

NATICK BOARD OF SELECTMEN
AGENDA
Edward H. Dlott Meeting Room
Monday, January 7, 2019
6:00 PM

Agenda Posted Thursday, January 3, 2019 at 5:25 PM, Amended January 7, 2019 at 8:40 AM

(Times listed are approximate. Agenda items will be addressed in an order determined by the Chair.)

1. 6:00 OPEN SESSION: Call to Order; Roll Call Vote to Enter Executive Session
2. 6:02 EXECUTIVE SESSION

This portion of the meeting is not open to the public.

- A. Purpose 6: To consider the purchase, exchange, lease, or value of real property if the Chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body:
 - Winona Farm
- B. Purpose 2: To conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel: Collective Bargaining Update
 - Public Employees Local Union 1116 of the Laborers' International Union of North America:
 - Clerical
 - DPW
 - Facilities-Maintenance
 - Library
 - Deputy Fire Chiefs' Association
 - New England Police Benevolent Association, Inc., Local 182: Dispatch
 - Supervisors' and Administrators' Association: DPW Supervisors
 - Local 1707, International Association of Firefighters
 - Natick Patrol Officers' Association
 - New England Police Benevolent Associations, Inc., Local 82 (Superiors)
- C. Purpose 3: To discuss strategy with respect to litigation if an open meeting may have a detrimental effect on the litigating position of the public body and the chair so declares:
 - E.L. Harvey
 - Kurtin, et al v. Natick Planning Board, et al, 18-MISC-00456 (Land Court)

3. 7:30 RECONVENE OPEN SESSION

4. ANNOUNCEMENTS

5. CITIZENS' CONCERNS

Any individual may raise an issue that is not included on the agenda and it will be taken under advisement by the Board. There will be no opportunity for debate during this portion of the meeting. Any individual addressing the Board during this section of the agenda shall be limited to five minutes.

6. 7:45 APPOINTMENTS

A. Greg Bazaz: Interview for Appointment to the Affordable Housing Trust Fund (Term Ending June 30 2019)

7. 7:55 BOARD OF SELECTMEN UPDATES

A. Review of FY 2020 Preliminary Budget

B. Review Proposed Trash Bag Fee Increase

C. 2018 Fall Annual Town Meeting, Article 39: Amend Natick Town Charter; Natick By-Laws, Natick Zoning By-Laws: Appointment and Constitution of Zoning Board of Appeals, Division and Distribution of Powers, Assignment of Counsel

8. 9:30 DISCUSSION AND DECISION

A. Town Counsel Review:

a. Approve Town Administrator's Engagement with the Edward J. Collins, Jr. Center for Public Management

b. Potential Screening Committee

B. Natick Army Labs Update

C. Reserve Fund Transfer for Emergency Sewer Repair

9. 10:00 REQUESTED ACTION

A. Extend Town Counsel's Appointment

B. Approve One-Day Alcohol License: Walnut Hill School

C. Consider Fee Waiver for Mahan Field Common Victualler License

10. SELECTMEN SUBCOMMITTEE/LIAISON UPDATES

11. CONSENT AGENDA

A. Accept Resignation of Carolyn Love-Scalise from Affordable Housing Trust Fund

B. Accept Resignation of Mark Bergin from Natick Contributory Retirement Board

C. Approve Request for Exemption from Town By-Laws Chapter 41, Section 4: Jennifer Stoller - Patrol Officer/Head JV Girls' Ice Hockey Coach

D. Approve Project Samana 5K Walk/Run and Dog Walk/Run - 4/28/19

- E. Approve Referral to Safety Committee - Removal of Trees on Pond Street at High Street
- F. Authorize Chair to Sign Letter to MassDOT in Support of Preservation of Pedestrian & Bicycle Connection at Site of Spring Street Bridge

12. TOWN ADMINISTRATOR NOTES

13. SELECTMEN'S CONCERNS

14. CORRESPONDENCE

- A. Correspondence 1/7/19

15. ADJOURNMENT

NEXT MEETING DATES: Tuesday, 1/22; Monday, 2/4; Tuesday, 2/19

Agenda posted in accordance with Provisions of M.G.L. Chapter 30, Sections 18-25

Meeting recorded by Natick Pegasus

ITEM TITLE: Greg Bazaz: Interview for Appointment to the Affordable Housing Trust Fund (Term Ending June 30 2019)

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Packet	1/3/2019	Cover Memo
Fall 2007 Town Meeting Minutes	1/7/2019	Cover Memo

Profile

greg _____ bazaz _____
 First Name Middle Initial Last Name

gbaz100651@aol.com _____
 Email Address

6 Cedar Ave. _____ 6A _____
 Street Address Suite or Apt

natick _____ MA _____ 01760 _____
 City State Postal Code

What district do you live in? *

N/A

Mobile: (201) 916-0665 _____ Home: (508) 653-4219 _____
 Primary Phone Alternate Phone

Retired _____ Actor _____
 Employer Job Title

Which Boards would you like to apply for?

Affordable Housing Trust Fund Board: Submitted

Are you a registered voter in the Town of Natick?

Yes No

Have you ever attended a Natick town meeting?

Yes No

Have you ever served on a board, committee, or commission in the Town of Natick?

Yes No

If yes, please list name(s) of board, committee or commissions, along with date(s) of service:

From 2013-2018 I served as Acting Secretary and then President of the Cedar Gardens Tenant Association. During that time I attended every board meeting of the Natick Housing Authority.

Interests & Experiences

Why are you interested in serving on a board or commission? Are there any changes you would like to see to these boards, committees and/or commissions?

I live in Affordable Housing and am interested in providing my perspective.

Are you a graduate of the Natick Community Services Citizen's Leadership Academy?

Yes No

Please list any skills or specialized knowledge you can bring to these boards, committees and/or commissions.

I've had many different jobs in my life while pursuing a career in the theater. I managed to work my way up from nothing to a state of poverty. I feel fortunate to have a place to live and would like the opportunity to give back to the community whatever I can.

Please list any professional affiliations.

Currently retired.

Let us know what other specialized interests or hobbies you might have.

Interests include Family, friends, sports, theatre, movies and collectibles.

Upload a Resume



AFFORDABLE HOUSING TRUST FUND BOARD

BOARD DETAILS



OVERVIEW



SIZE 9 Seats



TERM LENGTH 24 Months



TERM LIMIT

The Natick Affordable Housing Trust was formed in February, 2008 through Town Meeting under Massachusetts General Law Chapter 44, Section 55C. The Trust adopted the following mission: To provide for the creation and preservation of affordable housing in the Town of Natick for the benefit of low and moderate income individuals and families



DETAILS

ENACTING RESOLUTION

**ENACTING RESOLUTION
WEBSITE**



AFFORDABLE HOUSING TRUST FUND BOARD

BOARD ROSTER



JAY BALL

6th Term Mar 03, 2008 - Jun 30, 2020

Appointing Authority Board of Selectmen
Position Member-at-large



LOVE SCALISE WEST CAROLYN

2nd Term Jul 01, 2017 - Jun 30, 2019

Appointing Authority Board of Selectmen
Position Member-at-large



LAURA DUNCAN

3rd Term Jul 01, 2012 - Jun 30, 2018

Appointing Authority Board of Selectmen
Position Banking Representative



HELEN L JOHNSON

1st Term May 01, 2018 - Jun 30, 2020

Appointing Authority Board of Selectmen
Position Real Estate Representative



RANDY JOHNSON

4th Term Mar 03, 2008 - Jun 30, 2018

Appointing Authority Board of Selectmen
Position Construction Representative/Chair



GLENN KRAMER

1st Term Oct 30, 2017 - Jun 30, 2019

Appointing Authority Board of Selectmen
Position Attorney Representative



GANESH RAMACHANDRAN

2nd Term Jul 01, 2017 - Jun 30, 2019

Appointing Authority Board of Selectmen
Position Vice Chair



SUSAN G. SALAMOFF

3rd Term Jul 01, 2018 - Jun 30, 2019

Appointing Authority Board of Selectmen
Position Board of Selectmen Representative



PATRICIA SCIARRA

1st Term Apr 02, 2018 - Jun 30, 2020

Appointing Authority Board of Selectmen
Position Planning Board Representative/Clerk



ALYSSA SPRINGER

1st Term May 29, 2018 - Jun 30, 2020

Appointing Authority Board of Selectmen
Position Member-at-large

ARTICLE 18
Affordable Housing Trust Fund
(Community Development Advisory Committee)

To see if the Town will vote to accept the provisions of Chapter 44, Section 55C of the Massachusetts General Laws, added by Chapter 491, Section 1 of the Acts and Resolves of 2004, as amended, which would authorize the Town to establish a trust to be known as the Municipal Affordable Housing Trust Fund, the purpose of which is to provide for the creation and preservation of affordable housing for the benefit of low and moderate income households;

RECOMMENDATION:

By a vote of 6-4-0 on October 2, 2007, the Finance Committee has NO RECOMMENDATION on the subject matter of Article 3.

The purpose of this article is to accept the provisions of Chapter 44, Section 55C of the Massachusetts General Laws to authorize the establishment of a Municipal Affordable Housing Trust Fund for the purpose of creation and preservation of affordable housing for the benefit of low and moderate income households. A summary of the effect of the acceptance of this statute, prepared by Town Counsel, is reprinted below.

2007 NATICK FALL ANNUAL TOWN MEETING
ARTICLE 18

Summary of Effect of Acceptance of
Chapter 44, Section 55C of the Massachusetts General Laws

If Town Meeting votes under Article 18 of the warrant for the October, 2007 Annual Town Meeting to accept Chapter 44, Section 55C of the Massachusetts General Laws, the Town of Natick would be authorized to establish a Municipal Affordable Housing Trust Fund, for the purpose of creation and preservation of affordable housing for the benefit of low and moderate income households. Acceptance of this statute would also have the following implications.

1. The Board of Selectmen would be authorized to appoint a board of trustees of the Municipal Affordable Housing Trust Fund, which would include no less than five (5) trustees. At least one (1) of the trustees shall be a member of the board of selectmen. The statute does not otherwise specify who shall serve on the board of trustees. Trustees shall serve for a term not to exceed two (2) years.
2. The powers of the board of trustees, all of which shall be carried on in furtherance of the purposes set forth in Chapter 44, Section 55C of the Massachusetts General Laws, shall include the following powers.
 - (1) to accept and receive real property, personal property or money, by gift, grant, contribution, devise or transfer from any person, firm, corporation or other public or private entity, including but not limited to money, grants of funds or other property tendered to the trust in connection with any ordinance or by-law or any general or special law or any other source, including money from Chapter 44B of the Massachusetts General Laws, the Community Preservation Act;
 - (2) to purchase and retain real or personal property, including without restriction investments that yield a high rate of income or no income;
 - (3) to sell, lease, exchange, transfer or convey any personal, mixed, or real property at public auction or by private contract for such consideration and on such terms as to credit or otherwise, and to make such contracts and enter into such undertaking relative to trust property as the board deems advisable notwithstanding the length of any such lease or contract;
 - (4) to execute, acknowledge and deliver deeds, assignments, transfers, pledges, leases, covenants, contracts, promissory notes, releases and other instruments sealed or unsealed, necessary, proper or incident to any transaction in which the board engages for the accomplishment of the purposes of the trust;
 - (5) to employ advisors and agents, such as accountants, appraisers and lawyers as the board deems necessary;
 - (6) to pay reasonable compensation and expenses to all advisors and agents and to apportion such compensation between income and principal as the board deems advisable;

- (7) to apportion receipts and charges between income and principal as the board deems advisable, to amortize premiums and establish sinking funds for such purpose, and to create reserves for depreciation depletion or otherwise;
 - (8) to participate in any reorganization, recapitalization, merger or similar transactions, and to give proxies or powers of attorney with or without power of substitution to vote any securities or certificates of interest; and to consent to any contract, lease, mortgage, purchase or sale of property, by or between any corporation and any other corporation or person;
 - (9) to deposit any security with any protective reorganization committee, and to delegate to such committee such powers and authority with relation thereto as the board may deem proper and to pay, out of trust property, such portion of expenses and compensation of such committee as the board may deem necessary and appropriate;
 - (10) to carry property for accounting purposes other than acquisition date values;
 - (11) to borrow money on such terms and conditions and from such sources as the board deems advisable, to mortgage and pledge trust assets as collateral;
 - (12) to make distributions or divisions of principal in kind;
 - (13) to comprise, attribute, defend, enforce, release, settle or otherwise adjust claims in favor or against the trust, including claims for taxes, and to accept any property, either in total or partial satisfaction of any indebtedness or other obligation, and subject to the provisions of this act, to continue to hold the same for such period of time as the board may deem appropriate;
 - (14) to manage or improve real property; and to abandon any property which the board determined not to be worth retaining;
 - (15) to hold all or part of the trust property uninvested for such purposes and for such time as the board may deem appropriate; and
 - (16) to extend the time for payment of any obligation to the trust.
3. The Town of Natick may, by by-law, omit or modify any of these powers and grant to the board of trustees additional powers consistent with Chapter 44, Section 55C.
 4. Notwithstanding any general or special law to the contrary, all moneys paid to the trust in accordance with any zoning ordinance or by-law, exaction fee, or private contributions shall be paid directly into the trust and need not be appropriated or accepted and approved into the trust. General revenues appropriated into the trust become trust property and to be expended these funds need not be further appropriated. All moneys remaining in the trust at the end of any fiscal year, whether or not expended by the board of trustees within one (1) year of the date they were appropriated into the trust, remain trust property.
 5. The trust is a public employer and the members of the board of trustees are public employees for purposes of Chapter 258 of the Massachusetts General Laws, the Tort Claims Act.
 6. The trust is a municipal agency and the trustees are special municipal employees for purposes of Chapter 268A of the Massachusetts General Laws, the Conflict of Interest Law.
 7. The trust is subject to Chapter 39, Sections 23A, 23B and 23C of the Massachusetts General Laws, the Open Meeting Law.
 8. The trust is a board of the Town of Natick for purposes of Chapter 30B of the Massachusetts General Laws, the Uniform Procurement Act, and Chapter 40, Section 15A of the Massachusetts General Laws (which involves transfer of land when a board or officer having charge of that land determines that the land is no longer needed for the purpose for which the land was acquired), but agreements and conveyances between the trust and agencies, boards, commissions, authorities, departments and public instrumentalities of the Town of Natick shall be exempt from Chapter 30B.
 9. The trust is exempt from provisions of Massachusetts law concerning payment of taxes imposed by the Commonwealth of Massachusetts or the Town of Natick which are based upon or measured by property or income.
 10. The books and records of the trust shall be audited annually by an independent auditor in accordance with generally accepted accounting practices.

Positive action requires a MAJORITY vote

Motion(s):

Andrew Meyer member of the Planning Board and Community Development Advisory Board moves Favorable Action, seconded by Erica Ball. After questions and answers, Richard Sidney asked if Town Meeting can modify powers and duties in this article beyond the scope/duties initially accepted by this article. Mr. Foss ruled that modifying, omitting or amending would have to be amended by by-law. Carol Gloff, Chair of the Selectmen said they supported Favorable Action on this article, as this Natick Housing Authority.

Paul Power made a motion, seconded by Mr. Grupposso, to move the question. VOTED UNANIMOUSLY TO MOVE THE QUESTION.

It was VOTED BY MAJORITY that the Town will to accept the provisions of Chapter 44, Section 55C of the Massachusetts General Laws, added by Chapter 491, Section 1 of the Acts and Resolves of 2004, as amended, which would authorize the Town to establish a trust to be known as the Municipal Affordable Housing Trust Fund, the purpose of which is to provide for the creation and preservation of affordable housing for the benefit of low and moderate income households;

Ken Goldman made a motion, seconded by Richard Sidney to adjourn .

VOTED UNANIMOUSLY TO ADJOURN

10:08 pm ADJOURNED.

A record of the Second Session of the Annual Fall
Town Meeting October 18, 2007

s/Judith A. Kuhn
TOWN CLERK OF NATICK

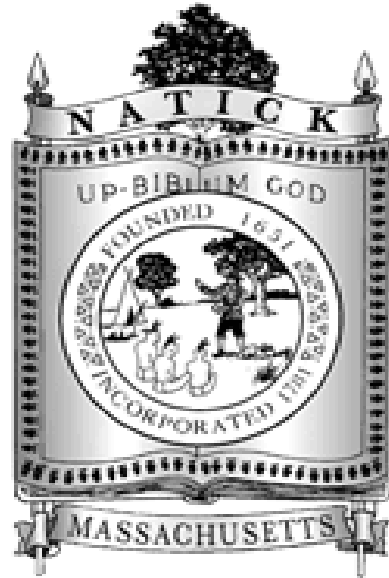
ITEM TITLE: Review of FY 2020 Preliminary Budget

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Budget Overview	1/8/2019	Cover Memo
FY 2020 Preliminary Budget-Part 1	1/3/2019	Cover Memo
FY 2020 Preliminary Budget-Part 2	1/3/2019	Cover Memo

FY 2020 Budget Overview



Board of Selectmen
January 7, 2019

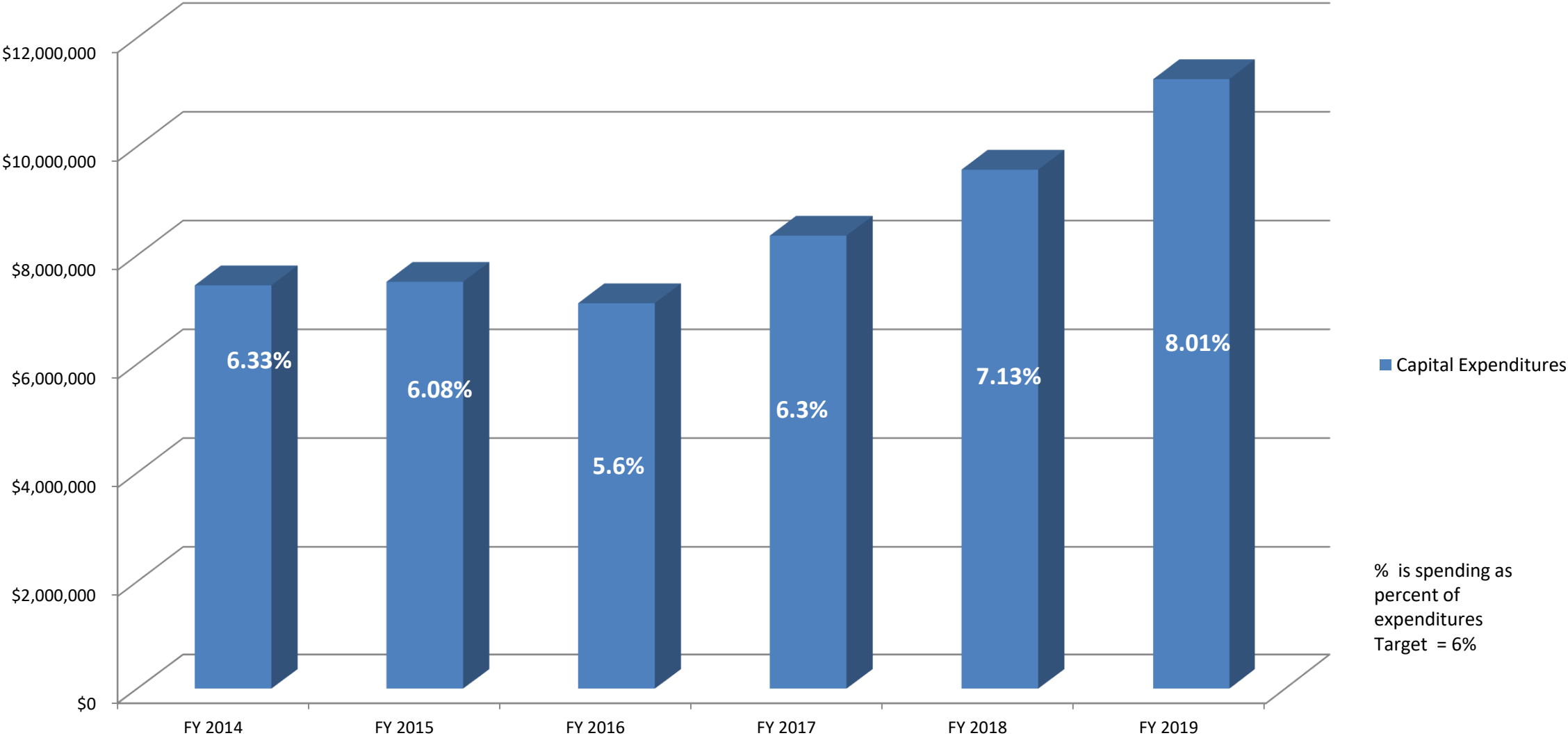
Natick 2019

Where we're at...

Investment in our community

- Capital improvements –
 - East Park
 - Navy Yard
 - South Main Street Sewer and Road Improvements
 - West Natick Fire Station
 - Kennedy Middle School
 - CRT
- Programs and Services
 - Strong schools
 - Robust senior services
 - Youth and recreational opportunities

Capital Expenditures



Financially Strong

- Double AAA credit ratings
- Largest bond issue in Town history
- Strong new growth
- Growing commercial sector

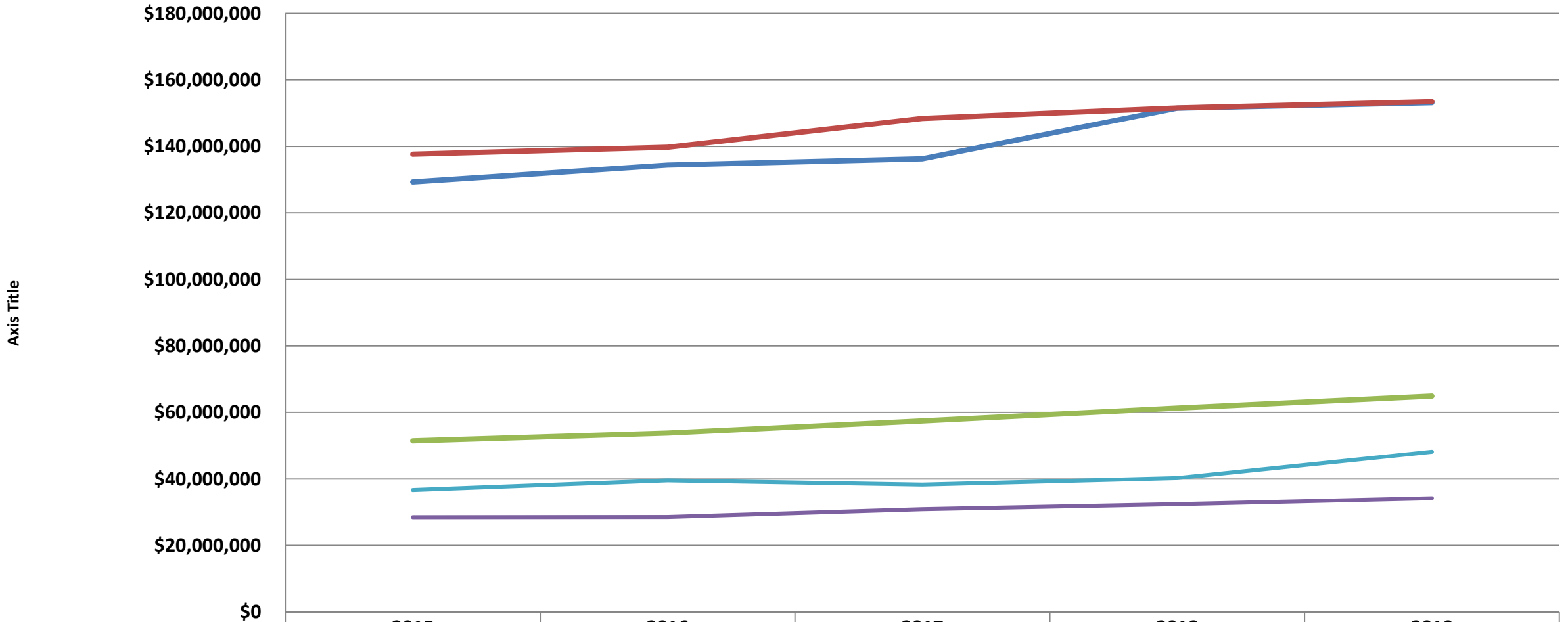
A time of change

NATICK 2020 & BEYOND

Change – What's Happening to Natick?

- Flattening revenues – Proposition 2 ½ and nobody likes fees
- New growth – how much more can we grow?
- Free cash addiction – getting back to normal
- Service expectations – everybody has their favorite
- Increased fixed costs – healthcare, pensions, interest rates, debt service
- Uncertain economy – anybody want to guess where we're going?

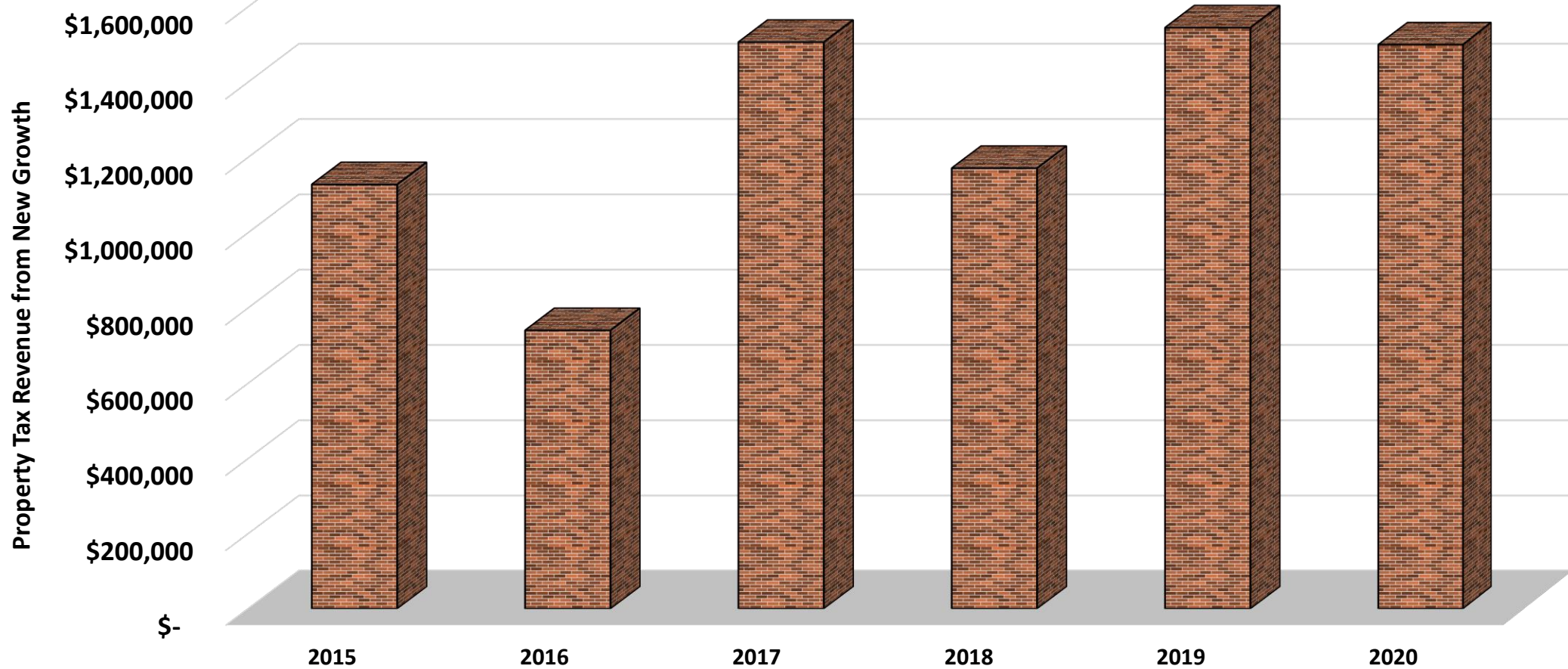
Revenue vs. Expenditures - FY 15 to FY 19



	2015	2016	2017	2018	2019
General Fund Expenditure	\$129,348,967	\$134,389,062	\$136,272,019	\$151,527,045	\$153,184,209
General Fund Revenue	\$137,681,369	\$139,787,980	\$148,409,001	\$151,588,533	\$153,498,551
NPS Expenditures	\$51,481,402	\$53,804,093	\$57,478,571	\$61,307,973	\$64,952,439
Town Expenditures	\$28,539,765	\$28,562,092	\$30,913,184	\$32,438,765	\$34,227,726
Shared Expenses	\$36,703,484	\$39,592,123	\$38,324,071	\$40,273,840	\$48,161,127

New Growth

New Growth – Property Tax Revenues added to the levy that result from new construction or renovations



What do we need to do?

- Don't kick the can down the unaccepted road
- Adapt – take action we don't have to do it all at once
- Prioritize – where should we spend?
- Responsible – consider all aspects of the community
- Don't just budget - plan

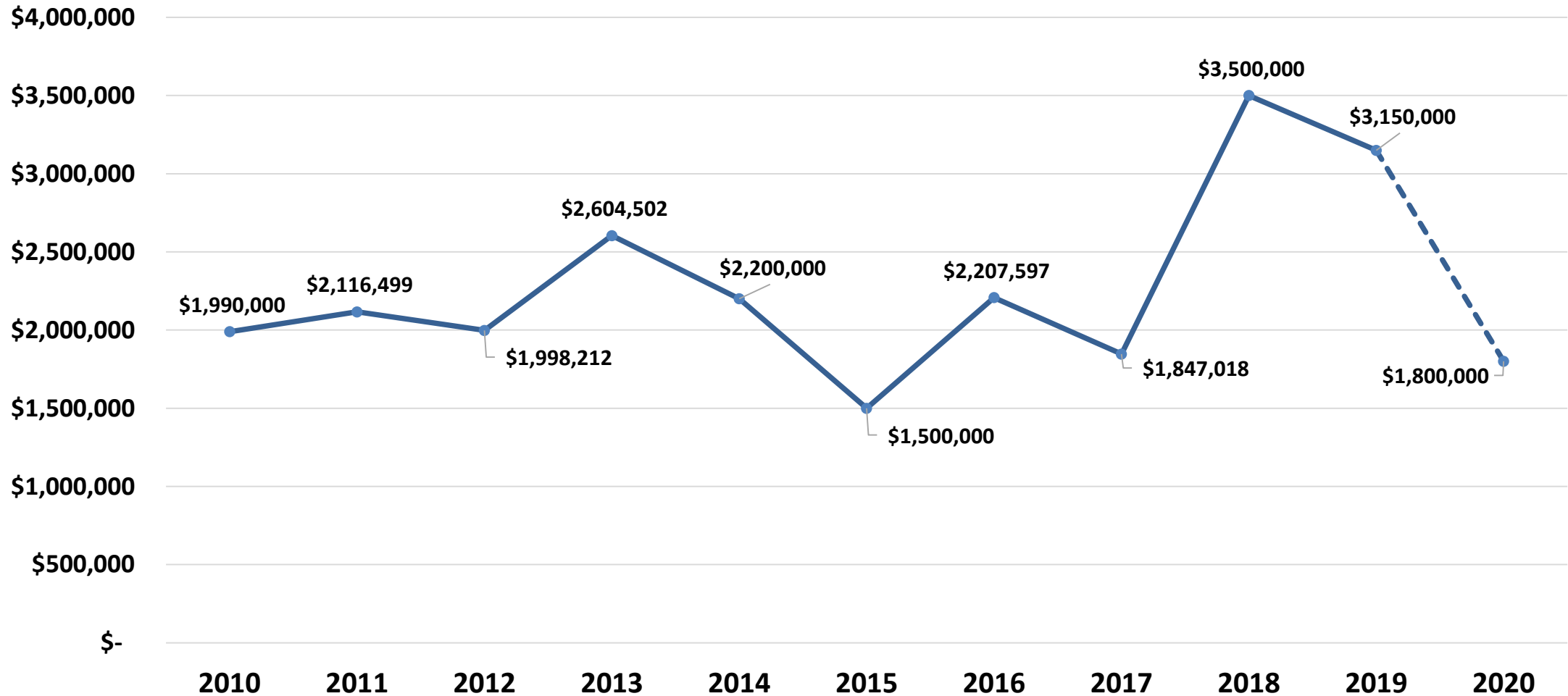
Getting it all started

THE TOWN ADMINISTRATOR'S PRELIMINARY 2020 BUDGET

Core Budget Principles

- Balanced budget – expenses don't exceed revenues
- Realistic revenue forecasts
- Prudent use of free cash
- Transparency

Free Cash Appropriated for Operations





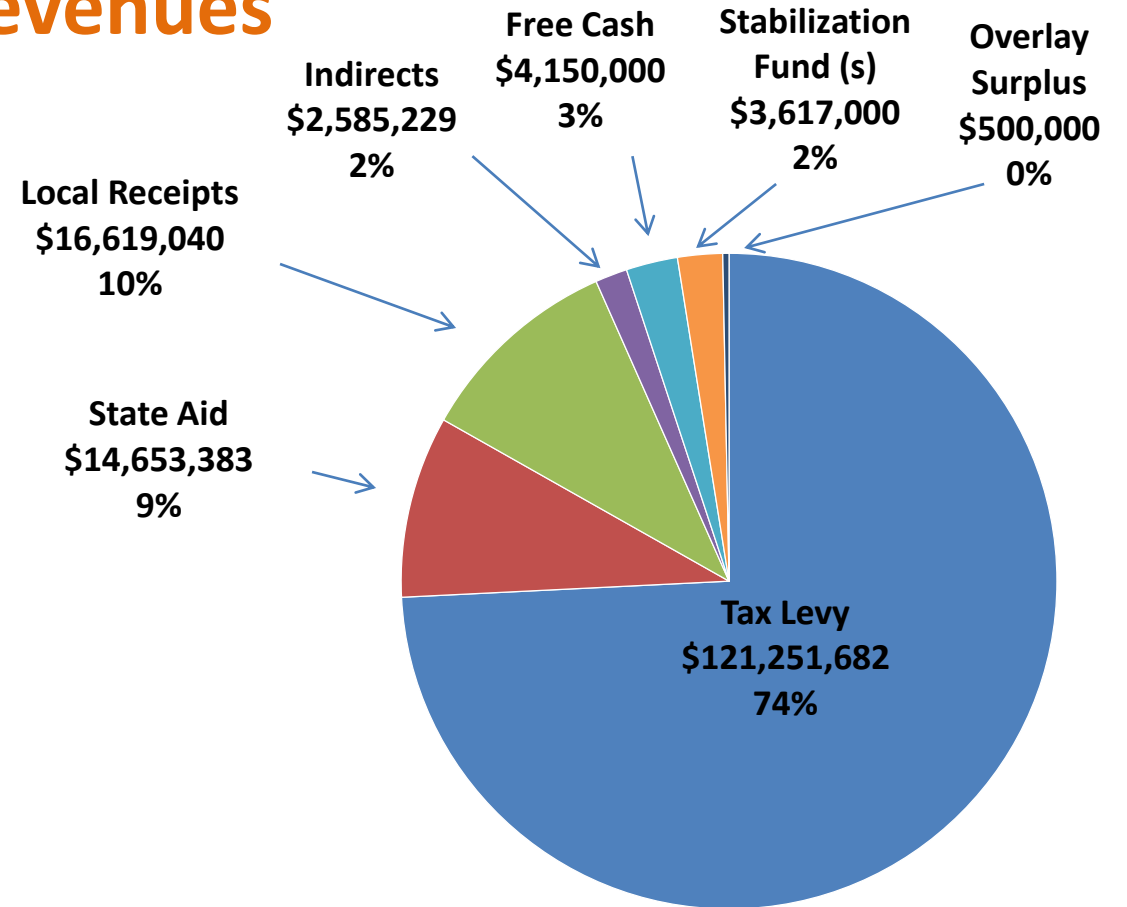
How'd we do it? Budget development

Budget Drivers - Revenue

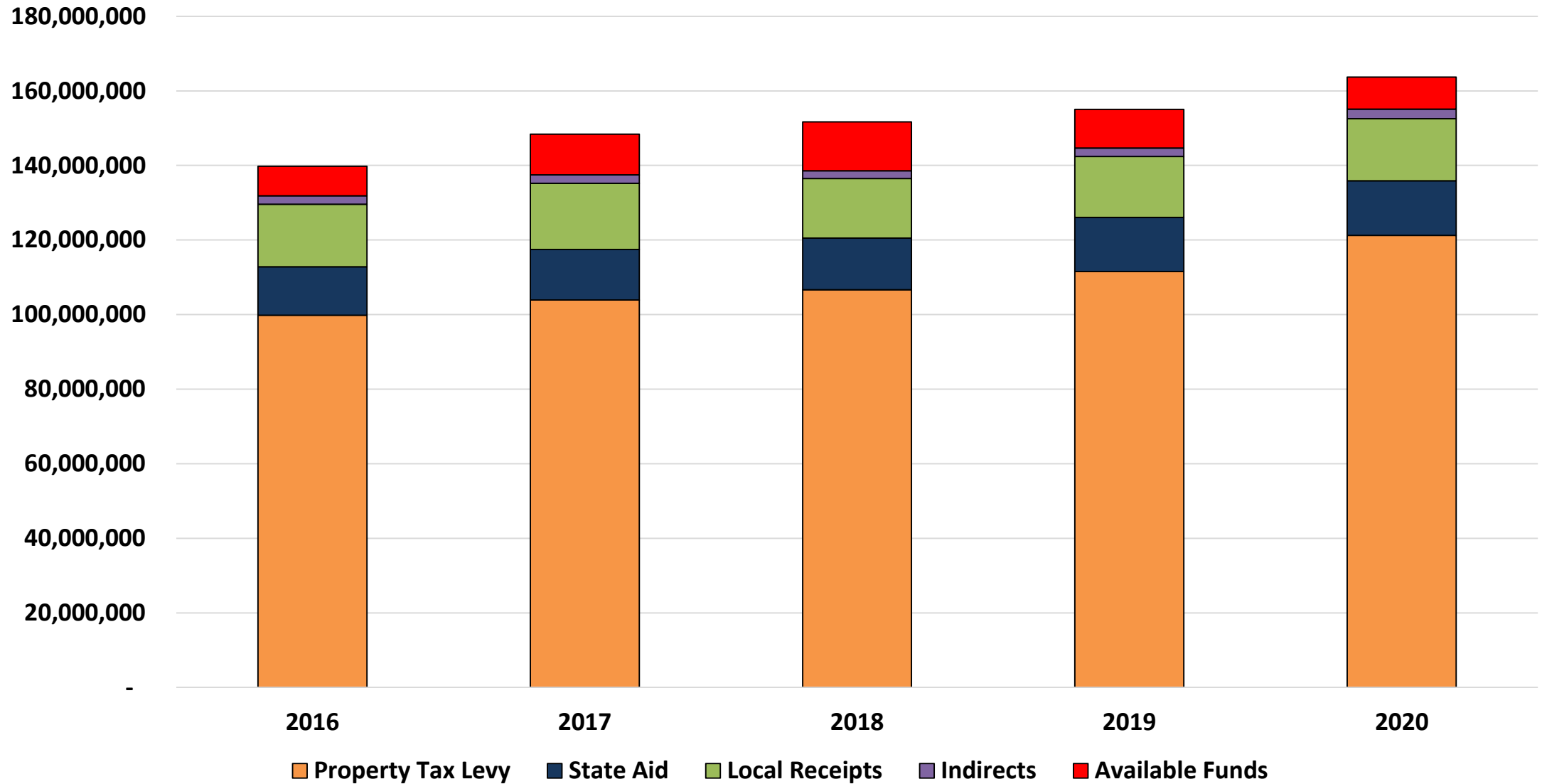
Sources of New Revenue

- New growth
- Local receipts
- State Aid
- Fees, fines etc.

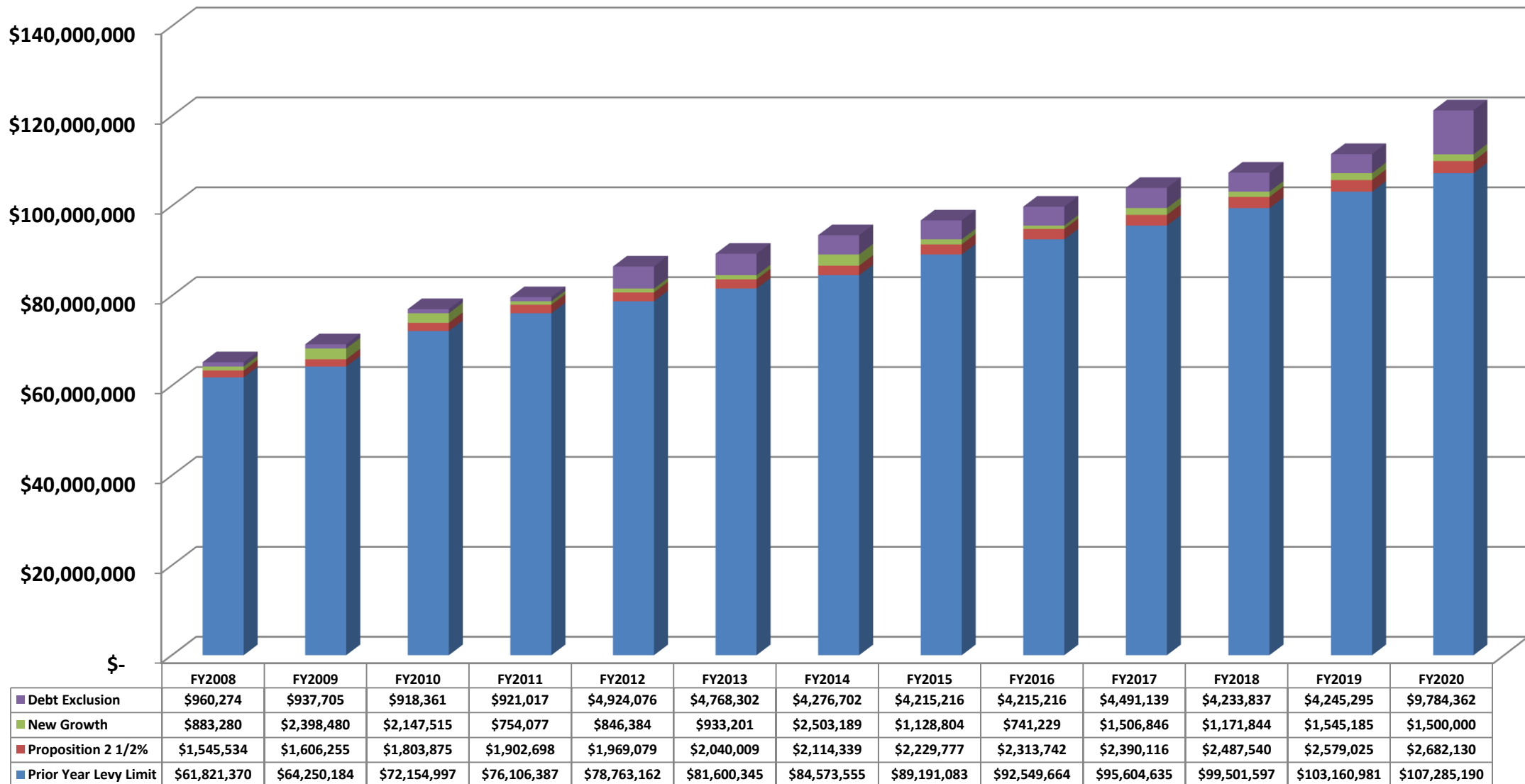
Revenues



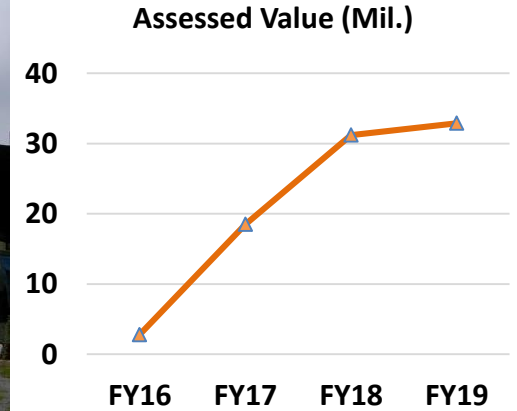
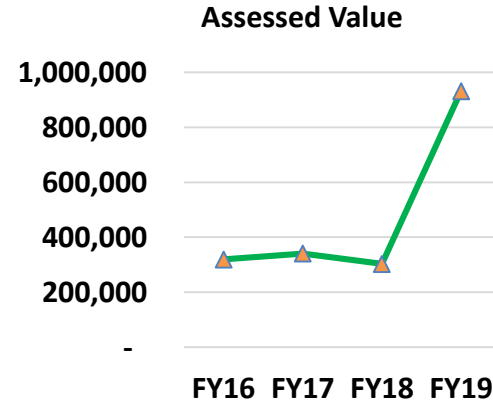
General Fund Revenue Summary



Revenue: Tax Levy



Residential & Commercial New Growth



West Natick
17 Curtis Rd

Assessed Value History
 FY19 \$904,400
 FY18 \$302,800*
 FY17 \$341,000
 FY16 \$319,200

*After house razed

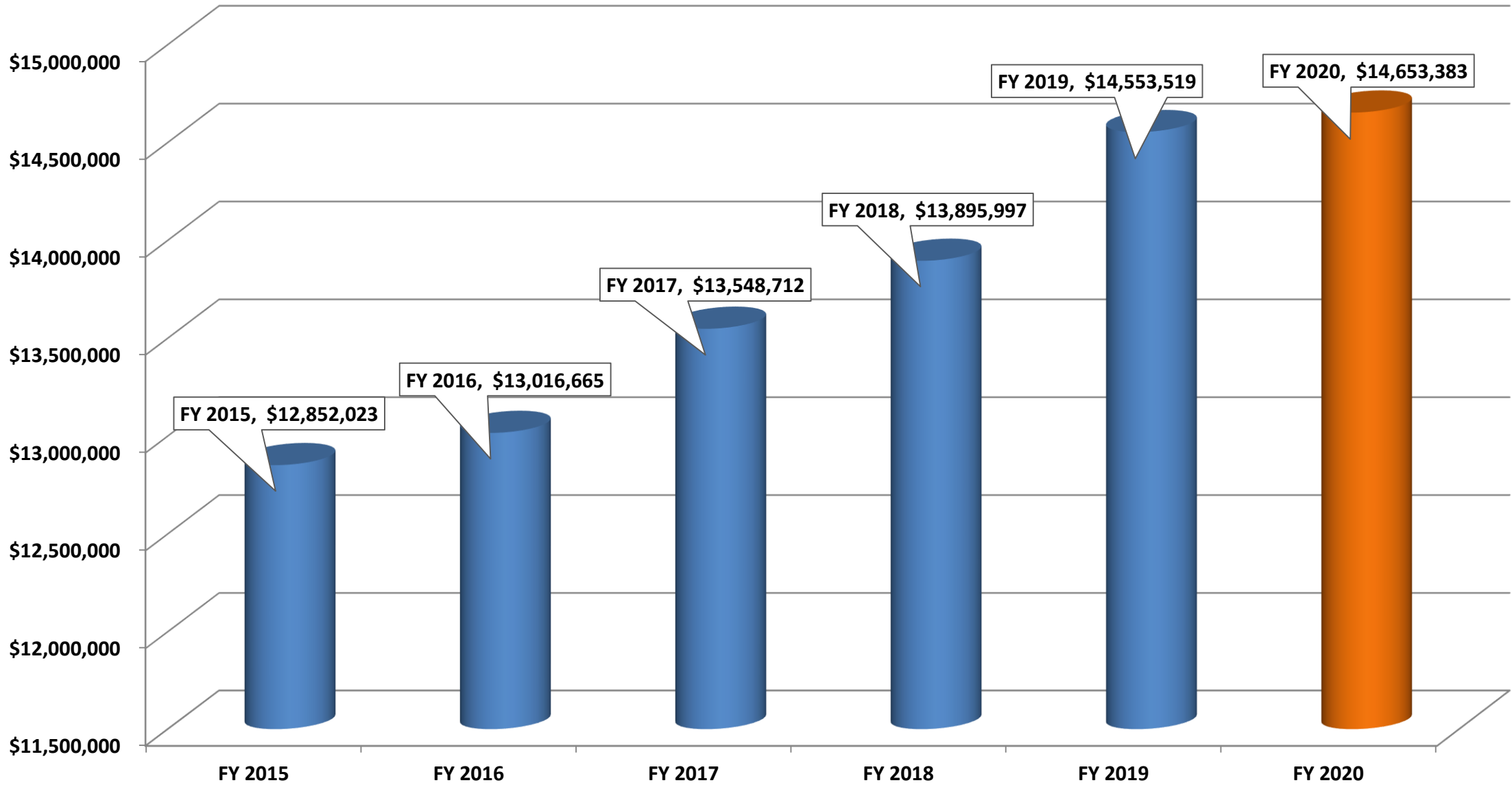
SOLD 7/12/16 \$380,000
 SOLD 8/10/18 \$885,000



