

# ***TOWN OF NATICK***

## **Meeting Notice**

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

### **Natick Finance Committee**

School Committee Room, Town Hall  
Open Session Begins at 700 Test Agenda

March 14, 2017 7:00 PM

#### **Agenda**

1. Public Concerns/ Comments
2. Meeting Minutes
  - a. February 2 2017 Meeting Minutes for Review & Approval
  - b. February 7 2017 Meeting Minutes
3. Old Business
  - c. Finance Committee Future Meeting Schedule with Proposed Agenda's
  - d. FY 2018 Budget Reconciliation
  - e. Re-consideration of Employee Fringe Benefits
4. New Business
  - f. Article 36 - Assisted Living Option Overlay District (ALOOD) (2)
  - g. Article 41 - Amend Zoning By-Law to Create an Independent Senior Living Overlay Option Plan/Elderly Family Residence Living Option Plan
  - h. Article 33 - Amend the Natick Zoning By-Law to Include a Definition for Special Care Residence
  - i. a) Initial Draft of the Finance Committee Recommendation Book – review and discussion
5. Adjourn

*The Finance Committee will make every reasonable effort to update this agenda if additional information is provided subsequent to the initial posting. The Finance Committee reserves the right to consider items on the agenda out of order. Any times that may be listed on the agenda are estimates provided for informational purposes only. Agenda items may occur earlier or later than the stated time.*

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**ITEM TITLE:** February 2 2017 Meeting Minutes for Review & Approval  
**ITEM SUMMARY:**

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**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
February 2 2017 Meeting Minutes	3/10/2017	Exhibit



## 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: February 2, 2017**

The minutes were approved through the following action:

Motion:

Made by:

Seconded by:

Vote:

Date:

Respectfully submitted,

Bruce Evans

Secretary

Natick Finance Committee

**NATICK FINANCE COMMITTEE MEETING MINUTES**

**February, 2, 2017  
Natick Town Hall  
School Committee Meeting Room, Third Floor**

This meeting has been properly posted as required by law.

**MEMBERS PRESENT:**

Patrick Hayes	Mike Linehan	David Coffey
David Gallo	Linda Wollschlager	
Bruce Evans	Dan Sullivan	
Rich Sidney	Ed Shooshanian	

**MEMBERS ABSENT:**

Cathi Collins	Jerry Pierce	Jim Scurlock
Cathy Coughlin		

**Agenda**

**1. Citizen's Concerns**

**2. Old Business**

- a) Future Meeting Dates/Scheduling --- FY 2018 Budget & Sub Committee Hearings
- b) Warrant Article Questionnaire(s) --- Updates and Discussion
- c) Guide To Bringing An Article To Town Meeting --- Updates and Discussion
- d) Submitted Questions Tracking worksheet --- updates as necessary
- e) Documents & Data Requests--- updates as necessary
- f) Possible Finance Committee sponsored Warrant Article(s)

**3. Public Hearing: Town Administrator's Preliminary FY 2018 Budget**

- a) Community & Economic Development
- b) Emergency Management
- c) Parking Enforcement
- d) Police Department
- e) Fire Department

**4. Adjourn**

Please note the committee may take the items on this agenda out of order.

Patrick Hayes, Chairman

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SUBMITTED BY

Bruce Evans 3/3/2017 6:37 PM

**Deleted:** Bruce, is it necessary to document the following opening paragraph from Mr. Hayes, as it is a recap of the agenda, should I go right to Citizens' concerns and open to public hearing?

**ATTACHMENTS (Located on NovusAgenda):**

Description	Upload Date	Type
FinCom Meeting Notice and Agenda for February 2 2017	2/2/2017	Cover Memo
Section VII - Admin Support Svces	2/2/2017	Exhibit
Section IV - Public Safety	2/2/2017	Exhibit
Fire Department FY17 YTD against Budget	2/2/2017	Backup Material
Questions and Answers for Fire Dept Budget FY18	2/2/2017	Backup Material
QUESTIONS RE EMERGENCY MANAGEMENT, PARKING ENFORCEMENT, POLICE A 013117	2/2/2017	Backup Material
Public Safety Questions B 013117	2/2/2017	Backup Material
Public Safety Questions	2/2/2017	Backup Material
Fincom Spring 2017 Hearing Schedule_V11.0 01312017	2/2/2017	Exhibit

**Citizens' Concerns:** None

**Mr Sidney moved to open public hearing for the FY18 Preliminary Budget, seconded by Mr. Evans, Vote 9- 0- 0**

**Community and Economic Development Department FY18 Budget:**

FinCom Meeting Notice and Agenda for		Cover Memo
Mr. Erickson (Director of Community and Economic Development): Community and Economic Development department consists of multiple divisions who perform these functions:		Exhibit
Section VII - Admin Support Svces	2/2/2017	Exhibit
Section IV - Public Safety	2/2/2017	Exhibit
Fire Department FY 17 YTD against Budget	2/2/2017	Backup Material
Questions and Answers for Fire Dept Budget FY 18		Backup Material
QUESTIONS RE EMERGENCY MANAGEMENT, PARKING ENFORCEMENT, POLICE A 013117	2/2/2017	Backup Material
Public Safety Questions B 013117	2/2/2017	Backup Material
Public Safety Questions	2/2/2017	Backup Material
Fincom Spring 2017 Hearing Schedule_V11.0		Exhibit

• Short- and long-range planning (including long-range transportation planning)

• Administering land use regulatory boards in town, including the Planning and Zoning Boards as well as the Appeals and Conservation Commission

For building permitting and inspections, we have the town's Building Commissioner and full- and part-time inspectors. We also work with many citizen groups and committees in town such as Parking Committee, Economic Development Committee and Natick Affordable Housing Trust. In the building department we have the Building Commissioner, two full time building inspectors, a plumbing inspector, and an electrical inspector. Those are typically the same person or two people that we have in each specialty as well as people on call in case those inspectors were not available. We do not have enough inspections to justify full-time so these are part-time positons. In the other side of the department we have the Director and a Senior Planner who covers a lot of the interdisciplinary work I mentioned about housing and community development as well as helping out with economic development and short-/long range-planning. We also have a Conservation/General planner, a full time position. Providing administrative support for the entire department including the building and inspections as well as the

three land use boards, are three administrative assistants headed by our Chief Planning Assistant along with two full time administrative assistants. At times, we have a part-time admin who helps out because we process a lot of paperwork. They are able to administer the Planning Board and Zoning Board, which is a full time job in itself, as well as processing permits and answering questions on the basic permitting process. FY18 budget breakdown:

- Personnel services salaries
- Compensation for supervisory and operational staff (longevity payments)
- Non-personnel regular expenses (fairly level funded)

There were a couple of regular expenses that were adjusted upwards to be more consistent with past years, for example, communication and postage. WE increased communications and postage by \$4,200 because the 2015 and 2016 year actuals were closer to that figure. This is largely because inspectors need to purchase new inspection booklets this year and next year we're required to have physically in-house. . Over the last year, we've gone through staffing changes and now are fully staffed. This past calendar year, we lost a long-time Conservation Agent who retired. That allowed us to hire a new fulltime Conservation Agent. Our Housing/General Planner resigned, which allowed us to shift that position to be the more general Senior Planner position and the Housing Planner position. Also, one of our admin assistants recently resigned and that position have also been filled. There has been no turnover on our inspectors.

#### **Questions on Community and Economic Development FY18 Budget:**

Questions from the Committee:

**Mr. Linehan:** Can you confirm that the part-time Assistant position is filled - on the organizational chart, it shows as vacant.

**Mr. Erickson:** That position is filled, but is not full-time (approximately ten hours per week) or benefitted, so I will adjust that.

**Mr. Sullivan:** Am I to My understanding is that the FY17 budget is the first year your department has really begun to tackle some of the issues related to the Master Plan and current Natick 2030+ program? Can you give me some context for the workload demands that this is placing on the department relative to the standard processes of operating the department. On a week to week basis? How is the master plan work affecting your operations?

**Mr. Erickson:** Correct. In FY17, the first half of the year had an initial ramp-up that had a fairly large impact due to lack of staff. Aside from me, I only had a senior planner and then had a vacancy in that position that has since been filled, but the Master Plan work took a good portion of my time, approximately 20-50%. Because our consultants were doing a lot of their own work, it did not consume a lot of our time. We are getting back into it consuming a chunk of both my time and the senior planner's time. I would say it will average 15% of our workload because it is such a major project. It is an average as the senior planner may spend more time on it than I will because we have a significant number of other projects going on that I need to ensure, such as the Cochituate Rail trail, Route 27

roadway corridor work which has time requirements and timelines from the Mass DOT to ensure we do not lose out on those construction funds. We have also been doing some other targeted work for the community and just administering the Planning Board and other Boards regulations. It's going to be a bit of a juggling act over the next three months or so while we move into a more active role for staff in that project for me to really know how it is going to impact the overall time commitments of both me and the senior planner. We are both equally committed to the project, but equally sharing our time on the project and it is not going to be an overburden for one staff person at the detriment of something else.

**Mr. Sullivan:** We funded the consultant to come in and do the work; as we move on to the next phases, will there be additional expenditures in future budgets that will be required to complete that project?

**Mr. Errickson:** According to the budget and contract for the consultant, I don't anticipate any additional cost unless we see something coming out from the public saying we really need to do X, Y, Z. Based on the scope of work we have under contract and the budget we have, I do not anticipate any additional costs. However, there could be action steps once this plan is complete and we actually have a vision and a set of action steps to implement it for the next three- to five- to twenty years. There could certainly be some things from those actions that the community might decide they really need to hire someone to do or we should probably get a consulting team to do or we need a custom team to invest. It is premature for me today to say what that is going to be like. The process has been going well - we had very good participation on November 29<sup>th</sup>, a large scale community meeting where we wrapped up some of the engagements we had to do for the existing condition analysis and start to move into the outreach process. About 180 people attended on a rainy Thursday night. We surveyed the attendees, over 95% of people were homeowners and 75% were over the age of 55. We feel we were not yet reaching a diverse group of the Natick population, so along with wrapping up the existing condition reports which because of the complexity of those reports are very extensive and took longer than anticipated to complete, we are working to expand outreach to engage families and renters. We are targeting out so they are more aware of the process, not necessarily to say we are going to go to you for the next phase. It is more of us saying can we come to your board meeting or can you help us e-blast information on these upcoming meetings or can you help us get the information out. Eventually, we'll do online survey and engagement work. We want to make sure we have a good base of contacts to reach the diverse population. We have been able to put advertisements in papers and various circulars in town. We did a round of surveys after the first meeting and 300-400 responded which was a decent amount. We have about 600-800 people on our email list. The next phase is getting the exiting condition report out to the public and having people read and understand. As we do more do more targeting outreach we will see more engagement and energy going into the process.

**Mr. Sullivan:** As part of outreach, I suggest the Natick's Moms group on Facebook a very good way to communicate with about two-thirds of the population of Natick. The conversations are already taking place so you may as well participate in them.

**Mr. Errickson:** The Planning Board established a Master Plan Advisory Committee to help with some of the engagement outreach. There are some Natick moms who are part of that committee and as we move on to the next round they are active and posting things on the Natick's Mom's boards.

**Mr. Coffey:** Given the heavy load on your staff do you have any concerns on upcoming projects on the horizon added to your workload such as the downtown parking garage and Kennedy Middle School?

**Mr. Errickson:** I am closely involved in managing all those projects to ensure we have the staff and am working closely with the Town Administrator to assure the appropriate resources are put towards those projects.

**Mr. Coffey:** In the development process, how early do you discuss public safety assessments?

**Mr. Errickson:** As early as possible. Much depends on the applicant as sometimes they do not let me know they are coming in until they submit an application. I've work with a lot of the representatives of applicants and have advised them that prior to submitting an application; they need with me if it is something that is going to generate some of these questions and to have a pre-development meeting with department heads or key departments. It is usually, aside from me, the Building Commissioner, Police, Fire Departments, Board of Health, depending on what is happening at the property and other departments that are central to the review process such as the Conservation Commission for example. The Engineering department of DPW is always involved and this is usually done before an application is submitted to any board in town.

**Mr. Evans:** Regarding document archiving project - how is the Community Development department is moving forward on that? Can you comment on what the phasing in timeframe may be?

**Mr. Errickson:** That is an initiative we will be doing in FY18. Town Meeting appropriated funding for us to put in a new filing system which is one step of a multi-step process. Prior to that, the town implemented an electronic permit tracking system that allows for the inspectors and other departments to comment on those permits, For example, the Fire Department can review all the details and confirm they are compliant. Inspectors in the field have access to all that information including pending approvals of committees, the final site plan, which they can review and not need a stack of papers with them. That is one step of this archiving system. From about the past 2.5 years, every permit that has been submitted at the building level has been entered electronically. We're adding on to that system with Planning Board, Conservation Commission, and Zoning Board of Appeals, so we can take that one step earlier to make it all. There next step that has not advanced to town meeting is to take all of our files and make them electronic. We have not advanced that yet. We need to have a better organizational system for the existing files. At the last fall town meeting there was an appropriation to fund an organizational system similar to what the Town Clerk's office has already done. It is a space saver, as well, a complete revamp of the organizational system. We are using that opportunity to go through our files and really try to determine what we do not need and re-organize in a way that makes sense for the department to improve our space and organizational needs, but reduce our response time for requests from the community.

**Mr. Hayes:** I would like to read a question from a member who is not here tonight. During the January 18<sup>th</sup> Planning Board meeting there was a discussion amongst members of staff and planning board members about bringing in a consultant to assist with the Zoning bylaw re-codification. Can you tell us what that may be and is this budget in front of us enough to cover whatever you are contemplating or will you need a warrant article to pay for it?

**Mr. Errickson:** When I started, funds were appropriated that were not part of the department's line item that carried over year-to-year. The Zoning by-law re-write process, some of that funding was also used for legal review. We hired Kopelman and Paige , one of the largest municipal law firms out of Boston to do a review of the then proposed new zoning by-law compared to the then existing by-law to



identify inconsistencies, things that have changed and the like. Fast forward to today, we did that review and we found things that we corrected and we also found other things that needed to be adjusted. The planning board and the staff are back to a point where we are ready to move forward with bringing forward that re-codified by-law, however we know there are still going to be those questions about what could be perceived as “new” vs. “old”. The discussion on the planning board was what is the level we want to do that review, similar as before where Kopelman and Paige does an analysis of anything that has changed between the new current drafts vs. the new current version by-law or taking it further and do a full on red-line version of the old to the new. After studying this, we are not sure if there is a firm that could do that. My concern with doing that red-line version is it can be a very high cost item. Instead, we could re-engage Kopelman and Paige, as they have done this for us before and do it for a much more reasonable cost. If we go the route of doing peer review again, I would not see any impact on this budget or see the need for additional funding. If we were to do the other approach, I do think there would be a need for incremental budget. I cannot quantify that cost as we do not know who to ask to do the other approach.

***Mr Sidney moved Favorable Action on the subject for the Community and Economic Development FY18 Budget in the amount of 884,695.00, seconded by Mr Linehan, voted 9 – 0 – 0***

**Mr. Sidney:** My experience with this and department is that it is extremely well run. There has been a lot of struggle over the past few years; they manage a lot of development and have a lot of responsibility between the different boards they report to and I think they do a great job. I’m confident that they will use this budget wisely.

**Mr. Errickson:** Thank you. My staff is fantastic - for the amount of work we do they are amazing. The Building Department, including Planning and building permit and CO fees brought in about \$1.5 to \$2 million dollars, and we are on pace to that again this year.

#### **Emergency Management FY18 Budget:**

**Chief James Hicks (Chief of Police):** Joining me this evening is Lt. Leo Fitzpatrick, our long time budget oversight who works closely with my Sr. Executive Assistant Mary Lou Watkins who will be presenting most of the budget this evening. Lt. Fitzpatrick has been promoted and has additional duties, so will be phasing out of budget oversight.

#### **Emergency Management Budgets:**

**FY2013:** Increased to \$35,600 in recognition of the increased requirements of and the necessity for emergency planning. Most of this budget has been used to pay for the town’s CodeRed Emergency Notification System. The remaining funds are used for trainings and equipment necessary to augment the town’s critical incident capability.

**FY2016:** Restructured to include a personnel services line item to allow for training of a current staff of the town of Natick to account for trainings and responsibilities that are required on Local Emergency Planning Committee (LEPC) members on off-duty time that are not directly related to their job responsibilities. No staffing was added.

**FY2018:** Our department does not request any additional appropriation for emergency management. We request a total appropriation of 35,600.

**Mr. Hayes:** As a note, the total budget for FY2018 is 35,600... There is a line item for personnel services of \$5,000 with an operating expense line item for \$30,600.

**Questions on Emergency Management Budget:**

**Mr. Sidney:** When someone off-duty requires some of this training, are they paid standard or overtime rates? Is there typically a lot of time in here for this training? This fund would pay Fire as well as Police personnel?

**Chief Hicks:** In this case, they are paid overtime rates. Not a lot of time for training is required, most of the time those participating from the Emergency Planning Committee are on duty. The few who participate on shift, mainly from the Fire department who are on shift. However, if we have an event on a day on which they are off, they will be paid overtime out of this. If we have a staff from Fire Department and it is their day off, they will be paid overtime. It pays anyone in our emergency planning who is on overtime with many departments involved: Fire, DPW, Health Department and Facilities management department.

**Ms. Wollschlager:** In the narrative, you mentioned some of the budgets are supplemented by grants that you expect to continue this year. How many in grants are we currently receiving and do you still expect that to continue since you prepared this document?

**Chief Hicks:** I expect it. The total amount usually comes out of the state through MEMA. The Massachusetts Emergency Management Association has been pretty consistent right around \$12,000 per year that is available for us for emergency management. I hope it will remain that way moving forward.

**Mr. Hayes:** As a follow up to that question, when you do receive those grants when do you generally know when you will get them and know when you will receive the funds? Are they DHS?

**Chief Hicks:** Most the grants that come in through the state are from the federal government. The state applies to the government for grants that are made available to state to state. The state divides it up among all communities. It is usually based on the federal fiscal year. We usually get applications around October, November, sometimes December, and January. By the time the applications are due, we will know the funding or we will get contracted right around July or August. For this fiscal year, we are contracted for funds in July and August. Some is Homeland Security (DHS), but we do not receive DHS money funds as they go to Executive Office of Public Safety and Security which is Boston and it goes to regional homeland security locations throughout the state that distribute grants for different projects.

***Mr Sidney moved Favorable Action on the subject for the Emergency Management in the amount of \$35,600, seconded by Mr Linehan, voted 9 – 0 – 0***

**Parking Enforcement FY18 Budget:**

Personnel Services for parking enforcement: Increase of \$865 based for the same number of hours of coverage and based on the top step personnel in FY18. It is 52 weeks at 48 man hours a week for 2,496 hours. The top step rate for FY18 is \$21.85 per hour. Total salaries for parking enforcement FY18 of \$54,560.

**Operating Expenses:**

Increased \$4,100, of which \$3,000 is an increase on the lease to St. Patrick's parking lot. At this time, the lease has not been negotiated but we appropriate it for a 3% increase. The town will pay \$56,308 for FY2018.

Parking Collection services Increased by \$3,000 This is based on new parking management software which will cost \$14,000.

Total expenses for \$85,808. The total appropriation for parking enforcement of \$140,368 for FY18. \$54,560 for salaries, \$85,808 for operational expenses.

**Questions on Parking Management Budget:**

**Mr. Sidney:** For clarification, on the lease payment for St. Patrick's church, according to the book the increase is \$1,104, not \$3,000. That is a 2% increase budgeted. For confirmation, it is 2% in the book, not 3%.

**Ms. Watkins:** That's correct

**Mr. Sidney:** Do we re-lease that every year or is it a multi-year lease?

**Chief Hicks:** It is a three year lease and we just started the final year in FY17. It has not been negotiated so we plan on a 3% increase for next year.

**Mr. Sidney:** For parking collection service, you state you have a contractual agreement with the Treasurer Collector in Natick for collection of delinquent parking tickets and are using new software.

**Chief Hicks:** It will be a combination of both. The old process was a manual transfer of data to the Deputy Collector. With the new software, when a parking violation citation is made, it will automatically be sent to the Collector and they can change the status to paid or delinquent and take follow-up actions.

**Mr. Sidney:** Is that like an inter-departmental transfer money as in expenditures and who do we give it to? It appears as if you are paying it to someone who is on salary for the town.

**Chief Hicks:** No, we expend what you see as part of the budget. From an enforcement perspective, we have a frontend responsibility for the care and maintenance of all the meter equipment and the issuance of citations and parking tickets. Once the parking tickets are issued and sent over to town hall, they take over the process so the collection, payments, follow up which includes delinquent payments. I am not sure of that process or where those funds go, but we don't see any of that. All we see and manage is the front-end. We do not transfer anything at all including interdepartmental.

**Mr. Sidney:** I suggest we treat this as a takeaway. It is not a huge change to the budget other than the software. Let's get clarification of what that money is being used for because the way it is worded in the

book seems like we are giving the Deputy Collector money from the Police budget. We are either giving extra money or transferring money. I suspect it is going for a contracted service in that department. Let's correct the text so it is clear who is getting paid for what and why. This has been going on for years and is not a change, but the words do not represent what is actually happening.

**Ms. Wollschlager:** As a follow up to Mr. Sidney's question is teethe \$14,000 just for software or does it include some part of collection?

**Chief Hicks:** It is going to include collection software to help us with the collection. When the BOS put together the Parking Advisory Committee to begin looking at parking downtown, one of the things realized was that there was not a clear method of reporting citations - most of it was entered by hand and had to be re-entered for collection purposes. There was not a direct connection between the enforcement side and the collection side. There also was not a good process in place to collect old debt so citations that were 21 days past due or much longer, the current vendor was not aggressively looking to collect those fines. When the town reports to the Registry of Motor Vehicles that you have delinquent parking tickets, you cannot renew your vehicle registration until you pay for the delinquent tickets. You need someone on the town side to report that information to the Registry and the past vendor we had was not doing that. We felt they could in order to better collect on those past debts. The new group we just contracted with will do this front to back. When we issue a citation it will automatically go into software and automatically transfer electronically to Collections in Town Hall collections will have that on record. Someone who wishes to pay with credit card or come in and pay their ticket five minutes after they receive it, it will be there for collection. In addition too, part of the contract is that they will assist the town through their services that once they hit that 21 day point, where they have to pay, Collection can automatically generate the notice to their delinquent operator to say you have 21 days past due and you have a fee on top of that and then they allow that to be collected. Within 30 to 60 days past they report it to the Registry and they will send out a second notice. If it is not done they will also be sending out notice to do the collection so upon the collection end, the back end, the software will be easier to manage. In addition to helping us streamline the reporting process to collections, the ability to pay with credit cards will also help us better collect delinquent fines. As part of the contract, the vendor will look back to our current delinquencies of up to 2 years and collect those fees. The software is much more comprehensive and brings together the collection front end to back end.

**Ms. Wollschlager:** Is this software something that is contracted for a limited amount of time, do we own it, is it an online service, how does it work and what is the cost?

**Chief Hicks:** It is an annual contract with the vendor and the total cost is \$14,000.

**Mr. Linehan:** Do you know what our annual recap is on parking tickets?

**Mr. Hayes:** It is on page II.22, revenue section. If I am correct, the recap for FY17 is \$120,000 and the preliminary for FY18 is \$140,000.

**Mr. Linehan:** Has the conversion to parking kiosks increased efficiency or is it basically the same as with the individuals who are checking them?

**Chief Hicks:** As far as managing parking lots with large amount of spaces, it is more efficient than managing the individual parking meter. It's easier to enforce and more efficient to have one location

that manages twenty spots opposed to twenty parking meters that require maintenance and someone to empty the cash box regularly. However, there are additional costs that go with the kiosks. The Selectmen wanted the ability to pay by credit card at the kiosks. This requires back-end service to process credit cards, which means there is a fee for every credit card transaction processed... Also, each kiosk has a modem to transmit information so there are additional monthly costs. That is part of our evaluation as it has only been one year. During that year, we made some changes to our modem charges such as data space, which we have cut back on since finding we did not need as much space. Mr. Townsend brought up the cost of using credit cards. It has not even been half a year and we do not have enough information at this time as we do not do collections during the holiday season and during the summer all collections are way down. We have only had a few solid months to do review some data. By this time next year, we will probably have more sense of where the efficiencies are and where the additional costs will be.

**Mr. Sullivan:** As a follow up to revenues, I am looking at the II.22 and I see a line item for fines but none for revenue generated through routine parking for meters and kiosks. Is there a line item for those or are they included in fines?

