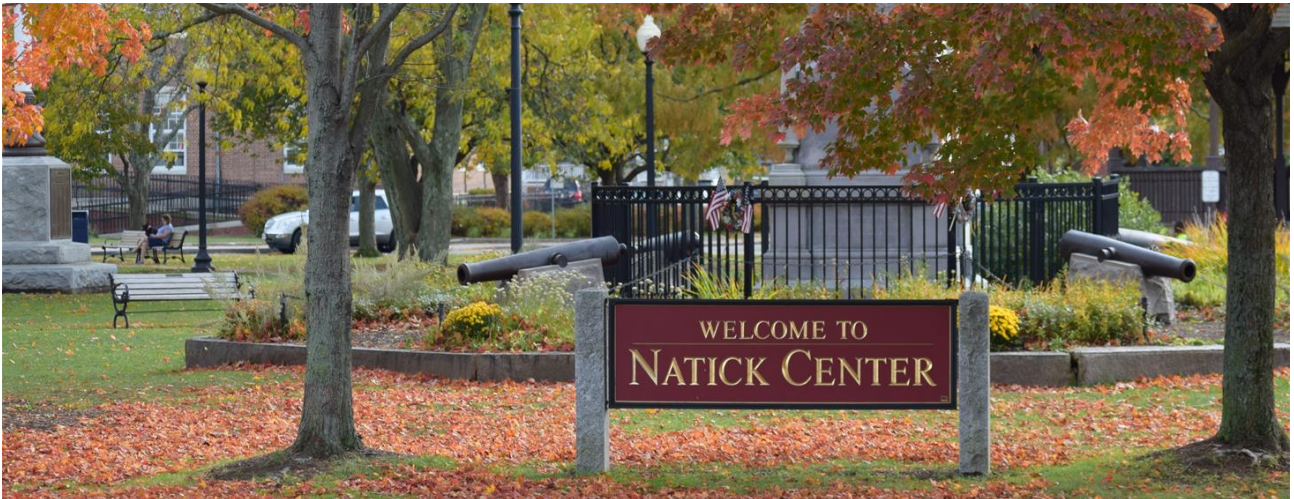




## Town of Natick



## FY 2022 Town Administrator's Preliminary Budget

January 4th, 2021



## An Introduction to Cleargov:



To the Residents of Natick, we thank you for taking on the valuable task of becoming involved in your community and helping guide the direction of the Town for years to come. This year our budget may look a little bit different and we want to let know why that is the case. Traditionally we have used Cleargov, our budgeting module, to work with department heads in order for them to easily be able to submit any salaries, expenses and other requests. Despite the existing involvement of Cleargov in past years' budgets, we have taken another step forward to an online budget by using the Cleargov Budget Book Module. You may notice that department budgets look different this year, since the tables you see were auto-generated through ClearGov and edited by our financial team. The reason behind taking this major step was to create a more streamlined, space-efficient and innovative budget book.

While department expenditures are now generated through ClearGov, we are still including our rollups, revenue detail and forecast through traditional excel sheets. While we are very excited to be able to move everything to Cleargov, this is an on-going process in which we have continued to work with the Cleargov team, we understand that we will likely not see a fully Cleargov generated until Fall Annual Town Meeting 2021 at the earliest. What you will see is a hybrid, more traditional tables such as "Roll-ups" and revenue detail are still generated through excel, as well any additional charts you may be used to seeing, while the rest of the book has been generated though Cleargov. As we continue to work with the talented developers at Cleargov, we hope in the very near future to show you additional changes and capabilities introduced through the Cleargov Budget Book Module.

Best,

The Finance Team of Natick

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## **Introduction**

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History of the Town

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## History of Town



Natick was first settled in 1651 by **John Eliot**, a Puritan missionary born in **Widford, Hertfordshire** England, who received a commission and funds from England's **Long Parliament** to settle the **Massachusetts** Indians on both sides of the Charles River, on land deeded from the settlement at Dedham.

In 1775, both English and Praying Indian citizens of Natick participated in the Battles of Lexington and Bunker Hill, as well as serving in the Continental Army. The names of the Praying Indian soldiers from Natick are memorialized on a stone marker, along with all of Natick's Revolutionary War veterans, on a stone marker on Pond St near downtown Natick.

The town was officially incorporated in 1781. **Henry Wilson** a U.S. senator born in 1812 who became eighteenth **Vice President of the United States** (1873–1875), and who lived most of his life in Natick as a shoemaker and schoolteacher and was known as the "Natick Cobbler", buried there. He is the namesake of one of Natick's middle schools.

## **Town Administrator's Preliminary Budget**

**January 4, 2021**

Dear Honorable Select Board, Finance Committee Members, Town Meeting Members, Natick Residents and Business owners:

As we enter the tenth month of the pandemic and say good bye to a very tough 2020, I think it is important for us to take a moment and thank those front line healthcare workers; the paramedics and EMTs, nurses and doctors who care for us and our families when we need it the most. Likewise, a shout out to our town employees who keep us safe, pick up our trash, maintain our roads, process our bills, teach our children, issue our permits and keep our Town running providing some stability to our lives. Also we can't forget the dedicated retail staff who have endured tough circumstances and legions of frustrated customers to make certain that we can all meet our most basic needs. Finally, to all residents who wear a mask, wash their hands and do the little things that make us all safer. **THANK YOU ALL!** There will be more difficult months for us to endure, but with everyone's help, tolerance and continued patience, we will make it and emerge the stronger for it.

### **Executive Summary**

COVID-19 continues to dominate every facet of life, casting a long shadow over Town finances. Revenue performance continues to be a mixed bag through FY21; showing continued strength in real estate taxes, while weak but recovering in fees and fines and continued dismal performance of our local receipts. This trend will likely continue through FY22 but with increasing optimism as vaccinations become widely available and businesses begin to adapt to the changed economic landscape.

While we do expect the economy to start to recover, it will be sometime before our revenues return to a pre-COVID level. This budget reflects these turbulent times; acknowledging the need to expend our reserves, seeking to maximize our return on every dollar, while preserving resident services. This is not a comfortable budget. Do we need to use so much reserves? Have we reduced expenses enough? Have we allocated sufficient resources for departments to continue to offer necessary resident services? These are all excellent questions for which there aren't any correct answers. We are facing an economic situation for which we have no historical precedent, no road map to success, no lifeline that we can call for that magic formula that will

make everything okay. We must judicially utilize the resources at our disposal, mindful of the fact that we don't really know what tomorrow will bring.

In keeping with the uncertainty of the time, this budget reflects a cautious optimism; acknowledging our weakened financial position, deploying our resources strategically to maintain town services and providing the breathing room necessary to plan for tomorrow.

## **REVENUES**

Overall general fund revenue forecasts for FY 2022 are \$2,706,741 below FY21 forecasted revenues. Currently our revenues for FY 2021 reflect our position at the end of FY20; continued solid performance on the real estate and personal property taxes, weak local receipts and an overall reduction in department revenues. The addition of higher than expected free cash and new growth in FY21, and our model of conservative budget, are why we are predicating a decrease in total revenues.

Local receipts are down but that downward trend has slowed. Revenues in this area for the last quarter have held their own and with a vaccine on the horizon and the economy starting to perk up, our forecast for FY22 is a -5.18% overall decrease in local receipts over FY21. While we are bullish on the recovery of the meals tax and permit revenue, we're not so hopeful for a quick recovery on the hotel revenues and motor vehicle excise tax which will be down for the second half of FY21 and the start of FY22.

State Aid for FY21 was a pleasant surprise, the final cherry sheet was just slightly below the FY20 State Aid number. However, with unemployment marginally improving but remaining high (October 2020 - 7.4% November 2020- 6.9%, versus November 2019 - 2.8% according to the US Bureau of Labor statistics) it is difficult to believe that the Commonwealth will be able to continue maintaining State Aid without some sort of federal aid which has so far failed to materialize. We feel that revenue shortfalls on the state level will catch up with state aid and have forecasted a 10% reduction for FY22.

Department revenues have been a mixed bag throughout the pandemic. Golf adapts well to social distancing and revenues were solid at Sassamon Trace Golf course. DPW saw solid sales of trash bags as people stayed home, which caused parking revenues to collapse. These trends continue through FY 21 and we expect things to return more toward normal later in FY 22. In November the Select Board took the step to reduce fees for licenses for the on premise sale of alcohol (S12) reducing forecasted revenues by \$65,415 or 50%, in order to give our hard hit local restaurants a much needed break. For FY 22 we are cautiously optimistic that revenues will start to return to their first and second quarter FY 20 levels as the economy climbs back to normal.

## **EXPENSES**

Despite the slowdown in the economy, we are still forecasting an overall increase in the General Fund Operating Expense categories for FY 2022 of 3.47%. Increases in

staffing costs lead the way, accounting 73.0% in the overall forecasted spending increases in all expense categories. It is significant to note that with a number of collective bargaining agreements outstanding for FY22, that percentage will grow. On the department side, the biggest costs increase over last year's Town Meeting appropriations were in the Natick Public Schools at 6.32%, Public Works at 2.56% and Health and Human Services with a 14.43% increase. Other significant expense costs forecasted to increase over budgeted FY21 include; fringe benefits at 6.32%, pension costs at 8.01% and natural gas at 22.9% increase. These forecasted increases are for the most part unavoidable increases in the cost of doing business or represent significant investments in the town's future. The vast majority of the operating lines are at a zero percent increase or within 1 or 2 percentage points of it.

### **FINANCIAL POLICIES – FY2022**

While the FY22 budget forecasts an mixed but improving overall economic situation over FY 2021, insight and lessons learned from a tough FY20 and FY21 budget seasons, carry forward into the policies that formed this budget. Input from the select board, department heads, the finance committee's recommendations on FY21 budget proposals and ultimately town meeting's actions, shaped the development of the FY22 budget. The issues facing this budget are similar to those from FY21:

- Public Health- Being able to provide the proper focus on the COVID pandemic and the needs of the community and staff during a critical period and preparing for the continued challenges of recovering from the pandemic;
- Employee Retention- To retain essential employees, provide a safe workplace and to minimize job loss from COVID;
- Critical Services- To retain essential services to residents and maintain critical community infrastructure;
- Financial Resilience- To ensure that our town weathers the storm of COVID and has the ability to rebound quickly as the financial forecast changes;
- Scalability- To ensure that any reductions or delays in town services or programs are reversible and can be put back into the budget once the financial picture improves; and,
- Continued modernization- Of Town infrastructure and processes.

In order to address these issues, we followed these basic principles:

- Detailed line by line scrutiny of expenses, drawing on department head's expertise to ensure prudent allocation of resources;
- Use of data and analytical forecast to provide as accurate revenue forecasts as possible;
- Preservation of cash in order to enhance cash flow and maintain Town's liquidity;
- Targeted spending through new initiatives designed to produce savings, address critical operational deficiencies and preserve capital investments; and,
- Reasonable use of stabilization funds to sustain Town's operational capabilities.



One of the reasons why we have healthy reserve funds to draw on, is the Town's financial policies regarding stabilization funds. Unfortunately, due to the economic situation and the need to draw on these funds we have not been able to meet our obligations to setting money aside. This has been a deliberate and temporary hiatus necessitated by the economic situation and the need to preserve vital services. Our commitment to planning for the future remains as strong as ever and hopefully contributions to the stabilization funds will be started again in FY 2023 or 2024.

### **TOWN'S DEBT POSITION**

The Town has delayed some of the non-time sensitive projects to help preserve our cash position. The Town's debt to revenue ratio remains a healthy 8.92% and therefore vital projects are still moving forward. The Town has switched to using short term Bond Anticipatory Notes (BANs) in order to help sustain our cash position and take advantage of historically low interest rates.

### **TOWN SERVICES AND STAFFING**

Essential town services continue to be provided; DPW picks-up the trash and recycling and maintains our roads and parks, Police and Fire continue to protect and serve, the Administration issues permits and tax bills are issued and processed and the Schools continue to educate the children. To make certain that these vital services are maintained and enhanced. This budget does contain new initiatives highlighting essential services. On the municipal side, the following new positions are proposed to maintain and improve the services provided by municipal departments.

- **DPW- LFNR Division - Craftsman position** - This position is being requested due to the increased expectations to keep pace with repairs to parks fixtures, benches, playgrounds and more. One of the lessons from the pandemic is that Natick loves and uses its outdoor spaces and we need to do more to maintain them.
- **Police Department Deputy Chief** - The position of Deputy Chief will allow the Chief of Police to commence building a management team to lead the Natick Police Department into the future, establish a position that will create a clear second in command and assist in the update of current policies and procedures as well as daily operations.
- **Fire Department - Fire Fighter** - Town development, a new fire station and ongoing staffing shortages leading to increasing overtime, have compelled the Chief to create a plan to enhance the staffing of the department. This is the first hire in a long term plan to augment the capabilities of the Natick Fire Department's staff. In the short term, this hire will help to reduce overtime expenditures, by normalizing staffing levels.
- **Town Clerk - Deputy Clerk**. The complexity and increased quantity of work, as well as a clear need to train an assistant to back-up the clerk prompted this request. During the past year the town of Natick has seen 3 elections, while at the same time conducting remote spring, special and fall annual town

meetings. This with the already increasing work load has heightened the need for a deputy town clerk, to assist the current town clerk in day to day duties, town meeting duties, election duties and more.

The question will inevitably be raised; why should we hire new staff in the middle of a pandemic when our revenues are down? Good question. The requested positions represent serious existing issues that have been highlighted during 2020 that need to be addressed in order to preserve vital services and Town infrastructure that residents routinely rely on.

Other town services continue under the restrictions imposed by COVID. Town Hall continues to operate, available to the public on an appointment basis, the Libraries continue to provide services with their innovative curbside pick-up, Recreation and Parks has expanded to include online programming and the Community Services continues its socially-distanced community outreach. Staff efforts to maintain service during this difficult time period have been truly extraordinary. The FY22 budget fully funds all the services for the Town, in anticipation that we will all be up and running sometime during FY22.

### **FISCAL CHALLENGES**

The fiscal challenges posed by COVID are well documented and have been covered above, however, the biggest challenge highlighted by the pandemic is something that we have known and discussed for some time now; Natick is facing a structural deficit. It is an axiom of our modern age that costs continue to go up. Everything from office supplies to fire engines cost more each year. Town department heads have done an incredible job providing services while watching the buying power of their budgets erode each year. But the word is out, Natick is a wonderful place to live, excellent schools, extensive services, readily accessible parks, trails (Money magazine just named Natick one of the "10 Best Places to Live for Dog Lovers" in the country) and reasonable taxes. Unfortunately, those taxes and revenues generated by the town are no longer sufficient to sustain the current level of services. I hope that the conversation concerning this budget will act as a catalyst to further community discussions around addressing this structural deficit.

I'd like to take this opportunity to thank all the Department Heads and the NPS Budget Team for their help and continued assistance in developing this budget. Also deepest appreciations to the Finance Team, especially Abdul Rauf, Special Assistant to the Finance Director and Juiling De Los Reyes, Assistant Finance Director for their long hours of work putting it all together.

I look forward to working with all of you over the next couple of months to develop and refine the FY22 budget in order to ensure that Natick remains a great place to live and work.

Please stay happy and healthy.

Best Regards.

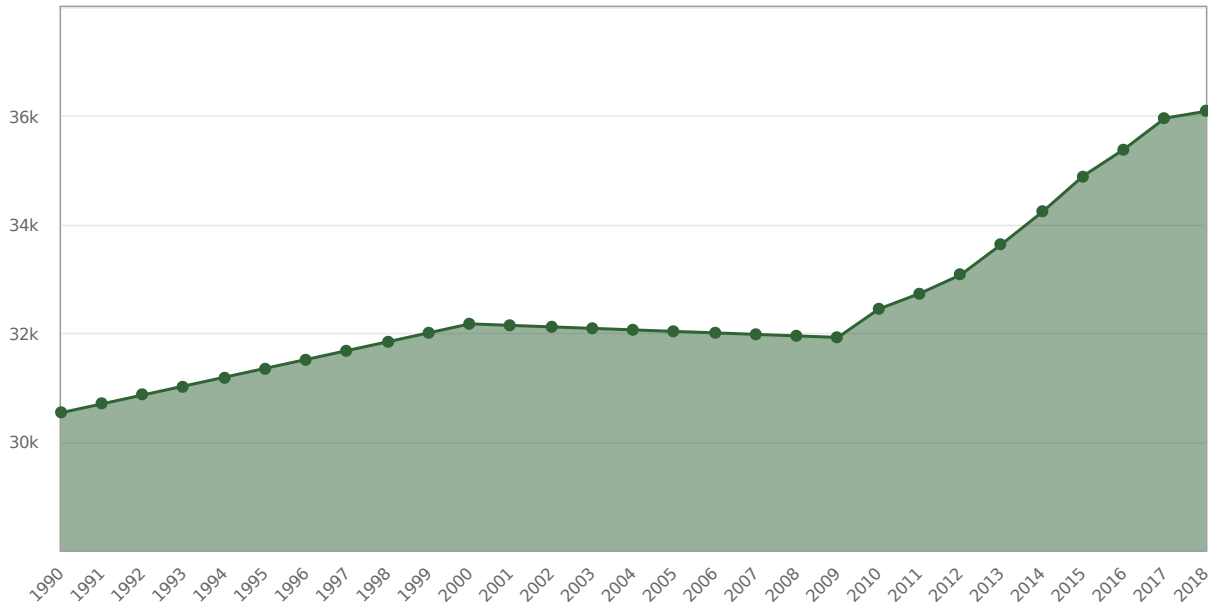
A handwritten signature in dark ink, appearing to read "John M. Townsend". The signature is fluid and cursive, with the first name "John" being the most prominent.

John M. Townsend, Esq.  
Deputy Town Administrator/Finance Director

Population Overview

TOTAL POPULATION **36,083** → +.4% vs. 2017

Growth Rank  
**210** OUT OF **351**  
Municipalities in Massachusetts



\* Data Source: American Community Survey, 2010 Census, 2000 US Census and 1990 US Census



DAYTIME POPULATION  
**40,009**

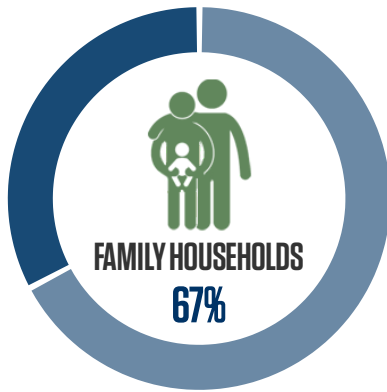
Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.



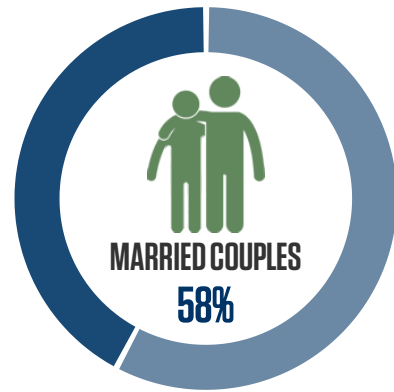
## Household Analysis

**TOTAL HOUSEHOLDS**  
**14,404**

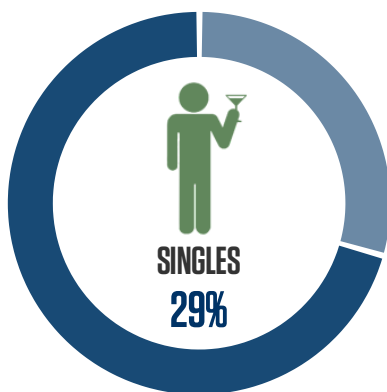
*Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.*



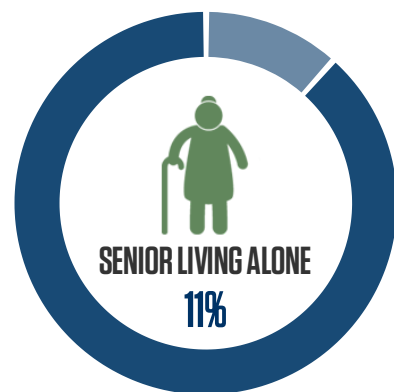
▲ 6% HIGHER THAN STATE AVERAGE



▼ 23% LOWER THAN STATE AVERAGE



▲ 2% HIGHER THAN STATE AVERAGE

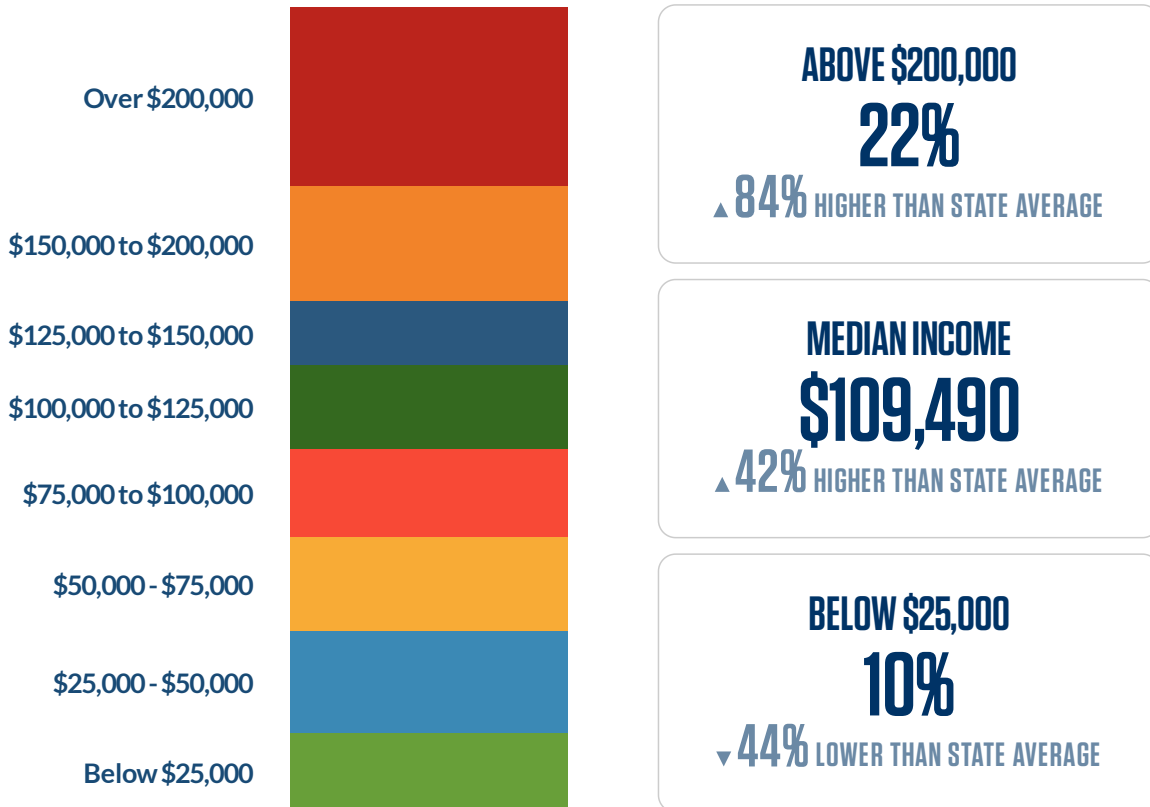


▼ 5% LOWER THAN STATE AVERAGE

## Economic Analysis

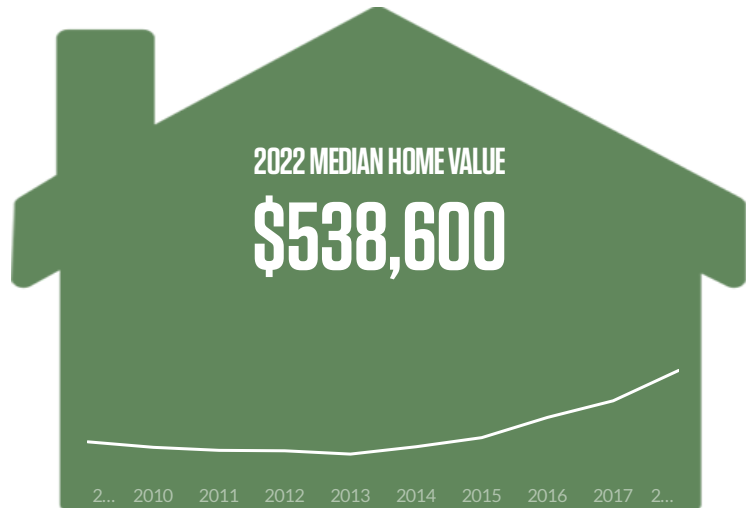
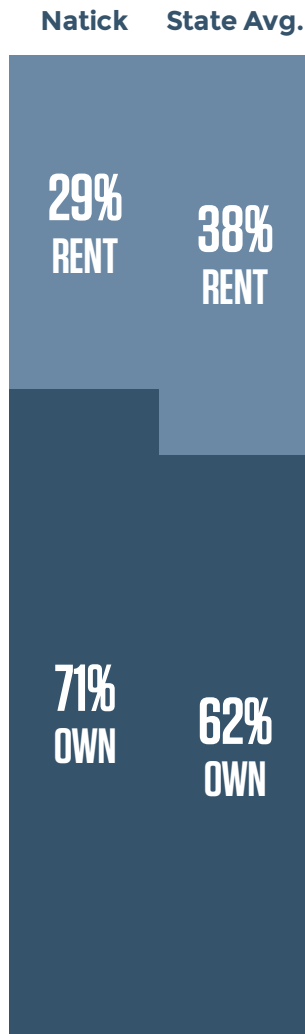
Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.

### HOUSEHOLD INCOME

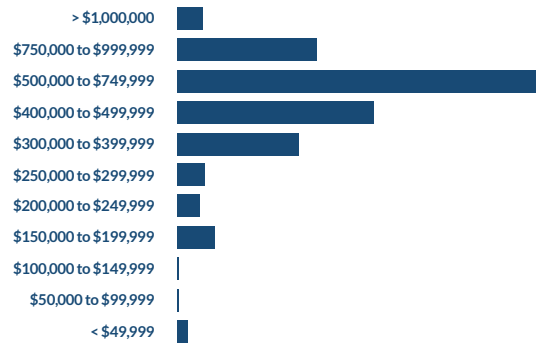


## Housing Overview

### HOME OWNERS VS RENTERS



### HOME VALUE DISTRIBUTION

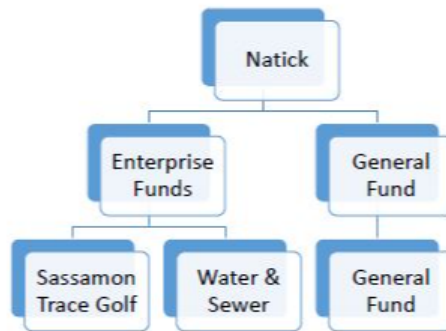


\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey.  
Home value data includes all types of owner-occupied housing.

## Fund Structure

A **general fund** is the primary **fund** used by a government entity. This **fund** is used to record all resource inflows and outflows that are not associated with special-purpose **funds**. The activities being paid for through the **general fund** constitute the core administrative and operational tasks of the government entity.

An **Enterprise Fund** in governmental accounting, is a business-like **fund** of a state or local government. Examples of **enterprise funds** include enterprise **funds** and internal service **funds**. Enterprise **funds** provide goods or services to the general public for a fee.





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# **Financial Indicators and Overview**

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## **Key Pillars**

**New Initiatives Introduction**

**New Initiatives Summary**

**Funded New Initiatives**

**Turnbacks by Department**

**Stabilization Funds**

# Financial Pillars and Core Principals

## Core Principles



1. **Public Health-** Being able to provide the proper focus to the Corona pandemic and our health services during a critical period and preparing for upcoming challenges
2. **Employee Retention-** To retain essential employees and to minimize job loss from COVID
3. **Critical Services-** To retain and maintain our essential services to the community
4. **Financial Resilience-** To ensure that our town is in the right position to weather the storm of COVID and has the ability to rebound quickly as the financial forecast changes
5. **Scalability-** To ensure that reductions are reversible and can be put back into the budget once the financial picture improves
6. **Modernization-** Of infrastructure and our processes



## **Departmental New Initiatives - FY 2022 - FY 2025**

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, Town Departments are encouraged to request additional funding for new initiatives. In past years, these initiatives were considered on a yearly basis and usually not funded due to other more exigent financial concerns. The Proposed Town budget for FY 2022 includes several proposed new initiatives; projects that will enhance the quality of services and living provided to residents and help maintain infrastructure investments the Town has made. This year we will also be presenting new initiatives that due to fiscal constraints or operational limitations cannot be accommodated for FY 2022 and in some instances require additional analysis and further research. This shift toward a long-term outlook for new initiatives will provide additional time to develop and refine proposals, seek alternative sources of funding and allow Department Heads to better plan for the development and delivery of vital services to residents.

## New Initiatives Summary

Department	Position	Cost	Description	Revenue Impact	Funded/Unfunded
Fire Department	Additional Firefighter	99,577	This is the first hire in a plan to hire four firefighters over a 4 year period. This will also help to reduce overtime expended, as staffing levels will become more normalized.	None	Funded
Police Department	Deputy Chief of Police	168,309	This position is being requested create a clear chain of command in the police department, to assist the Chief with day to day duties and allow the Chief of Police to create a management team to lead the police department of Natick into the future.	None	Funded
Town Clerk	Deputy Town Clerk	85,298	The complexity and increased quantity of work that is required in this office, as well as a clear need to train an assistant has prompted this request. During the past year, it was necessary to contract with several different people to complete the minutes for the 2020 Special TM # 1 as well as FATM as the clerk was not able to attend the meetings because of election cycles for 2020. During the past year the town of Natick has seen 3 elections, while at the same time conducting remote spring, special and fall annual town meetings. This with the already increasing work load has heightened the need for a deputy town clerk, to assist the current town clerk in day to day duties, town meeting duties, election duties and more.	None	Funded
DPW	Assistant Director	160,288	As the responsibilities of the DPW increase over time, the need for an assistant director grows. The position is being requested in order to help the DPW director conducted day to day duties, to assist in supervising 83 individuals in 7 divisions and to bring Natick's staffing levels to those comparable communities around it	None	Unfunded
DPW	LFNR Craftsman	78,885	This position is being requested due to the increased expectations to keep pace with repairs to parks fixtures, benches, playgrounds and more.	None	funded
DPW	Asset Manager	84,196	This position is being requested to support all divisions of the public works department. The asset manager would lead and provide a resource of all public works divisions to help maintain and expand the use of technologies such as databases, electronic work orders, asset management and more.	None	Unfunded
DPW	Stormwater Engineer	110,981	This position is being requested to support the engineering division of the department of public works. A significant area of the growth of workload is attributed to the Towns EPA issued Municipal Separate Stormwater Sewer System (MS4) Permit. This Permit regulates the operation and maintenance of the Town's Stormwater collection system.	None	Unfunded
DPW	Highway and Sanitation Assistant	59,836	This position is being requested to support the duties of the Highway and Sanitation Division of DPW. As the duties of the department grows, the growing needed for additional help in day to day duties, special projects and general support have become a critical need.	None	Unfunded

# New Initiatives

Department: Proposed New Initiatives				
Project Title: Deputy Police Chief				
Personnel Services	# Staff	Preliminary Cost - FY 2022	Recurring expense?	Brief Description of the Position/Expense
Salaries Management	1	\$145,000.00	Yes	See below. Calculated as 14% Diff. from Lt. w/ MA
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
<b>Total Personnel Services</b>		<b>\$145,000.00</b>		
Expenses		Preliminary Cost - FY 2022	Recurring expense?	Brief Description of the Position/Expense
Medicare approx 1.45%		\$2,102.50	Yes	
Retirement approx 4.28%		\$6,206.00	Yes	
Health Insurance approx		\$15,000.00	Yes	
<b>Total Expenses</b>		<b>\$23,308.50</b>		
<b>Total Project Costs</b>		<b>\$168,308.50</b>		
Purpose/Description of Request				
<p>This request was first submitted for review and consideration during the FY2014 Budget process. At that time there was much discussion about the merits of this position and why I felt it was worth consideration. The following fiscal years it was not proposed due to other items both internally and on a town wide basis that was priority. I feel at this time it is again worth consideration.</p> <p>This is a continued repeated request In summary, I recommend the creation of the position of Deputy Chief of Police for the following reasons: 1) The Chief of Police is the only non-union sworn member of the Police Department; 2) The next position in rank is Lieutenant and one of the Lieutenants has historically been designated as Executive Officer; 3) The Executive Officer is expected, at present, to provide direction received from the Chief of Police to officers of equal rank; 4) The position of Deputy Chief will allow the Chief of Police to commence building a management team to lead the Natick Police Department into the future; 5) Establishment of this position would create a clear Second in Command and will assist greatly in the update of current policies and procedures as well as daily operational processes.</p> <p>In July 2014 the Legislature approved exempting this position from the civil service laws. This will allow this position to be chosen based on an established best practice process.</p>				
Population to be Served				
Police Organization as a whole.				
Revenue Impact				
No revenue impact.				

# New Initiatives

<b>Department: Fire Department</b>		<b>Proposed New Initiative</b>		
<b>Project Title: Additional Firefighter</b>				
<b>Personnel Services</b>	<b># Staff</b>	<b>Preliminary Cost - FY 21</b>	<b>Recurring expense?</b>	<b>Brief Description of the Position/Expense</b>
Salaries Operational Staff	1	\$67,530.00	Y	1 FF Paramedic Salary, including addl comp
Operational OT		\$8,666.82	Y	OT based on 222 hours
<b>Total Personnel Services</b>		<b>\$76,196.82</b>		
<b>Expenses</b>		<b>Preliminary Cost - FY 19</b>	<b>Recurring expense?</b>	<b>Brief Description of the Position/Expense</b>
Medicare approx 1.45%		\$1,104.85		
Retirement approx 4.28%		\$3,261.22		
Health Insurance approx		\$18,289.00		estimate based on Family plan
Clothing allowance		\$725.00		per CBA
<b>Total Expenses</b>		<b>\$23,380.08</b>		
<b>Total Project Costs</b>		<b>\$99,576.90</b>		
<b>Purpose/Description of Request</b>				
<p>This is a request to hire 1 full time firefighter/paramedic. This is the first hire in a plan to hire 4 firefighters over a 4 year period. These firefighters will increase staffing levels as well as reduce overtime.</p>				
<b>Population to be Served</b>				
<p>The entire town of Natick</p>				
<b>Revenue Impact</b>				
<p>None</p>				

# New Initiatives

<b>Department: Proposed New Initiatives</b>				
<b>Project Title: Deputy Town Clerk</b>				
<b>Personnel Services</b>	<b># Staff</b>	<b>Preliminary Cost - FY 2022</b>	<b>Recurring expense?</b>	<b>Brief Description of the Position/Expense</b>
Salaries Management	1	\$75,000.00	Yes	Support Provided to the Town Clerk
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
<b>Total Personnel Services</b>		<b>\$75,000.00</b>		
<b>Expenses</b>		<b>Preliminary Cost - FY 2022</b>	<b>Recurring expense?</b>	<b>Brief Description of the Position/Expense</b>
Medicare approx 1.45%		\$1,087.50	Yes	
Retirement approx 4.28%		\$3,210.00	Yes	
Health Insurance approx		\$6,000.00	Yes	
<b>Total Expenses</b>		<b>\$10,297.50</b>		
<b>Total Project Costs</b>		<b>\$85,297.50</b>		
<b>Purpose/Description of Request</b>				
<p>I am seeking to hire an Assistant Town Clerk. The complexity and increased quantity of work that is required in this office, as well as a clear need to train an assistant has prompted this request. During the past year, it was necessary to contract with several different people to complete the minutes for the 2020 Special TM # 1 as well as FATM as the clerk was not able to attend the meetings because of election cycles for 2020. During the past year the town of Natick has seen 3 elections, while at the same time conducting remote spring, special and fall annual town meetings. This with the already increasing work load has heightened the need for a deputy town clerk, to assist the current town clerk in day to day duties, town meeting duties, election duties and more. This position also will cover the town clerk and its staff in case of employee vacations, employee health leaves and any other circumstances in which the town clerk and/or itself are not present, while providing additional support even when all staff are present.</p>				
<b>Population to be Served</b>				
<p><i>The town of Natick as a whole</i></p>				
<b>Revenue Impact</b>				
<p><i>No revenue impact.</i></p>				

## New Initiatives

Department: Public Works - LFNR Division		Proposed New Initiative		
<b>Project Title: LFNR Craftsman Position</b>				
<b>Personnel Services</b>	# Staff	Preliminary Cost - FY 22	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff	1	\$56,910.00	Yes	Operational Staff Person (Craftsman)
Salaries Technical & Professional				
Salaries Part Time Operational				
<b>Total Personnel Services</b>		<b>\$56,910.00</b>		
<b>Expenses</b>		Preliminary Cost - FY 22	Recurring expense?	Brief Description of the Position/Expense
Supplies		\$6,000.00	Yes	Misc. parts, replacements, etc.
Benefits @ 28.07% Salary		\$15,974.64	No	28.07% of salary
<b>Total Annual Expenses</b>		<b>\$21,974.64</b>		
<b>Total Annual Project Costs</b>		<b>\$78,884.64</b>		
<b>Total Capital</b>		<b>\$0.00</b>		
<b>Purpose/Description of Request</b>  <div style="border: 1px solid black; padding: 10px; margin: 5px 0;"> <p><i>- This request would provide one additional FTE (Craftsman) to the Land Facilities and Natural Resources Division of Public Works. This positions is needed to meet increased expectations and to keep pace with repairs to parks fixtures, benches, playgrounds, hardscape, fencing, nets, backstops, bleachers, etc. This position would help manage playground safety inspections, perform playground safety repairs, and assist with capital improvements. It is anticipated that this position would hold a Certified Playground Stafety Inspector (CPSI) Certification from the National Recreation and Park Association.</i></p> <p><i>Other synergies will be realized with this position including three new snow removal operators and additional laborers to assists in division projects and maintenance tasks town wide.</i></p> </div>				
<b>Population to be Served</b>  <div style="border: 1px solid black; padding: 10px; margin: 5px 0;"> <p><i>Natick residents, guests and visitors. Youth sports groups, school sport groups, physical education classes, students.</i></p> </div>				
<b>Revenue Impact</b>  <div style="border: 1px solid black; padding: 10px; margin: 5px 0;"> <p><i>Public and social goods are hard to quantify. This request will help meet community expectations and self identification and provide outdoor space that attracts visitors, potential home buyers and commercial property investors.</i></p> </div>				



**Turnbacks By  
Department FY 2020**

ACCOUNT DESCRIPTION	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	% USED
PRINTING TOWN REPORT	0.00	4,100.00	0	0.0%
INSURANCE PROPERTY/LIABILI	801,929.51	7,631.85	37,589	94.7%
BD SELECTMEN/TN ADMINISTRA	1,326,278.84	406,000.00	682,447	54.9%
FINANCE COMMITTEE	9,527.14	0.00	28,273	25.2%
RESERVE FUND	0.00	0.00	250,000	0.0%
COMPTROLLER	392,788.98	400.00	22,966	94.4%
FINANCE DEPARTMENT	110,347.71	0.00	1,638	98.5%
ASSESSORS	375,710.51	68,080.00	33,860	78.7%
TREASURER	439,250.43	4,374.50	142,858	74.9%
LEGAL SERVICES -TOWN COUNS	317,283.91	54,845.03	139,971	62.0%
PERSONNEL BOARD	0.00	0.00	1,000	0.0%
INFORMATION SYSTEMS	1,276,454.21	60,452.09	127,232	87.2%
TOWN CLERK	298,562.78	11,442.00	15,330	91.8%
BOARD OF REGISTRARS	81,134.57	1,820.00	27,545	73.4%
COMMUNITY DEVELOPMENT	932,086.37	1,108.48	30,261	96.7%
Affordable Housing Trust	80,000.00	0.00	0	100.0%
PUBLIC BLDGS PROP MAINT	1,149,367.98	149,340.88	206,329	76.4%
<b>General Government</b>	<b>7,590,722.94</b>	<b>769,594.83</b>	<b>1,747,300.23</b>	<b>75.1%</b>
POLICE DEPARTMENT	7,022,840.72	23,863.27	769,043	89.9%
FIRE DEPARTMENT	9,251,783.06	3,616.49	222,196	97.6%
WEIGHTS/MEASURES	31,960.59	0.00	129	99.6%
PARKING ENFORCEMENT	184,707.31	500.00	33,770	84.4%
NATICK EMERGENCY MANAGEMEN	24,789.21	0.00	14,311	63.4%
<b>Public Safety</b>	<b>16,516,080.89</b>	<b>27,979.76</b>	<b>1,039,449.35</b>	<b>93.9%</b>

## Turnbacks By Department FY 2020

PUBLIC WORKS ENGINEERING	516,870.26	32,240.00	86,759	81.3%
PUBLIC WORKS - ADMIN	383,475.32	14,072.50	24,947	90.8%
SNOW & ICE	764,378.62	0.00	-214,379	139.0%
PUBLIC WORKS EQUIP MAINT	1,221,901.21	2,203.87	-173,827	116.3%
PUBLIC WORKS LFNR	1,114,269.08	2,600.00	-13,600	101.0%
PUB WKS HWY MAINT/SANT/REC	3,245,280.09	39,938.30	361,061	89.0%
FACILITIES MANAGEMENT	3,089,922.10	9,418.17	390,661	88.5%
<b>Public Works</b>	<b>10,336,096.68</b>	<b>100,472.84</b>	<b>461,621.48</b>	<b>94.8%</b>
BOARD OF HEALTH	635,199.30	327.45	38,727	94.2%
HUMAN SERVICES	137,436.01	0.00	5,644	96.1%
COMMUNITY SERVICES ADMIN	164,492.65	3,450.00	188,344	46.2%
COUNCIL ON AGING	366,523.28	0.00	14,903	96.1%
VETERANS SERVICES	309,466.17	12,346.35	156,222	64.7%
COMM ORGANIC FARM	182,887.70	0.00	29	100.0%
COMMISSION ON DISABILITY	198.93	0.00	551	26.5%
<b>Health &amp; Human Services</b>	<b>1,796,204.04</b>	<b>16,123.80</b>	<b>404,421.16</b>	<b>81.0%</b>
MORSE INSTITUTE LIBRARY	2,321,950.16	0.00	35,601	98.5%
BACON FREE LIBRARY	136,208.79	0.00	54,583	71.4%
RECREATIONS AND PARKS	462,979.02	18,380.77	16,261	93.0%
ARTS COUNCIL	235.17	0.00	465	33.6%
HISTORIC COMMISSION	0.00	0.00	750	0.0%
HISTORIC DISTRICT COMMISSI	384.36	0.00	166	69.9%
<b>Cultural &amp; Recreation</b>	<b>2,921,757.50</b>	<b>18,380.77</b>	<b>107,825.73</b>	<b>95.9%</b>
INTEREST AND MATURING DEBT	15,545,048.52	0.00	715,433	95.6%
<b>Debt</b>	<b>15,545,048.52</b>	<b>0.00</b>	<b>715,433.48</b>	<b>95.6%</b>

## Turnbacks By Department FY 2020

OTHER EMPLOYEE BENEFITS	15,923,750.25	260,926.82	558,744	95.1%
RETIREMENT BOARD	10,050,826.00	0.00	0	100.0%
NON-CONTRIBUTORY PENSIONS	19,481.28	0.00	245	98.8%
<b>Employee Benefits</b>	<b>25,994,057.53</b>	<b>260,926.82</b>	<b>558,988.65</b>	<b>96.9%</b>
<b><u>Town departments Total</u></b>	<b><u>80,699,968.10</u></b>	<b><u>1,193,478.82</u></b>	<b><u>5,035,040.08</u></b>	<b><u>92.8%</u></b>
<b><u>Education</u></b>	<b><u>68,988,017.60</u></b>	<b><u>530,677.66</u></b>	<b><u>256,535.74</u></b>	<b><u>98.9%</u></b>

## Stabilization Funds

Fund #	Stabilization	Starting Balance 1/4/2020	Transfers In	12/6/2020 Interest	Transfers Out	Balance 1/4/2020
7000	Capital Stabilization	\$5,035,707	\$0	\$2,552	\$0	\$ 5,038,259
7001	General Stabilization	\$5,197,059	\$0	\$3,049	\$2,300,000	\$ 2,900,108
7002	OPEB Trust	\$3,725,684	\$375,639		\$	\$ 4,101,323
7003	Operational Stabilization	\$4,146,552	\$4,388,396	\$ 10,119	\$	\$ 8,545,067
7004	FAR Stabilization	\$2,665,979		\$1,286	\$	\$ 2,667,265
7005	I & I Stabilization	\$767,486		\$3,289	\$	\$ 770,775
7010	1:1 Tech Stabilization	\$7,230			\$	\$ 7,230

## Stabilization Fund Overview

### What are Stabilization Funds?

Massachusetts communities are permitted by M.G.L. Chapter 40, Section 5B, to set aside money each year to be held in a Stabilization Fund in order to provide for emergencies and unforeseen expenses.

This can help in issues of economic events, such as a pandemic, to help balance a budget when possible, deal with unexpected costs due to an emergency or to alleviate unexpected costs on a capital project/pay for project.

### Natick's Stabilization Funds (Fund Balances as of 6-5-20):

- A **General Stabilization Fund** is maintained for the purpose of unforeseen and catastrophic emergencies. It should, at a minimum, be at a level equal to 2% of revenues, with the target being 5% of revenues. This fund was adopted in accordance with M.G.L. C40, Section 5B at the Annual Town Meeting in 1961. **Current Balance \$2,900,108**
- An **Operational Stabilization Fund** maintained for the purpose of augmenting operations in case of sustained economic downturn and associated loss of revenues in support of operations. Sustained economic downturn will be any situation whereby State Aid and/or local receipts are significantly reduced from one-year to the next. ("Significantly" being defined as more than 5% of the total for the respective revenue category.) The target amount of money in the Operational Stabilization Fund should be sufficient to sustain operations through a three-year period of economic downturn. This shall be equivalent to 10% of State Aid Revenues and 5% of Estimated Receipts cumulative for a three-year period. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2011 Spring Annual Town Meeting. **Current Balance \$8,545,067**
- A **Capital Stabilization Fund** maintained for the purpose of funding any capital related project, or pieces of capital equipment, or debt-service payment related thereto. It shall be funded primarily through local option taxes though other funding sources as may be available from time to time are not precluded. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2010 Fall Annual Town Meeting. **Current Balance \$5,038,259**
- An **Inflow & Infiltration Stabilization Fund** maintained for the purpose of funding repairs to and replacement of sewer lines to reduce inflow and infiltration into the Town's sewer system. It can also be used to pay debt service related to this purpose. Sewer connection fees will be the primary source of funding although other funding sources are not precluded. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2014 Spring Annual Town Meeting. **Current Balance \$770,775**
- A **One-to-One Technology Stabilization Fund** maintained for the purpose of funding the one-to-one technology program for Natick High School Students. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2014 Spring Annual Town Meeting. **Current Balance \$7,230**
- A **FAR Bonus Stabilization Fund** should be maintained for the purpose of the creation of additional open space and public parks. More specifically, FAR Bonus monies are to be used for "Open Space Public Benefit Amenities" which are defined as either parks or excess previous landscaping available for the active or passive recreation, or leisure use, by the public. This fund was adopted in accordance with M.

G.L. C40, Section 5B at the 2015 Fall Annual Town Meeting.

**Current Balance \$2,665,979**

# Stabilization Funds

Fiscal Year	Beginning Balance	Transfer In	Transfer Out	Investment Income	Ending Balance
2015	\$ 5,527,164	\$ 2,005,092	\$ 3,058,758	\$ 33,585	\$ 4,507,083
2016	\$ 4,507,083	\$ 1,343,888	\$ 2,033,264	\$ 20,144	\$ 3,837,852
2017	\$ 3,837,852	\$ 3,925,532	\$ 1,484,200	\$ 37,657	\$ 6,316,840
2018	\$ 6,316,840	\$ 3,162,235	\$ 1,510,800	\$ 67,810	\$ 8,036,086
2019	\$ 8,036,086	\$ 2,400,000	\$ 5,811,150	\$ 134,902	\$ 4,759,838
2020	\$ 4,759,838	\$ 1,519,347	\$ 1,277,300	\$ 33,822	\$ 5,035,707
2021	\$ 5,035,707			\$ 2,552	\$ 5,038,259
2021	\$ 5,038,259				\$ 5,038,259
<b>General Stabilization Fund</b>					
Fiscal Year	Beginning Balance-	Transfer In	Transfer Out	Investment Income	Ending Balance
2015	\$ 4,305,656	\$ 150,000		\$ 20,275	\$ 4,475,931
2016	\$ 4,475,931			\$ 26,969	\$ 4,502,900
2017	\$ 4,502,900			\$ 27,745	\$ 4,530,645
2018	\$ 4,530,645			\$ 39,659	\$ 4,570,303
2019	\$ 4,570,303	\$ 250,000		\$ 86,341	\$ 4,906,644
2020	\$ 4,906,644	\$ 250,000		\$ 40,415	\$ 5,197,059
2021	\$ 5,197,059		\$2,300,000	\$ 3,049	\$ 2,900,108
2022	\$ 2,900,108				\$ 2,900,108
<b>Operational Stabilization use for FY2022</b>					
<b>Analysis:</b>					
The planned use of stabilization funds is \$5,445,174 of the combined total of the General and Operational stabilization funds. The rationale is to approach the economic impact of a long-term issue and to cover our anticipated FY22 deficit. This conservative allows for adaptability as COVID19 or another economic shock disrupts Natick's budget in FY22 or future fiscal years. Maintaining liquidity is critical with current shutdown, unpredictability of downturn longevity and uncertain outlook. Looking ahead it is important to weigh short term impacts to long- term financial sustainability. Over extension on stabilization in FY22 limits financial flexibility in the out-years, creates an unsustainable position over the medium-term and burns important resources in short-term.					
Fiscal Year- OP	Beginning Balance	Transfer In	Transfer Out	Investment Income	Ending Balance- OP
2015	\$ 1,717,933	\$ 625,000	\$ -	\$ 41,472	\$ 2,384,405
2016	\$ 2,384,405	\$ -	\$ -	\$ 96,918	\$ 2,481,323
2017	\$ 2,481,323	\$ -	\$ -	\$ 67,417	\$ 2,548,740
2018	\$ 2,548,740	\$ 500,000	\$ -	\$ 21,755	\$ 3,070,495
2019	\$ 3,070,495	\$ 500,000	\$ -	\$ 226,461	\$ 3,796,956
2020	\$ 3,796,956	\$ 250,000	\$ -	\$ 99,596	\$ 4,146,552
2021	\$ 4,146,552	\$ 4,388,396	\$ -	\$ 10,119	\$ 8,545,067
2022	\$ 8,545,067		\$ 5,445,174		\$ 3,099,893

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## **Revenues/Expenditures**

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General Fund Revenue/Expense Summary

Revenue Summary

Revenue Detail

Expenditures Division Summary

Forecast

<b>General Fund Revenue / Expenditure Summary 01-04-2021</b>	<b>FY 2020 Recap</b>	<b>FY 2021 January</b>	<b>FY 2021 Amended Prelim</b>	<b>FY 2022 Budget</b>	<b>FY 21-FY 22 % Change</b>
TAX LEVY	\$121,635,689	\$125,588,098	\$126,170,609	\$130,094,415	3.11%
STATE AID	\$14,938,819	\$15,379,797	\$14,876,255	\$13,388,630	-10.00%
LOCAL RECEIPTS	\$17,901,540	\$16,908,655	\$12,560,903	\$11,909,632	-5.18%
OTHER LOCAL RECEIPTS	\$0	\$0	\$0		
INDIRECTS	\$2,585,229	\$2,752,576	\$2,752,576	\$2,903,117	5.47%
FREE CASH	\$5,191,574	\$4,500,000	\$6,653,460	\$1,300,000	-80.46%
STABILIZATION FUND (S)	\$3,617,000	\$2,196,512	\$4,161,500	\$5,445,174	30.85%
OVERLAY SURPLUS	\$500,000	\$1,000,000	\$1,000,000	\$500,000	-50.00%
OTHER AVAILABLE FUNDS	\$291,309	\$282,740	\$282,740	\$210,335	-25.61%
<b>TOTAL GENERAL FUND REVENUES</b>	<b>\$166,661,160</b>	<b>\$168,608,378</b>	<b>\$168,458,044</b>	<b>\$165,751,303</b>	<b>-1.61%</b>
NATICK PUBLIC SCHOOLS	\$67,810,346	\$71,203,231	\$67,097,246	\$71,340,279	6.32%
KEEFE TECH	\$1,554,748	\$1,601,390	\$1,345,498	\$1,372,408	2.00%
MORSE INSTITUTE LIBRARY	\$2,357,551	\$2,357,612	\$2,303,186	\$2,388,653	3.71%
BACON FREE LIBRARY	\$190,792	\$198,194	\$182,306	\$184,520	1.21%
PUBLIC SAFETY	\$16,802,303	\$16,517,943	\$16,572,118	\$17,544,432	5.87%
PUBLIC WORKS	\$8,913,228	\$8,864,044	\$8,981,699	\$9,211,793	2.56%
HEALTH & HUMAN SERVICES	\$2,713,620	\$2,686,781	\$2,422,679	\$2,772,274	14.43%
ADMINISTRATIVE SUPPORT SERVICES	\$7,766,070	\$7,748,007	\$7,446,704	\$7,177,554	-3.61%
COMMITTEES	\$120,550	\$120,550	\$115,550	\$115,550	0.00%
FRINGE BENEFITS	\$16,756,666	\$17,125,904	\$16,938,091	\$18,009,234	6.32%
PROP & LIAB. INSURANCE	\$847,150	\$863,972	\$863,972	\$907,170	5.00%
RETIREMENT	\$10,070,552	\$10,843,395	\$10,843,395	\$11,711,796	8.01%
DEBT SERVICES	\$16,626,732	\$15,789,243	\$15,143,814	\$14,774,824	-2.44%
RESERVE FUND	\$250,000	\$250,000	\$250,000	\$250,000	0.00%
FACILITIES MANAGEMENT	\$3,490,001	\$3,647,390	\$3,572,102	\$3,787,989	6.04%
<b>GENERAL FUND OPER. EXPENSES</b>	<b>\$156,270,309</b>	<b>\$159,817,656</b>	<b>\$154,078,360</b>	<b>\$161,548,476</b>	<b>4.85%</b>
CAPITAL IMPROVEMENTS	\$3,617,000	\$2,196,512	\$1,861,500	\$0	-100.00%
SCHOOL BUS TRANSPORTATION	\$410,137	\$421,416	\$421,416	\$421,416	0.00%
STATE & COUNTY ASSESSMENTS	\$1,504,841	\$1,519,889	\$1,416,751	\$1,440,074	1.65%
CHERRY SHEET OFFSETS	\$359,312	\$362,905	\$320,913	\$320,913	0.00%
SNOW REMOVAL SUPPLEMENT	\$525,565	\$400,000	\$350,000	\$350,000	0.00%
OVERLAY	\$1,150,000	\$1,150,000	\$1,150,000	\$1,150,000	0.00%
GOLF COURSE DEFICIT	\$240,000	\$240,000	\$240,000	\$240,000	0.00%
GENERAL STABILIZATION FUND	\$250,000	34 \$250,000	\$0	\$0	

<b>General Fund Revenue / Expenditure Summary 01-04-2021</b>	<b>FY 2020 Recap</b>	<b>FY 2021 January</b>	<b>FY 2021 Amended Prelim</b>	<b>FY 2022 Budget</b>	<b>FY 21-FY 22 % Change</b>
OPERATIONAL STABILIZATION FUND	\$250,000	\$250,000	\$0	\$0	
CAPITAL STABILIZATION FUND	\$1,519,347	\$1,500,000	\$0	\$0	
OPEB TRUST FUND	\$375,639	\$400,000	\$250,000	\$250,000	
FLSA SETTLEMENT					
MISC. ARTICLES	\$112,000	\$100,000	\$100,000	\$20,000	
<b>SUB-TOTAL</b>	<b>\$10,313,841</b>	<b>\$8,790,722</b>	<b>\$6,110,580</b>	<b>\$4,192,403</b>	<b>-31.39%</b>
<b>TOTAL GENERAL FUND EXPENSES</b>	<b>\$166,584,150</b>	<b>\$168,608,378</b>	<b>\$160,188,940</b>	<b>\$165,740,879</b>	<b>3.47%</b>
<b>NET EXCESS / (DEFICIT)</b>		<b>\$0</b>		<b>\$10,424</b>	



# Revenue Summary

<b>TABLE 1: PROPERTY TAX</b>	<b>FY 2019 Recap</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>	<b>FY 21-FY 22 % Change</b>
TAX LEVY	\$103,160,981	\$107,285,191	\$111,851,327	\$116,908,229	5%
PROP. 2.5%	\$2,579,025	\$2,682,130	\$2,796,283	\$2,922,706	5%
NEW GROWTH	\$1,545,185	\$1,884,006	\$2,260,619	\$1,100,000	-51%
OVERRIDE	\$0	\$0	\$0		
<b>SUBTOTAL</b>	<b>\$107,285,190</b>	<b>\$111,851,327</b>	<b>\$116,908,229</b>	<b>\$120,930,935</b>	<b>3%</b>
EXCLUDED DEBT	\$4,245,295	\$9,784,362	\$9,262,380	\$9,163,480	-1%
<b>SUBTOTAL</b>	<b>\$111,530,485</b>	<b>\$121,635,689</b>	<b>\$126,170,609</b>	<b>\$130,094,415</b>	<b>3%</b>
<b>ACTUAL TAX LEVY</b>	<b>\$109,525,716</b>				
<b>TABLE 2: STATE AID</b>	<b>FY 2019 Cherry Sheet</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Preliminary</b>	<b>FY 2022 Forecast</b>	<b>FY 21-FY 22 % Change</b>
CH 70, CHARTER TUITION, SCHOOL OFFSET	\$10,208,846	\$10,469,749	\$10,425,005	\$9,382,505	-10%
LOTTERY, BEANO, CHARITY GAMES	\$0	\$0	\$0	\$0	
ADDITIONAL ASSISTANCE	\$0	\$0	\$0	\$0	
UNRESTRICTED LOCAL AID	\$3,940,047	\$4,046,428	\$4,046,428	\$3,641,785	-10%
VETERANS' BENEFITS & EXEMPTIONS	\$253,645	\$257,567	\$227,184	\$204,466	-10%
STATE OWNED LAND & MITIGATION	\$103,139	\$115,190	\$118,187	\$106,368	-10%
OFFSETS (LIBRARY)	\$47,842	\$49,885	\$59,451	\$53,506	-10%
<b>Subtotal Cherry Sheet</b>	<b>\$14,553,519</b>	<b>\$14,938,819</b>	<b>\$14,876,255</b>	<b>\$13,388,630</b>	<b>-10%</b>
SCHOOL CONSTRUCTION (MSBA)					
<b>Subtotal</b>	<b>\$14,553,519</b>	<b>\$14,938,819</b>	<b>\$14,876,255</b>	<b>\$13,388,630</b>	<b>-10%</b>
<b>TABLE 3: LOCAL RECEIPTS</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Preliminary</b>	<b>FY 2022 Forecast</b>	<b>FY 21-FY 22 % Change</b>
MOTOR VEHICLE	\$5,692,328	\$4,583,981	\$4,800,000	\$4,500,000	-6%
OTHER EXCISE	\$2,519,609	\$2,085,219	\$1,208,000	\$1,034,150	-14%

## Revenue Summary

PENALTIES & INTEREST TAXES/EXCISE	\$300,949	\$269,103	\$235,550	\$167,165	-29%
PAYMENT IN LIEU OF TAXES	\$37,771	\$39,555	\$35,950	\$12,200	-66%
TRASH DISPOSAL CHARGES	\$1,130,631	\$1,151,167	\$1,167,500	\$1,125,000	-4%
POLICE SPECIAL DUTY SERVICE CHARGES	\$53,456	\$75,530	\$58,000	\$45,000	-22%
AMBULANCE FEES - OTHER CHARGES	\$1,433,973	\$1,386,103	\$1,400,000	\$1,300,000	-7%
RENTALS	\$57,521	\$101,342	\$101,000	\$0	-100%
RECREATION	\$205,478	\$128,478	\$133,398	\$128,477	-4%
OTHER DEPARTMENTAL REVENUE	\$616,864	\$631,367	\$472,720	\$240,770	-49%
LICENSE/PERMITS	\$2,915,637	\$2,425,391	\$1,965,785	\$2,575,370	31%
SPECIAL ASSESSMENTS	\$6,182	\$4,099	\$7,000	\$500	-93%
FINES/FORFEITS	\$114,133	\$163,148	\$226,000	\$31,000	-86%
INVESTMENT INCOME	\$1,171,264	\$1,756,599	\$250,000	\$250,000	0%
MISCELLANEOUS RECURRING	\$943,219	\$836,596	\$500,000	\$500,000	0%
MISCELLANEOUS NON-RECURRING	\$460,728	\$471,514	\$0		
<b>Subtotal</b>	<b>\$17,659,742</b>	<b>\$16,109,191</b>	<b>\$12,560,904</b>	<b>\$11,909,632</b>	<b>-5%</b>
<b>TABLE 4: AVAILABLE FUNDS</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Preliminary</b>	<b>FY 2022 Forecast</b>	<b>FY 21-FY 22 % Change</b>
FREE CASH	\$6,579,906	\$5,191,574	\$6,653,460	\$1,300,000	-80%
OVERLAY SURPLUS	\$500,000	\$500,000	\$1,000,000	\$500,000	-50%
GENERAL STABILIZATION FUND	\$0	\$0	\$1,861,500	\$5,445,175	
CAPITAL STABILIZATION FUND	\$2,973,950	\$3,617,000	\$2,300,000	\$0	-100%
FAR BONUS STABILIZATION FUND	\$0	\$0	\$0	\$0	
TITLE V	\$7,684	\$0	\$0	\$0	
PARKING METER REVENUE	\$80,000	\$80,000	\$80,000	\$15,000	-81%
SCHOOL BUILDING ASSISTANCE	\$123,167	\$123,167	\$122,162	\$122,162	0%
PREMIUMS (FOR DEBT EXCLUSIONS)	\$97,542	\$88,142	\$80,578	\$73,173	-9%

## Revenue Summary

RECEIPTS RESERVED	\$0	\$0	\$0	\$0	
MITIGATION FUNDS					
INSURANCE PROCEEDS < \$20,000	\$0	\$0	\$0	\$0	
MBTA CONTRACT ASSISTANCE	\$0	\$0	\$0	\$0	
<b>Subtotal</b>	<b>\$10,362,249</b>	<b>\$9,599,883</b>	<b>\$12,097,700</b>	<b>\$7,455,510</b>	<b>-38%</b>
<b>TABLE 5: ENTERPRISE RECEIPTS</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	
	Budget	Preliminary	Preliminary	Forecast	
WATER & SEWER INDIRECTS	\$2,218,150	\$2,533,299	\$2,697,486	2,841,359	5%
SASSAMON TRACE INDIRECTS	\$43,871	\$51,930	\$55,090	61,758	12%
<b>Subtotal</b>	<b>\$2,262,021</b>	<b>\$2,585,229</b>	<b>\$2,752,576</b>	<b>\$2,903,117</b>	<b>5%</b>
<b>Total - GF Available for Appr.</b>	<b>\$156,368,017</b>	<b>\$164,868,811</b>	<b>\$168,458,044</b>	<b>\$165,751,303</b>	

# **Town of Natick**

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## **Revenue Model**

**FY 2022 Recommended Budget**

## Revenue Summary

The summary below presents all General Fund revenues for use in FY 2022. The projection is based on the most current data available. Overall, General Fund operating revenues are proposed to **Decrease of -1.59% or -2,676,971** over the prior fiscal year. State Aid is projected to decrease by -10% and Local Receipts are projected to decrease by -5.18% from the effects of the COVID. The revenue estimates present a realistic projection for FY 2022.

General Fund Revenue	FY 2017 Actual	FY 2018 Recap	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
							\$ (+/-)	% (+/-)
Property Tax Levy	\$103,922,288	\$106,629,971	\$111,530,485	\$121,635,689	\$126,170,609	\$130,094,415	\$3,923,806	3.11%
State Aid	\$13,548,712	\$13,895,997	\$14,553,519	\$14,938,819	\$14,876,255	\$13,388,630	-\$1,487,626	-10.00%
Local Receipts	\$17,708,119	\$15,977,470	\$17,659,742	\$16,029,469	\$12,560,904	\$11,909,632	-\$651,272	-5.18%
Indirects	\$2,260,123	\$2,078,921	\$2,262,021	\$2,585,229	\$2,752,576	\$2,903,117	\$150,541	5.47%
<b>Sub-total GF Operating</b>	<b>\$137,439,242</b>	<b>\$138,582,360</b>	<b>\$146,005,768</b>	<b>\$155,189,206</b>	<b>\$156,360,344</b>	<b>\$158,295,794</b>	<b>\$1,935,449</b>	<b>1.24%</b>
Available Funds	\$10,970,409	\$13,085,579	\$10,362,249	\$9,599,883	\$12,097,700	\$7,455,509	-\$4,642,191	-38.37%
<b>Gross General Fund Revenues</b>	<b>\$148,409,651</b>	<b>\$151,667,938</b>	<b>\$156,368,017</b>	<b>\$164,789,089</b>	<b>\$168,458,044</b>	<b>\$165,751,303</b>	<b>-\$2,706,742</b>	<b>-1.61%</b>

### Detailed Description:

**Property Tax Levy:** Property tax revenues are projected to increase in FY 2022. The increase shown, 3.1% includes the statutory increase in the tax levy allowed under Proposition 2 1/2 and an amount for estimated new growth (new construction). New Growth is estimated at \$1.1M with continued strong development. This number will be updated in the fall with DOR's certification.

**State Aid:** State Aid is projected to decrease for FY22. Typically the Administration does not know what the Governor's proposed budget, including State Aid, to municipalities will be until after this budget is submitted. The Administration is estimating a -10% decrease in State Aid for FY 2022 over FY 2021. This number may change prior to Spring Town Meeting based on estimates from the State budget process.

**Local Receipts:** Local receipts are projected to decrease by \$651,272 or -5.18%. The primary decrease in local receipts is due to the reduction of excise taxes and payment and interests on excise. For FY 22 the primary safety net for local receipts has been the license and permit from the building department, creating an over \$600,000 increase in the category, despite most items in licenses and permits trending negatively. Generally, local receipt projections are based on the average revenue received in each category. We are including the local options tax estimation in this section for budgetary purposes. Overall the local receipts budget provides a realistic outlook given future economic uncertainty.

**Available Funds:** Available Funds are projected to decrease. This category of revenue is typically associated with funding one-time items. This category includes the parking meter receipts, Free Cash (used to support operations, one-time purchases, and transfers to Trust and Stabilization Funds), Overlay Surplus and the amount anticipated from the Capital Stabilization Fund for Capital Budget expenses categorized as being paid for in cash. The largest portion of this budget is the use of general fund stabilization at \$5,445,174 and Free Cash for operations at \$1.3M. The total amount of Free Cash available will remain uncertain until DOR certifies Free Cash in the fall around the time of the Fall Annual Town Meeting.

**Indirects:** This category represents transfers from the Town's two enterprise funds to the general fund to cover general fund expenditures that support enterprise operations. The FY 2022 amount represents funds anticipated from the Water & Sewer Enterprise and the Sassamon Trace Golf Course Funds to offset general fund costs attributable to the enterprise funds.

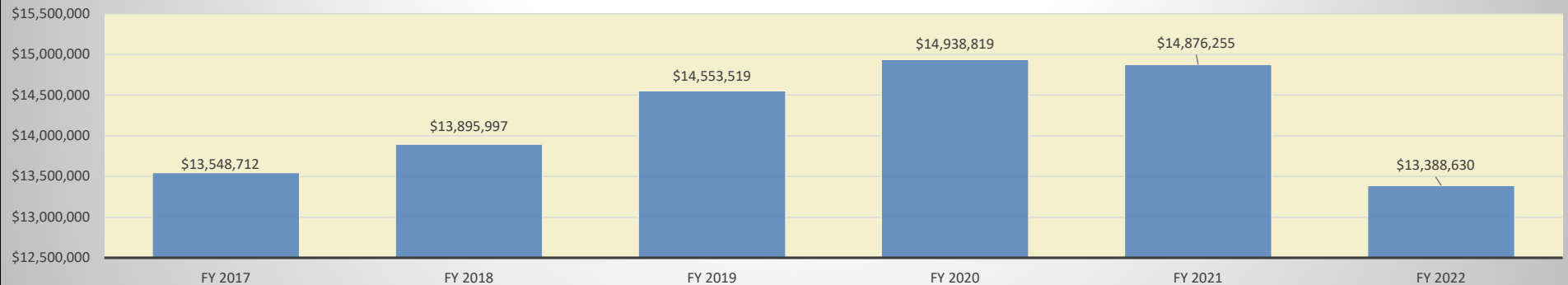
## Revenue Detail

<b>1-A Tax Levy Summary</b>	<b>FY 2017 Levy Recap</b>	<b>FY 2018 Levy Recap</b>	<b>FY 2019 Levy Recap</b>	<b>FY 2020 Levy Recap</b>	<b>FY 2021 Levy Estimate</b>	<b>FY 2022 Levy Forecast</b>	<b>FY 21-FY 22 % Change</b>
PRIOR YEAR LEVY LIMIT	\$95,604,635	\$99,501,597	\$103,160,981	\$107,285,191	\$111,851,327	\$116,908,229	4.52%
PROPOSITION 2 1/2% LEVY INCREASE	\$2,390,116	\$2,487,540	\$2,579,025	\$2,682,130	\$2,796,283	\$2,922,706	4.52%
NEW GROWTH	\$1,506,846	\$1,171,844	\$1,545,185	\$1,884,006	\$2,260,619	\$1,100,000	-51.34%
NET LEVY INCREASE	\$3,896,962	\$3,659,384	\$4,124,210	\$4,566,136	\$5,056,902	\$4,022,706	-20.45%
LEVY LIMIT	\$99,501,597	\$103,160,981	\$107,285,191	\$111,851,327	\$116,908,229	\$120,930,935	3.44%
DEBT EXCLUSION LEVY*	\$4,491,139	\$4,233,837	\$4,245,295	\$9,784,362	\$9,262,380	\$9,163,480	-1.07%
<b>TOTAL TAX LEVY</b>	<b>\$103,992,736</b>	<b>\$107,394,818</b>	<b>\$111,530,486</b>	<b>\$121,635,689</b>	<b>\$126,170,609</b>	<b>\$130,094,415</b>	<b>3.11%</b>
ACTUAL LEVY	\$103,922,288	\$106,629,971	\$109,525,716	\$111,851,327			

\*Amount shown for excluded debt is net of subsidies. Gross estimated debt exclusion for FY 2022 is \$9,163,480. Less School Building Assistance payments for the Wilson Middle School Project of \$122,162 and the application of premiums from the High School, Community Senior Center and Wilson Middle School projects of \$73,173 results in the net figure shown above.

<b>2-A State Aid Summary</b>	<b>FY 2017</b> Cherry Sheet	<b>FY 2018</b> Cherry Sheet	<b>FY 2019</b> Cherry Sheet	<b>FY 2020</b> Cherry Sheet	<b>FY 2021</b> Revised	<b>FY 2022</b> Budget	<b>FY 21-FY 22</b> % Change	
<b>A. EDUCATION</b>								
CHAPTER 70	\$9,117,845	\$9,281,825	\$9,762,979	\$10,120,767	\$10,204,682	\$9,184,214	-\$1,020,468	-10.00%
CHARTER SCHOOL TUITION REIMBURSEMENT	\$67,389	\$24,111	\$25,004	\$39,555	\$15,855	\$14,270	-\$1,586	-10.00%
OFF-SET: SCHOOL CHOICE RECEIVING TUITION	\$306,642	\$386,099	\$420,863	\$309,427	\$204,468	\$184,021	-\$20,447	-10.00%
OFF-SET: SCHOOL LUNCH	\$0	\$0	\$0	\$0				
<b>SUB-TOTAL, ALL EDUCATION ITEMS</b>	<b>\$9,491,876</b>	<b>\$9,692,035</b>	<b>\$10,208,846</b>	<b>\$10,469,749</b>	<b>\$10,425,005</b>	<b>\$9,382,505</b>	<b>-\$1,042,501</b>	<b>-10.00%</b>
<b>B. GENERAL GOVERNMENT</b>								
UNRESTRICTED GENERAL GOVERNMENT AID	\$3,663,916	\$3,806,809	\$3,940,047	\$4,046,428	\$4,046,428	\$3,641,785	-\$404,643	-10.00%
VETERANS BENEFITS	\$164,299	\$168,652	\$166,286	\$165,768	\$137,422	\$123,680	-\$13,742	-10.00%
EXEMPTIONS: VETS, BLIND & SURVIVING SPOUSE	\$95,757	\$93,627	\$87,359	\$91,799	\$89,762	\$80,786	-\$8,976	-10.00%
STATE OWNED LAND	\$86,976	\$86,893	\$103,139	\$115,190	\$118,187	\$106,368	-\$11,819	-10.00%
OFF-SET: PUBLIC LIBRARIES	\$45,888	\$47,981	\$47,842	\$49,885	\$59,451	\$53,506	-\$5,945	-10.00%
<b>SUB-TOTAL, ALL GENERAL GOVERNMENT</b>	<b>\$4,056,836</b>	<b>\$4,203,962</b>	<b>\$4,344,673</b>	<b>\$4,469,070</b>	<b>\$4,451,250</b>	<b>\$4,006,125</b>	<b>-\$445,125</b>	<b>-10.00%</b>
<b>C. TOTAL ESTIMATED RECEIPTS FOR FISCAL YEAR</b>	<b>\$13,548,712</b>	<b>\$13,895,997</b>	<b>\$14,553,519</b>	<b>\$14,938,819</b>	<b>\$14,876,255</b>	<b>\$13,388,630</b>	<b>-\$1,487,626</b>	<b>-10.00%</b>
DOLLAR CHANGE FROM PREVIOUS YEAR	\$1,184,972	\$1,043,974	\$657,522	\$385,300	-\$62,564	-\$1,487,626		
<b>TOTAL STATE AID</b>	<b>\$13,548,712</b>	<b>\$13,895,997</b>	<b>\$14,553,519</b>	<b>\$14,938,819</b>	<b>\$14,876,255</b>	<b>\$13,388,630</b>	<b>-\$1,487,626</b>	<b>-10.00%</b>

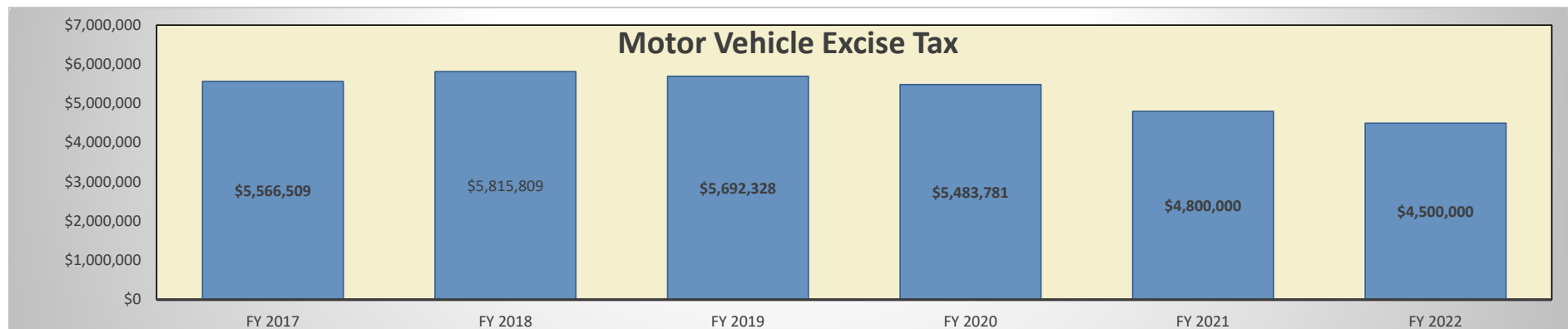
**State Aid Summary**



<b>3-A Local Receipts</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Preliminary Amended</b>	<b>FY 2022 Budget</b>
MOTOR VEHICLE	\$5,815,809	\$5,692,328	\$5,483,781	\$4,800,000	\$4,500,000
OTHER EXCISE	\$2,404,605	\$2,519,609	\$2,085,219	\$1,208,000	\$1,034,150
PENALTIES & INTEREST TAXES/EXCISE	\$392,686	\$300,949	\$267,139	\$235,550	\$167,165
PAYMENT IN LIEU OF TAXES	\$4,917	\$37,771	\$4,000	\$35,950	\$12,200
TRASH DISPOSAL CHARGES	\$981,895	\$1,130,631	\$1,151,167	\$1,167,500	\$1,125,000
OTHER CHARGES FOR SERVICES					
POLICE SPECIAL DUTY SERVICE CHARGES	\$54,687	\$53,456	\$75,530	\$58,000	\$45,000
AMBULANCE FEES - OTHER CHARGES	\$1,530,476	\$1,433,973	\$1,386,103	\$1,400,000	\$1,300,000
RENTALS	\$49,780	\$57,521	\$101,342	\$101,000	\$0
RECREATION	\$76,232	\$205,478	\$128,478	\$133,398	\$128,477
OTHER DEPARTMENTAL REVENUE	\$624,598	\$616,864	\$631,367	\$472,720	\$240,770
LICENSE/PERMITS	\$2,053,445	\$2,915,617	\$1,125,391	\$1,965,785	\$2,575,370
SPECIAL ASSESSMENTS	\$5,974	\$6,182	\$4,099	\$7,000	\$500
FINES/FORFEITS	\$220,516	\$114,133	\$163,148	\$226,000	\$31,000
INVESTMENT INCOME	\$655,020	\$1,171,264	\$1,756,599	\$250,000	\$250,000
MISCELLANEOUS RECURRING					
TAX PER CHAP 59 SECTION D	\$586,507	\$943,219	\$836,596	\$500,000	\$500,000
MISCELLANEOUS NON-RECURRING					
PREMIUMS ON BONDS/BANS	\$0	\$0	\$0		\$0
OTHER	\$190,282	\$460,728	\$0		\$0
<b>TOTAL ESTIMATED RECEIPTS</b>	<b>\$15,941,350</b>	<b>\$17,659,722</b>	<b>\$15,199,960</b>	<b>\$12,560,904</b>	<b>\$11,909,632</b>
	-9.77%	10.96%	-13.93%	-17.36%	-5.18%



<b>3-B Motor Vehicle Excise</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Preliminary</b>	<b>FY 2022 Budget</b>
MOTOR VEHICLE TAX 2008	\$20	\$0	\$86	\$79		
MOTOR VEHICLE TAX 2009	\$0	\$46	\$631	\$188		
MOTOR VEHICLE TAX 2010	\$74	\$188	\$264	\$286		
MOTOR VEHICLE TAX 2011	\$330	\$330	\$80	\$415		
MOTOR VEHICLE TAX 2012	\$1,581	\$1,369	\$243	\$326		
MOTOR VEHICLE TAX 2013	\$2,115	\$1,880	\$715	\$820		
MOTOR VEHICLE TAX 2014	\$4,927	\$3,405	\$2,176	\$1,855		
MOTOR VEHICLE TAX 2015	\$35,184	\$7,818	\$360	\$1,897		
MOTOR VEHICLE TAX 2016	\$736,845	\$65,165	-\$151	\$1,687		
MOTOR VEHICLE TAX 2017	\$4,783,230	\$800,696	\$39,238	\$7,786		
MOTOR VEHICLE TAX 2018		\$4,933,731	\$722,132	\$44,962		
MOTOR VEHICLE TAX 2019			\$4,926,374	\$899,850		
MOTOR VEHICLE TAX 2020				\$4,523,449		
MOTOR VEHICLE TAX 2021					\$4,800,000	
MOTOR VEHICLE TAX 2022						\$4,500,000
MOTOR VEHICLE PRIOR YRS RECOVERY EXCISE	\$1,023 \$1,180	\$1,162 \$18	\$180 \$0	\$181		
<b>TOTAL MOTOR VEHICLE EXCISE</b>	<b>\$5,566,509</b>	<b>\$5,815,809</b>	<b>\$5,692,328</b>	<b>\$5,483,781</b>	<b>\$4,800,000</b>	<b>\$4,500,000</b>
	1.94%	4.48%	-2.12%	-3.66%		



<b>3-C Other Excise</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Actual FY 2020</b>	<b>Preliminary FY 2021</b>	<b>Budget FY 2022</b>
OTHER TAXES HOTEL/MOTEL	\$ 1,429,017	\$ 1,486,764	\$ 1,495,581	\$ 1,183,138	\$ 750,000	\$ 515,000
LOCAL OPTION MEALS	\$ 940,504	\$ 914,090	\$ 1,020,821	\$ 898,833	\$ 455,000	\$ 515,000
BOAT EXCISE 2003	\$ -	\$ -				\$ -
BOAT EXCISE 2004						\$ -
BOAT EXCISE 2010		\$ 33	\$ -			\$ -
BOAT EXCISE 2011	\$ -		\$ -			\$ -
BOAT EXCISE 2012	\$ -		\$ -			\$ -
BOAT EXCISE 2013	\$ 60		\$ -			\$ -
BOAT EXCISE 2014	\$ 60	\$ 16	\$ -			\$ -
BOAT EXCISE 2015	\$ 15	\$ 40	\$ -			\$ -
BOAT EXCISE 2016	\$ 45	\$ 15	\$ -			\$ -
BOAT EXCISE 2017	\$ 3,193	\$ 111	\$ -			\$ -
BOAT EXCISE 2018	\$ -	\$ 3,536	\$ -			\$ -
BOAT EXCISE 2019	\$ -		\$ 3,207			\$ -
BOAT EXCISE 2020	\$ -			\$ 2,968		
BOAT EXCISE 2021					\$ 3,000	\$ 3,000
BOAT EXCISE 2022						\$ 1,150
<b>Total Other Excise</b>	<b>\$ 2,372,894</b>	<b>\$ 2,404,605</b>	<b>\$ 2,519,609</b>	<b>\$ 2,084,939</b>	<b>\$ 1,208,000</b>	<b>\$ 1,034,150</b>

<b>3-D Penalties &amp; Interest on Taxes and Excise</b>	<b>FY 2017</b> Actual	<b>FY 2018</b> Actual	<b>FY 2019</b> Actual	<b>FY 2020</b> Actual	<b>FY 2021</b> Budget	<b>FY 2022</b> Budget
PENALTIES ON TAXES & EXCISE	\$79,269	\$96,009	\$56,990	\$48,760	\$50,000	\$45,000
INTEREST ON TAXES	\$202,853	\$192,096	\$130,745	\$170,014	\$110,000	\$80,000
INTEREST ON MOTOR VEHICLE	\$30,526	\$38,408	\$32,671	\$32,734	\$15,000	\$31,750
INTEREST TAX TITLES	\$98,726	\$65,289	\$79,934	\$15,139	\$60,000	\$10,000
INTEREST ON BETTERMENTS	\$1,042	\$792	\$604	\$376	\$500	\$365
INTEREST BOAT EXCISE	\$75	\$92	\$4	\$116	\$50	\$50
<b>TOTAL PENALTIES AND INTEREST</b>	<b>\$412,491</b>	<b>\$392,686</b>	<b>\$300,949</b>	<b>\$267,139</b>	<b>\$235,550</b>	<b>\$167,165</b>

<b>3-E Payments-In-Lieu-of-Taxes (PILOTS)</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>
IN LIEU TAX MA MORSE HEALTHCARE	\$19,810	\$31,415	\$19,455	\$20,832	\$19,750	\$0
IN LIEU TAX HOUSING AUTHORITY	\$12,276	\$0	\$13,400	\$13,458	\$12,200	\$12,200
IN LIEU TAX TCAN NATICK ARTS	\$4,130	\$9,622	\$4,917	\$5,265	\$4,000	\$0
<b>Total PILOT's</b>	<b>\$36,216</b>	<b>\$41,037</b>	<b>\$37,771</b>	<b>\$39,555</b>	<b>\$35,950</b>	<b>\$12,200</b>
	4.25%	13.31%	-7.96%	4.72%	-9.11%	-66.06%

<b>3-F Trash Disposal Charges</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>
PAYT FEES	\$875,125	\$875,673	\$1,014,670	\$1,068,666	\$1,117,500	\$1,100,000
BULKY WASTE PICKUP	\$111,949	\$106,222	\$115,961	\$82,501	\$50,000	\$25,000
<b>TOTAL TRASH DISPOSAL FEE</b>	<b>\$987,074</b>	<b>\$981,895</b>	<b>\$1,130,631</b>	<b>\$1,151,167</b>	<b>\$1,167,500</b>	<b>\$1,125,000</b>

<b>3-G Other Charges</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>
AMBULANCE SERVICE FEES	\$1,523,940	\$1,530,476	\$1,433,973	\$1,386,103	\$1,400,000	\$1,300,000
POLICE SPECIAL DUTY S/CHGS	\$71,802	\$54,687	\$53,456	\$75,530	\$58,000	\$45,000
<b>Total Other Charges</b>	<b>\$1,595,742</b>	<b>\$1,585,163</b>	<b>\$1,487,429</b>	<b>\$1,461,633</b>	<b>\$1,458,000</b>	<b>\$1,345,000</b>

<b>3-H Rentals</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>
NATICK DISTRICT COURT RENTAL						
EAST SCHOOL RENTAL	\$2,500	\$0	\$0	\$0	\$10,000	-
COLE CENTER RENTAL	\$10,728	\$17,280	\$12,833	\$17,280	\$11,000	-
RIVERBEND SCHOOL	\$32,500	\$32,500	\$44,688	\$84,062	\$80,000	-
11 MECHANIC STREET LEASE	\$0	\$0	\$0	\$0		
<b>TOTAL RENTALS</b>	<b>\$45,728</b>	<b>\$49,780</b>	<b>\$57,521</b>	<b>\$101,342</b>	<b>\$101,000</b>	<b>-</b>

<b>3-I Recreation Dept. Revenue</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>
FARM SALARY REGISTRATION FEES- REC PRGRMS	\$101,759 \$0	\$76,232 \$0	\$130,478 \$75,000	\$103,478 \$25,000	\$108,398 \$25,000	\$103,477 \$25,000
<b>TOTAL RECREATION REVENUE</b>	<b>\$101,759</b>	<b>\$76,232</b>	<b>\$205,478</b>	<b>\$128,478</b>	<b>\$133,398</b>	<b>\$128,477</b>



<b>3-J Other Departmental Revenue</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
CABLE FRANCHISE FEES	\$ 2,612	\$ 2,440	\$ -	\$ 2,315	\$ 2,000	\$ -
ASSESSOR COPIES OF RECORDS	\$ 3,324	\$ 4,666	\$ 4,287	\$ 2,200	\$ 1,500	\$ 1,500
RETURN CHECK FEES	\$ 680	\$ 500	\$ 955	\$ 600	\$ 200	\$ -
SAFETY NATIONAL W/COMP REIMB	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REINS POLICE/FIRE THE HARTFORD	\$ -	\$ -	\$ -	\$ 9,000	\$ -	\$ -
GENERAL REINSURANCE W/COMP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CH38D INVENTORY FILING PENALTY	\$ 30,070	\$ 32,432	\$ 30,075	\$ 28,904	\$ 15,000	\$ 15,000
DEPUTY COLLECTOR CLEARING FEES	\$ -	\$ -		\$ -	\$ -	\$ -
SENTINEL BENEFIT FORFEITURES	\$ -				\$ -	\$ -
ELIOT SCHOOL LEASE					\$ -	\$ -
11 MECHANIC STREET LEASE					\$ -	\$ -
RIVERBEND SCHOOL					\$ -	\$ -
LAND DISTRUBANCE					\$ -	\$ -
MUNICIPAL LIEN CERTIFICATES	\$ 96,485	\$ 82,689	\$ 82,065	\$ 105,000	\$ 80,000	\$ 120,000
DEMAND RESPONSE	\$ -	\$ -	\$ -	\$ 1,150	\$ -	\$ -
	\$ 2,800	\$ 4,033	\$ 4,260	\$ 3,705	\$ 2,000	\$ -
TOWN DEPTS MISC INCOME	\$ -	\$ 45	\$ 217	\$ 650	\$ -	\$ -
PENSIONS REIMBURSEMENT COLA	\$ 3,177	\$ 1,235	\$ 2,470	\$ 4,590	\$ 2,000	\$ 2,000
COLLECTOR MISCELLANEOUS INCOME	\$ 1,169	\$ 1,792	\$ 710	\$ 4,473	\$ 1,000	\$ 1,000
TN CLERK DOG LICENSE FEES	\$ 40,955	\$ 42,023	\$ 31,168	\$ 40,000	\$ 30,000	\$ 10,000
TN CLERK ANIMAL BYLAW VIOLATION	\$ 25	\$ 35	\$ 25	\$ 10	\$ 10	\$ 10
TN CLERK POLICE FINES	\$ 2,250	\$ 150	\$ 175	\$ 1,240	\$ 100	\$ 110
TN CLERK FINES	\$ 10	\$ -	\$ -	\$ 50	\$ 50	\$ -
TN CLERK SALE RESIDENT BOOKS	\$ 475	\$ 370	\$ 325	\$ 750	\$ 100	\$ 100
PLANNING BOARD FEES	\$ 31,650	\$ 18,871	\$ 33,313	\$ 22,997	\$ 15,000	\$ 15,000
COMM DEV COMMUTER PARKING	\$ 64,329	\$ 69,876	\$ 79,638	\$ 75,000	\$ 60,000	\$ 15,000
COMM DEV ANR PLANS	\$ 400	\$ 2,000	\$ 2,200	\$ 2,010	\$ 500	\$ -
COMM DEV BOOKS/MAPS/BYLAWS	\$ 132	\$ 228	\$ 100	\$ 270	\$ 100	\$ -
COMM DEV DEFINITIVE PLAN FILE	\$ 5,000	\$ -	\$ -	\$ 2,810	\$ -	\$ -
COMM DEV PARKING STICKERS	\$ 114,849	\$ 114,373	\$ 113,711	\$ 140,000	\$ 102,210	\$ 11,000
COMM DEV PERMIT RESEARCH	\$ 338	\$ 78	\$ -	\$ 400	\$ 100	\$ -
COMM DEV DESIGN REVIEW BD	\$ -	\$ 150	\$ -	\$ 200	\$ 100	\$ -
POLICE REPORT FEES	\$ -	\$ -	\$ 119	\$ 1,500	\$ 100	\$ -
POLICE SOLICITOR FEES	\$ 240	\$ 495	\$ 425	\$ 320	\$ 200	\$ -
POLICE FINGERPRINTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
POLICE SUBPOENAS	\$ -	\$ -	\$ -	\$ 10	\$ -	\$ -
RMV FEES	\$ 18,745	\$ 55,033	\$ 43,766	\$ 18,100	\$ 15,000	\$ 15,000
POLICE RECOVERED DETAILS	\$ -	\$ -	\$ -	\$ 10	\$ -	\$ -