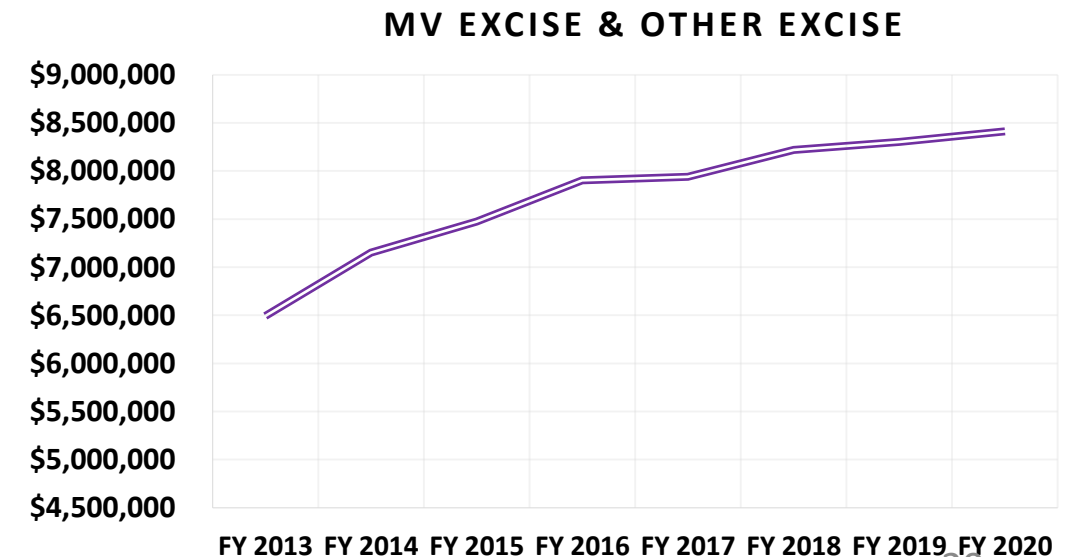
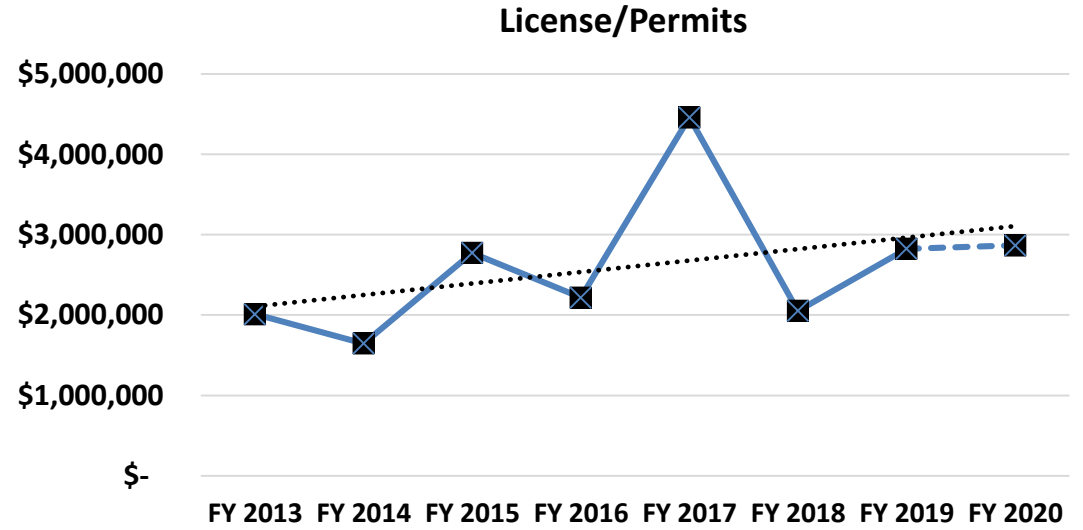
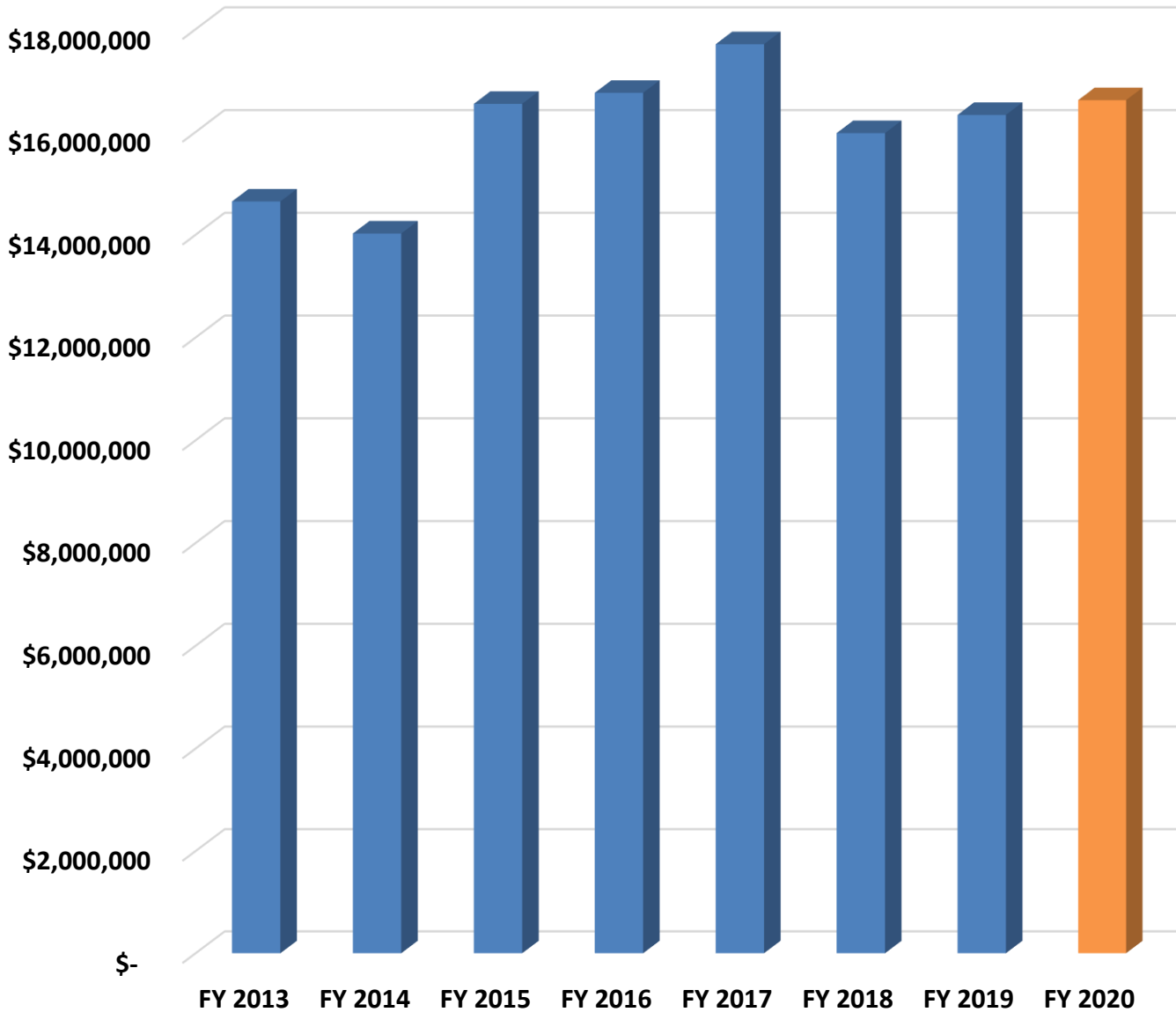
Modera Natick Center

Assessed Value History
 FY19 \$32,881,400
 FY18 \$31,164,900
 FY17 \$18,543,400
 FY16 \$2,789,600

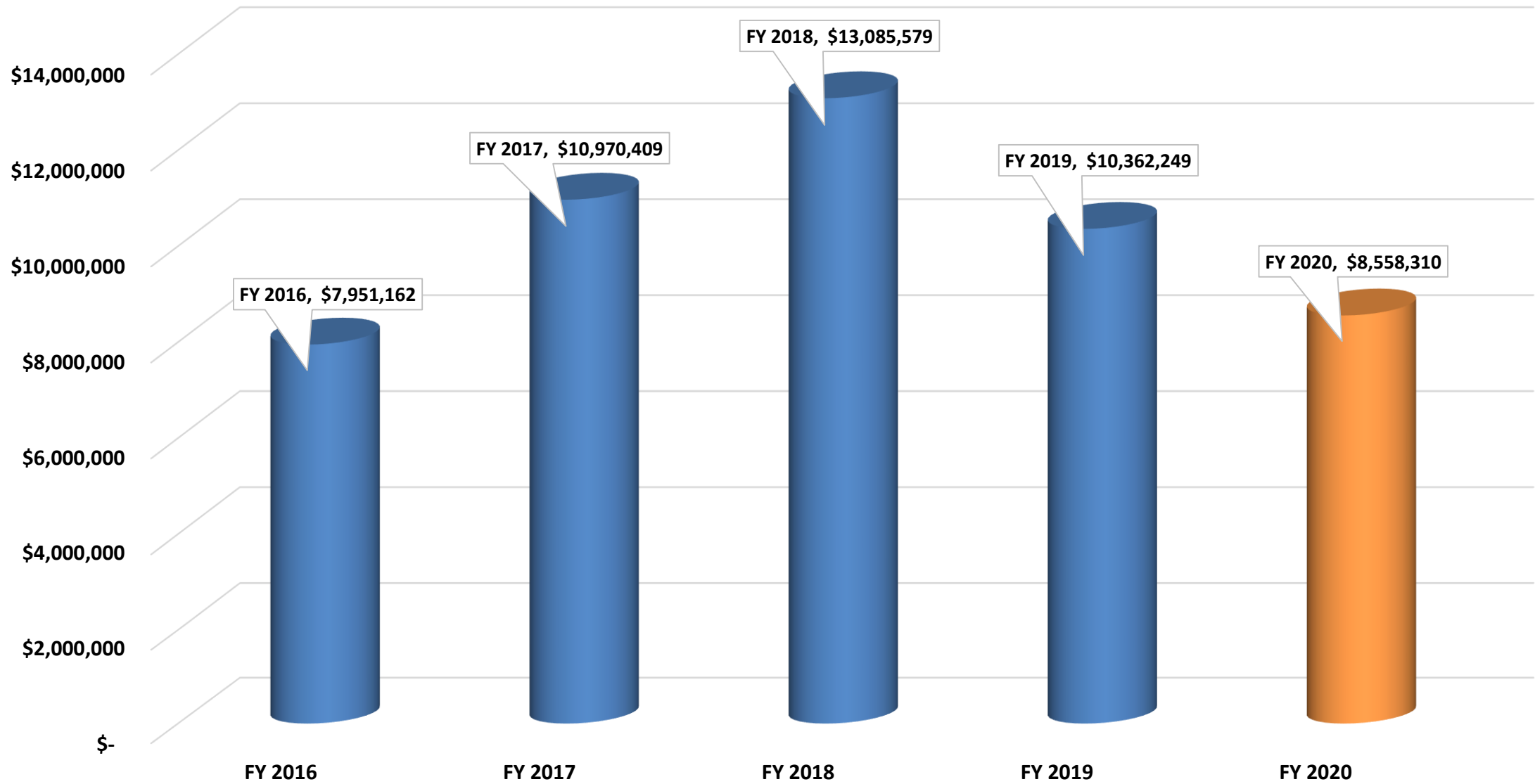
Revenue: State Aid



Revenue: Local Receipts



Revenue: Available Funds

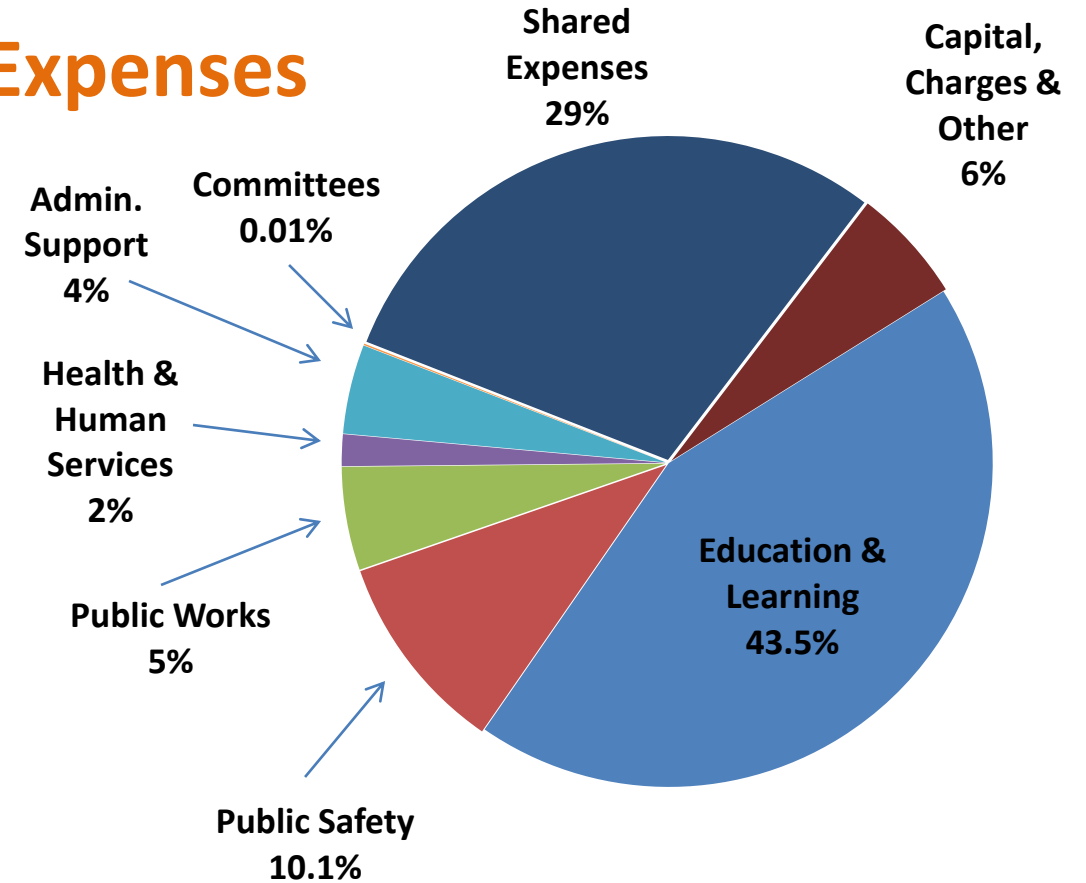


Budget Drivers - Expenses

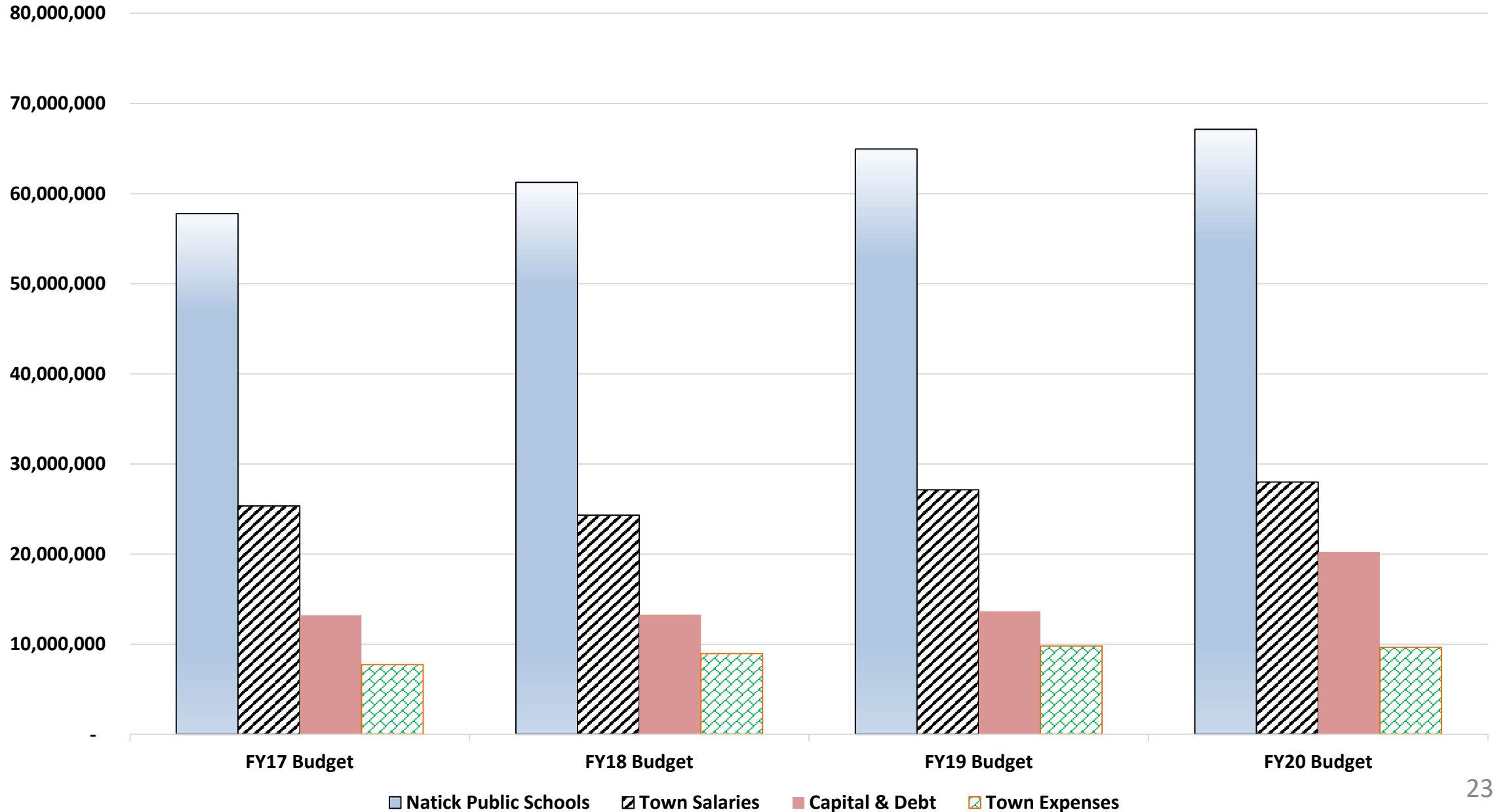
Significant Increases for FY 20

- Employee benefits –
 - Healthcare
 - Pension
 - Wage increases
- Debt Service
- Capital improvements
- Schools – student increases

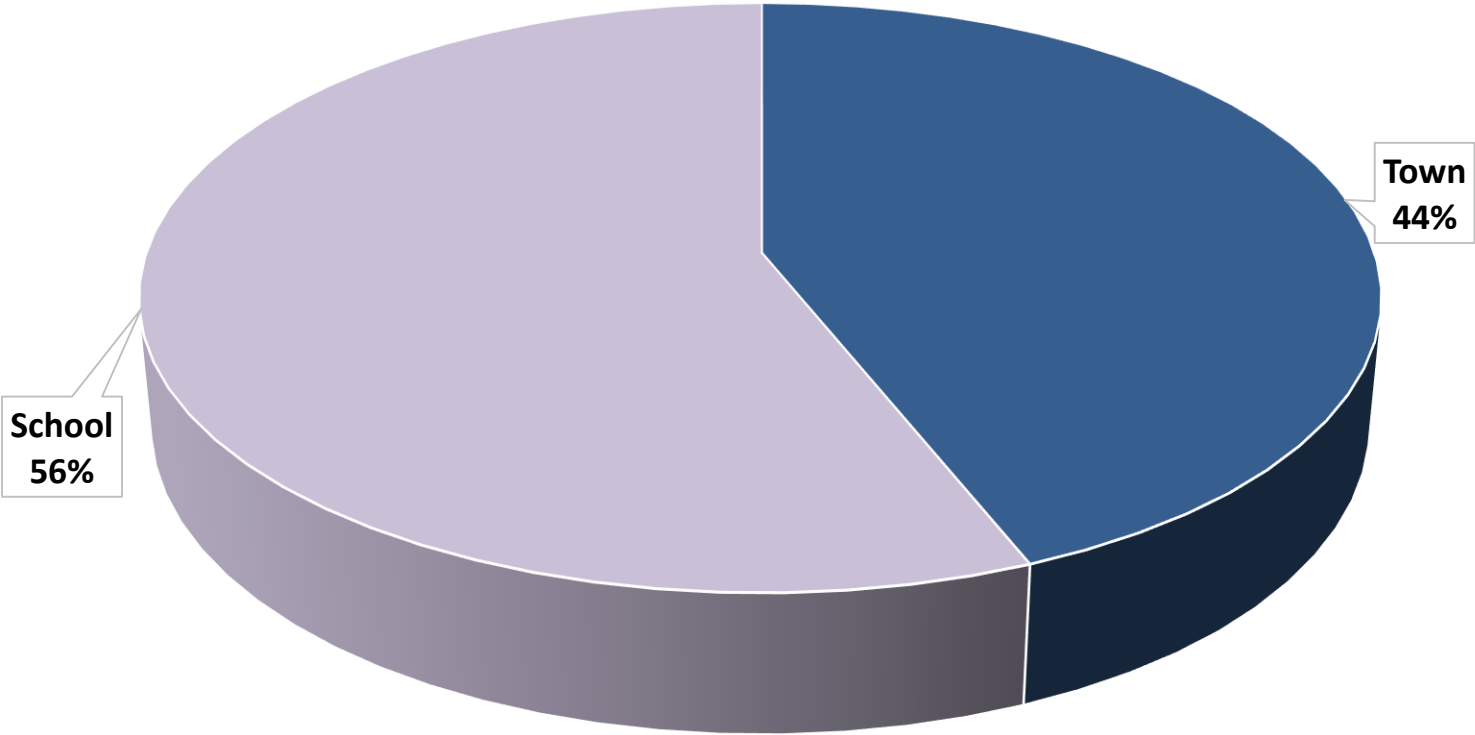
Expenses



Budget Trend by Category



FY20 Debt Service Budget

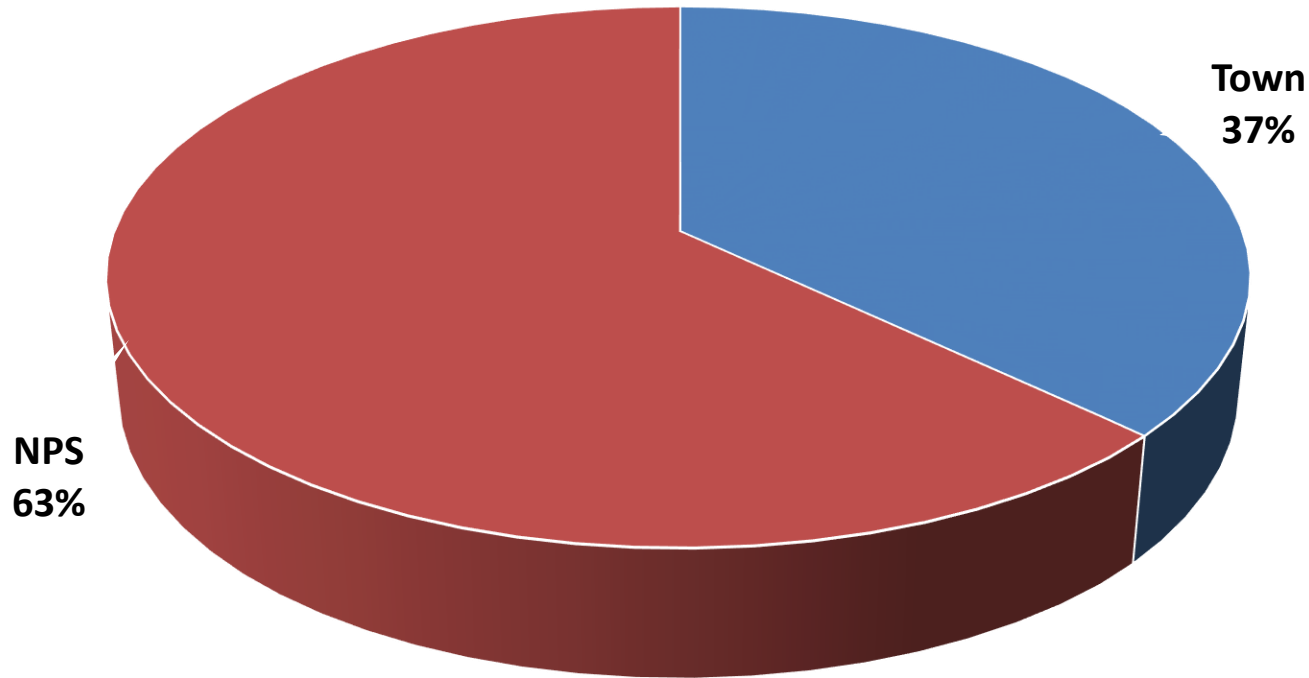


Debt Service Breakdown

Town Principal \$4,814,159
Town Interest \$2,396,990
Subtotal \$7,211,149

School Principal \$5,093,002
School Interest \$4,117,903
Subtotal \$9,210,905

FY19 Health Insurance Budget



FY 2020 Projection - \$13,968,362

Total Health Insurance Costs

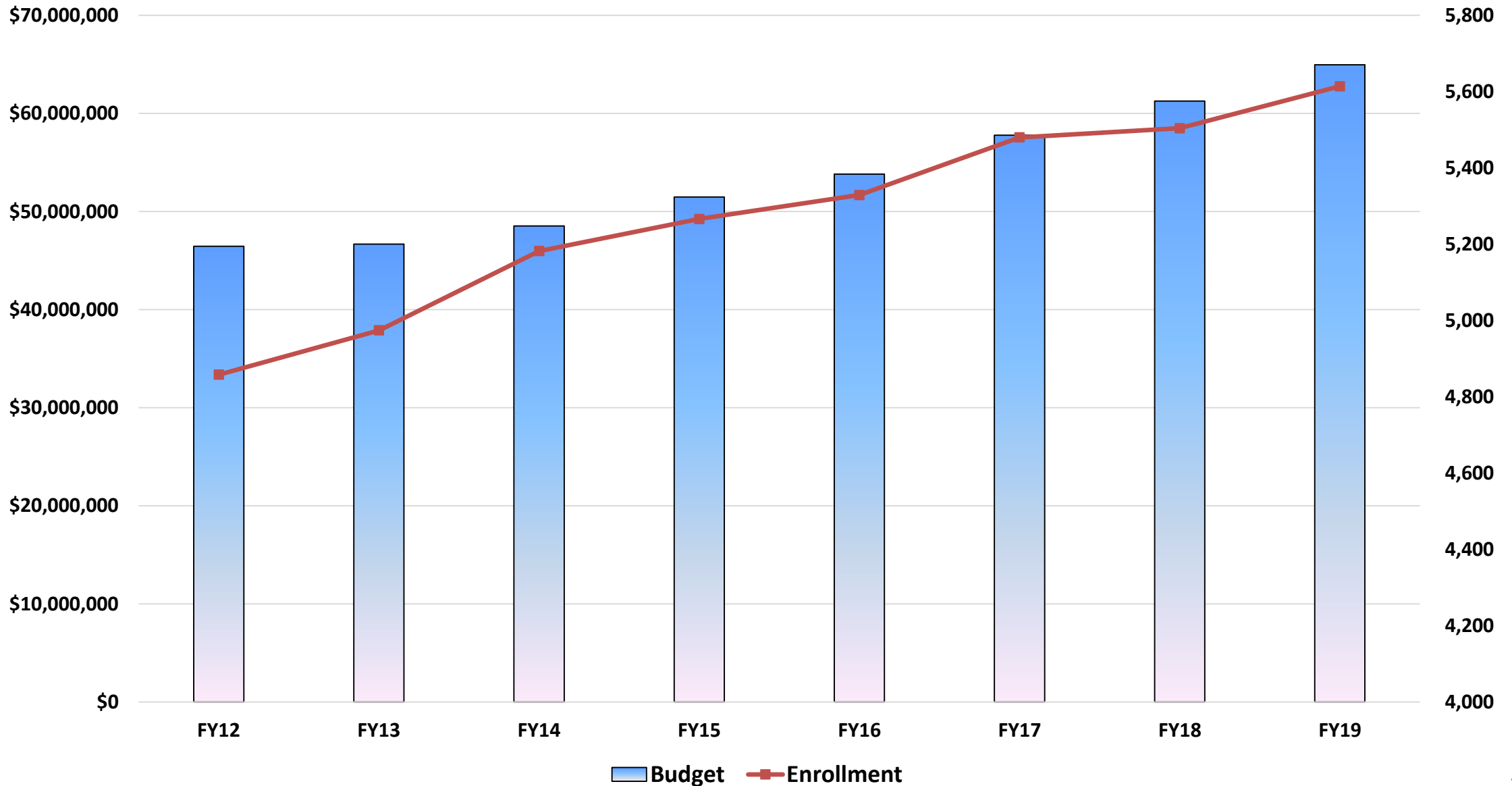
Town		
	Plans	Costs
Town Active Employees	262	\$3,332,072.17
Town Non-Medicare Eligible Retirees	59	\$646,862.28
Town Retirees	247	\$719,323.59
Town New Plans	3	\$39,969.00
Town Reserve Plans	3	\$18,765.00
	574	\$4,756,992.04

School		
	Plans	Costs
Schools Active Employees	515	\$6,041,611.80
Schools Non-Medicare Eligible Retirees	71	\$655,890.96
Schools Retirees	398	\$1,163,942.52
Schools New Plans	16	\$184,896.00
Schools Reserve Plans	4	\$25,020.00
	1004	\$8,071,361.28

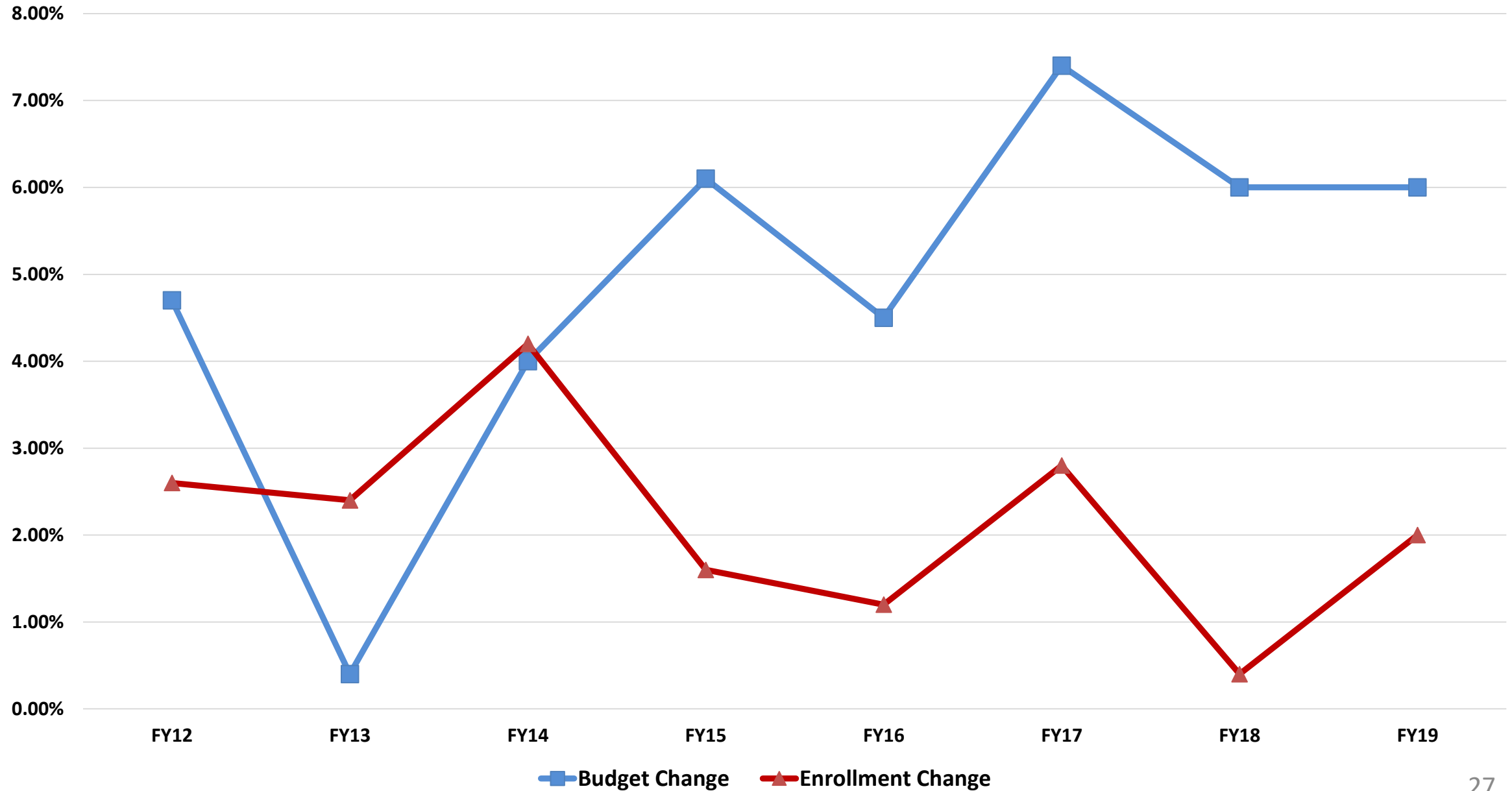
TOTAL GF		
	Plans	Costs
Active Employees	777	\$9,373,683.97
Non-Medicare Eligible Retirees	130	\$1,302,753.24
Retirees	645	\$1,883,266.11
New Plans	19	\$224,865.00
Reserve Plans	7	\$43,785.00
	1578	\$12,828,353.32

Enterprise Funds		
	Plans	Costs
Water & Sewer Active Employees	22	\$282,915.20
Golf Active Employees	2	\$33,714.00
Water & Sewer Non-Medicare Eligible Retirees	8	\$82,504.80
Water & Sewer Retirees	9	\$26,039.61
Golf Non-Medicare Eligible Retirees	1	\$7,030.80
Golf Retirees	0	\$0.00
	42	\$432,204.41

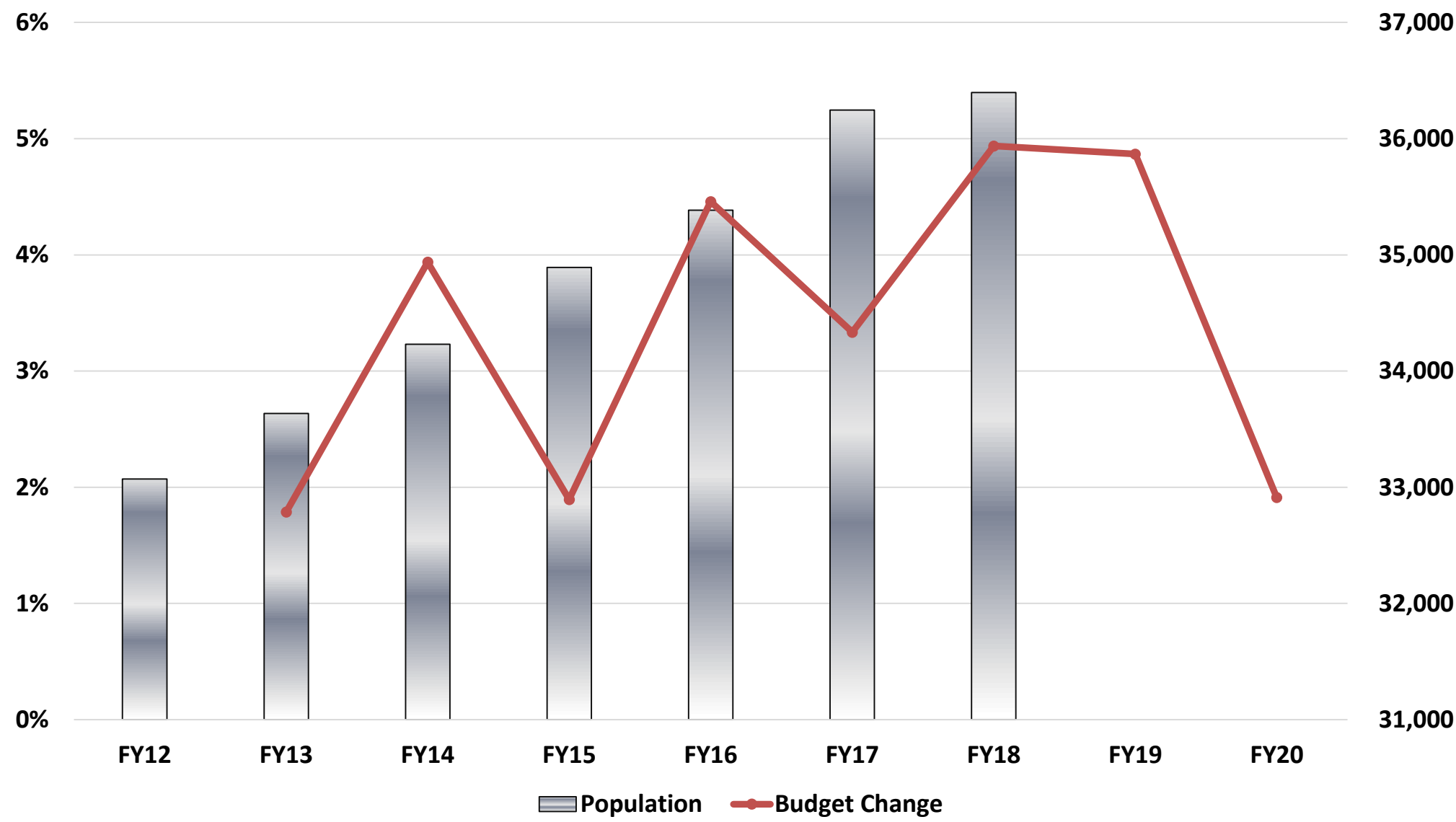
NPS Budget to Enrollment



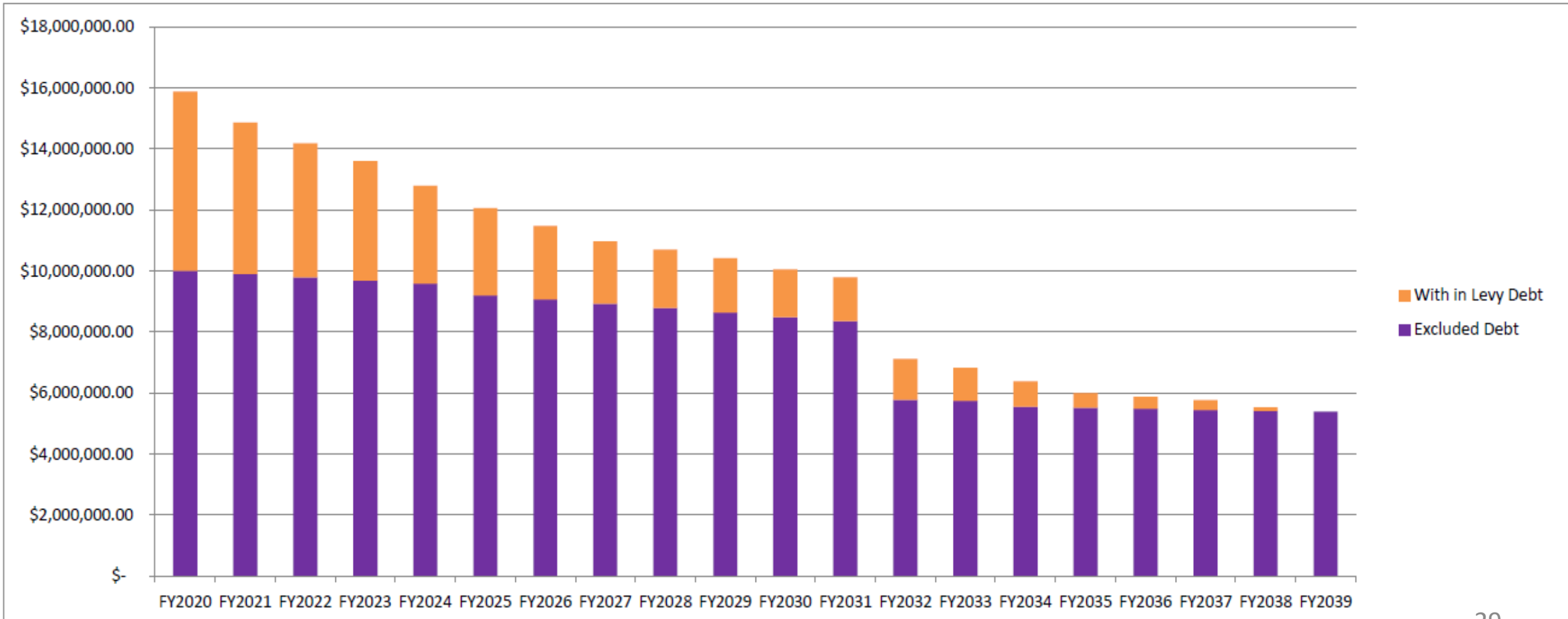
NPS Budget to Enrollment % Change



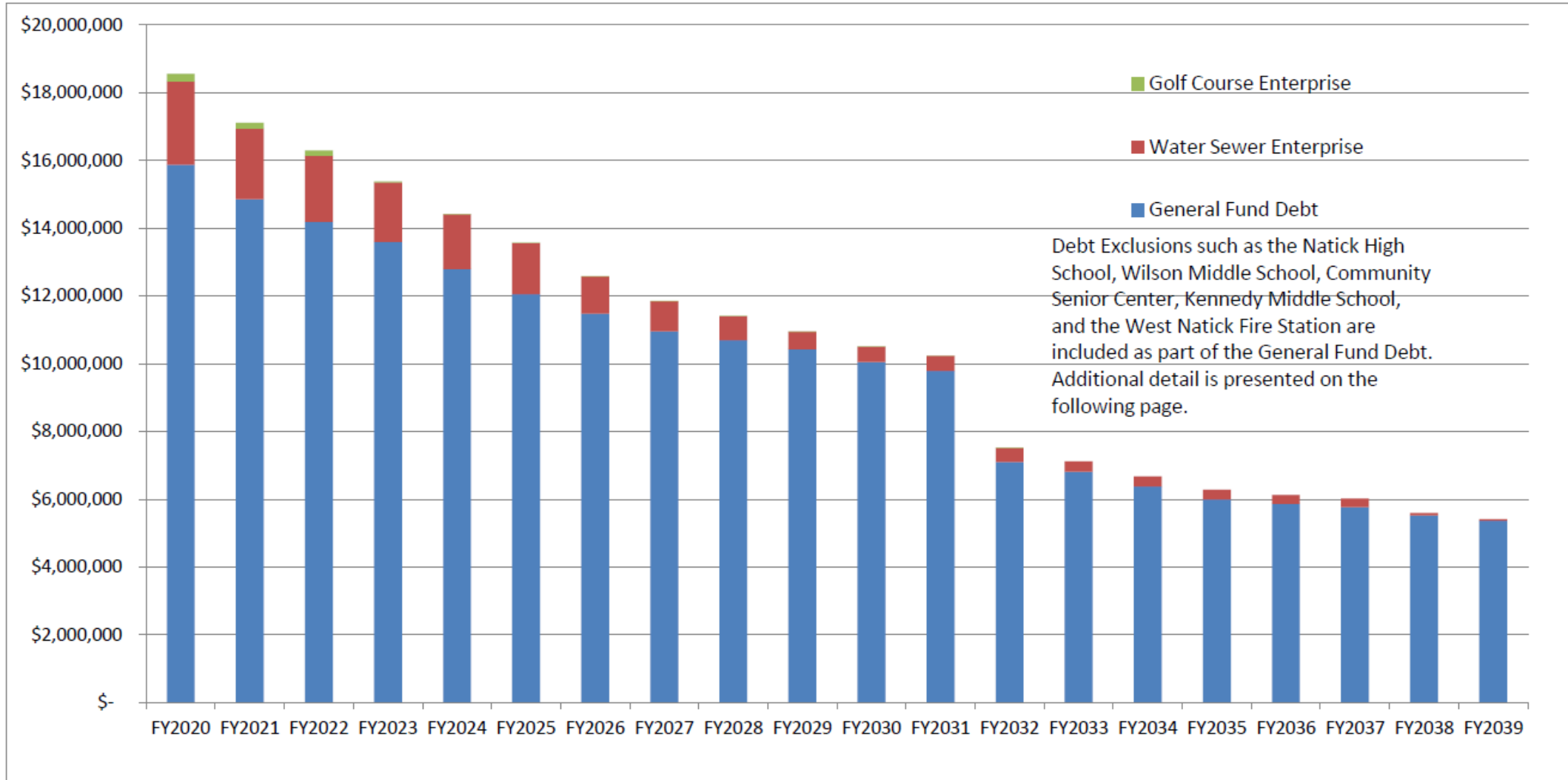
Town Department Budget Trends to Population



