

Bacon Free Library



FY 2020 Operational Budget Request

Lauren Pfendner, Director

Mission:

To provide popular materials and learning resources for the enjoyment and use of the public, with a special emphasis on supporting the educational needs of our children. In accordance with the wishes of the library's benefactor Oliver Bacon, materials are selected to satisfy a broad range of interests and topics.

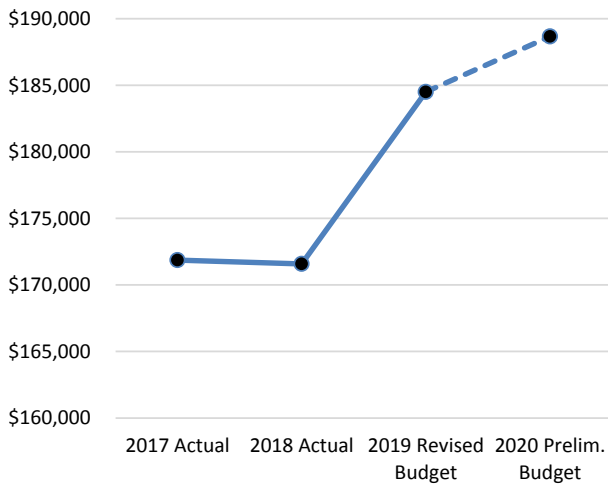
Budget Highlights for FY 2020:

New Initiatives:

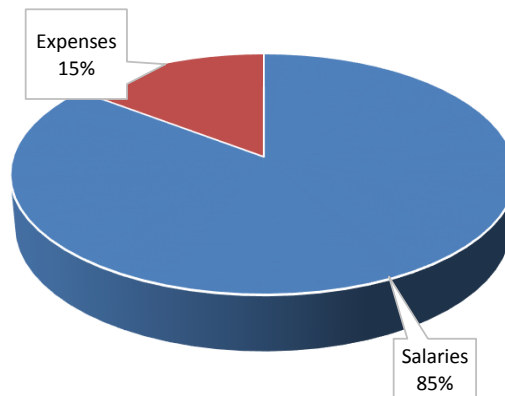
- Increased focus on children's programming (budget neutral; no line item change)

Budget Summary

Budget History

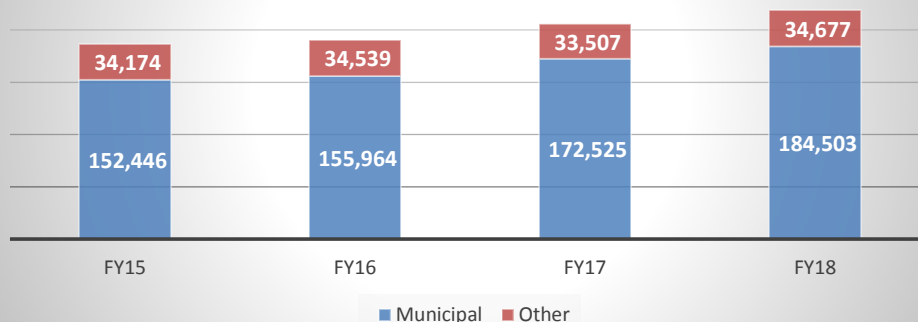


FY20 Budget Distribution



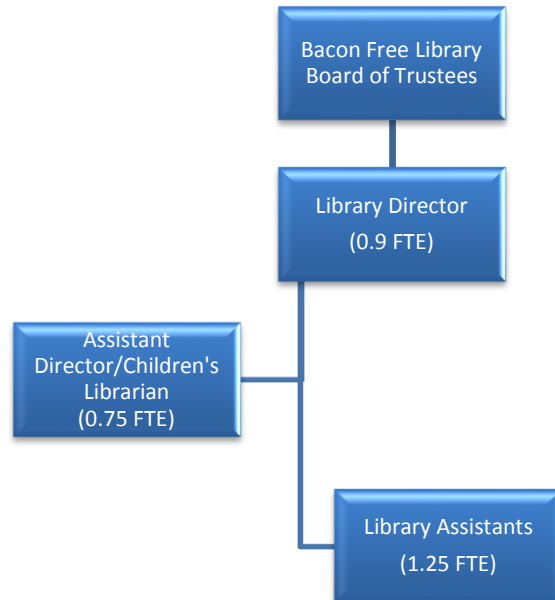
Other: Funds from Trustees, Friends, State Aid, Grants, Fines & Fees

Historical Funding Sources FY15-FY18



Bacon Free Library

Department - Organizational Summary



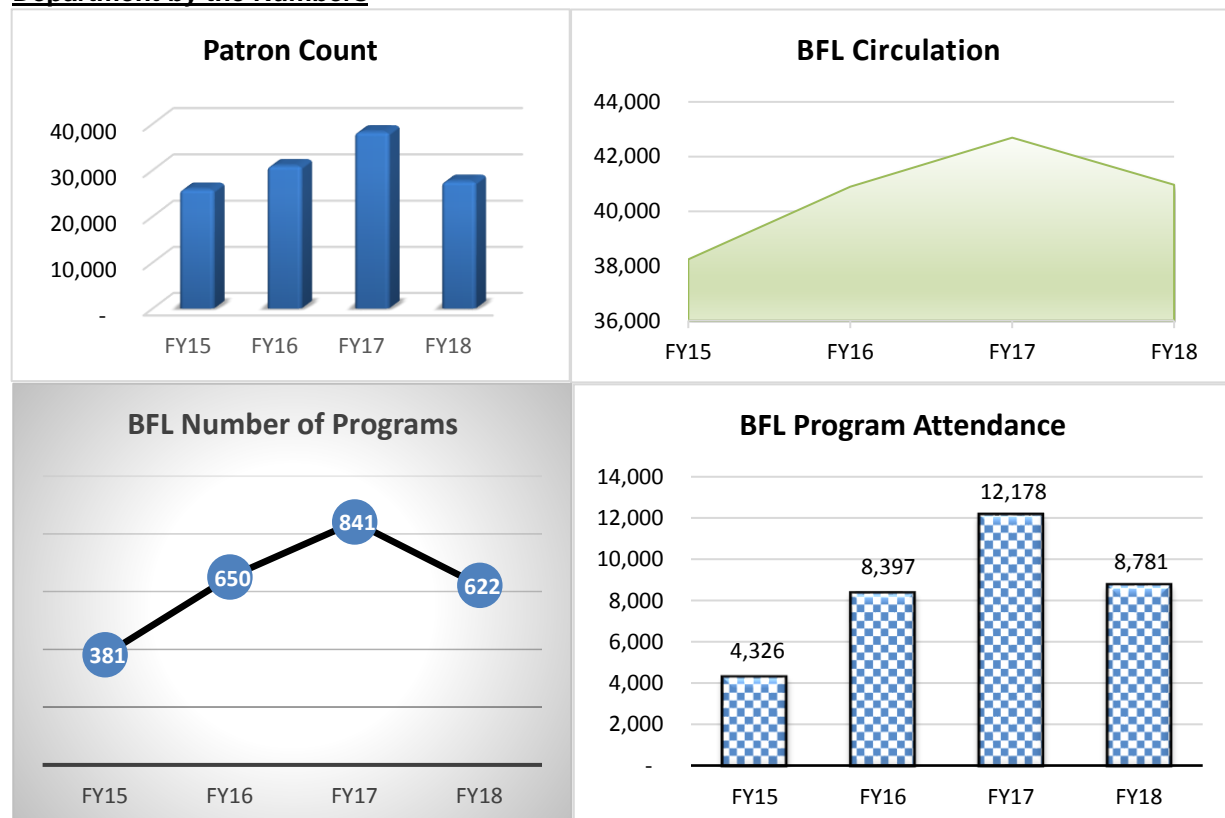
Total Staff - 2.9 FTEs (.9-Director, .75-Asst Dir/Children's Librarian, 1.25-all library assistants)

Notes

* FY2018 - Bacon Free Library was without a Library Director for 5.5 months

* We have 2-3 substitute library assistants who get paid per diem

Department by the Numbers



Bacon Free Library



Department: Line item budget

		2017 Actual	2018 Actual	2019 Revised	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
SALARIES MANAGEMENT	¹	\$ 62,405	\$ 40,176	\$ 63,400	\$ 63,888	\$ 488	0.77%
SALARIES TECHNICAL/PROFESSNL	²	\$ 83,744	\$ 104,725	\$ 93,417	\$ 97,087	\$ 3,670	3.93%
Salaries		\$ 146,149	\$ 144,901	\$ 156,817	\$ 160,975	\$ 4,158	2.65%

COMPUTER MAINTENANCE		\$ -	\$ -	\$ -		\$ -	0.00%
FACILITY REPAIRS/MAINTENANCE		\$ 1,500	\$ 1,790	\$ 1,500	\$ 1,500	\$ -	0.00%
HEAT (OIL & GAS)		\$ 4,240	\$ 4,580	\$ 4,343	\$ 4,343	\$ -	0.00%
MINUTEMAN LIBRARY NETWORK	³	\$ 4,996	\$ 5,127	\$ 5,771	\$ 5,771	\$ -	0.00%
PRINTED MATERIALS	⁴	14,103	\$ 15,181	14,000	14,000	-	0.00%
LIBRARY SUPPLIES		872	\$ -	2,072	2,072	-	0.00%
Expenses		\$ 25,711	\$ 26,679	\$ 27,686	\$ 27,686	\$ -	0.00%

