

SECOND DRAFT



**Natick Finance Committee**

Pursuant to Chapter 40, Section 3 of the Town of Natick By-Laws, I attest that the attached copy is the approved copy of the minutes for the following Meeting:

**Town of Natick Finance Committee**

**Meeting Date: March 23, 2021**

The minutes were approved through the following action:

Motion: XXXX  
Made by: xxxx  
Seconded by: xxxx  
Vote: x - x - x  
Date: <date>, 2021

Respectfully submitted,

Bruce Evans

Clerk

Natick Finance Committee



**TOWN OF NATICK**

Meeting Notice

POSTED IN ACCORDANCE WITH THE PROVISIONS OF M.G.L. CHAPTER 30A, Sections 18-25

**Natick Finance Committee**

**PLACE OF MEETING**

Virtual Meeting accessed via Zoom:  
ps://us02web.zoom.us/j/81404627596  
Meeting ID: 814 0462 7596 Passcode:  
715717 One tap mobile  
+19292056099,,81404627596# US  
(New York) Dial by your location +1  
929 205 6099 US (New York)

**DAY, DATE AND TIME**

March 23, 2021  
at 7:00 PM

Notice to the Public: 1) Finance Committee meetings may be broadcast/recorded by Natick Pegasus. 2) The meeting is an open public meeting and interested parties can attend the meeting. 3) Those seeking to make public comments (for topics not on the agenda or for specific agenda items) are requested to submit their comments in advance, by 2:00 PM on the day of the meeting, to the Chair: phayes.fincom@natickma.org. Comments will be posted on NovusAgenda and read aloud for the proper agenda item. Please keep comments to 350-400 words. 4) The Chat function on Zoom Conferencing will be disabled.

Posted: Tuesday March 16, 2021 1:40 PM

## MEETING AGENDA

1. **Call to Order**
  - a. Pledge of Allegiance & Moment of Silence
  - b. Advisement of Pegasus Live Broadcast and Recording for On-Demand Viewing
  - c. Review of Meeting Agenda and Ordering of Items
2. **Announcements**
3. **Public Comments**
  - a. [Committee policy & procedures available via this link and also at the meeting location](#)
4. **Meeting Minutes:** Review & Approve Meeting Minutes for March 2, 2021 and March 4, 2021
5. **Town Administrator's FY2022 Budget - Public Hearing**
  - a. [Budget Update](#)
  - b. [Forecast Update](#)
6. **2021 Spring Annual Town Meeting Warrant Articles - Public Hearing**
  - a. [Article 3 Elected Officials Salary](#)
  - b. [Article 4 Personnel Board Classification and Pay Plan](#)
  - c. [Article 16 Capital Equipment](#)
  - d. [Article 17 Capital Improvement](#)
  - e. [Article 18 Appropriate Contingency Funds for Phase 2 of the West Natick Fire Station Building Project](#)
  - f. [Article 24 Amend Zoning By-Laws: Signage](#)
  - g. [Article 33 Town Meeting Member Removal/Recall Study](#)
7. **Committee and Subcommittee Scheduling and Process**
  - a. [Update on upcoming Committee and Subcommittee meetings](#)
  - b. [Subcommittee Updates](#)
8. **Committee Discussion (for items not on the agenda)**
9. **Adjourn**

MEMBERS PRESENT:

Dirk Coburn, Member  
David Coffey, Member (arr. late)  
Linda Wollschlager, Chairperson  
Jeff DeLuca, Member (arr. late)  
Bruce Evans, Clerk  
Bill Grome, Member  
Todd Gillenwater, Vice-Chairman  
Julien LaFleur, Member  
Mike Linehan, Member  
Jerry Pierce, Member  
Richard Pope, Member  
Chris Resmini, Member  
Phil Rooney, Member  
Jim Scurlock, Member

MEMBERS ABSENT:

Cathy Coughlin, Member

Town Administration

Mr. Bob Rooney, Interim Town Administrator  
Mr. James Errickson, Deputy Town Administrator - Operations  
Mr. John Townsend, Deputy Town Administrator – Finance  
Ms. Juiling de los Reyes, Assistant Director, Finance  
Ms. Dorothy Blondiet, HR Director

Mr. Steve Levinsky, Chair, Personnel Board  
Ms. Terri Evans, Chair, Planning Board  
Ms. Kathryn Coughlin

Call to Order

Meeting called to order at 7:01 p.m. by Linda Wollschlager, Chairperson.

Announcements – None

Public Comments – None

*Mr. Linehan moved to open the public hearing on the Town Administrator’s FY 22 budget and the 2021 Spring Annual Town Meeting Warrant Articles, seconded by Mr. Grome, voted 12 – 0 – 0.*

Roll-call vote:

Mr. Coburn = yes	Mr. Pierce = yes
Mr. Evans = yes	Mr. Pope = yes
Mr. Gillenwater = yes	Mr. Resmini = yes
Mr. Grome = yes	Mr. Rooney = yes
Mr. LaFleur = yes	Mr. Scurlock = yes
Mr. Linehan = yes	Ms. Wollschlager = yes



## Article 24 Amend Zoning By-Laws: Signage

Presenter: Ms. Terri Evans

Ms. Evans noted that Article 24 is a clean-up of the wording in the sign bylaws that aligns it with what has been the practice of the Planning Board at least 16 years, and we believe much longer. There is wording that the board has historically taken to mean one thing and used it as a standard. However, in the last year, the Building Commissioner pointed out that the reference to height, which we all took to refer to the height of letters in a sign simply said, "a sign shall not be more than x height". We discussed it and noted that it's pretty clear that this was not the intent of the wording at the time. We know that because if you have a sign that that is bound to be two feet in height, but is allowed to be 80 square feet, or 180 square feet, you end up with something ridiculous as a ratio. I try to imagine a 90 foot long two foot high sign. The red-lined document shows exactly what we are doing to increase the clarity of the bylaw.

### **ARTICLE 24 - REDLINE**

**Section V-H** (Signs and Advertising Devices), **Section D** (Regulations and Restrictions Applicable to Use Districts):

V-H.D.2. Downtown Mixed Use District (DM)

Section 2, Downtown Mixed Use District:

(a) 2.Size,

Letters in a A-sign shall not be more than two (2) feet in overall height, **exclusive of ascenders and descenders**, with the total area **of the sign** not to exceed thirty (30) square feet.

Section 3, Commercial Two (C-II), Industrial One (In-I), Industrial Two (IN-II), Highway Mixed Use-I (HM-I), Highway Mixed Use-II (HM-II), Highway Mixed Use-III (HM-III), Highway Planned Use (HPU), Limited Commercial (LC):

(a) Accessory Signs where building setback does not exceed two hundred (200) feet,

Letters in a A sign shall not be more than two (2) feet in overall height, **exclusive of ascenders and descenders**, with the total area **of the sign** not to exceed eighty (80) square feet

A standing sign shall not be more than ten (10) feet in overall height with a total area not to exceed fifty (50) **square feet**.

Section 3, Commercial Two (C-II), Industrial One (In-I), Industrial Two (IN-II), Highway Mixed Use-I (HM-I), Highway Mixed Use-II (HM-II), Highway Mixed Use-III (HM-III), Highway Planned Use (HPU), Limited Commercial (LC):

(b) Accessory Signs where building setback exceeds 200 feet,

Letters in a A sign shall not be more than three (3) feet in overall height, **exclusive of ascenders and descenders**, with the total area **of the sign** not to exceed one hundred eighty (180) square feet except for a standing sign which cannot be more than ten (10) feet in total height with the total area not to exceed fifty (50) square feet.

Section 3, Commercial Two (C-II), Industrial One (In-I), Industrial Two (IN-II), Highway Mixed Use-I (HM-I), Highway Mixed Use-II (HM-II), Highway Mixed Use-III (HM-III), Highway Planned Use (HPU), Limited Commercial (LC):

(c) Mall or Theme projects – HPU Districts

2. Exterior Signs,

In addition to any signs otherwise permitted under this bylaw, signs consisting of the name and/or logotype of a project, which are mounted on a wall of a building or on an architectural or structural element of a project, shall not **be-have letters** more than three (3) **feet** in height and **shall not exceed** 150 square feet in area. In applying these

limitations, only the area of the wall or architectural or structural element encompassed by each individual word or logotype “envelope” shall be deemed to constitute the sign area.

Ms. Evans said there are two heights that are used for letters size: two feet high when a sign is less than 200 feet from the roadway; and three feet high if it is more than 200 feet from the roadway. You will notice that we use the terms ascenders and descenders, which we have referred to for years as the dangly bits of the sign letters and we've decided to make a specific reference to it and use what typography refers to when you talk about the tail of a Y, or the stem of an H. Those are ascenders and descenders. The text in red is the corrected version of the zoning bylaw and reflects the practice that the Planning Board has followed going back at least twenty years. So instead of saying a sign cannot be more than two feet high, or letter or three feet high, it's using the letters in a sign. Instead rather than continue to use ambiguous terms. It is a simple clarification, but it exists in a lot of places as I discovered as I made these corrections. In drafting this Article, I discovered two points in the sign bylaw where it said the total area not to exceed 50, and it actually didn't say square feet, so we added square feet. And there is another place where it said more than three in height where it meant to say three feet. So, in addition to the changing of the sign bylaw to assign a reference to the letters, we also corrected those two scrivener's errors. The Planning Board voted unanimously to support Article 24 and has the support of the Building Commissioner.

