

TOWN OF WELLESLEY



MASSACHUSETTS

BOARD OF SELECTMEN

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

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JACK MORGAN, VICE CHAIR
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BLYTHE C. ROBINSON
EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

SELECTMEN'S MEETING

TENTATIVE AGENDA

Wellesley Town Hall – Juliani Room

7:00 P.M. Monday, November 27, 2017

1. 7:00 Citizen Speak
2. 7:05 Deputy Police Chief Candidate Interview
3. 7:35 Department of Public Works Benchmark Study Presentation
4. 8:35 Finalize 148 Weston Road 40B Site Eligibility Letter
5. 8:55 Executive Director's Update
 - Approve and Modify Minutes
 - Eagle Scout Proclamation
6. 9:00 MWRA Cochituate Aqueduct Trail Signs
7. 9:10 Old/New Business

Next Meeting Dates: Saturday, December 2, 2017 8:00am- 1:00pm
Monday, December 4, 2017 7:00 p.m.
Monday, December 11, 2017 7:00 pm

MOTIONS- NOVEMBER 27, 2017

2. **Move** to appoint Lieutenant Scott Whittemore as the Deputy Chief of Police pending successful contract negotiations.
4. **MOVE** to approve the response from the Town to the MassHousing as proposed regarding the development at 148 Weston Road.
5. **MOVE** to approve the minutes of October 23, 2017.
5. **MOVE** to amend the minutes of September 18, 2017 as presented.
5. **MOVE** to approve the proclamations recognizing six scouts who have attained the rank of Eagle Scout.
6. **MOVE** to approve the proposed interpretative signage for the Cochituate Aqueduct.

11/22/2017

Black regular agenda items

Board of Selectmen Calendar – FY17

<i>Date</i>	<i>Selectmen Meeting Items</i>	<i>Other Meeting Items</i>
<i>12/2 Saturday</i>	BUDGET Meeting- Kingsbury Room, Police Station Budget Workshop - 8 AM - 1 PM	<i>Unified Plan Public Forum/ Open House- Wednesday- 11/29 7:00PM Great Hall</i>
<i>12/4 Monday</i>	Meeting Tax Classification Hearing (7:15 - Advertised) Retirement Board - Discuss COLA amendment Vote to open/close warrant for ATM Approve CV and alcohol licenses being renewed Appoint Deputy Chief Police Unified Plan update from Marjorie BOS- vote on operating budgets Executive Session - Health Insurance & Police Contracts Marathon Bib Entries	
<i>12/11 Monday</i>	Meeting Audit Committee Quarterly Traffic Update Great Plain Avenue St. Andrews Posting Update Hilltop/Pine Tree Road Capital Request Timing of Brook/Benvenue; Brook/Amherst Discuss Marijuana bylaw Discuss Alcohol in Town Buildings Naming of Additional Rooms in Tolles Parsons Center National Grid Petition	<i>FYI-Tuesday 12/14- Unified Plan Steering Committee</i>
<i>12/18 Monday</i>	Meeting STM - Open/Close Warrant	
<i>12/25 Monday</i>	TOWN HALL CLOSED	
<i>1/1/18 Monday</i>	TOWN HALL CLOSED	
<i>1/8 Monday</i>	Meeting	
<i>1/15 Monday</i>	Town Hall Closed – MLK	
<i>1/16 Tuesday</i>	Meeting	<i>Friday 1/19 & Saturday 1/20- MMA Annual Meeting & Trade Show- Please let Heidi Henderson know if you would like to attend.</i>
<i>1/22 Monday</i>	Wellesley Club	
<i>1/23 Tuesday</i>	Meeting	
<i>1/29 Monday</i>	Meeting	
<i>2/5 Monday</i>	Possible STM Date	

11/22/2017

Black regular agenda items

<i>Date</i>	<i>Selectmen Meeting Items</i>	<i>Other Meeting Items</i>
2/6 <i>Tuesday</i>	Possible STM Date	
2/12 <i>Monday</i>	Meeting	
2/19 <i>Monday</i>	Town Hall Closed – President’s Day	
2/20 <i>Tuesday</i>	Meeting	
2/26 <i>Monday</i>	Meeting	
3/5 <i>Monday</i>	Wellesley Club- Town Affairs Night	
3/6 <i>Tuesday</i>	Meeting	Tuesday 3/6- Town Election
3/12 <i>Monday</i>	Meeting	
3/19 <i>Monday</i>	Meeting	
3/26 <i>Monday</i>	ATM Starts	
3/27 <i>Tuesday</i>	ATM	
4/2 <i>Monday</i>	ATM	
4/3 <i>Tuesday</i>	ATM	

Notes

Quarterly updates

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

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BLYTHE C. ROBINSON
EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

Our regularly scheduled meeting will be on Monday at 7:00 PM in the Juliani Room.

1. Citizen's Speak

2. Deputy Police Chief Interviews

In your packet you will find a letter of recommendation from Chief Pilecki as well as Lieutenant Whittemore's resume. A proposed outline of the interview includes:

- a. Ellen to recap the vacancy and hiring process to date (see below)
- b. Invite Scott to briefly recap his experience and qualifications for the position.
- c. Board to ask questions and consider Chief's recommendation.

Timeline of events:

The Deputy Chief position became vacant with the hiring of Jack Pilecki as Chief of Police in January 2017. The position has been open for the past several months while Chief Pilecki evaluated the role of the Deputy Chief and evaluated the internal staff. The Chief informed the police staff that the position would be filled and considered whether to advertise the position for outside candidates. After review of the existing superior officer command staff, it was clear that the caliber of the Wellesley officers was so impressive that the position did not require bringing forward outside candidates. Further, the Chief strongly believes that given the strong internal candidates, promotion of a superior officer would allow for movement within the department of both the superior officers and patrol officers, maintaining strong department morale. The Chief met with prospective candidates to discuss the role and expectations of the position. One candidate removed themselves from consideration early on. Lieutenant Scott Whittemore emerged as the leading candidate, and to date has gone through a rigorous screening process including individual interviews with each of the Selectmen. The Chief has recommended Lieutenant Whittemore, without reservation for the position of Deputy Chief based on his 21 years of exceptional service and performance as a Wellesley Police Officer along with his skills, knowledge, vision, and commitment to succeed.

Proposed Questions:

- What do you see as the challenges of 21st century policing?
- You receive an order from the Chief that is supported by the Selectmen that you strongly disagree with. How would you react to receiving such an order and how would you express the directive to your subordinates? If you disagreed with an order, would you try to discuss it with the Chief and Selectmen, and if so, what would your approach be?
- How do you assess the strengths and weaknesses of the force and individual officers under your command? If you were to determine an officer did not meet the expectations of the department, how would you proceed?
- What characteristics do believe make a good leader? How would you characterize your leadership/management style?
- The Chief has noted several times that training is critical to give the department tools for success. If you could only have one training program a year, what would you find to be the most important? Why?

MOTION: Move to appoint Lieutenant Scott Whittemore as the Deputy Chief of Police pending successful contract negotiations.



TOWN OF WELLESLEY POLICE DEPARTMENT

WELLESLEY, MA 02482
Telephone 781-235-1212

JACK PILECKI
Chief of Police

MEMORANDUM

To: HONORABLE BOARD OF SELECTMEN

FROM: JACK PILECKI
CHIEF OF POLICE

CC: BLYTHE ROBINSON, EXECUTIVE DIRECTOR

SUBJECT: **RECOMMENDATION FOR THE APPOINTMENT OF
LIEUTENANT SCOTT WHITTEMORE AS THE DEPUTY CHIEF OF POLICE
FOR THE WELLESLEY POLICE DEPARTMENT**

DATE: NOVEMBER 15, 2017

The intent of this correspondence is to recommend that the Board of Selectmen, in your capacity as the Appointing Authority for police officials in the Town of Wellesley, appoint Lieutenant Scott Whittemore to the position of Deputy Chief of Police.

Lieutenant Whittemore has over 21 years of experience as a police officer. He was appointed as a Wellesley Police Officer in 1996 and was promoted to the rank of Sergeant in June of 2001. In 2013 Lieutenant Whittemore was promoted to the rank of Lieutenant where he assumed the duties and responsibilities of Patrol Commander.

As Patrol Commander, Lieutenant Whittemore has repeatedly demonstrated that he possesses the traits required to be an exceptional leader and has proven he has the skills and knowledge necessary to lead and motivate the officers and dispatchers under his command. He has a unique ability to problem solve, especially during difficult situations, and possesses the courage and wisdom to make difficult decisions.

Lieutenant Whittemore shares my philosophy about the importance of Community Policing as demonstrated by his work connecting the Wellesley Police to the community with social media. He is responsible for the Wellesley Police Department becoming the first police department in the country to create a Twitter account. He manages the department's web page and "Gov Delivery" accounts. Most importantly, Lieutenant Whittemore stresses every day to the officers under his command the need to

provide community and neighborhood based policing services. Simply put, he understands the need to balance the enforcement of our laws and the importance of delivering non-traditional services to the members of our community and our visitors.

Lieutenant Whittemore has proven to be a valued member of the Wellesley Police Department for many years. As a Sergeant he assumed formal command of the Wellesley Police Department's Honor Guard and was the primary firearms instructor. He also has been the department's photographer since he was a young boy riding around on his bicycle monitoring and documenting police activity after hearing it on his police scanner. (I'm not kidding!)

For over 20 years I have had the honor and privilege of watching Lieutenant Whittemore grow as a young Patrolman to the Lieutenant in charge of our patrol division. I have witnessed his development into a true leader who is respected and admired by our officers and civilian employees.

Lieutenant Whittemore holds a Bachelor's degree in Criminal Justice from the Rochester Institute of Technology, a Master's degree in Criminal Justice from Westfield State College, and is a graduate of the prestigious Federal Bureau of Investigation National Academy.

In summary, Lieutenant Whittemore possesses the skills, knowledge, vision, and commitment to succeed as our next Deputy Chief. It is without reservation that I recommend that the Board of Selectmen appoint Lieutenant Scott Whittemore to the position of Deputy Chief of the Wellesley Police Department.

RESPECTFULLY SUBMITTED,

A handwritten signature in black ink, appearing to read "Jack Pilecki". The signature is fluid and cursive, with a large initial "J" and a stylized "P".

JACK PILECKI
CHIEF OF POLICE

F. Scott Whittemore

SUMMARY

21 year proud member of the Wellesley Police Department, presently working at the rank of Lieutenant and in command of the patrol division. I was born and raised in Wellesley and live on Evergreen Avenue with my wife, Lori and our two children, 3 year old Nathaniel and 2 year old Katherine.

EXPERIENCE

LIEUTENANT, Wellesley Police Department November 2013-Present

- Overall command and responsibility for the uniform patrol division of the Wellesley Police Department.
- Overall command and responsibility for the Town of Wellesley Emergency Communication Center, including liaison with the Wellesley Fire Department and Cataldo Ambulance Service.
- Oversee and manage the Wellesley Police Department's Social Media accounts, including Facebook, Twitter, YouTube, and Periscope pages.
- Responsible for the Wellesley Police Department website, including photography and content creation/management.
- Responsible for the planning and implementation of all major operational incidents. Some examples include the Boston Marathon, annual Wellesley parade and fireworks, and 5K Turkey Trot.
- Principle firearms instructor, responsible for all planning and implementation of department firearms training/qualifications annually.
- Department training officer, responsible for managing and scheduling of department annual in service training programs as well as specialized training for police officers.
- Supervisor of School Resource Officer Program (SRO) and responsible for all coordination of school security projects, training and issues with the Wellesley Public Schools (WPS). This includes organizing, managing, and implementing emergency training for WPS faculty and staff.
- Responsible for numerous incidents of positive public relations for the Wellesley Police Department through the use of photography and videography.
- Command of the Wellesley Police Department Honor Guard.

SERGEANT, Wellesley Police Department June, 2001-November 2013

- Supervised a shift of patrol officers primarily on the evening and overnight tours. Reviewed all reports, criminal prosecutions, and disposition of calls for service for sworn police officers and civilian Emergency Communication Center dispatchers.
- Developed and implemented the Wellesley Police Department's Social Media presence, including being the first law enforcement agency on Twitter. This also included creating and starting the department's Facebook page, YouTube account, and starting a second police department Twitter account.
- Developed, implemented, and managed the Wellesley Police Department's website. Responsible for all website content and photograph development.
- Developed, implemented and managed the Wellesley Police Department's emergency notification service with both Nixle and GovDelivery. These programs are looked to for town wide emergency notifications from all areas of the municipal government.
- Managed the Wellesley Police Department's communication system and infrastructure, including the dispatch center as well as portable, mobile and stationary transmitters/receivers throughout town.
- Principle firearms instructor, responsible for all planning, implementation, and instruction of annual departmental firearms training for all officers.
- Assumed formal command of the Wellesley Police Department's Honor Guard.
- Photographed numerous incidents with Wellesley Police Officers, these photos have been used worldwide in textbooks, magazines and electronic media depicting the Wellesley Police Department in a very positive light.

POLICE OFFICER, Wellesley Police Department May 1996-June 2001

- Assigned to uniform patrol, responsible for enforcing all Massachusetts laws as well as all assigned calls for police service in the Town of Wellesley.

- Investigated, documented, and charged suspects involved in criminal violations, prepared all cases for formal prosecution in court.
- Responsible for implementation of complete department radio system renovation, including the replacement of the General Electric radio system to a state of the art Motorola radio system. This included the renovation and upgrade to the Wellesley Police Department Emergency Communication Center.
- Firearms instructor responsible for the training, instruction, and safety of individual officers during annual pistol and rifle training.
- Member of the Wellesley Police Department's Honor Guard.

***EMERGENCY COMMUNICATION CENTER DISPATCHER, Wayland Police & Fire Department
August 1995-May 1996***

- Responsible for processing and dispatching all incoming 9-1-1 emergency calls for service for the Town of Wayland.
- Responsible for dispatching and tracking the Wayland Police and Fire Departments, via telephone and radio to all calls for service.
- Responsible for documenting all pertinent information in the appropriate public department log.

***INTERN-BUREAU OF ALCOHOL, TOBACCO, AND FIREARMS (ATF), ATF-Boston
September 1994-January 1995***

- Assigned to Achilles Task Force Squad dealing with Boston firearm violations and violent crime.
- Assigned to review daily Boston Police Department arrest reports screening for violations of appropriate Federal firearms laws.
- Reviewed all of the squad's open cases in order to determine compliance with ATF reporting regulations

***EMERGENCY MEDICAL TECHNICIAN, Armstrong Ambulance, Arlington (MA).
May 1993-August 1995***

- Per-diem employment, assigned to ambulance primarily for intra-medical facility transfers of patients
- Assigned to emergency calls for medical service in the towns of Arlington, Belmont, Watertown and Brighton.

***EMERGENCY MEDICAL TECHNICIAN, City of Rochester (NY) Emergency Medical Services
December 1992-May 1995***

- Part time employment, assigned to 9-1-1 emergency ambulance responding to all calls for medical assistance in the City of Rochester New York.
- Responded to 9-1-1 calls for service within the New York counties of Monroe, Livingston, and Genesee as needed.

***EMERGENCY MEDICAL TECHNICIAN, Rochester Institute of Technology (RIT) Ambulance,
Henrietta, NY
March 1992-May 1995***

- Part time employment, assigned to 9-1-1 emergency ambulance responding to all calls for medical assistance at the Rochester Institute of Technology (RIT).
- Promoted to command staff, responsible for supervision of day to day operations of a college ambulance service, including medical command and liaison with outside agencies during large scale incidents on campus.

EDUCATION

ROCHESTER INSTITUTE OF TECHNOLOGY; Rochester, NY
Bachelor of Science Degree in Criminal Justice; May, 1995.

WESTFIELD STATE UNIVERSITY; Westfield, MA
Master of Science Degree in Criminal Justice; September 2013.

FEDERAL BUREAU OF INVESTIGATION NATIONAL ACADEMY; Quantico, VA
FBI National Academy Program, 265th Session; September 2016

3. DPW Benchmark Study

The Department of Public Works, in collaboration with Needham and Natick have been working over the past year and a half to prepare a benchmark study and to analyze best practices. Attached for your review is the benchmark study as well as the anticipated PowerPoint for the meeting. Mike Pakstis, Dave Cohen, and the Board of Public Works members Paul Criswell, Dave Donahue and Jeff Wechsler.

NO MOTION

Apples to Apples

A Three Town Public Works Benchmarking Journey



**A Progress Report Prepared by
Wellesley Department of Public Works**

October 2017

For the benefit of the
Board of Public Works
Advisory Committee
Board of Selectmen

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Foreword

For at least 10 years the management of the Wellesley Department of Public Works, with strong encouragement of its changing Board members, has attempted to complete a benchmarking study that would compare our performance in the many DPW service areas to those of comparable towns. These attempts have fallen short because comparable data were difficult to capture and personnel in surrounding towns were often too busy to focus on the required data collection process and the efforts lost momentum.

In June 2015 Mike Pakstis and Dave Cohen, Director and Assistant Director of the Wellesley DPW, invited their counterparts from Needham and Natick to a working lunch in our conference room. I had the good fortune to attend and to encourage the three towns to work together to develop a definitive benchmarking study not only to learn and compare the performance metrics of each town but also to capture best practices and find ways to collaborate on shared needs in the future. We all agreed that those should be our objectives and that we needed to dedicate ourselves to completing the study. It could easily become a model for other towns.

We all recognized that it would be an enormous task and, to get it off to a good start, required the services of a few dedicated persons to develop the data collection framework and begin collecting the data. To make early progress the three towns agreed to retain the services of two recently retired Wellesley DPW managers, Judy Curby and Gordon Martin, to begin work that summer. Thereafter the three town DPW Directors and their staff worked many hours collecting and analyzing data and then met monthly to review and analyze one major service area each month. The meetings will not end with this report - they have agreed to continue meeting on a periodic basis in the future.

I think that you will find the results to be illuminating and, in some areas, surprising. The three towns are learning from each other, finding ways to collaborate, and will continue to communicate on regular basis. It is an excellent and perhaps unique example of town government entities coming together to enhance their performance and share best practices.

David A T Donohue
Chair, Board of Public Works



Apples to Apples - A Three Town Public Works Benchmarking Journey

Executive Summary

While the work of the study group is substantially complete, we are still receiving updates from both Natick and Needham as they make their final reviews and edits to the many data points collected for the study. We don't expect any new information received to materially change the results or conclusions but we will incorporate any new information received so that the study data represents the best information possible. In the meantime, this report provides the details and summaries of the comparisons that we have made so far and also includes a listing of findings and recommendations for next steps and areas for further study.

The study group has continued to meet, most likely on a quarterly basis, and we expect to continue to update this study with more current fiscal year information as it becomes available.

The information included in this report includes a Municipal Comparison Overview, a Benchmarking Summary, and division specific benchmarking sheets showing the highlights of inputs, outputs, and key statistics for each operation. The information contained on these sheets represents hundreds of data points collected, reviewed, and analyzed to achieve the most meaningful and closest 'apples to apples' comparison that the group could make. At the end of the Executive Summary we have included a section to highlight our findings & recommendations which highlights our key takeaways from the work done so far and lays out a framework for future study.

Overall, we were pleased that the study group was eagerly engaged in the process, however, realities of staffing limitations and other business cycle priorities such as budget presentations and fiscal year end activities disrupted or delayed the project at times. For example, Natick's data analyst was not on staff when the project started and Needham's chief administrative analyst was serving double duty as their facilities maintenance manager during the study period. Despite these speed-bumps, the group collectively found value in the study, was committed to completing the work and has now proposed to continue collaborating beyond the scope of the initial study.

The relationships created and strengthened during this study may prove to be the most lasting benefit of the whole process. As an example and a direct result of this benchmarking study, Needham developed a creative solution to offer vehicle preventative maintenance services to address any backlog we may have while we work to fill long vacant mechanic positions.

The attached Benchmarking Scorecard, Table 1, shows 15 benchmarks that were identified for each of 8 public works operational areas. These benchmarks provide a valuable, high level comparison, and the study group found these benchmarks to really be the start of the conversation rather than a conclusion.

Table 1 provides an 'at-a-glance' overview of the results and shows the three-year average for each benchmark. Also included is a symbol to show which town led, trailed, or was in the middle of the benchmark group.

Highest benchmark performer ✓ Lowest benchmark performer ✕ Middle benchmark performer □

Division	Benchmark	Wellesley	Natick	Needham
Snow & Ice	Cost per Mile	\$ 7,183 □	\$ 6,312 ✓	\$ 10,172 ✕
Trash & Recycling	Total Cost Per Ton	\$ 98 ✓	\$ 118 □	\$ 137 ✕
Trash & Recycling	Net Cost Per Ton	\$ 64 □	\$ 31 ✓	\$ 114 ✕
Total Highway Maintenance	Total Cost Per Mile	\$ 10,452 ✕	\$ 7,689 ✓	\$ 9,807 □
Highway	Street Resurfacing - Cost Per Mile	\$ 148,159 ✓	\$ 498,643 ✕	\$ 222,562 □
Park & Tree Maintenance	Total Cost Per Acre	\$ 7,118 ✓	\$ 10,666 □	\$ 14,509 ✕
Fleet	Cost per Unit	\$ 9,373 ✕	\$ 3,294 ✓	\$ 5,017 □
Engineering	Cost per Capita	\$ 29 ✕	\$ 14 ✓	\$ 25 □
Administration	Cost per Capita	\$ 23 ✕	\$ 7 ✓	\$ 17 □
Administration	Cost per DPW Employee	\$ 5,531 □	\$ 3,092 ✓	\$ 5,953 ✕
Water & Sewer	Water - Cost Per Mile	\$ 46,966 ✕	\$ 14,961 ✓	\$ 34,554 □
Water & Sewer	Sewer - Cost Per Mile	\$ 55,887 □	\$ 58,546 ✓	\$ 60,518 ✕
Water & Sewer	Water Rates - Residential Inside Only	\$ 446 □	\$ 335 ✓	\$ 479 ✕
Water & Sewer	Water Rates - Residential w/Outside	\$ 972 ✕	\$ 875 ✓	\$ 944 □
Water & Sewer	Sewer Rates - Average Residential	\$ 1,012 □	\$ 1,009 ✓	\$ 1,058 ✕

Table 1: Three Towns Benchmark Scorecard

Of the 15 benchmarks, Wellesley was the leader for 4, in the middle of the pack for 5, and trailed the group for 6. Natick lead the group in 11 benchmarks, was in the middle for 3, and trailed for 1. Needham was not the leader in any benchmark, was in the middle for 7 and trailed the group in 8.

Natick's performance metrics seem to dominate the scoreboard. This occurs because it has the fewest resources available and, at the same time, has the largest Town (i.e., most road miles, most water & sewer line miles, largest population). During our discussions, Natick team members expressed their frustration that they simply don't have enough resources to do much of the work that they feel should be done. In fact, they are using their results of this study to request additional staffing resources.

As the study group analyzed these results, it was obvious that these benchmarks should be viewed as a jumping-off point for more in-depth discussion. The outcome of these discussion were incorporated into the various benchmark sheets that are attached and summarized below.

Municipal Statistics Comparison

Table 2 below shows demographic data for each town and serves as a helpful reference and backdrop for the benchmark data that follows.

In general, this data show that Wellesley has fewer people, smaller land area, and fewer public roads than our peer communities. Wellesley has a larger income per capita, property value per capita and a larger average tax bill. Another interesting note is that Needham has a split tax rate for commercial properties. Table 3 below shows the DPW staffing count by division for the three towns. Note that Wellesley has the highest head count including four night watchmen.

	Wellesley	Natick	Needham
Population (2013)	29,090	35,214	29,736
Registered Voters (2012)	18,897	24,206	21,307
School Enrollment (2015)	5,098	5,546	5,443
County	Norfolk	Middlesex	Norfolk
Square Miles	10.18	15.08	12.61
Public Road Miles	129.97	155.92	138.14
Income per Capita (2013)	\$154,864	\$49,772	\$93,395
EQV per Capita (2014)	\$351,082	\$197,692	\$278,902
Avg. Tax Bill (fiscal 2016)	\$13,326	\$6,630	\$9,240
Tax rate (fiscal 2016)	\$11.56	\$13.82	\$11.29
Commercial Tax Rate (fis 2016)	None	None	\$22.43
Operating Budget (fis 2016)	\$165,160,098	\$147,026,413	\$156,155,833

Table 2: Three Towns Demographic Data

Source: Massachusetts Municipal Directory 2016-2017

DPW FY16 Budgeted Staffing

	Wellesley	Natick	Needham
Administration	9.0	4.0	8.0
Engineering	10.0	5.5	10.0
Highway	23.0	13.5	12.0
Night Watchmen	4.0	-	-
Park & Tree	20.0	8.5	16.0
Fleet Maintenance	9.0	9.0	5.0
Solid Waste	14.0	13.5	10.0
Water & Sewer	29.0	29.1	26.0
Total	118.0	83.1	87.0

Table 3: Three Towns Budgeted Staffing

Division Benchmark Narrative

The narrative below identifies the division, the specific benchmark(s), and a brief discussion of the result and findings.

