal", is months away and the Town is working to adapt to the constant evolution and shifts in compliance requirements.

To help municipalities address the impact of COVID-19 several financial measures have been implemented by both the Federal Government and the State. At the end of this report is an update on Wellesley's current CARES Act and FEMA reimbursement funding availability.

Due to the extended closures and unknown timeframe for returning to the "New Normal", the Board of Selectmen (the Board) have modified the Fiscal Year 2021 Budget to reflect anticipated revenue shortfalls. The offsets to these anticipated revenue reductions have been addressed primarily through the reductions to the capital budgets; operating budgets have not been reevaluated. The Board of Selectmen will be monitoring the FY21 financial impacts of COVID-19 on the Town over the next several months and will work with the other Boards and Departments to identify any necessary modifications to the FY21 budget at a planned Special Town Meeting in October 2020.

As noted above, the Board, working with departmental staff and other Town officials, is proposing a balanced budget of \$ 178,043,624 for the fiscal year 2021 (FY21 the year beginning July 1, 2020). This represents a \$2,346,005 reduction relative to the pre-COVID-19 balanced budget recommendation. The following reductions have been made to the sources of revenue projections presented in the original March 11, 2020, Town-Wide Financial Plan (TWFP) [2020 Budget Book](#) due to Covid-19:

- The most significant change is the anticipated negative impact on local revenue and new growth assumptions: the Town has reduced assumed growth in Motor Vehicle Excise Tax, Investment Income, and Building Permits by \$1,646,005. Based upon the reduction in building permits from March to mid-May, the new growth assumption for FY21 has been reduced by \$500,000 or 28%.
- State Aid is unclear at this point so initial assumptions about \$200,000 growth in state aid have been removed. As the State Budget is approved, the Town may require further adjustments in State Aid in Fall 2020.

To balance the budget considering this anticipated revenue reduction of \$2,346,005, all Town departments worked together to collectively reduce the FY21 Capital projects requests. There are three key changes from the original March 2020 budget:

- In April 2020, the Board of Selectmen requested that all departments and Boards freeze hiring of non-essential staff; this new budget reflects an assumed savings of \$200,000 in employee insurance savings as a result of reduced hiring activity.
- Cash Capital requests across departments have been reduced by 25%.
- The funding strategy and timing of the Sprague School HVAC project has shifted. It was originally envisioned as a cash capital project; it is now planned to be deferred until the fall and it will be proposed to be funded through borrowing.
- The Town Hall Annex project has been put on hold.

A revised FY21-FY25 Capital Budget is included for review; it is important to note that the out years will be modified as part of the FY22 budget cycle.

The amount of reserves used to balance the FY21 budget continues to be \$2,639,066, which is consistent with past years. The Town has several open union contracts this year and progress on many of them was stalled by the pandemic. There is a placeholder in the budget for open contracts. The revised TWFP anticipates an additional \$551,988 for Police and Fire Collective Bargaining Agreements which have been tentatively settled. (Union settlements will be discussed below.)

In attempts to bolster reserves against the unknown financial impacts of COVID-19, the use of Free Cash was extensively evaluated by the Board of Selectmen. The Town's Financial Policies strive to maintain reserves between 8% - 12% of revenue. The revised FY21 budget continues the planned funding levels of the stabilization funds and other reserves as well as OPEB and Pension contributions. Assuming approval of this updated FY21 Budget, the anticipated reserve balance will be \$18,538,610 or 11.54%.

There are several debt-funded projects included in the warrant for the Annual Town Meeting requiring appropriation. Many projects are moving forward. There are three noteworthy changes to the debt-funded projects outlined in the March 2020 TWFP:

- Due to COVID-19, the Board decided to delay the funding for the Town Hall Annex Schematic Design. The Annex was to serve as swing space during the Town Hall Interior

Renovation Project and was to permanently house Town departments including Planning, Building, NRC, ZBA, Facilities Management, and several smaller departments. The Board will be investigating leased space as a cost-savings initiative. The Town has leased office space for the Facilities Management department since 2015 at 888 Worcester Street, and will bring to ATM 2021 proposals for leased space for the Annex departments.

- The amount of additional funds to complete the Lee/Hunnewell Fields project approved at the 2019 Annual Town Meeting and the sources of funding have changed. The total additional cost of the Lee/Hunnewell project has been reduced from \$500,000 to \$400,000, based on bids in hand. CPC has voted to request use of \$400,000 (an increase of \$200,000) to complete the project. With CPC funding the entire additional project cost, the Town will not have to borrow funds to complete the project.
- The Great Plain Avenue project continues to be a high priority. Unfortunately, the original project estimate of \$1,750,000 has now increased significantly to \$2,750,000. To fund the project, the Grove Street project which was approved in 2018 will be deferred and the portion of the funding that has been borrowed will be reallocated; in addition, transfers of remaining balances from four other small borrowed projects, and inside-the-levy borrowing will be used. The Grove Street project will be delayed, and a new funding request will be brought forward to a future Town Meeting.

In terms of FY22-24 outlook, the forecasts conducted in February 2020 for municipal departments reflected a 2.5% increase, and the School projections increased 3% annually. The projections at this time have not been updated and therefore remain the same; as FY22 budget planning begins in July 2020, the Board will be re-evaluating both FY21 and FY22 budgets based upon the current economic climate. Unified Plan and Strategic Plan initiatives will be very carefully evaluated for FY22 based on their budget implications.

Revenues

Real Estate and Personal Property Taxes

Wellesley's primary source of revenue is real estate taxes. In the revised FY21 budget, taxes represent 84.6% of the estimated revenues, of which 87% are from residential assessments.

State Aid

The Town generally receives approximately 6.15% of its revenue in the form of State Aid, of which 86.5% is for educational purposes, and 12% is State revenue assessments to other government agencies. State revenue assessments are not available to fund the Town's budget. With new projections holding a flat State Aid increase, State Aid now represents 6.5% of the FY21 revenues.

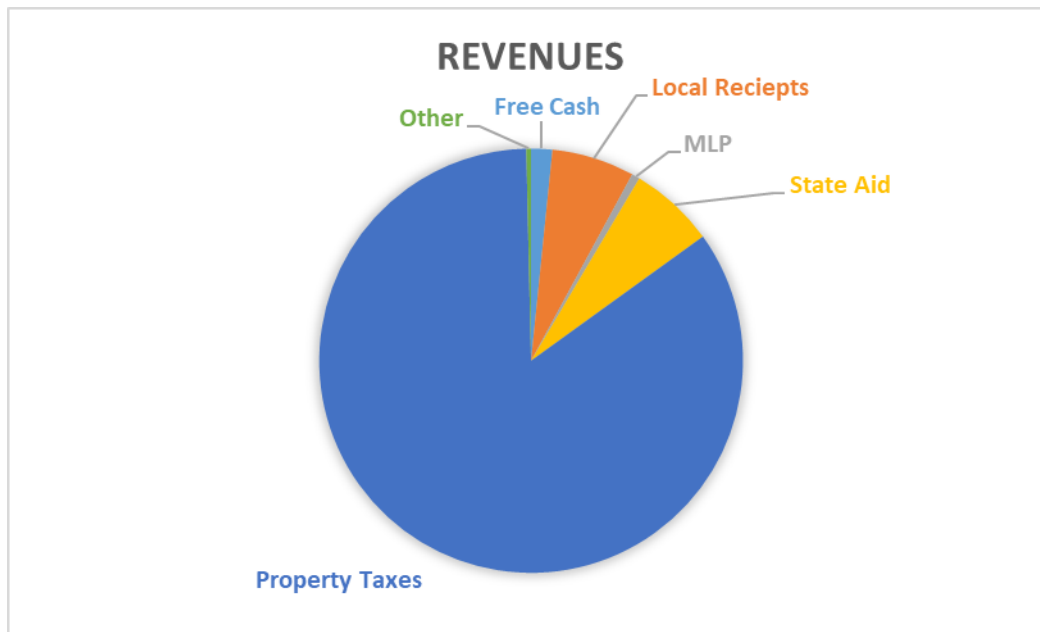
Local Receipts

Local receipts generally represent 7.35% of the Town's revenue. Most local receipts (72%) are from motor vehicle excise, permits and licensing, and interest earnings. Due to COVID-19, the Town is anticipating significant shortfalls this year in local receipts and has reduced assumptions by \$1,646,005, reducing the percent of revenue to 6.3%.

Annually the Wellesley Municipal Light Plant contributes \$1 million to the Town and will continue to do so this year.

Free Cash (Reserves)

Free Cash is “generated” by revenues in excess of budget, budget “turn-back” (amounts budgeted but not spent), and other timing differences. For the FY21 budget, the use of \$2,639,066 in Free Cash now represents 1.6% of the estimated revenues.



Reserves

Mindful of the need to maintain financial reserves to support the Town’s favorable Aaa bond rating, the Board continues to carefully monitor the level of revenues and expenses against budget projections, and the resulting impact on reserve levels. During a crisis, the reserves give the Town finances strength to weather the unforeseen economic conditions.

Under Massachusetts Department of Revenue (DOR) rules, the Free Cash balance and the General Purpose Stabilization Fund are reserves specifically available for appropriation by Town Meeting for any lawful purpose. Appropriations from the Stabilization Fund require a two-thirds vote by Town Meeting, whereas appropriations from Free Cash require a majority vote. The balance of the General Purpose Stabilization Fund as of June 30, 2019, was \$3.37 million. At this time, the Board does not anticipate any requests for appropriations from this fund; however, the use of Free Cash and Stabilization Funds will be evaluated in the fall, as necessary.

The Municipal Modernization Act of 2016 created an additional reserve fund opportunity for special education funding and the Town responded by creating a Special Education Reserve Fund at ATM 2017. Revenues from Medicaid receipts related to special education were deposited into the fund at that time with the plan to continue to build the fund in this manner. Article 11 on this year’s warrant recommends appropriation of \$112,490 in revenues from Medicaid receipts. The School Department initially advised the Selectmen that they anticipated the need to draw down the Special Education Reserve Fund this Spring due to an expected increase of \$1.3 million in unanticipated costs in FY20; due to the availability of circuit breaker reserves and cost savings as a result of COVID-19, the School Department will not need to make the proposed withdrawal this Spring. The updated budget proposes continuing to move forward with the previously planned addition of \$500,000 to the Special Education Reserve Fund as an opportunity to increase the fund to further protect the School budget from unforeseen special education outplacement costs in FY21 and FY22. Funds deposited in a Stabilization Fund can be redirected for another purpose with Town Meeting authorization. The Board continues to support the funding of the Special Education Reserve Fund to ensure that a reliable level of reserves is available should either the

State be unable to meet its circuit breaker obligations, or the Schools experience unanticipated out-of-district placements or other extraordinary expenses.

The updated FY21 budget continues the past practice of contributing Free Cash to the injured-on-duty stabilization fund (\$49,419), and the RDF Baler fund (\$11,512). The Baler Fund deposit proposal represents a reduction from the previously anticipated deposit of \$50,000 due to the COVID-19 impact to the DPW budget. The following chart summarizes revised projections based on the COVID-19 Pandemic to the Town's reserve balances at June 30, 2020:

Reserves Projection

	<u>Amount</u>
<i>Reserves as of 6/30/2019</i>	
Free Cash Actual	\$ 16,171,779
General Purpose Stabilization fund	3,371,774
Other Stabilization Funds	2,131,623
	\$ 21,675,176
<i>Sources and (Uses) of Reserves in FY20</i>	
Snow & ice removal	(300,000)
Hunnewell Design	(2,000,000)
North 40 remediation	(144,000)
Add to SPED stabilization 2021	(500,000)
Add to SPED stabilization - Medicaid	(112,490)
Add to IOD stabilization	(49,419)
Add to Baler Stabilization	(11,512)
Police and Fire Union Settlements	(551,988)
Legal Cost Supplement	(100,000)
Additions to various Stabilization (no impact)	711,909
Stabilization interest	60,000
Balance FY21 budget (Article 8)	(2,639,066)
Net operating change - estimated	2,500,000
<i>Estimated Reserves as of 6/30/20</i>	\$ 18,538,610
<i>FY21 Revenue</i>	\$ 160,687,707
<i>% of Revenue</i>	11.54%

(Note: Amounts appropriated from Free Cash serve to reduce the Free Cash balance during the year of appropriation versus the year of the related expenditure.)

The Town's Financial Reserves Policy ([Appendix A](#)) calls for the sum of the balances in the Stabilization Funds and Free Cash to be maintained in the range of 8-12% of budgeted operating revenues. Reserves in excess of 8% but less than 12% may be used to stabilize tax rates, meet anticipated capital needs, and to avoid or defer an override.

Based on the above projection, Wellesley's reserves at June 30, 2020, would decrease to 11.54%, which is in the higher range of the Board's policy. The Board has strategically reduced

spending from Free Cash to maintain high reserves to assist with potential revenue shortfalls or unanticipated or unreimbursed costs resulting from COVID-19.

Key Financial Planning Issues

Each year, the Board and their staff update the TWFP with input from the Town's departments, Boards, and Committees, guided by the conservative financial policies adopted over the last decade. As in prior years, the key issues impacting the Town's financial planning include:

- Growth in personnel costs;
- Employee benefit costs; and
- Facilities and other capital needs.

The impact of the COVID-19 pandemic is still evolving and will be monitored and reported to Town Meeting in the fall.

A short discussion of each of these items follows.

Growth in personnel costs

The largest recurring item in the year-over-year growth of the Town budget is the cost of wage increases ("Cost of Living Adjustments" or COLA) for existing employees. Most Town employees are unionized, and their annual wage increases are a subject of collective bargaining. There are eleven unions representing 1,129 employees, the largest of which is the Teacher's Association. This year, all union Town contracts (8), except the teacher's contract which expires on June 30, 2022, are being negotiated. To date, the Police Patrol Officers, Police Superior Officers, and Firefighter Unions have been settled. There are 5 remaining unions currently in negotiation, as negotiations were stalled in March due to COVID-19.

As identified in the March TWFP, the Town has had several departures from Police (2) and Fire (2) personnel; since March, one additional Firefighter and one additional Police Officer have retired. Given the cost of recruitment and training, the Board is committed to strengthening our ability to attract, competitively compensate and retain high quality public safety personnel; the collective bargaining agreements are an important component of achieving this goal.

Police Union Settlement

Negotiations with the Patrol Staff and the Superior Officers began in October 2019. Working with both unions, a salary survey was conducted of comparable communities that met the following criteria: geographically located within three (3) abutting communities from Wellesley, having a population range of 0.5% to 1.5% of Wellesley's, having comparable tax rates, per capita income, and equalized valuations (EQV). Ten (10) comparable communities met the criteria: Dedham, Concord, Lexington, Belmont, Natick, Needham, Westwood, Milton, Sudbury, and Ashland. For patrol officers, the study evaluated officers at 10 years and 20 years of service with bachelor's degrees and master's degrees. Superior Officers did not take length of service into account for their study. This competitive salary analysis identified that Wellesley Patrol Officers and Superior Officers are considerably behind in salary relative to comparable communities. The proposed contract settlement terms are outlined below; the contract is designed to promote competitive pay in a way that is intended to limit turn-over of high quality personnel (which results in high, additional training costs), limit liability of accrued time over the long term, and provide more flexibility in staffing.

Key Terms of Patrol Officers Collective Bargaining Agreement:

Contract Covers

- 34 Patrol Officers

Financial Terms

- Three-year agreement (FY21-FY23)
- 2% Cost of Living Adjustment Each Year
- New Academy Step (22 weeks) below step 1 (-2%)
- New 10-year Step (3%)
- New 25-year Step (3%)
- Allows for all EMTs to receive 4% stipend. Previously some positions were only allowed 2% for EMT Stipend
- Elimination of Longevity
- Reduced Injured on Duty Sick Time Accumulation from 150 days to 90 days
- Increase Secondary Education Incentives over 3-year contract:
 - FY21: \$6,750 AA, \$11,850 BA, \$13,150 MA
 - FY22: \$12,750 BA, \$15,000 MA
 - FY23: \$13,700 BA, \$17,000 MA

FY21 Cost of Settlement

\$88,494

Key Terms of Superior Officers Collective Bargaining AgreementContract Covers

- 4 Lieutenants
- 6 Sergeants

Financial Terms

- Three-year agreement (FY21-FY23)
- 2% Cost of Living Adjustment Each Year
- Administrative Stipend added to Sergeants (FY21- 1%, FY22 – 2%, FY23 – 2%)
- Lieutenants move to straight 5 days on/2 days off schedule
 - Currently Lieutenants receive 31 Days Owed for work 5/2 schedule which can be taken as comp time or paid out up to \$15,000.
 - Rolled \$15,000 pay out into salary base.
- Eliminate Meal Allowance
- Limit Payout of Unused Vacation Days to 10 Shifts

FY21 Cost of Settlement

Lieutenants - \$65,712

Sergeants - \$17,222

Firefighters' Union Settlement

Negotiations with the Firefighters began in February 2020. The Firefighters Union includes Firefighters, Lieutenants, and Deputy Chiefs. Working with the unions, a salary survey was conducted of comparable communities within a geographic proximity, having a population range of 0.5% to 1.5%, and comparable tax rates, per capita income, and equalized valuations (EQV). Ten (10) comparable communities met the criteria: Arlington, Dedham, Concord, Lexington, Belmont, Natick, Needham, Westwood, Milton, and Norwood. The study evaluated firefighters at 10 years of service with an associate degree. The study results found Wellesley to be the lowest- ranked community with a salary differential of over \$6,000 to the median salary.

The proposed contract is designed to make a meaningful impact on the competitive pay disparity through a salary adjustment in year one; COLA levels are consistent with other settled contracts for police and schools.

Key Terms of Firefighters' Collective Bargaining Agreement

Contract Covers

- 5 Deputy Chiefs
- 13 Lieutenants
- 35 Firefighters

Financial Terms

- Three-year agreement (FY21-FY23)
- FY21 4% one-time salary adjustment
- FY21: 2% COLA; FY22: 2% COLA; FY23: 2% COLA
- Increase Vacation Days Worked from 0.25 weeks' pay to 0.5 weeks' pay
- Increase Longevity:
 - 10-14 years - \$500
 - 15-19 years - \$750
 - 20-24 years - \$1000
 - 25-29 years - \$1250
 - 30+ years - \$1500

FY21 Cost of Settlement

\$377,364

Future Projected Capital Projects and Borrowing needs

For purposes of projecting the Town's Sources and Uses of funds for the years FY22-24, several assumptions have been made in order to aid in the evaluation of potential overrides. The original placeholders established for the FY22 budget are as follows:

Revenues

• Levy growth	2.5% plus \$1.8 million of new growth
• State Aid	Level
• Local revenue	2% increase
• Use of Free Cash	\$2.5 million/year

Expenses

• Town operating budgets	average 2.5% increase
• School operating budgets	average 3.0% increase
• Pension	Per approved funding schedule
• Health insurance	5% increase
• Other employee benefits	2.5% increase

These conservative expenditure assumptions will allow the Town (with capital expenditure reductions) to project balanced budgets in the out-years. Any increases in estimates may require operational overrides. The fiscal year-end review informs the Board as to whether there is additional funding capacity if revenue assumptions are exceeded. In making the budget assumptions for FY22, revised assumptions will need to be considered as more information about

the economic condition unfolds. It is likely that the forecasted revenues, particularly for FY22, may necessitate reductions. This will be better understood over time as the longer-term impact of the pandemic and the State's budget becomes clearer.

The Board considers takes funding capacity when issuing the Budget Guidelines in September of each year. These expenditure assumptions do not include changing or new priorities, adoption of additional initiatives identified in Town planning documents (Unified Plan, Housing Production Plan, the Human Services areas), or the anticipated new School Department strategic plan. Many initiatives are likely to be stalled because of the economic impact of COVID-19. It is also worth noting that, given the relative size of the School budget, deviation from the existing assumption regarding the growth in School spending or State Aid to Schools will have the greatest impact on the Town's financial position and budget.

Exhibit II

	FY20 Budget	FY21 Request	\$ Inc/(Dec)	% Inc/(Dec)	FY22 Projection	FY23 Projection	FY24 Projection
Sources of Funds							
Taxes	\$ 134,008,497	\$ 138,658,709	\$ 4,650,212	3.5%	\$ 143,925,177	\$ 149,323,307	\$ 154,856,389
State Aid	10,714,574	10,685,003	(29,571)	-0.3%	10,885,003	10,885,003	10,885,003
Local Revenue	11,352,726	11,343,995	(8,731)	-0.1%	11,570,875	11,802,292	12,038,338
Free Cash to balance	2,515,000	2,639,066	124,066	4.9%	2,500,000	2,500,000	2,500,000
Other Free Cash items	4,529,670	1,225,409	(3,304,261)	n/a	-	-	-
Other Sources	2,364,445	2,407,851	43,406	1.8%	2,982,100	2,987,100	2,992,100
CPA for North 40	552,044	553,444	1,400	0.3%	553,244	550,244	552,044
Exclusions & Exemptions	10,888,408	10,638,135	(250,273)	-2.3%	12,117,045	12,597,008	13,813,935
Total Sources	<u>\$ 176,925,364</u>	<u>\$ 178,151,612</u>	<u>\$ 1,226,248</u>	<u>0.7%</u>	<u>\$ 184,533,444</u>	<u>\$ 190,644,954</u>	<u>\$ 197,637,810</u>
Uses of Funds							
School	\$ 76,783,930	\$ 80,379,651	\$ 3,595,721	4.7%	\$ 82,791,041	\$ 85,274,772	\$ 87,833,015
Other Town Departments	39,069,488	40,339,811	1,270,323	3.3%	41,914,094	42,961,946	44,035,995
Employee Benefits	31,033,447	32,398,243	1,364,796	4.4%	33,786,225	35,004,269	36,292,839
Cash Capital	5,893,417	3,881,232	(2,012,185)	-34.1%	7,877,499	8,458,996	8,555,411
Debt (inside Levy)	4,300,000	5,000,000	700,000	16.3%	6,551,667	7,520,651	7,737,416
Other Uses	8,404,630	4,961,096	(3,443,534)	-41.0%	4,504,187	4,520,437	4,537,093
Exclusions & Exemptions	11,440,452	11,191,579	(248,873)	-2.2%	12,670,289	13,147,252	14,365,979
Total Uses	<u>\$ 176,925,364</u>	<u>\$ 178,151,612</u>	<u>\$ 1,226,248</u>	<u>0.7%</u>	<u>\$ 190,095,001</u>	<u>\$ 196,888,323</u>	<u>\$ 203,357,748</u>
Surplus/(Deficit-Override)	\$ 0	\$ 0			\$ (5,561,557)	\$ (6,243,369)	\$ (5,719,939)

Based on the above assumptions and with no operating overrides, projected deficits are in the range of \$5.5 to \$6.2 million over the years FY22-24; these deficit projects are based on pre-pandemic revenue assumptions and are not reflective of the currently evolving economic situation. Adherence to the debt policy (expenses within a range of 6.2%-6.8% of revenues) will contribute significantly to reducing these deficits and the Board is committed to rigorous analysis of capital requests; conversely, allowing any growth in operating guidelines could outstrip resources available inside the levy. Debt exclusions to be placed on the ballot over the next few years will increase taxes. With the elimination of the Town Hall Annex, debt exclusions will include funding the construction of the Hunnewell and Hardy/Upham schools, Middle School repairs, and Town Hall Interior. A revised chart showing the timing of these projects and others on the horizon shows a reduction of \$11.85 million with the removal of the Town Hall Annex project. The remaining projects are as follows:

Proposed Major Project Financing Schedule

5/26/2020

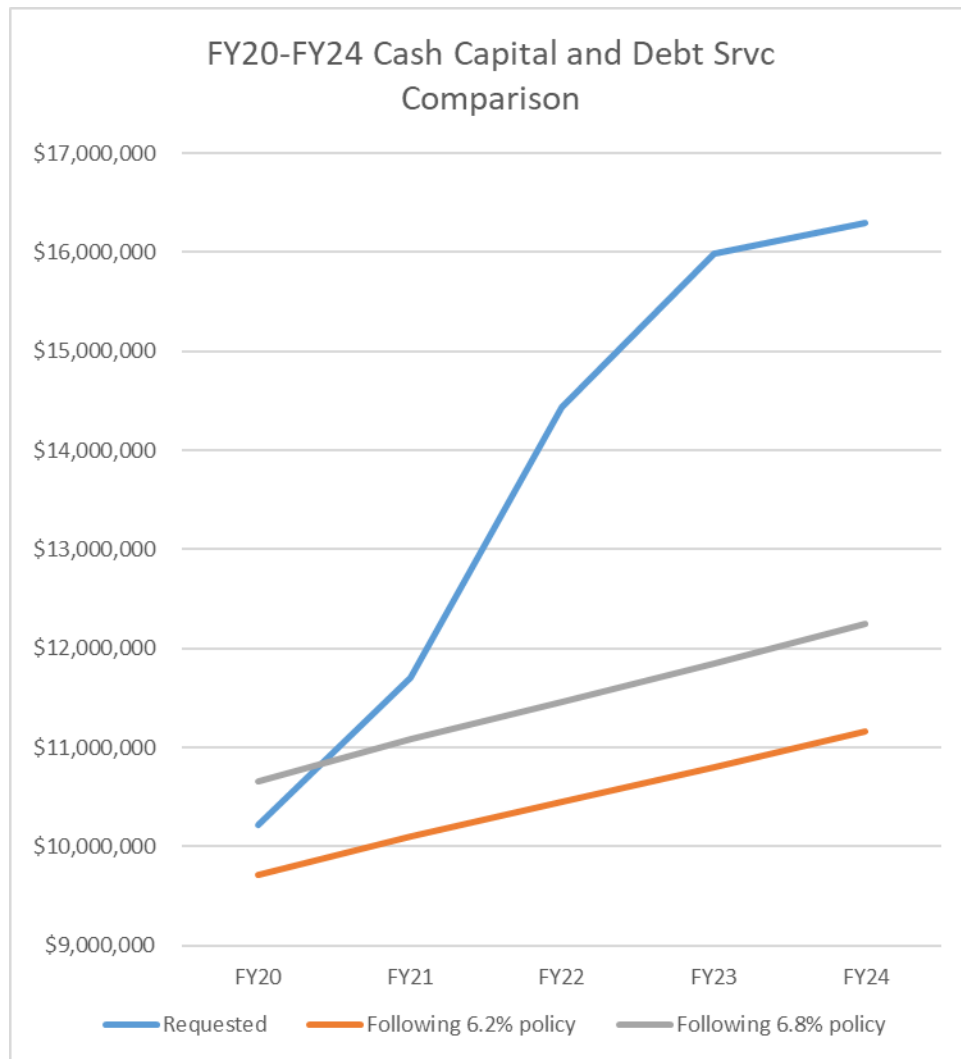
			Fiscal 2020	Fiscal 2021		Fiscal 2022		Fiscal 2023		Fiscal 2024		Fiscal 2025	
Project		Estimated Cost	Fall 2019	ATM 2020	Fall 2020	ATM 2021	Fall 2021	ATM 2022	Fall 2022	ATM 2023	Fall 2023	ATM 2024	Fall 2024
Middle School Bldg Systems	Construction	\$14.3M			DE								
Middle School Paving	Paving	\$2.0M						Inside					
"Early" Hunnewell School	Design	\$4.7M	Inside										
	Construction	\$52.9M				DE							
MSBA Project	Design/Construction	\$60M				DE							
Town Hall Interior	Design	\$2.0M				Inside							
	Construction	\$18.1M								DE			
Library Renovation*	Construction	\$4.1M			Inside								
DPW Renovation RDF	Design	\$426K						Inside					
	Construction	\$4.8M								DE			
DPW Renovation Park/Hwy	Design	\$640K						Inside					
	Construction	\$7.1M								DE			
PAWS	Design	\$2.0M										Inside	
TOTALS			\$4.7M	\$-	\$18.4M	\$114.9M	\$-	\$3.1M	\$-	\$33.4M	\$-	\$2.0M	\$-

For informational purposes only, a model of the impact on debt and deficits utilizing the top of the debt policy range at 6.8% of operating revenues (rather than figures previously identified or requested) has been created. This chart shows that the deficits would be significantly reduced over the three-year period.

Impact on Deficit of Debt/Capital Policy

	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected (deficit)	\$ (5,561,557)	\$ (6,243,369)	\$ (5,719,939)
Debt/Capital	\$ 14,429,166	\$ 15,979,647	\$ 16,292,827
Percent requested	8.67%	9.29%	9.16%
If reduced to 6.8%	\$ 11,329,166	\$ 11,679,647	\$ 12,067,827
Revised deficit	<u>\$ (2,461,557)</u>	<u>\$ (1,943,369)</u>	<u>\$ (1,494,939)</u>

The line graph below shows the impact of imposing a spending range on the capital and debt-service components of the annual budget. The jagged increasing line shows total capital as requested during this five-year period. The parallel lines increase at a steady rate according to projected revenues and show the lower and upper end of the debt policy range set by the Board (6.2% - 6.8%). As a point of context, the original FY21 budget was at 6.77% of gross annual revenues (now reduced to 5.33% to rebalance FY2021) or the high end on the range, and in FY22 – FY24 the graph shows the requested projects exceeding the top of the range. It will be necessary to develop a plan using an objective and rational process to prioritize projects that meet the needs of all constituencies in a fair and predictable manner in order to bring these costs in line with the debt policy.



Further details regarding these projections without adjustments for the debt policy are provided in Exhibit II Revised and attached. Extremely mindful that the requests for numerous debt exclusions in the upcoming years will have a significant impact on our taxpayers, particularly as revenues are projected to fall for FY21, the Board took the proactive steps this year to moderate debt service by expending \$2M in free cash to reduce the borrowing for the Hunnewell project. Work will continue to reduce or eliminate deficits without an override, and to investigate opportunities and methods to lower rates of spending growth, while the revenues continue to rebound from COVID19.

The following table is a projection of the median tax bill (i.e., the tax bill for a home valued at \$1,158,000) for the period FY20 – FY27:

Median Tax Bill

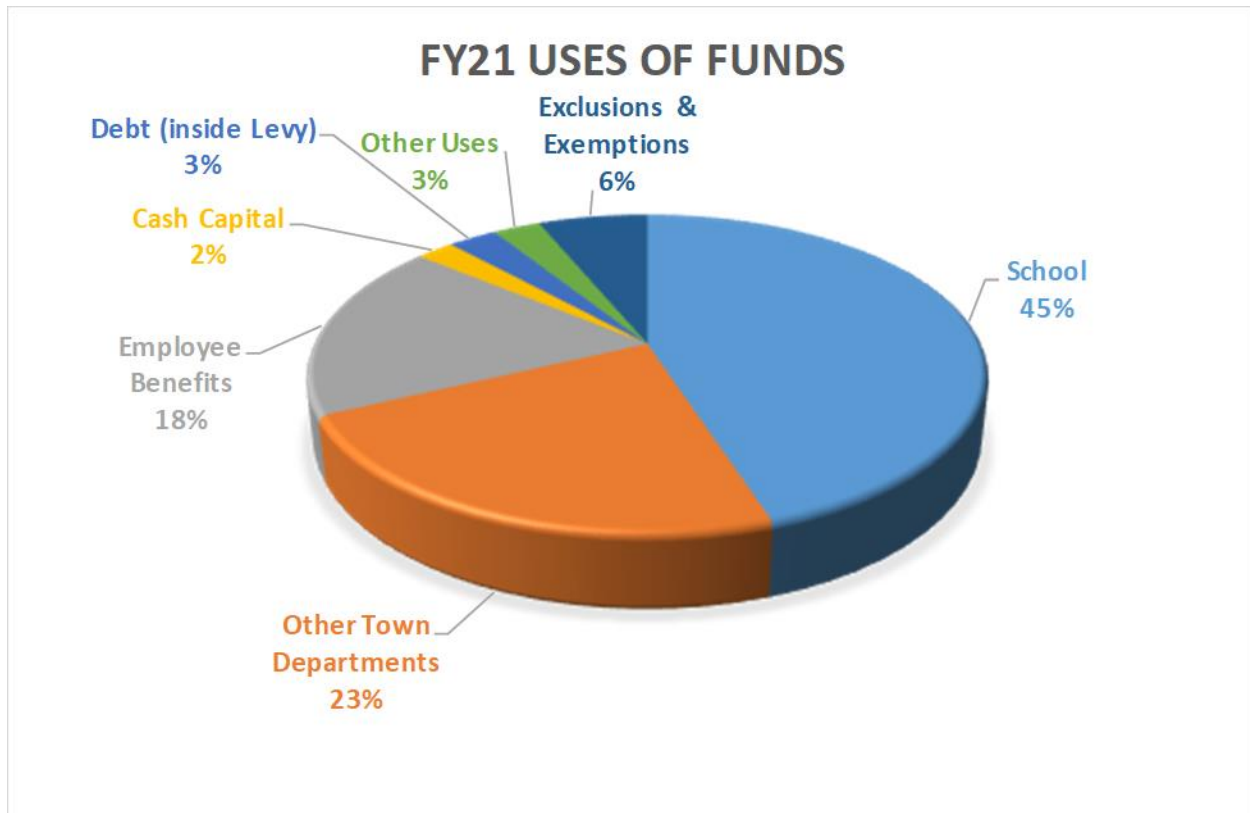
	FY20	FY21	FY 22	FY23	FY24	FY25	FY26	FY27
Levy Prior	\$ 12,094	\$ 12,415	\$ 12,739	\$ 13,071	\$ 13,411	\$ 13,762	\$ 14,120	\$ 14,489
Levy growth	\$ 475	\$ 477	\$ 483	\$ 490	\$ 496	\$ 503	\$ 511	\$ 518
Existing Debt Exclusions	\$ 1,021	\$ 986	\$ 861	\$ 832	\$ 721	\$ 697	\$ 626	\$ 566
HHU	\$ -	\$ -	\$ 73	\$ 71	\$ 355	\$ 344	\$ 649	\$ 630
Middle School	\$ -	\$ -	\$ 33	\$ 155	\$ 150	\$ 146	\$ 142	\$ 139
Town Hall Interior	\$ -	\$ -	\$ -	\$ -	\$ 21	\$ 128	\$ 124	\$ 120
Median tax bill	\$ 13,590	\$ 13,877	\$ 14,190	\$ 14,618	\$ 15,156	\$ 15,581	\$ 16,173	\$ 16,462

FY2021 Operating and Capital Budget REVISIONS

Given this updated budget is being issued just a few weeks before Town Meeting, the revised FY21 budget request is compared to the original request in the following table (more complete versions of the Revised COVID19 FY21 Sources & Uses are presented in [Exhibit I](#) and [Exhibit B](#) attached). A high-level description of the complete budget is also included for completeness. In table below highlighted areas demarcate changes.

	Pre-Covid (March 11, 2020)				COVID-19 May 26, 2020			
	FY20 Budget	FY21 Original	\$ Inc/(Dec)	% Inc/(Dec)	FY20 Budget	FY21 Request	\$ Inc/(Dec)	% Inc/(Dec)
Sources of Funds								
Taxes	\$ 134,008,497	\$139,158,709	\$ 5,150,212	3.8%	\$ 134,008,497	\$ 138,658,709	\$ 4,650,212	3.5%
State Aid	10,714,574	10,885,003	\$ 170,429	1.6%	10,714,574	10,685,003	\$ (29,571)	-0.3%
Local Revenue	11,352,726	12,990,000	\$ 1,637,274	14.4%	11,352,726	11,343,995	\$ (8,731)	-0.1%
Free Cash to balance	2,515,000	2,639,066	\$ 124,066	4.9%	2,515,000	2,639,066	\$ 124,066	4.9%
Other free cash items	4,429,670	2,063,245	\$ (2,366,425)	-53.4%	4,529,670	1,225,409	\$ (3,304,261)	-72.9%
Other Sources	1,476,945	1,858,351	\$ 381,406	25.8%	1,476,945	1,858,351	\$ 381,406	25.8%
CPA Funds	887,500	349,500	\$ (538,000)	-60.6%	887,500	549,500	\$ (338,000)	-38.1%
CPA to offset debt	552,044	553,444	\$ 1,400	0.3%	552,044	553,444	\$ 1,400	0.3%
Exempt Debt	10,888,408	10,638,135	\$ (250,273)	-2.3%	10,888,408	10,638,135	\$ (250,273)	-2.3%
Total Sources	\$ 176,825,364	\$ 181,135,453	\$ 4,310,089	2.4%	\$ 176,925,364	\$ 178,151,612	\$ 1,226,248	0.7%
Uses of Funds								
School	\$ 76,783,930	\$80,379,651	\$ 3,595,721	4.7%	\$ 76,783,930	\$ 80,379,651	\$ 3,595,721	4.7%
Other Town Departments	39,069,488	40,339,811	\$ 1,270,323	3.3%	39,069,488	40,339,811	\$ 1,270,323	3.3%
Employee Benefits	31,033,447	32,598,243	\$ 1,564,796	5.0%	31,033,447	32,398,243	\$ 1,364,796	4.4%
Cash Capital	5,893,417	6,027,237	\$ 133,820	2.3%	5,893,417	3,881,232	\$ (2,012,185)	-34.1%
Debt Service (inside Levy)	4,300,000	5,000,000	\$ 700,000	16.3%	4,300,000	5,000,000	\$ 700,000	16.3%
Other Uses	8,304,630	5,598,932	\$ (2,705,698)	-32.6%	8,404,630	4,961,096	\$ (3,443,534)	-41.0%
Exempt Debt	11,440,452	11,191,579	\$ (248,873)	-2.2%	11,440,452	11,191,579	\$ (248,873)	-2.2%
Total Uses	\$ 176,825,364	\$181,135,453	\$ 4,310,089	2.4%	\$ 176,925,364	\$ 178,151,612	\$ 1,226,248	0.7%
Surplus/(Deficit)	<u>\$ 0</u>	<u>\$ 0</u>			<u>\$ 0</u>	<u>\$ 0</u>		

Sources of Funds: The 3.5% increase in Taxes reflects the allowed growth in the levy limit (2.5%) and \$1.3 million of new growth (reduction of \$500,000). State Aid reflects a \$29,571 reduction. As compared to the Budget Book, Local Revenue now reflects a year over year reduction of \$8,731. The Budget Book forecasted a 14.4% increase in Local Revenue anticipating growth in motor vehicle excise tax (\$542,000), investment income (\$492,000), and licenses and permits earnings (\$400,000). COVID19 has eliminated our forecasted growth resulting in an assumed reduction of \$1,646,005.



Uses of Funds: The 4.68% increase in the School budget reflects the cost of contractual step and cost-of-living increases, a one-time adjustment (\$664,000 or an additional .87%) for special education costs, and initiatives identified in the School Committee's strategic plan. The original 3.2% increase in other Town departments was consistent with the budget guideline of 3.5%, wage increase levels recommended by the Human Resources Board (2.5%), and various adjustments in other expenses for all departments. The Town request includes a provision to provide funding for open Town union contracts, but subsequent contract settlements (primarily Fire market-rate salary adjustments) consumed most of the provision. The settlements have been added to the Police and Fire operating budgets and the original provision has been left intact to settle the remaining open contracts. Any unneeded funds will be returned to Free Cash. There are no new positions proposed on the Town side; however, the Sustainable Energy Committee (SEC) is proposing to increase the hours of two staff members. Although debt is up 16.3%, the cash capital reduction brings the combined percentage to 5.33% (below the Board of Selectmen's lower (6.2%) guideline) to account for the expected revenue reductions. Critical town-wide needs will continue to be monitored and prioritized for funding as economic conditions improve.

FY19 had favorable revenues increasing the Town's Free Cash. The Board's current plan is to maintain Free Cash to keep reserves high to fund anticipated costs due to shortfalls in State Aid and COVID-19 related expenditures. The current funding from Free Cash is proposed as follows:

Supplemental FY20 appropriations:

- \$300,000 for current year snow and ice removal costs
- \$2,000,000 to fund a portion of the Hunnewell School Design (approved at 12/19 STM)
- \$144,000 North 40 environmental remediation (originally estimated at \$32 million. Can be resolved by December for \$264,000)
- \$100,000 for current year legal costs

FY21 appropriations:

- \$500,000 Special Education Stabilization Fund
- \$112,490 Special Education Stabilization Fund (Medicaid)
- \$11,512 Baler stabilization Fund
- \$ 49,419 IOD Indemnity Fund
- \$ 551,988 Public Safety Union Settlements

Budget Impact of CARES Act and FEMA Reimbursement

The federal Coronavirus Aid, Relief, and Economic Security Act (the "CARES Act") includes funds for Massachusetts governments to use to pay costs incurred in responding to the COVID-19 outbreak. The CARES Act authorized \$150 billion through the Coronavirus Relief Fund for state and local governments, including \$2.7 billion for Massachusetts. Wellesley is eligible for reimbursement of \$2,616,201 in funds expended that are:

1. "Necessary expenditures incurred due to the public health emergency with respect to ... COVID-19"
 - a. Funds may not be used to substitute for lost revenue
2. Not budgeted as of March 27, 2020 when the CARES Act was enacted
 - a. May not supplant state or municipal spending
3. Incurred on or after March 1, 2020, up to December 30, 2020

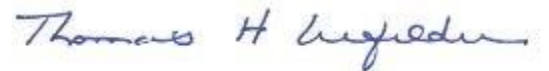
In addition to the use of the \$2,616,201 from CARES, the Town is also eligible for FEMA reimbursement for the response to the pandemic. FEMA reimburses up to 75% for emergency response and includes expenses related to First Responders, Personal Protection Equipment (PPE), First Responders overtime, cleaning and disinfecting, and Health Department needs, to list a few. The Town is working diligently to be reimbursed for every dollar spent to fight COVID19. To date, the Town has expended over \$600,000 in unbudgeted personal services, and needed materials including PPE, Plexiglas, hand sanitizer, signage, technology equipment etc. for staff, public meetings, public response, and elections.

The Town-Wide Financial Plan more than ever is a work in progress, as economic and environmental issues are now evolving day to day. The Board will provide further updates on budget matters at a fall Special Town Meeting. If assumptions deteriorate further than currently projected, stronger measures will be taken.

The Board would like to express our sincere appreciation to all of the Town boards and their respective staffs for their cooperation in working with us to update the budget with significant capital reductions and their commitment to execute reductions needed to ensure the continued financial health of our community.

Sincerely yours,

Marjorie R. Freiman, Chair
Thomas H. Ulfelder, Vice Chair
Elizabeth Sullivan Woods
Lise M. Olney





Town of Wellesley

Five Year Capital Budget Program FY2021-2025

Summary Schedule

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2021-2025 Total
Cash Capital	5,893,417	3,881,232	7,877,499	8,458,996	8,555,411	7,618,350	36,391,488
Free Cash	1,370,998	-	-	-	-	-	-
CPC Funding	771,000	200,000	-	-	100,000	500,000	800,000
Gift/Fundraising	200,000	-	-	-	-	-	-
Other	1,434,044	-	-	-	-	-	-
Chapter 90	970,000	790,000	790,000	790,000	790,000	790,000	3,950,000
Debt Capital Inside Levy	10,683,376	7,478,144	5,338,630	5,066,000	14,611,000	5,284,000	37,777,774
Debt Capital Exclusion *	-	14,300,000	125,563,975	-	18,051,000	-	157,914,975
Grand Total	\$ 21,322,835	\$ 26,649,376	\$ 139,570,104	\$ 14,314,996	\$ 42,107,411	\$ 14,192,350	\$ 236,834,237

Note: This document represents all department capital requests for the years preferred by each department. Because the Town doesn't have the funding to afford every project in the requested year, capital needs are discussed and re-evaluated annually, in an effort to achieve the best result for the entire Town.



Town of Wellesley

Five Year Capital Detail Summary FY2021-2025

Exhibit C

Department	FY20	FY21	FY22	FY23	FY24	FY25	FY21-25 Total
Cash Capital							
Selectmen/Central Admin	88,000	-	-	-	-	-	-
SEC	-	41,000	-	-	-	-	41,000
Information Technology	70,000	77,000	240,000	205,000	175,000	150,000	847,000
Police	119,089	76,066	132,075	147,276	95,988	-	451,405
Fire	165,000	134,000	175,000	142,500	141,500	168,500	761,500
Council on Aging	10,000	10,000	25,000	20,000	20,000	20,000	95,000
Library	109,300	70,725	226,300	156,300	168,300	145,300	766,925
Natural Resources Commission	75,000	78,750	120,000	330,000	330,000	80,000	938,750
Morses Pond	-	-	150,000	220,000	45,000	-	415,000
Town Clerk	-	-	15,000	-	-	75,000	90,000
Assessors	-	-	-	93,000	-	-	93,000
Planning Board	30,000	-	-	-	-	-	-
Department of Public Works	2,276,000	1,677,000	2,765,000	3,307,000	3,124,500	3,017,500	13,891,000
Schools	1,101,028	828,691	1,504,124	1,577,920	1,370,123	1,336,050	6,616,908
Facilities Management	1,850,000	888,000	2,525,000	2,260,000	3,085,000	2,626,000	11,384,000
Total Cash Capital	5,893,417	3,881,232	7,877,499	8,458,996	8,555,411	7,618,350	36,391,488
Other Funding Sources							
DPW Street Resurfacing (Ch 90)	970,000	790,000	790,000	790,000	790,000	790,000	3,950,000
DPW Street Resurfacing (Free Cash)	150,000	-	-	-	-	-	-
MOPO Beachfront (CPC)	-	-	-	-	100,000	500,000	600,000
NRC Various (CPC)	271,000	-	-	-	-	-	-
North 40 Soil Testing (Free Cash/Transfer)	264,000	-	-	-	-	-	-
Softball fields (CPC)	500,000	200,000	-	-	-	-	200,000
Softball fields (Gift)	200,000	-	-	-	-	-	-
Sprague Turf Fields (Revolving)	500,000	-	-	-	-	-	-
Town Clk Electronic Voting (Free Cash)	15,000	-	-	-	-	-	-
MS Systems (TRF/FC)	1,300,200	-	-	-	-	-	-
Town Hall Envelope (TRF /FC)	575,842	-	-	-	-	-	-
Total Other Sources	4,746,042	990,000	790,000	790,000	890,000	1,290,000	4,750,000
Debt Capital Inside Levy							
Dispatch Overhaul	-	-	533,630	-	-	-	533,630
DPW- Facility Renovations	500,000	-	-	-	2,000,000	-	2,000,000
DPW- Street Rehabilitations	-	1,750,000	1,750,000	2,000,000	-	2,000,000	7,500,000
DPW- Hunnewell Field/Softball field	300,000	300,000	-	-	-	-	300,000
Town Hall Annex Project	-	1,338,144	-	-	-	-	1,338,144
Town Hall Interior Design	-	-	1,990,000	-	-	-	1,990,000
Middle School Parking Lot Paving	-	-	-	2,000,000	-	-	2,000,000
MOPO Beachfront	-	-	-	-	100,000	500,000	600,000
MS Steam Pipes	4,200,000	-	-	-	-	-	-
Harvester	-	-	315,000	-	-	-	315,000
Hunnewell	4,680,000	-	-	-	-	-	-
Warren HVAC Updgrade	-	-	750,000	-	-	-	750,000
Fire Engine	735,000	-	-	-	600,000	-	600,000
Main Library Space Utilization Reno	268,376	2,885,000	-	-	-	-	2,885,000
Main Library (Lighting, Roof, Carpet)	-	1,205,000	-	-	-	-	1,205,000
DPW RDF Repair Projects	-	-	-	426,000	4,816,000	-	5,242,000
DPW Highway & Park Renovation	-	-	-	640,000	7,095,000	-	7,735,000
Bates School Projects	-	-	-	-	-	1,750,000	1,750,000
Sprague School Projects	-	-	-	-	-	1,034,000	1,034,000
Total Borrowed Inside Levy	10,683,376	7,478,144	5,338,630	5,066,000	14,611,000	5,284,000	37,777,774
Debt Capital Exclusion							
Town Hall Annex/Interior Renovation	-	-	10,558,975	-	18,051,000	-	28,609,975
Middle School Bldg Systems	-	14,300,000	-	-	-	-	14,300,000
Hunnewell School Project	-	-	52,853,000	-	-	-	52,853,000
Hardy/Upham - MSBA	-	-	62,152,000	-	-	-	62,152,000
Total Capital Exclusion	-	14,300,000	125,563,975	-	18,051,000	-	157,914,975
Grand Total	\$ 21,322,835	\$ 26,649,376	\$ 139,570,104	\$ 14,314,996	\$ 42,107,411	\$ 14,192,350	\$ 236,834,237



Town of Wellesley

FY2021-2025 BOS Capital Request

20

Capital Project	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY21-25 Total
Information Technology							
Server Virtualization	-	-	-	-	-	150,000	150,000
VoIP Maintenance Contract	35,000	-	-	-	-	-	-
Telephone Upgrade (VoIP 2.0)	-	-	-	100,000	-	-	100,000
10GB Core Network Switches	-	65,000	-	-	-	-	65,000
Windows Server 2019 Licensing	35,000	-	-	-	-	-	-
MUNIS Upgrade	-	12,000	-	-	-	-	12,000
Upgrade Office Software	-	-	60,000	-	-	-	60,000
Recovery / Backup Appliance	-	-	85,000	-	-	-	85,000
10GB Edge Network Switches	-	-	-	-	50,000	-	50,000
Aerial Flyover & Orthophotography	-	-	20,000	-	-	-	20,000
Records Digitization/Mgmt.	-	-	75,000	75,000	125,000	-	275,000
Replace Wi-Fi Equipment	-	-	-	30,000	-	-	30,000
	70,000	77,000	240,000	205,000	175,000	150,000	847,000
Police							
Server Replacement	-	12,638	-	-	12,638	-	25,276
Mobile/Portable Radio Replacement	64,401	63,428	60,139	53,483	-	-	177,050
Zetron IP Fire Station Alerting System	-	-	71,936	-	-	-	71,936
Forensic Crime Scope/Light Source	36,973	-	-	-	-	-	-
Kingsbury Room Furniture Replacement	17,715	-	-	-	-	-	-
Dispatch Workstation Replacement	-	-	-	93,793	-	-	93,793
Electronic Control Devices	-	-	-	-	83,350	-	83,350
Forensic Computer Workstation	-	-	-	-	-	-	-
	119,089	76,066	132,075	147,276	95,988	-	451,405
Fire							
Office/Station Furniture	-	25,000	-	25,000	-	-	50,000
Fire Hose Equipment	-	-	20,000	-	20,000	-	40,000
Scott Air Bottles	-	-	-	45,500	-	-	45,500
Replace command vehicle(s)	-	49,000	-	57,000	-	58,000	164,000
Fire Turnout Gear	150,000	-	150,000	-	-	-	150,000
Fire Turnout Gear Lockers	-	-	-	-	50,000	-	50,000
Pulse/Oxygen/CO Meter	10,000	-	-	-	-	-	-
Light Tower/Generator Trailer	-	-	-	10,000	-	-	10,000
Town AED Replacement	5,000	5,000	5,000	5,000	-	-	15,000
Radio System/Portables	-	55,000	-	-	-	-	55,000
Hydraulic Rescue Cutting Tool	-	-	-	-	-	10,500	10,500
SCBA Air Pacs Upgrade	-	-	-	-	71,500	-	71,500
Security Camera Upgrade	-	-	-	-	-	-	-
SCBA Masks/Thermal Camera	-	-	-	-	-	100,000	100,000
	165,000	134,000	175,000	142,500	141,500	168,500	761,500
Selectmen							
Town Hall Ground Floor Copier	13,000	-	-	-	-	-	-
North 40 Soil Testing/Master Plan	339,000	-	-	-	-	-	-
	352,000	-	-	-	-	-	-
SEC							
Climate Action Plan	-	41,000	-	-	-	-	41,000
Police Station Energy Assessment/Conservation Pilot	-	-	-	-	-	-	-
	-	41,000	-	-	-	-	41,000
Council on Aging							
A/V components/additions/modifications	-	-	-	-	-	-	-
Replacement Carpeting, Window Shades, Painting	-	-	-	-	-	20,000	20,000
Supplemental Vehicle for Transportation Program	10,000	-	-	-	-	-	-
iPads for Class	-	-	15,000	-	-	-	15,000
Exercise Equipment	-	-	-	-	10,000	-	10,000
Participant tracking software/hardware upgrades	-	-	10,000	-	-	-	10,000
Replacement/Upgrade TPC furniture & fixtures	-	-	-	10,000	-	-	10,000
Replacements/Upgrade kitchen equipment	-	-	-	-	10,000	-	10,000
Replacements/Upgrade Daily Use Equipment	-	-	-	10,000	-	-	10,000
Replacements/Upgrade Photocopier/Printer	-	10,000	-	-	-	-	10,000
	10,000	10,000	25,000	20,000	20,000	20,000	95,000
BOS Cash Capital Total	716,089	338,066	572,075	514,776	432,488	338,500	2,154,905
Replace Fire Engine Vehicle(s)	735,000	-	-	-	600,000	-	600,000
Dispatch Overhaul	-	-	533,630	-	-	-	533,630
Total BOS Borrowed	735,000	-	533,630	-	600,000	-	1,133,630
Grand Total Selectmen	\$ 1,451,089	\$ 338,066	\$ 1,105,705	\$ 514,776	\$ 1,032,488	\$ 338,500	\$ 3,288,535



Town of Wellesley

FY2021-2025 Facilities Capital Request²¹

Building Description	FY20	FY21	FY22	FY23	FY24	FY25	FY21-25 Total
Town Cash Capital							
Townwide (Municipal)	71,000	30,000	80,000	30,000	30,000	30,000	200,000
Town Hall Annex Design	110,000	135,000	75,000	-	-	-	210,000
Police	216,000	-	55,000	25,000	184,000	17,000	281,000
Fire Department Main (Headquarters)	110,000	-	65,000	253,000	125,000	25,000	468,000
Fire Department Central (Station 1)	83,000	-	238,000	25,000	50,000	-	313,000
Warren (Recreation and Health)	-	-	12,000	67,000	-	102,000	181,000
Morses Pond	-	-	10,000	-	100,000	10,000	120,000
Main Library	50,000	100,000	-	85,000	1,046,000	548,000	1,779,000
Hills Library	95,000	-	-	15,000	-	60,000	75,000
Fells Library	28,000	-	-	10,000	-	-	10,000
DPW Operations	-	-	-	-	40,000	30,000	70,000
DPW Water & Sewer	-	-	-	-	-	189,000	189,000
DPW Highway & Park	75,000	-	-	-	-	100,000	100,000
DPW RDF (Sprinkler and Fabric shed)	75,000	400,000	150,000	-	-	-	550,000
Subtotal Cash Capital - Municipal	913,000	665,000	685,000	510,000	1,575,000	1,111,000	4,546,000
School Cash Capital							
Districtwide (Schools)	209,000	118,000	293,000	132,000	202,000	147,000	892,000
Preschool at Wellesley (PAWS)	-	-	10,000	60,000	-	-	70,000
Bates Elementary	180,000	-	65,000	60,000	140,000	730,000	995,000
Field House	75,000	-	-	-	-	-	-
Fiske Elementary	-	-	12,000	-	55,000	-	67,000
Hardy Elementary	35,000	-	65,000	253,000	125,000	25,000	468,000
Hunnewell Elementary	35,000	-	35,000	-	44,000	-	79,000
Sprague Elementary	173,000	105,000	-	135,000	184,000	438,000	862,000
Schofield Elementary	-	-	-	-	75,000	-	75,000
Upham Elementary	35,000	-	35,000	-	35,000	35,000	105,000
Middle School	100,000	-	600,000	500,000	75,000	140,000	1,315,000
High School	95,000	-	725,000	610,000	575,000	-	1,910,000
Subtotal Cash Capital - Districtwide	937,000	223,000	1,840,000	1,750,000	1,510,000	1,515,000	6,838,000
Other Unidentified Cash Capital	-	-	-	-	-	-	-
Total Cash Capital Requests	1,850,000	888,000	2,525,000	2,260,000	3,085,000	2,626,000	11,384,000
Other funding sources							
MS Systems design (TRF/FC)	1,300,200	-	-	-	-	-	-
Town Hall Envelope (TRF/FC)	575,842	-	-	-	-	-	-
Total other funding sources	1,876,042	-	-	-	-	-	-
Borrowed Inside							
Town Hall Annex Design/Construction	-	1,338,144	-	-	-	-	1,338,144
Warren Heat Pumps Replacement	-	-	750,000	-	-	-	750,000
Main Library (Lighting, Roof, Carpet)	-	1,205,000	-	-	-	-	1,205,000
Main Library Space Utilization Reno Projec	268,376	2,885,000	-	-	-	-	2,885,000
MS Parking Lot Paving	-	-	-	2,000,000	-	-	2,000,000
MS Steam Pipes	4,200,000	-	-	-	-	-	-
"Early" Hunnewell design	4,680,000	-	-	-	-	-	-
Town Hall Interior design	-	-	1,990,000	-	-	-	1,990,000
Sprague School Projects	-	-	-	-	-	1,034,000	1,034,000
Bates School Projects	-	-	-	-	-	1,750,000	1,750,000
New Bathhouse at Morses Pond	-	-	-	-	-	1,000,000	1,000,000
DPW RDF Repair Projects	-	-	-	426,000	4,816,000	-	5,242,000
DPW Highway & Park Renovation	-	-	-	640,000	7,095,000	-	7,735,000
Total Borrowed Inside	9,148,376	5,428,144	2,740,000	3,066,000	11,911,000	3,784,000	26,929,144
Town Hall Interior Renovation	-	-	-	-	18,051,000	-	18,051,000
Middle School Bldg Systems	-	14,300,000	-	-	-	-	14,300,000
Hunnewell School Project	-	-	52,853,000	-	-	-	52,853,000
Town Hall Annex Construction	-	-	10,558,975	-	-	-	10,558,975
Hardy/Upham Renov.	-	-	62,152,000	-	-	-	62,152,000
Total Borrowed Outside	-	14,300,000	125,563,975	-	18,051,000	-	157,914,975
Total FMD Capital Requests	12,874,418	20,616,144	130,828,975	5,326,000	33,047,000	6,410,000	196,228,119



Capital Project	FY20	FY21	FY22	FY23	FY24	FY25	FY21-25 Total
Natural Resources Commission							
Park Sidewalk Paths/ Parking Lot Repairs	-	-	15,000	15,000	15,000	15,000	60,000
Fuller Brook Invasive Management	20,000	-	-	-	-	-	-
Tree Planting/Management Program	40,000	28,750	40,000	40,000	40,000	40,000	188,750
Trail System Improvements	5,000	-	-	-	-	-	-
IPM Turf Plan Implementation	10,000	-	-	-	-	-	-
Natural Landscape Development	-	35,000	25,000	25,000	25,000	25,000	135,000
Comprehensive Pond Improvements	-	-	-	100,000	100,000	-	200,000
Open Space and Recreation Plan Update	-	15,000	-	-	-	-	15,000
Playground Improvement/ADA Access	-	-	20,000	150,000	150,000	-	320,000
Town Forest Improvements	-	-	20,000	-	-	-	20,000
Subtotal Cash Capital	75,000	78,750	120,000	330,000	330,000	80,000	938,750
Church Park Restoration (CPC)	30,000	-	-	-	-	-	-
Duck Pond Bridge Restoration (CPC)	91,000	-	-	-	-	-	-
Erosion at Morses Pond (CPC)	150,000	-	-	-	-	-	-
Total NRC Capital	346,000	78,750	120,000	330,000	330,000	80,000	938,750
Morses Pond							
Morses Pond Shoreline and Pond Improvements	-	-	150,000	150,000	-	-	300,000
Stormwater Construction/Demo & Monitoring	-	-	-	10,000	-	-	10,000
Bylaw/Regulatory Review/Development	-	-	-	25,000	-	-	25,000
Selective Planting	-	-	-	35,000	35,000	-	70,000
Plant Monitoring	-	-	-	-	10,000	-	10,000
Subtotal Cash Capital	-	-	150,000	220,000	45,000	-	415,000
Harvester (Borrowed)	-	-	315,000	-	-	-	315,000
Total Morses Pond Capital	-	-	465,000	220,000	45,000	-	730,000
Library							
Time Card system	30,000	-	-	5,000	-	-	5,000
Repair/Replace Furniture	-	-	-	-	-	-	-
Computer/Peripheral Replacement	52,300	52,300	55,300	57,300	57,300	59,300	281,500
IT Infrastructure Replacement	12,000	12,000	12,000	12,000	12,000	12,000	60,000
Automated Material Handler	-	-	-	-	10,000	-	10,000
Photovoltaic Study	-	-	-	-	-	-	-
Relocate Stacks for Recarpeting	-	-	65,000	-	-	-	65,000
WFL Van	-	-	40,000	-	-	-	40,000
New Technology & Devices	15,000	6,425	30,000	30,000	30,000	40,000	136,425
Website Construction/Redesign	-	-	-	15,000	-	10,000	25,000
Self Check System	-	-	24,000	12,000	24,000	24,000	84,000
Traffic Study	-	-	-	25,000	-	-	25,000
Parking Lot Improvements	-	-	-	-	25,000	-	25,000
Strategic Planning	-	-	-	-	10,000	-	10,000
Total Library Cash Capital	109,300	70,725	226,300	156,300	168,300	145,300	766,925
Town Clerk							
Electronic Poll Books for Voter Lists	-	-	-	-	-	-	-
Electronic Voting Devices for Town Meeting	-	-	15,000	-	-	-	15,000
New Voting Equipment	-	-	-	-	-	75,000	75,000
Total Town Clerk Cash Capital	-	-	15,000	-	-	75,000	90,000
Electronic Voting Devices (FC)	15,000	-	-	-	-	-	-
Town Clerk Total	-	-	15,000	-	-	75,000	90,000
Board of Assessors							
CAMA database software	-	-	-	93,000	-	-	93,000
Total Assessors	-	-	-	93,000	-	-	93,000
Planning Board							
Mobility Plan	30,000	-	-	-	-	-	-
Planning Subtotal	30,000	-	-	-	-	-	-
Planning Board Total	30,000	-	-	-	-	-	-
Recreation							
MOPO Beachfront - CPC	-	-	-	-	100,000	500,000	600,000
Recreation Subtotal	-	-	-	-	100,000	500,000	600,000
MOPO Beachfront (Borrowed)	-	-	-	-	100,000	500,000	600,000
Recreation Total	-	-	-	-	200,000	1,000,000	1,200,000
Capital Project	FY20	FY21	FY22	FY23	FY24	FY25	FY21-25 Total
School Department (non-Facilities)							
Infrastructure	-	-	225,000	225,000	225,000	225,000	-
Furniture/Furnishings/Equipment	205,018	-	225,000	225,000	225,000	225,000	900,000
Technology	896,010	828,691	1,279,124	1,352,920	1,145,123	1,111,050	5,716,908
Total School Capital	1,101,028	828,691	1,504,124	1,577,920	1,370,123	1,336,050	6,616,908



Town of Wellesley

FY2021-2025 Public Works Capital Request

Capital Project	FY20	FY21	FY22	FY23	FY24	FY25	FY21-25 Total
Cash Capital							
Street Improvement	385,000	370,500	580,500	605,500	605,500	605,500	2,767,500
Sidewalk Restoration	50,000	160,000	160,000	160,000	160,000	160,000	800,000
Private Ways	20,000	20,000	22,000	22,000	22,000	22,000	108,000
Drainage System Rehabilitation	200,000	-	270,000	270,000	270,000	270,000	1,080,000
Other Improvements	20,000	-	-	-	-	-	-
Vehicle/Equipment Procurement	1,136,000	838,000	1,085,000	1,452,000	1,447,000	1,500,000	6,322,000
DPW Facilities	85,000	23,500	127,500	127,500	130,000	130,000	538,500
Street Rehabilitation-Weston Road	-	-	150,000	-	-	-	150,000
Street Rehabilitation-TBD	-	-	-	-	160,000	-	160,000
Athletic/Playground Improvements	380,000	265,000	370,000	670,000	330,000	330,000	1,965,000
Total Cash Capital	2,276,000	1,677,000	2,765,000	3,307,000	3,124,500	3,017,500	13,891,000
Other Funding Sources:							
DPW Street Resurfacing (Ch 90)	790,000	790,000	790,000	790,000	790,000	790,000	3,950,000
Great Plain Avenue (Ch 90)	180,000	-	-	-	-	-	-
Hunnewell Softball fields (Gift)	200,000	-	-	-	-	-	-
Hunnewell Softball fields (CPC)	500,000	200,000	-	-	-	-	200,000
Street Rehabilitation-Walnut Street (Free Cash)	150,000	-	-	-	-	-	-
Sprague Turf Fields (Revolving)	500,000	-	-	-	-	-	-
Total Other Funding Sources:	1,670,000	990,000	790,000	790,000	790,000	790,000	4,150,000
Borrowed Inside							
DPW Fuel Depot Rehabilitation	-	-	-	-	1,000,000	-	1,000,000
Street Rehabilitation-Great Plain Avenue	-	1,750,000	-	-	-	-	1,750,000
Street Rehabilitation-Walnut Street	-	-	1,750,000	-	-	-	1,750,000
Street Rehabilitation-Weston Road	-	-	-	2,000,000	-	-	2,000,000
Street Rehabilitation-TBD	-	-	-	-	-	2,000,000	2,000,000
Hunnewell Field SoftballField	300,000	300,000	-	-	-	-	300,000
Replacement/Renovation DPW Yard	-	-	-	-	1,000,000	-	1,000,000
Sprague Field Artificial Turf	500,000	-	-	-	-	-	-
Total Borrowed	800,000	2,050,000	1,750,000	2,000,000	2,000,000	2,000,000	9,800,000
Debt Capital Exclusion:							
Public Works- DPW Administration Building	-	-	-	-	-	-	-
Free Cash:							
Park/Hwy Building HVAC Rehab Design	-	-	-	-	-	-	-
Total Free Cash	-	-	-	-	-	-	-
Grand Total DPW	4,746,000	4,717,000	5,305,000	6,097,000	5,914,500	5,807,500	27,841,000

Town-Wide Financial Plan



TOWN-WIDE FINANCIAL PLAN

The Board of Selectmen (the Board), working with departmental staff and other Town officials, is proposing a balanced budget for the fiscal year 2021 (FY21 the year beginning July 1, 2020). This proposal assumes modest levels of revenue and spending growth. Overall sources of revenue are slightly higher than the prior year Town-Wide Financial Plan (TWFP) projections due to unexpected growth in FY19 from increases in Motor Vehicle Excise Tax (\$0.8 million), Investment Income (\$1.2 million), and Building Permits (\$1.4 million). With higher than projected revenue this year, the Board saw an opportunity to fund strategic and Unified Plan initiatives for municipal departments through an increased budget guideline of 3.5%. Most departments' budgets are within the guidelines issued by the Board on September 24, 2019, although Schools, Sustainable Energy, and Town Clerk exceed guidelines in their requests.

Health insurance spending was favorable and within the projections in last year's TWFP, resulting in improvement to reserve levels and allowing the use of free cash to reduce borrowing on some capital projects proposed for FY21.

The amount of reserves used to balance the FY21 budget (\$2.639,066 million) is consistent with the Town's past allocation range of approximately \$2.5 million from reserves. Deployment of Free Cash at this level will keep the reserve levels within the Financial Reserve Policy (See Appendix A for Financial Policies), primarily due to local receipts continuing to exceed projections.

Over the past 10 years, the Board has established several financial policies to maintain the Town's operational and capital spending. (See Appendix A for Financial Policies) The most recent policy related to capital spending is the debt policy, which was established in FY19, that set an annual spending limit on cash capital and "inside the levy" debt projects to a range of 6.2% - 6.8% of recurring annual revenues. The policy ensures an affordable and predictable amount of spending and ensures that dollars available for operating budgets are not adversely affected by increased capital spending. The budgeted capital requests for FY21 are \$11.0 million, or 6.76% of annual recurring revenues.

With capital spending held to 6.8% of revenue, continued moderation of health insurance increases, departmental operating budgets held to a 2.5% increase for Town budgets, and a 3% increase for School budgets in each of the years following FY21, the Town will be in a strong position to continue to avoid Proposition 2 ½ overrides. Current cash capital and debt service requests contribute heavily to projected deficits in future years, and the Board will endeavor to smooth out these expenditures and remain within the range of the approved debt policy. It is imperative that departments adhere to these guidelines to avoid the need for an operating override. This planning is critical as the Town has mapped out the timing and impact of major capital projects in the Facility Master Plan that will require significant debt exclusions in FY21, FY22, and FY24.

Implementation of new health plans and a three-year agreement with our unions went into effect on July 1, 2018. That agreement replaced the "Rate Saver Plans" purchased through the West Suburban Health Group with two deductible plans that are more cost-effective for the Town. The agreement will expire June 30, 2021. A subsequent agreement will need to be negotiated with the unions for FY22. Projections for FY20 (the current fiscal year) indicate that the Town will save

\$1.0 million in health care expenditures and the health group rates are set at a 6.6% increase for FY21.

As a result of favorable revenues, the Town and School guidelines increased this year (fiscal 2021 budget only) to 3.5% each, to allow the non-school municipal departments to address strategic plan, Unified Plan, or critical needs that could not be met under the restrictive 2.5% limit used in recent years. In addition to guideline, the School required a one-time increase (\$664,000 or an additional 0.87%) beyond its 3.5% guideline to address a special education budget deficit from unanticipated costs.

The forecast for municipal departments in upcoming years (FY22-FY24) will continue to reflect a 2.5% increase. With all town union contracts open this year, a competitive job market, and health care bargaining to commence within FY21, the Board will have to continue to evaluate forecasts closely.

The teacher's contract is settled through FY22. School personnel costs alone in the FY21 budget reflect a 3.48% increase. The FY22 contract provisions anticipate additional modest growth in personnel costs moving forward, and staffing levels will need to be considered carefully to achieve the 3% guideline necessary to avoid operating overrides. Avoiding operating overrides is particularly important given the proposed debt exclusions for school facilities in the coming years.

The School Committee is developing a new strategic plan that may propose additional operating or capital costs beginning in FY22. Once specific new initiatives have been identified, they need to be fully costed and added to the five year plan. Given continued declining enrollment, a thorough examination of existing programming will be necessary so that any new initiatives can be achieved within existing resources.

Careful consideration is needed to coordinate initiatives from all departmental strategic plans, the town-wide Unified Plan, Housing Production Plan, and future Climate Action Plan to balance priorities and financial resources. The Board continues to work with all Town departments and the Schools to improve long-range financial forecasts and continue the excellent level of services provided to our residents.

There are several debt-funded projects included in the warrant for Town Meeting requiring appropriation. This year reflects a decrease from past years in the number of special projects before Town Meeting. Special projects for FY21 include funding for the Town Hall Annex Schematic Design through bidding, Great Plain Avenue construction funds, and additional funds to complete the Lee/Hunnewell Fields project approved at the 2019 Annual Town Meeting. All the debt-funded projects proposed in fiscal 2021 are to be paid for with inside-the-levy borrowing or Free Cash. The Town continues to proactively manage its debt by containing costs on construction projects and applying savings to other projects to reduce future borrowing costs. A list of such debt rescissions or transfers of debt borrowed but not spent are included in Article 47 of the warrant. This budget also proposes using some free cash and transfers from other sources to eliminate some of the borrowing needs.

More critically, the Board continues to plan for significant capital projects under the Town's Facilities Master Plan that we anticipate bringing to the voters for approval in the next 1 - 5 years as debt exclusions. The projects include:

- The renovation, replacement, and/or consolidation of the Hardy, Hunnewell and Upham elementary schools (also referred to as “HHU”), under the direction of the School Building Committee (SBC).

Hunnewell School

- At a Special Town Meeting held December 1, 2019, the Town authorized \$4,680,000 for schematic design, permitting, and bidding for construction of a new Hunnewell School. To facilitate construction, internal swing space was found to be the only feasible option to allow the construction of Hunnewell School to begin prior to replacement of the Upham or Hardy Schools. Funding for the construction of the project is slated to come before the 2021 Annual Town Meeting for approval and then to a debt exclusion vote by Town residents for \$52.9 million.

Hardy/Upham Schools

The Town was invited into the Massachusetts School Building Authority (MSBA) program for the consolidation and replacement of the Upham and Hardy schools. The MSBA program provides for a reimbursement of approximately 30% of “eligible” costs (mostly limited to construction costs and not offsite expenses) through a detailed and highly structured documentation process.

The Town approved \$2.5 million at a Special Town Meeting in the fall of 2018 for a feasibility study and is currently in Module 3 out of 8 of the MSBA’s process having just completed the Preliminary Design Proposal. The SBC has begun the process of evaluating both the Upham and Hardy sites, with the intent of making a site selection by the end of April 2020. The SBC’s goal is to provide a formal update to the 2020 Annual Town Meeting in April on the site selection and schematic design process for the selected site. Similar to the Hunnewell School project, the selected project will seek authorization to borrow \$59.5 million and will then proceed to a town-wide debt exclusion vote for construction costs. Preliminary projections suggest the peak median tax bill impact of constructing two schools could approach \$649 in 2026, based upon construction schedules currently being evaluated. This estimate will continue to be updated as new information becomes available.

- Interior renovation of the 1883 Town Hall. The capital plan recognizes a total of \$32.0 million in FY21-24 for construction of a Town Hall Annex followed by interior renovations to Town Hall. An interior space utilization and visioning study of the building was completed in 2018 and identified several serious deficiencies, including lack of clear wayfinding; insufficient space for meetings, offices, and storage; lack of secure storage for vital records; lack of security for financial transactions; insufficient parking; air quality issues; moisture infiltration; and handicap accessibility deficiencies. Moreover, the major building systems (boiler, HVAC) are at the end of their useful life and need to be replaced and Town Hall does not currently meet the requirements of federal or state disabled persons’ accessibility laws.
 - Town meeting approved funds in FY20 to complete a feasibility study for a Town Hall Annex. The feasibility study recommended construction of a net zero office building in the location of the former MLP/DPW building at Municipal Way to house the land use departments (Building, Planning, ZBA, NRC, Wetlands), the Facilities Management Department, Human Resources and Retirement, Sustainable Energy staff, and a satellite IT office. The Annex will also function as swing space

while the interior of Town Hall is under construction. Following the completion of the Town Hall Annex Feasibility Study, a FY21 cash capital project in Article 8 provides for a review of the Town Hall Interior project to lay out public meeting spaces and Town Hall operations. At this year's Annual Town Meeting, the Board of Selectmen will request \$1.3 million for schematic design funds through bidding.

- Schematic design funds for the Town Hall Interior project will be sought at the 2021 Annual Town Meeting and are currently anticipated to be \$2 million. The Town Hall Annex project will seek a debt exclusion of \$10.6 million for construction funds at a fall 2021 Special Town Meeting, while the debt exclusion for \$18.1 million for construction funds for the Town Hall Interior project would come before Town Meeting at the 2023 Annual Town Meeting.
 - Working with the project architect on the exterior phase of the project, the Town has requested and received approval from the Massachusetts Architectural Access Board (MAAB) for several permanent variances from the law, as well as other time variances for interior items that are required to be addressed. Those variances run for three years following substantial completion of the exterior renovations of the building which occurred in January, with the possibility of an addition 2-year extension if the Town is making progress towards resolving these matters.
- Middle School Building Systems. The Town completed several important projects at the Middle School in 2006 – 2008, but due to budget constraints deferred some important items. Article 20 of the 2019 Annual Town Meeting requested \$1,300,200 to design replacement of significant portions of the HVAC secondary distribution system, replacement of classroom and corridor doors and certain classroom cabinetry, façade repairs including repointing and re-caulking portions of the brick masonry, and replacement of aged kitchen equipment. The current estimate for these projects is \$14.3 million and is contemplated for a debt exclusion vote at a Special Town Meeting in October 2021.

The Board's approach to capital requests prioritizes projects and requests objectively in order to manage the annual operating costs of the Town. In doing so, the impact to taxpayers will be moderated as much as possible, while still maintaining the high level of services that our residents have come to expect. Areas that we must continue to monitor closely include the School budget and health insurance costs. The School budget is nearly twice the size of the other departmental budgets combined, and school officials project it may continue to grow at a higher annual rate than has been included in this projection, despite declining enrollment expected to continue through FY30. Further analysis of these details is included in the section "Looking Ahead to FY22 – 24" in this report.

Over the past two years, the Town has received eight applications for affordable housing developments governed by Massachusetts General Law (M.G.L.) c.40B primarily because the Town had not reached the required 10% threshold of its housing units that are deed-restricted affordable. The Town developed a Housing Production Plan that was approved by the Commonwealth in September 2018. As of January 2020, the Town attained 10% with the approval of the 40R project at the Wellesley Office Park that was rezoned at Special Town Meeting in May 2019. A fiscal impact analysis performed for this project indicated that new tax revenue as a result of this project will be \$1.5 million per year, which would mitigate the cost for any additional school or town personnel who may be needed. The Town anticipates a significant

building permit of approximately \$1.6 million in June or July 2020 that will assist with FY21 finances.

Town of Wellesley Profile

The Town of Wellesley was incorporated in 1881 and is located in Norfolk County. Wellesley is a primarily residential community located approximately 15 miles west of Boston and is bordered by Natick on the west, Weston and Newton on the north, Needham on the east and southeast, and Dover on the south. It is approximately 10.51 square miles in area and, according to the 2010 U.S. Census records, has a population of 27,982 persons.

The main highways serving the Town are State Routes 9, 16, 135, 128 and the Massachusetts Turnpike. The Massachusetts Bay Transportation Authority (MBTA) provides railroad services to Boston and Framingham.

The Town operates under the Representative Town Meeting form of government with public officers serving as ex-officio members of the Town Meeting. The legislative body consists of 240 members elected by precincts. Administrative affairs of general government are managed by a five-member Board of Selectmen and an Executive Director.

Local school affairs are administered by a five-member School Committee; public works are administered by a three-member Board of Public Works; the Municipal Light Plant is administered by a five-member Municipal Light Board that is comprised of the three-member Board of Public Works and two members appointed by the Board of Selectmen; and library affairs are administered by a six-member Board of Library Trustees.

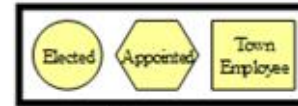
General governmental services are provided within the town's boundaries, including public education in grades kindergarten through twelve, police and fire protection, collection and treatment of sewage, water distribution, electric services, public works, streets, parks and recreation, veteran's services, health and sanitation, and libraries. The water and sewer enterprise funds are self-supporting. The Town maintains a solid waste recycling and disposal facility.

The Town owns and operates a self-supporting municipal light plant. The Municipal Light Board carries out the responsibilities of the Municipal Electric Commissioners as outlined in Massachusetts General Laws, Chapter 164.

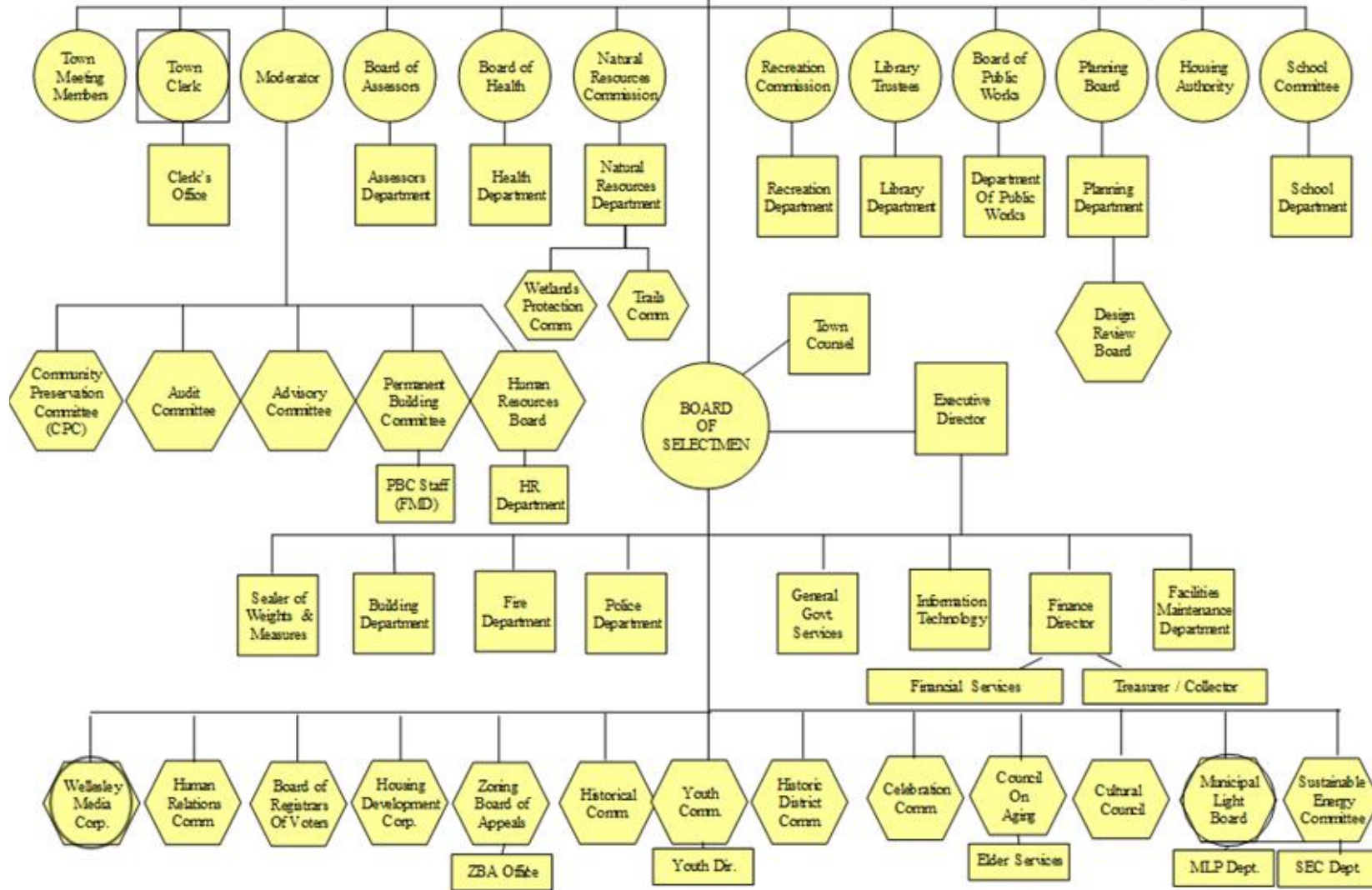


Wellesley Town Government Organization

VOTERS



www.wellesleyma.gov



Local Economy

The Town continues to reflect stronger economic conditions than many other communities - both within the Commonwealth and nationally. Massachusetts unemployment continues to be less than the national average, and Wellesley's rate of 2.7% compares favorably with the state's average of 3.1%.

Because of its proximity to Boston and the quality of services provided, Wellesley remains attractive to urban professionals whose wealth levels are among the highest in the Commonwealth. While the per capita household income in Massachusetts is higher than national levels, Wellesley's (\$182,353) is third highest in the Commonwealth and more than four times the State average. The relative wealth is also seen in the owner-occupied median housing value, which, at \$1,158,000 is more than twice that of the state and four times that of the nation. The town is densely populated, and land is increasingly valuable. Tear downs and residential improvements continue to contribute to increased permit fee revenue and taxable new growth. Although the Town is 87% residential, commercial activity is diversified and the presence of Wellesley College, Babson College, and Massachusetts Bay Community College contribute to a lower unemployment rate and greater economic stability.

The Town continues to manage its financial affairs in a prudent manner. It has maintained its "excellent" bond rating of Aaa by incorporating long range planning tools such as a Town-wide Financial Plan; maintaining reserve levels; investing in technology; maintaining facilities to avoid costly emergency repairs; continuing an aggressive pay-as-you-go financing strategy for capital improvements, and utilizing the dedicated revenue streams from debt that is exempt from the constraints of Proposition 2 ½ to finance some of its larger projects.

The Town has also enhanced its revenue flexibility by establishing enterprise funds. This has allowed the Town to shift one hundred percent of the operating cost and capital improvements to the users of electric, water, and sewer services so that no tax support goes towards providing these services. All related debt is funded through user fees. By doing so the Town is able to provide the maximum tax dollars to fund all other services.

Financial Planning

The Board is responsible for preparing the TWFP which includes a forecast of the Town's sources and uses of funds for the current year (annual budget) and for the two following years. The Selectmen establish current year budget guidelines, cognizant of reserve implications, and work with the various Town boards to achieve a balanced budget. Projections are developed for the subsequent year so that the Board may determine whether there will be sufficient funds to meet needs or any requests for new initiatives. The TWFP also includes projected capital needs for the next five years for the various departments and information regarding the financing for these items.

The Town has intentionally increased its financial reserves during the last fourteen years and the Town's Management has adopted a formal reserve policy to inform its recommendations in this annual TWFP. Fund balance (the total of the committed, assigned, and unassigned components of fund balance including Free Cash, General Stabilization Fund and other stabilization funds) in the general fund at 2019 fiscal year end equaled 17.0% of the total general fund revenues. This is an improvement over the prior 2018 fiscal year percentage of 16.5% (These percentages are

taken from the external financial statements. Internal statements are prepared on a budgetary basis and yield different reserve measurements).

The annual pension contribution to the Wellesley Contributory Retirement System, a defined benefit pension plan administered by the Wellesley Contributory Retirement Board, represents 4.5% of the Town's annual budget. Current employees contribute up to 11% of their salaries to the system, depending upon date of hire. An independent actuary engaged by the Retirement Board biannually calculates the annual contribution the Town must make to the pension plan to ensure that the plan will be able to fully meet its obligations to retired employees. The funded status, using the market value of assets, was 75.62% as reflected in the actuarial valuation performed as of January 1, 2019, with full funding expected by 2030. The Retirement Board uses a 6.625% assumed actuarial rate of return on investment. Management continues to factor updated valuations into its TWFP projections.

Similarly, health insurance costs and the liability for postemployment health care benefits for certain retirees and their dependents (OPEB) are key considerations in the TWFP. The Town has undertaken a number of proactive steps over the last ten years to reduce current costs and amortize the unfunded OPEB liability. As of the current actuarial valuation, completed as of December 31, 2018 in accordance with GASB Statement No. 74, the funding status has improved to 57.89%. The Town currently appropriates 1.95% of its annual budget to OPEB, and current estimates indicate that this obligation will be fully satisfied by 2032.

Once balanced, the annual budget is presented by the Board of Selectmen to the Annual Town Meeting, together with comments and recommendations of the Advisory Committee. The level of budgetary control is established by Town Meeting and this approval defines the level at which expenditures may not exceed appropriations. This level is typically at the individual department salary and expense level. The state-of-the-art financial system has a number of built in controls and department managers have ready access to their budgets.

Unified Plan

The Town of Wellesley strives to provide excellent and innovative services to its citizens through its numerous elected and volunteer Boards and its professional department managers. Within individual long-term strategic plans, each board/department has a mission statement and work plan which forms the basis for its annual operating and five-year capital requests. In addition, the Town recently completed a town-wide planning process which yielded the Unified Plan (UP), the Town's Comprehensive Master Plan and Strategic Plan. The FY21 budget guidelines are the first year where the UP is being incorporated into budget submittals, although departments have been working for the past 18 months to implement UP action items. Budget guidelines from the Board recommended 3.5% increases this year so departments could specially identify project funding requested to meet UP goals and objectives. Budget requests for UP identified priority projects which are interdepartmental or which create cross-departmental synergies are favorably considered.

The ***Vision and Values*** of the UP serves as the "constitution" of the Wellesley Unified Plan, intended to guide the Town as it makes decisions about activities, operations, programs, and capital investments in the future. Specific ways to achieve the Vision and implement the Values appear in the goals and strategies of the Unified Plan and those that are identified for implementation in fiscal year 2021 are outlined in the departmental narratives detailing budget requests.

The Vision of the Unified Plan:

In 2040... Wellesley is a town recognized for its welcoming community culture and exemplary town services; commitment to education and life-long learning; a quality of life that enhances the health and social well-being of its residents; respect for the environment and support for sustainability, conservation, and protection of physical and historical assets; and for its dynamic and thriving business community. Wellesley is recognized for its fiscally sound, well-managed, innovative, and accessible town government that has strong citizen participation and a highly-motivated, collaborative and talented professional staff.

The Values of the Unified Plan:



Diversity: Establish, implement and support ongoing initiatives to maintain Wellesley as a community that welcomes a diversity of people and households.



Sense of Community: Foster a sense of community and community-building through support for inclusive services and facilities, town-wide events, multi-generational activities, and community gathering places.



Town Character: Establish policies, practices and criteria for the preservation of the character of the town's residential neighborhoods, commercial centers, and open spaces.



Excellence in Service Delivery: Provide a broad array of services to residents and other users of town services; maintain a strong customer service orientation that strives for excellence in every aspect of service delivery.



Education: Support best-in-class public education, library, recreational and senior services.



Healthy Lifestyles: Enhance the health and wellness of residents through public health initiatives, educational, social and recreational opportunities; create the conditions for healthy lifestyles through easy access to healthful food, medical and psychological care, support systems, non-motorized transportation options, and town facilities.



Connectivity of People and Places: Provide safe, accessible, and efficient transportation choices including public transportation, pedestrian and bicycle pathways, to connect people to town destinations and the region.



Conservation and Sustainability: Make resource-efficient choices to conserve energy, water, and materials; improve water and air quality and reduce carbon emissions; develop and implement sustainable practices to adjust to changing environmental conditions.



Town Asset Management: Maintain, protect, preserve, and enhance the Town's physical assets including facilities, infrastructure, parks, open space, and natural resources.



Business-Friendly: Support existing and new businesses in commercial areas that complement and enhance our community, while protecting quality of life and environmental resources.



Collaboration: Leverage resources and expertise of local private businesses and institutions, as well as neighboring towns and regional agencies, to achieve mutual goals.



Best-Practice Implementation: Establish best practices and priority-based resource allocation systems to support town services, infrastructure and capital investments in a fiscally-prudent manner; conduct long-range fiscal/financial planning that includes appropriate metrics for evaluating progress and adjustment to changing financial conditions.



Democratic Government and Citizen Participation: Promote participation and engagement in town governance and decision-making.



Transparency: Facilitate public access to information, making it easy to understand how town government works, how decisions are made and how to get involved; encourage input from and effectively communicate with residents and other stakeholders.

(THE SEQUENCE IN WHICH THE VALUES APPEAR DOES NOT REFLECT A RANKING OF THEIR IMPORTANCE)

Unified Plan Action Items accomplished or underway between FY19- FY20:

- Prepare Housing Production Plan (completed 10/2018)
- Established a Housing Task Force to implement the HPP (10/2019)
- Completed rezoning of NRC Properties from Single Residence to Conservation and Parks
- Feasibility Study to upgrade Morses Pond bathhouse and amenities (underway)
- Municipal Vulnerability Preparedness Grant and Study
- Pedestrian Study to link Cochituate Aqueduct across Route 9 (underway)
- Issue RFP for Mixed-Income Properties on the Tailby Lot (Negotiation underway with Trinity Financial)
- Upzone Office Parks – Rezoned Wellesley Office Park to 40R District (5/2019)
- Enhance School, Health Department, and Police Department Mental Health Programs (5/2019)
- Prepared Feasibility Studies for School Sites (HHU)
- Adopted a Complete Streets Policy, currently working on a prioritization plan.
- Implement Wellesley Square Wayfinding and Branding Program (Installed)
- Create a Mobility Committee (Established 10/2019)
- Establish Sustainable Building Guidelines (underway)
- Renovate Town Hall (Feasibility Study complete, exterior renovation complete)
- Town Hall Annex Feasibility Study complete
- Town Hall Interior Feasibility Study complete
- Installed an automated materials handler in the Library
- Design and renovate the Main Library (Feasibility complete – Funding fall STM 2020)
- Established EV Charging Stations in the Waban Lot
- Continue Integrated Pest Management on all Town Properties
- Update Design Review Bylaw and 1989 Design Review Handbook (underway)
- FY21 Budget submittals requested boards and commissions refer to the UP in their capital and operating budget requests
- Establishment of FY21 Budget Book to identify departmental long-term goals and fiscal year objectives

Proposed FY21 Unified Plan funding requests:

- Climate Action Plan - \$50,000
- Town Hall Interior Revised Study – FMD Cash Capital \$100,000
- Town Hall Annex Schematic Design Through Bidding - \$1.3 million
- Reconstruction Great Plain Avenue – Meets Complete Street Design Guidelines
- Establishment of Morses Pond and Bathhouse Stabilization Fund to assist costs of redevelopment
- Expenditure of Uber/Lyft Funds to facilitate Mobility Study - \$24,800
- Modification to Drainage Bylaw to incorporate Best Practices and comply with MS4 Permit
- North 40 Remediation (\$240,000)
- Field Maintenance and Improvement – Lee Softball Field/Hunnewell Field - \$500,000

Revenues

Real Estate and Personal Property Taxes

Wellesley's primary source of revenue is real estate taxes. In 2021, taxes represent 84.7% of the estimated revenues, of which 87% are from residential assessments. The Town traditionally assesses a single tax rate because of the greater proportion of residential properties to commercial properties. Chapter 59, §21C of the General Laws of the Commonwealth, also known as Prop 2 ½, imposes two separate limits on the annual tax levy of the Town: (1) Taxes cannot exceed 2 ½ percent of the full and fair cash value of property within the Town, and (2) The tax levy cannot exceed the maximum levy limit for the preceding year by more than 2 ½ %. New growth represents a permanent addition to allowable taxation.

The Town can vote to permanently increase the levy limits via an operating override approved by a voter referendum. It can also temporarily increase the levy by a voter referendum to exclude the debt service (principal and interest) on borrowing for a capital project for the life of that loan. Another option is a capital exclusion to procure a capital item, which ends with that purchase. Since 2000, Wellesley has had seven successful permanent operating overrides (between 2001-2007, and 2015) totaling \$17 million; an \$18 million capital exclusion to facilitate considerable OPEB savings (assessed from 2008 through 2017); and has since moved toward temporary debt exclusions approving 10 projects totaling \$240 million (2005, 2008 through 2016). Future capital plans include as much as \$200 million in additional debt exclusions in the next 5-6 years.

State Aid

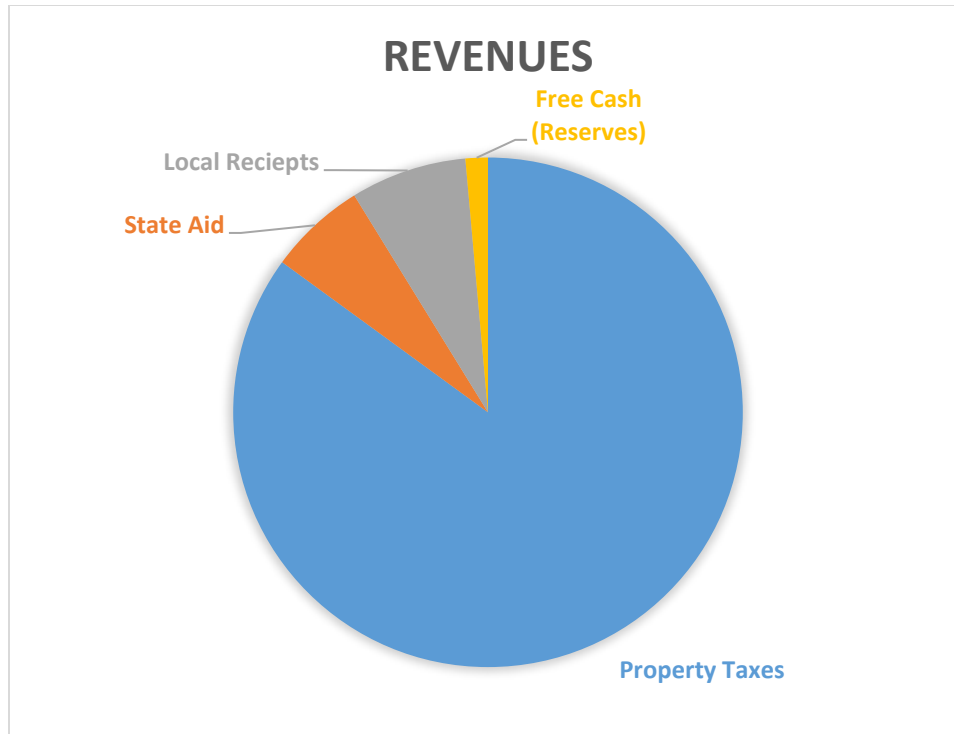
The Town receives approximately 6.15% of its revenue in the form of State Aid, of which 86.5% is for educational purposes, and 12% is State revenue assessments to other government agencies. State revenue assessments are not available to fund the Town's budget.

Local Receipts

Local receipts represent 7.35% of the Town's revenue. The majority of local receipts (72%) are from motor vehicle excise, permits and licensing, and interest earnings. Annually the Wellesley Municipal Light Plant contributes \$1 million (7.7%) to the Town.

Free Cash (Reserves)

Free Cash is "generated" by revenues in excess of budget, budget "turn-back" (amounts budgeted but not spent), and other timing differences. For the FY21 budget, the use of \$2.6 million in Free Cash represents 1.4% of the estimated revenues.



Reserves

Mindful of the need to maintain financial reserves to support the Town's favorable Aaa bond rating, the Board continues to carefully monitor the level of revenues and expenses against budget projections, and the resulting impact on reserve levels.

Under Massachusetts Department of Revenue (DOR) rules, the Free Cash balance and the General Purpose Stabilization Fund are reserves specifically available for appropriation by Town Meeting for any lawful purpose. Appropriations from the Stabilization Fund require a two-thirds vote by Town Meeting, whereas appropriations from Free Cash require a majority vote. The balance of the General Purpose Stabilization Fund as of June 30, 2019, was \$3.37 million and the Board does not anticipate any requests for appropriations from this fund.

The Municipal Modernization Act of 2016 created an additional reserve fund opportunity for special education funding and the Town created a Special Education Reserve Fund at ATM 2017. Revenues from Medicaid receipts related to special education were deposited into the fund at that time with the plan to continue to build the fund in this manner. Article 11 on this year's warrant will appropriate \$112,000 in revenues from Medicaid receipts. In order to reduce the variability and uncertainty of special education costs which increased \$1.3 million this year (FY20), and in light of the need to spend a significant portion of the \$500,000 in Special Education funds deposited last year, the Board will propose the addition of \$500,000 to the Special Education Reserve Fund. These deposits will ensure that a continuous level of reserves are available should either the State be unable to meet its circuit breaker obligations, or the Schools continue to experience unanticipated out-of-district placements or other extraordinary expenses. The Special Education (and other special purpose) reserve fund(s) is an additional reserve for external financial statement purposes.

The fiscal 2021 budget continues the past practice of contributing Free Cash to the injured on duty stabilization fund (\$49,419), and the RDF Baler fund (\$50,000).

The Town's ability to generate Free Cash has enabled the rebuilding of the Town's financial reserves, and funded several capital investments, as reflected in the "Uses" category found on page 38. The potential for generating additional Free Cash in FY20 factors heavily in our evaluation of the proposed use of these reserves to help balance the FY21 budget. The level of Free Cash, as certified by the DOR, was \$16.17 million as of July 1, 2019.

The following chart summarizes the changes in Free Cash for the years FY16-20:

<i>Free Cash</i>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>
<i>Beginning of year</i>	\$ 10,336,925	\$ 8,831,500	\$ 11,858,182	\$ 12,109,416	\$ 14,615,285
<i>Uses</i>	(4,867,591)	(3,601,830)	(4,895,826)	(4,093,089)	(5,040,670)
<i>Net Free Cash generated</i>	3,362,166	6,628,512	5,147,060	6,598,958	6,597,164
<i>End of year</i>	<u>\$ 8,831,500</u>	<u>\$ 11,858,182</u>	<u>\$ 12,109,416</u>	<u>\$ 14,615,285</u>	<u>\$ 16,171,779</u>

The following chart summarizes an initial projection of the Town's reserve balances at June 30, 2020:

Reserves Projection

	<u>Amount</u>
<i>Reserves as of 6/30/2019</i>	
Free Cash Actual	\$ 16,171,779
General Purpose Stabilization fund	3,371,774
Other Stabilization Funds	2,131,623
	\$ 21,675,176
<i>Sources and (Uses) of Reserves in FY20</i>	
Snow & ice removal	(300,000)
Hunnewell Design	(2,000,000)
Annex design	(1,338,144)
North 40 remediation	(144,000)
Add to SPED stabilization 2021	(500,000)
Add to SPED stabilization - Medicaid	(112,000)
Add to IOD stabilization	(49,419)
Add to Baler Stabilization	(50,000)
Add to new Recreation Pond Fund	(13,682)
Additions to various Stabilization (no impact)	725,101
Stabilization interest	100,000
removed from SPED stabilization in 2020	(412,000)
Balance FY21 budget (Article 8)	(2,639,066)
Net operating change - estimated	2,000,000
<i>Estimated Reserves as of 6/30/20</i>	\$ 16,941,966
FY21 Revenue	\$ 163,033,712
<i>% of Revenue</i>	10.39%

(Note: Amounts appropriated from Free Cash serve to reduce the Free Cash balance during the year of appropriation versus the year of the related expenditure.)

The Town's Financial Reserves Policy ([Appendix A](#)) calls for the sum of the balances in the Stabilization Funds and Free Cash to be maintained in the range of 8-12% of budgeted operating revenues. Reserves in excess of 8% but less than 12% may be used to stabilize tax rates, meet anticipated capital needs, and to avoid or defer an override.

Based on the above projection, Wellesley's reserves at June 30, 2020, would decrease to 10.39%, which is comfortably within the Board's policy. The estimated FY20 decrease is largely attributable to the Town's strategic use of free cash to reduce borrowing needs. It is also important to note that the Town's financial position is reinforced by the proactive approach to funding the pension and OPEB liabilities.

Key Financial Planning Issues

Each year, the Board and their staff update the TWFP with input from the Town's departments, Boards, and Committees, guided also by the conservative financial policies adopted over the last decade. As in prior years, the key issues impacting the Town's financial planning include:

- Growth in personnel costs;
- Employee benefit costs; and
- Facilities and other capital needs.

A short discussion of each of these items follows.

Growth in personnel costs

The largest recurring item in the year-over-year growth of the Town budget is the cost of wage increases ("Cost of Living Adjustments" or COLA) for existing employees. A majority of Town employees are unionized, and their annual wage increases are a subject of collective bargaining. There are eleven unions representing 1,129 employees, the largest of which is the Teacher's Association. This year, all union Town contracts (8), except the teacher's contract which expires on June 30, 2022, are being negotiated.

In addition to the COLA noted above, the union contracts also provide for an additional annual "step" increase for teachers and other employees who have not yet reached the top step, and "lane" increases for teachers as they attain additional academic degrees. The Teachers' contract provides for 16 steps and the value of each step increase is approximately 4.2%. The DPW Production, Police Patrolmen and Firefighters contracts provide for 4-6 steps, and an average step increase of 5.3-5.6%. Thus, employees who have not reached the top step generally receive total annual wage increases in the range of 7-8%.

Each year the cost of step increases is partially offset by savings resulting from the retirement or departure of employees who are replaced by new employees at a lower step level ("turnover savings"). Thus, in departments with steps, the changing composition of the work force affects the budget over time. However, in the case of the School Department, the average experience level of teachers has increased over the past ten years. Currently (FY21), approximately 59.5% of the teachers are at the top step, and the others are still moving on steps. Along with increases in special education costs, the School budget has grown at a faster rate than other departments' budgets. By comparison, in the Fire Department, five employees have retired in recent years, and we expect more to follow in FY21. This year, FY20 has also seen several departures from Police (2) and Fire (2) personnel to more urban environments, higher salary positions, or moves back to "hometown" departments. We anticipate one retirement from Fire in FY21. Due to fewer steps, these retirements and vacancies have created an opportunity to realign costs, as new employees begin at a lower step and there is a shorter path to the top step.

Employee benefit costs

Employee benefit costs will total nearly \$32.6 million in FY21 (18.4% of the Town's total budget) and during the past 10 years this has been the fastest growing component of the overall Town budget. The principal components of this cost are:

- Health insurance premium costs for active and retired (non-medicare eligible) employees - \$20.7million
- Pension plan contributions - \$7.9 million
- Other Post-Employment Benefits (OPEB) funding - \$3.4 million

The Town procures health insurance for active employees and retirees through the West Suburban Health Group (WSHG), a consortium of 8 towns and 2 educational entities. Health insurance is a mandatory subject of collective bargaining, so the Town cannot unilaterally make plan design changes. The Town has successfully bargained with its employee groups and implemented a number of plan changes in recent years, which have helped control rising costs.

The most recent three-year contract began on July 1, 2018, in which the Town introduced two different deductible plans for employees, both of which are less expensive than the previous offerings. The unions have further agreed to shift all employees to paying a greater percentage of their premium costs in the second and third years of the agreement. In return, the Town has offered various incentives to employees to lower their costs. In the first year of the plan 25% of eligible employees, a far greater percentage than was anticipated, chose the high deductible plan, resulting in savings for FY19 and FY20 of approximately \$1.0 million. FY21 will be the last year of the contract and negotiations on health care will begin in fall 2020 for Annual Town Meeting 2021. The Board will continue to monitor health insurance cost trends and work with the other members of the WSHG to control costs, while meeting our obligations to our employees and retirees.

Municipal employees in Massachusetts are not eligible for Social Security as a benefit of their employment with a municipality. The Town maintains a defined-benefit pension plan for retired employees other than teachers in lieu of a retirement allowance under Social Security, and the benefits are identical to those offered by other cities and towns in Massachusetts. Teachers participate in a similar plan operated by the Commonwealth. Unlike a defined-benefit pension plan in the private sector, however, municipal employees contribute toward the cost of their pension. Any municipal employee hired after 1996 is required to contribute 9% of annual pay plus 2% of pay over \$30,000.

Employee contributions to the Town of Wellesley's pension plan during calendar 2019 totaled \$3.9 million and are estimated to total \$4 million in calendar 2020. In addition, the Town makes an annual contribution of \$7.9 million in FY21. The Enterprise funds (Water, Sewer and Electric) also contribute the employer portion for their employees. Approximately 66% of the contribution by the Town this year will be allocated to accrued liabilities from prior years.

The Town is also obligated to subsidize a portion of the health insurance premiums for all retirees (Other Post-Employment Benefits or OPEB). Medicare-eligible retirees are required to enroll in Medicare and the Town pays 50% of the cost of a Medicare supplement plan and 50% of the Medicare Part B premium.

The following table summarizes the Town's unfunded liabilities related to pension and OPEB, based on employee service to date:

Last Funding Valuation	Pension	OPEB
Measurement Date	1/1/2019	6/30/2018
Accrued Liability	\$ 248,553,692	\$ 120,899,268
Actuarial Value of Assets	\$ 193,017,080	\$ 69,983,462
Unfunded Liability	\$ 55,536,612	\$ 50,915,806
MV of Assets at 12/31/19	\$ 187,948,599	\$ 69,983,462

The actuarial funding schedule for the pension plan, calls for a \$478,000 increase in pension funding in FY21 (exclusive of enterprise funds). The 2017 and 2019 actuarial valuation of the pension plan resulted in a reduction of the investment return assumption from 6.75% to a more realistic experience rate of 6.625%. The next actuarial valuation of the pension plan will be dated January 1, 2021.

The latest actuarial valuation of the OPEB liability was performed as of June 30, 2018. The actuarial valuation is on a two-year cycle with the next valuation to be performed June 30, 2020. The interest rate was adjusted to 6.625% and certain mortality assumptions were updated. The funding schedule was historically designed to fully fund liability by 2037; however, the Town is currently tracking to be fully funded as of 2032. The funding plan currently requires the Town to contribute a flat \$3.4 million each year, in addition to the increasing premium subsidies for current retirees ("pay-as-you-go costs"). The \$3.4 million contribution is funded by inside-the-levy funds.

OPEB Funding				
	FY18	FY19	FY20	FY21
Inside the levy	\$ 3,432,000	\$ 3,432,000	\$ 3,432,000	\$ 3,432,000
	<u>\$ 3,432,000</u>	<u>\$ 3,432,000</u>	<u>\$ 3,432,000</u>	<u>\$ 3,432,000</u>

Unlike many other communities, Wellesley is fully funding the ARC (Annual Required Contribution), as defined in the Government Accounting Standards Board pronouncements related to OPEB. As a result, the Town can discount the unfunded OPEB liability using an assumed market rate of return, whereas communities that are not funding the ARC are required to use a risk-free rate of return. New municipal accounting rules took effect at the beginning of FY18 which required municipalities to report pension and OPEB liabilities on their balance sheets. Wellesley's proactive funding approach favorably distinguishes our community, as the Town is further along in meeting its obligations than many other towns, whose balance sheets now show much larger unfunded liabilities.

Future Projected Capital Projects and Borrowing needs

For purposes of projecting the Town's Sources and Uses of funds for the years FY22-24, a range of assumptions have been used in order to aid in the decision-making process in considering overrides. The placeholders established for the FY22 budget are as follows:

Revenues

- Levy growth 2.5% plus \$1.8 million of new growth
- State Aid Level
- Local revenue 2% increase
- Use of Free Cash \$2.5 million/year

Expenses

- Town operating budgets average 2.5% increase
- School operating budgets average 3.0% increase
- Pension Per approved funding schedule
- Health insurance 5% increase
- Other employee benefits 2.5% increase

The conservative expenditure assumptions allow the Town (with capital expenditure reductions) to project balanced budgets in the out-years. Increases in estimates indicate operational overrides will be required. As is the practice every year, the fiscal year-end review informs the Board as to whether there is additional funding capacity if revenue assumptions are exceeded. The Board takes additional funding capacity into consideration when issuing the Budget Guidelines in September of each year. These expenditure assumptions also do not include changing or new priorities, or initiatives identified in the Unified Plan, Housing Production Plan, the Human Services areas, or the anticipated new School Department strategic plan. It is also worth noting that, given the relative size of the School budget, deviation from the assumption regarding the growth in School spending has the greatest impact.

Exhibit II

	FY20 Budget	FY21 Request	\$ Inc/(Dec)	% Inc/(Dec)	FY22 Projection	FY23 Projection	FY24 Projection
Sources of Funds							
Taxes	\$ 134,008,497	\$ 139,158,709	\$ 5,150,212	3.8%	\$ 144,437,677	\$ 149,848,619	\$ 155,394,835
State Aid	10,714,574	10,885,003	170,429	1.6%	10,885,003	10,885,003	10,885,003
Local Revenue	11,352,726	12,990,000	1,637,274	14.4%	13,249,800	13,514,796	13,785,092
Free Cash to balance	2,515,000	2,639,066	124,066	4.9%	2,500,000	2,500,000	2,500,000
FY18 Free Cash items	3,985,670	2,507,245	(1,478,425)	n/a	-	-	-
Other Sources	2,364,445	2,207,851	(156,594)	-6.6%	2,982,100	2,987,100	2,992,100
CPA for North 40	552,044	553,444	1,400	0.3%	553,244	550,244	552,044
Exclusions & Exemptions	10,888,408	10,638,135	(250,273)	-2.3%	12,117,045	12,597,008	13,813,935
Total Sources	\$ 176,381,364	\$ 181,579,453	\$ 5,198,089	2.9%	\$ 186,724,869	\$ 192,882,770	\$ 199,923,008
Uses of Funds							
School	\$ 76,783,930	\$ 80,379,651	\$ 3,595,721	4.7%	\$ 82,791,041	\$ 85,274,772	\$ 87,833,015
Other Town Departments	39,069,488	40,339,811	1,270,323	3.3%	41,348,306	42,382,014	43,441,564
Employee Benefits	31,033,447	32,598,243	1,564,796	5.0%	33,786,225	35,004,269	36,292,839
Cash Capital	5,893,417	6,027,237	133,820	2.3%	7,877,499	8,458,996	8,555,411
Debt (inside Levy)	4,300,000	5,000,000	700,000	16.3%	6,551,667	7,520,651	7,737,416
Other Uses	7,860,630	6,042,932	(1,817,698)	-23.1%	4,504,187	4,520,437	4,537,093
Exclusions & Exemptions	11,440,452	11,191,579	(248,873)	-2.2%	12,670,289	13,147,252	14,365,979
Total Uses	\$ 176,381,364	\$ 181,579,453	\$ 5,198,089	2.9%	\$ 189,529,213	\$ 196,308,391	\$ 202,763,317
Surplus/(Deficit-Override)	\$ 0	\$ 0			\$ (2,804,344)	\$ (3,425,621)	\$ (2,840,309)

Based on the above assumptions and with no operating overrides, projected deficits are in the range of \$2.8 to \$3.4 million over the years FY22-24. Adherence to the debt policy will contribute significantly to reducing these deficits and the Board is committed to rigorous analysis of capital

requests; conversely, allowing any growth in operating guidelines could outstrip resources available inside the levy. Debt exclusions to be placed on the ballot over the next few years will increase taxes to fund the construction of the HHU schools, Middle School repairs, and the Town Hall Annex and interior renovation of Town Hall. A chart showing the timing of these projects and others on the horizon is as follows:

Proposed Major Project Financing Schedule

Does not show PAWS debt excluion in FY2026

2/26/2020

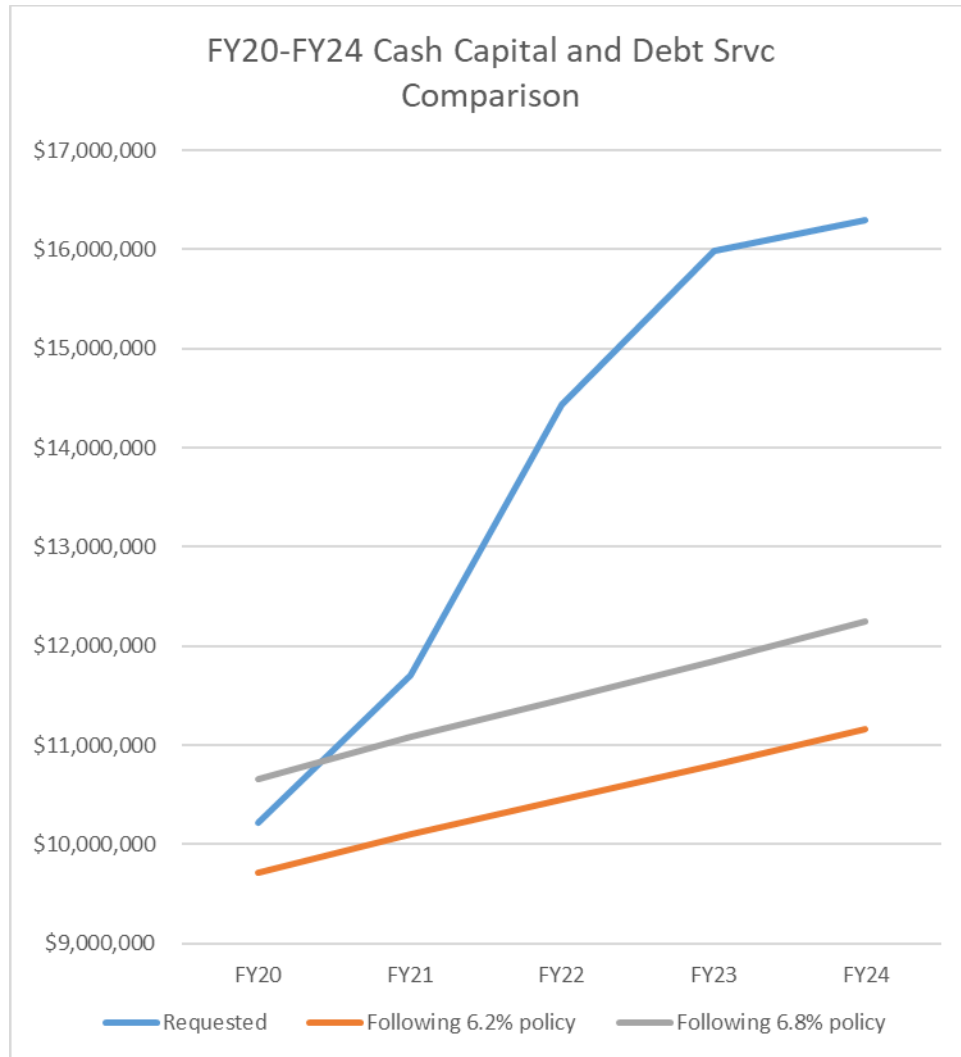
			Fiscal 2020	Fiscal 2021		Fiscal 2022		Fiscal 2023		Fiscal 2024		Fiscal 2025	
Project		Estimated Cost	Fall 2019	ATM 2020	Fall 2020	ATM 2021	Fall 2021	ATM 2022	Fall 2022	ATM 2023	Fall 2023	ATM 2024	Fall 2024
Middle School Bldg Systems	Construction	\$14.3M			DE								
Middle School Paving	Paving	\$2.0M						Inside					
"Early" Hunnewell School	Design	\$4.7M	Inside										
	Construction	\$52.9M				DE							
MSBA Project	Design/Construction	\$60M				DE							
Town Hall Annex	Design	\$1.3M		Inside									
	Construction	\$10.55M					DE						
Town Hall Interior	Design	\$2.0M				Inside							
	Construction	\$18.1M								DE			
Library Renovation*	Construction	\$4.1M			Inside								
DPW Renovation RDF	Design	\$426K						Inside					
	Construction	\$4.8M								DE			
DPW Renovation Park/Hwy	Design	\$640K						Inside					
	Construction	\$7.1M								DE			
PAWS	Design	\$2.0M										Inside	
TOTALS			\$4.7M	\$1.3M	\$18.4M	\$114.9M	\$10.55M	\$3.1M		\$33.4M	\$0.00	\$2.0M	

For informational purposes only, a model of the impact on debt and deficits utilizing the top of the debt policy range at 6.8% of operating revenues (rather than figures previously identified or requested) has been created. This chart shows that the deficits would be significantly reduced over the three-year period.

Impact on Deficit of Debt/Capital Policy

	<u>2022</u>	<u>2023</u>	<u>2024</u>
Projected (deficit)	\$ (2,804,344)	\$ (3,425,621)	\$ (2,840,309)
Debt/Capital	\$ 14,429,166	\$ 15,979,647	\$ 16,292,827
Percent requested	8.56%	9.16%	9.02%
If reduced to 6.8%	\$ 11,429,166	\$ 11,829,647	\$ 12,242,827
Revised deficit	\$ 195,656	\$ 724,379	\$ 1,209,691

The line graph below shows the impact of imposing a spending range on the capital and debt-service components of the annual budget. The jagged increasing line shows total capital as requested during this five-year period. The parallel lines increase at a steady rate according to projected revenues and show the lower and upper end of the debt policy range set by the Board (6.2% - 6.8%). As a point of context, the FY21 budget will be at 6.77% of gross annual revenues or the high end on the range, and in FY22 – FY24 the graph shows the requested projects exceeding the top of the range. It will be necessary to develop a plan using an objective and rational process to prioritize projects that meet the needs of all constituencies in a fair and predictable manner in order to bring these costs in line with the debt policy.



Further details regarding these projections without adjustments for the debt policy are provided in Exhibit II (p.20). We will continue to refine these projections over the next few weeks and provide an update at Town Meeting. Knowing that the requests for numerous debt exclusions in the upcoming years are likely to have significant impact on our taxpayers, the Board took the proactive steps this year to moderate debt service by expending free cash to reduce the borrowing. Work will continue as it does annually to reduce or eliminate deficits without an override, and to investigate opportunities and methods to lower rates of spending growth, and/or further grow the Town's revenues.

The following table is a roll-forward projection of the median tax bill (i.e., the tax bill for a home valued at \$1,158,000 for the period FY20 – FY26:

Median Tax Bill

23

	FY20		FY21		FY 22		FY23		FY24		FY25		FY26		FY27	
Levy Prior	\$	12,094	\$	12,415	\$	12,739	\$	13,071	\$	13,411	\$	13,762	\$	14,120	\$	14,489
Levy growth	\$	475	\$	477	\$	483	\$	490	\$	496	\$	503	\$	511	\$	518
Existing Debt Exclusions	\$	1,021	\$	986	\$	861	\$	832	\$	721	\$	697	\$	626	\$	566
HHU	\$	-	\$	-	\$	73	\$	71	\$	355	\$	344	\$	649	\$	630
Middle School	\$	-	\$	-	\$	33	\$	141	\$	137	\$	135	\$	129	\$	126
Town Hall Interior	\$	-	\$	-	\$	-	\$	-	\$	21	\$	128	\$	124	\$	120
Annex	\$	-	\$	-	\$	-	\$	76	\$	74	\$	71	\$	69	\$	67
Median tax bill	\$	13,590	\$	13,877	\$	14,190	\$	14,680	\$	15,216	\$	15,641	\$	16,229	\$	16,517

Budget Guidelines



Budget Guidelines and Development

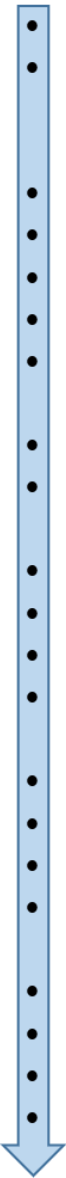
The following section is an excerpt from the Town's Budget Preparation Manual. The entire manual can be found in [Appendix B](#).

A Town cannot fully innovate or deliver superior services without a firm financial foundation. Wellesley has long valued its fiscal strength, stability, and financial leadership, as evidenced by its continually maintained Aaa bond rating, multi-year financial awards, formal reserve and investment policies, and commitment to funding its past service liabilities (pension, OPEB). The Board is charged with articulating a long-term Town-Wide Financial Plan (TWFP) that maintains this financial strength, and with bringing forth a balanced annual town-wide budget. Guidelines are an important method of allocating resources among individual departments after providing for the Town's long-term financial obligations.

The current method of allocating available resources begins with the Board's review and analysis of current revenues and revenue enhancement opportunities. After factoring in fixed costs, such as issued debt and past service liabilities, the Board develops budget guidelines to help allocate remaining available funds among the departments. Each Board is expected to develop a budget falling within guideline. New initiatives and costs beyond guideline will be discussed and further evaluated by the Board and the Advisory Committee during the budget cycle. Other funding mechanisms (such as an override or debt exclusion) may ultimately be proposed if a critical initiative cannot be funded within the current year's resources.

Under the Town's bylaws, the Board is responsible for coordinating the annual budget submissions for all boards; coordinating the timing of capital requests and determining methods for financing capital needs; estimating available revenues; and developing the Town-Wide Financial Plan and Five-Year Capital Budget Program. In order to accurately create (1) the "Sources and Uses" format required by Article 19.16.1, (2) the Town-Wide Financial Plan, and (3) the Five-Year Capital Budget Program, the Finance Department, under the direction of the Board of Selectmen and Executive Director, has developed standard formats for receiving departmental requests. The format includes a departmental narrative outlining departmental responsibilities and current objectives with emphasis on current year needs, a revenue summary, and detailed operating budget requests showing a four-year history. The Finance Director, under Article 19.42(c) of the bylaws assists "in the development of budgets and reviewing all budgets for format, completeness, and accuracy before submission to the Advisory Committee".

Budget Submission Timeline

- 
- July 1, 2019 Fiscal Year begins
 - July –Preliminary smaller group discussions between BOS Chair, Vice Chair, largest departments, Advisory, and Finance on 2021 budget needs. BOS and School Committee Chairs and Vice Chairs begin bi-weekly meetings
 - August 13th - Finance Director updates BOS on FY2019 results
 - August 28th --- Finance Director and BOS Chairs to Advisory with FY2019 update
 - September 9th – BOS Begins FY 2021 Budget guideline discussions
 - September 16th – BOS continues guideline discussions
 - September 19th -- Inter-board Meeting- Operating guidelines and capital planning discussions
 - September 24th – FY2021 Operating Budget guideline finalized
 - September 27th – Operating budget manual & forms distributed; capital forms distributed
 - October 10th – HR provides guidelines for 40/50/60 series
 - October 18th – Capital budget requests submitted to Finance from all departments
 - November 4th – Town-wide FMD Capital update
 - November 15th – Operating budgets due from Selectmen’s departments. Finance begins budget compilation
 - November 18th – Open Annual Town Meeting Warrant
 - December 2nd - Tax classification hearing
 - December 3rd - Selectmen’s budget workshop
 - December 2nd – Operating budgets due to Finance from non-school departments (early submissions encouraged)
 - December 13th – Superintendent’s operating budget due
 - December 16th – Determine budget gap & begin closing process
 - December 27th – Warrant Closes
 - January – School Committee votes School Department operating budget

Budget Policy Objectives and Strategic Goals

Operating budget guidelines are established by the Board in early Fall for the upcoming fiscal year. The Board makes this determination after evaluating the Town’s financial position as presented by the Finance Director beginning in August, and with input from other boards at the close of the prior fiscal year and committees regarding their anticipated priorities. Guidelines are also provided for operating expenses and may or may not be the same as for personal services.

In using the Budget Book this year, the Town has tried to describe the budgeting process in detail, and has identified what the reader of the Budget Book can find on a departmental level in the departmental budgets (p.49) All departments must create budgets that meet the stated guidelines after all factors (contracts, steps, longevity, merit pay, etc.) are taken into consideration. For FY21 the Board set the operating budget guideline at a 3.5% for both Schools and all other Town budgets. Departmental initiatives that cause requests to exceed guideline are quantified and vetted during the budget cycle discussions. The Board may or may not support initiatives that cannot fit within the guidelines. Departments are asked to create a narrative and to submit personal services and expense requests.

