Town of Weston  
Finance Committee Meeting Minutes  

Thursday, Feb 6, 2020  

A meeting of the Finance Committee of the Town of Weston, which was duly called and posted in compliance with the laws of the Commonwealth of Massachusetts, was held on Thursday, February 6th at the Weston Town Hall. There being a quorum present, the meeting was called to order at approximately 7:00 P.M.

Present for the meeting were:

Finance Committee: Lisa Reitano – Chair, John McDonald, Karen Meslin, James Jarrett, Gerard Jansen, James Philipkosky, Ellen Richstone, John Sallay and Bharath Venkataraman.

Also Present: Leon Gaumond, Town Manager, Zoe Pierce, Treasurer/Collector, Tom Cullen, DPW Director, Rich Sullivan, Deputy DPW Director, Steve Fogg, Town Engineer, David Soar, Fire Chief, Justin Woodside, Deputy Fire Chief.

- Meeting was called to order by Lisa Reitano at 7 pm, Gerard Jansen was appointed to serve as Secretary pro-tempore and charged with keeping the minutes of the meeting. The meeting was recorded by Weston Media and is available online.

- There were no residents present for comments.

- The minutes of the meeting of January 30th were discussed, some minor amendments were suggested and accepted, and the amended minutes were unanimously approved.

- DPW Director Tom Cullen presented his budget, and discussion ensued on the overall condition of roads in town, and the direction by Town Selectmen to increase spending to improve the roads.
  a. The proposed budget for road improvements this year includes an additional $250k over last year, continuing a program of increasing road work that started in 2015. Adoption of crack sealing and rubber chip seal techniques by the DPW have slowed road deterioration. The DPW aim is to get all roads up to a minimum of 70 index, which will bring the average index up to 86. For reference, a new road has a 100 index. Tom Cullen has been working off a 2016 consultant report (available online) to determine road repairs and improvements. He said that the Town Center project is going well, and that the underground work is 80 to 90% completed.
  b. In response to a question on who maintains the new Rail Trail, Tom said that the Weston DPW does the roadside mowing and removes fallen tree limbs, to maintain the Trail. This led to discussion on the capped land fill, which will be capped for 30 years in 2022, and can then be used for recreation as well as the solar panel farm. Monitoring of emissions has decreased due to a gradual and prolonged decrease in emissions.
  c. John Sallay asked about the recent increase in water rates, since the rates go up as the use of water goes down, to cover average water commission costs. The town water supply has few leaks, and each year about 2,000 ft of old pipe are replaced, with about 2.5 miles of old pipe to be replaced.
  d. The increase in the proposal budget for Tree worker account is to conduct an inventory of roadside trees, geared toward removal of dead trees. There is a small budget proposed for replacement of trees, with decisions on what type of trees to be replanted.
  e. The drainage project on the south side of town is in phase 3 of 3, with decisions on e.g. the size of culverts needed, what grants can be applied for, and how much of the cost would be borne by the State.
f. There has been a pilot program to install wooden guard rails, which cost 3 times as much as steel guard rails and do not last as long.

g. Tom Cullen is requesting budget for the next part of the master plan which is for Water Tank Replacement, and a study is being done for Tank design.

h. There was discussion on the ‘Pay as you throw’ committee, which has been regularly meeting. The last time this was proposed it did not go well, and the committee is carefully looking at the data.

- Tom Cullen’s thorough presentation ended well, with unanimous thanks from the Finance committee for the excellent work by Tom Cullen DPW Director, Rich Sullivan, Deputy DPW Director, and Steve Fogg, Town Engineer.

- Ellen Richstone gave an overview of the Fire Department budget request. Fire Chief David Soar handed out his presentation, which is available online.

  a. The main discussion was on the request for two more FT staff to alleviate the chronic short staffing of shifts. Currently we have two work groups staffed with 8 firefighters and two work groups staffed with 7 firefighters. 78% of shifts are currently running at less than full staffing which would require 8 personnel. Under staffing of shifts was first raised in 1962 and two firefighters were added in FY19. However, Leon Gaumond mentioned that the under staffing of shifts is not unique in the State and is becoming the norm with increasing mandatory State demands for e.g. training. Chief Soar said that that more fire prevention work should be done, especially at the schools and more with the elderly population. But the fire dept does not have the personnel to fully cover every day calls (there were 1,196 times in the past year with back to back calls) and Weston relied heavily on the reciprocity with surrounding towns to cover new calls. Each call which originates from the Mass Pike takes more than an hour of time by the Weston Emergency Response Unit.

  b. The three capital items requested were an ambulance, which is on a 4-yr. replacement cycle, the shift commander vehicle which is on a 5-yr. replacement cycle, and protective clothing. It has been found that the fire retardant being used in protective clothing may cause cancer, so regular replacement with updated clothing is requested.

  c. The chief presented a 1962 exhibit B, and after looking this over the committee requested that this data be updated, and that it would also be useful for the New Monthly Metrics being developed.

- There was general discussion on how to improve communications to the Townspeople, and the letter from the Finance Committee which appeared in today’s Town Crier. Leon recommended that more use be made of the Weston Media Center.

- Each Finance subcommittee gave an update on their progress, which all appeared to be doing well, and would be completed by due dates.

A motion to adjourn was made, duly seconded and the meeting was adjourned at 8.55 pm.

Respectfully submitted,

Gerard Jansen
Weston Fire Department

Staffing request
Fiscal Year 2021
Changes impacting the Weston Fire Department

- Demographics
- Requests for service (call volume)
- Staffing trends
- Delivery of services
- Fire service related
Demographics

- Change in community demographics
  - Average income
  - Home Price
  - Cost of living
- Change in the size and type of exposures
  - Residential homes
  - Assisted Living facilities (3); two larger ones opened in the last 30 years no increase in staffing.
  - Increase in enrollment at Regis College
  - Potential 40B projects (751 Boston Post Road and 518 South Ave) (Service impact can be estimated by using predetermined rates.)
  - Traffic increase: Traffic increase on all roads and major routes (Mass Pike and Route 128) reconfiguration of Mass Pike has caused us to respond into Newton Corner, impacts response time, increase accident calls.
Back to Back 911 calls (multiple calls received within an hour)
Staffing trends

• Inability to staff call department (Amount of initial training, and residential living proximity of call department staff)
• Proximity of staff – shift from majority of staff living in town, to living out of town. (Only 2 of our current staff reside in Weston.)
• Decreased number and significant delay of staff responding to call backs or large incidents
• Mutual aid communities also experiencing resource constraints which is decreasing mutual aid capabilities and increasing response times. (Weston received mutual aid 173 times in 2019; Weston gave mutual aid 173 times in 2019.)
Delivery of Services

• State Code compliance/Fire Prevention Inspections
• Public Education (Pre-School to Elderly)
• Emergency Planning & Exercises (Elderly, Assisted Living Facilities, Schools)
• Elderly Services (28% Weston population) – Lift assists, well being checks
• Lock Outs (car & house)
• General Assistance
Delivery of Services

• OEMS Regulations- have changed
• Significant Training Requirements – more mandated services
• New OSHA Regulations 2/1/19 - Additional items required and regulated by Department of Labor Standards
Fire Service Related

• Changing Hazards
  – Building Construction
  – Solar Panels
  – Electric Vehicles

• Training Requirements

• Federal, State Regulations and NFPA
Why is more staff needed now?

