

TOWN OF WELLESLEY



MASSACHUSETTS

BOARD OF SELECTMEN

TOWN HALL • 525 WASHINGTON STREET • WELLESLEY, MA 02482-5992

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BLYTHE C. ROBINSON
EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

SELECTMEN'S MEETING

TENTATIVE AGENDA

Middle School Library

6:00 P.M. Monday, March 27, 2017

1. 6:00 Citizen Speak
2. 6:05 Executive Director's Report
 - Approval of Minutes
 - Set Scholarship Amount for War Memorial Scholarship
 - Community Compact Application update
3. 6:15 ATM and STM Preparation
 - Discuss 900 Worcester Street
4. 6:45 Old/New Business

Next Meeting Dates: Tuesday, March 28, Annual Town Meeting
Monday, April 3, Annual Town Meeting/ Special Town Meeting
Tuesday, April 4, Annual Town Meeting

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MEMORANDUM

DATE: March 24, 2017
TO: Board of Selectmen
FROM: Blythe C. Robinson, Executive Director *BCR*
SUBJECT: Weekly Report

Below are various activities of our office and various departments that I would like to bring to your attention.

- We received official approval this week from the State Office of Emergency Medical Services (OEMS) that they have approved our amended service zone plan for Wellesley. The plan needed to be changed as we changed providers from AMR for ambulance services to Cataldo Ambulance in December of 2016. If you have any questions or would like to better understand how emergency medical services are delivered in Town, please let me know.
- The developer of 900 Worcester has informed us that at this late date they have calculated that they are unable to meet the proposed zoning requirement that the parcel have 40% of the area made up of open space. In a conference call with them on Friday morning they have let us know they can accommodate just over 30% and propose that we amend the language of the zoning district to this lower threshold. We have made arrangements for the developer and his engineer to attend your meeting on Monday night to discuss this and determine if you want to go forward with this change to the Special Town Meeting.
- We continue to make steady progress towards settling our union contracts for the next three years. On Wednesday we came to agreement with AFSCME for the bargaining unit of custodians and maintenance personnel in FMD. The wage settlement is essentially a 2/2/2 increase in COLA, with some modifications to bring in and put on a similar scale the non-union custodians and maintenance personnel in order to gain parity. We'll bring the full memorandum of agreement to you for review and approval as soon as it is ready.
- The gas leaks forum on Tuesday evening was very well attended, the room looked to be full to capacity to hear very helpful presentations by the panel, and a lot of good questions asked and answered by the audience.
- I had a meeting with Ellen Korpi and Marybeth Martello Tuesday to discuss their priorities with regard to dealing with food waste from the Bates school pilot program up to addressing ways to take wasted food out of the garbage stream that also may help us address rodent problems in some commercial areas. We strategized about how to approach the Board of Health in a way that would be helpful and welcoming and get them on board with what SEC would like to do, being mindful of their workload.

- The general bids for the school security project will be opened later this afternoon (Friday) and we'll give you an update on those details on Monday night ahead of the start of Town Meeting.
- I attended a meeting of the MetroWest Manager's group on Thursday to discuss items of mutual interest amongst Town Managers and Administrators in our area. It was helpful to understand how others are addressing topics such as health care, marijuana moratoriums, the new public records law, etc. Several towns have budget preparation manuals they are going to share with us that may be useful as we think about improvements in that area next year.
- The NRC has the conservation restriction for 892 Washington Street and is scheduled to meet on Monday the 27th to take this up for approval. Should it be executed by them that day we'll bring the HCA and that document to you during town meeting for signature as well.
- We have a meeting next week to discuss the preliminary proposal for a 97-unit Chapter 40B rental apartment building development on Delanson Circle. The proposed structure would be five stories in height and have underground parking.
- The PBC/FMD working group meets again next week to review the draft memorandum of understanding, organization chart and job descriptions.

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Just a reminder that we'll be meeting at **6:00 PM in the Middle School Library** to take action on several items before Town Meeting starts at 7:00 PM in the auditorium. This packet contains background on the agendas for both Monday and Tuesday evenings.

MONDAY, MARCH 27TH:

