

**WAYLAND WASTEWATER MANAGEMENT DISTRICT COMMISSION  
MEETING OF OCTOBER 10, 2019**

**In Attendance:** Rick Greene, Uday Virkud and Jane Capasso  
**Absent:** All Present  
**Guests:** Cherry Karlson, Board of Selectmen, and Paul Brinkman, Town Engineer  
**Meeting Location:** 7:30 pm Wayland Town Building

**Minutes**

*Note: Items may not be discussed in the order listed or at the specific time. Times are approximate.*

- 7:30 1. Call to order
- 7:31 2. Public comment - None
- 7:30 3. Cherry Karlson, Board of Selectmen Chair – Presentation and discussion on the Town Manager Act.

Cherry: Has been meeting with boards and committees. She handed out the Draft of the Select Board/Town Manager Act from June 21, 2019 and a slide deck summarizing the Act. Goals of the act are to professionalize the structure of Wayland Government, coordinate administrative, operational and financial functions, provide consistent approach, use resources effectively, improve legal and regulatory compliance and maintain volunteer opportunities across all boards and committees.

The Act is based on the Maximus Report in 2002 and the Collins Center Review in 2016 and 2017-2018. The 2018 Collins Center Review states “the financial management of the Town is severely fragmented in a way that reduces the Town’s effectiveness and transparency”.

Wayland is a \$90 million company and there is no centralized structure. Our current structure makes it difficult to hire a Town Administrator who has no power to get things done. Currently, the Town Administrator has 20 direct reports, 6 department heads appointed by boards and more than 40 boards and committees who source ideas and projects. There is little coordination of functions, efforts or priorities among boards and committees.

Collins Center prepared a Peer Analysis of surrounding towns who have stronger statutory management structures. Strongest is Charter, then By-law, and third is Town Manager, which is what we would like to have. Town Administrator is 4<sup>th</sup>. Attached Slide Deck shows Organizational Charts for Peer Towns.

January 2019 Wayland’s Town Counsel was asked to review the Collins Report with Wayland’s Chapter 60 Code. Three major changes are being considered from the Maximus Report and Collins Report: 1) Change the name of the Board of Selectmen to the Select Board and reaffirm their role as executive and policy making body; 2) Change the Town Administrators name to Town Manager and define responsibilities as stated in the Special Act; and 3) The Town Clerk would be appointed instead of elected at town meeting. All changes would be voted at town meeting and then by the State. Not sure if this will become part of Mass General Law. Please see slides 21-28 for details on the Town Manager’s areas of responsibility.

Rick: How do these changes affect the WWMDC's responsibilities? Cherry: The Finance department is responsible for billing and the WWMDC will set the goals for billing and talk with staff to make sure it can be done. The Town Manager is responsible for helping to execute and oversee the operations of the Town and to make sure the billing is done consistently within all Town Departments. Rick: Policy verses implementation may create a gray area. What are the limits of the Town Manager? Cherry: Does did not have an answer for this.

Cherry: We are in the discussion state of setting up a structure for Wayland. Uday: will the change be cost effective? Cherry: Most communities have had their structure for a long time. We are trying to bring procurement into a more centralized structure and with recent contract changes expect to save approximately \$100,000.

Rick: With a Town Manager, how will we resolve difference of opinion on how the treatment plant should be managed? Cherry: There is no conflict resolution section and doesn't think there will be. Your Board creates a plan and it's the Town Managers responsibility to make sure this gets done. Rick: If you change an employee from part time to receiving benefits, this affects our rate structure. How will decisions be made that affect our budget? Cherry: WWMDC's Budgets are separate from the Town since you are an Enterprise Fund.

Changes affecting the WWMDC are on slides 32-34. Areas with changes are: Contracts, Policy, Capital Plan, Procurement and Hiring.

Rick: Maintenance and repair of the treatment plan relating to the building is partially paid through the Facilities Department. Paul: Facilities pays for the building shell and the functions of the building. The actual process of wastewater and the budget is the WWMDC's responsibility. This has been a gray area in the past. Cherry: The Town Manager is responsible to make sure these things are done. Please refer to Section 3.4 a of the attached Draft 6/21/19.

Cherry: This is where the Town is going. Please review the details and let her know if you have questions. There will be discussion later in the month. An article will be worked-up for April TM.

8:30 4. Future of the WWMDC and Board membership.

Cherry: The position was advertised after Fred Knight's term ended. Residents have expressed interest. The future of the WWMDC has not been worked on. We need to legally look at the Act and administratively and financially see what makes sense. Rick: Our options are to 1) stay as is, 2) merge or be absorbed by the Board of Public Works or 3) the Water and WWMDC become their own board. Options 2 and 3 would require a special act. Rick: We would like a commitment to restart this process. Uday: His term ends June, 2020 and he will have challenges being able to attend meetings.

8:35 5. Long-term Finances - Discuss long-term financing needs (capital purchases and debt expense) and the possibility of increasing rates above a nominal amount to meet bond payment deficits in 2027-2032.

Rick: Received a notice for grant money that would help offset sewer rates. Paul: Completed the application for the WWMDC to sign and he will talk to Louise in the morning. The application asked if WWMD had filed for rate relief in the past. The board was not aware of any prior filings. Paul: This was setup when the MWRA had

huge debtors so they created a process for everyone to apply based on non-subsidized bonding.

Paul: Envisioning creating a model reflecting action for rates, betterment fees and debt to be completed in the January timeframe. See item 10 below.

- 8:40 6. Monthly Operations Report (MOR) - Paul Brinkman, Town Engineer, attending. MOR prepared by Paul & Richard Pezzolesi, Wastewater Operations Manager. The report will summarize activity at the Wastewater Treatment Facility (WTF, Town Center) and the Wastewater Treatment Plant (WTP, High School).

Jane: The Monthly Operating Report (MOR) will now represent the activity for the treatment plants and the financial information will be known as the Monthly Financial Report (MFR).

Paul: The new MOR will be handed out at board meetings (attached). Number 11 on this list (odor complaint from River Rock); the media was tested and it was expended in the odor control unit. This will cost about \$15,000. We will shift replacement of other equipment to accommodate this. Replacement will be done during the fiscal year since odor is not much of an issue in the winter.

#5 Sludge hauling went 60 days this time. In the past it was every two weeks.

#3 PAC is a phosphorous chemical, which works better with the PH levels.

Rick: Whitewater has let us down in the past and handled things as emergencies, which resulted in WWMD paying a premium. Paul: We have very limited out of contract work from WhiteWater. They do routine checks, lab samples and more.

Paul: Any damage done to the plant in the past is now being dealt with and plans to improve the plant are moving forward. Across the board there were lots of areas that contributed to the failure. Paul: The airflow meter would have taken a lot of time to resolve if Pezz had not been there. The plant is 6 years old and things need repair.

Cherry: For the High School Plant, the Board of Selectmen voted to submit Paul's FY21 plan, for \$140,000, for a two year strategy to get the plant running. The restart will require more of Pezz's time at the high school. Currently, Pezz has spent most of his time at the WTF. The 60/40 split of his salary will remain.

- 8:51 7. Administrative Items:

A. FY20 Q1 Billing

Jane: Due to the implementation of the new MUNIS Revenue system, Treasury is reviewing the data that was brought over and updating the system for payments received since July 1, 2019. Reads were done September 23, 2019. Bills are expected to go out the middle of October. A note was added to the front of the bill that WWMD bills will be combined with the Water Department. A section is being added to the website called Bill Information with an attachment to the FY20 Rate Tables.

B. FY21 Budget

Jane: The budget has been entered into MUNIS. A new Small Capital account will be added. Paul is working on the narrative to accompany the budget.

Rick: In the past, we asked WhiteWater to budget for expected costs and we discovered that there were more than membranes that needed replacing. We are seeing a lot of surprise costs, now, without WhiteWater running things and he feels we have not planned properly for expenses. Paul: WhiteWater was only under contract for three years and they were not looking at the future. They reacted to problems only. Rick: Last meeting we talked about a timeline of when things may break down and talked about what we should be saving instead of using retained earnings.

#### C. Meeting with Town Administrator and Finance

Jane : Louise Miller, Tom Holder, Brian Keveny and Jane.

- Reviewed a list of account specialist reports and duties to determine how to streamline the reporting. No decision on reducing reports.
- Town-wide all departments are to do their monthly financial reports after the Town closes the books each month. This occurs in the second to third week following the month end. There will be no MFR for September, 2019.

#### D. FY2021 Budget Approval Dates:

- November – Review Finance and Liaison questions/changes. Board can make changes before 12/17/19.
- December – Final Board approval of the total dollars for the FY21 Budget. Due to Finance on 12/17/19.
- January & February – The total dollars cannot be changed, but the amounts may be moved between line items.
- February 24, 2019 – Finance Committee adopts final FY21 Budget.