**Chief Hacks'** have a report given to me from Mr. Townsend where it does break it down. FY2016 actual collections from the parking meter revenues were \$103,507, from kiosks \$12,807 and parking (business) passes sold \$109,824. We have prepaid parking cards which can be used at kiosks which we are trying to promote better, which was about \$4,553. Commuter parking passes was \$63,473. Total revenues are \$447,445.

***Mr Sidney moved Favorable Action on the subject for Parking Enforcement FY18 Budget in the amount of \$140,368 , seconded by Mr Evans, voted 9 – 0 – 0***

**Police Department FY18 Budget:**

**Ms. Watkins:** The police department is comprised of personnel represented by four unions:

- Superior Officers
- Patrol Officers
- Patrol Safety Dispatchers
- Clerical

For FY18, the clerical union's salary line appropriations are based on the current collective bargaining agreement. All other contract agreements expired at the end of FY2015; therefore salary line items for superior officers, patrol officers, public safety dispatchers are based on FY2015 rates. Non-union personnel merit increases for the Senior Executive Assistant, Animal Control Officer, School Crossing Guards and Chief of Police are based on FY17 rates. Department's overtime line items also reflected FY2015 rates with the exception of the clerical union.

**Staffing:** Eighty-two positions which is 72.73 FTEs are:

- One chief of police,
- Four lieutenants,
- Eleven sergeants,
- Forty-one patrol officers,
- Ten public safety dispatchers,
- One animal control officer,
- Eleven crossing guards and
- Three non-uniform clerical department members

The Police department requesting an appropriation of \$6,392,624 for salaries. On expenses we made some minor adjustments to a few line items based on some yearly averages and requested an increase on two line items: in-state travel by \$1,000 and dues and subscriptions by \$3,000. To offset these increases, we reduced communications and teleprocessing by \$4,000. FY18 total operating expense request was \$20,000 higher than FY2017 based on the following: The assessment center that was appropriated for \$15,000 is an alternating year appropriation and was not included in the FY17 budget but is included in FY18. The other addition is a new line item identified to cover cost of clothing, equipment and training for the auxiliary police department. In past years, this has been absorbed within the police budget and this is budgeted at \$5,000 for auxiliary police. Operational expenses are \$246,013. Police Department respectfully requests an FY18 appropriation of salaries for \$6,392,624, operating expenses of are \$246,013 for a total appropriation of \$6,638,637.

**Mr. Hayes:** For technical reference point, our budget on page IV.7 your total expenses are actually broken up somewhat differently than you read it.

**Ms. Watkins:** Operational expenses of \$238,513, other charges and expenses of \$7,500 for a total of \$246,013.

**Mr. Hayes:** Some members submitted questions in advance and Chief Hicks invested some time to answer those questions which were forwarded to you. If you have not read them in advance this would be a good time to do so, while Mr. Sidney is preparing to ask his first question so we do not ask a question that has already been answered.

**Questions on Parking Management Budget:**

**Mr. Sidney:** Given that your staffing is remaining the same, your personnel services line is down almost \$54,000. I see from the details that roughly \$26,000 is from salaries operational staff, and just looking at the large numbers, roughly \$24,000 is operational staff additional compensation. Would you explain why those are down so sharply given that the number of staff has not changed?

**Lt. Fitzpatrick:** It is a fifty-two week year and there is transition through retirements. We have people who are going in at a lower rate to supervisory rank. When we bring new people in with less experience, they are at a lower rate. We have people moving up at a lower rate and people coming in at a lower rate.

**Mr. Coffey:** In the operational overtime budget, if the town has a detail for construction that is a town project does that come out of your budget or DPW or another department in town?

**Lt. Fitzpatrick:** The town is billed and it would come out of their budget. We have events such as parades where retirees we will work a detail and that will come out of one of the police budget expense line items, but individual departments are billed and paid out of their budget.

**Ms. Wollschlager:** With salaries based on 2015 contracts for unions, does that mean all of the terms in that contract remain the same and are budgeted out so if there are longevity increases for that contract or is it just at the 2015 rate? Are any increases included or are you keeping with whatever the salaries were for 2015?

**Lt. Fitzpatrick:** All the employees in the budget documents still follow the steps for increases they would receive otherwise or as they are scheduled to receive. We have to do it at the FY15 rates as that is all that is available to us, we do not have any other projections. They are budgeted for 15 if their contract is settled it would then be calculated at the new rates but they are calculated in the current documents at the old rates and will be calculated as they should be as time moves on.

**Ms. Wollschlager:** Of the personnel services of \$6,392,624, how much of that is comprised of the three contracts that have not yet been settled that are not part of the clerical union?

**Lt. Fitzpatrick:** Of the 82 members of the department, 11 being crossing guards, there are five that have FY17 or FY18 rates available today. So the balance of the department, about 90% does not have the current rate.

**Mr. Hayes:** I believe these three contracts and others in Natick that have expired have agreed to approach the contract language or agreement that we continue to pay at the last rate of the last contract that was enforced. All these people that are being represented under the three contracts that have expired are being paid at the FY15 rate and will continue to be paid that rate until there is a new

contract. The previous year's selectmen's budget and this year's selectmen's budget is holding money for any collective bargaining unit that is in negotiations with the anticipation that there will be a settlement of some amount of money and retroactive pay based on whatever is required under the new contract. That is a large lump sum of money, not necessarily earmarked in any way by anyone for any specific line item.

**Mr. Linehan:** Are the assessments done every other year for all promotional groups?

**Chief Hicks:** Correct, for promotional purposes specifically for Sergeant and Lieutenant Positions. Currently, because of the timing of their promotional process, it is offset by a year. This year there is none, next year there will be promotions.

**Mr. Sullivan:** If I remember correctly this year's budget accounted for a new School Resource Officer at the Middle School. Would you please give us an update on the workload you have seen so far, and based on trends we are seeing within the school systems what that may look like in the future?

**Chief Hicks:** The workload is as we expected. We were able to divide the town between the two middle school SROs who oversees or assists with the elementary schools which is exactly what we were looking for. The workload we have seen is that our former SRO is able to do more at the Middle School she is assigned to that she could not do before and our new SRO is ramping up very quickly. We decided to put him in place at the beginning of this school year and were told the first half of the year was a whirlwind learning experience. In the future, I cannot say for certain as we still have a lot of things we need to look at, address and try to coordinate. Specifically, what we are looking at is no drug abuse, opioid issues going on so when you get up into the Middle School and how you can address that. With the new Opioid Task Force, we have to combine all those efforts together. At this point, we're where we thought we would be on workload. As we move forward, we hope we can add to that workload to address any situation that comes up with health, so it is not all on the SROs. We get help from members of the Opioid Task Force and Natick Together for Youth, resources that are already out there so it does not fall on one single person.

**Mr. Sidney:** I have been consistently impressed by the Police Department for all they do such as community outreach and drug collections.

**Mr. Coffey:** The Police Department is not only reactive but proactive and we are fortunate to have a department of this caliber in our town.

**Mr. Hayes:** It is a great conversation to have, particularly over the past three to four years to watch what you have done with your team and the budget. As a member of the Finance Committee, I have a high degree of confidence of the competency of the way you run your department. The level of professionalism and caring of the individuals in your department when I have worked with them is outstanding. For all that, I thank you, your leadership team rank and file and for all they do every day.

**Chief Hicks:** Thank you. I'm proud of them because you are seeing is what I see and I would like thank them personally for all the hard work they do.

***Mr Sidney moved Favorable Action on the subject for Police FY18 Budget in the amount of \$6,638,637, seconded by Mr Coffey, voted 9 – 0 – 0***



**Mr. Hayes:** Mr. Townsend, there were two questions asked by the Police and Fire chiefs in transition around FY17 YTD figures for different things. I am going to send you a note tomorrow as a reminder as I was directed appropriately to speak with the Finance Director.

**Mr. Townsend:** That is fine. I have information available tonight so if you have a question on a specific line item I will be happy to address it for you.

**Fire Department FY18 Budget:**

**Chief Rick White:** This year's budget is level funded. I have an eighty-eight personnel department. There are Eighty-five firefighters and three civilians. Broken down:

- One chief (non-union position)
- Five Deputy Chiefs
- Five Captains
- Fifteen Lieutenants
- Fifty-six Firefighters
- One Executive Administrative Assistant (non-union)
- One Administrative Assistant
- Superintendent of Communications

My department is in the same situation as the Police Department regarding union status. Other than my Executive Administrative Assistant and me, everyone else is unionized. My Administrative Assistant is in the clerical union and does have a contract; the remainder of my department does not have a contract. My Executive Administrative Assistant and I are under The Personnel Board so are the only three that have a 2018 actual budgeted salary. For Personnel Services salaries, the budget is 7,872,542. Operating expenses are 238,450 for a total of 8,110,992. That is a 56,232 savings from what was appropriated for 2017.

**Questions on Fire Department FY18 Budget:**

**Mr. Sidney:** You are under contract with the BOS , correct? We see the same staffing, and yet we have a fairly substantial reduction on operational staff additional compensation.

**Chief White:** Correct. My Executive Administrative Assistant is under contract with the Personnel Board. The reduction on additional compensation is the same situation as the police department. It is contractual, in other words I had three retirements in FY2016 and all three were officers so the lieutenant was promoted to captain, two firefighters to lieutenant who go to the bottom step of their pay scale. The three people who left were at the top step of their pay scale and the new firefighters start at the bottom step also so that is why there is a reduction in the actual salary.

**Ms. Wollschlager:** When Mr. Chenard gave us an overview of the revenue he mentioned that the ambulance fees had dropped than what is in the budget amount we were expecting for ambulance fees so what he has budgeted is lower than we had before. Are we doing fewer runs, why is that? Local receipts for ambulance fees for FY2015 actual are 1,576,960 for FY2016 it is 1,471,639 and what we are

budgeting and for the recap for FY2017 is 1,435,000 and for FY2018 is 1,450,000. It is down from about a 1.5 million and it is my understanding we have been doing more.

**Chief White:** We are actually doing more runs. The last two to three years we have gone over 5,000 runs. They are not all medical but the medicals have gone up each year too. The rates have not changed or gone down. As far as the collections go, I do not have control over that. It is collected and sent to the town and goes into the general fund. I see the paperwork they generate monthly that shows how much they bring in. I do not actually know why the fees are lower this year.

**Mr. Sullivan:** I seem to recall in a previous meeting Mr. Chenard making reference to either a new or increased workload by a vendor that was actually doing the workload of collecting and turning over those receipts and that accounted for reduction in revenues. It was a direct offset. We may want to check with him.

**Mr. Townsend:** We do contract with PRO EMS for collections. They get 4% on the total gross revenues. One thing that drives revenues is not just the number of trips because if you respond to an automobile accident, that is not necessarily a billable trip. Another factor is the case mix; whether they are an ALS (Advanced life support) or BLS (basic life support) run. There are different billing rates for each. You might have more trips but not all of them are billable, and then you are not going to see that proportionate amount of revenue. This is something we can take a look at and have the billing company run some numbers for you where you will find what the case mix is.. This may account for some of the fluctuation you may see even if the Chief is doing more runs yet the revenue is a little bit down.

**Mr. Coffey:** Would it be beneficial for someone in our Finance Department do this billing rather than lose 4% by contracting it out?

**Mr. Townsend:** Probably not. It's a very complex and sophisticated collection. From my past experience working for a major city with over \$46 million in billing for ambulance services, I'm familiar with how it is done and familiar with Pro EMS as well. They do a very good job of making sure they maximize billing and make certain the request is for the proper case run. It is definitely something we can look at. As far as the vendor, 4% is not a bad rate, we could potentially get a better one to bid, and those are things we should look at.

**Mr. Coffey:** I was looking in the goals listed in the budget book and the explore revenue enhancements shows using one of the ambulances for hospital transfers. Have you been able to do an analysis of how much down time the ambulance would have, mostly during the day shifts, as that is the majority of the hospital transfers?

**Chief White:** If we were to get into that business, it would not be with the two ambulances we have. It would not interfere with our emergency operations, it would be with a third ambulance, a backup ambulance. We have not looked into it, more than just the concept for a future venture.

**Mr. Coffey:** Would you need to add staffing for that third ambulance?

**Chief White:** If it was cost effective. It was not to add staffing as much as using off-duty personnel on overtime do it, but it would have to be offset by the billing. It could not be a cost item to the town, but would have to generate positive revenue.

**Mr. Hayes:** Mr. Townsend, regarding Pro EMS 4% charge, what is the general percentage the town pays to our credit card transaction vendors for transactions? Is it 2.5 to 3%?

**Mr. Townsend:** I would need to confirm but I believe it is around 3%.

**Mr. Hayes:** Even if we brought the billing in house, most of these bills are paid by credit card so we would be getting hit with the 3% transaction charge every time we collected an ambulance payment?

**Mr. Townsend:** Insurance collections are probably the biggest portion which is either a credit card or cash transaction and is a pretty low percentage because those the most difficult to collect so the best bet is to make sure they have some sort of insurance.

**Mr. Hayes:** When the insurance pays and it is at a contract rate that's less than the bill rate, do we collect the difference from the subscriber or do we write it off?

**Mr. Townsend:** I am not certain as I have not examined their contract; however most municipalities do not go through collections for that because it is usually not enough to contract out to a separate collection agency to go after people, however I can look into that.

**Mr. Hayes:** Thank you for your fast turnaround time in answering members' questions I submitted earlier. There are a couple I would like to follow up on. In regard to question #3, around what our ISO rating was, what is our ISO rating and how does Natick compare to similar communities? In your response, you gave the ISO rating of three and then you said you were inquiring about other communities. Do you have any more information on that?

**Chief White:** No, but I will try to get it and if I receive any information I will send it to you. I have reached out to communities for their ISO rating; some did not know and advised they would have to get back to me. ISO is a grading system of one-hundred points so if you are between 90 and 100, you are a one. We are in the 70-80 (almost 80). I believe we were at 77.25 or 77.5, but there are a few things we can do that I am trying to work on. I would love to get us up to a two rating. We have four years before we have to go through the ISO process again. One is to work with the Water Department that may get us to that two rating and there are things we could do in the future such as putting forward that training facility of our own. If that happens, it would help us get our numbers up. There are some things we're doing very well where I do not feel we can do any better. We're getting lower grades in flushing hydrants. I'd like us to assist the water department in getting it done because in order for them to give you a good grade all thirteen hundred hydrants have to be flushed in the same year. I believe the Water Department does half one year and half the next. However for that ISO rating, they want them all done. This is something both our departments can work together on in order to achieve that goal.

**Mr. Hayes:** The ISO rating for the town of Natick is given to the insurance companies that write homeowner's insurance. That is one of the factors underwriters consider for what the premiums are for a residence or business. The lower our ISO number (from 3 to 1) is the lower the premium will be. Do you have any understanding yet what the positive impact to homeowner insurance rate would become a two or a one at some point in the future?

**Chief White:** I do not personally know that, but have heard that it can help insurance rates in the town, I am not sure whether it is residential, commercial or both.

**Mr. Hayes:** My experience is it would be both. Perhaps you and Chief Hicks can find some people in the Town Administration to work on that. There may be a meaningful business case that says if we make an investment of, for example a million dollars of operating expenses and or salary mix spread across a two year period between now and the next time you go through your review that if we get to a two we save our homeowners roughly 3% per household on their insurance premium. As a homeowner, if I save a percentage it may mean that the transfer of payments may work that I'd be more willing to give that percentage to the town in through a slight increase in operating cost because I have a safer environment I live in. It's a long-term analysis, but it may be worthwhile to do.

**Mr. Hayes:** What's the difference between the ISO rating and the National Fire and Protection Agency (NFPA)? Are they common and in sync or are you working two different rating systems all the time?

**Chief White:** The NFPA is more of a guide for the department to make sure they are operating at least at a standard that they have researched and developed to say that this is the safest way to do this or this is the safest way to respond. It is more for the department in how I respond to a fire, medical call or how the fire prevention people do their inspections. It is more of a set of standards for me to live by and the better off the department is the more I comply with all the standards.

**Mr. Sullivan:** To add some context to your question. There are four communities in the Commonwealth of Massachusetts that have an ISO 1 rating. Newton achieved that last year and they were the fourth community. There are only 200 ISO 1 class in the entire country. The move from Class 2 to Class 1 saved the average Newton resident and commercial insurance payer 3-5% on their bill, but I do not know if that is a shift from three to two. Class 1 is a pretty high bar and that is at least representative of what the shift from Class 2 to Class 1 would be.

**Ms. Wollschlager:** From my research, not all insurance companies look at ISOs.

**Mr. Hayes:** Chief White, would you please provide us with an update on the West Natick Fire Station ?

**Chief White:** We are in the process of developing a new station on Speen Street behind the present Station Four.. The Town gave us the green light to move forward and we interviewed architects last night and one has been selected, pending negotiations with that architectural firm. The committees are on the same page as to what is best for the Town and the Department. It is a work in progress, but we want to do as much as we can with that piece of land and with the growth that area of town, I believe we will build a station that will serve the town for many years to come, not just for the immediate future. I have my own committee made up of Firefighters from my department across all ranks which is a volunteer committee. We will work in conjunction with the town's committee to help design and build this station.

**Mr. Sidney:** In my first four years on this committee, we were dealing with overtime on a regular basis and the past few years we have not and I continue to appreciate that. You are doing a great job managing the department.

**Mr. Coffey:** It is a pleasure to support your budget for the citizens of Natick. You are doing a great job managing your department which shows up and down the ranks, you perform a job most people do not have the courage to do and we applaud you for that. Coupled with the management and budgetary responsibilities, you've done a great job thank you.

**Mr. Sullivan:** As the unfortunate beneficiary of a three alarm fire at 2:00 in the morning a few years ago, I had a chance to see your department work up close and personal. The level of professionalism in times of crisis was exemplary. As the direct recipient of the services that the department delivers and the money your department's professionalism saved me in being incredibly efficient with their training and expertise I would like to thank you, you will find a great supporter of the Fire Department in me. I appreciate the work your department does.

**Mr. Linehan:** From my involvement with EMS, I had an opportunity to work with Chief White on an exercise that included multiple organizations from other town fire and police departments. That is when I came to appreciate the level of professionalism both departments. Both our departments were extraordinary, in fact before the Chief was Chief he played a key part in continuing on with the exercise and was extremely professional. **Mr. Hayes:** Made with true sentiment and stating the obvious, it is an efficiently run department now and I appreciate that. I do remember some past overtime discussions that were testy. I would encourage you to do some analysis around going from an ISO level of three to a one. If you would like some help from members of this committee, let us know as well as others in the administration in town who want to get behind that. Nothing would make your department prouder than saying we are one of five in the state and one of two hundred plus in the country. Let's figure out how to get there because everyone benefits in the outcome. Bring back the business case and details to discuss in terms of budget at this level right through the town administration.

**Chief White:** Thank you, in reality it is easy for me to do the day-to-day work my people do that you all see and make me look good every day. I am proud to serve them so they can serve you.

***Mr Sidney moved Favorable Action on the subject for Fire Department FY18 Budget in the amount of 8,110,992.00, seconded by Mr Coffey, voted 9 – 0 – 0***

***Mr Sidney moved to close public hearing for the FY18 Preliminary Budget, seconded by Mr. Coffey, Vote 9- 0- 0***

#### **Old Business:**

#### **Future Meeting Dates**

**Mr. Hayes:** I had talked the other night about re-visiting the FY18 revenue and adding it to the schedule. The Warrant is closing a week from Friday. I will visit Town Hall on Friday February 10 to see what we have. I've heard there may be more Warrant Articles than I originally thought. If you look at our schedule you will see articles. A number of them are standard recurring articles. A few of those may not be there such as rescinding debt, but there are three or four that I had not planned on, that look like they may come on from the standard town. There are probably a few more from citizen petition articles than I anticipated. There is one from the CBRC I do not have down that will be to extend their term. If we get tied up on a lot of complex articles, we might get some compression at the backend of the schedule. Last year, what we did at the back-end is get together and reviewed the draft of the Recommendation Book. So we do not run out of time, I am going to try to ask sub-committee chairs to help and start working on a draft recommendation book in the next few weeks. We will begin to receive more of the meeting minutes with full translation. If you are a sub-committee chair, I may send you an email with your transcripts from the public hearing on your budget and I need you to start pulling out what is the salient information and send back a draft so we can get more of the book done

now. Short of the Omnibus budget article, where we vote all these budgets again, we are close to done in terms of substantive information coming out.

#### **Warrant Article Questionnaire(s)**

On the warrant, the guide went public today and is posted on the Finance Committee page as a single integrated document with the Addition Form and Warrant Article questions. It is on the front page of the town website as a news flash item and will be there through the Warrant close next Friday. There are copies printed and available at different town department desks as well as the community center, DPW West Street as well as the Morse and Bacon libraries. I have had two citizen requests, one directed from the BOS office, looking for help on how to do a citizen petition. They were given my email at my request and I emailed him the document this morning. Another person emailed a couple of hours later inquiring about a document for people who want to do a citizen petition and I was able to send that directly to him. Hopefully they have a better end product because they take the time to read our information.

#### **Documents & Data Requests**

Mr. Chenard and reviewed the list of outstanding documents, a few which I forwarded out to you today, a few more are in progress by his staff pulling together some information. I expect we will have more documents by the end of this week that I will send out to you. What is important, while we are getting these document, particularly if you were a person waiting for them, or had questions getting answered during these conversations, I am going through the questions and closing them out on the spreadsheet indicating they have been answered. If the document you are receiving does not contain the information you thought it was, from prior years that was not working for you, I need to know quickly so I can go back to Mr. Chenard to let him know it is not working and what we are looking for as well as give him feedback.

#### **Homework Assignment on Warrant Articles**

Do you have any warrant articles that you think the finance committee should be sponsoring? We have another night which is Tuesday to think about it. The challenge is if we wait until next Tuesday we will not make the deadline to get it on next Thursday's agenda. If you have something from now and Monday night you will need to tell me by Tuesday morning so I can put it on Thursday's agenda.

#### **Minutes**

**Mr Evans:** The minutes from the 12<sup>th</sup> of January, which I have received comments from Mr. Sidney, I was hoping to get a vote.

**Mr. Hayes:** We cannot take a vote because I did not get them on the agenda. I will update the agenda, we will do minutes next week.

**Mr. Evans:** We will do them next Tuesday. Minutes should be a standing item on the agenda. I should also have at least two more sets sent out hopefully Friday.

#### **Capital Sub-Committee**

**Mr Evans:** I send out Doodle calendar with potential dates for the end of February beginning of March (after School Vacation week).

***Mr. Sidney moved to adjourn; seconded by Mr. Linehan. Vote 9 – 0 – 0***

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**ITEM TITLE:** February 7 2017 Meeting Minutes

**ITEM SUMMARY:**

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**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
February 7 2017 Meeting Minutes for Review & Approval	3/10/2017	Exhibit





## 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: February 7, 2017**

The minutes were approved through the following action:

Motion:

Made by:

Seconded by:

Vote:

Date:

Respectfully submitted,

Bruce Evans

Secretary

Natick Finance Committee

## **NATICK FINANCE COMMITTEE MEETING MINUTES**

**February 7, 2017**

**Natick Town Hall**

**School Committee Meeting Room, Third Floor**

This meeting has been properly posted as required by law.

### **MEMBERS PRESENT:**

Patrick Hayes	Mike Linehan	Kristine Van Amsterdam
David Gallo	Dan Sullivan	Phil Rooney
Bruce Evans	David Coffey	
Rich Sidney	Jerry Pierce	

### **MEMBERS ABSENT:**

Cathi Collins	Linda Wollschlager	Jim Scurlock
Cathy Coughlin	Ed Shooshanian	

### **Agenda**

<b>1. Citizen's Concerns</b>
<b>2. Old Business</b> <ul style="list-style-type: none"><li>a) Meeting Minutes –Discuss &amp; Approve for 1/5/17, 1/12/17, 1/19/17, 1/24/17, 1/26/17</li><li>a) Future Meeting Dates/Scheduling - FY 2018 Budget, SATM Warrant</li><li>b) Town Agency Standard Warrant Article Questionnaire - Updates and Discussion</li><li>c) Possible Finance Committee sponsored Warrant Article(s)</li><li>d) Questions &amp; Document Request Status/Tracking worksheets - Updates and Discussion</li></ul>
<b>3. Public Hearing: Town Administrator's Preliminary FY 2018 Budget</b> <ul style="list-style-type: none"><li>a) Public Works (All divisions)</li></ul>
<b>4. Adjourn</b>

**Attachments (located on NovusAgenda):**

**ATTACHMENTS:**

Description	Upload Date	Type
February 7 FinCom Agenda	2/7/2017	Cover Memo
FY 2018 Budget - DPW - Preliminary 2-1	2/7/2017	Exhibit
Natick DPW Presentation 02-07-17	2/7/2017	Presentation
DPW Questions	2/7/2017	Exhibit
DPW FinCom Questions 2-1-17	2/7/2017	Exhibit

**Citizen's Concerns:** None

***Mr Sidney moved to open public hearing for the FY18 Preliminary Budget, seconded by Mr Evans, Vote 10- 0- 0***

**Department of Public Works FY18 Budget (All Divisions)**

**Overview**

**Mr Marsette (Director of DPW):** The DPW presentation was distributed to the committee ahead of time. Joining us this evening are the division supervisors of each of the general fund divisions of public works to answer questions. Our mission is to maintain and improve in a cost efficient manner, the infrastructure, vehicles, equipment and recreational facilities of the town. The department provides dependable trash recycling services to residents and technical assistance to various town boards, departments and committees. DPW has seven divisions: Water & Sewer, funded by the Water & Sewer Enterprise fund. One has zero staff, the municipal energy division. There are eighty total employees funded out of the DPW budgets. Twenty-seven employees are funded out of Water & Sewer Enterprise, only fifty-three employees are funded from the General Fund. The equipment maintenance division maintains all the town's vehicles including police, fire and federal town vehicles. We are a busy and proactive department.

