



## FRIDAY NIGHT MAIL INDEX AUGUST 18, 2017

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TOWN OF WELLESLEY



MASSACHUSETTS

## BOARD OF SELECTMEN

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

ELLEN F. GIBBS, CHAIR  
JACK MORGAN, VICE CHAIR  
MARJORIE R. FREIMAN, SECRETARY  
BETH SULLIVAN WOODS  
THOMAS H. ULFELDER

FACSIMILE: (781) 239-1043  
TELEPHONE: (781) 431-1019 x2201  
[WWW.WELLESLEYMA.GOV](http://WWW.WELLESLEYMA.GOV)  
BLYTHE C. ROBINSON  
EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

### SELECTMEN'S MEETING

#### *TENTATIVE AGENDA*

Wellesley Town Hall – Juliani Room  
**7:00 P.M. Tuesday, August 22, 2017**

1. 7:00 Citizen Speak
2. 7:05 Executive Director's Update
  - Approval of Minutes
  - Acceptance of Gifts
  - Babson One Day Licenses
  - Appointment of Crossing Guard
3. 7:15 Facilities Maintenance Department Five-Year Review
4. 8:15 Discuss Housing Production Plan Development
5. 8:45 Approve MAPC Contract for Street Line Painting
6. 8:50 Continued Review of Budget Preparation Manual
7. 9:15 New Boston Athletic Association Funds Use Policy – First Read
8. 9:25 Approve Aqueduct Lease
9. 9:30 Review Draft Board of Selectmen Annual Report
10. 9:40 New Business/Correspondence

Next Meeting Dates: Tuesday, August 29, 2017  
Monday, September 11, 2017  
Monday, September 18, 2017



**MOTIONS- AUGUST 22, 2017:**

2. **MOVE** to approve the regular session minutes of July 31, 2017.
2. **MOVE** to accept a gift of \$559.00 from the Friends of the Wellesley Council on Aging from the July lunch program.
2. **MOVE** to approve a One Day License for Babson College on September 15, 2017 in Knight Auditorium for the CAETA event.  
**MOVE** to approve a License for Babson College on September 15 & 16, 2017 at various locations on campus for Alumni Weekend.
2. **MOVE** to appoint Frances M. Lyons as a Crossing Guard for a term to expire on June 30, 2017.
3. **MOVE** to rename the "Facilities Maintenance Department" the "Facilities Management Department".
5. **MOVE** to award the MW 2017 PW1 statewide contract procured by MAPC for pavement markings to Markings Inc. until December 31, 2017.
6. **NO MOTION**
7. **MOVE** to award a 5-year land lease for parcel E located at 342 Washington Street to Bank of America in accordance with the Request for Proposals dated, June 14, 2017 and their submittal dated July 24, 2017. Said lease to commence September 1, 2017. And to authorize staff to submit required notices and disclosure to the Central Register and DCAMM.

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8/17/2017

Black regular agenda items

*Board of Selectmen Calendar – FY17*

<i>Date</i>	<i>Selectmen Meeting Items</i>	<i>Other Meeting Items</i>
8/29 <i>Tuesday</i>	<b>Meeting</b> HHU Update Discuss FY19 Budget Guideline Review Draft Annual Town Report Complete Streets Policy 892 Washington St CR & 61A Wynnewood Road - National Grid Alcohol Regs - First Read Complete Streets Policy 2nd Read Appointment Policy - Second Read	
9/4 <i>Monday</i>	<b>Labor Day – Town Hall Closed</b>	
9/11 <i>Monday</i>	<b>Meeting</b> Open Warrant for STM Alcohol regs public hearing - second hearing Possible Joint Meeting with SC on HHU	
9/18 <i>Monday</i>	<b>Meeting</b>	
9/25 <i>Monday</i>	<b>Wellesley Club – NO MEETING</b>	
9/26 <i>Tuesday</i>	<b>Meeting</b>	
10/2 <i>Monday</i>	<b>Meeting</b>	
10/9 <i>Monday</i>	<b>Columbus Day – Town Hall Closed</b>	
10/10 <i>Tuesday</i>	<b>Meeting</b>	
10/16 <i>Monday</i>	<b>Meeting</b>	
10/23 <i>Monday</i>	<b>Meeting</b>	
10/30 <i>Monday</i>	<b>Meeting</b>	
11/6 <i>Monday</i>	<b>Wellesley Club</b>	
11/7 <i>Tuesday</i>	<b>STM</b>	
11/8 <i>Wednesday</i>	<b>STM</b>	
11/13 <i>Monday</i>	<b>STM IF NEEDED</b>	
11/14 <i>Tuesday</i>	<b>STM IF NEEDED</b>	

8/17/2017

Black regular agenda items

<i>Date</i>	<i>Selectmen Meeting Items</i>	<i>Other Meeting Items</i>
<i>11/20 Monday</i>	<b>NO Meeting</b>	
<i>11/27 Monday</i>	<b>Meeting</b>	
<i>12/4 Monday</i>	<b>Meeting</b>	
<i>12/9 Saturday</i>	<b>BUDGET Meeting</b>	
<i>12/11 Monday</i>	<b>Meeting</b>	
<i>12/18 Monday</i>	<b>Meeting</b>	
<i>12/25 Monday</i>	<b>TOWN HALL CLOSED</b>	
<i>1/1/18 Monday</i>	<b>TOWN HALL CLOSED</b>	
<i>1/8 Monday</i>	<b>Meeting</b>	

Notes*Quarterly updates*

- *Traffic Committee (Deputy Chief Pilecki)*
- *Facilities Maintenance (Joe McDonough)*
- *Wellesley Club Dates 9/25/17, 11/6/17, 1/22/18, 3/5/18*

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BLYTHE C. ROBINSON  
EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

Our regularly scheduled meeting begins on Tuesday 7:00 PM in the Juliani Room at Town Hall. This meeting as well as August 29<sup>th</sup> will be on Tuesday.

### 1. Citizen Speak

TOWN OF WELLESLEY



MASSACHUSETTS

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EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

**MEMORANDUM**

DATE: August 18, 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. Even though it is early August, there is a lot to cover!

- Included in your FNM is an updated list of restaurants and the number of seats. We had inadvertently left off Bocado which has just over 100 seats indoors.
- As you know, we are preparing for a visit by the MSBA next Wednesday for a tour of the three HHU schools, starting with Upham. Joe McDonough has been working hard to develop information for the day, and both he and I will be attending as part of the Town's team, along with Ellen, Jack, the Superintendent, two school committee members and principals.
- Tom Ulfelder and I had a very productive conversation with DPW staff this week about "work for others". The meeting lasted about 90 minutes, and we gained a good understanding about the origins of the program, how it works, what some of the myths are, and areas that may be ripe for further conversation and change. Once we've digested this I think another meeting will be in order to discuss modifications.
- While we were there DPW gave us an update on their assessment of private ways with regard to snow plowing. They plan to have that done by the end of the month, and then we can discuss setting a policy regarding how the BOS determine which roads should continue to be plowed and how we go about changing that. As mentioned in the past,

this process would likely take more shape after this winter, as it is too soon to make such a structural change and have the appropriate meetings and conversations.

- An update regarding 892 Washington Street – it seems clear that the two changes proposed by the property buyer were ones that they have either changed their minds about or did not fully appreciate the intent when they agreed to them earlier this year. Brandon Schmitt tells me that NRC wants to stay with the original language of the CR, and thus we will be communicating that to the owner through counsel. I've indicated to Brandon that we'll bring this matter back before you once it is resolved and NRC has executed the document.
- Unfortunately, both of the finalist candidates we had for the Executive Assistant position have both withdrawn from consideration. The first to accept a raise at her current position, and the second for another job she had applied for. We have learned of a good candidate who had applied for an opening in FMD that we are bringing in early next week, as well as one more from our original pool. If these don't work out, we will be re-advertising the position.
- Chief Pilecki and Chief DeLorie attended a meeting at Babson College regarding their plans to have a fireworks display during their annual homecoming weekend September 15 - 17. We understand that they plan to go forward with the display, however they seem willing to do so earlier in the night (9 PM instead of 11 PM) that Saturday night. We'll let you know what the final decision is.
- I met with both Chief Pilecki and DeLorie this week to give them an overview of our insurance coverage for injured on duty claims for their staff. We also discussed contracts for the deputy chiefs and what would need to be done to move forward with those.
- Just a reminder that Rep. Peisch will be here on Monday morning at 8:30 AM for a discussion with us about the public records law.
- Brian DuPont led a well-attended discussion on Thursday afternoon to begin the process to implement electronic permitting. Eighteen employees attended and discussed the permits issued by their departments, anticipated needs of the public, features of such a system that would be important, etc. The next steps are to put together an RFQ and invite qualified firms to demonstrate their programs to the group.
- Next Tuesday Scott Szczebak, Marc Waldman and I will be kicking off the process to meet with representatives from all of the Town's unions to discuss changes to the health insurance plans beginning July, 2018. We'll be bringing everyone up to speed on the options going forward and start to elicit input on solutions to this important topic.
- Joe McDonough has made good progress in getting his team in place to manage the work of PBC. Abbie Miller-Lafrancesca started last week as the Projects Assistant, and an offer has been extended to a candidate for the Projects Manager job. That will require approval from the HR board in order to meet the negotiated salary and they are scheduled to meet September 6<sup>th</sup> unless we can arrange a meeting sooner.

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**2. Executive Director's Update**

- Approval of Minutes - the minutes of the following meetings are included in your packet for approval.
  - July 31<sup>st</sup> – regular meeting

**MOVE** to approve the regular session minutes of July 31, 2017.

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1   **Board of Selectmen Meeting: July 31, 2017**  
2   **Present: Gibbs, Morgan, Freiman, Ulfelder, Sullivan Woods**  
3   **Also Present: Robinson, Jop**  
4   **Minutes Approved:**

5  
6   **Meeting Documents:**

- 7   1. Agenda
- 8   2. Agenda Background Memorandum
- 9   3. Weekly Report
- 10   4. BOS Calendar
- 11   5. Draft Minutes of June 26, 2017
- 12   6. Gifts to the COA
- 13   7. Veteran's Director Report
- 14   8. Letter and Resume of Kathleen Woodward
- 15   9. 892 Washington Street Conservation Restriction
- 16   10. Common Victualler Modification Forms – Thirst Juice Company
- 17   11. Memo from Terrance Connolly on Aqueduct Lease Renewals
- 18   12. Memo from MAPC – Municipal Elections for the Boston Region Metropolitan Planning Organization
- 19   13. Parking Meter Collections Report – FY17Wellesley Dental Group – 20 Year Anniversary Invitation
- 20   14. MMA Newsletter

21  
22   **1. Call to Order**

23  
24   Ms. Gibbs, Chair, called the meeting to order at 7:00 p.m.

25  
26   **2. Citizen's Speak**

27  
28   None.

29  
30   **3. Executive Director's Update**

31  
32   Ms. Robinson gave an update on upcoming items including the Town's new website noting it will go live August 7<sup>th</sup>. Ms. Robinson discussed the Community Compact Communication Plan and noted the initial kick off meeting will be occurring on August 2, 2017.

33  
34   Mr. Ulfelder asked about the Marijuana Legislation and the Board's next steps. Mr. Morgan noted that Town Meeting would need to take action on the Marijuana Legislation to formalize the Town's position including potentially banning recreational marijuana sales.

35  
36   **Minutes**

37  
38   The Board reviewed the minutes of June 26, 2017. The Board asked the minutes be held over until the next meeting.

39  
40   **Gifts**

41  
42   Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted 5-0 to accept the following gifts to the Town in the following amounts:

43  
44   

- 45   • \$10,000 from Mr. Fred Wright to the COA to implement the department's marketing plan recommendations
- 46   • \$1,056.00 from the Friends of the COA for the June lunch program

54 • \$1,500 from the Friends of the COA for the annual social Casino Night

55

56 4. Performance Review for Fire Chief Rick DeLorie

57

58 Ms. Freiman reviewed the highlights of Fire Chief DeLorie's performance for the past year including the  
59 continued organization of the Boston Marathon, opportunities for advanced training for the fire staff,  
60 creation of a new fire prevention Lieutenant position, and seamless transition in ambulatory services. Ms.  
61 Freiman noted the Massachusetts Association of Fire Chiefs elected Chief DeLorie as President for two  
62 successive years, which has been a highlight to his career. Ms. Freiman commended Chief DeLorie on the  
63 successful contract negotiations with the Fire Fighters, and his continued succession planning efforts.  
64 Ms. Freiman reviewed the Chief's new goals including hold live fire training, and promotional training  
65 opportunities. Ms. Freiman commended the Chief and the Fire Department staff including Lieutenant Bob  
66 Lyons, Firefighter Ryan Kelley, and Deputy Chief Chuck Digiandomenico for their extraordinary efforts  
67 with the car accident at Schofield School that involved a child.

68

69 The Board discussed a merit increase for Chief DeLorie.

70

71 Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted 5-0 to approve the  
72 performance evaluation for the Police Chief as proposed by Ms. Freiman, and further to authorize  
73 an increase in compensation of \$2960 for FY18.

74

75 5. Veteran's Update

76

77 Ms. Sarada Kalpee, Veteran's Director, joined the Board. Ms. Kalpee reviewed the highlights of the past  
78 year including staffing changes and upcoming events being held in the Metrowest Veterans District. Ms.  
79 Kalpee reviewed her office hours within the District that includes Wellesley, Natick, Needham, and  
80 Wayland.

81

82 6. School Building Committee Update

83

84 Mr. Morgan gave a brief update on the School Building Committee (SBC) process to date for the Hardy,  
85 Hunnewell, and Upham Elementary Schools. Mr. Morgan noted a subcommittee was formed to draft a  
86 Request for Proposals (RFP) to obtain an architect for the project. It is currently the SBC's intention to  
87 present the final RFP to the Board of Selectmen on August 15. The sequence of approvals includes the  
88 School Committee approving the RFP prior to the approval of the Board. Mr. Morgan stated there has  
89 been good insight from the SBC's Community representatives and town staff on the RFP. Mr. Morgan  
90 stated a swing space subcommittee was formed at the last SBC meeting and will hold their first meeting  
91 on Thursday, August 3<sup>rd</sup>. Mr. Morgan described the purpose of the swing space subcommittee to find  
92 ways to house Wellesley students during construction and to find alternatives to building a school to the  
93 rear of a school site if possible.

94

95 Ms. Gibbs asked how the swing space options would be investigated. Mr. Morgan discussed the  
96 experience of the subcommittee and noted there will also be a public process.

97

98

99 7. Joint Meeting with the Planning Board

100

101 The members of the Planning Board including Ms. Deborah Carpenter, Ms. Catherine Johnson, Ms.  
102 Harriett Warshaw, and Mr. Jim Roberti joined the Board with Mr. Michael Zehner, Planning Director.  
103 Ms. Carpenter noted the joint meeting is to appoint an associate member. Ms. Kathleen Woodward,  
104 Associate Member Candidate joined the boards.

105

106      Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the boards voted unanimously (9-0)  
107      to convene a joint meeting.  
108

109      Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the boards voted unanimously (9-0)  
110      to elect Ellen Gibbs as chair of the joint meeting.  
111

112      Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the boards voted unanimously (9-0)  
113      to elect Deborah Carpenter as secretary of the joint meeting.  
114

115      Ms. Carpenter stated the Planning Board is recommending Ms. Kathleen Woodward as Associate  
116      Member. Ms. Carpenter reviewed Ms. Woodward's past public service to the Town on the Advisory  
117      Committee and her professional experience as an attorney with the Environmental Protection Agency.  
118      Ms. Johnson noted the Board both advertised and recruited candidates for this position. Ms. Johnson  
119      further noted Ms. Woodward has taken courses at the Citizen Planner Collaborative to be acquainted with  
120      the Planning Board roles and responsibilities.  
121

122      Ms. Woodward gave a brief summary of her experience and past community service.  
123

124      Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the boards voted unanimously (9-0)  
125      to appoint Kathleen Woodward as Associate Member of the Planning Board for a term to expire on  
126      June 30, 2019.  
127

128      Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the boards voted unanimously (9-0)  
129      to dissolve the joint meeting of the Board of Selectmen and Planning Board.  
130

131      8.      **892 Washington Street Approval of Conservation Restriction Modification & Request to**  
132      **Remove Property from M.G.L. c 61A**

133      Ms. Gibbs noted the Board would not be taking this agenda item up this evening.

134      9.      **Executive Session under G.L. c. 30A, §21(A), exemption #3 to discuss potential**  
135      **litigation**

136      At 8:15 pm, Ms. Gibbs declared the Board would enter into executive session.  
137

138      Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board was polled all aye (Mr.  
139      Ulfelder –Aye, Ms. Sullivan Woods – Aye, Ms. Freiman – Aye, Mr. Morgan – Aye, and Ms. Gibbs-  
140      Aye) that the Board vote to enter into Executive Session under M.G.L. c 30A, §21 exception # 3 to  
141      discuss potential litigation regarding a request for arbitration by the AFSCME Union regarding a  
142      former town employee because the chair declares that an open meeting may have a detrimental  
143      effect on the negotiating position of the public body. Furthermore, that Ms. Blythe Robinson,  
144      Human Resources Director, Mr. Scott Szczebak, Town Labor Counsel, Mr. Jim Pender, DPW  
145      Director, Mr. Mike Pakstis and Ms. Meghan Jop be invited to participate in the meeting. The  
146      Board of Selectmen will convene back into open session at the conclusion of the executive session.  
147

148      See Executive Session Minutes.  
149

150      At 8:50 pm, the Executive Session was adjourned and the Board reconvened in open session.  
151

152      10.      **Common Victualler Modification – Thirst Juice Company, 41 Grove St.**  
153

154      Mr. Larry Shind, attorney and Ms. Heather Stevenson, business owner, joined the Board. Ms. Jop  
155      described the request noting the Thirst Juice Company currently holds a takeout food license, with no  
156      seats in the building. The proposed modification is to add three tables with 8 chairs in total.

157

158 The Board was in favor of the request.

159

160 Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (5-0) to approve a  
161 change of use the Common Victualler license for Thirst Juice to add seating for eight persons.

162

163 **11. Approval of Cochituate Aqueduct Lease Renewals**

164

165 Ms. Jop gave a brief overview of the Cochituate Aqueduct parcels seeking lease renewal. Ms. Jop stated  
166 the Board of Selectmen are authorized by Town Meeting to lease certain portions of the Cochituate  
167 Aqueduct and one non-aqueduct parcel for parking. The Town recently put five of the six parcels out to  
168 bid. The sixth parcel is a long-term lease that ends in 2055 at the Whole Foods site. The process required  
169 an RFP to be advertised. The Town also put forward an addendum to notify bidders the parcels that are  
170 leased will also be required to pay property taxes. The Town received single bids for each of the five  
171 parcels, Three of the parcels are ready for the Board to authorize including 5 State Street (lot behind  
172 Needham Bank), 360-366 Washington Street (parcel fronting Prescott Street that runs behind 360-366  
173 Washington Street), and the non-aqueduct parcel located at 956 Worcester Street (abutting Jarvis  
174 Appliance). Ms. Jop reviewed the bids received for each parcel.

175 The Board asked why the Town is beginning to tax leased land. Ms. Jop noted State Law requires the  
176 Town to tax leased land being used for a non-municipal purpose. The past practice has not met the legal  
177 requirements and the Town moving forward will require all leased land to comply.

178

179 Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (5-0) to award a  
180 5-year land lease for the parcel located at 5 State Street to Captain Marden's Seafood's, Inc. in  
181 accordance with the Request for Proposals dated, June 14, 2017 and their submittal dated July 24,  
182 2017. Said lease to commence September 1, 2017. And to authorize staff to submit required notices  
183 and disclosure to the Central Register and DCAMM.

184

185 Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (5-0) to award a  
186 5-year land lease for the parcel located at 360-366 Washington Street to Haynes Management, Inc.  
187 in accordance with the Request for Proposals dated, June 14, 2017 and their submittal dated July  
188 24, 2017. Said lease to commence September 1, 2017. And to authorize staff to submit required  
189 notices and disclosure to the Central Register and DCAMM.

190

191 Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (5-0) to award a  
192 5-year land lease for the parcel located at 956 Worcester Street to Jarvis Appliance, Inc. in  
193 accordance with the Request for Proposals dated, June 14, 2017 and their submittal dated July 24,  
194 2017. Said lease to commence September 1, 2017. And to authorize staff to submit required notices  
195 and disclosure to the Central Register and DCAMM.

196

197 **12. New Business Correspondence**

198

199 Ms. Robinson briefly reviewed items for the next Selectmen's meeting.

200

201 The meeting adjourned at 9:05 pm.

- **Acceptance of Gifts** – Included in your packet is a spreadsheet showing a donation by the Friends of the COA of \$559 from the July lunch program which requires your approval.

**MOVE** to accept a gift of \$559.00 from the Friends of the Wellesley Council on Aging from the July lunch program.

**The following gifts have been made to the Wellesley Council on Aging and must be accepted by the Board of Selectmen:**

**GIFTS TO THE GENERAL COA GIFT ACCOUNT (29054150-483000)**

**Updated 8/10/17**

<b>Donation from:</b>	<b>Amount(s) / comments regarding gift</b>
Friends of Wellesley Council on Aging	\$559.00 – Donation Specific to July Lunch Program
	<b>Total Gifts Received = \$559.00</b>

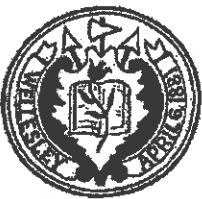
**Total Donations Listed for General Gift Account = \$559.00**

- **Approval of Babson One-Day Licenses**

Included in your packet are two applications for special licenses from Babson College for events at the College during the weekend of September 15<sup>th</sup> and 16<sup>th</sup>. The first is an event called "CAETA" in Knight's Auditorium for 175 people on September 15<sup>th</sup>, and the second is for various locations on both the 15<sup>th</sup> and 16<sup>th</sup> specifically related to Homecoming Weekend at which they expect varied attendance. Please note that the motion for the second event is crafted so as to give approval for the event to span two days, which I understand is typical. The College will pay \$100 as if it was two separate events. You may recall that there is a limit under law as to how many one-day events an organization can have per year before they must have a full license (30), and Babson has not reached this limit in the past. Staff recommends approval of both applications given the College's handling of similar events in the past.

**MOVE** to approve a One Day License for Babson College on September 15, 2017 in Knight Auditorium for the CAETA event.

**MOVE** to approve a License for Babson College on September 15 & 16, 2017 at various locations on campus for Alumni Weekend.



## TOWN OF WELLESLEY

### Application for Special License(s)

Date of Application: 8/3/17

Date of Event: 9/15/2017

A special License is a temporary license issued pursuant to Chapter 635 of the Acts of 1982 to the responsible manager of any nonprofit organization conducting any indoor or outdoor activity or enterprise for the sale of alcoholic beverages.

Application fee for one or more applications filed on the same date: \$25.00

Fee for each license issued: \$50.00

Make checks payable to: Town of Wellesley

The undersigned hereby applies for a Special License for:



All Alcoholic Beverages



Wine and Malt Beverages Only

#### APPLICANT INFORMATION

Name of Non-Profit Organization: Babson College

Address: 231 Forest Street, Babson Park, Wellesley, MA 02457-0310

Name of Event Manager: Kristen Martin Address: Babson College

Assistant Event Manager: Melissa Harton Address: Babson College

#### EVENT INFORMATION

Event Name & Description (If multiple events; See Attachment1): CAFTA

Event Contact: Lola Norman Salako

Event Date: 9/15/17

Event Location: Knight Auditorium

Occupancy: 1370 Estimated Attendance: 175  Indoor/Outdoor (circle one)

An 8X11" floor plan of the premises to be licensed must be submitted along with the application showing the exact location within the event area where alcoholic beverages will

Name of catering service responsible for service of alcoholic beverages:

Chartwells

Name

Babson College Campus

Address

Describe steps you have taken to ensure that the employees of the catering service or the individuals listed above have completed an alcoholic beverage server-training program or similar in-house training.

All servers must be TIPS trained and certified. Evidence of training must be provided prior to event.

Describe security precautions or police details if any:

Babson College Public Safety Officers are assigned to each event in accordance with the College's long-standing practice. The number of officers assigned to a particular event fluctuates based upon the number of anticipated attendees. Access to event location is controlled consistent with College policies based upon the type of event, the location and the number of anticipated attendees.

Babson College

Printed Name of Applicant

Its

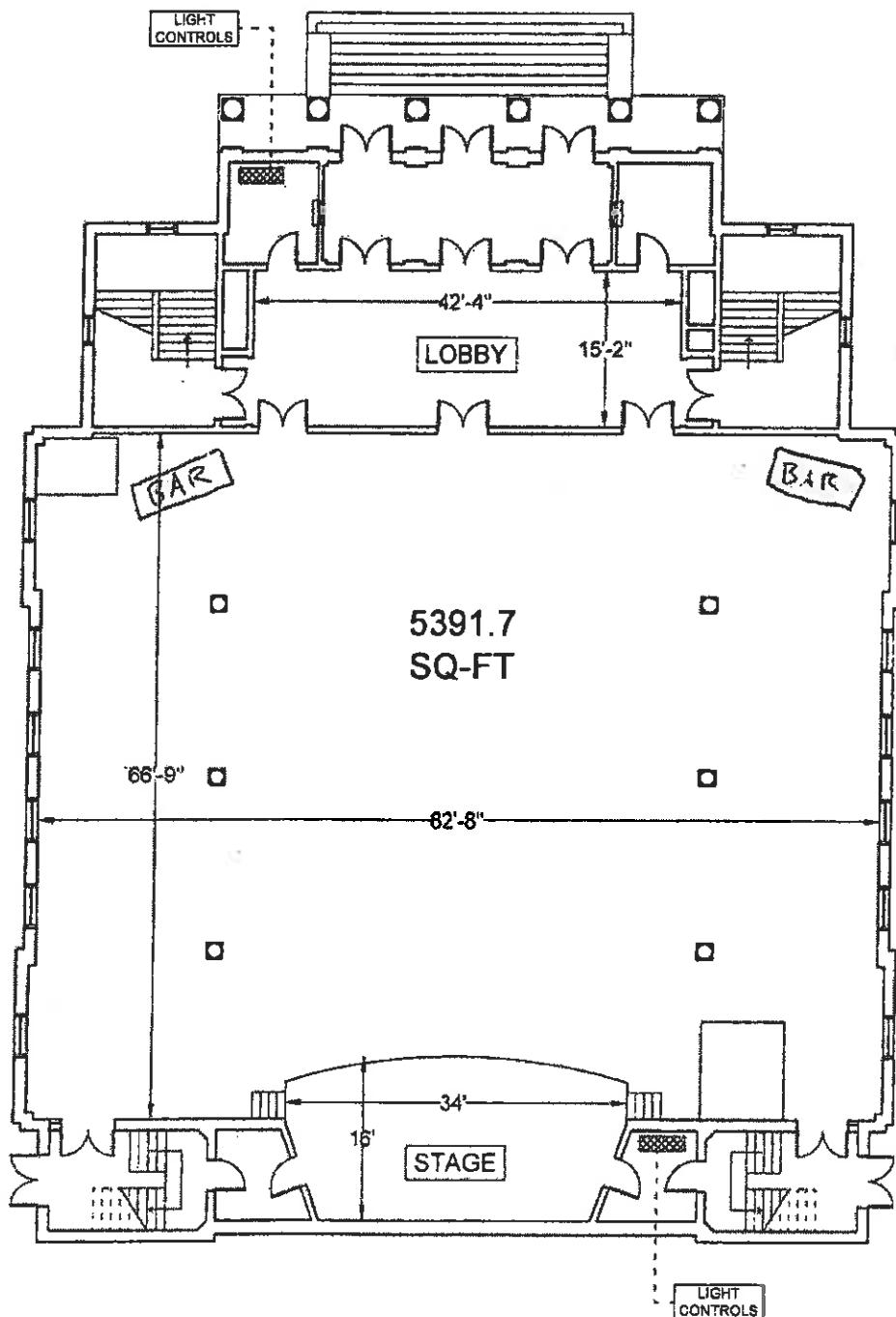
Applicant's Signature

Date

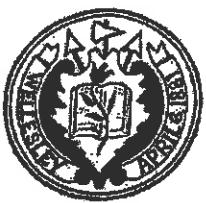
RETURN COMPLETED APPLICATION, FLOOR PLAN AND CHECK FOR FEES TO:

BOARD OF SELECTMEN  
525 Washington Street  
Wellesley, MA 02482  
781-431-1019 ext 2204

12



DRAWING		KNIGHT AUDITORIUM			REVISIONS		
PROJECT							
DRAWING FILE							
1st FLOOR							
SCALE	X <sub>16</sub> = 1'	DRAWING NO.	EF	DRAWING NO.	11/2011	DATE	
Babson College Babson Park, MA 02457-0310							



## TOWN OF WELLESLEY

### Application for Special License(s)

Date of Application: 8/3/17

Date of Event: 9/15 - 9/16

A special License is a temporary license issued pursuant to Chapter 635 of the Acts of 1982 to the responsible manager of any nonprofit organization conducting any indoor or outdoor activity or enterprise for the sale of alcoholic beverages.

Application fee for one or more applications filed on the same date: \$25.00

Fee for each license issued: \$50.00

Make checks payable to: Town of Wellesley

The undersigned hereby applies for a Special License for:

All Alcoholic Beverages       Wine and Malt Beverages Only

#### APPLICANT INFORMATION

Name of Non-Profit Organization: Babson College

Address: 231 Forest Street, Babson Park, Wellesley, MA 02457-0310

Name of Event Manager: Kristen Martin      Address: Babson College

Assistant Event Manager: \_\_\_\_\_ Address: \_\_\_\_\_

#### EVENT INFORMATION

Event Name & Description (If multiple events; See Attachment1):  
Alumni Weekend

Event Contact: Judy Curley

Event Date: 9/15 - 9/16

Event Location: various locations on campus

Occupancy: \_\_\_\_\_ Estimated Attendance: varied 30-400      Indoor/Outdoor (circle one)

An 8X11" floor plan of the premises to be licensed must be submitted along with the application showing the exact location within the event area where alcoholic beverages will

Name of catering service responsible for service of alcoholic beverages:

Chartwells \_\_\_\_\_ Babson College Campus  
Name \_\_\_\_\_ Address

Describe steps you have taken to ensure that the employees of the catering service or the individuals listed above have completed an alcoholic beverage server-training program or similar in-house training.

All servers must be TIPS trained and certified. Evidence of training must be provided prior to event.

Describe security precautions or police details if any:

Babson College Public Safety Officers are assigned to each event in accordance with the College's long-standing practice. The number of officers assigned to a particular event fluctuates based upon the number of anticipated attendees. Access to event location is controlled consistent with College policies based upon the type of event, the location and the number of anticipated attendees.

Babson College

Stephen Persico  
Printed Name of Applicant

Its \_\_\_\_\_

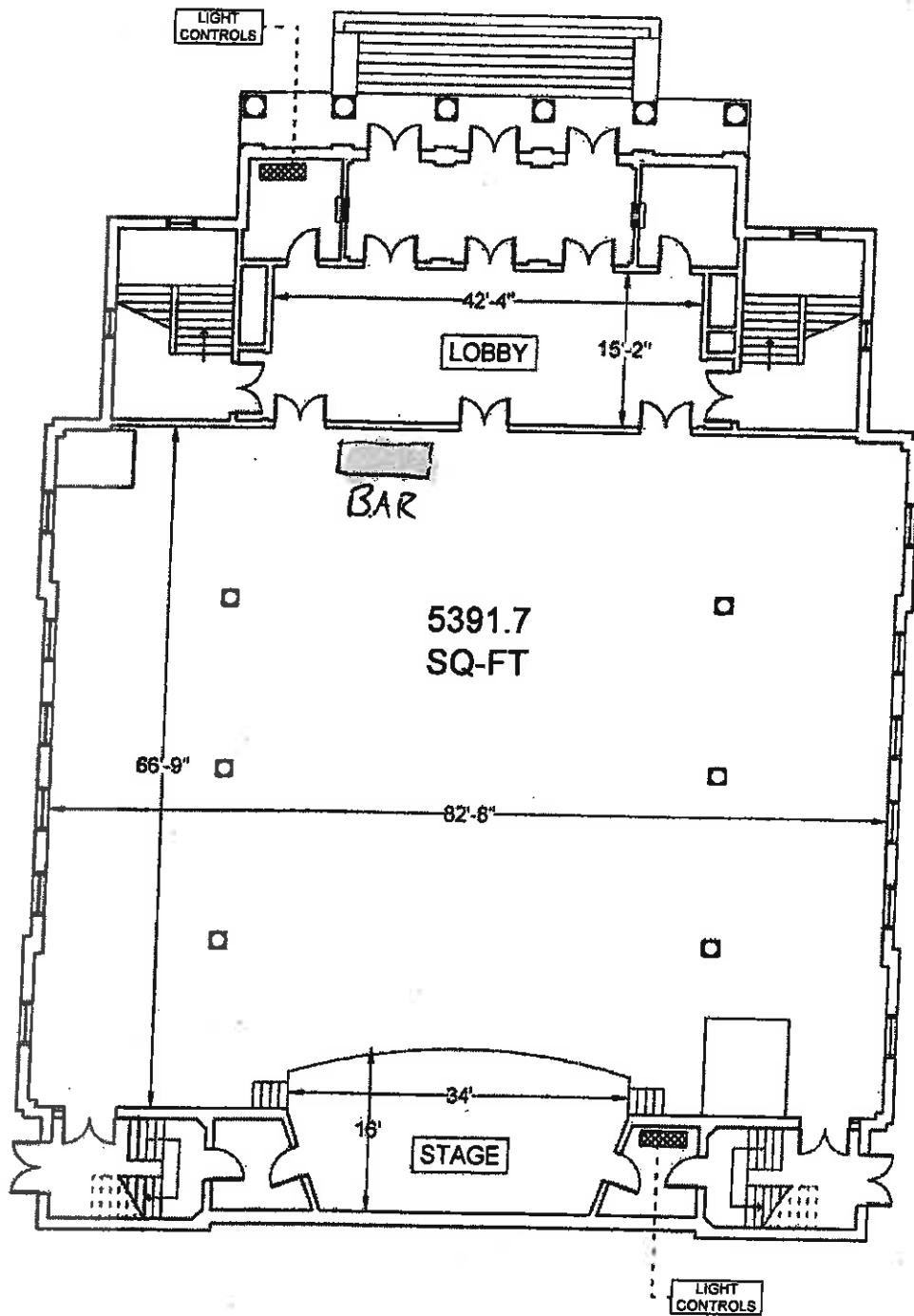
Stephen Persico  
Applicant's Signature

8/3/17  
Date

RETURN COMPLETED APPLICATION, FLOOR PLAN AND CHECK FOR FEES TO:

