

**Wellesley, Massachusetts**  
**Select Board Handbook**  
**2025**

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## **I. INTRODUCTION**

- A. Mission Statement.** The mission of the Wellesley Select Board (the “Board”) is to ensure the highest possible quality executive leadership and management of the community’s resources. The Board works with an Executive Director and Assistant Executive Director in accordance with responsible, responsive, and transparent municipal management, and the Town bylaws. The Board sets policy and strategic direction for the community, and the Executive Director implements Board policy through the Select Board office and its reporting departments, and in conjunction with the other boards, committees, commissions, and departments in town. The Board also functions as the licensing authority in specific areas and renders decisions regarding the issuance of all licenses based on the best interests of the community.
- B. Background.** The Board published in 2018 its original Policies and Procedures Handbook, intended to complement the published Policies which address specific areas of the Board’s review. In 2023, the Board created a Policy Subcommittee to address subjects within the Board’s purview that were not at that time addressed by policies, and to update outdated policies to comply with changes in state laws, Town Bylaws and current Board practice. The Policy Subcommittee has drafted, and the Board has adopted multiple policies since 2023. Similarly, the work of the Board and of the Select Board’s office, as well as the Town’s organizational structure has changed. Accordingly, the 2018 Policies and Procedures Handbook has been updated and renamed.
- C. Purpose.** This Handbook sets forth the Board’s functions and procedures and serves as a resource for members of the Board, other officials and employees of the Town of Wellesley (Town), and the public.

The Handbook provides guidance on:

- the scope of the Board’s work, its operations, and the Board’s roles and responsibilities.
  - the procedures followed for meetings and hearings.
  - Select Board-appointed boards, committees, and commissions.
  - Town Meetings.
  - State and Federal Elections.
  - the Open Meeting Law and Massachusetts Conflict of Interest Law as it applies to municipal Board members.
  - the [Town Organizational Chart](#).
  - a sample calendar of Board events and tasks.
- D. Applicability.** The Handbook has been developed to provide guidance and applies to activities undertaken by elected members of the Board. Federal and state laws, applicable Special Acts of the Commonwealth of Massachusetts, and Town bylaws provide the authority for actions of the Board. The Handbook is reviewed periodically to align with recent legal, statutory, and operational developments.

**E. Regulatory and Statutory References.** The Board is vested with powers and duties granted to Select Boards by the Constitution and General Laws of the Commonwealth of Massachusetts, and such additional powers and duties as may be provided by any Special Act of the Legislature applicable to the Town.

The Board also oversees all matters affecting the interest and welfare of the Town, and exercises the power and authority vested in the Town not specifically delegated by law to any other board or office (Town of Wellesley Bylaws (TBL), §19.3, and M.G.L. c.41.)

Members of the Board are considered Municipal Employees for the purposes of the Commonwealth’s municipal Conflict of Interest Law, Massachusetts General Law (MGL) c.268A. The Board exercises its authority only when acting as a board legally in session or when a designee is named specifically for a limited purpose.

Specific Board policies are published on the [Policies and Regulations Page](#) of the Town’s website. The Massachusetts Municipal Association also published its version of a [Select Board handbook](#) in May 2024.

## **II. SCOPE AND OPERATIONS**

**A. Role of the Board.** The Select Board shall have all of the powers and duties granted to Boards of Selectmen by the Constitution and General Laws of the Commonwealth of Massachusetts, and such additional powers and duties as may be provided by any Special Act of the Legislature applicable to the Town of Wellesley, by Town Bylaw (TBL), by the Zoning Bylaw or by Town Meeting vote. The Select Board shall also oversee all matters affecting the interest and welfare of the Town and exercise the power and authority vested in the Town not specifically delegated by law to any other board or office. [TBL 19.3]

The duties and responsibilities of the Board include, but are not limited to, the following:

1. Enforce all Town bylaws and regulations.
2. Set dates for Town Meetings as required and prepare the Warrant for all Town Meetings.
3. Coordinate the annual preparation of the Town-Wide Financial Plan.
4. Coordinate the preparation of the Town’s Five-year Capital Budget Program.
5. Present a balanced budget to Annual Town Meeting.
6. Oversee the implementation of the actions of Town Meeting.
7. Set town-wide and Board policy, with the discretion to delegate certain responsibilities to the Executive Director and act on others itself.

8. Appoint, supervise, and work collaboratively with, the Executive Director and Assistant Executive Director.
  9. Set performance goals for, and evaluate, the Executive Director on an annual basis; Supervise, through the Executive Director, the departments of general government that are not supervised by other elected officials, except that the Police and Fire Departments shall be supervised by their Chiefs, and Town Counsel shall be supervised by the Board in consultation with the Executive Director.
  10. Consult with the Executive Director and/or the Chiefs of the Fire and Police Departments as appropriate to achieve the highest standards of public safety throughout the Town.
  11. Set guidelines and criteria for investment of all Town funds.
  12. Make appointments to volunteer boards, committees and commissions according to Town Bylaw (TBL) Article 19.7 and the Board's Appointment Policy.
  13. Act as the Licensing Board for the Town where specified by Town bylaw or statute.
  14. Upon advice of counsel, to institute, prosecute and defend all claims on behalf of or against the Town.
  15. Direct Town Counsel to inform the Town of changes in laws that affect operations.
  16. Review Town bylaws and structure and functioning of Town government and make appropriate recommendations to the Town.
  17. Act as War Memorial Scholarship Fund trustees.
  18. Set dates of special elections and/or ballot or referendum votes in conjunction with the Town Clerk.
  19. Other responsibilities as outlined in TBL Article 19.
- B. Role of Individual Members.** The following are expected of individual Board members:
- Act in accordance with Town bylaws.
  - Establish annual goals and objectives for the Board and the Town, within the Board's areas of responsibility.
  - Represent the entire community at all times.
  - Follow the Board's Code of Conduct.
  - Adhere to the Board's internal policies as described in this Handbook.
  - Act as liaisons to various Town boards, committees and commissions as assigned by the Chair, and report items of interest back to the Board.
  - Prepare and present Articles to Town Meeting at the direction of the Chair.

### C. Financial Planning.

1. **Annual Budget Preparation.** The proposed annual budget reflects the Town’s values and priorities as well as its goals. The document is much more than charts and numbers; it is an embodiment of how the Town governs itself, its principles related to its residents, staff and visitors, its infrastructure, and its vision. It is a financial document as well as a policy document, a mode of communication, and the work product of dozens of individuals over the course of many months.

The Town’s fiscal year runs from July 1st through June 30th of the following year. The main elements of the budget process are as follows:

- **August** - The Finance Director reviews the fiscal year closeout results with the Board.
- **August** –The Chair and Vice Chair begin small group meetings with the Executive Director, Assistant Executive Director and the Finance Director, and the Superintendent, Assistant Superintendent for Finance, Facilities Management Director and Department Head of Public Works (the departments with the largest budgets) to discuss their fiscal and budget outlook for the coming year.
- **August** - The Executive Director sets a [budget calendar](#) and develops a [Budget Book](#) with a timeline and instructions for all departments and boards. Deadlines are set for submission of the Operating and Capital Budgets.
- **September** - The Board works with the Human Resources Board (HRB) to establish Merit Pay and Cost of Living Adjustments for non-school, non-union staff.
- **September** - Convene an all-Board meeting for all Department Heads and Board/Committee/Commission Chairs to share their budgetary needs, and capital and strategic priorities for the coming year. In this way, leaders across town hear at the same time what others hope to achieve within the next fiscal year’s budget.
- **October** - The Executive Director and Assistant Executive Director consult with the Director of Finance and the Select Board on the budget and proposed budget increase guidelines. The Board typically votes and releases the budget guidelines in October.
- **November** – The Director of Facilities Management Department makes the annual Capital Budget presentation to the Board.
- **December** - Departments under the jurisdiction of the Board generally present their fiscal year budgets to the Board at a half-day Board budget summit in December. Other departments appear before the Board and/or the Advisory Committee (Advisory) and present their

operating and capital budgets on a schedule prepared by staff and the Chair of Advisory.

