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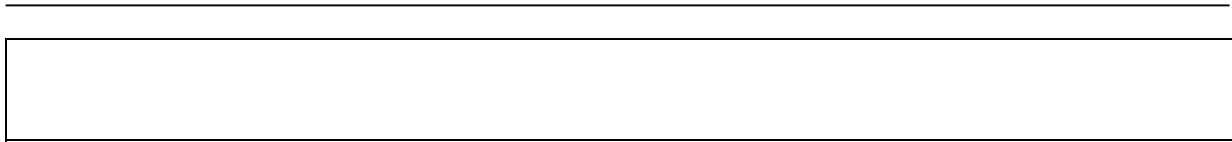


Table 1

(\$ in 000's)	FY 19	FY20	FY21	FY 20 vs 21	
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>\$ Difference</u>	<u>% Change</u>
Operating Budget	\$ 78,729	\$ 82,652	\$ 86,149	\$ 3,497	4.23%
Total Funding Requirements	80,952	84,227	87,640	3,413	4.05%
Taxation	68,278	70,950	74,134	3,185	4.49%
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	\$ 18.10	\$ 0.34	1.94%

Table 2

Expense trends (\$ in 000's)	FY 19	FY 20	FY 21	FY20 vs 21	
	<u>Actual</u>	<u>Approved</u>	<u>Proposed</u>	\$	%
Town:					
Payroll	\$ 12,437	\$ 13,413	\$ 13,942	\$ 529	3.94%
Spending	<u>4,777</u>	<u>4,941</u>	<u>5,499</u>	<u>558</u>	11.29%
	17,214	18,355	19,442	1,087	5.92%
School:					
Payroll	33,263	34,838	35,602	764	2.19%
Spending	<u>7,241</u>	<u>7,082</u>	<u>7,189</u>	<u>107</u>	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	<u>470</u>	<u>553</u>	<u>496</u>	<u>(57)</u>	-10.31%
	21,010	22,378	23,916	1,538	6.87%
Total	\$ 78,729	\$ 82,652	\$ 86,149	\$ 3,497	4.23%

Note; N/M is not meaningful

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 been moved to the Town budget	155

Table 3
Expense Summary of General Fund by Function
(\$ in 000's)

Thousands of Dollars	FY 19	FY 20	FY 21	FY 20 vs FY 21	
	<u>Actual</u>	<u>Approved</u>	<u>Proposed</u>	<u>\$</u>	<u>%</u>
General Government	\$ 3,955	\$ 4,370	\$ 5,085	\$ 715	16.36%
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	9,212	576	6.67%
Reserve for salary adjustment		25	1,000	975	N/M
Unclassified	1,007	1,809	1,314	(495)	-27.37%
TOTAL - GENERAL FUND	\$ 78,729	\$ 82,652	\$ 86,149	\$ 3,497	4.23%

Table 4

Summary of General Fund Revenues

(\$ in 000's)

	FY 19	FY 20	FY 21	FY 20 vs FY 21	
	<u>Actual</u>	<u>Approved</u>	<u>Proposed</u>	\$	%
Thousands of Dollars					
Property Tax Revenue	\$ 68,278	\$ 70,950	\$ 74,134	\$ 3,185	4.49%
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%
Bond Premium	79	75	70	(5)	-6.49%
Total Revenue	<u>\$ 80,952</u>	<u>\$ 84,227</u>	<u>\$ 87,640</u>	<u>\$ 3,413</u>	<u>4.05%</u>

Table 5

Funding Requirements and Sources

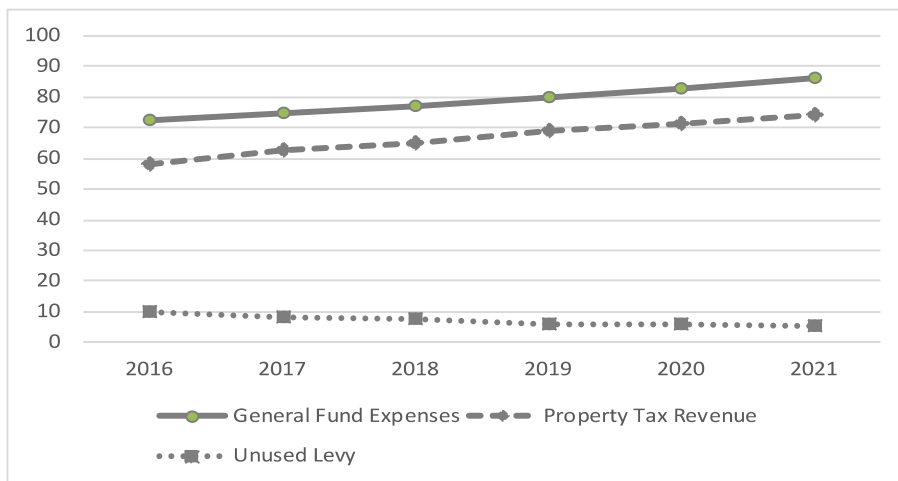
(\$ in 000's)