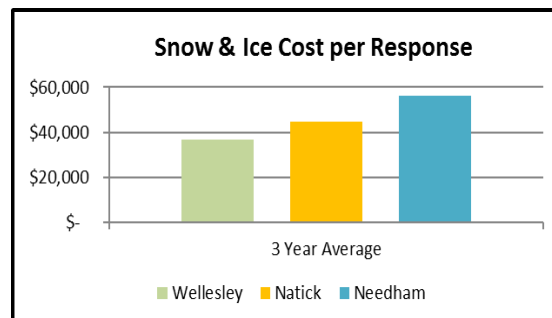
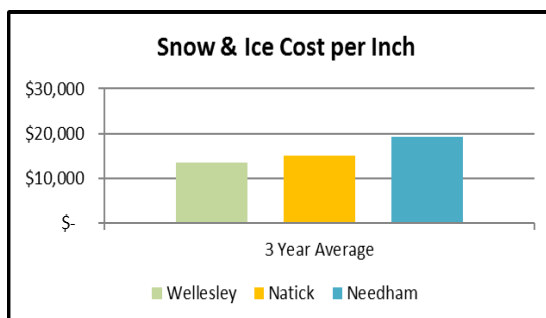
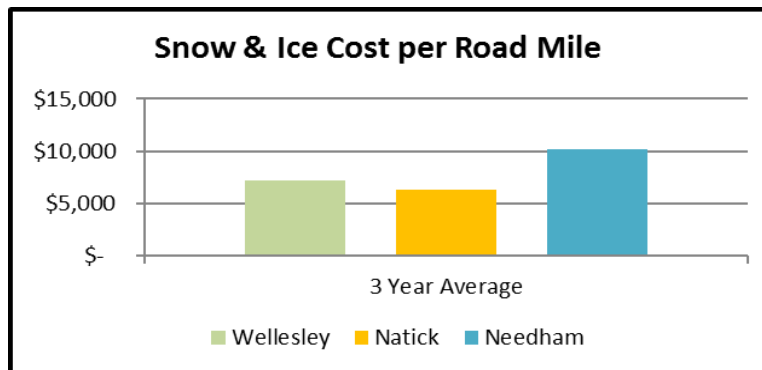
Division: **Snow & Ice**

Benchmarks: **Cost per Mile; Cost per Inch; Cost per Response**

Wellesley's three-year average cost per mile for snow and ice operations is \$7,183 compared with \$6,312 for Natick and \$10,172 for Needham. Equipment costs have been adjusted out of the total cost because each town handles these charges differently. For reference purposes, two additional benchmark ratios are shown: cost per inch of snow and cost per response. Overall, Wellesley compares favorably with the group but keep in mind that equipment costs are not included in the total.

One key driver for the 'cost per mile' is the miles of road that each town plows. Wellesley has about 20% fewer road miles than Natick and about 5% fewer miles than Needham. The effect of this is that Wellesley's cost per mile ratio will be higher. When looking at cost per inch or cost per response, Wellesley's ratio is lower, primarily because we do most plowing with in-house staff rather than contractors. On the flip side, our vehicle maintenance costs are higher because we use many more pieces of Town-owned equipment during plow operations.

Another operational difference that was discovered is that Wellesley plows and treats sidewalks in commercial districts while Natick and Needham do not provide this service.



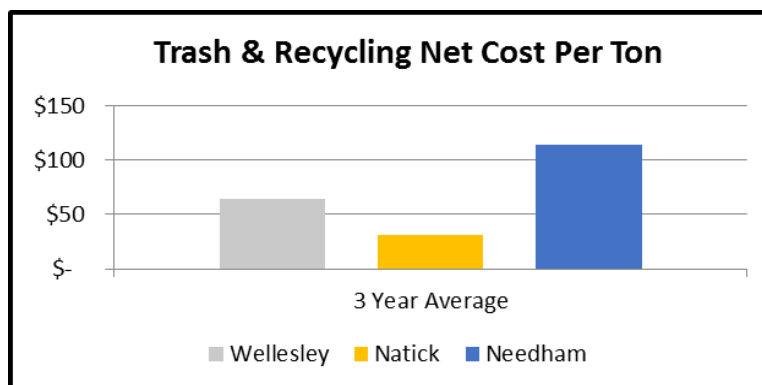
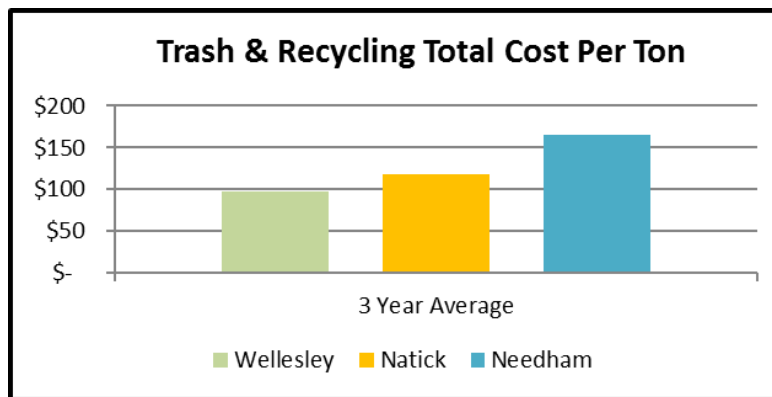
Division: Solid Waste (Trash, Recycling, Earth Products)

Benchmarks: Total Cost per Ton, Net Cost per Ton

Wellesley's three-year average cost per ton for solid waste operations is \$98 compared with \$118 for Natick and \$106 for Needham. When looking at net cost per ton, which includes revenue from operations, Wellesley is at \$64/ton compared to Natick at \$31 and Needham at \$114. Natick's net figure includes the revenue from the sale of 'pay as you throw' bags and the group discussed whether or not it was appropriate to include this revenue in the calculation since homeowners pay for the bags. In the end, we decided to include this revenue as a helpful discussion item.

The major difference in operations is that Natick has a combined Highway & Sanitation Division and provides 'pay as you throw' curbside pickup. Both Wellesley and Needham have transfer stations and provide no residential pickup. Needham has a 'pay as you throw' system as well but finds that it is difficult to enforce at their facility. Wellesley devotes more attention to recycling operations and the sale and marketing of household recyclable materials while Needham puts more focus on earth products and the marketing of compost.

Both Needham and Natick haul trash to nearby disposal sites while Wellesley's tipping fee reflects hauling by the vendor to an out-of-state facility [Note: starting in FY18, Wellesley changed vendors and trash is now hauled by the vendor to a facility in Massachusetts].

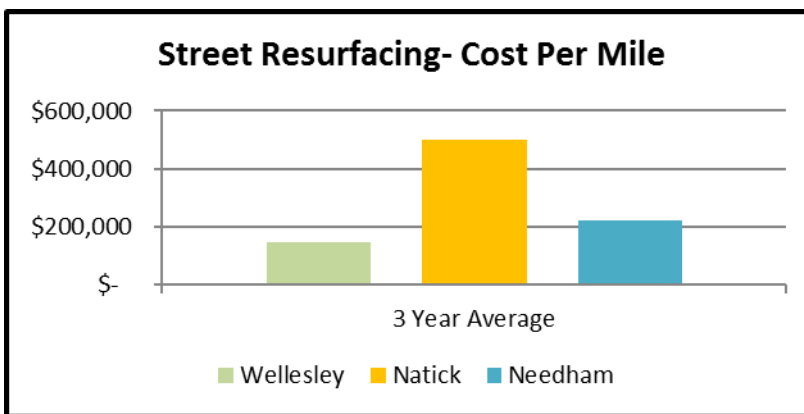
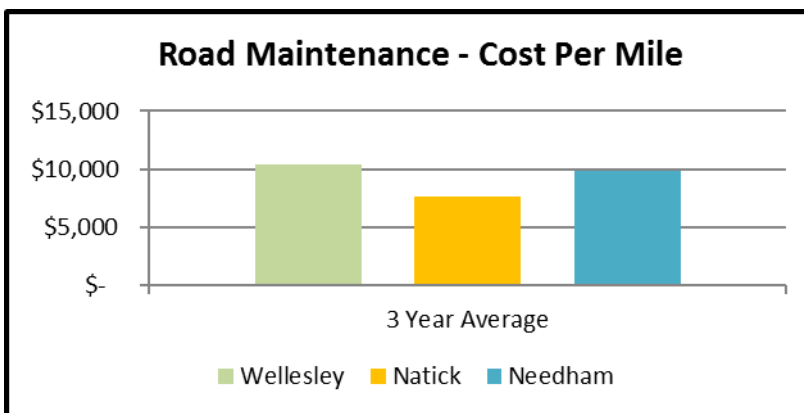


Division: Highway

Benchmarks: Roads – Cost per Mile; Street Resurfacing Cost per Mile

Wellesley's three-year average cost per mile for all Highway operations is \$10,452, compared to \$7,689 in Natick and \$9,807 in Needham. The obvious drivers of this data are that Wellesley's Highway Division has more staff than both comparison communities and both Natick and Needham have about 30 more miles of road which improves their cost per mile ratio. As we explored staffing differences, we found that Wellesley has 4 Watchman staff to provide after-hours and weekend phone coverage and security services. Also, both Wellesley and Natick's staffs include storm drain maintenance related functions while Needham provides those services through its Sewer Division. The other major finding was revealed in the next measure, Street Resurfacing Cost per Mile.

Wellesley's three-year average Street Resurfacing cost per mile is \$148,159 compared to \$498,643 for Natick and \$222,562 for Needham [Note: Needham is still calculating their cost information for FY14 and the three-year average may change]. The reason for the wide gap is that Wellesley and Needham perform much of the preparation work, such as structure raising and driveway apron clean up, with in-house staff while Natick contracts out their entire street resurfacing program.

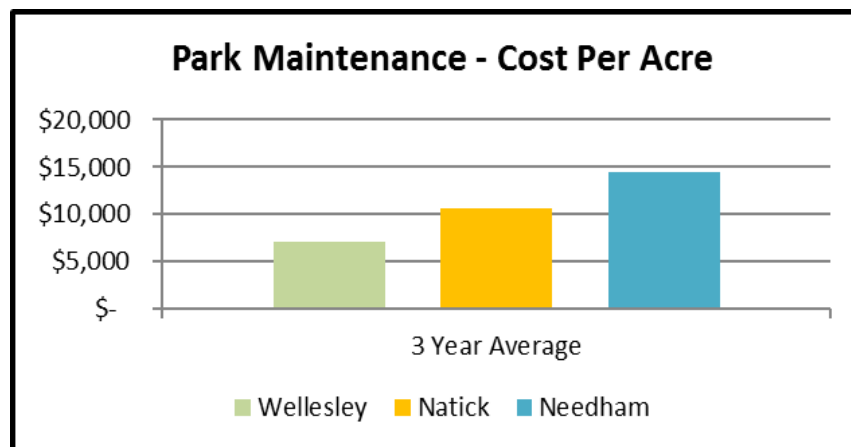


Division: Park & Tree

Benchmarks: Parks – Total Cost per Acre

Wellesley's three-year average cost per acre is \$7,118 compared to \$10,666 for Natick and \$14,509 for Needham. Natick and Needham both contract out more park maintenance work than Wellesley, while Wellesley performs some services that are not done in the other towns such as pond weed harvesting. Natick does not provide any traffic island maintenance while Needham performs this service for 19 islands and Wellesley has over 70.

The most significant driver of this benchmark is the number of acres maintained. Wellesley's maintained acres is much higher than the other two towns and has the effect of lowering the cost per acre calculation. In general, Wellesley was found to have many more facilities and areas and provides a higher level of service (frequency and scope) than both Needham and Natick, especially related to passive recreation and conservation areas.



Division: Fleet Maintenance

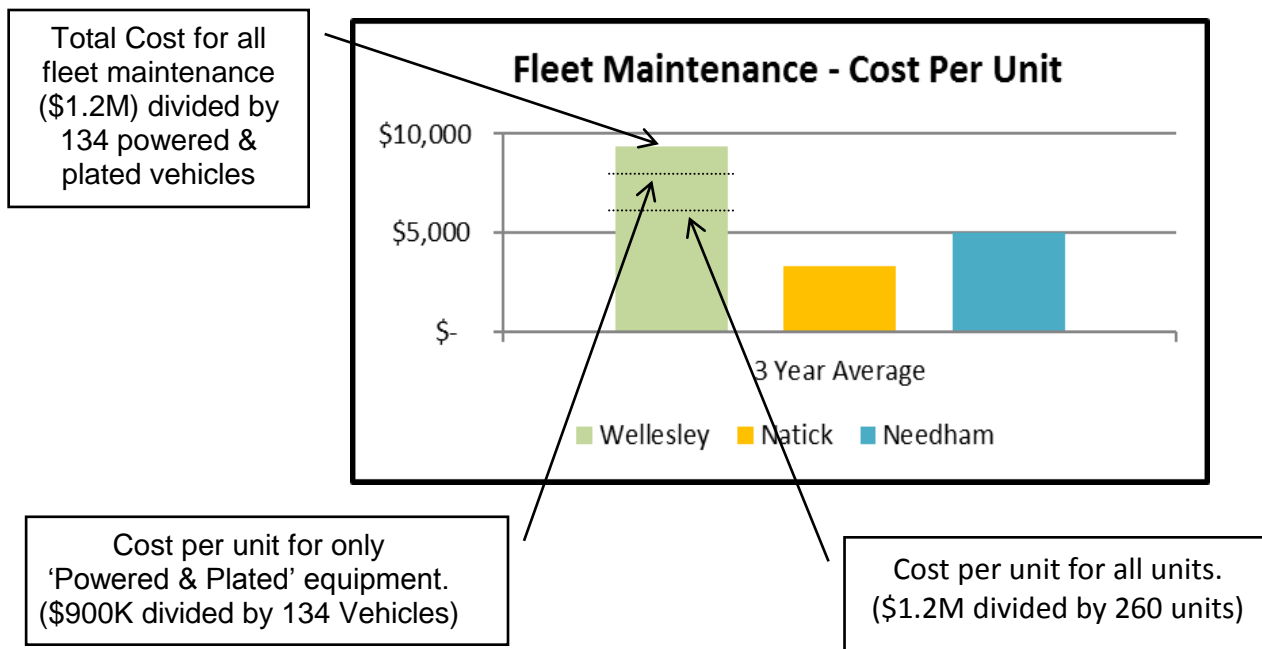
Benchmarks: Cost per Unit

Wellesley's cost per unit is \$9,373 compared to Natick at \$3,488 and Needham at \$5,017. Needham and Wellesley's Fleet operations are more similar where both towns are responsible for repairing mostly DPW Vehicles. Natick, on the other hand, has a consolidated Equipment Maintenance Operation and is responsible for procuring and repairing vehicles for all town departments. As a result, Natick's number of vehicles maintained is much higher and results in a lower cost per vehicle calculation.

Natick and Needham do not currently have any type of reliable fleet maintenance data collection system so we were not able to make any comparisons of vehicle down-time, preventative maintenance compliance, or vehicle class analysis to better understand why our costs were so much higher than our peers. One assumption is that our reliance on in-house staff for snow plowing, rather than contractors, has a significant impact on the cost-per-unit calculation since winter equipment tends to be more expensive to maintain and repair. Winter Maintenance repairs are about one-third of the total repair costs.

The other part of the large discrepancy is that for the purposes of this calculation, we decided to include only '*powered and plated*' equipment for the count of vehicles. Wellesley has well over 100 other distinct repair units, such as trailers, plow blades and sidewalk tractor attachments, that impact our overall cost but are not included in our count of 'vehicles'.

Although we do not currently have other views of this data for Natick and Needham, we have run a variety of analyses using Wellesley's information to help make more sense of this data. We took a look at the subset group of *powered & plated equipment* and found that the total cost per unit for just those items was about \$6,700. And for reference, we also show the total fleet maintenance cost divided by all 260 of our vehicles and supporting units. This is an area that the group will need to study in more depth to arrive at a more meaningful benchmark measure and to better understand why Wellesley's costs are higher.

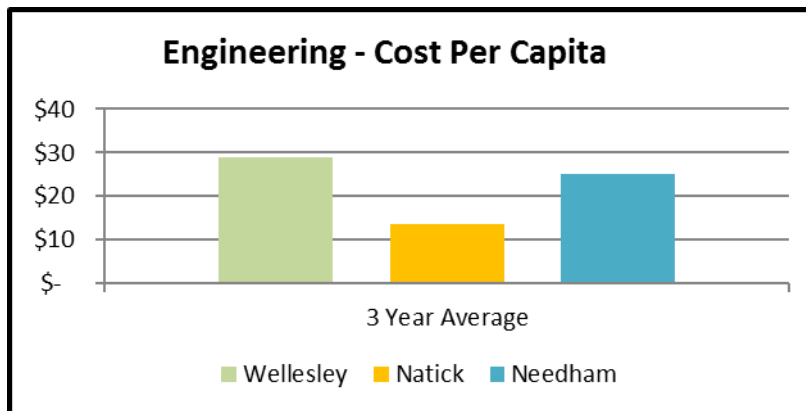


Division: Engineering

Benchmarks: Cost per Capita

Wellesley's three-year average engineering services cost per capita for Wellesley is \$29 compared to \$14 for Natick and \$25 for Needham. While this benchmark does not tie to any specific service or output, it gives a general sense of the value of the service compared with population. The nature of the work for the 3 towns is similar, though Natick expressed that they are frustrated that they are severely understaffed and are not able to meet all of their obligations.

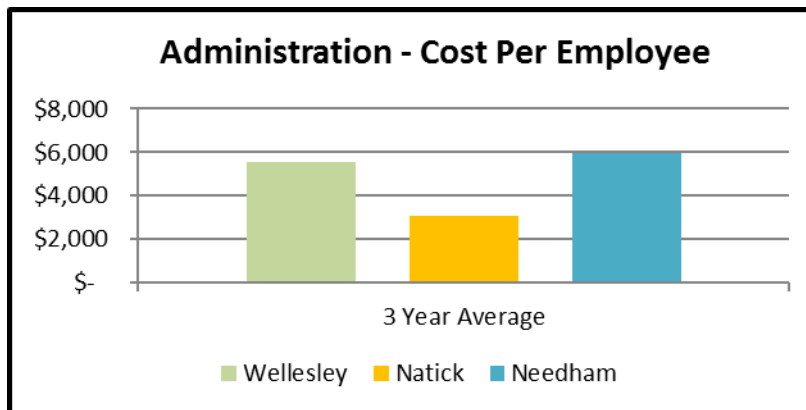
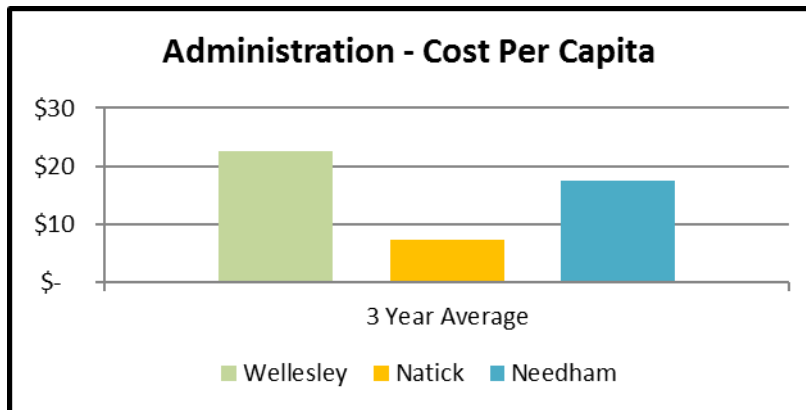
Some output indicators shown on the division sheets that follow give a sense of the workload for each town. These statistics include street occupancy permits issued, utility markouts, and other permit reviews. Needham's Engineering Division does not provide utility markouts (they are handled by the utilities) but both Needham and Natick also provide engineering review of building permit applications. Further, Natick provides little construction oversight and instead contracts out that work while Needham and Wellesley both provide extensive contract and project management.



Division: Administration

Benchmarks: Cost per Capita; Cost per DPW Employee

Wellesley's three-year average DPW Administration cost per capita is \$23, compared to Natick at \$14 and Needham at \$17 and Wellesley's three-year average cost per DPW employee is \$5,531 compared to Natick at \$3,092 and Needham at \$5,953. While many of the same functions are performed in each of the towns, some interesting differences were noted. Needham's Administration handles their own Water & Sewer Billing (quarterly) while in Wellesley that service is performed by the MLP. Wellesley and Natick handle their own enterprise fund accounting while in Needham those functions are handled by finance. Wellesley and Needham both have Assistant Directors while in Natick that role is filled by another division superintendent. Wellesley has a dedicated Safety Coordinator while Natick and Needham do not have a formal safety program. Wellesley also has a dedicated DPW Applications & Database Manager and the other Towns rely on other staff to perform those functions or they go without those types of services.



Division: Water & Sewer

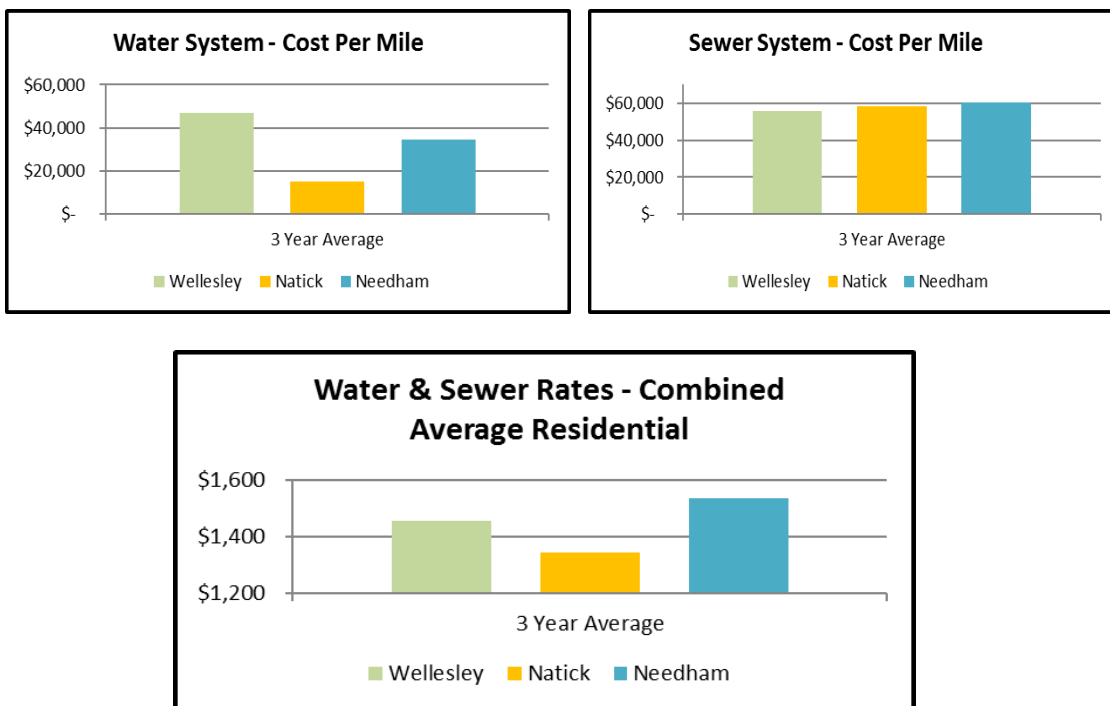
Benchmarks: Water Cost per Mile; Sewer Cost per Mile; Water Rates; Sewer Rates

Wellesley's three-year average water rates for an average household user (120 ccf per year) is \$446 compared to \$335 for Natick and \$479 for Needham. The average sewer rates in Wellesley is \$972 compared to \$875 in Natick and \$944 in Needham. We see that Natick's water rates are noticeably lower than both Wellesley and Needham and this is primarily due to Natick providing all of their own water as they are not an MWRA water community while both Needham and Wellesley rely on MWRA to supplement their own sources.

Sewer rates are much closer and for each town is mostly a reflection of the MWRA sewer charges paid by each community.

When looking at cost per mile for water infrastructure, we see that Wellesley's three-year average is \$46,966 compared to Natick at \$14,961 and Needham at \$34,554. Natick's lower amount is again due to the ability to meet demands with local water in addition to a larger pipe network.