- **January** - The Superintendent presents a proposed budget to the School Committee, which typically votes on a final budget in January.
  - **December through March** - The Board, Executive Director and Assistant Executive Director work with the Finance Department to balance the budget.
  - **January through March** - The Board, Executive Director and Assistant Executive Director work with the Finance Department to prepare the Five-Year Capital Plan and the Town-Wide Financial Plan for presentation to annual Town Meeting.
2. **Town-Wide Financial Plan.** Wellesley Town Bylaw (TBL) Section 19.16 requires the Select Board to coordinate the annual preparation and execution of the Town-Wide Financial Plan (TWFP). It reviews the status of the current fiscal year budget, sets forth the proposed budget for the coming fiscal year, and provides estimates and financial assumptions approved by the Board for several years beyond (the “out years”). The TWFP is developed by the Select Board, Executive Director, and Assistant Executive Director with information submitted by each board, committee and commission pursuant to the provisions of Sections 6.15 and 11.11 of the TBL. The TWFP includes town goals and objectives, budget guidelines, Five-Year Capital Plan, and financing plan anticipated for major capital projects. The TWFP is submitted to Town Meeting annually under Article 2 of the Warrant and is available on the Town Website or in the Advisory Report to Annual Town Meeting.

### **III. ELECTION AND QUALIFICATION**

The Board consists of five duly elected members elected to staggered, three (3)-year terms. Before assuming official duties, each newly elected member shall be sworn to faithful performance of official responsibilities by the Town Clerk.

Board members must also comply with Town Clerk’s instructions regarding proof of assessment on the Massachusetts Conflict of Interest and Ethics laws pertaining to the position.

The Town Clerk provides instructions on running for town-wide offices, with dates for picking up, completing, and returning nomination papers; campaign finance rules; permitted campaign activities; and, upon request, spreadsheets of voting residents. During the months preceding the Town election, organizations such as The League of Women Voters of Wellesley, Sustainable Wellesley, Building a Better Wellesley, the Charles River Chamber of Commerce, and others often provide opportunities for candidates for town-wide office to appear in

public and respond to questions. Please see the individual organization websites for current information.

**A. Onboarding of New Members.** Members duly elected at the annual Town election are sworn in and join the Board at its next meeting. The Chair will designate a continuing board member to help each new Board member settle in. The objective is to familiarize the new member with the practice and work of the Board to minimize transition time and support their contributions to the board.

The designated member of the Board will:

- meet with the new Board member one-on-one.
- explain documents he/she is to receive.
- review agenda preparation, Friday Night Mail process, and meeting preparation.
- detail expectations and responsibilities of each Board member.
- provide an overview of each of the boards, committees and commissions appointed by the Select Board.
- review the budget and workplan process.
- review critical Select Board governance, operation, and other policies.
- encourage the new members to ask questions and seek clarification on issues.
- touch base before the first few meetings.
- follow up afterward to answer any questions.
- check in regularly.
- request that new Board members provide feedback on the presentation of subject matter content, medium of communication, work pace, and Board/staff support

Each new Board member shall receive the following documents electronically (or by link) or in hard copy:

- Select Board Handbook.
- Select Board [priorities, workplan, and assignments](#).
- [Massachusetts Municipal Association's Select Board Handbook](#).
- [Town Bylaws](#).
- [Zoning Bylaws](#).
- [Annual Report](#).
- [Past year's Town Meeting Reports](#) (including Town-Wide Financial Plan, Current Fiscal Year Budget and Five-Year Capital Budget).
- Current [Annual Comprehensive Financial Report](#) (ACFR).
- Current year's [Budget Book](#).
- Current strategic plans (including but not limited to: [Unified Plan](#), [Sustainable Mobility Plan](#), [Climate Action Plan](#), [Hazard Mitigation Plan](#), [Strategic Housing Plan](#), [DEI Equity Audit](#))
- [Organizational chart](#).

New Board members should be alerted to the resources offered by the Mass Municipal Association (MMA), Metropolitan Area Planning Council (MAPC), and the Department of Local Services (DLS) who send regular emails with vital news and policy updates. New Board members should be encouraged to consider reading the [Commonwealth Beacon](#) as it gives important State House updates. The Board is a member of the Charles River Chamber of Commerce and receives their regular newsletter which reports on matters of interest to the Board.

**B. Board Member Status as Municipal Employees.** Under M.G.L. Chapter 268A on the [MA Conflict of Interest Law](#), anyone holding a municipal position, including elected officials, is a municipal employee. Chapter 268A prohibits municipal employees from accepting certain gifts, taking bribes, self-dealing or misuse of an official position, and other improper actions both while in office and, in certain circumstances, after leaving office.

- New members of the Board should be briefed on the law’s implications by either Town Counsel or by completing the required [State Ethics Commission](#) training as directed by the Town Clerk.
- There are situations in which a member of the Board should file a disclosure form to avoid any “appearance of impropriety” or “cause an impartial observer to believe your official actions are tainted with bias or favoritism.” (State Ethics Commission Introduction to the Conflict-of Interest Law).
- Board members should consult with Town Counsel regarding the filing of a disclosure form per the advice of the State Ethics Commission.
- Board members may request legal advice about how the law applies in a particular situation. Advice is free, confidential, timely and binding. Advice may be sought from Town Counsel whose conflict-of-interest opinions must be filed with the Commission for review. The State Ethics Commission’s “attorney of the day” may also be reached at 617-727-0600 or 888-485-4766.

**C. Resignations or Vacancies on the Board.** The Board shall follow any legal requirements for filling a vacancy on the Board in a timely manner. Any newly elected member(s) takes their seat on the Board after they have been sworn in.

#### **IV. GOVERNANCE**

**A. Code of Conduct.** The Board adopted a [Code of Conduct](#) in March 2024. The Board also created an abridged Code of Conduct for adoption by other boards, committees and commissions. All bodies appointed by the Select Board have adopted a Code of Conduct.

**B. Anti-Racism and Anti-Bias Statements and Resolution.** The Select Board issued a [Tolerance Pledge](#) on December 12, 2016. In February 2021, the Board released a [Statement on Anti-Racism and Anti-Bias](#).

**V. STAFF APPOINTMENTS BY THE BOARD**

The Board appoints the Executive Director, the Police Chief, the Chief Fire Engineer, and Town Counsel, who shall appoint such other staff as are deemed necessary to carry out the responsibilities of the office of the Select Board.

