



## MEMORANDUM

TO: All Department Heads, Boards and Committees  
FROM: Louise Miller, Town Administrator  
Brian Keveny, Finance Director  
The Finance Committee  
DATE: September 18, 2019  
SUBJECT: FY 2021 Operating Budget Request Guideline

The purpose of this memorandum is to provide a guideline on preparing your Departmental, Board or Committee Operating Budget in compliance with the Board of Selectmen Policy on the Annual Budget Process.

Your FY21 budget request should support your departmental functions and goals. Please submit a budget that includes all current committed costs as well as any adjustments required for the delivery of services in FY21 as are being provided in FY20. Please do not include COLA for FY21 personnel costs. You should however estimate step increases, and other increases that have traditionally been included for your department employees.

Your budget request should

- Provide a short summary of departmental functions
- Identify FY21 department goals
- Identify key issues facing your department
- Provide a budget request explaining how the budget meets the departmental functions and FY21 goals
- Identify areas of turnback and determine whether continued or future funding is required
- Identify any new expenditures for enhancements in current services explaining the need for the enhancements and how the new expenditures accomplish the enhanced services
- Identify the annual impact of increased costs in FY21 if the increase is not effective July 1

Any Department, Board or Committee requesting an increase in personnel or services should identify that request separately. The request for increase in personnel or services should

- Identify any new initiatives explaining the purpose of the new expenditures in terms of departmental functions and goals
- Identify alternate ways of providing for new initiatives, if any
- Prioritize requests for new funding

Departmental, Board and Committee budget requests, other than the School Department, must be submitted in MUNIS between October 1 and October 11, 2019. The Town Administrator and Finance Director will review the budget requests with Department heads between October 14 and November 1. Finance Committee and Board of Selectmen liaisons will be invited to the budget review. Liaison assignments for the Finance Committee and Board of Selectmen are attached.

The FY21 budget is expected to be supported with the use of recurrent revenue sources and will not rely on funding from Free Cash and Overlay Surplus. The Town Administrator, Finance Director, and Finance Committee will be reviewing anticipated revenue for FY21 and determining the appropriate expenditure levels for the operating and capital budgets. The Town Administrator and Finance Director will make recommendations to the Finance Committee and Board of Selectmen on all operating budgets, other than the School Department, by November 4, 2019. The Superintendent of Schools will submit a budget request by December 13, 2019. By December 27, 2019, the Town Administrator and Finance Director will prepare and submit a Draft FY2021 Operating Budget, including schools.

The Finance Committee will consider these submissions in preparing the operating budget to be submitted at Annual Town Meeting.

The Town Administrator and the Finance Director are available to assist you with your budget preparation and to answer any questions.



# Town of Wayland Massachusetts

## FINANCE COMMITTEE FY 21 Liaison Assignments

Subject	Organization	Liaison
Governance	Board of Selectmen	Carol Martin
	Town Administrator	Carol Martin
	Finance Director	Carol Martin
General Government	Town Clerk	TBD
	Information Technology	Dave Watkins
	Personnel Board	Carol Martin
	Historical District Commission	TBD
	Historical Commission	TBD
Finance	Board of Assessors	George Uveges
	Treasurer's Office	George Uveges
Education & Library	School Committee	
	General Governance Capital and Facilities Fee Based Programs Mandated Expenses Educational Programing/High Impact Strategies	Carol Martin Steve Correia Adam Gutbezah Kelly Lappin Dave Watkins
	Board of Library Trustees	Kelly Lappin

Planning & Natural Resources	Conservation Commission	Steve Correia
	Community Preservation Committee	Adam Gutbezahl
	Planning Board	Steve Correia
	Energy and Climate Committee	Adam Gutbezahl
Public Services	Board of Health	TBD
	Department of Public Works	George Uveges
	Recreation Commission	Adam Gutbezahl
	Facilities	Dave Watkins
	Wastewater Management District Commission	George Uveges
Public Safety	Fire Department	Kelly Lappin
	Police Department	Kelly Lappin
	Joint Communications	Kelly Lappin
	Energy Management	Kelly Lappin
Community Services	Council on Aging	Steve Correia
	Youth Advisory Committee	TBD

8/26/19

<b>Board of Selectmen Liaison Assignments for May 2019 through April 2020</b>
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**Mary Antes - term expires 2021**

Community Preservation Committee  
Council on Aging  
Historic District Commission  
Historical Commission  
Housing Authority  
Housing Partnership  
Municipal Affordable Housing Trust  
Senior Property Tax Relief Committee

**Lea Anderson - term expires 2021**

Board of Assessors  
Energy and Climate Committee  
Permanent Municipal Building Committee  
School Committee  
Surface Water Quality Committee  
Zoning Board of Appeals

**Tom Fay - term expires 2022**

Board of Health  
Board of Library Trustees  
Conservation Commission  
Recreation Commission  
Youth Advisory Committee

**Cherry Karlson - term expires 2020**

Finance Committee  
Personnel Board  
River's Edge Advisory Committee  
Wastewater Management District Commission

**Doug Levine - term expires 2020**

Audit Committee  
Board of Public Works  
Cable Advisory Committee  
Economic Development Committee  
Local Emergency Planning Committee  
Planning Board

## **EXAMPLE – DEPARTMENT DESCRIPTION**

### **Public Affairs Department:**

**The Public Affairs Department** is the institutional link to the public and government. The Department's responsibilities are spread over five separate sections.