<b>3-J Other Departmental Revenue</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
POLICE MISCELLANEOUS INCOME	\$ 787	\$ 5,204	\$ 1,296	\$ 920	\$ 1,000	\$ -
FIRE MASS PIKE ASSISTANCE	\$ 3,000	\$ 5,800	\$ 6,200	\$ 6,000	\$ 5,000	\$ 3,600
FIRE REPORT COPIES	\$ 40	\$ -	\$ -	\$ 130	\$ 100	\$ -
FIRE SPECIAL DUTY S/CHARGES	\$53,455	\$4,950	\$17,000	\$15,000	\$5,000	\$0
FIRE SYSRICT 14 HAZ MAT REIMB	\$0				\$0	\$0
FIRE MISCELLANEOUS REVENUE	\$0	\$0	\$600	\$0	\$0	\$0
SCHOOL HLTH REIMBURSEMENTS	\$0	\$0	\$0	\$0	\$0	\$0
SCHOOL MEDICARE REIMBURSEMENTS	\$0	\$0	\$0	\$0	\$0	\$0
PUB WKS MAPS	\$71	\$3	\$135	\$0	\$60	\$0
PUB WKS RECYCLING BINS	\$6,735	\$7,970	\$8,150	\$6,425	\$6,000	\$6,000
PUB WKS RECYCLED GLASS	\$0	\$3,806	\$3,000	\$1,460	\$2,000	\$1,450
PUB WKS RECYCLED METAL	\$17,896	\$43,734	\$35,464	\$29,874	\$20,000	\$24,000
PUB WKS RECYCLED PAPER	\$29,101	\$14,631	\$0	\$0	\$0	\$0
RECYCLED PLASTICS	\$0		\$2,736		\$1,000	\$0
RECYCLE OIL PRODUCTS	\$0	\$0	\$154	\$0	\$200	\$0
PUB WKS MISCELLANEOUS INCOME	\$0	\$0	\$0	\$0	\$60	\$0
BD HLTH CLINIC FEES	\$0	\$0	\$0	\$0	\$10	\$0
MERCURY RCVRY PROGRAM					\$0	\$0
BD HLTH LATE FEES	\$903	\$2,187	\$1,375	\$2,019	\$1,000	\$0
RECYCLED MERCURY PRODUCTS	\$0			\$0		\$0
BD HLTH MISCELLANEOUS COPIES	\$6	\$0	\$0	\$0	\$20	\$0
TN CLERK BD HEALTH FINES	\$1,125	\$500	\$1,050	\$1,275	\$1,000	\$0
RECREATION LIGHTS REIMB	\$0	\$0	\$0	\$0	\$0	\$0
NEIGHBORHOOD BUS FARES						\$0
TN CLERK MISCELLANEOUS FEES						\$0
TN CLERK SPORTING LICENSE FEES						\$0
COMM DEV SCENIC RD FILING FEE						\$0
COMM DEV SUBDIVISION FILE FEE	\$0	\$2,300	\$9,700	\$0	\$2,000	\$0
MUNICIPAL MEDICAID REIMBURSEMENT	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0
ABANDONED PROPERTY STATE	\$12,130	\$0	\$0	\$0	\$1,000	\$0
<b>Total Dept. Revenue - Other</b>	<b>\$644,964</b>	<b>\$624,598</b>	<b>\$616,864</b>	<b>\$631,367</b>	<b>\$472,720</b>	<b>\$240,770</b>

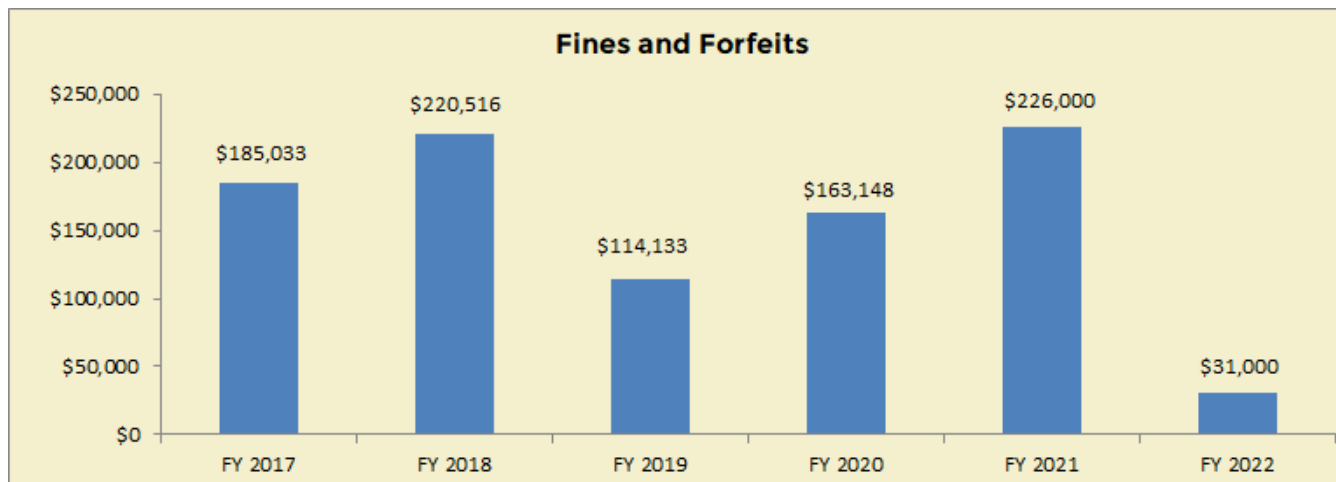
<b>3-K Licenses and Permits</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
SELECT MISC FEES	\$0	\$2	\$0	\$150	\$0
00123320-432024 SELECT GRANT OF LOCATION FEE	\$0		\$0		\$0
SELECT FLAMABLE	\$0	\$0	\$120	\$0	\$0
SELECT BILLARD LICENSE	\$0	\$0	\$0	\$0	\$0
SELECT CLASS I LICENSE	\$800	\$1,600	\$2,000	\$800	\$2,000
SELECT CLASS II LICENSE	\$2,000	\$3,750	\$3,400	\$2,000	\$2,800
SELECT CLASS III LICENSE	\$200	\$300	\$300	\$300	\$300
SELECT COMMON VICTUALLER LIC	\$10,525	\$11,875	\$12,350	\$8,500	\$10,500
SELECT DAILY ENTERTAINMENT LIC	\$1,850	\$2,250	\$1,300	\$1,750	\$600
SELECT SUNDAY ENTERTAINMNT LIC	\$125	\$625	\$1,025	\$500	\$600
SELECT HAWKERS/PEDDLARS LIC	\$0	\$500	\$0		\$0
SELECT JUNK COLLECTOR LICENSE	\$550	\$875	\$125	\$500	\$125
SELECT INN HOLDERS LICENSE	\$150	\$300	\$0	\$150	\$400
SELECT TAXI CAB LICENSE	\$265	\$30	\$0	\$30	\$0
ALCOHOLIC BEVERAGE LICENSE	\$102,725	\$154,675	\$167,110	\$145,000	\$153,000
SELECT AUTOMATIC AMUSEMENT LIC	\$1,925	\$5,800	\$37,270	\$5,800	\$22,000
SELECT CABLE LICENSE CHANGE	\$0	\$0	\$0	\$0	\$0
SELECT MISCELLANEOUS LICENSE	\$52	\$100	\$102	\$100	\$0
TN CLERK HISTORIC DISTRICT FEE	\$335	\$315	\$165	\$330	\$165
TN CLERK ZBA FILING FEES	\$21,767	\$15,585	\$15,210	\$1,000	\$15,210
TN CLERK BUSINESS CERTIFICATE	\$13,800	\$14,475	\$12,365	\$12,000	\$8,000
TN CLERK BIRTH CERTIFICATE	\$16,829	\$22,029	\$17,685	\$14,000	\$15,000
TN CLERK DEATH CERTIFICATE	\$24,390	\$22,070	\$25,695	\$18,000	\$21,000
TN CLERK GOING OUT	\$0	\$0	\$0	\$0	\$0
TN CLERK MARRIAGE INTENTIONS	\$4,035	\$3,450	\$3,000	\$3,000	\$3,000
TN CLERK MARRIAGE LICENSE	\$5,515	\$6,110	\$5,750	\$4,000	\$4,000
TN CLERK RAFFLE PERMITS	\$0	\$0	\$0	\$0	\$0
TN CLERK BAZZAR PERMIT	\$250	\$250	\$250	\$250	\$250
TN CLERK GASOLINE STORAGE PERM	\$693	\$855	\$858	\$855	\$855
TN CLERK BD HEALTH FINES	\$500	\$150	\$550	\$150	\$0
SEALER WEIGHTS MEASURER FEES	\$12,520	\$14,060	\$11,255	\$12,000	\$11,255
BLDG DEPT ALTERATIONS	\$772,503	\$1,291,275	\$778,760	\$550,000	\$1,050,000
BLDG DEPT NEW BUILDINGS	\$856,181	\$496,875	\$609,802	\$515,000	\$550,000
BLDG DEPT CERT OF INSPECTION	\$6,622	\$4,564	\$5,420	\$4,000	\$5,000

<b>3-K Licenses and Permits</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
BLDG DEPT REINSPECTIONS	\$300	\$0	\$0	\$300	\$0
BLDG DEPT ELECTRICAL PERMIT	\$257,986	\$295,352	\$203,218	\$250,000	\$295,350
BLDG DEPT GAS PERMIT	\$29,010	\$29,379	\$30,423	\$20,000	\$29,380
BLDG DEPT PLUMBING PERMIT	\$77,230	\$72,953	\$57,344	\$45,000	\$72,950
BLDG DEPT CERT OF OCCUPANCY	\$2,400	\$2,740	\$2,772	\$2,500	\$2,700
BLDG DEPT ELECTRICAL FINE	\$0	\$0	\$0	\$0	\$0
BLDG DEPT MISCELLANEOUS INCOME	\$0	\$0	\$0	\$0	\$0
POLICE ALARM VIOLATION	\$0	\$0	\$0	\$0	\$0
POLICE FIREARM ID'S	\$6,954	\$7,113	\$7,988	\$5,500	\$10,000
POLICE KEEPER OF RECORD	\$3,179	\$317	\$45	\$300	\$0
POLICE TAXI LICENSE	\$0	\$0	\$0	\$0	\$0
POLICE WORK PERMITS	\$20	\$0	\$0	\$20	\$0
POLICE SUNDAY/HOLIDAY PERMITS	\$0	\$0	\$0	\$0	\$0
FIRE ALARM BOX ANNUAL FEE	\$127,600	\$62,400	\$62,800	\$60,000	\$60,000
FIRE DISTRICT 14 HAZMAT		\$0	\$0	\$0	\$0
FIRE VARIOUS PERMITS	\$56,575	\$57,730	\$50,675	\$45,000	\$60,000
PUBLIC WORKS HYDRANT USE PERMIT	\$3,705	\$7,000	\$7,350	\$2,000	\$4,500
PUB WKS SEWER PERMITS	\$21,500	\$12,250	\$15,750	\$10,000	\$10,000
PUB WKS STREET OPENING PERMIT	\$81,858	\$87,165	\$46,300	\$35,000	\$46,000
PUB WKS WATER METER PERMIT	\$1,325	\$1,775	\$1,175	\$500	\$500
PUB WKS WATER PERMITS	\$9,425	\$10,800	\$15,000	\$7,000	\$7,000
BD HLTH UNDERGRND TNK REGISTRY	\$1,950	\$1,350	\$1,800	\$1,000	\$500
BD HLTH UNDERGRND TANK INSPCTN	\$750	\$600	\$1,510	\$500	\$500
BD HLTH UNDERGRND TANK REMOVAL	\$250	\$250	\$100	\$250	\$250
BD HLTH HOUSEHLD HAZARDOUS WST	\$1,000	\$1,290	\$1,265	\$1,000	\$500
BD HLTH PERC TEST/APPLICATION	\$6,800	\$6,200	\$8,000	\$2,000	\$4,000
BD HLTH REINSPECTION		\$0	\$225	\$0	\$0
BD HLTH PLAN REVIEW	\$0	\$3,365	\$1,750	\$0	\$0
BD HLTH SUBDIVISION REVIEW		\$1,625	\$1,225		\$0
BD HLTH SWIMMING POOL INSTALLER	\$1,950	\$1,300	\$2,950	\$2,100	\$2,100
BD HLTH PROPERTY CLEAN UP	\$0	\$0	\$200	\$0	\$0
BD HEALTH RUBBISH CONTRACTORS	\$3,050	\$5,400	\$3,400	\$3,200	\$1,000
BD HLTH DAY CAMP LICENSE	\$0	\$0	\$0	\$50	\$0
BD HLTH FROZEN DESERT LICENSE	\$950	\$800	\$800	\$850	\$800

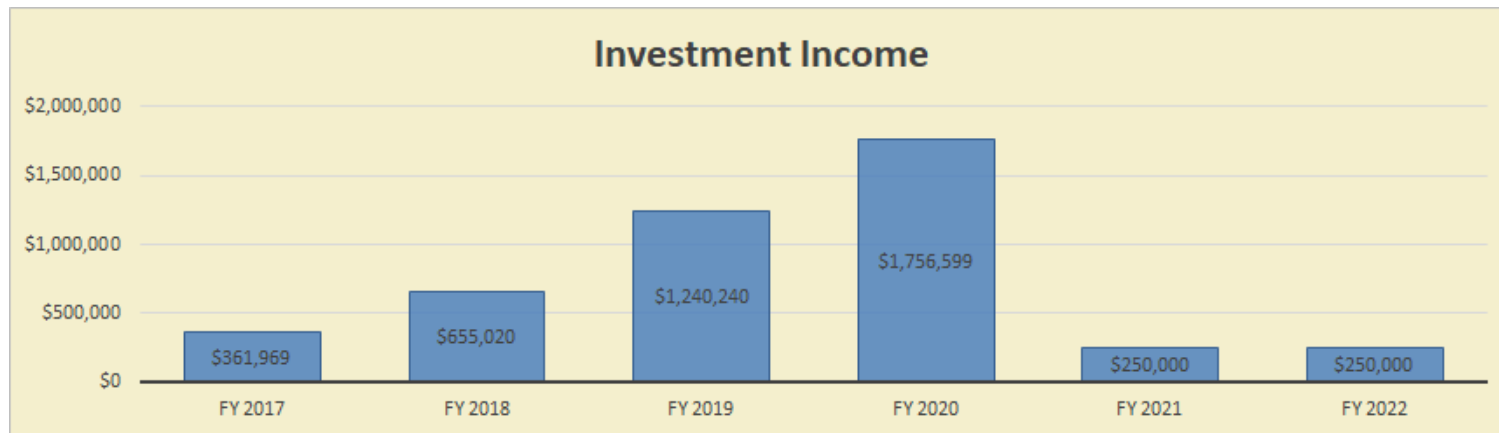
<b>3-K Licenses and Permits</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
BD HLTH FUNERAL DIRECTR LICENS	\$300	\$400	\$300	\$400	\$300
BD HLTH MILK/CREAM LICENSE	\$80	\$0	\$0	\$1,000	\$0
BD HLTH MOTEL LICENSE	\$250	\$250	\$300	\$250	\$0
BD HLTH TANNING LICENSE	\$900	\$300	\$600	\$300	\$0
BD HLTH BAKERY PERMIT	\$1,750	\$1,750	\$1,400	\$1,750	\$700
BD HLTH BEE PERMIT	\$280	\$360	\$400	\$360	\$400
BD HLTH CAMP PERMIT	\$3,400	\$3,900	\$1,350	\$3,900	\$0
BD HLTH CATERING PERMIT	\$3,000	\$925	\$1,225	\$2,500	\$600
BD HLTH CHEMICAL TOILET PERMIT	\$50	\$50	\$0	\$0	\$0
BD HLTH FOOD ESTABLISHMNT PERM	\$108,290	\$106,645	\$102,000	\$105,000	\$50,000
BD HLTH FOOD CERTIFICATES	\$0	\$0	\$300	\$0	\$0
BD HLTH FOOD SERVICE PLAN	\$3,450	\$2,475	\$2,550	\$2,500	\$500
BD HLTH FOOD ESTABLISHMNT S/C	\$1,244	\$1,294	\$2,844	\$1,200	\$1,200
BD HLTH HOT TUB PERMIT	\$975	\$325	\$650	\$0	\$0
BD HLTH ICE RINK CERTIFICATION		\$0	\$0	\$0	\$0
BD HLTH LIVE STOCK PERMIT	\$1,930	\$2,000	\$2,050	\$2,000	\$2,000
BD HLTH MASSAGE PERMIT	\$0	\$0	\$0	\$0	\$0
BD HLTH METHYL ALCOHOL PERMIT	\$175	\$160	\$155	\$160	\$155
BD HLTH MOBILE FOOD SERVER	\$850	\$580	\$540	\$580	\$275
BD HLTH OCCUPANCY INSPECTION	\$24,094	\$22,830	\$41,670	\$23,000	\$10,000
BD HLTH SEPTAGE HAULER PERMIT	\$6,500	\$7,150	\$7,550	\$7,000	\$7,000
BD HLTH SEPTIC INSTALLER PERM	\$1,950	\$2,925	\$3,250	\$2,400	\$2,400
BD HLTH SEPTIC SYSTEM PERMIT	\$10,400	\$7,150	\$10,100	\$7,000	\$7,000
BD HLTH SWIMMING POOL PERMIT	\$8,875	\$9,500	\$9,475	\$9,500	\$8,000
BD HLTH TOBACCO PERMIT	\$0	\$0	\$0	\$0	\$0
BD HLTH CIDER MILL PERMIT	\$0	\$0	\$0	\$0	\$0
BD HLTH WELL PERMIT	\$150	\$750	\$750	\$750	\$750
<b>Total</b>	<b>\$2,053,445</b>	<b>\$2,915,617</b>	<b>\$2,425,391</b>	<b>\$1,965,785</b>	<b>\$2,575,370</b>

<b>3-L Special Assessments</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	Actual	Actual	Actual	Actual	Budget	Budget
C/S/S BETTERMENT COMM INTEREST	\$3,625	\$2,998	\$2,506	\$2,081	\$3,000	\$500
APPORT CURB/ST/SWLK BETTERMNT	\$6,706	\$2,976	\$3,676	\$2,019	\$4,000	\$0
<b>Total Special Assessments</b>	<b>\$10,331</b>	<b>\$5,974</b>	<b>\$6,182</b>	<b>\$4,099</b>	<b>\$7,000</b>	<b>\$500</b>

<b>3-M Fines and Forfeits</b>	<b>FY 2017</b> Actual	<b>FY 2018</b> Actual	<b>FY 2019</b> Actual	<b>FY 2020</b> Actual	<b>FY 2021</b> Budget	<b>FY 2022</b> Budget
POLICE RESTITUTION	\$0	\$0	\$0	\$0	\$0	\$0
DISTRICT COURT FINES	\$64,083	\$29,603	\$20,917	\$26,073	\$35,000	\$15,000
PARKING FINES	\$98,864	\$171,313	\$76,515	\$128,490	\$175,000	\$15,000
AUTO LEASE SURCHARGES	\$11,086	\$10,300	\$9,301	\$8,485	\$10,000	\$1,000
POLICE FALSE ALARM	\$11,000	\$9,300	\$7,400	\$100	\$6,000	\$0
<b>Total Fines and Forfeits</b>	<b>\$185,033</b>	<b>\$220,516</b>	<b>\$114,133</b>	<b>\$163,148</b>	<b>\$226,000</b>	<b>\$31,000</b>

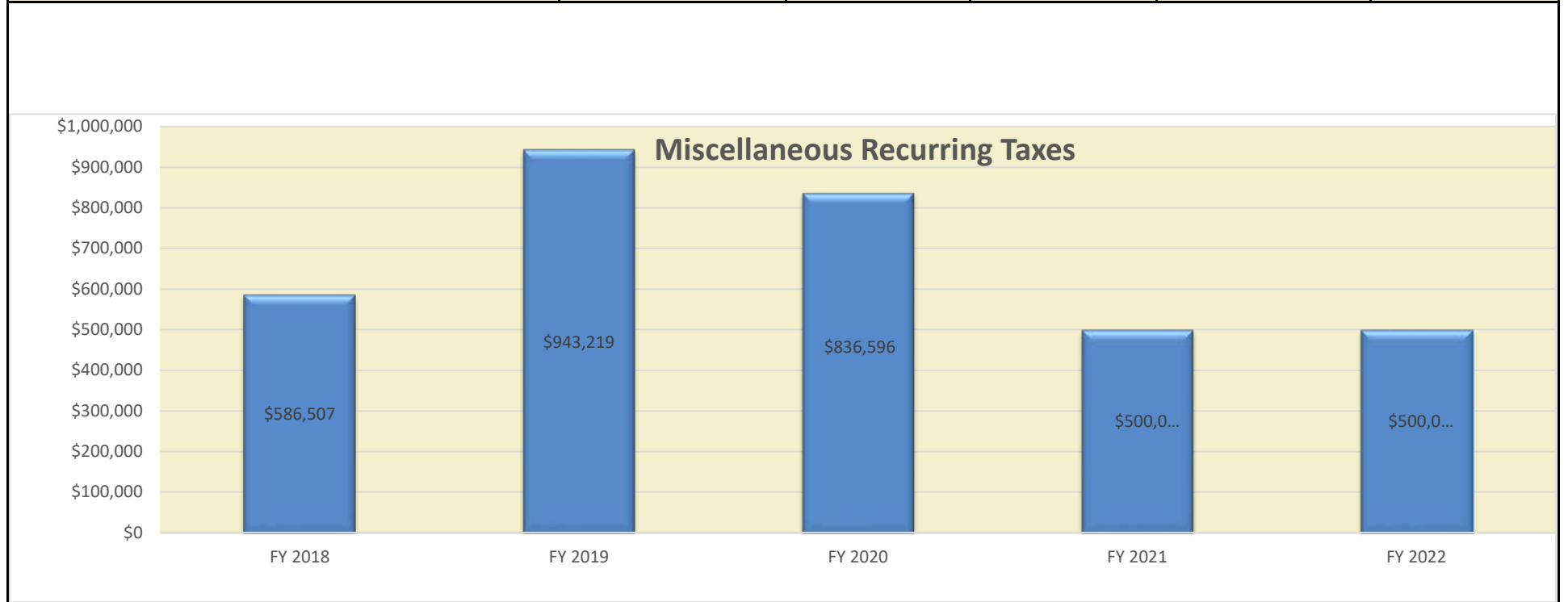


<b>3-N Investment Income</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>
INTEREST EARNED INVESTMENTS	\$0	\$0	\$0	\$0		
INTEREST EARNED	\$353,681	\$619,101	\$1,240,240	\$1,756,599	\$250,000	\$250,000
INTEREST PREMIUM BAN'S	\$8,288	\$35,919	\$0	\$0		
<b>Total Investment Income</b>	<b>\$361,969</b>	<b>\$655,020</b>	<b>\$1,240,240</b>	<b>\$1,756,599</b>	<b>\$250,000</b>	<b>\$250,000</b>





<b>3-O Miscellaneous Recurring</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	Actual	Actual	Actual	Budget	Budget
TX PER CH59 SEC 2D OCCUPANCY PERMIT	\$586,507	\$943,219	\$836,596	\$500,000	\$500,000
<b>Total Miscellaneous Recurring</b>	<b>\$586,507</b>	<b>\$943,219</b>	<b>\$836,596</b>	<b>\$500,000</b>	<b>\$500,000</b>



<b>3-P Miscellaneous Non-Recurring</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>
TAILINGS MISC.	-	-	-	-		
TAX TITLES	\$425,480	\$293,921	\$450,300	\$88,680		
MISC. NON-RECURRING	\$199,948	\$190,282	\$1,428	\$382,834		
PREMIUM BOND ISSUE	\$77,658	\$0	\$0	\$0		
2012 ONE TIME STATE AID	\$0	\$0	\$0	\$0		
<b>Total Misc. Non-Recurring</b>	<b>\$703,086</b>	<b>\$484,203</b>	<b>\$451,728</b>	<b>\$471,514</b>		
<b><u>Assumption:</u></b> Miscellaneous non-recurring revenues are received by the Town and they do not recur with any frequency. The Department of Revenue does not allow the Town to budget for revenue items in this category.						

<b>4-A Available Funds</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>
Overlay Surplus	\$500,000	\$500,000	\$500,000	\$500,000	\$1,000,000	\$500,000
General Stabilization Fund	\$0	\$0	\$0	\$0	\$2,300,000	\$5,445,174
Capital Stabilization Fund	\$1,159,200	\$2,166,665	\$2,973,950	\$3,617,000	\$1,861,500	\$0
FAR Bonus Stabilization Fund	\$3,900	\$3,900	\$0	\$0	\$0	\$0
Title V	\$7,684	\$7,684	\$7,684	\$0	\$0	\$0
Parking Meter Revenue	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$15,000
School Building Assistance	\$123,167	\$123,167	\$123,167	\$123,167	\$122,162	\$122,162
Premium (Debt Exclusion Projects)	\$64,682	\$105,468	\$97,542	\$88,142	\$80,578	\$73,173
MBTA Contract Assistance						
Receipts Reserved						
Insurance Proceeds < \$20,000						
Mitigation Funds		\$690,295				
<b>Total Available Funds</b>	<b>\$1,938,633</b>	<b>\$3,677,179</b>	<b>\$3,782,343</b>	<b>\$4,408,309</b>	<b>\$5,444,240</b>	<b>\$6,155,509</b>
<b>Assumptions</b> 1. Projected use of Available Funds in FY 2022 is based upon current balances, historic use, and need. 2. The Capital Stabilization Fund is only used in support of capital and debt service related costs. 3. The projected use of stabilization one-time funds to help maintain operations is \$5,445,174 for FY 22.						

<b>4-B Free Cash</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	Actual	Actual	Actual	Actual	Amended Preliminary	Budget
FREE CASH	\$9,031,776	\$9,408,400	\$6,579,906	\$5,191,574	\$6,653,460	\$1,300,000
<b>TOTAL FREE CASH</b>	<b>\$9,031,776</b>	<b>\$9,408,400</b>	<b>\$6,579,906</b>	<b>\$5,191,574</b>	<b>\$6,653,460</b>	<b>\$1,300,000</b>
FY22 Free Cash for operations is \$1.3M based on current estimates. The certified free cash for FY21 was \$6,653,460.						

<b>5-A Indirects</b>	<b>FY 2018</b> Actual	<b>FY 2019</b> Actual	<b>FY 2020</b> Actual	<b>FY 2021</b> Budget	<b>FY 2022</b> Budget
INDIRECT(W/S ENTERPRISE FUND)	\$2,035,229	\$2,218,150	\$2,533,299	\$2,697,486	2,841,359
INDIRECTS( SASSAMON TRACE ENTERPRISE FUND)	\$43,692	\$43,871	\$51,930	\$55,090	61,758
<b>TOTAL INDIRECTS</b>	<b>\$2,078,921</b>	<b>\$2,262,021</b>	<b>\$2,585,229</b>	<b>\$2,752,576</b>	<b>\$2,903,117</b>

<b>GF Expenditure Summary 01-04-2021</b>	<b>FY 2020 Appropriated</b>	<b>FY 2021 Amended Prelim</b>	<b>FY 2022 Budget</b>	<b>FY 21-FY 22 % Change</b>
<b>EDUCATION &amp; LEARNING</b>				
NATICK PUBLIC SCHOOLS	\$67,810,346	\$67,097,246	\$71,340,279	6.32%
KEEFE TECH	\$1,554,748	\$1,345,498	\$1,372,408	2.00%
MORSE INSTITUTE LIBRARY	\$2,357,551	\$2,303,186	\$2,388,653	3.71%
BACON FREE LIBRARY	\$190,792	\$182,306	\$184,520	1.21%
<b>SUBTOTAL</b>	<b>\$71,913,437</b>	<b>\$70,928,236</b>	<b>\$75,285,860</b>	<b>6.14%</b>
<b>PUBLIC SAFETY</b>				
EMERGENCY MANAGEMENT				
SALARIES	\$5,000	\$5,000	\$5,000	0.00%
EXPENSES	\$34,100	\$34,100	\$34,100	0.00%
<b>PARKING ENFORCEMENT</b>				
SALARIES	\$114,144	\$85,000	\$114,144	34.29%
EXPENSES	\$104,833	\$104,833	\$66,250	-36.80%
<b>POLICE</b>				
SALARIES	\$7,329,967	\$7,302,087	\$7,606,738	4.17%
EXPENSES	\$304,813	\$300,613	\$324,613	7.98%
<b>FIRE</b>				
SALARIES	\$8,630,721	\$8,457,210	\$9,149,987	8.19%
EXPENSES	\$278,725	\$283,275	\$243,600	-14.01%
<b>SUBTOTAL</b>	<b>\$16,802,303</b>	<b>\$16,572,118</b>	<b>\$17,544,432</b>	<b>5.87%</b>
<b>PUBLIC WORKS</b>				
SALARIES	\$3,951,855	\$4,016,414	\$4,151,858	3.37%
EXPENSES	\$2,906,335	\$2,972,185	\$3,040,035	2.28%
MUNICIPAL ENERGY	\$1,505,038	\$1,443,100	\$1,469,900	1.86%
SNOW & ICE	\$550,000	\$550,000	\$550,000	0.00%
<b>SUBTOTAL</b>	<b>\$8,913,228</b>	<b>\$8,981,699</b>	<b>\$9,211,793</b>	<b>2.56%</b>
<b>COMMUNITY &amp; HEALTH SERVICES</b>				
<b>COMMUNITY SERVICES</b>				
SALARIES	\$1,481,702	\$1,217,102	\$1,518,634	24.77%
EXPENSES	\$557,664	\$524,358	\$540,343	3.05%
<b>BOARD OF HEALTH</b>				
SALARIES	\$587,254	\$604,369	\$633,947	4.89%
EXPENSES	\$87,000	\$76,850	\$79,350	3.25%
<b>SUBTOTAL</b>	<b>\$2,713,620</b>	<b>\$2,422,679</b>	<b>\$2,772,274</b>	<b>14.43%</b>
<b>ADMINISTRATIVE SUPPORT SERVICES</b>				
BOS SALARIES	\$1,039,307	\$1,153,735	\$1,153,418	-0.03%
BOS EXPENSES	\$405,050	\$454,800	\$389,650	-14.32%
CONTRACT SETTLEMENTS	\$1,317,419	\$858,987	\$100,513	-88.30%
PERSONNEL BOARD	\$1,000	\$1,000	\$1,000	0.00%

<b>GF Expenditure Summary 01-04-2021</b>	<b>FY 2020 Appropriated</b>	<b>FY 2021 Amended Prelim</b>	<b>FY 2022 Budget</b>	<b>FY 21-FY 22 % Change</b>
TOWN REPORT	\$4,100	\$4,100	\$4,100	0.00%
LEGAL	\$512,100	\$400,000	\$675,000	68.75%
FINANCE SALARIES	\$1,169,945	\$1,175,117	\$1,272,835	8.32%
FINANCE EXPENSES	\$422,330	\$422,330	\$374,580	-11.31%
IT SALARIES	\$415,138	\$365,009	\$364,628	-0.10%
IT EXPENSES	\$1,049,000	\$1,190,500	\$1,242,500	4.37%
TOWN CLERK SALARIES	\$274,185	\$241,691	\$349,701	44.69%
TOWN CLERK EXPENSES	\$51,150	\$47,350	\$46,350	-2.11%
ELECTIONS SALARIES (REGISTRAS)	\$55,400	\$98,150	\$31,824	-67.58%
ELECTIONS EXPENSES (REGISTRAS)	\$55,100	\$55,500	\$44,500	-19.82%
WEIGHTS & MEASURES SALARIES	\$30,400	\$30,400	\$31,011	2.01%
WEIGHTS & MEASURES EXPENSES	\$990	\$990	\$990	0.00%
Comm' & ECON' DEVELPMENT SALARIES	\$881,756	\$866,145	\$1,058,554	22.21%
Comm' & ECON' DEVELPMENT EXPENSES	\$81,700	\$80,900	\$36,400	-55.01%
<b>SUBTOTAL</b>	<b>\$7,766,070</b>	<b>\$7,446,704</b>	<b>\$7,177,554</b>	<b>-3.61%</b>
<b>COMMISSIONS &amp; COMMITTEES</b>				
FINANCE COMMITTEE EXPENSES	\$37,800	\$32,800	\$32,800	0.00%
COMMISSION ON DISABILITY EXPENSES	\$750	\$750	\$750	0.00%
NATICK CULTURAL COUNCIL EXPENSES	\$700	\$700	\$700	0.00%
HISTORICAL COMMISSION	\$750	\$750	\$750	0.00%
HISTORIC DISTRICT COMM.	\$550	\$550	\$550	0.00%
AFFORDABLE HOUSING TRUST	\$80,000	\$80,000	\$80,000	0.00%
<b>SUBTOTAL</b>	<b>\$120,550</b>	<b>\$115,550</b>	<b>\$115,550</b>	<b>0.00%</b>
<b>SHARED EXPENSES (UNCLASSIFIED)</b>				
EMPLOYEE FRINGE EXPENSES	\$16,606,666	\$16,938,091	\$17,944,234	5.94%
MERIT & PERFORMANCE	\$150,000	\$0	\$65,000	0.00%
TO' PROP. & LIAB. INSUR. PURCHASED SER.	\$847,150	\$863,972	\$907,170	5.00%
<b>CONTRIBUTORY RETIREMENT</b>				
CONTRI. PENSION ASSESS.	\$10,050,826	\$10,825,274	\$11,691,296	8.00%
NON-CONTRI. PENSION ASSESS.	\$19,726	\$18,121	\$20,500	13.13%
DEBT SERVICE LEASED EQUIP'	\$151,778	\$159,350	\$159,350	0.00%
DEBT SERVICE LEASED LAND	\$8,900	\$9,500	\$9,500	0.00%
DEBT SERVICE PRINCIPAL	\$9,907,161	\$9,350,591	\$8,982,722	-3.93%
DEBT SERVICE INTEREST	\$6,558,893	\$5,624,373	\$5,623,252	-0.02%
RESERVE FUND OTHER CHARGES	\$250,000	\$250,000	\$250,000	0.00%
FACILITY MANG' SALARIES	\$2,819,501	\$2,867,602	\$2,983,489	4.04%
FACILITY MANG' EXPENSES	\$670,500	\$704,500	\$804,500	14.19%
<b>SUBTOTAL</b>	<b>\$48,041,101</b>	<b>\$47,611,374</b>	<b>\$49,441,013</b>	

<b>GF Expenditure Summary 01-04-2021</b>	<b>FY 2020 Appropriated</b>	<b>FY 2021 Amended Prelim</b>	<b>FY 2022 Budget</b>	<b>FY 21-FY 22 % Change</b>
<b>TOTAL GENERAL FUND OPERATIONS</b>	<b>\$156,270,309</b>	<b>\$154,078,360</b>	<b>\$161,548,476</b>	<b>4.85%</b>
<b>OTHER GENERAL FUND APPROPRIATIONS</b>				
CAPITAL EQUIPMENT AND IMPROVEMENTS	\$3,617,000	\$1,861,500	\$0	-100.00%
SCHOOL BUS SUBSIDY	\$410,137	\$421,416	\$421,416	0.00%
MISC. ARTICLES	\$112,000		\$20,000	0.00%
GOLF COURSE DEFICIT	\$240,000	\$240,000	\$240,000	0.00%
GENERAL STABILIZATION FUND	\$250,000			
CAPITAL STABILIZATION FUND	\$1,519,347			
OPERATIONAL STABILIZATION FUND	\$250,000			
ONE-TO-ONE TECH STABILIZATION FUND	\$0	\$0	\$0	
FAR BONUS STABILIZATION FUND	\$0	\$0	\$0	
OPEB TRUST FUND	\$375,639	\$250,000	\$250,000	0.00%
<b>SUBTOTAL</b>	<b>\$6,774,123</b>	<b>\$2,772,916</b>	<b>\$931,416</b>	<b>-66.41%</b>
OTH' GF EXPENSES NOT APPROPRIATED BY TM	\$0	\$0	\$0	
STATE & COUNTY ASSESSMENTS	\$1,504,841	\$1,416,751	\$1,440,074	1.65%
CHERRY SHEET OFFSETS	\$359,312	\$320,913	\$320,913	0.00%
SNOW REMOVAL SUPPLEMENT	\$525,565	\$350,000	\$350,000	0.00%
OVERLAY	\$1,150,000	\$1,150,000	\$1,150,000	0.00%
<b>SUBTOTAL</b>	<b>\$3,539,718</b>	<b>\$3,237,664</b>	<b>\$3,260,987</b>	<b>0.72%</b>
<b>TOTAL GENERAL FUND</b>	<b>\$166,584,150</b>	<b>\$160,088,940</b>	<b>\$165,740,879</b>	<b>3.53%</b>



<b>General Fund Forecast 01-04-2020</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>	<b>FY 22-FY 23 % Change</b>
TAX LEVY	\$130,094,415	\$133,894,415	\$137,694,415	2.92%
STATE AID	\$13,388,630	\$13,790,289	\$14,203,998	3.00%
LOCAL RECEIPTS	\$11,909,632	\$12,266,921	\$12,634,929	3.00%
OTHER LOCAL RECEIPTS				
INDIRECT	\$2,903,117	\$2,802,479	\$2,802,479	-3.47%
FREE CASH	\$1,300,000	\$2,000,000	\$2,000,000	53.85%
STABILIZATION FUND (S)	\$5,445,174	\$3,000,000	\$3,000,000	-44.91%
OVERLAY SURPLUS	\$500,000			
OTHER AVAILABLE FUNDS	\$210,335	\$210,335	\$210,335	0.00%
<b>TOTAL GENERAL FUND REVENUES</b>	<b>\$165,751,303</b>	<b>\$167,964,439</b>	<b>\$172,546,155</b>	<b>3.70%</b>
NATICK PUBLIC SCHOOLS	\$71,340,279	\$73,480,487	\$75,684,902	3.00%
KEEFE TECH	\$1,372,408	\$1,401,919	\$1,443,976	2.15%
MORSE INSTITUTE LIBRARY	\$2,388,653	\$2,460,313	\$2,534,122	3.00%
BACON FREE LIBRARY	\$184,520	\$190,056	\$195,757	3.00%
PUBLIC SAFETY	\$17,544,432	\$18,070,765	\$18,612,888	3.00%
PUBLIC WORKS	\$9,211,793	\$9,488,147	\$9,772,791	3.00%
HEALTH & HUMAN SERVICES	\$2,772,274	\$2,855,442	\$2,941,105	3.00%
ADMINISTRATIVE SUPPORT SERVICES	\$7,177,554	\$7,392,881	\$7,614,667	3.00%
COMMITTEES	\$115,550	\$119,017	\$122,587	3.00%
FRINGE BENEFITS	\$18,009,234	\$18,909,696	\$19,855,180	5.00%
PROP & LIAB. INSURANCE	\$907,170	\$952,529	\$1,000,155	5.00%
RETIREMENT	\$11,711,796	\$12,297,386	\$12,912,255	5.00%
DEBT SERVICES	\$14,774,824	\$15,513,565	\$16,289,243	5.00%
RESERVE FUND	\$250,000	\$262,500	\$275,625	5.00%
FACILITIES MANAGEMENT	\$3,787,989	\$3,977,388	\$4,176,258	5.00%
<b>GENERAL FUND OPER. EXPENSES</b>	<b>\$161,548,476</b>	<b>\$167,372,089</b>	<b>\$173,431,513</b>	<b>4.85%</b>
CAPITAL IMPROVEMENTS				
SCHOOL BUS TRANSPORTATION	\$421,416	\$421,416	\$421,416	0.00%
STATE & COUNTY ASSESSMENTS	\$1,440,074	\$1,483,276	\$1,527,775	3.00%
CHERRY SHEET OFFSETS	\$320,913	\$320,913	\$320,913	0.00%
TAX TITLE		\$0	\$0	
SNOW REMOVAL SUPPLEMENT	\$350,000	\$350,000	\$350,000	0.00%
OVERLAY	\$1,150,000	\$1,150,000	\$1,150,000	0.00%
GOLF COURSE DEFICIT	\$240,000	\$240,000	\$240,000	3.54%
GENERAL STABILIZATION FUND	\$0	\$0	\$0	
OPERATIONAL STABILIZATION FUND	\$0	\$0	\$0	
CAPITAL STABILIZATION FUND	\$0	\$0	\$0	

<b>General Fund Forecast 01-04-2020</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>	<b>FY 22-FY 23 % Change</b>
ONE-TO-ONE TECHNOLOGY STAB FUND	\$0	\$0	\$0	
FAR BONUS STABILIZATION FUND	\$0	\$0	\$0	
OPEB TRUST FUND	\$250,000	\$250,000	\$250,000	0.00%
MISC. ARTICLES	\$20,000	\$25,000	\$25,000	25.00%
<b>SUBTOTAL</b>	<b>\$165,740,879</b>	<b>\$171,612,694</b>	<b>\$177,716,616</b>	<b>3.50%</b>
<b>NET EXCESS / (DEFICIT)</b>	<b>\$10,424</b>	<b>-\$3,648,255</b>	<b>-\$5,170,461</b>	

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# DEPARTMENTS

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## **Education and Learning**

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Natick Public School

Morse Institute Library

Bacon Free Library

Keefe Tech

# Natick Public Schools

Anna Nolin  
Superintendent

## WELCOME TO NATICK PUBLIC SCHOOLS!

Our **purpose** is to educate all students we serve to high levels through high-quality instruction.

Our **vision** is to provide all students with personalized learning environments that promote deeper authentic learning experiences.

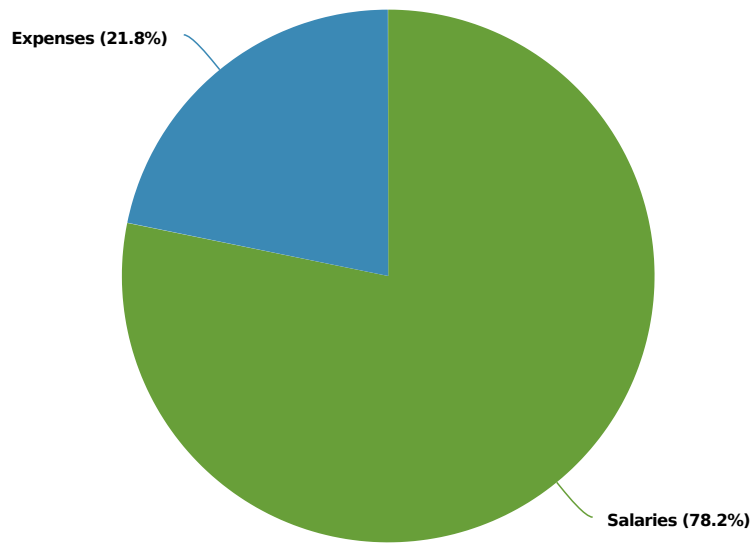
## Expenditures Summary

**\$71,340,279** **\$3,821,617**  
(5.66% vs. prior year)

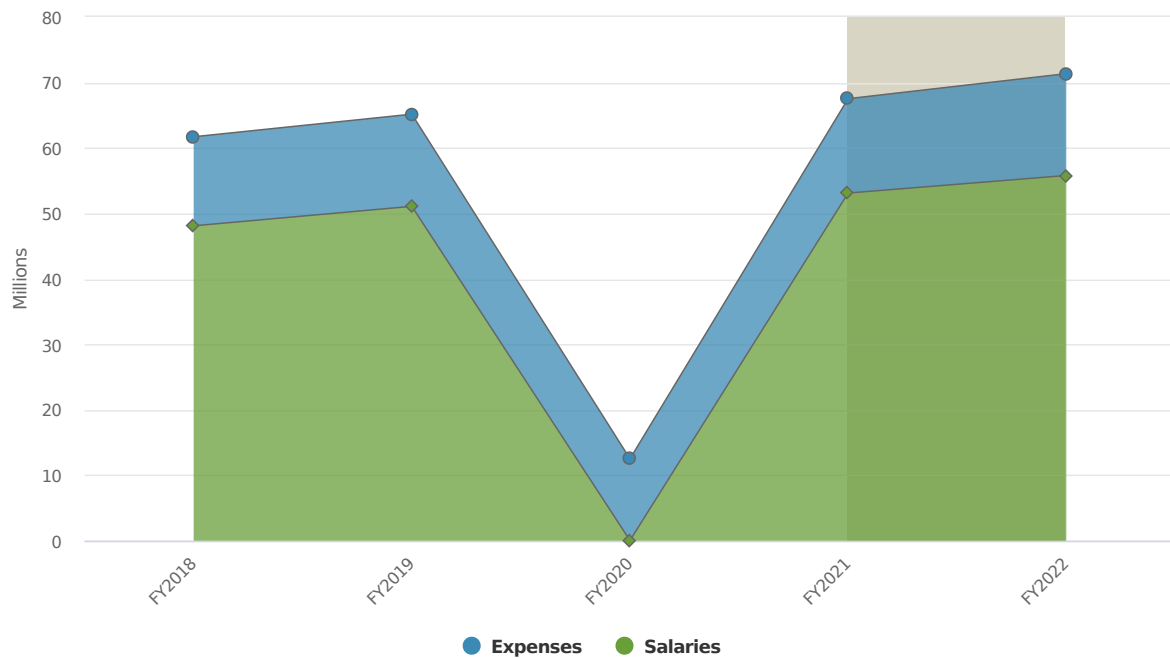
### Natick Public Schools Proposed and Historical Budget vs. Actual



### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



<b>Name</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Actual</b>	<b>FY2020Actual</b>	<b>FY2021 AP</b>	<b>FY2022 Budgeted</b>
Expense Objects						
Salaries	\$44,314,807.29	\$48,096,856.39	\$51,073,160.76	\$53,511,570.26	\$53,101,624.89	\$55,786,934.57
Expenses	\$13,546,513.35	\$13,603,404.70	\$14,076,165.27	\$12,479,341.04	\$14,417,037.11	\$15,553,344.43
<b>Total Expense Objects:</b>	<b>\$57,861,320.64</b>	<b>\$61,700,261.09</b>	<b>\$65,149,326.03</b>	<b>\$66,023,210.76</b>	<b>\$67,518,662.00</b>	<b>\$71,340,279.00</b>



# School Committee Budget FY 2022

NATICK PUBLIC SCHOOLS  
FY 22 PROPOSED BUDGET  
AS OF 12/23/2020

	FY21 Pre-COVID Budget	FY21 Appropriation	Funds In addition to appropriation added by NPS	Explanation	Actual FY21 Operating Budget	FY22	% Change from FY21 Actual Budget
<b>Compensation</b>							
Salary Base	\$ 54,206,222	\$ 53,472,816	\$ 212,000	Add'l preschool income	\$ 53,684,816	\$ 57,193,448	
Steps, COLA, & Merit Adjustments/Lanes	\$ 3,527,124	\$ 3,527,124			\$ 3,527,124	\$ 3,564,842	
Staff Additions	\$ 960,278	\$203,104			\$ 203,104	\$ 735,301	
Retirements and Turnover	\$ (200,000)	\$ (441,070)			\$ (441,070)	\$ (200,000)	
<b>Compensation</b>	<b>\$ 58,493,624</b>	<b>\$ 56,761,974</b>	<b>\$ 212,000</b>		<b>\$ 56,973,974</b>	<b>\$ 61,293,591</b>	<b>7.58%</b>
<b>Expenses</b>							
Admin	\$ 459,440	\$ 459,440			\$ 459,440	\$ 465,350	
Technology	\$ 1,686,779	\$ 1,611,779			\$ 1,611,779	\$ 1,691,735	
Curriculum	\$ 1,112,548	\$ 1,112,548			\$ 1,112,548	\$ 1,005,183	
Online Learning	\$ 167,000	\$ 167,000			\$ 167,000	\$ 171,342	
Pupil Services	\$ 4,493,091	\$ 2,089,302	\$ 2,403,789	Additional Circuit Breaker/Prepaid SPED	\$ 4,493,091	\$ 5,694,133	
Transportation	\$ 2,894,157	\$ 3,315,563	\$ 430,000	Bus Fees	\$ 3,745,563	\$ 3,219,405	
Building Op & Maint	\$ 2,249,395	\$ 2,349,395	\$ 200,000	ASAP Offset	\$ 2,549,395	\$ 2,648,395	
NPS Schools	\$ 1,179,982	\$ 1,179,982			\$ 1,179,982	\$ 1,149,414	
Athletics & Activities	\$ 79,679	\$ 79,679			\$ 79,679	\$ 79,679	
<b>Total Exp</b>	<b>\$ 14,322,071</b>	<b>\$ 12,364,688</b>	<b>\$ 3,033,789</b>		<b>\$ 15,398,477</b>	<b>\$ 16,124,636</b>	<b>4.72%</b>
<b>Total Budget Request</b>	<b>\$ 72,815,695</b>	<b>\$ 69,126,662</b>	<b>\$ 3,245,789</b>		<b>\$ 72,372,451</b>	<b>\$ 77,418,227</b>	<b>6.97%</b>

<b>FY22 Assumptions</b>
3% COLA
requested new staff
No Prepaid SPED with less circuit breaker offset
new bus contract
Full year new KMS, expanded footprint and utilities

	FY21 Appropriation includes restoration of the COLA (\$1,308,000 - Art # 1 STM#1); Additional Facilities Support (\$300,000 - Art #19 STM#1); Transportation Bus Subsidy - \$421,416 - Art #13, SATM)				
	Increase in utilities for KMS in FY22 for a full school year				
	3% COLA in FY22				
	FY22 Contractual Obligation - Note: school bus transportation will require an RFP in FY21				
	SPED Tuition increases of \$551,042				
	No SPED Prepayment in FY22 (\$1,903,789) as well as reduced circuit breaker reimbursement (-\$1.3 million less)				





# Morse Institute Library

Amy Sadkin

Acting Director/Bacon Director

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;

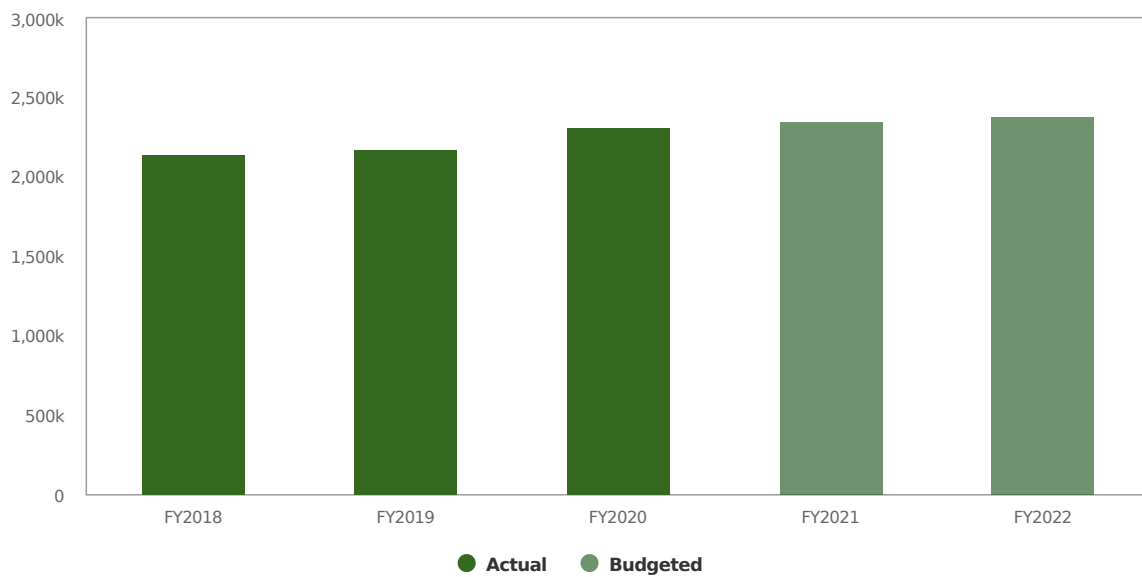
- To serve as a major educational resource with programs and learning opportunities for all, so residents of Natick and the MetroWest area can meet, learn, and create;

- 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 outreach and by being a welcoming place for all.

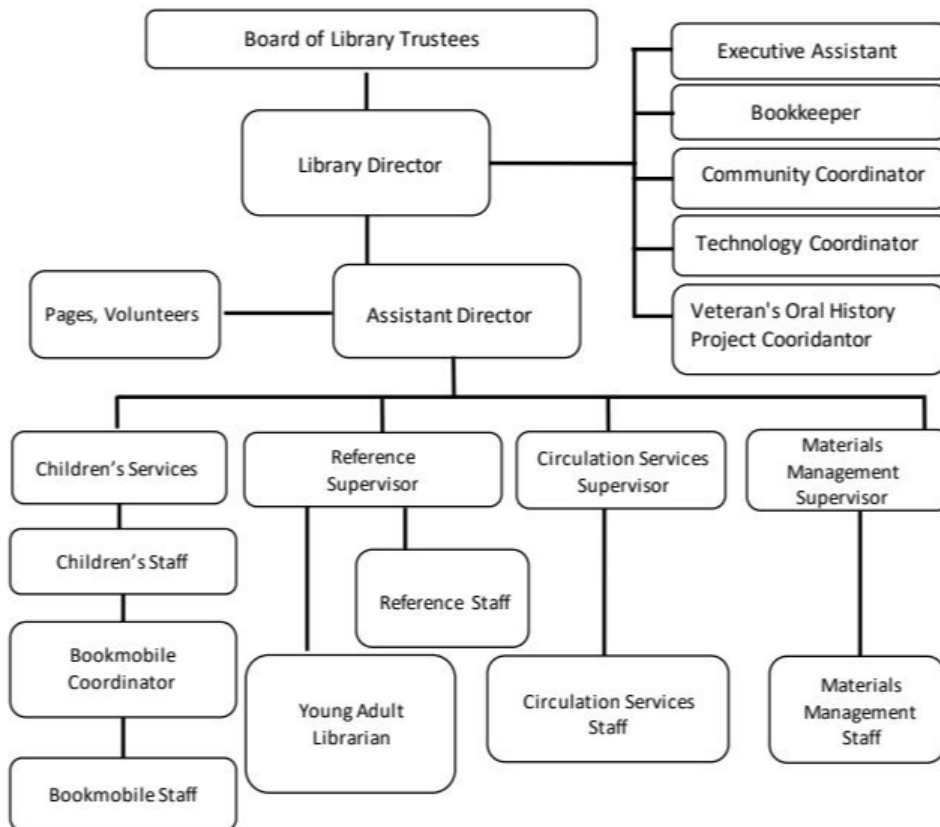
## Expenditures Summary

**\$2,388,653** **\$31,041**  
(1.32% vs. prior year)

Morse Institute Library Proposed and Historical Budget vs. Actual



## Organizational Chart



## Budget Highlights

- Over the last three years, the staff of the Morse Institute Library has worked diligently to control costs while increasing services to our community. In FY2019, the Morse Institute Library increased hours 5.6% without requesting additional funding from the Town through innovative staffing models.
- In FY20, despite the COVID-19 closure, attendance to library programs increased 13.4% over FY19; included in that attendance is the staggering increase of 60% in teen programming attendance from FY19 to FY20.
- During the COVID-19 Pandemic closure in FY20, the library staff organized 3,073 contactless holds pick ups, saw 1,298 people come to our virtual programs, and recorded 54 programs which were viewed 21,905 times from users all over the country.
- Usage of eBooks and downloadable content increased 48% over the previous year, resulting in the library requesting additional funds to support increased purchasing of eBooks to increase collection and reduce wait times for materials.

Program Attendance FY 2016 - FY 2020



## Budget Highlights

### PANDEMIC RESPONSE

MEETING THE NEEDS OF THE COMMUNITY



**3,073** Contactless Appointments

**21,905** people viewed the **54** recorded virtual programs



**13.4%** Increase in program attendance over FY2019

**60%**

Increase in Teen program attendance over FY2019



**48%** Increase in eBook Circulation over FY2019

In FY2022 and beyond, the Library will expand services with the convenience and safety of virtual access as well as addressing the importance of in person services to meet all the needs of Natick

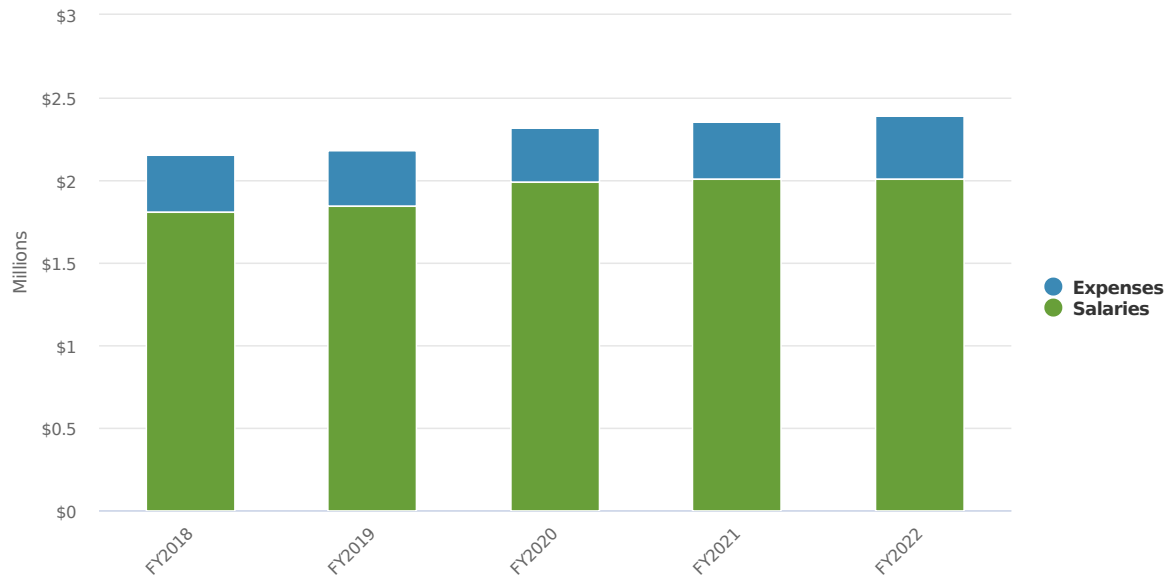


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
SALARIES MANAGEMENT	\$83,797.71	\$95,730.87	\$95,365.00	\$100,000.00	4.9%	
SALARIES SUPERVISORY	\$181,790.67	\$153,782.20	\$185,870.00	\$218,642.00	17.6%	
SALARIES OPERATIONAL STAFF	\$304,398.68	\$325,848.32	\$312,088.00	\$312,088.00	0%	
SALARIES TECHNICAL/PROFESSNL	\$854,050.06	\$951,413.30	\$928,772.00	\$936,497.00	0.8%	
SALARIES SUBSTITUTE WORKERS	\$3,117.62	\$4,622.98	\$14,737.00	\$14,737.00	0%	
SALARIES PART TIME OPERATIONAL	\$324,872.48	\$364,287.21	\$331,336.00	\$324,431.00	-2.1%	
SALARIES PAGES	\$23,631.10	\$36,125.23	\$39,716.00	\$39,716.00	0%	
LONGEVITY	\$17,748.50	\$18,158.50	\$16,327.00	\$17,827.00	9.2%	
SALARIES SUNDAY/PAY DIFFERENTL	\$48,049.93	\$38,507.00	\$30,000.00	\$48,740.00	62.5%	
<b>Total Salaries:</b>	<b>\$1,841,456.75</b>	<b>\$1,988,475.61</b>	<b>\$1,954,211.00</b>	<b>\$2,012,678.00</b>	<b>3%</b>	
<b>Expenses</b>						
COMPUTER MAINTENANCE	\$83,750.00	\$81,460.82	\$83,750.00	\$84,750.00	1.2%	The network fee for Minuteman has increased.
TELEPHONE	\$2,506.60	\$1,408.76	\$4,250.00	\$4,250.00	0%	
TRAINING & EDUCATION	\$2,777.00	\$1,518.00	\$7,500.00	\$7,500.00	0%	
POSTAGE	\$1,108.23	\$1,206.42	\$3,000.00	\$3,000.00	0%	



Name	FY2019 Actual	FY2020 Actual	FY2021 AP	FY2022 Budgeted	FY2021 vs FY2022 % Change	Notes
COPY/MAIL CENTER FEES	\$0.00	\$0.00	\$650.00	\$650.00	0%	
PURCHASED SERVICES MISC	\$4,387.56	\$4,525.00	\$4,525.00	\$4,525.00	0%	
LIBRARY SUPPLIES	\$26,071.28	\$26,092.00	\$26,300.00	\$26,300.00	0%	
LIBRARY MATERIALS	\$217,335.00	\$217,335.00	\$219,000.00	\$245,000.00	11.9%	This line Item has been increased by \$20,000 due to MAR
<b>Total Expenses:</b>	<b>\$337,935.67</b>	<b>\$333,546.00</b>	<b>\$348,975.00</b>	<b>\$375,975.00</b>	<b>7.7%</b>	
<b>Total Expense Objects:</b>	<b>\$2,179,392.42</b>	<b>\$2,322,021.61</b>	<b>\$2,303,186.00</b>	<b>\$2,388,653.00</b>	<b>3.7%</b>	



## Bacon Free Library



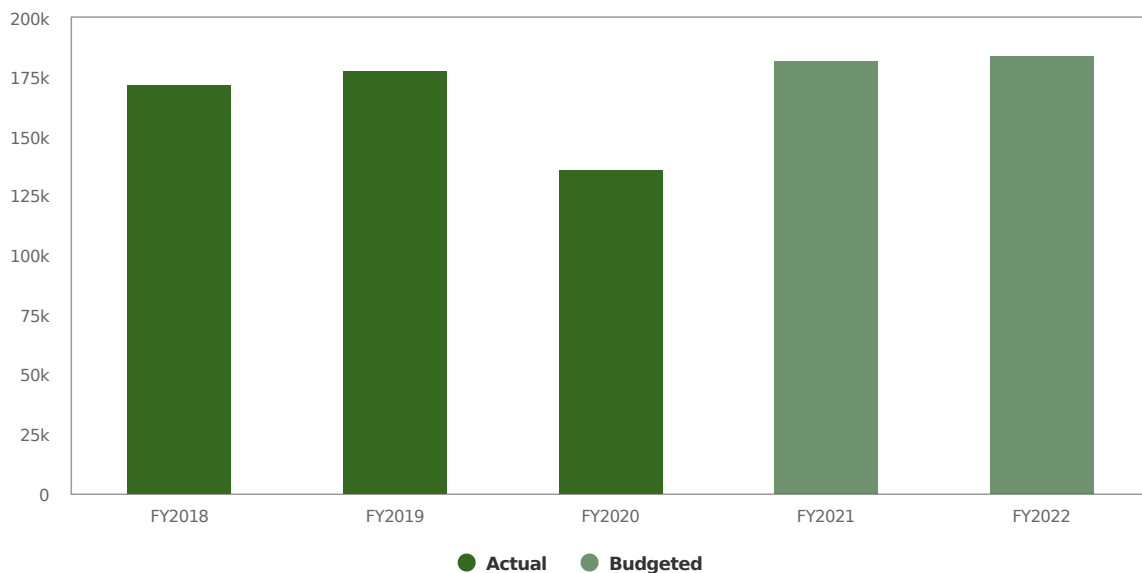
Amy Sadkin  
Morse AD/Bacon Director

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.

### Expenditures Summary

**\$184,520** **\$2,214**  
(1.21% vs. prior year)

#### Bacon Free Library Proposed and Historical Budget vs. Actual



## Budget Highlights

### Statistics from FY20.

- Uses of collection: 27,637
- Programs hosted: 369
- Program attendance: 4,244
- COVID-19/March-June stats:
  - 60 virtual programs with 481 attendees
  - 166 curbside pickups with 1744 items circulated

**Collaborations** continued with the Natick Historical Society both in regards to COVID-19 safety protocols as well as with a series of very successful virtual programs. Bacon staff members also worked with the COA to provide virtual instructional programming on using Zoom and accessing library eResources.

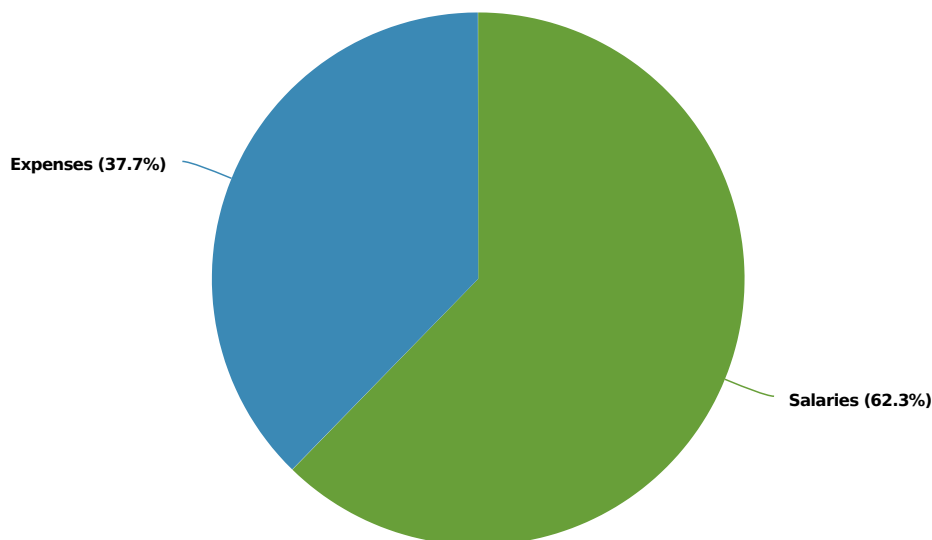
### COVID-19 Response

The Bacon reacted swiftly to COVID-19 in order to protect patrons and staff while continuing to provide library services to the community. Although the physical building was closed to the public, curbside pickups were implemented along with virtual programming for all ages allowing patrons access to the collection and library services. During this time, the Bacon staff implemented RFID tagging on all 12,000+ items in the collection; held 60 virtual programs; completed 166 curbside pickups during the month of June alone; weeded the collection and distributed free “Book Bundles” to patrons consisting of older, duplicate copies.

The Bacon Free Library has been an integral part of the Natick community for over 140 years. During COVID it has become even more important to help alleviate social isolation with continued programming and access to resources for the community.

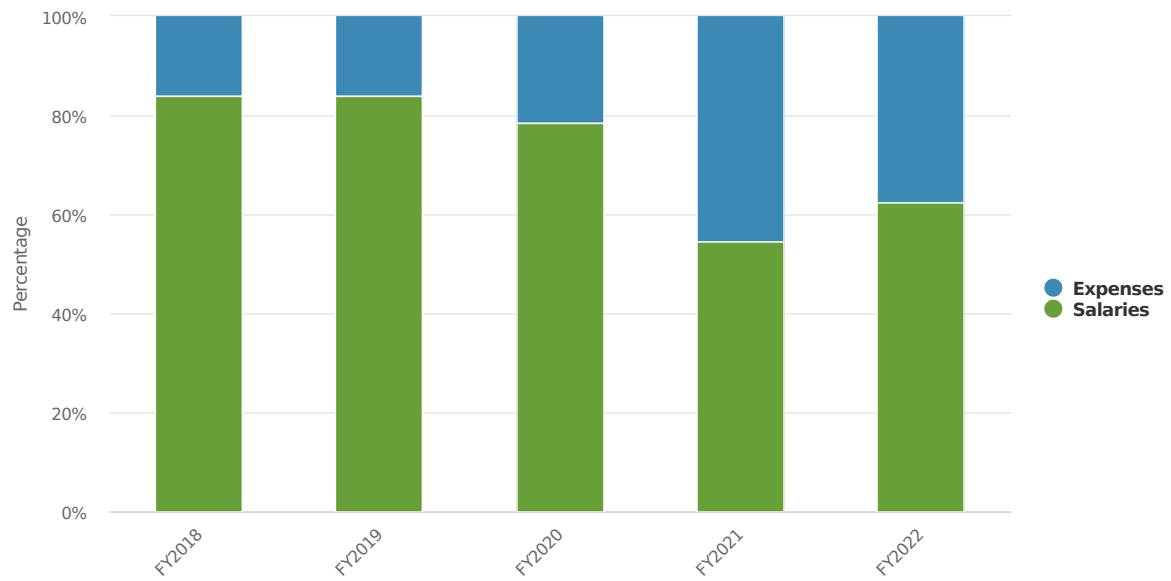
## Expenditures by Expense Type

Budgeted Expenditures by Expense Type





### Budgeted and Historical Expenditures by Expense Type



Name	FY2019 Actual	FY2020 Actual	AP Budget	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
SALARIES MANAGEMENT	\$62,001.91	\$16,581.53	\$0.00	\$0.00		
SALARIES TECHNICAL/PROFESSNL	\$87,111.83	\$90,542.78	\$99,606.00	\$114,970.00	15.4%	
<b>Total Salaries:</b>	<b>\$149,113.74</b>	<b>\$107,124.31</b>	<b>\$99,606.00</b>	<b>\$114,970.00</b>	<b>15.4%</b>	
<b>Expenses</b>						



Name	FY2019 Actual	FY2020 Actual	AP Budget	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
FACILITY REPAIRS/MAINTENANCE	\$1,474.00	\$0.00	\$1,500.00	\$1,500.00	0%	
COMPUTER MAINTENANCE		\$0.00	\$3,000.00	\$3,000.00	0%	
MINUTEMAN LIBRARY NETWORK MEM	\$5,815.28	\$0.00	\$5,700.00	\$5,800.00	1.8%	
HEAT (OIL & GAS)	\$5,031.12	\$5,955.69	\$4,500.00	\$5,500.00	22.2%	
PURCHASED SERVICES MISC	\$1,881.58	\$12,465.03	\$0.00	\$0.00		
PRINTED MATERIALS	\$14,304.92	\$10,582.79	\$16,000.00	\$16,000.00	0%	
LIBRARY SUPPLIES		\$80.97	\$52,000.00	\$37,750.00	-27.4%	
<b>Total Expenses:</b>	<b>\$28,506.90</b>	<b>\$29,084.48</b>	<b>\$82,700.00</b>	<b>\$69,550.00</b>	<b>-15.9%</b>	
<b>Total Expense Objects:</b>	<b>\$177,620.64</b>	<b>\$136,208.79</b>	<b>\$182,306.00</b>	<b>\$184,520.00</b>	<b>1.2%</b>	

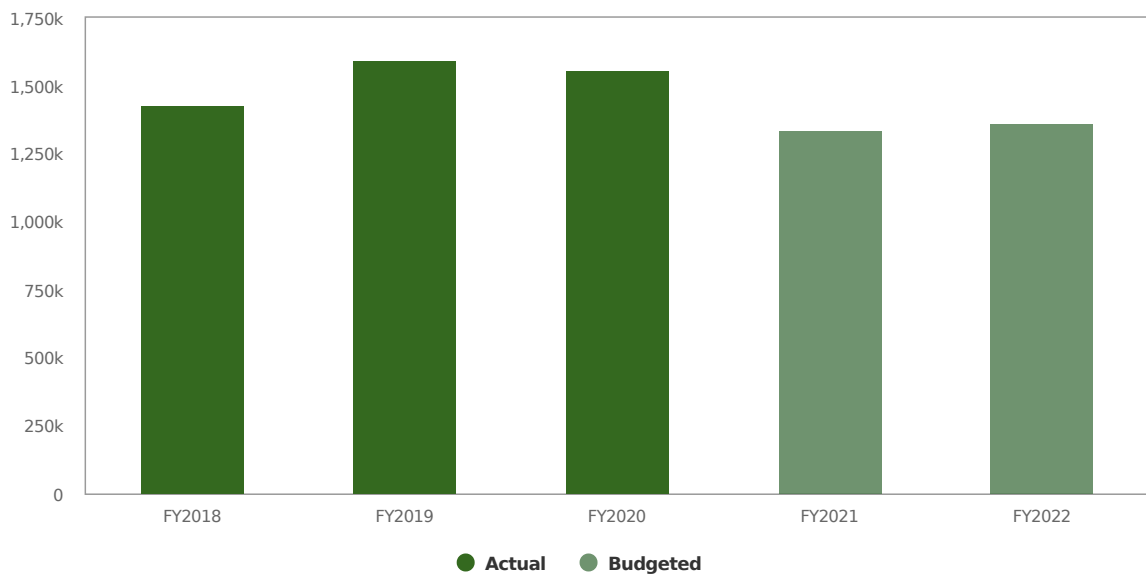


# Keefe Tech

## Expenditures Summary

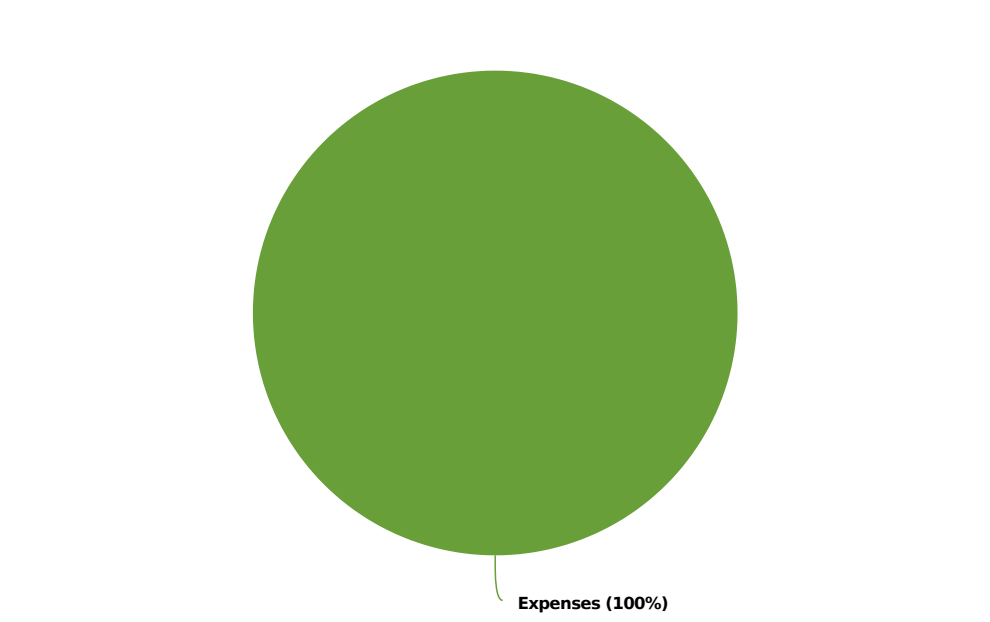
**\$1,372,408** **\$26,910**  
(2% vs. prior year)

Keefe Tech Proposed and Historical Budget vs. Actual

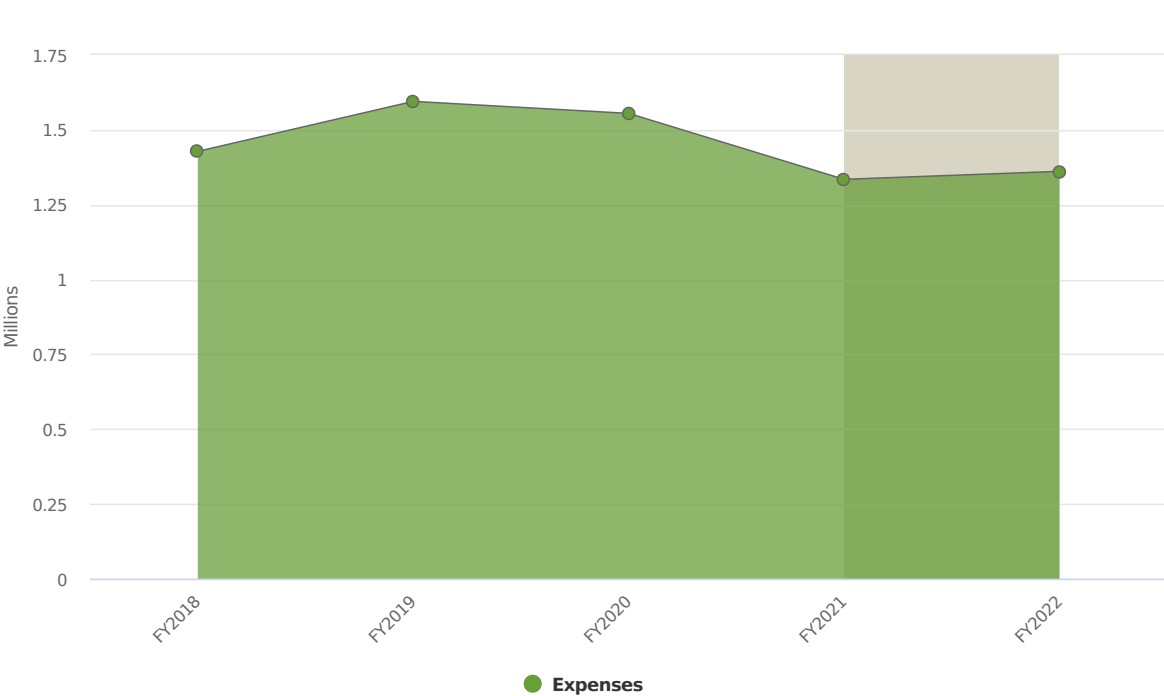


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)
<b>Expense Objects</b>						
<b>Expenses</b>						
SO MDSX REG VOKE ASSESSMENT	\$1,427,911.00	\$1,594,984.00	\$1,554,748.00	\$1,345,498.00	\$1,372,408	2.0%
	<b>\$1,427,911.00</b>	<b>\$1,594,984.00</b>	<b>\$1,554,748.00</b>	<b>\$1,345,498.00</b>	<b>\$1,372,408</b>	<b>2.0%</b>
<b>Total Expenses:</b>	<b>\$1,427,911.00</b>	<b>\$1,594,984.00</b>	<b>\$1,554,748.00</b>	<b>\$1,345,498.00</b>	<b>\$1,372,408</b>	<b>2.0%</b>
<b>Total Expense Objects:</b>	<b>\$1,427,911.00</b>	<b>\$1,594,984.00</b>	<b>\$1,554,748.00</b>	<b>\$1,345,498.00</b>	<b>\$1,372,408</b>	<b>2.0%</b>



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## **Public Safety**

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Police Department

Fire Department

Parking Enforcement

Emergency Management

# Police Department

James Hicks  
Chief of Police

We, the Natick Police Department, in partnership with our community, are committed to maintaining the peace, protecting life and property, and providing professional law enforcement and crime prevention services. We accept the challenge of reducing the fear of crime by the prevention of criminal activity.

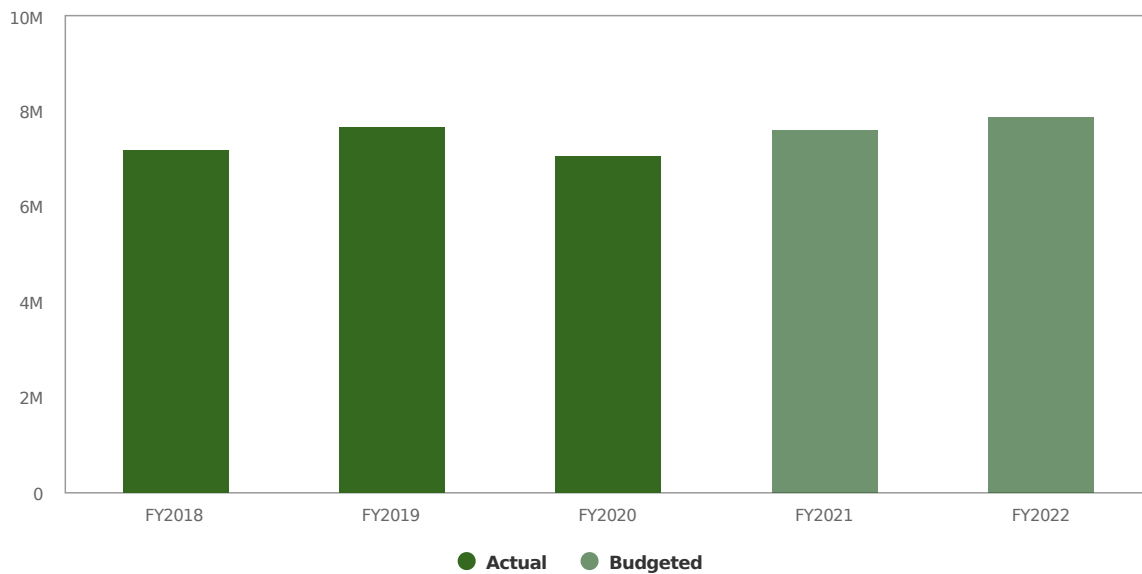
We shall provide these services with compassion, dignity, and proficiency within the framework of the United States Constitution. To enhance the quality of life for all citizens, we will cooperate with other agencies and groups to resolve community concerns.

To fulfill our mission, the police department will provide a supportive work environment that fosters the professional development of its members. Service will be our commitment. Honor and integrity will be our mandate.

## Expenditures Summary

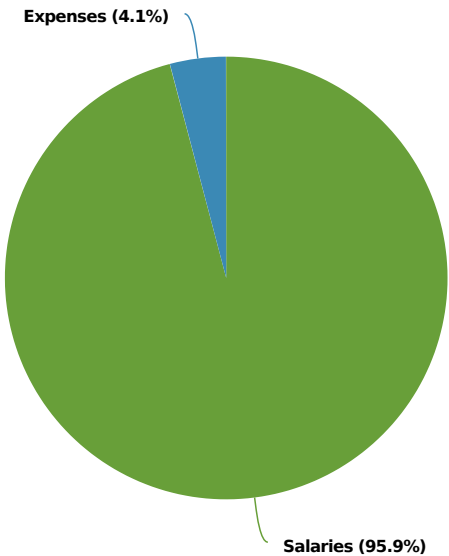
**\$7,931,351** **\$285,665**  
(3.74% vs. prior year)

### Police Department Proposed and Historical Budget vs. Actual

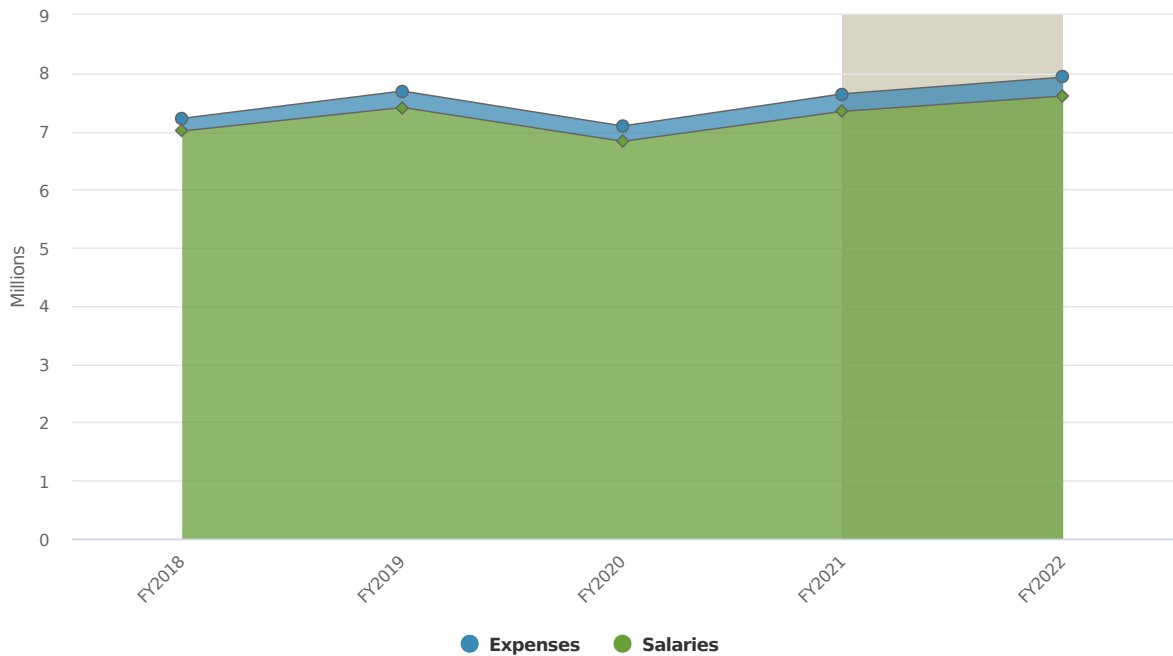


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.





Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
MANAGEMENT SALARIES	\$676,069.62	\$683,700.92	\$713,334.00	\$852,029.00	19.4%	Addition of Deputy Police Chief
SALARIES SUPERVISORY	\$1,042,111.85	\$938,364.67	\$1,228,323.00	\$1,167,140.00	-5%	
SALARIES OPERATIONAL STAFF	\$3,822,047.30	\$3,586,429.88	\$3,572,645.00	\$3,768,995.00	5.5%	
SALARIES NON-UNIFORMED	\$172,816.69	\$167,738.06	\$150,008.00	\$160,933.00	7.3%	
SALARIES MANGEMENT O/T	\$110,274.29	\$146,440.43	\$25,335.00	\$25,335.00	0%	
SALARIES SUPERVISORY O/T	\$129,124.11	\$109,313.40	\$161,734.00	\$161,734.00	0%	
SALARIES OPERATIONAL O/T	\$504,203.08	\$328,580.08	\$379,780.00	\$379,780.00	0%	
ADD'L COMP NON-UNIFRM O/T	\$416.22	\$6,113.68	\$2,935.00	\$2,935.00	0%	
SALARIES COURT O/T SUPERVISORY	\$11,659.11	\$5,863.99	\$32,518.00	\$32,518.00	0%	
SALARIES COURT O/T OPERATIONAL	\$34,249.69	\$20,322.64	\$94,574.00	\$94,574.00	0%	
SALARIES ADD'L COMP MGMT	\$75,486.65	\$78,583.02	\$83,534.00	\$75,925.00	-9.1%	
SALARIES ADD'L COMP SUPERVISORY	\$141,751.11	\$141,884.37	\$171,347.00	\$172,920.00	0.9%	
SALARIES ADD'L COMP OPER	\$690,167.82	\$613,704.09	\$684,895.00	\$710,795.00	3.8%	
ADD'L COMP TECH/PROF	\$375.00	\$1,125.00	\$1,125.00	\$1,125.00	0%	
<b>Total Salaries:</b>	<b>\$7,410,752.54</b>	<b>\$6,828,164.23</b>	<b>\$7,302,087.00</b>	<b>\$7,606,738.00</b>	<b>4.2%</b>	
<b>Expenses</b>						
CLOTHING ALLOW MANAGEMENT	\$4,160.29	\$5,228.09	\$4,300.00	\$4,300.00	0%	
CLOTHING ALLOW SUPERVISORY	\$10,807.01	\$9,156.57	\$11,825.00	\$11,825.00	0%	
CLOTHING OPERATIONAL	\$4,379.91	\$4,134.14	\$4,875.00	\$4,875.00	0%	



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
CLOTHING EQUIPMENT & REPLACE	\$20,781.30	\$26,847.49	\$26,400.00	\$26,400.00	0%	
CLOTHING ALLOW AUXILIARY POLIC	\$544.04	\$99.00	\$5,000.00	\$5,000.00	0%	
EQUIPMENT REPAIRS/SERVICING	\$12,186.00	\$0.00	\$2,000.00	\$2,000.00	0%	
ACCREDITATION CONSULTANT	\$0.00	\$0.00	\$3,000.00	\$3,000.00	0%	
TRAVEL	\$3,888.27	\$1,787.59	\$2,000.00	\$2,000.00	0%	
TRAVEL IN/OUT STATE	\$9,994.29	\$4,532.83	\$6,500.00	\$6,500.00	0%	
TELEPHONE	\$21,605.61	\$17,372.88	\$20,000.00	\$20,000.00	0%	
DUES & MEMBERSHIPS	\$17,479.68	\$14,394.21	\$12,000.00	\$12,000.00	0%	
TRAINING & EDUCATION	\$51,744.91	\$38,880.75	\$72,150.00	\$72,150.00	0%	
PROFESSIONAL SERVICES	\$8,412.05	\$11,980.32	\$3,000.00	\$3,000.00	0%	
POSTAGE	\$1,824.44	\$1,465.95	\$2,000.00	\$2,000.00	0%	
PURCHASED SERVICES MISC	\$24,907.51	\$21,644.83	\$21,300.00	\$21,300.00	0%	
RADIO EQUIP REPAIRS/REPLCMNT	\$18,617.09	\$19,735.06	\$19,000.00	\$19,000.00	0%	
OFFICE SUPPLIES	\$16,537.09	\$17,605.88	\$20,000.00	\$20,000.00	0%	
PHOTOCOPYING	\$58.19	\$0.00	\$500.00	\$500.00	0%	
TELEPROCESSING	\$20,837.35	\$19,662.25	\$23,063.00	\$23,063.00	0%	
SUPPLIES OTHER	\$1,427.98	\$1,029.84	\$2,000.00	\$2,000.00	0%	
SUPPLIES PUBLIC SAFETY	\$24,381.84	\$18,549.88	\$25,000.00	\$25,000.00	0%	
SUPPLIES PRISONERS	\$295.12	\$0.00	\$1,200.00	\$1,200.00	0%	
SUPPLIES SAFETY EQUIP	\$0.00	\$0.00	\$1,000.00	\$1,000.00	0%	
MOTORCYCLE REPAIR/MAINT	\$3,867.43	\$1,423.42	\$2,500.00	\$2,500.00	0%	
CARE OF STRAY ANIMALS	\$3,190.88	\$1,990.05	\$5,000.00	\$5,000.00	0%	
ASSESSMENT CENTER	\$0.00	\$26,435.36	\$5,000.00	\$29,000.00	480%	
<b>Total Expenses:</b>	<b>\$281,928.28</b>	<b>\$263,956.39</b>	<b>\$300,613.00</b>	<b>\$324,613.00</b>	<b>8%</b>	



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Total Expense Objects:</b>	<b>\$7,692,680.82</b>	<b>\$7,092,120.62</b>	<b>\$7,602,700.00</b>	<b>\$7,931,351.00</b>	<b>4.3%</b>	



# FY 20 Crime Report

## CRIME REPORT

July 2019 thru June 2020 (FY20)

Investigative Services Division



### CRIME TOTALS

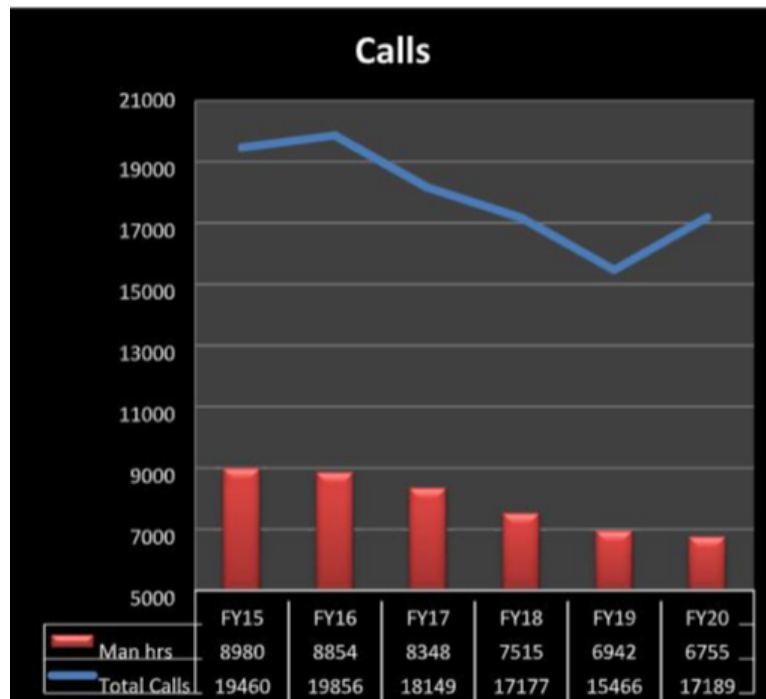
Crime Category	FY15	FY16	FY17	FY18	FY19	Average	Weighted Average	Standard Deviation	Normal Range	FY20	Change from Avg	Z Score
Assault Offenses	161	151	156	154	130	150.4	146.5	10.7	139.7-161.1	100	-34%	-4.71
Kidnapping/Abduction	2	1	1	1	0	1.0	0.7	0.6	0.4-1.6	0	-100%	-1.58
Robbery	4	8	4	1	2	3.8	3.1	2.4	1.4-6.2	7	84%	1.33
Sex Offenses, Forcible	5	8	10	18	9	10.0	11.2	4.3	5.7-14.3	8	-20%	-0.46
Sex Offenses, Non-Forcible	1	2	4	1	5	2.6	3.1	1.6	1.0-4.2	3	15%	0.25
Arson	1	1	2	1	1	1.2	1.2	0.4	0.8-1.6	2	67%	2.00
Burglary/Breaking and Entering	45	34	47	34	24	36.8	34.0	8.4	28.4-45.2	23	-38%	-1.65
Bad Checks	0	2	5	3	0	2.0	2.1	1.9	0.1-3.9	0	-100%	-1.05
Counterfeiting/Forgery	11	9	8	11	11	10.0	10.1	1.3	8.7-11.3	10	0%	0.00
Destruction/Damage/Vandalism	118	125	95	83	99	104.0	98.7	15.4	88.6-119.4	63	-39%	-2.66
Embezzlement	5	6	12	6	4	6.6	6.5	2.8	3.8-9.4	3	-55%	-1.29
Extortion/Blackmail	0	0	0	1	0	0.2	0.3	0.4	-0.2-0.6	2	900%	4.50
Fraud Offenses	73	70	50	67	65	65.0	63.7	8.0	57.0-73.0	175	169%	13.79
Larceny/Theft Offenses	431	459	383	358	358	397.8	381.3	40.6	357.2-438.4	319	-20%	-1.94
Motor Vehicle Theft	13	14	12	13	10	12.4	11.9	1.4	11.0-13.8	18	45%	4.13
Stolen Property Offenses	10	6	12	4	3	7.0	5.9	3.5	3.5-10.5	4	-43%	-0.87
Disorderly Conduct	45	33	52	44	36	42.0	41.5	6.8	35.2-48.8	29	-31%	-1.92
Driving Under The Influence	49	54	52	38	35	45.6	42.7	7.7	37.9-53.3	38	-21%	-1.25
Drug/Narcotic Offenses	14	12	9	8	7	10.0	8.8	2.6	7.4-12.6	2	-80%	-3.07
Family Offenses, Non-Violent	1	0	0	0	0	0.2	0.1	0.4	-0.2-0.6	3	1,400%	7.00
Liquor Law Violations	7	5	3	6	0	4.2	3.3	2.5	1.7-6.7	3	-29%	-0.48
Pornography/Obscene Material	2	1	2	3	4	2.4	2.8	1.0	1.4-3.4	5	108%	2.55
Prostitution Offenses	0	1	0	0	0	0.2	0.1	0.4	-0.2-0.6	1	400%	2.00
Runaway	0	1	0	0	0	0.2	0.1	0.4	-0.2-0.6	0	-100%	-0.50
Traffic, Town By-Law Offenses	461	540	503	431	354	457.8	436.3	63.7	394.1-521.5	313	-32%	-2.27
Trespass of Real Property	26	19	7	12	3	13.4	9.9	8.3	5.1-21.7	6	-55%	-0.90
Weapon Law Violations	4	3	0	0	3	2.0	1.7	1.7	0.3-3.7	3	50%	0.60
All Other Offenses	141	162	137	129	117	137.2	131.8	14.9	122.3-152.1	109	-21%	-1.90

### ACTIVITY TOTALS

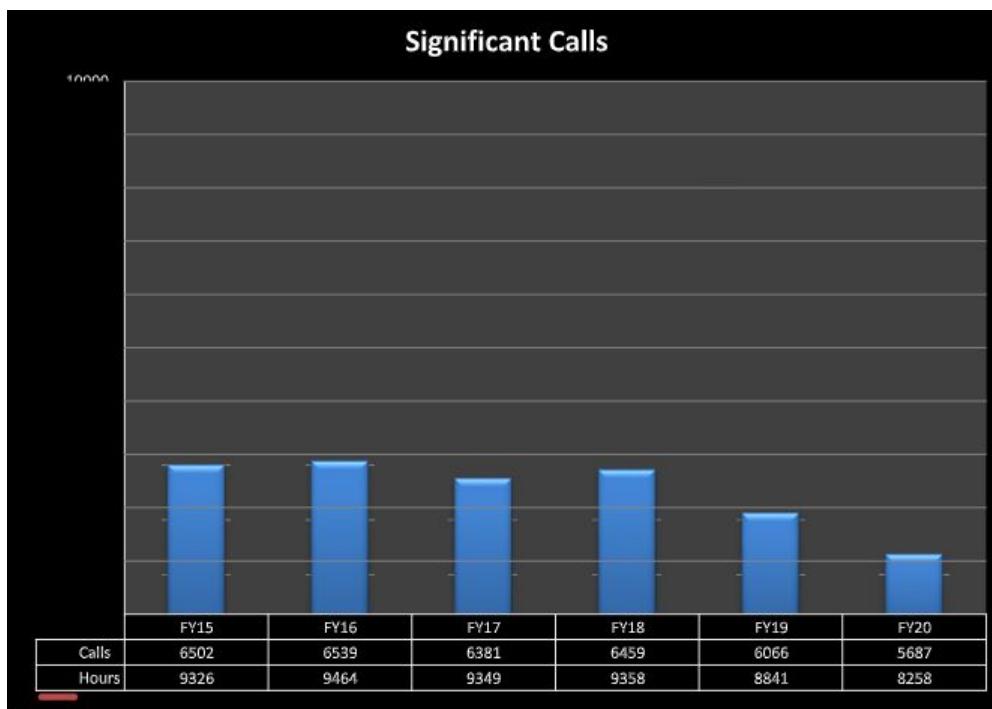
	FY15	FY16	FY17	FY18	FY19	Average	Weighted Average	Standard Deviation	Normal Range	FY20	Change from Avg	Z Score
All Calls	19460	19856	18149	17177	15466	18021.6	17310	1593.4	16428.2-19615.0	17189	-6%	-0.52
Shift 1 Police Calls	6537	6643	5472	4384	3746	5356.4	4834	1149.0	4207.4-6505.4	6906	29%	1.35
Shift 2 Police Calls	6388	6284	6467	7158	6396	6538.6	6598	315.2	6223.4-6853.8	5358	-18%	-3.75
Shift 3 Police Calls	6535	6929	6210	5635	5324	6126.6	5879	583.7	5542.9-6710.3	4925	-20%	-2.06
All Arrests	1154	1160	1056	923	759	1010.4	942	152.3	858.1-1162.7	630	-38%	-2.50
Shift 1 Arrests	235	242	195	169	96	187.4	164	52.9	134.5-240.3	135	-28%	-0.99
Shift 2 Arrests	403	369	388	361	299	364.0	350	35.7	328.3-399.7	214	-41%	-4.21
Shift 3 Arrests	516	549	473	393	364	459.0	428	70.6	388.4-529.6	281	-39%	-2.52
All Crashes	831	870	888	848	889	865.2	871	22.7	842.5-887.9	612	-29%	-11.16
Shift 1 Crashes	89	77	91	99	71	85.4	84	10.1	75.3-95.5	65	-24%	-2.03
Shift 2 Crashes	435	462	482	463	507	469.8	479	23.9	445.9-493.7	329	-30%	-5.90
Shift 3 Crashes	307	331	315	286	311	310.0	308	14.5	295.5-324.5	218	-30%	-6.34
All Citations	3754	3847	3499	3063	2131	3258.8	2990	626.0	2632.8-3884.8	1584	-51%	-2.68
Shift 1 Citations	1057	974	887	754	440	822.4	725	215.9	606.5-1038.3	515	-37%	-1.42
Shift 2 Citations	1337	1244	1447	1563	1084	1335.0	1323	164.8	1170.2-1499.8	618	-54%	-4.35
Shift 3 Citations	1360	1629	1165	746	607	1101.4	942	379.5	721.9-1480.9	451	-59%	-1.71



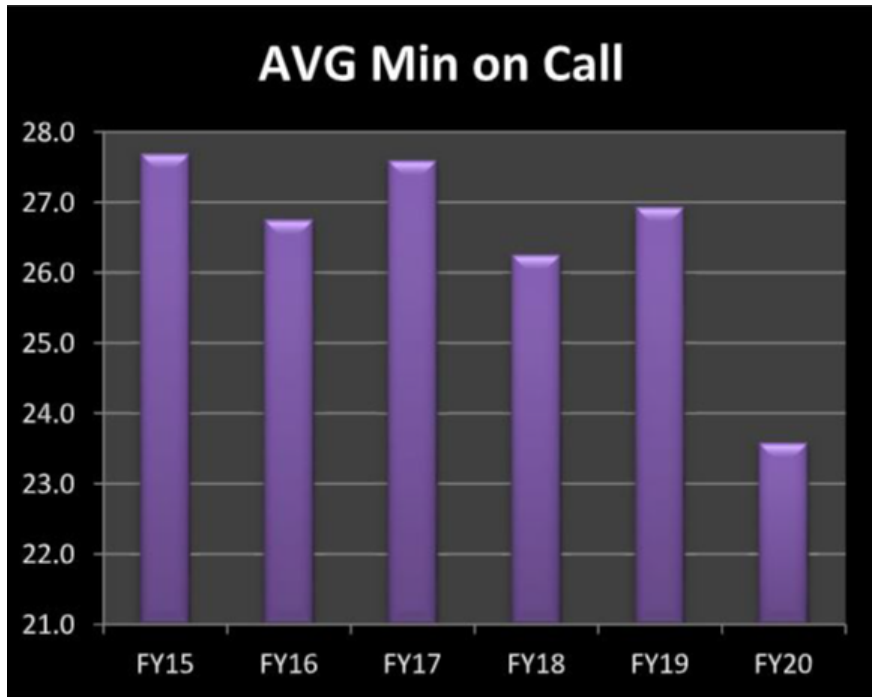
## Calls by The Numbers



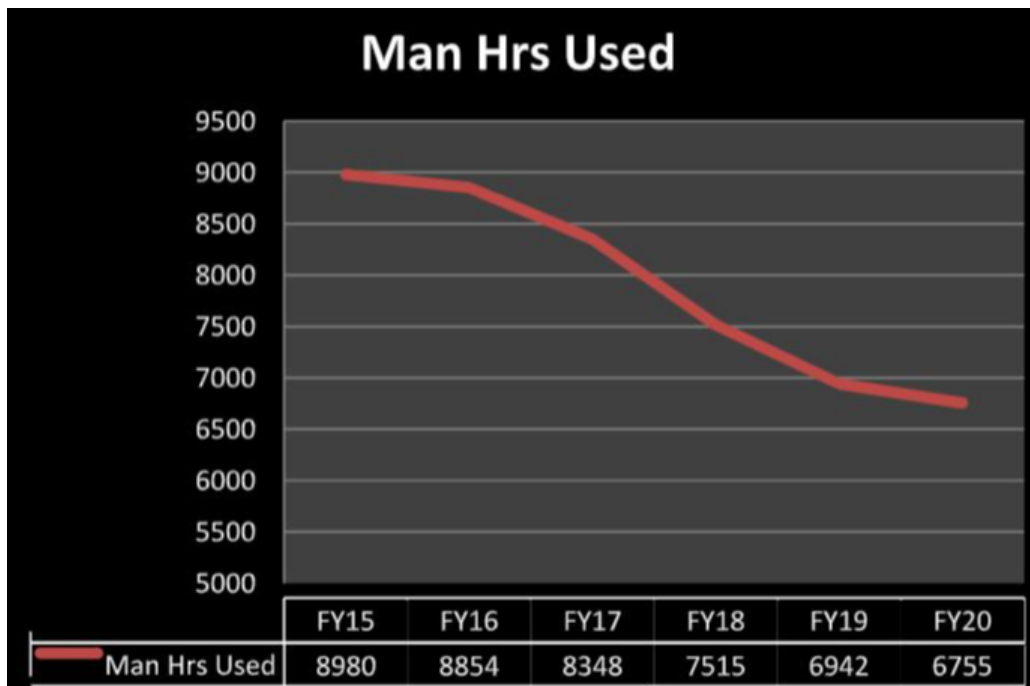
## Significant Calls by The Numbers



## Avg Min on Call



## Man Hrs Used



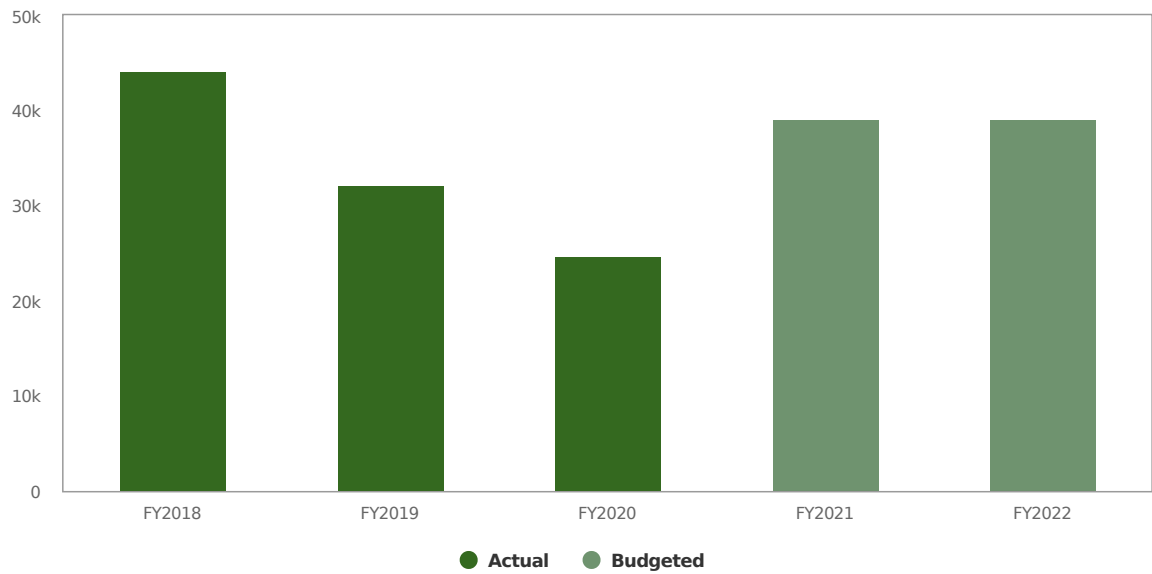
# Natick Emergency Management

James Hicks  
Chief of Police

## Expenditures Summary

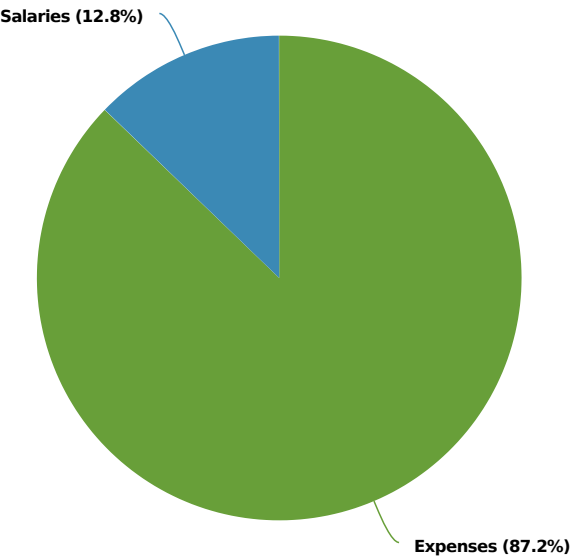
**\$39,100** **\$0**  
(0% vs. prior year)

Natick Emergency Management Proposed and Historical Budget vs. Actual

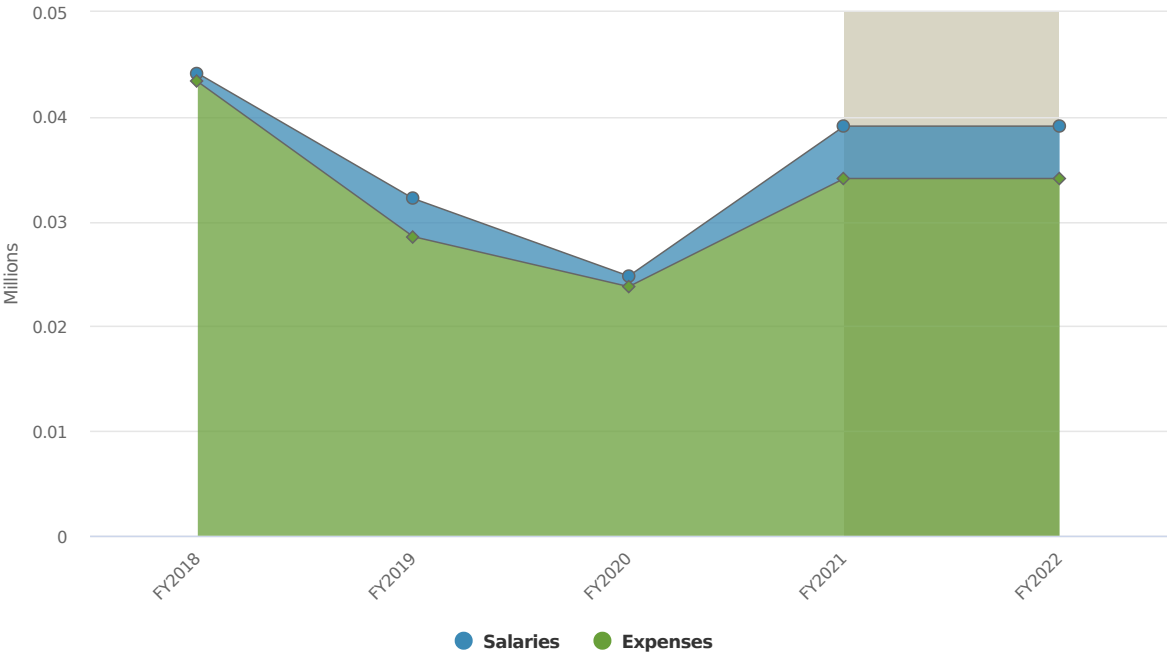


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.





Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
SALARIES OPERATIONAL STAFF	\$3,638.79	\$1,012.36	\$5,000.00	\$5,000.00	0%	
	<b>\$3,638.79</b>	<b>\$1,012.36</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>		
<b>Total Salaries:</b>	<b>\$3,638.79</b>	<b>\$1,012.36</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>	<b>0%</b>	
<b>Expenses</b>						
REPAIRS/MAINTENANCE OTHER	\$21,000.00	\$19,591.85	\$22,500.00	\$22,500.00	0%	
TRAINING & EDUCATION	\$2,500.00	\$0.00	\$2,500.00	\$2,500.00	0%	
PROFESSIONAL SERVICES	\$3,806.46	\$4,185.00	\$4,100.00	\$4,100.00	0%	
EQUIPMENT	\$1,243.13	\$0.00	\$5,000.00	\$5,000.00	0%	
<b>Total Expenses:</b>	<b>\$28,549.59</b>	<b>\$23,776.85</b>	<b>\$34,100.00</b>	<b>\$34,100.00</b>	<b>0%</b>	
<b>Total Expense Objects:</b>	<b>\$32,188.38</b>	<b>\$24,789.21</b>	<b>\$39,100.00</b>	<b>\$39,100.00</b>	<b>0%</b>	



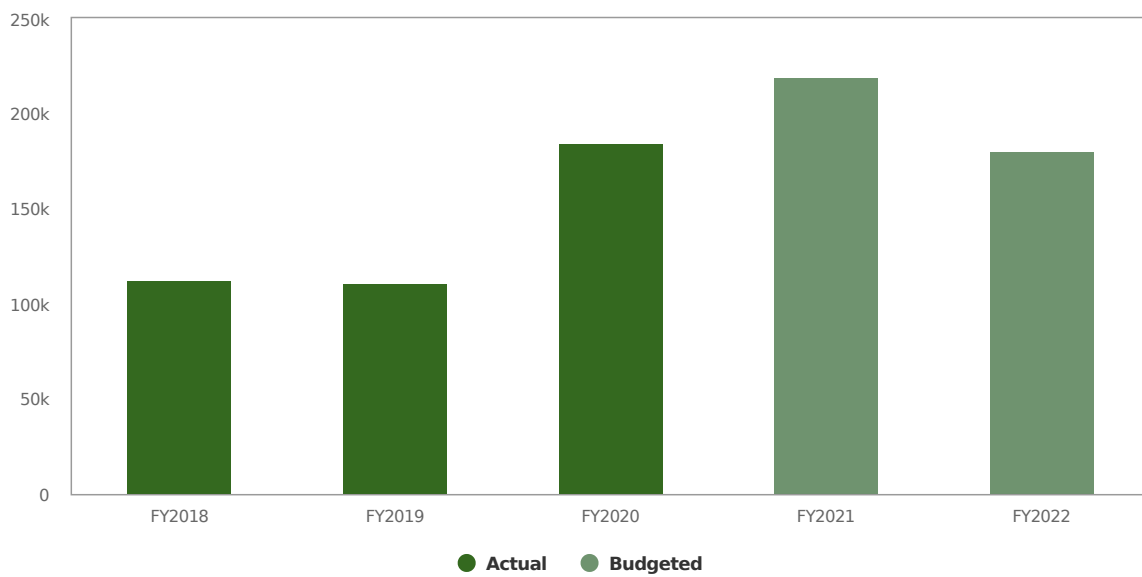
# Parking Enforcement

James Hicks  
Chief of Police

## Expenditures Summary

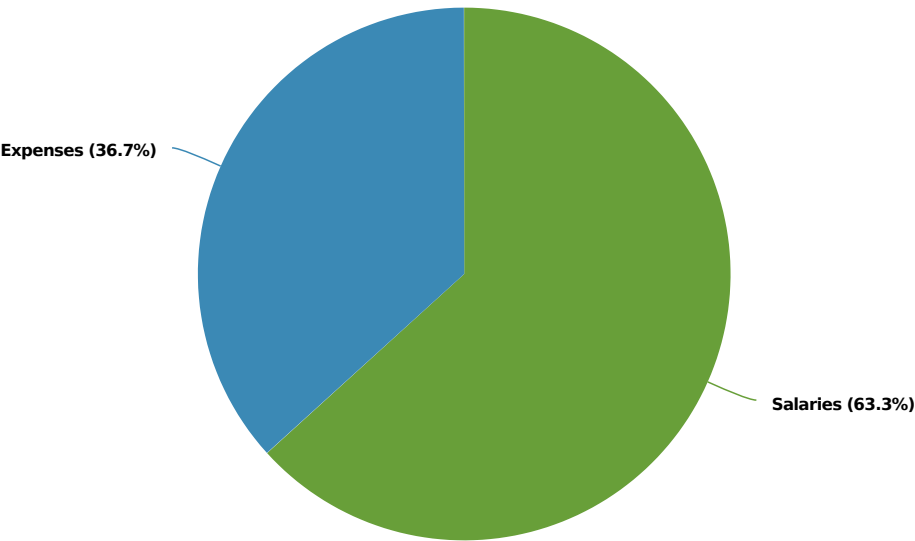
**\$180,394** **-\$38,583**  
(-17.62% vs. prior year)

Parking Enforcement Proposed and Historical Budget vs. Actual

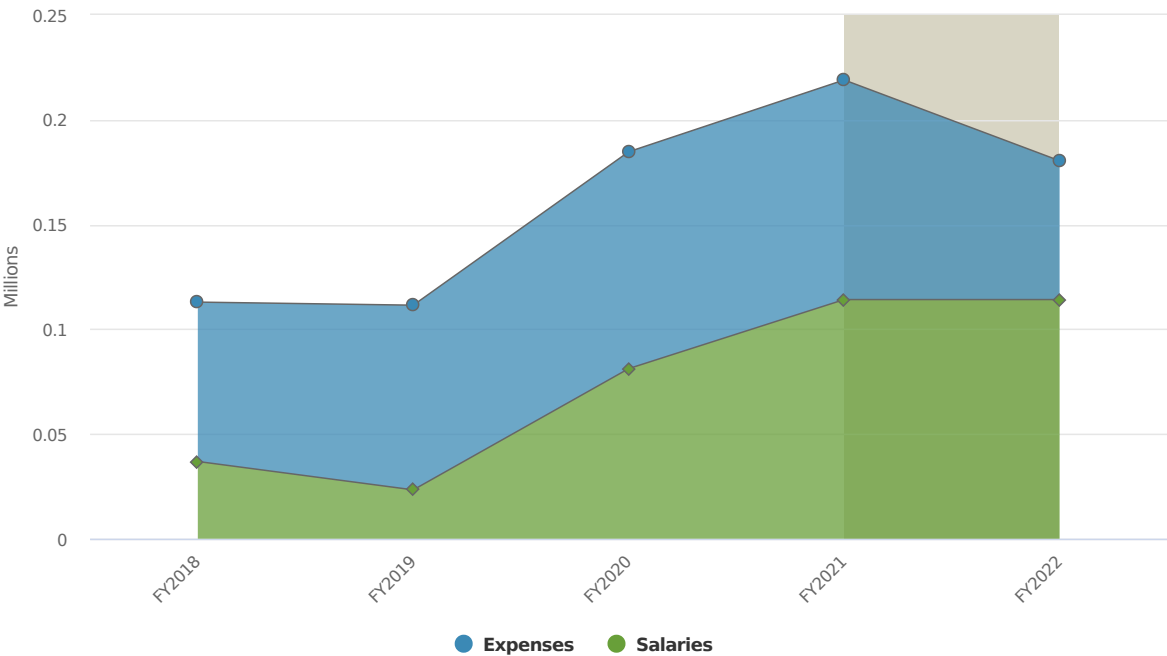


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2019 Actual	FY2020 Actual	FY2021 AP Budget	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
<b>Public Safety</b>						
SALARIES OPERATIONAL STAFF	\$23,298.68	\$81,183.71	\$85,000.00	\$114,144.00	0%	
<b>Total Public Safety:</b>	<b>\$23,298.68</b>	<b>\$81,183.71</b>	<b>\$85,000.00</b>	<b>\$114,144.00</b>		
<b>Total Salaries:</b>	<b>\$23,298.68</b>	<b>\$81,183.71</b>	<b>\$85,000.00</b>	<b>\$114,144.00</b>	<b>0%</b>	
<b>Expenses</b>						
<b>Public Safety</b>						
EQUIPMENT REPAIRS/SERVICING	\$12,204.59	\$27,272.84	\$27,250.00	\$27,250.00	0%	
PARKING COLLECTION SERVICE	\$14,000.00	\$14,155.50	\$14,000.00	\$14,000.00	0%	
LEASE PYMT CHURCH PARK LOT	\$57,434.08	\$58,582.84	\$58,583.00	\$20,000.00	-65.9%	
PARKING TICKET SUPPLIES	\$4,527.64	\$3,512.42	\$5,000.00	\$5,000.00	0%	
<b>Total Public Safety:</b>	<b>\$88,166.31</b>	<b>\$103,523.60</b>	<b>\$104,833.00</b>	<b>\$66,250.00</b>	<b>-36.8%</b>	
<b>Total Expenses:</b>	<b>\$88,166.31</b>	<b>\$103,523.60</b>	<b>\$104,833.00</b>	<b>\$66,250.00</b>	<b>-36.8%</b>	
<b>Total Expense Objects:</b>	<b>\$111,464.99</b>	<b>\$184,707.31</b>	<b>\$189,833.00</b>	<b>\$180,394.00</b>	<b>-17.6%</b>	



## Fire Department

Michael Lentini  
*Fire Chief*

The mission of the Natick Fire Department is to provide and deliver a wide variety of public safety services. These shall include but are not limited to fire suppression, fire prevention, emergency medical care, advanced life support, various technical rescue capabilities, emergency planning, disaster mitigation, and life safety education. The mission shall always be accomplished with a focus on customer service and professionalism.

## Budget Highlights

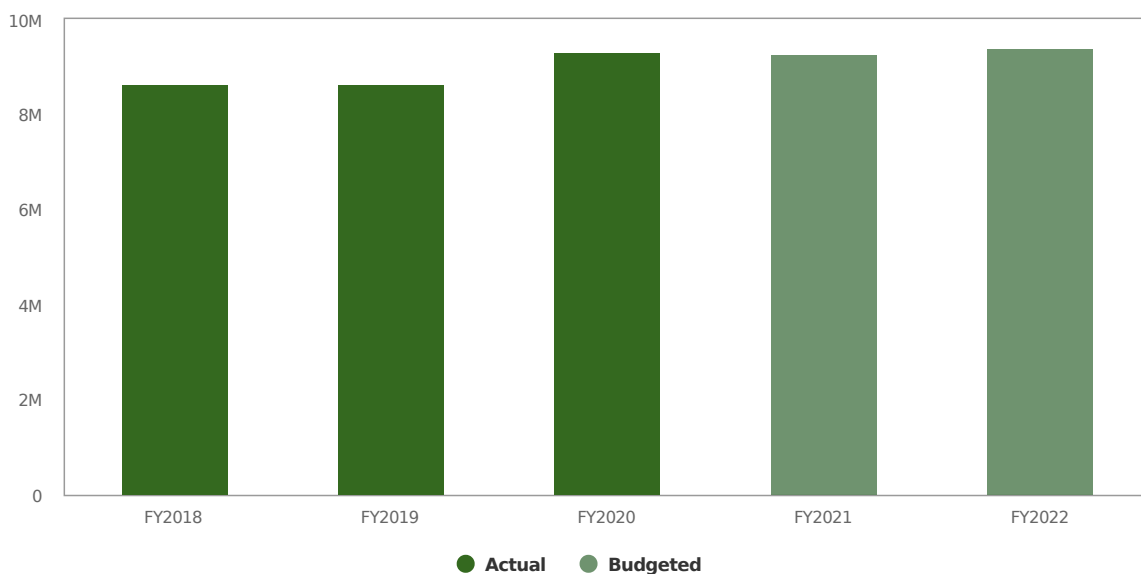
### New Initiatives:

- 1 new Firefighter position with the goal of 1 new position over the next four budget cycles to increase each shift to 21 men. There are 2 goals here. The first is to reduce overtime. The second is to move the department forward towards increasing minimum staffing levels from 17 to 18. With the new West Natick station opening soon, it is intent to run an ambulance from this station.
- A new program to train basic level EMT's to the Paramedic level. This training budget increase would allow 1 Basic EMT to attend classes and be back filled for OT on his work shift. This initiative was put forth due to the need for paramedics.

## Expenditures Summary

**\$9,393,587** **\$125,723**  
(1.36% vs. prior year)

### Fire Department Proposed and Historical Budget vs. Actual

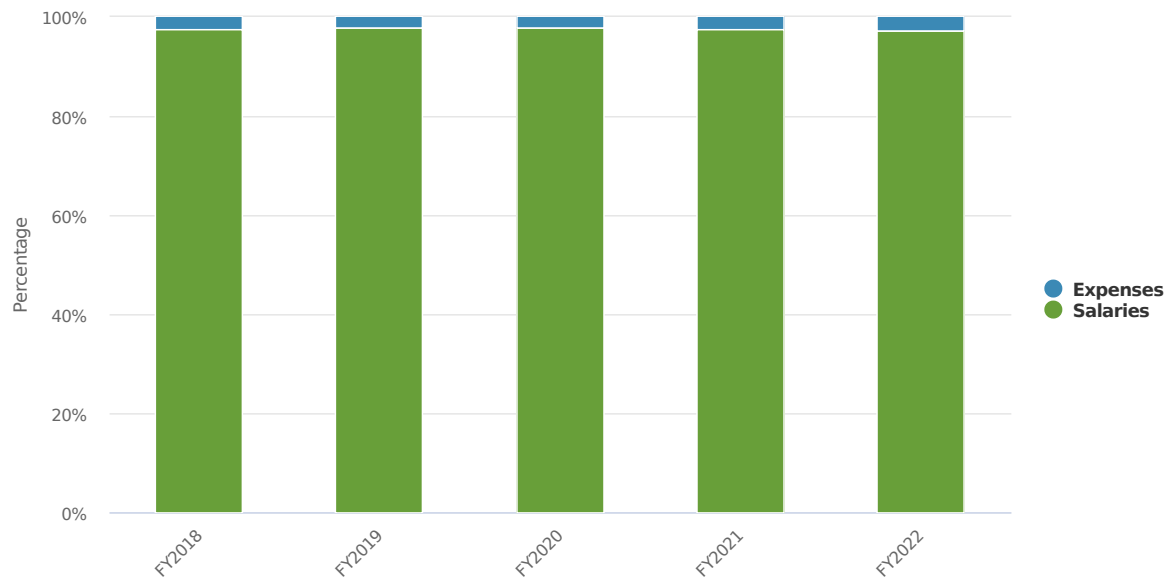


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
SALARIES MANAGEMENT	\$609,036.92	\$683,503.05	\$622,251.00	\$649,879.00	4.4%	
SALARIES SUPERVISORY	\$1,473,791.17	\$1,676,018.21	\$1,483,684.00	\$1,569,961.00	5.8%	
SALARIES OPERATIONAL STAFF	\$3,195,344.15	\$3,598,596.69	\$3,478,379.00	\$3,842,915.00	10.5%	
SALARIES TECHNICAL/PROFESSNL	\$296,879.04	\$344,116.18	\$300,911.00	\$319,298.00	6.1%	
SALARIES MGMT SHFT O/T	\$60,162.04	\$64,776.20	\$91,800.00	\$91,800.00	0%	
SALARIES SPVSRY SHFT O/T	\$314,937.28	\$323,342.30	\$220,000.00	\$220,000.00	0%	
SALARIES OPERATIONAL O/T	\$574,759.91	\$529,295.07	\$220,000.00	\$220,000.00	0%	
SALARIES RESCUE TASK FORCE	\$10,446.85	\$3,712.90	\$24,000.00	\$24,000.00	0%	
SALARIES PER FLSA	\$75,440.15	\$73,181.31	\$45,000.00	\$45,000.00	0%	
SALARIES MGMT A/OTHER OT	\$19,366.57	\$19,517.79	\$25,500.00	\$25,500.00	0%	
SALARIES ADD'L COMP MGMT	\$144,741.40	\$150,616.60	\$164,859.00	\$174,847.00	6.1%	
SALARIES ADDL COMP SUPERVISORY	\$476,099.32	\$491,552.53	\$489,588.00	\$525,550.00	7.3%	
SALARIES ADD'L COMP OPER	\$861,361.92	\$872,682.76	\$970,438.00	\$1,049,158.00	8.1%	
SALARIES ADD'L COMP TECH/PROF	\$88,711.62	\$87,990.25	\$99,875.00	\$106,479.00	6.6%	
SALARIES T/P SHFT O/T	\$30,056.69	\$25,680.24	\$45,900.00	\$45,900.00	0%	
SALARIES T/P A/OTH OT	\$8,584.75	\$8,229.59	\$15,300.00	\$15,300.00	0%	
SALARIES SPVSRY A/OTH OT	\$41,496.79	\$40,015.97	\$40,625.00	\$40,625.00	0%	
SALARIES OPER A/OTH OT	\$65,525.79	\$61,090.81	\$82,100.00	\$82,100.00	0%	
SALARIES-PUBLIC SAFETY EDUC	\$33,704.00	\$20,384.00	\$37,000.00	\$37,000.00	0%	
CLOTHING ALLOW MANAGEMENT	\$6,250.00	\$6,250.00	\$6,250.00	\$6,250.00	0%	
CLOTHING ALLOW SUPERVISORY	\$15,500.00	\$15,500.00	\$16,275.00	\$16,275.00	0%	
CLOTHING OPERATIONAL	\$37,700.00	\$36,250.00	\$39,150.00	\$39,150.00	0%	
CLOTHING ALLOW TECH/PROF	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	0%	



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Total Salaries:</b>	<b>\$8,442,896.36</b>	<b>\$9,135,302.45</b>	<b>\$8,521,885.00</b>	<b>\$9,149,987.00</b>	<b>7.4 %</b>	
<b>Expenses</b>						
EQUIPMENT REPAIRS/SERVICING	\$15,975.85	\$16,255.67	\$16,000.00	\$16,000.00	0%	
TELEPHONE	\$21,172.58	\$18,518.37	\$16,000.00	\$16,000.00	0%	
LAUNDRY EXPENSE	\$0.00	\$300.00	\$300.00	\$300.00	0%	
DUES & MEMBERSHIPS	\$3,300.00	\$3,300.00	\$3,300.00	\$3,300.00	0%	
TRAINING & EDUCATION	\$13,358.51	\$1,962.76	\$5,000.00	\$30,000.00	500%	Paramedic training initiative
PUBLIC SAFETY EDUCATION	\$5,958.10	\$2,623.00	\$6,000.00	\$6,000.00	0%	
PURCHASED SERVICES MISC	\$3,973.56	\$4,456.14	\$29,000.00	\$29,000.00	0%	
FIRE APPARATUS REPAIRS/MAINT	\$5,338.19	\$6,352.00	\$7,000.00	\$7,000.00	0%	
OFFICE SUPPLIES	\$4,588.94	\$4,635.22	\$5,000.00	\$5,000.00	0%	
COMPUTER SUPPLIES	\$227.11	\$1,000.00	\$1,000.00	\$1,000.00	0%	
SUPPLIES FOAM & HOSE	\$25,806.07	\$25,730.30	\$32,000.00	\$32,000.00	0%	
SUPPLIES AMBULANCE	\$59,685.96	\$54,119.15	\$60,000.00	\$60,000.00	0%	
SUPPLIES DIVING EQUIPMENT	\$2,351.09	\$13,648.91	\$8,000.00	\$8,000.00	0%	
SUPPLIES PUBLIC SAFETY	\$32,137.66	\$29,186.92	\$30,000.00	\$30,000.00	0%	
<b>Total Expenses:</b>	<b>\$193,873.62</b>	<b>\$182,088.44</b>	<b>\$218,600.00</b>	<b>\$243,600.00</b>	<b>11.4 %</b>	
<b>Total Expense Objects:</b>	<b>\$8,636,769.98</b>	<b>\$9,317,390.89</b>	<b>\$8,740,485.00</b>	<b>\$9,393,587.00</b>	<b>7.5%</b>	





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## **Department of Public Works**

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Administration

Municipal Energy

Engineering

Equipment Maintenance

Highway and Sanitation

Land Facilities and Natural Resources

Snow and Ice

## DPW- Administration Division

Jeremy Marsette, PE

*Director of Public Works*

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, vehicles, equipment, and recreational facilities of the Town and be ready and available to provide immediate and professional response to emergency situations. The Department will maintain and improve the Town's roadway and sidewalk network.

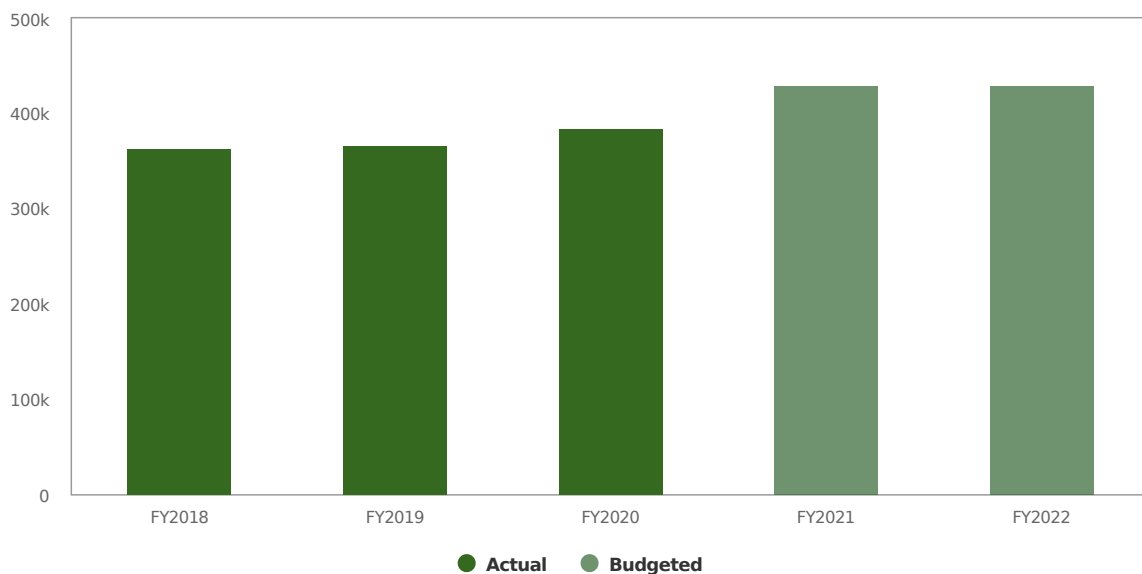
The Department will provide dependable and reliable trash collection and recycling services to the residents of the Town. The Department will assist, support and cooperate with other Town departments, boards and commissions as well as other municipalities, State and Federal agencies in all relevant activities that promote and benefit the Town and the quality of life for the citizens of the Town.

This past year the Department has creatively and effectively addressed challenges presented by the COVID-19 Pandemic to continuously provide core services.

### Expenditures Summary

**\$429,847** **-\$899**  
(-0.21% vs. prior year)

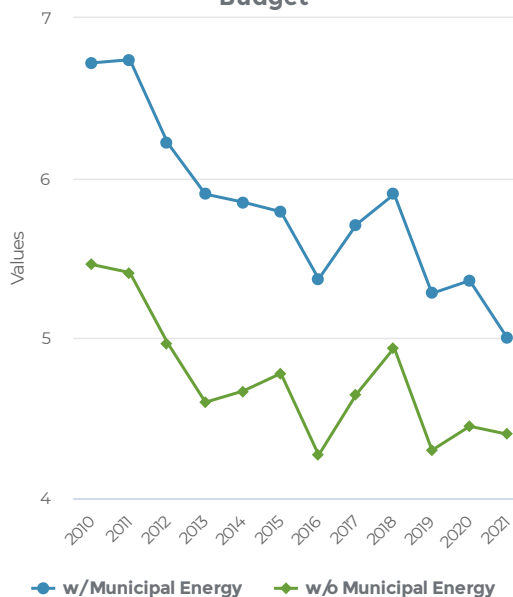
#### DPW - Administration Proposed and Historical Budget vs. Actual



## Budget Highlights for FY22

- Implemented Continuity of Operations Plan (COOP) and maintained core services throughout COVID-19 Pandemic
- Municipal Energy Budget stable, added expenses for Eliot School energy costs and additional expenses for the new Mill Street traffic signal
- Equipment Maintenance parts and supplies budget adjustment to actuals and cost increases
- MS4 Stormwater Permit Effective July 1, 2018. Multi-year permit has increasing requirements year over year.
- Solid Waste Tipping Fees (disposal costs) indexed to CPI
- Single Stream Recycling Market improving slightly
- Municipal Landfill Gas Collection Contract Operations and Expenses
- MGL Chapter 149 Section 6 1/2 municipal compliance with Occupational Safety and Health Administration (OSHA) Regulations
- Compliance with Federal Motor Carrier Safety Administration Drug & Alcohol Clearinghouse Regulations
- Developing and implementing policies and practices to assist Select Board in addressing issue of unaccepted ways
- Implementing Information Technology upgrades to increase customer service, improve efficiencies, and enhance public engagement
- Received Commonwealth approval for town-wide vegetative management plan and began program
- Began Cochituate Rail Trail, Kennedy Middle School, and Eliot School landscape and grounds maintenance
- Added Eliot School playground back into inventory
- **New Initiative:** Assistant Director of Public Works
- **New Initiative:** Asset Manager
- **New Initiative:** Land Facilities and Natural Resources Craftsman Position for park facilities, park fixtures, hardscape, and playground maintenance
- **New Initiative:** Stormwater Engineer
- **New Initiative:** Highway & Sanitation Department Assistant

Public Works as % of General Fund Budget



# Department of Public Works Organizational Summary

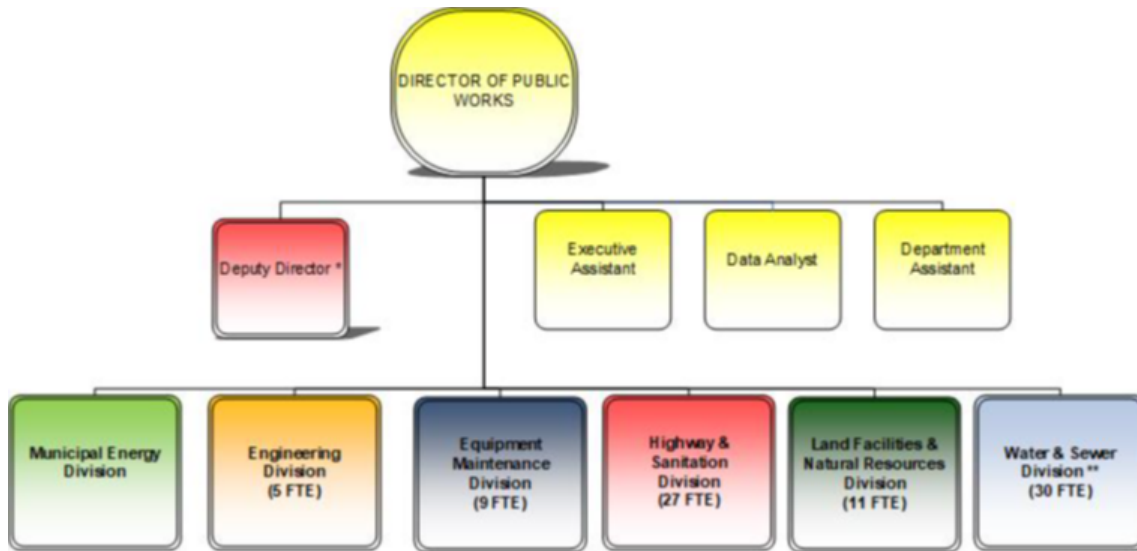
Total Public Works Department Staff - 55 FTEs (General Fund), 28 FTEs (Water & Sewer Enterprise Fund)

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

Notes:

\* The Deputy Director's primary responsibility is serving as the Highway & Sanitation Division Supervisor. The Highway & Sanitation Division Supervisor is budgeted under the Highway & Sanitation Division.

\*\* Water and Sewer Division staffing is budgeted through the Water and Sewer Enterprise Fund.

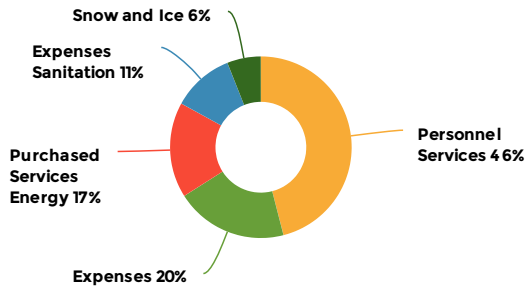


## Administration Division by the numbers

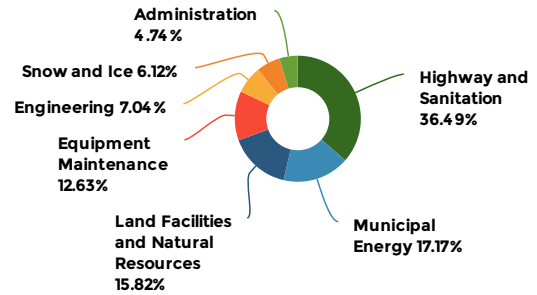
- Administrative and customer service support for Public Works, Purchasing and Sustainability
- Weekly payroll and managing staff time usage
- Preparing and processing over 5,000 purchase orders and invoices
- Handling emergency and storm-related inquiries
- Preparation and management of the annual operating and capital budgets
- Management and monitoring of municipal energy usage and budget
- Working with the Procurement Officer in preparation and review of bids and contracts
- Collecting fees for street openings, water and sewer permits, bulk waste pick-up, maps, and recycling bins
- Scheduling final water readings, high water bill inspections, irrigation meter appointments
- Management of municipal street light and traffic light maintenance
- Environmental Compliance 21E Sites and Landfill

# Public Works Department Budget Distribution

Budget Distribution by Category - FY2021

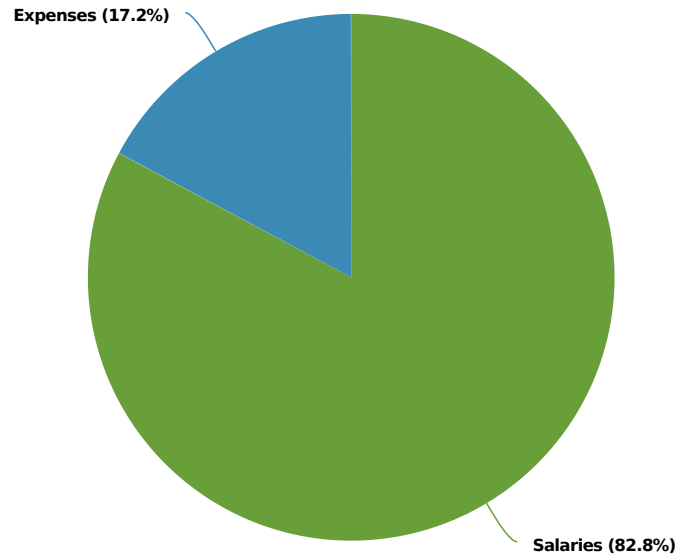


Budget Distribution by Division - FY2021

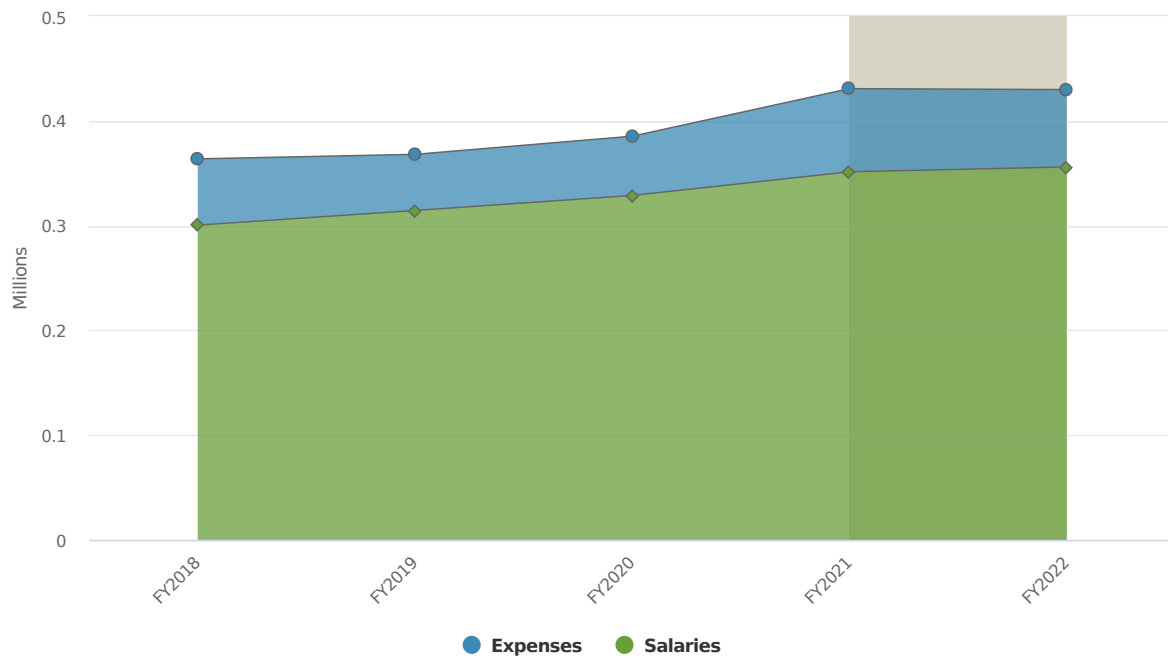


## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
<b>Public Works</b>						
SALARIES MANAGEMENT	\$140,631.64	\$144,519.94	\$144,387.00	\$147,253.00	2%	
SALARIES OPERATIONAL STAFF	\$169,915.10	\$175,842.19	\$150,644.00	\$177,224.00	17.6%	
SALARIES PART TIME OPERATIONAL	\$0.00	\$0.00	\$12,200.00	\$12,200.00	0%	
TEMP OPERATIONAL STAFF	\$0.00	\$0.00	\$10,815.00	\$10,815.00	0%	
SALARIES ADD'L COMP OPER	\$1,000.00	\$3,500.00	\$3,500.00	\$3,500.00	0%	
SALARIES PER (FLSA)	\$2,885.62	\$4,911.03	\$5,000.00	\$5,000.00	0%	
<b>Total Public Works:</b>	<b>\$314,432.36</b>	<b>\$328,773.16</b>	<b>\$326,546.00</b>	<b>\$355,992.00</b>	<b>9%</b>	
<b>Total Salaries:</b>	<b>\$314,432.36</b>	<b>\$328,773.16</b>	<b>\$326,546.00</b>	<b>\$355,992.00</b>	<b>9%</b>	
<b>Expenses</b>						
<b>Public Works</b>						
LICENSES CDL & SPECIAL	\$0.00	\$239.50	\$225.00	\$225.00	0%	
EQUIPMENT REPAIRS/SERVICING	\$0.00	\$0.00	\$300.00	\$300.00	0%	
TELEPHONE	\$12,680.01	\$14,949.43	\$10,500.00	\$10,500.00	0%	
TRAINING & EDUCATION	\$6,156.70	\$5,954.80	\$25,500.00	\$20,000.00	-21.6%	
POSTAGE	\$1,325.35	\$1,928.75	\$1,200.00	\$1,200.00	0%	



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
PURCHASED SERVICES MISC	\$2,040.05	\$3,655.29	\$2,450.00	\$2,450.00	0%	
OFFICE SUPPLIES	\$8,469.00	\$7,127.82	\$9,500.00	\$9,500.00	0%	
PRINTING/ADVERTISING	\$5,425.44	\$4,349.84	\$4,000.00	\$4,000.00	0%	
GIS SUPPLIES	\$8,714.96	\$7,995.02	\$9,430.00	\$9,430.00	0%	
COMPLIANCE INSP & TRAINING	\$8,767.17	\$10,359.57	\$12,750.00	\$12,750.00	0%	
PROTECTIVE CLOTHING	\$0.00	\$0.00	\$3,500.00	\$3,500.00	0%	
<b>Total Public Works:</b>	<b>\$53,578.68</b>	<b>\$56,560.02</b>	<b>\$79,355.00</b>	<b>\$73,855.00</b>	<b>-6.9%</b>	
<b>Total Expenses:</b>	<b>\$53,578.68</b>	<b>\$56,560.02</b>	<b>\$79,355.00</b>	<b>\$73,855.00</b>	<b>-6.9%</b>	
<b>Total Expense Objects:</b>	<b>\$368,011.04</b>	<b>\$385,333.18</b>	<b>\$405,901.00</b>	<b>\$429,847.00</b>	<b>5.9%</b>	



## DPW - Municipal Energy Division

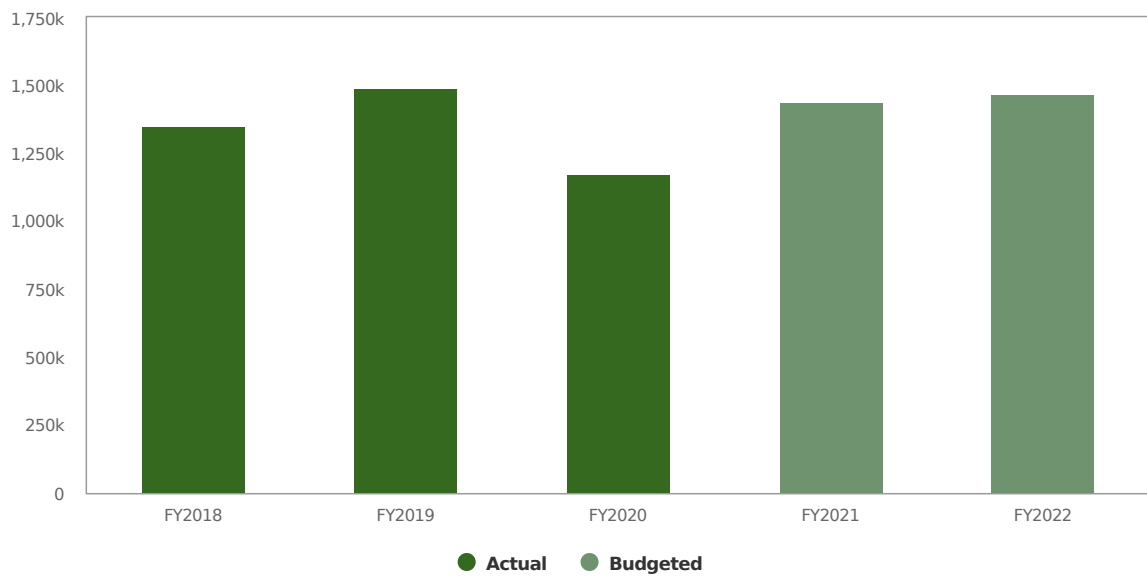
Jeremy Marsette, PE  
Director of Public Works

Monitor and manage the energy costs for all municipal buildings, street lights, and traffic signals. Operate and manage the fuel depot.

### Expenditures Summary

**\$1,469,900** **\$26,800**  
(1.86% vs. prior year)

DPW - Municipal Energy Proposed and Historical Budget vs. Actual





## DPW - Municipal Energy Division

Monitor and manage the energy costs for all municipal buildings, street lights, and traffic signals. Operate and manage the fuel depot.

### 2020 Highlights:

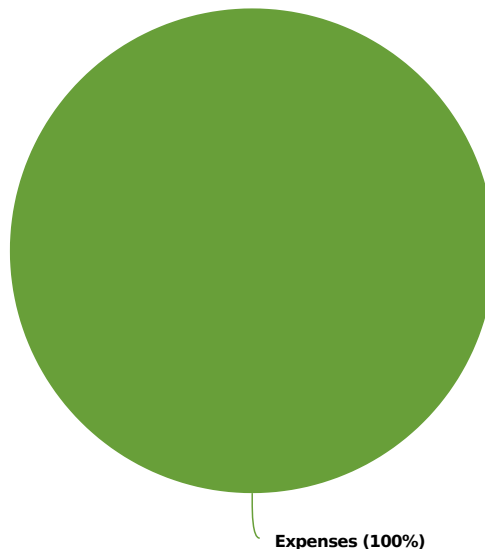
- FY20 saw a temporary reduction in energy use (and a cost savings) during the spring of 2020 from reduced building use due to COVID-19
- Included energy expenses for Eliot School in South Natick
- Upgrade of unleaded and diesel fuel dispensing system software to cloud-based platform (increased security, redundancy, and efficiency)
- Completed LED Lighting Retrofits
  - Community Senior Center (interior/exterior)
  - Fire Headquarters (interior)
  - Police Headquarters (interior)
- Constructed four new Electric Vehicle Charging Stations
  - Former East School
  - Cole Recreation Center
  - JJ Lane Park
- New West Natick Fire Station will be constructed with rooftop solar

Total Staff - 0 FTEs

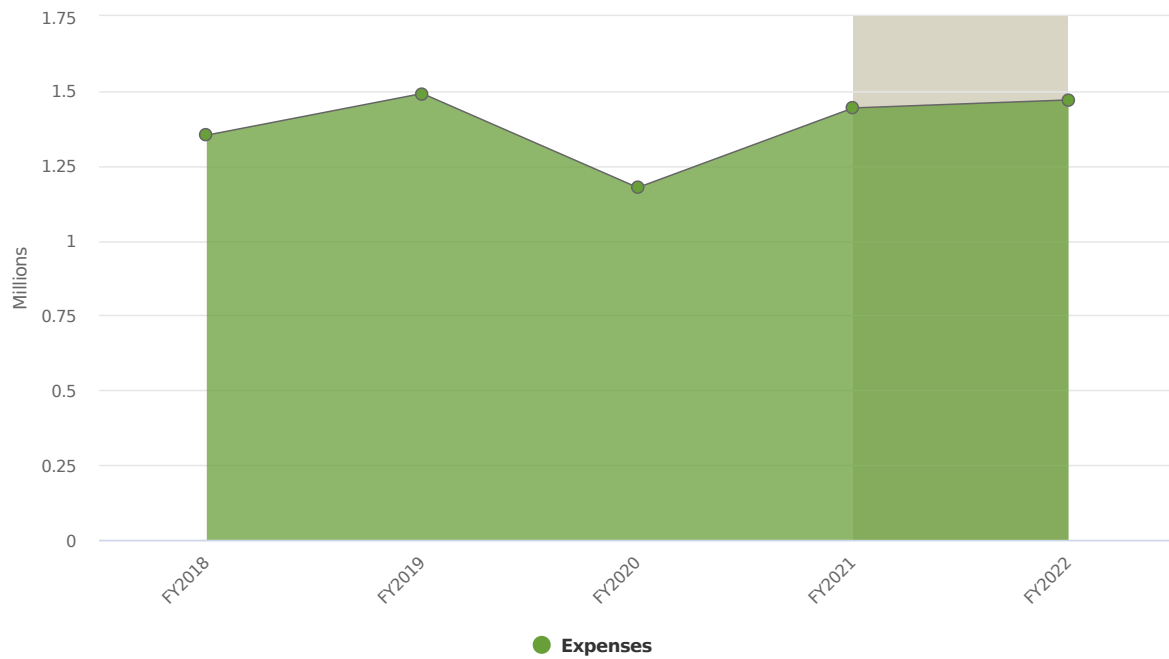
The Municipal Energy Division includes no staff. The Administration Division of Public Works manages and monitors the municipal energy budget.

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type

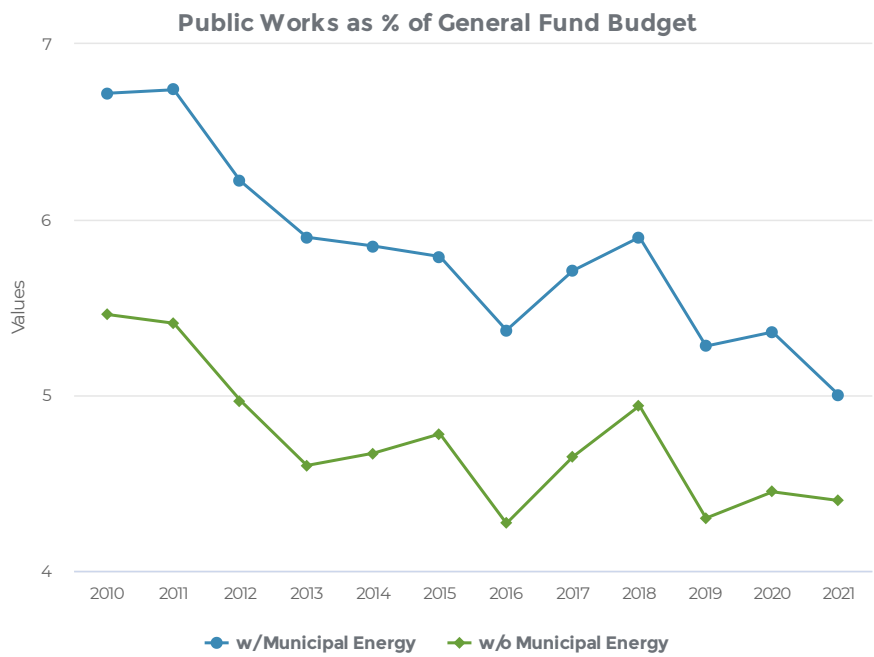


Grey background indicates budgeted figures.

Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Expenses</b>						
<b>Public Works</b>						
ELECTRICITY	\$595,741.87	\$487,881.10	\$652,600.00	\$660,000.00	1.1%	
VEHICLE SUPPLY GASOLINE	\$490,344.21	\$385,221.63	\$440,000.00	\$427,500.00	-2.8%	
HEAT (OIL & GAS)	\$136,031.26	\$131,523.51	\$146,000.00	\$179,400.00	22.9%	
UTILITIES STREET LIGHTING	\$142,771.99	\$111,907.90	\$106,000.00	\$106,000.00	0%	
OTHER CONTRACTED SERVICES	\$123,220.31	\$54,464.22	\$95,500.00	\$95,500.00	0%	
HOLIDAY LIGHTING SUPPLIES	\$3,346.89	\$6,088.40	\$3,000.00	\$1,500.00	-50%	
<b>Total Public Works:</b>	<b>\$1,491,456.53</b>	<b>\$1,177,086.76</b>	<b>\$1,443,100.00</b>	<b>\$1,469,900.00</b>	<b>1.9%</b>	
<b>Total Expenses:</b>	<b>\$1,491,456.53</b>	<b>\$1,177,086.76</b>	<b>\$1,443,100.00</b>	<b>\$1,469,900.00</b>	<b>1.9%</b>	
<b>Total Expense Objects:</b>	<b>\$1,491,456.53</b>	<b>\$1,177,086.76</b>	<b>\$1,443,100.00</b>	<b>\$1,469,900.00</b>	<b>1.9%</b>	



# Public Works as % of General Fund Budget



## Municipal Energy Division - By The Numbers

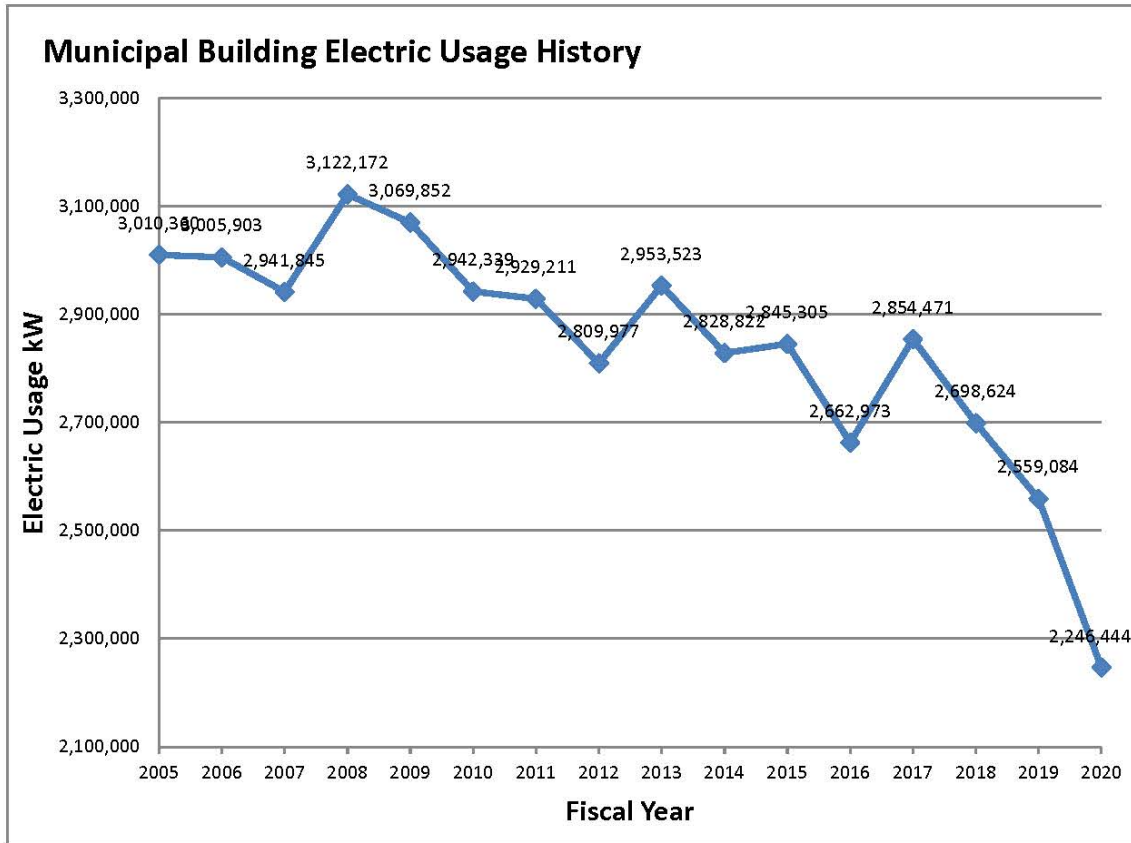
### Municipal Energy Division - By the Numbers

	2016	2017	2018	2019	2020	2021*	2022*
<b>Workload Indicators</b>							
Street Lights	2,550	2,550	2,550	2,550	2,550	2,555	2,555
Traffic Signal Locations	21	21	21	21	21	22	22
Natural Gas Use (Therms)	95,906	111,701	124,292	120,347	112,794	114,000	114,000
Electrical Use (kV)	2,662,869	2,854,471	2,698,624	2,559,084	2,246,444	2,725,000	2,725,000
U.L. Sulfur Diesel Use (Gallons)	94,542	103,510	96,323	99,253	87,138	100,000	100,000
Unleaded Fuel Use (Gallons)	74,994	72,008	77,128	89,111	86,964	90,000	90,000
<b>Efficiency Indicators</b>							
Municipal Buildings	11	12	12	12	12	13	13
Gross S.F. of General Fund Municipal Buildings	374,821	377,570	377,570	377,570	377,570	391,584	391,584
Building Energy Costs/Gross S.F.	\$1.59	\$1.79	\$1.92	\$1.94	\$2.11	\$2.13	\$2.14

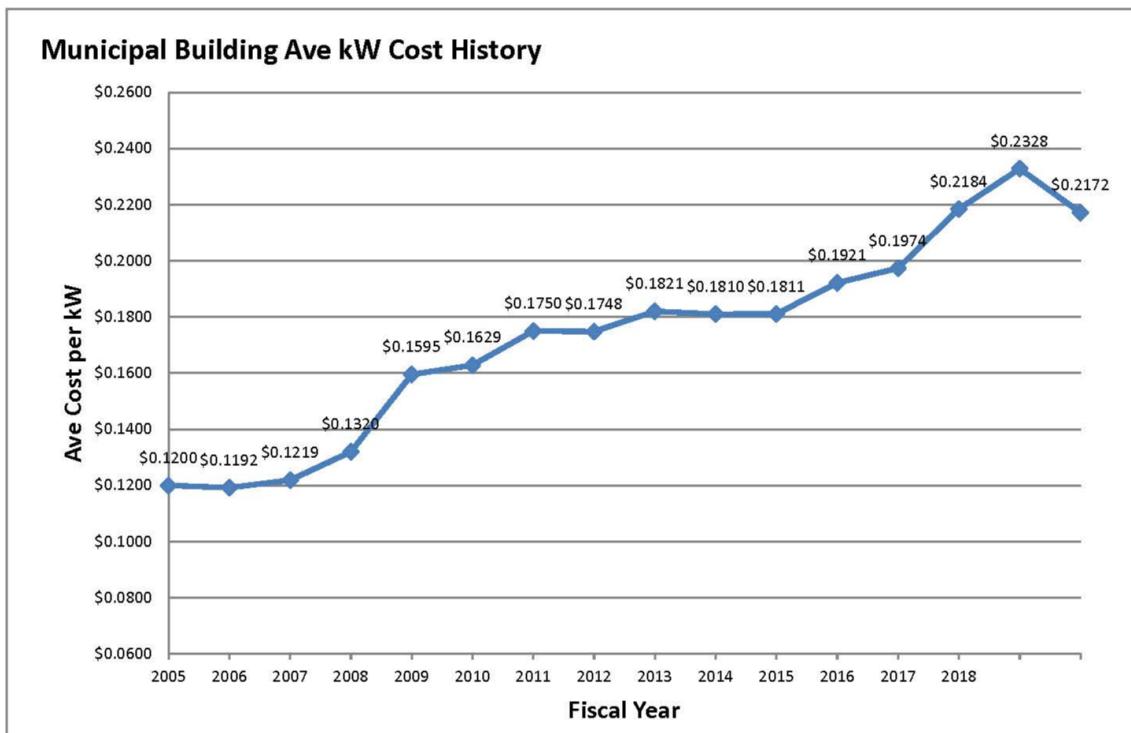
\* Estimated



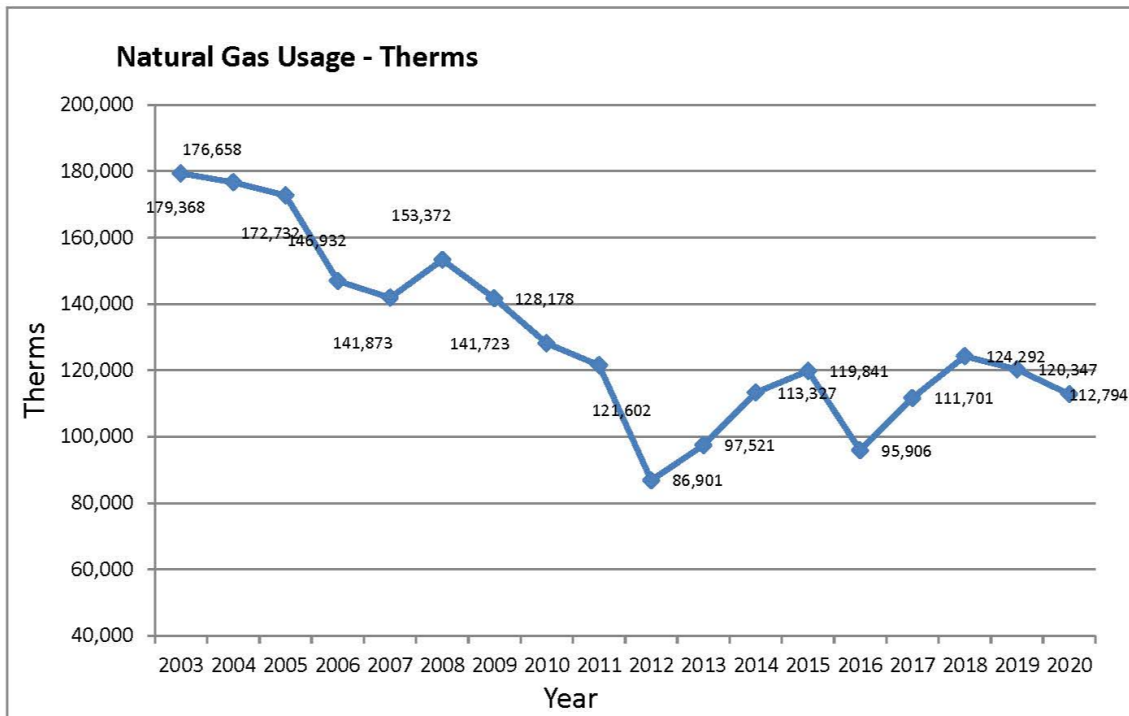
## Municipal Building Electric Usage History



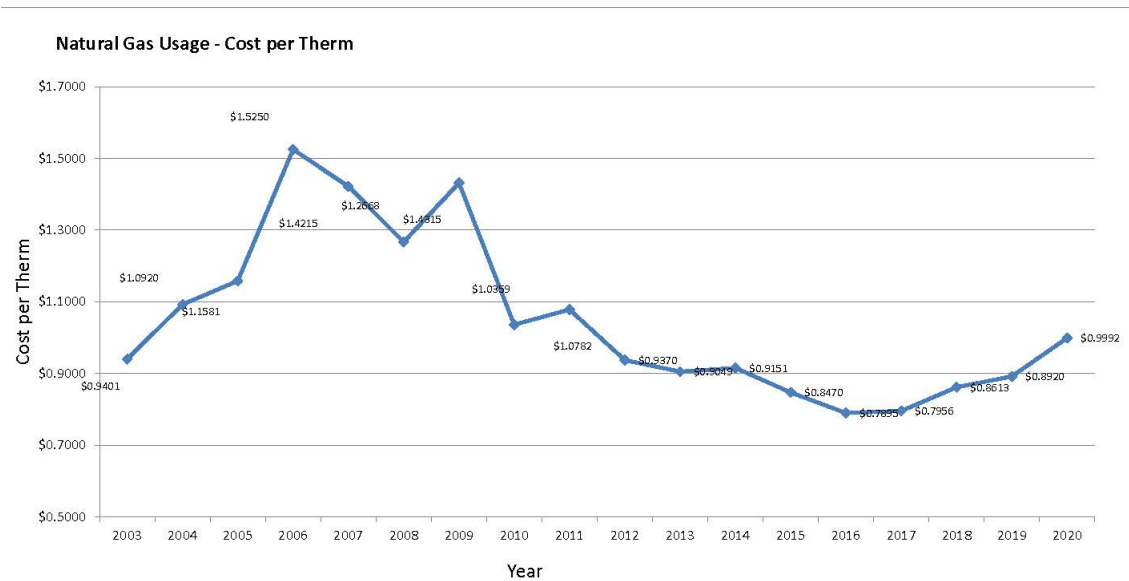
## Municipal Building Ave kW Cost History



## Natural Gas Usage - Therms



## Natural Gas Usage - Cost per Therm



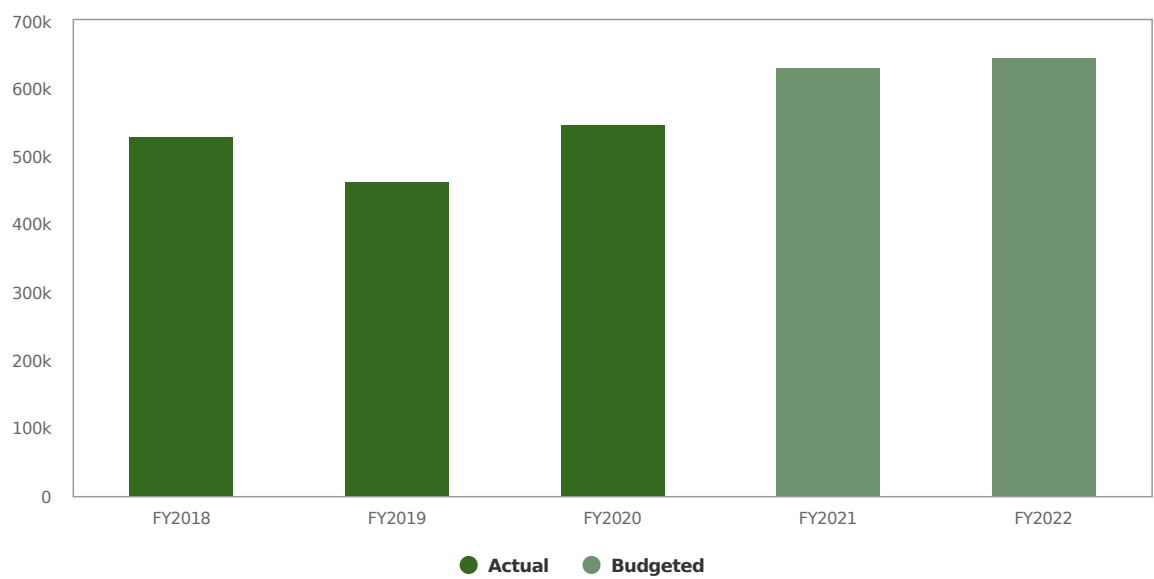
# DPW - Engineering Division

Jeremy Marsette, PE  
Director of Public Works

## Expenditures Summary

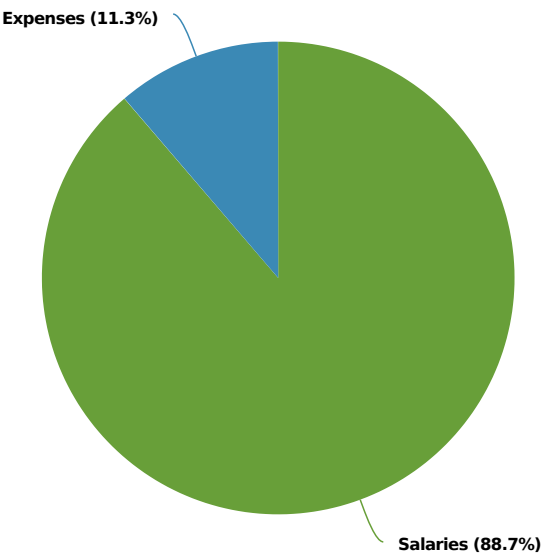
**\$647,388**    **\$14,984**  
(2.37% vs. prior year)

DPW - Engineering Proposed and Historical Budget vs. Actual

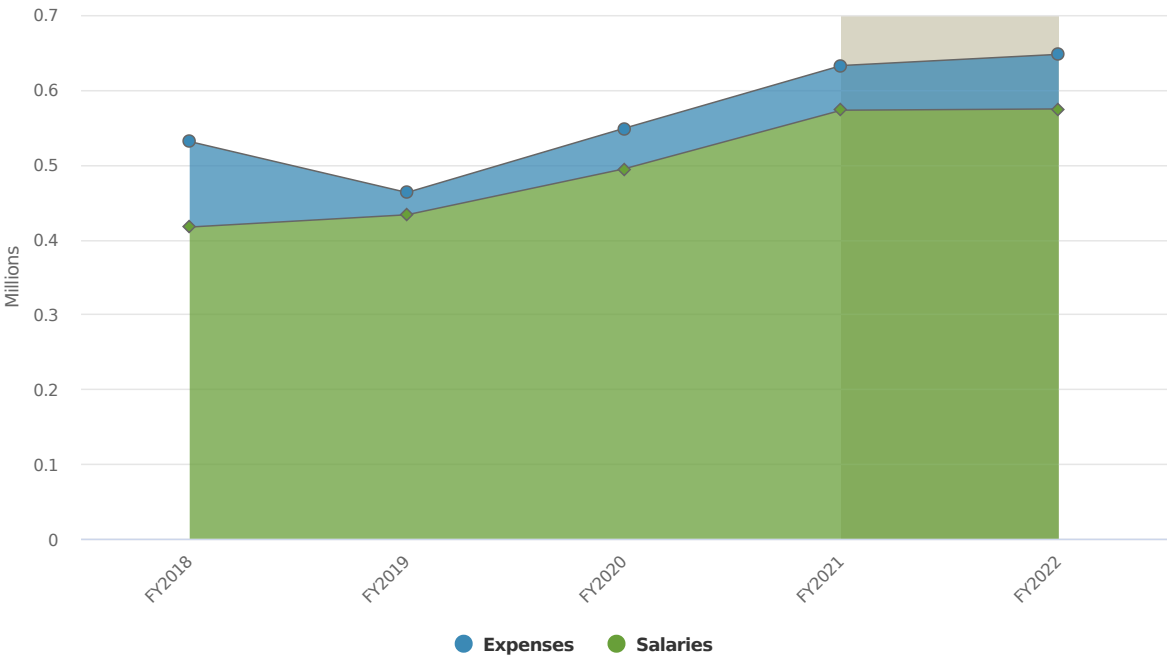


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



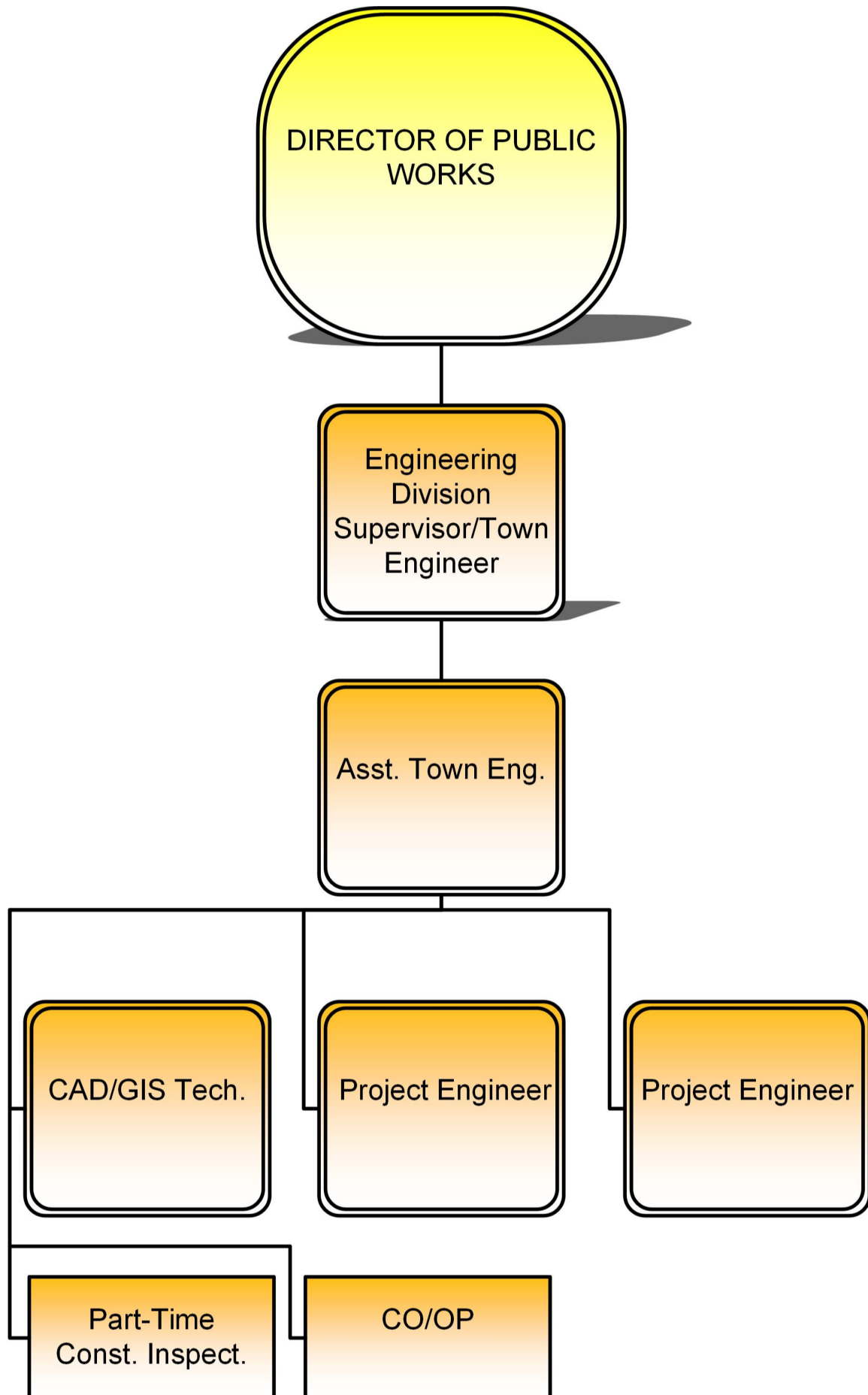


Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
<b>Public Works</b>						
SALARIES SUPERVISORY	\$107,841.42	\$116,958.82	\$111,546.00	\$111,546.00	0%	
SALARIES TECHNICAL/PROFESSNL	\$262,083.39	\$326,234.96	\$351,351.00	\$353,035.00	0.5%	
SALARIES PART-TIME	\$32,796.50	\$15,565.00	\$69,207.00	\$69,207.00	0%	
SALARIES ADDL COMP SUPERVISORY	\$30,200.00	\$35,600.00	\$40,600.00	\$40,600.00	0%	
<b>Total Public Works:</b>	<b>\$432,921.31</b>	<b>\$494,358.78</b>	<b>\$572,704.00</b>	<b>\$574,388.00</b>	<b>0.3%</b>	
<b>Total Salaries:</b>	<b>\$432,921.31</b>	<b>\$494,358.78</b>	<b>\$572,704.00</b>	<b>\$574,388.00</b>	<b>0.3%</b>	
<b>Expenses</b>						
<b>Public Works</b>						
LICENSES CDL & SPECIAL	\$2,701.23	\$2,915.80	\$4,500.00	\$3,500.00	-22.2%	
EQUIPMENT REPAIRS/SERVICING	\$4,370.00	\$1,560.00	\$3,750.00	\$3,500.00	-6.7%	
ENGINEERING CONSULTANT	\$4,044.15	\$19,376.45	\$15,000.00	\$15,000.00	0%	
STORM WATER MASTER PLAN	\$12,730.00	\$26,092.40	\$30,000.00	\$45,000.00	50%	
ENGINEERING SUPPLIES	\$5,937.60	\$4,227.21	\$6,450.00	\$6,000.00	-7%	
<b>Total Public Works:</b>	<b>\$29,782.98</b>	<b>\$54,171.86</b>	<b>\$59,700.00</b>	<b>\$73,000.00</b>	<b>22.3%</b>	
<b>Total Expenses:</b>	<b>\$29,782.98</b>	<b>\$54,171.86</b>	<b>\$59,700.00</b>	<b>\$73,000.00</b>	<b>22.3%</b>	
<b>Total Expense Objects:</b>	<b>\$462,704.29</b>	<b>\$548,530.64</b>	<b>\$632,404.00</b>	<b>\$647,388.00</b>	<b>2.4%</b>	



## Engineering Division - Organizational Chart

Total Division Staff - 5 FTEs



# Engineering Division by The Numbers

## Engineering Division - By the Numbers

	2016	2017	2018	2019	2020*	2021**	2022**
Value of Town Roadway Improvement Projects	\$4,500,000	\$5,000,000	\$5,000,000	\$1,994,805	\$6,725,526	\$4,365,000	\$5,500,000
# of W&S Permits – Provided inspections and as-built revisions	160	130	187	207	225	200	200
# of Street Opening Permits – Provided Inspections	193	244	444	480	358	400	400
Number of Utility Mark outs for Town Wide Construction Activities	301	325	335	262	164	200	200
# and L.F. of Large Scale Markouts***					25 - 23,650	20 – 20,000	20- 20,000
Building Permit Reviews	345	350	368	441	519	450	450
PB & ZBA Plan Reviews	64	67	83	82	57	70	75
Plan Updates					867	950	1,000

\* Totals as of October 27, 2020

\*\* Estimated

\*\*\* Due to the fact that large scale markouts for roadway projects and utility contractors get listed as one location, the number and linear footage of these large markouts has been separated to better show the amount of work required.