**A. Performance Review and Goal Setting of the Executive Director.** The Board, through the Chair, should elicit continuous feedback from the Executive Director and provide continuous feedback to them. The Board also conducts a formal performance evaluation, in accordance with the Town's Human Resources policies and directions of the Director of Human Resources. The performance evaluation process includes the following elements:

- **Early July** - The Executive Director will perform a self-evaluation for the period just ended, and comment on progress on each of their goals. The self-evaluation will be shared with Board members along with the performance evaluation form to be completed by each Board member.
- **Early July** - Each member of the Board shall provide input into the performance review. Newly elected members should endeavor to complete as much of the evaluation form as they feel competent to do. Their comments should address the Executive Director's performance only for the period that they have served on the Board. Members of the Board who served during the fiscal year under review, but who no longer sit on the Board, will be offered the opportunity to submit their performance evaluation for the period they served during the fiscal year being evaluated.
- **July 15<sup>th</sup>** - All performance reviews shall be submitted directly to Town Counsel, who will average the evaluations into one composite matrix with a representative sampling of comments.
- **Mid July** - The Chair and Vice Chair will meet with the Executive Director to review the Executive Director's goals for that year and set proposed new goals for the coming year. The goals shall include metrics by which the Select Board can measure progress. The goals shall generally be attainable within the time period specified.
- **End of July** - Town Counsel will send a composite evaluation with comments to all members of the Board electronically one hour prior to the Board's public evaluation of the Executive Director. A summary of the review shall be presented to the Executive Director at a public meeting of the Board.
- **End of July** – The Chair will summarize the evaluation in open session and may make proposals for amendments. The Chair will review proposed goals with the Board.

**B. Employee grievances.** Grievances are to be directed to the Human Resources Director and handled as delineated in the Town's [Personnel Policies](#). If employee grievances are brought to the attention of a Board member, Board policy is to proceed as follows:

1. Board members will not intercede or interfere with the grievance process. The employee will be directed to the administrative process to be followed.
2. A meeting with the Board may be requested by any employee through the Executive Director or the Assistant Executive Director.
3. The Board may defer such meeting until the administrative process has been exhausted.

## **VI. RESPONSIBILITIES, ROLES, AND ORGANIZATION OF THE BOARD**

### **A. Officers of the Board.**

1. The Chair, Vice Chair, and Secretary shall be elected from among the members of the Board which may be at a Board retreat for a one-year term.
2. Nominations of officers shall require both a motion and a second. A majority vote shall constitute an election.
3. Upon the election of the Chair, they will call for the election of a Vice Chair and Secretary.
4. The Board may, at any time, remove the Chair.
5. Nominations and elections of officers are wholly within the discretion of the Board.
6. If a vacancy occurs among any of the Board's officers, the Board shall elect a successor as soon as it is practicable to fill the unexpired term.

### **B. Responsibilities of the Officers.**

#### ***The Chair of the Board shall:***

1. Preside at all meetings of the Board.
2. Call meetings to order at the appointed time.
3. Announce the business of the Board.
4. Maintain order in the meeting room.
5. Recognize speakers.
6. Decide questions of order.
7. Call for votes.
8. Sign official documents that require the signature of their office.
9. Prepare agendas in consultation with the Executive Director, Assistant Executive Director, and the Vice-Chair, with additional input from other Board members.
10. Notify Board members prior to the meeting if a strategy or approach has been suggested for dealing with potentially contentious agenda items.
11. Arrange orientation for new members.
12. Schedule special meetings in accordance with the Open Meeting Law.

13. Confer with the Vice Chair, Executive Director, Assistant Executive Director regarding matters that arise between meetings.
14. Communicate with all members of the Board in a timely way information relative to matters of interest to or relating to issues before the Board.
15. Represent the Board at meetings, conferences and other gatherings unless otherwise determined by the Board or delegated by the Chair.
16. Serve as spokesman of the Board at Town Meetings and present the Board's position unless otherwise determined by the Board or delegated by the Chair.

The Chair shall have the same rights as other members to discuss questions and to vote thereon.

*The Vice Chair of the Board* shall perform duties as may be delegated or assigned to them, and in the absence of the Chair, shall act as presiding officer of the Board.

*The Secretary of the Board* shall, in the usual course, make all motions to be voted by the Board and perform other such duties as may be delegated or assigned to them. In the Secretary's absence or in unusual situations, any Board member may make a motion.

**C. Roles and Responsibilities of Individual Members of the Board.**

1. **General.** The Board functions as a body in all policy decisions and all other matters as required by law or determined by vote of the Board in formal session. Board members who wish to take issue with another member's conduct, behavior, or procedures, will do so first privately with the member concerned or will notify them prior to first doing so at a public meeting.
2. **Standards of Conduct.** The Board operates under a Code of Conduct. Each member is expected to always adhere to all terms of the Code of Conduct. An individual member of the Board, including the Chair, may act independently only if specifically authorized by the Board.
3. **Responsibilities.** In general, each Board member should:
  - i. Act with the highest level of integrity, business ethics and objectivity in any transaction where a Select Board member represents the Board.
  - ii. Support a strong working relationship between management and staff.
  - iii. Adopt policies that incorporate consistent and fair management practices.
  - iv. Adopt policies and procedures that represent fiscal responsibility.

- v. Encourage Town employees and volunteers to strive for efficient and productive use of Town resources; and
- vi. In all appointments, avoid political patronage by judging all candidates on merit, experience, and qualifications only.
- vii. Know that it is inappropriate to make promises or commitments of how the Board will vote upon matters that will come before the Board.
- viii. Treat fellow Board members, colleagues on other boards, Town staff, and residents respectfully and courteously despite any differences in opinion.
- ix. Realize that they are expected to carry out, respect, and uphold all Board decisions once they are made.
- x. Keep each other informed of all issues they are pursuing that are of concern to the Board.
- xi. Report back in a timely manner to other Board members, the Executive Director, and the Assistant Executive Director on significant meetings or hearings that they have attended, especially on issues on which Board action may later be required.

**4. Liaisons and Appointments.** Coordination and cooperation is needed among the town's major boards, committees, and commissions ("boards"), not only in the day-to-day operations of government, but also to:

- i. set town-wide goals and priorities.
- ii. present their budgets to their appointing board and/or Advisory.
- iii. identify and anticipate major problems and plan for their resolution.
- iv. develop a process for dealing with state government.

The Chair, in consultation with all Board members, shall appoint members to act as liaisons/conduits of information to other Town boards. The role of the Select Board liaison is to facilitate communications and report to the Chair and the full Select Board on any issue of which the Board needs to be aware.

Each Board member will maintain regular communication with each board to which they are assigned. They should review the agenda and prior meeting minutes of each of their assigned board on a regular basis to keep current with the activities of the assigned board. Attendance at every meeting is not required; however, Select Board members should try to attend occasionally or when their input on a matter on behalf of the Select Board would be productive or important.

Each Board member assigned to a liaison function shall provide regular updates to the Select Board and keep the Select Board advised of all votes, significant developments and activities. When a department or board intends to bring an article to Town Meeting, the liaison should report that information to the Board. Liaisons are encouraged to invite their liaison board to report to the full Select Board as deemed necessary.

The Select Board liaison is generally not considered a member of each board (with a few exceptions); the liaison participates in meetings when invited to do so or as needed to provide or obtain information and feedback.