#### Questions from the Finance Committee

Mr. Coffey asked were there any signs that would have to be re-done based on these changes. Ms. Evans said that she can confidently say no signs would be affected because these revisions reflect how the Planning Board was enforcing this bylaw.

Mr. LaFleur asked for clarification on ascenders and descenders. Ms. Evans said that these are more clearly seen with lower case letters. Mr. LaFleur noted that his understanding was, if you have a lower case letter h. that the bottom half of it could be two feet and the top half could extend another two feet. Ms. Evans said that was possible, but bear in mind that that the parameters of any sign are also bound by total square footage, so you would end up creating a much bigger frame around the box frame of the sign.

Mr. Linehan asked whether the assumption is that signs are rectangular. Ms. Evans said signs are not always a perfect square or a rectangle, sometimes, because of shapes of buildings. The Planning Board would not draw careful lines around ascenders or descenders and that's one of the reasons we specify exclusive of ascenders and descenders because we try to treat the box generally as the body of the sign. In all the time that we've actually applied this, we have not had a problem where somebody tried to get away with doing something clever by doing something with an ascender or descender that made the sign more than the allowed square footage for that particular location.

*Mr. Coburn moved to recommend Favorable Action on Article 24, seconded by Mr. Pierce, voted 14 – 0 – 0.*

#### Roll-call vote:

Mr. Coburn = yes

Mr. Coffey = yes

Mr. DeLuca = yes

Mr. Evans = yes

Mr. Gillenwater = yes

Mr. Grome = yes

Mr. LaFleur = yes

Mr. Linehan = yes

Mr. Pierce = yes

Mr. Pope = yes

Mr. Resmini = yes

Mr. Rooney = yes

Mr. Scurlock = yes

Ms. Wollschlager = yes

## Debate

Mr. Coburn said this Article is changing language to fit what has been practiced and not changing policy.

Mr. Pierce said it was explained very clearly.

## Article 33 Town Meeting Member Removal/Recall Study

Presenter: Ms. Kathryn Coughlin

The objective of Article 33 is to see if the Town will establish a committee of up to seven (7) citizens appointed by the Moderator, to examine the grounds for, procedure, and/or process to remove or recall a Town Meeting member and to prepare a report and recommendation at a future Town Meeting

Ms. K Coughlin said an event occurred in January that revealed a possible hole in whether a Town Meeting member might be removed. Elected officials in the town of Natick (such as Select Board or School Committee members) can be recalled or removed, with the exception of the Morse Library Trustees and Town Meeting members. That gave rise to the idea of having a study committee to see if this is something that is necessary - it may be the case that there already are remedial measures in place. For example, state law provides that an elected official convicted and found guilty of a felony is automatically removed from office. Another grounds for removal is for odious behavior, language, language, or unseemly behavior. In that case, there is the elective process and a Town Meeting member could not be voted for in the next election. The purpose of the study committee is to see if any other towns have a provision to recall or remove a Town Meeting member, what the grounds, what the process, and examine whether it's necessary at all. This particular article, if passed by Town Meeting will not have any impact on any current Town Meeting members because by the time this Study Committee comes back with its report and recommendation it will be in another year, so this is not a way to remove a current Town Meeting member. I have two reservations about this article that I'll share with you. After speaking with a number of people in town from a wide range of political backgrounds, philosophies, it occurred to me that having such a procedure or policy or process in place may serve to chill opinions that are otherwise not fashionable. And the second is, I've sat through six to seven hours of debate in various forums in this town on the marijuana shops being within 300 feet of the residents, and I suspect that that article is going to take up an extraordinary amount of oxygen at this at this Town Meeting. I've served on Town Meeting so I know it can go for a very long time and it's more difficult, in some ways, to do it via Zoom. Perhaps it is better to move it to Fall Town Meeting to take some of the emotion out this discussion.

Ms. Wollschlager asked Ms. K Coughlin if she wanted the Finance Committee to refer this Article back to the sponsor. Ms. K Coughlin said she was looking for a referral motion, but wanted to get the advice of the Finance Committee if it might be better to hear this at 2021 Spring Town Meeting.

## Questions from the Committee

Mr. Rooney stated that the sponsor mentioned that if an elected Town Meeting member was convicted of a crime or had exhibited some odious behavior they would be removed and asked for examples. Ms. K Coughlin said, by state law, a felony conviction is just cause for removal of an elected official. A misdemeanor conviction would not. The second example is if someone's behavior was odious and beyond the pale and unseemly and reflected poorly on Town Meeting, we already have a means to resolve that and that's through the election process and residents could not vote for that person following the expiration of that person's three-year term. The first scenario is the reason for requesting a Study Committee because there may be times where a person may be accused, but not convicted of a felony where the town might ask someone to resign or have them, so we are looking to study what other towns have done and what precedents have been set.



Mr. Rooney asked whether Ms. K Coughlin is concerned how you would define how someone could interpret something that a particular member would do and how it aligns or doesn't align with their beliefs. My question is to help me understand the ground rules that will be used to establish this committee, Ms. K Coughlin said that will be one of the charges of the committee, defining the scope, finding out how would we ensure due process and to find out whether there is any precedent for this in the state. It may be that the Study Committee comes back and says that this is something that we don't need to do, or there are provisions for it, that due process is going to be impossible or very difficult to ensure and where do we draw the line - is it conviction for misdemeanor?

Mr. DeLuca asked whether there is any monetary appropriation associated with formation of this study committee because this seems riddled in legal matters and I would think that it would require legal review by either Town Counsel or external counsel, even at the committee level. Ms. K Coughlin said there is not.

Mr. DeLuca asked if the seven citizens appointed to the committee are these expected to be attorneys who can opine on current legal matters and processes. Ms. K Coughlin said when she spoke with the Moderator about this article, she asked him how he would choose people to appoint to the committee, he said that he would go through all applicants and seek subject matter experts, and I assume it will include an attorney or attorneys. Town Counsel and external legal counsel would not be engaged throughout any of this process. I don't anticipate engaging until we get something substantive and that would not occur prior to the report of the Committee's findings to Town Meeting.

Mr. Coffey asked if the focus of this Article is to form a study committee to investigate the issue and make a report to a future Town Meeting. It's not drafting, by law, or anything else. Ms. K Coughlin confirmed this.

Mr. LaFleur asked for elaboration on the fear of chilling free speech with this Article, noting that he had noticed hesitancy in various forums online. Ms. K Coughlin said that she is aware that there's hesitancy amongst some citizens in Natick about voicing their opinion on what may be perceived as controversial topics such as race, the town seal, equity, diversity and inclusion. A number of these topics raised very strong opinions across a spectrum and I would not want someone sitting in Town Meeting to feel that the intent of this Article is to stifle discussion. Ms. K Coughlin said she is concerned about setting up a process to stifle expression of controversial views, noting that, in the last two to three days in the various Facebook Natick forums, there have been a number of people talking past each other on hot button issues, and not assuming best intent. Ms. K Coughlin doesn't want that this is anything beyond governance and process – this is not about policing thought.

Mr. Pope asked whether Ms. K Coughlin would be opposed to this committee having Town Counsel or external legal whose interest was aligned to the town to oversee this process and make sure that anything that came out had good legal standing. Ms. K Coughlin said she would not be opposed at all.

Mr. DeLuca asked whether Ms. K Coughlin had reached out to the Attorney General's office to ask by what grounds a Town Meeting member could be removed. Ms. K Coughlin said she had done so and the AG said that if the town did not have a bylaw providing the grounds for the removal, they could not do so – the provision of national laws requiring the removal of an elected official convicted of a felony did that apply to a Town Meeting member who is specifically precluded under town bylaw from being removed or recalled. In addition, with Home Rule Petition, town charter and bylaws, anything that the town could draft would need to be presented to the AG for review.

*Mr. Coburn moved to refer Article 33 to the sponsor, seconded by Mr. DeLuca, voted 9 – 5 – 0*

Roll-call vote:

Mr. Coburn = yes

Mr. Linehan = yes

Mr. Coffey = no  
Mr. DeLuca = yes  
Mr. Evans = yes  
Mr. Gillenwater = no  
Mr. Grome = no  
Mr. LaFleur = yes

Mr. Pierce = no  
Mr. Pope = yes  
Mr. Resmini = yes  
Mr. Rooney = no  
Mr. Scurlock = yes  
Ms. Wollschlager = yes

Mr. Pierce moved to recommend Indefinite Postponement of the subject matter of Article 33, seconded by Mr. Linehan, NOT VOTED

Mr. Coffey moved to recommend Favorable Action on the subject matter of Article 33, seconded by Mr. Gillenwater, NOT VOTED

### Debate

Mr. Pierce said, in the distant past, I had occasion to use the recall process in our bylaws already, and it worked very well. So I think if it ever came to a point, any issue came to a point that was so drastic, that that process could be utilized for the best advantage. I also think that this committee will just open a can of worms and it's very ambiguous

Mr. Linehan didn't think a referral motion is needed because the sponsor could see whether other towns have this and an ad hoc committee could pull the information together and then come forward to Town Meeting with a definitive proposal rather than creating a formal study committee

Mr. Coffey stated that an incident occurred and it was determined that there is no provision in the town bylaws to address the misconduct of a Town Meeting member that may involve the commission of certain misdemeanors. The local state and national media pointed out that a Natick Town Meeting member had committed misdemeanors and that the town of Natick was unable to address the issue because of its bylaws. So now we have a citizen bring forward a motion to form a committee to look at the issue, and perhaps come with recommendation to a future meeting on how to address this problem and this put Natick in a negative light. As elected Town Meeting members, we have a responsibility to investigate what options we have.

