

TOWN OF WAYLAND - TOWN CLERK'S OFFICE
NOTICE OF MEETINGS OF TOWN BOARDS/COMMITTEES/COMMISSIONS

Posted in accordance with the provisions of the Open Meeting Law

NAME OF BOARD/COMM: **Finance Committee**

FILED BY: Carol Martin

DATE OF MEETING: February 24, 2020

TIME OF MEETING: 7:00pm

PLACE OF MEETING: Town Building

NOTE: Notices and agendas are to be posted at least 48 hours in advance of the meetings excluding Saturdays, Sundays, and legal holidays. Please keep in mind the Town Clerk's business hours of operation and make the necessary arrangements to be sure this notice is received and stamped in an adequate amount of time.

REVISED – February 24, 2020
(Revises agenda posted on February 20, 2020 at 10:06am)

FNANCE COMMITTEE
Monday, February 24, 2020
Time: 7:00pm
Location: Town Building
Address: Cochituate Road, Wayland, MA

Proposed Agenda

Note: Items may not be discussed in the order listed or at the specific time. Times are approximate. The meeting likely will be videotaped for later broadcast by WayCAM and may be recorded by others.

7:00pm Call to Order /Review Agenda for Public Announcements/Public
Comment and Members' Response

7:05pm **Executive Session**
Enter into Executive Session pursuant to Massachusetts General Laws Chapter 30A, section 21(a)(3) to discuss strategy with respect to collective bargaining with the New England Police Benevolent Association (NEPBA)/Wayland Police Officers Union (WPOU) Local 176.

7:30pm **Meet with Town Administrator to discuss**
Reserve Fund Transfer: Treasury Department :Review, Discuss & Vote
Follow Up FY21 Budget Questions including IT Plan, Personnel Board
Recommendations

8:00pm Discuss & Vote Warrant Articles including:
Finance Committee Appointed by Moderator
Town Administrator's Act

Change Election Date
FY21 Omnibus Budget
HS Athletic Field - Part 3
Finance Committee Participation in Collective Bargaining
Personnel By-Laws and Classification Plan
Town Clerk Salary: Review and Possibly Re-Vote

- 9:00pm FY21 Budget:
Review FY21 Follow up Information
Discuss & Vote Operating Budget Adjustments
Discuss and Vote FY21 Capital Budget Adjustments & Funding Sources
Discuss and Vote Omnibus Budget & Funding Sources
Vote Omnibus Budget Article Motions
- 9:40pm Finance Director's Report including FY20 Q2 Budget Report
- 9:50pm Review, Discuss and Vote Report of the Finance Committee
- 10:10pm Chair and Vice-Chair Updates including Schedule
- 10:15pm Members' Reports, Concerns; Topics, Unanticipated 48 Hours Before Meeting
- 10:20pm Review, Vote & Approve Minutes: 1/2nd & 1/22/20
- 10:25pm Adjourn

ARTICLE AA: High School Athletic Complex Renovation – Part 3

Proposed by: School Committee

Estimated Cost: \$200,000.00

To see if the Town will vote to appropriate, borrow or transfer from available funds, an amount not to exceed \$200,000 to be expended under the direction of the School Committee \$200,000 to fund for designing, permitting, engineering and constructing for Part 3, Baseball and Multi-Use Field Improvements, of the High School Athletic Preferred Improvement Plan.

FINANCE COMMITTEE COMMENTS:

At the 2019 Annual Town Meeting, the Town approved Parts 1 and 2 of the High School Athletic Complex Renovation with an estimated cost of \$7.5 million. The construction of Parts 1 and 2 is currently underway. The 2019 article referenced that the funding for Part 3 (Baseball and multi-use Field improvements) would be requested at the 2020 Annual Town Meeting.

Part 3 is required because the baseball and multi-purpose fields are compacted and aligned inefficiently. Additionally the fields are too close to the stadium after Parts 1 and 2 of the Athletic Complex renovation. Part 3 will renovate and reposition the baseball and multi-purpose fields. Assuming the funding for the design phase of this project is approved, design would begin immediately. Construction funds would be requested at the 2021 Annual Town Meeting and if approved, construction would start as soon as spring sports are complete in 2021.

The original 2020 article request was for \$2.2 million to fund design, engineering and construction for Part 3 of the High School Athletic Complex. The preferred approach is to request design funds for a project in year one and construction funds (with a better estimate of cost) in year two. Based on that approach, it was decided to defer the construction portion of Part 3 (\$2 million) until FY22 and request that the design funds (\$200,000) be included in the FY21 capital appropriations. Because (i) the approved FY21 capital plan already totaled \$4.2 million, (ii) articles totaling \$8 million were being proposed at the 2020 ATM and (iii) the capital forecast for FY22 was already \$10 million, the Finance Committee declined to add the \$200,000 design funds to the FY21 capital plan. This article has been submitted to obtain the design funds.

The Board of Selectmen recommends (insert vote)

ARGUMENTS IN FAVOR: The existing field playing surfaces are at or beyond their useful life expectancy resulting in compacted and rough playing surfaces.

The construction of Parts 1 and 2 of the High School Master Athletic Plan repositioned the synthetic turf field and stadium, as planned. The result is that the existing baseball field is closer to the bleachers and press box than safety would deem prudent.

Designing the project in FY21 would allow for construction bids to be obtained prior to ATM 2021 resulting in an accurate request for construction funds.

If funds for construction are approved at ATM 2021, the construction could begin as soon as spring sports are complete that same year.

ARGUMENTS OPPOSED: Allowing an article for funding after the capital request is deferred by the Finance Committee negatively impacts the capital planning process.

The School Committee has \$3.3 million of other request (\$5.3 million if you include the construction portion of Part 3) for FY22 and \$3.2 million for FY23. Some may say that maintenance requirements have a higher priority than the repositioning of fields and should be addressed first.

Some may say that the \$7.3 million of debt for Parts 1 and 2 should be paid down before incurring additional debt for Part 3.

Some may question if this article is actually a new article, rather than a revision of the original article, submitted after the deadline for article submission and should not be included in the warrant.

RECOMMENDATION: The Finance Committee recommends (insert vote).

QUANTUM OF VOTE: Majority.

For more information about this article, contact Jeanne Downs, Chair of the School Committee at Jeanne_downs@wayland.k12.ma.us.

Article	April 2020 Article Name	Sponsor	Assignee Selectmen	Assignee FinCom	Position Selectmen	Position FinCom
A	Recognize Citizens and Employees for Particular Service to the Town	Board of Selectmen	Karlson	Correia	5-0-0	7-0-0
B*	Pay Previous Fiscal Year Unpaid Bills	Board of Selectmen	Karlson	Correia	5-0-0	7-0-0
C*	Current Year Transfers	Board of Selectmen	Karlson	Watkins	5-0-0	6-0-0
D*	OPEB Funding	Board of Selectmen,	Karlson	Lappin	5-0-0	6-0-0
E*	Personnel Bylaws and Wage & Classification Plan	Board of Selectmen	Karlson	Watkins	5-0-0	
F*	Compensation for Town Clerk	Board of Selectmen	Karlson	Roman		3-4-0
G	FY 2021 Omnibus Budget	Finance Committee	Karlson	Martin		
H*	Fiscal Year 2021 Revolving Fund Expenditure Limits	Board of Selectmen	Karlson	Gutbezahl	5-0-0	6-0-1
I*	Choose Town Officers	Board of Selectmen	Karlson	Lappin	5-0-0	6-0-0
J*	Hear Reports	Board of Selectmen	Karlson	Lappin	5-0-0	6-0-0
Article	April 2020 Article Name	Sponsor	Assignee Selectmen	Assignee FinCom	Position Selectmen	Position FinCom
K*	Sell or Trade Vehicles and Equipment	Board of Selectmen	Karlson	Uveges	5-0-0	7-0-0
L*	Rescind Authorized But Unissued Debt	Board of Selectmen	Karlson	Uveges	-	-
M	Capital Stabilization Fund	Board of Selectmen	Karlson	Watkins	5-0-0	5-1-0
N*	Accept Massachusetts General Laws Chapter 200A, Section 9A	Board of Selectmen	Karlson	Uveges	4-0-0	7-0-0
O*	Allow Certain Contracts up to 5 Years	Board of Selectmen	Levine	Lappin	4-0-0	6-0-0
P	Reallocate Previously Appropriated Funds for Community Center	Board of Selectmen	Fay	Correia	5-0-0	4-3-0 defer to ATM
Q*	Surface Water Quality Committee Budget	Board of Selectmen	Anderson	Uveges	4-0-0	7-0-0
Article	April 2020 Article Name	Sponsor	Assignee Selectmen	Assignee FinCom	Position Selectmen	Position FinCom
R	Select Board/Town Manager Act	Board of Selectmen	Anderson	Watkins	5-0-0	
S*	CPA- Set Asides and Transfers	Community Preservation Committee	Antes	Roman	4-0-0	6-0-0

T	CPA- Funding for Housing Consultants and Housing Production Plan	Community Preservation Committee	Antes	Roman	4-0-0	7-0-0
U	CPA - ADA Improvements at Free Public Library	Community Preservation Committee	Antes	Roman	4-0-0	7-0-0
V	CPA-Funds to Preserve Open Spaces' Native Plants and Pollinator Plant Material	Community Preservation Committee	Antes	Roman	4-0-0	7-0-0
W	CPA - Accessibility Improvements for two Town Playgrounds	Community Preservation Committee	Antes	Roman	4-0-0	6-0-0
Article	April 2020 Article Name	Sponsor	Assignee Selectmen	Assignee FinCom	Position Selectmen	Position FinCom
X	Community Choice Aggregation	Board of Selectmen	Anderson	Gutbezahl	5-0-0	6-0-0
Y*	Spencer Circle Street Acceptance	Board of Public Works	Levine	Uveges		5-1-0 defer to ATM
Z	Loker Turf Field	Recreation Commission	Fay	Gutbezahl	4-0-1	6-0-1 defer to ATM
AA	High School Athletic Field Complex Renovation – Part 3	School Committee	Antes	Uveges	5-0-0	
BB	Roof Replacement – Loker Elementary School	School Committee	Anderson	Correia	5-0-0	6-0-0
CC	Finance Committee Participation in Collective Bargaining	Petitioner	Karlson	Lappin		
Article	April 2020 Article Name	Sponsor	Assignee Selectmen	Assignee FinCom	Position Selectmen	Position FinCom
DD	Limit Carrying of Weapons in Town Building and to Town Events	Petitioner	Levine	Correia		7-0-0 defer to ATM
EE	Change Election Date	Petitioner	Fay	Gutbezahl		0-5-1
FF	Finance Committee Appointed by Moderator	Petitioner	Anderson	Watkins		2-3-1
GG	Repeal Chapter 193 of the Code of the Town of Wayland	Petitioner	Fay	Uveges		7-0-0 defer to ATM

1. Budget: Department of Public Works - \$600,000.	
Title: Town Wide Road Reconstruction	Project Advocate(s): Director, DPW
Description: Funding for road and sidewalk construction projects on the Town's 96 miles of roadway. Resurfacing cost approximately \$250,000 per mile. The \$600,000 combined with State Chapter 90 funding, which averages \$523,000/year, will allow approximately 2.5 miles of Town roads to be repaved. Roads scheduled for repaving in FY21 include Rice, Millbrook, Alden, Brewster, Hobbs, Cabot and Cochituate Phase 2.	
Justification: Annual program that ensures the Town's roads and municipal ways remain in safe and usable condition. Schedule is based on required water main projects, drainage issues, sidewalk and pavement conditions. This level of funding represents a 17-20 year resurfacing schedule for all Town roads.	
Relationship to General Plan: Ongoing maintenance and investment in the Town's infrastructure.	
History: Part of the ongoing repair and maintenance of Town roadways.	
Source of Funds: Cash Capital	In the 5 Year Capital Plan? Yes

2. Budget: Department of Public Works - \$450,000.	
Title: Potter/Stonebridge Road Bridge Design and Construction	Project Advocate(s): Director, DPW
Description: Design for the replacement of the Stonebridge Road Bridge, to be conducted in conjunction with the City of Framingham.	
Justification: The Stonebridge Road Bridge needs substantial renovation, as detailed in the Mass DOT's annual bridge inspection report. The Town appropriated in FY2020 \$100,000 for design. The DPW is now seeking funding in FY2021 to finish the design and do the construction of the Stonebridge Road Bridge. The responsibility for the bridge is split between the Town and City of Framingham, and the requested funding is for Wayland's portion. All project costs will be split between Wayland and the City of Framingham.	
Relationship to General Plan: Part of the ongoing repair and maintenance of Town roadways.	
History: Town of Wayland and Framingham have negotiated the agreement on funding the bridge repair.	
Source of Funds: Borrowing	In the 5 Year Capital Plan? Yes

3. Budget: Department of Public Works - \$323,000.	
Title: Old Sudbury Road Bridge – Design and Construction.	Project Advocate(s): Director, DPW
Description: Design for the rehabilitation of the Old Sudbury Road Bridge.	

Justification: The Old Sudbury Road Bridge needs substantial renovation, as detailed in the Mass DOT's annual bridge inspection report. An initial assessment of the bridge has identified improvements will be required to maintain the bridge. The DPW has already received in FY20 \$77K in Chapter 90 funding for the design and is underway. It is now seeking funding in FY2021 for construction of the bridge. Due to an increase in State funding it will be beneficial to do design and build in the same year. Chapter 90 Funds will partially offset the total project costs.	
Relationship to General Plan: Ongoing maintenance and investment in the Town's infrastructure.	
History: This is a planned replacement to take place in FY2023 but due to the urgency of the project it was brought forward in FY2021.	
Source of Funds: Free Cash/Borrowing	In the 5 Year Capital Plan? Yes

4. Budget: Department of Public Works - \$150,000.	
Title: Drainage and Storm Water Improvements	Project Advocate(s): Director, DPW
Description: Funding to conduct necessary repairs to drainage and storm water management systems within the Town Right of Way and Easement locations.	
Justification: The DPW has identified several roadways through site inspections in need of repairs, with McGuire Road being the primary project currently scheduled for FY2021. This will be part of an ongoing reconstruction project to maintain these systems.	
Relationship to General Plan: Part of the ongoing repair and maintenance of Town Storm Water System.	
History: New state regulations require a significant increase in storm water requirements.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

5. Budget: Department of Public Works - \$250,000.	
Title: Heavy Equipment Dump Truck H15	Project Advocate(s): Director, DPW
Description: This is a scheduled replacement of one of dump trucks used by the DPW.	
Justification: Replace H15, a 2006 dump truck with approximately 65,000 miles. This truck serves a variety of functions within both the Park and Highway Divisions, including roadside cleanup, and roadway maintenance operations. During the winter it serves as a primary plow and sanding unit	
Relationship to General Plan: Scheduled replacement of an older piece of equipment that is valuable to the operations of the DPW.	
History: This is a planned replacement.	
Source of Funds: Borrowing	In the 5 Year Capital Plan? Yes

6. Budget: Department of Public Works - \$95,000.	
Title: Heavy Equipment – Tractor P59	Project Advocate(s): Director, DPW
Description: Replace P59, a 1998 John Deere 5310 tractor with approximately 2,680 hours.	
Justification: P59 suffers from wear and tear as it approaches the end of its	

useful life, the DPW seeks to replace it with a more versatile tractor that could be used for additional applications within the DPW, such as roadside brush maintenance and mowing. The Town continues to increase the number of fields that require DPW maintenance, placing more demand on this aging piece of equipment. Maintenance of the old P59 is approximately \$5,000/year	
Relationship to General Plan: Part of the DPW long-term vehicle replacement schedule.	
History: This is a planned replacement.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

7. Budget: Department of Public Works - \$65,000.	
Title: Light Trucks – Pickup P50	Project Advocate(s): Director, DPW
Description: Replace P50, a 2009 Chevy 3500 with approximately 55,000 miles	
Justification: P50 suffers from wear and tear. Although this truck is used in a variety of roles – including recreational field maintenance, and field line painting, it is limited in its versatility due to its inadequate specifications. As equipped, the vehicle is incapable of serving as a reserve plow unit. As such, the DPW seeks to replace it with a heavier duty vehicle equipped with a diesel engine and snow plow attachment.	
Relationship to General Plan: Part of the DPW long-term vehicle replacement schedule.	
History: This is a planned replacement.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

8. Budget: Department of Public Works - \$44,000.	
Title: Light Trucks - SUV E2	Project Advocate(s): Director, DPW
Description: Replace E2, a 2006 Ford Expedition SUV.	
Justification: The Engineering and Surveying E2 is primarily used by the Town Surveyor. It is used for the purpose of data collection, surveying and assessment of property boundaries, trees, and storm water infrastructure locations town-wide. This vehicle was handed down from the police to the Town hall-pool fleet and then to DPW. The Town has invested \$5,750 into the vehicle over the past three years to keep it on the road. It has unrepairable corrosion on the frame and will likely not pass inspection. A similar size vehicle is necessary to carry various surveying tools.	