Each board which has been assigned a Select Board liaison is asked to include the liaison in the distribution of all general meeting correspondence such as meeting materials, minutes, agendas, etc. This will make for a more effective liaison assignment. Each board which has an assigned liaison should consider that person as the first point of contact with the Select Board.

Each liaison shall notify the Chair of their assigned board whenever there is a change in liaison assignment and share with the new liaison the information they will need in order to participate effectively with the board.

- 5. Office Hours.** Members of the Board will rotate in holding office hours on an approximate twice-monthly basis. Office hours may be held in person, hybrid or by a remote/virtual meeting platform such as Zoom during the morning, afternoon, or evening for one and one-half hour. Advance notice will be provided to the public of upcoming office-hour sessions and residents are invited to request, via email, a 15-minute time block to meet with the Board member. The Board member will confirm that time or suggest an alternate time by return email.
- 6. Reimbursement of Board member expenses.** Expenses relating to Board member attendance at the following events will be borne by the Town or reimbursed to the particular Board member:
  - i. Massachusetts Municipal Association's annual conference.
  - ii. World of Wellesley annual breakfast.
  - iii. Charles River Chamber of Commerce annual breakfast.
  - iv. Other meetings relevant to the Board members' work.
  - v. Other specific events may be reimbursed with the prior approval of the Board.

**D. Communications.**

- 1. Communications from the public.** All citizen questions and complaints submitted to the Select Board Office are to be answered promptly. Questions and concerns relating solely to the Select Board Office shall be answered promptly by the Chair, or at the discretion of the Chair, by the Executive Director. Those needing attention by the Board should be referred to the Chair for inclusion in the next meeting agenda. Board members may respond on an individual basis as they see fit.
- 2. Members E-mail Communications.** Every Board member shall be provided with a Town email address from the IT department. Emails concerning Town business should be kept separate from personal emails.

Email has become a convenient way to communicate with Boards and Committees. Board members must guard against violating the Open Meeting Law, emails must not contain deliberations of any kind within the purview of the Board; they must be sent to less than a quorum of the Board unless administrative/ministerial or procedural in nature, such as a meeting notice or agenda; and they may not contain serial responses or forwarded emails among more than a quorum of the Board.

Moreover, email exchanges shall not be used to debate policy or convey opinions. This policy shall apply to all Boards and committees and Select Board liaisons are responsible for informing their boards, committees, or commissions. For further information, see the [guidance provided by the Office of the Attorney General](#).

- 4. Centralized Board email address.** The Board also has a centralized email address - [sel@wellesleyma.gov](mailto:sel@wellesleyma.gov), which is used by residents and other individuals to contact the entire Board and staff. The Select Board office checks this email daily, acknowledges receipt by the Board of the email, asks the appropriate staff member to respond and, if appropriate, alerts the Chair for further response. Note that this process includes any anonymous communications (electronic or hard copy). Anonymous complaints regarding the actions of any other board are also forwarded to the chair of that board for further action.

**VII. SELECT BOARD GOAL-SETTING AND WORKPLAN**

The Board, Executive Director, and Assistant Executive Director develop a [workplan from the priorities](#) for the coming fiscal year. Together, they create objectives and an estimated timeline for Board members and staff. Board members are assigned to particular projects, and the Chair makes liaisons

assignments in consultation with the Vice Chair, Executive Director, and Assistant Executive Director. At any retreat or working meeting during the year, the Chair may elect to review and update the Workplan, adjust priorities based on emerging information, or change assignments.

**A. Guidance.** The Board sets goals that can influence the community for many years. In doing so, the Board must consider short-term and long-term needs as well as the future financial and other implications of those decisions. The Board is guided in setting its priorities and creating its workplan by any Town-wide Unified or Strategic Plan, 5-year Capital Plan, and the Town-wide Financial Plan, or successor town-wide planning documents, as well as individual departments' objectives. Goals should be established that will sustain the excellence that citizens demand.

**B. Timing.** Goal setting is typically done in June at the annual retreat led by the incoming Chair, and is done collaboratively among the Board, the Executive Director, and the Assistant Executive Director. By setting goals before the beginning of the new fiscal year, the staff has directions to guide them through the next fiscal year's budget process as well as to prepare articles for upcoming town meetings.

**C. Suggested Subject Areas for Goal Setting:**

1. Administration.
2. Fiscal management.
3. Communication.
4. Policy Development.
5. Intergovernmental communications and relations.
6. Public Relations and Community Engagement.
7. Economic Development.
8. Board meeting effectiveness/efficiency.
9. Climate/Sustainability.
10. Mobility and Transportation.

**D. Process for setting annual goals**

1. Each Board member is asked to submit proposed broad Board goals.
2. The Executive Director and Assistant Executive Director are also asked to submit proposed goals.
3. The Board together at a retreat reviews prior year's goals, noting any that may not have been met during the fiscal year.
4. Discuss all proposed goals and assign priorities.

**VIII. SELECT BOARD POLICIES**

**A. Policy Development.** The Board develops policies to serve as guidelines to the Executive Director, the Board itself, and citizens, on a variety of issues. Policy development is undertaken by the Policy Subcommittee (PSC), comprised of two members of the Board appointed by the Chair. Typically, the vice chair will chair the PSC, and the newest member of the Board will also sit on the subcommittee. Adoption of new policies and revision of

existing policies by the Board may only be finalized by affirmative vote of a majority of the Board at a duly noticed meeting.

Policies are drafted or updated by the PSC under the Charge to the Policy Subcommittee (Charge) approved in August 2023, following Board direction, and then presented to the Board for review. The [Charge](#) also details subcommittee membership, operations, goals, guiding principles and processes for identifying policies for review.

- B. Policy Consideration by the Board.** Draft policies are placed on the agenda at a regularly scheduled meeting of the Board by the Chair and/or by request of the Chair of the PSC. The Board may schedule any hearings or meetings it deems necessary for full discussion and may also distribute a draft copy to the appropriate staff or board, committee, or commission members from whom they wish to obtain comments.
- C. Policy Format.** All policies of the Board should be recorded in the same form as outlined in the PSC materials. The form shall include the name of the policy, the date approved by the Board and the members of the Board as of the date the policy was approved. Each policy shall contain the following sections if applicable:
  - 1. Background
  - 2. Purpose
  - 3. Applicability
  - 4. Policy
  - 5. Procedure
  - 6. Definitions
  - 7. Reference

## **IX. MEETINGS, PUBLIC HEARINGS, AND LICENSING**

- A. Scheduling.** Board meetings are generally held either in the Juliani Room of Town Hall or remotely on Tuesday evenings and begin promptly at the time set in the agenda unless otherwise determined. The meetings are scheduled during the month as necessary depending upon budget status and/or Town Meeting preparation. Other than Executive Sessions, regular meetings will be video- recorded and live-streamed, in accordance with the Town's [Recording of Meetings Regulations](#), unless deemed impracticable by Wellesley Media. The Executive Director shall make reasonable efforts to accommodate attendance through hybrid technology. Videos of meetings are generally posted to the Wellesley Media website within 24 hours and are available to the public for viewing.

The Board shall not meet on days designated as Legal Holidays, on days of elections or on days of other major events. Meetings falling on a legal or religious holiday are canceled or rescheduled at the discretion of the Board.

**B. Notice of Meetings.** The Executive Director or their designee, on behalf of the Chair, is responsible for filing a notice of the meeting with the Town Clerk at least 48 hours (not including weekends and Legal Holidays) before the meeting is to take place and shall take all steps necessary to comply with the open meeting law.