- Inadequate staffing to handle the current call volume and fire related activities which impacts our ability and effectiveness in providing emergency services.
- Call volume is projected to increase without development and growth from (751 Boston Post Road, 518 South Ave and Regis College - future) Those projects can further increase our call volume over projected.
- Increase in Firefighter on the job injuries due to increased work loads.
- Request for additional staff has been a longstanding issue for the department. (No increase in shift staffing for all 4 work groups since Fire Station #2 was opened on June 1, 1968) ** Note 2 firefighters added in FY 19
Add (2) Fulltime Firefighters (one per shift to make all four workgroups staffed alike)

• Advantages
  – Added Fire and EMS Response Capability
  – Ability to staff 2 Ambulances
  – Significant reduction of Call Back Overtime
  – Potential impact on ISO rating
  – Decrease in Mutual Aid
  – Improved Firefighter safety

• Disadvantages
  - Cost of Personnel
Staffing

• Fire Department Incidents have increased over 500% since shift staffing was added to all four work groups. (1967 – 493, 2019 - 2524)
• 2 Full time staff added in FY 19 Budget – Remainder of plan yet to be completed.
• Fire Department inherited the EMS service from the Police Department June 1, 1975 with no additional increase in staffing.
• See recommendation page 16 article 2 and 8 in Report of Special Fire Protection Committee June 8, 1962. – (Attached)
Fire Safety Programs

• Public Education
  – Teach Safety Classes to Preschool through 3rd Grade
  – Teach Safety to Senior Citizens

• Smoke Detector and Carbon Monoxide Detector installation
  – Work with Council on Aging to install detectors to today's code and educate the senior citizen residents about important Fire and CO safety

• Fire Drills
  – Mandated fire drills to all schools and preschools in town

• Fire Station Tours
  – Provide tours and education classes to various town organizations
    • Preschools, day care, Boy Scouts
U.S. Fire Safety and Facts 2018

• There were 1,318,500 fires in residential homes with 3,655 deaths and 15,000 injuries
  – 1200 of the deaths were over age 65
• 49,000 of these fires were caused by “playing with fire” that resulted in 80 deaths and 860 injuries started by children ages 6-12.
• 4000 of those fires were reported in school buildings causing 75 injuries and $66 million dollars in damages. 24 % of the school fires were determined to be intentionally set. (0 deaths and low injury rate due to sprinkler systems installed in the school buildings)
Incident trend with markers

Current Trend, 1955-2019

\[ y = 37.273x - 72760 \]

\[ R^2 = 0.9718 \]

- Opening of Fire Station 2
- Add Ambulance and EMS (Adding 1 per work group FY19-FY20)
- Renovation of Fire Headquarters 1986-1987
REPORT OF SPECIAL FIRE PROTECTION COMMITTEE

(Appointed by Moderator pursuant to vote under article 5 of special town meeting, November 14, 1961.)

JUNE 8, 1962

PLEASE SAVE FOR REFERENCE

A public hearing on this report will be held during the latter part of September at a time and place to be announced.
OUTLINE OF CONTENTS

## I. RECOMMENDATIONS

### II. BACKGROUND

### III. METHOD OF PROCEDURE

### IV. STUDY AND APPRAISAL OF PRESENT FIRE PROTECTION

1. Geographic Area
2. Persons and Property to be Protected
3. Fire Department Activity and Fire Loss Experience
   1. Fire Prevention
   2. Fire Fighting and Loss Experience
      Table I - Number of Alarms
      Table II - Mutual Aid Calls
4. Mutual Aid and Wellesley Investigation
5. Fire Department Personnel
   1. The Chief
   2. Permanent Firemen
   3. Call Firemen
6. Fire Department Equipment
   1. Fire Alarm System
   2. Fire Fighting Apparatus and Equipment
7. Fire Department Building
8. Water Supply in Relation to Fire Protection
9. Cost of Fire Protection
10. Insurance Rates

### V. CONCLUSIONS AND RECOMMENDATIONS

1. General Considerations
2. Proposal to Improve the Central Fire Station and Build a New Subsidiary South-side Fire Station

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EXHIBIT A, Map of Weston - Fire Station Locations

EXHIBIT B, Fire Department Comparisons

EXHIBIT C, Summary of Capital and Added Operating Costs
Plan I would require remodeling of toilet and kitchen on second floor.

Plan II would require remodeling of toilet and change of location on bedroom on second floor.

Policy here: plan 5-7th would require remodeling of toilet and kitchen.
To : The Voters of Weston

From : The Special Fire Protection Committee

Subject : Report and Recommendations on the problem of providing adequate protection against fire throughout the town.

I RECOMMENDATIONS

The Fire Protection Committee makes 8 recommendations, listed below, for providing adequate fire protection in the Town of Weston. Altogether they constitute a program providing a framework under which an orderly expansion of manpower can take place as the Town grows. The Committee feels that recommendations No. 1 through No. 7 should be adopted at once and that action on No. 8 should be deferred.

1. To replace the existing headquarters fire alarm apparatus immediately and irrespective of any other action the Town may take. (See page 11)

2. To increase the number of permanent firemen on duty at the Central Station to 4 or 5 men at all times in order to make more certain responses with 3 or more men and to make more fire prevention work possible, such as building inspections and public education. (1 additional for each of 2 shifts) (See pages 4 and 14)

3. To continue with the present set-up, with adequate assistance provided, under which the Fire Chief also serves as Inspector of Buildings and Inspector of Wires with many resulting advantages in fire prevention. (See page 4)

4. To increase travel appropriations for firemen and officers in furtherance of their training. (See page 10)

5. To acquire land adjoining the Central Station on the south now owned by Jeremiah J. Cronin, together with house located thereon and right of way, for present and future use of the Fire Department. (See page 14)

6. To build an addition on the Central Station to house the fire alarm headquarters control center and office of the Chief. See pages 11 and 13)

7. To acquire a site for a subsidiary fire station to be located at the westerly corner of Ash Street and South Avenue on land now owned by the Estate of Charles J. Paine. (See page 13)

8. To construct a new south-side subsidiary fire station to be staffed by not less than 3 firemen on duty at all times. (See page 13)
II BACKGROUND

At the special town meeting held November 14, 1961 it was voted: "That a special fire protection committee of five citizens of the Town be established (and continue in office until discharged by the Town) to study and investigate the whole problem of providing adequate protection against fire throughout the Town, including the number, locations, sites, and nature of fire stations, and to make a written report with its recommendations to the Town as soon as possible - that the moderator appoint the members of the committee and fill any vacancies in its membership - and that the sum of $500.00 be appropriated from available funds for the use and purposes of the committee."