**Initiative Highlights**

- Implement department-wide service call of work order service system (best practice, more comprehensive department-wide and will be required under our stormwater permit which becomes live this July)
- Pilot program for curbside solid waste collection (grant funded project to purchase bins for two year trial with five-hundred households)
- Complete Streets program (streets that are reconstructed, managed, considers all potential users and sidewalk safety with safe passing, received \$400,000 funding)

## **Capital Projects**

- Roadway (arose from condition rating we establish annually for all the town's roadways, formal score range 0-100, last year's rating for acceptable roads was 78 which is trending downwards)
- Water and Sewer

## **Funding**

We are active in seeking outside funding. On Complete Streets, we obtained a grant to implement a priority plan and were awarded \$400,000 for construction. A fair amount of work at staff level was required to obtain that funding, develop and adopt policies, adopt them, and establish a priority plan of all potential projects and submit a competitive application for funding. Now we need to design, put out to bid and build it which is additive work for our staff and we need the resources in order to accomplish that.

## **Challenges**

Staffing is one of our biggest challenges. It is difficult to fill work crews at certain times of the year, especially spring, trying to get one pothole crew together and out on the street given all the work they do over the winter plus sidewalk and drainage repairs. The storm water permit has been renewed, requires us to review by-laws and regulations of the town and we may need to implement changes. It will require our Engineering Division do more thorough plan reviews and a larger number of plan reviews and more projects will fall under the scope review for private development projects. It will require more permit management association, reporting, water quality testing and additional regular maintenance and catch basin cleaning. It expands the scope of what is covered by our permit. The last permit included only roadway drainage, now it will add drainage from all town properties, schools, municipal buildings, and parks. Larger infrastructure covered a bigger scope of permit. Our fleet continues to grow not only in number but in complexity with the addition of hybrids vehicles, riding all electric vehicles and looking at CNG as a fuel source. With a relatively young staff, it's challenging to retain them once they are trained. The age and infrastructure of the town is triggering a lot of capital projects that require management. To address those challenges, we requested a few PIRs.:

- Full time Assistant Director (current Deputy Director has an additional duty assigned to the Highway and Sanitation Supervisor, so time is limited for Assistant Director activities)
- Project Engineer (increase workload in capital projects, storm water permit)
- Program Administrator (garage)
- Land Facilities Natural Resources (park improvements, Cochituate Rail Trail)

For some time, I've wanted to benchmark to compare and contrast with peer communities to see how they work with staff, budgets, equipment provided, and conduct in-source/out-source and standard practices. When Wellesley approached us to do this study, we were enthusiastic. The DPW of Natick, Needham and Wellesley are monthly since September 2016 to discuss all our divisions, what work we do, and how we do it.

I can discuss high-level issues, but we do not have all the details at this time. . We will share that with the Finance Committee when it is completed.

**Please reference Natick DPW Presentation 02-07-17 (Peer Benchmarking, slide 8) on NovusAgenda**

The town of Natick is efficient and provides excellent service. Given the broadening of responsibilities and the resources provided, we want to stay ahead of what the expectations are.

**Mr Hayes:** I would like to introduce and welcome two new members of the Finance Committee, Kristine Van Amsterdam and Phil Rooney.

**Ms White:** I wanted to thank Mr Marsette for his presentation and bringing to light the differences between the Natick DPW and peer DPW communities. We have always marveled at the efficiency the DPW has operated with hard-working and creative people. While it has been a source of pride it is also a source of concern. Although we're not proposing a lot of staff additions to the department this year; it needs to be considered moving forward.

**Questions from the Committee on DPW Presentation**

**Mr Sidney:** One of my concerns is Natick's comparison to Needham and Wellesley. I'd like to see other communities included in benchmarking that are closer to our wealth profile that may yield some additional information, such as Framingham, Franklin and other communities. It's difficult to do a fair comparison of what resources are available to do the work when you are comparing Natick with relatively wealthier communities.

**MrMsMr**

**Mr Rooney:** As a follow up to the point made regarding town comparison benchmarks, is there information on what the assessed tax base the other two communities are using, as well as information on the tax rate? If you look at the town populations, and Natick's February 3<sup>rd</sup> budget, Natick is spending \$234 pp person, Wellesley \$242/pp. and Needham \$260/pp. This may help put the comparison in context.

**Mr Linehan:** Regarding hybrid, electric and CNG vehicles, what projections are you using for types of CNG vehicles you may use and ensuring that you have facilities and trained personnel in place to accomplish that?

**Mr Marsette:** Yes, we recently helped with a cooperative bid for MAPC, a state bid for hybrid up-fits which seem to be taking over from CNG. CNG does compete well as compared with hybrid technologies. With these hybrid up-fits, you can take an existing vehicle add in some pneumatics that store compressed fluids and as you stop and it unwinds as it starts up again. There are also magnetic and electric types. It is added to a vehicle we are already familiar with and would only need to come up to speed with the up-fitted part. We're trying to use some Green Community's grant funding to look at some trials of certain types on certain vehicles. We're hoping to get a larger unit trial on a trash packer, but also looking at smaller service vans that are used for water meters and so forth. We will continue our practice of doing as much as we can in order to have trained personnel in these areas.

**Mr Hayes:** Point of reference, the on line budget book on the town website has now been updated to include the corrected DPW budget.

**Ms Van Amsterdam:** As staff retention continues to be a challenge, may I request as the individual budgets for particular divisions are presented, someone elaborate on that so we have a better sense of which divisions are more challenged than others or whether it is such that every division is as challenging as the other with regards to staff retention?

**Mr Marsette:** We find the Equipment Maintenance Division is most challenging to retain. After we provide training to good employees, they may move on to better opportunities.

**Mr Sullivan:** For the purpose of fairness and clarity to your presentation, a point made earlier, you were approached by a consortium of those other two communities, but did not spearhead the effort. The limited data set was a result of that invitation as opposed to coordination. Is that an accurate statement?

**Mr Marsette:** Yes that is accurate. We were approached by Wellesley and Needham. Comments noted and we will try our best to gather some other information as well. It may not be as thorough as we would like, but the information we're able to gather from Wellesley and Needham is a good start.

**Mr Coffey:** On Thursday evening, flushing of the hydrants came up with the Fire Department. To improve the ISO rating for the town, they all have to be flushed every year. Would you have the opportunity to speak with Chief White regarding a cooperative effort between both two departments to achieve this goal?

**Mr Marsette:** We coordinate with the Fire Department all the time regarding operating the water system. In the distant past, exercising hydrants was a much simpler process, however it does nothing in the way of cleaning out the pipes, so when Public Works took that over a few years ago, we implemented a uni-directional flushing system where we actually looked at a map of the entire system – pipe sizes, where the flow of water wants to go and did the calculations to make sure the water is fast enough to scour and clean out the pipes, how long they need to run, which gates need to open/close and where to flush. In GIS, we use iPads IPADS when we go out, which tells us what gates to open and close. This takes more time than the old process but cleans /flushes the system much better and is the best practice. We do not currently have the resources to do the entire town every year and now we get to about a third of it each year. We are currently in a three year cycle, which is far better than other communities. Our neighbor to the west does not do any flushing, other communities are able to do it twice a year so we are somewhere in the middle and would like to obtain additional resources in order to do it more often.

**Mr Hayes:** The flushing element you just spoke about is one of some number of things the Public Safety/Fire department would have to do in order to improve its ISO ratings. Perhaps the current process you use is better than what the ISO standard is, so over time between you and the Fire Chief, you may be able to convince the ISO standards board we are doing a better, faster, smarter than their standard.

**Mr Linehan:** Is it possible to flush a third of the hydrants without doing those sets of mains which is more laborious and the other two thirds to make sure those hydrants were clean and clear with additional staff?

**Mr Marsette:** They are two different points of view, we are looking at what is best practice for water quality and management of the water system, the ISO ratings we are looking at and making sure every hydrant is operable. We are open to suggestions; however our time is currently limited.

### **Overall Budget**

**Mr Marsette:** I will address some of the comments we received recently as I go through and review the high points and after each division budget, we can pause.

**Mr Hayes:** Committee members, yesterday you would have received from me answers to a number of questions submitted to the DPW in advance. Unless you are seeking clarity around one of those questions, Mr Marsette is not revisiting those questions or answers. I was given a set of questions late yesterday that I forwarded to Mr Marsette this morning, so we were inside that two day window we agreed to, so he is not giving us written responses to those questions. He will do his best to answer in his narrative this evening to address them, but may not get to them all. It will be up to the committee and Mr Marsette if we need to get them in writing. I encourage you to look at that document if you have done so already so we do not ask the same question twice.

### **Administration**

**Mr Marsette:** Overall, the DPW proposed budget increase is 2.5%, with no staffing change from FY17, so all divisions are to be staffed as they were for FY17. One typo was noted on page 7, adding 'and' between credit and debit cards. Under the administration division budget detail, a question came up regarding detail on FLSA (Fair Labor Standards Act) salaries. That applies to individual staff who receive overtime and a stipend. The FLSA requires that the stipend be allocated based on overtime used, so that budget line of \$5,000 is proposed to stay the same and covers the entire department. Only the labor employees in DPW 1116 are subject to that. The supervisors and I do not receive overtime.

### **Municipal Energy**

**Mr Marsette:** Clarity was requested on actuals for 2016 which I have updated. Under current challenges, more detail about energy costs was requested. Energy prices are governed by outside forces, including world events such as oil supply, natural gas, and the fracking phenomenon that has changed fuel prices, building or not building pipelines, and the state of international affairs. We forecast our use based on prior usage and look for guidance from professional publications as to what they forecast energy costs to be when we budget for our energy costs. We did provide forecast in our energy detail sheets to the Finance Committee. Municipal Energy covers not only buildings but also fuel oil, diesel and gasoline used for all Public Works vehicles. There is a spelling correction on electric on V.12. A question came up regarding contractual services in Municipal Energy detailed budget. There is a proposed reduction on that budget line, during Fall Town Meeting, supplemental funding was added to this line for solar consulting and some additional traffic signal repair and maintenance dollars. We are carrying monies for those going forward in FY18, but not as much as that supplement in the fall, so there is reduction overall in that line. The contractual services line is for traffic repair signals to twenty-one older traffic signals along with other infrastructures they require for ongoing maintenance. When the underground cables fail, the signals do not operate. There is a reduction in the Utilities-Electric line - we're forecasting a 3% increase in the electricity cost. However for FY18, installation of rooftop solar at

the Public Works facility, Police Storage area, Ice rink and Garage will be on the line giving the credit given back towards the electric line. These credits will help lower our overall energy budget by 3%.

### **Questions from the Committee on Municipal Energy**

**Mr Evans:** In terms of the solar for the DPW and the rink, is the 3% credit a startup savings and we expect it to ramp up? Or is that the highest capacity we are going to get as a payback?

**Mr Marsette:** 3% is actually what we are forecasting for the overall cost of electricity as it goes up. The budget line includes a 3% escalation of the cost of electricity and on the bottom of the detail forecast sheet, there is a credit for the rooftop solar for Public Works. It is a cost savings of \$47,000 based on the power purchase agreement where we have a minimal amount of power that the solar panels will provide – we suspect it will provide more than this minimum.

### **Engineering**

**Mr Marsette:** There was a question regarding the contractual obligations for education and performance under the supervisory staff additional compensation. The collective bargaining agreement for supervisors provides them with a stipend based on a certain amount of hours, if they complete a couple of threshold hours of training, they qualify for a stipend. All of the engineering staff is subject to that. We have a placeholder item if you will, for storm water permit compliance. We have turned back a fair amount of money on that line over the past few years. After this permit is implemented, we expect that it's not likely that we will turn back the additional compensation.

**Mr Hayes:** Is that under supervisory additional compensation?

**Mr Marsette:** Yes – It's under supervisory additional compensation for \$28,000.

**Mr Marsette:** Correct. .

**Mr Marsette:** If you look beyond 2015 and earlier, it was a budget line of \$80,000.

**Mr**

### **Questions from the Committee on Engineering**

**Mr Evans:** Can you describe what you mean by driveway curb cut policy in conjunction with Community Development department?

**Mr Coviello (Town Engineer):** Currently, there is no policy governing the design standards for private driveways. There is no permit or fee in place so we try to develop a policy where we develop a set of design standards and create some kind of permit, done in conjunction with the building permit or some other form. We are working to see what department will take the lead on that. Both the Building Department and Public Works will have to work together on that.

**Mr Hayes:** Any design parameters around curb cuts would be in conjunction with the Zoning By-Law driveway specifications that were done last year? If you tie it to building permits, if someone is not doing a building permit on their house, but wants to add a circular driveway and needs a curb cut why would you require them to pull a building permit?



**Mr Coviello:** Correct. Most driveways are created through a new building or a building addition. If someone was to change their driveway, currently you do not need a permit. Unofficially we work with residents. This will develop some kind of standard, whether it is a standalone permit or something done in conjunction.

### **Equipment Maintenance**

**Mr Marsette:** The driver here is the increased equipment maintenance cost due to changes in vehicles, supplies and parts. An example of the need is diesel technology has changed and become cleaner, but more expensive. In the past, when we changed the exhaust mufflers for diesel vehicles it cost \$500; now that same muffler exhaust is \$4,000. Our fleet is growing in scope and complexity and we're trying to keep up with that. You can see from historic spend on that budget line. There was a question regarding generator maintenance. There are 18 stationary generators throughout town (large outdoor physically installed), 2 at the police fire station, 1 at public works, at large water and sewer stations, high school, community center, anywhere we would use staging for emergency or shelter. Those are various ages, generally built when the building was built. We have an annual maintenance program for generators for regular maintenance that we are looking to get those add to the Capital plan and service or replace them as needed.. There are 18 stationary generators and 6 total generators. The 6 total generators are stationed at the water treatment plant in Springvale.

### **Questions from the Committee on Equipment Maintenance**

**Bruce, Mr Sullivan had several questions. I combined them in the order asked, followed by the answers given in the same order.**

**Mr Sullivan:** Is this Equipment Maintenance the area with personnel retention issues? Is there any analysis being done to determine where we are losing well-trained candidates and personnel as well as looking at outsourcing for some of the work? Would you consider retaining, on a consulting basis, the gentlemen who retired recently after a long tenure in the department due to his experience in this area?

**Mr Marsette:** Yes, we do perform this analysis. One of our peer communities, Wellesley had their staff go to 0 with people leaving. It is symptomatic for public works staffing in the garage. We've looked at training incentives so when an employee completes a vocation, they receive a reward that may make it more attractive to stay. We did a comprehensive look at the garage to see how many parts to keep in stock as opposed to supplied as needed regarding outsourcing. It is something we should probably address again now that a few years have elapsed. Many private garages structure their pay differently so it is a challenge to compare compensation. They may not pay hourly but by service, which may not lead to a quality job. Yes, he is a phone call away and we consult with him periodically.

**Mr Coffey:** Are these repair positions collectively bargained? At some point, during the collective bargaining process, do we need to look at what salary rates we are offering employees and what the union is asking for. to retain employees we train so they do not go elsewhere saving us from training new employees every couple of years?

**Mr Marsette:** Yes. We are hoping for training incentives and ASE (Automotive Service Excellence) and ET (Emergency Technician) certifications which after completion the employee receives an award or pay increase in order to help us retain trained staff.

**Mr Sidney:** Can you explain the staff increase of 4% with the reduction in personnel?

**Mr Marsette:** The salary supervisory line is for Division Supervisor. Currently, we have an interim Division Supervisor who is here tonight Ken Fisher until there is a mutual agreement to become permanent. Until then, we will carry a similar budget for that line item not having permanency for that position. The decrease is a result of less pay days (leap year in FY17 budget) the last fiscal year as opposed to this FY18 budget. Also, salaries in the operational staff are for floor mechanics (DPW 1116) and their contract recently settled. This budget carries 3 years of a contract settlement where you see the bulk of the salary increase.

**Mr Chenard:** There are a number of factors that go into that line. Settlement is the biggest, however we have hired a newer, younger workforce and, with union contracts we have step increases as well.

**Mr Pierce:** How have you been able to maintain reduced overtime from 2015, 2016?

**Mr Marsette:** There are a number of factors such as staffing that was available at the time, existing staff having to put in additional hours and what pieces of equipment that were down. The amount of work between those two fiscal years can vary. We try our best to use overtime efficiently.

**Mr Pierce:** Is overtime mainly in the winter months?

**Mr Marsette:** Overtime for snow and ice response would be under snow and ice budget. However, we do have scheduled overtime throughout the year to ensure equipment is ready, whether it be for snow and ice response, gearing up for the water flushing program and street sweepers which require a lot of maintenance that generally falls after the busy winter season. We try to anticipate equipment needs and readiness. Some of our snow equipment is stored at an off-site garage and needs to be prepped for the year.

**Ms Van Amsterdam:** Why, haven't you asked for a Program Administrator for the equipment maintenance division for FY18?

**Mr Marsette:** With the retirement of the long tenured Equipment Maintenance supervisor, we want to take a step back and look at this role and how best practices have changed and assess our needs. We've moved from paper files to electronic files to more accurately track parts and service orders using our fuel delivery system to give us service reminders as well as mileage per hour so it can be used to anticipate vehicle maintenance using modern technology. Looking through past records, there is room for improvement. We've started to roll out this program now that will help us track work and service orders electronically which initially will take additional work to set up. It would be helpful to have someone involved in that process given the only administrative staff in the department is in Administration, which is located in a separate building. With just the four of us, there is no help within the Division for this to track orders; we use outside vendors for the development tracking system. We will have additional information and more accurate cost to maintain a particular piece of equipment over time which will help us make better decisions for capital replacements. I realize this did not answer

your question of why not this year however the Town Administrator receives many requests for additional improvements.

**Mr Rooney:** What drives the fluctuations in overtime rates and based on the seniority of staff are you comfortable with the budget?

**Mr Marsette:** I am comfortable with the budget put forward. We have to look at recent prior years and contractual obligations, however unexpected things come up. For example, one of the front-line fire trucks went down last year and we had to repair it, so it's difficult to predict what will go down.

**Mr Gallo:** The generator maintenance line item, in the past it was not funded and was not expended and now starting in FY17 your spending is that outsourced maintenance program?

**Mr Marsette:** It is a combination of out-source, we have a vendor that comes out every year to perform an annual inspection including preventive maintenance as part of that inspection and provides a list of things that need to be done. If it is something major, they will inform us and we will purchase the parts and either do it ourselves using in-house labor or have the vendor perform the maintenance, whatever makes the most sense. Prior to this, it had been budgeted in other department's other line items.

**Mr Hayes:** Budgeted other places under line items, was it essentially the same amount of money in the past three or four years?

**Mr Marsette:** When we discussed last year the FY17 budget and this current budget, we analyzed this budget and determined that it should remain the same for FY18.

**Mr Hayes:** Is the vendor who comes in to do the work under a service contract we have?

**Mr Marsette:** Yes. It is year-to-year between \$3,000 and \$4,000 for that service contract. The balance of the funding is for work we may need to do, parts and electric.

**Mr Linehan:** Vehicular supplies - parts increased 10.5%. Do you stock a lot of parts in anticipation of need or are they just the parts that get worn out you know will be used?

**Mr Marsette:** As a matter of practice from the analysis done a few years ago, we do not keep a lot of parts in stock as we have vendors that can provide it just in time. Consumables, such as wiper blades are kept in stock. We try to keep stock limited and get it as needed. We recently upgraded the hydraulic hoses and began using a new vendor who provided a better quality and the vendor bought back the ones we had on hand. When we do not need parts we will sell them back to a parts supplier.

### **Highway Sanitation and Recycling**

**Mr Marsette:** We forecast that we'll be doing more street sweeping to meet the new storm water requirements which will increase the disposal cost. We're adding one day for crack sealing that is reflected in the \$6,300. Any dollar spent on preventive maintenance is a dollar well spent that prolongs the life of the road. The land development testing line and some of the companion lines help fund our permit and regulatory requirements for the landfill that was closed which is where the golf course was built on. There is a landfill gas collection system that has a flare that flares off the gas, if there is

any. The flare does not operate much anymore so does not generate much gas. Along with that, we must do ground water sampling, one is a consultant service; the other a contracted service. We re-bid the contracted service for landfill gas maintenance and next year we will have to do an RFP in the environmental engineering for the water sampling which we anticipated a cost increase for FY18. The proposed increase for off-street drainage is the proposed cost of one catch basin, \$2,000, which is the cost of the materials for that basin. A question on pay as you throw (PAYT) waste bags is what the actual cost of the plastic bags residents purchase at the local grocery stores. The revenue from the sale of those bags is attributable to another line in the revenue budget. In general, the revenue the town receives from bag sales is about a \$1,000,000 a year which is about half of the sanitation program which is a gross estimate. The increase in the PAYT line is the result of our forecast of how many bags will be purchased and the town will use next year. We have a 3 year agreement for purchase of these bags from a bag vendor. Before that agreement, we used a state contract that was re-bid every year. Over a year ago, that re-bid for that year had an increase of 20%, so we went out on our own and were able to negotiate a three year deal where we contain the price and it increases much more modestly. We tried to mitigate that cost, but it is still there. Question on tipping fees for solid waste, the fee we pay to Wheelabrator in Millbury for trash incineration. We have a long term agreement for trash incineration that which was re-set down a few years ago, and now it escalates based on consumer price index so now it is going to a \$67 per ton for FY18. As with the energy forecast, we forecast how much solid waste we generate and need to dispose and based on the cost of the tipping fee, that is what the 2% increase covers. The cost to dispose yard waste is \$5/ ton to a local farm or go to Needham and pay \$10. That line is calculated on how much we generate and the current cost as well as our forecasting cost. One line that is level funded for \$5,000 for curbside recycling. That expense line covers the cost to dispose of recyclables at cost because currently the market for recyclables is not great and the everyday cost to get rid of those materials are not as much as the tipping fee for solid waste. About half of that is market rate, but the town has a very favorable three year contract with four or five years to renew around the first year of renewal at the town's option. We are currently getting paid \$25 / ton. If we had to go out to the market now, we would be paying \$35, \$40 a ton, a swing of \$150,000 on that line item. We will renew that contract.

#### **Questions from the Committee on Highway Sanitation and Recycling**

**Mr Sidney:** Do we also pay if people bring their yard waste to the center?

**Mr Marsette:** Yes, regardless of where we collect it as we are charged a compost rate from the center.

**Mr Sullivan:** Regarding the contractual relationship we are getting paid for recyclable disposal, where other communities are paying significantly for, can you give us some insight into the financial stability of that particular contractor and if they can withstand a quarterly negotiated agreement?

**Mr Marsette:** It is a legal contract, Town Counsel is fully aware of it and we have already exercised the first year extension. The contractor acknowledges the contract and is a very financially solid company. We have no concerns.

**Mr Evans:** To confirm the duration, first year of the renewal, how much longer can we remain at this contracted rate?

**Mr Marsette:** We have four additional years from the original three year contract. We are in the fourth year of that at the town's sole discretion.

**Mr Pierce:** The Council on Aging received a grant for the senior center and I heard your department has been very helpful in implementing that process. Is this the same place where you got your grant or is it a different type of grant? You mentioned earlier about bulk waste grant.

**Mr Marsette:** Some of the waste grants we received through DEP were used toward the purchase of a compactor at the RDC recycling center. I am unaware of the source of the grant the Senior Center received, however we are happy to assist with that.