1. Citizen Speak
 2. Executive Director's Report
- Minutes – the minutes of the March 6th meeting and March 13th Executive Session minutes are included in your packet for approval.
 - War Memorial Scholarship Funding – as you may know, each year the Board determines the level of funding from this source to give to deserving students as scholarships. Included in your packet is a memo from Marc Waldman indicating that it has been the Board's policy to average the balance in the fund over three years and withdraw 1% of that amount. This year that would total \$2,000. It has also been the board's practice to add to that amount so that there is a total of \$5,000 available for two scholarships at \$2,500 each. The source of funding for the \$3,000 needed in recent years has been revenue from the folks who committed to raising money in exchange for a Marathon number/bib and we would recommend that take place again. According to Finance, the fund has \$99,301 in expendable funds available for such purposes. In early May the Board then reviews the recommendations from the Scholarship Foundation and determines whether it is agreeable to make the awards as presented.
 - At a recent meeting the Board chose one best practice area to submit to the State for this program (communications plan). In putting together our application I reached out to the State to find out if we could submit other requests in FY18 once the Unified Plan is done as we discussed. The State encouraged us to reconsider and apply for up to three practice areas this year for two reasons. First, we are not able to reapply in the next fiscal year for additional assistance, and there is no guarantee that funds will be available in FY19 to assist us. Secondly, funding is still available in this year for communities who have not yet signed up. If we want to add one or two areas I would encourage you to do so soon, as it will take the State about a month to process the application, and the year is drawing to a close in June.

Minutes:

MOVE to approve the regular session minutes of the Board of Selectmen meeting of March 6, 2017.

Scholarships:

MOVE to authorize two \$2500 scholarships and to appropriate the sum of \$3,000 from Fund 82 to be applied to 2017 War Memorial Scholarships.

Community Compact

MOVED that the Board authorize the Executive Director to add the following best practice areas to the Town's application for the State Community Compact Program:
 _____ and _____.

3. ATM and STM Preparation

- 900 Worcester - On Wednesday our office received a call from the engineer working on behalf of the developer of the project, indicating that they'd begun working on the project and had calculated that the amount of open space on the parcel once the building was completed would be just over 30%. This was brought to our attention because the agreement with the developer and the proposed zoning district regulations require that it be 40%, thus making it almost 10% shy of the requirement. On Friday morning we had conversations amongst our team and then with the developer. We'd like to bring you up to speed on those discussions so we can decide whether or not to alter the course of action we are bringing to the special town meeting on April 3rd. It is staff's recommendation that we amend the Zoning motion (motion 3) for the special town meeting to reduce the threshold to 30%. We are as frustrated as we expect you will be to have this changed come up at the last moment, however it needs to be strongly considered for two reasons. First, the program for the building would have to be significantly modified to meet the open space requirement, most likely by eliminating one or both of the pools. Second, an abutting property and at least one other development in Town have lower thresholds of 30%, so this wouldn't be an unusual outcome for the Town. However, we do realize that a change at this late date will cause concern by Town Meeting members and their decision whether to support the proposal or not.

4. Old/New Business

Other Documents: The Board will find documents the staff is not seeking action on, but is for informational purposes only. Please find the following:

- ❖ Amended motions for Town Meeting
- ❖ Various PowerPoint Presentations to be made at Town Meeting
- ❖ Executive Session Policy – please replace the policy in your binders with the signed version that was executed last week
- ❖ Letter from the DOT regarding weekend commuter rail service
- ❖ Letter from the Massachusetts Fiscal Alliance regarding carbon tax legislation

Board of Selectmen Meeting: March 6, 2017
Present: Murphy, Freiman, Gibbs, Searle, Morgan
Also Present: Robinson, Jop,
Minutes Approved: February 27, 2017

Warrants Approved: #2017-034 in the amount of \$3,754,884.97

Meeting Called to Order: 6:45 pm

The Board entered into Executive Session at 6:46 pm. to discuss acquisition of real property and exited Executive Session at 7:08 pm.

The Board returned to Open Session at 7:09 pm.

3. Citizen's Speak Non-Agenda Items

Upon their return the Chairman announced that tonight would be the last Selectmen's Meeting for Barbara Searle and David Murphy. She sincerely and deeply thanked them both for many years of service to the Board and to the town. Mr. Morgan and Ms. Gibbs also acknowledged their gratitude and thanks for their contributions over their terms on the Board.

Gig Babson resident and former Selectmen addressed the Board and added her thanks for their service to the Board and to Barbara for her 9 years of service on the Board.

Both Barbara and David acknowledged their appreciation to the Selectmen's staff, town employees and the residents for all the support they have given them over the years while on the Board.

5. Public Hearing – Naming of Senior Center

Gayle Thieme, Council on Aging Director and members of the COA, joined the Board. Ms. Jop. reviewed the Selectmen's Naming Policy and Process of Naming Assets. As the formal process to officially name the new senior center it is necessary to seek the Board's affirmation of the name. Ms. Searle upon speaking with the Trustee confirmed the name should be Tolles Parsons Center removing the words Senior Center and the hyphen between Tolles and Parsons.

Murphy moved Gibbs seconded the Board voted 5-0 to designate the Tolles Parsons Center as a major physical asset and to recommend to Town Meeting the new building officially be named the Tolles Parson Center in perpetuity.

Ms. Thieme thanked the entire COA staff and the Board of Selectmen both past and present for their continued support.