Jane: Will someone review the FY21 budget with the WWMDC? Cherry: Will check into this.

- 9:05 8. Approve minutes from previous meetings – September 11, 2019.

Rick: Motion to approve September 11, 2019 minutes as written. Uday second. 2-0 approved.

- 9:06 9. Review Monthly Financial Report (MFR) - Former Monthly Operating Report.

##### A. FY19 MFR

Jane: We are working with Finance to remove the \$22,181 betterment debt payment from the debt that was transferred to the Town in FY18. The MFR given to the Board previously does not include this.

##### B. FY20 September MFR

No financial report for September. Town-wide directive requires reporting to be done after the books are closed each month.

- 9:08 10. Topics not reasonably anticipated by Chair 48 hours in advance of meeting.

Paul: Rivers Edge project. Spoke today with the engineer for the developer and he is putting together more information. Ultimately, this will provide more users for WWMD and less cost for users.

9:10 - Rick motion to sign the sewer rate relief fund grant application as prepared by Paul Brinkman (item 5 above). Uday second. 2-0 approved. Attached.

9:11 11. Calendar: Upcoming meetings, events and hearings – Wednesday, November 13, 2019.

Uday is out the month of December, 2019. Jane: If something needs approval, can we remotely vote? Cherry: No there must be a quorum at the meeting. Rick: The last week of December we could schedule a meeting if necessary.

Next meeting: Wednesday, January 8, 2020.

9:15 12. Public Comment. None

9:15 13. Adjourn

Attachments:

Draft 6/21/19 Select Board/Town Manager Act

Printout of slides for An Act Establishing a Select Board and the Position of Town Manager in the Town of Wayland

Monthly Operating Report for the Wastewater Treatment Facility (Town Center) FY21 Budget

Account Specialist List of Reports and Responsibilities

September 11, 2019 Draft Minutes

No MOR for FY19 or FY20 September

Sewer Rate Relief Application

Agenda

**DRAFT 6/21/19**  
**SELECT BOARD/TOWN MANAGER ACT**

**Special Act of Legislation Creating Select Board/Town Manager Form of Government in the Town of Wayland**

[HISTORY: Adopted by the Annual Town Meeting of the Town of Wayland 5-3-2004 by Art.11. Amendments noted where applicable.]

**GENERAL REFERENCES**

Boards, commissions and committees — See Ch. 6.  
Finances — See Ch. 19.  
Personnel — See Ch. 43.  
Board of Selectmen — See Ch. 58.  
Town Administrator – See Ch. 60.  
Treasurer and Collector — See Ch. 72.  
Director of Public Works – See Ch. 151.

**§ 1. Renaming of Select Board. (*new*)**

1.1 The Board of Selectmen in the Town of Wayland shall hereafter be known as the Select Board, who shall be vested with all of the powers and duties conferred upon a board of selectmen by any general or special law. All references to the Board of Selectmen contained in the Town Code shall be construed as referring to the Select Board, and all powers and duties conferred upon the Board of Selectmen by the Town Code shall be vested in the Select Board.

1.2 The executive powers of the Town shall be vested in the Select Board, and the Select Board shall serve as the chief policymaking body of the Town.

1.3 The Select Board shall develop and promulgate policy directives and guidelines which shall be followed by all agencies serving under it and, in conjunction with other elected Town officers and multiple-member bodies, shall develop and promulgate policy guidelines designed to bring the operation of all town agencies into harmony; provided, however, nothing in this section shall authorize any member of the Select Board or a majority of such members to become involved in the day-to-day administration of a town agency.

1.4 The Select Board shall cause the by-laws, rules and regulations of the Town to be enforced.

1.5 The Select Board shall have full authority as agents of the Town to employ counsel to commence, prosecute and defend suits in the name of the Town. Said authority shall not extend to employing counsel to the School Committee.

1.6 The Select Board shall appoint a Town Manager, Town Counsel, independent auditor and any other boards, committees, and commissions according to Town Code, statute or any special act. The Select Board shall also appoint any other multi-member boards for whom no other method of appointment is provided by Town Code, statute or special act.

## **§ 2. Appointment and qualifications of Town Manager.**

2.1 The Select Board, by an affirmative vote of at least four (4) members, may appoint a Town Manager as the Town's chief executive officer for a term of years as the Select Board deems to be in the best interests of the Town. The Town Manager shall receive such aggregate compensation and benefits, not exceeding the amount appropriated, as the Select Board may determine. The Select Board may, but is not required to, establish a written employment contract with the Town Manager pursuant to Massachusetts General Laws Chapter 41, Section 108N, to provide for the salary, fringe benefits, and other conditions of employment. The Town Manager position shall be a non-union position. *(modified from current Code)*

2.2 The Town Manager shall be appointed on the basis of educational, management and administrative qualifications and experience, including at least a bachelor's degree in a related field of study from an accredited four-year college or university. The Town Manager shall have considerable professional experience, consisting of compensated service in municipal administration or an equivalent combination of education and business management experience. *(in current Code)*

2.3 The Town Manager shall devote full-time to the responsibilities of the office. The Town Manager shall hold no elective Wayland Town office. The Town Manager may be appointed by the Select Board to any other compatible Town office or position, but he/she shall engage in no other business or occupation without advance written authorization by the Select Board. *(in current Code)*

## **§ 3. Authority and responsibilities of Town Manager.**

### **3.1 Administrative Authority and Responsibilities**

- a. The Town Manager shall be the chief administrative and operating officer of the Town. *(new)*
- b. The Town Manager shall be responsible for managing, supervising and executing all of the activities noted in this Act, the Town Manager's job description, and any other duties assigned to the Town Manager by the Select Board or in compliance with federal and state law and the Town Code and Town policies. *(in current Code)*
- c. The Town Manager will not set Town policy, but will ensure there is appropriate coordination in the implementation of Town policy working across all Town departments in conjunction with all elected and appointed boards and committees. *(in current Code)*
- d. The Town Manager shall ensure that all Town departments, boards, commissions and committees comply with the Town's financial, personnel and legal policies and procedures, as well as all Town Meeting votes, Town Code, federal and state law. *(modified from current Code)*

- e. The Town Manager shall be responsible for overseeing, coordinating, and making recommendations that may impact multiple Town boards and committees, broadly or in detail, regarding Town financial, personnel and legal activities. *(in current Code)*
- f. The Town Manager shall be responsible for the management of all financial, administrative and operational affairs of the Town and Town departments, including the Police and Fire Departments and all boards, commissions and committees but excluding the School Department, provided, however, that all boards, commissions and committees shall continue to exercise permitting and/or policy-making authority as provided in state law. *(modified from current Code)*
- g. The Town Manager shall understand and have a working knowledge of the statutory authority and responsibility held by certain department heads and elected and appointed boards, commissions and committees so s/he can effectively support these officers in the execution of their duties. Unless expressly stated herein, nothing in this Act is intended to reassign policy-making or permit granting statutory authority of any department head or any elected or appointed board, commission or committee to the Town Manager. *(modified from current Code)*
- h. With respect to Town policies and programs that impact multiple areas of Town government, the Town Manager shall work with all elected and appointed boards, commissions and committees and Town department heads, be accountable for ensuring there is appropriate administration and coordination both (i) in the implementation and on-going adherence to Town policies; and (ii) in the development and execution of such policies and programs. *(in current Code)*
- i. With respect to the development, implementation and execution of policies and programs affecting various Town departments, the Town Manager shall:
  - i) Coordinate the setting of priorities with the rest of the Town government;
  - ii) Communicate activities, including projects, plans and studies, so that necessary input is received from all areas of Town government that should be involved in those initiatives; and
  - iii) Coordinate efforts so that cross-functional services to residents and others are effectively and consistently delivered. *(in current Code)*
- j. The Town Manager is designated as the Town's Records Access Officer under the Public Records statute. The Town Manager shall, directly or through the Town's various departments, boards, commissions and committees, provide for the preparation, filing and maintenance of all records and reports on behalf of the Town. *(modified from current Code)*
- k. The Town Manager oversees crisis intervention in emergency situations, working with other key Town department heads, and addresses any systemic problems impacting multiple areas of the Town as they arise. The Town Manager shall ensure priority items are properly attended to and bring concerns about problem resolution to related boards, commissions and committees, and ultimately, to the Select Board for assistance in resolution, if necessary. *(in current Code)*