	FY 19	FY 20	FY 21	FY 20 vs FY 21	
	<u>Actual</u>	<u>Approved</u>	<u>Proposed</u>	\$	%
General Fund Budget	\$ 78,729	\$ 82,652	\$ 86,149	\$ 3,497	4.23%
Water Enterprise	3,619	3,997	3,983	(14)	-0.35%
Wastewater Enterprise	<u>761</u>	<u>788</u>	<u>794</u>	<u>6</u>	<u>0.76%</u>
Omnibus Budget	83,109	87,437	90,926	3,489	3.99%
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		
Total Requirements	<u>\$ 84,720</u>	<u>\$ 89,011</u>	<u>\$ 92,417</u>	<u>\$ 3,406</u>	<u>3.83%</u>

Funding is as follows:

Taxation	\$ 68,278	\$ 70,950	\$ 74,135	\$ 3,185	4.49%
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	<u>\$ 85,366</u>	<u>\$ 89,011</u>	<u>\$ 92,417</u>	<u>\$ 3,406</u>	<u>3.83%</u>

Wayland Budget Effects



Fiscal Year	Percentage	
	Property Tax Chg.	Operating Budget Chg.
2017	7.4%	2.8%
2018	3.7%	3.3%
2019	6.0%	3.5%
2020	3.0%	3.5%
2021	4.5%	4.2%
Average	5.0%	3.5%

Table 6
(in 000's)

Project

Capital

Table 7

CAPITAL BUDGET - FISCAL 2021
(in 000's)

DPW	\$	2,054
Fire		795
School		430
JCC Departments		427
Information Technology		228
Facilities		177
DPW Water Enterprise Fund		75
TOTAL	\$	<u>4,186</u>
Funding Source		
Borrowing Exempt	\$	1,865
Free Cash		1,551
Cash Capital		600
Ambulance Fund		95
Water Capital		75
TOTAL	\$	<u>4,186</u>

Table 8
(\$ in 000's)

Benchmark 1 -

Debt service as a percent of general fund expenditures should generally be less than 10%:

	Actual <u>FY19</u>	FY20	<u>Projected</u> FY21
Debt service	\$ 7,219	\$ 6,815	\$ 6,875
General fund expenditures	\$ 78,729	\$ 82,652	\$ 86,149
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

\$ 87,640

	<u>Debt Level</u>	<u>% of General Fund Revenue</u>
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	9,765	11.1%
Debt level as a % of annual general fund revenue	<u>\$ 73,722</u>	84.1%

Note; Principal payments scheduled for FY21 are \$6.1 million.

Table 9

Future Debt Service of Proposed Borrowings
Dollars in Thousand except tax rate
(Interest Rate assumption - 3.5%)

Project	Borrowing	Term	Debt Service		Est. Tax Rate Impact Per \$1K of Assessed Value		
			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 improvements	140	20	15	15	0.00	0.00	
Fire Pumper	700	10	95	92	0.02	0.02	
Old Sudbury Road Construction (RT 27)	325	10	44	43	0.01	0.01	
Subtotal	1,865	52	309	295	0.07	0.07	
Articles:							
Loker School Roof	4,300	20	366	358	0.09	0.09	
Loker Recreation Turf Field	3,400	15	349	341	0.09	0.09	
High School Athletic Complex Part 3	200	5	47	46	0.01	0.01	
Subtotal	7,900	40	762	745	0.19	0.19	
Total	\$ 9,765		\$ 1,071	\$ 1,040	\$ 0.26	\$ 0.26	



Table 10

		TOWN OF WAYLAND CIP SUMMARY					
SUMMARY BY DEPARTMENT (In 000's)		Fiscal Year					Years 1-5
		2021	2022	2023	2024	2025	Totals
GENERAL FUND:							
Conservation		\$ -	\$ 850	\$ -	\$ -	\$ -	\$ 850
DPW		2,054	1,285	2,180	1,725	1,245	8,489
Facilities		177	5,575	7,187	280	915	14,134
Fire		795	495	190	815	247	2,542
IT		228	567	255	215	180	1,445
JCC		427	150	150	150	100	977
Police			50		38	26	114
Recreation				300	1,345	1,465	3,110
Subtotal Town		3,681	8,972	10,262	4,568	4,178	31,661
School		430	5,340	3,155	961	2,025	11,911
Total General Fund		4,111	14,312	13,417	5,529	6,203	43,572
ENTERPRISE FUNDS:							
Wastewater Fund					150	200	350
Water Fund		75	800	3,540	2,200	4,095	10,710
Total Enterprise Funds		75	800	3,540	2,350	4,295	11,060
Grand Total		\$ 4,186	\$ 15,112	\$ 16,957	\$ 7,879	\$ 10,498	\$ 54,632