Personal Services

There are five types of employees considered when calculating wage increases for the upcoming year.

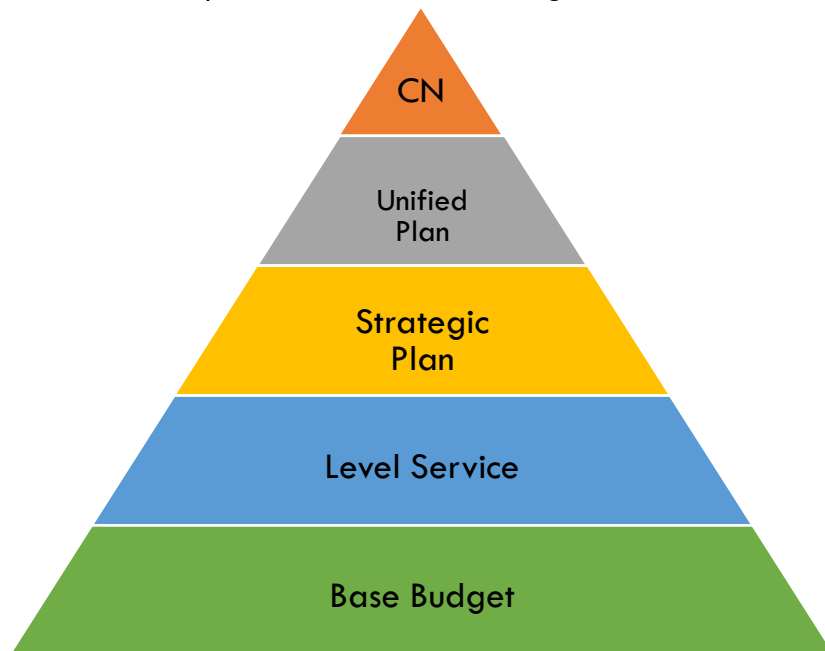
- **40-series employees** who typically receive a set percentage increase, recommended by the HR Board, which is based upon analysis of market conditions. This year's recommended increase is 2.5%.
- **50/60 series employees** who are compensated through a merit pay plan which is administered and appropriated by the Human Resources Department. This year's recommended increase is 2.5%
- **Unionized employees** – there are 13 town and school unions which have agreements that specify the percentage of Cost of Living Adjustment (COLA) received by these groups each year. The School Department's unions settled last year for 3 years with COLA increases of 2% each of the three years to existing steps and lanes. **All remaining union contracts are currently being negotiated.**
- **Contract employees** – Executive level positions whose compensation is set by their respective Board. Town contract positions include: Executive Director, Finance Director, Chief of Police, Deputy Chief of Police, Fire Chief, and Assistant Fire Chief.
- **Non-union unclassified positions** – positions are generally part-time, temporary, and/or seasonal positions. Wage increases for these positions are developed through a request made by a department head to the Human Resources to set a wage schedule for the ensuing fiscal year.

Departmental Narratives

In Departmental narratives, departments describe factors that make up their personal service budget (contract employees, union agreements, mid-year steps, etc.) and provide detail on any new staffing requirements. The expense budget section describes initiatives that are driving costs and detail expense items (conferences, mileage, new expense items, etc.). For budgets not meeting the budget guidelines, narratives explain cost drivers for exceeding guidelines.

This year, budget requests break the budget into several components so that Town Budgets are in a format similar to the Schools:

- **Base Budget** is the budget for existing staff, including contractual increases, and existing expenses with expected escalation.
- **Level Service (LS) Budget** includes any services associated with a new law or mandate.
- **Strategic Plan (SP) Budget** are new costs to help achieve initiatives detailed in a departmental strategic plan. Not all departments have strategic plans.
- **Unified Plan (UP) Budget** are new operating costs to implement programs that have been prioritized in the Unified Plan as a multi-departmental joint effort.
- **Critical Needs (CN) Budget** costs encompass new operating costs that benefit the departmental operation and do not fall in other categories but are deemed by the department to be essential for operation.



Capital Budget Requests

Boards submit a detailed five-year capital plan annually, and include all anticipated capital needs for that timeframe, including cash capital and projects financed by debt or any other source. Capital requests are intended to support the department's strategic direction, and the financial and operational impact of each requested capital purchase is quantified. Because financial resources are limited, boards are asked to internally prioritize capital needs and fully research the cost of each item to better inform the discussion of which projects should be funded in a given year.

As identified in the Executive Summary, the Board adopted a debt policy ([See Appendix A](#)) allocating between 6.2% - 6.8% of budgeted (inside the levy) revenues for combined capital and debt service expenditures as the appropriate level for maintaining assets, while avoiding operating overrides or compromising operating budgets. The major departments considered different methods to prioritize or rank capital projects two years ago; however, it was found the tried and true method of negotiation with the Executive Director and Finance Director continues to be the most effective method. This method allows for a discussion on the timing of specific projects and reduction or deferral of projects on an as needed basis.

The threshold for cash capital items is \$10,000. In a budget year such as FY21 where operating guidelines are more favorable, the Finance office will support the effort to move small items and appropriate larger recurring costs into the operating budgets and will work with individual departments to aid in this transition.

Departments that include vehicle purchases in capital requests follow the Town's [Fuel Efficient Vehicle Policy \(FEVP\)](#). For "non-exempt" vehicles, as defined in the FEVP such as all departments/divisions shall purchase only fuel-efficient vehicles for municipal use whenever such vehicles are commercially available and practicable.

In this year's Budget Book the original five-year capital requests submitted in October 2019 are detailed and included in the [Capital Plan Forms](#) starting on page 255. The final Five-Year Capital Plan reflects the most up to date project costs.

FY21
Departmental
Operating Requests

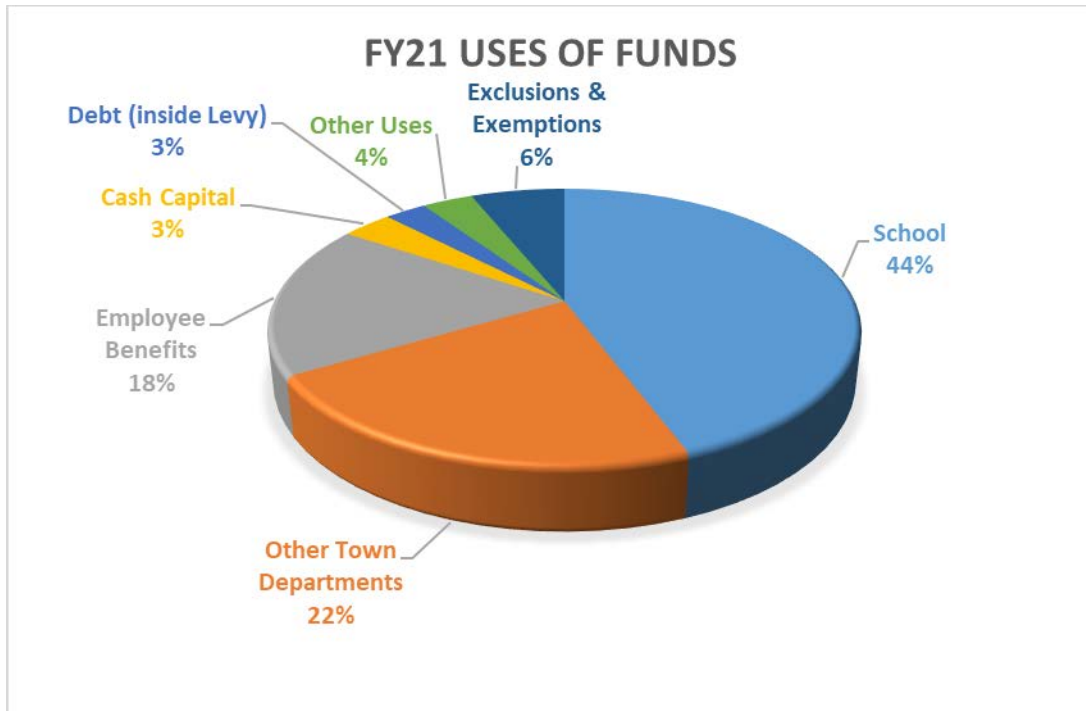


FY2021 Operating and Capital Budget Requests

The proposed FY21 budget request is summarized in the following table (more complete versions of the FY21 Sources & Uses are presented in [Exhibit I and Exhibit B](#), which appear on p.41):

	FY20	FY21	\$	%
	<u>Budget</u>	<u>Request</u>	<u>Incl/(Dec)</u>	<u>Incl/(Dec)</u>
<i>Sources of Funds</i>				
Taxes	\$ 134,008,497	\$ 139,158,709	\$ 5,150,212	3.8%
State Aid	10,714,574	10,885,003	170,429	1.6%
Local Revenue	11,352,726	12,990,000	1,637,274	14.4%
Free Cash to balance	2,515,000	2,639,066	124,066	4.9%
Other free cash items	3,985,670	2,507,245	(1,478,425)	0.0%
Other Sources	1,476,945	1,858,351	381,406	25.8%
CPA Funds	887,500	349,500	(538,000)	-60.6%
CPA to offset debt	552,044	553,444	1,400	0.3%
Exempt Debt	10,888,408	10,638,135	(250,273)	-2.3%
Total Sources	\$ 176,381,364	\$ 181,579,453	\$ 5,198,089	2.9%
<i>Uses of Funds</i>				
School	\$ 76,783,930	\$ 80,379,651	\$ 3,595,721	4.7%
Other Town Departments	39,069,488	40,339,811	1,270,323	3.3%
Employee Benefits	31,033,447	32,598,243	1,564,796	5.0%
Cash Capital	5,893,417	6,027,237	133,820	2.3%
Debt Service (inside Levy)	4,300,000	5,000,000	700,000	16.3%
Other Uses	7,860,630	6,042,932	(1,817,698)	-23.1%
Exempt Debt	11,440,452	11,191,579	(248,873)	-2.2%
Total Uses	\$ 176,381,364	\$ 181,579,453	\$ 5,198,089	2.9%
<i>Surplus/(Deficit)</i>	\$ 0	\$ 0		

Sources of Funds: The 3.8% increase in Taxes reflects the allowed growth in the levy limit (2.5%) and \$1.8 million of new growth. At this point State Aid is showing an increase of \$170,429. The 14.4% increase in Local Revenue reflects significant growth (compared with the revised FY 20 budget) in a few areas; including motor vehicle excise tax (\$542,000), investment income (\$492,000), and licenses and permits earnings (\$400,000).



Uses of Funds: The 4.68 % increase in the School budget reflects the cost of contractual step, and cost-of-living increases, a one-time adjustment (\$664,000 or an additional .87%) for special education costs, and initiatives identified in the School Committee's strategic plan. The 3.2% increase in Other Town Departments is consistent with the budget guideline of 3.5%, wage increase levels recommended by the Human Resources Board (2.5%) and various adjustments in other expenses for all departments. The Town request includes a provision to provide funding for open town union contracts. There are no new positions proposed on the Town side; however, the Sustainable Energy Committee (SEC) is proposing to increase the hours of two staff members. Although debt is up 16.3% and cash capital is up 2.3%, costs remain within the debt policy adopted by the Board and are affordable, while the budget continues to address critical town-wide needs.

Because of the favorable revenues in building permit fees, motor vehicle excise tax, and investment returns for FY19, the Board also anticipates using Free Cash to fund several stabilization reserves, and avoid borrowing costs for several capital projects, including the following:

Supplemental FY20 appropriations:

- \$ 300,000 for current year snow and ice removal costs
- \$2,000,000 to fund a portion of the Hunnewell School Design (approved at 12/19 STM)
- \$ 144,000 North 40 Remediation (originally estimated at \$32 million. Can be resolved by December for \$264,000)

FY21 appropriations:

- \$1,338,144 Town Hall Annex Design
- \$ 500,000 Special Education Stabilization Fund
- \$ 112,000 Special Education Stabilization Fund (Medicaid)
- \$ 50,000 Baler stabilization Fund
- \$ 49,419 IOD Indemnity Fund
- \$ 13,682 Recreation Pond Fund

Total FY21 Operating Costs by Department							
Department	FY21 Art 8			FTE	Added	FY21 Total With MPP	FY20-FY21 Change inc MPP
	FY20 Budget	Request	Modeled MPP 2.5% COLA		Benefits New FTE		
Executive Director's Office	\$591,428	\$591,429	\$8,528	5	\$0	\$599,957	1.44%
Sustainable Energy	\$40,429	\$70,177	\$0	1.5	\$0	\$70,177	73.58%
Central Administrative Services	\$27,700	\$27,700	\$0	0	\$0	\$27,700	0.00%
Finance Department	\$475,486	\$482,027	\$5,531	5.5	\$0	\$487,558	2.54%
Information Technology	\$1,204,513	\$1,228,420	\$16,991	8	\$0	\$1,245,411	3.40%
Treasurer & Collector	\$455,097	\$455,601	\$5,952	4.5	\$0	\$461,553	1.42%
Town Report	\$4,000	\$4,000	\$0	0	\$0	\$4,000	0.00%
Council on Aging	\$446,417	\$456,420	\$5,125	8.3	\$0	\$461,545	3.39%
Veterans' Services	\$70,502	\$70,822	\$0	1.6	\$0	\$70,822	0.45%
Youth Commission	\$104,460	\$104,318	\$1,975	1.5	\$0	\$106,293	1.75%
Facilities Management	\$8,242,901	\$8,291,919	\$21,374	72.6	\$0	\$8,313,293	0.85%
Housing Development Corporation	\$6,500	\$6,500	\$0	0	\$0	\$6,500	0.00%
Historical Commission	\$750	\$750	\$0	0	\$0	\$750	0.00%
Memorial Day	\$5,000	\$5,000	\$0	0	\$0	\$5,000	0.00%
Celebrations Committee	\$4,700	\$4,700	\$0	0	\$0	\$4,700	0.00%
Zoning Board of Appeals	\$85,469	\$86,484	\$1,419	1.5	\$0	\$87,903	2.85%
Law	\$340,000	\$350,000	\$0	0	\$0	\$350,000	2.94%
Audit Committee	\$58,850	\$58,850	\$0	0	\$0	\$58,850	0.00%
Risk Management	\$548,762	\$576,335	\$0	0	\$0	\$576,335	5.02%
Street Lighting	\$140,000	\$142,000	\$0	0	\$0	\$142,000	1.43%
Town Clerk	\$312,742	\$369,747	\$1,523	3.5	\$0	\$371,270	18.71%
Board of Assessors	\$391,372	\$382,347	\$4,203	4.3	\$0	\$386,550	-1.23%
Planning Board	\$328,246	\$339,356	\$3,876	4.1	\$0	\$343,232	4.57%
Advisory Committee	\$32,000	\$32,500	\$0	0	\$0	\$32,500	1.56%
Reserve Fund	\$175,000	\$175,000	\$0	0	\$0	\$175,000	0.00%
Human Resources Board	\$420,434	\$426,692	\$6,659	5.5	\$0	\$433,351	3.07%
HR Article	\$39,182	\$125,000	\$0	0	\$0	\$125,000	0.00%
	\$14,551,940	\$14,864,094	\$83,156	127.4	\$0	\$14,947,250	2.72%
Provision for all open contracts	\$0	\$580,000	\$0	0	\$0	\$580,000	100.00%
Police Department	\$6,553,273	\$6,667,166	\$1,676	61	\$0	\$6,668,842	1.76%
Special School Police	\$132,517	\$134,351	\$0	18	\$0	\$134,351	1.38%
Fire Department	\$5,618,423	\$5,606,915	\$0	57	\$0	\$5,606,915	-0.20%
Building Department	\$582,711	\$588,055	\$10,940	8	\$0	\$598,995	2.79%
Sealer of Weights & Measures	\$17,700	\$17,700	\$0	0.4	\$0	\$17,700	0.00%
	\$12,904,624	\$13,014,187	\$12,616	144.4	\$0	\$13,026,803	0.95%
Public Works	\$7,173,390	\$7,293,397	\$34,016	88.0	\$0	\$7,327,413	2.15%
Library Trustees	\$2,617,173	\$2,677,402	\$7,365	37.7	\$0	\$2,684,767	2.58%
Recreation Commission	\$383,367	\$386,672	\$4,736	5.4	\$0	\$391,408	2.10%
Board of Health	\$720,464	\$747,619	\$8,881	7.8	\$0	\$756,500	5.00%
Mental Health Service Initiative	\$309,658	\$309,658	\$0	0	\$0	\$309,658	0.00%
Natural Resources Commission	\$263,622	\$266,532	\$4,731	3.5	\$0	\$271,263	2.90%
Morses Pond	\$145,250	\$147,750	\$0	0	\$0	\$147,750	1.72%
Wellesley Public Schools	\$76,783,930	\$80,379,651	\$0	887.9	(\$25,000)	\$80,379,651	4.68%

* Denotes open contract(s). Additional funding will be required

TOWN OF WELLESLEY- SOURCES AND USES OF FUNDS

Exhibit I

	FY2020 Tax Rate	FY2021 Request	% Change
*** SOURCES OF FUNDS ***			
Tax & Other Current Revenues			
Within Levy Limits			
Real Estate & Per. Prop. Tax	134,008,497	139,158,709	3.84%
From the Commonwealth	10,714,574	10,885,003	1.59%
Local Revenue	11,352,726	12,990,000	14.42%
Sub-Total (Tax & Cur. Rev.)	156,075,797	163,033,712	4.46%
Outside Levy Limits			
Real Estate & Pers.Prop.Tax	10,888,408	10,638,135	-2.30%
Available Funds			
Water and Sewer	307,072	314,750	2.50%
Parking Meter Receipts	1,015,728	1,264,100	24.45%
Appropriated/Reserved CPA Surcharge	887,500	349,500	-60.62%
CPA Funds for North 40	552,044	553,444	0.25%
Free Cash- balance budget	2,515,000	2,639,066	4.93%
Free Cash- Other items	3,985,670	2,507,245	100.00%
Unencumbered/Transfers from other funds	154,145	279,501	100.00%
Sub-Total (Available Funds)	20,305,567	18,545,741	-8.67%
TOTAL SOURCES OF FUNDS	176,381,364	181,579,453	2.95%
	FY2020 Request	FY2021 Request	% Change
*** USE OF FUNDS ***			
Personal Services (Non-School)	28,410,802	29,373,210	3.39%
Expenses (Non-School)	10,658,686	10,966,601	2.89%
Subtotal (Non-School)	39,069,488	40,339,811	3.25%
Personal Services (School)	68,817,105	71,611,886	4.06%
Expenses (School)	7,966,825	8,767,765	10.05%
Subtotal (School)	76,783,930	80,379,651	4.68%
Sub-Total (Pers. Svcs.& Exp)	115,853,418	120,719,462	4.20%
Capital & Debt:			
Within Levy Limits			
Capital/Extraord./Special Items	5,893,417	6,027,237	2.27%
Debt Service	4,300,000	5,000,000	16.28%
Sub-Total (Within Levy Limits)	10,193,417	11,027,237	8.18%
Outside Levy Limits			
Debt Service	11,440,452	11,191,579	-2.18%
SUB-TOTAL (CAPITAL & DEBT)	21,633,869	22,218,816	2.70%
Employee Benefits:			
Health Insurance & other	20,113,538	21,200,462	5.40%
Pension Contribution	7,487,909	7,965,781	6.38%
OPEB Liability Fund	3,432,000	3,432,000	0.00%
Sub-Total (Shared Costs)	31,033,447	32,598,243	5.04%
SUB-TOTAL (OPERATIONS)	168,520,734	175,536,521	4.16%
Special Items:			
Traffic & Parking Management	975,018	1,228,015	25.95%
Appropriated/Reserved CPA Surcharge	887,500	349,500	-60.62%
State & County Assessments	1,262,442	1,308,172	3.62%
Property Tax Abatements	750,000	650,000	-13.33%
Free cash	3,985,670	2,507,245	100.00%
Sub-Total (Special Items)	7,860,630	6,042,932	-23.12%
TOTAL USE OF FUNDS	176,381,364	181,579,453	2.95%
TOTAL SOURCE OF FUNDS	176,381,364	181,579,453	2.95%
SURPLUS (DEFICIT)	0	0	

TOWN OF WELLESLEY - TOWN MEETING APPROVED ALLOCATION OF FUNDS

<u>SOURCES OF FUNDS</u>	<u>FY20 SOURCES OF FUNDS</u>	<u>FY21 SOURCES OF FUNDS</u>	<u>CHANGE - FY20 to FY21</u>	
			\$ Change	% Change
<i>Real Estate & Personal Property Tax</i>				
Within the Levy Limit	134,008,497	139,158,709	5,150,212	3.84%
Outside the Levy Limit	10,888,408	10,638,135	(250,273)	-2.30%
Subtotal - Real Estate & Personal Property Tax	144,896,905	149,796,844	4,899,939	3.38%
<i>From the Commonwealth</i>				
Chapter 70 Aid	9,273,504	9,419,784	146,280	1.58%
Lottery Aid	1,375,608	1,414,125	38,517	2.80%
Other Aid	65,462	51,094	(14,368)	-21.95%
Subtotal - From the Commonwealth	10,714,574	10,885,003	170,429	1.59%
<i>Local Revenue</i>				
Motor Vehicle Excise	5,158,524	5,700,000	541,476	10.50%
Licenses and Permits	2,200,000	2,600,000	400,000	18.18%
Interest Earnings	750,000	1,100,000	350,000	46.67%
RDF Revenue	600,000	600,000	0	0.00%
Fines & forfeits	450,000	500,000	50,000	11.11%
Recreation	75,000	15,000	(60,000)	-80.00%
Meals/Hotel/Motel Tax	750,000	770,000	20,000	2.67%
Pilot Payments	76,000	76,000	0	0.00%
MLP Payment In Lieu of Taxes	1,000,000	1,000,000	0	0.00%
Other Local Revenues	293,202	629,000	335,798	114.53%
Subtotal - Local Revenue	11,352,726	12,990,000	1,637,274	14.42%
<i>Other Sources</i>				
MLP/Water/Sewer reimbursements to IT	307,072	314,750	7,678	2.50%
Parking Meter Receipts	1,015,728	1,264,100	248,372	24.45%
Free Cash to balance budget	2,515,000	2,639,066	124,066	4.93%
Free Cash items	3,985,670	2,507,245	(1,478,425)	-37.10%
Appropriated CPA Surcharge	887,500	349,500	(538,000)	-60.52%
CPA Funds applied to North 40	552,044	553,444	1,400	0.25%
Insurance Funds		158,700	158,700	
Police detail	154,145	120,801	(33,344)	-21.63%
Subtotal - Other Sources	9,417,159	7,907,606	-1,509,553	-16.03%
TOTAL SOURCES OF FUNDS	176,381,364	181,579,453	5,198,089	2.95%

Exhibit B

<u>USES OF FUNDS</u>	<u>FY20 USE OF FUNDS (Tax Rate)</u>			<u>FY21 USE OF FUNDS (Request)</u>			<u>CHANGE - FY20 to FY21</u>			
	Pers Svcs	Expenses	Total Ops	Pers Svcs	Expenses	Total Ops	Variance Pers Svcs	Variance Expenses	Variance Total - \$	Variance Total - %
<u>GENERAL GOVERNMENT</u>										
<i>Board of Selectmen - Administration</i>										
Executive Director's Office	550,628	40,800	591,428	551,929	39,500	591,429	1,301	(1,300)	1	0.00%
Sustainable Energy	37,204	3,225	40,429	66,552	3,625	70,177	29,348	400	29,748	73.58%
Central Administrative Services	0	27,700	27,700	0	27,700	27,700	0	0	0	0.00%
Finance Department	465,036	10,450	475,486	471,577	10,450	482,027	6,541	0	6,541	1.38%
Information Technology	691,763	512,750	1,204,513	679,670	548,750	1,228,420	(12,093)	36,000	23,907	1.98%
Treasurer & Collector	347,897	107,200	455,097	348,081	107,520	455,601	184	320	504	0.11%
Town Report	0	4,000	4,000	0	4,000	4,000	0	0	0	0.00%
<i>Board of Selectmen - Human Services</i>										
Council on Aging	387,241	59,176	446,417	383,320	73,100	456,420	(3,921)	13,924	10,003	2.24%
West Suburban Veterans District	0	70,502	70,502	0	70,822	70,822	0	320	320	0.45%
Youth Commission	87,370	17,090	104,460	87,228	17,090	104,318	(142)	0	(142)	-0.14%
<i>Board of Selectmen - Facilities</i>										
Facilities Management	4,735,171	3,507,730	8,242,901	4,712,168	3,579,751	8,291,919	(23,003)	72,021	49,018	0.59%
<i>Board of Selectmen - Other Services</i>										
Housing Development Corporation	0	6,500	6,500	0	6,500	6,500	0	0	0	0.00%
Historical Commission	0	750	750	0	750	750	0	0	0	0.00%
Memorial Day	0	5,000	5,000	0	5,000	5,000	0	0	0	0.00%
Celebrations Committee	0	4,700	4,700	0	4,700	4,700	0	0	0	0.00%
Zoning Board of Appeals	78,279	7,190	85,469	78,294	8,190	86,484	15	1,000	1,015	1.19%
<i>Board of Selectmen - Shared Services</i>										
Law	0	340,000	340,000	0	350,000	350,000	0	10,000	10,000	2.94%
Audit Committee	0	58,850	58,850	0	58,850	58,850	0	0	0	0.00%
Risk Management	0	548,762	548,762	0	576,335	576,335	0	27,573	27,573	5.02%
Street Lighting	0	140,000	140,000	0	142,000	142,000	0	2,000	2,000	1.43%
Contract Settlements & reclass	0	0	0	580,000	0	580,000	580,000	0	580,000	NA
Subtotal - Board of Selectmen - General Government	7,380,589	5,472,375	12,852,964	7,958,819	5,634,633	13,593,452	578,230	162,258	740,488	5.76%

Exhibit B

<u>USES OF FUNDS</u>	<u>FY20 USE OF FUNDS (Tax Rate)</u>			<u>FY21 USE OF FUNDS (Request)</u>			<u>CHANGE - FY20 to FY21</u>			
	Pers Svcs	Expenses	Total Ops	Pers Svcs	Expenses	Total Ops	Variance Pers Svcs	Variance Expenses	Variance Total - \$	Variance Total - %
<i>Other General Government</i>										
Town Clerk/Election & Registration	272,927	39,815	312,742	326,357	43,390	369,747	53,430	3,575	57,005	18.23%
Board of Assessors	289,572	101,800	391,372	296,847	85,500	382,347	7,275	(16,300)	(9,025)	-2.31%
Planning Board	285,246	43,000	328,246	296,056	43,300	339,356	10,810	300	11,110	3.38%
Advisory Committee	10,000	22,000	32,000	11,000	21,500	32,500	1,000	(500)	500	1.56%
Reserve Fund	0	175,000	175,000	0	175,000	175,000	0	0	0	0.00%
Permanent Building Committee	0	0	0	0	0	0	0	0	0	
Human Resources Board	382,484	37,950	420,434	382,942	43,750	426,692	458	5,800	6,258	1.49%
HR Salary adjustments	39,182		39,182	177,500		177,500	138,318	0	138,318	NA
Subtotal - Other General Government	1,279,411	419,565	1,698,976	1,490,702	412,440	1,903,142	211,291	(7,125)	204,166	12.02%
GENERAL GOVERNMENT TOTAL	8,660,000	5,891,940	14,551,940	9,449,521	6,047,073	15,496,594	789,521	155,133	944,654	6.49%
<u>PUBLIC SAFETY - BOARD OF SELECTMEN</u>										
Police Department	5,888,463	664,810	6,553,273	5,948,414	718,752	6,667,166	59,951	53,942	113,893	1.74%
Injured on Duty	see Risk Management Dept 945			see Risk Management Dept 945						
Special School Police	129,254	3,263	132,517	130,974	3,377	134,351	1,720	114	1,834	1.38%
Fire Department	5,351,153	267,270	5,618,423	5,326,195	280,720	5,606,915	(24,958)	13,450	(11,508)	-0.20%
Building Department	541,711	41,000	582,711	547,055	41,000	588,055	5,344	0	5,344	0.92%
Sealer of Weights & Measures	15,000	2,700	17,700	15,000	2,700	17,700	0	0	0	0.00%
PUBLIC SAFETY TOTAL - BOARD OF SELECTMEN	11,925,581	979,043	12,904,624	11,967,638	1,046,549	13,014,187	42,057	67,506	109,563	0.85%
<u>DEPARTMENT OF PUBLIC WORKS</u>										
Engineering	545,122	65,500	610,622	559,897	65,500	625,397	14,775	0	14,775	2.42%
Highway	1,097,837	470,450	1,568,287	1,124,227	494,200	1,618,427	26,390	23,750	50,140	3.20%
Fleet Maintenance	165,000	43,462	208,462	170,775	43,462	214,237	5,775	0	5,775	2.77%
Park	1,269,377	372,570	1,641,947	1,283,430	401,300	1,684,730	14,053	28,730	42,783	2.61%
Recycling & Disposal	1,106,742	1,263,947	2,370,689	1,128,722	1,240,422	2,369,144	21,980	(23,525)	(1,545)	-0.07%
Management	382,958	24,070	407,028	378,215	24,070	402,285	(4,743)	0	(4,743)	-1.17%
Winter Maintenance	0	366,355	366,355	0	379,177	379,177	0	12,822	12,822	3.50%
PUBLIC WORKS TOTAL	4,567,036	2,606,354	7,173,390	4,645,266	2,648,131	7,293,397	78,230	41,777	120,007	1.67%
<u>WELLESLEY FREE LIBRARY</u>										
Library Trustees	2,032,158	585,015	2,617,173	2,060,562	616,840	2,677,402	28,404	31,825	60,229	2.30%
LIBRARY TOTAL	2,032,158	585,015	2,617,173	2,060,562	616,840	2,677,402	28,404	31,825	60,229	2.30%
<u>RECREATION</u>										
Recreation Commission	354,626	28,741	383,367	356,925	29,747	386,672	2,299	1,006	3,305	0.86%
RECREATION TOTAL	354,626	28,741	383,367	356,925	29,747	386,672	2,299	1,006	3,305	0.86%

Exhibit B

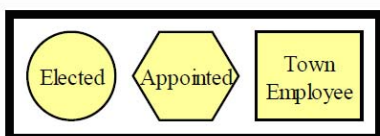
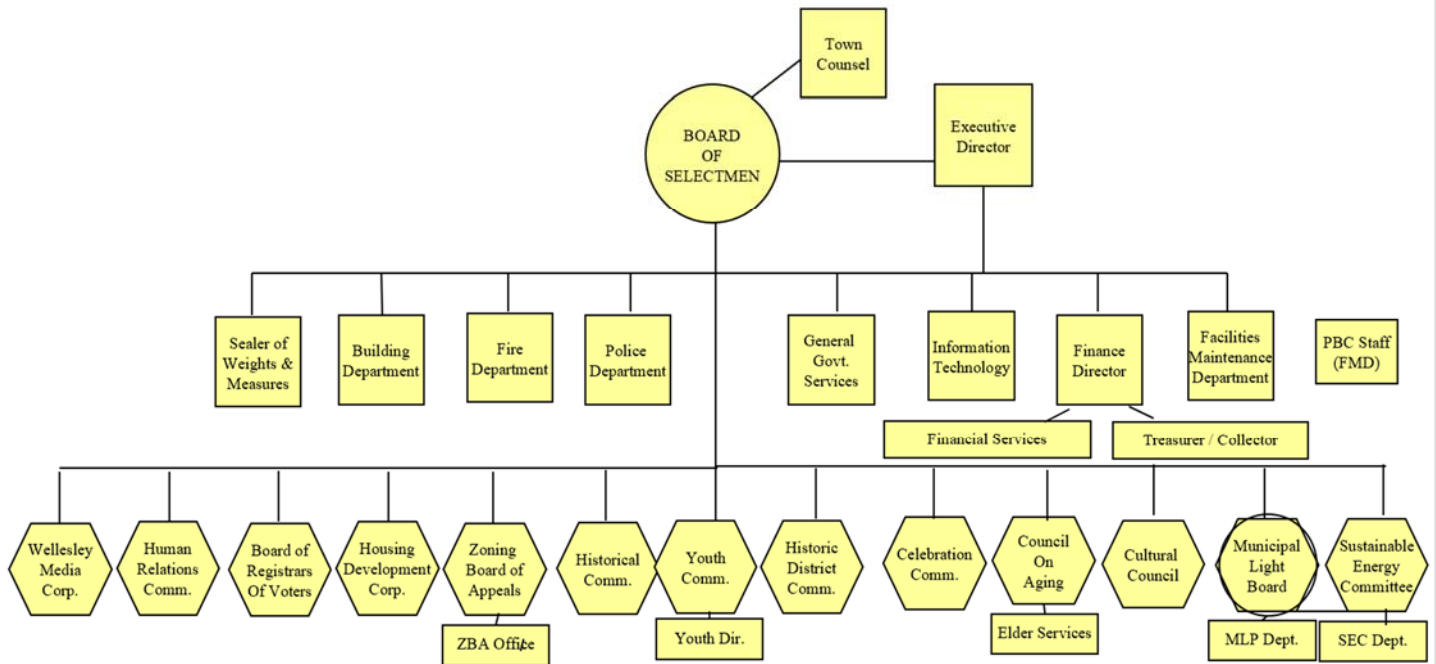
<u>USES OF FUNDS</u>	<u>FY20 USE OF FUNDS (Tax Rate)</u>			<u>FY21 USE OF FUNDS (Request)</u>			<u>CHANGE - FY20 to FY21</u>			
	Pers Svcs	Expenses	Total Ops	Pers Svcs	Expenses	Total Ops	Variance Pers Svcs	Variance Expenses	Variance Total - \$	Variance Total - %
HEALTH										
Board of Health	637,779	82,685	720,464	656,766	90,853	747,619	18,987	8,168	27,155	3.77%
Mental Health Services	0	309,658	309,658	0	309,658	309,658	0	0	0	0.00%
HEALTH TOTAL	637,779	392,343	1,030,122	656,766	400,511	1,057,277	18,987	8,168	27,155	2.64%
NATURAL RESOURCES										
Natural Resources Commission	233,622	30,000	263,622	236,532	30,000	266,532	2,910	0	2,910	1.10%
Morses Pond Project - (NRC, DPW, Rec)	0	145,250	145,250	0	147,750	147,750	0	2,500	2,500	1.72%
NATURAL RESOURCES TOTAL	233,622	175,250	408,872	236,532	177,750	414,282	2,910	2,500	5,410	1.32%
NON-SCHOOL TOTAL	28,410,802	10,658,686	39,069,488	29,373,210	10,966,601	40,339,811	962,408	307,915	1,270,323	3.25%
WELLESLEY PUBLIC SCHOOLS										
Instruction	48,516,160	2,100,205	50,616,365	50,370,858	2,144,497	52,515,355	1,854,698	44,292	1,898,990	3.75%
Administration	1,211,817	153,741	1,365,558	1,248,611	160,812	1,409,423	36,794	7,071	43,865	3.21%
Operations	1,540,617	1,235,941	2,776,558	1,562,487	1,318,282	2,880,769	21,870	82,341	104,211	3.75%
Special Education	17,548,511	4,476,938	22,025,449	18,429,930	5,144,174	23,574,104	881,419	667,236	1,548,655	7.03%
SCHOOL TOTAL	68,817,105	7,966,825	76,783,930	71,611,886	8,767,765	80,379,651	2,794,781	800,940	3,595,721	4.68%
EMPLOYEE BENEFITS										
Group Insurance		19,648,490	19,648,490	0	20,736,313	20,736,313	0	1,087,823	1,087,823	5.54%
Workers Compensation		245,048	245,048	0	244,149	244,149	0	(899)	(899)	-0.37%
OPEB Liability Fund		3,432,000	3,432,000	0	3,432,000	3,432,000	0	0	0	0.00%
Retirement Contribution		7,487,909	7,487,909	0	7,965,781	7,965,781	0	477,872	477,872	6.38%
Unemployment Compensation		100,000	100,000	0	100,000	100,000	0	0	0	0.00%
Compensated Absences		120,000	120,000	0	120,000	120,000	0	0	0	0.00%
Non-Contributory Pensions		0	0	0	0	0	0	0	0	0.00%
EMPLOYEE BENEFITS TOTAL	0	31,033,447	31,033,447	0	32,598,243	32,598,243	0	1,564,796	1,564,796	5.04%
ALL PERSONAL SERVICES & EXPENSES	97,227,907	49,658,958	146,886,865	100,985,096	52,332,609	153,317,705	3,757,189	2,673,651	6,430,840	4.38%

Exhibit B

USES OF FUNDS	FY20 USE OF FUNDS (Tax Rate)			FY21 USE OF FUNDS (Request)			CHANGE - FY20 to FY21			
	Pers Srvs	Expenses	Total Ops	Pers Srvs	Expenses	Total Ops	Variance Pers Srvs	Variance Expenses	Variance Total - \$	Variance Total - %
<u>CAPITAL & DEBT</u>										
<i>Departmental Cash Capital</i>										
Public Works Capital	0	2,276,000	2,276,000	0	2,236,000	2,236,000	0	(40,000)	(40,000)	-1.76%
School Capital	0	1,101,028	1,101,028	0	1,104,921	1,104,921	0	3,893	3,893	0.35%
Facilities Capital - School	0	937,000	937,000	0	1,335,000	1,335,000	0	398,000	398,000	42.48%
Facilities Capital - Town	0	913,000	913,000	0	665,000	665,000	0	(248,000)	(248,000)	-27.16%
Planning Board	0	30,000	30,000	0	0	0	0	(30,000)	(30,000)	-100.00%
Board of Health	0	0	0	0	0	0	0	0	0	0.00%
Selectmen Capital	0	452,089	452,089	0	451,016	451,016	0	(1,073)	(1,073)	-0.24%
Library Capital	0	109,300	109,300	0	94,300	94,300	0	(15,000)	(15,000)	-13.72%
Town Clerk	0	0	0	0	36,000	36,000	0	36,000	36,000	0.00%
Recreation	0	0	0	0	0	0	0	0	0	0.00%
NRC Capital	0	75,000	75,000	0	105,000	105,000	0	30,000	30,000	40.00%
Morses Pond Capital	0	0	0	0	0	0	0	0	0	#DIV/0!
Subtotal - Cash Capital	0	5,893,417	5,893,417	0	6,027,237	6,027,237	0	133,820	133,820	2.27%
<i>Debt Service</i>										
<i>Current Inside Levy Debt Service - Issued</i>	0	4,300,000	4,300,000	0	5,000,000	5,000,000	0	700,000	700,000	16.28%
<i>Outside Levy Debt Service - Issued/Unissued</i>		11,440,452	11,440,452	0	11,191,579	11,191,579	0	(248,873)	(248,873)	-2.18%
Subtotal - Debt Service	0	15,740,452	15,740,452	0	16,191,579	16,191,579	0	451,127	451,127	2.87%
CAPITAL & DEBT TOTAL		21,633,869	21,633,869	0	22,218,816	22,218,816	0	584,947	584,947	2.70%
<u>SPECIAL ITEMS</u>										
<i>Receipts Reserved for Appropriation</i>										
Traffic & Parking Operations	312,418	662,600	975,018	280,265	947,750	1,228,015	(32,153)	285,150	252,997	25.95%
Community Preservation Appropriated	0	887,500	887,500	0	349,500	349,500	0	(538,000)	(538,000)	0.00%
Free Cash items - Electronic voting service	0	15,000	15,000	0	0	0	0	(15,000)	(15,000)	0.00%
Free Cash items -	0	1,970,670	1,970,670	0	1,025,101	1,025,101	0	(945,569)	(945,569)	0.00%
Fall STM Hunnewell/ North 40 remediation		2,000,000	2,000,000	0	1,482,144	1,482,144		(517,856)		
Property Tax Abatements	0	750,000	750,000	0	650,000	650,000	0	(100,000)	(100,000)	-13.33%
State & County Assessments	0	1,262,442	1,262,442	0	1,308,172	1,308,172	0	45,730	45,730	3.62%
SPECIAL ITEMS TOTAL	312,418	7,548,212	7,860,630	280,265	5,762,667	6,042,932	(32,153)	(1,785,545)	(1,299,842)	-16.54%
TOTAL USES OF FUNDS			176,381,364			181,579,453			5,198,089	2.95%
TOTAL SOURCES OF FUNDS			176,381,364			181,579,453			5,198,089	2.95%
SURPLUS (DEFICIT)			0			0				

Board of Selectmen

Departments





Town of *Wellesley*

FY2021 Budget Request

Executive Director Operating Narrative: Mission, Services & Priorities

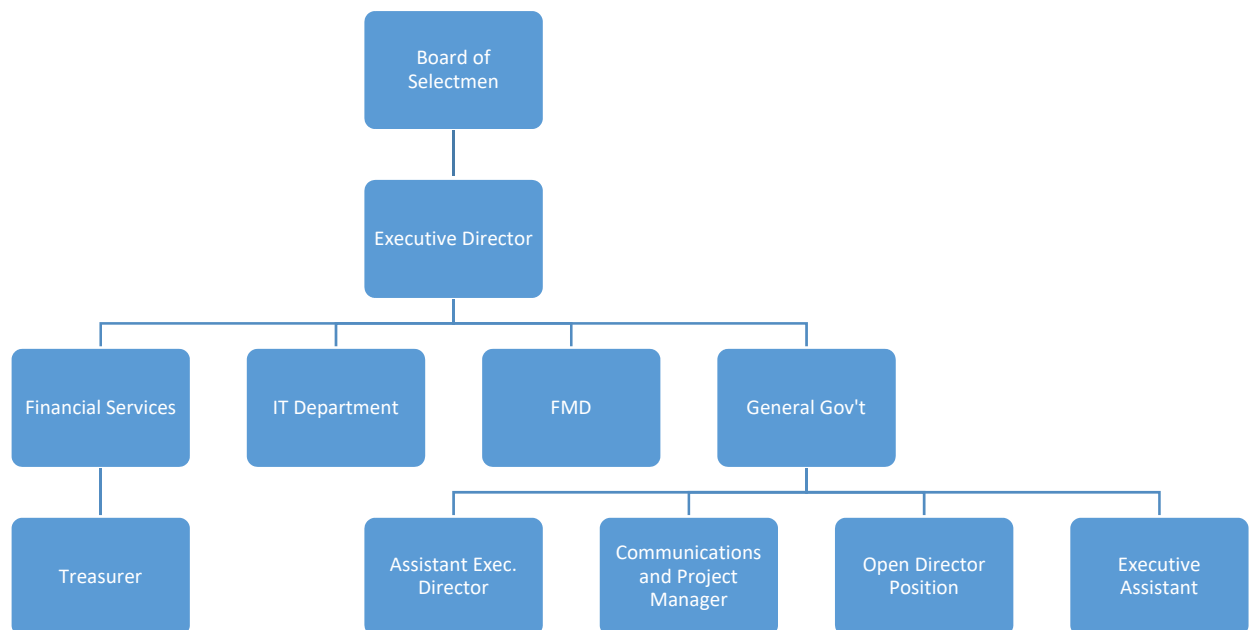
MISSION

To implement the policies of the Board of Selectmen, manage and direct any and all matters and activities affecting the interest and welfare of the Town that are not specifically assigned by law to any other board or office, and to foster continuous and collaborative improvement of public services and programs.

EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT SERVICES

The Executive Director of General Government Services serves as the Chief Operating Officer for the Board of Selectmen ("Board") and manages the activities of the Office of the Board of Selectmen. The Executive Director assists the Board in its annual development of Town-wide goals and objectives and is responsible for coordinating staff initiatives to achieve those goals and objectives. She oversees and is responsible for the annual preparation and implementation of the Town-Wide Financial Plan, Five-Year Capital Budget Program, and Annual Operating Budget. She also provides leadership on projects and activities involving multiple boards and/or committees, supports members of the Board and other elected and appointed boards, and implements the Unified Plan.

OFFICE OF GENERAL GOVERNMENT SERVICES



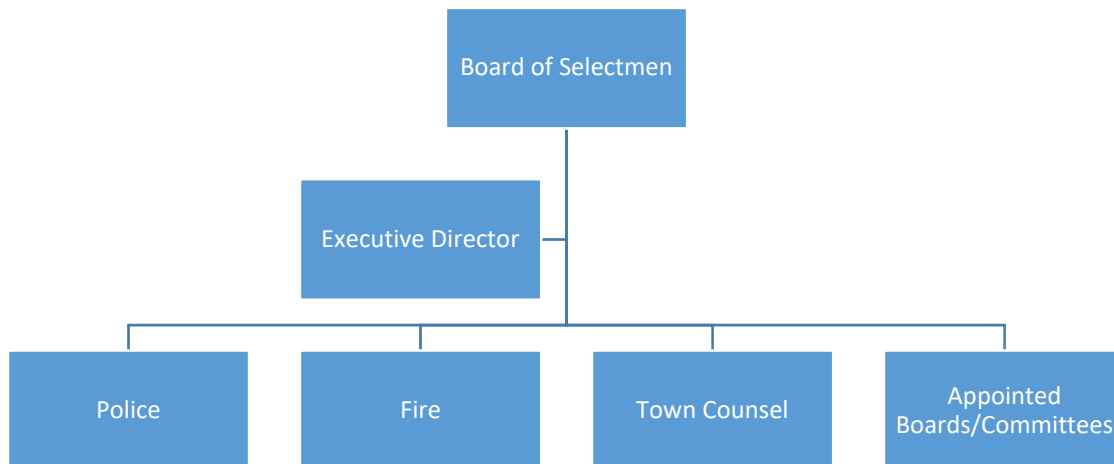
Working for the Board of Selectmen, the Office of General Government Services manages and directs any and all matters and activities affecting the interest and welfare of the Town that are not specifically assigned by law to any other board or office. The office administers all provisions of general and special laws applicable to the Town, all by-laws and votes of the Town, and all rules and regulations made by the Board. The office is liaison with the state and federal government; local civic and business entities; and other municipalities and municipal organizations. The Office of General Government Services includes the Office of the Board of Selectmen.

The Office of General Government Services is staffed by five professionals, led by the Executive Director:

- Assistant Executive Director responsible for providing management and administrative support to the Executive Director of General Government Services and to the Board of Selectmen (BOS), and manages the Office of the Board of Selectmen.
- Communications and Project Manager organizes and manages the Town's strategic communications efforts, provides public information, Town-wide news, event announcements, and operational program materials in efforts to implement the Unified Plan.
- Executive Assistant oversees the administrative management of the Executive Director's office.
- Position approved in FY20 at a director level which will address other office, the Town, and Board priorities.

The Office of General Government Services has had considerable change in the last fiscal year. There was a leadership change in March 2019 with the resignation of Blythe Robinson and the hiring of Meghan Jop. The Assistant Executive Director position has been vacant since October 2018 and is currently being filled. A new position for an Economic Development Director was approved in FY20 to assist the Executive Director. This position remains unfilled due to the office transition and existing vacancies.

OFFICE OF THE BOARD OF SELECTMEN



***Appointed Boards/Committees:** Celebrations Committee, Council on Aging, Historical Commission, Historic District Commission, Municipal Light Board (2 Members), Sustainable Energy Committee (4 Members), Registrars of Voters (3 Members), Retirement Board (1 Member), Veterans Advisory Board, Wellesley Media Corporation (3 Members), Youth Commission, Zoning Board of Appeals.

The Board of Selectmen have the authority to appoint the following department heads: the Executive Director of General Government Services, Fire Chief, Police Chief, and Town Counsel. The Board Also appoints members to several town committees. The Office of the Board of Selectmen is within the Office of General Government Services and the administrative duties are managed by the Assistant Executive Director with staff support from the Executive Assistant.

Through the Finance Department, the Board coordinates the preparation of General Government budgets for Central Administrative Services, Employee Benefits, Risk Management (Insurance), Law, Memorial and Veterans' Days commemorations, Parking Fine Processing, Traffic and Parking Management, Sealer of Weights and Measures, Town Facilities Management, Town Report, and Unemployment Compensation.

Other Board responsibilities include authority to issue permits and licenses for alcoholic beverages, common victuallers, take-out food, entertainment, public conveyances, and others. It also administers risk management practices and scholarship programs; coordinates, publishes and distributes the annual Town Report; oversees Town facilities maintenance; addresses public safety matters; determines where traffic and regulatory signage, and pavement markings are located; directs traffic engineering; maintains parking facilities and meters; assigns house numbers; estimates, modifies, and maintains voting precincts; administers Town property leases and certain grant applications; and is Town Ombudsman.

FY21 GOALS

The Goals for FY21 will continue to focus on implementation of the Unified Plan, with particular focus on Municipal Facilities, housing, transportation, and sustainability.

Municipal Facilities

- Continue to work with the School Building Committee to complete the Schematic Design for Hardy/Upham MSBA School and the Hunnewell Elementary School to prepare for construction funds in March 2021.
- Continue to work with Facilities Management Department and Permanent Building Committee to complete Schematic Design of the Town Hall Annex and Town Hall Interior projects to prepare for construction funding at a FY23/24 Town Meeting.

Housing

- Working with the newly formed Housing Task Force, the Board of Selectmen and Executive Director will continue efforts to diversify the housing stock and housing options in Wellesley through implementation of the Housing Production Plan and prioritization of housing initiatives.
- The Board of Selectmen and Executive Director will work to negotiate and bring to Town Meeting a long-term land lease for the Tailby and Railroad Commuter Parking Lots to increase housing in Wellesley Square while maintaining the parking for the business district.
- Work to complete 40B permitting for projects and to resolve outstanding legal cases on 680 Worcester Street and 16 Stearns Road.
- Work to assist the Wellesley Housing Authority on completion of the Barton Road Feasibility Study.
- Continue to evaluate potential partnerships with the Wellesley Housing Development Corporation.

Transportation

- Work with the Mobility Committee to improve multi-modal transportation options in Wellesley.
- Work with the MetroWest Regional Transit Authority to promote the use of the Route 8 bus and to improve transportation options for the Council on Aging.
- Begin implementing the Complete Streets Prioritization Plan.

- Work with the Massachusetts Bay Transportation Authority to improve service and Americans with Disability Act accessibility at the Wellesley Square, Wellesley Hills, and Wellesley Farms Commuter Rail Stations.

Sustainability

- Work to implement actions identified in the Municipal Vulnerability Preparedness Program.
- Work with the Sustainable Energy Committee and other departments on the formulation of a Climate Action Plan.

In addition to the above FY21 Goals, the department will work to improve town-wide communications initiatives such as website enhancements, development of a social media strategy, and improvement of communication between town departments, residents, and the general public.

Operating Budget Summary

The Executive Director's budget is flat this year with no **overall year of year increase**, an assumed salary increase of 2.5% for all staff. FY20 incorporated a significant personnel change with the addition of a new Group 60 position at the director-level. Filling of the position is expected by the end of FY20 and the job description is currently under further development. During the last three months of FY19 and the first half of FY20 the department operated with minimal staff while continuing to implement initiatives and goals of the Board of Selectmen. **The FY21 budget builds on Unified Plan goals** of increasing affordable housing and diversify housing stock in Town as well as improving transportation operations and options, **however no budgetary increases are required**. Additional Unified Plan initiatives include assisting the Sustainable Energy Committee's efforts to create a Climate Action Plan, building on the Town's Municipal Vulnerability Preparedness study. The budgetary component of the plan is found in the SEC Capital Budget Request of \$50,000.

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Executive Director	1.0	1.0	1.0	1.0	1.0
Assistant Exec. Director	1.0	1.0	1.0	1.0	1.0
Deputy Assistant Director	1.0	1.0	-	-	-
Economic Development Director	-	-	-	1.0	1.0
Communications and Project Manager	-	-	1.0	1.0	1.0
Executive Assistant*	<u>2.0</u>	<u>2.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Total Number of Positions	5.0	5.0	4.0	5.0	5.0

* FY19 Dep. Director position eliminated, Clerk position eliminated

Executive Director Operating Request

Org	Object	Account # 01-122 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance	% Variance
PERSONAL SERVICES									
01122100	511010	Senior Administrator	\$195,116	\$193,800	\$197,676	\$203,181	\$205,788	\$ 2,607	1.32%
01122100	511220	Other Professionals	239,684	253,965	261,347	342,447	341,140	\$ (1,307)	-0.50%
01122100	512290	Temporary Help	-	626	5,000	5,000	5,000	\$ -	0.00%
01122100	515050	Longevity	600	1,200	-	-	-	\$ -	0.00%
			435,399	449,591	464,023	550,628	551,929	1,301	0.28%
EXPENSES									
01122200	521010	Electricity	-	93	-	-	-	-	0.00%
01122200	524050	Computer Equipment Maint.				1,000	1,000	-	0.00%
01122200	530500	Training & Development	915	340	2,500	3,000	3,000	-	0.00%
01122200	530600	Appraisals & Surveys	4,500	2,000	2,000	3,500	2,000	(1,500)	-75.00%
01122200	530900	Other Professional Services	2,835	856	5,000	5,000	5,000	-	0.00%
01122200	534010	Postage	1,701	1,513	2,500	2,300	2,500	200	8.00%
01122200	534020	Telephone	-	705	-	700	700	-	0.00%
01122200	534030	Advertising - General	931	582	1,200	1,100	1,100	-	0.00%
01122200	534035	Advertising- Employment	-	-	600	-	-	-	0.00%
01122200	534040	Printing and Binding Expense	-	125	500	400	400	-	0.00%
01122200	534060	Photocopying						-	0.00%
01122200	534095	On Line subscriptions/databases				3,000	3,000	-	0.00%
01122200	538030	Microfilming Services	-	-	-	-	-	-	0.00%
01122200	542010	Office Supplies	3,519	2,631	3,000	3,000	3,000	-	0.00%
01122200	549090	Other Food Service Supplies		433	-	500	500	-	0.00%
01122200	555020	Periodicals & Newspapers	450	66	300	300	300	-	0.00%
01122200	571010	In-state travel (mileage)	-	156	300	300	300	-	0.00%
01122200	571110	Conf/Meetings Administrators	1,588	4,742	3,625	4,800	4,800	-	0.00%
01122200	573010	Dues-Administrators	-	2,157	2,800	3,000	3,000	-	0.00%
01122200	573040	Dues-Committee/Board Members	8,524	8,571	8,900	8,900	8,900	-	0.00%
01122200	578090	Unclassified Expenses	-	-	-	-	-	-	0.00%
01122200	542010	Office Supplies	-	-	-	-	-	-	0.00%
			24,963	24,970	33,225	40,800	39,500	(1,300)	-3.91%
	570000	Other Charges & Expenses	-	39	-	-	-	-	0.00%
			\$460,362	\$474,601	\$497,248	\$591,428	\$591,429	\$ 1	0.00%



Town of *Wellesley*
FY2021 Budget Request
Sustainable Energy Committee: Mission, Services, &
Priorities

SUSTAINABLE ENERGY COMMITTEE

Mission

Town Meeting established the Sustainable Energy Committee (SEC, the Committee) in 2010, to lead efforts to accomplish the goal adopted at the 2009 Annual Town Meeting (ATM) and revised at 2014 ATM: to reduce town-wide emissions 25% below 2007 levels by 2020.

Department Description

The SEC develops and works collaboratively to implement initiatives to reduce greenhouse gas emissions (GHG) from Wellesley's municipal, residential, commercial, and institutional sectors.

Organizational Structure

The SEC has seven appointed members, with staggered terms of three years. The Board of Selectmen (BOS), Wellesley Municipal Light Plant (WMLP), and School Committee each appoint one board member, officer, official, or paid employee. The BOS appoints the remaining four members from among residents or others with relevant interests and expertise. As depicted in Figure 1, the SEC is under the Board of Selectmen and has two staff members: Sustainable Energy Director at 30 hours/week and an SEC Assistant at 19 hours/week.

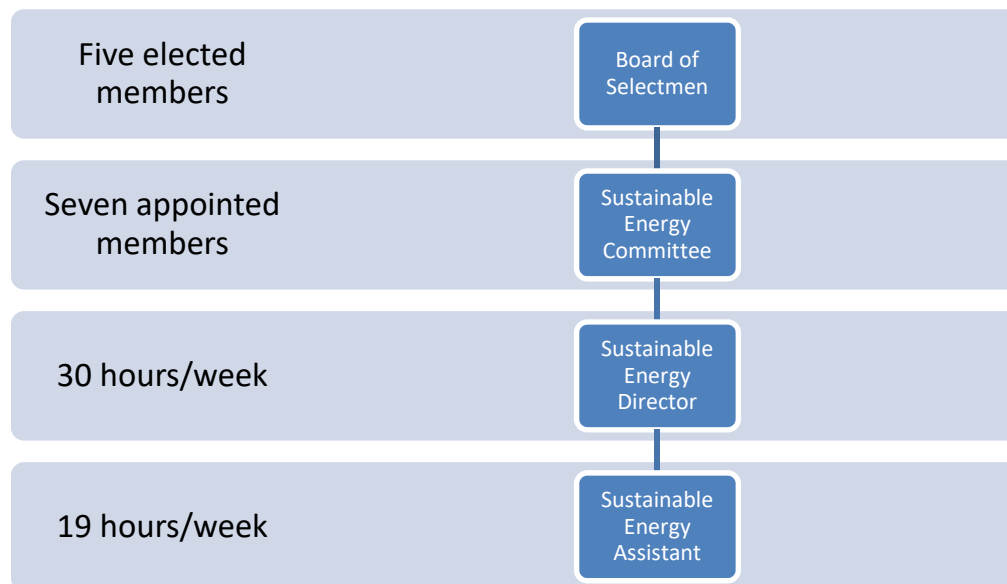


Figure 1: Sustainable Energy Committee Organizational Chart

Recent Accomplishments

Green Communities - The SEC develops, coordinates and implements the Town's Green Communities activities, seeks state funding for Green Communities projects and reports to the Massachusetts Department of Energy Resources (DOER) on municipal energy use, vehicle purchases and grant implementation. Projects funded by Wellesley's Green Communities designation grant of \$137,250 include:

- Exterior light-emitting diode (LED) retrofit on the Department of Public Works (DPW) campus;
- Energy evaluation of the Town's water and wastewater infrastructure;
- Interior LED retrofit at the Town's water treatment plants;
- Exterior LED retrofit at the WMLP;
- Sustainability analysis in the Town Hall Annex Feasibility Study; and
- An electric vehicle (EV) charging station at the Waban Street Parking Lot.

Tracking of Energy Use and Greenhouse Gas Emissions – Every year, the SEC tracks energy use and estimates town-wide GHG emissions from municipal, residential, commercial, and college sectors. In 2019, the SEC carried out analyses which led to:

- A new electricity emissions factor (ISO New England);
- A process for calculating an electricity emissions factor specific to the WMLP; and
- An increase and improvement in traffic count data for estimating transportation-related emissions.

WasteWise Wellesley – The SEC coordinates the 3R (Reduce, Reuse, Recycle) Working Group (DPW, Natural Resources Commission and SEC) to encourage sustainable materials management, a goal identified in the Unified Plan. Program highlights include:

- Addition of food donation to elementary school cafeteria recycling;
- Food donation and food waste diversion from the Wellesley Middle School kitchen;
- Planning for a food waste diversion pilot from the Wellesley Middle School cafeteria;
- A Food Waste and Food Rescue Workshop that attracted 40 participants from 7 neighboring communities, representing 70 schools; and
- Outreach to other towns including Newton, Natick, Needham, and Lexington.

Sustainable Building Guidelines and Hardy, Hunnewell, Upham (HHU) – In pursuing Unified Plan goals, the SEC prepared Draft Sustainable Building Guidelines (SBG) for the design, construction, operation and maintenance of municipal building projects and for private development on Town-owned land. The SEC will seek approval of SBG from ATM 2020. Draft guidelines are already gaining traction with:

- A net-zero energy ready Hunnewell School design;
- A net-zero energy design for the Town Hall Annex;
- Inclusion of sustainability goals in the Morses Pond Feasibility and Design Study; and
- Sustainability language in the Request for Qualifications for the Hardy/Upham Project.

Transportation Working Group – To further mobility-related Unified Plan goals, including reducing transportation emissions, the SEC organized a Transportation Working Group and

joined the town-wide Mobility Working Group. The SEC also worked with the WMLP to promote its Bring Your Own Charger Program for residents with electric vehicles (EV).

Solar - Wellesley earned a SolSmart Silver designation through the U.S. Department of Energy for leadership on reducing soft costs and barriers to going solar. The SEC worked with the WMLP to prepare for a residential solar campaign that encourages solar installations in Wellesley under the State's new solar rebate program for municipal light plants.

Green Collaborative - To connect over 30 environmentally interested groups across Town, the SEC facilitates "Wellesley's Green Collaborative," which hosted speakers on gas leaks, school transportation, electric vehicles, and electricity as a pathway to emissions reduction.

Raising the Profile of Sustainability in Wellesley Municipal Government - The Unified Plan calls for increasing public awareness about energy conservation and sustainability. SEC engagement with departments on several initiatives has helped to generate interest in sustainability among Town staff, boards, and committees.

Leading by Example Award – Wellesley won a Leading by Example Award from DOER for energy conservation, food rescue and waste diversion, solar installations, LED streetlight retrofit, GHG emissions reductions, and leadership.

FY2021 Goals

Climate Action Plan (primary reason for requested staffing increase). The Unified Plan calls on Wellesley to accelerate its current rate of GHG emissions reduction, align its carbon reduction goals with those of the state, organize town-wide systems, and raise public awareness to support goals for energy and resource efficiency and green practices (p. 12-6). The SEC believes that the most effective way to achieve these goals is through development and implementation of a Climate Action Plan (CAP). A CAP will identify GHG emissions reduction targets and provide a roadmap for achieving these targets. A CAP requires research, analyses, leadership, community engagement, and policy/program development and implementation that exceed the scope of current SEC staff responsibilities. The requested increase in staff time will allow SEC staff to execute some CAP tasks in-house and complete other tasks via a consultant. The SEC's FY21 Capital Budget Request includes \$50,000 for a CAP consultant. The SEC also plans to seek grant funding to support CAP development.

Police Station Energy Assessment/Conservation Pilot (partial reason for requested staffing increase). The Unified Plan calls for Wellesley to "incorporate energy conservation and renewable energy sources into all existing and new Town facilities" (p. 12-8). An Energy Assessment/Conservation Pilot at the Police Station will break new ground for the SEC and for Wellesley in the area of behavior-based energy conservation and will require increased staff hours for collaborations with Police Department staff, consultant management, and more frequent tracking and communication of energy use data. This pilot promises to serve as a model for behavior-related energy conservation work in municipal buildings. The SEC's FY21 Capital Budget Request includes \$5,300 to support a consultant to assist with the energy assessment.

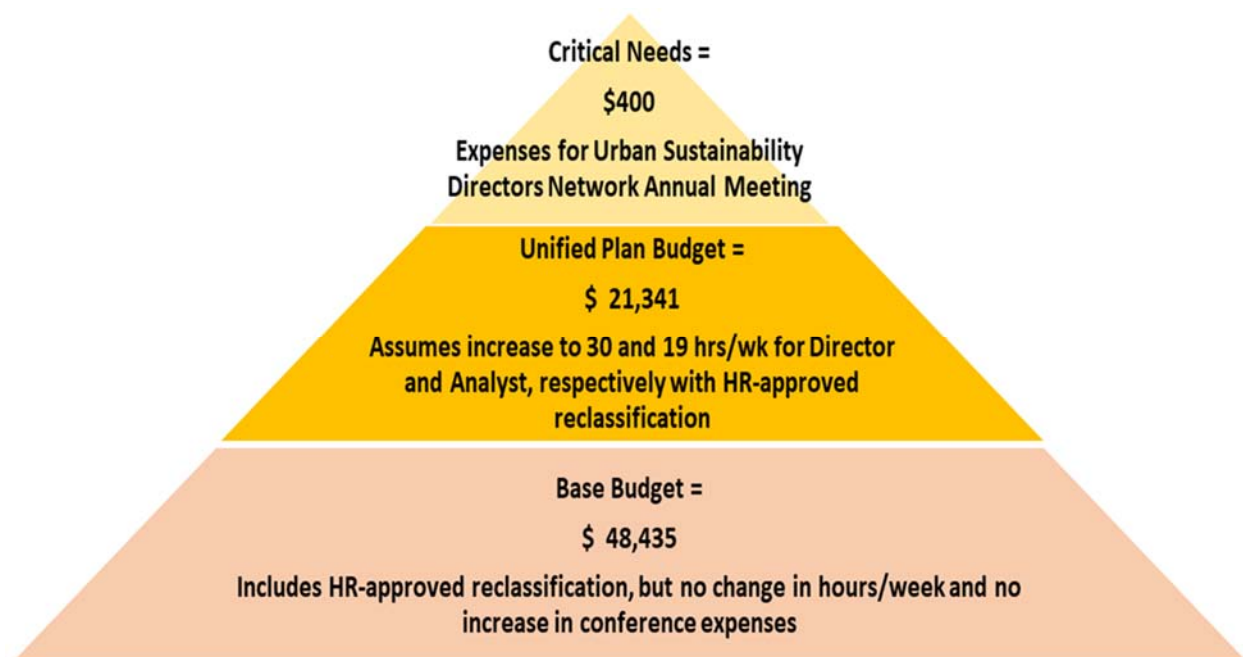
Professional Development and Networking (\$400 increase in "Conferences and professional development"). The SEC has found that attending workshops, conferences, and presentations is an excellent way to build key relationships and stay current with ever-changing technologies, practices, and policies in the sustainability field. Several neighboring towns and cities have highly

recommended a three-day annual meeting of the Urban Sustainability Director's Network (USDN) and one-day meetings of the New England USDN chapter. The \$400 increase will allow SEC staff to attend these and other professional development and networking events.

Operating Budget Summary

The SEC's FY21 operating budget includes funding for the SEC Director, the SEC Analyst, and expenses for dues, professional development, events such as workshops and large-scale meetings with other communities and with state and federal officials, and supplies required to run the SEC's various programs. The FY21 budget assumes that the WMLP will continue to provide 50% of the Director's 30-hour-per-week salary.

Total Budget Request



Revenue

The SEC will identify and pursue Green Communities, Municipal Vulnerability Preparedness, and other grant opportunities. The Green Communities Program is expected to generate grant funds every year or every other year on the order of \$100,000 to \$200,000 for municipal energy conservation measures (e.g., LED lights, EVs and charging stations, consultant services, energy efficient equipment). The SEC will also implement the municipality's Fuel-Efficient Vehicle Policy, and work with departments across Town to reduce energy use via changes in occupant behavior. All these initiatives will reduce energy use and operating costs.

Above Guideline

The attached operating budget request exceeds guideline. The budget increase is due mainly to additional staff hours required to achieve Unified Plan goals and develop a Climate Action Plan.

	<u>FY17 Actual</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Budget</u>	<u>FY21 Request</u>
FTE					
Director	0.50	0.50	1.00	1.00	1.00
Assistant	0	0	0.30	0.30	0.50
	0.50	0.50	1.30	1.30	1.50

<u>Sustainable Energy Operating Request</u>									
Org	Object	Account Title	Actual FY17	Actual FY18	Actual FY19	Budget FY20	Request FY21	\$ Variance FY20-21	% Variance FY20-21
01126100	511220	Other Professional Staff	18,496	17,848	24,011	26,475	33,168	6,693	25.28%
01126100	511420	Other Support Staff	-	-	9,635	10,729	33,384	22,655	211.15%
		PERSONAL SERVICES SUBTOTAL	\$ 18,496	\$ 17,848	\$ 33,646	\$ 37,204	\$ 66,552	29,348	78.88%
01126200	579999	Membership dues.	600	1,456	-	600	600	-	0.00%
01126200	571110	Conference registration, professional development and parking				1,800	2,200	400	22.22%
01126200	557010	Event supplies				500	500	-	0.00%
01126200	542010	Office supplies				300	300	-	0.00%
01126200	534010	Postage				25	25	-	0.00%
01126200	542010	IP Phone, connection, wiring, workspace and chair for new employee			2,740	-	-	-	0.00%
		EXPENSES SUBTOTAL	\$ 600	\$ 1,456	\$ 2,740	\$ 3,225	\$ 3,625	\$ 400	12.40%
		TOTAL	\$ 19,096	\$ 19,304	\$ 36,386	\$ 40,429	\$ 70,177	\$ 29,748	73.58%



Town of *Wellesley*
FY2021 Budget Request
Central Administrative: Mission, Services, & Priorities

Central Administrative Costs represent the costs of copiers, standard office supplies, bottled water, and other shared costs of departments located within the Town Hall.

<u>Central Administrative Services Operating Request</u>									
Org	Object	Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
01199200	523010	Water	1,760	2,079	2,558	2,000	2,000	-	0.00%
01199200	524030	Equipment Maintenance	19,611	17,931	18,123	18,000	18,000	-	0.00%
01199200	534020	Telephone Usage	-	-	-			-	0.00%
01199200	534025	Telephone Repairs	-	-	-			-	0.00%
01199200	542010	Office Supplies	1,967	2,893	1,350	3,000	3,000	-	0.00%
01199200	542020	Copier Supplies	4,480	3,395	4,215	4,700	4,700	-	0.00%
01199200	542090	Other Supplies/Copy Charges	233	-	-			-	0.00%
01199200	583120	Office Machines Replacement	-		-			-	0.00%
011998xx	570000	Other Charges & Expenses	448	-	-			-	0.00%
		Total Expenses	\$ 28,500	\$ 26,298	\$ 26,247	\$ 27,700	\$ 27,700	0	0.00%



Town of *Wellesley*

FY2021 Budget Request

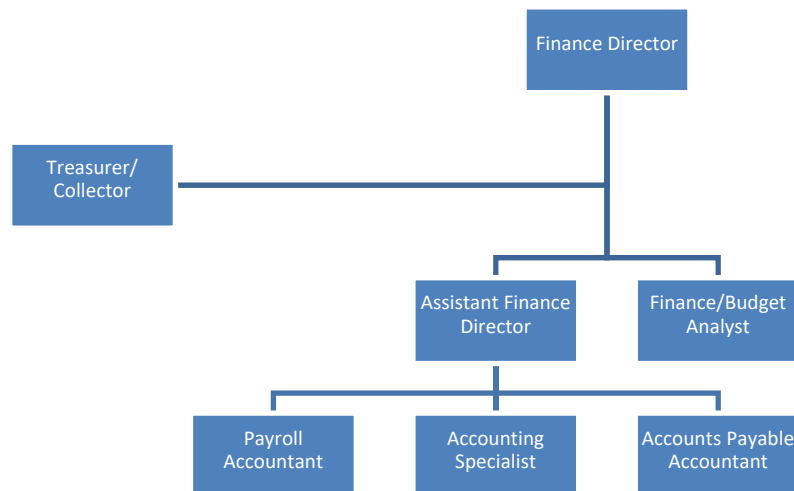
Financial Services Department: Mission, Services & Priorities

Mission

The Mission of the Financial Services Department is to provide all of the financial transactions, reconciliations, and timely reporting necessary to run this fast-paced \$200 million (annual disbursements) municipality, its three separate Enterprise Funds, and maintain its significant assets, while maintaining an environment of strong financial controls. Conservative long-range planning, financial strategies, and thorough analysis ensure that the Town will have the resources to continue to deliver the best services to its residents in the years to come. The department provides outreach to educate and assist other departments and boards to help them maintain the highest standards and continually strives to improve transparency to all stakeholders.

Organization

The department is comprised of five full-time (**5 FTE**) employees: the Finance Director/CFO/Town Accountant, Assistant Finance Director, Finance & Budget Analyst, and two clerks (Payroll, Accounts Payable), who process all disbursements for the organization. There is also a **.5 FTE** Accounting Assistant who handles the Town's Insurances and who provides support to the West Suburban Veteran's District.



The Director works with the Executive Director, Treasurer, and Board of Selectmen to craft financial policies, establish controls, and manage debt. Maintaining the Town's longstanding Aaa Bond rating and history of financial conservatism continue to be key values.

Finance is responsible for accounting, analysis, and financial statement preparation for the entire organization; coordinating the town wide budget process, and preparing/auditing warrants for all vendor and employee disbursements. The department also administers the Town's liability insurance program, performs financial activities for the West Suburban Veteran's District, and maintains contract files. The department processes tens of thousands of payroll and deduction records for over 1,200 employees, and remits payments to thousands of vendors. Financial records are maintained

for 24 funds and 45 departments. Sophisticated, fully integrated financial software (MUNIS) is used to perform all financial functions (including general ledger, accounts payable, purchasing, payroll, fixed assets, billing, collections, and treasury). Staff perform detailed monthly general ledger account reconciliations, prepare various operating analytics, and train other departments' management and staff on using the system. Staff are cross trained and routinely support each-other and the treasurer's office during vacations and absences. Finance performs State and Federal reporting, closes the financial books, and works with the Independent Auditors on the annual audit and preparation of the Comprehensive Annual Financial Report. The department communicates the Board of Selectmen's annual budget guidelines to the other departments, issues templates/instructions to coordinate departmental budget submissions, prepares summary schedules of Selectmen budgets, and summarizes town-wide budget submissions. Staff assist other departments in preparing budgets and upload final balanced budgets to the MUNIS system. Staff also create graphs, charts, and analyses are in support of the Town Wide Financial Plan and Long term Capital plan.

Prior Year Projects

Information processing technology continually evolves, and the organization's analytical needs are always changing. The Finance department, along with IT, is a primary developer and implementer of new processes for payroll or benefit changes, along with their resulting tax implications. As other departments install new systems and upgrades, or payers devise new methods of remitting funds, Finance ensures that controls are maintained and new reconciliation processes are developed and performed.

A recent example of a significant change was the complete overhaul of employee benefit offerings and the need to establish and enter new codes to accurately process the information and ensure proper tax treatment. The process of planning and implementing negotiated changes took months and many person-hours and was further complicated by the timing at fiscal year-end.

Goals

The department has produced this new budget document for the 2021 budget process in order to increase transparency and help all residents understand the work of Town departments and their budget requests.

Several key Finance staff will likely retire within the next five years. Remaining staff are being cross-trained and educated to provide them with growth opportunities and to ensure continuity of the Town's financial operations. The Finance Director has had conversations with the Executive Director, Human Resources Director, and Treasurer as we continue to plan for future position changes and organizational improvement.

Base Level Budget

This budget represents a base level budget. The Finance Director salary is per the 6/30/19 contract. Staffing levels are unchanged and expenses flat. The budget is within guideline.

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Finance Director/Accountant	1.0	1.0	1.0	1.0	1.0
Assistant Finance Director	1.0	1.0	1.0	1.0	1.0
Finance and Budget Analyst	1.0	1.0	1.0	1.0	1.0
Clerical*	<u>2.4</u>	<u>2.4</u>	<u>2.4</u>	<u>2.4</u>	<u>2.5</u>
Total Number of Positions	5.4	5.4	5.4	5.4	5.5

* Veterans' District absorbs about 1/2 of one position

Finance Department Operating Request									
Org	Object	Account # 01-133 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01133100	511010		\$ 145,116	\$ 150,450	\$ 153,459	\$ 160,232	\$ 165,198	\$ 4,966	3.10%
01133100	511220		146,350	130,274	147,588	161,329	160,713	\$ (616)	-0.38%
01133100	511370		107,788	110,292	112,498	115,630	118,053	\$ 2,423	2.10%
01133100	511420	Other Professional Staff	57,022	52,065	59,099	60,745	60,513	\$ (232)	-0.38%
01133100	512290	Position upgrade	-	-	-	-	-	\$ -	0.00%
01133100	511399	Retirement Administrator	(204)	-	82	-	-	\$ -	0.00%
01133100	569560/ 569555	Assessments	(32,093)	(32,093)	(32,609)	(34,000)	(34,000)	\$ -	0.00%
01133100		Assessments	(5,000)	(5,000)	-	-	-	\$ -	0.00%
01133100	515050	Longevity	1,400	1,100	1,100	1,100	1,100	\$ -	0.00%
			420,379	407,088	441,216	465,036	471,577	6,541	1.41%
01133200	524030	Equipment Maintenance	220	-	-	-	-	-	0.00%
01133200	529050	Recycled Materials Disposal	-	410	700	-	-	-	0.00%
01133200	530200	Services- report distribution	725	725	725	-	-	-	0.00%
01133200	530500	Training & Development	995	650	300	3,000	3,000	-	0.00%
01133200	530900	Other Professional	-	-	-	-	-	-	0.00%
01133200	534010	Postage	18	37	50	200	200	-	0.00%
01133200	534035	Advertising- Employment	-	-	-	200	200	-	0.00%
01133200	534040	Printing and Binding	-	-	-	-	-	-	0.00%
01133200	534060	Photocopying	-	-	-	-	-	-	0.00%
01133200	538030	Microfilming Services	-	-	-	-	-	-	0.00%
01133200	542010	Office Supplies	1,627	705	1,467	2,500	2,500	-	0.00%
01133200	571010	In-state travel (mileage)	90	89	38	800	800	-	0.00%
01133200	571110	Conf/Meetings	1,146	2,393	3,252	3,000	3,000	-	0.00%
01133200	573010	Dues-Administrators	695	755	830	750	750	-	0.00%
01133200	583120	Office Machines Rep	-	-	2,839	-	-	-	0.00%
			5,515	5,764	10,201	10,450	10,450	-	0.00%
	570000	Other Charges & Expenses	-	-	-	-	-	-	0.00%
			\$ 425,894	\$ 412,852	\$ 451,417	\$ 475,486	\$ 482,027	\$ 6,541	1.38%

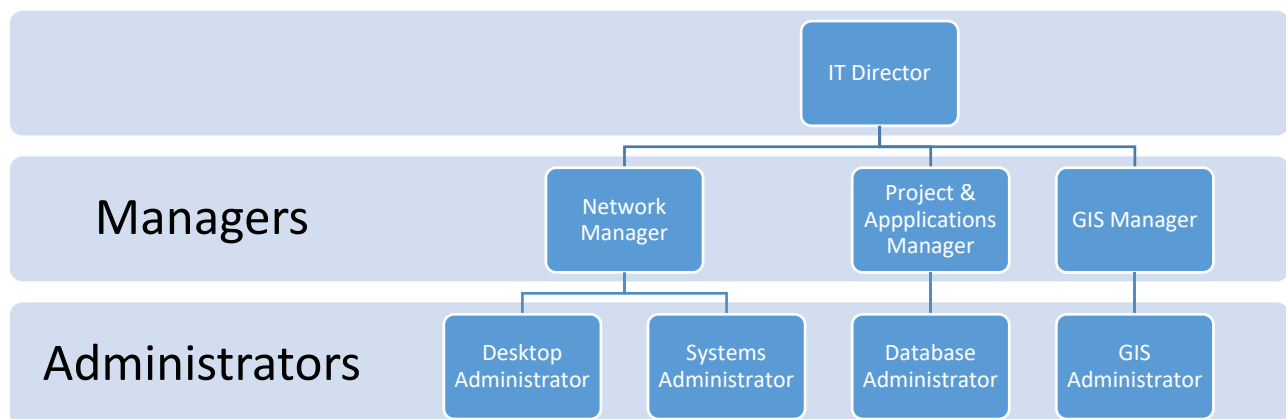


Town of *Wellesley*
FY2021 Budget Request
Information Technology: Mission, Services & Priorities

Mission

The Information Technology Department (ITD) strives to provide the best available Information Technology Resources (ITRs) to Wellesley's Town Government. We achieve this mission by maintaining a secure and reliable high-speed campus network; installing, configuring, and troubleshooting computers and related equipment; implementing and administering enterprise databases and applications; supporting platforms for communication and collaboration; and advising Town Government staff on the appropriate use of ITRs. The Department values good customer service and operates with a vision that ITRs will enable Town Managers to make informed decisions, reduce costs, and create operational efficiencies in their efforts to serve Wellesley's residents.

The Department is staffed by eight employees and is led by the IT Director, who reports directly to the Executive Director of General Government Services. Three managers are supported by four administrators, as shown in the organizational chart below:



The Department's project slate is driven by the goals expressed in Wellesley's Unified Plan to be a customer-centric and operationally efficient town government. With funds requested in its FY21 budget submission, IT Department will build upon efforts in FY19 and FY20 to upgrade the Town's enterprise ERP/Financial and GIS systems, to virtualize server hardware in the Town Hall Computer Room, and to advance collaborative tools in Microsoft's Office365 platform. Specific initiatives for FY21 include:

- Protecting the Town's sensitive information and financial resources against a growing cybersecurity threat.
- Advancing the ViewPoint Cloud online permitting and licensing management system.
- Implementing a records digitization/management plan and paperless workflows in Town Hall and other buildings.
- Leveraging online mapping platforms for public access and DPW/WMLP operations.
- Planning for 10GB (or higher) network connectivity, continued adoption of cloud technologies, and increasing internet bandwidth demands.

The total budget requested for the Department in FY21 is **\$1,228,420**. This amount represents an increase of \$23,907, or **1.98%** over FY20 levels, which is below the 3.5% guideline established by the Board of Selectmen for all departments. Personal services make up roughly 56% of the IT Department's FY21 operating budget request, with other expenses comprising the remaining 44%. The Department's budget request does not include reimbursements to the Town from the enterprise funds (Water & Sewer and WMLP) for services provided by the IT Department. Reimbursement covers the enterprise funds' share of the IT Department's personnel costs and related expenses.

The budget submitted for the IT Department is a **Level Service** budget that accounts only for pay increases for existing staff and continuation of the services provided in FY20. Increases in the Department's budget are driven primarily by predictably rising software subscription, support, and maintenance costs (+\$19,000) and by the expiration of 5-year guaranteed pricing for the Town's Office365 licensing (+\$13,000). Rising expenses are mitigated by staff retirement / turnover and elimination of the Assistant IT Director position (-\$4,000).

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Director	1.0	1.0	1.0	1.0	1.0
Assistant Director	1.0	1.0	1.0	1.0	0.0
Managers (Network, GIS, Project & Apps.)	3.0	3.0	3.0	2.0	3.0
Admins (Systems, GIS, DB, & Desktop)	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>4.0</u>	<u>4.0</u>
Total Number of Positions	8.0	8.0	8.0	8.0	8.0

Information Technology Department Operating Request									
Org	Object	Account # 01-155 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01155100	511010	Senior Administrator	\$ 100,850	\$ 103,227	\$ 106,066	\$ 113,616	\$ 113,182	\$ (434)	-0.38%
01155100	511220	Other Professionals	488,255	480,583	495,006	578,147	566,488	\$ (11,659)	-2.02%
01155101	512590	Recognition Award Payment	-	-	6,242			-	0.00%
			589,105	583,810	607,313.89	691,763.01	679,670	(12,093)	-1.75%
EXPENSES									
01155200	524030	Equipment Maintenance	54,523	26,695	47,331	45,000	49,000	4,000	8.89%
01155200	530400	Information Technology Services	1,000	14,935	7,619	10,000	10,000	-	0.00%
01155200	530500	Training & Development	3,400	5,095	4,730	5,000	5,000	-	0.00%
01155200	530800	(Tyler/MUNIS)	146,484	153,578	161,027	168,849	177,291	8,442	5.00%
01155200	530800	Computer Software Services (Other)	111,262	92,824	97,186	190,151	213,709	23,558	12.39%
01155200	534010	Postage	64	0	3	100	100	-	0.00%
01155200	534020	Telephone	25,545	27,329	27,641	33,500	33,500	-	0.00%
01155200	534035	Advertising	-	-	-	-	-	-	0.00%
01155200	534060	Photocopying						-	0.00%
01155200	534090	Other Communications	254	8,007	2,811	8,000	8,000	-	0.00%
01155200	542040	Paper & Stationary	321	266	437	500	500	-	0.00%
01155200	542090	Other General Supplies	3,320	1,386	4,407	4,000	4,000	-	0.00%
01155200	553060	Computer Supplies	43,341	32,937	46,573	42,000	42,000	-	0.00%
01155200	571010	Travel - Mileage	130	349	56	1,500	1,500	-	0.00%
01155200	571120	Administration Staff	366	310	180	4,000	4,000	-	0.00%
01155200	572120	Conf/Mtgs - Administrative Staff						-	0.00%
01155200	573020	Dues - Professional Staff	160	160	160	150	150	-	0.00%
			390,171	363,871	400,162	512,750	548,750	36,000	7.02%
	570000	Other Charges & Expenses	9,808	27,032	-	-	-	-	0.00%
			399,978	390,903	400,162	512,750	548,750	36,000	7.02%
REIMBURSEMENTS									
01155600	599999	Enterprise Transfers	(286,546)	(293,709)	(299,583)	(307,072)	(314,749)	(7,677)	2.50%
			989,084	974,713	1,007,476	1,204,513	1,228,420	23,907	1.98%

*The Enterprise Funds (Water & Sewer and Municipal Light Plant) reimburse the Town for services provided by the IT Department. This reimbursement covers the Enterprise Funds' share of the IT Department's personnel costs and related expenses --- including, but not limited to staff support for GIS activities and utility billing, and a percentage of annual maintenance costs for software used in support of enterprise operations. This budget assumes a 2.5 % increase over the FY20 reimbursement amount.



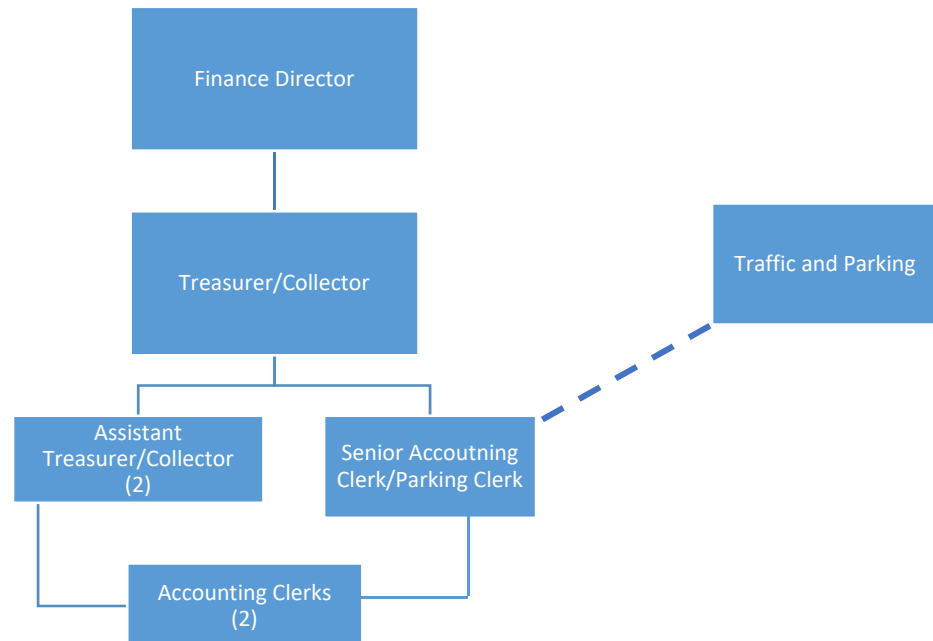
Town of *Wellesley*
FY2021 Budget Request
Treasurer and Collector: Mission, Services & Priorities

Mission

The mission of the Treasurer/Collector's office to provide the highest level of customer service and support to all of the Town's constituencies (i.e., taxpayers, employees, retirees or vendors), as well as satisfy the legal requirements set forth in Massachusetts General Laws and the Town's bylaws.

Organization

The department is comprised of five full-time (5 FTE) employees: the Treasurer/Collector, 2 part-time Assistant T/C's, Sr. Accounting Clerk for Parking & Collections (funded half in this budget and half from Traffic & Parking), and 1.5 Accounting Clerks.



The office of the Treasurer/Collector is responsible for all cash management activities of the Town. Activities include:

- Collecting all taxes and certain other bills due to the Town
- Accounting for and investing all available cash (excluding the Retirement System and OPEB)
- Disbursing all Town funds requested by Financial Services via the accounts payable and payroll processes
- Maintaining all records for and properly disbursing the Town's various tax obligations; and administering all Town Trust Funds

The Treasurer/Collector administers the Town's employee group benefit programs (except retirement), including the following activities:

- Administering the group health insurance program, in conjunction with the Human Resources Department, and representing the Town on the regional joint purchase group that provides the plans
- Administering the Town's additional insurances program, including Life Insurance, Dental Insurance, AFLAC and Eyemed in conjunction with Human Resources
- Administering the Town's defined contribution plan; including the voluntary deferred compensation plan for benefit eligible employees and the mandatory plan for part-time, temporary and seasonal employees not eligible to join the retirement plans
- Administering the Town's Long Term Disability program in conjunction with the Human Resources Department

The Treasurer/Collector is responsible for the debt management activities of the Town, including:

- Producing all documentation required for both short and long term borrowing issues
- Working with the finance team and rating agencies to maintain the Town's bond rating
- Dispersing all town debt payments

Other responsibilities include:

- Administering the Town's self insured Workers' Compensation program in conjunction with Human Resources
- Serving as backup to the Office of the Parking Clerk, and providing assistance with the supervision of the Town's parking enforcement function in conjunction with the Police Department
- Coordinating all incoming and outgoing mail activities for Town Hall

Prior Year Projects

The position of Senior Accounting Clerk for Parking and Collections was established when the responsibilities of the Parking Clerk were assigned to the existing Sr. Accounting Clerk in the Treasurer/Collector's office with management of this position split between the Treasurer/Collector and Police Department. This eliminated the previous position of Parking Clerk.

The rebidding of banking services allowed for significant cost reductions in banking fees.

Goals

Several key Treasurer/Collector staff will likely retire within the next several years. The personnel restructuring is being done with a possible goal of internal succession and training of individuals will be a major focus this year.

Base Level Budget

This budget represents a base level budget. Previous personnel changes and expense savings allow this budget to fall below the guideline.

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Treasurer/Collector	1.0	1.0	1.0	1.0	1.0
Ass't. Treasurer/Collector	1.3	1.0	1.0	1.0	1.5
Sr. Accounting Clerk Parking & Collections					1.0
Accounting Clerks	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>1.0</u>
Total Number of Positions	4.3	4.0	4.0	4.0	4.5

Treasurer/Collector Department Operating Request									
Org	Obj	Account # 01-145 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
		PERSONAL SERVICES							
01145100	511010	Senior Administrator	\$ 117,797	\$ 119,693	\$ 122,087	\$ 125,488	\$ 125,008	\$ (480)	-0.39%
01145100	511015	Senior Accounting Clerk				\$ 31,490	\$ 32,154	\$ 664	0.00%
01145100	511220	Other Professional Staff	56,636	73,446	74,915	119,719	113,047	\$ (6,672)	-8.91%
01145100	511370	Clerical	79,520	95,551	99,955	51,344	54,401	\$ 3,057	3.06%
01145100	512290	Part-time Help	23,426	20,157	17,050	19,557	23,471	\$ 3,914	22.95%
01145100	515050	Longevity	300	300	300	300	-	\$ (300)	-100.00%
			\$ 277,680	\$ 309,147	\$ 314,306	\$ 347,898	\$ 348,081	183	0.05%
		EXPENSES							
01145200	524030	Equipment Maintenance	2,950	5,984	4,361	6,000	1,600	(4,400)	-100.90%
01145200	527030	Equipment Rental/Lease	3,220	3,220	3,220	3,200	3,220	20	0.62%
01145200	530900	Other Professional	55,665	46,055	40,574	45,000	45,000	-	0.00%
01145200	534010	Postage	53,026	34,543	32,107	36,500	35,000	(1,500)	-4.67%
01145200	534030	Advertising - General	135	307	250	400	300	(100)	-40.07%
01145200	534040	Printing & Mailing	2,790	3,073	2,391	5,000	4,000	(1,000)	-41.83%
01145200	534060	Photocopying	-	-	-	-	-	-	0.00%
01145200	542010	Office Supplies	753	1,077	3,302	1,400	6,000	4,600	139.31%
01145200	571110	Conf. Meetings -	314	235	500	500	600	100	20.00%
01145200	572110	Conf/Mtgs - Administrators	-	-	-	1,500	1,500	-	0.00%
01145200	573010	Dues - Administrators	485	485	485	500	600	100	20.62%
01145200	574120	Public Employee Bond	1,589	1,589	2,076	2,200	4,700	2,500	120.42%
01145200	578035	Over/Short	-	100	2,388			-	0.00%
01145200	569999	IRS Penalties	-	-	1,276			-	0.00%
01145200	595540	Tax Title Costs	2,501	4,174	3,714	5,000	5,000	-	0.00%
			123,428	100,842	96,644	107,200	107,520	320	0.30%
		570000 Other Charges &	875	452	722	-	-	-	0.00%
			\$ 401,982	\$ 410,441	\$ 411,672	\$ 455,098	\$ 455,601	\$ 503	0.11%



Town of *Wellesley*
FY2021 Budget Request
Town Report: Mission, Services & Priorities

The operating request for the **Town Report** includes the costs of compiling the annual fiscal year reports from all boards and departments, and the production and distribution of the consolidated Annual Town Report of the Town of Wellesley.

<u>Town Report Operating Request</u>										
Department: 195										
Department Head: Meghan Jop, Executive Director										
Org	Object	Account Title	Explanation	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
01195200	534040	Town Report	For printing the Town Report and mailing copies to Town Meeting members.	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.00%



Town of *Wellesley*
FY2021 Budget Request
Council on Aging: Mission, Services & Priorities

MISSION

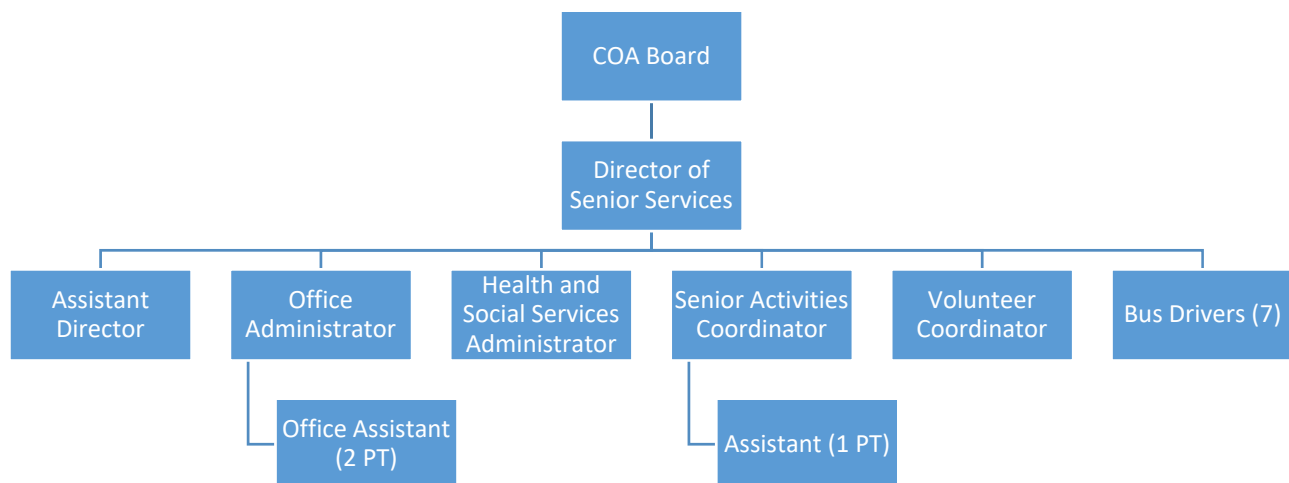
The Mission of the Wellesley Council on Aging (COA) is:

- To serve as the primary resource for residents over the age of 60;
- To empower individuals to reach their goals;
- To offer comprehensive programs, services and assistance that optimize quality of life
- To enable meaningful connections and collaborations that inspire a spirit of community across the generations in our Town.

ORGANIZATION

The Council on Aging Board currently has nine members, with plans to fill two open positions in the near future.

The Council on Aging moved into its new building two years ago with a staff consisting of five full-time (Including a Director of Senior Services, Assistant Director, and a licensed Clinical Social Worker) and eight part-time employees. There is a janitor provided by the Facilities Management Department in the building during all operational hours. Many volunteers serve as an extension of the staff, particularly the volunteer greeters who serve as the first point of contact for all who visit the Tolles Parsons Center (TPC). Volunteers assist with the flow of work and their engagement in the work of the COA enriches their own lives and encourages giving back to the community.



The Department is currently in transition and has hired an Interim Director and consultant to manage the department and to develop and document procedures.

The COA provides direct service and/or information through its Health & Social Services Administrator regarding housing, transportation, medical services, insurance, benefit programs, home care, long term care and other consumer related issues to residents and their families. Often these services are provided in collaboration with Wellesley's Police Department, Fire Department, Board of Health, and Housing Authority. The licensed social worker often assists seniors and families through complex situations who, at times, are in the midst of crisis. Common issues include mental health, cognitive impairments, caregiver stress, and elder abuse or neglect. Referrals to the outreach program come from individuals of all ages – often younger Wellesley residents looking for guidance for parents or loved ones who reside outside Wellesley, or non-residents calling to seek support and guidance for an aging Wellesley senior.

Other senior services hosted and offered at the Tolles Parsons Center (TPC) include the AARP/IRS tax preparation service, the SHINE health insurance counseling program, technology support, legal support, transportation services, and a lunch program featuring catered meals from Wellesley based restaurants Tuesday through Friday. Informational seminars, and a wide variety of social, educational and recreational activities such as fitness, lectures, games, art & language classes, and day trips are also offered. To accomplish varied programming needs, the Council on Aging works in collaboration with other Town departments including the Wellesley Free Library, the Wellesley Recreation Department, the Health Department, and the Wellesley Public Schools. Local colleges and various community groups also partner with the COA to provide opportunities for intergenerational activities. Under the new leadership, the COA has begun to collaborate on special programs with other COA's in the area, especially day trips and/or events. Through the generosity of a variety of sponsors throughout the year, the COA is able to supplement and enhance its growing programming needs.

PRIOR YEAR ACCOMPLISHMENTS

The move to the new facility generated a significant increase in participation which has continued to increase by about 7%, despite a difficult year of high staff turnover and significant periods of being short-staffed. The COA is indeed a home away from home and a daily or weekly destination for many Wellesley seniors. The data in My Senior Center is becoming more reliable and useful over time as seniors are encouraged to sign in for all activities. Though still somewhat under-reported, the data do suggest some overall information:

- The total number of unique participants has grown from 1,440 in FY17 to 2,046 in FY18 and 2,179 in FY19, a 7% increase from FY18.
- The average number of programs or events checked in for on a daily basis is 155, a 45% increase from FY18. This suggests a growing number of participants are finding an attractive menu of events/activities and may attend more than one event/day.
- We have a large pool of volunteers, ranging in age from 12 to 90, supporting our strategic plan of having many generations involved with service provision.
- Inter-generational activities have increased by well over 100% in the last two years, the most significant being tech support, volunteering at the front desk, and supporting events.
- Participants range in age from 55 to over 85 years old with 70% being 70 years old or over.

- The Fitness Center utilization has increased by 182% to 155 users. This group is broadest in terms of age and are the first in and last out of the building on any given day. Expanded hours would further increase utilization as would more classes off-site.
- Recreational and socialization activities are by far the best attended with Friday afternoon movies, parties, holiday events, the pancake breakfast, and daily traffic through the Mary Bowers Café. For most of any given day, the café tables are full, the coffee and conversation are flowing, the newspapers and periodicals are read, and participants are connecting to others in the community.

FY21 GOALS

The COA Board is beyond excited about the possibilities going forward!

- The newly created Community Relations Advisory Committee has been formed by the Board to open direct communication with patrons.
- Changes have already been made, with more to come, to present a more welcoming environment at the TPC.
- Options are being considered on how to fulfill unmet demand for some programs.
- We hope to work more collaboratively with other boards in Town and even with COAs in other towns to share programming needs.
- There is a tremendous desire to offer programming outside the current 9am-4pm operating hours that would allow greater participation for seniors still working as well as our retired patrons.
- We are working on a deep and comprehensive analysis of our revolving fund to create better policies and practices for our fiscal management.
- Along with putting in place appropriate policies and procedures, the Board plans to better utilize non-tax impact sources of funds to increase programming, to make some adaptive changes to the building or to furnishings to expand possibilities and use, and to be more nimble and efficient in space utilization.

OPERATING BUDGET SUMMARY

The FY21 budget request is \$456,420, a variance of \$10,003 or 2.24%, which is within the 3.5% guideline. The assumptions used were a 2.5% increase for 40 series and 50/60 series staff and a 52.2-week year. This budget request represents a base budget level increase.

Several unusual circumstances and/or anticipated changes have driven some structural changes to our staff and payroll.

1. Currently all part-time employees reside in the general wage group. We have undertaken a recalibration of all part-time employee job descriptions which, upon Board approval, will be submitted to HR for a series 40 grade-step classification to become effective July 1, 2020 with no step increase until July 2021. This affects four office workers, three bus drivers, and one on-call bus driver and reflects the best estimation by HR given draft job descriptions. The numbers may require fine tuning in the future. These increases and rates are included on the Salaries Chart.

2. One part time position was given a grade-step increase as of January 1, 2020, and the 2.5% increase on July 1, 2021. This was to bring the pay for the position into immediate alignment with similar positions within the COA and Town.
3. The weekly hours of 3 part-time workers were increased to 19 hours/week, and one bus driver's hours were increased from 5 to 8 hours/week.
4. Two transportation coordinator positions will be eliminated in FY21 in anticipation of a partnership in the coming months with the MetroWest Regional Transit Authority for scheduling. This created a savings of over \$43,000, allowing for the salary adjustments per explanations above and for some program expansion.

Expenses have increased by \$13,924 over FY20. Some of the more significant causes of the overall increase are the replacement of two laptops within the town's technology guidelines to support services (\$4 K), \$1,200 for printing/copying which is reflective of existing service contacts, programming, and actual usage, and \$2,000 for supplies and materials for non-fee based events which are widely attended and appreciated by our seniors. These events, which are among the most popular at the COA, will be expanded in FY21 and may carry speaker's fees, costs for printed materials and other supplies, or costs affiliated with joint programming with other COAs. Funds have also been included for a possible survey of participants on programming and service provisions. The other two factors impacting the expenses are a \$4,000 decrease in the Executive office of Elder Affairs offset for mailing the newsletter six times/year.

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Director of Senior Services	1.0	1.0	1.0	1.0	1.0
Assistant Senior Administrator	1.0	1.0	1.0	1.0	1.0
Health & Social Services Admin.	1.0	1.0	1.0	1.0	1.0
Office Administrator	1.0	1.0	1.0	1.0	1.0
Senior Activities Coordinator	1.0	1.0	1.0	1.0	1.0
Activities Assistant A (19 hrs./wk.)	0.38	0.38	0.38	0.38	0.54
Activities Assistant B (0 hrs./wk.)				0.25	0.00
Transportation Coordinator (0 hrs.)	0.48	0.48	0.48	0.48	0.00
Transportation Coordinator (0 hrs.)	0.48	0.48	0.48	0.48	0.00
Office Assistant A (19 hrs./wk.)	0.1	0.1	0.38	0.38	0.54
Office Assistant B (19 hrs./wk.)	0.0	0.0	0.00	0.00	0.54
Volunteer Coord (19 hrs./wk.)	0.38	0.38	0.54	0.54	0.54
Bus Driver A (16 hrs./wk.)	0.45	0.45	0.40	0.40	0.46
Bus Driver B (16 hrs./wk.)	0.45	0.45	0.40	0.40	0.46
Bus Driver C (8 hrs./wk.)			0.12	0.12	0.23
On-call Bus Driver (0.5 hr./wk.)	0.03	0.03	0.03	0.02	0.01
Total Number of Positions	7.7	7.8	8.2	8.5	8.3

Council On Aging - FY21 Operating Budget Request

Org	Object	Account # 01-541 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01541100	511010	Senior Administrator	\$ 78,942	\$ 80,120	\$ 81,923	\$ 82,553	82,489.57	\$ (63)	-0.08%
01541100	511220	Other Professionals	114,888	116,900	119,663	122,995	122,525.41	\$ (470)	-0.38%
01541100	511370	Clerical	93,805	100,570	88,284	111,097	105,279.64	\$ (5,817)	-5.24%
01541100	512290	Part-time	79,594	90,795	98,784	124,028	118,025	\$ (6,002)	-4.84%
01541100	569500	Offsetting Grants	(53,432)	(43,432)	(43,432)	(53,432)	(45,000)	\$ 8,432	-15.78%
			313,798	344,953	345,222	387,241	383,320	\$ (3,921)	-1.01%
01541200	517020	Medical Check-up	-	-	-	-	-	\$ -	0.00%
01541200	524020	Public Transportation		2,218	2,856	6,000	6,000	\$ -	0.00%
01541200	524030	Equipment Maintenance	2,254	-		4,500	4,500	\$ -	0.00%
01541200	534080	Software Licenses	-	3,723	4,704	5,666	5,000	\$ (666)	-11.75%
01541200	524050	Computer Equipment Maintenance	-	-	930	1,000	4,000	\$ 3,000	300.00%
01541200	543040	Supplies	-	433	917	5,000	5,000	\$ -	0.00%
01541200	527010	Building Rental/Lease	127,461	33,766	-	-	-	\$ -	0.00%
01541200	530500	Training & Development	2,769	3,732	6,483	4,000	4,000	\$ -	0.00%
01541200	569500	Offsetting grants	-	-	-	(1,800)	(1,800)	\$ -	0.00%
01541200	530900	Other Professional Services	1,187	48	270	2,450	2,150	\$ (300)	-12.24%
01541200	573010	Dues - Administrators	-	1,231	1,231	1,340	1,500	\$ 160	11.94%
01541200	533090	Public Transportation	(1,947)	(2,500)	-	(2,500)	-	\$ 2,500	-100.00%
01541200	541010	Public Transportation	3,150	3,186	3,908	6,000	6,000	\$ -	0.00%
01541200	534010	Postage	738	635	1,044	1,200	1,200	\$ -	0.00%
01541200	534020	Telephone	1,506	416	1,913	1,920	2,700	\$ 780	40.63%
01541200	534055	Cable and Internet	-	693	857	900	1,050	\$ 150	16.67%
01541200	534035	Advertising - Employment	-	-	-	-	-	\$ -	0.00%
01541200	534040	Printing and Mailing Expense	6,070	11,733	7,851	9,000	9,000	\$ -	0.00%
	569500	Offsetting grants	-	-	-	(8,000)	(4,000)	\$ 4,000	-50.00%
01541200	534060	Photocopying	619	1,003	973	1,200	2,400	\$ 1,200	100.00%
01541200	538090	Other Purchased Services	136	-	-	-	-	\$ -	0.00%
01541200	542010	Office Supplies	1,623	2,408	1,573	2,500	2,600	\$ 100	4.00%
01541200	557010	Programs and Activities	12,371	12,237	13,991	17,000	19,000	\$ 2,000	11.76%
01541200	557020	Social and Cultural Programs	61	-	-	-	-	\$ -	0.00%
01541200	571010	In-state travel (mileage)	1,660	1,010	976	1,800	1,800	\$ -	0.00%
01541200	557030	COA Survey	3,361	-	2,010	-	1,000	\$ 1,000	0.00%
01541200	571110	Conferences/Meetings Administrators	1,163	1,183	1,240	1,800	1,800	\$ -	0.00%
	569500	Offsetting grants	-	-	-	(1,800)	(1,800)	\$ -	0.00%
01541200	583120	Office Machines Replacement	-	-	-	-	-	\$ -	0.00%
01541200	599999	Unapprop/Unassigned	-	-	-	-	-	\$ -	0.00%
			164,180	77,154	53,728	59,176	73,100	13,924	23.53%
	570000	Other Charges & Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
			\$477,977	\$422,107	\$398,950	\$446,417	\$ 456,420	10,003	2.24%



Town of *Wellesley*

FY2021 Budget Request

West Suburban Veterans District: Mission, Services & Priorities

The **West Suburban Veteran's District (WSVD)**, was established in March of 2010 and included the towns of Wellesley, Needham, and Weston. Wayland joined the group in July of 2012. These communities share the management of the district through its staff, and vote an annual operating budget. The operating budget is assessed to the member communities on a pro-rata basis determined by population size.

The District Director and Assistant Director maintain office hours in the member towns, to provide support and outreach to local veterans. A part-time clerk, who also has a part-time role within Wellesley's Finance Department, does the accounting for the system. Wellesley provides office space; computer resources; a dedicated "fund" within its financial system, transaction processing, financial reporting, oversight and training; and human resource activities; these expenses are all included as part of the "salary" assessment for the shared part time clerk. Actual health insurance costs for covered employees, and pension and OPEB liabilities per the actuarial studies are assigned to the district. The total of these personal service costs and expenses comprise the WSVD operating budget.

Each town also appropriates the amount of its expected direct costs of Veterans' benefits, which are distributed by the District.

WSVD is not a town department. The budget represents an assessment. Wellesley's assessment reflects a .45% increase for FY21.

West Suburban Veterans District Operating Request									
Org	Object	Account # 01-543 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
		EXPENSES							
01543200	577010	Ordinary Veterans Benefits ¹	\$ -	\$ -	\$ -	\$ -	-	\$ -	0.00%
01543200	569555	Veteran's District Assessment	\$ 71,559	\$ 68,000	69,150	70,502	70,822	\$ 320	0.45%
		EXPENSE SUBTOTAL	71,559	68,000	69,150	70,502	70,822	\$ 320	0.45%
		570000 Other Charges & Expenses	-	-	-	-	-	\$ -	0.00%
		DEPARTMENT TOTAL	\$ 71,559	\$ 68,000	\$ 69,150	\$ 70,502	\$ 70,822	\$ 320	0.45%



Town of *Wellesley*

FY2021 Budget Request

Youth Commission: Mission, Services & Priorities

Mission

The Wellesley Youth Commission provides programs and services designed to ensure that Wellesley's youth feel that they are a valued part of the Wellesley community. By providing a wide variety of community-based events, programs, and services, the Youth Commission strives to appeal to and meet the needs of a broad spectrum of middle and high school aged youth and their families. Programs and organization provided by the Youth Commission are implemented and managed by the Youth Director. Youth Commission programs planned for FY 2021 include the continuation of the following:

- **Wellesley Fire Rescuers Summer Program**, this is an educational summer program for middle school aged youth run collaboratively by the Youth Commission and the Wellesley Fire Department. Participants spend a week with Wellesley Fire personnel where they gain a valuable perspective on the importance of emergency service personnel within the Wellesley community, while learning about careers in fire and public safety.
- **Wellesley Police Department Youth Academy** is a weeklong program for youth interested in exploring the Wellesley Police Department and who are entering grades 6, 7, and 8. Participants spend a week with Wellesley Police personnel where they gain a valuable perspective on the importance of law enforcement within their community. While learning about law enforcement careers, Cadets will also get to know local police officers, which enable youth to build rapport with the department.
- **Wellesley Media Summer Program** is a weeklong exploration for middle school aged youth with Wellesley Media Corporation. Highlights for this program include learning the art of program planning; learning to operate Wellesley Media studio equipment including cameras, audio, and editing devices; and gaining the skills to produce a public service announcement or news piece for Wellesley Media Corporation.
- **Wellesley Media Exploration** is a program that was piloted in FY14 between the Youth Commission and Wellesley Media Corporation established an afterschool program for interested middle school aged youth. This program allows for additional youth to participate in the activities highlighted above in the Wellesley Media Summer Program description. With limited space at the Wellesley Media studio, only 6-10 youth can participate at a time. This afterschool opportunity allows for us to offer three sections, expanding the opportunity to additional youth; one in the fall, winter, and spring.

The Youth Commission will continue to provide social educational programming for the Wellesley Public Schools; these programs are based on trends facing youth and their families, in real time.

The Youth Director in collaboration with the Youth Safety Officer co-facilitate programs for fourth, fifth, sixth, eighth, and tenth grade students. In the fifth grade, students participate in a five session unit centered on decision making. This unit offers a series of five one-hour lessons focused on the following topics; friendship, peer pressure, decision making, and internet safety. The goal of this unit is to facilitate discussion, both in school and at home; share and discuss ideas and feelings, all building vital social skills important for adolescence and beyond. In the sixth grade,

students learn how to keep themselves and their devices safe through our internet safety presentations. In the eighth grade, students are learning about the good and bad of social media and how to keep themselves and their friend's safe from alcohol and other drugs. In the tenth grade the Youth Commission collaborates with the Police Department, Fire Department, Paramedics, and Health and Fitness teachers to offer "Thinking about Drinking" Harm Reduction curriculum. This program provides students with the necessary information to make informed decisions regarding alcohol and other drugs.

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Senior Administrator	1.0	1.0	1.0	1.0	1.0
Student Intern	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
Total Number of Positions	1.5	1.5	1.5	1.5	1.5

Org	Object	Account # 01-542 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01542100	511010	Senior Administrator	\$ 73,889	\$ 75,079	\$ 76,767	\$ 79,292	\$ 78,989	\$ (303)	-0.38%
01542100	512020	Student Intern/ temp	7,271	7,488	6,914	8,078	8,240	\$ 161	1.99%
			81,160	82,567	83,681	87,370	87,228	(142)	-0.16%
EXPENSES									
01542200	527010	Building Rental/Lease	-	-	-			\$ -	0.00%
01542200	534010	Postage	45	-	88	60	100	\$ 40	66.67%
01542200	534020	Telephone	119	-	-			\$ -	0.00%
01542200	534060	Photocopying			-			\$ -	0.00%
01542200	538090	Services	150	-	-	100	60	\$ (40)	-40.00%
01542200	542010	Office Supplies	34	-	426	500	500	\$ -	0.00%
01542200	557020	Social and Cultural Programs	10,606	15,318	15,469	16,280	16,280	\$ -	0.00%
01542200	571010	In-state travel (mileage)	32	-				\$ -	0.00%
01542200	573010	Dues - Administrators	-	150	150	150	150	\$ -	0.00%
			10,986	15,468	16,133	17,090	17,090	-	0.00%
	570000	Other Charges & Expenses	-	-	-			\$ -	0.00%
			\$ 92,146	\$ 98,035	\$ 99,814	\$ 104,460	\$ 104,318	\$ (142)	-0.14%



Town of *Wellesley*

FY2021 Budget Request

Selectmen Appointed Committees: Mission, Services & Priorities

The **Wellesley Housing Development Corporation (WHDC)** is a separate 501 ©3 corporation established to increase the amount of affordable housing within the Town. From time to time, capital funds are appropriated by Town Meeting from Community Preservation funds and transferred to WHDC to fund housing purchases. The small WHDC operating budget request (\$6,500) covers the annual 990 audit filing and some minor maintenance of the various WHDC properties.

The **Celebrations Committee** budget represents a contribution to the annual Wellesley's Wonderful Weekend celebration. Dedicated volunteers raise significant additional funding to present a parade, concerts, activities, and fireworks for the community.

Memorial Day budget represents the cost of flags for veterans' graves (75% reimbursable by the Commonwealth) and a stipend for the graves officer.

Selectmen Appointed Committees Operating Request										
Org	Object	Committee	Explanation	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
01180200	534040	Housing Development Corp.	Postage, printing, and photocopying costs.	6,700	3,500	3,745	6,500	6,500	\$ -	0.00%
01691200	557010	Historical Commission	Programs & Activities	363	396	750	750	750	-	0.00%
01692200	557010	Celebrations Committee	Funds provide for the Town's contribution to the Celebration's Committee activities.	4,700	4,700	4,700	4,700	4,700	-	0.00%
01693200	557010	Memorial Day	Funds provided for Grave flags - these costs are 75% reimbursable from the State and should be tracked with Veterans Ordinary Benefits	1,568	2,500	2,500	2,500	2,500	-	0.00%
01693200	557010	Memorial Day	Stipend for Joe Oliviera				2,500	2,500	-	0.00%



Town of *Wellesley*
FY2021 Budget Request
Zoning Board of Appeals: Mission, Services, & Priorities

DEPARTMENT MISSION

The Zoning Board of Appeals (ZBA) is empowered to hear and decide Appeals, petitions for Variances, Special Permits, Findings, Site Plan Approvals, and Comprehensive Permits pursuant to the provisions of and in compliance with the Zoning Bylaw of the Town and the Zoning Act (MGL Chapter 40A and 40B).

The Zoning Board of Appeals consists of three permanent members and three associate members, each appointed by the Board of Selectmen for a three-year term. The permanent members on the current Board are J. Randolph Becker, Chairman; Richard L. Seegel; and David G. Sheffield. The associate members are Robert W. Levy, Vice Chairman; Walter B. Adams; and Derek B. Redgate. Lenore R. Mahoney serves as Executive Secretary and Carol Z. Richards serves as Technical Administrator.

The FY21 budget includes continued funding for the part-time Technical Administrator position. Reporting to the Executive Secretary, the Technical Administrator's primary responsibilities include updating and maintaining the ZBA's website, interacting with Board members, various Town departments and the public, and preparing documentation which, at times, involves extensive research of ZBA and Town records. The FY20 budget includes increased funding for office supplies (from \$750 in FY20 to \$1,750) due to the addition of the Technical Administrator position and a high caseload.

Base Budget	\$ 86,903
Critical Needs	
4 additional Toner Cartridges	\$ 1,000
	\$ 87,903

Special Permit cases continue to rise with backlogs of generally 1-2 months for regular hearing dockets. The ZBA has capped the docket list to 10 applications to reduce the workload. Dockets for large projects have increased in frequency, generating considerable paperwork with minutes and decisions under statutory time constraints. Timing is critical for all special permit, site plan, and comprehensive permit reviews which have specific time periods for opening hearings once submitted, otherwise they are constructively approved. A total of 103 new petitions were filed during FY19, including substantial review site plan applications for Wellesley College, Dana Hall School, Wellesley School Department, Hyman Feldman Family Trust, Wellesley Plaza, LLC and Sun Life Assurance Co. of Canada. The Board also heard 76 continued cases. Two new requests for Chapter 40B comprehensive permits were filed in FY19. A Chapter 40R Smart Growth Zoning & Housing Production was filed in FY19. The Town is likely to receive additional 40B and 40R permit applications in FY21, which will add to the existing workload.

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Executive Secretary	1.0	1.0	1.0	1.0	1.0
Support Staff	-	-	0.5	0.5	0.5
Total Number of Positions	1.0	1.0	1.5	1.5	1.5

Zoning Board of Appeals Operating Request									
Org	Obj	Account # 01-176 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
		PERSONAL SERVICES							
01176100	511220	Other Professional Staff	\$ 53,474	\$ 54,334	\$ 55,421	\$ 56,964	\$ 56,747	\$ (217)	-0.38%
01176100	511420	Other Support Staff	\$ -	\$ -	\$ 18,336	\$ 21,315	\$ 21,548	\$ 233	1.09%
			53,474	54,334	73,757	78,279	78,294	15	0.02%
		EXPENSES							
01176200	534010	Postage	2,848	2,289	2,680	3,500	3,500	-	0.00%
01176200	534030	Advertising - General	2,218	1,849	1,986	2,500	2,500	-	0.00%
01176200	534040	Printing & Mailing Expense						-	0%
01176200	534060	Photocopying						-	0%
01176200	542010	Office Supplies	404	1,259	4,758	750	1,750	1,000	21.02%
01176200	573010	Dues-Administrators	-	-	-	140	140	-	0%
01176200	573020	Dues-Professional Staff	235	235	235	300	300	-	0.00%
01176200	583120	Office Machine Replacement	-	-	829	-	-	-	0.00%
					-	-	-	-	0%
			5,705	5,632	10,488	7,190	8,190	1,000	13.91%
	570000	Other Charges & Expenses	45	-			-	-	0%
			\$ 59,224	\$ 59,965	\$ 84,246	\$ 85,469	\$ 86,484	\$ 1,015	1.19%



Town of *Wellesley*
FY2021 Budget Request
Law: Mission, Services, & Priorities

Law budget represents funding for Town Counsel, labor counsel, or other legal needs.

<u>Law Department Operating Request</u>									
DEPARTMENT			FY17	FY18	FY19	FY20	FY21	\$ Variance	% Variance
EXPENDITURES			Actual	Actual	Actual	Budget	Request	FY20-21	FY20-21
Org	Object								
01151200	530100	Legal Services	236,265	248,823	375,000	340,000	350,000	10,000	2.94%
01151201	570000	Encumbered expenses from prior fiscal year	-	-	-		-	-	0.00%
		TOTAL Expense	\$ 236,265	\$ 248,823	\$ 375,000	\$ 340,000	\$ 350,000	\$ 10,000	2.94%



Town of *Wellesley*
FY2021 Budget Request
Risk Management

Risk Management includes funding for the Town's general liability, professional liability insurance, cyber security, flood, and other insurance. The Enterprise Funds are billed for their portions of the policy.

There is a separate line item to provide for the premiums to cover Public Safety Injured on Duty exposures. Unspent funds in this line item are frequently appropriated to the Special Injury Indemnity Fund, which guards against catastrophic losses.

Risk Management Operating Request									
<u>Org</u>	<u>Object</u>	<u>Account Title</u>	<u>FY17</u> Actual	<u>FY18</u> Actual	<u>FY19</u> Actual	<u>FY20</u> Budget	<u>FY21</u> Request	<u>\$ Variance</u> FY20-21	<u>% Variance</u> FY20-21
01945200	574010	Comprehensive Liability Insurance Premium	\$ 489,756	\$ 503,158	\$ 561,227	\$ 551,462	\$ 579,035	\$ 27,573	5.00%
	574013	Endorsements		\$ 11,018				\$ -	-
01945200	574016	Insurance Deductibles	2,346	25,000	15,822	25,625	25,000	\$ (625)	-2.44%
01945200	574011, 574012, 574014, 574017	Rewards/Credits/Early Payment Incentive	(89,483)	(67,643)	(65,544)	(25,625)	(25,000)	\$ 625	-2.44%
01945200	574015	Enterprise Allocation (Water, Sewer, MLP)	(114,731)	(108,257)	(112,584)	(115,000)	(115,000)	\$ -	0.00%
01945200	574010	Comprehensive Liability - Tax Impact Portion	287,889	363,276	398,921	436,462	464,035	\$ 27,573	6.32%
01945200	574018	Notary Insurance							
01945200	517010	Medical Expense	276	1,156	-	3,075	3,075	\$ -	0.00%
01945200	530900	Other Professional Services			9,750	-	-	\$ -	-
01945200	574090	Other Liability Insurance	2,114	4,018	9,225	9,225	9,225	\$ -	0.00%
01945200	578090	Unclassified Expenses	-	-	-	-	-	\$ -	-
01945200	575270	(Formerly Employee Assistance 575260)	13,455	-	-	-	-	\$ -	-
			303,733	368,449	417,896	448,762	476,335	\$ 27,573	6.14%
	570000	Encumbrances	-	22,190	20,945	-	-	\$ -	-
			303,733	390,639	408,146	448,762	476,335	\$ 27,573	6.14%
01211200	530900	Injured on Duty-Police & Fire Accident Policy	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.00%



Town of *Wellesley*
FY2021 Budget Request
Audit Committee: Mission, Services, & Priorities

Audit Committee consists of five highly-qualified financial professionals, appointed by the Moderator, to two-year staggered terms. The Committee contracts audit services for a three year term, with two year optional renewals. The Town recently conducted a competitive procurement process. Powers and Sullivan, the town's previous auditor, was selected again, but with a new management team. It is hoped that the new team will provide a "fresh look".

<u>Audit Committee Operating Request</u>									
DEPARTMENT									
EXPENDITURES			FY17	FY18	FY19	FY20	FY21	\$ Variance	% Variance
Org	Obj		Actual	Actual	Actual	Budget	Request	FY20-21	FY20-21
		Town's General Purpose Financial Statements (GPFS) & reports							
01135200	530200		\$ 58,100	\$ 58,100	\$ 58,200	\$ 58,850	\$ 58,850	\$ -	0.00%
			\$58,100	\$58,100	\$58,200	\$58,850	\$58,850	\$ -	0.00%



Town of *Wellesley*
FY2021 Budget Request
Street Lighting: Mission, Services, & Priorities

Funding for **Street Lighting** provides for the maintenance of a reliable electric street lighting system, providing convenience, safety, and security. The MLP provides the street lighting service. This budget has decreased significantly because of the recent Town-wide LED retrofit initiative currently undertaken by MLP.

			FY17	FY18	FY19	FY20	FY21	\$ Variance	% Variance
	DEPARTMENT		Actual	Actual	Actual	Budget	Request	FY20-21	FY20-21
	EXPENDITURES								
Org	Object								
14582430	521010	Expense Total	\$ 246,876	\$ 246,876	\$ 145,000	\$ 140,000	\$ 142,000	\$ 2,000	1.43%



Town of *Wellesley*
FY2021 Budget Request
Collective Bargaining: Mission, Services, & Priorities

Collective Bargaining/Personal Services

With the exception of the school department, all of the Town's union contracts are open. The town departments have budgeted only the step increases (not COLA) for employees covered by collective bargaining. This item provides \$580,000 in funding to settle the open contracts, although Town Meeting approval will be required to redistribute the funds.