Prior to this vote the selectmen appointed on May 14, 1959, a committee of five, with William R. Dewey, Jr. serving as chairman, to look into the question of the possible future need for additional fire protection in the south side of town. The report of this committee was submitted on December 1, 1961 and contained the following major conclusions:

"1. Varying local conditions in comparable size communities preclude any accurate standard for measuring the quality of service and the efficiency of fire departments but there is little doubt that the Weston Fire Department stands near the top in trained personnel, equipment and efficiency.

"2. Standards required by the Underwriters to secure a worthwhile lower fire insurance rate for residents of the Town makes further consideration impractical in the foreseeable future on account of the high cost.

"3. Until such time as some sort of mutual service with the Town of Wellesley has been resolved, the Committee recommends no new construction but the continued strengthening of the Fire Department at the Central Station by addition of one permanent man and/or additional call men.

"4. If no mutual arrangements can be consummated with the Town of Wellesley, the Committee, in view of Weston's excellent Department and current heavy indebtedness, believes no immediate construction should be undertaken. Since the present station is badly located and incapable of expansion, eventually either one new central station near the geographic center of the Town, or two new stations, one south of the Post Road and the other north, is recommended. The purchase of sites should be made at an early date. It is anticipated the sale of the present Central Fire Station, when rezoned for business, will substantially reduce the net cost of the proposed construction."

Thus, the Dewey Committee's investigations and conclusions constituted the first phase in the Town's examination of fire protection matters and this report now seeks to bring the earlier study to the point where positive action may be taken by the Town.
III METHOD OF PROCEDURE

Fire Chief Maurice L. Upham from the outset has met with the committee at all of its meetings and has shared with it his valuable knowledge and experience in a most helpful way.

The Planning Board was also invited to have its representative meet regularly with the committee and in consequence E. Olsen Field participated in its deliberations.

The procedure followed was first to study and appraise the present status of fire protection including the possibility of developing closer working relationships with Wellesley. Findings of fact and observations are presented below in Section IV.

For maintaining and improving Weston's fire safety, alternate plans were examined as set forth in Section V of this report.

The conclusions and recommendations derived from this study appear in summary on page 1 and in Section V. They have been arrived at with full appreciation by the Committee of differing viewpoints which voters may well have in respect to how or when fire protection should be improved and to their willingness to assume higher costs to achieve the desired results. Accordingly, this report seeks to reflect not only the Committee's view of the present factual situation but also its best judgment as to which course of action for the future should be adopted.

IV STUDY AND APPRAISAL OF PRESENT FIRE PROTECTION

The major aspects of fire protection in Weston are discussed under the following eleven headings:

A. Geographic Area

Weston is an area of about 17 square miles, measuring about 6 miles north and south by 3 1/2 miles east and west. Most locally traveled roads are crooked and narrow. Three major highways (Routes 30, 20 and 117) and the Fitchburg Division of the Boston & Maine R.R. cross the town east and west. The existing fire station is located about 1 3/4 miles equidistant from the east and west borders of the town, and about 3 1/2 miles from the south and 2 1/2 miles from the north borders.

Observations:
(a) More prompt responses from the Weston Fire Dept. can be expected on most calls originating from the north side of town as compared with those from the south.
    (See Exhibit A, Map of Weston, attached)
(b) Straightening of roads, viewed solely from a fire protection viewpoint, is desirable.
(c) A new north - south highway joining Concord Road and Wellesley Street, is not viewed either as certain or imminent and consequently not a controlling consideration now in the determination of station sites.
B. Persons and Property to be Protected

In 1961, 8,584 persons occupied 2,082 dwellings. The probable ultimate numbers to be reached by 1980 or 1985 will be nearly doubled to 14,500 persons and 3,500 dwellings, with the number of dwellings perhaps reaching 2,800 by 1970. (Source: Benjamin Report as revised by Charles E. Downe, Jan. 1, 1961). Growth is also expected to take place in the town’s institutional population.

Observations:
(a) The steady foreseeable growth of the town imposes gradual but steadily increasing burden on the fire department to carry on successfully in its fire prevention and fire fighting efforts.

(b) A resulting increase in assessable properties will help in the financing of increased expenditures of the fire department.

C. Fire Department Activity and Fire Loss Experience

1. Fire Prevention

As detailed by Chief Upham in the 1960 and 1961 Town Reports, fire prevention and inspection activities are carried out under the direction of a full-time inspector appointed for this purpose. At present the Department does not have sufficient personnel to enable it to conduct inspections of all private dwellings, although it encourages home owners to avail themselves of its offer to inspect private residences upon request. Those who are charged with inspections of new buildings, wiring and gas appliances play a most important role in fire prevention through interpretation and enforcement of provisions of the Building Code designed to further the fire safety of occupants.

Observations:
(a) The emphasis placed on fire prevention by the fire department is most highly commended since it is generally recognized that a minimum of expenditure for fire prevention yields a maximum return in fire safety.

(b) With help from the fire department, householders should develop a greater interest in taking various fire safety precautions such as
   - selecting and acquiring the most practical fire detection devices, fire extinguishers and incinerators.
   - making plans for sounding alarms and for escape from buildings.
   - using the fire prevention and home inspection services offered both now and in the future.

(c) To undertake further expansion of the prevention program will inevitably involve the expenditure of more time by permanent firemen. (See Recommendation No. 2)

(d) It seems desirable to continue the present set-up under which the Chief of the Fire Department also serves as Inspector of Buildings and Inspector of Wires.
(See par. E.1. below). By making one man responsible for supervising and enforcing the Building Code, which helps to limit the amount of fire risk, better fire protection should result. Assistance should be provided as required. (See Recommendation No. 3).

(e) Because of the danger of forest fires, the attention of the Town is directed to the importance of improving the means of access to woodland areas for fire fighting apparatus and men, in addition to the constant need for other forest fire prevention efforts.

2. Fire Fighting and Loss Experience

Fire alarms are recorded on the average of about one a day as shown in Table I below. Bell alarms are separated from still alarms, i.e. those not requiring the assistance or summoning of call men. Alarms originating south of South Avenue are shown separately as well as the number of building alarms.