Total Department		\$ 171,860	\$ 171,579	\$ 184,503	\$ 188,661	\$ 4,158	2.25%
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Footnotes:

Personnel Services:

¹ Management - Library Director

² Technical/Professional - Assistant Director/Children's Librarian and four part-time Library Assistants

Purchased Services:

³ Minuteman Library Network - Fees associated with the Minuteman Library Network for resource sharing and circulation

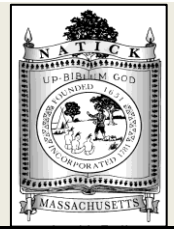
Other Charges/Expenses:

⁴ Printed Materials - Books and periodicals for patrons

Bacon Free Library - Finance Committee Voting Rollup with Approved New Initiatives**Bacon Free Library****2019 vs. 2020**

	2017 Actual	2018 Actual	2018 Budget	2020 Request	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	146,149	144,901	156,817	160,975		160,975	4,158	2.65%
Expenses	25,711	26,679	27,686	27,686		27,686	-	0.00%
Total Bacon Free Library	171,860	171,579	184,503	188,661	-	188,661	4,158	2.25%

Morse Institute Library



FY 2020 Operational Budget Request

Linda Stetson, Director

Board: Board of Library Trustees

Mission:

The Morse Institute Library's mission is:

- To provide free access to materials and quality information and technology services to library users of all ages and abilities;
- To serve as a major educational resource with programs and learning opportunities for all, so residents of Natick and the MetroWest area can meet, learn, and create;
- To serve as a community and cultural center with meeting and exhibit spaces for individuals as well as municipal and civic groups.

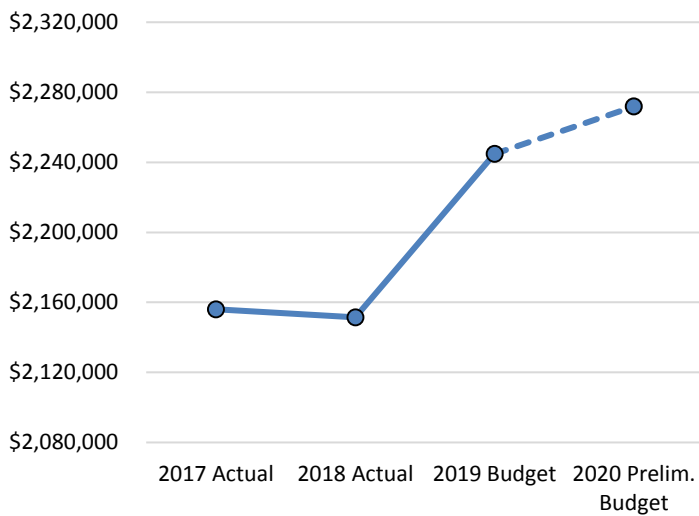
The Morse Institute Library strives to meet the needs of all members of the Natick community through active

Budget Highlights for FY 2020:

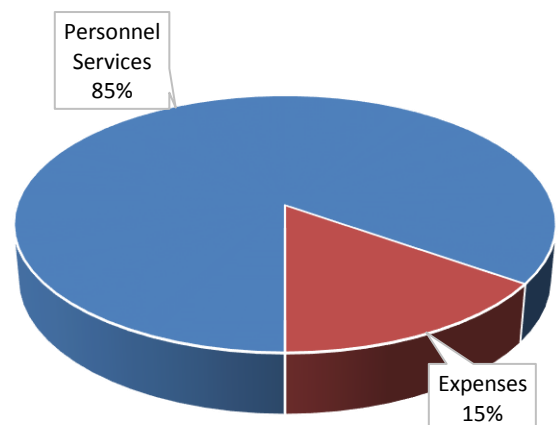
- Request that library Bookkeeper be moved from "Salaries Part-time Non-Benefited" to "Salaries Administrative." This is the more appropriate place for this non-union position to be classified.
- One PNI is submitted with this budget. It addresses the salary inequities present in the library director's and assistant director's salaries as they compare with comparable libraries in our area.