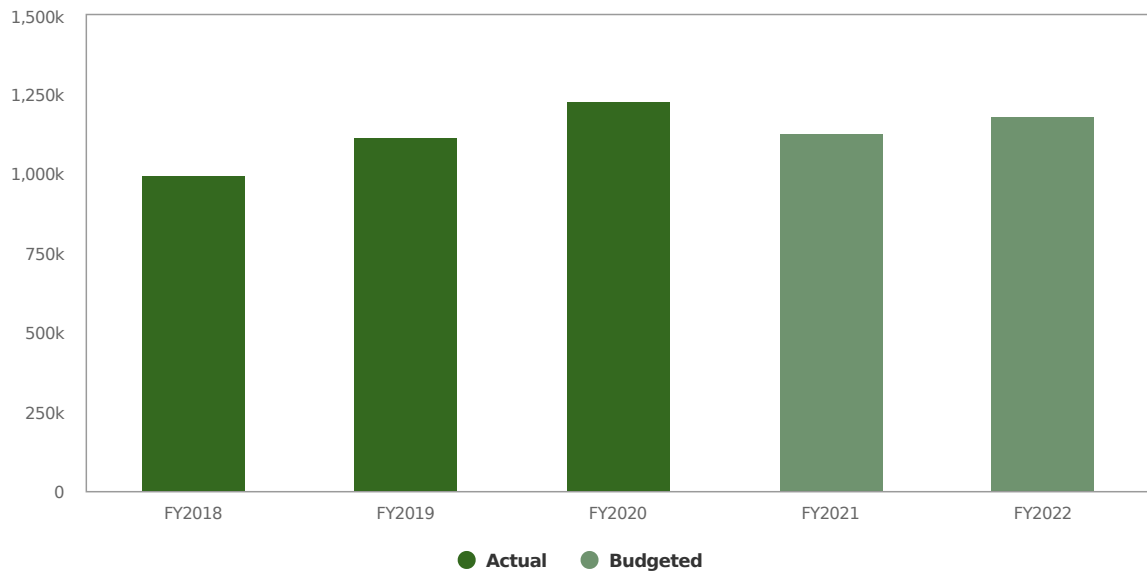
# DPW - Equipment Maintenance Division

Jeremy Marsette, PE  
Director of Public Works

## Expenditures Summary

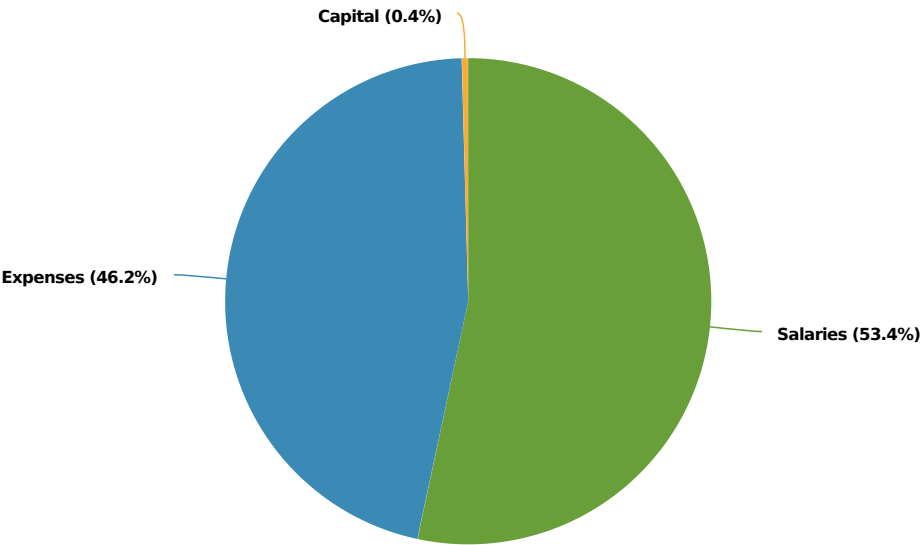
**\$1,185,124** **\$52,042**  
(4.59% vs. prior year)

DPW - Equipment Maintenance Proposed and Historical Budget vs. Actual

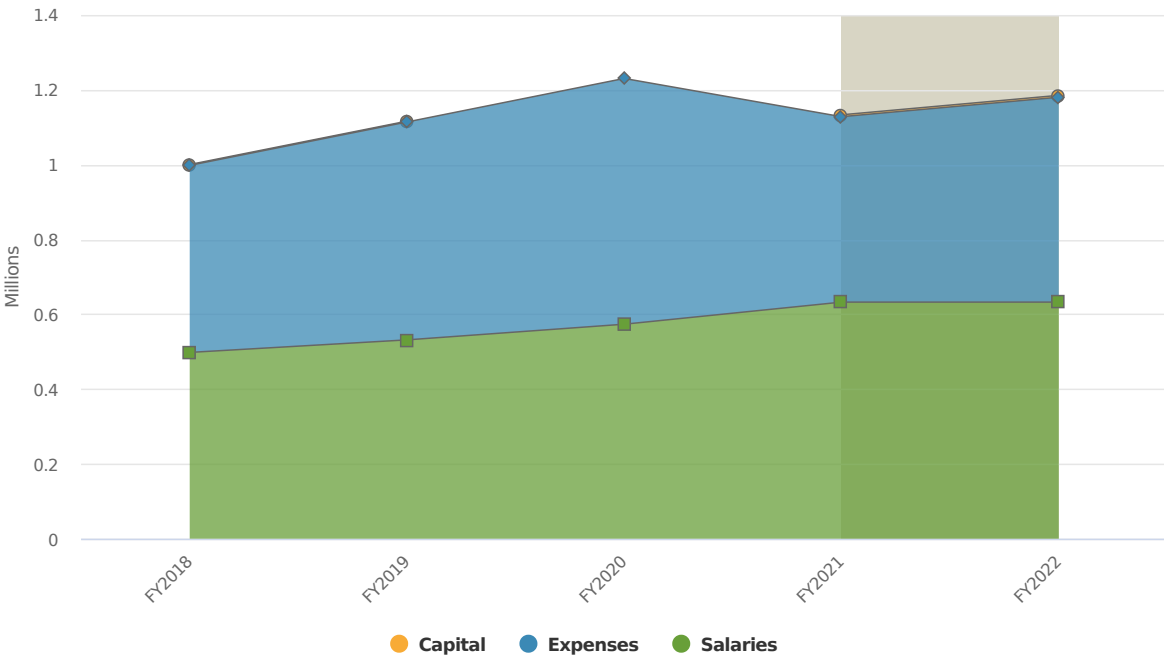


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

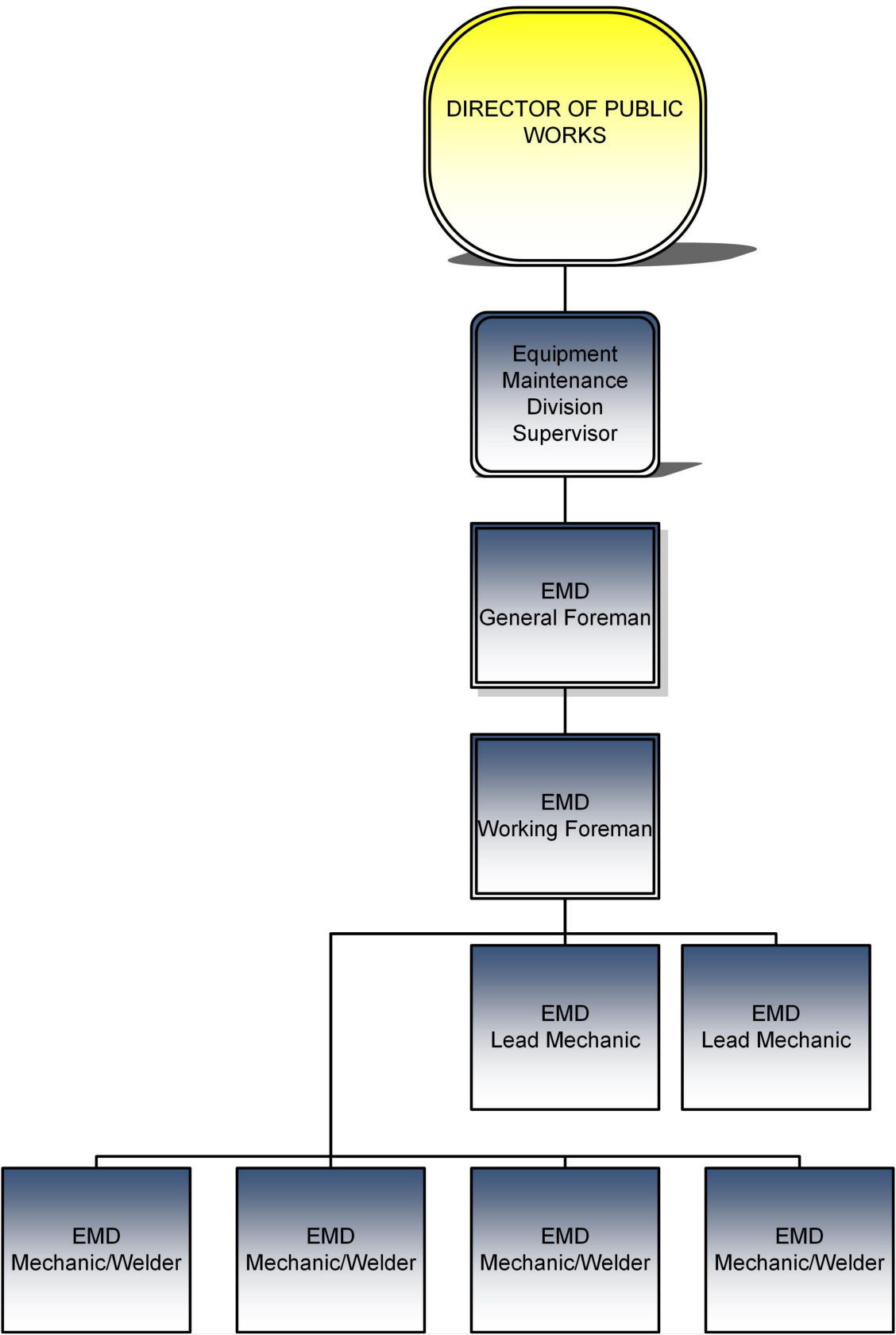


Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>							
<b>Salaries</b>							
<b>Public Works</b>							
SALARIES SUPERVISORY	\$93,648.70	\$103,693.26	\$106,796.00	\$106,796.00	0%	0%	
SALARIES OPERATIONAL STAFF	\$399,845.47	\$438,291.23	\$484,228.00	\$484,270.00	0%	0%	
SALARIES OPERATIONAL O/T	\$28,058.67	\$20,501.73	\$30,328.00	\$30,328.00	0%	0%	
SALARIES ADDL COMP SUPERVISORY	\$7,900.00	\$7,900.00	\$8,700.00	\$8,700.00	0%	0%	
SALARIES ADD'L COMP OPER	\$1,976.23	\$2,931.58	\$2,280.00	\$2,280.00	0%	0%	
<b>Total Public Works:</b>	<b>\$531,429.07</b>	<b>\$573,317.80</b>	<b>\$632,332.00</b>	<b>\$632,374.00</b>			
<b>Expenses</b>							
<b>Public Works</b>							
CLOTHING OPERATIONAL	\$4,849.88	\$5,603.99	\$5,500.00	\$5,500.00	0%	0%	
LICENSES CDL & SPECIAL	\$285.00	\$395.00	\$450.00	\$450.00	0%	0%	
RENTAL OF UNIFORMS	\$7,001.62	\$8,957.53	\$7,000.00	\$13,000.00	85.7%	85.7%	
VEHICLE INSPECTION - STICKERS	\$17,903.11	\$15,863.94	\$18,000.00	\$18,500.00	2.8%	2.8%	
VEHICLE SUPPLY OIL	\$17,274.45	\$21,818.60	\$22,500.00	\$23,500.00	4.4%	4.4%	
RADIO EQUIP REPAIRS/REPLCMNT	\$3,888.10	\$15,137.88	\$5,800.00	\$5,800.00	0%	0%	
VEHICLE SUPPLIES TIRES/TUBES	\$69,371.79	\$93,905.43	\$80,000.00	\$82,000.00	2.5%	2.5%	
VEHICLE SUPPLIES PARTS	\$393,378.14	\$425,714.51	\$295,000.00	\$335,500.00	13.7%	13.7%	
VEHICLE BODY DAMAGE & REPAIRS	\$13,802.72	\$14,272.17	\$9,000.00	\$10,000.00	11.1%	11.1%	
SHOP SUPPLIES	\$14,508.25	\$12,875.45	\$12,500.00	\$13,500.00	8%	8%	
GENERATOR MAINTENANCE	\$40,239.94	\$42,434.94	\$40,000.00	\$40,000.00	0%	0%	
<b>Total Public Works:</b>	<b>\$582,503.00</b>	<b>\$656,979.44</b>	<b>\$495,750.00</b>	<b>\$547,750.00</b>	<b>10.5%</b>	<b>10.5%</b>	
<b>Total Expenses:</b>	<b>\$582,503.00</b>	<b>\$656,979.44</b>	<b>\$495,750.00</b>	<b>\$547,750.00</b>	<b>10.5%</b>	<b>10.5%</b>	
<b>Capital</b>							
<b>Public Works</b>							
SURPLUS EQU PURCHASE	\$2,161.00	\$0.00	\$5,000.00	\$5,000.00	0%	0%	
<b>Total Public Works:</b>	<b>\$2,161.00</b>	<b>\$0.00</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>			
<b>Total Capital:</b>	<b>\$2,161.00</b>	<b>\$0.00</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>	<b>0%</b>	<b>0%</b>	
<b>Total Expense Objects:</b>	<b>\$1,116,093.07</b>	<b>\$1,230,297.24</b>	<b>\$1,133,082.00</b>	<b>\$1,185,124.00</b>	<b>4.6%</b>	<b>4.6%</b>	

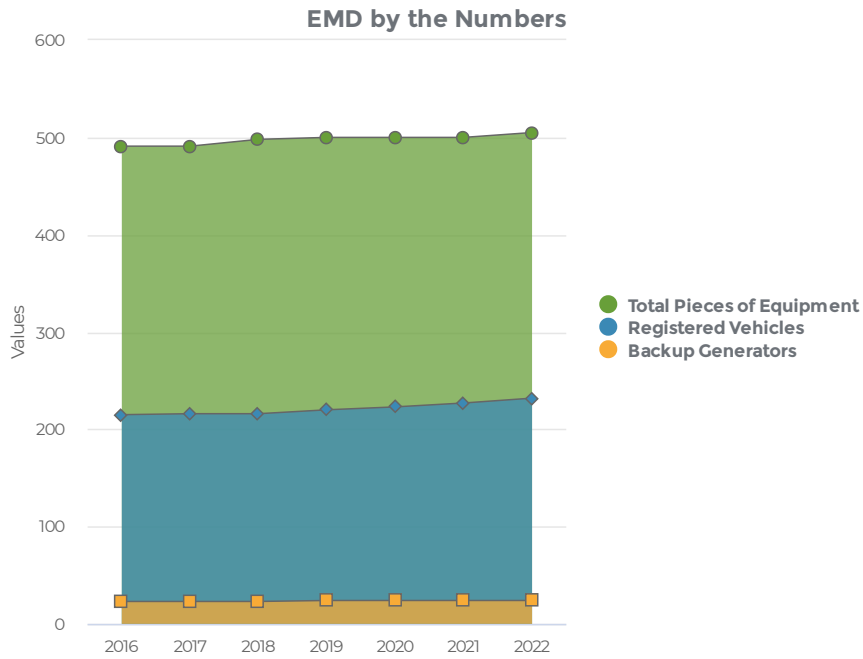


# EMD Organizational Chart

Total Division Staff - 9 FTEs



# EMD by the Numbers





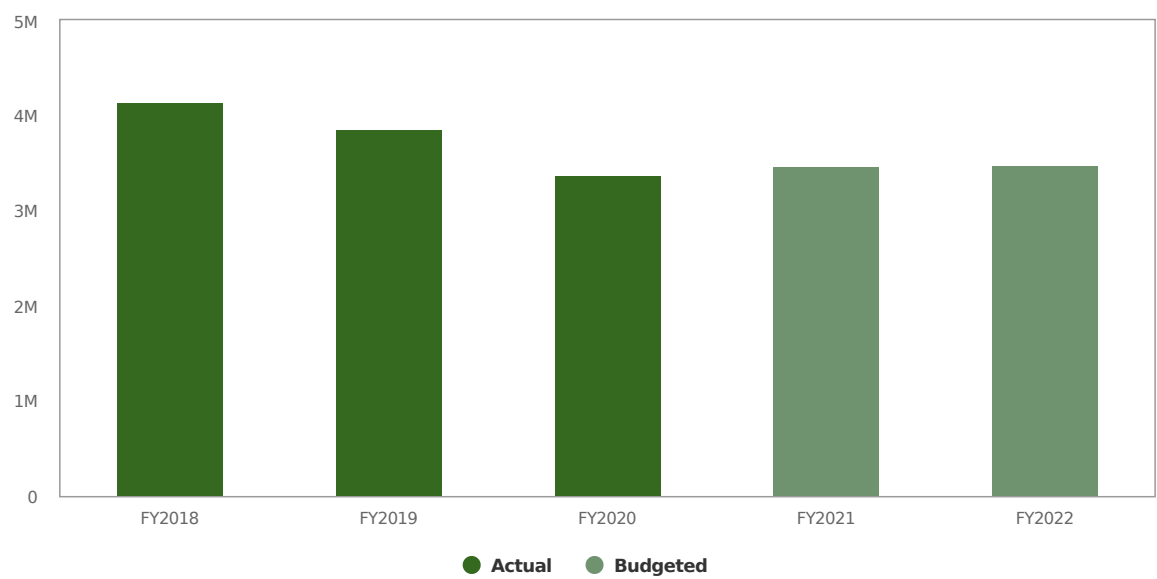
# DPW - Highway and Sanitation Division

Jeremy Marsette, PE  
Director of Public Works

## Expenditures Summary

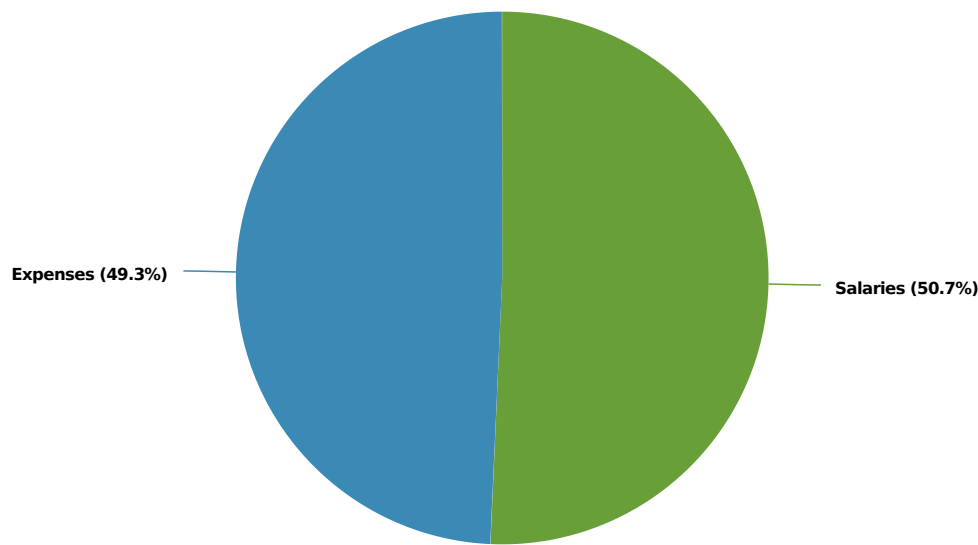
**\$3,479,155**    **\$11,928**  
(0.34% vs. prior year)

DPW - Highway and Sanitation Proposed and Historical Budget vs. Actual

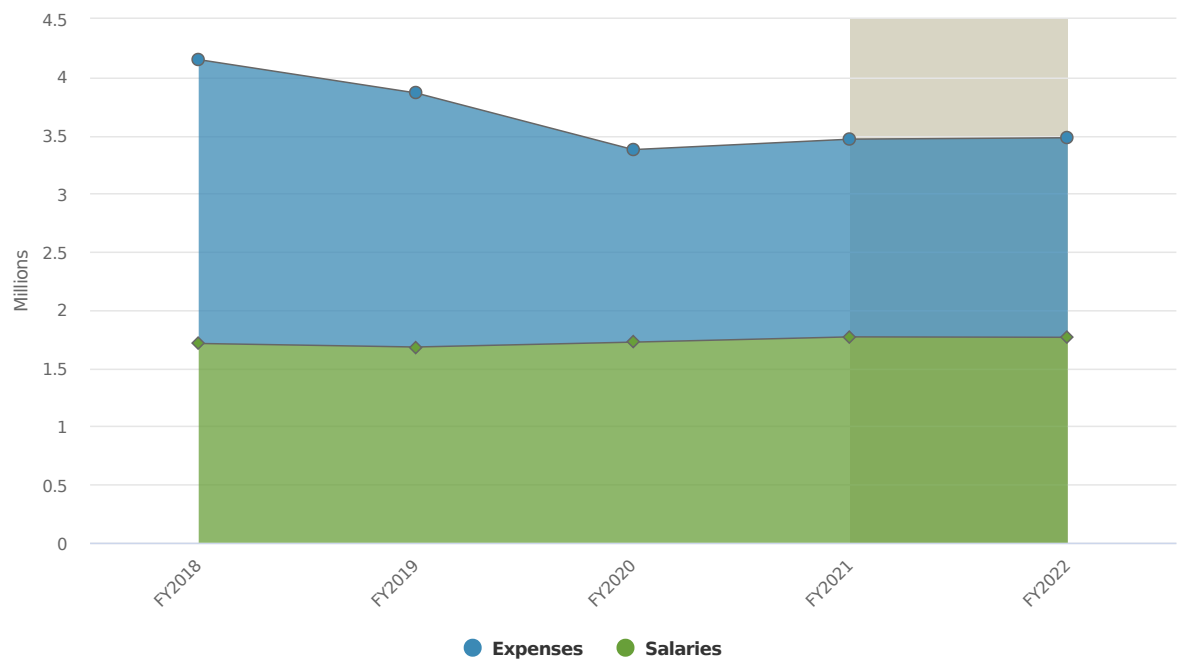


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2019 Actual	FY2020 Actual	AP Budget	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	FY2021 AP Budget vs. FY2022 Budgeted (% Change)
<b>Expense Objects</b>						
<b>Salaries</b>						
<b>Public Works</b>						
SALARIES SUPERVISORY	\$107,780.39	\$113,016.42	\$110,359.00	\$110,359.00	0%	0%
SALARIES OPERATIONAL STAFF	\$1,301,843.28	\$1,345,772.16	\$1,402,672.00	\$1,398,850.00	-0.3%	-0.3%
SALARIES PART TIME OPERATIONAL	\$35,576.60	\$34,714.75	\$48,242.00	\$48,242.00	0%	0%
SALARIES OPERATIONAL O/T	\$204,897.10	\$202,211.74	\$177,404.00	\$177,404.00	0%	0%
SALARIES ADDL COMP SUPERVISORY	\$13,302.65	\$11,749.96	\$13,250.00	\$13,250.00	0%	0%
SALARIES ADD'L COMP OPER	\$17,861.52	\$15,730.27	\$16,500.00	\$16,500.00	0%	0%
<b>Total Salaries:</b>	<b>\$1,681,261.54</b>	<b>\$1,723,195.30</b>	<b>\$1,768,427.00</b>	<b>\$1,764,605.00</b>	<b>-0.2%</b>	<b>-0.2%</b>
<b>Expenses</b>						
<b>Public Works</b>						
CLOTHING OPERATIONAL	\$8,750.00	\$8,750.00	\$9,200.00	\$9,200.00	0%	0%
LICENSES CDL & SPECIAL	\$699.00	\$595.00	\$1,150.00	\$1,150.00	0%	0%
REPAIRS/MAINTENANCE OTHER	\$3,211.41	\$2,654.27	\$3,400.00	\$3,400.00	0%	0%
TRAFFIC MARKS & SIGNS	\$59,119.60	\$106,109.77	\$98,000.00	\$98,000.00	0%	0%
ENVIRON MONITORING ENGINEER	\$25,230.81	\$11,949.13	\$38,500.00	\$38,500.00	0%	0%
BRUSH GRINDING	\$12,500.00	\$6,900.00	\$12,500.00	\$12,500.00	0%	0%
TEST/DISPOSAL ST SWEEPINGS	\$10,334.76	\$4,977.28	\$30,000.00	\$30,000.00	0%	0%
PURCHASE OF SAND/GRAVEL	\$7,693.76	\$0.00	\$14,000.00	\$14,000.00	0%	0%
CATCH BASIN CLEANING	\$2,990.00	\$44,417.90	\$70,000.00	\$70,000.00	0%	0%
PURCHASED SERVICES MISC	\$54.99	\$0.00	\$2,500.00	\$2,500.00	0%	0%
PURCH SERV-CRACKED SEALING	\$0.00	\$80,000.00	\$40,000.00	\$40,000.00	0%	0%
LANDFILL CAP MAINTENANCE	\$1,500.00	\$6,017.05	\$6,500.00	\$6,500.00	0%	0%
GAS/FLARING STA MAINTENANCE	\$33,992.03	\$70,253.68	\$35,000.00	\$35,000.00	0%	0%
CONDENSATE DISPSL FLARING STA	\$2,343.00	\$7,499.25	\$3,500.00	\$3,500.00	0%	0%
PAY AS YOU THROW SUPPLIES	\$141,701.23	\$164,504.66	\$160,250.00	\$171,000.00	6.7%	6.7%
RECYCLING CENTER MAINT/SUPPLY	\$4,886.75	\$2,836.15	\$5,000.00	\$5,000.00	0%	0%
MAINTENANCE MATERIALS	\$42,903.75	\$46,291.58	\$55,000.00	\$55,000.00	0%	0%
OFF STREET DRAINAGE	\$24,979.69	\$7,305.13	\$17,000.00	\$17,000.00	0%	0%

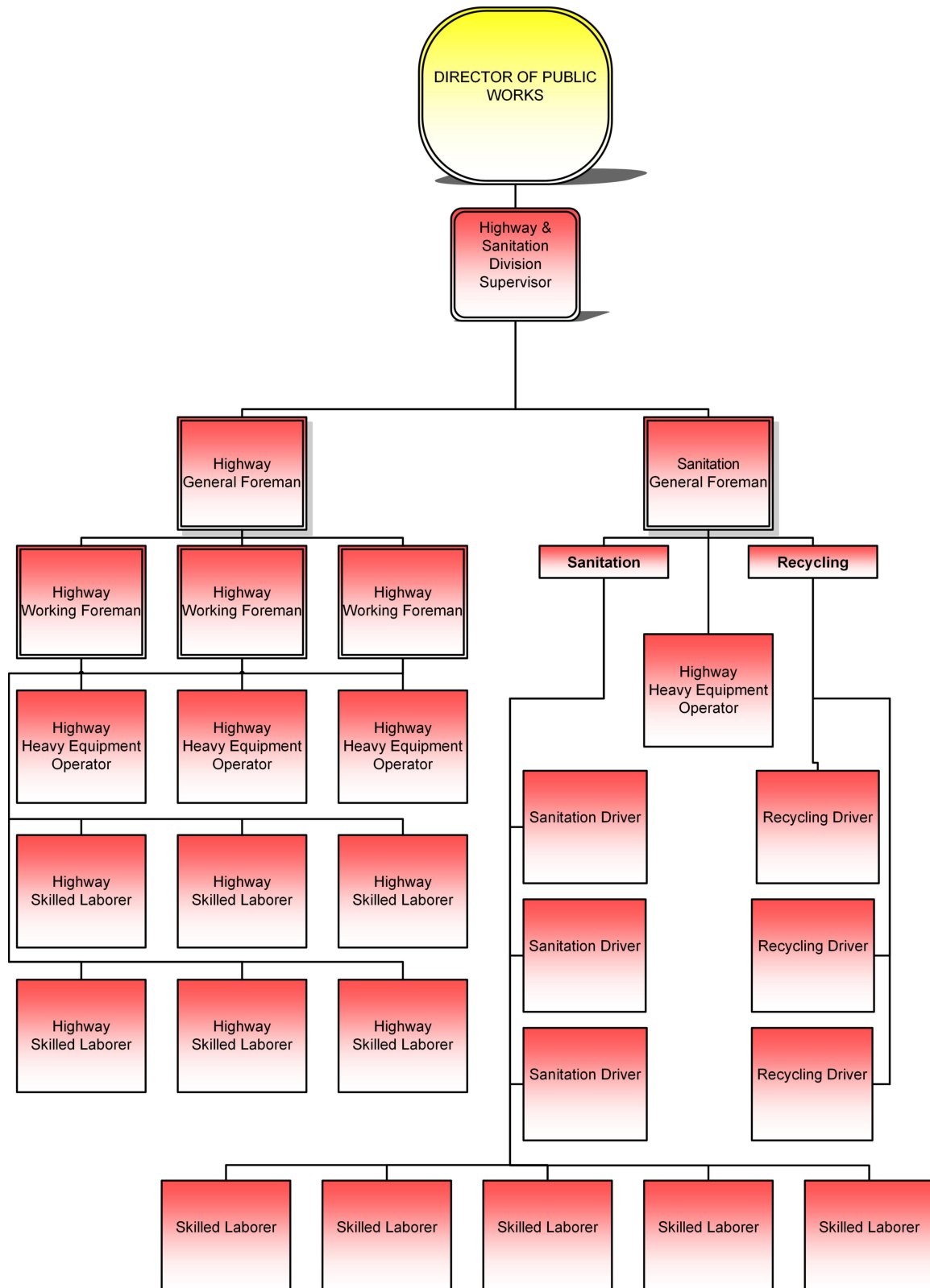


Name	FY2019 Actual	FY2020 Actual	AP Budget	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	FY2021 AP Budget vs. FY2022 Budgeted (% Change)
COMPOST/RECYCLING BINS	\$20,267.00	\$13,000.00	\$15,000.00	\$15,000.00	0%	0%
OTHER SUPPLIES MISCELLANEOUS	\$8,123.58	\$5,923.92	\$8,300.00	\$8,300.00	0%	0%
HOUSEHOLD HAZARDOUS WASTE	\$18,461.24	\$8,506.20	\$18,500.00	\$18,500.00	0%	0%
SNOW & ICE REMOVAL	\$1,069,436.83	\$0.00	\$0.00	\$0.00		
TIPPING FEE YARD WASTE	\$19,482.43	\$20,544.45	\$26,000.00	\$26,000.00	0%	0%
TIPPING FEE SOLID WASTE	\$504,302.31	\$480,794.38	\$505,500.00	\$510,500.00	1%	1%
RECYCLING CURBSIDE	\$0.00	\$9,445.05	\$340,000.00	\$340,000.00	0%	0%
RECYCLING PUBLIC EDUCATION	\$0.00	\$5,298.00	\$3,500.00	\$3,500.00	0%	0%
TRASH HAULING TOLLS	\$3,944.15	\$4,799.65	\$5,500.00	\$5,500.00	0%	0%
STREET & SIDEWALK MAINTENANCE	\$156,062.78	\$534,943.52	\$175,000.00	\$175,000.00	0%	0%
<b>Total Expenses:</b>	<b>\$2,182,971.10</b>	<b>\$1,654,316.02</b>	<b>\$1,698,800.00</b>	<b>\$1,714,550.00</b>	<b>0.9%</b>	<b>0.9%</b>
<b>Total Expense Objects:</b>	<b>\$3,864,232.64</b>	<b>\$3,377,511.32</b>	<b>\$3,467,227.00</b>	<b>\$3,479,155.00</b>	<b>0.3%</b>	<b>0.3%</b>



# Highway & Sanitation Division Organizational Chart

Total Division Staff - 27 FTEs



# Highway and Sanitation by the Numbers

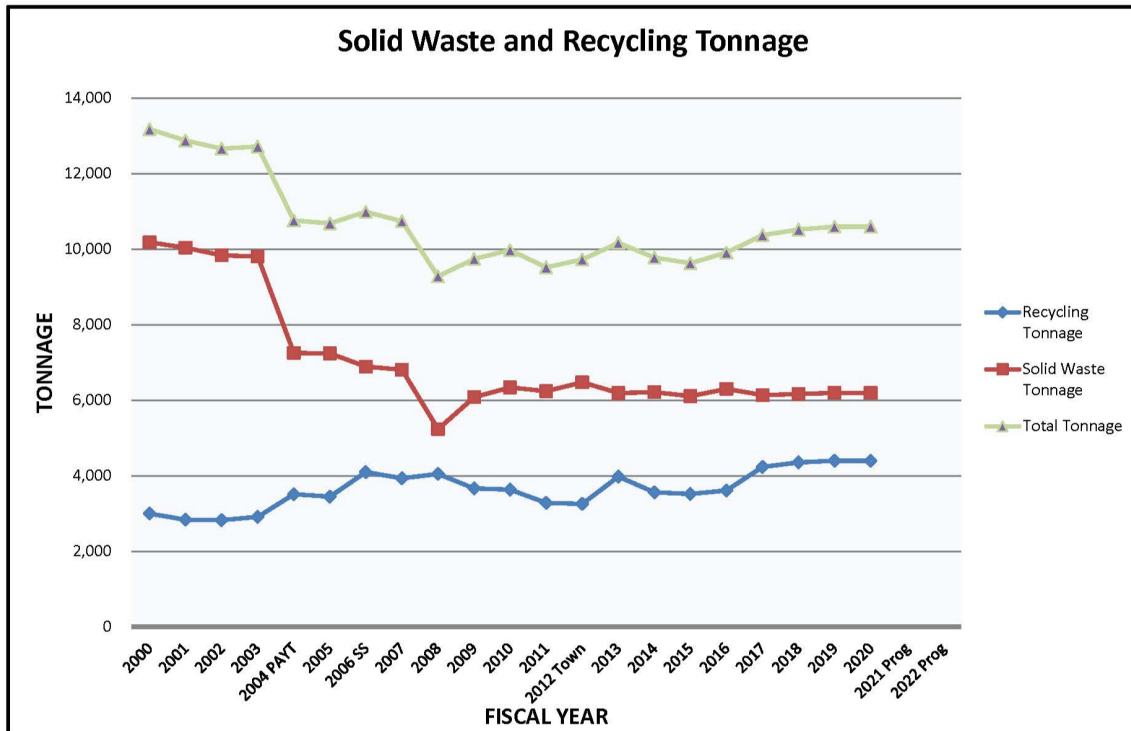
## Highway & Sanitation Division by the Numbers

Fiscal year	2017	2018	2019	2020	2021*	2022*
<b>Workload Indicators</b>						
<b>Highway</b>						
Total miles of accepted roadways	128	128	129	129	129	129
Total miles of sidewalk	138	140	140	140	140	140
Total miles of unaccepted roadways	26	26	25	25	25	25
Total number of wheelchair ramps	1,540	1,550	1,550	1,550	1,550	1,550
Number of catch basins cleaned	1,500	4,175	2,085	1,250	1,250	1,250
<b>Sanitation</b>						
Total tons of municipal solid waste collected curbside	6,137	6,163	6,195	6,179	6,179	6,179
Total number of households provided with sanitation collection	10,040	10,100	10,135	10,150	10,150	10,150
Total tons of recyclables collected						
- Curbside	4,232	4,352	4,397	4,467	4,467	4,467
- At Recycling Center	699	700	919	981	981	981
Total tons of yard waste collected at curbside	5,700	6,100	6,550	5,000	5,000	5,000
Number of curbside yard waste collection days	8	8	8	4	4	4
Total tons of yard waste and brush accepted at Recycling Center	4,020	4,350	4,500	5,400	5,400	5,400
<b>Snow &amp; Ice Removal</b>						
Number of snow events						
- Minor storms	25	24	20	13	13	13
- Major storms	6	8	6	4	4	4
Materials used to treat Natick Streets						
- Salt (Ton)	4,560	5,060	3,413	2,606	2,606	2,606
- Sand (Ton)	1,123	87	188	80	80	80
- Liquid (Gallons)	4,500	10,200	28,200	19,000	19,000	19,000
<b>Sidewalk &amp; Curb Repair</b>						
Curbing (lf)	3,700	4,270	2,880	1,115	1,115	1,115
Sidewalks (lf)	9,306	865	-	-	-	-
<b>Street and Traffic Signs</b>						
New	110	112	110	85	85	85
Repaired & replaced	273	305	310	300	300	300
<b>Catch Basin &amp; Manhole Repair</b>						
Manholes	13	7	13	12	12	12
Catch basins	34	60	76	54	54	54
New structures	-	-	1	-	-	-
<b>Line Painting</b>						
Crosswalks (Each)	300	304	306	308	308	308
Center & fog Lines (Miles)	305	305	305	305	305	305

\* Estimated



## Solid Waste and Recycling Tonnage



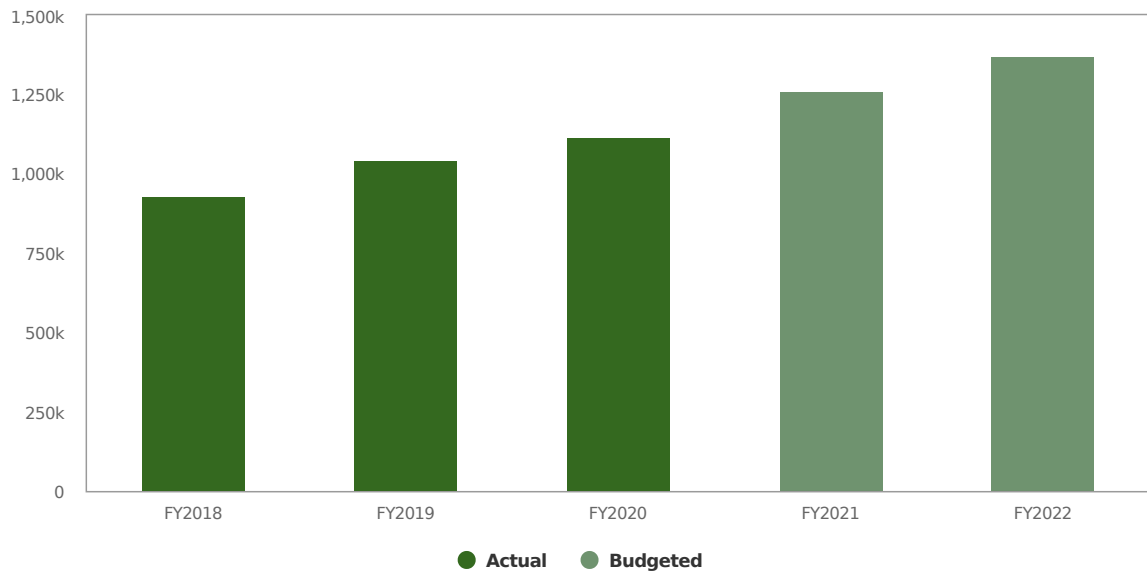
# DPW - Land Facilities and National Resources Division

Jeremy Marsette, PE  
Director of Public Works

## Expenditures Summary

**\$1,450,379** **\$100,394**  
(14.68% vs. prior year)

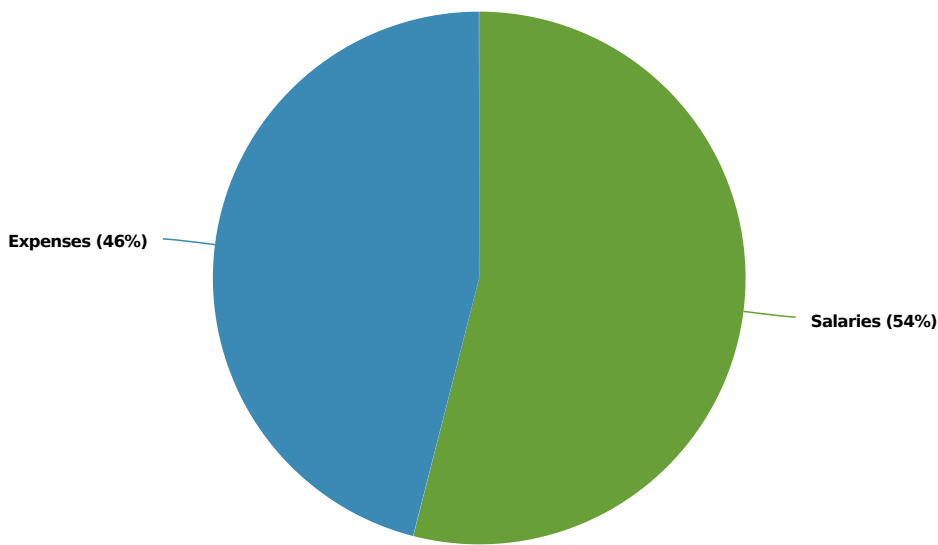
DPW - Land Facilities and National Resources Proposed and Historical Budget vs. Actual



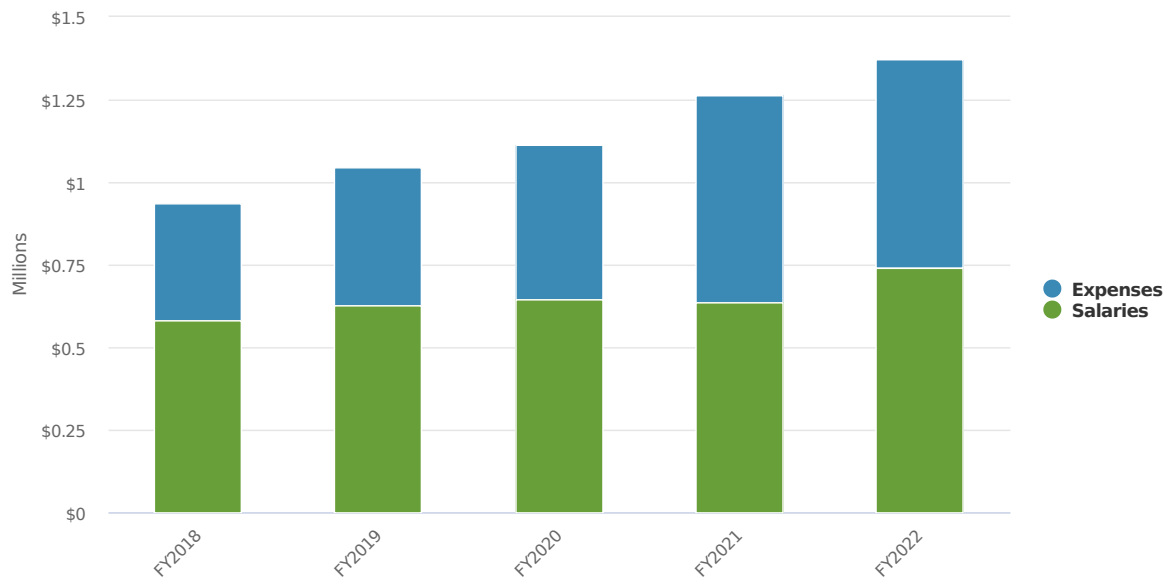


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

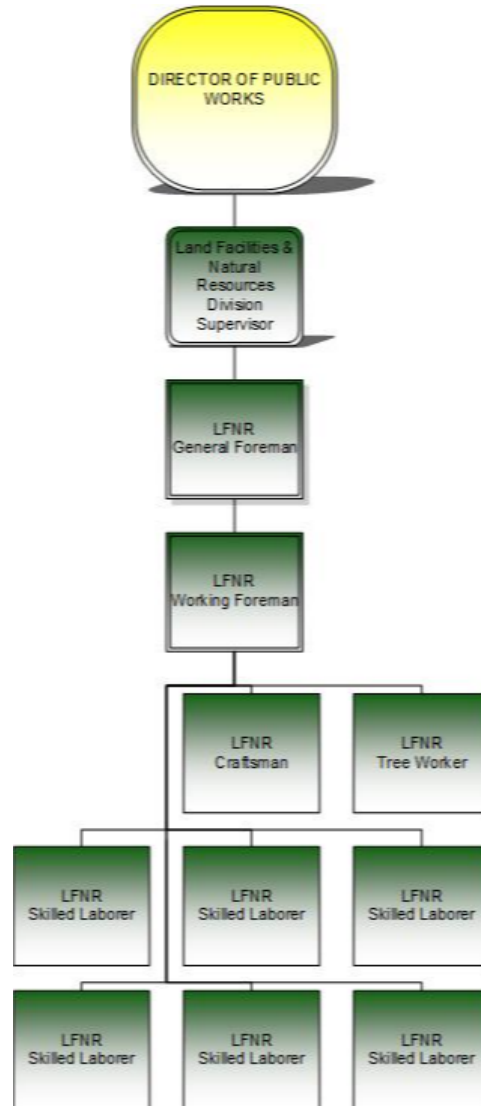


Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Public Works</b>						
SALARIES SUPERVISORY	\$104,300.56	\$109,367.64	\$106,796.00	\$106,796.00	0%	
SALARIES OPERATIONAL STAFF	\$405,333.74	\$418,033.57	\$512,641.00	\$612,535.00	43.3%	
SALARIES PART TIME OPERATIONAL	\$38,154.75	\$44,620.51	\$45,933.00	\$45,933.00	0%	
SALARIES OPERATIONAL O/T	\$61,456.77	\$55,760.53	\$35,300.00	\$35,300.00	0%	
SALARIES ADDL COMP SUPERVISORY	\$9,900.00	\$9,700.00	\$9,700.00	\$9,700.00	0%	
SALARIES ADD'L COMP OPER	\$5,945.78	\$4,567.53	\$6,035.00	\$6,035.00	0%	
CLOTHING OPERATIONAL	\$2,800.00	\$2,450.00	\$2,850.00	\$2,850.00	0%	
LICENSES CDL & SPECIAL	\$240.00	\$185.00	\$350.00	\$350.00	0%	
<b>Total Salaries:</b>	<b>\$628,131.60</b>	<b>\$644,684.78</b>	<b>\$719,605.00</b>	<b>\$819,499.00</b>	<b>29.9%</b>	
<b>Expenses</b>						
<b>Public Works</b>						
TREE SERVICE CONTRACT	\$92,293.80	\$98,784.45	\$133,500.00	\$133,500.00	0%	
MOWING SERVICE CONTRACT	\$70,336.15	\$94,957.00	\$201,000.00	\$201,000.00	0%	
PURCHASED SERVICES MISC	\$5,772.08	\$6,973.16	\$5,400.00	\$5,400.00	0%	
FIELD MAINTENANCE MATERIALS	\$165,736.11	\$177,986.79	\$172,500.00	\$172,500.00	0%	
PLAYGROUND MATERIALS	\$34,890.68	\$34,384.70	\$36,000.00	\$36,500.00	1.4%	
BEACH MAINTENANCE MATERIALS	\$243.00	\$125.00	\$600.00	\$600.00	0%	
TOOLS & HARDWARE	\$23,089.92	\$28,325.87	\$33,000.00	\$33,000.00	0%	
PLANTING SUPPLIES	\$15,200.44	\$14,136.53	\$40,080.00	\$40,080.00	0%	
IRRIG PUMP TEST & CALIBRATION	\$8,134.24	\$15,130.80	\$8,300.00	\$8,300.00	0%	
<b>Total Expenses:</b>	<b>\$415,696.42</b>	<b>\$470,804.30</b>	<b>\$630,380.00</b>	<b>\$630,880.00</b>	<b>0.1%</b>	
<b>Total Expense Objects:</b>	<b>\$1,043,828.02</b>	<b>\$1,115,489.08</b>	<b>\$1,349,985.00</b>	<b>\$1,450,379.00</b>	<b>14.68%</b>	



## LFNR Division Organizational Chart

Total Division Staff - 11 FTEs



## LFNR- By the Numbers

### LFNR Division - By the Numbers

Workload Indicators	2016	2017	2018	2019	2020	2021*	2022*
<b><i>Land Facilities</i></b>							
Number of Fields and Parks Maintained	62	62	62	63	63	64	65
Total Acreage Maintained	212	212	212	212	212	232	235
Active Acres Maintained	165	165	165	165	165	173	174
Passive Acres Maintained	47	47	47	47	47	59	61
Acres Mowed by LFNR	22.5	22.5	22.5	41	41	45	48
Acres Mowed Via Contract	57.5	57.5	57.5	39	39	43	43
Synthetic Fields Maintained	2	2	2	2	2	3	3
<b><i>Forestry</i></b>							
Number of Trees Removed	32	49	71	39	138	65	65
Number of Trees Pruned	21	32	44	60	52	60	70
Number of Stumps Removed	62	35	32	30	30	45	70

\* Estimated



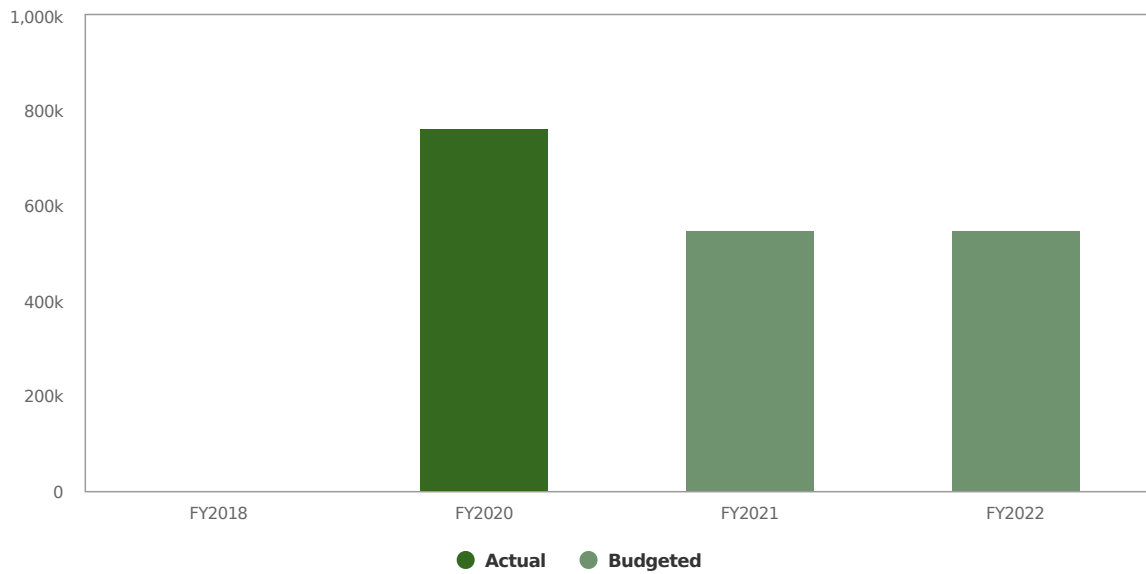
## DPW - Snow and Ice

Jeremy Marsette, PE  
Director of Public Works

### Expenditures Summary

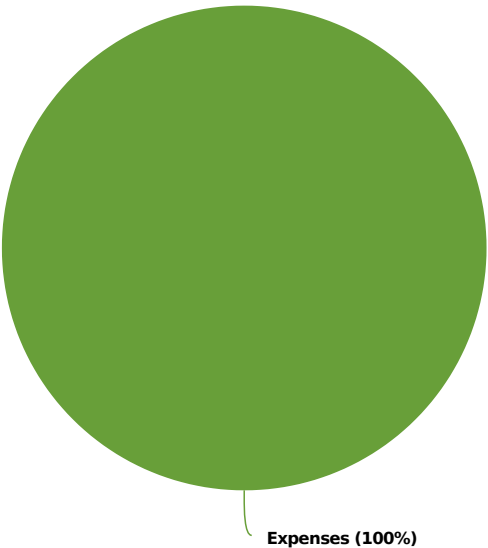
**\$550,000** **\$0**  
(0% vs. prior year)

DPW - Snow and Ice Proposed and Historical Budget vs. Actual

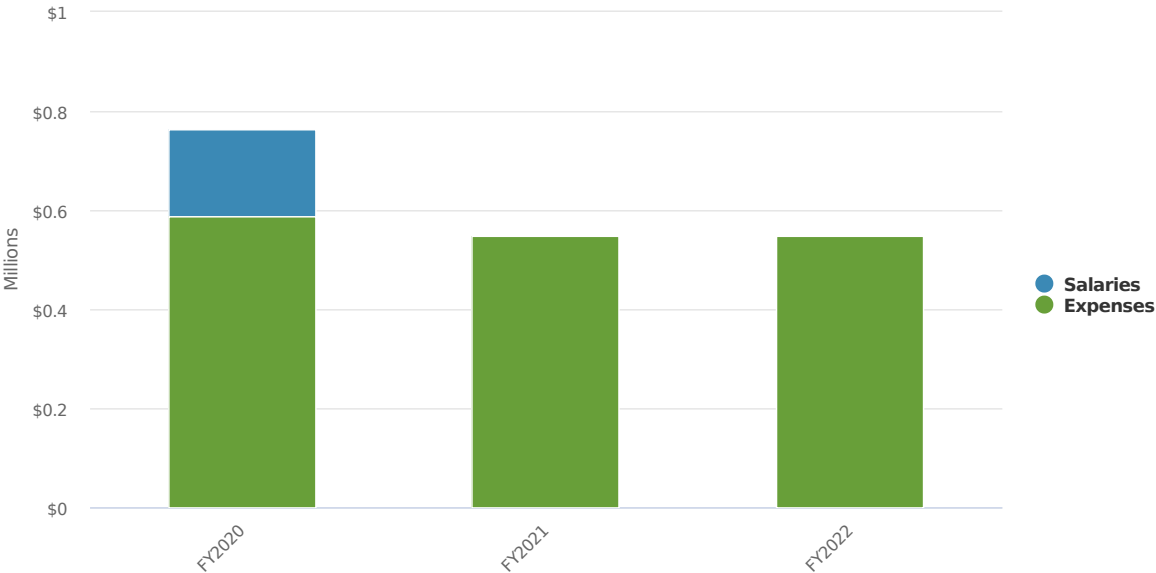


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type

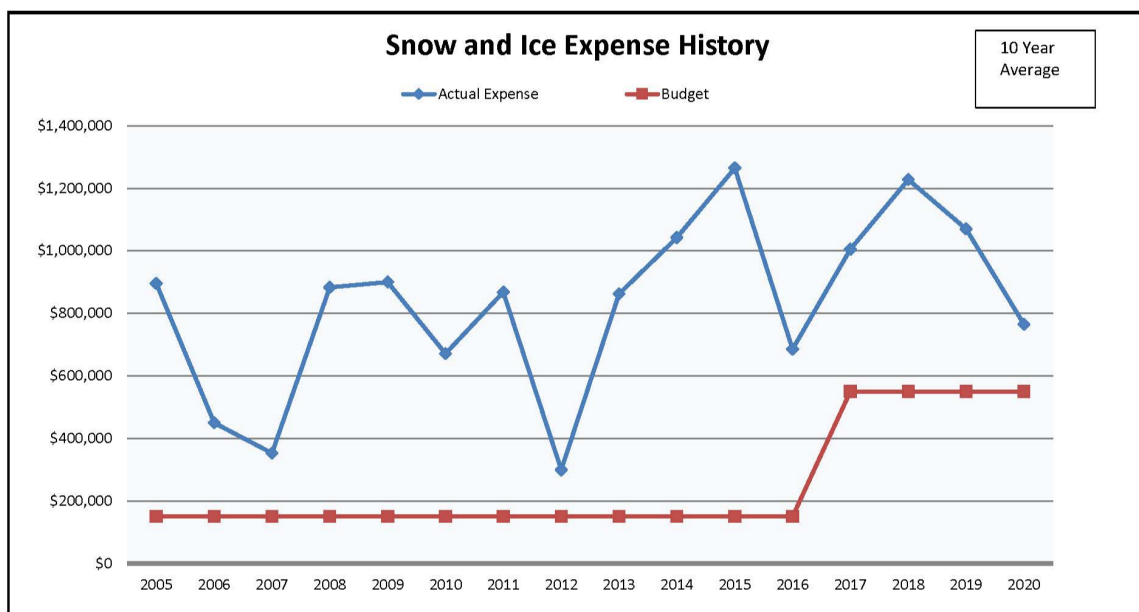


Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
SALARIES OPERATIONAL O/T	\$175,322.80	\$0.00	\$0.00		
<b>Total Public Works:</b>	<b>\$175,322.80</b>	<b>\$0.00</b>	<b>\$0.00</b>		
<b>Total Salaries:</b>	<b>\$175,322.80</b>	<b>\$0.00</b>	<b>\$0.00</b>		
<b>Expenses</b>					
<b>Public Works</b>					
REPAIRS/MAINTENANCE OTHER	\$94,534.22	\$0.00	\$0.00		
PURCHASED SERVICES MISC	\$16,329.73	\$0.00	\$0.00		
SNOW & ICE REMOVAL	\$478,191.87	\$550,000.00	\$550,000.00	0%	
<b>Total Public Works:</b>	<b>\$589,055.82</b>	<b>\$550,000.00</b>	<b>\$550,000.00</b>		
<b>Total Expenses:</b>	<b>\$589,055.82</b>	<b>\$550,000.00</b>	<b>\$550,000.00</b>	<b>0%</b>	
<b>Total Expense Objects:</b>	<b>\$764,378.62</b>	<b>\$550,000.00</b>	<b>\$550,000.00</b>	<b>0%</b>	

## Snow and Ice Expense History



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## **Health and Community Services**

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Community Services Administration

Council on Aging

Veterans Services

Community Organic Farm

Parks and Recreation

Board of Health



## Community Services Admin

Susan Ramsey

*Director of Community Services/Council on Aging*

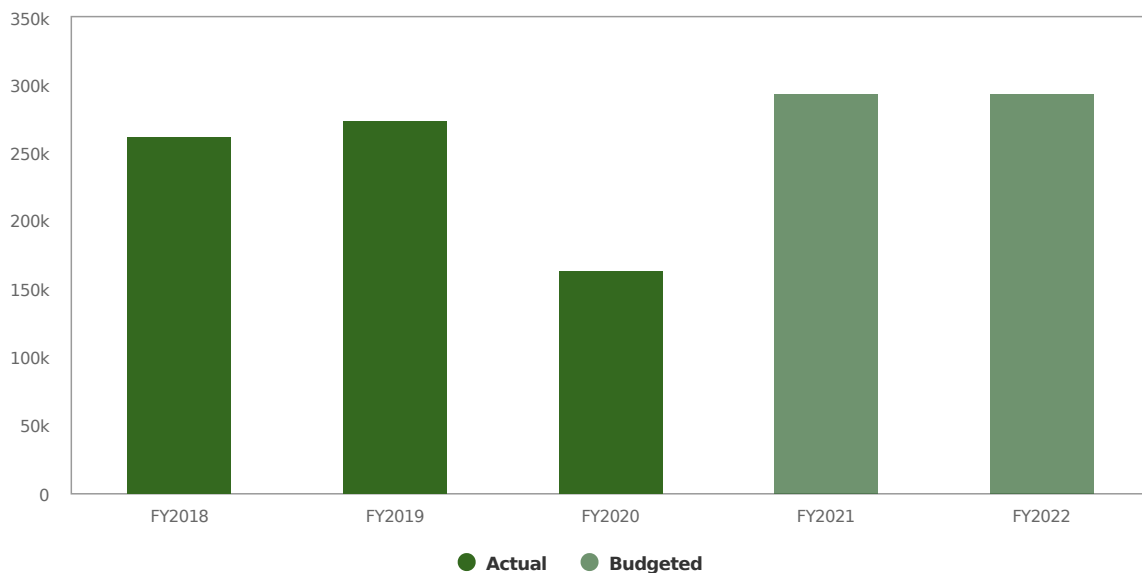
The Department of Community Services is charged with responding to the needs, interests and quality of life issues for all who call Natick home. Comprised of the Divisions of Recreation and Parks, the Council on Aging, Human Services, Veteran's Services, and the Natick Community Organic Farm, the Department focuses on supporting Natick's residents through the provision of services which improve health, ensure safety, reduce isolation and create opportunities for community building.

Additionally, we serve as stewards of Natick's treasured places through responsible management of lands, parks and open spaces, and by strengthening community through engagement, education and the creation of opportunities to interact with one another.

### Expenditures Summary

**\$295,233** **\$0**  
(0% vs. prior year)

#### Community Services Admin Proposed and Historical Budget vs. Actual



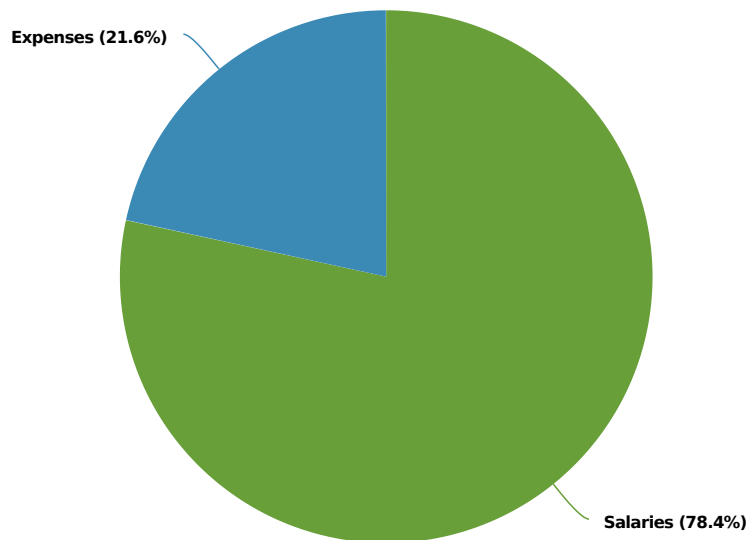
## Budget Highlights

The COA & Human Services, the Farm and Veteran Services were able to maintain a strong level of service this year despite restrictions imposed by COVID-19. Highlights in FY21 to date: Veteran's Services - expanded Smart Recovery program from 2 sessions a month to 3 sessions; The Farm - remained open throughout COVID-19 and was able to adapt its educational programs to satisfy COVID restrictions; COA & Human Services transitioned most programs to a virtual platform; launched an e-newsletter and met with clients by appointment. In addition, the COA secured a grant to provide medical transportation outside metrowest via cab.

In FY 21 salary is underspent in Comm. Serv. Administration due to a staff member resigning. Post Covid we will rehire (This position focused primarily on evening/weekend rentals and programs. Common Guide on hold until post COVID therefore printing/postage in CSC Admin will also be underspentbut will reverse post COVID. Same holds true for the Citizens Leadership Academy line.

## Expenditures by Expense Type

Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
MANAGEMENT SALARIES	\$109,449.12	\$112,106	\$111,678.00	\$111,678.00	0%	
SALARIES OPERATIONAL STAFF	\$115,090.07	\$116,207	\$117,321.00	\$117,321.00	0%	
SALARIES OPERATIONAL-OTHER	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	0%	
	<b>\$227,039.19</b>	<b>\$121,488.78</b>	<b>\$231,499.00</b>	<b>\$231,499.00</b>		
<b>Total Salaries:</b>	<b>\$227,039.19</b>	<b>\$121,488.78</b>	<b>\$231,499.00</b>	<b>\$231,499.00</b>	0%	
<b>Expenses</b>						
FACILITY REPAIRS/MAINTENANCE	\$3,000.00	\$7,378.70	\$3,000.00	\$3,000.00	0%	
EQUIPMENT REPAIRS/SERVICING	\$0.00	\$0.00	\$1,500.00	\$1,500.00	0%	
TRAVEL	\$354.36	\$0.00	\$1,200.00	\$1,200.00	0%	
TELEPHONE	\$1,955.64	\$1,573.01	\$1,434.00	\$1,434.00	0%	
TRAINING & EDUCATION	\$2,809.48	\$18.07	\$2,500.00	\$2,500.00	0%	
POSTAGE	\$9,000.00	\$13,495.93	\$10,000.00	\$10,000.00	0%	
COPY/MAIL CENTER FEES	\$2,500.00	\$0.00	\$2,500.00	\$2,500.00	0%	



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
SECURITY MONITORING ALARMS	\$479.40	\$479.40	\$500.00	\$500.00	0%	
OFFICE SUPPLIES	\$259.10	\$29.98	\$300.00	\$300.00	0%	
COMPUTER SUPPLIES	\$18.99	\$0.00	\$200.00	\$200.00	0%	
PHOTOCOPY SUPPLIES	\$24,000.00	\$19,878.00	\$35,600.00	\$35,600.00	0%	
CITIZEN'S LEADERSHIP ACADEMY	\$3,996.48	\$150.78	\$5,000.00	\$5,000.00	0%	
	<b>\$48,373.45</b>	<b>\$43,003.87</b>	<b>\$63,734.00</b>	<b>\$63,734.00</b>		
<b>Total Expenses:</b>	<b>\$48,373.45</b>	<b>\$43,003.87</b>	<b>\$63,734.00</b>	<b>\$63,734.00</b>	<b>0%</b>	
<b>Total Expense Objects:</b>	<b>\$275,412.64</b>	<b>\$164,492.65</b>	<b>\$295,233.00</b>	<b>\$295,233.00</b>	<b>0%</b>	



## Council on Aging

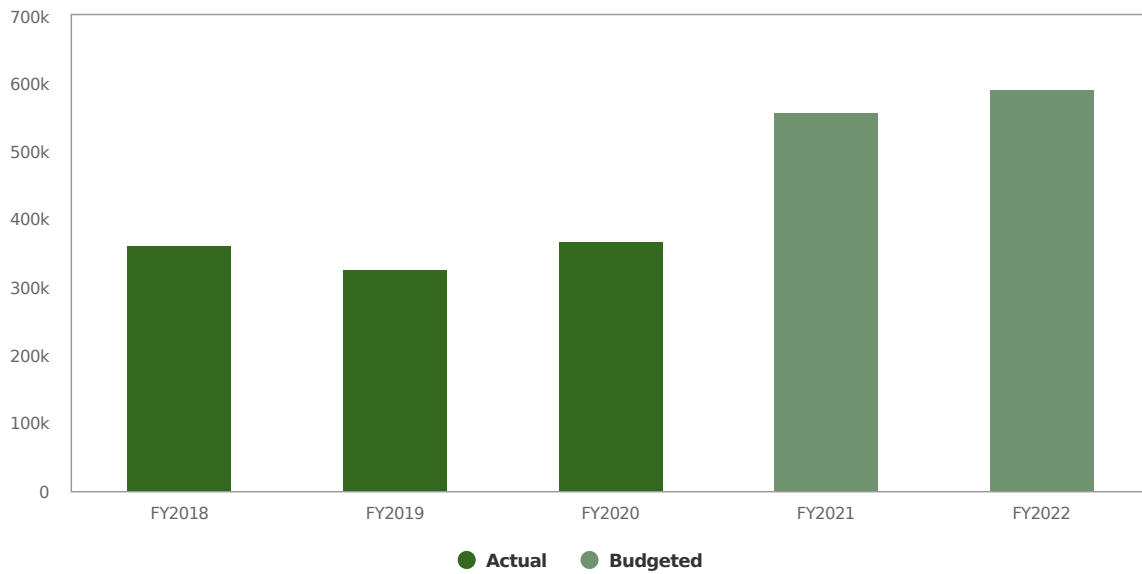
Susan Ramsey

Director of Community Services/Council on Aging

### Expenditures Summary

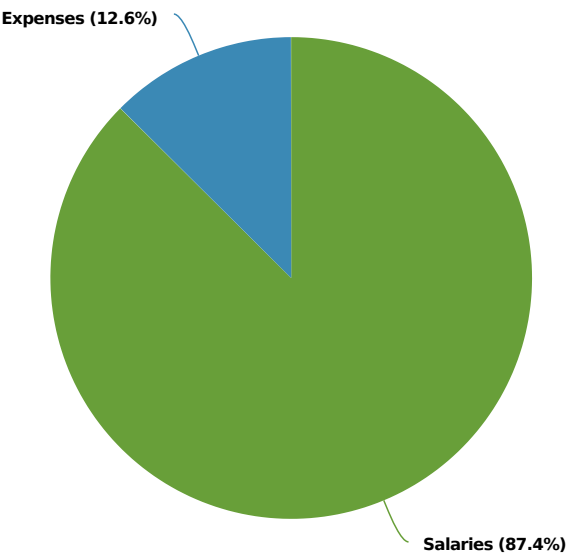
**\$590,806** **\$31,677**  
(5.67% vs. prior year)

Council on Aging Proposed and Historical Budget vs. Actual

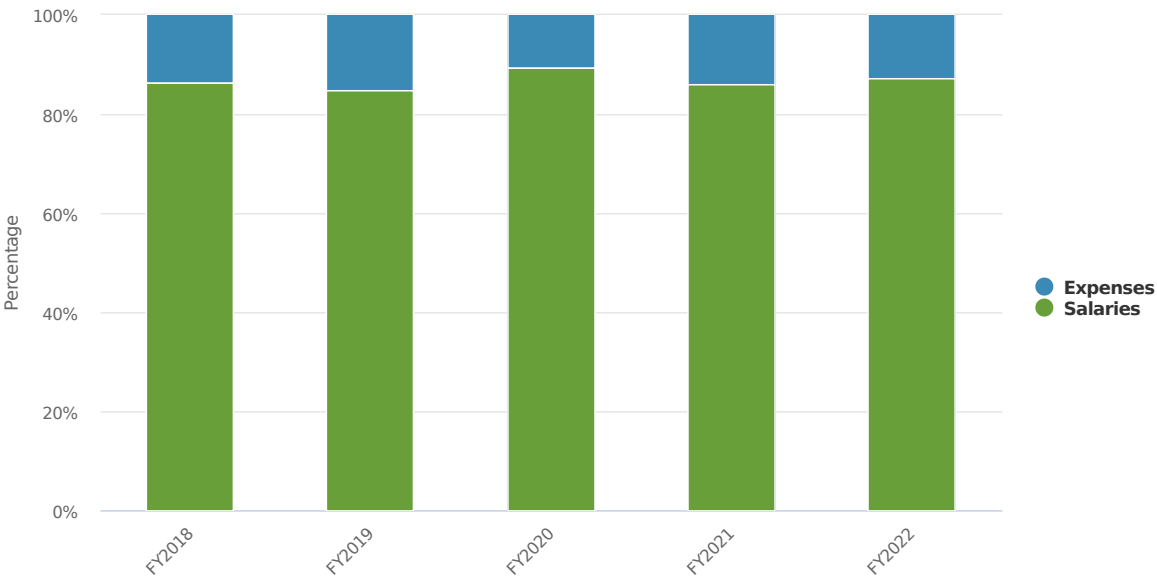


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Salaries</b>						
SALARIES MANAGEMENT	\$79,033.80	\$100,962.89	\$100,385.00	\$102,885.00	2.5%	
SALARIES OPERATIONAL STAFF	\$198,502.76	\$228,720.79	\$243,872.00	\$246,514.00	1.1%	
HUMAN SERVICES SALARIES		\$715.12	\$137,237.00	\$167,237.00	21.9%	A new position
	<b>\$277,536.56</b>	<b>\$330,398.80</b>	<b>\$481,494.00</b>	<b>\$516,636.00</b>	<b>7.3%</b>	
<b>Total Salaries:</b>	<b>\$277,536.56</b>	<b>\$330,398.80</b>	<b>\$481,494.00</b>	<b>\$516,636.00</b>	<b>7.3%</b>	
<b>Expenses</b>						
EQUIPMENT REPAIRS/SERVICING	\$3,287.72	\$2,327.71	\$3,000.00	\$3,000.00	0%	
TRAVEL IN/OUT STATE	\$4,756.08	\$3,302.41	\$6,000.00	\$6,000.00	0%	
TELEPHONE	\$2,128.39	\$2,191.86	\$2,535.00	\$2,535.00	0%	
DUES & MEMBERSHIPS	\$2,516.52	\$1,834.74	\$2,500.00	\$4,035.00	61.4%	
POSTAGE	\$1,116.01	\$704.19	\$15,750.00	\$15,750.00	0%	
COPY/MAIL CENTER FEES	\$6,340.29	\$4,947.52	\$4,000.00	\$4,000.00	0%	
CONTRACT SERV - COUNSELING		\$0.00	\$5,000.00	\$0.00	-100%	
PURCHASED SERVICES MISC	\$300.00	\$1,597.99	\$300.00	\$300.00	0%	
WELLNESS PROGRAMS	\$10,841.01	\$9,071.69	\$13,200.00	\$13,200.00	0%	
OFFICE SUPPLIES	\$4,476.67	\$3,820.74	\$6,700.00	\$6,700.00	0%	
COMPUTER SUPPLIES	\$731.70	\$2,490.51	\$3,000.00	\$3,000.00	0%	
DISPOSABLE GOOD SUPPLIES	\$2,619.04	\$1,147.06	\$2,350.00	\$2,350.00	0%	
TRANSPORTATION PROGRAM	\$10,856.39	\$5,371.51	\$13,300.00	\$13,300.00	0%	
	<b>\$49,969.82</b>	<b>\$38,807.93</b>	<b>\$77,635.00</b>	<b>\$74,170.00</b>	<b>-4.5%</b>	
<b>Total Expenses:</b>	<b>\$49,969.82</b>	<b>\$38,807.93</b>	<b>\$77,635.00</b>	<b>\$74,170.00</b>	<b>-4.5%</b>	
<b>Total Expense Objects:</b>	<b>\$327,506.38</b>	<b>\$369,206.73</b>	<b>\$559,129.00</b>	<b>\$590,806.00</b>	<b>5.7%</b>	



## Veterans Services

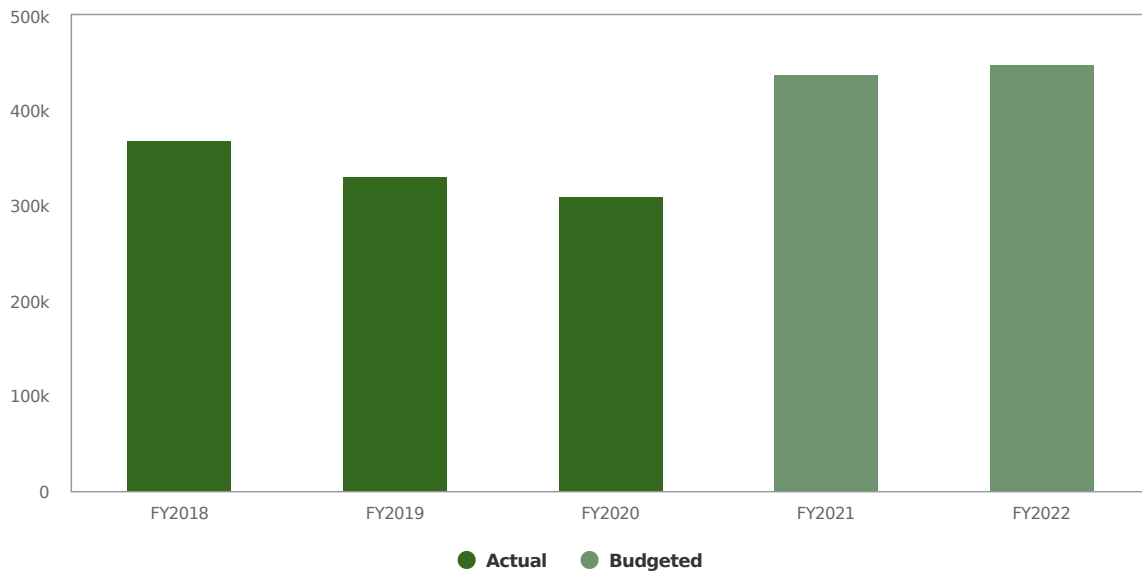
Susan Ramsey

Director of Community Services/Council on Aging

### Expenditures Summary

**\$449,154** **\$10,669**  
(2.43% vs. prior year)

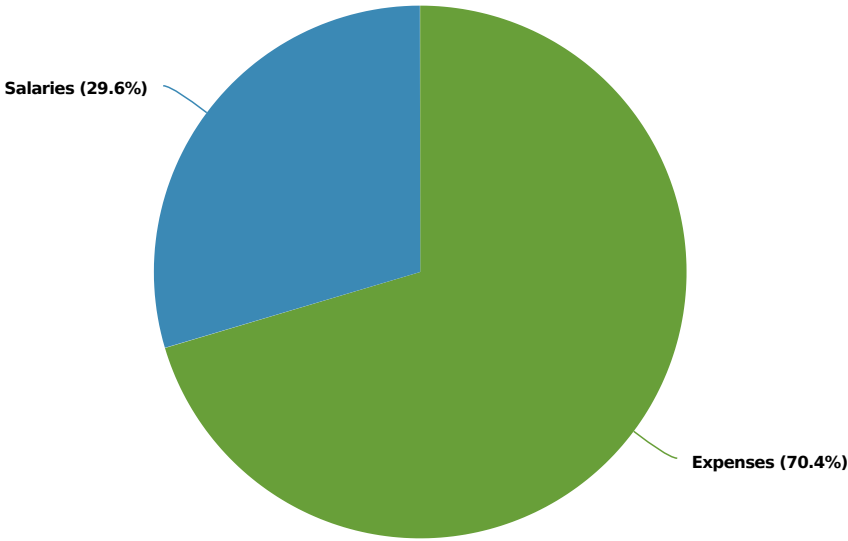
#### Veterans Services Proposed and Historical Budget vs. Actual



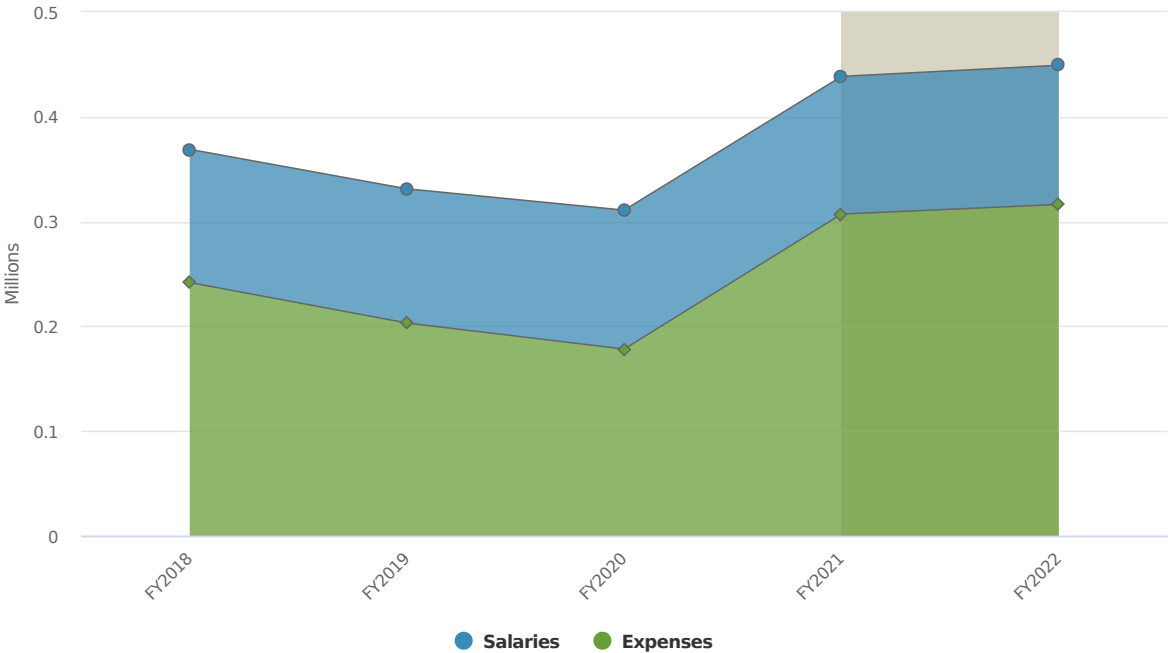


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
SALARIES MANAGEMENT	\$72,069.32	\$74,005.04	\$73,722.00	\$75,191.00	2%	
SALARIES OPERATIONAL STAFF	\$56,044.56	\$57,547.30	\$56,234.00	\$56,234.00	0%	
SALARIES ADD'L COMP OPER	\$0.00	\$1,125.00	\$1,500.00	\$1,500.00	0%	
	<b>\$128,113.88</b>	<b>\$132,677.34</b>	<b>\$131,456.00</b>	<b>\$132,925.00</b>	<b>1.1%</b>	
<b>Total Salaries:</b>	<b>\$128,113.88</b>	<b>\$132,677.34</b>	<b>\$131,456.00</b>	<b>\$132,925.00</b>	<b>1.1%</b>	
<b>Expenses</b>						
RENTAL OF FACILITIES	\$600.00	\$0.00	\$600.00	\$600.00	0%	
TRAVEL	\$1,929.06	\$1,338.64	\$2,640.00	\$2,640.00	0%	
TELEPHONE	\$955.08	\$948.11	\$1,000.00	\$1,000.00	0%	
DUES & MEMBERSHIPS	\$355.81	\$50.00	\$500.00	\$500.00	0%	
POSTAGE	\$687.90	\$493.20	\$1,200.00	\$1,200.00	0%	
PURCHASED SERVICES MISC	\$225.00	\$0.00	\$225.00	\$225.00	0%	
CARE OF GRAVES	\$2,304.11	\$1,144.40	\$2,402.00	\$2,402.00	0%	
OFFICE SUPPLIES	\$1,040.77	\$1,172.38	\$2,042.00	\$2,042.00	0%	
VETERAN CASH ALLOWANCES	\$84,356.38	\$86,506.77	\$100,000.00	\$100,000.00	0%	
VETERAN HOSP/MEDICAL/DENTAL	\$91,337.53	\$70,446.01	\$173,990.00	\$173,990.00	0%	
VETERAN FOOD/CLOTHING/FUEL	\$550.00	\$0.00	\$1,000.00	\$1,000.00	0%	
VETERAN TRANSPORTATION	\$500.00	\$0.00	\$500.00	\$500.00	0%	
VETERANS ALL OTHER	\$1,425.00	\$250.00	\$1,430.00	\$10,630.00	643.4%	
MEMORIAL DAY PROGRAMS	\$14,152.33	\$13,177.80	\$15,000.00	\$15,000.00	0%	
VETERANS DAY PROGRAMS	\$2,625.00	\$2,625.00	\$4,500.00	\$4,500.00	0%	
	<b>\$203,043.97</b>	<b>\$178,152.31</b>	<b>\$307,029.00</b>	<b>\$316,229.00</b>	<b>3%</b>	
<b>Total Expenses:</b>	<b>\$203,043.97</b>	<b>\$178,152.31</b>	<b>\$307,029.00</b>	<b>\$316,229.00</b>	<b>3%</b>	
<b>Total Expense Objects:</b>	<b>\$331,157.85</b>	<b>\$310,829.65</b>	<b>\$438,485.00</b>	<b>\$449,154.00</b>	<b>2.4%</b>	



# Community Organic Farm



Casey Townsend  
Executive Director

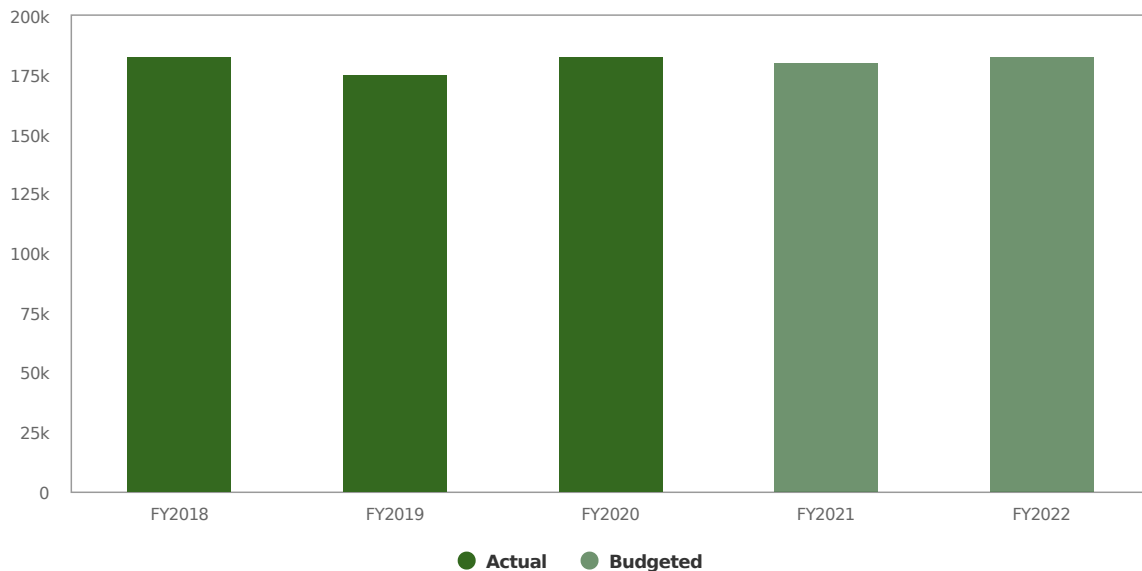
The Natick Community Organic Farm is a nonprofit, certified-organic farm. We provide productive open space, farm products, and hands-on education for all ages, year-round.