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Proposed Capital Budget - Fiscal 2021			
DPW			
1	Town Wide Road Reconstruction	CC	600,000
2	Potter / Stonebridge Road Bridge Design / Const	B	450,000
3	Old Sudbury Road Design & Construction	FC/B	400,000
4	Stormwater Management	FC	150,000
5	Heavy Equipment Replacement- H15	B	250,000
6	Heavy Equipment Replacement-P-59 Tractor	FC	95,000
7	Light Trucks-P50 Pickup	FC	65,000
8	Light Trucks-E2 SUV	FC	44,000
JCC			
9	Public Safety Radio Replacement	FC	247,000
10	Public Safety Software	FC	135,000
11	Improvement to Reeves Hill Site (fiber & equip)	FC	45,000
Fire			
12	Fire Vehicle - Pumper	B	700,000
13	Fire Command Vehicle	AMB	65,000
14	Ambulance Power Load System	AMB	30,000
Facilities			
15	High School Wastewater Plant	B	140,000
16	Vehicles - Motor Pool	FC	37,000
Information Technology			
17	Network and Wireless Replacement TH & PS	FC	126,000
18	Permitting Software	FC	70,000
19	Library Phones	FC	32,000
Schools			
20	Loker/Claypit Hill / Feasibility Instructional Spaces	FC	200,000
21	Claypit Hill Replacement of Make up Air Handling Unit	FC	90,000
22	Happy Hollow Replacement of Cooling Unit and Dry Storage Area	FC	70,000
23	High School Sound System	FC	40,000
24	High School Voice Lift System	FC	30,000
DPW Water Enterprise Fund			
25	Gate Valve Exercising Trailer	WR	75,000
TOTAL BUDGET			4,186,000
SUMMARY OF FUNDING SOURCES			
BORROW (WITHIN THE LEVY)		B	1,865,000
CASH CAPITAL		CC	600,000
FREE CASH		FC	1,551,000
AMBULANCE FUND		AMB	95,000
WATER CAPITAL		WR	75,000
TOTAL FUNDING SOURCES			4,186,000

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Gray shading indicates change.

FY 18

FY 19

FY 20

FY 21

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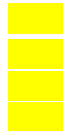
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NON-UNION WAGE SCALE, N SCHEDULE

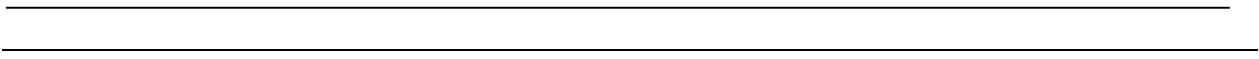
ADDITIONS:

- N-7 Facilities Business Manager
- N-7 Desktop Support Analyst (School Transfer)
- N-8 Network Administrator (School Transfer)













What is the goal? 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 on boards and committees.

Why adopt this change? Wayland's government 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. Under our current structures, there is no flexibility to group departments as there is in virtually all of our peer communities.

Has this been studied? This is the third effort over the past thirty years to strengthen and streamline the Town's executive and financial management structure. The Town has received consistent recommendations on how to improve its management structure. Today's challenge is summarized by the Collins Center for Public Management after an in-depth study completed in 2018: *Wayland appears increasingly anachronistic among Wayland's peer communities and increasingly unable to handle the accelerating changes Massachusetts municipalities must manage.*

Many of the suggestions from 18 years ago are still relevant today. The Maximus Report from 2002 stated: *All staff in the Town should report to the Town Manager on matters of personnel finance, service levels, etc. Board and commissions should retain no direct supervisory authority.* The report also recommended that Wayland move toward a Town Manager form of government after utilizing a Town Administrator as an intervening step in that transition. Wayland implemented a Town Administrator form of government in 2004. It is time for the next step.

We have come full circle to 1990. The Charter Commission wrote: *Town government is growing increasingly complex and it is essential that we have a well-qualified person to handle the day to day administration. Having specified powers and responsibilities...will enable the town administrator to be more effective; and we will attract and retain competent people. Very few voters will favor every provision of this charter. We urge that you vote for adoption if you conclude that, on balance, the town will be better managed under the charter than without it.*

What does the Act accomplish? Under the Act, the Town Manager is given clearer authority and responsibility for managing the Town in four areas: administration, finances, personnel, and facilities/property.

- Administration: the Act clarifies the Town Manager's authority and responsibility to ensure compliance with policies, procedures, and federal, state, and local law; as well as set priorities for projects and staff.
- Finance: the Act strengthens the Town Manager's financial authority and responsibility and establishes the Town Manager as the Chief Financial Officer with additional oversight of operating and capital budget development as well as a five-year capital plan.
- Personnel: the Act strengthens the Town Manager's authority and responsibility, as negotiations would be coordinated by the Town Manager rather than the Personnel Board; and it standardizes consistent and compliant hiring practices.
- Facilities/Property: the Act clarifies the Town Manager's responsibility for construction, repair, and maintenance of all Town buildings, property, and information technology.

Does the Act make any other changes?

- Board of Selectmen name changes to Select Board
- Town Administrator position changes to Town Manager
- Town Clerk changes from elected to appointed position
- There is no change to the make up or authority of existing boards/committees/commissions

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