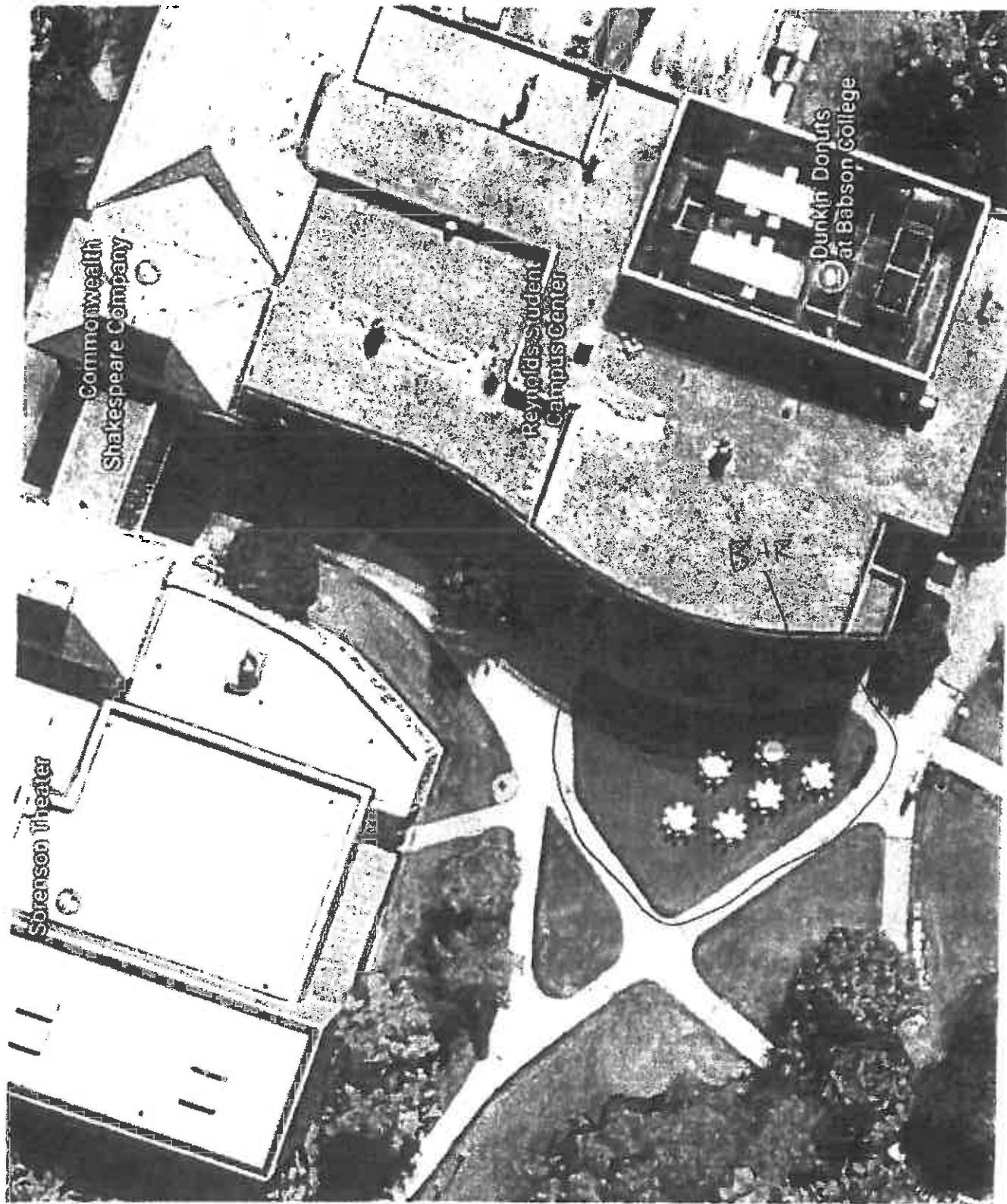
BOARD OF SELECTMEN  
525 Washington Street  
Wellesley, MA 02482  
781-431-1019 ext 2204

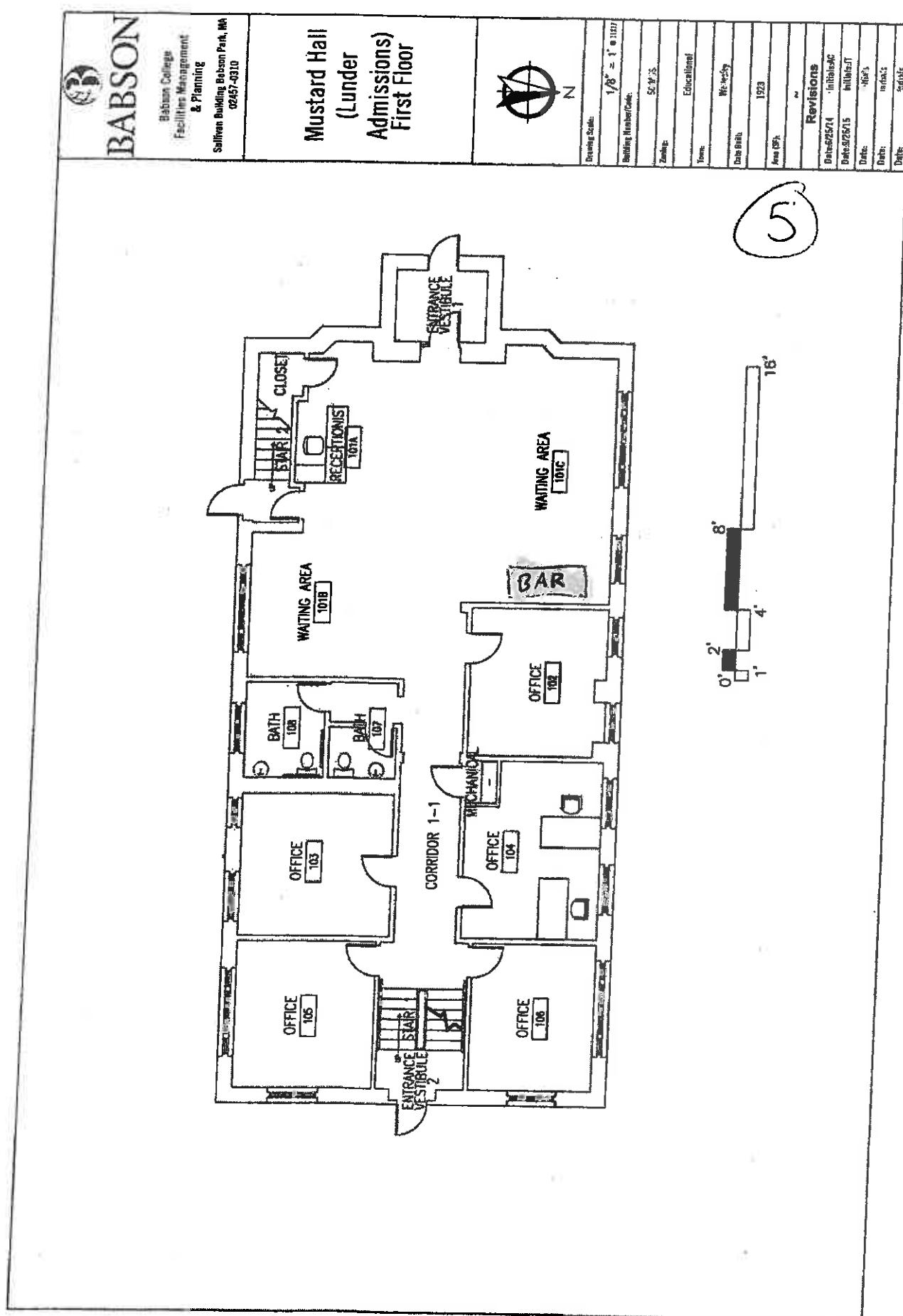
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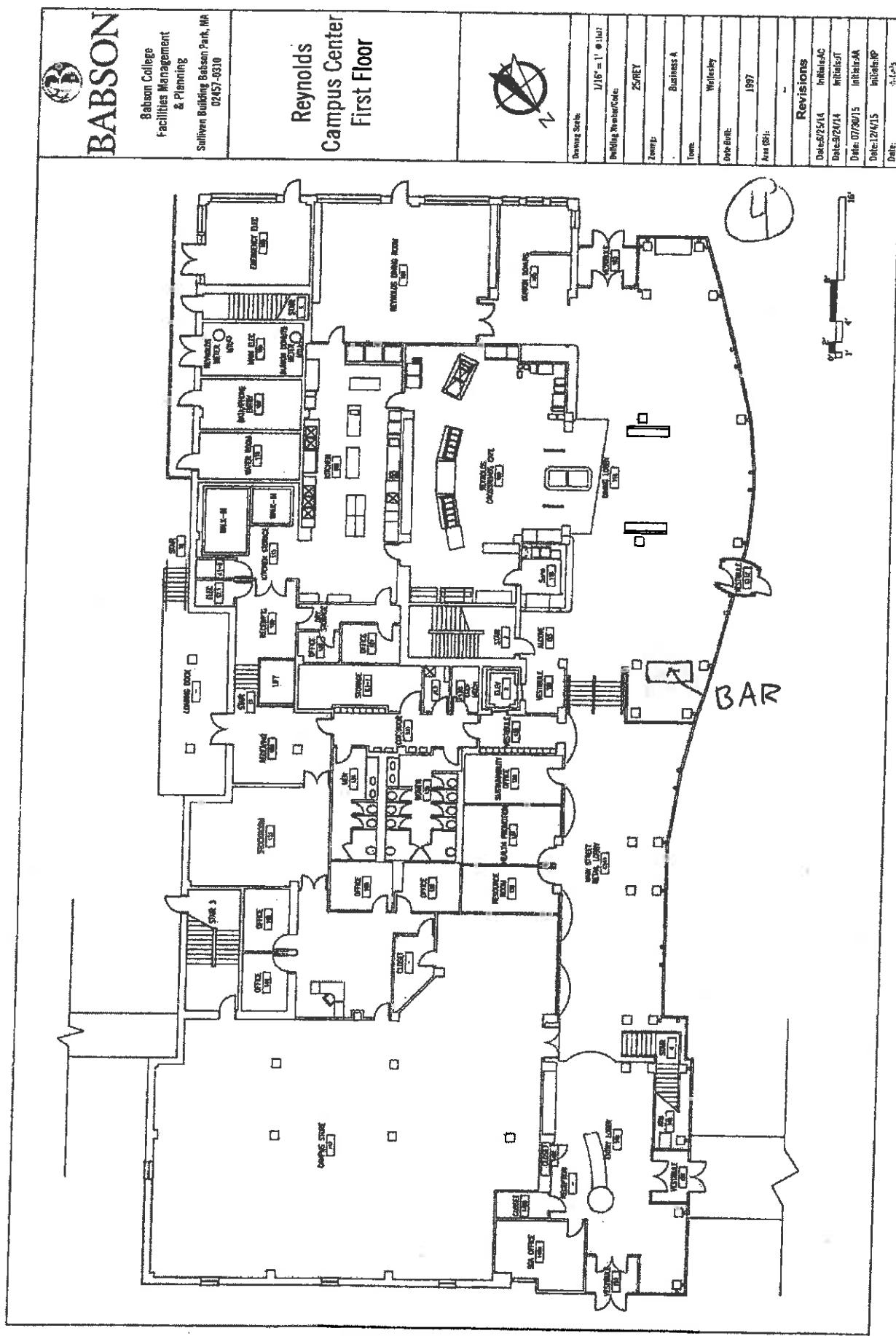


 <b>BABSON</b> Babson College Babson Park, MA 02457-0210	BUILDING	KNIGHT AUDITORIUM		REVISIONS
	PROJ#			No. Date Issue
DRAWING TITLE		1st FLOOR		
SCALE	$1/16'' = 1'$	DRAWN BY	EF	DRAWING RD
				DATE 11/2011

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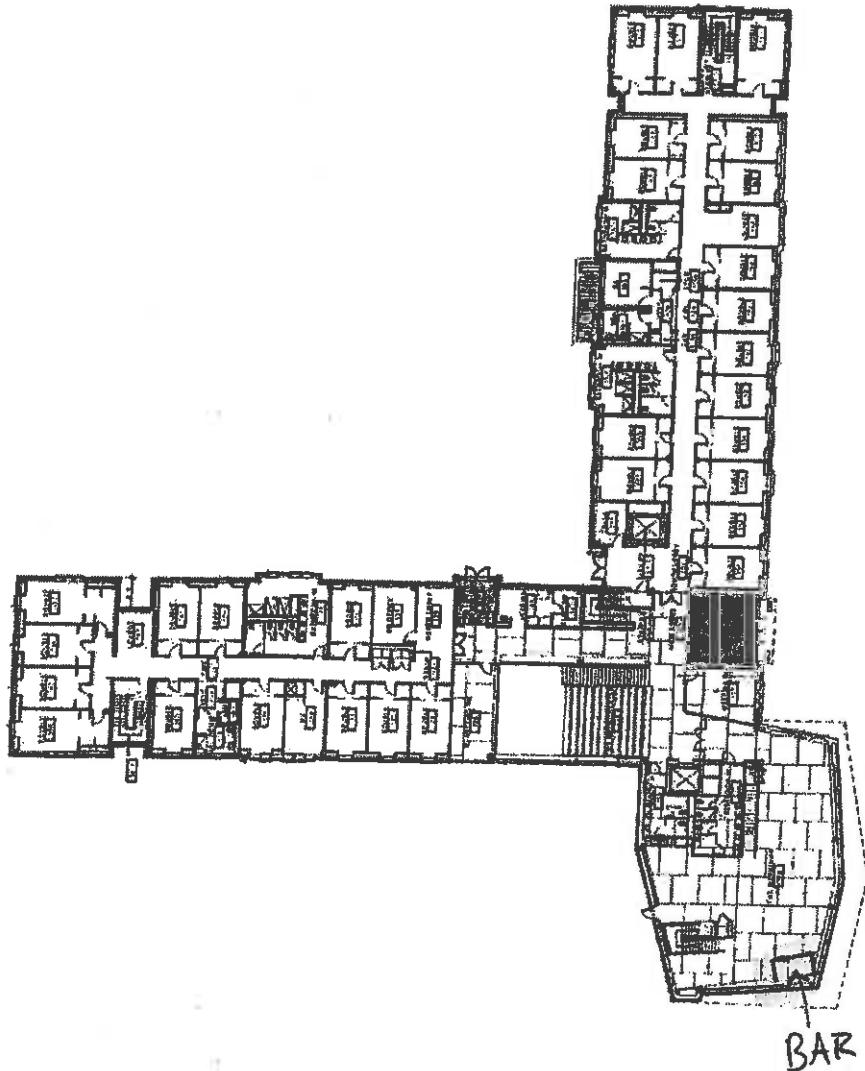




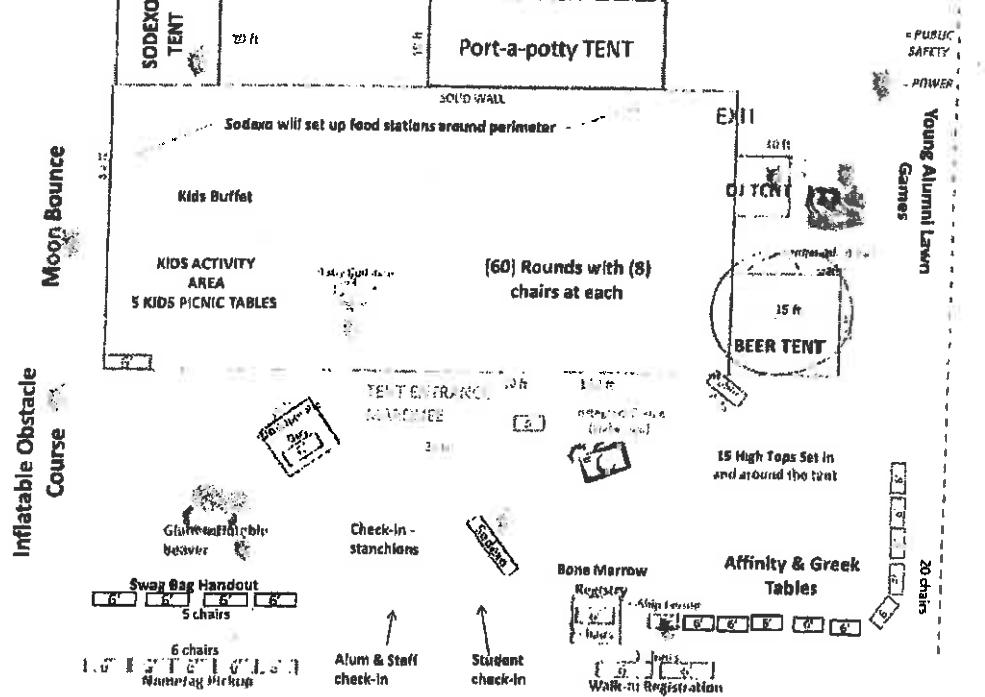


 <b>BABSON</b> Babson College Facilities Management & Planning Sullivan Building Babson Park, MA 02457-0210	<b>Park Manor</b> <b>West</b> <b>First Floor</b>		Drawing Scale: 1/8" = 1' @ 1117 Building Name/Code: 82/P/W Type: Educational A Title: Weldsley Date Init: 2015 Area (SF): Revisions
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(2)



<p>1/8" = 1' @ 1117 Building Name/Code: 82/P/W Type: Educational A Title: Weldsley Date Init: 2015 Area (SF): Revisions</p> <p>Date 5/27/14 Init 5/25 Date: Init: 5/25 Date: 5/25 Date: 5/25 Date: 5/25</p>
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- **Appointment of Crossing Guard**

Attached is a recommendation from Chief Pilecki that Frances M. Lyons be appointed as a Crossing Guard.

**MOVE** to appoint Frances M. Lyons as a Crossing Guard for a term to expire on June 30, 2017.



**TOWN OF WELLESLEY**

WELLESLEY, MA 02482  
Tel:phone 781-225-1210

**POLICE DEPARTMENT**

JACK PILECKI  
Chief of Police

**MEMORANDUM**

**TO:** HONORABLE BOARD OF SELECTMEN  
**FROM:** JACK PILECKI  
CHIEF OF POLICE  
**SUBJECT:** APPOINTMENT OF CROSSING GUARD  
**DATE:** August 1, 2017

---

Ladies and Gentlemen:

The purpose of this memo is to recommend Frances M. Lyons for appointment as a school crossing guard.

RESPECTFULLY SUBMITTED:

A handwritten signature in black ink, appearing to read "Jack Pilecki".

JACK PILECKI  
CHIEF OF POLICE

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### **3. Facilities Maintenance Department – Five-Year Review**

Joe McDonough will be present at the meeting to review with you the activities and accomplishments of his department over its initial five years. Enclosed (but not numbered in the FNM given the difficulty to print it with the entire book) is a portion of his PowerPoint presentation highlighting these years, the progress, projects and catch up on deferred maintenance completed is quite remarkable. His end of year status report for FY17 is also attached for your information.

Joe would also like to discuss his attached proposal to rename the department. I hope you will agree that they have moved far beyond simply being a maintenance department, and are now managing most of the Town's buildings in a proactive manner. Their responsibilities for PBC just added this year also are a testament to their being a department that manages its assets.

**MOVE** to rename the “Facilities Maintenance Department” the “Facilities Management Department”.



# MEMORANDUM

**DATE:** July 31, 2017 **FMD-M-17329**  
**TO:** Blythe Robinson, David Lussier, Ellen Gibbs, Michael D'Ortenzio Jr., Jack Morgan, Matt Kelley  
**FROM:** Joseph F. McDonough, P.E. *Joe McDonough*  
**CC:** File  
**SUBJECT:** Facilities Maintenance Department: End of Year Status Report – FY17  
**Filing No.:** WFMD18.05, .70

As the Facilities Maintenance Department's (FMD) liaisons with your respective boards, I am providing this report on the status of the FMD for FY17. The report is intended to provide you with an overview of the four core business areas: maintenance, capital projects, energy and custodial, as well as an update on staffing, budgets and other relevant issues. *Please note that I will be presenting a summary of the FMD's first five years to the Selectmen in August.* Overall the FMD's fifth year of operations was very successful – as we continued to provide our customers with high quality service, timely responsiveness, and capital planning expertise, while operating within our established budget.

## FY17 OPERATING BUDGET

A summary of the end-of-year budget status is shown below. *Through a combination of prudent fiscal oversight and energy conservation (including another mild winter), the FMD was able to finish the year 2% under budget (\$115,668).* Lower than expected utility costs made up the majority of this favorable situation. Electricity came in about \$98k under budget (versus \$72k in FY16) and natural gas costs came in about \$144k under budget (versus \$180k in FY16). Budget totals for water, sewer, trash and recycling also contributed \$116k to the underage. Labor costs were about 2% under budget, or \$94k (versus \$70k in FY16) The primary reasons for this were that the Senior Project Manager position and Maintenance Manager position were both vacant for several months.

There were some overages that offset the savings. Custodial supplies, maintenance expenses, office supplies, uniforms, gasoline and vehicle expenses totaled to about 22% over budget. The overages could be attributed to the fact that these expense budgets haven't been increased in five years to account for modest inflation.

Total expenditures have been under budget each of the first five years of operation, and we will continue to refine certain labor, expense and utility line items as needed to better reflect actual operating costs.

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*Town of Wellesley ■ Facilities Maintenance Department  
■ 888 Worcester Street – Suite 370 ■ Wellesley, MA 02482  
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# MEMORANDUM

FY17 Budget Summary					
Description	FY17 Budget	Spent	Encumbered	Balance	Budget Remaining
Salaries/Labor	\$4,051,175	\$3,956,917	\$0	\$94,258	2%
Maintenance	\$588,775	\$648,802	\$2,375	(\$62,403)	-11%
Other Expenses	\$723,300	\$881,882	\$646	(\$159,228)	-22%
Utilities	\$2,007,192	\$1,764,151	\$0	\$243,041	12%
<b>Total</b>	<b>\$7,370,442</b>	<b>\$7,251,752</b>	<b>\$3,021</b>	<b>\$115,668</b>	<b>2%</b>

## MAINTENANCE

**CMMS Work Order System:** The FMD uses a computerized maintenance management system (CMMS) for all maintenance work. Maintenance work requests in all 28 buildings are made using the cloud-based *Maintenance Direct* software, which also includes *PM Direct* for scheduling preventive maintenance. 1,006 work orders were processed in FY17 as summarized below:

WORK ORDER SUMMARY (7/1/16 TO 6/30/17)			
Building	No. of WOs Completed	Building	No. of WOs Completed
Bates Elementary	125	Sprague Elementary	60
Field House	2	Fire - Headquarters	9
Fiske Elementary	70	Fire - Station 1	9
Hardy Elementary	69	Library - Main	45
High School	142	Library - Hills	4
Hunnewell Elementary	43	Library - Fells	8
Middle School	167	Morses Pond	6
Preschool	18	Police Station	34
Schofield Elementary	43	Town Hall	30
Upham Elementary	26	Warren Building	37
FMD Office	0	Townwide/Districtwide	10
DPW Operations	6	DPW Hwy/Park	18
DPW Water/Sewer	13	DPW RDF	12

The 1,006 work order total represents about 9% fewer work orders than in FY16. We are starting to see a reduction in the total number of works orders (1,371 FY15 and 1,102 in FY16). Some of this change may be attributable to year-to-year variance; however, we believe our progress in addressing deferred maintenance over the past five years is also a contributing factor. With FMD's increased focus on preventive maintenance, we expect to see an increase on the "PM side" of work orders in the coming years, such that we will eventually be averaging a total of about 2,500 work orders per year, with about 1,500 of them being PM related.

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# MEMORANDUM

**In-House Projects:** In addition to performing routine preventive maintenance and reactionary/repair maintenance, the department again took on a large number of capital construction projects with in-house staff. The staffing level and capabilities in maintenance allows for more opportunities to take on project work that might otherwise be outsourced. The FMD's maintenance staff performed the following projects:

- Middle School: Replacement and Modification of 59 acid tanks in science labs
- Middle School: Renovation of Curriculum and Production Rooms
- Middle School: Installation of Ductless-Split Air-Conditioning Systems in 5 locations
- Town Hall: Building Department Renovations – Phase II
- Upham: Main Office Ductless-Split AC

**High School Boilers:** In May, the PBC agreed to transfer \$110,000 to FMD to resolve problems with the two non-condensing boilers which have not operated properly since they were first installed in 2011. The proposed repair will include reprogramming of the boiler controls, new sensors and new flues (exhausts). The work will be phased, with the flues to be done in summer 2018.

**High School Auditorium Acoustical Ceiling Panel:** In November a second acoustical ceiling panel cracked in the Auditorium. Turner Construction worked with FMD to find a solution. The panel manufacturer agreed to provide a new panel (plus a spare) at no cost, but the installer asked to be paid for this installation, as he installed the first replacement for no charge. FMD issued a purchase order for \$4,278 to install the cloud. There were additional expenses for sprinkler work. The work was completed in June.

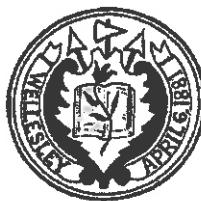
**Police and Fire HVAC Recommissioning:** The heating, ventilation and air-conditioning (HVAC) systems at the Police Station and Fire Headquarters have experienced numerous unresolved problems since the \$1.3M HVAC construction project was completed in 2016. In 2017 FMD engaged a recommissioning agent to investigate these reported problems in more detail. FMD and the agent prepared a long list of required repairs and modifications needed to address most of the issues, which totaled to \$35,000. PBC asked FMD to execute the work and agreed to pay for it with project funds. The work is currently underway.

## CAPITAL PROJECTS

During the first half of the fiscal year FMD again focused on school construction projects to take advantage of the summer recess and unimpeded construction access; and executed most of our municipal construction projects in the last three quarters of FY17. During the second half of the fiscal year FMD advocated for the approval of capital projects at the spring Town Meeting, and prepared design and bid documents for school department and other projects with tight summer 2017 construction schedules.

**FY17 Projects:** We completed a few remaining FY16 capital building construction projects, but the focus was on FY17 projects. 14 of 26 FY17 *school* capital projects, totaling \$779,000, were completed or are in progress. On the *Municipal* side, 18 of 25 FY17 capital projects totaling \$413,500 were completed or are in progress.

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## MEMORANDUM

Many larger capital projects under the purview of the Permanent Building Committee (PBC), which were first identified in the FMD's capital planning process, moved into design and construction. Beginning in October with the hiring of the new Senior Project Manager (SPM), Steve Gagosian, FMD was more engaged in the design and construction phases of several of these projects:

- School Security: Design Reviews and OPM Services
- Town Hall Envelope: Transition from Study to Design
- Tolles-Parsons Senior Center: Construction Phase Services
- Schofield & Fiske: Construction Phase Services
- MS Windows: Construction Phase Services

As indicated later in this report, the SPM position was revised to Design & Construction Manager and other significant organizational changes were made to allow FMD to provide day-to-day support to the PBC. Representative projects completed or started in the spring include:

- Middle School: \$91,000 Instrument Storage Project
- Fire Station 1: \$99,500 Concrete and Masonry Repair Project
- Police Station & Fire Headquarters: \$28,000 Emergency Generator Upgrades Project
- High School: \$39,000 Concrete Storage Sheds



Middle School: Instrument Storage



Fire Station 1: Masonry & Concrete Repairs



Police & Fire: Emergency Generator Upgrades



High School: Storage Sheds

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## MEMORANDUM

**FY18 Projects:** The cash-capital budget was increased from \$1,750,000 in FY17 to \$1,875,000 in FY18. Thirty-two (32) cash-capital projects were approved for FY18. Of this total, twenty-three (23) are building construction projects and the remaining are for equipment, vehicles and contingencies. This increased amount of cash-capital projects will again be completed by distributing project management responsibilities to the Director and four managers within the department and also by a thoughtful balance of outsourced procurement and use of in-house maintenance staff. The FMD managers are able to prepare public bid packages for most of these projects saving significant budget in outsourced design fees, while also expediting the project schedules. By using in-house maintenance staff on these projects, even on an overtime basis, we will meet tight summer work schedules and also save budget dollars. The FMD continues to rely on and strengthen its partnership with the DPW by utilizing both its highway and parks/trees divisions to complete site capital projects. FMD will again be utilizing the MGL 25A procurement alternative, to streamline design, bidding and construction of energy conservation projects. The FMD's Standard *Major Project Manual*, which was presented to the BOS in 2013, will again be used to bid many of the projects over \$10,000 in cost, which require public advertising and more stringent bidding regulations. At the 2017 Annual Town Meeting, changes were approved to the Article 14 Bylaw governing the Permanent Building Committee. One of the changes, increased the threshold at which FMD can execute capital projects from \$100,000 to \$500,000. Four of the FY18 project are at or above \$100,000. This change will enhance FMD's ability to complete capita projects, and reflects the department's past successful performance on these projects and staff ability and capacity.

Planning to execute the 23 FY18 capital projects must consider the most efficient and expeditious way to procure the work while also obtaining competitive bid prices. The table below shows the different approaches planned to be used by FMD to accomplish these twenty-three projects:

Project Phase	Number of Projects
<b>Procurement Regulations</b>	
MGL Chapter 149 – Using FMD's Major Project Manual	6
MGL Chapter 149 – Competitive Bids and Minor Manual	6
In-House Labor and Direct Purchase Supplies	4
MGL Chapter 30 – Site Work	1
MGL Chapter 7-Designer Selection	4
MGL Chapter 30B-Goods and Services	2
<b>Design</b>	
In-House	18
Outsourced	5
<b>Construction</b>	
In-House	4
Outsourced	14
DPW	1

**FY19 Budget:** FMD will start planning for the FY19 capital budget in the summer by touring buildings with its managers and Director. FY19 will also be the first year that FMD will incorporate

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## MEMORANDUM

the eight DPW buildings into our capital planning. Similar to the process used to develop all previous FMD capital budgets, we will then collaboratively engage all stakeholders from Department Heads, Principals and Directors to custodians and the maintenance staff over the fall and winter months to collectively develop an updated capital plan. We plan to use the \$2M target previously established under the TWFP's for the FY19 cash-capital budget. Information from the Hardy, Hunnewell and Upham Master Planning Committee (HHU MPC) and other feasibility studies that FMD is managing will be utilized in the capital plans.

**Studies:** FMD's Director continued to manage the architect preparing the master planning work for the HHU MPC. An additional \$200,000 was approved at the 2016 Annual Town Meeting (ATM) to extend the study, with enrollment, traffic studies and continued support from the architect being the primary drivers for this request. FY18 is expected to be a pivotal year for HHU schools, as an architect will be hired to prepare the feasibility study for the HHU project, for which funding is expected to be requested at a fall 2017 Special Town Meeting.

FMD also completed the *Town Hall Exterior Envelope* feasibility study, which led to funding for design for a major construction project. Design will begin on July 1, 2017. The PAWS Feasibility study planned for FY16 was again delayed. This study had been assigned to the new Senior Project Manager, but he was fully engaged in supporting the School Security Project as OPM and transitioning into the Design & Construction Manager role. Library Space Utilization study made significant progress and the Library Trustees are pleased with the initial concept options prepared, which will be included in the final study to be completed later this summer.

**MSBA:** The FMD Director worked closely with Superintendent Lussier in preparing three Statements of Interests (SOIs) for the Massachusetts School Building Authority (MSBA) in the spring. Previously submitted "Core" program SOIs for Hardy, Hunnewell and Upham schools were revised, updated and resubmitted. The MS Window project, for which an SOI was submitted in 2014 under the Accelerated Repair Program (ARP), was completed in FY17, and with State reimbursement of about \$1M.

### ENERGY MANAGEMENT

Energy Management was another successful area for the FMD in FY17, as we continued executing important energy-related projects. In FY17 FMD also converted the Energy Manager position to Operations Manager to oversee Energy Management, as well as routine maintenance (RM) and preventive maintenance (PM) programs, to better manage the synergy between energy use and operations.

**Overview:** The Operations Manager focused on creating/enhancing the RM and PM programs, optimizing systems performance, maximizing the life-cycle value of our system, and developing/managing our strategic equipment replacement plan. Regarding energy management, the Operations Manager's scope of work includes natural gas procurement/management, budgeting, data analysis, systems management, and project management.

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## MEMORANDUM

The project management work consists of proposing cost-effective ECMs, preparing project manuals (in compliance with MGL 25A, 30B, 149, etc.), soliciting bids, executing contracts, preparing schedules, kicking-off projects, monitoring daily work progress, administering budgets, approving invoices, preparing punchlists, and closing-out projects (See ECM projects list below).

The building controls management work consists of monitoring the school and town Metasys systems including setting-up access privileges, examining space- and system-specific operating setpoints, examining operating conditions, examining data trends and identifying operating anomalies, creating new application-specific trends, querying reports, performing global/object searches, and taking corrective action as is necessary to ensure the optimal operation of the systems.

The data analysis work consists of tracking, trending, and analyzing building-specific electricity and natural gas energy-use data including normalizing energy use to weather, preparing comprehensive energy use and performance metrics, identifying energy use anomalies, proposing cost-effective ECMs, managing the implementation of the ECMs, measuring/verifying the success of the implemented ECMs, and updating the energy-use and performance metrics.

The budgeting work consists of monitoring the futures natural gas market, negotiating and securing competitively-priced contracts, administering the contracts, reconciling energy-use costs with budgets, summarizing energy-use data for preparing annual utility budgets, preparing ECM project budgets and estimated energy savings, calculating simple/LCCA paybacks, and summarizing ECM project data for preparing annual cash capital budgets.

**Energy Use:** There was an 11% increase in heating-degree-days (HDD) and 15% increase in cooling-degree-days (CDD) in FY17 as compared to FY16. Likewise, there was an 11% increase in metered natural gas use and a 2% increase in metered electricity use. The 11% increase in metered natural gas use correlates perfectly with the 11% increase in HDD. At a glance, the 2% increase in metered electricity use does not appear to correlate to the 15% increase in CDD. However, this is because the correlation between electricity use and CDD is not linear. For example, about 43% of our GSF is cooled. Cooling represents about 25% of our total electricity demand load. So, a 15% increase in CDD translates to only a 2.0% increase in total electricity use ( $0.43 \times 0.25 \times 0.15 = 0.02$ ). Therefore, the 2% increase in electricity use does indeed correlate to the 15% increase in CDD.

*Interestingly, there was also a 1% increase in normalized energy use (2% Electricity + 1% Natural Gas = 1% Total) in FY17 as compared to FY16.* It is not yet clear why there was an increase. One possibility is that our users simply kept their offices/classrooms slightly warmer/cooler in FY17 than they did in FY16 although this is not apparent. *Another more likely possibility is that the increase was simply due to our regression analysis model's inherent error. Our regression analysis model is set for a 99% confidence level. That means our prediction could theoretically vary by  $\pm 1\%$ . It is therefore possible that much of the increase is just due to model error. However, we will further investigate this issue.*

To date, our total normalized energy use has decreased by 8% (-3% Electricity + -8% Natural Gas = -7% Total) below our FY12 base. This decrease translates into a \$92,000 annual savings or cost-avoidance. In addition, our FY17 annual energy budget (including Fells, Hills, and the Bathhouse)

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## MEMORANDUM

was \$1,886,000 (\$1,102,000 Electricity + \$784,000 Natural Gas = \$1,886,000 Total). However, our actual cost of energy was only \$1,653,000 (\$994,000 Electricity + \$659,000 Natural Gas = \$1,653,000 Total). In sum, although normalized energy use (in units) increased slightly, our total cost of energy was still under budget by \$242,000 (12%). Overall, our goal is to decrease normalized energy use by 20% by FY20 as part of our energy conservation plan.

**Utility Rates and Natural Gas Contract:** FMD purchases electricity from the Wellesley Municipal Light Plant. We also purchase natural gas from Spark Energy. NGrid locally distributes the natural gas. In FY17, our electricity rate increased by 7% from \$0.125/kWh to \$0.134/kWh. Our natural gas rate decreased by less than 1% from \$1.208/therm to \$1.200/therm. For FY18, these rates will not change. For FY19-FY21, we are not aware of any predicted changes in the electricity rate. However, for natural gas, our rate will decrease by 10%.

FMD began negotiations with our Broker (Tradition Energy) in February 2017 to procure our FY19 natural gas contract. At that time, Tradition explained that the futures price of natural gas was exceptionally low. They explained that the price was low because of the forecasted mild weather, greater than usual storage injection rates, and expectations of record storage levels. They also recommended that we solicit prices from their suppliers as soon as possible. We agreed with their recommendation and pursued pricing. On February 16<sup>th</sup>, we signed a thirty-six month contract for 58,239 DTM/year of natural gas at \$5.97/DTM with a 100% swing with Spark Energy. So, our total cost of natural gas for FY19-FY21 will be \$1.087/therm (\$0.597 Spark + \$0.490 NGrid = \$1.087 Total). Our new contract also provides for a 100% swing. This means that we can use  $\pm$ 58,239 DTM/year of natural gas without any premium or penalty. *This is an outstanding price with exceptional terms!*

**Energy Conservation Measures (ECMs):** FMD successfully completed the installation of \$1,445,000 cost-effective recommissioning, Metasys, and LED energy conservation measures (ECMs) over the past three (3) years. We are currently completing another \$725,000 of LED ECMs. Over the next five (5) years, our plan is to complete another \$4,381,000 of LED ECMs. Overall, our plan is to complete \$6,551,000 of recommissioning (\$704,000), Metasys (\$449,000), and LED (\$5,398,000) ECMs. We have prioritized the completion of the ECMs based on their simple payback and life cycle cost analysis. That is, the 1-3 year simple payback ECMs were completed first, now the 3-5 year ECMs are being completed, and next the > 5 year ECMs will be completed.

