

Town of Pembroke

FY 2022 BUDGET PREPARATION MANUAL



October 2020

TABLE OF CONTENTS

SECTION	PAGE
<u>Budget Introduction</u>	
Section 1: Process	2-3
Section 2: Critical Dates - Budget Calendar	4
Section 3: FY 2022 Budget Preparation	5
<u>Building the Budget</u>	
Section 4: Level-Service Budget Development	6-7
Section 5: Department Improvement Requests	8-9
<u>Presenting the Budget</u>	
Section 6: Conclusion	10
<u>Exhibits</u>	11-13

SECTION 1: PROCESS

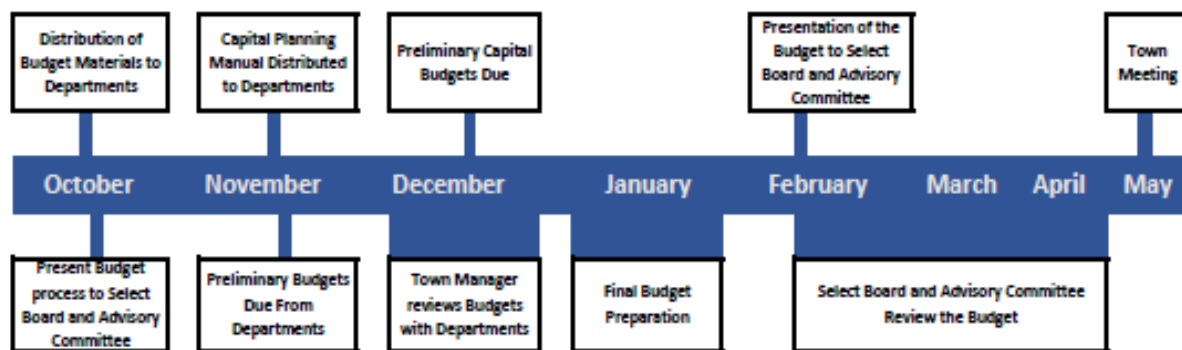
The process of building a budget is as important as the product it produces. Active communication is the key to successfully building a budget that serves the community well. Working together to identify “hot spots” or new trends earlier rather than later is instrumental in building a well-thought out budget.

External Budget Process:

The legislative body of the Town of Pembroke is Town Meeting. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Manager is required to submit a balanced budget to the Select Board and Advisory Committee ninety (90) days prior (2/10/2021) to the annual Town Meeting (5/11/2021). An **Open Process** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally, citizen participation is encouraged and sought after the budget is released. This open process allows for greater inclusion in decision-making in the overall development of the budget.

The process begins in the fall with the internal budget process. In late October, Town staff work together to develop individual department budget requests that support the operations of the Town’s programs and services, as well as address the needs and objectives that are identified by the goals for the current Fiscal Year. Department Heads will meet with the Town Account and Town Manager to review the budget requests and refine department proposals into a cohesive Town Budget.

While the municipal staff is developing one part of the operating budget, the School Department begins a separate process for developing the operating budget of the Pembroke Public Schools. The Town Manager and Accountant will meet with the School Superintendent during the budget preparation process.



The Town Manager is responsible for making budget recommendations for all Town programs. Once the Town Manager presents the recommended budget to the Select Board and the Advisory Committee, a series of meetings is held to vet the budget and allow for the Advisory Committee to review and propose a series of recommendations to Town Meeting. The members of each of the major boards and committees are involved in and help guide the

decision-making process. Through this process, the Town Manager can consider the input of all groups when preparing the budget.

The Advisory Committee will need time to review the annual budget proposal and develop their recommendations for Town Meeting. Their final recommendations on financial articles should be complete at least 14 days prior to the start of the Annual Town Meeting in May.

The result is a collaborative effort involving the citizens, Select Board, School Committee, Advisory Committee, and the town and school staff is required. The quality of the outcome is dependent on the process.