Budget Summary -

Budget History

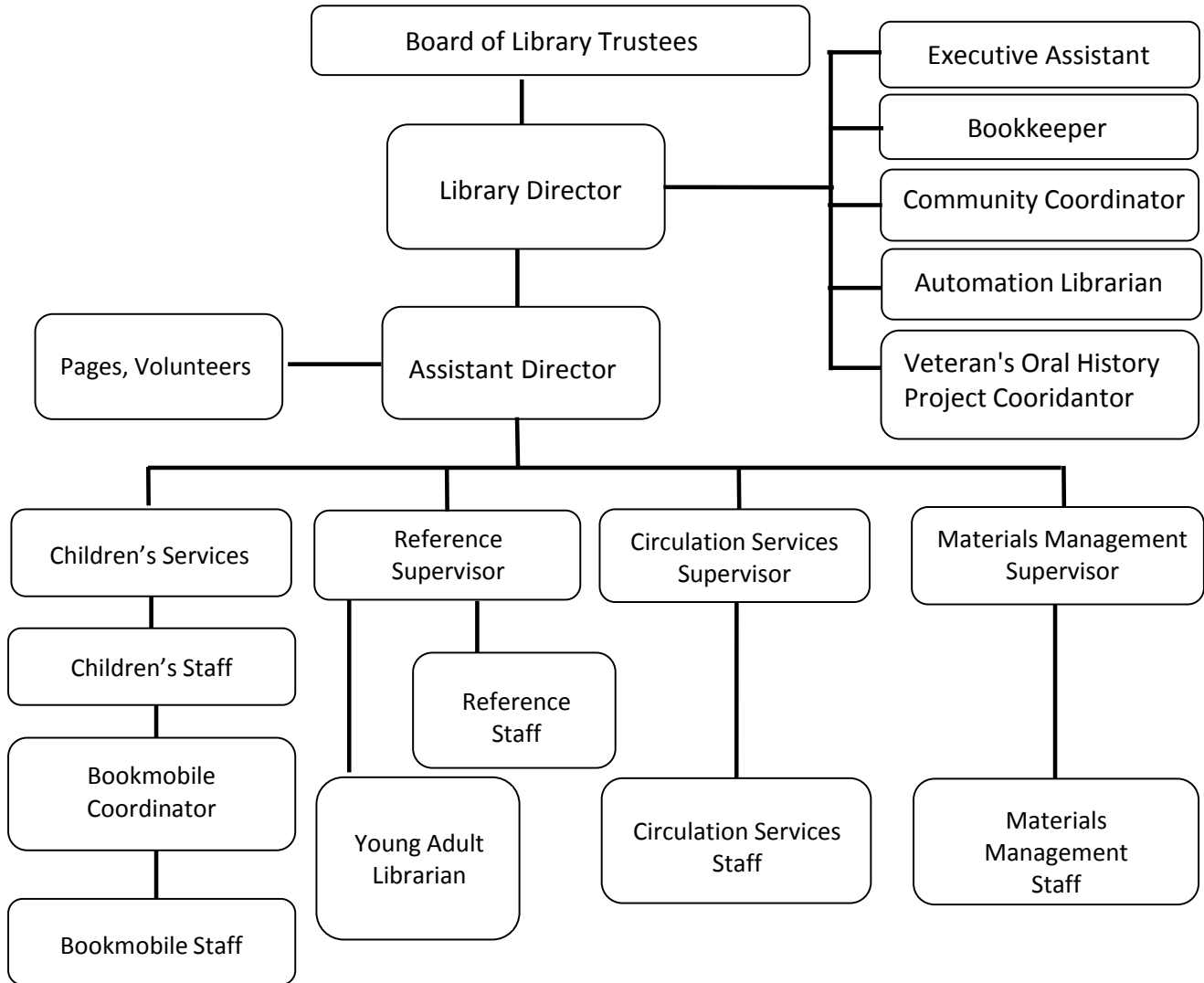


FY20 Budget Distribution

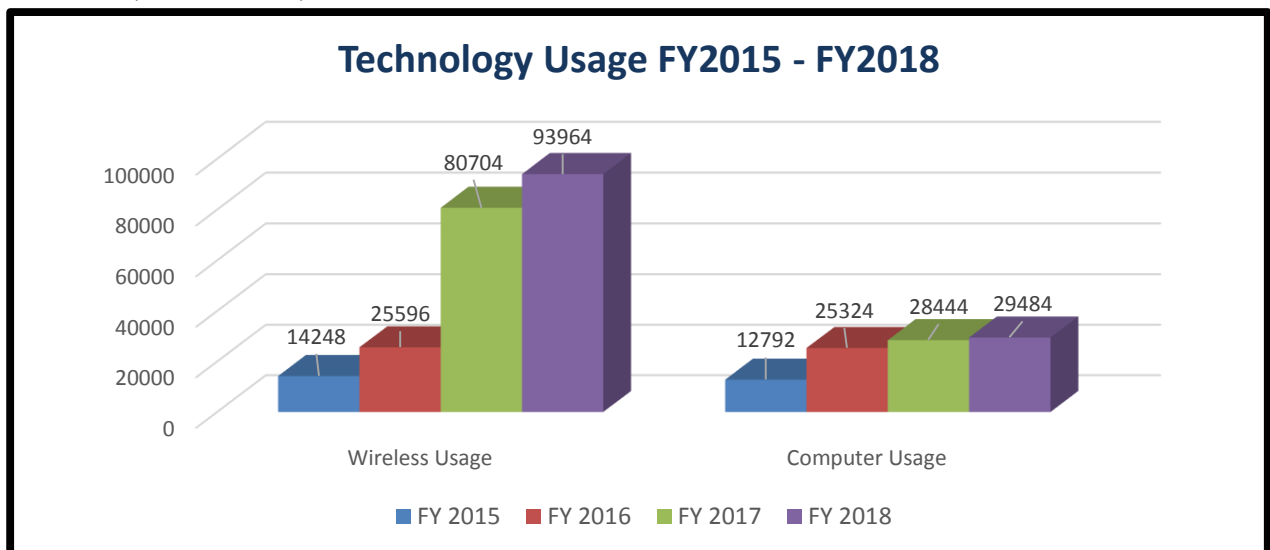


Morse Institute Library

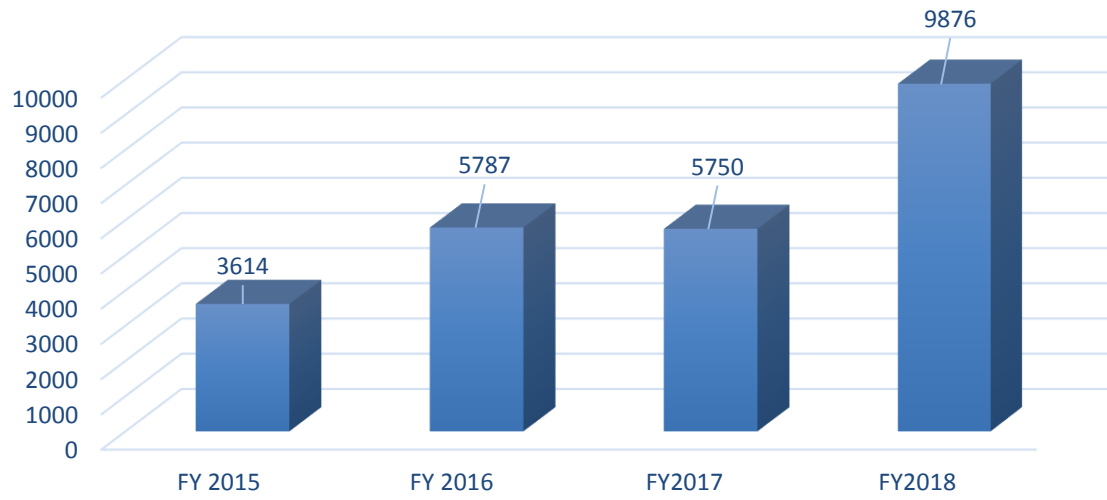
Department - Organizational Summary



31.86 FTEs (16 FT / 40 PT)



Meeting Room Usage FY2015 - FY 2018



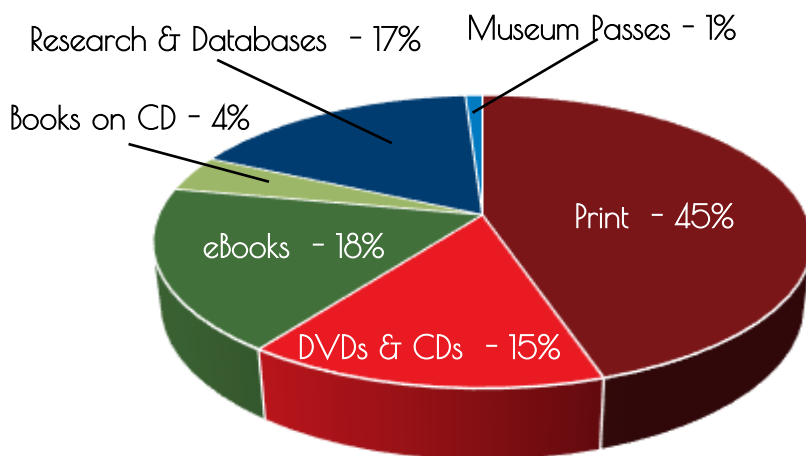


Quick Facts 2018

“Morse Library is one of the best! The people are wonderful and helpful. The hours are super...I love coming here!”

543,614	Uses of the collection (including physical and online)
481,113	Visits (in-person and online)
123,448	Wireless and internet workstation sessions
61,947	Questions answered by our knowledgeable staff
18,948	Natick cardholders
13,923	People attended 912 programs
47,975	eBooks borrowed by Natick residents

Materials Budget FY2018



Town appropriated funds for library materials currently pays for 68.7% of the funds needed to meet state minimums.

(based on Massachusetts Board of Library Commissioners formula)



Did you know?

Literacy

42 Volunteers spent 3,836 hours working with 4,320 attendees of 396 programs

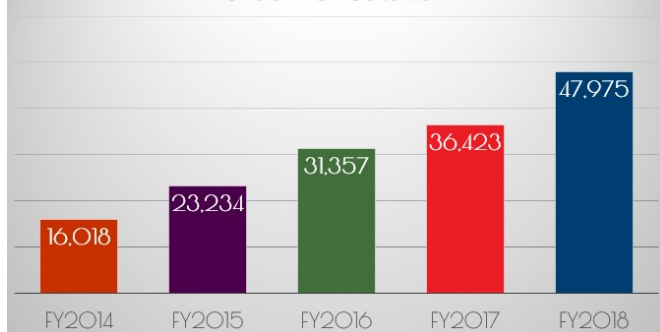
Food for Fines

The MIL waived fines in August for food donations
396 People supported 1,728 pounds of food collected

Bookmobile

519 hours open
4,220 patrons served

eBook Circulation



MORSE INSTITUTE
LIBRARY Natick's Community Library

Morse Institute Library



Department: Line item budget

		2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
Salaries Management		\$ 104,463	\$ 106,100	\$ 106,100	\$ 106,916	\$ 816	0.77%
Salaries Administrative		\$ 165,227	\$ 153,004	\$ 181,941	\$ 204,908	\$ 22,967	12.62%
Salaries Part-time Benefitted		\$ 297,293	\$ 302,043	\$ 292,989	\$ 295,242	\$ 2,253	0.77%
Salaries Technical/Professional		\$ 843,305	\$ 855,965	\$ 873,472	\$ 890,570	\$ 17,098	1.96%
Salaries Part-time Non Benefitted		\$ 340,599	\$ 336,365	\$ 335,398	\$ 314,240	\$ (21,158)	-6.31%
Salaries Pages		\$ 26,057	\$ 22,846	\$ 32,510	\$ 37,948	\$ 5,438	16.73%
Salaries Substitutes		\$ 3,457	\$ 3,838	\$ 8,310	\$ 8,373	\$ 63	0.76%
Salaries Longevity		\$ 18,048	\$ 17,345	\$ 18,237	\$ 17,827	\$ (410)	-2.25%
Salaries Sunday/Pay Differential		\$ 31,827	\$ 14,136	\$ 48,740	\$ 48,740	\$ -	0.00%
Personnel Services	¹	\$ 1,830,276	\$ 1,811,642	\$ 1,897,697	\$ 1,924,764	\$ 27,067	1.43%
Main. of Computer System	²	\$ 81,546	\$ 81,907	\$ 83,750	\$ 83,750	-	0.00%
Communication Telephone		\$ 3,317	\$ 3,078	\$ 4,250	\$ 4,250	-	0.00%
Communication Postage		\$ 2,694	\$ 1,306	\$ 3,000	\$ 3,000	-	0.00%
Copy/Mail Center Fees		\$ 878	\$ -	\$ 650	\$ 650	-	0.00%
Education		\$ 7,302	\$ 2,058	\$ 7,500	\$ 7,500	-	0.00%
Library Materials (Books, etc.)	³	\$ 201,513	\$ 217,969	\$ 217,335	\$ 217,335	\$ -	0.00%
Library Supplies		\$ 24,345	\$ 29,002	\$ 26,092	\$ 26,092	\$ -	0.00%
Other Supplies & Services/Misc.	⁴	\$ 4,101	\$ 4,501	\$ 4,525	\$ 4,525	\$ -	0.00%
Expenses		\$ 325,696	\$ 339,821	\$ 347,102	\$ 347,102	\$ -	0.00%
Total Department		\$ 2,155,972	\$ 2,151,463	\$ 2,244,799	\$ 2,271,866	\$ 27,067	1.21%

Footnotes:

¹ Personnel Services:

Management - Library Director

Administrative - Assistant Director, Executive Assistant, and Community Relations Coordinator

Part-time Benefitted - Library Assistants that work 20 hours or more per week

Technical/Professional - Full-time, benefitted staff. Includes 4 Department Heads, the Children's Programmer, Bookmobile Coordinator, Technology Associate, and other Librarians, and Library Associates

Part-time Non Benefitted - Part-time, non-benefitted Reference staff, and Library Associates

Pages - Library Pages who perform essential work shelving and organizing materials

Substitutes - Reference staff and Library Associates that may be called in to cover absences

Purchased Services:

² Maintenance Computer System - Library's internal computer network, hardware, software, and the Minuteman Library Network annual contract costs. Minuteman contract costs include membership in the 40+ member library network.

Supplies:

³ Library Materials - Purchase of materials that are added to the Library's collection, including but not limited to books, audio books, large print, books on players, videos, DVDs, CDs, magazines, newspapers, and databases. It also includes the purchase of materials in other languages and in formats accessible to users with special needs.