### 3.2 Financial Authority and Responsibilities

- a. The Town Manager shall be the chief financial officer of the Town. *(new)*
- b. The Town Manager shall initiate, prepare and have general oversight of the process of preparing the Town's annual operating and capital budgets. To assist the Town Manager in preparing the proposed annual operating and capital budgets, all department heads, boards, commissions and committees of the Town, including the School Department, shall furnish all relevant information and submit to the Town Manager, in writing and in such form as the Town Manager shall prescribe, a detailed estimate of the appropriations required and available funds. *(new)*
- c. The Town Manager shall work with the Finance Director and Finance Committee to:
  - i) Develop long-term financial strategies addressing operational and capital financial needs of the Town;
  - ii) Establish set budgetary guidelines to be used in the development of annual budgets;
  - iii) Review all operating and capital budgets of all Town departments and make recommendations to the affected boards, commissions and committees and to the Finance Committee about priorities important to budget development; and
  - iv) Evaluate actual expenditures and receipts against budgets and coordinate with affected department heads, boards, commissions and committees the development of plans to manage to the budget or obtain Finance Committee approval for Reserve Fund transfers, in advance of spending, when possible. *(in current Code)*
- d. The Town Manager shall prepare and update a five-year capital budget for all Town departments. *(new)*
- e. The Town Manager shall serve as the Town's chief procurement officer pursuant to state and federal law and shall ensure that all Town departments comply with applicable procurement laws. The Town Manager may, in his or her discretion, delegate any procurement responsibilities. *(modified from current Code)*
- f. Unless any statute or special act provides to the contrary, the Town Manager shall be authorized to execute all grant applications and shall award and execute all contracts binding the Town up to a set amount to be established by policy set by the Select Board. *(new)*

### 3.3 Personnel Authority and Responsibilities

- a. Department Heads with Elected Boards: Except as expressly provided herein, the Town Manager shall appoint on the basis of merit and fitness alone, all department heads or similar positions, in consultation with the respective elected boards, commissions and committees and in compliance with any applicable provision of a

collective bargaining agreement, with the exception of the School Department and Library. *(modified from current Code)*

- b. Department Heads with Appointed Boards: Except as expressly provided herein, the Town Manager shall appoint on the basis of merit and fitness alone all department heads for departments with appointed boards, commissions and committees and in compliance with any applicable provision of a collective bargaining agreement. *(modified from current Code)*
- c. Department Employees (subordinate to Department Head or similar position): The Town Manager shall be responsible for appointing on the basis of merit and fitness alone, all subordinate employees of each Town department, with the exception of the School Department. *(modified from current Code)*
- d. Unless otherwise provided under this Act, the Town Manager shall be responsible for appointing all other appointed officers or employees for whom no other method of appointment is provided by the Town Code or other special act. *(new)*
- e. Discipline and Removal for Cause: The Town Manager may, for cause, remove or discipline any department head or similar position, with the exception of the School Department and Library Director, and all subordinate employees of each Town department, with the exception of the School Department. *(new)*
- f. The Town Manager shall appoint, on the basis of merit and fitness alone, with ratification by a vote of at least three members of the Select Board, and evaluate, discipline and, for cause, remove, without the ratification of the Select Board:
  - i) A Police Chief;
  - ii) A Fire Chief;
  - iii) A Finance Director who may have the authority and responsibilities of a Town accountant; and *(modified from current Code and special act)*
  - iv) A Town Clerk. *(new)*
- g. In the event of a vacancy, disability or absence greater than thirty (30) days, of any department head or any position appointed by the Town Manager, the Town Manager may appoint someone to serve in an acting or interim capacity. *(new)*
- h. 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)*
- i. Working with the Town's Human Resource Department, the Town Manager shall be responsible for the daily administration of the Town-wide personnel system, including the maintenance of personnel records and the enforcement of personnel

policies, rules and regulations and managing personnel costs to ensure maximum efficiency and fairness across Town departments. *(in current Code)*

- j. Evaluations: The Town Manager may develop a performance evaluation process and establish performance standards not inconsistent with any terms of any collective bargaining agreement. *(new)* The Town Manager shall be responsible for the annual evaluation of job performance of all Town department heads, including the Town Clerk and other positions appointed by the Town Manager but excluding the School Department and Library Director, and may incorporate any input or recommendations received from any elected or appointed board, commission or committee served by such department heads. Evaluation of the Library Director shall include input of the Town Manager. The Town Manager may also be responsible for annually evaluating the job performance of subordinate Town employees, excluding those of the School Department. *(modified from current Code)*
- k. The Town Manager shall serve as the agent of the Select Board and negotiate collective bargaining agreements on behalf of the Select Board in accordance with General Laws Chapter 150E, provided, however, that such agreements shall be subject to ratification by the Select Board and subject to funding by Town Meeting. The Town Manager may appoint confidential staff to assist with collective bargaining. *(new)*

#### 3.4 Facilities/Property Authority and Responsibilities

- a. The 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. Nothing in this provision shall be construed as conferring any authority upon the Town Manager to have access to information that is otherwise unauthorized under state law. *(new)*
- b. The Town Manager shall, directly or through the Town's various departments, boards, commissions and committees, maintain an inventory of all Town-owned real and personal property. *(in current Code)*

#### 3.5 Transitional Authority and Responsibilities *(all new)*

- a. With the enactment of this Act by the General Court, Chapter 320 of the Acts of 2004, An Act Relative to the Position of Town Administrator in the Town of Wayland, shall be repealed.
- b. Following the enactment of this Act, the Select Board shall appoint a Town Manager, and if the Select Board so chooses, the incumbent Town Administrator may be appointed Town Manager.

**§ 4. Removal of the Town Manager.**

The Town Manager may be removed by an affirmative vote of at least four (4) members of the Select Board in accordance with the provisions of the Town Manager's contract. *(modified from current Code)*

**§ 5. Acting Town Manager.**

If the Town Manager shall be absent from his/her office for up to fourteen (14) days, the Town Manager may designate a qualified person to serve as the Acting Town Manager and to perform the duties of the Office of the Town Manager during this period of absence. In the event the office of Town Manager shall be vacant for more than fourteen (14) days, the Select Board may appoint a qualified person to serve as the Acting Town Manager and to perform the duties of the Office of the Town Manager during the period of any vacancy caused by the Town Manager's absence, illness, suspensions, removal or resignation. The appointment by the Select Board shall be for a period not to exceed six months, but such appointment may be extended by an additional two months by majority vote of the Select Board. *(modified from current Code)*

**§ 6. Town Clerk To Become Appointed Position. *(new)***

6.1 Upon the effective date of this Act, the position of Town Clerk shall cease to be elected and shall become a position appointed by the Town Manager pursuant to Sections 2.3.b and 6 of this Act.


6.2 The incumbent in the office of Town Clerk shall continue to serve until the expiration of the term for which elected as Town Clerk, and at the expiration of that term, the Town Clerk shall be appointed by the Town Manager as provided in Section 2 of this Act. If the incumbent in the office of Town Clerk vacates said office prior to the expiration of the term for which the Town Clerk was elected, the office of Town Clerk shall cease to be an elected position and shall be appointed by the Town Manager as provided in Section 2 of this Act.

**§ 7. Conflict with Other Acts or Town Code.**

In the event that there is a conflict between any provision of this Act and any provision of the Town Code or other special act pertaining to the Town of Wayland, this Act shall prevail.

**§ 8. Time for Taking Effect. *(new)***


This Act shall take effect upon its passage by the General Court.

 **Town of Wayland  
Massachusetts**

**AN ACT ESTABLISHING  
A SELECT BOARD  
AND  
THE POSITION  
OF  
TOWN MANAGER  
IN THE TOWN OF WAYLAND**

**2020 Annual Town Meeting**


10/10/2019 Slide # 1

 **Town of Wayland  
Massachusetts**

**AGENDA**

- **Goals of the Select Board/Town Manager Act**
- **Why Change?**
- **What Does the Act Accomplish?**
- **Summary**


Slide # 2

 **Town of Wayland  
Massachusetts**

**AGENDA**

- Goals of the Select Board/Town Manager Act
- **Why Change?**
- What Does the Act Accomplish?
- Summary

200 # 1


 **Town of Wayland  
Massachusetts**

**The Executive Summary  
of Wayland's Financial Management Structure**

**At its core, the issue is that the financial management of the Town is severely fragmented in a way that reduces the Town's efficiency, effectiveness, and transparency.**

(Collins Center, 2018)

200 # 6




**Town of Wayland  
Massachusetts**

**Why Change Now?**

- Organization was developed when times were simpler in Wayland
- Changes in complexity of municipal government
  - Increased regulations, financial requirements and public scrutiny
- Experts' recommendations over 30 years
- Difficulty in hiring last two Town Administrators
- Level of volunteer work cannot – and should not - be sustained