Wellesley's three-year average for sewer system cost per mile is \$55,887 compared to \$58,546 for Natick and \$60,518 for Needham. The primary driver for these figures is MWRA sewer charges.



Benchmark Summary and Division Benchmark Sheets

Snow and Ice		Wellesley				Natick				Needham			
		FY2014	FY2015	FY2016		FY14	FY15	FY16		FY2014	FY2015	FY2016	
BENCHMARKS													
Cost per Mile		\$ 7,550	\$ 9,733	\$ 4,264		6,827	7,808	4,301		9,418	14,592	6,504	
Cost per inch		\$ 14,510	\$ 11,972	\$ 14,418		\$17,523	\$11,344	\$16,155		\$16,545	\$17,444	\$23,652	
Cost per response		\$ 34,394	\$ 38,619	\$ 37,467		\$43,807	\$40,082	\$50,949		\$51,015	\$61,194	\$56,370	
		Cost/Mile 3 Year Avg -->>				Cost/Mile 3 Year Avg -->>				Cost/Mile 3 Year Avg -->>			
				\$ 7,183				\$ 6,312				\$ 10,172	
OUTPUTS/INVENTORY													
Miles of Road Plowed		123	123	123		154	154	154		130	130	130	
Miles of Sidewalk Plowed		52	52	52		41	41	41		54	54	54	
Snow Fall in Inches		64	100	36		60	106	41		74	109	35.75	
# of Responses		27	31	14		24	30	13		24	31	15	
INPUTS													
Regular Time		\$ 231,422	\$ 240,338	\$ 170,028		\$ 65,303	\$ 117,044	\$ 103,913		\$ 136,874	\$ 210,484	\$ 86,347	
Temps/Seasonal		\$ 10,048	\$ 7,433	\$ 7,225		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Overtime		\$ 363,425	\$ 466,776	\$ 145,168		\$ 394,993	\$ 469,148	\$ 212,655		\$ 308,703	\$ 483,731	\$ 163,624	
Stand By		\$ 3,345	\$ 3,560	\$ 4,205		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Meals		\$ -	\$ -	\$ -		\$ 2,070	\$ 1,234	\$ 760		\$ 12,440	\$ 1,362	\$ -	
Vehicle Maintenance*		\$ 294,130	\$ 424,418	\$ 266,184		\$ 55,635	\$ 107,056	\$ 77,923		\$ 19,159	\$ 26,651	\$ 15,862	
Contractors		\$ 67,044	\$ 90,423	\$ 1,917		\$ 283,528	\$ 383,555	\$ 93,289		\$ 402,423	\$ 795,680	\$ 176,400	
Fuel		\$ 46,631	\$ 58,798	\$ 9,214		\$ -	\$ 28,141	\$ 11,738		\$ 39,862	\$ 36,842	\$ 9,715	
Other Supplies		\$ 10,396	\$ 33,027	\$ 14,274		\$ 9,015	\$ 20,563	\$ 16,565			\$ 10,375		
Salt		\$ 192,120	\$ 293,899	\$ 172,501		\$ 274,923	\$ 158,840	\$ 192,050		\$ 305,369	\$ 355,531	\$ 405,952	
Sand		\$ 4,215	\$ 2,926	\$ -		\$ 21,544	\$ 23,935	\$ 31,371		\$ 18,679	\$ 3,006	\$ 3,508	
Total Snow and Ice Expenditures		\$ 1,222,776	\$ 1,621,598	\$ 790,716		\$ 1,107,011	\$ 1,309,516	\$ 740,264		\$ 1,243,509	\$ 1,923,663	\$ 861,408	
Vehicle Maintenance*		\$ (294,130)	\$ (424,418)	\$ (266,184)		\$ (55,635)	\$ (107,056)	\$ (77,923)		\$ (19,159)	\$ (26,651)	\$ (15,862)	
Adjusted Total		\$ 928,646	\$ 1,197,180	\$ 524,532		\$ 1,051,376	\$ 1,202,460	\$ 662,342		\$ 1,224,350	\$ 1,897,012	\$ 845,546	

Solid Waste		Wellesley				Natick			Needham			
		FY2014	FY2015	FY2016		FY2014	FY2015	Est. FY2016	Actual FY2014	Actual FY2015	Approp FY2016	
BENCHMARKS												
Total Cost Per Ton	\$	107	\$ 89	\$ 99	\$ 128	\$ 124	\$ 103	\$ 149	\$ 156	\$ 106		
Net Cost Per Ton	\$	71	\$ 59	\$ 63	\$ 37	\$ 31	\$ 25	\$ 120	\$ 135	\$ 86		
OUTPUTS												
Tons of Trash		7,557	7,834	8,268	6,213	6,107	6,100	7,959	8,314	9,582		
Tons of Earth Products		2,375	3,839	1,958	1,425	1,102	3,020	4,000	4,200	4,000		
Tons of Recycling		5,735	8,642	9,426	4,108	4,106	4,100	3,097	3,186	3,167		
Total Tons		15,667	20,315	19,652	11,746	11,315	13,220	15,056	15,700	16,749		
		Three year average --->>			18,545	Three year average --->>			Three year average --->>			
INPUTS												
Total Staff		14	14	14	13.5	13.5	13.5	10	10	10		
Personal Services		874,122	985,271	989,772	714,688	710,221	725,054	601,825	662,032	692,204		
Expenses		1,176,131	1,197,500	1,289,066	783,970	695,590	641,462	1,821,065	1,963,981	1,197,124		
Total		2,050,253	2,182,771	2,278,838	1,498,658	1,405,811	1,366,516	2,422,891	2,626,013	1,889,328		
Less Facilities		156,026	124,746	101,176				63,605	30,814	28,146		
Less Equipment		224,408	247,439	234,592				117,619	142,079	92,295		
Adjusted Solid Waste Expenditures	\$	1,669,819	\$ 1,810,586	\$ 1,943,070	\$ 1,498,658	\$ 1,405,811	\$ 1,366,516	\$ 2,241,666	\$ 2,453,120	\$ 1,768,887		
Landfill Expenditures*								\$ 44,289	\$ 48,672	\$ 39,071		
Capital*								\$ 31,504	\$ 191,093	\$ 48,000		
Total Solid Waste Revenue	\$	554,665	\$ 619,869	\$ 712,150	\$ 1,060,973	\$ 1,050,838	\$ 1,040,000	\$ 434,833	\$ 332,640	\$ 327,180		
Net Solid Waste Expenditures	\$	1,115,154	\$ 1,190,717	\$ 1,230,920	\$ 437,685	\$ 354,973	\$ 326,516	\$ 1,806,833	\$ 2,120,480	\$ 1,441,707		
* Needham has reported landfill closure and capital expenditures which are not included in totals.												

Highway Division		Wellesley				Natick			Needham		
BENCHMARK		FY2014	FY2015	FY2016		FY2014	FY2015	FY2016	FY2014	FY2015	FY2016
Cost per Mile		\$ 10,477	\$ 10,350	\$ 10,529		\$ 7,167	\$ 7,829	\$ 8,071	\$ 9,146	\$ 10,052	\$ 10,224
		Three Year Average -->>		\$ 10,452		Three Year Average -->>		\$ 7,689	Three Year Average -->>		\$ 9,807
Cost per Mile Resurfaced		\$ 167,186	\$ 165,950	\$ 111,341		\$ 349,231	\$ 611,391	\$ 535,308	TBD	256,921	188,202
		Three Year Average -->>		\$ 148,159		Three Year Average -->>		\$ 498,643	Three Year Average -->>		\$ 222,562
OUTPUTS/INVENTORY											
Miles of Road		116	116	116		154	154	154	160	160	160
Miles of Road Resurfaced		2.3	3.7	10.0		3.9	6.9	6.5	5.5	3	4.23
Miles of Sidewalk		118	118	118		130	130	130	160	160	160
Number of Parking Meters		451	451	451		178	178	178	175	175	175
Number of Catch Basins		3,662	3,662	3,664		4,200	4,200	4,200	4,225*	4,225*	4,225*
									*Needham Catch Basins Maintained by Sewer.		
INPUTS											
Personal Services		\$ 1,112,629	\$ 1,107,479	\$ 1,114,434		\$ 821,164	\$ 856,200	\$ 904,390	\$ 708,247	\$ 781,668	\$ 789,295
Expenses*		\$ 489,121	\$ 532,484	\$ 552,112		\$ 282,564	\$ 349,437	\$ 338,570	\$ 755,134	\$ 826,574	\$ 846,542
Less Equipment Maint & Fuel		\$ (292,433)	\$ (317,585)	\$ (315,746)		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Less Facilities Maintenance Exp.		\$ (94,028)	\$ (121,785)	\$ (129,404)		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Adjusted Expenses		\$ 102,660	\$ 93,114	\$ 106,962		\$ 282,564	\$ 349,437	\$ 338,570	\$ 755,134	\$ 826,574	\$ 846,542
	2										
Total Road Maintenance Expenditures		\$ 1,215,289	\$ 1,200,593	\$ 1,221,396		\$ 1,103,728	\$ 1,205,637	\$ 1,242,960	\$ 1,463,381	\$ 1,608,242	\$ 1,635,837
Street Resurfacing											
Total Cost of Resurfacing		\$ 377,841	\$ 613,019	\$ 1,114,524		\$ 1,362,000	\$ 4,218,600	\$ 3,479,500	TBD	770,763	796,096
									*Needham computation for FY14 still pending		
Highway Maintenance Staff		19	19	19		12	12	12	9	9	9
Needham Stormwater Crew in Sewer Division >>>									4	4	4
* Equipment Maintenance and Facilities Maintenance have been subtracted from Wellesley for better comparison with Natick and Needham.											

Park & Forestry	Wellesley			Natick			Needham		
	FY2014	FY2015	FY2016	FY2014	FY2015	FY2016	FY2014	FY2015	FY2016
BENCHMARK									
Total Cost Per Acre	\$ 6,889	\$ 7,194	\$ 7,272	\$ 10,423	\$ 10,690	\$ 10,886	\$ 13,608	\$ 14,791	\$ 15,127
	Three year average -->>			Three year average -->			Three year average -->>		
OUTPUTS									
Acres Maintained	195	195	195	70	70	70	92	92	92
INPUTS									
Personal Services	\$ 1,235,198	\$ 1,265,243	\$ 1,290,992	\$466,303	\$494,475	\$493,685	\$ 931,238	\$1,011,771	\$ 985,974
Expenses	\$ 104,363	\$ 120,787	\$ 122,410	\$133,692	\$128,634	\$143,152	\$ 205,102	\$ 198,694	\$ 213,187
Contracted Services	\$ 3,882	\$ 16,841	\$ 4,588	\$129,639	\$125,172	\$125,194	\$ 115,603	\$ 150,296	\$ 192,501
Total Active Recreation Expenditures	\$ 1,343,443	\$ 1,402,871	\$ 1,417,989	\$729,634	\$748,281	\$762,031	\$1,251,943	\$1,360,761	\$1,391,661
Number of Maintenance Staff	16	16	16	6	6	6	14	14	14

Fleet Maintenance		Wellesley				Natick				Needham			
BENCHMARK		FY2014	FY2015	FY2016		FY2014	FY2015	FY2016		FY2014	FY2015	FY2016	
Cost per Unit		\$ 8,686	\$ 10,107	\$ 9,325		\$ 3,073	\$ 3,325	\$ 3,483		\$ 5,249	\$ 4,535	\$ 5,268	
Units Per Repair Staff		19	19	19		32	32	32		29	29	29	
		Three year average -->>>				Three year average -->				Three year average -->>>			
OUTPUTS				\$ 9,373				\$ 3,294				\$ 5,017	
Vehicles Maintained (Powered & Plated)		135	135	135		252	252	252		114	114	114	
Other supporting equipment		65	65	65						46	46	46	
INPUTS													
Personal Services**		\$ 542,895	\$ 571,473	\$ 557,090		\$484,184	\$520,545	\$511,336		\$ 325,650	\$ 315,521	\$ 338,020	
Expenses		\$ 85,729	\$ 105,348	\$ 81,993		\$ 4,815	\$ 525	\$ 1,751		\$ 107,215	\$ 22,790	\$ 72,634	
Parts		\$ 382,817	\$ 448,373	\$ 370,745		\$250,686	\$274,256	\$324,486		\$ 110,527	\$ 106,505	\$ 124,914	
Contracted Services		\$ 161,169	\$ 239,313	\$ 249,057		\$ 34,797	\$ 42,689	\$ 40,196		\$ 54,956	\$ 72,178	\$ 65,008	
Total Fleet Expenditures		\$ 1,172,610	\$ 1,364,507	\$ 1,258,885		\$774,482	\$838,015	\$877,769		\$ 598,348	\$ 516,994	\$ 600,576	
Number of Fleet Maintenance Staff		9	9	9		9	9	9		5	5	5	
Number of Mechanics/Welders		7	7	7		8	8	8		4	4	4	

Administration	Wellesley				Natick				Needham			
	FY2014	FY2015	FY2016		FY2014	FY2015	FY2016		FY2014	FY2015	FY2016	
BENCHMARK												
Cost Per Capital	\$ 21	\$ 24	\$ 23		\$ 6	\$ 7	\$ 8		\$ 17	\$ 18	\$ 18	
	Three year average -->>			\$ 23	Three year average -->			\$ 7	Three year average -->>			\$ 17
Cost per DPW Employee	\$ 5,080	\$ 5,791	\$ 5,721		\$ 2,738	\$ 2,933	\$ 3,604		\$ 5,796	\$ 5,973	\$ 6,090	
	Three year average -->>			\$ 5,531	Three year average -->			\$ 3,092	Three year average -->>			\$ 5,953
OUTPUTS												
Population (MMA Directory)	29,090	28,748	29,090		35,214	33,760	35,214		29,736	29,366	29,736	
DPW Permanent Staff	118	118	118		83	83	83		87	87	87	
INPUTS (Actual Expenditures)												
Personal Services												
Operating Budget	\$ 346,742	\$ 355,645	\$ 347,538		\$193,817	\$197,068	\$244,077		\$ 471,944	\$ 484,362	\$ 497,356	
Enterprise Fund Support	\$ 226,715	\$ 294,658	\$ 305,596									
Total Personal Services	\$ 573,457	\$ 650,303	\$ 653,134		\$193,817	\$197,068	\$244,077		\$ 471,944	\$ 484,362	\$ 497,356	
Purchase of Services					\$ 6,816	\$ 10,827	\$ 11,446					
Technical & Professional Services					\$ 8,119	\$ 15,717	\$ 22,633					
Supplies					\$ 15,683	\$ 17,838	\$ 18,672					
Protective Clothing					\$ 2,854	\$ 2,013	\$ 2,286					
Expenses	\$ 25,929	\$ 33,004	\$ 21,998		\$ 33,471	\$ 46,394	\$ 55,037		\$ 32,292	\$ 35,332	\$ 32,446	
Total Administration	\$ 599,386	\$ 683,307	\$ 675,132		\$227,288	\$243,463	\$299,114		\$ 504,236	\$ 519,694	\$ 529,802	
Number of Administration Staff	9	9	9		3	3	4		8	8	8	

Engineering	Wellesley				Natick				Needham			
BENCHMARK												
Cost per capita												
OUTPUTS												
Population (MMA Directory)												
Street & Trench Permits Issued												
Utility Markouts Provided												
Building Permit Application Reviews												
INPUTS												
Personal Services												
Expenses												
Total Engineering												
Number of Engineering Staff												
OTHER STATISTICS												
Street Opening Permits Issued												
Trench Permits Issued												

Water & Sewer	Wellesley			Natick			Needham		
	FY2014	FY2015	FY2016	FY2014	FY2015	FY2016	FY2014	FY2015	FY2016
BENCHMARKS									
Water Rates - Residential Inside Only	\$ 446	\$ 446	\$ 446	326	336	342	483	483	472
Water Rates - Residential w/Outside	\$ 955	\$ 980	\$ 980	854	872	898	TBD	935	952
Sewer Rates - Average Residential	\$ 1,012	\$ 1,012	\$ 1,012	951	1,037	1,038	998	1,061	1,115
Wat & Sew Avg. Residential Combined	\$ 1,458	\$ 1,458	\$ 1,457	1,277	1,373	1,380	1,481	1,544	1,586
Water Cost per Mile of Water Main	\$ 45,241	\$ 45,521	\$ 50,135	13,467	16,554	14,863	37,257	30,488	35,916
Sewer Cost Per Mile of Sewer Main	\$ 54,530	\$ 54,851	\$ 58,280	61,604	56,288	57,745	61,343	61,343	58,868
OUTPUTS									
Miles of Water Line	150	150	150	197	197	197	130	130	130
Miles of Sewer Line	135	135	135	150	150	150	132	132	132
Million Gallons of Water From Wells			800			1200			890
Million Gallons of Water from MWRA			300			0			327
Total Pumped (Million Gallons)			1,100			1,200			1,217
INPUTS									
Water Fund Total	\$ 6,786,192	\$ 6,828,192	\$ 7,520,241	\$ 2,652,972	\$ 3,261,166	\$ 2,927,937	\$ 4,843,446	\$ 3,963,381	\$ 4,669,040
Sewer Fund Total	\$ 7,361,517	\$ 7,404,824	\$ 7,867,771	\$ 9,240,593	\$ 8,443,209	\$ 8,661,796	\$ 8,097,221	\$ 8,097,269	\$ 7,770,608
Total Water & Sewer Expenditures	\$ 14,147,708	\$ 14,233,016	\$ 15,388,012	\$ 11,893,565	\$ 11,704,375	\$ 11,589,733	\$ 12,940,667	\$ 12,060,650	\$ 12,439,648
Water & Sewer Staff	28	28	28	29	29	29	28	28	28
							Needham sewer includes 4 stormwater staff		

Findings and Recommendations

Staffing

1. *Finding:* Wellesley's overall staffing is significantly higher than both Needham and Natick despite having a smaller land area, smaller population, and fewer miles of roads. The most obvious differences are within the Highway Division and the fact that Wellesley has four permanent staff serve as night and weekend watchpersons. Highway's staffing level is also higher due to wider scope of services provided in-house such as raising structures during street resurfacing and other capital maintenance. Wellesley's benchmarks for these items are favorable and appear to provide balance to the staffing levels. Wellesley's Highway Division also handles storm water maintenance issues and this function is provided in Needham by a four-person crew in its Sewer Division.
2. *Finding:* As an outcome of our monthly meetings, Natick DPW has identified a severe staffing shortage and is making a pitch for ten additional positions across the department to fill voids in services that they simply cannot complete with existing staff.
3. *Recommendation:* Conduct further study specific to the Highway operation in terms of level of service provided, operating procedures, and employee productivity to determine if further efficiencies and best practices can be identified. Specific operations to review include Street Sweeping, Catch Basin Cleaning, and Pot Hole Patching.

Snow & Ice

4. *Finding:* Wellesley's use of primarily in-house staff leads to a favorable cost per mile, lower cost per response, and lower cost per inch than our peer communities. This is primarily due to our use of in-house staff from other divisions rather than the much more expensive contractors. The one obvious trade-off is that our equipment roster level is higher and that also comes with a higher level of equipment maintenance spending.
5. *Finding:* Sidewalk plowing is a particularly expensive operation because of the equipment used. Wellesley and Needham have comparable sidewalk plowing miles though Wellesley plows sidewalks in commercial areas while Needham does not. Natick has significantly fewer sidewalk miles overall to plow.
6. *Recommendation:* Evaluate the equipment fleet for dedicated winter vehicles and determine if any can be replaced with multi-purpose, year-round equipment.

Highway

7. *Finding:* Wellesley's Highway Division operating total cost per mile is the highest of the three towns while our cost per mile for resurfacing is the lowest. The lower cost is due to our use of in-house staff for structure raising rather than contracting out this service. Natick contracts out the entire resurfacing operation and their per-mile cost is dramatically higher. Needham performs most of the same work as Wellesley but contracts out their structure raising. The result is that their cost is about 50% higher than Wellesley.
8. *Recommendation:* Work with peer towns to further develop Highway maintenance asset inventories and work outputs to provide a more detailed comparison. Miles of road is a good starting point for the discussion but it does not capture the full scope of services provided such as drainage, sign maintenance, guardrail, curbing, pavement marking, snow plow damage repair, and materials management. We have heard anecdotally that Wellesley provides a broader and higher level of service but we need more data to test this assumption.
9. *Recommendation:* Obtain pavement condition ratings and other asset inventory condition ratings from each town to include on benchmark sheets. These 'quality' ratings will help provide some context to the benchmarks.

Park & Forestry

10. *Finding:* Wellesley has higher staffing levels and higher service level requirements. Overall cost per acre is favorable due to significantly greater areas to maintain in Wellesley. Some examples of services provided in Wellesley that are not performed or not performed to the same level in Needham and Natick are pond weed harvesting, traffic island maintenance, and parking lot maintenance.
11. *Recommendation:* Investigate use of remote controlled irrigation systems to better monitor and control field watering.

Solid Waste

12. *Finding:* Wellesley's Total Cost Per Ton is most favorable among the three towns while Natick's Net Cost Per Ton is leading benchmark. This is because Natick's revenue includes the sale of 'pay as you throw' bags.
13. *Finding:* Natick provides curbside pickup, while Needham and Wellesley only provide drop off for trash and recycling.
14. *Finding:* Needham focuses on their processing of earth products such as leaves and grass, while Wellesley puts more attention to the collection and

processing of residential recycling which leads to higher levels of revenue to the town.

15. *Finding:* Needham and Natick both have 'pay as you throw' models, though Needham has difficulty enforcing their program.

Fleet Maintenance

16. *Finding:* The selected benchmark of cost per unit is imperfect and of limited utility since not all equipment is included in the divisor.
17. *Finding:* Wellesley's budgeted staffing level is higher, but because of significant turnover and the difficulty in hiring qualified mechanics, Wellesley's Fleet Maintenance currently has five vacant positions and has been outsourcing most repairs and maintenance over the past year. We sense that these conditions are beginning to change.
18. *Finding:* Needham and Natick had no readily available repair history information so more detailed comparisons could not be made. Both communities are working on new systems to better capture fleet maintenance repair work.
19. *Finding:* As a result of this benchmarking study, Needham offered to provide repair services to Wellesley to help address staff shortages. Pilot test was conducted in August paving the way for future resource sharing.
20. *Finding:* Natick has developed an Equipment Procurement revolving fund to offset vehicle replacement capital costs. Funds are received from the proceeds from the sale of surplus equipment. Wellesley's Finance Director has indicated support for such a fund.
21. *Recommendation:* To help create a better benchmark, we should refine the list of vehicles to include more units. Consider using Vehicle Equivalent method versus including only 'Powered & Plated' so that benchmark will be more meaningful.
22. *Recommendation:* Update and perform annually a fleet utilization review to identify low use vehicles, identify functions that could be combined into a multipurpose vehicle, and potential vehicles to be phased out of the fleet.
23. *Recommendation:* Complete further study on fleet operations to identify levels of service, cost drivers, vehicle downtime, and vehicle replacement policies.
24. *Recommendation:* Create a surplus equipment revolving fund to maximize the benefit from the sale of surplus equipment and offset the recurring capital cost of equipment replacement.

Water & Sewer

25. *Finding:* Average residential water & sewer rates are comparable among the three towns.

Other

26. *Finding:* One key finding from the study was that meeting on a regular basis, with a defined scope was a very helpful to each community. Partners were thoroughly engaged in the process and found benefit in continued meetings and operations review.
27. *Recommendation:* Continue benchmarking study, update with FY17 information, and look for additional communities to join in.
28. *Finding:* Quality of Service is difficult to measure and very few measure exist that can be used to compare each town. The group discussed this topic and decided to leave the discussion of 'quality' for future review
29. *Recommendation:* Develop quality measures or reasonable proxies such as a pavement condition index or other condition assessments and add them to the appropriate benchmarking sheets.