Proposition Two and One Half Debt Profile

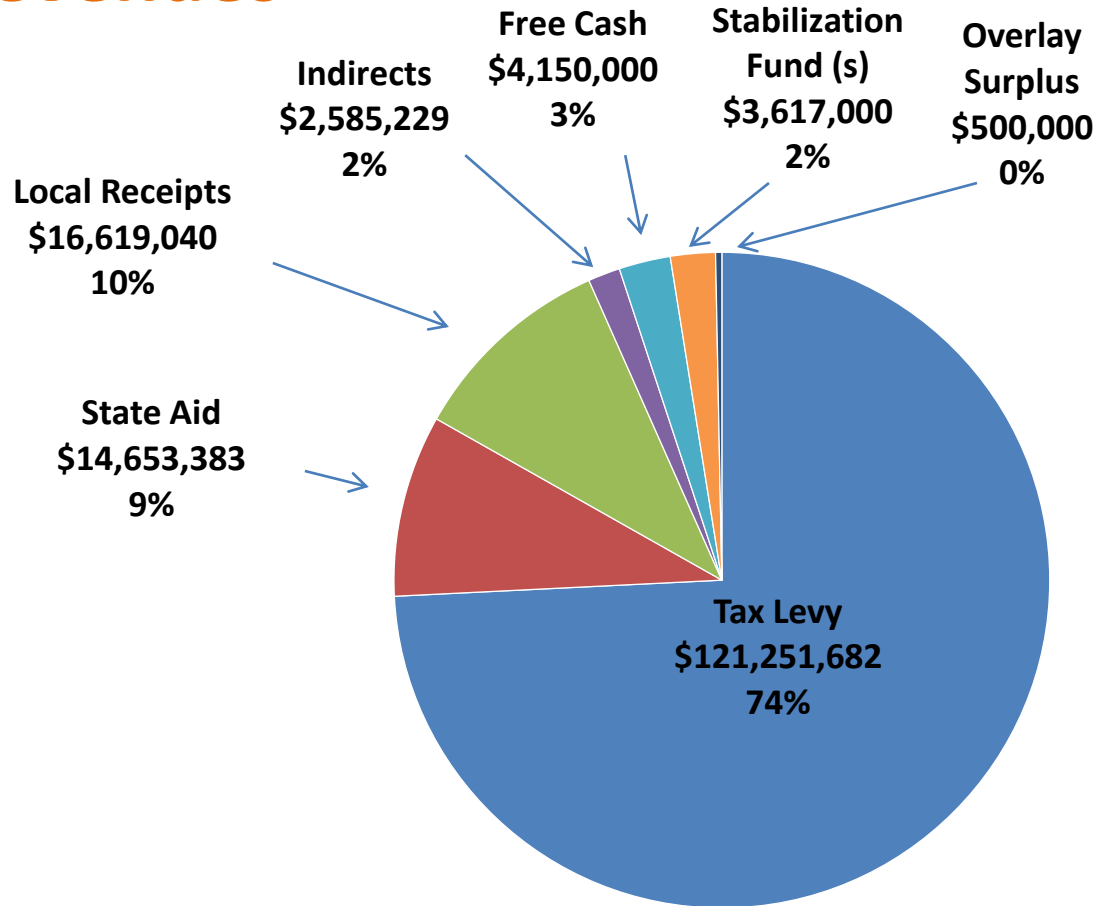


Debt Service by Fund

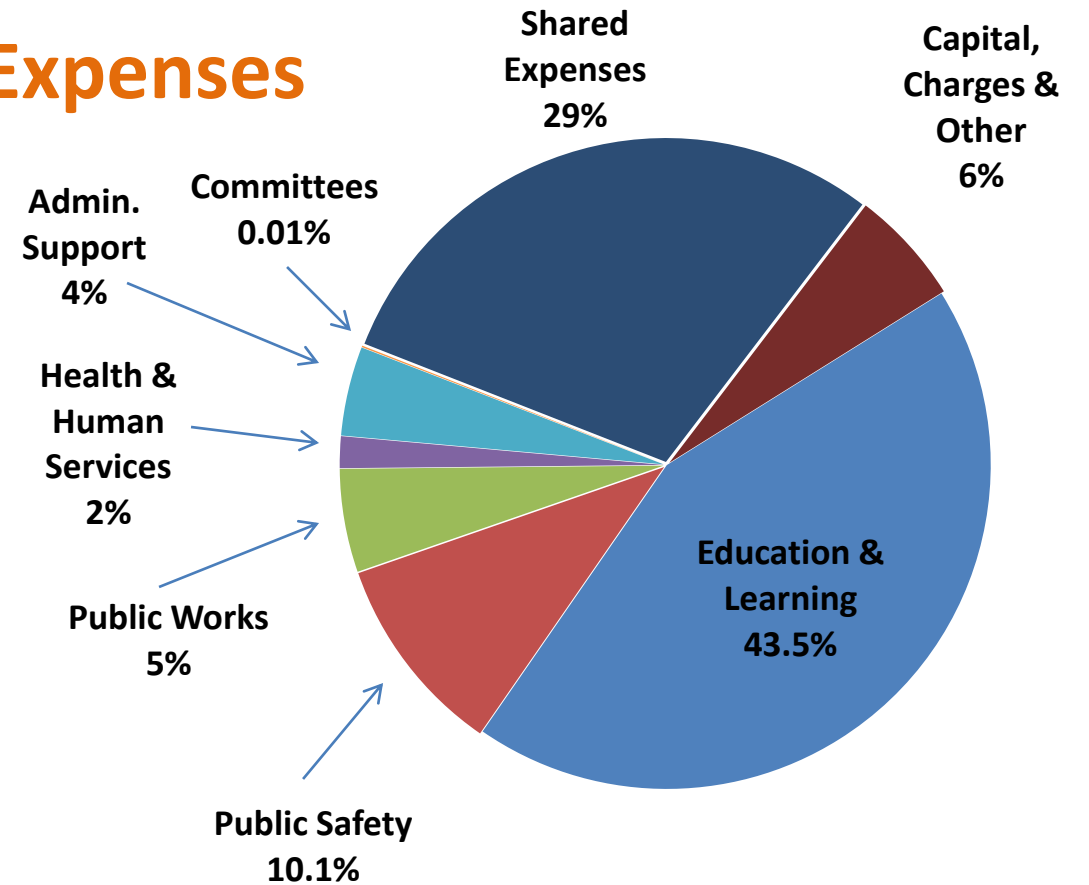


Revenues & Expenses

Revenues



Expenses



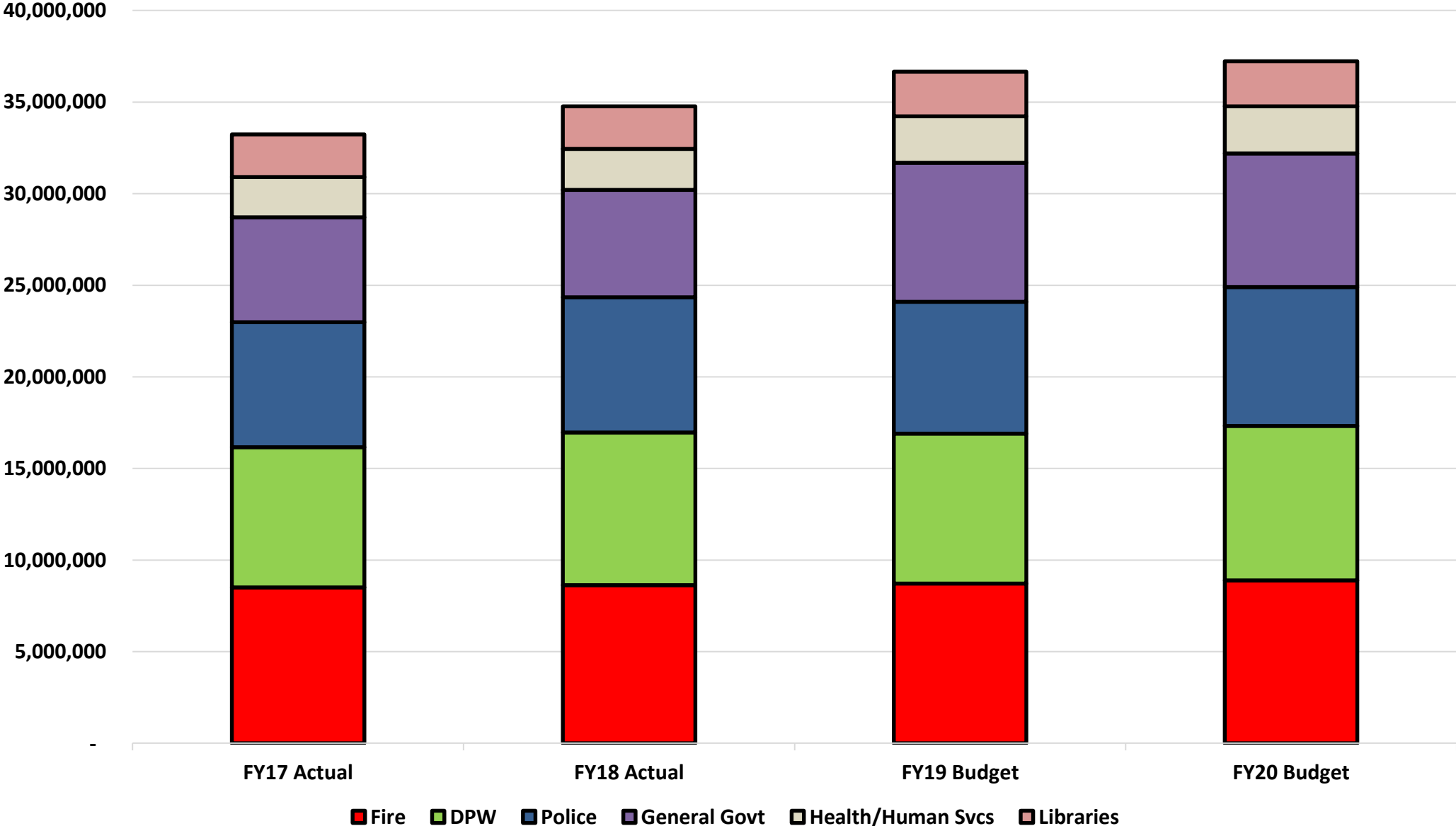
Balanced Budget – A financial plan where revenues match expenditures.

A balanced budget is proposed for FY20

Budget Overview				
	FY19 Budget	FY20 Budget	FY19 – FY20 \$ Δ	FY19 – FY20 % Δ
Tax Levy	111,530,485	121,521,682	9,721,197	8.72%
State Aid	14,553,519	16,619,040	99,864	0.69%
Local Receipts	16,331,234	16,619,040	287,806	1.76%
Available/Other	12,624,270	11,143,538	(1,480,732)	(11.73%)
Revenue Total	155,039,508	163,667,643	8,628,135	5.57%
Natick Public Schools	64,952,439	67,125,774	2,173,335	3.35%
Town Government*	36,952,578	37,659,154	706,576	1.91%
Shared Expenses	40,098,840	47,861,127	7,762,287	19.36%
Capital / Other & KT	12,772,344	11,021,588	(1,750,756)	(13.71%)
Expense Total	154,776,201	163,667,643	8,891,442	5.74%
Net Excess/(Deficit)	263,307	0		

* Includes Merit/Performance Increases from Shared Expenses

Town Department Historical Trends



Town Department Historical Trends

Account	2017 Actual	2018 Actual	2019 Revised Budget	2020 Budget
Libraries	2,327,832	2,323,914	2,429,302	2,460,527
Police	6,823,886	7,380,395	7,192,893	7,577,342
Fire	8,509,321	8,628,071	8,716,273	8,883,706
Public Works	7,646,153	8,332,124	8,182,556	8,440,115
Health & Human Services	2,200,230	2,231,073	2,543,701	2,573,151
General Government	5,733,594	5,867,102	7,592,303	7,291,833

FY 2020 & Beyond

WHAT'S NEXT?

Budget Process

- Board of Selectmen
- Finance Committee – January to March
- 2019 Spring Annual Town Meeting – April 9th

Budget Timeline

Spring Annual Town Meeting
Operational Budget determined for the following Fiscal Year. Allocation of Tax Levy and other revenues for the budget.



Spring 2019

July 2019



New Fiscal Year
As of July 1st the FY 20 Budget begins (was voted in the spring)

Town Meeting
Free Cash Certification & Appropriation Adjustments



October 2019

November 2019



Tax Rate & State Reporting
Complete Town Meeting
Host Classification Hearing
File Tax Recap

Spring Annual Town Meeting
Set budget for next Fiscal Year 2021



Spring 2020

The Plan – creating the budget of the future

- Develop adaptive flexible budgeting process
 - Allow varying priorities
 - Adapt to potential economic downturns
 - Transparency budget and spending
- Multi-year budget cycle
- Increased collaboration on budget development between Town and Schools
- Enhanced resident participation
- Foster innovative cost saving initiatives and revenue generating projects
- Transparency



Town of Natick

FY 2020 Town Administrator's Preliminary Budget

**Melissa Malone, Town Administrator
January 2, 2019**



Town of Natick

FY 2019 Preliminary Budget

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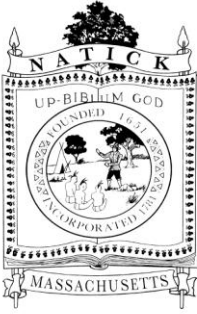
Town of Natick

FY 2019 Preliminary Budget

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**Town Administrator's
Fiscal Year 2020 Budget Message**

January 3, 2019

To the Honorable Board of Selectmen, Finance Committee, School Board, and Natick residents and business owners, it is with honor that I submit the Town Administrator's Fiscal Year 2020 budget.

The Town of Natick is in a strong position; new business development is creating jobs and increasing our tax base; a strong school system is serving our families; and rising property values continue to demonstrate the future vitality and energy that will continue to make Natick a great place to call home well into the future.

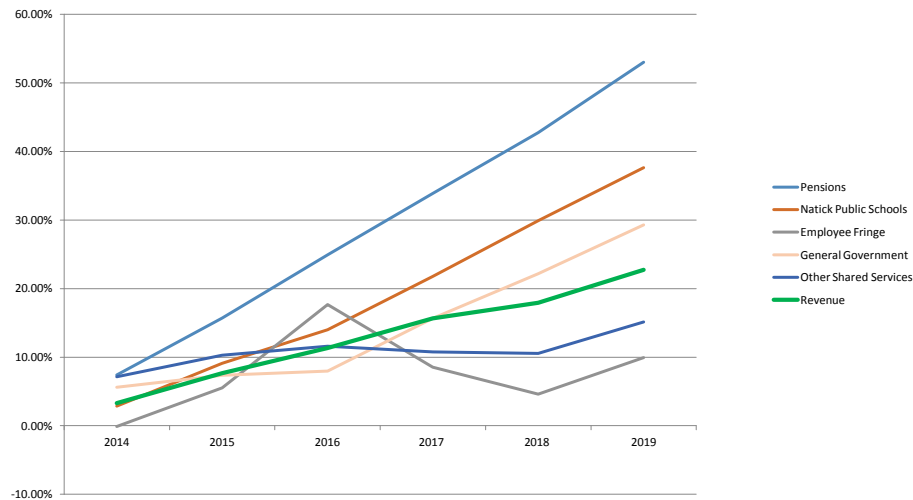
Some of the exciting new community investments that will conclude in FY 2020 are the construction of East Park (providing a little league baseball field, a full basketball court, 2 tennis courts, a multisport court, a sledding hill and two playgrounds) and the Navy Yard (providing a rectangular multi-use field, a basketball court, a playground and community gardens) and the South Main Street sewer and road improvements. Additionally, the new Kennedy Middle School, rail trail, and a new West Natick Fire Station will commence construction this spring and continue for approximately two years. Continuing infrastructure improvements to North Main Street, Washington Avenue, and Town Center MBTA station will happen throughout FY 20 and into FY 21. Other important capital improvements include more than half a million dollars in school infrastructure, engineering and repair of the Charles River Dam, and more than one million dollars in road and sidewalk maintenance.

While all signs point to a prosperous future for Natick, we – as its stewards – must exercise caution and sound fiscal judgment to ensure that we realize our full promise and potential. Along those lines, I am pleased to say that the Town Administrator's Preliminary Fiscal Year 2020 budget is balanced with a reduced reliance on free cash. In FY17 and FY18 the Town's reliance on free cash for operational use nearly doubled, to cover the growing gap between the fixed cost of running our Town and the revenue that we collected. This approach of using free cash for operating costs is not advisable and the Town can no longer rely on short-term, one-time fixes to balance the budget.

The tension created with rising costs, maintaining our commitment to excellent community services and our need to be considerate of what we ask our residents to shoulder is the crossroads we find ourselves at today. The decisions we make in the next few years will define our trajectory for the coming decade.

But why now? What has changed so fundamentally that the way we approached past budgets is no longer a viable method? The answer to that question can be found in the relationship between growth and rising fixed costs. While Natick has certainly seen growth and increased revenues, we have also experienced compounding increases in fixed costs during the same period. Simply stated, the increases to fixed costs have outpaced revenue growth.

Cumulative Budget Change (%)



Now, we need to methodically plan a new comprehensive way forward - taking stock of where we have been and where we seek to go. Together as a community we can tackle issues like roads and infrastructure, economic development, the education of our youth, preservation of open space, and public safety threats. However, to do so we must be nimble, creative, be willing to see things from a different perspective, and to think beyond just the next fiscal year. Our collective community vision, must incorporate all of our citizens – from infants to the elderly and everyone in between, and balance competing priorities. And while it is true that we live in a time of increasing financial volatility, we also live in a time of opportunity, choice, and dynamism. We cannot be afraid to ask how and why we funded items and programs in the past or scared of attempting to grow and invest in our future.

Executive Summary

Instead of beginning a budget discussion with fiscal bloat and a false sense of possibility, the FY 2020 budget is balanced and recognizes the needs of the entire community. Realizing the long term operational challenges facing Natick, we have incorporated into this budget book the various unfunded new initiatives Town municipal departments have *already* forgone in order to balance this budget. I fully recognize that this approach may be different than what was done in the past. However, with fiscal pragmatism and creative spirit we must create a way forward that is responsive to our community.

This budget assumes that Natick will remain fiscally prudent, operating in a manner that will retain its AAA bond rating, preserving its financial flexibility that will allow it to accomplish the following:

- Continued capital improvements and maintenance throughout the community;

- Provide for increases in compensation for municipal employees to maintain an exceptional level of Town services;
- Enhance continued support to Town departments;
- Cover increased costs for pensions, health insurance, and debt service payments (including the new Kennedy Middle School and West Natick Fire Station);
- Provide the school department with additional dollars to make investments for the benefit of our children; and,
- Establish realistic parameters to ensure that spending remains within attainable bounds for FY 21 and FY 22.

Revenue Sources, Budget Challenges, & Solutions

This balanced budget assumes utilization of the full allowable levy limit within Proposition 2 1/2%. The primary source of revenue continues to come from property tax. Approximately 80% of the FY 19 budget was derived from real and personal property taxes, a trend that continues in this budget. This amounts to an increase of 8.72% in tax levy or an additional \$9.7M from residents and businesses.

The budget challenges of the past are the same challenges that Natick faces in the coming three to five years, responding to increased fixed costs, softening revenues, and increasing demand for municipal services. We can expect to see rising pension and health care costs and additional staffing requests from Town Administration and school department. For example, “Shared Expenses” (healthcare, pension contributions, debt service payments and facility management for all Town Departments including schools) has seen some of the sharpest cost increase in recent years. This trend is forecasted to continue for the near future. Employer pension contributions will increase by 7% per year over the next three years, healthcare costs will almost certainly escalate, and debt service payments are projected to increase based on the current capital plan and growing student enrollment. The delta between projected revenues and these escalating fixed costs are critical data and discussion points for future consideration.

Prudent reasoning suggests that a cooling economic period will occur sooner rather than later. Without panic and with deliberate motion we must position ourselves to be able to withstand a short or long term downturn, and continue to provide vital services within our community. In fact, such planning and the maintenance of adequate stabilization funds are expected of Natick. Independent credit rating agencies demand that the Town maintain a natural pace of spending growth that is in line with long term revenue growth. In order to accomplish this it is expected that Town management has the flexibility and willingness to cut spending and tap into adequate reserves, as necessary, during economic downturns.

Developing a plan on how to pay for the increased cost, minimizing liability exposure, while making reasonable asks of residents and businesses can be accomplished. It will require prioritization of community need and involve careful consideration of what we expect by way of services and what we can afford. As we prepare for the future, if the desire of our Town is to thoughtfully invest in itself and remain affordable, it will be incumbent upon us to remained focused on revenues as much as asks being made. We will need to think differently and begin to embark upon private public partnerships that foster financial stability and bring value-adds into the community. It also means establishing partnerships where possible to create mutually beneficial relationships with non-profits, and working even more closely with the Commonwealth’s leaders and departments, and federal government.

What's New for FY 2020?

Relative to new Town initiatives we are respectfully requesting the following:

- Increasing the hours of an existing special needs coordinator in the Community Services Department;
- Additional hours for a consultant to assist with the North Main Street design; and
- An additional employee to assist with the cohesive integration of software applications into all Town operations to improve residents and business customer service experiences. This will allow a "one stop shopping" experience for residents and businesses requesting building permits and enhance the transparency of proposed plans and developments. Further, Town departments will be able to share information that will facilitate better communication for residents and businesses. It is anticipated that this new position will also assist with GIS upgrades and program expansion, and migration of information onto selected platforms.


The Town Administration is ever mindful that in order to move our Town forward we are completely reliant on the support of our residents. This budget represents such a significant asks of our residents and businesses, we believe greater transparency of spending is required. We launched full budget transparency of accounts by Town municipal departments with the use of Clear Gov. <https://www.cleargov.com/massachusetts/middlesex/Town/natick/2019>. This cloud based tool allows taxpayers to see how their tax dollars from the municipal departments are spent, and compare that spending to other communities. We feel strongly that openness engenders support and understanding, and provides an efficient platform for analysis to be conducted and shared with all of you.

Further, along with Board of Selectmen and Finance Committee meetings, the Town Administration will be holding a public forum on January 16, 2019 at 7:00 pm in the Community Center to hear your comments, suggestions, and further explain the proposed budget. This is another avenue to hear directly from you and provide direct responses to your concerns. It is our hope that this dialogue will enable the community to better understand the challenges we face, and the opportunities we have to move forward.

In closing, I would like to thank our Town employees, numerous Town governing board members, many residents, and our state and federal delegation elected leaders – all of you have made my first six months such a positive experience. In particular, I want to express my deep gratitude to the Board of Selectmen, William Chenard, John Townsend, and Sean O'Brien for their willingness to share ideas and context, and to listen and provide honest feedback.

I wish you and your families a happy and healthy New Year.

Warm regards,



Melissa A. Malone

/mam

Town of Natick



Fiscal Year 2020 Budget Summary

General Fund Revenue and Expenditure Summary

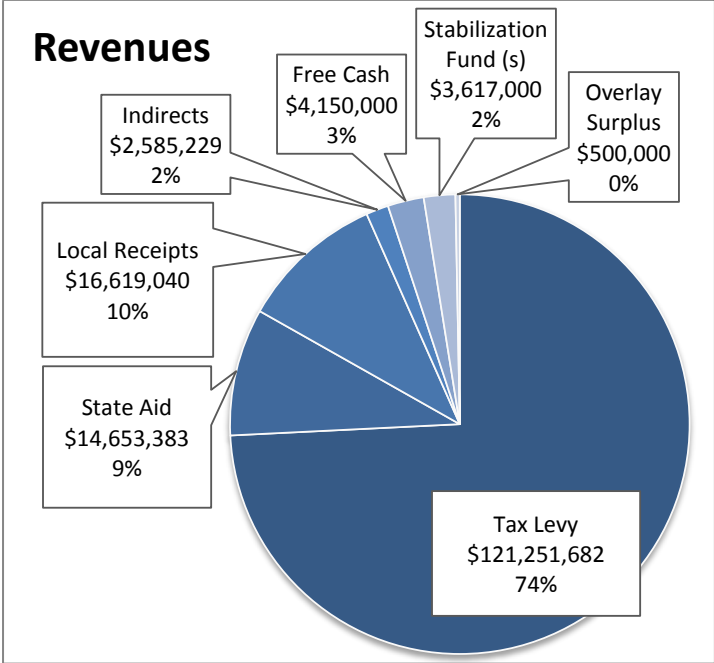
General Fund Revenue/Expenditure Summary

	2017	2018	2019	2020	2019 vs. 2020	
	Actual	Actual	Recap	Preliminary	\$ (+/-)	% (+/-)
General Fund Revenues						
Tax Levy	\$ 103,922,288	\$ 106,629,971	\$ 111,530,485	\$ 121,251,682	9,721,197	8.72%
State Aid	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,653,383	99,864	0.69%
Local Receipts	\$ 17,707,469	\$ 15,977,470	\$ 16,331,234	\$ 16,619,040	287,806	1.76%
Other Local Receipts						
Indirects	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 2,585,229	323,208	14.29%
Free Cash	\$ 9,031,776	\$ 9,408,400	\$ 6,579,906	\$ 4,150,000	(2,429,906)	-36.93%
Stabilization Fund (s)	\$ 1,163,100	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	643,050	21.62%
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	-	0.00%
Other Available Funds	\$ 275,533	\$ 1,010,514	\$ 308,393	\$ 291,309	(17,084)	-5.54%
Total General Fund Revenues	148,409,001	151,667,938	155,039,508	163,667,643	8,628,135	5.57%
General Fund Expenses						
Education & Learning						
Natick Public Schools	\$ 57,478,571	\$ 61,307,973	\$ 64,952,439	\$ 67,125,774	2,173,335	3.35%
Keefe Tech	\$ 1,522,958	\$ 1,427,911	\$ 1,594,984	\$ 1,634,859	39,875	2.50%
Morse Institute Library	\$ 2,155,972	\$ 2,151,463	\$ 2,244,799	\$ 2,271,866	27,067	1.21%
Bacon Free Library	\$ 171,860	\$ 172,451	\$ 184,503	\$ 188,661	4,158	2.25%
Public Safety	\$ 15,333,207	\$ 16,008,466	\$ 15,909,166	\$ 16,461,048	551,882	3.47%
Public Works	\$ 7,646,153	\$ 8,332,124	\$ 8,182,556	\$ 8,440,115	257,559	3.15%
Health & Human Services	\$ 2,200,230	\$ 2,231,073	\$ 2,543,701	\$ 2,585,081	41,380	1.63%
Administrative Support Services	\$ 5,733,592	\$ 5,867,102	\$ 7,592,303	\$ 7,291,833	(300,470)	-3.96%
Committees	\$ 17,847	\$ 19,736	\$ 120,550	\$ 120,550	-	0.00%
Shared Expenses						
Fringe Benefits	\$ 14,173,582	\$ 15,081,414	\$ 15,851,586	\$ 16,988,500	1,136,914	7.17%
Prop & Liab. Insurance	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150	50,913	6.73%
Retirement	\$ 8,215,785	\$ 8,783,214	\$ 9,416,416	\$ 10,070,552	654,136	6.95%
Debt Services	\$ 10,071,148	\$ 10,476,851	\$ 10,690,896	\$ 16,622,157	5,931,261	55.48%
Reserve Fund			\$ 250,000	\$ 250,000	-	0.00%
Facilities Management	\$ 3,051,820	\$ 3,023,944	\$ 3,308,705	\$ 3,422,768	114,063	3.45%
General Fund Oper. Expenses	\$ 128,362,629	\$ 135,538,279	\$ 143,598,841	\$ 154,280,914	\$ 8,060,562	5.95%
Capital Improvements	\$ 2,695,200	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	643,050	21.62%
School Bus Transportation	\$ 382,720	\$ 392,288	\$ 402,095	\$ 410,137	8,042	2.00%
State & County Assessments	\$ 1,449,503	\$ 1,348,800	\$ 1,435,887	\$ 1,435,887	-	0.00%
Cherry Sheet Offsets	\$ 352,530	\$ 434,080	\$ 468,705	\$ 468,705	-	0.00%
Snow Removal Supplement	\$ 145,000	\$ 445,869	\$ 150,000	\$ 150,000	-	0.00%
Overlay	\$ 1,283,443	\$ 1,256,448	\$ 1,150,000	\$ 1,015,000	(135,000)	-11.74%
Golf Course Deficit	\$ 279,832	\$ 248,400	\$ 270,000	\$ 240,000	(30,000)	-11.11%
General Stabilization Fund	\$ -	\$ -	\$ 250,000	\$ 100,000	(150,000)	-60.00%
Operational Stabilization Fund	\$ -	\$ -	\$ 500,000	\$ 100,000	(400,000)	-80.00%
Capital Stabilization Fund	\$ 3,925,532	\$ 4,500,000	\$ 2,400,000	\$ 1,450,000	(950,000)	-39.58%
One-to-One Technology Stab Fund	\$ -	\$ -	\$ 100,000	\$ -	(100,000)	-100.00%
FAR Bonus Stabilization Fund	\$ -	\$ 3,900	\$ -	\$ -	-	-
OPEB Trust Fund	\$ 1,300,000	\$ 1,000,000	\$ 441,723	\$ 300,000	(141,723)	-32.08%
Misc. Articles	\$ 216,626	\$ 1,298,695	\$ 635,000	\$ 100,000	(535,000)	-84.25%
	\$ 12,030,386	\$ 13,095,145	\$ 11,177,360	\$ 9,386,729	(1,790,631)	-16.02%
Total General Fund Expenses	\$ 140,393,015	\$ 148,633,425	\$ 154,776,201	\$ 163,667,643	8,891,442	5.74%
Net Excess / (Deficit)	8,015,985	3,034,513	263,307	-		

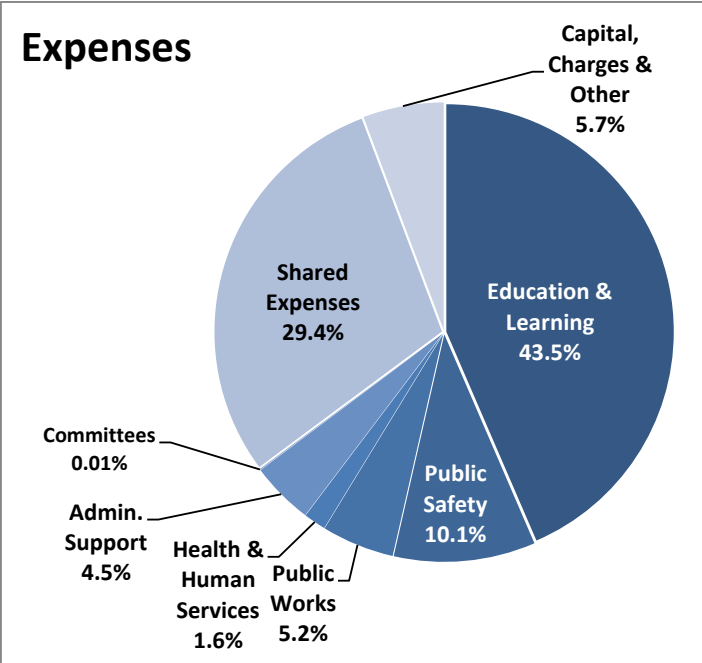
General Fund Revenue/Expenditure Summary

The following charts detail the overall revenues and expenditures for the General Fund for the Town of Natick.

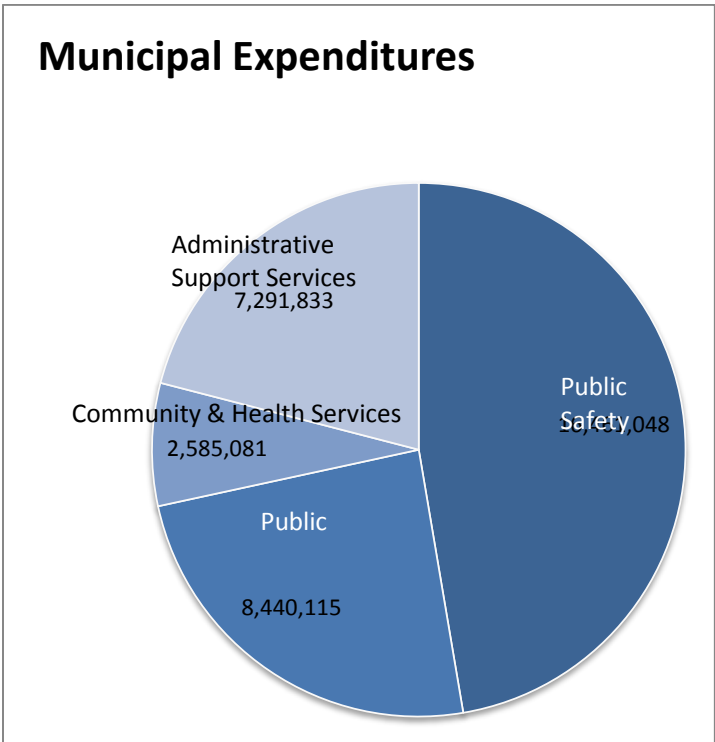
General Fund Revenues - FY 2020



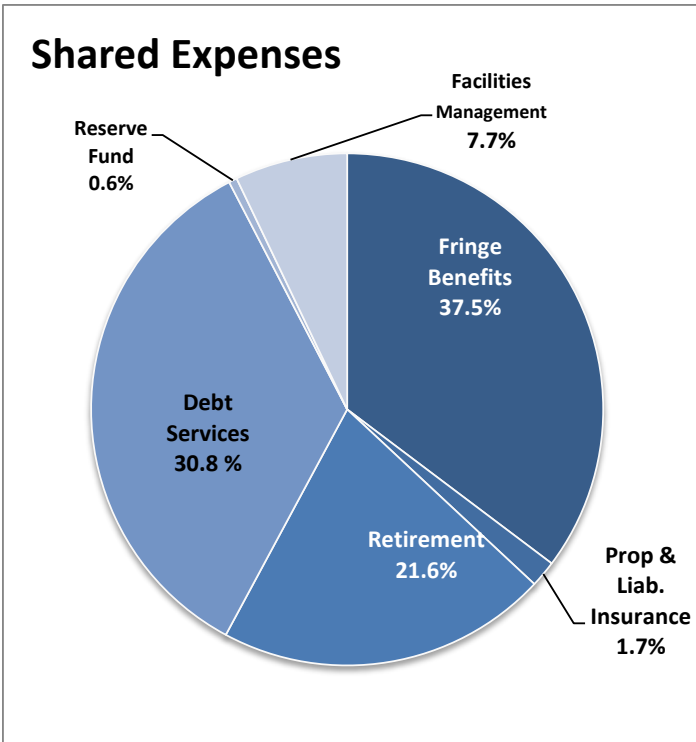
General Fund Expenditures - FY 2020



Municipal Expenditures - FY 2020



Shared Expenditures - FY 2020



General Fund Expenditure Summary

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

	2017 Actual	2018 Actual	2019 Appropriated	2020 Preliminary	2020 New Initiatives	2020 Budget	2019 vs. 2020 \$ (+/-)	2019 vs. 2020 % (+/-)
Education & Learning								
Natick Public Schools								
Total Natick Public Schools	\$ 57,478,571	\$ 61,307,973	\$ 64,952,439	\$ 67,125,774		\$ 67,125,774	\$ 2,173,335	3.35%
Keefe Tech								
Expenses (Assessment)	\$ 1,522,958	\$ 1,427,911	\$ 1,594,984	\$ 1,634,859		\$ 1,634,859	\$ 39,875	2.50%
Total Keefe Tech	\$ 1,522,958	\$ 1,427,911	\$ 1,594,984	\$ 1,634,859		\$ 1,634,859	\$ 39,875	2.50%
Morse Institute Library								
Salaries & Expenses	\$ 2,155,969	\$ 2,151,463	\$ 2,244,799	\$ 2,271,866		\$ 2,271,866	\$ 27,067	1.21%
Total Morse Institute Library	\$ 2,155,969	\$ 2,151,463	\$ 2,244,799	\$ 2,271,866		\$ 2,271,866	\$ 27,067	1.21%
Bacon Free Library								
Salaries & Expenses	\$ 171,860	\$ 172,451	\$ 184,503	\$ 188,661	\$ -	\$ 188,661	\$ 4,158	2.25%
Total Bacon Free Library	\$ 171,860	\$ 172,451	\$ 184,503	\$ 188,661	\$ -	\$ 188,661	\$ 4,158	2.25%
Total Education & Learning	\$ 61,329,358	\$ 65,059,798	\$ 68,976,725	\$ 71,221,160	\$ -	\$ 71,221,160	\$ 2,244,435	3.25%
Public Safety								
Emergency Management								
Salaries	\$ 4,281	\$ 794	\$ 5,000	\$ 5,000		\$ 5,000	\$ -	
Expenses	\$ 24,391	\$ 43,339	\$ 34,100	\$ 34,100		\$ 34,100	\$ -	0.00%
Total Emergency Management	\$ 28,672	\$ 44,133	\$ 39,100	\$ 39,100		\$ 39,100	\$ -	0.00%
Parking Enforcement								
Salaries	\$ 27,484	\$ 36,852	\$ 50,638	\$ 54,144		\$ 54,144	\$ 3,506	6.92%
Expenses	\$ 106,830	\$ 76,078	\$ 86,934	\$ 89,833		\$ 89,833	\$ 2,899	3.33%
Total Parking Enforcement	\$ 134,314	\$ 112,930	\$ 137,572	\$ 143,977		\$ 143,977	\$ 6,405	4.66%
Police								
Salaries	\$ 6,466,890	\$ 7,033,088	\$ 6,794,458	\$ 7,142,452		\$ 7,142,452	\$ 347,994	5.12%
Expenses	\$ 194,010	\$ 190,244	\$ 221,763	\$ 251,813		\$ 251,813	\$ 30,050	13.55%
Total Police	\$ 6,660,900	\$ 7,223,332	\$ 7,016,221	\$ 7,394,265	\$ -	\$ 7,394,265	\$ 378,044	5.39%
Fire								
Salaries	\$ 8,353,231	\$ 8,415,535	\$ 8,532,673	\$ 8,696,106		\$ 8,696,106	\$ 163,433	1.92%
Expenses	\$ 156,090	\$ 212,536	\$ 183,600	\$ 187,600		\$ 187,600	\$ 4,000	2.18%
Total Fire	\$ 8,509,321	\$ 8,628,071	\$ 8,716,273	\$ 8,883,706	\$ -	\$ 8,883,706	\$ 167,433	1.92%
Total Public Safety	15,333,207	16,008,466	15,909,166	16,461,048	0	\$ 16,461,048	551,882	3.47%

Public Works								
Salaries	\$ 3,466,312	\$ 3,503,531	\$ 3,846,401	\$ 3,893,742	\$ -	\$ 3,893,742	\$ 47,341	1.23%
Expenses	\$ 1,899,104	\$ 2,199,252	\$ 2,268,705	\$ 2,491,335		\$ 2,491,335	\$ 222,630	9.81%
Municipal Energy	\$ 1,275,894	\$ 1,352,242	\$ 1,517,450	\$ 1,505,038		\$ 1,505,038	\$ (12,412)	-0.82%
Snow & Ice	\$ 1,004,843	\$ 1,277,099	\$ 550,000	\$ 550,000	\$ -	\$ 550,000	\$ -	0.00%
Total Public Works	\$ 7,646,153	\$ 8,332,124	\$ 8,182,556	\$ 8,440,115	\$ -	\$ 8,440,115	\$ 257,559	3.15%
Community & Health Services								
Community Services								
Salaries	\$ 1,287,306	\$ 1,337,076	\$ 1,378,814	\$ 1,385,610	\$ 11,930	\$ 1,397,540	\$ 18,726	1.36%
Expenses	\$ 399,092	\$ 370,844	\$ 514,064	\$ 523,664	\$ -	\$ 523,664	\$ 9,600	1.87%
Total Community Services	\$ 1,686,398	\$ 1,707,920	\$ 1,892,878	\$ 1,909,274	\$ 11,930	\$ 1,921,204	\$ 28,326	1.50%
Board of Health								
Salaries	\$ 476,207	\$ 478,164	\$ 563,823	\$ 576,877		\$ 576,877	\$ 13,054	2.32%
Expenses	\$ 37,625	\$ 44,989	\$ 87,000	\$ 87,000		\$ 87,000	\$ -	0.00%
Total Board of Health	\$ 513,832	\$ 523,153	\$ 650,823	\$ 663,877	\$ -	\$ 663,877	\$ 13,054	2.01%
Total Community & Health Services	\$ 2,200,230	\$ 2,231,073	\$ 2,543,701	\$ 2,573,151	\$ 11,930	\$ 2,585,081	\$ 41,380	1.63%
Administrative Support Services								
Board of Selectmen								
Salaries	\$ 992,258	\$ 1,056,065	\$ 1,024,456	\$ 1,026,616		\$ 1,026,616	\$ 2,160	0.21%
Expenses	\$ 342,868	\$ 373,850	\$ 387,550	\$ 390,050		\$ 390,050	\$ 2,500	0.65%
Contract Settlements	\$ -		\$ 1,517,000	\$ 950,000		\$ 950,000	\$ (567,000)	-37.38%
Total Board of Selectmen	\$ 1,335,126	\$ 1,429,915	\$ 2,929,006	\$ 2,366,666	\$ -	\$ 2,366,666	\$ (562,340)	-19.20%
Personnel Board								
Other Charges & Expenditures	\$ -	\$ -	\$ 1,000	\$ 1,000		\$ 1,000	\$ -	0.00%
Total Personnel Board	\$ -	\$ -	\$ 1,000	\$ 1,000		\$ 1,000	\$ -	0.00%
Town Report								
Professional Services	\$ 3,377	\$ 7,502	\$ 4,100	\$ 4,100		\$ 4,100	\$ -	0.00%
Total Town Report	\$ 3,377	\$ 7,502	\$ 4,100	\$ 4,100		\$ 4,100	\$ -	0.00%
Legal								
Expenses	\$ 302,985	\$ 312,922	\$ 392,100	\$ 512,100		\$ 512,100	\$ 120,000	30.60%
Total Legal Services	\$ 302,985	\$ 312,922	\$ 392,100	\$ 512,100		\$ 512,100	\$ 120,000	30.60%
Finance								
Salaries	\$ 1,066,231	\$ 1,066,521	\$ 1,129,311	\$ 1,139,613		\$ 1,139,613	\$ 10,302	0.91%
Expenses	\$ 259,140	\$ 396,101	\$ 433,480	\$ 422,330		\$ 422,330	\$ (11,150)	-2.57%
Total Finance	\$ 1,325,371	\$ 1,462,622	\$ 1,562,791	\$ 1,561,943	\$ -	\$ 1,561,943	\$ (848)	-0.05%

Information Technology									
Salaries	\$ 342,327	\$ 347,900	\$ 347,899	\$ 350,576		\$ 350,576	\$ 2,677	0.77%	
Expenses	\$ 982,473	\$ 844,666	\$ 973,000	\$ 1,024,000		\$ 1,024,000	\$ 51,000	5.24%	
Total Information Technology	\$ 1,324,800	\$ 1,192,566	\$ 1,320,899	\$ 1,374,576		\$ 1,374,576	\$ 53,677	4.06%	
Town Clerk									
Salaries	\$ 253,490	\$ 254,357	\$ 262,222	\$ 265,422		\$ 265,422	\$ 3,200	1.22%	
Expenses	\$ 34,997	\$ 37,942	\$ 49,350	\$ 51,150		\$ 51,150	\$ 1,800	3.65%	
Total Town Clerk	\$ 288,487	\$ 292,299	\$ 311,572	\$ 316,572		\$ 316,572	\$ 5,000	1.60%	
Elections									
Salaries (Registrars)	\$ 52,627	\$ 23,615	\$ 62,840	\$ 55,400		\$ 55,400	\$ (7,440)	-11.84%	
Expenses (Registrars)	\$ 39,711	\$ 38,464	\$ 52,350	\$ 55,100		\$ 55,100	\$ 2,750	5.25%	
Total Elections	\$ 92,338	\$ 62,079	\$ 115,190	\$ 110,500		\$ 110,500	\$ (4,690)	-4.07%	
Sealer of Weights & Measures									
Salaries	\$ 14,952	\$ 23,400	\$ 30,400	\$ 30,400		\$ 30,400	\$ -	0.00%	
Expenses	\$ 838	\$ 818	\$ 890	\$ 990		\$ 990	\$ 100	11.24%	
Total Sealer Weights/Meas.	\$ 15,790	\$ 24,218	\$ 31,290	\$ 31,390		\$ 31,390	\$ 100	0.32%	
Community & Economic Development									
Salaries	\$ 806,931	\$ 882,342	\$ 890,005	\$ 916,286	\$ 60,000	\$ 976,286	\$ 86,281	9.69%	
Expenses	\$ 238,389	\$ 200,637	\$ 34,350	\$ 36,700		\$ 36,700	\$ 2,350	6.84%	
Total Community & Economic Development	\$ 1,045,320	\$ 1,082,979	\$ 924,355	\$ 952,986	\$ 60,000	\$ 1,012,986	\$ 88,631	9.59%	
Total Admin. Support Services	\$ 5,733,594	\$ 5,867,102	\$ 7,592,303	\$ 7,231,833	\$ 60,000	\$ 7,291,833	\$ (300,470)	-3.96%	

Commissions & Committees

Finance Committee								
Expenses	\$ 17,177	\$ 18,663	\$ 37,800	\$ 37,800		\$ 37,800	\$ -	0.00%
Total Finance Committee	\$ 17,177	\$ 18,663	\$ 37,800	\$ 37,800		\$ 37,800	\$ -	0.00%
Commission on Disability								
Expenses	\$ 55	\$ 239	\$ 750	\$ 750		\$ 750	\$ -	0.00%
Total Commission on Disability	\$ 55	\$ 239	\$ 750	\$ 750		\$ 750	\$ -	0.00%
Natick Cultural Council								
Expenses	\$ 194	\$ 384	\$ 700	\$ 700		\$ 700	\$ -	0.00%
Total Natick Cultural Council	\$ 194	\$ 384	\$ 700	\$ 700		\$ 700	\$ -	0.00%
Historical Commission								
Expenses	\$ -	\$ -	\$ 750	\$ 750		\$ 750	\$ -	0.00%
Total Historical Commission	\$ -	\$ -	\$ 750	\$ 750		\$ 750	\$ -	0.00%
Historic District Commission								
Expenses	\$ 421	\$ 450	\$ 550	\$ 550		\$ 550	\$ -	0.00%
Total Historic District Comm.	\$ 421	\$ 450	\$ 550	\$ 550		\$ 550	\$ -	0.00%
Affordable Housing Trust								
Expenses			\$ 80,000	\$ 80,000	\$ -	\$ 80,000	\$ -	
Total Affordable Housing Trust	\$ -	\$ -	\$ 80,000	\$ 80,000	\$ -	\$ 80,000	\$ -	
Total Commissions & Committees	\$ 17,847	\$ 19,736	\$ 120,550	\$ 120,550	\$ -	\$ 120,550	\$ -	0.00%

Shared Expenses (Unclassified)								
Employee Fringe								
Expenses	\$ 14,147,583	\$ 15,063,914	\$ 15,676,586	\$ 16,688,500		\$ 16,688,500	\$ 1,011,914	6.45%
Merit & Performance	\$ 26,000	\$ 17,500	\$ 175,000	\$ 300,000		\$ 300,000	\$ 125,000	71.43%
Total Employee Fringe	\$ 14,173,583	\$ 15,081,414	\$ 15,851,586	\$ 16,988,500	\$ -	\$ 16,988,500	\$ 1,136,914	7.17%
Property & Liability Insurance								
Purchased Services	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150		\$ 807,150	\$ 50,913	6.73%
Total Prop. & Liab. Insurance	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150		\$ 807,150	\$ 50,913	6.73%
Contributory Retirement								
Pension Assessment	\$ 8,194,354	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826		\$ 10,050,826	\$ 657,532	7.00%
Total Contributory Retirement	\$ 8,194,354	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826		\$ 10,050,826	\$ 657,532	7.00%
Non-Contributory Retirement								
Pensions	\$ 21,431	\$ 18,593	\$ 23,122	\$ 19,726		\$ 19,726	\$ (3,396)	-14.69%
Total Non-Contributory Retire.	\$ 21,431	\$ 18,593	\$ 23,122	\$ 19,726		\$ 19,726	\$ (3,396)	-14.69%
Debt Service								
Leased Equipment	\$ 116,765	\$ 172,178	\$ 147,203	\$ 149,703		\$ 149,703	\$ 2,500	1.70%
Leased Land	\$ 3,900	\$ 3,900	\$ 6,400	\$ 6,400		\$ 6,400	\$ -	0.00%
Principal	\$ 7,725,464	\$ 7,833,524	\$ 6,857,946	\$ 9,907,161		\$ 9,907,161	\$ 3,049,215	44.46%
Interest	\$ 2,225,019	\$ 2,467,250	\$ 3,679,347	\$ 6,558,893		\$ 6,558,893	\$ 2,879,546	78.26%
Total Debt Service	\$ 10,071,148	\$ 10,476,852	\$ 10,690,896	\$ 16,622,157	\$ -	\$ 16,622,157	\$ 5,931,261	55.48%
Reserve Fund								
Other Charges		\$ -	\$ 250,000	\$ 250,000		\$ 250,000	\$ -	0.00%
Total Reserve Fund	\$ -	\$ -	\$ 250,000	\$ 250,000		\$ 250,000	\$ -	0.00%
Shared Expenses (Unclassified) (con't)								
Facilities Management								
Salaries	\$ 2,493,701	\$ 2,607,301	\$ 2,698,205	\$ 2,764,268		\$ 2,764,268	\$ 66,063	2.45%
Expenses	\$ 558,119	\$ 416,643	\$ 610,500	\$ 658,500		\$ 658,500	\$ 48,000	7.86%
Total Facilities Management	\$ 3,051,820	\$ 3,023,944	\$ 3,308,705	\$ 3,422,768	\$ -	\$ 3,422,768	\$ 114,063	3.45%
Total Shared Expenses	\$ 36,102,240	\$ 38,019,981	\$ 40,273,840	\$ 48,161,127	\$ -	\$ 48,161,127	\$ 7,887,287	19.58%
Total General Fund Operations	\$ 128,362,629	\$ 135,538,280	\$ 143,598,841	\$ 154,208,984	\$ 71,930	\$ 154,280,914	\$ 10,610,143	7.39%

Reconciliation								
Total General Fund Operations	\$ 128,362,629	\$ 135,538,280	\$ 143,598,841	\$ 154,208,984	\$ 71,930	\$ 154,280,914	\$ 10,610,143	7.39%
Other General Fund Appropriations								
Capital Equipment and Improvements	\$ 2,695,200	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000		\$ 3,617,000	\$ 643,050	21.62%
School Bus Subsidy	\$ 382,720	\$ 392,288	\$ 402,095	\$ 410,137		\$ 410,137	\$ 8,042	2.00%
Misc. Articles	\$ 216,626	\$ 1,298,695	\$ 635,000	\$ 100,000		\$ 100,000	\$ (535,000)	-84.25%
Golf Course Deficit	\$ 279,832	\$ 248,400	\$ 270,000	\$ 240,000		\$ 240,000	\$ (30,000)	-11.11%
General Stabilization Fund	\$ -	\$ -	\$ 250,000	\$ 100,000		\$ 100,000	\$ (150,000)	
Capital Stabilization Fund	\$ 3,925,532	\$ 4,500,000	\$ 2,400,000	\$ 1,450,000		\$ 1,450,000	\$ (950,000)	-39.58%
Operational Stabilization Fund		\$ -	\$ 500,000	\$ 100,000		\$ 100,000	\$ (400,000)	100.00%
One-to-One Tech Stabilization Fund		\$ -	\$ 100,000	\$ -		\$ -	\$ (100,000)	
FAR Bonus Stabilization Fund		\$ 3,900	\$ -	\$ -		\$ -	\$ -	
OPEB Trust Fund	\$ 1,300,000	\$ 1,000,000	\$ 441,723	\$ 300,000		\$ 300,000	\$ (141,723)	-32.08%
Total Other G/F Appropriations	\$ 8,799,910	\$ 9,609,948	\$ 7,972,768	\$ 6,317,137	\$ -	\$ 6,317,137	\$ (1,655,631)	-20.77%
Other General Fund Expenses (Not appropriated by Town Meeting)								
State & County Assessments	\$ 1,449,503	\$ 1,348,800	\$ 1,435,887	\$ 1,435,887		\$ 1,435,887	\$ -	0.00%
Cherry Sheet Offsets	\$ 352,530	\$ 434,080	\$ 468,705	\$ 468,705		\$ 468,705	\$ -	0.00%
Snow Removal Supplement	\$ 145,000	\$ 445,869	\$ 150,000	\$ 150,000		\$ 150,000	\$ -	0.00%
Overlay	\$ 1,283,443	\$ 1,256,448	\$ 1,150,000	\$ 1,015,000		\$ 1,015,000	\$ (135,000)	-11.74%
Total Other G/F Expenses	\$ 3,230,476	\$ 3,485,197	\$ 3,204,592	\$ 3,069,592	\$ -	\$ 3,069,592	\$ (135,000)	-4.21%
Total General Fund	\$ 140,393,015	\$ 148,633,425	\$ 154,776,201	\$ 163,595,713	\$ 71,930	\$ 163,667,643	\$ 8,819,512	5.70%



Revenue Model

FY 2020 Recommended Budget



Town of Natick

Revenue Model

Revenue Summary

The summary below presents all general fund revenues for use in FY 2020. The projection is based on the most current data available. Overall, General Fund operating revenues are proposed to **increase \$8,628,136 or 5.57%** over the prior fiscal year. State Aid and Local Receipts are stabilized for FY2020. The Available Funds show a decrease of (\$1,803,939) but that is due to using less free cash for capital and also not transferring free cash to stabilization funds as has been done in past years. Overall the revenue estimation is strong for the FY2020 budget.