**Mr Pierce:** By bulk waste, are you referring to old sofas and like items?

**Mr Marsette:** Yes, bulk waste is a difference from other communities in regard to the benchmark study, since we do not have a transfer center where we accept solid waste and we can only accept recyclables on West Street. Our bulk program is curbside consisting of old ovens, refrigerators, sofas and other bulky items. The resident calls in, there is generally a \$25 fee, depending what is collected that may increase a bit. We schedule curbside pickup for Mondays.

**Mr Linehan:** Is the yard waste disposed in Natick?

**Mr Marsette:** No, it is out of town.

**Mr Van Amsterdam:** Related to landfill cap maintenance, the flaring station and the landfill gas station maintenance. I know we are required by state and federal laws to manage that. Is there a time horizon by which we will see diminishing costs related to those line items or is that into perpetuity?

**Mr Marsette:** Until we are able to show there is no potential for environmental harm, these costs will remain as they are and may increase depending on the cost of consulting services. Even though the landfill is not generating a lot of flammable gas, the system needs to be there so the potential for an explosion does not exist. Near term, it's unlikely that we will receive any reduction from DEP as far as the amount of sampling we will do.

**Ms Van Amsterdam:** The tipping fees and in regard to solid waste and the discussion that took place with regard to tonnage and curbside recycling. As you look forward and the town does more recycling, and we have this advantageous contract which we can renew an additional 3 years, do you see the price per ton of solid waste increasing as we are sending less to Millbury?

**Mr Marsette:** Probably not. The decreased amount of solid waste does not have a direct relationship to the price per ton. Our contract forecasts an expected amount of tonnage that we deliver but it does not trigger any additional amount if we dropped it in half, for example.

**Mr Hayes:** In the new compost program, 500 households are involved in the pilot program. Last fall, when the Sustainability Coordinator (Ms Wilson-Martin) was at one of our meetings, she suggested that in Spring 2017, there may be an opportunity to increase the pilot. Is there an opportunity to strategically get more houses in the pilot program within the next year?

**Mr Marsette:** I believe the grant awarded for the town to purchase the compost bins limited the pilot to 500. After the first year, perhaps the grant will allow for some additional homes to be included. If we were to expand the program, it may be out of town funds if we are out of grant funds.

**Mr Hayes:** The grant covered part, if not the majority of the cost, but the pilot participants paid some amount of money, \$25, to purchase compost liners and part of the bin cost. If the town had to bear the burden of the cost because the grant would not, the cost to the homeowner cannot be more than \$35. or \$40. so I think there may be a cost analysis worth looking into it strategically.

**Mr Marsette:** As more data comes in, we will continue to look at it. I will have a discussion with the Sustainability Coordinator.

### **Land Facilities and Natural Resources**

**Mr Marsette:** Question on the field materials maintenance line which was increased by **\$13,300**. That is the cost to continue the organic fertilizing program. We started that program utilizing grant funds which will be expiring for FY18. The program covered 3 sites , 3 acres, JJ Park, Memorial School and the Bacon Free Library. This is the cost of organic fertilizer, compost, top dress and other materials. To continue the program, that would be the ongoing cost. On the materials- playground line, an additional \$12,000 is requested. This is a combination of \$9,000 in Fiibar, the material that goes into playgrounds to assure a soft landing for children. The price for Fibar has increased and we need to use more of it than we did in the past. The balance of that increase is for annual inspections of the playground equipment to ensure they are safe and meet the latest standards. We're unable to cover all the parks with that playground funding, but we would get into a routine of covering all the playgrounds over a certain length of time. Two sites were added to the smart aeration system which we have and there is a cost associated with that. That system allows us to use water efficiently, to remotely measure it and to control it better to minimize our water use and maximize benefit to the turf. We just re-bid our tree services contract for \$62,000, an 5% increase from FY7. We want to add monies to care for (that tree services contract essentially deals with dead trees) to add preventive maintenance to care for the living trees we have in town on town property and that is the balance in the increase. There is a 5% increase in the contract and additional monies to care for the live trees. In the mowing services line, there is an additional request to cover the rubber in-fill that is required at the Cole Recreation Center. The turf field is at the age where we need to supplement the in-fill with rubber balls that integrate into the synthetic play surface.

### **Questions from the Committee on Land Facilities and Natural Resources**

**Mr Sullivan:** What would be required from your department for the Rail Trail and do we have any supporting data from surrounding towns that have rail trails and what the cost may look like?

**Mr Marsette:** Yes, we plan on reaching out to Framingham which is the other half of the Rail Trail to see what maintenance they have been doing. We have seen the current design plans and have input into that process so to that extent we will pass on things that are lower maintenance. We envision performing a small amount of landscaping and mowing of the sides of the path, perhaps monthly.

**Mr Sullivan:** In regard to expanding fields, investment and infrastructure, you have a severely stretched group that does a tremendous amount of work in comparison with the numbers from Needham and Wellesley. Is the most significant area that pays the price for this, the Little League and softball fields?

**Mr Marsette:** Yes, they are a challenge. When they are needed, a lot are needed at once which require a lot of resources. Having additional personnel during those high demand peakss would allow us time to have more crew maintenance out.

**Ms Van Amsterdam:** How long has the town taken care of the land maintenance for the Bacon Free Library (BFL)? I ask because according to the budget I see the town is putting forth a capital campaign for the building itself and my understanding is that, as part of the trust that established the BFL, they own the building and the land. Why are we providing an organic fertilizing program there when you alluded to the fact you were tight on resources with regard to this particular division and with the addition of the Rail Trail coming, etc.?

**Mr Marsette:** It is my understanding that we have always maintained the landscaping of the BFL site . Those three sites were chosen based on their proximity to environmental features like the Charles River and proximity to a historic district. In the interest of maintaining the same level of service, we have included this in the budget and now that the grant has expired we continue the service.

**Mr Chenard:** We have been doing this for several years and probably long before that. The only building maintenance we did for the BFL is to install a boiler.

**Mr Hayes:** It is my understanding it is primarily mowing the grass and edging. My knowledge is the foundation plantings and the gardening have always been the responsibility of the Trustees and Friends of the BFL.

**Mr Chenard:** That is correct. It is basically the area around the library, not immediately adjacent to the library.

**Ms Van Amsterdam:** Can we obtain a cost on that? Does this also include snow removal, part of Complete Streets?

**Mr Marsette:** Yes, we can take a look at that and enumerate what services we currently provide. Yes, sidewalks and steps are shoveled.

**Mr Hayes:** Facilities shovels the front steps but I do not believe they shovel the pathways inside the fence area.

**Mr Linehan:** Two questions on East Natick and North Natick. Is there any anticipated maintenance anticipated for the Cochituate Aqueduct Trail? Will the entrance to Pine Hill require any mowing this year once it exists?

**Mr Marsette:** Not that I am aware of. No.

**Mr Pierce:** Where do you purchase beach sand and why doesn't the Parks and Recreation pay for it?

**Mr Goodhind (Supervisor of Land Facilities and Natural Resources Division):** The beach maintenance line item is somewhat dated. This budget includes plants, but it mostly is sand purchase that is purchased through a contractor. It's clean beach sand with small particles that are not jagged that can be spread on the road. In addition, it includes some budget for painting the facilities at Memorial Beach.

**Mr Coffey:** Do you have a ballpark estimate of the cost of improvements on the resurfacing of the Cole Field?

**Mr Marsette:** The proposed increase is for maintenance of the synthetic field at Cole Field in the in-fill. We must purchase rubber pellets that are used to in-fill in and fill the synthetic turf and that cost is \$6,000.

**Mr Coffey:** Have we finished paying for the original Cole Field?

**Mr Chenard:** No, it is still part of our debt budget at this time.

**Mr Coffey:** Have we finished receiving payments from the Natick soccer club that we were promised?

**Mr Chenard:** I am not sure, I will have to get back to you on that as of the date it was completed, however we have been receiving regular payments from the Natick Soccer Club.

**Mr Coffey:** We had an initial cost for that field and now on top of that initial cost we have maintenance costs which we were advised were not going to be as high as it would be to re-sod a grass field.

**Mr Chenard:** Typically your costs for a turf field and costs for a grass field are somewhat similar over the lifecycle of the field. The turf is slightly less.

**Mr Coffey:** I see we have an outdoor contractor doing mowing and the town also has mowing equipment that they use. I have routinely seen over the past several years DPW mowing the South of Cole Field and a prior contractor mowing the same field a day or two later. Why are we paying to mow a field twice?

**Mr Marsette:** It is difficult to speak to the specifics of what you have seen where I do not have all the details. We will mow before we do line striping; the contractor we retain is obligated to mow the grass at the sites once per week which may coincide before a planned event. We get everything we can out of a contractor. There may be times where they do an inadequate job mowing the fields and we may want to make it look better for the event and we will ensure the contractor does not charge us for that.

**Mr Evans:** When we had Recreation and Parks here, one of the big features of Cole Field and the benefits of it is the playability of the field in all kinds of weather. It is also lined for multi sports, soccer, lacrosse and field hockey. It helps the usage of it, holds up better than a grass field and with the New England weather we have it holds up better. They acknowledge the cost to maintain it is about the same

**Mr Linehan:** I noticed the number of trees removed year to year is 30, 37 and 32. This year it is anticipated 80, next year anticipated 85 which is more than doubling the amount of trees removed. Why? Is there a planting regimen which keeps track of that?



**Mr Marsette:** What you are seeing as far as the number of trees we are able to address was the impact of the tree worker position that was added in 2016. Now having that position staffed with a skilled tree worker and having the proper equipment, a bucket truck log loader (we re-purposed an old sanitation truck and built the body ourselves in-house) we were able to limit the cost of that to provide a new unit for that.

#### **Questions or Comments from the Public on DPW FY18 Budget**

**Mr Ciccariello:** As a former Finance Committee member, this is one of the larger budgets in the community and I have had the opportunity to review it many times and it has always been a very good, tight budget. For clarification, when looking at the salary line item increases, they go anywhere from 4% to 6%. I realize most of these are union contracts, but do these numbers include any previous years where we may not have had a union agreement and now we reached an agreement and were not able to get monies into the fall town meeting?

**Mr Marsette:** This proposed FY18 budget carries costs for just that particular fiscal year, yes. It does not include any retroactive monies. It includes the cost for the whole fiscal year.

**Mr Ciccariello:** Does it include step increases?

**Mr Marsette:** It does include step increases.

**Mr Ciccariello:** Does LFNR maintain the synthetic field at the High School? If so, what is the cost? My recollection is there was an agreement where monies provided by outside sources to the schools would be used to maintain that field. It appears as if we do not get an answer to where that money has gone and if in fact LFNR is taking care of it does LFNR receive any of those monies to offset its costs? It has been about two and half years since the Cole field has been installed and all of a sudden we have a \$6,000 invest. The High School turf field has been there a lot longer so I am concerned whether we have been investing \$6,000 or perhaps more every year to ensure that field stays in place for a long period of time.

**Mr Marsette:** LFNR does maintain the High School Field. I do not have that number but can get it for you.

**Mr Ciccariello:** My next question is on the landfill environmental testing, I have understood there are two components to that, one is the gas, second is water testing that Sherborn required. Do those conditions no longer exist?

**Mr Chenard:** Those conditions are part of the Sassamon Trace budget. The budget in that line went down because the conditions have now been removed by the town of Sherborn and are not within this budget.

**Mr Ciccariello:** There are a couple of things I would like to say about the DPW. One is this department has always been extremely cost effective and they always return money to the town, so they stay within budget. In 2016, they returned \$233,000 in the municipal energy budget. In the DPW administration, different departments returned roughly \$160,000. Those two numbers contributed substantially to our

Free Cash numbers. Personally I support the budget and they are a great department for this community and I hope the Finance Committee supports them as well.

#### **Questions from committee on any DPW Divisions**

**Mr Rooney:** It is a tight budget, but what does cause some concern is the department challenges. Going forward what about department initiatives? Based on what some of these line items are driven by in personnel expenses such as training, do we have the right people who have required licensing or permits required for their jobs and does it hinder you if they do not? There are some initiatives under energy in action now but can you identify somewhere in specific areas, not just challenges but initiatives you are planning as a group to take?

**Mr Marsette:** If I may reference a couple of slides earlier, there was a slide that outlined a number of department initiatives.

**Mr Rooney:** I saw the list but there is no detail. I would like to see details relative to the areas you are spending money and how you intend to get there.

**Mr Hayes:** As a takeaway, not for purposes of this year's budget, perhaps you can return in the spring or fall and take the committee through some of those points. It would be a good way to set up for what your PIRs will be for the Town Administrator next fall for budget season.

**Mr**

***Mr Sullivan moved Favorable Action on the subject for the Department of Public Works FY18 Budget in the amount of \$7,738,273, seconded by Mr Sidney, voted 10 – 0 – 0***

**Mr Sullivan:** Though I move for Favorable Action in respect to this budget I appreciate your presentation and efficiency and the cost effectiveness for this department. I have more concerns on this budget than with the others which speak to the macro level of a town trying to accommodate a significant amount of growth that exceeds our revenue generation. When a department performs in an incredibly efficient manner, we continue to ask for more efficiency. Through my interactions in town, it is amazing what the Public Works department does with the resources they have. I have serious concerns that if we do not identify and make significant appropriations in this particular budget, some of these significant investments we are making in some of these municipal infrastructures will pay the price. I see the list of initiatives, but it appears we are pushing a lot of things to the future and out of the FY18 budget. I look forward to our future planning session in the fall.

**Mr Sidney:** I have similar concerns to the previous speaker. In terms of benefit for cost, it is one of the more efficient departments as everyone does more than one thing with many responsibilities. We hire people who perform more than one job. This department, over time, is going to be required to do a lot of extra work for environmental reasons based on our new permits. We will be increasing street repair and sweeping, doing more work with I&I, and storm water management. It will get more complex and harder to do. The general public should be aware the cost of this department is going to go up over time even if we need to cut services because of the unfunded mandates the town will need to cover. We will have to find money to cover those mandates and find more money for this budget in the future. To cover both the unfunded mandates and existing services this department provides. I support this budget wholeheartedly.

**Mr Coffey:** You do a tremendous job with a not so much tremendous budget. Every time we have an increase in the population in the school department we raise that budget justifiably so. The youth of the town of Natick need to play somewhere and it is great we have parks they can use but they come with an increased burden of this population growth. We are not seeing an increase in the maintenance and upkeep of these parks. It is not a good idea to spend hundreds of thousands of dollars on capital expenses and not allocate money for preventive maintenance in the first place. I am going to vote to approve this budget and wish we could vote to approve more.

**Mr Evans:** We are in a situation where growth is exceeding capacity in a lot of areas. You have an ambitious agenda with a lot of unknowns. We do know the services demanded by the town economic development, EPA and the field renovations all impact this group. Although extremely efficient, as those other groups have gotten increases in people as needed, it has to be the turn of the DPW to do that. At some point you need to put up your hand and say it is time for us.

**Mr**

**Ms Van Amsterdam:** I support the budget and am very appreciative of you and those working for you have identified the initiatives as well as the identification of capital projects. I would echo my colleague Mr Evans to raise your hand and say it is our time now. I am looking forward to the next planning session where my hope is you will come forward with some tradeoffs and although it may come back with small dollars, potential items such as beach sand or mowing in certain areas of town the department can no longer handle given some of these other priorities.

**Mr Linehan:** The department initiatives being largely data-driven and the comparison of benchmarking against other towns, I believe a year or two ago there was a group of Olin college students that came in to do some school work on behalf of the town. This may be an interesting project for Olin or Babson to help move the department forward as far as focusing in on producing ammunition for justifying what Ms Van Amsterdam and Mr Evans spoke of.

**Mr Hayes:** The number of water/sewer permits issued inspected and as built plan revisions 160 last year, street opening permits 200, utility mark outs 325, building permit reviews 350, planning board and ZBA reviews 65, 132 miles of roadways, 1200+ catch basins cleaned, 6,460 tons of solid waste collected curbside, 5,600 tons of yard waste collected, 26 minor snow events, 6 major snow events. These are a tremendous amount of services gleaned from the department's proposed budget. This department does it with less people and less money than other communities taking nothing away from their assessment and tax rates. When you are ready to come back and have a strategy session this committee will help you in preparation for a larger budget request.

***Mr Sidney moved to close public hearing for the FY18 Preliminary Budget, seconded by Mr Pierce, Vote 10-0-0***

#### **Old Business:**

#### **Possible Finance Committee sponsored Warrant Article(s)**

**Mr Hayes:** I put a tickler out to members earlier this afternoon Agenda item c under old business, the possible finance committee sponsored warrant articles. Does anyone have anything to put on the warrant? Tonight is the night so we can get it done.

**Mr Pierce:** When does the warrant close?

**Mr Hayes:** Friday at 5:00 p.m. so we would have to vote on it tonight or Thursday. I have that agenda on both nights' meetings so we have a fallback position. I would have to see if I could do an update to Thursday's agenda as we would need to be specific on what the article topic is to be.

**MrMeeting Minutes –Discuss & Approve for 1/5/17, 1/12/17, 1/19/17, 1/24/17, 1/26/17**

Mr

**Bruce Evans:** We will have minutes from January 5<sup>th</sup>, 19<sup>th</sup>, 24<sup>th</sup> and 26<sup>th</sup> hopefully by Thursday.

Mr

**Mr Hayes:** Yes. Bruce, are there other meeting minutes from late January and early February you think you will have before the end of the week?

**Mr Evans:** Not by the end of the week.

**Mr Hayes:** I am going to put these remaining dates on for next Tuesday.

**Mr Evans:** January 31<sup>st</sup>, February 2<sup>nd</sup> and February 7<sup>th</sup> minutes will be coming up next.

**Questions & Document Request Status/Tracking worksheets - Updates and Discussion**

**Mr Hayes:** I am behind in getting the tracking form up to date. We received a lot of information from town administration and we have many questions and answers. I am not sending you anything this week and may not get to it until the weekend. If you have a question you are wondering if got answered or did not see or are looking for a document off the list and have not found it in any of the emails I sent please ask me before the weekend and I will tell you whether I have it and will send out to you.

**Town Agency Standard Warrant Article Questionnaire - Updates and Discussion**

**Mr Hayes:** We spent time revising the standard questionnaire which is geared towards citizen petitions or non-town agency petitions. That questionnaire is too onerous for a town sponsored article like rescinding debt or Personnel Board pay plan. There is information we would like to hear from the sponsor about the particular article, why we need it may not be the right question, what was the last time it was in front of us, the outcome, have you had to be in front of other boards before here to get their support and what was the outcome. Perhaps we have a short three or four question or checklist standard. Does that make sense to members and is that something within the next week or so we can work on or do you think it is not value added based on what you know these articles tend to be?

**Mr Linehan:** The old questionnaire we decided it was too little for the citizen petition and did not provide enough guidance but too much for the municipal one. It seems like a subset of the old questionnaire, wiping out two or four of the question sets we would be where we want to be.

**Mr Sullivan:** I agree\_ if we do that we speak to those departments since they are more of the common petitioners and ask what makes sense to them. It is designed to make their lives easier as well as ours so we should consult with one of them.

**Mr Hayes:** Part of the problem is there are certain people who treat it as a waste of time. We are looking for quality. We will spend a couple of meeting cycles in order to refine that.

#### **Future Meeting Dates/Scheduling - FY 2018 Budget, SATM Warrant**

**Mr Hayes:** Thursday evening we have Facilities Management and Board of Selectmen. Thursday is supposed to be a snow event. Per Mr Chenard, if the town decides to close town hall, we have no meetings. If you feel you are unable to make the meeting regardless of us having the meeting, the sooner you let me know that the better off we are. I will reach out throughout the date to do a quorum check. Please check your finance committee email two to three times throughout the afternoon and I will continue to give you a status. If we do not meet Thursday evening we will need to move those agenda items. We do not have anything scheduled on Tuesday, February 14<sup>th</sup>. On Thursday we have Natick Public Schools which is a much more detailed budget and as much as we wanted it to be the final budget discussion I do not believe they are going to be there on Thursday, February 16<sup>th</sup> so probably will not have a bottom number. We have Keefe Tech which we are hoping will be a final number and the school bus transportation subsidy. It may be a long evening, I just do not know if we can add Facilities Management and the Selectman's budget. I will discuss with Mr Chenard and Ms White what we can move and we may move some things to the first night we come back from school vacation and I will push out what I think will be Warrant Articles scheduled.

**Mr Sullivan:** As of this Friday will we have a definitive understanding of the number of hearings we have to have?

**Mr Hayes:** I have a plan to obtain the number of articles and what they are on Friday but I do not think I will have a good sense of it until Monday.

**Mr Sidney:** You can get a draft until the selectmen approve it we do not know what the warrants are.

**Mr Hayes:** I have not heard anything that suggests I should be taking things off the list other than, according to Mr Chenard, there may not be an article for rescinding debt.

**Mr Evans:** You will not be seeing the Zoning By-law rewrite or recodification.

**Mr Hayes:** We will not have information that has not gone before the Planning Board around zoning.

***Mr Pierce moved to adjourn 9:40 p.m.; seconded by Mr Sidney; Vote 10 – 0 – 0***

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**ITEM TITLE:** Finance Committee Future Meeting Schedule with Proposed Agenda's  
**ITEM SUMMARY:**

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**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
Finance Committee Hearing Schedule	3/10/2017	Exhibit

**Town of Natick  
Finance Committee**

***SPRING 2017 HEARING SCHEDULE - As of March 10, 2017***

The Finance Committee of the Town of Natick will hold public meetings to hear Public Concerns, and to consider the FY 2018 Budgets and Articles on the Spring 2017 Warrant on the dates listed below.  
Please note: All meetings will start at at 7:00 pm in the School Committee Meeting Room (Town Hall, 3rd Floor) unless otherwise noted.

Session	Day & Date	Budget Book Sec. or Article #	Department Budget/Article	Sub Committee	Sub Committee Meeting/Date	Presenter/Dept. Head	Rescheduled to:
	Tuesday, March 14, 17	IX.	Possible Reconsideration of Employee Fringe	General Government		M. White/B. Chenard	
		Article #33	Amend the Natick Zoning By-Law to Include a Definition for Special Care Residence	Planning & Governance		Richard Glaser, et al	
		Article #36	Assisted Living Option Overlay District (ALOOD) (2)	Planning & Governance		Gary Sutherland, et al	
		Article #41	Amend Zoning By-Law to Create an Independent Senior Living Overlay Option Plan/Elderly Family Residence Living Option Plan	Planning & Governance		George L. Richards, et al	
		NA	Finance Committee Recommendation Book - Initial Draft				
Session 17	Thursday, March 16, 17	Article #32	Extend the Charter & By Law Review Committee	Planning & Governance		Charter & By-Law Review Com	
		VI.	Community Services - NCOF Reconsideration of Budget	General Government		M. White/J. Lambert	
		Article #23	Amend By-Laws Regarding Town Meeting Member Contact Information	Planning & Governance		Board of Selectmen	
		III.	Keefe Tech	Education & Libraries	Yes/	J. Evans	
		III.	Natick Public Schools	Education & Libraries	Yes/	P. Sanchioni	
		Article #10	School Bus Transportation Subsidy	Education & Libraries	Yes/	Superintendent of Schools	
		Article #25	Committee Article	Various		Various	
Session 18	Tuesday, March 21, 17	Article #5	Collective Bargaining	General Government		Town Administrator	
		Article #29	Appropriation of Funds in Support of the Natick Affordable Housing Trust	Planning & Governance		R. Johnson/J/ Ball	
		Article #7	Fiscal 2018 Omnibus Budget Article	Various		Town Administrator	
		Article #30	Amend By-Laws Regarding the Established Dates for Town Election, Spring Annual Town Meeting, and Submission of Fiscal Documents	Planning & Governance		Town Administrator	
		Article #4	Personnel Board Personnel Classification & Pay Plan	General Government		Town Administrator	
		Article #2	Committee Article - continuation	Various		Various	
	Thursday, March 23, 17	Article #25	Appropriate Funds to Offset Borrowing Authorization for Acquisition of the CSX Saxonville Branch	Planning & Governance		Town Administrator	
		Article #26	Appropriate Funds for Design and Development of the Cochituate Rail Trail	Planning & Governance		Board of Selectmen	
			<b><i>FinCom - Review Draft of Recommendation Book</i></b>				
	<b>Tuesday, March 28, 17</b>		<b>No Meeting - Town Elections</b>				

**Town of Natick  
Finance Committee**

***SPRING 2017 HEARING SCHEDULE - As of March 10, 2017***

The Finance Committee of the Town of Natick will hold public meetings to hear Public Concerns, and to consider the FY 2018 Budgets and Articles on the Spring 2017 Warrant on the dates listed below.  
Please note: All meetings will start at at 7:00 pm in the School Committee Meeting Room (Town Hall, 3rd Floor) unless otherwise noted.