TOWN OF WELLESLEY DEPARTMENT OF PUBLIC WORKS

Overview & Benchmarking Presentation to the
Board of Selectmen



November 2017

Apples to Apples

A Three Town Public Works Benchmarking Study



Agenda

- Introduction & Executive Summary
- Results
- Recommendations, Opportunities & Next steps

Introduction & Executive Summary

- Background
- Partners
- Apples to Apples
- 15 Benchmarks, 8 Divisions, 100's of Functions
- Wide range of results
- Findings & Recommendations

Results at a Glance

Division	Benchmark	Wellesley		Natick		Needham	
Snow & Ice	Cost per Mile	\$ 7,183	□	\$ 6,312	✓	\$ 10,172	×
Trash & Recycling	Total Cost Per Ton	\$ 98	✓	\$ 118	□	\$ 137	×
Trash & Recycling	Net Cost Per Ton	\$ 64	□	\$ 31	✓	\$ 114	×
Total Highway Maintenance	Total Cost Per Mile	\$ 10,452	×	\$ 7,689	✓	\$ 9,807	□
Highway	Street Resurfacing - Cost Per Mile	\$ 148,159	✓	\$ 498,643	×	\$ 222,562	□
Park & Tree Maintenance	Total Cost Per Acre	\$ 7,118	✓	\$ 10,666	□	\$ 14,509	×
Fleet	Cost per Unit	\$ 9,373	×	\$ 3,294	✓	\$ 5,017	□
Engineering	Cost per Capita	\$ 29	×	\$ 14	✓	\$ 25	□
Administration	Cost per Capita	\$ 23	×	\$ 7	✓	\$ 17	□
Administration	Cost per DPW Employee	\$ 5,531	□	\$ 3,092	✓	\$ 5,953	×
Water & Sewer	Water - Cost Per Mile	\$ 46,966	×	\$ 14,961	✓	\$ 34,554	□
Water & Sewer	Sewer - Cost Per Mile	\$ 55,887	□	\$ 58,546	✓	\$ 60,518	×
Water & Sewer	Water Rates - Residential Inside Only	\$ 446	□	\$ 335	✓	\$ 479	×
Water & Sewer	Water Rates - Residential w/Outside	\$ 972	×	\$ 875	✓	\$ 944	□
Water & Sewer	Sewer Rates - Average Residential	\$ 1,012	□	\$ 1,009	✓	\$ 1,058	×

Highest benchmark performer ✓ Lowest benchmark performer × Middle benchmark performer □

Municipal Comparisons

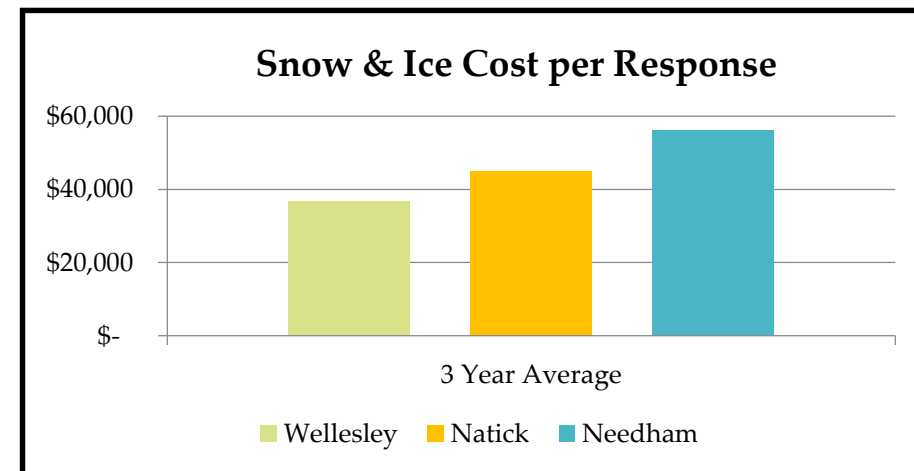
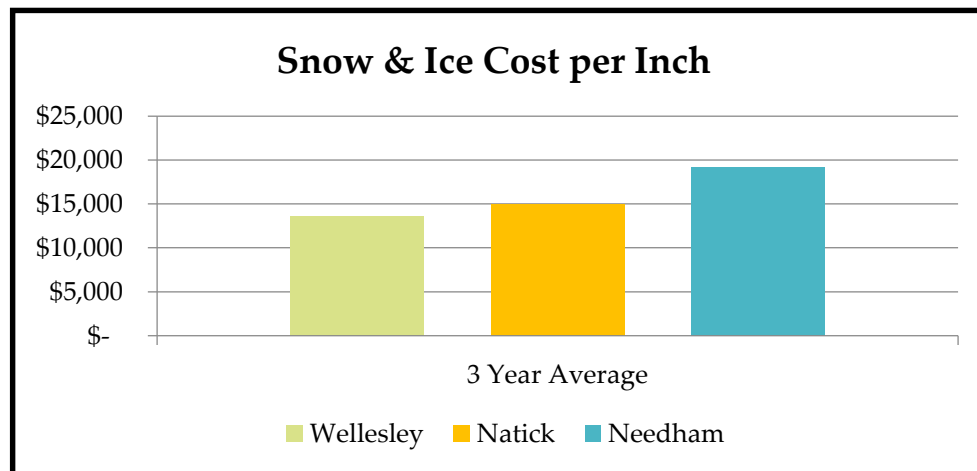
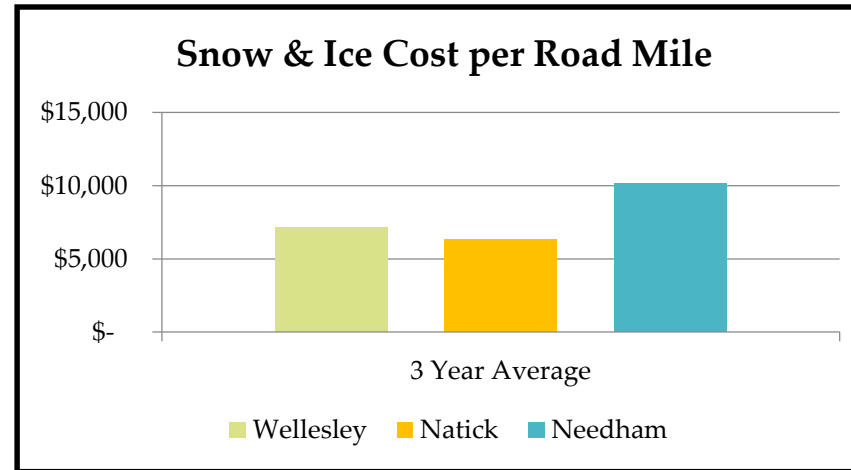
	Wellesley	Natick	Needham
Population (2013)	29,090	35,214	29,736
Registered Voters (2012)	18,897	24,206	21,307
School Enrollment (2015)	5,098	5,546	5,443
County	Norfolk	Middlesex	Norfolk
Square Miles	10.18	15.08	12.61
Public Road Miles	129.97	155.92	138.14
Income per Capita (2013)	\$154,864	\$49,772	\$93,395
EQV per Capita (2014)	\$351,082	\$197,692	\$278,902
Avg. Tax Bill (fiscal 2016)	\$13,326	\$6,630	\$9,240
Tax rate (fiscal 2016)	\$11.56	\$13.82	\$11.29
Commercial Tax Rate (fis 2016)	None	None	\$22.43
Operating Budget (fis 2016)	\$165,160,098	\$147,026,413	\$156,155,833

Source: Massachusetts Municipal Directory 2016-2017

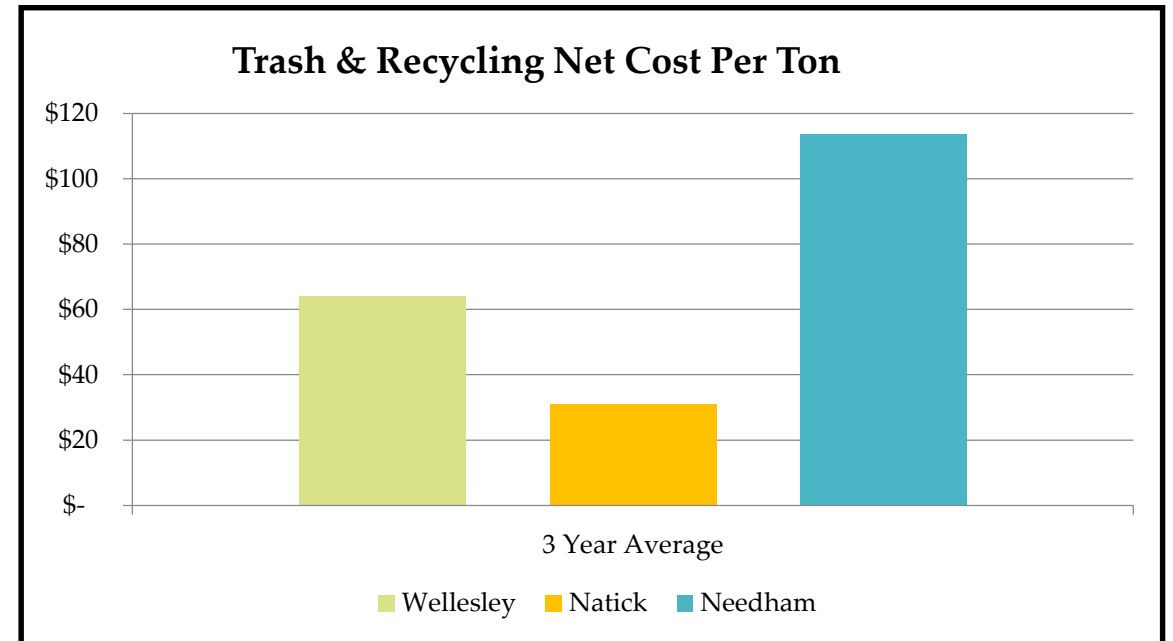
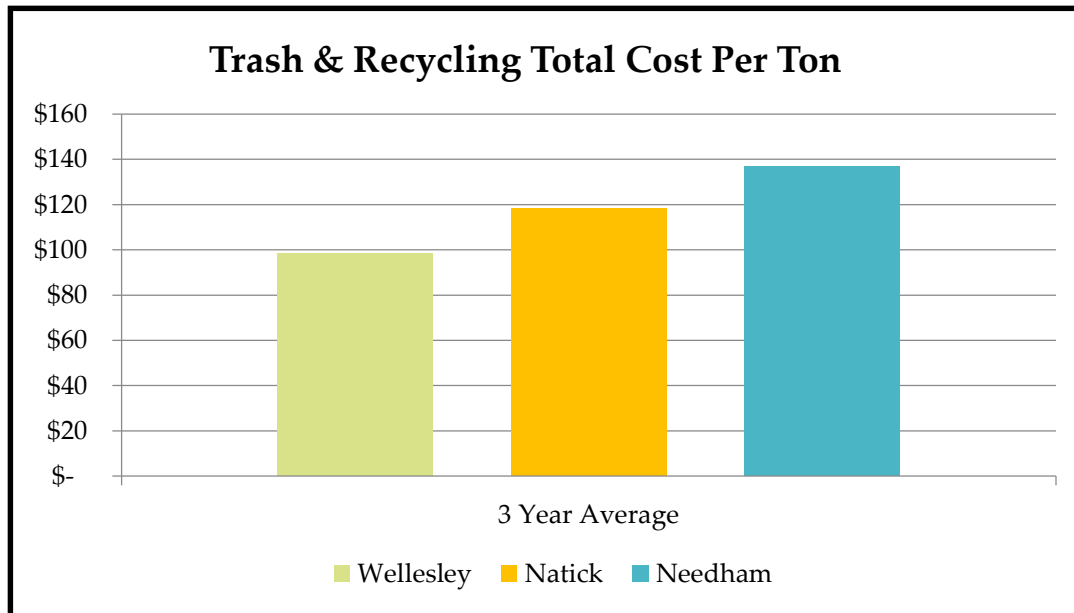
DPW Staffing

	Wellesley	Natick	Needham
Administration	9.0	4.0	8.0
Engineering	10.0	5.5	10.0
Highway	23.0	13.5	12.0
Night Watchmen	4.0	-	-
Park & Tree	20.0	8.5	16.0
Fleet Maintenance	9.0	9.0	5.0
Solid Waste	14.0	13.5	10.0
Water & Sewer	29.0	29.1	26.0
Total	118.0	83.1	87.0

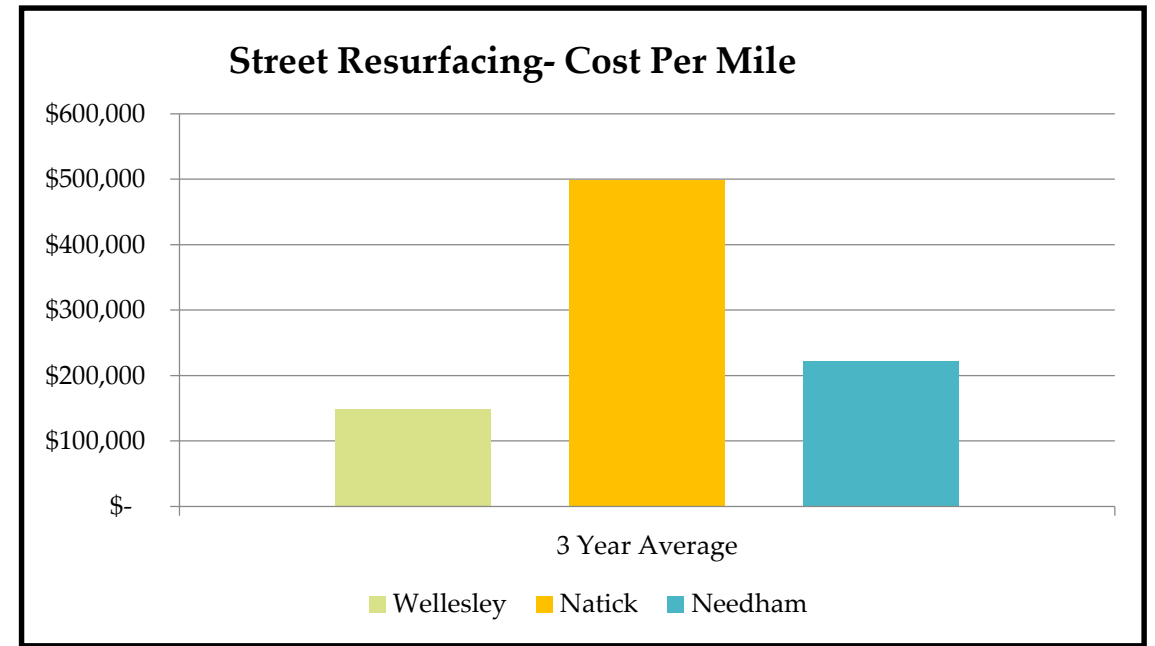
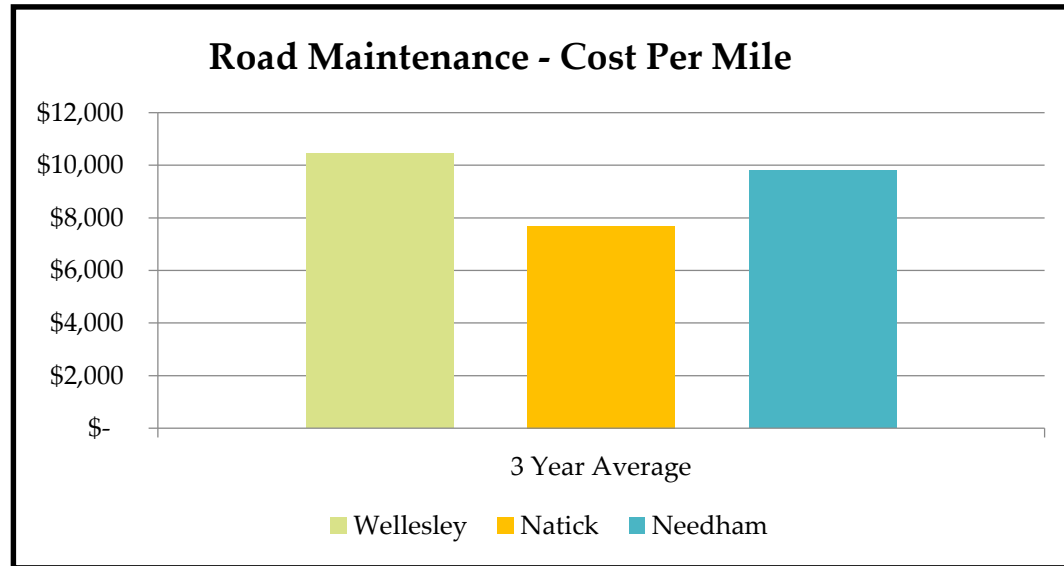
Results – Snow & Ice