<p>| TABLE I |</p>
<table>
<thead>
<tr>
<th>NUMBER OF ALARMS</th>
<th>1959</th>
<th>1960</th>
<th>1961</th>
<th>3-Year Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Alarms:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bell Alarms</td>
<td>127</td>
<td>115</td>
<td>149</td>
<td>130</td>
</tr>
<tr>
<td>Still Alarms</td>
<td>169</td>
<td>163</td>
<td>186</td>
<td>173</td>
</tr>
<tr>
<td>All Alarms</td>
<td>296</td>
<td>278</td>
<td>335</td>
<td>303</td>
</tr>
<tr>
<td>Building Alarms</td>
<td>69</td>
<td>72</td>
<td>92</td>
<td>78</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Alarms South of South Ave.</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bell Alarms</td>
<td>22</td>
<td>33</td>
<td>42</td>
<td>32</td>
</tr>
<tr>
<td>Still Alarms</td>
<td>15</td>
<td>29</td>
<td>27</td>
<td>24</td>
</tr>
<tr>
<td>All Alarms</td>
<td>37</td>
<td>62</td>
<td>69</td>
<td>56</td>
</tr>
<tr>
<td>Building Alarms</td>
<td>14</td>
<td>21</td>
<td>22</td>
<td>19</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage of Alarms South of South Avenue</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>All Alarms</td>
<td>12%</td>
<td>22%</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td>Building Alarms</td>
<td>20%</td>
<td>29%</td>
<td>25%</td>
<td>24%</td>
</tr>
</tbody>
</table>

Weston has been most fortunate in not having experienced any loss of life because of fire in recent years. Fire losses have not been numerous or large, with two exceptions namely, the destruction of the Metropolitan District Commission recreation center on May 10, 1959 and of a large residence at 20 Corwood Drive on Feb. 29, 1960. The number of fire losses (insurance paid) in excess of $1,000. were 8 in 1961, 2 in 1960 and 3 in 1959.
Observation:
The foregoing excellent record of no loss of life by fire, infrequent alarms and small property losses reflects the effectiveness of the Fire Department and the excellent enforcement of Weston’s Zoning Laws and Building Code which require that buildings be well spaced and constructed to meet safety standards. The town is also fortunate in not having closely spaced manufacturing and business establishments and therefore has a low exposure to the danger of spreading fire.

D. Mutual Aid and Wellesley Investigation

Mutual aid is now established with Waltham and Wayland on a formal basis and informally exchanged between other neighboring communities on occasion. The number of times mutual aid has been sent to or received from others during the last 3 years is shown in Table II below:

**TABLE II**

**MUTUAL AID CALLS**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lincoln</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Natick</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Newton</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>*Waltham</td>
<td>2</td>
<td>2</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>*Wayland</td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Wellesley</td>
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<td>0</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>7</td>
<td>7</td>
<td>20</td>
</tr>
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</table>

Weston received aid from:

<table>
<thead>
<tr>
<th>Weston received aid from:</th>
<th>1959</th>
<th>1960</th>
<th>1961</th>
<th>Total 1959-61</th>
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<tbody>
<tr>
<td>Lincoln</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Natick</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Newton</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>*Waltham</td>
<td>5</td>
<td>5</td>
<td>8</td>
<td>18</td>
</tr>
<tr>
<td>*Wayland</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Wellesley</td>
<td>2</td>
<td>5</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>State Forest Fire</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>14</td>
<td>15</td>
<td>45</td>
</tr>
</tbody>
</table>

*Mutual Aid on a Formal Basis provides automatic response to alarms originating in a predefined area.

It is interesting to note that on April 23, 1962, when 18 separate alarms were sounded, Weston obtained aid from 9 other departments, namely all those listed above plus Sudbury and Bedford. Approximately 75 men and 17 pieces of equipment from out of town reinforced Weston’s 6 pieces of equipment and 31 permanent and call firemen who responded.
The Committee explored the possibility of establishing formal beneficial fire department relationships with Wellesley, pursuant to the recommendation made to this effect by the Dewey Committee. A meeting was held with a committee from Wellesley officially appointed for this purpose in response to a request from Weston. From the discussion which took place it was developed that:

1. Informal cooperation between the fire departments should be continued as it is now practiced. For example, the Wellesley Fire Department customarily responds immediately to fires reported by telephone to them from the south edge of Weston and simultaneously notifies the Weston Fire Department. Also, on telephone requests from the Weston Fire Department, Wellesley's Fire Department customarily responds to fires in Weston. Reciprocally, Weston is prepared to be responsive to requests from Wellesley.

2. Formal mutual aid arrangements such as Wellesley has with Needham, Newton and Natick and such as Weston has with Waltham and Wayland do not now obtain between Wellesley and Weston because Wellesley operates on the basis that a normal response requires a minimum of three men manning one piece of equipment and Weston is presently not able to provide this response at all times. Moreover, reserve forces in Wellesley are not now such as to permit this extension of aid.

3. Were Wellesley to provide fire department services to Weston on a contractual basis, in the opinion of the Wellesley Committee, the minimum extension of its facilities would involve a new piece of apparatus to be manned by 3 men around the clock, or 9 in total. To provide these services and to house the equipment would be as costly for Wellesley as for Weston. There seem to be no practical ideas or plans for action to be undertaken jointly by Weston and Wellesley at the present time or at least until Weston can respond with adequate manpower and equipment on a negotiated mutual aid arrangement.

E. Fire Department Personnel

1. The Chief

Maurice L. Upham has served the Town long and well. The constructive results of his administration are clearly reflected in the respect in which he is held both by those within and outside the department. Chief Upham also serves as Forest Warden, Inspector of Buildings and Inspector of Wires.

2. Permanent Firemen

The permanent staff, in addition to the Chief, is now composed of 13 men including Captain F. Wyman Johnson, Lt. Albert J. White, Lt. Charles E. MacLeod, Inspector Herbert B. Crouch, Clerk Leander F. Refuse and Privates Fred. A. Lyons, Philip M. Upham, Everett Schwartz, Jr., David B. Pollock, Donald J. Vautour, Arthur W. Hallowell, John E. Thorburn and David P. Giles. Nearly all reside in Weston. All members of the staff are well trained and qualified to perform with skill the many tasks assigned and encountered in fire fighting and rescue work. Department morale is high.
While compensation of firemen varies with rank and length of service, the approximate cost of maintaining one full-time man including vacation relief is $6,000 for 1 year.

This sized staff permits 3 or 4 men to be on duty at all times. Since one man remains on duty in the central station continuously either 2 or 3 men are normally available to man equipment.

Fire prevention work, training, and care of equipment are the major activities of this group when not called out by alarms.

3. Call Firemen

A roster of 21 volunteer call men supplements the permanent staff when summoned by a bell alarm. Compensation of call men is based on responses made and hours worked. The approximate annual cost of maintaining one call man is $250. Real difficulty has been encountered in obtaining capable call firemen who live in Town and are available when needed, though continuing efforts are being made to maintain the roster at full strength.