Session	Day & Date	Budget Book Sec. or Article #	Department Budget/Article	Sub Committee	Sub Committee Meeting/Date	Presenter/Dept. Head	Rescheduled to:
Session 20	Thursday, March 30, 17	Article #34	Amend the Natick Zoning Bylaw to Create an Assisted Living Option Overlay District (ALOOD) (1)	Planning & Governance		Richard Glaser, et al	
		Article #35	Include Certain Parcels of Land on Eliot Street and Everett Street in the Assisted Living Option Overlay District ("ALOOD").	Planning & Governance		Richard Glaser, et al	
		Article #39	Amend the Natick Zoning By-Law to Create a Transitional Overlay Option Plan District (TOOP)	Planning & Governance		Peter Burke, et al	
		Article #40	To Include Certain Parcels of Land on East Central Street, Lincoln Street, Wilson Street and Grant Street in the Transitional Overlay Option Plan District	Planning & Governance		Peter Burke, et al	
		NA	<i>FinCom - Review FINAL Draft of Recommendation Book</i>				
	<b>Friday, March 31, 17</b>		<b>Finance Committee Recommendation Book Published and Mailed</b>				
Session 21	Tuesday, April 4, 17						
			<b>This date is reserved for continuation of Zoning By-Law Articles and possible reconsideration motions of prior FinCom votes</b>				
Session 22	Thursday, April 6, 17		<b>This date is reserved for continuation of Zoning By-Law Articles and possible reconsideration motions of prior FinCom votes</b>				
	<b>Tuesday, April 11, 17</b>		<b>Town Meeting</b>				



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**ITEM TITLE:** FY 2018 Budget Reconciliation

**ITEM SUMMARY:**

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**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
FY 2018 Budget Revenue & Expense Summary (1 pager) Updated 3/1/17	3/10/2017	Cover Memo
Free Cash Spend Down Plan - as of March 9 2017	3/10/2017	Exhibit

## General Fund Revenue/Expenditure Summary

	2015	2016	2017	2018	2017 vs. 2018	
General Fund Revenues	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Tax Levy	\$ 96,530,612	\$ 99,817,043	\$ 103,922,288	\$ 107,082,948	3,160,660	3.04%
State Aid	\$ 12,852,023	\$ 13,016,665	\$ 13,548,712	\$ 13,758,085	209,373	1.55%
Local Receipts	\$ 16,546,852	\$ 16,761,623	\$ 12,213,646	\$ 15,139,556	2,925,911	23.96%
<b>Other Local Receipts</b>						
Indirects	\$ 2,207,400	\$ 2,241,487	\$ 2,260,123	\$ 2,078,921	(181,202)	-8.02%
Free Cash	\$ 5,668,115	\$ 5,100,289	\$ 9,031,776	\$ 5,500,000	(3,531,776)	-39.10%
Stabilization Fund (s)	\$ 3,058,758	\$ 2,033,264	\$ 1,159,200	\$ 1,645,665	486,465	41.97%
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	-	0.00%
Other Available Funds	\$ 317,609	\$ 317,609	\$ 279,433	\$ 366,319	86,886	31.09%
<b>Total General Fund Revenues</b>	<b>137,681,369</b>	<b>139,787,980</b>	<b>142,915,178</b>	<b>146,071,495</b>	<b>3,156,317</b>	<b>2.24%</b>
<b>General Fund Expenses</b>						
Education & Learning						
Natick Public Schools	\$ 51,481,402	\$ 53,804,093	\$ 57,778,570	\$ 61,000,150	3,221,580	5.58%
Keefe Tech	\$ 1,091,902	\$ 1,247,313	\$ 1,522,958	\$ 1,538,647	15,689	1.03%
Morse Institute Library	\$ 2,074,442	\$ 2,094,884	\$ 2,109,608	\$ 2,215,285	105,677	5.01%
Bacon Free Library	\$ 145,615	\$ 153,968	\$ 169,864	\$ 172,433	2,569	1.51%
Public Safety	\$ 14,159,001	\$ 14,348,600	\$ 14,982,544	\$ 14,925,597	(56,947)	-0.38%
Public Works	\$ 7,506,759	\$ 6,989,810	\$ 7,530,647	\$ 7,738,273	207,626	2.76%
Health & Human Services	\$ 2,027,627	\$ 2,124,241	\$ 2,192,489	\$ 2,332,328	139,839	6.38%
Administrative Support Services	\$ 4,846,378	\$ 5,099,544	\$ 6,684,071	\$ 7,812,628	1,128,557	16.88%
Committees	\$ 16,429	\$ 20,484	\$ 20,200	\$ 20,550	350	1.73%
<b>Shared Expenses</b>						
Fringe Benefits	\$ 15,209,526	\$ 15,696,973	\$ 15,058,910	\$ 15,834,171	775,261	5.15%
Prop & Liab. Insurance	\$ 532,389	\$ 570,193	\$ 641,750	\$ 707,680	65,930	10.27%
Retirement	\$ 7,119,320	\$ 7,688,521	\$ 8,237,157	\$ 8,785,376	548,219	6.66%
Debt Services	\$ 10,884,737	\$ 10,717,600	\$ 10,495,357	\$ 11,644,955	1,149,598	10.95%
Reserve Fund	\$ -	\$ 250,000	\$ 300,000	\$ 250,000	(50,000)	-16.67%
Facilities Management	\$ 2,957,512	\$ 3,004,219	\$ 3,017,398	\$ 3,113,121	95,723	3.17%
<b>General Fund Oper. Expenses</b>	<b>\$ 120,053,039</b>	<b>\$ 123,810,443</b>	<b>\$ 130,741,523</b>	<b>\$ 138,091,193</b>	<b>\$ 7,349,670</b>	<b>5.62%</b>
Capital Improvements	\$ 2,003,250	\$ 1,402,850	\$ 2,695,200	\$ 1,641,765	(1,053,435)	-39.09%
School Bus Transportation	\$ 355,602	\$ 371,573	\$ 382,720	\$ 392,288	9,568	2.50%
State & County Assessments	\$ 1,450,370	\$ 1,352,418	\$ 1,449,503	\$ 1,409,805	(39,698)	-2.74%
Cherry Sheet Offsets	\$ 300,641	\$ 291,510	\$ 352,530	\$ 373,675	21,145	6.00%
Snow Removal Supplement	\$ 253,499	\$ 699,569	\$ 145,000	\$ 250,000	105,000	72.41%
Overlay	\$ 1,160,387	\$ 1,000,000	\$ 1,283,443	\$ 1,000,000	(283,443)	-22.08%
Golf Course Deficit	\$ 309,087	\$ 280,000	\$ 279,832	\$ 252,200	(27,632)	-9.87%
General Stabilization Fund	\$ 150,000	\$ -	\$ -	\$ -	-	0.00%
Operational Stabilization Fund	\$ 625,000	\$ -	\$ -	\$ -	-	0.00%
Capital Stabilization Fund	\$ 2,005,092	\$ 1,343,888	\$ 3,925,532	\$ 2,000,000	(1,925,532)	-49.05%
One-to-One Technology Stab Fund	\$ 100,000	\$ -	\$ -	\$ -	-	0.00%
FAR Bonus Stabilization Fund	\$ -	\$ 433,635	\$ -	\$ -	-	0.00%
OPEB Trust Fund	\$ 250,000	\$ -	\$ 1,300,000	\$ -	(1,300,000)	-100.00%
Misc. Articles	\$ 333,000	\$ 342,600	\$ 216,626	\$ 650,000	433,374	200.06%
<b>Total General Fund Expenses</b>	<b>\$ 129,348,967</b>	<b>\$ 131,328,486</b>	<b>\$ 142,771,909</b>	<b>\$ 146,060,926</b>	<b>3,289,017</b>	<b>2.30%</b>
<b>Net Excess / (Deficit)</b>	<b>8,332,402</b>	<b>8,459,494</b>	<b>143,269</b>	<b>10,568</b>		

# General Fund Appropriation Summary

This spreadsheet details the appropriations to be made at Town Meeting by department.

	2014 Actual	2015 Actual	2016 Actual	2017 Appropriated	2018 Preliminary	2017 vs. 2018 \$ (+/-)      % (+/-)	
Education & Learning							
Section III - Education & Learning							
Natick Public Schools							
Total Natick Public Schools	\$ 48,531,430	\$ 51,481,402	\$ 53,804,093	\$ 57,778,570	\$ 61,000,150	\$ 3,221,580	5.58%
Keefe Tech							
Expenses (Assessment)	\$ 1,270,852	\$ 1,091,902	\$ 1,247,313	\$ 1,522,958	\$ 1,538,647	\$ 15,689	1.03%
Total Keefe Tech	\$ 1,270,852	\$ 1,091,902	\$ 1,247,313	\$ 1,522,958	\$ 1,538,647	\$ 15,689	1.03%
Morse Institute Library							
Salaries & Expenses	\$ 1,940,755	\$ 2,074,442	\$ 2,094,884	\$ 2,109,608	\$ 2,215,285	\$ 105,677	5.01%
Total Morse Institute Library	\$ 1,940,755	\$ 2,074,442	\$ 2,094,884	\$ 2,109,608	\$ 2,215,285	\$ 105,677	5.01%
Bacon Free Library							
Salaries & Expenses	141,694	145,615	\$ 158,953	\$ 169,864	\$ 172,433	\$ 2,569	1.51%
Total Bacon Free Library	\$ 141,694	\$ 145,615	\$ 153,968	\$ 169,864	\$ 172,433	\$ 2,569	1.51%
Total Education & Learning	\$ 51,884,731	\$ 54,793,361	\$ 57,300,258	\$ 61,581,000	\$ 64,926,515	\$ 3,345,515	5.43%
Public Safety							
Section IV - Public Safety							
Emergency Management							
Salaries	\$ -	\$ -	\$ 1,995	\$ 5,000	\$ 5,000	\$ -	0.00%
Expenses	\$ 24,333	\$ 23,259	\$ 16,478	\$ 30,600	\$ 30,600	\$ -	0.00%
Total Emergency Management	\$ 24,333	\$ 23,259	\$ 18,473	\$ 35,600	\$ 35,600	\$ -	0.00%
Parking Enforcement							
Salaries	\$ 33,352	\$ 37,759	\$ 46,563	\$ 53,695	\$ 54,560	\$ 865	1.61%
Expenses	\$ 82,896	\$ 66,050	\$ 67,416	\$ 81,704	\$ 85,808	\$ 4,104	5.02%
Total Parking Enforcement	\$ 116,248	\$ 103,809	\$ 113,979	\$ 135,399	\$ 140,368	\$ 4,969	3.67%
Police							
Salaries	\$ 5,831,933	\$ 5,969,498	\$ 6,055,165	\$ 6,447,517	\$ 6,392,624	\$ (54,893)	-0.85%
Expenses	\$ 206,804	\$ 205,094	\$ 209,756	\$ 218,513	\$ 238,513	\$ 20,000	9.15%
Other Chgs. & Expenses	\$ 4,123	\$ 5,662	\$ 9,881	\$ 7,500	\$ 7,500	\$ -	0.00%
Total Police	\$ 6,042,860	\$ 6,180,254	\$ 6,274,802	\$ 6,673,530	\$ 6,638,637	\$ (34,893)	-0.52%
Fire							
Salaries	\$ 7,798,772	\$ 7,635,349	\$ 7,731,515	\$ 7,908,165	\$ 7,872,542	\$ (35,623)	-0.45%
Expenses	\$ 204,754	\$ 216,330	\$ 209,831	\$ 229,850	\$ 238,450	\$ 8,600	3.74%
Total Fire	\$ 8,003,526	\$ 7,851,679	\$ 7,941,346	\$ 8,138,015	\$ 8,110,992	\$ (27,023)	-0.33%
Total Public Safety	14,186,967	14,159,001	14,348,600	14,982,544	14,925,597	-56,947	-0.38%
Public Works							
Section V - Public Works							
Salaries	\$ 3,082,618	\$ 3,209,952	\$ 3,295,300	\$ 3,524,228	\$ 3,651,661	\$ 127,433	3.62%
Expenses	\$ 1,786,440	\$ 1,725,383	\$ 1,852,199	\$ 1,944,085	\$ 2,057,500	\$ 113,415	5.83%
Municipal Energy	\$ 1,491,898	\$ 1,307,105	\$ 1,156,905	\$ 1,512,334	\$ 1,479,112	\$ (33,222)	-2.20%
Snow & Ice	\$ 1,042,022	\$ 1,264,319	\$ 685,406	\$ 550,000	\$ 550,000	\$ -	0.00%
Total Public Works	\$ 7,402,978	\$ 7,506,759	\$ 6,989,810	\$ 7,530,647	\$ 7,738,273	\$ 207,626	2.76%

## Community & Health Services

### Section VI - Community & Health Services

<b>Community Services</b>							
Salaries	\$ 1,178,161	\$ 1,186,369	\$ 1,267,098	\$ 1,184,537	\$ 1,305,013	\$ 120,476	10.17%
Expenses	\$ 337,046	\$ 395,923	\$ 377,958	\$ 486,006	\$ 493,482	\$ 7,476	1.54%
<b>Total Community Services</b>	<b>\$ 1,515,207</b>	<b>\$ 1,582,292</b>	<b>\$ 1,645,056</b>	<b>\$ 1,670,543</b>	<b>\$ 1,798,495</b>	<b>\$ 127,952</b>	<b>7.66%</b>
<b>Board of Health</b>							
Salaries	\$ 390,566	\$ 406,542	\$ 435,309	\$ 471,196	\$ 481,783	\$ 10,587	2.25%
Expenses	\$ 27,225	\$ 28,172	\$ 28,228	\$ 35,750	\$ 37,050	\$ 1,300	3.64%
Other Changes & Expenditures	\$ 7,514	\$ 10,621	\$ 15,648	\$ 15,000	\$ 15,000	\$ -	0.00%
<b>Total Board of Health</b>	<b>\$ 425,305</b>	<b>\$ 445,335</b>	<b>\$ 479,185</b>	<b>\$ 521,946</b>	<b>\$ 533,833</b>	<b>\$ 11,887</b>	<b>2.28%</b>
<b>Total Community &amp; Health Services</b>	<b>\$ 1,940,512</b>	<b>\$ 2,027,627</b>	<b>\$ 2,124,241</b>	<b>\$ 2,192,489</b>	<b>\$ 2,332,328</b>	<b>\$ 139,839</b>	<b>6.38%</b>

## Administrative Support Services

### Section VII - Administrative Support Services

<b>Board of Selectmen</b>							
Salaries	\$ 701,123	\$ 821,914	\$ 952,419	\$ 1,017,400	\$ 1,053,599	\$ 36,199	3.56%
Expenses	\$ 195,787	\$ 246,786	\$ 255,876	\$ 275,450	\$ 266,450	\$ (9,000)	-3.27%
Other Charges & Expenditures	\$ 18,357	\$ 20,042	\$ 101,107	\$ 93,000	\$ 93,000	\$ -	0.00%
Contract Settlements	\$ -	\$ -	\$ -	\$ 875,000	\$ 1,973,765	\$ 1,098,765	125.57%
Zoning By-Law Re-Write - Second Review	\$ 2,490	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Recruitment	\$ -	\$ 23,595	\$ -	\$ -	\$ 10,000	\$ 10,000	100.00%
<b>Total Board of Selectmen</b>	<b>\$ 917,757</b>	<b>\$ 1,112,337</b>	<b>\$ 1,309,402</b>	<b>\$ 2,260,850</b>	<b>\$ 3,396,814</b>	<b>\$ 1,135,964</b>	<b>50.24%</b>
<b>Personnel Board</b>							
Other Charges & Expenditures	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
<b>Total Personnel Board</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Town Report</b>							
Professional Services	\$ 3,711	\$ 3,682	\$ 3,428	\$ 7,850	\$ 4,100	\$ (3,750)	-47.77%
<b>Total Town Report</b>	<b>\$ 3,711</b>	<b>\$ 3,682</b>	<b>\$ 3,428</b>	<b>\$ 7,850</b>	<b>\$ 4,100</b>	<b>\$ (3,750)</b>	<b>-47.77%</b>
<b>Legal</b>							
Expenses	\$ 420,522	\$ 273,678	\$ 218,751	\$ 349,600	\$ 334,600	\$ (15,000)	-4.29%
Other Charges & Expenditures	\$ 6,749	\$ 7,513	\$ 3,469	\$ 7,500	\$ 7,500	\$ -	0.00%
<b>Total Legal Services</b>	<b>\$ 427,271</b>	<b>\$ 281,191</b>	<b>\$ 222,220</b>	<b>\$ 357,100</b>	<b>\$ 342,100</b>	<b>\$ (15,000)</b>	<b>-4.20%</b>
<b>Finance</b>							
Salaries	\$ 1,044,959	\$ 1,104,222	\$ 994,223	\$ 1,088,512	\$ 1,129,308	\$ 40,796	3.75%
Expenses	\$ 302,536	\$ 257,996	\$ 293,864	\$ 387,350	\$ 343,600	\$ (43,750)	-11.29%
Other Charges & Expenditures	\$ 10,808	\$ 61,359	\$ 6,633	\$ 75,000	\$ 75,000	\$ -	0.00%
<b>Total Finance</b>	<b>\$ 1,358,303</b>	<b>\$ 1,423,577</b>	<b>\$ 1,294,720</b>	<b>\$ 1,550,862</b>	<b>\$ 1,547,908</b>	<b>\$ (2,954)</b>	<b>-0.19%</b>
<b>Information Technology</b>							
Salaries	\$ 296,364	\$ 322,130	\$ 334,447	\$ 333,170	\$ 341,014	\$ 7,844	2.35%
Expenses	\$ 370,995	\$ 419,671	\$ 475,265	\$ 566,500	\$ 571,550	\$ 5,050	0.89%
Other Chgs. & Expenditures	\$ 310,415	\$ 235,237	\$ 310,069	\$ 305,000	\$ 332,000	\$ 27,000	8.85%
<b>Total Information Technology</b>	<b>\$ 977,774</b>	<b>\$ 977,038</b>	<b>\$ 1,119,781</b>	<b>\$ 1,204,670</b>	<b>\$ 1,244,564</b>	<b>\$ 39,894</b>	<b>3.31%</b>
<b>Town Clerk</b>							
Salaries	\$ 223,377	\$ 232,989	\$ 239,015	\$ 249,337	\$ 254,677	\$ 5,340	2.14%
Expenses	\$ 8,804	\$ 12,628	\$ 15,355	\$ 42,200	\$ 50,400	\$ 8,200	19.43%
<b>Total Town Clerk</b>	<b>\$ 232,181</b>	<b>\$ 245,617</b>	<b>\$ 254,370</b>	<b>\$ 291,537</b>	<b>\$ 305,077</b>	<b>\$ 13,540</b>	<b>4.64%</b>
<b>Elections</b>							
Salaries (Registrars)	\$ 21,338	\$ 33,378	\$ 34,542	\$ 69,463	\$ 24,728	\$ (44,735)	-64.40%
Expenses (Registrars)	\$ 25,869	\$ 36,422	\$ 34,287	\$ 55,300	\$ 45,800	\$ (9,500)	-17.18%
<b>Total Elections</b>	<b>\$ 47,207</b>	<b>\$ 69,800</b>	<b>\$ 68,829</b>	<b>\$ 124,763</b>	<b>\$ 70,528</b>	<b>\$ (54,235)</b>	<b>-43.47%</b>
<b>Sealer of Weights &amp; Measures</b>							
Salaries	\$ 14,658	\$ 14,658	\$ 14,758	\$ 14,659	\$ 14,952	\$ 293	2.00%
Expenses	\$ 726	\$ 783	\$ 860	\$ 875	\$ 890	\$ 15	1.71%
<b>Total Sealer Weights/Meas.</b>	<b>\$ 15,384</b>	<b>\$ 15,441</b>	<b>\$ 15,618</b>	<b>\$ 15,534</b>	<b>\$ 15,842</b>	<b>\$ 308</b>	<b>1.98%</b>

Administrative Support Services (con't)							
<b>Community Development</b>							
Salaries	\$ 748,980	\$ 695,942	\$ 780,575	\$ 840,155	\$ 852,345	\$ 12,190	1.45%
Expenses	\$ 24,853	\$ 21,753	\$ 30,601	\$ 29,750	\$ 32,350	\$ 2,600	8.74%
<b>Total Community Development</b>	<b>\$ 773,833</b>	<b>\$ 717,695</b>	<b>\$ 811,176</b>	<b>\$ 869,905</b>	<b>\$ 884,695</b>	<b>\$ 14,790</b>	<b>1.70%</b>

<b>Total Admin. Support Services</b>	<b>\$ 4,753,421</b>	<b>\$ 4,846,378</b>	<b>\$ 5,099,544</b>	<b>\$ 6,684,071</b>	<b>\$ 7,812,628</b>	<b>\$ 1,128,557</b>	<b>16.88%</b>
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## Commissions & Committees

<b>Section VIII - Commissions &amp; Committees</b>							
<b>Finance Committee</b>							
Expenses	\$ 12,537	\$ 15,894	\$ 19,090	\$ 17,450	\$ 17,800	\$ 350	2.01%
<b>Total Finance Committee</b>	<b>\$ 12,537</b>	<b>\$ 15,894</b>	<b>\$ 19,090</b>	<b>\$ 17,450</b>	<b>\$ 17,800</b>	<b>\$ 350</b>	<b>2.01%</b>
<b>Commission on Disability</b>							
Expenses	\$ 351	\$ -	\$ 506	\$ 750	\$ 750	\$ -	0.00%
<b>Total Commission on Disability</b>	<b>\$ 351</b>	<b>\$ -</b>	<b>\$ 506</b>	<b>\$ 750</b>	<b>\$ 750</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Natick Cultural Council</b>							
Expenses	\$ 408	\$ 226	\$ 541	\$ 700	\$ 700	\$ -	0.00%
<b>Total Natick Cultural Council</b>	<b>\$ 408</b>	<b>\$ 226</b>	<b>\$ 541</b>	<b>\$ 700</b>	<b>\$ 700</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Historical Commission</b>							
Expenses	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%
<b>Total Historical Commission</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750</b>	<b>\$ 750</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Historic District Commission</b>							
Expenses	\$ 463	\$ 309	\$ 347	\$ 550	\$ 550	\$ -	0.00%
<b>Total Historic District Comm.</b>	<b>\$ 463</b>	<b>\$ 309</b>	<b>\$ 347</b>	<b>\$ 550</b>	<b>\$ 550</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Section VIII: Comm.</b>	<b>\$ 13,759</b>	<b>\$ 16,429</b>	<b>\$ 20,484</b>	<b>\$ 20,200</b>	<b>\$ 20,550</b>	<b>\$ 350</b>	<b>1.73%</b>

## Shared Expenses (Unclassified)

<b>Section IX - Shared Expenses</b>							
<b>Employee Fringe</b>							
Other Personnel Services	\$ 14,396,221	\$ 15,187,276	\$ 15,667,473	\$ 14,928,060	\$ 15,690,236	\$ 762,176	5.11%
Other Personnel Services	\$ 6,500	\$ 22,250	\$ 29,500	\$ 130,850	\$ 143,935	\$ 13,085	10.00%
<b>Total Employee Fringe</b>	<b>\$ 14,402,721</b>	<b>\$ 15,209,526</b>	<b>\$ 15,696,973</b>	<b>\$ 15,058,910</b>	<b>\$ 15,834,171</b>	<b>\$ 775,261</b>	<b>5.15%</b>
<b>Property &amp; Liability Insurance</b>							
Purchased Services	\$ 495,234	\$ 532,389	\$ 570,193	\$ 641,750	\$ 707,680	\$ 65,930	10.27%
<b>Total Prop. &amp; Liab. Insurance</b>	<b>\$ 495,234</b>	<b>\$ 532,389</b>	<b>\$ 570,193</b>	<b>\$ 641,750</b>	<b>\$ 707,680</b>	<b>\$ 65,930</b>	<b>10.27%</b>
<b>Contributory Retirement</b>							
Pension Assessment	\$ 6,567,165	\$ 7,079,771	\$ 7,646,153	\$ 8,194,354	\$ 8,763,143	\$ 568,789	6.94%
<b>Total Contributory Retirement</b>	<b>\$ 6,567,165</b>	<b>\$ 7,079,771</b>	<b>\$ 7,646,153</b>	<b>\$ 8,194,354</b>	<b>\$ 8,763,143</b>	<b>\$ 568,789</b>	<b>6.94%</b>
<b>Non-Contributory Retirement</b>							
Pensions	\$ 41,836	\$ 39,549	\$ 38,249	\$ 42,803	\$ 22,233	\$ (20,570)	-48.06%
<b>Total Non-Contributory Retire.</b>	<b>\$ 41,836</b>	<b>\$ 39,549</b>	<b>\$ 42,368</b>	<b>\$ 42,803</b>	<b>\$ 22,233</b>	<b>\$ (20,570)</b>	<b>-48.06%</b>
<b>Debt Service</b>							
Leased Equipment	\$ 66,880	\$ 111,096	\$ 150,371	\$ 148,703	\$ 149,203	\$ 500	0.34%
Leased Land				\$ 3,900	\$ 3,900	\$ -	0.00%
Principal	\$ 8,125,967	\$ 8,195,297	\$ 7,860,855	\$ 7,893,357	\$ 8,446,861	\$ 553,504	7.01%
Interest	\$ 2,753,076	\$ 2,578,344	\$ 2,706,374	\$ 2,449,397	\$ 3,044,991	\$ 595,594	24.32%
<b>Total Debt Service</b>	<b>\$ 10,945,923</b>	<b>\$ 10,884,737</b>	<b>\$ 10,717,600</b>	<b>\$ 10,495,357</b>	<b>\$ 11,644,955</b>	<b>\$ 1,149,598</b>	<b>10.95%</b>
<b>Reserve Fund</b>							
Other Charges	\$ -	\$ -	\$ 250,000	\$ 300,000	\$ 250,000	\$ (50,000)	-16.67%
<b>Total Reserve Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 300,000</b>	<b>\$ 250,000</b>	<b>\$ (50,000)</b>	<b>-16.67%</b>