4. Executive Director's Update

Tom Harrington, Town Counsel presented the Board with an update and analysis of the HHU membership issue. A citizen has come forward with an issue regarding HHU Master Planning Committee. He has filed an ethics complaint against School Superintendent Dr. David Lussier claiming Dr. Lussier has a conflict and may not participate in any further vote on the HHU and that Dr. Lussier may have interfered with a candidate running for School Committee. Town Counsel spoke to the state Ethics Commission today and it is his opinion that Dr. Lussier does not have an ethics violation. The Ethics Commission verbally confirmed with Town Counsel that Dr. Lussier has no ethics violation and that he is free to continue his participation on the HHU. Dr. Lussier wanted Town Counsel to address specifically the issue of the allegation that he interfered with a candidate currently running for School Committee. This issue rises from a concert at the high school this week where the candidate for the School Committee set himself up outside the auditorium to hand out political circulars. Dr. Lussier stated to him that he could not be there and the candidate left the high school premises. Town Counsel explained that a public building cannot be used for political activities for a single candidate unless the building is available to all candidates under the same circumstances. Town Counsel stated that Dr. Lussier was acting appropriately and this claim has no merit and he has shared this with the Ethics Commission.

Town Counsel read the Ethics Commission regulation regarding the HHU membership question issue stating that members may continue to act and continue to take votes as long as there is no financial interest. He advises every member of the HHU Committee to file an Appearance of Conflict form with the state ethics commission.

6. Construction Update on Tolles Parsons Center

Gayle Thieme, COA Director, PBC Member Susie Littlefield and Owner Project Manager, Dick Thuma appeared before the Board and provided a slide show of the site evolution over the last 8 months. Construction is expected to be completed on September 30, 2017.

7. Change in Manager Roche Bros.

Jim Sperber, Director of Real Estate and Counsel for Roche Bros introduced Sean Connor the new manager of record and provided Mr. Connor's background to the Board.

Murphy moved Gibbs seconded and Board voted 5-0 to approve the change in the manager of record for RBSW, Inc. d/b/a Roche Bros Supermarkets from David Ordway to Sean Connor.

8. Discuss Wellesley Media Corp. Filming Locations

David Murphy updated the Board on the need to increase the filming and venue locations that the Wellesley Media Corp provides across the town for meetings on camera. The first order of business is to improve the Great Hall which is scheduled for the first week of April and to increase the current locations in town. There will be a new system installed in the Great Hall with audio, camera, projector, wireless microphones and screen. This work is scheduled to begin

the first week of spring. Additional rooms across town are being considered such as the Warren Building and discussions with the Board of Health and the Recreation Dept. to determine what rooms would be suitable to be used for broadcasting purposes. A consultant has been hired to advise on these improvements and upgrades for the various rooms being considered such as the Wakelin Room and a room at the new Tolles Parsons Center. The Board was asked for their thoughts and feedback on other locations such as the Arnold Room at the library, the Kingsbury room at the police station and meeting rooms at the DPW and MLP.

9. ATM Preparation

Demo Delay Bylaw

Arvid von Traub Chair of the Historical Commission addressed the Board and provided a summary of the Demolition Review Bylaw. They described the feedback they received from the residents and constituents regarding the education and town properties and residential structures and what effects this bylaw would create. They explained their concerns on creating exclusions and how other towns who also have large educational properties deal with the exclusion issue. They also reviewed the MLS data on price appreciation and the new growth tax impact and the current town inventory.

Rise Sheple a member of the Historical Commission and a resident commented on the impressive research that was done on this issue and was concerned about the future of the town.

Marianne Cooley, Secretary to the Board of Trustees at Wellesley College and Needham Selectmen. Thanked the Commission on their work and stated that the college was not a fan of this bylaw. She felt there should be an exemption for the colleges and feels an alternative could be conceived.

Budget Update

The Executive Director updated the Board on the FY18 Budget. The Town Wide Financial Plan and Sources and Uses are unchanged from last week's update and the Budget has been agreed upon by all departments. A working group is being formed with PBC and FMD to discuss the utilization of an additional \$20,000 to be included in the FMD budget to allow for an open position in the PBC. An agreement will be made in the next few months that the staff of the PBC will be part of the FMD staff and that the FMD will staff all the PBC projects. A MOA will be worked on as to how the PBC and the FMD will work going forward on future construction projects. They will add \$20,000 to a line item for hiring a new position.

The School Committee has agreed to reduce their budget to get to guidelines and the Library Trustees have reached an agreement to include the expenses of the Hills branch back into the town budget. Ms. Searle questioned the process of the Library Trustees as it was not transparent and she hoped the Trustees will be more transparent in the future. The Board also commented on the Library's process and expect a smoother more transparent process going forward.

Murphy moved and Gibbs seconded and Board voted 5-0 to approve the budget for FY18 of \$164,571,741.