**Preventive Maintenance Program:** FMD has succeeded in minimizing our backlog of routine maintenance (RM) work orders (WOs). We have also succeeded in creating a strategy that allows us to streamline the processing (opening, completing, closing) of any new RM WOs. We are well prepared to now transition from reactive to proactive systems management. Therefore, we have initiated the creation and implementation of our Preventive Maintenance (PM) Program. The goal of our Program is to optimize systems performance, reduce operating costs, and extend the useful life of our equipment. Our PM Program will include an equipment inventory, service descriptions, detailed tasks, safety operating procedures, service schedules, and equipment schematics/drawings for each of our HVAC/controls systems. Our Program will be created using Sprague School as our "pilot". Our cloud-based, computerized maintenance management system (CMMS) will be

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## MEMORANDUM

PMDirect. The PM WOs will reduce the number of RM WOs. Once completed, we expect to issue 2,500 RM/PM WOs annually for FMD's twenty-nine (29) buildings.

**Outreach:** FMD continues to work closely with our Town Boards, Schools, Departments, SEC, and Wellesley's residents to educate our community about energy conservation. For example, we recently gave our annual *Energy and Operations* update to the BOS in June 2017. We provided the SEC with a substantial amount of information and assistance in applying for Green Community Designation for the Town with the DOER.

### CUSTODIAL

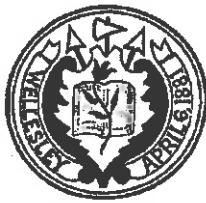
Custodial highlights for FY17 were related to continued improvements in custodial operations and service at municipal and school buildings. Specialty training in key custodial areas was provided in the form of numerous professional development sessions, classroom presentations, as well as hands on training. Our training is being standardized using materials and training sessions from custodial industry experts. We also partnered with several Town entities to improve single stream recycling, and develop a food waste recovery program at several elementary schools. In fact, the Town received recognition from the State legislature for the award-winning food recovery program at the Bates Elementary school.

As part of our mission to continually improve delivery of custodial services, we also piloted an electrically activated water (EAW) cleaning system at the High School. This state-of-the-art "green" cleaning system uses small "generators" in each building, which uses plain tap water, water-softening salts, and electricity to produce two chemicals; a multi-purpose cleaner and an EPA registered disinfectant. These cleaning products are "manufactured" on-site, at almost no cost and will replace costlier, less-Green cleaning products that we currently use. This pilot was a continuation of an initiative we started previously, in which the EAW system was built into the large "autoscrubber" machines we use to maintain floors. Based on the success of the autoscrubbers using this new technology, FMD purchased EAW systems for all municipal and school facilities, and will be rolling them out in FY18. This technology is the *greenest of the green* as it is sustainable, vastly reduces our carbon foot print by eliminating chemical shipments, chemical waste to the sewer system and disposal of plastic and cardboard shipping materials. The pilot at Wellesley High School was so successful that we were ranked as a finalist for a nationwide green cleaning award, with competition from K – 12 school districts and higher education facilities across the country.

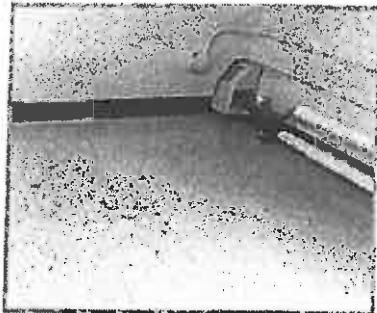
**Municipal and School Improvement:** We continued to service our customers at the Fire Department with specialty cleaning and floor resurfacing. Firefighters perform routine cleaning of their facilities; however, FMD provides specialty cleaning a few times a year to supplement their work. Central Station's living space, office area, and gymnasium VCT flooring were resurfaced and waxed prior to the holidays for the staff.

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## MEMORANDUM



Before



After

The dormitory area at Fire Headquarters also had their entire floor replaced as part of a Capital Project. The FMD Custodial Team went in after the adhesive cured and wet scrubbed and waxed the floor.



First Coat Being Applied



Completed (6 Coats of Wax)

Over the past year some of the municipal and school custodians have been trained on a ceramic tile cleaning and polishing process. This process cleans and restores older tile floors to their original luster. When completed it also facilitates daily and detail cleaning. Shown below are floors at the Upham Nurse's Office and the School Administration.

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# MEMORANDUM

## Upham School

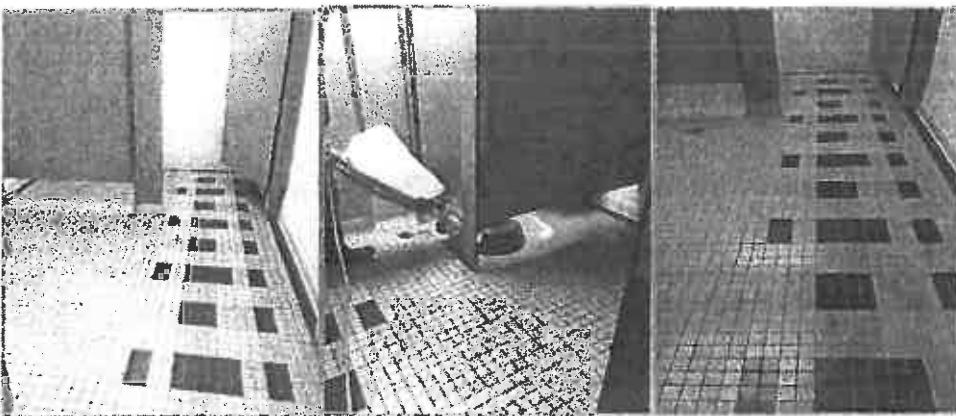


*Before*

*Intensive Cleaning & Polishing*

*After*

## School Administration



*Before*

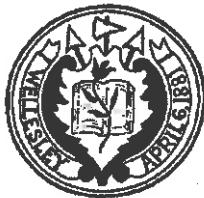
*In Process*

*After*

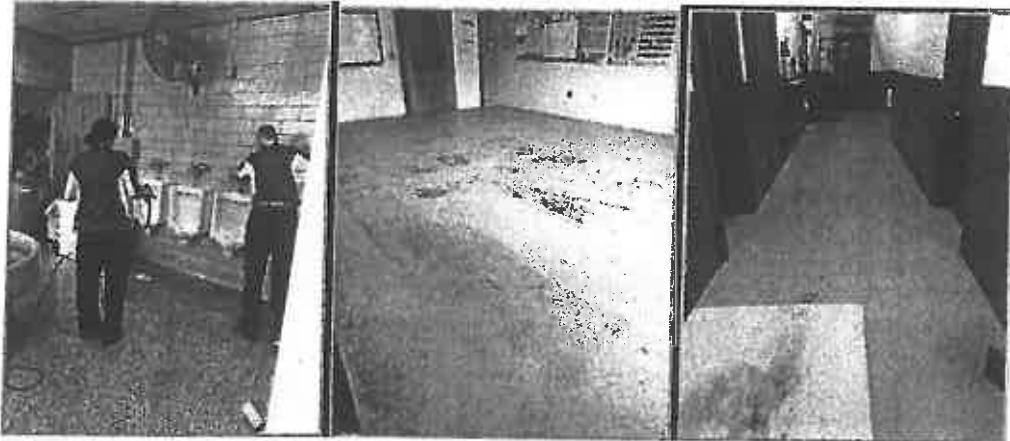
**Open House Prep for the DPW, Police Department, and Fire Department:** Annually we perform deep cleaning of the Police Department in preparation for the open house in May. This year we have added the Fire Department and DPW in that rotation. We detail restroom facilities, clean exterior glass, repaint concrete flooring, and resurface and polish or wax Terrazzo and VCT Flooring to provide the public with a positive image of our customers' work spaces.

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## MEMORANDUM



Before



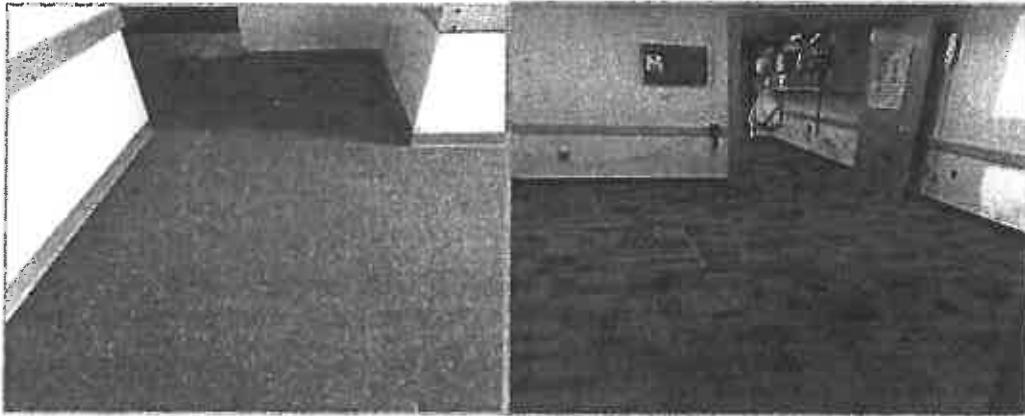
After

**Carpet Replacement for DPW Highway, Parks, and Fleet:** As part of the Open House preparations at these locations we had all carpets and walk off matting deep cleaned through a truck mount carpet scrubbing/extraction process. During the cleaning we determined that many areas of carpet were beyond their service life, and as a result could not be effectively cleaned. We specified and installed heavy-duty, walk off/entry mat type carpeting for these areas. It is a more robust carpet that can handle the dirt and traffic that is generated by the DPW Staff.

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## MEMORANDUM



*Before*

*After*

**Electrically Activated Water (EAW) Cleaning System:** This system generates a multi-surface cleaner and a one-step cleaner/disinfectant and sanitizer on site at our facilities. It uses only tap water and water-softening salt pellets. Pursuing the most sustainable practices in cleaning is consistent with one of the key tenets of FMD's mission statement ("Sustainability and energy efficiency are at the forefront of all FMD operations and practices, and staff shall endeavor to incorporate these into all aspects of their work."). This latest initiative represents yet another significant advancement in cleaning products and delivery systems in just 5 years, as we've progressed from using green chemicals contained in plastic "packets" to automatic mixing/dispensing systems to making our own cleaning products on-site with just water!

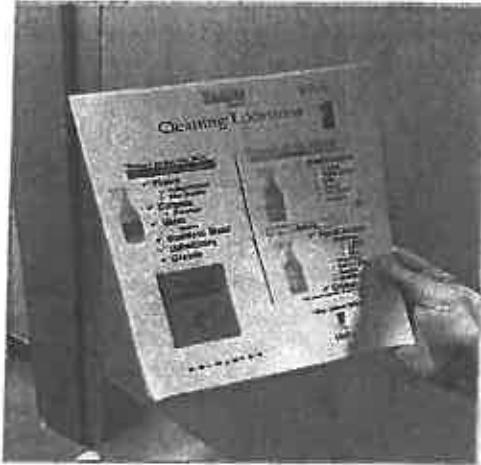
This new system was successfully piloted at the High School over several months and will be implemented in all Town buildings in FY18. The relatively modest investment in equipment used to generate the EAW, was justified by the annual savings in the purchase of cleaning supplies and the sustainability benefits. We can fill spray bottles using the small tube on the generator unit, or quickly top off buckets and autoscrubber tanks with the hands-free solution dispenser and fast-flowing hose.

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## MEMORANDUM



**Fewer Cleaning Products Needed**



**Electrically Activated Water (EAW) Unit**

**Training:** Through the International Sanitary Supply Association (ISSA) and one of our custodial supply vendors we further standardizing the way we clean, by adopting procedures the Custodial Industry Management Standard (CIMS) as part of the Custodial Industry Training Standard or (CITS). Several Head Custodians and Night Custodial Supervisors have been identified for training and feedback on the process, using a "train the trainers" approach. This training will be rolled out through the course of the coming year.

**"Greener" Wood Floor Finish:** We are also training staff on a more sustainable process for preparing and sealing our gymnasiums and wood floors. Wood floor refinishing has been performed in-house for several years now, annually saving tens of thousands of dollars in expenses. Our latest process uses a waterborne urethane gym finish as opposed to an oil based urethane which has higher VOC's (Volatile Organic Compounds), and can result in complaints about the odors from building occupants. The acrylic or waterborne finish has < 200 VOC's, as compared to the oiled based product which has < 350 VOC's. The process used in Middle School Gymnasium "A" is shown below.

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## MEMORANDUM



Wet Abrading Process

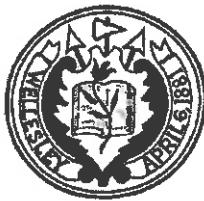
First Coat of Finish Applied

Completed Floor

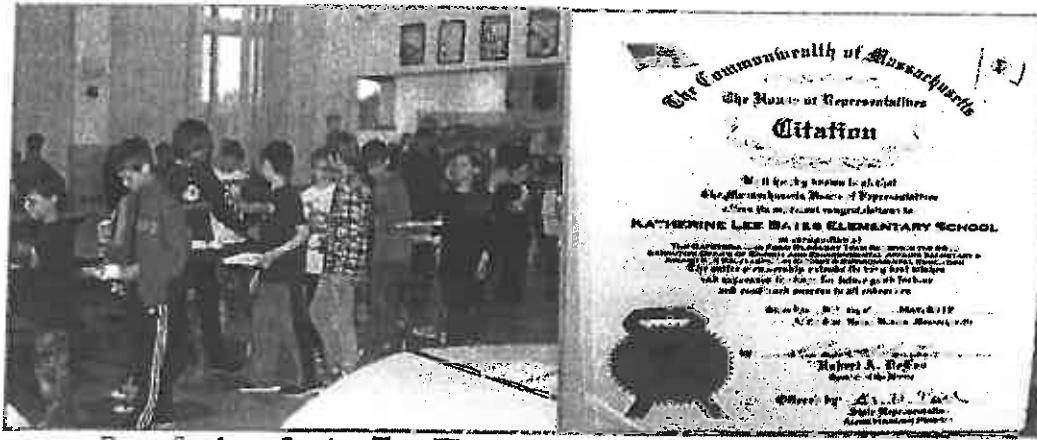
**Single Stream Recycling and Food Waste Diversion:** In the spring of 2016, Bates Elementary School decided to assess the generation and management of waste in its cafeteria. Bates became the first K-12 school in New England to join the EPA's *Food Recovery Challenge*, and also participated in the US EPA's WasteWise program. As part of these programs, Bates embarked on a three phase process to: 1) Assess cafeteria waste, 2) Implement a program to reduce and divert a certain percentage of this waste, and 3) Evaluate the measures implemented. Their *Cafeteria Waste Assessment Report* found that 93% of the waste generated during their assessment could be donated for hunger relief, fed to animals, composted, or recycled. The report also outlined strategies for diverting this waste. Bates was identified as the best pilot location, due in part to the fact that it has separate cafeteria and gymnasium spaces. With significant assistance and leadership from FMD's Head Custodian at Bates, Al Martignetti, along with the Bates School Staff, and the SEC, a process was implemented to remove all liquids from the waste stream, and separate recyclable materials from trash. Due to the success of the pilot, this process was then rolled out to the Sprague and Fiske Elementary Schools. A pilot at schools without dedicated cafeterias (i.e. shared gym/cafeteria space) will occur in the upcoming school year. These efforts earned Bates Elementary recognition from the Massachusetts State Legislature.

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## MEMORANDUM



Bates Students Sorting Tray Waste

State Citation

**Green Cleaning Award Finalist:** The FMD nominated Wellesley High School for a Green Cleaning Award through *American School & University* (AS&U) magazine. The award process is very competitive and applications must address how your green cleaning program was created, or evolved. The application also required us to provide the training materials, photos/video proof of the team at work in these processes, green cleaning processes and technology used, recycling and sustainability efforts, as well as community involvement. The competition included K – 12 schools and higher education facilities throughout the country. FMD was proud to be notified by AS&U that we made it to the final round of judging, and we plan to resubmit next year, after our Electrically Activated Water (EAW) Cleaning System has been implemented town-wide.

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# MEMORANDUM

## STAFFING

Below is a summary of personnel changes for FY17, including: retirements, terminations, transfers and new hires/replacements.

Position	Building or Department	Employee	Action
Custodian Night	High School	Pablo Castillo	Transferred from HS T-S
Night Supervisor	High School	Tony Vassiliadis	Promoted
Custodian PT	Fells Library	James Kimball	Resigned
Custodian Night	High School	Charlene Johnson	Resigned
Custodian T-S	High School	Paulo Regis	New Hire/Replacement
Senior Project Manager	FMD Office	Julie Lynch	Resigned
Custodian Saturday	Warren Recreation	Randall Henriquez	New Hire/Replacement
Custodian PT	Library	Jose Lagares	Resigned
Senior Project Manager	FMD Office	Stephen Gagosian	New Hire/Replacement
Custodian Night	High School	Thomas Casey	New Hire/Replacement
Custodian PT	Library	Julie Collins	Transferred from On Call
Custodian PT	Fells Library	Carlos Parada-Alvarado	New Hire/Replacement
Custodian T-S	Middle School	Francis Perez	Transferred from on Call
Maintenance Operations Manager	FMD Office	Peter Warfield	Retired
HVAC Controls Tech	District	Steve Hoffmann	New Position/New hire
Maintenance Manager	FMD Office	Joe Morin	New Position/New hire
Clerk of the Works	FMD Office	Peter Warfield	New Position/New PT Hire

## ORGANIZATIONAL CHANGES TO SUPPORT PBC

Throughout a year-long process, a working group made up of Permanent Building Committee (PBC), Selectmen and FMD representatives worked together on a reorganization in which FMD would provide day-to-day staff level support of PBC. This change was memorialized in a comprehensive Memorandum of Understanding (MoU) that was executed in June 2017, which laid out the responsibilities and rights of PBC, FMD and the BOS. The reorganization resulted in the two full-time PBC staff positions, Projects Administrator and Projects Assistant, being transferred into FMD. Additionally, the Senior Project Manager's responsibilities and title were changed to reflect the organizational changes. The new *Design & Construction Manager* is tasked with leading the FMD's support of PBC and overall responsibility of capital projects from feasibility study through construction.

## FMD ASSUMPTION OF DPW BUILDING RESPONSIBILITIES

FMD assumed maintenance and custodial responsibility of eight (8) DPW buildings on the Municipal Way campus and at the RDF on July 1, 2016. The DPW Director and their managers have

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# MEMORANDUM

been pleased with this change and the service provided by FMD based on feedback received during formal review meetings with the FMD Director, Executive Director and DPW management. In FY18, FMD will also assume management of the DPW's capital planning.

## UNION CONTRACT

A management negotiating team which included FMD Director and managers, the Executive Director and the HR Director was able to successfully negotiate a new three-year contract with the AFSCME union, which began on July 1, 2017. As a part of the new contract, the ten (10) remaining non-union custodial and maintenance staff became members of the union. The Library Association staff custodians are not part of the AFSCME union and their current contract has expired.

## LOOKING AHEAD

Aside from the aforementioned assumption of PBC support and DPW capital planning responsibilities, other significant issues to anticipate in FY18 include:

1. Tolles-Parsons Senior Center: Expected to open in September, FMD has assigned a new custodian to the building, Dawn-Marie Cole, and is planning on comprehensive staff training to ensure proper maintenance and care of the building.
2. Major Feasibility Studies:
  - a. Town Space Utilization Study: this project is expected to start in December 2017 and will lay the groundwork for the next major renovation of Town Hall.
  - b. Middle School Steam Piping Feasibility Study: Work underway with results to be presented in September / October 2017. Could lead to major piping and mechanical equipment replacement project in the \$1.5 to \$2M range.
  - c. Middle School Pavement Project Design: DPW Engineering expected to have 50% design in mid-October 2017. \$530k approved in FY18 cash-capital; however additional funding in the \$800k to 1M range will be needed in FY19 to allow for summer 2018 construction.
  - d. Library Space Utilization: Trustees currently reviewing many potential interior renovation projects; for which funding could be pursued as part of cash-capital or separately.
3. Name Change: In consideration of the many services that the FMD provides beyond maintenance, such as design & construction, energy management and capital planning, we would like BOS approval for a minor modification to the department's name. We would like the new name to be **Facilities Management Department**, which would also allow us to keep our well established abbreviation of FMD.

I look forward to answering any questions you may have, as well as making the upcoming 5-year FMD presentation in August.

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# MEMORANDUM

**DATE:** August 14, 2017  
**TO:** Blythe Robinson  
**FROM:** Joseph F. McDonough, P.E.  
**CC:** Scott Szczebak, File  
**SUBJECT:** *FMD Proposed Name Change: Facilities Management Department*  
**Filing No.:** WPS16.05, .35

FMD-M-16291

*Joe McDonough*

I'd like to request your approval and that of the Selectmen to change the name of the Facilities Maintenance Department to the Facilities Management Department, as of September 1, 2017. This is a subtle, yet important change, as the current name does not accurately reflect the services provided and the mission of our department. The Information Technology (IT) department made a similar name change a few years ago, from Network Information Systems (NIS). With the organizational change associated with day-to-day support of PBC and establishment of Design & Construction as a core business area, the timing is right for this change.

The term "maintenance" is limiting and implies that this is the primary function of the department, when in fact, design & construction, capital planning, project management, energy management and custodial services comprise most of our department. "Management" suggests a more sophisticated organization with professional managers and staff that encompasses multiple disciplines.

Facilities Management is the term used to describe higher education organizations including: Brown, Harvard, Bentley and Emerson, as well as by cities and towns including Framingham, Lowell and Lawrence. There are likely many other organizations in the area as well, but these names turned up on a quick Google search.

Other names considered included Public Facilities Department (Lexington, Needham and Franklin), or simply Facilities Department. However, the recommended name of **Facilities Management Department** would minimize confusion, since people are already familiar with the FMD abbreviation, which would not change.

I foresee no cost impacts associated with the name change. Our vehicles and uniforms are already identified as "Wellesley Facilities" with the Town logo and our letterhead can be easily changed.

I will include this topic in my presentation to BOS on August 22<sup>nd</sup> on FMD's first five years. Please let me know if you have any questions.

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### **3. Facilities Maintenance Department – Five-Year Review**

Joe McDonough will be present at the meeting to review with you the activities and accomplishments of his department over its initial five years. Enclosed (but not numbered in the FNM given the difficulty to print it with the entire book) is a portion of his PowerPoint presentation highlighting these years, the progress, projects and catch up on deferred maintenance completed is quite remarkable. His end of year status report for FY17 is also attached for your information.

Joe would also like to discuss his attached proposal to rename the department. I hope you will agree that they have moved far beyond simply being a maintenance department, and are now managing most of the Town's buildings in a proactive manner. Their responsibilities for PBC just added this year also are a testament to their being a department that manages its assets.

**MOVE** to rename the "Facilities Maintenance Department" the "Facilities Management Department".



# MEMORANDUM

**DATE:** July 31, 2017 FMD-M-17329  
**TO:** Blythe Robinson, David Lussier, Ellen Gibbs, Michael D'Ortenzio Jr., Jack Morgan,  
 Matt Kelley  
**FROM:** Joseph F. McDonough, P.E. *Joseph McDonough*  
**CC:** File  
**SUBJECT:** Facilities Maintenance Department: End of Year Status Report – FY17  
**Filing No.:** WFMD18.05, .70

As the Facilities Maintenance Department's (FMD) liaisons with your respective boards, I am providing this report on the status of the FMD for FY17. The report is intended to provide you with an overview of the four core business areas: maintenance, capital projects, energy and custodial, as well as an update on staffing, budgets and other relevant issues. *Please note that I will be presenting a summary of the FMD's first five years to the Selectmen in August.* Overall the FMD's fifth year of operations was very successful – as we continued to provide our customers with high quality service, timely responsiveness, and capital planning expertise, while operating within our established budget.

## FY17 OPERATING BUDGET

A summary of the end-of-year budget status is shown below. *Through a combination of prudent fiscal oversight and energy conservation (including another mild winter), the FMD was able to finish the year 2% under budget (\$115,668).* Lower than expected utility costs made up the majority of this favorable situation. Electricity came in about \$98k under budget (versus \$72k in FY16) and natural gas costs came in about \$144k under budget (versus \$180k in FY16). Budget totals for water, sewer, trash and recycling also contributed \$116k to the underage. Labor costs were about 2% under budget, or \$94k (versus \$70k in FY16). The primary reasons for this were that the Senior Project Manager position and Maintenance Manager position were both vacant for several months.

There were some overages that offset the savings. Custodial supplies, maintenance expenses, office supplies, uniforms, gasoline and vehicle expenses totaled to about 22% over budget. The overages could be attributed to the fact that these expense budgets haven't been increased in five years to account for modest inflation.

Total expenditures have been under budget each of the first five years of operation, and we will continue to refine certain labor, expense and utility line items as needed to better reflect actual operating costs.

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# MEMORANDUM

FY17 Budget Summary					
Description	FY17 Budget	Spent	Encumbered	Balance	Budget Remaining
Salaries/Labor	\$4,051,175	\$3,956,917	\$0	\$94,258	2%
Maintenance	\$588,775	\$648,802	\$2,375	(\$62,403)	-11%
Other Expenses	\$723,300	\$881,882	\$646	(\$159,228)	-22%
Utilities	\$2,007,192	\$1,764,151	\$0	\$243,041	12%
<b>Total</b>	<b>\$7,370,442</b>	<b>\$7,251,752</b>	<b>\$3,021</b>	<b>\$115,668</b>	<b>2%</b>

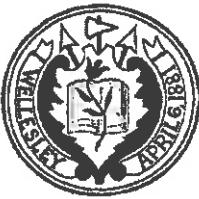
## MAINTENANCE

**CMMS Work Order System:** The FMD uses a computerized maintenance management system (CMMS) for all maintenance work. Maintenance work requests in all 28 buildings are made using the cloud-based *Maintenance Direct* software, which also includes *PM Direct* for scheduling preventive maintenance. 1,006 work orders were processed in FY17 as summarized below:

WORK ORDER SUMMARY (7/1/16 TO 6/30/17)			
Building	No. of WOs Completed	Building	No. of WOs Completed
Bates Elementary	125	Sprague Elementary	60
Field House	2	Fire - Headquarters	9
Fiske Elementary	70	Fire - Station 1	9
Hardy Elementary	69	Library - Main	45
High School	142	Library - Hills	4
Hunnewell Elementary	43	Library - Fells	8
Middle School	167	Morses Pond	6
Preschool	18	Police Station	34
Schofield Elementary	43	Town Hall	30
Upham Elementary	26	Warren Building	37
FMD Office	0	Townwide/Districtwide	10
DPW Operations	6	DPW Hwy/Park	18
DPW Water/Sewer	13	DPW RDF	12

The 1,006 work order total represents about 9% fewer work orders than in FY16. We are starting to see a reduction in the total number of works orders (1,371 FY15 and 1,102 in FY16). Some of this change may be attributable to year-to-year variance; however, we believe our progress in addressing deferred maintenance over the past five years is also a contributing factor. With FMD's increased focus on preventive maintenance, we expect to see an increase on the "PM side" of work orders in the coming years, such that we will eventually be averaging a total of about 2,500 work orders per year, with about 1,500 of them being PM related.

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**In-House Projects:** In addition to performing routine preventive maintenance and reactionary/repair maintenance, the department again took on a large number of capital construction projects with in-house staff. The staffing level and capabilities in maintenance allows for more opportunities to take on project work that might otherwise be outsourced. The FMD's maintenance staff performed the following projects:

- Middle School: Replacement and Modification of 59 acid tanks in science labs
- Middle School: Renovation of Curriculum and Production Rooms
- Middle School: Installation of Ductless-Split Air-Conditioning Systems in 5 locations
- Town Hall: Building Department Renovations – Phase II
- Upham: Main Office Ductless-Split AC

**High School Boilers:** In May, the PBC agreed to transfer \$110,000 to FMD to resolve problems with the two non-condensing boilers which have not operated properly since they were first installed in 2011. The proposed repair will include reprogramming of the boiler controls, new sensors and new flues (exhausts). The work will be phased, with the flues to be done in summer 2018.

**High School Auditorium Acoustical Ceiling Panel:** In November a second acoustical ceiling panel cracked in the Auditorium. Turner Construction worked with FMD to find a solution. The panel manufacturer agreed to provide a new panel (plus a spare) at no cost, but the installer asked to be paid for this installation, as he installed the first replacement for no charge. FMD issued a purchase order for \$4,278 to install the cloud. There were additional expenses for sprinkler work. The work was completed in June.

**Police and Fire HVAC Recommissioning:** The heating, ventilation and air-conditioning (HVAC) systems at the Police Station and Fire Headquarters have experienced numerous unresolved problems since the \$1.3M HVAC construction project was completed in 2016. In 2017 FMD engaged a recommissioning agent to investigate these reported problems in more detail. FMD and the agent prepared a long list of required repairs and modifications needed to address most of the issues, which totaled to \$35,000. PBC asked FMD to execute the work and agreed to pay for it with project funds. The work is currently underway.

## CAPITAL PROJECTS

During the first half of the fiscal year FMD again focused on school construction projects to take advantage of the summer recess and unimpeded construction access; and executed most of our municipal construction projects in the last three quarters of FY17. During the second half of the fiscal year FMD advocated for the approval of capital projects at the spring Town Meeting, and prepared design and bid documents for school department and other projects with tight summer 2017 construction schedules.

**FY17 Projects:** We completed a few remaining FY16 capital building construction projects, but the focus was on FY17 projects. 14 of 26 FY17 *school* capital projects, totaling \$779,000, were completed or are in progress. On the *Municipal* side, 18 of 25 FY17 capital projects totaling \$413,500 were completed or are in progress.

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## MEMORANDUM

Many larger capital projects under the purview of the Permanent Building Committee (PBC), which were first identified in the FMD's capital planning process, moved into design and construction. Beginning in October with the hiring of the new Senior Project Manager (SPM), Steve Gagosian, FMD was more engaged in the design and construction phases of several of these projects:

- School Security: Design Reviews and OPM Services
- Town Hall Envelope: Transition from Study to Design
- Tolles-Parsons Senior Center: Construction Phase Services
- Schofield & Fiske: Construction Phase Services
- MS Windows: Construction Phase Services

As indicated later in this report, the SPM position was revised to Design & Construction Manager and other significant organizational changes were made to allow FMD to provide day-to-day support to the PBC. Representative projects completed or started in the spring include:

- Middle School: \$91,000 Instrument Storage Project
- Fire Station 1: \$99,500 Concrete and Masonry Repair Project
- Police Station & Fire Headquarters: \$28,000 Emergency Generator Upgrades Project
- High School: \$39,000 Concrete Storage Sheds



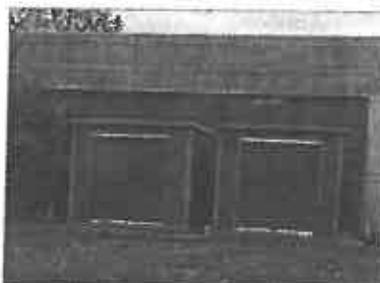
Middle School: Instrument Storage



Fire Station 1: Masonry & Concrete Repairs



Police & Fire: Emergency Generator Upgrades



High School: Storage Sheds

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## MEMORANDUM

**FY18 Projects:** The cash-capital budget was increased from \$1,750,000 in FY17 to \$1,875,000 in FY18. Thirty-two (32) cash-capital projects were approved for FY18. Of this total, twenty-three (23) are building construction projects and the remaining are for equipment, vehicles and contingencies. This increased amount of cash-capital projects will again be completed by distributing project management responsibilities to the Director and four managers within the department and also by a thoughtful balance of outsourced procurement and use of in-house maintenance staff. The FMD managers are able to prepare public bid packages for most of these projects saving significant budget in outsourced design fees, while also expediting the project schedules. By using in-house maintenance staff on these projects, even on an overtime basis, we will meet tight summer work schedules and also save budget dollars. The FMD continues to rely on and strengthen its partnership with the DPW by utilizing both its highway and parks/trees divisions to complete site capital projects. FMD will again be utilizing the MGL 25A procurement alternative, to streamline design, bidding and construction of energy conservation projects. The FMD's Standard *Major Project Manual*, which was presented to the BOS in 2013, will again be used to bid many of the projects over \$10,000 in cost, which require public advertising and more stringent bidding regulations. At the 2017 Annual Town Meeting, changes were approved to the Article 14 Bylaw governing the Permanent Building Committee. One of the changes, increased the threshold at which FMD can execute capital projects from \$100,000 to \$500,000. Four of the FY18 project are at or above \$100,000. This change will enhance FMD's ability to complete capita projects, and reflects the department's past successful performance on these projects and staff ability and capacity.

Planning to execute the 23 FY18 capital projects must consider the most efficient and expeditious way to procure the work while also obtaining competitive bid prices. The table below shows the different approaches planned to be used by FMD to accomplish these twenty-three projects:

Project Phase	Number of Projects
<b>Procurement Regulations</b>	
MGL Chapter 149 – Using FMD's Major Project Manual	6
MGL Chapter 149 – Competitive Bids and Minor Manual	6
In-House Labor and Direct Purchase Supplies	4
MGL Chapter 30 – Site Work	1
MGL Chapter 7-Designer Selection	4
MGL Chapter 30B-Goods and Services	2
<b>Design</b>	
In-House	18
Outsourced	5
<b>Construction</b>	
In-House	4
Outsourced	14
DPW	1

**FY19 Budget:** FMD will start planning for the FY19 capital budget in the summer by touring buildings with its managers and Director. FY19 will also be the first year that FMD will incorporate

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## MEMORANDUM

the eight DPW buildings into our capital planning. Similar to the process used to develop all previous FMD capital budgets, we will then collaboratively engage all stakeholders from Department Heads, Principals and Directors to custodians and the maintenance staff over the fall and winter months to collectively develop an updated capital plan. We plan to use the \$2M target previously established under the TWFP's for the FY19 cash-capital budget. Information from the Hardy, Hunnewell and Upham Master Planning Committee (HHU MPC) and other feasibility studies that FMD is managing will be utilized in the capital plans.

**Studies:** FMD's Director continued to manage the architect preparing the master planning work for the HHU MPC. An additional \$200,000 was approved at the 2016 Annual Town Meeting (ATM) to extend the study, with enrollment, traffic studies and continued support from the architect being the primary drivers for this request. FY18 is expected to be a pivotal year for HHU schools, as an architect will be hired to prepare the feasibility study for the HHU project, for which funding is expected to be requested at a fall 2017 Special Town Meeting.

FMD also completed the *Town Hall Exterior Envelope* feasibility study, which led to funding for design for a major construction project. Design will begin on July 1, 2017. The PAWS Feasibility study planned for FY16 was again delayed. This study had been assigned to the new Senior Project Manager, but he was fully engaged in supporting the School Security Project as OPM and transitioning into the Design & Construction Manager role. Library Space Utilization study made significant progress and the Library Trustees are pleased with the initial concept options prepared, which will be included in the final study to be completed later this summer.

**MSBA:** The FMD Director worked closely with Superintendent Lussier in preparing three Statements of Interests (SOIs) for the Massachusetts School Building Authority (MSBA) in the spring. Previously submitted "Core" program SOIs for Hardy, Hunnewell and Upham schools were revised, updated and resubmitted. The MS Window project, for which an SOI was submitted in 2014 under the Accelerated Repair Program (ARP), was completed in FY17, and with State reimbursement of about \$1M.

### ENERGY MANAGEMENT

Energy Management was another successful area for the FMD in FY17, as we continued executing important energy-related projects. In FY17 FMD also converted the Energy Manager position to Operations Manager to oversee Energy Management, as well as routine maintenance (RM) and preventive maintenance (PM) programs, to better manage the synergy between energy use and operations.

**Overview:** The Operations Manager focused on creating/enhancing the RM and PM programs, optimizing systems performance, maximizing the life-cycle value of our system, and developing/managing our strategic equipment replacement plan. Regarding energy management, the Operations Manager's scope of work includes natural gas procurement/management, budgeting, data analysis, systems management, and project management.