Mr. Gillenwater concurred that an incident came up & many residents asked what the town should do about it. This committee may discover that there is no definitive solution, but at least we should investigate what is possible to address the issue.

Mr. Coburn noted that we're extraordinarily fortunate in having an outstanding sponsor of this article. The matter arose at a time when there were inflammatory headlines and news and this is an emotionally charged issue and he noted that some bad policy could come out of this situation. Mr. Coburn said the focus of this study committee is to look at a measured response and due process and, for a variety of reasons she is not ready to take it forward. If we were not a representative Town Meeting, but a community that has universal Town Meetings, nobody would be discussing a way to remove a Town Meeting member. Town Meeting members in a representative Town Meeting are considered as standing-in for the citizens, so I am not sure that we need anything, but do think that it's worth studying because it does have a lot of wrenching effects.

Mr. DeLuca said this Article seeks to create a study committee to look at the process for recall or removal and referral is probably the appropriate action here to get a little more work done with the AG's office to see what processes are in place now and laying the groundwork of whether we need to form a study committee in the future. The other side is that more thought needs to be done on the composition of the committee and what extent town resources would be used in order to create a report to Town Meeting.

Mr. LaFleur said this Article seeks to address a tricky problem and there is a concern on the part of the sponsor that there is a real possibility that a change to the bylaw might have a chilling effect on free speech and acceptability of unpopular opinions at this time. As someone who politically falls to the right of right of center more often than not, I know that my voice is unwelcome in many quarters around this town. At the same time, I have to weigh my personal experience with the fact that this is a committee to look at the possibility of writing a bylaw and that is several steps removed from a bylaw change. Moving cautiously is a good method of going forward.

Mr. Rooney spoke in favor of indefinite postponement and opined that establishing this committee has anything to do with the moral character of Natick or due process and didn't think it's the Finance Committee's responsibility to determine the moral character of Natick, due process, or suppress free speech. I may not agree with what you're saying, but I will defend your right to say it. And there are 180 Town Meeting members, so a few members aren't going to undermine the overall direction of Town Meeting. Mr. Rooney is also concerned about the makeup and participation on this committee. In his view, indefinite postponement makes sense and if a group gets more information and comes back with specifics, then we can discuss this further.

Mr. Evans noted that he cannot support indefinite postponement stating that there were many people in town who asked the question of what can we do about this and were by the Moderator, Select Board and Town Counsel and told that the bylaws do not allow for the recall or removal of a Town Meeting member. The question in my mind then becomes is there that could be done in the future and should a bylaw be changed so the formation of a committee to research this makes sense now. I am a complete proponent of free speech. I am an active listener and can listen to somebody who has a completely opposite opinion of mine and give them their due and I don't think this is infringing on that. The sponsor believes that she's got more work to do and that research can take place, and I'd like to see this come back for discussion at Town Meeting. I think it's an important thing to discuss, even if we don't end up doing a thing.

Mr. Foss noted that Town Counsel and he reviewed this many times and it is clear that the town has no method to recall a Town Meeting member. We determined is you must have a bylaw through which you could remove a member. However, you must remember that a Town Meeting member represents their precinct and stands for the property owners in that precinct. In many towns, every person that owns a piece of property is a Town Meeting member which makes them very, very different. This is the conundrum that would be if whatever Natick came up with would go to the Attorney General. It was noted earlier that there would be very few circumstances that that a bylaw could set up using criteria other than what is already in the Mass. General Laws and you've touched on it briefly. If an individual is charged with a felony, convicted and sentenced and part of the sentence causes that person to be removed from the town (imprisoned), they are automatically removed from their office. That's the maximum extent that's available to the town of Natick right now. The Charter and Bylaw Review Committee is charged with reviewing the bylaws every five years. Setting up this Committee up would set up another charter and bylaw committee that is looking at this specific issue. In my opinion, the Charter And Bylaw Review Committee is the appropriate committee to investigate this issue and make recommendations to Town Meeting.

Mr. Pope noted that the town would need to ensure that the ability to remove a Town Meeting member would not be easily abused, and it seems like Mr. Foss's suggestion is the right way to go. There's an established process and I'd like to see that process move forward in a way that doesn't expose the town to legal or financial liability,

Article 4 Personnel Board Classification and Pay Plan

Town of Natick  
Part-Time Classification and Pay Plan  
Effective July 1, 2022-23

Hourly Wage Scale

Grade	Minimum	Point 1	Point 2	Maximum
1	\$	\$ 184.00	\$	\$
2	\$	\$	\$	\$
3	\$	\$ 34,500	\$	\$

Grade 1

- Assistant Leader (Rec)
- Assistant Swim Coach
- Attendant (Rec)
- Building Monitor I (Rec)
- Bus Dispatcher
- Bus Driver
- Cart Attendant (Golf)
- Clerical Assistant
- Club House Attendant (Golf)
- Club House Supervisor (Golf)
- Concession Manager
- Custodian
- Deputy Animal Control Officer
- Election Clerk
- Election Inspector
- Equipment Operator (Golf)
- Instructor
- Laborer I
- Leader/Counselor (Rec)
- Library Page (Morse)
- Lifeguard
- Parking Clerk
- Ranger/Starter (Golf)
- Receptionist
- School Crossing Guard (1st Year)
- Senior Counselor (Certified-Rec)
- Specialist (Rec)
- Timer/Scorer

Grade 2

- Administrative Support
- Assistant Director (Rec)
- Beach Manager
- Bookkeeper
- Building Monitor II (Rec)
- Camp Director
- Community Garden Coordinator
- Conservation Agent
- Election Warden
- Golf Course Mechanic
- Head Lifeguard
- Instructor II
- Intern Cooperative
- Laborer II
- Library Assistant (Bacon)
- Parking Enforcement Officer
- Plumbing and Wiring Inspector
- Police Matron
- Police Transcriber
- Program Assistant
- Program Supervisor (Rec)
- Recycling Attendant
- School Crossing Guard
- Social Worker
- Swim Coach
- Transportation Coordinator
- Volunteer Coordinator I

Grade 3

- Adult Contractor
- Building Inspector
- Certified Sports Official
- Health Care Supervisor
- Instructor III
- Laborer III
- Nurse (RN)
- Volunteer Coordinator II

Position	Annual Rate
Inspector of Animals	\$ 3,750.00
Registrar of Voters	\$ 966.00
Town Meeting Page	\$ <del>100.00</del> / Session

Position	Annual Rate
Inspector of Animals	\$ 3,750.00
Registrar of Voters	\$ 966.00
Town Meeting Page	\$ 100.00/Session
Special Assignment Nurse	\$ 75.00 (Max)

Premium (Up to a max of \$85/hour)	_____
Golf Instructor	_____
Recreation Professional	_____
Special A Nurse	_____

Town of Natick  
Classification and Pay Plan  
Effective July 1, 202119

Grade	Minimum	Point 1	Point 2	Maximum
6	\$ 125,000.00	\$ 140,000.00	\$ 155,000.00	\$ 165,000.00
5	\$ 100,000.00	\$ 120,000.00	\$ 135,000.00	\$ 145,000.00
4	\$ 75,000.00	\$ 90,000.00	\$ 105,000.00	\$ 125,000.00
3	\$ 60,000.00	\$ 72,000.00	\$ 85,000.00	\$ 105,000.00
2	\$ 48,000.00	\$ 55,000.00	\$ 62,500.00	\$ 80,000.00
1	\$ 42,000.00	\$ 48,000.00	\$ 54,000.00	\$ 60,000.00

**GRADE 6**

Chief of Police  
Deputy Town Administrator/Director of Finance  
Deputy Town Administrator/Operations  
Fire Chief  
Town Administrator

**GRADE 5**

Comptroller  
Deputy Chief of Police  
Director of Community & Economic Development  
Director of Facilities Management  
Director of Human Resources/Labor Relations  
Director of Information Technology  
Director of Public Works  
Director of Strategic Initiatives & Partnerships

**GRADE 4**

Assistant Comptroller  
Building Commissioner  
Deputy IT Director/Systems Network Administrator  
Director of Assessing  
Director of Senior Center & Community Services  
Director of Sustainability  
Director of Public Health  
Director of Recreation & Parks  
Morse Library Director  
Treasurer/Collector