Review Draft Town-wide Financial Plan

The Town Wide Plan draft has been updated and explained and the strategy for the next couple of years was described. The Board supported going forward with this financial plan.

Set Town Clerk Salary

The salary recommendation is consistent with adjustments made to the Series 50 salary ranges this year. The request is for a 2% increase to \$89,631.

Murphy moved Gibbs seconded and the Board voted 5-0 to approve the Town Clerk's salary for FY18 to \$89,631.

Consider Support for ATM Articles

The Planning Board is reconsidering revoting their articles and the Board will wait to vote after the Planning Board votes. This will be on next week's agenda if the Planning Board votes these articles at their meeting this evening.

The Board voted all in favor to support Article 15 LED Streetlight Project

The Board voted all in favor to move Article 19 Fire Station Floor to the Consent Agenda

The Board voted all in favor to support Article 18 School Security Project Construction

Article 21 the Hunnewell Field Maintenance/Restroom Facility Project was discussed and it was noted that Advisory doesn't feel it's ready. Mike Pakstis said modular or trailer restroom facilities are under consideration. **Not moved.**

The Board voted all in favor to move Article 30 Recreational Marijuana

The Board voted all in favor to oppose Article 42 Outdoor Trash Placement

Execute Special Town Meeting Warrant for April 3, 2017

David Murphy explained the reasons to call a Special Town Meeting within the regular Town Meeting. The timeline to start the permitting process for 900 Worcester Street is very tight and ends by September 2018. By doing this it will allow the developer to start the permitting process earlier.

10 Local Initiative Program - 978 Worcester Authorization

Ms. Jop reviewed the Local Initiative application and regulatory agreement for 98 Worcester-PSI project which is nearing completion. The project has a component of commercial as well as rental apartments comprising of 36 units 7 of which will be affordable. This project will qualify for the towns subsidized housing inventory. The units will be marketed and a lottery will be held.

Murphy moved Gibbs seconded and the Board voted 5-0 to execute the local action unit application and regulatory agreement for Wellesley Place located at 978 Worcester Street.

4. Executive Director's Update

Minutes

Murphy moved, Gibbs seconded and the Board voted 5-0 to approve the minutes of the Board of Selectmen meeting February 27, 2017 and Executive Session minutes from February 27, 2017.

Summer Hours

The Executive Director detailed the proposed pilot Summer Hours with the Town Hall being open for 1/2 a day on Friday and the remaining open late on one weekday evening. The Board directed the Executive Director to further examine other town departments thoughts on this plan.

Old Business/New Business

None.

The meeting adjourned at 9:50 pm.

TOWN OF WELLESLEY

MARC V. WALDMAN
Treasurer & Collector



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OFFICE OF THE TREASURER/COLLECTOR
525 Washington Street
Wellesley, MA 02482

To: Board of Selectmen

From: Marc V. Waldman, Treasurer/Collector

Date: 3/23/2017

Re: War Memorial Scholarship Fund

Utilizing the method approved in FY96 and used since for determining the annual scholarship amount, the three year average market value of the Fund is as follows:

• 12/31/14	\$181,871
• 12/31/15	\$214,467
• 12/31/16	<u>\$207,902</u>
Average	\$201,413

The estimated annual rate of return on this fund is projected at less than 1.0%. Therefore, the amount available for scholarships is **\$2,000**. The earnings on this fund are no longer adequate to support any substantial gifts. Until interest rates rise, future gifts will remain in this range so as not to threaten the principle of the fund. If there are any questions, call 431-1019 x2260.

Education Best Practices

Best Practice: Map community's priorities, funding and assessments for children from birth to age eight in order to better align resources and achieve greater impact.

Best Practice: Focus on college and career planning beginning in middle school and continuing through high school in order to ensure that all students have access to the opportunities that provide both experience and help to foster informed decisions about college and career pathways.

Best Practice: Maximize opportunities for students to access specialized vocational education through collaborations between regional vocational technical schools, comprehensive high schools and community colleges.

Best Practice: Understand projected changes in student enrollment and demographics and the impact of those changes on the school district's budget and operations in order to provide a district with the needed information to develop a strategic plan for its future.

Best Practice: Coordinate and communicate key student- and school-level data in real-time in order to inform decision-making and reporting.