Relationship to General Plan: Part of the DPW long-term vehicle replacement schedule.	
History: This is a planned replacement.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

9. Budget: JCC - \$247,000.	
Title: Public Safety Radio Replacement	Project Advocate(s): Police and Fire Chiefs
Description: Replace non-P-25 compliant portable and mobile radios.	
Justification: The police and fire departments frequently reuse radios. This is not considered a best practice, as they provide for our first responders with a critical lifeline. The Town's older radios lack current technology and are not P-25 compliant, which is a public safety standard. The lack of P-25 radios impacts Wayland's ability to communicate with other agencies on interoperability channels (the ability to communicate with agencies on different frequencies). It also prevented the police department from being able to utilize the BAPERN (Boston Area Police Emergency Radio Network) frequencies during the radio outage experienced during a July electrical storm.	
Relationship to General Plan: Replacement of the Town's assets to improve safety.	
History: This is new to the Capital Improvement Plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan? No

10. Budget: JCC - \$135,000.	
Title: Public Safety Software	Project Advocate(s): Police and Fire Chiefs
Description: Purchase new public safety record management system.	
Justification: The current software will no longer be supported as of December 2021. This system manages all the fire and police departments' records on incidents, building information, details, scheduling, and vehicle service linking to the dispatch system. All towns that utilize this software will need to replace this critical software.	
Relationship to General Plan: Replacement of the Town's assets to maintain safety.	
History: New to Capital Improvement Plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan? No

11. Budget: JCC - \$45,000.	
Title: Reeves Hill Improvement – Fiber & Equipment	Project Advocate(s): Police and Fire Chiefs
Description: Create a fiber link between Reeves Hill and the Public Safety Building.	
Justification: When one of Wayland's receiver sites receives a radio transmission, it is transmitted to a comparator at the Public Safety Building (PSB) and then to Reeves Hill for transmission. The speed of the data transmission and reliability of sending the data are paramount to the safety of first responders. The Town currently uses a system that is a microwave link for primary transmission, which is susceptible to physical and electronic interference as well as inferior speed. This request consists of purchasing equipment for the PSB dispatch center and Reeves Hill and then installing a fiber line from the town network.	
Relationship to General Plan: Enhancement of the Town's assets to improve safety.	
History: This is new to the Capital Improvement Plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan? No

12. Budget: Fire Department - \$700,000.	
Title: Fire Vehicle – Pumper 1	Project Advocate(s): Fire Chief
Description: Replace Engine 1 and associated equipment on truck.	
Justification: Engine 1 is a primary pumper truck, purchased in 1997 with 77,000 miles. It is 22 years old, and it has surpassed the 15-year life expectancy. The vehicle has become less reliable and has limited serviceability making it difficult to find replacement parts. It lacks all modern safety features and capabilities such as (ABS, airbags and rollover protection). The replacement of the vehicle will take up to 12 months to be delivered after the order is placed.	
Relationship to General Plan: Ongoing replacement of fire vehicles based on age and condition.	
History: Part of ongoing Capital Improvement Plan	
Source of Funds: Borrowing	In the 5 Year Capital Plan? Yes

13. Budget: Fire Department - \$65,000.	
Title: Fire Vehicle Command Vehicle	Project Advocate(s): Fire Chief
Description: Replace the Shift Officer's emergency vehicle.	
Justification: The Shift Officer's 2014 command vehicle is the most frequently used fire department vehicle, and it responds to emergency calls, inspections, fire alarm work, vehicle lock outs, and investigations.	
Relationship to General Plan: Ongoing replacement of vehicles based on age and condition.	
History: Part of ongoing Capital Improvement Plan	
Source of Funds: Ambulance Fund	In the 5 Year Capital Plan? Yes

14. Budget: Fire Department - \$30,000.	
Title: Ambulance Power Load System	Project Advocate(s): Fire Chief
Description: Installation of power load system in primary ambulance and relate equipment.	
Justification: Request to purchase and install a power load system in the primary ambulance which will be used to assist with safety loading patients into the back of the ambulance with minimal lifting by fire personnel. The most frequent calls that the department responds to are medical emergencies. When a patient is transported, the stretcher is manually removed and then lifted back into the ambulance. This can be a challenging task as the stretcher weighs 125 pounds in addition to the weight of the patient, and the number of personnel available to assist with this process varies. The system will increase patient safety, reduce firefighter injuries and is interchangeable between ambulances.	
Relationship to General Plan: Improvement of the Town's assets and safety.	
History: This is new to the Capital Improvement Plan	
Source of Funds: Ambulance Fund	In the 5 Year Capital Plan? No

15. Budget: Facilities - \$140,000.	
Title: High School Wastewater Plant 1	Project Advocate(s): Town Engineer and Board of Selectman
Description: Improvements and Upgrades to the Wayland High School wastewater treatment system.	
Justification: A wastewater treatment plant was constructed as part of the Wayland HS construction project. The facility, which has been operating intermittently over the last 7 years, requires considerable improvements and upgrades to resume operation and meet current regulatory requirements. The original facility design and construction contained complex equipment and was constructed with inherent deficiencies that resulted in significant degradation of the facility. Additionally, the system contains deficiencies as identified by the	

Massachusetts Department of Environmental Protection and does not meet OSHA regulations. The project has been split into two phases. The first phase will provide funding to meet the most critical items to resume operation and reduce costs associated with hauling wastewater from the HS on multiple days per week. The second phase estimated at \$430,000 includes OSHA upgrades as well as operational improvements identified during an assessment conducted by the town in 2018. The project relies on an authorization of \$285,000 that was provided in FY2019 as part of the overall project.	
Relationship to General Plan: Ongoing maintenance and investment in the Town's infrastructure.	
History: Part of ongoing Capital Improvement Plan	
Source of Funds: Borrowing	In the 5 Year Capital Plan? Yes

16. Budget: Facilities - \$37,000.	
Title: Vehicles – Motor Pool	Project Advocate(s): Facilities Director
Description: Replace Town electrician's vehicle	
Justification: The Town electrician's present vehicle is a 2005 Ford Crown Vic with 64,600 miles handed down from the Police department. This is a continuation of upgrading vehicles in the motor pool.	
Relationship to General Plan: Improvement of the Town's assets and safety.	
History: Part of ongoing Capital Improvement Plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

17. Budget: IT - \$126,000.	
Title: Network and Wireless Replacement Town Hall & Public Safety	Project Advocate(s): IT Director
Description: Fund the upgrade of network switches and wireless access points for Town buildings.	
Justification: Upgrades are needed to support both increased client density and increased client band-with demands. The network core switches are high-capacity switches that provide services as the backbone (or physical core) of the Town of Wayland and Wayland Public Schools network infrastructure. These switches serve as the gateway to our wide area network (WAN) and Internet services, including VoIP telephone services, which is critical life and safety systems. Other required network upgrades include the replacement of existing wireless access points as well as substantially increasing the number of access points to support increased client density and increased bandwidth demands. Access switching (network switches) will be replaces as well, to most cost effectively support the higher bandwidths that the new access points support. The Network switches and wireless access points will be part of an integrated system that will ease management burdens and provide additional security features. This year, the request is for the remaining buildings in Town.	
Relationship to General Plan: Maintenance and Improvement of Town Facilities Assets.	
History: Part of ongoing Capital Improvement Plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

18. Budget: IT - \$70,000.	
Title: Permit Management System	Project Advocate(s): IT Director
Description: Procure and implement an electronic system for receiving, tracking, and managing permit requests. Principal focus will be on the Town building, Planning, Health, Conservation and Fire Department's	
Justification: The goal is to install a new software system to improve the process and experience for residents and contractors. It will improve accountability and monitoring of permit approval process. \$40,000 was appropriated in FY20 for planning and design of a system. This request follows development of workflows and specifications approved in FY2020.	
Relationship to General Plan: Maintenance and Improvement of Town Facilities Assets.	
History: Part of ongoing Capital Improvement Plan	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

19. Budget: IT - \$32,000.	
Title: Library Phones	Project Advocate(s): IT Director
Description: Replace Library phone system and associated networking	
Justification: Current Library phone system is out dated and this integrates the Library phones into the same system used by the remainder of the Town. This is part of a multi-year capital plan to upgrade all the phones in the Town buildings with the same hardware.	
Relationship to General Plan: Maintenance and Improvement of Town Facilities Assets.	
History: Part of ongoing Capital Improvement Plan. Completes multi-year effort.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

20. Budget: School Department - \$200,000.	
Title: Loker and Claypit Hill School Feasibility Study on Instructional Space	Project Advocate(s): School Committee, IT Director
Description: Conduct a feasibility study to determine square footage and design requirements for the Loker and Claypit Hill school instructional learning spaces.	
Justification: The combination of projected growing student enrollment and changing demographics of learners requires a review of elementary school spaces. Elementary school class sizes and instructional spaces are at capacity. With three new residential projects in the planning and construction phases projected to open between the next one to four years, it is prudent and necessary to conduct a feasibility study. The study will define the impact on schools and allow the Facilities and School Department to plan for the number, type and location of appropriate and available instructional classroom spaces based on need.	
Relationship to General Plan: Maintenance and improvement of infrastructure.	
History: This is part of an ongoing capital improvement plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? No

21. Budget: School Department - \$90,000.	
Title: Claypit Hill Replacement of Make Up Air Handling Unit	Project Advocate(s): School Committee, Public Buildings Director
Description: Replace existing school building roof top air handling units.	
Justification: Phase 1 of school building roof top air handling unit design and replacement will begin at the Claypit Hill School. Claypit Hill School's existing Roof Top Units above the music room and cafeteria are 62 years old and were identified as a priority by In-site Oversight during their summer 2018 Capital Conditions Needs Assessment as requiring replacement in FY 2020. Funding requested reflects total project cost. Funding requested is expected to cover the design and construction costs at Claypit Hill and to the extent possibly beginning Phase 2, which is the design of roof top units at Wayland Middle School if it can be combined.	
Relationship to General Plan: Maintenance of the Town's assets and of safety requirements.	
History: This is part of an ongoing capital improvement plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

22. Budget: School Department - \$70,000.	
Title: Replacement of Happy Hollow Cooling Unit and Dry Area	Project Advocate(s): School Committee, Public Buildings Director

Description: This request is for additional funding for the Happy Hollow walk in refrigeration and freezer project.	
Justification: This request asks for additional funding for the replacement of walk-in refrigerator and freezer, including design, construction and installation costs. This is part of a five-year project to upgrade 20 + year old kitchen equipment having exceeded their useful life in the Happy Hollow and Claypit Hill Elementary schools by replacing the walk-in refrigeration units. A prior appropriation totaling \$135,900 for replacing both schools' cooling units has been determined insufficient based on the bids received. A supplemental appropriation is being requested to complete the Happy Hollow project. Funding requested reflects total additional project cost of \$205,900.	
Relationship to General Plan: Maintenance of the Town's assets and of safety requirements.	
History: This is part of an ongoing capital improvement plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

23. Budget: School Department - \$40,000.	
Title: High School Projection and Sound System	Project Advocate(s): School Committee, Public Buildings Director
Description: Replace the High School Projection and Sound system	
Justification: The auditorium sound system is unreliable, barely operational and can no longer be repaired. The unit and parts of the unit are no longer manufactured and parts can no longer be found in the open marketplace. The non-working projection and audio system significantly interferes with day to day instruction, events and meetings at WHS. Funding for this project will allow replacement of the existing video and control system and will help to identify sources of audio issues so that the auditorium can be used in the way designed and needed. Three of the four projection boxes are non-functioning. Equipment and speakers need to be rented for day to day instruction, meetings and events.	
Relationship to General Plan: Scheduled replacement of Town equipment.	
History: This is part of an ongoing capital improvement plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

24. Budget: School Department - \$30,000.	
Title: High School Voice Lift System	Project Advocate(s): School Committee, Public Buildings Director
Description: Replace audio systems at High School to meet ADA requirements.	
Justification: The Lightspeed Classroom Audio Systems are failing at the High School. They are 7 years old and are no longer functioning effectively, and interfere with the school's PA system. The system is a mandatory requirement. Classrooms where we are required to have Voicelift systems working for students with hearing disabilities are no longer operational and interfere with	

the schools' paging system. As students move throughout the classrooms and grade levels, additional Voicelift systems are required. This project is spread across two years to align to capacity and availability of funding with requirements for equipment.	
Relationship to General Plan: Maintenance of the Town's assets and of safety requirements.	
History: This is part of an ongoing capital improvement plan.	
Source of Funds: Free Cash	In the 5 Year Capital Plan? Yes

25. Budget: Department of Public Works, Water - \$75,000.	
Title: Gate Valve Exercising Trailer	Project Advocate(s): Director, DPW
Description: Purchase a gate valve exercising trailer for the Department of Water not presently owned.	
Justification: The Wayland Water System contains more than 3,200 valves for the isolation of the water mains and hydrants. These valves require periodic exercising and maintenance to ensure they move freely and do not break when operated. A gate valve exercising trailer will allow the Department to proactively exercise the valves to ensure their operation during critical emergency conditions, as with a water main break or fire. This trailer will have an estimated 10-15 year of life.	
Relationship to General Plan: Ongoing maintenance and investment in the Town's infrastructure.	
History: This is part of an ongoing capital improvement plan and was deferred from last year.	
Source of Funds: Water Capital	In the 5 Year Capital Plan? Yes

ARTICLE CC: FINANCE COMMITTEE PARTICIPATION IN COLLECTIVE BARGAINING

Proposed by: Petitioners

To determine whether the Town will vote to amend Section 19-5 of Town Code by adding:

C. The Finance Committee shall be invited to participate in town and school collective bargaining processes by sending a representative to attend bargaining sessions and by sending a representative to participate in Personnel Board, Selectmen, or School Committee considerations of collective bargaining agreements.

The Finance Committee may deliver recommendations on collective bargaining in general, or specific proposed agreements to the Personnel Board, School Committee, or the Board of Selectmen.

The Finance Committee shall include a section on the effect of collective bargaining agreements in its annual report to Town Meeting.

PETITIONERS' COMMENTS: Section 43-2 Personnel Board, under section B states that the powers and duties of the Personnel board shall include "(3) To negotiate collective bargaining agreements for the Town, after having met in advance with the Board of Selectmen and the Finance Committee to discuss forthcoming negotiations."

The Finance Committee should receive an understanding of any calculations, considerations and justification for the full, long-term costs including items like vacation time, sick leave, step raises and other employee benefits and employee health insurance cost and prepare them so that they show short-and long-term budget impacts of collective bargaining agreements to town meeting before town meeting is asked to ratify (i.e. fund) the new contracts.

FINANCE COMMITTEE COMMENTS: This article seeks to require the Finance Committee to be invited to participate in the collective bargaining process for the Town and Schools. Under the article, the Finance Committee would be permitted to do the following, which they are not today:

- Send a representative to attend bargaining sessions
- Participate in meetings of the Personnel Board, Selectmen, or School Committee in which collective bargaining agreements are considered as a non-voting participant
- Make recommendations to the Personnel Board, Selectmen and School Committee but not to compel them to follow such recommendations

In addition, the article requires the Finance Committee to report on the financial effect of negotiated benefits in its annual report to Town Meeting. Though not required, the Finance Committee already has the option to include such information in its annual report and when preparing its comments for the warrant article(s) funding collective bargaining agreements.

Historically, by code and by practice, the Finance Committee is not involved in the midst of the collective bargaining process but rather meets in advance to discuss upcoming negotiations in a four-board meeting with the Personnel Board, School Committee and Board of Selectmen. After negotiations are concluded, the Finance Committee is responsible for preparing comments on the warrant articles to inform Town Meeting and report its recommendation to Town Meeting with regards to funding the collective bargaining agreements. Memorandum of understanding and final collective bargaining agreements are public documents; all final collective bargaining agreements are available on the Town's website. However, arguably, the information available to the Finance Committee under the current process is not sufficient to prepare a comprehensive report.

Town Counsel was asked to opine on the legality of this proposed bylaw. In summary, Town Meeting cannot compel either the Board of Selectmen or the School Committee to designate the Finance Committee to participate in collective bargaining. Therefore, Town Meeting lacks the authority to adopt such a bylaw as it exceeds its authority.

The Massachusetts Municipal Association's Association of Town Finance Committees issues a Finance Committee Handbook. On page 23 of the 2017 Handbook:

A majority of any municipal budget (potentially as much as 75 to 80 percent) is spent on salaries, benefits and pension costs. However, finance committees have no direct responsibility or control over collective bargaining and personnel policies. In some towns, the finance committee chair may play a role in planning collective bargaining goals and strategies, but finance committees do not play a direct role in personnel matters.

Nevertheless, finance committees must understand the financial implication of their town's personnel policies and practices. In addition, finance committees should urge the selectmen and personnel board in their town to follow two basic principles when engaging in the collective bargaining process. First, town negotiators should calculate, consider and justify the full, long-term costs of collective bargaining items like vacation time, sick leave, step raises and other employee benefits before agreeing to them. Special attention should be paid to employee health insurance cost impacts. Second, they must be prepared to layout the short-and long-term budget impacts of collective bargaining agreements to town meeting before town meeting is asked to ratify (i.e. fund) the new contracts.

There are 10 Town and School unions and all contracts expire on June 30, 2020:

- Local 690 Wayland-1 American Federation of State, County and Municipal Employees (AFSCME 690 Wayland -1);
- Local 690 Wayland – 2 American Federation of State, County, and Municipal Employees (AFSCME 690 – 2);
- Wayland DPW Association, Teamsters Local 170;
- International Association of Firefighters, AFL-CIO Local 178;
- The Wayland Library Staff Association MFT, AFT, AFL-CIO;
- The New England Police Benevolent Association (NEPBA)/Wayland Police Officers Union (WPOU) Local 176;
- Wayland Teachers Association (WTA);
- Wayland Educational Secretaries' Association;
- The Massachusetts Laborers' District Council Laborers' International Union of North America, AFL-CIO on behalf of Public Employees' Local Union 1116 Custodians and Maintenance; and
- Wayland Food Service Association.

The Board of Selectmen recommends (insert vote)

The School Committee recommends..... (insert vote)

The Personnel Board recommends.....(insert vote)

ARGUMENTS IN FAVOR: Proponents may argue that today, the Finance Committee must only be consulted prior to collective bargaining negotiations and after an agreement has been reached to prepare for Town Meeting. In order to have the best information for budget preparations, and so that the Town may utilize the benefits of their experience and perspective, the Finance Committee should be privy to and be able to comment upon the financial implications of collective bargaining agreements as they are being developed rather than after the fact.

Proponents may argue that this article does not impose any responsibility on the Finance Committee that is inconsistent with the law or the Finance Committee Handbook of the Massachusetts Municipal Association's Association of Town Finance Committees because it does not make them a party to negotiations. Rather it allows them to efficiently observe, assess and ultimately comment to the negotiating parties on the short and long-term financial impacts in advance of any agreements.

Proponents may argue that although in theory the Finance Committee can already prepare and report short-and long-term budget impacts of collective bargaining agreements to town meeting, they cannot practically do so because under the current process no member of the Finance Committee has access to the comprehensive data necessary to do so effectively.

If the town manager act is approved, Sections 43-2 B. and C. of the Town Code may become moot, potentially eliminating the Finance Committee discussion/review with the Personnel Board prior to negotiations. Proponents may argue this would make establishing the Finance Committee role in collective bargaining more important.

ARGUMENTS OPPOSED: Opponents may argue that significant changes to the Town's bylaws should be discussed in public sessions involving the relevant staff, volunteers and town counsel to develop workable, enforceable and legal language. This has not occurred with this proposed bylaw change. Bylaw changes made on Town Meeting floor cannot be considered in a deliberative and effective manner.

Town Counsel has opined that Town Meeting cannot compel the Board of Selectmen or School Committee to designate the Finance Committee to participate in collective bargaining. Further, Town Meeting lacks the authority to adopt such a bylaw as it exceeds Town Meeting's authority.

Collective bargaining negotiations extend beyond financial considerations. They are about employee contracts which also encompass work conditions, operations, departmental management and Town management and are not within the purview of the Finance Committee. Opponents may argue it is not appropriate for the Finance Committee to be involved in the discussion or resolution of personnel matters.