*Other General
Government
Departments*

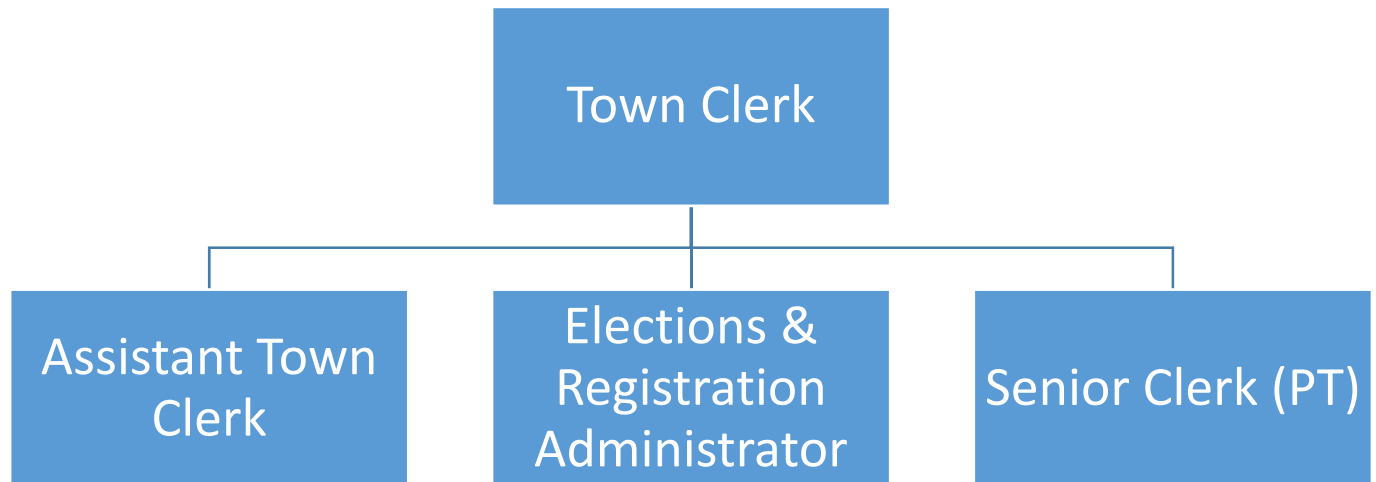




Town of *Wellesley*
FY2021 Budget Request
Office of the Town Clerk: Mission, Services & Priorities

Mission

The office of the Town Clerk serves as the repository of vital records for the town; conducts all activities related to census, elections, and voter registration; issues a variety of licenses and permits; and serves as the office of record for a variety of public filings. A staff of three and the Town Clerk carry out the various functions of the office.



Services

Census and Elections

- The Town Clerk's Office conducted three elections in FY 2019, the State Primary September 2018, the State General election November 2018, and the Annual Town election March 2019.
- The State Primary 2018 election participation rate was 28%. The State General Election 2018 election participation rate was 79%. And the March 2019 election participation rate was 19%. There were no ballot questions. In the Local Election, there were contested races for the offices of Board of Selectmen, Natural Resources Commission, Board of Health, and Planning Board that contributed to the turnout.
- The administration of elections requires the assistance of over 100 poll workers and the cooperation of the Department of Public Works, the Wellesley Public Schools, the Police Department, and IT department. Without the support of these departments and citizens we would not be able to fulfill our mandate.
- The Board of Registrars of Voters is charged with the responsibility of certifying the validity of voter signatures on registrations, absentee ballots, nomination papers, and petitions.

As of the March 2019 election the Town of Wellesley had 16,799 active registered voters. The members of the Board of Registrars for FY 2019 were: Jane Kettendorf, and George P. D. Porter, Republicans, and Mary (Toby) Sullivan, Democrat, who served as chair and KC Kato, Town Clerk, Unenrolled.

Town Meeting

- The Town Clerk is responsible for keeping and publishing the minutes of Town Meeting. There was a Special Town Meeting on October 2, 2019, to fund a feasibility study of the Upham and Hardy schools. The 139th Annual Town Meeting met for 5 sessions, beginning March 25, 2019 and ending April 8, 2019. There was also a Special Town meeting on May 13, 2019 to discuss Zoning Articles.
- The Town Clerk is also responsible for shepherding the approval process through the Attorney General's office for all Town and Zoning bylaw changes that result from Town Meeting.

Vital Records and Miscellaneous

- During the period July 1, 2018, to June 30, 2019, the office processed:
 - o 158 Birth records
 - o 78 Marriage Intentions
 - o 224 Death Records
 - o 134 Business Certificates
 - o 3207 Dog Licenses (FY2019)
- The office maintained a variety of other public records and conducted other miscellaneous activities:
 - o Zoning Board of Appeals decisions
 - o Ethics and open meeting law training and compliance
 - o Public records requests in partnership with the Schools, the Selectmen's Office and the Police Department.

FY21 Budget Priorities

The Town Clerk's office is predominantly salaries and has limited capital needs. FY21 Capital Budget has been adjusted by the following:

- At ATM 2019, Town Meeting voted to pilot Electronic Voting. The FY19 budget included \$15,000 to support the purchase or lease and the operations of electronic voting devices for Special and Annual Town Meetings in FY19. The expense in FY19 is an operating expense. It will continue to be in the pilot phase in FY21. If successful, there will likely be a capital expenditure of \$15,000 to purchase the devices in FY22.
- \$36,000 for Electronic Poll Pad devices continues to be included in the FY21 capital budget. The State Elections office is reviewing the use of electronic poll pads for use in State and National elections. It is currently only approved for use in early voting. If it is approved, then we would consider purchasing poll pads for use at all 8 precincts.

The FY21 Operating Budget includes the following variances from FY20.

- In FY19, the Dog License administration transitioned to Viewpoint Cloud. The system allows the community to register their dogs online. Previously, dog owners submitted their registration fee and a self-addressed stamped envelope. With the new system, the Town Clerk's office incurred the postage expense for all online registrations.
- We expect to have 5 elections in FY21 as compared to 2 in FY20. Elections (excluding early voting expenses) are approximately \$13,000 per election.
- We expect to have 15 days of early voting in FY21. Secretary of State Galvin is currently working with the state legislators to include early voting for the Presidential Primary and the Presidential elections.

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Town Clerk	1	1	1	1	1
Assistant Town Clerk	1	1	1	1	1
Elections & Reg.					
Administrator	1	1	1	1	1
Voter Registration Clerk	0	0	0	0	0
Clerk	<u>0.6</u>	<u>0.6</u>	<u>0.45</u>	<u>0.5</u>	<u>0.5</u>
Total Number of Positions	3.6	3.6	3.5	3.5	3.5

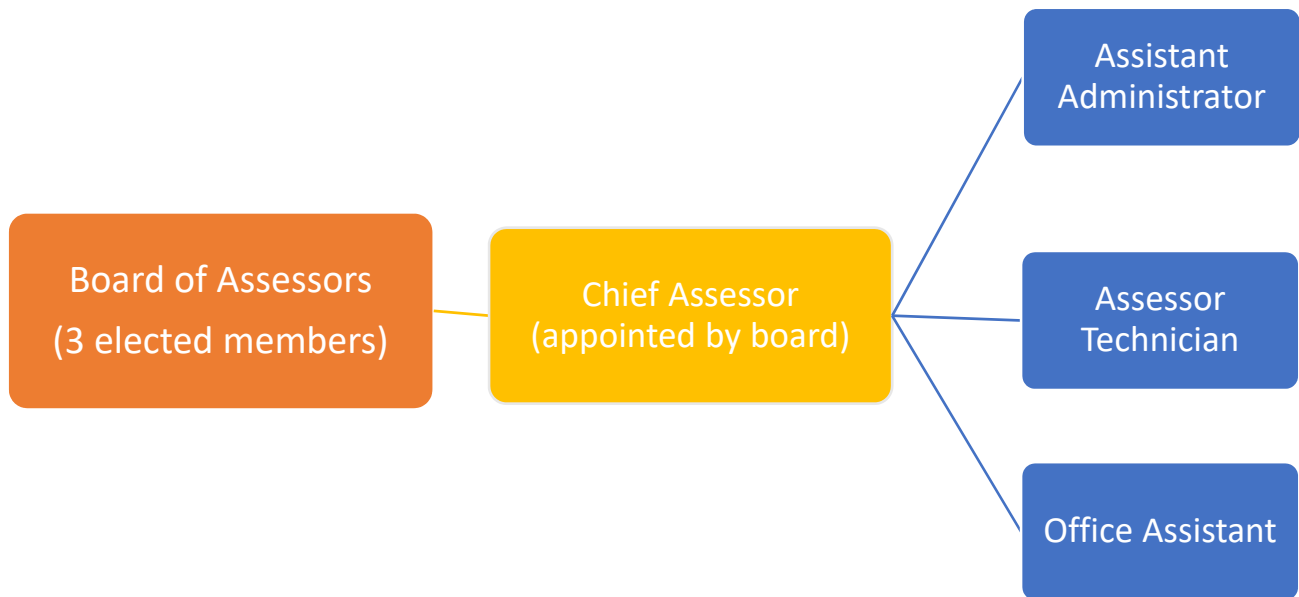
Town Clerk FY21 Operating Budget Request									
Org	Object	Account # 01-161 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01161100	511010	Senior Administrator	\$ 88,212	\$ 92,142	\$ 91,423	\$ 93,969	\$ 95,950	\$ 1,981	2.11%
01161100	511220	Other Professionals	48,034	34,037	49,508	60,584	60,947	\$ 363	0.60%
01161100	511225	Board of Registrars	2,500	2,000	2,600	2,600	3,200	\$ 600	23.07%
01161100	511370	Clerical	70,353	70,845	71,950	80,134	81,370	\$ 1,236	1.54%
01161100	512010	Pages/Poll Workers	43,071	10,980	37,168	32,240	79,040	\$ 46,800	145.16%
01161100	512050	Custodians/Laborers	1,332	880	1,337	1,400	3,750	\$ 2,350	167.86%
01161100	513160	Other Overtime	919	106	1,237	1,500	1,500	\$ -	0.00%
01161100	515050	Longevity	500	600	600	500	600	\$ 100	20.00%
PERSONAL SERVICES SUBTOTAL			254,921	211,591	255,822	272,927	326,357	53,430	19.58%
EXPENSES									
01161200	517020	Medical Checkup	-	-	-	65	65	\$ -	0.00%
01161200	517030	Meal Allowances	2,052	662	1,329	1,750	2,250.00	\$ 500	28.57%
01161200	524030	Equipment Maintenance	8,980	8,160	9,982	10,000	10,000	\$ -	0.00%
01161200	534010	Postage	3,473	5,429	8,859	5,000	8,000	\$ 3,000	60.00%
01161200	534030	Advertising-General	68	17	68	150	150	\$ -	0.00%
01161200	534035	Advertising - Employment	-	-	-	-	-	\$ -	0.00%
01161200	534040	Printing & Mailing Expense	9,908	5,082	9,410	11,000	11,000	\$ -	0.00%
01161200	538020	Book Binding Services-see Obj 55	230	2,735	-	2,750	2,750	\$ -	0.00%
01161200	538050	Deliveries	52	-	-	150	150	\$ -	0.00%
01161200	538090	Other Purchased Services	950	1,100	850	1,550	1,550	\$ -	0.00%
01161200	542010	Office Supplies	2,209	1,942	3,267	3,000	3,300	\$ 300	10.00%
01161200	542040	Paper & Stationary	702	260	330	750	500	\$ (250)	-33.33%
01161200	542090	Other Supplies - Dog Tags	922	1,011	1,922	1,000	1,000	\$ -	0.00%
01161200	571010	Travel-Mileage	247	156	232	250	250	\$ -	0.00%
01161200	571110	Conf/Meetings-Administrators	178	90	482	750	750	\$ -	0.00%
01161200	572110	Conf/Meetings-Administrators	-	-	-	-	-	\$ -	0.00%
01161200	573010	Dues-Administrators	150	150	175	150	175	\$ 25	16.67%
01161200	574120	Public Employee Bond	100	100	100	100	100	\$ -	0.00%
01161200	578010	Approved Special Dept Expense	-	-	-	-	-	\$ -	0.00%
01161200	583053	Equipment Replacement	-	-	1,577	-	-	\$ -	0.00%
01161200	527090	Other Rentals/Leases	-	-	-	1,400	1,400	\$ -	-
01161200	578090	Unclassified Expenses	Account inactive			-	-	\$ -	0.00%
EXPENSE SUBTOTAL			30,221	26,894	38,583	39,815	43,390	3,575	8.98%
	570000	Other Charges & Expenses	-	-	-	-	-	\$ -	0.00%
DEPARTMENT TOTAL			\$ 285,142	\$ 238,486	\$ 294,405	\$ 312,742	\$ 369,747	57,005	18.23%



Town of *Wellesley*
FY2021 Budget Request
Assessor's Department: Mission, Services & Priorities

Mission

The mission of the assessors' office is to value real and personal property efficiently, fairly and accurately, in accordance with the laws of the Commonwealth of Massachusetts and comply with regulations established by the Department of Revenue; to administer motor vehicle excise; exemption and abatement programs; and to address concerns of the public by exhibiting the highest level of competence and professionalism.



Major Areas of Responsibility

The assessors' office functions as part of the town governmental system but most activities are governed by Massachusetts's general laws and regulated by the Massachusetts Department of Revenue (DOR). We have direct responsibility for insuring the efficient assessment of property taxes and motor vehicle excise taxes, the source of over 85% of the town's budget. The increased dependence on property taxes and the vital New Growth component of the tax levy reinforces the importance of the assessors' office and the need for accurately administering Massachusetts' property tax laws. The major areas of responsibilities are illustrated through the following activities (annual number in parentheses):

- Annual valuation of all real property using the Town's mass appraisal system and analysis of market conditions. (8,510 parcels)

- Annual discovery and valuation of all business personal property accounts. Inform all business owners of their requirement to complete the state Form of List. (1,000 business accounts)
- Issue motor vehicle excise billing and adjustments due to changes in ownership. (24,200 bills)
- Collect objective and subjective property data as a result of building permits, sales transfers, and cyclical inspections. (1,500 field inspections)
- Measure and sketch to scale the footprint of all buildings in town. Calculate total square footage of buildings. (1,500 properties annually)
- Process deed transfers for real estate market analysis and accurate mailing of tax bills. (1,000 deeds)
- Review building permits and subdivision plans to measure the impact on property values and make all necessary changes to the valuation database.
- Perform annual statistical testing as required by the Massachusetts Department of Revenue to ensure horizontal and vertical equity amongst all taxpayers.
- Promote statutory personal tax exemptions, assist seniors in completing forms, and verification of taxpayer's income and assets for decision on application. (175 annual applications)
- Assist seniors in understanding and completing the application for the tax deferral program. Process applications by verification of income restrictions, assist in gaining approval from banks when a mortgage is held on the property, and record liens to protect the town's interest in repayment of the deferred taxes. (40 applicants)
- Process all local appeals of property assessments, review applicant's issues, gather market evidence and documentation supporting assessments, review with Board of Assessors and process their decisions on appeals. (200 applications)
- Prepare and testify on appeals before the State Appellate Tax Board, verify jurisdictional compliance. (20 cases)
- Prepare the Town's recapitulation sheet (recap sheet) and provide documentation for setting of the Town's annual tax rate and compliance with the provisions of Proposition 2 ½.
- Maintain the comprehensive property database containing legal ownership data, detailed building information, sketches, and photographs on all properties. This database is an asset used as the platform for several other departments.
- Conduct annual compliance review and valuation of chapter land discounts and filing of liens on the properties. (14 properties)

- Collect data on new taxable property for both real estate and personal property and the calculation of annual New Growth added to Town's tax levy limit. (1,500 properties)
- Calculate and bill Payment in Lieu of Taxes (PILOT) for exempt properties. (Beginning in fiscal 2012 only Babson College - about \$1,500 annual payment)
- Meet with taxpayers and motor vehicle owners to explain and instill confidence in the consistent application of Massachusetts tax laws.
- Produce and distribute documentation on property tax valuation models and tax levy.
- Produce customized reports from our extensive database as requested by other departments and the general public.
- Assist with the assigning of house numbers.
- Assist taxpayers. Taxes are never popular and assessment procedures are technical and difficult to understand.
- Prepare Tax Classification report and present to the Board of Selectmen for annual public hearing on dual tax rate option.
- Submit compliance reports to the Department of Revenue on their on-line Gateway system including end-of-year Tax Rate Recapitulation Sheet reports and supporting documentation prior to approval of tax rate.

FY21

In Massachusetts "full and fair cash value" is the standard by which property is taxed. In order to meet these standards, we must collect, record and analyze a great deal of information about each property, including the price similar properties would bring on the open market. Valuation for commercial properties includes an analysis from an investment point of view since the purchase price depends, in large part, on the return a buyer expects to receive. The Department of Revenue requires assessors to annually adjust assessments to current market value. Every fifth year the DOR performs a comprehensive audit and certification of the values.

Department Priorities

Our priority has always been to produce fair and equitably assessed values for timely tax bills and to instill taxpayer confidence. Failure to comply with Massachusetts's property tax laws or to issue tax bills by the statutory deadlines may jeopardize the town's cash flow and possible bond rating.

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
PERMANENT STAFFING (FTEs)					
Position Titles:					
Chief Assessor	1.0	1.0	1.0	1.0	1.0
Assistant Administrator	1.0	1.0	1.0	1.0	1.0
Assessor Technician	1.0	1.0	1.0	1.0	1.0
Secretary/Technical Assistant	1.0	1.0	1.0	1.0	1.0
Part-time (Temporary & clerk)	0.3	0.3	0.3	0.3	0.3
Total Number of Positions	4.3	4.3	4.3	4.3	4.3

Assessor Department FY21 Operating Budget Request									
Org	Object	Account # 01-141 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01141100	511010	Senior Administrator	\$ 103,082	\$ 104,741	\$ 106,836	\$ 109,811	\$ 109,392	\$ (419)	-0.38%
01141100	511220	Other Professionals	55,346	56,237	57,362	58,960	58,734	\$ (226)	-0.38%
01141100	511370	Support Staff	99,083	103,881	108,110	111,092	118,053	\$ 6,961	6.27%
01141100	512290	Part-time / Temporary / Seasonal Help	4,141	3,532	3,788	5,689	5,667	\$ (22)	-0.38%
01141100	513120	Scheduled Overtime	-	-	-	4,020	5,000	\$ 980	24.38%
			261,653	268,392	276,097	289,572	296,847	\$ 7,274	2.51%
EXPENSES									
01141200	530130	Legal Services-Special Counsel	-	-	-	-	-	\$ -	0.00%
01141200	530500	Training & Development	565	500	1,075	1,500	1,500	\$ -	0.00%
01141200	530600	Appraisals and Surveys	48,650	43,500	53,000	76,500	52,500	\$ (24,000)	-31.37%
01141200	530600	Appraisals and Surveys	10,000	-	-	5,000	10,000	\$ 5,000	100.00%
01141200	530800	Computer Software Services	6,000	6,000	7,000	7,000	7,000	\$ -	0.00%
01141200	534010	Postage	1,196	1,100	1,304	2,000	2,200	\$ 200	10.00%
01141200	534030	Advertising	-	42	-	-	-	\$ -	0.00%
01141200	534040	Printing & Mailing Expense	7	109	82	150	2,000	\$ 1,850	1233.33%
01141200	538010	Deed/Abstract Copies	76	732	304	400	500	\$ 100	25.00%
01141200	542010	Office Supplies	1,115	1,062	1,310	1,200	1,500	\$ 300	25.00%
01141200	553060	Computer Supplies	7,586	1,370	1,387	2,000	2,000	\$ -	0.00%
01141200	571010	Travel-Mileage	1,264	1,660	2,444	2,750	3,000	\$ 250	9.09%
01141200	571110	Conf/Meetings-Administrators	1,057	490	559	1,500	1,500	\$ -	0.00%
01141200	573010	Dues-Administrators	1,549	1,675	1,675	1,800	1,800	\$ -	0.00%
			79,064	58,240	70,140	101,800	85,500	(16,300)	-16.01%
	570000	Other Charges & Expenses	-	-	-	-	-	-	0.00%
			\$ 340,717	\$ 326,632	\$ 346,237	\$ 391,372	\$ 382,347	\$ (9,026)	-2.31%



Town of *Wellesley*

FY2021 Budget Request

Planning Board: Mission, Services & Priorities

Mission

The Planning Board consists of five elected members and one appointed associate member. The Board guides the Town of Wellesley in preserving and enhancing Wellesley's quality of life by fostering a diverse housing stock, multi-modal transportation options, valuable natural resources, resilient infrastructure, and a thriving local economy. Particular Town land use goals are identified in the Town's Unified Plan 2018-2028. The Planning Board achieves these goals through the creation and implementation of Zoning Bylaws, policies, long-term planning, and by promoting citizen participation in the planning process.

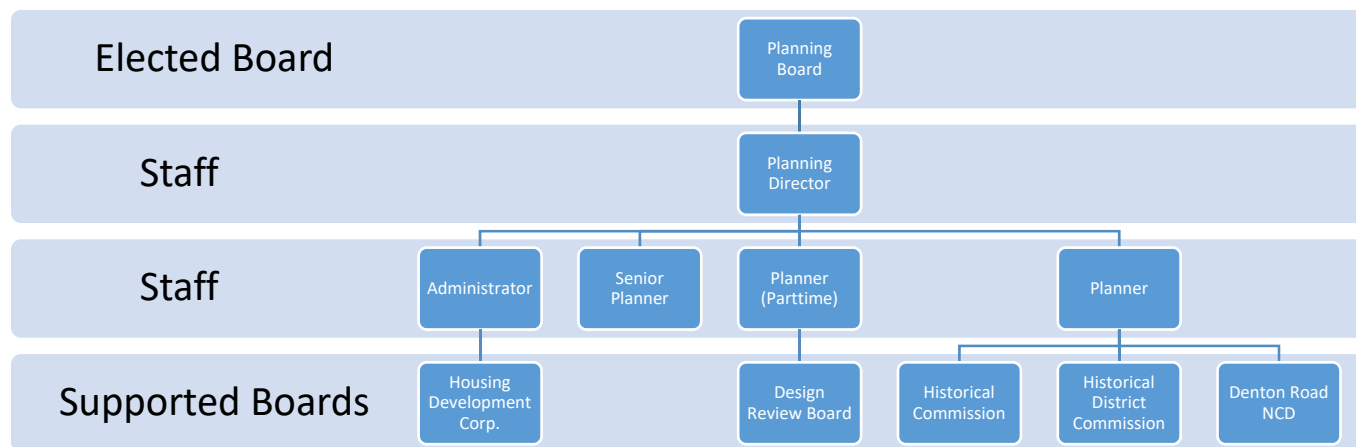
The role of the Planning Board is to make short and long term decisions related to land use in the Town of Wellesley. The Planning Board seeks to realize the vision of Wellesley residents for their community through the judicious use of municipal planning and project review. As a result the Planning Board is responsible for the maintenance and update of the Town's Zoning Bylaws and Zoning Map, divisions of land, and the review of large-scale projects with Town-wide impacts.

The Planning Board carries out the Large House Review process under Section 16D of the Zoning Bylaw. It also issues special permits for Projects of Significant Impact under Section 16A of the Zoning Bylaw; Inclusionary Zoning under Section 16B of the Zoning Bylaw, and Residential Incentive Overlay (RIO) projects under Section 14F of the Zoning Bylaw.

Planning Department

The Planning Department is overseen by and supports the Planning Board to assist in the development and maintenance of a functional and attractive residential community by implementing the Zoning Bylaws and by initiating and reviewing projects.

The Department serves as professional staff to the Historical Commission, Historic District Commission, Design Review Board, and the Denton Road Neighborhood Conservation District Commission. It provides supplemental assistance to the Zoning Board of Appeals as needed, particularly for projects in the Residential Overlay District (RIO) and Comprehensive Permits under MGL ch. 40B. The Department has frequent interaction with the Building Department and the Zoning Enforcement Officer on questions about the Zoning Bylaws.



The Planning Department has five staff members: the Planning Director, the Senior Planner, one full time Planner and one part-time Planner, and one part-time Department Administrator. In calendar year 2019, all staff members, other than the Department Administrator, resigned, each resignation coming at different times for different reasons. The Planning Board has hired a new Planning Director and Planners, but the position of Senior Planner remains vacant.

Planning Director

Reporting to the Board Chair, the Director's primary responsibility is to direct and administer the Town's planning programs. The Director oversees the day-to-day operations of the Planning Department (Department), directly supervises Department personnel, reviews all special permit applications presented to the Board, and prepares Town Meeting articles affecting the Zoning Bylaw.

The Director manages, directs, and administers municipal land use planning, zoning, and subdivision control programs within the Town as delineated by state statute and Town Bylaws and Zoning Bylaws. The Director is instrumental in implementing the Unified Plan and the Housing Production Plan. The Director recommends, prepares, and implements policies, programs, plans, and studies needed to guide short-range and long-range planning and land use challenges and opportunities.

Senior Planner

The Senior Planner supports the Planning Director in carrying out municipal planning, zoning, and subdivision programs under the provisions of state law and Town bylaws. They perform a variety

of complex technical and professional work in the current and long range planning of the Town, including the development and implementation of land use policies and regulations; providing staff support for the Planning Board and other serviced boards; assisting the Director in staff and consultant supervision; and serving as Department Head in the Director's absence.

Planners

Each Planner performs work at both the technical and professional level in the preparation of community planning studies and reports. They make recommendations on comprehensive planning, zoning analysis, site plan review, design review, and related matters. They represent the Planning Board, the Director, and/or the Town at interdepartmental meetings, meeting of Town Boards, community groups, and regional and state agencies.

The Planners provide staff support to the Historic District Commission (HDC), the Design Review Board.

Department Administrator

The Department Administrator has extensive knowledge of all rules and procedures of the Department and is the initial contact for almost all inquiries from residents and others to the Department and is able to respond to a majority of all inquiries. The Administrator also maintains Department records, and has primary responsibility for all record requests. The Administrator interacts with all other Town staff in organizing meetings and department interaction with other Town departments. The Administrator also handles correspondence, expense tracking, and issuance of notices by the Planning Board and Department.

The Department Administrator also administers affordable housing project applications.

Budget Overview

The Planning Department's budget reflects an overall year on year increase of 3.38% reflecting increased salary levels and almost flat expenses.

Staffing levels remain the same but salary levels for the Planner positions have increased 3% and 12% respectively over FY20 to reflect actual wage levels for the newly hired planners. The Senior Planner position is projected at a 15% increase to reach the midpoint for the job classification level. There is also a projected 11% increase for the Department Administrator to reflect increased duties and responsibilities. These increases are partially offset by a 7% decrease for the Planning Director position.

Expenses increase by 0.7% or \$300. The increase is attributable to increasing attendance for Board members and staff at conferences. Other expenses have been adjusted (i.e. postage increase, office supply decrease) based on actual expenditures in FY20 and prior years.

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
PERMANENT STAFFING (FTEs)						
Position Titles:						
Director	1.0	1.0	1.0	1.0	1.0	1.0
Senior Planner	1.0	1.0	1.0	1.0	1.0	1.0
Planner	1.0	1.0	1.5	1.5	1.5	1.5
Secretary/Technical Assistant	0.6	0.6	0.6	0.6	0.6	0.6
Total Number of Positions	3.6	3.6	4.1	4.1	4.1	4.1

Planning Department FY21 Operating Budget Request									
Org	Object	Account # 01-175 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01175100	511010	Senior Administrator	\$ 87,931	\$ 96,286	\$ 86,562	\$100,079	\$ 92,759	\$ (7,320)	-7.31%
01175100	511220	Other Professionals	108,484	100,829	117,087	129,204	140,488	\$ 11,284	8.73%
01175100	511420	Other Professionals	-	22,065	29,172	27,793	31,489	\$ 3,696	13.30%
01175100	511370	Support Staff	26,314	26,535	23,217	28,170	31,320	\$ 3,150	11.18%
01175100	512290	Other Support Staff	-	-	1,127	-	-	\$ -	0.00%
PERSONAL SERVICES SUBTOTAL			222,729	245,715	257,165	285,246	296,056	\$ 10,810	3.79%
EXPENSES									
01175200	517010	Medical Expenses	-	-	-	-	-	\$ -	0.00%
01175200	517040	Tuition Reimbursement	-	-	-	-	-	\$ -	0.00%
01175200	530900	Other Professional Services ¹	7,942	8,679	3,731	25,000	25,000	\$ -	0.00%
01175200	534010	Postage	1,641	3,057	2,924	2,825	3,300	\$ 475	16.81%
01175200	534030	Advertising - General	1,032	2,632	1,283	2,225	2,250	\$ 25	1.12%
01175200	534060	Photocopying ²	-	-	-	-	-	\$ -	0.00%
01175200	542010	General Office Supplies	2,132	2,397	1,799	2,850	2,250	\$ (600)	-21.05%
01175200	571010	Travel - Mileage	226	529	57	800	500	\$ (300)	-37.50%
01175200	571110	Conf. Meetings-Administrators ³	513	1,214	955	1,900	2,500	\$ 600	31.58%
01175200	573010	Dues and Publications ⁴	1,796	6,714	6,092	7,400	7,500	\$ 100	1.35%
01175200	578090	Unclassified Expenses	-	-	-	-	-	\$ -	0.00%
EXPENSE SUBTOTAL			15,284	25,222	16,841	43,000	43,300	\$ 300	0.70%
Other Charges & Expenses			163	8,082	700	-	-	\$ -	0.00%
DEPARTMENT TOTAL			\$238,175	\$279,019	\$274,705	\$328,246	\$339,356	\$ 11,110	3.38%

¹ This account is used for consultant services associated with special projects/studies, and to respond to needs beyond the expertise or time available of Staff. As an example, in FY16 \$20,000 of these funds were used for Phase 1 of the Route 9 Enhancement Study & Plan

² Photocopying has become centralized, and is no longer an individual department expense.

³ This account provides funds to allow Staff and Planning Board members to participate in conferences and training. Professional Staff AICP certification requires a minimum of 32 CM credits every two years. The Southern New England APA Conference accounts for nearly 12 credits a year. With 3 staff members the cost to attend the two day conference is \$450. In addition Planning Board members are encouraged to attend the annual Citizen Planner Conference which costs approximately \$50 pp.

⁴ This account includes funds allocated to pay the Town's membership fees in the Metrowest Regional Collaborative, and Staff dues for membership in professional organizations (APA, AICP, etc.).



Town of *Wellesley*
FY2021 Budget Request
Human Resources Board: Mission, Services & Priorities

Mission

Our mission is to attract and retain the staff necessary for the Town of Wellesley to function at optimal capacity. To this end, our major areas of responsibility and services are the administration of classification and salary plans for all Town employees; recruitment; maintenance of employee records; administration of employee group insurance programs; oversee the safety and workers' compensation programs; administration of performance evaluations; consultation with boards, committees, and department heads on employment issues; professional development and compliance with state and federal employment laws.

Human Resources Board and Department

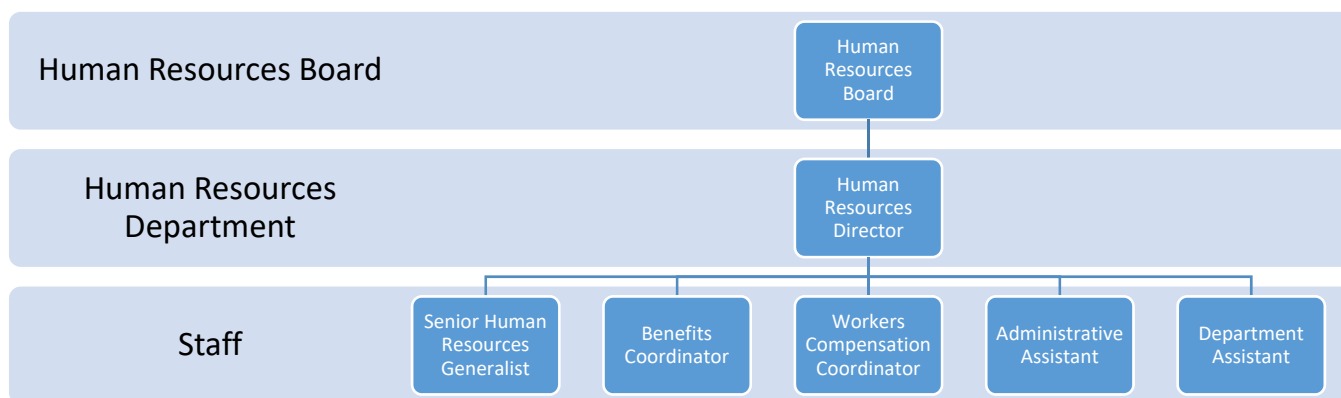
The Human Resources Board is comprised of five members appointed by the Moderator to three-year terms. The Department of Human Resources is staffed by six professionals, led by the Director of Human Resources. The staff includes the Senior Human Resources Generalist who is primarily responsible for providing recruitment and job classification support. The Benefits Coordinator helps to manage the Town's generous package of available insurance and health savings plans. The Workers Compensation and Leave Coordinator ensures compliance with Occupational Safety and Health Administration, promotes workplace safety, and manages long-term leaves of absences. The Human Resource Department is also supported by an Administrative Assistant and Department Assistant.

The Human Resources Department's primary purpose is to act as a resource to departments Town-wide on all aspects of employment, including recruitment; administration of benefits such as health, dental, and life insurance plans; new employee orientation; professional development opportunities; maintenance of individual employee files; workers compensation; employee assistance program; communication and oversight of employment policies; compliance with the Town by-laws and State and Federal employment laws and regulations; and other responsibilities as appropriate for school department employees and retirees.

Historically, the Human Resources Department has been designated by the Board of Selectmen as the Town's collective bargaining representative with the Town's employee unions and associations. In addition to negotiating contract agreements, the Department is responsible for working with management on the day-to-day administration and interpretation of collective bargaining agreements, as well as grievance and arbitration administration and decision/impact bargaining matters.

The Human Resources Department assists Town departments in the assignment of work tasks by formulating job descriptions and ranking these descriptions based on several factors, including

level of responsibility, education and know-how, thereby establishing and maintaining a job classification system for the Town. The Department also coordinates the various annual performance evaluations for individual employees. The Department also collects and reviews outside employment and market data to recommend wage and benefit package changes to the Town's compensation plans.



FY21 Goals

The goals for FY21 are expected to continue to focus on improving the employee experience, updating policies and procedures, promoting professional development, and ensuring that the Town's salary structure remains competitive:

Improved Employee Benefits

- Continue to improve the employee experience for benefit enrollment and improve efficiency in the administration of the Town's health, life, dental, vision, long-term disability, accident, hospital, and critical illness insurance plans.

Professional Development

- Develop new discrimination and sexual harassment prevention trainings for employees and introduce diversity education.

Classification and Salary Updates

- Explore ways to update and improve the administration of the salary and classification plans.

Update Policies and Procedures

- *Continue to recommend updates, additions and deletions to the Town's personnel policies and procedures.*

Operating Budget Summary

The Human Resource Department's budget is considered to be at a base level and is below the recommended guideline with an **overall year-to-year increase of 3.07%**. There are no additional positions or new line items included this year. The increase includes an assumed salary increase of 2.5% for all staff. One difference from FY21 from FY20 is the transfer of funding sources for the Workers Compensation Coordinator and Department Assistant positions from external sources into the Human Resource Department's budget. **This is not an increase in salary or number of positions.** These positions were previously funded from the Workers' Compensation and Health Insurance budgets. Moving forward, the funding will be itemized in the Human Resource Department's personnel costs.

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Director	1.0	1.0	1.0	1.0	1.0
Senior HR Generalist	1.0	1.0	1.0	1.0	1.0
HR Generalist	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Workers Comp Coordinator*	0.5	0.5	0.5	1.0	1.0
Department Assistant**	0.5	0.5	0.5	0.5	0.5
Total Number of Positions	5.0	5.0	5.0	5.5	5.5

* Benefit Eligible effective FY2020

** Shared with Retirement System. Benefits paid by Retirement

Human Resources Department FY21 Operating Budget Request									
Org	Object	Account # 01-152 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01152100	511010	Senior Administrator	\$112,775	\$119,709	\$122,103	\$125,503	\$125,024	\$ (479)	-0.38%
01152100	511220	Other Professionals	128,044	130,104	138,059	141,903	141,362	\$ (541)	-0.38%
01152100	511370	Clerical	53,209	52,964	54,021	55,526	56,705	\$ 1,179	2.12%
01152100	512590	Recognition Award Payment			1,253				
01152100	513120	Scheduled Overtime	-					\$ -	0.00%
21912000	511370	Workers Comp	14,443	30,277	34,128	42,652	43,551	\$ 899	2.11%
21914100	511370	Health Insurance	12,492	14,085	14,803	16,900	16,300	\$ (600)	-3.55%
PERSONAL SERVICES SUBTOTAL			320,962	347,139	364,367	382,484	382,942	\$ 458	0.12%
EXPENSES									
01152200	517020	Medical Check-up	7,414	7,934	9,160	7,150	9,650	\$ 2,500	34.97%
01152200	530500	Training and Development	300	5,616	1,084	3,250	3,250	\$ -	0.00%
01152200	534010	Postage	720	697	713	1,500	1,500	\$ -	0.00%
01152200	534035	Advertising-Employment	12,380	12,222	15,025	14,200	17,500	\$ 3,300	23.24%
01152200	542010	Office Supplies	1,617	401	1,140	2,000	2,000	\$ -	0.00%
01152200	542090	Other General Supplies	1,357	566	488	1,200	1,200	\$ -	0.00%
01152200	543040	Equipment M&R Supplies	332	332	-	1,000	1,000	\$ -	0.00%
01152200	571010	Travel - Mileage	149	24	42	400	400	\$ -	0.00%
01152200	571510	Town Training & Development	2,750	3,676	4,837	6,500	6,500	\$ -	0.00%
01152200	573010	Dues-Administrators and Professional Staff	250	250	250	750	750	\$ -	0.00%
EXPENSE SUBTOTAL			27,269	31,717	32,739	37,950	43,750	\$ 5,800	15.28%
	570000	Other Charges/Expenses	4,965	-	-			\$ -	0.00%
DEPARTMENT TOTAL			\$348,231	\$378,855	\$397,106	\$420,434	\$426,692	\$ 6,258	1.49%



Town of *Wellesley*
FY2021 Budget Request
Advisory Committee: Mission, Services & Priorities

The Advisory Committee is appointed by the Moderator and consists of 15 members appointed to 3 year terms. The Committee has a part-time administrative assistant and the committee budget provides for the cost of printing and mailing Advisory reports to Town Meeting.

The **Advisory Committee Reserve Fund** of \$175,000 provides funding for expenses that are extraordinary or that were unforeseen when Annual Town Meeting appropriated the budget for that fiscal year. Use of the Reserve Fund reduces the need to defer critical expenses and/or to call Special Town Meetings to deal with events with limited expense impact. Transfers from the Reserve Fund are made under Motions passed by one of the Town Boards and approved by the Advisory Committee. Thus far in FY20 no funds have been withdrawn from the Advisory Reserve Fund.

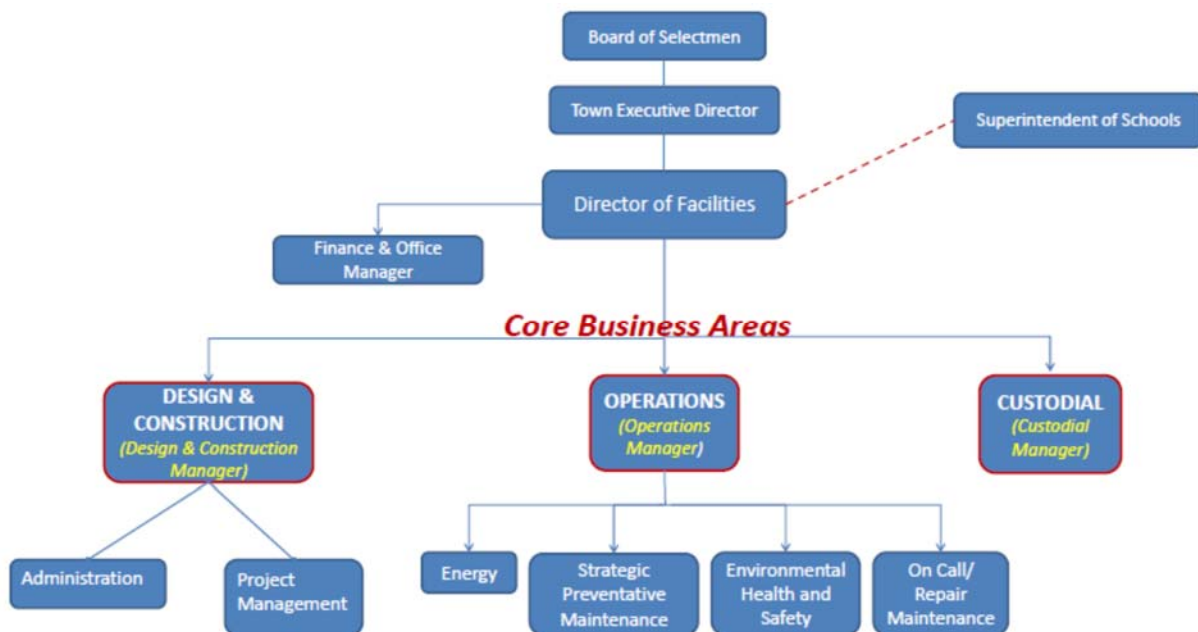
<u>Advisory Committee Operating Request</u>									
DEPARTMENT									
EXPENDITURES			FY17	FY18	FY19	FY20	FY21	\$ Variance	% Variance
Org	Obj	Description	Actual	Actual	Actual	Budget	Request	FY20-21	FY20-21
01131100	511370	Clerical	7,000	7,000	7,000	10,000	11,000	1,000	10.00%
		Subtotal, Personal Services	\$ 7,000	\$ 7,000	\$ 7,000	\$ 10,000	\$ 11,000	\$ 1,000	10.00%
01131200	534010	Postage	10,000	10,000	10,000	7,000	7,000	-	0.00%
01131200	534030	Advertising - General	200	200	200	200	200	-	0.00%
01131200	534040	Printing and Mailing	12,000	12,000	12,000	12,000	11,500	(500)	-4.17%
01131200	542010	Office Supplies	2,450	2,450	2,450	2,450	2,450	-	0.00%
01131200	573040	Dues - Committee/Board Members	350	350	350	350	350	-	0.00%
		Subtotal, Expenses	\$ 25,000	\$ 25,000	\$ 25,000	\$ 22,000	\$ 21,500	\$ (500)	-2.27%
		Total	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,500	\$ 500	1.56%
01132200	579000	Advisory Reserve Fund	\$175,000	\$175,000	\$145,000	\$175,000	\$175,000	\$ -	0.00%



Town of *Wellesley*
FY2021 Budget Request
Facilities Management Department: Mission, Services & Priorities

Mission

The mission of the Facilities Management Department (FMD) is to treat department managers as highly valued customers, by being responsive to their facility needs and allowing them to focus on their own core missions. Facilities will be professionally managed, operated, and maintained in an efficient manner and within established budgets. FMD shall maximize service life of facilities and equipment, protecting valuable public assets, through regular preventive maintenance and collaboratively prepared long-term capital plans. FMD staff recognizes the uniqueness of each department's building and operational needs and accomplishes their work in a way that minimizes service interruption. Sustainability and energy efficiency are at the forefront of all FMD operations and practices, and staff shall endeavor to incorporate these into all aspects of their work.



Department Description

The Town of Wellesley Facilities Management Department (FMD) was created by Town Meeting vote in March 2012 and officially began operations on July 1, 2012. Overseen by the Town's Executive Director of Government Services, the department falls under the jurisdiction of the Board of Selectmen. The FMD is responsible for the operation and maintenance of all schools and municipal buildings in the Town, as well as all aspects of capital planning, design, and construction. The Municipal Light Plant manages their own buildings with unofficial support from FMD. In July 2016 the FMD assumed custodial and maintenance responsibilities for eight Department of Public Works (DPW) buildings. FMD does not have established budgets to support the DPW's Water/Sewer buildings at the Municipal Way campus, as these are enterprise funded. Instead, FMD uses a charge back process to account for FMD costs incurred for these buildings.

The FMD is responsible for custodial service, maintenance/operations, capital planning, and project management in 29 buildings, totaling over 1.2 million square feet, with a staff of 72.6 FTEs. There is also a 0.50 FTE DPW custodian paid for with enterprise funds not included in this count. The staff currently includes a director, six managers, eight maintenance technicians, 52.6 FTE custodians, a projects assistant, an administrative assistant, finance manager, and office assistant.

The FMD assumed building maintenance and custodial responsibility for the new Tolles-Parsons Senior Center in September 2017. In FY18, the PBC and BOS agreed to move salaries for the two existing PBC staff positions into the FMD budget. These positions, Project Manager and Projects Assistant, are primarily assigned to support PBC projects. This was done as a way to take advantage of operational efficiencies in the FMD and improve support services to the PBC. The inventory of buildings for which FMD has responsibility include the ten schools, Field House at Sprague, three libraries, two fire stations, the Police Station, Town Hall, Warren Building, Morses Pond bathhouse and the Senior Center. The DPW buildings assumed in FY17 are two garages and the administration building on the Municipal Way campus and five buildings at the Recycling and Disposal Facility (RDF). The FMD central office has been located in leased space in an office building at 888 Worcester Street since June 2015, for which the Town has a five-year lease.

The organizational structure of the FMD has three core business areas: custodial, operations (maintenance/energy/safety), and design & construction (including capital planning), each of which is overseen by a professional manager that reports to the Facilities Director. Preventive maintenance practices are a focus of the department, as are custodial procedures which incorporate “green cleaning” supplies, equipment, and techniques. Capital projects are identified during planning through a collaborative approach with department heads and school principals. Planning, design and construction is managed within the Department and also through outside design professionals. Building projects costing \$500,000 or more are managed by the Town’s Permanent Building Committee (PBC). The FMD Design & Construction Manager (DCM) leads FMD efforts in supporting the day-to-day business of the PBC. The FMD Operations Manager (OM) is also charged with managing energy consumption. The OM is charged with addressing the changing needs of the department and its focus on preventive maintenance and strategic replacement of building systems, while continuing energy management. Construction and maintenance work is primarily accomplished using FMD staff; however certain work is outsourced based on criteria including cost effectiveness, technical capabilities/specialty work, and backlog.

The FMD utilizes a cloud-based, computerized maintenance management system (CMMS) to document and track repairs and preventive maintenance work, and processes approximately 1,500 maintenance work order requests annually.

FMD staff includes both union and non-union employees. Non-union staff include the managers and central office staff, while all full-time custodians and maintenance staff belong to a union or association (Libraries). The American Federation of State, County, and Municipal Employees (AFSCME), Council 93, Local 49 represents custodians and maintenance in all FMD buildings except the Libraries on collective bargaining issues. Custodians working in the Libraries are members of the Wellesley Free Library Staff Association union. The AFSCME agreement and the Library Association agreement both expire on June 30, 2020 (FY20).

FY2021 Goals

The operational goals of the FMD focus on providing the best day-to-day work and learning environments in all 29 of the buildings that we maintain, as evidenced by the national green cleaning award that our custodial team received in 2018. The Design & Construction group will continue to provide day-to-day support to the Permanent Building Committee (PBC) as they continue to make progress on a challenging \$200M building construction program that the Town faces over the next ten years.

Specific goals for FY21 are related to providing design and construction support serves for a number of major building projects including: Middle School Building Systems design and construction, Main Library Renovation and Roof Replacement design and construction, Town Hall Interior Renovation Study, and Town Hall Annex design. The FMD Design & Construction team will be assuming Owner's Project Manager (OPM) responsibilities on all of these projects. FMD will continue its support of the two major school projects, Hunnewell and Hardy/Upham, by managing the outsourced OPMs and supporting PBC as the projects reach design phases.

Total Budget Request

The FMD FY21 Operating Budget Request provides for the continued successful operation and maintenance of the buildings within its purview. ***Overall, we are requesting \$8,291,919, a 0.59% increase in our FY21 budget, which is within guideline.*** The overall budget is considered to be a **Base Budget**, with the possible exception of a job group reclassification for the Design & Construction Manager, which could be considered as a **Strategic Plan Budget** item, as the position is so critical to the FMD capital buildings program.

Also of note is the fact that our FY21 budget assumes no increase in the personal services for union employees, as their contract will end on June 30, 2020, and a new contract has yet to be reached. Additional information regarding the personal services and expenses components of the budget is provided.

Personal Services

Currently, the overall personal services budget is shown as a slight decrease (-0.49%) for FY21. This is due to the fact the majority of the department's staff (63 employees) are union employees who are currently scheduled to receive a 0% increase. Another contributing factor is the number of pay periods in the year. FY20 has 52.4 pays and FY21 has 52.2, which equates to about a \$200 per employee decrease.

The personal services budget is comprised of three items:

1. ***Cost-of-Living Allowance (COLA):*** The guideline 2.5% increase for personal services was followed for Series 40, 50 and 60 employees. The cost of living increase for these employees is \$28,468. ***The budget includes no COLA increase for current AFSCME positions nor for the custodians working in the libraries who belong to the Library Association according to their contract.***
2. ***Net Salary Change:*** This item includes changes to steps, longevity, and other adjustments. Both union and non-union hourly employees have compensation that is based on increasing

salary rates per “steps” over time, with an upper limit. These employees also have a lump sum “longevity” allowance per year, which is paid to them each year after they reach a certain milestone.

The net result of these changes is a slight reduction in personal services budget for the reasons stated above. However, this will change when the new union contracts are executed, as those contracts are expected to include COLAs.

3. ***Job Group Change – Design & Construction Manager:*** This item is to account for a requested increase in salary for the Design and Construction Manager position. Pending approval, this position will change from Job Group (JG) 61 to JG 62, to reflect the changes in dimensions and responsibilities associated with the position.

The budget cost for the change in job group for the position is \$10,666.

The overall -0.03% decrease in personal services expenses is summarized in the table below:

<i>Increase Component</i>	<i>Cost Increase</i>
COLA and Net Salary Changes (Steps)	(\$12,297)
Job Group Change: Design & Construction Manager	\$10,666
<i>Total</i>	<i>(\$1,632)</i>

Expenses

The overall expense budget increase request is \$72,022 or 2.05% for FY21. Expenses within the FMD budget fall into five general categories: Custodial, Maintenance, Utilities, Vehicle Maintenance, and Central Office. ***The FY21 expense falls within the 2.5% overall guideline.*** Electricity and water budgets did not change; however, there are natural gas and sewer increases reflecting expected higher unit prices. ***No increase was carried for custodial and maintenance expenses for the seventh year in a row.*** A brief description of the items included in each category is provided, with some additional details surrounding the utilities. Expense budgets for DPW Water/Sewer buildings are not included, as these are enterprise funded functions, so FMD costs associated with these buildings are transferred back to DPW during the fiscal year.

- ***Custodial:*** This includes cleaning supplies and equipment and uniforms. ***No increase is requested.***
- ***Maintenance:*** This includes parts/equipment/supplies for use by in-house maintenance technicians, as well as cost of out-sourced work to vendors for work which cannot be accomplished by in-house staff. The outsourced maintenance budgets are further itemized to track preventive maintenance expenses (Building

Maintenance) and repair maintenance (Other Contractual Services). ***No increase is requested.***

- ***Vehicle Maintenance:*** There are nine existing vehicles in the FMD. The five budgets within this category provide for gasoline, parts/supplies/equipment, and outsourced repair and preventive maintenance of these vehicles, which cannot be performed by the in-house maintenance/mechanic. ***No increase is requested.***
- ***Central Office:*** This budget category provides for office equipment, supplies, training/professional development, computers, cell phones and work-related mileage reimbursement. ***No increase is requested except for a new lease for Central Office.***

New FMD Office Lease: The five-year, fixed rate lease for central office space at 888 Worcester Street ends in June 2020. FMD will seek to procure a new five-year, fixed rate lease in accordance with MGL 30B provisions that will begin in June 2020. An increase of \$21,000 per year is budgeted for the new lease, which assumes an annual escalation over the 5 years since the last fixed-rate lease was negotiated in 2015. The budgeted cost also accounts for the possibility that the existing space at 888 Worcester Street is not available, and that new more expensive space will be leased that requires moving.

- ***Utilities:*** There are seven budgets within this category. Telephone service charges and telephone repairs are not part of the FMD's responsibilities.

Electricity: This is the largest utility cost, and the Town has been fortunate to have had minimal increases over the past several years. The Wellesley Municipal Light Plant (MLP) has informed us that no increase in the price of electricity is expected in FY21. ***Therefore, no increase is assumed for this item.***

Green Power Premium: The FMD carries this budget for the purchase of Green Power for the entire Town as part of our requirement to be a DOER designated Green Community. It should be noted that this premium for the purchase of "green" power represents about 2% of the total electricity budget. ***Our request for FY21 is \$20,000 based on previous actual contribution amounts, which is the same as FY20.***

Natural Gas: This is the second largest utility cost. Our gas cost has two components: a National Grid cost to deliver the gas locally and a third party supplier from whom the Town contracts for commodity and transmission costs. FMD closely monitors and tracks gas costs in the market all year. In March 2017 the FMD was able to secure a favorable, three-year contract for FY19, FY20 and FY21 from our existing third party supplier. As a result, there was no increase in commodity cost; however, we have been notified by National Grid that

distribution costs will again *increase* by about 10% in FY21. Since National Grid costs make up only about half of our total natural gas cost, we are budgeting one-half of the 10% increase, or a 5% net increase for FY21, which equals \$45,189. ***This increase represents 63% of the total \$72,022 expense budget increase.***

- **Water and Sewerage:** These utilities are provided by the DPW and Massachusetts Water Resources Authority and managed locally by the DPW. Per DPW recommendations, no increase is assumed for water and a 4% increase is assumed for sewerage, which equals \$5,833. ***This increase represents 8% of the total \$72,022 expense budget increase.***
- **School Trash and Recycling:** The School Department currently is in a year-to-year contract with a vendor to haul waste and single-stream recycling. The single-stream recycling program has increased overall recycling in the schools. We are continuing to work with the DPW staff at the Recycling & Disposal Facility (RDF) to investigate options for FY21, which could include the RDF taking over some or all of this work, continued outsourcing of this work, or a combination of the two options. ***No increase is requested FY21.***
- **Fuel Oil:** All FMD buildings are heated using natural gas, including the Fells Library, which was converted to gas when FMD installed a new furnace in 2015. Diesel fuel is needed for emergency generators at the Middle School and High School. ***No increase is requested for FY21.***

The overall 2.05% increase in total expenses is summarized in the table below:

<i>Increase Component</i>	<i>Cost Increase</i>	<i>Percentage of Increase</i>	
Natural Gas increase	\$45,189	63%	100%
Sewerage Increase	\$5,833	8%	
Office Lease Increase	\$21,000	29%	
<i>Total</i>	<i>\$72,022</i>	<i>2.05% (of total expense budget)</i>	

	<i>FY17 Actual</i>	<i>FY18 Actual</i>	<i>FY19 Actual</i>	<i>FY20 Budget</i>	<i>FY21 Request</i>
PERMANENT STAFFING (FTEs)					
Position Titles:					
Management and Administration	9.0	11.0	12.0	12.0	12.0
Tradesmen	7.0	8.0	8.0	8.0	8.0
Custodians	<u>51.2</u>	<u>52.6</u>	<u>52.6</u>	<u>52.6</u>	<u>52.6</u>
Total Number of Positions	67.2	71.6	72.6	72.6	72.6

Facilities Management Department FY21 Operating Budget

Org #	Obj	Account # 01-192 Account Title	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES								
Org #	Obj	Account # 01-192 Account Title	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
01192100	511010	Senior Administrators	\$ 149,649	\$ 153,016	\$ 157,663	\$ 157,061	\$ (602)	-0.38%
01192100	511130	Manager/Assistant Manager	456,064	449,813	476,441	488,175	\$ 11,734	2.46%
01192100	511220	Other Professional Staff	240	335			\$ -	0.00%
01192100	511300	Accountant	66,685	78,408	80,986	80,677	\$ (309)	-0.38%
01192100	511310	Administrative Assistant	57,641	58,683	59,300	60,255	\$ 955	1.61%
01192100	511330	Custodians	-	624	-	-	\$ -	0.00%
01192100	511340	Tradesman	295,622	285,065	311,698	309,358	\$ (2,340)	-0.75%
01192100	511370	Clerical	38,338	48,024	49,874	53,208	\$ 3,334	6.68%
01192100	512050	Temporary Custodians/Laborer	(13,771)	-	-	-	\$ -	0.00%
01192100	513110	Emergency Overtime	1,246	-	-	-	\$ -	0.00%
01192100	513120	Scheduled Overtime	538	2,615	-	-	\$ -	0.00%
01192100	514010	Shift Differential	-	-	-	-	\$ -	0.00%
01192101	511330	Custodians	111,234	111,114	111,990	111,562	\$ (428)	-0.38%
01192101	513120	Scheduled Overtime	17,671	13,936	10,924	10,924	\$ -	0.00%
01192101	513110	Emergency Overtime	907	726	520	520	\$ -	0.00%
01192101	514010	Shift Differential	1,381	1,381	1,768	1,768	\$ -	0.00%
01192101	515050	Longevity	1,300	700	700	1,100	\$ 400	57.14%
01192102	511330	Custodians	110,639	111,515	111,989	111,562	\$ (427)	-0.38%
01192102	513120	Scheduled Overtime	8,043	7,827	7,803	7,803	\$ -	0.00%
01192102	513110	Emergency Overtime	1,932	1,635	520	520	\$ -	0.00%
01192102	515050	Longevity	1,700	900	900	900	\$ -	0.00%
01192103	513120	Scheduled Overtime	4,788	27	-	-	\$ -	0.00%
01192107	511330	Custodians	124,927	119,376	124,759	119,612	\$ (5,148)	-4.13%
01192107	513120	Scheduled Overtime	5,870	11,633	5,202	5,202	\$ -	0.00%
01192107	513110	Emergency Overtime	59	855	520	520	\$ -	0.00%
01192107	515050	Longevity	800	600	600	1,000	\$ 400	66.67%
01192110	511330	Custodians	23,967	25,290	25,495	25,909	\$ 414	1.62%
01192110	513110	Emergency Overtime	82	80	-	-	\$ -	0.00%
01192110	513120	Scheduled Overtime	471	2,464	3,733	3,733	\$ -	0.00%
01192110	513125	Scheduled Non-Program Overtime	-				\$ -	0.00%
01192111	511330	Custodians	120,398	122,119	132,209	132,209	\$ 0	0.00%
01192111	513120	Scheduled Overtime	4,384	4,837	11,705	11,705	\$ -	0.00%
01192111	513110	Emergency Overtime	819	1,475	765	765	\$ -	0.00%
01192111	513111	Class 1 Overtime	-	-	364	364	\$ -	0.00%
01192111	513125	Scheduled Non-Program Overtime	-	87	-	-	\$ -	0.00%
01192111	515050	Longevity	400	400	400	800	\$ 400	100.00%
01192112	511330	Custodians	118,865	122,536	134,547	136,173	\$ 1,626	1.21%
01192112	513120	Scheduled Overtime	1,967	5,291	8,599	8,599	\$ -	0.00%
01192112	513110	Emergency Overtime	104	706	780	780	\$ -	0.00%
01192112	513111	Class 1 Overtime	64	-	364	364	\$ -	0.00%
01192112	515050	Longevity	900	900	900	900	\$ -	0.00%
01192113	511330	Custodians	87,603	100,771	106,397	106,142	\$ (255)	-0.24%
01192113	513120	Scheduled Overtime	10,864	3,245	4,422	4,422	\$ -	0.00%
01192113	513110	Emergency Overtime	2,220	1,244	780	780	\$ -	0.00%
01192113	513111	Class 1 Overtime	88	-	364	364	\$ -	0.00%
01192113	515050	Longevity	900	-	-	400	\$ 400	0.00%

01192113	513125	Scheduled Non-Program Overtime	-	-	-	-	\$ -	0.00%
01192114	511330	Custodians	104,375	108,705	111,983	111,562	\$ (421)	-0.38%
01192114	513120	Scheduled Overtime	4,271	5,691	4,422	4,422	\$ -	0.00%
01192114	513125	Scheduled Non-Program Overtime	-	-	-	-	\$ -	0.00%
01192114	513110	Emergency Overtime	619	765	780	780	\$ -	0.00%
01192114	513111	Class 1 Overtime	-	357	364	364	\$ -	0.00%
01192114	513160	Other Overtime		2,570			\$ -	0.00%
01192114	515050	Longevity	900	900	900	1,300	\$ 400	44.44%
01192115	511330	Custodians	148,762	152,455	162,972	162,363	\$ (610)	-0.37%
01192115	513120	Scheduled Overtime	7,368	15,814	7,023	7,023	\$ -	0.00%
01192115	513110	Emergency Overtime	314	1,015	780	780	\$ -	0.00%
01192115	513111	Class 1 Overtime	-	-	364	364	\$ -	0.00%
01192115	513125	Scheduled Non-Program Overtime	268	36	-	-	\$ -	0.00%
01192115	515050	Longevity	1,200	1,300	1,300	1,300	\$ -	0.00%
01192116	511330	Custodians	104,806	109,101	111,983	111,562	\$ (421)	-0.38%
01192116	513120	Scheduled Overtime	6,307	7,414	4,422	4,422	\$ -	0.00%
01192116	513110	Emergency Overtime	209	681	780	780	\$ -	0.00%
01192116	513111	Class 1 Overtime	-	-	364	364	\$ -	0.00%
01192116	513125	Scheduled Non-Program Overtime	(97)	-			\$ -	0.00%
01192116	515050	Longevity	2,106	1,500	1,500	700	\$ (800)	-53.33%
01192117	511330	Custodians	104,333	108,950	111,983	111,562	\$ (421)	-0.38%
01192117	513120	Scheduled Overtime	8,365	5,912	4,422	4,422	\$ -	0.00%
01192117	513125	Scheduled Non-Program Overtime	-	-	-	-	\$ -	0.00%
01192117	513110	Emergency Overtime	295	778	780	780	\$ -	0.00%
01192117	513111	Class 1 Overtime	-	-	364	364	\$ -	0.00%
01192117	515050	Longevity	-	-	-	-	\$ -	0.00%
01192121	511330	Custodians	552,775	557,782	604,416	586,790	\$ (17,627)	-2.92%
01192121	513120	Scheduled Overtime	11,629	23,610	15,866	15,866	\$ -	0.00%
01192121	513110	Emergency Overtime	816	1,491	1,301	1,301	\$ -	0.00%
01192121	513111	Class 1 Overtime	1,093	-	1,613	1,613	\$ -	0.00%
01192121	513125	Scheduled Non-Program Overtime	1,161	(217)	-	-	\$ -	0.00%
01192121	515050	Longevity	4,100	4,200	3,950	3,650	\$ (300)	-7.59%
01192131	511330	Custodians	591,782	589,122	641,431	634,955	\$ (6,476)	-1.01%
01192131	513120	Scheduled Overtime	12,270	12,564	14,826	14,826	\$ -	0.00%
01192131	513110	Emergency Overtime	1,270	2,076	1,362	1,362	\$ -	0.00%
01192131	513111	Class 1 Overtime	1,100	317	1,040	1,040	\$ -	0.00%
01192131	513125	Scheduled Non-Program Overtime	(579)	(1,734)	-	-	\$ -	0.00%
01192131	515050	Longevity	2,700	2,000	2,850	2,250	\$ (600)	-21.05%
01192132	511330	Custodians	17,959	-			\$ -	0.00%
01192132	511340	Tradesman	282,458	274,455	296,392	295,285	\$ (1,107)	-0.37%
01192132	513120	Scheduled Overtime	5,863	877	-	-	\$ -	0.00%
01192132	513125			-	-	-	\$ -	0.00%
01192132	513110	Emergency Overtime	2,682	1,769	3,060	3,060	\$ -	0.00%
01192132	515050	Longevity	1,700	1,700	1,700	2,100	\$ 400	23.53%
01192139	511330	Custodians	71,119	83,184	78,405	80,365	\$ 1,960	2.50%
01192139	513110	Emergency Overtime	-				\$ -	0.00%
01192139	513126	Community Service OT	3,249	5,564	4,162	4,162	\$ -	0.00%
01192139	515060	Custodians-On Call/Standby	7,144	18,884	5,100	5,100	\$ -	0.00%
01192139	519020	Sick Leave/Vacation Buyback	-	1,164	6,000	6,000	\$ -	0.00%
01192140	511330	Custodian-Floater	-	-	-	-	\$ -	0.00%

01192141	513120	Scheduled Overtime	842	3,189			\$ -	0.00%
01192141	511330	Custodians	-	572			\$ -	0.00%
01192142	511330	Custodians	48,630	49,036	50,989	45,512	\$ (5,478)	-10.74%
01192142	513110	Emergency Overtime	256	441			\$ -	0.00%
01192142	513120	Scheduled Overtime	4,288	3,177	1,310	1,310	\$ -	0.00%
01192142	515050	Longevity	1,050	1,150	1,150	-	\$ (1,150)	-100.00%
01192146	515050	Longevity	-	-	-	-	\$ -	0.00%
01192146	513110	Emergency Overtime	-				\$ -	0.00%
01192146	513120	Scheduled Overtime	10,790	11,897			\$ -	0.00%
01192147	511330	Custodians	29,760	30,356	30,497	30,380	\$ (117)	-0.38%
01192148	513120	Scheduled Overtime		230			\$ -	0.00%
01192147	515050	Longevity	1,150	1,250	1,250	1,250	\$ -	0.00%
01192161	511330	Custodians	146,712	147,013	153,459	152,898	\$ (562)	-0.37%
01192161	513120	Scheduled Overtime	6,723	18,913	3,287	3,287	\$ -	0.00%
01192161	513110	Emergency Overtime	2,302	3,706	765	765	\$ -	0.00%
01192163	511330	Custodians	6,603	10,531	16,262	16,200	\$ (62)	-0.38%
01192163	513110	Emergency Overtime	179	183			\$ -	0.00%
01192163	513120	Scheduled Overtime	7,541	1,701			\$ -	0.00%
01192163	514010	Shift Differential	1,760	1,788	2,096	2,096	\$ -	0.00%
01192175	511330	Custodians	44,570	45,660	50,989	50,801	\$ (188)	-0.37%
01192175	513110	Emergency Overtime	383	483	1,281	1,281	\$ -	0.00%
01192175	513120	Scheduled Overtime	3,057	5,019	1,071	1,071	\$ -	0.00%
01192175	513125	Scheduled, non program OT	1,708	350	9,733	9,733	\$ -	0.00%
01192185	511130	Project Manager	74,281	181,842	198,564	197,806	\$ (758)	-0.38%
01192185	511370	Project Assistant	45,957	54,021	55,526	56,705	\$ 1,179	2.12%
		Total Personal Services	4,322,832	4,525,512	4,735,173	4,712,168	\$ (23,006)	-0.49%

EXPENSES

Org #	Obj	Account # 01-192 Account Title	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
01192200	517020	Medical Check-up	-	-	-	-	\$ -	0.00%
01192200	517050	Professional Licenses	506	350	-	-	\$ -	0.00%
01192200	521020	Natural Gas	(6,600)	-	-	-	\$ -	0.00%
01192200	524010	Building Maintenance	32	2,000	-	-	\$ -	0.00%
01192200	524090	Other Contractual Services					\$ -	0.00%
01192200	527010	Building Rental/Lease	84,000	84,000	84,000	105,000	\$ 21,000	25.00%
01192200	527030	Equipment Rental/Lease	503	342			\$ -	0.00%
01192200	527050	Copier Rental/Lease	2,996	4,956	3,176	3,176	\$ -	0.00%
01192200	530400	Network & Information Services	-	-	-	-	\$ -	0.00%
01192200	530500	Training and Development	6,936	5,814	4,500	4,500	\$ -	0.00%
01192200	530900	Other Professional Services	-	-	-	-	\$ -	0.00%
01192200	534010	Postage	163	293	-	-	\$ -	0.00%
01192200	534020	Telephone	-	200	-	-	\$ -	0.00%
01192200	534030	Advertising - General	361	499	-	-	\$ -	0.00%
01192200	534035	Advertising - Employment	107	-	-	-	\$ -	0.00%
01192200	534050	Telecommunications	2,837	3,050	2,580	2,580	\$ -	0.00%
01192200	541010	Gasoline			-	-	\$ -	0.00%
01192200	542010	Office Supplies	5,020	5,898	2,450	2,450	\$ -	0.00%
01192200	542090	Other General Supplies	272	434	198	198	\$ -	0.00%
01192200	542130	Work Clothing	950	603	600	600	\$ -	0.00%
01192200	543010	Building M&R Supplies	1,384	2,113	-	-	\$ -	0.00%

01192200	543060	Custodial M&R Supplies	308	88	-	-	\$ -	0.00%
01192200	543090	Other M&R Supplies	2,393	-	-	-	\$ -	0.00%
01192200	571010	Travel - Mileage	3,094	4,544	2,148	2,148	\$ -	0.00%
01192200	571090	Travel - Other	8	-	-	-	\$ -	0.00%
01192200	571110	Conf/Mtgs-Administrators	-	-	-	-	\$ -	0.00%
01192200	573010	Dues - Administrators	-	725	-	-	\$ -	0.00%
01192200	583010	Furniture	928	-	-	-	\$ -	0.00%
01192200	583120	Office Machine Replacement	160	5,529	5,000	5,000	\$ -	0.00%
01192201	521010	Electricity	32,610	33,699	36,023	36,023	\$ -	0.00%
01192201	521020	Natural Gas	15,905	15,373	20,669	21,703	\$ 1,033	5.00%
01192201	523010	Water	1,614	1,427	3,191	3,191	\$ -	0.00%
01192201	523020	Sewerage	1,653	1,845	6,212	6,460	\$ 248	4.00%
01192201	524010	Building Maintenance	17,867	10,424	5,608	5,608	\$ -	0.00%
01192201	524030	Equipment Maintenance	59	-	-	-	\$ -	0.00%
01192201	524090	Other Contractual Services	-	-	5,608	5,608	\$ -	0.00%
01192201	524091	Other Cont Scvs: Custodian	1,195	-	500	500	\$ -	0.00%
01192201	527010	Building Rental/Lease	956	-	-	-	\$ -	0.00%
01192201	527031	Equip Svc/Repair: Custodian	505	496	650	650	\$ -	0.00%
01192201	529020	Rubbish/Garbage Pickup	2,100	2,100	2,100	2,100	\$ -	0.00%
01192201	529050	Recycled Materials Disposal	-	-	-	-	\$ -	0.00%
01192201	542130	Work Clothing	564	416	800	800	\$ -	0.00%
01192201	543010	Building M&R Supplies	9,741	10,643	3,900	3,900	\$ -	0.00%
01192201	543060	Custodial M&R Supplies	5,036	4,340	7,637	7,637	\$ -	0.00%
01192201	571010	Travel-Mileage	-	-	-	-	\$ -	0.00%
01192202	521010	Electricity	51,667	53,240	55,190	55,190	\$ -	0.00%
01192202	521020	Natural Gas	19,693	19,422	30,967	32,515	\$ 1,548	5.00%
01192202	523010	Water	1,427	1,963	2,529	2,529	\$ -	0.00%
01192202	523020	Sewerage	3,037	4,010	4,645	4,830	\$ 186	4.00%
01192202	524010	Building Maintenance	10,097	7,505	10,080	10,080	\$ -	0.00%
01192202	524030	Equipment Maintenance	817	1,900	-	-	\$ -	0.00%
01192202	524031	Maintenance - painting	-	-	-	-	\$ -	0.00%
01192202	524090	Other Contractual Services	7,063	33,453	5,427	5,427	\$ -	0.00%
01192202	524091	Other Contractual Services: Custodians	-	780	-	-	\$ -	0.00%
01192202	527030	Equipment Rental/Lease	-	-	-	-	\$ -	0.00%
01192202	527031	Equip Svc/Repair: Custodian	853	1,250	705	705	\$ -	0.00%
01192202	542130	Work Clothing	490	488	300	300	\$ -	0.00%
01192202	543010	Building M&R Supplies	5,051	7,175	5,000	5,000	\$ -	0.00%
01192202	543060	Custodian M&R Supplies	4,844	7,033	3,995	3,995	\$ -	0.00%
01192202	571010	Travel-Mileage	-	-	-	-	\$ -	0.00%
01192202	578015	Late Fees/Interest Charges	-	-	-	-	\$ -	0.00%
01192203	521010	Electricity	26,366	25,130	35,053	35,053	\$ -	0.00%
01192203	521020	Natural Gas	32,017	26,995	39,058	41,011	\$ 1,953	5.00%
01192203	523010	Water	2,562	1,602	2,262	2,262	\$ -	0.00%
01192203	523020	Sewerage	4,624	4,661	7,136	7,421	\$ 285	4.00%
01192203	524010	Building Maintenance	10,633	9,899	9,788	9,788	\$ -	0.00%
01192203	524030	Equipment Maintenance	270	725	-	-	\$ -	0.00%
01192203	524090	Other Contractual Services	1,092	1,661	9,287	9,287	\$ -	0.00%
01192203	524091	Other Contractual Services-Custodian	-	-	1,500	1,500	\$ -	0.00%
01192203	527031	Equip Svc/Repair: Custodian	242	-	1,113	1,113	\$ -	0.00%
01192203	542130	Work Clothing	253	174	-	-	\$ -	0.00%

01192203	543010	Building M&R Supplies	5,046	5,891	3,338	3,338	\$ -	0.00%
01192203	543060	Custodian M&R Supplies	3,241	5,313	5,225	5,225	\$ -	0.00%
01192203	571010	Travel-Mileage	-	-	-	-	\$ -	0.00%
01192204	543060	Custodial M&R Supplies	-	-	-	-	\$ -	0.00%
01192207	521010	Electricity	34,705	37,478	35,299	35,299	\$ -	0.00%
01192207	521020	Natural Gas	15,453	15,881	19,685	20,669	\$ 984	5.00%
01192207	523010	Water	2,429	2,153	3,640	3,640	\$ -	0.00%
01192207	523020	Sewerage	3,521	2,694	3,041	3,163	\$ 122	4.00%
01192207	524010	Building Maintenance	14,326	18,211	14,649	14,649	\$ -	0.00%
01192207	524030	Equipment Maintenance	223	-	-	-	\$ -	0.00%
01192207	524031	Maintenance - painting	-	-	-	-	\$ -	0.00%
01192207	524090	Other Contractual Services	14,818	11,991	9,766	9,766	\$ -	0.00%
01192207	524091	Other Contract Svcs: Custodian	-	633	-	-	\$ -	0.00%
01192207	527030	Equipment Rental/Lease	641	1,037	-	-	\$ -	0.00%
01192207	527031	Equip Svc/Repair: Custodian	702	3,986	750	750	\$ -	0.00%
01192207	542130	Work Clothing	679	577	300	300	\$ -	0.00%
01192207	543010	Building M&R Supplies	5,598	8,951	5,700	5,700	\$ -	0.00%
01192207	543060	Custodian M&R Supplies	4,354	7,490	5,750	5,750	\$ -	0.00%
01192007	571010	Travel-Mileage	-	-	-	-	\$ -	0.00%
01192210	521010	Electricity	9,624	10,098	13,270	13,270	\$ -	0.00%
01192210	521020	Natural Gas	5,664	4,725	7,349	7,717	\$ 367	5.00%
01192210	523010	Water	685	672	784	784	\$ -	0.00%
01192210	523020	Sewerage	1,254	1,284	1,652	1,718	\$ 66	4.00%
01192210	524010	Building Maintenance	6,762	4,193	2,775	2,775	\$ -	0.00%
01192210	524030	Equipment Maintenance	38	234	160	160	\$ -	0.00%
01192210	524090	Other Contractual Services	-	-	1,725	1,725	\$ -	0.00%
01192210	524091	Other Contract Svcs: Custodian	-	-	450	450	\$ -	0.00%
01192210	527030	Equipment Rental/Lease	-	196	40	40	\$ -	0.00%
01192210	527031	Equip Svc/Repair: Custodian	84	-	315	315	\$ -	0.00%
01192210	529050	Recycled Materials Disposal	-	-	2,081	2,081	\$ -	0.00%
01192210	542130	Work Clothing	94	232	225	225	\$ -	0.00%
01192210	543010	Building M&R Supplies	927	2,312	2,750	2,750	\$ -	0.00%
01192210	543060	Custodian M&R Supplies	1,657	3,529	2,785	2,785	\$ -	0.00%
01192210	571010	Travel-Mileage	-	-	-	-	\$ -	0.00%
01192211	513120	Scheduled Overtime	-	-	-	-	\$ -	0.00%
01192211	521010	Electricity	37,269	37,870	41,044	41,044	\$ -	0.00%
01192211	521020	Natural Gas	54,125	55,425	54,843	57,585	\$ 2,742	5.00%
01192211	523010	Water	2,770	2,621	3,649	3,649	\$ -	0.00%
01192211	523020	Sewerage	3,940	3,833	6,841	7,115	\$ 274	4.00%
01192211	524010	Building Maintenance	15,442	10,715	10,075	10,075	\$ -	0.00%
01192211	524030	Equipment Maintenance	440	-	1,540	1,540	\$ -	0.00%
01192211	524090	Other Contractual Services	-	-	5,425	5,425	\$ -	0.00%
01192211	524091	Other Cont Svcs: Custodian	375	300	1,400	1,400	\$ -	0.00%
01192211	527030	Equipment Rental/Lease	604	835	335	335	\$ -	0.00%
01192211	527031	Equip Svc/Repair: Custodian	2,436	7,130	1,125	1,125	\$ -	0.00%
01192211	529020	Rubbish/Garbage Pickup	2,044	2,689	5,060	5,060	\$ -	0.00%
01192211	529050	Recycled Materials Disposal	824	955	2,081	2,081	\$ -	0.00%
01192211	542130	Work Clothing	902	753	530	530	\$ -	0.00%
01192211	543010	Building M&R Supplies	6,745	18,024	10,150	10,150	\$ -	0.00%
01192211	543060	Custodian M&R Supplies	6,960	10,949	6,375	6,375	\$ -	0.00%

01192211	571010	Travel-Mileage	-		-	-	\$ -	0.00%
01192212	521010	Electricity	37,778	38,465	48,058	48,058	\$ -	0.00%
01192212	521020	Natural Gas	38,218	39,979	43,554	45,732	\$ 2,178	5.00%
01192212	523010	Water	5,534	5,980	4,288	4,288	\$ -	0.00%
01192212	523020	Sewerage	10,065	11,137	8,118	8,443	\$ 325	4.00%
01192212	524010	Building Maintenance	16,791	23,076	6,490	6,490	\$ -	0.00%
01192212	524030	Equipment Maintenance	932	633	1,070	1,070	\$ -	0.00%
01192212	524090	Other Contractual Services	-	786	5,310	5,310	\$ -	0.00%
01192212	524091	Other Contract Svcs: Custodian	375	504	600	600	\$ -	0.00%
01192212	527030	Equipment Rental/Lease	578	701	205	205	\$ -	0.00%
01192212	527031	Equip Svc/Repair: Custodian	1,541	4,098	1,050	1,050	\$ -	0.00%
01192212	529020	Rubbish/Garbage Pickup	2,441	2,839	5,060	5,060	\$ -	0.00%
01192212	529050	Recycled Materials Disposal	824	955	2,081	2,081	\$ -	0.00%
01192212	542130	Work Clothing	649	496	530	530	\$ -	0.00%
01192212	543010	Building M&R Supplies	8,759	14,427	7,805	7,805	\$ -	0.00%
01192212	543060	Custodian M&R Supplies	8,482	8,699	5,950	5,950	\$ -	0.00%
01192212	571010	Travel-Mileage			-	-	\$ -	0.00%
01192213	521010	Electricity	26,104	27,220	33,230	33,230	\$ -	0.00%
01192213	521020	Natural Gas	44,680	42,794	49,868	52,361	\$ 2,493	5.00%
01192213	523010	Water	2,340	2,285	2,628	2,628	\$ -	0.00%
01192213	523020	Sewerage	4,363	4,646	5,735	5,964	\$ 229	4.00%
01192213	524010	Building Maintenance	19,277	10,539	7,354	7,354	\$ -	0.00%
01192213	524030	Equipment Maintenance	481	217	1,220	1,220	\$ -	0.00%
01192213	524090	Other Contractual Services	522	889	6,545	6,545	\$ -	0.00%
01192213	524091	Other Contract Svcs: Custodian	-	300	550	550	\$ -	0.00%
01192213	527030	Equipment Rental/Lease	363	500	255	255	\$ -	0.00%
01192213	527031	Equip Svc/Repair: Custodian	2,311	4,145	1,050	1,050	\$ -	0.00%
01192213	529020	Rubbish/Garbage Pickup	2,159	2,419	5,060	5,060	\$ -	0.00%
01192213	529050	Recycled Materials Disposal	824	1,127	2,081	2,081	\$ -	0.00%
01192213	542130	Work Clothing	609	463	530	530	\$ -	0.00%
01192213	543010	Building M&R Supplies	9,732	5,481	8,700	8,700	\$ -	0.00%
01192213	543060	Custodian M&R Supplies	6,136	9,027	5,950	5,950	\$ -	0.00%
01192213	571010	Travel-Mileage	-		-	-	\$ -	0.00%
01192214	521010	Electricity	19,089	20,188	26,502	26,502	\$ -	0.00%
01192214	521020	Natural Gas	54,879	62,271	63,256	66,419	\$ 3,163	5.00%
01192214	523010	Water	2,834	3,370	4,212	4,212	\$ -	0.00%
01192214	523020	Sewerage	4,315	5,849	7,036	7,317	\$ 281	4.00%
01192214	524010	Building Maintenance	12,520	11,523	7,220	7,220	\$ -	0.00%
01192214	524030	Equipment Maintenance	651	621	920	920	\$ -	0.00%
01192214	524090	Other Contractual Services	1,317	665	7,880	7,880	\$ -	0.00%
01192214	524091	Other Cont Svcs: Custodian	375	300	650	650	\$ -	0.00%
01192214	527030	Equipment Rental/Lease	523	774	255	255	\$ -	0.00%
01192214	527031	Equip Svc/Repair: Custodian	726	1,897	1,080	1,080	\$ -	0.00%
01192214	529020	Rubbish/Garbage Pickup	2,061	2,588	5,060	5,060	\$ -	0.00%
01192214	529050	Recycled Materials Disposal	824	955	2,081	2,081	\$ -	0.00%
01192214	542130	Work Clothing	619	563	530	530	\$ -	0.00%
01192214	543010	Building M&R Supplies	10,574	6,024	8,375	8,375	\$ -	0.00%
01192214	543060	Custodian M&R Supplies	6,366	6,369	7,120	7,120	\$ -	0.00%
01192214	543090	Other M&R Supplies	-	304	-	-	\$ -	0.00%
01192215	521010	Electricity	81,325	77,368	94,888	94,888	\$ -	0.00%

01192215	521020	Natural Gas	51,393	42,852	58,554	61,481	\$ 2,928	5.00%
01192215	523010	Water	5,634	5,515	6,982	6,982	\$ -	0.00%
01192215	523020	Sewerage	8,018	8,290	11,526	11,987	\$ 461	4.00%
01192215	524010	Building Maintenance	27,337	23,313	15,975	15,975	\$ -	0.00%
01192215	524030	Equipment Maintenance	569	486	1,300	1,300	\$ -	0.00%
01192215	524090	Other Contractual Services	799	14,675	9,025	9,025	\$ -	0.00%
01192215	524091	Other Contract Svcs: Custodian	800	504	1,400	1,400	\$ -	0.00%
01192215	527030	Equipment Rental/Lease	456	724	275	275	\$ -	0.00%
01192215	527031	Equip Svc/Repair: Custodian	4,546	1,615	1,500	1,500	\$ -	0.00%
01192215	529020	Rubbish/Garbage Pickup	2,164	2,536	5,060	5,060	\$ -	0.00%
01192215	529050	Recycled Materials Disposal	825	955	2,081	2,081	\$ -	0.00%
01192215	542130	Work Clothing	1,004	1,017	555	555	\$ -	0.00%
01192215	543010	Building M&R Supplies	13,918	12,030	13,575	13,575	\$ -	0.00%
01192215	543060	Custodian M&R Supplies	13,221	11,738	10,000	10,000	\$ -	0.00%
01192215	571010	Travel-Mileage	-	-	-	-	\$ -	0.00%
01192216	521010	Electricity	46,925	48,438	56,910	56,910	\$ -	0.00%
01192216	521020	Natural Gas	27,300	28,436	48,707	51,142	\$ 2,435	5.00%
01192216	523010	Water	2,409	4,276	2,751	2,751	\$ -	0.00%
01192216	523020	Sewerage	4,474	8,687	6,047	6,289	\$ 242	4.00%
01192216	524010	Building Maintenance	19,287	12,207	6,545	6,545	\$ -	0.00%
01192216	524030	Equipment Maintenance	475	155	1,060	1,060	\$ -	0.00%
01192216	524090	Other Contractual Services	-	11,839	5,555	5,555	\$ -	0.00%
01192216	524091	Other Contract Svcs: Custodian	300	504	1,400	1,400	\$ -	0.00%
01192216	527030	Equipment Rental/Lease	766	1,057	215	215	\$ -	0.00%
01192216	527031	Equip Svc/Repair: Custodian	1,008	4,084	1,125	1,125	\$ -	0.00%
01192216	529020	Rubbish/Garbage Pickup	2,162	2,424	5,060	5,060	\$ -	0.00%
01192216	529050	Recycled Materials Disposal	818	1,318	2,081	2,081	\$ -	0.00%
01192216	542130	Work Clothing	655	670	530	530	\$ -	0.00%
01192216	543010	Custodian M&R Supplies	5,354	10,729	8,575	8,575	\$ -	0.00%
01192216	543060	Custodian M&R Supplies	6,759	9,069	6,375	6,375	\$ -	0.00%
01192216	571010	Travel-Mileage	-	-	-	-	\$ -	0.00%
01192217	521010	Electricity	26,282	27,611	29,659	29,659	\$ -	0.00%
01192217	521020	Natural Gas	28,062	29,818	34,343	36,060	\$ 1,717	5.00%
01192217	523010	Water	2,964	2,852	2,992	2,992	\$ -	0.00%
01192217	523020	Sewerage	4,287	4,294	5,179	5,386	\$ 207	4.00%
01192217	524010	Building Maintenance	10,597	9,066	5,310	5,310	\$ -	0.00%
01192217	524030	Equipment Maintenance	272	47	820	820	\$ -	0.00%
01192217	524090	Other Contractual Services	1,775	332	6,690	6,690	\$ -	0.00%
01192217	524091	Other Contract Svcs: Custodian	488	488	700	700	\$ -	0.00%
01192217	527030	Equipment Rental/Lease	517	651	155	155	\$ -	0.00%
01192217	527031	Equip Svc/Repair: Custodian	1,545	3,654	1,050	1,050	\$ -	0.00%
01192217	529020	Rubbish/Garbage Pickup	2,112	2,611	5,060	5,060	\$ -	0.00%
01192217	529050	Recycled Materials Disposal	824	1,128	2,081	2,081	\$ -	0.00%
01192217	542130	Work Clothing	602	556	480	480	\$ -	0.00%
01192217	543010	Building M&R Supplies	2,397	5,604	9,375	9,375	\$ -	0.00%
01192217	543060	Custodian M&R Supplies	7,637	9,606	5,950	5,950	\$ -	0.00%
01192217	571010	Travel-Mileage	-	-	-	-	\$ -	0.00%
01192221	513120	Scheduled Overtime		92		-	\$ -	0.00%
01192221	521010	Electricity	166,172	163,003	173,630	173,630	\$ -	0.00%
01192221	521020	Natural Gas	179,096	162,281	226,206	237,516	\$ 11,310	5.00%

01192221	521030	Fuel Oil	263	256	-	-	\$ -	0.00%
01192221	523010	Water	6,091	4,593	8,491	8,491	\$ -	0.00%
01192221	523020	Sewerage	10,371	7,521	15,778	16,409	\$ 631	4.00%
01192221	524010	Building Maintenance	61,716	42,822	36,210	36,210	\$ -	0.00%
01192221	524030	Equipment Maintenance	437	2,794	2,000	2,000	\$ -	0.00%
01192221	524090	Other Contractual Services	5,282	6,612	20,190	20,190	\$ -	0.00%
01192221	524091	Other Contract Svcs: Custodian	1,500	1,600	2,000	2,000	\$ -	0.00%
01192221	527030	Equipment Rental/Lease	968	1,546	425	425	\$ -	0.00%
01192221	527031	Equip Svc/Repair: Custodian	5,106	3,247	3,750	3,750	\$ -	0.00%
01192221	529020	Rubbish/Garbage Pickup	11,148	12,771	14,614	14,614	\$ -	0.00%
01192221	529050	Recycled Materials Disposal	2,805	3,151	4,485	4,485	\$ -	0.00%
01192221	542130	Work Clothing	3,821	3,585	610	610	\$ -	0.00%
01192221	543010	Building M&R Supplies	29,419	33,083	24,075	24,075	\$ -	0.00%
01192221	543060	Custodian M&R Supplies	30,117	38,163	31,250	31,250	\$ -	0.00%
01192221	571010	Travel-Mileage	-	-	-	-	\$ -	0.00%
01192231	513120	Scheduled Overtime	-	-	-	-	\$ -	0.00%
01192231	521010	Electricity	330,811	329,906	341,150	341,150	\$ -	0.00%
01192231	521020	Natural Gas	102,821	87,211	113,463	119,136	\$ 5,673	5.00%
01192231	521030	Fuel Oil	-	1,107	-	-	\$ -	0.00%
01192231	523010	Water	10,838	10,691	20,504	20,504	\$ -	0.00%
01192231	523020	Sewerage	17,956	18,677	43,543	45,285	\$ 1,742	4.00%
01192231	524010	Building Maintenance	76,697	87,511	64,850	64,850	\$ -	0.00%
01192231	524030	Equipment Maintenance	3,349	2,560	6,680	6,680	\$ -	0.00%
01192231	571010	Travel-Mileage	-	-	-	-	\$ -	0.00%
01192231	524090	Other Contractual Services	34,820	59,280	10,950	10,950	\$ -	0.00%
01192231	524091	Other Contract Svcs: Custodian	2,450	4,905	3,000	3,000	\$ -	0.00%
01192231	527030	Equipment Rental/Lease	285	614	1,545	1,545	\$ -	0.00%
01192231	527031	Equip Svc/Repair: Custodian	4,542	12,856	5,422	5,422	\$ -	0.00%
01192231	529020	Rubbish/Garbage Pickup	11,427	13,768	16,750	16,750	\$ -	0.00%
01192231	529050	Recycled Materials Disposal	2,509	3,858	7,635	7,635	\$ -	0.00%
01192231	542130	Work Clothing	4,365	4,335	560	560	\$ -	0.00%
01192231	543010	Building M&R Supplies	37,404	81,277	22,100	22,100	\$ -	0.00%
01192231	543060	Custodian M&R Supplies	50,193	37,817	50,728	50,728	\$ -	0.00%
01192231	578015	Late Fees/Interest Charges	-	-	-	-	\$ -	0.00%
01192232	521010	Electricity	3,021	3,145	3,339	3,339	\$ -	0.00%
01192232	521020	Natural Gas	5,787	4,780	8,233	8,644	\$ 412	5.00%
01192232	523010	Water	233	239	326	326	\$ -	0.00%
01192232	523020	Sewerage	260	289	532	553	\$ 21	4.00%
01192232	524010	Building Maintenance	2,293	2,424	-	-	\$ -	0.00%
01192232	524030	Equipment Maintenance	326	555	-	-	\$ -	0.00%
01192232	524090	Other Contractual Services	-	-	-	-	\$ -	0.00%
01192232	527031	EQUIP SVC/REPAIR: CUSTO	-	582	-	-	\$ -	0.00%
01192232	534020	Telephone Expense	996	118	-	-	\$ -	0.00%
01192232	542130	Work Clothing	665	645	-	-	\$ -	0.00%
01192232	543010	Building M&R Supplies	1,416	2,330	-	-	\$ -	0.00%
01192232	543060	Custodial M&R Supplies	-	223	-	-	\$ -	0.00%
01192232	571010	Travel-Mileage	5	-	-	-	\$ -	0.00%
01192239	524010	Building Maintenance	38	-	-	-	\$ -	0.00%
01192239	524020	Vehicle Maintenance	11,785	3,069	3,000	3,000	\$ -	0.00%
01192339	524030	Equipment Maintenance	402	-	-	-	\$ -	0.00%

01192239	524031	Maintenance - painting	3,114	2,688	1,090	1,090	\$ -	0.00%
01192239	527030	Equipment Rental/Lease	-	-	-	-	\$ -	0.00%
01192239	530500	Training and Development	-	-	1,300	1,300	\$ -	0.00%
01192239	534020	Telephone Expense	219	-	-	-	\$ -	0.00%
01192239	534050	Telecommunications	7,886	7,896	2,600	2,600	\$ -	0.00%
01192239	541010	Gasoline	9,663	11,689	14,500	14,500	\$ -	0.00%
01192239	542010	Office Supplies	403	-	3,124	3,124	\$ -	0.00%
01192239	542130	Work Clothing	-	130	-	-	\$ -	0.00%
01192239	543010	Building M&R Supplies	51	95	-	-	\$ -	0.00%
01192239	543060	Custodial M&R Supplies	-	-	-	-	\$ -	0.00%
01192239	548010	Vehicular Parts & Accessories	1,760	1,591	2,000	2,000	\$ -	0.00%
01192239	548020	Vehicular Tires & Tubes	703	799	1,200	1,200	\$ -	0.00%
01192239	548090	Other Vehicular Supplies	35	-	500	500	\$ -	0.00%
01192239	553060	Computer Supplies	-	-	75	75	\$ -	0.00%
01192239	571010	Travel - Mileage	167	86	882	882	\$ -	0.00%
01192240	521500	Renewable Energy Premium		16,730		-	\$ -	0.00%
01192241	521010	Electricity	56,058	53,812	3,717	3,717	\$ -	0.00%
01192241	521020	Natural Gas	-	-	15,530	16,306	\$ 776	5.00%
01192241	523010	Water	2,361	2,262	-	-	\$ -	0.00%
01192241	523020	Sewerage	2,691	2,568	-	-	\$ -	0.00%
01192241	524010	Building Maintenance	8,482	13,931	2,500	2,500	\$ -	0.00%
01192241	524090	Other Contractual Services	-	230	1,250	1,250	\$ -	0.00%
01192241	524091	Other Contract Svcs: Custodian	-	1,233	-	-	\$ -	0.00%
01192241	527030	Equipment Rental/Lease	1,262	808	-	-	\$ -	0.00%
01192241	527031	Equip Svc/Repair: Custodian	72	1,022	-	-	\$ -	0.00%
01192241	542130	Work Clothing	73	46	-	-	\$ -	0.00%
01192241	543010	Building M&R Supplies	4,870	2,043	5,000	5,000	\$ -	0.00%
01192241	543060	Custodial M&R Supplies	866	1,149	5,000	5,000	\$ -	0.00%
01192242	521010	Electricity	-	-	29,925	29,925	\$ -	0.00%
01192242	521020	Natural Gas	16,460	15,983	36,950	38,797	\$ 1,847	5.00%
01192242	523010	Water	-	-	3,000	3,000	\$ -	0.00%
01192242	523020	Sewerage	-	-	2,271	2,362	\$ 91	4.00%
01192242	524010	Building Maintenance	6,880	16,686	5,600	5,600	\$ -	0.00%
01192242	524090	Other Contractual Services	-	1,807	5,600	5,600	\$ -	0.00%
01192242	524091	Other Contract Svcs: Custodian	-	250	-	-	\$ -	0.00%
01192242	524031	Equip Svc/Repair: Custodian	936	2,219	-	-	\$ -	0.00%
01192242	542130	Work Clothing	425	620	25	25	\$ -	0.00%
01192242	543010	Building M&R Supplies	1,880	2,429	8,000	8,000	\$ -	0.00%
01192242	543060	Custodial M&R Supplies	5,858	5,163	8,000	8,000	\$ -	0.00%
01192242	578015	Late Fees/Interest Charges	-	-	-	-	\$ -	0.00%
01192246	521010	Electricity	35,121	34,860	42,000	42,000	\$ -	0.00%
01192246	521020	Natural Gas	-	340	-	-	\$ -	0.00%
01192246	521030	Fuel Oil	-	-	-	-	\$ -	0.00%
01192246	523010	Water	233	223	498	498	\$ -	0.00%
01192246	523020	Sewerage	697	669	736	765	\$ 29	4.00%
01192246	524010	Building Maintenance	14,746	11,497	9,250	9,250	\$ -	0.00%
01192246	524090	Other Contractual Services	5,249	16,287	17,500	17,500	\$ -	0.00%
01192246	524091	Other Contract Svcs: Custodian	-	633	-	-	\$ -	0.00%
01192246	527031	Equipment Svc/Repair: Custodian	72	33	-	-	\$ -	0.00%
01192246	542130	Work Clothing	361	248	-	-	\$ -	0.00%

01192246	543010	Building M&R Supplies	2,511	2,366	10,000	10,000	\$ -	0.00%
01192246	543060	Custodial M&R Supplies	3,005	2,789	6,700	6,700	\$ -	0.00%
01192246	524091	Other Contract Svcs: Custodian	-	-	-	-	\$ -	0.00%
01192247	521010	Electricity		1,803		-	\$ -	0.00%
01192247	521020	Natural Gas		392		-	\$ -	0.00%
01192247	523010	Water		227		-	\$ -	0.00%
01192247	523020	Sewerage		348		-	\$ -	0.00%
01192247	524010	Building Maintenance	-	650	-	-	\$ -	0.00%
01192247	527030	Equipment Rental/lease		35		-	\$ -	0.00%
01192247	542130	Work Clothing	412	451	25	25	\$ -	0.00%
01192247	543010	Building M&R Supplies	-	45	-	-	\$ -	0.00%
01192247	543060	Custodial M&R Supplies	-	784	-	-	\$ -	0.00%
01192261	521010	Electricity	116,881	119,472	133,935	133,935	\$ -	0.00%
01192261	521020	Natural Gas	22,313	22,047	20,991	22,040	\$ 1,050	5.00%
01192261	523010	Water	3,812	3,637	4,605	4,605	\$ -	0.00%
01192261	523020	Sewerage	5,932	5,975	7,807	8,120	\$ 312	4.00%
01192261	524010	Building Maintenance	35,797	24,339	40,333	40,333	\$ -	0.00%
01192261	529020	Rubbish/Garbage Pickup	2,100	-	-	-	\$ -	0.00%
01192261	529050	Recycled Materials Disposal	-	-	-	-	\$ -	0.00%
01192261	524030	Equipment Maintenance	201	-	1,700	1,700	\$ -	0.00%
01192261	524031	Maintenance - painting	-	-	800	800	\$ -	0.00%
01192261	524090	Other Contractual Services	6,636	3,385	25,487	25,487	\$ -	0.00%
01192261	524091	Other Contract Svcs: Custodian	6,750	-	13,450	13,450	\$ -	0.00%
01192261	527031	Equip Svc/Repair: Custodian	1,698	5,868	1,350	1,350	\$ -	0.00%
01192261	542130	Work Clothing	809	1,065	-	-	\$ -	0.00%
01192261	543010	Building M&R Supplies	7,477	10,542	12,525	12,525	\$ -	0.00%
01192261	543060	Custodian M&R Supplies	16,532	13,034	10,650	10,650	\$ -	0.00%
01192261	571011	Travel-Mileage	-	-	-	-	\$ -	0.00%
01192261	578015	Late Fees/Interest Charges	-	-	-	-	\$ -	0.00%
01192263	529020	Rubbish/Garbage Pickup	-	2,100	2,100	2,100	\$ -	0.00%
01192263	521010	Electricity	1,648	1,765	2,940	2,940	\$ -	0.00%
01192263	521020	Natural Gas	2,789	2,813	3,675	3,859	\$ 184	5.00%
01192263	523010	Water	-	-	150	150	\$ -	0.00%
01192263	523020	Sewerage	220	232	165	172	\$ 7	4.00%
01192263	524010	Building Maintenance	529	460	-	-	\$ -	0.00%
01192263	542130	Work Clothing	297	-	-	-	\$ -	0.00%
01192275	521010	Electricity	17,551	19,689	11,813	11,813	\$ -	0.00%
01192275	521020	Natural Gas	1,266	1,844	7,875	8,269	\$ 394	5.00%
01192275	521030	Fuel Oil	-	-	-	-	\$ -	0.00%
01192275	523010	Water	343	475	750	750	\$ -	0.00%
01192275	523020	Sewerage	517	814	1,819	1,892	\$ 73	4.00%
01192275	524010	Building Maintenance	6,468	11,474	12,750	12,750	\$ -	0.00%
01192275	524030	Equipment Maintenance	-	-	-	-	\$ -	0.00%
01192275	524090	Other Contractual Services	-	-	375	375	\$ -	0.00%
01192275	524091	Other Contract Svcs: Custodian	-	-	-	-	\$ -	0.00%
01192275	527030	Equipment Rental/Lease	-	-	-	-	\$ -	0.00%
01192275	527031	Equip Svc/Repair: Custodian	72	1,431	-	-	\$ -	0.00%
01192275	529020	Rubbish/Garbage Pickup	-	-	750	750	\$ -	0.00%
01192275	529050	Recycled Materials Disposal	-	-	-	-	\$ -	0.00%
01192275	542130	Work Clothing	280	221	150	150	\$ -	0.00%

01192275	543010	Building M&R Supplies	933	2,255	1,275	1,275	\$ -	0.00%
01192275	543060	Custodial M&R Supplies	4,265	4,951	4,000	4,000	\$ -	0.00%
01192285	530500	Training and Development	200	695	500	500	\$ -	0.00%
01192285	534010	Postage	34	8	100	100	\$ -	0.00%
01192285	534030	Advertising - General	49	-	-	-	\$ -	0.00%
01192285	542010	Office Supplies	404	271	900	900	\$ -	0.00%
01192285	549090	Other Food Service Supplies	63	86	-	-	\$ -	0.00%
01192285	542010	Food Service Supplies		-	500	500	\$ -	0.00%
01192285	571010	Travel - Mileage	115	46	-	-	\$ -	0.00%
01192285	583120	Office Machine Replacement	6,254	-	3,000	3,000	\$ -	0.00%
01192240	521500	Green Power Premium	17,832	20,000	20,000	20,000	\$ -	0.00%
01192200	524090	Other Contractual Services	-				\$ -	0.00%
		Total Expenses	3,154,918	3,331,570	3,507,730	3,579,751	\$ 72,022	2.05%
01192809	570000	Encumbrances	5,786	20,960			(20,960)	-
		Total Request	\$ 7,483,537	\$ 7,878,041	\$ 8,242,903	\$ 8,291,919	\$ 49,016	0.59%

Board of Selectmen
Public Safety





Town of *Wellesley*
FY2021 Budget Request
Police Department: Mission, Services & Priorities

Mission

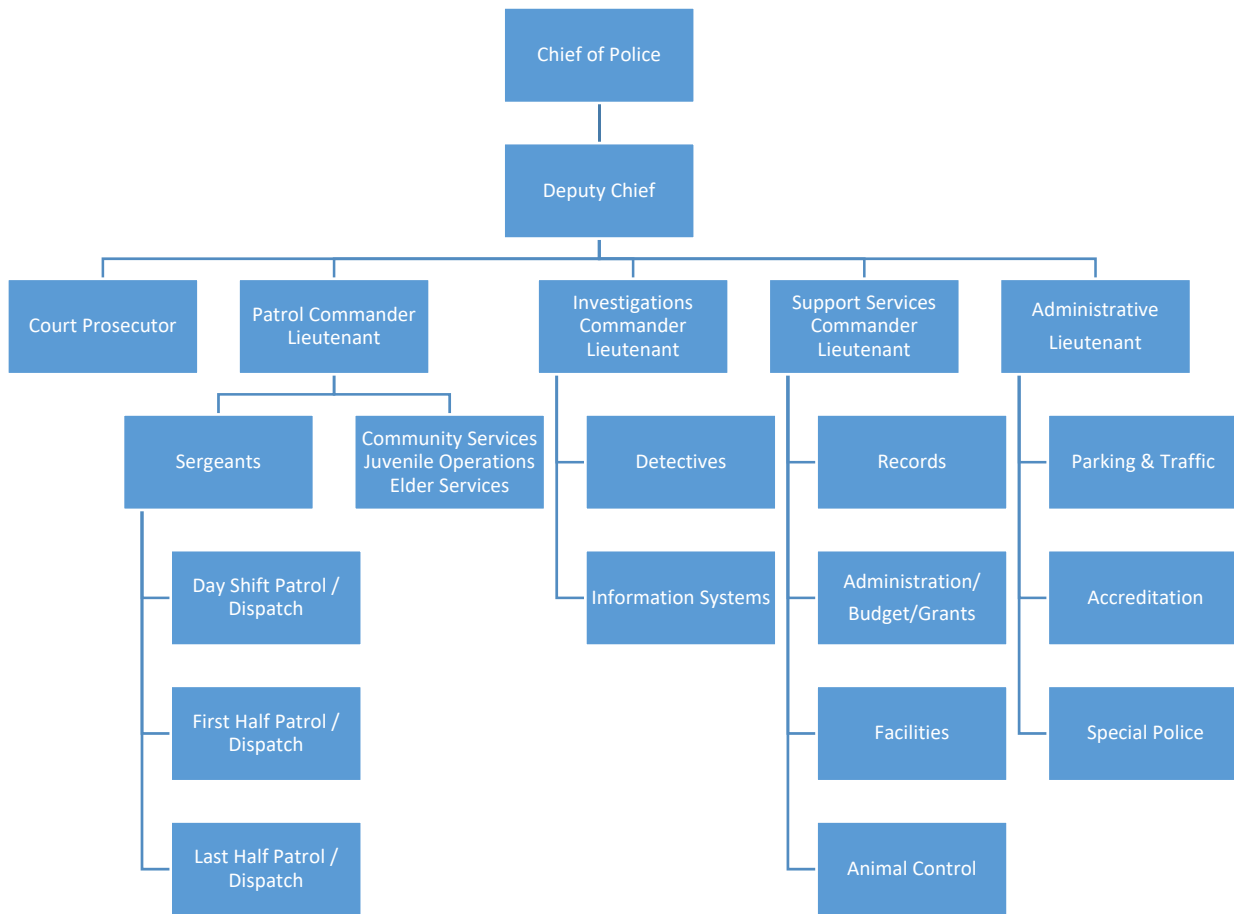
The Mission of the Wellesley Police Department is to promote and maintain a partnership with the citizens of Wellesley. Our goal is to preserve life, maintain human rights, protect property, promote individual responsibility, and encourage community commitment. We shall endeavor to enhance the overall quality of life through mutual trust, respect, and the fair and equitable enforcement of the laws while carefully safe guarding the dignity of all.

The Police Department is a state accredited full-service public safety agency charged with the responsibility of providing business and neighborhood policing services and the protection of life and property within the Town of Wellesley. The Police Department provides these services with uniformed and plainclothes police officers by way of patrol and investigation.

The Police Department work with Cataldo Ambulance and the Wellesley Fire Rescue Department to provide emergency medical services within the Town of Wellesley.

Additionally, the Police Department provides a number of ancillary policing services that include P.R.I.D.E., Safety Officer, Animal Control, Domestic Violence Officer, Wellesley Housing Authority Community Policing Officer, Liaison to the Wellesley Business Community, Elder Affairs Officer, and various police/community relations services. It is important to note that the Domestic Violence Officer, the Elder Affairs Officer, and the Liaison to the Wellesley Housing Authority are police officers who address these respective responsibilities above and beyond their primary responsibilities with the Police Department.

A review by the Board of Selectmen indicated that the minimum staffing level for the Police Department should be five police officers and a supervisor during the day shift; five police officers and a supervisor during the first half; and four police officers and a supervisor during the last half. Thus, at a minimum the patrol shift is generally made up of a police sergeant, two police officers/EMTs, and two or three additional police officers/non-EMTs (depending on time of day). This staffing level requires the filling of 17 positions each day for a total of 6,205 shifts per year.



Chief (1)

The Chief is a non-union management position and oversees all administrative duties and responsibilities within the Police Department. The Chief works five consecutive days, with two days off.

Deputy Chief (1)

The Deputy Chief is a non-union management position subject to the Town's Merit Pay Plan and is responsible for the performance of various administrative duties and responsibilities within the police department. The Deputy Chief works five consecutive days, with two days off.

Police Lieutenants (4)

The four Lieutenants are assigned to perform command duties over the four functional divisions of the department; Support Services, Patrol, Criminal Investigations, and Traffic and Parking. In addition to these assignments, each of these Lieutenants has ancillary responsibilities (i.e., training coordinator, grant writing, accreditation, administrative services, firearms permits, etc.), which are necessary for the good working order and management of the Police Department. The Lieutenants work Monday through Friday.

Police Sergeants (6)

Each of the six Sergeants is assigned to perform patrol supervisory duties. They are also assigned ancillary and staff responsibilities, which are necessary for the good working order and management of the Police Department.

Police Officers (34)

Twenty-seven of the thirty-four Police Officers are assigned to perform community policing services, including patrol and emergency response. One Police Officer is assigned to the duties of Court Liaison Officer. Two Police Officers are assigned to perform the duties and responsibilities of the School Resource Officer (one is primarily assigned to the Wellesley High School and Middle School and the second is assigned to the Middle School and seven Elementary Schools). One Police Officer is assigned to manage our network and information systems as well as investigate computer related crimes. Three Police Officers are assigned as Detectives.

It is important to note the absolute necessity to have an adequate number of Police Officers trained and assigned to perform the critical function of investigative Detective. It is imperative that the Police Department, and the community, maintain an adequate investigative capability within the Police Department. Toward this end, Detectives must be dedicated to the responsibilities of performing as investigators, if the best interests of the public, and more particularly the victims of violence or other criminal infractions, are to be served.

Public Safety Communications Center

The police, fire, and ambulance dispatch functions operate as a single consolidated Public Safety Communications Center located in the Police Department Headquarters building. Dispatchers are guided by a procedural manual and operational protocols, which are continuously reviewed and updated. Subsequently, all dispatchers are thoroughly trained in the dispatching of police, fire, and emergency medical services. All dispatchers are certified in Emergency Medical Dispatching protocols and recertify bi-annually. Both the Police and Fire Chiefs continue to monitor the operation of the Public Safety Communications Center to assure optimal, seamless communications and delivery of public safety services.

Dispatchers (10)

The function of the dispatchers is to facilitate the response of appropriate public safety resources to an emergency scene. Their primary function is the receipt and generation of messages at the consolidated Public Safety Communications Center. Additionally, they are tasked with assisting members of the public and performing various clerical duties. The 10 dispatchers are assigned to a 4-and-2 schedule. In this rotation, two dispatchers are assigned at all times and a third is scheduled during the peak activity periods of the day and evening shift.

FY21 Goals

The Police Department Goals for FY21 will continue to focus on providing suitable training for all members of the Department, hiring the most highly qualified candidates for the open patrol officer positions and continued collaboration with the School Department on the School Safety Plan.

Training

The Department provides ongoing training concerned with the Investigation of Domestic Violence and other crimes against women and children, extensive communications training particularly focusing on youth-related issues, mental health issues, Community Policing strategies and policies, De-escalation, as well as changes in statute and case law. In response to the dramatic increases of opiate based drug overdoses in the Commonwealth of Massachusetts, department personnel are trained in the use of nasal narcan. Nasal narcan can immediately reverse an opiate (Heroin, Percocet, Oxycodone, Fentanyl) overdose, and has been extremely effective in saving lives. Nasal narcan is carried in every Wellesley Police Department cruiser. Personnel are re-trained semi-annually, leading to bi-annual re-certification as Automated External Defibrillator operators.

In FY21, all sworn members of the department will attend 40 hours of in-service training programs. This year's in-service training program gives special focus to the de-escalation of critical incidents, appropriate use of force and officer safety. Officers will also receive training on ways to improve community police relations and recognizing and overcoming individual biases.

Hiring

We administered our fifth entrance exam since leaving civil service on June 23, 2018. We had 83 applicants take the entrance exam and received approximately another 20 applications from academy trained officers. We will hold another exam in June 2020.

In FY20, we anticipate hiring three new police officers. We anticipate that two of these candidates will need to attend a 25 week police training academy prior to beginning their 12-week field training with the department. In order to ensure that the officers are properly field trained when they graduate from the police academy, the department can only assimilate two or three new officers at a time.

In FY21, we anticipate hiring at least two new officers after the upcoming entrance exam. It takes approximately 36 weeks for a new officer to complete all the training necessary for them to begin working on their own.

School Safety

In FY20 and FY21, we will maintain close partnership with the Wellesley Public Schools with regard to conducting timely reviews of the school security plans to ensure best practices are being implemented district wide.

Crisis Intervention Trained Officers (CIT)

Continue to enhance and utilize the CIT (Crises Intervention Trained officers) initiative within the department. Increase the number of certified CIT officers. Acknowledge CIT officers who consistently follow up with juveniles and their families and collaborate with other agencies in order to provide a higher level of service. Send those officers to an Advanced CIT training. This advanced certification will empower these select officers to take on an increased case load and work closely with the newly hired Social Worker to collaborate with and work alongside the Council

on Aging, Health Department to provide follow up services and emergency assessment when appropriate.

Operating Budget Summary

The Police Department budget at present proposes an increase of 1.76% for FY21. This increase is not inclusive of COLA increase for the Superior Officers, Patrol, and Dispatch Unions. Negotiations are currently underway. The salary increases are reflective of this year's negotiated increase for the Deputy Chief which had an increase of approximately \$10,000. The Chief's contract is up in FY20, and the Board will need to negotiate a successor contract for FY21. The expense line items show an overall increase of 8.11% which is reflective of modest increases in several line items and more substantial increases in equipment and maintenance contracts (\$2,000) training (\$5,000), uniforms (\$2,000), and training supplies (\$3,000).

TYPE	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Anticipated	FY21 Plan
False Alarm - 422500	\$ 4,200	\$ 5,450	\$ 4,750	\$ 3,500	\$ 3,500
Copies - 432050	6,531	4,598	4,050	500	1,500
Court Fines - 477200	61,825	80,401	95,176	75,000	75,000
Animal Control Fine - 477300	10,446	10,951	15,990	5,000	7,500
Gun Permits - 444010	588	2,863	2,888	1,500	2,000
Other/Unclassified - 489000	1,620	592	896	1,000	1,000
Marijuana Citations	600	1,700	3,000	500	1,000
Vehicle/Equip. sales - 485000	37,019	23,908	-	22,000	20,000
Detail Admin. - 28021025					
Traffic Officer	34,722	34,722	34,722	36,085	36,085
General Fund Transfer	150,000	127,564	112,950	118,060	84,716
Admin. Assistant	57,149	57,149	59,235	60,885	61,935
Total	\$ 364,699	\$ 349,896	\$ 333,657	\$ 324,030	\$ 294,236

ANTICIPATED FY21 GRANTS OR GIFTS, WHICH MAY BE EXPENDED WITHOUT APPROPRIATION:

COMMONWEALTH OF MASSACHUSETTS

GOVERNOR'S HIGHWAY SAFETY BUREAU CLICK IT OR TICKET GRANT

GOVERNOR'S HIGHWAY SAFETY BUREAU PEDESTRIAN AND BICYCLE SAFETY GRANT

STATE 911 DEPARTMENT SUPPORT AND INCENTIVE GRANT

STATE 911 DEPARTMENT TRAINING GRANT

EOPSS BULLETPROOF VEST REIMBURSEMENT

FEDERAL:

U.S. DEPARTMENT OF JUSTICE BULLETPROOF VEST PARTNERSHIP

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Chief	1.0	1.0	1.0	1.0	1.0
Deputy Chief	1.0	1.0	1.0	1.0	1.0
Lieutenants	3.0	3.0	4.0	4.0	4.0
Sergeants	6.0	6.0	6.0	6.0	6.0
Patrolmen	33.0	33.0	34.0	34.0	34.0
Unfunded Patrolmen Position			-1.0		
Animal control officer	1.0	1.0	1.0	1.0	1.0
Dispatchers	10.0	10.0	10.0	10.0	10.0
Staff	4.0	4.0	4.0	4.0	4.0
Total Number of Positions	59.0	59.0	60.0	61.0	61.0

Police Department FY21 Operating Budget Request									
Org	Object	Account # 01-210 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01210100	511010	Chief / Deputy Chief	\$ 262,769	\$ 255,621	\$ 327,439	\$ 337,257	\$ 355,167	\$ 17,910	5.31%
01210100	511140	Lieutenants	349,237	386,054	438,730	434,041	432,148	(1,893)	-0.44%
01210100	511220	Sergeants	573,578	581,998	595,151	619,716	617,351	(2,365)	-0.38%
01210100	511230	Police Officers	2,150,011	2,234,851	2,159,361	2,627,006	2,613,995	(13,011)	-0.50%
01210100	511240	Animal Control	62,034	63,024	64,285	66,075	67,459	1,384	2.09%
01210100	511370	Clerical	116,179	98,168	65,476	109,819	116,442	6,623	6.03%
01210100	511245	IT Programmer Analyst	9,600	63,881	111,472	67,299	67,043	(256)	-0.38%
01210100	511420	Dispatchers	492,324	490,981	514,758	545,754	534,078	(11,676)	-2.14%
01210100	513210	Vacation Coverage	190,997	148,267	204,565	106,297	110,017	3,720	3.50%
01210100	513220	Illness Coverage	162,380	108,379	156,869	113,423	117,393	3,970	3.50%
01210100	513250	Other Coverage	541,355	523,381	632,523	400,011	443,500	43,489	10.87%
01210100	514010	Night Shift Differential	59,715	65,423	62,140	79,409	79,159	(250)	-0.31%
01210100	515010	Holiday Pay	128,724	151,320	148,491	173,266	173,985	719	0.41%
01210100	515030	Sick Leave Buy Back	82,739	86,349	69,766	62,560	66,939	4,379	7.00%
01210100	515050	Longevity	23,450	29,488	31,074	32,331	34,702	2,371	7.33%
01210100	515080	Court Time/personal days	75,394	85,605	93,227	56,664	61,500	4,836	8.53%
01210100	519020	Sick Leave/Vac. Buy Back	32,006	33,474	16,955	57,535	57,535	-	0.00%
		PERSONAL SERVICES SUBTOTAL	5,312,493	5,406,263	5,692,280	5,888,463	5,948,414	59,951	1.02%

EXPENSES									
01210200	517020	Medical Checkup	1,900	450	7,497	4,500	5,000	500	11.11%
01210200	517030	Meal Allowance	-	-		700	700	-	0.00%
01210200	517040	Tuition Reimbursement	12,300	17,545	24,017	12,500	13,000	500	4.00%
01210200	524020	Vehicle Maintenance	39,394	33,883	40,136	39,500	40,000	500	1.27%
01210200	524030	Equip. & Maint. Contracts	38,678	42,005	45,439	38,000	40,000	2,000	5.26%
01210200	524040	Equipment Maintenance	16,477	21,803	29,073	30,000	30,000	-	0.00%
01210200	527050	Copier Rental	3,499	4,242	4,989	4,300	4,300	-	0.00%
01210200	527090	Other Rental	398	500	390	1,000	1,000	-	0.00%
01210200	530130	Legal Svcs/Special Counsel	-	-		-		-	0.00%
01210200	530500	Training & Development	41,035	49,204	44,956	45,000	50,000	5,000	11.11%
01210200	534010	Postage	2,103	1,909	2,088	3,000	2,500	(500)	-16.67%
01210200	534020	Telephone	39,391	36,654	35,762	40,000	40,000	-	0.00%
01210200	534030	Advertising-General	20	-		1,500	1,500	-	0.00%
01210200	534070	National Crime Information Computer (NCIC)	1,605	1,605	1,605	1,605	1,605	-	0.00%
01210200	541010	Gasoline	62,878	79,882	74,547	82,000	82,000	-	0.00%
01210200	541020	Diesel	417	395	536	1,005	1,005	-	0.00%
01210200	542010	Office Supplies	16,211	15,218	13,746	14,000	14,250	250	1.79%
01210200	542020	Copier Supplies	1,425	1,008	1,824	3,000	3,000	-	0.00%
01210200	542090	General Supplies	17,059	17,721	8,472	14,300	14,750	450	3.15%
01210200	542110	Uniforms	44,203	42,040	49,243	50,000	52,000	2,000	4.00%
01210200	543010	Building Supplies	-	-		-		-	0.00%
01210200	543040	Equipment	17,902	21,946	16,122	24,250	24,250	-	0.00%
01210200	550010	Medical Supplies	4,881	2,104	2,455	3,500	3,500	-	0.00%
01210200	552020	Ammunition & Training Supplies	16,111	16,015	19,820	22,000	25,000	3,000	13.64%
01210200	552050	Photographic	6,823	278	63	2,500	2,500	-	0.00%
01210200	552080	Animal Control	2,854	3,081	2,399	6,000	5,000	(1,000)	-16.67%
01210200	557010	Programs & Activities	7,717	5,261	10,399	7,000	8,000	1,000	14.29%
01210200	557080	Lockup Provisions	322	237	213	1,500	1,000	(500)	-33.33%
01210200	571010	Mileage	2,045	2,074	1,199	2,000	2,000	-	0.00%
01210200	571120	Conf/Mtgs - Professional Staff	5,256	9,189	5,262	4,000	4,500	500	12.50%
01210200	572110	Conf/Mtgs - Admin. Out of State	5,613	520	5,989	4,500	5,000	500	11.11%
01210200	573020	Membership Dues-Professional Staff	12,144	11,935	13,185	11,650	12,000	350	3.00%
01210200	585110	Cruiser Purchase	176,482	182,504	187,143	190,000	229,392	39,392	20.73%
		EXPENSE SUBTOTAL	597,141	621,208	648,569	664,810	718,752	53,942	8.11%
	570000	Other Charges & Expenses	46,544	8,793		-		-	0.00%
		DEPARTMENT TOTAL	\$ 5,956,178	\$ 6,036,264	\$ 6,340,850	\$ 6,553,273	\$ 6,667,166	\$ 113,893	1.74%



Town of *Wellesley*

FY2021 Budget Request

Special School Police: Mission, Services & Priorities

PERMANENT STAFFING (FTEs)	<u>FY17 Actual</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Budget</u>	<u>FY21 Request</u>
Position Titles:					
School Crossing Guard	17.0	17.0	17.0	17.0	17.0
Substitute Crossing Guard	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Total Number of Positions *	18.0	18.0	18.0	18.0	18.0

FTE Chart will be changed

Special School Police Operating Request									
Org	Object	Account # 01-299 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01299100	511240	Uniformed Non Professional	\$ 59,693	\$ 70,932	\$ 68,887	\$ 129,254	\$ 130,974	1,720	1.33%
PERSONAL SERVICES SUBTOTAL			59,693	70,932	68,887	129,254	130,974	1,720	1.33%
EXPENSES									
01299200	534030	Advertising-General		-	-	887	918	31	3.50%
01299200	542110	Uniforms	3,029	3,085	3,182	2,376	2,459	83	3.50%
EXPENSE SUBTOTAL			3,029	3,085	3,182	3,263	3,377	114	3.50%
									0.00%
	570000	Other Charges	-	-	-	-	-	-	0.00%
TOTAL			\$ 62,722	\$ 74,017	\$ 72,069	\$ 132,517	\$ 134,351	\$ 1,834	1.38%



Town of *Wellesley*

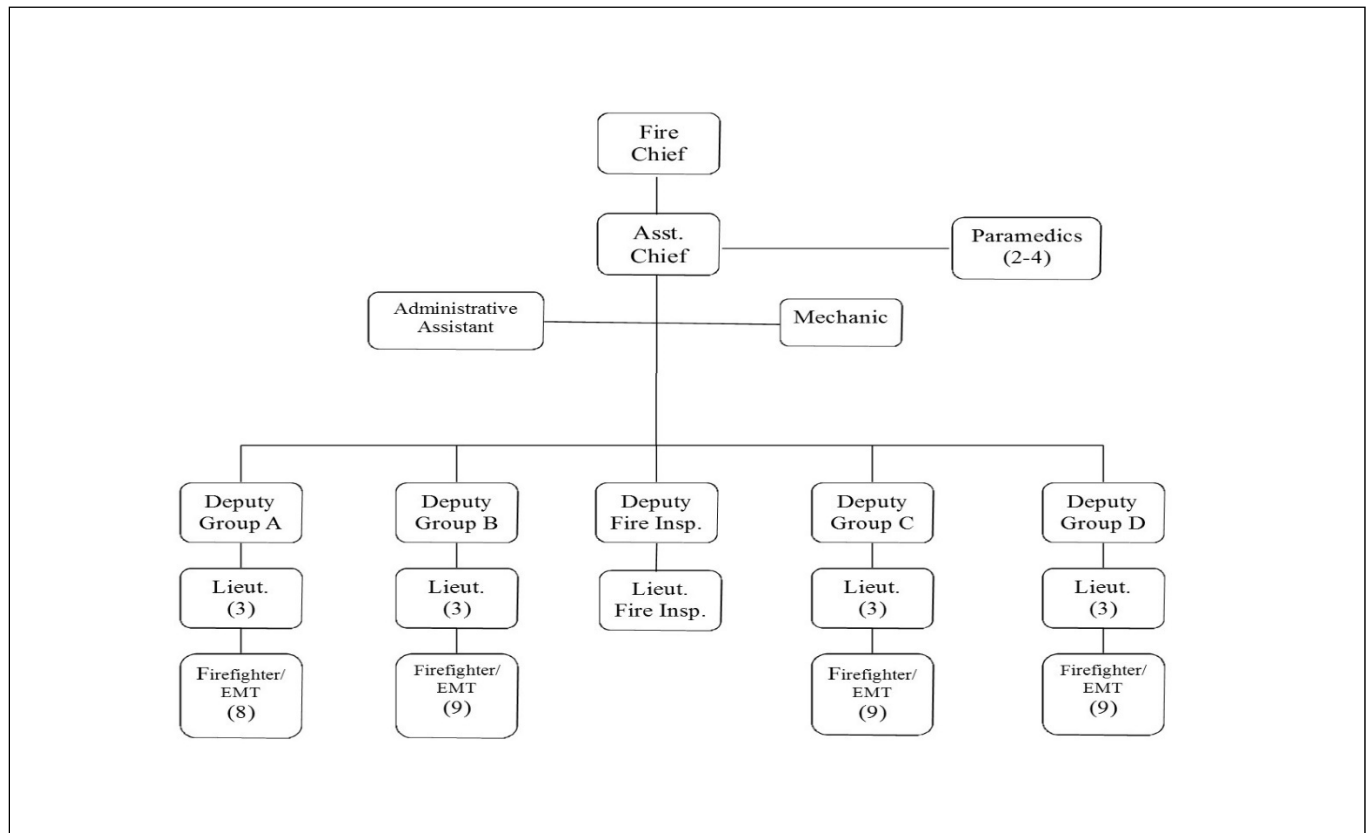
FY2021 Budget Request

Fire Department: Mission, Services & Priorities

Mission

Wellesley Fire Rescue Department is committed to protecting people, property and the environment. We will be responsive to the needs of our residents and others we may serve by providing rapid, professional services essential to the health, safety and the well-being of the community. We will accomplish our mission through skills training, professional development and preparedness of equipment to provide a robust response to fire suppression, medical emergencies, active shooter response, automobile extrication, hazardous materials mitigation, inspectional services and various public safety educational programs and community events for students to senior citizens

Organizational Structure: Wellesley Fire Rescue Department is staffed with thirty-six Firefighters, thirteen Lieutenants, and four Deputies working four shifts and one Deputy Chief Fire Inspector and one Lieutenant Fire Inspector working days only. The Fire Chief, Assistant Fire Chief, administrative assistant and mechanic make up the rest of the department. The department operates out of two stations, one at Central Street and Weston Road (Station # 1) and one on Worcester Street in Wellesley Hills (Station # 2). National Fire Protection Association staffing standard is 15 personnel on duty to respond to a 2000 sq. ft. house fire without a basement. The Wellesley Fire Departments current staffing level is 13 personnel per shift.