Internal Departmental Budget Development:

Initial budget requests represent a comprehensive and careful consideration of resources needed to accomplish the mission, goals, and objectives of your department. The requests must be complete and thorough to make it through the Town's budget process. When developing budget requests, it is important to solicit participation from your staff to identify and address the budget needs of the department's programs and services. Each staff person brings a different perspective and expertise to the process. For departments with multiple divisions and programs/subprograms, it may be helpful to start the process with each program developing their individual budget requests. In the initial stages of the budget development, encourage your staff to include **all** the program's budget needs and to prioritize those needs within each individual program. It is especially important this year that the development process within each department carefully reviews each program and element before making the request as the Town's financial resources will be limited.

Once the initial requests have been developed, a team of staff representing the different divisions and programs of the department can be assembled to review and further prioritize the department's requests. Utilizing a team approach in which the different staffing levels, divisions, and programs are all represented enhances the quality, innovation, strategy, and the scope of the department budget requests.

SECTION 2: CRITICAL DATES

Description of Item	Dates
Calendar 2020	
Distribution of Materials to Departments	October 15 th
Budget Process Presentation to the Select Board	October 21 st
First Quarter FY 2021 Revenue & Expense Overview – Select Board	October 21 st
Budget Process Presentation to the Advisory Committee – Advisory Comm	October 22 nd
First Quarter FY 2021 Revenue and Expense Overview – Advisory Comm	October 22 nd
Department Head Goals Meeting with the Town Manager	October 16 th - November 19 th
Capital Planning Manual Distributed to Departments	November 16 th
Return of Budget Materials to the Town Accountant and Town Manager	November 20 th **
Town Manager Reviews Budget with Departments	December 1 st – December 31 st
Preliminary Capital Budgets Due	December 18 th
Superintendent's Presentation of School Budget	December
Calendar 2021	
Final Preparation of the Proposed Budget	January 2 nd – January 31 st
Second Quarter FY 2021 Revenue and Expense Overview – Advisory Committee	January 11 th
Second Quarter FY 2021 Revenue and Expense Overview – Select Board	January 12 th
Presentation of Budget to Board of Selectmen & Advisory Committee	February 8 th
Budget Review – Advisory Committee & Select Board	February - April
Submission of Capital Plan Revisions	March 1 st
Revenue and Expenditure Updates – Governor's Budget and Insurance	March 23 rd
Distribution of Proposed Budgets & Advisory Committee Recommendations	Late April
Third Quarter FY 2021 Revenue and Expense Overview – Advisory Committee	April 20 th
Third Quarter FY 2021 Revenue and Expense Overview – Select Board	April 20 th
Town Meeting	May 11 th
Town Election	May 15 th
Internal Review of Year End Transfers	May 15 th – June 30 th
Begin FY 2022	July 1, 2021
Vote Year End Transfers	By July 15 th

**All dates and deadlines subject to revision.*

***If you cannot complete the materials by the deadline or otherwise need help please contact Bill Chenard ASAP at wchenard@townofpembroke.mass.org*

SECTION 3: FY 2022 BUDGET PREPARATION

OVERVIEW: This budget preparation manual provides information and instructions necessary to prepare your budget requests in an accurate and timely manner. It also provides an understanding of how the individual steps taken in the development of the budget support and directly relate to the overall process.

The FY 2022 Budget Process provides an organized approach to building the budget. The Department will initially prepare a Level-Service Budget that provides the same level of service at FY 2021 staffing levels, providing for projected adjustments to fixed costs (i.e. contractual services, utilities, etc.) In recognition that a level service budget may not achieve your Department's objectives, Departments may submit *Department Improvement Requests* (DIR) that request additional funding and/or positions to enhance the services provided by your Department. These requests **must** provide additional services or efficiencies.

When preparing your level-service budget, keep in mind:

- Remove one-time expense items from your budget proposal – only include recurring costs. For example, if you had money appropriated for a one-time project, (vehicle replacement, server replacement, etc.) take it out of your level-service budget.
- DO NOT INCLUDE restorations in your level-services budget! Please utilize the Department Improvement Request Form (detailed in Section 5) to state the case for funding restorations.
- Highlight revenue enhancements or increases that are available to support your department's operations.