Slide 9



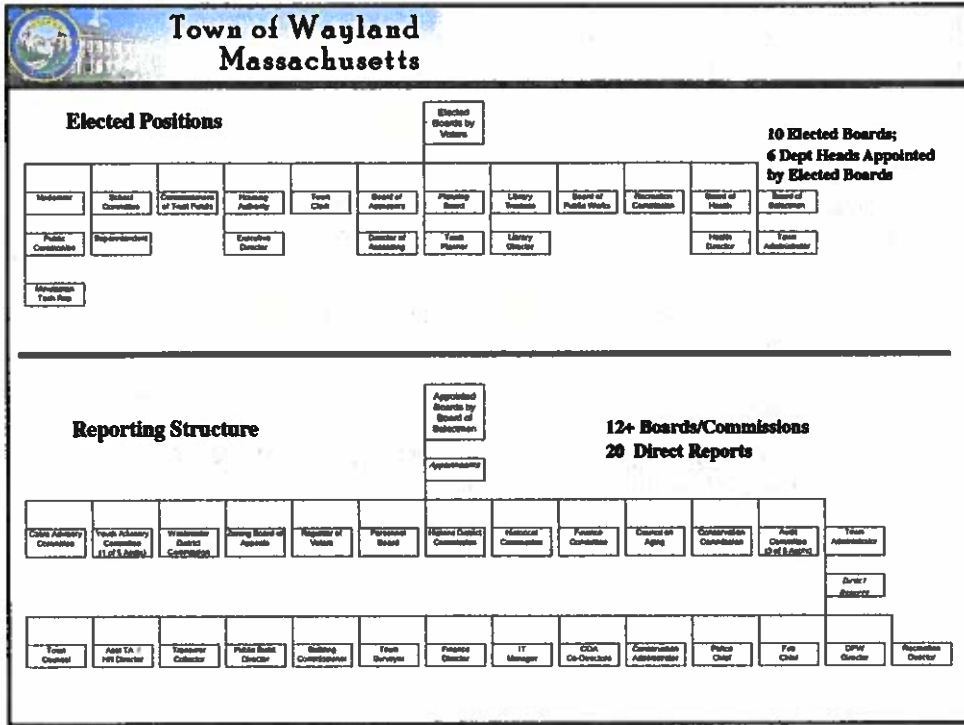
**Town of Wayland  
Massachusetts**

**Some say  
"If it ain't broke, don't fix it."**

Some residents say:

- "What we see looks great."
- "There are lots of volunteers involved, and we want to keep it that way."
- "The Town has a great bond rating."
- "We don't trust anyone except our neighbors to run the town."

Slide 10



**Town of Wayland Massachusetts**

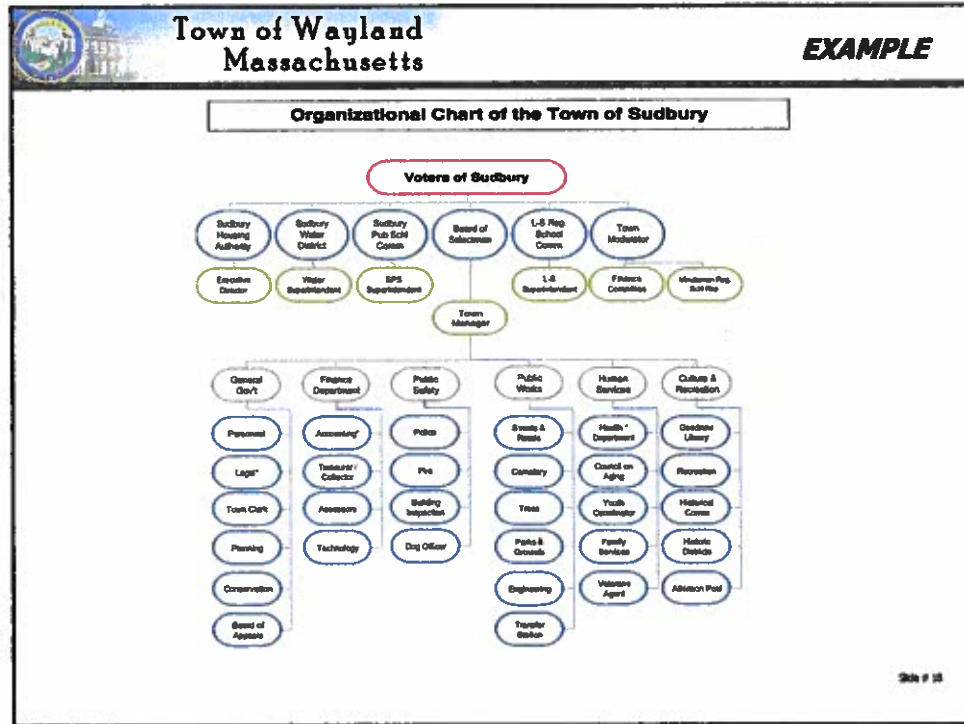
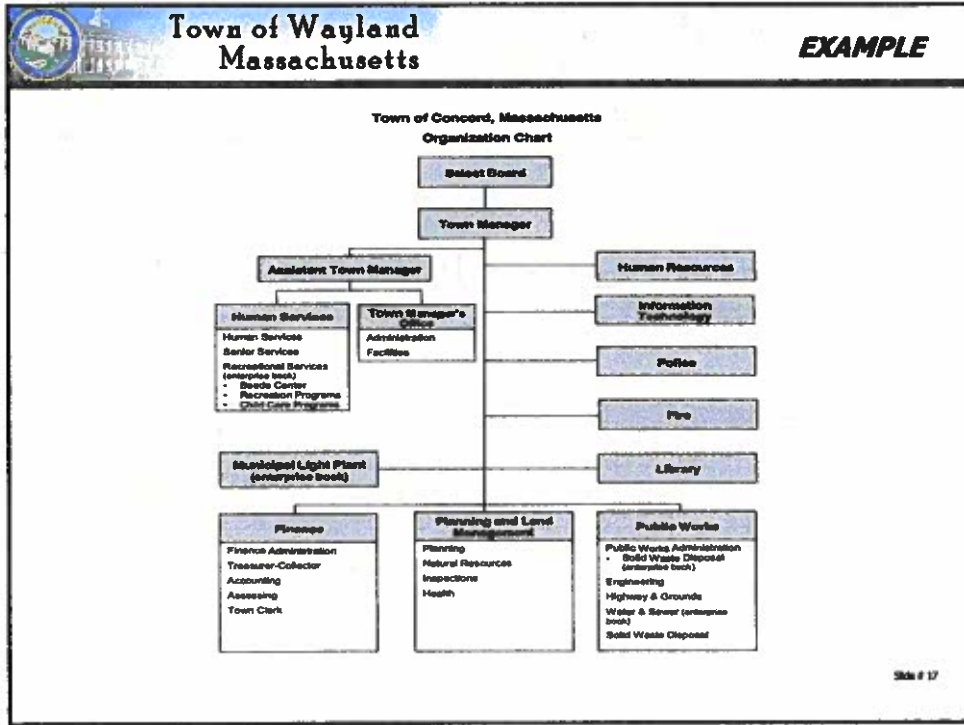
**Collins Center Peer Analysis**


Wayland Finance Committee's peer towns (current and former) have stronger statutory management structures.

- **Charter:** Hopkinton, Lynnfield, Marshfield, Medfield, North Andover, North Reading, Scituate, Westford, Westwood
- **By-law:** Carlisle, Hingham, Lincoln, Manchester-by-the-Sea
- **Town Manager Act (strong language):** Cohasset, Concord, Sudbury, Weston
- **Town Administrator Act (weak language):** Wayland

Slide # 14






 **Town of Wayland  
Massachusetts**

**The Act Improves Government**

Defines the Town Manager's Authority and Responsibility for

- Administration
- Finances
- Personnel
- Facilities/Property

Slide # 21


 **Town of Wayland  
Massachusetts**

**Administration**

Maintains Administrative Authority and Responsibility:

- Coordinates implementation of Town policy
- Ensures compliance with policies, procedures and law
- Coordinates setting priorities – policies, projects, staff
- Oversees emergency situations
- Communicates activities; coordinates efforts
- Responds to requests in a timely manner
  - Public Records
  - General Information
  - Complaints
  - Open Meeting Law

Slide # 22


 **Town of Wayland  
Massachusetts**

**Example: Bargaining Contract Compliance**

Establishes compliance with bargaining unit contracts

- For example, Union Department Heads cannot hire, fire or review employees in same union
- Union Department Heads
  - Assessing Director
  - Building Commissioner
  - Conservation Administrator
  - Council on Aging Director
  - Health Director
  - Town Planner
  - Surveyor
  - Treasurer
  - Youth and Family Services Dir.