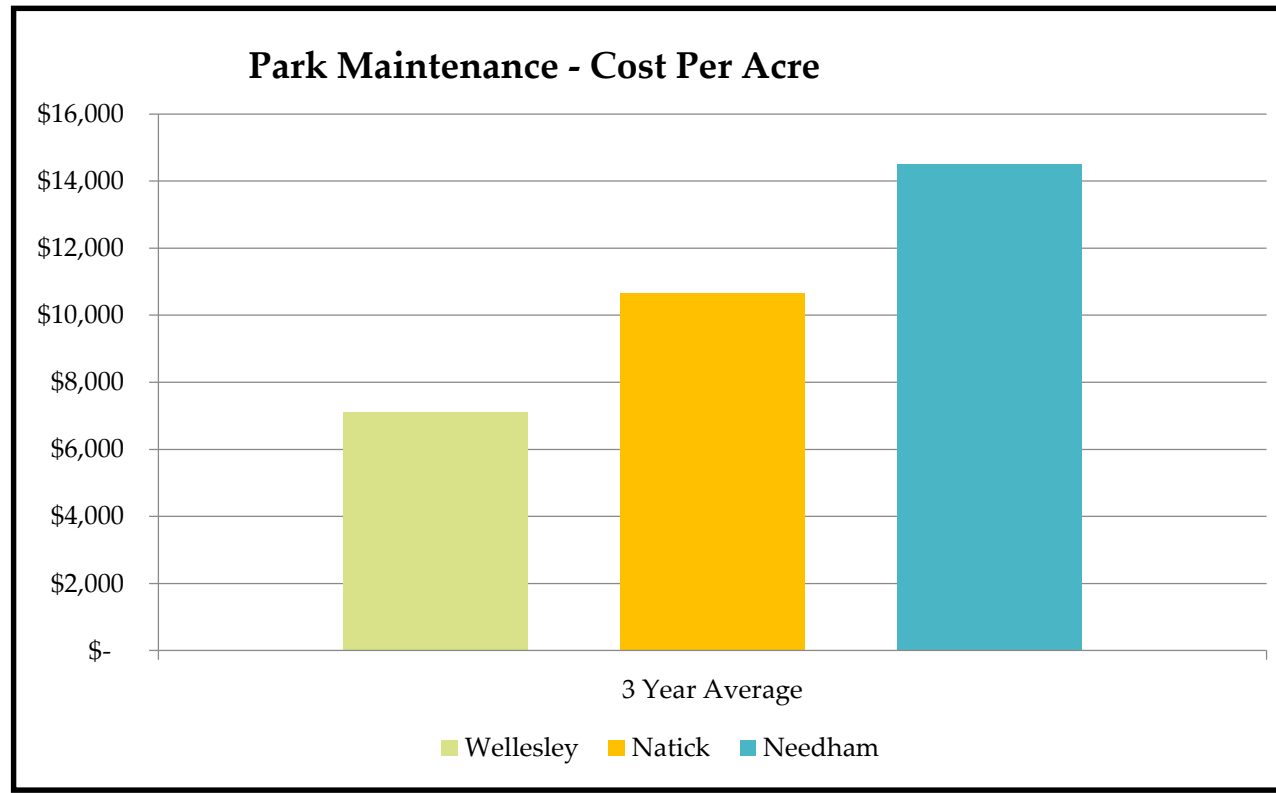
Results – Solid Waste



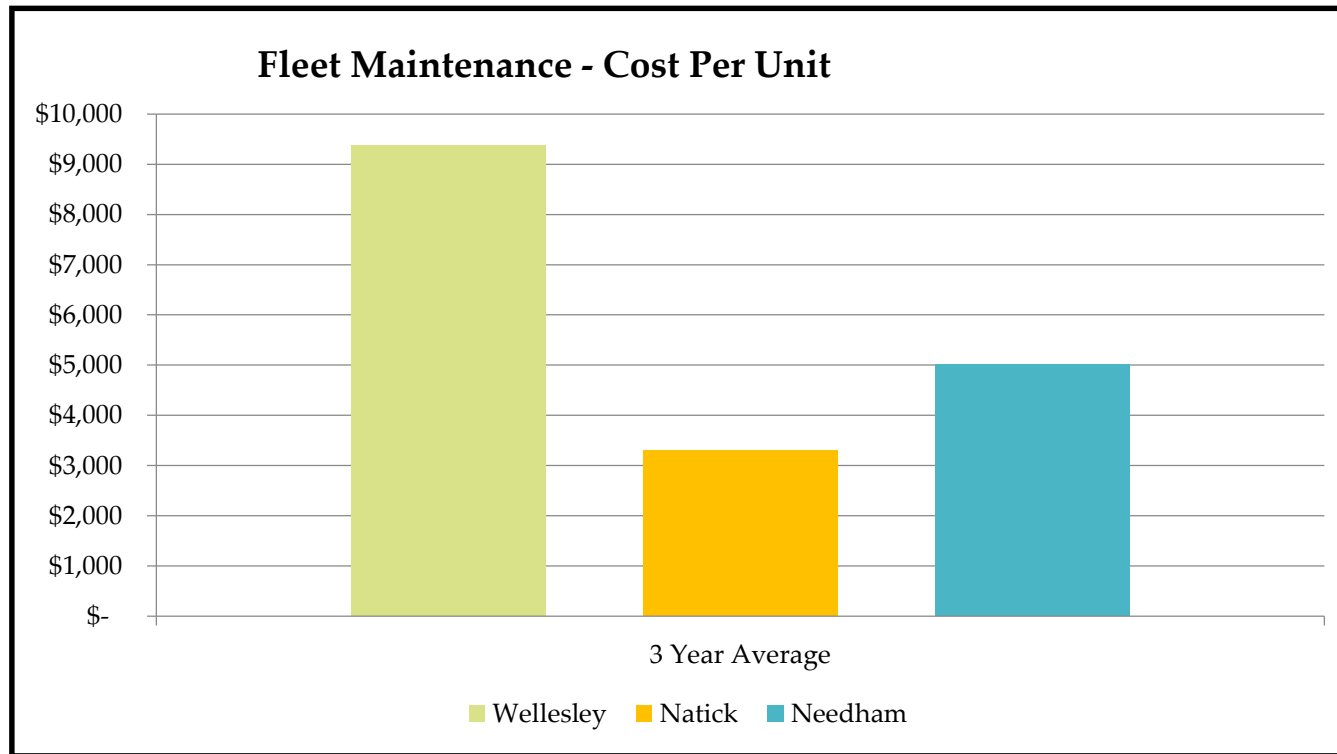
Results - Roads



Results – Park Maintenance



Results – Fleet Maintenance

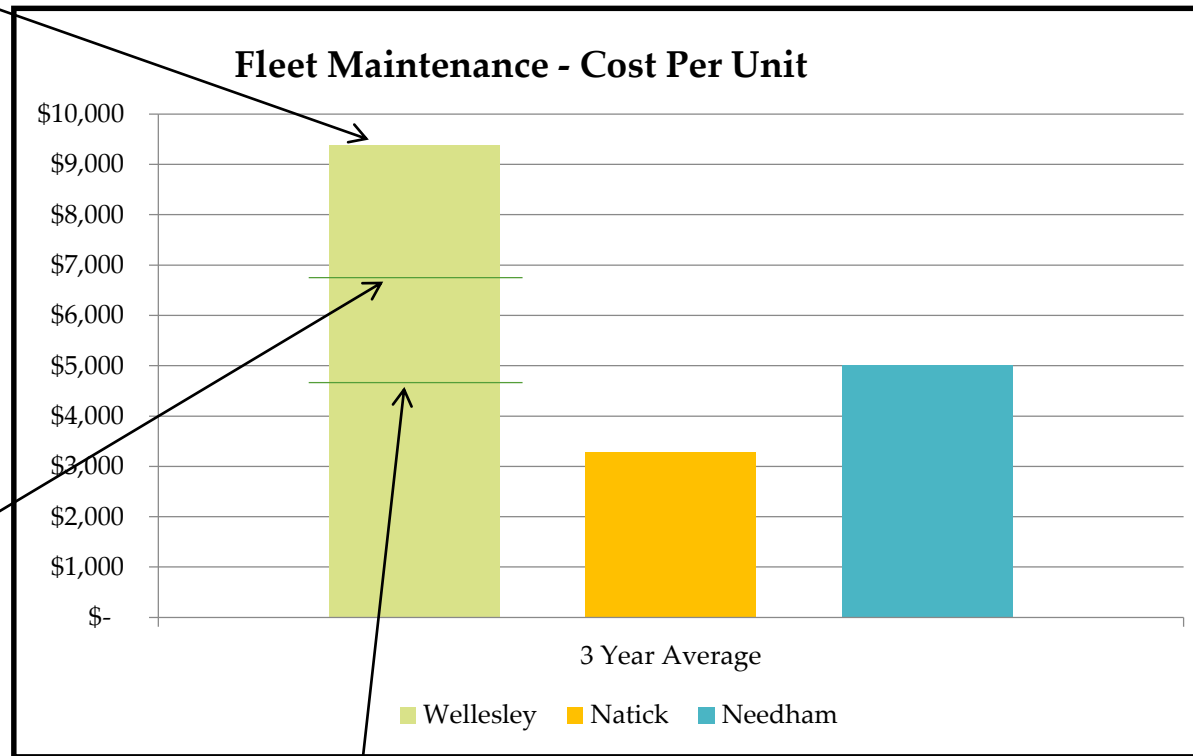


Results – Fleet Maintenance

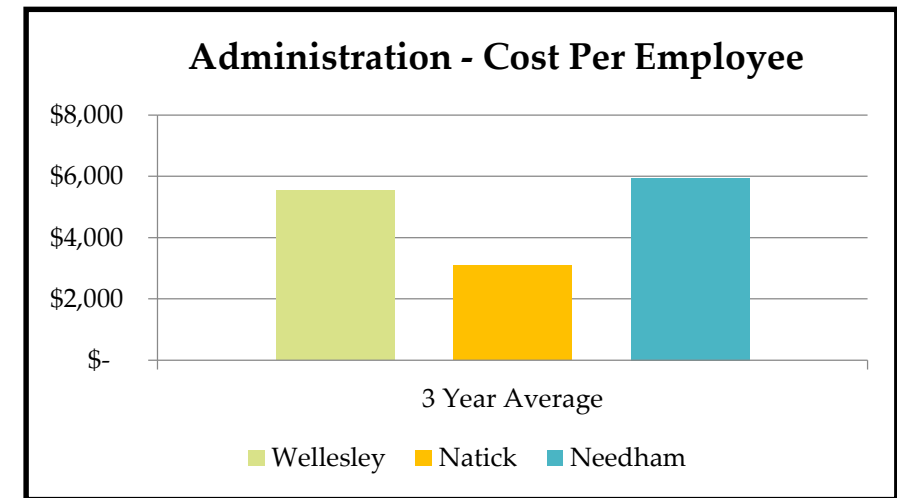
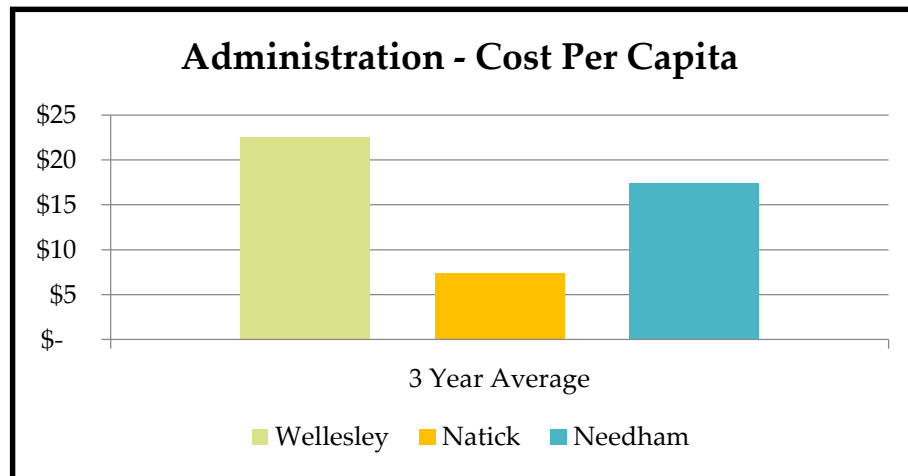
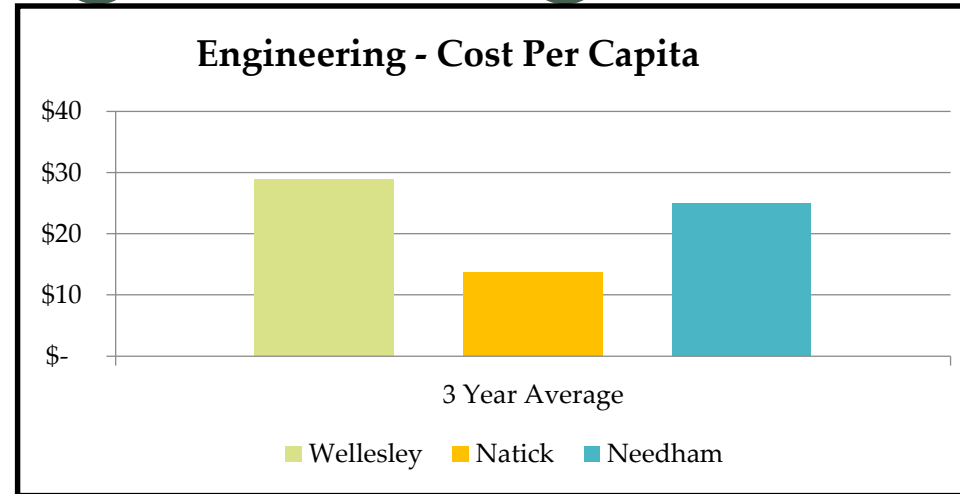
Cost for all vehicles
(\$1.2M) divided by 134
Vehicles (Powered &
Planted)

Cost per unit of only
Powered & Plated
equipment. (\$900K divided
by 134 vehicles)

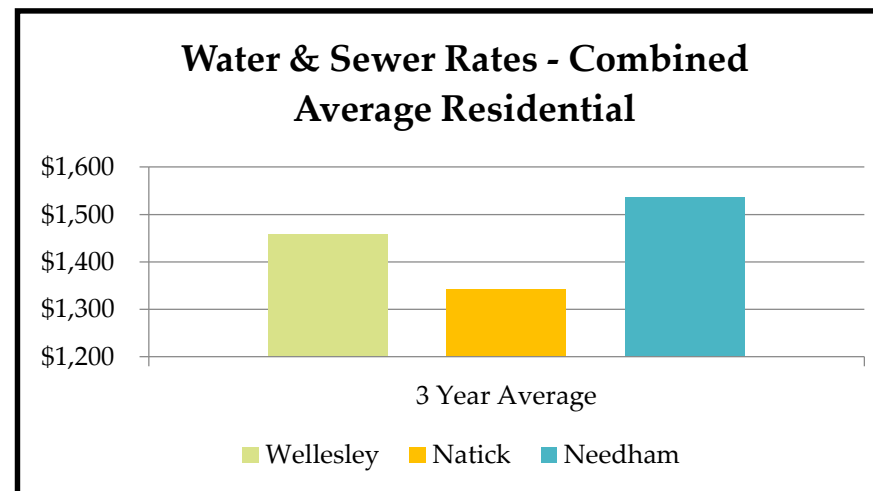
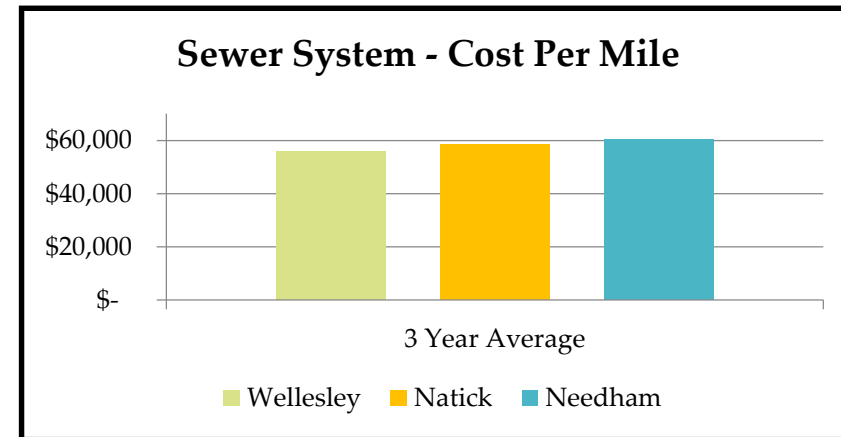
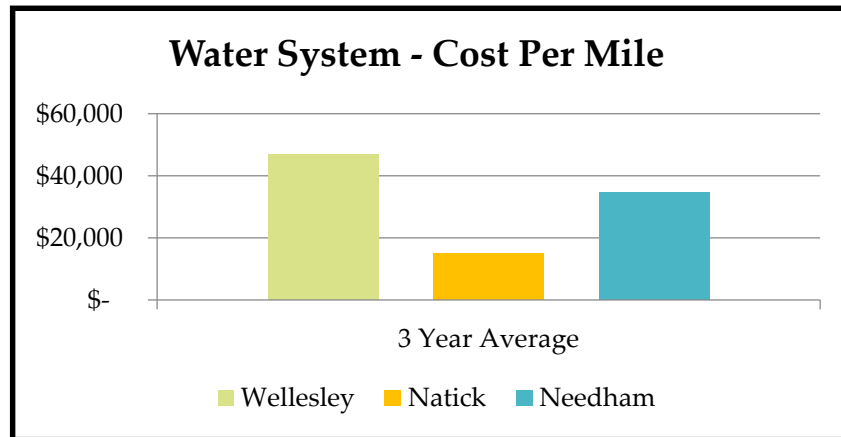
Cost per unit for all units.
(\$1.2M divided by 260 units)



Results – Engineering & Administration



Results – Water & Sewer



Opportunities & Next Steps

- Analyze opportunities to enhance performance
- Continue meeting with partners to dive deeper into operations
- Look at alternative ways of delivering service
- Share and implement identified best practices
- Update Information with latest Fiscal Year data (FY17)
- Look for ways to include service level and quality into our analysis

Apples to Apples

A Three Town Public Works Benchmarking Study



4. Finalize 148 Weston Road Site Eligibility Letter

After the Board's joint meeting with the Planning Board, comments from the public, board members, and staff have been incorporated into a revised draft. As usual, we have notified residents of the revised letter, posted the revised letter online, and sent out notice via the Town's News and Announcements. The deadline for submitting comments on the 148 Weston Road Site Eligibility proposal is December 6th. Should the Board wish to hold over the discussion for an additional meeting, finalization of the letter could occur on December 4th. The packet also includes additional abutter letters that have been received since the joint meeting with the Planning Board.

MOTION: **MOVE** to approve the response from the Town to the MassHousing as proposed regarding the development at 148 Weston Road.

TOWN OF WELLESLEY



MASSACHUSETTS

BOARD OF SELECTMEN

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

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EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

November 27, 2017

Katherine Miller
MassHousing
One Beacon Street
Boston, MA 02108

RE: 148 Weston Road, Wellesley, MA Site Eligibility Response

Dear Ms. Miller:

On behalf of the Town of Wellesley ("the Town") Board of Selectmen and Planning Board, please find the following comments with respect to the *Comprehensive Permit Site Approval Application* recently submitted by Wellesley Park, LLC for the construction of a 55-unit residential housing structure on an approximately 0.82 acre parcel in the Town.

Site Constraints

The site has an area of 35,967 square feet and is entirely within the Zone II Wellhead Protection Area for Wellesley College. The proposal does not acknowledge how the project will protect groundwater recharge or mitigate for non-source pollution. . The proposed development has a gross floor area of 65,756 square feet, a Floor Area Ratio of 1.83, and height greater than 62 feet. The density for this project is 66 units per acre. The proposed project will render over 77% of the site impervious, and retains 23% of the site as "open space," which the applicant purports to be usable. The Town disagrees with the usable nature of the space given its limited area and dual use as a fire access road.

Density

As proposed, this project is the densest of the five (5) pending projects with a density of 66 units per acre (or 654 sf of lot area per unit); comparatively, the second densest project, immediately across the street from a commuter rail station, is at Delanson Circle with 63 units per acre (or 686 sf of lot area per unit). The property is zoned Single Residence District - 15,000 Square Foot Minimum Area District, which has a maximum density under the Zoning Bylaw of 2.9 units per acre. The density for this project is far too great given existing traffic volumes, queueing and stacking issues, at an area in Town where there is already a high accident rate. In the immediate area of 148 Weston Road, there have been over 26 accidents in the last 5 years, including a fatality of a bicyclist just past the Weston Road/Linden Street intersection. The area has a number of multi-family structures; however, all are located on Linden Street.

Within close proximity to the project site along Linden Street, multi-family housing exists at reasonable densities and heights. At 2-20 Linden Street there are 10 units at a density of 6.78 units per acre. These units are housed within two-story structures. At 3-25 Linden Street there are 10 units at a density of 8.7

units per acre. These units are also housed in two-story structures. Along Linden Street you will find similar densities and design of multi-family units with the highest density at approximately 17.7 units per acre at 37-63 Linden Street. These units again are two-story structures.

Affordability

The proposed project is seeking to only have 11 units or 20% of the project classified as affordable. In doing so, rent for the affordable units is based on 50% of the median income. The project is within close proximity to twelve (12) Wellesley Housing Authority units at Waldo Court (50 Linden Street) which are low-income family housing, and 1900 feet from the proposed Wellesley Crossing project at Delanson Circle approved by Massachusetts Housing Partnership for 90 units with the affordable component at 50% of the median income. The Town would prefer to increase the affordability threshold to 25% of the project at 80% of the median income to diversify the housing stock in the area, and to decrease the affordability gap between the market and affordable units, which as proposed escalates from 200% to 300% with the number of bedrooms per unit.

Traffic

Potential traffic associated with the project is a significant concern given longstanding issues with traffic volume and delays along Weston Road. At the site visit, Masshousing suggested that the Town could identify mitigation measures. The following outlines the Town's concerns, and explains why mitigation measures are essentially non-existent.

Heavy Traffic Volume: On average, Weston Road experiences traffic volumes of approximately 15,500 cars daily. The Town has conducted numerous studies on Weston Road in an attempt to mitigate existing traffic, with limited success. The Town is currently studying the pedestrian light at Weston Road and Linden Street to improve pedestrian safety given a significant number of complaints and continual police enforcement at the high crash intersection. Weston Road is one of the few north/south corridors running through the Town and is heavily used by both residents and commuters alike. In particular, Weston Road is a primary connector between Route 9 to the north and Wellesley Square, carries all of the vehicular school traffic for one of the Town's elementary schools and Wellesley College.

Extensive Queuing Resulting in Cut-throughs: The intersection of Weston Road at Central Street operates very poorly (Level of Service F)¹ during the commuting peak periods due to the high traffic demand. The resulting southbound queues on Weston Road typically extend beyond 1,000 feet from Central Street. At times, the southbound queues extend as far back as Turner Road (approximately 2500 feet). These queues extend through the Linden Street intersection blocking vehicles from entering Weston Road. Due to the traffic congestion and long queue on Weston Road, Curve Street and Howe Street (these streets have no sidewalks) are increasingly used as cut-through streets to get to Linden Street. Traffic congestion is also generated by heavy volumes at the Route 9 and Weston Road Interchange. Vehicles entering and exiting the Route 9 ramps experience significant delays (Level of Service F) due to the heavy volumes on Weston Road. In the northbound direction, queues generated by school activity and the Route 9 ramps were found to extend back to Turner Road (approximately 1,700 feet) in the morning peak hour.

Recent Traffic Studies: The Town most recently studied Weston Road as part of the purchase of the North 40 in 2014 and in review of a school project (Hardy, Hunnewell, and Upham) in 2017.² Due to the limited right of way width of 40 feet, the existing volumes, and existing impediments including the MBTA rail line bridge, the mitigation options are very limited, if not impossible. While improvement might result from the expansion of the bridge width, this would require a taking of property, and would cost up to \$5.5 million, depending on scenarios. This option would also require the agreement of

¹ Beta Engineering, Preliminary Traffic Study of the North 40 Area dated September 30, 2014 prepared by Kien Ho.

² Beta Engineering, Wellesley "High Level" Traffic Evaluation of Elementary School Consolidation/Redistricting February 14, 2017

MassDOT and MBTA. Further, we note that this bridge was fully rebuilt at substantial cost to the Town in 1996.

As part of the 2014 study, Beta Engineering, the Town's traffic consultant, made the following findings:

- The intersection of Weston Road at Central Street (Route 135) has a volume capacity of 1,800 vehicles during the morning and afternoon peak hours.
- Traffic data indicates approximately 2,300 cars are traveling through the intersection during these peak hours, exceeding the volume capacity by approximately 500 cars.
- For this intersection, the morning peak hour is between 7:30 am to 8:30 am, and the afternoon peak hour is between 4:30 pm - 5:30 pm.
- As noted above, queues for the Weston Road/Central Street intersection can extend during these times approximately 1,000 to 1,700 feet back from the intersection along Weston Road.

The traffic volumes and queues on Weston Road are existing conditions. The addition of 55 units at this location will further degrade the level of service at the Weston Road/Linden Intersection and Weston Road/ Washington Street (Route 135) intersections. Increased volume generated to/from the proposed site will exacerbate these existing safety and traffic operational concerns outlined above.

New 40B Impacts: On November 8, 2017, Massachusetts Housing Partnership notified the Town that site eligibility has been granted for a 90-unit project located at Delanson Circle (aka Wellesley Crossing) at the corner of Hollis Street and Linden Street. Linden Street provides critical east/west access to Weston Road, the north/south access of Wellesley. Traffic in the immediate area of the projects will be further exacerbated from the Delanson Road project. Adjoining streets in the area will be further impacted by cut through traffic due to increased congestion and wait times at the Weston Road/Linden Street intersection, Linden St/Crest Road intersection, and Weston Road/Central Street intersection.

Abutting Properties

The setbacks of the proposed project are inadequate and juxtapose a 62-foot-tall building, 25 feet from the property line of a single residence home located at 144 Weston Road. This proposal has situated the proposed structure 5 feet from Town land. The design is totally out of character with the neighborhood, which as noted above does include multi-family housing on Linden Street. On Weston Road, the neighborhood is comprised of low 1 ½-story Cape Style, Farmhouse style Colonials, and Dutch-style Colonials, many of which were built in the 1800s or early 1900s. Newer homes constructed along Weston Road have followed historic patterns and are low-profile in nature. The proposed monolithic structure will significantly rise above the area, and likely will be seen from the entire surrounding neighborhood (known as College Heights) and even from Wellesley College given the height, glass architectural design, and impacts from lighting.

The minimal setbacks surrounding the property leave no room for an adequate buffer. The grades of the property decline to the rear of the site, which is a concern for the Town on stormwater run-off, but in addition provide for no landscape buffer or screening. The minimal attempt at open space on the site, based on the fire access plan, would preclude plantings other than grass immediately abutting residential properties. The top floor balconies will further encroach on the privacy of the immediate abutters located at 144, 138, and 130 Weston Road.

To the north and west of the property, the abutting land is owned by the Town and is commonly referred to as the North 40. The rear parcel line touches the Cochituate Aqueduct, an historic resource listed on the National Register of Historic Places. The Cochituate Aqueduct is owned by the Town and is used for trail walking, but also has utilities including water and sewer. The site design has not taken advantage of this asset, which may be the only safe pedestrian access point to a safe crosswalk at Linden Street.

Wellhead Protection Zone and Stormwater

The project site is located within Wellesley College's Wellhead Zone II. Under the Massachusetts Drinking Water Regulations, 310 CMR 22.21(2)(b)(7), land use controls for Zone II must prohibit land uses that result in rendering 15% or 2500 square feet of a lot impervious, whichever is larger, unless a system of artificial recharge of precipitation is provided that will not result in degradation of groundwater quality. The project will render 77% of the site impervious. The small "open area" that could be an area for the subsurface infiltration will also be the fire access and turnaround. The subsurface area would therefore have to withstand the load of one or more fire trucks and other emergency vehicles. The Town wants to note it will be completely opposed to any stormwater systems located underneath the foundation/garage of the building. (See 310 CMR 22.21(2)(b)(6) requiring prohibition of removal of soil, loam, sand or gravel within four feet of the historical high groundwater table elevation³.) It should also be noted that snow melt from surface parking and access drives will either drain into the subsurface system or be directed to the Town's sewer system and needs to account for suspended solids, filtration and volume⁴.

The submitted plans currently do not include information on stormwater calculations or management, nor do they address Wellhead Protection measures. In general, given the dense site configuration, there is limited availability for subsurface retention in the small "open space" area directly abutting the rear of the property at 144 Weston Road.

The Town is also concerned about the activities and materials detrimental to drinking water and surface water that will be generated by 55 households and general property maintenance within a Wellhead Protection Zone. These materials include pet waste; oil and other automobile fluids; herbicides, pesticides, fertilizers; ice melt products; cleaning and other household maintenance materials. While the Town would endeavor to educate the residents and property management on how to properly manage such materials, responsible management is *by no means* assured. In the near term, the Town is concerned that the extensive construction activities could also result in the deposition of materials in the Wellhead Protection Zone including oil and other vehicle and equipment maintenance materials; volatile organic compounds in paints, stains, and paint thinners; concrete curing compounds; asphalt products; wood preservatives; roofing tar; adhesives and septic wastes.

Proposed Parking

The parking for the site includes 60 parking spaces or 1.09 spaces per unit. The proposal does include 6 visitor parking spaces and a small area for deliveries which is critical since **on-street parking along Weston Road is prohibited**. The Town continues to remain concerned that the parking is insufficient to house residents in two and three bedroom units, almost none of which would likely have only one car in a suburban environment, regardless of the proximity to the MBTA station. (We note that the nearest large grocery store is $\frac{3}{4}$ of a mile from the proposed project and is therefore not easily walkable with a load of groceries.) Although parking has been provided for deliveries, the turning radius, should cars be parked in the visitor spaces appears to be limited. The Town notes trash is not part of the plan, but likely will be required to be located at grade and will deplete the surface parking areas.

Fire Access

The proposed access and egress to the site for the Fire Department proposes to include essentially a backout/turn movement using "open space" areas on the site that likely would be reinforced. There is no access from the north or west sides of the parcel from Town land which is tree covered. When responding to an EMS call a fire truck, ambulance, and police car respond. The fire access lane will be needed to remain clear to allow for a fire truck to exit the site for these various calls. That will include maintaining clearance 365 days a year and will require plowing and limited plantings. The narrow access passage between the driveway and the property at 144 Weston Road will be challenging with snow plowing/clearing as well as when vehicles are parked in the surface lots.

³ See Massachusetts Stormwater Management Standards 6 and 7.

⁴ See Massachusetts Stormwater Management Standard 4.

Site access

The proposal includes direct ingress and egress from Weston Road. Weston Road, as noted above, has existing capacity issues and often times forms long queues from Central Street back to almost Route 9. The access to the site heading northbound on Weston Road does not have suitable width to create a left hand turning lane. Access to the site heading north will create backups that will further impact the Linden Street and Central Street intersections. The Town is also confident that significant stacking and queuing on-site will occur during the morning peak due to the existing volumes on Weston Road. The short driveway area and garage likely will not be able to handle the potential stacking on site.

The location of the driveway is also troubling. The project location has a minimal frontage on Weston Road. The developer is proposing to keep the existing driveway in its location, which directly abuts the residential driveway of 144 Weston Road. The lights of turning vehicles will significantly disrupt the livability within this house. Turning into the site, a driver feels like they are turning into 144 Weston Road's driveway. The developer proposes a small "amenities" building, which should be removed. The driveway should be altered to create some buffer for the residential abutter. In doing this, the only way to then make parking and access work is to decrease the size of the building.

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The project location has no pedestrian amenities on the west side of Weston Road. Residents would be required to cross Weston Road to the existing sidewalk. Safe passage across Weston Road during the peak times would be encouraged at the Municipal Light Substation located at the intersection with Linden Street. The proposed plan has no pedestrian access proposal to safely move its residents to points of interest or the commuter station. The interior configuration of pedestrian access is located directly against the residential property located at 144 Weston Road, with no screening or buffering proposed. With snow conditions and the limited ingress and egress into the site, pedestrian access will be limited to the travel way in the site.

Public Transportation

The Applicant characterizes the proposed project as "transit-oriented." Wellesley is extremely fortunate that the commuter rail serves our town. However, it should be noted that only 28% of employed Wellesley residents work in communities serviced by the commuter rail line (i.e., Boston, Newton and Framingham)⁵. Only 9% of Wellesley residents use public transportation to get to work while 68% drive to work. The nearest train station to the proposed project is 0.4 miles away. The MetroWest Regional Transit Authority has the Route 8 commuter bus which travels along Weston Road and to several stops within Wellesley, Natick and western Newton. It should be noted that Route 8 runs on a very limited schedule Monday through Friday. In summary, while there are limited public transit options in the vicinity of the proposed project, it is an overstatement to characterize the proposed project as "transit oriented."