The Natick Community Organic Farm is about farming in the public eye. Visitors to the farm learn what food looks like before it gets processed, refined, or packaged. We demonstrate how to take good care of the land and the animals, and we're excited to teach the next generation about stewardship, ecology, and personal responsibility.

## Expenditures Summary

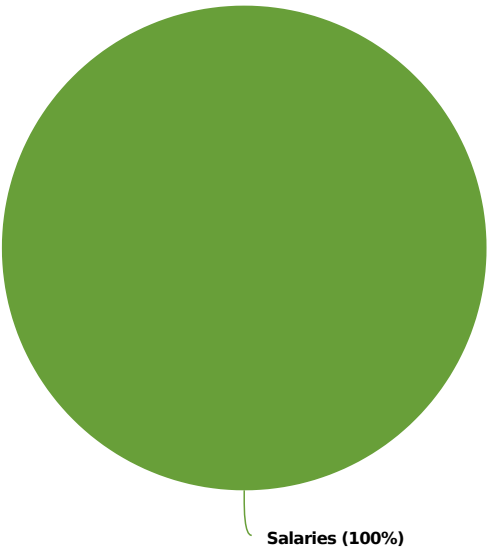
**\$182,784** **\$2,171**  
(1.2% vs. prior year)

Community Organic Farm Proposed and Historical Budget vs. Actual

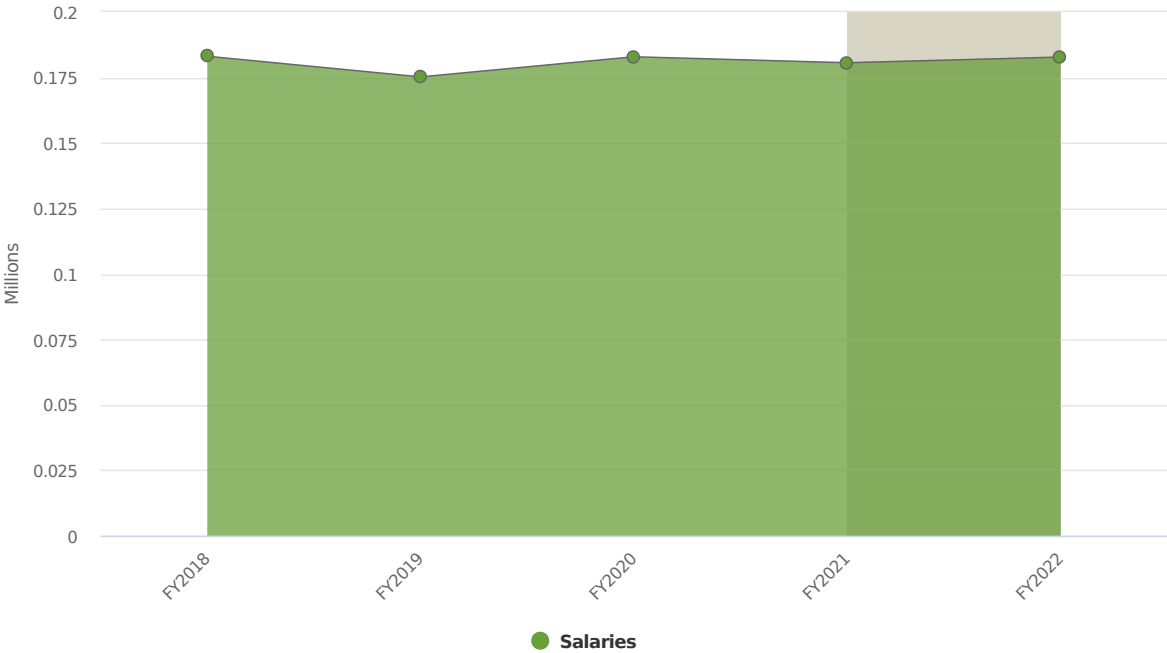


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
SALARIES SUPERVISORY	\$32,649.26	\$47,171.08	\$72,215.00	\$72,215.00	0%	
SALARIES TECHNICAL/PROFESSNL	\$142,558.40	\$135,716.62	\$108,398.00	\$110,569.00	2%	
<b>Total</b>	<b>\$175,207.66</b>	<b>\$182,887.70</b>	<b>\$180,613.00</b>	<b>\$182,784.00</b>	<b>1.2%</b>	
<b>Total Salaries:</b>	<b>\$175,207.66</b>	<b>\$182,887.70</b>	<b>\$180,613.00</b>	<b>\$182,784.00</b>	<b>1.2%</b>	
<b>Total Expense Objects:</b>	<b>\$175,207.66</b>	<b>\$182,887.70</b>	<b>\$180,613.00</b>	<b>\$182,784.00</b>	<b>1.2%</b>	



## Recreation and Parks

Karen Partenen

*Director of Parks and Recreation*

Natick Recreation & Parks is responsible for the planning, organizing and implementation of recreational programs to serve residents of all ages and abilities. The division serves as stewards of community fields and parks. We work with town departments, non-profit organizations, and businesses to help improve the fabric of our community.

### Expenditures Summary

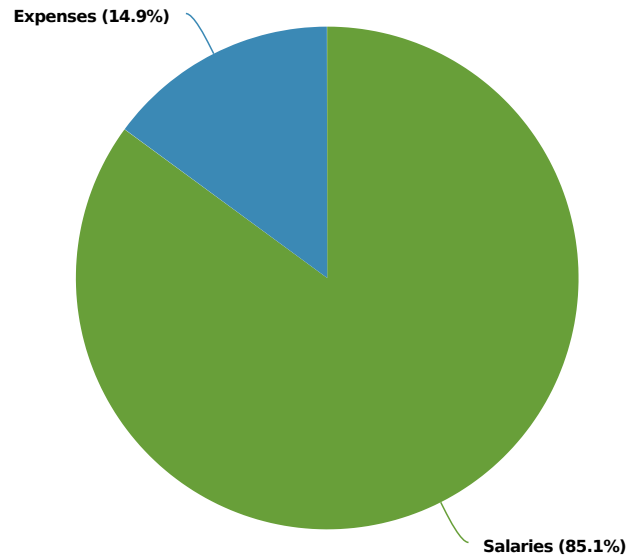
**\$534,500** **\$2,002**  
(0.38% vs. prior year)

#### Recreation and Parks Proposed and Historical Budget vs. Actual

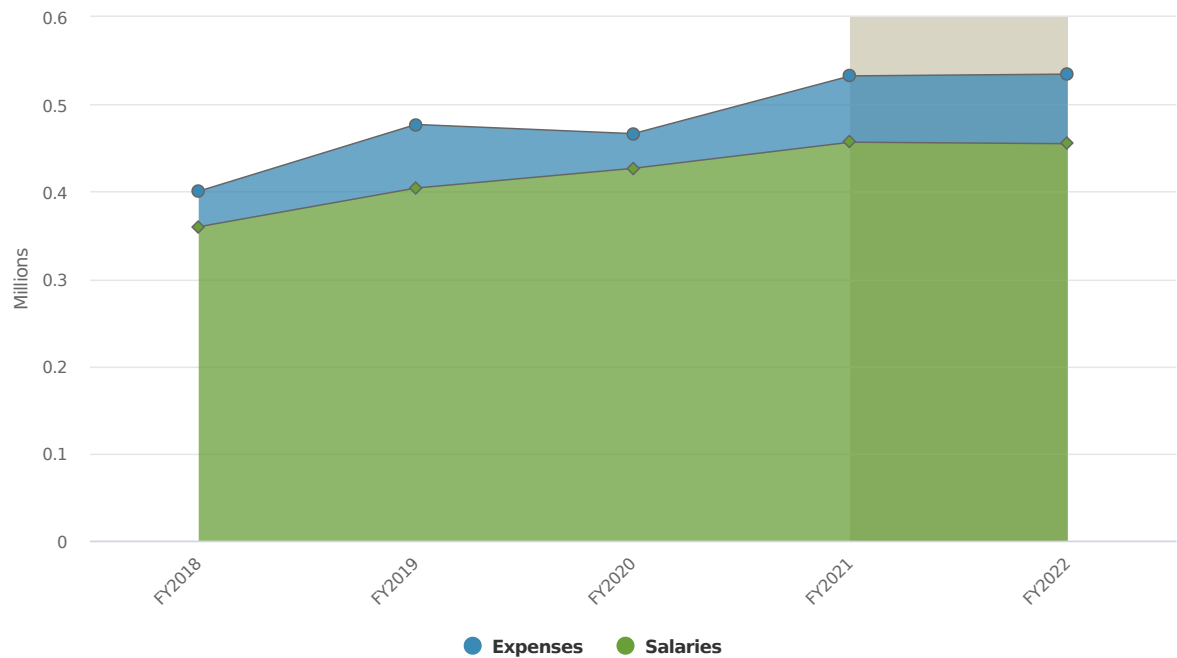


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
SALARIES MANAGEMENT	\$81,740.93	\$93,463.52	\$93,102.00	\$94,957.00	2%	
SALARIES SUPERVISORY	\$82,130.69	\$84,333.87	\$84,013.00	\$85,897.00	2.2%	
SALARIES OPERATIONAL STAFF	\$113,990.99	\$67,918.53	\$64,864.00	\$90,433.00	39.4%	
SALARIES TECHNICAL/PROFESSNL	\$121,122.85	\$176,654.22	\$179,310.00	\$181,253.00	1.1%	
SALARIES OPERATIONAL O/T	\$2,488.26	\$1,704.18	\$2,250.00	\$2,250.00	0%	
SALARIES ADD'L COMP OPER	\$2,500.00	\$2,500.00	\$0.00	\$0.00		
	<b>\$403,973.72</b>	<b>\$426,574.32</b>	<b>\$423,539.00</b>	<b>\$454,790.00</b>	<b>7.4%</b>	
<b>Total Salaries:</b>	<b>\$403,973.72</b>	<b>\$426,574.32</b>	<b>\$423,539.00</b>	<b>\$454,790.00</b>	<b>7.4%</b>	
<b>Expenses</b>						
FACILITY REPAIRS/MAINTENANCE	\$1,533.81	\$953.03	\$4,500.00	\$4,500.00	0%	
EQUIPMENT REPAIRS/SERVICING	\$3,693.08	\$2,525.90	\$2,300.00	\$2,300.00	0%	
TRAVEL IN/OUT STATE	\$3,653.16	\$3,201.76	\$3,900.00	\$3,900.00	0%	
TELEPHONE	\$6,696.64	\$7,616.69	\$6,800.00	\$6,800.00	0%	
DUES & MEMBERSHIPS	\$2,968.26	\$3,834.31	\$4,035.00	\$5,973.00	48%	additional \$438 yr for Camp Arrowhead
TRAINING & EDUCATION	\$3,460.74	\$2,174.17	\$8,000.00	\$8,000.00	0%	
CUSTODIAL FEES SCHOOL	\$2,402.00	\$0.00	\$3,330.00	\$3,330.00	0%	
TREATMENT DUG POND	\$29,240.00	\$3,066.56	\$18,145.00	\$19,585.00	7.9%	
TUITION SPECIAL NEEDS	\$5,428.98	\$6,301.33	\$6,000.00	\$6,000.00	0%	
OFFICE SUPPLIES	\$5,577.85	\$5,371.88	\$6,600.00	\$6,972.00	5.6%	
PHOTOCOPYING	\$3,735.06	\$2,262.97	\$3,750.00	\$3,750.00	0%	
SUPPLIES FOR PROGRAMS	\$4,474.55	\$2,446.25	\$8,600.00	\$8,600.00	0%	
	<b>\$72,864.13</b>	<b>\$39,754.85</b>	<b>\$75,960.00</b>	<b>\$79,710.00</b>	<b>4.9%</b>	





Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Total Expenses:</b>	<b>\$72,864.13</b>	<b>\$39,754.85</b>	<b>\$75,960.00</b>	<b>\$79,710.00</b>	<b>4.9%</b>	
<b>Total Expense Objects:</b>	<b>\$476,837.85</b>	<b>\$466,329.17</b>	<b>\$499,499.00</b>	<b>\$534,500.00</b>	<b>7%</b>	



## Board of Health

James White

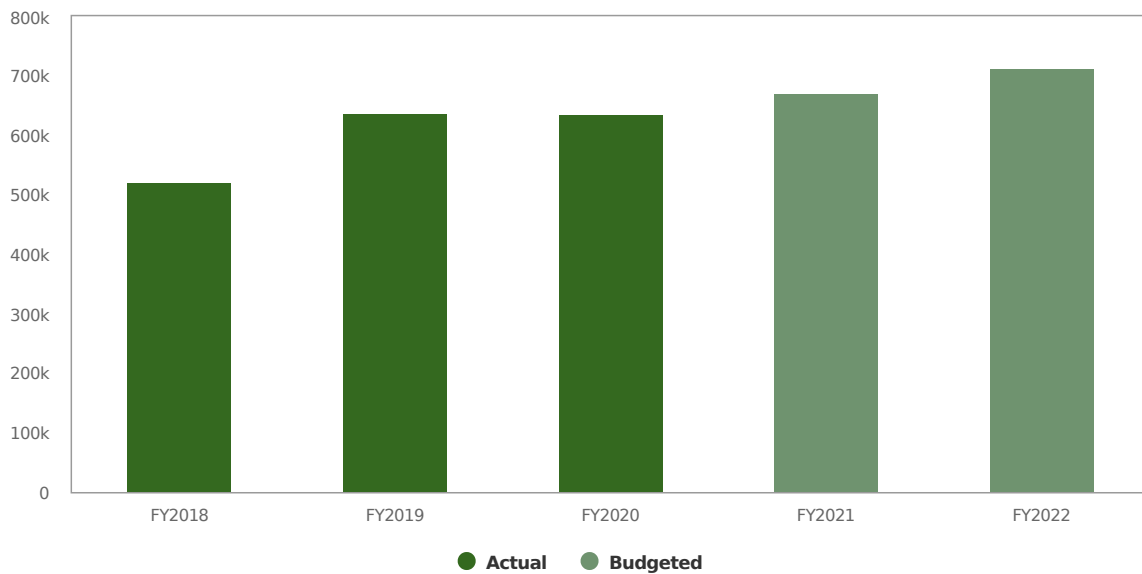
*Director of Board of Health*

The Natick Health Department is empowered by state statute with protecting and promoting the health, safety and well-being of our residents, visitors and the environment. This is accomplished by providing inspectional services, code enforcement, clinical wellness and immunization programs, communicable disease investigations, education and public awareness campaigns.

### Expenditures Summary

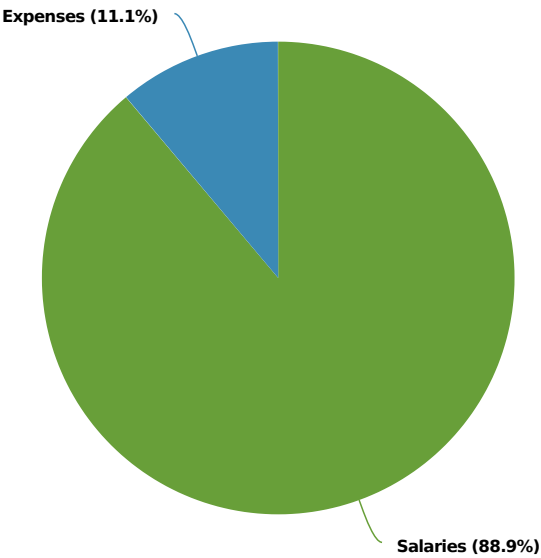
**\$713,297** **\$42,624**  
(6.36% vs. prior year)

Board of Health Proposed and Historical Budget vs. Actual

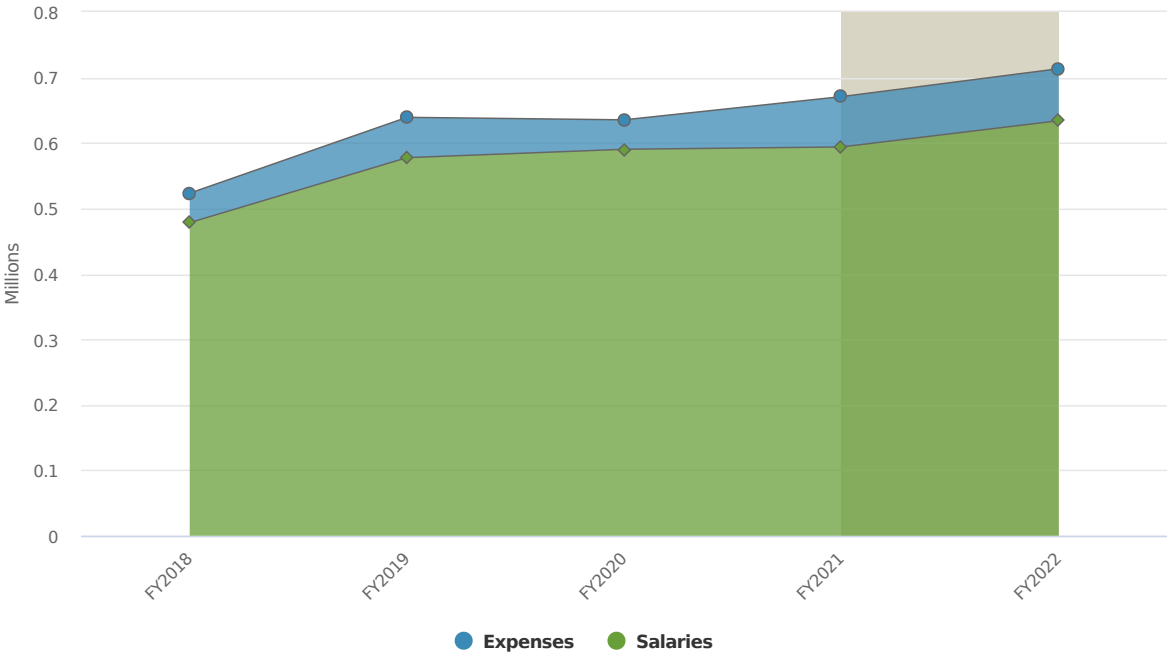


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

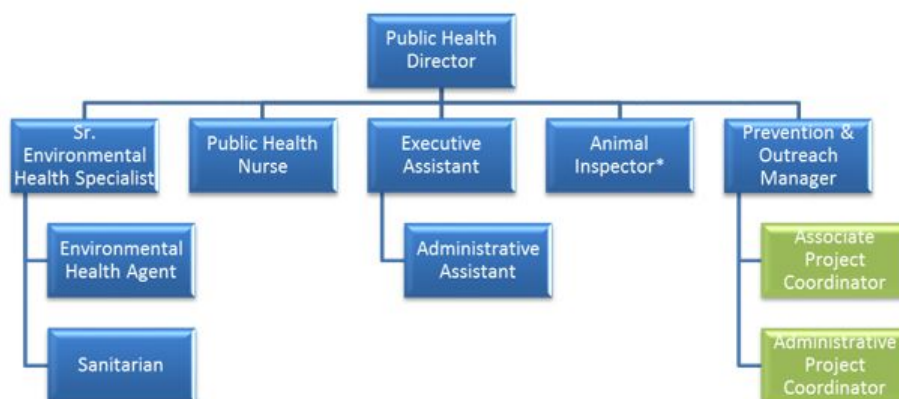


Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY 2021 AP vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
SALARIES MANAGEMENT	\$112,399.14	\$115,435.92	\$125,481.00	\$117,798.00	-6.1%	
SALARIES OPERATIONAL STAFF	\$103,495.86	\$106,440.29	\$109,350.00	\$109,350.00	0%	
SALARIES TECHNICAL/PROFESSNL	\$352,998.82	\$361,093.07	\$358,927.00	\$396,188.00	10.4%	
SALARIES PART TIME OPERATIONAL	\$1,520.78	\$2,399.06	\$2,000.00	\$2,000.00	0%	
SALARIES TEMPORARY TECH/PROF	\$6,250.00	\$3,750.00	\$7,486.00	\$7,486.00	0%	
SALARIES ADD'L COMP OPER	\$750.00	\$1,125.00	\$1,125.00	\$1,125.00	0%	
	<b>\$577,414.60</b>	<b>\$590,243.34</b>	<b>\$604,369.00</b>	<b>\$633,947.00</b>	<b>4.9%</b>	
<b>Total Salaries:</b>	<b>\$577,414.60</b>	<b>\$590,243.34</b>	<b>\$604,369.00</b>	<b>\$633,947.00</b>	<b>4.9%</b>	
<b>Expenses</b>						
PREVENTION OUTREACH EXPENSES	\$12,522.13	\$9,108.31	\$24,000.00	\$24,000.00	0%	
FOOD CONSULTANTS	\$10,492.32	\$8,055.00	\$12,000.00	\$12,000.00	0%	
EQUIPMENT REPAIRS/SERVICING	\$291.53	\$181.30	\$700.00	\$700.00	0%	
TRAVEL	\$1,319.84	\$1,185.00	\$3,000.00	\$3,000.00	0%	
TELEPHONE	\$3,875.96	\$3,375.94	\$3,800.00	\$3,800.00	0%	
DUES & MEMBERSHIPS	\$1,527.70	\$1,620.62	\$1,500.00	\$1,500.00	0%	
PURCHASED SERVICES MISC	\$570.08	\$88.00	\$500.00	\$500.00	0%	
OFFICE SUPPLIES	\$2,927.95	\$3,240.56	\$3,100.00	\$3,100.00	0%	
PRINTING/ADVERTISING	\$500.77	\$441.86	\$500.00	\$500.00	0%	
SUPPLIES CLINIC	\$6,751.77	\$1,303.16	\$4,000.00	\$4,000.00	0%	
SUPPLIES COMMUNICABLE DISEASE	\$1,234.15	\$193.32	\$1,250.00	\$1,250.00	0%	
SUPPLIES ENVIRONMENTAL PROGRAM	\$4,397.33	\$2,164.88	\$6,000.00	\$6,000.00	0%	
SUPPLIES LABORATORY	\$1,150.00	\$810.00	\$1,500.00	\$1,500.00	0%	



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY 2021 AP vs. FY2022 Budgeted (% Change)	Notes
HOUSEHOLD HAZARDOUS WASTE	\$14,067.56	\$13,210.00	\$15,000.00	\$17,500.00	16.7%	With COVID many towns canceled their event, much of those funds will not be available.
	<b>\$61,629.09</b>	<b>\$44,977.95</b>	<b>\$76,850.00</b>	<b>\$79,350.00</b>	<b>3.3%</b>	
<b>Total Expenses:</b>	<b>\$61,629.09</b>	<b>\$44,977.95</b>	<b>\$76,850.00</b>	<b>\$79,350.00</b>	<b>3.3%</b>	
<b>Total Expense Objects:</b>	<b>\$639,043.69</b>	<b>\$635,221.29</b>	<b>\$681,219.00</b>	<b>\$713,297.00</b>	<b>4.7%</b>	

## Organizational Chart

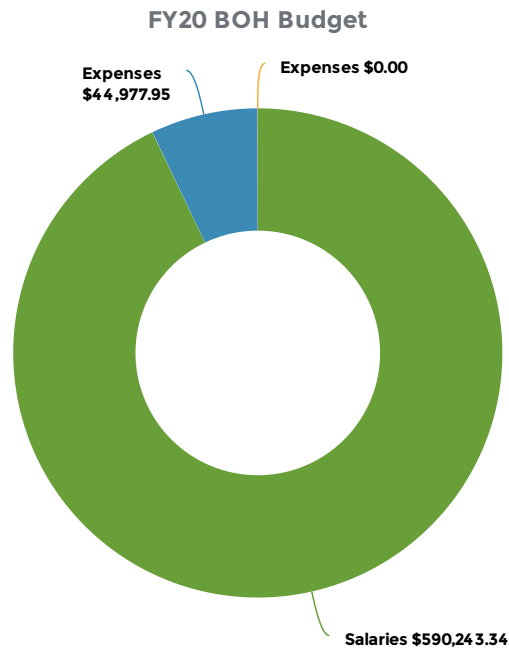


# FY20 BOH Budget

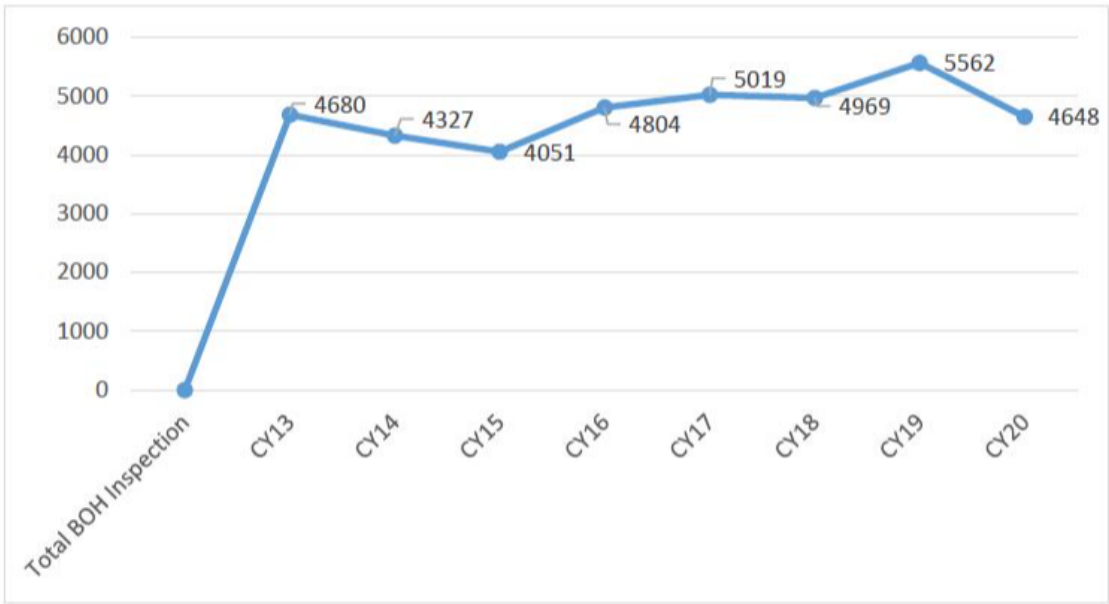
- Natick had our first case of COVID-19 on March 7, 2020. This affected much of the daily operations of the department. There was a major shift in priorities. Many businesses shut down and work was being conducted from home by many, including several town departments. The Board of Health continued operating, shifting concentration towards enforcement of Governor's Executive COVID-19 Orders and contact tracing of the communities positives cases. The summer months showed a noticeable decrease in COVID cases but as we enter into the late fall and winter months we are bracing for another potentially larger surge.

- This change in priorities will reflect a reduction in some typical outputs of the Department's Inspection and Clinical Programs. The pandemic related responsibilities placed upon the Department since March has dramatically increased our time and workload.

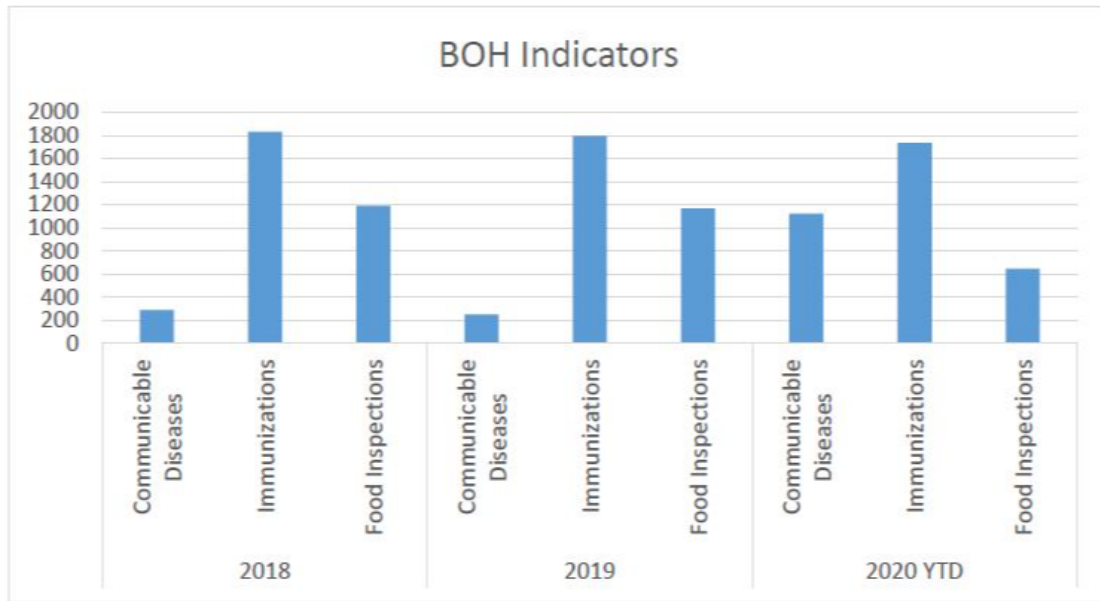
- Construction projects had a slight downturn in April & May due to COVID-19, but the pace has noticeably increased since. The construction process remains a constant impact on the department workload.



## Total BOH Inspections



## BOH Indicators



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## **Administrative Support Services**

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Board of Selectmen/Town Administration

Personnel Board

Town Report

Legal Services

Finance

Information Technology

Town Clerk

Board of Registrars

Community Development

Weights and Measures



# Board of Selectmen/Town Administrator

**Robert Rooney**  
***Interim Town Administrator***

The Town Administrator's Office is committed to providing quality and innovative service in a supportive and creative environment. We will work cooperatively with the citizens of Natick and all municipal employees in setting the direction and accomplishing goals for town government.

The Town Administrator is appointed by the Select Board to oversee the daily operations of the town, advise and administer the policies and procedures of the Select Board and enforce town bylaws and actions passed by Town Meeting. The Town Administrator's authority and responsibilities are established in the Town Charter and are defined in Section 4 of the Town Charter.

The Town Administrator submits to the Select Board a proposed annual budget that includes revenue and expenditure projections for the upcoming fiscal year. The Town Administrator works with the Senior Management Team to coordinate the development of the budget. The budget document is presented to the Select Board, reviewed by Finance Committee and ultimately to Town Meeting for action.

The Town Administrator is responsible for the management of all town departments (excluding the School Department), all town funds, for providing support to the volunteer committee system, working with other levels of government, and managing special projects for the Select Board.

## Selectboard Roster

### [Jonathan Freedman](#)

**2nd Term**

Mar 28, 2018 to Mar 28, 2021

**Appointing Authority**

Elected

**Position**

Chair

---

### [Sue G. Salamoff](#)

**2nd Term**

Mar 27, 2019 to Mar 29, 2022

**Appointing Authority**

Elected

**Position**

Member

---

### [Richard P. Jennett](#)

**3rd Term**

Mar 27, 2019 to Mar 29, 2022

**Appointing Authority**

Elected

**Position**

Clerk

---

### [Karen Adelman-Foster](#)

**2nd Term**

Jun 30, 2020 to Mar 31, 2023

**Appointing Authority**

Elected

**Position**

Vice Chair

---

### [Michael J. Hickey, Jr.](#)

**2nd Term**

Jun 30, 2020 to Mar 31, 2023

**Appointing Authority**

Elected

**Position**

Member



# Organizational Chart



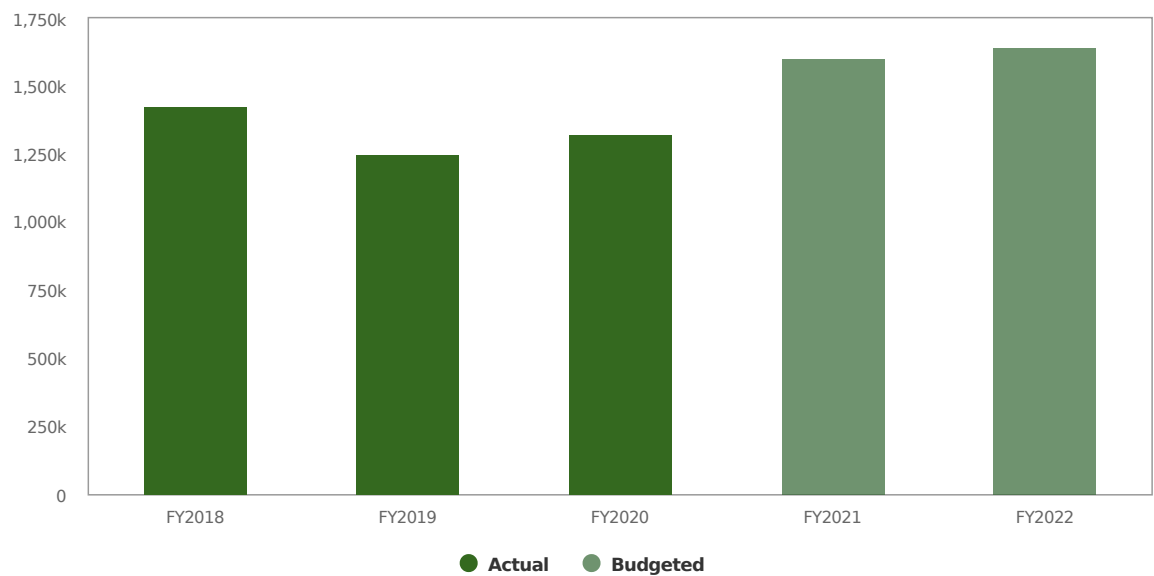
## Expenditures Summary

\$1,643,581

\$39,322

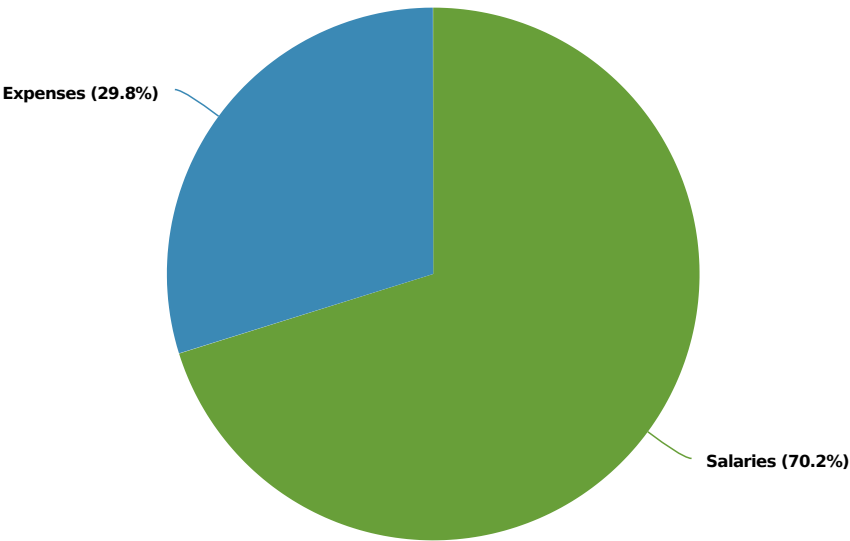
(2.45% vs. prior year)

Board of Selectmen Proposed and Historical Budget vs. Actual

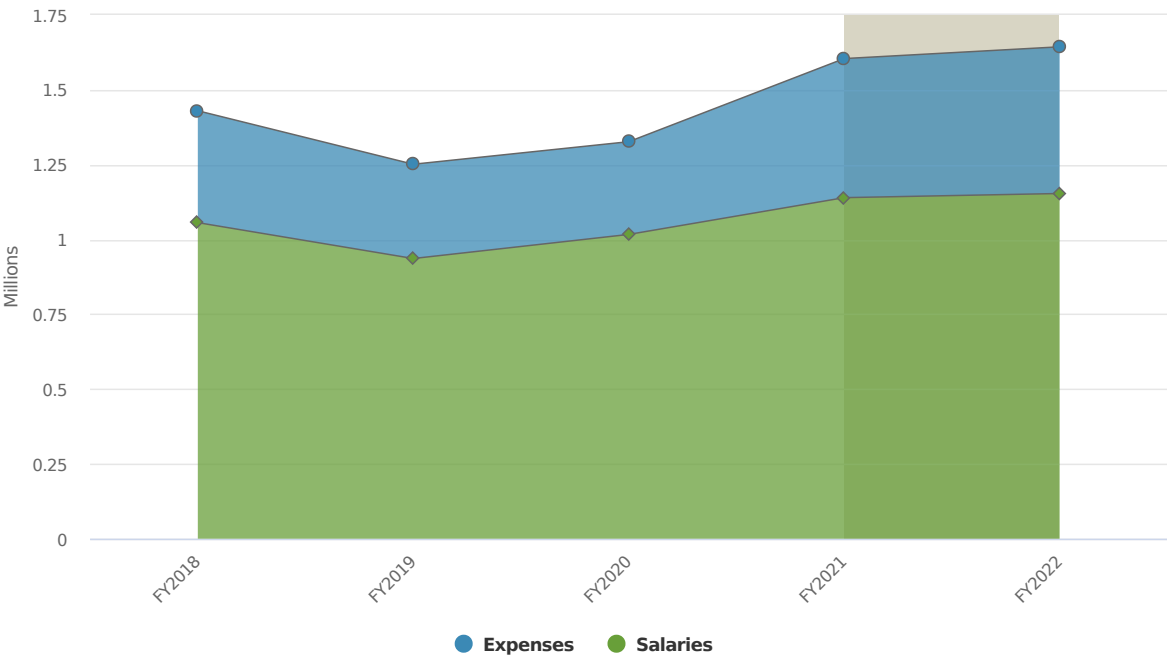


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2018 Actual	FY2019 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
SALARIES MANAGEMENT	\$622,869.23	\$577,405.42	\$616,486.00	\$608,698.00	-1.3%	
SALARIES SUPERVISORY	\$64,300.08	\$65,377.00	\$66,862.00	\$68,195.00	2%	
SALARIES OPERATIONAL STAFF	\$163,995.10	\$144,569.30	\$287,277.00	\$289,995.00	0.9%	
SALARIES TECHNICAL/ PROFESSNL	\$204,900.66	\$148,780.48	\$173,110.00	\$176,530.00	2%	
SALARIES PART TIME OPERATIONAL		\$0.00	\$10,000.00	\$10,000.00	0%	
<b>Total</b>	<b>\$1,056,065.07</b>	<b>\$936,132.20</b>	<b>\$1,153,735.00</b>	<b>\$1,153,418.00</b>		
<b>Total Salaries:</b>	<b>\$1,056,065.07</b>	<b>\$936,132.20</b>	<b>\$1,153,735.00</b>	<b>\$1,153,418.00</b>	<b>0%</b>	
<b>Expenses</b>						
PREVENTION OUTREACH EXPENSES	\$37,800.91	\$13,427.46	\$0.00	\$0.00		
CONSULTANT ASSISTANCE	\$3,500.00	\$2,715.89	\$2,500.00	\$25,000.00	900%	
PREAMBULATION OF BOUNDS	\$150.00	\$0.00	\$250.00	\$250.00	0%	
NATICK CTR REVITALIZATION	\$79,999.26	\$79,999.92	\$80,000.00	\$80,000.00	0%	
METROWEST REG COLLABORATIVE	\$5,068.70	\$10,126.20	\$13,000.00	\$13,000.00	0%	
OIL TNK REMEDIATION TN TNKS	\$27,725.25	\$10,753.60	\$15,000.00	\$19,000.00	26.7%	
TRAVEL	\$785.74	\$367.31	\$4,500.00	\$500.00	-88.9%	
TRAVEL IN/OUT STATE	\$5,355.62	\$1,140.32	\$10,000.00	\$10,000.00	0%	
TELEPHONE	\$3,694.82	\$3,066.92	\$5,400.00	\$5,400.00	0%	
DUES & MEMBERSHIPS	\$11,316.50	\$11,772.79	\$13,000.00	\$10,000.00	-23.1%	
TRAINING & EDUCATION	\$14,924.52	\$24,891.50	\$39,000.00	\$10,000.00	-74.4%	
RECRUITMENT & HIRING	\$36,593.30	\$6,107.09	\$15,000.00	\$15,000.00	0%	
ANNUAL AUDIT	\$79,000.00	\$82,000.00	\$90,000.00	\$94,300.00	4.8%	
COPY/MAIL CENTER FEES	\$52,927.15	\$57,966.18	\$62,000.00	\$62,000.00	0%	
GASB AUDIT REQUIREMENTS		\$0.00	\$10,000.00	\$15,000.00	50%	
OFFICE SUPPLIES	\$6,779.36	\$6,657.07	\$11,000.00	\$12,700.00	15.5%	
PRINTING/ADVERTISING	\$6,355.93	\$2,384.13	\$9,150.00	\$5,000.00	-45.4%	
SUPPLIES - TN ADMINISTRATOR	\$1,739.76	\$1,648.50	\$5,000.00	\$2,500.00	-50%	



Name	FY2018 Actual	FY2019 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
SELECTMEN CBA SETTLEMENTS		\$0.00	\$858,987.00	\$100,513.00	-88.3%	
FURNITURE	\$132.99	\$0.00	\$20,000.00	\$10,000.00	-50%	
COMMUNICATION SYSTEM			\$50,000.00			
	<b>\$373,849.81</b>	<b>\$315,024.88</b>	<b>\$1,313,787.00</b>	<b>\$490,163.00</b>	<b>-62.7%</b>	
<b>Total Expenses:</b>	<b>\$373,849.81</b>	<b>\$315,024.88</b>	<b>\$1,313,787.00</b>	<b>\$490,163.00</b>	<b>-62.7%</b>	
<b>Total Expense Objects:</b>	<b>\$1,429,914.88</b>	<b>\$1,251,157.08</b>	<b>\$2,467,522.00</b>	<b>\$1,643,581.00</b>	<b>-33.4%</b>	



## Personnel Board

### Expenditures Summary

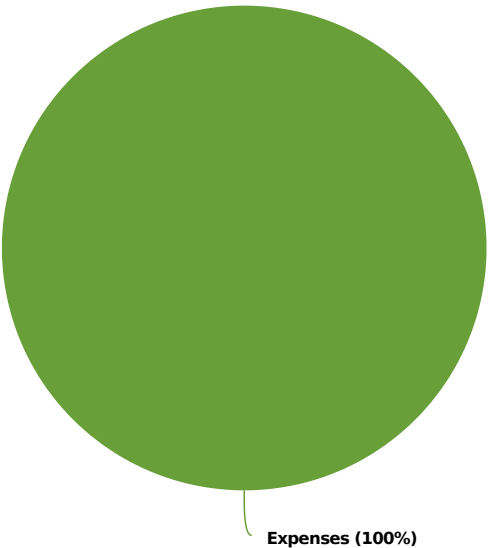
**\$1,000** **\$0**  
(0% vs. prior year)

Personnel Board Proposed and Historical Budget vs. Actual

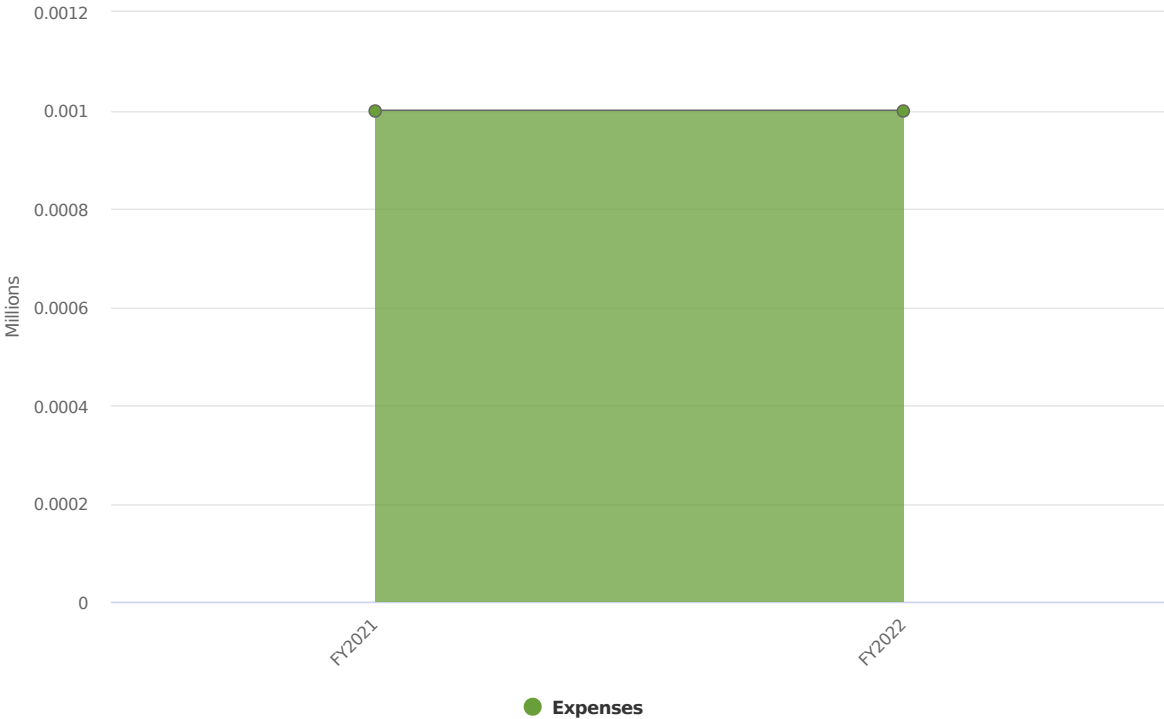


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Budgeted	FY2019 Budgeted	FY2020 Budgeted	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
Expense Objects							
Expenses	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	0%	
<b>Total Expense Objects:</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>	<b>0%</b>	

## Organizational Chart

### [Steve Levinsky](#)

#### 6th Term

Jun 01, 2018 to May 31, 2021

#### Appointing Authority

Town Administrator

#### Position

Member

### [Debra Sayre](#)

#### 1st Term

Oct 01, 2019 to May 31, 2022

#### Appointing Authority

Town Administrator

#### Position

Member

### [David F Dorant](#)

#### 2nd Term

Jun 01, 2019 to May 31, 2022

#### Appointing Authority

Town Administrator

#### Position

Member

### [Kristen L Pope](#)

#### 1st Term

Sep 24, 2020 to May 31, 2023

#### Appointing Authority

Town Administrator

#### Position

Member

### [Laura L Godin](#)

#### 1st Term

Sep 23, 2020 to May 31, 2023

#### Position

Member





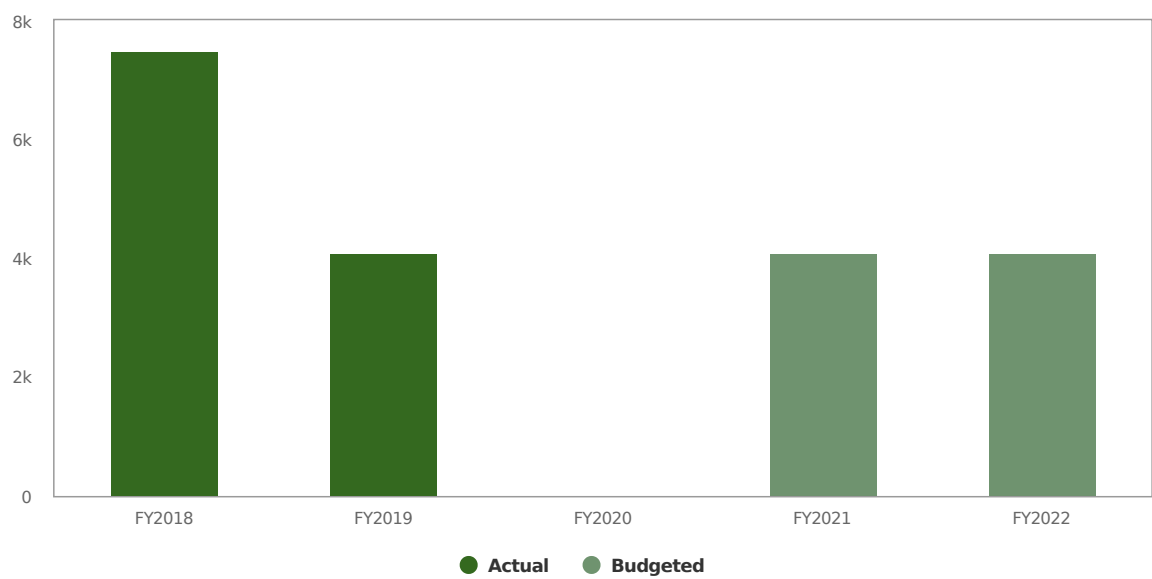
# Town Report

Donna Donovan  
Senior Executive Assistant

## Expenditures Summary

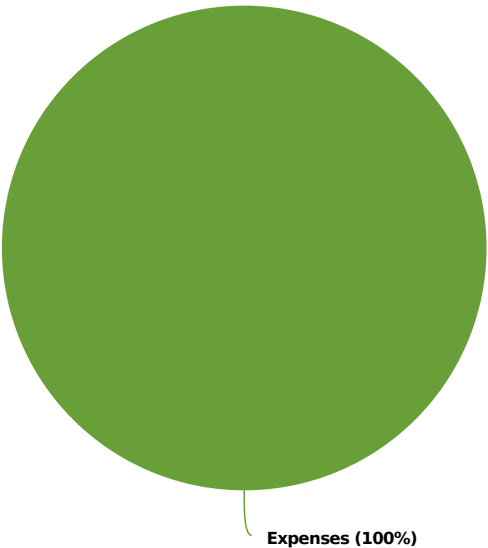
**\$4,100** **\$0**  
(0% vs. prior year)

Town Report Proposed and Historical Budget vs. Actual

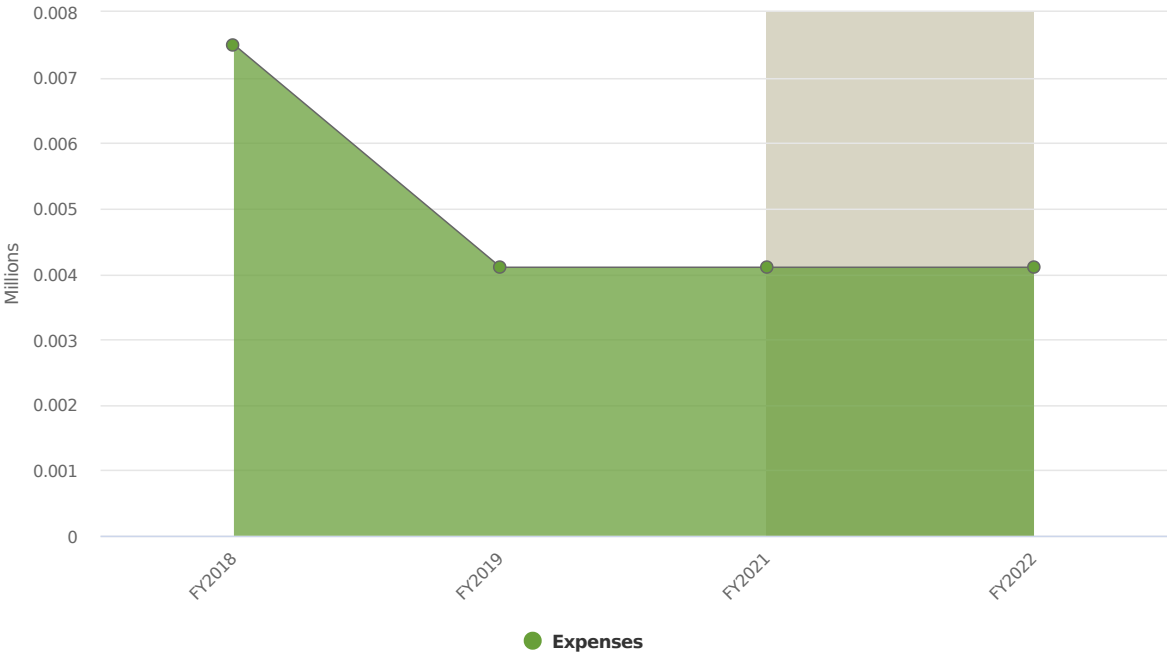


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	ACCOUNT ID	FY2018 Actual	FY2019 Actual	FY2020 Budgeted	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
Expense Objects								
Expenses		\$7,501.50	\$4,100.00	\$4,100.00	\$4,100.00	\$4,100.00	0%	
<b>Total Expense Objects:</b>		<b>\$7,501.50</b>	<b>\$4,100.00</b>	<b>\$4,100.00</b>	<b>\$4,100.00</b>	<b>\$4,100.00</b>	<b>0%</b>	



## Legal Services-Town Counsel

I. Main Purpose of the Department As prescribed under Article 22 of the By-Laws of the Town of Natick, "the Town shall have a Town Counsel who shall be an individual attorney or group, associations, firm, partnership or professional corporation of attorneys admitted to practice in the Commonwealth." Legal Services are provided by an independent contractor, appointed in one-year terms by the Board of Selectmen. The firm of Murphy, Hesse, Toomey and Lehane, LLP provides legal services to the Town of Natick, with John Flynn, Esq. serving as Town Counsel.

II. Services Provided Town Counsel services were primarily required for Selectmen, Town Administrator, building, zoning, Planning Board, liquor licenses, contracts (a broad scope including sewer projects, water projects, DPW projects, tree services, consultant services, and numerous other subjects), easements, leases, preparation of Town Meeting warrant articles and motions, and participation at Town Meeting. Notable Town Meeting action involved the purchase of the Cochituate Rail Trail, multiple proposals for moratoriums on development and changes to Use Districts and Use Regulations, proposed amendments to Zoning By-laws for multiple items, anti-aid amendment, etc. Labor Counsel services include various personnel matters, collective bargaining, healthcare, grievances and arbitrations related to contract issues and related to employment issues.

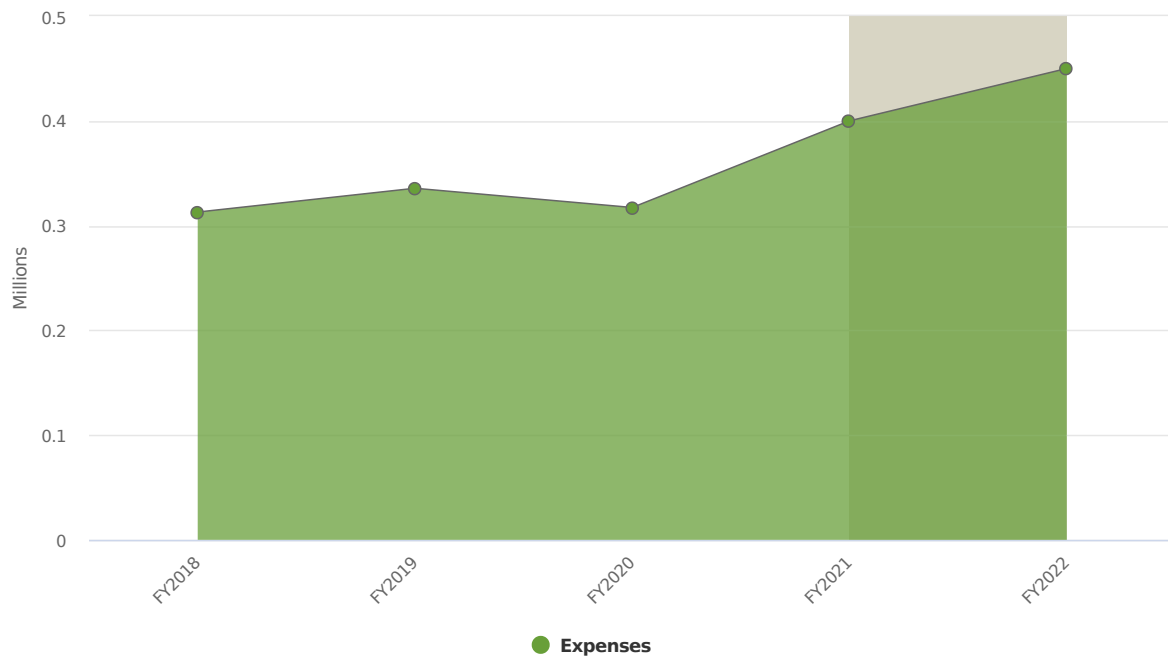
III. Significant Proposed Projects for the Upcoming Fiscal Year The Town is continuing labor negotiations

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Expenses</b>						
LEGAL SVS APPELLATE TAX BOARD	\$220.00	\$1,800.00	\$10,000.00	\$10,000.00	0%	
LEGAL SERVICES LABOR	\$113,038.25	\$111,241.09	\$125,000.00	\$125,000.00	0%	
TELEPHONE	\$43.21	\$35.84	\$100.00	\$100.00	0%	
TOWN COUNSEL RETAINER	\$114,999.96	\$95,906.98	\$115,000.00	\$115,000.00	0%	
LEGAL SERVICES LITIGATION	\$87,135.92	\$99,251.88	\$117,900.00	\$392,900.00	333%	
LEGAL SERVICES ZBA DECISIONS	\$15,700.23	\$5,703.67	\$20,000.00	\$20,000.00	0%	
LEGAL SERVICES CABLE	\$0.00	\$0.00	\$1,000.00	\$1,000.00	0%	
MASS GENERAL LAW UPDATES	\$4,510.36	\$3,347.20	\$3,500.00	\$3,500.00	0%	
JUDGEMENTS (COURT)	\$0.00	\$0.00	\$5,000.00	\$5,000.00	0%	
DAMAGE CLAIMS	\$0.00	\$0.00	\$2,500.00	\$2,500.00	0%	
	<b>\$335,647.93</b>	<b>\$317,286.66</b>	<b>\$400,000.00</b>	<b>\$675,000.00</b>	<b>68.8%</b>	
<b>Total Expenses:</b>	<b>\$335,647.93</b>	<b>\$317,286.66</b>	<b>\$400,000.00</b>	<b>\$675,000.00</b>	<b>68.8%</b>	
<b>Total Expense Objects:</b>	<b>\$335,647.93</b>	<b>\$317,286.66</b>	<b>\$400,000.00</b>	<b>\$675,000.00</b>	<b>68.8%</b>	



# Finance Department

John Townsend

*Deputy Town Administrator/Finance Director*

**Finance Admin-** The mission of Finance Administration is to manage the Town's financial resources in a responsible and sustainable manner, to effectively monitor and communicate the Town's financial situation, and to provide high-quality administrative services to the Town's departments. The Finance Department includes Finance Administration, the Comptroller, the Assessors, and the Treasurer/Collector.

**Comptroller-** The mission of the Comptroller's office is to safeguard the financial assets of the Town through the use of sound professional accounting practices and internal controls; to ensure that the financial integrity of the Town is preserved and protected; to report on the accounts of Town Departments, Commissions and Committees; to provide the Town's management with accurate and timely financial information; to provide audit functions for the Town and to provide support to all the Town Departments.

**Collector/Treasurer-** The Treasurer's Office is responsible for all cash management activities for the Town of Natick. This includes the receipt, deposit, and disbursement of funds including accounts payable and payroll funds. The Treasurer is responsible for investment activities of available funds. The Treasurer's Office also maintains Tax Title accounts and is responsible for the collection of delinquent property taxes. The Treasurer's Office is also responsible for the issuance of all authorized debt for short and long-term borrowing.

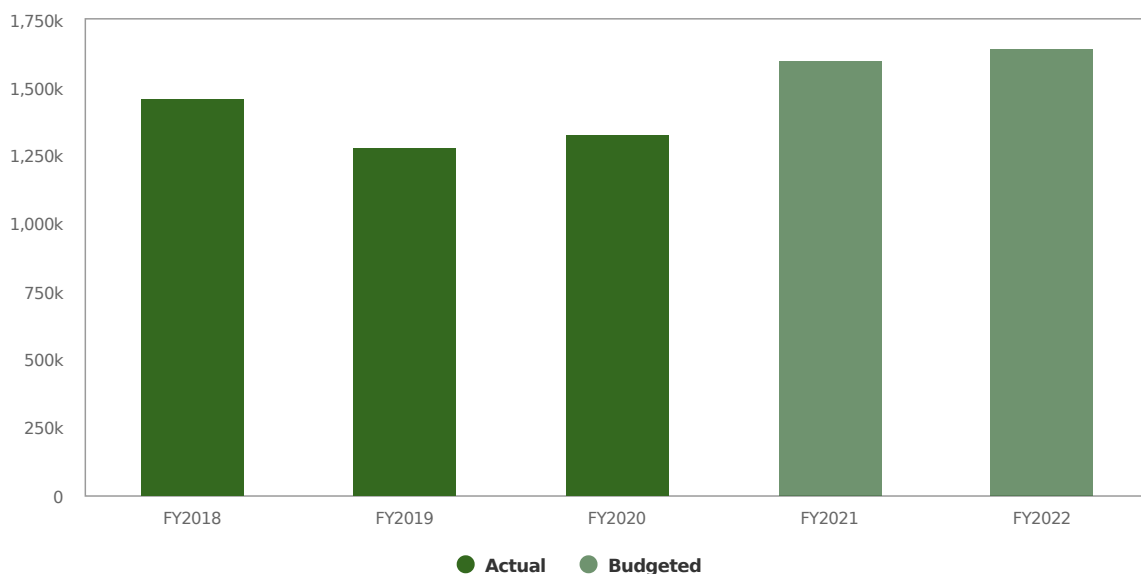
**Assessor Department-** The Assessors Office is responsible for assessing all property located within the Town of Natick, including real estate, personal property, and excise on motor vehicles and boats. In cooperation with the Department of Revenue, values are reviewed and approved for accuracy each year. Assessors are mandated to be audited and certified every 5 years. Motor Vehicle excise information is provided by the Registry of Motor Vehicles. We strive to provide equality, compassion, and continued support while administering the personal exemption programs in accordance with Massachusetts General Laws chapter 59 clause 5. We will work successfully to complete all aspects of the Assessing field. We will continue to ask for the support of the Natick Community.

## Expenditures Summary

Overview text of department functions.....

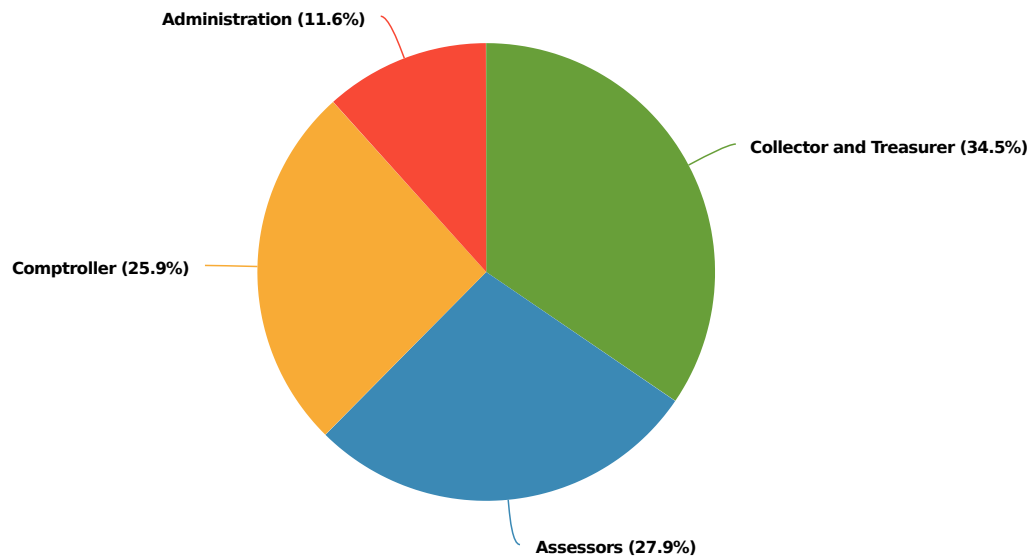
**\$1,647,415** **\$49,080**  
(3.07% vs. prior year)

### Finance Proposed and Historical Budget vs. Actual

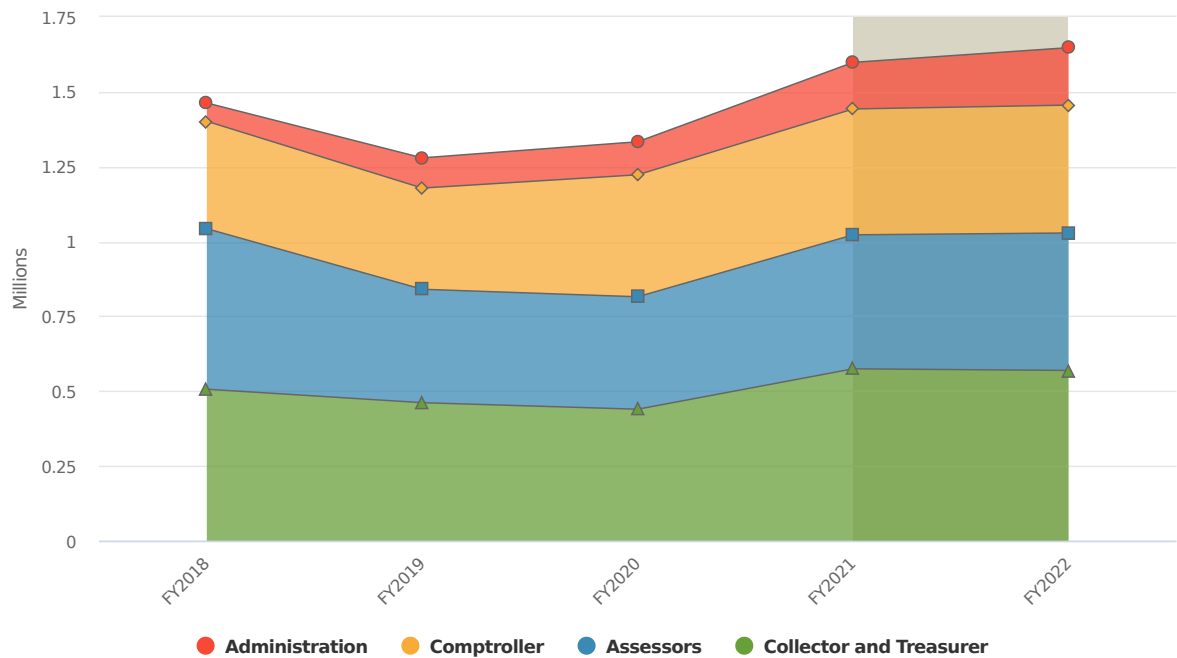


# Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function



Grey background indicates budgeted figures.



Name	FY2019 Actual	FY2020 Budgeted	FY2021AP	FY 22 Prelim	FY2021 AP Budget vs. FY 22 Prelim (% Change)	Notes
<b>Expenditures</b>						
<b>Finance</b>						
<b>Comptroller</b>						
<b>Salaries</b>						
SALARIES MANAGEMENT	\$116,615.44	\$117,396.00	\$118,995.00	\$121,663.00	2.2%	
SALARIES SUPERVISORY	\$59,914.19	\$76,000.00	\$76,794.00	\$78,324.00	2%	
SALARIES OPERATIONAL STAFF	\$146,211.99	\$191,159.00	\$193,194.00	\$200,779.00	3.9%	
SALARIES OPERATIONAL O/T	\$0.00	\$1,000.00	\$1,000.00	\$1,000.00	0%	
<b>Total Salaries:</b>	<b>\$322,741.62</b>	<b>\$385,555.00</b>	<b>\$389,983.00</b>	<b>\$401,766.00</b>	<b>3%</b>	
<b>Expenses</b>						
CONSULTANT SERVICES	\$8,455.00	\$38,262.50	\$5,000.00	\$5,000.00	0%	
TRAVEL	\$0.00	\$500.00	\$500.00	\$500.00	0%	
TELEPHONE	\$1,020.09	\$1,569.77	\$1,500.00	\$1,500.00	0%	
DUES & MEMBERSHIPS	\$215.00	\$750.00	\$750.00	\$750.00	0%	
TRAINING & EDUCATION	\$768.20	\$15,000.00	\$15,000.00	\$10,000.00	-33.3%	
OFFICE SUPPLIES	\$4,568.36	\$6,500.00	\$5,000.00	\$5,000.00	0%	
COPY CENTER SUPPLIES	\$403.50	\$2,850.00	\$2,850.00	\$2,850.00	0%	
<b>Total Expenses:</b>	<b>\$15,430.15</b>	<b>\$65,432.27</b>	<b>\$30,600.00</b>	<b>\$25,600.00</b>	<b>-16.3%</b>	
<b>Total Comptroller:</b>	<b>\$338,171.77</b>	<b>\$450,987.27</b>	<b>\$420,583.00</b>	<b>\$427,366.00</b>	<b>1.6%</b>	
<b>Administration</b>						
<b>Salaries</b>						
SALARIES OPERATIONAL STAFF	\$91,350.09	\$110,086.00	\$165,835.00	\$190,000.00	14.6%	
<b>Total Salaries:</b>	<b>\$91,350.09</b>	<b>\$110,086.00</b>	<b>\$165,835.00</b>	<b>\$190,000.00</b>	<b>14.6%</b>	
<b>Expenses</b>						
TRAVEL IN/OUT STATE	\$16.50	\$300.00	\$300.00	\$300.00	0%	
DUES & SUBSCRIPTIONS	\$0.00	\$400.00	\$400.00	\$400.00	0%	
CONSULTANT SERVICES	\$9,250.00	\$0.00	\$0.00	\$0.00		
TRAINING & EDUCATION	\$294.00	\$650.00	\$650.00	\$650.00	0%	
OFFICE SUPPLIES	\$0.00	\$550.00	\$550.00	\$550.00	0%	
<b>Total Expenses:</b>	<b>\$9,560.50</b>	<b>\$1,900.00</b>	<b>\$1,900.00</b>	<b>\$1,900.00</b>		
<b>Total Administration:</b>	<b>\$100,910.59</b>	<b>\$111,986.00</b>	<b>\$167,735.00</b>	<b>\$191,900.00</b>	<b>14.4%</b>	





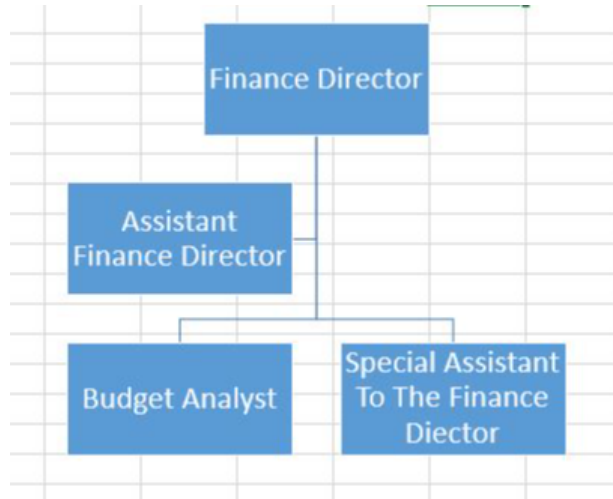
Name	FY2019 Actual	FY2020 Budgeted	FY2021AP	FY 22 Prelim	FY2021 AP Budget vs. FY 22 Prelim (% Change)	Notes
<b>Collector and Treasurer</b>						
<b>Treasurer</b>						
<b>Salaries</b>						
SALARIES MANAGEMENT	\$41,338.27	\$106,916.00	\$102,894.00	\$113,200.00	10%	
SALARIES SUPERVISORY	\$86,888.52	\$72,709.00	\$61,435.00	\$73,200.00	19.2%	
SALARIES OPERATIONAL STAFF	\$85,148.69	\$91,656.00	\$94,750.00	\$100,000.00	5.5%	
SALARIES PART TIME OPERATIONAL	\$37,546.78	\$17,372.00	\$17,372.00	\$17,372.00	0%	
SALARIES OPERATIONAL O/T	\$632.03	\$7,500.00	\$7,500.00	\$7,500.00	0%	
<b>Total Salaries:</b>	<b>\$251,554.29</b>	<b>\$296,153.00</b>	<b>\$283,951.00</b>	<b>\$311,272.00</b>	<b>9.6%</b>	
<b>Expenses</b>						
EQUIPMENT REPAIRS/SERVICING	\$777.00	\$11,250.00	\$11,250.00	\$1,000.00	-91.1%	
TAX TITLE/FORECLOSURE	\$850.02	\$20,000.00	\$20,000.00	\$20,000.00	0%	
AMBULANCE SERVICE BILLING	\$61,867.26	\$78,500.00	\$78,500.00	\$78,500.00	0%	
TRAVEL	\$122.45	\$1,250.00	\$1,250.00	\$1,250.00	0%	
TELEPHONE	\$233.68	\$1,346.49	\$1,330.00	\$1,330.00	0%	
TRAINING & EDUCATION	\$1,666.95	\$6,500.00	\$6,500.00	\$6,500.00	0%	
POSTAGE	\$78,952.85	\$86,500.00	\$86,500.00	\$86,500.00	0%	
BANKING SERVICES	\$48,351.71	\$55,000.00	\$55,000.00	\$35,000.00	-36.4%	
COLLECTION ACTIVITIES	\$490.05	\$3,500.00	\$3,500.00	\$1,000.00	-71.4%	
OFFICE SUPPLIES	\$6,412.87	\$14,500.00	\$14,500.00	\$14,500.00	0%	
SAND/SOIL/FILL	\$0.00	\$4,000.00	\$4,000.00	\$4,000.00	0%	
PRINTED BILLS	\$5,132.06	\$8,000.00	\$8,000.00	\$8,000.00	0%	
<b>Total Expenses:</b>	<b>\$204,856.90</b>	<b>\$290,346.49</b>	<b>\$290,330.00</b>	<b>\$257,580.00</b>	<b>-11.3%</b>	
<b>Total Treasurer:</b>	<b>\$456,411.19</b>	<b>\$586,499.49</b>	<b>\$574,281.00</b>	<b>\$568,852.00</b>	<b>-0.9%</b>	
<b>Collector Of Revenue</b>						
<b>Expenses</b>						
AMBULANCE SERVICE BILLING	\$4,627.40	\$0.00	\$0.00	\$0.00		
TELEPHONE	\$25.50	\$0.00	\$0.00	\$0.00		
COLLECTION ACTIVITIES	\$33.15	\$0.00	\$0.00	\$0.00		
<b>Total Expenses:</b>	<b>\$4,686.05</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>		
<b>Total Collector Of Revenue:</b>	<b>\$4,686.05</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>		
<b>Total Collector and Treasurer:</b>	<b>\$461,097.24</b>	<b>\$586,499.49</b>	<b>\$574,281.00</b>	<b>\$568,852.00</b>	<b>-0.9%</b>	
<b>Assessors</b>						
<b>Salaries</b>						



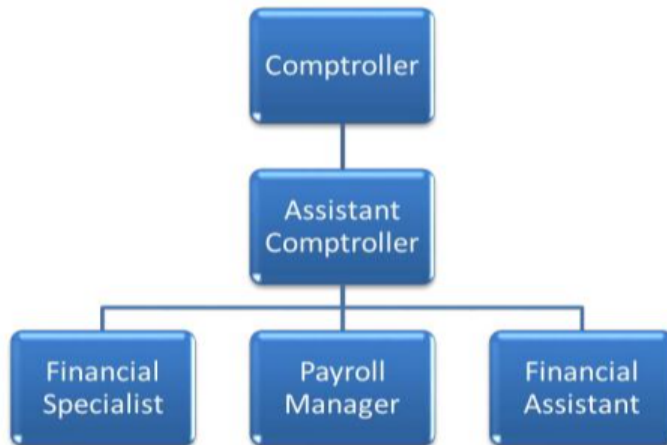
Name	FY2019 Actual	FY2020 Budgeted	FY2021AP	FY 22 Prelim	FY2021 AP Budget vs. FY 22 Prelim (% Change)	Notes
SALARIES MANAGEMENT	\$69,507.77	\$105,808.00	\$107,775.00	\$120,191.00	11.5%	
SALARIES OPERATIONAL STAFF	\$54,947.70	\$55,920.00	\$43,370.00	\$56,234.00	29.7%	
SALARIES TECHNICAL/PROFESSNL	\$216,440.33	\$209,298.00	\$177,078.00	\$191,247.00	8%	
SALARIES PART TIME OPERATIONAL	\$726.00	\$5,000.00	\$5,000.00	\$0.00	-100%	
SALARIES OPERATIONAL O/T	\$0.00	\$1,000.00	\$1,000.00	\$1,000.00	0%	
SALARIES ADD'L COMP OPER		\$1,125.00	\$1,125.00	\$1,125.00	0%	
<b>Total Salaries:</b>	<b>\$341,621.80</b>	<b>\$378,151.00</b>	<b>\$335,348.00</b>	<b>\$369,797.00</b>	<b>10.3%</b>	
<b>Expenses</b>						
EQUIPMENT REPAIRS/SERVICING	\$0.00	\$300.00	\$300.00	\$300.00	0%	
TRAVEL	\$0.00	\$3,000.00	\$3,000.00	\$3,000.00	0%	
TELEPHONE	\$1,371.01	\$1,827.48	\$1,800.00	\$1,800.00	0%	
DUES & MEMBERSHIPS	\$1,205.00	\$1,200.00	\$1,200.00	\$1,200.00	0%	
TRAINING & EDUCATION	\$1,431.09	\$3,500.00	\$3,500.00	\$3,500.00	0%	
TAX MAPPING	\$6,166.66	\$8,000.00	\$8,000.00	\$8,000.00	0%	
POSTAGE	\$3,932.22	\$4,700.00	\$4,700.00	\$4,700.00	0%	
REVALUATION OF PROPERTY	\$20,791.33	\$75,000.00	\$75,000.00	\$65,000.00	-13.3%	
OFFICE SUPPLIES	\$2,479.65	\$2,000.00	\$2,000.00	\$2,000.00	0%	
<b>Total Expenses:</b>	<b>\$37,376.96</b>	<b>\$99,527.48</b>	<b>\$99,500.00</b>	<b>\$89,500.00</b>	<b>-10.1%</b>	
<b>Total Assessors:</b>	<b>\$378,998.76</b>	<b>\$477,678.48</b>	<b>\$434,848.00</b>	<b>\$459,297.00</b>	<b>5.6%</b>	
<b>Total Finance:</b>	<b>\$1,279,178.36</b>	<b>\$1,627,151.24</b>	<b>\$1,597,447.00</b>	<b>\$1,647,415.00</b>	<b>3.1%</b>	
<b>Total Expenditures:</b>	<b>\$1,279,178.36</b>	<b>\$1,627,151.24</b>	<b>\$1,597,447.00</b>	<b>\$1,647,415.00</b>	<b>3.1%</b>	



## Finance Admin Org Chart



## Finance Comptroller Org Chart



## Finance Collector/Treasurer Org Chart



**Finance Assessor Org Chart**



# Information Systems

Robert LeFrancois

Director of IT

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, enduser 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.

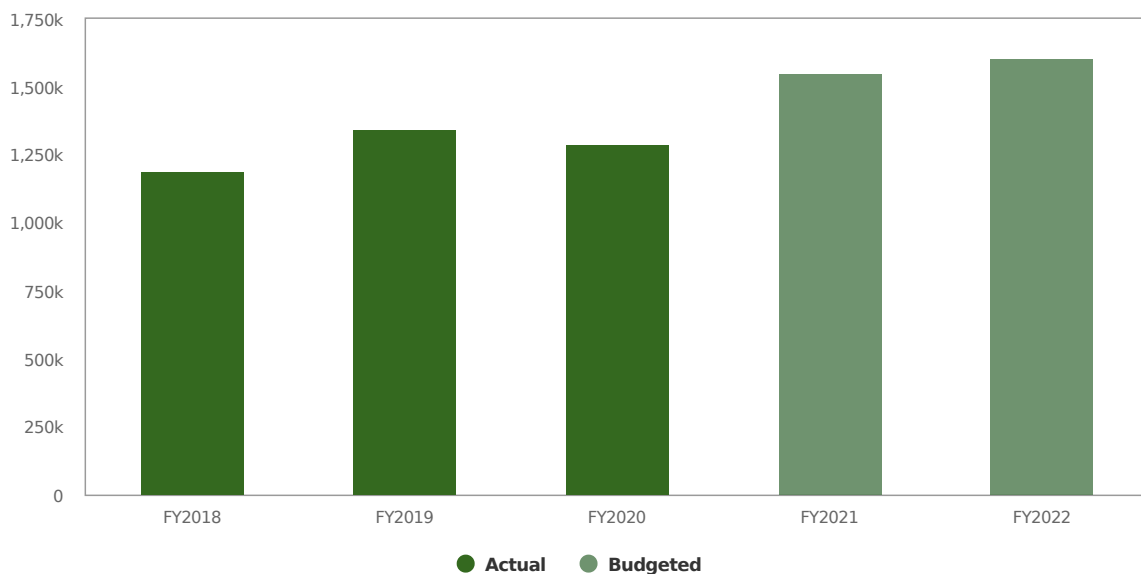
## Budget Highlight

When the pandemic hit and IT was at half staff, within a couple of days we successfully moved 50+ town and school admin staff to a remote working environment

## Expenditures Summary

**\$1,607,128** **\$56,739**  
(3.66% vs. prior year)

### Information Systems Proposed and Historical Budget vs. Actual



### Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

The two line items that have increased are -

#### Software Servicing - increased \$41,000 -

1) \$41,000 - Increase in Annual Support to move the Town ERP system to a hosted solution

#### Hosted Applications - increased \$80,500 -

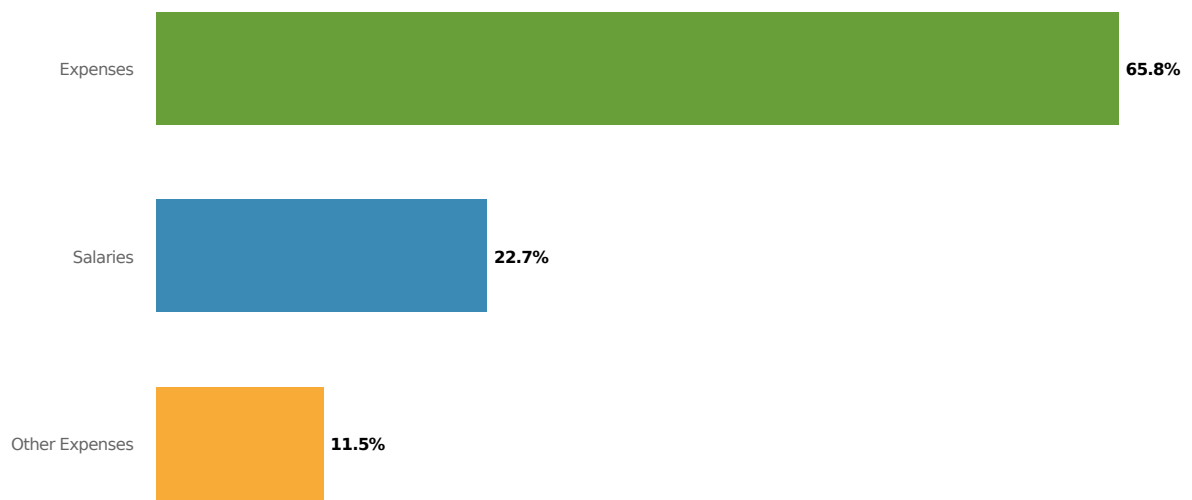
1) \$60,000- annual support for a new hosted permitting system.

2) \$20,500 - increase is for a Disaster Recovery as a Service (DRaaS) service that allows the Town to have its critical servers in a hot standby spare mode offsite, ready to spin up in case of a disaster.

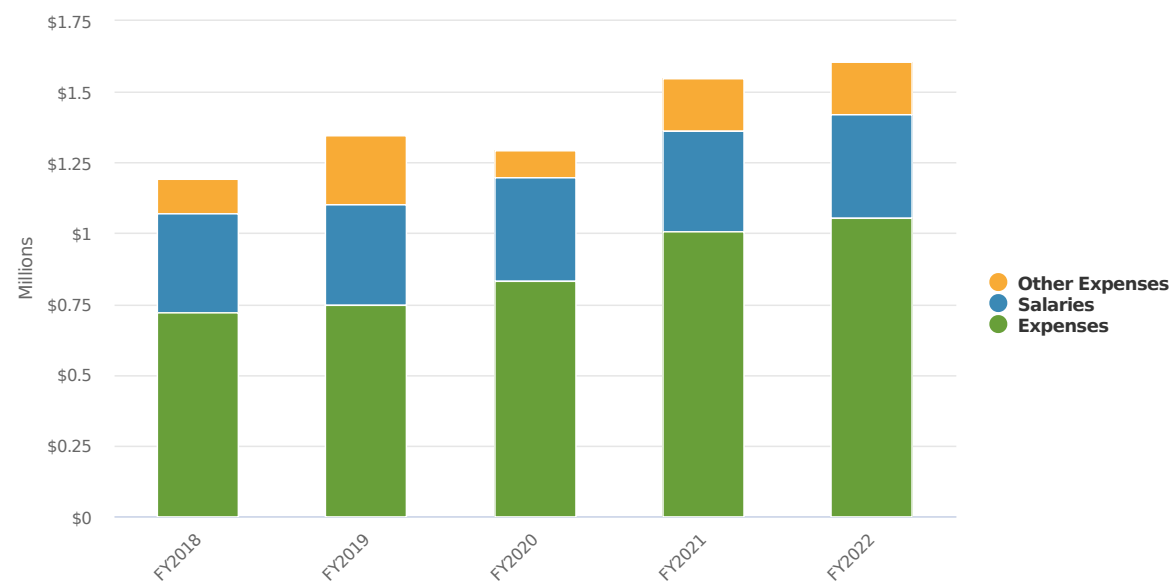


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Other Expenses</b>						
SOFTWARE SYSTEM UPGRAND/REPLAC	\$98,063.71	\$23,410.52	\$75,000.00	\$75,000.00	0%	
COMPUTER EQU REPLACEMENT	\$145,717.10	\$71,582.18	\$110,000.00	\$110,000.00	0%	
	<b>\$243,780.81</b>	<b>\$94,992.70</b>	<b>\$185,000.00</b>	<b>\$185,000.00</b>		
<b>Total Other Expenses:</b>	<b>\$243,780.81</b>	<b>\$94,992.70</b>	<b>\$185,000.00</b>	<b>\$185,000.00</b>	<b>0%</b>	
<b>Salaries</b>						
SALARIES MANAGEMENT	\$114,283.13	\$117,345.87	\$124,360.00	\$119,227.00	-4.1%	
SALARIES TECHNICAL/PROFESSNL	\$238,492.12	\$244,879.34	\$240,649.00	\$245,401.00	2%	
	<b>\$352,775.25</b>	<b>\$362,225.21</b>	<b>\$365,009.00</b>	<b>\$364,628.00</b>	<b>-0.1%</b>	
<b>Total Salaries:</b>	<b>\$352,775.25</b>	<b>\$362,225.21</b>	<b>\$365,009.00</b>	<b>\$364,628.00</b>	<b>-0.1%</b>	
<b>Expenses</b>						
EQUIPMENT REPAIRS/SERVICING	\$28,236.91	\$23,515.58	\$25,000.00	\$25,000.00	0%	
SOFTWARE SERVICING	\$355,610.53	\$377,264.68	\$427,000.00	\$483,000.00	13.1%	
HOSTED APPLICATIONS	\$168,742.47	\$230,296.58	\$262,500.00	\$343,000.00	30.7%	
TELEPHONE	\$22,530.74	\$24,877.77	\$19,000.00	\$19,000.00	0%	
TRAINING & EDUCATION	\$7,138.18	\$0.00	\$5,000.00	\$5,000.00	0%	
COPY/MAIL CENTER FEES	\$0.00	\$0.00	\$500.00	\$500.00	0%	
COMPUTER SUPPLIES	\$4,614.73	\$6,154.89	\$7,500.00	\$7,500.00	0%	
PAPER SUPPLIES	\$9,105.21	\$9,000.00	\$9,000.00	\$9,000.00	0%	
TELEPHONE SYS MAINTENANCE	\$68,202.26	\$69,387.89	\$90,000.00	\$0.00	-100%	This line item was moved to the Facilities Department
LAN/WAN MAINTENANCE	\$83,660.78	\$93,827.94	\$160,000.00	\$160,000.00	0%	
Communication System				\$5,500.00		
	<b>\$747,841.81</b>	<b>\$834,325.33</b>	<b>\$1,005,500.00</b>	<b>\$1,057,500.00</b>	<b>5.2%</b>	



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Total Expenses:</b>	<b>\$747,841.81</b>	<b>\$834,325.33</b>	<b>\$1,005,500.00</b>	<b>\$1,057,500.00</b>	<b>5.2%</b>	
<b>Total Expense Objects:</b>	<b>\$1,344,397.87</b>	<b>\$1,291,543.24</b>	<b>\$1,555,509.00</b>	<b>\$1,607,128.00</b>	<b>3.3%</b>	





## Town Clerk

Diane Packer

*Town Clerk*

The Town Clerk's Office is the gateway for 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.