Slide # 25


 **Town of Wayland  
Massachusetts**

**Example: Bargaining Contract Compliance**

Maintains Personnel Responsibilities with Non-Union Department Heads

DPW	Fire	Police
Facilities	IT	Recreation
Finance	Library	


Slide # 26

 **Town of Wayland  
Massachusetts**

**The Act does NOT change.....**

- Departments continue to make operational decisions and conduct day-to-day operations.
- Boards/Committees retain rights under state law and continue to set policies and maintain all permitting and regulatory responsibilities.
- Volunteer spirit continues through over 40 elected and appointed boards.
  - All currently elected boards/committees remain elected
  - The number of appointed committees remains the same

Slide # 29


 **Town of Wayland  
Massachusetts**

**Town Code**


Town Code is Unchanged

- Council on Aging, Chapter 12
- Finances, Chapter 19
- Planning Board, Chapter 47
- Treasurer and Collector, Chapter 72
- Board of Health, Division 2
- Director of Public Works, Chapter 151


Slide # 30

 <b>Town of Wayland Massachusetts</b>		
<b>WWMDC 10/10/2019</b>		
	<u>Now</u>	<u>SB/TM Act</u>
<u>Financial</u> Budget Preparation	Commission prepares budget, then presents to TA. TA compiles budget with Finance Director for submission to FinCom	Same
Capital Plan	Commission develops requests, then presents to TA. TA compiles budget with Finance Director for submission to FinCom	TM will be responsible for preparing 5-year plan with info from Depts; then submitted to FinCom
Procurement	TA is chief procurement officer.	TM is chief procurement officer; clarifies role and requires centralized RFP process; standardized procedures

Slide # 33

 <b>Town of Wayland Massachusetts</b>		
<b>WWMDC 10/10/2019</b>		
	<u>Now</u>	<u>SB/TM Act</u>
<u>Operations</u> HR/Hiring	WWMDC hires XXXXX.	Hiring process done through HR in TMs office.
IT	Coordination through TA's office	Same
Facilities	Coordination through TA's office	Same

Slide # 34


 **Town of Wayland  
Massachusetts**

**Summary**

**The Select Board/Town Manager Act:**

- Professionalizes the structure of Wayland's government
- Coordinates administrative, operational, and financial functions
- Provides consistent approach for efficiency, effectiveness, and transparency
- Uses resources effectively – personnel, time, and money
- Improves legal and regulatory compliance
- Maintains volunteer opportunities

Slide # 17

 **Town of Wayland  
Massachusetts**

**CALL TO ACTION**

**Support Select Board/Town Manager Act  
at Town Meeting**

Slide # 18



**DEPARTMENT OF PUBLIC WORKS**  
**TOWN OF WAYLAND**

*Entrusted To  
Manage The  
Public  
Infrastructure*

Thomas M. Holder  
*Director*

Joseph Doucette  
*Superintendent*

Don Millette  
*Superintendent*

Paul Brinkman  
*Town Engineer*

To: Paul Brinkman

From: Pezz

Date: 1 Oct 2019

Subject: September monthly report

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Town Center Wastewater Treatment Facility

1. Troubleshoot Endress & Hauser air flow meter for MBR1. Meter needs replacement.
2. Coordinated review of odor control media replacement. Sample of existing media taken. Awaiting results and final quote for odor control replacement media.
3. 9 Sept. receive 1000 gal PAC, (WW58).
4. Sent out August report through NetDMR with no exceedances.
5. Decant from sludge holding tank on 17, 18 & 30 Sept.
6. No sludge hauled for September at Town Center.
7. Sent out August Toxicity report through NetDMR with no exceedances.
8. Ordered new air flow meter for MBR1 on 26 Sept. (3-4 weeks out).
9. Coordinate plumbing repair with Cooling & Heating.
10. Monitored process control, wasted 17,750 gallons.
11. Odor complaint received on 24 Sept from realtor. No name left. Monitoring situation. Developing more detailed process to document complaints.

Wayland High School Wastewater Treatment Plant

1. Daily monitoring of high school flows and coordination of wastewater hauling with WWSI.
2. Total Volume Hauled – 71,300 gallons for month.
3. Remote monitoring of High School water meter use implemented.
4. Coordinate with Town Engineer on detailed plan for restart of plant.

HIGHWAY -- WATER -- PARKS -- CEMETERIES -- TRANSFER STATION -- WASTEWATER - ENGINEERING



**WAYLAND WASTEWATER MANAGEMENT DISTRICT COMMISSION  
PROPOSED FY21 BUDGET - 9/6/19**

Account #	Description	FY19	FY20	FY21	FY21 Notes	Change
		Actual	Budget 6/5/19	Proposed 9/6/19		
<b>EXPENSES</b>						
63443001	Salaries (Account Specialist)	29,531	82,600	85,830	Account Specialist and WOM salaries (No COLA Incr.)	3,230
63443001	Salaries (Part-time)	-	5,000	2,500	DPW Employee (no benefits). Expected need.	(2,500)
	<b>Total Personnel Services</b>		<b>87,600</b>	<b>88,330</b>		<b>730</b>
63443002	Facility Operating Contract	46,800	50,000	50,000	Contract ended 9/16/18 @ \$3,900/month. RFP in process.	-
63443002	Facility Labor & Other Prof. Serv.	15,984	12,500	12,500	Assistance outside contract Facility Operating Contract.	-
63443002	Surface Water Testing (OARS)	7,325	7,800	7,800	Conservative amount based on OARS forecast of \$7,691.	-
63443002	Admin Serv's & Other	-	500	500		-
63443002	Legal Services	-	5,000	2,500	No legal services anticipated.	(2,500)
63443002	Training & Education	243	350	350		-
63443002	Building Repair & Improvements	1,225	5,900	5,000	Reduced due to Facilities Dept. maintenance.	(900)
63443002	Equipment Repairs & Maint.	19,581	30,000	15,000	\$15,000 allocated to new Small Equipment account.	(15,000)
63443002	Vehicle Repairs	-	500	500		-
63443002	Disposal (Trash Removal)	1,105	1,240	1,500	Contract until FY21 @ 3%/yr increase.	260
63443002	Sludge Disposal	28,852	25,000	25,000	Reduced due to a new process.	-
63443002	Chemicals	8,824	7,500	10,000	New chemical at \$3,000, 3 X/year plus 3%/yr increase.	2,500
63443002	Pipeline Maintenance	-	10,000	10,000	WOM handling dig safe calls & maintenance.	-
63443002	Markup & Other	2,998	-	-	Markup is expensed with related invoice	-
63443002	Engineering Fees	-	-	-	No engineering costs anticipated.	-
63443002	Natural Gas-N/I Grid & Dir. En.	4,522	4,100	5,000	FY19 furnace not working for 3 months. FY19 with 3%/year increase.	900
63443002	Electricity -Eversource	38,672	33,000	45,000	All system online Feb-Jul, 2019. Average online plus 3%/yr increase.	12,000
63443002	Telephone - Verizon	2,635	1,900	3,750	FY19 partial year of SCADA exp's. Frct exp's and increased 3%/yr	1,850
63443002	Water - Town of Wayland	897	1,000	1,000	Charges for Backflow, Administrative and water use. 3%/year increase.	-
63443002	Transfer to Gen. Fund (Indirects)	94,965	34,913	35,800	Estimate of town allocations.	887
	<b>Total Services</b>	<b>274,627</b>	<b>231,203</b>	<b>231,200</b>		<b>(3)</b>
63443002	Supplies	1,255	5,000	2,500	Reduced due to Facility repairs done by the WOM.	(2,500)
63443002	Vehicle Gasoline	230	500	500		-
63443002	Uniforms - WOM	150	350	355	Increase based on contract.	5
63443002	Small Equipment	-	-	25,000	New FY21. Replace small capital equip. \$15,000 from acct. #52116.	25,000
63443002	Contingency	-	15,000	10,000	Reduced \$5,000 due to WOM overseeing.	(5,000)
	<b>Total Goods</b>	<b>1,635</b>	<b>20,850</b>	<b>38,355</b>		<b>17,505</b>
	<b>Total Operating Expenses</b>	<b>276,262</b>	<b>339,653</b>	<b>357,885</b>		<b>18,232</b>
<b>CAPITAL EXPENSES</b>						
63443002	Old Debt-Principal	31,862	43,247	43,247	From Debt Schedules. Full amount, subsidy not included. Final Pmt	(0)
63443002	Old Debt-Interest	478	3,268	1,135	From Debt Schedules. Full amount, subsidy not included. Final Pmt	(2,133)
63443002	New Debt -Principal	238,076	248,077	253,077	From Bank Debt Schedules.	5,000
63443002	New Debt -Interest	165,506	153,695	141,383	From Bank Debt Schedules.	(12,312)
	<b>Total Capital</b>	<b>435,923</b>	<b>448,287</b>	<b>438,842</b>		<b>(9,445)</b>
	<b>Total Operating &amp; Capital Exp's</b>	<b>712,185</b>	<b>787,940</b>	<b>796,727</b>		<b>8,787</b>