**GRADE 3**

Assistant Assessor (certified)  
Assistant Director of Assessing  
Assistant Director Council on Aging  
Assistant Director of Finance  
Assistant Director Recreation & Parks  
Assistant Treasurer/Collector  
Assistant Town Clerk  
Director, Bacon Free Library/Assistant Director, Morse Library  
Bacon Free Library Director  
Benefits Manager  
Budget Analyst  
Communications/Information Officer  
Community & Economic Development Administrator  
Development Review Planner  
Director of Recreation Programs/Special Events  
Environmental Health Agent  
Executive Director, Farm  
Facility Maintenance Manager  
Golf Course Manager  
Housing/General Planner

**GRADE 3 Continued**

Information Systems Data Base Administrator  
Information Systems Network Administrator  
Local Building Inspector (certified)  
Planner/Conservation Agent  
Prevention & Outreach Program Manager  
Procurement Manager  
Project Manager  
Public Health Nurse  
Regulatory Compliance Coordinator  
Senior Environmental Health Specialist  
Senior Planner  
Staff Accountant  
Social Work Administrator  
Sustainability Coordinator  
Veterans Agent

**GRADE 2**

Assistant Assessor (non-certified)  
Assistant Director, Bacon Free Library  
Assistant Director, Farm  
Assistant Director Internal Operations, Farm  
Clinical Social Worker  
Coordinator of Adaptive Programs  
Data Analyst  
  
Executive Assistant  
Executive Assistant to the Town Administrator & Select Board  
Executive Assistant to the Fire Chief

Facility Custodial Supervisor  
Golf Course Superintendent  
Human Resources Coordinator  
Payroll Manager  
Sanitarian  
Senior Executive Assistant  
Senior Executive Assistant to the Chief of Police  
Social Worker  
Social Worker Coordinator  
Special Assistant to Director of Senior Center & Community Service  
Special Assistant to Director of Facilities Management  
Special Assistant to the Director of Finance  
Special Needs Coordinator  
System Specialist Administrative  
Youth Center Coordinator

**GRADE 1**

Animal Control Officer  
Finance Coordinator  
Golf Professional  
Parking Enforcement Officer  
Outreach Coordinator  
Program Manager Volunteer Services  
Student Officer  
Teen Center Coordinator

## Part-time Pay Plan

Mr. Townsend said the major change to the part-time pay plan is the hourly wage adjustment to reflect the increased minimum wage. As you probably are aware, minimum wage is going up in Massachusetts over the next three years and increase this year to \$13.50/ hour and will increase to \$14.25 in FY23, and reach \$15/hr. in FY24.

- Town Meeting pages' compensation being be increased to \$100 a session
- Premium pay for golf instructor and special Assignment nurses increase to a maximum of \$85 an hour.
- The health care supervisor position was added to meet certain state regulations that required this position be added and that position is in Grade 3.

### Questions from the Committee

Mr. Linehan noted, that given Town Meeting last 3.5 to 4 hours, this equals somewhere between \$25-\$35 per hour and stated that that this puts them at the mid-point of grade 2 and 3, which have significantly greater responsibility levels. Mr. Townsend said there was not a lot of interest in doing it for \$50/session and we're hoping that the increase to \$100 will help. The salary of pages had not increased for quite a

Ms. Blondiet joined the meeting and reviewed the full-time pay plan.

### Grade 1:

- Changed the Teen Center Coordinator title to Youth Center Coordinator and moved it to from grade 1 to grade 2 because it really reflects the same level of responsibilities and oversight as the special needs coordinator that is in grade 2 two.

### Grade 2:

- Changed the Special Needs Coordinator title to Adaptive Programming Coordinator to align the title to the work.
- Changed the golf professional to be a full FTE (was 0.8 FTE)
- Added back in Special Assistant to the Director of Finance, which was taken out last year and we wanted to put that position back in. There is no new FTE for that position.
- Created a job description for a Senior Executive Assistant to the Chief of Police and Executive Assistant to the Fire Chief. We currently have Executive Assistant and Senior Executive Assistant on grade two and those two positions reflect the responsibilities in a town administrator's office, but we really didn't have a job description that was suited for the other departments that reflected the work of those folks, so we created this job description. In both cases, there already is a person working in those positions, so there are no additional FTEs.
- Cleaned up the job description for data analyst.
- Cleaned up the job descriptions for social worker and the social worker coordinator, with no changes to grade and titles.

### Grade 3:

- Added Assistant Town Clerk, a new FTE, with a new job description to go along with that as well.
- Moved the sustainability coordinator position to grade 4 and re-titled the position to Director of Sustainability. The Personnel Board made this change based on the increased responsibilities and oversight required in this position. We updated the job description to reflect the duties that are being currently being done.
- The Development Review Planner position is a new FTE that was authorized by 2021 Fall Annual Town Meeting (FATM) and we created the job description and added it to the pay plan.

- Community & Economic Development Administrator position was added as authorized by 2021 FATM. This position is unique in that it's a clerical position that is coming out of the union and being shifted into the Personnel Board because the role is more of an office manager role, so we moved it. change.
- 2021 Fall Annual Town Meeting provided funding for a Social Worker Administrator and would require a new FTE and has a new job.
- The Budget Analyst position was approved at 2021 FATM and is an addition to the pay plan with a new job description, working in the Finance Dept.
- Assistant Director of Assessing - Modified the job description to reflect additional responsibilities and elevated one of the assessor positions to Assistant Director of Assessing. This is also not a new FTE.
- Minor changes and cleanup to the Assistant Director Council on Aging job description.
- Job description cleanups of Information Systems Network Administrator, Facility Maintenance Manager and Veteran's Agent

#### Grade 4:

- Deputy IT Director/System Network Administrator is a new title added to the Pay Plan that was approved at 2021 FATM. It elevates one of our system network administrator positions following the retirement of the incumbent. We elevated this position to Deputy IT Director/System Network Administrator based on the clear need detailed by the IT Director.
- Sustainability Coordinator elevated one Grade 3 to Grade 4, no new FTE, includes a modified job description that has additional responsibility and aligns with the work the individual is doing.

#### Grade 5:

- Cleaned up the job description for the Morse Library Director, no change in grade or title.
- Cleaned up the job description for the Director of Facilities Management, no change in grade or title.

#### Questions from the Committee

Mr. Linehan asked for clarification on the definition of a Director and asked whether a Director position required direct reports. Ms. Blondiet said Director would be the department leader and not necessarily have direct reports.

Mr. Linehan asked how many Director positions have no direct reports. Ms. Blondiet said the Director of Sustainability position only.

Mr. Linehan asked for a Director position without a supervisory function. Mr. Levinsky said the Personnel Board looks at ten different factors and one of them is the number of direct reports. With this position, when we pegged it in the marketplace, the importance to the town, and frankly, the pay for this type of position, we concluded was that even though there was no staff, the impact on the town and potential impact on the town based on this person's decisions, rose up to the Director level because this person makes decisions as a peer with department heads and department directors to address the sustainability mission of the town.

Mr. Linehan noted an error in the job description for the Executive Assistant to the Fire Chief that indicated the EA reported to the Town Administrator. Ms. Blondiet said this is a copy-and-paste error and would correct it.

Mr. B. Rooney commented that this individual is not merely coordinating, but really directing programs that are under Town Administrator supervision and the upgrade to Director of Sustainability is warranted because of the increased responsibilities and to provide the individual with the authority to direct in different green initiatives and coordination between departments.

Mr. Pope asked for confirmation that all of these changes are consistent with the budgets that departments have brought to us or do any of these positions require additional funding to implement. Mr. Levinsky said the role of the Personnel Board is to establish the structure and the salary ranges for the positions. Town Administration determines what it pays for each position, so none of our changes have a direct monetary impact, and we are coming forward asking for additional money because of any of the changes to the pay plan. Mr. Townsend said the town is aware of all these changes and the effect it has on incumbents who were in previous positions or new FTEs – all are accounted for in the FY 22 budget.

Mr. Evans asked what the difference between the Assistant Assessor and the Assistant Director of Assessing is since they're both in grade three. Mr. Townsend said the Assistant Assessor is someone certified as an assessor whereas the Assistant Director of Assessing is a more senior position who supervises the Assistant Assessor and, in the absence of the Director, can assume all the Director's responsibilities

Mr. Evans asked for clarification of the pay scale and asked if it was safe to say that the Assistant Director Mr. Levinsky confirmed that the Director of Assessing had greater responsibility and would have the higher salary even though both positions are in Grade 3.

Mr. Linehan asked for clarification of the difference between golf course manager and golf course supervisor. Mr. Levinsky said the golf course superintendent is the groundskeeper, the golf professional is an instructor and the golf course manager oversees the golf course activities and manages the staff.