Energy and Environment Best Practices

Energy Efficiency and Renewable Energy

- Best Practice:** Become a Green Community pursuant to M.G.L. c. 25A §10 to realize the energy & environmental benefits
- Best Practice:** Adopt Zoning for Renewable Energy to reduce GHG emissions and fuel costs
- Best Practice:** Expedite Permitting for Renewable Energy in order to provide clear and predicate approvals
- Best Practice:** Complete an Energy Use Baseline so that the community can set goals and track performance
- Best Practice:** Produce an Energy Use Reduction Plan that lists intended activities and the parties responsible
- Best Practice:** Purchase Fuel-Efficient or Electric Vehicles to increase vehicle efficiency and reduce GHG emissions and fuel costs
- Best Practice:** Encourage or Require Energy Efficient & Sustainable Construction to reduce energy & resource use in homes & businesses
- Best Practice:** Realize or Exceed a Green Community Obligation in order to further reduce emissions & costs
- Best Practice:** Obtain Green Community 2.0 Status in order to establish a municipal GHG reduction target
- Best Practice:** Construct Zero Energy Buildings to eliminate GHG emissions, reduce cost, & enhance resiliency
- Best Practice:** Provide Electric Vehicle Infrastructure to facilitate the purchase & use of electric vehicles
- Best Practice:** Complete a Community Energy Audit & Manage Energy Consumption to use energy effectively and save money
- Best Practice:** Undertake a Behavioral Effort to Reduce Energy Use to educate and inspire people to cut their energy use

Climate Change Mitigation

- Best Practice:** Plan Ahead to mitigate climate change by establishing goals, creating an action plan, assigning responsibility, and tracking progress
- Best Practice:** Use Renewable Energy instead of fossil fuels by generating or purchasing clean power and by zoning for renewable power generation
- Best Practice:** Increase Energy Efficiency in order to reduce power consumption, fuel costs, and GHG emissions
- Best Practice:** Promote Fuel Efficient Transportation to reduce municipal transportation emissions & those from people living/working in the community
- Best Practice:** Encourage Sustainable Development to reduce, through higher density & mixed-use, the number distance of car trips & resulting GHG emissions
- Best Practice:** Protect and Manage Natural Resources to reduce carbon emissions from loss of natural land cover and to encourage carbon sequestration
- Best Practice:** Reduce Municipal Solid Waste and Increase Recycling in order to reduce GHG emissions associated with solid waste disposal

Best Practice: Conserve Water & Increase the Efficiency of Municipal Water/Wastewater Systems as they consume a lot of energy

Climate Change Adaptation & Resilience

- Best Practice:** Protect Vulnerable Populations to decrease risk to people who are more susceptible to climate change effects & less able to adapt
- Best Practice:** Inventory Existing Resources & Assess Vulnerabilities to enable the community to prioritize climate change adaptation strategies
- Best Practice:** Plan for Climate Change Adaptation to assess cost, risk, and potential solutions and produce a plan of action to enhance municipal resiliency
- Best Practice:** Implement Structural Improvements & Nature Based Approaches to protect buildings and infrastructure
- Best Practice:** Encourage Sound Land Use that minimizes risk and costs associated with climate change for new development and redevelopment projects
- Best Practice:** Prepare for Emergencies by completing an Emergency Management Plan or otherwise readying the community for storm events

Sustainable Development and Land Protection

- Best Practice:** Complete a Master or Open Space & Recreation Plan to guide land conservation & development decisions including zoning & land acquisition
- Best Practice:** Zone for Natural Resource Protection, Transfer of Development Rights, Traditional Neighborhood, or Transit Oriented Development
- Best Practice:** Adopt a Tree Retention Bylaw to preserve tree cover when a parcel is subdivided or redeveloped
- Best Practice:** Invest in Land Conservation or Park Creation/Restoration to protect key parcels of land from development & provide recreational opportunities
- Best Practice:** Enhance Consistency with a Land Use Priority Plan to achieve shared local, regional, and state land conservation & development goals

Water Resource Management

- Best Practice:** Require Localized Flood Protection Best Practices to manage water movement & protect lives, public safety, infrastructure, & critical assets
- Best Practice:** Implement Stormwater Management Measures so that land use regulations help promote infiltration, control flooding, and reduce pollution
- Best Practice:** Manage Water System Assets so that the condition of infrastructure is known & a plan for regular maintenance & rehabilitation is implemented
- Best Practice:** Complete Water Audits & Mitigate Leaks to reduce distribution system water losses and associated budgetary & environmental impacts
- Best Practice:** Protect Public Water Sources in order to reduce potential threats to water quality and the public health of system customers
- Best Practice:** Implement Water Conservation Measures to ensure long-term water resource sustainability, enable growth, & avoid new source development

- Best Practice:** Address Infiltration and Inflow to reduce unintended storm and waste water in the system and the cost of treating it
- Best Practice:** Implement Energy Efficiency Measures and Generate Clean Energy to reduce energy bills and GHG emissions
- Best Practice:** Utilize Advanced Financing Tools such as an enterprise fund, stormwater utility, or water bank to finance water/waste/storm water systems
- Best Practice:** Establish Full Cost Pricing so that users pay the true cost for all aspects of water, sewer, or storm water management & service delivery
- Best Practice:** Institute an Inter-Municipal Agreement in order to realize the economic and technical efficiencies of a regional approach to water infrastructure