**WAYLAND WASTEWATER MANAGEMENT DISTRICT COMMISSION**  
**PROPOSED FY21 BUDGET - 9/6/19**

Account #	REVENUE	FY19 Actual	FY20 Budget 6/5/19	FY21 Proposed 9/6/19	FY21 Notes	Change	
						FY20	%
63410500	42105 Receipts (User Charges)	263,080	311,653	316,885	Note 1.	5,232	2%
63410500	48210 Interest Earned on Savings	11,144	5,000	10,000	Note 2.	5,000	N/A
63410500	47501 Old Betterment-Principal	22,384	22,885	-	Betterment dissolved FY20.	(22,885)	N/A
63410500	47502 Old Betterment-Interest	2,238	1,144	-	Betterment dissolved FY20.	(1,144)	N/A
63410500	47503 New Betterment-Principal	187,945	189,830	186,303	Based on Apportionment Schedules	(3,527)	N/A
63410500	47504 New Betterment-Interest	145,406	140,832	128,872	Based on Apportionment Schedules	(11,960)	N/A
63410500	48600 Undes Ret'd Earn's/Betterment	-	93,596	123,667	Note 3	30,071	N/A
63410500	48600 Undes Ret'd Earn's/Operations	-	23,000	31,000	Note 1. Amount finalized at May/June, 2020 Rate Hearing.	8,000	35%
	<b>Total Revenue:</b>	<b>632,196</b>	<b>787,940</b>	<b>796,727</b>	Net of unbudgeted amounts: Penalties & Int, Misc (Privilege	<b>8,787</b>	<b>1%</b>
	<b>ADJUSTED USER CHARGES</b>						
	Total Operating Expenses	276,262	339,653	357,885		18,232	5%
	Less Interest Earned on Savings	11,144	5,000	10,000	New FY20: Based on FY18 actual. Note 2		
	Less Undes Ret'd Earn's/Opera's	60,000	23,000	31,000	Note 1. Amount finalized at May/June, 2020 Rate Hearing.	8,000	35%
	Adjusted User Charges		311,653	316,885		5,232	2%

**FY19 Note:** \$22,181.53 not included for long term debt principal and interest booked to WWMD that belongs to the town for the \$220,000 of debt transferred to the Town in FY18.

**FY20 Note:** Undesignated Retained Earnings Operations - \$23,000 approved to offset User Charges by the WWMD on June 5, 2019.

**FY21 Notes:**

- 1) **User Charges** - Total Operating Expenses less Interest Earned on Savings reduced by Undesignated Retained Earnings from Operations in order to maintain user rates at a reasonable increase annually.
- 2) **Interest Earned on Savings** - Beginning FY20, budgeting for interest earned on \$483,606 (July 31, 2018) located in a separate account controlled by Treasury. The remainder of WWMD's retained earnings is in the Town's General Fund. FY19 actual increased 6.6%. FY21 used a conservative number.
- 3) **Undesignated Retained Earnings/Betterment:** FY20 the Old Betterment will be dissolved. One payment remains in FY21. The amount used makes up the difference between the amount billed and debt payment each year. Actual amount will be lower by \$12,437.28 since budgeted numbers include the old betterment subsidy, which we do not pay.

## **Summary of Jane Capasso's Duties for WWMDC**

Updated 10/2/19

### **Financial Analysis:**

- Quarterly Billing - Review total dollars billed before they are finalized. Obtain backup schedules.
- Final Sale bills - Obtain copies for Commitment letter and user files.
- Monthly Operating Reports (MOR) - Input monthly expenses, update purchase order balances and review MUNIS Year-To-Date Budget reports. Prepare Cash Receipts and summary of the monthly accounts payable. Review and explain variances on the MOR to the WWMDC.
- Accounts Payable - Review monthly invoices and calculate amount due. Call vendor for corrections. Prepare batches and enter amounts into the MOR Schedule
- Purchase Requisitions - Backup: Certificate of Liability Insurance, wage scales, contract information. Enter in Munis, respond to questions, follow up to obtain Purchase Orders and enter in the Monthly Operating Report (MOR).
- Purchase Orders - Keep track of balances, request increases and provide PO's to Wastewater Operations Manager to order equipment.
- Reconcile accounts in MUNIS, keep a list of adjustments and meet with Treasury and Finance.
- Budget Forecasting and Analysis - Annually forecast, research contracts, update/add new accounts and add notes. Prepare the narrative and enter the Statement of Changes into MUNIS.
- Capital Plan - Discuss with Town Engineer, backup for WWMD board meeting and email final numbers to Finance Dept.
- Rate Hearing - Annually advertise the meeting. Update numbers, notes and discuss with WWMDC.
- Certified Undesignated Retained Earnings (URE) - Annually breakout total dollars for operations and betterments. Involves analyzing betterment apportionment and debt schedules, balance sheet and cash receipts.
- Master Schedule of WWMD Accounts - Maintain user account information, design flow, total water revenue and water use.
- Town Center Capacity Spreadsheet - Maintain detailed information on design flow changes and notes. Used by Town Center Developers, WWMDC, Town Engineer, Health Department to determine available design flow.
- Connection Application and Title V Design Flow - Discussions with Health Department, Town Center Developers, person requesting a change. Research on the property and Title V classifications. Presentation to WWMDC.
- Commitment Letters - Monthly review and signature. Obtain and file all backup.
- Abatements - Review and sign as needed.
- Betterment Apportionments - Update schedule for payoffs, confirm annual apportionments and journal entries with Treasury and Assessors.
- Betterment Debt Service - Confirm debt payments that are in MUNIS. Created a master schedule for Treasury to use. MUNIS YTD Budgets have the right amounts.
- Betterment Payoff Schedule - Annually update using apportioned, debt schedules and certified URE broken out.
- Contract review, renewal and maintenance schedules by year.
- Special Projects to support WWMDC
- Journal Entries
- Balance Sheet Review - Quarterly.
- Annual Report - Prepare Finance Section, flow information and review narrative.
- Demands & Liens - Review and approve demand bills. Review final liens and present to the WWMDC for approval.
- Create and update procedures for all reporting, MUNIS and the Website.

### **Essential Functions:**

- As the only Town employee for the WWMDC, I meet with department heads, problem solve and create procedures, handle customer service and prepare all financial reporting for WWMDC, Finance and Treasury.
- Work with minimal supervision from the DPW Director and WWMDC.
- On behalf of the WWMDC, contact with Government Agencies, Finance, Treasury, Health Department Town Center Developers and Connection Application applicants.
- Town Engineer Interaction - Financial analysis, design flow, quarterly billing, agenda's and minutes.
- Wastewater Operations Manager - Setup vendor accounts (includes bank credit), obtain PO's, pay bills, call vendors, discuss problems and upcoming needs. Provide information on Town policies and changes.
- Discharge Monitoring Report - Signatory on behalf of the WWMDC and record keeper.

- Customer Service - Billing, Connection Applications and general questions.
- Agenda's - Gather input from WWMD, Paul Brinkman and Richard Pezzolesi. Prepare and post agenda to the Town and website.
- Minutes - Prepare, gather attachments, distribute and post on the website.
- Monthly Board Meetings - Post on website, attend and prepare Minutes.
- Maintain user files and contracts/agreements.
- Reporting & Event Calendar - Maintain an annual list of Town reporting requirements and WWMD functions.

**Summary of Jane Capasso's Duties for the High School Wastewater Treatment Plant (HSWTP)**

- Accounts Payable - Pay monthly sludge bills and enter batches into MUNIS.
- Purchase Orders - Keep track of balances, request increases and provide PO's to Wastewater Operations Manager to order equipment.

**Future Responsibilities once the reconstruction of the treatment plant begins: (In addition to the above)**

- Accounts Payable - Review monthly invoices and calculate amount due. Call vendor for corrections. Prepare batches and enter amounts into MUNIS and the Monthly Financial Report (MFR).
- New Vendors - Paperwork to set-up new accounts and financing.
- Purchase Requisitions - Obtain backup: Certificate of Liability Insurance, wage scales, contract information. Enter in Munis, respond to questions, follow up to obtain Purchase Orders and enter in the MFR.
- Purchase Orders - Keep track of balances, request increases and provide PO's to Wastewater Operations Manager to order equipment.
- Monthly Financial Reports (MFR) - Decide on expense accounts and have them set-up in MUNIS. Create a format for the report, which will be in-line with DPW reporting. Monthly update expenses and purchase order balances.
- Reconcile accounts in MUNIS, keep a list of adjustments and meet with Treasury and Finance.
- Budget Forecasting and Analysis - Annually forecast, research contracts, update/add new accounts and add notes. Prepare the narrative and enter the Statement of Changes into MUNIS.
- Capital Plan - Discuss with Town Engineer, backup for WWMD board meeting and email final numbers to Finance Dept.
- Set-up a file system.