Mr. Linehan asked what the student office position is. Mr. Levinsky said student officer is the position that police officers enter into prior to becoming a certified police officer by the state, so it's an officer in training,

*Mr. Evans moved to recommend Favorable Action on Article 4 – the Personnel Pay Plan, seconded by Mr. Linehan, voted 12 – 0 – 0*

Roll-call vote:

Mr. Coburn = yes

Mr. Coffey = yes

Mr. DeLuca = yes

Mr. Evans = yes

Mr. Grome = yes

Mr. LaFleur = yes

Mr. Linehan = yes

Mr. Pierce = yes

Mr. Pope = yes

Mr. Resmini = yes

Mr. Scurlock = yes

Ms. Wollschlager = yes

Debate

Mr. Evans thanked the Personnel Board, HR Director, and Deputy Town Administrator –Finance for their answers to our questions. The positions that were added were needed, the upgraded positions deserved upgrades and the new positions such as the Assistant Town Clerk and the Deputy IT director are overdue positions and will give some relief, and the re-wording of job descriptions to make them accurately reflect the work.

Mr. Linehan concurred and said that this establish the pay ranges to enable Town Administration to attract and retain employees.

Ms. Wollschlager thanked Ms. Blondiet and Mr. Levinsky, for jumping in and showing up tonight, when they were expecting to come on Thursday and handling all of our questions with aplomb. Ms.



Wollschlager also thanked Mr. Townsend for confirming that these positions are in the budget and fully funded.

[Forecast Update 032321](#)

Mr. Townsend started with the disclaimer that this is a forecast and not a budget and the purpose to examine what we see moving forward and some of the possible ways that we can deal with it. Now, if we just get by, there we go. Some of the ways we can deal with that. Our baseline assumptions are:

- Revenue return to FY 2019 levels by the end of FY 2022
- Free cash – used at 5 year average - \$6,557,064 (one time funding)
- New growth – used at 5 year average - \$1,673,700 (included in Tax Levy). New growth is forecast somewhat below what we had last year which was extraordinary. And though we’re hopeful that we can keep that up. It may not be realistic.
- Overlay Surplus - \$500,000 per year (one time funding). One thing driving our structural deficit is our use of one-time funds. However, we have included this because we have used the overlay surplus on an ongoing basis so we baked them into the forecast to provide a realistic view of the reality is that the town is facing.
- Town Department budgets increased at 1.75% per year
- Stabilization Fund rebuild. We employed heavy use of stabilization funds to address the revenue shortfalls caused by the economic downturn. However, one of our key financial management principles is that we should re-build our stabilization funds and you will see in the forecast that we have built replenishing the stabilization funds in our forecast because we are going to be down fairly significantly in our reserve fund balances and need to build them back up.
- Level services

Mr. Townsend noted that many have heard the term “*structural deficit*” – occurs when municipal spending exceeds tax revenue even when the economy is strong and one-time funds are used to resolve the budget deficit. Examples of one-time funding include free cash, overlay surplus, sale of assets and grants. When you start using one-time funding for actual operations, you run into trouble very quickly and that's one of the things we're facing now. The chart below shows how the structural deficit is increasing from FY 2020 through FY 2021 and into FY 2022.



Natick Public Schools is facing this same issue as their costs outstrip revenues, forcing them to use one-time revenues to fund their budget, as shown in these two slides. The first slide shows the gap between the town appropriations for FY 21 and FY 22 and the figures in red show the usage of one-time funds (ASAP = \$200,000; Pre-Paid OOD SPED = \$1,903,709, and additional Circuit Breaker revolving fund funding. The next slide shows how the school bridged the gap between their operational forecast and the town appropriation to NPS.



**FY20-FY21 Natick Public Schools Funds Contributed to Total Operating Costs Outside of General Fund Town Appropriation**



**Budget Cuts and Deferred Costs to Balance the Budget**

**FY21 Personnel Cuts**

Eliminate most new district positions, KMS compliance/new team maintained thru transfers  
 Staff reductions due to retirements, resignations/non-renewals **\$1,198,244**  
 7 unfilled positions originally cut from FY20 budget  
 5.6 positions transferred for SPED  
 2 positions (1.0 ELL, 1.0 KMS Para) still to be filled (from staffing needed to run FY21 on a normal year, this was a net cut of 14.6 positions)

**FY21 Expense Cuts**

Technology Purchases **\$175,000**

**FY22 Costs Deferred to a Future Fiscal Year**

District Wide	Instructional Staff/Tech/Library/Tech Staff (since 2018)	5.00	\$318,200	
NHS	Theater tech teacher and auditorium management district wide (since 2013)	1.00	\$ 63,640	
NHS	Music orchestra arts audit (since 2013)	1.00	\$ 63,640	<b>\$637,505</b>
District Wide	BCBA Elementary	1.00	\$ 63,640	
District Wide	Paraprofessionals	3.00	\$ 77,031	
NHS	2.0 Workshop tutors	2.00	\$ 51,354	

# FORECAST - #1

	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
Tax Levy	\$130,094,415	\$134,495,937	\$139,007,498	\$143,631,847	\$148,371,805	\$153,230,263
State Aid	\$15,146,380	\$15,737,089	\$16,350,835	\$16,988,518	\$17,651,070	\$18,339,462
Local Receipts, One Time Revenue and Other Availables	\$22,774,978	\$22,502,354	\$22,929,722	\$23,369,318	\$23,821,496	\$24,286,622
<b>Total GF Revenues</b>	<b>\$168,015,773</b>	<b>\$172,735,380</b>	<b>\$178,288,056</b>	<b>\$183,989,683</b>	<b>\$189,844,372</b>	<b>\$195,856,347</b>
Natick Public Schools	\$74,977,311	\$77,601,517	\$80,317,570	\$83,128,685	\$86,038,189	\$89,049,526
Libraries (Morse, Bacon), Keefe Tech	\$3,842,310	\$3,944,888	\$4,050,289	\$4,158,594	\$4,269,884	\$4,384,243
Town (Public Safety, DPW, Admin, H&H, Committees)	\$36,925,448	\$37,600,957	\$38,238,600	\$38,891,310	\$39,559,506	\$40,243,618
Shared Expense	\$48,115,533	\$50,036,471	\$51,794,266	\$53,376,069	\$55,087,487	\$57,134,630
<b>GF Operating Expenses</b>	<b>\$163,860,602</b>	<b>\$169,183,833</b>	<b>\$174,400,725</b>	<b>\$179,554,658</b>	<b>\$184,955,066</b>	<b>\$190,812,017</b>
Other Expense (Capital, Assessment, Overlay etc)	\$4,154,788	\$7,053,440	\$7,077,521	\$7,102,041	\$7,127,011	\$7,152,441
<b>Total GF Expenses</b>	<b>\$168,015,390</b>	<b>\$176,237,273</b>	<b>\$181,478,246</b>	<b>\$186,656,699</b>	<b>\$192,082,077</b>	<b>\$197,964,457</b>
<b>Net</b>	<b>\$383</b>	<b>-\$3,501,893</b>	<b>-\$3,190,190</b>	<b>-\$2,667,016</b>	<b>-\$2,237,705</b>	<b>-\$2,108,111</b>

Forecast #1 assumes general revenue growth is 3.2% annually over this five year period and the NPS forecast is a 3.5% annual increase in the school funding. That figure is lower than what NPS is forecasting and we'll talk about that later (Forecast #2) In this forecast, you can see that the town is spending a little bit lower than the revenues it is taking in. The result (at the bottom) is that you are going to see a large increase for FY 23 that is due to the start of the rebuilding project to bring stabilization funds to our target amounts, a \$3 million expenditure split over five years. As you see, these are some pretty hefty deficits. In this forecast, revenues are slightly above expenses, so the deficit is going down but not very slowly and not enough to make anybody feel very comfortable with this path. To deal with this deficit, an operational override is one of the options we have and that's what I'll be talking about tonight, Mr. Townsend said he wants to make sure that everyone understands, whenever we talk about overrides, it is part of a plan that we would develop together with all the various constituent groups to meet this particular goal. One of those things is spending controls and freezing hiring to deal with this. Moving forward with an operational override is not an easy path forward for us.