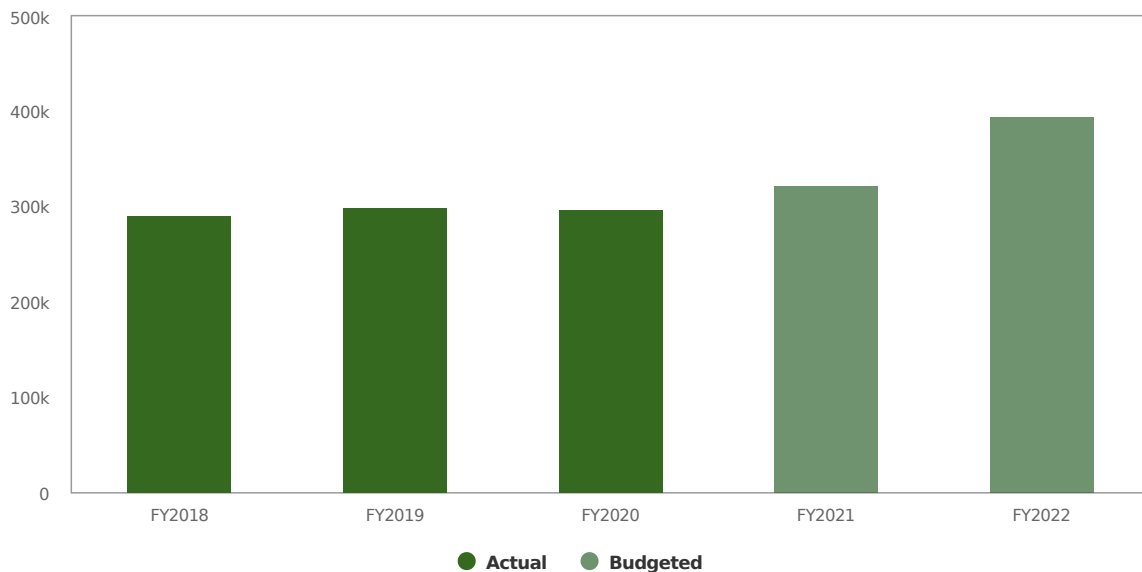
The Clerk is also responsible for mailing and compiling the data from the Annual Street Listing (census) and confirmation cards. This data is used to maintain current voting lists. The Town Clerk serves as the Clerk of Town Meeting with responsibility for publishing and maintaining all Town Meeting records and submitting all the necessary documents to the Attorney General's office for approvals.

The office of the Town Clerk continues to grow and expand with new and changing laws and mandates. This past year during COVID-19 has been extremely challenging and is likely to continue throughout the next year.

### Expenditures Summary

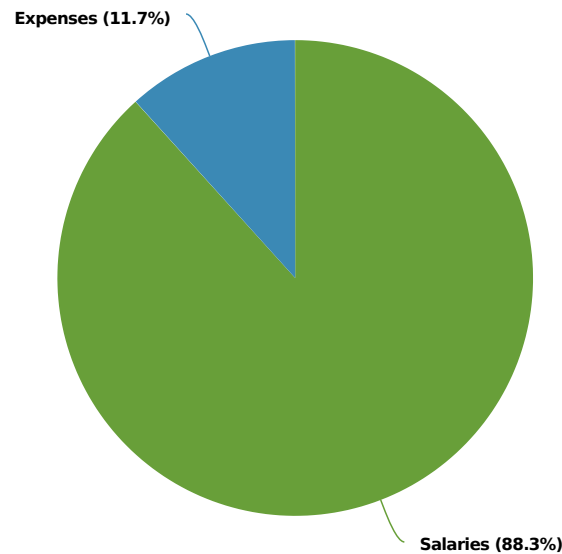
**\$396,051** **\$72,500**  
(22.41% vs. prior year)

#### Town Clerk Proposed and Historical Budget vs. Actual



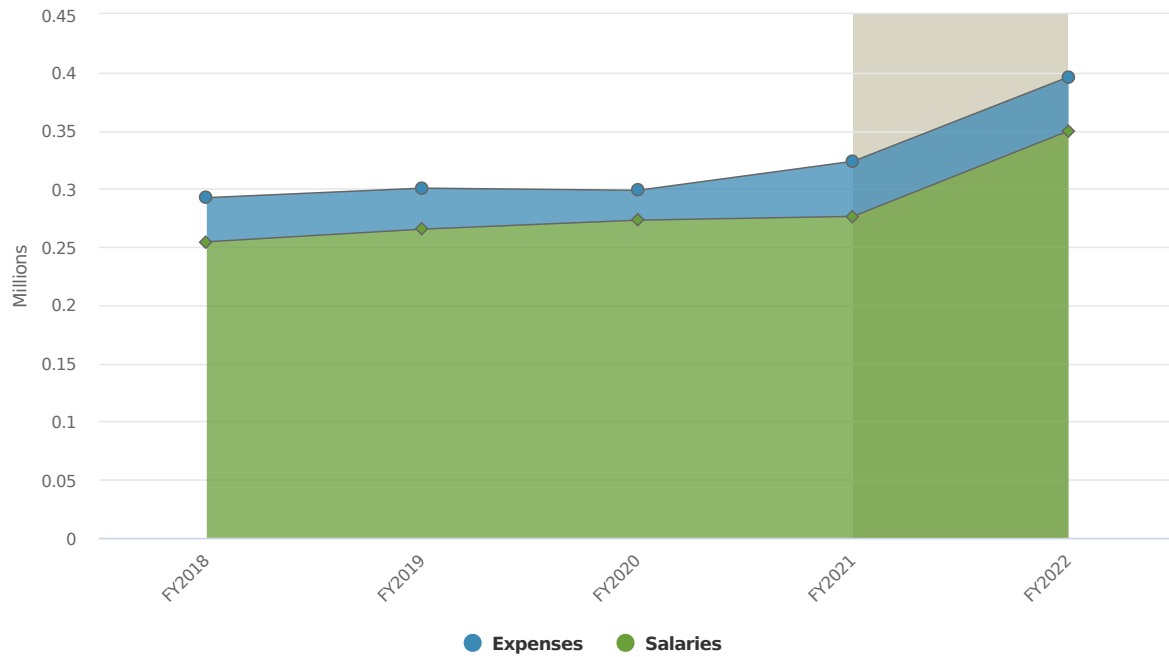
# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



In the FY 22 budget, there is a significant increase for an Assistant Town Clerk. Most of the communities, of similar size and with representative Town Meeting have an assistant Town Clerk in order to provide continuity of services during Town Meeting, elections and in the office. Overtime expenses in FY 22 are down 17% from FY 21 as the increase was directly related to the Presidential election.

### Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
SALARIES MANAGEMENT	\$94,099.98	\$100,400.00	\$100,786.00	\$175,786.00	74.4%	Addition of Assistant Director for 75k
SALARIES OPERATIONAL STAFF	\$163,705.56	\$166,492.00	\$127,255.00	\$161,765.00	27.1%	
SALARIES OPERATIONAL O/T	\$5,364.15	\$3,301.85	\$9,000.00	\$7,500.00	-16.7%	Decrease to FY20 Level
SALARIES ADD'L COMP OPER	\$2,060.00	\$2,750.00	\$4,650.00	\$4,650.00	0%	
	<b>\$265,229.69</b>	<b>\$272,943.85</b>	<b>\$241,691.00</b>	<b>\$349,701.00</b>	<b>44.7%</b>	
<b>Total Salaries:</b>	<b>\$265,229.69</b>	<b>\$272,943.85</b>	<b>\$241,691.00</b>	<b>\$349,701.00</b>	<b>44.7%</b>	
<b>Expenses</b>						
EQUIPMENT REPAIRS/SERVICING	\$349.61	\$284.00	\$2,000.00	\$2,000.00	0%	
TRAVEL	\$923.40	\$761.59	\$3,000.00	\$2,000.00	-33.3%	Drop down to historical spend



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
TELEPHONE	\$375.80	\$347.64	\$600.00	\$600.00	0%	
DUES & MEMBERSHIPS	\$1,130.00	\$410.00	\$800.00	\$800.00	0%	
COPY/MAIL CENTER FEES	\$3,925.44	\$4,052.63	\$5,000.00	\$5,000.00	0%	
BOOKBINDING	\$10,963.29	\$514.74	\$2,500.00	\$2,500.00	0%	
PURCHASED SERVICES MISC	\$15,321.37	\$15,909.50	\$28,250.00	\$28,250.00	0%	
OFFICE SUPPLIES	\$2,249.58	\$3,365.89	\$5,000.00	\$5,000.00	0%	
PRINTING/ADVERTISING	\$0.00	\$0.00	\$200.00	\$200.00	0%	
	<b>\$35,238.49</b>	<b>\$25,645.99</b>	<b>\$47,350.00</b>	<b>\$46,350.00</b>	<b>-2.1%</b>	
<b>Total Expenses:</b>	<b>\$35,238.49</b>	<b>\$25,645.99</b>	<b>\$47,350.00</b>	<b>\$46,350.00</b>	<b>-2.1%</b>	
<b>Total Expense Objects:</b>	<b>\$300,468.18</b>	<b>\$298,589.84</b>	<b>\$289,041.00</b>	<b>\$396,051.00</b>	<b>37%</b>	

## Organizational Chart



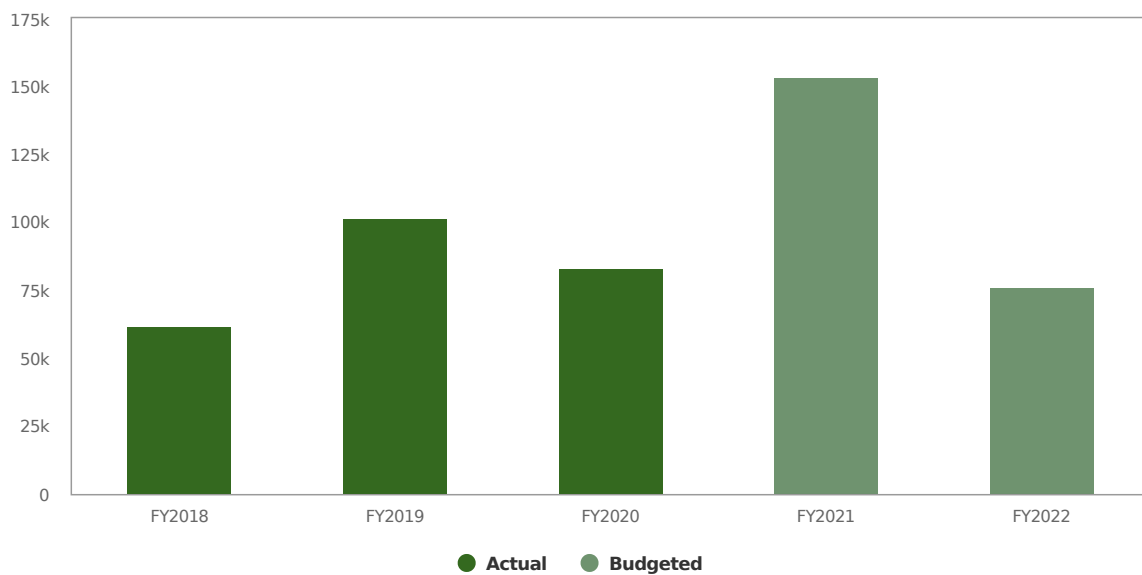
## Board Of Registrars

Diane Packer  
Town Clerk

### Expenditures Summary

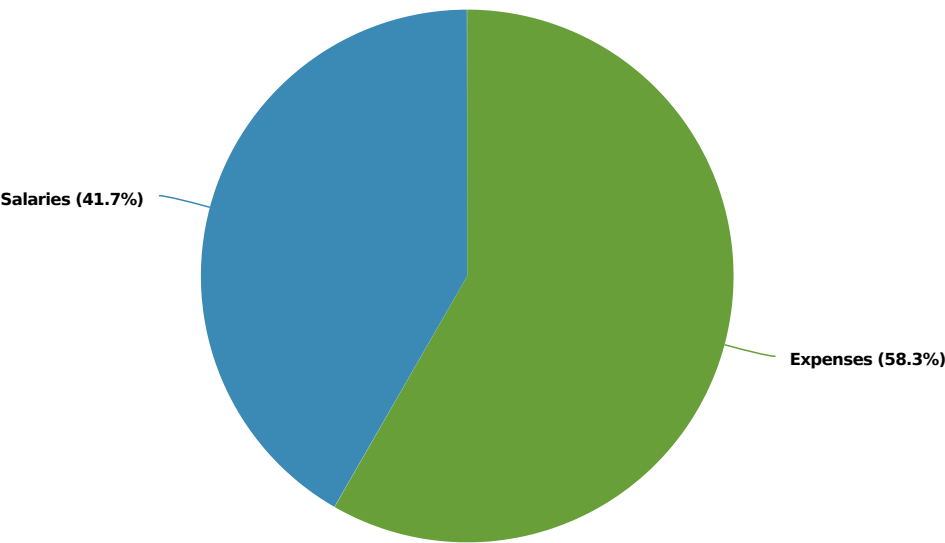
**\$76,324** **-\$77,326**  
(-50.33% vs. prior year)

Board Of Registrars Proposed and Historical Budget vs. Actual

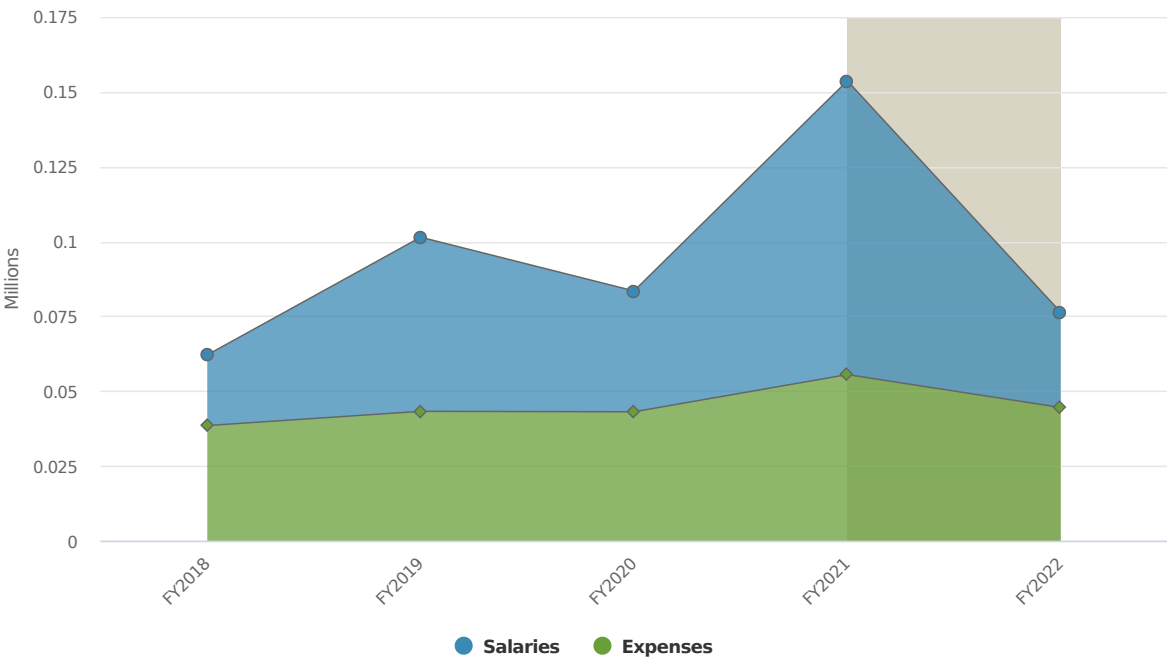


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
SALARIES MANAGEMENT	\$6,015.09	\$6,095.52	\$6,200.00	\$4,724.00	-23.8%	
SALARIES OPERATIONAL STAFF	\$49,826.67	\$32,069.72	\$88,950.00	\$25,000.00	-71.9%	Only 1 election this year.
SALARIES - OTHER	\$2,345.75	\$2,220.00	\$3,000.00	\$2,100.00	-30%	
	<b>\$58,187.51</b>	<b>\$40,385.24</b>	<b>\$98,150.00</b>	<b>\$31,824.00</b>	<b>-67.6%</b>	
<b>Total Salaries:</b>	<b>\$58,187.51</b>	<b>\$40,385.24</b>	<b>\$98,150.00</b>	<b>\$31,824.00</b>	<b>-67.6%</b>	
<b>Expenses</b>						
ELECTION ENCODING FEES	\$10,594.11	\$9,896.25	\$15,500.00	\$15,500.00	0%	
POSTAGE	\$13,209.34	\$13,109.63	\$18,000.00	\$8,000.00	-55.6%	
OFFICE SUPPLIES	\$4,302.60	\$4,367.75	\$5,000.00	\$5,000.00	0%	
PRINTING/ADVERTISING	\$12,865.48	\$12,894.12	\$14,000.00	\$14,000.00	0%	
BOOKS	\$0.00	\$1,000.00	\$0.00	\$0.00		
FOOD FOR ELECTION WORKERS	\$2,248.67	\$1,801.58	\$3,000.00	\$2,000.00	-33.3%	The decrease in number of elections during FY22.
	<b>\$43,220.20</b>	<b>\$43,069.33</b>	<b>\$55,500.00</b>	<b>\$44,500.00</b>	<b>-19.8%</b>	
<b>Total Expenses:</b>	<b>\$43,220.20</b>	<b>\$43,069.33</b>	<b>\$55,500.00</b>	<b>\$44,500.00</b>	<b>-19.8%</b>	
<b>Total Expense Objects:</b>	<b>\$101,407.71</b>	<b>\$83,454.57</b>	<b>\$153,650.00</b>	<b>\$76,324.00</b>	<b>-50.3%</b>	



# Community and Economic Development

**James Freas**

*Director of Community and Economic Development*

We are dedicated to making our town a better and safer place to live. A place where people want to raise a family and have their children raise their children. The Community Development Department works to protect, and where possible, enhance our natural resources and preserve the quality of life for the citizens of Natick.

Through our Boards and Commission, we strive to serve by building lasting partnerships with individual residents, community groups, professional services, providers, contractors, business leaders, and local and state officials. We stand for a commitment to the long-term interests of our community, and to delivering the highest quality of service.

The Community & Economic Development Department administers and enforces land development and building regulations - regulations adopted by the Town of Natick and Commonwealth of Massachusetts. In addition, the Community Development Department provides assistance to the public in understanding these regulations and other development-related issues.

## Expenditures Summary

**\$1,094,954**    **\$131,509**  
(13.65% vs. prior year)





### Community Development Proposed and Historical Budget vs. Actual



## Budget Highlights

The COVID 19 pandemic of 2020 tested the resilience and adaptability of CED and each employee went above and beyond to achieve the mission of the department. The Department was able to shift the permitting process to “no contact” and continue to accept permit applications and do inspections. Similarly, board and commission meetings moved online with no delay in the discretionary permitting system. These actions allowed the department to continue its essential life safety purposes in ways that protected the safety of staff while maintaining an important revenue stream for the Town. The Department was also actively involved in assisting businesses in managing the impacts of the pandemic including initiating and managing a program to permit outdoor dining, obtaining grants to support business activity, and otherwise actively working with the business community. In the coming year, staff will be implementing an online permitting software system and introducing a new Development Review Planner position. In addition, the department will be working on plans to support economic recovery and racial equity in housing and land use.

Provide professional staff support to over a dozen town committees including Planning Board, ZBA, & Conservation Commission.

Process 5,000 permits in 2020 (and corresponding inspections), despite the pandemic, for the Town, including building, plumbing, and electrical permits.

Manage permit review for development projects seeking special permits, findings, and the new stormwater permits from the Planning Board, ZBA, and Conservation Commission.

Managing design and supporting implementation of key transportation projects including the CRT, N. Main Street improvements, the new MBTA commuter rail station downtown, and temporary bike and pedestrian infrastructure to improve safety and support downtown businesses.

Advancing key policy updates including zoning amendments to support a vibrant downtown Natick and a new cluster subdivision bylaw.

Managing short & long range planning projects including ongoing implementation of Natick 2030+, winning participation in the MAPC/Boston Federal Reserve REMAP program, State approval of the Open Space and Recreation Plan, and managing the marijuana establishments RFI process.

Obtaining \$747,000 in grants to the Town as of Dec in FY 21. Another \$300,000+ currently in the application process.

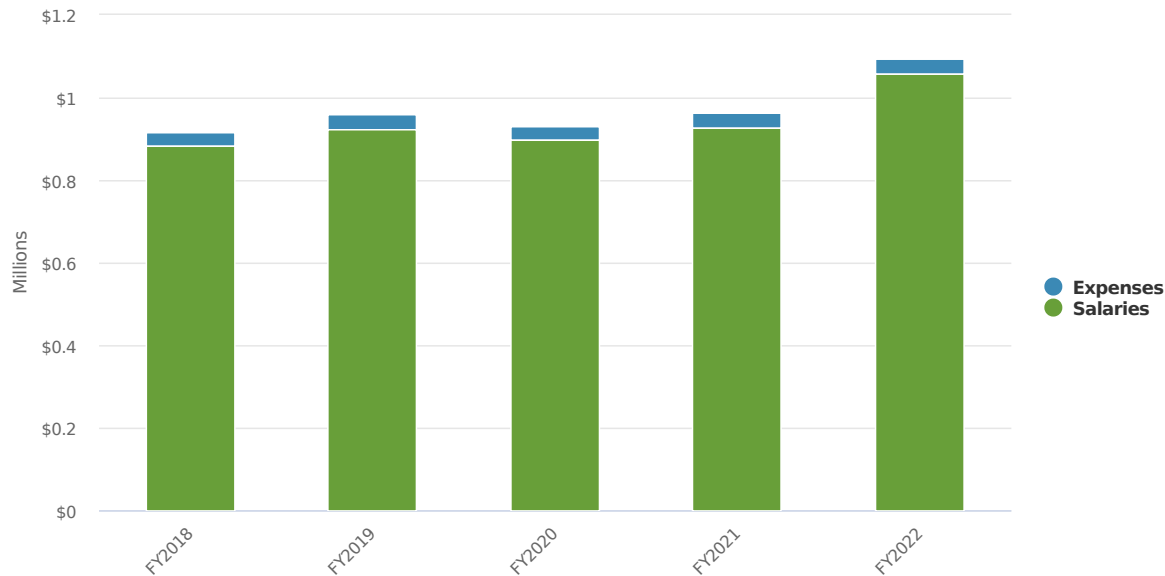


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

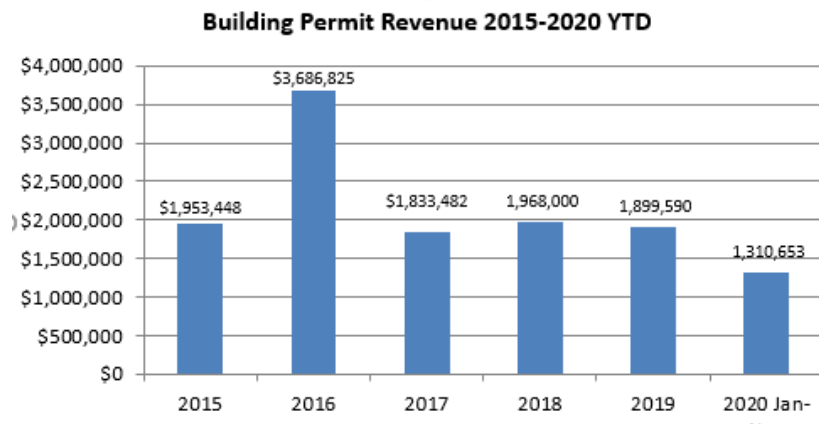


Name	FY2019 Actual	FY2020 Actual	FY2021 AP	FY 22 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
SALARIES MANAGEMENT	\$222,588.64	\$180,985.15	\$230,021.00	\$235,365.00	2.3%	
SALARIES SUPERVISORY	\$68,878.73	\$66,460.58	\$61,047.00	\$121,870.00	99.6%	
SALARIES OPERATIONAL STAFF	\$91,490.02	\$120,442.49	\$117,804.00	\$172,804.00	70.4%	
SALARIES TECHNICAL/PROFESSNL	\$303,872.64	\$300,777.47	\$310,764.00	\$317,146.00	2.1%	
SALARIES TEMP OPERATIONAL	\$45,553.95	\$32,894.56	\$45,000.00	\$48,460.00	7.7%	
SALARIES INSPECTION STAFF	\$171,614.12	\$174,408.47	\$136,284.00	\$136,284.00	0%	
SALARIES OPERATIONAL O/T	\$20,938.73	\$18,537.33	\$23,000.00	\$23,000.00	0%	
SALARIES ADDL COMP SUPERVISORY	\$0.00	\$2,500.00	\$2,500.00	\$2,500.00	0%	
SALARIES ADD'L COMP OPER	\$0.00	\$1,125.00	\$1,125.00	\$1,125.00	0%	
	<b>\$924,936.83</b>	<b>\$898,131.05</b>	<b>\$927,545.00</b>	<b>\$1,058,554.00</b>	<b>16.2%</b>	
<b>Total Salaries:</b>	<b>\$924,936.83</b>	<b>\$898,131.05</b>	<b>\$927,545.00</b>	<b>\$1,058,554.00</b>	<b>16.2%</b>	
<b>Expenses</b>						
TRAVEL	\$3,104.17	\$1,312.92	\$2,400.00	\$2,400.00	0%	
TELEPHONE	\$3,021.11	\$5,359.73	\$3,800.00	\$3,800.00	0%	
DUES & MEMBERSHIPS	\$660.00	\$2,475.00	\$2,000.00	\$2,500.00	25%	Additional review, and with anticipated new position, added to this line.
TRAINING & EDUCATION	\$3,182.80	\$2,445.35	\$0.00	\$3,500.00		Requirement of maintaining certification.
PROFESSIONAL SERVICES-OTHER	\$1,411.64	\$0.00	\$3,500.00	\$0.00	-100%	
POSTAGE	\$9,138.44	\$5,064.81	\$6,000.00	\$6,000.00	0%	
OFFICE SUPPLIES	\$4,225.67	\$3,598.97	\$6,700.00	\$6,700.00	0%	
PRINTING/ADVERTISING	\$11,487.24	\$13,734.27	\$10,500.00	\$10,500.00	0%	
BOOKS/PUBLICATIONS	\$0.00	\$0.00	\$1,000.00	\$1,000.00	0%	
	<b>\$36,231.07</b>	<b>\$33,991.05</b>	<b>\$35,900.00</b>	<b>\$36,400.00</b>	<b>1.4%</b>	
<b>Total Expenses:</b>	<b>\$36,231.07</b>	<b>\$33,991.05</b>	<b>\$35,900.00</b>	<b>\$36,400.00</b>	<b>1.4%</b>	

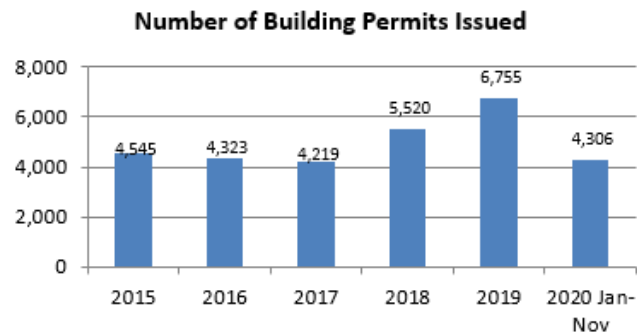


Name	FY2019 Actual	FY2020 Actual	FY2021 AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
Total Expense Objects:	\$961,167.90	\$932,122.10	\$963,445.00	\$1,094,954.00	15.6%	

## Building Permit Revenue



## Number of Building Permit Issued



## Weights and Measures

Joseph Mulvey

*Sealer of Weights and Measures*

The Sealer of Weights and Measures ensures the integrity of marketplace purchases of goods and commodities. All commercially used measuring and weighing devices, such as gasoline meters, scales, and scanners are annually tested and certified by the Sealer of Weights and Measures as mandated by state law.

### Expenditures Summary

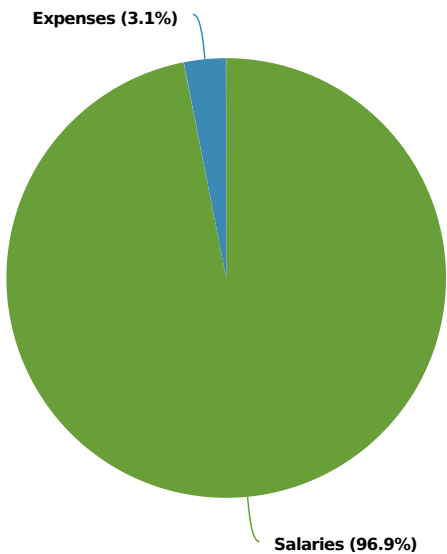
**\$32,001** **\$611**  
(1.95% vs. prior year)

#### Weights and Measures Proposed and Historical Budget vs. Actual

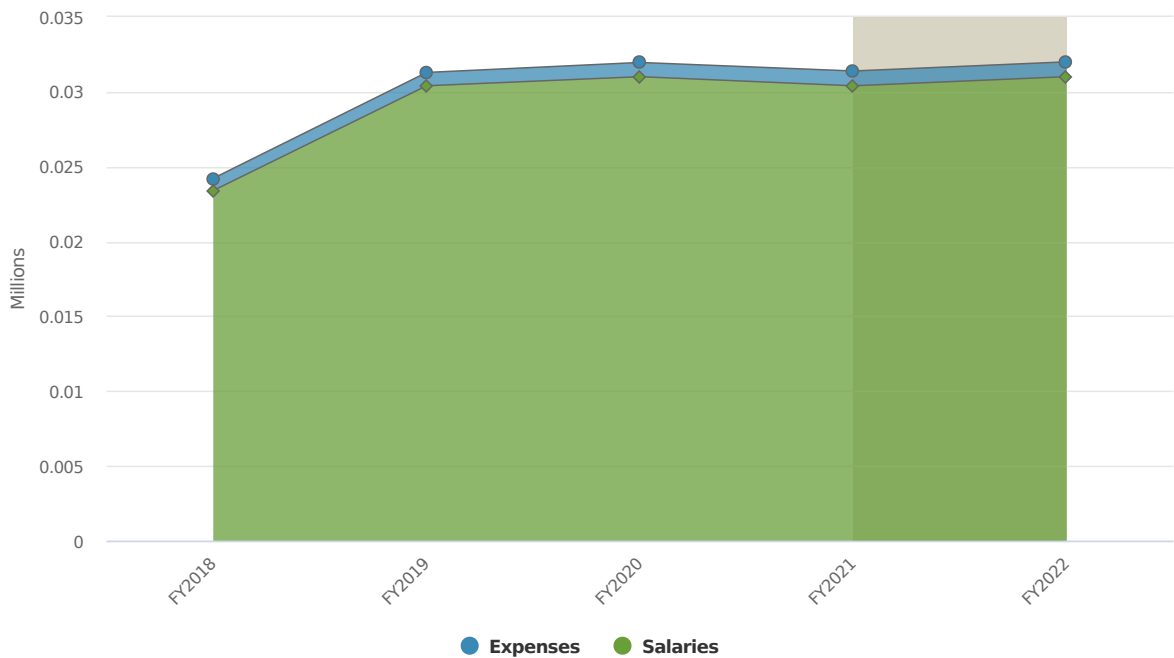


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2019 Actual	FY2020 Actual	AP Budget	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
<b>Expense Objects</b>						
<b>General Government</b>						
SALARIES TECHNICAL/PROFESSNL	\$30,402.00	\$31,010.04	\$30,400.00	\$31,011.00	2%	
EQUIPMENT REPAIRS/SERVICING	\$509.57	\$700.55	\$600.00	\$600.00	0%	
DUES & MEMBERSHIPS	\$150.00	\$200.00	\$175.00	\$175.00	0%	
TRAINING & EDUCATION	\$230.00	\$50.00	\$215.00	\$215.00	0%	
<b>Total General Government:</b>	<b>\$31,291.57</b>	<b>\$31,960.59</b>	<b>\$31,390.00</b>	<b>\$32,001.00</b>	<b>2%</b>	
<b>Total Expense Objects:</b>	<b>\$31,291.57</b>	<b>\$31,960.59</b>	<b>\$31,390.00</b>	<b>\$32,001.00</b>	<b>1.9%</b>	



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## **Committees and Commissions**

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Finance Committee

Commission on Disability

Cultural Council

Historic Council

Historic District

Commission

Affordable Housing Trust



## Finance Committee

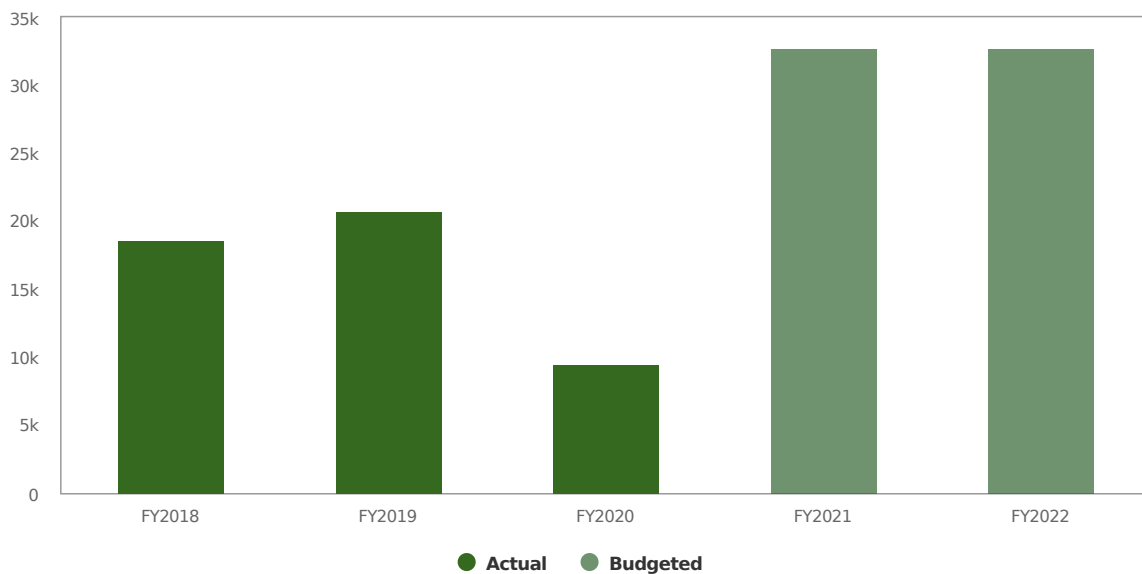
Linda Wollschlager  
*Finance Committee Chair*

As established under Article 23 of the By-laws of the Town of Natick, the Finance Committee holds public hearings on and conducts a detailed review of the proposed budget. The Finance Committee provides reports and recommendations to the representative Town Meeting and the Town. The Finance Committee can make recommendations about what to cut if an override is not approved by the voters. It also is statutory responsible for the administration of and disbursement for the Reserve Fund as set for under M.G.L. Ch. 40, Sec. 6. Please see Section IX: Shared Expenses: Reserve Fund for more information.

### Expenditures Summary

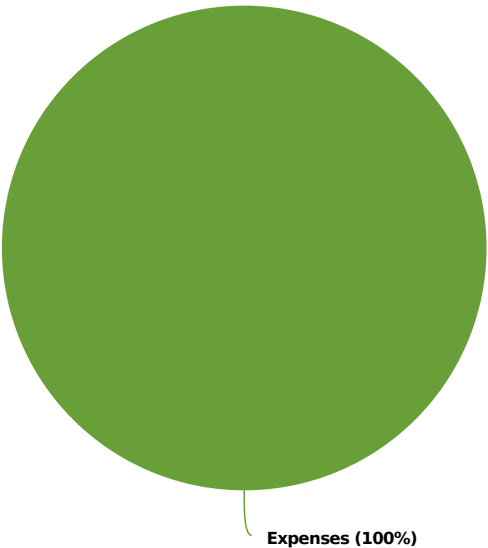
**\$32,800** **\$0**  
(0% vs. prior year)

#### Finance Committee Proposed and Historical Budget vs. Actual

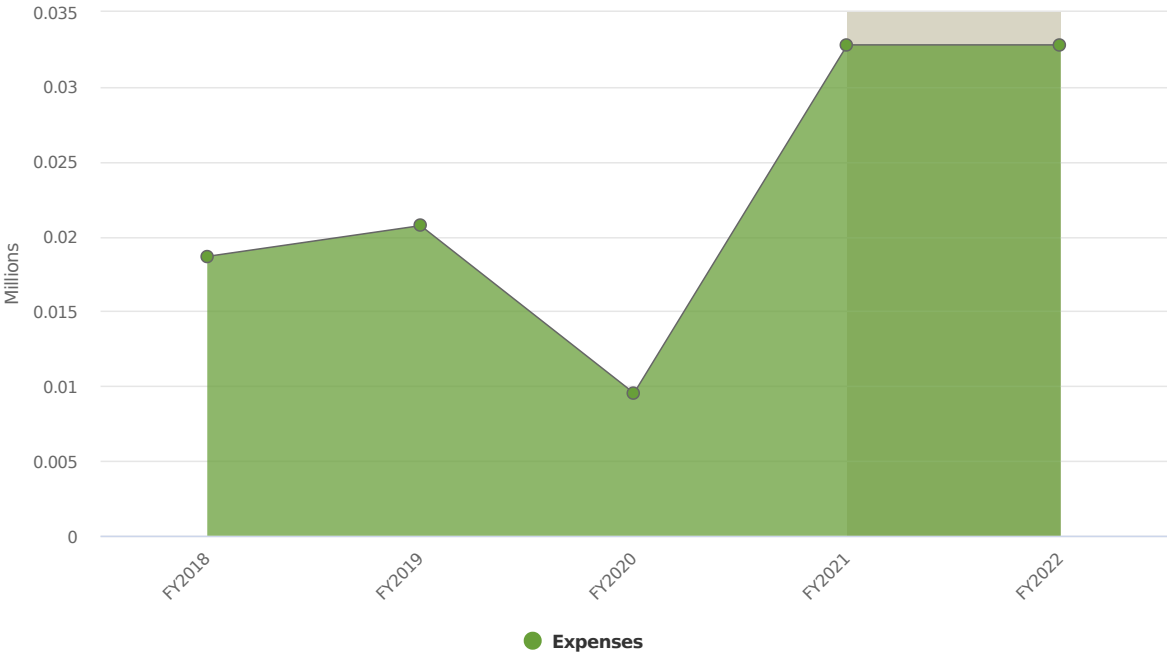


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
Expense Objects							
Expenses	\$18,663.00	\$20,721.41	\$9,527.14	\$32,800.00	\$32,800.00	0%	
<b>Total Expense Objects:</b>	<b>\$18,663.00</b>	<b>\$20,721.41</b>	<b>\$9,527.14</b>	<b>\$32,800.00</b>	<b>\$32,800.00</b>	<b>0%</b>	



# Commission on Disability

Lori Zalt

Commissioner/Chair

## Description

Chapter 40: Section 8J. Disability Commission; powers and duties; members; terms Section 8J. A city which accepts the provisions of this section by vote of its city council, subject to the provisions of its charter, or a town which accepts the provisions of this section at an annual or special town meeting, may establish a commission on disability, hereinafter called the commission, to cause the full integration and participation of people with disabilities in such city or town. Such commission shall:

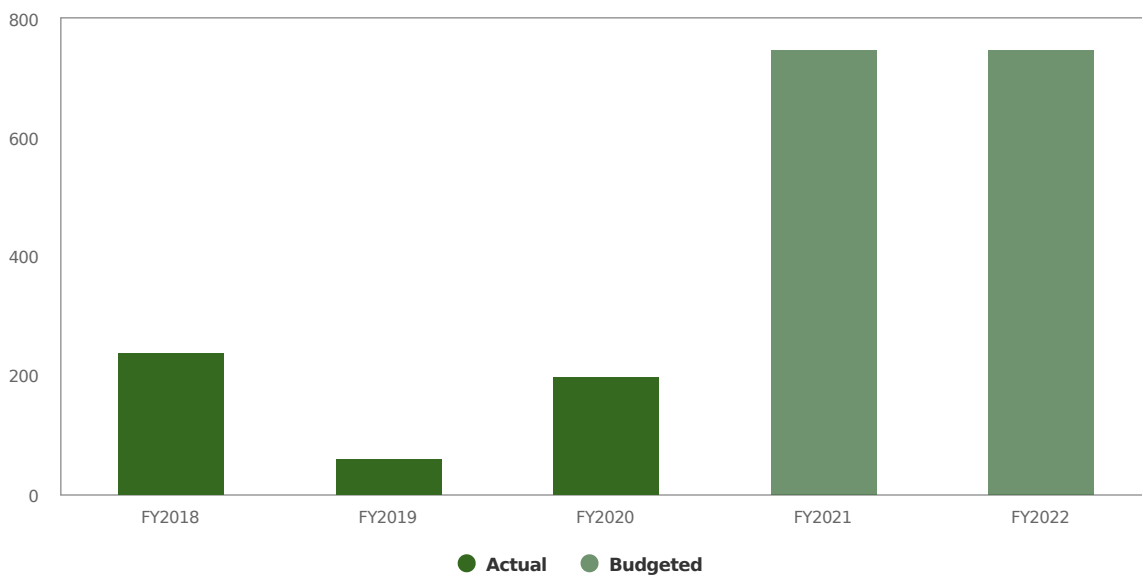
1. Research local problems of people with disabilities
2. Advise and assist municipal officials and employees in ensuring compliance with state and federal laws and regulations that affect people with disabilities
3. Coordinate or carry out programs designed to meet the problems of people with disabilities in coordination with programs of the MA office on disability
4. Review and make recommendations about policies, procedures, services, activities and facilities of departments, boards and agencies of said city or town as they affect people with disabilities
5. Provide information, referrals, guidance and technical assistance to individuals, public agencies, businesses and organizations in all matters pertaining to disability
6. Coordinate activities of other local groups organized for similar purposes

Said commission shall consist of not less than five nor more than nine members.

## Expenditures Summary

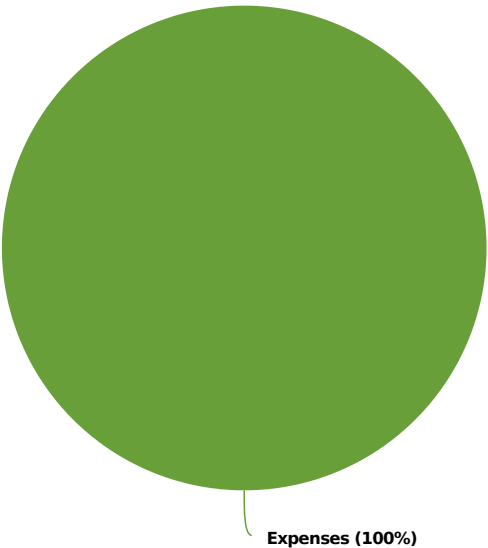
**\$750** **\$0**  
(0% vs. prior year)

### Commission on Disability Proposed and Historical Budget vs. Actual

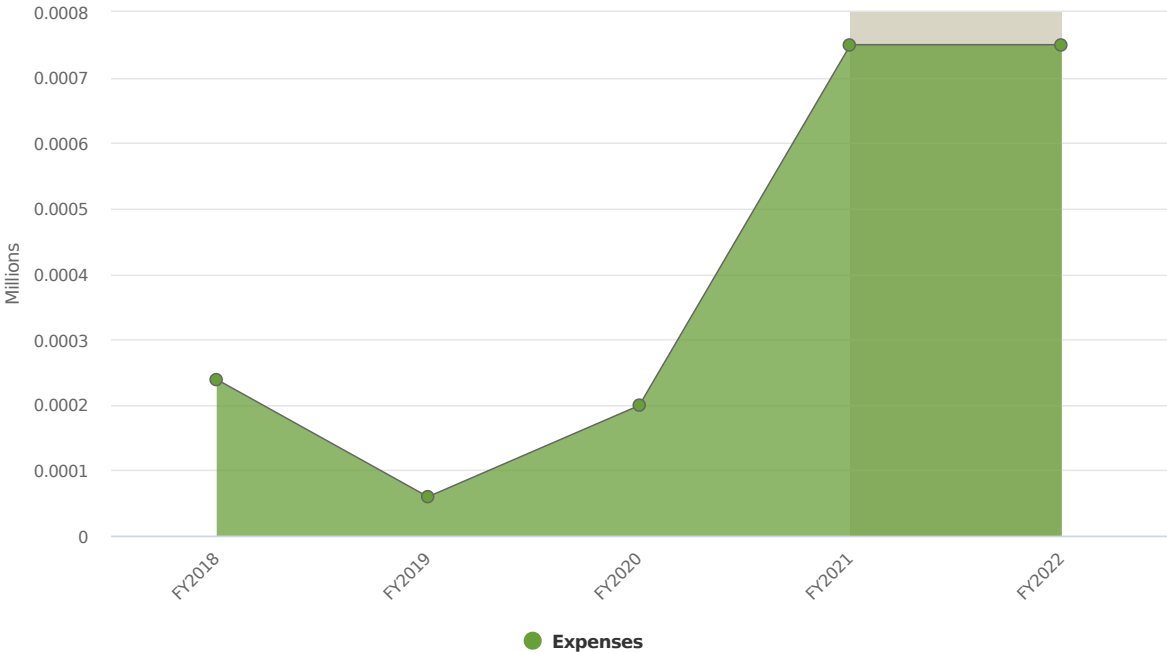


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
Expense Objects							
Expenses	\$238.69	\$59.43	\$198.93	\$750.00	\$750.00	0%	
<b>Total Expense Objects:</b>	<b>\$238.69</b>	<b>\$59.43</b>	<b>\$198.93</b>	<b>\$750.00</b>	<b>\$750.00</b>	<b>0%</b>	



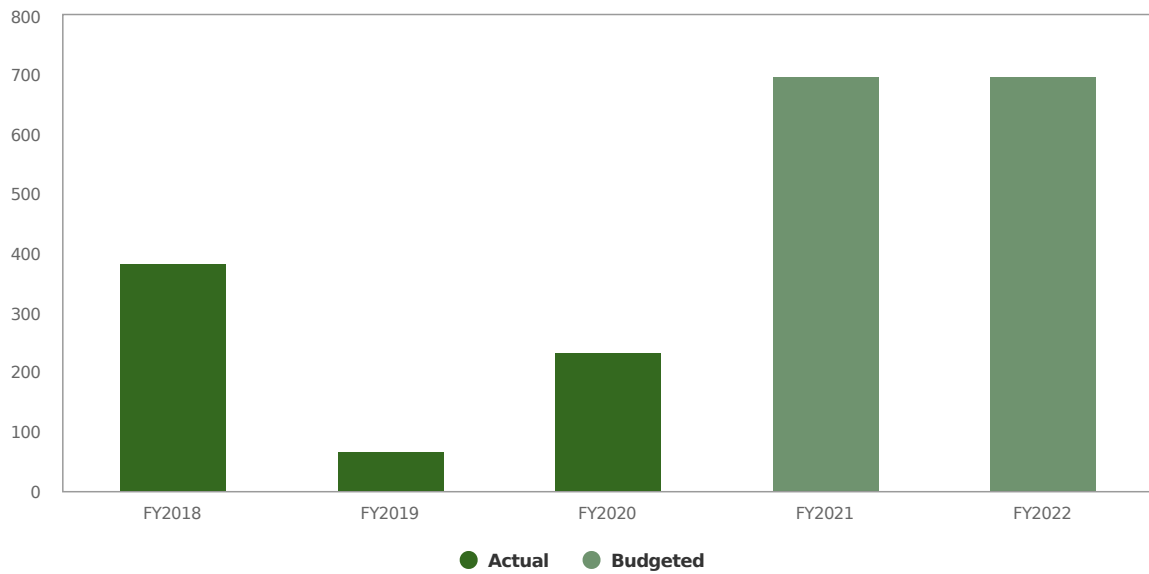
# Cultural Council

Shirya Joag  
Chair

## Expenditures Summary

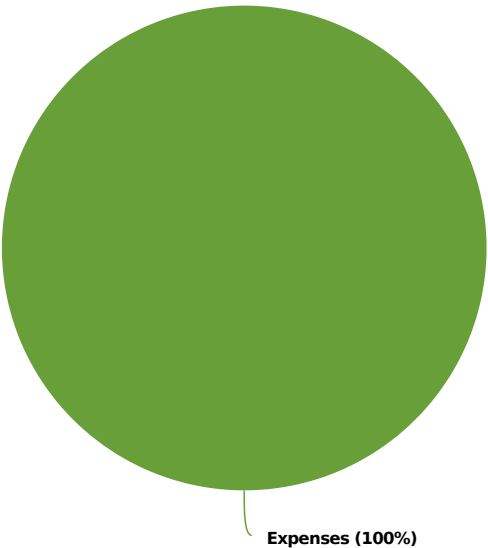
**\$700** **\$0**  
(0% vs. prior year)

Cultural Council Proposed and Historical Budget vs. Actual

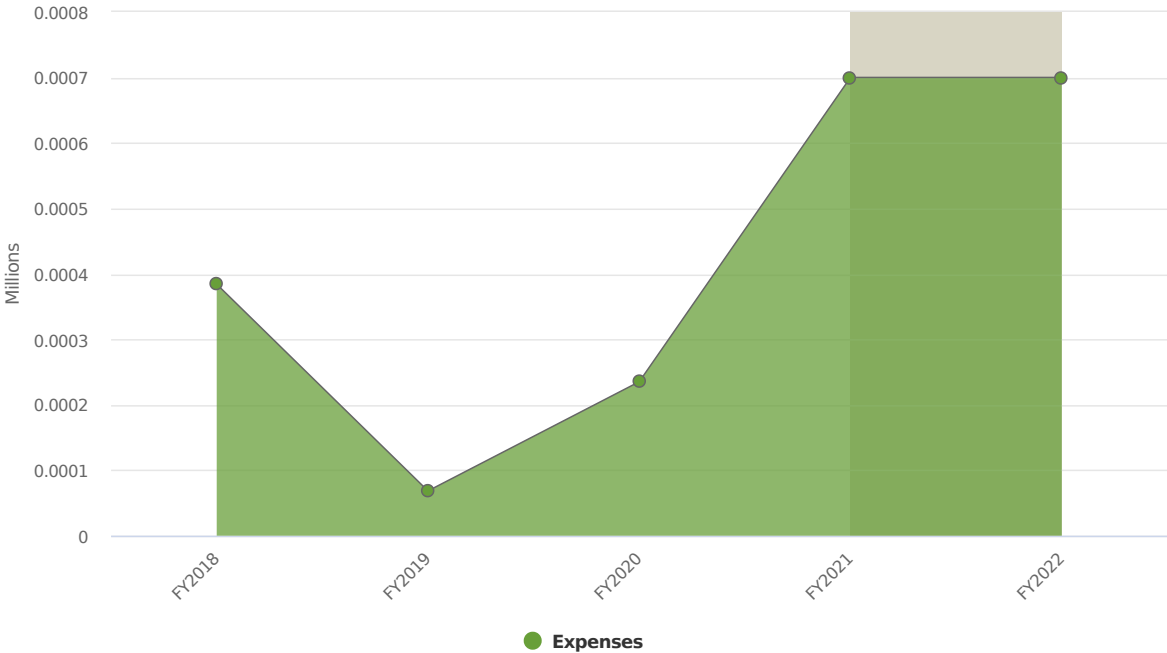


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.





Name	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP vs. FY2022 Budgeted (% Change)	Notes
Expense Objects							
Expenses	\$384.11	\$68.38	\$235.17	\$700.00	\$700.00	0%	
<b>Total Expense Objects:</b>	<b>\$384.11</b>	<b>\$68.38</b>	<b>\$235.17</b>	<b>\$700.00</b>	<b>\$700.00</b>	<b>0%</b>	



# Historic Commission

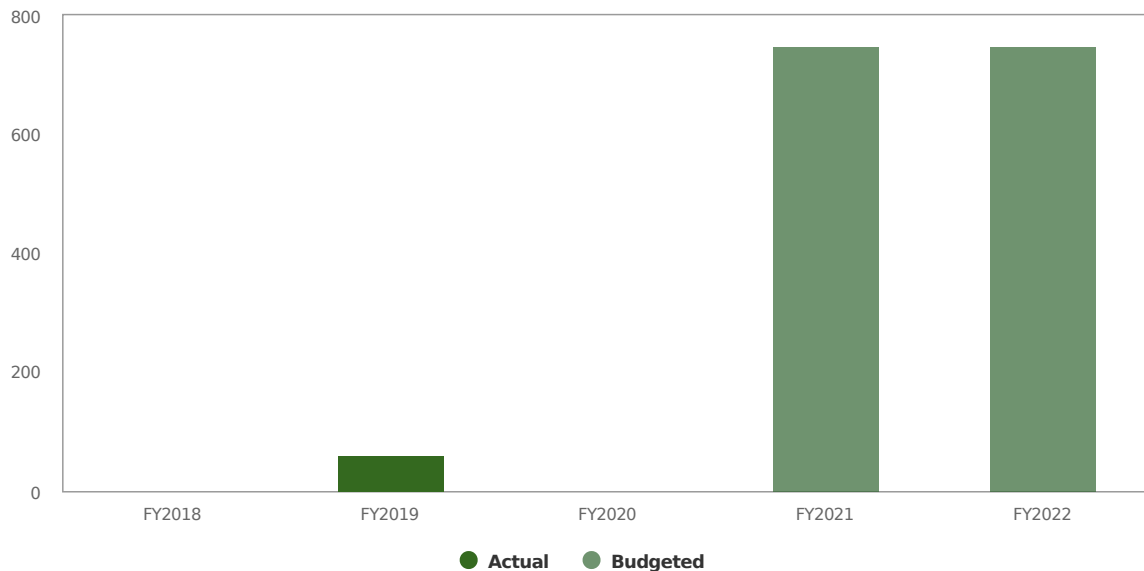
Steve Evers  
*Chair*

Chapter 40, Section 8D. A city or town which accepts this section may establish an historical commission, hereinafter called the commission, for the preservation, protection and development of the historical or archeological assets of such city or town. Such commission shall conduct researches for places of historic or archeological value, shall cooperate with the state archeologist in conducting such researches or other surveys, and shall seek to coordinate the activities of unofficial bodies organized for similar purposes, and may advertise, prepare, print and distribute books, maps, charts, plans and pamphlets which it deems necessary for its work.

## Expenditures Summary

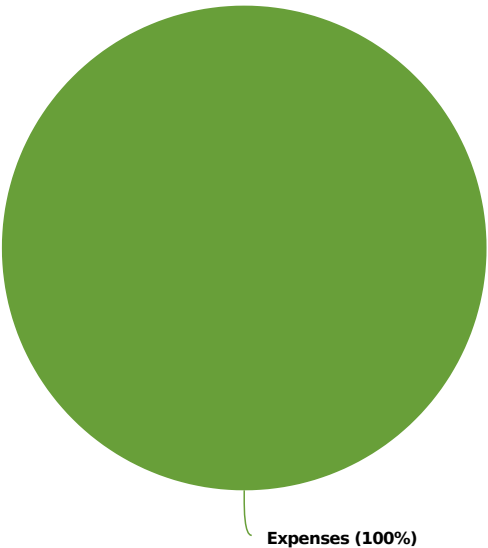
**\$750** **\$0**  
(0% vs. prior year)

Historic Council Proposed and Historical Budget vs. Actual

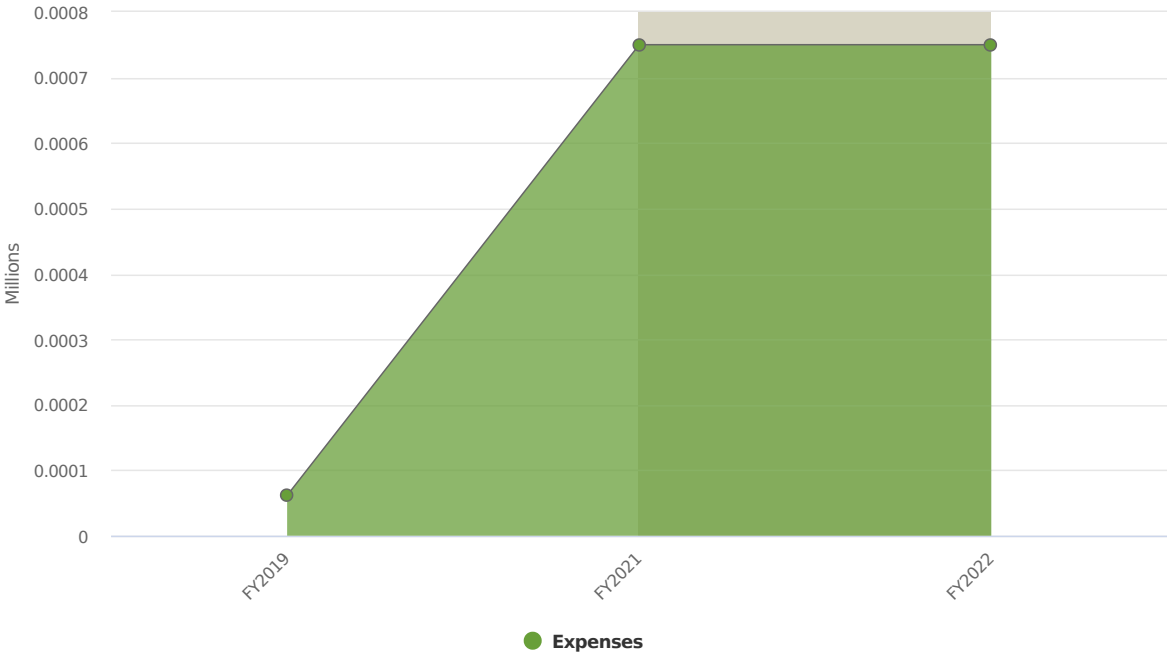


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2019 Actual	FY2020 Budgeted	FY2021AP	FY2022 Budgeted	FY2021 AP vs. FY2022 Budgeted (% Change)	Notes
Expense Objects						
Expenses	\$61.56	\$750.00	\$750.00	\$750.00	0%	
<b>Total Expense Objects:</b>	<b>\$61.56</b>	<b>\$750.00</b>	<b>\$750.00</b>	<b>\$750.00</b>	<b>0%</b>	



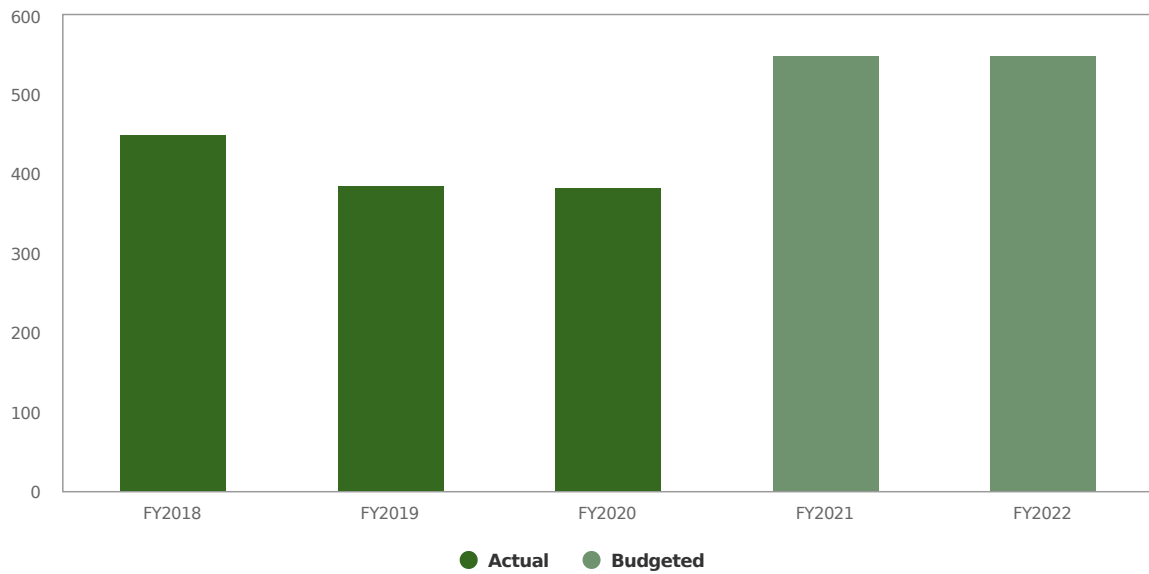
# Historic District Commission

Michael Collins  
*Chair*

## Expenditures Summary

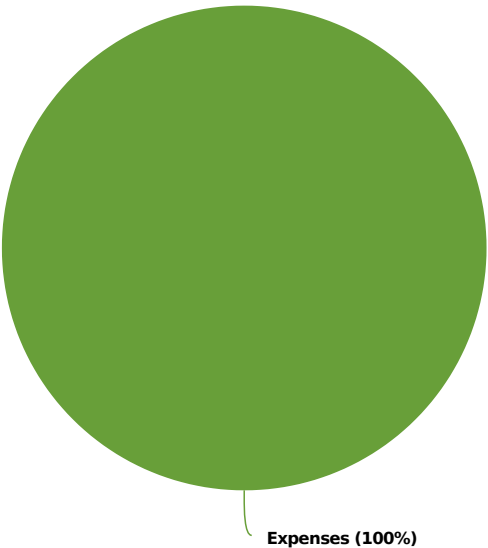
**\$550** **\$0**  
(0% vs. prior year)

Historic District Commission Proposed and Historical Budget vs. Actual

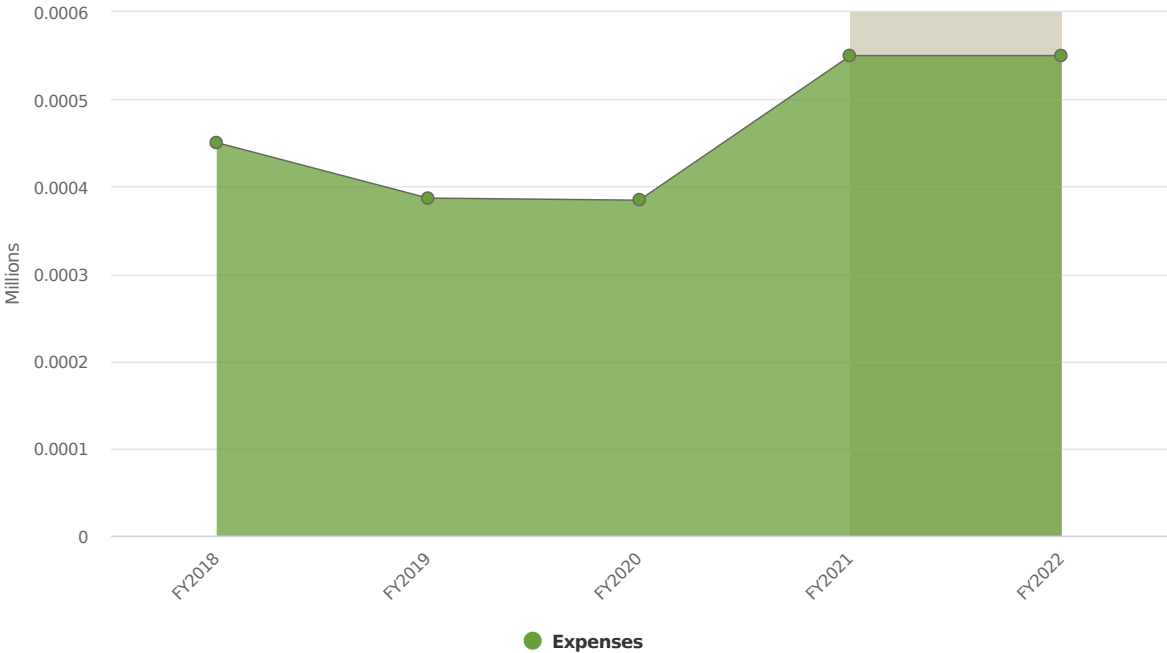


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
Expense Objects							
Expenses	\$450.37	\$386.76	\$384.36	\$550.00	\$550.00	0%	
<b>Total Expense Objects:</b>	<b>\$450.37</b>	<b>\$386.76</b>	<b>\$384.36</b>	<b>\$550.00</b>	<b>\$550.00</b>	<b>0%</b>	



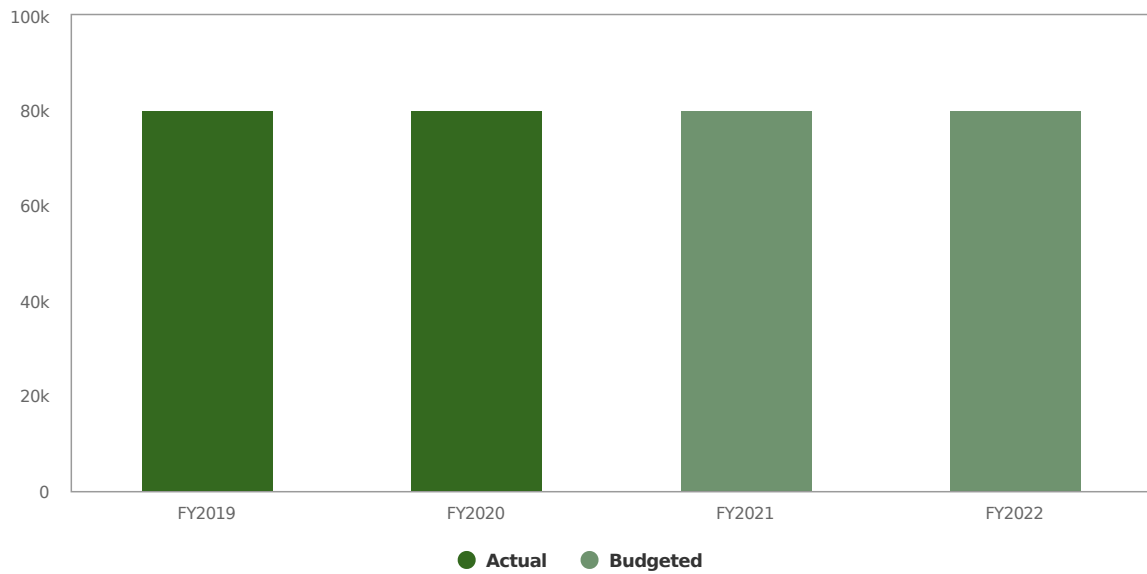
# Affordable Housing Trust

Randy Johnson  
*Chair*

## Expenditures Summary

**\$80,000** **\$0**  
(0% vs. prior year)

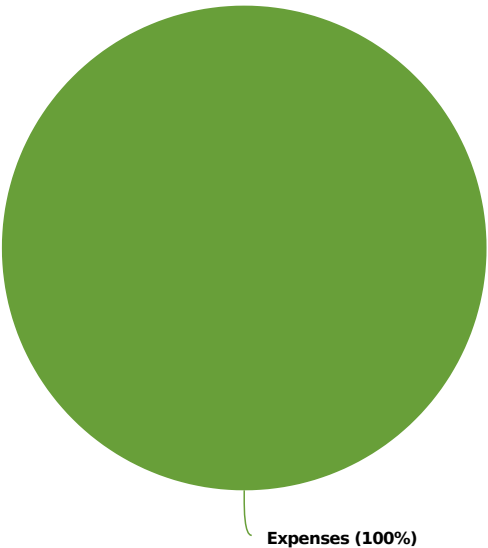
Affordable Housing Trust Proposed and Historical Budget vs. Actual



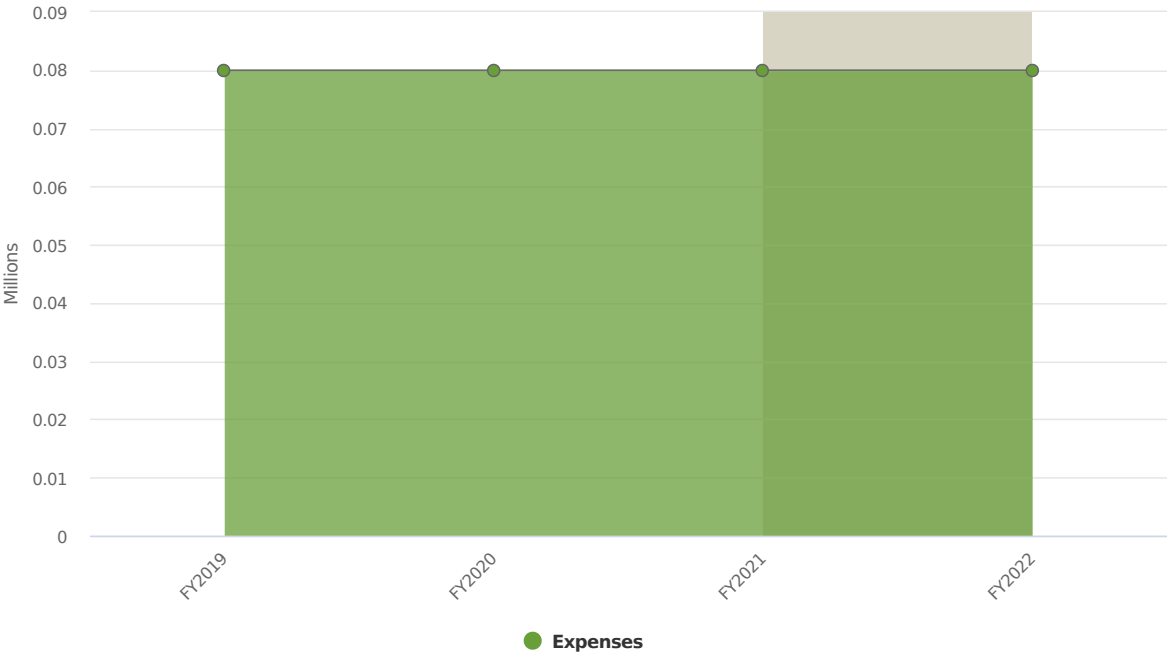


# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2019 Actual	FY2020 Actual	FY2021AP	FY2022 Budgeted	FY2021 AP Budget vs. FY2022 Budgeted (% Change)	Notes
Expense Objects						
Expenses	\$80,000.00	\$80,000.00	\$80,000.00	\$80,000.00	0%	
<b>Total Expense Objects:</b>	<b>\$80,000.00</b>	<b>\$80,000.00</b>	<b>\$80,000.00</b>	<b>\$80,000.00</b>	<b>0%</b>	



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## **Shared Expenses**

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Shared Expenses

Employee Fringe Summary

Unemployment

Medicare

Contributory Retirement

Non-Contributory Retirement

Worker Compensation LIUNA

Contribution

Merit Performance

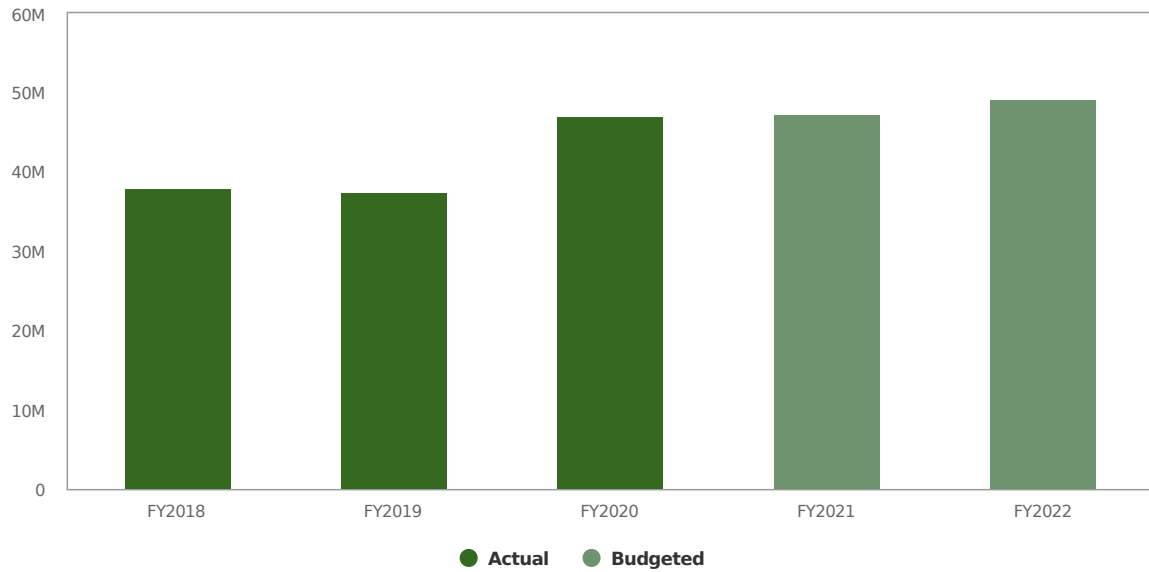
Debt Service

## Shared Expenses

### Expenditures Summary

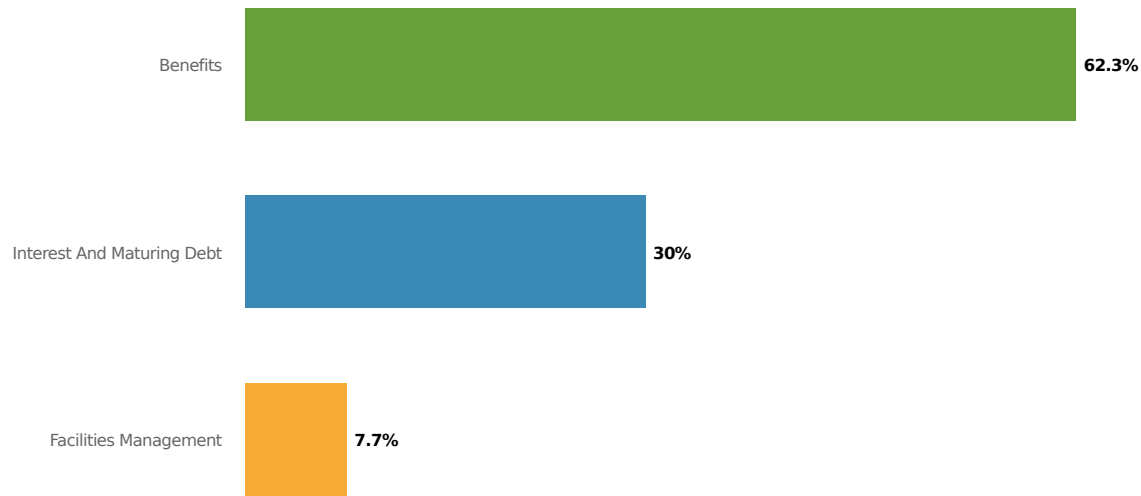
**\$49,191,013** **\$1,849,417**  
(3.91% vs. prior year)

Shared Expenses Proposed and Historical Budget vs. Actual

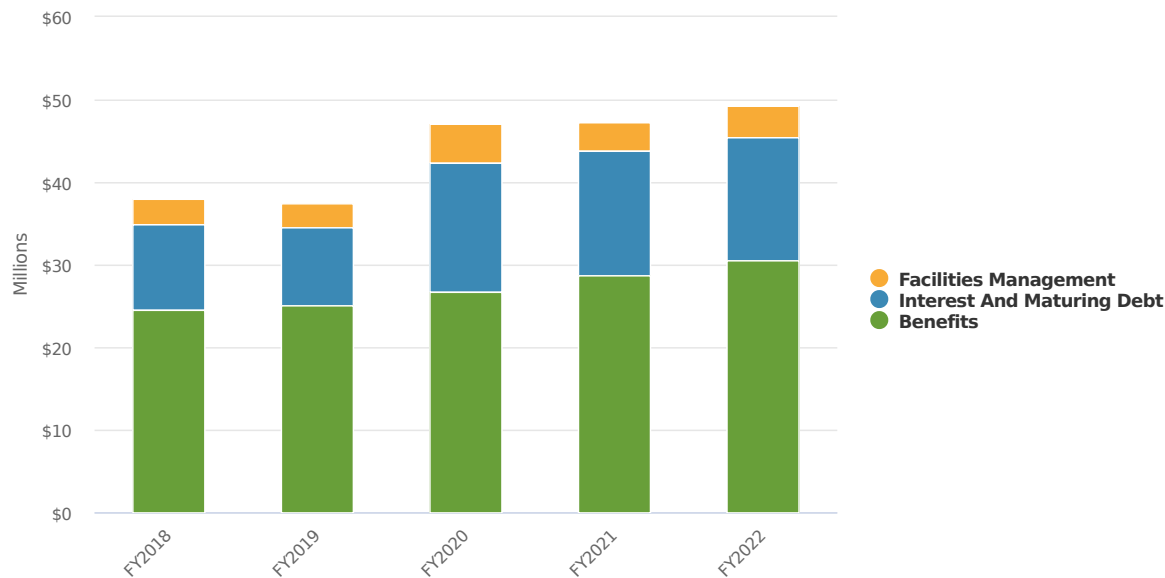


# Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function



[illegible]

Name	FY2019 Actual	FY2020 Actual	FY 2021 AP	FY2022 Budgeted	FY 2021 AP vs. FY2022 Budgeted (% Change)
<b>Benefits</b>					
<b>Insurance-Property and Liability</b>					
<b>Expenses</b>					
INS PROPERTY & LIABILITY	\$498,725.00	\$534,447.04	\$592,704.00	\$622,339.00	5%
INSURANCE MOTOR VEHICLE	\$235,020.00	\$257,494.00	\$243,705.00	\$255,890.00	5%
INSURANCE DEDUCTIBLES	\$8,722.18	\$9,988.47	\$27,563.00	\$28,941.00	5%
<b>Total Expenses:</b>	<b>\$742,467.18</b>	<b>\$801,929.51</b>	<b>\$863,972.00</b>	<b>\$907,170.00</b>	<b>5%</b>
<b>Total Insurance-Property and Liability:</b>	<b>\$742,467.18</b>	<b>\$801,929.51</b>	<b>\$863,972.00</b>	<b>\$907,170.00</b>	<b>5%</b>
<b>Other Employee Benefits</b>					
<b>Expenses</b>					
MERIT PERFORMANCE INCREASES	\$47,750.00	\$120,550.00	\$0.00	\$65,000.00	
WORKERS COMPENSATION INS	\$655,629.26	\$701,270.91	\$710,512.00	\$746,038.00	5%
UNEMPLOYMENT INSURANCE	\$89,657.93	\$44,464.02	\$130,000.00	\$136,500.00	5%
FICA/MEDICARE	\$1,168,819.16	\$1,212,858.60	\$1,269,797.00	\$1,302,388.00	2.6%
D.O.T. TESTING	\$5,740.00	\$4,180.00	\$13,340.00	\$13,340.00	0%
INSURANCE GRP HLTH/LIFE	\$12,299,884.53	\$13,176,697.95	\$13,975,100.00	\$14,898,855.00	6.6%
CHAPTER 111F EMERGENCY MEDICAL	\$107,698.00	\$152,564.00	\$117,708.00	\$123,593.00	5%
LIUNA PENSION CONTRIBUTION	\$302,094.97	\$345,160.03	\$384,634.00	\$386,520.00	0.5%
LONG TERM DISABILITY	\$18,725.37	\$6,085.26	\$22,000.00	\$22,000.00	0%
EMPLOYEE BENEFITS RESERVE	\$0.00	\$0.00	\$50,000.00	\$50,000.00	0%
RETIREMENT BUYOUT RESERVE	\$222,523.31	\$165,164.48	\$265,000.00	\$265,000.00	0%
<b>Total Expenses:</b>	<b>\$14,918,522.53</b>	<b>\$15,928,995.25</b>	<b>\$16,938,091.00</b>	<b>\$18,009,234.00</b>	<b>6.3%</b>
<b>Total Other Employee Benefits:</b>	<b>\$14,918,522.53</b>	<b>\$15,928,995.25</b>	<b>\$16,938,091.00</b>	<b>\$18,009,234.00</b>	<b>6.3%</b>
<b>Retirement Board</b>					
<b>Expenses</b>					
RETIREMENT ASSESSMENT	\$9,393,294.00	\$10,050,826.00	\$10,825,274.00	\$11,691,296.00	8%
<b>Total Expenses:</b>	<b>\$9,393,294.00</b>	<b>\$10,050,826.00</b>	<b>\$10,825,274.00</b>	<b>\$11,691,296.00</b>	<b>8%</b>
<b>Total Retirement Board:</b>	<b>\$9,393,294.00</b>	<b>\$10,050,826.00</b>	<b>\$10,825,274.00</b>	<b>\$11,691,296.00</b>	<b>8%</b>
<b>Non-Contributory Pensions</b>					
<b>Expenses</b>					
PENSIONS FIRE	\$17,592.72	\$19,481.28	\$18,121.00	\$20,500.00	13.1%



Name	FY2019 Actual	FY2020 Actual	Town Meeting Budget 7-11	FY2022 Budgeted	FY 2021 AP vs. FY2022 Budgeted (% Change)
<b>Total Expenses:</b>	<b>\$17,592.72</b>	<b>\$19,481.28</b>	<b>\$18,121.00</b>	<b>\$20,500.00</b>	<b>13.1%</b>
<b>Total Non-Contributory Pensions:</b>	<b>\$17,592.72</b>	<b>\$19,481.28</b>	<b>\$18,121.00</b>	<b>\$20,500.00</b>	<b>13.1%</b>
<b>Total Benefits:</b>	<b>\$25,071,876.43</b>	<b>\$26,801,232.04</b>	<b>\$28,645,458.00</b>	<b>\$30,628,200.00</b>	<b>6.9%</b>
<b>Interest And Maturing Debt</b>					
<b>Total Interest And Maturing Debt:</b>	<b>\$9,540,738.64</b>	<b>\$15,545,048.52</b>	<b>\$15,143,814.00</b>	<b>\$14,774,824.00</b>	<b>-2.4%</b>
<b>Total Shared Expenses:</b>	<b>\$37,536,540.84</b>	<b>\$47,138,134.14</b>	<b>\$47,341,596.00</b>	<b>\$49,191,013.00</b>	<b>3.9%</b>
<b>Total Expenditures:</b>	<b>\$37,536,540.84</b>	<b>\$45,447,737.88</b>	<b>\$47,341,596.00</b>	<b>\$49,191,013.00</b>	<b>3.9%</b>



**Department: Employee Fringe****Appropriation Summary**

	2019 Actual	2020 Budget	2021 JAN 2nd	2021 Budget	2022 Budget	2021 AP v 2022 \$ (+/-) % (+/-)	
<b>Other Personnel Services</b>							
Worker's Compensation	\$ 655,629	\$ 684,678	\$ 710,512	\$ 710,512	\$ 746,038	\$ 35,526	5%
Unemployment	\$ 89,658	\$ 65,000	\$ 65,000	\$ 130,000	\$ 136,500	\$ 6,500	5%
Medicare (All)	\$ 1,168,819	\$ 1,223,797	\$ 1,269,797	\$ 1,269,797	\$ 1,301,244	\$ 31,447	2%
Drug & Alcohol testing (DOT)	\$ 5,740	\$ 13,340	\$ 13,340	\$ 13,340	\$ 13,340	\$ -	0%
Public Safety Medical (111F)	\$ 107,698	\$ 118,495	\$ 117,708	\$ 117,708	\$ 123,593	\$ 5,885	5%
LIUNA/Mass Lab. Pension	\$ 302,095	\$ 334,443	\$ 384,634	\$ 384,634	\$ 386,520	\$ 1,886	0%
Benefits Reserve	\$ -	\$ 55,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0%
Long-Term Disability	\$ 18,725	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ -	0%
Retirement Buy-Out Program	\$ 222,523	\$ 265,000	\$ 265,000	\$ 265,000	\$ 265,000	\$ -	0%
<b>Total Other Personnel Services</b>	<b>\$ 2,570,887</b>	<b>\$ 2,781,753</b>	<b>\$ 2,897,991</b>	<b>\$ 2,962,991</b>	<b>\$ 3,044,235</b>	<b>\$ 81,244</b>	<b>3%</b>
<b>Merit &amp; Performance Increases*</b>	\$ 47,750	\$ 150,000	\$ 300,000	\$ 300,000	\$ 65,000	\$ (235,000)	-78%
<b>Total Performance Plan</b>	<b>\$ 47,750</b>	<b>\$ 150,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 65,000</b>	<b>\$ (235,000)</b>	<b>-78%</b>
<b>Health Benefits</b>							
Health Care Benefits	\$ 12,299,885	\$ 13,824,913	\$ 14,131,700	\$ 13,975,100	\$ 14,673,855	\$ 698,755	5%
<b>Total Health Benefits</b>	<b>\$ 12,299,885</b>	<b>\$ 13,824,913</b>	<b>\$ 14,131,700</b>	<b>\$ 13,975,100</b>	<b>\$ 14,673,855</b>	<b>\$ 698,755</b>	<b>5%</b>
<b>Total Employee &amp; Retiree Benefit</b>	<b>\$ 14,918,522</b>	<b>\$ 16,756,666</b>	<b>\$ 17,329,691</b>	<b>\$ 17,238,091</b>	<b>\$ 17,783,090</b>	<b>\$ 544,999</b>	<b>3.16%</b>

**Budget Overview:**

This budget covers all fringe benefits, insurances, testing's and non-retirement system related pension contributions for all employees of the Town of Natick funded through the General Fund. It includes the following budget allocations: Unemployment - Worker's Compensation - Medicare (payroll taxes) - Health Insurance - Life Insurance - LIUNA/Massachusetts's Laborers' Pension Contributions - Retirement Buy-Outs - Drug & Alcohol Testing

## Unemployment Estimates

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Unemployment Insurance is available for any employee who has worked for the Town of Natick - either as a result of being laid off or reduced hours. Historically, the Town of Natick averaged less than \$100,000 and while annual expenses spiked close to \$200,000 during economic downturns, Natick has been fortunate that wholesale reductions in force have not been necessary; and at this time we do not anticipate any changes to Federal unemployment laws that will increase the pay outs.

### Fiscal Year 2020 Unemployment

The Town of Natick is self-insured for purposes of unemployment insurance. The Town receives monthly invoices from the Commonwealth as to who has filed claims, the value of those claims and the duration of those claims. The Town pays those invoices to the state directly, who distributes unemployment checks to those who have filed and qualified for U/I benefits. Current unemployment laws allow for maximum benefit of 26 weeks. Additional 'emergency' or 'extended' benefits can be passed by the Congress at any time forcing the municipality (and any business) to continue providing the unemployed with extended benefits. The Town also employs a third party vendor, to handle direct claims between unemployed individuals and the Town of Natick, as well as reviews the claim requests from the state and assists in management of the Town's liability.

### Estimate for FY 2021

**\$136,500**

At this time, we are proposing that \$136,500 be budgeted for unemployment benefits for FY 2021. Based upon an anticipated increase in claims with pending layoffs & furloughs.

## Town & School Medicare - contribution for FY 2022

<b>Preliminary Payroll Budget</b>	<b>\$</b>	<b>89,740,993</b>		
<b>Department</b>	<b>Preliminary FY 2022 Payroll</b>			
BD SELECTMEN/TN ADMINISTRATOR	1,153,418			
COMPTROLLER	401,766			
FINANCE DEPARTMENT	190,000			
ASSESSORS	369,797			
COLLECTOR/TREASURER	311,272			
INFORMATION SYSTEMS	359,156			
TOWN CLERK	349,701			
BOARD OF REGISTRARS	31,824			
COMMUNITY DEVELOPMENT	1,058,554			
POLICE DEPARTMENT	7,606,738			
FIRE DEPARTMENT	9,149,987			
WEIGHTS & MEASURES	31,011			
PARKING ENFORCEMENT	114,144			
EMERGENCY MANAGEMENT	5,000			
PUBLIC WORKS ENGINEERING	574,388			
PUBLIC WORKS - ADMIN	355,992			
PUBLIC WORKS EQUIP MAINT	632,374			
PUBLIC WORKS LFNR	740,614			
PUB WKS HWY MAINT/SANT/RECY	1,764,605			
FACILITIES MANAGEMENT	2,983,489			
BOARD OF HEALTH	633,947			
HUMAN SERVICES	-			
COMMUNITY SERVICES ADMIN	231,499			
COUNCIL ON AGING	516,636			
VETERANS SERVICES	132,925			
COMM ORGANIC FARM	182,784			
MORSE INSTITUTE LIBRARY	2,012,678			
BACON FREE LIBRARY	114,970			
RECREATIONS AND PARKS	454,790			
SCHOOLS	57,276,934			
<b>\$</b>	<b>89,740,993</b>	<b>@ 1.45%</b>	<b>\$</b>	<b>1,301,244</b>

## Enterprise Funds Medicare - contribution for FY 2022

### Enterprise Accounts

<b>Department</b>	<b>Preliminary FY 2022 Payroll</b>			
WATER & SEWER BILLING EXP	106,497	1,544.21		
SEWER	837,643	12,145.82		
WATER	1,302,799	18,890.59		
GOLF	343,518	4,981.01		
<b>\$</b>	<b>2,590,457</b>	<b>@ 1.45%</b>	<b>\$</b>	<b>37,562</b>

**Department:           Contributory Retirement**  
**Appropriation Summary**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2020 vs. 2021 \$ (+/-)           % (+/-)</b>	
<b>Operating Expenses</b>							
Funding Schedule - Completion 2030	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 10,825,274	\$ 11,691,296	\$ 866,022	8.0%
<b>Total Operating Expenses</b>	<b>\$ 8,764,621</b>	<b>\$ 9,393,294</b>	<b>\$ 10,050,826</b>	<b>\$ 10,825,274</b>	<b>\$ 11,691,296</b>	<b>\$ 866,022</b>	<b>8.0%</b>
<b>Total Contributory Retirement</b>	<b>\$ 8,764,621</b>	<b>\$ 9,393,294</b>	<b>\$ 10,050,826</b>	<b>\$ 10,825,274</b>	<b>\$ 11,691,296</b>	<b>\$ 866,022</b>	<b>8.0%</b>

**I. Main Purpose of the Department**

The Natick Retirement System provides pension benefits for many retired employees of the Town of Natick. Established under M.G.L. Chapter 32, the Natick Retirement System is funded via an annual appropriation at Town Meeting. As of 2020, there were 1070 participants in the Natick Retirement System - 620 active, 114 inactive and 383 retired participants and beneficiaries. Eligibility in the system is determined upon your employment status with the Town. If an employee is employed on a permanent basis and works 20 or more hours a week, then that employee is eligible. Enrollment is mandatory for all employees who qualify.