It is strongly encouraged that you involve middle managers and any other interested employees in the budget process – you never know when they will need to know how to put a budget together. Those departments with boards or committees should discuss the budget with your board or committee.

STAYING ON SCHEDULE: Adhering to and meeting deadlines is essential. Please carefully review the list of **Critical Dates** on the previous page to familiarize yourself with the key milestones and deadlines.

Please do not hesitate to contact the Town Manager or Town Accountant with any budget questions or guidance on how to fill out materials.

SECTION 4: LEVEL-SERVICE BUDGET DEVELOPMENT

CRITICAL DATES

DEADLINE

Departments submit their Budget Documents
on or before November 20,2020

OVERVIEW: It is through the Budget Request documents that individual departments identify their expenditure needs for the upcoming year. This section will assist you in preparing the FY 2022 operating budget requests for your department.

MATERIALS: The following will be provided in Excel workbooks:

1. Departmental workbook with the following sections:
 - a. Budget Sheet
 - b. Narrative Summary of the budget line items
 - c. Mission & Goals
 - d. Organizational Chart
 - e. Staffing Sheets - Detailing each individual person & compensation
2. Departmental Workbook Section Details:
 - a. Budget Summary of Town Meeting Appropriations & Program Improvement Requests
This section is automated from the other sections and does not require any input from Department heads.
 - b. Narrative Summary of the budget
Narrative detail of budget line items.
 - c. Mission & Goals - Department's Mission Statement and Department Goals - Please review with the Town Manager. Major departmental accomplishments for FY 2020 and 2021 and what challenges you are facing for FY 2022.
 - d. Organizational Chart - This can be completed using excel or inserted as an image or presentation.
 - e. Staffing Sheets – Detail the compensation for each staff member by budget category.

OPERATING BUDGET PARAMETERS:

Budget Requests should be developed according to the parameters listed below.

- **Overall** – Departments are to develop budgets which offer the same level of service being provided in FY 2021.
- **Staffing & Salaries** – Staffing worksheets should tie to the budget worksheet salary section categories.
- **Benefits** – All benefits are shared costs.
- **Expenses** - Expenses should be calculated based upon the level of service you are providing this year and cost savings you may be able to achieve from possible operational efficiencies.

SECTION 5: PROGRAM IMPROVEMENT BUDGET DEVELOPMENT

CRITICAL DATES

DEADLINE

Departments Improvement Budget Submissions
Due on November 30th.

OVERVIEW: Due to the changing nature of the demands for service, the need to supplement existing services or an innovative idea that will produce cost savings over the long run, Departments may request additional funding. To achieve this end, Departments will be asked to fill out the FY 2022 Department Improvement Request Form (see below). This form will allow departments to succinctly enter the costs and rationale for their requests. Blank forms can be obtained electronically.

INSTRUCTIONS:

- If your department would like to request additional funds for services that were not provided during FY 2021 or suggest an enhancement to already existing services, please document your request on a “Department Improvement Request”. Please provide additional information to support your request, including any cost savings, as an attachment to the DIR.
- If your department is seeking additional staff please provide information on why you believe it is necessary, what other options such as contracted services have been evaluated and the costs associated with your request, including all estimated benefits for the position. If the position does not exist in the Classification and Compensation Bylaws, then you will have to meet with the Town Manager to discuss your request prior to submission.

❑ Step 1) SAVE FILE – Before entering data into this form, make sure to save it with a

1

- 2

3

- 4

\$0.0

- October 2020

SECTION 6: CONCLUSION

The budget submission schedule for FY 2022 is tight so please make sure that you proof all documents before submission so that we can avoid any delays.

Revenue projections will probably not meet anticipated expense requests so it is highly likely that further refinements will be necessary as the budget progresses. As needs for refinement become necessary, we will work with Departments to provide the smoothest process possible and the best outcome for everyone in Pembroke.

Once again given the timelines if you have any questions please contact Bill Chenard (wchenard@townofpembroke.mass.org) or Mike Buckley (mbuckley@townofpembroke.mass.org), ASAP so that we can keep the budget process moving.

Thank you!!!