# FORECAST - #1 5M OVERRIDE

	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
Tax Levy Change with adding \$1M each year	\$130,094,415	\$135,824,208	\$141,659,813	\$147,641,308	\$153,772,341	\$160,056,650
<b>Total GF Revenues</b>	<b>\$168,015,773</b>	<b>\$174,063,651</b>	<b>\$180,940,371</b>	<b>\$187,999,144</b>	<b>\$195,244,907</b>	<b>\$202,682,733</b>
<b>Total GF Expenses</b>	<b>\$168,015,390</b>	<b>\$176,237,273</b>	<b>\$181,478,246</b>	<b>\$186,656,699</b>	<b>\$192,082,077</b>	<b>\$197,964,457</b>
<b>Net</b>	<b>\$383</b>	<b>-\$2,173,622</b>	<b>-\$537,875</b>	<b>\$1,342,445</b>	<b>\$3,162,830</b>	<b>\$4,718,276</b>



	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
Tax Levy Change with adding \$5M on FY2023	\$130,094,415	\$139,824,208	\$144,759,813	\$149,818,809	\$155,004,279	\$160,319,386
<b>Total GF Revenues</b>	<b>\$168,015,773</b>	<b>\$178,063,651</b>	<b>\$184,040,370</b>	<b>\$190,176,645</b>	<b>\$196,476,845</b>	<b>\$202,945,470</b>
<b>Total GF Expenses</b>	<b>\$168,015,390</b>	<b>\$176,237,273</b>	<b>\$181,478,246</b>	<b>\$186,656,699</b>	<b>\$192,082,077</b>	<b>\$197,964,457</b>
<b>Net</b>	<b>\$383</b>	<b>\$1,826,378</b>	<b>\$2,562,124</b>	<b>\$3,519,946</b>	<b>\$4,394,768</b>	<b>\$4,981,013</b>

### 5M One Time in FY2023

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Prior Levy Limit	111,851,327	116,908,229	120,930,935	130,624,208	135,559,813	140,618,809	145,804,279
2.50%	2,796,283	2,922,706	3,023,273	3,265,605	3,388,995	3,515,470	3,645,107
New Growth	2,260,619	1,100,000	1,670,000	1,670,000	1,670,000	1,670,000	1,670,000
Override	0	0	5,000,000	0	0	0	0
Current levy limit	116,908,229	120,930,935	130,624,208	135,559,813	140,618,809	145,804,279	151,119,386
Debt Exclusion	9,262,380	9,163,480	9,200,000	9,200,000	9,200,000	9,200,000	9,200,000
Tax Levy	126,170,609	130,094,415	139,824,208	144,759,813	149,818,809	155,004,279	160,319,386
EXCESS		45,000	45,000	45,000	45,000	45,000	45,000
	126,123,698	130,049,415	139,779,208	144,714,813	149,773,809	154,959,279	160,274,386
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
ASF	639,148	639,148	639,148	639,148	639,148	639,148	639,148
Tax Rate	13.61	14.03	15.08	15.62	16.16	16.72	17.30
Tax	8,698.80	8,969.56	9,640.63	9,981.04	10,329.96	10,687.61	11,054.19
		271	671	340	349	358	367

### 1M Each Year

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Prior Levy Limit	111,851,327	116,908,229	120,930,935	126,624,208	132,459,813	138,441,309	144,572,342
2.50%	2,796,283	2,922,706	3,023,273	3,165,605	3,311,495	3,461,033	3,614,309
New Growth	2,260,619	1,100,000	1,670,000	1,670,000	1,670,000	1,670,000	1,670,000
Override	0	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Current levy limit	116,908,229	120,930,935	126,624,208	132,459,813	138,441,309	144,572,342	150,856,650
Debt Exclusion	9,262,380	9,163,480	9,200,000	9,200,000	9,200,000	9,200,000	9,200,000
Tax Levy	126,170,609	130,094,415	135,824,208	141,659,813	147,641,309	153,772,342	160,056,650
EXCESS		45,000	45,000	45,000	45,000	45,000	45,000
	126,123,698	130,049,415	135,779,208	141,614,813	147,596,309	153,727,342	160,011,650
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
ASF	639,148	639,148	639,148	639,148	639,148	639,148	639,148
Tax Rate	13.61	14.03	14.65	15.28	15.93	16.59	17.27
Tax	8,698.80	8,969.56	9,364.75	9,767.23	10,179.78	10,602.64	11,036.07
		271	395	402	413	423	433

To address Forecast #1 deficits, here is a possible \$5 million override where we contrast adding the \$5 million to the tax levy once in FY 23 vs. adding \$1 million to the levy each year from FY 23 to FY 27. One of the key considerations is how this will affect resident's tax bills and one of the ways to reduce the impact is to spread it out the override over a five-year period. This approach would put us back into the

black in FY 25, but we would have deficits in FY 23 and FY 24 and we would have to have a plan that would deal with those deficits by using one-time funds or cost reductions. By contrast, having one \$5 million override in FY 23 has a greater impact on reducing the structural deficit, but also would put a greater burden on the taxpayer. The average single family home is now \$639,148 in Natick and keeps creeping up and we're using that figure in our example. The red text under tax rate is the projected tax rate and the bottom line shows the result of the one-time \$5 million override. In the case of a one-time \$5 million override in FY 23, the impact on the taxpayer is \$671. As you know, this figure is compounded in each subsequent year. To give you an idea of the impact, you take the \$671 and add the 2.5% (Prop 2.5% maximum) and the tax increases of the one-year override are \$340 in FY 24, \$349 in FY 25, \$358 in FY 26 & \$367 in FY 27, a total of \$2,085. Contrasting that with the \$1 million per year scenario, the tax increases are \$395 in FY 23, \$402 in FY 24, \$413 in FY 25, \$423 in FY 26 & \$433 in FY 27, a total of \$2,066. At the end of the day, there is very little difference in the impact to taxpayers of a one-time \$5 million override vs. five \$1 million annual increases.

## FORECAST - #2

	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
Tax Levy	\$130,094,415	\$134,495,937	\$139,007,498	\$143,631,847	\$148,371,805	\$153,230,263
State Aid	\$15,146,380	\$15,737,089	\$16,350,835	\$16,988,518	\$17,651,070	\$18,339,462
Local Receipts, One Time Revenue and Other Availables	\$22,774,978	\$22,502,354	\$22,929,722	\$23,369,318	\$23,821,496	\$24,286,622
<b>Total GF Revenues</b>	<b>\$168,015,773</b>	<b>\$172,735,380</b>	<b>\$178,288,056</b>	<b>\$183,989,683</b>	<b>\$189,844,372</b>	<b>\$195,856,347</b>
Natick Public Schools	\$74,977,311	\$81,650,137	\$85,357,404	\$89,038,229	\$93,935,332	\$99,101,775
Libraries (Morse, Bacon), Keefe Tech	\$3,842,310	\$3,944,888	\$4,050,289	\$4,158,594	\$4,269,884	\$4,384,243
Town (Public Safety, DPW, Admin, H&H, Committees)	\$36,925,448	\$37,600,957	\$38,238,600	\$38,891,310	\$39,559,506	\$40,243,618
Shared Expense	\$48,115,533	\$50,036,471	\$51,794,266	\$53,376,069	\$55,087,487	\$57,134,630
<b>GF Operating Expenses</b>	<b>\$163,860,602</b>	<b>\$173,232,453</b>	<b>\$179,440,559</b>	<b>\$185,464,202</b>	<b>\$192,852,209</b>	<b>\$200,864,266</b>
Other Expense (Capital, Assessment, Overlay etc)	\$4,154,788	\$7,053,440	\$7,077,521	\$7,102,041	\$7,127,011	\$7,152,441
<b>Total GF Expenses</b>	<b>\$168,015,390</b>	<b>\$180,285,893</b>	<b>\$186,518,080</b>	<b>\$192,566,243</b>	<b>\$199,979,220</b>	<b>\$208,016,707</b>
<b>Net</b>	<b>\$383</b>	<b>-\$7,550,513</b>	<b>-\$8,230,025</b>	<b>-\$8,576,560</b>	<b>-\$10,134,848</b>	<b>-\$12,160,360</b>

One of the questions that arises when you look at the forecasted expenditures in Forecast #1 is whether a 3.5% increase in the NPS budget is realistic. NPS says it is not and Dr. Gray provided a forecast on their projections through FY 27 and this yielded Forecast #2. Forecast #2 is the same as Forecast #1 except that NPS averages out to a 5.5% annual increase for over this five year period and that pushes up overall spending to 3.5% to 3.6% vs. the 3.2% forecasted revenue increase. The effect of that is really devastating when you take a look at the bottom line because instead of having that gradual decrease, because you're bringing in more revenues, you having a gradual increase, because expenditures are still exceeding revenues. This model shows that Natick has a spending problem because, although revenues are fairly solid and we've got good new growth, expenses are exceeding our revenues. Based on the NPS projections, a \$5 million override will not solve the problem, so we modeled out a \$10 million override. Once again, the same rationale applies with the \$10 million override as the \$5 million override – we have to have some reductions or cost savings to get more bang for our buck.

# FORECAST #2 10M OVERRIDE

	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
Tax Levy Change with adding \$2M each year	\$130,094,415	\$136,824,208	\$143,684,813	\$150,716,933	\$157,924,856	\$165,312,977
Total GF Revenues	\$168,015,773	\$175,063,651	\$182,965,370	\$191,074,769	\$199,397,422	\$207,939,061
Total GF Expenses	\$168,015,390	\$180,285,893	\$186,518,080	\$192,566,243	\$199,979,220	\$208,016,707
Net	\$383	(\$5,222,242)	(\$3,552,710)	(\$1,491,474)	(\$581,798)	(\$77,646)

	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
Tax Levy Change with adding \$10M in FY2023	\$130,094,415	\$144,824,208	\$149,884,813	\$155,071,934	\$160,388,732	\$165,838,450
Total GF Revenues	\$168,015,773	\$183,063,651	\$189,165,370	\$195,429,770	\$201,861,298	\$208,464,534
Total GF Expenses	\$168,015,390	\$180,285,893	\$186,518,080	\$192,566,243	\$199,979,220	\$208,016,707
Net	\$383	\$2,777,758	\$2,647,290	\$2,863,527	\$1,882,078	\$447,827

Looking at the same two scenarios, but using \$10 million: a) \$2 million a year for five years (FY 23 – FY 27) or b) \$10 million in FY 23. If you want front-loaded the \$10 million and put it all FY 23, you're back into the black in FY 23, and your balance starts to decrease in FY 26 and much lower in FY 27 as you go out to FY 27, because expenditures are out-stripping revenues. One of the things that taxpayers ask is how long is your override going to last? Looking at this scenario, the stabilization rebuild project would be done by FY 27, so you will start to see more revenues towards the end of this period of time so that would allow you to extend the effect of your override longer than the five year period.