# DUTIES AND RESPONSIBILITIES-WASTEWATER PERSONNEL

December, 2016 Prepared by Cindy Cincotta

Daily/Monthly Responsibilities      Annual Procedures/Responsibilities      Responsibilities on Behalf of the Board

Customer Service Billing	Issue Demand Letters	Attend Monthly Meetings Take Notes at Meeting
Account's Payable	Issue Intent to Lien Letters	Post Minutes and Agenda on Website
Issue Signed Commitment/Abatement letters for Billings to Accounting	Lien WW over to Tax Bill	Report Revenue/Expense Numbers
Run Monthly Reports	Issue Commitment Letter to Assessing	Updating Website
YTD Expense	<b>Reconcile Unapportioned Betterment Account (new)</b>	
YTD Revenue		
Review Balance Sheet		
Review All Accounts in Accounting Inquiry Module related to WW		
Meet with Accounting and Treasury to reconcile differences.		

**WAYLAND WASTEWATER MANAGEMENT DISTRICT COMMISSION  
MEETING OF SEPTEMBER 11, 2019**

**In Attendance:** Rick Greene, Uday Virkud and Jane Capasso  
**Absent:** All Present  
**Guests:** Paul Brinkman, Town Engineer  
**Meeting Location:** 7:30 pm Wayland Town Building

**Draft Minutes**

*Note: Items may not be discussed in the order listed or at the specific time. Times are approximate.*

- 7:31 1. Call to order  
7:31 2. Public comment - None  
7:32 3. FY21-25 Capital Plan review and approval.

Paul: On last year's Capital Plan we included odor control. This was removed for the FY21-25 Capital Plan based on Pezz researching the cost, which is well under the \$50,000 requirement for capital items. For FY25 we have a place holder for approximately \$150,000 membrane replacement. The membranes are not showing wear and it depends on how hard they are worked. We need to reserve for this. FY25 will be 12 years of wear on the membranes. Rick: If we need replacement at the 10 year mark (FY23), we will need to be saving \$30,000 per year now. Plus some of our operational retained earnings, that is currently at approximately \$100,000. In future meetings, Paul will talk to the WWMDC about his ideas to reserve for these expenditures.

Paul: A new account called Small Equipment has been added to the budget for small capital items that are \$10,000 or less. We are planning expenditures to keep the plant in as high a level as service as it is now.

Rick: When he reviewed the Annual Report, the treatment plant flow was up 7.3%. Demand was down and we have more vacancies. Whole Foods is closed and they used a lot of capacity. Where is the capacity increase coming from? Paul: The 7.3% increase in flow is an average for the year. The largest impact was the fire station incident where we increased flow for a few days. We also had a toilet that was running for three weeks and rainwater leaking into the system at the Hastings Way manhole. Incrementally, this can raise the capacity. Rick: Motion to approve the FY21-25 Capital Plan as presented by Paul for items greater than \$50,000. Uday second. Approved 2-0.

- 7:46 4. FY21 Budget review.

Jane: The FY21 Budget is based on FY19 actuals. All expenses have been recorded, but the Town has not closed the books. She expects little to no impact to the FY19 actuals.

Paul: The FY21 Budget is based on the rates approved at the rate hearing and the use of undesignated retained earnings (URE) of \$31,000 to offset user fees. Paul: You would need to increase your rates to reduce the use of URE. The \$31,000 is a place holder that you can adjust at the year-end rate hearing. Uday: Can we add a line for capital purchases? Paul: Until we reduce the use of URE to zero, this doesn't make a difference. Paul: We added \$10,000 for a new Small Equipment account to be used for capital purchases. This was funded partly from Equipment

## Repair and Maintenance.

Paul: Electricity costs have increased due to several things not running such as Odor Control (which reduces moisture) and the HVAC system belts not working properly. We need to replace an air flow meter, which would reduce the electricity use a small amount. The SCADA system has increased our phone bills. We added a line for this at \$110 per month. Jane: In FY21 the old betterment will have one debt payment and there will be no revenue received from apportionments (amount billed the users). This and the new betterment deficit will result in approximately \$124,000 of URE being used to pay off debt. Uday: Will there be a change in benefits and Jane's salary for FY21? Jane: Per Tom Holder we are not budgeting for a change.

Rick: Motion to approve the FY21 Draft Budget to be used by the Town for their budget planning process. Uday second. Approved 2-0.

### 8:03 6. Future of the WWMD and Board membership.

Rick: Spoke with Cherry Karlson, Board of Selectmen, on the WWMD open position. The position has been posted on the Town website for openings on boards. No one has stepped forward that will bring the expertise needed to serve on the board.

Rick: Discussed the future of the WWMD with Cherry and she said it is running well and they have put this on the back burner. Rick: Informed Cherry that the board membership may be changing soon. Cherry will talk to Louise. He also discussed the option that there may be a change to a Water/Wastewater Board and this might make joining the board more appealing. Cherry indicated that they are doing a road show about the boards and Town Manager position. Jane will invite Cherry to the October 10, 2019 meeting.

### 8:08 7. FY2021 Budget & Capital Planning at Board meetings:

- September – Board approves 5 year Capital Plan due to Finance 9/21/19 - Approved 2-0. See item 3 above.
- September – Board reviews draft FY21 Budget. Finance and BOS Liaison will review starting 10/11/19 - Approved 2-0. See item 4 above.
- November – Review Finance and Liaison questions/changes. Board can make changes before 12/17/19.
- December – Final Board approval of the total dollars for the FY21 Budget. Due to Finance on 12/17/19.
- January & February – The total dollars cannot be changed, but the amounts may be moved between line items.
- February 24, 2019 – Finance Committee adopts final FY21 Budget.

### 8:10 8. Long-term Finances-Review FY19 Monthly Operating Report focusing on long-term financing needs and the possibility of increasing rates above a nominal amount each year to meet bond payment deficits in 2027-2032.

Paul: We need to talk about operating and maintenance costs, bonds and the effect on undesignated retained earnings. Jane: Keeps track of who has paid off their

betterments. We are waiting for Finance to send us a Certified Retained Earnings number for FY19 before the analysis can be run. We can use an estimate based on the FY19 final balance sheet number. Paul: Jane and I will look closely at this in the beginning of next year.

8:16 9. FY19 Annual Report Preparation.

Rick: We are reviewing the second draft which Paul edited for the meeting. The word "activating" was added by Rick. Paul: Talked with the DEP/EPA about WWMD's permit that expired and there is no issue for us. They don't usually ask for a renewal until there is a reason for a new permit. Paul: The Annual Report shows approximately \$40,000 in savings. This savings is being used for repairs and to purchase equipment to ensure the system is running efficiently. Rick: Motion to approve the Annual Report, Draft 3, with a few minor changes. Uday second. Approved 2-0. Rick will send the final to Jane for distribution.

8:26 10. Report - Paul Brinkman, Town Engineer & Richard Pezzolesi, Wastewater Operations Manager. Paul Brinkman attending.

Paul: Starting next month, Pezz is going to put together a report on the treatment plant activities for the prior month. Paul will review it and Jane will send it to the Board for review.

Paul: Over the last month, we worked on the programming of an air flow meter. Pezz called the company and it is now working.

8:28 11. Administrative Items – None.

Jane: Worked on the Annual Report, Capital Plan, Budgets, Minutes, September MOR, Design Flow, Demand Bills and FY19 MOR.

8:28 12. Wastewater Rules and Regulations - No discussion. Rick: Remove from future Agendas.

8:29 13. Approve minutes from previous meetings – August 19, 2019.

Jane: Paul reviewed the minutes. Rick: Motion to approve August 19, 2019 minutes as written. Uday second. Approved 2-0.

8:30 14. Review Monthly Operating Report.

A. FY19 MOR

Jane: The FY19 actuals have not been finalized. At this point, all expenses incurred have been recorded and the numbers should not change. Paul: Sludge is being decanted, which reduces how much wastewater is hauled away. This allows us to haul one truck instead of two. Uday: User charges are down, Jane: FY19 is a combination of revenue received from FY18 Q4 plus FY19 Q1-Q3. This creates a lower amount received based on FY18 Q4 billing, which is at a lower user rate. Paul: Water usage is down due to vacancies. We should be able to get a better understanding of water usage when the AMR meters are installed. Paul: With the new Munis system we will have water reading history, but no dollars. Jane: We will be using Vadar to reference historical billing.

Paul: User charges for FY21 are based on 20% available revenue and 80% for expenses. Uday: Are we over budgeting? Paul: We would need to review the budget in detail, over several years, before he could say revenue could be

\$20,000 less. He will do this. Rick: We could analyze how many gallons are billed for revenue year-over-year.

**B. FY20 August MOR**

Jane: Treasury is working on booking the payments received from the FY19 Q4 billing. Treasury and Finance working on two numbers booked to WWMD in error totaling approximately \$38,000.

8:48 15. Website status: Recent postings and organization - No discussion. Rick: Remove from future Agendas.