**C. Agenda Preparation**

- 1. Responsibility.** Responsibility for coordinating and planning a meeting agenda and deciding the meeting date on which an agenda item shall appear, is that of the Chair, Vice-Chair, Executive Director, and Assistant Executive Director. With the consent of the Chair, another Board member may place items on the agenda. The Executive Director or Assistant Executive Director, after consultation with the Chair, shall schedule a realistic time for each appointment, interview, conference or other scheduled item of business and shall confirm all appointments including time allotted. The Executive Director and Chair will determine the order of the agenda.
- 2. Timing.** Board members should make reasonable efforts to submit all requests to place items on the agenda for the upcoming week to the Chair by 12:00 noon on the Tuesday preceding the meeting.

Members of the Board, staff, Executive Director, or others who prepare background material for the meeting should endeavor to submit such material to the Executive Director by 12:00 noon on the Thursday preceding the meeting. All backup data, pertinent information, or an outline for discussion shall accompany all subject matters or items to appear on the agenda.

If background information is insufficient or complicated, or if complex memos or motions are presented at the meeting which were not distributed sufficiently in advance, any member may request the tabling of the item to allow careful study of the material presented or the motion proposed. The Chair has discretion to decide to table an item or to ask for consensus from the Board to do so.

- 3. Format and Content.** Agenda items include by way of example (individual agendas may vary):
  - i.** Call to order.
  - ii.** Citizens' Speak.
  - iii.** Executive Director's Report, including Announcements.
  - iv.** Agenda.
  - v.** Items for Individual Consideration.
  - vi.** Liaisons' Reports.
  - vii.** Chair's Report.
  - viii.** Executive Session (optional).

If there are any changes to the agenda, they must be published as a revision. Items not on an agenda may not be addressed during the meeting to ensure that interested members of the public do not miss an opportunity to participate or hear the Board discuss the item.

4. **Consent Agenda.** The agenda may also include items under “Consent Agenda,” meaning that one vote would be taken to approve all of those individual items. Any member may request that an item be removed from the consent agenda by the end of day before a meeting so that arrangements can be made to ensure participation by appropriate staff, residents, proponents etc., in which case that item would be taken up in the normal course on the agenda. Consent agenda items typically include matters that are relatively minor or administrative on which the Chair and Executive Director do not expect debate. Common issues under consent agendas include:

- i. Accepting donations to the Town (the Executive Director has the authority to accept donations up to a maximum of \$3,000; others go to the Board.
- ii. Approving one-day licenses.
- iii. Approving CV change in ownership without other changes.
- iv. Approving license renewals.
- v. Selected appointments.
- vi. Administrative disclosures.
- vii. Final contract updates incorporating Memorandums of Agreement (MOA).
- viii. Minutes where ministerial edits only are proposed.

5. **Posting and Delivery.** The agenda shall be posted on the Town’s website and emailed to the Town Clerk no later than 48 hours (not including weekends and legal holidays) prior to the meeting. The official agenda will generally be available to the Select Board and Town Counsel on Friday afternoon.

6. **Notification of Interested Parties.** Insofar as is reasonably practicable, the Executive Director or their designee shall notify people who are known by the Executive Director to be directly involved in issues to be discussed by the Board, making note of the time their item is scheduled on the agenda.

- D. **Meeting Materials.** The Executive Director and Assistant Executive Director build a packet of materials for each meeting. The packet contains all items and supporting documentation (except for Executive Session materials) and is generally distributed to all Board members the Friday preceding a meeting via electronic mail and, by request, hard copy. The public packet, reflecting redactions as necessary, is also posted to the Town’s website as soon as possible. Packets can range from 200-500 pages or more and contain relevant background materials and other information on items coming before the Board.

- E. Procedures.** Meetings are to be conducted in accordance with generally accepted rules of parliamentary procedure and the Open Meeting Law. Parliamentary procedure is followed on an informal basis, depending upon the number of attendees and the desirability of flexibility in the expression of opinion.

A quorum shall consist of three (3) members of the Board. Without a quorum, the Board cannot open its session or discuss business before the Board. As a practical courtesy, action on critical or controversial matters, the adoption of policies, or the making of appointments shall be generally taken when the full Board is in attendance wherever possible.

Actions and decisions shall be by motion, second and vote. Votes of “aye” or “no” are generally expected unless specific circumstances warrant an abstention, and members who abstain are asked to explain their abstention. All voters will be identified by name in the minutes of the meeting.

The Executive Director and Assistant Executive Director are expected to attend all meetings of the Board to keep the Board informed and advised, and to make recommendations in matters that fall within the jurisdiction of the Select Board. They shall carry out the actions of the Board as they relate to the conduct and administration of Town affairs under their jurisdiction.

- F. Voting.** If the Board is meeting remotely or hybrid via the Zoom or other virtual platform, all votes must be taken by roll call, and each member shall state their vote individually. The remote meeting platform is currently authorized through the end of June 2025.
- G. Citizen Participation at Board Meetings.** The Board recognizes that it both represents and is accountable to all the citizens of the Town. It is the Board's policy to make every reasonable effort to strengthen communications with citizens, such as increasing citizen participation, encouraging citizen input into governmental decisions and keeping citizens informed of all actions contemplated or taken by the Board, Town Meeting and the Executive Director which will affect them. To this end, the following steps will be taken:
1. Regular Board’s meetings shall contain an agenda item called “Citizen Speak” that allows the public to bring non-agenda issues to the attention of the Board.
  2. The Board shall follow its [Public Comment Policy](#).
  3. An individual citizen or group of citizens may request a date before the Board by making a request to the Executive Director or Assistant Executive Director or Chair stating the reason for the appearance and the action desired and naming a spokesman for the group. Participants shall be given the opportunity to make a reasonable presentation through the spokesman and to express opinions and ask for pertinent information. Background data shall be prepared by the boards and

departments concerned prior to the appointment insofar as possible, so that all parties involved can have a reasonable understanding of the subject matter.

4. If the Board is considering matters of citizen concern at a regular meeting, the public will be allowed to ask questions or make statements pertinent to the matter under consideration at the discretion of the Chair or upon request of any member of the Board.
5. During public comment meeting decorum is furthered by not having demonstration of approval or disapproval.

**H. Other Boards', Committees', and Commissions' Appearance at Select Board Meetings.** Boards, committees, and commissions of the Town may request a date for a presentation or discussion with the Board by making a timely and clear request to the Executive Director, Assistant Executive Director, or the Chair, stating the reason for the presentation or discussion and the action desired. Boards, committees and commissions are requested to forward a copy of all pertinent material related to the subject matter to be discussed to the office of the Board by Thursday 12:00 noon prior to the scheduled appointment. The Executive Director will notify those requesting an appointment of the time at which their appearance will be scheduled.

Similarly, the Board may request a meeting with a board, committee, or commission to provide an update, to discuss an issue of mutual interest, to brief the board on a matter which it intends to bring to a Town Meeting, or for other purpose deemed necessary by the Chair.

**I. Executive Sessions.** Only items clearly allowed under the State's Open Meeting Law shall be included in Executive Session. An Executive Session shall not be held unless the Board has first convened in Open Session for which notice has been given.