Shared Expenses (Unclassified) (con't)							
<b>Facilities Management</b>							
Salaries	\$ 2,402,236	\$ 2,426,077	\$ 2,444,604	\$ 2,440,848	\$ 2,524,801	\$ 83,953	3.44%
Expenses	\$ 121,000	\$ 531,435	\$ 559,615	\$ 576,550	\$ 588,320	\$ 11,770	2.04%
<b>Total Facilities Management</b>	<b>\$ 2,523,236</b>	<b>\$ 2,957,512</b>	<b>\$ 3,004,219</b>	<b>\$ 3,017,398</b>	<b>\$ 3,113,121</b>	<b>\$ 95,723</b>	<b>3.17%</b>
<b>Total Shared Expenses</b>	<b>\$ 34,976,115</b>	<b>\$ 36,703,484</b>	<b>\$ 39,592,123</b>	<b>\$ 37,750,572</b>	<b>\$ 40,335,303</b>	<b>\$ 2,584,731</b>	<b>6.85%</b>
<b>Total General Fund Operations</b>	<b>\$ 115,158,483</b>	<b>\$ 120,053,039</b>	<b>\$ 127,216,427</b>	<b>\$ 130,741,523</b>	<b>\$ 138,091,193</b>	<b>\$ 7,349,670</b>	<b>5.62%</b>
<b>Reconciliation</b>							
<b>Total General Fund Operations</b>	<b>\$ 115,158,483</b>	<b>\$ 120,053,039</b>	<b>\$ 127,216,427</b>	<b>\$ 130,741,523</b>	<b>\$ 138,091,193</b>	<b>\$ 7,349,670</b>	<b>5.62%</b>
<b>Other General Fund Appropriations</b>							
Capital Equipment and Improvements	\$ 1,725,150	\$ 2,003,250	\$ 1,402,850	\$ 2,695,200	\$ 1,641,765	\$ (1,053,435)	-39.09%
School Bus Subsidy	\$ 350,243	\$ 355,602	\$ 371,573	\$ 382,720	\$ 392,288	\$ 9,568	2.50%
Misc. Articles	\$ 269,596	\$ 333,000	\$ 433,635	\$ 216,626	\$ 650,000	\$ 433,374	200.06%
Golf Course Deficit	\$ 312,246	\$ 309,087	\$ 280,000	\$ 279,832	\$ 252,200	\$ (27,632)	-9.87%
General Stabilization Fund		\$ 150,000	\$ -	\$ -	\$ -	\$ -	0.00%
Capital Stabilization Fund	\$ 4,240,207	\$ 2,005,092	\$ 1,343,888	\$ 3,925,532	\$ 2,000,000	\$ (1,925,532)	-49.05%
Operational Stabilization Fund	\$ 856,633	\$ 625,000			\$ -	\$ -	0.00%
One-to-One Tech StabilizationFund		\$ 100,000			\$ -	\$ -	0.00%
FAR Bonus Stabilization Fund			\$ 433,635		\$ -		
OPEB Trust Fund		\$ 250,000		\$ 1,300,000	\$ -	\$ (1,300,000)	-100.00%
<b>Total Other G/F Appropriations</b>	<b>\$ 7,754,075</b>	<b>\$ 6,131,031</b>	<b>\$ 3,831,946</b>	<b>\$ 2,335,546</b>	<b>\$ 4,936,253</b>	<b>\$ 2,600,707</b>	<b>111.35%</b>
<b>Other General Fund Expenses (Not appropriated by Town Meeting)</b>							
State & County Assessments	\$ 1,420,072	\$ 1,450,370	\$ 1,352,418	\$ 1,449,503	\$ 1,409,805	\$ (39,698)	-2.74%
Cherry Sheet Offsets	\$ 257,572	\$ 300,641	\$ 291,510	\$ 352,530	\$ 373,675	\$ 21,145	6.00%
Snow Removal Supplement	\$ 712,115	\$ 253,499	\$ 699,569	\$ 145,000	\$ 200,000	\$ 55,000	37.93%
Overlay	\$ 1,349,903	\$ 1,160,387	\$ 997,192	\$ 1,283,443	\$ 1,000,000	\$ (283,443)	-22.08%
<b>Total Other G/F Expenses</b>	<b>\$ 3,739,662</b>	<b>\$ 3,164,897</b>	<b>\$ 3,340,689</b>	<b>\$ 3,230,476</b>	<b>\$ 2,983,480</b>	<b>\$ (246,996)</b>	<b>-7.65%</b>
<b>Total General Fund</b>	<b>\$ 126,652,220</b>	<b>\$ 129,348,967</b>	<b>\$ 134,389,062</b>	<b>\$ 136,272,019</b>	<b>\$ 146,010,927</b>	<b>\$ 9,738,907</b>	<b>7.15%</b>



## Free Cash Summary

3/1/2017

Total Free Cash Certification as of July 1, 2016

**\$12,088,395**

**2016 Fall Annual Town Meeting**

Article 1: Free Cash UnAppropriated

\$1,150,885

Article 4: Transfer of FY 2015 Local Option Taxes to Capital Stabilization Fund

(\$1,425,532)

Article 4: Supplement the Capital Stabilization Fund

(\$2,500,000)

Article 8: OPEB Fund

(\$1,000,000)

Article 9: Capital Equipment

(\$1,291,000)

Article 10: Capital Improvement

(\$245,000)

**Available Balance of Free Cash after 2016 FATM**

**6,777,748**

**FY 2017 Proposed Free Cash Expenditures**

Capital Stabilization Fund

(\$2,000,000)

OPEB Trust Fund

FATM

FY2018 Operating Budget

(\$3,500,000)

**Remaining Free Cash**

**1,277,748**

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**ITEM TITLE:** Re-consideration of Employee Fringe Benefits  
**ITEM SUMMARY:**

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**ITEM TITLE:** Article 36 - Assisted Living Option Overlay District (ALOOD) (2)

**ITEM SUMMARY:**

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**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
Article 36 -FinCom Questionnaire	3/10/2017	Exhibit
Article 36: Sponsor Analysis of Difference between Art 36 & Art 34	3/10/2017	Exhibit

# Warrant Article Questionnaire Citizen Petitions Articles

## Section III – Questions with Response Boxes – To Be Completed By Petition Sponsor

Article # 36	Date Form Completed: 2/23/2017
Article Title: Assisted Living Option Overlay District ALOOD (2)	
Sponsor Name: Gary Sutherland	Email: Garys@naplia.com

Question	Question
1	Provide the article motion exactly as it is intended to be voted on by the Finance Committee.
Response	Please see the attached warrant article
2	At a summary level and very clearly, what is proposed purpose and objective of this Warrant Article and the required Motion?
Response	To allow for assisted living developments in residential zoned districts, while limiting the impact of size and density and creating better guidelines for developments
3	What does the sponsor gain from a positive action by Town Meeting on the motion?
Response	Creates new bylaw for Assisted Living in residential zoned districts. Creates affordable units to benefit the town. 63% of towns studied have this requirements.
4	Describe with some specificity how the sponsor envisions how: the benefits will be realized; the problem will be solved; the community at large will gain value in the outcome through the accompanied motion?
Response	This bylaw stipulates what type of Assisted Living density would be allowed in residential zoned districts with limitation on the size and scope of a development
5	How does the proposed motion (and implementation) fit with the relevant Town Bylaws, financial and capital plan, comprehensive plan, and community values as well as relevant state laws and regulations
Response	This new bylaw would augment existing Assisted Living bylaws
6	Have you considered and assessed, qualified and quantified the various impacts to the community such as:

## Warrant Article Questionnaire Citizen Petitions Articles

	<ul style="list-style-type: none"> <li>• Town infrastructure (traffic, parking, etc.)</li> <li>• Neighbors (noise, traffic, etc.);</li> <li>• Environment and green issues (energy conservation, pollution, trash, encouraging walking and biking, etc.);</li> </ul>
Response	<p>Yes in drafting our bylaw we made a number of restriction to protect the quality of life issues. Our setbacks allow for better use on the site location of any development to help protect any negative impact to residential abutters. We also limited the number of total units allowed regardless of the acreage in residential zoned districts as larger assisted living developments can be built in other nonresidential zoning districts.</p>
7	<p>Who are the critical participants in executing the effort envisioned by the article motion?</p> <p>To this point what efforts have been made to involve those participants who may be accountable, responsible, consulted or just advised/informed on the impacts of executing the motion?</p>
Response	<p>We have been attending town board meeting since the summer of 2016. Our neighborhood group has met 20 plus times to capture significant impute.</p> <p>We have done a detailed study of other towns that have created Assisted Living Aloods, and tried to infuse those limitations into our bylaw.</p>
8	<p>What steps and communication has the sponsor attempted to assure that:</p> <ul style="list-style-type: none"> <li>• Interested parties were notified in a timely way and had a chance to participate in the process, that</li> <li>• Appropriate town Boards &amp; Committees were consulted</li> <li>• Required public hearings were held</li> </ul>
Response	<p>We have been sharing our data and warrant article proposal with town boards and our group have been active in speaking at various town boards since the summer of 2016.</p>
9	<p>Why is it required for the Town of Natick AND for the sponsor(s)?</p>

## Warrant Article Questionnaire Citizen Petitions Articles

Response	This is not required, however in lieu of private outside developers creating zoning bylaws that favor them and changing the character of our town. We felt we could accomplish a better written ALOOD for Assisted Living projects within residential zoned districts.
10	Since submitting the article petition have you identified issues that weren't initially considered in the development of the proposal?
Response	Yes we continue to look at setbacks that are in balance with the building footprint. For example the larger the structure the larger required setbacks could be required. Our bylaw allows the Planning Board wiggle room with a 10% waiver of restrictions
11	What are other towns and communities in the Metro West area, or the Commonwealth of MA doing similar to what your motion seeks to accomplish
Response	To the north of Natick, in Wayland they recently added a bylaw prohibiting Assisted Living in residential zoned districts. Our findings to date 47% of communities exclude Assisted Living in residential zoned districts while another 22% allow only in select small ALOOD areas generally close to downtown areas.
12	If this Warrant Article is not approved by Town Meeting what are the consequences to the Town and to the sponsor(s)? Please be specific on both financial and other consequences.
Response	If the warrant article is not passed at the 2017 Spring Town Meeting we would hope it could be referred back to the Planning Board for further study and represented at a fall town meeting.

Proposed Bylaw for spring 2017 Town  
Meeting

1. Amend Article I by adding:

**Section 110 – PURPOSE OF ASSISTED LIVING OPTION OVERLAY DISTRICT (ALOOD)**

Within the purposes expressed in Section 100 of this Bylaw and in General Laws Chapter 40A the particular intent of these Bylaws with respect to establishing an Assisted Living Option Overlay District (ALOOD) is to provide a residential environment within residentially zoned districts that offers supportive services to individuals 55 years of age or older who are unable to live independently in the community, including individuals with specialized needs due to cognitive or other impairments, by offering supervision and/or assistance with basic activities of daily life.

2. Create New section 111-K to be added to Zoning Bylaw after the existing Highway Overlay District Sections:

**Section 111-K ASSISTED LIVING OPTION OVERLAY DISTRICT ("ALOOD")**

1. **APPLICABILITY:** The ALOOD shall overlay any parcel or combination of contiguous parcels in common ownership ("ALOOD PARCEL") , approved by Town Meeting to be included in the ALOOD, subject to the following requirements:
  - a. Such ALOOD PARCEL shall be located in a residentially zoned district and consist of at least five (5) contiguous acres.
  - b. Such ALOOD PARCEL shall have a minimum of 200 feet of frontage within 5280 feet of the Downtown Common area
  - c.
2. **USE AND OTHER ZONING REGULATIONS**
  - a. **Allowed Uses:** In addition to any uses allowed in the underlying residential zoning district, which shall continue to be allowed uses, Assisted Living Residences and Special Care Residences, either as a single use or as combined uses in one or more buildings, shall be allowed uses within the ALOOD subject to the following requirements:
    1. An Assisted Living Residence located in the ALOOD shall provide assisted living units consisting of one or more rooms within an Assisted Living Residence providing living facilities for no more than two occupants, including room or rooms for living, sleeping and eating ("ALR Unit").

11. Both Assisted Living Residences and Special Care Residences may include common areas and community dining facilities, and may provide personal care services, activities of assistance with daily living, and other related programs and services. This may include, but is not strictly limited to, meal care services, beauty salon, sundry shop, and banking and recreational facilities.
- iii. The SPGA, in order to approve the Special Permit/Site Plan Approval for an Assisted Living Residence or a Special Care Residence, must find that the overall impact of the facility will not substantially derogate from the cumulative impact associated with other uses allowed as a matter of right or by special permit within the zoning district.
- b. All regulations of the underlying residential zoning district shall apply within the ALOOD except for projects approved pursuant to this Section, which shall be governed by the regulations set forth in this Section, provided however that the requirements set forth in Section 111-A.3 Flood Plain District and 111-A.5 Aquifer Protection District shall apply to projects within the ALOOD District..
- c. Intensity, Dimensional and Open Space Regulations
  - i. Number of Living Units: Any development permitted under the ALOOD Bylaw shall be limited to 6 (6) ALOOD units per acre (43,560 S.F.). An ALOOD unit is a patient bed with respect to a Special Care Residence and an ALR Unit with respect to an Assisted Living Residence. The maximum density is 64 units regardless of the property size.
  - ii. Floor Area Ratio: For any development permitted under the ALOOD Bylaw the floor area ratio (FAR) shall not exceed 0.25.
  - iii. Open Space: Any development approved under the ALOOD shall provide that a minimum of thirty-three (33%) per cent of the ALOOD PARCEL is retained as permanent Open Space or an Open Space Public Benefit Amenity. At least fifty (50%) percent of the Open Space shall not be wetlands or land subject to seasonal or periodic flooding. The Open Space disposition shall be at the discretion of the SPGA and either retained by the Applicant, deeded to the Town of Natick, or deeded to a non-profit corporation designated by the SPGA. The SPGA may, in its discretion, also require public access to such Open Space. The Open Space shall be permanently restricted as Open Space by way of a deed restriction, conservation restriction or easement. Open Space acreage, whether retained by the Applicant or deeded to a third party in compliance with this Section, shall be considered part of the ALOOD PARCEL for determining zoning compliance of the ALOOD PARCEL under all provisions of the Zoning Bylaw.

Iv: Affordable units: The minimum requirement is 15% with a maximum of 25% of units affordable

V. Parking Spaces required: 0.5 spaces per ALR Unit for Assisted Living Residences; (1) spaces per patient bed for Special Care Residences.

V1: No Assisted Living development approved under the Alood bylaw can be within 2,640 feet of another approved Alood Assisted Living development covered under this bylaw.

v. Intensity Regulations:

Minimum ALOOD Project Areas	5 Acres
Continuous Frontage	200'
Minimum Front-yard setback	200'
Minimum Side-yard setbacks	100'
Minimum Rear-yard setback	100'
Maximum Building Height	35'
Maximum Building Coverage	20%
Minimum Open Space	33%

d. Design criteria:

- i. Preservation and enhancement of landscaping. The landscape shall be preserved in its natural state, insofar as practicable, by minimizing tree and soil removal, and any grade changes shall be in keeping with the general appearance of neighboring developed areas.
- ii. Relation of buildings to environment. Proposed development shall be related harmoniously to the terrain and to the use, scale, and architecture of existing buildings in the vicinity that have functional or visual relationship to the proposed building. The development should be in harmony with existing housing structures without significantly changing the character of existing residential areas
- iii. Open space. All open space (landscaped and usable) shall be designed to add to the visual amenities of the area by maximizing its visibility for persons passing the site or overlooking it from nearby properties.

- lv. Signs and advertising devices. The size, location, design, color, texture, lighting, and materials of signs and advertising devices shall be in harmony with significant architectural features of existing and proposed buildings and structures and with surrounding properties.
- v. Heritage. Removal or disruption of historic, traditional or significant uses, structures, or architectural elements shall be minimized insofar as practicable, whether these exist on the site or on adjacent properties.
- vi. The SPGA may, in its discretion, determine and apply additional Design Criteria that further the purposes of this Bylaw.

e. MODIFICATIONS AND WAIVERS

The SPGA may modify and/or waive strict compliance however the total amount of waiver shall not exceed 10% with one or more of the regulations in any ALOOD District provided that it makes a specific finding, in writing, that such waiver and/or modification will not create conditions which are substantially more detrimental to the existing site and the neighborhood in which the site is located, than if the waiver and/or modification were not granted.



Submission from Gary Sutherland – Citizen Petitioner/Sponsor for 2017 SATM Article 36

Contact: [garys@naplia.com](mailto:garys@naplia.com)

**Sponsors Independent Analysis of Differences Between Article 34 (ALOOD 1) & Article 36 (ALOOD 2)**

ALOOD Article Analysis Item	Article #34	Article #36
Setbacks		
Frontage	150	200
Side	40	100
Rear	40	100
Minimum frontage	200	200
Minimum Acreage	5 Acres	5 Acres
Units per acre/total units	8/?	64 total units
Open Space	33%	33%
Maximum Building Coverage	20%	20%
Affordable	One-time payment of \$5.00 per foot of living area	15% Minimum up to 25% Maximum Permanent affordable units
Limited to one square mile of the Downtown Common	All of Natick	Yes
Development should be in harmony with existing housing structures without significantly changing the character of existing neighborhoods	No Restrictions	Yes

**Note: See pictures inserted on next page**

**Reading Artis Building of 64 units (front view)**



**Side setback of a residential property (approximately 104 feet)**



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**ITEM TITLE:** Article 41 - Amend Zoning By-Law to Create an Independent Senior Living Overlay Option Plan/Elderly Family Residence Living Option Plan

**ITEM SUMMARY:**

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**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
Article 41 - FinCom Questionnaire	3/10/2017	Exhibit
Article 41 - ISLOOP Motion	3/10/2017	Exhibit
Article 41 - Highlighted Plan	3/10/2017	Exhibit
Art 41 - Assessor's Info Map 44 Lot 260	3/10/2017	Exhibit
Art 41 - Assessor's Info Map 44 Lot 261	3/10/2017	Exhibit
Art 41 - Assessor's Info Map 44 Lot 262	3/10/2017	Exhibit
Art 41 - Union and East Central Street Zoning	3/10/2017	Exhibit
Art 41 - Union and East Central HOOP Overlay Map	3/10/2017	Exhibit
Union & East Central Aerial View Map	3/10/2017	Exhibit
Union & East Central Wetland Map	3/10/2017	Exhibit

# Warrant Article Questionnaire Citizen Petitions Articles

## Section III – Questions with Response Boxes – To Be Completed By Petition Sponsor

Article # 41	Date Form Completed: March 8, 2017
Article Title: Elder Family Residences/Independent Senior Living Overlay Option (ISLOOP)	
Sponsor Name: George Richards	Email: grichards@southnaticklaw.com

Question	Question
1	Provide the article motion exactly as it is intended to be voted on by the Finance Committee.
Response	See attached Motions A, B and C attached.
2	At a summary level and very clearly, what is proposed purpose and objective of this Warrant Article and the required Motion?
Response	The new definition of “Independent Senior Living Facility” is being added to clarify that such a facility may provide customary services to its residents. The purpose of adding an “Independent Senior Living Overlay District” is to create a housing option for independent and healthy seniors over 62 years of age in a location that has pedestrian access to the community/senior center, restaurants and medical offices and is also in close proximity to downtown Natick and the train station.
3	What does the sponsor gain from a positive action by Town Meeting on the motion?
Response	Nothing other than potential legal fees from subsequent permitting applications.
4	Describe with some specificity how the sponsor envisions how: the benefits will be realized; the problem will be solved; the community at large will gain value in the outcome through the accompanied motion?
Response	The benefits to seniors will be realized as soon as a project is built and ready for occupancy under the Bylaw by helping address the problem of a severe lack of housing options for downsizing seniors in Natick; The benefit to the Town will be realized when the project is built and annual tax revenues will significantly increase (from approximately \$ 11,000+ to more than \$ 60,000+). The community at large will benefit by attracting people of ALL ages to the Town and therefore, creating a more diverse community. The Town would also receive an open space amenity in the form of an easement connecting the hospital walking trails to the community/senior center via the existing crosswalk at Milk Street.
5	How does the proposed motion (and implementation) fit with the relevant Town Bylaws, financial and capital plan, comprehensive plan, and community values as well as relevant state

# Warrant Article Questionnaire Citizen Petitions Articles

	laws and regulations
Response	The Town recently built the community/senior center which has become valued as a focal gathering point for both seniors and the community at large so giving seniors the ability to walk out their back door to the community/senior center, as well as restaurants and medical offices nearby is a sound urban planning. This kind of "connectivity" is consistent with "smart growth" principles and the values of the community.
6	<p>Have you considered and assessed, qualified and quantified the various impacts to the community such as:</p> <ul style="list-style-type: none"> <li>• Town infrastructure (traffic, parking, etc.)</li> <li>• Neighbors (noise, traffic, etc.);</li> <li>• Environment and green issues (energy conservation, pollution, trash, encouraging walking and biking, etc.);</li> </ul>
Response	Given the proximity to nearby services and downtown, the number of cars and traffic to and from the site is expected to be significantly less than a typical apartment building; The impact to the schools is also expected to be negligible. The proposed setbacks are significantly greater than in the underlying RSC zone in order to protect the neighbors from noise and light trespass; The rear of proposed site faces natural open space/wetlands owned by the Town (that may soon have boardwalks and walking trails) and as previously mentioned will allow seniors to have pedestrian access to that land, as well as to the community/senior center in order to encourage healthy living by seniors.
7	Who are the critical participants in executing the effort envisioned by the article motion? To this point what efforts have been made to involve those participants who may be accountable, responsible, consulted or just advised/informed on the impacts of executing the motion?
Response	We appeared informally before the Planning Board and Open Space Advisory Committee and both boards/committees supported the concept of an overlay district for independent senior living in this area but wanted more information on density and intensity regulations before taking a position. We have also reached out to several Selectmen and to the Council on Aging in hopes of getting their support as well.
8	<p>What steps and communication has the sponsor attempted to assure that:</p> <ul style="list-style-type: none"> <li>• Interested parties were notified in a timely way and had a chance to participate in the process, that</li> <li>• Appropriate town Boards &amp; Committees were consulted</li> <li>• Required public hearings were held</li> </ul>
Response	We have met and/or talked with several abutters and neighbors to inform them of the proposed

## Warrant Article Questionnaire Citizen Petitions Articles

	zoning changes and to encourage them to participate in the public hearing process; we appeared informally before the Planning Board on January 4 <sup>th</sup> and are scheduled to appear before them to discuss this article on March 22 <sup>nd</sup> for the required public hearing; We also appeared before the Open Space Advisory Committee on February 21 <sup>st</sup> and although they were both enthusiastic about the open space trail connection to the Mary Ann Morse walking trails, they also wanted to see the details of the proposed Bylaw changes before taking a position on the article. A concern was raised about pedestrian access through Milk Street if it was a "private" way; however we have verified that Milk Street is a "public" but unaccepted town street.
9	Why is it required for the Town of Natick AND for the sponsor(s)?
Response	Although not "required" for either the Town or the sponsor, the Article addresses a crucial need in the Town for INDEPENDENT SENIORS to be able to downsize and stay in the community. The article also benefits the Town with increased tax revenue without a corresponding increase of expenses.
10	Since submitting the article petition have you identified issues that weren't initially considered in the development of the proposal?
Response	No.
11	What are other towns and communities in the Metro West area, or the Commonwealth of MA doing similar to what your motion seeks to accomplish
Response	We have researched "senior overlay districts" that have been created in Wayland ( <a href="http://ecode360.com/12361972">http://ecode360.com/12361972</a> ) and in Westborough <a href="http://edc.town.westborough.ma.us/files/downloads/ZoningByLaws_2013.pdf">http://edc.town.westborough.ma.us/files/downloads/ZoningByLaws_2013.pdf</a> (See Section 5300-5390). Both Bylaws require a special permit from the permit from the Planning Board and while Westborough's district is near downtown, Wayland's district is more isolated and self-contained. The Wayland Bylaw regulates minimum area, open space, buffers from residentially zoned land and height, while Westborough's Bylaw does NOT specifically set density standards and instead leaves it up to the Planning Board to allow density of units that are "appropriate to the zone, neighborhood and development capacity of the site". Both Bylaws encourage public open space access that has "connectivity to town services" and/or "to pathways on adjacent sites". Because the proposed overlay district abuts the AP District, we have proposed intensity regulations that are identical to the AP District and we believe that Town meeting should adopt those or similar intensity regulations rather than leaving it to the discretion of the Planning Board as Westborough has done.
12	If this Warrant Article is not approved by Town Meeting what are the consequences to the Town and to the sponsor(s)? Please be specific on both financial and other consequences.