Fire Suppression and Rescue Operations front line operating apparatus consist of two pumping engines, one Quint combination pump/ladder and one tower ladder unit. The department operates one boat for water and ice rescue operations. Firefighters are continually trained in multiple disciplines such as fire suppression, medical training, rescue operations, hazardous materials, fire prevention and disaster response planning.

Emergency Medical Services are provided under the direction of the fire department utilizing the Firefighter/ Emergency Medical Technicians (EMTs) and Cataldo Ambulance providing Advanced Life Support and patient transport. For the past twenty-three years the fire department has managed emergency medical services in the town. The Paramedics respond with Firefighter/EMTs, as our apparatus are equipped with sufficient personnel, automatic defibrillators, backboards, epi-pens, medical supplies and extensive rescue equipment that can effectively manage calls for assistance. There is no annual stipend for these services and required recertification training is provided to all Firefighter and Police EMT's by Cataldo Ambulance. The contract with Cataldo Ambulance was renewed and is effect until Dec 31, 2022.

Hazardous Materials / Technical Rescue Incidents have always been handled by the fire department and the firefighters are prepared to respond to these types of incidents. The department has conducted hazardous materials training to increase the safety of our personnel and the general public. All firefighters are trained to the HAZMAT operational level and received decontamination training. Wellesley Fire has one person assigned to the Massachusetts State HAZMAT Team. Two firefighters are trained and respond as part of the Norfolk County Technical Rescue Team that respond for emergencies in our fire district, state and to national incidents to support local communities.

Fire Prevention / Inspection/ Notification Systems activities are coordinated by the Deputy Chief / Fire Inspector and Lieutenant, which includes; issuing permits, inspecting various installations, coordinating semi-annual in-service inspections by the engine and ladder companies, and scheduling safety programs for the public. Being aware of the environmental hazards of our modern society, the department keeps thorough records of all hazardous material and petroleum products under its authority that are stored in the town. These records include installation and removal permits for all petroleum storage tanks and oil fired heating systems. The Fire Department conducts commercial property inspections and pre-fire / disaster planning twice a year and home smoke alarm / CO detector inspections on the transfer of residential property.

Public Educational programs conducted by the fire department involved the successful 17th year of our Teen Rescuer Program for local teenagers. The Teen Rescuer program covers fire department operations and topics such as first aid, CPR, and general safety during one week in the summer. The Student Awareness of Fire Education (SAFE) Program operating under a state grant instructed approximately 2800 children in fire safety. The High School students were provided an alcohol awareness program working with a Fire Officer and a Cataldo Medic explaining what to expect during an EMS call with alcohol involved. A Senior Safety grant funded a number of senior safety training programs this year and we continue to sponsor the Senior Thanksgiving Dinner previously presented by the Veterans Council and held our second annual senior pancake breakfast. The Fire Department continues to participate in many community events, Toys for Tots, Wellesley Education Foundations Spelling Bee, Picnic in the Park, Wellesley Day Parade, Open Houses, Daily Station Tours, and Citizens block parties.

Professional Training Activities and Programs are critical to ensure the safety of our response personnel and the general public. Most training activities are conducted on duty but there is a

need to provide some programs that should not be interrupted by the call volume of the day, particularly when using outside agencies or private contractors to provide the training. In-service training is conducted daily using a preplanned training schedule that prepares the firefighters to meet the goals and objectives of the fire /rescue department. We have two principal training objectives; maintaining departmental staff readiness to safely respond to emergencies and provide opportunities for existing/ future fire officer development. We are working collaboratively with Wellesley Police on Active Shooter/Hostile Event Response (ASHER), The firefighters have ballistic gear, training and medical supplies to respond to a mass casualty hostile event.

Emergency Management services are under the direction of the Fire Chief as the Emergency Management Director, a local emergency planning committee (LEPC) continues to coordinate the town's emergency management plan. The committee is co-chaired by Assistant Chief Peterson and Health Director Lenny Izzo and has representation from town departments including fire, police, health, school, public works, Selectman's office, and several private organizations and individuals. Wellesley comprehensive emergency management plan is a program for planning and responding to emergencies or disaster situations. It assigns responsibilities and function, which will provide for the safety and welfare of our citizens against the threat of natural disasters, hazardous materials incidents, and national security emergencies. The LEPC has attained Full Certification with the Massachusetts Emergency Management Agency. The Community Emergency Response Team is a group of citizen volunteers that are trained to operate a community shelter in the event of a disaster and to assist professional rescuers in many support roles as required to meet the needs of the community during a disaster.

The Fire Rescue FY21 Budget request provides for adequate staffing, necessary training and equipment, and the continuation of public safety awareness programs. The collective bargaining agreement with the Firefighters Union (Firefighters, Lieutenants, and Deputy's) is currently effective until June 30, 2020. The fire department responded to 4314 emergency calls for service from the public.

FY21 Goals

The goals for FY21 will continue to focus on our maintaining departmental staff readiness to safely respond to emergencies and provide opportunities for existing/ future fire officer development. We are experiencing senior staff retirements and it's critical to ensure staff are trained for the new leadership roles. We continue training all personnel on fire suppression, vehicle technology changes, and emergency medical skills and to accept new challenges such as training to respond to hostile events in ballistic gear.

Operational Budget Summary

The Fire Departments budget reflects requests to increase the expense budget by \$13,450 to support the increased need for additional life safety communications, equipment and training. The personal services budget reflects the (4) non-union positions of Chief, Asst Chief, Administrative Assistant and Fire Mechanic increases at guidelines. The Firefighters contract expires June 30, 2020 which consists of personnel in the collective bargaining group which is the primary factor in the FY21 budget.

RECEIPTS FROM PERMITS AND MASTER BOXES:

RATE	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 Anticipated	FY20 Plan
300.00 per box	\$ 36,900	\$ 38,100	\$ 38,100	\$ 38,100	\$ 39,000
10.00 - 50.00	\$ 40,640	\$ 37,175	\$ 41,355	\$ 42,500	\$ 43,000
	\$ 77,540	\$ 75,275	\$ 79,455	\$ 80,600	\$ 82,000

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Chief	1.0	1.0	1.0	1.0	1.0
Assistant Chief	1.0	1.0	1.0	1.0	1.0
Deputy Chiefs	5.0	5.0	5.0	5.0	5.0
Lieutenants	12.0	13.0	13.0	13.0	13.0
Firefighters	36.0	35.0	35.0	35.0	35.0
Mechanic	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Total Number of Positions	57.0	57.0	57.0	57.0	57.0

Fire Department Operating Request

Org	Object	Account # 01-220 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01220100	511010	Senior Administrator	\$ 265,175	\$ 292,000	\$ 299,571	\$ 306,885	\$ 323,571	\$ 16,685	5.44%
01220100	511140	Supervisor	1,043,723	1,054,041	1,008,182	1,049,877	1,046,680	\$ (3,197)	-0.30%
01220100	511220	Other Professional Staff	445,044	464,981	483,375	480,455	477,955	\$ (2,500)	-0.52%
01220100	511230	Non-Supervisory Uniformed Professionals	2,136,105	2,007,436	2,048,474	2,413,500	2,374,580	\$ (38,921)	-1.61%
01220100	511370	Clerical	57,149	58,074	59,235	60,885	62,222	\$ 1,337	2.20%
01220100	511420	Other Support Staff	72,979	75,165	76,342	77,628	79,265	\$ 1,637	2.11%
01220100	513210	O/T - Vacation	303,115	350,494	360,335	341,979	341,979	\$ -	0.00%
01220100	513220	Illness Coverage	130,502	203,167	248,215	168,310	168,310	\$ -	0.00%
01220100	513230	O/T - Personal Days	257,211	364,698	394,528	231,158	231,158	\$ -	0.00%
01220100	513260	O/T - Specialized Training	11,562	72,461	37,909	78,000	78,000	\$ -	0.00%
01220100	514010	Shift Differential	51,240	48,136	47,558	-	-	\$ -	0.00%
01220100	515010	Holiday Pay	100,241	97,943	98,125	120,776	120,776	\$ -	0.00%
01220100	515050	Longevity	18,500	21,800	22,200	21,700	21,700	\$ -	0.00%
01220100	519020	Sick Leave/Vacation Buyback	-	8,858	-	-	-	\$ -	0.00%
01220100	519999	FLSA Benefit Pay	-	-	-	-	-	\$ -	0.00%
01220100	578010	Approved special expenses	-	-	-	-	-	\$ -	0.00%
Personal Service Subtotal			4,892,545	5,119,254	5,184,048	5,351,153	5,326,195	\$ (24,958)	-0.47%
519000	Other Personal Services		-	-	-	-	-	\$ -	0.00%

EXPENSES									
01220200	517010	Medical Expense	-	2,590	3,264	2,000	3,000	\$ 1,000	50.00%
01220200	517020	Medical Checkup	-	458	-	1,000	-	\$ (1,000)	-100.00%
01220200	517040	Tuition Reimbursement	10,000	-	-	10,000	10,000	\$ -	0.00%
01220200	521010	Electricity	-	-	-	-	-	\$ -	0.00%
01220200	521020	Natural Gas	-	-	-	-	-	\$ -	0.00%
01220200	523010	Water	-	-	-	-	-	\$ -	0.00%
01220200	523020	Sewer	-	-	-	-	-	\$ -	0.00%
01220200	524030	Equipment Maintenance	4,639	6,564	5,856	7,000	7,000	\$ -	0.00%
01220200	524060	Communications Maintenance	2,849	7,897	17,259	12,000	15,000	\$ 3,000	25.00%
01220200	527070	Laundry Services	1,530	1,590	1,530	1,800	1,800	\$ -	0.00%
01220200	530500	Training and Development	10,366	10,905	18,372	10,000	12,000	\$ 2,000	20.00%
01220200	534010	Postage	151	235	629	460	460	\$ -	0.00%
01220200	534020	Telephone - Cell phones and data plans	10,067	10,509	10,345	12,500	12,500	\$ -	0.00%
01220200	541010	Gasoline	6,153	7,154	6,671	8,000	8,000	\$ -	0.00%
01220200	541020	Diesel Fuel	14,134	16,991	18,432	16,839	16,839	\$ -	0.00%
01220200	542010	Office/ Building Materials	5,072	5,091	5,064	5,200	5,200	\$ -	0.00%
01220200	542040	Paper and Stationary	590	174	639	350	600	\$ 250	71.43%
01220200	542110	Uniforms	15,683	13,158	15,454	16,800	16,800	\$ -	0.00%
01220200	542120	Protective Clothing	7,273	24,123	13,504	11,500	15,000	\$ 3,500	30.43%
01220200	542130	Work Clothing	22,181	22,450	20,839	26,500	26,500	\$ -	0.00%
01220200	543010	Building M&R Supplies	2,688	2,756	2,368	3,500	3,500	\$ -	0.00%
01220200	543020	Grounds keeping M&R Supplies	81	-	10	750	750	\$ -	0.00%
01220200	543060	Custodial M&R Supplies	2,116	1,538	1,859	2,571	2,571	\$ -	0.00%
01220200	548010	Vehicle Parts & Accessories	44,174	31,177	57,709	60,000	60,000	\$ -	0.00%
01220200	550010	Medical Supplies	11,381	8,383	12,421	6,800	10,000	\$ 3,200	47.06%
01220200	552060	Firefighting Supplies	9,605	14,848	12,701	15,500	15,500	\$ -	0.00%
01220200	553060	Computer Supplies	10,505	9,386	12,457	11,000	11,000	\$ -	0.00%
01220200	557010	Programs & Activities	2,551	5,872	2,079	4,000	4,000	\$ -	0.00%
01220200	571010	Travel - Mileage/In State	92	490	56	500	500	\$ -	0.00%
01220200	571110	Conf/Mtgs - Administrators	755	494	1,581	1,500	1,500	\$ -	0.00%
01220200	571120	Staff	204	470	4,487	500	500	\$ -	0.00%
01220200	572110	Conf/Mtgs - Admin. Out of State	-	3,373	-	2,500	4,000	\$ 1,500	60.00%
01220200	573010	Dues - Administrators	4,448	4,498	5,063	6,500	6,500	\$ -	0.00%
01220200	573020	Dues - Professional Staff	3,099	3,050	3,185	4,450	4,450	\$ -	0.00%
01220200	573030	Dues - Non Prof. (Mechanic)	70	-	75	250	250	\$ -	0.00%
01220200	583010	Furniture	10,020	4,157	-	5,000	5,000	\$ -	0.00%
		Expense Subtotal	212,478	220,380	253,909	267,270	280,720	\$ 13,450	5.03%
570000		Other Charges & Expenses	-	-	1,193	-	-	\$ -	0.00%
Departmental Total									
			\$5,105,023	\$5,339,634	\$5,439,150	\$5,618,423	\$5,606,915	\$ (11,508)	-0.20%



Town of *Wellesley*
FY2021 Budget Request
Building Department: Mission, Services & Priorities

PROGRAM OBJECTIVE: To enforce all provisions of appropriate codes, state statutes, rules, regulations, ordinances and bylaws. (Chapter 143, Sec. 3, MGL).

PROGRAM ACTIVITIES: The Inspector of Buildings is charged with the responsibility to enforce all provisions of appropriate codes, and all other applicable state statutes, rules and regulations or ordinances and bylaws, and act on any question relative to the mode or manner of construction, reconstruction, alteration, repair, demolition, removal, installation of equipment, and the location, use, occupancy, and maintenance of all buildings and structures. The program mandates that work authorized under any required permit shall be field inspected for code conformance.

Zoning Enforcement

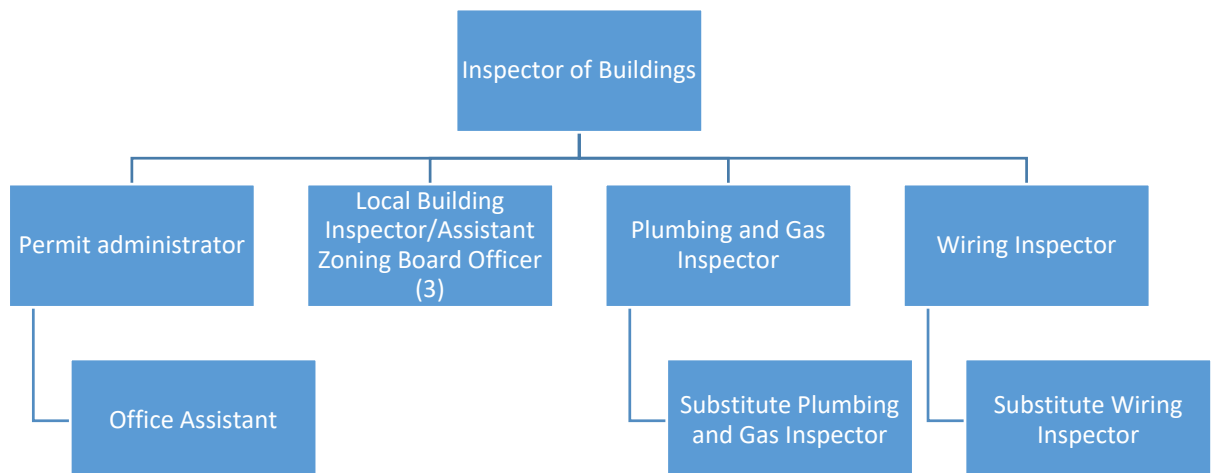
PROGRAM OBJECTIVES: To enforce the Town of Wellesley's Zoning Bylaw and MGL Chapter 40A.

PROGRAM ACTIVITIES: This program is responsible for the screening of all new construction to make sure it complies with all provisions of the Town of Wellesley Zoning Bylaw and MGL Chapter 40A. The program also investigates complaints of alleged zoning violations and takes appropriate action, such as the issuance of cease and desist orders, and/or the filing of a criminal complaints in District Court.

Handicapped Access

PROGRAM OBJECTIVES: To enforce the rules and regulations of the Handicapped Access Code in accordance with MGL Chapter 22, Sec. 13A.

PROGRAM ACTIVITIES: This program enforces the rules and regulations of the Handicapped Access Code in accordance with MGL Chapter 22, Sec. 13A. It is the intent of these rules and regulations to provide physically handicapped persons full and free use of all buildings and facilities so that all persons may have the educational, employment, living and recreational opportunities necessary to be as self-sufficient as possible, and to assume full responsibilities as citizens.



Public Safety

PROGRAM OBJECTIVES: To enforce Public Safety Regulations, Massachusetts State Building Code, Tbl. 110.

PROGRAM ACTIVITIES: This program is responsible for the periodic inspection and certification of buildings and structures (or parts thereof). A building or structure cannot be occupied or continue to be occupied without the posting of a valid Certificate of Inspection where required by section 110. Certification of Inspections is issued after an inspection is made certifying that the building or structure complies with all applicable requirements of the MSBC.

Local Building Inspector

PROGRAM OBJECTIVES: Shall assist the Inspector of Buildings in the performance of his duties and shall also be responsible for the enforcement of appropriate codes, state statutes, rules, regulations, ordinances and bylaws (Chapter 143, Sec. 3 MGL).

PROGRAM ACTIVITIES: Shall act on any question relative to the mode or manor of construction, and the materials to be used in the construction, reconstruction, alteration, repair, demolition, removal, installation of equipment and the use and occupancy of all buildings and structures.

Inspector of Wires

PROGRAM OBJECTIVES: To enforce Mass. Electrical Code 527 CMR 12.00, applicable paragraphs of MGL 155, Sections. 141-143.

PROGRAM ACTIVITIES: The Inspector of Wires is the authority enforcing the Mass. Electrical Code, 527 CMR 12.00, and applicable paragraphs of MGL Chapter 166, Sec. 141-143. This program is charged with the responsibility of maintaining strict code enforcement. It also requires that licensed electricians apply for appropriate permits and that work be inspected for code conformance.

Inspector of Plumbing and Fuel Gas

PROGRAM OBJECTIVES: To enforce the Uniform State Plumbing and Fuel Gas Code in accordance with CMR 248, Sec. 13 of Chapter 142.

PROGRAM ACTIVITIES: The Inspector of Plumbing is the authority enforcing the Uniform State Plumbing and Fuel Gas Codes in accordance with CMR 248, Sec. 13 of Chapter 142, MGL. This program is responsible for maintaining strict code conformance, requiring that licensed plumbing tradesmen apply for appropriate permits and that work is inspected for code conformance.

Permit Administrator

PROGRAM OBJECTIVES: Under the supervision of the Inspector of Buildings, but with the ability to work independently, this position requiring organizational skills is concerned with performing a wide variety of secretarial, clerical, and administrative tasks in support of the Inspector of Buildings and all other inspectors to ensure smooth and efficient interaction between the inspectors and the general public using the department.

PROGRAM ACTIVITIES: Work involves assisting the six inspectors in the department in organizing the permitting and inspectional phases of their activities; assisting the public, in person, or via telephone; researching and assembling necessary background information and facts for applications for permits, zoning conformance, and zoning violations; preparation of various applications and reports; weekly payroll and attendance records and personnel forms; annual budgets and reports. The incumbent must possess a working knowledge of town and zoning bylaws, plus state laws affecting department operations and have the ability to maintain good public relations in the course of public interaction.

Office Assistant

PROGRAM OBJECTIVES: Under the supervision of the Permit Administrator, but with the ability to work independently in her absence, the Secretary must be concerned with performing a wide variety of clerical and bookkeeping and organizational tasks in support of the inspectional staff to ensure a smooth and efficient Building Department.

PROGRAM ACTIVITIES: The work consists of performing many varied clerical, bookkeeping and organizational tasks in addition to and in support of the duties of the Permit Administrator. They include assisting persons at the counter and answering the phones; processing applications and permits of all types; processing renewable permits; updating and maintaining permanent public record files (MGL Chapter 4, Sec. 7); have a working knowledge of zoning and/or construction requirements in order to relate to applicants for Building Permits and other permits; have background knowledge of other town departments working in conjunction with Building Department activities. Maintain good public relations in the course of public contact.

Permits Issued in Fiscal Year and Fees Collected:

*FY20 year-to-date as of 11/22/19

<u>Fiscal Year</u>	<u>Number of Permits</u>
FY20	1,699*
FY19	3,837
FY18	3,599
FY17	4,126
FY16	4,220

	FY17	FY18	FY19	FY20	FY21
Revenue	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Anticipated</u>	<u>Plan</u>
Total Fees					
Collected	\$2,174,498	\$3,800,159	\$3,318,173	\$1,500,000	\$1,500,000

FY20 Total Fees Collected as of 11/22/19:
\$786,903

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Inspector of Buildings	1.0	1.0	1.0	1.0	1.0
Local Building Inspector	3.0	3.0	3.0	3.0	3.0
Inspector of Plumbing/Gas	1.0	1.0	1.0	1.0	1.0
Inspector of Wires	1.0	1.0	1.0	1.0	1.0
Permit Administrator	1.0	1.0	1.0	1.0	1.0
Secretary	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Total Number of Positions	8.0	8.0	8.0	8.0	8.0

Building Department Operating Request									
Org	Object	Account # 01-241 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01241100	511010	Senior Administrator	\$ 88,608	\$ 90,034	\$ 96,022	\$ 101,284	\$ 100,913	\$ (371)	-0.37%
01241100	511220	Other Professionals	279,627	307,204	312,844	337,034	336,707	\$ (327)	-0.10%
01241100	511370	Clerical	43,556	44,262	45,147	46,405	47,977	\$ 1,572	3.39%
01241100	511420	Other Non Professional	52,124	52,963	34,104	48,488	53,459	\$ 4,971	10.25%
01241100	512290	Temporary	-	-	22,902	8,000	8,000	\$ -	0.00%
01241100	515050	Longevity	1,000	1,000	1,100	500	-	\$ (500)	-100.00%
		PERSONAL SERVICES SUBTOTAL	464,915	495,463	512,119	541,711	547,055	5,344	0.99%
EXPENSES									
01241200	517020	Medical Check up	-	-	-	-	-	-	-
01241200	524030	Equip. Maint. Contracts	-	-	-	-	-	-	-
01241200	530500	Training & Development	455	1,383	703	2,000	2,000	-	0.00%
01241200	530900	Other Professional Services	-	-	33,765	8,000	8,000	-	0.00%
01241200	534010	Postage	1,931	612	552	2,000	2,000	-	0.00%
01241200	534030	Advertising - General	577	197	233	600	600	-	0.00%
01241200	534035	Advertising - Employment	-	-	-	-	-	-	-
01241200	534040	Printing and Mailing Expense	1,365	799	100	1,500	1,500	-	0.00%
01241200	534055	Cable and Internet	-	-	-	3,000	3,000	-	-
01241200	555010	Books	-	-	-	1,500	1,500	-	-
01241200	542010	Office Supplies	4,094	2,969	1,355	5,000	5,000	-	0.00%
01241200	571010	In-state travel (mileage)	11,658	11,297	12,311	17,000	17,000	-	0.00%
01241200	573010	Dues-Administrators	135	135	852	400	400	-	0.00%
01241200	583120	Office Machines Replacement	-	934	-	-	-	-	-
		EXPENSE SUBTOTAL	20,215	18,326	49,871	41,000	41,000	-	0.00%
01241200	570000	Other Charges & Expenses	815	14	-	-	-	-	-
		DEPARTMENT TOTAL	\$ 485,946	\$ 513,803	\$ 561,990	\$ 582,711	\$ 588,055	5,344	0.92%



Town of *Wellesley*

FY2021 Budget Request

Sealer of Weights and Measures: Mission, Services & Priorities

Sealer of Weights and Measures, certified by the Division of Standards, provides consumer protection when the price of goods is determined by weight or by linear and/or liquid measure. Activities include regular inspection of supermarket and shop scales, unit pricing labels, service station pumps, fuel oil truck meters, pharmacies, and random inspections.

	FY17	FY18	FY19	FY20	FY21
PERMANENT STAFFING (FTEs)	Actual	Actual	Actual	Budget	Request
Position Titles:					
Sealer	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>
Total Number of Positions	0.4	0.4	0.4	0.4	0.4

Sealer of Weights & Measures Operating Request									
Org	Obj	Account # 01-244 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01244100	511010	Senior Administrators	\$10,015	\$11,848	\$12,339	\$15,000	\$15,000	\$ -	0.00%
PERSONAL SERVICES SUBTOTAL			10,015	11,848	12,339	15,000	15,000	-	0.00%
EXPENSES									
01244200	530500	Training & Development	-	-	-	-	-	\$ -	-
01244200	534030	Advertising - General	14	14	14	25	25	\$ -	0.00%
01244200	542010	Office Supplies	-	-	692	175	175	\$ -	0.00%
01244200	571010	Travel-Mileage	218	-	-	350	350	\$ -	0.00%
01244200	571110	Conf/Mtgs-Administrators	2,269	1,179	1,304	2,150	2,150	\$ -	0.00%
01244200	583190	Other Equipment Replacement	-	446	-	-	-	\$ -	-
EXPENSES SUBTOTAL			2,501	1,639	2,011	2,700	2,700	-	0.00%
DEPARTMENT TOTAL			\$12,517	\$13,488	\$14,350	\$17,700	\$17,700	\$ -	0.00%

Board of Public Works





Town of Wellesley
FY2021 Budget Request
Department of Public Works: Mission, Services, & Priorities

MISSION STATEMENT

The Town of Wellesley Department of Public Works is dedicated to providing in a safe and cost effective manner the essential, emergency and maintenance services, together with information and planning support, to protect, maintain, and improve the Town's assets and infrastructure for the safety and well-being of the community.

MAJOR GOALS

Five major goals are derived from the themes in the mission statement. Each major goal has one or more objective and strategy. The goals and objectives are discussed in a general way throughout the program, sub program and function narratives of the tax impact budget. The five major goals are:

- To Provide Essential Services
- To Provide Emergency Services
- To Provide Maintenance Services
- To Provide Information and Planning Support
- To Protect, Maintain and Improve the Town's Assets and Infrastructure

and to do all of the above at the highest standards in a safe and cost effective manner.

VISION STATEMENT

To be recognized by the community for outstanding services to the Town which are achieved through careful planning and implementation, continuous improvements, and by developing teamwork through good support and training.

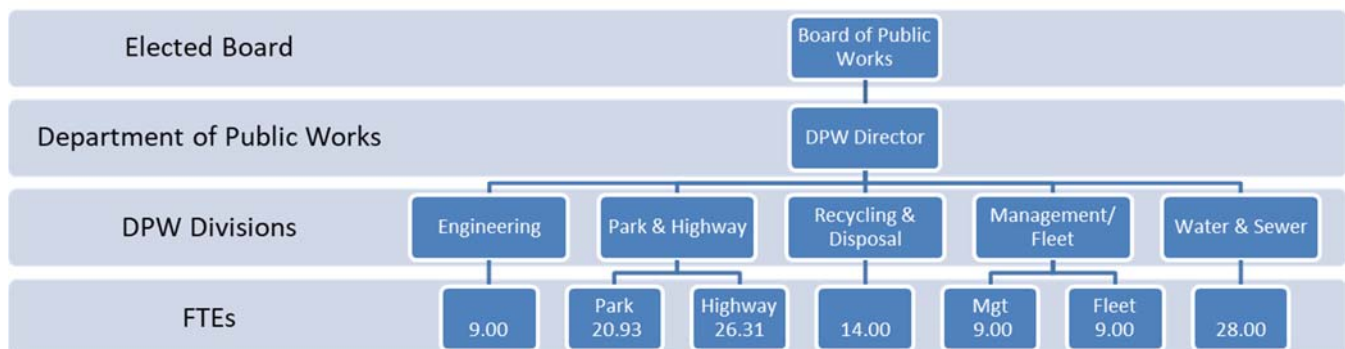
VALUE STATEMENT

Our value statement indicates the qualities and characteristics the Department holds in esteem as it goes about its work:

We value the supportive environment that allows our productive spirit and professional capabilities to serve the Wellesley community.

Department Description and Organizational Structure

Overseen by the 3-person elected Board of Public Works, the DPW provides essential public works, water and sewer utilities, and other services. Funding for these services includes both tax revenues and customer payments. Town tax revenues fund the DPW Engineering, Park and Highway, Recycling and Disposal, and Management Services/Fleet Divisions. DPW services financed by tax revenues are often referred to as the DPW “tax-impact programs.” Rate-paying customers fund the services provided by the DPW Water and Sewer Divisions, which do not affect the Town’s tax rate. Budgets for these programs are referred to as “Enterprise Fund programs”.



	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
PERMANENT STAFFING (FTEs)					
Position Titles:					
Engineering	10.00	10.00	9.00	9.00	9.00
Highway	26.31	26.31	26.31	26.31	26.31
Park & Tree	19.74	20.74	20.74	20.93	20.93
Recycling and Disposal	14.00	14.00	14.00	14.00	14.00
Management	9.00	9.00	9.00	9.00	9.00
Fleet Maintenance	9.00	9.00	9.00	9.00	9.00
Total Tax Impact Budget Positions	88.05	89.05	88.05	88.24	88.24
Water & Sewer	28.00	28.00	28.00	28.00	28.00
Total DPW Positions	116.05	117.05	116.05	116.24	116.24

Tax Impact Programs

The Park and Highway Division maintains Town roadways, sidewalks, curbs, street name signs as well as salts, sands, plows, removes ice and snow from streets, ways, walks and pavement areas to provide for safe vehicular and pedestrian traffic for the convenience and safety of the public and all emergency services including police, fire, and ambulance, and to provide access to other support services (e.g., food, fuel, medical). It also maintains catch basins, culverts, storm drains, and preserves and develops Town parks, open space areas, playgrounds, public shade trees, brooks, and streams. The Recycling and Disposal Facility (RDF) is responsible for disposing of solid waste and recyclable materials and is the Town’s most widely-used facility, with over 350,000

annual vehicle trips. The Engineering Division designs and provides project management services for all DPW projects. The Division also reviews private plans for conformance to Town standards for the Planning Board, Zoning Board of Appeals, and other Town departments. Other responsibilities include implementation of the storm water management plan, maintenance of Town plans and files related to deeds, easements, and construction as well as regulating all utility and excavation work within the public way through the Street Occupancy and Trench Permit Program. The Management Division directs and supports the programming, planning, budgeting and evaluations of all activities of the Department of Public Works to provide services in an efficient and effective manner. The Fleet Maintenance program procures, maintains, and repairs vehicles and equipment and provides repair and welding service to other department as requested. Fleet Maintenance also oversees the Town's Fuel Depot that provides fuel for all Town vehicles.

FY2021 Goals

Meeting maintenance targets on a regular basis is key to the protection of the Town's assets and infrastructure.

In addition, the DPW will provide Engineering services for the major Town projects including Great Plain Avenue Rotary Replacement, Grove Street Reconstruction, emerging Development Projects, and Stormwater Permit Compliance.

Solid waste goals include further reductions in residential trash and increases in recycling and expansion of Business Initiatives.

Tax Impact Operating Programs Budget Request

The DPW FY2021 Operating Budget request is \$7,293,397, which is an increase of \$120,007 or 1.7% over FY2020 and meets the guideline target for FY2021. The DPW expects to generate \$615,000 in revenue from the Recycling and Disposal Facility operations including Commercial tipping fees, Recycling revenues and the income from our Business Initiatives. This revenue is returned to the General Fund.

Tax Impact Personal Services and Staffing

- The FY2021 Operating Budget includes a total staff of 89 permanent employees. Of the total permanent employees, one is 37 hours per week, and two are 24 hours per week employees.
- The Personal Services increase of \$120,007 (1.7%) includes a 2.5% increase for Group 40 employees. Production Unit and Supervisory Unit contracts expire at the end of FY20 and no increase is included in the budget at this time pending the results of contract negotiations. Each 1% increase in Production and Supervisory wages has a tax impact of approximately \$30,000.

- The Personal Services increase also includes the net effect of position changes, salary adjustments, staff hired at lower amounts, and the reduction from 52.4 to 52.2 weeks in FY21.
- No new permanent positions are proposed however, this budget includes additional funding for temporary seasonal Engineering support to assist with construction projects, a new Highway Division co-op program to assist with implementation of a new asset management system, and additional support at the RDF, primarily to provide assistance at the Reusables Area.

Tax Impact Expenses

The expense budget increase of \$28,955 (1.3%) includes the following items:

- **Trash Disposal.** While there is an increase in contractual tipping fee of \$2.50 per ton from \$82.25 per ton in FY20 to \$84.75 per ton in FY21, the RDF Expense Budget has been decreased \$23,525 due to a projected reduction of 500 residential trash tons.
- **Highway Expenses.** The Highway expense budget increase of \$23,750 is primarily for additional storm drain cleaning, supplies, materials and disposal.
- **Park Expenses.** The Park expense budget increase of \$28,730 is for drinking fountains and fence and flag pole replacements that were moved from the capital budget to the operating budget due to their lesser costs since these individual items are typically lower than thresholds established for capital.
- **Winter Maintenance.** An increase of \$12,822 represents incremental additional funding for this program that has been historically funded well below the typical winter requirements.

PROGRAM 410 - ENGINEERING

Program Objective

To provide engineering, technical and construction management services required to plan, coordinate, develop, conceptualize, design, construct, operate, and maintain Town facilities, infrastructure, services, and records in an effective and efficient manner.

Subprogram 441 - Planning and Design

The purpose of Planning and Design is to develop and review studies, conceptual plans, designs, contract plans, and specifications including those prepared by outside consultants.

Responsibilities also include estimating quantities and costs for Town projects of varying type and complexity.

Subprogram Activities

- Design and prepare plans for proposed construction, maintenance, and landscape projects
- Review plans for conformance to Town standards for the Planning Board, Zoning Board of Appeals and other Town Departments
- Prepare specifications, estimates of quantities, probable cost, and contract documents
- Obtain all necessary permits and approvals required for project implementation
- Coordinate and prepare reports to governmental agencies to fulfill regulatory requirements
- Review subdivision and land survey plans from engineers serving private clients
- Develop easement plans for footways, roadways, and utility installations, including the Municipal Light Plant

In addition, this subprogram includes activities undertaken to develop and effectively maintain the Town's Stormwater Management Program and address other storm collection system issues. Included are the requirements and conditions of the Town's General Permit under Phase II of the National Pollutant Discharge and Elimination System (NPDES). Specific activities related to Stormwater Management include:

- Continued Implementation of the Town's Stormwater Management Plan
 - Working with the US EPA Region 1 and its consultants in the implementation of and necessary revisions to the plan
 - Coordinating the participation of other Town Departments, Boards and Committees in the implementation of the plan
- Apply for and use grant funding as may be available for the implementation of any components of the plan
- Prepare annual reports to US EPA and MADEP regarding the status of the plan's implementation and compliance with the Town's NPDES General Permit
- Address other stormwater management or collection system issues that may arise including changes to the Town's Stormwater Drainage System Rules and Regulations

Subprogram 442 - Survey and Inspection

The Survey and Inspection subprogram performs surveys, provides a full range of construction management services including contract administration and project representation for construction and other Town projects. Other duties include ensuring compliance with approved plans and specifications and conformance to applicable design standards, bylaws, special acts, Mass. General Laws, and standard engineering practices.

Subprogram Activities

Perform field surveys and construction inspection services for assigned projects including:

- Department maintenance projects
- Sidewalk and driveway apron construction
- Stormwater Drainage System construction
- Water and sewer line construction and location under DigSafe (MGLC82)
- Parking lots and road surveys
- Inspection of subdivision construction
- Provide traffic counts, speed data and surveys
- Survey and Inspection of contracted construction projects

Subprogram 443 - Town Plans and Geographic Information Systems (GIS)

This subprogram maintains the following Town plans, files and records for the coordination of Town projects and for the general use of any party in need of such information:

Plans	Files	Records
• Town plans (80 and 40 scale) • Aerial photographs • Construction and easement plans • Record Plans • Street acceptance plans • Zoning maps and the development and update of utility layers for the Town's GIS	• Deed file • Plot plan file • Photograph and contract file • GIS Utility database • Street file • Sanitary sewer and stormwater drainage connections files	• Traffic counts • State and local permits • Capital improvement contracts (progress payments) • Federal and state grant records relating to water and sewer construction, solid waste and recycling programs • Engineering and feasibility studies • Easement documents

Subprogram 961 – Vacation/Holiday/Sick

The purpose of the Vacation/Holiday/Sick subprogram is to track time away from work for vacations, holidays, sick time, personal leave, jury duty and any other paid time off. All time off is earned and granted according to Town policies.

Subprogram 962 – Administration

The purpose of the Administration subprogram is to effectively manage costs and integrate labor, materials, and equipment in order to meet the objectives of the Engineering Program.

Subprogram Activities

- Plan, direct, analyze, staff, control, and evaluate the Engineering Program including: employee performance; workload and backlog management; coordinate requests for design services; maintain records; establish grades for streets and drains, and street opening permit inspections
- Apply for, administer and coordinate grant programs; including grant closeout at the completion of a project
- Budget analysis and cost estimates for capital improvement projects, operation and maintenance projects, and long range capital planning
- Review of Department specifications for compliance with state procurement statutes
- Coordination and evaluation of consultant-performed studies and other projects including the development of requests for proposals

Other Sources of Funds

415 - Street Permit Program

Work includes issuing permits for work conducted in the public way and inspecting that work to ensure compliance with town standards.

992 - Work for Others

Work completed at the request of other Departments for recurring and one-time projects such as land surveys for upcoming projects and project management for ongoing projects.

992 - Work for Others – Enterprise

Work completed at the request of Water & Sewer for recurring and one-time projects such as sewer house connection inspections.

992 - Enterprise Fund Support

The Water & Sewer Enterprise Funds pay for Engineering Division salaries on a fixed allocation basis for project planning and oversight.

995 - Capital

Work includes project management, survey and inspection of DPW Capital Projects such as road reconstruction and the Fuller Brook Park Restoration Project.

ENGINEERING DIVISION
FY2021 OPERATING REQUEST
DIVISION SUMMARY

PERSONAL SERVICES

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	-VARIANCE- FY2021 - FY2020(\$)	FY2021 - FY2020(%)
441 PLANNING AND DESIGN	98,370	92,528	100,876	173,136	182,065	8,929	5.2%
442 SURVEY & INSPECTION	134,452	96,973	160,171	150,523	146,791	-3,732	-2.5%
443 TOWN PLANS & GIS	39,290	49,140	25,690	88,204	93,187	4,983	5.6%
961 VACATION/HOLIDAY/SICK	52,222	52,578	60,583	47,081	54,663	7,582	16.1%
962 ADMINISTRATION	163,133	178,079	197,429	86,177	83,191	-2,986	-3.5%
TAX IMPACT APPROPRIATION	487,468	469,298	544,749	545,122	559,897	14,775	2.7%
415 STREET PERMIT PROGRAM	84,656	76,858	81,193	125,958	132,070	6,112	4.9%
992 WORK FOR OTHERS	24,493	15,027	31,832	35,031	23,729	-11,302	-32.3%
992 - WORK FOR OTHERS - ENTERPRISE	26,522	31,389	14,257	23,422	13,382	-10,040	-42.9%
992 - ENTERPRISE FUND SUPPORT	58,493	39,222	37,443	38,484	38,426	-58	-0.2%
995 CAPITAL	89,305	80,053	57,247	56,348	57,890	1,542	2.7%
OTHER SOURCES	283,471	242,550	221,972	279,243	265,497	-13,746	-4.9%
PERSONAL SERVICES TOTAL	770,938	711,848	766,720	824,365	825,394	1,029	0.1%

EXPENSES

962 ADMINISTRATION	53,083	56,295	64,588	65,500	65,500	0	0.0%
TAX IMPACT APPROPRIATION	53,083	56,295	64,588	65,500	65,500	0	0.0%
EXPENSES TOTAL	53,083	56,295	64,588	65,500	65,500	0	0.0%
PS + EXPENSE TOTAL APPROPRIATION	540,551	525,594	609,337	610,622	625,397	14,775	2.4%

PERMANENT STAFFING (FTEs)

Position Titles:

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Town Engineer	1.00	1.00	1.00	1.00	1.00
Assistant Town Engineer	1.00	1.00	1.00	1.00	1.00
Sr. Civil Engineer	3.00	3.00	2.00	2.00	2.00
Civil Engineer	1.00	1.00	1.00	1.00	1.00
Staff Engineer	3.00	3.00	3.00	3.00	3.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
Total Number of Positions	10.00	10.00	9.00	9.00	9.00

PROGRAM 420 - HIGHWAY

Program Objective

To maintain and repair streets, sidewalks, storm drain systems and related facilities to provide for safe vehicular and pedestrian traffic and proper drainage in a safe, effective and efficient manner.

Subprogram 460 - Street Repair and Maintenance

This subprogram is responsible for maintaining approximately 110 miles of roadways, 75 bridge culverts, 118 miles of bituminous, cement, gravel and brick sidewalks, 78 miles of bituminous, cement and granite curbing, 6 miles of rails and fencing, as well as tree lawns throughout the town. Materials and costs associated with these functions include the cost of labor, materials, and supplies such as hot mix asphalt, cement, loam, sand, gravel, crushed stone, paint, and the rental and leasing of special-purpose equipment. Contract support is obtained when it is the most cost-effective approach to meeting the Division's maintenance and repair requirements.

Subprogram activities also include the installation, maintenance and replacement of street signs under the jurisdiction of the Board of Public Works, and the installation, maintenance and replacement of regulatory signs, pavement markings and parking meters under the jurisdiction of the Board of Selectmen. Maintenance of regulatory signs, parking meters and pavement markings is funded by the Board of Selectmen from parking meter receipts.

Subprogram 470 - Street Cleaning

The Street Cleaning subprogram cleans streets, walks and parking lots by sweeping and picking up sand and debris to provide safe traffic movement and maintain a desirable environment. The three commercial areas in Town are swept twice each week and a full sweep of the town (approximately 234 lane miles) is done each spring which includes the sweeping of sidewalks on some arterial roadways. The Town owned street sweepers are also used to clear debris after traffic accidents and to clean debris from Town roadway construction jobs.

Subprogram 480 - Maintenance – Storm Drains, Brooks and Catch Basins

The Storm Drains, Brooks and Catch Basins subprogram maintains the stormwater drainage system, including storm drains and brooks, in order to provide for the free flow of surface water to minimize flooding, erosion and property damage. Activities include the cleaning and maintenance of approximately 3,650 catch basins, 121 miles of storm drains and 15 miles of brooks and streams. Catch basins are cleaned regularly to minimize standing water and flood problems throughout the Town. In addition, basins located in problem-prone areas, or at drainage collection points are cleaned prior to, or immediately after storms to prevent flooding and property damage. Catch basin cleanings are stored, tested, hauled to an approved landfill, and disposed in accordance with DEP regulations.

Subprogram 490 - Winter Maintenance

Any Winter Maintenance work carried out by the Highway Division during a regular workday is captured within this subprogram (overtime winter maintenance work is accounted for in Winter Maintenance Program 456). The work completed under this subprogram ensures safe vehicular and pedestrian traffic for the public and emergency services (police, fire, ambulance) during the winter.

Subprogram responsibilities include clearing approximately 234 lane miles of streets and 60 miles of sidewalks. Activities include plowing streets, sidewalks, schoolyards and recreation areas, sanding or salting streets and sidewalks, removing snow and ice from commercial areas and repairing damage from plows. Winter maintenance of metered parking lots is also the responsibility of this subprogram, however costs associated with metered parking lots are funded from parking meter receipts and is not included in this subprogram's totals.

Subprogram 961 – Vacation/Holiday/Sick

The purpose of the Vacation/Holiday/Sick subprogram is to track time away from work for vacations, holidays, sick time, personal leave, jury duty and any other paid time off. All time off is earned and granted according to Town policies.

Subprogram 962 - Administration

The Administration subprogram effectively manages costs and coordinates labor, materials and equipment to meet the objectives of the Highway program.

Subprogram activities include planning and financial management of the Highway program, including: setting goals and objectives; assigning responsibilities and allocating resources; developing measures to evaluate methods; adjusting subprograms and functions to meet changing requirements; preparing and maintaining data and records; overseeing improvements to facilities and grounds; promoting good public relations through accurate communication and courteous treatment of all complaints and requests; organizing and advancing employee development and training; ensuring proper use of prescribed methods of work designed to promote safety; and providing leadership and support for prompt, accurate and effective operations of the Division.

Subprogram 970 – Facilities & Grounds

The Facilities & Grounds subprogram operates and maintains the Park & Highway building at 30 Municipal Way and surrounding area, provides 24/7 security and customer services for the DPW complex. The main building contains 34,840 square feet, comprised of offices, workshops, equipment and vehicle storage areas, locker rooms and restrooms. Also maintained are 10.7 acres of grounds, three ancillary structures containing 15,720 square feet, open storage areas and fencing. Responsibility for custodial maintenance and repair for main building and utilities for the property was transferred to the Facilities Maintenance Department as of July 1, 2016. The items remaining in our budget are for care of the site and grounds that do not fall under FMD responsibility such as material storage areas and fencing.

Subprogram 991 - DPW Work for Others Not - Reimbursed

This subprogram includes all services provided to DPW tax impact programs that are not reimbursed. Work performed for the Water & Sewer Enterprise Funds and all other Town Departments is funded through work order transfers from those departments and is described further below.

Subprogram 996 – Equipment Maintenance

This subprogram includes all costs related to maintenance and repair of Highway vehicles and equipment. Personal Services costs include Highway Staff time inspecting, washing, and other equipment setup services required. Expenses include Fleet Maintenance repairs and maintenance and also includes parts and sublet repairs.

Other Sources of Funds**415 - Street Permit Program**

The Highway Division charges the Street Permit Program for inspection of street permit activities to ensure compliance with town standards.

992 - Work for Others

Work completed at the request of other Departments for recurring and one time projects. Work includes items such as regulatory sign maintenance, parking meter maintenance, and municipal building parking lot improvements.

992 - Work for Others – Enterprise

Work completed at the request of the Water & Sewer Division for recurring and one-time projects. Work includes items such as patching utility trenches and assisting with hydrant flushing operations.

992 - Enterprise Fund Support

The Water & Sewer Enterprise Funds pay for Highway Division salaries on a fixed allocation basis for overnight and weekend watchperson services.

995 – Capital

Work completed on Highway Capital Projects such as street resurfacing, sidewalk rehabilitation, and storm water drainage system improvement projects.

HIGHWAY DIVISION

FY2021 OPERATING REQUEST

DIVISION SUMMARY

PERSONAL SERVICES

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	--VARIANCE-- FY2021 - FY2020(\$) FY2021 - FY2020(%)	
460 STREET & SIDEWALKS	139,433	166,189	198,076	193,746	195,884	2,138	1.1%
470 SWEEPING STREETS	60,552	67,251	58,127	63,985	66,551	2,566	4.0%
480 DRAINS, BROOKS, BASINS	96,825	64,838	142,439	181,152	180,753	-399	-0.2%
490 WINTER MAINTENANCE	138,422	165,366	99,802	123,799	123,382	-417	-0.3%
961 VACATION/HOLIDAY/SICK	176,047	167,530	197,121	142,176	142,642	466	0.3%
962 ADMINISTRATION	185,024	182,416	187,820	218,778	235,235	16,457	7.5%
970 FACILITIES & GROUNDS	172,668	122,922	129,621	110,380	112,564	2,184	2.0%
991 WORK FOR OTHERS (NOT REIMBURSED)	16,857	25,964	26,748	15,516	15,522	6	0.0%
996 EQUIPMENT MAINTENANCE	41,900	43,865	27,206	48,305	51,694	3,389	7.0%
TAX IMPACT APPROPRIATION	1,027,728	1,006,341	1,066,960	1,097,837	1,124,227	26,390	2.4%
415 STREET PERMIT	11,525	13,895	11,384	16,249	16,195	-54	-0.3%
992 WORK FOR OTHERS	210,352	219,158	238,182	171,524	173,010	1,486	0.9%
992 - MLP	33,229	29,883	57,473	55,276	56,090	814	1.5%
992 - ENTERPRISE FUND SUPPORT	61,830	78,269	83,330	74,312	77,168	2,856	3.8%
995 CAPITAL	313,131	262,729	210,336	384,992	407,688	22,696	5.9%
OTHER SOURCES	630,068	603,934	600,706	702,353	730,151	27,798	4.0%
PERSONAL SERVICES TOTAL	1,657,797	1,610,274	1,667,665	1,800,190	1,854,378	54,188	3.0%

EXPENSES

460 STREETS & SIDEWALKS	30,062	39,292	40,940	34,750	43,000	8,250	23.7%
470 SWEEPING STREETS	727	19,343	36,516	46,000	40,000	-6,000	-13.0%
480 DRAINS, BROOKS, BASINS	66,324	25,133	76,545	64,500	89,500	25,000	38.8%
490 WINTER MAINTENANCE	17,159	7,254	12,403	9,000	12,000	3,000	33.3%
962 ADMINISTRATION	42,617	46,393	54,688	42,900	59,700	16,800	39.2%
970 FACILITIES & GROUNDS	21,050	21,677	20,088	20,000	19,000	-1,000	-5.0%
996 EQUIPMENT MAINTENANCE	243,834	249,319	215,569	253,300	231,000	-22,300	-8.8%
TAX IMPACT APPROPRIATION	419,978	406,664	455,897	470,450	494,200	23,750	5.0%
EXPENSES TOTAL	419,978	406,664	455,897	470,450	494,200	23,750	5.0%
PS + EXPENSE TOTAL APPROPRIATION	1,447,707	1,413,005	1,522,857	1,568,287	1,618,427	50,140	3.2%

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Superintendent	1.00	1.00	1.00	1.00	1.00
Assistant Superintendent	1.00	1.00	1.00	1.00	1.00
General Foreman	1.00	1.00	1.00	1.00	1.00
Sr. Office Assistant	1.00	1.00	1.00	1.00	1.00
Foreman A	4.00	4.00	4.00	4.00	4.00
Foreman B	2.00	2.00	2.00	2.00	2.00
Meter & Sign Repair	1.00	1.00	1.00	1.00	1.00
Highway Craftsman	1.00	1.00	1.00	1.00	1.00
Construction Equipment Operator	3.00	3.00	3.00	3.00	3.00
Heavy Equipment Operator	5.00	5.00	5.00	5.00	5.00
Medium Equipment Operator	3.00	3.00	3.00	3.00	3.00
Watchman	3.31	3.31	3.31	3.31	3.31
Total Number of Positions	26.31	26.31	26.31	26.31	26.31

PROGRAM 430 - PARK AND TREE

Program Objective

To preserve, develop, operate and maintain parks, trees, open space and recreation areas in an effective and efficient manner for the pleasure and well-being of the public.

Subprogram 500 - Active Recreation

This subprogram operates and maintains active play areas, school grounds and recreation facilities throughout the Town. There are 255 acres of active recreation areas included in the following sites: 9 schools (Bates, Fiske, Hardy, Hunnewell, Schofield, Sprague, Upham, Middle and High Schools) and 8 parks (Hunnewell, Kelly, Ouellet, Brown, Perrin, Phillips, Warren, and the Morses Pond beach facility).

The facilities found on the 255 acres of active recreation areas include the following: 16 playgrounds; 1 lighted all-purpose field; 4 baseball infields; 5 skinned softball fields; 8 grassed Little League infields; 8 practice infields; 5 regulation lacrosse/soccer fields; 2 regulation field hockey/lacrosse fields; 6 youth soccer fields; 1 practice football field; 3 synthetic turf fields; 1 track and field facility; 16 tennis courts; 37 outdoor basketball hoops with court areas; 465 benches and tables; 116 bike racks; 314 Trash & Recycling Receptacles; Morse's Pond beach; 2 field houses; 9 flag poles; 1 public restroom; 17 drinking fountains; 14 portable bleachers; and 1 stadium bleacher complex.

Recreation area management duties include: mowing; aerating; irrigating; over-seeding; fertilizing; liming; weed and insect control (if necessary); litter clean-up; leaf removal; marking fields for games; leveling and grading fields; fence repairs; vandalism repairs; shrub and tree care; painting structures; care of goals and goal posts; stump removal; master plans; civic activities such as assisting with summertime activities; the Community Garden Program; holiday decorations; litter-barrel care; marathon; parades and special events; care of the beach and bath house facilities; weed harvesting; and pond management.

Subprogram 510 - Passive Recreation

The objective of this subprogram is to maintain passive recreation areas for the health and well-being of the public and for the preservation of wildlife and the environment.

All passive recreation and conservation areas in the Town are included in this subprogram. There are 642 acres of passive recreation areas including: Wellesley's three libraries (Wellesley Square, Fells, and Hills); six conservation reservations (Boulder Brook, Rocky Ledges, Overbrook, Abbott Pond, Carisbrooke, and Colburn Road); ten municipal parking lots (Railroad Avenue, Cameron Street, Waban Street, Eaton Court, River Street, Lower Falls, Farms Railroad Station, Hills Railroad Station, Tailby, and Noanet); eighteen parks (Town Hall, Wellesley Square, Simons, Morton, Elm, Centennial, Rockridge Pond, Washington, Hillside Road, Memorial, Reed's Pond, Overbrook, Clancy's Hollow, Peabody, Sawyer, Shaw Common, Longfellow Pond, and Beebe Meadow);

seventy-five traffic islands at 58 locations throughout the Town; three walking paths or parkways (Fuller Brook, Caroline Path, and Cochituate Aqueduct); Wellesley Police Station; Sections of the State's Charles River Reservation; the Town Forest, the Back Forty Property, Weston Road & Brookside Road Community Gardens: and several Route 9 traffic islands.

General maintenance of these areas includes: periodic mowing, fertilizing, weed control, litter clean-up, leaf removal, fence repairs, shrub and tree care, painting and repairing structures, stump removal, master plans, path and trail maintenance, vandalism repairs, and special projects such as re-landscaping areas to improve aesthetics and to reduce maintenance requirements, and site preparation for special events. This includes planting over 7,000 tulip & daffodil bulbs annually.

Subprogram 520 - Tree Management

The objective of this subprogram is to preserve and maintain shade trees for the aesthetic enjoyment of the public and the enhancement of Wellesley's environment. The care of over 6,000 inventoried public shade trees along with forested areas in Wellesley are included in this subprogram. Routine maintenance is conducted as required to all of these trees. The care includes: vandalism repairs as needed; storm damage repairs, winter moth and other insect controls, as well as poison ivy and other herbicide treatments in accordance with State regulations; shade and park tree planting and management of new trees for one or two years; tree and stump removals as necessary; and other tree care according to need. In addition, clearance requirements are maintained for streets and sidewalks where visibility and safety problems exist.

Subprogram 530 - Equipment Maintenance

This subprogram maintains the Park & Tree Program's inventory of 160 pieces specialized equipment. It also includes the cost of maintaining the division's over-the-road vehicles. Special equipment maintained by Park and Tree personnel includes two (2) weed harvester, large riding mowers, trimming mowers, three (3) tractors with attachments, small riding mowers with attachments, hand-held weed trimmers, chain saws, leaf blowers, turf sweeping/vacuums, line-stripping machines, seed spreaders/slicers, tractor attachments, and an assortment of recreational equipment (swings, goals, etc.), generators, pumps, beach equipment, hand tools, tree trimming tools, and turf-care tools.

Storage facilities for this equipment are provided at the Park/Highway garage, the Park shed, the Sprague Field House and several storage containers at the Hunnewell Field complex. The division's small equipment shop also repairs small equipment for other divisions and departments as required.

Subprogram 490 - Winter Maintenance

This subprogram funds Park & Tree employees engaged in Winter Maintenance activities during normal working hours. All winter maintenance overtime activities are funded through the DPW's Winter Maintenance Program 456.

Subprogram 961 – Vacation/Holiday/Sick

The purpose of the Vacation/Holiday/Sick subprogram is to track time away from work for vacations, holidays, sick time, personal leave, jury duty and any other paid time off. All time off is earned and granted according to Town policies.

Subprogram 962 - Administration

This subprogram manages labor, material, and equipment, and provides supervision and leadership for the Park and Tree program.

Activities include overseeing the daily operation of the Park & Tree functions and supervising employees and equipment assigned to the Park and Tree Division. Additional duties of this subprogram include: preparing the budget and overseeing expenditures; preparing monthly and annual reports; recording and tracking resident's service requests; preparing and updating master plans, updating an 5-year capital improvement plans; developing handbooks and manuals; review and development of landscape design plans; providing assistance to the public, DPW divisions and Town organizations including the Natural Resources Commission, the Wetlands Protection Committee, the Board of Selectmen, Planning Board, Building Department, School Department, Recreation Department, Veterans' Council, Fire, Police, Housing Authority and the Library; and meeting regulatory requirements of agencies such as the Wetlands Protection Committee, Zoning Board of Appeals, Design Review Board, Massachusetts Departments of Conservation (DCR), Agricultural Resources (DAR), and Environmental Protection (DEP).

Subprogram 991 - DPW Work for Others – Not Reimbursed

This subprogram includes funding for all services provided to DPW tax impact programs with no reimbursement. Work performed for the Water & Sewer Enterprise Funds and all other Town Departments is funded through work order transfers from those departments and is described further below.

Other Sources of Funds**415 - Street Permit Program**

The Park & Tree Division charges the Engineering Division's Street Permit Program for inspection of street permit activities to ensure compliance with town standards

992 - Work for Others

Work completed at the request of other Departments for recurring and one-time projects. Work includes items such as tree planting for the NRC, Moses Pond weed harvesting, and landscaping services for the Selectmen Parking Lots and the Facilities Maintenance Department.

992 - Work for Others – Enterprise

Work completed at the request of the Water & Sewer Division for recurring and one-time projects such as grounds keeping at water treatment plants and sewer pump stations and mowing grass at the reservoirs.

995 – Capital

Work completed on Park & Tree Capital Projects such as athletic fields, playgrounds, tennis & basketball courts, and traffic island rehabilitation.

PARK AND TREE DIVISION

FY2021 OPERATING REQUEST

DIVISION SUMMARY

PERSONAL SERVICES

		FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	--VARIANCE-- FY2021 - FY2020(\$) FY2021 - FY2020(%)	
490	WINTER MAINTENANCE	72,120	109,311	91,235	55,131	55,617	486	0.9%
500	MAINTAIN ACTIVE REC AREAS	235,400	229,147	239,802	301,821	303,114	1,293	0.4%
510	MAINTAIN PASSIVE REC AREAS	151,221	199,219	201,728	292,204	296,434	4,230	1.4%
520	TREE MANAGEMENT	116,514	149,770	105,947	127,167	125,583	-1,584	-1.2%
530	EQUIPMENT MAINTENANCE	42,002	43,407	50,970	52,322	53,322	1,000	1.9%
961	VACATION/HOLIDAY/SICK	183,726	183,080	169,647	161,249	162,627	1,378	0.9%
962	ADMINISTRATION	288,973	299,707	292,136	259,017	266,738	7,721	3.0%
991	WORK FOR OTHERS (NOT REIMBURSED)	36,370	43,531	67,382	20,466	19,995	-471	-2.3%
	TAX IMPACT APPROPRIATION	1,126,326	1,257,172	1,218,847	1,269,377	1,283,430	14,053	1.1%
415	STREET PERMIT PROGRAM	11,307	10,330	10,735	11,837	11,838	1	0.0%
992	WORK FOR OTHERS	114,105	123,497	116,633	145,423	147,081	1,658	1.1%
992 -	WORK FOR OTHERS - ENTERPRISE	16,103	15,778	28,142	57,452	57,882	430	0.7%
995	CAPITAL	60,335	74,296	55,780	56,482	59,264	2,782	4.9%
	OTHER SOURCES	201,851	223,901	211,291	271,194	276,065	4,871	1.8%
	PERSONAL SERVICES TOTAL	1,328,177	1,481,073	1,430,138	1,540,571	1,559,495	18,924	1.2%

EXPENSES

500	MAINTAIN ACTIVE REC AREAS	71,245	70,661	49,790	100,350	96,000	-4,350	-4.3%
510	MAINTAIN PASSIVE REC AREAS	22,315	20,695	28,892	19,900	41,000	21,100	106.0%
520	TREE MANAGEMENT	10,891	16,206	16,686	30,000	31,000	1,000	3.3%
530	EQUIPMENT MAINTENANCE	133,670	162,115	229,765	183,500	197,500	14,000	7.6%
962	ADMINISTRATION	26,311	23,130	35,813	38,820	35,800	-3,020	-7.8%
991	WORK FOR OTHERS	22,717	13,764	7,451	0	0	0	0.0%
	TAX IMPACT APPROPRIATION	287,148	306,571	368,398	372,570	401,300	28,730	7.7%
	EXPENSES TOTAL	287,148	306,571	368,398	372,570	401,300	28,730	7.7%
	PS + EXPENSE TOTAL APPROPRIATION	1,413,474	1,563,744	1,587,245	1,641,947	1,684,730	42,783	2.6%

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Assistant Superintendent	1.00	1.00	1.00	1.00	1.00
Landscape Planner	0.74	0.74	0.74	0.93	0.93
General Foreman	1.00	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
Construction Foreman A	1.00	1.00	1.00	1.00	1.00
Horticulturist Technician	1.00	1.00	1.00	1.00	1.00
Field Foreman A	1.00	1.00	1.00	1.00	1.00
Foreman A - Fuller Brook	-	1.00	1.00	1.00	1.00
Tree Care Foreman A	1.00	1.00	1.00	1.00	1.00
Lead Tree Climber	1.00	1.00	1.00	1.00	1.00
Tree Climber	2.00	2.00	2.00	2.00	2.00
Park Construction Craftsman	1.00	1.00	1.00	1.00	1.00
Technical Services Craftsman	1.00	1.00	1.00	1.00	1.00
Park Facilities Technician	1.00	1.00	1.00	1.00	1.00
Groundskeeper (Foreman)	2.00	2.00	2.00	2.00	2.00
Groundskeeper	3.00	3.00	3.00	3.00	3.00
Park Maintenance Worker	1.00	1.00	1.00	1.00	1.00
Total Number of Positions	19.74	20.74	20.74	20.93	20.93

PROGRAM 440 - RECYCLING AND DISPOSAL

Program Objective

To operate and maintain recycling, disposal, and refuse collection systems in an effective and efficient manner in order to protect the public health, prevent pollution, and to conserve energy and natural resources. Table 1 below shows a variety of RDF Statistics including projected tons and revenue.

Subprogram 540 - Recycling

This subprogram is responsible for transferring recyclables from residential, municipal and commercial waste streams. Activities consist of: collecting, separating, packaging/baling, marketing, selling, and delivering recyclable materials; developing new market sources and maximizing revenue opportunities; monitoring and promoting participation to increase the number of participants and the tonnage recycled; educating about the recycling program; and controlling the quality of recyclable materials. Materials recycled include newspapers, cardboard, mixed paper, glass, metal, aluminum, refundable beverage containers, steel, plastic, wood, and other special wastes.

This subprogram also includes disposal of hazardous wastes in a safe and environmentally sound manner and to promote the reduction and reuse of products containing hazardous materials purchased and used by Wellesley residents. Some hazardous materials are collected year round at the RDF and other household hazardous products are collected on a single day in the spring. Additional recycling activities are funded through Recycling Business Initiatives subprogram 590.

Subprogram 550 - Trash Disposal

Subprogram activities include collection, processing, compacting and loading non-recyclable solid waste for hauling for disposal. All non-recyclable waste is dumped in the transfer haul building and then loaded into 100-CY containers for transfer.

Subprogram 560 - Earth Products

Subprogram activities include: the separation, windrowing, and screening of leaves and grass clippings; grinding of brush; development of markets; and preparation and distribution of educational materials on composting practices.

Subprogram 490 - Winter Maintenance

This subprogram provides support to the Highway Division's winter maintenance effort. This subprogram provides funding for RDF personnel providing services during regular working hours. All overtime activities are funded from the Winter Maintenance Program 456.

Subprogram 962 - Administration

Subprogram activities include planning, organizing, staffing, supervising, directing, and controlling the RDF program. The preferred method of solid waste disposal is by recycling. Solid waste that is not recycled is compacted and hauled to a licensed landfill.

Subprogram 976 - Site and Facilities Operations and Maintenance

This subprogram includes RDF site maintenance related to the drop-off areas, sheds, storage containers, truck scale, drainage structures, retaining walls, fencing, signage, fuel pumps and pole lighting,

Other Sources of Funds**Subprogram 992 - DPW Work for Others**

RDF Work for Others typically includes the collection of trash and recyclable materials from Town Departments. Pickup from Water & Sewer facilities are charged to Work for Other – Enterprise.

Subprogram 590 - Business Initiatives Program

This subprogram provides funds to purchase and process recyclable materials when there is an opportunity to sell these items for a “profit” (i.e., additional recycling revenue to the General Fund, over and above the cost for the materials and processing). This budget is offset by an equal amount of projected revenues, so there is no net impact on the overall Town budget balance. The RDF will tap into these funds only when a profitable opportunity arises, with the resulting revenues going to the Town’s General Fund. If no profitable opportunities are available, unspent funds at year-end will be returned to the General Fund.

Business Initiatives Summary

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Plan	FY20 Revised	FY21 Plan
Business Initiatives Revenue	\$254,225	\$184,692	\$55,529	\$60,000	\$20,000	\$20,000
Business Initiatives Expenses						
Personal Services	\$57,237	\$52,718	\$14,063	\$28,000	\$9,000	\$9,000
Expenses	\$45,668	\$67,523	\$10,925	\$17,000	\$5,000	\$5,000
Total Bus. Initiatives Expenses	\$102,905	\$120,241	\$30,541	\$45,000	\$14,000	\$14,000
Business Initiatives Net Revenue	\$151,320	\$64,451	\$139,692	\$15,000	\$6,000	\$6,000
Return on Investment	60%	54%	55%	53%	30%	30%

RDF Statistics

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Plan	FY20 Revised	FY21 Plan
RECYCLING						
Recycled Tons	3,649	3,711	3,793	3,500	3,800	3,500
Recycled Tons - Business Initiatives	3,870	2,835	998	1,000	1,000	1,000
Total Recycled Tons	7,519	6,546	4,791	4,500	4,800	4,500
Recycling Revenues (\$)	\$210,063	\$204,492	\$171,353	\$200,000	\$115,000	\$100,000
Recycling Revenues - Business Initiatives (\$)	\$254,225	\$184,692	\$55,529	\$60,000	\$20,000	\$20,000
Total Recycling Revenue	\$464,288	\$389,185	\$226,882	\$260,000	\$135,000	\$120,000
TRASH DISPOSAL						
Commercial Tons	1,699	2,557	2,071	2,300	2,500	2,300
Residential Tons	5,306	5,260	4,567	6,000	4,000	5,500
Municipal Tons	299	381	319	300	300	300
Total Tons Hauled	7,304	8,198	6,957	8,600	6,800	8,100
Tipping Revenue (\$) (Including Wood)	\$288,302	\$382,776	\$345,916	\$290,000	\$500,000	\$460,000
EARTH PRODUCTS						
Earth Products - Commercial Tons	626	741	460	575	575	575
Earth Products - Municipal Tons	1,174	983	1,002	775	775	775
Total Tons Weighed	1,800	1,724	1,462	1,350	1,350	1,350
Earth Products Revenue (\$)	\$44,190	\$60,409	\$64,511	\$25,000	\$25,000	\$25,000
Snow Permits and Tipping Revenue	\$15,275	\$22,220	\$17,011	\$10,000	\$10,000	\$10,000
Total Revenue – All sources	\$812,055	\$854,590	\$654,320	\$585,000	\$670,000	\$615,000
BALER, COMPACTOR AND OTHER RDF EQUIPMENT STABILIZATION FUND						
Starting Balance	\$732,000	\$732,942	\$741,191	\$766,157	\$806,179	\$825,691
Yearly Appropriation	0	0	0	11,512	11,512	11,512
Fund Transfers/Interest Earned	942	8,249	64,989	996	8,000	8,000
Equipment Replacement	0	0	0	0	0	0
Available Balance	\$732,942	\$741,191	\$806,179	\$778,665	\$825,691	\$845,203
BALER, COMPACTOR AND OTHER RDF EQUIPMENT REPAIR FUND						
Starting Balance	\$0	\$24,776	\$50,402	\$55,402	\$103,562	\$123,562
Metals Sales (Included in Revenues Above)	32,026	54,242	53,159	20,000	40,000	20,000
Equipment Repairs	8,250	28,616	0	-20,000	-20,000	-20,000
Available Balance	\$24,776	\$50,402	\$103,562	\$55,402	\$123,562	\$123,562

RECYCLING AND DISPOSAL FACILITY

FY2021 OPERATING REQUEST

DIVISION SUMMARY

PERSONAL SERVICES

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	--VARIANCE--	
						FY2021 - FY2020(\$)	FY2021 - FY2020(%)
490 WINTER MAINTENANCE	29,625	16,182	2,653	3,651	3,353	-298	-8.2%
540 RECYCLING	270,869	252,191	281,672	403,580	427,241	23,661	5.9%
550 TRASH DISPOSAL	181,705	246,423	184,783	204,238	206,372	2,134	1.0%
560 EARTH PRODUCTS	8,404	20,134	9,108	49,744	49,469	-275	-0.6%
961 VACATION/HOLIDAY/SICK	138,970	149,523	146,344	127,787	127,425	-362	-0.3%
962 ADMINISTRATION	232,983	197,056	251,181	203,336	199,089	-4,247	-2.1%
976 FACILITIES & GROUNDS	89,898	44,362	55,660	55,880	57,247	1,367	2.4%
TAX IMPACT APPROPRIATION	948,254	920,472	926,002	1,048,216	1,070,196	21,980	2.1%
540 BUSINESS INITIATIVES	57,237	52,718	14,063	58,526	58,526	0	0.0%
992 WORK FOR OTHERS	17,011	4,945	4,801	3,802	3,808	6	0.2%
992 - WORK FOR OTHERS - ENTERPRISE	3,642	4,927	4,207	1,318	1,320	2	0.2%
OTHER SOURCES	77,890	62,590	23,071	63,646	63,654	8	0.0%
PERSONAL SERVICES TOTAL	1,026,144	983,062	949,073	1,111,862	1,133,850	21,988	2.0%

EXPENSES

540 RECYCLING	104,609	119,352	115,939	168,512	168,512	0	0.0%
550 TRASH DISPOSAL	666,408	647,344	677,822	716,000	692,475	-23,525	-3.3%
560 EARTH PRODUCTS	35,800	39,445	19,575	35,000	35,000	0	0.0%
962 ADMINISTRATION	31,923	34,093	44,043	30,600	30,600	0	0.0%
976 FACILITIES & GROUNDS	68,810	82,557	69,687	24,380	24,380	0	0.0%
996 EQUIPMENT MAINTENANCE	225,251	225,703	204,398	214,800	214,800	0	0.0%
TAX IMPACT APPROPRIATION	1,132,677	1,148,494	1,131,463	1,189,292	1,165,767	-23,525	-2.0%
540 BUSINESS INITIATIVES	46,822	67,523	10,924	74,655	74,655	0	0.0%
OTHER SOURCES	46,822	67,523	10,924	74,655	74,655	0	0.0%
EXPENSES TOTAL	1,179,499	1,216,017	1,142,387	1,263,947	1,240,422	-23,525	-1.9%
PS + EXPENSE TOTAL APPROPRIATION	2,080,931	2,068,965	2,057,465	2,237,508	2,235,963	-1,545	-0.1%

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Superintendent	1.00	1.00	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
General Foreman	1.00	1.00	1.00	1.00	1.00
Foreman A	2.00	2.00	2.00	2.00	2.00
Transfer Haul Trailer Operator (A)	1.00	1.00	1.00	1.00	1.00
Transfer Haul Equipment Operator (B)	4.00	4.00	4.00	4.00	4.00
Industrial Truck Operator	1.00	1.00	1.00	1.00	1.00
VECE/Rubbish Driver	2.00	2.00	2.00	2.00	2.00
Total Number of Positions	14.00	14.00	14.00	14.00	14.00

PROGRAM 450 - MANAGEMENT SERVICES

Program Objective

To manage, direct and support the activities of the Department of Public Works to provide public works and public services in an efficient and effective manner.

The activities of this program include those of the Director and Assistant Director and their immediate staff in support of the DPW tax-impact programs. Similar to a chief executive function in a corporation, day-to-day management is carried out under the policies of the Board of Public Works. Functions include the overall supervision and management of the Engineering, Park & Highway, Recycling and Disposal, Fleet Services and Management Services Divisions and programs. Responsibilities include the integration of all capital resources including money, labor, material, equipment and facilities in order to deliver effective public services in an efficient manner. Also included are the functions of planning, programming, budgeting, organizing and staffing, controlling, systems development, data processing management, public information services, and maintenance of central files.

Personal services and expenses for the Management Services Division are apportioned between this program budget and the Water and Sewer enterprise funds.

Other Sources of Funds

Work for Others

Includes office administrative and accounting support for Fleet Maintenance accounts payable, accounts receivable, data entry, and document management tasks.

Enterprise Fund Support

The Water & Sewer Enterprise Funds pay for Management Division salaries on a fixed allocation basis for budgeting, accounting, and management services. Allocations are reviewed periodically to determine the appropriate amounts to be allocated.

MANAGEMENT DIVISION

FY2021 OPERATING REQUEST

DIVISION SUMMARY

PERSONAL SERVICES

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	—VARIANCE— FY2021 - FY2020(\$)	FY2021 - FY2020(%)
961 VACATION/HOLIDAY/SICK	42,687	55,068	52,273	51,778	52,835	1,057	2.0%
962 ADMINISTRATION	319,050	317,344	303,726	341,437	325,380	-16,057	-4.7%
TAX IMPACT APPROPRIATION	361,737	372,412	355,999	382,958	378,215	-4,743	-1.2%
992 - ENTERPRISE FUND SUPPORT	333,095	344,267	325,814	380,359	376,988	-3,371	-0.9%
OTHER SOURCES	333,095	344,267	325,814	380,359	376,988	-3,371	-0.9%
PERSONAL SERVICES TOTAL	694,832	716,679	681,813	763,317	755,203	-8,114	-1.1%

EXPENSES

962 ADMINISTRATION	23,374	23,322	23,488	24,070	24,070	0	0.0%
TAX IMPACT APPROPRIATION	23,374	23,322	23,488	24,070	24,070	0	0.0%
EXPENSES TOTAL	23,374	23,322	23,488	24,070	24,070	0	0.0%
PS + EXPENSE TOTAL APPROPRIATION	385,111	395,735	379,487	407,028	402,285	-4,743	-1.2%

PERMANENT STAFFING (FTEs)

Position Titles:

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Director	1.00	1.00	1.00	1.00	1.00
Executive Assistant	2.00	2.00	2.00	2.00	2.00
Programs Manager/Assistant Director	1.00	1.00	1.00	1.00	1.00
Sr. Management Analyst	1.00	1.00	1.00	1.00	1.00
Database/Applications Manager	1.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Safety Coordinator	1.00	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
Total Number of Positions	9.00	9.00	9.00	9.00	9.00

PROGRAM 454 – FLEET SERVICES

Program Objective

To provide supplementary funding for Fleet Services costs not otherwise covered by the fees charged to Fleet Customers.

Subprogram activities consist of the maintenance and repair of Town vehicles and equipment, plus administrative and recordkeeping functions of Fleet Services. The cost of maintaining approximately 130 pieces of equipment (e.g., sedans, pickup trucks, and utility trucks, trucks with gross vehicle weights of 10,000 lbs. and up, front-end loaders, backhoes, crane/backhoe, snow loaders/blowers, sidewalk tractors, and street sweepers) are distributed to the appropriate programs and subprograms being served. Fleet Services charges an hourly rate, plus the cost of parts. The indirect costs of managing Fleet Services and not charged out to customers are included in this budget.

The facilities used to maintain equipment of all DPW divisions consist of a repair shop with 5 bays (two of which are drive-through), a stockroom, welding shop and an inspection bay. Emissions testing equipment is available in order to test vehicles in accordance with the state's enhanced emission standards. Materials and costs associated with this subprogram include a portion of the cost of indirect labor and indirect expenses.

FLEET MAINTENANCE SERVICE SHOP

FY2021 OPERATING REQUEST

DIVISION SUMMARY

PERSONAL SERVICES

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	--VARIANCE-- FY2021 - FY2020(\$) FY2021 - FY2020(%)	
454 INDIRECT LABOR SUBSIDY	143,105	157,767	160,922	165,000	170,775	5,775	3.5%
TAX IMPACT APPROPRIATION	143,105	157,767	160,922	165,000	170,775	5,775	3.5%
421 FLEET INDIRECT LABOR	76,191	113,182	162,048	159,197	159,197	0	0.0%
422 FLEET DIRECT LABOR	103,858	119,434	125,299	319,502	302,974	-16,528	-5.2%
OTHER SOURCES	180,049	232,616	287,347	478,699	462,171	-16,528	-3.5%
PERSONAL SERVICES TOTAL	323,154	390,383	448,269	643,699	632,946	-10,753	-1.7%

EXPENSES

454 FLEET ADMINISTRATION	43,462	51,749	73,488	43,462	43,462	0	0.0%
TAX IMPACT APPROPRIATION	43,462	51,749	73,488	43,462	43,462	0	0.0%
421 FLEET DIRECT EXPENSES	412,343	561,600	542,859	693,538	693,538	0	0.0%
OTHER SOURCES	412,343	561,600	542,859	693,538	693,538	0	0.0%
EXPENSES TOTAL	455,805	613,349	616,347	737,000	737,000	0	0.0%
PS + EXPENSE TOTAL APPROPRIATION	186,567	209,516	234,410	208,462	214,237	5,775	2.8%

PERMANENT STAFFING (FTEs)

Position Titles:

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Director	1.00	1.00	1.00	1.00	1.00
Executive Assistant	2.00	2.00	2.00	2.00	2.00
Programs Manager/Assistant Director	1.00	1.00	1.00	1.00	1.00
Sr. Management Analyst	1.00	1.00	1.00	1.00	1.00
Database/Applications Manager	1.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Safety Coordinator	1.00	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
Total Number of Positions	9.00	9.00	9.00	9.00	9.00

PROGRAM 456 - WINTER MAINTENANCE

Program Objective

To sand, salt, plow and remove ice and snow from streets, ways, walks and pavement areas to allow safe vehicle and pedestrian traffic for the convenience and safety of the public and all emergency services (police, fire, ambulance), and to provide access to other support services (e.g., food, fuel, medical). This program funds all overtime work by Tax Impact divisions associated with winter maintenance, all straight time and overtime winter maintenance work by DPW Enterprise fund employees, and all expenses for winter maintenance activities.

Program activities include: the plowing of streets, sidewalks, school yards, municipal parking lots, town building lots, and recreation areas; sanding or salting of streets and sidewalks; removing snow and ice from commercial and repairing damage from plows.

Approximately 224 lane miles of streets and 60 miles of sidewalks are maintained. The program also provides winter maintenance services for Town buildings, around 12 schools, in the Town's three business districts, and in various non-metered municipal parking lots. Materials and costs associated with these functions include the cost of labor, equipment use, sand and salt, equipment rental, general supplies and other materials. Winter Maintenance of metered parking lots is funded from parking meter receipts and is not included in subprogram totals. The total Winter Maintenance budget provides for approximately 100 crew hours of plowing and road treatment operations, approximately 2,500 tons of salt/sand, contracted equipment and vehicle maintenance and operation.

Winter Maintenance Tax Impact Operating Budget and Statistics

	FY15	FY16	FY17	FY18	FY19
	Actual	Actual	Actual	Actual	Actual
Personal Services	\$ 460,694	\$ 139,904	\$ 255,438	\$ 321,307	\$ 254,798
Expenses	\$ 912,953	\$ 454,538	\$ 590,607	\$ 548,308	\$ 551,176
FEMA Reimbursement	\$ 136,500	\$ -	\$ -	\$ 187,942	\$ -
TOTAL	\$ 1,237,147	\$ 594,442	\$ 846,045	\$ 681,673	\$ 805,974
Salting/Sanding Events	15	8	11	16	13
Plowing Events	7	4	5	8	6
Removal Events	6	0	2	2	2
Flooding Events	0	0	0	0	0
TOTAL	28	12	18	26	21

WINTER MAINTENANCE

FY2021 OPERATING REQUEST

DIVISION SUMMARY

EXPENSES

491 WINTER MAINTENANCE
TAX IMPACT APPROPRIATION

EXPENSES TOTAL

PS + EXPENSE TOTAL APPROPRIATION

					--VARIANCE--	
FY2017	FY2018	FY2019	FY2020	FY2021	FY2021 -	FY2021 -
ACTUAL	ACTUAL	ACTUAL	PLAN	REQUEST	FY2020(\$)	FY2020(%)
846,045	869,615	805,974	366,355	379,177	12,822	3.5%
846,045	869,615	805,974	366,355	379,177	12,822	3.5%
846,045	869,615	805,974	366,355	379,177	12,822	3.5%
846,045	869,615	805,974	366,355	379,177	12,822	3.5%



Town of *Wellesley*

FY2021 Budget Request

Department of Public Works: Mission, Services, & Priorities

MISSION STATEMENT

The Town of Wellesley Department of Public Works is dedicated to providing in a safe and cost effective manner the essential, emergency and maintenance services, together with information and planning support, to protect, maintain, and improve the Town's assets and infrastructure for the safety and well-being of the community.

MAJOR GOALS

Five major goals are derived from the themes in the mission statement. Each major goal has one or more objective and strategy. The goals and objectives are discussed in a general way throughout the program, sub program and function narratives of the tax impact budget. The five major goals are:

- To Provide Essential Services
- To Provide Emergency Services
- To Provide Maintenance Services
- To Provide Information and Planning Support
- To Protect, Maintain and Improve the Town's Assets and Infrastructure

and to do all of the above at the highest standards in a safe and cost effective manner.

VISION STATEMENT

To be recognized by the community for outstanding services to the Town which are achieved through careful planning and implementation, continuous improvements, and by developing teamwork through good support and training.

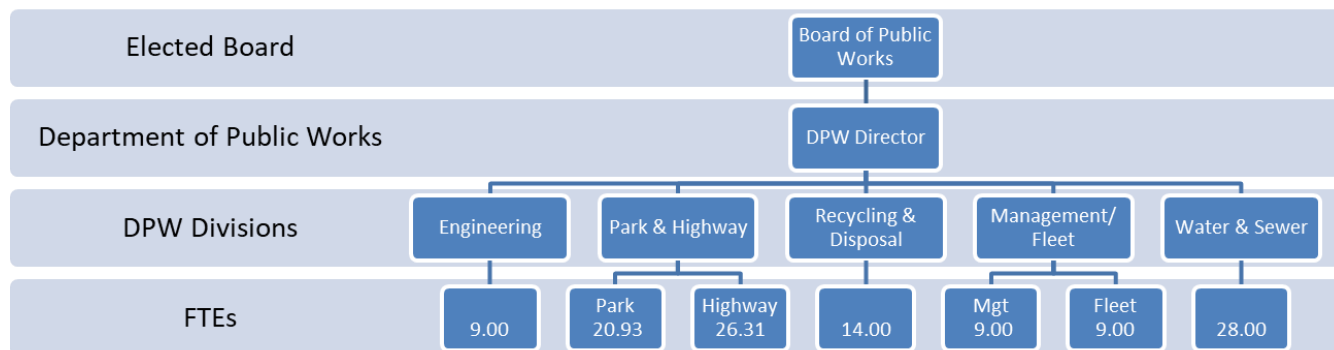
VALUE STATEMENT

Our value statement indicates the qualities and characteristics the Department holds in esteem as it goes about its work:

We value the supportive environment that allows our productive spirit and professional capabilities to serve the Wellesley community.

Department Description and Organizational Structure

Overseen by the 3-person elected Board of Public Works, the DPW provides essential public works, water and sewer utilities, and other services. Funding for these services includes both tax revenues and customer payments. Town tax revenues fund the DPW Engineering, Park and Highway, Recycling and Disposal, and Management Services/Fleet Divisions. DPW services financed by tax revenues are often referred to as the DPW “tax-impact programs.” Rate-paying customers fund the services provided by the DPW Water and Sewer Divisions, which do not affect the Town’s tax rate. Budgets for these programs are referred to as “Enterprise Fund programs”.



	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
PERMANENT STAFFING (FTEs)					
Position Titles:					
Engineering	10.00	10.00	9.00	9.00	9.00
Highway	26.31	26.31	26.31	26.31	26.31
Park & Tree	19.74	20.74	20.74	20.93	20.93
Recycling and Disposal	14.00	14.00	14.00	14.00	14.00
Management	9.00	9.00	9.00	9.00	9.00
Fleet Maintenance	9.00	9.00	9.00	9.00	9.00
Total Tax Impact Budget Positions	88.05	89.05	88.05	88.24	88.24
 Water & Sewer	 28.00	 28.00	 28.00	 28.00	 28.00
Total DPW Positions	116.05	117.05	116.05	116.24	116.24

Water & Sewer Enterprise Fund Programs

The Water Division provides water supply, storage and distribution to residential, commercial and institutional customers. The Town’s water supply system includes wells, pumping stations, treatment facilities and a distribution system with two underground reservoirs. Water is supplied primarily from Town wells and is supplemented by the Massachusetts Water Resources Authority (MWRA). The principal expenses of the Water Division are for the maintenance and operation of the Town wells and distribution system, as well as for the purchase of supplemental water from the MWRA. In general, water purchased from the MWRA is more expensive than water produced from Town wells. The expenses of the Water Division are funded through the Water Fund, which is “non-tax impact.” Revenues are received from rates charged to users. The budget is designed to break-even on a cash flow basis in a “moderate” water usage year. Water usage is subject to unpredictable, weather-related variation, which can affect revenues and expenses. To offset this

variability, the Water Division budget includes a substantial contingency. Overall, cash and equivalents in the Water Fund at the end of FY21 are projected to be \$4.0 million. Interest earned goes to the Town's General Fund.

The Sewer Division provides for the construction, operation, and maintenance of the Town's sanitary sewer system including trunks, force mains and laterals and pumping and lift stations. Sewage is sent to the Massachusetts Water Resources Authority (MWRA) for treatment at the Deer Island Wastewater Treatment Plant. MWRA charges represent 75% of the Sewer Division's expenses. The expenses of the Sewer Division are funded through the Town's Sewer Enterprise Fund, which is non-tax impact. Revenues are received through rates charged to users based on indoor water use. To offset the variability in revenue, the Sewer Division budget includes a substantial contingency. Overall, cash and equivalents in the Sewer Fund at the end of FY21 are projected to be \$1.8 million. Interest earned goes to the Town's General Fund.

FY 2021 Goals

Meeting maintenance targets on a regular basis is key to the protection of the Town's assets and infrastructure. Water & Sewer goals include continuing the town-wide Water Meter Change-out, ongoing leak detection, and improvements to both water and sewer infrastructure.

Water & Sewer Enterprise Fund Budget Request

The combined Water & Sewer Enterprise Fund Budget is \$19,843,897, which is an increase of \$805,214 or 5.1% over FY 2020.

Enterprise Budget Personal Services and Staffing

- The personal services budget includes a 2.5% increase for Management Pay Plan and Group 40 staff. Production and Supervisory contracts expire at the end of FY20 and we have included a placeholder in this budget to account for the results of the upcoming collective bargaining negotiations with the unions.

Enterprise Budget Expenses

- The projected MWRA charge includes increases of \$174,122 for sewer and \$442,300 for water. Based on these budgets we are projecting that a 0% water rate increase and a 4% sewer rate increase will be required next year.

FY2021 WATER AND SEWER OPERATING BUDGET SUMMARY
TOWN OF WELLESLEY DEPARTMENT OF PUBLIC WORKS

COMBINED WATER & SEWER BUDGET SUMMARY	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Plan	FY2021 Request	Increase/Decrease
Personal Services	\$ 2,459,353	\$ 2,455,852	\$ 2,453,891	\$ 2,750,130	\$ 2,846,930	\$ 96,800 3.5%
MWRA Expenses	\$ 6,516,044	\$ 7,343,880	\$ 7,231,609	\$ 7,510,878	\$ 8,127,300	\$ 616,422 8.2%
All Other Operating Expenses	\$ 2,417,322	\$ 2,318,174	\$ 2,279,150	\$ 2,671,321	\$ 2,733,709	\$ 62,388 2.3%
Personal Services and Expenses Subtotal	\$ 11,392,719	\$ 12,117,906	\$ 11,964,650	\$ 12,932,329	\$ 13,707,939	\$ 775,610 6.0%
Interest Expenses	\$ 174,372	\$ 160,122	\$ 189,522	\$ 174,197	\$ 174,197	\$ - 0.0%
Non-Operating Expenses	\$ 594,520	\$ 594,354	\$ 586,850	\$ 586,520	\$ 586,520	\$ - 0.0%
Depreciation	\$ 1,387,557	\$ 1,393,509	\$ 1,388,285	\$ 1,423,509	\$ 1,433,509	\$ 10,000 0.7%
Emergency Reserve				\$ 926,489	\$ 946,093	\$ 19,604 2.1%
Non-Operating Subtotal	\$ 2,156,449	\$ 2,147,985	\$ 2,164,657	\$ 3,110,715	\$ 3,140,319	\$ 29,604 1.0%
Total Operating & Non-Operating Expenses	\$ 13,549,168	\$ 14,265,891	\$ 14,129,307	\$ 16,043,044	\$ 16,848,258	\$ 805,214 5.0%
Total Water & Sewer Capital Budget	\$ 6,492,912	\$ 6,492,912	\$ 2,957,864	\$ 2,838,548	\$ 2,995,639	\$ 157,091 5.5%
Total Water & Sewer Budget	\$ 20,042,080	\$ 20,758,803	\$ 17,087,171	\$ 18,881,592	\$ 19,843,897	\$ 962,305 5.1%
WATER BUDGET SUMMARY						
Personal Services	\$ 1,711,149	\$ 1,743,903	\$ 1,722,485	\$ 1,886,544	\$ 1,953,039	\$ 66,495 3.5%
MWRA Water	\$ 1,056,294	\$ 1,742,278	\$ 1,485,700	\$ 1,440,000	\$ 1,882,300	\$ 442,300 30.7%
All Other Operating Expenses	\$ 1,803,900	\$ 1,723,569	\$ 1,771,941	\$ 2,026,172	\$ 2,082,478	\$ 56,306 2.8%
Personal Services and Expenses Subtotal	\$ 4,571,343	\$ 5,209,750	\$ 4,980,126	\$ 5,352,716	\$ 5,917,817	\$ 565,101 10.6%
Interest Expenses	\$ 104,086	\$ 95,011	\$ 129,936	\$ 114,611	\$ 114,611	\$ - 0.0%
Non-Operating Expenses	\$ 521,540	\$ 536,520	\$ 536,520	\$ 536,520	\$ 536,520	\$ - 0.0%
Depreciation	\$ 953,718	\$ 945,330	\$ 922,226	\$ 965,330	\$ 975,330	\$ 10,000 1.0%
Emergency Reserve				\$ 434,916	\$ 472,649	\$ 37,733 8.7%
Non-Operating Subtotal	\$ 1,579,344	\$ 1,576,861	\$ 1,588,682	\$ 2,051,377	\$ 2,099,110	\$ 47,733 2.3%
Total Operating & Non-Operating Expenses	\$ 6,150,687	\$ 6,786,611	\$ 6,568,808	\$ 7,404,093	\$ 8,016,927	\$ 612,834 8.3%
Water Capital Budget (including debt principal)	\$ 5,387,889	\$ 5,387,889	\$ 2,046,841	\$ 1,651,841	\$ 2,061,432	\$ 409,591 24.8%
Water Total Budget	\$ 11,538,576	\$ 12,174,500	\$ 8,615,649	\$ 9,055,934	\$ 10,078,359	\$ 1,022,425 11.3%
SEWER BUDGET SUMMARY						
Personal Services	\$ 748,204	\$ 711,949	\$ 731,406	\$ 863,586	\$ 893,891	\$ 30,305 3.5%
MWRA Sewer	\$ 5,459,750	\$ 5,601,602	\$ 5,745,909	\$ 6,070,878	\$ 6,245,000	\$ 174,122 2.9%
All Other Operating Expenses	\$ 613,422	\$ 594,605	\$ 507,209	\$ 645,149	\$ 651,231	\$ 6,082 0.9%
Personal Services and Expenses Subtotal	\$ 6,821,376	\$ 6,908,156	\$ 6,984,524	\$ 7,579,613	\$ 7,790,122	\$ 210,509 2.8%
Interest Expenses	\$ 70,286	\$ 65,111	\$ 59,586	\$ 59,586	\$ 59,586	\$ - 0.0%
Non-Operating Expenses	\$ 72,980	\$ 57,834	\$ 50,330	\$ 50,000	\$ 50,000	\$ - 0.0%
Depreciation	\$ 433,839	\$ 448,179	\$ 466,059	\$ 458,179	\$ 458,179	\$ - 0.0%
Emergency Reserve				\$ 491,573	\$ 473,444	\$ (18,129) -3.7%
Non-Operating Subtotal	\$ 577,105	\$ 571,124	\$ 575,975	\$ 1,059,338	\$ 1,041,209	\$ (18,129) -1.7%
Total Operating & Non-Operating Expenses	\$ 7,398,481	\$ 7,479,280	\$ 7,560,499	\$ 8,638,951	\$ 8,831,331	\$ 192,380 2.2%
Sewer Capital Budget (including debt principal)	\$ 1,105,023	\$ 1,105,023	\$ 911,023	\$ 1,186,707	\$ 934,207	\$ (252,500) -21.3%
Sewer Total Budget	\$ 8,503,504	\$ 8,584,303	\$ 8,471,522	\$ 9,825,658	\$ 9,765,538	\$ (60,120) -0.6%

PROGRAM 470 - WATER

Program Objective

To construct, operate and maintain wells, pumps, distribution lines and storage systems in order to provide a potable and reliable water supply for residential and commercial uses and fire protection; and to practice and promote conservation and protection of water resources.

Wellesley's water supply consists of ten wells and a 150-mile distribution system with two sets of underground reservoirs having a combined storage capacity of 6 million gallons. Wellesley's water is supplied from its own wells with a supplemental supply from the Massachusetts Water Resources Authority (MWRA). The system is fully metered.

Subprogram 710 - Source of Supply (Operation and Maintenance of Wells)

The purpose of the Source of Supply Subprogram is to provide an adequate supply for delivery of potable water to customers.

Subprogram activities include the maintenance of Wellesley's water supply system which consists of ten wells: four at Morse's Pond; four off Wellesley Avenue; and the Longfellow and Rosemary wells off Route 9. Subprogram activities also include maintenance of the MWRA supply main along the Route 128 corridor. Most of Wellesley's water is supplied by these wells, although a supplementary supply is available from the MWRA and is used extensively in the summer months.

Major items of expense incurred in operating and maintaining these facilities include the cost of labor, materials, chemicals, and supplies. Operation expenses also include the cost of purchased water from Needham and Natick that provide water to approximately 100 households bordering Needham and Natick, as well as water charges from the MWRA.

Subprogram 720 - Pumping and Treatment

The purpose of the Pumping and Treatment subprogram is to pump and treat water for distribution to water users and to provide treated water that meets all Federal and State public health safe drinking water standards.

Subprogram activities include the operation and maintenance of the system's pumping stations and 3 treatment facilities. In FY15, 1.07 billion gallons of water were pumped from local supplies or purchased from the MWRA, for an average daily volume of 2.84 million gallons.

Pumping station facilities consist of stations at Morse's Pond, Wellesley Avenue, T.F. Coughlin (also off Wellesley Avenue), the Longfellow and Rosemary stations (off Route 9 in Wellesley Hills), and the Hegarty station (off Cedar Street). The treatment facilities are at Morse's Pond, Wellesley Avenue, and Longfellow station.

Major items of expense incurred in these activities include the cost of labor, materials used, and expenses incurred in the maintenance of pumping at water treatment facilities (structures and

equipment). Expenses also include the cost of purchased power, chemicals, supplies, equipment use, testing services (including both equipment calibration and water quality monitoring), and allocated insurance and retirement expense.

Subprogram 730/740 - Transmission and Distribution

The purpose of the Transmission and Distribution subprogram is to provide a system for the effective, efficient, and reliable delivery of potable water to customers.

Subprogram activities include the operation and maintenance of storage facilities, booster station equipment, distribution lines including street mains, hydrants, water meters, associated equipment and structures, and customer services. Operation and maintenance activities include: routine inspection of storage facilities; operating and lubricating gates and valves; keeping operational records; operation of mains, services, and hydrants; routine patrolling; observing and recording pressures; flushing mains and hydrants; detecting and correcting leaks; cross-connections; removing and resetting, disconnecting and reconnecting, changing and relocating meters and associated equipment; turning on and shutting off service; inspecting and testing meters and maintaining meter history records; supervising customer installations work; and servicing customer requests.

The distribution system consists of: two sets of underground reservoirs on Maugus and Pierce hills, respectively, which provide a total storage capacity of 6 million gallons; 150 miles of distribution lines; 1300 hydrants; and 12,188 water meters. Materials and costs associated with transmission and distribution activities include cost of labor, equipment use, allocated insurance and retirement expense, and maintenance and repair supplies.

Subprogram 940 - Customer Accounts

The purpose of the Customer Accounts subprogram is to provide and maintain an efficient customer service system including billing and collection functions and to provide services and information for encouraging conservation and the efficient use of water. The costs of the Customer Accounts activities are shared between Water, Sewer and Electric.

The Personal Services for this Subprogram are now Direct Charges. The Customer Accounts subprogram provides customer services such as meter reading, customer records and collection activities; the processing of customer applications and deposits; preparation and mailing of regular and special billings; follow-up on unpaid and overdue accounts; servicing of customer inquiries and complaints; compilation of usage statistics and reports; and promotion of water conservation practices. Costs and materials associated with subprogram activities include the cost of labor, equipment use, allocated insurance and retirement expenses, postage and mailing expenses, data processing expenses and office supplies.

Subprogram 960 - Administration

The purpose of the Administration subprogram is to manage and integrate funds, material, labor, and equipment to provide an effective and efficient and reliable potable water program.

Subprogram activities include the managerial functions of planning, budgeting, scheduling, staffing, and controlling Wellesley's Water Program. Functions directed and coordinated include constructing, operating and maintaining wells, pumps, water distribution lines, and storage systems to provide a potable and reliable water supply for residential and commercial uses and for fire protection; and for promoting conservation and protection of water resources. Costs and materials associated with this subprogram include the administrative and general salaries, allocated insurance and retirement expenses, equipment use, office supplies, professional services, property insurance, damages, conferences, and interest expense.

Subprogram 976 - Facilities and Grounds

This subprogram operates and maintains the Water & Sewer garage, office and adjacent grounds. The main building contains approximately 24,000 square feet of offices, locker rooms, restrooms, workshops, inventory storage, equipment and vehicle storage areas.

Water Division Capital Program

The Water Division Capital Program is intended to maintain and improve the infrastructure of the water system to ensure the dependable operation of the system for the foreseeable future and avoid catastrophic failure of any part of the system.

Principal components of the program are:

- Maintenance and Improvements to Water Supply and Treatment Facilities
- Maintenance and Repair of Water Distribution System
- Maintenance and Repair of Water Meters
- Repair and Replacement of Buildings and Vehicles

Water Supply and Treatment Maintenance and Improvements

The primary goal of the Water Division is to supply safe water in sufficient quantities to meet domestic and commercial needs and public safety. This portion of the capital budget includes funding to clean the Town's wells as needed to optimize yield. In addition, funding is provided to maintain well yields through the installation of satellite wells, and to upgrade the water treatment plant equipment.

Maintenance and Repair of Water Distribution System

The ability to distribute water safely and in sufficient quantities throughout the town is also critical to the workings of the water system. A study of the distribution system has identified projects that will improve water pressure and quality as well as update older portions of the system. The Water Division has prioritized the recommendations of the study and the capital program provides for one improvement project to be undertaken each year. Under this plan, the entire improvement program would be spread over the next 30+ years.

Maintenance and Repair of Water Meters

The accuracy of water meters throughout the system allows a fair distribution of the cost of both water and sewer services. This portion of the capital budget funds the periodic testing (and repair, if needed) of the large water meters and also covers the cost of smaller meters that may

become damaged due to freezing, etc. In FY16 the Division will begin a multi-year Town wide replacement program to change out the water meters and associated meter reading system.

Repair and Replacement of Buildings and Vehicles

Repairs to buildings and replacement of vehicles are carried out on an as-needed basis to protect these valuable and critical assets of the Division.

WATER DIVISION

FY2021 OPERATING REQUEST

DIVISION SUMMARY

PERSONAL SERVICES

		FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	—VARIANCE— FY2021 - FY2020(\$)	FY2021 - FY2020(%)
710	SOURCE OF SUPPLY	39,324	43,265	45,308	70,109	69,759	-350	-0.5%
720	PUMPING & TREATMENT	375,908	406,031	386,847	345,376	346,396	1,020	0.3%
740	DISTRIBUTION	718,792	744,011	693,502	858,669	902,989	44,320	5.2%
940	CUSTOMER SERVICES	99,362	89,900	80,013	121,345	126,530	5,185	4.3%
962	ADMINISTRATION	459,106	460,695	475,313	472,047	486,865	14,818	3.1%
976	FACILITIES & GROUNDS	18,657	18,556	19,796	18,998	20,500	1,502	7.9%
992	WORK FOR OTHERS (REIMBURSED)	74	0	520	0	0	0	0.0%
	OPERATING APPROPRIATION	1,711,222	1,762,459	1,701,298	1,886,544	1,953,039	66,495	3.5%
992	WORK FOR OTHERS	52,012	21,902	61,827	11,603	11,515	-88	-0.8%
993	NON OPERATING	120,317	97,892	134,080	167,372	166,607	-765	-0.5%
995	CAPITAL	69,935	58,130	56,330	42,464	41,981	-483	-1.1%
	OTHER SOURCES	242,264	177,924	252,237	221,439	220,103	-1,336	-0.6%
	PERSONAL SERVICES TOTAL	1,953,486	1,940,383	1,953,536	2,107,983	2,173,142	65,159	3.1%

EXPENSES

710	SOURCE OF SUPPLY	117,986	97,517	61,278	98,000	90,500	-7,500	-7.7%
714	MWRA	1,056,294	1,742,278	1,485,700	1,440,000	1,882,300	442,300	30.7%
720	PUMPING & TREATMENT	694,114	699,303	756,912	824,008	840,011	16,003	1.9%
740	DISTRIBUTION	430,646	428,829	506,083	520,088	538,847	18,759	3.6%
940	CUSTOMER SERVICES	141,995	141,094	121,042	149,026	154,600	5,574	3.7%
962	ADMINISTRATION	273,776	295,633	347,513	341,219	362,689	21,470	6.3%
962-	OPEB	110,307	38,500	38,500	38,500	38,500	0	0.0%
976	FACILITIES & GROUNDS	35,145	33,643	40,880	55,331	57,331	2,000	3.6%
	OPERATING APPROPRIATION	2,856,727	3,476,797	3,357,908	3,466,172	3,964,778	498,606	14.4%
999	INTEREST EXPENSE	104,086	95,011	129,936	114,611	114,611	0	0.0%
999-	DEPRECIATION	953,718	945,330	922,226	965,330	975,330	10,000	1.0%
	NON OPERATING EXPENSES	1,057,804	1,040,341	1,052,162	1,079,941	1,089,941	10,000	0.9%
	EXPENSES TOTAL	3,914,531	4,517,137	4,410,069	4,546,113	5,054,719	508,606	11.2%
	PS + EXPENSE TOTAL APPROPRIATION	4,567,949	5,239,256	5,059,206	5,352,716	5,917,817	565,101	10.6%
	TOTAL	5,868,017	6,457,521	6,363,605	6,654,096	7,227,861	573,765	8.6%

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Superintendent	1.00	1.00	1.00	1.00	1.00
Assistant Superintendent	1.00	1.00	1.00	1.00	1.00
Project Engineer	1.00	1.00	1.00	1.00	1.00
General Foreman	2.00	2.00	2.00	2.00	2.00
Office Administrator	1.00	1.00	1.00	1.00	1.00
Foreman A	3.00	3.00	3.00	3.00	3.00
Lead Treatment Operator	1.00	1.00	1.00	1.00	1.00
Primary Water Treatment Operator	4.00	4.00	4.00	4.00	4.00
Meter Foreman	1.00	1.00	1.00	1.00	1.00
Meter Cross Connection Technician	1.00	1.00	1.00	1.00	1.00
Poewer Shovel Operator	2.00	2.00	2.00	2.00	2.00
Stockman	1.00	1.00	1.00	1.00	1.00
General Mechanic	5.00	5.00	5.00	5.00	5.00
Truck Driver & Laborer	3.00	3.00	3.00	3.00	3.00
Laborer	1.00	1.00	1.00	1.00	1.00
Total Number of Positions	28.00	28.00	28.00	28.00	28.00

TOWN OF WELLESLEY DEPARTMENT OF PUBLIC WORKS
WATER ENTERPRISE FUND
FY2021 BUDGET - COMPARATIVE INCOME STATEMENT

Statement of Activities

	FY2018 Actual	FY2019 Actual	FY2020 Plan	FY2021 Plan	Variance Increase (Decrease)	% INC/DEC
OPERATING REVENUE:	\$ 7,023,029	\$ 6,864,830	\$ 5,988,536	\$ 5,655,736	(332,800)	-4.8%
<i>Rate Adjustment - %</i>	0.0%	Estimate: 0%	Estimate: 0%	Estimate: 0%		
<i>Units Sold (CCF)</i>	1,222,324 CCF	1,178,817 CCF	1,089,000 CCF	1,089,000 CCF		
OPERATING EXPENSES:						
Source of Supply - MWRA Charges	\$ 1,742,278	\$ 1,485,700	\$ 1,440,000	\$ 1,882,300	442,300	30.7%
Source of Supply - Other Expenses	\$ 139,160	\$ 104,511	\$ 168,109	\$ 160,259	(7,850)	-4.7%
Pumping & Treatment	\$ 1,140,171	\$ 1,125,816	\$ 1,169,384	\$ 1,186,407	17,023	1.5%
Transmission & Distribution	\$ 1,135,238	\$ 1,151,473	\$ 1,378,757	\$ 1,441,836	63,079	4.6%
Customer Accounts	\$ 226,299	\$ 195,047	\$ 270,371	\$ 281,130	10,759	4.0%
Facilities and Grounds	\$ 50,833	\$ 58,928	\$ 74,329	\$ 77,831	3,502	4.7%
Administrative & General	\$ 665,465	\$ 820,151	\$ 813,266	\$ 849,554	36,288	4.5%
OPEB	\$ 110,307	\$ 38,500	\$ 38,500	\$ 38,500	0	0.0%
Depreciation	\$ 945,330	\$ 922,226	\$ 965,330	\$ 975,330	10,000	1.0%
TOTAL OPERATING EXPENSES	\$ 6,155,080	\$ 5,902,351	\$ 6,318,046	\$ 6,893,147	575,101	9.1%
OPERATING INCOME	\$ 867,949	\$ 962,478	\$ (329,510)	\$ (1,237,411)	(907,901)	-275.5%
OTHER INCOME (EXPENSES):	\$ (172,946)	\$ (293,102)	\$ (192,546)	\$ (192,546)	0	0.0%
CHANGE IN NET ASSETS	\$ 695,003	\$ 669,376	\$ (522,056)	\$ (1,429,957)	(907,901)	-173.9%

TOWN OF WELLESLEY DEPARTMENT OF PUBLIC WORKS
WATER ENTERPRISE FUND
FY2021 BUDGET - COMPARATIVE STATEMENT OF CASH FLOWS

Statement of Cash Flows

	FY2018 Actual	FY2019 Actual	FY2020 Plan	FY2021 Plan
CASH FLOWS FROM OPERATING ACTIVITIES:				
Operating Income	\$ 867,949	\$ 962,478	\$ (329,510)	\$ (1,237,411)
<i>Adjustments To Reconcile Operating Income To Net Cash Provided By Operating Activities:</i>				
Depreciation & Amortization	\$ 945,330	\$ 922,226	\$ 965,330	\$ 975,330
Loss On Disposal Of Fixed Assets	\$ -	\$ -	\$ -	\$ -
<i>Changes In Assets And Liabilities:</i>				
Accounts Receivable - Customers (Increase)	\$ (126,965)	\$ 149,925	\$ -	\$ -
Materials & Supplies	\$ (4,310)	\$ 5,869	\$ -	\$ -
Due From Capital Projects Fund				
Other Current Assets	\$ -			
Accounts Payable & Accrued Liabilities	\$ -	\$ -	\$ -	\$ -
Customer Deposits And Advances (Decrease)	\$ -	\$ -	\$ -	\$ -
Adjustment - MWRA Plan to Actual	\$ -	\$ -	\$ -	\$ -
Total Adjustments	\$ 814,055	\$ 1,078,020	\$ 965,330	\$ 975,330
NET CASH PROVIDED BY OPERATING ACTIVITIES	\$ 1,682,004	\$ 2,040,498	\$ 635,820	\$ (262,081)
CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES				
Proceeds from non-operating activities	\$ 458,585	\$ 493,688	\$ 458,585	\$ 458,585
Proceeds for non-operating activities	\$ (536,520)	\$ (536,520)	\$ (536,520)	\$ (536,520)
Auditors' Changes in Fair Market Value of Investments/Other Adjustments				
Interest Paid	\$ (95,011)	\$ (218,836)	\$ (114,611)	\$ (114,611)
[Interest Received is included in Revenue]				
NET CASH - NON CAPITAL FINANCING ACTIVITIES	\$ (172,946)	\$ (261,668)	\$ (192,546)	\$ (192,546)
CASH FLOWS FROM CAPITAL & RELATED FINANCING ACTIVITIES				
Proceeds from BAN/Bond (Wtr Meters)	\$ 1,000,000			
Proceeds from Bond (Morses Satellite Wells)	\$ -	\$ -	\$ -	\$ -
Proceeds from MWRA Loan	\$ -	\$ -	\$ 350,000	\$ 350,000
Principal Payments on General Obligation Bond (Wtr Treatment Plants/Sat Wells)	\$ (300,000)	\$ (130,000)	\$ (130,000)	\$ (130,000)
Principal Payments on BAN/Bond (Wtr/Swr Facility)	\$ -	\$ (170,000)	\$ (165,000)	\$ (162,500)
Principal Payments on BAN/Bond (Remote Meters)	\$ -	\$ (92,000)	\$ (90,000)	\$ (410,000)
Repayment of MWRA Loan	\$ (68,440)	\$ (51,841)	\$ (86,841)	\$ (90,932)
Capital Expenditures	\$ (631,695)	\$ (1,631,301)	\$ (700,000)	\$ (1,260,000)
Remote Meter Capital Expenditure (2016 ATM Approved \$4.1M)	\$ -			
Contribution In Aid Of Construction	\$ -	\$ -	\$ -	\$ -
NET CASH (used for) PROVIDED BY CAPITAL/RELATED FINANCING ACTIVITIES	\$ (134)	\$ (2,075,142)	\$ (901,841)	\$ (1,711,432)
NET INCREASE (DECREASE) IN CASH AND EQUIVALENTS	\$ 1,508,924	\$ (296,312)	\$ (458,567)	\$ (2,166,059)
Offset -- Set Aside to Capital Reserve				
CASH AND EQUIVALENTS: BEGINNING OF YEAR	\$ 7,378,848	\$ 8,887,772	\$ 8,591,460	\$ 8,132,893
CASH AND EQUIVALENTS: END OF YEAR	\$ 8,887,772	\$ 8,591,460	\$ 8,132,893	\$ 5,966,834

TOWN OF WELLESLEY DEPARTMENT OF PUBLIC WORKS
WATER ENTERPRISE FUND
FY2021 OPERATING BUDGET - COMPARATIVE STATEMENT OF FINANCIAL POSITION

Statement of Financial Position

	FY18 Actual	FY2019 Actual	FY2020 Plan	FY2021 Plan
ASSETS				
CURRENT ASSETS:				
Cash & Equivalents On Deposit With Town Treasurer	\$ 8,887,772	\$ 8,591,460	\$ 8,132,893	\$ 5,966,834
Adjustment - Due from Capital Project				
Accounts Receivable	\$ 834,356	\$ 684,431	\$ 684,431	\$ 684,431
Reserve for Uncollectables	\$ (6,075)	\$ (6,076)	\$ (6,076)	\$ (6,076)
Materials & Supplies	\$ 180,576	\$ 174,707	\$ 174,707	\$ 174,707
Due From Capital Project Fund	\$ (1,000,000)	\$ (1,000,000)	\$ (1,000,000)	\$ (1,000,000)
TOTAL CURRENT ASSETS	\$ 8,896,629	\$ 8,444,522	\$ 7,985,955	\$ 6,819,896
PROPERTY, PLANT & EQUIPMENT				
Plant and distribution facilities	\$ 31,403,563	\$ 33,246,585	\$ 33,848,091	\$ 35,108,091
Vehicles and other equipment	\$ 1,191,294	\$ 2,017,514	\$ 2,322,514	\$ 2,627,514
Total	\$ 32,594,857	\$ 35,264,099	\$ 36,170,604	\$ 37,735,604
Less accumulated depreciation	\$ (17,942,996)	\$ (18,840,594)	\$ (19,805,924)	\$ (20,781,254)
	\$ 14,651,861	\$ 16,423,505	\$ 16,364,681	\$ 16,954,351
Construction work in progress	\$ 1,315,508	\$ 221,506	\$ 400,000	\$ 400,000
Net Property, Plant and Equipment	\$ 15,967,369	\$ 16,645,011	\$ 16,764,681	\$ 17,354,351
TOTAL ASSETS	\$ 24,863,998	\$ 25,089,532	\$ 24,750,635	\$ 24,174,246
LIABILITIES AND FUND EQUITY				
Accounts Payable	\$ -	\$ -	\$ -	\$ -
Accrued Liabilities	\$ 22,635	\$ 25,771	\$ 25,771	\$ 25,771
Customer Deposits	\$ 34,445	\$ 34,445	\$ 34,445	\$ 34,445
TOTAL CURRENT LIABILITIES	\$ 57,080	\$ 60,216	\$ 60,216	\$ 60,216
Long Term Liabilities:				
General Obligation Water Bonds - Trinit Plants				
General Obligation Water Bonds - DPW Facility	\$ 1,624,650	\$ 1,454,650	\$ 1,284,650	\$ 1,114,650
General Obligation Water Bonds - Moses Wells	\$ 650,000	\$ 520,000	\$ 390,000	\$ 260,000
MWRA	\$ 213,388	\$ 161,547	\$ 354,706	\$ 547,865
Remote Meter Bond Principal	\$ 887,000	\$ 795,000	\$ 707,000	\$ 707,000
TOTAL LONG TERM LIABILITIES	\$ 3,375,038	\$ 2,931,197	\$ 2,736,356	\$ 2,629,515
TOTAL LIABILITIES	\$ 3,432,118	\$ 2,991,413	\$ 2,796,572	\$ 2,689,731
FUND EQUITY				
NET ASSETS:				
Invested in capital assets, net of related debt	\$ 12,479,331	\$ 13,713,813	\$ 14,028,324	\$ 14,724,835
Total Contributed Capital	\$ 12,479,331	\$ 13,713,813	\$ 14,028,324	\$ 14,724,835
Retained Earnings - Reserved	\$ 1,728,137	\$ 1,013,614	\$ 1,407,888	\$ 1,407,888
Fund Balance Reserved - Cont. Approp.	\$ 2,518,056	\$ 1,935,243	\$ 3,054,317	\$ 3,482,735
Undesignated Fund Balance	\$ 4,706,356	\$ 5,435,449	\$ 3,463,533	\$ 1,869,056
Retained Earnings	\$ 8,952,549	\$ 8,384,305	\$ 7,925,738	\$ 6,759,679
TOTAL FUND EQUITY	\$ 21,431,880	\$ 22,098,119	\$ 21,954,063	\$ 21,484,515
TOTAL LIABILITIES AND FUND EQUITY	\$ 24,863,998	\$ 25,089,532	\$ 24,750,635	\$ 24,174,246

Water Enterprise Fund -- 2020 Annual Town Meeting Motion

Motion:

That the sum of \$10,078,359 be appropriated for the Water Enterprise Fund, to be expended as follows:

Salaries	\$	1,953,039
Expenses (incl interst and all non-op exp)	\$	4,577,409
OPEB	\$	38,500
Depreciation	\$	975,330
Capital Outlay	\$	1,260,000
Debt	\$	801,432
Emergency Reserve	\$	472,649
Total Authorized Use of Funds	\$	10,078,359

And that \$10,078,359 be raised as follows:

Department Receipts	\$	6,464,321
Depreciation	\$	975,330
Retained Earnings	\$	2,638,708 <i>[\$5,468,410 max]</i>
Total Source of Funds	\$	10,078,359

Anticipated Sources and Uses of Funds

	Water Budget Plan	Approp Request w/ Contingency
Sources		
Water Fund Receipts		
Water Charges	\$ 5,655,736	
Other Charges	\$ -	
Subtotal - Operating Revenues	\$ 5,655,736	\$ 5,655,736
Other Cash Sources		
Depreciation	\$ 975,330	
Non-Operating Income	\$ 458,585	
Changes in Accts Receivable, Accts Payable, etc.	\$ -	
Interest Received	\$ -	
Contrib in Aid of Construction	\$ -	
Loan Proceeds	\$ 350,000	
Rate Stabilization	\$ 2,166,059	
Contingency - From Available Cash		\$ 472,649
Subtotal - Other Cash Sources	\$ 3,949,974	\$ 4,422,623
Total Sources	\$ 9,605,710	\$ 10,078,359
Uses		
Operating Expenses & Depreciation	\$ 6,893,147	
Contingency - 3%		\$ 206,794
Subtotal - Operating Expenses	\$ 6,893,147	\$ 7,099,941
Non-Operating Expenses (incl Interest)	\$ 651,131	
Contingency - 25%		\$ 162,783
Subtotal - Op & Non-Op Expenses	\$ 651,131	\$ 813,914
Capital Expenses & Debt Obligations		
Capital Outlay	\$ 1,260,000	
Expenditures of Contrib. in Aid of Construction	\$ -	
Debt (Principal)	\$ 801,432	
Contingency - 5%		\$ 103,072
Subtotal - Capital & Debt	\$ 2,061,432	\$ 2,164,504
Total Uses	\$ 9,605,710	\$ 10,078,359

PROGRAM 460 - SEWER

Program Objective

To construct, operate and maintain the sanitary sewerage system in an effective and efficient manner to avoid pollution and protect the health and well being of the public.

The Town's sanitary sewerage system consists of a 135-mile collection system and 19 pumping and lift stations. The collection system is comprised of 102,293 linear feet of trunk lines, 32,193 linear feet of force mains, and 581,000 linear feet of lateral sewers.

Subprogram 610 - Pumping

The purpose of the Pumping subprogram is to operate and maintain the sewer pumping facilities and equipment to ensure adequate flow of Town sewage to the MWRA system.

Subprogram activities include the operation and maintenance of pumping stations, structures, and equipment. Specific activities include supervision of pumping station operations; operating pumps, motors and engines, and other auxiliary apparatus; operating control and protective equipment; operating valves; keeping plant logs and records; testing, checking and adjusting meters, gauges and other instruments; and maintaining structures and equipment.

The sanitary sewerage system has 19 pumping stations. Costs and materials associated with this subprogram include the cost of labor, purchased power, technical and professional services, allocated insurance and retirement costs, equipment use, and maintenance and repair supplies and materials.

Subprogram 620 - Collection System

The purpose of the Collection System sub program is to operate and maintain the collection system to ensure proper flow of Town sewage to the MWRA system.

Subprogram activities include the operation and maintenance of trunks, laterals, and house connections. Specific activities include: supervising the operation of trunks, laterals, and services; routine patrolling and inspecting manholes and structures; observing and recording flow; flushing and rodding trunks and laterals; maintaining trunks and laterals; supervising house connection work; testing and inspecting services; investigating and assessing customer service complaints including sewer rodding and maintenance services.

The collection system consists of 135 miles of trunks, force mains, and laterals. Costs and materials associated with this subprogram include the cost of labor, equipment use allocated insurance and retirement costs, MWRA operating and debt service assessments, and maintenance and repair supplies and chemicals.

Subprogram 960 - Sewer Administration

The purpose of the Sewer Administration subprogram is to manage and integrate resources in order to plan, design, construct, and operate an effective and efficient sanitary sewer program.

Subprogram activities include the managerial functions of planning, organizing, directing, budgeting, staffing, scheduling, and controlling the Wellesley Sewer program.

Costs and materials associated with this subprogram include the cost of administrative and general salaries, allocated retirement costs, office supplies and expenses, purchased services, damages, property insurance, conferences, and interest charges.

Subprogram 940 - Sewer Customer Accounts

The purpose of the Sewer Customer Accounts subprogram is to provide and maintain an efficient and professional customer service system including billing and collection functions.

The Personal Services for this Subprogram are now Direct Charges. Subprogram activities include customer billing, record keeping and collection work, customer services, and informational activities.

The Customer Services staff utilizes the Town's computer facilities via on-line, remote terminals, local PCs for producing tailored management reports, a postage and mailing/stuffing machine, and a letter-opening machine. This equipment and Customer Services staff are shared with Water and Electric Customer Account subprograms. Costs and materials associated with carrying out subprogram activities include the cost of labor, equipment use, allocated insurance and retirement costs, postage and, ailing costs, data processing expenses, and office supplies.

Subprogram 976 - Facilities and Grounds

This subprogram operates and maintains the Water & Sewer garage, office and adjacent grounds. The main building contains approximately 24,000 square feet of offices, locker rooms, restrooms, workshops, inventory storage, equipment and vehicle storage areas.

Sewer Division Capital Program

The Sewer Division Capital Program is intended to maintain and improve the infrastructure of the sewerage system to ensure the dependable operation of the system for the foreseeable future and avoid catastrophic failure of any part of the system.

Principal components of the program are:

- Maintenance and Repair of the Sewer Mains
- Pumping Station Improvements
- Repair and Replacement of Buildings and Vehicles

Maintenance and Repair of Sewer Mains

The biggest obstacles to the smooth operations of the Town's 130-mile sewer system are blockages and overloading of the system from infiltration and inflow. On an annual basis under

this portion of the capital program, 10 miles of sewer are television inspected for leaks, breaks and blockages, the sewers are cleaned of roots or other blockages, joints are tested and sealed, and major breaks or collapses are repaired. A portion of this work is reimbursable from the MWRA's Infiltration and Inflow Financial Assistance Program.

The capital budget also makes provisions for funding repairs to the shared Newton-Wellesley sewer main, should such repairs be needed.