General Fund Revenue Summary	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	2019 vs. 2020	
	Actual	Actual	Recap	Preliminary	Preliminary	\$ (+/-)	% (+/-)
Property Tax Levy	\$ 99,817,043	\$ 103,922,288	\$ 106,629,971	\$ 111,530,485	\$ 121,251,682	\$ 9,721,197	8.72%
State Aid	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,653,383	\$ 99,864	0.69%
Local Receipts	\$ 16,761,223	\$ 17,707,469	\$ 15,977,470	\$ 16,331,234	\$ 16,619,040	\$ 287,806	1.76%
Indirects	\$ 2,241,487	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 2,585,229	\$ 323,208	14.29%
Sub-total GF Operating Revenues	\$ 131,836,418	\$ 137,438,592	\$ 138,582,360	\$ 144,677,259	\$ 155,109,334	\$ 10,432,075	7.21%
Available Funds	\$ 7,951,162	\$ 10,970,409	\$ 13,085,579	\$ 10,362,249	\$ 8,558,310	\$ (1,803,939)	-17.41%
Gross General Fund Revenues	\$ 139,787,580	\$ 148,409,001	\$ 151,667,938	\$ 155,039,508	\$ 163,667,644	\$ 8,628,136	5.57%

Detailed Description:

Property Tax Levy: Property tax revenues are projected to increase in FY 2020. The increase shown, 8.72% includes the statutory increase in the tax levy allowed under Proposition 2 1/2 and an amount for estimated new growth (new construction). The significant increase is due to the debt exclusions for the Kennedy Middle School and West Natick Fire Station. The sharp increase in property tax revenue will be in part offset by the corresponding excluded debt service.

State Aid: State Aid is projected to increase for FY20. Typically the Administration does not know what the Governor's proposed budget, including State Aid, to municipalities will be until after this budget is presented to the Board of Selectmen on January 2, 2019. The Administration is estimating a slight increase in State Aid for FY 2020 over FY 2019. This number can change prior to Spring Town Meeting based off of estimates provided from the State budget process.

Local Receipts: Local receipts are projected to increase by \$287,806 or 1.76%. Motor vehicle excise tax has been trending upward and revenue projections have supported increasing this source. Generally, local receipt projections are based on the average revenue received in each category. No fee increases are assumed in these local receipt projections unless otherwise noted. To the extent the Board of Selectmen or other boards increase specific fees, this projection will be revised. We are including the local options tax estimation in this section for budgetary purposes. A portion of local option taxes is dedicated to the funding capital projects and is typically placed in the Capital Satbilization

Available Funds: Available Funds are projected to decrease by \$1,803,939. This category of revenue is typically associated with funding one-time items. This category includes the parking meter receipts, Free Cash (used to support operations and transers to Trust and Stabilization Funds), Overlay Surplus and the amount anticipated from the Capital Stabilization Fund for the purpose of funding the Capital Budget for those expenses catagorized as being paid for in cash. The largest portion of this decrease is attributable to using less Free Cash. This will most likely change as the budget cycle unfolds and new Free Cash certification is achieved in September 2019. Typically additional appropriations are made at the Fall Annual Town Meeting to increase funding for the General Stabilization Fund, the Operating/Rainy Day Stabilization Fund, the Capital Stabilization Fund and the Other Post Employment Benefits Trust Fund. There will not be as much Free Cash available as has been in previous years because of the increases that have been made to estimated local revenues.

Enterprise Receipts: This category represents transfers from the Town's two enterprise funds to the general fund to cover general fund expenditures that support enterprise operations. The FY 2020 amount represents funds antcipated from the Water & Sewer Enterprise and the Sassamon Trace Golf Course Funds to offset general fund costs attributable to the enterprise funds.

Town of Natick

Fiscal Year 2020 Revenue Model



Revenue Summary

12/13/2018

Table 1: Property Tax Levy

	FY 2016 Recap	FY 2017 Recap	FY 2018 Recap	FY 2019 Budget	FY 2020 Proposed
Tax Levy	\$ 92,549,664	\$ 95,604,635	\$ 99,501,597	\$ 103,160,981	\$ 107,285,190
Prop. 2.5%	\$ 2,313,742	\$ 2,390,116	\$ 2,487,540	\$ 2,579,025	\$ 2,682,130
New Growth	\$ 741,229	\$ 1,506,846	\$ 1,171,844	\$ 1,545,185	\$ 1,500,000
Override	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ 95,604,635	\$ 99,501,597	\$ 103,160,981	\$ 107,285,190	\$ 111,467,320
Excluded Debt	\$ 4,215,216	\$ 4,491,139	\$ 4,233,837	\$ 4,245,295	\$ 9,784,362
Subtotal	\$ 99,819,851	\$ 103,992,736	\$ 107,394,818	\$ 111,530,485	\$ 121,251,682
Actual Tax Levy	\$ 99,817,043	\$ 103,922,288	\$ 106,629,971	\$ -	\$ -

Table 2: State Aid

	FY 2016 Cherry Sheet	FY 2017 Cherry Sheet	FY 2018 Cherry Sheet	FY 2019 Budget	FY 2020 Preliminary
Ch 70, Charter Tuition, School Offsets	\$ 9,090,841	\$ 9,491,876	\$ 9,692,035	\$ 10,208,846	\$ 10,224,478
Unrestricted Local Aid	\$ 3,512,863	\$ 3,663,916	\$ 3,806,809	\$ 3,940,047	\$ 4,018,848
Veterans' Benefits & Exemptions	\$ 279,028	\$ 260,056	\$ 262,279	\$ 253,645	\$ 275,000
State Owned Land & Mitigation	\$ 88,023	\$ 86,976	\$ 86,893	\$ 103,139	\$ 88,000
Offsets (Library)	\$ 45,910	\$ 45,888	\$ 47,981	\$ 47,842	\$ 47,057
sub-Total (Cherry Sheet)	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,653,383
Subtotal	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,653,383

Table 3: Local Receipts

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Preliminary
Motor Vehicle	\$ 5,460,485	\$ 5,566,509	\$ 5,815,809	\$ 5,900,000	\$ 6,000,000
Other Excise	\$ 2,443,396	\$ 2,372,894	\$ 2,404,605	\$ 2,403,200	\$ 2,413,100
Penalties & Interest Taxes/Excise	\$ 375,863	\$ 412,491	\$ 392,686	\$ 394,350	\$ 394,350
Payment in Lieu of Taxes	\$ 34,738	\$ 36,216	\$ 41,037	\$ 35,950	\$ 35,950
Trash Disposal Charges	\$ 969,812	\$ 987,074	\$ 981,895	\$ 973,000	\$ 975,000
Police Special Duty Service Charges	\$ 58,374	\$ 71,802	\$ 54,687	\$ 60,000	\$ 58,000
Ambulance Fees - Other Charges	\$ 1,471,639	\$ 1,523,940	\$ 1,530,476	\$ 1,500,000	\$ 1,510,000
Rentals	\$ 46,604	\$ 45,728	\$ 49,780	\$ 62,000	\$ 65,500
Recreation	\$ 123,472	\$ 101,759	\$ 76,232	\$ 128,794	\$ 125,000
Other Departmental Revenue	\$ 907,264	\$ 644,964	\$ 624,598	\$ 750,820	\$ 765,945
License/Permits	\$ 2,218,015	\$ 4,460,270	\$ 2,053,445	\$ 2,825,445	\$ 2,867,495
Special Assessments	\$ 9,132	\$ 10,331	\$ 5,974	\$ 8,600	\$ 8,600
Fines/Forfeits	\$ 234,701	\$ 185,033	\$ 220,516	\$ 254,075	\$ 250,100
Investment Income	\$ 272,428	\$ 361,969	\$ 655,020	\$ 385,000	\$ 500,000
Miscellaneous Recurring	\$ 661,450	\$ 223,403	\$ 586,507	\$ 650,000	\$ 650,000
Miscellaneous Non-Recurring	\$ 1,473,850	\$ 703,086	\$ 484,203	\$ -	\$ -
Subtotal	\$ 16,761,223	\$ 17,707,469	\$ 15,977,470	\$ 16,331,234	\$ 16,619,040

Town of Natick

Fiscal Year 2020 Revenue Model



Revenue Summary

12/13/2018

Table 4: Available Funds

	FY 2016 Appropriated	FY 2017 Appropriated	FY 2018 Appropriated	FY 2019 Budget	FY 2020 Preliminary
Free Cash	\$ 5,100,289	\$ 9,031,776	\$ 9,408,400	\$ 6,579,906	\$ 4,150,000
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Capital Stabilization Fund	\$ 2,033,264	\$ 1,159,200	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000
FAR Bonus Stabilization Fund	\$ -	\$ 3,900	\$ 3,900	\$ -	\$ -
Title V	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ -
Parking Meter Revenue	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
School Building Assistance	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167
Premiums (For Debt Exclusions)	\$ 106,758	\$ 64,682	\$ 105,468	\$ 97,542	\$ 88,142
Receipts Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Mitigation Funds			\$ 690,295		
Insurance Proceeds < \$20,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 7,951,162	\$ 10,970,409	\$ 13,085,579	\$ 10,362,249	\$ 8,558,310

Table 5: Enterprise Receipts

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Preliminary
Water & Sewer Indirects	\$ 2,207,400	\$ 2,218,150	\$ 2,035,229	\$ 2,218,150	\$ 2,533,299
Sassamon Trace Indirects	\$ 34,087	\$ 41,973	\$ 43,692	\$ 43,871	\$ 51,930
Subtotal	\$ 2,241,487	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 2,585,229

Total - G/F Available for Appr.	\$ 139,787,580	\$ 148,409,001	\$ 151,667,939	\$ 155,039,508	\$ 163,667,644
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Town of Natick

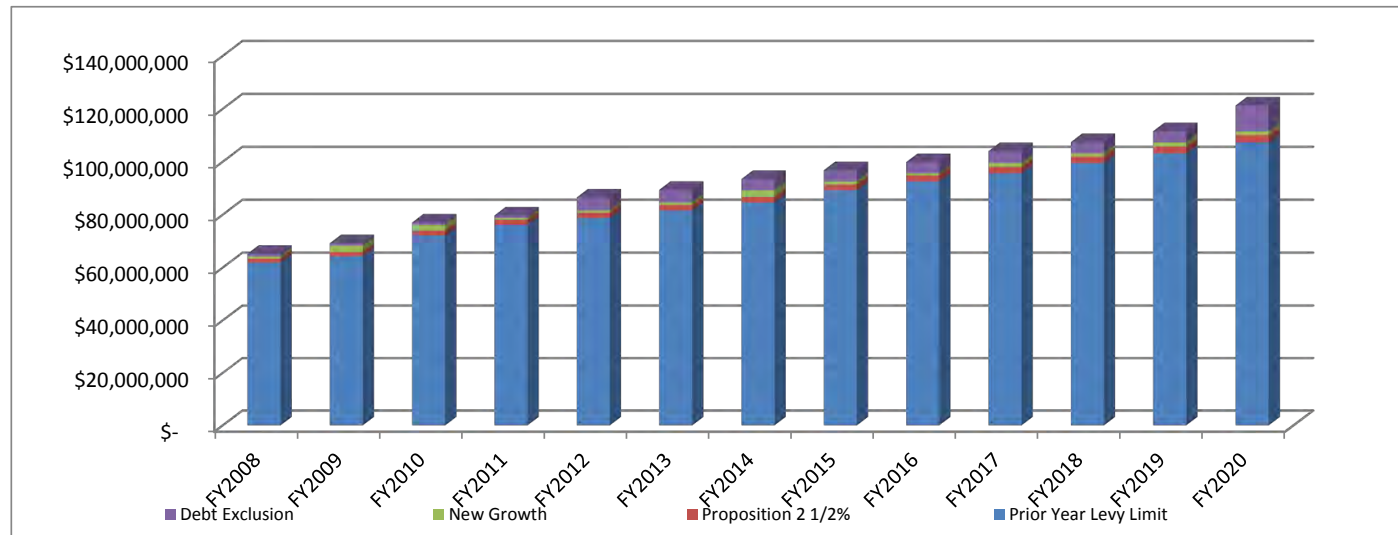
Revenue Model

1-A Tax Levy Summary

Components	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	2019 vs. 2020	
	2015 Levy Recap	2016 Levy Recap	2017 Levy Recap	2018 Levy Recap	2019 Levy Recap	2020 Levy Estimate	\$ (+/-) Change	% (+/-) Change
Prior Year Levy Limit	\$ 89,191,083	\$ 92,549,664	\$ 95,604,635	\$ 99,501,597	\$ 103,160,981	\$ 107,285,190	\$ 4,124,210	4.00%
Proposition 2 1/2% Levy Increase	\$ 2,229,777	\$ 2,313,742	\$ 2,390,116	\$ 2,487,540	\$ 2,579,025	\$ 2,682,130	\$ 103,105	4.00%
New Growth	\$ 1,128,804	\$ 741,229	\$ 1,506,846	\$ 1,171,844	\$ 1,545,185	\$ 1,500,000	\$ (45,185)	-2.92%
Net Levy Increase	\$ 3,358,581	\$ 3,054,971	\$ 3,896,962	\$ 3,659,384	\$ 4,124,210	\$ 4,182,130	\$ 57,920	1.40%
Levy Limit	\$ 92,549,664	\$ 95,604,635	\$ 99,501,597	\$ 103,160,981	\$ 107,285,190	\$ 111,467,320	\$ 4,182,130	3.90%
Debt Exclusion Levy*	\$ 4,215,216	\$ 4,215,216	\$ 4,491,139	\$ 4,233,837	\$ 4,245,295	\$ 9,784,362	\$ 5,539,067	130.48%
Total Tax Levy	\$ 96,764,880	\$ 99,819,851	\$ 103,992,736	\$ 107,394,818	\$ 111,530,485	\$ 121,251,682	\$ 9,721,197	8.72%
Actual Levy	\$ 96,530,612	\$ 99,817,043	\$ 103,922,288	\$ 106,629,971				

Note:

*Amount shown for excluded debt is net of subsidies. Gross estimated debt service for FY 2020 is \$9,573,053. Less School Building Assistance payments for the Wilson Middle School Project of \$123,167 and the application of premiums from the High School, Community Senior Center and Wilson Middle School projects of \$88,142 results in the net figure shown above.



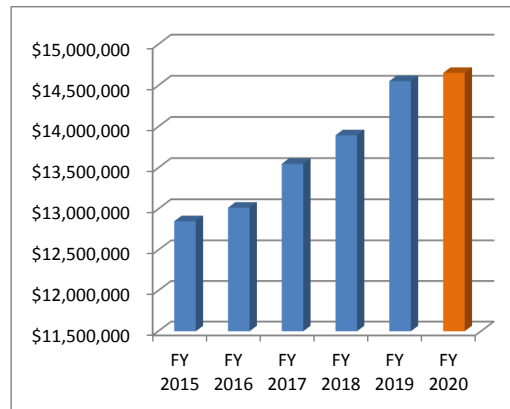


Town of Natick

Revenue Model

2-A State Aid Summary

State Aid	Cherry Sheet FY 2015	Cherry Sheet FY 2016	Cherry Sheet FY 2017	Cherry Sheet FY 2018	Cherry Sheet FY 2019	Preliminary FY 2020	2019 vs. 2020	
							\$ (+/-) Change	% (+/-) Change
A. EDUCATION								
Chapter 70	\$ 8,681,240	\$ 8,816,665	\$ 9,117,845	\$ 9,281,825	\$ 9,762,979	\$ 9,830,998	\$ 68,019	0.70%
Charter School Tuition Reimbursement	\$ 130,472	\$ 28,576	\$ 67,389	\$ 24,111	\$ 25,004	\$ 54,900	\$ 29,896	119.56%
Off-Set: School Choice Receiving Tuition	\$ 233,152	\$ 245,600	\$ 306,642	\$ 386,099	\$ 420,863	\$ 338,580	\$ (82,283)	-19.55%
Off-Set: School Lunch	\$ 21,648		\$ -	\$ -	\$ -	\$ -		
Sub-Total, All Education Items	\$ 9,066,512	\$ 9,090,841	\$ 9,491,876	\$ 9,692,035	\$ 10,208,846	\$ 10,224,478	\$ 15,632	0.15%
B. GENERAL GOVERNMENT								
Unrestricted General Government Aid	\$ 3,390,794	\$ 3,512,863	\$ 3,663,916	\$ 3,806,809	\$ 3,940,047	\$ 4,018,848	\$ 78,801	2.00%
Veterans Benefits	\$ 160,215	\$ 175,891	\$ 164,299	\$ 168,652	\$ 166,286	\$ 170,000	\$ 3,714	2.23%
Exemptions: Vets, Blind & Surviving Spouse	\$ 100,638	\$ 103,137	\$ 95,757	\$ 93,627	\$ 87,359	\$ 105,000	\$ 17,641	20.19%
State Owned Land	\$ 88,023	\$ 88,023	\$ 86,976	\$ 86,893	\$ 103,139	\$ 88,000	\$ (15,139)	-14.68%
Off-Set: Public Libraries	\$ 45,841	\$ 45,910	\$ 45,888	\$ 47,981	\$ 47,842	\$ 47,057	\$ (785)	-1.64%
Sub-Total, All General Government	\$ 3,785,511	\$ 3,925,824	\$ 4,056,836	\$ 4,203,962	\$ 4,344,673	\$ 4,428,905	\$ 84,232	1.94%
C. TOTAL ESTIMATED RECEIPTS FOR FISCAL YEAR	\$ 12,852,023	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,653,383	\$ 99,864	0.69%
Dollar Change From Previous Year	\$ 488,283	\$ 164,642	\$ 1,184,972	\$ 1,043,974	\$ 657,522	\$ 99,864		
Percentage Change	3.95%	1.28%	9.10%	7.71%	4.73%	0.69%		
Total State Aid	\$ 12,852,023	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,653,383	\$ 99,864	0.69%





Town of Natick

Revenue Model

3-A Local Receipts summary

Local Receipts

Receipt	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Actual FY 2018	Recap FY 2019	Preliminary FY 2020	Averages
									3-year
									\$ 16,815,387
Motor Vehicle	\$ 4,338,121	\$ 4,938,973	\$ 5,191,836	\$ 5,460,485	\$ 5,566,509	\$ 5,815,809	\$ 5,900,000	\$ 6,000,000	5-year
Other Excise	\$ 2,153,685	\$ 2,211,290	\$ 2,282,475	\$ 2,443,396	\$ 2,372,894	\$ 2,404,605	\$ 2,403,200	\$ 2,413,100	\$ 16,203,138
Penalties & Interest Taxes/Excise	\$ 379,195	\$ 473,270	\$ 483,115	\$ 375,863	\$ 412,491	\$ 392,686	\$ 394,350	\$ 394,350	10-year
Payment in Lieu of Taxes	\$ 35,301	\$ 35,150	\$ 34,822	\$ 34,738	\$ 36,216	\$ 41,037	\$ 35,950	\$ 35,950	\$ 14,279,936
Trash Disposal Charges	\$ 1,019,244	\$ 987,795	\$ 998,551	\$ 969,812	\$ 987,074	\$ 981,895	\$ 973,000	\$ 975,000	
Other Charges for Services									
Police Special Duty Service Charges	\$ 27,051	\$ 74,818	\$ 75,101	\$ 58,374	\$ 71,802	\$ 54,687	\$ 60,000	\$ 58,000	
Ambulance Fees - Other Charges	\$ 1,492,335	\$ 1,551,134	\$ 1,576,690	\$ 1,471,639	\$ 1,523,940	\$ 1,530,476	\$ 1,500,000	\$ 1,510,000	
Rentals	\$ 49,780	\$ 43,616	\$ 49,032	\$ 46,604	\$ 45,728	\$ 49,780	\$ 62,000	\$ 65,500	
Recreation	\$ 184,073	\$ 183,081	\$ 191,190	\$ 123,472	\$ 101,759	\$ 76,232	\$ 128,794	\$ 125,000	
Other Departmental Revenue									
Other Departmental Revenue	\$ 819,959	\$ 770,054	\$ 789,606	\$ 907,264	\$ 644,964	\$ 624,598	\$ 750,820	\$ 765,945	
License/Permits	\$ 2,011,091	\$ 1,646,503	\$ 2,774,340	\$ 2,218,015	\$ 4,460,270	\$ 2,053,445	\$ 2,825,445	\$ 2,867,495	
Special Assessments	\$ 13,130	\$ 11,532	\$ 12,616	\$ 9,132	\$ 10,331	\$ 5,974	\$ 8,600	\$ 8,600	
Fines/Forfeits	\$ 190,361	\$ 228,925	\$ 210,097	\$ 234,701	\$ 185,033	\$ 220,516	\$ 254,075	\$ 250,100	
Investment Income	\$ 89,485	\$ 104,083	\$ 255,356	\$ 272,428	\$ 361,969	\$ 655,020	\$ 385,000	\$ 500,000	
Miscellaneous Recurring									
Tax Per Chap 59 Sec D	\$ 671,948	\$ 224,068	\$ 377,014	\$ 661,450	\$ 223,403	\$ 586,507	\$ 650,000	\$ 650,000	
Miscellaneous Non-Recurring									
Tax Title	\$ 129,504	\$ 67,100	\$ 823,985	\$ 616,220	\$ 425,480	\$ 293,921	\$ -	\$ -	
Premiums on Bonds/BANs	\$ 482,092	\$ 407,561	\$ 97,778	\$ 303,104	\$ 77,658	\$ -	\$ -	\$ -	
Other	\$ 560,066	\$ 63,721	\$ 323,248	\$ 554,526	\$ 199,948	\$ 190,282	\$ -	\$ -	
Total Estimated Receipts	\$ 14,646,420	\$ 14,022,674	\$ 16,546,852	\$ 16,761,223	\$ 17,707,469	\$ 15,977,470	\$ 16,331,234	\$ 16,619,040	
	1.80%	-4.26%	18.00%	1.30%	5.65%	-9.77%			

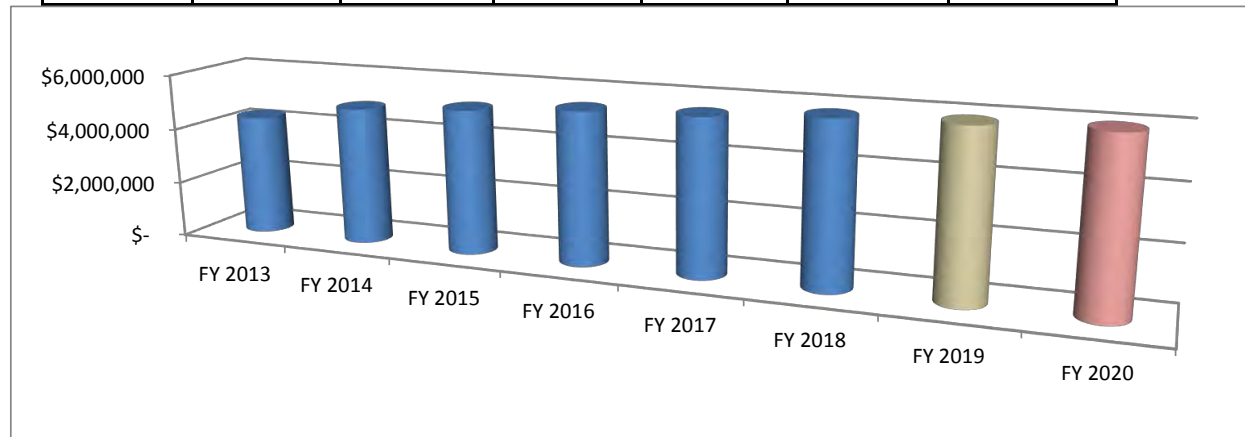


Town of Natick

Revenue Model

3-B Motor Vehicle Excise Taxes

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Recap FY 2019	Preliminary FY 2020	Averages
	00146150-415008 MOTOR VEHICLE TAX 2008	\$ 3,080	\$ 180	\$ 510	\$ 265	\$ 20	\$ -	\$ -	\$ -
00146150-415009 MOTOR VEHICLE TAX 2009	\$ 1,843	\$ 1,599	\$ 430	\$ 225	\$ -	\$ 46	\$ -	\$ -	\$ 5,614,268
00146150-415010 MOTOR VEHICLE TAX 2010	\$ 5,491	\$ 2,220	\$ 1,293	\$ 445	\$ 74	\$ 188	\$ -	\$ -	5-year
00146150-415011 MOTOR VEHICLE TAX 2011	\$ 33,769	\$ 7,893	\$ 2,686	\$ 671	\$ 330	\$ 330	\$ -	\$ -	
00146150-415012 MOTOR VEHICLE TAX 2012	\$ 604,331	\$ 38,542	\$ 8,856	\$ 1,114	\$ 1,581	\$ 1,369			\$ 5,394,722
00146150-415013 MOTOR VEHICLE TAX 2013	\$ 3,679,888	\$ 751,327	\$ 43,641	\$ 5,462	\$ 2,115	\$ 1,880	\$ 330		10-year
00146150-415014 MOTOR VEHICLE TAX 2014	\$ -	\$ 4,136,499	\$ 672,502	\$ 49,729	\$ 4,927	\$ 3,405	\$ 670		
00146150-415015 MOTOR VEHICLE TAX 2015	\$ -	\$ -	\$ 4,460,323	\$ 747,502	\$ 35,184	\$ 7,818	\$ 1,100		
00146150-415016 MOTOR VEHICLE TAX 2016	\$ -	\$ -	\$ -	\$ 4,653,308	\$ 736,845	\$ 65,165	\$ 5,000		
00146150-415017 MOTOR VEHICLE TAX 2017	\$ -	\$ -	\$ -	\$ 383	\$ 4,783,230	\$ 800,696	\$ 40,000		
00146150-415018 MOTOR VEHICLE TAX 2018						\$ 4,933,731	\$ 735,000		
00146150-415019 MOTOR VEHICLE TAX 2019							\$ 5,116,800		
00146150-415020 MOTOR VEHICLE TAX 2020								\$ 6,000,000	
00146160-415999 MOTOR VEHICLE PRIOR YRS	\$ 6,702	\$ -	\$ 410	\$ -	\$ 1,023	\$ 1,162	\$ -	\$ -	
00146162-416200 RECOVERY EXCISE	\$ 3,017	\$ 713	\$ 1,185	\$ 1,381	\$ 1,180	\$ 18	\$ 1,100		
Total Motor Vehicle Taxes	\$ 4,338,121	\$ 4,938,973	\$ 5,191,836	\$ 5,460,485	\$ 5,566,509	\$ 5,815,809	\$ 5,900,000	\$ 6,000,000	
	6.25%	13.85%	5.12%	5.17%	1.94%	4.48%	1.45%		





Town of Natick

Revenue Model

3-C Other Excise

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Recap	Preliminary	Averages
						FY 2018	FY 2019	FY 2020	3-year
00146190-419100 OTHER TAXES HOTEL/MOTEL	\$ 1,301,972	\$ 1,355,092	\$ 1,403,268	\$ 1,519,913	\$ 1,429,017	\$ 1,486,764	\$ 1,500,000	\$ 1,500,000	\$ 2,406,965
00146190-467500 LOCAL OPTION MEALS	\$ 848,495	\$ 852,879	\$ 876,132	\$ 918,893	\$ 940,504	\$ 914,090	\$ 900,000	\$ 910,000	5-year
00146160-416010 BOAT EXCISE 2010				\$ 80		\$ 33			\$ 2,342,932
00146160-416011 BOAT EXCISE 2011	\$ -	\$ -	\$ -	\$ 45	\$ -		\$ -	\$ -	10-year
00146160-416012 BOAT EXCISE 2012	\$ 210	\$ -	\$ -	\$ 260	\$ -		\$ -	\$ -	
00146160-416013 BOAT EXCISE 2013	\$ 3,008	\$ 150	\$ 31	\$ 185	\$ 60		\$ -	\$ -	\$ 1,977,436
00146160-416014 BOAT EXCISE 2014	\$ -	\$ 3,169	\$ 93	\$ 230	\$ 60	\$ 16	\$ -	\$ -	
00146160-416015 BOAT EXCISE 2015	\$ -	\$ -	\$ 2,951	\$ 386	\$ 15	\$ 40	\$ -	\$ -	
00146160-416016 BOAT EXCISE 2016	\$ -	\$ -	\$ -	\$ 3,404	\$ 45	\$ 15	\$ -	\$ -	
00146160-416017 BOAT EXCISE 2017	\$ -	\$ -	\$ -	\$ -	\$ 3,193	\$ 111			
00146160-416018 BOAT EXCISE 2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,536	\$ 200		
00146160-416019 BOAT EXCISE 2019	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 3,000		
00146160-416020 BOAT EXCISE 2020	\$ -	\$ -	\$ -	\$ -	\$ -			\$ 3,100	
Total Other Excise	\$ 2,153,685	\$ 2,211,290	\$ 2,282,475	\$ 2,443,396	\$ 2,372,894	\$ 2,404,605	\$ 2,403,200	\$ 2,413,100	
	0.45%	2.67%	3.22%	7.05%	-2.89%	1.34%	-0.06%		

Breakout:								
Local Option Taxes	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Actual	Actual	Actual	Actual	Projection	Projection	Projection
Hotel Motel Taxes - State Portion (4%)	\$ 867,981	\$ 903,395	\$ 935,512	\$ 1,013,275	\$ 952,583	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Hotel Motel Taxes - Town Portion (2%)*	\$ 433,991	\$ 451,697	\$ 467,756	\$ 506,638	\$ 476,434	\$ 486,764	\$ 500,000	\$ 500,000
Local Option Meals Taxes - Town Portion (.75%)*	\$ 848,495	\$ 852,879	\$ 876,132	\$ 918,893	\$ 940,504	\$ 914,090	\$ 900,000	\$ 910,000



Town of Natick

Revenue Model

3-D Penalties and Interest on Taxes and Excise

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Recap	Preliminary	Averages
						FY 2018	FY 2019	FY 2020	3-year
									\$ 393,680
00146170-417000 PENALTIES ON TAXES & EXCISE	\$ 78,631	\$ 66,221	\$ 106,845	\$ 92,872	\$ 79,269	\$ 96,009	\$ 90,000	\$ 90,000	
00146170-417100 INTEREST ON TAXES	\$ 213,142	\$ 346,062	\$ 274,394	\$ 138,122	\$ 202,853	\$ 192,096	\$ 185,000	\$ 185,000	5-year
00146170-417200 INTEREST ON MOTOR VEHICLE	\$ 32,166	\$ 28,262	\$ 30,131	\$ 33,673	\$ 30,526	\$ 38,408	\$ 30,000	\$ 30,000	\$ 427,485
00146170-417300 INTEREST TAX TITLES	\$ 52,893	\$ 30,373	\$ 69,997	\$ 108,613	\$ 98,726	\$ 65,289	\$ 87,500	\$ 87,500	
00146170-417400 INTEREST ON BETTERMENTS	\$ 2,335	\$ 1,829	\$ 1,717	\$ 2,145	\$ 1,042	\$ 792	\$ 1,750	\$ 1,750	10-year
00146170-417600 INTEREST BOAT EXCISE	\$ 27	\$ 523	\$ 31	\$ 438	\$ 75	\$ 92	\$ 100	\$ 100	\$ 436,677
Total Penalties and Interest	\$ 379,195	\$ 473,270	\$ 483,115	\$ 375,863	\$ 412,491	\$ 392,686	\$ 394,350	\$ 394,350	

Notes:

In FY16 Municipal Lien Certificate revenue, including revenue history, was moved to Other Departmental Revenue for proper reporting purposes.



Town of Natick

Revenue Model

3-E Payments-In-Lieu-of-Taxes (PILOTS)

Item	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Recap	Preliminary	Averages
					FY 2018	FY 2019	FY 2020	3-year
00146180-418100 IN LIEU TAX MA MORSE HEALTHCARE	\$ 19,256	\$ 18,738	\$ 18,454	\$ 19,810	\$ 31,415	\$ 19,750	\$ 19,750	\$ 37,330
00146180-418200 IN LIEU TAX HOUSING AUTHORITY	\$ 12,315	\$ 12,295	\$ 12,281	\$ 12,276	\$ -	\$ 12,200	\$ 12,200	5-year
00146180-418400 IN LIEU TAX TCAN NATICK ARTS	\$ 3,579	\$ 3,789	\$ 4,003	\$ 4,130	\$ 9,622	\$ 4,000	\$ 4,000	\$ 36,393
Total PILOT's	\$ 35,150	\$ 34,822	\$ 34,738	\$ 36,216	\$ 41,037	\$ 35,950	\$ 35,950	\$ 33,964
	-0.43%	-0.93%	-0.24%	4.25%	13.31%	-12.40%		

Assumption:



Town of Natick

Revenue Model

3-F Trash Disposal Charges

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Recap	Preliminary	Averages
						FY 2018	FY 2019	FY 2020	3-year
00146320-432000 PAYT FEES	\$ 928,926	\$ 895,804	\$ 906,726	\$ 866,220	\$ 875,125	\$ 875,673	\$ 875,000	\$ 875,000	\$ 979,594
00420250-425100 BULKY WASTE PICKUP	\$ 90,319	\$ 91,991	\$ 91,825	\$ 103,592	\$ 111,949	\$ 106,222	\$ 98,000	\$ 100,000	\$ 985,025
Total Trash Disposal Fees	\$ 1,019,244	\$ 987,795	\$ 998,551	\$ 969,812	\$ 987,074	\$ 981,895	\$ 973,000	\$ 975,000	\$ 990,988
Actual Shown on Page 3									

Notes:



Town of Natick

Revenue Model

3-G Other Charges

Item	FY 2013	FY 2014	FY 2015	FY 2016	Actual	Actual	Recap	Preliminary	Averages
					FY 2017	FY 2018	FY 2019	FY 2020	3-year
00220320-432017 AMBULANCE SERVICE FEES	\$ 1,492,335	\$ 1,551,134	\$ 1,576,690	\$ 1,471,639	\$ 1,523,940	\$ 1,530,476	\$ 1,500,000	\$ 1,510,000	\$ 1,570,306
00210370-437105 POLICE SPECIAL DUTY S/CHGS	\$ 27,051	\$ 74,818	\$ 75,101	\$ 58,374	\$ 71,802	\$ 54,687	\$ 60,000	\$ 58,000	\$ 1,597,732
Total Other Charges	\$ 1,519,385	\$ 1,625,952	\$ 1,651,791	\$ 1,530,013	\$ 1,595,742	\$ 1,585,163	\$ 1,560,000	\$ 1,568,000	\$ 1,451,130



Town of Natick

Revenue Model

3-H Rentals

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Recap	Preliminary	Averages
						FY 2018	FY 2019	FY 2020	
00146360-436000 NATICK DISTRICT COURT RENT	\$ -	\$ -	\$ -						3-year \$ 47,371
00146360-436002 EAST SCHOOL RENTAL	\$ -	\$ -	\$ -		\$ 2,500	\$ -	\$ 2,500	\$ 2,500	5-year
00146360-436003 COLE CENTER RENTAL	\$ 17,280	\$ 13,824	\$ 13,824	\$ 14,104	\$ 10,728	\$ 17,280	\$ 10,750	\$ 11,000	
00146360-436515 RIVERBEND SCHOOL	\$ 32,500	\$ 29,792	\$ 35,208	\$ 32,500	\$ 32,500	\$ 32,500	\$ 48,750	\$ 52,000	\$ 46,952
00146360-436510 11 MECHANIC STREET LEASE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	10-year
Total Rentals	\$ 49,780	\$ 43,616	\$ 49,032	\$ 46,604	\$ 45,728	\$ 49,780	\$ 62,000	\$ 65,500	\$ 98,771



Town of Natick

Revenue Model

3-1 Recreation Dept. Revenue

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Recap	Preliminary	Averages
						FY 2018	FY 2019	FY 2020	3-year
00134320-432071 FARM SALARY	\$ 163,998	\$ 159,081	\$ 166,190	\$ 98,472	\$ 101,759	\$ 76,232	\$ 103,794	\$ 100,000	\$ 100,488
00134320-432066 REGISTRATION FEES- REC PRGRM	\$ 20,075	\$ 24,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 135,147
Total Dept. Revenue - Recreation	\$ 184,073	\$ 183,081	\$ 191,190	\$ 123,472	\$ 101,759	\$ 76,232	\$ 128,794	\$ 125,000	\$ 145,694



Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item						Actual	Recap	Preliminary	Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
00123320-432013 CABLE FRANCHISE FEES	\$ 2,615	\$ 2,571	\$ 2,554	\$ 2,543	\$ 2,612	\$ 2,440	\$ 2,450	\$ 2,315	3-year
00141320-432001 ASSESSOR COPIES OF RECORDS	\$ 1,447	\$ 2,011	\$ 1,721	\$ 2,449	\$ 3,324	\$ 4,666	\$ 2,080	\$ 2,200	\$ 725,608
00145320-432015 RETURN CHECK FEES	\$ 675	\$ 650	\$ 350	\$ 825	\$ 680	\$ 500	\$ 600	\$ 600	
00145320-432050 SAFETY NATIONAL W/COMP REIMB	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	5-year
00145320-432052 REINS POLICE/FIRE THE HARTFORD	\$ 41,856	\$ -	\$ 6,859	\$ -	\$ -	\$ -	\$ 9,260	\$ 9,000	\$ 747,297
00145320-432074 GENERAL REINSURANCE W/COMP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00146170-437110 CH38D INVENTORY FILING PENALTY	\$ -	\$ 22,325	\$ 32,550	\$ 30,802	\$ 30,070	\$ 32,432	\$ 21,990	\$ 25,000	10-year
00146320-432016 DEPUTY COLLECTOR CLEARING FEES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 789,075
00146370-437100 MUNICIPAL LIEN CERTIFICATES	\$ 150,505	\$ 104,855	\$ 99,155	\$ 101,460	\$ 96,485	\$ 82,689	\$ 104,970	\$ 105,000	
00146370-437144 DEMAND RESPONSE	\$ 4,393	\$ 656	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,150	\$ 1,150	
00146450-445000 SENIOR CITIZEN PARKING PERMITS	\$ 3,699	\$ 2,032	\$ 2,201	\$ 2,594	\$ 2,800	\$ 4,033	\$ 2,530	\$ 2,600	
00146692-431300 TOWN DEPTS MISC INCOME	\$ 5,283	\$ 405	\$ -	\$ 797	\$ -	\$ 45	\$ 1,230	\$ 650	
00146692-484005 PENSIONS REIMBURSEMENT COLA	\$ 8,507	\$ 4,990	\$ 4,990	\$ 2,495	\$ 3,177	\$ 1,235	\$ 4,590	\$ 4,590	
00146840-484000 COLLECTOR MISCELLANEOUS INCOME	\$ 4,921	\$ 2,167	\$ 3,765	\$ 2,567	\$ 1,169	\$ 1,792	\$ 2,770	\$ 2,000	
00161320-432002 TN CLERK DOG LICENSE FEES	\$ 34,596	\$ 36,745	\$ 37,837	\$ 45,178	\$ 40,955	\$ 42,023	\$ 37,110	\$ 40,000	
00161320-432003 TN CLERK ANIMAL BYLAW VIOLATION	\$ -	\$ 25	\$ -	\$ -	\$ 25	\$ 35	\$ 10	\$ 10	
00161450-445001 TN CLERK POLICE FINES	\$ 800	\$ 600	\$ 700	\$ 2,195	\$ 2,250	\$ 150	\$ 1,240	\$ 1,240	
00161770-477000 TN CLERK FINES	\$ 250	\$ -	\$ -	\$ -	\$ 10	\$ -	\$ 50	\$ 50	
00161810-481001 TN CLERK SALE RESIDENT BOOKS	\$ 785	\$ 1,050	\$ 830	\$ 765	\$ 475	\$ 370	\$ 740	\$ 750	
00180320-432014 PLANNING BOARD FEES	\$ 17,350	\$ 26,250	\$ 11,400	\$ 16,054	\$ 31,650	\$ 18,871	\$ 19,510	\$ 18,500	
00180320-432025 COMM DEV COMMUTER PARKING	\$ 63,347	\$ 70,240	\$ 71,052	\$ 63,473	\$ 64,329	\$ 69,876	\$ 63,160	\$ 65,000	
00180370-437000 COMM DEV ANR PLANS	\$ 3,200	\$ 1,800	\$ 4,400	\$ 800	\$ 400	\$ 2,000	\$ 2,010	\$ 2,010	
00180370-437001 COMM DEV BOOKS/MAPS/BYLAWS	\$ 460	\$ 290	\$ 258	\$ 305	\$ 132	\$ 228	\$ 270	\$ 270	
00180370-437002 COMM DEV DEFINITIVE PLAN FILE	\$ 7,400	\$ -	\$ -	\$ 2,400	\$ 5,000	\$ -	\$ 2,810	\$ 2,810	
00180370-437003 COMM DEV PARKING STICKERS	\$ 84,179	\$ 95,897	\$ 87,183	\$ 109,824	\$ 114,849	\$ 114,373	\$ 93,470	\$ 110,000	
00180370-437004 COMM DEV PERMIT RESEARCH	\$ 613	\$ 391	\$ 234	\$ 504	\$ 338	\$ 78	\$ 400	\$ 400	
00180370-437005 COMM DEV DESIGN REVIEW BD	\$ 150	\$ 300	\$ 450	\$ 150	\$ -	\$ 150	\$ 200	\$ 200	
00210320-432010 POLICE REPORT FEES	\$ 5,720	\$ 5,666	\$ 5,400	\$ (9)	\$ -	\$ -	\$ 3,190	\$ 1,500	
00210320-432012 POLICE SOLICITOR FEES	\$ 220	\$ 290	\$ 590	\$ 335	\$ 240	\$ 495	\$ 320	\$ 320	
00210320-432038 POLICE FINGERPRINTS	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00210320-432039 POLICE SUBPOENAS	\$ 29	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10	\$ 10	
00210320-432070 RMV FEES	\$ 21,507	\$ 19,440	\$ 16,160	\$ 19,380	\$ 18,745	\$ 55,033	\$ 18,090	\$ 18,100	



Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item						Actual	Recap	Preliminary	Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
00210370-437142 POLICE RECOVERED DETAILS	\$ -	\$ -	\$ 54	\$ -	\$ -	\$ -	\$ 10	\$ 10	
00210840-484000 POLICE MISCELLANEOUS INCOME	\$ 760	\$ 430	\$ 583	\$ 2,262	\$ 787	\$ 5,204	\$ 920	\$ 920	
00220320-432033 FIRE MASS PIKE ASSISTANCE	\$ 11,950	\$ 3,000	\$ 6,800	\$ 6,200	\$ 3,000	\$ 5,800	\$ 5,880	\$ 6,000	
00220320-432034 FIRE REPORT COPIES	\$ 166	\$ 227	\$ 105	\$ 141	\$ 40	\$ -	\$ 130	\$ 130	
00220320-432035 FIRE SPECIAL DUTY S/CHARGES	\$ 7,355	\$ 7,450	\$ 5,925	\$ 6,060	\$ 53,455	\$ 4,950	\$ 15,250	\$ 15,000	
00220840-484000 FIRE MISCELLANEOUS REVENUE	\$ -	\$ -	\$ 3	\$ 0	\$ 0	\$ -	\$ -	\$ -	
00300320-432063 SCHOOL HLTH REIMBURSEMENTS	\$ 139,097	\$ 129,130	\$ 175,896	\$ 275,242	\$ -	\$ -	\$ 136,680	\$ 136,680	
00300320-432064 SCHOOL MEDICARE REIMBURSEMENTS	\$ 48,159	\$ 48,640	\$ 55,122	\$ 57,004	\$ -	\$ -	\$ 39,700	\$ 39,700	
00420320-432040 PUB WKS MAPS	\$ 70	\$ 104	\$ 37	\$ 20	\$ 71	\$ 3	\$ 60	\$ 60	
00420320-432041 PUB WKS RECYCLING BINS	\$ 1,048	\$ 12,466	\$ 5,560	\$ 6,500	\$ 6,735	\$ 7,970	\$ 6,140	\$ 6,500	
00420320-432042 PUB WKS RECYCLED GLASS	\$ -	\$ -	\$ 2,429	\$ 1,839	\$ -	\$ 3,806	\$ 810	\$ 810	
00420320-432044 PUB WKS RECYCLED METAL	\$ 33,397	\$ 34,740	\$ 19,745	\$ 13,342	\$ 17,896	\$ 43,734	\$ 22,630	\$ 23,000	
00420320-432045 PUB WKS RECYCLED PAPER	\$ 6,174	\$ 25,163	\$ 24,228	\$ 22,931	\$ 29,101	\$ 14,631	\$ 20,440	\$ 15,000	
00420320-432061 RECYCLE OIL PRODUCTS	\$ 666	\$ 810	\$ 325	\$ -	\$ -	\$ -	\$ 340	\$ 340	
00420320-484000 PUB WKS MISCELLANEOUS INCOME	\$ -	\$ 290	\$ 30	\$ -	\$ -	\$ -	\$ 60	\$ 60	
00512320-432007 BD HLTH CLINIC FEES	\$ -	\$ -	\$ -	\$ 46	\$ -	\$ -	\$ 10	\$ 10	
00512320-432009 BD HLTH LATE FEES	\$ -	\$ 415	\$ 971	\$ 1,758	\$ 903	\$ 2,187	\$ 770	\$ 1,000	
00512840-484000 BD HLTH MISCELLANEOUS COPIES	\$ -	\$ -	\$ -	\$ 122	\$ 6	\$ -	\$ 20	\$ 20	
00512370-477010 TN CLERK BD HEALTH FINES	\$ 1,725	\$ 1,350	\$ 750	\$ 1,911	\$ 1,125	\$ 500	\$ 1,300	\$ 1,000	
00630370-437150 RECREATION LIGHTS REIMB	\$ -	\$ 1,483	\$ -	\$ -	\$ -	\$ -	\$ 280	\$ 280	
00180320-432006 COMM DEV SUBDIVISION FILE FEE	\$ -	\$ -	\$ 400	\$ 3,000	\$ -	\$ 2,300	\$ 650	\$ 650	
00800680-468010 MUNICIPAL MEDICAID REIMBURSEMENT	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
00800680-468098 ABANDONED PROPERTY STATE	\$ 46	\$ 1,165	\$ -	\$ -	\$ 12,130	\$ -	\$ 2,530	\$ 2,500	
Total Dept. Revenue - Other	\$ 819,959	\$ 770,054	\$ 789,606	\$ 907,264	\$ 644,964	\$ 624,598	\$ 750,820	\$ 765,945	



Town of Natick

Revenue Model

3-K Licenses and Permits

Item						Actual	Recap	Preliminary	Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
00123320-432022 SELECT MISC FEES	\$ 1,380	\$ 178	\$ -	\$ 2,675	\$ -	\$ -	\$ 150	\$ 150	
00123371-437125 SELECT FLAMABLE	\$ -	\$ -	\$ -	\$ 150	\$ -	\$ -	\$ -	\$ -	
00123450-445011 SELECT BILLARD LICENSE	\$ 80	\$ 40	\$ 10	\$ 10	\$ -	\$ -	\$ -	\$ -	
00123450-445012 SELECT CLASS I LICENSE	\$ 950	\$ 1,000	\$ 800	\$ 850	\$ 800	\$ 800	\$ 800	\$ 800	3-year
00123450-445013 SELECT CLASS II LICENSE	\$ 2,000	\$ 2,050	\$ 2,200	\$ 1,800	\$ 1,950	\$ 2,000	\$ 1,800	\$ 1,900	\$ 2,910,577
00123450-445014 SELECT CLASS III LICENSE	\$ 200	\$ 300	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	
00123450-445015 SELECT COMMON VICTUALLER LIC	\$ 6,400	\$ 6,900	\$ 6,800	\$ 6,800	\$ 6,600	\$ 10,525	\$ 6,800	\$ 6,800	5-year
00123450-445016 SELECT DAILY ENTERTAINMENT LIC	\$ 1,000	\$ 825	\$ 1,025	\$ 1,200	\$ 1,500	\$ 1,850	\$ 1,200	\$ 1,300	\$ 2,630,515
00123450-445017 SELECT SUNDAY ENTERTAINMNT LIC	\$ 1,250	\$ 1,000	\$ 1,000	\$ 750	\$ 600	\$ 125	\$ 750	\$ 750	
00123450-445019 SELECT JUNK COLLECTOR LICENSE	\$ 525	\$ 400	\$ 375	\$ 325	\$ 300	\$ 550	\$ 325	\$ 325	10-year
00123450-445020 SELECT INN HOLDERS LICENSE	\$ 200	\$ 150	\$ 150	\$ 200	\$ 100	\$ 150	\$ 150	\$ 150	\$ 2,152,034
00123450-445021 SELECT TAXI CAB LICENSE	\$ 540	\$ 520	\$ 520	\$ 400	\$ -	\$ 265	\$ 500	\$ 450	
00123450-445026 ALCOHOLIC BEVERAGE LICENSE	\$ 101,300	\$ 108,875	\$ 97,500	\$ 101,580	\$ 100,700	\$ 102,725	\$ 100,000	\$ 100,000	
00123450-445027 SELECT AUTOMATIC AMUSEMENT LIC	\$ 3,675	\$ 3,290	\$ 3,390	\$ 3,430	\$ 3,305	\$ 1,925	\$ 3,000	\$ 3,000	
00123450-445028 SELECT CABLE LICENSE CHANGE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00123450-445029 SELECT MISCELLANEOUS LICENSE	\$ 67	\$ 52	\$ 52	\$ 2	\$ 127	\$ 52	\$ -	\$ -	
00161320-432018 TN CLERK HISTORIC DISTRICT FEE	\$ 115	\$ 280	\$ 265	\$ 240	\$ 345	\$ 335	\$ 200	\$ 200	
00161320-432019 TN CLERK ZBA FILING FEES	\$ 12,555	\$ 13,445	\$ 22,088	\$ 12,950	\$ 13,731	\$ 21,767	\$ 12,500	\$ 12,500	
00161370-437010 TN CLERK BUSINESS CERTIFICATE	\$ 14,900	\$ 13,160	\$ 14,070	\$ 15,815	\$ 14,455	\$ 13,800	\$ 14,000	\$ 14,000	
00161370-437020 TN CLERK BIRTH CERTIFICATE	\$ 16,206	\$ 14,841	\$ 15,255	\$ 14,066	\$ 15,020	\$ 16,829	\$ 14,000	\$ 15,000	
00161370-437025 TN CLERK DEATH CERTIFICATE	\$ 15,580	\$ 17,860	\$ 18,575	\$ 17,550	\$ 20,473	\$ 24,390	\$ 17,500	\$ 18,000	
00161370-437030 TN CLERK GOING OUT	\$ -	\$ -	\$ -	\$ 6	\$ -	\$ -	\$ -	\$ -	
00161370-437035 TN CLERK MARRIAGE INTENTIONS	\$ 4,050	\$ 4,825	\$ 3,900	\$ 4,325	\$ 3,840	\$ 4,035	\$ 4,000	\$ 4,000	
00161450-445003 TN CLERK MARRIAGE LICENSE	\$ 5,775	\$ 5,610	\$ 4,900	\$ 4,640	\$ 4,885	\$ 5,515	\$ 4,900	\$ 5,000	
00161450-445025 TN CLERK RAFFLE PERMITS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00161450-445704 TN CLERK BAZZAR PERMIT	\$ 525	\$ 375	\$ 250	\$ 375	\$ 325	\$ 250	\$ 300	\$ 300	
00161450-445705 TN CLERK GASOLINE STORAGE PERM	\$ 890	\$ 935	\$ 958	\$ 863	\$ 840	\$ 693	\$ 800	\$ 800	
00161770-477010 TN CLERK BD HEALTH FINES	\$ 770	\$ 900	\$ 450	\$ -	\$ 700	\$ 500	\$ 700	\$ 700	
00180320-432023 SEALER WEIGHTS MEASURER FEES	\$ 5,914	\$ 6,479	\$ 6,444	\$ 10,152	\$ 12,087	\$ 12,520	\$ 6,500	\$ 12,000	
00180370-437007 BLDG DEPT ALTERATIONS	\$ 647,350	\$ 580,493	\$ 1,240,333	\$ 743,851	\$ 784,771	\$ 772,503	\$ 740,000	\$ 760,000	
00180370-437008 BLDG DEPT NEW BUILDINGS	\$ 456,105	\$ 200,880	\$ 566,050	\$ 598,370	\$ 2,139,024	\$ 856,181	\$ 1,000,000	\$ 1,000,000	
00180370-437009 BLDG DEPT CERT OF INSPECTION	\$ 6,411	\$ 3,965	\$ 3,907	\$ 6,049	\$ 2,680	\$ 6,622	\$ 3,900	\$ 4,000	
00180370-437011 BLDG DEPT REINSPECTIONS	\$ 730	\$ 440	\$ 320	\$ -	\$ -	\$ 300	\$ 300	\$ 300	
00180457-445701 BLDG DEPT ELECTRICAL PERMIT	\$ 196,407	\$ 156,582	\$ 267,160	\$ 192,388	\$ 861,399	\$ 257,986	\$ 400,000	\$ 400,000	
00180457-445702 BLDG DEPT GAS PERMIT	\$ 27,141	\$ 22,972	\$ 26,603	\$ 29,861	\$ 27,141	\$ 29,010	\$ 25,000	\$ 27,000	



Town of Natick

Revenue Model

3-K Licenses and Permits

Item						Actual	Recap	Preliminary	Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
00180457-445703 BLDG DEPT PLUMBING PERMIT	\$ 63,209	\$ 40,614	\$ 59,385	\$ 58,431	\$ 58,244	\$ 77,230	\$ 55,000	\$ 58,000	
00180457-445723 BLDG DEPT CERT OF OCCUPANCY	\$ 4,344	\$ 3,188	\$ 2,400	\$ 2,970	\$ 2,640	\$ 2,400	\$ 2,400	\$ 2,500	
00180770-477001 BLDG DEPT ELECTRICAL FINE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00180840-484000 BLDG DEPT MISCELLANEOUS INCOME	\$ 80	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00210360-436070 POLICE ALARM VIOLATION	\$ -	\$ 7,100	\$ -	\$ -	\$ 200	\$ -	\$ -	\$ -	
00210370-437056 POLICE FIREARM ID'S	\$ 9,488	\$ 6,962	\$ 4,713	\$ 6,887	\$ 7,488	\$ 6,954	\$ 5,000	\$ 5,200	
00210370-437140 POLICE KEEPER OF R	\$ -	\$ -	\$ -	\$ 5,591	\$ 4,944	\$ 3,179	\$ -	\$ -	
00210450-445010 POLICE TAXI LICENSE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00210450-445719 POLICE WORK PERMITS	\$ -	\$ 40	\$ 20	\$ 30	\$ 40	\$ 20	\$ -	\$ -	
00210450-445730 POLICE SUNDAY/HOLIDAY PERMITS	\$ 20	\$ -	\$ 50	\$ 10	\$ -	\$ -	\$ -	\$ -	
00220320-432020 FIRE ALARM BOX ANNUAL FEE	\$ 64,000	\$ 61,600	\$ 68,400	\$ 67,200	\$ 65,600	\$ 127,600	\$ 62,000	\$ 62,000	
00220320-437006 FIRE DISTRICT 14 HAZMAT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52,000	\$ 52,000	
00220450-445706 FIRE VARIOUS PERMITS	\$ 55,010	\$ 54,500	\$ 58,150	\$ 56,775	\$ 53,205	\$ 56,575	\$ 52,000	\$ 55,000	
00420450-445732 PUBLIC WORKS HYDRANT USE PERMIT	\$ -	\$ 1,937	\$ 1,700	\$ 2,600	\$ 6,042	\$ 3,705	\$ 1,000	\$ 2,000	
00420450-445733 PUB WKS SEWER PERMITS	\$ 12,325	\$ 15,200	\$ 15,206	\$ 11,525	\$ 10,450	\$ 21,500	\$ 11,500	\$ 12,000	
00420450-445734 PUB WKS STREET OPENING PERMIT	\$ 47,155	\$ 61,005	\$ 66,170	\$ 34,753	\$ 39,373	\$ 81,858	\$ 42,000	\$ 42,000	
00420450-445735 PUB WKS WATER METER PERMIT	\$ 1,425	\$ 2,000	\$ 1,200	\$ 1,300	\$ 1,225	\$ 1,325	\$ 1,500	\$ 1,350	
00420450-445736 PUB WKS WATER PERMITS	\$ 7,000	\$ 8,675	\$ 10,000	\$ 9,400	\$ 7,900	\$ 9,425	\$ 7,000	\$ 8,000	
00512370-437015 BD HLTH UNDERGRND TNK REGISTRY	\$ 2,600	\$ 2,450	\$ 2,700	\$ 2,850	\$ 2,400	\$ 1,950	\$ 2,500	\$ 2,500	
00512370-437016 BD HLTH UNDERGRND TANK INSPCTN	\$ 350	\$ 900	\$ 300	\$ 250	\$ 750	\$ 750	\$ 300	\$ 750	
00512370-437055 BD HLTH UNDERGRND TANK REMOVA	\$ 800	\$ 250	\$ 250	\$ 300	\$ 250	\$ 250	\$ 250	\$ 250	
00512370-437060 BD HLTH HOUSEHLD HAZARDOUS WST	\$ 950	\$ 900	\$ 1,350	\$ 1,030	\$ 1,500	\$ 1,000	\$ 900	\$ 1,000	
00512370-437065 BD HLTH PERC TEST/APPLICATION	\$ 5,700	\$ 4,200	\$ 1,700	\$ 2,200	\$ 4,250	\$ 6,800	\$ 1,700	\$ 2,500	
00512370-437075 BD HLTH REINSPECTION	\$ -	\$ -	\$ -	\$ 75	\$ -	\$ -	\$ -	\$ -	
00512370-437080 BD HLTH PLAN REVIEW	\$ 5,156	\$ 2,500	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ -	
00512370-437090 BD HLTH SWIMMING POOL INSTALLER	\$ 2,300	\$ 9,300	\$ 7,675	\$ 650	\$ 3,250	\$ 1,950	\$ 3,500	\$ 3,000	
00512370-437120 BD HLTH PROPERTY CLEAN UP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512370-437130 BD HEALTH RUBBISH CONTRACTORS	\$ 1,150	\$ 1,400	\$ 1,400	\$ 1,200	\$ 1,350	\$ 3,050	\$ 1,000	\$ 1,500	
00512450-445004 BD HLTH DAY CAMP LICENSE	\$ 793	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ 50	
00512450-445005 BD HLTH FROZEN DESERT LICENSE	\$ 650	\$ 850	\$ 1,000	\$ 750	\$ 900	\$ 950	\$ 700	\$ 850	
00512450-445006 BD HLTH FUNERAL DIRECTR LICENS	\$ 300	\$ -	\$ 600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	
00512450-445007 BD HLTH MILK/CREAM LICENSE	\$ 1,796	\$ 1,760	\$ 1,340	\$ 1,430	\$ 1,120	\$ 80	\$ 1,350	\$ 1,200	
00512450-445008 BD HLTH MOTEL LICENSE	\$ 850	\$ 550	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	
00512450-445009 BD HLTH TANNING LICENSE	\$ 300	\$ 900	\$ 300	\$ 1,200	\$ 900	\$ 900	\$ 300	\$ 900	
00512450-445707 BD HLTH BAKERY PERMIT	\$ 2,600	\$ 2,100	\$ 2,100	\$ 1,955	\$ 1,400	\$ 1,750	\$ 1,950	\$ 1,750	



Town of Natick

Revenue Model

3-K Licenses and Permits

Item						Actual	Recap	Preliminary	Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
00512450-445708 BD HLTH BEE PERMIT	\$ 160	\$ 240	\$ 200	\$ 290	\$ 200	\$ 280	\$ 200	\$ 200	
00512450-445710 BD HLTH CAMP PERMIT	\$ 200	\$ 850	\$ 850	\$ 950	\$ 2,750	\$ 3,400	\$ 850	\$ 2,000	
00512450-445711 BD HLTH CATERING PERMIT	\$ 2,450	\$ 2,400	\$ 3,000	\$ 2,100	\$ 2,125	\$ 3,000	\$ 2,400	\$ 2,500	
00512450-445712 BD HLTH CHEMICAL TOILET PERMIT	\$ 225	\$ 150	\$ 125	\$ 25	\$ -	\$ 50	\$ -	\$ -	
00512450-445713 BD HLTH FOOD ESTABLISHMNT PERM	\$ 103,973	\$ 108,834	\$ 102,475	\$ 104,565	\$ 102,313	\$ 108,290	\$ 102,000	\$ 102,000	
00512450-445714 BD HLTH FOOD CERTIFICATES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445715 BD HLTH FOOD SERVICE PLAN	\$ -	\$ 950	\$ 3,250	\$ 1,875	\$ 4,500	\$ 3,450	\$ 950	\$ 2,500	
00512450-445716 BD HLTH FOOD ESTABLISHMNT S/C	\$ -	\$ -	\$ 3,206	\$ 2,925	\$ 1,225	\$ 1,244	\$ -	\$ 1,200	
00512450-445718 BD HLTH ICE RINK CERTIFICATION	\$ -				\$ -				
00512450-445719 BD HLTH LIVE STOCK PERMIT	\$ 1,730	\$ 1,900	\$ 1,550	\$ 2,000	\$ 2,150	\$ 1,930	\$ 1,500	\$ 1,500	
00512450-445720 BD HLTH MASSAGE PERMIT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445721 BD HLTH METHYL ALCOHOL PERMIT	\$ 180	\$ 180	\$ 160	\$ 200	\$ 175	\$ 175	\$ 160	\$ 160	
00512450-445722 BD HLTH MOBILE FOOD SERVER	\$ 120	\$ 260	\$ 160	\$ 1,180	\$ 930	\$ 850	\$ 160	\$ 160	
00512450-445723 BD HLTH OCCUPANCY INSPECTION	\$ 45,170	\$ 41,685	\$ 24,330	\$ 33,545	\$ 18,510	\$ 24,094	\$ 30,000	\$ 27,500	
00512450-445724 BD HLTH SEPTAGE HAULER PERMIT	\$ 7,800	\$ 7,475	\$ 7,800	\$ 7,150	\$ 7,800	\$ 6,500	\$ 7,500	\$ 7,500	
00512450-445725 BD HLTH SEPTIC INSTALLER PERM	\$ 2,750	\$ 4,550	\$ 2,600	\$ 3,250	\$ 3,575	\$ 1,950	\$ 2,600	\$ 2,400	
00512450-445726 BD HLTH SEPTIC SYSTEM PERMIT	\$ 9,550	\$ 8,550	\$ 6,125	\$ 3,675	\$ 7,950	\$ 10,400	\$ 6,000	\$ 6,000	
00512450-445727 BD HLTH SWIMMING POOL PERMIT	\$ 12,131	\$ 5,500	\$ 4,075	\$ 9,600	\$ 9,650	\$ 8,875	\$ 4,000	\$ 5,000	
00512450-445728 BD HLTH TOBACCO PERMIT	\$ 2,400	\$ 2,400	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445737 BD HLTH CIDER MILL PERMIT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445747 BD HLTH WELL PERMIT	\$ 900	\$ -	\$ 450	\$ 900	\$ 1,050	\$ 150	\$ 400	\$ 400	
Total	\$ 2,011,091	\$ 1,646,503	\$ 2,774,340	\$ 2,218,015	\$ 4,460,270	\$ 2,053,445	\$ 2,825,445	\$ 2,867,495	



Town of Natick

Revenue Model

3-L Special Assessments

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Actual FY 2018	Recap FY 2019	Preliminary FY 2020	Averages	
									3-year	
									\$ 8,479	
									5-year	
00146170-417405 C/S/S BETTERMENT COMM INTEREST	\$ 8,324	\$ 6,884	\$ 8,984	\$ 5,208	\$ 3,625	\$ 2,998	\$ 4,600	\$ 4,600	\$ 9,917	
00146190-419560 APPORT CURB/ST/SWLK BETTERMNT	\$ 4,807	\$ 4,648	\$ 3,632	\$ 3,924	\$ 6,706	\$ 2,976	\$ 4,000	\$ 4,000	10-year	
									\$ 14,793	
Total Special Assessments	\$ 13,130	\$ 11,532	\$ 12,616	\$ 9,132	\$ 10,331	\$ 5,974	\$ 8,600	\$ 8,600		

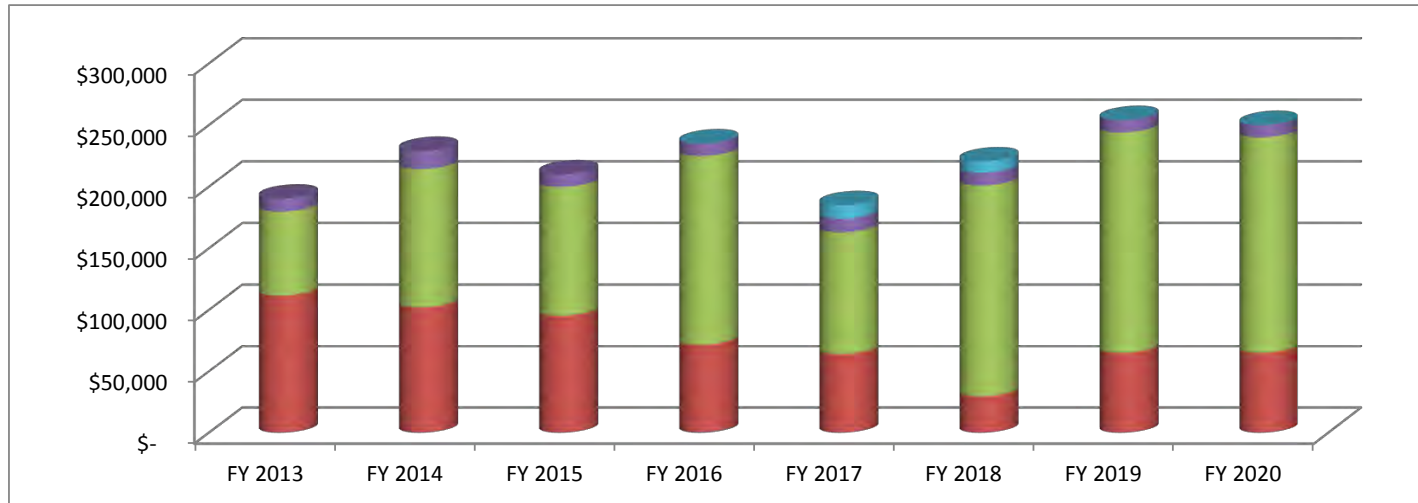


Town of Natick

Revenue Model

3-M Fines and Forfeits

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Recap	Preliminary	Averages
						FY 2018	FY 2019	FY 2020	3-year
00146370-437141 POLICE RESTITUTION	\$ -	\$ 150	\$ -	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ 213,417
00146770-477003 DISTRICT COURT FINES	\$ 111,557	\$ 101,867	\$ 95,231	\$ 71,225	\$ 64,083	\$ 29,603	\$ 65,000	\$ 65,000	5-year
00146770-477004 PARKING FINES	\$ 68,181	\$ 112,199	\$ 104,568	\$ 153,280	\$ 98,864	\$ 171,313	\$ 178,975	\$ 175,000	\$ 215,854
00146770-477005 AUTO LEASE SURCHARGE	\$ 10,622	\$ 14,859	\$ 10,298	\$ 10,096	\$ 11,086	\$ 10,300	\$ 10,000	\$ 10,000	
00210320-432037 POLICE FALSE ALARM				\$ 100	\$ 11,000	\$ 9,300	\$ 100	\$ 100	10-year
Total Fines and Forfeits	\$ 190,361	\$ 228,925	\$ 210,097	\$ 234,701	\$ 185,033	\$ 220,516	\$ 254,075	\$ 250,100	\$ 196,174



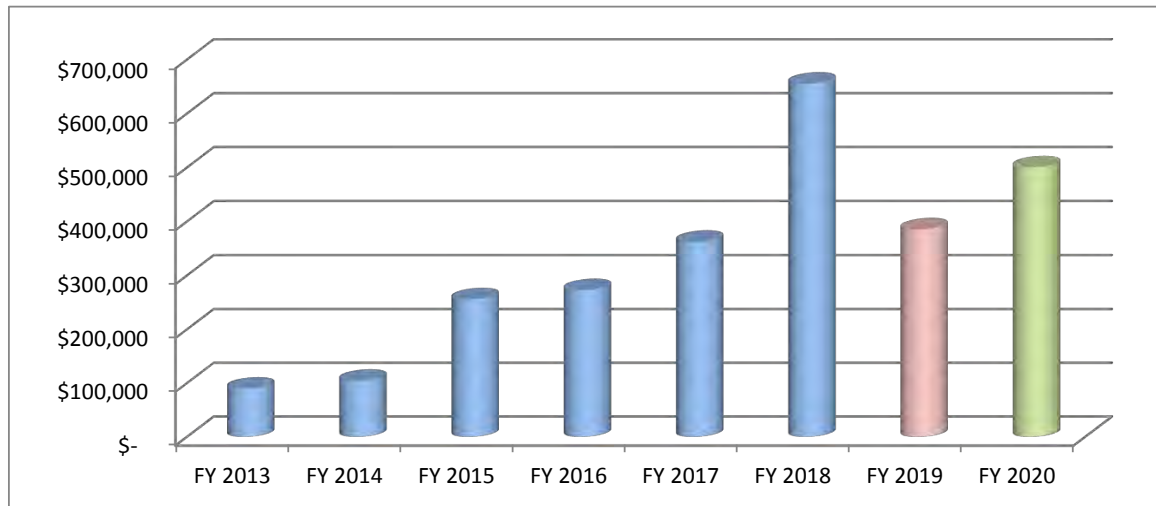


Town of Natick

Revenue Model

3-N Investment Income

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Actual FY 2018	Recap FY 2019	Preliminary FY 2020	Averages
									3-year \$ 429,806
00145820-482000 INTEREST EARNED INVESTMENTS	\$ 45,757	\$ 39,930	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	5-year \$ 329,771
00145820-482200 INTEREST EARNED	\$ 43,729	\$ 64,153	\$ 255,356	\$ 272,428	\$ 353,681	\$ 619,101	\$ 385,000	\$ 500,000	
00145820-482300 INTEREST PREMIUM BAN'S	\$ -		\$ -		\$ 8,288	\$ 35,919	\$ -	\$ -	10-year \$ 303,031
Total Investment Income	\$ 89,485	\$ 104,083	\$ 255,356	\$ 272,428	\$ 361,969	\$ 655,020	\$ 385,000	\$ 500,000	



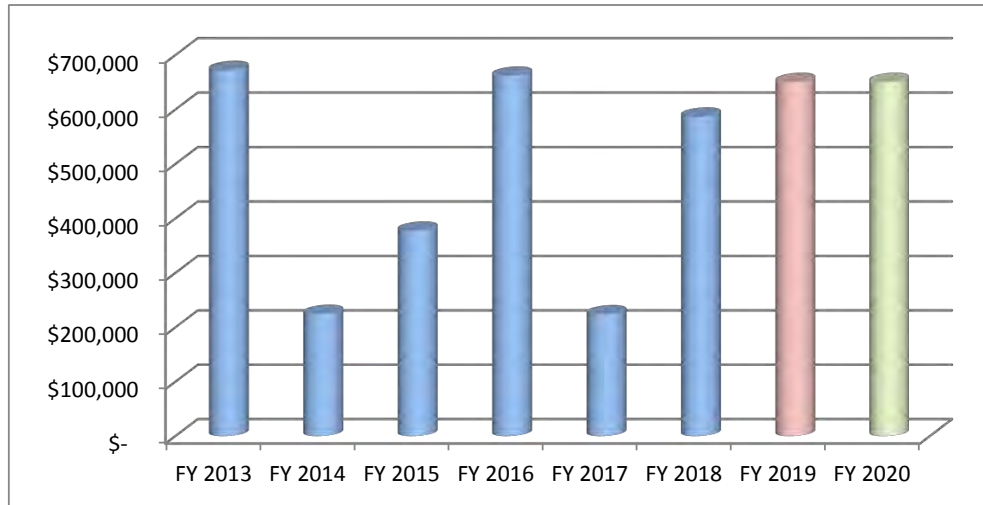


Town of Natick

Revenue Model

3-O Miscellaneous Recurring

Item	FY 2013	FY 2014	FY 2015	FY 2016		Actual	Recap	Preliminary	Averages
	FY 2017	FY 2018	FY 2019	FY 2020					3-year
00146220-422000 TX PER CH59 SEC D OCCUPANCY PERMIT	\$ 671,948	\$ 224,068	\$ 377,014	\$ 661,450	\$ 223,403	\$ 586,507	\$ 650,000	\$ 650,000	\$ 490,453
									5-year
									\$ 414,488
									10-year
Total Miscellaneous Recurring	\$ 671,948	\$ 224,068	\$ 377,014	\$ 661,450	\$ 223,403	\$ 586,507	\$ 650,000	\$ 650,000	\$ 433,642





Town of Natick

Revenue Model

3-P Miscellaneous Non-Recurring

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Actual FY 2018	Recap FY 2019	Preliminary FY 2020	Averages 3-year
									\$ 887,046
00145840-484010 TAILINGS MISC.	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	
00146140-414200 TAX TITLES	\$ 129,504	\$ 67,100	\$ 823,985	\$ 616,220	\$ 425,480	293,921	-	-	
00146800-480000 MISC. NON-RECURRING	\$ 560,066	\$ 63,721	\$ 323,248	\$ 554,526	\$ 199,948	190,282	-	-	
00146930-493000 PREMIUM BOND ISSUE	\$ 482,092	\$ 407,561	\$ 97,778	\$ 303,104	\$ 77,658	-	-	-	
00800660-466010 2012 ONE TIME STATE AID	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	
Total Misc. Non-Recurring	\$ 1,171,662	\$ 538,382	\$ 1,245,011	\$ 1,473,850	\$ 703,086	\$ 484,203	\$ -	\$ -	

Assumption:

Miscellaneous non-recurring revenues are received by the Town and they do not recur with any frequency. The Department of Revenue does not allow the Town to budget for revenue items in this category.



Town of Natick

Revenue Model

4-A Available Funds

Item	FY 2015	FY 2016	FY 2017	Actual	Recap	Preliminary	Averages
				FY 2018	FY 2019	FY 2020	3-year
							\$ 4,543,125
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	
Capital Stabilization Fund	\$ 3,058,758	\$ 2,033,264	\$ 1,159,200	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	5-year
FAR Bonus Stabilization Fund	\$ -	\$ 5,162,690	\$ 3,900	\$ 3,900	\$ -	\$ -	\$ 4,147,441
Title V	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ -	
Parking Meter Revenue	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	
School Building Assistance	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	
Premium (Debt Exclusion Projects)	\$ 106,758	\$ 106,758	\$ 64,682	\$ 105,468	\$ 97,542	\$ 88,142	
Receipts Reserved	\$ -	\$ -					
Insurance Proceeds < \$20,000	\$ -	\$ -					
Mitigation Funds				690,295			
Total Available Funds	\$ 3,876,367	\$ 8,013,563	\$ 1,938,633	\$ 3,677,179	\$ 3,782,343	\$ 4,408,309	

Assumptions

1. Projected use of Available Funds in FY 2020 is based upon current balances, historic use, and need.
2. The Capital Stabilization Fund is only used in support of capital and debt service related costs. Figure for FY 2019 includes \$3,617,000 in direct support of 2020 capital projects being paid for in cash.



Town of Natick

Revenue Model

4-B Free Cash

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Recap	Projected	Averages
							FY 2019	FY 2020	3-year
Free Cash	\$ 6,343,030	\$ 6,313,951	\$ 5,668,115	\$ 5,100,289	\$ 9,031,776	\$ 9,408,400	\$ 6,579,906	\$ 4,150,000	\$ 7,846,822
									5-year
									\$ 7,104,506
Total Free Cash	\$ 6,343,030	\$ 6,313,951	\$ 5,668,115	\$ 5,100,289	\$ 9,031,776	\$ 9,408,400	\$ 6,579,906	\$ 4,150,000	



Town of Natick

Revenue Model

5-A Indirects

Item	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Recap FY 2019	Preliminary FY 2020	Averages
								3-year
Indirects (W/S Enterprise Fund)	\$ 2,323,579	\$ 2,207,400	\$ 2,207,400	\$ 2,218,150	\$ 2,035,229	\$ 2,218,150	\$ 2,533,299	\$ 2,193,510
Indirects (Sassamon Trace Enterprise Fund)	\$ 32,246	\$ 34,087	\$ 34,087	\$ 41,973	\$ 43,692	\$ 43,871	\$ 51,930	5-year
								\$ 2,235,569
Total Indirects	\$ 2,355,825	\$ 2,241,487	\$ 2,241,487	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 2,585,229	

Section III

Education & Learning

Natick Public Schools	39
South Middlesex Regional Vocational Technical School	42
Morse Institute Library	45
Bacon Free Library	51

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Natick Public Schools

FY 2020 Budget Detail

FY20 BUDGET

	2017 Actual	2018 Actual	2019 Appropriated	2020 Request	2020 Recommended	2019 vs. 2020 \$ (+/-) % (+/-)	
Operating Expenses							
Operating Expenses	57,478,571	61,307,973	64,952,439	68,834,209	67,125,774	2,173,335	3.35%
Total Operating Expenses	57,478,571	61,307,973	64,952,439	68,834,209	67,125,774	2,173,335	3.35%

BUDGET REQUEST

	FY19 Budget	FY20 Request	FY19 vs FY20 Δ	% chg
Compensation				
Salary Base	48,140,970	50,548,056	2,407,086	5.0%
Steps, Cola & Merit Adjustments	2,491,173	2,690,164	198,991	8.0%
Lanes	300,913	385,000	84,087	27.9%
Staff Additions	786,535	925,260	138,725	17.6%
Retirements and Turnover	(320,000)	(320,000)	-	0.0%
Total Compensation	51,399,591	54,228,480	2,828,889	5.5%
Expenses				
District-wide Administration	438,205	438,205	-	0.0%
Technology	1,588,848	1,588,848	-	0.0%
Curriculum & Online Learning	1,020,032	1,020,032	-	0.0%
Pupil Services	4,641,668	5,070,552	428,884	9.2%
Transportation	2,609,189	3,184,189	575,000	22.0%
Building Op & Maint	1,905,000	2,017,000	112,000	5.9%
NPS Schools	1,270,220	1,207,218	(63,002)	-5.0%
Athletics & Activities	79,685	79,685	-	0.0%
Total Expenses	13,552,845	14,605,729	1,052,884	7.8%
Total Budget Request	64,952,436	68,834,209	3,881,773	6.0%

Additional Budget Detail is available in the NPS Budget Book



REQUESTED FY20 BUDGET

(WITH NEW STAFF REQUESTS – COMPLIANCE AND ENROLLMENT)

Natick Public Schools			
FY20 Personnel Request			
Compliance and Enrollment			
Preschool ABA Tech	1.00	\$33,540.00	To support increase in intensity of student needs in \self-contained, sub-separate specialized program
Lilja Grade 2 classroom teacher	1.00	\$63,003.00	additional enrollment
KMS 1.0 Math/Science	1.00	\$63,003.00	additional students
KMS 1.0 L&L/Social Studies	1.00	\$63,003.00	additional students
Psychologist-Wilson	0.20	\$41,600.00	Current (.8) Psychologist at Wilson to be made 1.0 given increased need
Psychologist-Kennedy	0.50	\$31,502.00	Number of required assessments have been significant-current FTE of 1.0 at Kennedy not sufficient ot meet needs
.5 PE/Health teacher	0.50	\$15,751.00	several health classes are up to 29 students per class
			To accommodate additional co-taught classes (.4) and addition of Essential Skills/Replacement courses (.6) for incoming 9th grade
Special Education Teacher HS	1.00	\$63,000.00	
Special Education Teacher Kennedy	1.00	\$63,000.00	To address special education co-taught classes and needs as Kennedy Enrollment grows
Special Education Teacher Wilson	1.00	\$63,000.00	EDBD Program Needs Growth
nursing adds if they aren't grant funded:			
Wilson Nurse	0.40	\$27,000.00	supplement not supplant and she's already full time
8th Grade Teacher - Wilson	1.00	\$60,330.00	
Preschool Nurse	0.40	\$27,000.00	
sub nurses		\$20,000.00	
Guidance Counselor - NHS	0.50	\$40,810.00	
Athletic Trainer	1.00	\$63,003.00	
BCBA	1.00	\$63,003.00	increased need
Paraprofessionals	3.00	\$75,000.00	1 at PreK, 1 @ Kennedy, 1 @ Wilson
Memorial Music teacher	0.20	\$17,212.00	increase from .8 to 1.0 based on case load
Music Teacher	0.50	\$31,500.00	
	16.20	\$925,260.00	



HISTORICAL FUNDING

Fiscal Year	Budget	Increase	% increase	Enrollment	Increase	% increase	Per Pupil Cost**	Increase
FY11	\$44,364,714			4737				
FY12	\$46,463,594	\$2,098,880	4.7%	4858	121	2.6%	\$9,564.35	
FY13	\$46,671,334	\$207,740	0.4%	4974	116	2.4%	\$9,383.06	-\$181.29
FY14	\$48,531,430	\$1,860,096	4.0%	5182	208	4.2%	\$9,365.39	-\$17.67
FY15	\$51,481,402	\$2,949,972	6.1%	5266	84	1.6%	\$9,776.19	\$410.80
FY16	\$53,807,355	\$2,325,953	4.5%	5329	63	1.2%	\$10,097.08	\$320.90
FY17	\$57,778,570	\$3,971,215	7.4%	5480	151	2.8%	\$10,543.53	\$446.45
FY18	\$61,250,150	\$3,471,580	6.0%	5504	24	0.4%	\$11,128.30	\$584.76
FY19	\$64,952,439	\$3,702,289	6.0%	5614	110	2.0%	\$11,569.73	\$441.43

**does not include indirect costs and services provided by the Town of Natick



Town of Natick

Home of Champions

Department: (Joseph P. Keefe) South Middlesex Regional Technical School

Appropriation Summary

South Middlesex Regional Technical School

	2017 Actual	2018 Actual	2019 Appropriated	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
Operating Expenses						
Assessment	1,522,958	1,427,911	1,594,984	1,634,859	39,875	2.50%
Total Operating Expenses	1,522,958	1,427,911	1,594,984	1,634,859	39,875	2.50%

Total So. Middlesex Regional Tech.	1,522,958	1,427,911	1,594,984	1,634,859	39,875	2.50%
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Mission:

Our mission is to challenge students to demonstrate the academic, technical, and interpersonal skills necessary for successful lifelong learning.

Established in 1972, Joseph P. Keefe Technical School is a coeducational, four-year high school, accredited by the New England Association of Schools and Colleges. Keefe Tech serves students from Ashland, Framingham, Holliston, Hopkinton, and Natick. With a student body of approximately 700 students, Keefe offers both academic and career-focused programs.



Keefe's academic component provides a challenging learning environment for students interested in a full college preparatory curriculum as well as general courses and English language learning courses. The vocational program component consists of a freshman exploratory year, followed by three years of preparation in one of thirteen different career and technical areas. Beginning in the tenth grade, an alternating week schedule of vocational and academic instruction is introduced. Cooperative education training is available to qualifying juniors and seniors.

Philosophy:

The major purpose of Keefe Technical High School is to provide organized educational programs offering sequences of courses designed to educate and prepare students for both employment and continuing academic and occupational preparation. Such programs integrate academic and career/technical education and include higher order reasoning, problem solving skills, work attitudes, general employability skills, modern technology applications, and the occupational specific skills necessary for economic independence as a productive and contributing member of society.

A student's complete education includes the development of good work habits, citizenship, and a desire for lifelong learning. Our programs foster student self-esteem, self-respect, and social awareness. Students are to participate actively in their education and to make learning their primary goal. Students undertake school projects that benefit our member communities and their residents. Our school



Town of Natick

Home of Champions

Department: (Joseph P. Keefe) South Middlesex Regional Technical School

Philosophy (con't):

reflects the diversity of our member towns, which enriches the school community.

We will provide our students with skills and academic training in a safe learning environment. It is the responsibility of staff and students to develop positive relationships throughout the school. Instructors and administrators at Keefe Tech are committed to setting high expectations and helping students to meet them in structured, challenging and supportive settings. We are committed to ensure that students receive the academic and technical skills necessary to secure gainful employment, to continue post-secondary studies, or to pursue a combination of both.

Parents and guardians should encourage their children's educational development, reinforce positive ideals taught and support ongoing school efforts. To be an effective and open community resource, our site will be routinely available for public use. Local, regional, and state organizations will be encouraged to use the facility. The school facility needs to be well maintained to support all activities.

Goals:

- 1) To ensure that all students are given access to and the opportunity to succeed in high quality academic and career/technical programs.
- 2) To provide career/technical programs that will include the necessary skills to allow students to meet the standards set by the Department of Education for the award of a Certificate of Occupational Proficiency. The standards include Health and Safety Knowledge, Technical Knowledge, Embedded Academic Knowledge, Employability Knowledge, Management and Entrepreneurship, and Principles of Technology.
- 3) To utilize advisory committees to ensure programs remain current with industry standards & community needs.
- 4) To provide academic programs that will follow appropriate curriculum frameworks and learning standards as defined by the Massachusetts Department of Education.
- 5) To foster reading, writing, and numeracy across the curriculum.
- 6) To move more students into proficient categories on all required MCAS tests.
- 7) To accommodate various learning styles through a variety of instructional modes.
- 8) To develop a formal school-wide testing and student evaluation plan that includes specifically how faculty will utilize data and disseminate it to parents and students.
- 9) To provide professional development opportunities that focus on enhancement of teachers' instructional skills and student needs as shown by student achievement data.
- 10) To improve and increase parent involvement in the school through a program that would reach out to the communities that the school serves.
- 11) To encourage development of appropriate social values & civic responsibility needed in a democratic society.
- 12) To provide opportunities for personal growth, fitness and enjoyment through extracurricular activities which shape students' intellectual, physical, social, and emotional development.
- 13) To provide a safe and cooperative learning environment for all students and staff.
- 14) To foster an atmosphere of understanding which promotes equity and an appreciation of the diversity of our student population.



Town of Natick

Home of Champions

Department (Joseph P. Keefe) South Middlesex Regional Technical School

Budget Overview

The Keefe Tech assessment is as shown below. As a result of an estimated increase of 11.7% for Keefe Tech's budget and a slight increase in students from Natick, the anticipated revised budget for the Keefe Tech assessment represents an increase from the FY18 appropriated budget of \$72,026.