Waste Management

- Best Practice:** Enhance Waste Ban Compliance so that recyclable and hazardous materials are diverted from the waste stream and reused or recycled
- Best Practice:** Develop Waste Contracts that are fiscally, environmentally, and otherwise beneficial to the community
- Best Practice:** Reduce Municipal Solid Waste and Increase Recycling by following smart waste practices

Site Cleanup

- Best Practice:** Complete a Brownfields Inventory so that the community is aware of all abandoned & underutilized properties & can develop plan of action
- Best Practice:** Conduct Site Assessments to determine the nature and extent of contamination and develop a plan of action
- Best Practice:** Clean Sites to prevent further releases or the spreading of contaminants and to bring sites back into productive use
- Best Practice:** Offer Tax Incentives to help property owners finance sometimes expensive site assessment and remediation
- Best Practice:** Update Regulations to remove barriers to redevelopment and encourage productive reuse of brownfield sites
- Best Practice:** Track Cleaned Sites with Activity and Use Limitations in order to ensure that future property uses don't endanger public health
- Best Practice:** Engage & Educate Property Owners and the Public to enhance citizen safety and understanding of brownfield issues, resources, and reuse plans

Local Agriculture and Silviculture

- Best Practice:** Adopt a Right to Farm By-law/Ordinance to clearly indicate that agriculture is a local priority and to minimize abutter conflicts
- Best Practice:** Establish an Agricultural Commission to advocate for local farms, administer a right to farm bylaw, & otherwise represent agricultural interests
- Best Practice:** Establish a Farmers Market to provide a venue for local farmers to sell and for residents to purchase locally grown farm products
- Best Practice:** Support Sustainable Forestry to help the forest economy in rural areas, improve forest habitats, and assist in the conservation of forest land

- Best Practice:** Increase Agricultural Marketing to enhance awareness and patronage of local agricultural businesses
- Best Practice:** Support Aquaculture to help local businesses that cultivate aquatic plants or animals
- Best Practice:** Promote Urban Agriculture in order to increase access to fresh produce and encourage community revitalization
- Best Practice:** Protect Farm and Commercial Forest Land permanently through zoning and land acquisition
- Best Practice:** Source Locally Grown or Produced Foods for Local Schools to provide healthier and better tasting meals and to benefit local farmers
- Best Practice:** Support Local Horticulture and Floriculture to benefit local businesses & enhance the largest agricultural industry in Massachusetts
- Best Practice:** Plant Trees in order to reduce energy use, fuel costs, GHG emissions & stormwater runoff & increase property values

Financial Management Best Practices

Best Practice: Establish a Budget document that details all revenues and expenditures, provides a narrative describing priorities and challenges, and offers clear and transparent communication of financial policies to residents and businesses.

Best Practice: Develop, document and implement Financial Policies and Practices including reserve levels, capital financing, and use of Free Cash. Such policies should identify the responsible parties and procedural steps necessary to carrying out the directed strategy or action.

Best Practice: Develop and utilize a Long-range Planning/Forecasting Model that assesses both short-term and long-term financial implications of current and proposed policies, programs and assumptions over a multi-year period.

Best Practice: Prepare a Capital Improvement Plan that reflects a community's needs, is reviewed and updated annually, and fits within a financing plan that reflects the community's ability to pay.

Best Practice: Review and evaluate Financial Management Structure to ensure that the structure and reporting relationships of the community's finance offices support accountability and a cohesive financial team process.

Best Practice: Utilize Financial Trend Monitoring, modeled after the ICMA's Financial Trend Monitoring System (FTMS).

Housing and Economic Development Best Practices

Preparing for Success

Best Practice: Create an Economic Development Plan that engages diverse stakeholders, leverages local and regional economic strengths and assets, encourages innovation and entrepreneurship, and/or promotes workforce development planning and implementation.

Best Practice: Align Land Use Regulations, especially zoning, capital investments, and other municipal actions with Housing Development, Economic Development, Master, Land Use Priority or other plans for future growth. Promote development and reuse of previously developed sites.

Best Practice: Create and Distribute an Economic Development Guide/Manual to not only promote development goals and priorities, but also specifically and clearly outlines the community's policies and procedures related to zoning and permitting.

Best Practice: Create Opportunities for Engaging Diverse Stakeholders in economic development efforts, such as to assist with identification of priority development projects, improve local permitting processes, and proactively address obstacles to housing/job creation.

Best Practice: Create Cross-Sector Partnerships to help carry out community-driven responses to community-defined issues and opportunities for economic development.

Best Practice: Create a District Management Entity that engages public/private stakeholders to develop and support downtown revitalization efforts.

Best Practice: Adopt as-of-Right Zoning and/or Streamlined Permitting to promote development in priority districts.

Best Practice: Adopt Zoning for Mixed-Use Development, including Transit Oriented Development, where appropriate.