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## MEMORANDUM

The project management work consists of proposing cost-effective ECMs, preparing project manuals (in compliance with MGL 25A, 30B, 149, etc.), soliciting bids, executing contracts, preparing schedules, kicking-off projects, monitoring daily work progress, administering budgets, approving invoices, preparing punchlists, and closing-out projects (See ECM projects list below).

The building controls management work consists of monitoring the school and town Metasys systems including setting-up access privileges, examining space- and system-specific operating setpoints, examining operating conditions, examining data trends and identifying operating anomalies, creating new application-specific trends, querying reports, performing global/object searches, and taking corrective action as is necessary to ensure the optimal operation of the systems.

The data analysis work consists of tracking, trending, and analyzing building-specific electricity and natural gas energy-use data including normalizing energy use to weather, preparing comprehensive energy use and performance metrics, identifying energy use anomalies, proposing cost-effective ECMs, managing the implementation of the ECMs, measuring/verifying the success of the implemented ECMs, and updating the energy-use and performance metrics.

The budgeting work consists of monitoring the futures natural gas market, negotiating and securing competitively-priced contracts, administering the contracts, reconciling energy-use costs with budgets, summarizing energy-use data for preparing annual utility budgets, preparing ECM project budgets and estimated energy savings, calculating simple/LCCA paybacks, and summarizing ECM project data for preparing annual cash capital budgets.

**Energy Use:** There was an 11% increase in heating-degree-days (HDD) and 15% increase in cooling-degree-days (CDD) in FY17 as compared to FY16. Likewise, there was an 11% increase in metered natural gas use and a 2% increase in metered electricity use. The 11% increase in metered natural gas use correlates perfectly with the 11% increase in HDD. At a glance, the 2% increase in metered electricity use does not appear to correlate to the 15% increase in CDD. However, this is because the correlation between electricity use and CDD is not linear. For example, about 43% of our GSF is cooled. Cooling represents about 25% of our total electricity demand load. So, a 15% increase in CDD translates to only a 2.0% increase in total electricity use ( $0.43 \times 0.25 \times 0.15 = 0.02$ ). Therefore, the 2% increase in electricity use does indeed correlate to the 15% increase in CDD.

*Interestingly, there was also a 1% increase in normalized energy use (2% Electricity + 1% Natural Gas = 1% Total) in FY17 as compared to FY16.* It is not yet clear why there was an increase. One possibility is that our users simply kept their offices/classrooms slightly warmer/cooler in FY17 than they did in FY16 although this is not apparent. *Another more likely possibility is that the increase was simply due to our regression analysis model's inherent error. Our regression analysis model is set for a 99% confidence level. That means our prediction could theoretically vary by  $\pm 1\%$ . It is therefore possible that much of the increase is just due to model error. However, we will further investigate this issue.*

To date, our total normalized energy use has decreased by 8% (-3% Electricity + -8% Natural Gas = -7% Total) below our FY12 base. This decrease translates into a \$92,000 annual savings or cost-avoidance. In addition, our FY17 annual energy budget (including Fells, Hills, and the Bathhouse)

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## MEMORANDUM

was \$1,886,000 (\$1,102,000 Electricity + \$784,000 Natural Gas = \$1,886,000 Total). However, our actual cost of energy was only \$1,653,000 (\$994,000 Electricity + \$659,000 Natural Gas = \$1,653,000 Total). In sum, although normalized energy use (in units) increased slightly, our total cost of energy was still under budget by \$242,000 (12%). Overall, our goal is to decrease normalized energy use by 20% by FY20 as part of our energy conservation plan.

**Utility Rates and Natural Gas Contract:** FMD purchases electricity from the Wellesley Municipal Light Plant. We also purchase natural gas from Spark Energy. NGrid locally distributes the natural gas. In FY17, our electricity rate increased by 7% from \$0.125/kWh to \$0.134/kWh. Our natural gas rate decreased by less than 1% from \$1.208/therm to \$1.200/therm. For FY18, these rates will not change. For FY19-FY21, we are not aware of any predicted changes in the electricity rate. However, for natural gas, our rate will decrease by 10%.

FMD began negotiations with our Broker (Tradition Energy) in February 2017 to procure our FY19 natural gas contract. At that time, Tradition explained that the futures price of natural gas was exceptionally low. They explained that the price was low because of the forecasted mild weather, greater than usual storage injection rates, and expectations of record storage levels. They also recommended that we solicit prices from their suppliers as soon as possible. We agreed with their recommendation and pursued pricing. On February 16<sup>th</sup>, we signed a thirty-six month contract for 58,239 DTM/year of natural gas at \$5.97/DTM with a 100% swing with Spark Energy. So, our total cost of natural gas for FY19-FY21 will be \$1.087/therm (\$0.597 Spark + \$0.490 NGrid = \$1.087 Total). Our new contract also provides for a 100% swing. This means that we can use  $\pm$ 58,239 DTM/year of natural gas without any premium or penalty. *This is an outstanding price with exceptional terms!*

**Energy Conservation Measures (ECMs):** FMD successfully completed the installation of \$1,445,000 cost-effective recommissioning, Metasys, and LED energy conservation measures (ECMs) over the past three (3) years. We are currently completing another \$725,000 of LED ECMs. Over the next five (5) years, our plan is to complete another \$4,381,000 of LED ECMs. Overall, our plan is to complete \$6,551,000 of recommissioning (\$704,000), Metasys (\$449,000), and LED (\$5,398,000) ECMs. We have prioritized the completion of the ECMs based on their simple payback and life cycle cost analysis. That is, the 1-3 year simple payback ECMs were completed first, now the 3-5 year ECMs are being completed, and next the > 5 year ECMs will be completed.

**Preventive Maintenance Program:** FMD has succeeded in minimizing our backlog of routine maintenance (RM) work orders (WOs). We have also succeeded in creating a strategy that allows us to streamline the processing (opening, completing, closing) of any new RM WOs. We are well prepared to now transition from reactive to proactive systems management. Therefore, we have initiated the creation and implementation of our Preventive Maintenance (PM) Program. The goal of our Program is to optimize systems performance, reduce operating costs, and extend the useful life of our equipment. Our PM Program will include an equipment inventory, service descriptions, detailed tasks, safety operating procedures, service schedules, and equipment schematics/drawings for each of our HVAC/controls systems. Our Program will be created using Sprague School as our "pilot". Our cloud-based, computerized maintenance management system (CMMS) will be

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# MEMORANDUM

PMDirect. The PM WOs will reduce the number of RM WOs. Once completed, we expect to issue 2,500 RM/PM WOs annually for FMD's twenty-nine (29) buildings.

**Outreach:** FMD continues to work closely with our Town Boards, Schools, Departments, SEC, and Wellesley's residents to educate our community about energy conservation. For example, we recently gave our annual *Energy and Operations* update to the BOS in June 2017. We provided the SEC with a substantial amount of information and assistance in applying for Green Community Designation for the Town with the DOER.

## CUSTODIAL

Custodial highlights for FY17 were related to continued improvements in custodial operations and service at municipal and school buildings. Specialty training in key custodial areas was provided in the form of numerous professional development sessions, classroom presentations, as well as hands on training. Our training is being standardized using materials and training sessions from custodial industry experts. We also partnered with several Town entities to improve single stream recycling, and develop a food waste recovery program at several elementary schools. In fact, the Town received recognition from the State legislature for the award-winning food recovery program at the Bates Elementary school.

As part of our mission to continually improve delivery of custodial services, we also piloted an electrically activated water (EAW) cleaning system at the High School. This state-of-the-art "green" cleaning system uses small "generators" in each building, which uses plain tap water, water-softening salts, and electricity to produce two chemicals; a multi-purpose cleaner and an EPA registered disinfectant. These cleaning products are "manufactured" on-site, at almost no cost and will replace costlier, less-Green cleaning products that we currently use. This pilot was a continuation of an initiative we started previously, in which the EAW system was built into the large "autoscrubber" machines we use to maintain floors. Based on the success of the autoscrubbers using this new technology, FMD purchased EAW systems for all municipal and school facilities, and will be rolling them out in FY18. This technology is the *greenest of the green* as it is sustainable, vastly reduces our carbon foot print by eliminating chemical shipments, chemical waste to the sewer system and disposal of plastic and cardboard shipping materials. The pilot at Wellesley High School was so successful that we were ranked as a finalist for a nationwide green cleaning award, with competition from K – 12 school districts and higher education facilities across the country.

**Municipal and School Improvement:** We continued to service our customers at the Fire Department with specialty cleaning and floor resurfacing. Firefighters perform routine cleaning of their facilities; however, FMD provides specialty cleaning a few times a year to supplement their work. Central Station's living space, office area, and gymnasium VCT flooring were resurfaced and waxed prior to the holidays for the staff.

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## MEMORANDUM



Before



After

The dormitory area at Fire Headquarters also had their entire floor replaced as part of a Capital Project. The FMD Custodial Team went in after the adhesive cured and wet scrubbed and waxed the floor.



First Coat Being Applied



Completed (6 Coats of Wax)

Over the past year some of the municipal and school custodians have been trained on a ceramic tile cleaning and polishing process. This process cleans and restores older tile floors to their original luster. When completed it also facilitates daily and detail cleaning. Shown below are floors at the Upham Nurse's Office and the School Administration.

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# MEMORANDUM

## Upham School

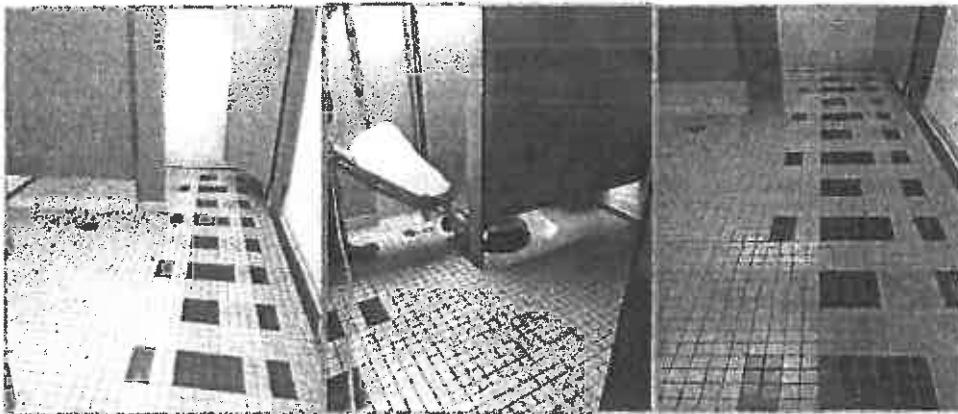


*Before*

*Intensive Cleaning & Polishing*

*After*

## School Administration



*Before*

*In Process*

*After*

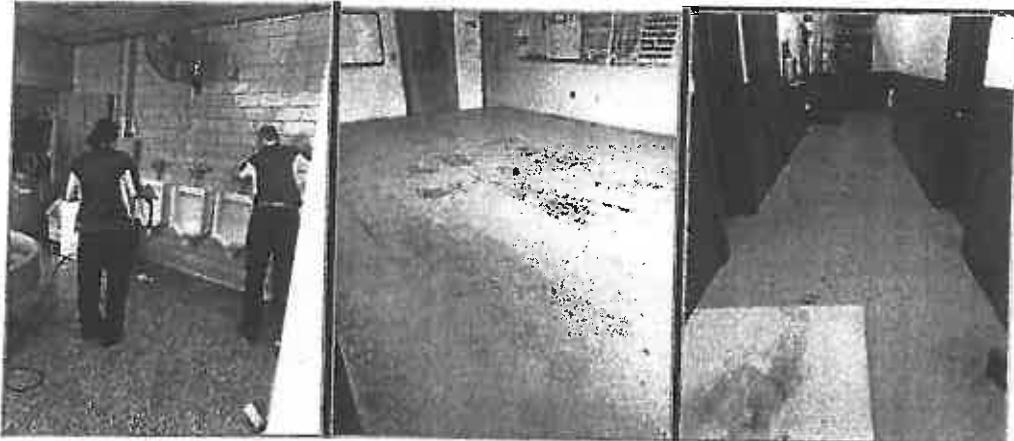
**Open House Prep for the DPW, Police Department, and Fire Department:** Annually we perform deep cleaning of the Police Department in preparation for the open house in May. This year we have added the Fire Department and DPW in that rotation. We detail restroom facilities, clean exterior glass, repaint concrete flooring, and resurface and polish or wax Terrazzo and VCT Flooring to provide the public with a positive image of our customers' work spaces.

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## MEMORANDUM



Before



After

**Carpet Replacement for DPW Highway, Parks, and Fleet:** As part of the Open House preparations at these locations we had all carpets and walk off matting deep cleaned through a truck mount carpet scrubbing/extraction process. During the cleaning we determined that many areas of carpet were beyond their service life, and as a result could not be effectively cleaned. We specified and installed heavy-duty, walk off/entry mat type carpeting for these areas. It is a more robust carpet that can handle the dirt and traffic that is generated by the DPW Staff.

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## MEMORANDUM



Before

After

**Electrically Activated Water (EAW) Cleaning System:** This system generates a multi-surface cleaner and a one-step cleaner/disinfectant and sanitizer on site at our facilities. It uses only tap water and water-softening salt pellets. Pursuing the most sustainable practices in cleaning is consistent with one of the key tenets of FMD's mission statement ("Sustainability and energy efficiency are at the forefront of all FMD operations and practices, and staff shall endeavor to incorporate these into all aspects of their work."). This latest initiative represents yet another significant advancement in cleaning products and delivery systems in just 5 years, as we've progressed from using green chemicals contained in plastic "packets" to automatic mixing/dispensing systems to making our own cleaning products on-site with just water!

This new system was successfully piloted at the High School over several months and will be implemented in all Town buildings in FY18. The relatively modest investment in equipment used to generate the EAW, was justified by the annual savings in the purchase of cleaning supplies and the sustainability benefits. We can fill spray bottles using the small tube on the generator unit, or quickly top off buckets and autoscrubber tanks with the hands-free solution dispenser and fast-flowing hose.

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## MEMORANDUM



### Fewer Cleaning Products Needed

### Electrically Activated Water (EAW) Unit

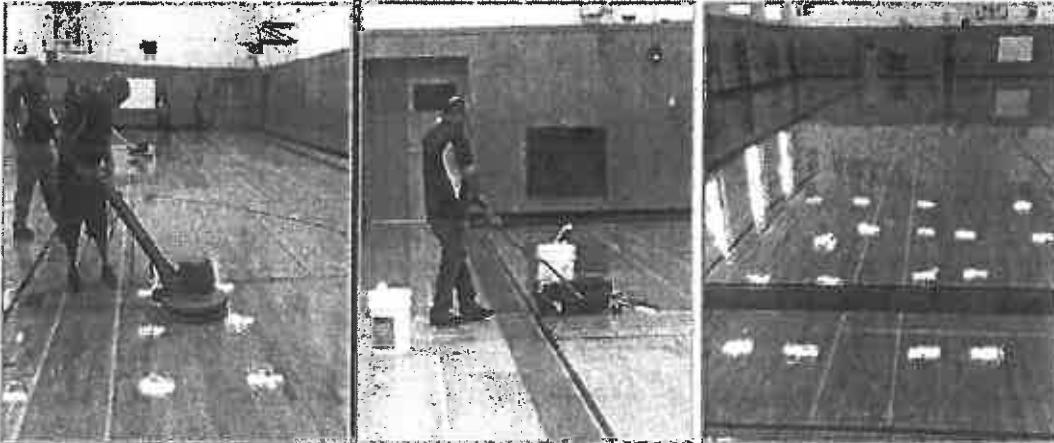
**Training:** Through the International Sanitary Supply Association (ISSA) and one of our custodial supply vendors we further standardizing the way we clean, by adopting procedures the Custodial Industry Management Standard (CIMS) as part of the Custodial Industry Training Standard or (CITS). Several Head Custodians and Night Custodial Supervisors have been identified for training and feedback on the process, using a “train the trainers” approach. This training will be rolled out through the course of the coming year.

**“Greener” Wood Floor Finish:** We are also training staff on a more sustainable process for preparing and sealing our gymnasiums and wood floors. Wood floor refinishing has been performed in-house for several years now, annually saving tens of thousands of dollars in expenses. Our latest process uses a waterborne urethane gym finish as opposed to an oil based urethane which has higher VOC’s (Volatile Organic Compounds), and can result in complaints about the odors from building occupants. The acrylic or waterborne finish has < 200 VOC’s, as compared to the oiled based product which has < 350 VOC’s. The process used in Middle School Gymnasium “A” is shown below.

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## MEMORANDUM



Wet Abrading Process

First Coat of Finish Applied

Completed Floor

**Single Stream Recycling and Food Waste Diversion:** In the spring of 2016, Bates Elementary School decided to assess the generation and management of waste in its cafeteria. Bates became the first K-12 school in New England to join the EPA's *Food Recovery Challenge*, and also participated in the US EPA's WasteWise program. As part of these programs, Bates embarked on a three phase process to: 1) Assess cafeteria waste, 2) Implement a program to reduce and divert a certain percentage of this waste, and 3) Evaluate the measures implemented. Their *Cafeteria Waste Assessment Report* found that 93% of the waste generated during their assessment could be donated for hunger relief, fed to animals, composted, or recycled. The report also outlined strategies for diverting this waste. Bates was identified as the best pilot location, due in part to the fact that it has separate cafeteria and gymnasium spaces. With significant assistance and leadership from FMD's Head Custodian at Bates, Al Martignetti, along with the Bates School Staff, and the SEC, a process was implemented to remove all liquids from the waste stream, and separate recyclable materials from trash. Due to the success of the pilot, this process was then rolled out to the Sprague and Fiske Elementary Schools. A pilot at schools without dedicated cafeterias (i.e. shared gym/cafeteria space) will occur in the upcoming school year. These efforts earned Bates Elementary recognition from the Massachusetts State Legislature.



# MEMORANDUM



*Bates Students Sorting Tray Waste*

*State Citation*

**Green Cleaning Award Finalist:** The FMD nominated Wellesley High School for a Green Cleaning Award through *American School & University* (AS&U) magazine. The award process is very competitive and applications must address how your green cleaning program was created, or evolved. The application also required us to provide the training materials, photos/video proof of the team at work in these processes, green cleaning processes and technology used, recycling and sustainability efforts, as well as community involvement. The competition included K – 12 schools and higher education facilities throughout the country. FMD was proud to be notified by AS&U that we made it to the final round of judging, and we plan to resubmit next year, after our Electrically Activated Water (EAW) Cleaning System has been implemented town-wide.

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# MEMORANDUM

## STAFFING

Below is a summary of personnel changes for FY17, including: retirements, terminations, transfers and new hires/replacements.

Position	Building or Department	Employee	Action
Custodian Night	High School	Pablo Castillo	Transferred from HS T-S
Night Supervisor	High School	Tony Vassiliadis	Promoted
Custodian PT	Fells Library	James Kimball	Resigned
Custodian Night	High School	Charlene Johnson	Resigned
Custodian T-S	High School	Paulo Regis	New Hire/Replacement
Senior Project Manager	FMD Office	Julie Lynch	Resigned
Custodian Saturday	Warren Recreation	Randall Henriquez	New Hire/Replacement
Custodian PT	Library	Jose Lagares	Resigned
Senior Project Manager	FMD Office	Stephen Gagosian	New Hire/Replacement
Custodian Night	High School	Thomas Casey	New Hire/Replacement
Custodian PT	Library	Julie Collins	Transferred from On Call
Custodian PT	Fells Library	Carlos Parada-Alvarado	New Hire/Replacement
Custodian T-S	Middle School	Francis Perez	Transferred from on Call
Maintenance Operations Manager	FMD Office	Peter Warfield	Retired
HVAC Controls Tech	District	Steve Hoffmann	New Position/New hire
Maintenance Manager	FMD Office	Joe Morin	New Position/New hire
Clerk of the Works	FMD Office	Peter Warfield	New Position/New PT Hire

## ORGANIZATIONAL CHANGES TO SUPPORT PBC

Throughout a year-long process, a working group made up of Permanent Building Committee (PBC), Selectmen and FMD representatives worked together on a reorganization in which FMD would provide day-to-day staff level support of PBC. This change was memorialized in a comprehensive Memorandum of Understanding (MoU) that was executed in June 2017, which laid out the responsibilities and rights of PBC, FMD and the BOS. The reorganization resulted in the two full-time PBC staff positions, Projects Administrator and Projects Assistant, being transferred into FMD. Additionally, the Senior Project Manager's responsibilities and title were changed to reflect the organizational changes. The new *Design & Construction Manager* is tasked with leading the FMD's support of PBC and overall responsibility of capital projects from feasibility study through construction.

## FMD ASSUMPTION OF DPW BUILDING RESPONSIBILITIES

FMD assumed maintenance and custodial responsibility of eight (8) DPW buildings on the Municipal Way campus and at the RDF on July 1, 2016. The DPW Director and their managers have

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# MEMORANDUM

been pleased with this change and the service provided by FMD based on feedback received during formal review meetings with the FMD Director, Executive Director and DPW management. In FY18, FMD will also assume management of the DPW's capital planning.

## UNION CONTRACT

A management negotiating team which included FMD Director and managers, the Executive Director and the HR Director was able to successfully negotiate a new three-year contract with the AFSCME union, which began on July 1, 2017. As a part of the new contract, the ten (10) remaining non-union custodial and maintenance staff became members of the union. The Library Association staff custodians are not part of the AFSCME union and their current contract has expired.

## LOOKING AHEAD

Aside from the aforementioned assumption of PBC support and DPW capital planning responsibilities, other significant issues to anticipate in FY18 include:

1. Tolles-Parsons Senior Center: Expected to open in September, FMD has assigned a new custodian to the building, Dawn-Marie Cole, and is planning on comprehensive staff training to ensure proper maintenance and care of the building.
2. Major Feasibility Studies:
  - a. Town Space Utilization Study: this project is expected to start in December 2017 and will lay the groundwork for the next major renovation of Town Hall.
  - b. Middle School Steam Piping Feasibility Study: Work underway with results to be presented in September/October 2017. Could lead to major piping and mechanical equipment replacement project in the \$1.5 to \$2M range.
  - c. Middle School Pavement Project Design: DPW Engineering expected to have 50% design in mid-October 2017. \$530k approved in FY18 cash-capital; however additional funding in the \$800k to 1M range will be needed in FY19 to allow for summer 2018 construction.
  - d. Library Space Utilization: Trustees currently reviewing many potential interior renovation projects; for which funding could be pursued as part of cash-capital or separately.
3. Name Change: In consideration of the many services that the FMD provides beyond maintenance, such as design & construction, energy management and capital planning, we would like BOS approval for a minor modification to the department's name. We would like the new name to be **Facilities Management Department**, which would also allow us to keep our well established abbreviation of FMD.

I look forward to answering any questions you may have, as well as making the upcoming 5-year FMD presentation in August.

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## MEMORANDUM

**DATE:** August 14, 2017 FMD-M-16291  
**TO:** Blythe Robinson *Joseph McDonough*  
**FROM:** Joseph F. McDonough, P.E.  
**CC:** Scott Szczebak, File  
**SUBJECT:** FMD Proposed Name Change: Facilities *Management* Department  
**Filing No.:** WPS16.05,.35

I'd like to request your approval and that of the Selectmen to change the name of the Facilities *Maintenance* Department to the Facilities *Management* Department, as of September 1, 2017. This is a subtle, yet important change, as the current name does not accurately reflect the services provided and the mission of our department. The Information Technology (IT) department made a similar name change a few years ago, from Network Information Systems (NIS). With the organizational change associated with day-to-day support of PBC and establishment of Design & Construction as a core business area, the timing is right for this change.

The term "maintenance" is limiting and implies that this is the primary function of the department, when in fact, design & construction, capital planning, project management, energy management and custodial services comprise most of our department.

"Management" suggests a more sophisticated organization with professional managers and staff that encompasses multiple disciplines.

Facilities Management is the term used to describe higher education organizations including: Brown, Harvard, Bentley and Emerson, as well as by cities and towns including Framingham, Lowell and Lawrence. There are likely many other organizations in the area as well, but these names turned up on a quick *Google* search.

Other names considered included Public Facilities Department (Lexington, Needham and Franklin), or simply Facilities Department. However, the recommended name of *Facilities Management Department* would minimize confusion, since people are already familiar with the FMD abbreviation, which would not change.

I foresee no cost impacts associated with the name change. Our vehicles and uniforms are already identified as "Wellesley Facilities" with the Town logo and our letterhead can be easily changed.

I will include this topic in my presentation to BOS on August 22<sup>nd</sup> on FMD's first five years. Please let me know if you have any questions.

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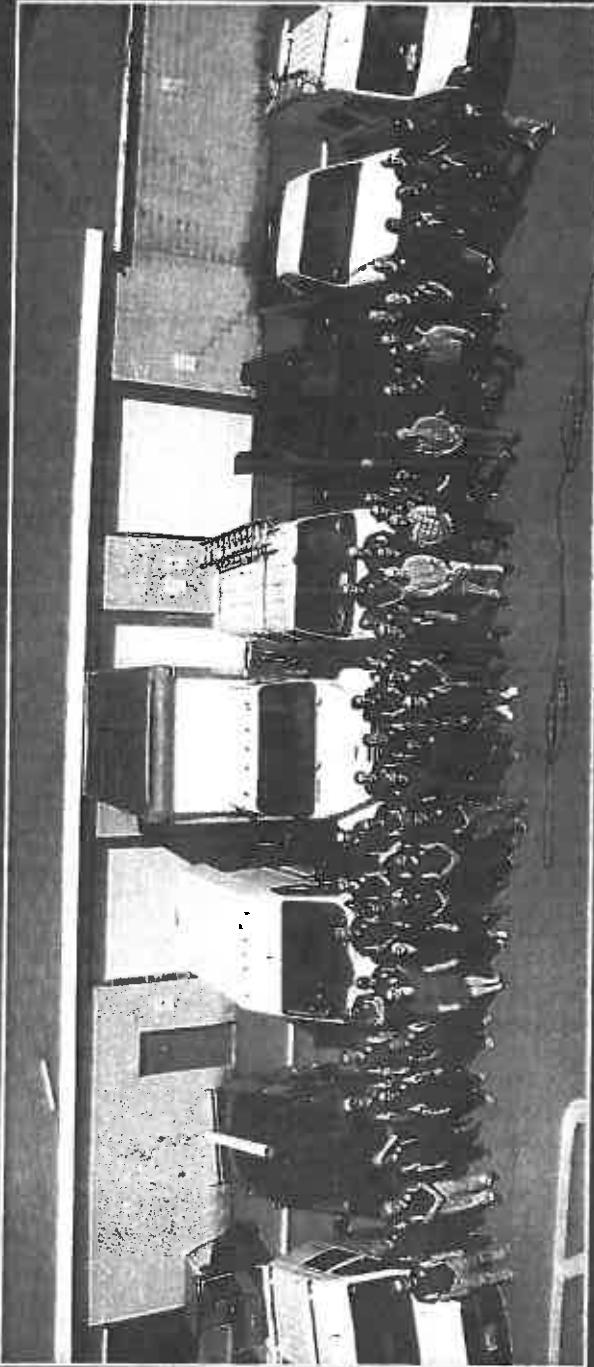
# *Facilities Maintenance*

## *The First Five Years (FY13 to FY17)*



*Board of Selectmen Presentation*  
*August 22, 2017*

Wellesley Facilities Maintenance Department



*Facilities Maintenance Department's dedicated  
and committed staff of almost 70 employees*

# AGENDA

- Background and History
- Organizational Changes
- Customer Satisfaction
- Operations & Custodial
- Sustainability
- Central Office
- Capital Planning
- Design & Construction
- What's Next?

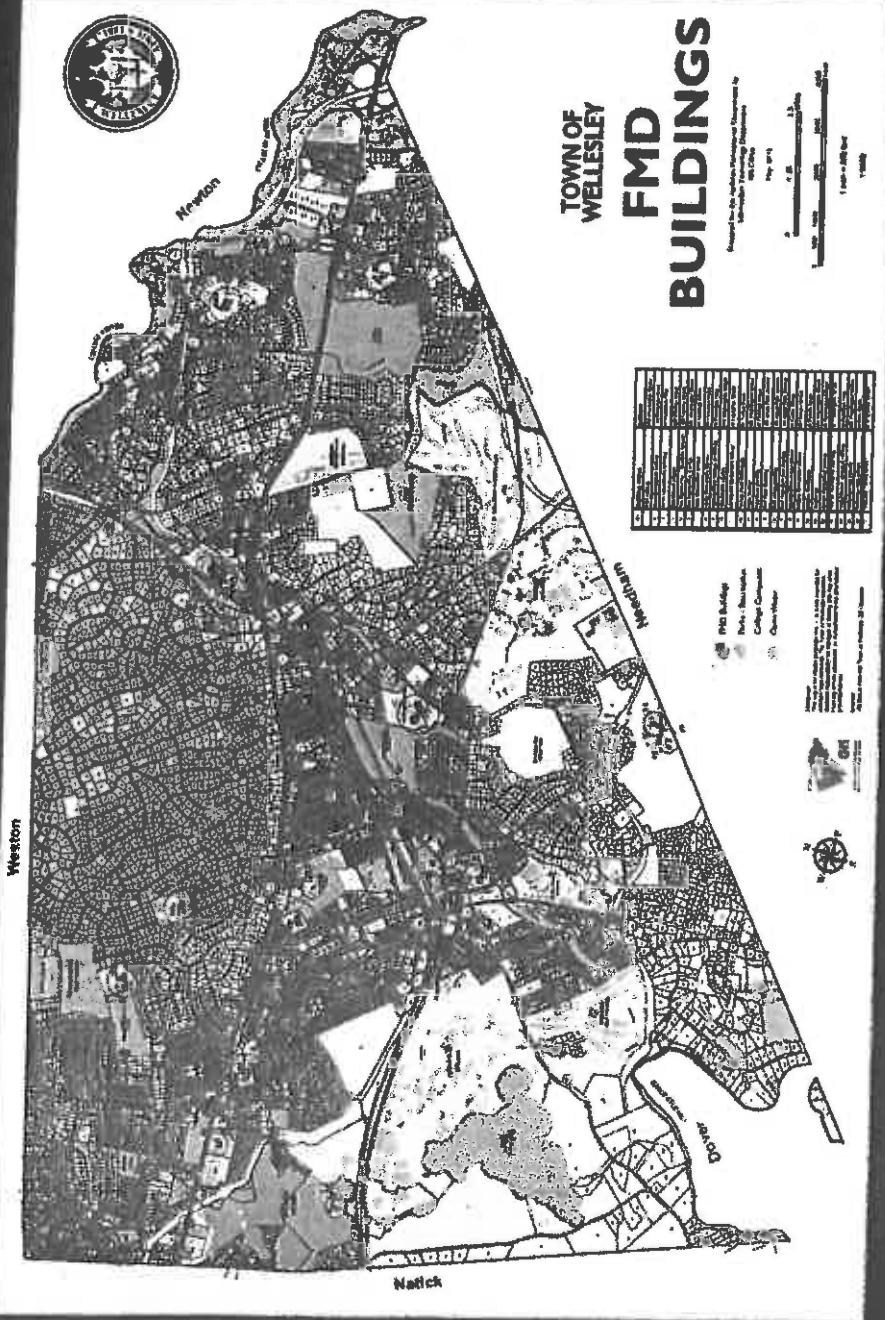
*\*Entire PowerPoint Presentation to be posted on FMD website  
[http://www.wellesleyma.gov/pages/well/esleyma\\_facilities](http://www.wellesleyma.gov/pages/well/esleyma_facilities)*

FMD - The First Five Years

# FMD “FAST FACTS”

- Established as New Department on 7/1/12
- Under Board of Selectmen
- 29 BUILDINGS
- 1.2 MILLION sf
- 68 FTE Staff
- FY18 Operating Budget = \$7.4M
- FY18 Cash-Capital Budget = \$1.875M

# Our Buildings



FMD - The First Five Years

# Mission Statement

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

# BACKGROUND AND HISTORY

FMD - The First Five Years

# Background & History

- First Attempt at Facilities Consolidation
- 2011 Citizen Presentation to ATM
  - Multiple bosses
  - No consensus on approach
  - Inadequate maintenance and preventive maintenance
  - Town Boards forced to choose between building maintenance and core mission

## Background & History (Contin.)

- 2011 ATM Recommended Ad Hoc Maintenance Committee
- Key Ad Hoc Committee Findings:
  - Maintenance budgets below benchmarks
    - Increased budget - dedicated for maintenance
  - Professional management needed
    - Sophisticated technologies & economies of scale
  - Improved capital planning needed

## Background & History (Contin.)

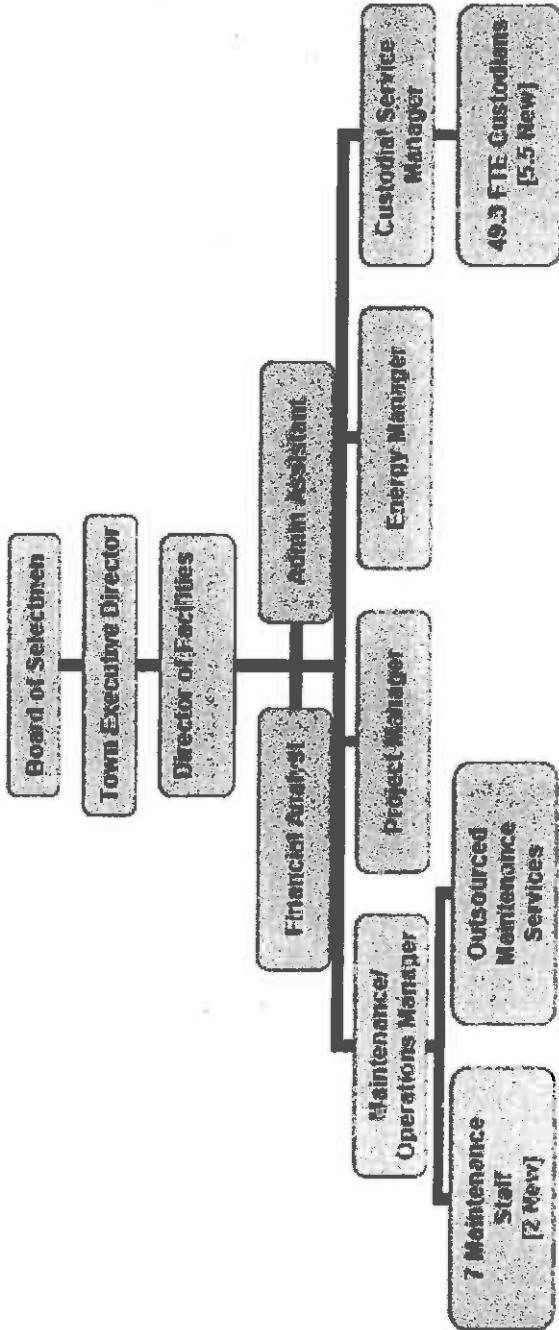
- Key 2012 ATM Ad Hoc Recommendations:
  - Consolidation of facilities management under one department effective July 1, 2012
  - Responsible for: maintenance, repairs, PM and planning for all Town & School buildings
  - Director reports to Executive Director
  - Treat owners as *highly valued customers*
  - Increase school budgets and staffing