Construction Concerns

The Town has significant concerns with respect to the practicality of constructing this project on this site. The size of the site makes it impossible to stage cranes or other construction equipment, or to stockpile materials on site for construction. Additionally, parking for construction workers will be extremely limited and therefore will significantly affect the adjacent property and neighborhoods as parking is not allowed on Weston Road or Linden Street. Adjacent neighborhoods along Howe Street, Turner Road, Curve Street, or Avon Road shall not be impacted. These neighborhoods already experience significant cut-through traffic due to the traffic volumes and delays along Weston Road. The narrow nature of roads such as Howe, Curve, and Avon, combined with the existing hilly topography, will make travel dangerous should construction workers park in the area. The developer will be required to have parking off-site and to shuttle workers to the site. Deliveries will need to be expertly coordinated. Parking, even of a temporary nature within Weston Road, represents a significant safety concern to the Town and has the potential to significantly impede

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safety in a high crash and heavily congested area. The developer has not stated in the site application how construction would be staged and coordinated.

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The site is surrounded by dense forests, including significant tree stands located within the North 40. Without ever coming to the Town to discuss potential by-right development the property owner cleared the site of 95% of the preexisting trees. The project proposes to situate the structure to the rear of the *pork chop*-shaped lot, but does not address any landscaping or screening of the site. The dense site design further limits the ability to screen with the placement of sidewalks against existing property lines, and fire access drives over the minimal open space area. The site is too dense to accommodate the design, and the neighbors will have no relief from the monolithic structure.

Wellesley's Progress on Affordable Housing

As you are more than aware, the Town has recently been inundated with 40B Site Eligibility notices. The Town has not met its 10% threshold, but would like to convey the efforts it has continually made to increase the Town's affordable housing inventory. The Town of Wellesley has been making steady progress over the last 15 years in increasing the Subsidized Housing Inventory. The Town has also passed a number of zoning provisions to assist with affordable housing as redevelopment opportunities in Wellesley's commercial districts occur. The Town as of October 18, 2017 is at 6.33% of its 10% goal, with upwards of 36 units in the process of being added to the Subsidized Housing Inventory within the next several months. Below are the Town's actions that have supported development of affordable housing:

- The 2007-2017 Comprehensive Plan was adopted in 2007 with actions for affordable housing.
- The Inclusionary Zoning Bylaw (IZB) was adopted in 2004 which requires residential projects in commercial districts to provide 20% affordable housing, and commercial projects over 10,000 square feet to provide 2% affordable housing (1 unit for every 50,000 square feet constructed).
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but it is affordable due to deed restriction not complying with DHCD requirements (Must wait to add on resale per DHCD).

- 2013/2014: a 40B project was approved at 139 Linden Street providing 2 SHI units (Added to SHI in October 2017).
- 2013: Wellesley Square Zoning District was amended to create a special permit to increase density; this benefited and allowed the previously stalled Wellesley Inn project to proceed.
- 2016: the Planning Board approved a Definitive Subdivision plan for 135 Great Plain Ave. that included a payment in-lieu for 2.4 units.
- 2016 to present: the Town is developing a new Comprehensive Plan; known as the Unified Plan, the Plan is combining typical land use planning with all aspects of the Town's government to serve as a master strategic plan for the Town. The Plan is expected to be adopted in the Winter/Spring 2018. www.wellesleyunifiedplan.com
- July 2017 to present: the Planning Board and Housing Development Corporation, have aggregated \$35,000 for the creation of a Housing Production Plan for the Town. The Town is currently interviewing consultants.
- November 2017: the Planning Board is seeking FY19 funds to develop a sub-area study and plan, with additional funds to be provided from the Community Preservation Committee, with a focus on development/redevelopment opportunities in a defined area to support the development of additional affordable housing.

For reference, 40B projects currently in Project Eligibility are:

1. Delanson Circle (90 Units) ~ 1900 feet from proposed project (MHP-granted)
2. 135 Great Plain Avenue (44 Units) ~ 2 miles from the proposed project (MassHousing)

Other 40B projects being considered in Wellesley:

1. 136 Worcester Street (44 Units) ~3 miles from proposed project

Recent projects denied site eligibility, but likely to return as 40B projects are:

1. 680 Worcester Street
2. 16 Stearns Road

Based on the above, it is apparent that the proposed development is poorly designed and too intense for a site that is less than an acre in size. There is no doubt that more affordable housing opportunities are necessary in the Town of Wellesley, but such opportunities should be more respectful of existing neighborhoods and land uses, as well as the eventual residents of the development. This proposal creates a significant traffic and safety concern and must be denied at this level of density.

Sincerely,

Ellen F. Gibbs, Chair

Jack Morgan, Vice Chair

Marjorie R. Freiman

Beth Sullivan Woods

Thomas Ulfelder

TOWN OF WELLESLEY



MASSACHUSETTS

BOARD OF SELECTMEN

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

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EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

November ~~XX~~27, 2017

Katherine Miller
MassHousing
One Beacon Street
Boston, MA 02108

RE: 148 Weston Road, Wellesley, MA Site Eligibility Response

Dear Ms. Miller:

On behalf of the Town of Wellesley ("the Town") Board of Selectmen and Planning Board, please find the following comments with respect to the *Comprehensive Permit Site Approval Application* recently submitted by Wellesley Park, LLC for the construction of a 55-unit residential housing structure on an approximately 0.82 acre parcel in the Town.

Site Constraints

The site has an area of 35,967 square feet ~~and is entirely within the Zone II Wellhead Protection Area for Wellesley College. The proposal does not acknowledge how the project will protect groundwater recharge or mitigate for non-source pollution.~~. The proposed development has a gross floor area of 65,756 square feet, a Floor Area Ratio of 1.83, and height greater than 62 feet. The density for this project is 66 units per acre. The proposed project will render over 77% of the site impervious, and retains 23% of the site as "open space," which the applicant purports to be usable. The Town disagrees with the usable nature of the space given its limited area and dual use as a fire access road. ~~The Town further notes that the entire site is within a Zone II Wellhead Protection Area and the proposal does not acknowledge how the project will protect groundwater recharge or mitigate for non-source pollution.~~

Density

As proposed, this project is the densest of the five (5) pending projects with a density of 66 units per acre (or 654 sf of lot area per unit); comparatively, the second densest project, immediately across the street from a commuter rail station, is at Delanson Circle with 63 units per acre (or 686 sf of lot area per unit). The property is zoned Single Residence District - 15,000 Square Foot Minimum Area District, which has a maximum density under the Zoning Bylaw of 2.9 units per acre. The density for this project is far too great given existing traffic volumes, queueing and stacking issues, at an area in Town where there is already a high accident rate. In the immediate area of 148 Weston Road, there have been over 26 accidents in the last 5 years, including a fatality of a bicyclist just ~~passed past~~ the Weston Road/Linden Street intersection. The area has a number of multi-family structures; however, all are located on Linden Street.

Within close proximity to the project site along Linden Street, multi-family housing exists at reasonable densities and heights. At 2-20 Linden Street there are 10 units at a density of 6.78 units per acre. These units are housed within two-story structures. At 3-25 Linden Street there are 10 units at a density of 8.7 units per acre. These units are also housed in two-story structures. Along Linden Street you will find similar densities and design of multi-family units with the highest density at approximately 17.7 units per acre at 37-63 Linden Street. These units again are two-story structures.

Affordability

The proposed project is seeking to only have 11 units or 20% of the project classified as affordable. In doing so, rent for the affordable units is based on 50% of the median income. The project is within close proximity to twelve (12) Wellesley Housing Authority units at Waldo Court (50 Linden Street) which are low-income family housing, and 1900 feet from the proposed Wellesley Crossing project at Delanson Circle approved by Massachusetts Housing Partnership for 90 units with the affordable component at 50% of the median income. The Town would prefer to increase the affordability threshold to 25% of the project at 80% of the median income to diversify the housing stock in the area, and to decrease the affordability gap between the market and affordable units, which as proposed escalates from 200% to 300% with the number of bedrooms per unit.

Traffic

Potential traffic associated with the project is a significant concern given longstanding issues with traffic volume and delays along Weston Road. At the site visit, Masshousing ~~noted~~suggested that the Town could identify mitigation measures. The following outlines the Town's concerns, and ~~that the~~explains why mitigation measures are essentially non-existent.

Heavy Traffic Volume: On average, Weston Road experiences traffic volumes of approximately ~~46,000~~15,500 cars daily. The Town has conducted numerous studies on Weston Road in an attempt to mitigate existing traffic, with limited success. ~~The Town is currently studying the pedestrian light at Weston Road and Linden Street to improve pedestrian safety given a significant number of complaints and continual police enforcement at the high crash intersection.~~ Weston Road is one of the few north/south corridors running through the Town and is ~~greatly~~heavily used by ~~both~~ residents and commuters alike. ~~Hardy School is also currently located on~~In particular, Weston Road is a primary connector between Route 9 to the north, and and Wellesley Square, carries all of the vehicular school traffic adds to the existing congestion, for one of the Town's elementary schools and Wellesley College.

Extensive Queuing Resulting in Cut-throughs: The intersection of Weston Road at Central Street ~~is known to operate with poor conditions~~operates very poorly (Level of Service F)¹ during the commuting peak periods due to the high traffic demand. The resulting southbound queues on Weston Road typically ~~found to~~ extend beyond 1,000 feet from Central Street. At times, the southbound queues extend as far back as Turner Road (approximately 2500 feet). These queues extend through the Linden Street intersection blocking vehicles from entering Weston Road. Due to the traffic congestion and long queue on Weston Road, Curve Street and Howe Street ~~(these streets have been no sidewalks)~~ are increasingly used as a cut-through streets to get to Linden Street. Traffic congestion is also generated by heavy volumes at the Route 9 and Weston Road Interchange. Vehicles entering and exiting the Route 9 ramps experience significant delays (Level of Service F) due to the heavy volumes on Weston Road. In the northbound direction, queues generated by school activity and the Route 9 ramps were found to extend back to Turner Road (approximately 1,700 feet) in the morning peak hour.

Recent Traffic Studies: The Town most recently studied Weston Road as part of the purchase of the North 40 in 2014 and in review of a school project (Hardy, Hunnewell, and Upham) in ~~2016~~2017.²

¹ Beta Engineering, Preliminary Traffic Study of the North 40 Area dated September 30, 2014 prepared by Kien Ho.

² Beta Engineering, Wellesley "High Level" Traffic Evaluation of Elementary School Consolidation/Redistricting February 14, 2017

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Due to the limited right of way width of 40 feet, the existing volumes, and existing impediments including the MBTA rail line bridge, the mitigation ~~is options are very~~ limited. ~~Improvement would likely only improve with, if not impossible. While improvement might result from~~ the expansion of the bridge width, ~~which this~~ would require a taking of property. ~~In considering the ability to construct a wider bridge or new bridge, and would cost (ranges from \$1.5up to \$5.5 million, depending on scenarios); negotiations with. This option would also require the agreement of MassDOT and MBTA are all limiting factors. Further, we note that this bridge was fully rebuilt at substantial cost to the Town in 1996.~~

As part of the 2014 study, Beta Engineering, the Town's traffic consultant, ~~noted~~made the following findings:

- ~~The~~ intersection of Weston Road at Central Street (Route 135) has a volume capacity of 1,800 vehicles during the morning and afternoon peak hours.
- ~~For this intersection, the morning peak hour is between 7:30 am to 8:30 am, and the afternoon peak hour is between 4:30 pm - 5:30 pm.~~ Traffic data indicates approximately 2,300 cars are traveling through the intersection during these peak hours, exceeding the volume capacity by approximately 500 cars.
- ~~For this intersection, the morning peak hour is between 7:30 am to 8:30 am, and the afternoon peak hour is between 4:30 pm - 5:30 pm.~~
- As noted above, queues for the Weston Road/Central Street intersection can extend during these times approximately 1,000 to 1,700 feet back from the intersection along Weston Road. ~~This is an existing site condition, and should additional uses be added to the site, the circulation pattern and vehicle trips would be additive to the existing traffic volumes.~~

The traffic volumes and queues on Weston Road are existing conditions. The addition of 55 units at this location will further degrade the level of service at the Weston Road/Linden Intersection and Weston Road/ Washington Street (Route 135) intersections Increased volume generated to/from the proposed site will exacerbate these existing safety and traffic operational concerns--outlined above.

In addition to the existing traffic volumes, the Town was notified on New 40B Impacts: On November 8, 2017-, Massachusetts Housing Partnership notified the Town that site eligibility has been granted by Massachusetts Housing Partnership for a 90-unit project located at Delanson Circle. This project is located approximately 1900 feet from the proposed project. (aka Wellesley Crossing) at the corner of Hollis Street and Linden Street. Linden Street provides the critical east/west access to Weston Road, the north/south access of Wellesley. Traffic in the immediate area of the projects will be further exacerbated from the Delanson Road project. Adjoining streets in the area will be further impacted by cut through traffic due to increased congestion and wait times at the Weston Road/Linden Street intersection, Linden St/Crest Road intersection, and Weston Road/Central Street intersection.

Abutting Properties

The setbacks of the proposed project are inadequate and juxtapose a 62-foot-tall building, 25 feet from the property line of a single residence home located at 144 Weston Road. This proposal has situated the proposed structure ~~essentially on top of 5 feet from~~ Town land ~~with setbacks of 5 feet.~~ The design is totally out of character with the neighborhood, which as noted above does include multi-family housing on Linden Street. On Weston Road, the neighborhood is comprised of low 1 ½-story Cape Style, Farmhouse style Colonials, and Dutch-style Colonials. ~~many of which were built in the 1800s or early 1900s.~~ Newer homes constructed along Weston Road have followed historic patterns and are low-profile in nature. The proposed monolithic structure will significantly rise above the area, and likely will be seen from the entire surrounding neighborhood (known as College Heights) and even from Wellesley College given the height, glass architectural design, and impacts from lighting.

The minimal setbacks surrounding the property leave no room for an adequate buffer. The grades of the property decline to the rear of the site, which is a concern for the Town on stormwater run-off, but in

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addition provide for no landscape buffer or screening. The minimal attempt at open space on the site, based on the fire access plan, would preclude plantings other than grass immediately abutting residential properties. The top floor balconies will further encroach on the privacy of the immediate abutters located at 144, 138, and 130 Weston Road.

To the north and west of the property, the abutting land is owned by the Town and is commonly referred to as the North 40. The rear parcel line touches the Cochituate Aqueduct, an historic resource listed on the National Register of Historic Places. The Cochituate Aqueduct is owned by the Town and is used for trail walking, but also has utilities including water and sewer. The site design has not taken advantage of this asset, which may be the only safe pedestrian access point to a safe crosswalk at Linden Street.

Wellhead Protection Zone and Stormwater

~~The submitted plans currently do not include information on stormwater calculations or management. The project site is located within Wellesley College's Wellhead Zone II. Design should take into account the stormwater Best Management Practices (BMPs) for Wellhead protection districts as regulated by MassDEP. In general, given the dense site configuration, there is limited availability for subsurface retention in the small "open space" area directly abutting the rear of the property at 144 Weston Road. For drainage purposes, it should~~

~~The project site is located within Wellesley College's Wellhead Zone II. Under the Massachusetts Drinking Water Regulations, 310 CMR 22.21(2)(b)(7), land use controls for Zone II must prohibit land uses that result in rendering 15% or 2500 square feet of a lot impervious, whichever is larger, unless a system of artificial recharge of precipitation is provided that will not result in degradation of groundwater quality. The project will render 77% of the site impervious. The small "open area" that could be an area for the subsurface infiltration will also be the fire access and turnaround. The subsurface area would therefore have to withstand the load of one or more fire trucks and other emergency vehicles. The Town wants to note it will be completely opposed to any stormwater systems located underneath the foundation/garage of the building. (See 310 CMR 22.21(2)(b)(6) requiring prohibition of removal of soil, loam, sand or gravel within four feet of the historical high groundwater table elevation³.) It should also be noted that snow melt from surface parking and access drives will either drain into the subsurface system or be directed to the Town's sewer system and needs to account for suspended solids, filtration and volume⁴.~~

~~The submitted plans currently do not include information on stormwater calculations or management, nor do they address Wellhead Protection measures. In general, given the dense site configuration, there is limited availability for subsurface retention in the small "open space" area² that could be an area for the subsurface infiltration, also will be the fire access and turnaround. The subsurface area would also need to account for directly abutting the load² of a fire truck, the property at 144 Weston Road.~~

~~The Town wants is also concerned about the activities and materials detrimental to drinking water and surface water that will be generated by 55 households and general property maintenance within a Wellhead Protection Zone. These materials include pet waste; oil and other automobile fluids; herbicides, pesticides, fertilizers; ice melt products; cleaning and other household maintenance materials. While the Town would endeavor to note it will be completely opposed educate the residents and property management on how to any stormwater systems located underneath the foundation/garage properly manage such materials, responsible management is by no means assured. In the near term, the Town is concerned that the extensive construction activities could also result in the deposition of the building materials in the Wellhead Protection Zone including oil and other vehicle and equipment maintenance materials; volatile organic compounds in paints, stains, and paint thinners; concrete curing compounds; asphalt products; wood preservatives; roofing tar; adhesives and septic wastes.~~

Proposed Parking

³ See Massachusetts Stormwater Management Standards 6 and 7.

⁴ See Massachusetts Stormwater Management Standard 4.

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The parking for the site includes 60 parking spaces or 1.09 spaces per unit. The proposal does include 6 visitor parking spaces and a small area for deliveries which is critical since **on-street parking along Weston Road is prohibited**. The Town continues to remain concerned that the parking is insufficient to house residents with largely in two and three bedroom units, almost none of which would likely have only one car in a suburban environment, regardless of the proximity to the MBTA station. (We note that the nearest large grocery store is ¾ of a mile from the proposed project and is therefore not easily walkable with a load of groceries.) Although parking has been provided for deliveries, the turning radius, should cars be parked in the visitor spaces appears to be limited. The ~~Town's~~ Town notes trash is not part of the plan, but likely will be required to be located at grade and will deplete the surface parking areas.

Fire Access

The proposed access and egress to the site for the Fire Department proposes to include essentially a backout/turn movement using “open space” areas on the site that likely would be reinforced. There is no access from the north or west sides of the parcel from Town land which is tree covered. When responding to an EMS call a fire truck, ambulance, and police car respond. The fire access lane will be needed to remain clear to allow for a fire truck to exit the site for these various calls. That will include maintaining clearance 365 days a year and will require plowing and limited plantings. The narrow access passage between the driveway and the property at 144 Weston Road will be challenging with snow plowing/clearing as well as when vehicles are parked in the surface lots.

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- 2012: the Wellesley Housing Development Corporation purchased a two-family dwelling at Peck Ave and a single-family dwelling at 6 Mellon Road, renovating the homes and creating 3 affordable units; at this time the Town also purchased 9 Highland Road, although it is not on SHI, but it is affordable due to deed restriction not complying with DHCD requirements (Must wait to add on resale per DHCD).
- 2013/2014: a 40B project was approved at 139 Linden Street providing 2 SHI units (Added to SHI in October 2017).
- 2013: Wellesley Square Zoning District was amended to create a special permit to increase density; this benefited and allowed the previously stalled Wellesley Inn project to proceed.
- 2016: the Planning Board approved a Definitive Subdivision plan for 135 Great Plain Ave. that included a payment in-lieu for 2.4 units.
- 2016 to present: the Town is developing a new Comprehensive Plan; known as the Unified Plan, the Plan is combining typical land use planning with all aspects of the Town's government to serve as a master strategic plan for the Town. The Plan is expected to be adopted in the Winter/Spring 2018. www.wellesleyunifiedplan.com
- July 2017 to present: the Planning Board and Housing Development Corporation, have aggregated \$35,000 for the creation of a Housing Production Plan for the Town. The Town is currently interviewing consultants.
- November 2017: the Planning Board is seeking FY19 funds to develop a sub-area study and plan, with additional funds to be provided from the Community Preservation Committee, with a focus on development/redevelopment opportunities in a defined area to support the development of additional affordable housing.

For reference, 40B projects currently in Project Eligibility are:

1. Delanson Circle (90 Units) ~ 1900 feet from proposed project (MHP-granted)
2. 135 Great Plain Avenue (44 Units) ~ 2 miles from the proposed project (MassHousing)

Other 40B projects being considered in Wellesley:

1. 136 Worcester Street (44 Units) ~3 miles from proposed project

Recent projects denied site eligibility, but likely to return as ~~40b40B~~ projects are:

1. 680 Worcester Street
2. 16 Stearns Road

Based on the above, it is apparent that the proposed development is poorly designed and too intense for a site that is less than an acre in size. There is no doubt that more affordable housing opportunities are necessary in the Town of Wellesley, but such opportunities should be more respectful of existing neighborhoods and land uses, as well as the eventual residents of the development. This proposal creates a significant traffic and safety concern and must be denied at this level of density.

Sincerely,

Ellen F. Gibbs, Chair

Jack Morgan, Vice Chair

Marjorie R. Freiman

Beth Sullivan Woods

Thomas Ulfelder

Jop, Meghan

From: Matthew Hornung <owlmeh@gmail.com>
Sent: Monday, November 20, 2017 3:42 PM
To: DL: Board of Selectmen; Schelling, Lynda
Cc: _Catherine L Johnson; Thomas Ulfelder; _Ellen Gibbs; _Harriet Warshaw; _Kathleen Woodward
Subject: Proposed 40B Development at 148 Weston Road

To the Board of Selectmen and the Planning Board,

By way of this email, I would like to respond to your posted invitation for public comments regarding the proposed 40B development at 148 Weston Road. I am unable to attend tonight's meeting and voice my opinion personally, but I would like my comments be appropriately recorded and considered alongside those of others in your deliberations.

Put briefly, I, along with my entire family in Wellesley and all of my close friends and neighbors, unequivocally support the drafted Site Eligibility Response from the Board of Selectmen posted online. We believe it to accurately and fairly describe the plethora of problems with the proposed project, and rejecting this plan is entirely appropriate.

I would further posit two additional points for consideration and/or inclusion:

1) The environmental damage done by a development of this nature adjacent to a natural woodland such as that currently on the North 40 goes far beyond surface permeability and a mismatched landscape. The effects of greatly-enhanced air pollution, noise pollution, and light pollution will have a destructive impact on the wildlife habitat that exists a mere five feet from the construction proposed on this site. Furthermore, the single-family suburban landscape that currently exists around the aforementioned site is relatively (even though not entirely) amicable to resident wildlife; in other words, the deer, birds and squirrels of the North 40 often cross residents' properties with ease. In this sense, the proposed project would be a serious destruction of their habitat. The list of innumerable environmental concerns associated with this project continues far beyond what I can include in a brief email; I encourage you to research these issues further.

2) The Town lacks the financial capacity to sustain the new costs that would be created by this development. With new apartments will come many new families, bringing with them increasing education costs that will far exceed their individual tax burdens. Many tangential costs will be created, including those associated with traffic mitigation, pedestrian accommodation, power servicing and more. In the context of projected deficits and possible tax overrides raising concerns for the near future, as well as the ongoing discussions of downsizing elementary school capacity, this development could throw a wrench into an already-delicate and challenging dilemma.

Many thanks for taking the time to review my comments, as well as for your efforts on this issue. Happy Thanksgiving!

Sincerely,

Matthew Hornung
Town Meeting Member, Precinct A
(781) 296-9746 | owlmeh@gmail.com

Jop, Meghan

From: Margaret Petrovich <mpetrovich@mindspring.com>
Sent: Monday, November 20, 2017 10:23 PM
To: DL: Board of Selectmen; Schelling, Lynda
Subject: opposed to 40B Development at 148 Weston Road

To the Board of Selectman and Planning Board,

I am a Wellesley resident and I am writing to express my opposition to the proposed development of 55 Units at 148 Weston Road. My reasons to oppose the development include the following:

1. The town has relatively recently purchased the North 40 land and one of the reasons to purchase the land was to preserve green space. Developing this small site, with such a huge scale (55 Units), bordering the North 40, will seriously impact the wild life and threaten the very reasons the town (including myself) worked so fervently to oppose the North 40 from being bought/developed by a private developer.
2. The opposition to the development for the North 40 also holds true for this land as well: the traffic on Weston Road simply cannot accommodate 55 more families to live right off Weston Road.

Thank you for consideration of my opinion,
Margaret Petrovich
74 Beechwood Road

Jop, Meghan

From: Mary Roberts <mary21roberts@gmail.com>
Sent: Monday, November 20, 2017 11:23 AM
To: Jop, Meghan; Zehner, Michael
Subject: Comments on 148 Weston Rd

Thanks for providing the draft letter regarding 148 Weston Rd. I have read the letter and appreciate the thoroughness and detail you have provided. I have a few more thoughts/comments about the project.