Opponents may argue that negotiations should be handled by professionals rather than volunteers and that adding more volunteer participants into the negotiating process increases the risk that details are not kept confidential. The unions have to be able to state issues in confidence without worry that they will be made public. Successful collective bargaining outcomes require an open and honest exchange of information by the parties during negotiations, which is less likely to happen if the parties are not fully confident that these exchanges will remain confidential. Further, because the Town negotiates with multiple unions, it is essential that the bargaining terms and strategy remain confidential so that one negotiation does not affect the negotiations of another union.

Opponents may argue that the Town could face a potential claim for unfair labor practices because further involvement of the Finance Committee in collective bargaining could result in accusations that they used their budgetary influence as leverage to force a predetermined outcome with the unions.

Opponents may argue that the article is inconsistent with the non-binding Finance Committee Handbook of the Massachusetts Municipal Association's Association of Town Finance Committees because a Finance Committee representative's attendance at bargaining sessions and recommendations to involved Boards and Committees could be construed as a direct responsibility or control over collective bargaining and personnel policies.

Opponents may argue that the Finance Committee already has the ability to fulfill their responsibility to Town Meeting because they can already prepare and report short-and long-term budget impacts of collective bargaining agreements to town meeting as well as decide whether or not to recommend for funding by Town Meeting.

Opponents may argue that there are alternative ways to achieve the objectives of this article without the necessity of a bylaw change or expanding the Finance Committee's role in the collective bargaining process. For example, other towns have a management report to the Finance Committee on the financial impacts of contracts before final settlement. Town management can cost out a contract and present that to the Finance Committee and to Town Meeting. This offer has already been made prior to the existence of this petitioners' article.

RECOMMENDATION: The Finance Committee recommends (insert vote).

QUANTUM OF VOTE: Majority.

CONSISTENCY WITH LAW: This proposed bylaw amendment is not repugnant to federal law but may not be consistent with Massachusetts Law. Per Town Counsel, Town Meeting lacks authority to adopt such a bylaw, as it exceeds Town Meeting's authority under G.L. Chapter 40, Sec.21.

For more information about this article, contact lead petitioner Mike Lowery at 508-397-8828 or email lowery.mike@gmail.com.

ARTICLE E: PERSONNEL BY-LAWS AND WAGE AND CLASSIFICATION PLAN

Proposed by: Board of Selectmen

Estimated Cost: \$

To determine whether the Town will vote to amend the Code of the Town of Wayland, Chapter 43, PERSONNEL and the Personnel Wage and Salary Classification Plan (Appendix B), previously adopted by the Town to amend recreational and seasonal positions and adjust selected positions affected by the Massachusetts minimum wage law.

FINANCE COMMITTEE COMMENTS: This Article is requesting Town Meeting to approve changes to the Wage and Classification Plan. Only recreational seasonal positions and those positions affected by the Massachusetts minimum wage increase are being adjusted. Minimum wage adjustments are reflected in departmental budgets. Recreational seasonal positions will be funded from the Recreation revolving fund and do not have a tax impact as they are paid from fees.

The Wage and Classification Tables are identified in Appendix B. All current collective bargaining agreements expire on June 30, 2020. With the exception of the positions referenced above, the effective dates for wages listed in the tables are July 1, 2019. The Wage and Classification Tables are included for informational purposes only. As collective bargaining agreements are settled, information regarding adjustments for both non-union and union wages will appear in future Warrants.

The Board of Selectmen recommends approval. Vote: 5-0.

ARGUMENTS IN FAVOR:

The Wage and Classification Plan allows for periodic wage increases for non-union employees based on employee longevity and provides for reasonable wage growth over time depending on economic conditions.

Recreational seasonal adjustments will keep Wayland competitive in this market. The adjustments are also consistent with the Recreation Department's efforts to certify their summer programs with the State.

ARGUMENTS OPPOSED:

Some would say that salary growth should be lower based on current economic conditions and that wages should not be adjusted. Some would say that employees are being paid enough and program fees are sufficiently high

RECOMMENDATION: The Finance Committee recommends (insert vote).

QUANTUM OF VOTE: Majority vote.

For more information about this article, contact Town Administrator Louise Miller 508-358-3620 or email lmiller@wayland.ma.us.

DRAFT

ARTICLE F: COMPENSATION FOR TOWN CLERK

Proposed by: Board of Selectmen

Estimated Cost: \$77,146

To determine whether the town will vote to fix the salary for the Town Clerk, pursuant to Massachusetts General Laws Chapter 41, Section 108, to be effective July 1, 2020.

SALARY SCHEDULE – TOWN CLERK

	<u>FY 2020</u>	<u>FY 2021</u>
Town Clerk	\$ 70,602	\$ 77,146

FINANCE COMMITTEE COMMENTS: This Article requests that Town Meeting approve a salary increase for the Town Clerk. By law, annual wage adjustments for the Town Clerk are subject to Annual Town Meeting approval because it is an elected position. The Board of Selectmen and Town Clerk request an increase from Non-union Grade N-8 step 2 to step 5.

For the last few years, the Town Clerk's salary has been reviewed and set so that it is comparable to a Non-union Grade N-8 employee. The salary charts are shown in Appendix B. This gives some structure to Town Meeting's consideration of the salary request. For FY2021, the Town Clerk will be in her second year of service in her first three-year term.

If the position was an appointed position, a well performing new employee who entered at Grade 2 could have received a step adjustment after a six-month probationary period and perhaps an additional adjustment within the year. This request is for the next fiscal year, so at a minimum could be considered at the Grade 5 level \$77,146. Notably, there are no benefits included with compensation for an elected position.

The proposed Grade 5 Level does not include a COLA adjustment for FY2021; a 2% COLA adjustment would bring the salary to \$78,689. COLA adjustments for non-union staff usually match those negotiated by the unions and are approved by Town Meeting vote. As of this writing, no union settlements have been reached, and the Board of Selectmen anticipates bringing the request for all non-union staff to a fall Town Meeting with pay changes effective as of July 1, 2020.

The Town Clerk conducted a salary survey with 44 towns/cities responding. The average salary of clerks with 6-10 years of experience is \$78,471. After applying an anticipated COLA to be voted by Town Meeting in the fall, the Wayland Town Clerk's salary will be comparable to other clerks with 6-10 years' experience. The existing Town Clerk has considerable comparable job experience: over 30 years practicing law, prior work experience with Open Meeting, Public Records and Conflict of Interest laws, and has assisted the previous Town Clerk by working at the polls and town meetings. The FY20 salary was set in the Warrant without consideration of the experience level of a newly elected Town Clerk.

This article is placed before the Budget Article because the Town Clerk's salary is embedded in the Town Clerk salary line item.

If the Select Board/Town Manager Special Act passes, the Town Clerk will become an appointed position at the end of her elected term in 2022. At that time, it is appropriate to conduct a classification study to confirm the job level assignment of Non-Union N-8 and placement within the range. Now, because this

is an elected position, Town Meeting makes this determination and this proposed wage would be set for this Town Clerk for FY2021.

The Board of Selectmen recommends (insert vote)

ARGUMENTS IN FAVOR: Proponents may argue that this article sets the salary of the Town Clerk at an appropriate compensation level.

A FY21 COLA adjustment can be considered with other non-union employees at a future Town Meeting.

The Town Clerk position requires a broad knowledge base, superior customer service, knowledge of election and other laws and demands long hours. Some proponents would say that the increased salary is required to attract and retain good, qualified candidates.

ARGUMENTS OPPOSED: Opponents might say that employees are already sufficiently compensated.

Opponents might argue that comparable salary information should be based on experience as a town clerk.

RECOMMENDATION: The Finance Committee recommends not approving (3-4-0).
Insufficient data was supplied to support the salary request.

QUANTUM OF VOTE: Majority vote.

For more information about this article, contact Town Administrator Louise Miller 508-358-3620 or email lmiller@wayland.ma.us.

NON-UNION WAGE SCALE, N
SCHEDULE
Effective July 1, 2019 2.25% increase

Grade	1	2	3	4	5
N-1	39,434	40,618	41,836	43,092	44,382
N-2	42,911	44,196	45,523	46,888	48,297
N-3	43,340	44,638	45,979	47,358	48,781
N-4	47,162	48,575	50,032	51,531	53,078
N-5	51,781	53,335	54,934	56,581	58,281
N-6	56,856	58,562	60,317	62,127	63,990
N-7	62,428	64,301	66,228	68,216	70,264
N-8	68,545	70,602	72,719	74,902	77,146
N-9	80,061	82,136	84,285	86,658	89,259
N-10	82,640	85,118	87,672	90,302	93,559
N-11	90,737	93,460	96,264	99,152	102,124
N-12	95,182	98,038	101,012	104,013	107,129
N-13	99,628	102,615	105,696	108,868	112,134
N-14	109,393	112,675	116,055	119,537	123,123
N-15*					

Grade	6	7	8	9	10
N-1	45,714	47,088	48,499	49,952	51,452
N-2	49,745	51,236	52,773	54,358	55,988
N-3	50,245	51,752	53,300	54,901	56,546
N-4	54,672	55,796	58,001	59,739	61,532
N-5	60,029	61,502	63,684	65,594	67,563
N-6	65,245	67,889	69,926	72,023	74,184
N-7	72,371	74,541	76,777	79,082	81,453
N-8	79,464	81,845	84,302	86,829	89,437
N-9	91,937	94,693	97,535	100,429	103,400
N-10	95,332	98,676	102,441	104,216	107,824
N-11	105,188	108,344	111,596	114,942	118,393
N-12	110,343	113,653	117,754	120,573	124,376
N-13	115,499	118,962	123,909	126,205	130,359
N-14	126,817	130,620	133,974	138,576	142,735
N-15					175,000

N-1	Secretary, Fire -- PT	N-8	Recreation Director
N-1	Sr. Clerk, Health -- PT	N-9	Assistant Fire Chief
N-1	Asst. Rec Program Coord. -- PT	N-9	Assistant Town Administrator/Procurement
N-2	Administrative Asst. Y/S -- PT	N-9	Police Lieutenant
N-3	IT Technician	N-9	Town Engineer
N-3	Conservation Land Mgr. -- PT	N-10	Library Director
N-3	Human Resources Assistant	N-11	Public Buildings Director
N-3	Outreach Coordinator - PT	N-13	DPW Director
N-3	Project Coordinator - PT	N-13	Finance Director/Town Accountant
N-3	Recreation Program Asst. -- PT	N-13	Fire Chief
N-3	WWMDA Account Specialist - PT	N-13	Information Technology Director
N-4	Administrative Asst. -- Police	N-14	Police Chief
N-4	Benefits Manager	N-15	Town Administrator-per contract
N-5	Exec Asst. to Town Administrator		

ARTICLE R: SELECT BOARD / TOWN MANAGER SPECIAL ACT

Proposed by: Board of Selectmen

To see if the Town will authorize the Board of Selectmen to petition the General Court for an act of special legislation entitled “An Act to Create a Select Board/Town Manager Form of Government in the Town of Wayland,” the full text of which is printed as Appendix XX to this warrant, or take any other action relative thereto.

PROPOSER’S COMMENTS: The goal of the Select Board/Town Manager Act is to professionalize the structure of Wayland’s government; coordinate administrative, operational, and financial functions; provide a consistent approach for efficiency, effectiveness, and transparency across all departments and boards; use resources effectively; improve legal and regulatory compliance; and maintain volunteer opportunities. Under the Act, the Town Manager is given authority and responsibility for managing the Town in four areas: administration, finances, personnel, and facilities/property.

Wayland is a \$90 million diversified organization in a highly regulated and public service environment requiring a stronger centralized management structure. The Town Administrator has 20 direct reports resulting in an extremely flat organization. Some department heads report to elected boards, not to the Town Administrator. There is no flexibility to group departments, as virtually all of our peer communities do.

This is the third effort over the past thirty years to strengthen Wayland’s executive and financial management structure.

FINANCE COMMITTEE COMMENTS:

STATEMENT OF PURPOSE AND EFFECT: This Special Act changes Wayland’s current Town Administrator form of government to one that is run by a Town Manager. The passing of the Special Act would mean that:

- All department heads, with the exception of the Superintendent of Schools and the Library Director, would report to the Town Manager instead of elected boards. This would add five additional department heads reporting to the Town Manager (Health, Assessor, Planner, Youth and Family Services, and an appointed Clerk) and
- The Board of Selectmen would continue as Chief Executive Officer, with the Town Manager managing staff as Chief Administrative Officer and Chief Financial Officer, and
- Boards and Committees would coordinate their responsibilities with Department Heads, as they do currently.
- Board of Selectmen will be called the Select Board
- Town Administrator position changes to Town Manager
- Town Clerk changes from elected to appointed position

This is accomplished by creating new bylaws and changing existing ones that will need to be approved by the State.

A third-party study in 2016 and 2018 by the Collins Center for Public Management (Collins) that compared Wayland to its self-selected peer Towns concluded:

The structure of Town government appears increasingly anachronistic among Wayland's peer communities and increasingly unable to handle the accelerating changes Massachusetts municipalities must manage. For example, the Town needs to analyze changes in federal, state and local laws and regulations that have an economic impact on the Town or changes to open meeting laws, public records laws and accessibility laws.

The financial management of the Town is severely fragmented in a way that reduces the Town's efficiency, effectiveness, and transparency.

Town Administrator's authority and responsibilities are both inconsistent and generally weaker than comparable communities.

A large number of volunteer and elected boards can exacerbate the issues above.

The consequences of the challenges they observed were reduced flexibility, adaptability, efficiency, effectiveness and transparency.

BACKGROUND: The last time Wayland's form of government changed was in 2004 with the creation of the Town Administrator position and in 2008 when the Department of Public Works was established.

Out of the thirteen peer towns (including Wayland) selected by the Finance Committee, only Wayland has a Town Administrator Act as the basis for its organizational structure:

Three out of thirteen towns--including Sudbury, Westford, and Cohasset-- have a Town Manager Act basis for their organizational structure. Additionally, the Town Manager has CFO responsibilities, and is responsible for creating the annual budget. In all cases, the Towns rely on a Capital Planning Committee. None of the Towns but Wayland are Aaa rated by Moody's.

Three out of thirteen have a bylaw organizational structure. In these Towns, bylaws are the written rules that control the internal affairs of an organization.

Six out of thirteen rely on a charter-based organizational structure. In these Towns, the charter defines the powers and functions of elected officials as well as the organization and procedures of local government.

Concord and Weston are not peer towns, but they are Aaa towns, and they have a Town Manager Act as a basis for their organizational structure.

POSITION OF THE EXECUTIVE: The Board of Selectmen (BoS) is proposing that the Town adopt the Select Board/Town Manager Special Act to professionalize the structure of Wayland's government; coordinate administrative, operational, and financial functions; provide a consistent approach for efficiency, effectiveness, and transparency across all departments and boards; use resources effectively; improve legal and regulatory compliance; and maintain volunteer opportunities on boards and committees.

The Act defines the Town Manager's authority and responsibility for administration, finances, personnel, and facilities/property.

The Act *maintains* administrative authority and responsibility for coordinating implementation of Town policy; ensuring compliance with policies, procedures, and laws; coordinating setting priorities (policies, projects, staff); overseeing emergency situations; communicating activities and coordinating efforts; and

responding to requests in a timely manner for public records, general information, Open Meeting Law and other complaints. The word *maintains* indicates that this responsibility already exists in the Town Administrator Special Act of 2004 under Chapter 60 of Town Code.

The Act *strengthens* financial authority and responsibility by establishing the Town Manager as the Chief Financial Officer; providing additional Town Manager oversight of Operating and Capital budget development; tasking the Town Manager with effective and compliant finances; affirming the role of Town Manager as Chief Procurement Officer ensuring compliance; and creating clear signing authority to execute and award grants and sign contracts. The word *strengthens* implies a change, but that change does not require any amendment to Chapter 19 of the current Town code defining the Finance Committee's role.

The Act *strengthens* personnel authority and responsibility by centralizing employee services; standardizing consistent and compliant hiring practices; assigning responsibility for performance review standards to the Town Manager; assigning leadership of negotiations to the Town Manager rather than the Personnel Board; and establishing compliance with bargaining unit contracts. Again, the word *strengthens* indicates a change from the current practice. In this case, Town Code Chapter 43 will need to be amended to give responsibility for negotiating to the Town Manager, not the Personnel Board.

The Act *maintains* facilities/property authority and responsibility of the Town Manager for construction, repair and maintenance of all Town buildings, real and personal property, and information technology and infrastructure. The Town Manager is still responsible for maintaining an inventory of all Town-owned real and personal property. The word *maintains* indicates that this responsibility already lies with the Town Administrator under current Town Code (Chapter 60) and within the job description.

The Act changes the name from Board of Selectmen to Select Board. It reaffirms the Select Board's role as an executive and policy-making body and restates current Chapter 58 (Board of Selectmen) roles.

The Act changes the name from Town Administrator to Town Manager with defined responsibilities only as stated in the special act. It incorporates all elements of current Chapter 60 (Town Administrator).

The Act changes the Town Clerk from an elected to an appointed position.

RECOMMENDATIONS BY COLLINS CENTER: In 2016 in a study paid for with a grant, Collins identified challenges with the current form of government and recommended clarifying and strengthening the role of the executive branch in regard to its policy-making responsibility and its delegation of responsibility of the day-to-day financial management to the Town Administrator and Finance Director.

Collins opined that the best time for Wayland to improve and modernize its structure is when it is fiscally stronger. In 2020, Moody's reaffirmed Wayland's Aaa bond rating after threatening to downgrade it for the last four years; and noted that it had credit challenges including below average reserves for the highest rating category and limited revenue flexibility given the tax levy limitations of Proposition 2 ½. Therefore, it is a good time to improve and modernize the organizational structure.

Specifically, Collins reported in 2018:

There is a lack of clarity over authorities and responsibilities of various professional positions involved in financial management, leading to a situation where there is no single point of responsibility nor chain of command responsible for the financial operations of the Town.

The organizational structure of boards and committees interacting with the financial operations in Town is highly decentralized for a town of Wayland's size and complexity.

The Town has not undertaken a systematic review of the overall organizational structure of the Town since 2002. Collins wrote that the Town should consider undertaking a systemic review of the overall organizational structure of the Town at some point in the future, with the goal of eventually solidifying the Town's statutory construction via a charter.