# ORGANIZATIONAL CHANGES

FMD - The First Five Years

# Organizational Changes

Blue = new position

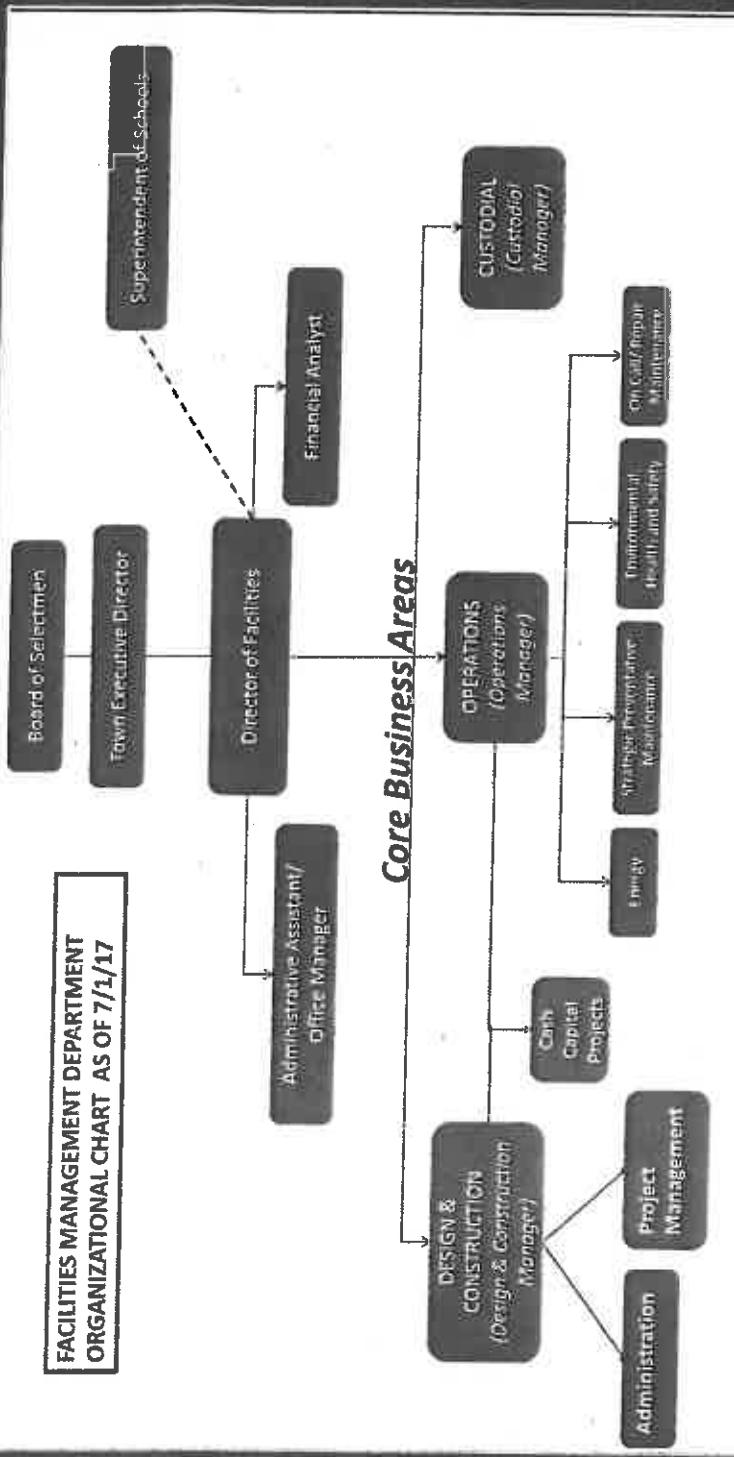


## INITIALLY PROPOSED FMD ORGANIZATIONAL CHART

FMD - The First Five Years

## Organizational Changes

**FACILITIES MANAGEMENT DEPARTMENT  
ORGANIZATIONAL CHART AS OF 7/1/17**



## 7/1/17 FMD ORGANIZATIONAL CHART

FM/D - The First Five Years

# Organizational Changes

- Summary of Key Staff Changes:

- October 2014:
  - Add 0.5 FTE Office Assistant (financial support)
- July 1, 2016 (8 DPW Buildings Added):
  - HVAC Controls Tech added to Maintenance
  - Office Assistant increased from 0.5 FTE to 1.0 FTE
  - Energy Manager became Operations Manager

# Organizational Changes

- Summary of Key Staff Changes (Cont.):

– June 2017

- New 1.0 FTE Tolles-Parsons custodian hired
- BOS and PBC Execute MoU
- Budgets for 2 PBC Staff Positions transferred to FMD
  - Organization Changes to Support PBC:
    - » Design & Construction Manager
    - » Project Manager
    - » Projects Assistant

# CUSTOMER SATISFACTION

FMD - The first five years

# Customer Satisfaction

- How Do We Know We Are Doing Our Job?
  - Success measured in the eyes of our customers
  - Executive Director solicits annual feedback from department heads, school superintendent and principals
  - Facilities Director has “dotted line” reporting relationship to School Superintendent
  - Metrics (budget, energy use, LCCA, etc.)
  - Would not have added DPW if unsatisfied
  - What your eyes tell you

# Customer Satisfaction - Municipal

Dear Mr. McDonough:

*This is just a short note to let you know what a welcome addition Ricky Finlay is to the Warren Recreation Building. The building is always sparkling clean, and Ricky is always on hand to greet all visitors with a smile, to answer any questions we might have, and to assist us with our needs. He works hard, both inside and out (even clearing the walk during this winter siege), and it shows in the upkeep of Warren. It is always a pleasure to see his smiling face peeking out of his office and his warm hello, as I jump on the elevator to attend my exercise class upstairs on Mondays, Wednesdays, and Fridays.*

*My compliments to you on hiring Ricky Finlay - the best man for the job!*

Sincerely,

# Customer Satisfaction - Schools

*I feel compelled to write to you about Luigi.*

*I have had four children go through Wellesley Middle School and High School. I worked as a substitute teacher for 18 years in every school in the town. Presently I am a volunteer at Sprague School and have been there for four years. I have had close contact with many of the custodians and have always enjoyed working with them. Luigi is another story!*

*Never have I had the pleasure of working with someone who always greets everyone with a smile and kind word. He brings a new level of pride to his work. Nothing is ever too much or too difficult for him. He is always hard at work and keeps the school clean, neat, and tidy. I don't know what would happen if Luigi wasn't at Sprague. What a wonderful role model for children to see....one who takes pride in his work.*

*Thank you for placing Luigi at Sprague. We are very fortunate to have him there and I am fortunate to have him as a colleague.*

# OPERATIONS & CUSTODIAL

*Financials*  
*Maintenance*  
*Energy Management*  
*Environmental Health & Safety*  
*Custodial*

# Operations - Financials

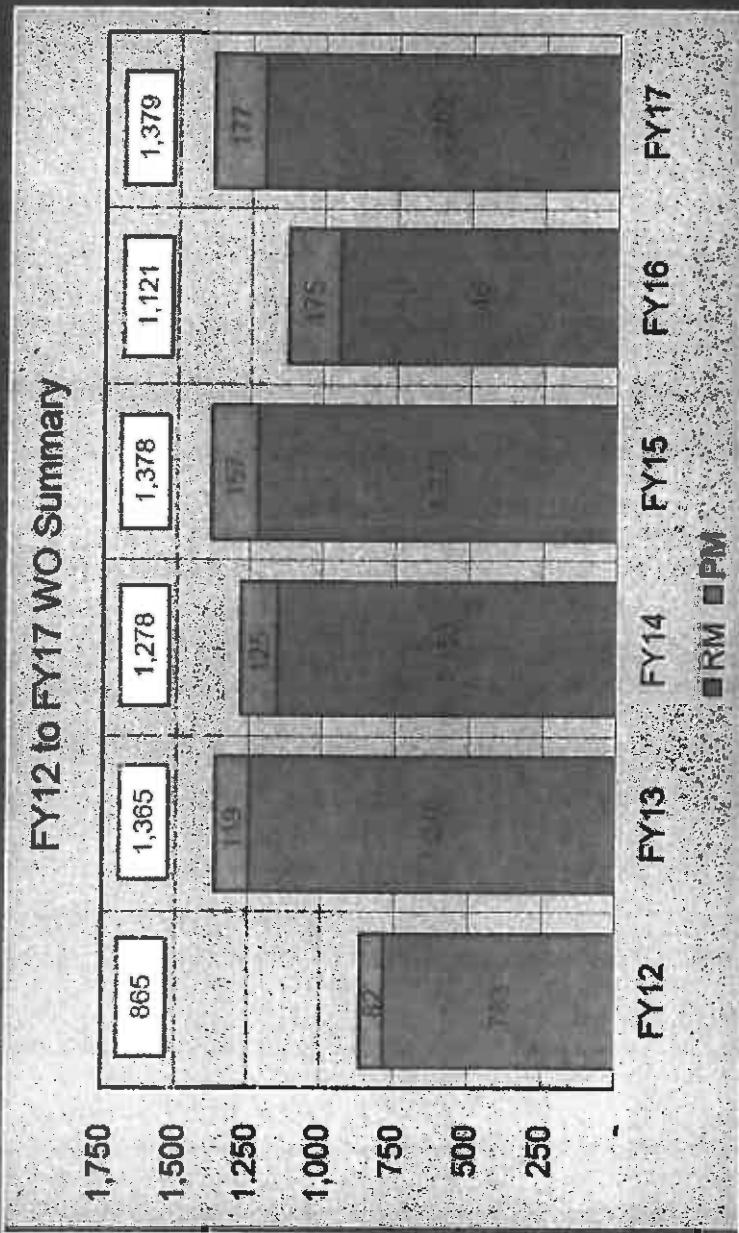
FY13 TO 17 Budget Summaries

Fiscal Year	Salaries Budget	Expense Budget	Total Budget	Total Spent	Total Balance	Balance as %
FY13						
FY14						
FY15						
FY16						
FY17						

## FINANCIAL SUMMARY

FWD: The First Five Years

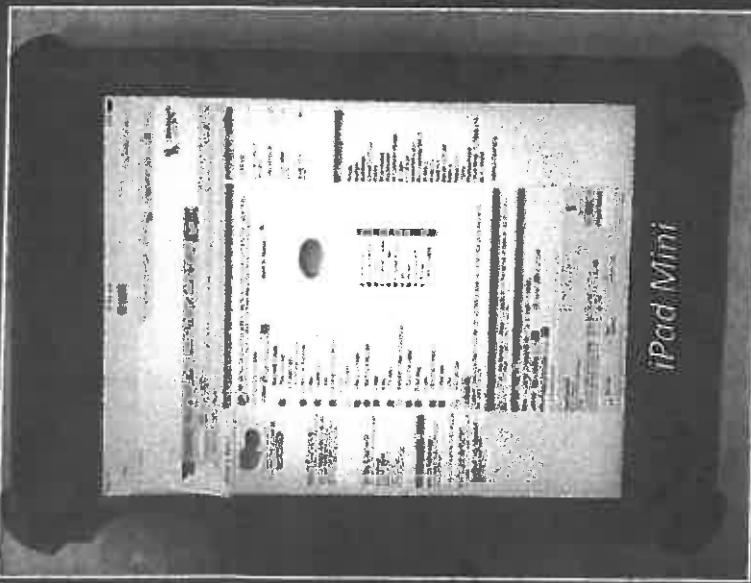
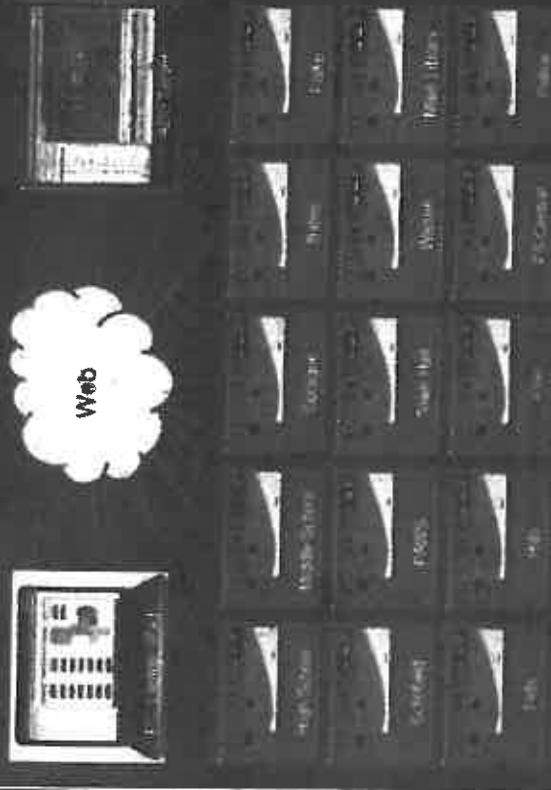
# Operations - Maintenance



FMD : The First Five Years

# Operations - Maintenance

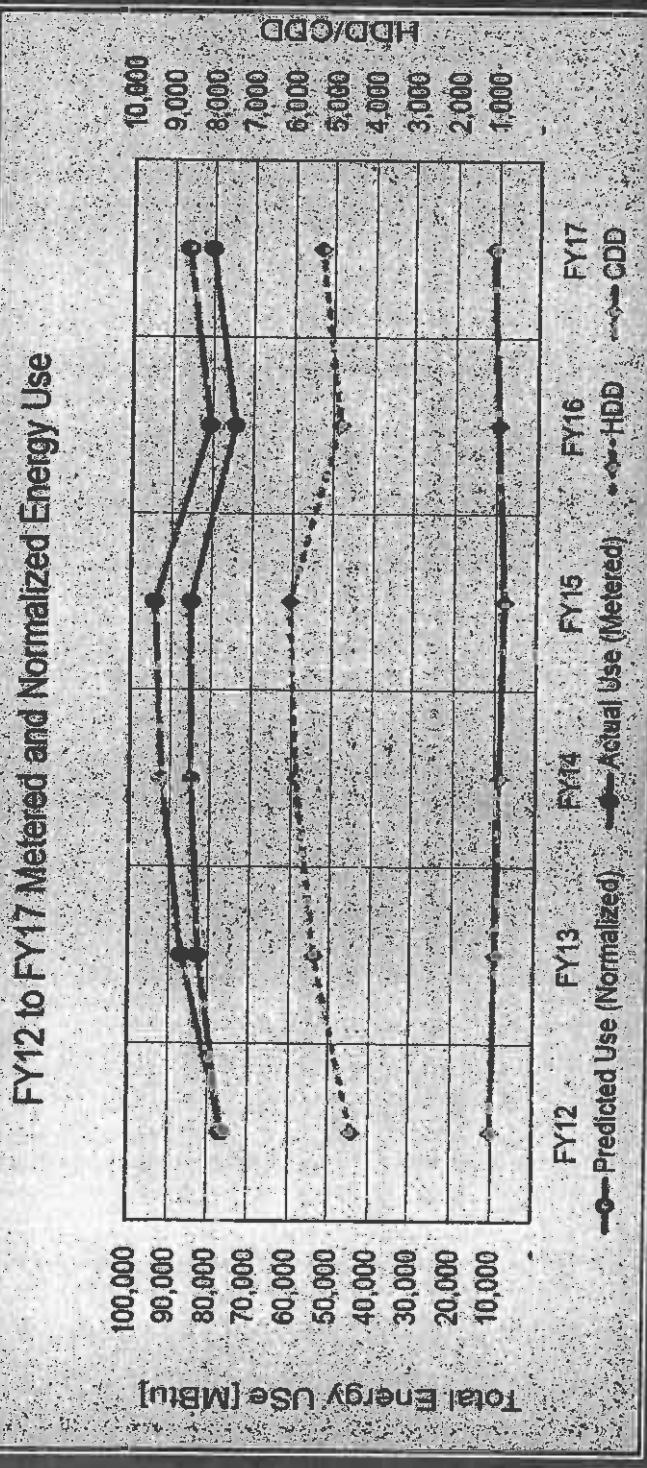
Metasys - Network Level



IMPROVED SERVICE DELIVERY

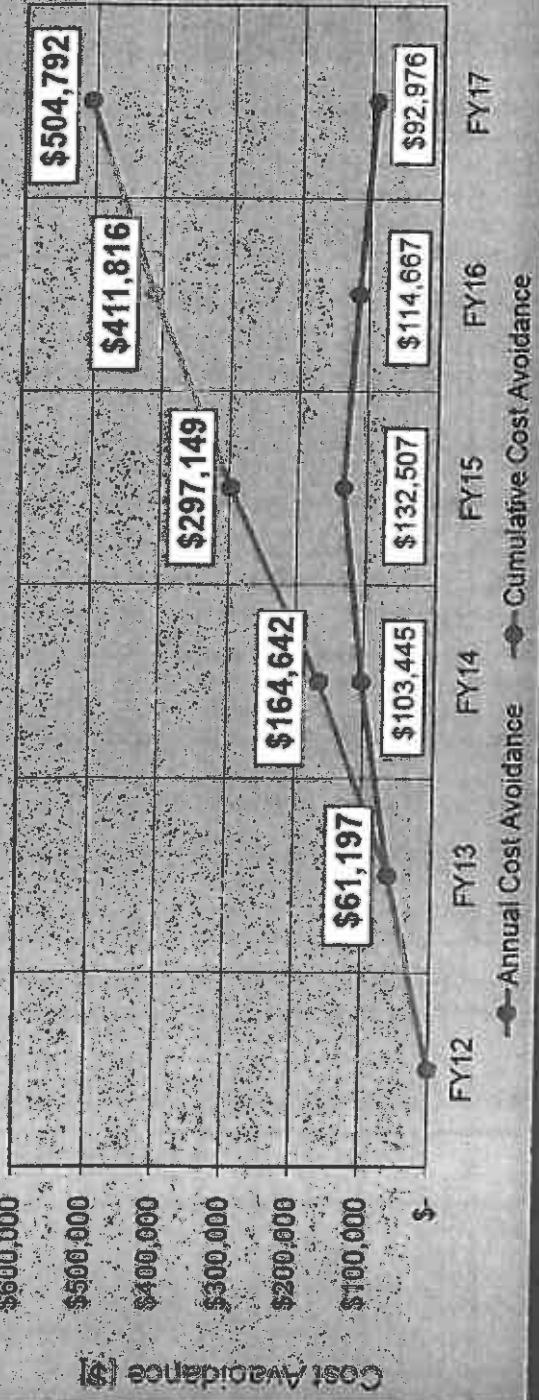
EFD - The First Five Years

# Operations – Energy Management



# Operations – Energy Management

FY12 to FY17 Annual and Cumulative Energy Use Cost Avoidance



## ENERGY USE COST AVOIDANCE BY YEAR

FMD - The First Five Years

# Operations—Energy Management

Category	FY12 - FY16		FY17		FY18		FY19 - FY22	
	Completed	Pending	Completed	Pending	Planned	Total	Planned	Total
ReCx	\$ 704,000	\$ -	\$ -	\$ -	\$ -	\$ 704,000	\$ -	\$ 704,000
Metasys	\$ 449,000	\$ -	\$ -	\$ -	\$ -	\$ 449,000	\$ -	\$ 449,000
LEDs	\$ 292,000	\$ 300,000	\$ 425,000	\$ 425,000	\$ 4,381,000	\$ 5,398,000	\$ 4,381,000	\$ 6,551,000
Total	\$ 1,445,000	\$ 300,000	\$ 425,000	\$ 425,000	\$ 4,381,000	\$ 6,551,000	\$ 4,381,000	\$ 6,551,000

\* Does not include our 3-5 year recurring ReCx work.

## ENERGY CONSERVATION MEASURES (ECMS)

# Operations – Energy Management

FY Rates			
FY	Average \$/kWh	% Change	Base
12	\$0.125	NA	
13	\$0.125	0%	
14	\$0.125	0%	
15	\$0.125	0%	
16	\$0.134	7%	
17	\$0.134	7%	

## ELECTRICITY RATES

FMD – The First Five Years

# Operations – Energy Management

	12	13	14	15	16	17	18	19	20	21
Third Party Contract No	1	2	3	4	5	6				7
Estimated Use (DTM)	42,205	56,033	48,717	59,328	58,512	63,579	63,578	68,239	58,239	58,239
Customer/Transmission (\$/therm)	\$ 0.755	\$ 0.744	\$ 0.686	\$ 0.767	\$ 0.728	\$ 0.710	\$ 0.710	\$ 0.697	\$ 0.587	\$ 0.597
Distribution (\$/therm)	\$ 0.480	\$ 0.480	\$ 0.480	\$ 0.480	\$ 0.480	\$ 0.490	\$ 0.490	\$ 0.490	\$ 0.490	\$ 0.490
Total (\$/therm)	\$ 1,235	\$ 1,224	\$ 1,166	\$ 1,247	\$ 1,208	\$ 1,200	\$ 1,200	\$ 1,087	\$ 1,087	\$ 1,087

Favorable 3-year contract

YEAR	FY13	FY14	FY15	FY16	FY17
COST (\$/THERM)	\$1,224	\$1,166	\$1,247	\$1,208	\$1,200

## NATURAL GAS RATES

# Operations Environmental Health & Safety

- Indoor Air Quality
- AHERA (Asbestos Management) in Schools
- Integrated Pest Management (IPM)
- Safety
- ADA Coordination

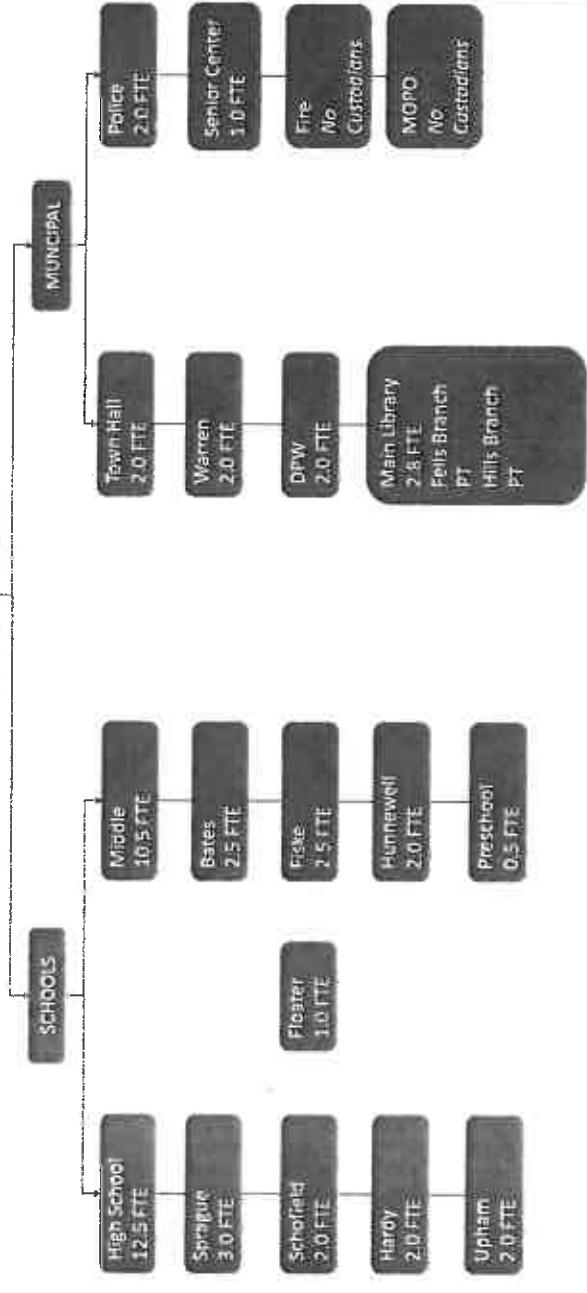
# Custodial

## FACILITIES MAINTENANCE DEPARTMENT CUSTODIAL ORGANIZATION

Director of Facilities  
Custodial Manager

**TOTAL STAFF = 52.3 FTE**

Plus 20+/- Seasonal hires



**7/1/17 CUSTODIAL ORGANIZATIONAL CHART**

FMD - The First Five Years

# Custodial

- Custodians are not “Janitors”
  - ❖ Janitors only clean
    - Cleaning is critical, but there is more:
  - Concierge services and “First Responders”
    - ❖ Heat/cold calls, spills, moves, vendor coordination
  - Perform minor maintenance tasks (non licensed work)
    - Landscaping and snow removal/deicing
    - Lunch support
    - Building Security
    - Building “Presence”
  - ❖ Important members of the building – part of fabric

# Custodial

## ► Keys to Success

- Training
- Procedures
- Equipment
- Supportive Organizational Structure
- Soliciting regular feedback from customers

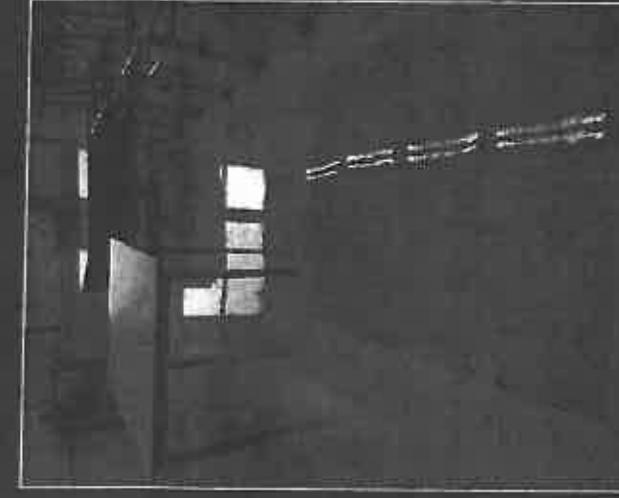
# Custodial



Bates



Middle School



High School

# SUSTAINABILITY

FMD: The First Five Years

## Sustainability

- 8% reduction in energy use since FY12
- \$1,745,000 investment in ECM projects
- EPA Green Power Community Designation
  - FMD contributes approx. \$20k annually to purchase of renewable energy
- Key partner with SEC

ENERGY

# Sustainability

- Partnered with WPS in Bates Food Recovery Pilot
- Initiated Single-Stream Recycling
- Cardboard recovery program w RDF at HS & MS
- Implemented Bottle-filling “Hydration Stations” Townwide

*RECYCLING, FOOD RECOVERY & WATER*

# Sustainability

- “Team Cleaning” program at HS & MS
- Green cleaning products & practices
  - Electrically Activated Water (EAW) system
  - Green certified products
  - Equipment:
    - HEPA vacuums, autoscrubbers & window washing tools
  - Effective use of Walk-off mats
  - Comprehensive training programs

*CUSTODIAL*

# CENTRAL OFFICE

FMD - The First Five Years

# Central Office

Leased Space @ 888 Worcester Street, Suite 370



FWD : The First Five Years

# Central Office

- Director
  - Administrative Assistant/Dispatch
  - Financial Analyst
    - Office Assistant
  - Custodial Manager
  - Operations Manager
    - Maintenance Manager
  - Design & Construction Manager
    - Project Manager (Cash Capital)
    - PBC Projects Assistant
    - PBC Project Manager

## STAFF

Central Office

FMD CAPITAL PROJECT PROCUREMENT CHECKLIST

Project Name: MS: Auditorium Stage Flooring Replacement

Purchaser is to bear the P&G Fabrics Sales - Inter-city to be accounted for building construction, public works, construction and building, etc., Illustration Book, Catalog, Inter-city and the Address Book of P&G.com. Summary by P&G will be made to the first time in accordance with a purchase order application to the Agency responsible for payment. The P&G, to be accounted for delivery, regardless of payment and contracts which are to be accounted for, relate to the bill, etc., to be accounted for, construction and building, etc., when purchase application has been made to the Business Office or to the P&G. Products Administrator will be responsible for the P&G and promulgating the procedure for payment. The P&G, to be accounted for delivery, regardless of payment and contracts which are to be accounted for, relate to the bill, etc., to be accounted for, delivery, supplies, etc. When Agents receive no bill, you can

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DESIGN DOCUMENTATION PREPARATION			
Task	Assignment	Comments	
1. Assign Project Number (Ex: WFM-001-FM-000)	From FMP: GFM OFFICE		
2. Prepare Project Schedule - key dates:	Supervision of Advertisements	Particulars include: Dates, Contracts, Events, etc.	
2a	Advertiser documents due dates		
2b	Advertiser documents due dates		
2c	Publishing dates		
2d	Press meeting dates and times		
2e	Launch dates and times for Webinar, Q&A sessions		
2f	Bid due dates and times		
2g	Announcement dates		
2h	Contract execution and NTP		
2i	Substantial completion		
2j	Final completion	Calculate the number of days from start to completion	
2k		Identify any events, other than those on the calendar, that may affect the project.	
2l		Start with simplest or most basic calendar.	
2m		Identify Date, Time, Location	On FMD template,ჩჩ
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Durchschnitts-Durchsicht

Nursing procedure (Table 5.1)	
Embolism	<ul style="list-style-type: none"> <li>Request from Head, Cardiology, or Faculty Supervisor to Our Cardiology Service and our residents from</li> <li>Be sure to issue one order at a time to these as infarctions, hypertension, etc, because to change a Request from a physician supporting documents is required.</li> </ul>
Fracture	<ul style="list-style-type: none"> <li>Request from Head, Orthopedics, or Faculty Supervisor to Our Orthopedics Service and our residents from</li> <li>Be sure to issue one order at a time to these as infarctions, hypertension, etc, because to change a Request from a physician supporting documents is required.</li> </ul>
Urinary tract infection	<ul style="list-style-type: none"> <li>Request from Head, Urology, or Faculty Supervisor to Our Urology Service and our residents from</li> <li>Be sure to issue one order at a time to these as infarctions, hypertension, etc, because to change a Request from a physician supporting documents is required.</li> </ul>

- Financial Analyst checks purchases against regular plan & supporting documents to make sure correct return to customer if anything is missing
- Financial Analyst sends Requisition to Supplier, notes requisition number and date to copy right owner of purchase requisition form
- Financial Analyst files vendor file if expedited required
- Financial Analyst sends vendor file if there are modifications to supplier
- Directrice approves electronically
- Financial Analyst sends Team file to convert to PO
- Team file will receive Financial Analyst when electronic PO is on e-fax although Should still check it twice manually just in case



OFFICE PROCEDURES MANUAL



Industrie 4.0 und Co.

Office of the Secretary

## STANDARDS

FMD - The First Five Years

EMD - The Egg • Five Years

# Central Office

To support 29 Buildings and a Staff of almost 70, FMD annually processes:

- About 550 Purchase Orders
- About 5,000 Invoices
- About 70 Personnel Action Forms

**“PAPERWORK”**

FMD : The First Five Years

# CAPITAL PLANNING

FMD - The First Five Years

# Capital Planning

- Collaborative Approach
- 5-Year to 10-Year Projections
- Cash-Capital Projects
  - November Presentation to Boards
- Major Capital Projects
  - Feasibility Study Presented
- ATM Approval
  - FMD helps customers advocate for approval

## Summary Budget: 10 Year Capital Plan

FY18 Cash Capital (CC)  
= \$1,875,000

10 Year CC Total =  
\$20,637,000

10 Year Debt Funded  
Total = **\$137,570,000**

## 134 Cash Capital budget requests in 10 year plan

EVID-The First Five Years

# Capital Planning

## FY13 TO 17 Cash-Capital Budget Summaries

Fiscal Year	Budget	YoY Percent Increase	No. Projects
FY13	\$893,000	-	66
FY14	\$1,141,000	28%	67
FY15	\$1,500,000	31%	50
FY16	\$1,575,000	5%	54
FY17	\$1,750,000	11%	51
<b>5-Year Totals</b>	<b>\$6,859,000</b>		<b>258</b>

*"METRICS"*

FMD: The First Five Years

# DESIGN & CONSTRUCTION

FMD: The First Five Years

## Design & Construction

- Planning Starts Early
- Feasibility Study ➔ Design ➔ Construction
- Public Procurement Regulations
  - Require creative approaches to execute
    - State Contracts (FAC)
    - In-House Staff
    - Green Communities Act (MGL 25A)
    - DPW partnership
    - FMD's Standardized Major Project Manual

## Deferred Maintenance: Catching Up

- \$43M Investment over 4 years
- “Caught Up” on Deferred Maintenance



*2012: BEHIND THE WAVE*

*2017: AHEAD OF THE WAVE*

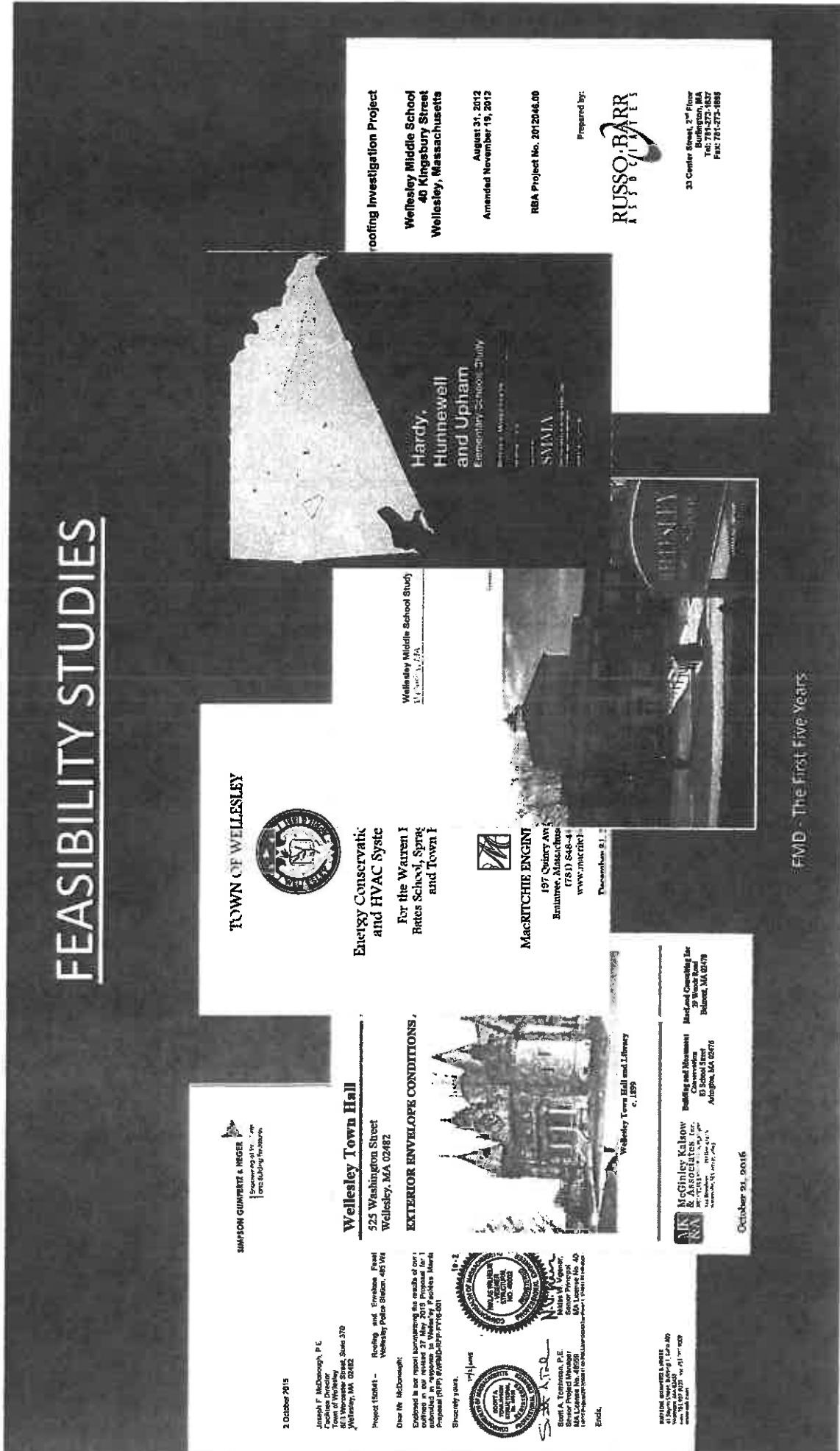
Design & Construction

• Cash-Capital	\$6.9M
• PBC Projects	\$30M
• Maintenance	<u>\$6.1M</u>
	Total = \$43M

## **“INVESTMENTS TOWARDS DEFERRED MAINTENANCE”**

WHAT DOES \$43M  
BUY?

FEASIBILITY STUDIES



#### **4. Housing Production Plan Update**

On Thursday, August 10<sup>th</sup>, a meeting was convened between members of the Planning Board, Selectmen, Wellesley Housing Development Corporation, CPC and staff to discuss embarking on a process to develop a housing production plan. The Planning Board at a previous meeting had voted to earmark \$15,000 of their operating budget towards this, and identified other possible sources of funds (DLTA grant funds, CPC affordable housing funds). The group decided to ask staff (Michael Zehner & Meghan Jop) to begin drafting an RFP to seek a consultant for this work.