10 M One Time in FY2023							
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Prior Levy Limit	111,851,327	116,908,229	120,930,935	135,624,208	140,559,813	145,618,808	150,804,278
2.50%	2,796,283	2,922,706	3,023,273	3,265,605	3,388,995	3,515,470	3,645,107
New Growth	2,260,619	1,100,000	1,670,000	1,670,000	1,670,000	1,670,000	1,670,000
Override	0	0	10,000,000	0	0	0	0
Current levy limit	116,908,229	120,930,935	135,624,208	140,559,813	145,618,808	150,804,278	156,119,385
Debt Exclusion	9,262,380	9,163,480	9,200,000	9,200,000	9,200,000	9,200,000	9,200,000
Tax Levy	126,170,609	130,094,415	144,824,208	149,884,813	155,071,934	160,388,732	165,838,450
EXCESS		45,000	45,000	45,000	45,000	45,000	45,000
Actual	126,123,698	130,049,415	144,779,208	149,839,813	155,026,934	160,343,732	165,793,450

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
ASF	639,148	639,148	639,148	639,148	639,148	639,148	639,148
Tax Rate	13.61	14.03	15.62	16.16	16.70	17.26	17.83
Tax	8,698.80	8,969.56	9,985.48	10,325.89	10,674.81	11,032.46	11,399.04
		271	1,016	340	349	358	367

The impact to the taxpayer of the one-time \$10 million override is \$1,016 in FY 23, \$340 in FY 24, \$349 in FY 25, \$358 FY 26, and \$367 in FY 27, a total of \$2,430.

### 2M Each Year

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Prior Levy Limit	111,851,327	116,908,229	120,930,935	127,624,208	134,559,813	141,618,808	148,804,278
2.50%	2,796,283	2,922,706	3,023,273	3,265,605	3,388,995	3,515,470	3,645,107
New Growth	2,260,619	1,100,000	1,670,000	1,670,000	1,670,000	1,670,000	1,670,000
Override	0	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Current levy limit	116,908,229	120,930,935	127,624,208	134,484,813	141,516,934	148,724,857	156,112,979
Debt Exclusion	9,262,380	9,163,480	9,200,000	9,200,000	9,200,000	9,200,000	9,200,000
Tax Levy	126,170,609	130,094,415	136,824,208	143,684,813	150,716,934	157,924,857	165,312,979
EXCESS		45,000	45,000	45,000	45,000	45,000	45,000
Actual	126,123,698	130,049,415	136,779,208	143,639,814	150,671,934	157,879,857	165,267,979

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
ASF	639,148	639,148	639,148	639,148	639,148	639,148	639,148
Tax Rate	13.61	14.03	14.76	15.50	16.26	17.04	17.83
Tax	8,698.80	8,969.56	9,433.72	9,906.90	10,391.91	10,889.04	11,398.60
		271	464	473	485	497	510

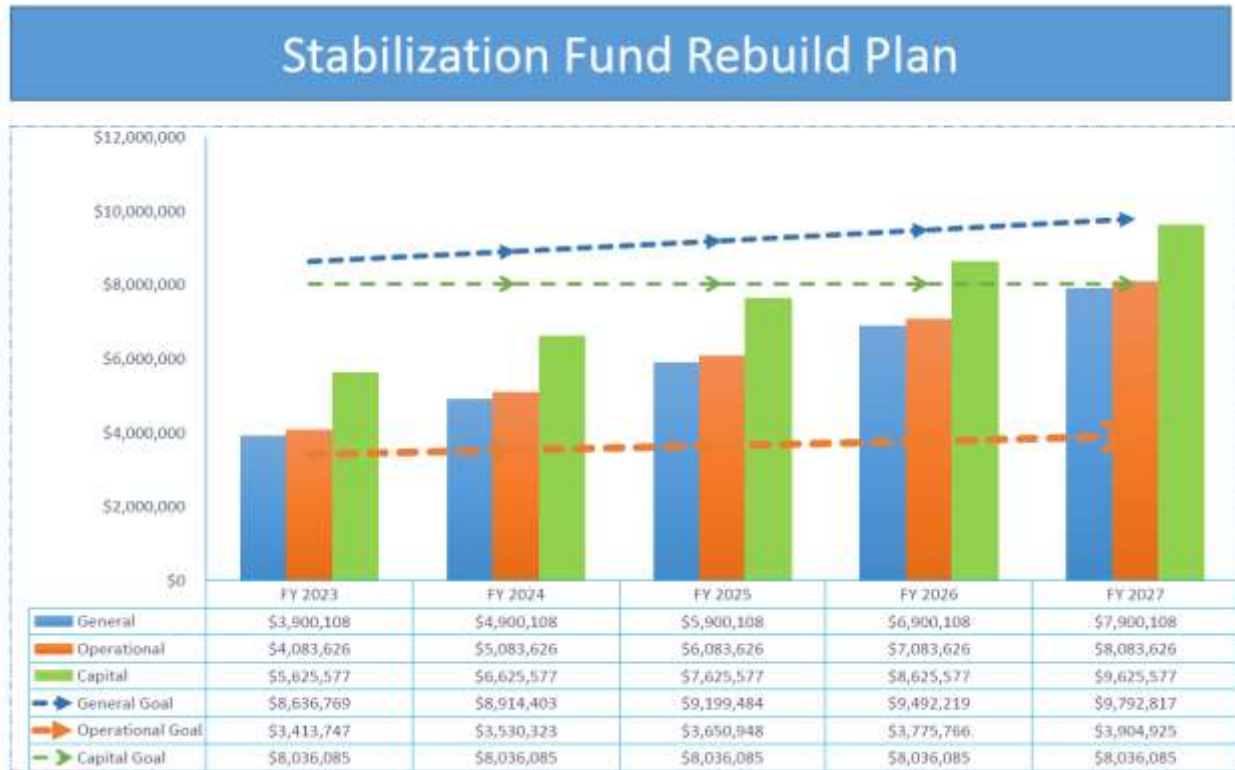
The \$2 million per year scenario over five year period and the impact to the taxpayer of the \$2 million per year is \$464 in FY 23, \$473 in FY 24, \$485 in FY 25, \$497 FY 26, and \$510 in FY 27, a total of \$2,429. Thus, the net effect is almost identical because of the compounding effect.

### Division of Local Services – Levy Capacity and Override capacity

Municipality	Fiscal Year	Levy Limit	Total Tax Levy	Excess as a % of Maximum Levy	Levy Ceiling	Override Capacity	Override Capacity as a % of Levy Ceiling	Total Assessed Value	Tax Levy as % of Assessed Value
Frammsham	2021	228,935,778	195,618,388	13.8	279,489,151	52,926,449	19	11,179,806,052	1.75
Natick	2021	126,170,609	126,123,699	0.04	231,674,686	114,766,457	50	9,266,987,430	1.36
Needham	2021	164,198,568	162,438,801	1.07	276,143,262	125,603,787	45	11,045,730,479	1.47
Newton	2021	376,815,528	376,720,819	0.03	804,829,020	431,153,258	54	32,193,180,800	1.17
Wayland	2021	79,628,236	74,069,812	6.98	98,996,248	24,437,630	24	3,999,449,900	1.85
Wellesley	2021	149,522,473	149,412,383	0.07	317,898,688	178,786,175	56	12,715,947,500	1.18

Municipality	Fiscal Year	Levy Limit	Total Tax Levy	Excess as a % of Maximum Levy	Levy Ceiling	Override Capacity	Override Capacity as a % of Levy Ceiling	Total Assessed Value	Tax Levy as % of Assessed Value
Natick	2017	103,992,635	103,922,288	0.07	192,591,342	93,889,745	48	7,703,653,670	1.35
Natick	2018	107,394,818	107,388,479	0.01	205,725,056	102,664,075	50	8,229,002,220	1.31
Natick	2019	111,530,486	111,381,076	0.13	219,083,154	111,797,963	51	8,763,326,170	1.27
Natick	2020	121,635,689	121,562,585	0.06	223,296,447	111,445,120	50	8,931,857,860	1.36
Natick	2021	126,170,609	126,123,699	0.04	231,674,686	114,766,457	50	9,266,987,430	1.36

Taxpayers may ask whether we can afford either of these override options. The Mass. State Division of assessment Local Services' Levy Capacity and Override Capacity shows that Natick can do this, should the residents so choose.