Employees who became members prior to April 1, 2012 are eligible to apply for a pension benefit when they have completed either ten years of creditable service and have reached the age of 55, or have 20 years of creditable service regardless of your age. Employees who became members on or after April 1, 2012 are eligible to apply for a benefit when they have reached age 60 with ten or more years of creditable service or have 20 years of service at any age. Recipients receive a defined benefit plan. The pension allowance is calculated using an employees years of creditable service, their age at retirement and their highest average salary for either 36 or 60 consecutive months, depending upon their date of hire. Employees are required by M.G.L. Ch. 32 to contribute a set percentage of their salary and an additional 2% on any salary over \$30,000 by regular payroll deductions. The rate of contribution is determined by the date on which an employee first became eligible for membership in a Massachusetts Contributory Retirement System and maintained their funds on deposit.

Department: Contributory Retirement

Budget Detail:

	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2020 vs. 2021 \$ (+/-) % (+/-)	
Funding Schedule - Completion 2030	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 10,843,395	\$ 11,691,296	\$ 847,901	7.82%
Personnel Services	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 10,843,395	\$ 11,691,296	\$ 847,901	7.82%
						\$ -	
Total Contributory Retirement	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 10,843,395	\$ 11,691,296	\$ 847,901	7.82%

Note: The amount shown under funding schedule is a net amount: less those pension assessments for the Natick Housing Authority, the Sassamon Trace Golf Course and the Water/Sewer Enterprise fund. The math is shown below.

Total <b>ESTIMATED</b> Assessment for FY 2020	\$ 12,307,258
less Natick Housing Authority Assessment	\$ 188,696
less Golf Course Assessment	\$ 12,974
less Water/Sewer Assessment	\$ 414,292
<b>Net Retirement Assessment (General Fund)</b>	<b>\$ 11,691,296</b>

**Board Members**

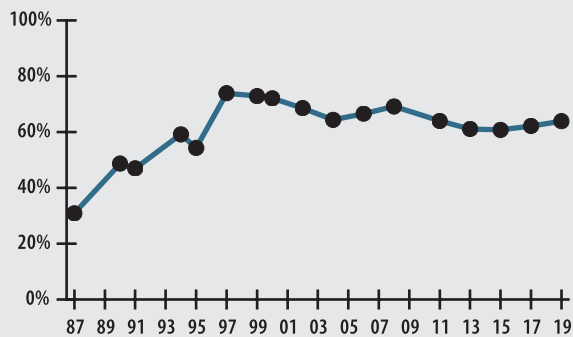
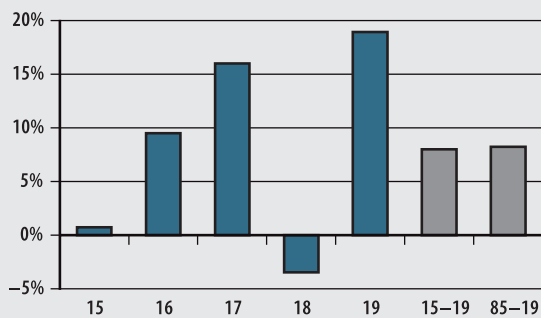
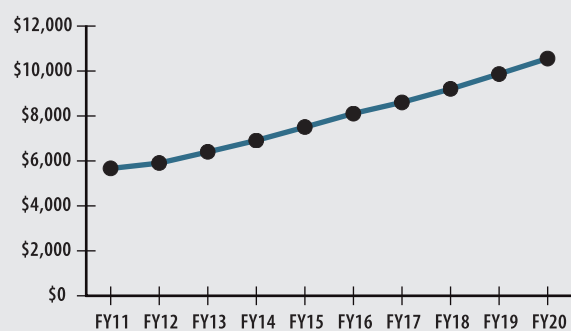
Arti Mehta, Eliot Lurier,  
Nicholas Mabardy, Michael Melchiorri\*,  
B. Michael Reardon  
\*indicates Chairperson

**Board Administrator**

Kathleen Bacon

**Board Meeting**

Generally the last Wednesday of the month  
at 4:00 pm

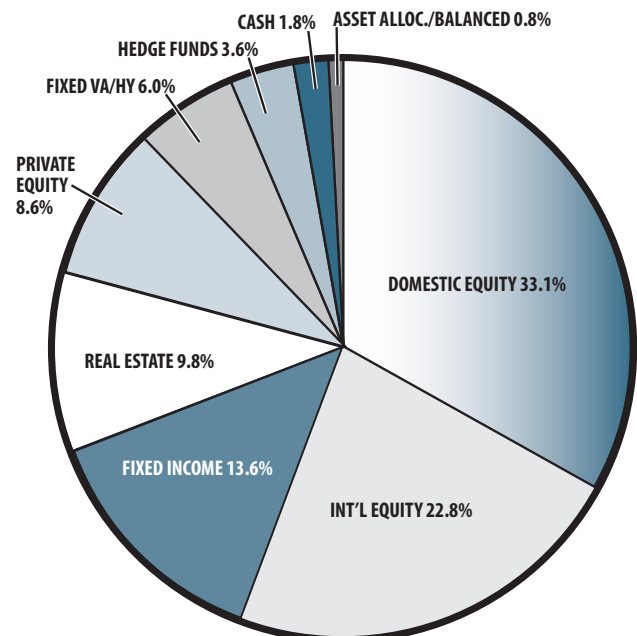
**FUNDED RATIO (1987-2019)**

**INVESTMENT RETURN (2015-2019, 5 YEAR AND 35 YEAR AVERAGES)**

**10-YEAR HISTORY OF APPROPRIATIONS (IN THOUSANDS)**

**INVESTMENT RETURN HISTORY**

<b>35 years 2019</b>	<b>34 years 2018</b>	<b>33 years 2017</b>
8.24%	7.94%	8.30%
<b>10 years 2019</b>	<b>10 years 2018</b>	<b>10 years 2017</b>
9.48%	9.47%	5.70%
<b>5 years 2019</b>	<b>5 years 2018</b>	<b>5 years 2017</b>
8.02%	5.96%	10.48%

**ACTUARIAL**

▶ Funded Ratio	63.9%
▶ Date of Last Valuation	1/1/19
▶ Actuary	Segal
▶ Assumed Rate of Return	7.25%
▶ Funding Schedule	8.0% Total Increasing
▶ Year Fully Funded	2030
▶ Unfunded Liability	\$85.4 M
▶ Total Pension Appropriation (Fiscal 2020)	\$10.6 M

	ACTIVE	RETIRED
▶ Number of Members	651	419
▶ Total Payroll/Benefit	\$37.3 M	\$12.4 M
▶ Average Salary/Benefit	\$57,300	\$29,700
▶ Average Age	46	74
▶ Average Service	11.2 years	NA

**ASSET ALLOCATION (12/31/19)**

**EARNED INCOME OF DISABILITY RETIREES (2018)**

▶ Number of Disability Retirees	15
▶ Number Who Reported Earnings	6
▶ Number of Excess Earners	0
▶ Total Amount of Refund Due	\$0.00

▶ 2019 Return	18.95%
▶ 2019 Market Value	\$163.1 M
▶ 2015-2019 (Annualized)	8.02%
▶ 1985-2019 (Annualized)	8.24%

# PERAC

COMMONWEALTH OF MASSACHUSETTS | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION

PHILIP Y. BROWN, ESQ., *Chairman*

JOHN W. PARSONS, ESQ., *Executive Director*

Auditor SUZANNE M. BUMP | KATHLEEN M. FALLON | KATE FITZPATRICK | JAMES M. MACHADO | ROBERT B. MCCARTHY | JENNIFER F. SULLIVAN

## MEMORANDUM

TO: Natick Retirement Board  
FROM: John W. Parsons, Esq., Executive Director  
RE: Appropriation for Fiscal Year 2021  
DATE: December 9, 2019

Required Fiscal Year 2021 Appropriation: **\$11,395,609**

This Commission is hereby furnishing you with the amount to be appropriated for your retirement system for Fiscal Year 2021 which commences July 1, 2020.

Attached please find summary information based on the present funding schedule for your system and the portion of the Fiscal Year 2021 appropriation to be paid by each of the governmental units within your system. The allocation by governmental unit was determined by Segal Consulting as part of their January 1, 2019 valuation.

The current schedule is due to be updated by Fiscal Year 2022.

If you have any questions, please contact PERAC's Actuary, John Boorack, at (617) 666-4446 Extension 935.

JWP/jfb  
Attachments

cc: Board of Selectmen  
Town Meeting  
c/o Town Clerk

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## Natick Retirement Board

### Projected Appropriations

Fiscal Year 2021 - July 1, 2020 to June 30, 2021

Aggregate amount of appropriation: **\$11,395,609**

Fiscal Year	Estimated Cost of Benefits	Funding Schedule (Excluding ERI)	ERI	Total Appropriation	Pension Fund Allocation	Pension Reserve Fund Allocation	Transfer From PRF to PF
<b>FY 2021</b>	\$9,877,600	\$11,395,609	\$0	\$11,395,609	\$9,877,600	\$1,518,009	\$0
<b>FY 2022</b>	\$10,170,553	\$12,307,258	\$0	\$12,307,258	\$10,170,553	\$2,136,705	\$0
<b>FY 2023</b>	\$10,472,224	\$13,291,839	\$0	\$13,291,839	\$10,472,224	\$2,819,615	\$0
<b>FY 2024</b>	\$10,782,870	\$14,355,186	\$0	\$14,355,186	\$10,782,870	\$3,572,316	\$0
<b>FY 2025</b>	\$11,102,759	\$15,503,601	\$0	\$15,503,601	\$11,102,759	\$4,400,842	\$0

The Total Appropriation column shown above is in accordance with your current funding schedule and the scheduled payment date(s) in that schedule. Whenever payments are made after the scheduled date(s), the total appropriation should be revised to reflect interest at the rate assumed in the most recent actuarial valuation. Payments should be made before the end of the fiscal year.

For illustration, we have shown the amount to be transferred from the Pension Reserve Fund to the Pension Fund to meet the estimated Cost of Benefits for each year. If there are sufficient assets in the Pension Fund to meet the Cost of Benefits, this transfer is optional.



## EXHIBIT E – DEPARTMENT RESULTS AS OF JANUARY 1, 2019

Category	Housing	Public Safety	Water & Sewer Enterprise Fund	Sassamon Trace Enterprise Fund	All Others	Total
<b>1. Demographics</b>						
Actives	12	157	27	4	451	651
Inactives	0	5	2	2	152	161
Retired	<u>5</u>	<u>137</u>	<u>15</u>	<u>1</u>	<u>261</u>	<u>419</u>
Total	17	299	44	7	864	1,231
<b>2 Total normal cost</b>	\$87,706	\$2,608,071	\$170,731	\$24,293	\$2,722,928	\$5,613,729
<b>3 Administrative expenses</b>	4,375	130,084	8,516	1,212	135,813	280,000
<b>4 Expected employee contributions</b>	<u>-73,129</u>	<u>-1,346,198</u>	<u>-178,153</u>	<u>-17,168</u>	<u>-2,194,609</u>	<u>-3,809,257</u>
<b>5 Employer normal cost: (2) + (3) + (4)</b>	\$18,952	\$1,391,957	\$1,094	\$8,337	\$664,132	\$2,084,472
<b>6 Employer normal cost as a percent of payroll</b>	2.5%	10.3%	0.1%	4.8%	2.9%	5.4%
<b>7 Actuarial accrued liability</b>	\$4,003,776	\$110,673,768	\$9,970,278	\$375,947	\$111,713,929	\$236,737,698
<b>8 Actuarial value of assets</b>	<u>2,556,965</u>	<u>70,680,509</u>	<u>6,367,402</u>	<u>350,483</u>	<u>71,344,796</u>	<u>151,300,155</u>
<b>9 Unfunded actuarial accrued liability: (7) – (8)</b>	\$1,446,811	\$39,993,259	\$3,602,876	\$25,464	\$40,369,133	\$85,437,543
<b>10 Projected payroll as of January 1, 2019</b>	754,234	13,548,304	1,794,149	172,143	22,665,995	38,934,825
<b>11 Fiscal Year 2020 Actuarially Determined Contributions</b>	150,854	5,497,383	337,172	12,639	4,553,442	10,551,490
<b>12 Fiscal Year 2021 Actuarially Determined Contributions</b>	174,718	5,799,100	383,604	12,013	5,026,174	11,395,609
<b>13 Fiscal Year 2022 Actuarially Determined Contributions</b>	188,696	6,263,028	414,292	12,974	5,428,268	12,307,258

Notes: Actuarial value of assets allocated in proportion to liabilities, except for Sassamon Trace Enterprise Fund where actuarial value of assets is estimated from prior valuation plus employer and employee contributions, less benefit payments.

Actuarially Determined Contributions are assumed to be paid on July 1 and December 31.

Fiscal year 2020 appropriation based on the January 1, 2017 valuation report dated September 27, 2017.

**Department: Non -  
Contributory Retirement  
Appropriation Summary**

	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2020 vs. 2021 \$ (+/-) % (+/-)	
Other Personnel Services							
Pensions - Non-Contributory	\$ 18,594	\$ 17,592	\$ 19,726	\$ 18,121	\$ 20,500	\$ 2,379	13.1%
Total Other Personnel Services	\$ 18,594	\$ 17,592	\$ 19,726	\$ 18,121	\$ 20,500	\$ 2,379	13.1%
Total Non-Contributory Retirement	\$ 18,594	\$ 17,592	\$ 19,726	\$ 18,121	\$ 20,500	\$ 2,379	13.1%

**Budget Overview:**

Nearly all employees who have worked for the Town of Natick are part of the Natick Retirement System and have been required to contribute part of their earnings towards the pension system. However a few past employees and their beneficiaries were not required to contribute, specifically those who were employed by the Town prior to January 1, 1939. This budget provides for the pensions for those employees/beneficiaries.

**Budget Detail:**

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2020 vs. 2021 \$ (+/-) % (+/-)	
Pensions Police	\$ 674	\$ -	\$ 715		\$ -	\$ -	0%
Pensions Fire	\$ 17,920	\$ 17,592	\$ 19,011	\$ 18,121	\$ 20,500	\$ 2,379	-4.7%
Pensions School	\$ -	\$ -				\$ -	
<b>Other Personnel Services</b>	<b>\$ 18,594</b>	<b>\$ 17,592</b>	<b>\$ 19,726</b>	<b>\$ 18,121</b>	<b>\$ 20,500</b>	<b>\$ 2,379</b>	<b>13.1%</b>
<b>Total Non-Contributory Retirement</b>	<b>\$ 18,594</b>	<b>\$ 17,592</b>	<b>\$ 19,726</b>	<b>\$ 18,121</b>	<b>\$ 20,500</b>	<b>\$ 2,379</b>	<b>13.1%</b>

**Line-Item Detail:**

**Other Personnel Services:**

Pensions - Fire: Pays for 1 pension to beneficiaries of retired firemen.

Chapter 111F Medical (Police/Fire Worker's Compensation)					
	FY18 Actual	FY19 Actual	FY20 Preliminary	FY21 Budget	FY 22 Budget
CLAIMS	\$ 8,310	\$ 4,647	\$ 10,000	\$ 10,200	\$ 10,710
PREMIUMS & ADMIN	\$ 119,346	\$ 142,946	\$ 105,400	\$ 107,508	\$ 112,883
TOTAL	\$ 127,656	\$ 147,593	\$ 115,400	\$ 117,708	\$ 123,593
Worker's Compensation					
	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Budget	FY 22 Budget
CLAIMS ADMIN	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,200	\$ 4,410
PREMIUMS	\$ 566,295	\$ 626,414	\$ 632,678	\$ 664,312	\$ 697,528
CLAIMS	\$ 30,047	\$ -	\$ 40,000	\$ 42,000	\$ 44,100
TOTAL	\$ 600,342	\$ 630,414	\$ 676,678	\$ 710,512	\$ 746,038

**LIUNA/MASS Laborers' Benefits Fund**  
**Contribution for Fiscal Year 2021 Budget**

<u>General Fund</u>				
UNION	EST HOURS	TOWN COST	AMOUNT	
GENERAL FUND				
LABORERS	93,600	1.66	\$	155,376.00
CLERICAL	39,000	1.42	\$	55,380.00
SUPERVISORS	16,640	1.66	\$	27,622.40
CUSTODIANS*	85,280	1.54	\$	131,331.20
LIBRARY	41,000	0.41	\$	16,810.00
GENERAL FUND			\$	386,520.00
L PAYS 15 CENTS PER HOUR FOR SCH EMPLOYEES				
<u>Water &amp; Sewer</u>				
LABORERS	47,840	1.66	\$	79,414.40
CLERICAL	5,850	1.42	\$	8,307.00
SUPERVISORS	8,320	1.66	\$	13,811.20
WATER & SEWER			\$	101,532.60
			Total	\$ 488,052.60

\* Massachusetts Laborers' Benefit Fund

\*\* LIUNA Pension Fund

## Merit/Performance Set-Aside

Performance Adjustment	\$	65,000
CBA Adjustment	\$	-
Total Merit/Performance	\$	65,000

## Debt Service

### FY 2021 Operational Budget Request

Department: Debt Service

#### Appropriation Summary

	2017 Actual	2018 Actual	2019 Appropriated	2020 Budget	2021 Amended Preliminary	2022 Budget	21 Jan - 21 PA \$ (+/-) % (+/-)
<b>Operating Expenses</b>							
Leased Equipment	\$ 148,703	\$ 149,203	\$ 147,203	\$ 151,778	\$ 159,350	\$ 159,350	\$ - 0.00%
Leased land	\$ 3,900	\$ 8,900	\$ 6,400	\$ 8,900	\$ 9,500	\$ 9,500	\$ - 0.00%
Principal	\$ 7,893,357	\$ 8,446,861	\$ 7,852,071	\$ 9,907,161	\$ 9,238,603	\$ 8,982,722	\$ (697,000) -7.02%
Interest	\$ 2,449,397	\$ 3,044,991	\$ 2,685,222	\$ 6,558,893	\$ 5,752,288	\$ 5,623,252	\$ 67,498 1.19%
<b>Total Expense</b>	<b>\$ 10,495,357</b>	<b>\$ 11,649,955</b>	<b>\$ 10,690,896</b>	<b>\$ 16,626,732</b>	<b>\$ 15,159,741</b>	<b>\$ 14,774,824</b>	<b>\$ (629,502) -3.99%</b>
<b>Total Debt Service</b>	<b>\$ 10,495,357</b>	<b>\$ 11,649,955</b>	<b>\$ 10,690,896</b>	<b>\$ 16,626,732</b>	<b>\$ 15,159,741</b>	<b>\$ 14,774,824</b>	<b>\$ (629,502) -3.99%</b>

#### Budget Overview:

The Town assumes debt to finance many capital projects. Natick's debt is funded through bond issues. State statutes permit maximum terms of bond issues to vary from 5 to 30 years, depending on the purpose of the issue. The Town can only issue new debt with the approval of two-thirds of Town Meeting.

Debt service includes principal and interest payments for both exempt and non-exempt debt as well as temporary borrowing. Also included in these figures are debt issuance costs and leased equipment costs.

Debt is the chief financing tool utilized by municipalities to continually replace and maintain its capital infrastructure. As such, it is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies. Debt Service is one of the Town's twelve Financial Indicators checked annually for fiscal health.

Positively for Natick, the community fares well on this indicator. Debt service of 20% of operating revenues is considered a problem. Ten percent (10%) is considered acceptable. Future issuance of debt should be timed so as to minimize its impact upon both the operating budget. This can be achieved by timing new issuances with retirement of current debt service and following the Town Administrator's Recommended Financial Policies on issuing large debt projects (over \$1,000,000) outside of the tax levy.

**Bond Refinance Analysis:** In May of 2020, Town Administration refinanced the bonds from 2011 and was able to achieve significant savings, due to favorable market conditions and the Town's AAA bond rating. The savings from the refinance equates to a reduction of \$645,429 from the January 2nd Preliminary Budget for FY21. Of the \$645,429 in savings for FY21, \$428,106 is excluded debt and as a corollary that amount will be reduced from the property tax levy. Based on FY20 values, the average single family home tax bill would see a reduction of \$31. Also as an amendment to the original budget the excluded debt offset from bond premiums has been applied to debt services for \$202,740

Massachusetts General Law Chapter 44, Section 10 states that except as otherwise provided by law, a city or town shall not authorize indebtedness to an amount exceeding 5 per cent of the equalized valuation of the city or town. A city or town may authorize indebtedness in excess of 5 per cent but not in excess of 10 per cent, of the aforesaid equalized valuation; provided, however, that the amount of indebtedness so authorized shall be subject to the approval of the members of the municipal finance oversight board, which approval may be given either before or after such authorization.

## Department Debt Service

### Leased Equipment

	2018 Appropriated	2019 Appropriated	2020 Budget	2021 Preliminary	2022 Budget	2021 V. 2022 \$ (+/-) % (+/-)	
Police Motorcycles	13,250	13,500	15,000	15,150	15,150	-	0.00%
Motor Vehicle Excise Tax	1,250	1,300	1,500	1,600	1,600	-	0.00%
Municipal Street Lights	73,503	73,503	73,503	73,503	73,503	-	0.00%
Mailing Equipment	21,000	20,400	22,000	22,405	22,405	-	0.00%
Copiers	40,200	38,500	39,775	46,692	46,692	-	0.00%
<b>Purchased Services</b>	<b>149,203</b>	<b>147,203</b>	<b>151,778</b>	<b>159,350</b>	<b>159,350</b>	<b>-</b>	<b>0.00%</b>
<b>Total Leased Equipment</b>	<b>149,203</b>	<b>147,203</b>	<b>151,778</b>	<b>159,350</b>	<b>159,350</b>	<b>-</b>	<b>0.00%</b>

### Leased Land

Land Lease (JJ Lane Park)	3,900	3,900	3,900	3,900	3,900	-	0.00%
Camp Arrowhead*	5,000	2,500	5,000	5,000	5,000	-	0.00%
<b>Total Leased Land</b>	<b>8,900</b>	<b>6,400</b>	<b>8,900</b>	<b>8,900</b>	<b>8,900</b>	<b>-</b>	<b>0.00%</b>

\*FY2018 was appropriated within the Town Administrator/Select Board Budget

### Principal Payments:

The requested budget amount represents repayment of principal for multiple land acquisition, building projects, capital improvements and equipment.

### Interest Payments:

The requested budget amount represents the respective interest payments associated with general obligation bonds issued for the projects referenced above plus fees for bond anticipation and issue costs (bond counsel, financial advisor, rating agency fees, etc.) for borrowings (included within Interest payments total) associated with the acquisition of the West Natick Fire Station and the Kennedy Middle School Project.

### Leased Equipment:

Motorcycle leases for the Police Department \$15,150, Excise Tax for leased motorcycles \$1,600, leased postage / mail room equipment \$22,405 copier equipment for the copy center \$46,692. The annual amount of the LED street light lease is \$73,503. Total leased equipment budget \$151,778.

### Leased Land:

This is the annual payment to the Commonwealth for the leased portion of JJ Lane Park andd Camp Arrowhead.

## Town of Natick- General Fund Debt Service

Debt Excluded Borrowings are in orange

**Department: General Fund - Debt Service Schedules**

		Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
Year of Issue	Project	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2004	Septic Title V (MWPAT) T5-97-1026-1	\$ 5,102	\$ 650	\$ 5,221	\$ 392	\$ 5,221	\$ 131				
2009	Septic (MWPAT)	\$ 7,500	\$ -	\$ 7,500	\$ -	\$ 7,500	\$ -	\$ 7,500	\$ -	\$ 7,500	\$ -
2011	Community Senior Center	\$ 344,000	\$ 96,130	\$ 345,000	\$ 178,500	\$ 350,000	\$ 161,250	\$ 355,000	\$ 143,750	\$ 355,000	\$ 126,000
2011	Roads - Oak St	\$ 112,575	\$ 16,877	\$ 115,000	\$ 29,250	\$ 115,000	\$ 23,500	\$ 115,000	\$ 17,750	\$ 120,000	\$ 12,000
2011	Storage Bldg - Oak St Gravel Pit	\$ 9,895	\$ 198								
2011	Fire - Engine Replacement	\$ 39,250	\$ 785								
2011	Bldg Remodel - Police Dispatch	\$ 14,845	\$ 297								
2011	Replace DPW Dump Truck H-44	\$ 14,725	\$ 596								
2011	Replace DPW Dump Truck H-53	\$ 14,725	\$ 596								
2012	Community Senior Center	\$ 100,000	\$ 8,125	\$ 100,000	\$ 6,125	\$ 100,000	\$ 4,125	\$ 100,000	\$ 2,125		
2012	DPW - 75 West Street Expansion	\$ 75,000	\$ 3,000	\$ 75,000	\$ 1,500						
2013	DPW - Redesign Cottage Street	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,500	\$ 25,000	\$ 500				
2013	DPW - Redesign Pine street	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,500	\$ 25,000	\$ 500				
2013	DPW - Roads & Sidewalks (Reapprop. From Comm Senior Center)	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,500	\$ 25,000	\$ 500				
2014	DPW Equip. - Replace Dump Truck H-48	\$ 25,000	\$ 1,000								
2014	DPW Equip. - Replace Hooklift H-51	\$ 30,000	\$ 1,200								
2014	Police - Replace Rooftop HVAC	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525	\$ 10,000	\$ 225		
2014	JJ Lane Park	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525	\$ 10,000	\$ 225		
2014	Field Fence Work	\$ 15,000	\$ 1,725	\$ 15,000	\$ 1,125	\$ 10,000	\$ 525	\$ 10,000	\$ 225		
2014	Retaining Wall - Pond & Cemetery	\$ 30,000	\$ 8,138	\$ 30,000	\$ 6,938	\$ 30,000	\$ 5,738	\$ 30,000	\$ 4,838	\$ 30,000	\$ 4,163
2014	Roads (Collector/Arterial)	\$ 20,000	\$ 5,425	\$ 20,000	\$ 4,625	\$ 20,000	\$ 3,825	\$ 20,000	\$ 3,225	\$ 20,000	\$ 2,775
2014	Police - Dispatch Center	\$ 15,000	\$ 4,069	\$ 15,000	\$ 3,469	\$ 15,000	\$ 2,869	\$ 15,000	\$ 2,419	\$ 15,000	\$ 2,081
2014	Fire - Engine Replacement (#5)	\$ 70,000	\$ 2,800								
2014	DPW Equip. - Replace S-35 (Packer)	\$ 35,000	\$ 1,400								
2014	Cole North Field Improvements	\$ 40,000	\$ 5,300	\$ 40,000	\$ 3,700	\$ 40,000	\$ 2,100	\$ 40,000	\$ 900		
2015	Cole North Field Improvements	\$ 20,000	\$ 2,850	\$ 20,000	\$ 2,250	\$ 20,000	\$ 1,650	\$ 20,000	\$ 1,050	\$ 15,000	\$ 450
2015	DPW Equip.-Replace Hooklift & Chassis S-37	\$ 25,000	\$ 3,150	\$ 20,000	\$ 2,400	\$ 20,000	\$ 1,800	\$ 20,000	\$ 1,200	\$ 20,000	\$ 600
2015	DPW Equip. - Replace Truck S-38	\$ 15,000	\$ 1,650	\$ 10,000	\$ 1,200	\$ 10,000	\$ 900	\$ 10,000	\$ 600	\$ 10,000	\$ 300
2015	Roads - Pine Street	\$ 65,000	\$ 18,460	\$ 65,000	\$ 16,510	\$ 65,000	\$ 14,560	\$ 65,000	\$ 12,610	\$ 65,000	\$ 10,660
2015	DPW - Public Works Bldg Expansion	\$ 25,000	\$ 3,600	\$ 25,000	\$ 2,850	\$ 25,000	\$ 2,100	\$ 25,000	\$ 1,350	\$ 20,000	\$ 600
2015	DPW - Roads & Sidewalks	\$ 35,000	\$ 5,373	\$ 35,000	\$ 4,323	\$ 35,000	\$ 3,273	\$ 35,000	\$ 2,336	\$ 35,000	\$ 1,575
2015	Comm. Serv. - Replace Dug Pond Pier	\$ 10,000	\$ 1,500	\$ 10,000	\$ 1,200	\$ 10,000	\$ 900	\$ 10,000	\$ 600	\$ 10,000	\$ 300
2016	Roads - Pine Street	\$ 55,000	\$ 14,011	\$ 55,000	\$ 12,361	\$ 55,000	\$ 10,711	\$ 55,000	\$ 9,240	\$ 55,000	\$ 8,044
2016	Pegan Ln Land Acquisition	\$ 50,000	\$ 18,738	\$ 50,000	\$ 17,238	\$ 50,000	\$ 15,738	\$ 50,000	\$ 14,400	\$ 50,000	\$ 13,313
2016	Roads & Sidewalks (Coll/Art)	\$ 10,000	\$ 1,535	\$ 10,000	\$ 1,235	\$ 10,000	\$ 935	\$ 10,000	\$ 668	\$ 10,000	\$ 450
2016	Drainage Improvements	\$ 35,000	\$ 5,373	\$ 35,000	\$ 4,323	\$ 35,000	\$ 3,273	\$ 35,000	\$ 2,336	\$ 35,000	\$ 1,575
2016	Replace H-57 Front-End Loader	\$ 25,000	\$ 3,688	\$ 25,000	\$ 2,938	\$ 25,000	\$ 2,188	\$ 25,000	\$ 1,519	\$ 25,000	\$ 975
2016	Drainage Improvements - Willow St.	\$ 20,000	\$ 2,770	\$ 20,000	\$ 2,170	\$ 20,000	\$ 1,570	\$ 20,000	\$ 1,035	\$ 15,000	\$ 675
2016	Replace H-56 Two Loader Mounted Snow Blowers	\$ 40,000	\$ 3,000	\$ 40,000	\$ 1,800	\$ 35,000	\$ 700				
2016	Replace H-61 Sidewalk Machine	\$ 15,000	\$ 2,003	\$ 15,000	\$ 2,003	\$ 15,000	\$ 1,103	\$ 15,000	\$ 701	\$ 10,000	\$ 450
2016	Replace Trash Packer	\$ 40,000	\$ 3,200	\$ 40,000	\$ 2,000	\$ 40,000	\$ 800				
2016	Parking Meter Upgrade	\$ 5,000	\$ 618	\$ 5,000	\$ 468	\$ 5,000	\$ 318	\$ 5,000	\$ 184	\$ 5,000	\$ 75
April 2017	Cole North Field	\$ 10,000	\$ 3,600	\$ 10,000	\$ 3,100	\$ 10,000	\$ 2,600	\$ 10,000	\$ 2,100	\$ 10,000	\$ 1,600
April 2017	IT - Telephone System Upgrade Hardware	\$ 80,000	\$ 19,500	\$ 80,000	\$ 15,500	\$ 80,000	\$ 11,500	\$ 75,000	\$ 7,500	\$ 75,000	\$ 3,750
April 2017	Facilities - Air Handler (Cole Center)	\$ 15,000	\$ 1,250	\$ 10,000	\$ 500						
April 2017	DPW - Replace M-2 (Truck)	\$ 15,000	\$ 1,500	\$ 15,000	\$ 750						
April 2017	Replace LF-9 Bucket Truck	\$ 20,000	\$ 5,750	\$ 20,000	\$ 4,750	\$ 20,000	\$ 3,750	\$ 20,000	\$ 2,750	\$ 20,000	\$ 1,750
April 2017	Replace East School Roof	\$ 15,000	\$ 8,500	\$ 15,000	\$ 7,750	\$ 15,000	\$ 7,000	\$ 15,000	\$ 6,250	\$ 15,000	\$ 5,500
April 2017	East Field Renovation - Engineering	\$ 35,000	\$ 3,500	\$ 35,000	\$ 1,750						
April 2017	Charles River Bridge - Engineering	\$ 25,000	\$ 2,000	\$ 25,000	\$ 1,000						
April 2017	Replace Ambulance	\$ 40,000	\$ 3,750	\$ 35,000	\$ 1,750						
April 2017	Replace H-50 - Dump Truck	\$ 15,000	\$ 3,000	\$ 15,000	\$ 2,250	\$ 15,000	\$ 1,500	\$ 15,000	\$ 750		
April 2017	Replace H-63 - Street Sweeper	\$ 25,000	\$ 5,500	\$ 25,000	\$ 4,250	\$ 20,000	\$ 3,000	\$ 20,000	\$ 2,000	\$ 20,000	\$ 1,000
April 2017	Replace S-33 (+36000 re-app)	\$ 25,000	\$ 7,500	\$ 25,000	\$ 6,250	\$ 20,000	\$ 5,000	\$ 20,000	\$ 4,000	\$ 20,000	\$ 3,000
April 2017	Roads & Sidewalks (Coll/Art)	\$ 60,000	\$ 30,850	\$ 60,000	\$ 27,850	\$ 60,000	\$ 24,850	\$ 60,000	\$ 21,850	\$ 60,000	\$ 18,850
April 2017	Field Renovations	\$ 10,000	\$ 5,000	\$ 10,000	\$ 4,500	\$ 10,000	\$ 4,000	\$ 10,000	\$ 3,500	\$ 10,000	\$ 3,000
April 2017	Design Roadway and Sidewalk Improvements - South Main St	\$ 55,000	\$ 5,500	\$ 55,000	\$ 2,750						
April 2017	Replace DPW Roof - Equip Maint Garage	\$ 15,000	\$ 9,113	\$ 15,000	\$ 8,363	\$ 15,000	\$ 7,613	\$ 15,000	\$ 6,863	\$ 15,000	\$ 6,113
April 2017	Navy Yard Field Renovation - Engineering	\$ 15,000	\$ 1,500	\$ 15,000	\$ 750						
April 2017	Road Improvements - Cottage Street	\$ 135,000	\$ 69,700	\$ 135,000	\$ 62,950	\$ 135,000	\$ 56,200	\$ 135,000	\$ 49,450	\$ 135,000	\$ 42,700
April 2017	Replace H-63 - Street Sweeper Supplement	\$ 10,000	\$ 2,000	\$ 5,000	\$ 1,500	\$ 5,000	\$ 1,250	\$ 5,000	\$ 1,000	\$ 5,000	\$ 750
April 2017	Upgrade DPW Radio System	\$ 40,000	\$ 3,750	\$ 35,000	\$ 1,750						
April 2017	Charles River Bridge - Rehab	\$ 35,000	\$ 23,188	\$ 35,000	\$ 21,438	\$ 35,000	\$ 19,688	\$ 35,000	\$ 17,938	\$ 35,000	\$ 16,188
April 2017	Purchase New Recycling Side Arm Packer	\$ 35,000	\$ 7,000	\$ 35,000	\$ 5,250	\$ 35,000	\$ 3,500	\$ 35,000	\$ 1,750		
April 2017	Town Hall HVAC Rooftop Units	\$ 10,000	\$ 3,250	\$ 10,000	\$ 2,750	\$ 10,000	\$ 2,250	\$ 10,000	\$ 1,750	\$ 10,000	\$ 1,250



Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
April 2017	Pond Street Sidewalk & Guardrail Replace	\$ 25,000	\$ 8,500	\$ 25,000	\$ 7,250	\$ 25,000	\$ 6,000	\$ 25,000	\$ 4,750	\$ 25,000	\$ 3,500
July 2017	Replace 2001 Fire Pumper (Engine 3)	\$ 75,000	\$ 13,500	\$ 75,000	\$ 10,500	\$ 75,000	\$ 7,500	\$ 75,000	\$ 4,500	\$ 75,000	\$ 1,500
July 2017	Replace S-31 Trash Packer	\$ 40,000	\$ 6,648	\$ 40,000	\$ 5,048	\$ 36,200	\$ 3,524	\$ 35,000	\$ 2,100	\$ 35,000	\$ 700
July 2017	Replace H-58 (Front End Loader)	\$ 25,000	\$ 7,100	\$ 25,000	\$ 6,100	\$ 25,000	\$ 5,100	\$ 25,000	\$ 4,100	\$ 25,000	\$ 3,100
July 2017	Replace H-72 Side Walk Bombardier	\$ 15,000	\$ 4,500	\$ 15,000	\$ 3,900	\$ 15,000	\$ 3,300	\$ 15,000	\$ 2,700	\$ 15,000	\$ 2,100
July 2017	Replace Cole Roof	\$ 25,000	\$ 14,500	\$ 25,000	\$ 13,500	\$ 25,000	\$ 12,500	\$ 25,000	\$ 11,500	\$ 25,000	\$ 10,500
July 2017	Park and Field Renovations	\$ 25,000	\$ 3,940	\$ 25,000	\$ 2,940	\$ 21,000	\$ 2,020	\$ 20,000	\$ 1,200	\$ 20,000	\$ 400
July 2017	Roadway & Sidewalks Supplement	\$ 60,000	\$ 28,800	\$ 60,000	\$ 26,400	\$ 60,000	\$ 24,000	\$ 60,000	\$ 21,600	\$ 60,000	\$ 19,200
Dec-18	Replacement of SCBA equipment	\$ 40,000	\$ 14,500	\$ 40,000	\$ 12,500	\$ 40,000	\$ 10,500	\$ 40,000	\$ 8,500	\$ 40,000	\$ 6,500
Dec-18	Acquisition CSX Saxonville Branch (CRT)	\$ 165,000	\$ 124,175	\$ 165,000	\$ 115,925	\$ 165,000	\$ 107,675	\$ 165,000	\$ 99,425	\$ 165,000	\$ 91,175
Dec-18	Fire Alarm Bucket Truck (S-5)	\$ 20,000	\$ 8,500	\$ 20,000	\$ 7,500	\$ 20,000	\$ 6,500	\$ 20,000	\$ 5,500	\$ 20,000	\$ 4,500
Dec-18	Replace Truck Sander (408)	\$ 35,000	\$ 9,625	\$ 35,000	\$ 7,875	\$ 35,000	\$ 6,125	\$ 35,000	\$ 4,375	\$ 35,000	\$ 2,625
Dec-18	Replace H-70 Trackless (426)	\$ 25,000	\$ 9,125	\$ 25,000	\$ 7,875	\$ 25,000	\$ 6,625	\$ 20,000	\$ 5,500	\$ 20,000	\$ 4,500
Dec-18	Roadway and Sidewalk	\$ 70,000	\$ 42,400	\$ 70,000	\$ 38,900	\$ 70,000	\$ 35,400	\$ 70,000	\$ 31,900	\$ 70,000	\$ 28,400
Dec-18	Roadway Washington Ave	\$ 165,000	\$ 104,495	\$ 165,000	\$ 96,245	\$ 165,000	\$ 87,995	\$ 165,000	\$ 79,745	\$ 165,000	\$ 71,495
Dec-18	Route 27 Improvements (North Main St)	\$ 135,000	\$ 84,675	\$ 135,000	\$ 77,925	\$ 135,000	\$ 71,175	\$ 135,000	\$ 64,425	\$ 135,000	\$ 57,675
Dec-18	Fire Station 4	\$ 505,000	\$ 667,275	\$ 530,000	\$ 641,400	\$ 555,000	\$ 614,275	\$ 585,000	\$ 585,775	\$ 870,000	\$ 549,400
Sub-Total (Municipal)		\$ 3,792,617	\$ 1,638,433	\$ 3,537,721	\$ 1,590,472	\$ 3,239,921	\$ 1,433,042	\$ 3,107,500	\$ 1,292,555	\$ 3,157,500	\$ 1,149,780
		<b>FY Total</b>	<b>\$ 5,431,050</b>	<b>FY Total</b>	<b>\$ 5,128,193</b>	<b>FY Total</b>	<b>\$ 4,672,963</b>	<b>FY Total</b>	<b>\$ 4,400,055</b>	<b>FY Total</b>	<b>\$ 4,307,280</b>

Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2004	Wilson Middle School (Refunded 2014)	\$ 455,000	\$ 59,600	\$ 450,000	\$ 41,400	\$ 450,000	\$ 23,400	\$ 440,000	\$ 9,900		
2004	Wilson Middle School (Refunded 2014)	\$ 60,000	\$ 7,950	\$ 60,000	\$ 5,550	\$ 60,000	\$ 3,150	\$ 60,000	\$ 1,350		
2009	Kennedy Renovations										
2010	Memorial Renovations										
2011	High School - Construction	\$ 1,549,000	\$ 880,385	\$ 1,560,000	\$ 808,750	\$ 1,580,000	\$ 730,750	\$ 1,600,000	\$ 651,750	\$ 1,615,000	\$ 571,750
2011	Johnson Boilers	\$ 19,625	\$ 393								
2011	Johnson Exterior Windows	\$ 9,825	\$ 197								
2011	Memorial Fire Alarm System	\$ 24,535	\$ 491								
2012	Bennett-Hemenway School *Refunded	\$ 43,000	\$ 860								
2013	Kennedy - Replace Electrical Serv.	\$ 15,000	\$ 1,500	\$ 15,000	\$ 900	\$ 15,000	\$ 300				
2013	High School - Construction (Re-Approp. 2015 FATM - Art 10)	\$ 151,034	\$ 58,526	\$ 151,034	\$ 52,484	\$ 151,034	\$ 46,443	\$ 151,034	\$ 43,422	\$ 151,034	\$ 40,213
2014	Ben-Hem - School Playground	\$ 15,000	\$ 694	\$ 15,000	\$ 694	\$ 15,000	\$ 694	\$ 15,000			
2014	Memorial - Boiler Replacement	\$ 25,000	\$ 3,391	\$ 25,000	\$ 2,891	\$ 25,000	\$ 4,781	\$ 25,000	\$ 4,031	\$ 25,000	\$ 3,469
2014	Memorial - School Lighting	\$ 10,000	\$ 663	\$ 10,000	\$ 463	\$ 10,000	\$ 525	\$ 10,000	\$ 225		
2014	Replace Windows - Johnson	\$ 15,000	\$ 994	\$ 15,000	\$ 694	\$ 15,000	\$ 788	\$ 15,000	\$ 338		
2015	Kennedy Middle School Portable Classrooms										
2015	Purchase & Install Portable Classrooms(Re-Approp. 2015 FATM - Art 10)	\$ 60,989	\$ 23,634	\$ 60,989	\$ 21,194	\$ 60,989	\$ 18,754	\$ 60,989	\$ 17,534	\$ 60,989	\$ 16,238
2015	Purchase & Install Portable Classrooms(Re-Approp. 2015 FATM - Art 10)	\$ 32,422	\$ 12,564	\$ 32,422	\$ 11,267	\$ 32,422	\$ 9,970	\$ 32,422	\$ 9,321	\$ 32,422	\$ 8,632
2015	Lilja - Roof Replacement(Re-Approp. 2015 FATM - Art 10)	\$ 30,556	\$ 11,840	\$ 30,556	\$ 10,618	\$ 30,556	\$ 4,698	\$ 30,556	\$ 8,785	\$ 30,556	\$ 8,135
April 2017	Lilja - Roof Replacement	\$ 25,000	\$ 13,450	\$ 25,000	\$ 12,200	\$ 25,000	\$ 10,950	\$ 25,000	\$ 9,700	\$ 25,000	\$ 8,450
April 2017	Brown - Replace sidewalks	\$ 10,000	\$ 2,850	\$ 5,000	\$ 2,350	\$ 5,000	\$ 2,100	\$ 5,000	\$ 1,850	\$ 5,000	\$ 1,600
April 2017	Wilson - Replace sidewalks	\$ 10,000	\$ 2,850	\$ 5,000	\$ 2,350	\$ 5,000	\$ 2,100	\$ 5,000	\$ 1,850	\$ 5,000	\$ 1,600
April 2017	Brown School Roof Replacement	\$ 45,000	\$ 27,150	\$ 45,000	\$ 24,900	\$ 45,000	\$ 22,650	\$ 45,000	\$ 20,400	\$ 45,000	\$ 18,150
July 2017	Lilja School - Install Modular Classrooms	\$ 100,000	\$ 61,550	\$ 100,000	\$ 57,550	\$ 100,000	\$ 53,550	\$ 100,000	\$ 49,550	\$ 100,000	\$ 45,550
July 2017	Natick High School - Install Irrigation Well	\$ 15,000	\$ 2,212	\$ 15,000	\$ 1,612	\$ 12,800	\$ 1,056	\$ 10,000	\$ 600	\$ 10,000	\$ 200
Dec-18	Kennedy Middle School-109560000	\$ 1,950,000	\$ 2,542,780	\$ 2,050,000	\$ 2,442,780	\$ 2,155,000	\$ 2,337,655	\$ 2,265,000	\$ 2,227,155	\$ 2,380,000	\$ 2,111,030
Sub-Total (School)		\$ 4,670,986	\$ 3,716,521	\$ 4,670,001	\$ 3,500,645	\$ 4,792,801	\$ 3,274,313	\$ 4,895,001	\$ 3,057,761	\$ 4,485,001	\$ 2,835,018

Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2/20/2020	East Field Renovations	\$ 185,000	\$ 98,385	\$ 185,000	\$ 94,875	\$ 185,000	\$ 85,625	\$ 180,000	\$ 76,500	\$ 180,000	\$ 67,500
2/20/2020	Navy Yard Field Renovations	\$ 40,000	\$ 21,733	\$ 40,000	\$ 21,000	\$ 40,000	\$ 19,000	\$ 40,000	\$ 17,000	\$ 40,000	\$ 15,000
2/20/2020	Accounts Receivable Software Upgrade	\$ 55,000	\$ 10,939	\$ 55,000	\$ 8,875	\$ 50,000	\$ 6,250	\$ 50,000	\$ 3,750	\$ 50,000	\$ 1,250
2/20/2020	Roadway South Main St	\$ 310,000	\$ 174,306	\$ 310,000	\$ 168,950	\$ 310,000	\$ 153,450	\$ 310,000	\$ 137,950	\$ 310,000	\$ 122,450
2/20/2020	Engineering & Repairs To The Charles River Dam	\$ 65,000	\$ 26,250	\$ 65,000	\$ 24,885	\$ 65,000	\$ 23,520	\$ 65,000	\$ 22,155	\$ 65,000	\$ 20,790
2/20/2020	Roadway & Sidewalks Supplement	\$ 50,000	\$ 28,114	\$ 50,000	\$ 27,250	\$ 50,000	\$ 24,750	\$ 50,000	\$ 22,250	\$ 50,000	\$ 19,750
2/20/2020	Replace Vehicle 511 (S-101) Recycling Truck ( <i>premium funded</i> )	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2/20/2020	Roadway & Sidewalks Supplement	\$ 70,000	\$ 37,607	\$ 70,000	\$ 36,300	\$ 70,000	\$ 32,800	\$ 70,000	\$ 29,300	\$ 70,000	\$ 25,800
2021	Roadway & Sidewalks Supplement					\$ 66,667	\$ 25,000	\$ 66,667	\$ 23,333	\$ 66,667	\$ 21,667
2021	North Ave Area Drainage Improvements					\$ 106,667	\$ 40,000	\$ 106,667	\$ 37,333	\$ 106,667	\$ 34,667
2021	Memorial-Install Fire Sprinkler System					\$ 13,000	\$ 1,625	\$ 13,000	\$ 1,300	\$ 13,000	\$ 975
2021	Morse Library - Replace 5 Ahu's					\$ 30,000	\$ 7,500	\$ 30,000	\$ 6,750	\$ 30,000	\$ 6,000
2021	Replace Synthetic Turf Memorial Field					\$ 60,000	\$ 15,000	\$ 60,000	\$ 13,500	\$ 60,000	\$ 12,000
2021	Replace S-102 Side Arm Recycling Truck					\$ 46,429	\$ 8,125	\$ 46,429	\$ 6,964	\$ 46,429	\$ 5,804
2021	Brown - Replace Boilers					\$ 8,000	\$ 1,000	\$ 8,000	\$ 800	\$ 8,000	\$ 600
2021	Lilja - Replace Boilers					\$ 8,000	\$ 1,000	\$ 8,000	\$ 800	\$ 8,000	\$ 600
2021	Wilson - Install Second Floor Ac					\$ 25,000	\$ 12,500	\$ 25,000	\$ 11,875	\$ 25,000	\$ 11,250

Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	90 Oak - Replace All Exterior Windows And Doors					\$ 3,500	\$ 875	\$ 3,500	\$ 788	\$ 3,500	\$ 700
2021	Ben-Hem - Add Ac 1st And 2nd Floor Classrooms					\$ 30,000	\$ 15,000	\$ 30,000	\$ 14,250	\$ 30,000	\$ 13,500
2021	Town Hall - Replace Roof					\$ 22,500	\$ 11,250	\$ 22,500	\$ 10,688	\$ 22,500	\$ 10,125
2021	Public Safety Building - Replace Roof					\$ 30,000	\$ 15,000	\$ 30,000	\$ 14,250	\$ 30,000	\$ 13,500
2022	Memorial - Resurface And Expand Parking Areas					\$ 26,667	\$ 11,000	\$ 26,667	\$ 10,267	\$ 26,667	\$ 9,533
2022	90 Oak - Replace All Exterior Windows And Doors					\$ 17,500	\$ 14,000	\$ 17,500	\$ 9,144	\$ 17,500	\$ 8,663
2022	90 Oak - Replace Boiler					\$ 25,000	\$ 20,000	\$ 25,000	\$ 13,063	\$ 25,000	\$ 12,375
2022	Replace Public Works Backup Generator					\$ 16,667	\$ 10,000	\$ 16,667	\$ 6,417	\$ 16,667	\$ 5,958
2022	Brown - Replace Playground					\$ 12,500	\$ 5,000	\$ 12,500	\$ 3,094	\$ 12,500	\$ 2,750
2022	Replace H-52 Utility Body Pickup					\$ 17,500	\$ 7,000	\$ 17,500	\$ 4,331	\$ 17,500	\$ 3,850
2022	Replace Vehicle 513 (S-103) Recycling Truck					\$ 47,143	\$ 13,200	\$ 47,143	\$ 7,779	\$ 47,143	\$ 6,482
2022	Memorial School - Replace Exterior Windows					\$ 60,000	\$ 48,000	\$ 60,000	\$ 31,350	\$ 60,000	\$ 29,700
2022	Roadway & Sidewalks Supplement					\$ 66,667	\$ 40,000	\$ 66,667	\$ 25,667	\$ 66,667	\$ 23,833
2022	Roads & Sidewalks (Collector/Arterial)					\$ 100,000	\$ 60,000	\$ 100,000	\$ 38,500	\$ 100,000	\$ 35,750
2022	Memorial-Install Fire Sprinkler System					\$ 43,333	\$ 26,000	\$ 43,333	\$ 16,683	\$ 43,333	\$ 15,492
2022	Replace Pumper					\$ 62,000	\$ 24,800	\$ 62,000	\$ 15,345	\$ 62,000	\$ 13,640
2022	Relocate Modular Classrooms					\$ 85,714	\$ 24,000	\$ 85,714	\$ 14,143	\$ 85,714	\$ 11,786
2022	Brown - Replace Boilers					\$ 20,000	\$ 16,000	\$ 20,000	\$ 10,450	\$ 20,000	\$ 9,900
2022	Lilja - Replace Boilers					\$ 20,000	\$ 16,000	\$ 20,000	\$ 10,450	\$ 20,000	\$ 9,900
2022	Wilson - Install Second Floor Ac					\$ 25,000	\$ 20,000	\$ 25,000	\$ 13,063	\$ 25,000	\$ 12,375
2023	Building Addition 75 West Street							\$ 40,000	\$ 18,000	\$ 40,000	\$ 16,800
2023	Roadway & Sidewalks Supplement							\$ 66,667	\$ 30,000	\$ 66,667	\$ 28,000
2023	Roads & Sidewalks (Collector/Arterial)							\$ 100,000	\$ 45,000	\$ 100,000	\$ 42,000
2023	Replace L-1 With A Platform/Ladder							\$ 150,000	\$ 45,000	\$ 150,000	\$ 40,500
2023	Replace Rescue-3							\$ 78,571	\$ 16,500	\$ 78,571	\$ 14,143
2023	Replace H-63 Street Sweeper							\$ 50,000	\$ 10,500	\$ 50,000	\$ 9,000
2023	Facility							\$ 178,571	\$ 37,500	\$ 178,571	\$ 32,143
2024	Facility									\$ 178,571	\$ 40,625
2024	Roadway & Sidewalks Supplement									\$ 100,000	\$ 48,750
2024	Roads & Sidewalks (Collector/Arterial)									\$ 100,000	\$ 48,750
2024	Replace Fire Pumper									\$ 70,000	\$ 22,750
<b>Sub-Total (New)</b>		<b>\$ 775,000</b>	<b>\$ 397,335</b>	<b>\$ 775,000</b>	<b>\$ 382,135</b>	<b>\$ 1,865,452</b>	<b>\$ 854,270</b>	<b>\$ 2,524,262</b>	<b>\$ 883,779</b>	<b>\$ 2,972,833</b>	<b>\$ 959,375</b>
nd Anticipation Notes			\$ -		\$ 150,000		\$ 48,000		\$ 50,000		\$ 50,000
<b>General Fund Total</b>		<b>\$ 9,238,603</b>	<b>\$ 5,752,288</b>	<b>\$ 8,982,722</b>	<b>\$ 5,623,252</b>	<b>\$ 9,898,174</b>	<b>\$ 5,609,625</b>	<b>\$ 10,526,763</b>	<b>\$ 5,284,096</b>	<b>\$ 10,615,334</b>	<b>\$ 4,994,172</b>

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## **ENTERPRISE FUNDS**

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Sassamon Trace Golf Course

Golf Course Indirects

Water/Sewer

Water/Sewer Indirects



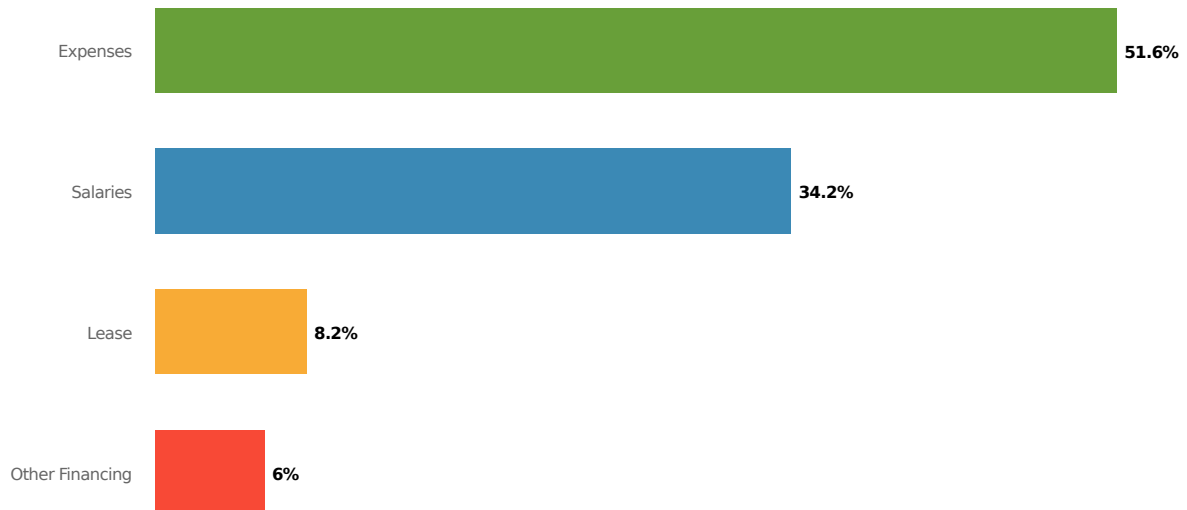


## Golf Course

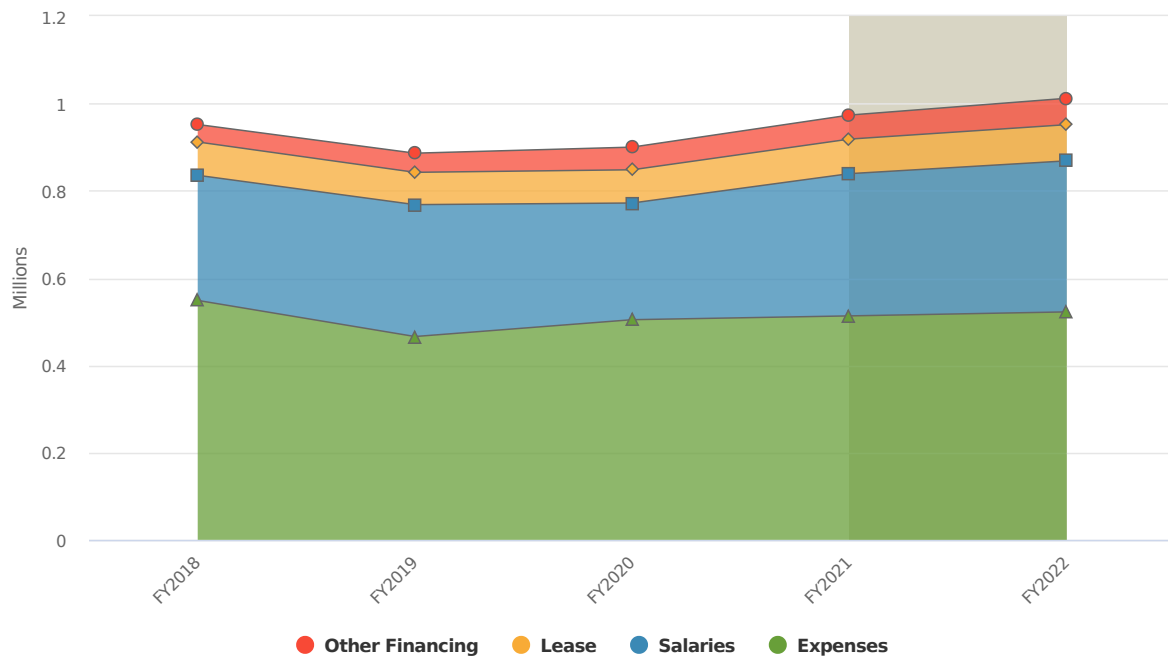
Sassamon Trace is a nine-hole executive length golf course designed in the classic tradition with the beginning golfer in mind. Following the classic style, the natural terrain was studied and the holes were routed accordingly. The steep side slope of the landfill is utilized as a strategic element, defining the right edge of each of the Natick holes.

### Expenditures by Expense Type

#### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2019 Actual	FY2020 Actual	FY21 STGC AP Budget	FY2022 Budgeted	FY2021 Budgeted vs. FY 22 Prelim (% Change)	Notes
<b>Expense Objects</b>						
<b>Salaries</b>						
SALARIES MANAGEMENT	\$103,882.12	\$102,804.14	\$109,820.00	\$124,847.00	13.7%	Change the Golf Professional to a year round position.
SALARIES OPERATIONAL STAFF	\$70,314.59	\$61,250.00	\$66,300.00	\$67,438.00	1.7%	
SALARIES GOLF SUPPORT STAFF	\$39,481.66	\$35,890.09	\$48,318.00	\$46,633.00	-3.5%	Hour saved by having a golf professional year round.
SALARIES TECHNICAL/PROFESSNL	\$57,637.25	\$36,569.05	\$58,171.00	\$61,343.00	5.5%	Minimum wage increase
MERIT PERFORMANCE INCREASES	\$0.00	\$0.00	\$8,080.00	\$8,650.00	7.1%	
SALARIES PART-TIME OPERATIONAL	\$30,908.29	\$30,862.74	\$35,235.00	\$37,192.00	5.6%	Minimum wage increase
	<b>\$302,223.91</b>	<b>\$267,376.02</b>	<b>\$325,924.00</b>	<b>\$346,103.00</b>	<b>6.2%</b>	
<b>Total Salaries:</b>	<b>\$302,223.91</b>	<b>\$267,376.02</b>	<b>\$325,924.00</b>	<b>\$346,103.00</b>	<b>6.2%</b>	



Name	FY2019 Actual	FY2020 Actual	FY21 STGC AP Budget	FY2022 Budgeted	FY2021 Budgeted vs. FY 22 Prelim (% Change)	Notes
<b>Expenses</b>						
RETIREMENT ASSESSMENT	\$11,812.00	\$12,639.00	\$12,013.00	\$12,974.00	8%	
<b>Total</b>	<b>\$11,812.00</b>	<b>\$12,639.00</b>	<b>\$12,013.00</b>	<b>\$12,974.00</b>	<b>8%</b>	
ADVERTISING/PROMOTION	\$205.95	\$1,835.20	\$3,000.00	\$1,500.00	-50%	
BUILDING LEASE/REPAIRS	\$6,429.87	\$5,505.95	\$4,900.00	\$5,000.00	2%	
PHRAGMITES CONTROL	\$0.00	\$0.00	\$4,100.00	\$4,100.00	0%	
SOFTWARE MAINT	\$0.00	\$148.93	\$150.00	\$1,600.00	966.7%	New software for golf leagues
ELECTRICITY	\$23,146.16	\$23,536.36	\$19,748.00	\$20,143.00	2%	
UTILITIES - WATER	\$4,808.72	\$26,663.95	\$40,000.00	\$40,750.00	1.9%	
IRRIGATION ELECTRICITY	\$4,806.81	\$3,825.58	\$9,611.00	\$9,803.00	2%	
TELEPHONE	\$4,334.73	\$4,977.81	\$4,600.00	\$5,000.00	8.7%	
DUES & SUBSCRIPTIONS	\$910.52	\$1,352.00	\$1,450.00	\$1,450.00	0%	
BANK AND CREDIT CARD FEES	\$13,406.91	\$16,628.97	\$14,500.00	\$16,000.00	10.3%	
COURSE CHEMICALS/FERTILIZER	\$25,953.15	\$38,801.90	\$33,250.00	\$37,750.00	13.5%	Moved from course materials where it is being currently used.
COURSE MATERIALS	\$6,845.63	\$8,666.96	\$7,700.00	\$6,000.00	-22.1%	
GRASS/SEED/SOD	\$8,536.51	\$4,972.80	\$7,000.00	\$6,000.00	-14.3%	
COURSE SUPPLIES	\$4,428.97	\$6,586.91	\$5,200.00	\$5,000.00	-3.8%	
SUPPLIES - CLUB HOUSE	\$2,685.31	\$4,681.75	\$2,800.00	\$2,850.00	1.8%	
MERCHANDISE-PRO SHOP	\$24,586.85	\$16,285.95	\$26,000.00	\$26,000.00	0%	
SUPPLIES CUSTODIAL	\$745.49	\$1,274.61	\$775.00	\$775.00	0%	
IRRIGATION REPAIR & MAINT	\$8,530.64	\$13,871.06	\$10,600.00	\$10,600.00	0%	
TOOLS	\$1,345.66	\$3,108.63	\$1,000.00	\$1,000.00	0%	
EQPMT REPAIR & MAINTENANCE	\$18,525.71	\$10,935.74	\$17,000.00	\$17,000.00	0%	
EDUCATION/FEES/LICENSES	\$984.00	\$553.52	\$1,000.00	\$1,000.00	0%	
SALES/USE TAX (DOR)	\$6,142.42	\$5,138.60	\$7,500.00	\$8,000.00	6.7%	
UNEMPLOYMENT INSURANCE	\$2,638.00	\$2,830.00	\$3,500.00	\$3,675.00	5%	
FICA/MEDICARE	\$4,382.25	\$3,876.96	\$4,726.00	\$4,982.00	5.4%	
INSURANCE GRP HLTH/LIFE	\$42,521.40	\$42,521.40	\$46,728.00	\$49,064.40	5%	
RESERVE FUND	\$0.00	\$0.00	\$20,000.00	\$20,000.00	0%	





# Town of Natick

## Sassamon Trace Golf Course Debt

Department: Enterprise Fund Debt Service -											
Department: Sassamon Trace Golf Course -											
Enterprise Fund Debt Service											
Year of Issue	Project	FY 2021 Prin	FY 2021 Inter	FY 2022 Principal	FY 2022 Interest	FY 2023 Princi	FY 2023 Intere	FY 2024 Princ	FY 2024 Inte	FY 2025 Princi	FY 2025 Inter
2002	2002 Golf Course (Refinanced)	\$ 125,000	\$ 10,000	\$ 125,000	\$ 5,000						
2017	Irrigation Pond Liner	\$ 5,000	\$ 2,600	\$ 5,000	\$ 2,350	\$ 5,000	\$ 2,100	\$ 5,000	\$ 1,850	\$ 5,000	\$ 1,600
2017	Golf Cart Fleet	\$ 20,000	\$ 2,000	\$ 20,000	\$ 1,200	\$ 20,000	\$ 400				
2018	Greens Mower	\$ 5,000	\$ 1,375	\$ 5,000	\$ 1,125	\$ 5,000	\$ 875	\$ 5,000	\$ 625	\$ 5,000	\$ 375
2018	Trim Mower	\$ 5,000	\$ 875	\$ 5,000	\$ 625	\$ 5,000	\$ 375	\$ 5,000	\$ 125		
2018	Pump Heads	\$ 5,000	\$ 1,375	\$ 5,000	\$ 1,125	\$ 5,000	\$ 875	\$ 5,000	\$ 625	\$ 5,000	\$ 375
2020	Temporary Borrowing (BAN)		\$ 20,000		\$ 20,000						
<b>Total Amount</b>		<b>\$ 165,000</b>	<b>\$ 38,225</b>	<b>\$ 165,000</b>	<b>\$ 31,425</b>	<b>\$ 40,000</b>	<b>\$ 4,625</b>	<b>\$ 20,000</b>	<b>\$ 3,225</b>	<b>\$ 15,000</b>	<b>\$ 2,350</b>

Summary of Debt - Golf Course Enterprise Fund					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Golf Course Enterprise Fund Principal	\$ 165,000	\$ 165,000	\$ 40,000	\$ 20,000	\$ 15,000
Golf Course Enterprise Fund Interest	\$ 38,225	\$ 31,425	\$ 4,625	\$ 3,225	\$ 2,350
<b>Total Annual Debt Service</b>	<b>\$ 203,225</b>	<b>\$ 196,425</b>	<b>\$ 44,625</b>	<b>\$ 23,225</b>	<b>\$ 17,350</b>

New Debt - Golf Course Enterprise Fund											
Year of Issue	Project	Fiscal Year 2021 Prin	Fiscal Year 2021 Inter	Fiscal Year 2022 Principal	Fiscal Year 2022 Interest	Fiscal Year 2023 Princi	Fiscal Year 2023 Intere	Fiscal Year 2024 Princ	Fiscal Year 2024 Inte	Fiscal Year 2025 Princi	Fiscal Year 2025 Inter
FY 2021	Rough Mower					\$5,000	\$1,000	\$5,000	\$900	\$5,000	\$800
FY 2021	HD Utility Vehicle					\$6,000	\$600	\$6,000	\$480	\$6,000	\$360
FY 2023	Golf Cart Replacement (27) with extended service					\$28,000	\$2,800	\$28,000	\$2,240	\$28,000	\$1,680
FY 2023	Sprayer					\$4,286	\$600	\$4,286	\$514	\$4,286	\$429
Temporary Borrowing (BAN)			\$20,000		\$25,000						
<b>Total New Debt</b>		<b>FY 2021</b>	<b>\$20,000</b>	<b>FY 2022</b>	<b>\$25,000</b>	<b>FY 2023</b>	<b>\$48,286</b>	<b>FY 2024</b>	<b>\$47,420</b>	<b>FY 2025</b>	<b>\$46,555</b>
<b>Total Projected Debt Service</b>		<b>FY 2021</b>	<b>\$223,225</b>	<b>FY 2022</b>	<b>\$221,425</b>	<b>FY 2023</b>	<b>\$92,911</b>	<b>FY 2024</b>	<b>\$70,645</b>	<b>FY 2025</b>	<b>\$63,905</b>



**FY2022 Indirect Costs**

	Personnel Cost	Fringe	Expense Cost	Total
Public Works Administration	\$ 1,068	\$ 118	\$ 222	1,408
Equipment Maintenance	\$ 3,162	\$ 520	\$ 2,739	6,421
Highway, Sanitation, Recycling	\$ 441	\$ 21	\$ 429	891
Recreation	\$ 6,822	\$ 1,514	\$ 1,196	9,532
Land Facilities and Natural Resources	\$ 8,195	\$ -	\$ 6,309	14,504
Public Safety	\$ 1,688	\$ 26	\$ 67	1,780
Finance	\$ 3,182	\$ 224	\$ 936	4,342
Town Administration	\$ 4,496	\$ 465	\$ 2,451	7,412
Procurement	\$ 303	\$ 21	\$ 11	335
Human Resources	\$ 553	\$ 90	\$ 31	674
Legal Services	\$ -	\$ -	\$ 1,688	1,688
Property & Liability Insurance	\$ -	\$ -	\$ 6,804	6,804
Utilities	\$ -	\$ -	\$ 3,830	3,830
Vehicle Fuel	\$ -	\$ -	\$ 2,138	2,138
<b>Total</b>				<b>61,758</b>

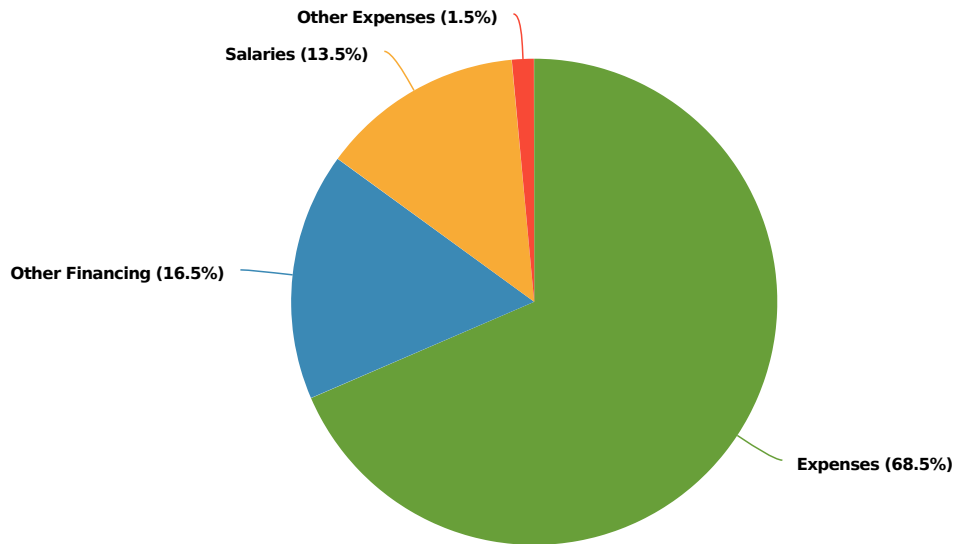


## Water and Sewer

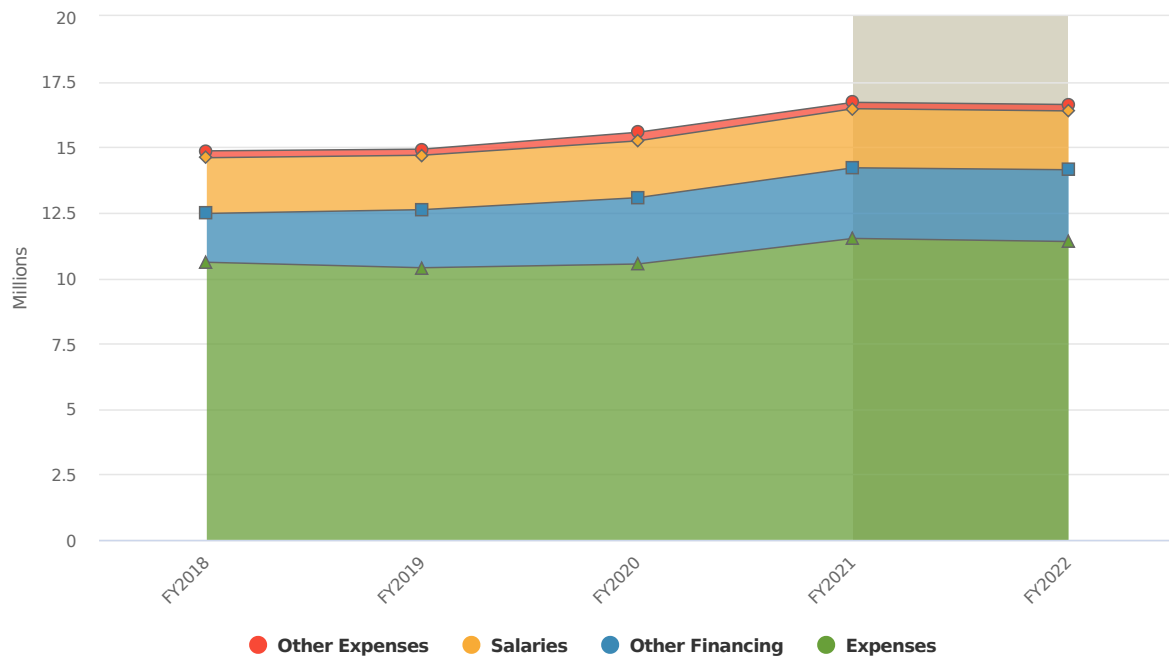
The Water & Sewer Division of the City of Natick's Department of Public Works is responsible for providing the City with drinking water and sewage collection and treatment in a cost-effective and environmentally friendly manner that meets EPA and DEP standards.

### Expenditures by Expense Type

#### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2019 Actual	FY2020 Actual	FY21 WS AP Budget	FY2022 Budgeted	FY21 WS AP Budget vs. FY 22 Prelim (% Change)	Notes
<b>Expense Objects</b>						
<b>Other Expenses</b>						
<b>Water and Sewer</b>						
REPLACE OBSOLETE METERS	\$30,873.12	\$29,893.06	\$30,000.00	\$30,000.00	0%	
MISC CONSTR REPAIRS & MAINT	\$25,688.80	\$133,555.84	\$24,000.00	\$26,000.00	8.3%	
WATER LINE MAINTENANCE	\$149,038.57	\$144,945.25	\$158,000.00	\$158,000.00	0%	
NEW HYDRANT INSTALLATION	\$9,990.00	\$3,179.00	\$10,250.00	\$10,250.00	0%	
ASPHALT CRUSHING	\$17,300.60	\$17,400.07	\$20,500.00	\$20,500.00	0%	
<b>Total Water and Sewer:</b>	<b>\$232,891.09</b>	<b>\$328,973.22</b>	<b>\$242,750.00</b>	<b>\$244,750.00</b>	<b>0.8%</b>	
<b>Total Other Expenses:</b>	<b>\$232,891.09</b>	<b>\$328,973.22</b>	<b>\$242,750.00</b>	<b>\$244,750.00</b>	<b>0.8%</b>	
<b>Salaries</b>						
<b>Water and Sewer</b>						
SALARIES OPERATIONAL STAFF	\$76,046.62	\$90,236.60	\$99,330.00	\$99,330.00	0%	
SALARIES PART TIME OPERATIONAL	\$3,484.34	\$1,062.94	\$3,972.00	\$3,972.00	0%	



Name	FY2019 Actual	FY2020 Actual	FY21 WS AP Budget	FY2022 Budgeted	FY21 WS AP Budget vs. FY 22 Prelim (% Change)	Notes
SALARIES OPERATIONAL O/T	\$232.36	\$758.47	\$2,070.00	\$2,070.00	0%	
SALARIES ADD'L COMP OPER	\$25.28	\$0.00	\$1,125.00	\$1,125.00	0%	
SALARIES SUPERVISORY	\$179,066.93	\$189,801.94	\$195,295.00	\$195,295.00	0%	
SALARIES OPERATIONAL STAFF	\$439,478.91	\$491,893.33	\$495,507.00	\$494,300.00	-0.2%	
SALARIES PART TIME OPERATIONAL	\$24,357.00	\$9,503.00	\$36,270.00	\$36,270.00	0%	
SALARIES OPERATIONAL O/T	\$91,197.99	\$79,070.22	\$72,665.00	\$72,665.00	0%	
SALARIES ADD'L COMP SUPERVISORY	\$16,400.00	\$13,200.00	\$19,400.00	\$19,400.00	0%	
SALARIES ADD'L COMP OPER	\$14,647.51	\$13,087.34	\$16,398.00	\$16,398.00	0%	
CLOTHING OPERATIONAL	\$3,038.00	\$3,500.00	\$3,315.00	\$3,315.00	0%	
SALARIES SUPERVISORY	\$208,601.10	\$218,735.11	\$213,591.00	\$213,591.00	0%	
SALARIES OPERATIONAL STAFF	\$806,367.08	\$865,212.04	\$883,046.00	\$874,200.00	-1%	
SALARIES PART TIME OPERATIONAL	\$15,706.01	\$16,303.30	\$43,500.00	\$43,500.00	0%	
SALARIES OPERATIONAL O/T	\$146,505.16	\$121,441.00	\$116,688.00	\$116,688.00	0%	
SALARIES ADD'L COMP SUPERVISOR	\$19,900.00	\$19,900.00	\$22,400.00	\$22,400.00	0%	
SALARIES ADD'L COMP OPER	\$29,124.27	\$30,663.66	\$27,677.00	\$27,677.00	0%	
CLOTHING OPERATIONAL	\$4,200.00	\$4,200.00	\$4,743.00	\$4,743.00	0%	
<b>Total Water and Sewer:</b>	<b>\$2,078,378.56</b>	<b>\$2,168,568.95</b>	<b>\$2,256,992.00</b>	<b>\$2,246,939.00</b>	<b>-0.4%</b>	
<b>Total Salaries:</b>	<b>\$2,078,378.56</b>	<b>\$2,168,568.95</b>	<b>\$2,256,992.00</b>	<b>\$2,246,939.00</b>	<b>-0.4%</b>	
<b>Expenses</b>						
<b>Water and Sewer</b>						
RESERVE FUND	\$0.00	\$0.00	\$200,000.00	\$200,000.00	0%	
EQUIPMENT REPAIRS/SERVICING	\$0.00	\$0.00	\$500.00	\$500.00	0%	
SOFTWARE SERVICING	\$0.00	\$0.00	\$15,000.00	\$0.00	-100%	
PRINTED BILLSWATER/SEWER	\$8,860.00	\$2,106.67	\$10,000.00	\$10,000.00	0%	
TRAVEL	\$0.00	\$0.00	\$500.00	\$500.00	0%	
TELEPHONE	\$0.00	\$0.00	\$1,500.00	\$1,500.00	0%	
TRAINING & EDUCATION	\$0.00	\$0.00	\$3,000.00	\$3,000.00	0%	
POSTAGE	\$28,211.89	\$16,907.12	\$25,000.00	\$25,000.00	0%	
COPY/MAIL CENTER FEES	\$19,749.89	\$24,878.76	\$32,000.00	\$32,000.00	0%	
COLLECTION ACTIVITIES	\$0.00	\$0.00	\$500.00	\$500.00	0%	
OFFICE SUPPLIES	\$0.00	\$0.00	\$1,000.00	\$1,000.00	0%	
LICENSES CDL & SPECIAL	\$998.00	\$594.98	\$2,200.00	\$2,200.00	0%	
EQUIPMENT REPAIRS/SERVICING	\$3,446.31	\$3,334.23	\$3,350.00	\$4,000.00	19.4%	
REPAIRS/MAINTENANCE OTHER	\$3,258.86	\$3,386.14	\$3,350.00	\$4,000.00	19.4%	



Name	FY2019 Actual	FY2020 Actual	FY21 WS AP Budget	FY2022 Budgeted	FY21 WS AP Budget vs. FY 22 Prelim (% Change)	Notes
ELECTRICITY	\$203,544.78	\$130,609.53	\$259,462.83	\$263,354.77	1.5%	
TECH/PROF MWRA SULFIDE TEST	\$12,510.05	\$15,062.38	\$17,500.00	\$17,500.00	0%	
DAMAGE CLAIMS	\$0.00	\$8,082.83	\$15,000.00	\$15,000.00	0%	
MWRA ASSESSMENT	\$5,972,626.00	\$6,034,261.49	\$6,350,000.00	\$6,604,000.00	4%	
SEWER LINE MAINTENANCE	\$116,907.75	\$138,131.78	\$140,760.00	\$140,760.00	0%	
MISC CONSTR REPAIRS & MAINT	\$4,281.21	\$5,049.57	\$5,000.00	\$5,500.00	10%	
LICENSES CDL & SPECIAL	\$9,777.16	\$6,232.06	\$9,000.00	\$9,000.00	0%	
ISO 14001 CERTIFICATION	\$8,396.16	\$18,319.50	\$15,000.00	\$15,000.00	0%	
EQUIPMENT REPAIRS/SERVICING	\$3,188.96	\$3,443.24	\$3,200.00	\$3,200.00	0%	
SERVICE CONNECTIONS	\$22,487.71	\$23,863.65	\$25,000.00	\$28,000.00	12%	
IMPLEMENT SWDA AMENDMENT	\$31,313.23	\$26,463.81	\$31,000.00	\$31,000.00	0%	
WATER TESTING	\$29,287.36	\$26,527.00	\$31,500.00	\$60,000.00	90.5%	
SOFTWARE SERVICING	\$18,980.64	\$46,087.51	\$54,500.00	\$54,500.00	0%	
ELECTRICITY	\$355,799.38	\$414,162.67	\$431,929.40	\$438,408.34	1.5%	
COPY/MAIL CENTER FEES	\$9,503.35	\$11,174.64	\$11,000.00	\$11,000.00	0%	
GIS SOFTWARE & TRAINING	\$23,050.63	\$21,270.56	\$26,520.00	\$26,520.00	0%	
PURCHASED SERVICES FEES	\$12,171.46	\$12,230.09	\$12,400.00	\$12,400.00	0%	
FACILITY REPAIRS & MAINTENANCE	\$3,867.20	\$4,057.94	\$4,000.00	\$4,000.00	0%	
HYDRANT REPAIRS & MAINTENANCE	\$15,852.65	\$16,179.41	\$16,000.00	\$16,000.00	0%	
MISC REPAIRS & MAINT	\$25,214.95	\$25,475.76	\$27,500.00	\$27,500.00	0%	
CHEMICAL SUPPLIES	\$180,922.41	\$172,875.58	\$190,000.00	\$190,000.00	0%	
MWRA DISCHARGE PERMIT	\$2,561.33	\$4,633.62	\$3,500.00	\$3,500.00	0%	
DEP ASSESSMENT	\$10,787.49	\$9,809.81	\$12,750.00	\$12,750.00	0%	
<b>Total Water and Sewer:</b>	<b>\$7,137,556.81</b>	<b>\$7,225,212.33</b>	<b>\$7,990,422.23</b>	<b>\$8,273,093.11</b>	<b>3.5%</b>	
<b>Shared Expenses</b>						
FICA/MEDICARE	\$27,463.96	\$28,610.78	\$32,726.00	\$32,581.00	-0.4%	
INSURANCE GRP HLTH/LIFE	\$386,563.80	\$416,855.28	\$424,116.00	\$445,321.80	5%	
LIUNA PENSION CONTRIBUTION	\$80,556.13	\$83,013.64	\$87,399.00	\$101,532.60	16.2%	
<b>Debt Service</b>		\$0.00	\$2,591,356.00	\$2,155,473.00	0%	

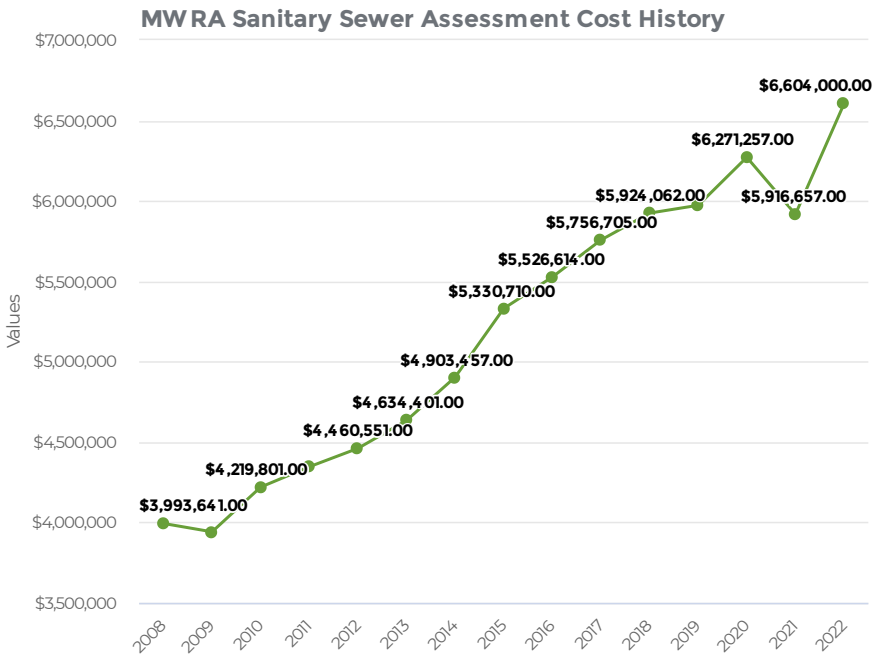


Name	FY2019 Actual	FY2020 Actual	FY21 WS AP Budget	FY2022 Budgeted	FY21 WS AP Budget vs. FY 22 Prelim (% Change)	Notes
<b>Other Financing Uses</b>						
FUNDING SCHEDULE (28YRS)	\$315,114.00	\$337,172.00	\$383,604.00	\$383,604.00	0%	
<b>Total Other Financing Uses:</b>	<b>\$315,114.00</b>	<b>\$337,172.00</b>	<b>\$383,604.00</b>	<b>\$383,604.00</b>		
<b>Total Expenses:</b>	<b>\$10,390,149.47</b>	<b>\$10,532,709.28</b>	<b>\$11,509,623.23</b>	<b>\$11,391,605.51</b>	<b>2.8%</b>	
<b>Other Financing</b>						
<b>Other Financing Uses</b>						
TRANSFER TO GEN FUND			\$2,697,486.00	\$2,741,170.00	1.7%	
TRANS TO G/F - INDIRECTS	\$2,218,149.96	\$2,533,299.96	\$0.00	\$0.00		
<b>Total Other Financing Uses:</b>	<b>\$2,218,149.96</b>	<b>\$2,533,299.96</b>	<b>\$2,697,486.00</b>	<b>\$2,741,170.00</b>	<b>1.7%</b>	
<b>Total Other Financing:</b>	<b>\$2,218,149.96</b>	<b>\$2,533,299.96</b>	<b>\$2,697,486.00</b>	<b>\$2,741,170.00</b>	<b>1.7%</b>	
<b>Total Expense Objects:</b>	<b>\$14,919,569.08</b>	<b>\$15,563,551.41</b>	<b>\$16,706,851.23</b>	<b>\$16,624,464.51</b>	<b>2.1%</b>	

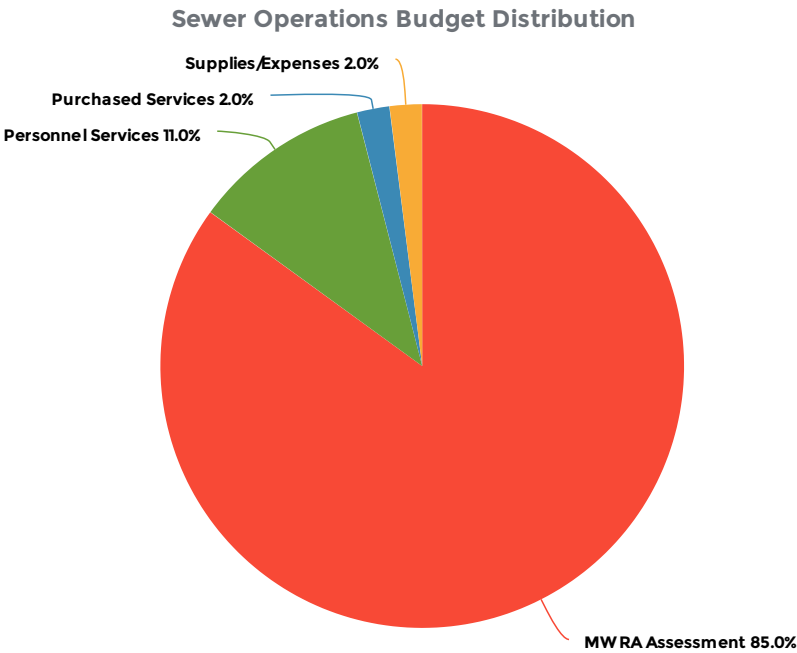


# Budget Highlights

## MWRA Sanitary Assessment

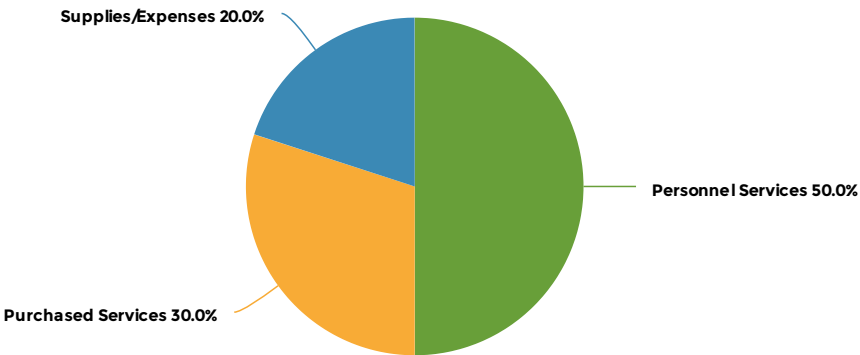


## Sewer Operations Budget



# Water Operations Budget

Water Operations Budget Distribution





## FY2022 Indirect Costs

	Personnel	Fringe	Expense Cost	Total
Public Works Administration	\$ 142,397	\$ 15,001	\$ 29,542	186,940
Engineering	\$ 287,194	\$ 22,764	\$ 36,500	346,458
Equipment Maintenance	\$ 252,950	\$ 39,644	\$ 219,100	511,694
Highway, Sanitation, Recycling	\$ 132,345	\$ 6,020	\$ 128,591	266,957
Facilities	\$ 74,587	\$ 1,972	\$ 20,113	96,672
Public Safety	\$ 168,759	\$ 2,450	\$ 6,686	177,895
Finance	\$ 190,925	\$ 12,788	\$ 56,187	259,901
Town Administration	\$ 135,790	\$ 13,294	\$ 73,524	222,609
Community Development	\$ 105,855	\$ 14,189	\$ 3,640	123,684
Information Technology	\$ 36,463	\$ 9,061	\$ 124,250	169,774
Procurement	\$ 30,311	\$ 2,013	\$ 1,120	33,444
Human Resources	\$ 5,026	\$ 780	\$ 285	6,091
Legal Services	\$ -		\$ 101,250	101,250
Property & Liability Insurance	\$ -		\$ 340,189	340,189
Utilities	\$ -		\$ 53,620	53,620
Vehicle Fuel	\$ -		\$ 128,250	128,250
<b>Sub Total - General Fund</b>				<b>3,025,425</b>