Other Charges/Expenses:

⁴ Other Supplies & Services/Misc. - Purchase of basic office supplies

Department: Proposed New Initiatives

Project Title: Pay equity adjustment for library director and assistant director

Personnel Services	# Staff	Preliminary Cost - FY 20	Recurring expense?	Brief Description of the Position/Expense
Salaries Management	1	\$18,900.00	Yes	Total cost to move library director and assistant director to a more equitable pay scale inline with other area directors and assistant directors.
Salaries Administrative	1	\$15,000.00	Yes	
Total Personnel Services		\$33,900.00		
Expenses		Preliminary Cost - FY 20	Recurring expense?	Brief Description of the Position/Expense
Total Expenses		\$0.00		
Total Project Costs		\$33,900.00		

Purpose/Description of Request

Currently, the library assistant director (AD) makes only 6% more than his direct reports. The standard difference in area libraries between an assistant director and direct reports is 28%. Additionally, the library director currently makes 23% above the assistant director's current pay. In investigating the library director's salary among peers, there exists a significant pay inequity. This PNI addresses the significant shortfall in salaries experienced by the library's director and assistant director.

We are requesting that these salaries be made comparable with the rest of the library profession for these positions in our area.

Population to be Served

The entire town of Natick is served by a well-managed and functioning library.

Revenue Impact

The Morse Institute Library is free and open to all. This request represents only 1.5% of the Morse Institute Library's total budget.

FOR EXECUTIVE OFFICE USE

Date Submitted: _____

Date Reviewed: _____

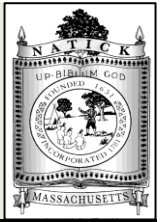
☐ Approved

Recommended Budget: _____

☐ Denied

Review by: _____

Information Technology



FY 2020 Operational Budget Request

Robert LeFrancois, Director

Mission:

The IT Department is primarily a services based department and will continue to provide broad based data service, and voice services to the general government and schools, as well as services provided to the community via the Town website. Data services include network administration, database administration, website support, system and network security, end-user support, hardware and software deployment/upgrades/maintenance/troubleshooting and municipal staff training. Voice services provided include Voice Over IP (VOIP) administration, installation, system configuration and deployment, end-user support, telephone replacement and providing a point of contact with the telephone vendor.

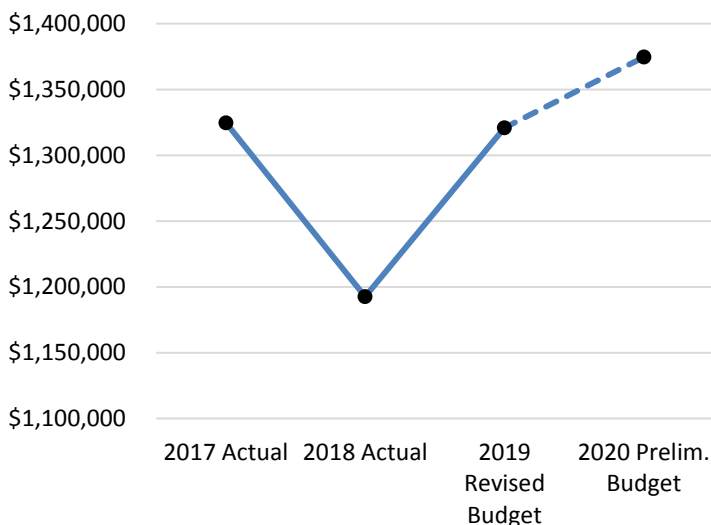
Budget Highlights for FY 2020:

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

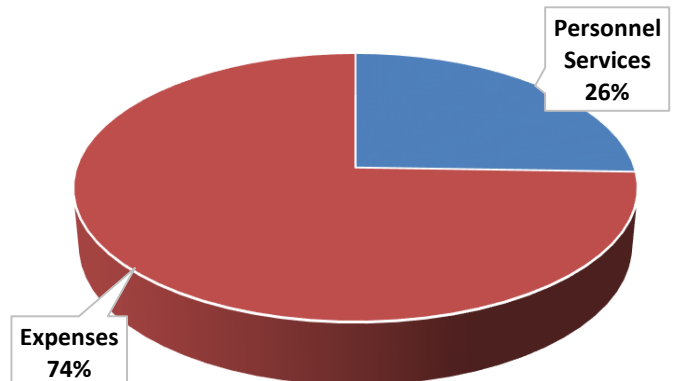
- Software Servicing - increased \$11,000 to cover increases for maintenance and software support for the Town's financial and dispatch software - Munis, Point software and IMC- Dispatch Software
- Hosted Applications - increased \$23,000 to cover increases in existing hosted applications and new software used by the Finance Department ClearGov - \$18,000, Health - Utility Cloud for Septrak \$1,400 and a slight increase in the Community Services - CommunityPass software \$2,300 and eFolder Offsite storage \$1,300.

Budget Summary

Budget History

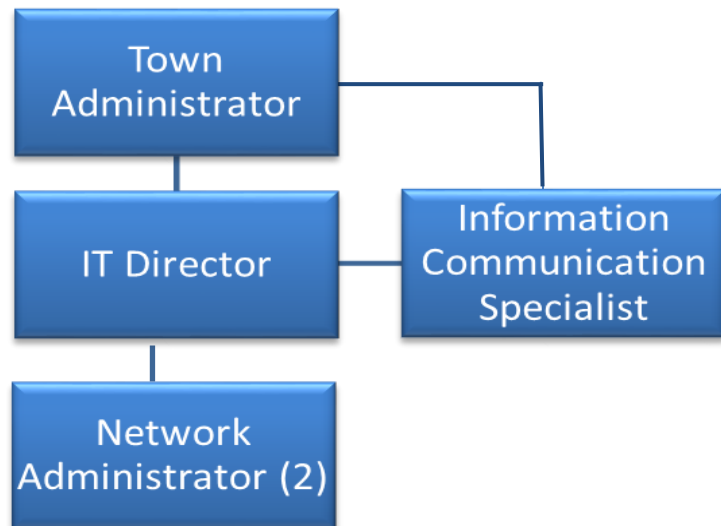


FY20 Budget Distribution



Information Technology

Department - Organizational Summary



Total Staff - 4 FTEs

Information Technology



Department: Line item budget

		2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
SALARIES MANAGEMENT	¹	\$ 110,935	112,700	\$ 112,700	\$ 113,567	\$ 867	0.77%
SALARIES TECHNICAL/PROFESSIONAL	²	\$ 231,391	235,200	\$ 235,200	\$ 237,009	\$ 1,809	0.77%
Personnel Services		\$ 342,327	\$ 347,900	\$ 347,900	\$ 350,576	\$ 2,676	0.77%

EQUIPMENT REPAIRS/SERVICING	³	\$ 22,959	19,810	\$ 25,000	\$ 25,000	\$ -	0.00%
SOFTWARE SERVICING	⁴	\$ 369,484	350,397	\$ 356,000	\$ 384,000	\$ 28,000	7.87%
HOSTED APPLICATIONS	⁵	\$ 131,953	159,179	\$ 197,000	\$ 220,000	\$ 23,000	11.68%
TELEPHONE	⁶	\$ 18,406	14,782	\$ 19,000	\$ 19,000	\$ -	0.00%
COPY/MAIL CENTER FEES		\$ 14	0	\$ 500	\$ 500	\$ -	0.00%
TRAINING & EDUCATION		\$ 2,500	8,125	\$ 5,000	\$ 5,000	\$ -	0.00%
COMPUTER SUPPLIES		\$ 6,415	5,273	\$ 7,500	\$ 7,500	\$ -	0.00%
PAPER SUPPLIES		\$ 9,000	9,000	\$ 9,000	\$ 9,000	\$ -	0.00%
TELEPHONE SYSTEM MAINTENANCE	⁷	\$ 63,281	65,000	\$ 70,000	\$ 70,000	\$ -	0.00%
LAN/WAN MAINTENANCE	⁸	\$ 74,519	90,302	\$ 99,000	\$ 99,000	\$ -	0.00%
COMPUTER EQUIPMENT REPLACEMENT	⁹	\$ 153,898	77,943	\$ 110,000	\$ 110,000	\$ -	0.00%
SOFTWARE SYSTEM UPGRADE & REPLACE	¹⁰	\$ 130,042	44,855	\$ 75,000	\$ 75,000	\$ -	0.00%
Expenses		\$ 982,473	\$ 844,666	\$ 973,000	\$ 1,024,000	\$ 51,000	5.24%

Total Department		\$ 1,324,799	\$ 1,192,566	\$ 1,320,900	\$ 1,374,576	\$ 53,676	4.06%
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Footnotes:

Personnel:

¹ Management - Information Technology Director

² Technical Professional - Information/Communication Specialist (1) and Network Administrators (2)

Purchased Services:

³ Equipment Repairs - Costs of repairing and maintaining hardware

⁴ Software Servicing - Costs of maintaining and licensing Town software applications including financial software (Munis), permitting system (Municipity), operating system, GIS, firewall software, public safety software, virtual servers, election software, and database software

⁵ Hosted Applications - Software as a service solutions including Google Apps (email, calendar), Town website, See-Click-Fix, My-Waste, Granicus, Collector software, Community Services software, and off site backup storage.