The Board of Selectmen has not adopted financial policies for the Town. For example, they could have adopted policies related to debt, fund balance and reserve fund transfers when Moody's threatened to downgrade the Town's Aaa rating. However, the Board of Selectmen has made progress based on the 2016 Financial Policies and Procedures study by Collins. The Town implemented changes in Information Technology, Training, Payroll, Accounts Payable, and Procurement.

The Board of Selectmen has not been as actively exercising its role as head of the executive branch as most boards of selectmen do, and it has historically spent less time on goal-setting and long-term planning than may be optimal. The Board of Selectmen has implemented and held goal-setting sessions in January of 2019, published in meeting packets and minutes, and 2020, not yet finalized.

There have been multiple frustrations with the annual budget process over the years, coming from different parties in the process in different years. To address this frustration, for the last two years the Board of Selectmen, Finance Committee, and School Committee have established and reviewed the annual budget schedule and process.

Wayland is in a minority of towns where the Finance Committee is solely appointed by the Board of Selectmen. Collins recommended changing to appointment by a hybrid group.

There is no formal summit or joint meeting at the beginning of the process to get all key parties on the same page. In FY20 and FY21, there was a joint financial summit meeting.

The Town's final budget documents provided to the public could be significantly more transparent.

Wayland has traditionally handled capital planning and budgeting in the same way as operational budgeting. This is suboptimal because capital planning is accomplished over the life of a project which can be from five to thirty years. Operational planning is usually done over five years.

In 2018 the Collins Center Financial Management Structure Review suggested that the Town implement a four-phased timeline of initiatives. This special act addresses the first step by creating the position of Town Manager.

- Overarching Findings and Recommendations
 - Consider Strengthening both the Town Administrator (TA) and Finance Director (FD) positions by adopting the Town Manager Act replacing and superseding existing act and relevant bylaws
 - Review the boards and committees
 - Perform a systematic review of Town structure
- Policy-setting, Goal-setting and Long-Term Planning
 - 2.1 Formally adopt financial policies, including a policy on policies
 - 2.2 Transfer administrative and operational tasks to TA; BoS focus on goal setting and long term planning; reassert role as CEO (in progress)
- Annual Operating Budget
 - 3.1 Rebalance the roles and responsibilities of the major players in the budget process

- 3.2 Contemplate whether the appointing authority of the Finance Committee should remain with the Board of Selectmen or moved into a hybrid appointing authority
- 3.3 Begin the annual budget process with a budget summit or tri-board meeting (completed)
- 3.4 Consider developing a budget document that meets Government Finance Officer Association (GFOA) criteria
- Miscellaneous Additional Topics
 - 4.1 Leave capital planning under Finance Committee for the short term; consider moving to TA or Finance Director
 - 4.2 Consider separating Assistant Town Administrator (ATA) and Human Resources (HR) into two separate positions (completed)
 - 4.3 Adopt policy clarifying the ability of individual committee members make requests of Town staff

QUESTIONS ABOUT THE SELECT BOARD AS CEO AND THE TOWN MANAGER AS CFO HAVE BEEN RAISED. ACCORDING TO TOWN COUNSEL:

When a statute refers to “chief administrative officer” or “chief executive officer”, when used in the context of the “operation of municipal government”, those terms include the mayor in a city and the Board of Selectmen in a town “unless some other local office is designated to be the Chief Accounting Officer of the Chief Executive Officer under the provisions of a local charter.” Here, the Special Act serves as a local charter. Lacking any provision in a charter or special act stating otherwise, the Board of Selectmen are the chief executive officers of the Town.

Whether the Town Manager is the Chief Financial Officer is a function of a local charter or special act. Most authorize the Town Manager to appoint the CFO or Finance Director or expect the Town Manager to perform the functions of a CFO, meaning this person is ultimately responsible for budgets and capital outlay recommendations and making sure, once those recommendations are approved by the legislative body, carrying them out.

Most Town Manager charters or special acts establish the Town Manager as the head of all administrative departments, with the exception of schools, and are responsible for appointing the heads of the various departments who actually perform the day to day operations of their departments but report to and are responsible to the Town Manager.

FISCAL IMPACT: A Town Manager does not necessarily cost more than a Town Administrator for salary and benefits, but it could. There will be and have been legal expenses associated with drafting and submitting the Act to the State. In addition, if we recruit a Town Manager, there will incur additional costs.

CHANGES TO EXISTING BYLAWS: Specific changes to existing bylaws were not provided by the petitioner. In general, Town Code Chapter 60 (Town Manager Act) and Chapter 58 (Board of Selectmen) will be replaced in their entirety by the Act in appendix XX. Chapter 43 (Personnel) will be amended at a future town meeting if the Act passes at the state level.

NEW BYLAWS: Specific Town code being inserted into existing Town code were not provided by the petitioner. In general, the Act in appendix XX is the new code replacing Chapter 60 and Chapter 58. Chapter 43 will be amended at a future town meeting if the Act passes at the state level.

The Board of Selectmen recommends approval. (5-0-0)

ARGUMENTS IN FAVOR: Wayland's government is now analogous to a \$90 million diversified company in a highly regulated and public service environment requiring a stronger centralized management structure.

Over the decades there have been changes in the complexity of municipal government with increased regulations, financial requirements, and public scrutiny. Previous Town Administrators have reported that their position has all the responsibility, but not the necessary accountability for many departments. Therefore, Wayland has a reputation for being difficult to manage, which translates into difficulty hiring people into management positions.

Collins reported that the Town Administrator has 20 direct reports and some department heads are appointed by boards and managed by both boards and the Town Administrator. More than 40 boards and committees source ideas and projects and set priorities for staff. There is little coordination of functions, efforts, or priorities among boards and committees. Town efforts are fragmented rather than organized to work towards a common goal.

This act allows groupings of departments to cut down on the number of direct reports. Under our current structure, there is no flexibility to group departments similar to virtually all of our peer communities.

Based on the Finance Committee's current and former peer community list, Collins looked at statutory management structures and found that Wayland had the weakest structure. This act strengthens Wayland's management structure.

The Act maintains the Select Board as an elected board with the Town Manager reporting to the Select Board/CEO. Procedural questions such as "who do I call to fix something?" or "what if I have an IT issue?" will not be answered in Town Code, but instead through policy.

It is expected that redundant work will be reduced and that project outcomes will improve.

There are no changes proposed to staff positions or union structure, but the Act allows for flexibility in organization. There are no changes proposed to the volunteer structure.

There are no changes to Chapter 19 regarding the role and appointment of the Finance Committee.

ARGUMENTS OPPOSED:

Collins suggested the Town make a systematic review of the overall organizational structure. There are limited organizational structure recommendations being made regarding Boards and Committees.

This version of the Article misses a great opportunity to affect changes to the budgeting process including establishing a more detailed capital planning process.

Some residents are concerned that the Town does not know if the article will cost money. The Act does not present a tangible cost savings.

This Act could affect the hiring practices of various Town commissions and boards because the Town Manager has authority over all hiring.

It appears that the Town Manager would have even more direct reports than the Town Administrator, making it necessary to hire an additional layer of management. It is not clear what the number of direct reports will be in the future. There could be additional costs for the Town Manager and or additional management.

Some people say that this Act vests too much power in the Town Manager because it is not clear how checks and balances will work where the Town Manager is the CFO, COO, CPO and CAO. (The only new designation is CFO.)

Collins suggested additional steps be taken upon acceptance of the TA Act steps have not been fleshed out. It is not clear what the planned steps are once the Act is approved.

Some may say that a written employment contract with the Town Manager is not an option.

It is not possible to thoroughly assess this proposal without knowing what bylaws will change. A careful review and comparison with current Town code is required. Town Counsel made a comprehensive review of any impact the Special Act would have on the Town Code. (See Appendix XX)

Some committee members may feel that they are losing power or control over their departments or areas of interest; some residents trust volunteers more than employees; and feel that one person cannot do all that is expected of a Town Manager.

RECOMMENDATION: The Finance Committee recommends (insert vote).

QUANTUM OF VOTE: Majority.

For more information about this article, contact Selectman Lea Anderson at email landerson@wayland.ma.us.

Appendix

SECTION BY SECTION ANALYSIS

The Special Act comprises eight sections as outlined below. The areas of the act are summarized, and the scope of change is identified as New, Modified or Existing, meaning it is new to the Town, it modifies existing bylaws, or it is in the existing bylaws.

Section	Description	Analysis Detail	Scope
1	Renaming of Select Board	The name Board of Selectmen is changed to Select Board	New
		The Select Board is the Chief executive officer and chief policy makers	New to Town Code; in state law
		The Select Board consists of five residents elected by ballot	New
		Responsible for policies to make town agencies work together in a consistent fashion; not involved in day to day administration; not involved in other boards' policy and regulatory directives	New
		Enforce bylaws, rules and regulations	New to Town

			Code; in state law
		Appoint Town Manager, Town Counsel, Auditor	New
		Authority to employ counsel for all legal issues in the name of the Town; do not employ counsel for School	Existing
		Adequate supply of Town Report; Town Meeting Warrant served	Existing
		Authority to declare state of emergency	Existing
		Establish rules for the use of Town-owned vehicles	Modified
2	Appointment and qualifications of Town Manager	Four members of the Select Board may appoint the nonunion Town Manager and determine compensation; they may, but are not required to establish a written contract	Modified
		Town Manager appointed on the basis of educational, management, and administrative qualifications and experience; needs a 4-year degree and considerable experience	Modified
		The Town Manager is a full-time position and cannot hold an elective office	Existing
3	Authority and responsibilities of Town Manager		
	Administrative Authority and Responsibilities	The Town Manager is the chief administrative and operating officer	New to Town Code Existing in TA job description
		The Town Manager's responsibilities are noted in this Act, the job description, and assigned duties	Existing
		Town Manager does not set Town policy, but coordinates implementation	Existing
		Town Manager shall ensure compliance with financial, personnel, and legal policies, regulations et.al.	Modified
		Town Manager is responsible for management of all financial, administrative, and operational affairs of the Town, except the schools and library	Modified
		Town Manager is responsible for making recommendations impacting multiple boards regarding Town financial, personnel, and legal activities	Existing
		Town Manager shall be knowledgeable about statutes and regulations so s/he can support Town officers in the execution of their duties; nothing reassigns policy or permit granting statutory authority	Modified
		Town Manager will work with all boards and staff, be responsible for development and	Modified

		implementation of Town policies and programs	
		Town Manager will coordinate the setting of priorities, communicate initiatives and coordinate cross-functional services	Existing
		With the exception of the School Department and Library, and except as otherwise provided in the Town Code or Chapter 347 of the Acts of 2008, to streamline services, the Town Manager may create a new department, may reorganize, eliminate or consolidate Town departments or functions, in whole or in part, and may assign functions of one department to another department, subject to the approval of the Select Board.	New
		The Town Manager is designated as the Town's Records Access Officer	Modified
		The Town Manager oversees crisis intervention in emergency situations working with key department heads	Existing
	Financial Authority and Responsibilities	Town Manager shall be the Chief Financial Officer	New
		Town Manager shall initiate, draft, and have general oversight of the process of preparing the Town's annual operating and capital budgets for submission to the Finance Committee; all areas including the School Department shall furnish information to the Town Manager	New
		The Town Manager shall draft and update a five-year capital budget for submission to the Finance Committee	New
		The Town Manager, Finance Director, and FinCom will develop long-term financial strategies; establish budgetary guidelines; review all operating and capital budgets; and evaluate actual expenditures and receipts against budgets	Existing
		The Town Manager shall serve as the Town's Chief Procurement Officer	Modified
		Town Manager is authorized to execute all grant applications and award and execute contracts within a policy set by the Select Board	New
	Personnel Authority and Responsibilities	Town Manager shall appoint all department heads in consultation with respective boards, elected or appointed, except for the schools and library	Modified
		Town Manager shall ultimately be responsible for appointing all subordinate employees; Dept. head may appoint if not otherwise provided in the terms of the collective bargaining agreement	Modified
		Town Manager shall be responsible for appointing all other appointed officers or employees for whom no other method is provided by Town Code or other act	New
		The Town Manager may remove or discipline any	New

		department head for cause with exception of School and Library; shall, in consultation with department head discipline or remove subordinate employees with exception of School Dept.	
		The Town Manager shall appoint with the ratification of at least three Select Board members, the Police Chief, Fire Chief, Finance Director, and Town Clerk.	New/ Modified
		Town Manager can fill personnel vacancies when they are absent for 30 days.	New
		Town Manager working with HR Department shall be responsible for the daily administration of the Town-wide personnel system	Existing
		The Town Manager may develop a performance evaluation process and establish performance standards; evaluations of department heads incorporate input from boards	Modified
		The Town Manager shall serve as the agent of the Select Board and negotiate collective bargaining agreements on behalf of the Select Board; subject to funding by Town Meeting	New
	Facilities/Property Authority and Responsibilities	Town Manager shall be responsible for the construction, reconstruction, restoration, rehabilitation, repair and maintenance of all Town buildings and all Town real and personal property, and information technology and infrastructure	New to Town Code Modified from TA job description
		The Town Manager shall maintain an inventory of all Town-owned real and personal property	Existing
		Position of Town Administrator in the Town of Wayland, shall be repealed	New
	Transitional Authority and Responsibilities	Select Board shall appoint a Town Manager; the incumbent Town Administrator may be appointed Town Manager	New
		References to Town Administrator will now refer to Town Manager in Town Code	New
		Sections 58 (Selectmen) and 60 (TA Act) shall be repealed	New
		All Town officers, boards, commissions, and employees shall continue to perform their duties in the same manner and to the same extent	New
4	Removal of the Town Manager	It takes four members of the Select Board to remove the Town Manager	Modified
5	Acting Town Manager	If the Town Manager is absent for more than 14 days, the Select Board may appoint an Acting Town Manager for up to six months	Modified
6	Town Clerk to Become Appointed Position	The Town Clerk would no longer be an elected position and instead appointed by the Town Manager	New
		The incumbent Town Clerk shall serve until the	New

		expiration of his/her term	
7	Conflict with Other Acts or Town Code	If the Act conflicts with Town Code, regulations, etc. the Act shall prevail; all other provisions of Town Code, regulations, etc. not inconsistent with or superseded by the Act shall continue in full force	New
8	Time for Taking Effect	This Act shall take effect upon its passage by the Massachusetts General Court	New

DRAFT

REPORT OF THE FINANCE COMMITTEE

Introduction

Per Town Code Chapter 19, Section 2: Town Finances, the Finance Committee presents its Report to the 2020 Annual Town Meeting. This Report includes the FinCom's recommended FY21 Omnibus Budget, capital plan recommendations as well as general financial information, concerns and outlook.

To fulfill its responsibility, the Finance Committee strives to balance the goals, desires and limitations of a broad spectrum of residents in Wayland. Some residents struggle with property tax obligations and other fees the Town imposes while others demand more and better services from town government. The Town and its various committees are urged to balance the demand for services against the cost of delivering those services and to seek to efficiencies, cost savings and benefit from innovations in town operations, budgeting and finances.

Budget Process

At the Financial Summit in September, the Town and School Department presented their FY21 committed costs and budget drivers. After the Summit, the Town Administrator, Finance Director and Finance Committee issued the FY21 Budget Guideline memo to department heads and staff requesting budget submissions contain committed costs and to identify staff additions and new initiatives separately. In addition, the Finance Committee issued a separate guideline memo to the Town Administrator and Superintendent of Schools and their respective boards stating to avoid eroding the Town's unused levy capacity, the Town should continue its efforts to maintain year over year budget increases closer to those allowed under Prop. 2 ½ and recommended a 3.1% guideline, a year-over-year operating budget increase of \$2.7 million.

The FY21 draft operating budgets submitted in December reflected a \$5.2 million year over increase or **5.69%**. In January, after conducting its initial review and identifying adjustments in debt service and health insurance, the Committee requested the Town Administrator and Superintendent of Schools to develop a list of \$750K in additional adjustments. These adjustments were discussed and in February, the Finance Committee voted (4-3-0) to recommend an operating budget of \$86.3 million at a \$3.7 million year over increase was a \$1 million over guideline. Additional refinements to debt service and estimated health insurance costs resulted in an operating budget of \$86.2 million, a \$3.5 million or 4.25% year over year increase and \$700K greater than guideline.

As shown in Table 1, the estimated funding to support the \$86.1 million Operating Budget replies primarily on property taxes which in FY21 will increase by \$3.2 million to \$74.1 million. The other major sources of revenue are state aid (\$6.5 million) and local receipts (\$5.1 million) which have not significantly increased since last year.

Table 1						
		FY 19	FY20	FY21		FY 20 vs 21
		Actual	Budget	Proposed	\$ Difference	% Change
Operating Budget		\$ 78,729	\$ 82,652	\$ 86,161	\$ 3,509	4.25%
Total Requirements		80,952	84,227	87,652	3,425	4.07%
Taxation		68,278	70,950	74,147	3,197	4.51%
State Aid		5,676	6,408	6,515	107	1.66%
Local Receipts		5,059	5,000	5,100	100	2.00%
Estimated Tax Rate		\$ 18.28	\$ 17.76	\$ 18.11	\$ 0.35	1.96%

Table 1 further shows for FY21, the tax rate is estimated to increase \$0.35 from \$17.76 to \$18.11 per \$1000 of valuation. This estimated tax rate is based on the assumptions that the Town's assessed property valuation increases by 2.5% (FY21 - \$4.1 billion vs. FY20 - \$3.9 billion) and has limited new growth. A home currently assessed at \$800,100 in FY20 will have an estimated assessed value of \$820,100 in FY21. The average residential real estate tax bill will increase by approximately \$650 from the current \$14,200 to \$14,850 in FY21. This estimate is only for the Operating Budget. Any articles approved at the Annual Town Meeting and/or any Fall Special Town Meeting that are funded by FY21 taxation will increase tax rate and tax bills.

FY21 Recommended Operating Budget

Table 2 presents the proposed budgets for Town departments, the Schools and Unclassified totaling \$86.2 million with Town and School budgets broken out by Payroll and Expense.