Observations:
(a) The Town should take pride in its fire department personnel which is well trained, experienced and efficient in both fire fighting and fire prevention work. A high degree of loyalty and morale prevails.
(b) The number of trained persons who are immediately available to man fire-fighting equipment is a major factor in obtaining adequate fire protection. Accordingly, a planned and orderly increase in manpower is regarded as necessary and desirable to improve fire protection for the Town as it grows. This increase should apply to permanent firemen as well as to call firemen, to the extent that the latter are available. A suggestion worthy of further consideration is to arrange for call firemen to be available for specified periods of duty on the basis of an annual salary of $500, per year plus an hourly rate for the time they actually attend fires.
(c) Continued emphasis on training activities, to be supplemented by increased travel appropriations for the Chief and his men to attend conferences and training sessions should help significantly to increase the efficiency of the force which is so important. (See Recommendation No. 4)

F. Fire Department Equipment

1. Fire Alarm System

The Weston Fire Department lists 190 fire alarm box locations. However, in many of these locations boxes connected to an alarm circuit have not been installed. The number of boxes actually connected is 91. There are 25 tappers in homes of firemen and officials. With the constant addition of more boxes, circuits are becoming overloaded. Central station repeater and transmitter apparatus is obsolete and will soon have to be replaced and suitably housed.

Bell and still alarms are sounded from the central station immediately on receipt of calls and the appropriate apparatus dispatched as soon as it can be properly manned.
2. **Fire Fighting Apparatus and Equipment**

A ladder truck and 5 engines, variously supplied with hose and other equipment, are maintained in excellent condition. The older and less efficient pieces are used for brush fires and stand-by purposes. A list of fire fighting apparatus, excluding the Chief's car, is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Weight in Tons</th>
<th>Pump capacity per Minute</th>
<th>Water Tank Capacity - Gallons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ladder Truck No. 1-1947 Pirsch</td>
<td>11 1/2</td>
<td>150</td>
<td>200</td>
</tr>
<tr>
<td>✓ Engine No. 1 1957 Pirsch</td>
<td>13</td>
<td>750</td>
<td>500</td>
</tr>
<tr>
<td>✓ Engine No. 2 1941 Ford</td>
<td>6</td>
<td>500</td>
<td>200</td>
</tr>
<tr>
<td>✓ Engine No. 3 1952 Ford</td>
<td>10</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>✓ Engine No. 4 1949 Ford</td>
<td>8</td>
<td>60</td>
<td>530</td>
</tr>
<tr>
<td>✓ Engine No. 5 1953 Ford</td>
<td>5</td>
<td>125</td>
<td>230</td>
</tr>
</tbody>
</table>

**Observations:**

(a) Replacement of the existing headquarters fire alarm apparatus in a safer housing arrangement is needed immediately. (See Recommendations No. 1 and No. 6).

(b) Fire fighting apparatus and equipment are reasonably adequate for present needs.

G. **Fire Department Building**

The Central Station, attractively designed and built in 1915 in the center of town, has become increasingly crowded over the years as the department has grown and apparatus increased in number of pieces and size. The second floor consists of 1 small bedroom, the Chief's office, a recreation or meeting room, and a combined kitchenette and fire alarm apparatus room. The major pieces of fire apparatus are located on the first floor which has a 3 bay opening. The communications and control center occupies makeshift space at the base of a hose drying tower. The basement houses the remaining apparatus and equipment. The building itself occupies a rectangular lot measuring 89 feet frontage by about 117 feet depth with an area of about 11,000 square feet. A driveway on the west gives access to a small paved area in the rear used for limited parking and as an access to the lower level of the fire station.

**Observation:**

(a) The crowded condition of the central station makes it necessary to consider alternative plans by which the growing needs of the department may be met. These alternatives are discussed in Section V.
H. Water Supply in Relation to Fire Protection

Many sections of the town are inaccessible to hydrants or town water mains. The Water Board is responsible for recommending improvements or extensions in the Town water system and is well aware of the fire protection aspects involved. The 1962 appropriation for hydrant service of $15,000, classified under Protection of Persons and Property, represents an interdepartmental allocation of water department costs to the Fire Department. This item is not included in the cost calculations set forth below.

Observations:
(a) Inadequate or unavailable water supply for fire fighting in many areas of the Town requires apparatus designed to carry, pump and deliver water in substantial amounts and frequently under difficult circumstances.
(b) It is strongly urged that fire protection needs be constantly held in mind in planning for future improvements and extensions of the Town's water system along existing streets.

I. Cost of Fire Protection

The 1962 appropriations voted for the fire department were as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$91,690</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>7,210</td>
</tr>
<tr>
<td>Equipment &amp; Apparatus</td>
<td>--</td>
</tr>
<tr>
<td>Out-of-state Travel</td>
<td>250</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$99,150</strong></td>
</tr>
</tbody>
</table>

On a total assessment for 1961 of $29,298,070 this equals $3.38 per thousand dollars.
On a total number of dwellings of 2,082 this equals $47.62 per dwelling.
On a total estimated number of persons of 8,584 this equals $11.55 per person.

Costs and other pertinent fire department data for neighboring suburban towns are shown on a reasonably comparable basis in Exhibit B, Fire Department Comparisons, attached.

Observations:
(a) While cost comparisons with other towns may have little or no significance they are of interest in showing that Weston's current expenditures for fire protection are neither extremely high or low.
(b) The Committee notes that fees for building and wiring inspections are regarded as offsets to the costs of rendering these services.
J. Insurance Rates

The Fire Insurance Rating Association sets the standards which govern Weston's fire insurance rates. The requirements for improved ratings apply both to the water supply and to the fire department, in which manpower is most highly stressed. Since Weston for some time will be unable to meet these requirements, as a practical matter householders' fire insurance rates are not likely to be reduced in the foreseeable future.

* * * *

Having studied and appraised the present status of fire protection in Weston we now turn to an examination of the means by which adequate fire protection throughout the Town may be achieved at acceptable cost.

V. CONCLUSIONS AND RECOMMENDATIONS

A. General Considerations

Five basic considerations underlie the committee's deliberations on alternate solutions and the evaluations to be made in consequence.

First, continuation and expansion of fire prevention activities are regarded as a most essential means by which moderate expenditures yield high returns in fire safety.

Second, quick responses to alarms require that the fire alarm system be as reliable and efficient as possible and that the firemen and apparatus be located most advantageously in terms of running time.

Third, the effectiveness of fire department responses depends chiefly on the adequacy of the number of men and their training as well as on the availability of proper apparatus.

Fourth, considerations of capital and operating costs must be carefully weighed.

Finally, the successive steps to improve fire protection should be taken in accordance with a long range plan which recognizes these basic considerations.

B. Proposal to Improve the Central Fire Station and Build a New Subsidiary South-Side Fire Station

The committee feels that the most satisfactory plan for the Town to adopt is first to improve the central fire station, as suggested below, and then to build a new subsidiary station, strategically located on the south side of Town on the westerly corner of Ash Street and South Avenue. (See Recommendations No. 6, 7 and 8).
In spite of the present deficiencies of the Central Station, it is centrally well located; it is both useful and valuable and is attractive in appearance. It is felt that relatively minor alterations can be made at reasonable cost so that the building will have continued servicability for many years to come. Specifically, a small wing can be designed to house the Chief's office and the fire alarm headquarters control apparatus. This would release a second floor room for living quarters for more firemen, permit the removal of the fire alarm equipment from the kitchenette, and the removal of the control center from the base of the hose-drying tower. The estimated construction cost for this addition is $25,000 as detailed in Exhibit C, Summary of Additional Capital and Added Operating Costs.