Best Practice: Adopt Chapter 40R Smart Growth zoning to facilitate the creation of dense residential or mixed-use smart growth zoning districts, including a high percentage of affordable housing units, to be located near transit stations, in areas of concentrated development such as existing city and town centers, and in other highly suitable locations.

Competitiveness

Best Practice: Engage in an Economic Development Self-Assessment exercise to identify strengths, weaknesses, and areas of opportunity.

Best Practice: Establish and Utilize Performance Data to evaluate the competitiveness of the community, conduct year to year comparisons, and measure performance against comparable communities.

Best Practice: Create a Public Dashboard to benchmark, monitor, and communicate to the public regarding various housing and economic development performance measures.

Housing

Best Practice: Create a Housing Production Plan (HPP) that accounts for changing demographics, including young families, changing workforce, and an aging population.

Best Practice: Amend Zoning By-Laws to allow for increased density and housing opportunities in a manner that is consistent with neighborhood character.

Best Practice: Develop Sector Strategies and Plans in collaboration with various providers and stakeholders to address homelessness for specific high need population groups, such as homeless youth, veterans, and/or families.

Best Practice: Complete an Assessment of Fair Housing Report, including strategic goals in alignment with HUD's new rules to affirmatively further fair housing. Using HUD data, local data and knowledge, a significant community participation process, and the assessment tool provided by HUD, the community will prepare, complete, and submit its AFH to HUD.

Urban Renewal Planning

Best Practice: Determine need and appropriateness of establishing an Urban Renewal Entity in accordance with MGL chapter 121B. If prepared to proceed, develop action plan and timeline for the creation of the urban renewal entity.

Best Practice: Prepare an Urban Renewal Plan Application in accordance with MGL chapter 121B in partnership with the urban renewal entity.

Human Resources Best Practices

Best Practice: Cost-Out Collective Bargaining proposals so that the impact of the total package is known. This provides the municipality with a clear understanding of both short-term and long-term budgetary impacts.

Best Practice: Develop a Workplace Safety program so that the risk of on-the-job injuries is minimized.

Best Practice: Develop a formal Wage and Classification Plan that details, at a minimum, job descriptions, employee grades, and salary ranges, thereby providing the municipality with a tool to make pay decisions that are reasonable in comparison to similar work being carried out in all areas of city/town government.

Best Practice: Develop Employee Policies and Procedures for things such as discrimination, sexual harassment, information technology use, drug and alcohol, use of social media, and town-owned vehicles.

Best Practice: Manage employee benefit costs such as health insurance, dental insurance, unemployment insurance, and worker's compensation/111F; includes eligibility review and evaluation of insurance choices.

Best Practice: Prepare a Succession Plan to help address the pending wave of retirements that will challenge a municipality's ability to maintain service levels.

Best Practice: Explore Centralized Human Resources/Personnel Operations to improve service delivery and build efficiencies.

Information Technology Best Practices

Strategic Planning

- Best Practice:** Develop a Long-Term IT Financial Strategy to include capital and operating expenses.
- Best Practice:** Develop a Municipal IT Consolidation Strategy that maximizes technology investments across schools, public safety and municipal buildings.
- Best Practice:** Develop a Regional Shared IT Services Program that leads to productive partnerships across multiple communities and/or school districts to maximize regional technology investments.
- Best Practice:** Develop a Comprehensive IT Strategy focused on better aligning technology investment with short and long-term organizational priorities.
- Best Practice:** Implement a Cyber Security Training Program that ensures staff is aware of, know how to prevent and know how to respond to cyber security threats.

Transparency & Data Standards

- Best Practice:** Develop an Open Data Policy or Ordinance that increases transparency and makes electronic data available in a machine-readable format.
- Best Practice:** Deploy an Open Checkbook and/or Open Budget Solution that is easily consumed by the public and promotes transparency.
- Best Practice:** Implement Address and Parcel Data Standards that lead to better quality mapping, facilitate the deployment of NextGen911, create a foundation for system integration and open opportunities for collaboration with peer communities and state government.
- Best Practice:** Deploy Municipal Data Standards that lead to municipal system integration leading to performance management capabilities.
- Best Practice:** Deploy a Regional Data Sharing Program that promotes better communication, collaboration or benchmarking with other communities.
- Best Practice:** Deploy a Public Information Request Solution that improves the public request intake and tracking process.

Business Continuity

- Best Practice:** Perform an IT Assessment that results in a written evaluation and recommendations, including a review of organizational structure and staffing.
- Best Practice:** Implement an Offsite Backup Solution that results in municipal data being stored safely offsite, and includes relevant policies and procedures to ensure effective ongoing backup.

Best Practice: Implement a Solution to Digitize Paper Records that results in operational efficiencies and improved responsiveness to the public.

Best Practice: Develop Resiliency, Recovery and Contingency Plans that are aligned with community realities and position the community to effectively manage unforeseen events.