In light of the number of applications for 40B-affordable housing projects that the Town is anticipating, beginning work on this project would be an important step towards determining how the Town can best meet the goal of 10% of its housing units set aside for affordable housing. Michael Zehner will be attending, and we are confirming which Board member from the Planning Board will be attending our meeting to discuss the Planning Board's perspective on this matter, and next steps towards the project. Bob Kenney from the Wellesley Housing Development Corporation and Barbara McMahon from the Community Preservation Committee will also be attending. The Planning Board will be discussing the development of a Housing Production Plan at their meeting on August 21<sup>st</sup>.

A copy of the memo providing background on HPP plans previously prepared by Meghan is attached for your information.

**NO MOTION**

TOWN OF WELLESLEY



MASSACHUSETTS

**BOARD OF SELECTMEN**

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

ELLEN F. GIBBS, CHAIR  
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[WWW.WELLESLEYMA.GOV](http://WWW.WELLESLEYMA.GOV)  
BLYTHE C. ROBINSON  
EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

Date: July 13, 2017

To: Board of Selectmen  
From: Meghan Jop  
RE: Housing Production Plans

Below is an aggregation of the HPP Regulations and Guidelines. Following the descriptions below, additional information on current plans and costs is included.

**Overview of HPP from the State/DHCD**

A Housing Production Plan (HPP) is a community's proactive strategy for planning and developing affordable housing by: creating a strategy to enable it to meet its affordable housing needs in a manner consistent with the Chapter 40B statute and regulations; and producing housing units in accordance with the HPP.

The HPP regulation became effective on February 22, 2008 when the DHCD promulgated 760 CMR 56.00, Comprehensive Permit; Low or Moderate Income Housing. The HPP regulation is contained in 760 CMR 56.03(4). HPPs replace Planned Production under 760 CMR 31.07(1)(i).

If a community has a DHCD approved HPP and is granted certification of compliance with the plan by DHCD, a decision by the Zoning Board of Appeals (ZBA) relative to a comprehensive permit application will be deemed "consistent with local needs" under MGL Chapter 40B. "Consistent with local needs" means the ZBA's decision will be upheld by the Housing Appeals Committee

A safe harbor for the Town against 40Bs can be found in having a Housing Production Plan, if the Town is striving and showing progress on meeting the HPP Affordable Housing Goals. Having a HPP alone is not sufficient, progress at the levels described below must be attained.

**HPP Guidelines and Requirements**

An HPP shall contain at a minimum the following elements, covering a time period of five years:

1. Comprehensive housing needs assessment;
2. Affordable housing goals; and
3. Implementation strategies.

Comprehensive Housing Needs Assessment. The HPP must establish a strategic plan for municipal action with regards to housing, based upon a comprehensive housing needs assessment that examines:

1. the most recent available census data of the Town's demographics and housing stock, together with a projection of future population and housing needs, taking into account regional growth factors, that covers the entire time period of the plan;
2. development constraints and limitations on its current and future needs, and the Town's plans to mitigate those constraints; and
3. the capacity of the Town's infrastructure to accommodate the current population and anticipated future growth, including plans for enlargement or expansion of existing infrastructure systems to ensure that both current and future needs are met.

Affordable housing goals. The HPP shall address the matters set out in the DHCD's guidelines, including: (This is the most difficult component of the HPP- The Town's Current SHI is 6.2%)

1. a mix of types of housing, consistent with local and regional needs and feasible within the housing market in which they will be situated, including rental, homeownership, and other occupancy arrangements, if any, for families, individuals, persons with special needs, and the elderly;
2. a numerical goal for annual housing production, pursuant to which there is an increase in the Town's number of SHI Eligible Housing units by at least 0.50% of its total units (as determined in accordance with 760 CMR 56.03(3)(a)) during every calendar year included in the HPP, until the overall percentage exceeds the Statutory Minimum set forth in 760 CMR 56.03(3)(a).

Implementation Strategies. The HPP shall address the matters set out in the DHCD's guidelines, including an explanation of the specific strategies by which the Town will achieve its housing production goal, and a schedule for implementation of the goals and strategies for production of units, including all of the following strategies, to the extent applicable:

1. the identification of zoning districts or geographic areas in which the Town proposes to modify current regulations for the purposes of creating SHI Eligible Housing developments to meet its housing production goal;
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Review and approval of Housing Production Plans. A HPP shall be adopted by the Planning Board and Selectmen, following which the Chief Executive Officer may submit the HPP to the DHCD for its approval. DHCD shall conduct an initial 30-day completeness review, and it will notify the Town of any deficiency and offer an opportunity to remedy the deficiency. Within 90 days after the DHCD's finding

that the HPP is complete, the DHCD shall approve the HPP if it meets the requirements specified herein; otherwise, it shall disapprove the HPP. The DHCD shall notify the Town of its decision to either approve or disapprove a HPP in writing. If the DHCD disapproves a HPP, the notification shall include a statement of reasons for the disapproval. If the DHCD fails to mail notice of approval or disapproval of a HPP within 90 days after its receipt, it shall be deemed to be approved. A Town that originally submitted a HPP that had been disapproved may submit a new or revised HPP to the DHCD at any time.

Certification of municipal compliance. A Town may request that the DHCD certify its compliance with an approved HPP if it has increased its number of SHI Eligible Housing units in an amount equal to or greater than its 0.50% production goal for that calendar year. SHI Eligible Housing units shall be counted for the purpose of certification in accordance with the provisions for counting units under the SHI set forth in 760 CMR 56.03(2). Requests for certification may be submitted at any time, and the DHCD shall determine whether a Town is in compliance within 30 days of receipt of the Town's request. If the DHCD determines the Town is in compliance with its HPP, the certification shall be deemed effective on the date upon which the Town achieved its numerical target for the calendar year in question, in accordance with the rules for counting units on the SHI set forth in 760 CMR 56.03(2).

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### Cost of HPP

In a recent survey of communities on the MassPlanners Listserve, recently approved HPPs have varied in cost from \$15,000-\$35,000. The larger the community, typically the greater the cost. Michael Zehner and I estimate the cost for Wellesley to be \$30,000. We have reached out to MAPC and based on preliminary feedback believe the Town would likely receive a DLTA grant for up to 50% of the cost. The Town's portion of funding required would be in the \$15,000 - \$20,000 range.

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### **5. Approve MAPC Contract for Street Line Painting**

Annually, MAPC distributes a joint bid on behalf of its members for street pavement markings (line painting). Included in your packet is a summary of the results, and a recommendation that a bid be awarded for the Town of Wellesley to Markings Inc. for this work. To use the contractor, rather than putting out a separate bid, the Board must approve the contractor contingent upon obtaining a prevailing wage schedule from the Commonwealth. The initial contract period will be until December 31, 2017, but the Board has the ability to extend the contract through December 31, 2019.

**MOVE to award the MW 2017 PW1 statewide contract procured by MAPC for pavement markings to Markings Inc. until December 31, 2017.**



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On behalf of the members of the  
MetroWest Regional Services Consortium

---

MW 2017 PW1  
Public Works Services

Pavement Markings  
Item 6

Markings, Inc.

Contract

1

IFB # MW 2017 PW1  
Public Works Services and Materials

Due Date: Thu, Apr 13, 2017 at 12:00 PM

## CONTRACTUAL AGREEMENT FOR PUBLIC WORKS SERVICES

### **ARTICLE 1**

#### **CONTRACTING PARTIES**

**1.1 THIS AGREEMENT** made effective by dated signature of the Parties hereto, by and between the Municipality named in Article 10.1 and signatory hereto ["Municipality"], a municipal corporation organized under the laws of the Commonwealth of Massachusetts acting by and through its Contracting Authority ["Contracting Authority"], and Metrowest Kings Inc. ["Contractor"] whose principal office address and state of incorporation are set forth in Section 10.4.

### **ARTICLE 2**

#### **SUBJECT**

**2.1 WHEREAS**, the Municipality desires to retain the Contractor to provide certain services for the Municipality, and the Contractor is willing to accept such engagement, on the terms of the Invitation for Bids [IFB] entitled:

IFB#: MetroWest Regional Services Consortium (IFB) MW 2017 PW1, as it relates to:

Bid Item #: 6

Description: Pavement Repair/Gravel

and as hereinafter set forth.

The provisions of the IFB and the Contractor's Bid are incorporated herein by reference. In the event of any conflict among the Contract Documents, the Documents shall be construed according to the following priorities:

Highest Priority:	Amendments to Contract (if any)
Second Priority:	Contract
Third Priority:	Addenda to the IFB (if any)
Fourth Priority:	IFB
Fifth Priority:	Contractor's Bid.

**2.2 NOW, THEREFORE**, in consideration of the mutual covenants hereinafter set forth, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

### **ARTICLE 3**

#### **ENGAGEMENT OF THE CONTRACTOR**

**3.1** The Municipality hereby engages the Contractor, and the Contractor hereby accepts the engagement, to perform certain services to the Municipality, as described in Article 2.

**3.2** In the performance of service under this Agreement, the Contractor acts at all times as an independent contractor and shall not be entitled to receive any benefits of employment with the Municipality, including without limitation salary, overtime, vacation pay, holiday pay, sick leave, health insurance, life insurance, pension or deferred compensation. There is no

IFB # MW 2017 PW1  
Public Works Services and Materials

Due Date: Thu, Apr 13, 2017 at 12:00 PM

relationship of employment or agency between the Municipality, on the one hand, and the Contractor on the other, and neither party shall have nor exercise any control or direction over the method by which the other performs its work or functions aside from such control or directions as provided in this Agreement which the parties view as consistent with their independent contractor relationship.

#### **ARTICLE 4**

##### **SERVICES OF THE CONTRACTOR**

- 4.1** The Contractor will perform the services described in the specifications pertaining to the Service Item identified in Section 2.1 (above) ["Work"].
- 4.2** The Contractor shall report, and be responsible, to the Contracting Authority or his/its designee as set forth on Exhibit A.
- 4.3** There shall be no amendment to the Scope of Services or Work provided for in this Agreement without the written approval of the Contracting Authority. The Municipality shall be under no obligation to pay for any services performed by the Contractor not explicitly agreed to by the Municipality in advance in writing.
- 4.4** The Contractor represents and warrants to the Municipality as follows:
  - 4.4.1** That it and all its personnel (whether employees, agents or independent contractors) are qualified and duly licensed as required by law and/or local municipal code to perform the services required by this Agreement.
  - 4.4.2** That it further agrees to perform services in a professional manner adhering to a reasonable standard of care and in accordance with all applicable State or Federal laws, rules and regulations.
  - 4.4.3** That it will obtain any and all permits, bonds and other items required for the proper and legal performance of the work.
  - 4.4.4** That it is not a party to any agreement, contract or understanding, which would in any way restrict or prohibit it from undertaking or performing its obligations hereunder in accordance with the terms and conditions of this Agreement.
  - 4.4.5** That all written materials and any other documents (whether in the form of "hard" copies, graphics, magnetic media or otherwise), which are produced by the Contractor as work pursuant to this agreement, shall be deemed to be "work for hire" and the copyright thereto shall be the property of the Municipality.

#### **ARTICLE 5**

##### **PERIOD OF SERVICES**

- 5.1** The term of this Agreement shall commence on date of execution, and continue until December 31, 2017 and may be extended at the sole discretion of the Municipality through December 31, 2018, and again through December 31, 2019. In the event new contracts have not been procured and awarded by December 31, 2019, MAPC and the Consortium on behalf of the Participating Municipalities may elect to extend current contracts for an additional period of time until new contracts have been procured and awarded.
- 5.2** The Contractor agrees to proceed with Work promptly after receiving authorization to proceed and will diligently and faithfully prosecute the Work to completion in accordance with the provisions hereof. The Contractor acknowledges that time is of the essence as it relates to performance under this Agreement.

**ARTICLE 6****PAYMENTS TO THE CONTRACTOR**

6.1 Compensation to due to the Contractor shall be paid as specified in General Terms & Conditions, Section 22 of the IFB.

**ARTICLE 7****TERMINATION**

7.1 Either the Municipality or the Contractor may terminate this Agreement for cause upon written notice given by the non-defaulting party. For the purposes of this provision, "cause" shall include the failure of a party to fulfill its material duties hereunder in a timely and proper manner.

7.2 The Municipality shall have the right to terminate this Agreement for its convenience upon ten (10) days written notice.

7.3 Following termination of this Agreement, the parties shall be relieved of all further obligations hereunder except that:

7.3.1 The Municipality shall remain liable for payments for the services and/or expenses of Contractor accrued prior to the effective date of the notice of termination in compliance with this Agreement (less all costs reasonably incurred by the Municipality as a result of the Contractor's default, if any), as determined by the Contracting Authority, but for no other amounts including, without limitation, claims for lost profits on work not performed.

7.3.2 The Contractor shall remain liable for any damages, expenses or liabilities arising under this Agreement (including its indemnity obligations) with respect to work performed pursuant to the Agreement.

**ARTICLE 8****INSURANCE AND INDEMNIFICATION**

8.1 The Contractor shall compensate the Municipality for all damage to the Municipality's property of any nature arising out of the Contractor's work. To the fullest extent permitted by law, the Contractor shall indemnify, defend, and hold harmless the Municipality and all of its officers, employees, boards, commissions, committees, agents and representatives from and against all claims, causes of action, suits, costs, damages, and liability of any kind which arise out of the breach by the Contractor of its obligations under this Contract, or the act or omission of the Contractor, its subcontractors, or their officers, employees, agents and representatives or anyone directly or indirectly employed by them, or anyone for whose acts or omissions they may be liable, regarding the work to be performed by the Contractor under the Contract, or which arise out of the violation of any federal, Massachusetts or local statute, by-law, rule, regulation, order or directive, or which relate to personal injury or property damage suffered by the Contractor or any of its officers or employees regarding the subject matter of this Contract. Said costs shall include, without limitation, reasonable legal costs, collections fees, and counsel fees incurred in defending any claim or suit that may be brought against the Town and any judgment that may be obtained in any such claim or suit.

Neither the Municipality, nor its officers, employees, boards, committees, commissions, agents and representatives shall be under any personal obligation or incur any personal

liability by reason of this Contract, the execution thereof or anything relating thereto which arises out of the breach or violation of any provision of this Contract, or the violation of any Federal, Massachusetts or local statute, by-law, rule, regulation, order or directive, or which relates to personal injury or property damage suffered by the Contractor or its employees, regarding the subject matter of this Contract.

- 8.2 Before commencing Work, the Contractor shall obtain, and shall maintain throughout the term of this Agreement, insurance at limits specified in the IFB and provide written documentation of such in the form specified in the IFB.
- 8.3 The Contractor shall give the Municipality twenty (20) days written notice and characterization in the event of any change or cancellation of coverage.

## ARTICLE 9

### GENERAL PROVISIONS

- 9.1 Upon the expiration or termination of this Agreement for any reason, any data, drawings, specifications, reports, estimates, summaries and other work product which have been accumulated, developed or prepared by the Contractor (whether completed or in process) shall become the property of the Municipality. The Contractor shall immediately deliver or otherwise make available all such material to the Municipality.
- 9.2 Neither party may assign, transfer or otherwise dispose of this Agreement or any of its rights hereunder or otherwise delegate any of its duties hereunder without the prior written consent of the other party. Any such attempted assignment or other disposition without such consent shall be null and void and of no force and effect. The Contractor shall not assign any money due or to become due to the Contractor unless the Municipality shall have received prior written notice of such assignment. No such assignment shall relieve the Contractor of its obligations under this Contract.
- 9.3 Except as otherwise expressly provided in this Agreement, any decision or action by the Municipality relating to this Agreement, its operation, or termination, shall be made by the Contracting Authority or otherwise as delegated or assigned in Exhibit B.
- 9.4 This Agreement, together with its Exhibits, the IFB referenced above and its Addenda, the required supplemental documents and any additional exhibits, constitute the entire agreement between the Municipality and the Contractor with respect to the matters set forth therein and may not be changed (amended, modified or terms waived) except by a writing signed by the Municipality and the Contractor. Any notices required or allowed shall be sent by receipt-verified mail or courier to the persons designated in Exhibit B.
- 9.5 In the event any terms and conditions of this Agreement conflict with those contained in the IFB and its Addenda, the IFB and its Addenda shall prevail.
- 9.6 This Agreement is governed by the laws of Massachusetts and shall be construed in accordance therewith, regardless of choice of law principles.
- 9.7 Any action at law or suit in equity instituted by the Contractor as a result of the performance, non-performance or alleged breach of this Contract shall be filed in the Superior Court of the Commonwealth of Massachusetts in the county in which the Municipality lies, and in no other court or jurisdiction.
- 9.8 The Contractor shall hereby acknowledge that the use of alcoholic beverages, narcotics, and mood altering substances, except for current valid, legal prescriptions, by any officer, employee, agent, or representative of the Contractor is prohibited on Municipal property

which is the subject matter of this Agreement and during all hours of work under this Agreement. If any officer, employee, agent, or representative of the Contractor violates the foregoing provision, the Municipality shall have the right to order that such officer, employee, agent, or representative of the Contractor shall not be permitted to return to work on this Agreement. Under such circumstances, the Contractor shall promptly remove the subject officer, employee, agent, or representative from the job site and shall not permit the subject officer, employee, agent, or representative to perform further work in conjunction with this Agreement.

- 9.9 No action or failure to act by the Municipality shall constitute a waiver of a right or duty afforded to the Municipality under the Contract, nor shall such action or failure to act constitute approval of or acquiescence in a breach thereunder, except as may be specifically agreed in writing. No forbearance or indulgence in any form or manner by the Municipality shall be construed as a waiver or in any way limit the legal or equitable remedies available to the Municipality. No waiver by the Municipality of any default or breach by the Contractor shall constitute a waiver of any subsequent default or breach.
- 9.10 If the Contractor discovers or is informed of any discrepancy or inconsistency in the Contract Documents in relation to any law, statute, ordinance, by-law, decree, code, rule, regulation, or order, the Contractor shall promptly, before commencing services under this Contract, report the same to the Municipality in writing.
- 9.11 The Contractor acknowledges that it has not been influenced to enter into this Contract, nor has the Contractor relied upon any warranties or representations not set forth in this instrument.
- 9.12 The Contractor shall not represent or purport to represent that it speaks for the Municipality vis-à-vis the media or the public at-large without the Municipality's express, written consent in advance.
- 9.13 Prior to commencing services under this Contract, the Contractor shall furnish the Municipality, in writing, the names, addresses and telephone numbers of not fewer than two (2) principal employees of his business who are to be contacted in the event of an after-hours emergency.
- 9.14 By entering into this Agreement, the Contractor certifies under penalties of perjury that its Bid was made and submitted in good faith and without collusion or fraud with any person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.
- 9.15 By entering into this Agreement, the Contractor certifies under the penalties of perjury, pursuant to M.G.L. c.62C § 49A(b), that it has complied with all laws of the Commonwealth relating to taxes, to reporting of employees and contractors, and to withholding and remitting child support.
- 9.16 The Contractor understands that the Massachusetts Conflict of Interest Law, M.G.L. c. 268A, applies to the Contractor with respect to the services required to be provided under this Contract. The Contractor and its officers, employees, agents, subcontractors and affiliated agencies shall not participate in any activity which constitutes a violation of the Massachusetts Conflict of Interest Law or which creates an appearance of a violation of the Massachusetts Conflict of Interest Law.

IFB # MW 2017 PW1  
Public Works Services and Materials

Due Date: Thu, Apr 13, 2017 at 12:00 PM

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- 9.17 Prevailing wage rates, as contained in the Bid documents, shall be paid, pursuant to M.G.L. c.149 §§ 26-27G, if they are applicable.
- 9.18 The Contractor shall not discriminate against or exclude any person from participation herein on grounds of race, color, religious creed, national origin, sex, sexual orientation (which shall not include persons whose sexual orientation involves minor children as the sex object), age, genetic information, ancestry, children, marital status, veteran status or membership in the armed services, the receiving of public assistance, and handicap. The previous sentence shall include, but not be limited to, the following: advertising, recruitment; hiring; rates of pay or other forms of compensation; terms; conditions or privileges of employment; employment upgrading; transfer; demotion; layoff; and termination. The Contractor shall take affirmative actions to insure that applicants are employed, and that employees are treated during their employment, without regard to race, color, religious creed, national origin, sex, sexual orientation (which shall not include persons whose sexual orientation involves minor children as the sex object), age, genetic information, ancestry, children, marital status, veteran status or membership in the armed services, the receiving of public assistance, and handicap.
- 9.19 If any provision, or portion thereof, of this Contract shall be adjudged to be invalid or unenforceable by final judgment or order of a court of competent jurisdiction the remaining provisions shall continue in effect to the extent permitted by law.
- 9.20 The provisions of this Contract shall be binding upon and shall inure to the benefit of the heirs, assigns and successors in interest of the parties.

IFB # MW 2017 PW1  
Public Works Services and Materials

Due Date: Thu, Apr 13, 2017 at 12:00 PM

**ARTICLE 10**

This Contract is executed in one (1) copy as a sealed instrument.

**SIGNATURES****10.1 For the Municipality by, or on behalf of its Contracting Authority:**

Municipality

Signature

Printed Name

Printed Title

Phone

Fax

e-mail

**10.2 Approved As To Funds Available:**

Signature

Name

Title

Date

**10.3 Approved as to form only:**

Signature

Printed Name

Printed Title

Date

Firm

IFB # MW 2017 PW1  
Public Works Services and Materials

Due Date: Thu, Apr 13, 2017 at 12:00 PM

**10.4 For the CONTRACTOR:**

x Monique Souza  
Signature

Printed Title

Monique Souza  
Printed Name

4.4.17  
Date

MARKINGS Inc.  
Company Name

30 Riverside Dr.  
Street/P.O. Box

Pembroke, MA 02359  
City, State, ZIP

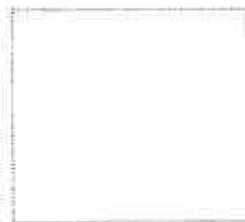
781-826-5171  
Phone

781-826-1121  
Fax

monique@markingsinc.com  
e-mail

Affix Corporate Seal ↳

(or mark "n/a")



IFB # MW 2017 PW1  
Public Works Services and Materials

Due Date: Thu, Apr 13, 2017 at 12:00 PM

## EXHIBIT A

### NOTICE ADDRESSEES

#### A.1 For the Municipality:

Printed Title

Printed Name

Company Name

Street/P.O. Box

City, State, ZIP

Phone

Fax

e-mail

#### A.2 For the Contractor:

Pres.

Printed Title

MONIQUE Souza

Printed Name

MARKINGS Inc.

Company Name

30 Riverside Dr.

Street/P.O. Box

Penbrook, MA 02359

City, State, ZIP

781-826-5171

Phone

781-826-1121

Fax

monique@markingsme.com

e-mail

IFB # MW 2017 PW1  
Public Works Services and Materials

Due Date: Thu, Apr 13, 2017 at 12:00 PM

## EXHIBIT B

### ATTACHMENTS

1. Invitation for Bids # MW 2017 PW1
2. Bid Item Specification # IFB Doc # - 6 PAYMENT MARKINGS
3. Other Bid Documents:
  - Bid Price Form
  - General Bid Form
  - Certificate of Non-Collusion
  - Certificate of Tax Compliance
  - Conflict of Interest Certification
  - Certificate of Corporate Bidder
  - Certificate of Compliance with M.G.L. c. 151B
  - Certificate of Non-Debarment
  - Letter of Availability
  - References
  - List of Subcontractors
4. Other Documents:
  - Bid Bond
  - Labor and Materials Bond (provided prior to start of work)
  - MBE/WBE Letters of Intent & Schedules of Participation (provided prior to start of work)
  - Performance Bond (provided prior to start of work)
  - Insurance Certificate (provided prior to start of work)



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## Bid Price Forms

## MW 2017 PW1

Bidder Name: Markings Inc.  
Bidder Initials: MSS

Bid Item	Estimated Quantity	x	Bid Price / Unit	=	Total
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## 6. PAVEMENT MARKINGS

Pavement Markings [Contractor provides both Labor & Materials]		Bid Total (Subtotals A + B) =			\$ 48,164.87
A	Thermoplastic				\$ 27,286.-
B	Water-Based				\$ 20,878.87
A. Thermoplastic		Subtotal =			\$ 27,286.-
1)	4" Yellow Double	10,000	x .70	/LF	= \$ 7,000.-
	4" Yellow Double [Night]	13,400	x .70	/LF	= \$ 9,380.-
2)	4" Yellow Single	As Needed	x .35	/LF	
3)	4" Yellow - Dashed	As Needed	x .35	/LF	
4)	4" White Double	As Needed	x .70	/LF	
5)	4" White Single	As Needed	x .35	/LF	
6)	4" White - Dashed	As Needed	x .35	/LF	
7)	12" White Stop & Crosswalk	100	x 2.10	/LF	= \$ 210.-
8)	6' White Police Circles	As Needed	x .50	/EA	
9)	8' White "SCHOOL" Legend	4	x 205.-	/EA	= \$ 820.-
	8' White "SCHOOL" Legend [Night]	1	x 205.-	/EA	= \$ 205.-
10)	8' White "ONLY" Legend	4	x 175.-	/EA	= \$ 700.-
	8' White "ONLY" Legend [Night]	1	x 175.-	/EA	= \$ 175.-
11)	Arrows [federal size]	6	x 68.-	/EA	= \$ 408.-
	Arrows [federal size] [Night]	1	x 68.-	/EA	= \$ 68.-
12)	4" White Parking T's and L's	As Needed	x 4.50	/EA	
13)	4" White or Yellow Channelization/Median Islands	As Needed	x .65	/LF	
14)	10' White "SCHOOL"	As Needed	x 235.-	/EA	
15)	White "RXR" [federal size]	As Needed	x 275.-	/EA	
16)	8' White "STOP"	As Needed	x 175.-	/EA	
17)	2' Letters	As Needed	x N/A	/EA	
18)	3' Letters	As Needed	x N/A	/EA	
19)	4" Parking Lot stalls (est. 50 if each)	As Needed	x 15.-	/LF	
20)	Bike Lane Symbols - White Directional Arrow	As Needed	x 110.-	/EA	
	Bike Lane Symbols - White Directional Arrow [Night]	24	x 110.-	/EA	= \$ 2,640.-
21)	Bike Lane Symbols - White Bicycle	As Needed	x 210.-	/EA	
	Bike Lane Symbols - White Bicycle [Night]	26	x 210.-	/EA	= \$ 5,460.-
22)	Bike Lane Symbols - White Bicyclist	As Needed	x 210.-	/EA	
23)	Bike Lane Letters - White "BIKE", "LANE"	As Needed	x 120.-	/EA	
24)	Bike Lane Symbols - White Sharrows/Shared Lane	As Needed	x 305.-	/EA	
25)	Bicycle Detector Symbol - White	As Needed	x 110.-	/EA	
	Bicycle Detector Symbol - White [Night]	2	x 110.-	/EA	= \$ 220.-

## MW 2017 PW1

Bidder Name: MARKINS Inc.  
Bidder Initials: M38

Bid Item	Estimated Quantity	x	Bid Price / Unit	=	Total
26) Grind Existing Lines (95% - 100%)	As Needed	x	1. ~	/LF	

## MW 2017.PW1

Bidder Name: MARINELLS Inc.  
Bidder Initials: MAB

Bid Item	Estimated Quantity	x	Bid Price / Unit	=	Total
<b>B. Water-Based</b>					
1) 4" Yellow Double	53,412	x .081	/LF	=	<b>\$ 20,878.87</b>
2) 4" Yellow Single	As Needed	x .042	/LF	=	<b>\$ 4,326.37</b>
3) 4" Yellow - Dashed	As Needed	x .042	/LF		
4) 4" White Double	As Needed	x .081	/LF		
5) 4" White Single	338,738	x .042	/LF	=	<b>\$ 14,226.99</b>
6) 4" White - Dashed	As Needed	x .042	/LF		
7) 12" White Stop & Crosswalk	200	x .49	/LF	=	<b>\$ 98. -</b>
8) 6' White Police Circles	As Needed	x 35.-	/EA		
9) 8' White "SCHOOL" Legend	20	x 38.50	/EA	=	<b>\$ 770. -</b>
10) 8' White "ONLY" Legend	As Needed	x 32.50	/EA		
11) Arrows [federal size]	As Needed	x 23.50	/EA		
12) 4" White Parking T's and L's	40	x 3.50	/EA	=	<b>\$ 140. -</b>
13) 4" White or Yellow Channelization/Median Islands	As Needed	x .25	/LF		
14) 10' White "SCHOOL"	10	x 44.75	/EA	=	<b>\$ 447.50</b>
15) White "RXR" [federal size]	4	x 75.-	/EA	=	<b>\$ 300. --</b>
16) 8' White "STOP"	20	x 28.50	/EA	=	<b>\$ 570. -</b>
17) 2' Letters	As Needed	x 3.75	/EA		
18) 3' Letters	As Needed	x 5.75	/EA		
19) 4" Parking Lot stalls (est. 60 if each)	As Needed	x 7.50	/LF		
20) Bike Lane Symbols - White Directional Arrow	As Needed	x 25.-	/EA		
21) Bike Lane Symbols - White Bicycle	As Needed	x 25.-	/EA		
22) Bike Lane Symbols - White Bicyclist	As Needed	x 25.-	/EA		
23) Bike Lane Letters - White "BIKE", "LANE"	As Needed	x 25.-	/EA		
24) Bike Lane Symbols - White Sharrows/Shared Lane	As Needed	x 35.-	/EA		
25) Bicycle Detector Symbol - White	As Needed	x 25.-	/EA		
26) Grind Existing Lines (95% - 100%)	As Needed	x 1.-	/LF		



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## Contract Documents

IFB # MW 2017 PW1  
Public Works Services and Materials

Due Date: Thu, Apr 13, 2017 at 12:00 PM

## Form A - General Bid Form

[ATTACH this cover sheet to each Bid Price Form submitted. Note: Company name and agent's initials are required on Each Bid Price Form.]

MetroWest Regional Services Consortium
MW 2017 PW1
Item(s) #: <u>6</u>
Description: <u>PAVEMENT MARKINGS</u>
Addenda: _____

Bidder certifies as follows:

- Bidder possesses the skill, ability and integrity necessary for the faithful performance of the work.
- Bidder certifies that he/she/it is able to furnish labor that can work in harmony with all other elements of labor employed or to be employed in the work.
- Bidder certifies that all employees to be employed at the worksite will have successfully completed a course in construction safety and health approved by the United States Occupational Safety and Health Administration that is at least ten (10) hours in duration at the time the employee begins work and who shall furnish documentation of successful completion of said course with the first certified payroll report for each employee.)

Submits the attached **Bid Price Form** as its bid pertaining to the Invitation for Bids and the specific Item(s) referenced above to the **MetroWest Regional Services Consortium** on the authority of the undersigned and as dated below. The Bidder confirms and pledges to abide by and be held to the requirements of this IFB and its resulting Contract(s), and further, to diligently and promptly perform any tasks and deliver any documents required, and to execute a Contract with any Participating Member Municipality.

IFB # MW 2017 PW1  
Public Works Services and Materials

Due Date: Thu, Apr 13, 2017 at 12:00 PM

## Form A - General Bid Form (Page 2)

Authorized agent of the Bidder [If a corporation, attach certificate of vote or apply corporate seal to this page.]

MARKINGS INC.

\* Affix Corporate Seal

Name of Bidder

30 Riverside Dr.

Pembroke, MA 02359

Address of Bidder

781-826-5171

Telephone Number

By: Monique Souza  
(Signature)

MONIQUE SOUZA

Printed Name

Pres.

Printed Title

4.4.17

Date:

MONIQUE SOUZA

Contact for Bidder

781-826-1121

Fax for Contact

781-826-5171

Telephone for Contact

monique@markingsinc.com

E-Mail for Contact

IFB # MW 2017 PW1  
Public Works Services and Materials

Due Date: Thu, Apr 13, 2017 at 12:00 PM

## Form D – Conflict of Interest Certification

The Bidder hereby certifies that:

1. The Bidder has not given, offered, or agreed to give any gift, contribution, or offer of employment as an inducement for, or in connection with, the award of a Contract pursuant to this Invitation for Bids.
2. No consultant to, or subcontractor for, the Bidder has given, offered, or agreed to give any gift, contribution, or offer of employment to the Bidder, or to any other person, corporation, or entity as an inducement for, or in connection with, the award to the consultant or subcontractor of a Contract by the Bidder.
3. No person, corporation, or other entity, other than a bona fide full time employee of the Bidder has been retained or hired to solicit for or in any way assist the Bidder in obtaining the Contract (pursuant to this Invitation for Bids) upon an agreement or understanding that such person, corporation or entity be paid a fee or other compensation contingent upon the award of a Contract to the Bidder.
4. The Bidder understands that the Massachusetts Conflict of Interest Law, M.G.L. c. 268A, applies to the Bidder with respect to the transaction outlined in the Invitation for Bids.
5. The Bidder understands that the Bidder, his/her/its officers, employees, agents, subcontractors, and affiliated entities, shall not participate in any activity which constitutes a violation of the Massachusetts Conflict of Interest Law or which creates an appearance of a violation of the Massachusetts Conflict of Interest Law.

MARKINUS Inc.

Name of Bidder

30 Riverside Dr.

Pembroke, MA 02359

Address of Bidder

781-826-5171

Telephone Number

By: Monique Souza  
(Signature)

Monique Souza

Printed Name

Pres.

Printed Title

4/4/17

Date:

IFB # MW 2017 PW1  
Public Works Services and Materials

Due Date: Thu, Apr 13, 2017 at 12:00 PM

## Form E - Certificate of Corporate Bidder

I, Alicia Climer, certify that I am the Clerk / Sec. of the Corporation named as Bidder in the attached Bid Form; that Monique Souza, who signed said Bid Form on behalf of the Bidder was then Pres. of said Corporation; that I know his/her signature hereto is genuine and that said Bid Form was duly signed, sealed and executed for and on behalf of its governing body.

(Corporate Seal)

Markings Inc.  
Name of Bidder

30 Riverside Dr.  
Pembroke, MA 02359  
Address of Bidder

781-826-5771  
Telephone Number

By: Alicia Climer  
(Signature)

Alicia Climer  
Printed Name

Clerk / Sec

Printed Title

4.4.17  
Date:

This Certificate shall be completed where Bidder is a Corporation and shall be so completed by its Clerk. In the event that the Clerk is the person signing the Bidder on behalf of the Corporation, this certificate shall be completed by another officer of the Corporation.

IFB # MW 2017 PW1  
Public Works Services and Materials

Due Date: Thu, Apr 13, 2017 at 12:00 PM

## Form F – Certificate of Compliance with M.G.L. c. 151B

The Bidder hereby certifies that it is in compliance with and shall remain in compliance with Massachusetts General Laws (M.G.L.) Chapter 151B and shall not discriminate on any prohibited basis outlined therein.

Markins Inc.

Name of Bidder

30 Riverside Dr.

Pembroke, MA 02359

Address of Bidder

781-826-5171

Telephone Number

By: Monique Souza  
(Signature)

MONIQUE SOUZA

Printed Name

Pres.

Printed Title

4.4.17

Date:

IFB # MW 2017 PW1  
Public Works Services and Materials

Due Date: Thu, Apr 13, 2017 at 12:00 PM

## Form G - Certificate of Non-Disbarment

The Bidder hereby certifies that it is presently not debarred, suspended, or otherwise prohibited from practice by any federal, state, or local agency, and that, should any proceeding arise in which it is debarred, suspended, or otherwise prohibited from practice by any federal, state, or local agency, the Bidder shall inform MAPC within one (1) business day of such debarment, suspension, or prohibition from practice.

MARKINS Inc.

Name of Bidder

30 Riverside Dr.

Pembroke, MA 02359

Address of Bidder

781-826-5171

Telephone Number

By: Monique Souza  
(Signature)

Monique Souza

Printed Name

Res.

Printed Title

4.4.17

Date:



None

2<sup>nd</sup> Low Bidder Letter of Availability



Bid Bond

5

## PENAL SUM FORM

SECTION 00410  
BID BOND

Any singular reference to Bidder, Surety, Owner, or other party shall be considered plural where applicable.