At the same time it is recommended that the adjoining property owned and occupied by Jeremiah J. Cronin be acquired for the purpose of providing more land area to accommodate the present and future parking, building and other needs of the central fire station. (See Recommendation No. 5) This property consists of a small house located on a lot of approximately 10,000 square feet, which is nearly the size of the present site, plus a 20 foot right of way on the west. An approximation of the cost of acquiring this property is $25,000. If the foregoing program is carried out, the building up of the manpower in the central station can go forward while plans are being made for a subsidiary south-side station to be constructed as soon as it seems desirable.

A new south-side subsidiary fire station is considered to be a necessary element in Weston's future fire protection system because so many south-side properties will benefit from quicker responses to alarms. The most advantageous site for this new station, in the opinion of the committee, is a 2 1/2 acre lot on the westerly corner of Ash Street and South Avenue, a part of land now owned by the Estate of Charles J. Paine. (See Recommendation No. 7). From this location running times to south-side fires will be reduced by several minutes. Furthermore, the resulting increased size of the fire-fighting forces will be advantageous to property owners in all parts of Town. When built, this station should be manned by not less than 3 firemen on duty at all times. To provide for this staff now would mean an increase of 9 men in the present force. The cost of constructing this building is estimated at $75,000 and the cost of its annual operation $59,000, including $54,000 for firemen. (See Exhibit C).

While the committee feels that the subsidiary station is an integral part of its recommended program and that the site should be acquired now, it feels that precedence should be given to an immediate enlargement of the number of firemen located in the Central Station by 1 man for each of 2 shifts or an increase in the number of permanent firemen from 13 to 15. (See Recommendation No. 2). This would insure the first piece of apparatus leaving the station with 3 or more men, which, it appears, is now not always possible. In addition the Town would be in a better position to negotiate mutual aid arrangements. As the Town grows and its fire protection demands increase, added manpower will be needed and when this occurs firemen can be distributed in the most efficient way between the two stations. It is not expected that the Town will need more than 2 fire stations in the foreseeable future.
While the Committee advocates the program described above, it has considered at length but does not recommend the building of the south-side station immediately. The Committee believes that the Central Station improvements are of primary importance and should be made first.

The Committee does not favor a plan under which a single new Central Fire Station would be built now on the assumption that the Town would not have more than one fire station in the future. An estimate of the cost of construction for a new 6-bay central fire station exclusive of land is $150,000 as shown in Exhibit C, Summary of Capital and Added Operating Costs, attached. There are, however, problems apart from cost. Running time to the South side will remain too great. Preliminary study of available and desirable sites suggests that an acceptable location in the center of Town would be difficult to find and expensive to acquire. The necessity of disposing of the present station, or of altering it for other town uses, further emphasizes the complexities of this plan.

The conclusions of the Committee, constituting a program to provide a framework under which an orderly expansion of manpower can take place with the growth of the Town, are summarized in the recommendations set forth below with indications of the probable capital outlay and the additional annual operating cost which will be incurred if they are adopted. The Committee believes that recommendations No. 1 through No. 7 should be adopted at once and that action on No. 8 should be deferred.
## RECOMMENDATIONS

### 1. To replace the existing headquarters fire alarm apparatus immediately and irrespective of any other action the Town may take.

- **Capital Outlay**: $15,000
- **Estimated Added Cost (1)**: $1,450
- **Annual Tax Rate (2)**: $0.05

### 2. To increase the number of permanent firemen on duty at the Central Station to 4 or 5 men at all times in order to make more certain responses with 3 or more men and to make more fire prevention work possible, such as building inspections and public education. (1 additional for each of 2 shifts).

- **Estimated**: $12,000
- **Annual Tax Rate**: $0.41

### 3. To continue with the present setup, with adequate assistance provided, under which the Fire Chief also serves as Inspector of Buildings and Inspector of Wires with many resulting advantages in fire prevention.

- **Estimated Annual Cost (4)**: $1,500
- **Annual Tax Rate**: $0.05

### 4. To increase travel appropriations for firemen and officers in furtherance of their training.

### 5. To acquire land adjoining the Central Station on the South now owned by Jeremiah J. Cronin, together with house located thereon and right of way, for present and future use of the Fire Department.

- **Estimated Annual Cost (1)**: $2,416
- **Annual Tax Rate**: $0.08

### 6. To build an addition to the Central Station to house the fire alarm headquarters control center and office of the Chief.

- **Estimated Annual Cost (1)**: $2,416
- **Annual Tax Rate**: $0.08

### 7. To acquire a site for a subsidiary fire station to be located at the westerly corner of Ash St. and South Ave., on land now owned by the Estate of Charles J. Paine.

- **Estimated Annual Cost (1)**: $1,450
- **Annual Tax Rate**: $0.05

### 8. To construct a new south-side subsidiary fire station to be staffed by not less than 3 firemen on duty at all times.

- **Estimated Annual Cost (1)**: $7,250
- **Annual Tax Rate**: $0.25
- **Estimated Annual Cost (3)**: $54,000
- **Annual Tax Rate**: $1.84
- **Estimated Annual Cost (4)**: $5,000
- **Annual Tax Rate**: $0.17

### Total Estimated Costs

- **Capital Outlay**: $155,000
- **Annual Cost**: $87,982
- **Annual Tax Rate**: $3.00
(1) Capital costs, amortized over 15 yrs. with 3% interest added on initial investment, convert to annual cost at the rate of $96.66 per $1,000. This does not mean that the Town would choose to finance such costs through borrowing.
(2) The estimated tax rate change for each $1,000 expenditure applied to $29,298,070 valuation equals 3.41 cents.
(3) Firemen's salaries.
(4) Other operating expenses.