Warrant Article Questionnaire  
Citizen Petitions Articles

Response	The Town will lose an opportunity to add to the independent senior housing stock in an area that is extremely desirable for seniors to live in and have access to so many services within walking distances.
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## 2017 SPRING ANNUAL TOWN MEETING

### Article 41

#### Amend Zoning Bylaws: Elderly Family Residences and Elderly Family Overlay Option Plan

##### Motion A:

Moved: To amend the Town of Natick Zoning By Laws by inserting in the Definitions Section a new definition as follows:

“Independent Senior Living Facility: A facility or building which is comprised exclusively, as the primary use, of Elderly Family Residences and which may offer and/or may include services and/or amenities for residents such as but not limited to housekeeping, cleaning, trash removal, meals, activities, transportation, etc. but not including living units or dwelling units that meet the definition of Assisted Living Residences.”

##### Motion B:

Moved: To amend the Town of Natick Zoning By Laws by inserting in SECTION II – USE DISTRICTS, II-A TYPES OF DISTRICTS a new overlay district as follows:

“ Independent Senior Living Overlay Option Plan” “ISLOOP”

And by inserting “.1” after III-I in the title ‘Section III-I: Assisted Living Residences’ and

following Section III-I: Assisted Living Residences by inserting, a new section, Section III-I.2. : -Independent Senior Living Overlay Option Plan, as follows:

“Section III-I.2. : Independent Senior Living Overlay Option Plan

**2.1. Purpose.** The purpose of the ISLOOP is to provide for the creation of Independent Senior Living Facilities to meet the needs of the senior (age 62 and over) population and to provide an alternative development option for parcels in residential single zones which are subject to ISLOOP Overlay Zoning by enabling Independent Senior Living Facilities (ISLF) which provide a residential environment that may offer amenities to individuals 62 years of age or older who are able to live independently in the community by offering amenities and/or opportunities to live in a supportive elderly environment. The goal of the ISLOOP includes the creation of ISLF’s which are located in close proximity to the other facilities in the Town which provide services to the senior population.



**2.2. Applicability and Eligibility.** The Planning Board, acting as Special Permit Granting Authority (SPGA), may grant a special permit in accordance with Section VI-DD, VI-EE, and this ISLOOP section for the construction of an Independent Senior Living Facility in an ISLOOP eligible zone. To be eligible to be placed in an ISLOOP, a parcel must satisfy the following criteria:

- i) have at least 50,000 square feet and less than 150,000 square feet of Net Usable Land Area
- ii) have continuous frontage located within 800 feet of the AP District on the same side of the street as the AP District
- iii) not be located within 800 feet of a Smart Growth Overlay zone and
- iv) have a lot depth of at least 210 feet measured from the shortest distance between the lot front and lot rear property lines.

Net Usable Land Area as used herein shall mean the area within the parcel to be used for the ISLF Development in accordance with this Section remaining after subtracting the areas of any bodies of water, wetland, or land lying within the 100 year flood elevation from the gross area of the parcel to be used for Elderly Family residential use and open space. The flood plain and wetlands maps and aerial surveys adopted as official maps by the Planning Board from time to time shall be used to determine areas of water, 100 year flood plain elevations, and wetland boundaries. Notwithstanding the foregoing, the calculation of Net Usable Land Area shall be subject to a maximum limit not to exceed 80% of overall parcel size inclusive of the areas of any bodies of water, wetland, or land lying within the 100 year flood elevation. For the purposes of this paragraph, wetlands shall not include any area that was created or converted into a wetland by human activity including without limitation Federal, State or municipal improvements.

Net Usable Land Area may include any area of a parcel that is zoned Residential Single

### **2.3 Allowed Uses**

All of the uses allowed in the underlying zoning districts shall continue to be allowed within the ISLOOP. All of the regulations in the underlying zoning district shall continue to apply in the ISLOOP except to the extent that they are specifically modified or supplemented by other applicable provisions of the ISLOOP.

Elderly Family Residences and Independent Senior Living Facilities shall be allowed by Special Permit in the ISLOOP with the Planning Board serving as the Special Permit Granting Authority (SPGA).

**2.4 Standards.** The SPGA may grant a special permit under the procedures and criteria established in MGL 40 A, the Site Plan Review and Special Permit sections of this by law and the following standards and requirements.

1. The ISLF shall provide residences (living units) of no more than two bedrooms each exclusively to meet the needs of seniors in Elderly Family Residence dwelling units .

2. Such facility may include common areas and community dining facilities. Such facility may also provide accessory personal care services, activities for residents, , and other related programs and services. These accessory uses shall be for residents, their guests and staff only and may include, but are not strictly limited to, meal care services, beauty salon, sundry shop, and banking and recreational facilities. Space designated for accessory uses may not exceed [ten (10)] percent of total floor area.
3. The SPGA, in order to approve the special permit application, must find that the overall impact of the facility will not substantially derogate from the cumulative impact associated with other uses allowed as a matter of right or by special permit within the zoning district. In addition, the SPGA must find that: i) all noise, smoke, dust, odor, vibration and similar objectionable features are confined to the premises , ii) Mechanical equipment (including equipment and containers such as, but not limited to, waste disposal, recycling and energy generation) are screened, if necessary, in a manner to shield visual impacts; iii) Lighting is shielded in a manner consistent with Section V-I of this ByLaw to reduce light trespass onto abutting properties or waterways; iv) Paint colors and tones of materials be muted and not create visual distraction; v) Design standards to be consistent with a) the general neighborhood and b) nearby historic districts if any within 300 feet of the property, and sighting shall reduce disruption of the topography of the neighborhood; vi) Buffers of native evergreen trees and other plants shall be planted, maintained and replaced when necessary to screen the facility from adjacent residential buildings; vii) Parking, access and buffers are placed in a manner to separate parking areas from abutting properties to prevent imposition on or use of parking on abutting properties; viii) All utilities, wire, and cable service are placed underground.

**2.5. Intensity Regulations:** Any building erected pursuant to the provisions of this ISLOOP district shall be subject to the following intensity requirements.:

1. Density: The number of units allowed in the ISLOOP shall be equal to the Net Usable Land Area divided by 2,100 rounded to the nearest whole number.
2. Height: 35 feet
3. Minimum Setbacks:
  - a. Front yard setback: 30 feet.
  - b. Rear yard setback: 25feet.
  - c. Side yard: 20 feet
4. Maximum Building Coverage – 25% of Net Usable Land Area

5. Lot Width and Additional Setbacks: Notwithstanding any other provision to the contrary, no new building shall be permitted on any portion of a parcel having a width less than one half of the square root of the Net Usable Land Area
6. Open Space – 30% of land area exclusive of any permanent body of water but inclusive of wetlands
7. Parking: One space per unit

For the purposes of this overlay, height shall be measured from the average ground elevation along the lot frontage.

5. Affordability Requirements: Unless a determination has been made satisfactory to the SPGA that the living units of the ISLF do not affect the Town's Subsidized Housing Inventory (SHI) as maintained by the Commonwealth of Massachusetts Department of Housing and Community Development (DHCD), the Applicant shall make a one-time payment to the Affordable Housing Trust Fund of Natick, restricted to the provision of net new affordable housing, in an amount equal to a formula of \$5 multiplied by the total number of square feet of area in living units in the ISLF. This payment shall be required notwithstanding the fact that the Town may have reached an exemption level of production of affordable units in any year.
6. Aquifer Protection District: Notwithstanding residential exclusions in III-A.5.1A or elsewhere in the Zoning ByLaw, any Elderly Family Residence (EFR) and any Independent Senior Living Facility (ISLF) shall be subject to the procedures, site plan review and special permit of the Aquifer Protection Overlay District (APD) if located therein.

**2.6 Procedures.** In addition to the process set forth in sections VI-DD and VI-EE, the following procedures are to be followed in obtaining approval for an ISLF:

1. Pre-application: The Applicant is encouraged to meet with the Community Development Director and the SPGA prior to the preparation of a formal application, for general discussion of the project to be proposed.
2. Formal application: The Applicant shall submit a plan for the overall development, including a final site plan showing the final completed development in all phases as contemplated on the site at the time of application, regardless of the number of phases in which it may be constructed. Said application shall include at a minimum a completely designed first phase of development. The application shall be filed in the name of the Applicant. The Applicant must either own or submit authorization in writing to act for all of the owners of the ISLF parcel prior to submitting a formal application. The application for a special permit shall be filed by the applicant with the Town Clerk and a

copy of said application, including the date and time of filing certified by the Town Clerk, shall be filed by the applicant with the SPGA.

3. Further procedures: Once a special permit is issued, no changes to the final site plan, exclusive of minor modifications as determined by the SPGA, shall be made without applying for a modification of such special permit.

## **2.7 Bonus Density and Open Space Public Benefit Amenities**

Notwithstanding anything else to the contrary, the SPGA may grant additional density or intensity if the applicant provides an Open Space Public Benefit Amenity in the form of public trails, or walkways with a preference for trails or walkways which create additional access to municipal facilities or public parks which shall not be less than i) 100 feet in minimum width and ii) 10,000 square feet in Net Usable Land Area. For the purposes of this section, an Open Space Benefit Amenity obtained or granted under this section may permit the use of motorized golf cart type conveyances on public trails and/or walkways located on the parcel. The maximum increase in density allowable shall be the number of units calculated as the land area in square feet of the Open Space Public Benefit Amenity divided by 800 rounded to the nearest whole number. Any Open Space Public Benefit Amenity shall not be considered in measuring setbacks.

**2.8 Modifications and Waivers.** The SPGA shall not modify the requirements of this ISLOOP section except that the SPGA may waive strict compliance with sections 2.5.1 through 2.5.8 inclusive and the regulations in the underlying zoning district as applicable, subject to the limitations and restrictions in 2.8.2 below, by finding in writing that a waiver and/or modification will not create conditions that are substantially more detrimental to the neighborhood in which the parcel is located than if the waiver and/or modification were not granted.

**Motion C:**

- **Moved: To amend the Town of Natick Zoning Map by including in an Independent Senior Living Overlay Option Plan overlay district the land known as 22-24, 26 and 32 Union Street on Assessors Map 44, Lots 262, 261 and 260.**



PORTIONS OF ASSESSOR'S MAPS 44 AND 45

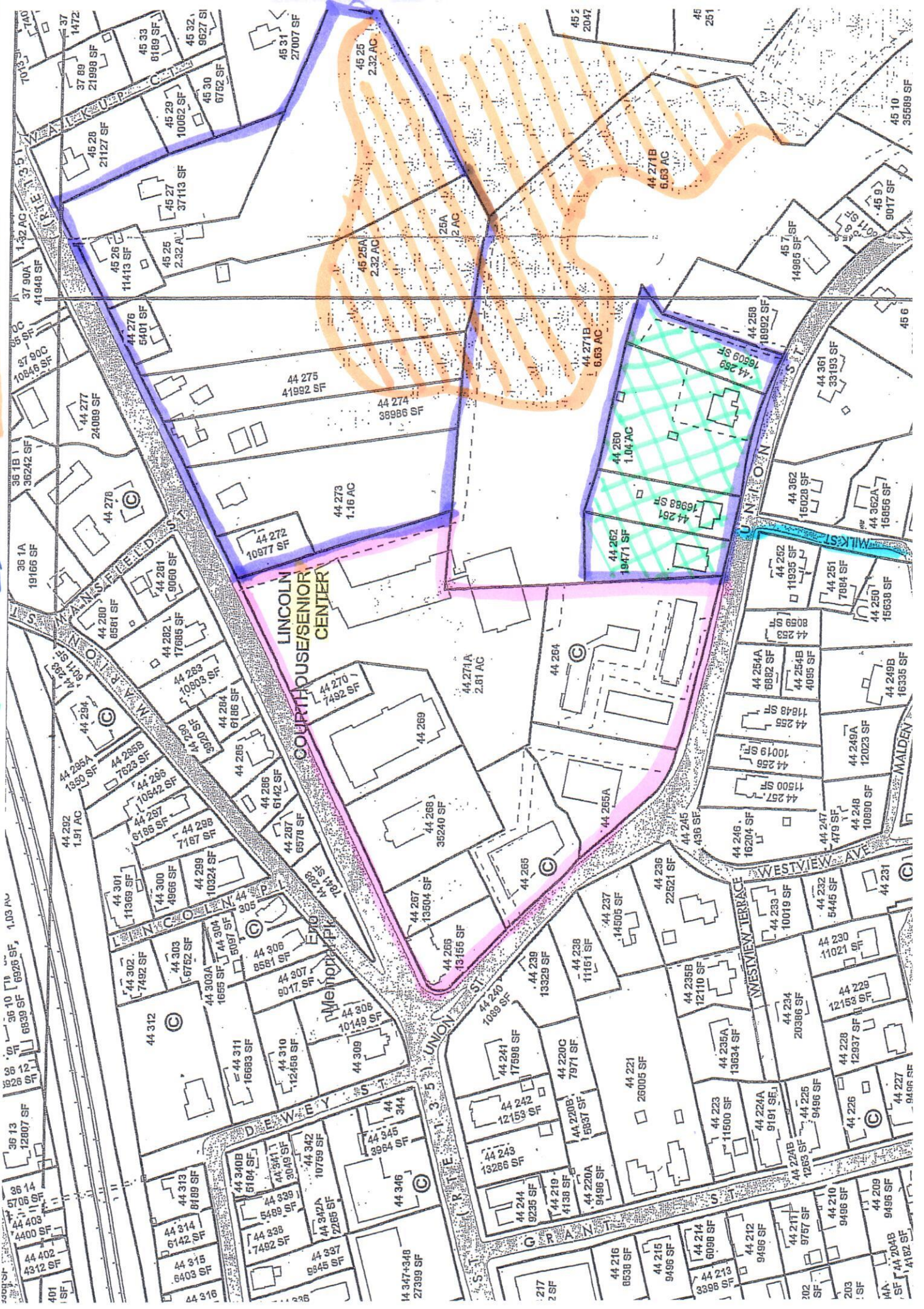
AP District

ISLOOP ENGINE

PROPOSED ISLOOP

ESTIMATED WETLANDS

MILK-SHAFT + CROSSWAY







### Parcel Legal Information

44-00000260

32 UNION ST

State Class Code: 101

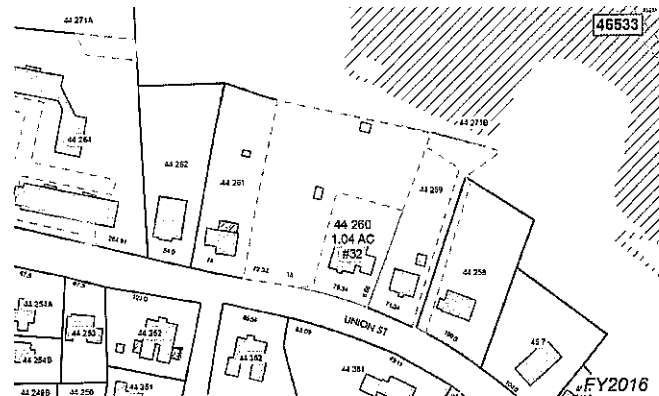
Current Land Value: \$270,400

Current Building Value: \$175,600

Current Assessment: \$446,000

Owner of Record (Owner on January 1, 2016)	Subsequent Owner (New Owner after January 1, 2016)
32 UNION STREET REALTY TRUST MELCHIORRI SILVANO A LILLIAN E TRS 11 WATSON ST NATICK, MA 01760  Deed Book: 42772 Deed Page: 0580 Deed Date: 20041205	Deed Book: Deed Page: Deed Date: 0

### ParcelDetail



Natick Town Offices 13 East Central Street, Natick, MA 01760  
 Phone: (508) 647-6400 Fax: (508) 647-6424

## FY 2017

ZONING: RSC  
DEED\_BOOK: 42772  
DEED\_PAGE: 0580  
DEED\_DATE: 20041205  
TOTAL\_ACRES: 1.042



FY2016

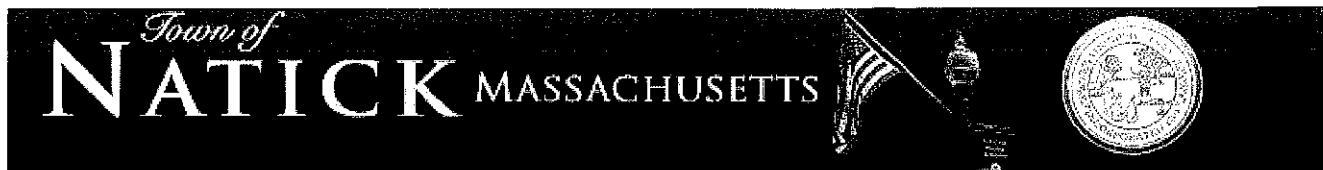
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0%

DESCRIPTION	QTY	SIZE1	SIZE2	COND
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SHED-FRAME	1	1	48	P
	0	0	0	
	0	0	0	
	0	0	0	
	0	0	0	

14	32 CP (448)	10 20 CNPY (200)	
	32	10 10 EP (100)	14
28	.5Ms/1Ms/D (896)	24 FG (336)	

<u>DESCRIPTION</u>	<u>FRAME AREA</u>	<u>MASONRY AREA</u>
FIRST FLOOR AREA:	0	896
UPPER FLOOR AREA:	0	0
HALF STORY AREA:	0	672
UTILITY AREA:	0	0
FIRST FLOOR BAY OR OVERHANG:	0	0
UPPER FLOOR BAY OR OVERHANG:	0	0
ATTACHED GARAGE:	336	0
ENCL PORCH FIRST FLOOR:	100	0
ENCL PORCH UPPER FLOORS:	0	0
OPEN PORCH FIRST FLOOR:	0	0
OPEN PORCH UPPER FLOORS:	0	0





### Parcel Legal Information

44-00000261

26 UNION ST

State Class Code: 101

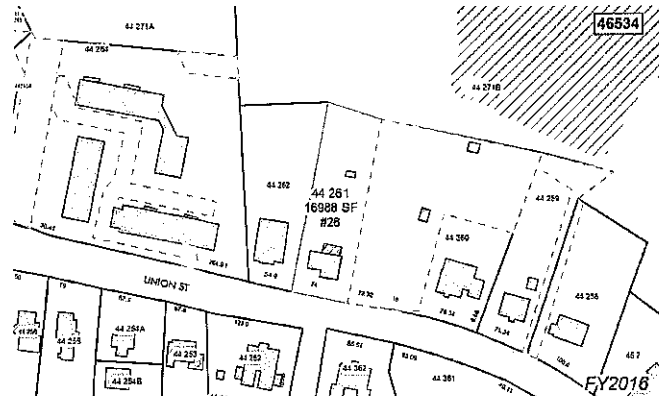
Current Land Value: \$248,000

Current Building Value: \$124,500

Current Assessment: \$372,500

Owner of Record (Owner on January 1, 2016)	Subsequent Owner (New Owner after January 1, 2016)
VON DER LIETH THOMAS J VON DER LIETH KATHERINE P 26 UNION ST NATICK, MA 01760  Deed Book: 25606 Deed Page: 00131 Deed Date: 19950816	KPRM PROPERTIES LLC  11 WATSON ST NATICK, MA 01760  Deed Book: 66870 Deed Page: 00322 Deed Date: 20160301

### ParcelDetail



Natick Town Offices 13 East Central Street, Natick, MA 01760  
Phone: (508) 647-6400 Fax: (508) 647-6424

Town of Natick

Residential Property Record Card

FY 2017

PARCEL: 44-00000261 STATE\_CLASS: 101

LOCATION: 26 UNION ST

NEIGHBORHOOD: 206

ASSESSMENT: \$372,500

OWNER\_NAME\_1: VON DER LIETH THOMAS J

OWNER\_NAME\_2: VON DER LIETH KATHERINE P

OWNER\_NAME\_3:

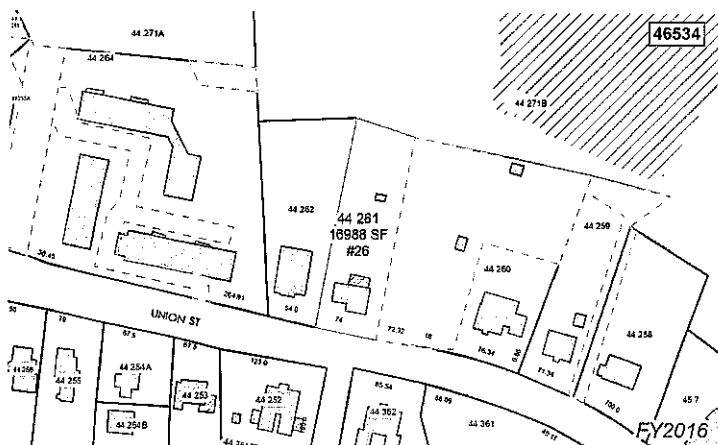
ZONING: RSC

DEED\_BOOK: 25606

DEED\_PAGE: 00131

DEED\_DATE: 19950816

TOTAL\_ACRES: 0.39



46534

LAND DATA

TYPE	AREA	INFL FACT 1	INFL FACT 1	%
PRIMARY	17001		TRAFFIC	-10%
	0			0%
	0			0%
	0			0%
	0			0%
	0			0%

<u>OUTBUILDINGS AND YARD IMPROVEMENTS</u>				
DESCRIPTION	QTY	SIZE1	SIZE2	COND
SHED-FRAME	1	1	80	G
	0	0	0	
	0	0	0	
	0	0	0	
	0	0	0	
	0	0	0	

BUILDING DESCRIPTION

STYLE: OLD STYLE STORY\_HEIGHT: 1.5  
 EXTERIOR\_WALLS: ALUM/VINYL COLOR: WHITE  
 BASEMENT: FULL ATTIC: NONE  
 YEAR\_BUILT: 1860 EFFECTIVE\_YR\_BLT: 1980  
 YEAR\_REMODELED: 0  
 PHYSICAL\_CONDITION: AVERAGE  
 GRADE: B  
 CONDITION-UTILITY: AV

HEATING AND AIR CONDITIONING

FUEL\_TYPE: GAS  
 SYSTEM\_TYPE: WARM AIR A/C: BASIC

ROOM COUNTS

TOTAL\_ROOMS: 6  
 BEDROOMS: 3  
 FAMILY\_ROOMS: 0  
 KITCHENS: 1  
 FULL\_BATHS: 1  
 HALF\_BATHS: 1  
 ADDL\_PLUMBING\_FIXTURES: 0  
 TOTAL\_PLUMBING\_FIXTURES: 7

FIREPLACES

CHIMNEY: 0 OPENINGS: 0  
 METAL\_CHIMNEY: 0 OPENINGS: 0

TRIM & AMENITIES

BRICK\_TRIM: 0 X 0 STONE\_TRIM: 0 X 0  
 BASEMENT\_GARAGE: 0  
 CARPORT: 0 CANOPY: 0  
 FGST\_TILE\_PATIO: 0 MS\_STOOP\_TERRACE: 0

AREAS (SQUARE FEET)