1. I'm wondering what building materials will be used for this project. Wood or steel? I know that there have been 2 serious fires recently (in Waltham and Boston) of newly constructed apartment buildings, where wood was used. This is a concern.
2. It seems like they're trying to reduce the number of cars on the property, but I don't see any places for bicycle storage.
3. I'm concerned about how the children living here will walk to school and/or a school bus stop. The proposed walkway out the front, just next to the driveway, requires that pedestrians then cut across 3 front yards before reaching the crosswalk at Weston and Linden.
4. Regarding the rear entrance--How steep will the grade be from that back entrance down to the adjoining town property? As you mention, there's no sidewalk shown, but people will use it to get to the cross-town trail. There is only 5 feet between the back of the building and the town property. Will this town property start to be used as the "back yard" for this building? I can imagine residents using it for a play area--outdoor toys, chairs, barbecue grills, etc.

Thanks,

Mary Roberts

Mary Roberts
21 Howe St.
Wellesley, MA
mary21roberts@gmail.com

Jop, Meghan

From: Beverley Williams <arwbaw@gmail.com>
Sent: Monday, November 20, 2017 4:42 PM
To: DL: Board of Selectmen
Subject: Proposed project at 148 Weston Road

PLEASE do not let this proposal go forward. I'm absolutely appalled to think of the consequences of any such construction on that site.

There is nothing the builders will not do to make money in this town while spoiling the character that had existed until they decided to 'remake' the town into a place I no longer want to live in, even though I've lived here for over forty years. You have a tremendous responsibility to see that this kind of proposal is stopped, and I respectfully urge you to have the courage to do it.

Thank you for considering my comments.

Beverley Williams
10 Massasoit Road

Jop, Meghan

From: Margaret Zusky <mnzusky@gmail.com>
Sent: Tuesday, November 21, 2017 4:14 PM
To: DL: Board of Selectmen; Schelling, Lynda
Subject: 40B proposal for 148 Weston Road

To the Board of Selectmen and the Planning Board,

I am writing in response to the invitation for public comments regarding the proposed 40B development at 148 Weston Road.

The drafted Site Eligibility Response from the Board of Selectmen posted online is in concert with my husband's and my concerns about this project. We believe that rejecting this plan is entirely appropriate. While we fully support the development of 40B housing, it must be done in keeping with the tenor of the town and with respect to our very little remaining open space and woodlands. Putting a building of the size proposed on the small lot Weston Road would be more than out of place – it would disrupt the natural habitat of wildlife, make Weston Road a far worse nightmare for traffic than it already is, and stick out like a sore thumb as affordable housing. We can do better than this.

A good example of well-designed and well thought out space is the new senior center on Rt. 16. While obviously, this is prime property and for different use, it fits in with the surrounding architecture. We should find several locations for much smaller housing developments rather than stuffing 55 units into one small space. That shows a lack of respect for the people we are asked to welcome to Wellesley – we must be genuinely open and inclusive. The proposal for 148 Weston Road smacks of greed and an “easy fix” to meet a government mandate. Let's do it right.

Thank you for considering my comments and for your efforts on this issue.

Sincerely,

Margaret N. Zusky

Wellesley Conservation Council Board member

5. Executive Director's Update

Approval and Modification of Minutes

Included in your packet are the minutes from October 23, 2017 for your approval. In addition, based upon a public records request from Ron Alexander, are the minutes from September 18th. We inadvertently reference two "harassment" petitions rather than one harassment petition and an appeal from Mr. Alexander to the Secretary of State in the meeting documents and are seeking to correct them. The modification to minutes has been highlighted.

MOVE to approve the minutes of October 23, 2017.

MOVE to amend the minutes of September 18, 2017 as presented.

Board of Selectmen Meeting: October 23, 2017

Present: Morgan, Freiman, Ulfelder, Sullivan Woods

Also Present: Jop

Minutes Approved: November 27, 2017

Warrants approved: 2018-015 in the amount of \$7,426,906.12

Meeting Documents:

1. Agenda
2. Agenda Background Memorandum
3. Weekly Report
4. BOS Calendar
5. Memo RE: Middle School Heating Distribution Study Status Update
6. RDK Engineering Feasibility Study
7. NRC presentation North 40 Vernal Pool
8. Minutes from CPC funding request
9. Memo Re: Green Communities Application
10. ERP plan and Fuel Efficient vehicle policy letters
11. BGood Entertainment License application
12. Memo Re: Final Revisions to OPEB Special Act
13. Email thread Re: OPEB Legislation
14. OPEB Legislation final language
15. Draft Minutes of September 26, 2017 and October 2, 2017
16. Email RE: nominating Ms. Mary (Tobey) Sullivan to serve on the Board of registrars
17. Request from Beth Hinchcliff for proclamation for her Father's 95th birthday
18. Draft proclamation honoring Bob Hinchcliff's 95th Birthday
19. Advisory Calendar as of October 19, 2017
20. Norfolk County Seminar Series Info

1. Call to Order

Ms. Ellen Gibbs and Ms. Blythe Robinson were absent from the meeting. Mr. Morgan, Vice Chair, called the meeting to order at 7:00 p.m.

Mr. Morgan noted the Tolles Parsons Center ribbon cutting ceremony took place on Sunday, October 22nd and encouraged all residents to visit the center at 500 Washington Street. The center is open Monday to Friday from 9:00 am to 4:00 pm.

Ms. Freiman noted the World of Wellesley Diversity Summit was held on Saturday, October 21st to address diversity issues in Town government.

2. Citizen's Speak

None.

3. Joint Meeting with School Committee – Review Middle School Capital

The Board of Selectmen held a joint meeting with the School Committee to review the Middle School Capital plan.

Mr. D'Ortenzio called the School Committee meeting to order at 7:04 PM.

52 **Upon a motion by Ms. Freiman and seconded by Ms. Sullivan Woods, the boards voted (9-0) to**
53 **elect Jack Morgan as chair of the joint meeting.**

54
55 **Upon a motion by Ms. Freiman and seconded by Ms. Sullivan Woods, the boards voted (9-0) to**
56 **elect Michael D’Ortenzio, Jr. as secretary of the joint meeting.**

57
58 Meeting attendees present from the School Committee included Michael D’Ortenzio, Jr., Melissa Martin,
59 Sharon Gray, Tony Bent, and Superintendent David Lussier.

60
61 Steam Pipes

62
63 Mr. Joe McDonough introduced Mr. Dan Wall and Mr. Wade Wright of RDK Engineering to help present
64 project. Mr. Allen Hebert, Operations Manager and Peter Warfield, Retired Maintenance Manager joined
65 the joint meeting to discuss the Middle School heating distribution piping and systems upgrades.

66
67 Mr. McDonough reviewed the need for the project, noting that several steam leaks pushed the time table
68 up for this project. He discussed the selection process of RDK Engineering. Mr. Wall of RDK
69 Engineering then reviewed the existing conditions noting corrosion, largely from the condensate piping.
70 He noted RDK Engineering conducted ultrasonic testing where significant samples found the condensate
71 piping had zero life expectancy remaining. Another issue noted is that the areas to access the pipes for
72 maintenance are extremely tight.

73
74 Mr. Wall shared RDK Engineering’s recommended improvements to replace condensate piping. While
75 doing the work, they would also suggest projects to improve maintenance in the future including lights,
76 ventilation, and replacing hatches. He noted the steam boiler is very inefficient. The recommendation is
77 to build two small boiler rooms to house high efficiency boilers to serve the north and south wings and
78 Superintendent’s Office. He noted the current cost of the project would have an eight-year payback
79 without Mass Save incentives. Mr. Wall further noted that space was found for the new boiler rooms
80 without taking classroom space.

81
82 Ms. Gray asked if MSBA funding can be used for the accelerated repair program. Mr. McDonough
83 responded that because the school is adding boilers, not replacing them; this would not be feasible. The
84 boilers are only a small portion of this overall project.

85
86 Mr. McDonough discussed the budgetary cost of the project noting the total construction hard costs of the
87 project are \$3.2 million. The soft costs for engineering design services are \$687,000. Other Owner's
88 Contingency costs include \$434,000. The total of all costs is \$4.330 million. The rise in cost from what
89 was previously estimated is due to the scope of work being increased significantly. After investigation it
90 was determined that all 8,000 linear feet of pipe would need to be replaced. There are difficult work
91 conditions which entail working in an active school environment, in a confined space, during second shift,
92 and ventilation is needed to ensure that there are no odors during the school day. The addition of the heat
93 exchange component further increased the costs.

94
95 Mr. Morgan asked what the estimate of the design services would be, which Mr. McDonough estimated it
96 would be in about the order of \$500,000 for this year.

97
98 Ms. Gray asked how the second shift construction would work and would it be in the classroom. Mr.
99 McDonough ensured that very little would be in the classroom, the majority of the work will take place in
100 the crawl space.
101

Ms. Freiman asked if they would be addressing the pipe pitch issues at this time. Mr. McDonough responded that they would be correcting this and expect to provide proper drainage and support.

Ms. Freiman asked if there are expected to be any additional costs due to the inspections of the steam pipes. Mr. Wall noted that RDK Engineering has a high level of confidence in what the scope of work will be and does not anticipate additional costs. There is a contingency in place in case something is found.

Mr. Ulfelder asked about prior deleted projects at the school and if there was logic to not move forward all of the work at the same time. Mr. McDonough noted the urgency with this project and that if it was made into one big project with prior work, then there would be a delay of a year or two. Mr. Morgan questioned if there should be a debt exclusion for this project. It was noted that the total costs of this school over a 10-15-year period should be determined given this will likely be requested at the next Town Meeting. Mr. McDonough noted that from a cost standpoint that replacing the school is not an option. If all work is done then the school building will last 25 years.

Parking Lot Renovation

Mr. Dave Hickey, Town Engineer, and Mr. Doug Stewart, Assistant Town Engineer, joined the Board for the discussion of the repaving project.

Mr. Hickey reviewed the areas of paving, noting the total site is 6.2 acres of which two acres will be paved. They took samples and determined that the “mill and overlay” plan is not viable given the depth of the pavement. They are working on the 50% design plans which plan to be completed in the next two to three weeks. The total costs of the project being requested is \$1.5 million. Mr. McDonough noted they are seeking funds at the close of ATM rather than July 1.

Ms. Sullivan Woods asked to look at any infrastructure under the pavement and whether anything needs to be fixed while already in the process of digging. Ms. Gray asked how parking will be accommodated during the summer where programs are located. Mr. McDonough noted that there would be a sit down with the school to determine schedules. Mr. Ulfelder asked about risk of freshly laid asphalt, construction staging for the steam pipe project, and phasing the construction and paving projects. Mr. McDonough ensured that the projects would be phased appropriately.

Upon a motion by Ms. Freiman and seconded by Ms. Sullivan Woods, the Board voted (4-0) to dissolve the joint meeting of the Board of Selectmen and School Committee.

The School Committee adjourned at 8:40 pm.

4. Natural Resources Commission – Discuss North 40 Vernal Pools & Update on Gas Leaks

Update on Gas Leaks

The following members from the Natural Resources Commission joined The Board; Raina McManus Chair, Regina LaRocque, Vice Chair, Stephen Murphy, Lise Olney, and Heidi Kost-Gross.

Ms. LaRocque gave an update on natural gas, noting that natural gas is largely methane that comes from hydraulic fracking. Natural gas also contains benzene, lead, radon, and is a mix of compounds. Ms. LaRocque noted that the leaking gas is a health concern. Methane is a potent greenhouse gas. She noted that Norfolk County got a D in air quality.

Ms. Olney noted that on the state front they have been working with the Gas Leaks Allies, a group run by HEAT and Mothers Out Front. The Gas Leaks Allies hosted a summit at MIT to discuss the issues. Ms. Olney showed a map of Wellesley with the location of all the current gas leaks. There is also concern for dying trees and plants due to gas leaks. Other towns have purchased a Combustible Gas Indicator to find gas leaks. Ms. Olney proposed buying a CGI for Wellesley to determine the cause of trees dying as well as to assess locations before planting new trees. Also a thought was to coordinate with schools (public and private) that are close to leaks. There is a need to alert gas companies to be made aware of these leaks.

Mr. Morgan commented that the conversations need to continue and further study needs to continue to find specific programs that the Town could partner with.

North 40 Vernal Pool

Ms. McManus gave a brief presentation noting the NRC is seeking a raised boardwalk to access the vernal pool located on the North 40. She mentioned that permitting would be left to the Wetlands Committee. The estimated budget is \$50,000. They are looking to formally request this project from the CPC. Last year the CPC approved the design funds. This year the NRC will be seeking construction funds.

Ms. Freiman commented that it is a wonderful idea, and will help to protect the area better. She noted that work is being done on the last parts of the environmental study. Work will then start on the plan for the North 40 land, similar to the prior process. Given that the vernal pool area is a protected site, that land would not be considered for a larger project. Ms. Freiman noted she supports this project.

Ms. Sullivan Woods loves the educational opportunities and is supportive of this project. She has the impression that Town Meeting expects this to move forward.

Mr. Ulfelder commented on a conversation he had with a volunteer, noting how excited the volunteers were about the opportunities and getting kids outside away from phones.

Mr. Morgan is also in support of the project.

Ms. Jop asked where visitors would park to visit the vernal pool. Ms. McManus responded that right now there is parking on Turner Road. Ms. Jop cautioned to look at visitor parking given residents on Turner Road have complained in the past.

5. Approve Green Communities Grant Application

Ms. Marybeth Martello, Sustainable Energy Administrator, joined the Board to answer any questions regarding the grant application. Mr. Morgan noted this was discussed in a prior meeting with overall support. Mr. Ulfelder commented that the Board was waiting to vote to hear if the State had any concerns first. Ms. Martello noted that the state did not have any major concerns. One issue was data in the software and errors from input from National Grid. This issues have been resolved. Based on the National Gas values we will not need to propose any additional energy conservation measures. Ms. Martello will be reformatting a few tables for the final application.

Upon a motion by Ms. Freiman and seconded by Ms. Sullivan Woods, the Board voted (4-0) to authorize the Sustainable Energy Committee to make application on behalf of the Town to the State for the Green Communities program and further to specifically approve the energy reduction plan and fuel efficient vehicle policy.

204
205 **6. Request for Entertainment License- BGood**
206

207 Ms. Jop provided background on the request for the entertainment license for BGood. Mr. Morgan asked
208 for clarification on whether this is a yearly license and when it would be renewed. It was stated that given
209 that there are few entertainment licenses this would be for a little over a year. It could also be a short
210 term license the Board could reevaluate prior to December 31, 2017. The Board decided to approve until
211 the end of the fiscal year at which time it will be reevaluated. BGood is expected to work out any issues
212 with the neighbors as they arise.
213

214 **Upon a motion by Ms. Freiman and seconded by Ms. Sullivan Woods, the Board voted (4-0) to**
215 **approve an entertainment license for BGood to allow for live music on a yearly basis on Thursday**
216 **and Saturday evenings from 5:00 pm to 7:30 pm within the business or on the patio seasonally**
217 **depending on weather conditions with the first issuance of the license running through June 31,**
218 **2018.**
219

220 **7. Approve Revisions to OPEB Legislation**
221

222 Ms. Jop provided an overview of the revisions to the OPEB legislation. The Board deferred to the
223 opinion of Town Counsel on this matter and agreed to approve the change.
224

225 **Upon a motion by Ms. Freiman and seconded by Ms. Sullivan Woods, the Board voted (4-0) to**
226 **approve the revised language regarding the Town's special act concerning Other Post-Employment**
227 **Benefits.**
228

229 **8. Executive Director's Update**
230

231 Minutes
232

233 **Upon a motion by Ms. Freiman and seconded by Ms. Sullivan Woods, the Board voted (4-0) to**
234 **approve the regular session minutes of September 26, and October 2, 2017.**
235

236 Appointment- Board of Registrars
237

238 **Upon a motion by Ms. Freiman and seconded by Ms. Sullivan Woods, the Board voted (4-0) to**
239 **appoint Ms. Mary (Tobey) Sullivan to serve as the democratic appointee on the Board of**
240 **Registrars.**
241

242 **9. New Business/ Correspondence**
243

244 Mr. Morgan noted that a request came in for a proclamation for Bob Hinchcliff for his 95th birthday and
245 60 years of service to the Town of Wellesley. Mr. Morgan read the resolution for Bob Hinchcliff.
246

247 **Upon a motion by Ms. Freiman and seconded by Ms. Sullivan Woods, the Board voted (4-0) to**
248 **approve a resolution in honor of Bob Hinchcliff's 95th birthday and 60 years of service to the Town**
249 **of Wellesley.**
250

251 **The meeting was adjourned at 9:27 p.m.**

Board of Selectmen Meeting: September 18, 2017
Present: Gibbs, Morgan, Freiman, Ulfelder, Sullivan Woods
Also Present: Robinson, Jop
Minutes Approved: October 16, 2017

Warrants approved: 2018-010 in the amount of \$4,234,010.95

Meeting Documents:

1. Agenda
2. Agenda Background Memorandum
3. Weekly Report
4. BOS Calendar
5. Draft Minutes of August 22 and 29, 2017
6. Memo Requesting Babson Special Police Officer Appointment
7. Application for Grant of Location 29 Wynnewood Road
8. FY 19 Budget Guideline Scenarios Models
9. PowerPoint presentation- Overview of Chapter 40B
10. Memo of Revisions to the OPEB Trust Legislation
11. Proposed Engagement Letter for Special Counsel Attorney Kevin Feeley
12. Feeley & Brown, P.C. Biography
13. Veterans Service District August, 2017 Report
14. Budget Manual Feedback
 - a. Board of Library Trustees Letter
 - b. Board of Public Works- Email from Beth Sullivan Woods
 - c. NRC- Email from Jack Morgan
15. Petition to the State Supervisor of Records Regarding Mr. Ron Alexander (2)
16. Email from Anne Marie Cronin – 6 Juniper Road
17. Board/Committee Liaison Assignments – FY18 updated
18. Selectmen's Office FY18 Work plan – September, 2017
19. Draft 16 Stearns Comments to Masshousing
20. 135 Great Plain Avenue Plans
21. Memo Regarding 25 Shaw Road Update

1. Call to Order

Ms. Gibbs, Chair, called the meeting to order at 7:00 p.m. It was announced that Jill Sheehan, who was working part-time in the Finance department for the Town of Wellesley, will replace James Ryan as the Finance & Budget Analyst. Ms. Sullivan arrived to the meeting at 7:14 pm.

2. Citizen's Speak

None.

3. Executive Director's Update

Ms. Robinson noted that the Tolles Parsons Center has received a Temporary Certificate of Occupancy on Friday, September 15, 2017 and the Council on Aging has started moving. Ms. Robinson provided an update on the sewer back up that happened on Thursday, September 14, 2017 in the Town Hall. She also provided a brief update on the Kingsbury/Route 9 work including discussion of the lights and timing.

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 - a. Board of Library Trustees Letter
 - b. Board of Public Works- Email from Beth Sullivan Woods
 - c. NRC- Email from Jack Morgan
15. Petition to the State Supervisor of Records Regarding Mr. Ron Alexander
16. Appeal by Mr. Ron Alexander to Supervisor of Records re: Failure to respond to Request for Public Records to Wellesley Police on August 17, 2017
17. Email from Anne Marie Cronin – 6 Juniper Road
18. Board/Committee Liaison Assignments – FY18 updated
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Eagle Scout Proclamations

Included in your packet is a letter from Troop 185 Scoutmaster John Fortini requesting recognition for scouts Zane Asad Salameh, Anthony Czubarow, Jacob Einbinder, Glen Manglapus, Barrett Roman, and Andrew Scherrer who are scheduled to become Eagle Scouts at an Eagle Court of Honor on December 10, 2017. The scout projects are outlined in Scoutmaster Fortini's letter. A copy of the proposed proclamations from the Board is also included in your packet.

MOTION: MOVE to approve the proclamations recognizing six scouts who have attained the rank of Eagle Scout.



Troop 185 Wellesley

Chartered to St. John the Evangelist Parish

November 1, 2017

Selectman
Town Hall
Wellesley, MA 02481

Dear Selectmen :

I am writing to request Eagle Scout Recognitions for six of our Scouts who have attained the rank of Eagle.

Their names are:

Zane Asad Salameh	Anthony Nicholas Czubarow	Jacob Hill Einbinder
Glen Kelly Manglapus	Barrett Harrison Roman	Andrew Cook Scherrer

For his Eagle project Zane planted holly bushes and built a seating area for the Elizabeth Seton Residence – Sisters of Charity. Zane currently serves as one of the Senior Patrol Leaders for the Troop. He is a Senior at Wellesley High School.

Anthony reestablished a trail in the Cronk's Rocky Woodland reservation for the Town of Wellesley Conservation Commission. Anthony is a Junior Assistant Scoutmaster in the Troop and is a Senior at Wellesley High School.

Jacob removed invasive plants and vines for the Elizabeth Seton Residence – Sisters of Charity. Jacob is a Junior Assistant Scoutmaster for the Troop and a Senior at Wellesley High School.

Glen designed and built a raised planter box garden for the Linden Square association, which provides food in the planters to the Wellesley Food Pantry. Glen currently serves as one of the Senior Patrol Leaders for the Troop and a Senior at Wellesley High School.

Barrett collected donations and purchased hundreds of dollars of school supplies for a school in one of the barrios of Puerto Penasco, Senora Mexico. Having the Scouts shop with him and delivering the supplies personally while on a trip with the Troop to train scouts and leaders in Mexico. Barrett is a Troop Guide in the Troop and is a Junior at Wellesley High School.

Andrew built an orienteering course in the Longfellow Town Forest to be used by schools and citizens for the Town of Wellesley. Andrew serves as a Junior Assistant Scoutmaster in the Troop. Andrew is a Senior at Wellesley High School.

We are holding an Eagle Court of Honor on Sunday, December 10, 2017 for the six Eagles at the Christ Church United Methodist at 2 Brook Street, Wellesley at 2:00 P.M.

If you have any questions, I can be reached at 508-217-4611. Please mail your response to my attention at 8 MacArthur Road, Wellesley, MA 02482.

Thank you.

Sincerely,


John Fortini
Scoutmaster



TOWN OF WELLESLEY



MASSACHUSETTS

The Board of Selectmen
of the Town of Wellesley, Massachusetts
hereby offers its sincerest congratulations
to

Anthony Nicholas Czubarow

TROOP 185

on the occasion of his advancement
to the rank of **Eagle Scout**
at an Eagle Court of Honor Ceremony held at
the Christ Church United Methodist
at 2:00P.M. on Sunday, December 30, 2017
The entire Board of Selectmen extends its very best wishes
and continued success in all endeavors



Signed by the Board of Selectmen
on November 27, 2017

Ellen F. Gibbs, Chair

Jack Morgan, Vice Chair

Marjorie F. Freiman, Secretary

Beth Sullivan Woods

Thomas H. Ulfelder

TOWN OF WELLESLEY



MASSACHUSETTS

The Board of Selectmen
of the Town of Wellesley, Massachusetts
hereby offers its sincerest congratulations
to

Andrew Cook Scherrer

TROOP 185

on the occasion of his advancement
to the rank of **Eagle Scout**
at an Eagle Court of Honor Ceremony held at
the Christ Church United Methodist
at 2:00P.M. on Sunday, December 30, 2017
The entire Board of Selectmen extends its very best wishes
and continued success in all endeavors



Signed by the Board of Selectmen
on November 27 , 2017

Ellen F. Gibbs, Chair

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Thomas H. Ulfelder

TOWN OF WELLESLEY



MASSACHUSETTS

The Board of Selectmen
of the Town of Wellesley, Massachusetts
hereby offers its sincerest congratulations
to

Barrett Harrison Roman

TROOP 185

on the occasion of his advancement
to the rank of ***Eagle Scout***
at an Eagle Court of Honor Ceremony held at
the Christ Church United Methodist
at 2:00P.M. on Sunday, December 30, 2017
The entire Board of Selectmen extends its very best wishes
and continued success in all endeavors



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on November 27, 2017

Ellen F. Gibbs, Chair

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Beth Sullivan Woods

Thomas H. Ulfelder

TOWN OF WELLESLEY



MASSACHUSETTS

The Board of Selectmen
of the Town of Wellesley, Massachusetts
hereby offers its sincerest congratulations
to

Glen Kelly Manglapus

TROOP 185

on the occasion of his advancement
to the rank of **Eagle Scout**
at an Eagle Court of Honor Ceremony held at
the Christ Church United Methodist
at 2:00P.M. on Sunday, December 30, 2017
The entire Board of Selectmen extends its very best wishes
and continued success in all endeavors



Signed by the Board of Selectmen
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Ellen F. Gibbs, Chair

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Marjorie F. Freiman, Secretary

Beth Sullivan Woods

Thomas H. Ulfelder

TOWN OF WELLESLEY



MASSACHUSETTS

The Board of Selectmen
of the Town of Wellesley, Massachusetts
hereby offers its sincerest congratulations
to

Jacob Hill Einbinder

TROOP 185

on the occasion of his advancement
to the rank of **Eagle Scout**
at an Eagle Court of Honor Ceremony held at
the Christ Church United Methodist
at 2:00P.M. on Sunday, December 30, 2017
The entire Board of Selectmen extends its very best wishes
and continued success in all endeavors



Signed by the Board of Selectmen
on November 27, 2017

Ellen F. Gibbs, Chair

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Beth Sullivan Woods

Thomas H. Ulfelder

TOWN OF WELLESLEY



MASSACHUSETTS

The Board of Selectmen
of the Town of Wellesley, Massachusetts
hereby offers its sincerest congratulations
to

Zane Asad Salameh

TROOP 185

on the occasion of his advancement
to the rank of **Eagle Scout**
at an Eagle Court of Honor Ceremony held at
the Christ Church United Methodist
at 2:00P.M. on Sunday, December 30, 2017
The entire Board of Selectmen extends its very best wishes
and continued success in all endeavors



Signed by the Board of Selectmen
on November 27, 2017

Ellen F. Gibbs, Chair

Jack Morgan, Vice Chair

Marjorie F. Freiman, Secretary

Beth Sullivan Woods

Thomas H. Ulfelder

6. Review MWRA Cochituate Aqueduct Trail Signs

The MWRA has been working with the Wellesley Trails Committee to install two permanent interpretive signs (educational) on the Cochituate and Sudbury Aqueducts. Both of the Aqueducts are listed on the National Register of Historic Places for their accomplishments in engineering. The MWRA will pay the cost of fabrication and delivery. The DPW has agreed to install the sign. The sign on the Sudbury Aqueduct is exempt from review. The Cochituate Aqueduct, under the jurisdiction of the Selectmen, would require a sign-off by the Board for installation. The proposed sign is to be located on the stretch of aqueduct behind Reidy Field, in close proximity to the WWI Memorial Grove. The Design Review Board has also reviewed and approved the sign design and location. Staff recommends approval.