8:48 16. Topics not reasonably anticipated by Chair 48 hours in advance of meeting.

Demand bills sent September 11, 2019 to 12 users totaling \$12,338.61. Lien letter will be signed at the November Board Meeting.

8:50 17. Calendar: Upcoming meetings, events and hearings

Thursday, October 10, 2019 and November 13, 2019. Uday will be traveling in December.

8:51 18. Public Comment. None.

8:52 19. Adjourn

Attachments:

Capital Plan

FY21 Budget

Annual Report

August, 2019 Draft Minutes

FY19 YTD MOR

FY20 August, 2019 MOR

Agenda





## Bulletin

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BUL-2019-4

**TO:** Mayors, City Managers, Selectmen  
Executive Directors, Sewer Authorities,  
Commissioners, Sewer Districts,  
City and Town Treasurers

**FROM:** Mary Jane Handy, Director of Accounts

**DATE:** September 2019

**SUBJECT:** Sewer Rate Relief Fund – FY2020

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The Commonwealth Sewer Rate Relief Fund operates under General Laws Chapter 29, § 2Z. The Fund was created in 1993 to mitigate escalating costs of sewer service in the Commonwealth. Awards were based on eligible debt service and were calculated at up to 20% of debt service. In FY2020, \$1,100,000 was appropriated.

Details of the program are unchanged. Eligible debt service is defined as:

- permanent debt issued on or after January 1, 1990 for a term greater than five years,
- for water pollution control projects.

Projects which received state grants are ineligible and projects financed through the Massachusetts Clean Water Trust are generally ineligible.

We are again requesting detailed project descriptions for newly requested projects to better assist us in determining project eligibility. Several example project descriptions have been provided with the application.

**The Division of Local Services administers the program in consultation with the Department of Environmental Protection. Applications should be submitted using the attached form and returned by Friday, October 11, 2019 to Gerry Cole. Mr. Cole may be reached by telephone at (617) 626-4110, by E-mail at [coleg@dor.state.ma.us](mailto:coleg@dor.state.ma.us), or by fax at 617-660-3986.**

**Division of Local Services  
Massachusetts Department of Revenue**

**COMMONWEALTH SEWER RATE RELIEF FUND**

**APPLICATION FOR FY2020 DISTRIBUTION**

WAYLAND WASTEWATER MANAGEMENT DISTRICT COMMISSION  
City/Town/District/Authority

**A. RECORD OF ELIGIBLE INDEBTEDNESS:**

List permanent debt issued for more than five years (i.e., do not list bond anticipation notes) on or after January 1, 1990 wholly or in substantial part to finance or refinance the costs of planning, design, or construction of any water pollution control project or part thereof required to meet the provisions of the Federal Water Pollution Control Act (33 USC, §§ 1251 et seq.) and M.G.L. c. 21, §§ 26-53 or any wastewater collection or transportation project related thereto. Attach additional sheets if needed.

Any project for which state grants were received is ineligible.

Projects financed through the Mass. Clean Water Trust are also ineligible unless the total debt issued through MWPAT exceeded \$50,000,000 on June 30, 1995.

Project Number	Project Name	Issue Date	Original Amount*	FY2020 Debt Service*	Grants Received
1.	1626 SEWAGE TREATMENT FACILITY				
2.		02/20/2011	\$5,000,000	\$382,200	φ
3.	1627 WASTEWATER				
4.		02/13/2014	\$200,000	\$ 15,600	φ
5.					
6.					
7.					
8.					
9.					
10.					

Total FY2020 Debt Service \$ 397,800

\*A legible debt service schedule for the life of the bonds must be attached for all projects (this includes schedules submitted in prior years). Every refunding issue must be tied in to the initial borrowing.



**C. USE OF AWARD PROCEEDS:**

Describe briefly how the award, if any, will be used to reduce rates in the current or future years, or finance capital projects which would otherwise be financed through borrowing. Example Use of Award Proceeds statements have been provided at the end of this application.

AWARD WILL BE USED TO OFFSET KNOWN SHORTFALLS IN FUTURE BETTERMENT PAYMENTS ASSOCIATED WITH PREPAYMENTS OF BETTERMENTS FOR PROJECT.

**D. CERTIFICATION:** SHORTFALLS CURRENTLY EXCEED \$0.5M.

MONIES WILL BE USED TO REDUCE FUTURE RATE INCREASES.  
We certify that the above listed debt was issued on or after January 1, 1990 for a term greater than five years to finance or refinance the costs of planning, design or construction of a water pollution control project or part thereof required to meet the provisions of the Federal Water Pollution Control Act (33 USC, §§ 1251 et seq.) and M.G.L. c. 21, §§ 26-53.

Mayor \_\_\_\_\_ Exec. Director \_\_\_\_\_

Manager \_\_\_\_\_ Commissioners Just Green, Chair

Selectmen Allison Tom Administration  
on behalf of Board of Selectmen \_\_\_\_\_

\_\_\_\_\_ Treasurer [Signature]

\_\_\_\_\_ Phone 508 358 3621

\_\_\_\_\_ Fax 508 358 3621

E-mail LMILLER@STATE.MA.US

**E. Return by Friday, October 11, 2019 by e-mail (preferable), mail, or fax:**

[coleg@dor.state.ma.us](mailto:coleg@dor.state.ma.us)

Division of Local Services  
Attn: Gerry Cole, Public Finance Section  
P.O. Box 9569  
Boston, Mass. 02114-9569 Fax (617) 660-3986

**Example Project Descriptions:**

1. The work consisted of constructing 3,800 linear feet of 12-inch PVC sewer and 6,300 linear feet of 8-inch PVC sewer with manholes and sewer service connections on Main Street, Elm Street and School Street.
2. The work consisted of upgrading the wastewater treatment plant including: replacement of mechanical, plumbing and electrical equipment; replacement of existing odor control system; and installation of a new screening and grit removal system.
3. The work consisted of removal and replacement of the Summer Street wastewater pumping station including replacing 200 linear feet of 8-inch force main and 350 linear feet of 8-inch PVC gravity sewer.
4. The work consisted of conducting an Inflow/Infiltration study, repairing 347 manholes, rehabilitating 22,000 linear feet of sewer pipe and TV inspection of 30,000 linear feet of sewer pipe.
5. The work consisted of consulting services to prepare a Comprehensive Wastewater Management Plan for the Town.
6. The work consisted of the design of improvements to the wastewater treatment plant including consulting fees and associated expenses.

**Example Use of Award Proceeds Statements:**

1. A credit will be applied directly to user bills.
2. Rate relief money will be used towards ongoing capital improvements and repairs.
3. The proceeds of this grant would be used to purchase equipment which would otherwise be purchased with borrowed funds increasing the sewer rate.
4. The proceeds will be considered as other revenue sources when calculating the user fees.
5. Funds awarded would be deposited as revenue in the enterprise fund and as an additional revenue source, supplementing revenue received from rates, thereby offsetting any potential rate increase.

**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: Wayland Wastewater Management District Commission

FILED By: Jane Capasso

DATE OF MEETING: Thursday, October 10, 2019

TIME OF MEETING: 7:30 PM

PLACE OF MEETING: Town Building

**PROPOSED AGENDA**

*Note: Items may not be discussed in the order listed or at the specific time. Times are approximate.*

- 7:30 1. Call to order
- 7:31 2. Public comment
- 7:32 3. Cherry Karlson, Board of Selectmen Chair – Presentation and discussion on the Town Manager Act.
- 8:05 4. Future of the WWMD and Board membership.
- 8:15 5. Long-term Finances-Review FY19 Monthly Operating Report focusing on long-term financing needs and the possibility of increasing rates above a nominal amount each year to meet bond payment deficits in 2027-2032.
- 8:58 6. Report - Paul Brinkman, Town Engineer & Richard Pezzolesi, Wastewater Operations Manager. Presented at the meeting.
- 9:05 7. Administrative Items:
  - A. FY20 Q1 Billing
  - B. FY21 Budget
  - C. Meeting with Town Administrator and Finance
  - D. FY2021 Budget:
    - November – Review Finance and Liaison questions/changes. Board can make changes before 12/17/19.
    - December – Final Board approval of the total dollars for the FY21 Budget. Due to Finance on 12/17/19.
    - January & February – The total dollars cannot be changed, but the amounts may be moved between line items.
    - February 24, 2019 – Finance Committee adopts final FY21 Budget.
- 9:06 8. Approve minutes from previous meetings – September 11, 2019.
- 9:10 9. Review Monthly Operating Report.
  - A. FY19 MOR
  - B. FY20 August MOR
- 9:20 10. Topics not reasonably anticipated by Chair 48 hours in advance of meeting.
- 9:25 11. Calendar: Upcoming meetings, events and hearings – Thursday, October 10, 2019.
- 9:28 12. Public Comment.
- 9:30 13. Adjourn