TOTAL\_GFLA: 904 TOTAL\_TLA: 1582  
 BASE\_GFLA: 616 BASE\_TLA: 1582  
 BSMT\_REC\_ROOM: 0 X 0 FIN\_BSMT: 0 X 0  
 UNFINISHED\_ATTIC: 0 FINISHED\_ATTIC: 0  
 WOOD\_DECK\_FIRST\_FLOOR: 331 UPPER\_FLOORS: 0

BUILDING SKETCH

Descriptor/Area

A: 1.5Fr/B

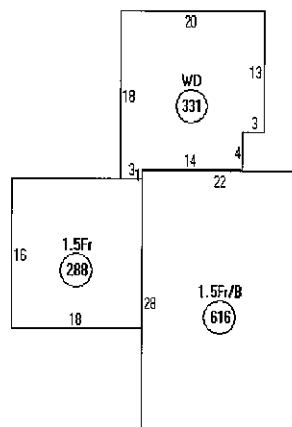
616 sqft

B: W/D

331 sqft

C: 1.5Fr

288 sqft



DESCRIPTION	FRAME AREA	MASONRY AREA
FIRST FLOOR AREA:	904	0
UPPER FLOOR AREA:	0	0
HALF STORY AREA:	678	0
UTILITY AREA:	0	0
FIRST FLOOR BAY OR OVERHANG:	0	0
UPPER FLOOR BAY OR OVERHANG:	0	0
ATTACHED GARAGE:	0	0
ENCL PORCH FIRST FLOOR:	0	0
ENCL PORCH UPPER FLOORS:	0	0



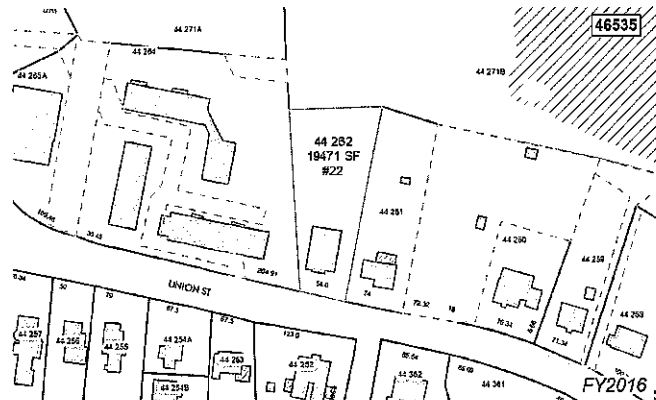
### Parcel Legal Information

44-00000262      22 UNION ST      State Class Code: 104

**Current Land Value: \$251,300**  
**Current Building Value: \$324,000**  
**Current Assessment: \$575,300**

Owner of Record (Owner on January 1, 2016)	Subsequent Owner (New Owner after January 1, 2016)
ALA FAMILY LLC  61 FAIRVIEW AVE NATICK, MA 01760  Deed Book: 60787 Deed Page: 00416 Deed Date: 20121220	Deed Book: Deed Page: Deed Date: 0

### ParcelDetail



**Natick Town Offices** 13 East Central Street, Natick, MA 01760  
**Phone:** (508) 647-6400 **Fax:** (508) 647-6424

Town of Natick

Residential Property Record Card

FY 2017

PARCEL: 44-00000262 STATE\_CLASS: 104

LOCATION: 22 UNION ST

NEIGHBORHOOD: 206

ASSESSMENT: \$575,300

OWNER\_NAME\_1: ALA FAMILY LLC

OWNER\_NAME\_2:

OWNER\_NAME\_3:

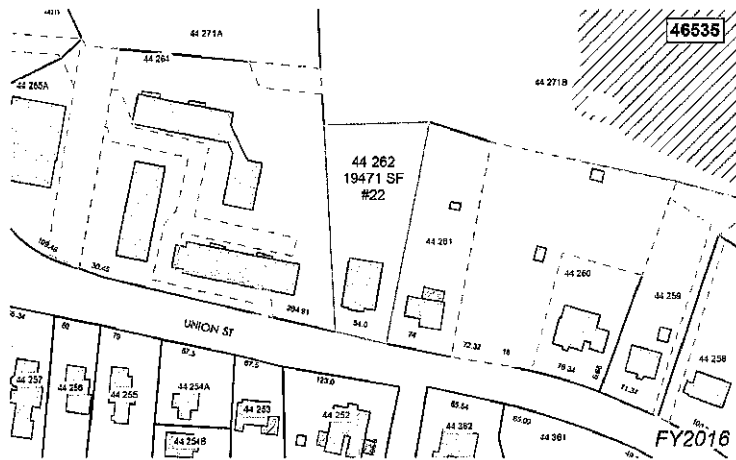
ZONING: RSC

DEED\_BOOK: 60787

DEED\_PAGE: 00416

DEED\_DATE: 20121220

TOTAL\_ACRES: 0.447

LAND DATA

TYPE	AREA	INFL FACT 1	INFL FACT 1	%
PRIMARY	19450		TRAFFIC	-10%
	0			0%
	0			0%
	0			0%
	0			0%
	0			0%

OUTBUILDINGS AND YARD IMPROVEMENTS				
DESCRIPTION	QTY	SIZE1	SIZE2	COND
	0	0	0	
	0	0	0	
	0	0	0	
	0	0	0	
	0	0	0	
	0	0	0	

BUILDING DESCRIPTION

STYLE: DUPLEX STORY HEIGHT: 2.0  
 EXTERIOR WALLS: ALUM/VINYL COLOR: TAN  
 BASEMENT: PART ATTIC: FULL FINISH  
 YEAR\_BUILT: 1900 EFFECTIVE\_YR\_BLT: 1985  
 YEAR\_REMODELED: 0  
 PHYSICAL\_CONDITION: AVERAGE  
 GRADE: A-  
 CONDITION-UTILITY: AV

HEATING AND AIR CONDITIONING

FUEL\_TYPE: GAS  
 SYSTEM\_TYPE: WARM AIR A/C: BASIC

ROOM COUNTS

TOTAL\_ROOMS: 14  
 BEDROOMS: 6  
 FAMILY\_ROOMS: 0  
 KITCHENS: 2  
 FULL\_BATHS: 2  
 HALF\_BATHS: 0  
 ADDL\_PLUMBING\_FIXTURES: 2  
 TOTAL\_PLUMBING\_FIXTURES: 10

FIREPLACES

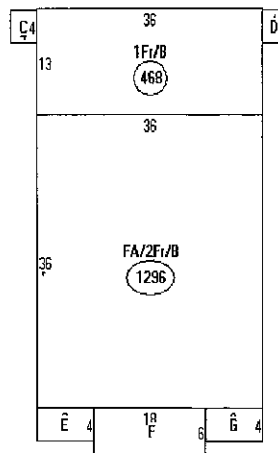
CHIMNEY: 0 OPENINGS: 0  
 METAL\_CHIMNEY: 0 OPENINGS: 0

TRIM & AMENITIES

BRICK\_TRIM: 0 X 0 STONE\_TRIM: 0 X 0  
 BASEMENT\_GARAGE: 0  
 CARPORT: 0 CANOPY: 0  
 FGST\_TILE\_PATIO: 0 MS\_STOOP\_TERRACE: 0

AREAS (SQUARE FEET)

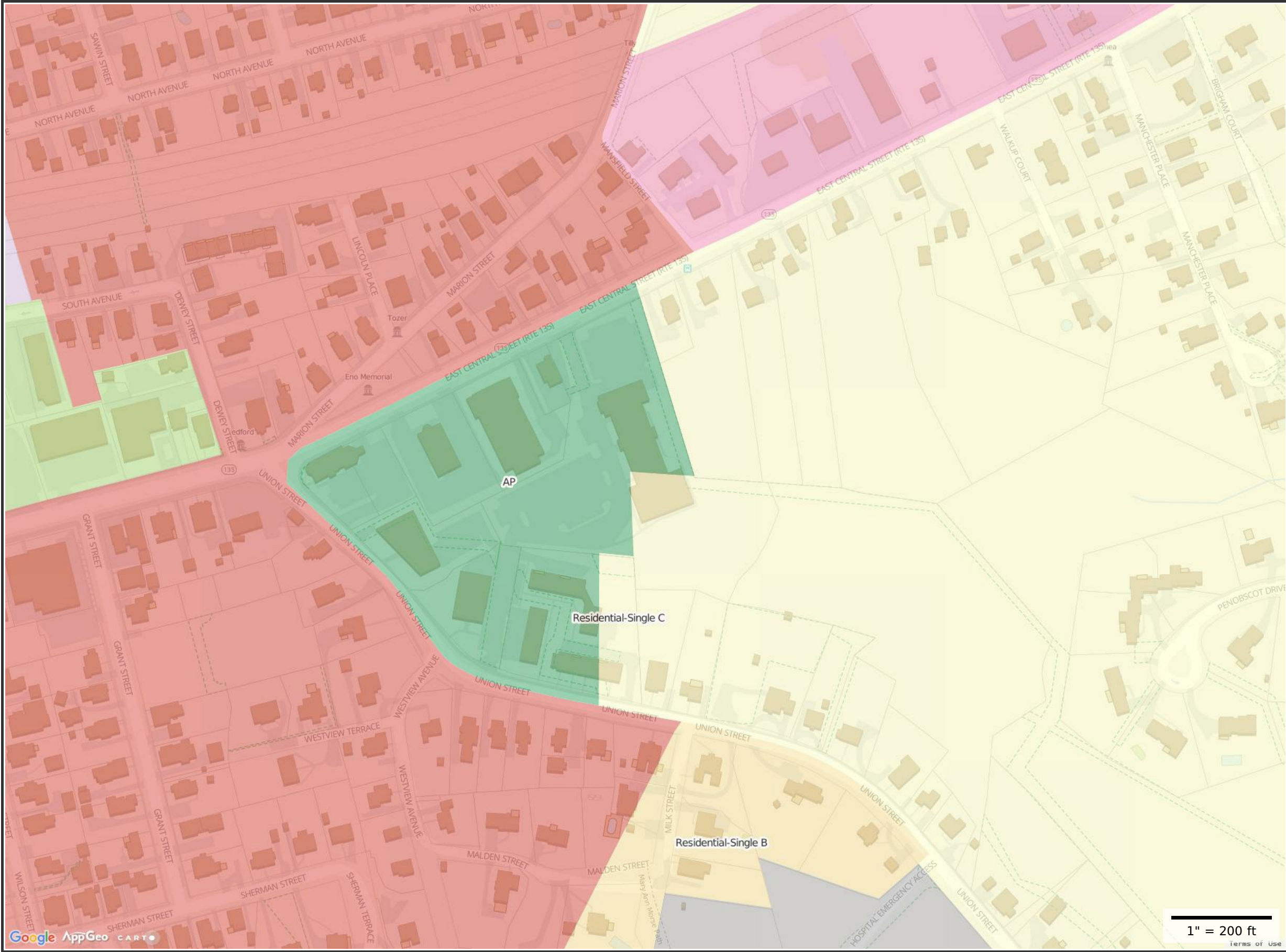
TOTAL\_GFLA: 1836 TOTAL\_TLA: 3722  
 BASE\_GFLA: 1296 BASE\_TLA: 3722  
 BSMT\_REC\_ROOM: 0 X 0 FIN\_BSMT: 0 X 0  
 UNFINISHED\_ATTIC: 0 FINISHED\_ATTIC: 0  
 WOOD\_DECK FIRST\_FLOOR: 16 UPPER\_FLOORS: 0

BUILDING SKETCHDescriptor/Area

A:FA/2F1/B  
 1296 sqft  
 B:1F1/B  
 468 sqft  
 C:W/D  
 16 sqft  
 D:CPAT  
 16 sqft  
 E:2FBAY/B  
 36 sqft  
 F:OFF  
 108 sqft  
 G:2FBAY/B  
 36 sqft

DESCRIPTION	FRAME AREA	MASONRY AREA
FIRST FLOOR AREA:	1764	0
UPPER FLOOR AREA:	1296	0
HALF STORY AREA:	0	0
UTILITY AREA:	0	0
FIRST FLOOR BAY OR OVERHANG:	72	0

Union St and East Central St Zoning



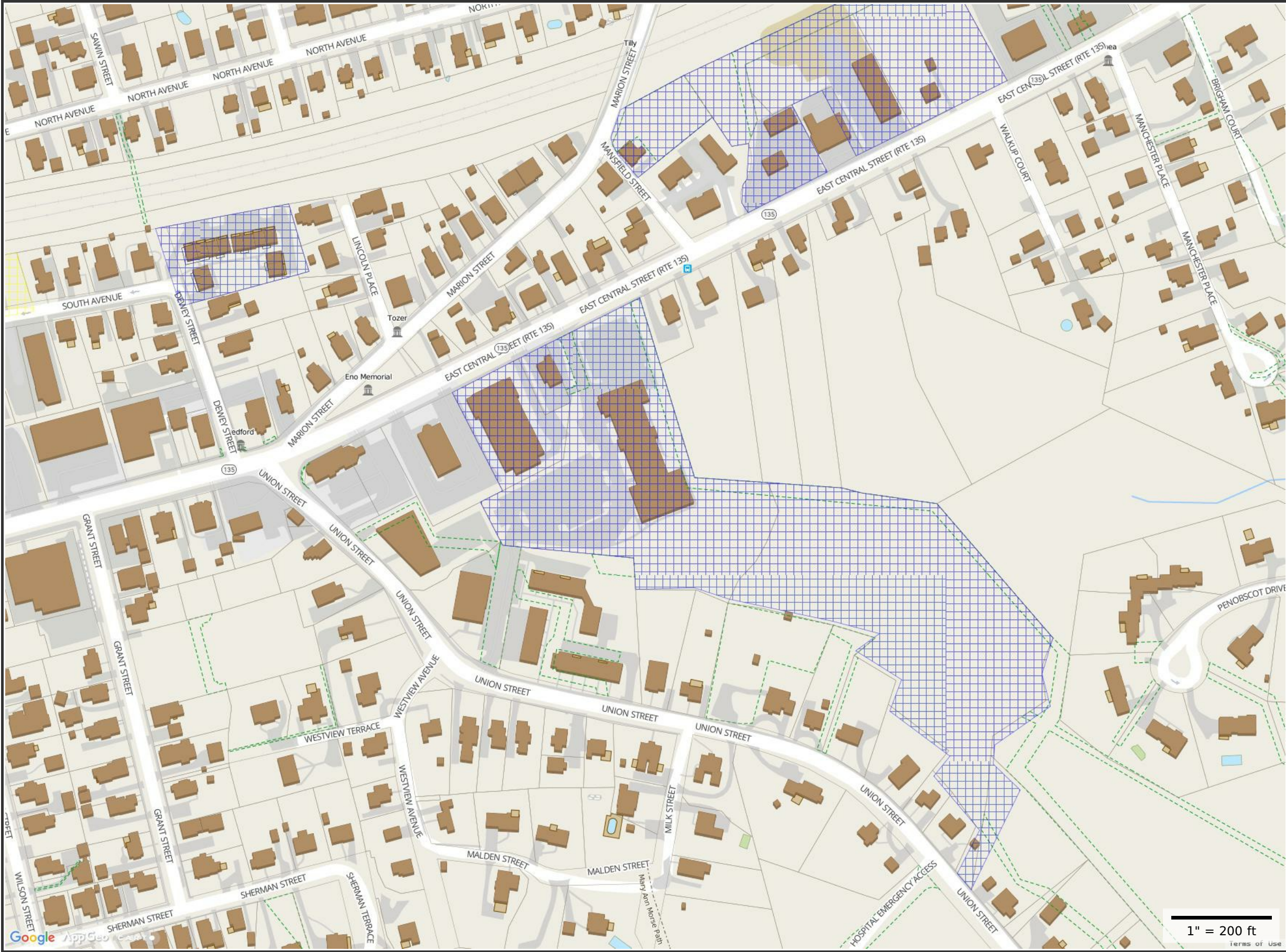
MAP FOR REFERENCE ONLY  
NOT A LEGAL DOCUMENT

Town of Natick, MA makes no claims and no warranties, expressed or implied, concerning the validity or accuracy of the GIS data presented on this map.

Parcels updated 1/1/2016  
Properties updated 1/1/2016



Union St and East Central St HOOP Overlay

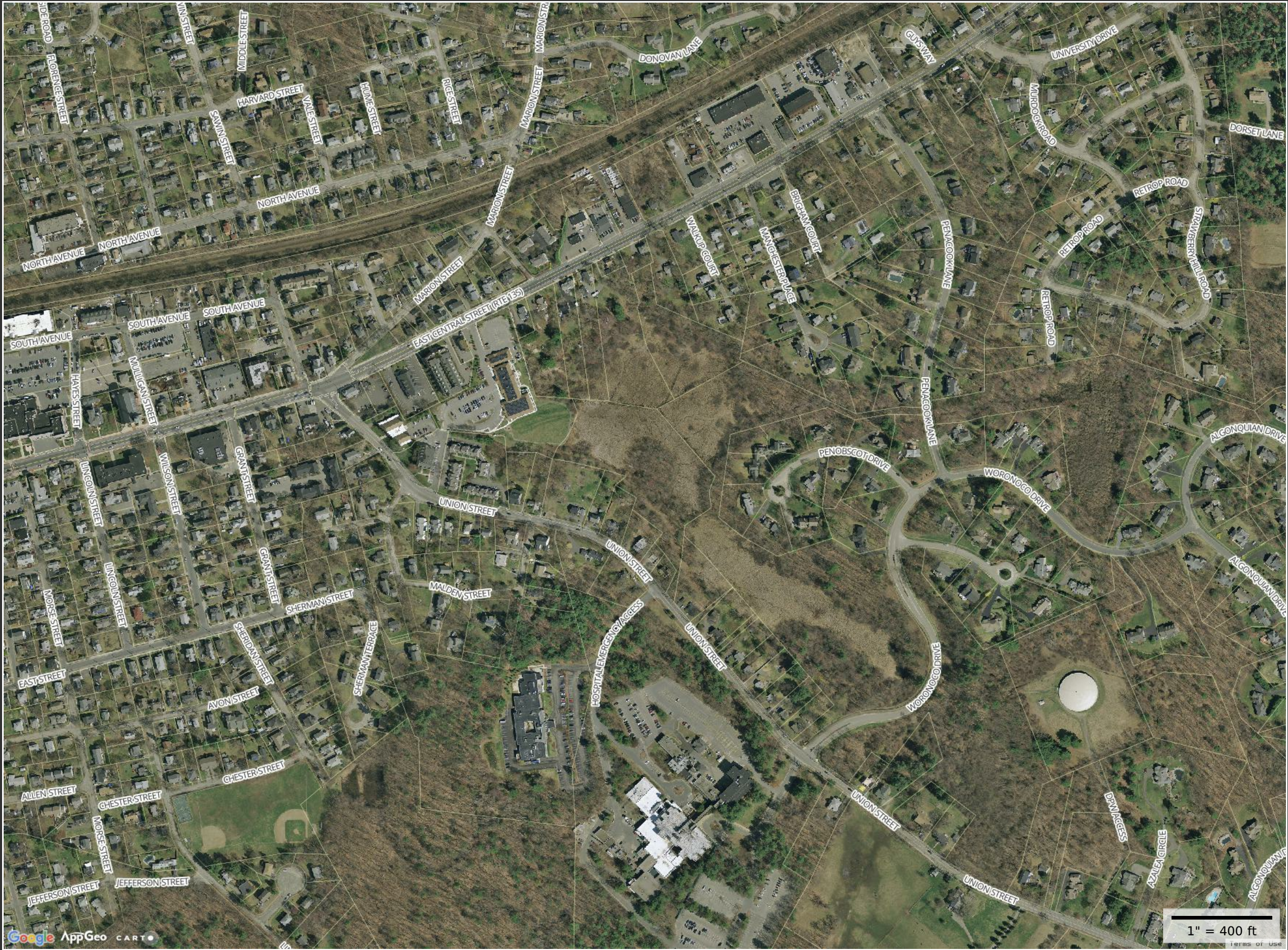


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Parcels updated 1/1/2016  
Properties updated 1/1/2016



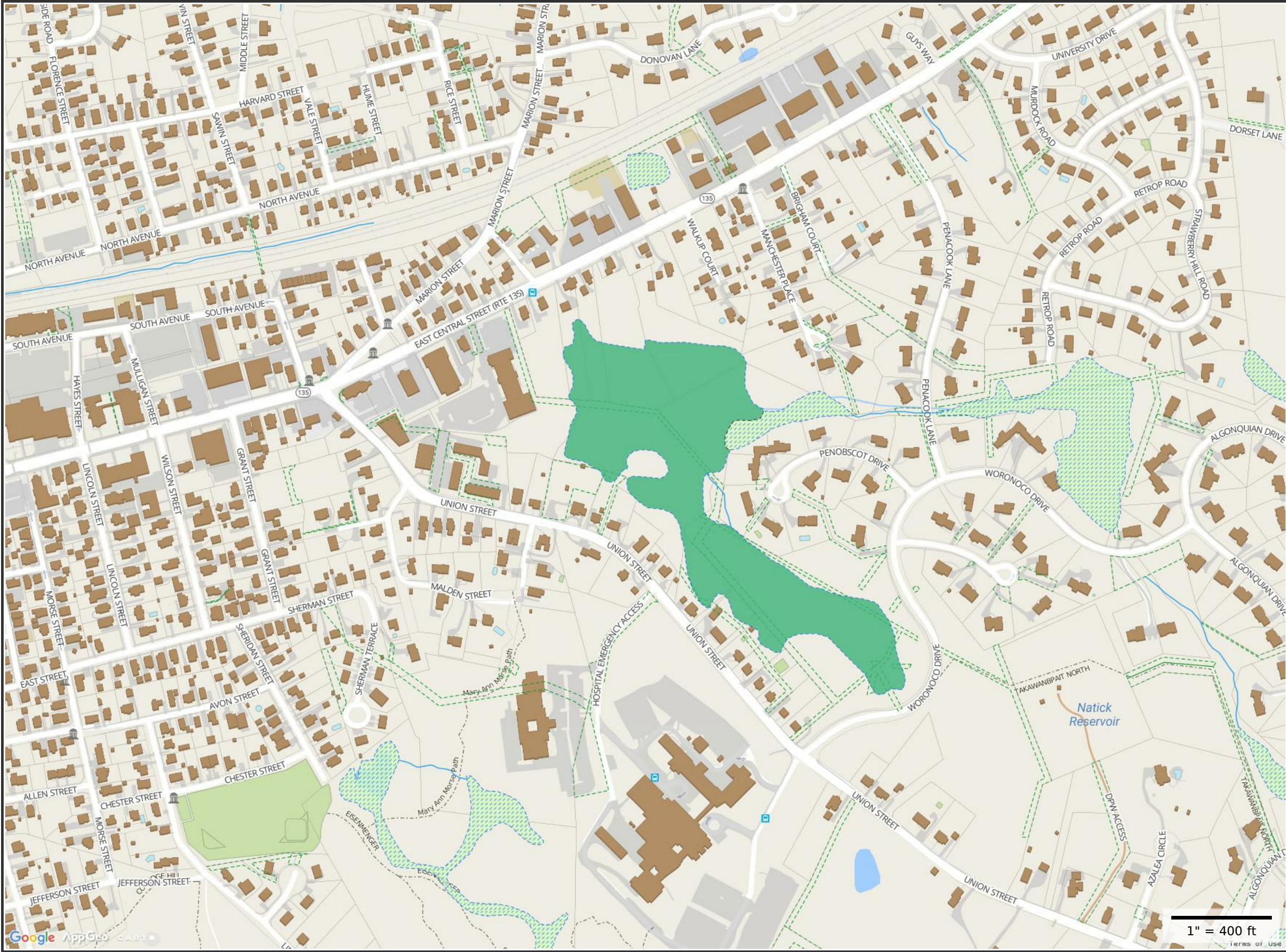


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Parcels updated 1/1/2016  
Properties updated 1/1/2016





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Parcels updated 1/1/2016  
Properties updated 1/1/2016



Map Theme Legends

Wetlands

- Shoreline
- Hydrologic Connection
- Mean Low Water Line
- Wetland Limit
- Closure Line
- Reservoir (with PWSID)
- Marsh/Bog
- Wooded Marsh
- Cranberry Bog
- Salt Marsh
- Tidal Flats
- Beach/Dune

MassDEP Wetlands

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**ITEM TITLE:** Article 33 - Amend the Natick Zoning By-Law to Include a Definition for Special Care Residence

**ITEM SUMMARY:**

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**ITEM TITLE:** a) Initial Draft of the Finance Committee Recommendation Book – review and discussion

**ITEM SUMMARY:**

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