	2016	2017	2018	2019	2020	2019 vs. 2020	
	Actual	Actual	Actual	Approp.	Preliminary	\$ (+/-)	% (+/-)
Assessment	1,247,313	1,522,958	1,427,911	1,594,984	1,634,859	39,875	2.50%
Expenses	1,247,313	1,522,958	1,427,911	1,594,984	1,634,859	39,875	2.50%

Morse Institute Library



FY 2020 Operational Budget Request

Linda Stetson, Director

Board: Board of Library Trustees

Mission:

The Morse Institute Library's mission is:

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

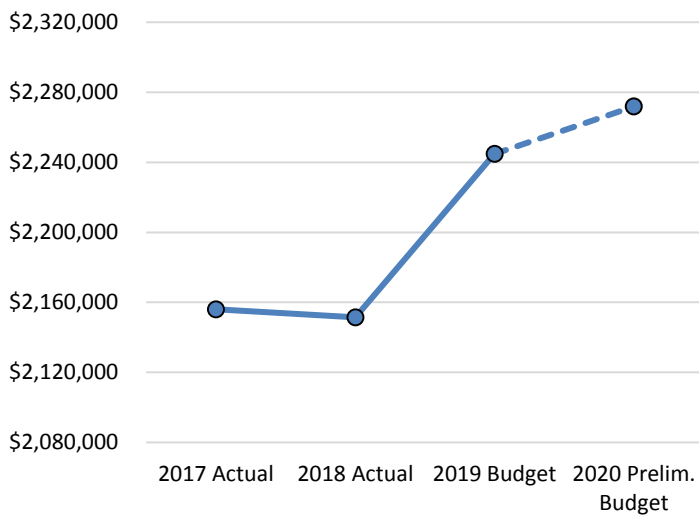
The Morse Institute Library strives to meet the needs of all members of the Natick community through active

Budget Highlights for FY 2020:

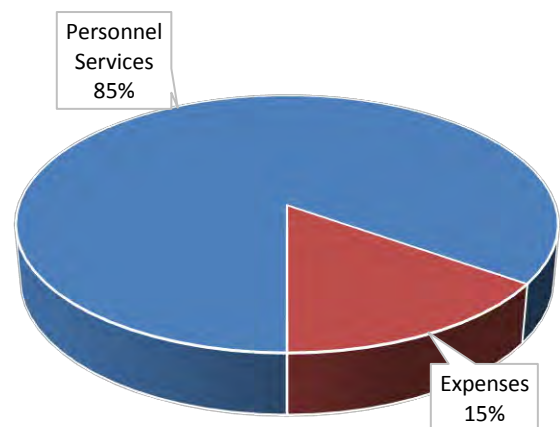
- Request that library Bookkeeper be moved from "Salaries Part-time Non-Benefited" to "Salaries Administrative." This is the more appropriate place for this non-union position to be classified.
- One PNI is submitted with this budget. It addresses the salary inequities present in the library director's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

Budget Summary -

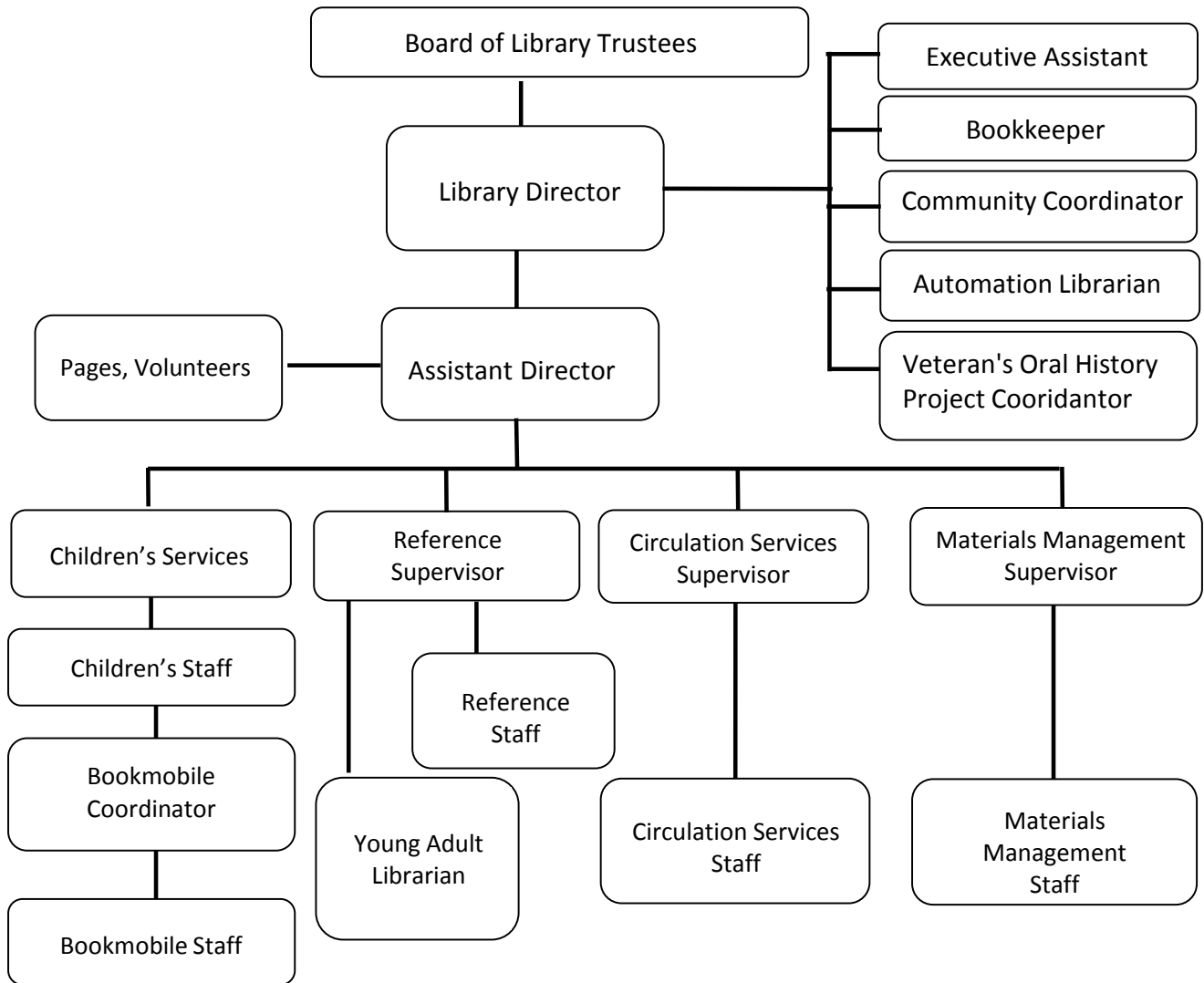
Budget History



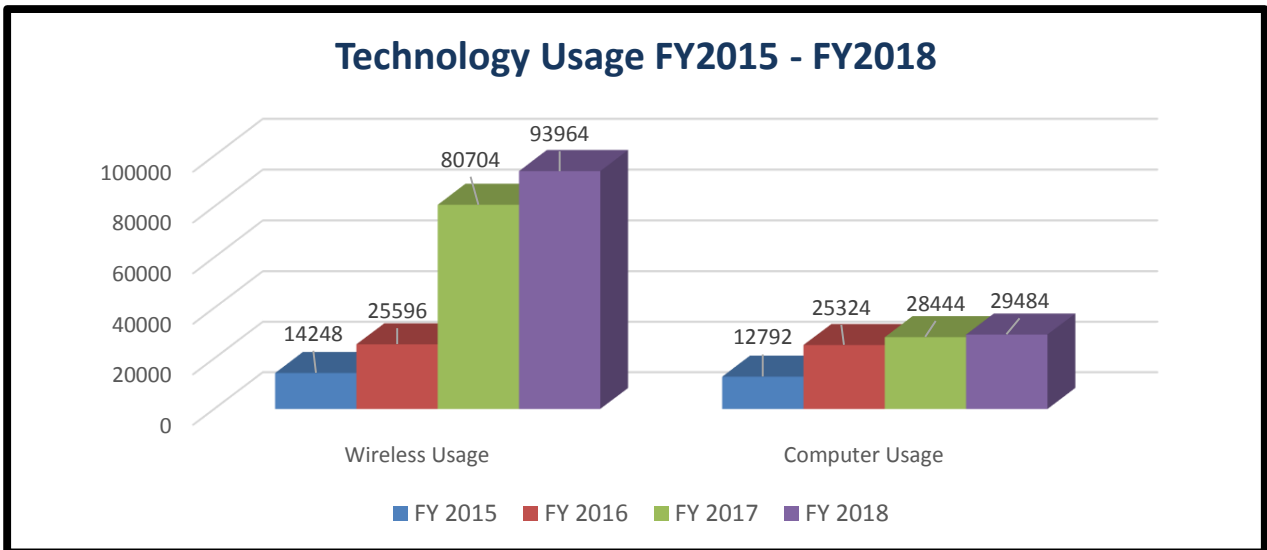
FY20 Budget Distribution



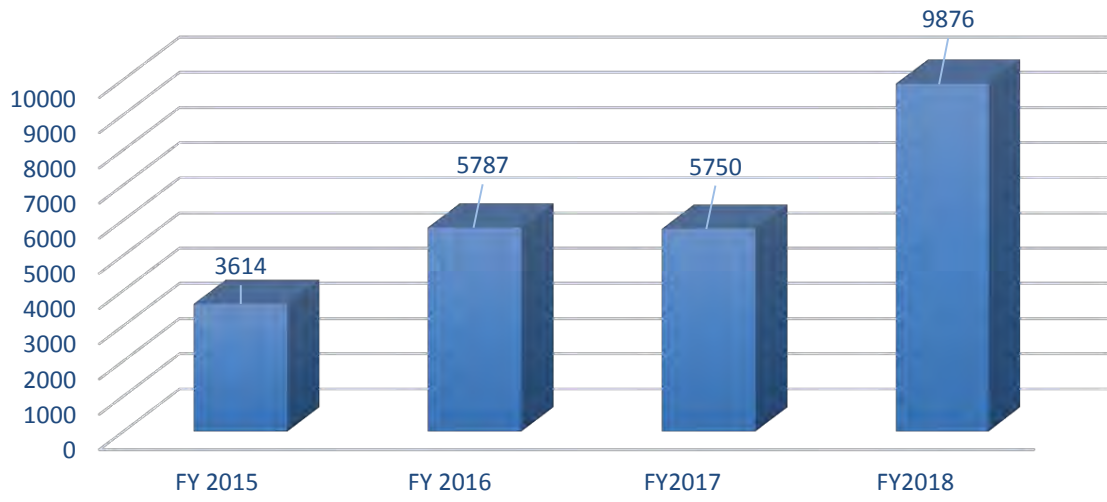
Department - Organizational Summary



31.86 FTEs (16 FT / 40 PT)



Meeting Room Usage FY2015 - FY 2018





Cost Setters FY2020

For FY2020, the Morse Institute Library does not anticipate any extraordinary spike in expenses.

The Morse Institute Library is **1.45%** of Natick's FY2019 municipal budget.

84.4% Of the FY2019 Budget is personnel. Within the Personnel expense are the following data sets pulled from FY2017

Budget FY2019: \$1,878,956

Personnel

299,065 Visits to the library

109,148 Wireless and internet workstation sessions

14,858 People attended **741** library programs

3,004 Hours the library was open in FY2017

277 Number of stops made by the bookmobile, visiting over **3,147** library patrons

433 Children read **17,940** hours during Summer reading programs

58,508 Reference questions answered. Reference here is defined as questions that required advanced knowledge or searching. Examples include genealogy research, early literacy recommendations, computer and technical assistance, school research, and small business assistance.

Staff processed the Circulation of:

239,500 Books

5,213 Periodicals

25,923 Audio-Books and CDs

83,921 DVDs

4,650 Kits and special items

66,201 Items provided to other libraries

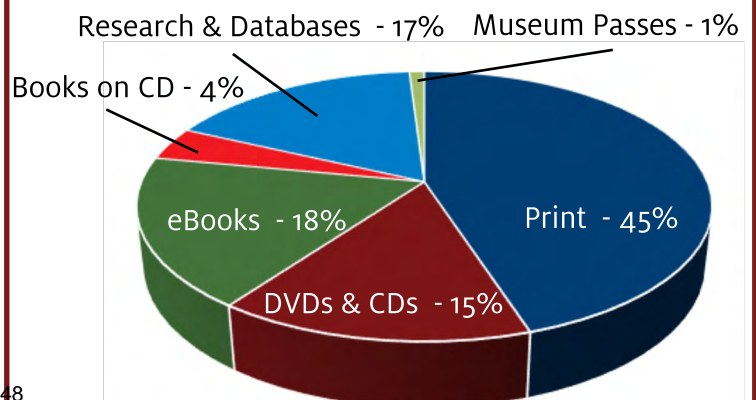
61,419 Items received from other libraries

15.6% Of the FY2019 Budget accounts for other expenses. **Budget FY2019: \$347,103**

Expenses

\$217,336 Allocated to library materials. *This number is only **70%** of the state required minimum for the municipality.

Materials by type - FY17



Morse Institute Library



Department: Line item budget

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

Footnotes:

¹ Personnel Services:

Management - Library Director
 Administrative - Assistant Director, Executive Assistant, and Community Relations Coordinator
 Part-time Benefitted - Library Assistants that work 20 hours or more per week
 Technical/Professional - Full-time, benefitted staff. Includes 4 Department Heads, the Children's Programmer, Bookmobile Coordinator, Technology Associate, and other Librarians, and Library Associates
 Part-time Non Benefitted - Part-time, non-benefitted Reference staff, and Library Associates
 Pages - Library Pages who perform essential work shelving and organizing materials
 Substitutes - Reference staff and Library Associates that may be called in to cover absences

Purchased Services:

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

Supplies:

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

Other Charges/Expenses:

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

Department: Proposed New Initiatives

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

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

Purpose/Description of Request

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

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

Population to be Served

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

Revenue Impact

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

FOR EXECUTIVE OFFICE USE Date Submitted: _____ Date Reviewed: _____

Approved Recommended Budget: _____

Denied Review by: _____

Bacon Free Library



FY 2020 Operational Budget Request

Lauren Pfindner, Director

Mission:

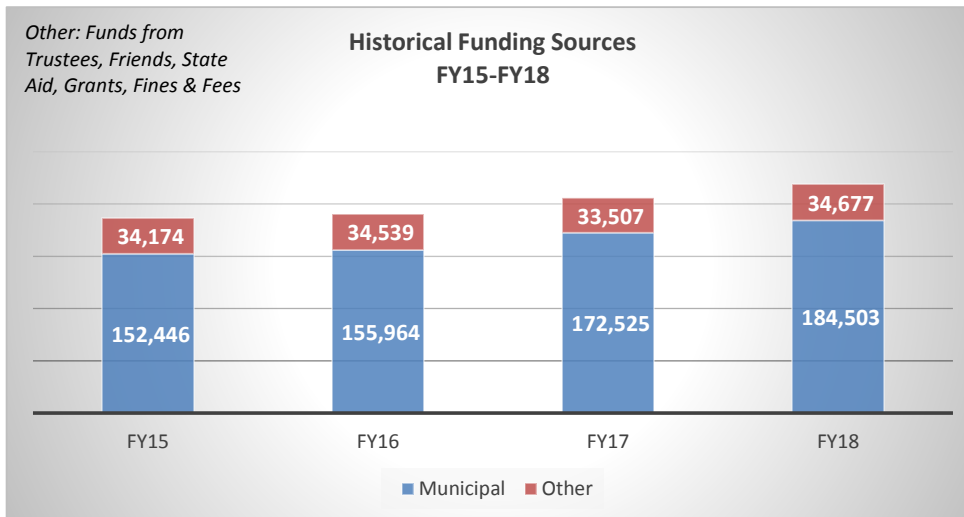
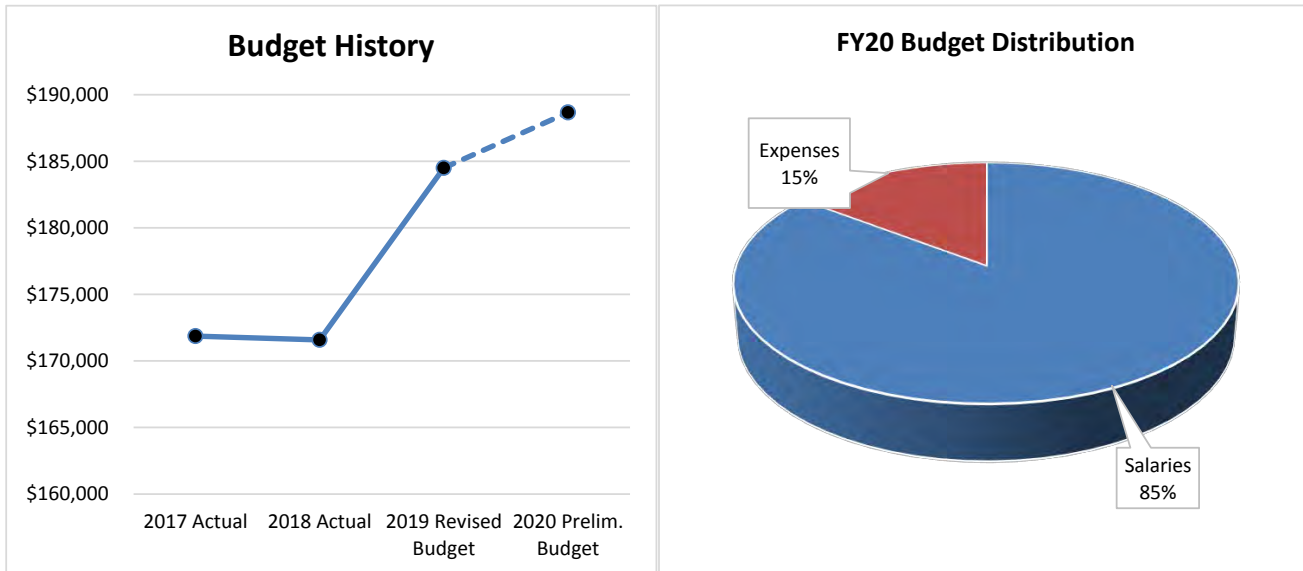
To provide popular materials and learning resources for the enjoyment and use of the public, with a special emphasis on supporting the educational needs of our children. In accordance with the wishes of the library's benefactor Oliver Bacon, materials are selected to satisfy a broad range of interests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

Budget Highlights for FY 2020:

New Initiatives:

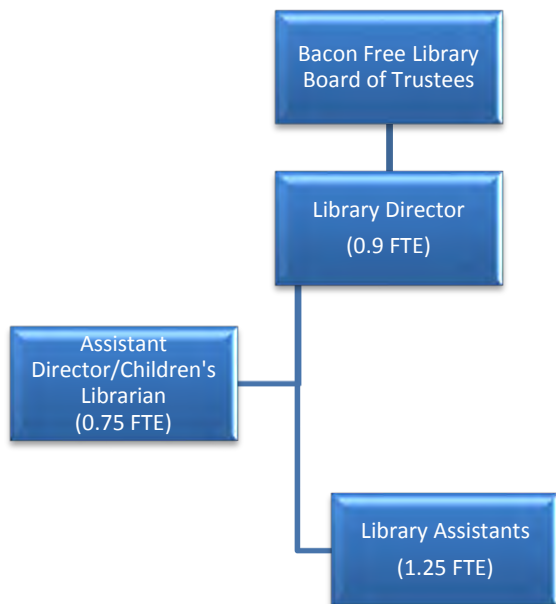
- Increased focus on children's programming (budget neutral; no line item change)

Budget Summary



Bacon Free Library

Department - Organizational Summary



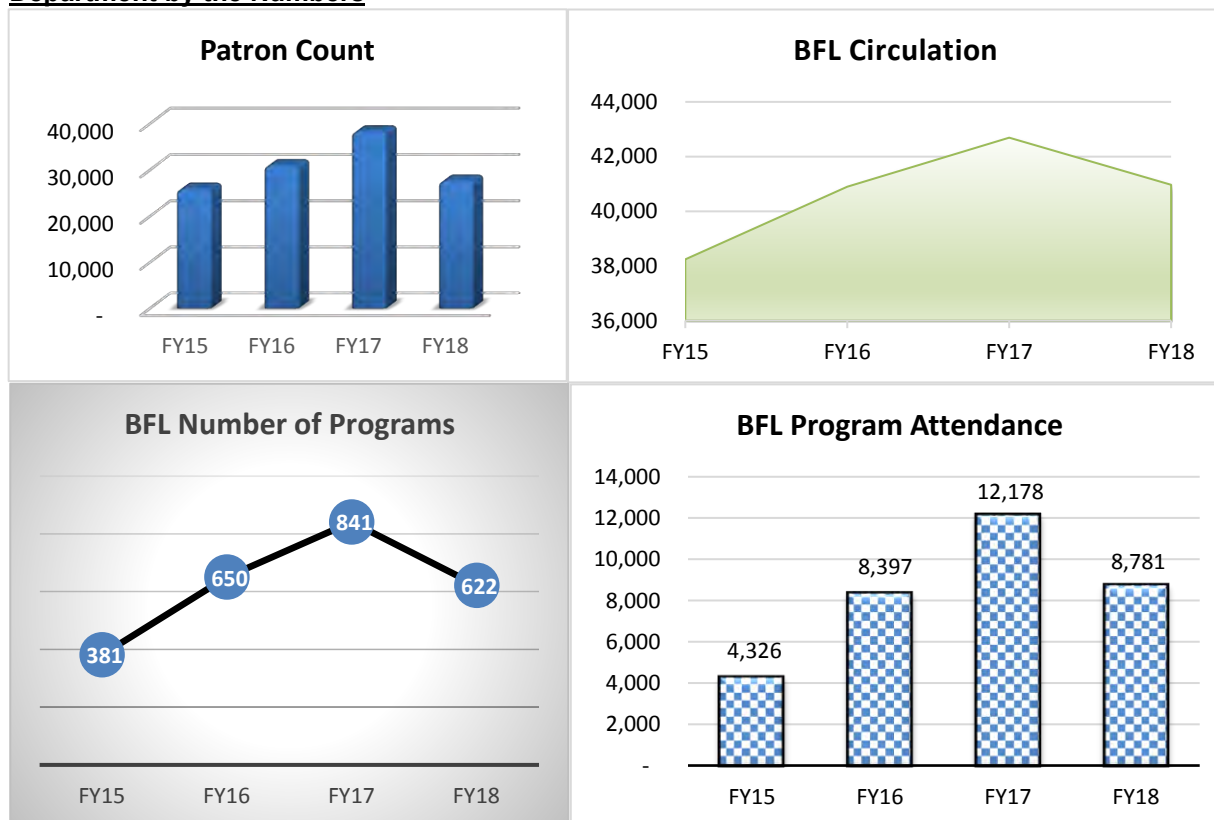
Total Staff - 2.9 FTEs (.9-Director, .75-Asst Dir/Children's Librarian, 1.25-all library assistants)

Notes

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

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

Department by the Numbers

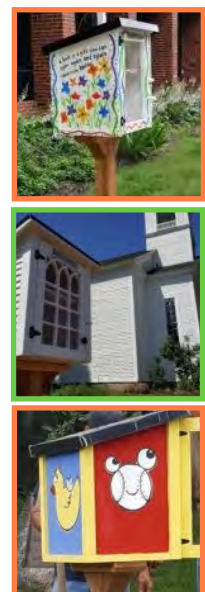
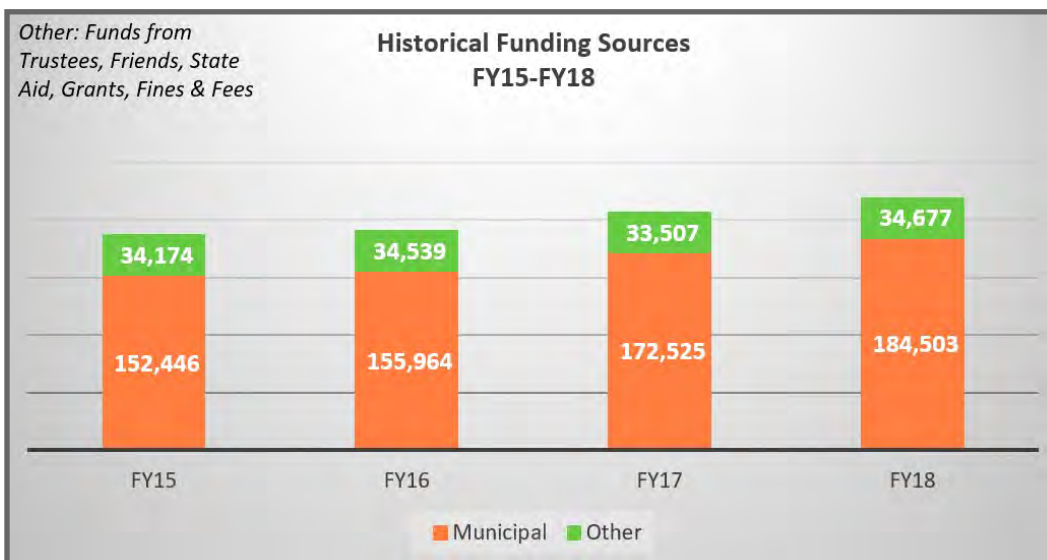


Bacon Free Library at a Glance 2018



- 1880** Year building was built
- 138** Years of continuous library service
- 2,196** Hours open
- 3,500** Gross square feet
- 8,781** People attended **622** programs
- 27,575** Visits (in-person and online)
- 40,969** Uses of the collection (including physical & online)

...All of this with only
2.9 full-time employees.



“ So cozy! I love coming to the Bacon Free Library - it’s my favorite! ”

Bacon Free Library



Department: Line item budget

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

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

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

Personnel Services:

¹ Management - Library Director

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

Purchased Services:

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

Other Charges/Expenses:

⁴ Printed Materials - Books and periodicals for patrons

Bacon Free Library - Finance Committee Voting Rollup with Approved New Initiatives

Bacon Free Library

2019 vs. 2020

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

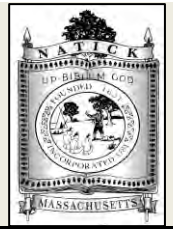
Section IV

Public Safety

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Police Department



FY 2020 Operational Budget Request

James G. Hicks, Chief of Police

Mission:

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

We shall provide these services with compassion, dignity, and proficiency within the framework of the United States Constitution.

To enhance the quality of life for all citizens, we will cooperate with other agencies and groups to resolve community concerns.

To fulfill our mission, the police department will provide a supportive work environment that fosters the professional development of its members.

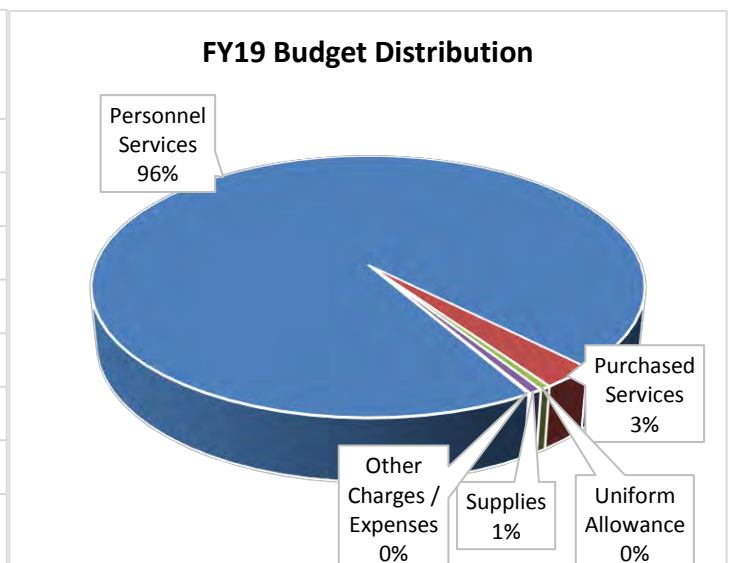
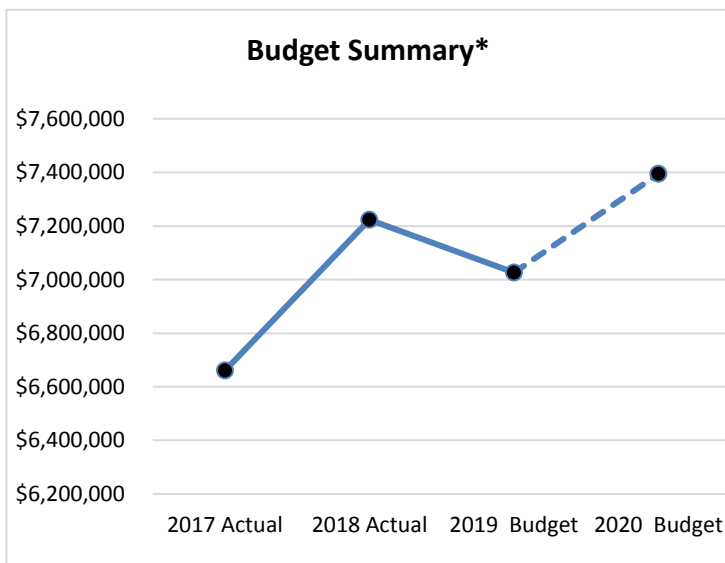
Service will be our commitment.

Honor and integrity will be our mandate.

Budget Highlights for FY 2020:

- Due to delay in negotiations the Assessment Center process has been delayed to FY2020. The Assessment Center process is budgeted for \$30k and will include both Lieutenant and Sergeant.
- New Initiative: Due to contractual agreement and additional \$28,500 has been added. This agreement is to reimburse patrol officers that sit and take the promotional exam.
- New Initiative: Deputy Chief of Police
- New Initiative: Add Full Time Meter Enforcement Officer

Budget Summary -



*The Police Budget not including Parking & Emergency Management

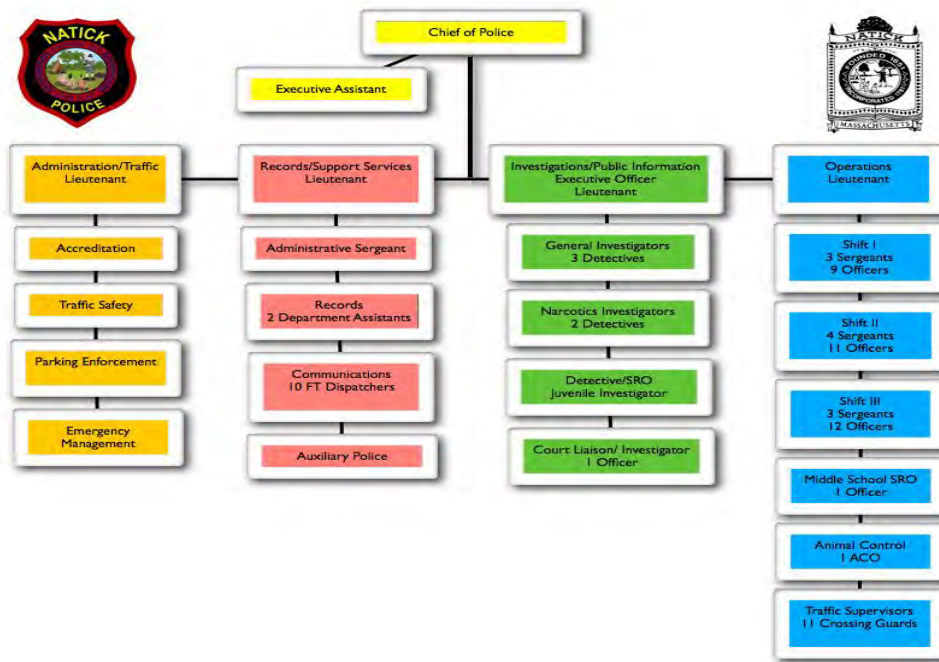
Police Department



Town of Natick
Home of Champions

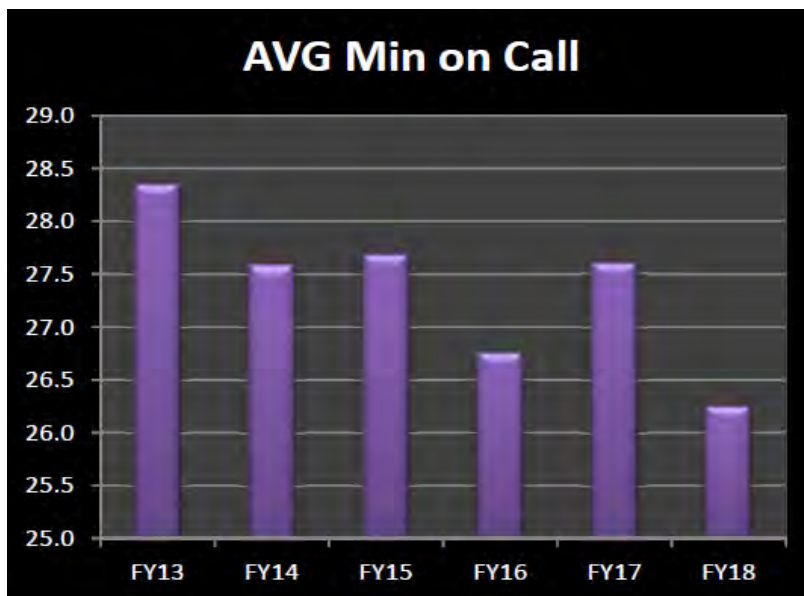
Department: Police

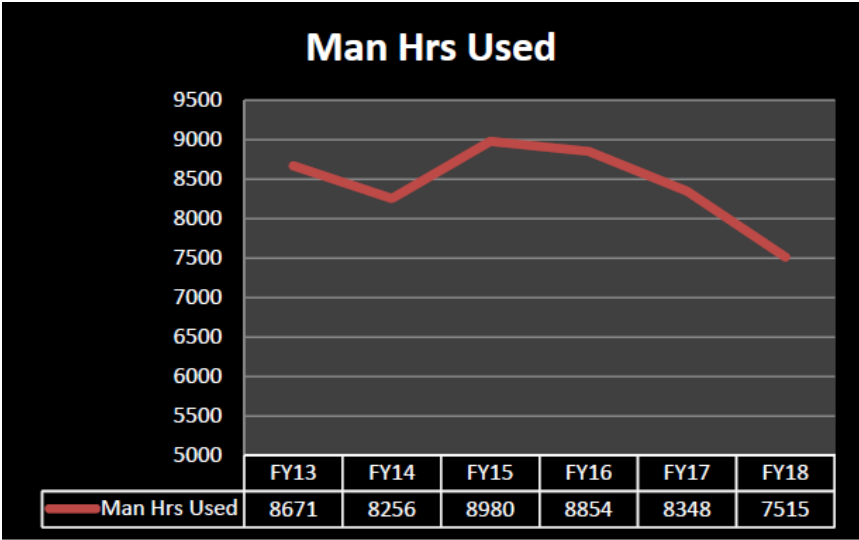
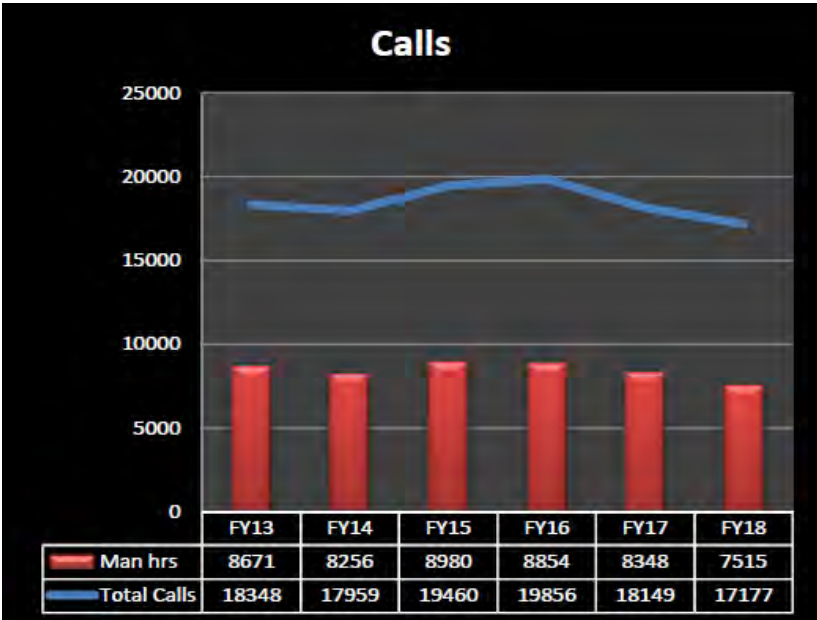
Organizational Chart



82 FTEs

Department by the Numbers





CRIME REPORT

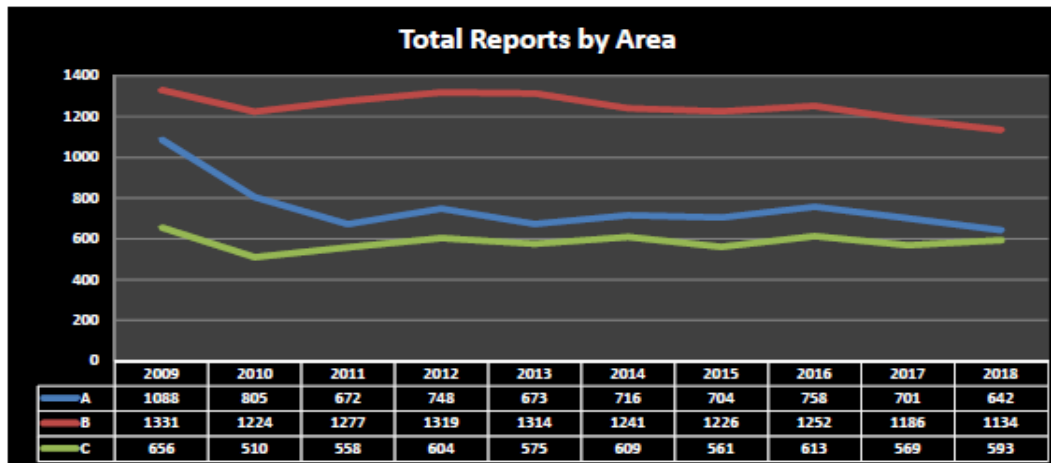
July 2017 to June 2018 (FY18)

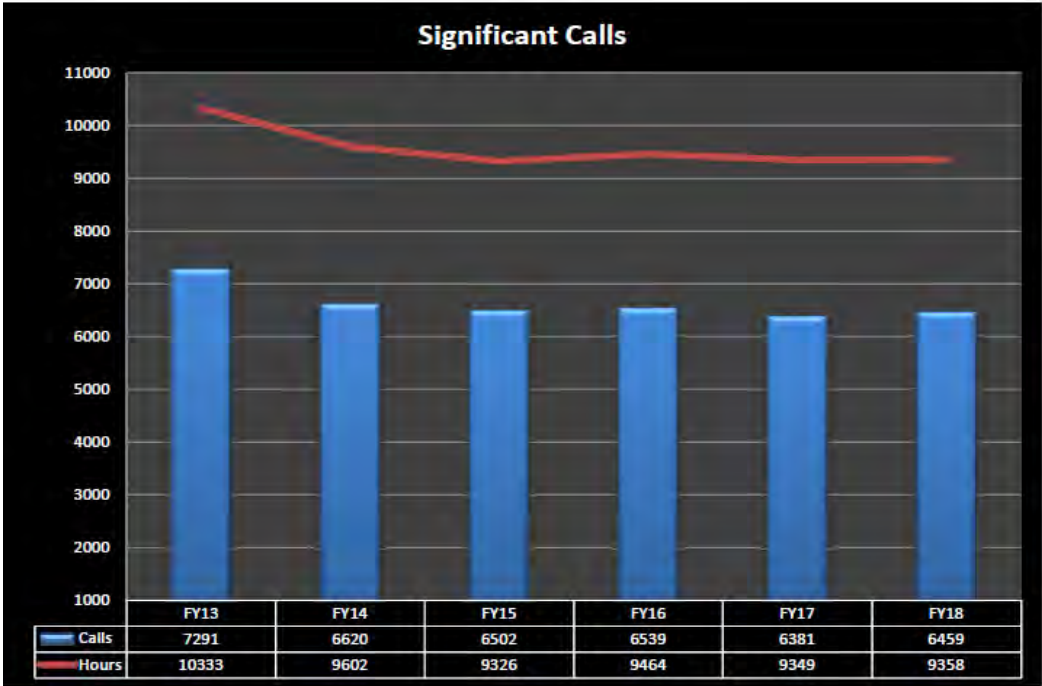
Investigative Services Division



CRIME TOTALS

Crime Category	FY13	FY14	FY15	FY16	FY17	Average	Weighted Average	Standard Deviation	Normal Range	FY18	Change from Avg	Z Score
Assault Offenses	174	175	163	151	154	163.4	159.1	9.9	153.5-173.3	154	-6%	-0.95
Kidnapping/Abduction	1	5	1	1	1	1.8	1.5	1.6	0.2-3.4	1	-44%	-0.50
Robbery	4	3	4	8	4	4.6	4.9	1.7	2.9-6.3	1	-78%	-2.06
Sex Offenses, Forcible	10	9	5	8	10	8.4	8.3	1.9	6.5-10.3	16	90%	4.10
Sex Offenses, Non-Forcible	1	0	1	2	3	1.4	1.8	1.0	0.4-2.4	3	114%	1.57
Arson	2	0	1	1	2	1.2	1.3	0.7	0.5-1.9	1	-17%	-0.27
Burglary/Breaking and Entering	85	42	45	34	47	50.6	45.0	17.8	32.8-68.4	34	-33%	-0.93
Bad Checks	3	5	0	4	4	3.2	3.3	1.7	1.5-4.9	2	-38%	-0.70
Counterfeiting/Forgery	17	17	11	9	7	12.2	10.3	4.1	8.1-16.3	12	-2%	-0.05
Destruction/Damage/Vandalism	138	102	118	125	95	115.6	111.4	15.5	100.1-131.1	83	-28%	-2.10
Embezzlement	1	1	4	6	12	4.8	6.6	4.1	0.7-8.9	6	25%	0.29
Extortion/Blackmail	1	1	0	0	0	0.4	0.2	0.5	-0.1-0.9	1	150%	1.22
Fraud Offenses	66	52	72	70	53	62.6	62.1	8.5	54.1-71.1	66	5%	0.40
Larceny/Theft Offenses	505	421	430	459	383	439.6	425.9	40.7	398.9-480.3	359	-18%	-1.98
Motor Vehicle Theft	20	12	11	14	12	13.8	12.9	3.2	10.6-17.0	12	-13%	-0.55
Stolen Property Offenses	6	13	8	6	12	9.0	9.3	3.0	6.0-12.0	4	-56%	-1.69
Disorderly Conduct	40	47	45	33	52	43.4	44.1	6.5	36.9-49.9	44	1%	0.09
Driving Under The Influence	53	54	49	54	52	52.4	52.3	1.9	50.5-54.3	38	-27%	-7.76
Drug/Narcotic Offenses	16	19	14	12	9	14.0	12.6	3.4	10.6-17.4	8	-43%	-1.25
Family Offenses, Non-Violent	1	0	1	0	0	0.4	0.3	0.5	-0.1-0.9	0	-100%	-0.82
Liquor Law Violations	4	7	7	5	3	5.2	4.9	1.6	3.6-6.8	6	15%	0.50
Pornography/Obscene Material	1	1	2	1	2	1.4	1.5	0.5	0.9-1.9	3	114%	3.27
Prostitution Offenses	1	2	0	1	0	0.8	0.6	0.7	0.1-1.5	0	-100%	-1.07
Runaway	3	2	0	1	0	1.2	0.7	1.2	0.0-2.4	0	-100%	-1.08
Traffic, Town By-Law Offenses	451	568	459	540	503	504.2	509.3	45.2	459.0-549.4	432	-14%	-1.60
Trespass of Real Property	15	13	26	19	7	16.0	15.3	6.3	9.7-22.3	12	-25%	-0.63
Weapon Law Violations	1	2	4	3	0	2.0	1.9	1.4	0.6-3.4	0	-100%	-1.41
All Other Offenses	140	159	141	162	137	147.8	147.6	10.5	137.3-158.3	130	-12%	-1.20





Police Department

Description	2017 Actual	2018 Actual	2019 Budget	2020 Budget	FY19 Δ FY20 \$	FY19 Δ FY20 %
Salaries						
SALARIES MANAGEMENT	613,115	761,656	672,795	677,970	\$ 5,175	0.77%
SALARIES SUPERVISORY	989,899	1,286,104	1,145,431	1,156,358	\$ 10,927	0.95%
SALARIES OPERATIONAL STAFF	3,257,303	3,286,105	3,286,389	3,561,226	\$ 274,837	8.36%
SALARIES NON-UNIFORMED	166,892	166,623	153,488	156,912	\$ 3,424	2.23%
Total Salaries ¹	5,027,209	5,500,488	5,258,103	5,552,466	\$ 294,363	5.60%
Over Time						
SALARIES MANGEMENT O/T	81,198	104,309	23,876	23,876	\$ -	0.00%
SALARIES SUPERVISORY O/T	107,294	128,225	152,420	152,420	\$ -	0.00%
SALARIES OPERATIONAL O/T	416,934	370,578	337,187	337,187	\$ -	0.00%
NON UNIFORM O/T			2,877	2,877	\$ -	
Total Over Time ²	605,426	603,112	516,360	516,360	\$ -	0.00%
Over Time - Court						
SALARIES COURT O/T OPERATIONAL	24,597	40,232	83,968	83,968	\$ -	0.00%
SALARIES COURT O/T SUPERVISORY	11,733	18,608	30,645	30,645	\$ -	0.00%
Total Over Time - Court	36,331	58,840	114,613	114,613	\$ -	0.00%
Additional Compensation						
SALARIES ADD'L COMP MGMT	65,960	85,841	76,849	76,849	\$ -	0.00%
SALARIES ADDL COMP SUPERVISORY	134,511	172,074	166,917	172,639	\$ 5,722	3.43%
SALARIES ADD'L COMP OPER	556,547	579,396	607,491	655,400	\$ 47,909	7.89%
ADD'L COMP NON-UNIFRM O/T	195	3,994	1,125	1,125	\$ -	0.00%
ADD'L COMP TECH/PROF	750	750			\$ -	
Total Additional Compensation ³	757,964	842,055	852,382	906,013	\$ 53,631	6.29%
Total Personnel Services	6,426,929	7,004,495	6,741,458	7,089,452	\$ 347,994	5.16%

Footnotes:

Personnel Services:

¹ Management - Chief of Police, Lieutenants

Supervisory - Sergeants

Operational - Patrol Officers, Dispatchers, Animal Control Officers, Crossing Guards

² Overtime - Work performed beyond regular tour of duty due to vacant shifts, extended tours, public events, training etc.

³ Additional Compensation - Contractually obligated stipends for longevity, holidays, accreditation and in-service training

Police Department

		2017 Actual	2018 Actual	2019 Budget	2020 Budget	FY19 Δ FY20 \$	FY19 Δ FY20 %
PROFESSIONAL SERVICES	⁴	8,068	5,814	3,000	3,000	\$ -	0.00%
EQUIPMENT REPAIRS/SERVICING		2,276	3,055	12,000	2,000	\$ (10,000)	-83.33%
ACCREDITATION CONSULTANT	⁵	0		12,000	12,000	\$ -	0.00%
RADIO EQUIP REPAIRS/REPLCMNT		14,625	22,752	19,000	19,000	\$ -	0.00%
TELEPHONE		20,798	17,520	23,000	20,000	\$ (3,000)	-13.04%
TRAINING & EDUCATION		27,789	25,785	25,000	53,750	\$ 28,750	115.00%
TELEPROCESSING	⁶	19,342	23,127	25,813	23,063	\$ (2,750)	-10.65%
ASSESSMENT CENTER	⁷	6,750		30,000	30,000	\$ -	0.00%
POSTAGE		2,579	2,133	2,000	2,000	\$ -	0.00%
TRAVEL IN/OUT STATE		6,855	11,880	5,500	6,500	\$ 1,000	18.18%
TRAVEL		2,195	1,713	2,000	2,000	\$ -	0.00%
TRAFFIC TRAILER WARRANTY				10,000		\$ (10,000)	
DUES & MEMBERSHIPS		12,957	14,876	12,000	12,000	\$ -	0.00%
PURCHASED SERVICES MISC	⁸	11,158	10,567	4,000	21,300	\$ 17,300	432.50%
Total Purchased Services		135,393	139,222	185,313	206,613	\$ 21,300	11.49%
CLOTHING ALLOW MANAGEMENT		4,300	4,253	4,300	4,300	\$ -	0.00%
CLOTHING ALLOW SUPERVISORY		11,053	10,747	11,825	11,825	\$ -	0.00%
CLOTHING OPERATIONAL		7,182	3,752	4,875	4,875	\$ -	0.00%
CLOTHING ALLOW AUXILIARY POLIC		0	0	5,000	5,000	\$ -	0.00%
CLOTHING EQUIPMENT & REPLACE		17,427	9,843	15,000	15,000	\$ -	0.00%
Total Uniform Allowance		39,961	28,595	41,000	41,000	\$ -	0.00%
SUPPLIES PRISONERS	⁹	1,078	170	1,200	1,200	\$ -	0.00%
SUPPLIES PHOTOGRAPHIC		0		250	0	\$ (250)	-100.00%
SUPPLIES SAFETY EQUIP	¹⁰	172	824	1,000	1,000	\$ -	0.00%
SUPPLIES OTHER	¹¹	3,913	5,822	2,000	2,000	\$ -	0.00%
SUPPLIES PUBLIC SAFETY	¹²	26,674	23,066	25,000	25,000	\$ -	0.00%
PHOTOCOPYING		418	41	1,500	500	\$ (1,000)	-66.67%
OFFICE SUPPLIES		22,701	17,010	20,000	20,000	\$ -	0.00%
Total Supplies		54,957	46,933	50,950	49,700	\$ (1,250)	-2.45%
Total Operating Expenses		230,311	214,750	277,263	297,313	\$ 20,050	7.23%
CARE OF STRAY ANIMALS		3,111	2,331	5,000	5,000	\$ -	0.00%
MOTORCYCLE REPAIR/MAINT		550	1,758	2,500	2,500	\$ -	0.00%
Other Charges & Expenditures		3,661	4,089	7,500	7,500	\$ -	0.00%
Total Police		\$ 6,660,900	\$ 7,223,334	\$ 7,026,221	\$ 7,394,265	\$ 368,044	5.24%

Footnotes:

Purchased Services:

⁴ Professional Services - Outside range supervision and personal history questionnaire analysis

⁵ Accreditation Consultant - Assist with process to attain statewide accreditation and insure department policies adhere to established accreditation standards

⁶ Teleprocessing - Maintenance agreements for: CJIS system; dictation system; Automated license plate reader (ALPR); LiveScan Fingerprint; and, CDMA Lines for cruiser laptops.