The mover must specify in the Open Meeting the grounds on which Executive Session is sought. Before the Executive Session, the Chair or Secretary must state whether the Board will reconvene in Open Session and for what purpose.

A majority of the members at the meeting must vote to go into Executive Session and the vote of each member must be made by roll call and recorded in the minutes.

Generally, Executive Sessions other than a few minutes in duration will be scheduled near the beginning or the end of the Open Meeting. There are occasions, however, at which the Board needs to deliberate in Executive Session to then present that issue in Open Session.

- 1. Executive Session Votes.** All votes taken in Executive Session shall be recorded roll call votes made part of the records of the Executive

Session. Any member abstaining from a vote will be asked to explain their reason(s) for abstaining.

2. **Executive Session Records.** Minutes from Executive Session are sealed after the conclusion of the session. At some future time, the Board may vote to unseal and post the minutes if the topic discussed is no longer deemed sensitive. The Board must maintain accurate records of Executive Sessions as provided by the Commonwealth's Attorney General's Open Meeting Law. The procedures regarding Executive Session Minutes are covered in the Board's Minutes Policy.

**J. Special, Emergency, Working Meetings and Retreats**

1. **Special Meetings.** A meeting called by the Chair for any time other than the regular meetings shall be known as a "Special Meeting". These meetings may take place at any time or day of the week but are subject to the same public and open meeting requirements. Notice for Special Meetings will be posted at least 48 hours prior to the meeting. The Chair, through the Executive Director, may call Special Meetings provided that all Board members are notified and that a majority of the members agree to meet.

- 2. **Emergency Meetings.** In a situation where immediate action is deemed to be imperative, an "Emergency Meeting" may be called by the Chair. In this case an emergency is defined by law as "a sudden, generally unexpected occurrence or set of circumstances demanding immediate action". Such a meeting may be held even though notice was not posted in time. Notice of an "Emergency Meeting", pursuant to M.G.L. Chapter 39, Section 23A, shall be posted as much in advance of the meeting as possible.

- K. Minutes.** The Board has adopted a Minutes policy and minutes will be prepared in accordance with this policy.

**X. PUBLIC HEARINGS BEFORE THE BOARD**

Public Hearings before the Board are held for certain items on the Board's agenda that require public input, by statute or Board policy. Many, but not all, items require additional public notice, often in the form of a legal notice on the Town's website, in a news outlet, to abutters, or a combination. Public hearings are generally conducted in accordance with the procedures set forth below.

Modifications may be necessary to comply with statutory requirements applicable to particular matters. Examples of public hearings include:

1. **Grants of location** – which permit public utilities to access and run infrastructure to/from/between conduits in the public way (usually under roads and sidewalks).
2. **Tax Classification** – a discussion on and adoption of tax rates.
3. **Certain contracts and licenses**, for example cable licenses.
4. **Certain alcohol licenses** – initial granting of ABCC licenses, transfers of license, and alteration of premises.

The procedures for conducting hearings are as follows:

- A. Agenda.** Upon receipt of a request for a hearing, the hearing will be normally included in the agenda for a regular meeting.
- B. Notice.** The Executive Director will advertise the hearing and notify interested persons, such as abutters, as required by statute or by current practice, or as directed by the Chair in the absence of statutory requirements. Abutters shall be broadly defined to include a reasonable circle of neighbors who may be affected by actions of the Board. Public hearings may not begin until the time advertised in any public notice.
- C. Procedures:**
  - 1. Hearings will be held in open session unless otherwise voted by the Board in compliance with the Open Meeting Law.
  - 2. The Chair will announce the nature and purpose of the hearing, identify the particular matter, and recite the notice given. Where appropriate, the Chair will outline the procedure to be followed. The order of presentations will be:
    - i. Statements by proponents.
    - ii. Receipt of recommendations from any Town department, officer, or elected official.
    - iii. Statements by citizens, whether in support or in opposition.
    - iv. Questions from members of the Board.
  - 3. The Board may permit people not desiring to speak to record themselves as in favor or against a proposal by a show of hands.
  - 4. At the conclusion of the hearing, the Board may render its decision, or take the matter under advisement, announcing the intended date of decision.
- D. Utility Hearings.** Any utility company seeking permission to erect or construct a line or take any other action for which a public hearing is required by statute, will file a petition for a hearing. The Department of Public Works, acting through its Engineering Division, will mail a notice on behalf of the Board of the time and place of the hearing to:
  - 1. All owners of abutting real estate.
  - 2. Owners of property at a reasonable distance beyond the abutters.
  - 3. People whose property abuts part of the way upon, along, across or under which the line is to be constructed.The notice shall be mailed at least seven days before the date of the hearing. The Chair may determine that notice should be sent to an expanded group of citizens if it is determined that there are broader neighborhood considerations involved.
- E. Procedure for Utility Hearings.**

The Chair will:

  - 1. Open the hearing at the announced time.

2. Recognize the representative of utility company and allow the representative to explain the request.
3. Read recommendation from Director, DPW/Engineering.
4. Take questions from the Board.
5. Take questions from the public.
6. Ask if anyone else is present in favor or in opposition.
7. If there is opposition, take additional, if any, questions from the Board and then from the public.
8. Close the hearing.
9. Render decision or set date for decision.

## **XI. GRANTING OF LICENSES AND PERMITS**

The Board issues the following licenses and permits:

1. Alcoholic Beverages.
2. Auto Class I and Class II.
3. Common Victuallers.
4. Entertainment.
5. Hawkers and Peddlers.
6. Mobile Food Vendors.
7. Public Conveyances.
8. Registered Marijuana Dispensaries.
9. Take-out Food.

Applications for licenses and permits are available on the Town's [website](#). Upon payment of the appropriate fees, the Select Board Office is responsible for processing all applications.

It is recommended that persons requesting licenses or permits for a new business or new use attend the Board meeting when the request is reviewed. The Select Board office will contact all interested parties to schedule a date and for the review. The Board may review requests for one-day licenses under its consent agenda, and the person(s) requesting the license or permit will be informed whether that is the Board's intention for their requested review. The Board has the discretion to grant or deny licenses. The Select Board office will contact all interested parties to schedule a date and for the review.

## **XII. SELECT BOARD APPOINTMENTS**

- A. Appointments to Standing Committees and Town Personnel.** As outlined in TBL Article 19.7 and in the Board's [Appointments Policy](#), the Select Board appoints qualified persons to named staff positions, and members of the public to a variety of boards, committees and commissions.
- B. Select Board Appointed Advisory Committees.** The Board may appoint advisory committees to aid on matters under the Board's jurisdiction, particularly in technical areas. The use of such advisory committees provides

greater expertise and more widespread citizen participation in the operation of government.

Charges to advisory committees shall be approved by the Board, in writing and shall include the work to be undertaken, the time in which it is to be accomplished and the procedures for reporting to the Board. Each advisory committee must report in writing at least annually to the Board and must follow all Open Meeting Laws regarding communication, deliberation, posting of meetings and minutes, etc. The Board will discharge committees upon the completion of their work.

The membership of standing advisory committees shall be reviewed as necessary. It is the policy of the Board to appoint qualified citizens to advisory committees. Reappointments will be based on an evaluation of the member's contribution, the desirability of widespread citizen involvement and the changing needs of the committee and the Town.