## BIDDER (Name and Address):

Markings, Inc.  
30 Riverside Drive  
Pembroke, MA 02359

## SURETY (Name and Address of Principal Place of Business):

Philadelphia Indemnity Insurance Company  
750 West Center Street  
West Bridgewater, MA 02379

OWNER (Name and Address): Metropolitan Area Planning Council  
60 Temple Place  
Boston, MA 02111

## BID

Bid Due Date: 4/13/2017

Project (Brief Description Including Location): Project # MW 2017 PW1 Item 6, Pavement  
Markings for the Towns in MetroWest  
Regional Services Consortium

## BOND

Bond Number: TBA

Date (Not later than Bid due date): 4/13/2017

Penal sum Five Percent of the Attached Bid 5%  
(Words) (Figures)

Surety and Bidder, intending to be legally bound hereby, subject to the terms printed on the reverse side hereof, do each cause this Bid Bond to be duly executed on its behalf by its authorized officer, agent, or representative.

## BIDDER

Markings, Inc.

(Seal)

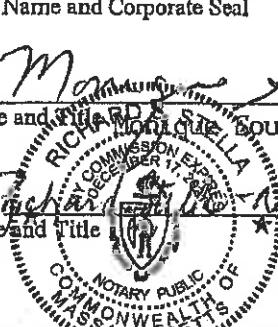
Bidder's Name and Corporate Seal

By:

Signature and Title: RICHARD A. MONTIQUE, President

Attest:

Signature and Title: Richard A. Montique, Notary



Note: Above address to be used for giving required notice.

## SURETY

Philadelphia Indemnity Insurance Company

Surety's Name and Corporate Seal

By:

Signature and Title: David O. Smith  
(Attach Power of Attorney) attorney-in-fact

Attest:

Signature and Title: John M. Fascomit

## PENAL SUM FORM

1. Bidder and Surety, jointly and severally, bind themselves, their heirs, executors, administrators, successors and assigns to pay to Owner upon default of Bidder the penal sum set forth on the face of this Bond. Payment of the penal sum is the extent of Surety's liability.
2. Default of Bidder shall occur upon the failure of Bidder to deliver within the time required by the Bidding Documents (or any extension thereof agreed to in writing by Owner) the executed Agreement required by the Bidding Documents and any performance and payment bonds required by the Bidding Documents.
3. This obligation shall be null and void if:
  - 3.1. Owner accepts Bidder's Bid and Bidder delivers within the time required by the Bidding Documents (or any extension thereof agreed to in writing by Owner) the executed Agreement required by the Bidding Documents and any performance and payment bonds required by the Bidding Documents, or
  - 3.2. All Bids are rejected by Owner, or
  - 3.3. Owner fails to issue a Notice of Award to Bidder within the time specified in the Bidding Documents (or any extension thereof agreed to in writing by Bidder and, if applicable, consented to by Surety when required by Paragraph 5 hereof).
4. Payment under this Bond will be due and payable upon default by Bidder and within 30 calendar days after receipt by Bidder and Surety of written notice of default from Owner, which notice will be given with reasonable promptness, identifying this Bond and the Project and including a statement of the amount due.
5. Surety waives notice of any and all defenses based on or arising out of any time extension to issue Notice of Award agreed to in writing by Owner and Bidder, provided that the total time for issuing Notice of Award including extensions shall not in the aggregate exceed 120 days from Bid due date without Surety's written consent.
6. No suit or action shall be commenced under this Bond prior to 30 calendar days after the notice of default required in Paragraph 4 above is received by Bidder and Surety and in no case later than one year after Bid due date.
7. Any suit or action under this Bond shall be commenced only in a court of competent jurisdiction located in the state in which the Project is located.
8. Notices required hereunder shall be in writing and sent to Bidder and Surety at their respective addresses shown on the face of this Bond. Such notices may be sent by personal delivery, commercial courier, or by United States Registered or Certified Mail, return receipt requested, postage pre-paid, and shall be deemed to be effective upon receipt by the party concerned.
9. Surety shall cause to be attached to this Bond a current and effective Power of Attorney evidencing the authority of the officer, agent, or representative who executed this Bond on behalf of Surety to execute, seal, and deliver such Bond and bind the Surety thereby.
10. This Bond is intended to conform to all applicable statutory requirements. Any applicable requirement of any applicable statute that has been omitted from this Bond shall be deemed to be included herein as if set forth at length. If any provision of this Bond conflicts with any applicable statute, then the provision of said statute shall govern and the remainder of this Bond that is not in conflict therewith shall continue in full force and effect.
11. The term "Bid" as used herein includes a Bid, offer, or proposal as applicable.

936

PHILADELPHIA INDEMNITY INSURANCE COMPANY  
 One Bala Plaza, Suite 100  
 Bala Cynwyd, PA 19004-0950

## Power of Attorney

KNOW ALL PERSONS BY THESE PRESENTS: That PHILADELPHIA INDEMNITY INSURANCE COMPANY (the Company), a corporation organized and existing under the laws of the Commonwealth of Pennsylvania, does hereby constitute and appoint Andrew Barbas; David O. Smith; Kathleen M. Tangey OF THE CITY OF QUINCY, STATE OF MASSACHUSETTS, its true and lawful Attorney-in-fact with full authority to execute on its behalf bonds, undertakings, recognizances and other contracts of indemnity and writings obligatory in the nature thereof, issued in the course of its business and to bind the Company thereby, in an amount not to exceed \$25,000,000.

This Power of Attorney is granted and is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of PHILADELPHIA INDEMNITY INSURANCE COMPANY on the 14<sup>th</sup> of November, 2016.

**RESOLVED:** That the Board of Directors hereby authorizes the President or any Vice President of the Company: (1) Appoint Attorney(s) in Fact and authorize the Attorney(s) in Fact to execute on behalf of the Company bonds and undertakings, contracts of indemnity and other writings obligatory in the nature thereof and to attach the seal of the Company thereto; and (2) to remove, at any time, any such Attorney-in-Fact and revoke the authority given. And, be it

**FURTHER RESOLVED:** That the signatures of such officers and the seal of the Company may be affixed to any such Power of Attorney or certificate relating thereto by facsimile, and any such Power of Attorney so executed and certified by facsimile signatures and facsimile seal shall be valid and binding upon the Company in the future with respect to any bond or undertaking to which it is attached.

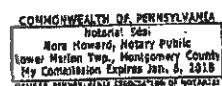
IN TESTIMONY WHEREOF, PHILADELPHIA INDEMNITY INSURANCE COMPANY HAS CAUSED THIS INSTRUMENT TO BE SIGNED AND ITS CORPORATE SEAL TO BE AFFIXED BY ITS AUTHORIZED OFFICE THIS 14<sup>th</sup> DAY OF NOVEMBER, 2016.

(Seal)



Robert D. O'Leary Jr., President & CEO  
 Philadelphia Indemnity Insurance Company

On this 14<sup>th</sup> day of November, 2016, before me came the individual who executed the preceding instrument, to me personally known, and being by me duly sworn said that he is the therein described and authorized officer of the PHILADELPHIA INDEMNITY INSURANCE COMPANY; that the seal affixed to said instrument is the Corporate seal of said Company; that the said Corporate Seal and his signature were duly affixed.



Notary Public:

(Notary Seal)

residing at: \_\_\_\_\_

Bala Cynwyd, PA \_\_\_\_\_

My commission expires:

January 8, 2018 \_\_\_\_\_

I, Edward Sayago, Corporate Secretary of PHILADELPHIA INDEMNITY INSURANCE COMPANY, do hereby certify that the foregoing resolution of the Board of Directors and this Power of Attorney issued pursuant thereto on this 14<sup>th</sup> day of November, 2016 are true and correct and are still in full force and effect. I do further certify that Robert D. O'Leary Jr., who executed the Power of Attorney as President, was on the date of execution of the attached Power of Attorney the duly elected President of PHILADELPHIA INDEMNITY INSURANCE COMPANY.

In Testimony Whereof I have subscribed my name and affixed the facsimile seal of each Company this 13<sup>th</sup> day of April<sup>20</sup> 17



Edward Sayago, Corporate Secretary  
 PHILADELPHIA INDEMNITY INSURANCE COMPANY

**6. Continued Review of Budget Preparation Manual**

As directed by the Board at last week's meeting, the draft budget manual was distributed on Thursday, August 16<sup>th</sup> to all board chairs and department heads for comment. The document was marked as a draft, and the recipients were made aware of the Selectmen's interest in receiving comments before the Board votes to finalize this in September. As of the time the FNM was compiled on Friday, we had not received any comments.

**NO MOTION**

**DRAFT**

**Town of Wellesley**

**Fiscal Year 2019  
Budget Preparation Manual**



**Finance Department**

**July 1, 2017**

## **Budget Preparation Overview**

### ***Boards and Committees***

The Town of Wellesley strives to provide excellent services to its citizens via its numerous elected and volunteer boards and departmental managers. Each board/department has a mission statement and work plan which forms the basis for its annual operating and five-year capital request.

The Town has long valued its fiscal strength, stability, and financial leadership; as evidenced by its continually maintained Aaa bond rating, multi-year financial awards, formal reserve and investment policies, and commitment to funding its past service liabilities (Pension, OPEB). The Board of Selectmen is charged with bringing forth a balanced annual town-wide budget (in addition to articulating a longer term town-wide financial plan (TWFP)) that maintains this fiscal strength. Guidelines are an important method of allocating the resources available after providing for long term financial responsibilities.

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

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

**The purpose of this manual is to describe how to apply Board of Selectmen budget guidelines to annual departmental operating requests, and to give instructions on how to communicate and prioritize capital needs. The Manual will include details on how to prepare the standard templates for both operating and capital requests, as well as providing the Selectmen's recommended budget submission schedule.**

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## **Application of Operating Budget Guidelines**

### **Introduction**

Operating budget guidelines are established by the Board of Selectmen in early Fall for the upcoming fiscal year. The Selectmen make this determination after evaluating the Town's financial position as prepared by the Finance Director, and with input from other boards and committees regarding their anticipated priorities. In recent years there has been a separate budget guideline for school and non-school departments, but this may not always be the case. Guidelines will also be provided for operating expenses and may or may not be the same as for personal services.

All departments must create budgets that meet the stated guidelines after all factors (contracts, steps, longevity, merit pay, etc.) are taken into consideration. Departmental initiatives that cause requests to exceed guideline should be quantified and vetted during the budget cycle discussions. The Board of Selectmen may or may not recommend an override for initiatives that cannot fit within the guidelines.

### **1.0 Personal Services**

#### **1.1 Overview**

There are four types of employees to consider when calculating wages increases for the upcoming year.

- 40-series employees who typically receive a set percentage increase, recommended by the HR Board, which is based upon analysis of market conditions.
- 50/60 series employees who are compensated through a merit pay plan which is administered and appropriated by the Human Resources Department.
- Unionized employees – there are 13 town and school unions which have agreements that specify the percentage Cost of Living Adjustment (COLA) received by these groups each year.
- Contract employees – Executive level positions whose compensation is set by their respective Board.

##### **1.1.1 Budget templates**

Locate the department's operating budget template. Each year, Finance updates the basic information on the templates and places them on the H-drive under the "FIN" folder. This allows department heads and their boards to spend more time budgeting for the fiscal year instead of changing formatting details and entering previous year actuals. From there, find the folder labeled "FY19 Operating Budgets" and locate the department's template under either the "Selectmen" or "Non-Selectmen" sub-folder. Please make a copy of that excel file and save it to your personal F or G drive. The template is made up of three tabs: Salaries, Personal Services & Expenses, and Summary. In these three tabs, the salary tabs links to the PS&E tab, which links to the summary tab. Updating the salaries on the salary tab and the expenses on the PS&E should be enough to link your items correctly. It is important to check the template to ensure all the items are linking correctly once you have finished working. Do not forget to periodically save the template while updating it. This will prevent any changes from being lost.

### 1.2 Pay Weeks

Please keep in mind that you must budget for a varying number of work weeks each year. In FY19, you will need to budget 52.0 weeks of pay in your operating budget. From year to year this number changes, so please ensure that your operating template reflects the correct number of weeks. To the right you will see the work weeks that will be used in the operating budgets for the next four years. In the operating templates that Finance updates initially, this calculation should already be completed. However, it is the responsibility of department heads to ensure that this is correct before submitting the budget. If you wish to check that the formula in your template is correct, you can view the work week multiplier in the total column on the salary tab of your operating budget document.

FY19	52.0
FY20	52.4
FY21	52.2
FY22	52.2

### 1.3 Employee Job Classes

As outlined in the overview, there are four main types of employees in the Town and each group has special budgeting requirements. The requirements are detailed below:

- 40-series employees are the hourly clerical “town” staff. The amount of increase for these employees is determined by the Human Resources Board and the percentage increase will be communicated to all departments by Finance once the guidelines are finalized. This salary increase amount remains in department operating budgets throughout the budget process and is never removed. These employees may be eligible for longevity increases as well. Please consult the (40 Series) longevity table to the right and add longevity increases to the budget where appropriate.
- 50/60-series employees are salaried “town” staff eligible for increased compensation through the merit pay plan, based upon the result of their annual performance review. The HR Board recommends a pool of funds for fiscal year merit bonuses, usually as a percentage increase in payroll costs. Because the results of performance evaluations are unknown at the time the budget is created, departments must factor into their calculations providing this increase for their eligible employees. After budgets are turned in, the Finance Department removes the funds from these budgets and appropriates a like amount in a separate article at Town Meeting. This process enables all relevant parties to see the estimated true cost of employee salaries.
- Unionized employees receive their compensation based upon their respective union agreement with the Town and Schools. All COLA, steps, lanes, certifications, stipends, longevity and any other benefits associated with the contracts must be calculated in your operating budget submission. Some bargaining agreements also have mid-year steps that departments will have to budget for as well. These amounts also stay in the operating budget through the process and are not accounted for separately.
- Contracted employees There are four “town” employees under contract (Executive Director, Finance Director, Police Chief, and the Fire Chief) as well as a number of School department personnel. Raises for these positions must be built into the operating budget and the increase does not get removed prior to Town Meeting, unlike the merit pay plan employees. Departments must include monies for this purpose based either on the language of the employee’s contract, or what the Board estimates should be an increase in compensation for the ensuing year.

Years of Service	Amount
30 or more	\$ 800.00
25-29 years	\$ 700.00
20-24 years	\$ 600.00
15-19 years	\$ 500.00
10-14 years	\$ 300.00

There are several other points to consider in budgeting for personal services:

- **Unsettled union contracts:** Union contracts are typically three years in length, and because they expire on a fiscal-year basis, it is very likely that they will not be settled and the COLA will not be determined prior to development of the next year's budget. To account for this, the department must estimate an increase to show the potential impact of a settled contract to that department's budget. Department staff must work with the Executive Director, Finance Director, and HR Director to determine what this estimated amount should be. That amount for all applicable employees must be calculated into the department's budget so they can fully assess whether they have met the budget guideline or exceeded it. Prior to Town Meeting that salary estimate will be then be removed and appropriated separately in another warrant article so as to not impact the Town's bargaining position with its unions. When the new fiscal year begins, Finance will then make the adjustment to add the needed funds to that department's operating budget. In an unsettled contract year, the guideline for COLA increases is zero. Only existing step progressions or longevity terms should be budgeted.
- For Fiscal 2019, all contracts except Police Patrolmen and Supervisors have been settled, so budgets will be developed using the contractual parameters and the paragraph above will not apply.

#### 1.4 Vacant Positions

Departments are encouraged to budget vacant positions at the mid-point of the salary range. If a department has a long-time employee who was at the top of the range in their job class that has recently retired, replacing the position with a less senior employee may generate a savings. As the salary tables are created by the Human Resources Department, and are based on comparable industry standards, this method of budgeting allows for fair compensation of employees while helping control the growth rate in a department's budget.

#### 1.5 Salary Tab

The salary tab of the operating budget is where all of the personal services calculations will be entered. Please list all employees by name and title. Then show each employee's current year weekly salary followed by his/her starting weekly salary amount in the budget request year. Itemize any additional stipends and add to a total weekly pay amount. For union or 40 series employees who have a mid-year step, then list their new weekly mid-year amount, followed by their stipends and add to a total weekly amount. For those who do not have mid-year steps, simply take the weekly amount and multiply that by the number of the pay weeks for that fiscal year. If there is a mid-year step, it will be necessary to calculate how many weeks the employee will be at the first weekly salary and how many weeks at the second weekly salary to come to a grand total for the fiscal year. The examples below show a regular 60-series employee with no stipends or steps followed by a union employee with an education stipend and a mid-year step increase. Please also keep in mind that 40-series employees and union employees are eligible for a step increase six months after they begin working for the town. This six-month anniversary then becomes the one-year anniversary for subsequent step increases.

Job Title Employee Name	FY18 Rate as of 6/30/2018	Group - Step	FY19 Starting Rate 7/1/2018	Ed. Stipend	Weekly	Group-Step	Step Rate	Ed. Stipend	New Weekly	Total
Municipal Zoo Director Don Duquette	\$ 2,200.00	62	\$ 2,244.00	N/A	N/A	N/A	N/A	N/A	N/A	\$ 116,688
Municipal Zoo Coordinator Anthony Tigre Date of hire 6-1-17	\$ 1,000.00	Z50-1 7-1-17	\$ 1,020.00	15.00	1.035	Z50-2 12-1-17	\$ 1,040.40	15.00	\$ 1,055.40	\$ 54,436

### **1.6 New Employees**

Requests to add new employees generate additional costs and therefore require additional steps. First, the Human Resources (HR) Board must approve any new position by December 1st. This process requires enough lead time for HR to evaluate the position, prepare job descriptions and go through its internal process. Second, the Advisory Committee must be provided sufficient time to review the new position request. Lastly, once the new position is approved, the position must be added to the operating budget with an extra \$20,000 to show the true cost of a full-time benefited employee. For employees less than full time, please provide a prorated benefits cost. The benefited amount, along with merit pay, will be removed prior to Town Meeting and budgeted with other like costs. However, operating budgets must be evaluated versus guideline with benefits included in the department total.

In order to assist departments with planning for a new position, a new form has been included (Appendix B) which should be used to project work space and tools needed by a new employee. Examples of this include: a new computer, phone, office supplies, and anything else relevant for that employee to complete his/her specific job. This form should be completed, signed by the department head or board chair, and submitted with the operating budget. It is pre-populated with typical items and average costs. The items listed on the new employee form should also appear in the operating budget in both the personal services and expense part of the budget request. This form can be found in the H-Drive under the "FIN" folder then "Forms" subfolder.

## **2.0 Expenses**

### **2.1 Overview**

The expense part of the budget can be found on the middle tab of the operating budget template titled "Personal Services & Expenses." On this tab, please add all the necessary items that are not related to salaries. This section includes office supplies, conferences, training and development, travel and anything else the department might need to fulfil its mission. The expense part of the operating budget has four parts in addition to the price for any line item: Munis Org, Munis Object, the account title, and the explanation. All of these pieces should be filled-in for each item in the expense budget. Please research costs by calling vendors and evaluating past expenditures to develop a defensible budget. Departments should also be prepared to answer questions from Advisory and provide calculations and backup for specific line items.

### **2.2 Categorizing Expenses**

Expenses should be placed with the corresponding account title and explanation. The account title relates to the Munis Org and Object. For most departments, generic expenses have been set up in Munis and many of the account titles will already be there. However, some departments may have more unique expenses that do not fit in with existing Munis codes. For example, a department may have to purchase paper bags for an initiative. Such an item would not appropriately go under office supplies or any other Munis code description. Therefore, it is recommended that departments work with Finance to determine when it is appropriate to have new accounts created. Finance will create new Munis codes if the situation merits it. Please see appendix "A" for a list of commonly used expense charge codes. When adding a new expense line, please refer to this list to see what is available. The Explanation part of the budget is more of a free-text field where details can be given about the specifics of a line item request. The Munis description "Conferences" can list specific conferences that the staff of a department is planning to attend

in the coming year. Please provide as much specificity as possible to better inform those who review the departmental budgets.

### **2.3 Centralized Expenses**

Gas and Utility costs are centrally managed and budgeted by the Facilities Maintenance Department. Fuel costs are managed by the Department of Public Works. The Executive Director's office prepares centralized Legal, Liability Insurance, and Compensated Absences budgets. Each year, HR will disseminate the IRS per mile employee reimbursement rate to be used when estimating annual mileage. Employee benefit costs such as Health Insurance, Unemployment, Medicare, Pension, and OPEB are budgeted centrally.

### **2.4 Budgeting for IT Equipment and Services**

The IT Department (ITD) has traditionally budgeted for enterprise software systems used by many/all departments (e.g. MUNIS, MS Office). Following conversion to a new VoIP telephone network in 2015, budgets for basic telephone service were also consolidated into the ITD operating budget. Starting as early as FY18, ITD intends to budget centrally for the preventative replacement of all PCs and printers connected to the Town's network. Other software and equipment that are specific to a department's mission should be budgeted by those departments in the account numbers listed below. ITD maintains an inventory of PCs and printers and will work with your department during the budget planning process to establish an appropriate equipment replacement schedule and discuss future needs. All new software and equipment purchases for non-School departments must be made through/by ITD to ensure compatibility with existing systems, and to establish a single point of contact with vendors for billing and technical support.

- **530800** (Computer Software Services), **534080** (Software Licenses), **542060** (Software) – Include licensing, subscription, and maintenance/support contracts for software used exclusively by your department (e.g. AutoCAD, RecTrac, MySeniorCenter, Quickbooks, etc.)
- **534020** (Telephone), **534050** (Telecommunications), **534055** (Cable and Internet) – Include monthly charges for internet or wire-line telephone service from Comcast, Verizon, or another provider. Any expenses related to wireless/cellular phone service.
- **543030** (Computers Maintenance), **543040** (Equipment Maintenance), **583030** (Technology Equipment) – Include new laptops, tablets, scanners, projectors, routers and other devices *not* connected to the Town's network, including accessories (e.g. docking stations, cables, etc.). Costs will vary greatly by use/configuration and ITD will work with you to obtain quotes for budgeting purposes.

### **2.5 Encumbrances**

When updating the column on the expense tab that represents the most recently completed year, please update the encumbrance amount at the bottom of that column. The total encumbrance amount for the most recent completed year should be what was actually spent the following year, not the grand total that was encumbered. For example, for the FY19 budget request submission, the most recently completed year would be FY17. The total encumbrance to be updated in FY17 would then be what was actually spent in FY18, not the total amount that was originally encumbered. Therefore, if \$500 was originally encumbered from FY17 but only \$400 was spent, \$400 would be recorded in the FY17 column.

### **3.0 Narratives**

#### **3.1 Narrative Overview**

All departments must submit narratives to the Advisory Committee and the Finance Department with the budget requests. The narrative is a department's opportunity to discuss the mission of the Board or Department, past initiatives, current initiatives, future goals, benchmarking, relevant statistical data, and any other aspects that might be of interest to Advisory and the public. The department narrative is where a department should outline current challenges and demonstrate why funding above the guideline is necessary, if applicable. The narrative of each department should be formatted to include the following sections: Mission, department overview/organizational structure, highlights from the past year, coming year goals/initiatives, long term goals/initiatives, personal service budget summary, expense budget summary, revenue chart if applicable, and a section explaining why a department needs more resources or cannot comply with guidelines (if necessary).

#### **3.2 Mission Statement**

The Mission Statement section of the departmental narrative should describe the department's purpose, the services it provides, and manner in which services are to be delivered. Well-crafted Mission Statements can be communicated at a high level and don't necessarily need to be lengthy.

#### **3.3 Organizational Structure**

The department overview/organizational structure will describe the leadership and reporting structure of the department, responsibilities of the various positions, and will include the number of employees.

#### **3.4 Previous Accomplishments**

In this section, the department should discuss goals and initiatives completed during the past year and how those achievements have benefitted the Town. This space can be used to describe completed projects and their impact, successful studies that were completed, new programs that were rolled-out, and any other relevant statistics or items of interest.

#### **3.5 Department Goals**

The next section should describe what the department wishes to accomplish in the coming year. This should include new programs, projects, initiatives, and goals along with how these items will benefit the Town. Should any of your goals result in a financial impact to another board or department, please be specific about the operational and financial impact.

#### **3.6 Warrant Article Requests**

Please give consideration to other initiatives that are not typically included in an operating budgets or the capital budget for which you are considering making a request. These might either be cross-departmental projects, or isolated items for which funds are needed next year. Please include a list of the items and the project budget required so that they can be included as we determine the total amount of funds to be requested at Town Meeting and the ability to finance those.

#### **3.7 Operating Budget Summary**

The next two sections should be summaries of the personal service and expense budgets. Departments should describe any special situations that make up their personal service budget (contract employees, union agreements, mid-year steps, etc.) and go into detail about any new staffing requirements. The expense budget section is the opportunity to speak about initiatives that are driving costs and any other details that might raise questions from Advisory or the Board of Selectmen (conferences, mileage, new expense items, etc.). Additionally, departments should explain what is driving their expense budget if the expense budget is not within guideline.

### **3.8 Revenue Explanation**

As part of departmental operations, some departments collect payments for various services or programs. All departments that take in revenue of any kind should create a section in their narratives devoted to an explanation of those activities and a revenue chart showing the total amount of money collected for the last three completed years, a year-to-date total for the current year, and an estimate for the coming year.

Existing departmental revolving funds should be listed and any newly requested funds should be highlighted. New revolving funds must be supported by new revenue sources, rather than redirecting existing resources.

### **3.9 Out of Guideline**

The final section of the operating budget narrative provides the opportunity for the department to request more resources and explain in further detail why it cannot comply with guidelines, if that is necessary. In this section, departments will make their “sales pitch” to the Board of Selectmen and Advisory if they are requesting additional staff, unplanned capital, or increases in expense budgets that push their budgets over guidelines. The total financial impact of this ‘over guideline’ initiative should be clearly quantified. Much consideration should be given to this section so that the requests being made by the department are clear. All sections of the narratives should be written so that a person who has no familiarity with municipal government can understand what is being described. This reduces the number of questions that relevant parties might have and makes for a much less complicated request process.

## **Capital Request Process**

Boards submit a detailed five-year capital plan annually. Capital requests should support the department's strategic direction, and the financial and operational impact of each requested capital purchase should be quantified. Because financial resources are limited, Boards should consider prioritizing capital needs and should fully research the cost of each item.

There are currently no numeric capital “guidelines”, but consideration should be given to smoothing the department's capital request impact over several years to facilitate affordability, particularly in departments requesting large amounts of cash capital. Thorough preparation will help the Department explain and advocate for its needs, both within the Town's Levy or as a separate referendum. The Board should work with the Finance Director and Executive Director to evaluate different funding strategies.

The capital request forms have been included. Please refer to the checklist and remember to prioritize. Quotes and pictures are extremely helpful.

### Budget Submission Timeline

- July 1, 2017 Fiscal Year begins
- Early August – Input by Departments, Advisory, and Finance on budget guidelines
- Mid-August – Capital templates are distributed by Finance with instructions
- Late August – Finance recommends budget guidelines to BOS
- September 8<sup>th</sup> – Advisory Committee announces work schedule
- September 25<sup>th</sup> – Operating Budget guideline finalized
- September 28<sup>th</sup> – Inter-board meeting to review guidelines/go over budget document
- September 29<sup>th</sup> – Operating budget manual & forms sent out
- September 30<sup>th</sup> - ATM draft warrant articles due from all Departments/Boards
- October 6<sup>th</sup> – HR Board provides guideline for 40/50/60 series
- October 13<sup>th</sup> – Capital budget requests submitted to Finance from all departments
- Late Oct/Early Nov – Special Town Meeting
- November 17<sup>th</sup> – Operating budgets due from Selectmen's departments
- November 20<sup>th</sup> – Finance begins budget compilation & tax classification hearing
- November 30<sup>th</sup> – Final day to submit warrant articles for ATM
- December 4<sup>th</sup> – Operating budgets due to Finance from non-school departments
- December 9<sup>th</sup> – Selectmen's budget workshop
- December 15<sup>th</sup> – School operating budget due
- December 18<sup>th</sup> – Determine budget gap & begin closing process



## Operating Budget Checklist

<b>1</b>	<b>Review Guidelines</b>
<b>2</b>	<b>Obtain template from the H Drive under Finance</b>
<b>3</b>	<b>Save template to personal F or G drive</b>
<b>4</b>	<b>Save your template periodically as you work</b>
<b>5</b>	<b>Confirm that salaries are correct in the current year column on the salaries tab</b>
<b>6</b>	<b>Confirm that union employees and 40-series employees have the agreed to increases in the budget request year on the salaries tab</b>
<b>7</b>	<b>Confirm that the 50/60 series has the correct estimate for the merit pay increase in the budget request year on the salaries tab</b>
<b>8</b>	<b>Confirm that the "Total Salary Request" column on the salary tab is multiplying all employee salaries by the correct amount of pay weeks</b>
<b>9</b>	<b>Confirm that all employees who are eligible for longevity by July 1st of the current fiscal year have their longevity budgeted on the salary tab</b>
<b>10</b>	<b>Confirm that the actuals are correct in the previous fiscal years on the Personal Services and Expense tab (PSE)</b>
<b>11</b>	<b>Confirm that the current year budget column is correct on the PSE tab</b>
<b>12</b>	<b>Confirm that the formulas are correctly pulling the salaries from the salaries tab into the budget request column on the PSE tab</b>
<b>13</b>	<b>Confirm that the "Variance" columns are correct for personal services on the PSE tab</b>
<b>14</b>	<b>Confirm that the personal service subtotals are correct on the PSE tab</b>
<b>15</b>	<b>Enter expense requests in the budget request year column on the PSE tab</b>
<b>16</b>	<b>Confirm that the "Variance" columns are correct for Expenses on the PSE tab</b>
<b>17</b>	<b>Confirm that the Expense subtotals are correct on the PSE tab</b>
<b>18</b>	<b>Confirm that the encumbrance request amounts are correctly in the years they were spent in on the PSE tab</b>
<b>19</b>	<b>Confirm that the "Department Total" are correct on the PSE tab</b>
<b>20</b>	<b>Confirm that all totals on the "Summary Schedule" tab are correctly flowing from the PSE tab by the descriptions on the left side of the page</b>
<b>21</b>	<b>Confirm that the Subtotal for Personal Services and Expenses is correctly adding from the information above it on the Summary Schedule tab</b>
<b>22</b>	<b>Confirm the "Total" at the bottom of the Summary Schedule tab is correctly adding the two subtotals on that page</b>
<b>23</b>	<b>Confirm the Permanent Staffing totals at the bottom of the Summary Schedule tab</b>

## Capital Budget Checklist

1	<b>Review Procedures</b>
2	Obtain template from the H Drive under Finance if template was not sent to you directly
3	Inform Finance if you need assistance adding additional project tabs to your template
4	Save template to personal F or G drive
5	Save your template periodically as you work
6	Confirm that projects and dollar amounts from the previous fiscal years are the same and change them where necessary on the individual project tabs
7	Confirm that all project reference numbers and descriptions on the Summary tab match the project reference numbers and project descriptions on the individual tabs of your template
8	Confirm that all descriptions of current projects are still relevant on all project tabs of your template
9	Create and fill in any new project tabs on your template
10	Check that all the fiscal year total columns on all your project tabs link to the summary page in the matching fiscal year
11	Confirm that the formulas in the Total Capital Requests row and the 5 Year Total column are adding correctly on the Summary tab

## Appendix A

### Common Munis Expense Accounts

Object	Description
521030	FUEL OIL
524010	BUILDING MAINTENANCE
524020	VEHICLE MAINTENANCE
524030	EQUIPMENT MAINTENANCE
524040	OFFICE EQUIPMENT MAINTENANCE
524045	COPIER MAINTENANCE
524050	COMPUTER EQUIPMENT MAINTENANCE
524060	COMMUNICATIONS MAINTENANCE
524090	OTHER CONTRACTUAL SERVICES
527010	BUILDING RENTAL/LEASE
527030	EQUIPMENT RENTAL/LEASE
527050	COPIER MACHINES RENTAL/LEASE
527090	OTHER RENTALS/LEASES
530100	LEGAL SERVICES
530500	TRAINING AND DEVELOPMENT
530600	APPRAISALS AND SURVEYS
530700	ARCHITECTS AND ENGINEERS
530750	PROJECT MANAGEMENT SERVICES
530800	COMPUTER SOFTWARE SERVICES
530900	OTHER PROFESSIONAL SERVICES
534010	POSTAGE
534020	TELEPHONE
534030	ADVERTISING - GENERAL
534035	ADVERTISING - EMPLOYMENT
534040	PRINTING AND MAILING EXPENSE
534050	TELECOMMUNICATIONS
534055	CABLE AND INTERNET
534060	PHOTOCOPYING
534080	SOFTWARE LICENCES
534090	OTHER COMMUNICATIONS SERVICES
538090	OTHER PURCHASED SERVICES
541010	GASOLINE
541020	DIESEL FUEL
542010	OFFICE SUPPLIES
542020	COPIER SUPPLIES
542060	SOFTWARE
542090	OTHER GENERAL SUPPLIES
542110	UNIFORMS
542130	WORK CLOTHING
543010	BUILDING MAINTENANCE/REPAIR SUPPLIES
543030	COMPUTERS MAINTENANCE/REPAIR SUPPLIES
543040	EQUIPMENT MAINTENANCE/REPAIR SUPPLIES
543060	CUSTODIAL MAINTENANCE/REPAIR SUPPLIES
543090	OTHER MAINT/REPAIR SUPPLIES
545000	CUSTODIAL SUPPLIES
549095	PROMOTIONAL MATERIALS
554200	OTHER PURCHASED PRODUCTS
555160	SUPPLIES
566010	SALES TAX
566020	FUEL TAX
566030	MEALS TAX
571010	TRAVEL - MILEAGE
571110	CONF/MTGS - ADMINISTRATORS
571120	CONF/MTGS - PROFESSIONAL STAFF
571130	CONF/MTGS - SUPPORT STAFF
571140	CONF/MTGS - COMM/BOARD MEMBERS
573090	DUES - OTHER
583030	TECHNOLOGY EQUIPMENT

## Appendix B

### New Position Form

This form to be used when a Department is requesting a new position. Positions must be approved by Human Resources by December 1st, so please allow adequate lead time (check with HR). Once this is done, use this form to calculate the true cost of a new position by entering all the information requested below. Have your Department Head or Board Chair Person sign off on the completed form and submit this form with your operating budget.

1. Employee Job Title	2. Employee Job Class	3. Hourly Rate	4. Hours Per Week	5. Pay Weeks	Personal Services																																	
					\$ -																																	
<i>New positions require \$20,000 standard benefit assessment</i>					n/a																																	
Subtotal Personal Services					#VALUE!																																	
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## **7. Review Draft Policies**

Included in your packet is a new policy for the Board's consideration.

- **Boston Marathon Proceeds – First Read**

Terry Connolly has prepared a memo and draft policy outlining both the process of how invitational entries are processed, and how the annual payment the marathon will be used by the Town. While there has been a process in place to award invitational entries, it is not documented. With regard to the payment made by the BAA to the Town (\$61,500 this year) there has not been a clear policy on how these funds, and the Town has accumulated in excess of \$160,000 over the years. We would like to get your feedback to this proposal. Background on both topics is also included in Terry's memo.

## **NO MOTION**

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**Administrative  
Policy and  
Procedure****Board of Selectmen  
Boston Marathon Funds Policy**

Approved \_\_\_\_\_, 2017

**PURPOSE:**

To clarify the use and distribution of funds and invitational entries allocated to the Town of Wellesley by the Boston Athletic Association (BAA) in support of the Boston Marathon.

**POLICY:**

The Board of Selectmen's policy on use of marathon funds is to reimburse expenses of the Police Department, Fire Department, and Department of Public Works. Unused funds will be deposited in a Marathon Fund account to support community events and athletic activities.

This Policy also outlines the assignment of invitational entries to charities that directly benefit Wellesley residents or offer programs that benefit Wellesley and allows all qualified charities a fair chance for the award of one or more runner's entries.