Pumping Station Improvements

The sewerage system relies on 19 sewer lift stations to move flow from various areas of town to the system's gravity flow mains. Seventeen of the stations are small ejector stations; the other two are larger pump stations. Many of the stations are approaching 40 years old. Under this portion of the capital program, one of these ejector stations will be rehabilitated or replaced every other year. Since FY05, five of these small ejector stations have been rehabilitated.

Repair and Replacement of Buildings and Vehicles

Repairs to buildings and replacement of vehicles are carried out on an as-needed basis to protect these valuable and critical assets of the Division.

SEWER DIVISION

FY2021 OPERATING REQUEST

DIVISION SUMMARY

PERSONAL SERVICES

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	-VARIANCE- FY2021 - FY2020(\$)	FY2021 - FY2020(%)
610 PUMPING	101,681	77,562	81,639	181,070	181,911	841	0.5%
620 COLLECTION	299,648	314,323	314,519	308,929	313,945	5,016	1.6%
940 CUSTOMER SERVICES	65,847	57,012	50,842	49,594	63,908	14,314	28.9%
962 ADMINISTRATION	268,412	268,072	288,034	304,995	313,627	8,632	2.8%
976 FACILITIES & GROUNDS	18,657	18,556	19,540	18,998	20,500	1,502	7.9%
OPERATING APPROPRIATION	754,244	735,524	754,573	863,586	893,891	30,305	3.5%
993 ENTERPRISE NON OPERATING	31,119	12,419	11,595	5,487	5,220	-267	-4.9%
995 CAPITAL	540	3,009	28,833	9,582	9,807	225	2.3%
OTHER SOURCES	31,659	15,428	39,230	15,069	15,027	-42	-0.3%
PERSONAL SERVICES TOTAL	785,903	750,952	793,803	878,655	908,918	30,263	3.4%

EXPENSES

610 PUMPING	105,432	113,660	108,592	140,601	141,101	500	0.4%
620 COLLECTION	185,514	183,485	117,822	182,483	178,983	-3,500	-1.9%
621 MWRA ASSESSMENT	5,459,750	5,601,602	5,745,909	6,070,878	6,245,000	174,122	2.9%
940 CUSTOMER SERVICES	68,389	66,454	57,969	78,966	84,966	6,000	7.6%
962 ADMINISTRATION	151,172	155,502	139,814	181,960	182,142	182	0.1%
962- OPEB	47,275	16,500	16,500	16,500	16,500	0	0.0%
976 FACILITIES & GROUNDS	49,181	30,334	28,969	44,639	47,539	2,900	6.5%
996 EQUIPMENT MAINTENANCE	20,231	28,879	25,561	0	0	0	0.0%
OPERATING APPROPRIATION	6,086,944	6,196,416	6,241,137	6,716,027	6,896,231	180,204	2.7%
999 INTEREST EXPENSE	70,286	65,111	59,586	59,586	59,586	0	0.0%
999- DEPRECIATION	433,839	448,179	446,059	458,179	458,179	0	0.0%
NON OPERATING EXPENSES	504,125	513,290	505,645	517,765	517,765	0	0.0%
EXPENSES TOTAL	6,591,070	6,709,706	6,746,782	7,233,792	7,413,996	180,204	2.5%
PS + EXPENSE TOTAL APPROPRIATION	6,841,189	6,931,941	6,995,710	7,579,613	7,790,122	210,509	2.8%
TOTAL	7,376,973	7,460,659	7,540,585	8,112,447	8,322,914	210,467	2.6%

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Superintendent	1.00	1.00	1.00	1.00	1.00
Assistant Superintendent	1.00	1.00	1.00	1.00	1.00
Project Engineer	1.00	1.00	1.00	1.00	1.00
General Foreman	2.00	2.00	2.00	2.00	2.00
Office Administrator	1.00	1.00	1.00	1.00	1.00
Foreman A	3.00	3.00	3.00	3.00	3.00
Lead Treatment Operator	1.00	1.00	1.00	1.00	1.00
Primary Water Treatment Operator	4.00	4.00	4.00	4.00	4.00
Meter Foreman	1.00	1.00	1.00	1.00	1.00
Meter Cross Connection Technician	1.00	1.00	1.00	1.00	1.00
Power Shovel Operator	2.00	2.00	2.00	2.00	2.00
Stockman	1.00	1.00	1.00	1.00	1.00
General Mechanic	5.00	5.00	5.00	5.00	5.00
Truck Driver & Laborer	3.00	3.00	3.00	3.00	3.00
Laborer	1.00	1.00	1.00	1.00	1.00
Total Number of Positions	28.00	28.00	28.00	28.00	28.00

TOWN OF WELLESLEY DEPARTMENT OF PUBLIC WORKS
SEWER ENTERPRISE FUND
FY2021 BUDGET - COMPARATIVE INCOME STATEMENT

Statement of Activities

	FY 2017 Actual	FY 2018 Actual	FY2019 Actual	FY2020 Plan	FY2021 Plan	Variance Increase (Decrease)	% INC/DEC
OPERATING REVENUE:							
Sewer Charges	7,161,233	7,010,116	7,232,713	7,831,469	7,692,438	(139,031)	-1.8%
Rate Adjustment - %	4%	4%	0%	Estimate: 5%	Estimate: 5%		
Wellesley College Adjustment	519,095	550,852	556,883	520,000	550,000	30,000	5.8%
Other Revenue (Interest)	14,267	14,145	15,750	10,000	15,750	5,750	57.5%
OPERATING REVENUES	7,694,595	7,575,113	7,805,346	8,361,469	8,258,188	(103,281)	-1.4%
Units Sold (CCF)	815,490 CCF	796,633 CCF	784,538 CCF	809,700 CCF	809,700 CCF		
OPERATING EXPENSES:							
Pumping	207,113	191,221	190,231	321,671	323,012	1,341	0.4%
Collection System - MWRA Charges	5,459,750	5,601,602	5,745,909	6,070,878	6,245,000	174,122	2.9%
Collection System - Other Expenses	477,148	490,591	428,329	491,412	492,928	1,516	0.3%
Customer Accounts	134,236	123,466	108,811	128,560	148,874	20,314	15.8%
Facilities and Grounds	67,838	48,890	48,509	63,637	68,039	4,402	6.9%
Administrative & General	428,016	405,111	446,236	486,955	495,769	8,814	1.8%
OPEB	47,275	47,275	16,500	16,500	16,500	0	0.0%
Depreciation	433,839	448,179	446,059	458,179	458,179	0	0.0%
TOTAL OPERATING EXPENSES	7,255,215	7,356,335	7,430,584	8,037,792	8,248,301	210,509	2.6%
OPERATING INCOME	439,380	218,778	374,762	323,677	9,887	(313,790)	-96.9%
OTHER INCOME (EXPENSES):	(69,978)	(59,945)	(55,666)	(59,586)	(59,586)	0	0.0%
CHANGE IN NET ASSETS	369,402	158,833	319,097	264,091	(49,699)	(313,790)	-118.8%

TOWN OF WELLESLEY DEPARTMENT OF PUBLIC WORKS
SEWER ENTERPRISE FUND
FY2021 BUDGET - COMPARATIVE STATEMENT OF CASH FLOWS

Statement of Cash Flows

	FY2018 Actual	FY2019 Actual	FY2020 Plan	FY2021 Plan
CASH FLOWS FROM OPERATING ACTIVITIES:				
Operating Income	218,778	374,762	323,677	9,887
<i>Adjustments To Reconcile Operating Income To Net Cash Provided By Operating Activities:</i>				
Depreciation & Amortization	448,179	446,059	458,179	458,179
Loss On Disposal Of Fixed Assets				
<i>Changes In Assets And Liabilities:</i>				
Adjustment - MWRA Plan to Actual				
Accounts Receivable - Customers (Increase)	(73,680)	(16,692)	0	0
Accounts Payable and accrued liabilities (Decrease)	0	0	0	0
Total Adjustments	374,499	429,368	458,179	458,179
NET CASH PROVIDED BY OPERATING ACTIVITIES	593,277	804,130	781,856	468,066
CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES				
Proceeds from non-operating activities	63,000	54,250	50,000	50,000
Proceeds for non-operating activities	(57,834)	(50,330)	(50,000)	(50,000)
Auditors' Changes in Fair Market Value of Investments				
Interest Paid	(65,111)	(59,586)	(59,586)	(59,586)
Interest Received				
NET CASH - NON CAPITAL FINANCING ACTIVITIES	(59,945)	(55,666)	(59,586)	(59,586)
CASH FLOWS FROM CAPITAL & RELATED FINANCING ACTIVITIES				
Proceeds from BAN/Bond (DPW / Wtr / Swr Facility)				
Principal Payments (DPW / Wtr / Swr Facility)	(170,000)	(170,000)	(165,000)	(162,500)
Principal Payments on Sewer Improvement MWRA Loan	(55,816)	(91,707)	(121,707)	(151,707)
Capital Expenditures	(377,893)	(671,811)	(900,000)	(620,000)
Set Aside to Capital Reserve	0	0	0	0
Contribution In Aid Of Construction	0	0	0	0
Federal and State Grant proceeds (MWRA Grant)	146,826	0	300,000	363,750
Federal and State Grant proceeds (MWRA Loan)	179,454	0	150,000	121,250
NET CASH PROVIDED BY (USED FOR) CAPITAL & RELATED FINANCING ACTIVITIES	(277,429)	(933,518)	(736,707)	(449,207)
NET INCREASE (DECREASE) IN CASH AND EQUIVALENTS	255,903	(185,054)	(14,437)	(40,727)
Offset -- Set Aside to Capital Reserve				
CASH AND EQUIVALENTS: BEGINNING OF FISCAL YEAR	3,310,800	3,566,703	3,381,649	3,367,212
CASH AND EQUIVALENTS: END OF FISCAL YEAR	3,566,703	3,381,649	3,367,212	3,326,485

TOWN OF WELLESLEY DEPARTMENT OF PUBLIC WORKS
SEWER ENTERPRISE FUND
FY2021 OPERATING BUDGET - COMPARATIVE STATEMENT OF FINANCIAL POSITION

ASSETS	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Projected
CURRENT ASSETS:				
Cash and Equivalents, & Short Term Investments				
On Deposit with Town Treasurer	\$ 3,566,703	\$ 3,381,649	\$ 3,367,212	\$ 3,326,485
Due to/Due from				
Accounts Receivable	\$ 671,618	\$ 688,310	\$ 688,310	\$ 688,310
TOTAL CURRENT ASSETS	\$ 4,238,321	\$ 4,069,959	\$ 4,055,522	\$ 4,014,795
PROPERTY, PLANT & EQUIPMENT:				
Plant and collection system	\$ 25,561,181	\$ 27,347,523	\$ 28,093,223	\$ 28,713,223
Less accumulated depreciation	\$ (11,547,342)	\$ (11,993,402)	\$ (12,451,581)	\$ (12,909,760)
Net Property, Plant & Equipment	\$ 14,013,839	\$ 15,354,122	\$ 15,641,643	\$ 15,803,464
Construction Work In Progress	\$ 1,260,231	\$ 145,700	\$ 300,000	\$ 300,000
TOTAL FIXED ASSETS	\$ 15,274,069	\$ 15,499,822	\$ 15,941,643	\$ 16,103,464
TOTAL ASSETS	\$ 19,512,390	\$ 19,569,780	\$ 19,997,164	\$ 20,118,258
LIABILITIES AND FUND EQUITY				
CURRENT LIABILITIES				
Current Portion of MWRA Liability	\$ 172,500	\$ 172,500	\$ 170,000	\$ 170,000
Current Portion of General Obligation Bond Liability	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075
Accounts Payable				
TOTAL CURRENT LIABILITIES	\$ 174,575	\$ 174,575	\$ 172,075	\$ 172,075
LONG TERM DEBT				
Long Term Portion of General Obligation Bond Liability	\$ 1,452,150	\$ 1,282,150	\$ 1,112,150	\$ 942,150
Long Term Portion of MWRA Liability	\$ 346,902	\$ 255,195	\$ 590,854	\$ 590,854
TOTAL LONG TERM DEBT	\$ 1,799,052	\$ 1,537,345	\$ 1,703,004	\$ 1,533,004
TOTAL LIABILITIES	\$ 1,973,627	\$ 1,711,920	\$ 1,875,079	\$ 1,705,079
FUND EQUITY				
NET ASSETS:				
Invested in capital assets, net of related debt	\$ 13,302,518	\$ 13,789,977	\$ 14,068,639	\$ 14,400,460
Total Contributed Capital	\$ 13,302,518	\$ 13,789,977	\$ 14,068,639	\$ 14,400,460
Retained Earnings - Reserved	\$ 511,342	\$ 546,485	\$ 546,485	\$ 546,485
Fund Balance Reserved - Cont. Approp.	\$ 2,040,441	\$ 1,988,630	\$ 1,974,193	\$ 1,960,237
Undesignated Fund Balance	\$ 1,684,463	\$ 1,532,769	\$ 1,532,769	\$ 1,505,998
Retained Earnings	\$ 4,236,246	\$ 4,067,884	\$ 4,053,447	\$ 4,012,720
TOTAL FUND EQUITY	\$ 17,538,764	\$ 17,857,860	\$ 18,122,085	\$ 18,413,179
TOTAL LIABILITIES AND FUND EQUITY	\$ 19,512,390	\$ 19,569,780	\$ 19,997,164	\$ 20,118,258

Sewer Enterprise Fund -- 2020 Annual Town Meeting Motion

Motion:

That the sum of \$9,765,538 be appropriated for the Sewer Enterprise Fund, to be expended as follows:

Salaries	\$	893,891
Expenses (incl interst and all non-op exp)	\$	6,989,317
OPEB	\$	16,500
Depreciation	\$	458,179
Capital Outlay	\$	620,000
Debt	\$	314,207
Emergency Reserve	\$	473,444
Total Authorized Use of Funds	\$	9,765,538

And that \$9,765,538 be raised as follows:

Department Receipts	\$	8,793,188
Depreciation	\$	458,179
Retained Earnings	\$	514,171
Total Source of Funds	\$	9,765,538

\$ -

Anticipated Sources and Uses of Funds

	Sewer Budget Plan	Approp Request w/ Contingency
Sources		
Sewer Fund Receipts		
Sewer Charges	\$ 7,692,438	
Wellesley College	\$ 550,000	
Other Charges	\$ 15,750	
Subtotal - Operating Revenues	\$ 8,258,188	\$ 8,258,188
Other Cash Sources		
Depreciation	\$ 458,179	
Non-Operating Income	\$ 50,000	
Interest Received	\$ -	
Contrib in Aid of Construction	\$ -	
Grant Proceeds	\$ 363,750	
Loan Proceeds	\$ 121,250	
Rate Stabilization	\$ 40,727	
Contingency - From Available Cash		\$ 473,444
Subtotal - Other Sources of Cash	\$ 1,033,906	\$ 1,507,350
Total Sources	\$ 9,292,094	\$ 9,765,538
Uses		
Operating Expenses - Non MWRA & Depreciation	\$ 2,003,301	
Operating Expenses - MWRA Charges	\$ 6,245,000	
Contingency - 10% non-MWRA, 2% MWRA		\$ 325,230
Subtotal - Operating Expenses	\$ 8,248,301	\$ 8,573,531
Non-Operating Expenses (incl Interest)	\$ 109,586	
Contingency - 50%		\$ 54,793
Subtotal - Op & Non-Op Expenses	\$ 109,586	\$ 164,379
Capital Expenses & Debt Obligations		
Capital Outlay	\$ 620,000	
Expenditures of Contrib. in Aid of Construction	\$ -	
Debt (Principal)	\$ 314,207	
Contingency - 10%		\$ 93,421
Subtotal - Capital & Debt	\$ 934,207	\$ 1,027,628
Total Uses	\$ 9,292,094	\$ 9,765,538

Board of Library Trustees



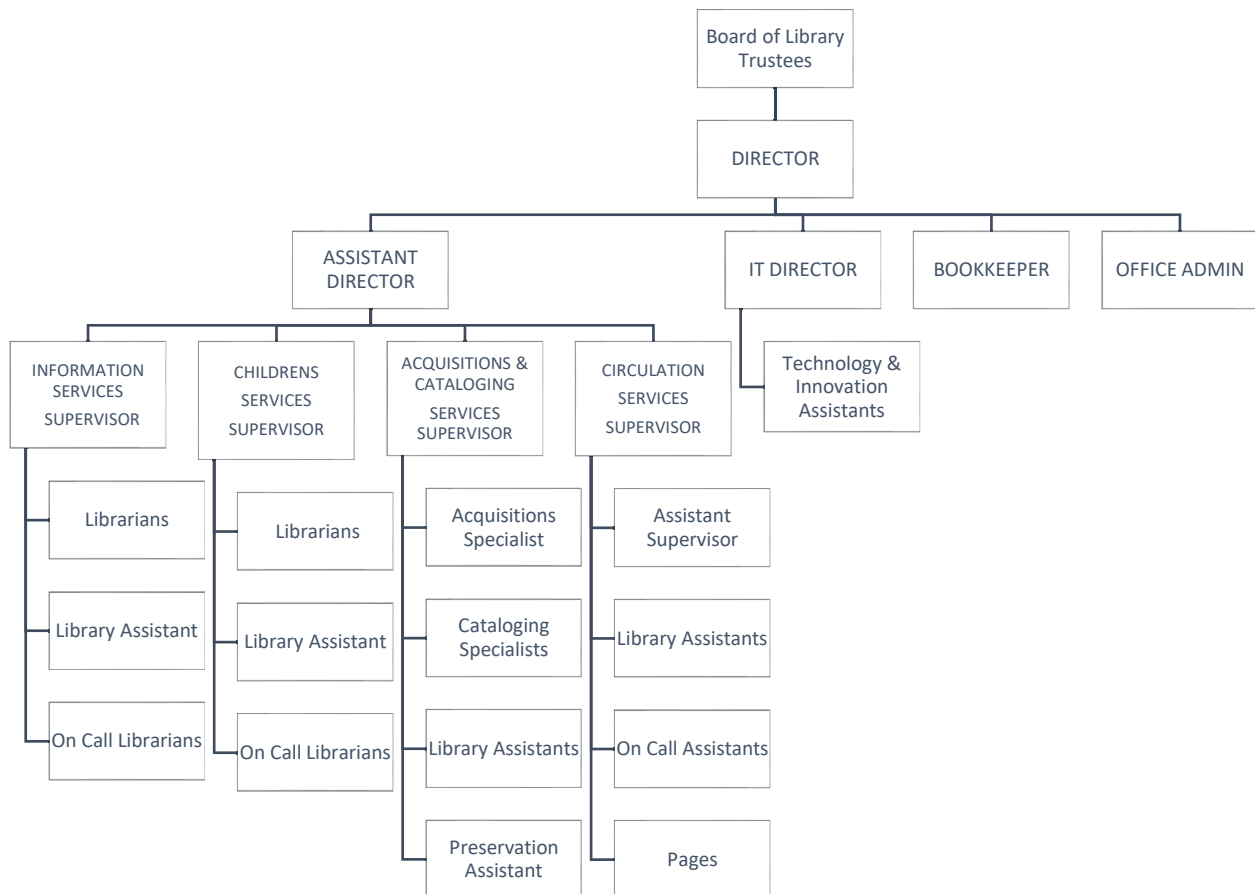


Town of *Wellesley*
FY2021 Budget Request
Library: Mission, Services & Priorities

Mission Statement

The mission of the Wellesley Free Library is to serve as a community gathering place, a cultural destination, and a gateway to ideas for residents of all ages and interests. Through comprehensive collections and innovative spaces, technologies and programs, the Wellesley Free Library provides free and convenient access to information both within and beyond its walls.

Organizational Chart



Board of Library Trustees

The Board of Library Trustees is responsible for overseeing the management of the Wellesley Free Library (WFL), which includes the Main Library at 530 Washington Street, the Wellesley Hills Branch at 210 Washington Street and the Fells Branch at 308 Weston Road. In addition, the library hosts a very robust website that can be considered a “virtual branch.”

Department Description

The Wellesley Free Library (WFL) circulated 782,598 items in FY19. Over 36,000 patrons of all ages attended 1,550 library programs and 125 volunteers donated over 7,500 hours of service to the library in FY19. In addition to offering print and non-print materials (DVDs, CDs, audio books, Library of Things), the WFL offers access to databases, e-books, digital magazines and downloadable audio. Online book renewal and self-checkout continue to be popular, contributing to efficiencies that allow for enhanced service to patrons through better allocation of personnel. An Automated Materials Handler (AMH) has been installed and patrons celebrated its grand opening in August 2019. Patrons are also taking increased advantage of the library website that allows extensive online access to library materials and services.

The FY21 priorities for the WFL arise from the 2019-2023 Library Strategic Plan (which can be found on the WFL website): a redesign of the main library interior space to meet changing needs and enhancement of technology service for patrons and staff are the two primary short-term goals.

The WFL is a part of three information technology networks: the Minuteman Library Network, a wide area network consisting of 41 libraries in 60 locations; the WFL local area network (LAN) which enables file and print sharing for staff, internet connectivity and printing for wireless users; and the town network (2 computers within WFL) which allows the library department to access MUNIS, Wellesley’s integrated financial software package. WFL IT, a leader within the Minuteman Network, currently consists of one full time and two 16-hour library staff members who are responsible for the operation and maintenance of over 200 pieces of hardware including PCs, iMacs, iPads, self-checks, printers, PC reservation stations, servers, printers, scanners, security systems, microfilm readers and all AV equipment in public meeting rooms used by both patrons and staff. In addition, WFL IT acts as webmaster for the library’s website and manages the Library’s software subscription services.

Tax Impact Budget

The WFL meets the 3.5% operating budget guideline specified by the BOS for FY21 with a 0% increase for the Staff Association included in the operating budget as directed in this contract negotiation year. The tax-impact WFL budget, which accounts for approximately 80% of the total annual library operating budget, provides funding for all core services, including staffing, materials and technology. Enhancements for the English as a Second Language (ESL) program, educational and cultural programming/events, museum passes, collection enhancements, specialty collection items, outreach to schools, technology enhancements and innovation initiatives such as robots, are funded outside of the tax-impact budget, primarily through the Wellesley Free Library Foundation and the Friends of the Wellesley Free Library. The Trustees and Library staff were thrilled to re-open the newly renovated Fells branch in November 2018, reimagined as an Early Childhood Library while maintaining a thoughtfully curated collection for adults, as well as holds pick-up and book drop-off.

Since the re-opening of Fells, there has been a 102% increase in circulation and a 327% increase in visitors there. As the branches continue to become more deeply integrated into the core mission of the WFL, the Trustees expect to phase out private funding of the branch operating budgets over the next few years. Starting in FY18, the Hills was partially reintegrated into the Library's operating budget and in FY21, \$1,034¹ will be added to the Fells budget to cover the cost of telephone services as a part of the department's strategic plan. Using the efficiencies which will be generated by the new AMH, library staffing levels will remain unchanged as personnel are deployed across the three-library system.

The WFL collects fees for lost and damaged materials and late fines for overdue materials. Monies received from late fines (\$62,485.38 in FY19) go directly to the Town's General Fund, rather than the WFL. In FY19, the WFL also turned back \$11,640.54 from its operating budget to the General Fund.

The FY21 level-funded operating budget includes no new benefitted positions and no budgeted overtime. The increase in personal services reflects the FY20 pay scale; the known step increases and longevity for union staff; and HR-compliant guideline increases for the four non-union administrative and management staff. Also included are shift differentials for employees working after 5 pm and on weekends per current contractual obligations. As recommended by the Human Resources Board, the WFL's FY21 budget includes a 2.5% increase for all 40, 50, and 60 Series employees. FY21 is a negotiation year, and therefore an increase in salary for Staff Association members has not been included in the Library operating budget. The FY21 budget is 2.49% over the FY20 budget, leaving room for the Library to comply with the Town's 3.5% operating budget guideline, depending on the actual Staff Association agreement still to be negotiated. There are 27.7 benefitted FTE and 10.0 non-benefitted FTE library employees in FY21 for an increase of 0.5 FTE over FY20. Typically, the Library has only been able to meet guidelines because of significant library staff turnover, resulting in new workers being hired at lower starting salaries than the more senior employees they are replacing.

Personal services comprise 77% of the FY21 tax-impact library budget while the remaining 23% is allocated for expenses. The Materials Expenditure Requirement is a state stipulation for library certification which necessitates that 13% of the total tax-impact library budget (including the FMD portion) be spent on library materials. The state requirement ensures that all cities and towns fund their libraries at a minimum level and prevents municipalities underfunding their own libraries to take advantage of their neighbors' services. In FY21, Wellesley's 13% materials budget is \$408,488, which is 66.2% of the library operating expense budget and an increase of \$13,267 (3.4%) over FY20². The IT expense budget, comprising 23.7% of library expenses, is the other significant driver of non-personal services, with an increase of \$20,947 (16.7%) over FY20. The largest component of the IT expense budget is the \$77,566 (12.6%) which covers Wellesley's membership in the Minuteman Library Network. IT expenses also include the local PC-based software as well as cloud-based and subscription services but not physical hardware like PCs, iMacs and servers which are included in the cash capital budget. Cloud-based Office 365 is a new IT expense in FY21 of \$14,943³, and is a critical need of the WFL. Adoption of this platform is expected to improve both collaboration with the Town's IT department and communication with

¹ This cost includes the 13% materials expense portion.

² Based on recommendations by the State Aid Review Committee, the Massachusetts Board of Library Commissioners has approved changes which eliminate municipally authorized revolving funds from the MAR calculation starting in FY19.

³ This cost includes the 13% materials expense portion.

the rest of the town; currently, the WFL is the only non-school department not using Office 365. Additionally, Library is adding a 16-hour non-benefited Technology Assistant (0.5 FTE; \$20,156 in personal services; \$3,012 in materials expenses) to keep up with the increased demand for IT services at the WFL. The Technology Assistant will be able to provide increased on-site IT coverage during nights and weekend as well as allowing the IT Director to work on higher value tasks.

FY21 Goals

Goal A is to continue to meet all state requirements including 13% materials expenditures

Goal B is to complete negotiations with the Staff Association

Goal C is to hire a new 16 hour Technology Assistant to meet library needs

Goal D is to add Fells to the budget using personnel efficiencies achieved from the AMH

Goal E is to continue to move technology to the cloud by moving to Office 365

Goal F is to initiate discussion to publicly fund an ESL Coordinator position

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Request	FY21 Request	FY20-21 Change
Personal services*	\$1,838,078	\$1,931,142	\$1,971,546	\$2,032,157	\$2,067,927	1.76%
Expenses	529,023	541,261	554,492	587,257	616,840	5.04%
Total	<u>\$2,367,101</u>	<u>\$2,472,403</u>	<u>\$2,526,038</u>	<u>\$2,619,414</u>	<u>\$2,684,767</u>	2.49%

Wellesley Free Library FY21 Operating Budget

*Includes a 2.5% increase for 40, 50, and 60 employees and 0% for the Staff Association. The expense budget in FY20 has been increased by \$17,241 because \$15,000 from the cash capital budget has been moved in the operating budget; the additional \$2,241 reflects the 13% materials requirement.

Permanent Staffing (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual
Management	3	3	3	3	3
Supervisors	5	5	5	5	5
Librarians	8.5	8.3	8.4	8.4	8.4
Office Admin	1.8	1.8	1.9	1.9	1.9
Assistants	14.8	16.4	16.4	16.4	16.9
On Call/Pages	2.5	2.5	2.5	2.5	2.5
Total Number of Positions	35.6	37	37.2	37.2	37.7

Library Operating Request								
Org	Object	Account # 01-610 Account Title	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
Personal Services								
01610110	511140	Supervisor	\$ 119,620	\$ 121,565	\$ 124,520	\$ 124,045	\$ (475)	-0.38%
01610110	511420	Circulation Support Staff	386,753	383,048	384,140	386,132	\$ 1,992	0.52%
01610110	512010	Circulation Pages	19,792	21,686	25,152	26,622	\$ 1,470	5.84%
01610110	515050	Longevity	2,250	2,375	2,250	2,500	\$ 250	11.11%
01610120	511140	Children's Supervisor	62,716	66,332	70,914	73,482	\$ 2,568	3.62%
01610120	511160	Children's Librarian	170,890	166,046	183,394	177,537	\$ (5,857)	-3.19%
01610120	511420	Other Support Staff	24,369	25,057	25,781	25,682	\$ (98)	-0.38%
01610120	515050	Longevity	625	625	750	750	\$ -	0.00%
01610130	511140	Information Services Supervisor	71,126	73,422	74,552	74,268	\$ (285)	-0.38%
01610130	511160	Information Services Librarians	298,247	313,933	315,294	318,631	\$ 3,337	1.06%
01610130	511420	Information Services Support Staff	18,655	18,841	19,336	19,262	\$ (74)	-0.38%
01610130	515050	Information Services Longevity	1,625	1,725	1,725	1,850	\$ 125	7.25%
01610140	511140	Acquisitions and Cataloging Supervisor	62,243	66,220	68,922	71,381	\$ 2,459	3.57%
01610140	511420	Acquisitions and Cataloging Support Staff	215,926	226,893	230,626	230,654	\$ 28	0.01%
01610140	515050	Acquisitions and Cataloging Longevity	1,625	1,625	1,750	1,750	\$ -	0.00%
01610160	511160	Sunday Openings Librarian	23,613	24,376	30,500	30,500	\$ -	0.00%
01610160	511420	Sunday Openings Support Staff	26,252	30,525	27,154	27,154	\$ -	0.00%
01610180	511010	Administration Director	193,844	206,279	212,543	211,733	\$ (810)	-0.38%
01610180	511320	Administration Secretary	52,962	41,035	47,111	50,248	\$ 3,136	6.66%
01610180	511420	Administration Support Staff	43,849	46,838	49,567	50,530	\$ 963	1.94%
01610180	514010	Administration Shift Diff	8,420	7,581	10,000	10,000	\$ -	0.00%
01610180	515050	Longevity	500	600	-	-	\$ -	0.00%
01610185	511010	Senior Administrators- IT Director	89,945	80,534	83,182	82,864	\$ (317)	-0.38%
01610185	511420	Other Support Staff	35,295	44,386	42,996	62,988	\$ 19,992	46.50%
		Personal Services Subtotal	1,931,142	1,971,546	2,032,158	2,060,562	28,404	1.40%
Expenses								
01610220	555010	Children's Bound Books	99,227	98,519	98,600	98,600	\$ -	0.00%
01610220	555020	Children's Periodicals/Newsprs	621	678	700	700	\$ -	0.00%
01610220	555040	Compact Disks	1,542	205	800	800	\$ -	0.00%
01610220	555050	Children's Audio Tapes	7,974	8,945	9,000	9,000	\$ -	0.00%
01610220	555060	Children's Reference	3,525	4,209	5,000	5,000	\$ -	0.00%
01610220	555070	Video Media	16,072	18,146	17,000	17,000	\$ -	0.00%
01610220	555260	Library of Things-Juvenile	-	937	750	750	\$ -	0.00%
01610230	555010	Reference Bound Books	113,445	119,700	122,707	131,343	\$ 8,636	7.04%
01610230	555020	Reference Periodicals/Newspapr	14,204	15,755	17,000	17,000	\$ -	0.00%
01610230	555030	Reference Microforms/Microfilm	16,890	645	8,000	8,000	\$ -	0.00%

01610230	555040	Reference Compact Discs	1,736	1,340	1,200	1,200	\$ -	0.00%
01610230	555050	Reference Audio Tapes	26,393	35,216	33,400	33,400	\$ -	0.00%
01610230	555060	Reference	8,330	7,774	7,500	7,500	\$ -	0.00%
01610230	555070	Reference Video Media	30,217	29,901	36,500	36,500	\$ -	0.00%
01610230	555080	Reference Standing Orders	26,691	37,833	33,000	33,000	\$ -	0.00%
01610230	555090	Business Reference	11,563	6,810	7,900	7,900	\$ -	0.00%
01610230	555250	Library of Things-Adult	-	1,804	795	795	\$ -	0.00%
01610240	555130	Acquisitions & Cataloging Supp	12,596	13,000	13,000	13,000	\$ -	0.00%
01610280	524030	Administration Equipmt Maint	-	686	500	500	\$ -	0.00%
01610280	534010	Administration Postage	2,618	2,883	3,500	3,470	\$ (30)	-0.86%
01610280	534020	Administration Telephone	710	-	-	-	\$ -	0.00%
01610280	542010	Administration Office Supplies	9,000	9,776	9,200	9,200	\$ -	0.00%
01610280	555190	Administration Other Supplies	6,693	4,058	4,550	4,350	\$ (200)	-4.40%
01610280	571010	Administrartion Travel Mileage		60	-	200	\$ 200	0.00%
01610280	571110	Administration Conf/Mtgs	4,052	4,000	4,500	3,800	\$ (700)	-15.56%
01610280	571120	Administration Conf/Mtgs Staff	1,952	2,953	1,800	2,500	\$ 700	38.89%
01610280	573090	Administration Dues-Other	-	750	1,720	750	\$ (970)	-56.40%
01610280	578090	Administration Unclass Expense	-	-	500	500	\$ -	0.00%
01610280	583020	Office Machines/Equipment	3,765	-	3,000	3,000	\$ -	0.00%
01610280	595535	Delivery Fee		720		1,000	\$ 1,000	0.00%
01610280	583110	***Furniture Replacement			15,000	15,000	\$ -	0.00%
01610285	524030	Equipment(Computer) Maintenance	17,737	17,303	15,875	18,875	\$ 3,000	18.90%
01610285	524050	Computer Equipment Maintenance	10,473	6,391	7,000	9,000	\$ 2,000	28.57%
01610285	530400	Network & Information Services	75,424	76,672	78,376	77,566	\$ (810)	-1.03%
01610285	530410	Network&Information-Website	3,528	3,850	3,752	3,966	\$ 214	5.70%
01610285	530420	Network&Information-Software	8,587	13,134	17,107	30,620	\$ 13,514	79.00%
01610285	534055	Cable and Internet	-	4,413	3,150	6,180	\$ 3,030	96.19%
01610290	524020	Maintenance Vehicle Maint	349	748	800	800	\$ -	0.00%
01610290	524033	Maintenance - Carpet		1,600			\$ -	0.00%
01610290	524033	Maintenance - Windows	1,500	1,400	-	-	\$ -	0.00%
01610290	541010	Gasoline	463	340	900	900	\$ -	0.00%
01610290	543010	Maintenance Building Supplies	2,585	-	-	-	\$ -	0.00%
01610290	543060	Maintenance Custodial Supplies	799	1,335	3,175	3,175	\$ -	0.00%
	570000	Other Charges & Expenses	-	-	-	-	\$ -	0.00%
		Expenses Subtotal	541,261	554,492	587,257	616,840	29,584	5.04%
		DEPARTMENT TOTAL	2,472,403	2,526,038	2,619,414	2,677,402	57,987	2.21%

Recreation Commission





Town of *Wellesley*
FY2021 Budget Request
Recreation: Mission, Services & Priorities

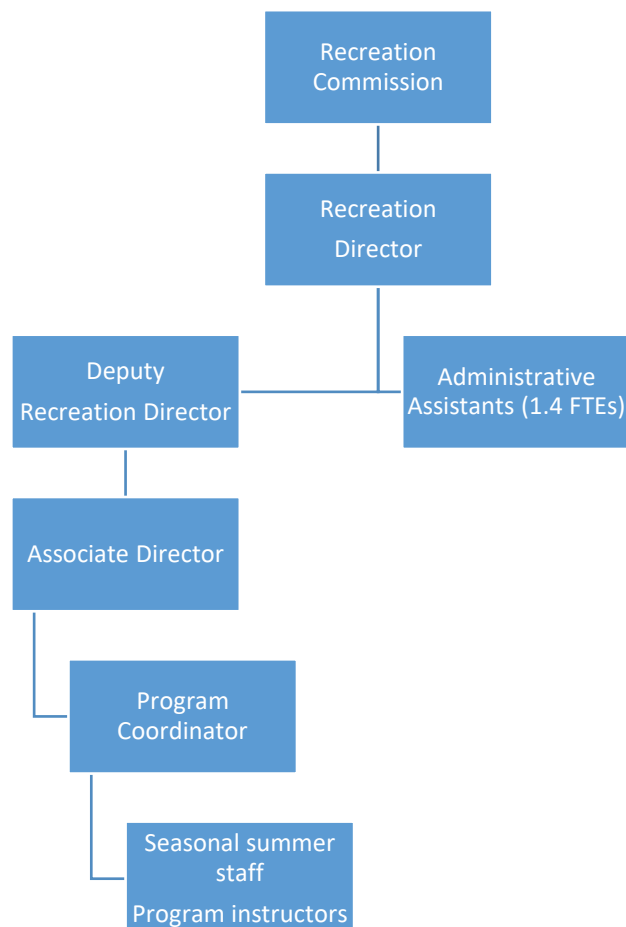
Mission Statement

The Recreation Commission's mission is "To increase people's enjoyment of living in Wellesley and build a deeper sense of community, as we provide recreational and educational opportunities to all Wellesley residents, regardless of age, ability & means."

Organizational Structure

The Recreation Department's 5.4 employees include a Director, Deputy Director, Associate Director, Program Coordinator, full time secretary and part time secretary. These department salaries and expenses are funded by taxes, with a 2021 request of \$391,408.

In addition to the permanent staff, the Recreation Department employs over 100 seasonal employees to administer summer camp and Morses Pond beach programming and over 125 vendors are hired to administer the 990 recreation programs that were offered in FY 2019. These costs are funded by user charges, external donations, and internal scholarships.



Previous Accomplishments

In FY 2019, the Recreation Department offered 990 programs, of which 774 received enough participants to be self-supporting (before general fund employee costs)

- 9,624 people participated in seasonal programs
- 3,161 purchased Morses Pond season passes; total Morses Pond visits were 18,199
- Total registrants in Recreation Department activities was 38,096
- Working with Friendly Aid, provided \$85,462 in summer camp scholarships (50% donations/50% revenue forgiven)
-

While this narrative was being written, there is a Morses Pond Beach & Bathhouse Feasibility and Design Study underway. This study will provide a master plan for Morses Pond Beach, bathhouse and ancillary areas of Morses Pond. This study was funded by the Recreation Revolving Fund (\$40k) and CPC matching funds.

FY21 Goals

- Complete Morses Pond Beach & Bathhouse Feasibility and Design study
- Determine Department surplus philosophy
- Determine summer camp scholarship philosophy

Warrant Article Requests

Creation of Capital Stabilization Fund.

Operating Budget Summary

The Recreation Department will be submitting a within guideline base level operating budget for its 2021 tax impact costs. Currently, the Recreation Department would fund any additional expenses through the program revolving fund with the approval of the Recreation Commission. This would include any expenses associated with a level service, strategic plan, Unified Plan and/or critical needs budget, and would reduce funds turned back to defray general fund operating costs.

Revenue Explanation

Outside of the tax impact operating budget, the Recreation Department oversees a “pay to play” Recreation revolving fund. All fees collected to run our 900+ program offerings, summer camp & Morses Pond beach admission cycles through this revolving fund. Revolving Fund revenue for fiscal 2021 is expected to exceed \$1.7 million. After deducting program costs, a net revenue/surplus would be expected to transfer to cover General Fund costs.

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Director	1.0	1.0	1.0	1.0	1.0
Deputy Director	1.0	1.0	1.0	1.0	1.0
Associate Director	1.0	1.0	1.0	1.0	1.0
Secretary	1.4	1.4	1.4	1.4	1.4
Program Coordinator	1.0	1.0	1.0	1.0	1.0
Total Number of Positions	5.4	5.4	5.4	5.4	5.4

Recreation Department FY21 Operating Budget Request									
Org	Object	Account # 01-630 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01630100	511010	Senior Administrator	\$ 86,727	\$ 89,329	\$ 90,402	\$ 96,141	\$ 98,168	2,027	2.11%
01630100	511220	Other Professionals	159,417	177,151	182,602	190,171	189,445	(726)	-0.38%
01630100	511370	Clerical	76,157	61,575	63,988	67,714	68,711	997	1.47%
01630100	512590	Recognition Award Payment			1,404				
01630100	515050	Longevity	1,200	500	500	600	600	-	0.00%
01630100	511330	Custodians			\$ -			-	0.00%
		PERSONAL SERVICES SUBTOTAL	323,500	328,555	338,896	354,626	356,925	2,299	0.65%
	517040	Tuition reimbursement						\$ -	0%
EXPENSES									
01630200	527050	Copier Machines Rental/Lease	-	-	-			-	0.00%
01630200	542010	Office Supplies	-	-	-			-	0.00%
01630207	521010	Electricity - Warren Building	-	-	-			-	0.00%
01630207	521020	Natural Gas	-	-	-			-	0.00%
01630208	524015	Grounds Maintenance			16,075				
01630208	546040	Morses Pond Water Treatment & Safety Maintenance	20,000	26,500	10,462	23,500	24,323	823	3.50%
		Youth & Teen Programming	-	-	-	5,241	5,424	183	3.50%
		EXPENSE SUBTOTAL	20,000	26,500	26,537	28,741	29,747	1,006	3.50%
01630809	570000	Other charges & Expenses	-	-	-	-		-	0.00%
		DEPARTMENT TOTAL	\$ 343,500	\$ 355,055	\$ 365,433	\$ 383,367	\$ 386,672	3,305	0.86%

Board of Health





Town of *Wellesley*
FY2021 Budget Request
Health Department: Mission, Services & Priorities

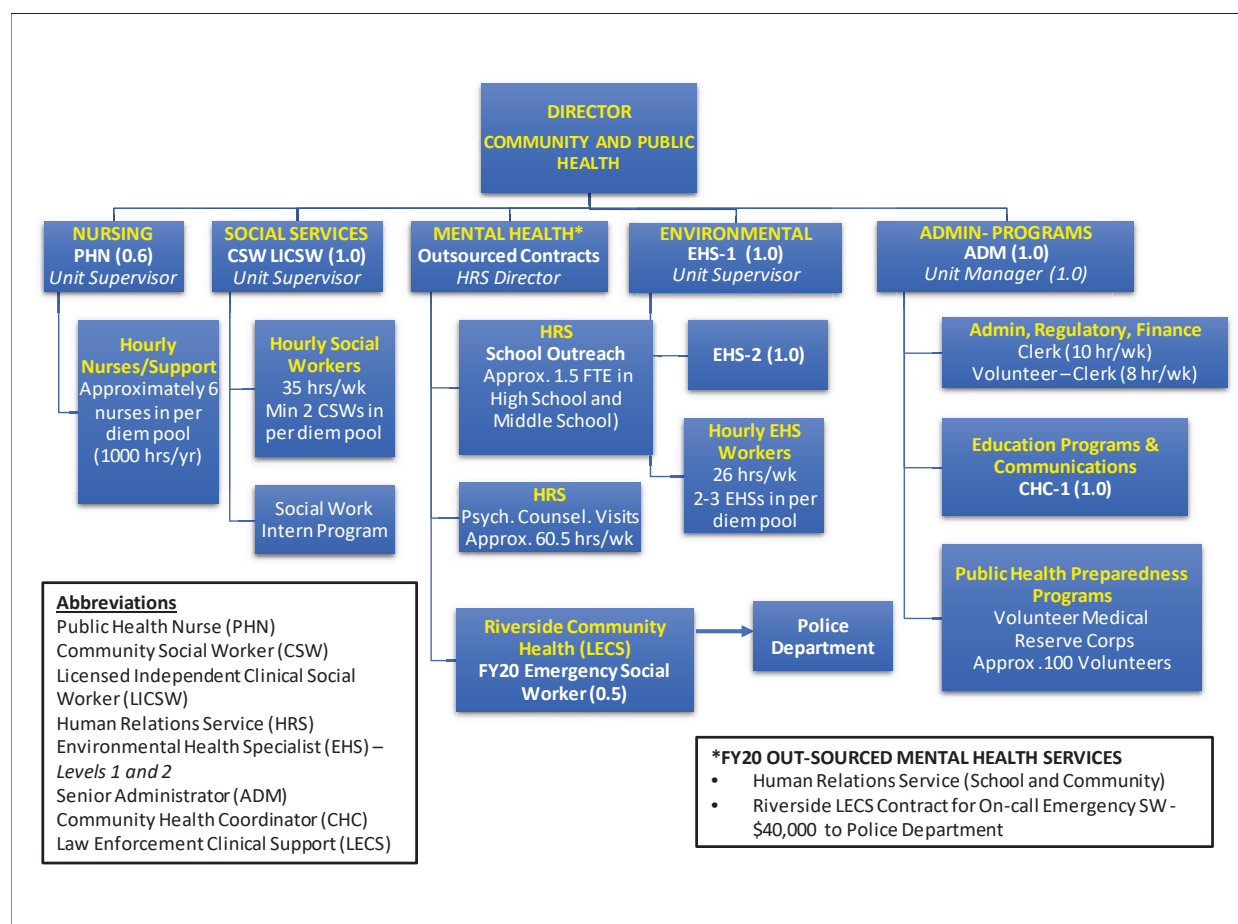
MISSION

The Board of Health (BOH) provides leadership and services in public health. The stated mission of the BOH is to protect and improve the health and quality of life of the town's residents and workforce. Under the supervision and guidance of the elected BOH, the Health Department's staff evaluates the public health needs of the community and addresses those needs by providing environmental and community health services, infectious disease prevention and surveillance, public health nursing services, and health promotion and education programs.

ORGANIZATIONAL STRUCTURE

In Wellesley, the Director of Community and Public Health serves as the senior operations officer for the Health Department. The Director is endowed with the jurisdictional authority of the Board of Health by a consent of the majority of the Board. Upon recommendation of the Director and with the approval of the Board, other staff members are also made agents within their specific area of practice. The Director oversees and manages five core public health service units: 1) public health nursing, 2) community social work, 3) mental health, 4) environmental health and inspection and 5) administration, education and emergency preparedness. These units function collectively to carry out the nationally accepted Foundational Public Health Services FPHS, a set of seven cross-cutting capabilities and five program areas (communicable disease control, chronic disease injury and prevention, environmental public health, maternal, child and family health and access and linkage to clinical care) that the Special Commission on Local and Regional Public Health recommend that all health departments should have. As shown in the organizational chart depicted on the next page, four departmental unit supervisors and one outsourced contract supervisor report to the Health Department Director (**See Figure 1**). Unit supervisors are responsible for ensuring that their functions are carried out according to applicable federal, state and town laws and regulations. They are guided by State laws, regulations and policies, such as the previously referenced Local and Regional Public Health Blueprint, local planning documents such as the Wellesley Unified Plan (including both the main report and appended Health Element report), as well as the needs of other town departments. All units, except for Mental Health, are staffed in-house. Currently all clinical mental health services are provided through contracts with Human Relations Service and Riverside Community Health. The services for law enforcement clinical support is delivered through a contract with Riverside Community Health and is coordinated by the Wellesley Police Department.

Organizational Chart – FY2021



TIME TRENDS IN BOH SERVICES

Many of Massachusetts' local health departments are already struggling to meet existing mandates to address communicable diseases, food safety, housing, sewage, well water, and environmental hazards. But in the 21st century, their list of duties has ballooned to include protecting the environment, planning for natural and manmade disasters, preventing new insect and tick-borne diseases, reducing substance addiction, reducing the prevalence of chronic diseases, and improving mental health. The BOH services in Wellesley have been escalating over the past several years. They are projected to increase further based upon recent and new state laws and regulations in addition to new town projects approved and planned during 2019 and 2020. Newly adopted health regulations by the Commonwealth of Massachusetts in 2018 included a new food code under 105 CMR 590¹ and recently implemented by Wellesley (<https://wellesleyma.gov/1258/Food-Code>) in the fall of 2018, and a new recreational camp sanitation code under 105 CMR 430 implemented initially during the summer of 2018 (<https://wellesleyma.gov/832/Camp-Packet-2018>). In 2019, the new and expanding food recovery and food redistribution programs in the Wellesley Public Schools and area colleges

required additional environmental health surveillance and monitoring which had to be absorbed without any increases in staffing. Moreover, a nearly two-fold increase in the number of food safety-related new permits, plan reviews and new constructions (from a total of 89 in FY17 to 169 in FY18) resulted in an unprecedented new growth and corresponding increases in food safety inspections requirements during FY 2019 which also increased by 58% over the previous year. There are several metrics that reflect the scope, demand and trends in BOH services as summarized in sections below.

Trends in Food Safety Inspectional Services

One of the state regulations that has had the most recent and largest impact on environmental health and inspection staff resources was the adoption of the 2013 FDA Food Code by the Commonwealth of Massachusetts. Prior to October 2018, Massachusetts followed the 1999 FDA Food Code which was four versions out of date. Currently, the most current FDA Food Code is the one published in 2017. As such the 2013 Food Code is only one version out of date. Assuring food safety to reduce the spread of infectious diseases among the customers and employees of over 200 permitted food establishments in Wellesley is the responsibility of the BOH. Currently, all town and cities in Massachusetts must follow the Food and Drug Administration (FDA) Food Code 2013 and regulations to comply with state law. The processing of prepared meals in restaurants is subject to BOH inspections a minimum of two times per year with follow-up for any violations. During fiscal year 2018, prepared meals from for-profit Wellesley food establishments generated \$87,841,867 in sales bringing in \$658,814 in local meals tax revenues for Wellesley's General Fund and \$5,490,117 as revenue to the State. This represents a nearly 53% increase in meal tax revenues since 2011, the first full year after the meal tax went into effect. Assuming an average meal price of \$25 per person, Wellesley commercial food establishments served over 3.5 million meals per year. Even with a small probability of meal contamination, with 3.5 million meals, the risk of food-borne illness is very high. Moreover, since the meals tax does not apply to not-for-profit organizations, such as public and private school cafeterias and health care facilities, the total number of Wellesley's prepared meals per year, all which must be monitored by the BOH to conform to the food safety code, is estimated to be close to 7 million meals. In addition to ensuring that all meals are prepared according to the food safety codes, all retail food outlets, such as grocery stores and convenience stores, must also be monitored for adherence to food safety codes by the Wellesley BOH staff.

In addition to food safety inspections described previously, Wellesley BOH is responsible for inspections relating to housing (razing, inspections, condemnations, renovations), Title V, septic systems, wells, animal control, environmental hazards, body art, tanning, massage parlors, rubbish, recreational camps, health records of camp staff and campers, pools, beaches, tobacco, vaping shops, animals, and livestock. In FY18, the BOH conducted a total of 1,217 inspections and permit reviews as part of all inspectional services and 1,378 in 2019 – an increase of 13.2%. Health record reviews of summer camps involved over 6,017 child campers in FY17, rising to 8,346 campers in FY18, an increase of nearly 40%. This increase was anticipated due to the

completion of renovations of several buildings and facilities used for camps during FY18. The FY19 numbers were about 9% lower, but still substantially higher than in FY17. During FY19, the more intensive recreational camp regulations continued to place an added burden on the public health nursing and environmental health specialist staff.

Revenues

The BOH has been increasing fees resulting in annual revenues as follows:

2014 - \$68,946; 2015- \$70,250; 2016 - \$75,540; 2017 - \$78,860; 2018 - \$80,270; and 2019 - \$92,345. The BOH increased fees for FY20 and revenues are expected to be at least \$10,000 higher than in FY19.

FY2021 PRIORITY GOALS

In addition to carrying out current functions and services, the Health Department has the following goals:

Director of Community and Public Health: To gain full functionality of the reorganization of the Health Department's five core units by staffing all Unit Supervisors and Managers, building a strategic plan consistent with the Massachusetts "Blueprint for Public Health Excellence" (June, 2019), the Wellesley Unified Plan and Health Element Supplement, and all applicable state and local laws and regulations.

Nursing: To implement new screening and health program initiatives targeting the community and seniors, making use of facilities such as the Tolles Parsons Center. Potential program areas are based surveys, interviews, focus groups and experts panels that have been conducted as part of the Health Element of the Unified Plan. In addition, the Administrative, Education and Preparedness Unit conducts needs assessments directly with potential participants. A survey conducted in October 2019 of 53 residents rated dermatology/skin screening, eye exams, cholesterol screening and hearing exam as high priority areas. Other areas that were requested included blood pressure, osteoporosis prevention, medical alert systems, walking groups for seniors, Parkinson's information, shingle vaccine, movement disorders and Alzheimer's.

Social Services: With the arrival of the new LICSW planned in December 2019 and the establishment of this new Unit our goal is to first interview Wellesley Town departments and conduct a needs assessment to determine whether the services currently provided are meeting the needs of the Town's residents. Furthermore, we will evaluate whether current resources are being deployed and leveraged to maximize accessibility, quality and responsiveness. Based upon our findings, we will develop the services to meet those needs, operating over a six-month period and re-evaluating after that time as part of a short-term gap analysis.

Environmental and Inspectional Services: To continue to close the FTE Inspection Ratio gap determined during FY 2019 by incremental adding additional hours so that increased food safety and smoking inspections due to changes in the laws can be carried out.

Mental Health

To work with the newly appointed LICSW to coordinate an optimize resources within mental health and social services.

Administration, Education and Preparedness

Administration: To expand the clerical services to meet the needs of the growing services of the department and increased regulatory responsibilities for documentation and reporting.

Education and Preparedness: To coordinate with Nursing to establish new programs as mentioned above and to apply for grants to enhance the resources for health education and preparedness courses and programs.

TOTAL BUDGET REQUEST

Base Budget: Existing staff, including contractual increases, and existing expenses with expected escalation.

Base Budget: **\$1,045,143** - See Excel Sheet: 510 Health FY21 Op Request - draft 11-14-19_BASE_BUDGET (2.33% increase)

Level Service: Includes any services associated with a new law or mandate. **\$12,134 added to Base Budget** to comply with new smoking inspection and Food Code 2013 Staffing Ratios:

- Add 2 hours per week for EHS hourly **(\$3,499)** to comply with new tobacco and vaping regulations as needed
- Add 9 hours per week for Clerk to assist with EHS reporting to enable EHS-1 and EHS-2 to spend more time in the field to comply with FDA Food Code **(\$8,635)**.

Level Service Budget: **\$1,057,277** See- Excel Sheet 510 Health FY21 Op Request - draft 11-30-19_LEVEL_SERVICE (3.5% increase)

Strategic Plan: New programs and services identified as part of a department strategic plan. *No new costs.*

Unified Plan: New operating costs to implement programs that have been prioritized in the Unified Plan as a multi-department effort. *No new costs.*

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Director	1.0	1.0	1.0	1.0	1.0
Environmental Health Specialist	1.2	2.0	2.0	2.0	2.0
Public Health Nurse	0.6	0.6	0.6	0.6	0.6
Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Health Communications Spec.	1.0	1.0	1.0	1.0	1.0
Clerk / Part-Time	0.0	0.3	0.3	0.3	0.3
SUBTOTAL PERMANENT	4.8	5.9	5.9	5.9	5.9
UNBENEFITTED PART-TIME STAFFING (FTEs)					
Per Diem Nurses	0.2	0.2	0.2	0.2	0.2
Environmental Health Specialists	0.4	0.2	0.4	0.7	0.7
Social Services Workers	0.7	0.5	0.7	1.0	1.0
SUBTOTAL PART-TIME	1.3	0.9	1.3	1.9	1.9
Total FTEs (Permanent + Part-time)	6.1	6.8	7.2	7.8	7.8

Health Department FY21 Operating Budget Request Summary									
Org	Object	Account # 01-510 Account Title	FY17 Actual	FY18 Actual	*FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01510100	511010	Senior Administrator	\$ 88,337	\$ 89,758	\$ 91,778	\$ 94,565	\$ 94,204	\$ (361)	-0.38%
01510100	511222	Comm Health Speclst			64,365	64,860	66,066	\$ 1,206	1.86%
01510100	511220	Other Professionals	234,181	237,210	139,756	145,774	150,984	\$ 5,210	3.57%
01510100	511221	PT Envionrm Speclst			24,255	44,959	48,233	\$ 3,274	7.28%
01510100	511205	Social Worker			29,817	51,352	51,156	\$ (196)	-0.38%
01510100	511206	Social Worker				90,000	90,000	\$ -	0.00%
01510100	511210	Nurse			50,285	44,168	43,998	\$ (170)	-0.38%
01510100	511370	Support Staff	54,577	55,664	56,342	57,815	59,027	\$ 1,211	2.10%
01510100	512290	Temporary Help	30,206	40,417	26,379	34,204	34,371	\$ 168	0.49%
01510100	512490	Other Temporary Salaries			1,775	9,583	18,228	\$ 8,644	90.20%
01510100	515050	Longevity	500	500	500	500	500	\$ -	0.00%
		Subtotal, Personal Services	407,802	423,549	485,252	637,780	656,766	\$ 18,986	2.98%

EXPENSES									
01510200	517040	Tuition Reimbursement	-	-	270	260	300	\$ 40	15.38%
01510200	524030	Equip. Maintenance	1,561	2,099	2,037	2,153	2,153	\$ -	0.00%
01510200	527050	Copier Machines Rental/Lease	3,260	3,659	4,194	3,811	4,300	\$ 489	12.83%
01510200	530300	Health Care Services	236.99	0	350	3280	3,280	\$ -	0.00%
01510200	534010	Postage	1,092	553	61	800	800	\$ -	0.00%
01510200	534030	Advertising- General	-	-	-	-	500	\$ 500	0%
01510200	534040	Printing and Mailing Expense	3,500	2,534	3,419	2,850	2,850	\$ -	0.00%
01510200	534050	Telecommunications	2,714	2,584	3,201	4,370	5,110	\$ 740	16.93%
01510200	538090	Other Purchased Services	24,271	24,781	27,874	29,111	30,000	\$ 889	3.05%
01510200	542010	Office Supplies	2,584	3,905	4,290	4,350	4,350	\$ -	0.00%
01510200	542130	Work Clothing			2,282		600		
01510200	543010	Building M&R Supplies	990	2,887	-	-	-	\$ -	0%
01510200	543040	Equipment M&R Supplies	511	336	482	2,895	2,895	\$ -	0.00%
01510200	550010	Medical Supplies	4,079	4,057	4,635	5,125	5,300	\$ 175	3.41%
01510200	550011	Vaccine Supplies	9,998	9,677	10,250	10,500	12,900	\$ 2,400	22.86%
01510200	555010	Bound Books	-	315	-	-	-	\$ -	0%
01510200	555020	Periodicals and Newspapers	79	192	272	300	300	\$ -	0.00%
01510200	557010	Programs and Activities	1,654	3,432	2,968	3,330	3,650	\$ 320	9.61%
01510200	571010	Travel - Mileage	3,538	3,585	4,217	5,260	6,200	\$ 940	17.87%
01510200	571110	Conf. Meetings-Administrators	320	590	365	865	865	\$ -	0.00%
01510200	571120	Conf. Meetings-Prof. Staff	435	435	865	825	950	\$ 125	15.15%
01510200	572110	Conf. Out of State Prof. Staff	130	-	660	500	500	\$ -	0.00%
01510200	572140	Conf. Out of State Board Members	-	500	250	250	500	\$ 250	100.00%
01510200	573010	Dues-Administrators	244	204	144	500	500	\$ -	0.00%
01510200	573020	Dues-Professional Staff	398	914	1,068	925	1,600	\$ 675	72.97%
01510200	573040	Dues-Committee/Board	350	425	445	425	450	\$ 25	5.88%
01510200	583120	Office Machines Replacement			589				
		Subtotal, Expenses	61,944	67,665	75,189	82,685	90,853	7,568	9.15%
01510809	570000	Other Charges & Expenses	1,357	955	1,760		-	-	0.00%
		Grand Total, Departmental	\$ 471,103	\$ 492,169	\$ 562,200	\$ 720,465	\$ 747,619	27,154	3.77%
		Account # 01-523							
		Account Title							
01523200	530300	Mental Health Services	245,265	244,364	238,691	269,658	269,658	-	0.00%
01523200	530310	Mental Health Services				40,000	40,000	-	0.00%
01523811	570000	Encumbrances	-	-	-			-	0.00%
		Grand Total, Departmental	\$ 245,265	\$ 244,364	\$ 238,691	\$ 309,658	\$ 309,658	-	0.00%

Natural Resources Commission

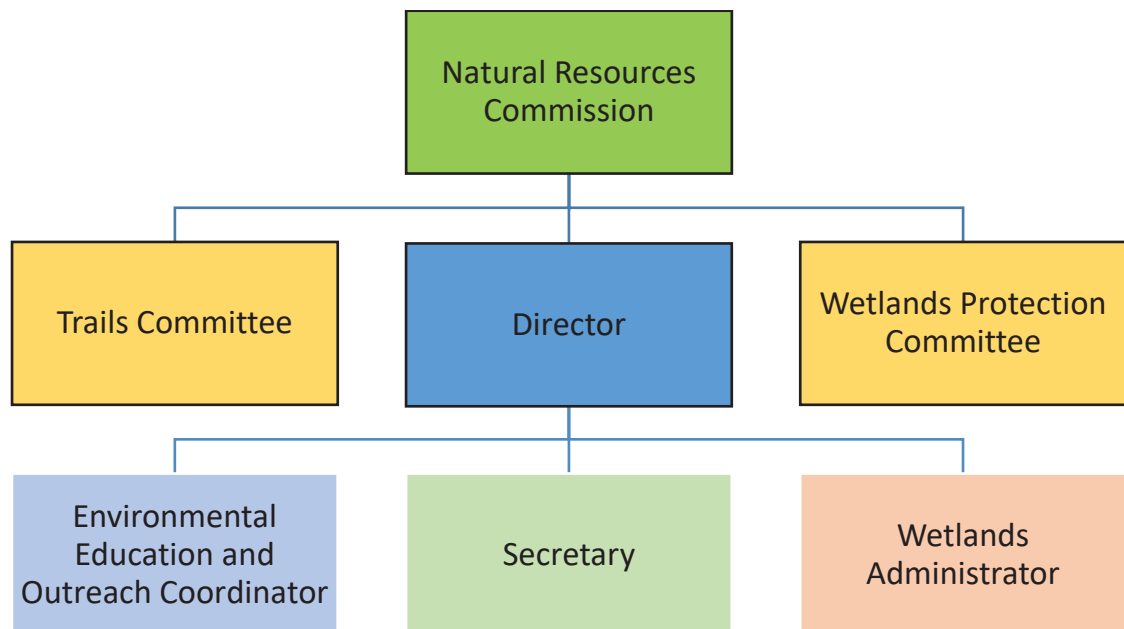




Town of *Wellesley*
FY2021 Budget Request
Natural Resources Commission: Mission, Services & Priorities

Mission Statement

It is the mission of the Natural Resources Commission to provide stewardship of, education about, and advocacy for the Town of Wellesley's parks, conservation, recreation, and open space areas so the full value of the Town's natural assets can be passed onto future generations.



Department Description

The Natural Resources Commission (NRC) consists of five elected members with staggered terms of three years. The Natural Resources Commission appoints the 5-member Wetlands Protection Committee for three-year terms and the 9-member Trails Committee for one-year terms. The Commission also appoints the Landscape Advisory Committee, the Long Range Planning Committee, and other ad hoc committees as required.

The department is staffed by 3 full-time employees including the director, the wetlands administrator, and a secretary; and one part-time environmental education and outreach coordinator.

Office of the Natural Resources Commission

The NRC is charged with the statutory responsibilities of *Park Commissions, Conservation Commissions, Tree Wardens, Shade Tree and Pest Control Officers, and Town Forest Committees* under Massachusetts General Laws Chapters 40, 45, 87, 131 and 132. The NRC appoints and oversees the Wetlands Protection Committee and the Trails Committee.

The NRC, serving as the Conservation Commission for the Town, delegates to the five-member Wetlands Protection Committee (WPC) the power and authority to administer and enforce the

Wetlands Protection Act and the Town Wetlands Protection Bylaw. The WPC is supported by the Wetlands Administrator.

The Wellesley Trails Committee promotes, develops, and maintains the town's trail system. There are 43 miles of trails in Town, 26 of which are marked and have accompanying descriptions. Departmental staff supports the Trails Committee in an administrative capacity.

Representatives from the NRC also serve on the Community Preservation Committee (CPC), the Playing Fields Task Force and the 3R Working Group.

FY2021 Goals

The following goals were identified at the NRC's annual retreat, held on September 7, 2019.

- Promote Environmental Stewardship and Education
- Preserve and Expand the Town's Tree Canopy*
- Promote healthy, hearty and pollinator friendly landscapes on Town land and on private property⁺
- Ensure planning, preservation and maintenance of passive and active open spaces[®]
- Protect the Town's surface, ground and drinking waters
- Fix Wellesley's Natural gas leaks
- Advocate for Legislation that supports these goals

Each of these goals relates to Action and policy recommendations explicitly outlined in the Unified Plan, including promoting protection and enhancement of the tree canopy, managing properties to promote habitat and biodiversity, and raising public awareness about landscape best management practices by public and private property owners.

Similar to past budget requests, the FY21 Capital and Operating Budget requests allow the NRC to meet its statutory requirements as Park and Conservation Commission, including the enforcement of the Wetlands Protection Act and bylaw. The funds will also enable the Commission to educate the public about the importance of Wellesley's Natural Resources and support efforts to protect them through the *Grow Green Wellesley* campaign, allow regulatory advocacy including legislative and grass-roots support of environmental policies (waste reduction, gas leak repair, tree protection), and fund landscape and watershed improvements (public shade trees, well-maintained trails[‡], pesticide-free and pollinator friendly parks, and ecologically healthy and recreationally functional watersheds). The NRC will also leverage these funds and grant opportunities associated with the Town Forest Stewardship and Bird Habitat Plan and Municipal Vulnerability Preparedness campaign: *Wellesley Will*. The NRC also manages the Moses Pond Capital and Operating budgets, as outlined below.

Operating Budget Summary

The NRC has made every effort to minimize budget increases, and the departmental budget is flat this year with two exceptions. The budget increase of 1.10% includes assumed 2.5% increases for all staff members. This year's request also includes an increase of \$5,000 to the Trails Committee operating expenses. This increase was made at the request of the Finance department to eliminate a recurring \$5,000 capital request and transfer it into the operating budget. If this increase was not made, the total budget increase of \$7,910 would result in a total increase of 3.06%, under Advisory guidelines.

Similarly, the FY21 Moses Pond Budget includes only minimal increases to the Project Management Services and Plant Harvesting categories. These increases will cover payroll increases and additional hours for harvesting manpower and machine maintenance, as well as additional consultation time with Ken Wagner, our professional lake manager. The total budget increase of \$2,500 results in a 1.75% increase from FY20 to FY21, under Advisory guidelines.

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Director	1.0	1.0	1.0	1.0	1.0
Special Projects	0.0	0.0	0.0	0.0	0.0
Wetlands Administrator	1.0	1.0	1.0	1.0	1.0
Secretary	0.5	0.0	0.0	0.0	0.0
Secretary	0.5	1.0	1.0	1.0	1.0
Education and Outreach	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
Total Number of Positions	3.5	3.5	3.5	3.5	3.5

Natural Resources Department FY21 Operating Budget Request									
Org	Object	Account # 01-171 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
01171100	511010	Senior Administrator	\$ 84,384	\$ 82,578	\$ 90,946	\$ 98,539	\$ 98,902	\$ 363	0.37%
01171100	511220	Other Professionals	-	-	-			\$ -	0.00%
01171100	511260	Wetlands Administrator	42,190	53,707	55,269	60,023	59,769	\$ (254)	-0.42%
01171100	511370	Clerical	25,737	38,730	41,322	44,376	47,294	\$ 2,918	6.58%
01171100	511220	Other Professionals	27,969	25,796	19,644	30,684	30,567	\$ (117)	-0.38%
01171100	569570	Wetlands Support	-	-	-			\$ -	0.00%
01171100	575120	Unemployment Compensation						\$ -	0.00%
		PERSONAL SERVICES SUBTOTAL	180,280	200,812	207,181	233,622	236,532	2,910	1.25%
EXPENSES									
01171200	517040	Tuition Reimbursement			300			-	0.00%
01171200	524030	Equipment Maintenance			-			\$ -	0.00%
01171200	534010	Postage, Printing	1,044	1,047	706	2,250	2,250	\$ -	0.00%
01171200	571010	Travel - Mileage	646	1,199	1,134	850	850	\$ -	0.00%
01171200	542010	Office Supplies	2,714	1,723	2,082	2,500	2,500	\$ -	0.00%
01171200	534035	Advertising- Employment	-	-	-			\$ -	0.00%
01171200	534050	Telecommunications	989	744	866	1,400	1,400	\$ -	0.00%
01171200	557010	Programs and Activities	1,239	-	162	750	750	\$ -	0.00%
01171200	555070	Electronic Media	-	421	420			\$ -	0.00%
01171200	581660	Trails Improvements	-	-	-			\$ -	0.00%
01171200	581661	Trails Improvements	2,058	2,814	3,332	3,500	8,500	\$ 5,000	142.86%
01171200	583110	Furniture Replacement			-			\$ -	0.00%
01171200	573020	Dues-Professional Staff	530	695	387	500	500	\$ -	0.00%
01171200	571120	Conf. Meetings-Prof Staff	404	214	1,113	2,000	2,000	\$ -	0.00%
01171200	571190	Conf. Meetings-Others	100	515	250	750	750	\$ -	0.00%
01171200	530900	Other Professional Services	7,500	3,387	1,975	4,500	4,500	\$ -	0.00%
01171200	534030	Advertising- General	267	1,070	537	1,000	1,000	\$ -	0.00%
01171200	549090	Other Food Service Supplies	190	317	55	250	250	\$ -	0.00%
01171200	552085	Fowl food	274	180	190	250	250	\$ -	0.00%
01171200	543030	Computers Supplies	927	52	142	2,000	2,000	\$ -	0.00%
	581513	Porous Pavement Maintenance	-	-	-	1,500	1,500	\$ -	0.00%
	581512	Encroachment Markers	-	-	-	1,000	1,000	\$ -	0.00%
		DEPARTMENT TOTAL	\$ 199,917	\$ 216,017	\$ 220,567	\$ 258,622	\$ 266,532	7,910	3.06%

Morses Pond Management FY21 Operating Budget Request									
Org	Obj	Account # 01-172 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
<u>PERSONAL SERVICES</u>									
01171200	511260	Watershed Education	\$ -	\$ -	\$ -	\$ -	\$ -	-	0.00%
<u>EXPENSES</u>									
01172200	530750	Project Management Services	45,000	45,000	46,000	47,000	48,000	1,000	2.13%
01172200	530900	Other Professional Services	-	-	-			-	0.00%
01172200	588519	Plant Harvesting	61,384	59,063	63,000	64,000	65,500	1,500	2.34%
01172200	588520	Phosphorus Station	26,000	12,659	27,000	27,000	27,000	-	0.00%
01172200	588521	Phosphorus Monitoring	6,986	7,175	7,250	7,250	7,250	-	0.00%
		EXPENSE SUBTOTAL	139,370	123,897	143,250	145,250	147,750	2,500	1.72%
	570000	Other Charges and Expenses	-	-	-			-	0.00%
		DEPARTMENT TOTAL	\$139,370	\$123,897	\$143,250	\$145,250	\$147,750	\$ 2,500	1.75%

School Committee

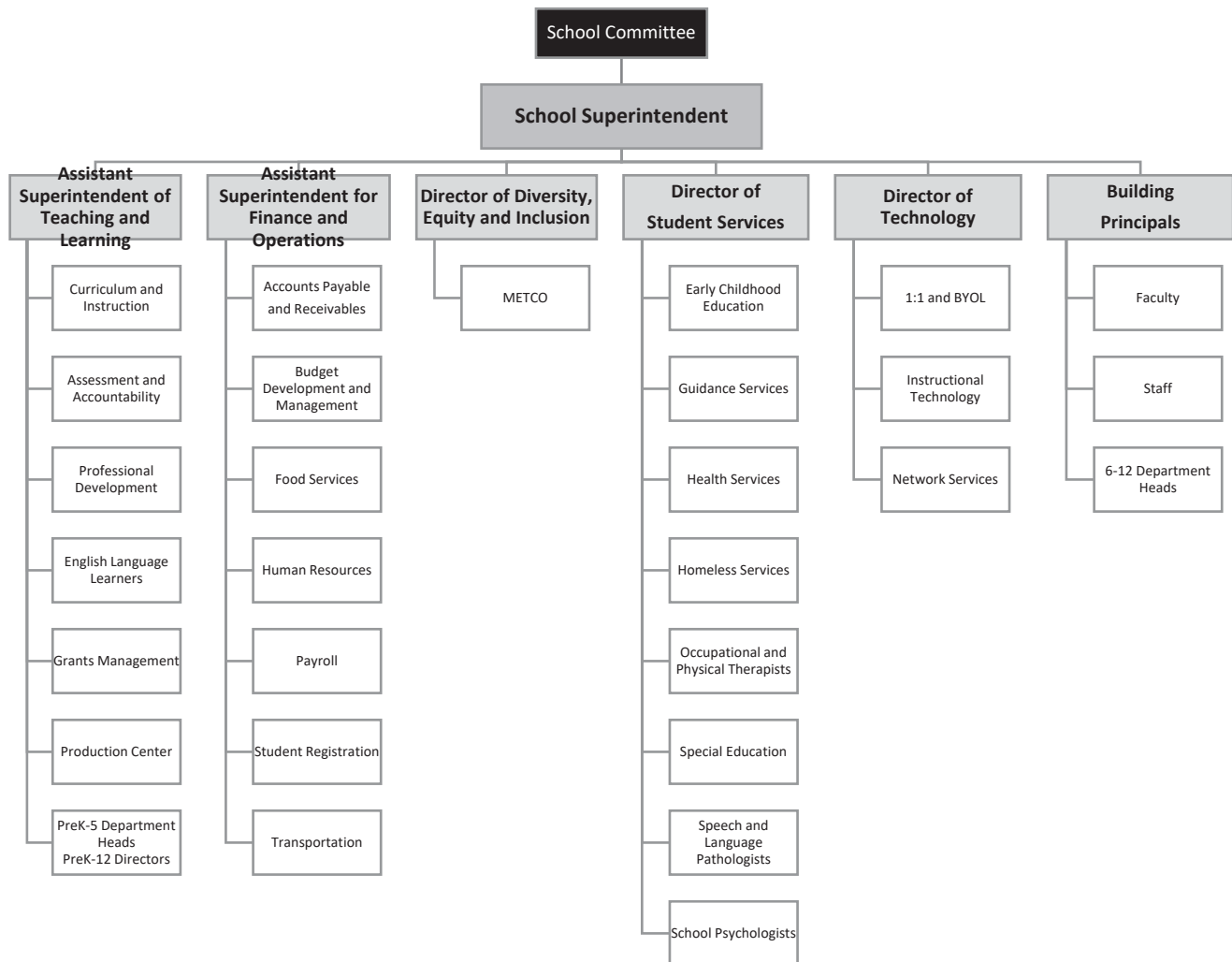


For the complete School Budget please visit:

<https://wellesleyps.org/wp-content/uploads/2019/12/FY21-Budget-Request.pdf>



Town of *Wellesley*
FY2021 Budget Request
Schools: Mission, Services & Priorities



<https://wellesleyps.org/wp-content/uploads/2019/12/FY21-Budget-Request.pdf>

Executive Summary



This section includes a high-level summary of the FY'21 Voted Budget. The District is sensitive to the Town's fiscal short-and long-term challenges and developed a budget within this guideline while balancing the expectations of the community to provide an educational system that meets our core values of Academic Excellence, Cooperative and Caring Relationships, Respect for Human Differences and Commitment to Community. Each year the School Committee provides guidance to the Wellesley Public Schools administration for preparation of the budget.

School Committee Budget Guidelines:

The following general guidance is meant to assist the Wellesley Public Schools administration in preparing the budget for Fiscal Year 2021. After discussion related to the Town's financial limitations, School Committee has directed the administration to prepare an operating budget that addresses the following funding amounts:

- 3.5% increase over the FY'20 appropriated budget with no adjustments;
- 3.5% increase over the FY'20 appropriates budget applied to all areas with the exception of defined special education costs; and
- 4.25% increase over the FY'20 appropriated budget.

In January, the School Committee requested the School Department reduce the FY'21 Budget Request by \$75K. This reduction was a result of multiple conversations between the Board of Selectmen, School Committee and Town and School Administration.

In addition to the percentage increase, the budget should also include an additional amount that will address the changes in defined special education costs between FY'20 and FY'21 in the for the following categories:

- Caseload driven staff;
- Contractual increases in Special Education transportation;
- Out-of-district costs; and
- Circuit Breaker.

At these funding levels, the budget will note which items fall in the following four categories:

- Base;
- Level Service¹;
- Strategic Plan; and
- Other Critical Needs.

The Committee is sensitive to the Town's fiscal short- and long-term challenges and will strive to develop a budget at guideline while balancing the expectations of the community to provide and educational system that meets our core values of Academic Excellence, Cooperative and Caring Relationships; Respect for Human Differences, and Commitment to Community. In the creation of the FY'21 budget, the Committee places priority on the following objectives:

¹ Level Service Budget – a budget that supports providing the same standard of service as in the prior fiscal year. Under this definition, line items would increase or decrease depending on changes in need, such as enrollment increases or decreases or contract changes, but not in order to provide a higher level of service to meet existing needs.

- Meeting legal mandates.
- Supporting the achievement of our system goals, including the WPS Strategic Plan.
- Offering appropriate general and special education programs and services and structuring the budget to insulate general education programs from the potential variability in special education expenses and revenue.
- Supporting enrollment increases and/or decreases by maintaining class size guidelines and student options accordingly.
- Providing competitive compensation and programming to support the recruitment, hiring, retention and development of quality professional and other instructional and administrative staff.
- Providing adequate supplies and equipment to support the educational program.
- Diligently searching for cost savings that can be realized without adversely affecting delivery of the educational program.
- To the extent possible, reducing or eliminating fees charged to families for curricular, co-curricular and extracurricular activities.

Available Revenue Based on School Committee Budget Guidelines:

In addition to the percentage increase, the guidelines allow for an additional amount to address changes in Special Education costs between FY'20 and FY'21. Based on this guidance, the School Administration calculated the Special Education amount as:

Special Education Category	Amount
Caseload Driven Staff	\$0
Transportation	\$5,185
Out-of-District	\$434,469
Reduction of Circuit Breaker Offset	\$224,549
Total	\$664,203

A description of this calculation is included in the Special Education section of the budget. Below are the revenue options based on the three (3) School Committee Budget Guidelines:

Revenue Option 1:

FY'20 Appropriation	\$76,783,930
3.5% Increase	\$2,687,438
New Available Revenue	\$2,687,438

Revenue Option 2:

FY'20 Appropriation	\$76,783,930
3.5% Increase	\$2,687,438
Special Education Appropriation	\$664,203
New Available Revenue	\$3,351,641

Revenue Option 3:

FY'20 Appropriation	\$76,783,930
4.25% Increase	\$3,263,317
Special Education Appropriation	\$664,203
New Available Revenue	\$3,927,520

With these guidelines in mind, the District Administrative team developed the FY'21 Budget Request.

Available Revenue Based on Board of Selectman (BOS) Budget Guidelines:

The Board of Selectmen's Budget Guidelines applies the 3.5% increase to all salary and other compensation category and all non-special education expenses. In addition to this 3.5%, the Board of Selectmen also recommended an additional appropriation to cover the Special Education cost increases.

BOS Revenue:

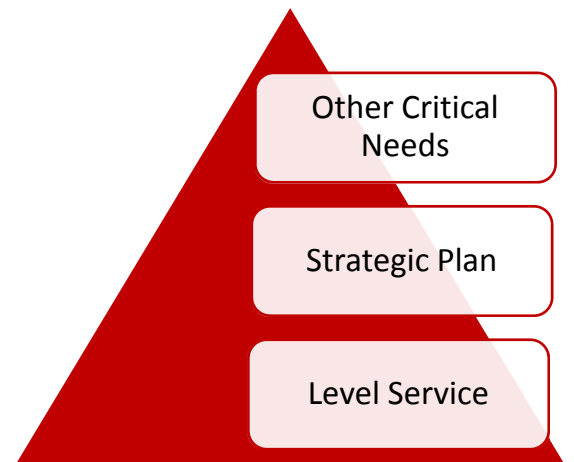
FY'20 Salary and Other Compensation	\$68,817,105
FY'20 Expenses (Instruction, Admin., Operations)	\$3,489,887
Modified FY'20 Base	\$72,306,992
3.5% Increase on Modified Base	\$2,530,745
Special Education Appropriation	\$664,203
New Available Revenue	\$3,194,948

Budget Architecture



The FY'21 process began with the District's standard architecture that builds on Level Service needs with Strategic Plan and Other Critical Needs to reach a complete budget request to submit to the School Committee. The FY'21 budget guidelines were 3.50% with an additional appropriation for Special Education from the Board of Selectmen and up to 4.25% with an additional appropriation for Special Education from the School Committee.

A budget is an estimate of funds needed to cover planned expenses in a fiscal year. Staffing and special education are the two segments of the budget that can have significant variability between initial budget proposal and close out of the fiscal year. The district spends significant time and effort in recruiting candidates for each position. The actual salary for the hired individual may vary from the budgeted amount. Although there is turnover throughout the year in our teaching assistants and paraprofessional positions, most teacher position are filled and salaries known by mid-August. Therefore, a re-set to the budget in the early fall is appropriate. These budget changes include personnel changes (budget versus actual); revenue assumptions based on actual receipts at the close of fiscal year 2019; and student needs, both in terms of general and special education. As part of this process, the district updated the budget across types of expenses (Salary and Other Compensation and Expenses) and across the four categories (Administration, Student Services, Operations, Instruction). In October 2019, the School Administration presented an FY'20 Adjusted Budget to the School Committee. The FY'20 Adjusted Budget is the basis for building the FY'21 Budget.



Significant Changes to the FY'20 Adjusted Budget by Category



A shared understanding of the budget architecture categories is an important beginning to the budget process. The FY'21 Voted Budget was guided by these definitions:

Level Service: a budget that supports providing the same standard of service as in the prior fiscal year. Under this definition, line items would increase or decrease depending on changes in need, such as enrollment increases or decreases or contract changes, but not in order to provide a high level of service to meet existing needs.

Strategic Plan: a budget that supports one of the three strategies of the District's current Strategic Plan:

- 1.) Focus on every child, in every classroom, every day
- 2.) Invest in our Educators
- 3.) Provide broad-based learning opportunities as part of a world class public school systems
- 4.) Facilities Master Plan

Other Critical Needs: a budget that supports additional changes not reflected in Level Service or Strategic Plan that are critical to the district's operation.

Fiscal Year 2021 Voted Budget Recap:

The School Committee FY'21 Voted Budget is \$79,715,448, which represents a 3.82% increase exclusive of the additional appropriation for special education of \$664,203. The reduction in health benefits is not included in the FY'21 Voted Budget. The table provides the FY'21 Voted Budget by functional categories:

Category	Salary and Other Comp.	Expenses	FY'21 Voted Budget	Variance FY21-FY20	% of Total Budget
320 Instruction	\$50,370,858	\$2,144,497	\$52,515,355	\$1,898,990	65.33%
330 Administration	\$1,248,611	\$160,812	\$1,409,423	\$43,865	1.75%
340 Operations	\$1,562,487	\$1,318,282	\$2,880,769	\$104,212	3.58%
360 Student Services	\$18,429,930	\$5,144,174	\$23,574,104	\$1,548,655	29.34%
Sub-Total	\$71,611,886	\$8,767,765	\$80,379,651	\$3,595,721	
Spec. Ed. Reduction	\$0	(\$664,203)	(\$664,203)	(\$664,203)	
FY'21 Total Request	\$71,611,886	\$8,103,562	\$79,715,448	\$2,931,518	

Health Benefit Impact: (\$25,000)

Below is a summary of the FY'21 Voted Budget by service level:

Category	Salary and Other Comp.	Expenses	FY'21 Total Request	% Increase	Cum. % Increase
Adjusted Budget	\$68,817,105	\$7,966,825	\$76,783,930		
Level Service	\$2,599,956	\$782,741	\$3,382,697	4.41%	4.41%
Strategic Plan	\$104,663	\$0	\$104,663	0.14%	4.55%
Other Critical Needs	\$90,162	\$18,199	\$108,361	0.14%	4.69%
Sub-Total	\$71,611,886	\$8,767,765	\$80,379,651		
Spec. Ed. Reduction	\$0	(\$664,203)	(\$664,203)	(0.87%)	(0.87%)
FY'21 Total Request	\$71,611,886	\$8,103,562	\$79,715,448	3.82%	3.82%

Health Benefit Impact: (\$25,000)

The Student Services and Instruction areas of the budget account for 94.7% of the total budget. The chart below breaks the FY'21 Voted Budget into the four categories.

All FY'21 Voted Budget changes must be classified as Level Service, Strategic Plan, or Other Critical Needs. A summary of all changes is listed below for easy reference:

Level Service (Salary and Other Compensation):

School	Salary and Other Compensation Changes	FTE	Cost	Benefits
PAWS	Base Level Personnel Changes (Steps, Leaves, Late Starts)	0.00	\$69,331	N/A
Bates	Base Level Personnel Changes (Steps, Leaves, Late Starts)	0.00	\$137,716	N/A
Bates	Reassignment of Teaching Assistant to WMS	(1.00)	(\$26,478)	(\$7,500)
Bates	Reduction of Teaching Assistant	(1.00)	(\$26,478)	(\$7,500)
Fiske	Base Level Personnel Changes (Steps, Leaves, Late Starts)	0.00	\$153,549	N/A
Hardy	Base Level Personnel Changes (Steps, Leaves, Late Starts)	0.00	\$152,366	N/A
Hunnewell	Base Level Personnel Changes (Steps, Leaves, Late Starts)	0.00	\$123,603	N/A
Hunnewell	Reassignment of Teaching Assistant to WMS	(1.00)	(\$26,478)	(\$7,500)
Hunnewell	Reassignment of Teaching Assistant to WMS	(1.00)	(\$26,478)	(\$7,500)
Sprague	Base Level Personnel Changes (Steps, Leaves, Late Starts)	(1.00)	\$108,920	N/A
Sprague	Reassignment of Teaching Assistant to WMS	(1.00)	(\$26,478)	(\$7,500)
Sprague	Reassignment of Teaching Assistant to WMS	(1.00)	(\$26,478)	(\$7,500)
Schofield	Base Level Personnel Changes (Steps, Leaves, Late Starts)	0.00	\$234,719	N/A
Upham	Base Level Personnel Changes (Steps, Leaves, Late Starts)	1.00	\$185,326	N/A
Upham	Reassignment of Teaching Assistant to WMS	(1.00)	(\$26,478)	(\$7,500)
WMS	Base Level Personnel Changes (Steps, Leaves, Late Starts)	0.00	\$701,660	N/A
WMS	Reassignment of Teaching Assistant from Bates	1.00	\$26,071	\$7,500
WMS	Reassignment of Teaching Assistant from Hunnewell	1.00	\$26,071	\$7,500
WMS	Reassignment of Teaching Assistant from Hunnewell	1.00	\$26,071	\$7,500
WMS	Reassignment of Teaching Assistant from Sprague	1.00	\$26,071	\$7,500
WMS	Reassignment of Teaching Assistant from Sprague	1.00	\$26,071	\$7,500
WMS	Reassignment of Teaching Assistant from Upham	1.00	\$26,071	\$7,500
WMS	Reduction of One-Time Additional Release of WL Director	(0.20)	(\$14,952)	\$0
WMS	Transfer of Paraprofessionals from Federal Grant Funds	3.00	\$114,906	N/A

School	Salary and Other Compensation Changes	FTE	Cost	Benefits
WMS	World Language Grade 8 Section	0.20	\$14,952	\$0
WMS	Music Elective	0.10	\$7,476	\$0
WMS	Drama Elective	0.10	\$7,476	\$0
WHS	Base Level Personnel Changes (Steps, Leaves, Late Starts)	0.00	\$787,574	N/A
WHS	English as a Second Language Teacher	(0.20)	(\$14,952)	(\$20,000)
WHS	Transfer of Paraprofessional from Grant Funds	1.00	\$38,302	N/A
District	Base Level Personnel Changes (Steps, Leaves, Late Starts)	0.00	\$236,534	N/A
District	Turnover Savings	0.00	(\$650,000)	\$0
District	Anticipated Lane Changes	0.00	\$225,000	\$0
District	Elementary Section Reduction	(2.00)	(\$149,518)	(\$40,000)
District	Non-Union Salary Reserve	0.00	\$97,500	\$0
District	Extended School Year Rate Restructure (Unit A)	0.00	\$50,000	\$0
Production	Production Center Associate Increased Hours	0.30	\$11,392	\$0
Sub-Total		1.30	\$2,599,956	(\$67,500)

Level Service (Expenses):

School	Program / Expense Description	Cost
PAWS	IT: Public Address System / Radio System Maintenance	\$859
Bates	IT: Public Address System / Radio System Maintenance	\$1,500
Fiske	IT: Public Address System / Radio System Maintenance	\$1,500
Hardy	IT: Public Address System / Radio System Maintenance	\$1,500
Hunnewell	Science: Projected Enrollment Change to Per Pupil	\$135
Hunnewell	IT: Public Address System / Radio System Maintenance	\$1,500
Sprague	Science: Projected Enrollment Change to Per Pupil	\$45
Sprague	IT: Public Address System / Radio System Maintenance	\$1,500
Schofield	Science: Projected Enrollment Change to Per Pupil	(\$120)
Schofield	IT: Public Address System / Radio System Maintenance	\$1,500
Upham	Science: Projected Enrollment Change to Per Pupil	(\$45)
Upham	IT: Public Address System / Radio System Maintenance	\$1,500

School	Program / Expense Description	Cost
WMS	Athletic: Facility Rental	\$496
WMS	Athletic: Transportation	(\$10,000)
WMS	IT: Virtual Servers Contract	\$7,169
WMS	IT: Network Switches	\$2,203
WHS	Athletic: Facility Rental	\$11,785
WHS	Athletic: Transportation	\$16,181
WHS	Athletic: Officials	\$5,082
WHS	Athletic: Dues	\$4,000
WHS	Offset: Increased Revenue in Special Education Tuition	(\$2,398)
Elementary	Spanish: Office Supplies	(\$35)
Elementary	Spanish: Instructional Materials	(\$6,000)
Elementary	Spanish: Dues	(\$10)
District	IT: Power School University	\$3,000
District	IT: Account Automation Software	\$17,980
District	Spec. Ed.: Human Resource Services (HRS) Contract	\$1,450
District	Human Resources: Unit C Tuition Reimbursement Fund	\$5,000
District	Human Resources: AESOP Substitute Schedule Software Inflation	\$2,071
District	IT: Power School Inflation	\$1,816
District	Transportation: Year 4 of a 5 Year Contract (Yellow School Buses)	\$41,814
District	Transportation: Lease Payment for Van Replacements (3 Vehicles)	\$15,824
District	Transportation: Replacement of Global Positioning System (GPS) for Vans	(\$13,500)
Vocational	Vocational: Tuition Inflation of 4%	\$1,841
Vocational	Vocational: Transportation Cost Increases	\$807
OOD ²	Contracted Transportation Increase	\$5,773
OOD	In-State Tuition	(\$51,299)
OOD	Out-of-State Tuition	(\$88,696)
OOD	Collaborative Placements	\$108,828

² OOD stands for Out-of-District placements.

School	Program / Expense Description	Cost
OOD	Private Placements	\$293,361
OOD	Residential Placements	\$172,275
OOD	Circuit Breaker Reimbursement (75% Estimated)	(\$311,727)
OOD	Circuit Breaker Fund Balance Use in FY'20	\$536,276
Sub-Total		\$782,741

Strategic Plan (Salary and Other Compensation):

School	Salary and Other Compensation Changes	FTE	Cost	Benefits
WMS	Computer Science	0.20	\$14,952	\$0
WMS	Scholars Program	0.20	\$14,952	\$0
WHS	Computer Science	1.00	\$74,759	\$20,000
Sub-total		1.40	\$104,663	\$20,000

Strategic Plan (Expenses):

No recommended changes in FY'21.

Other Critical Needs (Salary and Other Compensation):

School	Salary and Other Compensation Changes	FTE	Cost	Benefits
Bates	Building Teaching Assistant	1.00	\$27,002	\$7,500
Hunnewell	Building Teaching Assistant	1.00	\$27,002	\$7,500
WHS	Testing Coordinator	1.00	\$26,586	\$7,500
WHS	Testing Stipend	0.00	(\$7,650)	\$0
WHS	Assistant Athletic Director	0.20	\$16,472	\$0
District	English as a Second Language Summer Testing	0.00	\$750	\$0
Sub-Total		3.20	\$90,162	\$22,500

Other Critical Needs (Expenses):

School	Program / Expense Description	Cost
Bates	Art: Professional Development / Conference	\$200
Bates	Perf. Arts: Instructional Materials Inflation	\$93
Bates	Perf. Arts: Equipment Maintenance Inflation	\$50

School	Program / Expense Description	Cost
Bates	Nurse: Medical Supplies Inflation	\$50
Fiske	Art: Professional Development / Conference	\$200
Fiske	Perf. Arts: Instructional Materials Inflation	\$93
Fiske	Perf. Arts: Equipment Maintenance Inflation	\$50
Fiske	Nurse: Medical Supplies Inflation	\$50
Hardy	Art: Professional Development / Conference	\$200
Hardy	Perf. Arts: Instructional Materials Inflation	\$93
Hardy	Perf. Arts: Equipment Maintenance Inflation	\$50
Hardy	Nurse: Medical Supplies Inflation	\$50
Hunnewell	Art: Professional Development / Conference	\$200
Hunnewell	Perf. Arts: Instructional Materials Inflation	\$93
Hunnewell	Perf. Arts: Equipment Maintenance Inflation	\$50
Hunnewell	Nurse: Medical Supplies Inflation	\$50
Hunnewell	Nurse: Conference Reduction	(\$125)
Sprague	Art: Professional Development / Conference	\$200
Sprague	Perf. Arts: Instructional Materials Inflation	\$93
Sprague	Perf. Arts: Equipment Maintenance Inflation	\$50
Sprague	Nurse: Medical Supplies Inflation	\$50
Schofield	Principal: Instructional Materials Inflation	\$330
Schofield	Art: Professional Development / Conference	\$200
Schofield	Perf. Arts: Instructional Materials Inflation	\$93
Schofield	Perf. Arts: Equipment Maintenance Inflation	\$50
Schofield	Nurse: Medical Supplies Inflation	\$50
Upham	Art: Professional Development / Conference	\$200
Upham	Perf. Arts: Instructional Materials Inflation	\$93
Upham	Perf. Arts: Equipment Maintenance Inflation	\$125
Upham	Nurse: Medical Supplies Inflation	\$50

School	Program / Expense Description	Cost
WMS	World Lang.: Field Trip Transportation	\$600
WMS	World Lang.: Dues	(\$180)
WMS	Fitness and Health: Equipment Maintenance	\$1,000
WMS	Perf. Arts: Instructional Materials Inflation	\$236
WMS	Perf. Arts: Equipment Maintenance Inflation	\$500
WMS	Nurse: Medical Supplies Inflation	\$50
WHS	Principal: Professional Development	\$1,400
WHS	Principal: Dues	\$400
WHS	World Lang.: Dues	\$40
WHS	World Lang.: Seal of Bi-Literacy Proctors	\$4,500
WHS	Fitness and Health: Equipment Maintenance	\$1,000
WHS	Perf. Arts: Instructional Materials Inflation	\$710
WHS	Perf. Arts: Equipment Maintenance Inflation	\$500
WHS	Nurse: Medical Supplies Inflation	\$50
District	Perf. Arts: Office Supplies Inflation	\$100
District	Perf. Arts: Dues Inflation	\$150
District	Nurse: Automated External Defibrillator (AED) Maintenance	\$2,000
District	Nurse: Additional User License for Medical Database	\$400
District	Spec. Ed.: Assistive Technology Equipment	\$1,712
Sub-Total		\$18,199

Summary of Changes to FY'20 Adjusted Budget:

School	Category	FTE	Cost	Benefits
All	Level Service	1.30	\$3,382,701	(\$67,500)
All	Strategic Plan	1.40	\$104,663	\$20,000
All	Other Critical Needs	3.20	\$108,361	\$22,500
Total		5.90	\$3,595,725	(\$25,000)

Salary Development:



Development of the salary budget is the most complex part of constructing the FY'21 budget. The process begins in the early fall with the approval of the FY'20 Adjusted Budget. This process realigns the budgeted salary lines, and associated full-time equivalents (FTEs), to mirror current staffing levels. Staff who are on a partial or full leave in FY'20 are assumed to return to their previous positions. This creates a bumping of individuals across multiple accounts. Bargaining unit employees who are not on the maximum step in their respective salary tables are advanced a step. As part of the Wellesley Teacher Association (WTA) agreement, teachers can move a lane within their salary table with the attainment of a new degree or the accumulation of graduate credits. Notification of a potential lane movement in the FY'21 budget year was November 1, 2019. Since not all members who notify the Superintendent achieve the goal in upcoming year, the district has set aside funds in a similar means to prior years – approximately 50% of the total requests.

Staff turnover often results in a cost savings. Most employees who retire are at the top of the salary table. With a hiring target of a master's level with eight (8) years of teaching experience, the turnover savings for the replacement of one educator can result in a savings of approximately \$35K. The turnover savings for instructional assistants and paraprofessionals is much less, approximately \$5K per employee. The budgeted turnover savings in FY'20 was \$650K. The FY'21 budget includes turnover savings of \$650K.

The elementary enrollment continues to decline, thus, the projected enrollment by geographical area indicates the need to reduce two sections in the budget. This decision is based on the projected enrollment by grade and the School Committee's guidelines for class size.

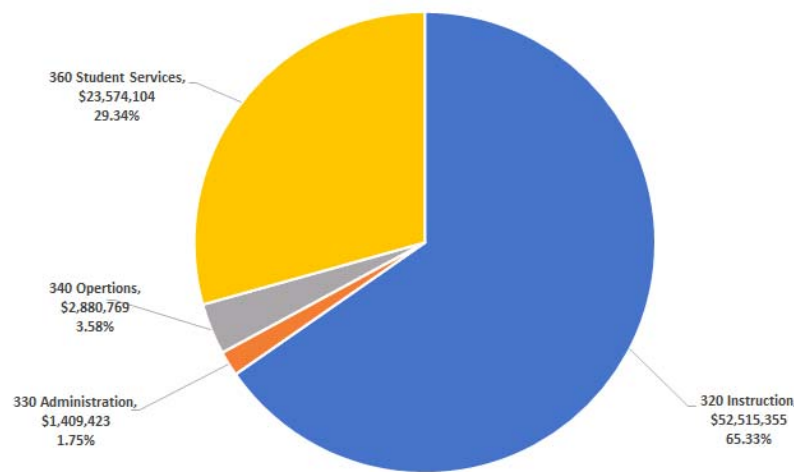
Full-Time Equivalents (FTEs) Changes Reflected in the FY'21 Voted Budget:

Although the General Fund FTE change shown below is 5.9 FTEs, it is important to note that this represents a net increase of 1.9 FTEs as 4.0 FTEs are being moved from expiring Federal Grant funds to the General Fund. The expected headcount increases in FY'21 is one (1) employee. A number of the requested FTEs represent additional elective courses that can be added to a current educator's assignment. Below is a summary of personnel changes in the FY'21 Voted Budget by position type:

Classification	Position	FTE Change
Assistant Director	Assistant Athletic Director	0.20
Clerical	Production Center Associate	0.30
Director/Department Head	WMS World Lang. Director (One-Time Extra Release)	(0.20)
Teacher Assistants	Bates (Moved to WMS)	(1.00)
	Bates (Special Education Teaching Assistant)	(1.00)
	Bates (Building Teaching Assistant)	1.00
	Hunnewell (Moved to WMS)	(2.00)
	Hunnewell (Building Teaching Assistant)	1.00
	Sprague (Moved to WMS)	(2.00)
	Sprague (Moved to Upham Paraprofessional)	(1.00)
	Upham (Moved to WMS)	(1.00)
	Middle School (Moved from Elementary Level)	6.00
Other Support Staff	WHS Testing Coordinator	1.00
Paraprofessional	Upham (Moved from Sprague Teaching Assistant)	1.00

Classification	Position	FTE Change
Teacher	WMS (Moved from Federal Grant)	3.00
	WHS (Moved from Federal Grant)	1.00
	Elementary Enrollment Reduction	(2.00)
	WMS World Language (Grade 8)	0.20
	WMS Scholars Program	0.20
	WMS Dance Elective	0.10
	WMS Music Elective	0.10
	WMS Computer Science	0.20
	WHS Computer Science	1.00
	WHS English as a Second Language	(0.20)
Total Change		5.90

As the tables above demonstrate, there are a number of proposed changes for FY'21. Below is a summary of the FY'21 Voted Budget by category and a summary of the types of expenses included in each category:



Instruction (320 code) accounts for 65.33% of the total budget. This category represents the core educational services provided to students in the general education area. Departmental budgets for core academic areas (math, science, etc.) and specials (art, music, etc.) are included in this category. Other categories of expenses include educational technology, English language learner, after school activities, intramural sports, athletics and guidance.

Administration (330 code) accounts for 1.75% of the total budget. This category includes district administration costs including the Superintendent's Office, Teaching and Learning, professional development (workshops and conferences), health benefit costs related to FY'21 personnel changes, and human resources and recruitment.

Operations (340 code) accounts for 3.58% of the total budget. This category includes network and computer technology, business office, information management, utilities, production center, homelessness transportation, and in-district transportation.

Student Services (360 code) accounts for 29.34% of the total budget. This category includes inclusion services, in and out-of-district transportation, and out-of-district educational placements.

The table below provides the same information in a more detailed format.

Wellesley Public Schools	FY'20 Adj. Budget \$	FY'20 Adjusted Budget FTE	FY'21 Voted Budget \$	FY'21 Total FTE	\$ Variance (FY'21 - FY'20)	FTE Variance	Percent Increase
Salary and Other Compensation							
320 Instruction	\$ 48,516,160	517.04	\$ 50,370,858	519.95	\$ 1,854,698	2.91	
330 Administration	\$ 1,211,817	12.00	\$ 1,248,611	12.00	\$ 36,794	0.00	
340 Operations	\$ 1,540,617	18.05	\$ 1,562,487	18.05	\$ 21,871	(0.00)	
360 Student Services	\$ 17,548,511	285.84	\$ 18,429,930	288.84	\$ 881,419	3.00	
Salary and Other Compensation Total	\$ 68,817,105	832.92	\$ 71,611,886	838.84	\$ 2,794,781	5.91	3.64%
Expenses							
320 Instruction	\$ 2,100,205	0.00	\$ 2,144,497	0.00	\$ 44,292	0.00	
330 Administration	\$ 153,741	0.00	\$ 160,812	0.00	\$ 7,071	0.00	
340 Operations	\$ 1,235,941	0.00	\$ 1,318,282	0.00	\$ 82,341	0.00	
360 Student Services	\$ 4,476,938	0.00	\$ 5,144,174	0.00	\$ 667,236	0.00	
Expenses Total	\$ 7,966,825	0.00	\$ 8,767,765	0.00	\$ 800,940	0.00	1.04%
FY'21 Voted Budget All In	\$ 76,783,930	832.92	\$ 80,379,651	838.84	\$ 3,595,721	5.91	4.68%
Health Benefits			\$ (25,000)				
Spec. Ed. Outside Guidelines			\$ (664,203)				
FY'21 Voted Budget with Health			\$ 79,690,448	838.84	\$ 2,906,518	5.91	3.79%
FY'21 Voted Budget without Health			\$ 79,715,448	838.84	\$ 2,931,518	5.91	3.82%

As the table above shows, salary and benefits accounts for 89.1% of the total budget. Education is a staff dependent profession. Therefore, staffing changes year-to-year are not uncommon. As a municipal school district, the Town carries employee benefit costs (health insurance, retirement, etc.) for benefit-eligible school employees in their budget. As with prior years, the district has included the initial year of health benefit costs of proposed staffing changes. For planning purposes, the Town has provided us the following guidelines:

- o Professional staff member: Add or subtract \$20,000 per 0.5 FTE or greater changed; and
- o Teaching Assistants and Paraprofessional staff members: Add or subtract \$7,500 per 0.5 FTE or greater changed.

The figures above include an estimated benefit reduction amount of \$25,000. All five collective bargaining agreements are in effect from FY'20 through FY'22. The district has budgeted for all known and anticipated collective bargaining expenses.

Special Education Financing:

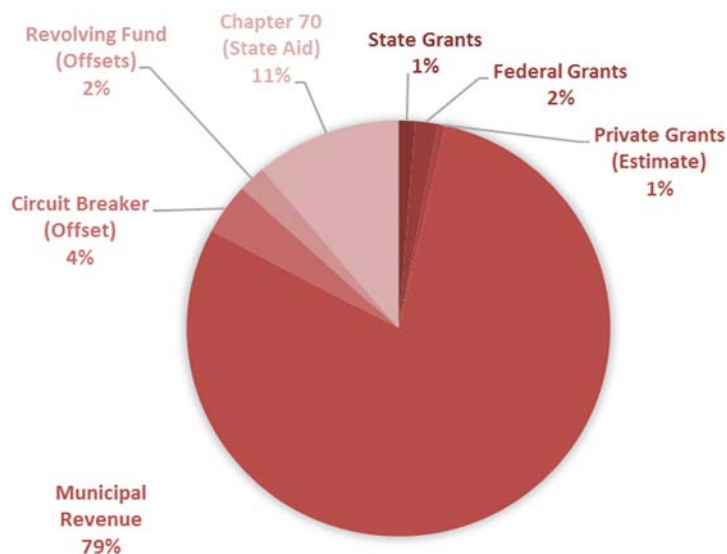
In FY'21, the Voted Budget has been developed with all known, reasonably known costs and no reserves. The budget includes the out of district school inflation amount of 2.72% - provided to the district by the Commonwealth of Massachusetts, Operational Services Division, Special Education Pricing division. This state agency is responsible for setting all day and residential costs of state approved schools.

The FY'21 Voted Budget for Student Services is \$23,574,104 and represents 29.34% of the total Wellesley Public Schools' operating budget. The FY'21 Voted Budget is \$1,420,559 above the final FY'19 expended amount and \$1,548,655 above the FY'20 Adjusted Budget.

Revenue Summary:

As a municipal school district, the main source of revenue for the operation of the Wellesley Public Schools is local property taxes and other municipal revenues. The other revenue sources include state education aid, commonly referred to as Chapter 70; fees and tuition collections applied as offsets to the general fund; and grant award including donations.

The Chapter 70, or state education aid, funds are dependent on the state funding formula and the state's General Appropriations Act (GAA). For budgeting purposes, the District has assumed level funding of Chapter 70 aid. Below is a summary of revenue sources to support the Wellesley Public Schools in FY'21:



Expected changes in revenue include the following:

- Federal grant revenue is expected to decrease by \$112,725. Grants awards made in FY'19 were not fully expended with balances carried into FY'20. These carry forward funds are one-time revenue and will not be available in FY'21.
- Circuit breaker revenue in FY'20 included the carry forward fund balance from FY'19 of \$536,276. We anticipate fully expending the current year revenue and all carry forward revenue to cover current costs related to Special Education. In projecting FY'21 Circuit Breaker receipts, we are assuming a 75% reimbursement rate which results in a net change of revenue in FY'21 \$224,549.
- In December 2019, Governor Baker signed the Student Opportunity Act. This bill will add \$1.5 billion to the public education system over the next seven years. While we anticipate a positive financial impact to the Town of Wellesley, it is early in the state's budget process to quantify the

financial benefit in FY'21 in Chapter 70 and Circuit Breaker reimbursement. The Student Opportunity Act includes two significant changes to the Circuit Breaker program.

- o First, the Circuit Breaker reimbursement threshold is no longer tied to four-times foundation. The FY'20 reimbursement threshold is \$45,793 – local share. In future years, this amount will be adjusted by the foundation inflation index.
- o Second, the act will phase in the reimbursement of out-of-district transportation costs required by individualized education programs for students with disabilities over a four-year time period (subject to state appropriation).
- o Finally, the Circuit Breaker reimbursement level for transportation and educational expenses is capped at 75% above the threshold, subject to state appropriation.

Although Wellesley received \$14.6M in Circuit Breaker, budgeted offsets and Chapter 70 funds; the district relies on local revenue, mainly property taxes, to fund the Wellesley Public Schools. Below is the expected growth of the municipal contribution to the Schools:

➤ FY'20 Municipal Contribution:	\$62,189,993
➤ FY'21 Estimated Municipal Contribution:	\$65,957,865

This amount assumes Chapter 70 is level funded. Any increase in Chapter 70 funds would result in a reduction of the municipal contribution.

What is a Budgeted Offset?

In Wellesley, the district collects revenue from multiple sources: ticket sales, activity and athletic fees, preschool tuition, etc. These revenues are deposited into the appropriate revolving fund. Expenses can either be charged directly to the revolving fund or through an accounting adjustment between the general fund and revolving fund. A budgeted offset is when revenues are collected and deposited to the revolving fund, but the expenses are carried in the general fund and a corresponding negative account (offset account) is present. The negative budget account represents the amount of the accounting adjustment between the general fund and revolving fund. A budgeted offset is useful when capturing the full program costs in a single funding source.

Without the use of budget offsets, program expenses would be included in the budget of two separate funds making it difficult to see the full expense of a program. In the example of pre-school, the use of program fees covers the cost of staff in the amount of \$314,240 (offset amount).

The following revolving funds do not include budgeted offsets and all expenses are directly charged to the revolving fund:

- Child Lab Program,
- Middle and High School Student Activity Accounts (after-school club related);
- Textbook Revolving (lost book);
- Guidance (testing related to college admissions); and
- Elementary Before School Program.

All other revolving accounts are a mix of budgeted offset and direct charge to the revolving fund.

It is important to note that all budgeted offset amounts are included in the revolving fund revenue estimates for FY'20 and FY'21.

FY'21 Voted Budget by Type, Category and Budget Architecture

Wellesley Public Schools	FY'20 Adj. Budget \$	FY'20 Adjusted Budget FTE	FY'21 Voted Budget \$	FY'21 Total FTE	\$ Variance (FY'21 - FY'20)	FTE Variance	Percent Increase
Salary and Other Compensation							
320 Instruction	\$ 48,516,160	517.04	\$ 50,370,858	519.95	\$ 1,854,698	2.91	
330 Administration	\$ 1,211,817	12.00	\$ 1,248,611	12.00	\$ 36,794	0.00	
340 Operations	\$ 1,540,617	18.05	\$ 1,562,487	18.05	\$ 21,871	(0.00)	
360 Student Services	\$ 17,548,511	285.84	\$ 18,429,930	288.84	\$ 881,419	3.00	
Salary and Other Compensation Total	\$ 68,817,105	832.92	\$ 71,611,886	838.84	\$ 2,794,781	5.91	3.64%
Expenses							
320 Instruction	\$ 2,100,205	0.00	\$ 2,144,497	0.00	\$ 44,292	0.00	
330 Administration	\$ 153,741	0.00	\$ 160,812	0.00	\$ 7,071	0.00	
340 Operations	\$ 1,235,941	0.00	\$ 1,318,282	0.00	\$ 82,341	0.00	
360 Student Services	\$ 4,476,938	0.00	\$ 5,144,174	0.00	\$ 667,236	0.00	
Expenses Total	\$ 7,966,825	0.00	\$ 8,767,765	0.00	\$ 800,940	0.00	1.04%
FY'21 Voted Budget All In	\$ 76,783,930	832.92	\$ 80,379,651	838.84	\$ 3,595,721	5.91	4.68%
Health Benefits			\$ (25,000)				
Spec. Ed. Outside Guidelines			\$ (664,203)				
FY'21 Voted Budget with Health			\$ 79,690,448	838.84	\$ 2,906,518	5.91	3.79%
FY'21 Voted Budget without Health			\$ 79,715,448	838.84	\$ 2,931,518	5.91	3.82%

FY'21 Voted Budget by Category and Type

Category	FY18 Expended	FY'19 Expended	FY'20 Adjusted Budget	FY'20 Adjusted FTE	FY'21 Voted Budget	FY'21 Voted FTE	\$ Variance (FY'21 - FY'20)	FTE Variance (FY'21 - FY'20)
320 Instruction								
Salary and Other Compensation	\$44,988,735	\$46,475,480	\$48,516,160	517.04	\$50,370,858	519.95	\$1,854,698	2.91
Expenses	\$1,802,467	\$1,783,941	\$2,100,205	0.00	\$2,144,497	0.00	\$44,292	0.00
320 Instruction Total	\$46,791,202	\$48,259,421	\$50,616,365	517.04	\$52,515,355	519.95	\$1,898,990	2.91
330 Administration								
Salary and Other Compensation	\$1,057,127	\$1,042,102	\$1,211,817	12.00	\$1,248,611	12.00	\$36,794	0.00
Expenses	\$127,741	\$138,364	\$153,741	0.00	\$160,812	0.00	\$7,071	0.00
330 Administration Total	\$1,184,868	\$1,180,466	\$1,365,558	12.00	\$1,409,423	12.00	\$43,865	0.00
340 Operations								
Salary and Other Compensation	\$1,562,266	\$1,539,041	\$1,540,617	18.05	\$1,562,487	18.05	\$21,871	(0.00)
Expenses	\$1,260,143	\$1,109,274	\$1,235,941	0.00	\$1,318,282	0.00	\$82,341	0.00
340 Operations Total	\$2,822,409	\$2,648,315	\$2,776,558	18.05	\$2,880,769	18.05	\$104,212	(0.00)
360 Student Services								
Salary and Other Compensation	\$15,828,075	\$16,749,799	\$17,548,511	285.84	\$18,429,930	288.84	\$881,419	3.00
Expenses	\$5,163,817	\$5,403,746	\$4,476,938	0.00	\$5,144,174	0.00	\$667,236	0.00
360 Student Services Total	\$20,991,892	\$22,153,545	\$22,025,449	285.84	\$23,574,104	288.84	\$1,548,655	3.00
FY'21 Voted Budget All In	\$71,790,371	\$74,241,747	\$76,783,930	832.92	\$80,379,651	838.84	\$3,595,721	5.91
Health Benefits					\$ (25,000)			
Spec. Ed. Outside Guidelines					\$ (664,203)			
FY'21 Voted Budget with Health					\$79,690,448		\$2,906,518	3.79%
FY'21 Voted Budget without Health					\$79,715,448		\$2,931,518	3.82%

FY'21 Voted Budget by Type and Object Code

Wellesley Public Schools by Object	FY'18 Expended	FY'19 Expended	FY'20 Adjusted Budget	FY'20 FTE	FY'21 Voted Budget	FY'21 FTE	\$ Variance (FY'21 - FY'20)	FTE Variance (FY'21 - FY'20)
Salary and Other Compensation								
Accountant	\$318,944	\$372,223	\$377,410	6.00	\$404,081	6.00	\$26,671	(0.00)
Adjmnt Counselor/Social Worker	\$84,321	\$96,981	\$101,476	1.00	\$103,505	1.00	\$2,029	0.00
Administrative Assistant	\$328,770	\$355,804	\$374,019	6.00	\$379,837	6.00	\$5,818	0.00
Assistant Director	\$35,400	\$50,942	\$63,734	0.80	\$83,112	1.00	\$19,378	0.20
Athletics Revolving Fund Offset	(\$5,648)	(\$5,648)	(\$5,648)	0.00	(\$5,648)	0.00	\$0	0.00
Attendant	\$79,705	\$90,038	\$94,630	2.81	\$98,018	2.81	\$3,388	0.00
Clerical	\$82,136	\$89,055	\$92,488	1.58	\$108,402	1.88	\$15,914	0.30
Computer Technician	\$307,977	\$302,800	\$308,377	4.50	\$308,377	4.50	\$0	0.00
Counselor/Psychologist	\$3,128,407	\$3,271,035	\$3,452,053	34.20	\$3,615,819	34.20	\$163,767	0.00
Director/Department Head	\$2,644,616	\$3,100,104	\$3,378,428	25.80	\$3,437,927	25.60	\$59,499	(0.20)
Dispatcher	\$1,445	\$17,400	\$27,446	0.50	\$27,992	0.50	\$546	0.00
Driver	\$385,002	\$372,135	\$488,608	14.00	\$496,964	14.00	\$8,356	0.00
Elementary Section Changes	\$0	\$0	\$0	0.00	(\$149,518)	(2.00)	(\$149,518)	(2.00)
Instructional Assistant	\$3,910,074	\$3,599,910	\$3,739,613	133.72	\$3,900,266	133.72	\$160,653	0.00
Instructional Coordinator	\$762,607	\$561,391	\$656,186	6.00	\$708,170	6.00	\$51,984	0.00
Librarian	\$657,822	\$687,008	\$725,679	7.70	\$767,594	7.70	\$41,915	0.00
Longevity	\$17,681	\$0	\$0	0.00	\$0	0.00	\$0	0.00
Manager/Assistant Manager	\$585,034	\$609,039	\$623,941	6.15	\$624,189	6.15	\$248	0.00
METCO Grant Offset	(\$89,985)	(\$89,896)	(\$89,985)	0.00	(\$89,985)	0.00	\$0	0.00
Monitor	\$43,933	\$44,921	\$50,272	2.63	\$50,272	2.63	\$0	0.00
Nurse/Physician	\$1,059,786	\$1,102,598	\$1,109,407	13.40	\$1,158,038	13.40	\$48,630	0.00
Other Professional Staff	\$231,028	\$149,896	\$227,783	2.40	\$236,489	2.40	\$8,706	0.00
Other Support Staff	\$0	\$0	\$116,955	1.00	\$145,880	2.00	\$28,925	1.00
Other Temporary Salaries	\$23,233	\$21,745	\$20,000	0.00	\$20,400	0.00	\$400	0.00
Other Temporary Staff	\$976,852	\$1,026,879	\$1,004,959	1.51	\$1,076,699	1.51	\$71,739	0.00
Paraprofessional	\$881,378	\$1,387,919	\$1,476,093	42.24	\$1,705,385	47.25	\$229,292	5.01
Pre-School Revolving Fund Offset	(\$276,000)	(\$304,240)	(\$314,240)	0.00	(\$314,240)	0.00	\$0	0.00
Principal/Assistant Principal	\$1,952,799	\$2,010,029	\$2,060,083	14.00	\$2,079,436	14.00	\$19,353	0.00
Salary and Lane Change Reserve	\$0	\$0	\$0	0.00	\$322,500	0.00	\$322,500	0.00
Scheduled Non-Program Overtime	\$25,211	\$25,702	\$0	0.00	\$0	0.00	\$0	0.00
Scheduled Overtime	\$403	\$195	\$15,000	0.00	\$15,300	0.00	\$300	0.00
Secretary	\$1,397,480	\$1,387,663	\$1,438,095	27.23	\$1,466,342	27.23	\$28,247	0.00
Senior Administrators	\$831,778	\$867,587	\$988,499	6.00	\$1,014,840	6.00	\$26,341	0.00
Spec. Ed. Tuition Fund Offset	(\$135,000)	(\$45,000)	\$0	0.00	\$0	0.00	\$0	0.00
Special Education Team Chair	\$440,295	\$455,643	\$448,440	4.00	\$471,951	4.00	\$23,511	0.00
Specialist	\$1,620,415	\$1,876,687	\$1,879,287	17.14	\$1,933,316	17.14	\$54,029	0.00
Stipends	\$222,404	\$238,083	\$320,718	0.00	\$320,233	0.00	(\$485)	0.00
Substitute Other	\$52,503	\$38,535	\$40,000	0.00	\$40,800	0.00	\$800	0.00
Substitute Secretary/Clerk	\$8,974	\$13,441	\$15,000	0.00	\$15,000	0.00	\$0	0.00
Substitute Support Staff S-T	\$229,559	\$47,332	\$92,548	0.00	\$94,399	0.00	\$1,851	0.00
Substitute Teachers-Long Term	\$275,410	\$322,845	\$345,852	0.00	\$352,769	0.00	\$6,917	0.00
Substitute Teachers-Short Term	\$421,770	\$524,497	\$474,081	0.00	\$483,563	0.00	\$9,482	0.00
Supervisor	\$68,208	\$70,445	\$71,637	0.85	\$73,045	0.85	\$1,408	0.00
Teacher	\$36,625,994	\$37,630,719	\$39,106,461	410.87	\$41,143,654	412.47	\$2,037,194	1.60
Technician	\$17,940	\$18,299	\$18,665	0.30	\$21,988	0.30	\$3,323	0.00
Technology Assistant	\$336,181	\$333,800	\$356,119	7.00	\$361,179	7.00	\$5,060	0.00
Therapist	\$2,873,980	\$3,045,192	\$3,063,700	31.60	\$3,167,327	31.60	\$103,627	0.00
Transportation (Homeless) Rev. Fund Offset	(\$16,400)	(\$20,500)	(\$20,500)	0.00	(\$20,500)	0.00	\$0	0.00
Transportation (Voc. Ed.) Rev. Fund Offset	\$0	\$0	(\$26,913)	0.00	(\$26,913)	0.00	\$0	0.00

FY'21 Voted Budget by Type and Object Code

Wellesley Public Schools by Object	FY'18 Expended	FY'19 Expended	FY'20 Adjusted Budget	FY'20 FTE	FY'21 Voted Budget	FY'21 FTE	\$ Variance (FY'21 - FY'20)	FTE Variance (FY'21 - FY'20)
Turnover Savings	\$0	\$0	\$0	0.00	(\$650,000)	0.00	(\$650,000)	0.00
Tutor	\$2,480	\$1,976	\$7,878	0.00	\$7,986	0.00	\$108	0.00
WHS Guidance Revolving Fund Offset	(\$1,144)	\$0	\$0	0.00	\$0	0.00	\$0	0.00
WHS Student Activities Offset	(\$75,000)	(\$60,000)	(\$60,000)	0.00	(\$60,000)	0.00	\$0	0.00
WHS Student Parking Offset	(\$35,000)	(\$35,000)	(\$35,000)	0.00	(\$35,000)	0.00	\$0	0.00
WMS Student Activities Offset	(\$35,000)	(\$18,500)	(\$26,000)	0.00	(\$26,000)	0.00	\$0	0.00
Workshops	\$155,446	\$166,713	\$143,772	0.00	\$146,647	0.00	\$2,875	0.00
Salary and Other Compensation Total	\$63,436,202	\$65,806,423	\$68,817,105	832.92	\$71,611,886	838.84	\$2,794,781	5.91
Expenses								
Accreditation Expense	\$1,308	\$2,758	\$0	0.00	\$0	0.00	\$0	0.00
Advertising - Employment	\$6,980	\$11,758	\$15,000	0.00	\$15,000	0.00	\$0	0.00
Advertising - General	\$170	\$248	\$270	0.00	\$270	0.00	\$0	0.00
Athletic Officials Services	\$60,898	\$57,298	\$67,500	0.00	\$72,582	0.00	\$5,082	0.00
Athletic Trips Transportation	\$271,815	\$261,353	\$270,392	0.00	\$276,573	0.00	\$6,181	0.00
Athletics Revolving Fund Offset	(\$648,943)	(\$544,199)	(\$624,330)	0.00	(\$624,330)	0.00	\$0	0.00
Auditorium Maintenance	\$15,682	\$14,348	\$12,000	0.00	\$12,000	0.00	\$0	0.00
Bad Debt Provision	\$5,425	\$0	\$2,000	0.00	\$2,000	0.00	\$0	0.00
Book Binding Services	\$0	\$302	\$0	0.00	\$0	0.00	\$0	0.00
Circuit Breaker: Current Year Offset	(\$2,977,925)	(\$2,581,674)	(\$3,007,954)	0.00	(\$3,319,681)	0.00	(\$311,727)	0.00
Circuit Breaker: Fund Balance Offset	\$0	\$0	(\$536,276)	0.00	\$0	0.00	\$536,276	0.00
Computer Equipment Maintenance	\$53,760	\$101,233	\$104,011	0.00	\$111,180	0.00	\$7,169	0.00
Computer Supplies	\$27,292	\$31,997	\$63,694	0.00	\$59,974	0.00	(\$3,720)	0.00
Computers M&R Supplies	\$10,262	\$19,908	\$32,399	0.00	\$32,399	0.00	\$0	0.00
Conf/Mtgs - Administrators	\$37,703	\$10,759	\$19,100	0.00	\$23,800	0.00	\$4,700	0.00
Conf/Mtgs - Comm/Board Members	\$4,105	\$7,511	\$0	0.00	\$0	0.00	\$0	0.00
Conf/Mtgs - Professional Staff	\$61,975	\$53,342	\$74,676	0.00	\$76,791	0.00	\$2,115	0.00
Conf/Mtgs - Students	\$0	\$206	\$0	0.00	\$0	0.00	\$0	0.00
Conf/Mtgs - Support Staff	\$1,024	\$0	\$550	0.00	\$942	0.00	\$392	0.00
Copier Maintenance	\$773	\$0	\$0	0.00	\$0	0.00	\$0	0.00
Copier Supplies	\$65,405	\$42,098	\$27,744	0.00	\$29,804	0.00	\$2,060	0.00
Counseling Services	\$41,000	\$42,000	\$43,050	0.00	\$44,500	0.00	\$1,450	0.00
Credit Card Charges	\$8	\$0	\$7,000	0.00	\$7,000	0.00	\$0	0.00
Dues - Administrators	\$20,399	\$23,019	\$20,702	0.00	\$20,837	0.00	\$135	0.00
Dues - Committee/Board Members	\$6,091	\$7,217	\$5,600	0.00	\$5,600	0.00	\$0	0.00
Dues - Organizational	\$21,817	\$24,982	\$25,130	0.00	\$29,130	0.00	\$4,000	0.00
Dues - Other	\$69	\$0	\$0	0.00	\$0	0.00	\$0	0.00
Dues - Professional Staff	\$963	\$388	\$1,510	0.00	\$1,510	0.00	\$0	0.00
Electricity	\$0	\$0	\$535	0.00	\$535	0.00	\$0	0.00
Electronic Media	\$2,231	\$2,489	\$4,964	0.00	\$4,964	0.00	\$0	0.00
Electronic Texts/Materials	\$4,325	\$0	\$0	0.00	\$0	0.00	\$0	0.00
Employment Medical Exams	\$3,720	\$7,242	\$4,000	0.00	\$4,000	0.00	\$0	0.00
Equipment M&R Supplies	\$2,952	\$7,561	\$6,875	0.00	\$6,875	0.00	\$0	0.00
Equipment Maintenance	\$28,753	\$42,567	\$44,228	0.00	\$48,503	0.00	\$4,275	0.00
Equipment Rental/Lease	\$2,096	\$0	\$0	0.00	\$0	0.00	\$0	0.00
Field Trips Transportation	\$14,166	\$14,280	\$13,600	0.00	\$13,600	0.00	\$0	0.00
Fitness and Athletic Supplies	\$73,526	\$98,302	\$107,673	0.00	\$107,673	0.00	\$0	0.00
Food - Departmental	\$13,665	\$14,372	\$10,395	0.00	\$10,395	0.00	\$0	0.00
Gasoline	\$41,207	\$31,220	\$40,500	0.00	\$40,500	0.00	\$0	0.00

FY'21 Voted Budget by Type and Object Code

Wellesley Public Schools by Object	FY'18 Expended	FY'19 Expended	FY'20 Adjusted Budget	FY'20 FTE	FY'21 Voted Budget	FY'21 FTE	\$ Variance (FY'21 - FY'20)	FTE Variance (FY'21 - FY'20)
Graduation Expenses	\$18,923	\$19,868	\$20,000	0.00	\$20,000	0.00	\$0	0.00
In District Travel	\$4,571	\$4,873	\$8,000	0.00	\$8,000	0.00	\$0	0.00
Information Technology Serv	\$84,911	\$69,208	\$77,402	0.00	\$79,605	0.00	\$2,203	0.00
Instructional Equipment	\$71,912	\$48,030	\$43,182	0.00	\$44,894	0.00	\$1,712	0.00
Instructional Materials	\$482,860	\$447,547	\$478,628	0.00	\$477,161	0.00	(\$1,467)	0.00
Instructional Software	\$38,626	\$41,979	\$53,912	0.00	\$53,412	0.00	(\$500)	0.00
Late Fees	\$100,184	\$12,283	\$0	0.00	\$0	0.00	\$0	0.00
Legal Services	\$2,472	\$0	\$4,000	0.00	\$4,000	0.00	\$0	0.00
Legal Services-Labor Counsel	\$11,853	\$8,883	\$25,000	0.00	\$25,000	0.00	\$0	0.00
Legal Services-Special Counsel	\$35,617	\$55,231	\$55,000	0.00	\$55,000	0.00	\$0	0.00
Lumber and Wood	\$12,008	\$13,110	\$16,570	0.00	\$16,570	0.00	\$0	0.00
Medical Check-Up	\$670	\$0	\$0	0.00	\$0	0.00	\$0	0.00
Medical Supplies	\$8,360	\$7,340	\$9,800	0.00	\$10,250	0.00	\$450	0.00
Office Equipment Maintenance	\$348	\$0	\$0	0.00	\$0	0.00	\$0	0.00
Office Supplies	\$54,014	\$45,503	\$29,201	0.00	\$29,266	0.00	\$65	0.00
On-Line Databases/Subsription	\$36,253	\$37,458	\$36,723	0.00	\$35,998	0.00	(\$725)	0.00
Other Communications Services	\$28,902	\$33,747	\$34,208	0.00	\$32,067	0.00	(\$2,141)	0.00
Other Contractual Services	\$21,793	\$26,346	\$41,760	0.00	\$41,760	0.00	\$0	0.00
Other Educational Supplies	\$571	\$0	\$0	0.00	\$0	0.00	\$0	0.00
Other Employee Fringe Benefits	\$11,900	\$30,575	\$30,000	0.00	\$35,000	0.00	\$5,000	0.00
Other General Supplies	\$227,520	\$169,972	\$169,706	0.00	\$174,495	0.00	\$4,789	0.00
Other Insurance - Flood	\$6,215	\$0	\$6,475	0.00	\$6,475	0.00	\$0	0.00
Other Library Supplies	\$3,679	\$3,234	\$4,850	0.00	\$4,925	0.00	\$75	0.00
Other Professional Services	\$132,177	\$151,855	\$208,749	0.00	\$208,749	0.00	\$0	0.00
Other Purchased Services	\$7,258	\$8,684	\$8,180	0.00	\$8,180	0.00	\$0	0.00
Other Temporary Staff	\$17,094	\$12,133	\$0	0.00	\$0	0.00	\$0	0.00
Other Vehicular Supplies	\$437	\$1,370	\$2,500	0.00	\$2,500	0.00	\$0	0.00
Paper and Stationery	\$41,285	\$39,356	\$35,000	0.00	\$35,000	0.00	\$0	0.00
Periodicals and Newspapers	\$4,132	\$2,003	\$7,553	0.00	\$7,453	0.00	(\$100)	0.00
Postage	\$30,011	\$21,353	\$27,453	0.00	\$24,701	0.00	(\$2,752)	0.00
Print Resources	\$52,011	\$45,122	\$43,499	0.00	\$44,049	0.00	\$550	0.00
Pupil Tutoring Services	\$26,610	\$6,054	\$7,209	0.00	\$7,209	0.00	\$0	0.00
Recreational Facilities Rental	\$95,027	\$92,467	\$200,125	0.00	\$212,406	0.00	\$12,281	0.00
Registration Costs	\$1,597	\$1,950	\$2,520	0.00	\$2,520	0.00	\$0	0.00
Residential Tuition	\$3,469,627	\$3,459,966	\$3,265,970	0.00	\$3,438,245	0.00	\$172,275	0.00
School Bus Transportation	\$1,815,743	\$1,860,428	\$1,880,990	0.00	\$1,929,384	0.00	\$48,394	0.00
School Transportation Homeless	\$21,526	\$29,677	\$18,450	0.00	\$18,450	0.00	\$0	0.00
Software	\$0	\$300	\$0	0.00	\$0	0.00	\$0	0.00
Software Licenses	\$291,497	\$251,175	\$296,130	0.00	\$318,397	0.00	\$22,267	0.00
Spec. Ed. Stabilization Fund Offset	\$0	\$0	\$0	0.00	\$0	0.00	\$0	0.00
Spec. Ed. Tuition Fund Offset	\$0	(\$90,000)	(\$93,572)	0.00	(\$95,970)	0.00	(\$2,398)	0.00
Special Education Evaluations	\$5,742	\$0	\$0	0.00	\$0	0.00	\$0	0.00
Specialist	\$1,268	\$0	\$0	0.00	\$0	0.00	\$0	0.00
Telecommunications	\$2,652	\$2,000	\$2,500	0.00	\$2,500	0.00	\$0	0.00
Telephone	\$66,356	\$57,587	\$70,000	0.00	\$70,000	0.00	\$0	0.00
Testing Protocols	\$0	\$32,271	\$32,500	0.00	\$33,555	0.00	\$1,055	0.00
Textbooks and Related Software	\$443,134	\$393,082	\$457,931	0.00	\$459,591	0.00	\$1,660	0.00
Training and Development	\$113,384	\$88,870	\$112,501	0.00	\$112,501	0.00	\$0	0.00
Translation/Interpreting Serv	\$68,999	\$66,379	\$79,337	0.00	\$79,337	0.00	\$0	0.00

FY'21 Voted Budget by Type and Object Code

Wellesley Public Schools by Object	FY'18 Expended	FY'19 Expended	FY'20 Adjusted Budget	FY'20 FTE	FY'21 Voted Budget	FY'21 FTE	\$ Variance (FY'21 - FY'20)	FTE Variance (FY'21 - FY'20)
Transp Reimburse Parents	\$11,500	\$10,000	\$10,000	0.00	\$10,000	0.00	\$0	0.00
Transportation Revolving Fund Offset	(\$461,756)	(\$485,875)	(\$485,000)	0.00	(\$485,000)	0.00	\$0	0.00
Travel - Mileage	\$2,230	\$3,119	\$7,850	0.00	\$7,850	0.00	\$0	0.00
Tuition Collaboratives	\$723,744	\$689,720	\$934,693	0.00	\$1,043,521	0.00	\$108,828	0.00
Tuition In-State Schools	\$686,554	\$45,700	\$129,299	0.00	\$78,000	0.00	(\$51,299)	0.00
Tuition Out-Of-State Schools	\$181,336	\$433,541	\$320,413	0.00	\$231,717	0.00	(\$88,696)	0.00
Tuition Private Schools	\$1,958,137	\$2,266,467	\$2,290,680	0.00	\$2,584,041	0.00	\$293,361	0.00
Tuition Vocational	\$24,572	\$25,126	\$46,024	0.00	\$47,865	0.00	\$1,841	0.00
Uniforms	\$474	\$4,488	\$4,425	0.00	\$4,425	0.00	\$0	0.00
Vehicle Maintenance	\$15,266	\$13,953	\$13,000	0.00	\$13,000	0.00	\$0	0.00
Vehicle Use	\$29,542	\$77,446	\$94,879	0.00	\$110,703	0.00	\$15,824	0.00
Vehicular Parts & Accessories	\$15,454	\$14,448	\$15,000	0.00	\$15,000	0.00	\$0	0.00
Vehicular Tires and Tubes	\$464	\$3,039	\$3,000	0.00	\$3,000	0.00	\$0	0.00
WHS Art Revolving Fund Offset	(\$44,255)	(\$43,000)	(\$48,000)	0.00	(\$48,000)	0.00	\$0	0.00
WHS Perf. Arts Equip. Offset	(\$8,000)	(\$8,000)	(\$8,000)	0.00	(\$8,000)	0.00	\$0	0.00
WHS Perf. Arts Prof. Dev. Offset	(\$5,000)	(\$5,000)	(\$5,000)	0.00	(\$5,000)	0.00	\$0	0.00
WMS Art Revolving Fund Offset	(\$19,865)	(\$20,000)	(\$20,000)	0.00	(\$20,000)	0.00	\$0	0.00
WMS Perf. Arts Equip. Offset	(\$4,000)	(\$4,000)	(\$4,000)	0.00	(\$4,000)	0.00	\$0	0.00
Workbooks	\$1,348	\$0	\$1,082	0.00	\$1,082	0.00	\$0	0.00
Expenses Total	\$8,354,169	\$8,435,325	\$7,966,825	0.00	\$8,767,765	0.00	\$800,940	0.00
FY'21 Voted Budget (All In)	\$71,790,371	\$74,241,747	\$76,783,930	832.92	\$80,379,651	838.84	\$3,595,721	5.91

Employee Benefits
Cash Capital & Debt Service
Traffic & Parking





Town of *Wellesley*
FY2021 Budget Request
Group Insurance: Mission, Services & Priorities

Group Insurance

The Group Insurance budget covers the Town's share of health Insurance premiums for active and retired employees. In addition, it includes life insurance, dental insurance, long term disability insurance, an employee assistance program, and the Town's share of the Federal Medicare Tax. The tax-impact budget request is net of reimbursements from the Enterprise Funds for their personnel.