Table 2							
		FY 19	FY 20	FY 21	FY20 vs 21		
Expense trends		Actual	Approved	Proposed	\$	%	
(\$ in 000's)							
Town:							
	Payroll	\$ 12,437	\$ 13,413	\$ 13,955	\$ 541	4.04%	
	Spending	4,777	4,941	5,499	558	11.29%	
		17,214	18,355	19,454	1,099	5.99%	
School:							
	Payroll	33,263	34,838	35,602	764	2.19%	
	Spending	7,241	7,082	7,189	107	1.51%	
		40,505	41,920	42,791	871	2.08%	
Unclassified:							
	Debt Service	7,219	6,815	6,875	60	0.88%	
	Retirement	4,649	4,863	5,182	319	6.57%	
	Health Insurance	7,953	8,636	9,212	576	6.67%	
	General Insurance	719	686	701	15	2.19%	
	Reserve for Salary Adjustment		25	1,000	975	N/M	
	Reserve Fund		250	250	-	0.00%	
	Stormwater		210	200	(10)	-4.76%	
	Employee Mitigation		340		(340)	N/M	
	Other	470	553	496	(57)	-10.31%	
		21,010	22,378	23,916	1,538	6.87%	
Total		\$ 78,729	\$ 82,652	\$ 86,161	\$ 3,509	4.25%	
The following reclasses have been reflected in the FY21 budget:							
	IT cost have been moved from the Schools to the Town budget			\$ 143			
	Misc. Committees (Other) was transferred to an article			51			
	Street Lights (Other) has been moved to the Town Budget			95			
	Town Meeting (Other) has ben moved to the Town budget			155			

The increase in the Town Budget would be \$706,000 or 3.85% and the School budget increase would be \$1,014,000 or 2.42% if these reclasses had not been made. The reclasses were made to better align the cost with the department managing those cost. These Town and School budget increases do not reflect potential impact of contract negotiations which were ongoing at the time the warrant went to press.

Budget Drivers

The largest annual budget driver is Personnel cost that represent close to 75% of the FY21 operating budget and is forecast to increase 5.4%. Personnel cost include payroll and fringe benefits. Payroll cost increases in Table 2 above reflect only steps, lane changes and new staff. The Town is forecasted to add 3 new headcounts while the Schools are forecasted to add 5 new headcounts. Additional FY21 budget drivers include School Transportation and Utilities (\$281,000) and Vocational Education (\$103,000) as are Water Charges (\$50,000) and **\$xxx to continue Wayland Cares due to conclusion of grant.**

By function, the FY21 operating budget breakdown appears in Table 3. The flat debt service reflects the benefit from refinancing debt in February, 2020. Higher retirement and healthcare cost represent 28% of the budget increase.

Table 3					
Expense Summary of General Fund by Function (000's)					
	FY 19	FY 20	FY 21	FY 20 vs FY 21	
Thousands of Dollars	Actual	Approved	Proposed	\$	%
General Government	\$ 3,955	\$ 4,370	\$ 5,097	\$ 727	16.64%
Public Safety	6,409	6,900	7,014	114	1.66%
Land and Planning Use	631	705	727	22	3.15%
Schools	40,505	41,920	42,791	871	2.08%
Regional Vocational Schools	182	230	333	103	44.78%
Public Works	2,999	3,060	3,081	21	0.69%
Snow Removal	559	500	500	-	0.00%
Human Services	2,661	2,820	3,034	214	7.60%
Debt and Interest	7,219	6,815	6,875	60	0.88%
Retirement	4,649	4,863	5,182	319	6.57%
Health Insurance	7,953	8,636	9,357	721	8.35%
Unclassified	1,007	1,834	2,314	480	26.15%
TOTAL - GENERAL FUND	\$ 78,729	\$ 82,652	\$ 86,306	\$ 3,654	4.42%

Revenue Sources

The projected FY21 revenue forecast as outlined in Table 4 details the funding sources that support the budget. In Wayland, the primary revenue source is property tax which for FY21 is projected to be \$74.1 million, a 4.51% increase over FY20. Other sources of revenue are not projected to change significantly.

Table 4					
Summary of General Fund Revenues					
	FY 19	FY 20	FY 21	FY 20 vs FY 21	
	Actual	Approved	Proposed	\$	%
Thousands of Dollars					
Property Tax Revenue	\$ 68,278	\$ 70,950	\$ 74,147	\$ 3,197	4.51%
State Aid	5,676	6,408	6,515	107	1.66%
Local Receipts	5,059	5,000	5,100	100	2.00%
Transfers from Funds	1,225	1,164	1,193	29	2.53%
Ambulance Receipts	635	630	627	(3)	-0.48%
Free Cash	-	-	-	-	
Overlay Surplus	-	-	-	-	
Bond Premium	79	75	70	(5)	-6.49%
Total Revenue	\$ 80,952	\$ 84,227	\$ 87,652	\$ 3,425	4.07%

The total funding requirements of Wayland and related revenue sources are reflected in Table 5. The total spending includes the operating budget (\$86.1 million), the Water Enterprise budget (\$4.0 million), the Wastewater budget (\$ 0.8 million), cash capital (\$0.6 million) and \$0.5 million for Other Post-Employment Benefits. Total spending is \$92.4 million which is a 3.84% year over year increase.

Table 5						
Funding Requirements and Sources						
(Dollars in thousands)		FY 19	FY 20	FY 21	FY 20 vs FY 21	
		Actual	Approved	Proposed	\$	%
General Fund Budget		\$ 78,729	\$ 82,652	\$ 86,161	\$ 3,509	4.25%
Water Enterprise		3,619	3,997	3,983	(14)	-0.35%
Wastewater Enterprise		761	788	794	6	0.76%
Omnibus Budget		83,109	87,437	90,938	3,501	3.85%
Overlay		266	239	250	11	4.60%
State Assessment		235	122	122	0	0.26%
Cherry Sheet offset		18	18	19	1	4.48%
Cash Capital		600	695	600	(95)	-13.67%
OPEB		492	500	500	-	0.00%
Total Requirements		\$ 84,720	\$ 89,011	\$ 92,430	\$ 3,419	3.84%
Funding is as follows:						
Taxation		\$ 68,278	\$ 70,950	\$ 74,147	\$ 3,197	4.51%
State Aid		5,676	6,408	6,515	107	1.66%
Local Receipts		5,059	5,000	5,100	100	2.00%
Ambulance Fund		635	630	627	(3)	-0.41%
Water Enterprise Revenue		3,717	3,997	3,983	(14)	-0.35%
Wastewater revenue / R.E.		697	728	794	66	9.07%
Other		1,304	1,298	1,264	(34)	-2.63%
Total Revenue		\$ 85,366	\$ 89,011	\$ 92,430	\$ 3,419	3.84%

Note that the requirements for FY19 are the actual expenditures. Taxation is based on the budget for FY19. The major reason for the difference is that actual expenses came in less than budget.

Budget Pressures

In addition to wage and salary pressure and escalating healthcare and pension benefits costs which are annual budget drivers, the Finance Committee notes that budgets for FY22 and beyond also need to address:

- Complying with new Federal Storm water regulations
- Legal and regulatory compliance surrounding public documents
- Increasing cost to maintain the Town's infrastructure
- Implementing pay-as-you-go funding strategy for maintenance and recurring capital
- Increasing operating costs including debt service related to capital projects funded by debt exclusion
- Maintaining unrestricted Fund Balance and debt/debt service levels to maintain Moody's Aaa bond rating

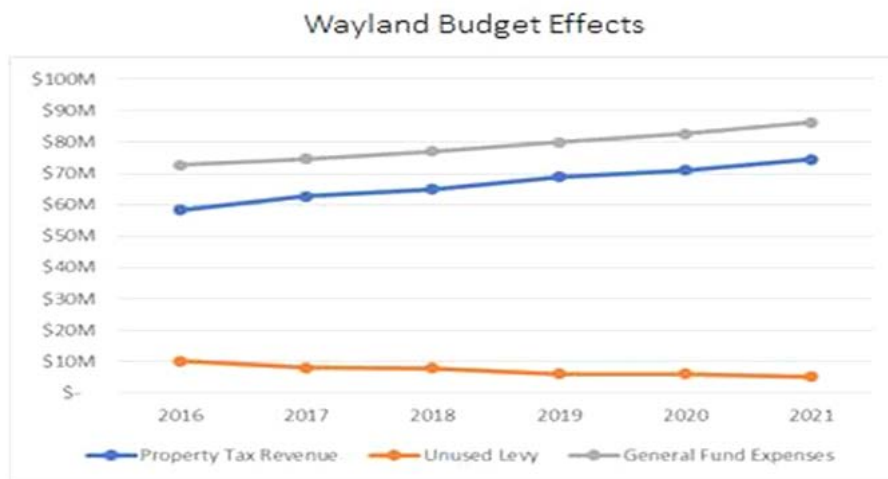
- Eroding Unused Levy Capacity

Levy Capacity:

During guideline discussions and in its budget memo, The Finance Committee continues to express concern that operating budgets in recent years have trended higher and efforts need to be made to develop budgets with year-over-year increases that are closer to 3.1%. The FY21 year-over-year increase in taxation of 4.5% is 1.4% points higher than the 3.1% target.

Proposition 2 ½ limits the amount of annual property tax increase in a given year unless there is an override vote. The maximum levy limit for FY21 is \$80 million compared to the Town's tax revenue of \$74 million, providing \$6 million of unused levy capacity. [\(The proposed FY21 budget is forecasted to erode unused levy capacity by \\$1 million.\)](#)

The following graph illustrates that when operating budgets increase, the amount of property taxes to support the budget also increases. At the same time, the graph shows that budgets that exceed Prop 2 1/2 limits erode unused levy capacity. Due to operating budgets that exceed the Prop 2 1/2 limits and increased borrowings for capital projects, the town's unused levy capacity has decreased from \$10 million in 2016 to \$6 million in 2020 and is estimated to drop to \$5 million in 2021. Unused levy capacity gives the Town budgeting flexibility. If the town were to exhaust its unused levy capacity, budget increases greater than allowed under prop 2/ 1/2 would require an operating override.



The average property tax increase over the last 5 years is 5% while the average expense increase has been 3.5%. Taxes increased at a higher rate than spending as other sources of revenue (state aid and local receipts) do not significantly increase year to year.

		Percentage	
<u>Fiscal</u>		<u>Property Tax</u>	<u>General Fund</u>
<u>Year</u>		<u>Revenue Chg.</u>	<u>Expense Chg.</u>
2017		7.5%	2.8%
2018		3.7%	3.3%
2019		5.8%	3.5%
2020		3.2%	3.5%
2021		4.5%	4.3%
Average		5.0%	3.5%

FY21 Capital Budget:

In developing capital budget recommendation, the Finance Committee begins with a review of prior year capital appropriations that have not been completed. As noted in Table 6, \$5.9 million of Town and School capital projects have been approved in prior years but not been completed. This compares with \$9.5 million that was reported as of January 2019. Major efforts have been undertaken this year to complete projects and reduce the backlog. It is anticipated the backlog will be eliminated within 18 months.

Table 6

Dollars in thousands

<u>Project</u>	<u>Capital</u>
TOWN CAPITAL	
FY 19 MUNIS REVENUE MODULE	\$ 58
DAM REPAIRS	82
FY 19 SNAKE RIVER DAM	90
FY 18 TOWN BUILDING MECH / ELECT	75
FY 19 WINDOW AND DOOR DESG TB	65
FY 19 TB INTERIOR RENOVATIONS	375
FY 17 OLD DPW DEMO	187
FY 19 ROAD CONSTRUCTION	279
FY 19 RT 20 SOUTH LAYDOWN	142
FY 20 ROAD CONSTRUCTION	500
FY 20 STONEBRIDGE ROAD DESIGN	100
FY 20 STORMWATER	250
FY 20 COMPACTOR	55
FY 20 BACKHOE P 55	125
FY 19 CONCORD RD CULVERT	150
FY 18 TRANSFER ST ACCESS ROAD	184
FY 16 COA FEASIBILITY STUDY	76
FY 19 COA STUDY	470
Other	103
Subtotal	3,366
SCHOOL CAPITAL	
FY 17 FOOD SERVICE EQUIPMENT	54
FY 18 HAPPY HOLLOW FS EQUIP	60
FY 19 MIDDLE SCH PHONE	60
FY 19 HIGH SCH WASTEWATER PLANT	285
FY 19 HIGH SCHOOL FIELD	1,178
FY 20 COMM CONTROLS / INTER SYST	176
FY 20 LOKER ROOF AND INSULATION	313
FY 20 DW CORE NETWORK	215
FY 20 CH FOOD SERV REFRIGERATOR	76
Other	145
Subtotal	2,561
Total	\$ 5,927
WATER CAPITAL	
PEMBERTON RD UPGRADE	60
FY 16 WATER METER REPLACEMENT	200
FY 17 WATER METERS	200
FY 17 WATER TANK CLEANING	82
FY 17 PUMP STATION UPGRADE	219
FY 17 STONEBRIDGE RD WATER MAIN	77
FY 17 WATER MAIN REPLACEMENT	247
FY 18 WATER MAIN	244
FY 18 PILOT STUDY	89
FY 19 PLC UPGRADES	65
FY 20 AUTOMATED WATER METERS	1,300
FY 20 MWRA CONNECTION STUDY	50
FY 19 WATER MAINS- CLEAN WATER T	561
Other	45
Subtotal	3,439

Part of the \$5.9 million of outstanding capital appropriations includes projects that have been completed but not closed out. Closed out funds are returned to the General Fund and/or deemed as surplus bonds that can be used to fund future projects. The Committee recommends developing a procedure to ensure timely turn backs of capital projects. In addition to the \$5.9 million of Town and School projects, there are \$3.4 million of Water enterprise projects previously approved but not completed as of February 2020.

Each capital improvement project request is evaluated to ascertain if both financial resources and staff availability will allow project to be completed in a timely manner. In addition, the projects are ranked as Maintenance of Assets, Legal Requirement, Public Safety and New Initiative. For FY21, the Finance Committee recommends a \$4.2 million capital budget that supports 25 projects, the bulk of which focus on maintenance of assets.

Table 7 presents a recap of the FY21 capital budget and associated funding sources.

Table 7			
CAPITAL BUDGET - FISCAL 2021			
(in Thousands)			
DPW		\$	2,052
Fire			795
School			430
JCC Departments			427
Information Technology			228
Facilities			177
DPW Water Enterprise Fund			75
TOTAL		\$	4,184
Funding Source			
Borrowing Exempt		\$	1,863
Free Cash			1,551
Cash Capital			600
Amblance Fund			95
Water Capital			75
TOTAL		\$	4,184

In addition to the Capital budget, the Town will be asked to approve articles for the Loker School roof (\$4.3 million) and Loker Turf field (\$3.4 million) which, if passed, would result in a capital spend of almost \$12 million. [This compares to forecasted principal payments of \\$6.1 million for FY21.](#)

Debt Metrics

To help maintain the Town's current Moody's Aaa bond rating, the Finance Committee uses debt service and total debt to benchmark debt levels. In particular:

1. Debt service as a percentage of general fund expenditures should generally be less than 10%.

2. Total debt (all instruments that have a direct recourse to the General Fund) should generally be less than 100% of annual general fund revenue.

While the Finance Committee recommends that 10% of general fund expenditures as the cap for debt service expense, exceptions can be made for one-time large expenditures. The Town can decide to exceed either of these benchmarks, but should understand the potential financial impact of exceeding these benchmarks. For example, the higher the debt service in each year, the higher the tax rate to fund that debt service. A downgrade in the Moody's rating would result in higher debt service costs going forward.

Table 8 shows the debt service against "Benchmark #1" as of and for the years ending June 30, 2019, 2020 and 2021. The improving % in "Benchmark 1" reflects lower debt service as debt is being repaid at higher interest rates than the rate on new debt, the benefit of debt refinancing and the increasing rate of general fund expenditures other than debt service. "Benchmark 2" reflects the proposed debt level if the articles proposed are approved and the impact of previously approved projects for which the funds have not been borrowed yet.

Table 8				
(Dollars in thousands)				
Benchmark 1 - Debt service as a percent of general fund expenditures should generally be less than 10%:				
	Actual	Projected		
	FY19	FY20	FY21	
Debt service	\$ 7,219	\$ 6,815	\$ 6,875	
General fund expenditures	\$ 78,729	\$ 82,652	\$ 86,161	
Debt service as a % of general fund expenditures	9.17%	8.25%	7.98%	
Benchmark 2- Total Debt should generally be less than 100% of annual general fund revenue				
FY 21 general fund revenue			\$ 87,652	
	Debt Level		% of General Fund Revenue	
Forecasted debt level of existing debt as of 6/30/2021	\$ 58,030		66.2%	
Previously authorized but unissued debt as of 6/30/21	5,927		6.8%	
Additional debt to be issued if 2020 ATM articles approved	9,763		11.1%	
Debt level as a % of annual general fund revenue	\$ 73,720		84.1%	
Note; Principal payments scheduled for FY21 are \$6.1 million.				

The Town's bond rating was re-affirmed in February 2020 as Aaa with a stable outlook. Maintaining that rating continues to be of concern as Moody's has indicated the Town's indebtedness, Fund Balance, capability to fund future requirements and limited new growth are not in line with other Aaa rated communities. The Finance Committee continues to recommend Town Management implement a mechanism to ensure a minimum 20% fund balance is maintained.

The Capital required and related debt service in FY22 and FY23 for the proposed FY21 projects are shown in Table 9. Borrowings for these and future capital projects will significantly increase taxes unless projects are undertaken in a controlled basis.

Table 9						
Future Debt Service of Proposed Borrowings						
Dollars in Thousand except tax rate						
(Interest Rate assumption - 3.5%)						
					Est. Tax Rate Impact	
					Per \$1K of Assessed Value	
Project	Borrowing	Term	Debt Service		FY22	FY23
			FY22	FY23	FY22	FY23
Borrowing under Capital Plan:						
DPW Heavy Equipment	\$ 250	7	\$ 49	\$ 42	\$ 0.01	\$ 0.01
Stonebridge Road Design Project	450	5	106	103	0.03	0.03
High School Wastewater Plant Imp.	140	20	15	15	0.00	0.00
Fire Pumper	700	10	95	92	0.02	0.02
Old Sudbury Road Construction (RT 27)	323	10	44	43	0.01	0.01
Subtotal	1,863	52	309	295	0.07	0.07
Articles:						
Loker School Roof	4,300	20	366	358	0.09	0.09
Loker RecreationTurf Field	3,400	15	349	341	0.09	0.09
High School Athletic Complex Phase 3	200	5	47	46	0.01	0.01
Subtotal	7,900	40	762	745	0.19	0.19
Total	\$ 9,763		\$ 1,071	\$ 1,040	\$ 0.26	\$ 0.26

\$3.8 million of the Loker School Roof project and the Loker Field borrowing levels used in Table 9 are proposed to be excluded debt. That is, a surcharge added to tax bills beginning in FY22 for the life of the project. The Finance Committee is concerned the amount of debt, debt service and tax impact these projects and similar projects will have on future budgets. [The FY22 impact on an \\$840,600 home \(assuming a 2.5% valuation increase FY21 to 22\) would be \\$59 for the Capital Plan items and \\$160 for the Article borrowings for a total of \\$219. \(needs review\)](#)

Summary of the 5 Year Capital Improvement Program (CIP)

The Finance Committee is charged with preparing and presenting to Annual Town Meeting a five-year capital improvement program for the Town, which includes the construction and reconstruction of capital assets (such as municipal buildings, recreational facilities, roads and transfer station) and acquisition of land, equipment and vehicles and other personal property. The Finance Committee is also instructed to make recommendations to the appropriate authorities proposing such improvements. FY21 Capital plan recommendation supports 25 projects totaling \$4.1 million. Capital Project for years 2-5 of the plan, that is FY22 - FY25 can be found at [\(link\)](#).