To attract qualified and interested persons, vacancies will be made public as far in advance of an appointment as practicable. Notice will be posted for interested parties, and an application form will be available on the Town Web site so that any citizen may apply listing their background, area(s) of interest and availability.

- C. Resignations.** Under statute, all resignations of Town Officers, board, committee, and commission members must be in writing and filed with the Town Clerk's office. In addition, the written resignation shall also be sent to the appointing authority.

### **XIII. TOWN MEETING**

Wellesley's legislative body is a Representative Town Meeting. The Town is divided into eight (8) precincts and there are 30 elected Town Meeting Members (TMM) from each precinct, for a total of 240 TMM. TMM are elected for a term of three (3) years with a few exceptions. The Moderator conducts an orientation for all new TMM each year. TMM are expected to read the entire Report of the Advisory Committee, familiarize themselves with all Articles on the Warrant, attend the League of Women Voter's (LOWV) Town Meeting Preparation Session prior to Town Meeting and present their questions, and attend every session of Town Meeting. The Chair of the Board and the Executive Director typically make presentations at the new TMM orientation and the LOWV event. TMM are also expected to familiarize themselves with the views of their constituents on matters coming before Town Meeting.

No budget can be approved or fiscal appropriation made without the approval of Town Meeting. Town Meeting also votes on town and zoning bylaw changes, authorizations for bonding and loans, acceptance of state statutes, the rescinding

of debt authorization, settlement of claims, disposal of property, and citizen petitions.

Annual Town Meeting generally begins on the last Monday in March unless otherwise specified. The sessions are generally held from 7:00 pm until 10:30 pm every Monday and Tuesday (and adjourned in between) until all Articles on the Warrant have been addressed and voted. Town Meeting is generally held at the High School or the Middle School. All sessions are live-streamed and recorded by Wellesley Media and the public is welcome to attend all sessions.

- A. Setting the Date for Town Meeting.** The Executive Director will work with the Moderator, the Town Clerk and various staff members to identify potential dates for Town Meeting taking into account various parameters including Town Bylaw, public holidays, proximity to elections, availability of facilities, electronic voting service providers, and logistics of complying with Advisory Committee's publications deadlines. The Executive Director will share potential Town Meeting dates with Board members once potential dates are identified. Potential dates for Town Meeting will be shared with boards and department heads as soon as practicable.
- B. Calling Town Meetings and Creating the Warrant.** The Select Board has the statutory responsibility for calling Town Meetings and preparing, publishing and distributing the Warrants for them. The Select Board directs what appears in the Warrant. The Board places its own departments' articles on the Warrant, and places Articles in on the Warrant at the request of official boards, committees, and commissions, and also adds qualifying Citizen Petitions.
- C. Procedure for Preparing the Warrant.** During the fall, the Board votes to call the Annual Town Meeting, stipulating the time and place of the meeting and the day the Warrant will be closed for the submission of articles. Town Meeting is governed by Part III of TBL Article 8 beginning with section 8.6. The Town Moderator, Executive Director and Assistant Executive Director meet to establish the preliminary order of the Articles, considering subject matter and efficient utilization of staff. The wording of Articles is also reviewed. Final discussion occurs at a Board meeting. The Moderator has discretion to take articles out of order or change the order.

Town Counsel reviews the final wording of Articles submitted by the Board and Town officials, boards, committees and commissions in consultation with the Moderator.

By law, citizen petitions must be worded exactly as submitted. Town Counsel may be contacted directly through email at [moderator@wellesleyma.gov](mailto:moderator@wellesleyma.gov).

- D. Town Meetings at other times of the year.** The Board may call a Town Meeting at any time. In recent history, the Board has called a Special Town Meeting in the fall to address issues that have arisen since the time of the

Annual Town Meeting, and to shorten the Warrant for the following Annual Town Meeting. The Board must also call a Town Meeting on petition of 200 registered voters. Such a meeting must be held not later than 45 days after the receipt the written request. The Warrant must include all subjects requested by the petition. When the Board votes to call the Special Town Meeting, it must detail the time and place of the meeting and the Warrant closing date. The process for drafting the Warrant follows that outlined above in the section on Annual Town Meeting.

- E. Citizen Petitions.** Under Massachusetts’s law the Board must also insert an article into a Town Meeting Warrant upon the written request of a specified minimum number of registered voters of the town filed by the Warrant closing date (ten (10) registered voters for an Annual Town Meeting and 100 registered voters for a Special Town Meeting).
- F. Preparing for Town Meeting.** The Board discusses potential subjects to be placed on the Warrant and makes the determination whether they are timely, in accordance with Board priorities, and within the Town’s financial means or appropriate for bonding/borrowing. Liaisons inform the Board of articles being considered by their liaison boards committees, and commissions. Board members familiarize themselves with other department and board, committee, and commission presentations and meetings on their upcoming articles as well as Advisory Committee discussions and votes.

The Chair and Vice-Chair meet with the Moderator and discuss potential articles to be included within a consent agenda. To be included, both the Select Board and Advisory Committee must have voted unanimously in support of the article, and the Moderator must determine that the article is likely to generate little discussion on the floor of Town Meeting and be uncontroversial. Upon agreement by all parties, articles are placed within the consent agenda (typically Article 3 on the Warrant). They are voted with a single vote unless a Town Meeting Member requests that a particular article be removed from the consent agenda and brought to the floor in the regular course of the meeting.

The Chair of the Select Board assigns articles to members for presentation at Town Meeting and the staff assist in preparing the slide presentations.

The Moderator calls a meeting 2-4 weeks prior to Town Meeting (the “Moderator’s Meeting”) to review the Warrant with all interested Board, and Committee and commission chairs, Department Heads and persons intending to present articles at Town Meeting. The attendees report to the Moderator who will be making the motions and presenting the articles; the number of motions; and the time needed for presentation. Together they review and determine the final list of articles for the consent agenda.

Proponents prepare their slides and materials and send them to the Town's Public Information Officer to be loaded into a computer for presentation at Town Meeting. Motions are to be written and signed by the proponent and handed to the Moderator at the beginning of each session of Town Meeting.

The individual making the motion on Town Meeting floor must be a Town Meeting member. When called to the microphone, they introduce themselves with their municipal title or Town Meeting precinct and turn to the Moderator for acknowledgement. When recognized, either the maker of the motion continues with the presentation or requests that the Moderator recognize another individual to do so.

The Advisory Committee votes on all articles to be presented at Town Meeting and drafts a report advising Town Meeting on the substance of the articles, the nature of their discussions, and their vote. The Advisory Committee Chair or their designee presents the opinion of the Committee following that of the proponent. Guidelines for Town Meeting are printed at the end of the Advisory Report, and the Moderator issues memoranda preceding each session of Town Meeting with updates, and reviews guidelines at the first session of Town Meeting.

#### **XIV. STATE AND FEDERAL ELECTIONS**

The annual Town election is held on the first Tuesday in March each year.

Wording for state and federal election ballots generally comes from the Commonwealth. The Town Clerk's office shall provide the Board with a draft Warrant. The Select Board office prepares the Warrant for Board signature, sends it electronically to all Town Meeting members and board, committee and commission, chairs, and posts it on the Town Website.