Best Practice: Perform a Cyber Security Assessment to analyze whether there is risk of unauthorized access, implement or improve policies and procedures appropriate for the technology environment and identify steps to remediate any problems identified.

Citizen Engagement

Best Practice: Implement a Citizen Engagement Communication Plan that leverages technology to engage the public through basic electronic communication channels and ensures that internal staff is positioned to support these initiatives.

Best Practice: Implement a Citizen Engagement Transactional Plan focused on on-demand services and interaction with the public.

Best Practice: Implement a Citizen Engagement Co-Creation Plan focused on enhancing residents' ability to participate in and influence decisions made by their local government.

Public Accessibility Best Practice

Best Practice: Undertake an Americans with Disabilities Act (ADA) Self-Evaluation and Develop a Transition Plan to comply with Federal civil rights laws that require public buildings to be accessible to persons with disabilities.

Public Safety Best Practices

Best Practice: Conduct Active Shooter Preparedness and Response Training in collaboration with the Massachusetts State Police Tactical Operations (STOP) Team, onsite with local law enforcement.

Best Practice: Establish an Emergency Preparedness Plan in partnership with the Massachusetts Emergency Management Agency (MEMA) to develop and enhance a community's disaster and emergency response capabilities.

Best Practice: Establish Hazardous Material Response Protocols in conjunction with Regional Hazardous Materials Response Teams under the Department of Fire Services, to enable cities and towns to protect their citizens, the environment, and property during incidents involving a release or potential release of hazardous materials.

Best Practice: Hold In-service Training Programs for Municipal Police to better prepare local police officers and first responders for incidents involving domestic violence, mental health disorders, and substance abuse.

Best Practice: Convene an opioid task force, consisting of key stakeholders, to identify, implement, coordinate and improve strategies around the prevention, intervention, treatment and recovery of substance use disorders.

Best Practice: Adopt Standardized Tools for Domestic Violence Cases by partnering law enforcement with local domestic violence organizations to adopt a best practice policy on training and implementation of standardized, evidence informed danger and strangulation tools. Municipalities are encouraged to apply individually or as a collective.

Best Practice: Participate in the State Law Enforcement Bureau (SLEB) initiative, which connects local police with the Department of Transitional Assistance (DTA) to investigate local retailers that are illegally trafficking SNAP benefits. DTA will provide data analysis, investigative supports, and other tools to help law enforcement shut down these criminals in communities across the Commonwealth.

Regionalization/Shared Services

Best Practice: Regionalize services and share resources among municipalities for efficient and effective service delivery to residents and taxpayers in this era of shrinking budgets, loss of seasoned employees to retirement, and increased need for service improvements.

Transportation / Public Works Best Practices

Citizen Safety

Best Practice: Develop a Safe and Mobile Older Drivers plan for the aging of the population by proactively addressing older driver issues, including education for older road users, infrastructure improvements, and transportation options.

Best Practice: Enhance citizen safety by establishing community-based programs to increase pedestrian, automobile and motorcycle safety. The community will demonstrate participation in the Commonwealth's Office of Public Safety and Security's trainings and conferences as well as the dissemination of public safety information to citizens.

Best Practice: Ensure Safe Infrastructure so as to provide a safer environment for all users and modes by implementing traffic engineering enhancements. The municipality will demonstrate regular and routine improvements on locally-funded roads, such as cutting back vegetation at intersections where it is known to interfere with sight distance, clearing brush that obscures traffic signage, renewing or installing pavement markings, conducting nighttime surveys to check visibility and retro reflectivity, implementing traffic calming measures at known high crash locations.

Active Transportation

Best Practice: Implement the Complete Streets Program by becoming certified through MassDOT and demonstrate the regular and routine inclusion of complete streets design elements and infrastructure on locally-funded roads.

Best Practice: Utilize Transit-Oriented Development (TOD) fundamentals to create zoning around transit centers that maximizes bike, pedestrian, and transit use and which allows for lower levels of required parking and mixed use to put needed amenities near population centers.

Best Practice: Develop a Safe Routes to School program that also includes student education on pedestrian safety.

Training

Best Practice: Participate in the Bay State Roads, which provides on-going training and helps municipalities share ideas and information with other communities about state of the art planning, design, and operational information for city and town public works managers.

Asset and Infrastructure Management

Best Practice: Inventory and Geo-Code all public works assets so that a database of every public works asset is created, geocoded and condition rated, which is used to inform capital planning, as well as emergency repair.

Best Practice: Develop a Pavement Condition Index that rates street condition for the municipality.

Best Practice: Develop a Multi-Year Vehicle Maintenance and Replacement Plan for their municipal vehicle fleet.

Best Practice: Develop a Bridge / Culvert Preventative Maintenance plan to help prolong the life of these critical transportation assets.