Respectfully submitted,

Boardman Bump, Chairman
Robert G. Guest, Jr.
Frederic S. Mann, Secretary
Robert S. Moulton
Donald D. Sloan

June 8, 1962
## EXHIBIT B - FIRE DEPARTMENT COMPARISONS

<table>
<thead>
<tr>
<th></th>
<th>Bedford (2)</th>
<th>Cohasset</th>
<th>Concord (2)</th>
<th>Hingham (2)</th>
<th>Lexington (2)</th>
<th>Lincoln</th>
<th>Milton</th>
<th>Natick (2)</th>
<th>Wayland (2)</th>
<th>Wellesley (2)</th>
<th>Westwood</th>
<th>Winchester</th>
<th>WESTON</th>
<th>RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area - Square Miles</td>
<td>13.7</td>
<td>9.8</td>
<td>24.9</td>
<td>22.4</td>
<td>16.4</td>
<td>14.5</td>
<td>13.2</td>
<td>24.3</td>
<td>15.2</td>
<td>10.0</td>
<td>10.5</td>
<td>5.9</td>
<td>16.8</td>
<td>5.9 - 24.9</td>
</tr>
<tr>
<td>Population-1960(Ths)</td>
<td>11.0</td>
<td>5.8</td>
<td>12.5</td>
<td>15.3</td>
<td>27.9</td>
<td>3.9</td>
<td>26.4</td>
<td>8.5</td>
<td>10.2</td>
<td>26.0</td>
<td>10.3</td>
<td>19.4</td>
<td>8.2</td>
<td>5.8 - 27.9</td>
</tr>
<tr>
<td>Dwellings- No. Houses</td>
<td>2,000</td>
<td>1,961</td>
<td>2,988</td>
<td>4,129</td>
<td>7,280</td>
<td>1,036</td>
<td>6,721</td>
<td>2,072</td>
<td>2,742</td>
<td>6,378</td>
<td>2,967</td>
<td>4,950</td>
<td>2,082</td>
<td>1,036 - 7,280</td>
</tr>
<tr>
<td>Firemen- No. of</td>
<td>1 day</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent Men &amp; Officers</td>
<td>4</td>
<td>17</td>
<td>25</td>
<td>37</td>
<td>42</td>
<td>1 night</td>
<td>58</td>
<td>10 + 2</td>
<td>7 + 1</td>
<td>48</td>
<td>13</td>
<td>37</td>
<td>14</td>
<td>2 - 58</td>
</tr>
<tr>
<td>- No. of Call Men</td>
<td>12</td>
<td>45</td>
<td>18</td>
<td>48</td>
<td>20</td>
<td>32</td>
<td>0</td>
<td>14</td>
<td>33</td>
<td>18</td>
<td>20</td>
<td>6</td>
<td>19</td>
<td>0 - 48</td>
</tr>
<tr>
<td>Fire Stations</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>1 + 1</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1 - 3</td>
</tr>
<tr>
<td>Pumpers- 750 gal. per min. &amp; over</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>2 + 1</td>
<td>2</td>
<td>3</td>
<td>3</td>
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<td>1</td>
<td>1 - 3</td>
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<tr>
<td>Aerial Ladders</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0 - 2</td>
</tr>
</tbody>
</table>

### Density Statistics:

- No. of people per Sq. Mi. (Hundreds): 8.0, 5.9, 5.0, 6.8, 17.0, 2.7, 20.0, 3.5, 6.7, 26.0, 9.8, 32.9, 4.9, 2.7 - 32.9
- No. of houses per square mile: 146, 200, 120, 184, 443, 71, 509, 85, 180, 638, 283, 838, 124, 71 - 838

### Fire Department Expenditures (1)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1962 Appro. (Ths)</td>
<td>50.1</td>
<td>109.6</td>
<td>169.7</td>
<td>301.7</td>
<td>282.4</td>
<td>23.9</td>
<td>398.0</td>
<td>73.1</td>
<td>74.2</td>
<td>348.2</td>
<td>98.6</td>
<td>235.6</td>
<td>99.1</td>
<td>23.9 - 398.0</td>
</tr>
<tr>
<td>per person-1960</td>
<td>$25.00</td>
<td>$55.88</td>
<td>$56.80</td>
<td>$73.06</td>
<td>$38.79</td>
<td>$23.07</td>
<td>$59.22</td>
<td>$35.28</td>
<td>$27.06</td>
<td>$54.59</td>
<td>$33.23</td>
<td>$47.60</td>
<td>$47.60</td>
<td>$23.07 - $73.06</td>
</tr>
</tbody>
</table>

### Permanent Firemen

<table>
<thead>
<tr>
<th></th>
<th>No. per 1,000 persons</th>
<th>No. per 1,000 houses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1962 Appro. (Ths)</td>
<td>.4</td>
<td>2.0</td>
</tr>
<tr>
<td>1962 Appro. (Ths)</td>
<td>3.0</td>
<td>8.7</td>
</tr>
<tr>
<td>1962 Appro. (Ths)</td>
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<td>1962 Appro. (Ths)</td>
<td>9.0</td>
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<td>1962 Appro. (Ths)</td>
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<td>8.6</td>
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<td>5.8</td>
</tr>
<tr>
<td>1962 Appro. (Ths)</td>
<td>2.9</td>
<td>7.5</td>
</tr>
<tr>
<td>1962 Appro. (Ths)</td>
<td>7.5</td>
<td>6.7</td>
</tr>
<tr>
<td>1962 Appro. (Ths)</td>
<td>2.0</td>
<td>9.0</td>
</tr>
</tbody>
</table>

(1) Excludes capital outlays and hydrant service
(2) Major industrial property located in this town
+ In process of addition
### EXHIBIT C

#### SUMMARY OF CAPITAL AND ADDED OPERATING COSTS

<table>
<thead>
<tr>
<th></th>
<th>(1)</th>
<th>(2)</th>
<th>(1) + (2) = (3)</th>
<th>(4)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Improvements to Central Fire Station</td>
<td>Construction of Subsidiary South-Side Fire Station</td>
<td>Total Improvements to Central Station &amp; New Subsidiary Station</td>
<td>Construction of New Central Fire Station</td>
</tr>
<tr>
<td>PROPOSED CONSTRUCTION</td>
<td>Addition of office &amp; control room</td>
<td>2 Bay Station</td>
<td>6 Bay Station</td>
<td></td>
</tr>
<tr>
<td></td>
<td>15' x 38' 1,200 sq.ft.</td>
<td>66' x 50' 4,200 sq.ft.</td>
<td></td>
<td>9,500 sq.ft.</td>
</tr>
<tr>
<td><strong>CAPITAL COSTS-ESTIMATED</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site Cost</td>
<td>$(25,000)</td>
<td>$15,000</td>
<td>$40,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>Fire Alarm Apparatus</td>
<td>15,000</td>
<td>15,000</td>
<td>118,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Construction Cost:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract</td>
<td>20,000</td>
<td>60,000</td>
<td>80,000</td>
<td>118,000</td>
</tr>
<tr>
<td>Architect's fees 7%</td>
<td>1,500</td>
<td>4,000</td>
<td>5,500</td>
<td>8,500</td>
</tr>
<tr>
<td>Furnishings</td>
<td>1,500</td>
<td>5,000</td>
<td>6,500</td>
<td>10,000</td>
</tr>
<tr>
<td>Paving etc.</td>
<td>1,000</td>
<td>3,000</td>
<td>4,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Contingency</td>
<td>1,000</td>
<td>3,000</td>
<td>4,000</td>
<td>8,500</td>
</tr>
<tr>
<td></td>
<td>25,000</td>
<td>75,000</td>
<td>100,000</td>
<td>150,000</td>
</tr>
<tr>
<td>total Site, Alarm &amp;</td>
<td>$65,000</td>
<td>$90,000</td>
<td>$155,000</td>
<td>$195,000</td>
</tr>
<tr>
<td>Construction Cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operative Costs Added</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Firemen-Number in ()</td>
<td>$12,000 (2)</td>
<td>$54,000 (9)</td>
<td>$66,000 (11)</td>
<td>$12,000 (2) - $66,000 (11)</td>
</tr>
<tr>
<td>Travel</td>
<td>1,500</td>
<td>1,500</td>
<td>1,500</td>
<td>1,500 - 1,500</td>
</tr>
<tr>
<td>Utilities &amp; other</td>
<td>500</td>
<td>5,000</td>
<td>5,500</td>
<td>3,000 - 3,000</td>
</tr>
<tr>
<td>Operating Expense</td>
<td>$14,000</td>
<td>$59,000</td>
<td>$73,000</td>
<td>16,500 - 70,500</td>
</tr>
<tr>
<td>Annual equivalent of amortization of capital over 15 years and interest at 3% 1st year basis</td>
<td>$6,282</td>
<td>$8,700</td>
<td>$14,982</td>
<td>18,849 - 18,849</td>
</tr>
<tr>
<td>Total</td>
<td>$20,282</td>
<td>$67,700</td>
<td>$87,982</td>
<td>$35,349 - $89,349</td>
</tr>
<tr>
<td><strong>ADDED TO TAX RATE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(based on $29,298,000 valuation - 3.41 cents per $1,000)</td>
<td>$.69</td>
<td>$2.31</td>
<td>$3.00</td>
<td>$1.21 - $3.05</td>
</tr>
</tbody>
</table>