**The Legislative Section** of the Department works for passage of legislation necessary to carry out MWRA's mission, monitors legislation, responds to inquiries by elected and appointed officials, and pursues funding from the state legislature for MWRA projects. MWRA's highest legislative priority continues to focus on the need for a robust "Commonwealth Rate Relief Package" to help offset anticipated rate increases over the next several years.

**The Community Relations Section** deals directly with cities and towns in the MWRA service area, responds to inquiries about MWRA, proactively incorporates community concerns into MWRA project work, coordinates outreach and education initiatives to highlight MWRA programs, and provides technical expertise for specific projects and initiatives. Community Relations staff also work in conjunction with Planning Department staff to ensure compliance with state and local regulations and restrictions.

**The Environmental Review and Compliance Section** is responsible for directing Authority-wide MEPA environmental review to ensure that MWRA facilities are protected and private development projects do not negatively impact MWRA facilities. The section is the lead to implement the Public Access Aqueduct Program, a program approved by the Board in April 2012, that authorizes public access along MWRA emergency back-up Aqueducts located in 14 cities and towns in the MetroWest area.

**The Communications Section** manages media relations, issues press releases and responds to information requests, oversees the design and distribution of MWRA publications, manages the internal and external web sites and social media platforms, and provides design, editorial, and graphics services for other sections of MWRA.

**The Education Section** is responsible for curriculum development, teacher training workshops, as well as providing school education materials on water quality, water conservation, wastewater topics, and environmental issues.

## **EXAMPLE – DEPARTMENT GOALS**

The Audit Department has set the following goals for FY18:

- Encourage more economical and efficient operations, adhere to sound management procedures, and use controls designed to safeguard MWRA assets.
- Assure that automated and supporting manual management information systems have secure data control environments and provide accurate and useful management information.
- Assure that contractors, consultants and vendors doing business with MWRA have adequate accounting and billing systems to provide current, complete and accurate cost and price information and project invoicing.

## **EXAMPLE – DEPARTMENT GOALS**

**Park & Forestry goals are:**

1. To shorten response time on residents' requests, maintain a scheduled program for tree work and have a tree planting program which plants more trees than are removed within a given year.
2. To make improvements in operations by implementing a computer, tree inventory based, program.
3. At the present time, staffing has one Tree Climber position vacant.

**Grounds Maintenance goals are:**

1. Through increased aeration, fertilization, soil additives and over-seeding, improve the sustainability of all the turf fields.
2. Improve the quality of the infields on the ball diamonds.
3. Work to improve the efficiency of mowing crews by rearranging scheduling and improving their equipment.
4. Maintain the new artificial turf and natural turf fields at a high quality.

A total of 29 activities are tracked throughout the year. Below highlights some of the major activities of the division.

### **Tree Removals and Stumping**

**FY07 = 59 trees**

**FY08 = 50 trees**

**FY09 = 45 trees**

### **Tree Pruning Hours**

**FY07 = 2,828 hrs**

**FY08 = 2,944 hrs**

**FY09 = 2,008 hrs**

### **Roadside Brush Removal and Flail Mowing**

**FY07 = 1,468 hrs**

**FY08 = 1,056 hrs**

**FY09 = 2,216 hrs**

### **Tree Planting**

**FY07 = 100 Arbor Day seedling + 68 trees on streets and parks + nursery: 47 trees**

**FY08 = 100 Arbor Day seedling + 51 trees on streets and parks + nursery: 80 trees**

FY09 = 800 Arbor Day seedling + 54 trees on streets and parks + nursery: 88 trees Department  
Park and Recreation, Memorial Park, School Grounds: Athletic Field Acres Fertilized

FY07 = Cricket Program + 3 applications on other fields

FY08 = Cricket Program + 2 applications on other fields (one appl. organic on 24 acres)

FY09 = Cricket Program + 2 applications

Athletic Field Acres Aerated

FY07 = 5.5 acres – (once), 27 acres – 2 applications, 4 acres – 3 applications

FY08 = 29.75 acres – (once), 7.25 acres - 4 applications

FY09 = 21.25 acres – (once), 2.5 acres – 2 applications, 7.5 acres – 4 applications

Sodding

FY07 = 12,000 sq ft

FY08 = 16,000 sq ft

FY09 = 0 sq ft

Over-seeding

FY07 = 2 fields (once) + 7 fields (twice)

FY08 = 12 fields (once)

FY09 = 2 fields (three) + 2 fields (twice) +3 fields (once)

Diamond Work

FY07 = 2,089 hrs

FY08 = 1,998 hrs

FY09 = 2,024 hrs

Mowing Hours

FY07 = 4,911 hrs

FY08 = 5,076 hrs

FY09 = 5,616 hrs

Trash Pickup

FY07 = 1,565 hrs

FY08 = 1,316 hrs

FY09 = 1,368 hrs

**Department:**

**Summary of Department Functions:**

**FY 2021 Department Goals:**



Explanatory Statement of Changes In Expenses Template					Detailed explanation/supporting rationale
Department/Committee/etc. (name of your entity): _____					
Item description	Salary or Expense type	FY 20 Appropriated	FY 21 Proposed	Change	
Personnel Services				0	
				0	
				0	
				0	
Purchase of Services				0	
				0	
				0	
				0	
				0	
				0	
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Supplies				0	
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Other				0	
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