Group Insurance benefits for active and retired Town and School employees continue to comprise a significant percentage of the total budget, with the health insurance component growing at a faster rate than revenues. In recent years, health insurance has been a major factor in the difficulty of balancing the Town's budget. In response, the Town has implemented a number of changes, many of which have been subject to collective bargaining.

Recently the Town reached an agreement with its unions, effective July 1, 2018, to replace the "Rate Saver Plans" purchased through the West Suburban Health Group with two "deductible" plans that are more cost effective for the Town. The change will moderate cost and continue to provide an excellent choice of health care plans for employees and retirees. Although the changes in plan offerings will slow the growth in health insurance costs to a more affordable level, **all staffing additions must be thoroughly vetted** because of their negative impact upon benefit costs.

Group Insurance Operating Request							
Org	Object	Account # 01-914 Account Title	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
21914200	530259	OPEB Consulting	20,000	20,000	20,000	-	0.00%
21914200	575213	Group Health Insurance	16,454,217	16,848,690	17,984,013	1,135,323	6.74%
21914200	578500, 578510 & 575219	FSA, HRA & HSA Administration, Claims, Town Match Fees	246,770	375,000	325,000	(50,000)	-13.33%
21914200		Savings transferred from Health insurance fund	-			-	0.00%
21914200	575212	Health Insurance Consulting & Actuarial Services	2,500	10,000	37,500	27,500	275.00%
21914200	575230	Medicare Tax	1,435,000	1,450,000	1,540,000	90,000	6.21%
21914200	575210	Medicare B Penalty & Refunds		65,000	60,000	(5,000)	-7.69%
21914200	575240	Long Term Disability	46,000	75,000	-	(75,000)	-100.00%
21914200	575220	Group Life Insurance	-	-	-	-	0.00%
21914200	575250	Group Dental Insurance	-	-	-	-	0.00%
21914200	575297	Allowance for Other Insurances	698,800	675,000	675,000	-	0.00%
21914200	578550	VOYA Fees		45,000	30,000	(15,000)	-33.33%
21914200	575260	Employee Assistance Plan	64,800	64,800	64,800	-	0.00%
		Total	\$ 18,968,087	\$ 19,628,490	\$ 20,736,313	\$ 1,107,823	5.64%

Worker's Compensation

The Town self-funds its Workers' Compensation program and has a dedicated employee within the Human Resources department to manage all claims and cases. The program includes the cost of reinsurance to protect against catastrophic cases. An actuarial analysis is performed annually to determine the adequacy of the self-insurance fund and to identify an annual appropriation amount. Because of several years of good claims experience, the Town has reached the balance recommended by its actuarial firm and has therefore been able to keep the 2021 contribution level to 2020.

Workers Compensation Operating Request									
Org	Object	Account # 01-912 Account Title	FY17 Actual	FY18 Budget	FY19 Request	FY20 Request	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
01912200	578010	Approved Special Expenses	\$517,860	\$517,860	\$287,700	\$245,048	\$244,149	\$ (899)	-0.37%

OPEB Liability Fund

Other (than Pension) Post- Employment Benefits (OPEB) liabilities are the cost of the Town's actuarially –determined obligation to subsidize a portion of retiree medical insurance for retired Town and School employees. Drivers of OPEB liability costs include health care costs, the size of the eligible population, and the level of benefits provided. Health care cost inflation, an aging population, consistent benefit offerings, and longer life expectancy have collectively served to increase OPEB costs in recent years.

Since 2006, the Town has been a leader in the Commonwealth in providing an aggressive strategy to fund its OPEB liabilities by 2037. OPEB contributions were increased annually over the course of a decade using a capital exclusion as part of the plan, and eventually OPEB contributions were funded entirely within the levy. The current actuarial funding schedule recommends a level annual appropriation of \$3,432,000, which no longer adds a structural imbalance to the budget. The funded status has continued to improve and the Town now expects the past service liabilities to be fully funded by 2032, with an assumed interest rate of 6.625%. The Retirement Board manages the OPEB investment at the Town's request, and secures actuarial valuations every two years.

OPEB Operating Request									
Org	Object	Account # 01-919 Account Title	FY17 Actual	FY18 Budget	FY19 Actual	FY20 Request	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
01919200	596998	OPEB Non-Excluded	\$2,400,000	\$3,432,000	\$3,432,000	\$3,432,000	\$3,432,000	\$ -	0.00%
01919200	596999	OPEB Excluded	600,000	-	-	-	-	\$ -	0.00%
		EXPENSES TOTAL	\$3,000,000	\$3,432,000	\$3,432,000	\$3,432,000	\$3,432,000	\$ -	0.00%

Pension/Retirement Contribution

The majority of Town employees participate in a defined benefit pension plan, the Wellesley Contributory Retirement System (WCRS). Public School teachers and certain administrators are members of the Massachusetts Teachers' Retirement System, to which the Town does not contribute. WCRS members are required to contribute between 7 and 11% of annual covered compensation (depending upon their hire date. The majority are now at the 11% level: 9% on the first \$30,000, and an additional 2% on the rest). The Town is required to pay its share of the actuarially determined contribution, which includes amortization of past service costs. Employees do not participate in Social Security and contribute significantly more to their own retirement than private sector employees contribute to Social Security.

A chart of the town's pension contributions from FY17 – FY21 is shown below:

Retirement Operating Request									
Org	Object	Account # 01-910 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
		Contributory Retirement Pension	\$ 7,562,273	\$ 7,835,775	\$ 8,350,000	\$ 8,851,507	\$ 9,438,070	\$ 586,563	6.63%
								\$ -	0.00%
64*	575010	Sewer Contribution	(110,268)	(114,256)	(121,754)	(130,695)	(141,553)	\$ (10,858)	8.31%
74*	575010	Water Contribution	(257,292)	(266,597)	(284,092)	(304,954)	(330,291)	\$ (25,337)	8.31%
64	202049	MLP Contribution	(744,853)	(771,792)	(821,746)	(850,422)	(921,561)	\$ (71,139)	8.37%
		West Suburban Veteran's District	(10,097)	(10,462)	(11,150)	(8,921)	(9,477)	\$ (556)	6.23%
		Wellesley Housing Authority Contribution	(49,649)	(50,805)	(54,833)	(68,606)	(69,407)	\$ (801)	1.17%
01910200	575010	Contributory Retirement Pension	\$ 6,390,114	\$ 6,621,863	\$ 7,056,425	\$ 7,487,909	\$ 7,965,781	\$ 477,872	6.38%

From FY97 until FY09, the Town did not make contributions to the WCRS, because the system was fully funded and investment earnings were more than sufficient to cover the annual cost to the Town. Town employees continued to make their contributions during this period, however. Following the severe downturn in global financial markets in 2008, the Retirement Board made the prudent decision to resume appropriating Town contributions to the system. Beginning with \$1 million in funding for FY10, and ramping up quickly, the contribution increased each year for several years, to achieve an actuarial funding schedule, before leveling off at a rate in line with annual revenue increases by FY16.

The FY21 appropriation of \$7,965,781 (up 6.38% from FY20), has been increased slightly to allow for an increase in the COLA (cost of living) base, which was recently approved by Town Meeting. Scheduled increases slow to under 3.5% annually after 2021, falling into line with or under expected revenue growth.

This schedule will achieve full funding by 2030. The MLP, Water, Sewer and Wellesley Housing Authority each contribute their share of the pension costs. The current amortization schedule is based upon the assumption that the average annual investment return for pension assets will be 6.625%, which is more conservative than other systems within the Commonwealth, but in line with assumptions of other systems nationwide. As has been the case historically, the WCRS is one of the best funded systems in the Commonwealth.

Unemployment Compensation

The Unemployment Compensation budget is used to reimburse the Massachusetts Division of Employment Security for actual claims paid on behalf of the Town. The Town has the option of paying a fixed percentage of payroll, or actual expenses, and has chosen the latter, less expensive approach.

<u>Unemployment Compensation Operating Request</u>									
Org	Object	Account # 01-913 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	\$ Variance FY20-21
01913200	596087	Transfer to Unemployment Comp	\$ 150,000	\$ 150,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ -	0.00%

Compensated Absences

The Compensated Absences budget provides funds to pay eligible employees for sick and vacation time earned in prior years upon retirement, termination or death subject to the provisions of the respective collective bargaining agreements. Because these payouts cannot always be predicted or absorbed, this appropriation serves as a reserve for non-school budgets. Any unused amounts at fiscal year- end revert to free cash. Non-union contract employees are not compensated for unused sick time, and vacation carryover is limited by Town bylaws and Human Resources Policy.

<u>Compensated Absences Operating Request</u>									
Org	Object	Account # 01-950 Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
01950100	519020	Sick Leave/Vacation Buyback	\$ 75,800	\$ 142,786	\$ 76,830	\$ 120,000	\$ 120,000	\$ -	0.00%



Town of *Wellesley*
FY2021 Budget Request
Cash Capital and Debt Service

CASH CAPITAL AND DEBT SERVICE

Cash Capital includes appropriations for the purchase of equipment, furnishings, minor construction projects or other capital assets that aren't financed by debt; or non- recurring departmental budget items (such as a recertification, for example, or other study that is only required periodically). Typically capital items have a useful life of five years or more and a cost of over \$10,000.

Computers are handled several ways. Individual computers are generally included in the operating budgets, because of their short life. The IT department provides annual operating funds for the routine replacement of individual computers for departments using the Town-supported software. Larger computer systems or networks would most likely be included in capital. School computers are specifically categorized as capital because municipal finance laws allow schools (unlike non- school departments) to transfer money between personal service and expense operating budgets.

Cash Capital Trend

<u>Department</u>	<u>TWFP 19</u>					<u>Revised</u>
	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY21</u>
Selectmen	349,913	364,009	240,679	452,089	397,234	451,016
Public Works	1,954,000	2,173,000	2,026,000	2,276,000	2,532,100	2,236,000
Facilities Town	676,500	322,000	691,000	913,000	1,082,000	565,000
Facilities School	1,073,500	1,553,000	1,159,000	937,000	1,083,000	1,435,000
Schools	784,920	2,009,253	947,629	1,101,028	1,105,550	1,104,921
Library	131,300	100,612	76,800	124,300	169,300	94,300
Natural Resources	77,000	141,500	99,000	80,000	202,500	105,000
Morses Pond	-	40,000	40,000	-	39,000	-
Health	8,561	-	-	-	-	-
Planning	80,000	-	25,000	30,000	-	-
Town Clerk	16,385	-	-	-	36,000	36,000
Grand Total	5,152,079	6,703,374	5,305,108	5,913,417	6,646,684	6,027,237

Debt Service is the annual portion of the amortization of /and interest on a loan that is used to procure capital assets. These capital assets are generally larger than the items purchased using cash capital.

Capital projects cash be financed with debt that is either “**inside the (tax) levy**” or “**exempt**” from the constraints of proposition 2 ½. Inside the levy debt competes with other operating budgets for funds each year, whereas the cost of exempt projects can be added on top without that restriction.

The Town had been passing operating overrides (permanent increases) for a number of years in the early 2000's. With the increased capital needs, the focus has shifted in the last 10 years toward debt exclusions (temporary increases that expire when the debt is paid down).

Because of the pressure on other departmental budgets, the Board of Selectmen recently established a policy requiring spending on (1) cash capital and (2) debt service on capital projects financed **inside** the levy, to remain within a target of 6.2%-6.8% of the annual operating revenue.

Many significant capital needs have been identified, and prioritizing limited resources is an ongoing and constantly evolving effort. The Five –Year Capital Budget program (included in appendix X) outlines expected capital requests for the coming years and identifies the potential sources of financing. The Selectmen have added a Major Project Summary schedule to their Town-wide Financial Plan to help communicate and plan for upcoming debt exclusion votes.

HERE

Department of Public Works

The DPW cash capital plan for FY21 is \$2,236,000. Approximately half (\$1,073,000) of the capital requested represents vehicle and equipment purchases. Street and sidewalk improvements total \$660,500 and playgrounds improvement requests are \$375,000. Capital needs are significant in the next five years, and these same categories account for most of the requests.

Facilities management

There are fewer projects requested by Facilities for FY21, but the projects are larger. The largest project (\$900,000) is for chiller replacement at the Sprague Elementary School. Sprinkler replacement projects at the RDF total \$400,000, and High School HVAC projects total \$225,000. During the next five years, 63.6% of the Facilities projects relate to the Schools, and School Facility projects are 20.6% of all cash capital requests over the next five years.

Schools

The School request of \$1,104,921 is comprised primarily (85.2%) of technology needs. Technology needs continue to be significant, and sometimes uneven, with \$5.8 million in technology expenditures over the next five years. In fact, school technology represents 15.1% of all cash capital during this period.

Because of the significant expenditure and very short life of these assets, compared with other cash capital items, technology purchases should be thoroughly evaluated to determine if there are other more cost- effective solutions.

Over the next five years, Cash Capital and debt services costs on projects identified by each department will greatly outstrip the Town's policy. Each year, it will be necessary to revisit the timing of capital projects and re-prioritize based upon the overall needs of the community. This exercise is imperative to avoid compromising the operating budgets. Further, exempt debt projects will place a significant burden upon the taxpayers, so it will be important to creatively and cost-effectively deliver essential services so as to avoid requests for operating overrides.

Debt Service

This budget provides funds to pay the FY21 debt service (principal and interest payments) due on all Town permanent and temporary loans, except those of the Enterprise Funds, which are paid from their respective budgets.

The capital plan shows the entire costs of projects in their expected year of appropriation. However, debt service budgets for these capital projects and their associated tax impact are based upon estimates of the timing of cash flows (staggered vs all at once). These cash-flow needs evolve based on changing construction schedules. Debt service appropriations for debt that has been issued (existing debt) are more predictable than for debt that has not yet been issued. The Town-Wide Financial Plan shows the projected average tax impact of the various projects to be funded with debt.

The Town takes pride in maintaining its Aaa bond rating, which enables it to borrow at favorable interest rates. Most debt is amortized using a conservative level-principal (rather than level payment) approach. Shorter amortizations, which cause debt appropriations to decline quickly and minimize interest charges, are a hallmark of the Town's policy. In recent years, the Town has saved significant amounts by refinancing existing debt at lower interest rates.

Outside the Levy "exempt" debt service has declined in recent years as completed projects have been paid down. There will be a number of significant projects proposed for debt exclusion in the next five years, including two elementary schools, Middle School systems work, and accessibility modifications to Town Hall.

Debt Service	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Budget	FY21 Request	FY20-21 Change
Total Inside Levy Debt Service	3,649,455	4,000,000	4,002,083	4,300,000	5,000,000	16.28%
Outside the Levy Debt Service	12,873,498	12,740,608	12,552,089	11,440,452	11,191,579	-2.18%
TOTAL Debt Service	\$ 16,522,953	\$ 16,740,608	\$ 16,554,172	\$ 15,740,452	\$ 16,191,579	2.87%



Town of *Wellesley*
FY2021 Budget Request
Traffic and Parking: Mission, Services & Priorities

Mission

The mission of the Traffic and Parking Department is to facilitate vehicular and pedestrian safety and orderly movement throughout the community through the appropriate application of traffic regulatory and warning devices. The Department also maintains municipal parking lots and on-street parking meters. This budget is funded from parking meter receipts.

Funds for Traffic and Parking expenditures are provided by parking meter receipts from on-street parking meters and the municipal parking lots and are deposited into the Town's Traffic and Parking Fund. In FY21, receipts are projected to be \$1,224,100 This budget funds the Traffic Fines Processing Department; traffic engineering services; meter maintenance; snow removal; sanding services for the Town's parking lots; and parking lot repair and maintenance.

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
<u>PERMANENT STAFFING (FTEs)</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>
<u>Full Time-Equivalent Employees</u>					
Position Titles:					
Administrator	0.5	0.5	0.5	0.5	0.5
Parking Clerk	1.0	1.0	1.0	1.0	1.0
Meter/Sign Repair	0.5	0.5	0.5	0.5	0.5
Parking Attendants	<u>2.6</u>	<u>2.6</u>	<u>2.6</u>	<u>2.6</u>	<u>2.6</u>
Total Number of Positions	4.6	4.6	4.6	4.6	4.6

Traffic & Parking Operating Request									
Org	Obj	Munis Object # Account Title	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request	\$ Variance FY20-21	% Variance FY20-21
PERSONAL SERVICES									
27293100	511010	Senior Administrator			\$ 44,864	\$ 62,006	\$ 62,006	\$ -	0.00%
27293100	511220	Other Professional	\$ 99,092	\$ 90,072	\$ 47,093	\$ 60,055	\$ 32,154	\$ (27,900)	-46.46%
27293100	511240	Unif Staff	78,284	72,420	67,612	92,648	93,020	\$ 373	0.40%
27293100	514010	Shift Diff	1,529	665	621	2,000	2,000	\$ -	0.00%
27293100	511350	Laborer	57,941	54,355	46,191	55,000	55,000	\$ -	0.00%
27293100	511230	Traffic Officer	32,880	33,409	35,958	36,085	36,085	\$ -	0.00%
27293100	511370	Clerk Assistance	-	-	4,600	4,625	-	\$ (4,625)	-100.00%
			269,726	250,921	246,940	312,418	280,265	(32,153)	-10.29%
EXPENSES									
27293200	521010	Electricity	10,837	11,104	10,995	12,000	12,000	-	0.00%
27293200	524015	Grounds Maint	35,574	37,077	32,458	32,000	32,000	-	0.00%
27293200	524030	Equip Maint	2,068	1,443	-	3,000	-	(3,000)	-100.00%
27293200	529030	Snow Removal	49,434	62,760	54,835	55,000	60,000	5,000	9.09%
27293200	530700	Arch/Eng	54,935	66,580	22,404	75,000	75,000	-	0.00%
27293200	530900	Other Prof	90,711	83,593	97,216	90,000	95,000	5,000	5.56%
27293200	534010	Postage	851	601	662	1,000	1,000	-	0.00%
27293200	534020	Telephone	1,740	1,277	1,046	2,000		(2,000)	-100.00%
27293200	534030	Advertising - General	55	-	-	-	-	-	0.00%
27293200	534040	Printing and Mailing	-	578	-	-	-	-	0.00%
27293200	536100	DPW-PW Services	10,849	9,980	17,490	20,000	20,000	-	0.00%
27293200	538090	Other Services	41,425	46,205	47,243	50,000	50,000	-	0.00%
27293200	542010	Office Supplies	747	2,376	522	600	750	150	25.00%
27293200	542110	Uniforms	3,253	1,454	2,007	4,000	4,000	-	0.00%
27293200	543040	Equipment Supplies	7,776	548	2,990	5,000	5,000	-	0.00%
27293200	543050	Paint Supplies	68,198	55,654	45,015	60,000	60,000	-	0.00%
27293200	543090	Other M &R	20,475	23,902	12,620	25,000		(25,000)	-100.00%
27293200	552030	Signs Supplies	30,581	26,234	22,546	30,000	30,000	-	0.00%
27293200	571010	Travel-Mileage	2,476	2,151	1,804	3,000	3,000	-	0.00%
27293200	571540	Parking Lot Imp	6,764	-	12,768	20,000	20,000	-	0.00%
27293200	571550	Traffic Calming	31,914	-	46,131	30,000	60,000	30,000	100.00%
27293200	575210	Health Insurance	-	-	13,486	15,000	40,000	25,000	166.67%
27293200	578020	Credit card	28,383	20,786	19,936	30,000	30,000	-	0.00%
Expense Total			499,045	454,303	464,175	562,600	597,750	35,150	6.25%
P/S and Expenses Total			\$ 768,772	\$ 705,224	\$ 711,114	\$ 875,018	\$ 878,015	\$ 2,997	0.34%
Capital Request									
				\$ 680,000	\$ 150,000	\$ 100,000	\$ 350,000	\$ 250,000	250.00%
Grand Total									
			\$ 768,772	\$ 1,385,224	\$ 861,114	\$ 975,018	\$ 1,228,015	\$ 252,997	25.95%

FY21-FY25
Departmental
Capital Requests





Town of Wellesley

Five Year Capital Budget Program FY2021-2025

Summary Schedule

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2021-2025 Total
Cash Capital	5,893,417	6,027,237	7,877,499	8,458,996	8,555,411	7,618,350	38,537,493
Free Cash	1,370,998	-	-	-	-	-	-
CPC Funding	771,000	200,000	-	-	100,000	500,000	800,000
Gift/Fundraising	200,000	-	-	-	-	-	-
Other	1,434,044	-	-	-	-	-	-
Chapter 90	970,000	790,000	790,000	790,000	790,000	790,000	3,950,000
Debt Capital Inside Levy	10,683,376	7,478,144	5,338,630	5,066,000	14,611,000	5,284,000	37,777,774
Debt Capital Exclusion *	-	14,300,000	125,563,975	-	18,051,000	-	157,914,975
Grand Total	\$ 21,322,835	\$ 28,795,381	\$ 139,570,104	\$ 14,314,996	\$ 42,107,411	\$ 14,192,350	\$ 238,980,242

Note: This document represents all department capital requests for the years preferred by each department. Because the Town doesn't have the funding to afford every project in the requested year, capital needs are discussed and re-evaluated annually, in an effort to achieve the best result for the entire Town.



Town of Wellesley

Five Year Capital Detail Summary FY2021-2025

Department	FY20	FY21	FY22	FY23	FY24	FY25	FY21-25 Total
Cash Capital							
Selectmen/Central Admin	88,000	-	-	-	-	-	-
SEC	-	55,300	-	-	-	-	55,300
Information Technology	70,000	137,000	240,000	205,000	175,000	150,000	907,000
Police	119,089	84,716	132,075	147,276	95,988	-	460,055
Fire	165,000	154,000	175,000	142,500	141,500	168,500	781,500
Council on Aging	10,000	20,000	25,000	20,000	20,000	20,000	105,000
Library	109,300	94,300	226,300	156,300	168,300	145,300	790,500
Natural Resources Commission	75,000	105,000	120,000	330,000	330,000	80,000	965,000
Morses Pond	-	-	150,000	220,000	45,000	-	415,000
Town Clerk	-	36,000	15,000	-	-	75,000	126,000
Assessors	-	-	-	93,000	-	-	93,000
Planning Board	30,000	-	-	-	-	-	-
Department of Public Works	2,276,000	2,236,000	2,765,000	3,307,000	3,124,500	3,017,500	14,450,000
Schools	1,101,028	1,104,921	1,504,124	1,577,920	1,370,123	1,336,050	6,893,138
Facilities Management	1,850,000	2,000,000	2,525,000	2,260,000	3,085,000	2,626,000	12,496,000
Total Cash Capital	5,893,417	6,027,237	7,877,499	8,458,996	8,555,411	7,618,350	38,537,493
Other Funding Sources							
DPW Street Resurfacing (Ch 90)	970,000	790,000	790,000	790,000	790,000	790,000	3,950,000
DPW Street Resurfacing (Free Cash)	150,000	-	-	-	-	-	-
MOPO Beachfront (CPC)	-	-	-	-	100,000	500,000	600,000
NRC Various (CPC)	271,000	-	-	-	-	-	-
North 40 Soil Testing (Free Cash/Transfer)	264,000	-	-	-	-	-	-
Softball fields (CPC)	500,000	200,000	-	-	-	-	200,000
Softball fields (Gift)	200,000	-	-	-	-	-	-
Sprague Turf Fields (Revolving)	500,000	-	-	-	-	-	-
Town Clk Electronic Voting (Free Cash)	15,000	-	-	-	-	-	-
MS Systems (TRF/FC)	1,300,200	-	-	-	-	-	-
Town Hall Envelope (TRF /FC)	575,842	-	-	-	-	-	-
Total Other Sources	4,746,042	990,000	790,000	790,000	890,000	1,290,000	4,750,000
Debt Capital Inside Levy							
Dispatch Overhaul	-	-	533,630	-	-	-	533,630
DPW- Facility Renovations	500,000	-	-	-	2,000,000	-	2,000,000
DPW- Street Rehabilitations	-	1,750,000	1,750,000	2,000,000	-	2,000,000	7,500,000
DPW- Hunnewell Field/Softball field	300,000	300,000	-	-	-	-	300,000
Town Hall Annex Project	-	1,338,144	-	-	-	-	1,338,144
Town Hall Interior Design	-	-	1,990,000	-	-	-	1,990,000
Middle School Parking Lot Paving	-	-	-	2,000,000	-	-	2,000,000
MOPO Beachfront	-	-	-	-	100,000	500,000	600,000
MS Steam Pipes	4,200,000	-	-	-	-	-	-
Harvester	-	-	315,000	-	-	-	315,000
Hunnewell	4,680,000	-	-	-	-	-	-
Warren HVAC Updgrade	-	-	750,000	-	-	-	750,000
Fire Engine	735,000	-	-	-	600,000	-	600,000
Main Library Space Utilization Reno	268,376	2,885,000	-	-	-	-	2,885,000
Main Library (Lighting, Roof, Carpet)	-	1,205,000	-	-	-	-	1,205,000
DPW RDF Repair Projects	-	-	-	426,000	4,816,000	-	5,242,000
DPW Highway & Park Renovation	-	-	-	640,000	7,095,000	-	7,735,000
Bates School Projects	-	-	-	-	-	1,750,000	1,750,000
Sprague School Projects	-	-	-	-	-	1,034,000	1,034,000
Total Borrowed Inside Levy	10,683,376	7,478,144	5,338,630	5,066,000	14,611,000	5,284,000	37,777,774
Debt Capital Exclusion							
Town Hall Annex/Interior Renovation	-	-	10,558,975	-	18,051,000	-	28,609,975
Middle School Bldg Systems	-	14,300,000	-	-	-	-	14,300,000
Hunnewell School Project	-	-	52,853,000	-	-	-	52,853,000
Hardy/Upham - MSBA	-	-	62,152,000	-	-	-	62,152,000
Total Capital Exclusion	-	14,300,000	125,563,975	-	18,051,000	-	157,914,975
Grand Total	\$ 21,322,835	\$ 28,795,381	\$ 139,570,104	\$ 14,314,996	\$ 42,107,411	\$ 14,192,350	\$ 238,980,242



Town of Wellesley

FY2021-2025 BOS Capital Request

Capital Project	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY21-25 Total
Information Technology							
Server Virtualization	-	-	-	-	-	150,000	150,000
VoIP Maintenance Contract	35,000	-	-	-	-	-	-
Telephone Upgrade (VoIP 2.0)	-	-	-	100,000	-	-	100,000
10GB Core Network Switches	-	65,000	-	-	-	-	65,000
Windows Server 2019 Licensing	35,000	-	-	-	-	-	-
MUNIS Upgrade	-	12,000	-	-	-	-	12,000
Upgrade Office Software	-	-	60,000	-	-	-	60,000
Recovery / Backup Appliance	-	-	85,000	-	-	-	85,000
10GB Edge Network Switches	-	-	-	-	50,000	-	50,000
Aerial Flyover & Orthophotography	-	-	20,000	-	-	-	20,000
Records Digitization/Mgmt.	-	60,000	75,000	75,000	125,000	-	335,000
Replace Wi-Fi Equipment	-	-	-	30,000	-	-	30,000
	70,000	137,000	240,000	205,000	175,000	150,000	907,000
Police							
Server Replacement	-	12,638	-	-	12,638	-	25,276
Mobile/Portable Radio Replacement	64,401	63,428	60,139	53,483	-	-	177,050
Zetron IP Fire Station Alerting System	-	-	71,936	-	-	-	71,936
Forensic Crime Scope/Light Source	36,973	-	-	-	-	-	-
Kingsbury Room Furniture Replacement	17,715	-	-	-	-	-	-
Dispatch Workstation Replacement	-	-	-	93,793	-	-	93,793
Electronic Control Devices	-	-	-	-	83,350	-	83,350
Forensic Computer Workstation	-	8,650	-	-	-	-	8,650
	119,089	84,716	132,075	147,276	95,988	-	460,055
Fire							
Office/Station Furniture	-	25,000	-	25,000	-	-	50,000
Fire Hose Equipment	-	-	20,000	-	20,000	-	40,000
Scott Air Bottles	-	-	-	45,500	-	-	45,500
Replace command vehicle(s)	-	49,000	-	57,000	-	58,000	164,000
Fire Turnout Gear	150,000	-	150,000	-	-	-	150,000
Fire Turnout Gear Lockers	-	-	-	-	50,000	-	50,000
Pulse/Oxygen/CO Meter	10,000	-	-	-	-	-	-
Light Tower/Generator Trailer	-	-	-	10,000	-	-	10,000
Town AED Replacement	5,000	5,000	5,000	5,000	-	-	15,000
Radio System/Portables	-	55,000	-	-	-	-	55,000
Hydraulic Rescue Cutting Tool	-	-	-	-	-	10,500	10,500
SCBA Air Pacs Upgrade	-	-	-	-	71,500	-	71,500
Security Camera Upgrade	-	20,000	-	-	-	-	20,000
SCBA Masks/Thermal Camera	-	-	-	-	-	100,000	100,000
	165,000	154,000	175,000	142,500	141,500	168,500	781,500
Selectmen							
Town Hall Ground Floor Copier	13,000	-	-	-	-	-	-
North 40 Soil Testing/Master Plan	339,000	-	-	-	-	-	-
	352,000	-	-	-	-	-	-
SEC							
Climate Action Plan	-	50,000	-	-	-	-	50,000
Police Station Energy Assessment/Conservation Pilot	-	5,300	-	-	-	-	5,300
	-	55,300	-	-	-	-	55,300
Council on Aging							
A/V components/additions/modifications	10,000	-	-	-	-	-	-
Replacement Carpeting, Window Shades, Painting	-	-	-	-	-	20,000	20,000
Supplemental Vehicle for Transportation Program	-	10,000	-	-	-	-	10,000
iPads for Class	-	-	15,000	-	-	-	15,000
Exercise Equipment	-	-	-	-	10,000	-	10,000
Participant tracking software/hardware upgrades	-	-	10,000	-	-	-	10,000
Replacement/Upgrade TPC furniture & fixtures	-	-	-	10,000	-	-	10,000
Replacements/Upgrade kitchen equipment	-	-	-	-	10,000	-	10,000
Replacements/Upgrade Daily Use Equipment	-	-	-	10,000	-	-	10,000
Replacements/Upgrade Photocopier/Printer	-	10,000	-	-	-	-	10,000
	10,000	20,000	25,000	20,000	20,000	20,000	105,000
BOS Cash Capital Total	716,089	451,016	572,075	514,776	432,488	338,500	2,253,555
Replace Fire Engine Vehicle(s)	735,000	-	-	-	600,000	-	600,000
Dispatch Overhaul	-	-	533,630	-	-	-	533,630
Total BOS Borrowed	735,000	-	533,630	-	600,000	-	1,133,630
Grand Total Selectmen	\$ 1,451,089	\$ 451,016	\$ 1,105,705	\$ 514,776	\$ 1,032,488	\$ 338,500	\$ 3,387,185



Town of Wellesley

FY2021-2025 Facilities Capital Request

Building Description	FY20	FY21	FY22	FY23	FY24	FY25	FY21-25 Total
Town Cash Capital							
Townwide (Municipal)	71,000	30,000	80,000	30,000	30,000	30,000	200,000
Town Hall Annex Design	110,000	135,000	75,000	-	-	-	210,000
Police	216,000	-	55,000	25,000	184,000	17,000	281,000
Fire Department Main (Headquarters)	110,000	-	65,000	253,000	125,000	25,000	468,000
Fire Department Central (Station 1)	83,000	-	238,000	25,000	50,000	-	313,000
Warren (Recreation and Health)	-	-	12,000	67,000	-	102,000	181,000
Morses Pond	-	-	10,000	-	100,000	10,000	120,000
Main Library	50,000	100,000	-	85,000	1,046,000	548,000	1,779,000
Hills Library	95,000	-	-	15,000	-	60,000	75,000
Fells Library	28,000	-	-	10,000	-	-	10,000
DPW Operations	-	-	-	-	40,000	30,000	70,000
DPW Water & Sewer	-	-	-	-	-	189,000	189,000
DPW Highway & Park	75,000	-	-	-	-	100,000	100,000
DPW RDF (Sprinkler and Fabric shed)	75,000	400,000	150,000	-	-	-	550,000
Subtotal Cash Capital - Municipal	913,000	665,000	685,000	510,000	1,575,000	1,111,000	4,546,000
School Cash Capital							
Districtwide (Schools)	209,000	118,000	293,000	132,000	202,000	147,000	892,000
Preschool at Wellesley (PAWS)	-	-	10,000	60,000	-	-	70,000
Bates Elementary	180,000	-	65,000	60,000	140,000	730,000	995,000
Field House	75,000	-	-	-	-	-	-
Fiske Elementary	-	-	12,000	-	55,000	-	67,000
Hardy Elementary	35,000	-	65,000	253,000	125,000	25,000	468,000
Hunnewell Elementary	35,000	-	35,000	-	44,000	-	79,000
Sprague Elementary	173,000	900,000	-	135,000	184,000	438,000	1,657,000
Schofield Elementary	-	-	-	-	75,000	-	75,000
Upham Elementary	35,000	-	35,000	-	35,000	35,000	105,000
Middle School	100,000	92,000	600,000	500,000	75,000	140,000	1,407,000
High School	95,000	225,000	725,000	610,000	575,000	-	2,135,000
Subtotal Cash Capital - Districtwide	937,000	1,335,000	1,840,000	1,750,000	1,510,000	1,515,000	7,950,000
Other Unidentified Cash Capital	-	-	-	-	-	-	-
Total Cash Capital Requests	1,850,000	2,000,000	2,525,000	2,260,000	3,085,000	2,626,000	12,496,000
Other funding sources							
MS Systems design (TRF/FC)	1,300,200	-	-	-	-	-	-
Town Hall Envelope (TRF/FC)	575,842	-	-	-	-	-	-
Total other funding sources	1,876,042	-	-	-	-	-	-
Borrowed Inside							
Town Hall Annex Design/Construction	-	1,338,144	-	-	-	-	1,338,144
Warren Heat Pumps Replacement	-	-	750,000	-	-	-	750,000
Main Library (Lighting, Roof, Carpet)	-	1,205,000	-	-	-	-	1,205,000
Main Library Space Utilization Reno Projec	268,376	2,885,000	-	-	-	-	2,885,000
MS Parking Lot Paving	-	-	-	2,000,000	-	-	2,000,000
MS Steam Pipes	4,200,000	-	-	-	-	-	-
"Early" Hunnewell design	4,680,000	-	-	-	-	-	-
Town Hall Interior design	-	-	1,990,000	-	-	-	1,990,000
Sprague School Projects	-	-	-	-	-	1,034,000	1,034,000
Bates School Projects	-	-	-	-	-	1,750,000	1,750,000
New Bathhouse at Morses Pond	-	-	-	-	-	1,000,000	1,000,000
DPW RDF Repair Projects	-	-	-	426,000	4,816,000	-	5,242,000
DPW Highway & Park Renovation	-	-	-	640,000	7,095,000	-	7,735,000
Total Borrowed Inside	9,148,376	5,428,144	2,740,000	3,066,000	11,911,000	3,784,000	26,929,144
Town Hall Interior Renovation	-	-	-	-	18,051,000	-	18,051,000
Middle School Bldg Systems	-	14,300,000	-	-	-	-	14,300,000
Hunnewell School Project	-	-	52,853,000	-	-	-	52,853,000
Town Hall Annex Construction	-	-	10,558,975	-	-	-	10,558,975
Hardy/Upham Renov.	-	-	62,152,000	-	-	-	62,152,000
Total Borrowed Outside	-	14,300,000	125,563,975	-	18,051,000	-	157,914,975
Total FMD Capital Requests	12,874,418	21,728,144	130,828,975	5,326,000	33,047,000	6,410,000	197,340,119



Capital Project	FY20	FY21	FY22	FY23	FY24	FY25	FY21-25 Total
Natural Resources Commission							
Park Sidewalk Paths/ Parking Lot Repairs	-	15,000	15,000	15,000	15,000	15,000	75,000
Fuller Brook Invasive Management	20,000	-	-	-	-	-	-
Tree Planting/Management Program	40,000	40,000	40,000	40,000	40,000	40,000	200,000
Trail System Improvements	5,000	-	-	-	-	-	-
IPM Turf Plan Implementation	10,000	-	-	-	-	-	-
Natural Landscape Development	-	35,000	25,000	25,000	25,000	25,000	135,000
Comprehensive Pond Improvements	-	-	-	100,000	100,000	-	200,000
Open Space and Recreation Plan Update	-	15,000	-	-	-	-	15,000
Playground Improvement/ADA Access	-	-	20,000	150,000	150,000	-	320,000
Town Forest Improvements	-	-	20,000	-	-	-	20,000
Subtotal Cash Capital	75,000	105,000	120,000	330,000	330,000	80,000	965,000
Church Park Restoration (CPC)	30,000	-	-	-	-	-	-
Duck Pond Bridge Restoration (CPC)	91,000	-	-	-	-	-	-
Erosion at Morses Pond (CPC)	150,000	-	-	-	-	-	-
Total NRC Capital	346,000	105,000	120,000	330,000	330,000	80,000	965,000
Morses Pond							
Morses Pond Shoreline and Pond Improvements	-	-	150,000	150,000	-	-	300,000
Stormwater Construction/Demo & Monitoring	-	-	-	10,000	-	-	10,000
Bylaw/Regulatory Review/Development	-	-	-	25,000	-	-	25,000
Selective Planting	-	-	-	35,000	35,000	-	70,000
Plant Monitoring	-	-	-	-	10,000	-	10,000
Subtotal Cash Capital	-	-	150,000	220,000	45,000	-	415,000
Harvester (Borrowed)	-	-	315,000	-	-	-	315,000
Total Morses Pond Capital	-	-	465,000	220,000	45,000	-	730,000
Library							
Time Card system	30,000	-	-	5,000	-	-	5,000
Repair/Replace Furniture	-	-	-	-	-	-	-
Computer/Peripheral Replacement	52,300	52,300	55,300	57,300	57,300	59,300	281,500
IT Infrastructure Replacement	12,000	12,000	12,000	12,000	12,000	12,000	60,000
Automated Material Handler	-	-	-	-	10,000	-	10,000
Photovoltaic Study	-	-	-	-	-	-	-
Relocate Stacks for Recarpeting	-	-	65,000	-	-	-	65,000
WFL Van	-	-	40,000	-	-	-	40,000
New Technology & Devices	15,000	30,000	30,000	30,000	30,000	40,000	160,000
Website Construction/Redesign	-	-	-	15,000	-	10,000	25,000
Self Check System	-	-	24,000	12,000	24,000	24,000	84,000
Traffic Study	-	-	-	25,000	-	-	25,000
Parking Lot Improvements	-	-	-	-	25,000	-	25,000
Strategic Planning	-	-	-	-	10,000	-	10,000
Total Library Cash Capital	109,300	94,300	226,300	156,300	168,300	145,300	790,500
Town Clerk							
Electronic Poll Books for Voter Lists	-	36,000	-	-	-	-	36,000
Electronic Voting Devices for Town Meeting	-	-	15,000	-	-	-	15,000
New Voting Equipment	-	-	-	-	-	75,000	75,000
Total Town Clerk Cash Capital	-	36,000	15,000	-	-	75,000	126,000
Electronic Voting Devices (FC)	15,000	-	-	-	-	-	-
Town Clerk Total	-	36,000	15,000	-	-	75,000	126,000
Board of Assessors							
CAMA database software	-	-	-	93,000	-	-	93,000
Total Assessors	-	-	-	93,000	-	-	93,000
Planning Board							
Mobility Plan	30,000	-	-	-	-	-	-
Planning Subtotal	30,000	-	-	-	-	-	-
Planning Board Total	30,000	-	-	-	-	-	-
Recreation							
MOPO Beachfront - CPC	-	-	-	-	100,000	500,000	600,000
Recreation Subtotal	-	-	-	-	100,000	500,000	600,000
MOPO Beachfront (Borrowed)	-	-	-	-	100,000	500,000	600,000
Recreation Total	-	-	-	-	200,000	1,000,000	1,200,000
Capital Project	FY20	FY21	FY22	FY23	FY24	FY25	FY21-25 Total
School Department (non-Facilities)							
Infrastructure	-	-	-	-	-	-	-
Furniture/Furnishings/Equipment	205,018	163,371	225,000	225,000	225,000	225,000	1,063,371
Technology	896,010	941,550	1,279,124	1,352,920	1,145,123	1,111,050	5,829,767
Total School Capital	1,101,028	1,104,921	1,504,124	1,577,920	1,370,123	1,336,050	6,893,138



Town of Wellesley

FY2021-2025 Public Works Capital Request

Capital Project	FY20	FY21	FY22	FY23	FY24	FY25	FY21-25 Total
Cash Capital							
Street Improvement	385,000	500,500	580,500	605,500	605,500	605,500	2,897,500
Sidewalk Restoration	50,000	160,000	160,000	160,000	160,000	160,000	800,000
Private Ways	20,000	20,000	22,000	22,000	22,000	22,000	108,000
Drainage System Rehabilitation	200,000	-	270,000	270,000	270,000	270,000	1,080,000
Other Improvements	20,000	-	-	-	-	-	-
Vehicle/Equipment Procurement	1,136,000	1,073,000	1,085,000	1,452,000	1,447,000	1,500,000	6,557,000
DPW Facilities	85,000	107,500	127,500	127,500	130,000	130,000	622,500
Street Rehabilitation-Weston Road	-	-	150,000	-	-	-	150,000
Street Rehabilitation-TBD	-	-	-	-	160,000	-	160,000
Athletic/Playground Improvements	380,000	375,000	370,000	670,000	330,000	330,000	2,075,000
Total Cash Capital	2,276,000	2,236,000	2,765,000	3,307,000	3,124,500	3,017,500	14,450,000
Other Funding Sources:							
DPW Street Resurfacing (Ch 90)	790,000	790,000	790,000	790,000	790,000	790,000	3,950,000
Great Plain Avenue (Ch 90)	180,000	-	-	-	-	-	-
Hunnewell Softball fields (Gift)	200,000	-	-	-	-	-	-
Hunnewell Softball fields (CPC)	500,000	200,000	-	-	-	-	200,000
Street Rehabilitation-Walnut Street (Free Cash)	150,000	-	-	-	-	-	-
Sprague Turf Fields (Revolving)	500,000	-	-	-	-	-	-
Total Other Funding Sources:	1,670,000	990,000	790,000	790,000	790,000	790,000	4,150,000
Borrowed Inside							
DPW Fuel Depot Rehabilitation	-	-	-	-	1,000,000	-	1,000,000
Street Rehabilitation-Great Plain Avenue	-	1,750,000	-	-	-	-	1,750,000
Street Rehabilitation-Walnut Street	-	-	1,750,000	-	-	-	1,750,000
Street Rehabilitation-Weston Road	-	-	-	2,000,000	-	-	2,000,000
Street Rehabilitation-TBD	-	-	-	-	-	2,000,000	2,000,000
Hunnewell Field SoftballField	300,000	300,000	-	-	-	-	300,000
Replacement/Renovation DPW Yard	-	-	-	-	1,000,000	-	1,000,000
Sprague Field Artificial Turf	500,000	-	-	-	-	-	-
Total Borrowed	800,000	2,050,000	1,750,000	2,000,000	2,000,000	2,000,000	9,800,000
Debt Capital Exclusion:							
Public Works- DPW Administration Building	-	-	-	-	-	-	-
Free Cash:							
Park/Hwy Building HVAC Rehab Design	-	-	-	-	-	-	-
Total Free Cash	-	-	-	-	-	-	-
Grand Total DPW	4,746,000	5,276,000	5,305,000	6,097,000	5,914,500	5,807,500	28,400,000

TOWN OF WELLESLEY

Wellesley, Massachusetts 02481



COMMISSIONERS

David A.T. Donohue
Ellen L. Korpi
Jeffrey P. Wechsler

David A. Cohen
Director
20 Municipal Way
Tel: 781-235-7600
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BOARD OF PUBLIC WORKS

October 18, 2019

To: Advisory Committee

From: David A. Cohen, Director

Re: **Board of Public Works – FY2021 Tax Impact Capital Budget and Five-Year Plan**

I am pleased to provide you with a copy of the Department of Public Works FY2021 Tax Impact Capital Budget, which was approved by the Board of Public Works on October 16, 2019. We are requesting a total capital budget of \$5,276,000. Of this, the cash capital budget is \$2,236,000, which is \$296,100 lower than the FY21 projection in last year's five-year plan.

Highlights of this budget include:

- **Street Resurfacing** – Continuing the plan implemented over the last several years, the FY21 request includes \$440,000 of Cash Capital and \$790,000 of Chapter 90 funds for a the total \$1,230,000). This request will allow us to resurface approximately 10 miles which we consider the optimum level for adequately maintaining our street network.
- **Street Rehabilitation** – The FY21 plan calls for borrowing \$1,750,000 to redesign and reconstruct Great Plain Avenue Rotary.
- **Sidewalk Restoration** – The FY21 plan has been restored to our typical level of \$160,000 to address approximately 1.5 miles of priority sidewalk segments throughout town.
- **Drainage Improvements** – Eliminated \$220,000 of funding in FY21 due to available prior year funds. Increased funding levels to resume in FY22 and beyond.
- **Tennis and Basketball Court Improvements** - The FY21 plan includes additional funding for needed crack sealing and painting work.
- **Traffic Islands, Fence/Flag Pole, Drinking Water Fountains** – Funding for these three small programs has been moved to our operating budget starting in FY21.

- **Hunnewell Field Renovation of Baseball/Softball Fields** – Additional funding of \$500,000 has been included due to higher than anticipated bid results. Work is currently underway at Lee Field and this additional appropriation will be used to complete work at the Multi-Purpose field. We are working with the CPC and the private donors to offset the Town's portion similar to the FY20 funding arrangement.
- **Equipment** – The FY21 request of \$1,073,000 will replace for six vehicle and several other small equipment units. This request includes \$480,000 for the replacement of our 25 year old vactor truck. We have deferred several other vehicle replacements to make way for the replacement of this critical piece of equipment.

The attached Capital Project Planning Sheets provide additional information about each capital request. Our vehicle roster and replacement plan is also included for your reference at the end of the report.

For your information, our long-term capital plan includes the following items that are in alignment with the Town's Unified Plan:

- Inclusion of Complete Streets implementation with Street Resurfacing and Rehabilitation projects.
- Reconstruction and repairs to maintain, improve, and enhance the Town's 16 playground sites.
- ADA and Sidewalk improvement projects to enhance mobility and circulation in order to improve public health and reduce air pollution and greenhouse gas emissions.
- Replacement of our Vactor truck, which is used to clean the catch basins and storm drains to reduce flooding and prevent pollution from entering the Town's brooks and streams.

We look forward to discussing this budget request with you at an upcoming Advisory Committee Meeting. In the meantime, please feel free to contact me at your convenience if you have any questions or need any additional information.

Encl: Board of Public Works Tax Impact Capital Budget for FY2021



Town of *Wellesley*
FY2021 Budget Request

**Department of Public Works
Capital Budget Request
Version 3**

***Approved by the Board of Public Works
October 16, 2019***

**TOWN OF WELLESLEY
DEPARTMENT OF PUBLIC WORKS**



FY2021 TAX IMPACT CAPITAL FUNDING REQUEST

TABLE 1 - PROGRAM SUMMARY

Program	Cash Capital	Bonding/Other	Total
A - Street Improvement	\$500,500	\$790,000	\$1,290,500
B - Street Rehabilitation	\$0	\$1,750,000	\$1,750,000
C - Sidewalk Restoration	\$160,000	\$0	\$160,000
D - Private Ways	\$20,000	\$0	\$20,000
E - Drainage Improvements	\$0	\$0	\$0
F - DPW Facilities	\$107,500	\$0	\$107,500
G - Other	\$0	\$0	\$0
H - Athletic Field/Playground Improvements	\$375,000	\$500,000	\$875,000
I - Equipment Procurement	\$1,073,000	\$0	\$1,073,000
Total Capital Request	\$2,236,000	\$3,040,000	\$5,276,000

TABLE 2 - DPW FY2021 CAPITAL FUNDING REQUEST AND FIVE YEAR PLAN

Program	Fund Code	FY2018 Funding	FY2019 Funding	FY2020 Funding	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan
A. Street Improvement									
1. Street Resurfacing	GF	400,000	300,000	320,000	440,000	460,000	485,000	485,000	485,000
2. Street Resurfacing (Chapter 90)	CH	720,000	820,000	790,000	790,000	790,000	790,000	790,000	790,000
3. Crack Sealing	GF	55,000	55,000	55,000	60,500	60,500	60,500	60,500	60,500
4. Guardrail Maintenance and Replacement Program	GF	60,000	60,000	10,000	0	60,000	60,000	60,000	60,000
Subtotal		1,235,000	1,235,000	1,175,000	1,290,500	1,370,500	1,395,500	1,395,500	1,395,500
B. Street Rehabilitation									
1. Design	GF	130,000 Grove Street	0	150,000 Walnut Street	0	150,000 Weston Road	0	160,000 TBD	0
2. Road Reconstruction - Great Plain Avenue Rotary	B	2,470,000 Cliff Road	2,000,000 Grove Street	0	1,750,000 Great Plain Ave Rotary	1,750,000 Walnut Street	2,000,000 Weston Road	0	2,000,000 TBD
Subtotal		2,600,000	2,000,000	150,000	1,750,000	1,900,000	2,000,000	160,000	2,000,000
C. Sidewalk Restoration									
1. Sidewalk Restoration	GF	125,000	100,000	50,000	160,000	160,000	160,000	160,000	160,000
Subtotal		125,000	100,000	50,000	160,000	160,000	160,000	160,000	160,000
D. Private Ways									
1. Private Ways	GF	20,000	20,000	20,000	20,000	22,000	22,000	22,000	22,000
Subtotal		20,000	20,000	20,000	20,000	22,000	22,000	22,000	22,000
E. Drainage Improvements									
1. Drainage System Rehabilitation	GF	150,000	125,000	125,000	0	270,000	270,000	270,000	270,000
2. Town Hall Roadway Bridge, Drainage, Culvert & Headwalls	GF	0	18,000 Design	75,000 Construction	0	0	0	0	0
Subtotal		150,000	143,000	200,000	0	270,000	270,000	270,000	270,000
F. DPW Facilities									
1. DPW Facilities - Phased Replacement/Renovation of DPW Yard Facilities	B	0	0	0	0	0	0	1,000,000 Storage Areas	0
2. DPW Fuel Depot Rehabilitation	B	0	0	0	0	0	0	1,000,000	0
3. Park/Highway Building & Grounds Improvements	GF	30,000	30,000	30,000	30,000	50,000	50,000	50,000	50,000
4. RDF Container Replacement	GF	25,000	25,000	25,000	27,500	27,500	27,500	30,000	30,000
5. RDF Paved Areas, Grounds and Site Improvements	GF	30,000	10,000	30,000	50,000	50,000	50,000	50,000	50,000
Subtotal		85,000	65,000	85,000	107,500	127,500	127,500	2,130,000	130,000

TABLE 2 - DPW FY2021 CAPITAL FUNDING REQUEST AND FIVE YEAR PLAN

Program	Fund Code	FY2018 Funding	FY2019 Funding	FY2020 Funding	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan
G. Other									
1. Traffic Island and Streetscape Renovations	GF	5,000	10,000	10,000	0	0	0	0	0
2. Fence/Flag/Flag Pole Replacement	GF	0	10,000	10,000	0	0	0	0	0
Subtotal		5,000	20,000	20,000	0	0	0	0	0
H. Athletic Field/Playground Improvements									
1. Sprague Field Improvements	GF	20,000	25,000	25,000	20,000	25,000	25,000	25,000	25,000
2. Elementary School Field Improvements	GF	35,000	35,000	35,000	30,000	35,000	35,000	35,000	35,000
		Town Wide	Town Wide						
3. High School/Hunnewell Field	GF	20,000	30,000	35,000	40,000	25,000	25,000	25,000	25,000
4. Playground Equipment Replacement	GF	40,000	60,000	40,000	25,000	25,000	25,000	25,000	25,000
5. Playground Reconstruction	GF	30,000	0	200,000	200,000	200,000	200,000	200,000	200,000
6. ADA Requirements	GF	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
7. Tennis and Basketball Court Improvements	GF	60,000	150,000	25,000	50,000	50,000	350,000	10,000	10,000
		Hunnewell Crack Sealing	Sprague Reconstruction	Schofield	Hunnewell	Perrin	Hunnewell		
8. Drinking Water Fountains	GF	8,000	10,000	10,000	0	0	0	0	0
9. Hunnewell Field Master Plan -- Renovation of Baseball/Softball Fields	O	0	0	300,000	500,000	0	0	0	0
10. Sprague Field Artificial Turf Replacement	B	0	0	1,200,000	0	0	0	0	0
Subtotal		223,000	320,000	1,880,000	875,000	370,000	670,000	330,000	330,000
I. Equipment Procurement									
1. DPW Vehicle and Equipment Replacement	GF	920,000	943,000	1,136,000	1,073,000	1,085,000	1,452,000	1,447,000	1,500,000
Subtotal		920,000	943,000	1,136,000	1,073,000	1,085,000	1,452,000	1,447,000	1,500,000

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TABLE 2 - DPW FY2021 CAPITAL FUNDING REQUEST AND FIVE YEAR PLAN

Program	Fund Code	FY2018 Funding	FY2019 Funding	FY2020 Funding	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan
DPW GRAND TOTAL		5,363,000	4,846,000	4,716,000	5,276,000	5,305,000	6,097,000	5,914,500	5,807,500
FUNDING CATEGORIES									
Improvements - DPW Sponsored - General Fund (GF)		1,030,000	763,000	910,000	788,000	1,310,000	1,185,000	1,347,500	1,187,500
Equipment Purchases - General Fund		920,000	943,000	1,136,000	1,073,000	1,085,000	1,452,000	1,447,000	1,500,000
Improvements - Multi-User Sponsored - General Fund (GF)		223,000	320,000	380,000	375,000	370,000	670,000	330,000	330,000
"Cash Capital" Subtotal		2,173,000	2,026,000	2,426,000	2,236,000	2,765,000	3,307,000	3,124,500	3,017,500
DPW Improvements - Bonding (B)		2,470,000	2,000,000	0	1,750,000	1,750,000	2,000,000	2,000,000	2,000,000
Multi-User Sponsored - Bonding (B)		0	0	1,200,000	0	0	0	0	0
Other Funding Chapter 90		720,000	820,000	790,000	790,000	790,000	790,000	790,000	790,000
Other CPC/Grants/Gifts		0	0	300,000	500,000	0	0	0	0
DPW GRAND TOTAL		5,363,000	4,846,000	4,716,000	5,276,000	5,305,000	6,097,000	5,914,500	5,807,500

Fund Codes: GF = General Fund CH = Chapter 90 O = Other B = Borrowing

TABLE 3 - FY2021 TAX IMPACT EQUIPMENT REPLACEMENT PRIORITIES and PROJECTED NEEDS FOR FY2022-2023

FY	Division	Equip #	Unit To Be Replaced	Age @	Replaced By	Functions Served	Unit Cost
2021	Highway	34	2006 CHEVROLET SILVERADO	15	Pickup Truck	Craftsman	65,000
2021	Highway	48	1996 VOLVO WG64	25	Vactor Truck	Cleaning Drains	480,000
2021	Highway	55	1994 VOLVO WG42	27	Dump Truck	Maintenance, Construction, Plowing	200,000
2021	Recycling & Disposal	340	2010 TOYOTA PRIUS	11	Passenger Vehicle	RDF Superintendent	28,000
2021	Recycling & Disposal	341	2010 CATERPILLA 906H	11	Compact Loader	Recycled Product Handling	120,000
2021	Recycling & Disposal	361	2000 VOLVO ACL64B	21	Tractor	Hauling Solid Waste Trailers	130,000
2021	Fleet Maintenance	MISC1	MISC. EQUIPMENT	--	Small Equipment	Misc. Small Equipment	25,000
2021	Winter	P999	SNOW PLOW REHABILITATION	--	Snow plow and drop-in sander rehabilitation	Plowing	25,000
FY2021 TOTAL:							1,073,000
2022	Engineering	204	2011 FORD ESCAPE	11	Small SUV	Surveys And Inspections	30,000
2022	Highway	65	2008 RS UTILITY	14	Lowbed Trailer	Equipment And Material Transport	25,000
2022	Highway	88	2007 BOBCAT T-140	15	Skid Steer	Maintenance, Construction, Plowing	100,000
2022	Highway	90	2006 JOHN DEERE 410G	16	Backhoe	Highway Maintenance	100,000
2022	Highway	114	1979 SRECO HS516	43	Drain Rodder	Storm Drain Rodder	25,000
2022	Park	19	2007 CHEVROLET SILVERADO	15	Pickup Truck	Park Maintenance	40,000
2022	Park	35	2007 CHEVROLET SILVERADO	15	Pickup Truck	Park Maintenance	60,000
2022	Park	39	2006 INTERNATIO 7300SFA	16	35k GVW Chassis W/aerial Lift	Tree Maintenance	225,000
2022	Park	52	1984 AMGENERAL M923	38	Used Cab & Chassis For Existing Crane	Tree Removals	50,000
2022	Recycling & Disposal	344	2013 BOBCAT S650	9	Skid Steer	Recycled Product Handling	60,000
2022	Recycling & Disposal	365	2003 CATERPILLA 320CL	19	Excavator	Trash And Wood Loading	180,000
2022	Fleet Maintenance	MISC2	MISC. EQUIPMENT	--	Shop Equipment	Misc. Small Equipment	25,000
2022	Winter	76	1998 TRACKLESS MT5T	24	Sidewalk Tractor	Plowing Sidewalks	165,000
FY2022 TOTAL:							1,085,000
2023	Engineering	203	2011 FORD ESCAPE	12	Small SUV	Surveys And Inspections	30,000
2023	Highway	18	2012 FORD F550	11	1 Ton Dump Truck W/plow	Maintenance, Construction, Plowing	90,000
2023	Highway	20	2012 FORD F550	11	1 Ton Dump Truck W/plow	Maintenance, Construction, Plowing	90,000
2023	Highway	21	2012 FORD F550	11	1 Ton Dump Truck W/plow	Maintenance, Construction, Plowing	90,000
2023	Highway	22	2012 FORD F550	11	1 Ton Dump Truck W/plow	Maintenance, Construction, Plowing	90,000
2023	Highway	32	1993 FORD F350	30	Box Truck	Camera Truck	50,000
2023	Highway	109	1995 ROSCO	28	Roller	Roller	10,000
2023	Highway	060802	1999 JOHN DEERE 110	24	Backhoe	Maintenance, Construction	100,000
2023	Park	27	2008 CHEVROLET SILVERADO	15	Pickup Truck	Pickup Truck	35,000
2023	Park	80	2013 KUBOTA M7060HDC1	10	Wheel Tractor	Wheel Tractor	60,000
2023	Park	411	2006 HOMEMADE UTILITY	17	Trailer	Trailer	12,000
2023	Park	426	2003 CROSS UTILITY	20	Trailer	Trailer	12,000
2023	Park	438	2002 CROSS UTILITY	21	Trailer	Trailer	10,000
2023	Park	999E	2003 AERATOR WITH SEED BOX	20	Aerator W/seed Box	Mowing	15,000
2023	Recycling & Disposal	358	2005 BLACKROCK UTILITY	18	Recyclemobile	Recyclemobile	20,000
2023	Fleet Services	16	2011 FORD TRANSIT	12	Parts Van Hybrid or Electric Vehicle	Parts Van	25,000
2023	Fleet Maintenance	MISC3	MISC. EQUIPMENT	--	Small Equipment	Misc. Small Equipment	25,000
2023	Winter	46	1991 FORD F700	32	Calcium Truck Rehab	Treating Roads	33,000
2023	Winter	49	2004 VOLVO VHD42B	19	41000 GVW	41000 GVW	180,000
2023	Winter	64	2009 INTERNATIO 7400SFA	14	Combo Body	Maintenance, Construction, Plowing	145,000
2023	Winter	78	2003 TRACKLESS MT5T	20	Sidewalk Tractor	Sidewalk Tractor	165,000
2023	Winter	79	2004 TRACKLESS MT5T	19	Sidewalk Tractor	Sidewalk Tractor	165,000
FY2023 TOTAL:							1,452,000



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: A1

Project Name: Street Resurfacing

Purpose: To maintain a reliable and safe roadway network and avoid costly reconstruction.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$320,000	\$440,000	\$460,000	\$485,000	\$485,000	\$485,000
Planned Expenditures:						
Personal Services	\$105,000	\$100,000	\$115,000	\$121,250	\$121,250	\$121,250
Expenses	\$215,000	\$340,000	\$345,000	\$363,750	\$363,750	\$363,750
TOTAL:	\$320,000	\$440,000	\$460,000	\$485,000	\$485,000	\$485,000

Justification: The DPW resurfacing program maintains approximately 95 miles of “non-connector” streets. Major roadways are taken care of using Street Rehabilitation funding for the individual streets. Reconstruction of the Town's "major connector" streets (Washington/Central, Weston, Linden, Walnut, Grove, Great Plain, Cedar, Cliff, Glen, Forest, Wellesley and Hunnewell) are addressed as individual capital projects when reconstruction is required. The DPW follows a preventative maintenance strategy which slows the deterioration rates of the pavements, extends the service life and delays the cost and disruption of full reconstruction almost indefinitely. We use chipseal, standard hot mix asphalt overlay, or grinding and overlay of the existing road surface in a 10-14 year cycle. Grinding is used where there will be a loss of existing curb reveal and/or puddling will occur in driveways or intersecting streets due to an additional overlay. Chipseal is used as an economical treatment where appropriate.

This request (combined Cash Capital and Chapter 90 Funding) will allow us to resurface approximately 10 miles of street from a candidate list of streets. This is the optimum amount to minimize repair costs and preserve the roadway system. The number and mileage of streets is dependent on the combination of treatment types implemented. The list of streets to be resurfaced next year will be finalized after post-winter road condition inspections are completed in the spring.

Lead Division: Highway

Project Code: 95210

Date: 10/11/2019



**Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET**

Fiscal Year: 2021
Project ID: A2

Project Name: Street Resurfacing (Chapter 90)

Purpose: To maintain a reliable and safe roadway network and avoid costly reconstruction.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$790,000	\$790,000	\$790,000	\$790,000	\$790,000	\$790,000
Planned Expenditures:						
Personal Services	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000
Expenses	\$610,000	\$610,000	\$610,000	\$610,000	\$610,000	\$610,000
TOTAL:	\$790,000	\$790,000	\$790,000	\$790,000	\$790,000	\$790,000

Justification: The DPW resurfacing program maintains approximately 95 miles of “non-connector” streets. Major roadways are taken care of using Street Rehabilitation funding for the individual streets. Reconstruction of the Town's "major connector" streets (Washington/Central, Weston, Linden, Walnut, Grove, Great Plain, Cedar, Cliff, Glen, Forest, Wellesley and Hunnewell) are addressed as individual capital projects when reconstruction is required. The DPW follows a preventative maintenance strategy which slows the deterioration rates of the pavements, extends the service life and delays the cost and disruption of full reconstruction almost indefinitely. We use chipseal, standard hot mix asphalt overlay, or grinding and overlay of the existing road surface in a 10-14 year cycle. Grinding is used where there will be a loss of existing curb reveal and/or puddling will occur in driveways or intersecting streets due to an additional overlay. Chipseal is used as an economical treatment where appropriate.

This request (combined Cash Capital and Chapter 90 Funding) will allow us to resurface approximately 10 miles of street from a candidate list of streets. This is the optimum amount to minimize repair costs and preserve the roadway system. The number and mileage of streets is dependent on the combination of treatment types implemented. The list of streets to be resurfaced next year will be finalized after post-winter road condition inspections are completed in the spring.

Lead Division: Highway

Project Code: 95210

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: A3

Project Name: Crack Sealing

Purpose: To maintain a reliable and safe roadway network and avoid costly reconstruction.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$55,000	\$60,500	\$60,500	\$60,500	\$60,500	\$60,500
Planned Expenditures:						
Personal Services	\$6,600	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000
Expenses	\$48,400	\$49,500	\$49,500	\$49,500	\$49,500	\$49,500
TOTAL:	\$55,000	\$60,500	\$60,500	\$60,500	\$60,500	\$60,500

Justification: Sealing cracks is the first step in the street maintenance program. Crack sealing extends the life of pavement by preventing the intrusion of water. Sealing cracks with rubberized asphalt can defer the need for street resurfacing by 3 to 5 years. Crack sealing plays an important role in the DPW's overall strategy for street maintenance and provides the most cost effective use of the dollars compared to other pavement maintenance treatments.

Lead Division: Highway

Project Code: 95220

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: A4

Project Name: Guardrail Maintenance and Replacement Program

Purpose: To maintain, repair, replace and install guardrail where needed.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$10,000	\$0	\$60,000	\$60,000	\$60,000	\$60,000
Planned Expenditures:						
Personal Services	\$4,000	\$0	\$6,000	\$6,000	\$6,000	\$6,000
Expenses	\$6,000	\$0	\$54,000	\$54,000	\$54,000	\$54,000
TOTAL:	\$10,000	\$0	\$60,000	\$60,000	\$60,000	\$60,000

Justification: The DPW maintains approximately six miles of guardrail throughout Town. Funding for this program addresses prioritized sections in need of maintenance and replacement for traffic safety. Current pricing for removal and replacement of guardrail is approximately \$30 per foot and the funding proposed will address between 1,500 and 2,000 linear feet per year. Funding is not requested for FY21 as sufficient funds from prior year appropriations will be available to complete anticipated work.

Lead Division: Highway

Project Code: 95270

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: B2

Project Name: Road Reconstruction - Great Plain Avenue Rotary

Purpose: Reconstruct the town's major connector roadways to improve traffic safety and mobility throughout town.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$0	\$1,750,000	\$1,750,000	\$2,000,000	\$0	\$2,000,000
		Great Plain Ave Rotary	Walnut Street	Weston Road		TBD
Planned Expenditures:						
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Expenses	\$0	\$1,750,000	\$1,750,000	\$2,000,000	\$0	\$2,000,000
TOTAL:	\$0	\$1,750,000	\$1,750,000	\$2,000,000	\$0	\$2,000,000

Justification: FY21 reconstruction will address the Great Plain Avenue (Route 135) Rotary located at the intersection of Great Plain Avenue, Wellesley Avenue and Seaver Street. This rotary is one of the busiest intersections in Town and there are safety issues and concerns for both vehicles and pedestrians. Based upon the traffic study currently underway by the Town's Traffic Engineering Consultant, the rotary area will be redesigned and reconfigured. The project will also include sidewalk improvements in the area of the rotary, as well as storm drainage system improvements.

Lead Division: Engineering

Project Code: 95102

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: C1

Project Name: Sidewalk Restoration

Purpose: To restore or reconstruct bituminous and concrete sidewalks in order to improve safety and mobility throughout town.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$50,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000
Planned Expenditures:						
Personal Services	\$30,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Expenses	\$20,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
TOTAL:	\$50,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000

Justification: The DPW is responsible for maintaining 118 miles of sidewalk including about 60 miles of school walking routes and commercial area sidewalks that are given priority attention.

This request provides for about 1.5 miles of sidewalk restoration annually. The detailed nature of the handwork required for sidewalks results in a greater per mile cost than street resurfacing and includes coordinating grades and slopes with driveway aprons, crosswalks and ramps.

FY20 funding was reduced due to the availability of prior year funds. Funding is now requested at typical levels to keep up with planned restoration.

Lead Division: Highway

Project Code: 95230

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: D1

Project Name: Private Ways

Purpose: To provide temporary minor repairs to the Town's 13 miles of private ways when such repairs are requested under Town Bylaw 29.10 to eliminate safety hazards and impediments to the delivery of fire, police and ambulance services.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$20,000	\$20,000	\$22,000	\$22,000	\$22,000	\$22,000
Planned Expenditures:						
Personal Services	\$15,000	\$15,000	\$16,000	\$16,000	\$16,000	\$16,000
Expenses	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000
TOTAL:	\$20,000	\$20,000	\$22,000	\$22,000	\$22,000	\$22,000

Justification: Although the Town is not responsible for maintaining its 13 miles of private ways, it is responsible for providing essential police, fire and ambulance services to, and securing the safety of, the abutters.

This capital program funds the cost of 'temporary minor repairs' to allow the delivery of such services or when the repairs are requested by a majority of the abutters to the private way in accordance with Town Bylaw 29.10.

Lead Division: Highway

Project Code: 95260

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: E1

Project Name: Drainage System Rehabilitation

Purpose: To reconstruct storm drain pipe, catch basins, culverts and headwalls as needed.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$125,000	\$0	\$270,000	\$270,000	\$270,000	\$270,000
Planned Expenditures:						
Personal Services	\$62,500	\$0	\$135,000	\$135,000	\$135,000	\$135,000
Expenses	\$62,500	\$0	\$135,000	\$135,000	\$135,000	\$135,000
TOTAL:	\$125,000	\$0	\$270,000	\$270,000	\$270,000	\$270,000

Justification: The Town's stormwater drainage system contains 120 miles of storm drains, several miles of culverts, approximately 100 headwalls, and over 3,600 catch basins. Funding for this program will provide for drainpipe and structure rehabilitation or replacement throughout the system. There are currently over 60 projects of various scopes and priorities identified with preliminary estimates of over \$1,000,000.

Lead Division: Highway

Project Code: 95240

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: F1

Project Name: DPW Facilities - Phased Replacement/Renovation of DPW Yard Facilities

Purpose: To provide safe and efficient physical facilities to support the ongoing work of the Department of Public Works.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$0	\$0	\$0	\$0	\$1,000,000	\$0
					Storage Areas	
Planned Expenditures:						
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Expenses	\$0	\$0	\$0	\$0	\$1,000,000	\$0
TOTAL:	\$0	\$0	\$0	\$0	\$1,000,000	\$0

Justification: In FY24, the plan is to renovate the enclosed storage sheds and outdoor areas.

Lead Division: Management

Project Code: 95900

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: F2

Project Name: DPW Fuel Depot Rehabilitation

Purpose: To replace the DPW Fuel Depot which is approaching the end of its expected life.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$0	\$0	\$0	\$0	\$1,000,000	\$0
Planned Expenditures:						
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Expenses	\$0	\$0	\$0	\$0	\$1,000,000	\$0
TOTAL:	\$0	\$0	\$0	\$0	\$1,000,000	\$0

Justification: The DPW Fuel Depot consists of one 10,000 gallon diesel and two 10,000-gallon gasoline tanks, pumps and dispensers at the DPW complex at 20 Municipal Way. These tanks were installed in 1995 and have an expected life of 20 years. Although these tanks have already outlived their expected life, annual inspection and testing show that they are in good condition and are not expected to need replacing until at least FY24.

Lead Division: Management

Project Code:

Date: 10/11/2019



**Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET**

Fiscal Year: 2021

Project ID: F3

Project Name: Park/Highway Building & Grounds Improvements

Purpose: To provide safe and efficient physical facilities to support the ongoing work of the Department of Public Works.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$30,000	\$30,000	\$50,000	\$50,000	\$50,000	\$50,000
Planned Expenditures:						
Personal Services	\$0	\$0	\$15,000	\$15,000	\$15,000	\$15,000
Expenses	\$30,000	\$30,000	\$35,000	\$35,000	\$35,000	\$35,000
TOTAL:	\$30,000	\$30,000	\$50,000	\$50,000	\$50,000	\$50,000

Justification: The Park and Highway yard includes a 10.7 acre area with a 34,840 square foot facility that was built in 1947 and includes garage, office, and storage space.

This program includes 15,720 square feet of ancillary structures and repair items identified in the Department's annual maintenance inspection program and not covered by the Facilities Maintenance Department (FMD). These items include repairs or replacements to storage structures, material bunkers, and other grounds related improvements. Request of additional \$20,000 has been made starting in FY22 to also address resurfacing of parking and storage areas.

Lead Division: Highway

Project Code: 95290

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: F4

Project Name: RDF Container Replacement

Purpose: To replace RDF containers and caster bins and provide additional material storage.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$25,000	\$27,500	\$27,500	\$27,500	\$30,000	\$30,000
Planned Expenditures:						
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Expenses	\$25,000	\$27,500	\$27,500	\$27,500	\$30,000	\$30,000
TOTAL:	\$25,000	\$27,500	\$27,500	\$27,500	\$30,000	\$30,000

Justification: The RDF uses a total of 64 containers for trash and recycling operations including 13 closed top containers (50 cubic yards), 30 open top containers (15, 20, 30, 40, and 50 cubic yards), and 21 caster bins (6 and 10 cubic yards). The average age of the containers are 10 years old, though at least two containers are over 25 years old. Although the RDF repaints and spot-welds containers to extend their life, the constant loading and unloading of the containers and exposure to the weather cause extensive wear. This funding request typically provides for the purchase or major repair of 3-5 containers annually.

Lead Division: RDF

Project Code: 95410

Date: 10/11/2019



**Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET**

Fiscal Year: 2021
Project ID: F5

Project Name: RDF Paved Areas, Grounds and Site Improvements

Purpose: To provide safe and efficient physical infrastructure to support the public and work areas of the Recycling and Disposal Facility.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$30,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Planned Expenditures:						
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Expenses	\$30,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
TOTAL:	\$30,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000

Justification: The RDF is an 88-acre facility with extensive paved roadways, parking areas, sidewalks, material storage areas, storage structures, and residential drop-off areas not covered by the Facilities Maintenance Department. Funding for this project will allow for the regular maintenance and periodic repair of these areas.

Lead Division: RDF

Project Code: 95414

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: H01

Project Name: Sprague Field Improvements

Purpose: To fund an ongoing long term plan for the improvement of the 23 acre Sprague Athletic Field complex.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$25,000	\$20,000	\$25,000	\$25,000	\$25,000	\$25,000
Planned Expenditures:						
Personal Services	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Expenses	\$20,000	\$15,000	\$20,000	\$20,000	\$20,000	\$20,000
TOTAL:	\$25,000	\$20,000	\$25,000	\$25,000	\$25,000	\$25,000

Justification: This recurring request funds on-going repairs, sod replacement, aeration, topdressing and soil amenities of the heavily used natural grass fields. Unexpected minor repairs needed for synthetic field or other amenities at this extensively used recreation facility will also be covered.

Lead Division: Park

Project Code: 95330

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: H02

Project Name: Elementary School Field Improvements

Purpose: To fund the systematic improvement of Wellesley's athletic fields.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$35,000	\$30,000	\$35,000	\$35,000	\$35,000	\$35,000
Planned Expenditures:						
Personal Services	\$15,000	\$12,500	\$15,000	\$15,000	\$15,000	\$15,000
Expenses	\$20,000	\$17,500	\$20,000	\$20,000	\$20,000	\$20,000
TOTAL:	\$35,000	\$30,000	\$35,000	\$35,000	\$35,000	\$35,000

Justification: Funding will be used for the reconstruction of Elementary School and neighborhood park fields, with the specific locations and tasks to be determined according to needs and field conditions. Funds are used to add new infield clay, replace irrigation, repair backstops and sod small damaged grass areas at the town baseball & softball infields, along with helping sod other grass field areas use by the schools and youth sports.

Lead Division: Park

Project Code: 95310

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: H03

Project Name: High School/Hunnewell Field

Purpose: Phased improvements to the High School and Hunnewell Fields.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$35,000	\$40,000	\$25,000	\$25,000	\$25,000	\$25,000
Planned Expenditures:						
Personal Services	\$10,000	\$12,500	\$5,000	\$5,000	\$5,000	\$5,000
Expenses	\$25,000	\$27,500	\$20,000	\$20,000	\$20,000	\$20,000
TOTAL:	\$35,000	\$40,000	\$25,000	\$25,000	\$25,000	\$25,000

Justification: Funds will be used for a phased plan to restore the athletic facilities (12 acres) at the High School/Hunnewell complex. Expected work includes adjusting grades, renovating the irrigation system, improving drainage, aeration, overseeding, topdressing, fence replacement and sod over the total complex.

Past work has included aggressive aeration, topdressing and seeding program to help maintain the intensive activity on Field #1 from Soccer, Lacrosse and summer camps and the heavy fall use on practice fields and the lighted Multi-Purpose Field (Field 2) from football activity.

Lead Division: Park

Project Code: 95320

Date: 10/11/2019



**Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET**

Fiscal Year: 2021
Project ID: H04

Project Name: **Playground Equipment Replacement**

Purpose: Replace and/or renovate playground equipment to meet current safety guidelines and renovate safety surfaces around playground equipment. The department coordinates projects with individual school PTO's that help fund renovations and new equipment.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$40,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Planned Expenditures:						
Personal Services	\$20,000	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Expenses	\$20,000	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
TOTAL:	\$40,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000

Justification: This project funds the major repair and some replacement of playground equipment and amenities such as trash and recycling receptacles. Most importantly it funds the ongoing replacement of safety mulch and new edging around the Town's schools and playgrounds. Funds from this program are also used to help provide some support to individual PTO's and neighborhood groups in replacing playground equipment in the town.

Lead Division: Park

Project Code: 95340

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: H05

Project Name: Playground Reconstruction

Purpose: Playground Reconstruction

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Planned Expenditures:						
Personal Services	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Expenses	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000
TOTAL:	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000

Justification: The Park and Tree Division maintains 16 playground sites. These sites include large and small playground structures that have a life expectancy of 15 to 20 years. The following funding is designed to replace these structures to meet the present and future needs of each school and user groups. A typical structure will be designed to accommodate approximately 100 participants at a time in a 3,500 sq ft. area with a poured in place rubber surface to improve ADA accessibility and to reduce annual surface maintenance costs. Funds in FY18 were approved to create a master plan for the prioritized replacement and upgrading of the playground equipment. In FY20, the playground at the Bates School was replaced. When the master plan is complete, plans will be coordinated with various stakeholders and funding requests will be adjusted as required.

Lead Division: Park

Project Code: 95341

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: H06

Project Name: ADA Requirements

Purpose: Funding of an ongoing program to bring the Town's open space facilities into compliance with the Americans with Disabilities Act (ADA).

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Planned Expenditures:						
Personal Services	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Expenses	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
TOTAL:	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000

Justification: To improve accessibility on and between park and school sites. Projects include improvements to pathways, ramps, signage, playgrounds and picnic tables and are prioritized based on residents' needs and ADA requirements.

Lead Division: Park

Project Code: 95360

Date: 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: H07

Project Name: Tennis and Basketball Court Improvements

Purpose: To maintain the Town's public tennis and basketball courts.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$25,000	\$50,000	\$50,000	\$350,000	\$10,000	\$10,000
	Schofield	Hunnewell	Perrin	Hunnewell		
Planned Expenditures:						
Personal Services	\$0	\$30,000	\$30,000	\$0	\$5,000	\$5,000
Expenses	\$25,000	\$20,000	\$20,000	\$350,000	\$5,000	\$5,000
TOTAL:	\$25,000	\$50,000	\$50,000	\$350,000	\$10,000	\$10,000

Justification: This program provides funding to address any safety concerns and also provides for equipment replacement, fencing, crack sealing, paving or surface painting of basketball and tennis courts as needed. This program also periodically reconstructs courts that can no longer be maintained by sealing, resurfacing, and/or painting.

The court at Hunnewell was sealed in FY19 and additional cracking of the court will require crack sealing and painting in 2021 to extend its life span until planned replacement in 2024. Funding in FY22 will go to renovation of Perrin Park Basketball court renovation and Hunnewell in FY23.

Lead Division: Park

Project Code: 95350

Date: 10/11/2019



**Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET**

Fiscal Year: 2021
Project ID: H09

Project Name: Hunnewell Field Master Plan -- Renovation of Baseball/Softball Fields

Purpose: This phase of the project will provide funding for the renovation of softball fields at Hunnewell Field.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$300,000	\$500,000	\$0	\$0	\$0	\$0
Planned Expenditures:						
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Expenses	\$300,000	\$500,000	\$0	\$0	\$0	\$0
TOTAL:	\$300,000	\$500,000	\$0	\$0	\$0	\$0

Justification: Under the direction of the Playing Field Task Force, Geller Sport prepared a master plan for Hunnewell Field during FY04. The master plan included a site analysis, athletic grounds master plans, cost estimates, cost comparisons, deficiency analysis and plan summary, and a maintenance program for the new facilities.

This phase of the project provides for the reconstruction of the existing natural grass softball fields at Lee Field and the Hunnewell Multi-Purpose Field to address deficiencies at the fields, bring Lee Field into compliance with MIAA standards and add additional needed amenities such as dugouts, storage, and improved accessibility. Funds were appropriated at the 2019 Annual Town Meeting and the overall funding for this project is being completed with Town funds, contributions from the Community Preservation Committee, and private donations.

Unfortunately, bids for the project came in higher than anticipated. The project has been split into two phases and the first phase work at Lee Field has commenced and should be substantially complete by December 2019. The second phase work at the Multi-Purpose Field will require an additional appropriation for completion. The original appropriation was \$1,000,000 and total bid price for the project is \$1,370,000. We are requesting an additional appropriation of \$500,000 to cover the additional amount plus unanticipated contingencies. We are working with the CPC and the private donors so that the Town's contribution will be limited to \$200,000.

Lead Division: Engineering **Project Code:** 9310 **Date:** 10/11/2019



Town of Wellesley
Department of Public Works
CAPITAL PROJECT PLANNING SHEET

Fiscal Year: 2021
Project ID: 11

Project Name: DPW Vehicle and Equipment Replacement

Purpose: To minimize vehicle expenditures while ensuring that DPW personnel have the vehicles and equipment needed to provide services in the most efficient and cost effective manner.

	2020	2021	2022	2023	2024	2025
Funding Requirements:	\$1,136,000	\$1,073,000	\$1,085,000	\$1,452,000	\$1,447,000	\$1,500,000
Planned Expenditures:						
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Expenses	\$1,136,000	\$1,073,000	\$1,085,000	\$1,452,000	\$1,447,000	\$1,500,000
TOTAL:	\$1,136,000	\$1,073,000	\$1,085,000	\$1,452,000	\$1,447,000	\$1,500,000

Justification: The Department of Public Works maintains 140 vehicles and over 200 pieces of supporting equipment such as plows and trailers. The total estimated replacement value of the fleet is over \$16,000,000. The DPW uses the age of a vehicle as the initial indicator that the vehicle should be considered for replacement. However, the DPW continues to use and repair the vehicle as long as possible. Each year, the Director, Division Superintendents and Fleet Maintenance staff review all the vehicles in the fleet and update a multi-year replacement schedule (DPW Vehicle Roster and Replacement Plan) to most accurately project the remaining useful life of each vehicle. This replacement schedule considers the current condition of each vehicle, the ability of the vehicle to be operated and driven safely, projected repair costs to keep the vehicle running, and the activities performed by the vehicle. In addition, the schedule identifies vehicles that could be replaced with used rather than new vehicles. Finally, the schedule also considers spreading vehicle replacement costs to minimize the impact on the Town's capital budget.

Vehicle Replacement Profiles and the DPW Vehicle Roster and Five Year Replacement Plan are provided on the following pages.

Lead Division: Fleet

Project Code: 95510

Date: 10/11/2019



Town of Wellesley
Department of Public Works
VEHICLE REPLACEMENT PROFILE

Fiscal Year: 2021
Project ID: 11

Unit: 34
Year/Make/Model: 2006 CHEVROLET SILVERADO
Division: Highway
Replacement Cost: \$65,000
Purpose: Craftsman
Replacement: Pickup Truck



Class:	04 - Light Trucks
Age at Replacement:	15
Expected Life:	8
FY19 Usage Miles:	688
Current Mileage:	77,488
FY19 Downtime Hours:	11
FY19 Road Calls:	0
Parts Availability:	Fair
Life to Date Repair Cost:	\$42,777
To Be Traded?:	Yes
Trade Value:	\$1,000

Background: This vehicle is assigned to the Highway Craftsman. This vehicle is used primarily for delivering tools, equipment and materials to and from job sites. This vehicle also pulls trailers for picking up highway equipment and materials. This vehicle also plows snow in the winter.



Town of Wellesley
Department of Public Works
VEHICLE REPLACEMENT PROFILE

Fiscal Year: 2021
Project ID: 11

Unit: 48
Year/Make/Model: 1996 VOLVO WG64
Division: Highway
Replacement Cost: \$480,000
Purpose: Cleaning Drains
Replacement: Vactor Truck



Class:	08 - Extra Heavy Trucks
Age at Replacement:	25
Expected Life:	10
FY19 Usage Miles:	454
Current Mileage:	20,950
FY19 Downtime Hours:	462
FY19 Road Calls:	1
Parts Availability:	Poor
Life to Date Repair Cost:	\$182,470
To Be Traded?:	Yes
Trade Value:	\$15,000

Background: The Highway Division has maximized the life of this very important piece of equipment that is required to maintain the town's drainage system. Provides a critical role in maintaining the 3,650 catch basins that must be cleaned on an annual or bi-annual basis. It also provides a lead role in maintaining over 121 miles of storm drain pipes through the flushing/jetting out of drain lines. Equipment also serves as a backup for Water's hydraulic excavator in emergencies for flooding and excavation around water line, sewer line and drainage line breaks.



Town of Wellesley
Department of Public Works
VEHICLE REPLACEMENT PROFILE

Fiscal Year: 2021
Project ID: 11

Unit: 55
Year/Make/Model: 1994 VOLVO WG42
Division: Highway
Replacement Cost: \$200,000
Purpose: Maintenance, Construction, Plowing
Replacement: Dump Truck



Class:	07 - Heavy Trucks
Age at Replacement:	27
Expected Life:	15
FY19 Usage Miles:	452
Current Mileage:	115,765
FY19 Downtime Hours:	496
FY19 Road Calls:	2
Parts Availability:	Poor
Life to Date Repair Cost:	\$142,484
To Be Traded?:	Yes
Trade Value:	\$1,500

Background: This vehicle is used primarily for hauling materials such as asphalt, gravel, and loam, and also plowing snow during the winter. This vehicle is beyond its useful life, the cab floors are rotting and it is becoming less reliable as a daily use vehicle. The proposed replacement will have a higher weight rating to allow full loads and fewer trips. It will also have an automatic transmission for ease of operation and improved fuel efficiency. When it is replaced this unit will be evaluated as a replacement for one of our 30+ year old sanders.



Town of Wellesley
Department of Public Works
VEHICLE REPLACEMENT PROFILE

Fiscal Year: 2021
Project ID: 11

Unit: 340
Year/Make/Model: 2010 TOYOTA PRIUS
Division: Recycling & Disposal
Replacement Cost: \$28,000
Purpose: RDF Superintendent
Replacement: Passenger Vehicle



Class:	01 - Sedans
Age at Replacement:	11
Expected Life:	8
FY19 Usage Miles:	19,004
Current Mileage:	134,530
FY19 Downtime Hours:	5
FY19 Road Calls:	0
Parts Availability:	Fair
Life to Date Repair Cost:	\$27,334
To Be Traded?:	Yes
Trade Value:	\$1,000

Background: This vehicle is assigned to the Superintendent of the RDF division and is used to conduct administrative duties. This unit will be replaced with a similar hybrid or electric passenger vehicle.



Town of Wellesley
Department of Public Works
VEHICLE REPLACEMENT PROFILE

Fiscal Year: 2021
Project ID: 11

Unit: 341
Year/Make/Model: 2010 CATERPILLA 906H
Division: Recycling & Disposal
Replacement Cost: \$120,000
Purpose: Recycled Product Handling
Replacement: Compact Loader



Class:	11 - Loaders
Age at Replacement:	11
Expected Life:	15
FY19 Usage Hours:	1,793
Current Hours:	15,157
FY19 Downtime Hours:	482
FY19 Road Calls:	0
Parts Availability:	Fair
Life to Date Repair Cost:	\$69,274
To Be Traded?:	Yes
Trade Value:	\$10,000

Background: Funding for this unit will provide for the purchase of an equivalent loader with a 1 yard bucket and fork attachment. This machine is used daily and continuously at the RDF. Current condition is poor and replacement parts are extremely difficult to obtain and have an unacceptably long lead-time. This machine continuously has minor electrical and hydraulic issues and some of these repairs have been deferred because the RDF can not down this piece of equipment for an extended amount of time. This vehicle has become unreliable for its intended purpose.



Town of Wellesley
Department of Public Works
VEHICLE REPLACEMENT PROFILE

Fiscal Year: 2021
Project ID: 11

Unit: 361
Year/Make/Model: 2000 VOLVO ACL64B
Division: Recycling & Disposal
Replacement Cost: \$130,000
Purpose: Hauling Solid Waste Trailers
Replacement: Tractor



Class:	08 - Extra Heavy Trucks
Age at Replacement:	21
Expected Life:	15
FY19 Usage Miles:	590
Current Mileage:	55,620
FY19 Downtime Hours:	502
FY19 Road Calls:	0
Parts Availability:	Fair
Life to Date Repair Cost:	\$152,789
To Be Traded?:	No
Trade Value:	\$1,500

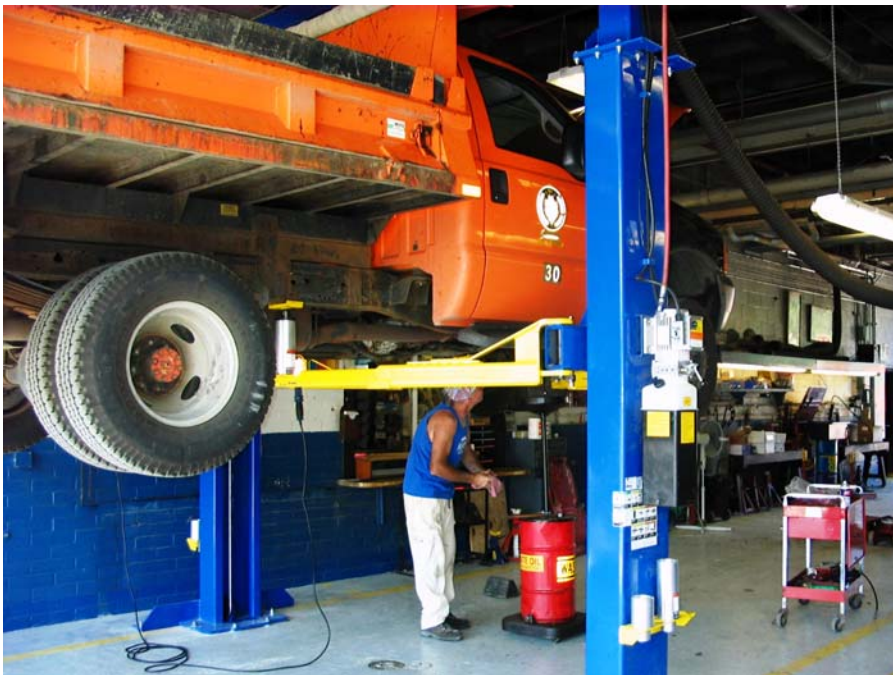
Background: This vehicle is used weekly for transporting approximately 700 tons annually of wood and paper materials in one-hundred cubic yard trailers to be recycled.



Town of Wellesley
Department of Public Works
VEHICLE REPLACEMENT PROFILE

Fiscal Year: **2021**
Project ID: **I1**

Unit: **MISC1**
Year/Make/Model: **MISC. EQUIPMENT**
Division: **Fleet Maintenance**
Replacement Cost: **\$25,000**
Purpose: **Misc. Small Equipment**
Replacement: **Small Equipment**



Class:	29 - Misc. Equipment
Age at Replacement:	
Expected Life:	10
FY19 Usage Hours:	
Current Hours:	
FY19 Downtime Hours:	
FY19 Road Calls:	
Parts Availability:	Not Applicable
Life to Date Repair Cost:	
To Be Traded?:	
Trade Value:	

Background: Funding will be used to replace shop equipment such as air compressors, welding equipment, and materials storage and shelving.



Town of Wellesley
Department of Public Works
VEHICLE REPLACEMENT PROFILE

Fiscal Year: **2021**
Project ID: **I1**

Unit: **P999**
Year/Make/Model: **SNOW PLOW REHABILITATION**
Division: **Winter**
Replacement Cost: **\$25,000**
Purpose: **Plowing**
Replacement: **Snow plow and drop-in sander rehabilitation**



Class:	20 - Plows
Age at Replacement:	
Expected Life:	8
FY19 Usage Hours:	
Current Hours:	
FY19 Downtime Hours:	
FY19 Road Calls:	
Parts Availability:	Not Applicable
Life to Date Repair Cost:	
To Be Traded?:	YES
Trade Value:	\$0

Background: Funding will be used to recondition plows and drop-in sanders to extend their life before replacement.

TABLE 4 - FY2021 TAX IMPACT EQUIPMENT REPLACEMENT PRIORITIES and PROJECTED NEEDS FOR FY2022-2025

Unit #	Year	Make and Model	Function	Div	Status	Repl. Year	Est. Cost	Exp Life	Age @ Repl.	2021	2022	2023	2024	2025
2	2014	TOYOTA PRIUS	Town Engineer	410	1	2024	28,000	8	10				28,000	
9	2019	FORD ESCAPE	Survey/inspection	410	1	2027	30,000	8	8					
201	2016	FORD ESCAPE	Survey/inspection	410	1	2024	30,000	8	8				30,000	
202	2012	FORD ESCAPE	Survey/inspection	410	1	2020	30,000	8	8					
203	2011	FORD ESCAPE	Survey/inspection	410	1	2023	30,000	8	12			30,000		
204	2011	FORD ESCAPE	Surveys And Inspections	410	1	2022	30,000	8	11		30,000			
205	2010	TOYOTA PRIUS	Asst. Town Engineer	410	1	2020	28,000	8	10					
4	2018	FORD ESCAPE	Prk/hwy Supt.	420	1	2026	30,000	8	8					
17	2017	FORD F250	General Foreman	420	1	2025	60,000	8	8					60,000
18	2012	FORD F550	Foreman	420	1	2023	90,000	10	11			90,000		
20	2012	FORD F550	Foreman	420	1	2023	90,000	10	11			90,000		
21	2012	FORD F550	Foreman	420	1	2023	90,000	10	11			90,000		
22	2012	FORD F550	Foreman	420	1	2023	90,000	10	11			90,000		
23	2009	FORD F350	1 Ton Dump	420	1	2026	72,000	10	17					
31	2016	FORD TRANSIT	Sign Shop Truck	420	1	2024	50,000	8	8				50,000	
32	1993	FORD F350	Drainage Pipe Camera Tr	420	1	2023	50,000	15	30			50,000		
34	2006	CHEVROLET SILVERADO	Craftsman	420	1	2021	65,000	8	15	65,000				
38	2012	INTERNATIO 7400SFA	Dump Truck	420	1	2027	154,000	15	15					
45	2019	MACK GR42F	Dump Truck	420	1	2034	200,000	15	15					
48	1996	VOLVO WG64	Vactor	420	1	2021	480,000	10	25	480,000				
50	2004	EAGERBEAVE 35GSL54S	Lowbed Trailer	420	1	2026	15,000	15	22					
51	2012	INTERNATIO 7400SFA	Dump Truck	420	1	2027	154,000	15	15					
53	2018	MACK GU712	Dump Truck	420	1	2033	190,000	15	15					
55	1994	VOLVO WG42	Dump Truck	420	1	2021	200,000	15	27	200,000				
56	2018	MACK GU712	Dump Truck	420	1	2033	190,000	15	15					
58	2018	MACK GU712	Dump Truck	420	1	2033	190,000	15	15					
59	1965	MACK B42	Show Truck	420	5	2027	58,000	15	62					
60	2019	MACK GR42F	Dump Truck	420	1	2034	200,000	15	15					
61	2015	MACK 700SER	Tractor	420	1	2030	140,000	15	15					
65	2008	RS UTILITY	Equip Transport	420	1	2022	25,000	10	14		25,000			
84	2009	BOBCAT T-190	Highway Construction	420	1	2024	50,000	15	15				50,000	
86	2018	JOHN DEERE 410L	Backhoe	420	1	2033	200,000	15	15					
87	2003	JOHN DEERE 544H	Loader	420	1	2026	200,000	15	23					
88	2007	BOBCAT T-140	Construction/plowing	420	1	2022	100,000	15	15		100,000			
89	2002	JOHN DEERE 624H	Loader	420	1	2026	170,000	15	24					
90	2006	JOHN DEERE 410G	Backhoe	420	1	2022	100,000	15	16		100,000			

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TABLE 4 - FY2021 TAX IMPACT EQUIPMENT REPLACEMENT PRIORITIES and PROJECTED NEEDS FOR FY2022-2025

Unit #	Year	Make and Model	Function	Div	Status	Repl. Year	Est. Cost	Exp Life	Age @ Repl.	2021	2022	2023	2024	2025
91	2016	VOLVO L90H	Loader	420	1	2026	170,000	15	10					
96	2016	KOMATSU PC45MR-5	Mini Excavator	420	1	2026	80,000	10	10					
97	1971	CATERPILLA D7	Dozer	420	2	2026	25,000	10	55					
98	2018	JOHN DEERE 624K11	Loader	420	1	2033	200,000	15	15					
99	2010	ELGIN PELICAN	Street Sweeper	420	1	2020	240,000	10	10					
100	2016	ELGIN PELICAN	Street Sweeper	420	1	2024	240,000	10	8				240,000	
107	2005	WACKER RT82-SC	Trench Roller	420	1	2020	30,000	15	15					
109	1995	ROSCO _	Roller	420	1	2023	10,000	15	28			10,000		
110	2018	DOOSAN P185WDO	Compressor	420	1	2029	15,000	15	11					
114	1979	SRECO HS516	Rodder	420	1	2022	25,000	15	43		25,000			
405	2001	CAM UTILITY	Highway Trailer	420	1	2026	15,000	15	25					
413	2014	CAM UTILITY	Highway Trailer	420	1	2029	15,000	15	15					
415	2014	CAM UTILITY	Highway Trailer	420	1	2029	15,000	15	15					
416	2005	BRIMAR DT610-10	Trailer	420	1	2024	10,000	15	19				10,000	
422	2014	ATLAS COMPRESSOR	Compressor	420	1	2029	17,000	15	15					
424	2002	CAM UTILITY	Trailer	420	1	2024	15,000	15	22				15,000	
432	2008	CAM UTILITY	Trailer	420	1	2024	15,000	15	16				15,000	
433	2012	MULTIQUIP MULTIQUIP	LIGHT TOWER	420	1	2027	15,000	15	15					
435	2010	PACE UTILITY	Sign Shop Trailer	420	1	2025	15,000	15	15					15,000
436	2010	PACE UTILITY	Trench Trailer	420	1	2025	15,000	15	15					15,000
441	2011	CHAMPION HR10-12	Compressor	420	1	2026	15,000	15	15					
443	2016	ATS UTILITY	Message Board	420	1	2031	15,000	15	15					
448	2016	ATS UTILITY	Message Board	420	1	2031	15,000	15	15					
475	2015	SPAULDING T4DRSD	Hot Mix Paver Box	420	1	2025	40,000	10	10					40,000
600	2010	LONG TRAILERPUMP	4" Pump	420	1	2024	12,000	15	14				12,000	
601	2010	LONG TRAILERPUMP	4" Pump	420	1	2024	12,000	15	14				12,000	
060802	1999	JOHN DEERE 110	Excavator	420	2	2023	100,000	15	24			100,000		
84P	2010	PLANAR UTILITY	4" Pump	420	1	2024	20,000	10	14				20,000	
451A	1997	SALSCO MINIPAVER	Paving Equip.	420	1	2025	50,000	15	28					50,000
451B	1997	SALSCO MINIPAVER	Paving Equip.	420	1	2025	13,000	15	28					13,000
7	2011	FORD ESCAPE	Park Asst. Supt.	430	1	2020	30,000	8	9					
15	2014	FORD F350	Park General Foreman	430	1	2024	40,000	8	10				40,000	
19	2007	CHEVROLET SILVERADO	Park Maint. Pickup	430	2	2022	40,000	8	15		40,000			
24	2012	FORD F350	Park Maint.	430	1	2024	50,000	10	12				50,000	
26	2019	FORD F550	Dump Truck	430	1	2029	85,000	10	10					
27	2008	CHEVROLET SILVERADO	Park Maint. Pickup	430	1	2023	35,000	8	15			35,000		

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TABLE 4 - FY2021 TAX IMPACT EQUIPMENT REPLACEMENT PRIORITIES and PROJECTED NEEDS FOR FY2022-2025

Unit #	Year	Make and Model	Function	Div	Status	Repl. Year	Est. Cost	Exp Life	Age @ Repl.	2021	2022	2023	2024	2025
28	2012	FORD F550	Park Maint.	430	1	2026	75,000	10	14					
30	2017	FORD F550	Park Maint.	430	1	2027	85,000	10	10					
33	2012	FORD F550	Park Maint.	430	1	2026	75,000	10	14					
35	2007	CHEVROLET SILVERADO	Park Maint. Stake Body	430	1	2022	60,000	8	15		60,000			
36	2011	FORD F550	Park Maintenance	430	1	2024	70,000	10	13				70,000	
37	2012	FORD F550	Park Maintenance	430	1	2026	75,000	10	14					
39	2006	INTERNATIO 7300SFA	Bucket Truck	430	1	2022	225,000	15	16		225,000			
44	2011	INTERNATIO 7300SFA	Park Maintenance	430	1	2025	130,000	15	14					130,000
52	1984	AMGENERAL M923	Crane	430	1	2022	50,000	15	38		50,000			
54	2002	VOLVO VHD84B	Rolloff Truck	430	1	2026	200,000	10	24					
80	2013	KUBOTA M7060HDC1	Wheel Tractor	430	1	2023	60,000	12	10			60,000		
82	2018	KUBOTA L6060HSTC	Wheel Tractor	430	1	2030	60,000	12	12					
85	2010	KUBOTA M7040HDC-1	Wheel Tractor	430	1	2025	50,000	12	15					50,000
92	2014	MONSTER UTILITY	Landscape Utility	430	1	2027	14,000	15	13					
105	2016	BANDIT 255	Chipper	430	1	2031	60,000	15	15					
122	2005	BANDIT 1590	Chipper	430	1	2027	60,000	10	22					
407	2006	FEATHERLIG UTILITY	Fold Up Stage	430	1	2026	15,000	15	20					
411	2006	HOMEMADE UTILITY	Trailer	430	1	2023	12,000	15	17			12,000		
412	2010	CROSS UTILITY	Cross Trailer	430	1	2029	10,000	15	19					
420	2013	BRAVO UTILITY	Covered Trailer	430	1	2028	12,000	15	15					
421	2012	BRAVO UTILITY	Covered Trailer	430	1	2028	12,000	15	16					
425	2010	CROSS UTILITY	Trailer	430	1	2029	10,000	15	19					
426	2003	CROSS UTILITY	Trailer	430	1	2023	12,000	15	20			12,000		
438	2002	CROSS UTILITY	Trailer	430	1	2023	10,000	15	21			10,000		
76F	1999	TRACKLESS MISC.	Boom Flail	430	1	2025	28,000	10	26					28,000
999A	2004	MOWING DECK 11' BAT	Utility Cart	430	1	2020	16,000	10	16					
999B1	1997	SMITHCO INFIELD GROO	Utility Cart	430	1	2020	22,000	10	23					
999C	2006	KUBOTA 60" MOWER	Utility Cart	430	1	2020	26,000	10	14					
999E	2003	AERATOR WITH SEED BO	Mowing	430	1	2023	15,000	8	20			15,000		
FB2		NEW PICKUP TRUCK	Fuller Brook	430	1	2026	50,000	8	--					
FB3		NEW UTILITY VEHICLE	Fuller Brook	430	1	2026	12,000	8	--					
510	2007	AQSYS WEED HARVESTE	Weed Harvesting	439	1	2030	95,000	15	23					
511	2007	AQSYS TRAILER	Weed Hrvst Trailer	439	1	2030	95,000	15	23					
512	2007	AQSYS CONVEYOR	Weed Hrvst Trailer	439	1	2030	95,000	15	23					
520	2018	ALPHA WEED HARVESTE	Weed Harvesting	439	1	2033	200,000	15	15					
521	2018	ALPHA TRAILER	Weed Hrvst Trailer	439	11	2033	10,000	15	15					

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TABLE 4 - FY2021 TAX IMPACT EQUIPMENT REPLACEMENT PRIORITIES and PROJECTED NEEDS FOR FY2022-2025

Unit #	Year	Make and Model	Function	Div	Status	Repl. Year	Est. Cost	Exp Life	Age @ Repl.	2021	2022	2023	2024	2025
340	2010	TOYOTA PRIUS	RDF Supt.	440	1	2021	28,000	8	11	28,000				
341	2010	CATERPILLA 906H	Compact Ldr	440	1	2021	120,000	15	11	120,000				
342	2013	VOLVO EC220DL	Trash/recyc Loading	440	1	2028	190,000	10	15					
343	2008	VOLVO VHD84F	Rolloff Truck	440	1	2020	220,000	10	12					
344	2013	BOBCAT S650	Skid Steer	440	1	2022	60,000	8	9		60,000			
345	2016	TOYOTA 8FDU32	Forklift	440	1	2026	60,000	10	10					
346	2014	INTERNATIO 7600SER	Rolloff Truck	440	1	2024	200,000	10	10				200,000	
347	2018	MACK GU713	Rolloff Truck	440	1	2027	220,000	10	9					
348	2019	JOHN DEERE 624K11	Loader	440	1	2034	200,000	15	15					
349	2009	INTERNATIO 4300SBA	Trash/recycling	440	1	2029	140,000	10	20					
351	2005	FORD F550	Park Vehicle	440	1	2026	100,000	10	21					
352	2017	KOMATSU WA320-8	Loader	440	1	2032	210,000	15	15					
353	1989	KENWORTH T400A	Tractor	440	2	2026	25,000	30	37					
356	1989	WABSH SEMI-TLR	Walking Floor	440	1	2026	70,000	15	37					
357	2014	SPECTEC SEMI-TLR	Walking Floor	440	1	2030	70,000	15	16					
358	2005	BLACKROCK UTILITY	Recyclemobile	440	1	2023	20,000	15	18			20,000		
359	2006	MCCLOSKEY MCB512R	Trommel Screen	440	1	2026	150,000	15	20					
360	2017	EAST SEMI-TLR	Walking Floor	440	1	2032	70,000	15	15					
361	2000	VOLVO ACL64B	Tractor	440	1	2021	130,000	15	21	130,000				
364	2018	ATS UTILITY	Message Board	440	1	2033	15,000	15	15					
365	2003	CATERPILLA 320CL	Trash & Wood Loading	440	1	2022	180,000	15	19		180,000			
366	2004	FORD F350	1 Ton Dump	440	3	2020	20,000	10	16					
12	2019	FORD ESCAPE	General Foreman	454	1	2025	30,000	8	6					30,000
13	2017	TOYOTA PRIUS	Asst. Director	454	1	2025	28,000	8	8					28,000
16	2011	FORD TRANSIT	Parts Van	454	1	2023	25,000	8	12			25,000		
29	1990	FORD F350	Welding Truck	454	2	2025	18,000	10	35					18,000
69	2003	HYSTER U5041	Forklift	454	1	2020	20,000	10	17					
362	2008	FORD F350	Hitop Utility	454	1	2026	55,000	10	18					
363	2010	TOYOTA PRIUS	FLEET LOANER	454	1	2026	28,000	8	16					
MISC1		MISC. EQUIPMENT	Repair Shop tools	454	1	2021	25,000	10	--	25,000				
MISC2		MISC. EQUIPMENT	Repair Shop tools	454	1	2022	25,000	10	--		25,000			
MISC3		MISC. EQUIPMENT	Repair Shop tools	454	1	2023	25,000	10	--			25,000		
MISC4		MISC. EQUIPMENT	Repair Shop tools	454	1	2024	25,000	10	--				25,000	
40	2016	MACK GU712	Dump Truck	456	1	2031	220,000	15	15					
43	1978	SICARD 5250	Snow Removal	456	1	2026	30,000	10	48					
46	1991	FORD F700	Calcium Truck	456	2	2023	33,000	10	32			33,000		

Status Codes: 1 = Replace New 2 = Replace Used 3 = Rebuild or From other Division 4 = Currently Being Replaced 5 = Do Not Replace

TABLE 4 - FY2021 TAX IMPACT EQUIPMENT REPLACEMENT PRIORITIES and PROJECTED NEEDS FOR FY2022-2025

Unit #	Year	Make and Model	Function	Div	Status	Repl. Year	Est. Cost	Exp Life	Age @ Repl.	2021	2022	2023	2024	2025
47	2002	VOLVO VHD42B	Dump Truck	456	1	2026	180,000	15	24					
49	2004	VOLVO VHD42B	41000 GVW	456	5	2023	180,000	10	19			180,000		
57	2016	MACK GU712	Dump Truck	456	1	2031	220,000	15	15					
62	1986	KENWORTH M334475	Sander	456	3	2026	25,000	15	40					
64	2009	INTERNATIO 7400SFA	Combo Body	456	1	2023	145,000	15	14			145,000		
70	2015	TRACKLESS MT6	Sidewalk Tractor	456	1	2030	165,000	15	15					
71	2008	TRACKLESS MT5T	Sidewalk Tractor	456	1	2027	165,000	15	19					
72	2013	TRACKLESS MT6	Sidewalk Tractor	456	1	2028	165,000	15	15					
73	2013	TRACKLESS MT6	Sidewalk Tractor	456	1	2028	165,000	15	15					
74	1997	TRACKLESS MT5T	Sidewalk Tractor	456	1	2020	165,000	15	23					
75	2014	TRACKLESS MT6	Sidewalk Tractor	456	1	2029	165,000	15	15					
76	1998	TRACKLESS MT5T	Sidewalk Tractor	456	1	2022	165,000	15	24		165,000			
77	2008	TRACKLESS MT5T	Sidewalk Tractor	456	1	2024	165,000	15	16				165,000	
78	2003	TRACKLESS MT5T	Sidewalk Tractor	456	1	2023	165,000	15	20			165,000		
79	2004	TRACKLESS MT5T	Sidewalk Tractor	456	1	2023	165,000	15	19			165,000		
95	1987	SICARD 5250	Snow Removal	456	2	2025	30,000	15	38					30,000
98D	2019	FAIR 948D	Loader Mounted Blower	456	1	2034	200,000	15	15					
P999		SNOW PLOW REHABILIT	Snow Removal	456	1	2021	25,000	8	--	25,000				
P999		SNOW PLOW REPLACEM	Snow Removal	456	1	2026	24,000	8	--					
P999		SNOW PLOW REPLACEM	Snow Removal	456	1	2027	26,000	8	--					
TSD2	2015	TRACKLESS RIBBONBLO	Snow Removal	456	1	2030	150,000	15	15					
112	2018	FORD F150	General Foreman	460	1	2026	50,000	8	8					
117	2012	FORD F350	Sewer Maint.	460	1	2022	65,000	10	10		65,000			
118	2004	FORD F350	Sewer Rodder	460	1	2026	85,000	10	22					
119	2014	FORD F250	Station Truck	460	1	2023	70,000	8	9			70,000		
120	2012	INTERNATIO 7400SFA	Sewer Flusher Truck	460	1	2020	325,000	15	8					
125	2010	FORD F250	Station Operator	460	1	2026	48,000	8	16					
1	2016	FORD EXPLORER	Director	470	1	2024	40,000	8	8				40,000	
5	2018	TOYOTA PRIUS	Asst. Supt.	470	1	2026	28,000	8	8					
11	2015	TOYOTA PRIUS	Superintendent	470	1	2022	28,000	8	7		28,000			
111	2018	FORD F150	General Foreman	470	1	2026	50,000	8	8					
113	2009	FORD F150	Utility Vehicle	470	1	2026	35,000	8	17					
115	2017	FORD F550	1 Ton Dump	470	1	2025	85,000	8	8					85,000
116	2009	FORD E350	Meter Van	470	1	2029	55,000	8	20					
121	2017	FORD F450	Trouble Truck	470	1	2025	67,000	8	8					67,000
123	2016	FORD F550	1 Ton Dump	470	1	2025	75,000	10	9					75,000

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TABLE 4 - FY2021 TAX IMPACT EQUIPMENT REPLACEMENT PRIORITIES and PROJECTED NEEDS FOR FY2022-2025

Unit #	Year	Make and Model	Function	Div	Status	Repl. Year	Est. Cost	Exp Life	Age @ Repl.	2021	2022	2023	2024	2025
124	2014	FORD F450	Hi-top Utility	470	1	2024	70,000	10	10				70,000	
126	2014	FORD TRANSIT	Utility Van	470	1	2022	30,000	8	8		30,000			
127	2010	TOYOTA PRIUS	W/S Systems Engineer	470	1	2021	30,000	8	11	30,000				
128	2009	FORD F150	Utility Vehicle	470	1	2026	35,000	8	17					
129	2012	INTERNATIO 7400SFA	Dump Truck	470	1	2021	200,000	15	9	200,000				
131	2018	MACK GU712	Dump Truck	470	1	2033	190,000	10	15					
135	2015	INTERNATIO 4300SBA	Utility Vehicle	470	1	2025	190,000	10	10					190,000
136	2012	FORD F550	Dump Truck	470	1	2022	87,000	10	10		87,000			
139	2008	CATERPILLA 430E	Loader/backhoe	470	1	2024	130,000	15	16				130,000	
140	2020	FREIGHTLIN 114SD	Vactor	470	1	2035	175,000	15	15					
141	2004	JOHN DEERE 310SG	Loader/backhoe	470	1	2020	100,000	15	16					
142	1991	SULLIVAN 185CFM	Compressor	470	1	2022	15,000	20	31		15,000			
145	2018	ATLAS V5	Compressor	470	1	2028	15,000	10	10					
124T	2005	WACH UTILITY	Tlv300/trailer	470	1	2021	50,000	15	16	50,000				
136A	1994	LEROI 185CFM	Compressor	470	1	2023	12,000	20	29			12,000		
Total							16,144,000			1,353,000	1,310,000	1,534,000	1,272,000	924,000

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Water/Sewer	2,435,000	280,000	225,000	82,000	240,000	417,000
Street Permit Program	0	0	0	0	0	0
Winter Only	3,138,000	25,000	165,000	688,000	165,000	30,000
Tax Impact without Winter Only	10,076,000	1,048,000	920,000	764,000	867,000	477,000
Total Tax Impact	13,214,000	1,073,000	1,085,000	1,452,000	1,032,000	507,000
Total	16,144,000	1,353,000	1,310,000	1,534,000	1,272,000	924,000

Status Codes: 1 = Replace New 2 = Replace Used 3 = Rebuild or From other Division 4 = Currently Being Replaced 5 = Do Not Replace

Capital Budget Request



Each year the School District submits a “cash capital” budget request to the Town. This request consists of two components – Furniture, Fixtures and Equipment (FF&E) and Information Technology. The budget requests are vetted through the School Committee to determine the priorities for funding within the Town’s fiscal parameters. The cash capital budget does not incorporate the major investments in facility renovations or construction that are typically reserved for a debt exclusion method of funding. The cash capital requests for the facility work in the schools is presented separately by the Facilities Management Department (FMD). The FMD Director meets with each school principal to develop the needs and then formulates a plan, which is then reviewed with the Superintendent and Assistant Superintendent for Finance and Operations.