**Note 1.** The left column reflects a minimum increase of 2 men over the present to compare with the recommended increase in the existing station. The right column reflects the additional cost of 9 more men to compare with the combined central and subsidiary stations.
SPECIAL FIRE PROTECTION COMMITTEE
TOWN OF WESTON
MASSACHUSETTS

F. Wyman Johnson
55 Sunset Rd.

WESTON 93, MASS.

PLEASE READ and SAVE!
Weston is currently determining its next budget, which will be voted at the May Town Meeting and go into effect this summer for Fiscal Year 2021. The budget in turn determines how much you will pay in taxes. Currently the budget is expected to increase by 5.4%. This is an increase of $4.5 million, to get us to roughly $89 million, or $99.3 million including debt service. These numbers are based on both the School Budget as proposed by School Administration on January 13 and the Town Budget as proposed by Town Manager Leon Gaumond on January 21.

The Finance Committee would like to give you some facts about our town to consider as we enter this budget season. Many of the following facts are taken from the Finance Committee Report that was included with the warrant book you received prior to Town Meeting last May. For more detailed information, that report can be found at https://www.weston.org/DocumentCenter/View/18620/Report-of-the-Finance-Committee-PDF. Some additional facts appear in this year’s school budget book, which is also publicly available online.

Some facts about our Town:

- Weston currently has the highest average single family tax bill in the state. Our average tax bill was $19,653 in FY18, which was 34% higher than the $14,613 average of next 8 towns, which are comparable towns to ours. Those towns are Lincoln, Sherborn, Wellesley, Carlisle, Dover, Concord, Lexington, and Wayland. Even Lincoln, which is next highest on the list, was considerably lower, at $15,629.
- Over the last 10 years, the typical (median) Weston household has experienced a 37% increase in its property tax bill or 3.2% per year. Boston area inflation has averaged 1.8% per year over that period.
- Over 10% of our budget goes to pay for debt on money we have borrowed for projects or capital expenses (debt service). The amount of money we owe for this debt is more than a year’s worth of our operating budget, $93.5 million as of 6/30/19.
- We also have significant unfunded liabilities for employee pension ($61.4 million) and employee health benefits ($66.5 million), as of 6/30/19. All told, our current debt and unfunded liabilities total $221.4 million, or $58,838 per household. For perspective, this figure is approximately 2.4 times the average level per household in our comparable towns.
- Roughly two-thirds of our total town budget (including benefits) goes for expenses for our schools, though less than a third of households have student(s) in the Weston Public Schools.

Some facts about our Schools:

- We have much higher per pupil expenditures than those of neighboring comparable school districts, despite performance metrics which are not materially different. Our cost per pupil is 25% higher than the average of comparable towns/districts. Our per pupil expense in FY17 was...
$24,226 compared to an average of $19,334 for Dover-Sherborn, Concord-Carlisle, Wellesley, Lincoln-Sudbury, Wayland, and Lexington. In particular, the Dover-Sherborn combined district, which has about the same number of students as Weston, is only at $20,595.

- Enrollment has declined in our schools and is projected to decline more in the future, as the population of school age children in Weston has been declining. We had 2,365 children in our schools 10 years ago (FY11), 2,181 children 5 years ago (FY16), and are projected to have 2,005 children in our schools next year. This is a decrease of 15% over the past 10 years.

- Enrollment at our high school has dropped 44 students since last year and is projected to drop another 14 students next year. Enrollment at WHS was 748 students ten years ago, and is projected to be 649 next year. Currently 35 classes at WHS have fewer than 15 students enrolled, which is below class size policy.

- Not long ago we had classes coming through WHS that were large enough to justify 10 sections when they were in elementary school. Recent classes entering the Weston schools have been much smaller, typically having 7 sections. Next year’s kindergarten class is expected to have 6 sections. We may at some point get an increase in students due to 40B’s, but no large ones have been approved and ground has not yet been broken on anything, so it will be some years before we see any effect on our school enrollment.

- Weston Public School budgets have continued to increase significantly even as enrollment has dropped. The costs attributable to education in the overall budget (School budget, Benefits, and Gross debt service) have grown from $52.3 million in FY15 to $58.7 million in FY20.

- Staffing has continued to grow in our schools, even as enrollment has declined. Ten years ago, we had staffing in our schools of 428.4 FTE (Full Time Equivalents,) with 2,365 students. Next year, even with the reductions in staff of 13.6 FTE’s that are proposed in the school budget, we will still have more faculty/staff than ten years ago with a substantially smaller enrollment. Next year’s proposed budget includes 434.8 FTE’s for an enrollment of 2,005 students.

- The vast majority of our school expenses are people. Of the total school budget of $42.9 million, 85% ($36.5 million) is salary and other cash compensation to faculty and staff. It is important to note that healthcare and other benefits are a significant additional cost item that is not part of the school budget.

Weston has a longstanding tradition of supporting excellence in public education, and our schools are among the most highly rated in the Boston area. While we must strive to maintain the excellence of our schools, there are certainly opportunities to provide services more efficiently, particularly with the declining enrollment in our schools, and it is important that we do so. Likewise, we need to look for opportunities to keep our town (non-school) expenses from expanding as well. The excellence of our schools is important for the benefit of our children and for our real estate values, but the escalating tax burden could very well have the opposite effect on the attractiveness of our town and consequently our real estate values.