⁷ Assessment Center - Assessment component, including practical exercises, of Lieutenant and Sergeants promotional exam. This is normally \$15k annually however due to a delay in FY18 for Sergeant it needed to be carried over to FY19

⁸ Purchase Services Misc - New employee health screenings and Frederick C. Conley Public Safety Training Center

Supplies:

⁹ Supplies Prisoners - Food and blankets for prisoners held in the lock-up.

¹⁰ Supplies Safety Equip - Traffic cones, meter bags and special event signs.

¹¹ Supplies Other - Bottled water and First Aid Supplies.

¹² Supplies Public Safety - Range supplies, evidence processing materials and cruiser equipment

Police Department - Parking Enforcement

Description	2017 Actual	2018 Actual	2019 Budget	2020	FY19 Δ FY20	
				Original Budget	Δ \$	%
SALARIES OPERATIONAL STAFF ¹	27,484	36,852	50,638	54,144	\$ 3,506	6.92%
SALARIES TECHNICAL/PROFESSNL	0	0	0	0		
Personnel Services	27,484	36,852	50,638	54,144	\$ 3,506	6.92%
CLOTHING OPERATIONAL	0	0	0	0	\$ -	
EQUIPMENT REPAIRS/SERVICING	18,198	12,471	11,000	12,250	\$ 1,250	11.36%
LEASE PYMT CHURCH PARK LOT ²	55,204	56,308	57,434	58,583	\$ 1,149	2.00%
PARKING COLLECTION SERVICE	29,166	3,500	14,000	14,000	\$ -	0.00%
PARKING TICKET SUPPLIES	4,262	3,799	4,500	5,000	\$ 500	11.11%
Expenses	106,830	76,078	86,934	89,833	\$ 2,899	3.33%
Total Parking Enforcement	\$ 134,314	\$ 112,930	\$ 137,572	\$ 143,977	\$ 6,405	4.66%

Footnotes:

Personnel Services:

¹ Salaries Operational Staff calculated based on 2,496 hrs for enforcement and 208 hrs for collections at average rate of pay of \$21.86.

Expenses:

² Lease payment St. Pat's Lot includes negotiated increase for FY2020

Police Department - Emergency Management

Description		2017		2019	2020	FY19 Δ FY20 \$	FY19 Δ FY20 %
		Actual	2018 Actual	Revised Budget	Original Budget		
SALARIES OPERATIONAL STAFF	¹	4,281	794	5,000	5,000	\$ -	0.00%
REPAIRS/MAINTENANCE OTHER	²	10,024	27,615	22,500	22,500	\$ -	0.00%
EQUIPMENT/SUPPLIES	³	13,938	12,179	5,000	5,000	\$ -	0.00%
PROFESSIONAL SERVICES	⁴	260	3,545	4,100	4,100	\$ -	0.00%
TRAINING & EDUCATION	⁵	169	0	2,500	2,500	\$ -	0.00%
Expenses		24,391	43,339	34,100	34,100	\$ -	0.00%
Total Emergency Management		\$ 28,672	\$ 44,133	\$ 39,100	\$ 39,100	\$ -	0.00%

Footnotes:

Personnel Services:

¹ Employees performing emergency management functions outside of their regular work day

Expenses:

² Repairs/Maintenance Other - Fee for CodeRed Community notification System; maintenance for radio system in EOC and operational equipment

³ Printing, Office Supplies, storage cabinets, laptops and other minor equipment

⁴ Technical assistance in emergency management plan development including updating and certification

⁵ Training required or recommended by the Department of Homeland Security

Police Department - Finance Committee Voting Rollup

Emergency Management

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2019 Request	\$ (+/-)	% (+/-)
Salaries	4,281	794	5,000	5,000	-	5,000	-	0.00%
Expenses	24,391	43,339	34,100	34,100	-	34,100	-	0.00%
Total Emergency Management	28,672	44,133	39,100	39,100	-	39,100	-	0.00%

Parking Enforcement

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	27,484	36,852	50,638	54,144	-	54,144	3,506	6.92%
Expenses	106,830	76,078	86,934	89,833	-	89,833	2,899	3.33%
Total Parking Enforcement	134,314	112,930	137,572	143,977	-	143,977	6,405	4.66%

Police

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2019 Request	\$ (+/-)	% (+/-)
Salaries	6,466,890	7,033,088	6,794,458	7,142,452	-	7,142,452	347,994	5.12%
Expenses	182,684	190,244	221,763	251,813	-	251,813	30,050	13.55%
Total Police	6,649,574	7,223,332	7,016,221	7,394,265	-	7,394,265	378,044	5.39%

Fire Department



FY 2020 Operational Budget Request

Michael Lentini, Fire Chief

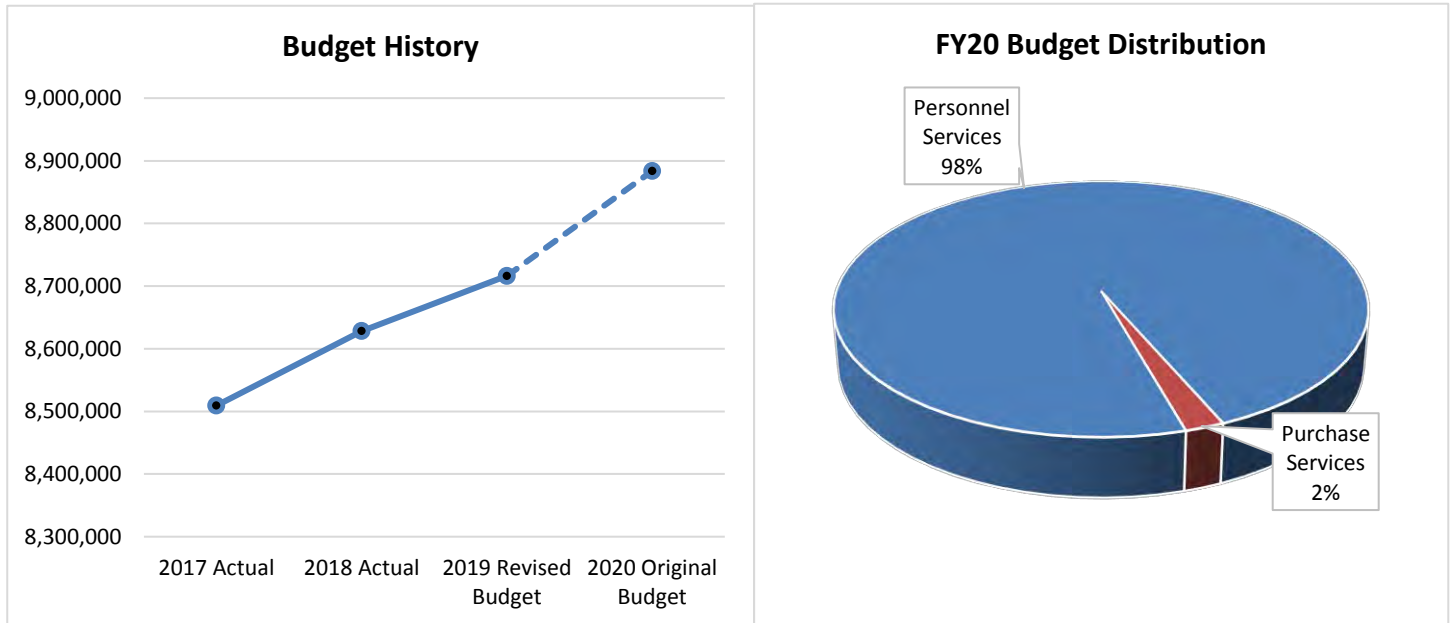
Mission:

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

Budget Highlights for FY 2020:

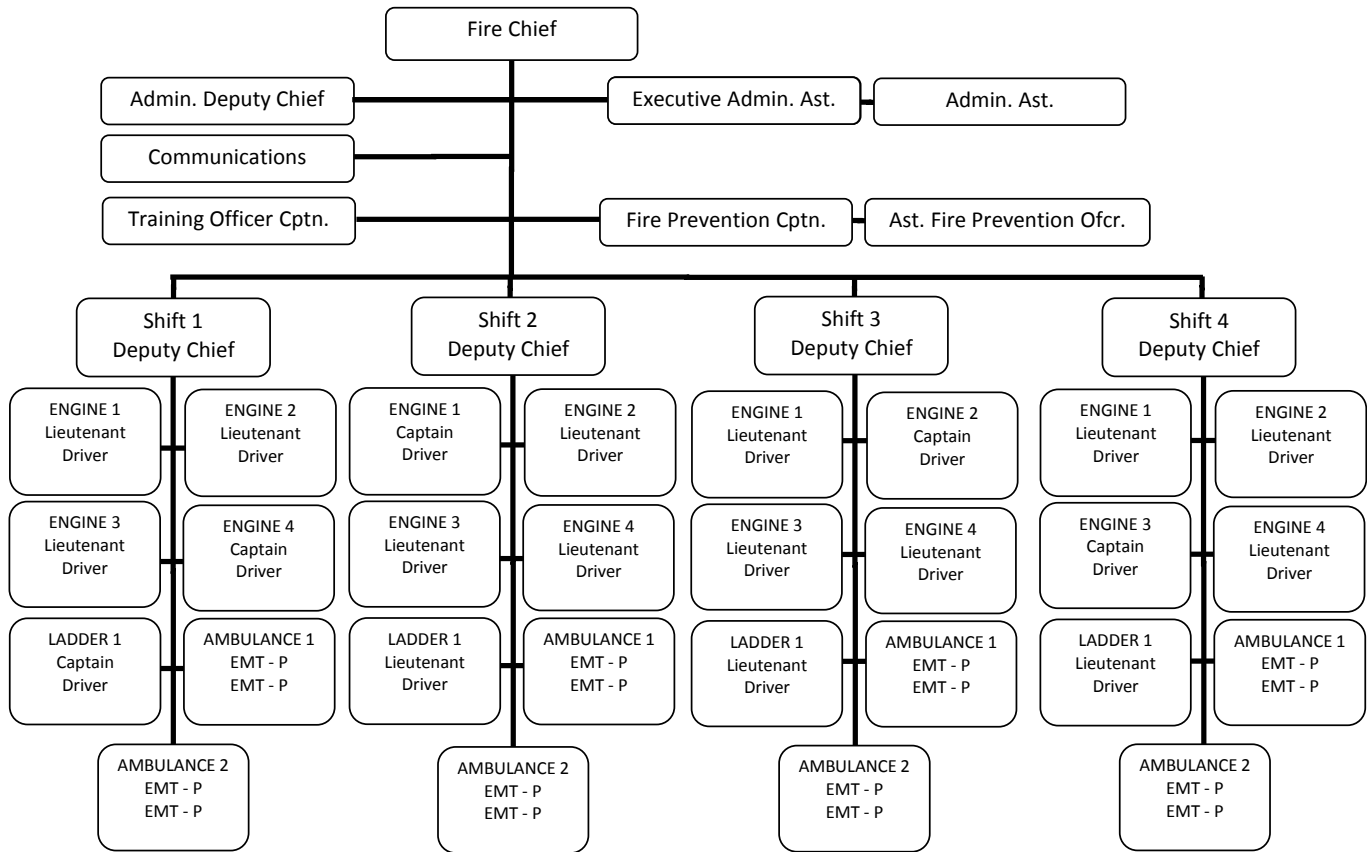
- Increased costs for labor based on contractual obligations
- Increase of \$4,000 in the operating budget for hose testing.

Budget Summary -



Fire Department

Department - Organizational Summary

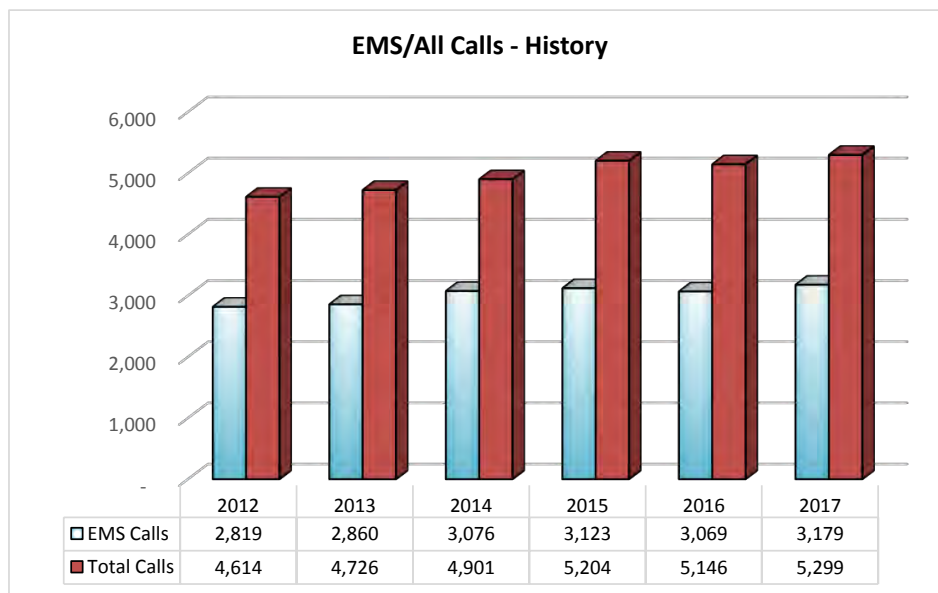


Total Staff - 88 FTEs

Notes

Not all compliments are fully staffed at levels shown above. Budget accounts for staffing of 20 personnel/shift. Minimum manning level as of FY2020 is 17 per shift.

Department by the Numbers



Fire Department

Description	2017 Actual	2018 Actual	2019 Budget	2020	FY19 Δ FY20 \$	FY19 Δ FY20 %
				Preliminary Budget		
Salaries						
SALARIES MANAGEMENT	622,035	638,148	628,080	620,236	-7,844	-1.25%
SALARIES SUPERVISORY	1,487,248	1,535,340	1,475,906	1,481,863	5,957	0.40%
SALARIES OPERATIONAL STAFF	3,354,503	3,271,136	3,521,742	3,650,664	128,922	3.66%
SALARIES TECHNICAL/PROFESSNL	288,794	298,623	290,219	302,064	11,845	4.08%
SALARIES RESCUE TASK FORCE	22,267	24,548	24,000	24,000	0	0.00%
SALARIES PER FLSA	48,281	55,091	45,000	45,000	0	0.00%
SALARIES ADD'L COMP TECH/PROF	87,585	90,560	93,111	95,375	2,264	2.43%
SALARIES ADD'L COMP MGMT	139,073	151,189	158,278	161,910	3,632	2.29%
SALARIES ADDL COMP SUPERVISORY	444,626	476,863	464,088	478,840	14,752	3.18%
SALARIES ADD'L COMP OPER	909,514	886,400	988,624	991,804	3,180	0.32%
Total Salaries	7,403,925	7,427,898	7,689,048	7,851,756	162,708	2.12%
Over Time						
SALARIES MGMT SHFT O/T	70,126	78,053	91,800	91,800	0	0.00%
SALARIES T/P SHFT O/T	20,475	24,136	45,900	45,900	0	0.00%
SALARIES SPVSRY SHFT O/T	229,449	250,379	220,000	220,000	0	0.00%
SALARIES OPERATIONAL O/T	393,483	408,617	220,000	220,000	0	0.00%
SALARIES OPER A/OTH OT	81,793	71,300	82,100	82,100	0	0.00%
SALARIES SPVSRY A/OTH OT	32,164	37,229	40,625	40,625	0	0.00%
SALARIES MGMT A/OTHER OT	21,315	18,954	25,500	25,500	0	0.00%
SALARIES T/P A/OTH OT	9,073	10,578	15,300	15,300	0	0.00%
Total Overtime	857,879	899,246	741,225	741,225	0	0.00%
SALARIES-PUBLIC SAFETY EDUC	35,826	25,893	37,000	37,000	0	0.00%
Total Personnel Services	8,297,631	8,353,037	8,467,273	8,629,981	162,708	1.92%

Footnotes:

¹ **Personnel Services:**

- Management - Chief and Deputy Chiefs;
- Supervisory - Captains and Lieutenants;
- Operational - Firefighters and Admin. Personnel;
- Tech/Professional - Training Officer, Fire Prevention and Superintendent of Communications
- Additional Compensation - Longevity pay, EMS, educational and holiday pay
- Regular Overtime - Full shift overtime to maintain daily staffing requirements.
- All Other Overtime - Out of grade, deferred vacations, storms, investigations and trainings.

Fire Department							
Description	2017 Actual	2018 Actual	2019 Budget	2020	FY19 Δ FY20	FY19 Δ FY20	
				Preliminary Budget			
PUBLIC SAFETY EDUCATION	3,343	6,000	6,000	6,000	0	0.00%	
LAUNDRY EXPENSE	0	0	300	300	0	0.00%	
TRAINING & EDUCATION	4,771	4,616	5,000	5,000	0	0.00%	
DUES & MEMBERSHIPS	3,134	3,140	3,300	3,300	0	0.00%	
EQUIPMENT REPAIRS/SERVICING	11,996	15,768	16,000	16,000	0	0.00%	
FIRE APPARATUS REPAIRS/MAINT ²	9,090	2,964	7,000	7,000	0	0.00%	
TELEPHONE	19,255	20,346	16,000	16,000	0	0.00%	
PURCHASED SERVICES MISC	4,641	4,402	4,000	4,000	0	0.00%	
Total Purchase Services	56,230	57,236	57,600	57,600	0	0.00%	
SUPPLIES DIVING EQUIPMENT	2,438	7,658	8,000	8,000	0	0.00%	
SUPPLIES AMBULANCE	56,363	62,578	60,000	60,000	0	0.00%	
SUPPLIES FOAM & HOSE	13,893	37,530	22,000	26,000	4,000	18.18%	
SUPPLIES PUBLIC SAFETY ³	21,153	41,492	30,000	30,000	0	0.00%	
Operational Supplies	93,847	149,258	120,000	124,000	4,000	3.33%	
OFFICE SUPPLIES	5,810	4,967	5,000	5,000	0	0.00%	
COMPUTER SUPPLIES	204	1,074	1,000	1,000	0	0.00%	
Other Supplies	6,014	6,041	6,000	6,000	0	0.00%	
CLOTHING ALLOW MANAGEMENT	5,750	6,250	6,250	6,250	0	0.00%	
CLOTHING ALLOW SUPERVISORY	13,500	16,275	16,275	16,275	0	0.00%	
CLOTHING OPERATIONAL	33,750	36,975	39,875	40,600	725	1.82%	
CLOTHING ALLOW TECH/PROF	2,600	3,000	3,000	3,000	0	0.00%	
Uniform Allowance ⁴	55,600	62,500	65,400	66,125	725	1.11%	
Total	8,509,321	8,628,072	8,716,273	8,883,706	167,433	1.92%	

Footnotes:

Purchased Services:

² Fire Apparatus equipment - Repair nozzles, valves and all other ancillary equipment

Operational Supplies:

³ Supplies Public Safety - Boots, gloves, helmets etc., uniforms for new hires

Uniform Allowance:

⁴ Uniform Allowance - Contractual stipend paid for uniform purchases.

Fire Department - Finance Committee Voting Rollup

Fire

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	8,353,231	8,415,535	8,532,673	8,696,106	-	8,696,106	163,433	1.92%
Expenses	156,090	212,536	183,600	187,600	-	187,600	4,000	2.18%
Total Fire	8,509,321	8,628,071	8,716,273	8,883,706	-	8,883,706	167,433	1.92%

Section V

Public Works

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Public Works



FY 2020 Operational Budget Request

Jeremy Marsette PE, Director of Public Works

Mission:

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

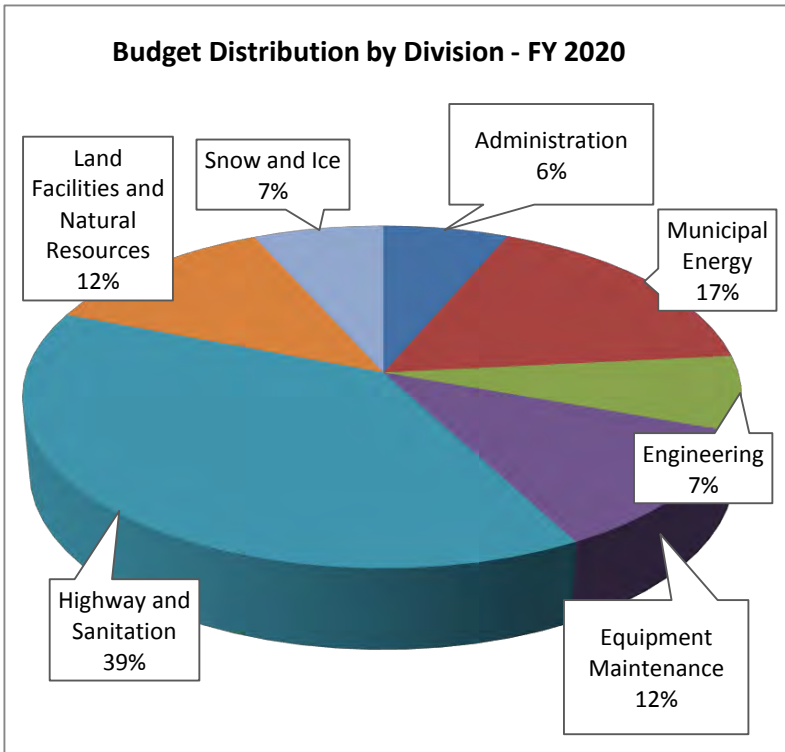
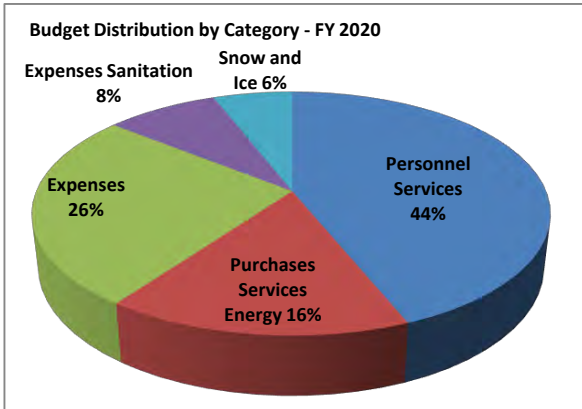
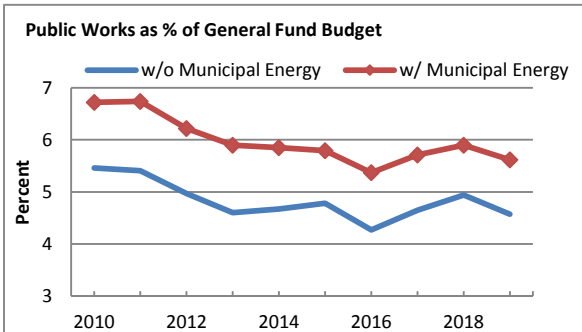
-The Department will maintain and improve the Town's roadway and sidewalk network. The Department will provide dependable and reliable trash collection and recycling services to the residents of the Town.

-The Department will assist, support and cooperate with other Town departments, boards and commissions as well as other municipalities, State and Federal agencies in all relevant activities that promote and benefit the Town and the quality of life for the citizens of the Town.

Budget Highlights for FY 2020:

- Municipal Energy Budget stable with proposed 1.03% decrease in expenses
- Equipment maintenance parts and supplies cost increases
- Generator maintenance Contract Scope and Pricing Changes
- MS4 Stormwater Permit Effective July 1, 2018
- Solid Waste Tipping Fees (disposal costs) indexed to CPI
- Single Stream Recycling Fees (disposal costs) increase
- East School Park and Navy Park Maintenance
- MGL Chapter 149 Section 6 1/2 municipal compliance with Occupational Safety and Health Administration (OSHA) Regulations

Budget Summary:

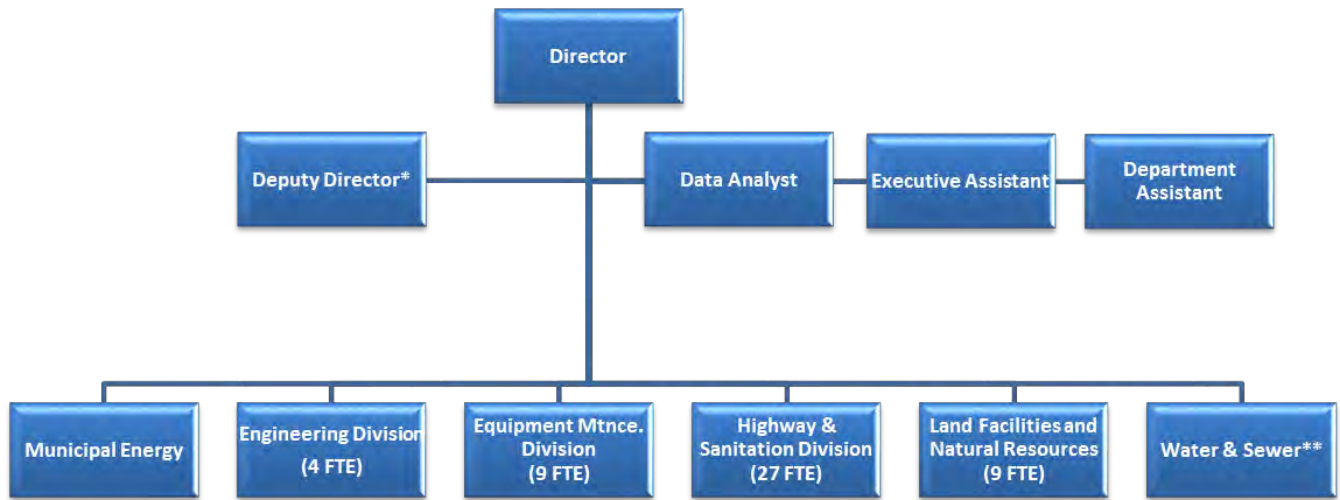


Public Works

Public Works	2017 Actual	2018 Actual	2019 Revised Budget	2020 Budget	2019 vs. 2020	
					\$ (+/-)	%(+/-)
Personnel Services	3,466,312	3,503,531	3,846,401	3,893,742	47,341	1.23%
Expenses Municipal Energy	1,275,894	1,352,242	1,517,450	1,505,038	(12,412)	-0.82%
Expenses (less snow and ice)	1,899,104	2,199,252	2,268,705	2,491,335	222,630	9.81%
Snow and Ice	1,004,843	1,277,099	550,000	550,000	-	0.00%
Total Public Works	7,646,154	8,332,125	8,182,556	8,440,115	257,559	3.15%

Public Works - Administration

Department - Organizational Summary



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

Total Public Works Department Staff - 53 FTEs

Notes

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

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

Administration Division by the Numbers

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

Public Works - Administration



Department: Line item budget

Description		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
SALARIES MANAGEMENT	¹	132,486	138,400	138,400	139,465	1,065	0.77%
SALARIES OPERATIONAL STAFF	²	125,033	156,255	166,348	167,627	1,279	0.77%
SALARIES PART TIME OPERATIONAL	³	0	0	12,107	12,200	93	0.77%
TEMP OPERATIONAL STAFF		0	0	11,035	10,815	(220)	-1.99%
SALARIES ADD'L COMP OPER		3,500	3,500	3,500	3,500	-	0.00%
SALARIES PER (FLSA)	⁴	2,062	2,284	5,000	5,000	-	0.00%
Personnel Services		263,081	300,439	336,390	338,607	2,217	0.66%
EQUIPMENT REPAIRS/SERVICING		0	210	300	300	-	0.00%
TELEPHONE		9,172	13,798	8,500	9,500	1,000	11.76%
POSTAGE		2,269	1,649	1,020	1,020	-	0.00%
PURCHASED SERVICES MISC	⁵	812	1,998	2,450	2,450	-	0.00%
PRINTING/ADVERTISING		4,007	4,068	1,500	2,000	500	33.33%
TRAINING & EDUCATION		7,819	13,755	10,500	10,500	-	0.00%
COMPLIANCE INSP & TRAINING	⁶	6,412	10,880	12,750	12,750	-	0.00%
LICENSES CDL & SPECIAL		0	84	225	225	-	0.00%
OFFICE SUPPLIES		8,132	8,306	9,250	9,500	250	2.70%
GIS SUPPLIES	⁷	8,912	8,518	9,200	9,430	230	2.50%
PROTECTIVE CLOTHING		0	0	3,500	3,500	-	0.00%
Expenses		47,535	63,266	59,195	61,175	1,980	3.34%
Total Administration		310,617	363,705	395,585	399,782	4,197	1.06%

Footnotes:

Salaries:

¹ Management - Salary for the Director of Public Works

² Operational - Salaries for the Executive Assistant, Department Assistant, and Data Analyst

³ Temporary Operational Staff - Salaries for part-time interns

⁴ Additional compensation for Department staff per Fair Labor Standards Act (FLSA) - Additional compensation for overtime to employees who have applicable stipends

Purchased Services:

⁵ Purchased Services Misc. - Professional memberships to various organizations.

Technical & Professional Services:

⁶ Compliance Inspection & Training - Inspection and testing of oil/water separators, stage II gas pump, above ground tanks, overhead equipment, bucket trucks, and the fire suppression system at the fuel depot

Supplies:

⁷ GIS Supplies - GIS Services costs to support other Town Departments including training, supplies, computer hardware/software, consultants, and software licences

Public Works - Municipal Energy

Municipal Energy Division - Organizational Summary

Total Staff - 0 FTEs

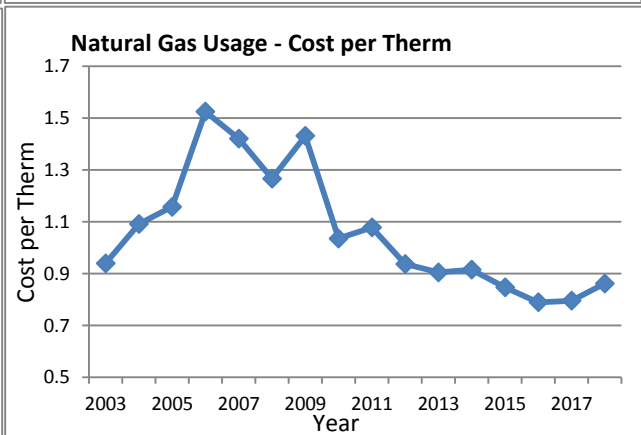
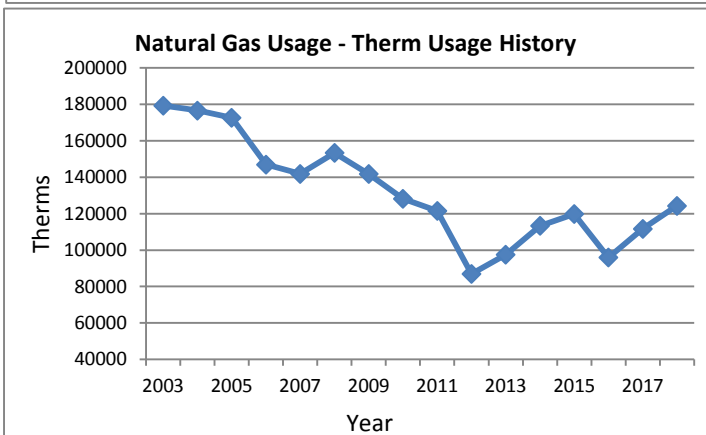
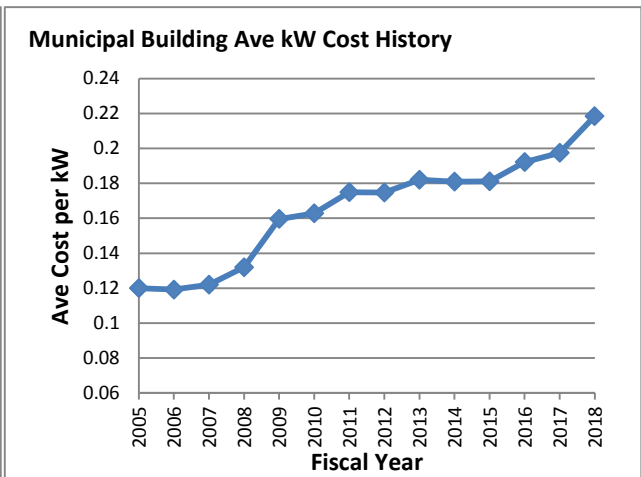
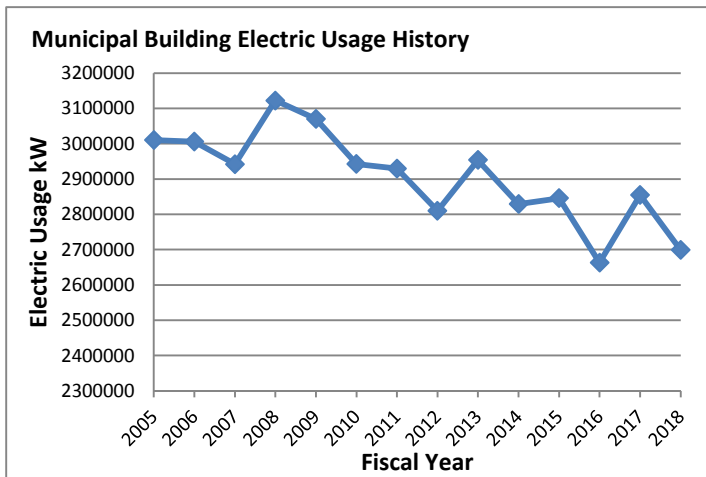
Notes

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

Municipal Energy Division by the Numbers

* Estimated	2016	2017	2018	2019*	2020*
Workload Indicators					
Street Lights	2550	2550	2550	2550	2550
Traffic Signal Locations	21	21	21	21	21
Natural Gas Use (Therms)	95,906	111,701	124,292	115,000	114,000
Electrical Use (kW)	2,662,869	2,854,471	2,900,000	2,890,000	2,780,000
U. L. Sulfur Diesel Use (Gallons)	94,542	103,510	96,323	105,000	105,000
Unleaded Fuel Use (Gallons)	74,994	72,008	77,128	85,000	85,000

* Estimated	2016	2017	2018	2019*	2020*
Efficiency Indicators					
Municipal Buildings	11	12	12	12	12
Gross S.F. of General Fund Mun. Bldgs.	374,821	377,570	377,570	377,570	377,570
Building Energy Costs/Gross S. F.	\$ 1.59	\$ 1.79	\$ 2.04	\$ 2.13	\$ 2.11



Public Works - Municipal Energy



Department: Line item budget

Description		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
Street Lighting							
Street Lighting	¹	106,116	101,735	98,700	102,648	3,948	4.00%
Contractual Services	²	92,435	85,390	86,850	91,190	4,340	5.00%
Buildings							
Building Electricity	³	563,436	590,792	658,000	650,000	-8,000	-1.22%
Building Fuel Oil & Natural Gas	⁴	112,340	135,420	145,200	146,000	800	0.55%
Vehicles							
Gasoline	⁵	400,452	436,640	526,700	510,000	-16,700	-3.17%
Total Purchased Services		1,274,780	1,349,977	1,515,450	1,499,838	-15,612	-1.03%
Holiday Lighting							
Holiday Lighting	⁶	1,115	2,265	2,000	5,200	3,200	160.00%
Supplies		1,115	2,265	2,000	5,200	3,200	160.00%
Total Energy Expense		1,275,894	1,352,242	1,517,450	1,505,038	-12,412	-0.82%

Footnotes:

Purchased Services:

¹ Street Lighting - Energy and hardware costs for all street and traffic lights

² Contractual Services - Cost to maintain and repair street and traffic lights throughout the town. Consulting and contracting for energy management services.

³ Building Electricity - Cost of electricity for municipal buildings.

⁴ Building Fuel Oil & Natural Gas - Cost for natural gas and fuel oil for hot water and heat for municipal buildings.

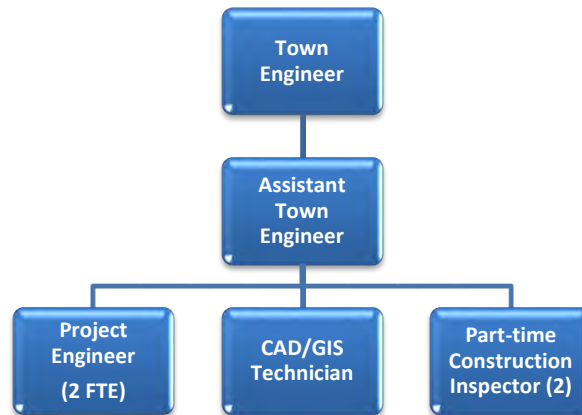
⁵ Gasoline - Cost of all fuel used in municipal vehicles. Includes unleaded fuel, ultra-low sulfur diesel, efficiency additives, and propane gas.

Supplies:

⁶ Holiday Lighting - Costs associated with holiday lighting.

Public Works - Engineering

Engineering Division - Organizational Summary



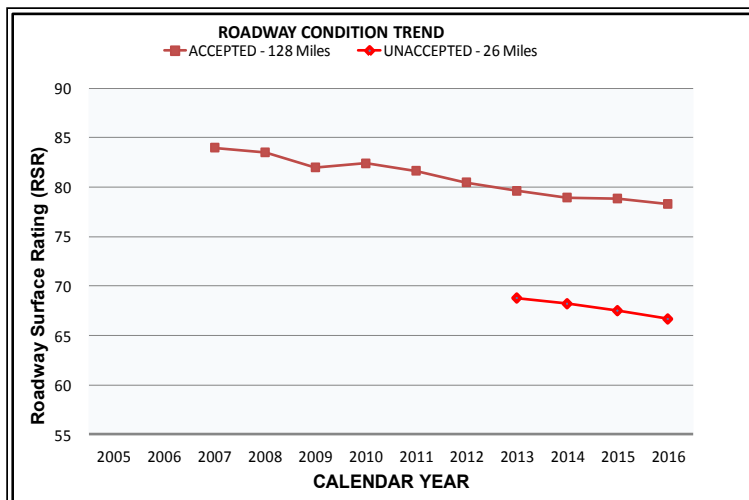
Total Division Staff - 5 FTEs (number per position in parentheses)

Notes

Engineering Division by the Numbers

	2016	2017	2018	2019*	2020*
Workload Indicators					
Value of Town Roadway Improvement Projects	\$4,500,000	\$5,000,000	\$5,000,000	\$5,500,000	\$6,500,000
Number of Water and Sewer Service Permits Issued - Provided Inspections and As-built Plan Revisions	160	130	187	150	150
Number of Street Opening Permits Issued - Provided Necessary Inspections	193	244	444	300	300
Number of Utility Mark-outs Provided for Town Wide Construction Activities	301	325	335	330	330
Building Permit Reviews	345	350	368	350	350
Planning Board & ZBA Plan Reviews	64	67	83	70	70

* Estimated



Public Works - Engineering



Department: Line item budget

Description		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	¹	84,484	88,825	108,940	109,778	838	0.77%
SALARIES TECHNICAL/PROFESSNL	²	259,313	262,083	337,611	347,415	9,804	2.90%
SALARIES PART-TIME	³	58,036	39,209	70,950	69,207	-1,743	-2.46%
SALARIES ADDL COMP SUPERVISORY		34,184	26,400	32,600	40,600	8,000	24.54%
Personnel Services		436,017	416,518	550,101	567,000	16,899	3.07%
LICENSES CDL & SPECIAL	⁴	2,223	2,511	4,500	4,500	0	0.00%
EQUIPMENT REPAIRS/SERVICING	⁵	2,869	1,250	3,750	3,750	0	0.00%
ENGINEERING CONSULTANT	⁶	13,814	8,832	15,000	15,000	0	0.00%
STORM WATER PERMIT COMPLIANCE	⁷	22,502	95,885	30,000	30,000	0	0.00%
ENGINEERING SUPPLIES	⁸	2,842	5,834	6,450	6,450	0	0.00%
Expenses		44,250	114,312	59,700	59,700	0	0.00%
Total Engineering		480,267	530,830	609,801	626,700	16,899	2.77%

Footnotes:

Salaries

- ¹ Supervisory - Salary for the Town Engineer
- ² Operational - Salaries for the Assistant Town Engineer, Project Engineer, and CAD/GIS Technician
- ³ Part-Time - Salaries for the part-time Co-Op Student and part-time Construction Inspectors

Purchased Services

- ⁴ Licenses CDL & Special - Massachusetts Professional Engineer license fees, yearly dues and memberships to various engineering organizations, and costs for misc. seminars and technical training.
- ⁵ Equipment Repairs/Servicing - Repair and yearly service contract costs for engineering plotters, copy machines, survey equipment, and misc. office equipment

Technical & Professional Services

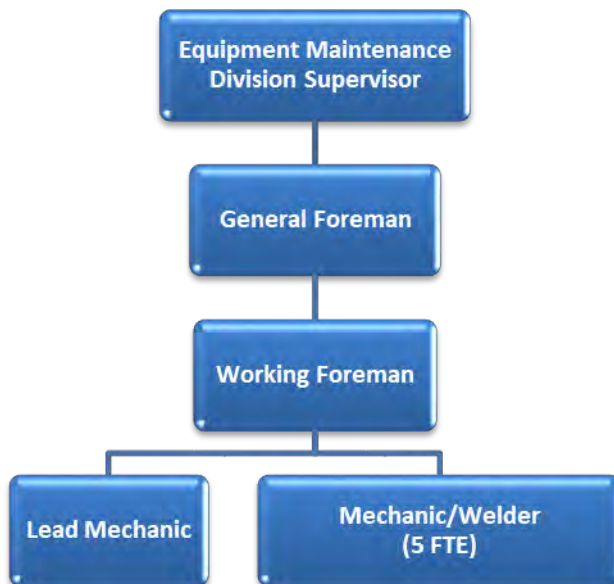
- ⁶ Engineering Consultant - Costs for outside consulting services for preparing easement plans. Misc. engineering software training. Phase I inspections for the Charles River Dam and Jennings Pond Dam as required by the Department of Conservation and Recreation Office of Dam Safety. Preparation and recording costs associated with street acceptance plans and documents.
- ⁷ Storm Water Permit Compliance - Costs to implement and complete stated goals for MS4 Stormwater Permit. EPA unfunded mandate.

Other Supplies

- ⁸ Engineering Supplies - Misc. costs for office supplies including specialty paper for plotters, printers, and engineering copy machine. Costs for survey supplies such as stakes, measuring tape, and marking paint, etc.