FY 2022 Police Department Budget Request

				Version	1.00	Last Update	10/5/2020
Equipment Maintenance	9,200	8,059	9,200	2,422	9,000		
Computer Maintenance	35,000	62,857	40,000	44,490	40,000		
Clothing & Cleaning	10,000	5,678	10,000	9,522	10,000		
Training Materials	500	920	1,500	1,500	1,500		
Medical Expense	200	0	200	200	1,200		
Special Investigations	1,000	0	1,000	179	6,000		
Telephone	16,260	22,416	22,000	18,957	23,000		
Office Supplies	5,000	3,237	5,000	3,673	5,000		
Printing & Stationary	1,000	2,006	1,000	2,095	2,500		
Building Maintenance	6,000	32,461	10,000	8,389	10,000		
Custodial Supplies	1,500	2,363	2,500	2,651	2,500		
Public Safety Supplies	5,000	4,262	5,000	4,801	5,000		
Travel Reimbursement	10,000	8,423	10,000	7,466	10,000		
Dues	1,200	2,449	1,500	2,870	3,600		
Special Police	7,407	4,381	7,407	1,200	7,000		
Chief's Expenses	400	0	400	0	1,400		
Agreements	3,652	6,127	10,000	7,678	10,000		
K-9 expenses	0	0	250	0	250		
Gasoline	60,000	50,436	50,000	44,955	50,000		
Vehicle Maintenance	40,000	53,173	40,000	55,895	40,000		
Equip New Officers	30,000	31,619	30,000	10,125	30,000		
Ammunition	0		0		14,000		
Cruiser Purchase	37,025	37,025	0		0		
General Expenses	287,902	343,638	263,607	234,424	288,610	0	0
	3,932,958		3,908,950		4,058,004	0	0



FY 2022 Police Department Line Item Descriptions

ORG	OBJECT	Main Title	Budget Title	Line Item Description
00012102	521000	Heating Fuel	Natural Gas	
00012102	523000	Water	Water	
00012102	524018	Equipment Maintenance	Equipment Maintenance	
00012102	530000	Computer Maintenance	Computer Maintenance	
00012102	519180	Clothing & Cleaning	Clothing & Cleaning	
00012102	530290	Training Materials	Training Materials	
00012102	530120	Medical Expenses	Medical Expenses	
00012102	530160	Special Investigation	Special Investigations	
00012102	534000	Telephone	Telephone	
00012102	542000	Office Supplies	Office Supplies	
00012102	530018	Printing & Stationary	Printing & Stationary	
00012102	543000	Building Maintenance	Building Maintenance	
00012102	545000	Custodial Supplies	Custodial Supplies	
00012102	558010	Public Safety Supplies	Public Safety Supplies	
00012102	571300	Travel Reimbursement	Travel Reimbursement	
00012102	573100	Dues	Dues	
00012102	530190	Special Police Expenses	Special Police	
00012102	530016	Chief Expenses	Chief's Expenses	
00012102	538006	Agreements	Agreements	
00012102	558060	K-9 Supplies	K-9 expenses	
00012102	548010	Gasoline	Gasoline	
00012102	524014	Vehicle Maintenance	Vehicle Maintenance	
00012102	558052	Equip New Officers	Equip New Officers	
00012102	558056	Ammunition	Ammunition	



Department Improvement Request Form

Department:
 Department #:
 Title:

REQUESTED DEPARTMENT IMPROVEMENT FUNDING

SALARY

Line Item	One Time Cost (FY 2022 Only)	Annual Cost (FY 2022 & Future)	Total FY 2022 Cost
			\$0.00
			\$0.00
			\$0.00
			\$0.00
\$0.00		\$0.00	\$0.00

BENEFITS

Line Item	One Time Cost (FY 2022 Only)	Annual Cost (FY 2022 & Future)	Total FY 2022 Cost
			\$0.00
			\$0.00
			\$0.00
			\$0.00
\$0.00		\$0.00	\$0.00

EXPENSES

Line Item	One Time Cost (FY 2022 Only)	Annual Cost (FY 2022 & Future)	Total FY 2022 Cost
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
\$0.00		\$0.00	\$0.00

DESCRIPTION OF REQUEST

\$0.00