### General Fund Functions

	Personnel Cost	Fringe	Expense Cost	Total
GIS Services	(34,245)	(18,348)	-	(52,593)
W/S Admin. Asst. - DPW	(28,009)	(1,092)	-	(29,101)
W/S Admin. Asst. - Collector	(46,566)	(14,180)	-	(60,746)
Snow and Ice Removal	(56,124)	(502)	-	(56,626)
Software Servicing	-	-	15,000	15,000
<b>Subtotal - Water Sewer</b>				<b>(184,066)</b>

### Total Water and Sewer Indirect Costs

**2,841,359**

Department: Water Sewer Enterprise Fund - Debt Service Schedules												
		Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025		
Year of Issue	Project	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2006	Water Treatment (MWPAT) *Refunded (Net amount)	\$ 311,902	\$ 65,489	\$ 326,522	\$ 49,922	\$ 336,289	\$ 32,946	\$ 350,889	\$ 15,026	\$ 355,763	\$ -	
2000	Water (Lakeshore Dr) *Refunded 2012	\$ 22,000	\$ 440	\$ -								
2000	Sewer (Boden Ln & Water, Lincoln, etc.) *Refunded 2012	\$ 35,000	\$ 700	\$ -								
2002	Sewer (Lakeshore Rd) *Refunded 2013	\$ 15,000	\$ 1,200	\$ 15,000	\$ 600							
2002	Sewer (Leach Ln) *Refunded 2013	\$ 10,000	\$ 800	\$ 10,000	\$ 400							
2006	Sewer (Speer St, Park Ave *Refunded 2016	\$ 105,000	\$ 17,300	\$ 105,000	\$ 14,150	\$ 105,000	\$ 11,100	\$ 105,000	\$ 8,425	\$ 105,000	\$ 6,250	
2011	Final Phase V	\$ 55,000	\$ 9,775	\$ 50,000	\$ 8,125	\$ 50,000	\$ 6,625	\$ 50,000	\$ 5,125	\$ 50,000	\$ 3,500	
2012	Ground Water Wells	\$ 30,000	\$ 1,200	\$ 30,000	\$ 600							
2012	Variable Frequency Drives	\$ 25,000	\$ 1,000	\$ 25,000	\$ 1,000							
2012	DPW Headquarters Renovations	\$ 50,000	\$ 2,000	\$ 50,000	\$ 1,000							
2013	Force Main Bradford / Pamela - Rt 9	\$ 110,000	\$ 25,850	\$ 110,000	\$ 21,450	\$ 110,000	\$ 17,050	\$ 110,000	\$ 14,850	\$ 110,000	\$ 12,513	
2013	Replace Ground Water Wells	\$ 30,000	\$ 1,000	\$ 30,000	\$ 1,800							
2013	Filter Modification @ Springvale WTP	\$ 20,000	\$ 2,000	\$ 20,000	\$ 1,200	\$ 20,000	\$ 400					
2014	Replace Ground Water Wells	\$ 20,000	\$ 5,425	\$ 20,000	\$ 4,625	\$ 20,000	\$ 3,825	\$ 20,000	\$ 3,225	\$ 20,000	\$ 2,775	
2014	Town Forest Reservoir Roof	\$ 15,000	\$ 3,319	\$ 15,000	\$ 2,719	\$ 15,000	\$ 2,719	\$ 15,000	\$ 2,269	\$ 15,000	\$ 1,931	
2014	Prime Park Pump Station Wall	\$ 15,000	\$ 1,988	\$ 15,000	\$ 1,388	\$ 15,000	\$ 788	\$ 15,000	\$ 338			
2014	Energy Efficiency Upgrades - Springvale WTP	\$ 15,000	\$ 1,988	\$ 15,000	\$ 1,388	\$ 15,000	\$ 788	\$ 15,000	\$ 338			
2014	Tonka Valves & Filters - Springvale WTP	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525	\$ 10,000	\$ 225			
2014	Speen Street Sewer Work	\$ 20,000	\$ 2,200	\$ 20,000	\$ 1,400	\$ 20,000	\$ 600					
2015	MWRA I&I - Sewer Main Relining	\$ 20,205	\$ -	\$ 20,205		\$ 20,205		\$ 20,205		\$ 20,205		
2016	Public Works Expansion	\$ 10,000	\$ 1,535	\$ 10,000	\$ 1,235	\$ 10,000	\$ 935	\$ 10,000	\$ 668	\$ 10,000	\$ 450	
2017	Sewer Station Generator Upgrades	\$ 10,000	\$ 2,400	\$ 10,000	\$ 2,000	\$ 10,000	\$ 1,600	\$ 10,000	\$ 1,200	\$ 10,000	\$ 800	
2017	Sewer Pump Station Replacement (Eliot Hill)	\$ 10,000	\$ 6,713	\$ 10,000	\$ 6,213	\$ 10,000	\$ 5,713	\$ 10,000	\$ 5,213	\$ 10,000	\$ 4,713	
2017	Sewer Station and Generator Upgrades (Travis Road)	\$ 20,000	\$ 10,819	\$ 20,000	\$ 9,819	\$ 20,000	\$ 7,819	\$ 15,000	\$ 7,069	\$ 15,000	\$ 6,319	
2017	VFD's for Pumps - Springvale Water Treatment	\$ 20,000	\$ 2,400	\$ 20,000	\$ 2,000	\$ 20,000	\$ 1,600	\$ 20,000	\$ 1,200	\$ 15,000	\$ 1,500	
2017	Water Distribution System Enhancements	\$ 15,000	\$ 1,763	\$ 15,000	\$ 1,673	\$ 15,000	\$ 1,583	\$ 10,000	\$ 1,213	\$ 10,000	\$ 4,713	
2017	Replace Ground Water Wells	\$ 15,000	\$ 9,113	\$ 15,000	\$ 8,363	\$ 15,000	\$ 7,613	\$ 15,000	\$ 6,863	\$ 15,000	\$ 6,113	
2017	Springvale Water Treatment Plant - Re-use Tank	\$ 35,000	\$ 11,750	\$ 35,000	\$ 10,000	\$ 35,000	\$ 8,250	\$ 35,000	\$ 6,500	\$ 35,000	\$ 4,750	

		FY 2021		FY 2022		FY 2023		FY 2024		FY 2025		FY 2026		FY 2027	
New Debt	Year of Issue	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
	2021	\$ 24,225				\$ 24,225		\$ 24,225		\$ 24,225					
	2021					\$ 35,000	\$ 15,008	\$ 35,000	\$ 14,220	\$ 35,000	\$ 13,433	\$ 35,000	\$ 12,645	\$ 35,000	\$ 11,858
	2021					\$ 25,000	\$ 10,000	\$ 25,000	\$ 9,500	\$ 25,000	\$ 9,000	\$ 25,000	\$ 8,500	\$ 25,000	\$ 8,000
	2021					\$ 130,000	\$ 58,500	\$ 130,000	\$ 55,575	\$ 130,000	\$ 52,650	\$ 130,000	\$ 49,725	\$ 130,000	\$ 46,800
	2021					\$ 22,500	\$ 9,000	\$ 22,500	\$ 8,550	\$ 22,500	\$ 8,100	\$ 22,500	\$ 7,650	\$ 22,500	\$ 7,200
	2021					\$ 19,000	\$ 7,600	\$ 19,000	\$ 7,220	\$ 19,000	\$ 6,840	\$ 19,000	\$ 6,460	\$ 19,000	\$ 6,080
	2021					\$ 20,000	\$ 4,000	\$ 20,000	\$ 3,600	\$ 20,000	\$ 3,200	\$ 20,000	\$ 2,800	\$ 20,000	\$ 2,400
	2021					\$ 30,000	\$ 3,375	\$ 30,000	\$ 2,700	\$ 30,000	\$ 2,025	\$ 30,000	\$ 1,350	\$ 30,000	\$ 675
	2021					\$ 31,000	\$ 6,500	\$ 31,000	\$ 6,233	\$ 31,000	\$ 5,535	\$ 31,000	\$ 4,838	\$ 31,000	\$ 4,140
	2022					\$ 11,000	\$ 2,200	\$ 11,000	\$ 1,980	\$ 11,000	\$ 1,760	\$ 11,000	\$ 1,540	\$ 11,000	\$ 1,320
	2022					\$ 8,929	\$ 2,500	\$ 8,929	\$ 2,321	\$ 8,929	\$ 2,143	\$ 8,929	\$ 1,964	\$ 8,929	\$ 1,786
	2022					\$ 15,789	\$ 6,000	\$ 15,789	\$ 5,684	\$ 15,789	\$ 5,368	\$ 15,789	\$ 5,053	\$ 15,789	\$ 4,737
	2022					\$ 86,316	\$ 32,800	\$ 86,316	\$ 31,074	\$ 86,316	\$ 29,347	\$ 86,316	\$ 27,621	\$ 86,316	\$ 25,895
	2022					\$ 15,789	\$ 6,000	\$ 15,789	\$ 5,684	\$ 15,789	\$ 5,368	\$ 15,789	\$ 5,053	\$ 15,789	\$ 4,737
	2022					\$ 21,053	\$ 8,000	\$ 21,053	\$ 7,579	\$ 21,053	\$ 7,158	\$ 21,053	\$ 6,737	\$ 21,053	\$ 6,316
	2022					\$ 18,421	\$ 7,000	\$ 18,421	\$ 6,632	\$ 18,421	\$ 6,263	\$ 18,421	\$ 5,895	\$ 18,421	\$ 5,526
	2023					\$ 25,000	\$ 5,000	\$ 25,000	\$ 4,500	\$ 25,000	\$ 4,000	\$ 25,000	\$ 3,500	\$ 25,000	\$ 3,000
	2023					\$ 110,000	\$ 44,000	\$ 110,000	\$ 41,800	\$ 110,000	\$ 39,600	\$ 110,000	\$ 37,400	\$ 110,000	\$ 35,200
	2023					\$ 60,000	\$ 24,400	\$ 60,000	\$ 23,180	\$ 60,000	\$ 21,960	\$ 60,000	\$ 20,740	\$ 60,000	\$ 19,520
	2023					\$ 38,000	\$ 15,200	\$ 38,000	\$ 14,440	\$ 38,000	\$ 13,680	\$ 38,000	\$ 12,920	\$ 38,000	\$ 12,160
	2023					\$ 38,000	\$ 15,200	\$ 38,000	\$ 14,440	\$ 38,000	\$ 13,680	\$ 38,000	\$ 12,920	\$ 38,000	\$ 12,160
	2023					\$ 20,000	\$ 4,000	\$ 20,000	\$ 3,600	\$ 20,000	\$ 3,200	\$ 20,000	\$ 2,800	\$ 20,000	\$ 2,400
	2023					\$ 15,000	\$ 6,000	\$ 15,000	\$ 5,700	\$ 15,000	\$ 5,400	\$ 15,000	\$ 5,100	\$ 15,000	\$ 4,800
	2024							\$ 9,444	\$ 1,700	\$ 9,444	\$ 1,511	\$ 9,444	\$ 1,322	\$ 9,444	\$ 1,133
	2024							\$ 46,000	\$ 18,400	\$ 46,000	\$ 17,480	\$ 46,000	\$ 15,640	\$ 46,000	\$ 14,720
	2024							\$ 24,000	\$ 8,800	\$ 24,000	\$ 8,360	\$ 24,000	\$ 7,920	\$ 24,000	\$ 7,480
	2025							\$ 110,000	\$ 44,000	\$ 110,000	\$ 41,800	\$ 110,000	\$ 39,600	\$ 110,000	\$ 38,600
	2025									\$ 23,000	\$ 9,200	\$ 23,000	\$ 8,740	\$ 23,000	\$ 8,280
	2026											\$ 60,000	\$ 13,500	\$ 60,000	\$ 12,150
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## **Additional Information**

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Revolving Funds

Capital Improvement Plan

Financial Management Principals

Legal Basis for Budgeting/By-Laws

Demographics/Information

## Revolving Funds

Fund #	Motion	Stabilization	Spending Authorization  FY 2020	Starting Balance  7/1/2020	Revenues	12/6/2020  Expenditures	Balance  12/6/2020
2002	A	DPW Surplus Vehicle	\$200,000	\$450,958	\$695		\$ 451,653
2005	B	Morse Library Materials	\$85,000	\$1,081	\$740		\$ 1,821
2006	C	Morse Library Equipment and Maintenance	\$25,000	\$5,534		\$331	\$ 5,203
2007	D	Community-Senior Center Equipment	\$75,000	\$67,366		\$ 210	\$ 67,156
2008	E	Board of Health Immunization	\$40,000	\$50,692	\$2,241	\$32,047	\$ 20,887
2009	F	Community-Senior Center Programs	\$95,000	\$170,597	\$2,822	\$1,459	\$ 171,959
2010	G	BOH Regional Coalition Tobacco Control	\$25,000	\$46,742			\$ 46,742
2011	H	Pay for Performance-Energy Rewards	\$25,000	\$5,023			\$ 5,023
2012	I	Tax Title Collection	\$100,000	\$75,072	\$7,005	\$5,544	\$ 76,533
2013	J	Curbside Compost Collection	\$20,000				\$ -

**Town of Natick**  
**Capital Improvement Program**  
**FY 2022 – FY 2026**

**December 2, 2020**

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**Executive Summary:**

Per Section 5-7 of the Town Charter, the Town Administrator shall issue a Capital Improvement Plan (CIP) to the Select Board and the Finance Committee thirty days prior to the date required for the submission of the operating budget.

The Capital Plan shall include the following:

- a) A clear, concise, general summary of its contents
- b) A listing of all capital expenditures proposed to be made, by years, during the five fiscal years next ensuing, with supporting information as to the need for each such expenditure.
- c) Cost estimates, methods of financing and recommended time schedules.
- d) The estimated annual cost of operating and of maintaining any new facility or piece of major equipment involved. The information is to be annually revised with regard to all items still pending, or in the process of being acquired, improved or constructed

The FY 2022-2026 Capital Improvement Program (CIP) is provided herein; first in summary form and then by program area of the budget in project-by-project detail (Appendix). All told, there are over one hundred million dollars of capital improvements, equipment and infrastructure in the five-year plan. This amount of money is necessary to maintain the hundreds of millions of dollars the Town has invested in its properties, equipment, and operations.

All capital projects have been and will continue to be evaluated according to the following criteria, listed in their order of priority. The priority areas which administration assigns capital projects are as follows:

- Imminent threat to the health and safety of citizens or property;
- Timely improvement/replacement of a capital assets to avoid inevitable additional future costs incurred through deferment;
- Requirements of state or federal law or regulation;
- Improvement of infrastructure; and
- Improvement of productivity/efficiency.

In past years (2008-2010), due to an economic downturn, the Town had to defer a number of capital needs. The Town has been fortunate in recent years to fund nearly all capital needs. Unfortunately, due to the COVID-19 pandemic and financial crisis, the Town is once again facing some challenging fiscal constraints. As evidenced by the FY 2021 modified CIP (Appendix A) approved by 2020 Spring Annual Town Meeting and 2020 Special Town Meeting, many capital needs outlined for FY2021 were deferred to future years. In preparing this five-year CIP (FY2022 to FY2026) town staff made a concerted effort to ensure the plan was both achievable and responsive to the fiscal challenges currently facing the Town, while at the same time investing strategically in the Town's many assets.

During FY2021 and FY2022, the Town will be completing a series of facilities assessments to inform future capital needs of town building assets, including general government buildings (Town Hall, DPW, Community Senior Center, Police/Fire, etc) and School buildings. The Facilities Department included immediate requests for FY2022 as part of this CIP. Future year needs will be added to the CIP as the building assessments are completed.

### **Introduction:**

A Capital Improvement Plan (CIP) is an essential planning document for any municipality to complete annually. A CIP encompasses the equipment and improvements necessary for a community to provide the myriad of services and facilities offered to residents, businesses, and visitors, and often includes streets and sidewalks, water and sewer mains, parks and recreational facilities, buildings, large equipment and vehicles, and technology. A town's annual CIP and budgeting processes ensure that adequate investments are made in a timely and organized manner.

The 5-year CIP is an important part of any organization's overall budgeting process. The multi-year plan informs budgeting processes and ensures proper staging and sequencing of capital projects across fiscal years to minimize the impact of capital investments on the overall financial strength of a community. Capital investments can also include unique large-scale projects or initiatives, such as a new fire station or school buildings. Such large-scale initiatives are often identified in a CIP, but paid for through alternative funding mechanisms. The bulk of the CIP is designed for funding through annual financing and investments.

As with any planning document, this Capital Improvement Plan (CIP) is a living document that needs constant updating and adjustments. Project costs provided are estimates based on information available at the time of the CIP creation. Often, through the course of a fiscal year, cost estimates, prioritization of projects, or even the projects themselves will change from the time when the CIP is created and when Town Meeting is asked to appropriate funding to support capital investments. This is a natural part of any capital planning process, and is why the Town bylaws requires the Town Administrator to report regular updates on the capital plan to the Select Board in March and September of every year.

### **Financing Methods:**

There are three primary methods for funding a capital improvement program:

*Capital Stabilization Fund* – Established at the 2010 Fall Annual Town Meeting, this stabilization fund can be used to pay for capital equipment and improvements as well as debt-service payment related to capital purchases. Funding for the Capital Stabilization Fund comes primarily from the Town's share of local option taxes. Additional funds have been added to the fund over last several years per the Town's Financial Management Principles. The Capital Stabilization Fund will continue to be a major source of funding capital moving forward.



*Enterprise Fund Retained Earnings* – The town regularly appropriates monies from Retained Earnings within the Water/Sewer Enterprise Fund and the Golf Course Enterprise Fund in support of capital needs for those operations.

*Debt Service* – The Town has traditionally financed large capital projects or purchases through borrowing. The resulting debt obligations are appropriated under the General Fund Tax Levy, either within the levy limit or from a voter approved debt exclusion, or from Enterprise Funds. Over the last 10 years the Town's General Fund debt service has varied as a percentage of general fund revenue, from a low of 6% to a high of 10%, and may increase above 10% as a result of the COVID-19 Pandemic.

In addition to these primary methods, the town may use Free Cash and revolving funds to fund the Town's capital needs. Non-town funding resources are also used such as grants, mitigation funds, or dedicated state aid (i.e. Chapter 90 funding for roadway improvements).

### **Financial Considerations:**

The Town of Natick currently holds a AAA/Stable bond rating from both Standard & Poor's and Fitch Ratings– the best possible credit rating. It is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies.

Future issuance of debt should be timed so as to minimize fluctuations and their resulting impact upon the operating budget. This can be achieved by timing new issuances with retirement of current debt service and following the Town Administrator's Recommended Financial Policies on issuing large debt projects (over \$1,000,000) outside of the tax levy.

The amount of general fund resources spent on capital-related items spiked in FY 2012 due to the addition of sizeable amounts of debt service related to the new Natick High School and Community Senior Center and again in FY 2020 with the addition of the new Kennedy Middle School and West Natick Fire Station. Debt per capita will grow significantly in FY 2020 with the debt for the new Kennedy Middle School and West Natick Fire Station. However, this combined issuance was well- timed in that the Town captured an interest rate of 3.22% for the life of the bond repayments.

General Fund Debt tends to be front loaded and decreases over time as project debt is retired. This will change as new projects are funded through the use of debt. Analysis allows the Administration to selectively time when and how much new debt to issue annually in support of capital renewal and replacement so as to limit debt burden increases on the overall budget.

The Town breaks debt into within levy debt and excluded or exempt debt. Excluded debt includes large projects approved by the voters such as the West Natick Fire Station and the Kennedy Middle School.

As the Town enters FY 2022, monitoring the impacts of the COVID-19 pandemic and financial crisis will be essential as we consider how best to fund the Capital Improvement Project. While in years past, the Town could rely on healthy revenues from local option taxes to fund capital investments, the pandemic has significantly affected these revenues. The extent of the impact is still to be determined as of the date of this report, but early projections show a few challenging years.

**Conclusion:**

With this document and the accompanying appendices, please find the FY2022 – FY2026 Capital Improvement Program for the Town of Natick. As noted, this document is a living document, and will change throughout the year. The Town has made great strides in the past to adequately fund a robust capital plan to ensure high quality services and facilities for its residents, businesses and visitors. While the current COVID pandemic and fiscal crisis will have an impact for several years, this plan is designed to be responsive to this crisis, while still achieving the Town's goals.

## Appendix A

### FY2021 Town Meetings Capital Appropriations

DEPARTMENT	PROJECT TITLE	TM Approval	Borrowed	Cap Stab	Reappropriated	Total
Community & Economic Development	Cloud-based, online permitting system	Spec TM	\$ 300,000	\$ -	\$ -	\$ 300,000
Community Services - Recreation & Parks	Playground Safety Updates	SATM	-	\$ 15,000	\$ -	\$ 15,000
Community Services - Recreation & Parks	Henry Wilson Roof	SATM	-	\$ 5,000	\$ -	\$ 5,000
Community Services - Recreation & Parks	Historical Monument Restoration	Spec TM	\$ 10,000	\$ -	\$ -	\$ 10,000
Community Services - Recreation & Parks	Cole Center Playground Enhancements	Spec TM	\$ 30,000	\$ -	\$ -	\$ 30,000
Facilities Management	Police Station - UPS Battery Replacement	Spec TM	\$ 10,000	\$ -	\$ -	\$ 10,000
Facilities Management	Senior Center - Upgrade HVAC Controls System	Spec TM	\$ 25,000	\$ -	\$ -	\$ 25,000
Facilities Management	Morse Library - Upgrade Chiller Controls	Spec TM	\$ 35,000	\$ -	\$ -	\$ 35,000
Facilities Management	Police/Fire Station - Engineering for HVAC Controls Upgrade	Spec TM	\$ 50,000	\$ -	\$ -	\$ 50,000
Facilities Management	Wilson Middle School - Engineering for Roof Top Units Replacement	Spec TM	\$ 50,000	\$ -	\$ -	\$ 50,000
Facilities Management	Fire Station # 1 - Replace Bay Roll Up Doors	Spec TM	\$ 240,000	\$ -	\$ -	\$ 240,000
Facilities Management	Natick High School - Projector Replacement Project	Spec TM	\$ 330,000	\$ -	\$ -	\$ 330,000
Fire Department	Defibrillator Purchase	Spec TM	\$ 90,000	\$ -	\$ -	\$ 90,000
Fire Department	Turnout Gear	Spec TM	\$ 240,000	\$ -	\$ -	\$ 240,000
Information Technology	Munis Cloud Migration	Spec TM	\$ 150,000	\$ -	\$ -	\$ 150,000
Natick Public Schools	FCC Auditorium Microphone & System Upgrades	SATM	-	\$ 40,000	\$ -	\$ 40,000
Police & Fire Department	CRT Public Safety Vehicle & Equipment	SATM	-	\$ 40,000	\$ -	\$ 40,000
Police Department	Cruiser Replacement (reduced from \$130k)	SATM	-	\$ 65,000	\$ -	\$ 65,000
Police Department	Primary Repeater & Antenna Replacement	SATM	-	\$ 23,500	\$ -	\$ 23,500
Police Department	Cruiser Replacement (2 vehicles)	Spec TM	\$ 130,000	\$ -	\$ -	\$ 130,000
Police Department	Level Meter for Service of Radio System	Spec TM	\$ 5,627	\$ -	\$ -	\$ 5,627
Public Works Engineering	Complete Streets Priority Plan Update	Spec TM	\$ 35,500	\$ -	\$ -	\$ 35,500
Public Works Engineering	Replacement "Grove Park" Retaining Wall -- design work	Spec TM	\$ 50,000	\$ -	\$ -	\$ 50,000
Public Works Engineering	Roads and Sidewalks	Spec TM	\$ 1,328,601	\$ -	\$ 546,399	\$ 1,875,000
Public Works Highway	Replace Vehicle 512 (s-102) Side Arm Recycling Truck	SATM	\$ 335,000	\$ -	\$ -	\$ 335,000
Public Works Highway	Guardrails (Various Locations)	Spec TM	\$ 14,000	\$ -	\$ -	\$ 14,000
Public Works Highway	Replace Dumpsters	Spec TM	\$ 19,000	\$ -	\$ -	\$ 19,000
Public Works Lnd Fac/Nat Res	Tree Inventory	Spec TM	\$ 10,000	\$ -	\$ -	\$ 10,000
Public Works Lnd Fac/Nat Res	Tree Replacement	Spec TM	\$ 30,000	\$ -	\$ -	\$ 30,000
Public Works Lnd Fac/Nat Res	Park and Field Renovations	Spec TM	\$ 175,000	\$ -	\$ -	\$ 175,000
Select Board/TA	Route 27 N. Main Street Project - Construction Oversight & Non Participating Items	Spec TM	\$ 110,000	\$ -	\$ -	\$ 110,000
Sustainability	Energy Efficiency	SATM	-	\$ 100,000	\$ -	\$ 100,000
Town Administrator	Capital Emergencies	SATM	-	\$ 50,000	\$ -	\$ 50,000
Town Administrator	Capital Maintenance	SATM	-	\$ 50,000	\$ -	\$ 50,000
Town Administrator	90 Oak St. Contamination Clean-up & Park Amenities	SATM/Spec TM	\$ -	\$ -	\$ 450,000	\$ 450,000
Town Administrator	Space & Building needs analysis - Cole, East, 5 Auburn	Spec TM	\$ 100,000	\$ -	\$ -	\$ 100,000
	<b>TOTAL</b>		<b>\$ 3,902,728</b>	<b>\$ 388,500</b>	<b>\$ 996,399</b>	<b>\$ 5,287,627</b>

**Appendix B**  
**FY2021 Town Meetings Capital Appropriations - Enterprise Funds**

**Golf Course (Sassamon Trace) Enterprise Fund**

Department	Project Title	Source	Amount
Community Services - Recreation & Parks - Golf Course	Rough Mower	Golf Course Borrowing	\$ 50,000
Community Services - Recreation & Parks - Golf Course	HD Utility Vehicle	Golf Course Borrowing	\$ 30,000
	<b>Total:</b>		<b>\$ 80,000</b>

**Water/Sewer Enterprise Fund**

Project Title	Retained Earnings	Water/Sewer Borrowing	Other
REPLACE GROUND WATER WELLS		\$ 500,000	
SEWER COLLECTION SYSTEM REPAIRS & MAINT*			\$ 700,000
MWRA I&I REMOVAL PROGRAM**			\$ 2,500,000
WATER DISTRIBUTION SYSTEM ENHANCEMENTS	\$ 150,000		
WATER MAIN RELINING / REPLACEMENT		\$ 2,600,000	
HIGH LIFT, H&T BUILDING MODIFICATIONS SPRINGVALE		\$ 450,000	
SPRINGVALE WTR AIR STRIPPER MEDIA REPLACEMENT		\$ 380,000	
REPLACE VEHICLE 606 (W-17) F-450 W/CRANE		\$ 200,000	
VFD'S FOR WATER PUMPS	\$ 150,000		
REPLACE VEHICLE 609 (W-21) CALL TRUCK	\$ 90,000		
<b>Total:</b>	<b>\$ 390,000</b>	<b>\$ 4,130,000</b>	<b>\$ 3,200,000</b>

\* Funded through I&I Stabilization Fund

\*\* Funded through MWRA Grant

**Appendix C**  
**FY 2022 - 2026 Capital Improvement Program - Proposed Projects**

**FY2022 Capital Improvement Program Proposed Projects**

Department	Request Title	FY2022	Funding Sources
Dept. Public Works	Town Common Decorative Lighting (Park Street)	\$ 20,000.00	Capital Stabilization
Dept. Public Works	Replace Dumpsters	\$ 20,500.00	Capital Stabilization
Dept. Public Works	South Street Bridge Study	\$ 25,000.00	Capital Stabilization
Dept. Public Works	Replacement of Grove Park (South Natick) Retaining Wall - Design	\$ 50,000.00	Capital Stabilization
Dept. Public Works	Street Acceptance Plan Preparation	\$ 150,000.00	Capital Stabilization
Dept. Public Works	Park and Field Renovations	\$ 175,000.00	Capital Stabilization
Dept. Public Works	Replacement of Grove Park (South Natick) Retaining Wall - Construction	\$ 250,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 421 (H-62) Street Sweeper	\$ 285,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 504 (S-34) Trash Packer	\$ 325,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 513 (S-103) Recycling Truck	\$ 340,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Synthetic Turf Memorial Field	\$ 600,000.00	Tax Levy Borrowing
Dept. Public Works	Roadway & Sidewalk Supplement	\$ 2,500,000.00	Tax Levy Borrowing
Facilities	Custodial Equipment Replacement Program	\$ 16,600.00	Capital Stabilization
Facilities	Ben Hem Roofing Replacement Engineering	\$ 75,000.00	Capital Stabilization
Facilities	Memorial Roof Replacement Engineering	\$ 75,000.00	Capital Stabilization
Facilities	Wilson Roof Replacement Engineering	\$ 75,000.00	Capital Stabilization
Facilities	Morse Library - Replace 5 Air Handling Units Engineering	\$ 75,000.00	Capital Stabilization
Facilities	Brown and Lilja Elementary Boilers Replacement Engineering	\$ 75,000.00	Capital Stabilization
Facilities	Lilja HVAC Controls Upgrade Engineering	\$ 75,000.00	Capital Stabilization
Facilities	Public Safety Building - Controls System	\$ 300,000.00	Tax Levy Borrowing
Facilities	Morse Library - Chiller System	\$ 500,000.00	Tax Levy Borrowing
Facilities	Ben Hem - HVAC Controls Upgrade and addition of Chiller System	\$ 500,000.00	Tax Levy Borrowing
Facilities	Wilson Middle School - HVAC Controls Upgrade and addition of Chiller System Copy	\$ 500,000.00	Tax Levy Borrowing
Facilities	Roof Replacements - Town Hall, Morse Library, Police/Fire buildings	\$ 1,500,000.00	Tax Levy Borrowing
Fire Dept	Replace Car 3	\$ 80,000.00	Capital Stabilization
Fire Dept	Replace 2001 Pumping Engine	\$ 700,000.00	Capital Stabilization
Parks & Recreation	Historical Monument Restoration	\$ 10,000.00	Capital Stabilization
Parks & Recreation	Replace unsafe Shed at Mary Bunker	\$ 10,000.00	Capital Stabilization
Parks & Recreation	Playground Maintenance and Safety	\$ 15,000.00	Capital Stabilization
Parks & Recreation	Loker Park Playground Improvements	\$ 40,000.00	Capital Stabilization
Police Dept.	LEVEL METER FOR SERVICE OF RADIO SYSTEM	\$ 5,700.00	Capital Stabilization
Police Dept.	BACKUP REPEATER REPLACEMENT - POLICE	\$ 20,000.00	Capital Stabilization
Police Dept.	POLICE CRUISER REPLACEMENT	\$ 334,475.00	Capital Stabilization
Police Dept.	POLICE INDOOR FIRING RANGE UPDATE	\$ 700,000.00	Tax Levy Borrowing
Select Board	Energy Efficiency Improvements	\$ 100,000.00	Capital Stabilization
Town Clerk	New Voting Machines	\$ 75,000.00	Capital Stabilization
Town Clerk	Preservation of Historical Records	\$ 100,000.00	Capital Stabilization
	<b>Total:</b>	\$ 10,697,275.00	
	<b>Capital Stabilization</b>	\$ 2,397,275.00	
	<b>Tax Levy Borrowing</b>	\$ 8,300,000.00	

NOTE: During FY2021 and FY2022, the Town will be completing a series of facilities assessments to inform future capital needs of town building assets, including general government buildings (Town Hall, DPW, Community Senior Center, Police/Fire, etc) and School buildings. The Facilities Department included immediate requests for FY2022 as part of this CIP. Future year needs will be added to the CIP as the building assessments are completed.

## FY2023 Capital Improvement Program Proposed Projects

Department	Request Title	FY2023	Funding Sources
Dept. Public Works	Tree Inventory	\$ 10,000.00	Capital Stabilization
Dept. Public Works	Roadway Guardrail (Various Locations)	\$ 18,000.00	Capital Stabilization
Dept. Public Works	Replace Dumpsters	\$ 22,000.00	Capital Stabilization
Dept. Public Works	Tree Replacement	\$ 30,000.00	Capital Stabilization
Dept. Public Works	Oak Street/MWRA Aqueduct Pedestrian Crossing	\$ 30,000.00	Capital Stabilization
Dept. Public Works	Replace Garage Doors - Police Maintenance Garage	\$ 40,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 23 (BH-2) Utility Vehicle	\$ 55,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 20 (TH-1)	\$ 55,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 102 (NFM-87) Utility Vehicle	\$ 55,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 2 (E-1) Utility Vehicle	\$ 60,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 103 (NFM-81) Service Van	\$ 60,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 104 (NFM-82) Work Van	\$ 60,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 401 (H-1) Pickup Truck	\$ 70,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 105 (NFM-83) Pickup Truck	\$ 80,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 404 (H-42) Dump Body Pickup	\$ 110,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 203 (LF-3) Dump Truck	\$ 110,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 508 (S-39) Hooklift Truck	\$ 145,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 206 (LF-6) Hooklift Truck	\$ 145,000.00	Tax Levy Borrowing
Dept. Public Works	Street Acceptance Plan Preparation	\$ 150,000.00	Capital Stabilization
Dept. Public Works	Stormwater Drainage Improvement - Farwell Street	\$ 150,000.00	Capital Stabilization
Dept. Public Works	Park and Field Renovations	\$ 175,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 402 (H-52) Utility Body Pickup	\$ 200,000.00	Capital Stabilization
Dept. Public Works	Replace Running Track Memorial Field	\$ 235,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 414 (H-49) Dump Truck/Sander	\$ 255,000.00	Tax Levy Borrowing
Dept. Public Works	Roadway & Sidewalk Supplement	\$ 2,500,000.00	Tax Levy Borrowing
Dept. Public Works	North Avenue Area Drainage Improvements	\$ 2,500,000.00	Tax Levy Borrowing
Facilities	Custodial Equipment Replacement Program	\$ 61,400.00	Capital Stabilization
Facilities	Roof Replacements - Town Hall, Morse Library, Police/Fire buildings	\$ 1,500,000.00	Tax Levy Borrowing
Fire Dept	Replace Car 4	\$ 85,000.00	Capital Stabilization
Fire Dept	Replace Ladder 1 with an Aerial Platform	\$ 1,500,000.00	Capital Stabilization
Parks & Recreation	Historical Monument Restoration	\$ 10,000.00	Capital Stabilization
Parks & Recreation	Playground Maintenance and Safety	\$ 15,000.00	Capital Stabilization
Police Dept.	REPLACE LAPTOP COMPUTERS	\$ 6,600.00	Capital Stabilization
Police Dept.	REPLACE FIRE DEPARTMENT REPEATER	\$ 19,500.00	Capital Stabilization
Police Dept.	REPLACE BULLET PROOF VESTS	\$ 45,000.00	Capital Stabilization
Police Dept.	REPLACE PORTABLE 2 WAY RADIOS POLICE	\$ 170,685.00	Capital Stabilization
Police Dept.	POLICE CRUISER REPLACEMENT	\$ 344,800.00	Capital Stabilization
Police Dept.	RELOCATION OF PUBLIC SAFETY RADIO EQUIPMENT	\$ 536,400.00	Tax Levy Borrowing
Police Dept.	PUBLIC SAFETY RADIO OBSOLESCENCE MITIGATION/ENHANCEMENT	\$ 1,600,000.00	Tax Levy Borrowing
Select Board	Energy Efficiency Improvements	\$ 100,000.00	Capital Stabilization
	<b>Total:</b>	<b>\$ 13,314,385.00</b>	
	<b>Capital Stabilization</b>	<b>\$ 3,897,985.00</b>	
	<b>Tax Levy Borrowing</b>	<b>\$ 9,416,400.00</b>	

NOTE: During FY2021 and FY2022, the Town will be completing a series of facilities assessments to inform future capital needs of town building assets, including general government buildings (Town Hall, DPW, Community Senior Center, Police/Fire, etc) and School buildings. The Facilities Department included immediate requests for FY2022 as part of this CIP. Future year needs will be added to the CIP as the building assessments are completed.

## FY2024 Capital Improvement Program Proposed Projects

Department	Request Title	FY2024	Funding Sources
Dept. Public Works	Tree Inventory	\$ 10,000.00	Capital Stabilization
Dept. Public Works	Roadway Guardrail (Various Locations)	\$ 20,000.00	Capital Stabilization
Dept. Public Works	Replace Dumpsters	\$ 23,500.00	Capital Stabilization
Dept. Public Works	Tree Replacement	\$ 30,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 1 (A-1) Utility Vehicle	\$ 55,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 304 (M-4) Utility Body Pickup	\$ 80,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 41 (RECBUS-1) Recreation Bus	\$ 150,000.00	Tax Levy Borrowing
Dept. Public Works	Rehabilitation of Jennings Pond Dam	\$ 175,000.00	Capital Stabilization
Dept. Public Works	Park and Field Renovations	\$ 175,000.00	Capital Stabilization
Dept. Public Works	Tractor Trailer with Dump Trailer	\$ 225,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 412 (H-47) Catch Basin Cleaner	\$ 330,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 503 (S-33) Trash Packer	\$ 340,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 514 (S-104) Recycling Truck	\$ 340,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 422 (H-63) Street Sweeper	\$ 350,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Public Works Backup Electric Generator	\$ 1,000,000.00	Tax Levy Borrowing
Dept. Public Works	Roadway & Sidewalk Supplement	\$ 2,500,000.00	Tax Levy Borrowing
Facilities	Custodial Equipment Replacement Program	\$ 21,900.00	Capital Stabilization
Fire Dept	Incident Support Vehicle	\$ 150,000.00	Capital Stabilization
Fire Dept	Replace 2005 Pumping Engine	\$ 750,000.00	Capital Stabilization
Parks & Recreation	Historical Monument Restoration	\$ 10,000.00	Capital Stabilization
Parks & Recreation	Playground Maintenance and Safety	\$ 15,000.00	Capital Stabilization
Parks & Recreation	South Natick Multi Purpose Court Design	\$ 25,000.00	Capital Stabilization
Parks & Recreation	Memorial Elementary School Court Repairs	\$ 75,000.00	Capital Stabilization
Parks & Recreation	Modular Restroom-Connor Heffler Park	\$ 90,000.00	Capital Stabilization
Police Dept.	REPLACE LAPTOP COMPUTERS	\$ 6,600.00	Capital Stabilization
Police Dept.	REPLACE BULLET PROOF VESTS	\$ 15,000.00	Capital Stabilization
Police Dept.	POLICE CRUISER REPLACEMENT	\$ 355,125.00	Capital Stabilization
Select Board	Energy Efficiency Improvements	\$ 100,000.00	Capital Stabilization
	<b>Total:</b>	<b>\$ 7,417,125.00</b>	
		<b>Capital Stabilization</b>	\$ 2,182,125.00
		<b>Tax Levy Borrowing</b>	\$ 5,235,000.00

NOTE: During FY2021 and FY2022, the Town will be completing a series of facilities assessments to inform future capital needs of town building assets, including general government buildings (Town Hall, DPW, Community Senior Center, Police/Fire, etc) and School buildings. The Facilities Department included immediate requests for FY2022 as part of this CIP. Future year needs will be added to the CIP as the building assessments are completed.

## FY2025 Capital Improvement Program Proposed Projects

Department	Request Title	FY2025	Funding Sources
Dept. Public Works	Roadway Guardrail (Various Locations)	\$ 22,000.00	Capital Stabilization
Dept. Public Works	Replace Dumpsters	\$ 24,500.00	Capital Stabilization
Dept. Public Works	Tree Replacement	\$ 30,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 213 (LF-13) Tractor Loader	\$ 110,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 403 (H-41) Dump Truck	\$ 110,000.00	Tax Levy Borrowing
Dept. Public Works	Park and Field Renovations	\$ 175,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 507 (S-38) Hooklift Truck	\$ 175,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 426 (H-70) Trackless Sidewalk Machine	\$ 250,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 416 (H-51) Large Swap Loader	\$ 250,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 420 (H-59) Backhoe Loader	\$ 250,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 409 (H-44) Dump Truck/Sander	\$ 275,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 502 (S-32) Trash Packer	\$ 345,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Police/Fire Headquarters Backup Electric Generator	\$ 1,600,000.00	Tax Levy Borrowing
Dept. Public Works	Roadway & Sidewalk Supplement	\$ 2,500,000.00	Tax Levy Borrowing
Facilities	Custodial Equipment Replacement Program	\$ 6,100.00	Capital Stabilization
Fire Dept	Replace car 1	\$ 75,000.00	Capital Stabilization
Fire Dept	Replace Ambulance 2	\$ 380,000.00	Capital Stabilization
Fire Dept	Replace Rescue 3	\$ 725,000.00	Capital Stabilization
Parks & Recreation	Historical Monument Restoration	\$ 10,000.00	Capital Stabilization
Parks & Recreation	Playground Maintenance and Safety	\$ 15,000.00	Capital Stabilization
Parks & Recreation	South Natick Multi Purpose Court Improvements	\$ 175,000.00	Tax Levy Borrowing
Parks & Recreation	Memorial Beach Bathrooms and Support Building	\$ 180,000.00	Capital Stabilization
Police Dept.	REPLACE LAPTOP COMPUTERS	\$ 6,600.00	Capital Stabilization
Police Dept.	POLICE CRUISER REPLACEMENT	\$ 365,775.00	Capital Stabilization
Police Dept.	REPLACE POLICE/FIRE HDQTRS BACKUP GENERATORS	\$ 1,000,000.00	Tax Levy Borrowing
Select Board	Energy Efficiency Improvements	\$ 100,000.00	Capital Stabilization
Select Board	Natick Center Parking Garage	\$ 12,000,000.00	Tax Levy Borrowing
	<b>Total:</b>	<b>\$ 21,154,975.00</b>	
	<b>Capital Stabilization</b>	<b>\$ 2,114,975.00</b>	
	<b>Tax Levy Borrowing</b>	<b>\$ 19,040,000.00</b>	

NOTE: During FY2021 and FY2022, the Town will be completing a series of facilities assessments to inform future capital needs of town building assets, including general government buildings (Town Hall, DPW, Community Senior Center, Police/Fire, etc) and School buildings. The Facilities Department included immediate requests for FY2022 as part of this CIP. Future year needs will be added to the CIP as the building assessments are completed.



## FY2026 Capital Improvement Program Proposed Projects

Department	Request Title	FY2026	Funding Sources
Dept. Public Works	Replace Vehicle T-290 (LF-133) Leaf Blower	\$ 15,000.00	Capital Stabilization
Dept. Public Works	Roadway Guardrail (Various Locations)	\$ 24,000.00	Capital Stabilization
Dept. Public Works	Replace Dumpsters	\$ 25,500.00	Capital Stabilization
Dept. Public Works	Tree Replacement	\$ 30,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 201 (LF-1) Supervisor Vehicle	\$ 65,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 107 (NFM-86) Work Van	\$ 75,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 106 (NFM-84) Pickup Truck Sander	\$ 80,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 214 (LNFR-14) Tractor Loader	\$ 100,000.00	Capital Stabilization
Dept. Public Works	Park and Field Renovations	\$ 175,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 427 (H-71) Trackless Sidewalk Machine	\$ 250,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 415 (H-53) Dump Truck Sander	\$ 280,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 505 (S-35) Trash Truck	\$ 350,000.00	Tax Levy Borrowing
Dept. Public Works	Roadway & Sidewalk Supplement	\$ 2,500,000.00	Tax Levy Borrowing
Facilities	Custodial Equipment Replacement Program	\$ 4,400.00	Capital Stabilization
Fire Dept	Replace Fire Rescue Boat	\$ 75,000.00	Capital Stabilization
Fire Dept	Replace car 5	\$ 95,000.00	Capital Stabilization
Fire Dept	Replace Squad 1	\$ 150,000.00	Capital Stabilization
Fire Dept	Replace Ambulance	\$ 400,000.00	Capital Stabilization
Fire Dept	Replace 2008 Pumping Engine	\$ 800,000.00	Capital Stabilization
Parks & Recreation	Historical Monument Restoration	\$ 10,000.00	Capital Stabilization
Parks & Recreation	Playground Maintenance and Safety	\$ 15,000.00	Capital Stabilization
Police Dept.	REPLACE LAPTOP COMPUTERS	\$ 6,600.00	Capital Stabilization
Police Dept.	REPLACE POLICE K9	\$ 8,000.00	Capital Stabilization
Police Dept.	POLICE CRUISER REPLACEMENT	\$ 441,750.00	Capital Stabilization
Select Board	Energy Efficiency Improvements	\$ 100,000.00	Capital Stabilization
	<b>Total:</b>	<b>\$ 6,075,250.00</b>	
	<b>Capital Stabilization</b>	<b>\$ 2,695,250.00</b>	
	<b>Tax Levy Borrowing</b>	<b>\$ 3,380,000.00</b>	

NOTE: During FY2021 and FY2022, the Town will be completing a series of facilities assessments to inform future capital needs of town building assets, including general government buildings (Town Hall, DPW, Community Senior Center, Police/Fire, etc) and School buildings. The Facilities Department included immediate requests for FY2022 as part of this CIP. Future year needs will be added to the CIP as the building assessments are completed.

## FY 2022 - 2026 Capital Improvement Program Water/Sewer Enterprise Funds Proposed Projects

Request Title	FY2022	FY2023	FY2024	FY2025	FY2026	Funding Sources
Replace Vehicle 608 (W-20) Dump Truck	\$ 110,000.00					W/S Enterprise Fund Borrowing
Replace Vehicle 623 (W-9) Backhoe Loader		\$ 250,000.00				W/S Enterprise Fund Borrowing
Replace Vehicle 611 (W-25) Utility Body Pickup			\$ 85,000.00			W/S Enterprise Fund Borrowing
Mini Excavator	\$ 125,000.00					W/S Enterprise Fund Borrowing
Replace Vactor Truck					\$ 650,000.00	W/S Enterprise Fund Borrowing
Replace Groundwater Wells	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00		W/S Enterprise Fund Borrowing
Replace Water Treatment Facility Backup Electrical Generator		\$ 600,000.00				W/S Enterprise Fund Borrowing
Replacement of Captain Tom's Booster Pump Station (Lamplog)		\$ 760,000.00				W/S Enterprise Fund Borrowing
4M Sewer Pump Station Force Main Replacement	\$ 1,640,000.00					W/S Enterprise Fund Borrowing
Water Main Rehabilitation and Replacement	\$ 2,600,000.00	\$ 2,200,000.00	\$ 2,200,000.00	\$ 2,300,000.00	\$ 2,400,000.00	W/S Enterprise Fund Borrowing
Sewer Pump Station Rehabilitation and Replacement	\$ 400,000.00	\$ 420,000.00	\$ 440,000.00	\$ 460,000.00	\$ 480,000.00	W/S Enterprise Fund Borrowing
Replace Glenridge Booster Pump Station		\$ 760,000.00				W/S Enterprise Fund Borrowing
South Natick Water Transmission Main Cleaning and Upgrades	\$ 1,220,000.00					W/S Enterprise Fund Borrowing
Springvale Water Treatment Facility Filter Expansion			\$ 8,500,000.00			W/S Enterprise Fund Borrowing
Water Gate Valve Repair	\$ 300,000.00					W/S Enterprise Fund Borrowing
Health Center Sewer Pump Station Building Rehabilitation (Rutland)		\$ 920,000.00				W/S Enterprise Fund Borrowing
Springvale WTF Generator Storage Building	\$ 350,000.00					W/S Enterprise Fund Borrowing
Broads Hill Water Storage Reservoir Ancillary Building Rehabilitation			\$ 230,000.00			W/S Enterprise Fund Borrowing
Water Meter Replacement		\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00		W/S Enterprise Fund Borrowing
Water Distribution System Enhancements	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	W/S Enterprise Fund Retained Earnings
SCADA Equipment Replacement/Upgrade	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00			W/S Enterprise Fund Retained Earnings
Replace Vehicle 621 (W-15) Front End Loader	\$ 315,000.00					W/S Enterprise Fund Retained Earnings
Replace T-692 (W-11) Air Compressor	\$ 50,000.00					W/S Enterprise Fund Retained Earnings
Replace Vehicle 603 (W-3) Utility Vehicle	\$ 85,000.00					W/S Enterprise Fund Retained Earnings
Replace Vehicle 602 (W-2) Utility Vehicle		\$ 60,000.00				W/S Enterprise Fund Retained Earnings
Replace Vehicle T-694 (WS-10) Towable Electric Generator			\$ 110,000.00			W/S Enterprise Fund Retained Earnings
Replace Vehicle T-695 (WS-11) Towable Electric Generator			\$ 110,000.00			W/S Enterprise Fund Retained Earnings
Replace Vehicle 625 (W-5) Vibratory Roller				\$ 50,000.00		W/S Enterprise Fund Retained Earnings
Replace Vehicle 614 (W-28) Utility Body Pickup				\$ 85,000.00		W/S Enterprise Fund Retained Earnings
Replace Vehicle 624 (W-13) Skid Steer		\$ 110,000.00				W/S Enterprise Fund Retained Earnings
Replace Vehicle 604 (W-4) Pickup Truck				\$ 75,000.00		W/S Enterprise Fund Retained Earnings
Replace T-690 (WT-6) Variable Message Board				\$ 50,000.00		W/S Enterprise Fund Retained Earnings
Replace Vehicle T-699 (WS-9) Towable Electric Generator				\$ 120,000.00		W/S Enterprise Fund Retained Earnings
Replace Vehicle 613 (W-27) Pickup Truck w/ Lift Gate					\$ 80,000.00	W/S Enterprise Fund Retained Earnings
Replace Vehicle 605 (W-10) Utility Body Pickup					\$ 85,000.00	W/S Enterprise Fund Retained Earnings
Replace Vehicle 627 (DPW-506) Hydro-hammer Attachment					\$ 50,000.00	W/S Enterprise Fund Retained Earnings
Replace Vehicle 601 (W-1) Supervisor Vehicle					\$ 65,000.00	W/S Enterprise Fund Retained Earnings
Replace Vehicle T-693 (W-12) Towable Air Compressor					\$ 50,000.00	W/S Enterprise Fund Retained Earnings
Geographic Information System Cloud Migration	\$ 50,000.00					W/S Enterprise Fund Retained Earnings
<b>Total:</b>	<b>\$ 7,775,000.00</b>	<b>\$ 8,110,000.00</b>	<b>\$ 13,705,000.00</b>	<b>\$ 5,090,000.00</b>	<b>\$ 4,010,000.00</b>	
<b>W/S Enterprise Fund Borrowing</b>	<b>\$ 235,000.00</b>	<b>\$ 250,000.00</b>	<b>\$ 85,000.00</b>	<b>\$ -</b>	<b>\$ 650,000.00</b>	
<b>W/S Enterprise Fund Retained Earnings</b>	<b>\$ 500,000.00</b>	<b>\$ 170,000.00</b>	<b>\$ 220,000.00</b>	<b>\$ 380,000.00</b>	<b>\$ 330,000.00</b>	

**FY 2022 - 2026 Capital Improvement Program  
Golf Course Enterprise Funds Proposed Projects**

Request Title	FY2022	FY2023	FY2024	FY2025	FY2026	Funding Sources
Golf Cart Replacement (27) with extended service		\$ 140,000.00				Golf Enterprise Borrowing
Sprayer		\$ 30,000.00				Golf Enterprise Borrowing
Greens Mower			\$ 40,000.00			Golf Enterprise Borrowing
Trim Mower			\$ 37,800.00			Golf Enterprise Borrowing
Fairway Mower			\$ 55,000.00			Golf Enterprise Borrowing
Aerator					\$ 33,000.00	Golf Enterprise Borrowing
Top Dresser		\$ 15,000.00				Golf Enterprise Retained Earnings
Utility Vehicle (2)	\$ 20,000.00					Golf Enterprise Retained Earnings
Bunker Rake	\$ 20,000.00					Golf Enterprise Retained Earnings
Tee Mower			\$ 29,500.00			Golf Enterprise Retained Earnings
Light Weight Utility Vehicle					\$ 12,000.00	Golf Enterprise Retained Earnings
Dowse Fence	\$ 20,000.00					Golf Enterprise Retained Earnings
Cart Path Repair	\$ 6,000.00					Golf Enterprise Retained Earnings
<b>Total:</b>	<b>\$ 66,000.00</b>	<b>\$ 185,000.00</b>	<b>\$ 162,300.00</b>	<b>\$ -</b>	<b>\$ 45,000.00</b>	
<b>Golf Enterprise Retained Earnings</b>	<b>\$ 66,000.00</b>	<b>\$ 15,000.00</b>	<b>\$ 29,500.00</b>	<b>\$ -</b>	<b>\$ 12,000.00</b>	
<b>Golf Enterprise Borrowing</b>	<b>\$ -</b>	<b>\$ 170,000.00</b>	<b>\$ 132,800.00</b>	<b>\$ -</b>	<b>\$ 33,000.00</b>	

**FY 2022 - 2026 Capital Improvement Program  
Other Funds Proposed Projects**

Request Title	FY2022	FY2023	FY2024	FY2025	FY2026	Funding Sources
Ch90 Road and Sidewalk Improvements	\$ 966,686.00	\$ 966,686.00	\$ 966,686.00	\$ 966,686.00	\$ 966,686.00	Grants
Sanitary Sewer Rehabilitation MWRA I&I Removal Program	\$ 2,500,000.00					Grants
Camp Arrowhead Floating Docks/ADA Kayak Access			\$ 55,000.00			Grants
Per-ride Assessment Funds	\$ 50,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	Grants
Sanitary Sewer Collection System Repairs and Mainenance	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	I&I Stabilization Fund
Replace Vehicle 4 (E-3) Utility Vehicle		\$ 55,000.00				Surplus Revolving Account
Compact Utility Tractor with Mower and Snow Plow	\$ 58,000.00					Surplus Revolving Account
Replace Vehicle 22 (BH-1) Pickup Truck		\$ 55,000.00				Surplus Revolving Account
Replace T39 (Health-T) Enclosed Cargo Trailer			\$ 12,000.00			Surplus Revolving Account
Replace Vehicle 26 (CD-2)			\$ 50,000.00			Surplus Revolving Account
Replace Vehicle 25 (CD-1)		\$ 50,000.00				Surplus Revolving Account
Replace Vehicle 109 (NFM-89) Box Truck	\$ 75,000.00					Surplus Revolving Account
Replace Vehicle 442 (H-54) Utility Body Pickup	\$ 85,000.00					Surplus Revolving Account
Replace Vehicle 40 (REC-1) Pickup Truck			\$ 60,000.00			Surplus Revolving Account
Replace Vehicle 42 (RECBUS-2) Recreation Bus	\$ 150,000.00					Surplus Revolving Account
Replace Vehicle 210 (LF-10) Wood Chipper				\$ 100,000.00		Surplus Revolving Account
Replace Vehicle 219 (LF-21) Ball Field Tractor					\$ 50,000.00	Surplus Revolving Account
Replace Vehicle 24 (BH-3) Passenger Vehicle					\$ 50,000.00	Surplus Revolving Account
Replace Vehicle 101 (NFM-1) Small Utility Vehicle					\$ 50,000.00	Surplus Revolving Account
<b>Total:</b>	<b>\$ 4,034,686.00</b>	<b>\$ 1,301,686.00</b>	<b>\$ 1,318,686.00</b>	<b>\$ 1,241,686.00</b>	<b>\$ 1,291,686.00</b>	
<b>Grants</b>	<b>\$ 3,516,686.00</b>	<b>\$ 991,686.00</b>	<b>\$ 1,046,686.00</b>	<b>\$ 991,686.00</b>	<b>\$ 991,686.00</b>	
<b>I&amp;I Stabilization Fund</b>	<b>\$ 150,000.00</b>	<b>\$ 150,000.00</b>	<b>\$ 150,000.00</b>	<b>\$ 150,000.00</b>	<b>\$ 150,000.00</b>	
<b>Surplus Revolving Account</b>	<b>\$ 368,000.00</b>	<b>\$ 160,000.00</b>	<b>\$ 122,000.00</b>	<b>\$ 100,000.00</b>	<b>\$ 150,000.00</b>	

# Financial Management Principles

## PART 1: GENERAL

*To protect the town's financial stability, to ensure the availability of adequate financial resources in times of emergency, to capitalize on high bond ratings (and thus low interest rates), it is essential that policies regarding the town's financial management be adopted and adhered to in the preparation and implementation of the town's operating and capital budgets. These policies shall be reviewed no less than annually and may be, but are not required to be, revised as a result.*

## PART 2: PRINCIPLES

The reserve amount may not exceed three per cent of the tax levy for the fiscal year. No direct drafts against this fund shall be made, but transfers from the fund may from time-to-time be voted by the Finance Committee and the Town Comptroller shall make such transfers accordingly. The Board of Selectmen, in the case of the Water/Sewer Enterprise Fund vote transfers from the water/sewer reserve fund and the Town Comptroller makes such transfers accordingly.

- Reserves and one-time revenues should be used only for capital or other non-recurring expenses, except as noted below.
- The Town will strive to maintain unappropriated free cash at a minimum of 1% of revenues, and unappropriated free cash should never be less than ½ % of revenues.
- Encumbrances shall be reviewed annually and released as deemed appropriate by the Town Administration.

### Stabilization Funds:

- The Town will maintain a diversified series of permanent reserves in the form of stabilization funds. These stabilization funds will consist of six types:
  1. A General Stabilization Fund should be maintained for the purpose of unforeseen and catastrophic emergencies. It should, at a minimum, be at a level equal to 2% of revenues, with the target being 5% of revenues. This fund was adopted in accordance with M.G.L. C40, Section 5B at the Annual Town Meeting in 1961.
  2. An Operational Stabilization Fund should be maintained for the purpose of augmenting operations in case of sustained economic downturn and associated loss of revenues in support of operations. Sustained economic downturn will be any situation whereby State Aid and/or local receipts are significantly reduced from one-year to the next. ("Significantly" being defined as more than 5% of the total for the respective revenue category.) The target amount of money in the Operational Stabilization Fund should be sufficient to sustain operations through a three-year period of economic downturn. This shall be equivalent to 10% of State Aid Revenues and 5% of Estimated Receipts cumulative for a three-year period. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2011 Spring Annual Town Meeting.
  3. A Capital Stabilization Fund should be maintained for the purpose of funding any capital related project, or pieces of capital equipment, or debt-service payment related thereto. It shall be funded primarily through local option taxes though other funding sources as may be available from time to time are not precluded. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2010 Fall Annual Town Meeting.
  4. An Inflow & Infiltration Stabilization Fund should be maintained for the purpose of funding repairs to and replacement of sewer lines to reduce inflow and infiltration into the Town's sewer system. It can also be used to pay debt service related to this purpose. Sewer connection fees will be the primary source of funding although other funding sources as may be available from time to time are not precluded. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2014 Spring Annual Town Meeting.
  5. A One-to-One Technology Stabilization Fund should be maintained for the purpose of funding the one-to-one technology program for Natick High School Students. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2014 Spring Annual Town Meeting.
  6. A FAR Bonus Stabilization Fund should be maintained for the purpose of the creation of additional open space and public parks. More specifically, FAR Bonus monies are to be used for "Open Space Public Benefit Amenities" which are defined as either parks or excess pervious landscaping available for the active or passive recreation, or leisure use, by the public. This fund was adopted in accordance with M.G.L. C40, Section 5B at the 2015 Fall Annual Town Meeting.
- Stabilization Funds should be enhanced whenever possible in order to meet and/or maintain the desired target levels.

## **Capital Planning and Budgeting**

- A 5-Year capital plan should be developed and updated annually, per Section 5-7 of the Town's Charter.
- Funding for capital projects shall be timed to maximize efficiency, cost-effectiveness and return on investment
- A minimum of 6-7% of net general fund revenues (i.e. within-levy) should be set aside annually to fund capital needs, inclusive of cash appropriations and the subject year's debt budget. Not included in this target are those capital improvements and equipment purchases funded through Debt Exclusions, Enterprise Funds, Intergovernmental Funds, Grants, Mitigation Funds, Chapter 90 Funds, etc. This goal should be revisited regularly to ensure that the Town is investing adequately in its capital needs.
- All capital needs of all Town Departments, including the School Department shall be included within the capital plan.
- Credit rating agency guidelines recommend that a town maintain a general fund debt service payment burden ratio, as a percentage of available revenue or expenditures, between 8% and 12%. The Town shall strive to maintain its burden ratio below 10%. Affordability analysis as determined by this measure will be undertaken prior to General Fund debt being authorized by Town Meeting.

## **Debt Issuance and Management**

- Capital projects should be carefully scheduled and monitored to minimize borrowing costs while optimizing investment opportunities.
- Large capital projects, generally costing over \$1 million and having a useful life of ten years or more, are typically funded with debt to spread the cost out over many years.
- The Town will strive to issue debt on a level principal payment basis in order to reduce the total amount of interest that is paid on the issuance.
- Refinancing existing debt to reduce interest rates and costs will be reviewed annually.
- Projects with balances remaining after project completion shall be reviewed annually and excess balances shall be closed to free cash or appropriated for other projects of similar nature.
- Authorized unissued debt remaining after a capital project has been completed shall be presented to Town Meeting for rescission.

## **Financial Planning and Forecasting**

- Revenue estimates should be realistic, yet conservative, to minimize the potential of shortfalls in the subsequent year's operating budgets and corresponding impacts on free cash.
- Three year revenue and expenditure forecasts should be reviewed and updated no less than annually.

## **Cash/Investments Management**

- Fees and charges will be reviewed regularly to ensure that – where appropriate – they cover direct and indirect costs associated with the related service and/or that they fulfill a policy objective or other purpose of the Town.
- The Town's Investment Policy shall be reviewed annually by Board of Selectmen and Town Administrator.
- The Treasurer shall report the cash and investments balances of the Town, as of June 30 each year, to the Board of Selectmen and Town Administrator and provide a report of the safety, liquidity, investment earnings and the amount of insurance/collateralization for all funds.

## **Retirement System Funding**

- The Town will use an actuarially accepted method of funding its pension system to achieve a fully-funded position. The Town's contribution to employee retirement costs will be adjusted annually as necessary to maintain the funding schedule. If the Town reaches its actuarial-required contribution (defined as Town and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the Town may reduce its contribution provided that the amount reduced from the annual actuarial requirement will only be used to fund other unfunded liabilities (i.e. OPEB liability), for one-time, non-recurring expenses, and/or to enhance the Town's Stabilization Funds in order to provide the ability to increase contributions as may be required by future market conditions.

## **Other Post-Employment Benefits (OPEB) Funding**

- The Town will develop an actuarially accepted method of funding its Other Post-Employment Benefits to achieve a fully-funded position. The Town will strive to get its contributions to the level required by such a plan. The Town's contribution to Other Post-Employment Benefit costs will be funded into the OPEB Trust Fund established for this purpose using one-time funds (free cash) or annual appropriation in the future. After funding the Capital Stabilization Fund at the Fall Annual Town Meeting with free cash, in the amount of the local options taxes collected during the previous fiscal year, the Town should appropriate at least 10% of the remaining free

cash to the OPEB Trust Fund at the Fall Annual Town Meeting prior to appropriating any other amounts from free cash for any other purpose. If the Town reaches its actuarial-required contribution (defined as Town and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the Town may reduce its contribution provided that the amount reduced from the annual actuarial requirement will only be used to fund other unfunded liabilities, for one-time, non-recurring expenses, and/or to enhance the Town's Stabilization Funds in order to provide the ability to increase contributions as may be required by future market conditions.

*Adopted by the Board of Selectmen, March 2011*  
*Revised by Board of Selectmen, February 6, 2012*  
*Revised by Board of Selectmen, March 10, 2014*  
*Revised by Board of Selectmen, November 23, 2015*  
*Revised by Board of Selectmen, \_\_\_\_\_2016*

# Legal Basis for the Budget Process

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Governance of the Town of Natick is set forth under the Charter of the Town of Natick. So too is the budget process in the Town of Natick. It is governed by several sections of the Charter of the Town of Natick and the By-Laws of the Town of Natick. This section provides the important excerpts of those documents.

## **TOWN OF NATICK CHARTER: ARTICLE 5: FISCAL PROCEDURES**

### **Section 5-1 Fiscal Year**

The fiscal year of the town shall begin on the first day of July and shall end on the thirtieth day of June, unless another provision is made by general law.

### **Section 5-2 School Department Budget**

(a) **Submission to Town Administrator** - The superintendent of schools' proposed budget shall be submitted to the town administrator in sufficient time to enable him to consider its effect on the total town budget he is required to submit under this article.

(b) **Public Hearing** - At least seven days before the meeting at which the school committee is to vote on its final budget request, the school committee shall cause to be published in a local newspaper a general summary the proposed budget. This notice shall also indicate the times and places at which copies of the proposed budget are available for public examination, and the date, time and place, not less than seven days following such publication, when a public hearing will be held by the school committee on the proposed budget.

### **Section 5-3 Submission of Preliminary Budget**

Within a time fixed by Bylaw, before the date on which the representative town meeting is to meet in its spring session, the town administrator shall submit to the finance committee a preliminary budget for the ensuing year, with an accompanying budget message and supporting documents. He shall, simultaneously, provide for the publication in a local newspaper a general summary of the preliminary budget. This notice shall also indicate the times and places at which complete copies of the preliminary budget and accompanying materials are available for examination by the public.

### **Section 5-4 Budget Message**

The budget message submitted by the town administrator shall at a minimum:

- Provide a comprehensive overview of the preliminary budget
- Explain the Town's fiscal condition including noteworthy changes in various revenue and expense categories as well as reserves



- Outline proposed financial policies of the town for the ensuing fiscal year
- Indicate any major variations from the current financial policies, together with the reasons for such changes
- Identify changed priorities and the reasons for such changes
- Summarize the town's debt position;
- Provide an analysis of significant trends and fiscal challenges and the administration's proposed responses thereto
- Describe and summarize significant changes, if any, in town services and/or staffing levels and the reasons for such changes
- Include such additional information as the town administrator deems desirable or the Board of Selectmen may require.

### **Section 5-5 The Preliminary Budget**

The preliminary budget, in conjunction with the town administrator's budget message, shall provide a complete financial plan of all town funds, including the superintendent of schools' proposed budget as submitted under Section 5-2 and shall explain differences, if any, between that proposal and the town administrator's recommended appropriation for the school department. The preliminary budget must clearly identify any variances between the total recommended appropriations and projected available revenues and identify one or more scenarios for addressing such variances. Except as may otherwise be required by general law, or by the charter, the financial plan shall be in the form the town administrator deems desirable, or as the board of selectmen may require. In his presentation of the preliminary budget, the town administrator shall make use of modern concepts of fiscal presentation so as to furnish a maximum amount of information and the best financial controls. Any and all submitted budgets shall be arranged to show the actual and estimated revenues and expenditures for the previous, current, and ensuing fiscal years and shall indicate, in separate sections:

- (a) Proposed expenditures for current operations during the ensuing fiscal year, detailed by town agency, function and work programs, and the proposed methods of financing such expenditures.
- (b) Proposed capital expenditures during the ensuing fiscal year, detailed by town agency, and the proposed methods of financing such expenditures.
- (c) Estimated surplus revenue and free cash at the end of the current fiscal year, including estimated balances in any special accounts established for specific purposes.

### **Section 5-6 Action on the Town Administrator's Preliminary Budget**

(a) **Public Hearing** - The finance committee shall forthwith, upon receipt of the preliminary budget, provide for the publication in a local newspaper of a notice stating the initial date, time and place, not less than seven nor more than fourteen days following such publication, when the first of one or more public hearings will be held by the finance committee on the preliminary budget.

(b) **Review** - The finance committee shall consider, in open public meetings, the detailed expenditures proposed by each town agency and may confer with representatives of any town

agency in connection with its review and consideration. The finance committee may require the town administrator, or any other town agency, to furnish it with such additional information as it may deem necessary to assist it in its review of any submitted budget.

(c) **Presentation to the Representative Town Meeting** - The finance committee shall file a report containing its recommendations for actions on the proposed budget which shall be available at least seven days prior to the date on which the town meeting acts on the proposed budget. When the proposed budget is before the town meeting for action it shall first be subject to amendment, if any, by the finance committee.

## **Section 5-7 Capital Improvement Program**

The town administrator shall submit a capital improvement program to the board of selectmen and to the finance committee at least thirty days prior to the date fixed by by-law for the submission of the proposed operating budget. The capital improvement program shall include, but need not be limited to the following:

- (a) A clear, concise, general summary of its contents.
- (b) A listing of all capital expenditures proposed to be made, by years, during the five fiscal years next ensuing, with supporting information as to the need for each such expenditure.
- (c) Cost estimates, methods of financing and recommended time schedules.
- (d) The estimated annual cost of operating and of maintaining any new facility or piece of major equipment involved.

The information is to be annually revised with regard to all items still pending, or in the process of being acquired, improved or constructed.

## **TOWN BY-LAWS**

### **ARTICLE 20: TOWN ADMINISTRATOR**

#### **Section 2      Dates of Submission of Fiscal Documents**

As required by Section 5-3 of the Charter, the Town Administrator shall submit the proposed budget for the next fiscal year on or before the first business day in January.

As required by Section 5-7 of the Charter, the Town Administrator shall submit updates of the capital plan on or before the first business day in March and September.

### **ARTICLE 23: THE FINANCE COMMITTEE**

#### **Section 4      Report, Recommendations**

The Finance Committee shall consider all matters of business included within the articles of any warrant for a Town Meeting, and shall, after due consideration, report thereon, in print, its recommendation as to each article. The Finance Committee shall distribute its said report to each of the Town Meeting Members at least seven (7) days in advance of a Town Meeting, except where compliance with this provision would defeat the purpose of a Special Town Meeting. The said recommendations shall be those of a majority of the appointed Committee at the time of the vote, but this shall not be construed to prevent recommendations by a minority as such. The Committee Report shall also state the total amount of the appropriations recommended by them on the entire Warrant and the approximate tax rate based on such recommendations. Said report for the Annual Town Meeting shall also contain a statement of the doings of the Committee during the year, with any such recommendations or suggestions as it may deem advisable on any matters pertaining to the welfare of the Town.

#### **Section 5      Audits**

The Finance Committee shall have the authority at any time to investigate the books, accounts and management of any department of the Town, and to employ such expert and other assistance as it may deem advisable for that purpose, and the books and accounts of all departments and officers of the Town shall be open to the inspection of the Committee and any person employed by it for the purpose. The Committee may appoint subcommittees and delegate to them such of its power as it deems expedient.

**BOND ANTICIPATION NOTE (BAN)** – A temporary note issued typically for one year. This is commonly used to defer the initial pay down of debt or to accommodate reimbursement for borrowed notes from a private source or other governmental entity.

**BUDGET** - The budget is the Town's financial plan for a given fiscal period. The annual budget includes an estimate of proposed expenditures, as well as a forecast of estimated revenues and other financing sources.

The Natick Town Charter specifies that the Town Administrator is responsible for presenting a recommended annual budget to the Finance Committee. The Finance Committee reviews the Town Administrator's Recommended Budget in detail and forwards its recommendations to Town Meeting. Town Meeting adopts the budget by voting a series of appropriations, which may not; in the absence of an over-ride of Proposition 2 1/2 exceed the estimated total amount of revenues and other financing sources for the fiscal period.

**BUDGET MESSAGE (Town Administrator's Transmittal Letter)** – The opening section of the budget that provides the Board of Selectmen, Town Meeting Members, and the general public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the recommendations of the Town Administrator.

**CAPITAL EXPENDITURE** - A major, non-recurring expenditure involving land acquisition, construction or major rehabilitation of a facility, or purchase of equipment costing \$10,000 or more with a useful life of five years or more.

**CAPITAL IMPROVEMENT PROGRAM (CIP)** - A financial planning and management tool which: identifies public facility and equipment requirements; places these requirements in order of priority; and schedules them for funding and implementation.

**CHAPTER 90** - Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities through the Transportation Bond Issue for highway construction, preservation and improvement projects that create or extend the life of capital facilities. Routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population and level of employment. Municipalities receive Chapter 90 funds on pre-approved projects on a reimbursement basis.

**CHERRY SHEET** - The State allocates a portion of generated revenue to municipalities each year for education and general governmental expenditures. The amount of state aid each community will receive is itemized in a financial statement printed on cherry colored paper (thus the name). The amount of reimbursement is a function of the State budget. Towns usually receive notification in late summer, subsequent to the beginning of the fiscal year.

**CLASSIFICATION** - Massachusetts municipal finance law requires that all real estate and personal property be appraised at "full and fair cash valuation" for purposes of assessing property taxes. Once the Commissioner of the Massachusetts Department of Revenue certifies that properties are appraised at "full and fair cash valuation" (once every three years), the Board of Selectmen may

impose a tax classification plan, whereby a portion of the residential tax burden may be shifted to the commercial/industrial class of taxpayers. The law limits the amount of tax burden which can be shifted to the commercial/industrial class to not more than 150% of the proportionate share of the class. In other words, if the commercial/industrial class of taxpayers is normally responsible for 25% of the total tax burden, their maximum burden under the classification law is 37.5% ( $25 \times 1.50$ ).

**COMPETITIVE BIDDING PROCESS** – The Town process follows State law, M.G.L. c.30B which requires that for purchases of over \$50,000 the Town must advertise, solicit and publicly open sealed bids from prospective vendors. After a review period, the Select Board then awards a contract to the successful bidder.

**DEBT EXCLUSION** - The amount of taxes assessed in excess of the Proposition 2-1/2 levy limit for the payment of debt service costs attributable to a vote of the electorate. Two-thirds of the Selectmen and a majority of citizens voting must approve the exclusion. These funds are raised to retire the debt service for the project. They are not added to the tax levy limit for the following fiscal year.

**DEBT SERVICE** - Payment of interest and principal on an obligation resulting from the issuance of bonds.

**DEPARTMENT** – A division of the Town that has overall management responsibility for an operation or group of related operations within a functional area.

**DEPRECIATION** – 1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. 2) That portion of the cost of a capital asset that is charged as an expense during a particular period. Depreciation is based on historic costs not replacement value.

**ENCUMBRANCE** – To encumber funds means to set aside or commit funds for a future expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved.

**ENTERPRISE FUNDS** - Enterprise Funds, authorized by MGL Ch. 44§53F ½, are used to account for operations which are financed and operated in a manner similar to business operations and where the costs of providing goods or services are financed in whole or in part by user charges (charges for services). Services accounted for in Enterprise Funds are tangible and can be measured for determining a charge for services.

In Massachusetts, the most common types of government enterprises include utility or utility-type services for water treatment and delivery, sewerage collection and treatment, and electricity generation and distribution. Less common but prevalent operations include hospitals, airports, parking, swimming pools, and golf courses.

Individual services must ordinarily be accounted for in separate Enterprise Funds. Segregation is essential for determining the total cost of services and the extent to which user charges cover that cost. Although a community may decide to recover only a portion of its costs from user charges, it is essential from a management point of view that it understands what its total costs are. Such costs

include amounts for repayment of long-term debt and related interest and estimates for depreciation.

**EXPENDITURE** – Decrease in net financial resources for the purpose of acquiring and providing goods and services.

**EXPENSES** – Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations. Expenses consist of the following objects of expenditure: Utilities, Supplies and Materials, Contractual Services, and Equipment.

**FINES & FORFEITURES** - Revenue collected from court fines, penalty charges for overdue taxes along with non-criminal fines are included in this category.

**FISCAL YEAR (FY)** - The Town of Natick operates on a July 1st through June 30th fiscal year.

**FREE CASH** - The amount certified annually by the Dept of Revenue that represents the unreserved fund balance less all outstanding tax receivables. This balance is created when actual revenues exceed those estimated and/or expenditures are less than appropriations for any given fiscal year. These funds may be appropriated by Town Meeting as a resource for the next fiscal year's operations or any other purpose authorized by state statute. Certified Free Cash is available for appropriation by Town Meeting for any lawful purpose.

**FUND BALANCE** - The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. Monies in the various governmental funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of Free Cash. (See Free Cash)

**FUNDING SOURCE** – The specifically identified funds allocated to meet budget requirements/expenses.

**GENERAL FUND** - Revenues derived from the tax levy, state aid, local receipts and available funds are considered General Fund revenues. The General Fund is distinguished from Enterprise Funds and Special Revenue Funds.

**GRANT** – A contribution by one government unit or outside agency to another governmental unit. The contribution is usually made for a specific purpose but is sometimes for general purposes.

**INVESTMENT INCOME** - The Town earns interest on cash held in savings accounts and invested in short term securities. The investment goal is to ensure that all funds are invested. The term of these investments is short-term and risk adverse. The Treasurer is restricted by law as to the instruments in which investments can be made. The amount of investment income is a function of the amount of funds invested and the interest rate.

**LEVY LIMIT** - The maximum amount of money, which the Town can raise from the property tax levy, without an override of proposition 2 1/2. Please refer to the explanation of Proposition 2 1/2 for a description of how the levy limit is calculated.

**LIABILITY** – Debt or other legal obligation which must be paid, renewed or refunded at some future date, but does not include encumbrances.

**LOCAL RECEIPTS** - A category of revenue sources including school department charges for services, investment income, fines and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2 ½ Tax Levy.

**MODIFIED ACCRUAL BASIS FOR ACCOUNTING** – A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made.

**MOTOR VEHICLE EXCISE** - All Massachusetts vehicle owners who have their vehicle(s) registered in the Commonwealth of Massachusetts pay an annual motor vehicle excise tax to the town. The Registry of Motor Vehicles creates a listing of all vehicles registered in Natick and the book value assigned to each vehicle. The Town uses this information to bill all owners an annual tax equal to 2 ½ percent or \$25 for each \$1,000 of the vehicle's value.

**MWRA** – Massachusetts Water Resources Authority

**NEW GROWTH** - In addition to a standard 2 1/2% annual increase in the property tax levy, Proposition 2 1/2 allows the levy to be increased further by the sum of certain qualifying new construction valuation, multiplied by the prior year tax rate. Qualifying new construction valuation is known as "New Growth". In general, in order to qualify as "New Growth" the new construction valuation must be either a newly constructed house or an addition to an existing house, which adds at least 50% to the preconstruction value (residential properties). For commercial/industrial properties, "New Growth" consists of both newly built buildings, and additions, which add at least \$100,000 to the prior value of the improved property. It permanently becomes part of the tax levy.

**OBLIGATION** - A commitment to pay a particular sum of money (e.g. as required by contract or a bond).

**OPERATING BUDGET** – The portion of the budget that pertains to daily operations, which provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

**OPERATING EXPENDITURE** - An ongoing or recurring cost of performing a function or providing a service. Operating expenditures include personal services, supplies and materials, utilities, contractual services, minor equipment, and debt service.

**OVERLAY** - The amount raised in the tax levy for funding abatements granted by the Board of Assessors due to overvaluation.

**OVERRIDE** - An action taken by the voters of the town to exceed the limit placed on tax revenue growth by the State tax limitation law known as Proposition 2 ½. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year and this becomes a permanent addition to the tax levy limit.

**PROPOSITION 2 ½** - A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. The total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next unless the residents of the town vote to approve a debt exclusion or an operating override. New construction values are in addition to this limit.

As a consequence of this proposition, the Property Tax currently accounts for 2/3<sup>rd</sup>'s of the Town's total revenue budget. Proposition 2 1/2, is a statutory limit on the annual rate of growth in the property tax levy of the Town. In the absence of a majority vote of approval by the Natick electorate (an over-ride), the total amount of revenue which may be generated from the property tax is limited to: 2 1/2 more than the prior year levy limit, plus the sum of all qualifying new construction valuation multiplied by the prior year tax rate.

**RESERVE FUND** - An amount set aside annually within the budget of the town to provide a funding source for "extraordinary and unforeseen" expenditures. The Finance Committee can authorize transfers from this fund.

**RETAINED EARNINGS** – The accumulated earnings of the enterprise funds.

**RESOURCES** - Total dollar amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

**REVALUATION** - Massachusetts municipal finance law requires that the Massachusetts Department of Revenue formally certify that property tax assessments represent the "full and fair cash valuation" of properties. The process of determining the "full and fair cash valuation" of taxable property is known as Revaluation.

**REVENUE** - Budgetary resources. The various revenues the Town receives are listed in the Revenue Section of Town Administrator's Budget.

**REVOLVING FUND** – As authorized under M.G.L. Ch. 53 E ½, departmental revolving funds allow communities to raise revenues from a specific service and use those revenues without appropriation to support the service. The total amount that may be spent from each revolving fund must be re-authorized each year at annual town meeting. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

**SCHOOL BUILDING ASSISTANCE PROGRAM** – A program started by the Commonwealth of Massachusetts with a mission to partner with Massachusetts communities to support the design and construction of educationally-appropriate, flexible, sustainable, and cost-effective public school



facilities. The Massachusetts School Building Authority has a dedicated revenue stream of one penny of the State's 6.25% sales tax.

**SEWER & WATER CHARGES** - The Town operates a Water and Sewer Enterprise Fund to manage these municipal operations. Users of sewer and water services provided by the Town pay charges depending upon usage. Revenue received from charges for sewer and water services is used to fully support the costs of utility operations, such as Massachusetts Water Resources Authority (MWRA) assessments, debt service obligations, personnel costs, and capital projects. Charges for services are based on an inclining block rate structure corresponding to usage. Charges rise as usage increases. The Town pays the MWRA assessments to dispose of Town sewage.

**STABILIZATION FUND** – Massachusetts General Law Ch.40, Sec. 5B, authorizes a Town to create one or more stabilization funds and appropriate funds to them for any lawful purpose. Natick has five Stabilization Funds: the General Stabilization Fund, the Capital Stabilization Fund, the Operational/Rainy Day Stabilization Fund, the One-to-One Technology Stabilization Fund and the Inflow and Infiltration Stabilization Fund. The treasurer shall be custodian of the funds and may invest the proceeds legally; any interest earned shall remain with the respective funds. Money from the Stabilization Funds may be appropriated for any lawful purpose by two-thirds vote of Town Meeting.

**TAX LEVY** - The total amount raised through real estate and personal property taxes. Natick property owners pay taxes to the Town based on the assessed value of their real and/or personal property. Each year the Board of Selectmen conducts a tax classification hearing to determine a tax rate. The Town Assessor makes adjustments to real estate values in order to properly reflect fair market value. In addition to real estate, businesses may also pay a personal property tax (set at the commercial rate) based on the value of their professional equipment, furniture and fixtures. The amount of taxes a property owner pays is determined by multiplying the applicable tax rate by the valuation. For example, if the tax rate is \$10 and a property's assessed value is \$100,000, the property owner will pay \$10 times \$100,000/1,000, or \$1,000. Tax levy revenues are the largest source of funding for the Town. These revenues support most school, police, fire, public works, library, and general governmental services to the community.

**TAX LEVY LIMIT** - The maximum amount that can be raised within the restrictions imposed by Proposition 2 ½.

**TAX RATE** - The amount of tax levied for each \$1,000 of assessed valuation.

**USER FEES** - Fees paid for direct receipt of a public service by the user or beneficiary of the service.

## **Basis of Accounting & Budgeting – Terminology**

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The following descriptions detail how the Town of Natick performs its accounting and budgeting.

- **Basis of Accounting:** General fund accounting is done on a modified accrual basis meaning that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for in the accounting period incurred (accrual basis).

- Basis of Budgeting: Budgeting for all enterprise funds is done on a GAAP (Generally Accepted Accounting Principles) or full accrual basis. This means that expenditures and revenues are accounted for in the accounting period incurred.

# Demographics & Information

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## Demographic & Geographic Information

Settlement Date: 1651

Incorporation Date: Natick was incorporated as a Town on February 19, 1781.

County: Middlesex

Location: Eastern Massachusetts, bordered by Framingham on the west, Wayland and Weston on the north, Wellesley and Dover on the east, and Dover and Sherborn on the south. Natick is 18 miles southwest of Boston; 25 miles east of Worcester; 35 miles north of Providence, Rhode Island; and about 201 miles from New York City.

Total Area: 16.06 sq. miles

Land Area: 15.09 sq. miles

2018 Population: 36,229 (*Mass Dept. of Revenue*)

2018 Labor Force: 21,128 (*Mass Dept. of Revenue*)

Per Capita Income: (2007-2011 5 year ACS Estimate): \$55,908 (*Mass Dept. of Revenue*)

2012 Population per Square Mile: 2,102.12

2013 Road Miles: 155.92 (*Mass Dept. of Revenue*)

Unemployment Rate October 2018: 1.9%

Percent of population with college degrees or higher: 61.5%

Median Single-Family Home Price (2020): \$554,700

## Principal Employers

Other than the Town itself, the following are the principal employers located in the Town:

<u>Company</u>	<u>Nature of Business</u>	<u>Current Employees</u>
MathWorks, Inc.	Software Dev/Sales	2,600
U.S. Army Natick Research, Development & Engineering Ctr.	Government/Food Research	1,600
Natick Mall	Retail	1,200
Metro West Medical Center Leonard Morse Campus	General Medical & Surgical Hospital	1,000
Waban, Inc.	Retail Administration/Management	300
Klockner-Moeller	Motor Controls & Switchgear Equipment	200
Cognex	Manufacturers of Vision Instrumentation/Administration	200
Snap-on-Tools	Automobile Service Equipment	170
Whitney Place	Assisted Living	170

Crowne Plaza Hotel	Hotel	150
Middlesex Savings Bank	Bank	100
Vision Sciences	Medical Instrumentation	80
Stop & Shop	Supermarket	70

#### Largest Taxpayers

The following is a list of the largest taxpayers in the Town for fiscal 2019 and the assessed valuation and tax levy for each. All of the largest taxpayers listed below are current in their tax payments.

<b><u>Name</u></b>	<b><u>Business</u></b>	<b><u>Assessed Value</u> <u>(FY19)</u></b>	<b><u>Tax Levy</u> <u>(FY19)</u></b>	<b><u>% of Total Levy</u></b>
General Growth Properties	Natick Mall Retail/condos	\$339,777,360	\$4,318,570	3.88%
Mathworks Inc.	Software Development/Sales	\$166,950,660	\$2,121,943	1.91%
Avalon Natick LLC	Apartments	\$85,711,140	\$1,089,389	0.98%
HC Atlantic Development	Office/R&D	\$68,955,400	\$876,423	0.79%
Franchi Pasquale	Apartment, Office	\$46,041,500	\$585,187	0.53%
Cognex Corps	R&D, Office	\$42,695,500	\$542,660	0.49%
Natick Village Investment Ltd. Part.	Condos-Real Estate	\$42,201,700	\$536,384	0.48%
DDH Hotel LLC	Hotel	\$39,541,880	\$502,577	0.45%
MCREF Natick	Management Services	\$37,396,480	\$475,309	0.41%
Cloverleaf Apartments	Apartments	\$35,772,400	\$454,667	0.41%
<b>Total</b>		<b>\$905,044,020</b>	<b>\$11,503,109</b>	<b>10.33%</b>

#### **Government & Elections Information**

School Structure: K-12

Form of Government: Town Administrator-Selectmen-Representative Town Meeting

Voting Qualifications: Must be 18 years of age on or before Election Day, born in the United States or fully naturalized; a resident of Natick.

Registration of Voters: Town Clerk's Office, 13 East Central Street, Monday –Wednesday from 8:00 AM to 5:00 PM; Thursday from 8:00 AM -8:00 PM; Friday from 8:00 AM -12:30 PM.

Where to Vote (Precinct Numbers):

- Brown Elementary School, 1 Jean Burke Drive (1)
- Cole Recreational Center, 179 Boden Lane (2)
- Brown Elementary School, 1 Jean Burke Drive (3)
- Wilson Middle School, 24 Rutledge Road (4)
- Wilson Middle School, 24 Rutledge Road (5)
- Lilja School, 41 Bacon Street at Oak Street (6)

Community/Senior Center, 117 East Central Street (7)  
Morse Institute Library, 14 East Central Street (8)  
Community/Senior Center, 117 East Central Street (9)  
Community/Senior Center, 117 East Central Street (10)