Resource Based Plan: The Finance Committee endorsed the adoption of a Resource Based Capital plan in its 2019 report to Annual Town Meeting. In October, the Town Administrator and Finance Director presented a draft 5-year Resource Based capital plan to the Finance Committee. A Resource Based plan evaluates every Capital Improvement Project (CIP) in terms of funds and manpower available to begin the project within the fiscal year of appropriation. An annual capital spend plan was established as follows:

Cash Capital	\$600-800K
Free Cash	\$1.5-\$2.0 million
Levy Borrowing	\$3 million

Ambulance Receipts	\$200K
CPA	\$0-500K
Other	\$200K
Water Revenue	\$0-200K
Water Borrowing	\$0-\$300K
Wastewater Revenue	\$0-200K
Wastewater Borrowing	\$0-200K

Key points in a Resource Based plan include approving capital projects when financially feasible to ensure timely completion. Funding projects when financial feasible will help maintain the town's capital project backlog at a reasonable level. Construction projects follow a study, design, build, operate and maintain schedule.

FY21 marks a transition year. It is first year of the Town's Resource Based Capital Plan and the Committee recognizes it may take a couple years to transition from its current submission based capital plan to a resource based one. Going forward, the Finance Team will annually present a draft 5 year plan to the Finance Committee for its review. In addition, the Committee further recommends developing a list of potentially large capital projects that are on the 10-15 year horizon. Successful implementation will level out annual capital expense provided capital funding requests are not submitted/approved other than at Annual Town Meeting.

While significant progress was made for FY21, The Finance Committee has committed to seek recommendations from Finance Team regarding years 2 -5 of the 5 year capital plan at the conclusion of Annual Town Meeting and anticipates presenting that recommendation at ATM 2021.

Current capital plan includes \$ 43.5 million of projects for Town and School and an additional \$10.8 million of projects for the Water department over the next five years as noted in Table 10. While the town will likely choose not to do all these projects in the time forecasted, it is important to understand the nature and size of potential capital projects and the impact these projects can have on the Town's tax rate and Moody's bond rating.

Debt Exclusion: This year as well as in 2019 and 2018, residents are being asked to consider funding capital projects with debt exclusion. Recognizing that debt exclusion is a surcharge, the Committee feels debt exclusion should only be used fund large/new construction projects. To this end, the debt exemption threshold has been recommended to be increased to \$2.5 million.

Grants: The Committee wishes to acknowledge the efforts made by the Town in procuring a number of grants including \$102,000 for Fire Safety Equipment, xxxxxxxxxxxxxx

Summary

In Summary, to maintain services and strong financial health, the Town needs to:

- Manage Omnibus Budget decisions strategically
- Maintain Moody's Aaa rating
- Prioritize and schedule capital expenditures recognizing the impact on the taxpayer
- Manage staffing increases
- Seek out opportunities for raising revenue other than taxation
- Establish mechanism to maintain adequate Fund Balance
- Develop procedure to close out capital projects in a timely manner

The Finance Committee extends thanks and appreciation to the Town's employees, municipal and school department heads, and the various committees for their support during this year's budget preparation. Finally, we thank interested residents who provided timely advice and comments on how to make the budget and our budget processes better.

Respectfully submitted,

WAYLAND FINANCE COMMITTEE

Carol Martin (Chair)

Steve Correia (Vice-Chair)

Adam Gutbezahl

Kelly Lappin

Pamela Roman

Dave Watkins George

Uveges

		FY21	Updated	Pin/ Com												
Department	Projected Description / Acquisition	Jan 2 Vote	Feb 10 vote	Funding	CC	FC	LEVY DEBT	AMB	WR	WC	WD	Totals		CPA	TOTALS	
DPW	Town Wide Road Reconstruction	600,000	600,000	CC	600,000							600,000			600,000	
DPW	Heavy Equipment Replacement-P-59 Tractor	95,000	95,000	FC		95,000						95,000			95,000	
DPW	Heavy Equipment Replacement- H15	250,000	250,000	B			250,000					250,000			250,000	
DPW	Light Trucks-P50 Pickup	65,000	65,000	FC		65,000						65,000			65,000	
DPW	Light Trucks-E2 SUV	44,000	44,000	FC		44,000						44,000			44,000	
DPW	Potter / Stonebridge Road Bridge Design / Const	450,000	450,000	B			450,000					450,000			450,000	
DPW	Stormwater Management	150,000	150,000	FC		150,000						150,000			150,000	
DPW	Old Sudbury Road Design		225,000	FC/B		225,000						225,000				
JCC Dept.	Public Safety Radio Replacement	247,000	247,000	FC		247,000						247,000			247,000	
JCC Dept.	Improvement to Reeves Hill Site (fiber & equip)	45,000	45,000	FC		45,000						45,000			45,000	
Engineering	High School Wastwater Plant	140,000	140,000	B			140,000					140,000			140,000	
Facilities	Library ADA Improvements	110,000	110,000	CPA										110,000	0	
Facilities	Library Lower Level Rehab	27,500	0	FC											0	
Facilities	Public Safety Building Exterior Painting/Sealing	135,000	0	FC											0	
Public Safety	Public Safety Software	0	135,000	FC		135,000						135,000			135,000	
Facilities	Vehicles - Motor Pool	37,000	37,000	FC		37,000						37,000			37,000	
IT Dept.	Permitting Software	70,000	70,000	FC		70,000						70,000			70,000	
IT Dept.	Network and Wireless Replacement TH & PS	126,000	126,000	FC		126,000						126,000			126,000	
IT Dept.	Library Phones	32,000	32,000	FC		32,000						32,000			32,000	
Fire	Fire Vehicle (car 2)	65,000	65,000	AMB				65,000				65,000			65,000	
Fire	Ambulance Power load system	30,000	30,000	AMB				30,000				30,000			30,000	
Fire	Fire Vehicle - Pumper	700,000	700,000	B			700,000					700,000			700,000	
Recreation	Playground Maintenance - ADA	417,000	417,000	CPA										417,000	0	
Claypit	CH Replacement of Roof over Module Classroom Units and Gym	21,250		FC											0	
Claypit	Claypit Hill Replacement of Make up Air Handling Unit	76,250	90,000	FC		90,000						90,000			90,000	
Claypit	CH Replacement of Backpack/Coat Rack System	62,100		FC											0	
Claypit	CH Replacement of Fire Alarm Control Panel/Smoke Detection	5,700		FC											0	
Happy Hollow	HH Replacement of Roof Over Module Classroom Units	10,750		FC											0	
Happy Hollow	HH Replacement of Backpack/Coat Rack System	45,000		FC											0	
High School	High School Replacement of cooling unit and replacement of	70,000	70,000	FC		70,000						70,000				
High School	High School Sound System	40,000	40,000	FC		40,000						40,000				
High School	High School Voice Lift System	30,000	30,000	FC		30,000						30,000				
Loker	LO Replacement of Roof and Addition of Insulation -MSBA	1,500,000	3,800,000	B								0			0	
Loker	LO Replacement of Backpack/Coat Rack System	45,000		FC											0	
Loker	LO Replacement of Driveway, Parking Front and Back, Sidewalks, Lighting	18,000		FC											0	
Middle School	WMS Replacement of Rooftop Air Handling Units and Exhaust Fans, Tempered Air System	125,000		B											0	
Middle School	WMS Replacement of Fire Alarm Control Panel/Smoke Detection	12,300		FC											0	
	Modular Classrooms	100,000		FC											0	
	WHS High School Athletic Preferred Improvement Plan - Reposition and improvements to North Fields														0	
High School	WHS High School Athletic Preferred Improvement Plan - Reposition and improvements to North Fields		200,000												0	
CPH / Feasability	Loker/Claypit Hill / Feasability Instructional Spaces		200,000	FC		200,000						200,000				
Loker School	Loker Roof Handler Design		500,000													
Loker Field	Loker Field		3,400,000												0	
		5,996,850	8,463,000		600,000	1,701,000	1,540,000	95,000	0	0	0	3,936,000		527,000	3,371,000	
Department	Projected Description / Acquisition	FY21 Request														
Water Fund	Gate Valve Exercising Trailer	75,000	75,000	WR					75,000			75,000			150,000	
		75,000	75,000		0	0	0	0	75,000	0	0	75,000			150,000	
		6,071,850.00	8,538,000.00		600,000.00	1,701,000.00	1,540,000.00	95,000.00	75,000.00	-	-	4,011,000.00			3,521,000.00	

Cash Capital 600,000.00
 Free Cash 1,701,000.00
 Levy Debt 1,540,000.00
 Ambulance 95,000.00
 Water Revenue 75,000.00

4,011,000.00



TOWN OF WAYLAND

REQUEST FOR TRANSFER FROM THE RESERVE FUND

To the Finance Committee of the Town of Wayland, request is hereby made for the following transfer from the Reserve Fund in accordance with Ch. 40, Sec. 6 of the Massachusetts General Laws:

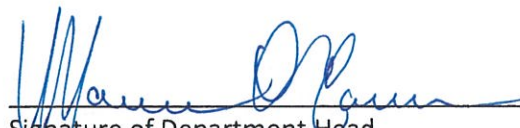
1. Amount requested: \$ 45,000
2. Department name: Treasury Office
3. To be transferred to MUNIS account: 10145002-52100
4. Present balance in the appropriation: \$ 0
5. The amount requested will be used for (give specific purpose):
Contractual Services - \$45,000

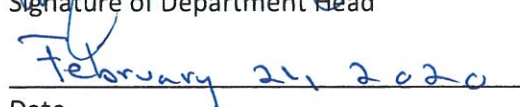
6. This expenditure is extraordinary and/or unforeseen for the following reasons:

The town hired a consultant to reconcile all Fiscal 2019 cash transactions in the Treasury Office. The project was completed in late September. The Fiscal 2020 Treasurer's Expense appropriations was used as the funding source. This expenditure resulted in insufficient funds to pay Fiscal 2020 liabilities.

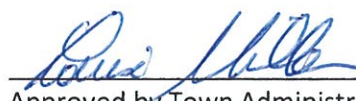
7. Is your next year's budget affected by this request? If yes, explain.

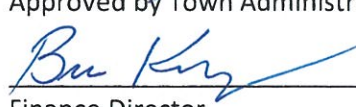
No next year's budget will not be affected by this.



Signature of Department Head


Date



Approved by Town Administrator


Finance Director

Approved by Finance Committee
Date of Meeting
Transfer voted in sum of \$

Chair, Finance Committee

Date

***Request should be made and transfers voted before any
expenditure is incurred in excess of the appropriation.***



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

BRIAN KEVENY
FINANCE DIRECTOR
TEL. (508) 358-3610
www.wayland.ma.us

To: Louise Miller, Town Administrator
From: Brian Keveny, Finance Director
Date: December 17, 2019
Subject: Budget Status Report FY 2020, 1st Quarter

Please find enclosed the budget status reports for the General Fund, Enterprise Funds, and Revolving Funds as of September 30, 2019. The reports detail actual revenues and expenditures to budget as well as a year to year comparison to Fiscal 2019.

General Fund Expenditures:

Town Departments have expended \$16,324,179 compared to \$14,541,502 last fiscal year or 37% of budgeted expenses. All inter fund transfers that were voted at the Spring 2019 Town Meeting will be processed in May 2020.

School Department has expended \$6,330,915 compared to prior year \$6,009,490 or 15% of budgeted. Actual year to date expenses are also consistent with prior year spending.

General Fund Revenues:

The Town has collected approximately 23% of Property Tax, Local Receipts and State Aid budgeted revenue thru 3 months. The total dollar increase year to year is \$1,226,829. Actual Local Receipts are up \$11,748. Both Motor Vehicle Excise and Fees collection revenue have shown strong growth while License and Permit revenue is off \$96,475 compared to last year same period. The town estimated \$5,000,000 in Local Receipts on the FY 2020 Tax Recap. State Aid revenue is \$1,617,573 compared to \$1,421,508 last fiscal year.

Fiscal 2019 Continuing Appropriations:

Both the town and school rolled over into Fiscal 2020 continuing appropriations from Fiscal 2019 in the amount of \$733,493 compared to \$1,396,381 last fiscal year. The unexpended balance of this appropriation is \$383,443 which will be closed to Free Cash at year end if not expended.

Wastewater Enterprise Fund:

Revenue

Through three months the Wastewater Fund has collected 7% of budget revenue or \$62,036 compared to \$57,149 in FY 2019. The dollar collection variance year to year is attributable to Wastewater User Charges revenue. The Wastewater revenue budget is using \$60,000 of fund balance to support expenditures in FY 20.

Expenditures:

Total expenses are \$165,808 or 21% compared to \$159,519 or 20% of budget last fiscal year. The current fund balance is \$1,244,837 compared to \$1,311,016 last year same time period.

Water Enterprise Fund:

Revenue:

The Water Fund has collected 7% of budgeted revenue or \$300,866 compared to 18% of budgeted revenue or \$726,522 last fiscal year. Total revenue is lower by \$425,000 compared to prior year. The negative variance thru September is due to timing of billing and changes to a positive variance at the end of November. The Fiscal 2020 budget also included using \$50,000 in Fund Balance to support Fiscal 2020 capital appropriations and \$1,300,000 of Fund Balance to support the new water meter reading system.

Expenditures:

The Water Fund has expended \$636,035 compared to \$726,522 last fiscal year. The year to year decrease is attributable to capital appropriation transfers last fiscal year. Approximately 15% of budget has been expended compared to 16% of budget in the prior year.

Fiscal 2019 Tax Recap

The Massachusetts Department of Revenue certified the town's tax rate on December 10, 2019. As of the date of this report the Department of Revenue is continuing to review Free Cash Certification.

Fiscal 2019 Audit

The Fiscal 2019 Audit commenced in late September 2019. The audit by the Town's auditors, Melanson Heath is ongoing and is expected to be completed shortly.

Respectfully submitted,



Brian Keveny

Finance Director

Town of Wayland
Fiscal 2019
September 30, 2019

General Fund

	Fiscal 2020 Budget	Fiscal 2020 Actual	% Budget Spent
<i>Revenue</i>			
Taxation	70,826,887	17,665,248	24.94%
State Aid	6,385,058	2,066,139	32.36%
Local Reciepts	5,075,329	714,975	14.09%
Transfers from Other Funds	1,794,356	-	0.00%
Other Sources			
Total	84,081,630	20,446,362	24.32%
Non Budgeted	-	322,391	n/a
Total Revenue	84,081,630	20,768,753	24.70%
<i>Expenditures</i>			
Town Budget	42,989,342	16,324,179	37.97%
School Budget	42,149,750	6,330,915	15.02%
Total Expense	85,139,092	22,655,094	26.61%

Water Enterprise Fund

	Fiscal 2020 Budget	Fiscal 2020 Actual	% Budget Spent
<i>Revenue</i>			
Operating revenue	4,054,930	300,866	7.42%
Use of Water Capital	1,350,000	0	0.00%
Unbudgeted Revenue	0	0	0.00%
Total Revenue	5,404,930	300,866	5.57%
<i>Expenditures</i>			
Operating expenses	4,004,930	636,035	15.88%
Use of Water Capital	1,350,000	0	0.00%
Total Expense	5,354,930	636,035	11.88%
Unbudgeted Expense	0	0	0.00%
Total Expenses	5,354,930	636,035	11.88%

Wastewater Enterprise Fund

	Fiscal 2020 Budget	Fiscal 2020 Actual	% Budget Spent
<i>Revenue</i>			
Operating revenue	787,940	62,036	7.87%
Total Revenue	787,940	62,036	7.87%
<i>Expenditures</i>			
Operating expenses	787,940	165,808	21.04%
Total Expense	787,940	165,808	21.04%

Town of Wayland, Massachusetts General Fund Revenue Report Fiscal 2020 September 30, 2019						
	Fiscal 2019 YTD-Actual	Fiscal 2020 YTD-Actual	Fiscal 2020 Budget	\$ Variance 2020 / 2019	B / A Fiscal 2018 \$ Variance	% of Budget Collected
Taxation:						
Real Estate	16,418,687	17,426,379	70,246,063	1,007,692	(52,819,684)	24.81%
Personal Property	227,545	238,869	819,824	11,324	(580,955)	29.14%
Overlay	-	-	(239,000)	-	239,000	0.00%
Total	16,646,232	17,665,248	70,826,887	1,019,016	(53,161,639)	24.94%
State Aid:						
School Construction						
Local Aid : Cherry Sheet						
Chapter 70	1,161,702	1,264,607	5,299,764	102,905	(4,035,157)	23.86%
Charter Tuition Assessment	0	317,861.00	959,875.00	317,861.00	(642,014.00)	0.00%
Unrestricted Aid	233,658	0	0	(233,658)	0	0.00%
Veterans Benefits Chapter 115	2,259	1,832	7,610	(427)	(5,778)	24.07%
Exemption : Vets, Blind, Surviving Spouse	753	1,004	22,815	251	(21,811)	4.40%
State Owned Land Reimbursement	23,136	32,269	94,994	9,133	(62,725)	33.97%
Unknown	0	-	-	-	-	0.00%
Total	1,421,508	1,617,573	6,385,058	196,065	(4,767,485)	25.33%
Local Receipts:						
Motor Vehicle Excise	153,729	178,397	2,818,596	24,668	(2,640,199)	6.33%
Other Excise	63,268	61,668	235,000	(1,600)	(173,332)	26.24%
Penalties and Interest	82,393	37,296	275,000	(45,097)	(237,704)	13.56%
Payment in Lieu of Taxes	0	40,103	40,000	40,103	103	100.26%
Fees	123,202	210,780	609,000	87,578	(398,220)	34.61%
Licenses and Permits	168,906	72,431	790,000	(96,475)	(717,569)	9.17%
Special Assessments	0	-	7,000	0	(7,000)	0.00%
Fines and Forfeits	7,495	8,775	45,000	1,280	(36,225)	19.50%
Investment Income	104,234	105,525	175,000	1,291	(69,475)	60.30%
Miscellaneous Recurring	0	-	5,404	0	(5,404)	0.00%
Bond Premium	-	-	75,329	-	(75,329)	0.00%
Total	703,227	714,975	5,075,329	11,748	(4,360,354)	14.09%
Transfers from other funds:						
Fund 24-Ambulance	-	-	630,400	-	(630,400)	0.00%
Fund 24-Council on Aging	-	-	2,210	-	(2,210)	0.00%
Fund 24-Recreation	-	-	51,717	-	(51,717)	0.00%
Fund 24-Recreation-Fields	-	-	9,945	-	-	0.00%
Fund 25-Food Service	-	-	161,581	-	(161,581)	0.00%
Fund 25-BASE	-	-	237,701	-	(237,701)	0.00%
Fund 25-TCW	-	-	237,300	-	(237,300)	0.00%
Fund 25-Full Day Kinder	-	-	53,810	-	(53,810)	0.00%
Fund 61-Water	-	-	374,779	-	(374,779)	0.00%
Fund 63-Wastewater	-	-	34,913	-	(34,913)	0.00%
	-	-	1,794,356	-	(1,784,411)	0.00%
Total Budgeted Revenue	18,770,967	19,997,796	84,081,630	1,226,829	(64,073,889)	23.78%
Unbudgeted Revenue:						
Tax Title Liens	130,321	104,160	-	(26,161)	-	0.00%
Prior Year RE collections	254,403	218,231	-	(36,172)	-	0.00%
Fund 24-Recreation-New FY 17 accounts	-	-	-	0	-	0.00%
Account Closeout	-	-	-	-	-	-
School Funds OPEB	-	-	-	-	-	-
Wastewater / Library Agreement	-	-	-	0	-	-
Total Unbudgeted Revenue	384,724	322,391	-	(62,333)	322,391	0.00%
Total All Revenue	19,155,691	20,320,187	84,081,630	1,164,496	(63,751,498)	24.17%