**PROCEDURES:****1. Marathon Contribution**

- a. All payments received from the BAA should be directed to the Executive Director. No direct payments to Town employees or officials are permitted. This applies both to monetary and non-monetary payments.
- b. BAA monetary payments made to the Town as reimbursement for expenses incurred in connection with the Marathon should be considered a requirement use of the marathon payment, and not a gift.
- c. BAA monetary payments made to the Town over and above the amount paid as reimbursement for expenses may be considered a gift to the Town, and the use of such funds is subject to any conditions placed thereon by the BAA, as well as any further restrictions adopted by the Board of Selectmen pursuant to this policy.
- d. Annual reimbursement for costs related to the marathon setup and operation are as follows
  - i. Police Department \$15,000
  - ii. Fire Department \$15,000
  - iii. Department of Public Works \$5,000

**Administrative  
Policy and  
Procedure****Board of Selectmen  
Boston Marathon Funds Policy**

Approved \_\_\_\_\_, 2017

- e. The Board of Selectmen may make additional expenditures from this allocation for the benefit of Wellesley based groups, which contribute to the overall health and wellness of Wellesley residents. These may include providing college scholarships, contributing to Wellesley Wonderful Weekend, and funding various fitness programs hosted in Wellesley.
  - i. Groups interested in requesting funds should:
    - 1. Prepare brief proposal and include 3 quotes for the respective product or service.
    - 2. Submit proposal and quotes to the Selectmen's Office.
    - 3. Executive Director will make recommendations to the Board of Selectmen for award.
- f. Remaining Funds are deposited into Marathon Fund Account each year.
- g. The Board of Selectmen can elect to allow the Marathon Fund Account balance to build in order to fund a future town-wide project.

**2. Allocation of Invitational Entries**

- a. Each year, the BAA provides to the Town of Wellesley a certain number of invitational entries for the Boston Marathon. These invitational entries provide waivers of the normal qualifying requirements for the race. Due to the restricted amount of runners in the Marathon and its national recognition, the entries assigned pursuant to these waivers have a financial value.
- b. All recipients of invitational entries must agree to pay the applicable entry fee to the BAA and to fundraise a minimum of \$4,000 for the sponsoring charity.
- c. All recipients of invitational applications must agree to comply with all terms and conditions set by the BAA.

**1. Schedule**

- i. The Boston Marathon is held each year on Patriots Day

**Administrative  
Policy and  
Procedure****Board of Selectmen  
Boston Marathon Funds Policy**

Approved \_\_\_\_\_, 2017

- ii. By November 10<sup>th</sup> of the preceding year, the Selectmen will begin accepting applications from charities for an allocation of invitational entries. The application must include the desired number of Invitational entries the charity is seeking. The application can be found at [www.wellesleyma.gov/marathon](http://www.wellesleyma.gov/marathon).
- iii. Completed applications must be submitted to the Selectmen's Office by December 1<sup>st</sup>
- iv. Invitational Entries will be awarded to qualified charities by December 20<sup>th</sup>.
- v. Awarded runners must submit their fundraising minimum (\$4,000) to the sponsoring charity by May 15<sup>th</sup>.
- vi. Charities must report each runner's total fundraising no later than June 15<sup>th</sup>.

**DEFINITION:**

The "gift", which is the remainder of the funds after paying marathon related expenses, is placed into a fund called the Marathon Fund.

Marathon Fund Account – A Reserve Fund to hold unused yearly marathon contributions for future award by the Board of Selectmen.

**REGULATORY / STATUTORY REFERENCES**

Use of the Marathon Contribution and Allocation of Invitational Entries are subject to the requirements of the Boston Athletic Association.

**Administrative  
Policy and  
Procedure****Board of Selectmen  
Boston Marathon Funds Policy**

Approved \_\_\_\_\_, 2017

**APPROVED BY:***Board of Selectmen, Chair*      Ellen F. Gibbs \_\_\_\_\_*Board of Selectmen*      Jack Morgan \_\_\_\_\_*Board of Selectmen*      Marjorie R. Freiman \_\_\_\_\_*Board of Selectmen*      Thomas H. Ulfelder \_\_\_\_\_*Board of Selectmen*      Beth Sullivan Woods \_\_\_\_\_

Original date: .....

Revised dates: .....

TOWN OF WELLESLEY



MASSACHUSETTS

**BOARD OF SELECTMEN**

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

ELLEN F. GIBBS, CHAIR  
JACK MORGAN, VICE CHAIR  
MARJORIE R. FREIMAN, SECRETARY  
BETH SULLIVAN WOODS  
THOMAS H. ULFELDER

FACSIMILE: (781) 239-1043  
TELEPHONE: (781) 431-1019 x2201  
[WWW.WELLESLEYMA.GOV](http://WWW.WELLESLEYMA.GOV)  
BLYTHE C. ROBINSON  
EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

Date: August 18, 2017  
To: Board of Selectmen  
From: Terry Connolly  
RE: **Boston Marathon Funds Policy Questions**

Below is information for the board to consider while reviewing the draft Boston Marathon Funds Policy.

**1. Why do we recommend covering department costs if they have covered them?**

These costs are not currently included in their operating budgets. The recommended amounts do not cover the actual costs of the three departments. There are many things happening in preparation for the marathon, the actual race itself, and the work after the conclusion of the event.

**2. How much are we recommending?**

We are recommending allocating the following amounts:  
\$15,000 to Police Department;  
\$15,000 to Fire Department; and  
\$5,000 to Department of Public Works.

**3. What if we don't make transfers?**

Police, Fire, and DPW report they would need to increase their yearly operating budget requests by this amounts. These BAA requests these funds are used as reimbursement for work related to the marathon.

**4. How much money do we currently have?**

The account balance is currently \$164,684.65.

5. Do we want a committee to recommend use of available marathon funds?

Hopkinton started a Marathon Fund Committee for this purpose back in 1986. The Town of Hopkinton has a very prominent role in the Boston Marathon and the current Marathon Fund balance is \$42,000. If the Board approved the recommended allocations to Police, Fire, and DPW, the remaining yearly addition to the Marathon Fund would be \$26,500. At this pace, the total would approach \$200,000 in the next few years and that could be the time to consider a larger community project. The Selectmen could solicit smaller proposals for these funds and re-evaluate in 3 years. Staff recommends we do not setup a standalone committee, rather that our office review applications and make a recommendation to the board.

6. Why are we recommending a policy?

We created this Policy to formalize the use of the marathon contribution which has been inconsistent over the past several years. Other than town department allocations, this policy also offers possible uses that could benefit the Town of Wellesley and its residents. This policy also includes general information, a timeline, and guidance related to the awarding of the Invitational Entries.

We hope this is helpful. Please let us know if you have any questions.

Thank you.

TOWN OF WELLESLEY



MASSACHUSETTS

## BOARD OF SELECTMEN

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 BLYTHE C. ROBINSON  
 EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

Date: August 18, 2017

To: Board of Selectmen

From: Terry Connolly

RE: Use of BAA Yearly Financial Contributions by Peer Communities

### Use of Boston Athletic Association (Boston Marathon) Yearly Financial Contributions

The Boston Athletic Association (BAA) provides yearly financial contributions to all of the Boston Marathon communities. The yearly contributions for 2014-2017 were level funded at \$61,500. The use of the BAA contribution is at the discretion of each community. The BAA requests that any available funds be allocated to youth and community programs.

### Use of BAA contribution by peer communities (Background)

We asked other Marathon communities about their use of the contribution and if they currently have a use policy in place. We received responses from the following communities:

**Hopkinton** – Hopkinton adopted a policy for the distribution and use of the yearly contribution. After reimbursing expenses incurred by the town, excess funds are considered a gift. This “gift” is placed in a fund called the Marathon Fund administered by the Marathon Fund Committee. The Marathon Fund Committee is charged with making recommendations to the Board of Selectmen regarding expenditures for the benefit of Hopkinton based groups, which contribute to the overall health and wellness of Hopkinton residents. Current Balance 2017 - \$49,000

**Brookline** – The Boston Athletic Association (BAA) Expendable Trust Fund is funded by the annual contribution from the BAA related to the Boston Marathon. These current “commitments” are Brookline Day (\$35,000) and the Art Council (\$7,200). Brookline Day is an annual town celebration fit for families. Current balance 2017 – 266,445

**Ashland** - Use contribution to cover their expenses related to the event (marathon). Any remaining funds used for resident fitness programs. 2017 marathon expenses exceeded the contribution leaving no remaining balance to use.

**Natick** – Natick distributes the annual contribution to cover actual department costs incurred by Police, Fire, and DPW. The Recreation Department requests funding each year. (Copy of 2017

**Recreation and Parks request attached)** Surplus funds are deposited in BAA Marathon Special Revenue Fund. Deficits are paid from the Special Revenue Fund. Current balance 2017 – \$19,569

**Newton** – Use contribution to support the General Fund for no specific purpose until its use is approved by the City Council.

Please let me know if you have any questions.

Thank you.



## Natick Community Services Recreation and Parks

COMMUNITY THROUGH PEOPLE, PARKS & PROGRAMS

### MEMO

**To:** Martha White, Town Administrator  
**Cc:** Jemma Lambert, Community Services Director  
**From:** Karen Partanen, Recreation & Parks Director  
**Re:** Request for BAA Funds for Recreation and Parks – Dug Pond Playground  
**Date:** 4/7/17

In cooperation with the Recreation and Parks Commission, we request \$18,781 from the BAA fund for the following project.

- \$15,502 for an Apollo Rope Climber for Dug Pond. The climber is recommended for children aged 5-12 years old and has the capacity for 15-20 children.
- \$1,279 for an Early Childhood “T” Swing to be installed in the area designated as “baby land” at Dug Pond. The swings are recommended for children aged 2-5 years old and have the capacity for 2 children.
- \$2,000 for miscellaneous removal & installation labor costs and concrete

Dug Pond has been a popular spot for our youth and the current playground equipment receives significant use throughout the day. Camp Woodtrail visits the beach 3 - 4 times each week during the summer months and not all campers have the same interest level of water play.

It has become critical we replace the aging and deteriorating playground equipment so our youth have a safe alternative to playing in the water. Upgrading our playground equipment would provide an active activity that promotes imagination, enhancing coordination and encourages team building.

Thank you for your consideration and should you have any questions, please do not hesitate to be in touch

	2017	2016	2015	2014	2013	Totals
	Invitations Awarded					
Friends of Wellesley METCO	4	7	7	4	0	18
Wellesley Scholarship Foundation	4	2	1	1	5	9
Wellesley Friendly Aid	1	1	1	1	5	8
War Memorial Scholarship Fund	2	1	6	0	0	7
Wellesley A Better Chance (ABC)	2	3	2	2	0	7
Wellesley Education Foundation (WEF)	2	3	1	1	0	5
West Suburban Veterans Fund For Wellesley	0	0	0	2	2	2
Wellesley Theatre Project	1	0	1	4	6	
Friends of the Council on Aging	1	2	0	0	0	2
Wellesley Food Pantry	0	0	1	0	1	
Razia's Ray of Hope	1	0	0	0	0	1
Cite Soliel Opportunity Council	1	0	0	0	0	1
Wellesley Police	0	0	0	0	0	0
Wellesley Fire	0	3	3	0	0	6
Wellesley FMD	0	1	0	0	0	1
Community Investors	1	0	0	0	1	
Elizabeth Seton Residence	1	0	0	0	1	
Newton Wellesley Weston Committee for Community Living	1	0	0	0	1	
Wellesley Turkey Trot	1	0	0	0	0	1
Adolescent Wellness, Inc (AWI)	1	0	0	0	0	1
Razia's Ray of Hope	0	0	0	0	0	0
On Belay	0	0	0	0	0	0
World of Wellesley	1	0	0	0	1	
Mass Bay Community College Foundation	1	0	0	0	1	
Other	0	0	8	0	0	8
Total	22	22	22	24	16	90

**P115**  
**Final Fundraising Results**  
**May 26, 2017**

<b>2017 Boston Marathon - Invitational Entries</b>	<b>Runner</b>	<b>Fundraising Total</b>
Friends of Wellesley METCO		4
	Jason Gardner	11,000.00
	Ricki Benjamin	6,410.00
	Ryan Dietz	4,669.00
	Cassie Short	4,640.00
Wellesley Scholarship Foundation		4
	Rafael Gomez	4,956.33
	Karen Haddock	5,386.13
	Bill Pedersen	4,940.00
	Karen Keenan	10,000.00
Wellesley Friendly Aid		1
	Brian K Gerhardson	4,000.00
War Memorial Scholarship Fund		2
	Diana Katsikaris	5,220.00
	Tim Clark	4,000.00
Wellesley A Better Chance (ABC)		2
	Brennan Mullin	5,377.00
	Brian Reddy	6,348.00
Wellesley Education Foundation (WEF)		2
	Mark Ito	6,631.00
	Diana Hockett	4,297.00
Friends of the Council on Aging		1
	Elizabeth Bradley	4,665.72
Community Investors		1
	Puneet Bhatia	13,010.00
Elizabeth Seton Residence		1
	Kevin Flynn	5,430.00
Newton Wellesley Weston Committee for Community Living		1
	Kate Mignosa	6,305.00
Adolescent Wellness, Inc (AWI)		1
	Natasha Snapper	23,441.00
World of Wellesley		1
	Ilyse Cody	5,100.00
Mass Bay Community College Foundation		1
	Sue Maggioni	9,111
<b>Total</b>	<b>22</b>	<b>\$154,937.23</b>



#### **8. Approval of Aqueduct Lease**

As you will note from the packet, after further scrutiny and assistance from an attorney who specializes in land titles, Town Counsel has determined that in fact the Town does have ownership of parcel "E" of the Aqueduct. In light of this staff recommends that the Town move forward to award a lease for the parcel to Bank of America. An updated memo from Terry on this topic is included in your packet as well.

**MOVE** to award a 5-year land lease for parcel E located at 342 Washington Street to Bank of American in accordance with the Request for Proposals dated, June 14, 2017 and their submittal dated July 24, 2017. Said lease to commence September 1, 2017. And to authorize staff to submit required notices and disclosure to the Central Register and DCAMM.

# Miyares and Harrington LLP

A private law firm in the public interest

J. Raymond Miyares  
 Thomas J. Harrington  
 Christopher H. Hoep  
 Donna M. Buewer  
 Jonnie M. Merrill

Rebekah Lac

Ivrin Glass Fried  
 Eric Reustle  
 Blake M. Mensing  
 Katherine E. Stock

August 17, 2017

Blythe Robinson, Executive Director  
 Town of Wellesley  
 525 Washington Street  
 Wellesley, MA 02482

Re: Cochituate Aqueduct Title – 342 Washington Street - Lot E

Dear Blythe:

The Town has good title to the subject parcel shown as Lot E on the attached Plan.

The Town acquired title to the entirety of the Cochituate Aqueduct lands within the Town borders from a deed recorded March 38, 1963 in Book 4060, Page 135 (attached). The commonwealth granted "all its right, title and interest of whatever nature, kind or description in that portion of the Cochituate Aqueduct, so-called, situated within said Wellesley....and to any land or interest in land in said Wellesley acquired for use in connection with said Aqueduct." The plans showing Aqueduct lands are also attached.

The deed holds only one restriction for use in one section of the land: "The Town of Wellesley further covenants and agrees that it will use the portion of the land herein conveyed contiguous to land held by the grantor adjacent to the Charles River for municipal purposes, but in no way obnoxious or detrimental to the grantor's use of its adjoining land."

The title to Lot E (attached) on Washington between Abbott and Prescott is a little unusual in that, since the date of the taking by the Commonwealth, the owners of lot E include in their chain of title, "all the right, title and interest of the grantor in and to the fee and soil of the land marked "Commonwealth of Massachusetts" subject to the rights, easements and privileges of the Commonwealth therein." This is also included in the present deed. Despite this language, Lot E was included in the land taken by the Commonwealth for the Cochituate Aqueduct, and was conveyed to the Town by the Commonwealth. Furthermore, there is no intervening conveyance from the Commonwealth to the owner of Lot E after the taking.

Therefore, I conclude that the Town has good title to the parcel shown as Lot E.

# Miyares and Harrington LLP

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Blythe Robinson, Executive Director  
August 17, 2017  
Page 2 of 2

Please let me know if you have any further questions.

Sincerely,



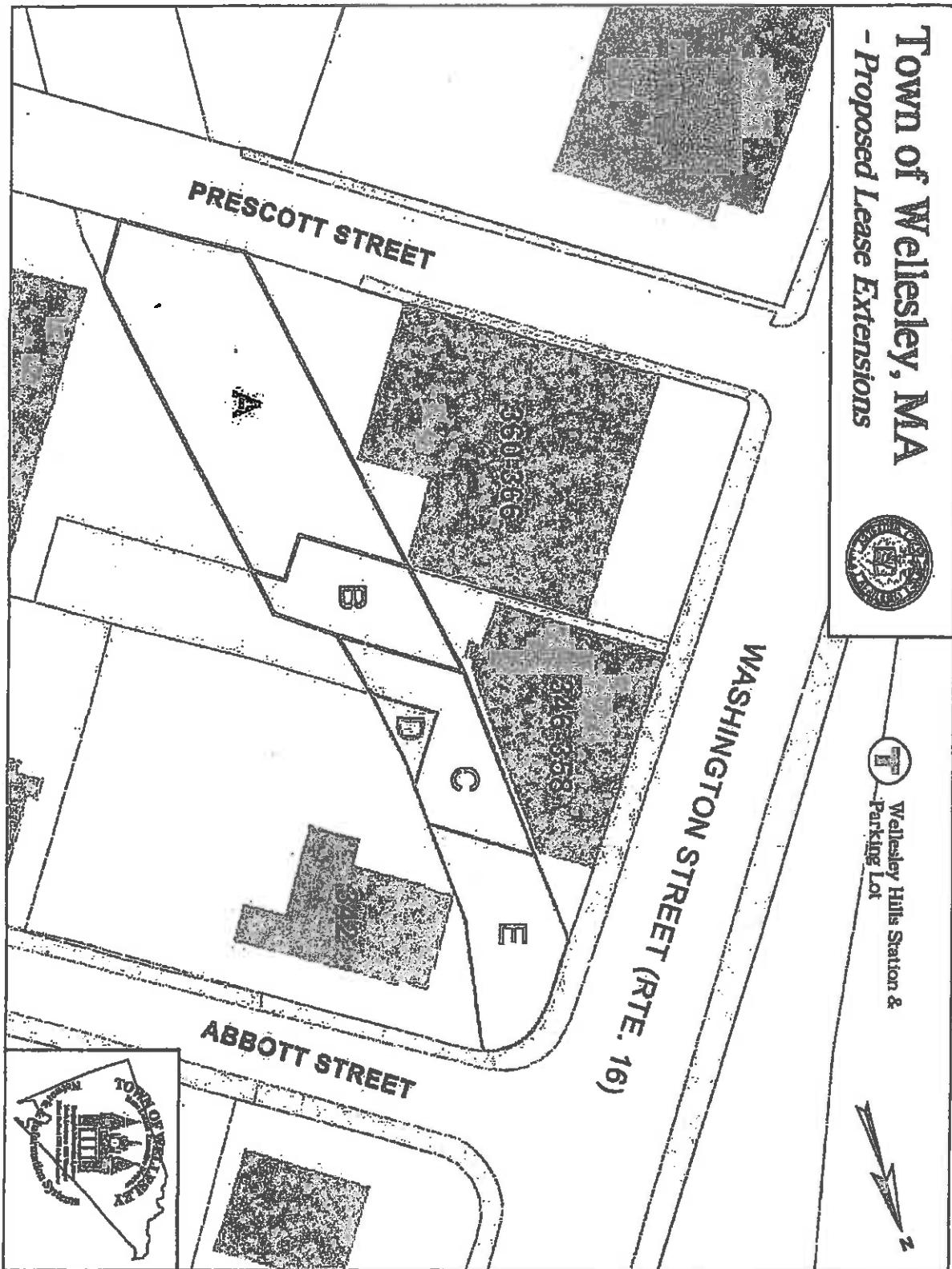
A handwritten signature in black ink, appearing to read "Tom Harrington".

Thomas J. Harrington

**Town of Wellesley, MA**  
*-Proposed Lease Extensions*



Wellesley Hills Station &  
Parking Lot



TOWN OF WELLESLEY



MASSACHUSETTS

## BOARD OF SELECTMEN

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 BLYTHE C. ROBINSON  
 EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

Date: August 18, 2017

To: Board of Selectmen

From: Terry Connolly

RE: Aqueduct Lease

The Board of Selectmen is authorized by Town Meeting to lease certain portions of the Cochituate Aqueduct and one non-aqueduct parcel for parking. The final remaining lease to award is parcel #3 located at 342 Washington Street. After extensive research by an attorney that specializes in land titles, this memo recommends awarding a lease for Parcel #3.

#	Parcel Location	Lease End date	Size in sq. ft.	Lessee	Current Year Payment
1	Whole Foods	2055	30,894	Gravestar	\$92,680
2	5 State Street (Lot)	8/31/17	9,037	Captain Mardens	\$20,333
3	342 Washington	8/31/17	2,820	Bank of America	\$12,972
4	360-366 Washington	8/31/17	7,958	Haynes Management	\$19,895
5	346-358 Washington	8/31/17	5,282	ToryDefazio	\$10,564
6	956 Worcester (non aqueduct)	8/31/17	3,897.6	Jarvis Appliance	\$9,744

### Current Leases and Outlook

The lease for parcel #3 expires on August 31, 2017. A new appraisal was prepared and the proposed annual rent was included in the Requests for Proposals distributed in June. Town Counsel has confirmed the town's ownership of parcel #3 and we are recommending awarding the lease of parcel #3 to Bank of America.

### Property Taxes

At the request of the Chief Assessor, pursuant to MGL c.59 §2B, the responsibility for payment of property tax by the lessee is included in the RFP for the first time. A table showing the proposed annual rent for the first 5-year term, estimated property tax for FY18, and total year 1 payment is below. This assumes an estimated tax rate of \$12.00 per \$1,000 of assessed value, which was provided by Donna McCabe, Chief Assessor. Both the assessed value and tax rate are estimates.

#	Parcel Location	Current Annual Rent	Assessed Value (From appraisal)	FY18 Tax Bill (est.)	Proposed Annual Rent (Term 1)	Submitted Annual Rent (Term 1)	Fy18 Total Payment (est.)	Total Increase
3	342 Washington (Lot E)	\$12,972	\$282,000	\$3,384	\$18,330	\$18,330	\$21,714	\$8,742

#### Proposed Escalation Details

The RFP included using Consumer Price Index (CPI) to determine the rent payment adjustment for the extension term (years 6-10). An example using the previous 5 years of Northeast urban CPI for an extension term starting January 2017, results with an increase of 5.75%. This escalation calculation was included in the RFP. This would be a one-time rent adjustment for the entire extension term.

#### Lease Process

The process for leasing town owned land per MGL Ch. 30B requires use of the Request for Proposal Process (RFP) process. We received a single proposal for parcel #3. The proposed annual rent was obtained from the Town's appraisal, completed in 2017. The submittal for 342 Washington Street (#3) agreed to proposed annual rent and acknowledged responsibility for the payment of property tax required in the RFP. We are recommending the Board award a 5-year lease with a potential 5-year extension term for the following parcel:

#3     342 Washington Street  
(Parcel E)

As shown above, the new annual rent and the inclusion of property tax will increase payment to the Town by a total of \$ \$8,742 for parcel #3 in year 1.

#### Next Steps

There are some minor changes to the lease being proposed in the submittal. We will return with final lease for the board to execute after the lease is signed by lessee.

Please let us know if you have any questions or would like additional information.

Thank you.

**9. Review Draft Board of Selectmen Annual Report**

Meghan has taken the liberty of drafting for the Board its annual report of activities for FY17. The document follows the Board's typical format highlighting major accomplishments, actions of the town meetings which the Board had proposed, significant staff changes, and the board's makeup and leadership assignments

**MOVE to approve the Board's Annual Report for fiscal year 2017.**

## REPORT OF THE BOARD OF SELECTMEN

### Membership and Organization

During the 2017 fiscal year, Ms. Marjorie R. Freiman chaired the Board with Ms. Ellen F. Gibbs serving as vice-chair, Mr. David L. Murphy as secretary, and members Ms. Barbara D. Searle and Mr. Jack Morgan. On March 7, 2017, Mr. Thomas Ulfelder and Ms. Elizabeth Sullivan Woods were elected to open terms following Ms. Barbara D. Searle (three terms of service), and David L. Murphy (one term of service) completion of their terms. On May 18, 2017, the Board reorganized and voted to elect Ms. Gibbs as chair, Mr. Morgan as vice-chair, and Ms. Freiman as secretary effective July 1, 2017.

### Town Meeting Articles and Actions

#### Special Town Meeting

On April 3, 2017, the Selectmen convened a special town meeting within the Annual Town Meeting, for the primary purpose of considering approving a long-term ground lease of Town-owned property at 900 Worcester Street and bylaw changes to accommodate the building of a recreational facility. Town Meeting overwhelmingly supported the articles, allowing the project to move forward to permitting. The proposal includes a new facility, which will be built by the developer and privately-operated, will include two NHL-size ice rinks with seating capacity for 750 spectators, a main swimming pool (10 lanes at 25 yards) with seating capacity for 400 spectators, plus a smaller pool with warm water and zero-type entry. An indoor turf field will be suitable for 7 v 7 soccer. There will be a second floor fitness area with space for physical therapy and a fitness center. The facility will also include locker rooms, a pro shop, and concessions.

#### 2017 Annual Town Meeting

The 2017 Annual Town Meeting convened on March 27, 2017, to act on the Fiscal Year 2018 budget and other Town business. The Board of Selectmen sponsored and made motions on the following articles, all of which were approved:

Article 2	Town-Wide Financial Plan
Article 3	Consent agenda
Article 6	Salary of Town Clerk
Article 7	Supplemental FY17 appropriations
Article 8	Omnibus budget and capital
Article 9	Establishment of a Special Injury Leave Indemnity Fund
Article 10	Establishment of a Special Education Reserve Fund
Article 11	Establish a new Revolving Fund Bylaw and establish Revolving Fund Spending Limits
Article 17 Project	Raise and appropriate design funds for the Town Hall Envelope Restoration
Article 19	Raise and appropriate funds for the Fire Station 1 Floor
Article 23	Appropriate, rescind debt, and formally name the Tolles Parsons Center ( <i>Co-sponsored with Council on Aging</i> )
Article 26	Authorize Selectmen to enter into the fourth amendment to the Linden Square Development Agreement
Article 27	Authorize Selectmen to transfer inclusionary zoning funds to the Wellesley Housing Development Corporation
Article 28	Authorize the Selectmen to take by eminent domain three parcels of land and transfer them to the School Committee

Article 29	Authorize the Selectmen to petition the Legislature to amend Ch. 88 of the Acts of 2004 (OPEB Special Legislation)
Article 30	Amend the Zoning Bylaw to establish a moratorium on the sale of recreational marijuana
Article 39	Amend Article. 14. Permanent Building Committee Bylaw to raise project thresholds and to comply with current procurement laws ( <i>Co-sponsored with Permanent Building Committee</i> )
Article 44	Authorize the Selectmen to rescind or transfer debt and to appropriate bond premiums
Article 49	Appoint Fire Engineers

### **Executive Director Transition**

#### **Executive Director, Hans Larsen Retires**

Mr. Hans Larsen retired from the Town of Wellesley on January 10, 2017 after 11 years of distinguished service. The Board of Selectmen hired Mr. Larsen as the Executive Director in 2005, following a 25-year career in the private sector. Mr. Larsen began his service in Town Government with the Advisory Committee, for which he served 2002 - 2005, and was chair his final year. As Executive Director, Mr. Larsen accomplished a great many things and is praised for his financial insight, deep integrity, and commitment to servicing the residents of Wellesley. Several highlights of his career include aggressive work towards decreasing the Town's pension liability including the establishment of OPEB Special Legislation and funding, removal of the Police and Fire Departments from Civil Service, the creation of the Facilities Maintenance Department, Health Care initiatives, debt financing and construction of the Wellesley High School, the acquisition of the North 40, and the acquisition and planning for the 900 Worcester recreational facility. The Board of Selectmen wish Mr. Larsen a long, happy, and healthy retirement.

#### **Executive Director, Blythe Robinson**

The Board of Selectmen appointed Ms. Blythe Robinson as the Executive Director to administer the Town on January 3, 2017. Ms. Robinson has been a local government professional for over 25 years. Ms. Robinson began her career in Maryland for two different communities. Since then she has served in a wide variety of roles in Cleveland, Ohio, Bridgeport, Tolland and Avon, Connecticut, and most recently was the first Town Manager for the Town of Upton, Massachusetts from 2010 – 2016. She has the distinction of Credentialed Manager from the International City & County Management Association, and serves on the Board of Directors for the Massachusetts Interlocal Insurance Association (MIIA), and the Board of the Property and Casualty Group administered by MIIA.

### **Selected Fiscal Year 2017 Accomplishments**

- **Fiscal year 2017 budget** – Balanced the budget without the need for a Proposition 2 ½ override.
- **900 Worcester Street** – Negotiated a long-term land lease with Wellesley Sports Center, LLC and brought forward to a Special Town Meeting articles to support the construction of a recreational facility. The finalization of Town Meeting action completes a 12 year process to acquire and create a facility at the former St. James the Great Church site.

- **Personnel matters** – The Board of Selectmen appointed Deputy Chief Jack Pilecki as Chief of Police following the retirement of Chief Terrence Cunningham. The Board successfully negotiated 6 union contracts that were approved at the Annual Town Meeting.
- **Boston Marathon Invitational Entries** – Awarded 22 Invitational Entries for the 2017 Boston Marathon to designated Wellesley-based charities. Each recipient of an entry was required to raise a minimum of \$4,000 for his/her respective charity. Two recipients ran for the War Memorial Scholarship Fund administered by the Board of Selectmen.
- **Hardy / Hunnewell / Upham** – The Master Plan Committee completed the charge established in 2016 to create a Master Plan recommendation. The Board of Selectmen and School Committee accepted the recommendation by the Master Plan Committee in March, and dissolved the Master Plan Committee on March 20, 2017. In June 2017, the Board of Selectmen and School Committee established a School Building Committee to conduct a two-phase study to include a proof of concept phase to investigate all three sites and a feasibility study for two selected sites.
- **Unified Plan** – In collaboration with the Planning Board, the Selectmen continued this effort to develop a Town-wide strategic plan and update the Town's Comprehensive Plan. The Visions and Values of the plan have been established and working groups focused on key challenges in the community including housing, economic development, natural and cultural resources, health, and town government strategic concepts.
- **Updated Policies** – The 2006 Executive Session Policy was updated to reflect current law. The Gift Policy was updated to allow the Executive Director to accept small gifts under a value of \$500 on behalf of the Board of Selectmen.
- **Funded Project Updates** – The Tolles Parsons Center underwent significant construction over the past year and is anticipated to be completed by September 2017. The Route 9/Kingsbury Street intersection improvements commenced in June 2017 and are anticipated to be completed in September 2017.
- **Parking Meter Enhancements** – Completed planned parking meter replacements and initiated in January 2017 Pay by Phone technology that allows residents to pay for meters using a smartphone.
- **Traffic Matters** - The Traffic Committee lead by Police Chief Jack Pilecki continues to meet and review traffic complaints, intersection and road improvement proposals, and speed and signage proposals. The Traffic Committee makes recommendations to the Board of Selectmen on traffic matters. The Traffic Committee brought forward intersection improvements for Brook Street/Benvenue Street and Brook Streets/Amherst Road that were approved by the Board of Selectmen.
- **War Memorial Scholarship** – The Board of Selectmen authorized \$7,000 to be awarded by the Wellesley Scholarship Foundation to two Wellesley High School graduates from the War Memorial Scholarship fund.

## **10. New Business & Correspondence**

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

- ❖ Various letters of commendation from Chief Pilecki
- ❖ Updated list of restaurants with over 100 seats & alcohol licenses

**TOWN OF WELLESLEY**

WELLESLEY, MA 02482  
Telephone 781-235-1212

**POLICE DEPARTMENT**

JACK PILECKI  
Chief of Police

**TO:** OFFICER GAETANA DiCENSO  
**FROM:** CHIEF JACK PILECKI  
**SUBECT:** LETTER OF COMMENDATION  
**DATE:** AUGUST 15, 2017

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I was pleased to see a memo written by Sergeant Steven Atwood regarding a recent foot patrol that you conducted on Barton Road on August 3, 2017.

While on foot patrol, you spoke and talked with several children that were playing outside. After spending some time with the children, you promised them that you would return, and bring some ice cream with you. You then responded to a call for service. However, once you were clear, you purchased a variety of ice cream treats with your own money and returned to Barton Road.

Sergeant Atwood estimated that you gave out free ice cream to some twenty children. This was clearly a very generous act that undertook, and one that those children will remember when they see a Wellesley Police Officer in the future.

Your act of kindness to a group of children on a warm summer night is indicative of the type of work that the department does on a daily basis. I am very proud of your actions on behalf of the department.

AUTHORIZED:

*Chief Pilecki*  
\_\_\_\_\_  
JACK PILECKI  
CHIEF OF POLICE

cc: Board of Selectmen



## TOWN OF WELLESLEY | POLICE DEPARTMENT

WELLESLEY, MA 02482  
Telephone 781-235-1212

JACK PILECKI  
Chief of Police

**TO:** SERGEANT BRIAN SPENCER  
OFFICER RONALD POIRIER  
OFFICER CHRIS CUNNINGHAM  
OFFICER TIM BARROS  
OFFICER EVAN ROSENBERG  
OFFICER TIM GOVER  
OFFICER JAMES LINDELOF  
OFFICER BRIAN SHORE  
OFFICER MARK KNAPP  
OFFICER ZACHARY KEENAN  
OFFICER TANA DICENSEO

**FROM:** CHIEF JACK PILECKI

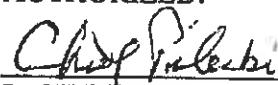
**SUBECT:** LETTER OF COMMENDATION

**DATE:** AUGUST 15, 2017

I very pleased to see all of you take part in the annual Wellesley Police/Council on Aging cookout for senior residents this summer. This event clearly demonstrates our close collaboration with the Council on Aging and our senior residents. The cookout was clearly very popular with those seniors that attended, and continues our ongoing initiative to be a community oriented police department.

I want to specifically recognize Officer Ron Poirier, the elder affairs officer, and Sergeant Brian Spencer for planning and organizing this memorable event.

AUTHORIZED:

  
\_\_\_\_\_  
JACK PILECKI  
CHIEF OF POLICE

cc: Board of Selectmen

**TOWN OF WELLESLEY**

WELLESLEY, MA 02482  
Telephone 781-235-1212

**POLICE DEPARTMENT**

JACK PILECKI  
Chief of Police

July 28, 2017

Re: 2017 WPD/COA Senior BBQ

Chief Pilecki,

The Annual WPD/COA co-sponsored BBQ was held on July 21, 2017. Each year our senior residents look forward to this event. It is a day that not only highlights our commitment to our seniors, but also underlines our strong collaboration with the Council on Aging.

I reached out to members of the department for support and I was pleasantly overwhelmed with the positive response. A large number of patrolmen immediately committed themselves to help out. It was *their* dedication that made this event memorable for the seniors and an overall successful event.

I want to personally thank you and Sergeant Spencer for your support at the BBQ. I am respectfully requesting that you consider recognizing the following patrolmen for their commitment in making this community event a success:

Officer Christopher Cunningham  
Officer Timothy Barros  
Officer Evan Rosenberg  
Officer Timothy Gover  
Officer James Lindelof  
Officer Brian Shore  
Officer Mark Knapp  
Officer Zachary Keenan  
Officer Tana Dicenso  
Officer Lou Messina

Respectfully,

Officer Ronald J. Poirier Jr.

TOWN OF WELLESLEY



MASSACHUSETTS

**BOARD OF SELECTMEN**

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

FACSIMILE: (781) 239-1043

[WWW.WELLESLEYMA.GOV](http://WWW.WELLESLEYMA.GOV)

TELEPHONE: (781) 431-1019 x2201

Current seating for the following restaurants:

Papa Razzi	236
Bertucci's	164 inside 50 on outside patio-seasonal
The Cottage	164 inside 24 on outside patio-seasonal
California Pizza Kitchen	164
The Local	154
Bocado	104 inside 30 on outside patio-seasonal
Alta Strada	102
Singh's Café	110 inside 15 outside patio-seasonal
Spoon and Fork (Juniper)	107 inside 10 outside patio-seasonal
Asian Wellesley	100
CK's Shanghai	100