The cash capital requests for FF&E and Information Technology are included in this section. On an annual basis, the district creates a plan to address current needs for inclusion in the fiscal year 2021 cash capital budget. The district maintains a five-year outlook that is updated annually. In FY’20, the district carried \$1,105,550 as the FY’21 anticipated need amount. The actual FY’21 cash capital request is on budget with our projection last year.

As the table below reflects, the school cash capital amount has varied annually based on building-based needs.

Furniture/Fixture/Equipment	FY’18 Budget	FY’19 Budget	FY’20 Request	FY’21 Request
583010: Furniture	\$34,615	\$5,100	\$5,000	\$4,676
583090: Other Equipment	\$151,454	\$79,875	\$99,200	\$79,060
583110: Furniture Replacement	\$30,000	\$15,024	\$100,818	\$79,635
Sub-Total:	\$216,069	\$99,999	\$205,018	\$163,371
Technology	FY’18 Budget	FY’19 Budget	FY’20 Request	FY’21 Request
583030: Technology Equipment	\$728,857	\$102,822	\$52,200	\$57,200
583130: Technology Equipment Replacement	\$1,056,826	\$737,308	\$836,310	\$876,850
583190: Other Equipment Replacement	\$7,500	\$7,500	\$7,500	\$7,500
Sub-Total:	\$1,793,183	\$847,630	\$896,010	\$941,550
Funded Through Revolving Funds			FY’20 Request	FY’21 Request
Integrated Preschool Revolving Fund			\$11,723	\$0
Facility Rental Revolving Fund			\$36,744	\$3,999
Sub-Total:			\$48,467	\$3,999
Total FF&E/Technology	\$2,009,252	\$947,629	\$1,149,495	\$1,108,920

The other equipment category (object code 583090) includes non-furniture costs including, but not limited to, nursing office needs (automated external defibrillator or AED units, vision screening devices, refrigerators, etc.); audio-visual needs (sound systems for general use spaces); performing arts (musical instruments, risers); physical education and athletics (basketball hoops, golf carts, vehicles); environmentally-friendly enhancements (water bottle filling stations); copier leases and purchases; and fitness center equipment replacement needs. The furniture and furniture replacement (object codes 583010 and 583110) categories carry rugs; classroom, office and cafeteria furniture; and replacement shades for classroom windows.

FF&E is not distributed evenly, rather it is based on the prioritization of needs that have been identified by each building principal. When there is an associated cost related to installation (plumbing or electrical), a quote is sought from the Facilities Management Department and included in the overall cost projection in the budget request.

The table below contains the same information presented by location:

Capital by Location	FY'18 Budget	FY'19 Budget	FY'20 Request	FY'21 Request	FY'21 Revolving
Pre-School at Wellesley Schools (PAWS)	\$0	\$1,320	\$0	\$0	\$0
Bates Elementary	\$2,930	\$1,000	\$23,694	\$35,867	\$0
Fiske Elementary	\$5,400	\$2,265	\$3,500	\$0	\$0
Hardy Elementary	\$4,480	\$3,780	\$7,124	\$0	\$1,329
Hunnewell Elementary	\$3,800	\$0	\$0	\$0	\$0
Sprague Elementary	\$2,040	\$0	\$0	\$0	\$470
Schofield Elementary	\$30,000	\$10,000	\$60,000	\$43,300	\$0
Upham Elementary	\$1,397	\$850	\$18,000	\$0	\$0
Wellesley Middle School	\$47,135	\$4,500	\$18,000	\$32,544	\$2,200
Wellesley High School	\$18,398	\$7,484	\$11,800	\$0	\$0
District Wide	\$100,489	\$68,800	\$62,900	\$51,660	\$0
FF&E Sub-Total:	\$216,069	\$99,999	\$205,018	\$163,371	\$3,999
Technology	\$1,793,183	\$847,630	\$896,010	\$941,550	\$0
Technology Sub-Total:	\$1,793,183	\$847,630	\$896,010	\$941,550	\$0
Total Capital by Location:	\$2,009,252	\$947,629	\$1,101,028	\$1,104,921	\$3,999

Furniture/Fixtures and Equipment

\$163,371



This category incorporates investments in the general operational items for programs that have a limited life cycle but are not “consumables” requiring annual replacement. The following pages include a list of the items submitted by the schools and reviewed by the Administration for incorporation into the plan. In FY'21 the schools submitted FF&E requests of \$167,370. Following a conversation with DESE, the District proposed to fund appropriate expenditures from the Building Rental Revolving account. This account captures the revenues and expenditures directly related to rental of space, and any remaining revenue over expenses may be used for school purposes. The District has always been cautious to have this fund for unanticipated building needs, but given the available balance countered by needs, requests of approximately \$3,999 will be funded through this account. There will still be a balance in reserve of over \$665K for any facility issues that might arise.

The following are the highlights of the FY'21 Cash Capital FF&E budget request:

- Replacement of desks (student and teacher), chairs, tables and flexible seating for one (1) grade level at Bates;
- Purchase of chairs and dollies for use in the Schofield auditorium;
- Replacement of teacher desks and rugs in multiple classrooms at Schofield;
- Replacement of music risers at Schofield;
- Replacement of fitness center equipment at the Middle School;
- Replacement of musical instruments and chorus room chairs at the Middle School; and
- Copier leases and machine replacements throughout the district.

The Building Rental Revolving fund is targeted to purchase \$3,999. These items do not meet the cash capital threshold of \$10K per item and include rugs, Nurse's Office cots, tables and carpet.

Technology Capital

\$941,550



The WPS Technology Director, and her team have been managing a five-year capital plan for funding technology investments called out in the district's Instructional Technology Plan. The Instructional Technology Plan, Wellesley Tech Plan 2020, was developed by a committee of stakeholders including technology staff, teachers, parents, and community members who work in technology fields and is in its final year of implementation. Because of funding limitations some of the actions in the plan have changed as follows:

- Changing the number of devices in grades K-1 to 4 devices per class instead of 8, which is one cart shared per school across the 2 grade levels instead of 1 grade level as called out in the Tech Plan 2020;
- Redefining equipment needs and placement to achieve reductions and/or cost efficiencies; and
- Expanding the use of Chrome devices at all levels.

The instructional side of the house has remained consistent with the 1:1 program fully implemented in grades 3-12 with students in grades 3-5 using iPads in their classroom in a highly supervised mode, learning technology norms through their homeroom teachers. These devices are district owned and are funded completely through the district. Middle school students are using iPads and rotating from class to class and taking them home for homework assignments. All devices are in supervised mode and an Internet filter is placed on the device, so they are filtered even off our network. High School students bring their own device to school each day. Students in the Middle School who want to own their device may purchase a new device through the schools and receive a quantity discount and accidental damage warranty. Students in the Middle and High School may also bring in their own compatible device from home. Students who need financial assistance have the option to use a school owned device throughout the year to provide equity to our entire population. Additionally, mobile hotspots are available for check out through the technology department to assist with internet access issues.

Our classroom ecosystem includes the teacher and student devices along with audio/visual components to enrich the classroom experience and expand the nature of content that can be used in learning. In addition, the audio/visual components such as Smartboards and soundfield systems, make learning more dynamic allowing different forms of presenting information to support a wide variety of learning styles. Behind the classroom ecosystem is the infrastructure to support our environment including network switches, wireless access points, servers, routers, and other such components located in our data closets.

The operational services have increased with the implementation of the security systems. New services including communications within the buildings through public address systems, mobile communications with inside channels and the police using 2-way radios, video cameras, card readers and electronic door modules, have fallen under the technology umbrella. New systems are based on a computer and have been supported in the past by FMD are now falling under the technology department or are covered in collaboration with FMD.

Wellesley Public Schools in collaboration with the Wellesley Municipal Light Plant (WMLP) has been upgrading the fiber network connecting the schools to each other and to the Internet. The technology team meets monthly with WMLP to identify ways to align the projects of the WMLP to the school's needs. The five-year plan for the fiber network was developed with the ultimate goal of 10 gigabyte (Gb) connections from each school to the data center at the Middle School and the data center at the High School for redundancy. This network is used for phones, data, security systems, and building maintenance systems so the performance and redundancy are both very important. The fiber plan is aligned to future school building projects.

Wellesley Public Schools participates in the Schools and Libraries Program of the Universal Service Fund, commonly referred to as "E-rate". According to the U.S. Department of Education, "The Universal Service Administrative Company (USAC) is an independent, not-for-profit corporation created in 1997 to collect universal service contributions from telecommunications carriers and administer universal support mechanisms (programs) designed to help communities across the country secure access to affordable telecommunications services. USAC carries out its functions as the administrator of the federal universal service programs and Universal Service Fund (USF) under the oversight of the Federal Communications Commission (FCC)."¹¹

The E-rate programs provides discounts on two types of technology expenses:

- **Category 1**
Wellesley Public Schools continues to take advantage of E-rate Category 1 funds receiving a 40% match on connection to the internet for students and Wide Area Network (WAN) connections.
- **Category 2**
Wellesley Public Schools has fully expended Category 2 funds in FY'20; the program provided Wellesley Public Schools with a 40% match on internal connections and infrastructure for student use. The future of the program for Category 2 funding has not been decided at this point in time and we are awaiting the USAC plan for future planning.

The total cost of Information Technology Cash Capital in FY'21 is \$941,550. We are continually working to smooth out the cost of capital technology over time and looking for new advances to help with the costs. In addition, we are covering replacement costs of security equipment and phone systems that were initiated through special projects but need to be maintained over time within the technology budget.

Five-Year Cash Capital Plan:



To assist with planning for future budget needs, the district has developed a five-year cash capital plan. The plan considers furniture replacement needs in each school, replacement of photocopiers, athletic and fitness center replacement needs, technology, and security. Below is a summary of the FY'21 request and anticipated needs for FY'22 – FY'25:

Org	Obj	Description	FY'21 Request	FY'22 Planned	FY'23 Planned	FY'24 Planned	FY'25 Planned
134-31-X06	583010	Furniture	\$ 4,676	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
134-31-X06	583090	Other Equipment	\$ 79,060	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
134-31-X06	583110	Furniture Replacement	\$ 79,635	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Furniture, Fixtures & Equipment Total:			\$ 163,371	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
134-33-901	583030	Technology Equip.	\$ 57,200	\$ 57,200	\$ 57,200	\$ 57,200	\$ 57,200
134-33-901	583130	Technology Equip. Repl.	\$ 876,850	\$ 1,214,424	\$ 1,288,220	\$ 1,080,423	\$ 1,046,350
134-33-901	583190	Other Equip. Repl.	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Technology:			\$ 941,550	\$ 1,279,124	\$ 1,352,920	\$ 1,145,123	\$ 1,111,050
Wellesley Public Schools Five-Year Capital Plan:			\$ 1,104,921	\$ 1,504,124	\$ 1,577,920	\$ 1,370,123	\$ 1,336,050

The following pages provide detail expenditure data and planned expenses for the Cash Capital accounts and related Revolving Fund accounts that will cover cash capital needs in FY'21.

Cash Capital:

Org	Obj	Description	FY'18 Budget	FY'19 Budget	FY'20 Budget	FY'21 Request	\$ Change	% Change	Notes
134-31-006	583010	Furniture	\$ -	\$ 1,320	\$ -	\$ -	\$ -		
134-31-006	583110	Furniture Replacement	\$ -	\$ -	\$ -	\$ -	\$ -		
		Pre-School at Wellesley Schools	\$ -	\$ 1,320	\$ -	\$ -	\$ -		
134-31-106	583010	Furniture	\$ -	\$ -	\$ -	\$ 4,676	\$ 4,676	100.00%	Tables and Flexible Seating (1 Grade Level)
134-31-106	583090	Other Equipment	\$ 2,930	\$ -	\$ 14,000	\$ -	\$ (14,000)		
134-31-106	583110	Furniture Replacement	\$ -	\$ 1,000	\$ 5,676	\$ 29,305	\$ 23,629	80.63%	Classroom Desks/Chairs (1 Grade Level)
134-31-106	583110	Furniture Replacement	\$ -	\$ -	\$ 4,018	\$ 1,887	\$ (2,132)	-112.99%	Teacher Desks (1 Grade Level)
		Bates Elementary School	\$ 2,930	\$ 1,000	\$ 23,694	\$ 35,867	\$ 12,173	33.94%	
134-31-206	583010	Furniture	\$ 5,400	\$ -	\$ -	\$ -	\$ -		
134-31-206	583090	Other Equipment	\$ -	\$ -	\$ 3,500	\$ -	\$ (3,500)		
134-31-206	583110	Furniture Replacement	\$ -	\$ 2,265	\$ -	\$ -	\$ -		
		Fiske Elementary School	\$ 5,400	\$ 2,265	\$ 3,500	\$ -	\$ (3,500)	100.00%	
134-31-306	583010	Furniture	\$ 3,580	\$ 3,780	\$ -	\$ -	\$ -		
134-31-306	583090	Other Equipment	\$ 900	\$ -	\$ -	\$ -	\$ -		
134-31-306	583110	Furniture Replacement	\$ -	\$ -	\$ 7,124	\$ -	\$ (7,124)		
		Hardy Elementary School	\$ 4,480	\$ 3,780	\$ 7,124	\$ -	\$ (7,124)	100.00%	
134-31-406	583010	Furniture	\$ 3,800	\$ -	\$ -	\$ -	\$ -		
134-31-406	583090	Other Equipment	\$ -	\$ -	\$ -	\$ -	\$ -		
134-31-406	583110	Furniture Replacement	\$ -	\$ -	\$ -	\$ -	\$ -		
		Hunnewell Elementary School	\$ 3,800	\$ -	\$ -	\$ -	\$ -		
134-31-506	583010	Furniture	\$ 2,040	\$ -	\$ -	\$ -	\$ -		
134-31-506	583090	Other Equipment	\$ -	\$ -	\$ -	\$ -	\$ -		
134-31-506	583110	Furniture Replacement	\$ -	\$ -	\$ -	\$ -	\$ -		
		Sprague Elementary School	\$ 2,040	\$ -	\$ -	\$ -	\$ -		
134-31-606	583010	Furniture	\$ -	\$ -	\$ -	\$ -	\$ -		
134-31-606	583090	Other Equipment	\$ -	\$ -	\$ -	\$ 4,400	\$ 4,400	100.00%	100 Chairs / 2 Dollies for Auditorium
134-31-606	583110	Furniture Replacement	\$ 30,000	\$ 10,000	\$ 36,000	\$ 6,500	\$ (29,500)	-453.85%	Music Risers
134-31-606	583110	Furniture Replacement	\$ -	\$ -	\$ 24,000	\$ 32,400	\$ 8,400	25.93%	Teacher Desks / Rugs / Classroom Furniture
		Schofield Elementary School	\$ 30,000	\$ 10,000	\$ 60,000	\$ 43,300	\$ (16,700)	-38.57%	

Org	Obj	Description	FY'18 Budget	FY'19 Budget	FY'20 Budget	FY'21 Request	\$ Change	% Change	Notes
134-31-706	583010	Furniture	\$ 1,397	\$ -	\$ -	\$ -	\$ -		
134-31-706	583090	Other Equipment	\$ -	\$ 850	\$ -	\$ -	\$ -		
134-31-706	583110	Furniture Replacement	\$ -	\$ -	\$ 18,000	\$ -	\$ (18,000)		
Upham Elementary School			\$ 1,397	\$ 850	\$ 18,000	\$ -	\$ (18,000)	100.00%	
134-32-106	583010	Furniture	\$ -	\$ -	\$ 5,000	\$ -	\$ (5,000)		
134-32-106	583090	Office/Other Equipment	\$ 47,135	\$ 4,500	\$ 7,000	\$ 16,000	\$ 9,000	56.25%	Musical Instruments (Bass, Cello, Tuba, Euphonium)
134-32-106	583090	Office/Other Equipment	\$ -	\$ -	\$ -	\$ 7,000	\$ 7,000	100.00%	Fitness Center Equipment (Rower, Bicycle)
134-32-106	583110	Furniture Replacement	\$ -	\$ -	\$ -	\$ 6,797	\$ 6,797	100.00%	Chorus Room Chairs
134-32-106	583110	Furniture Replacement	\$ -	\$ -	\$ 6,000	\$ 2,747	\$ (3,253)	-118.42%	Classroom Furniture (Science Teacher Desks/Art Room)
Wellesley Middle School			\$ 47,135	\$ 4,500	\$ 18,000	\$ 32,544	\$ 14,544	44.69%	
134-33-106	583010	Furniture	\$ 18,398	\$ -	\$ -	\$ -	\$ -		
134-33-106	583090	Other Equipment	\$ -	\$ 5,725	\$ 11,800	\$ -	\$ (11,800)		
134-33-106	583110	Furniture Replacement	\$ -	\$ 1,759	\$ -	\$ -	\$ -		
Wellesley High School			\$ 18,398	\$ 7,484	\$ 11,800	\$ -	\$ (11,800)	100.00%	
134-33-901	583030	Technology Equipment	\$ 728,857	\$ 102,822	\$ 18,000	\$ 18,000	\$ -	0.00%	New-01: Computers for 15 New Staff Members
134-33-901	583030	Technology Equipment	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	0.00%	New-02: 1:1 BYOL @ Wellesley High School
134-33-901	583030	Technology Equipment	\$ -	\$ -	\$ 25,200	\$ 25,200	\$ -	0.00%	New-03: Soundfield Systems for Schools
134-33-901	583030	Technology Equipment	\$ -	\$ -	\$ 4,000	\$ -	\$ (4,000)		New-06: Document Cameras @ PAWS (5)
134-33-901	583030	Technology Equipment	\$ -	\$ -	\$ -	\$ 9,000	\$ 9,000	100.00%	New-07: Assistive Technology
134-33-901	583130	Technology Equipment Replacement	\$ 1,056,826	\$ 737,308	\$ 19,000	\$ 25,250	\$ 6,250	24.75%	Rep-01: Desktop Replacements (19 Mac, 1 Non-Mac)
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 66,000	\$ 132,000	\$ 66,000	50.00%	Rep-02: Laptop Replacements (90 Macs, 1 Non-Mac)
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 108,360	\$ 171,850	\$ 63,490	36.95%	Rep-03: Mobile Device Replacement (425 iPads)
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ -	\$ 58,800	\$ 58,800	100.00%	Rep-04: 1:1 Replacements (140 iPads) Grade 3
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 17,330	\$ 17,930	\$ 600	3.35%	Rep-05: Printer Replacement (15 B&W, 2 Color)
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 186,000	\$ 40,000	\$ (146,000)	-365.00%	Rep-06: WiFi Coverage at Elementary Schools
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 175,000	\$ 150,000	\$ (25,000)	-16.67%	Rep-07: Blade Server and Storage Replacement
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 9,000	\$ 2,000	\$ (7,000)	-350.00%	Rep-08: UPS/Battery Replacements
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 120,000	\$ 60,000	\$ (60,000)	-100.00%	Rep-09: Projector Replacements (30-40/Year)
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 2,580	\$ 2,580	\$ -	0.00%	Rep-10: Digital Video Cameras (2-3/Year)
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 16,000	\$ 16,000	\$ -	0.00%	Rep-11: Document Cameras (20/Year)
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 47,000	\$ 47,000	\$ -	0.00%	Rep-12: WHS Projector Replacement (25)
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 31,440	\$ 31,440	\$ -	0.00%	Rep-13: Sound Field System (WMS; 15/Year)
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	0.00%	Rep-15: Smart Boards (2)
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 11,600	\$ -	\$ (11,600)		Rep-16: Assistive Tech. Replacements (12)
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ -	\$ 32,000	\$ 32,000	100.00%	Rep-17: Security Items
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ 22,000	\$ 25,000	\$ 3,000	12.00%	Rep-18: Fiber Network with MLP
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	100.00%	Rep-21: WMS Audio-Video Wiring
134-33-901	583130	Technology Equipment Replacement	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	100.00%	Rep-23: WHS Creston System (Auditorium)
134-33-901	583190	Other Equipment Replacement	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.00%	Installation Costs
Technology			\$ 1,793,183	\$ 847,630	\$ 896,010	\$ 941,550	\$ 45,540	4.84%	

Org	Obj	Description	FY'18 Budget	FY'19 Budget	FY'20 Budget	FY'21 Request	\$ Change	% Change	Notes
133-03-913	583090	Other Equipment	\$ -	\$ -	\$ 5,400	\$ -	\$ (5,400)		
133-03-913	583090	Other Equipment/AV Equipment	\$ 100,489	\$ 68,800	\$ 57,500	\$ 51,660	\$ (5,840)	-11.30%	Copier Leases and Replacements
		District Wide	\$ 100,489	\$ 68,800	\$ 62,900	\$ 51,660	\$ (11,240)	-21.76%	
		Wellesley Public Schools Cash Capital Total	\$ 2,009,252	\$ 947,629	\$ 1,101,028	\$ 1,104,921	\$ 3,893	0.35%	

Cash Capital Alternative Funding Sources:

Org	Obj	Description	FY'18 Budget	FY'19 Budget	FY'20 Budget	FY'21 Request	\$ Change	% Change	Notes
2832-0337	542090	Other General Supplies	\$ -	\$ -	\$ 11,723		\$ (11,723)		
		Integrated Pre-School Revolving Fund	\$ -	\$ -	\$ 11,723	\$ -	\$ (11,723)	100.00%	
2834-3970	582590	Other Building Improvements	\$ -	\$ -	\$ -	\$ 350	\$ 350	100.00%	Hardy Wellness Room (Dividers)
2834-3970	582590	Other Building Improvements	\$ -	\$ -	\$ -	\$ 479	\$ 479	100.00%	Hardy Wellness Room (Carpet)
2834-3970	582590	Other Building Improvements	\$ -	\$ -	\$ -	\$ 500	\$ 500	100.00%	Hardy Conference Room Table
2834-3970	582590	Other Building Improvements	\$ -	\$ -	\$ -	\$ 170	\$ 170	100.00%	Sprague Classroom Easel
2834-3970	582590	Other Building Improvements	\$ -	\$ -	\$ -	\$ 300	\$ 300	100.00%	Sprague Classroom Rug
2834-3970	582590	Other Building Improvements	\$ -	\$ -	\$ -	\$ 1,600	\$ 1,600	100.00%	WMS Nurse's Office Ice Maker
2834-3970	582590	Other Building Improvements	\$ -	\$ -	\$ -	\$ 600	\$ 600	100.00%	WMS Nurse's Office Cots
2834-3970	582590	Other Building Improvements	\$ -	\$ -	\$ 36,744	\$ -	\$ (36,744)		
		Facility Rental Revolving Fund	\$ -	\$ -	\$ 36,744	\$ 3,999	\$ (32,745)	-818.83%	
		Cash Capital Alternative Funding Sources Total:	\$ -	\$ -	\$ 48,467	\$ 3,999	\$ (44,468)	-1111.98%	

Five-Year Cash Capital Technology Plan:

Org	Obj	Description	FY'21 Budget	FY'22 Planned	FY'23 Planned	FY'24 Planned	FY'25 Planned	Notes
134-33-901	583030	Technology Equip.	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	New-01: Computers for Enrollment and Program Changes
134-33-901	583030	Technology Equip.	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	New-02: 1:1 BYOL at WHS
134-33-901	583030	Technology Equip.	\$ 25,200	\$ 25,200	\$ 25,200	\$ 25,200	\$ 25,200	New-03: Soundfield systems for all classrooms
134-33-901	583030	Technology Equip.	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	New-07: Assistive Technology
134-33-901	583130	Technology Equip. Repl.	\$ 25,250	\$ 26,500	\$ 24,000	\$ 58,750	\$ 132,750	Rep-01: Desktop Replacement
134-33-901	583130	Technology Equip. Repl.	\$ 132,000	\$ 222,000	\$ 243,000	\$ 283,000	\$ 231,000	Rep-02: Laptop Replacement
134-33-901	583130	Technology Equip. Repl.	\$ 171,850	\$ 172,534	\$ 351,600	\$ 108,360	\$ 191,850	Rep-03: Mobile Device Replacement (iPad & Chromebook)
134-33-901	583130	Technology Equip. Repl.	\$ 58,800	\$ 244,440	\$ 175,560	\$ 175,560	\$ 58,800	Rep-04: 3-4-5 1:1 Replacement (iPads)
134-33-901	583130	Technology Equip. Repl.	\$ 17,930	\$ 17,930	\$ 17,930	\$ 17,930	\$ 17,930	Rep-05: Printer Replacement
134-33-901	583130	Technology Equip. Repl.	\$ 40,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 90,000	Rep-06: Network Infrastructure Replacement
134-33-901	583130	Technology Equip. Repl.	\$ 150,000	\$ 150,000	\$ 75,000	\$ 75,000	\$ 75,000	Rep-07: Server Replacement
134-33-901	583130	Technology Equip. Repl.	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	Rep-08: UPS Replacement
134-33-901	583130	Technology Equip. Repl.	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	Rep-09: Projector Replacement
134-33-901	583130	Technology Equip. Repl.	\$ 2,580	\$ 2,580	\$ 2,580	\$ 2,580	\$ 2,580	Rep-10: Digital Video Cameras
134-33-901	583130	Technology Equip. Repl.	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	Rep-11: Document Camera Replacement
134-33-901	583130	Technology Equip. Repl.	\$ 47,000	\$ 47,000	\$ -	\$ -	\$ -	Rep-12: HS Projector Replacement
134-33-901	583130	Technology Equip. Repl.	\$ 31,440	\$ 31,440	\$ 31,440	\$ 31,440	\$ -	Rep-13.1: Secondary Soundfield System Replacements
134-33-901	583130	Technology Equip. Repl.	\$ -	\$ -	\$ -	\$ -	\$ 31,440	Rep-13.2: Elementary Soundfield System Replacements
134-33-901	583130	Technology Equip. Repl.	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	Rep-15: Smartboard Replacements
134-33-901	583130	Technology Equip. Repl.	\$ 2,000	\$ 8,000	\$ 15,000	\$ 15,000	\$ 15,000	Rep-17: Security Items
134-33-901	583130	Technology Equip. Repl.	\$ 30,000	\$ -	\$ 124,110	\$ -	\$ -	Rep-17.1: Security Servers
134-33-901	583130	Technology Equip. Repl.	\$ -	\$ -	\$ -	\$ 18,503	\$ -	Rep-17.2: Security Workstations
134-33-901	583130	Technology Equip. Repl.	\$ -	\$ 4,000	\$ -	\$ 14,300	\$ -	Rep-17.3: Security Badge Printers
134-33-901	583130	Technology Equip. Repl.	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	Rep-18: Fiber Network
134-33-901	583130	Technology Equip. Repl.	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	Rep-19: Makerspace replacements
134-33-901	583130	Technology Equip. Repl.	\$ -	\$ 20,000	\$ -	\$ 17,000	\$ 17,000	Rep-20: Performing Arts Headend Connections
134-33-901	583130	Technology Equip. Repl.	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	Rep-21: WMS Audio-Visual Wiring Replacement
134-33-901	583130	Technology Equip. Repl.	\$ -	\$ -	\$ -	\$ -	\$ 40,000	Rep-22: Elementary Audio-Visual Wiring Replacements
134-33-901	583130	Technology Equip. Repl.	\$ 40,000	\$ 60,000	\$ 20,000	\$ 40,000	\$ -	Rep-23: WHS Creston System Replacement (Auditorium)
134-33-901	583130	Technology Equip. Repl.	\$ -	\$ -	\$ -	\$ -	\$ 20,000	Rep-24: Elementary Gymnasium Audio-Visual Standardization
134-33-901	583190	Other Equip. Repl.	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	Installation Costs
Wellesley Public Schools Five-Year Cash Capital Technology Plan:			\$ 941,550	\$ 1,279,124	\$ 1,352,920	\$ 1,145,123	\$ 1,111,050	

Five-Year Cash Capital Plan:

Org	Obj	Description	FY'21 Request	FY'22 Planned	FY'23 Planned	FY'24 Planned	FY'25 Planned
134-31-X06	583010	Furniture	\$ 4,676	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
134-31-X06	583090	Other Equipment	\$ 79,060	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
134-31-X06	583110	Furniture Replacement	\$ 79,635	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Furniture, Fixtures & Equipment Total:			\$ 163,371	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
134-33-901	583030	Technology Equip.	\$ 57,200	\$ 57,200	\$ 57,200	\$ 57,200	\$ 57,200
134-33-901	583130	Technology Equip. Repl.	\$ 876,850	\$ 1,214,424	\$ 1,288,220	\$ 1,080,423	\$ 1,046,350
134-33-901	583190	Other Equip. Repl.	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Technology:			\$ 941,550	\$ 1,279,124	\$ 1,352,920	\$ 1,145,123	\$ 1,111,050
Wellesley Public Schools Five-Year Capital Plan:			\$ 1,104,921	\$ 1,504,124	\$ 1,577,920	\$ 1,370,123	\$ 1,336,050



Town of *Wellesley*

FY2021-2025 Budget Request

Sustainable Energy Committee Capital Request

Department: SEC

Dept #: 126

Project Reference #: Project Description							
		FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
2021-1	Climate Action Plan	50,000	-	-	-	-	50,000
2021-2	Police Station Energy Assessment	5,300	-	-	-	-	5,300
Total Capital Requests		55,300	-	-	-	-	55,300

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	SEC	Project Title	Climate Action Plan	
Prepared by	Marybeth Martello, SEC Administrator	Project Reference #:	2021-1	
Date		Project Cost	50,000	

FY2021 Priority# **1** -----of----- **2**

Capital Request Description and Justification

The Sustainable Energy Committee, in partnership with the Executive Director's Office, will develop a Climate Action Plan (CAP). A Climate Action Plan will allow Wellesley to revisit the town's GHG goals, take stock of the SEC's work over the past ten years, heed the directives of the Unified plan, and develop a new multiyear action plan as noted in Article 12 (the SEC bylaw). The Unified Plan calls on Wellesley to accelerate its current rate of GHG emissions reduction, align its carbon reduction goals with those of the state for 2030 and 2050, organize "town-wide systems to support goals for energy and resource efficiency and green practices," and raise public awareness (p. 12-6). A CAP process will produce GHG emissions reduction targets, and a roadmap for achieving these targets through an inclusive process that engages the municipality and community. The CAP provides an opportunity to review and refine data and methods for estimating GHG emissions. CAP development is also likely to involve business-as-usual emissions projections, emissions projections reflecting different levels of commitment to GHG mitigation, and "wedge" analysis that models the effects of various programs and incentives on emissions. By identifying emission reduction strategies, and a process and timeline for their implementation, the CAP will furthermore help to elucidate a five-year capital budget plan for the SEC. (See attached memo for more details).

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Climate Action Plan	50,000	-				50,000
						-
						-
Totals	50,000	-	-	-	-	50,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	SEC	Project Title	Police Station Energy Assessment	
Prepared by	Marybeth Martello, SEC Administrator	Project Reference #:	2021-2	
Date		Project Cost	5,300	

FY2021 Priority# 2 -----of----- 2

Capital Request Description and Justification

The Unified Plan calls for Wellesley to "incorporate energy conservation and renewable energy sources into all existing and new Town facilities" (p. 12-8). Energy conservation relates to the building itself, its mechanical systems, plug load and occupant behavior. The Police Station generally uses the highest amount of energy per square foot annually when compared to other municipal buildings across town. In recognizing this fact, Chief Pilecki requested that the SEC help the Police Department to decrease its energy use. High energy demand at the Police Station is due, at least in part, to the Station's 24 hour-per-day operation and its energy-intensive equipment needs. Nevertheless, the Station offers an excellent pilot case study for exploring opportunities to save energy through occupant behavior and other means.

This Pilot would commence with an American Society of Heating, Refrigeration and Air- Conditioning Engineers (ASHRAE) Level 2 Energy Audit to understand baseline energy use, and identify energy conservation measures (ECM), including behavior-related measures. The pilot would also involve ECM implementation, and continued monitoring, feedback and adjustments to optimize ECM efficacy. (See attached memo for more details).

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Police Energy Assessment	5,300	-				5,300
						-
						-
Totals	5,300	-	-	-	-	5,300



Town of *Wellesley*

FY2021-2025 Budget Request

Information Technology Capital Request

Department: Information Technology

Dept #: 155

Project Reference #: Project Description							
		FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
2021-1	MUNIS Upgrade	12,000	-	-	-		12,000
2021-2	Records Digitization / Mgmt.	60,000	75,000	75,000	125,000	-	335,000
2021-3	10GB Core Network Switches	65,000	-	-	-	-	65,000
2022-1	Upgrade Office Software*	-	60,000	-	-		60,000
2022-2	Recovery / Backup Appliance	-	85,000	-	-	-	85,000
2022-3	Aerial Flyover & Orthophotography	-	20,000	-	-		20,000
2023-1	Telephone Upgrade (VoIP 2.0)	-	-	100,000	-		100,000
2023-2	Replace Wi-Fi Equipment	-	-	30,000	-		30,000
2024-1	10GB Edge Network Switches	-	-	-	50,000	-	50,000
2025-1	Server Virtualization Platform	-	-	-	-	150,000	150,000
Total Capital Requests		137,000	240,000	205,000	175,000	150,000	907,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Information Technology	Project Title	MUNIS Upgrade
Prepared by	Brian DuPont, IT Director	Project Reference #:	2021-1
Date		Project Cost	12,000

FY2021 Priority#	1	-----of-----	3

Capital Request Description and Justification

MUNIS Upgrade

In late 2018, ITD upgraded the Town's MUNIS ERP/Financial system to version 11.3. That version is currently scheduled to retire in April of 2021 and will need another upgrade sometime in FY2021 to maintain good standing and software support. While there is no charge from Tyler Technologies for their upgrade services, funds sought here will pay for requisite Microsoft licensing (e.g. SQL Server) and end user training.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology	12,000	-				12,000
						-
						-
Totals	12,000	-	-	-	-	12,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Information Technology	Project Title	Records Digitization / Management
Prepared by	Brian DuPont, IT Director	Project Reference #:	2021-2
Date		Project Cost	335,000

FY2021 Priority#	2	-----of-----	3

Capital Request Description and Justification

Records Digitization / Management

In early 2017, the Board of Selectmen signed a Community Compact with the Baker-Polito Administrator to "Implement a Solution to Digitize Paper Records that results in operational efficiencies and improved responsiveness to the public". After signing the Compact, the Town received a \$15,000 grant to hire a third party consultant (Accufile) to develop a strategy for document digitization. Accufile's final report, delivered to the Town on September 16, 2019, presents a simple cost schedule for Town Hall departments to digitize existing paper records over 5 years. Acting through the IT Director, the Town is reviewing this report and its recommendations, and expects to provide a more detailed schedule and strategy soon. A full plan for digitizing existing paper records and transitioning to all paperless workflows will be made in the context of a planned new Annex Building and interior Town Hall renovation project.

Funds requested here provide for a preliminary schedule of work as follows:

- Year 1 (FY2021) - Acquire Tyler Content Manager (TCM), Standard Edition, and scanning hardware. Scan Land Use documents.
- Year 2 (FY2022) - Scan financial documents (AP, payroll, Retirement, etc.)
- Year 3 (FY2023) - Scan other Department's content (Selectmen's Office, Town Clerk, Human Resources, etc.)
- Year 4 (FY2024) - Scan documents for Departments outside of Town Hall (FMD, DPW, WMLP, Police, Fire, Health, Rec, etc.)

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Annual maintenance costs for TCM are estimated at \$5,600. These costs will increase predictably by 5% each year.

Category						5 Year Total
	FY2021	FY2022	FY2023	FY2024	FY2025	
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology	60,000	75,000	75,000	125,000		335,000
						-
						-
Totals	60,000	75,000	75,000	125,000	-	335,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Information Technology	Project Title	10GB Core Network Switches
Prepared by	Brian DuPont, IT Director	Project Reference #:	2021-3
Date		Project Cost	65,000

FY2021 Priority#	3	-----of-----	3

Capital Request Description and Justification

10GB Core Network Switches

While 10Gbps uplink speed for network switches is currently the industry standard (with 40Gbps uplink quickly gaining popularity), the core network switches at Town Hall (which have already exceeded the manufacturer's warranty period) only support 1Gbps uplink speed. This speed meets today's demands, but will soon be inadequate for the growing amount of data transferred on our network daily. This project will fund replacement of the Town Hall core switches with 10Gbps Dell or Cisco models, and allow ITD to achieve network speeds that the WMLP's fiber optic network can already support. New switches will also support Power over Ethernet (PoE) to connect devices like Wi-Fi access points and VoIP phones.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology	65,000					65,000
						-
						-
Totals	65,000	-	-	-	-	65,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Information Technology	Project Title	MS Office Upgrades
Prepared by	Brian DuPont, IT Director	Project Reference #:	2022-1
Date		Project Cost	60,000

FY2022 Priority#	1	-----of-----	3

Capital Request Description and Justification

MS Office Upgrades

ITD upgraded MS Office software on ~250 Town network PCs in FY'2016. In a series of recent announcements, Microsoft notified Office 365 customers (like Wellesley) of planned changes to client connectivity policies which will soon require ITD to purchase the latest desktop Office software, or move users to a version of office (Office ProPlus) purchased via montly/annual subscription.

* Moving users to a subscription version would eliminate this capital expense and impact the ITD operating budget. Nonetheless, we have included an amount to fund bulk purchase of traditional volume-licensed software here for planning purposes.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology		60,000				60,000
						-
						-
Totals	-	60,000	-	-	-	60,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Information Technology	Project Title	Recovery / Backup Appliance
Prepared by	Brian DuPont, IT Director	Project Reference #:	2022-2
Date		Project Cost	85,000

FY2022 Priority#	2	-----of-----	3

Capital Request Description and Justification

Recovery / Backup Appliance

In FY18, ITD purchased two Unitrends Backup and Recovery appliances to protect against ransomware, archive all data on the Town's network, and improve disaster recovery response time. One appliance was installed in the Town Hall Computer Room, the other in a remote disaster recovery site. These appliances are a critical component of our multi-faceted approach to cybersecurity protection, and should be replaced every 3-5 years.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology		85,000				85,000
						-
						-
Totals	-	85,000	-	-	-	85,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Information Technology	Project Title	Aerial Flyover & Orthophotography
Prepared by	Brian DuPont, IT Director	Project Reference #:	2022-3
Date		Project Cost	20,000

FY2022 Priority#	3	-----of-----	3

Capital Request Description and Justification

Aerial Flyover & Orthophotography

Aerial images are a cornerstone of the Town's GIS database and are used extensively by employees of the Public Works, Municipal Light Plant, Assessing, Planning, and other departments for mapping and analysis to support a variety of operations. This request would fund the next flight in Spring, 2022. A schedule for new orthophotos every 5 years is sufficient to capture the Town's ongoing development patterns.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology		20,000	-			20,000
						-
						-
Totals	-	20,000	-	-	-	20,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Information Technology	Project Title	Telephone Upgrade (VoIP 2.0)
Prepared by	Brian DuPont, IT Director	Project Reference #:	2022-3
Date		Project Cost	100,000

FY2023 Priority#	1	-----of-----	2

Capital Request Description and Justification

Telephone Upgrade (VoIP 2.0)

The Town's current VoIP phone network (Avaya IP Office) was installed in FY2015. While this remains a viable solution for the Town's telephony needs for the foreseeable future, steps should be taken to plan for the eventual replacement of critical infrastructure (switches, handsets, etc.) that supports this network. Consideration should also be given to consolidating currently separate voice and data networks. The figure listed here is a placeholder, which will be refined over the next few years with vendor support in a rapidly evolving communications environment. The timing of this project also coincides with a planned move into a new Annex Building for all Town Hall Departments (July, 2023).

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology			100,000			100,000
						-
						-
Totals	-	-	100,000	-	-	100,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Information Technology	Project Title	Replace Wi-Fi Equipment
Prepared by	Brian DuPont, IT Director	Project Reference #:	2023-2
Date		Project Cost	30,000

FY2023 Priority#	2	-----of-----	2

Capital Request Description and Justification

Replace Wi-Fi Equipment

The IT Department installed new business-grade Wi-Fi access points in Town Hall and the new Tolles Parsons Center in early FY18. These access points support public internet use for visitors and night meetings. Wi-Fi technology evolves rapidly, and a 5-year replacement schedule is at the upper limit of current industry recommendations.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology			30,000	-		30,000
						-
						-
Totals	-	-	30,000	-	-	30,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Information Technology	Project Title	Server Virtualization Platform	
Prepared by	Brian DuPont, IT Director	Project Reference #:	2024-1	
Date		Project Cost		

FY2024 Priority#	1	-----of-----	1

Capital Request Description and Justification

10GB Edge Network Switches
 As a follow-up to Project 2021-3 (10GB Core Network Switches), several of the Town network's edge / access switches (outside of Town Hall) and optical connectors (SFP+ modules) will need to be replaced to support 10GB uplink speeds for the buildings they support. The amount shown here is a placeholder, to be refined over the next few years.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology				50,000		50,000
						-
						-
Totals	-	-	-	50,000	-	50,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Information Technology	Project Title	Server Virtualization Platform	
Prepared by	Brian DuPont, IT Director	Project Reference #:	2025-1	
Date		Project Cost		

FY2025 Priority#	1	-----of-----	1

Capital Request Description and Justification

Sever Virtualization Platform
 Placeholder for the 5-year replacement of hardware (EMC/Dell Unity SAN and 3 Dell host servers) installed in FY19 that supports all virtualized servers in the Town Hall Computer Room. Server virtualization saves money by lowering acquisition costs, administrative overhead, and energy use. This project was moved to FY2025 to align with staff returning to Town Hall after a planned interior renovation there (January, 2025).

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology					150,000	150,000
						-
						-
Totals	-	-	-	-	150,000	150,000



Town of *Wellesley*

FY2021-2025 Budget Request

Police Department Capital Request

Department: Police

Dept #: 210

Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
2021-1	Mobile/Portable Radio Replacement	63,428	60,139	53,483	-	-	177,051
2021-2	Server Replacement	12,638	-	-	12,638	-	25,276
2021-3	Forensic Computer Workstation	8,650	-	-	-	-	8,650
2022-1	Radio System Replacement	-	533,630	-	-	-	533,630
2022-2	Zetron IP Fire Station Alerting System	-	71,936	-	-	-	71,936
2023-2	Dispatch Workstations	-	-	93,793	-	-	93,793
2024-2	Electronic Control Devices	-	-	-	83,350	-	83,350
Total Capital Requests		84,716	665,705	147,276	95,988	-	993,685

Date

**Town of Wellesley
Fiscal Years 2021-2025**

Capital Budget Request

Department	Police	Project Title	Mobile/Portable Radio Replacement	
Prepared by	Marie Cleary	Project Reference #:	2021-1	
Date	10/18/2019	Project Cost	177,051	
FY2021 Priority# 1 -----of----- 3				

Capital Request Description and Justification

The mobile and portable radios are items that are not replaced, yet are more frequently used and are the most vital link between the street officer and communications center. The useful life of radios is approximately 10 years; the current radios were over 12 years in FY19. The radios were last replaced beginning in FY07 and were replaced over a 5 year period and we began doing the same beginning in FY19 replacing the oldest radios first and will continue until all of the mobile and portable radios have been replaced.

The FY21 request will be the 3rd year in the 5 year period to replace the radios.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment	63,428	60,139	53,483		-	177,051
Infrastructure						-
Information technology						-
Other:specify						-
Totals	63,428	60,139	53,483	-	-	177,051

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Police	Project Title	Server Replacement	
		Project		
Prepared by	Marie Cleary	Reference #:	2021-2	
Date	10/18/2019	Project Cost	12,638	
FY2021 Priority# 2 -----of----- 3				

Capital Request Description and Justification

The purchase of this network server will replace current network servers. The servers will have been in service to the town for over 10 years. The new server will provide stability and redundancy in the police department's network by providing and assisting with some of the encore network and domain services that are needed to maintain the police department's system.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology	12,638					12,638
Other:specify						-
						-
Totals	12,638	-	-	-	-	12,638

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Police	Project Title	Server Replacement	
Prepared by	Marie Cleary	Project Reference #:	2021-3	
Date	10/18/2019	Project Cost	8,650	
FY2021 Priority# 3 -----of----- 3				

Capital Request Description and Justification

The purchase of this forensic workstation will replace the current forensic workstation. The workstation will have been in service to the town for over 10 years, it was purchased in 2008. The new workstation will assist the detectives with the processing of forensic computer cases as well as departmental data recovery operations when needed. As technology has evolved, the forensic software tools that are utilized for these types of investigations have as well. These tools require more processing power and memory to function efficiently than the current workstation we have allows for.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology	8,650					8,650
Other:specify						-
						-
Totals	8,650	-	-	-	-	8,650

**Town of Wellesley
Fiscal Years 2021-2025**

Capital Budget Request

Department	Police	Project Title	Radio System Replacement	
Prepared by	Marie Cleary	Project Reference #:	2022-1	
Date	10/18/2019	Project Cost		
FY2022 Priority# 1 -----of----- 2				

Capital Request Description and Justification

The current radio system and supporting equipment has surpassed it's useful life expectancy. The current Motorola Centracom Gold Elite Series Radio System was purchased in 2001 when the police and fire dispatching was consolidated. Motorola discontinued selling the Centracom Series in 2011 and ended support for the system in 2018. The radio system is utilized by the police, fire, paramedics and the Wellesley Emergency Communications Center has the ability to monitor and communicate with WMLP and DPW on their radio systems as well as communicate directly with surrounding police and fire departments on their radio frequencies. We anticipate the useful life expectancy of the new radio system to be at least 15 years.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment		533,630.00				533,630
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	533,630	-	-	-	533,630

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Police	Project Title	Zetron IP Fire Alerting System	
Prepared by	Marie Cleary	Project Reference #:	2022-2	
Date	10/18/2019	Project Cost	71,936	
FY2022 Priority# 2 -----of----- 2				

Capital Request Description and Justification

The Zetron IP Fire Alerting System has also exceeded its useful life expectancy and as a result has experienced failures. The fire alerting system allows the emergency communications center to broadcast radio transmissions throughout both fire stations. This is necessary to ensure that fire department personnel are aware of calls for service when they are outside of the fire apparatus and in various locations within the two fire stations. The Fire Department has consulted with other area Fire Departments who have either built new stations or completed upgrades to their existing buildings and have found the Zetron system to be a reliable system.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment		71,935.51				71,936
Infrastructure						-
Information technology						-
Other:specify						-
Totals	-	71,936	-	-	-	71,936

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Police	Project Title	Dispatch Workstations	
Prepared by	Marie Cleary	Project Reference #:	2023-2	
Date	10/18/2019	Project Cost	93,793	
FY2023 Priority# 2 -----of----- 2				

Capital Request Description and Justification

The current workstations in the communications center are greater than 15 years old and currently do not allow for any sort of depth or height adjustments for the workstations. The proposed new workstations would allow for dual-surface height-adjustment, computer storage, focal depth adjustment for monitors, provide side work surfaces and task lighting. This would allow Emergency Communications Center staff to adjust their workstation from sitting to standing.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure			93,793			93,793
Information technology						-
Other:specify						-
						-
Totals	-	-	93,793	-	-	93,793

**Town of Wellesley
Fiscal Years 2021-2025**

Capital Budget Request

Department	Police	Project Title	Electronic Control Device Replacement					
Prepared by	Marie Cleary	Project Reference #:	2024-2					
Date	10/18/2019	Project Cost	83,350					
<table style="width: 100%; border: none;"> <tr> <td style="border: none;">FY2024 Priority#</td> <td style="border: none; text-align: center;">2</td> <td style="border: none; text-align: center;">-----of-----</td> <td style="border: none; text-align: center;">2</td> </tr> </table>					FY2024 Priority#	2	-----of-----	2
FY2024 Priority#	2	-----of-----	2					

Capital Request Description and Justification The department purchased electronic control devices in FY17 to provide officers with an additional method of control for combative individuals while minimizing the potential for physical injuries to officers and/or individuals as well as lowering the chance of a claim of excessive force. The useful life expectancy for the electronic control devices is approximately 5-7 years. The department will continue to evaluate the serviceability of the current electronic control devices.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment				83,350		-
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	-	-	83,350	-	83,350

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Police	Project Title	Server Replacement	
		Project		
Prepared by	Marie Cleary	Reference #:	2024-1	
Date	10/18/2019	Project Cost	12,638	
FY2024 Priority# 1 -----of----- 2				

Capital Request Description and Justification

The purchase of this network server will replace current network servers. The servers will have been in service to the town for over 10 years. The new server will provide stability and redundancy in the police department's network by providing and assisting with some of the encore network and domain services that are needed to maintain the police department's system.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology				12,638		-
Other:specify						-
						-
Totals	-	-	-	12,638	-	-



Town of *Wellesley*

FY2021-2025 Budget Request

Fire Department Capital Request

Department: Fire

Dept #: 220

Project Reference #: Project Description							
		FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
2020-2	Firefighter Turnout Gear	-	150,000	-	-	-	150,000
2020-3	Command Vehicle	49,000	-	57,000	-	58,000	164,000
2020-5	Town-wide AED replacement	5,000	5,000	5,000	-	-	15,000
2021-1	Portables/Mobile Radios	55,000	-	-	-	-	55,000
2021-2	Office/Station Furniture	25,000	-	25,000	-	-	50,000
2021-3	Security Camera Upgrade	20,000	-	-	-	-	20,000
2022-2	Fire Hose Replacement	-	20,000	-	20,000	-	40,000
2023-1	Scott Air Bottles Upgrade 45min	-	-	45,500	-	-	45,500
2023-2	Light Tower/ Generator Trailer	-	-	10,000	-	-	10,000
2024-2	SCBA Air Pacs Upgrade	-	-	-	71,500	-	71,500
2024-3	Turnout Gear Lockers Sta 1 & 2	-	-	-	50,000	-	50,000
2025-1	SCBA Masks /Thermal Camera	-	-	-	-	100,000	100,000
2025-2	Hydrolic Rescue Cutting Tool	-	-	-	-	10,500	10,500
	Total Cash Capital	154,000	175,000	142,500	141,500	168,500	781,500
2024-1	Fire Engine Replacement	-	-	-	600,000	-	600,000
	Total Borrowed	-	-	-	600,000	-	600,000
Total Capital Requests		154,000	175,000	142,500	883,000	168,500	1,523,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	FIRE	Project Title	Turnout Gear 2nd Set	
Prepared by	Chief DeLorie	Project Reference #:		
Date		Project Cost	150,000	
FY2022 Priority# 1 -----of----- 3				

Turnout gear needs to be replaced every 10 years based upon National Fire Protection Standards. Additionally, the vast majority of fire departments in our district are providing firefighters with two sets of gear. Two sets of gear enable staff to properly decontaminate gear, taking every measure to reduce personnel's career long occupational exposures to carcinogens found in house and car fire smoke and chemicals found in other hazardous materials. Cancer rate amongst firefighters has increased dramatically and cleaning of gear reduces the exposure potential. This request of gear spreads the cost over several years to enhance the health and safety of the firefighters. A number of recruit fire academy's are requiring two sets of gear to attend the program, to engrain in the recruit training the need to wash carcinogen laced gear. The enhanced health and safety of the firefighters is key and comparable gear among personnel is appropriate.

*Turnout gear consist of the bunker coat and pants.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)
Cash

Impact on Annual Operating Budget

Category	Total Amount Requested					5 Year Total
	FY2021	FY2022	FY2023	FY2024	FY2025	
Building and Improvements						-
Vehicle(s)						-
Equipment		150,000		-		150,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	150,000	-	-	-	150,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	FIRE	Project Title	Command Vehicle	
Prepared by	Chief DeLorie	Project Reference #:		
Date		Project Cost	164,000	
FY2021 Priority# _____ -----of-----				

Capital Request Description and Justification

2021 - Replaces 2010 command vehicle.

This vehicle comes equipped with emergency lighting, siren and radios.

2023 - Replaces 2013 command vehicle.

This vehicle comes equipped with emergency lighting, siren and radios.

2025- Replaces 2016 command vehicle

This vehicle comes equipped with emergency lighting, siren and radios.

The Fire Department has 5 command vehicles with estimated life of 9 years in public safety.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)
Cash

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Vehicle Improvements						-
Vehicle(s)	49,000		57,000		58,000	164,000
Equipment						-
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	49,000	-	57,000	-	58,000	164,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	FIRE	Project Title	Town AED Replacement	
Prepared by	Chief DeLorie	Project Reference #:		
Date		Project Cost	15,000	
FY2021 Priority#		5 -----of-----		

Capital Request Description and Justification

Replacing the existing public access AED's in various town wide buildings. The fire department will continue to inspect each unit on a routine basis and the batteries replacement over the life cycle of the unit will remain the responsibility of the building occupant.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)
Cash

Impact on Annual Operating Budget

Category	Total Amount Requested					5 Year Total
	FY2021	FY2022	FY2023	FY2024	FY2025	
Building and Improvements						-
Vehicle(s)						-
Equipment	5,000	5,000	5,000			15,000
Infrastructure						-
Information technology						-
Other:specify						-
Totals	5,000	5,000	5,000	-	-	15,000

**Town of Wellesley
Fiscal Years 2021-2025**

Capital Budget Request

Department	FIRE	Project Title	Portable / Mobile Radios	
Prepared by	Chief DeLorie	Project Reference #:	2021-1	
Date		Project Cost	55,000	
FY2021 Priority#		1	-----of-----	

Capital Request Description and Justification

This request would fund to replace the dated portable radios used by Fire Officers/Firefighters for emergency communications. The current portable radios have exceeded the expected service period. The new portable radios are critical for firefighter safety and incident operations.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Cash

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2020	FY2021	FY2022	FY2023	FY2024	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment		55,000				55,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	55,000	-	-	-	55,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	FIRE	Project Title	Station Security Camera Upgrade	
Prepared by	Chief DeLorie	Project Reference #:	2021-3	
Date		Project Cost	20,000	
FY2021 Priority#			-----of-----	

Capital Request Description and Justification

This request would fund replacement of all of the security cameras at Headquarters and Station 1 with high resolution HD cameras

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Cash

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment	20,000					20,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	20,000	-	-	-	-	20,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	FIRE	Project Title	Office/ Station Furniture	
Prepared by	Chief DeLorie	Project Reference #:	2021-5	
Date		Project Cost	50,000	
FY2023 Priority#			-----of-----	

Capital Request Description and Justification

This request would fund furniture for the Administrative Offices and general station furniture.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Cash

Impact on Annual Operating Budget

Category	Total Amount Requested					5 Year Total
	FY2021	FY2022	FY2023	FY2024	FY2025	
Building and Improvements	25,000		25,000			50,000
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology						-
Other:specify						-
Totals	25,000	-	25,000	-	-	50,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	FIRE	Project Title	Fire Hose Replacement	
Prepared by	Chief DeLorie	Project Reference #:	2022-2	
Date		Project Cost	40,000	
FY2022 Priority#			1 -----of----- 2	

Capital Request Description and Justification

This request funds replacement of outdated fire hose in compliance with NFPA and manufacturers standards and will include some fire hose nozzels.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Cash

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment		20,000		20,000		40,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	20,000	-	20,000	-	40,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	FIRE	Project Title	Scott Air Bottles	
Prepared by	Chief DeLorie	Project Reference #:	2023-1	
Date		Project Cost	45,500	
FY2023 Priority#			-----of-----	

Capital Request Description and Justification

Air bottle replacement as scheduled by NFPA and manufacturers specifications - requested first \$45,500 in FY19

These bottles have a 15 year service period. Currently our department is using 30 minute bottles, most of our mutual aid partners have migrated to the 45 minute bottle for enhanced firefighter duration and compatability of surrounding towns.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Cash

Impact on Annual Operating Budget

Category	Total Amount Requested					5 Year Total
	FY2021	FY2022	FY2023	FY2024	FY2025	
Building and Improvements						-
Vehicle(s)						-
Equipment			45,500			45,500
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	-	45,500	-		45,500

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	FIRE	Project Title	Light Tower/Generator Trailer
Prepared by	Chief DeLorie	Project Reference #:	2023-2
Date		Project Cost	10,000
FY2021 Priority# 1 -----of----- 2			

Capital Request Description and Justification

This request would fund replacement of a 2004 Light Tower/ Generator used by Firefighters for emergency scene lighting after fires, car accidents, and large public events for crowd safety.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Cash

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment			10,000			10,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	-	10,000	-		10,000

**Town of Wellesley
Fiscal Years 2021-2025**

Capital Budget Request

Department	FIRE	Project Title	Fire Engine Repalcement	
Prepared by	Chief DeLorie	Project Reference #:	2024-1	
Date		Project Cost	600,000	
FY2024 Priority# 1 -----of----- 2				

Fire Engine Repalcement

The request would fund the replacement of the 2009 SeaGrave Fire Engine with a similar apparatus as the projected service schedule is 15 years front line service. We would retain the 2009 and utilize it as a reserve apparatus to enable front line apparatus to be serviced.

The new apparatus increases personnel safety with current safety enhancements such as front and side impact air bags, anti-roll system, a passenger emergency braking mechanism/switch, ABS brakes, and a back up camera. This vehicle will be more efficient, enhanced emissions and the potential to have a battery system take over on idling time.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2020	FY2021	FY2022	FY2023	FY2024	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment					600,000	600,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	-	-	-	600,000	600,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	FIRE	Project Title	SCBA Harness System	
Prepared by	Chief DeLorie	Project Reference #:	2024-2	
Date		Project Cost	71,500	
FY2024 Priority#			2 -----of----- 3	

Capital Request Description and Justification

Self Contained Breathing Air (SCBA) Harness:
The SCBA Harness System carries the air bottle, motionless alarm system and lighter construction. This request provides up to date SCBA Harnesses for the 13 firefighters assigned to a shift. There are several existing harnesses that have been replaced and these will be used by day staff (Chief, Asst. Chief, Deputy Chief and Lt in Fire Prevention) and used to replace any harnesses that are having repairs or routine service.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category	Total Amount Requested					5 Year Total
	FY2020	FY2021	FY2022	FY2023	FY2024	
Building and Improvements						-
Vehicle(s)						-
Equipment					71,500	71,500
Infrastructure						-
Information technology						-
Other:specify						-
Totals	-	-	-	-	71,500	71,500

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	FIRE	Project Title	Turnout Gear Lockers Sta. 1 & 2	
Prepared by	Chief DeLorie	Project Reference #:		
Date		Project Cost	50,000	
FY2024 Priority#		3	-----of-----	

Turnout Gear Lockers that provide sufficient space and can be periodically decontaminated to minimize carcinogen exposures to gear and personnel. At present the lockers are wooden and were built 30 years ago at Fire HQ and replaced at the same time at Station One. Wooden gear lockers are not suitable to store two sets of gear and be cleaned properly.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)
Cash

Impact on Annual Operating Budget

Category	Total Amount Requested					5 Year Total
	FY2021	FY2022	FY2023	FY2024	FY2025	
Building and Improvements						-
Vehicle(s)						-
Equipment				50,000		50,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	-	-	50,000	-	50,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	FIRE	Project Title	SCBA Mask with Thermal Camera	
Prepared by	Chief DeLorie	Project Reference #:	2025-1	
Date		Project Cost	100,000	
FY2024 Priority#		1 -----of----- 1		

Capital Request Description and Justification

Self Contained Breathing Air (SCBA) MASK with Thermal Camera:
 The SCBA Thermal Mask System provides our personnel with the ability to see in total blackout conditions enhancing the firefighters safety. Firefighters will see a small screen in their mask that has a computer/thermal driven colored image that will enable firefighters to find victims faster, see changing fire/heat conditions and locate the fire faster. These masks will enhance firefighter safety and reduce potential fire damage.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment					100,000	100,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	-	-	-	100,000	100,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	FIRE	Project Title	Hydraulic Cutting Tool " Jaws of Life"	
Prepared by	Chief DeLorie	Project Reference #:	2025-2	
Date		Project Cost	10,500	
FY2024 Priority#			1 -----of----- 2	

Capital Request Description and Justification

This request funds a compact battery powered combination rescue tool that combines capabilities of a cutter and spreader. It's a versatile "first on scene" tool for engines, ambulances, rescue trucks and tow recovery vehicles. It can be used to spread, cut and "pop" doors. It's powered by a DEWALT® FLEXVOLT® 60 Volt battery that can be shared with other DEWALT tools like saws and drills.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment					10,500	10,500
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	-	-	-	10,500	10,500



Town of *Wellesley*

FY2021-2025 Budget Request

Council on Aging Capital Request

Department: Council on Aging

Dept #: 541

Project Reference #:	Project Description						
		FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
2021-1	AV components: Additions/Modifications	10,000	-	-	-	-	10,000
2021-2	Replacement/Upgrade Photocopier/Printer	10,000	-	-	-	-	10,000
2022-1	Replacement/Upgrade iPadsfor Classes	-	15,000	-	-	-	15,000
2022-2	Participant Tracking Soft/HardwareUpgrades	-	10,000	-	-	-	10,000
2023-1	Replacement/Upgrade Daily Use Equipment	-	-	10,000	-	-	10,000
2023-2	TPC Replacement/Upgrade Furniture & Fixtures	-	-	10,000	-	-	10,000
2024-1	Expand Furniture, Fixtures & Equipment	-	-	-	10,000	-	10,000
2024-2	Replacement Original Exercise Equipment	-	-	-	10,000	-	10,000
2025-1	Replacement Carpeting, Window Shades, Painting	-	-	-	-	20,000	20,000
							-
Total Capital Requests		20,000	25,000	20,000	20,000	20,000	105,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	COA	Project Title	AV components		
Prepared by	Judith Webster	Project Reference #:	2021-1		
Date	10/17/2019	Project Cost	10,000		
FY2021 Priority# 1 -----of----- 2					

Capital Request Description and Justification
 AV Components - Additions and Modifications to American Legion Post Room

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment	10,000					10,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	10,000	-	-	-	-	10,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	COA	Project Title	Replacement/Upgrade Photocopier/Printer
Prepared by	Judith Webster	Project Reference #:	2021-2
Date	10/17/2019	Project Cost	10,000

FY2021 Priority#	2	-----of-----	2	

Capital Request Description and Justification
 Upgrade/Replacement of original photocopier/printer for all staff

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment	10,000					10,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	10,000	-	-	-	-	10,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	COA	Project Title	I-Pads for Class		
Prepared by	Judith Webster	Project Reference #:	2022-1		
Date	10/17/2019	Project Cost	15,000		
FY2022 Priority# 1 -----of----- 2					

Capital Request Description and Justification
 FY18 5 I-Pads - lecture & classroom instructors are requiring participants to be interactive during presentations

 FY 22 - Upgrades or replacements for iPads purchased in FY 17, 18

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology		15,000				15,000
Other:specify						-
						-
Totals	-	15,000	-	-	-	15,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	COA	Project Title	Participant Tracking Soft/Hardware Upgrades
Prepared by	Judith Webster	Project Reference #:	2022-2
Date	10/17/2019	Project Cost	10,000

FY2022 Priority#	2	-----of-----	2

Capital Request Description and Justification
 Upgrades to software and hardware for tracking participant use

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology		10,000				10,000
Other:specify						-
						-
Totals	-	10,000	-	-	-	10,000

Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request

Department	COA	Project Title	Replacements/Upgrade Daily Use Equipment	
Prepared by	Judith Webster	Project Reference #:	2023-1	
Date	10/17/2019	Project Cost	10,000	
FY2023 Priority# 1 -----of----- 2				

Capital Request Description and Justification
 Replace/upgrade equipment due to normal wear and tear

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment			10,000			10,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	-	10,000	-	-	10,000

Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request

Department	COA	Project Title	Replacement/Upgrade Furniture & Fixtures	
Prepared by	Judith Webster	Project Reference #:	2023-2	
Date	10/17/2019	Project Cost	10,000	

FY2023 Priority#	2	-----of-----	2

Capital Request Description and Justification
Replace/Upgrade original furniture and fixtures

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment			10,000			10,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	-	10,000	-	-	10,000

Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request

Department	COA	Project Title Changing Needs for Furniture, Fixtures, Equipment	
Prepared by	Judith Webster	Project Reference #:	2024-1
		Date	10/17/2019
		Project Cost	10,000

FY2024 Priority#	1	-----of-----	2	

Capital Request Description and Justification
 Changing needs for Fixtures needed due to growth of base of participants

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment				10,000		10,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	-	-	10,000	-	10,000

Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request

Department	COA	Project Title	Replacement of Original Exercise Equipment	
Prepared by	Judith Webster	Project Reference #:	2024-2	
Date	10/17/2019	Project Cost	10,000	
FY2024 Priority# 2 -----of----- 2				

Capital Request Description and Justification
Replacement of original exercise equipment installed in 2017, 2018

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment				10,000		10,000
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	-	-	10,000	-	10,000

Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request

Department	COA	Project Title	Replacement of Carpeting, Window Shades, Painting	
Prepared by	Judith Webster	Project Reference #:	2025-1	
Date	10/17/2019	Project Cost	20,000	
FY2024 Priority# 1 -----of----- 1				

Capital Request Description and Justification
 Replacement of original carpeting, window shades, and fresh paint

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements					20,000	20,000
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology						-
Other:specify						-
						-
Totals	-	-	-	-	20,000	20,000



Town of *Wellesley*

FY2021-2025 Budget Request

Town Clerk Request

Department: Town Clerk

Dept #: 161

Project Reference #: Project Description							
		FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
2021-1	Electronic Poll Books for Voter Lists	36,000	-	-	-	-	36,000
2022-1	Electronic Voting Devices for Town Meeting		15,000				15,000
2025-1	New Voting Equipment					75,000	75,000
Total Capital Requests		36,000	15,000	-	-	75,000	126,000

Date

10/18/2018

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Town Clerk	Project Title	Electronic Poll Books for Voter Lists	
Prepared by	KC Kato	Project Reference #:	2021-1	
Date	10/22/2019	Project Cost	36,000	
FY2021 Priority# <u>1</u> -----of----- <u>1</u>				

Capital Request Description and Justification
Many in the state are moving to using electronic poll books for checking in at election polls. Currently, it helps with speed and accuracy as well as supports the downloading of the information into the state system for early voting. We will be pilot testing electronic poll books for early voting November 2018. Depending on the results of the pilot test and state guidance, we may consider using the electronic poll books for all elections. The estimated cost in 2020 of the poll books is \$2000 per tablet. We would need 16 poll books. In addition, there is a \$250 per poll book 1 year warranty fee.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)
General fund.

Impact on Annual Operating Budget
There is an annual \$250 per poll book per year charge for the warranty and licensing fees.

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology	32,000					32,000
Other:warranty	4,000					4,000
						-
Totals	36,000	-	-	-	-	36,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Town Clerk	Project Title	Electronic Voting Devices for Town Meeting
Prepared by	KC Kato	Project Reference #:	2022-1
Date	10/22/2019	Project Cost	15,000
FY2022 Priority# <u>1</u> -----of----- <u>1</u>			

Capital Request Description and Justification
Many in the state are moving to using electronic voting devices for Town Meeting. The benefits of electronic voting devices at town meeting is for counted votes to improve speed, accuracy and accountability. We will be pilot testing electronic voting devices at Town Meeting in FY20 and FY21 through a lease. Depending on the results of the pilot test, we may consider purchasing the devices. The estimated cost for 250 (240 members plus 10 extra) electronic voting devices is \$15,000.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)
General fund.

Impact on Annual Operating Budget
There cost of running the system at Town Meeting is approximately \$3000 per year in personnel and \$250 in accessories/batteries.

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology		15,000				15,000
Other:warranty						-
						-
Totals	-	15,000	-	-	-	15,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Town Clerk	Project Title	New Voting Equipment	
Prepared by	KC Kato	Project Reference #:	2025-1	
Date	10/17/2019	Project Cost	75,000	
FY2025 Priority# <u>1</u> -----of----- <u>1</u>				

Capital Request Description and Justification The current election tabulating machines will be 10 years old in FY2025. Due to changing technology, it is possible that the State will change their tabulator machine requirements.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash) General fund.

Impact on Annual Operating Budget No change.

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology					75,000	75,000
Other:warranty						-
Totals	-	-	-	-	75,000	-

Town of <i>Wellesley</i> Fiscal Years 2021 - 2030 <i>ALL FMD REQUESTS</i> Summary Departmental Cash Capital Budget Request													
Department: <u>FACILITIES MANAGEMENT</u> Dept #: <u>192</u> Date: <u>9/3/2019</u>													
Building Reference #:	Building Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
TW	Townwide (Municipal)	30,000	80,000	30,000	30,000	30,000	200,000	92,000	34,000	34,000	34,000	34,000	428,000
TH	Town Hall	35,000	75,000	-	-	-	110,000	65,000	10,000	-	10,000	-	195,000
PD	Police	-	55,000	25,000	184,000	17,000	281,000	-	17,000	290,000	20,000	-	608,000
FDM	Fire Department Main (Headquarters)	-	65,000	253,000	125,000	25,000	468,000	-	-	40,000	-	-	508,000
FDC	Fire Department Central (Station 1)	-	238,000	25,000	50,000	-	313,000	-	781,000	-	-	355,000	1,449,000
W	Warren (Recreation and Health)	-	12,000	67,000	-	102,000	181,000	-	-	64,000	60,000	-	305,000
MP	Morse's Pond	-	10,000	-	100,000	10,000	120,000	20,000	-	-	24,000	-	164,000
ML	Main Library	100,000	-	85,000	1,046,000	548,000	1,779,000	66,000	1,060,000	368,000	94,000	167,000	3,534,000
HL	Hills Library	-	-	15,000	-	60,000	75,000	140,000	-	-	-	20,000	235,000
FL	Fells Library	-	-	10,000	-	-	10,000	-	-	-	-	15,000	25,000
DPWO	DPW Operations	-	-	-	40,000	30,000	70,000	95,000	-	-	-	-	165,000
DPWW	DPW Water & Sewer	-	-	-	-	189,000	189,000	-	-	-	432,000	-	621,000
DPWH	DPW Highway & Park	-	-	-	-	100,000	100,000	76,000	-	-	-	-	176,000
DPWR	DPW RDF	400,000	150,000	276,000	-	150,000	976,000	-	25,000	-	-	-	1,001,000
Subtotal Townwide Requests		565,000	685,000	786,000	1,575,000	1,261,000	4,872,000	554,000	1,927,000	796,000	674,000	591,000	9,414,000
DW	Districtwide (Schools)	118,000	293,000	132,000	202,000	147,000	892,000	199,000	425,000	148,000	345,000	157,000	2,166,000
P	Preschool at Wellesley (PAWS)	-	10,000	60,000	-	-	70,000	-	-	-	15,000	-	85,000
B	Bates Elementary	-	65,000	60,000	140,000	730,000	995,000	-	86,000	-	120,000	-	1,201,000
FH	Field House	-	-	-	-	-	-	-	-	-	-	-	-
F	Fiske Elementary	-	12,000	-	55,000	-	67,000	-	-	-	14,000	-	81,000
HA	Hardy Elementary	-	65,000	253,000	125,000	25,000	468,000	-	-	40,000	-	-	508,000
HU	Hunnewell Elementary	-	35,000	-	44,000	-	79,000	-	-	-	-	-	79,000
SP	Sprague Elementary	900,000	-	135,000	184,000	438,000	1,657,000	-	15,000	790,000	-	50,000	2,512,000
SC	Schofield Elementary	-	-	-	75,000	-	75,000	-	-	-	-	-	75,000
U	Upham Elementary	-	35,000	-	35,000	35,000	105,000	-	-	-	-	-	105,000
MS	Middle School	92,000	600,000	500,000	75,000	140,000	1,407,000	110,000	10,000	-	10,000	-	1,537,000
HS	High School	325,000	700,000	560,000	550,000	-	2,135,000	947,000	239,000	140,000	12,000	-	3,473,000
Subtotal Districtwide Requests		1,435,000	1,815,000	1,700,000	1,485,000	1,515,000	7,950,000	1,256,000	775,000	1,118,000	516,000	207,000	11,822,000
	Other Unidentified Cash Capital Projects						-	-					-
Total FMD Cash Capital Requests		2,000,000	2,500,000	2,486,000	3,060,000	2,776,000	12,822,000	1,810,000	2,702,000	1,914,000	1,190,000	798,000	21,236,000
FMD Debt Funded Capital Requests*		FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
HU	Hunnewell School Project ¹	4,700,000	56,300,000				61,000,000						61,000,000
UP/HA	Upham/Hardy School Project ²		62,152,000				62,152,000						62,152,000
TH	Town Hall Interior Renovation Project ³	1,990,000			18,051,000		20,041,000						20,041,000
TH	Town Hall Annex Project ⁴	1,226,500	10,647,000				11,873,500						11,873,500
W	Warren: HVAC Repairs & Upgrades		750,000				750,000		1,352,000				2,102,000
ML	Main Library Roof Replacement Project	1,205,000					1,205,000		925,000				2,130,000
ML	Main Library Renovation Project ⁵	2,885,000					2,885,000						2,885,000
MS	Middle School Building Systems Projects ⁶	12,981,000					12,981,000						12,981,000
MS	Middle School Paving Project ⁷			2,000,000			2,000,000						2,000,000
MS	Middle School Roof Replacement						-	4,200,000					4,200,000
SP	Sprague School Projects ⁸					1,034,000	1,034,000	438,000					1,472,000
B	Bates School Projects ⁹					1,750,000	1,750,000	230,000					1,980,000
PAWS	New Preschool Building ¹⁰						-		2,000,000	18,700,000			20,700,000
PAWS	DPW RDF New Admin. Bldg/Baler Repairs Projects ¹¹			276,000	3,066,000	150,000	3,492,000	1,750,000					5,242,000
DPWH	DPW Highway & Park Renovation Project ¹²			640,000	7,095,000		7,735,000						7,735,000
B, SP, F, MS	Air-Condition Schools: Bates/Sprague/Fiske/MS ¹³						-	13,040,000					13,040,000
Total Debt Funded Requests		24,987,500	129,849,000	2,916,000	28,212,000	2,934,000	188,898,500	19,658,000	4,277,000	18,700,000	0	0	231,533,500

Notes:

*These Debt Funded Projects **NOT** Included in Cash Capital above

1. Hunnewell/ School: \$4,700,000 design (FY20 STM -12/9/19), \$3,500,000 swing space (FY22) and \$52,800,000 const. (FY22)

2. Upham/Hardy School: \$3,600,000 design + \$58,552,000 const. = \$62.2M (FY22)

3. Town Hall Interior Renovation: \$1,990,000 (FY21) and \$18,051,000 (FY24)

4. Town Hall Annex: \$1,226,500 (FY21) and \$10,647,000 (FY22)

5. Main Library Renovations: \$2,885,000 (FY21 STM - Fall). Roof replacement project to be added.

6. MS Building Systems: \$12,981,000 (FY21)

7. MS Paving: \$100,000 design (FY22) and \$2,000,000 const. (FY23)

8. Sprague: \$1,034,000 Roof (FY24) and \$438,000 Paving (FY25)

9. Bates: \$1,750,000 Roof (FY24) and \$230,000 Paving (FY25)

10. New Preschool: \$2,000,000 (FY27) \$18,700,000 (FY28)

11. DPW RDF Admin. Bldg/Baler Repairs: \$3.07M Admin. Bldg (FY24) and \$1.75 Baler Repairs (FY26)

12. DPW Highway & Park Renovation:\$640,000 design (FY23) and \$7.1M (FY24)

13. Add Full Building Air-Conditioning to: Bates (\$1.85M), Schofield (1.34M), Fiske (\$1.85M) and MS (\$8M)

Townwide Analysis for Cash Capital

FY21 Cash Capital Budget for Municipal = \$565,000

Townwide Project Totals

Number of FY21 Construction Projects = 3
Number of FY20 Construction Projects = 13

Districtwide Analysis for Cash Capital

FY21 Cash Capital Budget for Schools = \$1,435,000

Districtwide Project Totals

Number of FY21 Construction Projects = 3
Number of FY20 Construction Projects = 16

WFMD FY21 Cash Capital Budget Summary- Final Draft

10/8/2019

Project No.	Building	Budget	Description	Comments
1	Districtwide	\$14,000	Environmental Testing and Mitigation	Annual non-project request
2	Districtwide	\$38,000	Space Contingency	Annual non-project request
3	Districtwide	\$45,000	Custodial Equipment	Annual non-project request
4	Districtwide	\$10,000	Grounds Equipment	Annual non-project request
5	Districtwide	\$11,000	Maintenance Equipment	Annual non-project request
6	Townwide	\$10,000	Office Equipment	Annual non-project request
7	Townwide	\$10,000	Custodial Equipment	Annual non-project request
8	Townwide	\$10,000	Grounds Equipment	Annual non-project request
9	Town Hall	\$35,000	Triage Contingency	Sim. to HHU - will bridge to renovation
10	Middle School	\$92,000	Recarpet and Paint Central Admin. Offices	WPS priority - last done 13 years ago
11	Main Library	\$100,000	Design/bidding funds to replace roof	Construction to be part of Interior Renovation Project
12	RDF	\$400,000	Baler Sprinkler Replacement	\$140k included in capital plan for FY21
13	Sprague	\$900,000	Chiller and Cooling Tower Replacement	Was part of \$2M budget for mechanical equipment replacement in FY28.
14	High School	\$325,000	ECM: Lighting Upgrades	Included in capital plan for FY21
Total =		\$2,000,000	Budget Set by Town Finance = \$2,000,000	At established budget

Town of Wellesley
Fiscal Years 2021 - 2030 Townwide
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
TW-1	Office Equipment	10,000	10,000	10,000	10,000	10,000	50,000	12,000	12,000	12,000	12,000	12,000	110,000
TW-2	Vehicle Replacement	0	50,000	0	0	0	50,000	60,000	0	0	0	0	110,000
TW-3	Custodial Equipment	10,000	10,000	10,000	10,000	10,000	50,000	10,000	12,000	12,000	12,000	12,000	108,000
TW-4	Grounds Equipment	10,000	10,000	10,000	10,000	10,000	50,000	10,000	10,000	10,000	10,000	10,000	100,000
Total Capital Requests		30,000	80,000	30,000	30,000	30,000	200,000	92,000	34,000	34,000	34,000	34,000	428,000

Town of Wellesley
Fiscal Years 2021 - 2030
Summary Departmental Capital Budget Request: Town Hall

Department: FACILITIES MANAGEMENT
Dept #: 192

Expenditures per Fiscal Year													
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
TH-1	Triage Contingency	35,000	-	-			35,000						35,000
TH-2	HVAC Recommissioning		65,000	-	-		65,000	65,000					130,000
TH-3	Bi-Annual Painting	-	10,000	-		-	10,000		10,000		10,000		30,000
TH-4	Major Building Renovation	1,990,000			18,051,000		20,041,000						20,041,000
TH-5	New Town Hall Annex Building	1,226,500	10,647,000				11,873,500						11,873,500
Total Cash Capital Requests		35,000	75,000	-	-	-	110,000	65,000	10,000	-	10,000	-	195,000
Total Capital Requests		3,251,500	10,722,000	-	18,051,000	-	32,024,500	65,000	10,000	-	10,000	-	32,109,500

Town of Wellesley
Fiscal Years 2021 - 2030 Police
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

Expenditures per Fiscal Year													
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
PD-1	ECM: Lighting Upgrades	-	-	-	40,000		40,000						40,000
PD-2	Generator Repair/Replacement				130,000		130,000						130,000
PD-3	Evidence Storage & Processing Renovation			-	-		-			250,000			250,000
PD-4	Flooring Replacement		20,000	-	14,000	17,000	51,000		17,000		20,000		88,000
PD-5	HVAC Recommissioning		35,000			-	35,000			40,000			75,000
PD-6	Precast Concrete Shed for Animal Control			25,000			25,000						25,000
Total Cash Capital Requests		-	55,000	25,000	184,000	17,000	281,000	-	17,000	290,000	20,000	-	608,000
Total Capital Requests		-	55,000	25,000	184,000	17,000	281,000	-	17,000	290,000	20,000	-	608,000

Town of Wellesley
Fiscal Years 2021 - 2030 FD Main
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
FDM-1	Generator Replacement				125,000		125,000						125,000
FDM-2	Flat Roof Replacement		30,000	243,000		-	273,000						273,000
FDM-3	HVAC Recommissioning		35,000			-	35,000			40,000			75,000
FDM-4	Plumbing Equipment Replacement					25,000	25,000						25,000
FDM-5	Flooring Replacement			10,000			10,000						10,000
Total Cash Capital Requests		-	65,000	253,000	125,000	25,000	468,000	-	-	40,000	-	-	508,000
Total Capital Requests		-	65,000	253,000	125,000	25,000	468,000	-	-	40,000	-	-	508,000

Town of Wellesley
Fiscal Years 2021 - 2030 FD Central
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
FDC-1	HVAC Recommissioning			25,000	-		25,000						25,000
FDC-2	Emergency Generator Installation				50,000	-	50,000						50,000
FDC-3	Roof & Envelope Repairs		238,000				238,000		781,000			355,000	1,374,000
Total Cash Capital Requests		-	238,000	25,000	50,000	-	313,000	-	781,000	-	-	355,000	1,449,000
Total Capital Requests		-	238,000	25,000	50,000	-	313,000	-	781,000	-	-	355,000	1,449,000

Town of Wellesley
Fiscal Years 2021 - 2030 Warren Building
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
W-1	Emergency Generator				50,000		50,000						50,000
W-2	HVAC Repairs & Upgrades Project		750,000				750,000						750,000
W-3	Recommission HVAC System			40,000			40,000				60,000		100,000
W-4	Carpet Replacement				45,000		45,000						45,000
W-5	ECM: Lighting Upgrades				175,000		175,000						175,000
W-6	Tri-Annual Painting		12,000			12,000	24,000			14,000			38,000
W-7	Masonry Repair			-		90,000	90,000						90,000
W-8	Mechanical Equipment Replacement								1,352,000				1,352,000
W-9	Electrical Equipment Replacement									50,000			50,000
W-10	Plumbing Equipment Replacement			27,000			27,000						27,000
Total Cash Capital Requests		-	12,000	67,000	-	102,000	181,000	-	-	64,000	60,000	-	305,000
Total Capital Requests		-	762,000	67,000	270,000	102,000	1,201,000	-	1,352,000	64,000	60,000	-	2,677,000

Town of Wellesley
Fiscal Years 2021 - 2030 Morses Pond
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
MP-1	Tri-Annual Painting		10,000		-	10,000	20,000	10,000			12,000		42,000
MP-2	Replace Bathhouse				100,000	1,000,000	1,100,000	10,000			12,000		1,122,000
Total Capital Requests		-	10,000	-	100,000	10,000	120,000	20,000	-	-	24,000	-	164,000
Total Capital Requests		-	-	-	100,000	1,000,000	1,100,000	10,000	-	-	12,000	-	1,122,000

Town of Wellesley
Fiscal Years 2021 - 2030 Main Library
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
ML-1	ECM: Lighting Replacement		-		200,000	-	200,000						200,000
ML-2	Interior Renovation Project (Fall FY21 STM)	2,885,000		-	-	-	2,885,000						2,885,000
ML-3	Carpeting Replacement	-	-	-	50,000	52,000	102,000	54,000	56,000	60,000	64,000	66,000	402,000
ML-4A	Replace Flat Roof & Repair Slates: Design	100,000					100,000						100,000
ML-4B	Replace Flat Roof & Repair Slates: Const. (FY21 STM)	1,205,000					1,205,000						
ML-5	HVAC Recommissioning			75,000	-	-	75,000					85,000	160,000
ML-6	Annual Painting		-	10,000	12,000	12,000	34,000	12,000	14,000	14,000	14,000	16,000	104,000
ML-7	Repair Retaining Walls						-		65,000	294,000			359,000
ML-8	Repave Parking Lot				34,000	225,000	259,000						259,000
ML-9	Replace Smoke Detectors						-				16,000		16,000
ML-10	Mechanical Equipment Replacement				750,000		750,000		925,000				1,675,000
ML-11	Electrical Equipment Replacement					44,000	44,000						44,000
ML-12	Plumbing Equipment Replacement					215,000	215,000						215,000
Total Cash Capital Requests		100,000	-	85,000	1,046,000	548,000	1,779,000	66,000	1,060,000	368,000	94,000	167,000	3,534,000
Total Capital Requests		4,190,000	-	85,000	1,046,000	548,000	5,869,000	66,000	1,060,000	368,000	94,000	167,000	7,624,000

Town of Wellesley
 Fiscal Years 2021 - 2030 Hills Library
 Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
 Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
HL-1	HVAC Recommissioning	-		15,000	-		15,000					20,000	35,000
HL-2	Building Envelope Renovations					60,000	60,000	140,000					200,000
Total Cash Capital Requests		-	-	15,000	-	60,000	75,000	140,000	-	-	-	20,000	235,000
Total Capital Requests		-	-	15,000	-	60,000	75,000	140,000	-	-	-	20,000	235,000

Town of Wellesley
Fiscal Years 2021 - 2030 Fells Library
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
FL-1	HVAC Recommissioning			10,000		-	10,000					15,000	25,000
Total Capital Requests		-	-	10,000	-	-	10,000	-	-	-	-	15,000	25,000

Town of Wellesley
Fiscal Years 2021 - 2030 Districtwide
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
DW-1	Environmental Testing and Mitigation	14,000	16,000	16,000	16,000	16,000	78,000	18,000	18,000	18,000	20,000	20,000	172,000
DW-2	Space Contingency	38,000	40,000	40,000	42,000	44,000	204,000	44,000	44,000	46,000	46,000	46,000	430,000
DW-3	Custodial Equipment	45,000	50,000	50,000	50,000	55,000	250,000	55,000	55,000	60,000	60,000	60,000	540,000
DW-4	Grounds Equipment	10,000	10,000	15,000	20,000	20,000	75,000	10,000	20,000	10,000	20,000	15,000	150,000
DW-5	Maintenance Equipment	11,000	11,000	11,000	12,000	12,000	57,000	12,000	14,000	14,000	14,000	16,000	127,000
DW-6	Vehicle Replacement	0	50,000	0	0	0	50,000	60,000	0	0	0	0	110,000
DW-7	Security System Equipment Replacement	0	116,000	0	62,000	0	178,000		274,000		185,000		637,000
Total Capital Requests		118,000	293,000	132,000	202,000	147,000	892,000	199,000	425,000	148,000	345,000	157,000	2,166,000

Town of Wellesley
Fiscal Years 2021 - 2030 PAWS
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
P-1	HVAC Recommissioning		10,000				10,000				15,000		25,000
P-2	ECM: Lighting Upgrades			60,000			60,000						60,000
Total Cash Capital Requests		-	10,000	60,000	-	-	70,000	-	-	-	15,000	-	85,000
Total Capital Requests		-	10,000	60,000	-	-	70,000	-	-	-	15,000	-	85,000

Town of Wellesley
Fiscal Years 2021 - 2030 Bates
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
B-1	Replace 49,500 sf Roof (original installed 2003)			60,000	1,750,000		1,810,000						1,810,000
B-2	HVAC Recommissioning						0		60,000				60,000
B-3	ECM: Interior Lighting Upgrades				100,000		100,000						100,000
B-4	Replace Fire Alarm Control Panel (FACP)		40,000				40,000						40,000
B-5	Steam Trap Replacement						0		12,000				12,000
B-6	Smoke Detector Replacement						0		14,000				14,000
B-7	Staff Lunchroom Renovation		25,000				25,000						25,000
B-8	Mechanical Equipment Replacement					500,000	500,000						500,000
B-9	Plumbing Equipment Replacement						0				120,000		120,000
B-10	Repave Lot and Driveway				40,000	230,000	270,000						270,000
B-11	Add Full Building Air-Conditioning						0	1,850,000					1,850,000
Total Cash Capital Requests		-	65,000	60,000	140,000	730,000	995,000	-	86,000	-	120,000	-	1,201,000
Total Capital Requests		-	65,000	60,000	1,890,000	730,000	2,745,000	1,850,000	86,000	-	120,000	-	4,801,000

Town of Wellesley
Fiscal Years 2021 - 2030 Field House
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
Total Capital Requests		-	-	-	-	-	-	-	-	-	-	-	-

Town of Wellesley
Fiscal Years 2021 - 2030 Fiske
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
F-1	HVAC Recommissioning				55,000	0	55,000						55,000
F-2	Steam Trap Replacement		12,000			-	12,000				14,000		26,000
F-3	Add Full Building Air-Conditioning					-	0	1,850,000					1,850,000
Total Cash Capital Requests		-	12,000	-	55,000	-	67,000	-	-	-	14,000	-	81,000
Total Capital Requests		-	12,000	-	55,000	-	67,000	1,850,000	-	-	14,000	-	1,931,000

Town of Wellesley
Fiscal Years 2021 - 2030 Hardy
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
HA-1	HVAC Recommissioning	0	0	0	0	50,000	50,000						50,000
HA-2	Triage Contingency		35,000	0	35,000	0	70,000						70,000
Total Capital Requests		-	35,000	-	35,000	50,000	120,000	-	-	-	-	-	120,000

Town of Wellesley
 Fiscal Years 2021 - 2030 Hunnewell
 Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
 Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
HU-1	HVAC Recommissioning		0	0	44,000	0	44,000						44,000
HU-2	Triage Contingency	0	35,000	0	0		35,000						35,000
Total Capital Requests		-	35,000	-	44,000	-	79,000	-	-	-	-	-	79,000

Town of Wellesley
Fiscal Years 2021 - 2030 Sprague
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
SP-1	"B" Wing Flooring Replacement			75,000			75,000						75,000
SP-2	ECM: Interior Lighting Replacement				100,000		100,000						100,000
SP-3	Gym Floor Refinishing				40,000		40,000						40,000
SP-4	Replace 38,100 sf Roof (original installed 2001)			60,000	1,034,000		1,094,000						1,094,000
SP-5	HVAC Recommissioning						0	65,000					65,000
SP-6	Replace Smoke Detectors						0		15,000				15,000
SP-7	Repave Parking Lot				44,000	438,000	482,000						482,000
SP-8	Mechanical Equipment Replacement						0			600,000			600,000
SP-9	Electrical Equipment Replacement						0					50,000	50,000
SP-10	Plumbing Equipment Replacement						0			190,000			190,000
SP-11	Chiller Replacement	900,000					900,000						900,000
Total Cash Capital Requests		900,000	-	135,000	184,000	438,000	1,657,000	-	15,000	790,000	-	50,000	2,512,000
Total Capital Requests		900,000	-	135,000	1,218,000	438,000	2,691,000	65,000	15,000	790,000	-	50,000	3,611,000

Town of Wellesley
Fiscal Years 2021 - 2030 Schofield
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
SC-1	HVAC Recommissioning				50,000		50,000						50,000
SC-2	MODS Bathroom Partition Replacement				25,000		25,000						25,000
SC-3	Add Full Building Air-Conditioning						0	1,340,000					1,340,000
Total Cash Capital Requests		-	-	-	75,000	-	75,000	-	-	-	-	-	75,000
Total Capital Requests		-	-	-	75,000	-	75,000	1,340,000	-	-	-	-	1,415,000

Town of Wellesley
Fiscal Years 2021 - 2030 Upham
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
U-1	HVAC Recommissioning					35,000	35,000						35,000
U-2	Triage Contingency	0	35,000		35,000		70,000						70,000
Total Capital Requests		-	35,000	-	35,000	35,000	105,000	-	-	-	-	-	105,000

Town of Wellesley
Fiscal Years 2021 - 2030 Middle School
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
MS-1	Paving Parking Lots and Driveways Project		100,000	2,000,000			2,100,000						2,100,000
MS-2	Building Systems Replacement Project	12,981,000					12,981,000						12,981,000
MS-3	Roof Replacement					100,000	100,000	4,200,000					4,300,000
MS-4	Steam Trap Replacement					30,000	30,000						30,000
MS-5	ECM: Lighting Upgrades		500,000	500,000	-	-	1,000,000						1,000,000
MS-6	Central Office Carpet Replacement and Painting	92,000				-	92,000						92,000
MS-7	HVAC Recommissioning	-		-			-	110,000					110,000
MS-8	Pavement Marking					10,000	10,000		10,000		10,000		30,000
MS-9	Master Clock Replacement				75,000	-	75,000						75,000
MS-10	Add Full Building Air-Conditioning					-	-	8,000,000					8,000,000
Total Cash Capital Requests		92,000	600,000	500,000	75,000	140,000	1,407,000	110,000	10,000	-	10,000	-	1,537,000
Total Capital Requests		13,073,000	600,000	2,500,000	75,000	140,000	16,388,000	12,310,000	10,000	-	10,000	-	28,718,000

Town of Wellesley
Fiscal Years 2021 - 2030 High School
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

Expenditures per Fiscal Year													
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
HS-1	Pavement Markings			10,000	-		10,000	12,000			12,000		34,000
HS-2	HVAC Recommissioning	-	125,000			0	125,000			140,000			265,000
HS-3	ECM: Lighting Upgrades	325,000	575,000	550,000	550,000	0	2,000,000						2,000,000
HS-4	Electrical Equipment Replacement						-		239,000				239,000
HS-5	Plumbing Equipment Replacement						-	435,000					435,000
HS-6	Mechanical Equipment Replacement						-	500,000					500,000
Total Cash Capital Requests		325,000	700,000	560,000	550,000	-	2,135,000	947,000	239,000	140,000	12,000	-	3,473,000
Total Capital Requests		325,000	700,000	560,000	550,000	-	2,135,000	947,000	239,000	140,000	12,000	-	3,473,000

Town of Wellesley
Fiscal Years 2021 - 2030 DPW Operations Bldg
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
DPWO-1	ECM: Interior Lighting Upgrades		-	-	40,000		40,000						40,000
DPWO-2	HVAC Recommissioning					30,000	30,000						30,000
DPWO-3	Plumbing Equipment Replacement						-	95,000					95,000
Total Cash Capital Requests		-	-	-	40,000	30,000	70,000	95,000	-	-	-	-	165,000
Total Capital Requests		-	-	-	40,000	30,000	70,000	95,000	-	-	-	-	165,000

Town of Wellesley
Fiscal Years 2021 - 2030 DPW Water and Sewer (W&S)
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
DPWW-1	HVAC Recommissioning					45,000	45,000						45,000
DPWW-2	ECM: Garage Fans and Infrared Heaters				-	75,000	75,000						75,000
DPWW-3	Plumbing Equipment Replacement					25,000	25,000						25,000
DPWW-4	Electrical Equipment Replacement					44,000	44,000						44,000
DPWW-5	Mechanical Equipment Replacement						-				432,000		432,000
Total Cash Capital Requests		-	-	-	-	189,000	189,000	-	-	-	432,000	-	621,000
Total Capital Requests		-	-	-	-	189,000	189,000	-	-	-	432,000	-	621,000

Town of Wellesley
Fiscal Years 2021 - 2030 DPW Highway and Park (H&P)
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
DPWH-1	Renovation Project	-	-	640,000	7,095,000	-	7,735,000						7,735,000
DPWH-2	ECM: Lighting Upgrades			-		100,000	100,000						100,000
DPWH-3	HVAC Recommissioning						-	65,000					65,000
DPWH-4	Plumbing Equipment Replacement						-	11,000					11,000
Total Cash Capital Requests		-	-	-	-	100,000	100,000	76,000	-	-	-	-	176,000
Total Capital Requests		-	-	640,000	7,095,000	100,000	7,835,000	76,000	-	-	-	-	7,911,000

Town of Wellesley
Fiscal Years 2021 - 2030 DPW Recycling Disposal Facility (RDF)
Summary Departmental Capital Budget Request

Department: FACILITIES MANAGEMENT
Dept #: 192

		Expenditures per Fiscal Year											
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total	FY2026	FY2027	FY2028	FY2029	FY2030	10 Year Total
DPWR-1	Baler/Incinerator Sprinkler Replacement Project	400,000	-	-	-	-	400,000	-	-	-	-	-	400,000
DPWR-2	New Admin. Building & Baler Renovations	-	-	276,000	3,066,000	150,000	3,492,000	1,750,000	-	-	-	-	5,242,000
DPWR-3	Replace Transfer Station Fabric Covering	-	150,000	-	-	-	150,000	-	-	-	-	-	150,000
DPWR-4	HVAC Recommissioning	-	-	-	-	-	-	-	25,000	-	-	-	25,000
Total Cash Capital Requests		400,000	150,000	276,000	-	150,000	976,000	-	25,000	-	-	-	1,001,000
Total Capital Requests		400,000	150,000	276,000	3,066,000	150,000	4,042,000	1,750,000	25,000	-	-	-	5,817,000



Town of *Wellesley*

FY2021-2025 Budget Request

Library Capital Request

Department: Library

Dept #: 610

Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
2021-1	Main Library Renovation *						-
2021-2	IT Infrastructure Replacement	12,000	12,000	12,000	12,000	12,000	60,000
2021-3	Computer & Peripheral Replacement	52,300	55,300	57,300	57,300	59,300	281,500
2021-4	New Technology & Devices	30,000	30,000	30,000	30,000	40,000	160,000
2022-1	Self Check Machines		24,000	12,000	24,000	24,000	84,000
2022-2	WFL Van		40,000				40,000
2022-3	Relocate stacks for carpet **		65,000				65,000
2023-1	Traffic Study			25,000			25,000
2023-2	Website Designs updates			15,000		10,000	25,000
2023-3	Time card system		-	5,000			5,000
2024-1	Strategic Planning				10,000		10,000
2024-2	Parking Lot Improvements				25,000		25,000
2024-3	Automated Material Handler (AMH)				10,000		10,000
Total Capital Requests		94,300	226,300	156,300	168,300	145,300	790,500

* Estimated \$3,200,000 for Main Library Renovation will be requested at a 2020 October Town Meeting

**\$65,000 will be removed from budget when renovation is approved by Town Meeting

**Town of Wellesley
Fiscal Years 2021-2025**

Capital Budget Request

Department	Library	Project Title	Main Library Renovation	
Prepared by	J. Jurgensen	Project Reference #:	2021-1	
Date	10/6/2019	Project Cost	3,200,000	
FY2021 Priority# tbd* -----of----- 5				

*Rather than eliminating entire projects, projects would be cut by a percentage if needed

Capital Request Description and Justification

Improve efficiency, maximize space and continue best in class service

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

Impact on Annual Operating Budget

Category	Total Amount Requested					5 Year Total
	FY2021	FY2022	FY2022	FY2023	FY2024	
Building and Improvements	3,200,000		-	-	-	3,200,000
Vehicle(s)	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Information technology		-				-
Other:specify	-	-	-	-	-	-
						-
Totals	3,200,000	-	-	-	-	3,200,000

**Town of Wellesley
Fiscal Years 2021-2025**

Capital Budget Request

Department	Library	Project Title	IT Infrastructure replacement	
Prepared by	J. Jurgensen	Project Reference #:	2021-2	
Date	10/6/2019	Project Cost	60,000	
FY2021 Priority#			tbd* -----of----- 5	

*Rather than eliminating entire projects, projects would be cut by a percentage if needed

Capital Request Description and Justification

Replacement cost of servers as recommended (normally one per year). When a physical server can't be moved to the cloud, it is replaced. If a physical server is needed, one with the capability to host virtual servers is purchased. Switches, security and IT closet peripherals such as racks also need to be updated in order to ensure superior and seamless technology experiences for an average of 1,000 visitors per day.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

General Fund

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
ilding and Improvements	-	-	-	-	-	-
Vehicle(s)	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Information technology	12,000	12,000	12,000	12,000	12,000	60,000
Other:specify	-	-	-	-	-	-
Totals	12,000	12,000	12,000	12,000	12,000	60,000

**Town of Wellesley
Fiscal Years 2021-2025**

Capital Budget Request

Department	Library	Project Title	Computers & peripheral replacement
Prepared by	J. Jurgensen	Project Reference #:	2021-3
Date	10/6/2019	Project Cost	281,500

FY2021 Priority# **tbd*** -----of----- **5**

*Rather than eliminating entire projects, projects would be cut by a percentage if needed

Capital Request Description and Justification

Yearly replacement schedule for computers & peripherals
 Replacement of equipment that doesn't meet current industry/expected standards
 Circulation and Information Services technology management needs
 .

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

General Fund

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements	-	-	-	-	-	-
Vehicle(s)	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Information technology	52,300	55,300	57,300	57,300	59,300	281,500
Other:specify	-	-	-	-	-	-
						-
Totals	52,300	55,300	57,300	57,300	59,300	281,500

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Library	Project Title	New Technology & Devices	
Prepared by	J. Jurgensen	Project Reference #:	2021-4	
Date	10/6/2019	Project Cost	160,000	
FY2021 Priority#			tbd* -----of----- 5	

*Rather than eliminating entire projects, projects would be cut by a percentage if needed

Capital Request Description and Justification

New technology for libraries occurs at a fast pace. This would cover the estimated cost of a new technology initiative. In FY21, funds will cover the 2nd floor switch project.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

General Fund

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
ilding and Improvements	-	-	-	-	-	-
Vehicle(s)	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Information technology	30,000	30,000	30,000	30,000	40,000	160,000
Other:specify	-	-	-	-	-	-
Totals	30,000	30,000	30,000	30,000	40,000	160,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Library	Project Title	Self check machines	
Prepared by	J. Jurgensen	Project Reference #:	2022-1	
Date	10/6/2019	Project Cost	84,000	
FY2022 Priority#			tbd* -----of----- 7	

*Rather than eliminating entire projects, projects would be cut by a percentage if needed

Capital Request Description and Justification

The library currently uses 6 professional self check machines. This covers the cost of a replacement schedule.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

General Fund

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
ilding and Improvements	-	-	-	-	-	-
Vehicle(s)	-	-	-	-	-	-
Equipment	-	24,000	12,000	24,000	24,000	84,000
Infrastructure	-	-	-	-	-	-
Information technology	-	-	-	-	-	-
Other:specify	-	-	-	-	-	-
Totals	-	24,000	12,000	24,000	24,000	84,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Library	Project Title	WFL Van	
Prepared by	J. Jurgensen	Project Reference #:	2022-2	
Date	10/6/2019	Project Cost	40,000	
FY2022 Priority#			tbd* -----of----- 7	

*Rather than eliminating entire projects, projects would be cut by a percentage if needed

Capital Request Description and Justification

The van makes all internal book and deliveries for the library. This is the estimated cost of a new van.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

General Fund

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
ilding and Improvements	-	-	-	-	-	-
Vehicle(s)	-	40,000		-	-	40,000
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Information technology	-	-	-	-	-	-
Other:specify	-	-	-	-	-	-
Totals	-	40,000	-	-	-	40,000

**Town of Wellesley
Fiscal Years 2021-2025**

Capital Budget Request

Department	Library	Project Title	Relocate stacks for carpet	
Prepared by	J. Jurgensen	Project Reference #:	2022-3	
Date	10/6/2019	Project Cost	65,000	
FY2022 Priority#			tbd* -----of----- 7	

*Rather than eliminating entire projects, projects would be cut by a percentage if needed

Capital Request Description and Justification

After 17 years, carpet needs to be replaced on second level, this would cover the cost to professionally relocate stacks during carpet replacement.

** This will be removed from capital budget when renovation is approved by Town meeting

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

General Fund

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements		65,000		-	-	65,000
Vehicle(s)	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Information technology	-	-	-	-	-	-
Other:specify	-	-	-	-	-	-
Totals	-	65,000	-	-	-	65,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Library	Project Title	Traffic Study	
Prepared by	J. Jurgensen	Project Reference #:	2023-1	
Date	10/6/2019	Project Cost	25,000	
FY2023 Priority#			tbd* -----of----- 8	

*Rather than eliminating entire projects, projects would be cut by a percentage if needed

Capital Request Description and Justification

Traffic has increased in the parking lot since the library opened. Study would determine priorities for improvement of the parking lot and related areas.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

General Fund

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
ilding and Improvements	-	-	25,000		-	25,000
Vehicle(s)	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Information technology	-				-	-
Other:specify	-	-	-	-	-	-
Totals	-	-	25,000	-	-	25,000

**Town of Wellesley
Fiscal Years 2021-2025**

Capital Budget Request

Department	Library	Project Title	Website designs update	
Prepared by	J. Jurgensen	Project Reference #:	2023-2	
Date	10/6/2019	Project Cost	25,000	
FY2023 Priority# tbd* -----of----- 8				

*Rather than eliminating entire projects, projects would be cut by a percentage if needed

Capital Request Description and Justification

The cost of website design refresh to incorporate any new technology and keep online technology updated.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

General Fund

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
ilding and Improvements	-	-	-	-	-	-
Vehicle(s)	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Information technology	-		15,000		10,000	25,000
Other:specify	-	-	-	-	-	-
						-
Totals	-	-	15,000	-	10,000	25,000

**Town of Wellesley
Fiscal Years 2021-2025**

Capital Budget Request

Department	Library	Project Title	Time card system	
Prepared by	J. Jurgensen	Project Reference #:	2023-3	
Date	10/6/2019	Project Cost	35,000	
FY2023 Priority# tbd* -----of----- 8				

*Rather than eliminating entire projects, projects would be cut by a percentage if needed

Capital Request Description and Justification

This would cover the cost of any updates specific to the department.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

General Fund

Impact on Annual Operating Budget

Category	Total Amount Requested					5 Year Total
	FY2021	FY2022	FY2023	FY2024	FY2024	
ilding and Improvements	-	-	-	-	-	-
Vehicle(s)	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Information technology			5,000		-	5,000
Other:specify	-	-	-	-	-	-
Totals	-	-	5,000	-	-	5,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Library	Project Title	Strategic Planning	
Prepared by	J. Jurgensen	Project Reference #:	2024-1	
Date	10/6/2019	Project Cost	10,000	
FY2024 Priority#			tbd* -----of----- 8	

*Rather than eliminating entire projects, projects would be cut by a percentage if needed

Capital Request Description and Justification

Every 5 years, the library creates a 5 year strategic plan as required by the state. A planning study and observation study of activities in the library over a multi-month period is essential in determining how the library should serve the community.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

General Fund

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
ilding and Improvements	-	-	-	-	-	-
Vehicle(s)	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	10,000		10,000
Information technology	-				-	-
Other:specify	-	-	-	-	-	-
Totals	-	-	-	10,000	-	10,000

**Town of Wellesley
Fiscal Years 2021-2025
Capital Budget Request**

Department	Library	Project Title	Parking Lot Improvement	
Prepared by	J. Jurgensen	Project Reference #:	2024-2	
Date	10/6/2019	Project Cost	25,000	
FY2024 Priority#			tbd* -----of----- 8	

*Rather than eliminating entire projects, projects would be cut by a percentage if needed

Capital Request Description and Justification

Improvements to the parking lot and related areas.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

General Fund

Impact on Annual Operating Budget

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
ilding and Improvements	-	-	-	25,000		25,000
Vehicle(s)	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Information technology	-				-	-
Other:specify	-	-	-	-	-	-
Totals	-	-	-	25,000	-	25,000

Town of Wellesley
Fiscal Years 2021-2025

Capital Budget Request

Department	Library	Project Title	Automated Material Handler	
Prepared by	J. Jurgensen	Project Reference #:	2024-3	
Date	10/6/2019	Project Cost	10,000	
FY2023 Priority#			tbd* -----of----- 8	

*Rather than eliminating entire projects, projects would be cut by a percentage if needed

Capital Request Description and Justification

Automated Material Handlers check in and rough sort material. Replacement of bins and other peripherals will be necessary due to use.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)

General Fund

Impact on Annual Operating Budget

Category	Total Amount Requested					5 Year Total
	FY2021	FY2022	FY2023	FY2024	FY2025	
Building and Improvements	-	-	-	-	-	-
Vehicle(s)	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Information technology	-	-	-	-	-	-
Other: specify		-	-	10,000		10,000
						-
Totals	-	-	-	10,000	-	10,000



Town of Wellesley

FY2021-2025 Budget Request

Natural Resources Commission Capital Request

Department: Natural Resources Commission

Dept #: 171

Approved 10-3-2019

Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
2021-1	Tree Planting/Management Program	40,000	40,000	40,000	40,000	40,000	200,000
2021-2	Open Space and Recreation Plan Update*	15,000	-	-	-	-	15,000
2021-3	Park Sidewalk Paths, Parking Lot Repairs	15,000	15,000	15,000	15,000	15,000	75,000
2021-4	Natural Landscape Development	35,000	25,000	25,000	25,000	25,000	135,000
2022-1	Playground Improvement/ADA Access*	-	20,000	150,000	150,000	-	320,000
2022-2	Town Forest Improvements*	-	20,000	-	-	-	20,000
2023-1	Comprehensive Pond Improvements*	-	-	100,000	100,000	-	200,000
Total Cash Capital Requests		105,000	120,000	330,000	330,000	80,000	965,000
	Playground Improvement/ADA Access	-	-	-	-	-	-
	Open Space and Recreation Plan Update*	-	-	-	-	-	-
	Comprehensive Pond Improvements	-	-	-	-	-	-
	Town Forest Improvements	-	-	-	-	-	-
Total CPC Funded Capital		-	-	-	-	-	-

*Possible CPC Projects

Town of Wellesley

FY2020-2024

Capital Budget Request

Department	NRC	Project Title	Tree Management Program
Prepared by		Project Reference #:	2021-1
Date		Project Cost	\$40,000 per year

FY2021 Priority# **1** -----of----- **4**

Approved 10-3-2019

Capital Request Description and Justification

This longstanding capital budget request of over 20 years serves to maintain Wellesley's 7,000 Public Shade Trees and preserve our important tree canopy. The Town loses trees continuously due to diseases, storms, drought, and gas leaks. All tree work is performed by the DPW and includes vandalism and storm damage repairs, hazard removals, stump removals as necessary, ongoing rotating assessment of existing trees, shade and park tree planting of 100 new trees annually, and management of new trees for one or two years.

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash).

Annual Operating Budget

Impact on N/A

Category					
	FY2020	FY2021	FY2022	FY2023	FY2024
	40,000	40,000	40,000	40,000	40,000
Totals	40,000	40,000	40,000	40,000	40,000

Town of Wellesley

FY2020-2024

Capital Budget Request

Department	NRC	Project Title	Open Space and Recreation Plan	
Prepared by		Project Reference #:	2021-2	
Date		Project Cost	\$15,000	

FY2021 Priority# **2** -----of----- **4**

Approved 10-3-2019

Capital Request Description and Justification

Wellesley's currently Open Space and Recreation plan was completed in 2015, and will be due for renewal in 2022. Once completed, an Open Space and Recreation Plan is a powerful instrument to effect community goals. It establishes the community's aspirations and recommends patterns of development that will support them. Having this document available can help you advocate for the open space and recreation needs of your community, and enables the Town to apply for grant funding related to Open space improvements. **This project may be eligible for CPC funding.**

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash)

Annual Operating Budget

Impact on N/A

Category

FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
15,000	0	-	-	-	15,000
					-
					-
					-
Totals	15,000	-	-	-	15,000

Town of Wellesley

FY2020-2024

Capital Budget Request

Department	NRC	Project Title	Park Sidewalk/Parking Lot Repairs
Prepared by		Project Reference #:	2021-3
Date		Project Cost	15,000 every other year

FY2021 Priority# **3** -----of----- **4**

Approved 10-3-2019

Capital Request Description and Justification

Park Sidewalk/Parking Lot Repairs - The sidewalks, paths, and parking lots in the Town's parks and playgrounds require ongoing repair and maintenance to ensure safety for the Town's residents and to meet ADA accessibility requirements. This funding will ensure that emergency repairs are made as needed. This Capital request is made at the recommendation of the DPW, and all work will be completed by the DPW. This request has been in the NRC's budget for the past eight (8) years, and in FY 2018, previous carry-over funds were used to re-surface the Centennial park driveway and parking lot, and to install a stone dust path along Rice Street at Hunnewell Field.

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash).

Annual Operating Budget

Impact on N/A

Category						
	FY2020	FY2021	FY2022	FY2023	FY2024	5 Year Total
	15,000	15,000	15,000	15,000	15,000	75,000
						-
						-
Totals	15,000	15,000	15,000	15,000	15,000	75,000

**Town of Wellesley
FY2020-2024**

Capital Budget Request

Department	NRC	Project Title	Natural Landscape Development
Prepared by		Project Reference #:	2021-4
Date		Project Cost	\$ 25,000.00
FY2021 Priority#		4	-----of----- 4

Approved 10-3-2019

Capital Request Description and Justification

This new annual capital request combines previous smaller requests, and is used to implement the Town of Wellesley's Organic Integrated Pest Management Turf Plan on the town's playing fields, as well as promote pollinator friendly and native landscapes and control invasive species throughout Town.

NRC-created, field-specific OIPM plans have resulted in good quality, safe, (chemical free) playing fields for our children, pets, adults, and wildlife - now and into the future. This pro-active organic approach focuses on soil improvement, which encourages healthy turf growth while preventing pest problems. This capital request has been in the budget since FY04 and supplements the DPW's budget, which allows our town to continue to follow this proven turf management plan.

Pollinator Corridor Development - In an effort to maintain and increase biodiversity in Wellesley, the NRC is developing a pollinator corridor concept to replace non-native vegetation on Town land with pollinator friendly species. The pollinator garden at the Police station was an incredible success. The Fuller Brook Park Restoration Plan clearly outlined the extra and ongoing need for invasive species management. This initial \$35,000 request provides the expertise and needed extra manpower to supplement and assist DPW staff with identifying, monitoring, and removing invasive species throughout the Park, and will continue to do so in other Town parkland.

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash).

Annual Operating Budget

Impact on N/A

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
	35,000	25,000	25,000	25,000	25,000	135,000
						-
						-
Totals	35,000	25,000	25,000	25,000	25,000	135,000

Town of Wellesley

FY2020-2024

Capital Budget Request

Department	NRC	Project Title	Playground Improvement/ADA Access*
Prepared by		Project Reference #:	2022-1
Date		Project Cost	\$320,000

FY2022 Priority# **4** -----of----- **5**

Approved 10-3-2019

Capital Request Description and Justification

This request will fund design, repairs and renovations at primary playground sites identified in the Playground Master Plan, ensuring they meet safety and accessibility standards.

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash).

Annual Operating Budget

Impact on N/A

Category

Totals						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
	-	20,000	150,000	150,000		320,000
						-
						-
		-	20,000	150,000	150,000	-

Town of Wellesley

FY2020-2024

Capital Budget Request

Department	NRC	Project Title	Town Forest Plan
Prepared by		Project Reference #:	2022-2
Date		Project Cost	\$20,000

FY2022 Priority# **5** -----of----- **5**

Approved 10-3-2019

Capital Request Description and Justification

This request will fund partial execution of the Town Forest Management Plan. These funds can be matched from a grant from the DCR.

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash).

Annual Operating Budget

Impact on N/A

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
	-	20,000	-	-	-	20,000
						-
						-
Totals	-	20,000	-	-	-	20,000

Town of Wellesley

FY2020-2024

Capital Budget Request

Department	NRC	Project Title	Comprehensive Pond
Prepared by		Project Reference #:	2023-1
Date		Project Cost	\$200,000
FY2021 Priority#		5	-----of----- 5
Approved 10-3-2019			

Capital Request Description and Justification

In FY17, the CPC funded a project to assess 8 ponds under the NRC's jurisdiction. The analysis helped prioritize the preservation of the Town's ponds (Abbott Pond, Duck Pond, Longfellow Pond, Reeds Pond, Rockridge Pond, Farms Station Pond, and Bezanson Pond). Options for managing sediment, nutrients, algae and rooted plants are available, but the optimal combination of techniques and level of application is uncertain. Beyond effectiveness in addressing each targeted problem, the success of many management approaches hinges on impacts to non-target uses of the ponds, regulatory constraints, cost and public perception. This plan defines the aspects of possible management options and made short and long term recommendations for implementation. Based on the findings of the study, the NRC is seeking funds for permitting and implementation.

* May Be CPC Eligible

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash) **May be eligible for CPA funding.**

Annual Operating Budget

Impact on N/A

Category

	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
	-	-	100,000	100,000	-	200,000
						-
						-
						-
						-
						-
						-
						-
						-
Totals	-	-	100,000	100,000	-	200,000

Town of Wellesley

FY2020-2024

Capital Budget Request

Department	NRC	Project Title	Trail Improvements
Prepared by		Project Reference #:	2020-6
Date		Project Cost	\$10,000 per year

FY2019 Priority#

6

-----of-----

7

Approved 10-3-2019

Capital Request Description and Justification

This request of \$10,000 will fund the extension, building, and/or repair of trails, bridges, structures, map houses; and address vandalism issues. The projects, which will care for and enhance Wellesley's heavily utilized trail network, are detailed in the Trails Committee's Five Year Plan of 2017-2022.

Note this request has moved to the Operating Budget.

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash)

Annual Operating Budget

Impact on N/A

Category

Totals						
	FY2020	FY2021	FY2022	FY2023	FY2024	5 Year Total
						-
	10,000	10,000	10,000	5,000	5,000	40,000
						-
						-
	10,000	10,000	10,000	5,000	5,000	40,000



Town of *Wellesley*

FY2021-2025 Budget Request

Morses Pond Capital Request

Department: Morses Pond

Dept. #: 172

Approved 10-3-2019

Project Reference							
#:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
2022-1	Morses Pond Shoreline and Pond Improvements*	-	150,000	150,000	-	-	300,000
2022-2	Harvester*	-	315,000	-	-	-	315,000
2023-1	Bylaw/Regulatory Review & Development	-	-	25,000	-	-	25,000
2023-2	Stormwater Construction/Demo & Monitoring	-	-	10,000	-	-	10,000
2024-1	Planting	-	-	35,000	35,000	-	70,000
2025-2	Plant Monitoring	-	-	-	10,000	-	10,000
Total Cash Capital Requests		-	465,000	220,000	45,000	-	730,000
	Morses Pond Shoreline and Pond Improvements*	-	-	-	-	-	-
Total CPC Funded Capital		-	-	-	-	-	-

Town of Wellesley

FY2020-2024

Capital Budget Request

Department	NRC	Project Title	MOPO Shoreline/Pond Improvements
Prepared by		Project Reference #:	2022-1
Date		Project Cost	450,000

Approved 10-3-2019

FY2020 Priority# **1** -----of----- **2**

Capital Request Description and Justification
This year's request \$150,000 will fund construction of treatments to address priority shoreline erosion and deposition problem areas caused by stormwater practices and human impact, as recommended in the Morses Pond Erosion Study report, which has now been approved by Wetlands Protection committee.

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash). This will be funded by the CPC.
Annual Operating Budget
Impact on N/A

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements	-	150,000	150,000	-	-	300,000
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology						-
Other: Long Range						-
Planning/Special Planning						-
						-
Totals	-	150,000	150,000	-	-	300,000

Town of Wellesley

FY2020-2024

Capital Budget Request

Department	NRC	Project Title	Harvester
Prepared by		Project Reference #:	2022-2
Date		Project Cost	\$315,000

Approved 10-3-2019

FY2022 Priority# 2 -----of----- 2

0
0

Capital Request Description and Justification In 2022, the large Harvester will be 15 years old. The NRC, along with the DPW and the Pond Manager consulting on the Morses Pond Management plan have taken steps to preserve the existing machine, but it continues to show signs of age and will continue to be a maintenance issue moving forward. This request will fund a new harvester and trailer to ensure that the primary goals of the management program are fulfilled.

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash).
Annual Operating Budget
Impact on N/A

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements	-	315,000	0	-	-	315,000
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology						-
Other: Long Range						-
Planning/Special Planning						-
						-
Totals	-	315,000	-	-	-	315,000

Town of Wellesley

FY2020-2024

Capital Budget Request

Department	NRC	Project Title	Watershed bylaw/reg review and development
Prepared by		Project Reference #:	2023-1
Date		Project Cost	25,000

Approved 10-3-2019

FY2023 Priority# **2** -----of----- **3**

Capital Request Description and Justification

This request will pay for a review and rewrite of the Town's current bylaws protecting watersheds.

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash).

Annual Operating Budget

Impact on N/A

Category					
	FY2021	FY2022	FY2023	FY2024	FY2025
	-	25,000	-	-	-
					25,000
					-
					-
					-
					-
					-
					-
Totals	-	25,000	-	-	-
					25,000

Town of Wellesley

FY2020-2024

Capital Budget Request

Department	NRC	Project Title	Stormwater construction and demo and monitoring
Prepared by		Project Reference #:	2023-2
Date		Project Cost	\$10,000

Approved 10-3-2019

FY2023 Priority# **3** -----of----- **3**

Capital Request Description and Justification
This request will cover expenses related to restoring and enhancing aging infrastructure with more modern best management practices.

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash).
Annual Operating Budget
Impact on N/A

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements						-
Vehicle(s)						-
Equipment						-
Infrastructure	-	-	10,000	-	-	10,000
Information technology						-
Other: Long Range Planning/Special Planning						-
						-
Totals	-	-	10,000	-	-	10,000

Town of Wellesley

FY2020-2024

Capital Budget Request

Department NRC	Project Title Watershed Education	
	Project Reference	
Prepared by	#:	2021-2
Date	Project Cost	\$4,000
Approved 10-3-2019		
FY2021 Priority#	2	-----of----- 3

Capital Request Description and Justification
This will cover the costs of educational programs and outreach aimed at improving resident knowledge about local watershed issues that directly impact water quality at Morses Pond.

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash).
Annual Operating Budget
Impact on N/A

Category						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements	-	4,000	-	-	-	4,000
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology						-
Other: Long Range						
Planning/Special Planning						-
						-
Totals	-	4,000	-	-	-	4,000

Town of Wellesley

FY2020-2024

Capital Budget Request

Department	NRC	Project Title	Planting
Prepared by		Project Reference #:	2024-1
Date		Project Cost	35,000 per year

Approved 10-3-2019

FY2024 Priority# 1 -----of----- 1

Capital Request Description and Justification

This will pay for the procurement and planting of aquatic species to help re-establish the native plant community that is currently being over-run by invasive nuisance species.

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash).

Annual Operating Budget

Impact on N/A

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements	-	-	35,000	35,000	-	70,000
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology						-
Other: Long Range Planning/Special Planning						-
Totals	-	-	35,000	35,000	-	70,000

**Town of Wellesley
FY2020-2024**

Capital Budget Request

Department	NRC	Project Title	Plant Monitoring
Prepared by		Project Reference #:	2025-1
Date		Project Cost	\$10,000

Approved 10-3-2019

FY2025 Priority# **2** -----of----- **2**

Capital Request Description and Justification

This request will cover any costs associated with monitoring the success of plantings done within the pond to establish the native plant community.

Funding Source (i.e. grants, CPA, trade-in debt, general fund-cash).