Town of Wayland
Fiscal 2020 Total Revenue and Expenditures-GAAP
September 30, 2019

	FISCAL 2020 BUDGET TO ACTUAL				FISCAL 2019 ROLLOVER BUDGET TO ACTUAL				
	Final Budget	YTD Actual	Encumbrance	FY 2019 Total (Uncollected) / Unspent	FISCAL 2018 CARRYFORWARD	FISCAL 2018 ACTUAL	ENCUMBERED CARRYFORWARD	UNENCUMBERED CARRYFORWARD	COMBINED FY 18 / FY 17
REVENUES:									
Taxation-net of overlay	70,826,887	17,665,248	n/a	(53,161,639)	n/a	n/a	n/a	n/a	(53,161,639)
State Aid:	6,385,058	2,066,139	n/a	(4,318,919)	n/a	n/a	n/a	n/a	(4,318,919)
Local Receipts	5,075,329	714,975	n/a	(4,360,354)	n/a	n/a	n/a	n/a	(4,360,354)
Transfers From Other Funds	1,794,356	-	n/a	(1,794,356)	n/a	n/a	n/a	n/a	(1,794,356)
Non Budgeted Revenue	-	322,391	n/a	322,391	n/a	n/a	n/a	n/a	322,391
Free Cash	1,596,720	-	n/a	-	n/a	n/a	n/a	n/a	n/a
Overlay	0	-	n/a	-	n/a	n/a	n/a	n/a	n/a
Bond Premium	80,220	-	n/a	-	n/a	n/a	n/a	n/a	n/a
Total Revenues	85,758,570	20,768,753	0	(63,312,877)	0	0	0	0	(63,312,877.00)
EXPENDITURES:									
General Government	4,745,766	780,054	660,169	3,305,543	148,736	81,391	70,520	-3,175	3,302,368
Public Safety	7,229,244	1,689,230	167,170	5,372,844	5,394	3,835	0	1,559	5,374,403
Education	42,149,750	6,330,915	3,959,228	31,859,607	370,336	164,243	187,794	18,299	31,877,906
Minuteman Reg School	230,000	8,582	0	221,418	-	-	-	-	221,418
Public Works	3,560,193	598,530	246,502	2,715,161	184,620	95,246	70,427	18,947	2,734,108
Health and Human Services	1,509,245	314,594	80,292	1,114,359	1,267	1,255	12,00	0	1,114,359
Culture and Recreation	1,310,303	371,173	108,455	880,675	8,651	14,00	8,637	-	880,675
State and County Assessments	122,321	76,898	-	45,423	-	14,00	-	(14,00)	45,409
Debt Service	6,814,789	1,574,057	-	5,240,732	-	-	8,637	-8,637	5,232,095
Pension	4,862,852	4,862,852	-	-	-	-	-	-	-
Unclassified	9,920,262	3,406,908	101,743.00	6,411,611	14,489	4,052	12,436.00	-1,999	6,409,612
Other Expenditures	-	-	-	-	-	-	-	-	-
Transfers To Other Funds	500,000	500,000.00	-	0	-	-	-	-	-
Transfer to Recreation	-	-	-	(6,934.00)	-	-	-	-	(6,934.00)
Transfer to Other Funds-Capital	2,184,367	2,191,301	-	0	-	-	-	-	-
Overlay	-	-	-	-	-	-	-	-	-
Total Expenditures	85,139,092	22,655,094	5,323,559	57,160,439	733,493	350,050	358,463	24,980	57,185,419

Fiscal 2020- Reserve Fund

9/30/2019

FY 2020 Budget	250,000
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Year to date transfers:

<u>NO TRANSFERS</u>	0
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Adjusted balance:	250,000
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Available budget:	250,000
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Town of Wayland, Massachusetts
Wastewater Enterprise Fund
Fiscal 2020
Quarterly Report , 09/30/2019

	Fiscal 2020 Budget	Fiscal 2020 Actual	% Budget Collected / Expended	\$ Variance Budget / Actual	Fiscal 2019 Actual	\$ Variance FY 20 / FY 19
Operating Revenue:						
Penalties and Interest	-	-	0.00%	-	189	(189)
Wastewater User Charges	274,653	56,199	20.46%	(218,454)	48,646	7,553
Liens	-	1,319	0.00%	1,319	299	1,020
Betterments	22,885	-	0.00%	(22,885)	-	-
Betterment Interest	1,144	-	0.00%	(1,144)	-	-
Betterment paid in advance	-	-	0.00%	-	-	-
Unapportioned WW betterment TC	-	-	0.00%	-	-	-
Unapportioned WW betterment TC-int	-	-	0.00%	-	-	-
WW Betterment TC RE	189,830	357	0.00%	(189,473)	357	-
WW Betterment TC Int	140,832	913	0.00%	(139,919)	354	559
Interest on Savings	5,000.00	3,248	0.00%	(1,752)	2,424	824
Misc. revenue	-	-	0.00%	0	4,880	(4,880)
Fund Balance Reserve	153,596	-	0.00%	(153,596)	-	-
Total	787,940	62,036	7.87%	(725,904)	57,149	4,887
Operating Expenditures						
Personal Services	87,600	15,156	0.00%	72,444	6,859	8,297
Expenditures	212,053	23,779	11.21%	188,274	19,157	4,622
Funded Debt	488,287	126,873	25.98%	361,414	133,503	(6,630)
Total	787,940	165,808	21.04%	622,132	159,519	6,289
Other Financing Sources / (Uses)						
Transfers to General Fund	-	-	0.00%	-	-	-
Total	-	-	0.00%	-	-	-
Total YTD Revenues	787,940	62,036	7.87%	(725,904)	57,149	4,887
Total YTD Expenditures	787,940	165,808	21.04%	622,132	159,519	6,289

FUND BALANCE

Undesignated Fund balance	1,349,785
Reserve for expenditure	-
Current outstanding encumbrances	-
YTD expenditures (Current Year & FY 19 rollover)	(166,984)
YTD revenues	62,036
Undesignated Fund balance-	1,244,837

Town of Wayland, Massachusetts
Water Enterprise Fund
Fiscal 2020
Quarterly Report, 09/30/2019

	Fiscal 2020 Budget	Fiscal 2020 Actual	% Budget Collected / Expended	\$ Variance Budget / Actual	Fiscal 2019 Actual	\$ Variance FY 19 / FY 18
REVENUES						
<i>Operating Revenue:</i>						
Penalties and Interest	25,000	7,167	28.67%	(17,833)	6,837	330
Water Meter Charges	3,490,631	0	0.00%	(3,490,631)	607,483	-607,483
Water Meter Charges	120,000	280,340	233.62%	160,340	0	280,340
Liens	0	1,607	0.00%	1,607	1,360	247
Water Administration Fee	295,000	8,300	2.81%	(286,700)	55,767	-47,467
Water Service Order	31,000	(548)	-1.77%	(31,548)	11,904	-12,452
Misc. Revenue	43,299	4,000	9.24%	(39,299)	41,729	-37,729
Interest on Savings	50,000	0	0.00%	(50,000)	1,452	-1,452
Total	4,054,930	300,866	7.42%	(3,754,064)	726,532	-425,666
EXPENDITURES						
<i>Operating Expenditures:</i>						
Personal Services	808,888	173,587	21.46%	635,301	190,979	(17,392.00)
Expenditures	1,476,000	205,093	13.90%	1,270,907	213,278	(8,185.00)
Funded Debt	1,337,510	257,355	19.24%	1,080,155	246,293	11,062.00
Indirect Fringe Transfers to GF	374,779	-	0.00%	374,779	0	-
Indirect Fringe Transfers to GF and OPEB	7,753	-	0.00%	7,753	-	-
Total	4,004,930	636,035	15.88%	3,368,895	650,550	(14,515.00)
OTHER FINANCING TRANSFERS TO WATER CAPITAL						
<i>Other Financing Uses:</i>						
Transfers to Capital Projects / Unbudgeted expense	1,350,000	0	0.00%	1,350,000.00	190,000.00	-
	<u>1,350,000.00</u>	<u>-</u>		<u>1,350,000.00</u>	<u>190,000.00</u>	<u>190,000.00</u>
<i>Other Financing Sources:</i>						
Water Surplus to Fund 42	1,300,000.00	-	-	-	-	-
Water Surplus to Fund 42-FY 2008 Project	-	-	-	-	-	-
Water Revenue to General Fund	-	-	-	-	-	-
Total YTD Revenues	5,354,930	300,866	5.62%	(5,054,064)	726,532	(425,666.00)
Total YTD Expenditures	5,354,930	636,035	11.88%	4,718,895	840,550	(204,515.00)
FUND BALANCE						
		<u>2020</u>				
Undesignated Fund balance		2,471,737				
YTD expenditures (Current Year & FY 19 rollover)		(702,491)				
YTD revenues		300,866				
Total Fund Balance		<u>2,070,112</u>				

Town of Wayland, Massachusetts
Major Town Revolving Funds
September 30, 2019

	24220900 Amulance Revolving Fund			24494000 Transfer Station Fund			24652000 Recreation Revolving Fund		
	FY 2020 Actual	FY 2019 Actual	FY 20 / FY 19 Variance	FY 2020 Actual	FY 2019 Actual	FY 20 / FY 19 Variance	FY 2020 Actual	FY 2019 Actual	FY 20 / FY 19 Variance
Beginning Fund Balance-7/01/19	563,906	570,729	(6,823)	71,899	1,962	69,937	679,954	587,733	92,221
REVENUE:									
Revenue from services :	168,062	188,415	(20,353)	217,224	188,396	28,828	-	-	-
Revenue from programs:									
Beach	-	-	-	-	-	-	6,325	3,325.00	3,000
Boat Rentals	-	-	-	-	-	-	3,525	737.00	2,788
Facility Rentals	-	-	-	-	-	-	10,749	9,526.00	1,223
Snack Bar	-	-	-	-	-	-	-	-	0
Beach Other	-	-	-	-	-	-	30,125	20,540.00	9,585
Day Passes	-	-	-	-	-	-	14,445	13,657.00	788
Memberships	-	-	-	-	-	-	4,204.00	-	4,204
Field Permits	-	-	-	-	-	-	6,257	2,391.00	3,866
Summer Camps	-	-	-	-	-	-	25,084	27,663.00	(2,579)
Youth Programs	-	-	-	-	-	-	19,992	13,624.00	6,368
Adult Programs	-	-	-	-	-	-	1,570	3,048.00	(1,478)
Lessons	-	-	-	-	-	-	1,430	1,980.00	(550)
Misc revenue	-	-	-	-	-	-	11,428	9,384.00	2,044
Pre K Programs	-	-	-	-	-	-	11,570	9,985.00	1,585
Ski Programs	-	-	-	-	-	-	7,230	600.00	6,630
Seasonal events	-	-	-	-	-	-	-	-	-
Transfers from Other Funds	168,062	188,415	(20,353)	217,224	188,396	28,828	153,934	116,460	37,474
Total	168,062	188,415	(20,353)	217,224	188,396	28,828	153,934	116,460	37,474
EXPENDITURES:									
Operating Expenditures									
Personal Services	-	-	-	65,060	54,763	10,297	281,006	252,947	28,059
Expenses	6,993	11,061.00	(4,068)	54,496	61,539	(7,043)	122,078	137,238	(15,160)
Total	6,993	11,061.00	(4,068)	119,556	116,302	3,254	403,084	390,185	12,899
Other Financing Sources / (Uses)									
Transfers to Other Funds	140,000	-	140,000	-	-	-	-	-	-
Total	140,000	-	140,000	-	-	-	-	-	-
Total YTD Revenues	168,062	188,415	(20,353)	217,224	188,396	28,828	153,934	116,460	37,474
Total YTD Expenditures	146,993	11,061	135,932	119,556	116,302	3,254	403,084	390,185	12,899
Year to date Fund Balance total:									
Beginning Fund Balance-7/01/19	563,906	570,729	(6,823)	71,899	1,962	69,937	679,954	587,733	92,221
Total YTD Revenues	168,062	188,415	(20,353)	217,224	188,396	28,828	153,934	116,460	37,474
Total YTD Expenditures	146,993	11,061	135,932	119,556	116,302	3,254	403,084	390,185	12,899
Balance 09/30/19:	584,975	748,083	(163,108)	169,567	74,056	95,511	430,804	314,008	116,796



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

BRIAN KEVENY
FINANCE DIRECTOR
TEL. (508) 358-3610
www.wayland.ma.us

To: Louise Miller, Town Administrator
From: Brian Keveny, Finance Director
Date: January 27, 2020
Subject: Budget Status Report FY 2020, 2nd Quarter

Please find enclosed the budget status reports for the General Fund, Enterprise Funds, Health Insurance and Revolving Funds as of December 31, 2019 for the Town of Wayland. The reports detail actual revenues and expenditures to budget as well as a year to year comparison to Fiscal 2019.

General Fund Expenditures:

Town Departments have expended / encumbered \$8,728,394 or 47% of budget. The Unclassified Budgets expended / encumbered \$12,485,054 or 55% of budget and the Unappropriated / Transfer Budgets expended \$2,749,459 or 97% of budget.

All inter fund transfers that were voted at the Annual Spring 2019 Town Meeting will be processed in May 2020. To date the Finance Committee has approved no transfers from the Reserve Fund..

The School Department has expended / encumbered \$19,733,178 or 47% of budget compared to \$19,200,732 or 47% of budgeted last year. Actual year to date total expenses have increased year to year \$532,446.

Health Insurance:

Thru December 2019 the town has expended 57% of the Health Insurance Budget or \$4,536,569. It is anticipated that the Employee Mitigation account will be transferred into the Health Insurance 32B account at the 2020 Annual Town Meeting.

Fiscal 2019 Continuing Appropriations:

Both the town and school rolled over into Fiscal 2020 continuing appropriations from Fiscal 2019 in the amount of \$733,493 compared to \$1,396,381 last fiscal year. The unexpended balance of this appropriation is \$253,671. All unexpended rollovers will be closed to Free Cash.

General Fund Appropriation Deficits:

As of the date of this memo we are aware that the Treasurer Office appropriation will need additional funding in Fiscal 2020. This deficit will be included in the Spring 2020 ATM Current Year Article.

General Fund Revenues:

The Town has collected approximately 47% of budgeted Property Tax, Local Receipts, State Aid and Transfers revenue thru 6 months compared to 46% in the prior year. The total dollar increase year to year is \$2,224,521. Property Tax Revenue collections have increased \$1,860,231 compared to prior year. Actual Local Receipts are up \$13,614 compared to prior year. License and Permit revenue is down \$132,301 compared to last fiscal year. The majority of the FY 20 Motor Vehicle collections will occur in March and April. Interest Income is showing the same level of revenue compared to prior year. State Aid is showing a \$350,694 increase compared to \$242,181 last fiscal year same period. The collection of unbudgeted revenue is \$533,524 compared to \$537,202 last year.

Free Cash

The Massachusetts Department of Revenue certifying the town's Free Cash amount at June 30, 2019 at \$7,690,322. It is expected that the Fiscal 2021 Omnibus Capital Budget will use \$1.7M to of the certification for capital appropriations.

Wastewater Enterprise Fund:

Revenue

Through six months the Wastewater Fund has collected 17% of budgeted revenue or \$140,795 compared to 21% or \$169,442 last fiscal year. The main cause of the variance is evident in the collection of User Charges.

Expenditures:

Total expenses are \$261,887 or 33% of budget compared to \$229,369 or 26% last year. The current fund balance is \$1,267,248 compared to \$1,423,309 last year same period.

Water Enterprise Fund:

Revenue:

The Water Fund has collected 53% of budget or \$2,117,953 compared to 49% of budget or \$2,003,459 last fiscal year. Total revenue shows an increase of \$114,494. The variance is related to billing of Water Meter Charges. The Fiscal 2020 budget also includes using \$1,350,000 in Water Capital compared to \$190,000 last fiscal year.

Expenditures:

The Water Fund has expended \$1,167,860 in operating expenses or 29% of budget compared to \$1,210,193 or 30% last fiscal year. A total of \$1,350,000 in fund balance has been transferred to Water Capital Accounts. The current fund balance is \$2,004,011 compared to \$3,547,657 last year same period.