MOTION: MOVE to approve the proposed interpretative signage for the Cochituate Aqueduct.

Town of Wellesley

**DESIGN REVIEW
BOARD**

Massachusetts

Johnathan Law, Chair
Robert Skolnick, Vice Chair
Sheila Dinsmoor
Ingrid Carls



Robert Broder, AIA, *alternate*
Amir Kripper, *alternate*
Jose Soliva, *alternate*

Town Hall
525 Washington Street
Wellesley, MA. 02482
Tel. (781) 431-1019 ext. 2237
Fax (781) 237-6495

Contact: Jeanette Rebecchi
jrebecchi@wellesleyna.gov

REPORT OF THE DESIGN REVIEW BOARD

November 16, 2017

Office of the Selectmen
Attn: Ms. Megan Jop
Town Hall
Wellesley, MA 02482

Re: Cochituate Aqueduct Interpretive Sign –Application for Sign on Town Land –
DRB 17-59S

On October 25, 2017, Miguel Lessing, on behalf of the Wellesley Trails Committee and the MWRA, submitted an application for an interpretative sign to be located at the intersection of the Crosstown Trail and the Cochituate Aqueduct.

The Design Review Board reviewed the project at their meeting on November 15, 2017. After some discussion, Mr. Skolnick moved to recommend approval of the project as presented. Ms. Dinsmoor seconded the motion. The motion passed unanimously (4-0).

Please contact me should you have further questions.

Sincerely,

Jeanette Rebecchi, Planner
On Behalf of the Design Review Board

Cc: File Copy

Miguel Lessing, Chair, Wellesley Trails Committee
Denny Nackoney, Vice Chair, Wellesley Trails Committee
Brandon Schmitt, Director, Natural Resources Commission



To the Office of the Selectmen
Attn. Ms Blythe Robinson ✓
Wellesley Town Hall

October 23, 2017

Ref.: Permanent Sign Permit

Blythe,

The Trails Committee kindly requests you initiate the permitting process for a permanent stand-alone sign on the Cochituate Aqueduct.

The MWRA has been working with the Wellesley Trails Committee to install two interpretative signs in Wellesley, one on each of the Sudbury and Cochituate Aqueducts. While the Sudbury sign will be placed on State's land and does not require Wellesley's permitting, the Cochituate Aqueduct sign will be on Town's land and therefore needs approvals.

The Planning Department has indicated that the bylaws establish approvals by 1) the Selectmen, and 2) the Design Review Board once the Selectmen have agreed.

Information is attached, as follows:

1. Massachusetts Water Resources Authority letter requesting the installation of an interpretative sign on the Cochituate Aqueduct in Wellesley,
2. Picture of the interpretative sign details produced for Natick. Ours will replace the Natick heading and map for those corresponding to Wellesley.
3. Map indicating the location of the interpretative sign at the intersection of the aqueduct with the Crosstown Trail, some 200 feet east of the Whole Foods paved area. This section provides a good view of the aqueduct and gets high walker traffic. The sign will be placed to the side of the aqueduct to avoid tunnel perforation.
4. Photos showing construction details. The pictures correspond to the sign at the Weston Aqueduct at its intersection with Elm St., Framingham.

The sign cost of materials, fabrication and delivery to the Wellesley DPW will be borne by the MWRA. The Wellesley DPW will install the sign. Sign maintenance and replacement will be the responsibility of the MWRA.

Sign Dimensions

- The display part of the sign is 38.5" wide and 26.5" high.
- The sign can be tilted to any angle desired.
- The height of the overall sign at the top is 48" above grade and the bottom is 24" above grade.
- The posts will be of 4x4 pressure treated wood.
- Posts' holes will be of a maximum depth of 4'.

Please contact Denny Nackoney or me if you or whom you assign this project to has any questions.

Thank you very much.

Miguel Lessing
Chair, Wellesley Trails Committee



Cc: Denny Nackoney, Vice chair Wellesley Trails Committee
Brandon Schmitt, Natural Resources Commission Director



MASSACHUSETTS WATER RESOURCES AUTHORITY

Charlestown Navy Yard
100 First Avenue, Building 39
Boston, MA 02129

Frederick A. Laskey
Executive Director

Telephone: (617) 242-6000
Fax: (617) 788-4899
TTY: (617) 788-4971

September 18, 2017

Mr. Miguel Lessing
Wellesley Trails Committee
c/o Wellesley Town Hall
525 Washington Street
Wellesley, MA 02482

Dear Miguel,

My colleagues here at MWRA have finished producing the sign and pressure treated support for an interpretive sign to be located along the Sudbury Aqueduct in Wellesley. I have requested another sign for the Cochituate Aqueduct. I hope this letter provides all the information you will need to begin to secure the necessary Town approvals.

1. The signs will be of the same design and size as the sign installed on the Weston Aqueduct in Framingham at Elm Street.
2. MWRA will deliver the signs and supports to the Town of Wellesley DPW for installation.
3. The Wellesley Trails Committee will acquire Town approvals for the site location and displaying the sign.
4. MWRA covered the cost for materials and fabrication and will maintain the signs and replace when necessary.
5. The Town should notify the MWRA Aqueducts Manager if they relocate or remove the signs.
6. MWRA suggests a maximum of 4' depth of the post hole for the 4X4 pressure treated posts.
7. MWRA will approve the site location for the sign along the Sudbury Aqueduct.
8. MWRA prefers using cement for the backfill material to be used for the post holes.

If a site visit will help, at your convenience, please contact me at (617) 788-1165 and we can schedule a date for late September or October. MWRA looks forward to continuing our work with the Town to further enhance the public use of MWRA's back-up Aqueducts.

Sincerely,

A handwritten signature in black ink that reads "Marianne Connolly". The signature is fluid and cursive.

Marianne Connolly
Sr. Program Manager
Environmental Review and Compliance

cc: Denny Nackoney, Wellesley Trails Committee

A photograph of a book titled "Aqueduct Trail" by the Central Valley Project. The cover features a stylized illustration of a landscape with a blue sky, green hills, and a winding path. The title "Aqueduct Trail" is prominently displayed in a large, bold, sans-serif font. Below the title, the author "Central Valley Project" is written in a smaller font. The book is shown at an angle, with its spine visible on the left.



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 電話二二四號
 本報館在天津法租界二十一號路
 電話二二四號





WESTON AQUEDUCT

FRAMINGHAM

The Weston Aqueduct was constructed by the Metropolitan Water and Sewerage Board between 1961 and 1965.

It carries drinking water 35.5 miles by gravity from the Sudbury Reservoir in Framingham to Weston, where it has large pipelines and distribution networks for use by homes and the surrounding community.

The Weston Aqueduct has the capacity to transport 200 million gallons of water per day.

The aqueduct is an unusual daily service and now forms part of the MWBL's emergency backup system. The open space along this main aqueduct is now available for public access.



Source: Boston Globe, 1965. Photo: Boston Globe, 1965. Photo: Boston Globe, 1965. Photo: Boston Globe, 1965.







TOWN OF WELLESLEY, MA
Department of Public Works



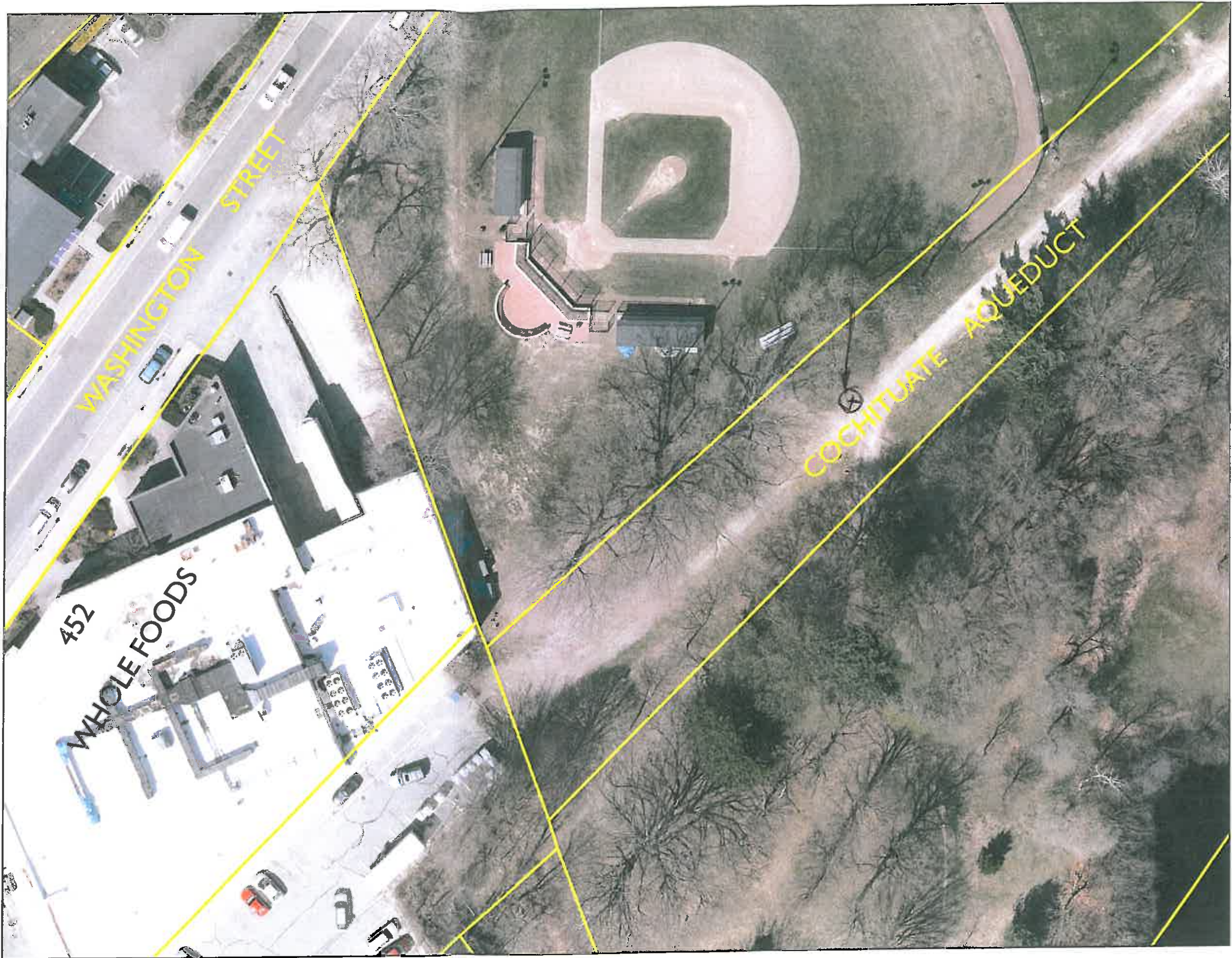
**COCHITUATE
AQUEDUCT
AT
HUNNEWELL FIELD
WELLESLEY, MA**

11/30/15

1 inch = 40 feet



Disclaimer:
This map is for display purposes only — it is not intended for survey
or legal purposes. Questions about specific datalayers on this map
should be directed to the respective Town board, committee or
department. The Town of Wellesley expressly disclaims responsibility
for damages or liability that may arise from any errors, omissions, or
inaccuracies in the information provided herein.



7. 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:

- ❖ Letters of Police Commendation (2)
- ❖ Park Department Enforcement Letters (2)
- ❖ Letter from Paul R. Sullivan



TOWN OF WELLESLEY

WELLESLEY, MA 02482
Telephone 781-235-1212

POLICE DEPARTMENT

JACK PILECKI
Chief of Police

TO: OFFICER RON POIRIER
FROM: CHIEF JACK PILECKI
SUBJECT: LETTER OF COMMENDATION
DATE: NOVEMBER 20, 2017

Sergeant Glen Gerrans recently forwarded a memo concerning your actions with Magna Santos, and also forwarded me a card that she sent to the department regarding you.

On February 10, 2017 you responded to a minor motor vehicle crash in the Roche Brothers parking lot. The crash was very minor in nature. However, as you investigated it, you determined that one of the operators, Magna Santos, an immigrant from Brazil, did not have a Massachusetts driver's license. You learned that Mrs. Santos is a single parent and works as a live in aid to an elderly Wellesley resident. You took the appropriate law enforcement actions at the time, but also went a step beyond by telling Mrs. Santos how to get her driver's license.

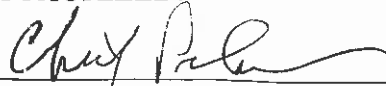
Over the course of the next several months, Mrs. Santos called you seeking advice and looking for answers with regards to how to obtain her driver's license. You continued to counsel and assist her as she navigated through the waters of the Registry of Motor Vehicles and the Immigration and Customs Service. The end result of your continual hard work was that Mrs. Santos finally obtained her Massachusetts driver's license earlier this month.

In her card to you, she described you as a gentleman and a good hearted human being who acted with professionalism and compassion, understanding her 'situation.' She wrote that she was very grateful for all of your work. She also mentioned that she was very proud of all of the officers at the Wellesley Police Department.

As Chief of the Wellesley Police Department, I was very pleased to have received this card. Your work with Mrs. Santos certainly went well beyond the normal course of duty. She clearly looked to you for continual advice and help over several months, which you provided. Your actions helped build trust between the Wellesley Police Department and a member of the Brazilian community. This relationship and trust building is absolutely invaluable, and truly defines the Wellesley Police Department's philosophy of community policing.

Thank you for helping Mrs. Santos. Your work is indicative of the type of job that this department strives to achieve on a daily basis.

AUTHORIZED:

A handwritten signature in cursive script, appearing to read "Jack Pilecki", written over a horizontal line.

JACK PILECKI
CHIEF OF POLICE

cc: Board of Selectmen

LIZ DUGAN

8 November
2017

Dear Chief Pilecki,

On Wednesday, November 1st,
I was in a car accident in front
of the Wellesley High School.

The officer who responded to
that accident was officer R. Poirier.

I would like you to know how
very professional and kind he
was to both myself, my passenger,

Rita Ford and the young lady
Alycey Paul (a senior at Wellesley
High School) who caused the
accident. Officer Poirier was
comforting to all participants
and a calming pres~~ence~~^{ence} to all
involved.

Hope this note finds you
well. Thanks for letting me
let you know what wonderful
officers you have. Liz Dugan



TOWN OF WELLESLEY

WELLESLEY, MA 02482
Telephone 781-235-1312

POLICE DEPARTMENT

JACK PILECKI
Chief of Police

TO: OFFICER CHRISTOPHER FRITTS
FROM: CHIEF JACK PILECKI
SUBJECT: LETTER OF COMMENDATION
DATE: NOVEMBER 16, 2017

Lieutenant Whittermore recently shared a very nice email that he received from a Wellesley resident following an incident that you handled with her mother.

On October 23, 2017 at 2:30 AM, an elderly Maurice Road resident, Mrs. Jan Rapp, came to the police station to report a problem with her smoke detector. Mrs. Rapp did not want to cause a 'commotion' on her street at that hour by calling the fire department, so she instead elected to drive to the Wellesley Police station. You spoke to Mrs. Rapp in the police department lobby, and then assisted her to her residence. You checked the home for her and determined that the problem was a malfunctioning carbon monoxide alarm. You had the fire department respond and checked the residence again to ensure there was no issue.

Mrs. Rapp's daughter detailed how kind and reassuring you were to her mother, both at the police station and then at her home on Maurice Road. Mrs. Rapp's daughter made a point to note how happy both she and her mother were with you and the service you provided. She also mentioned that her mother is recovering from a long illness and lives alone. She wrote how "it's good to know that Wellesley's Finest are certainly there to look out for her!"

As Chief of the Wellesley Police Department, I want to thank you both for the compassionate and caring manner in which you handled this situation. Your skills and service on this encounter exemplify the level of service that the department provides on a daily basis.

AUTHORIZED:

JACK PILECKI
CHIEF OF POLICE

cc: Board of Selectmen

Whitemore, Scott

From: Dietz (Rapp), Jill <jill_dietz@merck.com>
Sent: Monday, October 23, 2017 4:06 PM
To: Whitemore, Scott
Subject: Hello & Feedback

Hi Scott,

I hope you're doing well! I wanted to send a quick note in typical HR fashion to provide some "feedback". ☺ My mom had an encounter with the Wellesley Police last night and I'm so appreciative with how great they were to her. Her carbon monoxide detector was going off in the middle of the night so instead of calling me (down the street??!!!) she decided to get up and drive to the police station. (She didn't want to bother me because I had an early meeting. I've talked to her about that to make sure she will call me with issues moving forward!!!). Anyway.....they were so kind, met her back at her house with fire dept and checked everything out which all turned out to be okay. Of course you know she's mortified with any kind of attention but turns out it was Chris Fritts and he reassured her she did the right thing and made her feel so much better. I'm so thankful!

I'm not sure if you got my email a while back but my mom went thru a major illness last spring. She is much better now and has just been living back in her own house for a little over a month now. She's still a bit weak and has memory issues but overall is living pretty well on her own. She's got lifeline and we check in on her often but it's good to know "Wellesley's finest" are certainly there to look out for her as well.

Please pass on my sincere thanks to Officer Fritts!! ☺ I hope all is well with you!!

Love, Jill

Notice: This e-mail message, together with any attachments, contains information of Merck & Co., Inc. (2000 Galloping Hill Road, Kenilworth, New Jersey, USA 07033), and/or its affiliates. Direct contact information for affiliates is available at <http://www.merck.com/contact/contacts.html>) that may be confidential, proprietary copyrighted and/or legally privileged. It is intended solely for the use of the individual or entity named on this message. If you are not the intended recipient, and have received this message in error, please notify us immediately by reply e-mail and then delete it from your system.

TOWN OF WELLESLEY



MASSACHUSETTS

**DEPARTMENT OF PUBLIC WORKS
PARK DIVISION**

30 MUNICIPAL WAY • WELLESLEY, MA 02481-4925

MICHAEL T. QUINN
ASSISTANT SUPERINTENDENT

TELEPHONE (781) 235-7600, EXT. 3331
FACSIMILE (781) 431-7569
MQUINN@WELLESLEYMA.GOV

November 1, 2017

Chao Ping Yang & Xuan Sun
51 Fiske Road
Wellesley, Ma. 02481

Dear Property Owner,

We have discovered that the shrubbery coming from the Thackeray Road side of your property is obstructing the town right of way and blocking the sidewalk. This is creating a hazard to pedestrians and a visibility issue for the roadway. This is also a violation of the Town of Wellesley's bylaw concerning use of public ways.

49.2 Use of Public Ways: No person shall throw, place or cause to be placed in any public way or public place in the Town, any tree, bush or other planting, or any obstruction, or any garbage, fuel, building material, paper, cards, handbills, leaves, or rubbish of any kind, nor stones or rocks or other objects to act as curbing, except in such a place and manner as shall be directed by the Selectmen and except as hereinafter provided in section 49.2A.

We are sure your intent is not to violate this bylaw. To correct this situation, we are requesting you to cutting back this shrubbery behind your property line within the next 30 days. After that time period this situation will be forwarded to the enforcing authority. The town reserves the right to prune back any plant material to the property line that effects travel in the public way.

If you need help in finding a landscape professional, you may call 508-653-3320 or go on line to www.Massarbor.org. for assistance. I hope you will be able to address this issue as soon as possible to eliminate this problem. Please feel free to contact me, if you wish additional information regarding this situation.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael T. Quinn", is written over a horizontal line.

Michael T. Quinn, MCLP
Deputy Tree Warden / Asst. Supt.

Cc: Board of Selectmen
M. Pakstis F. Miller J. Pilecki K. Warren File

TOWN OF WELLESLEY



MASSACHUSETTS

**DEPARTMENT OF PUBLIC WORKS
PARK DIVISION**

30 MUNICIPAL WAY • WELLESLEY, MA 02481-4925

MICHAEL T. QUINN
ASSISTANT SUPERINTENDENT

TELEPHONE (781) 235-7600, EXT. 3331
FACSIMILE (781) 431-7569
MQUINN@WELLESLEYMA.GOV

November 13, 2017

Mrs. Maureen Fleming
48 Pine Plain Road
Wellesley Ma. 02482

Dear Property Owner,

We have discovered that brush from your property at #7 Redwing Road has been dumped in the town right of way and creating a hazard to pedestrians and/or motorists along Bluebird Road. This is also a violation of the Town of Wellesley's bylaw concerning use of public ways.

49.2 Use of Public Ways: No person shall throw, place or cause to be placed in any public way or public place in the Town, any tree, bush or other planting, or any obstruction, or any garbage, fuel, building material, paper, cards, handbills, leaves, or rubbish of any kind, nor stones or rocks or other objects to act as curbing, except in such a place and manner as shall be directed by the Selectmen and except as hereinafter provided in section 49.2A.

We are sure your intent is not to violate this bylaw and you would like to protect your neighbors and the general public from any possible injury, along with protecting yourself from any possible liable action that may result from this situation. To avoid any further action please correct this situation by cutting back this shrubbery behind your property line within the next 30 days. After that time period this situation will be forwarded to the enforcing authority.

If you need help in finding a landscape professional, you may call 508-653-3320 or go on line to www.mlp-mclp.org. for assistance. I hope you will be able to address this issue as soon as possible to eliminate this problem. Please feel free to contact me, if you wish additional information regarding this situation.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael T. Quinn", is written over a horizontal line.

Michael T. Quinn, MCLP
Deputy Tree Warden / Asst. Supt.

Cc: Board of Selectmen
M. Pakstis F. Miller J. Pilecki
K. Warren File

Paul R. Sullivan
51 Cedar Road
Weston, Massachusetts 02493-2463

November 13, 2017

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


Dear Ms. Robinson,

I want to extend my appreciation and thanks for the efficient services of Sarada Kalpee, Director of West Suburban Veteran's Services. I was made aware of an opportunity to qualify for financial support from the VA for healthcare through the outreach letter she wrote to Weston residents. Then I met with her today and cannot ever recall a meeting with a government representative that was so quick, efficient and enjoyable.

Ms. Kalpee represents the Veteran's Administration and the Town of Wellesley in a way that deserves recognition and praise, which I am sure you realize. But I just want to add my thanks and appreciation for a job well done and too often under appreciated.

Please also thank her for her brave service in Afghanistan, which I forgot to do.

Respectfully,

A handwritten signature in black ink that reads "Paul R. Sullivan". The signature is written in a cursive, flowing style.

Paul R. Sullivan