Annual Operating Budget

Impact on N/A

Category	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building and Improvements	-	-	-	10,000	-	10,000
Vehicle(s)						-
Equipment						-
Infrastructure						-
Information technology						-
Other: Long Range Planning/Special Planning						-
						-
Totals	-	-	-	10,000	-	10,000

Town of Wellesley
Fiscal Years 2021 - 2030
Summary Departmental Capital Budget Request: Recreation

Department: Recreation Department
Dept #: 192

		Expenditures per Fiscal Year					
Project Reference #:	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
REC-1	Morses Pond Beach & Bathhouse Design & Construction	-	-	-	200,000	-	200,000
REC-2	Morses Pond Beach & Bathhouse Renovation	-	-	-	-	1,000,000	1,000,000
Total CPC Capital Requests		-	-	-	100,000	500,000	600,000
Total Borrowing Requests		-	-	-	100,000	500,000	600,000
Grand Total Capital Requests		-	-	-	200,000	1,000,000	1,200,000

**Town of Wellesley
Fiscal Years 2021 - 2030 Recreation**

Capital Budget Request

Department	REC	Project Title	Bathhouse Design & Construction
Prepared by	M.Chin	Project Reference #:	REC-1
Date	10/31/19	Project Cost	200,000
		Previously Requested?	No
FY2022 Priority #1			
Project Type: Non -Recurring			

Consultants Weston & Sampson were engaged in Summer of 2019 to prepare a "Morses Pond Beach & Bathhouse Utilization and Feasibility Study" that could ultimately lead to a major renovation of Morses Beach & Bathhouse, which has not had any major renovations done since the bathhouse was built in the 1940's and beach area was moved in the 1960's. The study is in process at the time of this budget preparation. Currently, FMD is carrying a \$1 million place holder in their FY 2025 capital budget for a Morses Pond bathhouse replacement. With the addition of a beachfront renovation, current estimates have an approximate total project cost of \$2 million. Upon consultants advice, we are using 10% to account for construction & design estimates.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)
Debt
Possible CPC Grants

Impact on Annual Operating Budget

N/A

Category	Total Amount Requested					5 Year Total
	FY2021	FY2022	FY2023	FY2024	FY2025	
Building Construction	-					-
Site Construction						-
Vehicle(s)						-
Equipment						-
Energy Conservation						-
Other: Engineering/Design		-	-	200,000		200,000
						-
Totals	-	-	-	200,000	-	200,000

**Town of Wellesley
Fiscal Years 2021 - 2030 Recreation**

Capital Budget Request

Department	REC	Project Title	Morses Pond Beach renovation
Prepared by	M.Chin	Project Reference #:	REC-2
Date	10/31/19	Project Cost	1,000,000
		Previously Requested?	No
FY2023 Priority #1			
Project Type: Non -Recurring			

Consultants Weston & Sampson were engaged in Summer of 2019 to prepare a "Morses Pond Beach & Bathhouse Utilization and Feasibility Study" that could ultimately lead to a major renovation of Morses Beach & Bathhouse, which has not had any major renovations done since the bathhouse was built in the 1940's and beach area was moved in the 1960's. The study is in process at the time of this budget preparation. Current estimates have an approximate beach front renovation cost of \$1 million. This would include hard and soft landscaping and various amenities being added to the Morses Pond beachfront. FMD is carrying a \$1 million place holder in their FY 2025 capital budget for a Morses Pond bathhouse replacement.

Funding Source (i.e. grants, CPA, trade-in, debt, general fund-cash)
Debt
Possible CPC Grants

Impact on Annual Operating Budget

NA

Category	Total Amount Requested					
	FY2021	FY2022	FY2023	FY2024	FY2025	5 Year Total
Building Construction						-
Site Construction						-
Vehicle(s)						-
Equipment						-
Energy Conservation						-
Other: Engineering/Design			-	-	1,000,000	1,000,000
						-
Totals	-	-	-	-	1,000,000	1,000,000

Appendix
Financial Policies
&
Statistics



**TOWN OF WELLESLEY
FINANCIAL
RESERVES POLICY**

BACKGROUND

The Town desires to set out a policy for determining the appropriate level and use of Financial Reserves (Reserves) as part of its annual financial planning process. Reserves have been used over the years to accomplish several objectives, including resolving emergencies or for long term purposes such as capital expenditures. Reserves have also been used, at times, to balance the operating budgets.

As part of the long range planning process, it has been suggested that the Selectmen put a policy in place on the use of the Town's Reserves. As part of the annual Town wide Financial Plan, a critical component of the analysis is the determination of the level of Reserves.

The Government Finance Officers' Association recommends maintaining balances of Reserves in the amount of 5-15% of Budgeted Operating Revenues.

DEFINITIONS

Free Cash: Sum of funds appropriated and raised by the Town, but not expended in the years for which they were appropriated, plus unanticipated revenues, minus uncollected taxes of prior years. This amount must be certified by the Massachusetts Bureau of Accounts before it can be used. The determination is made annually in the late fall, based on sums as of the end of the previous fiscal year.

General Purpose Stabilization Fund: A special reserve account created to provide for any lawful purpose pursuant to MGL c. 40, section 5B. The Town may appropriate into this fund in any year an amount no more than 10% of the prior year's tax levy. The outstanding balance in the account cannot exceed 10% of the Town's equalized valuation. Creation of, and appropriation to and from, the General Purpose Stabilization Fund requires a two-thirds vote of Town Meeting.

Budgeted Operating Revenues: For purposes of this policy, the definition includes taxes and state and local receipts used for the operating budget. Self-supporting items such as traffic and parking receipts reserved for appropriation, Community Preservation Act Funds, Enterprise Funds, and excluded items (exempt debt and the funding

exclusion for Other Post Employment Benefits [OPEB]) are not included in the Budgeting Operating Revenue total.

Reserves: Free Cash and the Stabilization Funds.

Special Purpose Stabilization Fund: A stabilization fund set up for a specific purpose in order to encourage long-term planning and anticipated expenditures. Creation of, and appropriation to and, from the special purpose stabilization fund requires a two-thirds vote of Town Meeting.

POLICY STATEMENT

The determination of the appropriate level of Reserves must be evaluated in the context of the Town's overall financial picture which includes not only OPEB and Pension obligations but also funds set aside and used for specific purposes such as Community Preservation Act Funds, Chapter 90 Funds, and the Enterprise Funds. Maintenance of the proper level of Reserves will be part of the annual budget process.

Good financial policy articulates, and continues to reevaluate, the appropriate levels and use of Reserves to achieve the Town's long- range goals.

POLICY

The Town of Wellesley hereby adopts a policy on Reserves as follows:

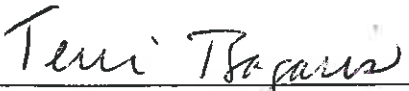
- 1) Reserves shall be maintained at a level sufficient to provide required financial resources to:
 - a. Maintain top tier bond rating,
 - b. Ensure short-term cash availability when revenue is unavailable or there are unanticipated expenditures or emergency cash needs,
 - c. Minimize interest expense from short-term borrowing for operating budget needs,
 - d. Provide for investment income,
 - e. Provide for stable tax rates, and
 - f. Enhance planning for contingencies and long term planning.
- 2) Reserves shall be maintained in a range of 8 to 12% of the current period's Budgeted Operating Revenues.
 - a. Reserves in excess of 8 % but less than 12 % may be utilized for the following purposes:
 1. Stabilizing tax rates or fluctuations in cash flow requirements,
 2. Meeting anticipated capital needs, and.
 3. Avoiding or deferring an Override.

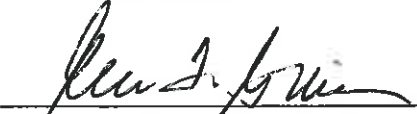
b. Reserves in excess of 12% may be used in accordance with the Town wide Financial Plan and can be available for appropriation at Town Meeting.

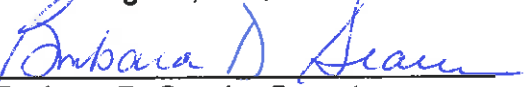
3) Reserves may be drawn below 8% for one or more extraordinary or unforeseen expenditures which are one-time, non-recurring expenditures.

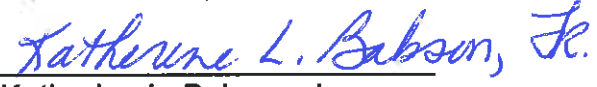
Promulgated this 10th day of December, 2012 effective upon the filing of a copy hereof with the Town Clerk

WELLESLEY BOARD OF SELECTMEN


Terri Tsagaris, Chairman


Ellen F. Gibbs, Vice Chairman


Barbara D. Searle, Secretary


Katherine L. Babson, Jr.


Donald S. McCauley

Reserve Calculation for Subsequent Budget

	<u>Year</u>	<u>Amount</u>
Free Cash Balance (from prior year end)	6/30/2012	\$ 10,499,623
Stabilization balance (from prior year end)	6/30/2012	\$ 3,071,289
Total Reserves		\$ 13,570,912
Current year beginning reserve %		11.37%
Possible Current year changes		
Current year (2013) estimated revenue shortfall - State		\$ (250,000)
Current year (2013) estimated expense turnback 2013		\$ 750,000
Additional current year (2013) Snow and Ice	current - STM	\$ (600,000)
Proposed to balance subsequent (2014) year budget	next year - ATM	\$ (2,500,000)
Other Unanticipated needs		
Change in Retirement Funding schedule (2014 budget)		\$ (600,000)
Other		\$
Estimated Uses before recertification		\$ (3,200,000)
Estimated ending Reserves after estimated uses		\$ 10,370,912
Estimated Reserve Balance		
Current year revenue budget (as calculated per policy)	\$ 119,305,603	8.693%

Town of Wellesley

Prior year (ending) Reserves as a percentage of current year revenues

(For purposes of determining subsequent year action)

12/7/2012 10:21

<u>1-Jul</u>	<u>Prior year Free Cash*</u>	<u>Prior Year General purpose Stabilization</u>	<u>Current Year Sources and Uses Revenue*</u>	<u>Subtract Debt - Excluded Revenue</u>	<u>Subtract OPEB Exclusion</u>	<u>Subtract CPC & Traffic</u>	<u>Current Net Revenue</u>	<u>General Reserves % of Revenue</u>
2013	\$ 10,499,623	\$ 3,071,289	\$ 133,159,065	\$ 10,436,702	\$ 1,800,000	\$ 1,616,760	\$ 119,305,603	11.37%
2012	\$ 8,439,070	\$ 3,045,628	\$ 127,197,630	\$ 10,058,107	\$ 1,800,000	\$ 1,476,136	\$ 113,863,387	10.09%
2011	\$ 9,471,751	\$ 3,022,256	\$ 124,030,778	\$ 8,954,941	\$ 1,800,000	\$ 1,675,161	\$ 111,600,676	11.20%
2010	\$ 9,145,674	\$ 2,786,551	\$ 118,333,453	\$ 6,504,369	\$ 1,800,000	\$ 2,170,133	\$ 107,858,951	11.06%
2009	\$ 10,692,354	\$ 2,150,628	\$ 115,043,010	\$ 5,033,306	\$ 1,800,000	\$ 3,024,798	\$ 105,184,906	12.21%
2008	\$ 6,786,366	\$ 1,980,183	\$ 105,664,965	\$ 3,743,001	\$ 1,800,000	\$ 1,175,370	\$ 98,946,594	8.86%
2007	\$ 4,028,225	\$ 1,992,348	\$ 98,131,055	\$ 3,794,401	\$	\$ 1,031,302	\$ 93,305,352	6.45%

PURPOSE:

To manage the portion of the Town's annual budget spent on cash capital and long-term debt financed within the Town's levy limit so as to provide a predictable funding stream for capital expenditures without negatively impacting annual operating budgets. Managing these costs will help insure that the Town maintains its Aaa bond rating which enables it to obtain the most favorable rates when money is borrowed for such projects.

APPLICABILITY:

This policy is applicable to all capital expenditures financed "inside the levy". This includes items financed with cash when possible, and other sources that may be available (grants, gifts, or the CPA surcharge), and projects that are borrowed but paid for inside the Town's levy. Debt that is issued as a result of a voter-approved debt exclusion is not applicable to this policy.

POLICY:

1. In order to best manage resources inside the levy, the Town's policy is to provide for a combination of cash capital and inside the levy debt to between 6.2% and 6.8% of recurring operating revenues (the combination of the (inside) levy, State revenues, and Local receipts). Any increase in this percentage will negatively impact the funds available for departmental operating budgets.
2. Inside the levy debt is intentionally structured to be of short average duration. The Town attempts to avoid issuing debt by financing capital needs with cash, when possible, or with other sources, including grants, gifts, and the CPA surcharge.
3. Debt may be issued for assets having a life longer than three to five years. Massachusetts Municipal Law governs the type of projects that may be borrowed and limits the maximum duration of the amortization, although the Town typically chooses a shorter life. Debt is used in part to smooth the financial impact of capital projects on the tax rate and assign costs to the period that the asset is in service.

IMPLEMENTATION PROCEDURE:

1. It is the policy of the Board of Selectmen to continue to support the longstanding practice of amortizing debt on depreciable assets on a level principal, rather than level debt service, basis. Level principal amortization is a conservative practice which allows rapid reduction of debt. The only level debt service debt issued is on non-depreciating assets such as land purchases.
2. Issuing and structuring debt is the responsibility of the Treasurer under Mass General Law. The Treasurer and financial team, under the direction of the Board of Selectmen, will finance projects voted by Town meeting or by referendum in a fiscally prudent and affordable manner. The financial team may also seek advice from an outside financial advisor specializing in municipal debt.

3. The Financial Team will recommend to the Board of Selectmen a combination of cash capital and borrowed debt that falls within the guideline set by the Board in order to appropriately finance the projects prioritized by the Town in each budget year.
4. Town Meeting must authorize all debt funded projects through a two-thirds vote at Town Meeting.
5. The Board of Selectmen must approve all debt at a posted public meeting.
6. Funds necessary to conduct feasibility studies on projects slated to be considered for exclusion may be borrowed on a temporary basis. If the project is eventually authorized, the funds may be rolled into the exclusion. If the project fails, the feasibility funds must be borrowed inside the levy with a shortened amortization period (*G.L. c.44 § 7*).

EXCLUDED DEBT GUIDANCE:

Debt exclusions (exempt from limits of Proposition 2 ½) are utilized to temporarily add a direct funding source to the Tax Levy, thereby avoiding a negative impact upon the operating budget. At present, 89% of the Town's outstanding general fund debt has been financed in this manner, primarily attributable to major school building projects. The Town has not established specific limits for excluded debt at this time, but it is expected that the Town will continue to find it necessary to finance large school replacements and significant renovations to other buildings in the foreseeable future. It is the responsibility of the financial team to inform the legislative body as they consider the potential cost of a project, through modeling the potential tax impact to an average household as ultimately taxpayer votes will determine the amount of exempt debt – subject to MGL limits.

DEFINITION:

1. Inside the levy debt is defined as items financed with cash and projects that are borrowed but paid for inside the Town's levy.
2. Total debt is limited by MGL to 5% of the Equalized Valuation (\$587.5 million at 6/30/16) and the Town's outstanding general fund debt is about 27% of this limit as of 6/30/16.

REGULATORY / STATUTORYS REFERENCES:

This policy is subject to the requirements set forth in *G.L. c.44 § 1-20*.

**Administrative
Policy and
Procedure**

Board of Selectmen

DEBT POLICY

Approved – February 12, 2018

APPROVED BY:

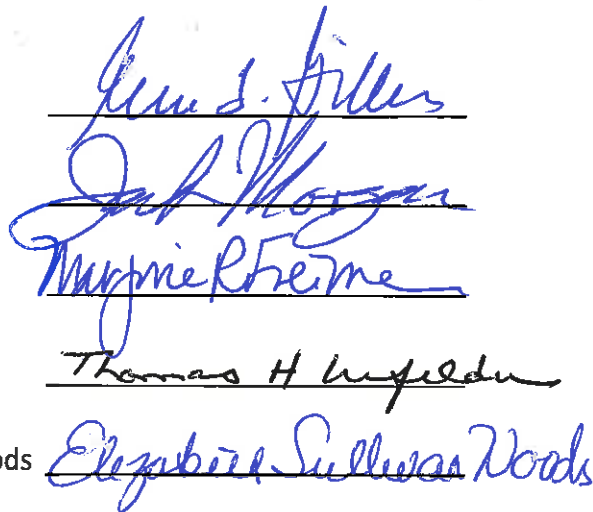
Board of Selectmen, Chair: Ellen F. Gibbs

Board of Selectmen: Jack Morgan

Board of Selectmen: Marjorie R. Freiman

Board of Selectmen: Thomas H. Ulfelder

Board of Selectmen: Elizabeth Sullivan Woods


The block contains five handwritten signatures in blue ink, each written over a horizontal line. From top to bottom, the signatures are: Ellen F. Gibbs, Jack Morgan, Marjorie R. Freiman, Thomas H. Ulfelder, and Elizabeth Sullivan Woods.

Original date: January 30, 2018

Revised dates:

TOWN OF WELLESLEY INVESTMENT POLICY

(revised 5/14/12)

Background

The Town of Wellesley is responsible for the management of various Town funds for the liquidity needs for Town operations and for the maintenance of reserves for future uses.

Policy Statement

The Town's Investment Policy is intended to set forth investment objectives, establish guidelines and define responsibilities for the investment of the Town Funds. The Town Funds are to be invested in a manner which will meet the daily cash flow demands of the Town, conform to state statutes and Town Bylaws governing the investment of public funds and provide maximum security of such funds, taking into account the three principles of municipal investment policy: safety, liquidity and yield. This investment policy will be shared with all financial institutions that the Town utilizes for non-retirement banking and investment activities.

Definitions

- A. **Operating Funds:** All funds of the Town and its utilities generated through normal operations and borrowing except for the Funds set forth below;
- B. **Reserve Funds:** All Town funds held separately in accounts for future uses, such as the Stabilization, Unemployment, Workers' Compensation, and Liability Insurance Accounts as well as any new account established by the appropriate public authority and designated as a Reserve Fund.
- C. **Trust Funds:** Gifts and bequests made to the Town for a specific long term purpose. The gift or bequest must be accepted by the appropriate public authority pursuant to Town Bylaw Article 5.6 and specifically identified as a Trust Fund.
- D. **Retirement Funds:** Assets of the Wellesley Contributory Retirement System held separately from Town funds and managed under MGL c. 32. Such funds are not subject to this Investment Policy.
- E. **OPEB Funds:** Retiree Healthcare funds ("OPEB") held separately pursuant to Acts of 2004, c. 88, which are invested under the guidance of the Town's Retirement Board. Such Funds are not subject to this Investment Policy.
- F. **Treasurer:** The person appointed under the provisions of Town Bylaw Article 19.43 and, in his/her absence, the person designated by the Treasurer to serve as the Assistant Treasurer/Collector.
- G. **Fixed Income Securities:** Bonds, Notes and Certificates of Deposit (CD's), with a maturity of greater than one year but not to exceed ten years and are legal for investment by Massachusetts municipalities. This can include Equity Linked Certificates of Deposit, as long as all CD's carry current applicable FDIC limits and are represented by an FDIC number. The average maturity for the Fixed Income portfolio at any time shall not exceed five years

Objective

The objective of this Investment Policy is to set general guidelines for the investment of the Town of Wellesley's available Operating, Reserve and Trust Funds in a manner that ensures the following:

- A. **Operating Funds:** First and foremost, preserving capital of the overall portfolio through diversification and prudent selection of investment instruments; maintaining sufficient liquidity to meet all operating and debt

service requirements; and attaining a market average rate of return comparable to portfolios of similar investment mix and maturities, throughout budgetary and economic cycles taking into account the legal requirements detailed below and the cash flow characteristics of the portfolio

- B. **Reserve Funds:** Continued emphasis on preserving capital and maintaining liquidity, while attaining a slightly better rate of return than that of Operating Funds as a result of more flexible investment opportunities provided by state law
- C. **Trust Funds:** Although the emphasis on safety remains, Trust Funds have a longer investment horizon which provides for more flexible investment opportunities through the possible use of Fixed Income Securities and equities provided by state law.

Responsibilities

- The Board of Selectmen has the responsibility to set the guidelines and criteria for investments of Town Funds and to establish adequate procedures for issuing reports on investment activities. (Town Bylaw Article 19.5.3.)
- The Treasurer has responsibility for the investment of Town Funds (Town Bylaw Article 19.43).
- The Treasurer shall make all decisions regarding the management of the investment program; however, if the Treasurer wishes to make a decision to deviate from the terms of this policy, the Treasurer shall obtain prior written approval from the Board of Selectmen.
- The Treasurer and those responsible to the Treasurer shall be bonded as required by law, and insured for their fiduciary responsibilities to limits set by the Board of Selectmen on the advice of the Town's insurance consultant.
- The Treasurer shall be responsible for monitoring changes to the General Laws governing the type and method of investing Town funds referred to in this Investment Policy

Statutory Authority

- A. **Operating Funds:** MGL c. 44, § 55B requires that all funds of the Town which are not required to be kept liquid for purposes of immediate distribution, shall be invested at the highest possible interest rate reasonably available, taking into account the three principles of municipal investment policy: safety; liquidity; and yield. MGL c. 44, § 55 limits the investment options which are legal for municipal Treasurers to the following:
 - 1. Certificates of Deposit with a maximum maturity of one year or less as defined in MGL c. § 55 issued by commercial banks, mutual savings banks, savings and loans and cooperative banks;
 - 2. Money Market Deposit Accounts with commercial banks, mutual savings banks, savings and loans and cooperative banks;
 - 3. Repurchase Agreements with a maturity of less than 90 days, issued by a bank and secured by U.S. Government or Agency obligations;
 - 4. Pooled Investment Funds operated under the authority of the State Treasurer;
 - 5. U.S. Treasury instruments or U.S. Government Agency obligations with a maximum maturity as defined in MGL C. 44, § 55;
 - 6. Money market funds registered with the Securities and Exchange Commission under the Investment Company Act of 1940, as amended, operated in accordance with Section 270.2a-7 of Title 17 of the Code of Federal Regulations, that have received the highest possible rating from at least one nationally recognized statistical rating organization.
- B. **Reserve Funds:** The following are the legal requirements for investment of the Reserve Funds:

1. Stabilization Fund: MGL c. 40, § 5B provides for investment in savings banks, co-operative banks or trust companies organized under the laws of the Commonwealth, or invest in securities which are legal for the investment of funds of savings banks under the laws of the Commonwealth or in federal savings and loans associations situated in the Commonwealth.
 2. Unemployment Compensation Fund: MGL c. 40, § 5E provides for investment in such manner as may be legal for other city, town or district funds under the laws of the Commonwealth including, without limitation, the Massachusetts Municipal Depository Trust.
 3. Workers Compensation Fund: MGL c. 40, § 13A provides that the Fund shall be under the management of the "commissioners of trust funds" but there is no statutory investment requirement set forth.
 4. Liability Insurance Fund: The Town of Wellesley's special act, creating the Liability Insurance Fund (Acts of 1987, c. 751), provides that the investment of such Fund shall be in such a manner as may be legal for the investment of municipal trust funds (see C. below).
- C. **Trust Funds**: MGL c. 44, § 54 provides that the funds shall be deposited into savings banks, trust companies incorporated under the laws of the Commonwealth which are members of the Federal Deposit Insurance Corporation ("FDIC"); national banks; or invested in participation units in a combined investment fund under MGL c. 29, § 38A, in paid-up shares and accounts of and in co-operative banks; in shares of savings and loan associations; or in shares of savings deposits of federal savings and loan associations doing business in the Commonwealth. In addition, such funds may be invested in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the Commonwealth; provided that not more than fifteen percent (15%) of any such trust funds shall be invested in bank stocks and insurance company stocks, nor shall more than one and one-half percent (1.5%) of such funds be invested in the stock of any one bank or insurance company.

Investment Guidelines

A. **Operating Funds**

1. Diversification: The Town of Wellesley will diversify its investments by security type and institution. With the exception of U.S. Treasury securities and the State Treasurer's investment pools, no more than 25% of the Town's total investment portfolio may be invested in a single security type referenced in the following Sections 2 through 7 or with a single financial institution, unless that investment category carries full FDIC insurance or that single financial institution's investments are fully collateralized.
2. Selection of Banks for Investments: It is the responsibility of the Treasurer to assess the financial condition of the banks in which the Town of Wellesley invests by reviewing bank rating guides and banks' Reports of Financial Condition and by periodic discussions with the institutions about their financial condition. Primary emphasis will be placed on a bank's capital adequacy, loan quality and profitability before determining suitability for Town investments. MGL c. 44, § 55 specifies that a municipality may not at any one time have on deposit in a bank or trust company an amount exceeding 60% of the capital and surplus of that institution and a total of all the municipality's accounts must not exceed 60% of the bank's net equity. For purposes of this policy, the Town of Wellesley will not have on deposit amounts exceeding 10% of capital and surplus and 10% of net equity, unless those deposit carry full FDIC insurance or are fully collateralized. In addition, it is the Town's policy that at no time shall any single bank or bank holding company hold in excess of 25% of the cash balance under the control of the Treasurer for more than three consecutive days.

3. Investment Size and Collateralization: The size of the Town's investment portfolio precludes the use of only FDIC insured products. Efforts will be made to maximize FDIC insurance protection and periodic modifications to this policy may be made to take advantage of changing FDIC regulations. Massachusetts has no legal requirement for collateralizing public deposits. Until adoption of collateralization legislation, the Treasurer will provide as much security as possible for the Town of Wellesley's bank investments through the prudent selection process described above.
4. Utilization of State Treasurer's Investment Pools: The Massachusetts Municipal Depository Trust (MMDT) combines the funds of Massachusetts public units and invests on their behalf in short-term instruments of U.S. Treasury and Government Agencies and large corporations and financial institutions, thus offering investors, such as the Town of Wellesley, the opportunity to earn higher yields through a professionally managed fund. Investments in these pools are not a deposit in a bank and are neither insured nor guaranteed by the Commonwealth of Massachusetts, the FDIC, or the U.S. Government or any of its agencies. Although the Cash Portfolio is managed to seek to maintain a stable \$1.00 unit price, there is no guarantee it will be able to do so and a loss of principal is possible with these pools. Assets will be invested only in "tier 1" and "tier 2" credit quality securities as defined by the guidelines in SEC rule 2a-7. This degree of safety is recognized by the Government Accounting Standards Board in its qualification of state investment pools in financial statements.
The Town of Wellesley will continue to utilize this highly liquid, comparatively safe pool as an integral part of its overall investment strategy.
5. Third Party Custody: For administrative ease, custody accounts may be established in the name of the Town of Wellesley in order to receive and hold book entry U.S. Treasury and Government Agency securities purchased by the Town from commercial banks, collateral for any repurchase agreements to which the Town is party, and collateral against any bank investments the Town may require.
6. U.S. Treasury and Government Agency Securities: The Town will utilize these securities, with a maturity of one year or less, for reasons of diversification and security. Treasury securities will be purchased either at auction or through the secondary market. Agency securities will only be purchased through registered dealers.
7. Repurchase Agreements: Repurchase agreements may be used on a limited basis for durations of 90 days or less. Except in the case of overnight repurchase agreements used for the investment of available float in one of the Town's operating accounts, any agreement entered into by the Town will be on a delivery versus payment basis and in the format of the Public Securities Association Master Repurchase Agreement. Collateral will be in the form of U.S. Treasury or Government Agency securities delivered to the Town's third party custodian.

B. Reserve Funds

1. The Investment Guidelines and Options for Operating Funds also are applicable to the investment of Reserve Funds.
2. The investment options available for Reserve Funds also will include such securities as are legal for the investment of funds of savings banks under the laws of the Commonwealth. However, unlike trust funds, Reserve Funds have a much higher liquidity requirement and a greater need for preservation of principal thus precluding the use of equities that would normally be permitted under statutory authority. The investment portfolio for Reserve Funds shall not consist of more than 75% in Fixed Income Securities. All securities must maintain active secondary markets, and hence be able to liquidate within five business days.

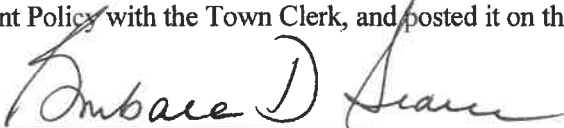
C. Trust Funds

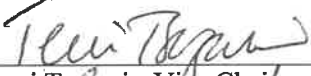
1. The Investment Guidelines and Options for Reserve Funds are also applicable to the investment of Trust Funds.
2. The investment options available for Trust Funds also will include those options set forth in MGL c. 44, §54, allowing a municipality to invest such funds in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the Commonwealth; provided that no more than fifteen percent (15%) of such trust funds shall be invested in bank stocks and insurance company stocks, nor shall more than one and one-half percent (1.5%) of such funds be invested in the stock of any one bank or insurance company.

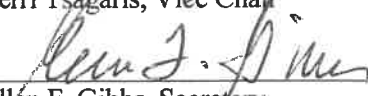
Review And Reporting

- A. **Review:** To comply with Town Bylaw Article 19.5.3 this policy shall be reviewed by the Board of Selectmen every three years.
- B. **Reporting by the Treasurer:**
 1. Cash Analysis: The Treasurer shall prepare a Cash Analysis report monthly for the Finance Director and Executive Director in a form substantially as attached hereto and the Treasurer will submit it to the Board of Selectmen on a quarterly basis for its review.
 2. Trust/Reserve Fund Report: The Treasurer shall prepare quarterly for the Finance Director and Executive Director the Trust/Reserve Fund Report in a form substantially as attached hereto and the Treasurer will submit it to the Board of Selectmen on an annual basis for its review.

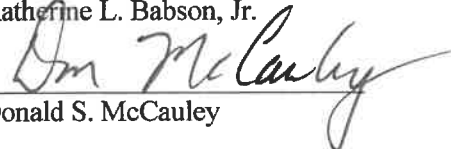
The Board of Selectmen voted to adopt the within Investment Policy Statement at its meeting held on May 4, 2012. The Board of Selectmen filed the within Investment Policy with the Town Clerk, and posted it on the Town website on May 15, 2012.


Barbara D. Searle, Chair


Terri Tsagaris, Vice Chair


Ellen F. Gibbs, Secretary


Katherine L. Babson, Jr.


Donald S. McCauley

APPENDIX B

Town of Wellesley

Fiscal Year 2021 Budget Preparation Manual



Finance Department

July 1, 2019

Budget Preparation Overview

Boards and Committees

The Town of Wellesley strives to provide excellent services to its citizens through its numerous elected and volunteer Boards and departmental managers. Each board/department has a mission statement and work plan which forms the basis for its annual operating and five-year capital request.

The Town has long valued its fiscal strength, stability, and financial leadership, as evidenced by its continually maintained Aaa bond rating, multi-year financial awards, formal reserve and investment policies, and commitment to funding its past service liabilities (Pension, OPEB). The Board of Selectmen is charged with bringing forth a balanced annual town-wide budget (in addition to articulating a longer term town-wide financial plan (TWFP)) that maintains this fiscal strength. Guidelines are an important method of allocating the resources available after providing for long-term financial responsibilities.

The current method of allocating available resources begins with the Board of Selectmen's review and analysis of current revenues and revenue enhancement opportunities presented by the Finance Director. After factoring in fixed costs, such as issued debt and past service liabilities, the Selectmen develop budget guidelines to help allocate remaining available funds to all of the departments. Each Board is expected to develop a budget falling within guideline. New initiatives and costs beyond guideline will be discussed and further evaluated by the Advisory Committee and the Board of Selectmen during the budget cycle. Other funding mechanisms (such as an override or debt exclusion) may ultimately be proposed if a critical initiative cannot be funded within the current year's resources.

Under the Town's bylaws, the Board of Selectmen is responsible for coordinating the annual budget submissions for all boards; coordinating the timing of capital requests and determining methods for financing capital needs; estimating available revenues; and developing the Town-Wide Financial Plan and Five-Year Capital Budget Program. In order to accurately create (1) the "Sources and Uses" format required by Article 19.16.1, (2) the Town-Wide Financial Plan, and (3) the Five-Year Capital Budget Program, the Finance Department, under the direction of the Board of Selectmen and Executive Director, has developed standard formats for receiving departmental requests. The format includes a departmental narrative outlining departmental responsibilities and current objectives with emphasis on current year needs, a revenue summary, and detailed operating budget requests showing a four-year history. The Finance Director, under Article 19.42 c of the bylaws assists "in the development of budgets and reviewing all budgets for format, completeness, and accuracy before submission to the Advisory Committee".

Budgetary Fund Structure

The Town maintains 26 different funds, structured according to the Uniform Municipal Accounting System (UMAS) developed by the Department of Revenue of the Commonwealth of Massachusetts. The complete structure is described in the Town's Comprehensive Annual Financial Reports (CAFR), but the basic framework includes the general fund, ten special revenue funds, three Enterprise Funds, three capital project funds, a stabilization fund, three trust funds, three agency funds, a debt fund, and a fixed asset fund. The Retirement system is a separate entity government by an independent board.

The internal general fund (versus the full accrual external financial statement general fund) is maintained on a budgetary basis and the annual budget process is generally one of creating and approving the general

fund budget. There are limited one-time revenue sources from other funds. More likely is the transfer of annual appropriation (expenditure) in the general fund budget to reserves such as the stabilization fund, Other Post- Employment Benefits (OPEB) Fund, or Worker's Compensation reserve. There are minor transfers to offset general fund administrative costs in support of the three enterprise funds, but these funds are primarily funded through utility rates.

The Town has adopted legislation allowing an additional 1% community preservation tax surcharge and some of these funds are appropriated annually to fund capital projects. In addition, several of the major capital projects are funded by debt that is excluded from the constraints of Proposition 2 ½ tax limits, which acts as a wholly independent revenue source.

The detailed Sources and Uses budget document provides considerable detail about the components of the annual "Omnibus" budget.

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Application of Operating Budget Guidelines

Introduction

Operating budget guidelines are established by the Board of Selectmen in early Fall for the upcoming fiscal year. The Selectmen make this determination after evaluating the Town's financial position as presented by the Finance Director, and with input from other boards and committees regarding their anticipated priorities. In recent years there has been a separate budget guideline for school and non-school departments, but this may not always be the case. Guidelines are also provided for operating expenses and may or may not be the same as for personal services.

All departments must create budgets that meet the stated guidelines after all factors (contracts, steps, longevity, merit pay, etc.) are taken into consideration. For FY21 the Board of Selectmen have set the operating budget guideline at a 3.5% increase in the School department budget, and a 3.5 % increase in all other Town budgets. Departmental initiatives that cause requests to exceed guideline should be quantified and vetted during the budget cycle discussions. The Board of Selectmen may or may not support initiatives that cannot fit within the guidelines.

1.0 Personal Services

1.1 Overview

There are five types of employees to consider when calculating wages increases for the upcoming year.

- 40-series employees who typically receive a set percentage increase, recommended by the HR Board, which is based upon analysis of market conditions.
- 50/60 series employees who are compensated through a merit pay plan which is administered and appropriated by the Human Resources Department.
- Unionized employees – there are 13 town and school unions which have agreements that specify the percentage Cost of Living Adjustment (COLA) received by these groups each year.
- Contract employees – Executive level positions whose compensation is set by their respective Board.
- Non-union unclassified positions – positions are generally part-time, temporary and or seasonal positions. Wage increases for these positions are developed through a request made by a department head to the Human Resources to set a wage schedule for the ensuing fiscal year.

1.1.1 Budget templates

Locate the department's operating budget template. Each year, Finance updates the basic information on the templates and places them on the H-drive under the "FIN" folder. This allows department heads and their boards to spend more time budgeting for the fiscal year instead of changing formatting details and entering previous year actuals. From there, find the folder labeled "FY21 Operating Budgets" and locate the department's template under either the "Selectmen" or "Non-Selectmen" sub-folder. Please make a copy of that excel file and save it to your personal F or G drive. The template is made up of three tabs: Salaries, Personal Services & Expenses, and Summary. In these three tabs, the salary tabs links to the PS&E tab, which links to the summary tab. Updating the salaries on the salary tab and the expenses on the PS&E should be enough to link your items correctly. It is important to check the template and calculations to ensure all the items are linking correctly once you have finished working. Do not forget to periodically save the template while updating it. This will prevent any changes from being lost.

1.2 Pay Weeks

Please keep in mind that you must budget for a varying number of work weeks each year. In FY21, you will need to budget 52.2 weeks of pay in your operating budget. From year to year this number changes, so please ensure that your operating template reflects the correct number of weeks. To the right you will see the work weeks that will be used in the operating budgets for the next four years. In the operating templates that Finance updates initially, this calculation should already be completed. However, it is the responsibility of department heads to ensure that this is correct before submitting the budget. If you wish to check that the formula in your template is correct, you can view the work week multiplier in the total column on the salary tab of your operating budget document.

FY20	52.4
FY21	52.2
FY22	52.2
FY23	52.2

1.3 Employee Job Classes

As outlined in the overview, there are five main types of employees in the Town and each group has special budgeting requirements. The requirements are detailed below:

- 40-series employees are the hourly clerical “town” staff. The amount of increase for these employees is determined by the Human Resources Board and the percentage increase will be communicated to all departments by Finance once the guidelines are finalized. This salary increase amount remains in department operating budgets throughout the budget process and is never removed. These employees may be eligible for longevity increases as well. Please consult the (40 Series) longevity table to the right and add longevity increases to the budget where appropriate.
- 50/60-series employees are salaried “town” staff eligible for increased compensation through the merit pay plan, based upon the result of their annual performance review. The HR Board recommends a pool of funds for fiscal-year merit bonuses, usually as a percentage increase in payroll costs. Because the results of performance evaluations are unknown at the time the budget is created, departments must factor into their calculations providing this increase for their eligible employees. After budgets are turned in, the Finance Department removes the funds from these budgets and appropriates a like amount in a separate article at Town Meeting. This process enables all relevant parties to see the estimated true cost of employee salaries.
- Unionized employees receive their compensation based upon their respective union agreement with the Town and Schools. All COLA, steps, lanes, certifications, stipends, longevity and any other benefits associated with the contracts must be calculated in the operating budget submission. Some bargaining agreements also have mid-year steps that departments will have to budget for as well. These amounts remain in the operating budget through the process and are not accounted for separately.
- Contracted employees There are six “town” employees under contract (Executive Director, Finance Director, Police Chief, Deputy Police Chief, Fire Chief and Assistant Fire Chief) as well as a number of School department personnel. Estimated increases for these positions must be built into the operating budget and the increase does not get removed. Departments must include monies for this purpose based either on the language of the employee’s contract, or on what the Board estimates might be an increase in compensation for the ensuing year.
- Non-Union Unclassified Positions are generally hourly part-time, seasonal or temporary hires. Examples of such positions include recreation seasonal staff, crossing guards, part-time “on call” staff and per diem employees. Department heads should contact the Human Resource Director to discuss hourly rates and wage schedules as part of the budget development process.

<u>Years of Service</u>	<u>Amount</u>
30 or more	\$ 800.00
25-29 years	\$ 700.00
20-24 years	\$ 600.00
15-19 years	\$ 500.00
10-14 years	\$ 300.00

There are several other points to consider in budgeting for personal services:

- Unsettled union contracts: Union contracts are typically three years in length, and because they expire on a fiscal-year basis, it is very likely that they will not be settled and the COLA will not be determined prior to development of the 2021 budget.
- Effective July 1, 2019, the School contracts are settled (2020 through 2022). The Town contracts expire on 6/30/20. To provide for Town union contract settlement costs, the department head must work with the Executive Director, Finance Director, and Human Resource Director to determine what the estimated amount should be and this amount will be calculated and maintained in a central pool under the Board of Selectmen (not in the departmental budget). The estimated settlement funds are used to help Advisory evaluate compliance with guideline, but estimated funds are held separately and not appropriated to the department. The salary estimate will be appropriated separately in another warrant article so as to not impact the Town's bargaining position with its unions. When the new fiscal year begins, the Finance Department will make the adjustment to add the needed funds to that department's operating budget.
- In an unsettled contract year, the guideline for salary COLA increases is zero. Only existing step progressions or longevity terms should be budgeted.
- The School contracts are settled, so the salary increases should be budgeted in the School budget

1.4 Vacant Positions

If positions have remained vacant for several years, the Department Head should reevaluate whether or not the position is still necessary. If it is determined that the vacant positions are still needed, Departments are encouraged to budget vacant positions at the **mid-point** of the salary range. If a department had a long-time employee who was at the top of the range in their job class and has recently retired, replacing the position with a less senior employee may generate a savings. As the salary tables are created by the Human Resources Department, and are based on comparable industry standards, this method of budgeting allows for fair compensation of employees while helping control the growth rate in a department's budget.

1.5 Salary Tab

The salary tab of the operating budget is where all of the personal services calculations will be entered. Please list all employees by name and title. Then show each employee's current year weekly salary followed by his/her starting weekly salary amount in the budget request year. Itemize any additional stipends and add to a total weekly pay amount. For union or 40 series employees who have a mid-year step, list their new weekly mid-year amount, followed by their stipends and add to a total weekly amount. For those who do not have mid-year steps, simply take the weekly amount and multiply that by the number of the pay weeks for that fiscal year. If there is a mid-year step, it will be necessary to calculate how many weeks the employee will be at the first weekly salary and how many weeks at the second weekly salary to come to a grand total for the fiscal year. The examples below show a regular 60-series employee with no stipends or steps followed by a union employee with an education stipend and a mid-year step increase. Please also keep in mind that 40-series employees and union employees are eligible for a step increase six months after they begin working for the town. This six-month anniversary then becomes the one-year anniversary for subsequent step increases.

Job Title Employee Name	FY19 Rate as of 6/30/19	Group - Step	FY20 Starting Rate 7/1/2019	Ed. Stipend	Weekly	Group-Step	Step Rate	Ed. Stipend	New Weekly	Total Budget Request
Municipal Zoo Director Don Duquette	\$ 2,200.00	62	\$ 2,244.00	N/A	N/A	N/A	N/A	N/A	N/A	117,586
Municipal Zoo Coordinator Anthony Tigre Date of hire 6-1-18	\$ 1,000.00	Z50-1 7-1-18	\$ 1,020.00	\$ 15.00	\$ 1,035.00	B40-2	1,040.40	15.00	1,055.40	54,764

1.6 New Employees

Requests to add new employees generate additional costs and therefore require additional procedures. First, the Human Resources Board must approve any new position by December 1st. This process allows enough lead time for HR to evaluate the position, prepare job descriptions and go through its internal process. The Human Resources Board encourages any department contemplating a new position to begin the process as early as possible in the budget season. The **Human Resources Board's process** includes discussing the need for the position and approval of the final job description; by doing so, the Board sets the grade for the position which dictates the salary range to which it is assigned. Second, the Advisory Committee must be provided sufficient time to review the new position request. Lastly, once the new position is approved, the position must be added to the operating budget with an extra \$20,000 to show the true cost of a full-time benefited employee. The \$20,000 budget was developed several years ago to account for all of the benefits provided to a full-time position. The assumptions include various insurances: (family health plan, long-term disability, life, dental insurance and worker's compensation) as well as Medicare taxes. For employees less than full-time, please provide a prorated benefits cost. The benefited amount, along with merit pay, **will be removed from the department budget** prior to Town Meeting and budgeted with other benefit costs. However, operating budgets must be evaluated versus guideline with benefits included in the department total.

In order to assist departments with planning for a new position, a new form has been included (Appendix B on page 15) which should be used to project work space and tools needed by a new employee. Examples of this include: a new computer, phone, office supplies, and anything else relevant for that employee to complete his/her specific job. This form should be completed, signed by the department head or board chair, and submitted with the operating budget. It is pre-populated with typical items and average costs. The items listed on the new employee form should also appear in the operating budget in both the personal services and expense part of the budget request. This form can be found in the H-Drive under the "FIN" folder then "Forms" subfolder.

2.0 Expenses

2.1 Overview

The expense part of the budget can be found on the middle tab of the operating budget template titled "Personal Services & Expenses." On this tab, please add all the necessary items that are not related to salaries. This section includes office supplies, conferences, training and development, travel and anything else the department might need to fulfil its mission. The expense part of the operating budget has four parts in addition to the price for any line item: Munis Org, Munis Object, the account title, and the explanation. All of these pieces should be filled in for each item in the expense budget. Please research costs by calling vendors and evaluating past expenditures to develop a defensible budget. Departments should also be prepared to answer questions from Advisory and provide calculations and backup for specific line items.

2.2 Categorizing Expenses

Expenses should be placed with the corresponding account title and explanation. The account title relates to the Munis Org and Object. For most departments, generic expenses have been set up in Munis and many of the account titles will already be there. However, some departments may have unique expenses that do not fit in with existing Munis codes. For example, a department may have to purchase paper bags for an initiative. Such an item would not appropriately go under office supplies or any other Munis code description. Therefore, it is recommended that departments work with Finance to determine when it is appropriate to have new accounts created. Finance will create new Munis codes if the situation merits it. Please see Appendix A on page 14 for a list of commonly used expense charge codes. When adding a new expense line, please refer to this list to see what is available. The Explanation part of the budget is more of a free-text field where details can be given about the specifics of a line item request. The Munis description "Conferences" can list specific conferences that the staff of a department is planning to attend in the coming year. Please provide as much specificity as possible to better inform those who review the departmental budgets.

2.3 Centralized Expenses

Gas and Utility costs are centrally managed and budgeted by the Facilities Management Department. Fuel costs are managed by the Department of Public Works. The Executive Director's office prepares centralized Legal, Liability Insurance, and Compensated Absences budgets. Each year, Human Resources will disseminate the updated IRS per-mile employee reimbursement rate to be used when estimating annual mileage. Employee benefit costs such as Health Insurance, the \$20,000 "benefit assessment" for adding a position, Unemployment, Medicare, Pension, and OPEB are budgeted centrally.

2.4 Budgeting for IT Equipment and Services

The IT Department (ITD) budgets for maintenance and upgrades to enterprise systems used Town-wide (e.g. MUNIS, MS Office, and GIS). Following conversion to a new VoIP telephone network in 2015, budgets for basic telephone service were also consolidated into the ITD operating budget. In FY18, ITD developed a preventative maintenance schedule and now budgets centrally for the replacement of all existing PCs physically connected to the Town's data network. Laptops, printers, scanners, phones, and other software or equipment that are specific to a department's mission should be budgeted by those departments in the account numbers listed below. ITD will work with your department during the budget planning process to establish an appropriate equipment replacement schedule for those items and discuss future needs. All new software and equipment purchases for non-School departments must be made through/by ITD to ensure compatibility with existing systems, and to establish a single point of contact with vendors for billing and technical support.

- **530800** (Computer Software Services), **534080** (Software Licenses), **542060** (Software) – Include licensing, subscription, and maintenance/support contracts for software used exclusively by your department (e.g. AutoCAD, RecTrac, MySeniorCenter, Quickbooks, etc.)
- **534020** (Telephone), **534050** (Telecommunications), **534055** (Cable and Internet) – Include monthly charges for internet or wire-line telephone service from Comcast, Verizon, or another provider. Also include any expenses related to wireless/cellular phone service.
- **543030** (Computers Maintenance), **543040** (Equipment Maintenance), **583030** (Technology Equipment) – Include new printers, laptops, tablets, scanners, projectors, routers and other

accessory devices that support your Department's mission. Costs will vary greatly by use/configuration and ITD will work with you to obtain quotes for budgeting purposes.

2.5 Encumbrances

When updating the column on the expense tab that represents the most recently completed year, please update the encumbrance amount at the bottom of that column. The total encumbrance amount for the most recent completed year should be what was actually spent the following year, not the grand total that was encumbered. For example, for the FY21 budget request submission, the most recently completed year would be FY19. The total encumbrance to be updated in FY19 would then be what was actually spent in FY20, not the total amount that was originally encumbered. Therefore, if \$500 was originally encumbered from FY19 but only \$400 was spent, \$400 would be recorded in the FY19 column.

3.0 Narratives

3.1 Narrative Overview

All departments must submit narratives to the Advisory Committee and the Finance Department with the budget requests. The narrative is a department's opportunity to discuss the mission of the Board or Department, past initiatives, current initiatives, future goals, benchmarking, relevant statistical data, and any other aspects that might be of interest to Advisory and the public. The department narrative is where a department should outline current challenges and demonstrate why funding above the guideline is necessary, if applicable. The narrative of each department should be formatted to include the following sections: Mission, department overview/organizational structure, highlights from the past year, upcoming year goals/initiatives, long term goals/initiatives, personal service budget summary, expense budget summary, revenue chart if applicable, and a section explaining why a department needs more resources or cannot comply with guidelines (if necessary).

3.2 Mission Statement

The Mission Statement section of the departmental narrative should describe the department's purpose, the services it provides, and manner in which services are to be delivered. Well-crafted Mission Statements can be communicated at a high level and don't necessarily need to be lengthy.

3.3 Organizational Structure

The department overview/organizational structure will describe the leadership and reporting structure of the department, responsibilities of the various positions, and will include the number of employees.

3.4 Previous Accomplishments

In this section, the department should discuss goals and initiatives completed during the past year and how those achievements have benefitted the Town. This space can be used to describe completed projects and their impact, studies that were completed, new programs that were rolled out, and any other relevant statistics or items of interest.

3.5 Department Goals

The next section should describe what the department wishes to accomplish in the coming year. This should include new programs, projects, initiatives, and goals along with how these items will benefit the Town. Should any of your goals result in a financial impact to another board or department, please be specific about the operational and financial impact.

3.6 Warrant Article Requests

Please give consideration to other initiatives that are not typically included in an operating budgets or the capital budget for which you are considering making a request. These might either be cross-departmental projects, or isolated items for which funds are needed next year. Please include a list of the items and the project budget required so that they can be included as we determine the total amount of funds to be requested at Town Meeting and the ability to finance them.

3.7 Operating Budget Summary

The next two sections should be summaries of the personal service and expense budgets. Departments should describe any special situations that make up their personal service budget (contract employees, union agreements, mid-year steps, etc.) and provide detail on any new staffing requirements. The expense budget section is the opportunity to speak about initiatives that are driving costs and any other details that might raise questions from Advisory or the Board of Selectmen (conferences, mileage, new expense items, etc.). Additionally, departments should explain what is driving their expense budget if the expense budget is not within guideline.

Beginning in fiscal 2021, budget requests should break the budget into several components so that Town Budgets are characterized similar to Schools: The **Base Budget** is the budget for existing staff, including contractual increases, and existing expenses with expected escalation. The **Level Service Budget** would include any services associated with a new law or mandate. **Strategic Plan Budget** items are new costs to help achieve that plan. **Unified Plan** items are new operating costs to implement programs that have been prioritized in the Unified Plan as a multi-departmental effort. **Critical needs** costs encompass new operating costs that benefit the departmental operation and do not fall in other categories but are deemed by the department to be essential for operation.

3.8 Revenue Explanation

As part of departmental operations, some departments collect payments for various services or programs. All departments that take in revenue of any kind should create a section in their narratives devoted to an explanation of those activities and a revenue chart showing the total amount of money collected for the last three completed years, a year-to-date total for the current year, and an estimate for the coming year.

Existing departmental revolving funds should be listed and any newly requested funds should be highlighted. New revolving funds must be supported by new revenue sources, rather than redirecting existing resources.

3.9 Out of Guideline

The final section of the operating budget narrative provides the opportunity, if necessary, for the department to request more resources and explain in further detail why it cannot comply with guidelines. To clarify, out of guideline is defined as the percentage increase in a budget being higher than a 3.5%

increase in “Town” budgets and a 3.5% increase in School budgets from what was approved in FY20, including, **in the new year only**, the \$20,000 benefit provision for any proposed new employees. In this section, departments will make their case to the Board of Selectmen and Advisory if they are requesting additional staff, unplanned capital, or increases in expense budgets that push their budgets over guidelines. The total financial impact of this ‘over guideline’ initiative should be clearly quantified. Much consideration should be given to this section so that the requests being made by the department are clear. All sections of the narratives should be written so that a person who has no familiarity with municipal government can understand what is being described. This reduces the number of questions relevant parties might have and makes for a much less complicated request process.

Capital Budget Process

Boards submit a detailed five-year capital plan annually, and they should take care to include all of their anticipated capital needs, for that timeframe, including cash capital, and projects financed by debt or any other source. Capital requests should support the department’s strategic direction, and the financial and operational impact of each requested capital purchase should be quantified. Because financial resources are limited, boards are asked to internally prioritize capital needs and should fully research the cost of each item to better inform the discussion of which projects should be funded in a given year. Doing a thorough job of analyzing capital needs can help avoid sudden unanticipated requests in the current budget cycle, and greatly aids the financial planning process.

The Board of Selectmen has adopted a policy allocating between 6.2% - 6.8% of budgeted (inside the levy) revenues for combined capital and debt service expenditures as the appropriate level for maintaining assets, while avoiding operating overrides or compromising operating budgets. A number of meetings were held last year to evaluate different methods of prioritizing capital projects. In the end, department heads were comfortable with discussing their needs with the Executive Director and Finance Director and accepting guidance as to the timing of projects - making reductions or deferring projects as requested.

The threshold for cash capital items is \$10,000. During fiscal 2021, the Finance office will support the effort to move small items and appropriate larger recurring costs into the operating budgets and will work with individual departments to aid in this transition.

For Departments that include vehicle purchases in their capital requests, the SEC asks that you consult the Town’s [Fuel Efficient Vehicle Policy \(FEVP\)](#). For “non-exempt” vehicles, as defined in the FEVP, all departments/divisions shall purchase only fuel-efficient vehicles for municipal use whenever such vehicles are commercially available and practicable.

Capital request forms have been included. Please prioritize. Quotes and pictures are extremely helpful.

Budget Submission Timeline

- July 1, 2019 Fiscal Year begins
- July –Preliminary smaller group discussions between BOS Chair, Vice Chair, largest departments, Advisory, and Finance on 2021 budget needs. BOS and School Committee Chairs and Vice Chairs begin bi-weekly meetings
- August 13th - Finance Director updates BOS on FY2019 results
- August 28th --- Finance Director and BOS Chairs to Advisory with FY2019 update
- September 9th – BOS Begins FY 2021 Budget guideline discussions
- September 16th – BOS continues guideline discussions
- September 19th -- Inter-board Meeting- Operating guidelines and capital planning discussions
- September 24th – FY2021 Operating Budget guideline finalized
- September 27th – Operating budget manual & forms distributed; capital forms distributed
- October 10th – HR provides guidelines for 40/50/60 series
- October 18th – Capital budget requests submitted to Finance from all departments
- November 4th – Town-wide FMD Capital update
- November 15th – Operating budgets due from Selectmen’s departments. Finance begins budget compilation
- November 18th – Open Annual Town Meeting Warrant
- December 2nd - Tax classification hearing
- December 3rd - Selectmen’s budget workshop
- December 2nd – Operating budgets due to Finance from non-school departments (early submissions encouraged)
- December 13th – Superintendent’s operating budget due
- December 16th – Determine budget gap & begin closing process
- December 27th – Warrant Closes
- January – School Committee votes School Department operating budget

Operating Budget Checklist

1	Review Guidelines
2	Obtain template from the H Drive under Finance
3	Save template to personal F or G drive
4	Save your template periodically as you work
5	Confirm that salaries are correct in the current year column on the salaries tab
6	Confirm that union employees and 40-series employees have the agreed to increases in the budget request year on the salaries tab
7	Confirm that the 50/60 series has the correct estimate for the merit pay increase in the budget request year on the salaries tab
8	Confirm that the "Total Salary Request" column on the salary tab is multiplying all employee salaries by the correct amount of pay weeks
9	Confirm that all employees who are eligible for longevity by July 1st of the current fiscal year have their longevity budgeted on the salary tab
10	Confirm that the actuals are correct in the previous fiscal years on the Personal Services and Expense tab (PSE)
11	Confirm that the current year budget column is correct on the PSE tab
12	Confirm that the formulas are correctly pulling the salaries from the salaries tab into the budget request column on the PSE tab
13	Confirm that the "Variance" columns are correct for personal services on the PSE tab
14	Confirm that the personal service subtotals are correct on the PSE tab
15	Enter expense requests in the budget request year column on the PSE tab
16	Confirm that the "Variance" columns are correct for Expenses on the PSE tab
17	Confirm that the Expense subtotals are correct on the PSE tab
18	Confirm that the encumbrance request amounts are correctly in the years they were spent in on the PSE tab
19	Confirm that the "Department Total" are correct on the PSE tab
20	Confirm that all totals on the "Summary Schedule" tab are correctly flowing from the PSE tab by the descriptions on the left side of the page
21	Confirm that the Subtotal for Personal Services and Expenses is correctly adding from the information above it on the Summary Schedule tab
22	Confirm the "Total" at the bottom of the Summary Schedule tab is correctly adding the two subtotals on that page
23	Confirm the Permanent Staffing totals at the bottom of the Summary Schedule tab

Capital Budget Checklist

_____ 1	Review Procedures
_____ 2	Obtain template from the H Drive under Finance if template was not sent to you directly
_____ 3	Inform Finance if you need assistance adding additional project tabs to your template
_____ 4	Save template to personal F or G drive
_____ 5	Save your template periodically as you work
_____ 6	Confirm that projects and dollar amounts from the previous fiscal years are the same and change them where necessary on the individual project tabs
_____ 7	Confirm that all project reference numbers and descriptions on the Summary tab match the project reference numbers and project descriptions on the individual tabs of your template
_____ 8	Confirm that all descriptions of current projects are still relevant on all project tabs of your template
_____ 9	Create and fill in any new project tabs on your template
_____ 10	Check that all the fiscal year total columns on all your project tabs link to the summary page in the matching fiscal year
_____ 11	Confirm that the formulas in the Total Capital Requests row and the 5 Year Total column are adding correctly on the Summary tab

Appendix A

Common Munis Expense Accounts

Object	Description
521030	FUEL OIL
524010	BUILDING MAINTENANCE
524020	VEHICLE MAINTENANCE
524030	EQUIPMENT MAINTENANCE
524040	OFFICE EQUIPMENT MAINTENANCE
524045	COPIER MAINTENANCE
524050	COMPUTER EQUIPMENT MAINTENANCE
524060	COMMUNICATIONS MAINTENANCE
524090	OTHER CONTRACTUAL SERVICES
527010	BUILDING RENTAL/LEASE
527030	EQUIPMENT RENTAL/LEASE
527050	COPIER MACHINES RENTAL/LEASE
527090	OTHER RENTALS/LEASES
530100	LEGAL SERVICES
530500	TRAINING AND DEVELOPMENT
530600	APPRAISALS AND SURVEYS
530700	ARCHITECTS AND ENGINEERS
530750	PROJECT MANAGEMENT SERVICES
530800	COMPUTER SOFTWARE SERVICES
530900	OTHER PROFESSIONAL SERVICES
534010	POSTAGE
534020	TELEPHONE
534030	ADVERTISING - GENERAL
534035	ADVERTISING - EMPLOYMENT
534040	PRINTING AND MAILING EXPENSE
534050	TELECOMMUNICATIONS
534055	CABLE AND INTERNET
534060	PHOTOCOPYING
534080	SOFTWARE LICENCES
534090	OTHER COMMUNICATIONS SERVICES
538090	OTHER PURCHASED SERVICES
541010	GASOLINE
541020	DIESEL FUEL
542010	OFFICE SUPPLIES
542020	COPIER SUPPLIES
542060	SOFTWARE
542090	OTHER GENERAL SUPPLIES
542110	UNIFORMS
542130	WORK CLOTHING
543010	BUILDING MAINTENANCE/REPAIR SUPPLIES
543030	COMPUTERS MAINTENANCE/REPAIR SUPPLIES
543040	EQUIPMENT MAINTENANCE/REPAIR SUPPLIES
543060	CUSTODIAL MAINTENANCE/REPAIR SUPPLIES
543090	OTHER MAINT/REPAIR SUPPLIES
545000	CUSTODIAL SUPPLIES
549095	PROMOTIONAL MATERIALS
554200	OTHER PURCHASED PRODUCTS
555160	SUPPLIES
566010	SALES TAX
566020	FUEL TAX
566030	MEALS TAX
571010	TRAVEL - MILEAGE
571110	CONF/MTGS - ADMINISTRATORS
571120	CONF/MTGS - PROFESSIONAL STAFF
571130	CONF/MTGS - SUPPORT STAFF
571140	CONF/MTGS - COMM/BOARD MEMBERS
573090	DUES - OTHER
583030	TECHNOLOGY EQUIPMENT

Statistical Section

This part of the Town of Wellesley's comprehensive annual financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the Town's overall financial health.

Financial Trends

- These schedules contain trend information to help the reader understand how the Town's financial performance and well-being have changed over time.

Revenue Capacity

- These schedules contain information to help the reader assess the Town's most significant local revenue source, the property tax.

Debt Capacity

- These schedules present information to help the reader assess the affordability of the Town's current levels of outstanding debt and the Town's ability to issue additional debt in the future.

Demographic and Economic Information

- These schedules offer demographic and economic indicators to help the reader understand the environment within which the Town's financial activities take place.

Operating Information

- These schedules contain service and infrastructure data to help the reader understand how the information in the Town's financial report relates to the services the Town provides and the activities it performs.

SOURCES: Unless otherwise noted, the information in these schedules is derived from the audited financial reports for the relevant year.

**Net Position By Component
Last Ten Years**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Governmental activities										
Net investment in capital assets..... \$	98,914,209	\$ 122,874,236	\$ 136,010,244	\$ 140,647,943	\$ 139,229,485	\$ 141,158,278	\$ 148,818,623	\$ 155,132,937	\$ 157,153,332	\$ 162,153,159
Restricted.....	11,181,819	11,789,893	8,279,834	9,177,754	11,350,777	10,394,774	10,572,176	10,236,030	10,715,597	11,918,885
Unrestricted.....	36,333,715	37,090,605	41,155,077	40,250,651	(1,146,424)	(1,065,091)	(126,380)	(60,532,686)	(56,118,900)	(59,214,184)
Total governmental activities net position.....	\$ 146,429,743	\$ 171,754,734	\$ 185,445,155	\$ 190,076,348	\$ 149,433,838	\$ 150,487,961	\$ 159,264,419	\$ 104,836,281	\$ 111,750,029	\$ 114,857,860
Business-type activities										
Net investment in capital assets..... \$	73,118,249	\$ 76,222,981	\$ 79,158,029	\$ 82,672,463	\$ 83,609,607	\$ 84,703,679	\$ 85,594,311	\$ 87,359,541	\$ 87,482,288	\$ 88,572,516
Restricted.....	-	-	2,458,152	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,000,000
Unrestricted.....	12,491,865	13,714,674	13,935,227	14,212,650	7,139,890	7,808,653	12,792,675	11,907,658	9,481,231	7,896,903
Total business-type activities net position.....	\$ 85,610,114	\$ 89,937,655	\$ 95,551,408	\$ 98,885,113	\$ 92,749,497	\$ 94,512,332	\$ 100,386,986	\$ 101,267,199	\$ 98,963,519	\$ 97,469,419
Primary government										
Net investment in capital assets..... \$	172,032,458	\$ 199,097,217	\$ 215,168,273	\$ 223,320,406	\$ 222,839,092	\$ 225,861,957	\$ 234,412,934	\$ 242,492,478	\$ 244,635,620	\$ 250,725,675
Restricted.....	11,181,819	11,789,893	10,737,986	11,177,754	13,350,777	12,394,774	12,572,176	12,236,030	12,715,597	12,918,885
Unrestricted.....	48,825,580	50,805,279	55,090,304	54,463,301	5,993,466	6,743,562	12,666,295	(48,625,028)	(46,637,669)	(51,317,281)
Total primary government net position.....	\$ 232,039,857	\$ 261,692,389	\$ 280,996,563	\$ 288,961,461	\$ 242,183,335	\$ 245,000,293	\$ 259,651,405	\$ 206,103,480	\$ 210,713,548	\$ 212,327,279

The Town implemented GASB Statements #67, #68, and #71 in 2015 which required the net pension liability to be recorded for the first time. This also required the revision of the ending net position in 2014.
The Town implemented GASB Statements #75 in 2018 which required the net OPEB liability to be recorded for the first time. This also required the revision of the ending net position in 2017.

Changes in Net Position Last Ten Years										
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Expenses										
Governmental activities:										
General government.....	\$ 8,576,509	\$ 8,039,353	\$ 9,670,731	\$ 12,874,364	\$ 14,414,151	\$ 14,818,677	\$ 16,065,450	\$ 8,805,331	\$ 8,814,934	\$ 9,652,907
Facilities maintenance.....	-	-	-	-	-	-	-	11,880,224	12,350,521	13,992,663
Natural resources.....	-	-	-	-	-	-	-	636,909	725,662	650,341
Public safety.....	14,139,090	14,807,588	16,064,398	16,973,654	17,710,263	18,190,686	19,814,209	17,132,944	17,548,998	19,494,235
Public education.....	86,694,832	90,309,800	99,679,399	99,210,900	102,344,740	107,336,897	111,214,742	118,927,884	122,811,840	129,130,516
Public works.....	10,280,799	10,574,130	10,315,238	9,709,246	10,865,268	11,612,335	11,467,571	14,112,079	13,920,456	14,862,889
Health.....	1,319,220	1,481,237	1,558,985	1,597,225	1,683,576	1,771,888	1,762,755	1,103,030	1,001,200	1,188,145
Library.....	3,317,361	3,639,739	3,907,255	3,853,620	4,004,455	4,092,547	4,509,513	4,251,592	4,420,548	4,477,590
Recreation.....	2,701,249	2,535,659	2,548,867	2,456,850	2,717,234	2,861,127	2,798,705	3,176,831	2,607,564	2,549,221
Traffic and parking management.....	580,125	523,460	541,165	598,789	659,832	651,374	761,292	832,610	789,994	725,300
Community preservation.....	129,981	669,739	789,270	105,345	19,992	35,941	75,855	187,011	687,669	357,988
Interest.....	3,107,717	3,790,479	4,100,237	3,816,585	3,442,724	3,080,832	5,219,877	4,830,418	4,391,453	4,416,324
Total government activities expenses.....	<u>130,846,883</u>	<u>136,371,184</u>	<u>149,175,545</u>	<u>151,196,578</u>	<u>157,862,235</u>	<u>164,452,304</u>	<u>173,689,969</u>	<u>185,876,863</u>	<u>190,070,839</u>	<u>201,498,119</u>
Business-type activities:										
Sewer.....	6,368,443	6,494,844	6,798,842	6,799,922	7,010,402	7,183,205	7,065,470	7,403,979	7,452,341	7,548,483
Water.....	5,101,386	5,341,473	5,414,502	5,189,293	5,938,980	6,293,253	5,741,906	6,100,706	6,707,078	6,736,557
Electric.....	32,292,755	30,330,724	28,865,770	31,253,122	32,845,603	33,471,296	31,752,049	33,237,686	38,605,006	39,338,634
Total business-type activities expenses.....	<u>43,762,584</u>	<u>42,167,041</u>	<u>41,079,114</u>	<u>43,242,337</u>	<u>45,794,985</u>	<u>46,947,754</u>	<u>44,559,425</u>	<u>46,742,371</u>	<u>52,764,425</u>	<u>53,623,674</u>
Total primary government expenses.....	<u>\$ 174,609,467</u>	<u>\$ 178,538,225</u>	<u>\$ 190,254,659</u>	<u>\$ 194,438,915</u>	<u>\$ 203,657,220</u>	<u>\$ 211,400,058</u>	<u>\$ 218,249,394</u>	<u>\$ 232,619,234</u>	<u>\$ 242,835,264</u>	<u>\$ 255,121,793</u>
Program Revenues										
Governmental activities:										
Education charges for services.....	\$ 3,119,832	\$ 2,945,519	\$ 3,445,765	\$ 3,284,351	\$ 3,780,607	\$ 4,133,754	\$ 4,588,795	\$ 4,868,667	\$ 4,968,173	\$ 5,242,307
Public safety charges for services.....	3,028,707	3,139,731	3,083,319	2,894,844	3,991,467	4,095,532	4,272,574	3,852,917	6,577,435	5,600,029
Other charges for services.....	3,378,951	4,145,090	3,816,824	3,640,168	3,793,602	3,739,997	4,044,264	4,804,745	4,061,182	4,249,760
Education operating grants and contributions.....	21,666,819	23,240,231	24,030,559	24,201,659	25,190,552	21,027,295	26,120,256	30,971,700	32,205,325	33,102,976
Other operating grants and contributions.....	906,100	1,306,643	973,067	1,391,765	1,083,745	752,440	1,358,563	872,209	1,063,246	1,493,174
Education capital grant and contributions.....	5,047,729	16,833,405	13,255,854	-	-	-	1,174,029	3,020,319	-	-
Other capital grant and contributions.....	919,854	1,048,294	258,148	2,345,265	990,827	1,950,446	2,446,151	1,028,260	580,951	1,169,737
Total government activities program revenues.....	<u>38,067,992</u>	<u>52,658,913</u>	<u>48,863,536</u>	<u>37,758,052</u>	<u>38,830,800</u>	<u>35,699,464</u>	<u>44,004,632</u>	<u>49,418,817</u>	<u>49,456,312</u>	<u>50,857,983</u>
Business-type activities:										
Electric light charges for services.....	33,846,698	33,971,542	33,845,457	33,775,820	33,747,559	34,209,512	34,885,519	34,592,292	35,313,607	37,268,992
Sewer and water charges for services.....	11,318,414	13,087,800	13,179,396	13,359,209	13,899,712	14,350,065	14,683,479	15,837,178	15,119,727	15,088,805
Electric light capital grant and contributions.....	757,381	1,110,888	550,447	441,013	602,671	1,151,012	1,636,744	663,708	880,585	771,777
Other capital grant and contributions.....	263,475	188,010	117,567	-	-	-	228,337	-	146,826	-
Total business-type activities program revenues.....	<u>46,185,968</u>	<u>48,358,240</u>	<u>47,692,867</u>	<u>47,576,042</u>	<u>48,249,942</u>	<u>49,710,589</u>	<u>51,434,079</u>	<u>51,093,178</u>	<u>51,460,745</u>	<u>53,129,574</u>
Total primary government program revenues.....	<u>\$ 84,253,960</u>	<u>\$ 101,017,153</u>	<u>\$ 96,556,403</u>	<u>\$ 85,334,094</u>	<u>\$ 87,080,742</u>	<u>\$ 85,410,053</u>	<u>\$ 95,438,711</u>	<u>\$ 100,511,995</u>	<u>\$ 100,917,057</u>	<u>\$ 103,987,557</u>
Net (Expense)/Revenue										
Governmental activities.....	\$ (92,778,891)	\$ (83,712,271)	\$ (100,312,009)	\$ (113,438,526)	\$ (119,031,435)	\$ (128,752,840)	\$ (129,685,337)	\$ (136,458,046)	\$ (140,614,527)	\$ (150,640,136)
Business-type activities.....	2,423,384	6,191,199	6,613,753	4,333,705	2,454,957	2,762,835	6,874,654	4,350,807	(1,303,680)	(494,100)
Total primary government net expense.....	<u>\$ (90,355,507)</u>	<u>\$ (77,521,072)</u>	<u>\$ (93,698,256)</u>	<u>\$ (109,104,821)</u>	<u>\$ (116,576,478)</u>	<u>\$ (125,990,005)</u>	<u>\$ (122,810,683)</u>	<u>\$ (132,107,239)</u>	<u>\$ (141,918,207)</u>	<u>\$ (151,134,236)</u>
General Revenues and other Changes in Net Position										
Governmental activities:										
Real estate and personal property taxes, net of tax refunds payable.....	\$ 93,769,116	\$ 99,994,520	\$ 104,498,139	\$ 108,975,300	\$ 112,155,012	\$ 120,017,005	\$ 127,800,794	\$ 131,146,331	\$ 135,997,161	\$ 140,554,509
Community preservation tax.....	844,254	897,294	944,740	982,069	1,019,365	1,084,562	1,153,629	1,201,441	1,247,964	1,301,988
Motor vehicle and other excise taxes.....	4,081,451	3,774,776	4,241,411	4,481,517	4,824,229	5,065,773	5,464,687	5,265,624	5,847,263	5,919,710
Meals tax.....	135,661	473,820	510,083	527,124	547,618	583,551	620,369	637,046	658,814	684,631
Nonrestricted grants, contributions, and other.....	2,327,910	2,158,510	2,338,231	1,761,581	1,919,920	1,793,829	1,794,382	2,102,798	1,735,859	2,057,273
Unrestricted investment income.....	1,801,769	738,342	469,826	342,128	297,426	262,241	627,934	582,309	1,041,214	2,229,856
Transfers.....	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total governmental activities.....	<u>103,824,500</u>	<u>109,037,262</u>	<u>114,002,430</u>	<u>118,069,719</u>	<u>121,763,570</u>	<u>129,806,961</u>	<u>138,461,795</u>	<u>141,935,549</u>	<u>147,528,275</u>	<u>153,747,967</u>
Business-type activities:										
Transfers.....	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total primary government.....	<u>\$ 102,824,500</u>	<u>\$ 108,037,262</u>	<u>\$ 113,002,430</u>	<u>\$ 117,069,719</u>	<u>\$ 120,763,570</u>	<u>\$ 128,806,961</u>	<u>\$ 137,461,795</u>	<u>\$ 140,935,549</u>	<u>\$ 146,528,275</u>	<u>\$ 152,747,967</u>
Changes in Net Position										
Governmental activities.....	\$ 11,045,609	\$ 25,324,991	\$ 13,690,421	\$ 4,631,193	\$ 2,732,135	\$ 1,054,121	\$ 8,776,458	\$ 5,477,503	\$ 6,913,748	\$ 3,107,831
Business-type activities.....	1,423,384	5,191,199	5,613,753	3,333,705	1,454,957	1,762,835	5,874,654	3,350,807	(2,303,680)	(1,494,100)
Total primary government.....	<u>\$ 12,468,993</u>	<u>\$ 30,516,190</u>	<u>\$ 19,304,174</u>	<u>\$ 7,964,898</u>	<u>\$ 4,187,092</u>	<u>\$ 2,816,956</u>	<u>\$ 14,651,112</u>	<u>\$ 8,828,310</u>	<u>\$ 4,610,068</u>	<u>\$ 1,613,731</u>

Note: In 2017 the Town CAFR renamed/revised the functional expense groupings. Functional groupings prior to 2017 were not revised.

**Fund Balances, Governmental Funds
Last Ten Years**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
General Fund										
Reserved.....	\$ 5,003,837	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved.....	12,366,774	-	-	-	-	-	-	-	-	-
Committed.....	-	4,579,461	2,106,100	2,785,748	1,936,883	4,240,335	2,990,300	3,950,943	5,080,885	1,880,827
Assigned.....	-	1,204,575	993,682	3,633,780	5,169,365	3,726,971	3,834,068	5,949,459	3,478,397	5,021,045
Unassigned.....	-	15,961,930	18,632,699	15,342,967	15,230,000	14,521,699	18,092,104	18,566,100	20,788,871	24,245,720
Total general fund.....	\$ 17,370,611	\$ 21,745,966	\$ 21,732,481	\$ 21,762,495	\$ 22,336,248	\$ 22,489,005	\$ 24,916,472	\$ 28,466,502	\$ 29,348,153	\$ 31,147,592
All Other Governmental Funds										
Reserved.....	\$ 210,612	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved, reported in:										
Special revenue funds.....	16,874,079	-	-	-	-	-	-	-	-	-
Capital projects funds.....	30,983,269	-	-	-	-	-	-	-	-	-
Permanent funds.....	1,985,854	-	-	-	-	-	-	-	-	-
Nonspendable.....	-	210,612	210,612	210,612	357,953	357,953	357,953	357,953	357,952	474,055
Restricted.....	-	43,284,958	24,249,828	21,151,572	18,248,261	34,628,603	29,736,594	20,707,687	26,564,000	28,739,533
Unassigned.....	-	-	-	(41,158)	(807,356)	-	-	-	-	-
Total all other governmental funds....	\$ 50,053,814	\$ 43,495,570	\$ 24,460,440	\$ 21,321,026	\$ 17,798,858	\$ 34,986,556	\$ 30,094,547	\$ 21,065,640	\$ 26,921,952	\$ 29,213,588

Note: The Town implemented GASB Statement #54 in 2011. Statement #54 eliminated the use of "reserved" and "unreserved" designations of fund balance and introduced the terms "Nonspendable," "Restricted," "Committed," "Assigned," and "Unassigned."

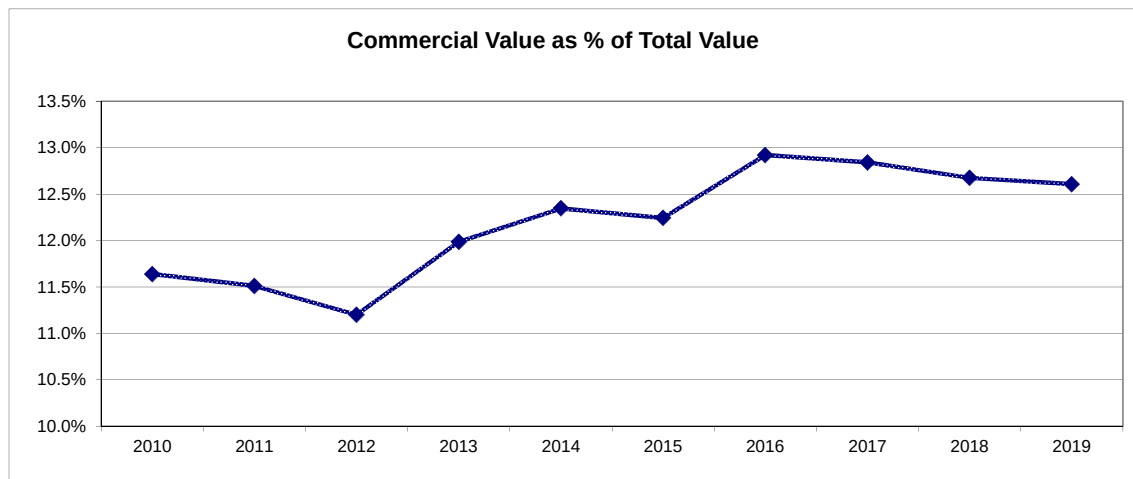
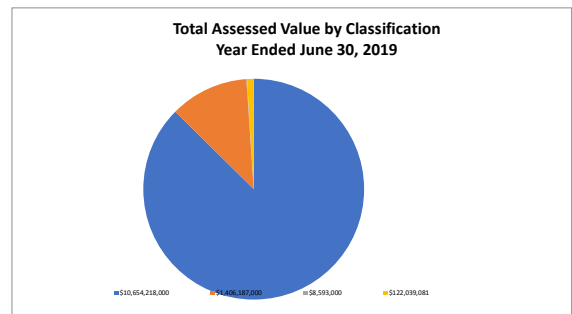
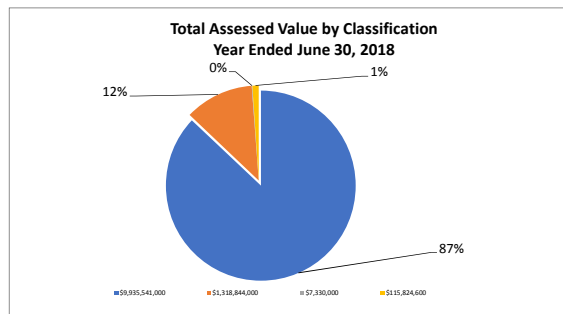
**Changes in Fund Balances, Governmental Funds
Last Ten Years**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Revenues:										
Real estate and personal property taxes, net of tax refunds.....	\$ 93,608,197	\$ 99,818,198	\$ 104,226,073	\$ 108,739,508	\$ 112,573,209	\$ 119,526,163	\$ 127,955,497	\$ 131,692,216	\$ 135,032,080	\$ 140,561,739
Motor vehicle and other excise taxes.....	3,876,634	4,176,809	4,228,910	4,327,860	5,382,154	4,956,214	5,616,703	5,544,062	5,843,270	5,901,008
Meals tax.....	135,661	473,820	510,083	527,124	547,618	583,551	620,369	637,046	658,814	684,631
Community preservation tax.....	844,254	897,294	944,740	982,069	1,019,365	1,084,562	1,153,629	1,201,441	1,247,964	1,301,988
Charges for service.....	1,018,737	1,027,099	1,093,207	1,058,774	1,118,806	1,215,693	1,291,915	1,482,112	1,503,011	1,549,919
Intergovernmental.....	30,574,353	42,988,428	39,931,269	28,646,792	26,896,444	24,027,252	29,706,452	36,376,415	34,095,554	35,948,591
Departmental and other.....	12,320,816	11,664,631	11,542,943	10,967,308	12,658,370	12,833,870	16,715,684	14,967,860	17,205,908	18,088,147
Total Revenue.....	142,378,652	161,046,279	162,477,225	155,249,435	160,195,966	164,227,305	183,060,249	191,901,152	195,586,601	204,036,023
Expenditures:										
General government.....	5,978,378	5,408,845	6,877,414	10,298,877	11,542,295	11,684,930	12,860,407	4,540,347	4,610,308	5,263,101
Facilities maintenance.....	-	-	-	-	-	-	-	8,539,854	8,692,135	9,858,158
Natural resources.....	-	-	-	-	-	-	-	440,230	510,259	465,353
Public safety.....	10,859,400	11,083,552	10,816,829	11,460,664	11,565,484	11,805,762	12,339,995	12,296,502	13,592,778	13,889,443
Public education.....	60,957,940	61,973,391	67,902,646	66,984,931	69,318,778	77,020,768	77,139,421	79,160,007	84,322,361	86,595,124
Public works.....	8,138,529	8,564,830	7,763,448	7,088,348	8,503,550	9,215,863	8,640,708	7,909,141	8,301,071	8,290,037
Health services.....	1,132,236	1,267,769	1,268,209	1,273,950	1,116,404	1,182,446	1,127,921	707,180	754,201	828,863
Recreation.....	1,558,161	1,732,633	1,671,069	1,558,082	1,572,670	1,584,791	1,488,351	2,246,211	1,847,868	1,975,394
Library.....	2,796,692	2,672,071	2,677,590	2,533,327	2,452,277	2,486,348	2,663,336	2,734,755	2,921,632	2,624,097
Teachers pension benefits - state funded.....	10,018,000	10,681,200	11,056,041	11,576,070	11,910,914	7,856,302	11,839,507	16,440,703	17,404,000	17,746,000
Town pension.....	900,540	1,714,065	2,647,015	3,226,373	5,024,893	5,952,739	6,161,639	6,408,377	6,640,351	7,073,362
Employee benefits and insurances.....	17,139,946	17,203,335	18,376,472	19,223,856	19,112,319	20,025,444	20,170,637	20,188,388	21,869,262	21,387,830
Capital outlay.....	29,738,436	49,457,590	35,072,030	12,426,663	7,076,881	52,519,057	20,205,770	22,588,576	12,460,987	10,480,193
Community preservation.....	129,981	669,739	789,270	105,345	19,993	35,941	75,855	187,011	687,669	357,988
State and county charges.....	1,051,076	1,054,462	1,087,753	1,140,498	1,139,836	1,172,460	1,222,643	1,230,199	1,239,256	1,262,764
Other.....	580,125	523,460	541,165	598,789	659,832	651,374	761,292	832,610	789,994	725,300
Debt service.....										
Principal.....	8,026,000	9,395,000	9,740,000	11,390,000	8,915,000	8,825,000	11,245,000	11,380,000	11,840,000	11,643,000
Interest.....	2,812,934	3,784,370	4,262,024	3,970,894	3,665,637	3,364,814	5,502,309	5,227,790	4,883,736	5,022,317
Total Expenditures.....	161,818,374	187,186,312	182,548,975	164,856,667	163,596,763	215,384,039	193,444,791	203,057,880	203,367,868	205,488,324
Excess (Deficiency) of revenues over (under) expenditures.....	(19,439,722)	(26,140,033)	(20,071,750)	(9,607,232)	(3,400,797)	(51,156,734)	(10,384,542)	(11,156,728)	(7,781,267)	(1,452,301)
Other Financing Sources (Uses)										
Issuance of bonds and notes.....	35,000,000	22,610,000	-	10,505,000	-	68,840,000	15,445,700	5,860,000	12,443,000	4,245,000
Premium from issuance of bonds.....	727,174	347,144	23,135	1,344,535	-	1,973,541	1,612,743	392,000	1,076,230	298,376
Payments to refunded bond escrow agent.....	-	-	-	(6,351,703)	-	(4,274,541)	(11,738,443)	-	-	-
Transfers in.....	1,625,968	1,596,641	5,135,568	2,512,416	1,538,218	10,797,345	7,523,635	1,852,893	1,906,337	4,694,134
Transfers out.....	(625,962)	(596,641)	(4,135,568)	(1,512,416)	(538,218)	(8,839,156)	(4,923,635)	(1,869,135)	(906,337)	(3,694,134)
Total other financing sources (uses).....	36,727,180	23,957,144	1,023,135	6,497,832	1,000,000	68,497,189	7,920,000	6,235,758	14,519,230	5,543,376
Net change in fund balance.....	\$ 17,287,458	\$ (2,182,889)	\$ (19,048,615)	\$ (3,109,400)	\$ (2,400,797)	\$ 17,340,455	\$ (2,464,542)	\$ (4,920,970)	\$ 6,737,963	\$ 4,091,075
Debt service as a percentage of noncapital expenditures.....	8.21%	9.57%	9.49%	10.08%	8.04%	7.48%	9.67%	9.20%	8.76%	8.55%

Notes: In 2015 Intergovernmental revenues and Teacher's pension benefits were lower due to the way the State calculated these amounts in that year.
In 2017 the Town CAFR renamed/revised the functional expenditure groupings. Functional groupings prior to 2017 were not revised.

Assessed Value and Actual Value of Taxable Property by Classification and Tax Rates Last Ten Years

Year	Assessed and Actual Values and Tax Rates								
	Residential Value	Residential Tax Rate	Residential % of Total Value	Commercial Value	Industrial Value	Personal Property	Total Commercial Value	Commercial Tax Rate	Total Town Value
2010	\$7,936,624,000	10.48	88.36%	\$947,998,000	\$6,622,000	\$90,687,000	\$1,045,307,000	10.48	\$8,981,931,000
2011	\$7,753,180,000	11.43	88.49%	\$904,740,000	\$6,622,000	\$97,082,100	\$1,008,444,100	11.43	\$8,761,624,100
2012	\$8,125,029,000	11.48	88.80%	\$921,119,000	\$7,110,000	\$96,383,800	\$1,024,612,800	11.48	\$9,149,641,800
2013	\$8,234,182,000	11.70	88.01%	\$1,005,915,000	\$7,438,000	\$108,072,185	\$1,121,425,185	11.70	\$9,355,607,185
2014	\$8,550,806,000	11.54	87.65%	\$1,087,234,000	\$7,814,000	\$109,281,300	\$1,204,329,300	11.54	\$9,755,135,300
2015	\$9,116,045,000	11.56	87.76%	\$1,159,807,000	\$8,155,000	\$103,805,900	\$1,271,767,900	11.56	\$10,387,812,900
2016	\$9,382,323,000	11.83	87.76%	\$1,269,582,000	\$8,380,000	\$114,193,700	\$1,392,155,700	11.83	\$10,774,478,700
2017	\$9,721,777,000	11.79	87.16%	\$1,309,028,000	\$7,801,000	\$115,324,400	\$1,432,153,400	11.79	\$11,153,930,400
2018	\$9,935,541,000	11.95	87.33%	\$1,318,844,000	\$7,330,000	\$115,824,600	\$1,441,998,600	11.95	\$11,377,539,600
2019	\$10,654,218,000	11.57	87.39%	\$1,406,187,000	\$8,593,000	\$122,039,081	\$1,536,819,081	11.57	\$12,191,037,081



Source: Assessor's Department, Town of Wellesley
All property in the Commonwealth of Massachusetts is assessed at 100% of fair cash value.

Note: Chapter 59, Section 21C of the Massachusetts General Laws, known as "Proposition 2 1/2", imposes 2 separate limits on the annual tax levy of the Town. The primary limitation is that the tax levy cannot exceed 2 1/2 percent of the full and fair cash value. The secondary limitation is that the tax levy cannot exceed the maximum levy limit for the preceding fiscal year as determined by the State Commissioner of Revenue by more than 2 1/2 percent, subject to an exception for property added to the tax rolls and for certain substantial valuation increases other than as part of a general revaluation. The secondary limit may be exceeded in any year by a majority vote of the voters, however it cannot exceed the primary limitation.

**Principal Taxpayers
Current Year and Nine Years Ago**

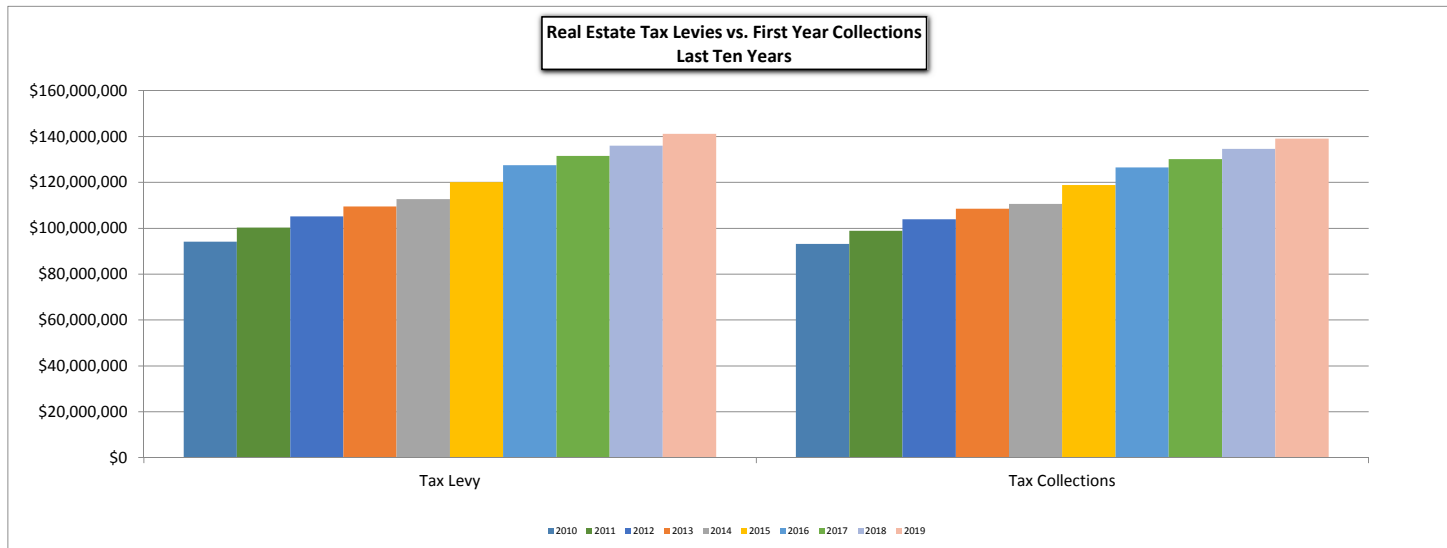
Name	Nature of Business	2019			2010		
		Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value	Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value
John Hancock	Insurance and Financial Services	\$ 214,615,000	1	1.89%	\$ 143,722,000	1	1.53%
Haynes Management	Office Buildings/Real Estate	187,626,000	2	1.65%	137,160,000	2	1.46%
Eastern Development/FR Linden Square	Retail/Real Estate	146,401,000	3	1.29%	88,945,000	4	0.94%
Sun Life Assurance	Insurance and Financial Services	118,803,000	4	1.04%	92,863,000	3	0.99%
Wellesley College	Higher Education	96,937,000	5	0.85%	65,214,000	5	0.69%
Wellesley Gateway	Real Estate	88,585,000	6	0.78%	-	N/A	N/A
Wellesley Washington Street / Waterstone	Senior Living	39,000,000	7	0.34%	-	N/A	N/A
Hunnewell Family	Residential	38,917,000	8	0.34%	34,781,000	7	0.37%
Newton Wellesley Executive Office Park	Office Buildings	35,317,000	9	0.31%	26,737,000	9	0.28%
Boston Gas Company	Gas Line	33,595,000	10	0.30%	-	N/A	N/A
Harvard Pilgrim Health	Office Buildings	-	N/A	N/A	63,410,000	6	0.67%
GPT Realty	Residential	-	N/A	N/A	29,618,000	8	0.31%
Grignaffini & Sons	Real Estate Development	-	N/A	N/A	18,177,000	10	0.19%
Totals		<u>\$ 999,796,000</u>		<u>7.94%</u>	<u>\$ 700,627,000</u>		<u>6.74%</u>

Source: Board of Assessors

N/A = Value not included because not in the Top 10 Tax Payers

**Property Tax Levies and Collections
Last Ten Years**

Year	(1) Total Tax Levy	Less Abatements & Exemptions	(1) Net Tax Levy	First Year Current Tax Collections	Percent of Net Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Net Tax Levy
2010	\$94,130,637	\$542,260	\$93,588,377	\$93,074,651	99.5%	\$527,203	\$93,601,854	100.01%
2011	\$100,145,363	\$473,167	\$99,672,196	\$98,786,724	99.1%	\$548,280	\$99,335,004	99.66%
2012	\$105,037,888	\$482,547	\$104,555,341	\$103,876,244	99.4%	\$574,623	\$104,450,867	99.90%
2013	\$109,460,604	\$511,863	\$108,948,741	\$108,403,084	99.5%	\$510,101	\$108,913,185	99.97%
2014	\$112,574,261	\$417,132	\$112,157,130	\$110,515,646	98.5%	\$554,853	\$111,070,499	99.03%
2015	\$120,083,117	\$748,894	\$119,334,224	\$118,816,355	99.6%	\$289,485	\$119,105,840	99.81%
2016	\$127,462,083	\$465,399	\$126,996,684	\$126,399,234	99.5%	\$617,760	\$127,016,994	100.02%
2017	\$131,504,839	\$436,914	\$131,067,925	\$130,108,550	99.3%	\$833,634	\$130,942,184	99.90%
2018	\$135,961,598	\$431,814	\$135,529,784	\$134,533,542	99.3%	\$467,956	\$135,001,498	99.61%
2019	\$141,050,299	\$482,325	\$140,567,974	\$138,984,438	98.9%	\$0	\$138,984,438	98.87%



Source: Assessor's Department, Town of Wellesley

(1) Includes tax liens.

**Ratios of Outstanding Debt and General Bonded Debt
Last Ten Years**

Year	U. S. Census Population (1)	Personal Income	Assessed Value	Governmental Activities Debt			
				General Obligation Bonds	Per Capita	Percentage of Personal Income	Percentage of Assessed Value
2010	27,412	\$1,801,851,784	\$8,981,931,000	\$102,997,184	\$3,757	5.72%	1.15%
2011	27,982	\$1,876,105,536	\$8,761,624,100	\$116,457,400	\$4,162	6.21%	1.33%
2012	27,982	\$1,913,627,647	\$9,149,641,800	\$106,588,272	\$3,809	5.57%	1.16%
2013	27,982	\$1,951,900,200	\$9,355,607,185	\$99,957,468	\$3,572	5.12%	1.07%
2014	27,982	\$1,997,047,358	\$9,755,135,300	\$90,853,790	\$3,247	4.55%	0.93%
2015	27,982	\$2,015,991,172	\$10,387,812,900	\$148,129,507	\$5,294	7.35%	1.43%
2016	27,982	\$2,007,232,806	\$10,774,478,700	\$142,800,780	\$5,103	7.11%	1.33%
2017	27,982	\$2,058,875,872	\$11,153,930,400	\$137,232,552	\$4,904	6.67%	1.23%
2018	27,982	\$2,228,234,642	\$11,377,539,600	\$138,365,189	\$4,961	6.21%	1.22%
2019	27,982	\$2,236,181,530	\$12,191,037,081	\$126,545,700	\$4,522	5.66%	1.04%

Year	Business-Type Activities (2)	Total Primary Government			
	General Obligation Bonds	Total Debt Outstanding	Per Capita	Percentage of Personal Income	Percentage of Assessed Value
2010	\$8,805,739	\$111,802,923	\$4,079	6.20%	1.24%
2011	\$8,214,419	\$124,671,819	\$4,455	6.65%	1.42%
2012	\$7,264,429	\$113,852,701	\$4,069	5.95%	1.24%
2013	\$7,759,000	\$107,716,468	\$3,849	5.52%	1.15%
2014	\$6,987,483	\$97,841,273	\$3,497	4.90%	1.00%
2015	\$6,198,628	\$154,328,135	\$5,515	7.66%	1.49%
2016	\$5,997,705	\$148,798,485	\$5,318	7.41%	1.38%
2017	\$5,281,787	\$142,514,339	\$5,093	6.92%	1.28%
2018	\$5,811,011	\$144,176,200	\$5,169	6.47%	1.27%
2019	\$4,641,042	\$131,186,742	\$4,688	5.87%	1.08%

(1) 2010 Census, US Census Bureau

(2) Municipal Light Plant, Sewer Fund, and Water Fund.

Source: Audited Financial Statements, U. S. Census.

Town of Wellesley, Massachusetts

Comprehensive Annual Financial Report

Direct and Overlapping Governmental Activities Debt

As of June 30, 2019

<u>Town of Wellesley, Massachusetts</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable</u>	<u>Estimated Share of Overlapping Debt</u>
Debt repaid with property taxes:			
Norfolk County.....	\$ 13,175,000	8.66%	\$ 1,140,955
Town direct debt.....	<u>126,545,700</u>		<u>126,545,700</u>
Total direct and overlapping debt.....	\$ <u>139,720,700</u>		\$ <u>127,686,655</u>

The overlapping debt percentage used to arrive at the Town's share of the total Norfolk County outstanding debt is the ratio of the Town's operating assessment for FY19 paid to the County divided by the total of all assessments paid by each municipality within the jurisdictional boundary of the County.

Source: Norfolk County Treasurer's Office

**Computation of Legal Debt Margin
Last Ten Years**

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Equalized Valuation.....	<u>\$ 10,032,866,400</u>	<u>\$ 10,032,866,400</u>	<u>\$ 9,773,806,800</u>	<u>\$ 9,773,806,800</u>	<u>\$ 10,212,968,600</u>	<u>\$ 10,212,968,600</u>	<u>\$ 11,749,686,900</u>	<u>\$ 11,749,686,900</u>	<u>\$ 11,377,539,600</u>	<u>\$ 11,377,539,600</u>
Debt Limit -5% of Equalized Valuation.....	\$ 501,643,320	\$ 501,643,320	\$ 488,690,340	\$ 488,690,340	\$ 510,648,430	\$ 510,648,430	\$ 587,484,345	\$ 587,484,345	\$ 568,876,980	\$ 568,876,980
Less:										
Outstanding debt applicable to limit.....	101,800,000	115,015,000	105,275,000	97,670,000	90,853,790	145,550,000	138,860,700	137,232,552	138,365,189	126,545,700
Authorized and unissued debt.....	<u>45,046,853</u>	<u>25,450,146</u>	<u>27,406,452</u>	<u>22,360,581</u>	<u>40,499,698</u>	<u>13,269,526</u>	<u>18,282,590</u>	<u>13,856,229</u>	<u>8,125,350</u>	<u>11,938,021</u>
Legal debt margin.....	<u>\$ 354,796,467</u>	<u>\$ 361,178,174</u>	<u>\$ 356,008,888</u>	<u>\$ 368,659,759</u>	<u>\$ 379,294,942</u>	<u>\$ 351,828,904</u>	<u>\$ 430,341,055</u>	<u>\$ 436,395,564</u>	<u>\$ 422,386,441</u>	<u>\$ 430,393,259</u>
Total debt applicable to the limit as a percentage of debt limit.....	29.27%	28.00%	27.15%	24.56%	25.72%	31.10%	26.75%	25.72%	25.75%	24.34%

Source: Massachusetts Department of Revenue - Equalized valuations are established as of January 1 of even-numbered years for the next two years.

**Demographic and Economic Statistics
Last Ten Years**

Year	Population Estimates	Personal Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2010	27,412	\$1,801,851,784	\$65,732	37.0	4,868	5.6%
2011	27,982	\$1,876,105,536	\$67,047	37.0	4,892	4.0%
2012	27,982	\$1,913,627,647	\$68,388	37.0	4,986	4.0%
2013	27,982	\$1,951,900,200	\$69,756	37.0	4,857	5.8%
2014	27,982	\$1,997,047,358	\$71,369	38.2	4,940	4.2%
2015	27,982	\$2,015,991,172	\$72,046	37.1	4,970	4.2%
2016	27,982	\$2,007,232,806	\$71,733	38.2	4,923	3.9%
2017	27,982	\$2,065,519,312	\$73,816	38.2	4,917	2.9%
2018	27,982	\$2,228,234,642	\$79,631	38.2	4,908	2.7%
2019	27,982	\$2,236,181,530	\$79,915	38.2	4,863	2.7%

Sources: 2010 US Census, Wellesley Public Schools, Mass. Executive Office of Labor and Workforce Development.

**Principal Employers (excluding the Town)
Current Year and Nine Years Ago**

Employer	Nature of Business	2019			2010		
		Employees	Rank	Percentage of Total Town Employment	Employees	Rank	Percentage of Total Town Employment
Wellesley College	Higher Education	1,101	1	7.71%	1,200	2	9.00%
Sun Life Financial	Insurance Company	1,039	2	7.28%	1,661	1	12.45%
Babson College	Higher Education	900	3	6.30%	850	3	6.37%
Harvard Pilgrim Health Care	Insurance Company	443	4	3.10%	490	4	3.67%
Roche Brothers	Grocery	341	5	2.39%	330	5	2.47%
Harvard Vanguard Medical Associates	Healthcare	331	6	2.32%	-	N/A	N/A
Mass Bay Community College	Higher Education	296	7	2.07%	250	6	1.87%
Whole Foods	Grocery	297	8	2.08%	-	N/A	N/A
Wellesley Country Club	Private Recreation Club	222	9	1.55%	220	8	1.65%
Dana Hall School	Private School	260	10	1.82%	250	7	1.87%
Biogen IDEC	Bio-pharmaceutical	-	N/A	N/A	210	9	1.57%
		<u>5,230</u>		<u>36.63%</u>	<u>5,461</u>		<u>40.94%</u>

According to the Massachusetts Workforce Development Data, in July 2019 Wellesley had a total labor force of 14,277. of whom 13,896 were employed and 381 were unemployed.

Sources: Mass. Labor and Workforce Development, Wellesley local employers
N/A = No previous historical data

**Operating Indicators by Function/Program
Last Ten Years**

Function/Program	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
General Government										
Facilities maintenance work orders.....	unavailable	unavailable	unavailable	1,353	1,254	1,371	1,102	1,006	1,763	1,525
Building										
New home building permits.....	53	33	61	71	67	69	69	79	37	45
Residential Additions.....	125	91	103	84	104	119	108	100	83	97
Residential Alterations.....	332	352	326	331	352	425	419	348	332	348
Residential Demolition.....	53	38	59	71	64	65	104	89	36	45
Commercial Alterations.....	119	141	133	189	96	103	121	104	120	143
Police										
Physical arrests.....	256	234	190	190	199	206	167	169	140	189
Motor vehicle violations.....	8,106	7,541	7,524	6,984	8,596	8,460	7,681	6,723	7,041	5,717
Police personnel and officers.....	57	57	56	56	57	58	58	59	60	60
Fire										
Inspections.....	2,013	1,864	2,076	2,160	2,024	2,469	2,222	1,967	2,130	2,158
Emergency responses.....	4,022	3,894	3,924	3,881	3,924	4,140	4,233	4,221	4,311	4,226
Fire personnel and officers.....	57	58	55	55	58	57	57	58	58	57
Education										
Number of public school students.....	4,868	4,892	4,986	4,857	4,940	4,970	4,923	4,917	4,908	4,863
Health services										
Number of vaccinations.....	5,585	1,716	1,162	942	771	680	669	946	712	1,040
Reported Disease Investigations.....	81	82	120	173	188	197	174	283	283	194
Library										
Volumes in circulation.....	667,173	672,094	730,474	741,704	758,179	743,337	739,316	760,434	774,617	782,598
eBook Collection (1).....	3,640	3,640	8,649	15,816	20,334	66,894	171,292	85,824	90,966	60,153
Reference Questions Answered.....	64,680	64,680	102,432	93,024	96,876	110,256	86,184	106,089	110,760	133,368
Recreation										
Total program revenue.....	\$909,217	\$963,609	\$1,002,059	\$914,214	\$1,061,929	\$1,060,831	\$1,205,072	\$1,369,561	\$1,417,819	\$1,582,803
Programs Ran.....	unavailable	unavailable	unavailable	541	530	605	610	702	1,021	774
Program Participants.....	unavailable	unavailable	unavailable	10,343	7,592	6,920	9,551	7,267	7,241	9,624
Morses Pond Attendance.....	16,404	27,736	36,260	41,782	17,893	24,170	24,263	28,387	23,367	18,199
Traffic and parking management										
Total parking revenue.....	\$634,513	\$647,623	\$784,911	\$882,648	\$835,971	\$832,488	\$905,227	\$881,374	\$874,404	\$950,212
Meters Repaired.....	unavailable	unavailable	unavailable	unavailable	unavailable	659	302	unavailable	212	88
Sewer										
Number of accounts.....	8,190	8,125	8,126	8,122	8,130	8,093	8,181	8,129	8,173	8,059
Feet rodded/flushed.....	297,780	305,337	398,951	275,776	327,635	293,000	254,755	303,770	233,573	158,144
Water										
Number of accounts.....	12,016	12,006	12,041	12,100	12,188	8,296	8,388	8,373	8,357	8,250
Consumption in gallons (millions).....	780	871	847	864	1,036	919	942	973	915	849
Daily consumption (millions).....	2.14	2.39	2.21	2.11	2.84	2.52	2.57	3.00	2.50	2.33
Electric										
Total kilowatt hour sales.....	237,220,172	241,443,224	238,399,850	248,169,479	247,815,724	245,245,456	236,712,233	240,208,941	237,285,787	250,561,304
Municipal kilowatt hour usage.....	10,990,228	10,898,822	10,880,167	11,214,680	11,617,297	11,527,241	11,283,168	11,626,264	11,712,227	11,459,336
Streetlight kilowatt hour usage (2).....	2,361,425	2,256,278	1,875,180	1,879,056	1,879,380	1,879,505	1,880,308	1,880,192	1,880,192	970,060

Source: Various Town Departments

(1) The eBook collection is lower in 2017 as a result of a vendor changing contracts to reduce the number of available titles and increase the quality of selection.

(2) The LED lighting project decreased usage beginning in 2019.

**Full-time Equivalent Town Employees by Function
Last Ten Years**

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Function										
General government.....	53	53	53	71	71	72	74	78	79	79
Public safety.....	121	121	121	121	121	122	122	124	124	125
School custodians.....	35	35	35	40	40	40	40	40	39	39
* Public education.....	724	742	744	749	773	804	822	843	853	868
Public works.....	88	87	88	88	88	89	89	87	87	89
Health services.....	5	6	6	5	5	5	5	5	5	5
Library.....	34	34	34	31	31	31	31	31	31	31
Recreation.....	5	7	7	5	5	5	5	5	5	5
Water/Sewer.....	27	25	28	28	29	29	29	28	28	28
Electric light.....	35	34	32	32	33	33	32	32	32	32
Total	<u>1,127</u>	<u>1,144</u>	<u>1,148</u>	<u>1,170</u>	<u>1,196</u>	<u>1,230</u>	<u>1,249</u>	<u>1,273</u>	<u>1,283</u>	<u>1,301</u>

Source: Various Town Departments, Payroll count

*School Lunch outsourced in FY12, therefore FTE count omits these employees.

* Public Education employee count was recast and is now based on numbers provided in the School Budget.

* Library lost two full time custodians to General Government in 2013.

**Capital Asset Statistics by Function/Program
Last Ten Years**

<u>Function/Program</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
General Government										
Number of buildings.....	4	4	4	4	4	4	4	5	5	5
Police										
Number of stations.....	1	1	1	1	1	1	1	1	1	1
Fire										
Number of stations.....	2	2	2	2	2	2	2	2	2	2
Education										
Number of elementary schools.....	7	7	7	7	7	7	7	7	7	7
Number of preschools.....	1	1	1	1	1	1	1	1	1	1
Number of middle schools.....	1	1	1	1	1	1	1	1	1	1
Number of high schools.....	1	1	1	1	1	1	1	1	1	1
Public Works										
Streets to maintain (miles).....	110	110	110	110	110	110	110	110	110	110
Sidewalks to maintain (miles).....	118	118	118	118	118	118	118	118	118	118
Library										
Buildings.....	3	3	3	3	3	3	3	3	3	3
Recreation										
Park and playground (acreage).....	365	365	365	365	365	365	365	365	365	365
Feet of public beach front.....	660	660	660	660	660	660	660	660	660	660
Public beaches.....	1	1	1	1	1	1	1	1	1	1
Tennis courts.....	16	16	16	16	16	16	16	16	16	16

Source: Various Town Departments

Free Cash and Stabilization Fund Balances

Last Ten Years

<u>Year</u>	<u>Free Cash</u>	<u>Stabilization Funds</u>			
		<u>General</u>	<u>Baler Fund</u>	<u>IOD Fund</u>	<u>SPED Fund</u>
2019.....	\$ 16,171,779	\$ 3,371,774	\$ 806,179	\$ 564,669	\$ 760,775
2018.....	14,615,285	3,289,225	741,191	502,818	106,133
2017.....	12,129,416	3,274,957	732,942	500,332	-
2016.....	11,858,182	3,271,285	732,000	387,888	-
2015.....	8,831,500	3,170,851	-	292,471	-
2014.....	10,336,925	3,134,152	-	250,220	-
2013.....	10,950,782	3,094,076	-	-	-
2012.....	10,499,623	3,071,289	-	-	-
2011.....	8,439,070	3,045,628	-	-	-
2010.....	9,471,751	3,022,256	-	-	-

Source: Town Records

Baler Fund = Reserve for the replacement of the Town's baler

IOD Fund = Injured on Duty stabilization fund

SPED Fund = Special Education stabilization fund

APPENDIX D

TOWN OF WELLESLEY SCHEDULE OF BOND MATURITIES AND BOND INTEREST PRINCIPAL & INTEREST PAYMENTS

FY Ending <u>June 30,</u>	GENERAL FUND (Inside Debt Limit)									
	DPW Loading Structure (\$350k) <u>(Inside)</u>	+	DPW Loading Structure (\$220k) <u>(Inside)</u>	+	Town Hall HVAC <u>(Inside)</u>	+	Bacon Street <u>(Inside)</u>	+	Kingsbury Street <u>(Inside)</u>	+
2021	39,200		22,400		22,400		11,200		67,200	
2022	37,800		21,600		21,600		10,800		64,800	
2023	36,400		20,800		20,800		10,400		62,400	
2024										
2025										
Total	\$ 113,400	\$	64,800	\$ -	\$ 64,800	\$	32,400	\$	194,400	

GENERAL FUND (Inside Debt Limit)											
FY Ending June 30,	+	Fuller Brook Park (Inside)		Police/Fire HVAC (Inside)	+	MS Auditorium Seats (Inside)	+	Police Station Construction (Inside)	+	Fire Truck (Inside)	+
2021		54,000		150,000		36,000		75,075		66,800	
2022		52,200		145,000		34,800				59,400	
2023		50,400		140,000		33,600				57,200	
2024		48,600		135,000		32,400					
2025		46,800		130,000		31,200					
Total	\$	252,000	\$	700,000	\$	168,000	\$	75,075	\$	183,400	

FY Ending June 30,	GENERAL FUND (Inside Debt Limit)										
	900 Worcester Taxable (Inside)	+	900 Worcester Non-Taxable (Inside)	+	494 Washington Street (Inside)	+	Architect's Bundle (Inside)	+	Park/HWY Garage Construction (Inside)	+	Turf Field High School Stadium (Inside)
2021	203,306		90,775		100,019		176,956		62,700		121,400
2022	199,106		90,775		97,419		172,356		60,500		117,600
2023	199,906		90,775		94,819		167,756		59,400		113,800
2024	200,556		90,775		92,219		163,156		58,300		110,000
2025	201,056		90,775		89,619		158,556		57,200		106,200
2026	201,406		90,775		87,019		153,956		56,100		102,400
2027	201,606		90,775		84,419		149,356				93,600
2028	201,450		90,775		81,819		144,756				
2029	200,925		90,775		79,869		141,306				
2030	200,019		90,775		77,919		137,856				
2031	203,719		90,775		75,888		134,263				
2032	202,069		90,775		73,775		130,525				
2033			240,775		71,663		126,788				
2034			235,713		69,469		122,906				
2035			240,650		67,271		119,028				
2036			240,050								
2037			239,275								
2038			238,325								
2039			237,200								
2040			240,000								
2041			237,400								
2042			239,600								
2043			236,400								
2044			238,000								
2045			239,200								
Total	\$ 2,415,124	\$	4,191,888	\$-	\$ 1,243,206	\$	2,199,520	\$	354,200		\$765,000

GENERAL FUND (Inside Debt Limit)												
FY Ending June 30,	+	Hunnewell School Feasability Study (Inside)	+	MS Steam Pipes (Inside)	+	Rt.9/Kingsbury Intersection (Inside)	+	Town Hall Construction (Inside)	+	Reconstruct Cliff Road (Inside)	+	Worcester St 3 Land Parcels (Inside)
2021		228,000		333,800		70,000		85,800		250,600		281,950
2022		220,000		323,800		67,500		83,050		241,600		273,700
2023		212,000		313,800		65,000		80,300		229,600		265,450
2024		204,000		298,900		62,500		77,550		218,750		257,200
2025				289,100		60,000		74,800		210,000		248,950
2026				279,300		57,500		72,050		201,250		240,700
2027				269,500		55,000		69,300		192,500		232,450
2028				259,700		52,500		66,550		183,750		219,200
2029				249,900				63,800				211,200
2030								61,600				204,800
2031								59,950				200,000
2032								58,300				195,200
2033								56,650				190,400
2034												185,600
2035												180,600
2036												175,600
2037												170,400
2038												165,200
Total	\$	864,000	\$	2,617,800	\$	490,000	\$	909,700	\$	1,728,050	\$	3,898,600

GENERAL FUND (Inside Debt Limit)								SUBTOTAL
FY Ending June 30,	+	WHS Fieldhouse (Inside)	+	Middle School Steam Design (Inside)	+	Town Hall Construction II (Inside)	=	INSIDE DEBT LIMIT
2021		39,650		84,175		496,900		3,316,906
2022		32,900		77,000		480,900		3,128,206
2023		29,400		73,500		459,900		3,024,806
2024						444,150		2,626,856
2025						428,400		2,345,856
2026						412,650		2,073,906
2027						396,900		1,949,806
2028						381,150		1,681,650
2029						365,400		1,403,175
2030						352,800		1,125,769
2031						343,350		1,107,945
2032						333,900		1,084,544
2033						324,450		1,010,726
2034								613,688
2035								607,549
2036								415,650
2037								409,675
2038								403,525
2039								237,200
2040								240,000
2041								237,400
2042								239,600
2043								236,400
2044								238,000
2045								239,200
	\$	101,950	\$	234,675	\$	5,220,850	\$915,200	29,998,038

FY Ending <u>June 30,</u>	< GENERAL FUND (EXEMPT (FROM 2 1/2) DEBT >															
	Middle School Phase 1	+	Middle School Phase 2	+	Middle School Phase 3	+	Seaver St Land for HS	+	High School Planning (\$797K) (Outside)	+	High School Planning (\$2.59M) (Outside)	High School Construction (\$8M) (Outside)	+	High School #2 Construction (\$35M) (Outside)	+	
2021	503,800		468,000		744,400		230,360		52,900		162,648	501,520		1,958,057		
2022	481,400		468,200		712,800		223,360		51,300		157,848	486,720		1,908,144		
2023	464,200		462,800		686,400		216,360		49,700		153,048	471,920		1,852,894		
2024	447,000		467,000				209,360		43,100		148,248	452,120		1,807,394		
2025	428,400		470,400				202,360		41,700		143,448	437,520		1,756,144		
2026			468,000				195,360		40,300		138,648	422,920		1,709,394		
2027							183,360		38,900		133,848	408,320		1,651,894		
2028							170,560		35,000		123,248	388,720		1,599,144		
2029									31,200		116,480	372,320		1,540,894		
2030														1,487,394		
2031														1,431,194		
2032														1,375,194		
2033														1,314,794		
2034														1,258,550		
2035														1,201,438		
Total	\$	2,324,800	\$	2,804,400	\$	2,143,600	\$	1,631,080	\$	384,100	\$	1,277,464	\$	3,942,080	\$	23,852,520

FY Ending <u>June 30,</u>	High School Construction (\$22M) (Outside)	Stormwater Drainage (\$500K)	+	Morse Pond Dredge (\$485K) (Outside)	+	DPW Office Building (\$1.96M) (Outside)	+	Storm Water Drainage (\$350K) (Outside)	+	Schofield/Fisk Engineering	+	Schofield/Fisk Construction	+	Schofield/Fiske School	+
2021	1,547,568	51,332		50,400		218,400		22,400		159,675		1,029,069		577,200	
2022	1,504,051			48,600		210,600		21,600		155,475		1,002,269			
2023	1,468,693			46,800		202,800		20,800		151,275		975,469			
2024	1,430,616									147,075		948,669			
2025	1,391,179									137,875		916,869			
2026	1,351,742									133,875		890,269			
2027	1,310,945									129,875		863,669			
2028	1,267,428									125,875		837,069			
2029	1,223,911									122,875		817,119			
2030	1,180,394									119,875		797,169			
2031	1,134,158									116,750		776,388			
2032										113,500		754,775			
2033										110,250		733,163			
2034										106,875		710,719			
2035										103,500		688,275			
Total	\$ 14,810,685	\$ 51,332		\$ 145,800		\$ 631,800		\$ 64,800		\$ 1,934,625		\$ 12,740,960		\$ 577,200	

NOTE: Debt Limit/Inside - loans authorized may not exceed 5% of the equalized valuation (Massachusetts General Laws Chapter 44, section 10)
Debt Limit/Outside - loans authorized may not exceed 10% of the equalized valuation (Massachusetts General Laws Chapter 44, section 10)

Debt service on some projects is exempt from the constraints of Proposition 2 1/2

< GENERAL FUND (EXEMPT (FROM 2 1/2) DEBT >														TOTAL
FY Ending June 30,	North 40 CPA Portion	+	North 40 Non-Taxable	+	North 40 Taxable	+	Middle School Windows	+	Senior Center Construction	=	Schofield/Fiske School	=	SUBTOTAL EXEMPT DEBT	GENERAL FUND
2021	553,444		574,150		855,025		173,200		160,656		369,200		10,963,404	14,280,310
2022	549,444		571,350		858,075		162,400		155,456				9,729,092	12,857,298
2023	550,244		568,550		855,525		156,800		152,856				9,507,134	12,531,940
2024	550,644		565,750		857,525		151,200		150,256				8,375,957	11,002,813
2025	550,644		562,950		858,925		145,600		142,656				8,186,670	10,532,526
2026	550,244		560,150		854,725				140,156				7,455,783	9,529,689
2027	549,444		562,350		855,075				137,656				6,825,336	8,775,142
2028	553,244		559,350		858,981				135,156				6,653,775	8,335,425
2029	549,394		557,100		856,231				132,656				6,320,180	7,723,355
2030	550,394		554,850		856,931				130,156				5,677,163	6,802,932
2031	550,705		552,506		855,856				127,656				5,545,214	6,653,159
2032	550,306		550,069		858,906								4,202,750	5,287,294
2033	549,581		547,631		854,906								4,110,326	5,121,052
2034	553,106		1,310,100										3,939,350	4,553,038
2035	551,125		1,306,750										3,851,088	4,458,637
2036	548,350		1,306,475										1,854,825	2,270,475
2037	550,225		1,310,150										1,860,375	2,270,050
2038	551,575		1,307,600										1,859,175	2,262,700
2039	552,400		1,309,000										1,861,400	2,098,600
2040	550,600		1,309,200										1,859,800	2,099,800
2041	553,200		1,307,800										1,861,000	2,098,400
2042	550,000		1,309,800										1,859,800	2,099,400
2043	551,200		1,310,000										1,861,200	2,097,600
2044	551,600		1,308,400										1,860,000	2,098,000
2045	551,200		1,300,000										1,851,200	2,090,400
Total	\$ 13,772,312	\$	22,982,031	\$	11,136,688	\$	789,200	\$	1,565,319	\$	369,200		119,931,996	149,930,034

< __ENTERPRISE FUNDS __>							
Treatment Plant							
Water/Sewer Garage	MWRA Sewer	MWRA Water	Morse Pond Wells	TOTAL ENTERPRISE FUNDS	Ending <u>June 30,</u>	Total All funds	
428,172	91,707	177,091	145,600	842,570	2021	15,122,880	
415,172	35,891	149,682	140,400	741,145	2022	13,598,443	
402,172	35,891	145,182	135,200	718,445	2023	13,250,385	
389,172		111,750		500,922	2024	11,503,735	
371,172		107,250		478,422	2025	11,010,948	
358,372		97,750		456,122	2026	9,985,811	
345,572		93,500		439,072	2027	9,214,214	
332,072		89,250		421,322	2028	8,756,747	
				-	2029	7,723,355	
				-	2030	6,802,932	
				-	2031	6,653,159	
				-	2032	5,287,294	
				-	2033	5,121,052	
				-	2034	4,553,038	
				-	2035	4,458,637	
				-	2036	2,270,475	
				-	2037	2,270,050	
				-	2038	2,262,700	
				-	2039	2,098,600	
				-	2040	2,099,800	
				-	2041	2,098,400	
				-	2042	2,099,400	
				-	2043	2,097,600	
				-	2044	2,098,000	
				-	2045	2,090,400	
\$ 3,041,876	\$ 163,489	\$ 971,455	\$ 421,200	\$ 4,598,020	Total	\$ 154,528,054	

GLOSSARY OF TERMS USED IN TOWN FINANCE

Appropriations

Money can be appropriated from the tax levy only at the Annual Town Meeting or at a Special Town Meeting prior to the fixing of the tax rate. Money appropriated at a Special Town Meeting may be raised by borrowing or by transferring funds from available funds such as Free Cash. The Town Meeting may appropriate money for a specific purpose only when there is an article in the Warrant to cover the matter.

Town Revenues

While real estate taxes are the chief single source of income for the Town, there is revenue from many other sources. The Commonwealth allocates money to Wellesley for various programs, including school aid, school building assistance and highway programs, which it has raised by income and sales taxes and the lottery. The Federal Government makes available certain grant programs for school and public works programs. Wellesley collects a substantial amount of money from the motor vehicle excise tax (approximately \$5.5 million) and also collects fees for services of the various Town Departments as well as charges for various licenses and permits. In Wellesley, where we have municipally owned and operated light, water, and sewer services, the income and expenses of these enterprises are accounted for by the Town in separate "Enterprise" funds.

Proposition 2½

A statewide tax limitation law limits the property tax levy in cities and towns in the Commonwealth to 2½ % of the full and fair cash valuation of the taxable real estate and personal property in that city or town. The statute also places an annual growth cap of 2½ % on the increase in the total property tax levy, exclusive of growth resulting from new construction.

Override

A provision of Proposition 2½ that allows the voters to add funds on a permanent basis to the total tax levy, thus increasing the amount of taxes a community can raise. A majority vote from the voters is required for passage.

Exclusions

An EXCLUSION is a provision of Proposition 2½ that allows the voters to add funds on a **temporary** basis to the total tax levy. An EXCLUSION is usually a capital expenditure and increases the town's taxing capabilities for one year. A DEBT EXCLUSION increases the Town's taxing capabilities for as long as the debt is in service. It diminishes as the debt service diminishes over a specified number of years or until the debt is paid off. A majority vote from the voters is required for passage.

Cherry Sheet

The "Cherry Sheet" takes its name from the color of the paper on which it was once printed. It is issued annually to the Assessors by the Department of Revenue of the Commonwealth. It contains an estimate of the charges the Town will be required to pay

for its share of the costs of operating certain programs of the Commonwealth, Norfolk County government, or metropolitan assessments. It also contains an estimate of the funds the Town will receive from the Commonwealth. The Assessors must use these estimates in computing the tax rate.

Free Cash

Free cash is the unencumbered/unrestricted portion of the General Fund balance, after formal certification by the Department of Revenue, that is available for town meeting appropriation. Free cash is the cumulative total of all previous fiscal year operating results (revenues – expenditures), reduced by amounts already committed to some other purpose. Reserves (which include Free Cash and the Stabilization Funds) will be maintained in a range of 8 to 12% of Current Net Revenue in accord with the Financial Reserves Policy established by the Board of Selectmen.

Overlay

The overlay is the sum of money, in excess of appropriations, which the Assessors add to the tax rate. It is used to cover abatements granted on real estate and personal property taxes and to avoid fractions in the tax rate.

Overlay Reserve

After the tax accounts of any year have been settled, the remaining money in the overlay is transferred to the Overlay Reserve. The funds in the Overlay Reserve may be used by vote of Town Meeting.

Reserve Fund

This fund is established by the voters at the Annual Town Meeting and may be composed of an appropriation not exceeding 5% of the tax levy. Transfers out of the Reserve Fund are within the exclusive control of the Advisory Committee and are for extraordinary or unforeseen expenditures that occur after Town Meeting approval of the Town budget and which cannot be accommodated within a department or committee's budget.

Stabilization Funds

These Funds are special accounts created to provide reserves for different types of variable expenditures. These Funds help to even out the impact of capital projects or provide insurance against unexpected expenditures. Appropriations from these Funds can be made only by Town Meeting and with the approval of two-thirds of the members voting.

Tax Rate

The formula for figuring the tax rate is:

Add: 1. All appropriations voted since the last tax rate was set.

2. Debt service not otherwise provided for.

3. An amount for overlay.

4. Estimates of charges or assessments of the Cherry Sheet.

5. Any other amounts required to be raised.

Subtract:

1. Estimates of receipts in the Cherry Sheet.
2. Estimates of motor vehicle excise taxes and departmental receipts.
3. Amounts voted from Free Cash or other available funds.
4. Municipal Light Plant contribution.

Balance is the amount to be raised by the tax levy. Divide the answer by the total assessed value of real and personal property. That gives the amount necessary to raise \$1.00, which is multiplied by 1,000 to give the official tax rate per \$1,000 property valuation.