⁶ Telephone - Cost of local and long distance calls and cell phones, Town website (Civic Plus) and town internet access

Other Charges & Expenses:

⁷ Telephone System Maintenance - Cost of maintenance for Town VOIP ShoreTel telephone system

⁸ LAN/WAN Maintenance - Cost of maintenance of local area and wide area networking equipment. Includes network switches, firewall equipment and INET fiber optic switching equipment

⁹ Computer Equipment Replacement - Cyclical replacement of computers, laptops, tablets, printers, and network servers

¹⁰ Software System Upgrade & Replace - Purchase of new software applications, software licensing upgrades, consulting services

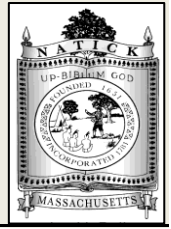
IT - Finance Committee Voting Rollup with Approved New Initiatives

IT

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	342,327	347,900	347,900	350,576	-	350,576	2,676	0.77%
Expenses	982,473	844,666	973,000	1,024,000	-	1,024,000	51,000	5.24%
Total IT	1,324,799	1,192,566	1,320,900	1,374,576	-	1,374,576	53,676	4.06%

Town Clerk & Board of Registrars



FY 2020 Operational Budget Request

Diane Packer - Town Clerk

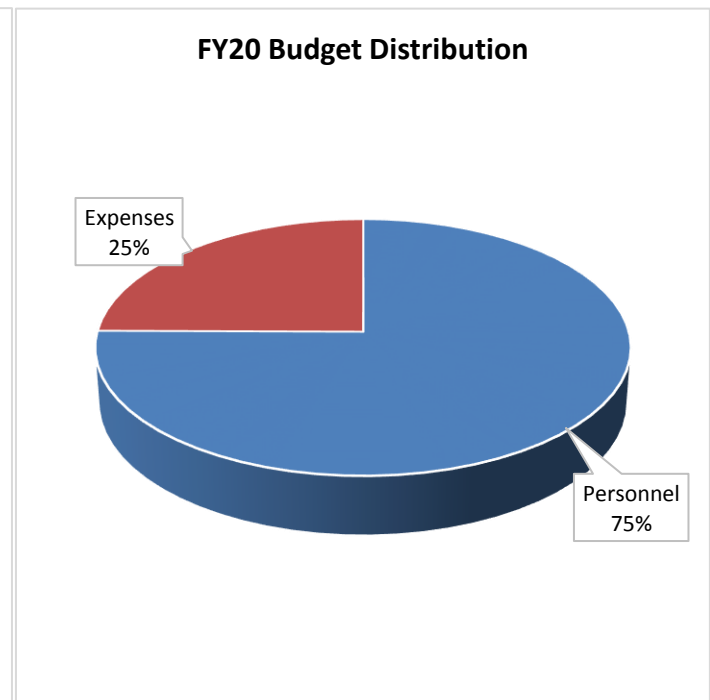
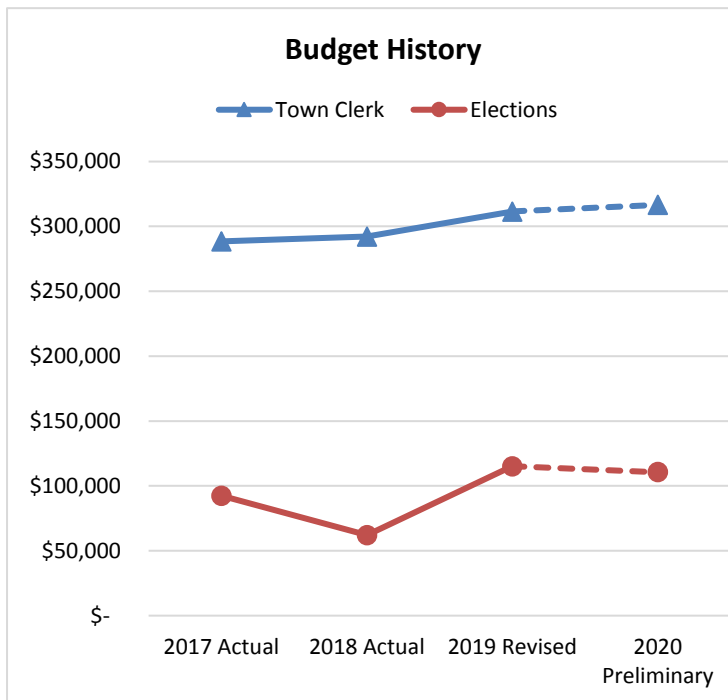
Mission:

The Town Clerk's Office is the gateway to local government, The Town Clerk is the chief election officer responsible for overseeing and managing all elections, and assuring that they are fair and impartial. The Town Clerk's office provides residents and non-residents access to vital records, issues dog licenses, maintains permanent records of planning and zoning decisions, issues DBA licenses and maintains historical records. The Clerk is also responsible for mailing and compiling the data from the Annual Street Listing (census) and confirmation cards. This data is used to maintain current voting lists. The Town Clerk serves as the Clerk of Town Meeting with responsibility for publishing and maintaining all Town Meeting records and submitting all the necessary documents to the Attorney General's office for approvals. We aim to provide all services professionally, efficiently and courteously.

Budget Highlights for FY 2020:

- New Initiative Request - Public Records/Information Associate
- An increase in equipment service repair of \$1,500 for an electric sealer
- Reduction of \$7,440 from the Registrars salaries budget based off of the number of elections
- Increase of \$2,000 for printing due to the increased cost of ballots

Budget Summary -



Town Clerk & Board of Registrars

Department - Organizational Summary

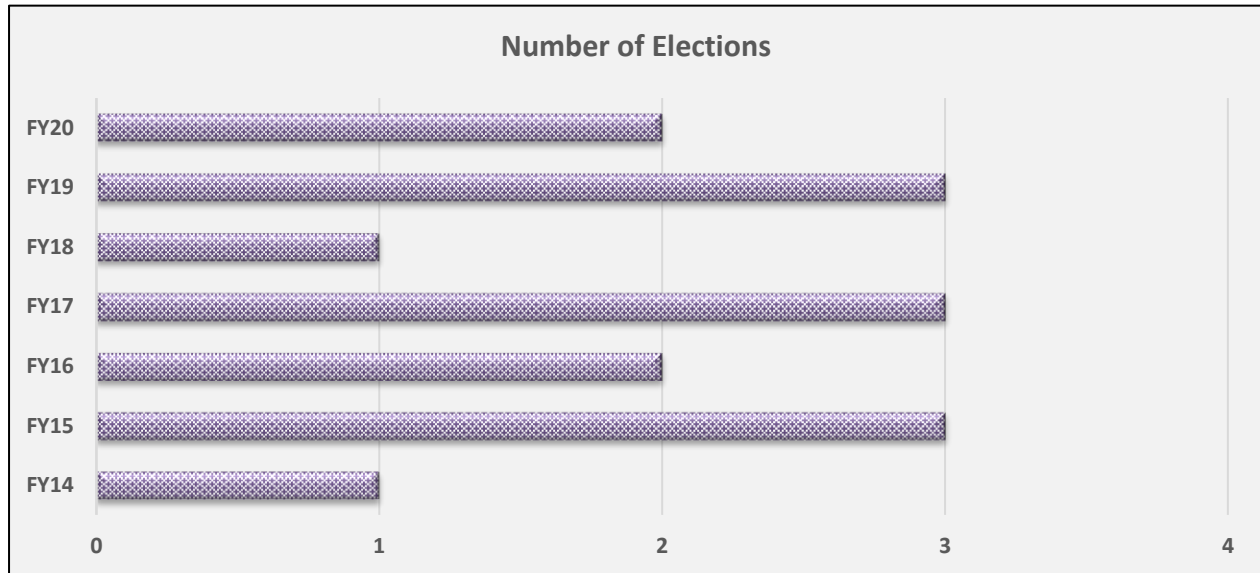


Total Staff - 4 FTEs (number per position in parentheses)

Notes

**Number of Election Workers varies based on number of elections and Early Voting requirements.*

Department by the Numbers



Town Clerk & Board of Registrars



Department: Line item budget

		2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
Salaries Management	¹	\$ 90,000	\$ 91,800	\$ 94,095	\$ 94,824	\$ 729	0.77%
Salaries Operational Staff	²	\$ 154,116	\$ 157,633	\$ 158,127	\$ 159,198	\$ 1,071	0.68%
Salaries Add'l Comp Operational		\$ 1,750	\$ 2,750	\$ 2,500	\$ 3,900	\$ 1,400	56.00%
Salaries Operational Overtime	³	\$ 7,624	\$ 2,175	\$ 7,500	\$ 7,500	\$ -	0.00%
Salaries		\$ 253,490	\$ 254,357	\$ 262,222	\$ 265,422	\$ 3,200	1.22%
BOOKBINDING	⁴	\$ 7,308	\$ 8,737	\$ 7,500	\$ 7,500	\$ -	0.00%
COPY/MAIL CENTER FEES	⁵	\$ 3,812	\$ 3,881	\$ 5,000	\$ 5,000	\$ -	0.00%
DUES & MEMBERSHIPS		\$ 425	\$ 215	\$ 500	\$ 800	\$ 300	60.00%
EQUIPMENT REPAIRS/SERVICING		\$ 350	\$ 276	\$ 500	\$ 2,000	\$ 1,500	300.00%
MASS GENERAL LAW UPDATES		\$ -	\$ -	\$ -		\$ -	0.00%
OFFICE SUPPLIES		\$ 3,751	\$ 3,272	\$ 5,000	\$ 5,000	\$ -	0.00%
PRINTING/ADVERTISING		\$ 1,382	\$ -	\$ 200	\$ 200	\$ -	0.00%
PURCHASED SERVICES MISC	⁶	\$ 14,601	\$ 20,121	\$ 27,050	\$ 27,050	\$ -	0.00%
TELEPHONE		\$ 470	\$ 431	\$ 600	\$ 600	\$ -	0.00%
TRAVEL		\$ 2,899	\$ 1,009	\$ 3,000	\$ 3,000	\$ -	0.00%
Expenses		\$ 34,997	\$ 37,942	\$ 49,350	\$ 51,150	\$ 1,800	3.65%
Total Town Clerk		\$ 288,487	\$ 292,299	\$ 311,572	\$ 316,572	\$ 5,000	1.60%

Footnotes:

Personnel:

¹ Management - Town Clerk

² Operational Staff - Executive Assistant (1) and Administrative Assistants (2)

³ Operational Staff OT - Overtime associated with elections and Town Meeting. Proposed increase based on Early Voting costs.