This slide shows what the town needs to do to rebuild its stabilization funds to get back up to our target numbers, per our financial management principles, using that \$3 million payment per year would allow us to reach our targets in FY 27. Once again, after FY 27, we could release some of those funds to use for other purposes, maybe operational purposes, to reduce some of those deficits you see at the bottom of those other slides. But once again, given the economic uncertainty that we will probably be facing in the future, it's prudent for us to replenish the stabilization funds.

Mr. Townsend concluded that this is their first look at a potential override to start the conversation and a lot of work and analysis has to occur to develop a detailed plan,

#### Questions from the Committee

Ms. Wollschlager said the reason we're discussing this forecast tonight is that it is an interesting discussion to have before we vote on the FY 22 budget and is the start of the conversation as Mr. Townsend said.

Mr. Linehan noted that the assessment single family (ASF) stayed the same over the five-year period and thought that the assessors reassess property values every three years. Mr. Townsend said that is correct, but they kept the ASF value to the same to simplify the analysis, but understand that ASF will likely be increasing.

Mr. Linehan noted that if the ASF increased at 8% per year, he believes that the revenue shortfall vs. expenses would be less than by keeping the ASF the same over the five-year period. Mr. Townsend said this raises a good question that I tried to stay out of for this analysis. That question is what the effect of



pandemic is on commercial real estate as well as residential real estate and that's something we need to consider in our next forecasting modeling since we have a single tax rate, we need to understand how it is distributed between the various sectors.

Mr. DeLuca opined that Mr. Townsend hit the nail on the head with his comment on the split between commercial and residential assessed value, noting that holding everything fixed, commercial and residential may raise the topic of a split tax rate. Further, commercial real estate has different aspects, such as office, retail, and industrial spaces and these have reacted differently during this pandemic. Mr. DeLuca asked whether the forecast model of levy capacity incorporated any bonded capital projects over the next five years within this with the override period because it will have an impact on levy ceiling. I know that there are unwritten rule percentages that bond rating agencies look at when they look at the levy capacity and how close a municipality is to its levy capacity. Mr. Townsend said that Mr. DeLuca's comments are correct and there are a number of different factors that will go into this, but once again, the objective was to keep this analysis very simple and then refine it so that we have a full understanding of our needs. The simple question is whether Natick can afford a \$10 million override and the simple answer is yes. Then you have to assess a multiplicity of factors to determine how large the override would need to be. Mr. DeLuca commented that he was shocked at the projections here of a 20% increase in the single family taxes over a five year period and is hoping that these numbers don't prove to be true, but it's possible that they might end up even higher, unfortunately.

Mr. Scurlock said he understands and respects the simplicity of the initial model and asked if the town plans to do a scenario three once the town knows what funds it might be getting as a result of recently passed legislation by Congress to help local governments and schools and the impact that that would have on the use of one-time funds to meet budgetary needs that would reduce the funding required to rebuild the stabilization fund balances. Mr. Townsend said that is an excellent question, but noted that government assistance is also one-time funding, so we need to have thorough analysis of this. Once we have a better handle on the assistance we will get, then we can assess whether we need an override now or if we won't need to rebuild our stabilization funds as much because we can by shift some of our funding for COVID things onto this grant funding from the feds. We know that we have a structural deficit and might be able to cover this using one-time funds. This is an ongoing discussion of how we need to plan to address the structural deficit and when we know we will need to address it.

Mr. Scurlock also noted that Mr. Townsend should double check the FY 22 number with Dr. Nolin to make sure that is the current number.

Mr. Coffey asked whether the town is going to consider contingency plans should the override not pass, noted the negative impact on households where some people have lost jobs had to dip into their savings. Mr. Townsend said they are developing contingency plans to carry us through FY 23 and FY 24. In the event that that override was not passed. In any override discussion, there is a component of what services may be cut.

Mr. Coffey asked whether the derivation of 3.5% increase in expenditure is realistic. Mr. Townsend said, historically, the town side increases about 1.75% per year and the 3.5% was developed to incorporate the future NPS expenditures. We know that the NPS increases have been greater than that in recent years, but we were trying to look at what happens when the expenses overtake the revenues, what happens to your deficits? So, it's partly based on making certain that we show things in the models so people can understand what the net effect is, while also trying to keep it somewhat realistic.

Mr. Coburn asked were there any explicit assumptions made in terms of number of additional personnel or is it just a flat percentage increase on existing budgets. Mr. Townsend said they forecast level services and did not forecast an increased amount of hiring, additions of new buildings or things like that.

Ms. Wollschlager asked whether the forecast takes into account the existing capital plan when looking at this in terms of expenses, taking into account things that might be coming off the debt schedule or other factors, etc., Mr. Townsend said it was level spending level, which he acknowledged is not realistic, and said it is correct that they need to account for large projected capital expenses as well as fluctuation in debt service when things fall off the debt schedule. This wasn't incorporated into this initial forecast.

Mr. Gillenwater asked whether the model is in addition to the \$1 million that's getting disbursed directly to the schools for stuff that's not on the capital plan, namely debt service. Mr. Townsend said town administration hopes and plans that this will be adjusted at 2021 FATM and that we will be able to put the \$1 million back into the Capital Stabilization Fund in the fall.

#### Questions from the Public

Ms. Kate Flathers asked for clarification on the question about the potential federal funding in the models. The first pie chart has a lot of one-time funding and the second reduces the usage of one-time funding. Ms. Flathers asked if the general expectation is that reducing the usage of one-time funding would help with the stabilization funds and how those federal funds would help. Do you expect from what you've had that those federal funds would add back into this same pie chart of funded positions and potentially grant-funded positions. Mr. Townsend said that the town is still getting details on the second wave of funding from the federal government. So far, we know that there are some particular funds designated for schools and school operations and that will hopefully address some of the concerns that the schools have with reductions in their circuit breaker funds and other one-time monies that they rely on. Overall, we're hopeful that with regard to COVID expenses, we will be able to employ these federal funds to address that and redirect some of that money back into our stabilization ponds.

*Mr. Linehan moved to close the public hearings, seconded by Mr. Evans, voted 10 – 0 – 0*

#### Roll-call vote:

Mr. Coburn = yes	Mr. Linehan = yes
Mr. DeLuca = yes	Mr. Pope = yes
Mr. Evans = yes	Mr. Resmini = yes
Mr. Gillenwater = yes	Mr. Scurlock = yes
Mr. LaFleur = yes	Ms. Wollschlager = yes

#### Meeting Minutes

##### March 9, 2021

Ms. Wollschlager moved to approve, as amended, seconded by Mr. LaFleur, voted 10 – 0 – 0

#### Roll-call vote:

Mr. Coburn = yes	Mr. Linehan = yes
Mr. DeLuca = yes	Mr. Pope = yes
Mr. Evans = yes	Mr. Resmini = yes
Mr. Gillenwater = yes	Mr. Scurlock = yes
Mr. LaFleur = yes	Ms. Wollschlager = yes

##### March 11, 2021

Mr. Linehan moved to approve, as amended, seconded by Mr. Scurlock, voted 10 – 0 – 0

#### Roll-call vote:

Mr. Coburn = yes  
Mr. DeLuca= yes  
Mr. Evans = yes  
Mr. Gillenwater = yes  
Mr. LaFleur = yes

Mr. Linehan = yes  
Mr. Pope = yes  
Mr. Resmini = yes  
Mr. Scurlock = yes  
Ms. Wollschlager = yes

### March 16, 2021

Mr. LaFleur moved to approve, as amended, seconded by Mr. Pope, voted 10 – 0 – 0

#### Roll-call vote:

Mr. Coburn = yes  
Mr. DeLuca= yes  
Mr. Evans = yes  
Mr. Gillenwater = yes  
Mr. LaFleur = yes

Mr. Linehan = yes  
Mr. Pope = yes  
Mr. Resmini = yes  
Mr. Scurlock = yes  
Ms. Wollschlager = yes

### Committee and Subcommittee Scheduling

Ms. Wollschlager thanked Mr. Coburn who volunteered to be the Finance Committee representative on the Charles River Dam Advisory Committee.

Ms. Wollschlager said that we would be reviewing capital at the March 25 meeting and suggested that the Committee send questions ASAP on the capital budget to Mr. DeLuca to send on to Mr. Errickson.

Mr. Scurlock said that the Education and Learning Subcommittee will meet on Monday March 29 at 8:30 PM to vote on the NPS budget.

Ms. Wollschlager noted that the Finance Committee meeting on March 30 will begin at 8 PM after the polls close following the local election and we're hoping to tackle the Omnibus Budget that night. Ms. Wollschlager noted that the Committee has a lot to cover in our three remaining meetings, and is confident that we will be able to vote the NPS budget on March 30 - it's being presented tomorrow (March 24) at the Select Board meeting and then the School Committee is voting on it on Monday March 29.

Mr. Linehan moved to adjourn, seconded by Mr. Evans, voted 10 – 0 – 0

#### Roll-call vote:

Mr. Coburn = yes  
Mr. DeLuca= yes  
Mr. Evans = yes  
Mr. Gillenwater = yes  
Mr. LaFleur = yes

Mr. Linehan = yes  
Mr. Pope = yes  
Mr. Resmini = yes  
Mr. Scurlock = yes  
Ms. Wollschlager = yes