Respectfully submitted,



Brian Keveny

Finance Director

Town of Wayland
Fiscal 2020
December 31, 2019

General Fund

	Fiscal 2020 Budget	Fiscal 2020 Actual	% Budget Spent
<i>Revenue</i>			
Taxation	70,710,585	34,952,935	49.43%
State Aid	6,389,455	3,213,172	50.29%
Local Reciepts	5,000,000	1,415,847	28.32%
Transfers from Other Funds	1,794,356	-	0.00%
Free Cash / Bond Premium	1,564,696	-	0.00%
Total	85,459,092	39,581,954	46.32%
Non Budgeted	-	553,524	n/a
Total Revenue	85,459,092	40,135,478	46.96%
<i>Expenditures</i>			
Town Budget	18,354,751	8,728,394	47.55%
School Budget	41,919,750	19,733,178	47.07%
Unclassified	22,377,903	12,485,054	55.79%
Transfers / State Assessments	2,806,688	2,749,459	97.96%
Total Expense	85,459,092	43,696,085	51.13%

Water Enterprise Fund

	Fiscal 2020 Budget	Fiscal 2020 Actual	% Budget Spent
<i>Revenue</i>			
Operating revenue	4,054,930	2,117,953	52.23%
Use of Water Capital	1,350,000	-	0.00%
Unbudgeted Revenue	-	-	0.00%
Total Revenue	5,404,930	2,117,953	39.19%
<i>Expenditures</i>			
Operating expenses	4,004,930	1,167,860	29.16%
Use of Water Capital	1,350,000	1,300,000	0.00%
Total Expense	5,354,930	2,467,860	46.09%
Unbudgeted Expense	-	-	0.00%
Total Expenses	5,354,930	2,467,860	46.09%

Wastewater Enterprise Fund

	Fiscal 2020 Budget	Fiscal 2020 Actual	% Budget Spent
<i>Revenue</i>			
Operating revenue	787,940	140,795	17.87%
Total Revenue	787,940	140,795	17.87%
<i>Expenditures</i>			
Operating expenses	787,940	261,887	33.24%
Total Expense	787,940	261,887	33.24%

Town of Wayland, Massachusetts General Fund Revenue Report Fiscal 2020 December 31, 2019						
	Fiscal 2019 YTD-Actual	Fiscal 2020 YTD-Actual	Fiscal 2020 Budget	\$ Variance 2020 / 2019	B / A Fiscal 2018 \$ Variance	% of Budget Collected
Taxation:						
Real Estate	32,676,961	34,527,171	70,136,923	1,850,210	(35,609,752)	49.23%
Personal Property	415,761	425,764	813,074	10,003	(387,310)	52.36%
Overlay	-	-	(239,412)	-	239,412	0.00%
Total	33,092,722	34,952,935	70,710,585	1,860,213	(35,757,650)	49.43%
State Aid:						
School Construction						
Local Aid : Cherry Sheet						
Chapter 70	2,323,404	2,593,403	5,299,764	269,999	(2,706,361)	48.93%
Charter Tuition Assessment	0	-	959,875.00	-	(959,875.00)	0.00%
Unrestricted Aid	467,316	557,828	0	90,512	557,828	0.00%
Veterans Benefits Chapter 115	4,177	2,970	7,610	(1,207)	(4,640)	39.03%
Exemption : Vets, Blind, Surviving Spouse	21,309	1,757	22,815	(19,552)	(21,058)	7.70%
State Owned Land Reimbursement	46,272	57,214	99,391	10,942	(42,177)	57.56%
Unknown	-	-	-	-	-	0.00%
Total	2,862,478	3,213,172	6,389,455	350,694	(3,176,283)	50.29%
Local Receipts:						
Motor Vehicle Excise	310,372	316,504	2,818,596	6,132	(2,502,092)	11.23%
Other Excise	121,681	121,863	235,000	182	(113,137)	51.86%
Penalties and Interest	129,409	107,973	275,000	(21,436)	(167,027)	39.26%
Payment in Lieu of Taxes	41,234	40,103	40,000	(1,131)	103	100.26%
Fees	218,206	374,714	609,000	156,508	(234,286)	61.53%
Licenses and Permits	345,184	212,883	790,000	(132,301)	(577,117)	26.95%
Special Assessments	102	-	7,000	(102)	(7,000)	0.00%
Fines and Forfeits	15,208	14,977	45,000	(231)	(30,023)	33.28%
Investment Income	218,887	224,880	175,000	5,993	49,880	128.50%
Miscellaneous Recurring	0	-	5,404	0	(5,404)	0.00%
Bond Premium	-	1,950	0	1,950	1,950	0.00%
Total	1,400,283	1,415,847	5,000,000	13,614	(3,584,153)	28.32%
Transfers from other funds:						
Fund 24-Ambulance	-	-	630,400	-	(630,400)	0.00%
Fund 24-Council on Aging	-	-	2,210	-	(2,210)	0.00%
Fund 24-Recreation	-	-	51,717	-	(51,717)	0.00%
Fund 24-Recreation-Fields	-	-	9,945	-	-	0.00%
Fund 25-Food Service	-	-	161,581	-	(161,581)	0.00%
Fund 25-BASE	-	-	237,701	-	(237,701)	0.00%
Fund 25-TCW	-	-	237,300	-	(237,300)	0.00%
Fund 25-Full Day Kinder	-	-	53,810	-	(53,810)	0.00%
Fund 61-Water	-	-	374,779	-	(374,779)	0.00%
Fund 63-Wastewater	-	-	34,913	-	(34,913)	0.00%
	-	-	1,794,356	-	(1,784,411)	0.00%
Total Budgeted Revenue	37,355,483	39,581,954	83,894,396	2,224,521	(44,302,497)	47.18%
Unbudgeted Revenue:						
Tax Title Liens	143,844	233,515	-	89,671	-	0.00%
Prior Year RE collections	393,358	320,009	-	(73,349)	-	0.00%
Fund 24-Recreation-New FY 17 accounts	-	-	-	0	-	0.00%
Account Closeout	-	-	-	-	-	0.00%
School Funds OPEB	-	-	-	-	-	0.00%
Wastewater / Library Agreement	-	-	-	0	-	0.00%
Total Unbudgeted Revenue	537,202	553,524	-	16,322	553,524	0.00%
Total All Revenue	37,892,685	40,135,478	83,894,396	2,240,843	(43,748,973)	47.84%
Other Revenue Sources:						
Bond Premium	-	-	75,329	-	-	0.00%
Overlay	-	-	0	-	-	0.00%
Transfer from Free Cash	-	-	1,489,367	-	-	0.00%
Transfer from Free Cash	-	-	0	-	-	0.00%
Transfer from Free Cash	-	-	0	-	-	0.00%
Month End Totals		40,135,478	85,459,092			

Town of Wayland Fiscal 2020 Total Revenue and Expenditures-GAAP December 31, 2019									
FISCAL 2020 BUDGET TO ACTUAL				FISCAL 2019 ROLLOVER BUDGET TO ACTUAL					
	Final Budget	YTD Actual	Encumbrance	FY 2019 Total (Uncollected) / Unspent	FISCAL 2018 CARRYFORWARD	FISCAL 2018 ACTUAL	ENCUMBERED CARRYFORWARD	UNENCUMBERED CARRYFORWARD	COMBINED FY 18 / FY 17
REVENUES:									
Taxation-net of overlay	70,710,585	34,952,935	n/a	(35,757,650)	n/a	n/a	n/a	n/a	(35,757,650)
State Aid:	6,389,455	3,213,172	n/a	(3,176,283)	n/a	n/a	n/a	n/a	(3,176,283)
Local Receipts	5,000,000	1,415,847	n/a	(3,584,153)	n/a	n/a	n/a	n/a	(3,584,153)
Transfers From Other Funds	1,794,356	-	n/a	(1,794,356)	n/a	n/a	n/a	n/a	(1,794,356)
Non Budgeted Revenue	-	553,524	n/a	553,524	n/a	n/a	n/a	n/a	553,524
Free Cash	1,489,367	-	n/a	-	n/a	n/a	n/a	n/a	n/a
Overlay	0	-	n/a	-	n/a	n/a	n/a	n/a	n/a
Bond Premium	75,329	-	n/a	-	n/a	n/a	n/a	n/a	n/a
Total Revenues	85,459,092	40,135,478	0	(43,758,918)	0	0	0	0	(43,758,918.00)
EXPENDITURES:									
General Government	4,745,766	1,649,326	727,857	2,368,583	148,736	117,632	34,297	-3,193	2,365,390
Public Safety	7,229,244	3,158,778	161,254	3,909,212	5,394	3,835	0	1,559	3,910,771
Education	41,919,750	15,963,084	3,770,094	22,186,572	370,336	241,921	88,794	39,621	22,226,193
Minuteman Reg School	230,000	8,582	142,532	78,886	-	-	-	-	78,886
Public Works	3,560,193	1,221,854	433,519	1,904,820	184,620	111,113	54,560	18,947	1,923,767
Health and Human Services	1,509,245	636,903	53,669	818,673	1,267	1,255	12,00	0	818,673
Culture and Recreation	1,310,303	594,325	90,909	625,069	8,651	14,00	8,637	-	625,069
State and County Assessments	122,321	65,092	0	57,229	-	14,00	-	(14,00)	57,215
Debt Service	6,814,789	1,625,057	0	5,189,732	-	-	8,637	-8,637	5,181,095
Pension	4,862,852	4,862,852	-	-	-	-	-	-	-
Unclassified	10,470,262	5,672,593	173,438	4,624,231	14,489	4,052	12,436.00	-1,999	4,622,232
Other Expenditures	-	-	-	-	-	-	-	-	-
Transfers To Other Funds	500,000	500,000.00	-	0	-	-	-	-	-
Transfer to Recreation	-	-	-	-	-	-	-	-	-
Transfer to Other Funds-Capital	2,184,367	2,184,367	-	-	-	-	-	-	-
Overlay	-	-	-	0	-	-	-	-	-
	85,459,092	38,142,813	5,553,272	41,763,007	733,493	479,836	207,373	46,284	41,809,291

**Town of Wayland
Fiscal 2020
Health Insurance Report**

	Fiscal 2020 Budget	6-Months Actual Total Expense	% Of Budget Spent	Estimated Turnback	% of Total Unspent
<i>Fiscal 2019</i>					
Health Insurance	7,630,000.00	4,379,249.42	57.40%	156,232.88	2.05%
Incentive Waiver	240,000.00	114,840.77	47.85%	9,363.11	3.90%
Life Insurance	18,000.00	7,786.82	43.26%	2,326.78	12.93%
Other Expenses	67,200.00	34,692.05	51.63%	(692.05)	-1.03%
Bench Mark	-	-		-	100.00%
	<u>7,955,200.00</u>	<u>4,536,569.06</u>	<u>57.03%</u>	<u>167,230.72</u>	<u>2.10%</u>

Fiscal 2019- Reserve Fund

12/31/2019

FY 2020 Budget	250,000
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Year to date transfers:

Adjusted balance:	250,000
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Available budget:	250,000
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Town of Wayland, Massachusetts
Wastewater Enterprise Fund
Fiscal 2020
Quarterly Report , 12/31/2019

	Fiscal 2020 Budget	Fiscal 2020 Actual	% Budget Collected / Expended	\$ Variance Budget / Actual	Fiscal 2019 Actual	\$ Variance FY 20 / FY 19
Operating Revenue:						
Penalties and Interest	-	369.00	0.00%	369.00	220	149
Wastewater User Charges	274,653	132,123	48.11%	(142,530)	122,102	10,021
Liens	-	1,319	0.00%	1,319	299	1,020
Betterments	22,885	-	0.00%	(22,885)	-	-
Betterment Interest	1,144	-	0.00%	(1,144)	-	-
Betterment paid in advance	-	-	0.00%	-	-	-
Unapportioned WW betterment TC	-	-	0.00%	-	33,524.00	(33,524.00)
Unapportioned WW betterment TC-int	-	-	0.00%	-	1,744.00	(1,744.00)
WW Betterment TC RE	189,830	357	0.00%	(189,473)	357	-
WW Betterment TC Int	140,832	913	0.00%	(139,919)	1,162	(249)
Interest on Savings	5,000.00	5,714	0.00%	714	5,154	560
Misc. revenue	-	-	0.00%	0	4,880	(4,880)
Fund Balance Reserve	153,596	-	0.00%	(153,596)	-	-
Total	787,940	140,795	17.87%	(647,145)	169,442	(28,647)
Operating Expenditures						
Personal Services	87,600	39,731	0.00%	47,869	17,520	22,211
Expenditures	212,053	95,283	44.93%	116,770	80,975	14,308
Funded Debt	488,287	126,873	25.98%	361,414	130,874	(4,001)
Total	787,940	261,887	33.24%	526,053	229,369	32,518
Other Financing Sources / (Uses)						
Transfers to General Fund	-	-	0.00%	-	-	-
Total	-	-	0.00%	-	-	-
Total YTD Revenues	787,940	140,795	17.87%	(647,145)	169,442	(28,647)
Total YTD Expenditures	787,940	261,887	33.24%	526,053	229,369	32,518
FUND BALANCE						
Undesignated Fund balance		1,349,785				
Reserve for expenditure		-				
Current outstanding encumbrances		-				
YTD expenditures (Current Year & FY 19 rollover)		(223,332)				
YTD revenues		140,795				
Undesignated Fund balance-		1,267,248				

Town of Wayland, Massachusetts
Water Enterprise Fund
Fiscal 2020
Quarterly Report, 12/31/2019

	Fiscal 2020 Budget	Fiscal 2020 Actual	% Budget Collected / Expended	\$ Variance Budget / Actual	Fiscal 2019 Actual	\$ Variance FY 19 / FY 18
REVENUES						
<i>Operating Revenue:</i>						
Penalties and Interest	25,000	16,765	67.06%	-8,235	12,811	3,954
Water Meter Charges	3,490,631	0	0.00%	-3,490,631	1,775,672	-1,775,672
Water Meter Charges	120,000	1,953,687	1628.07%	1,833,687	0	1,953,687
Liens	0	3,874	0.00%	3,874	3,954	-80
Water Administration Fee	295,000	132,080	44.77%	-162,920	144,064	-11,984
Water Service Order	31,000	2,848	9.19%	-28,152	15,652	-12,804
Misc. Revenue	43,299	8,699	20.09%	-34,600	48,179	-39,480
Interest on Savings	50,000	0	0.00%	-50,000	3,127	-3,127
Total	4,054,930	2,117,953	52.23%	-1,936,977	2,003,459	114,494
EXPENDITURES						
<i>Operating Expenditures:</i>						
Personal Services	808,888	363,840	44.98%	445,048	366,515	-2,675
Expenditures	1,476,000	427,253	28.95%	1,048,747	421,700	5,553
Funded Debt	1,337,510	376,767	28.17%	960,743	421,978	-45,211
Indirect Fringe Transfers to GF	374,779	0	0.00%	374,779	0	0
Indirect Fringe Transfers to GF and OPEB	7,753	0	0.00%	7,753	0	0
Total	4,004,930	1,167,860	29.16%	2,837,070	1,210,193	-42,333
OTHER FINANCING TRANSFERS TO WATER CAPITAL						
<i>Other Financing Uses:</i>						
Transfers to Capital Projects / Unbudgeted expense	1,350,000	1,300,000	96.30%	50,000	190,000	0
	1,350,000	1,300,000		50,000	190,000	-1,110,000
<i>Other Financing Sources:</i>						
Water Surplus to Fund 42	1,300,000	0	-	0	0	
Water Surplus to Fund 42-FY 2008 Project				0		
Water Revenue to General Fund	0	0	-	0	0	0
Total YTD Revenues	5,354,930	2,117,953	39.55%	-3,236,977	2,003,459	114,494
Total YTD Expenditures	5,354,930	2,467,860	46.09%	2,887,070	1,400,193	1,067,667
FUND BALANCE						
		2,020				
Undesignated Fund balance		2,471,737				
YTD expenditures (Current Year & FY 19 rollover)		-2,585,679				
YTD revenues		2,117,953				
Total Fund Balance		2,004,011				

**Town of Weyland, Massachusetts
Major Town Revolving Funds
December 31, 2019**

	24220900			24494000			24652000		
	Ambulance Revolving Fund			Transfer Station Fund			Recreation Revolving Fund		
	FY 2020 Actual	FY 2019 Actual	FY 20 / FY 19 Variance	FY 2020 Actual	FY 2019 Actual	FY 20 / FY 19 Variance	FY 2020 Actual	FY 2019 Actual	FY 20 / FY 19 Variance
Beginning Fund Balance-7/01/19	563,906	570,729	(6,823)	71,899	1,962	69,937	679,954	587,733	92,221
REVENUE:									
Revenue from services :	366,131	188,415	177,716	277,323	188,396	88,927	-	-	-
Revenue from programs:									
Beach	-	-	-	-	-	-			
Boat Rentals									
Facility Rentals							6,325	3,325.00	3,000
Snack Bar	-	-	-	-	-	-	8,975	737.00	8,238
Beach Other	-	-	-	-	-	-	10,749	9,526.00	1,223
Day Passes							-	-	-
Memberships							30,125	20,540.00	9,585
Field Permits							14,445	13,657.00	788
Summer Camps							6,257	2,391.00	3,866
Youth Programs							25,759	27,663.00	(1,904)
Adult Programs							24,981	13,624.00	11,357
Lessons							1,570	3,048.00	(1,478)
Misc revenue							10,239	1,980.00	8,259
Pre K Programs							11,528	9,384.00	2,144
Ski Programs							19,380	9,985.00	9,395
Seasonal events							8,730	600.00	8,130
Transfers from Other Funds									
Total	366,131	188,415	177,716	277,323	188,396	88,927	179,063	116,460	62,603
EXPENDITURES:									
Operating Expenditures									
Personal Services									
Expenses	13,923	11,061.00	2,862	97,657	54,763	42,894	307,362	252,947	54,415
				116,777	61,539	55,238	166,244	137,238	29,006
Total	13,923	11,061.00	2,862	214,434	116,302	98,132	473,606	390,185	83,421
Other Financing Sources / (Uses)									
Transfers to Other Funds	140,000	-	140,000	-	-	-	-	-	-
Total	140,000	-	140,000	-	-	-	-	-	-
Total YTD Revenues	366,131	188,415	177,716	277,323	188,396	88,927	179,063	116,460	62,603
Total YTD Expenditures	153,923	11,061	142,862	214,434	116,302	98,132	473,606	390,185	83,421
Year to date Fund Balance total:									
Beginning Fund Balance-7/01/19	563,906	570,729	(6,823)	71,899	1,962	69,937	679,954	587,733	92,221
Total YTD Revenues	366,131	188,415	177,716	277,323	188,396	88,927	179,063	116,460	62,603
Total YTD Expenditures	153,923	11,061	142,862	214,434	116,302	98,132	473,606	390,185	83,421
Balance 09/30/19:	776,114	748,083	28,031	124,788	74,056	60,732	385,411	314,008	71,403