**XV. CALENDAR OF RESPONSIBILITIES (subject to change)**

<b>July</b>	<b>Town Wide – Beginning of new Fiscal Year</b>  <b>Board</b> <ul style="list-style-type: none"> <li>• July 1 change of Officers</li> <li>• Executive Director Evaluation</li> <li>• Set Executive Director Goals</li> </ul>
<b>August</b>	<b>Budget</b> <ul style="list-style-type: none"> <li>• Review closeout results</li> <li>• Small group meetings with Schools, FMD, DPW</li> <li>• Finance Dept. distributes capital templates</li> </ul>
<b>September</b>	<b>Advisory Committee - Announces work schedule</b>  <b>Budget</b> <ul style="list-style-type: none"> <li>• Work with Human Resources to set Merit Pay and COLA for non-school, non- union staff</li> <li>• All-Board Meeting to hear potential drivers and strategic priorities</li> <li>• budget schedule and operating budget forms distributed</li> <li>• Finance Dept. recommends guidelines to Board</li> </ul> <b>Town Meeting</b> <ul style="list-style-type: none"> <li>• Fall Special Town Meeting Warrant opened and closed</li> </ul> <b>Community</b> <ul style="list-style-type: none"> <li>• 9/11 Memorial event at Wellesley Fire Station</li> </ul>
<b>October</b>	<b>Licensing</b> <ul style="list-style-type: none"> <li>• Send letters when receive info from Alcoholic Beverages Control Commission (ABCC)</li> </ul> <b>Fall Special Town Meeting</b> <ul style="list-style-type: none"> <li>• Draft Warrant Articles due</li> </ul> <b>Budget</b> <ul style="list-style-type: none"> <li>• Operating Guidelines finalized</li> <li>• Process meetings</li> <li>• Capital budget requests submitted to Finance</li> </ul> <b>Community</b> <ul style="list-style-type: none"> <li>• Charles River Chamber of Commerce breakfast</li> <li>• Wellesley Night with community awards</li> </ul>

<b>November</b>	<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>FMD makes capital presentation to the Board</li> </ul> <p><b>Licensing</b></p> <ul style="list-style-type: none"> <li>Applicants sign liquor license applications</li> <li>Send applications for renewal of licenses that expire in Dec.</li> </ul> <p><b>Tax Classification</b></p> <ul style="list-style-type: none"> <li>Hold Tax Classification hearing</li> </ul>
<b>December</b>	<p><b>Board</b></p> <ul style="list-style-type: none"> <li>Annual Staff Lunch sponsored by the Select Board</li> </ul> <p><b>Annual Town Meeting (ATM)</b></p> <ul style="list-style-type: none"> <li>Open and set date for close of warrant for ATM</li> <li>Formally set opening date for ATM</li> <li>Deadline for submitting warrant articles for ATM</li> <li>ATM Warrant closed</li> </ul> <p><b>Budget</b></p> <ul style="list-style-type: none"> <li>Operating budgets due from all departments</li> <li>Finance begins budget compilation</li> <li>Board’s budget workshop</li> </ul> <p><b>Licensing</b></p> <ul style="list-style-type: none"> <li>Approval of Liquor License Renewals</li> <li>Approval of all other licenses by 12/31</li> </ul> <p><b>Streets</b></p> <ul style="list-style-type: none"> <li>Vote of Intent re: Acceptance of Streets (notify Planning Board)</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>Merchants cultural lighting event at Central Street fire station</li> <li>Menorah lighting event Linden Square</li> <li>Sign up for Red Kettle collection</li> </ul>
<b>January</b>	<p><b>Board</b></p> <ul style="list-style-type: none"> <li>Semiannual Retreat – update the workplan</li> <li>Annual Report letter to ABCC before February</li> <li>Massachusetts Municipal Association (MMA) Annual Conference in Boston</li> </ul> <p><b>Budget</b></p> <ul style="list-style-type: none"> <li>Board/School Committee Vote on Recommended Budget</li> </ul>

	<p><b>Town Warrant</b></p> <ul style="list-style-type: none"> <li>• Prepare/Print Warrant</li> <li>• Engage Constable</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Semi-annual Faith Leaders’ lunch</li> <li>• World of Wellesley Dr. Martin Luther King, Jr. Annual Breakfast</li> </ul>
<b>February</b>	<p><b>Appointments</b> Letter to voters regarding appointment to Registrar of Voters</p> <p><b>Town Warrant</b></p> <ul style="list-style-type: none"> <li>• Warrant Posted by Constable (7 days before Election)</li> </ul> <p><b>Town Meeting</b></p> <ul style="list-style-type: none"> <li>• Finalize motions</li> <li>• Finalize Town-Wide Financial Plan</li> <li>• Advisory Public Hearing</li> </ul>
<b>March</b>	<p><b>Annual Town Election</b></p> <ul style="list-style-type: none"> <li>• First Tuesday in March</li> </ul> <p><b>Annual Town Meeting</b></p> <ul style="list-style-type: none"> <li>• Generally begins last Monday and Tuesday of the month</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>• The Wellesley Club – Town Affairs Night – Chair speaks</li> <li>• Kiwanis St. Patrick’s Day event</li> <li>• Charles River Chamber of Commerce – Government Affairs Forum</li> </ul>
<b>April</b>	<p><b>Licensing</b> Renewal of Limo and Taxi Licenses</p> <p><b>Election</b> Letter to Chair of Political Parties (reappointment of Election Workers)</p> <p><b>Town Meeting</b></p> <ul style="list-style-type: none"> <li>• All Board post Town Meeting Debrief</li> <li>• Announce date of any Fall Town Meeting</li> </ul>
<b>May</b>	<p><b>Board</b></p> <ul style="list-style-type: none"> <li>• Reorganization of Board and Election of Officers</li> <li>• New Board Liaison Assignments</li> </ul>

	<ul style="list-style-type: none"> <li>Members complete staff evaluations/submit to Town Counsel</li> </ul> <p><b>Community</b> (Celebrations Committee events)</p> <ul style="list-style-type: none"> <li>Annual Veteran’s Parade</li> <li>Wellesley’s Wonderful Weekend</li> <li>Veterans’ Services Memorial Day Observance</li> </ul>
<b>June</b>	<p><b>Board</b></p> <ul style="list-style-type: none"> <li>Announce reorganization of Board</li> <li>Board and Committee appointments</li> <li>Semi-Annual Faith Leaders’ Lunch</li> <li>Reorganization vote</li> <li>Annual Retreat in preparation for new Fiscal Year</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>Wellesley High School Scholarship Program – present Fiske Award at Wellesley High School</li> <li>Flag Ceremony at Woodlawn Cemetery</li> <li>Chares River Chamber of Commerce Annual Business Breakfast</li> </ul>
<b>Flexible Dates</b>	<p><b>Appointments</b></p> <p><b>Meetings with the local colleges</b> (Wellesley, Babson, Mass Bay)</p> <p><b>Executive Director</b></p> <ul style="list-style-type: none"> <li>Executive Director appointments</li> </ul> <p><b>Budget</b></p> <ul style="list-style-type: none"> <li>Budget presentations</li> <li>Water/Sewer</li> <li>Commitments and adjustments</li> </ul> <p><b>Board policy review and updates</b></p> <ul style="list-style-type: none"> <li>Vote to release Executive Session Minutes</li> <li>Discharge Advisory committees</li> <li>Chair’s dinner</li> <li>Boston Post Cane presentation to eldest resident on or around their birthday</li> </ul>