Expenses:

⁴ Bookbinding - Ongoing process for storing vital records

⁵ Copy/Mail Center Fees - Voter related mailings, annual street listing, absentee ballots, overseas ballots, confirmation cards, dog license information, election materials to candidates and current office holders and training materials for election workers. State Mandates for the State Ethics OCPF and OML laws continue to require large amounts of copying and mailing.

⁶ Purchased Services Misc - Costs for electronic voting devices for use at Town Meetings and contract renewal for labels for vault storage.

Town Clerk & Board of Registrars



Department: Line item budget

		2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
SALARIES - OTHER		2,000	1,800	\$ 2,200	\$ 2,200	\$ -	0.00%
SALARIES MANAGEMENT		4,273	6,096	\$ 6,200	\$ 6,200	\$ -	0.00%
SALARIES OPERATIONAL STAFF		46,354	15,719	\$ 54,440	\$ 47,000	\$ (7,440)	-13.67%
Salaries	¹	\$ 52,627	\$ 23,615	\$ 62,840	\$ 55,400	\$ (7,440)	-11.84%

BOOKS		1,284	0	1,350	\$ 1,350	\$ -	0.00%
ELECTION ENCODING FEES	²	8,021	10,706	14,000	\$ 14,500	\$ 500	3.57%
FOOD FOR ELECTION WORKERS		1,784	684	2,000	\$ 2,250	\$ 250	12.50%
OFFICE SUPPLIES		4,680	2,056	5,000	\$ 5,000	\$ -	0.00%
POSTAGE	³	15,417	12,254	18,000	\$ 18,000	\$ -	0.00%
PRINTING/ADVERTISING		8,525	12,764	12,000	\$ 14,000	\$ 2,000	16.67%
PURCHASED SERVICES MISC		-	0	-		-	
Expenses		\$ 39,711	\$ 38,464	\$ 52,350	\$ 55,100	\$ 2,750	5.25%

Total Elections		\$ 92,338	\$ 62,078	\$ 115,190	\$ 110,500	\$ (4,690)	-4.07%
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Footnotes:

¹ **Personnel** - This includes stipends for the registrars. Three of the registrars are appointed by the Board of Selectmen and the Town Clerk is the fourth member. This also includes the stipends for the poll workers and the special duty police officers for each election. At a minimum, each precinct must have 1 Warden, 1 Clerk, and 4 poll workers and each polling location must have a special duty police officer.

Expenses:

² Election Encoding - This includes the service contract for the voting machines, programming of the regular and the Automark machines.

³ Postage - Covers election mailings including absentee ballots, annual street listing and confirmation notices.

Department: Proposed New Initiatives

Project Title: Public Records/Information Associate

Personnel Services	# Staff	Preliminary Cost - FY 20	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff	1	\$50,000.00		
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$50,000.00		

This position will be responsible for public records requests, maintaining logs, OML and Ethics compliance and web site updates—including minutes for many committees

Expenses	Preliminary Cost - FY 20	Recurring expense?	Brief Description of the Position/Expense
Total Expenses	\$0.00		
Total Project Costs	\$50,000.00		

Purpose/Description of Request

Population to be Served

Revenue Impact

FOR EXECUTIVE OFFICE USE

Date Submitted: _____

Date Reviewed: _____

☐ Approved

Recommended Budget: _____

☐ Denied

Review by: _____

Property and Liability Insurance



FY 2020 Operational Budget Request

Department: Property & Liability Insurance

Appropriation Summary

	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
Operating Expenses							
Purchase of Services	\$ 570,193	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150	\$ 50,913	6.73%
Total Operating Expenses	\$ 570,193	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150	\$ 50,913	6.73%
Total Property & Liability Insurance	\$ 570,193	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150	\$ 50,913	6.73%

Budget Overview:

I. Main Purpose of the Department

To provide property insurance for over \$300 million dollars of buildings and contents. Provide \$3 million in general liability coverage plus an additional \$5 million in an excess liability policy. Provide commercial fleet auto insurance including collision, comprehensive, and liability coverage. The Town is insured for boiler & machinery for \$100 million. There are also separate specialty liability policies for public officials liability, school board legal liability, social workers, and law enforcement coverage.

II. Recent Developments

New property acquisitions and building additions are included in this for the first time. These additions increase the overall cost of insurance.

III. Current Challenges

It is always a challenge to forecast the cost of insurance due to the market. Our plan is to do our best to train our employees in areas of potential risk of injury and/or damage in order to prevent future accidents. By taking a proactive approach to safety and training we hope to make improvements in this area.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

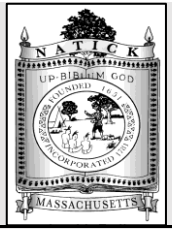
The Town's insurance costs continue to climb. While the increase is modest, we hope that our safety programs will help keep costs reasonable.

V. On the Horizon

New buildings, modular classrooms, and acquisitions by the Town will need to be included in our future insurance forecasts.

	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 v 2020 \$ (+/-) % (+/-)	
Package Policy Property/Liability	\$ 397,611	\$ 398,237	\$ 428,332	\$ 522,644	\$ 548,800	\$ 26,157	5.00%
Motor Vehicle	\$ 165,083	\$ 190,792	\$ 224,768	\$ 207,343	\$ 232,100	\$ 24,757	11.94%
Insurance Deductibles	\$ 7,499	\$ 875	\$ 1,457	\$ 26,250	\$ 26,250	\$ -	0.00%
Purchased Services	\$ 570,193	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150	\$ 50,913	6.73%
Total Property & Liability Ins.	\$ 570,193	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150	\$ 50,913	6.73%

Sassamon Trace Golf Course



FY 2020 Operational Budget Request

Jemma Lambert, Director & Kurt McDowell, Golf Course Manager

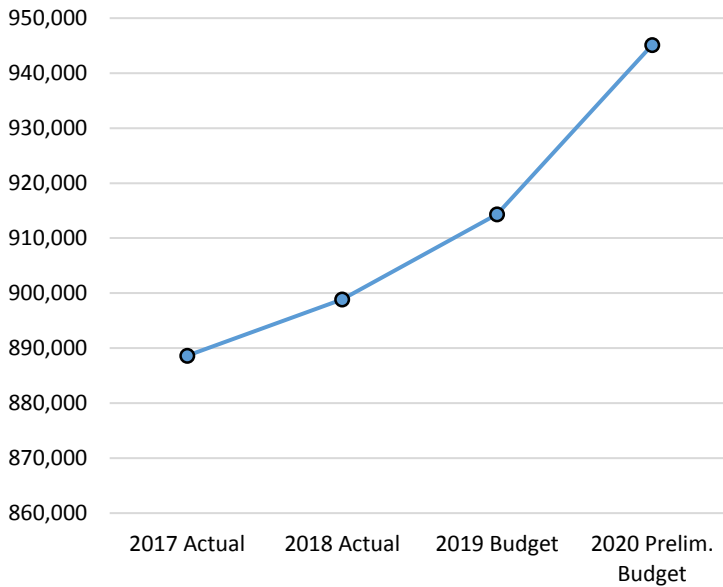
Mission:

To provide an affordable, quality golf experience for the residents of Natick and surrounding communities by providing well maintained facilities, instructional programs, tournaments and leagues.

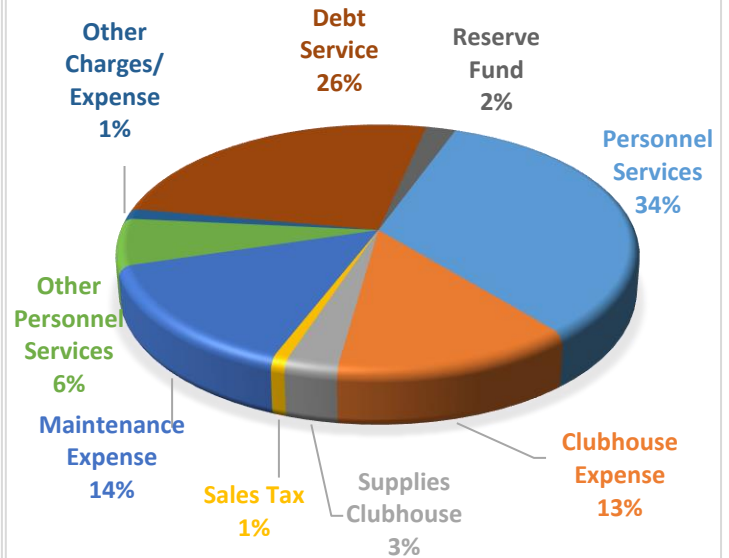
Budget Highlights for FY 2020:

- The support and operation salaries have increases to cover the cost of rising minimum wage
- Low CPI in previous years have kept the land lease payment lower than expected so it will not need to be raised
- Equipment repairs and maintenance has stayed the same due to a capital request for a grinder
- Increase in advertising to help attract more players as local courses have closed

Budget History

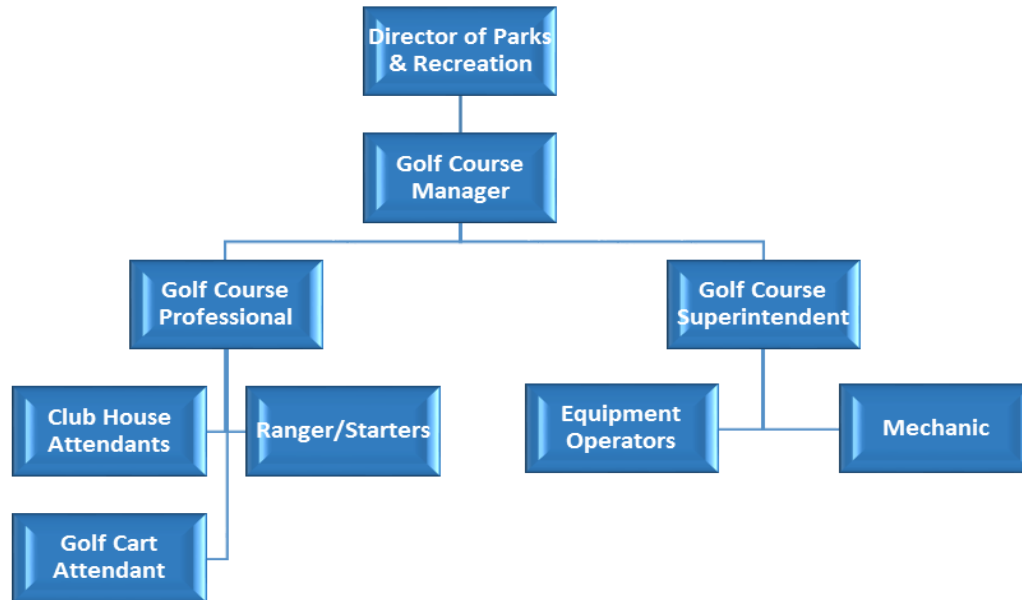


BUDGET DISTRIBUTION



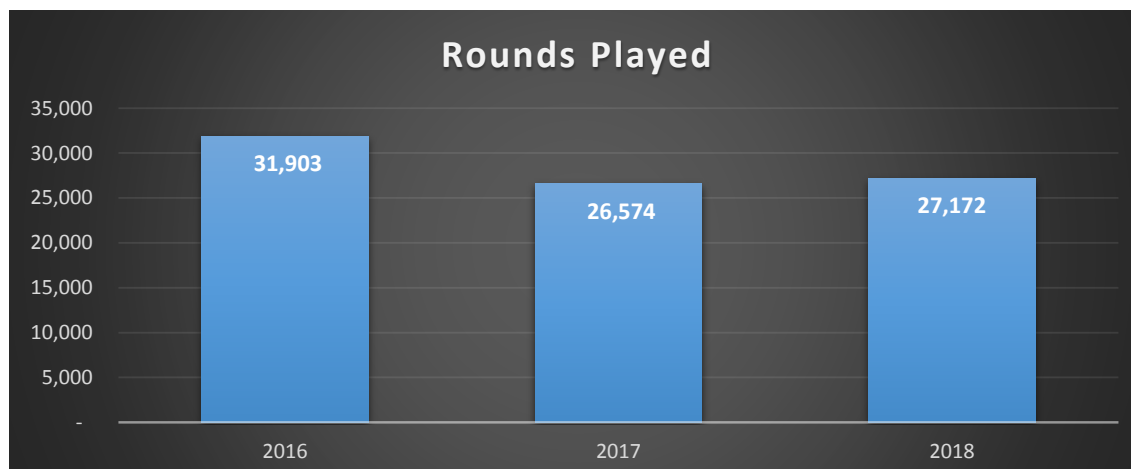
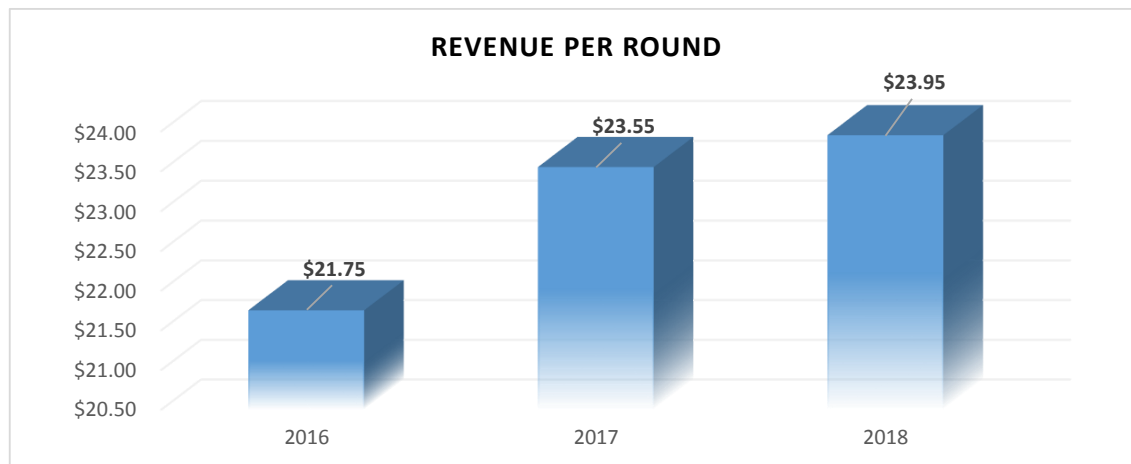
Sassamon Trace Golf Course

Organization Chart



FTE Count 7.8 FTE (3 FT / 26 PT)

Department by the Numbers



Sassamon Trace Golf Course

					2020 Prelim.	
Golf	2017 Actual	2018 Actual	2019 Budget	Budget	2019 vs. 2020	
Salaries					\$ (+/-)	%(+/-)
Personnel Services	275,349	275,349	300,236	315,986	15,750	5.25%
Operating Expenses						
Clubhouse Expense	122,099	125,489	121,894	125,011	3,117	2.56%
Supplies Clubhouse	22,824	20,457	27,500	27,500	-	0.00%
Sales Tax	5,523	4,971	7,500	7,500	-	0.00%
Maintenance Expense	141,961	153,394	134,654	136,331	1,677	1.25%
Other Personnel Services	46,834	52,098	55,866	58,495	2,629	4.71%
Other Charges/Expense	16,423	17,761	11,812	12,639	827	7.00%
Debt Service	257,612	249,330	244,886	241,641	(3,245)	-1.33%
Reserve Fund			10,000	20,000	10,000	100.00%
Total Expenses	613,275	623,500	614,112	629,117	15,005	2.44%
Total Golf	888,624	898,849	914,348	945,103	30,755	3.36%

Sassamon Trace Golf Course

Description	2017 Actual	2018 Actual	2019 Budget	2020	FY19 Δ FY20	
				Preliminary Budget	FY19 Δ FY20 \$	%
SALARIES MANAGEMENT	68,603	68,603	103,646	107,667	4,021	3.88%
SALARIES OPERATIONAL STAFF	65,275	65,275	66,300	66,810	510	0.77%
SALARIES GOLF SUPPORT STAFF	59,207	59,207	39,975	46,039	6,064	15.17%
SALARIES PART-TIME OPERATIONAL	24,996	24,996	29,698	33,277	3,579	12.05%
SALARIES TECHNICAL/PROFESSNL	57,269	57,269	53,198	54,313	1,116	2.10%
MERIT/PERFORMANCE	0	0	7,420	7,880	460	6.20%
Personnel Services ¹	275,349	275,349	300,236	315,986	15,750	5.25%
ELECTRICITY	27,027	27,532	18,706	19,173	467	2.50%
BUILDING LEASE/REPAIRS	7,626	4,124	4,500	4,800	300	6.67%
LEASE PAYMENT LAND	70,088	76,365	79,038	79,038	-	0.00%
TELEPHONE	3,915	4,431	4,400	4,500	100	2.27%
DUES & SUBSCRIPTIONS	1,273	1,430	1,350	1,350	-	0.00%
ADVERTISING/PROMOTION	452	46	1,000	3,000	2,000	200.00%
BANK AND CREDIT CARD FEES	11,124	11,561	12,500	13,000	500	4.00%
SOFTWARE MAINT	595	0	400	150	(250)	-62.50%
Club House Expenses ²	122,099	125,489	121,894	125,011	3,117	2.56%
SUPPLIES - CLUB HOUSE	2,290	2,666	2,750	2,750	-	0.00%
MERCHANDISE-PRO SHOP	20,376	17,595	24,000	24,000	-	0.00%
SUPPLIES CUSTODIAL	158	196	750	750	-	0.00%
Supplies Club House ³	22,824	20,457	27,500	27,500	-	0.00%
Sales Tax	5,523	4,971	7,500	7,500	-	0.00%
Sales Tax ⁴	5,523	4,971	7,500	7,500	-	0.00%

Footnotes:

¹ Personnel Services:

Salaries Management: Golf Course Manager and the Assistant Manager/ Head Golf Professional.

Salaries Operational Staff: Golf Course Superintendent .

Salaries Part-time Operational: Seasonal part-time golf shop attendants .

Salaries Golf Support: This line item represents the seasonal part-time rangers/starters and golf cart attendants.

Salaries Maintenance Support: Seasonal hourly maintenance personnel including equipment operators, summer laborers and the mechanic.

Merit/Performance: Performance increase pool for management and operational staff positions.

² Club House:

Building Lease/ Repairs: For repairs to the clubhouse and parking area. Also pays for clubhouse security monitoring service and the service for the on-course portable toilet. It will also cover expenses related to the maintenance building, storage areas and golf car repairs.

Lease Payment Land: Current land lease payment to Dowse Orchards for land that holes #4 through #8 are located on. It also covers the property tax for the leased land.

Dues, Subscriptions & Travel: PGA membership dues for Golf Course manager and Assistant manager along with Massachusetts Golf Association membership for Sassamon Trace. Mileage reimbursement to manager for use of personal vehicle for golf operations related use.

³ Supplies - Club House:

Merchandise Pro-Shop: Merchandise, food & beverage sales and services for resale in the golf shop.

⁴ Sales Tax:

Golf use sales tax: Massachusetts 6.25% sales tax on all eligible food, beverage and merchandise sales. It also includes the use tax for all rental equipment (golf cars, pull carts and rental clubs).

Sassamon Trace Golf Course

				2020 Preliminary Budget		FY19 Δ FY20 \$ %
	2017 Actual	2018 Actual	2019 Budget			
UTILITIES - WATER	11,673	33,064	40,000	40,000	-	0.00%
ENVIRONMENTAL MONITORING	0	0	0		-	0.00%
IRRIGATION ELECTRICITY	0	0	9,104	9,331	227	2.49%
PHRAGMITES CONTROL	0	0	4,000	4,100	100	2.50%
COURSE MATERIALS	5,499	7,235	7,450	7,600	150	2.01%
COURSE CHEMICALS/FERTILIZER	32,016	33,899	32,000	32,750	750	2.34%
GRASS/SEED/SOD	6,636	6,207	6,650	6,800	150	2.26%
COURSE SUPPLIES	6,409	7,916	5,100	5,200	100	1.96%
IRRIGATION REPAIR & MAINT	7,656	6,107	10,250	10,450	200	1.95%
TOOLS	2,110	1,857	1,450	1,450	-	0.00%
TOOL STIPEND (MECHANIC)	0	529	0		-	
EQPMT REPAIR & MAINTENANCE	16,413	16,190	16,650	16,650	-	0.00%
EQUIPMENT LEASE	52,908	39,681	0		-	
Shop Maintenance			1,000	1,000	-	
OTHER-MAINT. GOLF COURSE	0	0			-	
EDUCATION/FEES/LICENSES	642	709	1,000	1,000	-	0.00%
Maintenance Expenses	⁵ 141,961	153,394	134,654	136,331	1,677	1.25%

⁵ Course Maintenance Expenses:

Environmental Monitoring: Environmental monitoring and testing requirements that the Town of Natick must perform to satisfy the Sherborn Conservation Commission's *Order of Conditions*. Consulting services for ground water, surface water and sediment analysis as required by the aforementioned *Order of Conditions*.

Phragmites Control: Annual contractor fee to chemically treat phragmites surrounding the landfill.

Chemicals/Fertilizers: Pesticides, herbicides and fungicides needed to maintain turf.

Irrigation R&M: PVC pipe, glue, irrigation heads, HDPE repair services, decoders, pump winterization, irrigation control services, service contracts and any cost related to the maintenance of the irrigation system. Also covers irrigation computer control system insurance and service plan.

Tools: Rakes, shovels, back pack blowers, pruning shears, chainsaws, string trimmers and any maintenance tools.

Mechanic Tool Stipend: The mechanic owns his own tools and this expense will allow for depreciation and upgrade of his personal property.

Equipment R & M: Parts and labor for equipment repair. Services such as sharpening of reels and blades.

Equipment Lease: Annual finance cost for the purchase of the specialized golf equipment to maintain the course.

Shop Maintenance: Rags, cleaning supplies, shelving and other miscellaneous items.

Education/Professional Fees/Licenses: Professional licenses, dues, education and associated expenses for the golf course superintendent.

Sassamon Trace Golf Course

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary Budget	FY19 Δ FY20 \$	FY19 Δ FY20 %
Employee Benefits						
FICA/MEDICARE	3,993	3,506	4,353	4,582	229	5.26%
INSURANCE GRP HLTH/LIFE	38,597	42,521	48,013	50,414	2,401	5.00%
UNEMPLOYMENT INSURANCE	4,244	6,071	3,500	3,500	-	0.00%
Other Personnel Services ⁶	46,834	52,098	55,866	58,495	2,629	4.71%
RETIREMENT ASSESSMENT	16,423	17,761	11,812	12,639	827	7.00%
Other Charges and Expenditures ⁷	16,423	17,761	11,812	12,639	827	7.00%
Debt Service						
PRINCIPLE	217,630	219,143	212,230	196,540	(15,690)	-7.39%
INTEREST	39,982	30,187	32,656	45,101	12,445	38.11%
Total Debt Service ⁸	257,612	249,330	244,886	241,641	(3,245)	-1.33%
RESERVE FUND		0	10,000	20,000	10,000	100.00%
Total Budget Sassamon Trace	888,624	898,849	914,348	945,103	30,755	3.36%
Fund Total Sassamon Trace	\$ 888,624	\$ 898,849	\$ 914,348	\$ 945,103	30,755	3.36%

⁶⁻⁷ **Employee Benefits:** Health and life insurance, medicare expense and retirement assessment costs for benefitted employees. Unemployment and Medicare expenses for non-benefitted employees.

⁸ **Debt Service:** Principal and interest on debt. Also provides for the annual installment for the purchase of the golf cart fleet.

Town of Natick
Sassamon Trace Golf Course Debt

Department: Enterprise Fund Debt Service - Principal

		Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
Year of Issue	Project	Principal	Principal	Principal	Principal	Principal	Principal	Principal
2002	2002 Golf Course (Refinanced 2013)	\$ 125,000	\$ 125,000	\$ 125,000				
2004	2002 Golf Course (Landfill Portion)	\$ 27,138	\$ -					
2006	2007 Golf Course (Landfill Portion)	\$ 9,402	\$ -					
2016	2015 Greens Aerator	\$ 5,000	\$ -					
2017	Irrigation Pond Liner	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
2017	Golf Cart Fleet	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000			
2019	Irrigation Well	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Total Amount		\$ 196,540	\$ 150,000	\$ 150,000	\$ 25,000	\$ 5,000	\$ 5,000	\$ 5,000

Department: Enterprise Fund Debt Service - Interest

		Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
Year of Issue	Project	Interest	Interest	Interest	Interest	Interest	Interest	Interest
2002	2002 Golf Course (Refinanced 2013)	\$ 15,000	\$ 10,000	\$ 5,000				
2004	2002 Golf Course (Landfill Portion)	\$ 454						
2006	2007 Golf Course (Landfill Portion)	\$ 247						
2016	2015 Greens Aerator	\$ 100						
2017	Irrigation Pond Liner	\$ 2,800	\$ 2,600	\$ 2,350	\$ 2,100	\$ 1,850	\$ 1,600	\$ 1,350
2018	Golf Cart Fleet	\$ 2,800	\$ 2,000	\$ 1,200	\$ 400			
2019	Irrigation Well	\$ 3,700	\$ 3,400	\$ 2,100	\$ 1,800	\$ 1,500	\$ 1,200	\$ 900
Sub Total Amount		25,101	18,000	8,550	2,500	3,350	2,800	2,250
	2020 Temporary Borrowing	\$ 20,000	\$ 20,000	\$ 20,000				
Total Interest		45,101	38,000	28,550	2,500	3,350	2,800	2,250

Summary of Debt - Golf Course Enterprise Fund

	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
Golf Course Enterprise Fund Principal	\$ 196,540	\$ 150,000	\$ 150,000	\$ 25,000	\$ 5,000	\$ 5,000	\$ 5,000
Golf Course Enterprise Fund Interest	\$ 45,101	\$ 38,000	\$ 28,550	\$ 2,500	\$ 3,350	\$ 2,800	\$ 2,250
Total Annual Debt Service	\$ 241,641	\$ 188,000	\$ 178,550	\$ 27,500	\$ 8,350	\$ 7,800	\$ 7,250



Town of Natick

Golf Enterprise Fund

FY2020 Indirect Costs

	Personnel Cost	Fringe	Expense Cost	Total
Public Works Administration	974	111	178	1,263
Equipment Maintenance	2,923	492	2,028	5,443
Highway, Sanitation, Recycling	439	20	467	926
Recreation	6,020	1,431	921	8,372
Land Facilities and Natural Resou	6,216	-	4,233	10,449
Public Safety	1,526	22	65	1,613
Finance	2,823	208	896	3,927
Town Administration	3,886	434	1,334	5,654
Procurement	291	20	11	323
Human Resources	541	86	31	658
Legal Services	-	-	980	980
Property & Liability Insurance	-	-	5,672	5,672
Utilities	-	-	4,016	4,016
Vehicle Fuel	-	-	2,634	2,634
Total				51,930

Notes:

Indirect Costs are based upon the Previous Fiscal Year's (FY 2019) Final Appropriated Budget.
Please remember that Town Meeting does not appropriate these - the action taken is to approve these.
Appropriation occurs within the respective budgets listed above are approved by Town meeting.