Public Works - Equipment Maintenance

Equipment Maintenance Division - Organizational Summary



Total Division Staff - 9 FTEs (number per position in parentheses)

Notes

Equipment Maintenance Division by the Numbers

	2016	2017	2018	2019*	2020*
Workload Indicators					
Total Pieces of Equipment	491	491	498	500	500
Registered Vehicles	N/A	216	216	220	223
Backup Generators	N/A	23	23	24	24

* Estimated

Public Works - Equipment Maintenance



Department: Line item budget

Description		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	¹	64,409	89,305	93,650	99,231	5,581	5.96%
SALARIES OPERATIONAL STAFF	²	375,782	374,848	450,015	465,833	15,818	3.51%
SALARIES OPERATIONAL O/T		30,750	23,804	29,150	29,733	583	2.00%
SALARIES ADDL COMP SUPERVISORY		3,038	7,900	8,300	8,700	400	4.82%
SALARIES ADD'L COMP OPER		4,084	2,029	3,510	1,905	(1,605)	-45.73%
Personnel Services		478,063	497,886	584,625	605,402	20,777	3.55%
RENTAL OF UNIFORMS		6,218	4,982	5,500	5,650	150	2.73%
VEHICLE INSPECTION - STICKERS		11,991	16,602	17,400	17,500	100	0.57%
VEHICLE SUPPLY OIL		20,457	21,344	20,500	22,000	1,500	7.32%
RADIO EQUIP REPAIRS/REPLCMNT		3,997	6,102	5,800	5,800	-	0.00%
CLOTHING OPERATIONAL	³	5,637	5,488	5,000	5,500	500	10.00%
LICENSES CDL & SPECIAL		626	275	450	450	-	0.00%
VEHICLE SUPPLIES TIRES/TUBES		69,007	68,966	70,000	71,400	1,400	2.00%
VEHICLE SUPPLIES PARTS		253,017	297,556	230,000	255,000	25,000	10.87%
VEHICLE BODY DAMAGE & REPAIRS		7,426	8,392	7,500	7,650	150	2.00%
SHOP SUPPLIES	⁴	15,243	14,384	10,500	10,750	250	2.38%
GENERATOR MAINTENANCE	⁵	9,944	55,952	28,000	30,000	2,000	7.14%
SURPLUS EQU PURCHASE	⁶	4,948	2,224	5,000	5,000	-	0.00%
Expenses		408,512	502,267	405,650	436,700	31,050	7.65%
Total Equipment Maintenance		886,575	1,000,153	990,275	1,042,102	51,827	5.23%

Footnotes:

Salaries:

- ¹ Supervisory - Equipment Maintenance Supervisor
- ² Operational - Mechanic/Welders for fleet and equipment maintenance

Supplies:

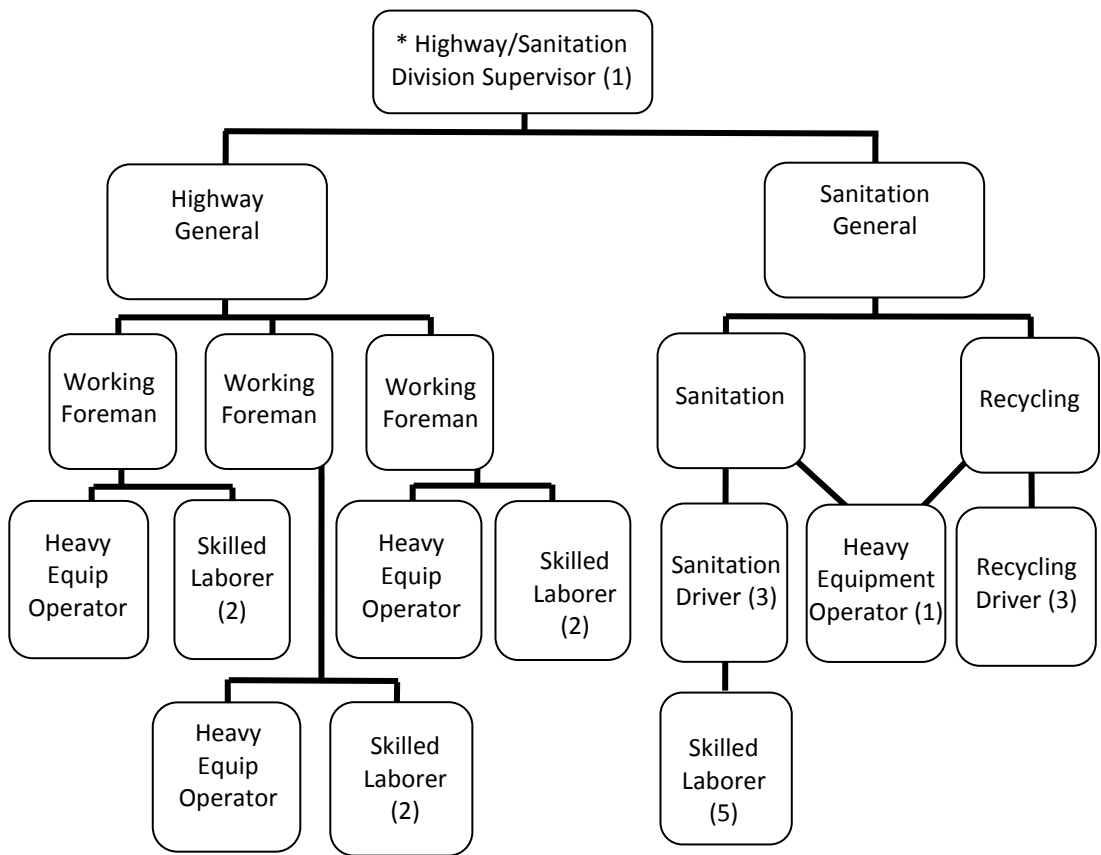
- ³ Clothing Operational - Tool allowance, seasonal safety clothing, safety boots per union contract
- ⁴ Shop Supplies - Shop tools, rags, small equipment, misc. supplies, and meeting registrations.
- ⁵ Generator Maintenance - Parts and services for repair and routine maintenance of stand-by electrical generators for all Town buildings

Other Capital Outlay:

- ⁶ Surplus Equipment - Purchase of surplus, demo, and used equipment and trucks

Public Works - Highway & Sanitation

Highway & Sanitation Division - Organizational Summary



Total Division Staff - 27 FTEs (number per position in parentheses)

Notes

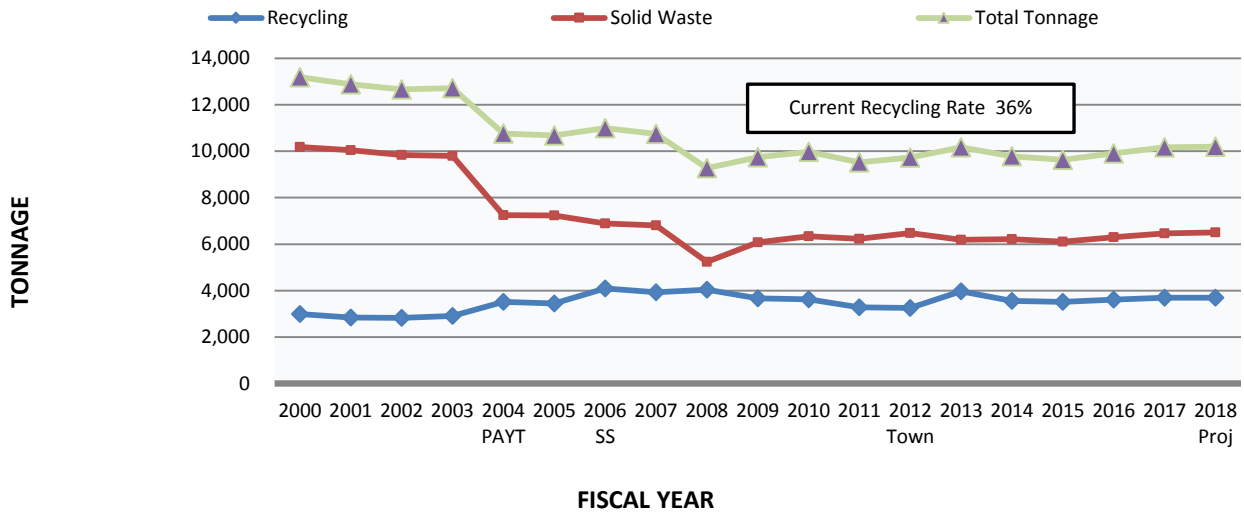
* The Highway & Sanitation Division Supervisor also serves as the Deputy Director.

Highway & Sanitation Division by the Numbers

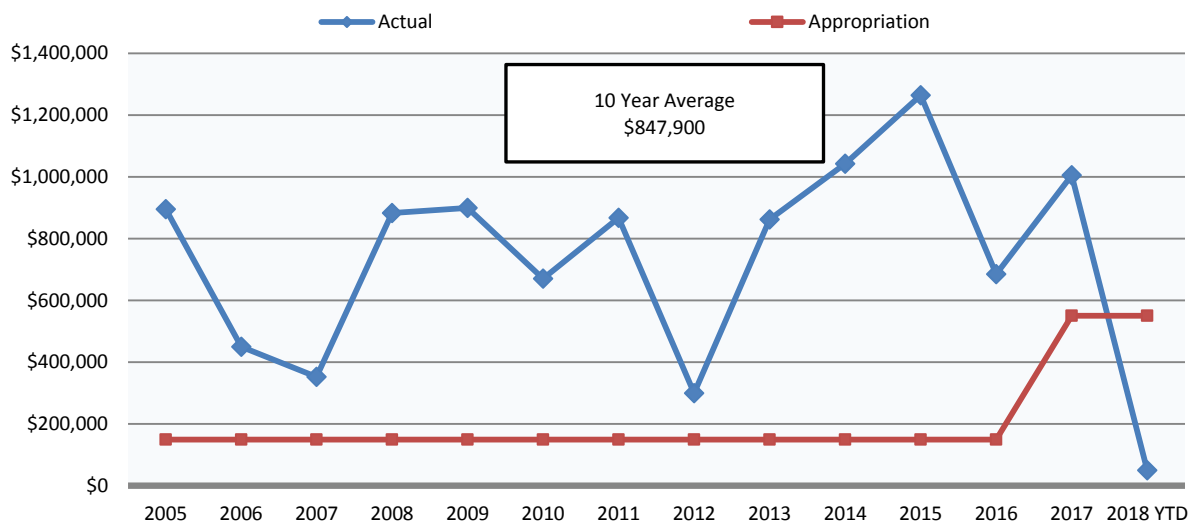
<i>Fiscal year</i>	2016	2017	2018	2019*	2020*
Workload Indicators					
Highway					
Total miles of accepted roadways	128	128	128	129	129
Total miles of sidewalk	138	138	140	140	140
Total miles of unaccepted roadways	26	26	26	25	25
Total number of wheelchair ramps	1,540	1,540	1,550	1,550	1,550
Number of catch basins cleaned	1,285	1,500	4,175	2,500	2,500
Sanitation					
Total tons of municipal solid waste collected curbside	6,299	6,137	6,163	6,500	6,500
Total number of households provided with sanitation collection	10,020	10,040	10,100	10,125	10,125
Total tons of recyclables collected					
- Curbside	3,608	4,232	4,352	4,300	4,300
- At Recycling Center	660	699	700	700	700
Total tons of yard waste collected at curbside	5,800	5,700	6,100	6,100	6,100
Number of curbside yard waste collection days	8	8	8	8	8
Total tons of yard waste and brush accepted at Recycling Center	4,500	4,020	4,350	4,300	4,300
Snow & Ice Removal					
Number of snow events					
- Minor storms	16	25	24	25	25
- Major storms	5	6	8	6	6
Materials used to treat Natick Streets					
- Salt (Ton)	2,853	4,560	5,060	4,600	4,600
- Sand (Ton)	1,100	1,123	87	100	100
- Liquid (Gallons)	2,000	4,500	10,200	10,000	10,000
Sidewalk & Curb Repair					
Curbing (lf)	1,974	3,700	4,270	4,000	4,000
Sidewalks (lf)	7,404	9,306	865	8,000	8,000
Street and Traffic Signs					
New	113	110	112	125	125
Repaired & replaced	289	273	305	275	275
Catch Basin & Manhole Repair					
Manholes	6	13	7	15	15
Catch basins	33	34	60	35	35
New structures	2	-	-	4	4
Line Painting					
Crosswalks (Each)	293	300	304	306	306
Center & fog Lines (Miles)	305	305	305	305	305

* Estimated

Solid Waste and Recycling Tonnage



Snow and Ice Expense History



Public Works - Highway & Sanitation



Department: Line item budget

Description		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Budget	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	¹	107,970	107,780	107,780	108,609	829	0.77%
SALARIES OPERATIONAL STAFF	²	1,359,651	1,325,505	1,408,635	1,395,834	-12,801	-0.91%
SALARIES PART TIME OPERATIONAL	³	37,911	47,767	40,500	48,242	7,742	19.12%
SALARIES OPERATIONAL O/T		179,188	198,028	168,860	172,237	3,377	2.00%
SALARIES ADDL COMP SUPERVISORY		13,922	13,250	13,215	13,250	35	0.26%
SALARIES ADD'L COMP OPER		18,532	19,395	17,850	16,599	-1,251	-7.01%
Personnel Services		1,717,173	1,711,726	1,756,840	1,754,771	-2,069	-0.12%
REPAIRS/MAINTENANCE OTHER	⁴	4,484	2,578	3,400	3,400	0	0.00%
ENVIRON MONITORING ENGINEER	⁵	42,813	42,495	34,000	38,500	4,500	13.24%
BRUSH GRINDING		13,500	9,800	12,500	12,500	0	0.00%
TEST/DISPOSAL ST SWEEPINGS		14,000	7,823	30,000	100,000	70,000	233.33%
PURCHASE OF SAND/GRAVEL		9,064	9,250	14,000	14,000	0	0.00%
PURCHASED SERVICES MISC	⁶	20	2,300	2,500	2,500	0	0.00%
PURCH SERV-CRACKED SEALING		24,877	36,300	40,000	40,000	0	0.00%
LANDFILL CAP MAINTENANCE	⁷	0	0	6,500	6,500	0	0.00%
GAS/FLARING STA MAINTENANCE	⁸	25,625	38,761	25,000	30,000	5,000	20.00%
CONDENSATE DISPSL FLARING STA	⁹	0	11,822	3,000	3,500	500	16.67%
Purchased Services		134,382	161,129	170,900	250,900	80,000	46.81%

Footnotes:

Salaries:

- ¹ Supervisory - Supervisor of Highway and Sanitation
- ² Operational - Twenty-six support staff to maintain roads, collect trash & recycling, and operate the recycling center
- ³ Part Time Operational - Police details, and seasonal employees for highway and sanitation related work

Purchased Services

- ⁴ Repairs/Maintenance Other - Communications telephone, cable, mobile phone services, misc. purchased services.
- ⁵ Environ Monitoring Engineer - Compliance costs for West Street municipal landfill.
- ⁶ Purchased Services Misc - Membership dues, training, certifications, etc.
- ⁷ Landfill Cap Maintenance - Repairs and maintenance of the 34 acre West Street municipal landfill in accordance with State and Federal Regulations.
- ⁸ Gas/Flaring Sta. Maintenance - Maintenance and operational expense for the natural gas collection system and flaring station at the West Street municipal landfill.
- ⁹ Condensate Displ. Flaring Sta. - Testing and disposal of liquid condensate from the operation of the flaring station at the West Street municipal landfill.

Public Works - Highway & Sanitation

Description		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
CLOTHING OPERATIONAL		9,100	8,750	9,100	9,200	100	1.10%
LICENSES CDL & SPECIAL		450	795	1,150	1,150	0	0.00%
TRAFFIC MARKS & SIGNS		76,113	67,164	98,000	98,000	0	0.00%
PAY AS YOU THROW SUPPLIES		138,425	162,683	161,500	155,000	-6,500	-4.02%
RECYCLING CENTER MAINT/SUPPLY	¹⁰	2,450	3,784	5,000	5,000	0	0.00%
MAINTENANCE MATERIALS	¹¹	60,024	51,894	54,000	54,000	0	0.00%
OFF STREET DRAINAGE	¹²	9,150	11,081	16,500	16,500	0	0.00%
MATERIALS ROAD PAVING				200	200	0	0.00%
CATCH BASIN CLEANING	¹³	0		70,000		-70,000	-100.00%
COMPOST/RECYCLING BINS		15,080	13,000	13,000	13,000	0	0.00%
OTHER SUPPLIES MISCELLANEOUS	¹⁴	5,396	9,910	8,300	8,300	0	0.00%
Supplies		316,188	329,061	436,750	360,350	-76,400	-17.49%
HOUSEHOLD HAZARDOUS WASTE	¹⁵	16,766	7,119	18,500	18,500	0	0.00%
SNOW & ICE REMOVAL	¹⁶	1,004,843	1,277,099	550,000	550,000	0	0.00%
TIPPING FEE YARD WASTE		19,200	21,175	24,000	26,000	2,000	8.33%
TIPPING FEE SOLID WASTE	¹⁷	479,542	470,435	485,000	501,000	16,000	3.30%
RECYCLING CURBSIDE	¹⁸	0	0	5,000	127,500	122,500	2450.00%
RECYCLING PUBLIC EDUCATION		0	0	3,500	3,500	0	0.00%
TRASH HAULING TOLLS		5,166	3,915	4,100	4,100	0	0.00%
STREET & SIDEWALK MAINTENANCE	¹⁹	107,478	169,150	170,000	170,000	0	0.00%
Other Charges/Expenses		1,632,995	1,948,894	1,260,100	1,400,600	140,500	11.15%
Total Highway, Sanitation, Recycling		3,800,739	4,150,810	3,624,590	3,766,621	142,031	3.92%

Footnotes:

Supplies:

¹⁰ Recycling Center Maint/Supply - Supplies for operations at the West Street Recycle Center, including tarps for roll-off containers, spill containment items, cleaning supplies, etc.

¹¹ Maintenance Materials - Tools (saws, blowers, rollers, wheel barrows, shovels, etc.), safety equipment, cold patch, and other equipment.

¹² Off Street Drainage - Drainage system repair materials (block, brick, catch basins, manholes, pipe, etc.) and other equipment for stormwater drainage work.

¹³ Catch Basin Cleaning - Cost to cleaning stormwater drainage system and remove sediment and debris from catch basins, manholes, and stormwater detention/treatment facilities. Compliance requirements of the Town's MS4 Stormwater Permit issued by the US EPA and MaDEP.

¹⁴ Other Supplies Misc. - Gloves, cleaning products, dumpster covers, spill equipment, and safety supplies.

Other Charges/Expenses:

¹⁵ Household Hazardous Waste - Costs associated with the proper disposal of household and municipal hazardous waste (waste oil, paint and paint related materials, fluorescent lamps, light ballast, etc.).

¹⁶ Snow & Ice Removal - Includes road salt/sand, staff over-time, equipment repair, and contractors for snow removal services.

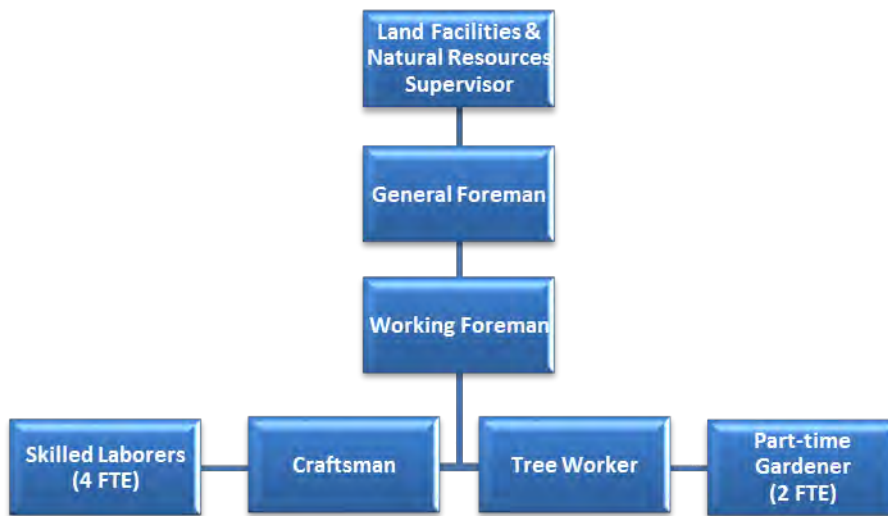
¹⁷ Tipping Fees Solid Waste - Disposal costs of household and municipal solid waste.

¹⁸ Recycling Curbside - Disposal costs for household and municipal recyclable materials.

¹⁹ Street & Sidewalk Maintenance - Costs to repair roadways, curbing, wheelchair ramps, and sidewalks (bituminous concrete, cement concrete, curbing, castings, roadway base course, etc.).

Public Works - Land Facilities & Natural Resources

Land Facilities & Natural Resources Division - Organizational Summary



Total Division Staff - 9 FTEs (number per position in parentheses)

Land Facilities & Natural Resources Division by the Numbers

Performance Indicators	2016	2017	2018	2019*	2020*
Workload Indicators					
Land Facilities					
Number of fields & parks maintained	62	62	62	63	63
Total Acreage Maintained	212	212	212	212	212
Active Acres Maintained	165	165	165	165	165
Passive Acres Maintained	47	47	47	47	47
Acres Mowed by LFNR	22.5	22.5	22.5	41	41
Acres Mowed Via Contract	57.5	57.5	57.5	39	39
Forestry					
Number of trees removed	32	49	71	50	50
Number of trees pruned	21	32	44	60	60
Number of stumps removed	62	35	32	50	50

* Estimated

Public Works - Land Facilities & Natural Resources



Department: Line item budget

Description		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Budget	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	¹	104,484	104,301	104,300	105,103	\$803	0.77%
SALARIES OPERATIONAL STAFF	²	353,202	381,478	420,540	427,363	\$6,823	1.62%
SALARIES PART TIME OPERATIONAL	³	45,050	20,357	44,790	45,809	\$1,019	2.28%
SALARIES OPERATIONAL O/T		51,894	55,433	33,600	34,272	\$672	2.00%
SALARIES ADDL COMP SUPERVISORY		10,100	9,700	9,800	9,700	-\$100	-1.02%
SALARIES ADD'L COMP OPER		7,248	5,694	5,415	5,715	\$300	5.54%
Total Personnel Services		571,977	576,963	618,445	627,962	\$9,517	1.54%
PURCHASED SERVICES MISC		5,167	4,240	5,350	5,350	\$0	0.00%
CLOTHING OPERATIONAL		2,800	2,800	2,800	2,850	\$50	1.79%
LICENSES CDL & SPECIAL		494	164	350	350	\$0	0.00%
FIELD MAINTENANCE MATERIALS	⁴	115,155	129,309	155,950	171,720	\$15,770	10.11%
PLAYGROUND MATERIALS	⁵	29,058	29,318	35,000	35,500	\$500	1.43%
BEACH MAINTENANCE MATERIALS	⁶	155	371	600	600	\$0	0.00%
TOOLS & HARDWARE		21,385	28,810	22,750	23,000	\$250	1.10%
PLANTING SUPPLIES	⁷	11,852	5,511	16,300	20,080	\$3,780	23.19%
IRRIG PUMP TEST & CALIBRATION	⁸	2,997	8,236	7,500	8,280	\$780	10.40%
TREE SERVICE CONTRACT	⁹	66,782	76,187	95,300	98,415	\$3,115	3.27%
MOWING SERVICE CONTRACT	¹⁰	64,239	72,478	84,510	105,765	\$21,255	25.15%
Expenses		320,084	357,423	426,410	471,910	\$45,500	10.67%
Total LFNR		892,062	934,386	1,044,855	1,099,872	55,017	5.27%

Footnotes:

Salaries:

- ¹ Supervisory - Division Supervisor and Tree Warden
- ² Operational - Eight support staff to maintain land facilities, parks, athletic fields, and street trees.
- ³ Part Time Operational - Police details and seasonal employees for grounds-related work

Supplies:

- ⁴ Field Maintenance Materials - Pellet lime, fertilizer, infield conditioner, infield mix, pesticides, contractual pesticides and herbicides applications, bark mulch, grass seed, loam, topdressing materials, fencing, etc.
- ⁵ Playground Materials - Resilient playground surfacing replacement and misc. supplies for repair.
- ⁶ Beach Maintenance Materials - Beach sand, turn boards, fence repairs, and repairs to the piers and playground equipment.
- ⁷ Planting Supplies - Replacement and supplemental landscape plantings and supplies (trees, flowers, etc.).
- ⁸ Irrig. Pump Test & Calibration - Lawn/field irrigation parts, tests, maintenance/upgrades, and contracted services.

Technical & Professional Services:

- ⁹ Tree Service Contract - Pruning and removal work done by outside contractors. This also includes poison ivy control for parks and school grounds. Various treatments for tree care and health.
- ¹⁰ Mowing Service Contract - Mowing of 16 sites covering 54 acres of grass and other grounds services performed by outside contractors.

Department: Public Works - Administration Division	Proposed New Initiative
--	-------------------------

Project Title: Assistant Director of Public Works

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management	1	\$125,000.00	Yes	One Management Position
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$125,000.00		

Expenses	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Supplies	\$200.00	Yes	Misc. Office Supplies
Benefits @ 28.07% Salary	\$35,087.50	Yes	
Total Expenses	\$35,287.50		
Total Project Costs	\$160,287.50		

Purpose/Description of Request

- This request would provide a full time Assistant Director of Public Works to the staffing of the Department. The responsibilities and work load of the Department continue to grow and become more complex. The Department provides a broad range of services that have direct impacts to public health and safety. The Department has a total staff of approximately 83 individuals organized into seven Divisions. The Administration Division consists of only four staff positions and is responsible for all of the administrative, personnel, invoice payment/processing, payroll, budgeting, and overall management of the Department. The Department Director and the Data Analyst are the only non-union personnel in the Department (all of the other 83 employees are covered under collective bargaining agreements). Currently, the Highway/Sanitation Supervisor is also assigned as the Deputy Director (however his primary responsibilities to the Highway/Sanitation Division significantly limit his ability to assist in Department management and administration). Similar adjacent communities are provided significantly more senior management and administrative staff resources. The attached staffing summary and organizational charts illustrating these differences.

Population to be Served

Natick residents and businesses, Town Staff, and Town Boards/Committees

Revenue Impact

(cost avoidance) The limitations of staffing reduce the Division's ability to provide service to residents and businesses. Staff constraints reduce our ability to administrate, oversee, track, and document operational activities.

FOR EXECUTIVE OFFICE USE	Date Submitted: _____	Date Reviewed: _____
<input type="radio"/> Approved	Recommended Budget: _____	
<input type="radio"/> Denied	Review by: _____	

Department: Public Works - Highway & Sanitation Division	Proposed New Initiative
--	-------------------------

Project Title: Highway & Sanitation Division Administrative Assistant

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff	1	\$46,386.73	Yes	Operational Staff Person
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$46,386.73		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Supplies		\$200.00	Yes	Misc. Office Supplies
Benefits		\$13,020.76	Yes	28.07% of salary
Total Expenses		\$13,220.76		
Total Project Costs		\$59,607.49		

Purpose/Description of Request

- This request would provide an Administrative Assistant to support the responsibilities of the Highway and Sanitation Division. The responsibilities and work load of the Division continue to grow and become more complex, additional resources are needed to successfully fulfill the Division's mission. The Division provides a broad range of services that have direct impacts to public health and safety (emergency operations, snow removal, stormwater drainage maintenance, traffic signs/pavement markings, roadway maintenance, sanitation collections, landfill maintenance, recycling center operation, materials hauling). The Division has a staff of 27 individuals organized between Highway and Sanitation activities.

-Currently, the Highway/Sanitation Supervisor is assigned as the Deputy Director (however his primary responsibilities to the Highway/Sanitation Division significantly limit his ability to assist in Department management and administration). There currently is no directly assigned Administrative support for the Highway & Sanitation Division (one Administrative Assistant is assigned to the Water and Sewer Division). Similar adjacent communities are provided significantly more management and administrative staff resources. The attached staffing summary and organizational charts illustrate these differences.

Population to be Served

Natick residents and businesses, Town Staff, and Town Boards/Committees

Revenue Impact

(cost avoidance) The limitations of staffing reduce the Division's ability to provide service to residents and businesses. Staff constraints reduce our ability to administrate, oversee, track, and document operational activities.

FOR EXECUTIVE OFFICE USE	Date Submitted: _____	Date Reviewed: _____
<input type="radio"/> Approved	Recommended Budget: _____	
<input type="radio"/> Denied	Review by: _____	

Department: Public Works - Administration Division	Proposed New Initiative
--	-------------------------

Project Title: Applications Manager

Personnel Services	# Staff	Preliminary Cost - FY 20	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff				
Salaries Technical & Professional	1	\$75,000.00	Yes	Tech & Prof Staff Person (PB Grade 3)
Salaries Part Time Operational				
Total Personnel Services		\$75,000.00		

Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Supplies		\$500.00	Yes	Misc. Office Supplies
Phone		\$450.00	Yes	Mobile Phone
Benefits		\$21,052.50	Yes	Benefits @ 28.07% of salary
Total Expenses		\$22,002.50		
Total Project Costs		\$97,002.50		Costs could be shared between General Fund and Water & Sewer Enterprise Fund

Purpose/Description of Request

- This request would create an Applications Manager to support all Divisions within the Department of Public Works. The responsibilities and work load of the Department have grown significantly, the use of technology helps the Department become more efficient, productive and accountable. However, to be sustainable and effective, these technologies must be actively managed and consistently updated.
- The Applications Manager would be the lead staff person on and provide a centralized resource for all Public Works Divisions to help maintain and expand the use of technologies such as various databases, electronic work order systems, asset management software, customer engagement and communications programs, and electronic time

Population to be Served

Natick residents and businesses, Town Staff, and Town Boards/Committees

Revenue Impact

(cost avoidance) The use of technology helps to mitigate the increasing scope of responsibilities and duties of Department.

FOR EXECUTIVE OFFICE USE	Date Submitted: _____	Date Reviewed: _____
<input type="radio"/> Approved	Recommended Budget: _____	
<input type="radio"/> Denied	Review by: _____	

Section VI

Health & Community Services

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Community Services Department



FY 2020 Operational Budget Request

Jemma Lambert, Director

Mission:

The Department of Community Services is charged with responding to the needs, interests and quality of life issues for all who call Natick home.

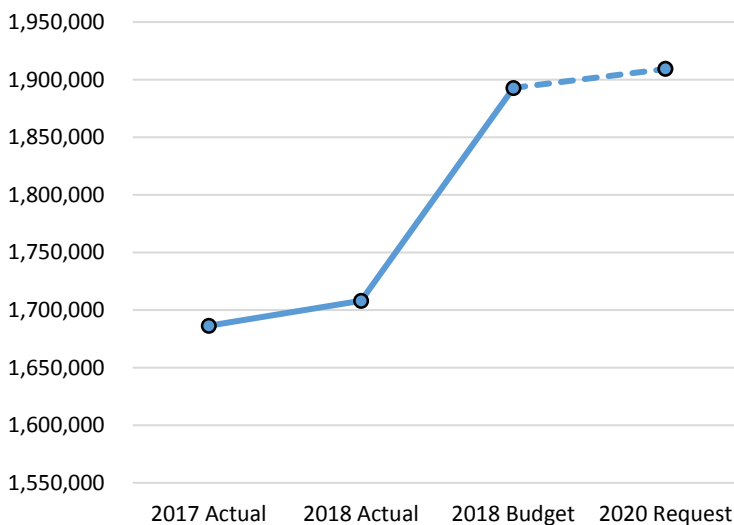
Comprised of the Divisions of Recreation and Parks, the Council on Aging, Human Services, Veteran's Services, and the Natick Community Organic Farm, the Department focuses on supporting Natick's residents through the provision of services which improve health, ensure safety, reduce isolation and create opportunities for community building.

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

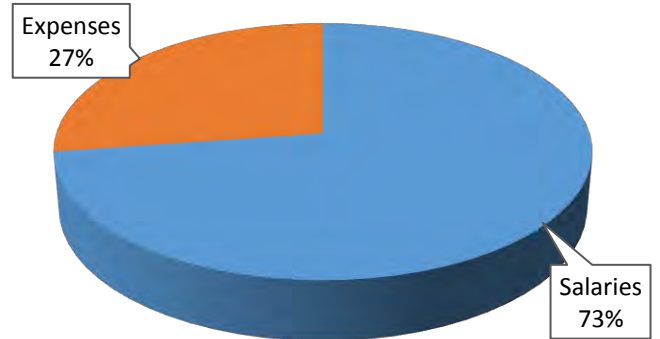
Budget Highlights for FY 2020:

- Expanded programming to youth at risk via M-F Drop-In Teen Center activities
- Expanded programming to reach under-served aging cohorts
- New Initiative: Special Needs Coordinator from .80 to full time

Budget History

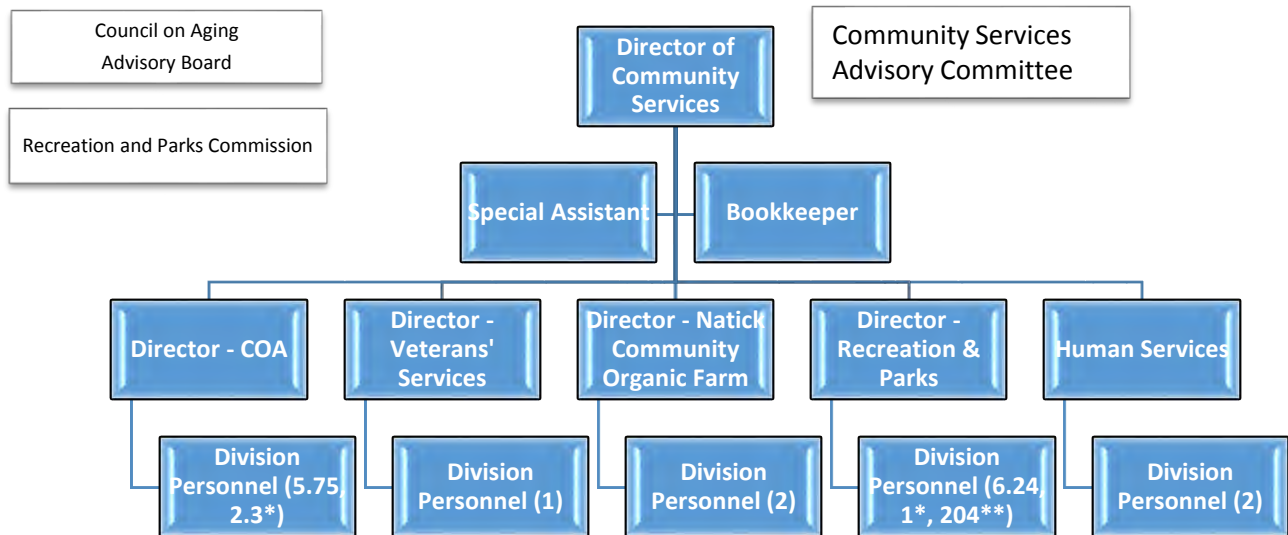


FY20 Budget Distribution



Note: The Golf Enterprise is not included in the graphs above.

Community Services Department

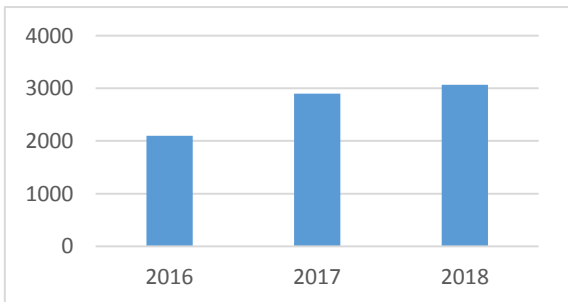


Total Staff - 26.43*

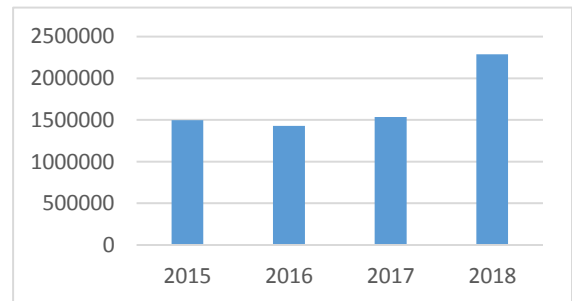
* Non GF Supported Positions ** Seasonal

Department by the Numbers

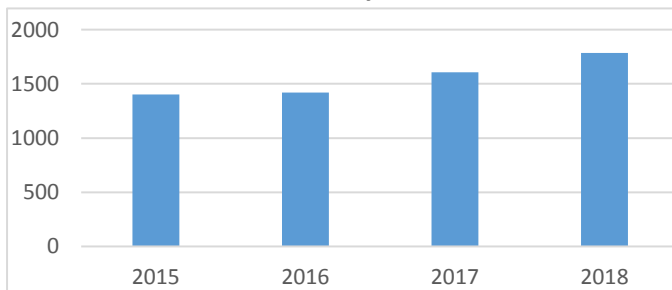
Services to At-Risk Populations:
Individuals



Financial Assistance For Those In Need
(Millions)



Accessible Transportation Rides
(weekly)



1,399 VOLUNTEERS

18.24 FTES

\$937,000 \$ VALUE

Community Services Department - Administration

Description		2017 Actual	2018 Actual	2019	2020	FY19 Δ FY20 \$	FY19 Δ FY20 %
				Revised Budget	Proposed Budget		
MANAGEMENT SALARIES	¹	108,101	109,800	109,800	110,645	845	0.77%
SALARIES OPERATIONAL STAFF	²	113,016	114,720	114,720	115,602	882	0.77%
SALARIES OPERATIONAL-OTHER		2,500	2,500	2,500	2,500	-	0.00%
Salaries		223,617	227,020	227,020	228,747	1,727	0.76%
TRAVEL		600	8	1,200	1,200	-	0.00%
SECURITY MONITORING ALARMS		479	-	500	500	-	0.00%
FACILITY REPAIRS/MAINTENANCE	³	-	1,201	3,000	3,000	-	0.00%
EQUIPMENT REPAIRS/SERVICING	⁴	575	55	1,500	1,500	-	0.00%
TELEPHONE		186	600	600	600	-	0.00%
POSTAGE		9,000	9,002	9,000	9,000	-	0.00%
COPY/MAIL CENTER FEES	⁵	-	-	2,500	2,500	-	0.00%
TRAINING & EDUCATION	⁶	2,165	869	2,500	2,500	-	0.00%
CITIZEN'S LEADERSHIP ACADEMY	⁷	5,855	3,757	5,000	5,000	-	0.00%
PHOTOCOPY SUPPLIES	⁸	23,786	20,667	24,000	24,000	-	0.00%
COMPUTER SUPPLIES		-	-	200	200	-	0.00%
OFFICE SUPPLIES		244	97	300	300	-	0.00%
Expenses		42,891	36,257	50,300	50,300	-	0.00%
Total		\$ 266,507	\$ 263,276	\$ 277,320	\$ 279,047	1,727	0.62%

Footnotes:

Personnel:

¹ Management - Director of Community Services Department

² Operational - Special Assistant to the Director of Community Services who manages departmental publications, communications, special projects, and coordinates the after hours rental program. Bookkeeper for the departmental accounting

Purchased Services:

³ Repairs and Maintenance Facilities - As the result of heavy use of the Community Center it is necessary at this time to identify a modest allocation of funds to address unforeseen issues.

⁴ Repairs and Maintenance Equipment - Similar investments are necessary in order to attend to the unforeseen damage to equipment as the result of heavy use

⁵ Communication Postage - Funds in this line item support the costs associated with mailing the department's quarterly publication, the Natick Common Guide as well as other informational materials.

⁶ Copy/Mail Center Fees - Funds in this line item help to support misc. departmental publications and mailings.

⁷ Training & Education - Funds in this line the costs associated with staff training and professional development.

⁸ Citizens Leadership Academy - Funds utilized to support the operating/ mailing and recruitment costs associated with running the Academy twice yearly.

Technical/ Professional Services:

⁹ Communication Photocopying - Costs associated with producing the department's quarterly publication, the Natick Common Guide.

Community Services Department - Council on Aging

Description		2017 Actual	2018 Actual	2019	2020	FY19 Δ FY20 \$	FY19 Δ FY20 %
				Revised Budget	Preliminary Budget		
SALARIES MANAGEMENT	¹	76,794	78,400	78,400	79,003	603	0.77%
SALARIES OPERATIONAL STAFF	²	228,536	235,069	237,613	242,031	4,418	1.86%
Salaries		305,330	313,469	316,013	321,034	5,021	1.59%
EQUIPMENT REPAIRS/SERVICING	³	2,844	1,971	3,000	3,000	-	0.00%
TRAVEL IN/OUT STATE	⁴	4,648	5,667	5,000	5,000	-	0.00%
TELEPHONE	⁵	3,616	4,068	2,626	1,800	(826)	-31.45%
DUES & MEMBERSHIPS	⁶	1,498	2,492	2,100	2,370	270	12.86%
POSTAGE	⁷	804	627	1,000	750	(250)	-25.00%
COPY/MAIL CENTER FEES		5,727	2,761	5,850	3,850	(2,000)	-34.19%
PURCHASED SERVICES MISC	⁸	300	299	300	300	-	0.00%
WELLNESS PROGRAMS	⁹	9,684	11,597	8,743	11,700	2,957	33.82%
OFFICE SUPPLIES		5,866	4,039	5,900	5,900	-	0.00%
COMPUTER SUPPLIES		603	1,317	2,000	2,000	-	0.00%
DISPOSABLE GOOD SUPPLIES		1,365	2,145	2,500	2,349	(151)	-6.04%
PRINTING		0	0	0	0	-	0.00%
TRANSPORTATION PROGRAM	¹⁰	11,135	12,362	12,000	12,000	-	0.00%
Expenses		48,090	49,345	51,019	51,019	-	0.00%
Total Council on Aging		\$ 353,420	\$ 362,814	\$ 367,032	\$ 372,053	5,021	1.37%

Personnel Services:

¹ Management - COA Director

² Operational - Support staff costs

Purchased Services:

³ Equipment Repairs - Costs to repair and maintain equipment at the Community-Senior Center

⁴ Travel - Supports mileage, travel, and conference expenses for staff and volunteers

⁵ Telephone - Cost of COA phone service and one mobile phone

⁶ Dues & Memberships - Fees associated with the Aging & Volunteer Associations

⁷ Postage - Annual cost of COA general business postage

⁸ Purchased Services Misc. -Software maintenance and Motion Picture Industry License. This fee is required to show videos and DVDs at the Community-Senior Center

⁹ Wellness Program - Health and wellness programming for seniors

Supplies:

¹⁰ Office Supplies - general items to support COA staff

¹¹ Computer Supplies - toner, ink cartridges, keyboards, adaptors

¹² Disposable Good Supplies - disposable goods to support the center & programs

Other Charges/Expenses:

¹³ Transportation Program - Provides taxi coupon vouchers to elders whose transportation needs cannot be met through existing options,& provides mileage reimbursement to drivers who bring seniors to medical appts.

Community Services Department - Natick Community Organic Farm

Description		2017 Actual	2018 Actual	2019 Revised Budget	2020	FY19 Δ FY20 \$	FY19 Δ FY20 %
					Preliminary Budget		
SALARIES SUPERVISORY	¹	76,746	77,033	78,000	70,538	(7,462)	-9.57%
SALARIES TECHNICAL/PROFESSNL	²	101,039	106,062	102,700	105,196	2,496	2.43%
Total Farm Expense		177,785	183,095	180,700	175,734	(4,966)	-2.75%

Footnotes:

Personnel Services:

¹ Management - Farm Director

² Operational - Assistant Farm Director and part-time Administrative Assistant

Community Services Department - Human Services

Description		2017	2018	2019 Revised	2020	FY19 Δ FY20	FY19 Δ FY20
		Actual	Actual	Budget	Proposed Budget		
SALARIES TECHNICAL/PROFESSNL	¹	124,477	126,699	126,700	128,032	1,332	1.05%
Salaries		124,477	126,699	126,700	128,032	1,332	1.05%
TRAVEL		502	922	1,000	1,000	-	0.00%
CONTRACT SERVICES - COUNSELING	²	3,566	1,860	5,000	5,000	-	0.00%
Expenses		4,068	2,782	6,000	6,000	-	0.00%
Total Human Services		\$ 128,545	\$ 129,481	\$ 132,700	\$ 134,032	1,332	1.00%

Footnotes:

Personnel Services:

¹ Technical/Professional - Social Worker Coordinator and Social Worker

Purchased Services:

² Contract Services Counseling - Professional mental health counseling services for un/underinsured individuals in need

Community Services Department - Recreation & Parks

Description	2017 Actual	2018 Actual	2019 Budget	2020	FY19 Δ FY20 \$	FY19 Δ FY20 %
				Preliminary Budget		
SALARIES MANAGEMENT	63,224	90,000	90,000	90,692	692	0.77%
SALARIES SUPERVISORY	82,410	81,000	81,000	81,623	623	0.77%
SALARIES OPERATIONAL STAFF	67,907	68,034	112,008	68,853	(43,154)	-38.53%
SALARIES TECHNICAL/PROFESSNL	113,460	116,618	113,578	170,061	56,484	49.73%
SALARIES ADD'L COMP OPER	1,500	1,500	2,500	2,500	-	0.00%
SALARIES OPERATIONAL O/T	2,066	2,496	2,250	2,250	-	0.00%
Salaries	330,567	359,649	401,335	415,979	14,644	3.65%
FACILITY REPAIRS/MAINTENANCE	2,623	2,259	2,371	3,071	700	29.52%
EQUIPMENT REPAIRS/SERVICING	2,094	2,181	2,300	2,300	-	0.00%
TRAVEL IN/OUT STATE	2,326	3,930	3,900	3,900	-	0.00%
TELEPHONE	5,974	5,973	5,000	6,000	1,000	20.00%
TRAINING & EDUCATION	3,094	3,525	3,000	8,000	5,000	166.67%
DUES & MEMBERSHIPS	1,278	2,452	2,735	2,535	(200)	-7.31%
PHOTOCOPYING	3,460	1,946	4,250	3,750	(500)	-11.76%
CUSTODIAL FEES SCHOOL	2,051	3,227	3,330	3,330	-	0.00%
TREATMENT DUG POND	15,449	0	18,145	18,145	-	0.00%
SPECIAL NEEDS	6,670	6,037	6,000	6,000	-	0.00%
SUPPLIES FOR PROGRAMS	4,704	4,270	4,200	7,400	3,200	76.19%
OFFICE SUPPLIES	6,689	4,946	6,200	6,600	400	6.45%
Expenses	56,412	40,746	61,431	71,031	9,600	15.63%
Total for Recreation & Parks	\$ 386,979	\$ 400,395	\$ 462,766	\$ 487,010	24,244	5.24%

Footnotes:

¹ Personnel Services:

Management - Recreation Director
 Supervisory - Assistant Recreation Director
 Operational - Office Administrator and a part-time Receptionist
 Technical & Professional - Program Director, Special Needs Coordinator & Teen Center Coordinator
 Additional Compensation - Longevity for the Operational Staff

Purchased Services:

² Repairs & Maintenance of Facilities - fund is used to pay for minor repairs to the Cole Center and some parks in town
³ Repairs & Maintenance of Equipment - This fund is used to maintain and repair the department's office and building equipment.
⁴ In/Out of State Travel/Meetings - This fund is used to cover travel reimbursement for Recreation & Parks Department Staff using their own vehicles on Town Business. This account also covers funds for state meeting and annual conference.
⁵ Communication/Telephone - This Fund covers the phone system at the Cole Center, Beach, Camp Marybunker & Camp Arrowhead. Account has been increased to account for the rising telephone costs. The Department's cell phones and tablets are also included in this account.
⁶ Dues & Subscriptions - This account covers state and national membership dues for the Department.

Technical / Professional Services:

⁷ School Custodian Charges - This account pays for a portion of the custodial costs incurred for the "rehearsal week hours" for the two Natick Drama Workshop Productions.
⁸ Dug Pond Treatment - This account funds the annual testing and treatment of Dug Pond with an alum treatment that is provided by an annual contract. The annual testing at Pegan Brook inlet to Dug Pond as requested by Natick DPW is also included in this line item.
⁹ Special Needs - This fund helps to cover materials and supply costs for special needs programming.

Community Services Department - Veterans

Description		2017 Actual	2018 Actual	2019 Revised Budget	2020	FY19 Δ FY20 \$	FY19 Δ FY20 %
					Proposed Budget		
SALARIES MANAGEMENT	¹	69,964	71,100	71,000	71,546	546	0.77%
SALARIES OPERATIONAL STAFF	²	54,441	54,920	54,920	55,342	422	0.77%
SALARIES ADD'L COMP OPER		1,125	1,125	1,125	1,125	-	0.00%
Salaries		125,530	127,145	127,046	128,013	967	0.76%
RENTAL OF FACILITIES		1,250	600	600	600	-	0.00%
TRAVEL	³	2,224	2,344	2,640	2,640	-	0.00%
TELEPHONE		987	849	1,424	1,424	-	0.00%
DUES & MEMBERSHIPS		110	290	500	500	-	0.00%
POSTAGE		894	925	1,200	1,200	-	0.00%
PURCHASED SERVICES MISC		183	0	225	225	-	0.00%
CARE OF GRAVES		0	2,012	2,402	2,402	-	0.00%
OFFICE SUPPLIES		1,021	1,098	2,042	2,042	-	0.00%
VETERAN CASH ALLOWANCES*	⁴	103,115	111,820	139,311	139,311	-	0.00%
VETERAN HOSP/MEDICAL/DENTAL*	⁵	119,138	104,123	173,990	173,990	0	0.00%
VETERAN FOOD/CLOTHING/FUEL	⁶	550	550	550	550	-	0.00%
VETERAN TRANSPORTATION		500	500	500	500	-	0.00%
VETERANS ALL OTHER		1,429	1,080	1,430	1,430	-	0.00%
VETERANS DAY PROGRAMS	⁷	2,575	2,625	3,500	3,500	-	0.00%
MEMORIAL DAY PROGRAMS	⁸	13,656	12,899	15,000	15,000	-	0.00%
Expenses		247,632	241,715	345,314	345,314	0	0.00%
Total Veteran's Services		\$ 373,162	\$ 368,860	\$ 472,360	\$ 473,327	968	0.20%

Footnotes:

Personnel Services:

¹ Management - Director of Veterans' Services

² Operational - Executive Assistant

Purchased Services:

³ Travel - Cost of attending conferences, meetings, and training sessions

Other Expenses/Charges:

⁴⁻⁵ Veteran Benefits - Various benefits for veterans that are provided by the Town. The state reimburses the Town 75% of the expenses incurred in this account (MGL Ch. 115)

⁶ Veteran Food/Clothing/Fuel - Assistance to veterans in need, but these benefits are not reimbursed by the state.

⁷⁻⁸ Veterans Day and Memorial Day Programs - Flags, decorations, and ceremonies for veterans

Community Services - Finance Committee Voting Rollup with Approved New Initiatives

Community Services Department

2019 vs. 2020

	2017 Actual	2018 Actual	2018 Budget	2020 Request	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	1,287,306	1,337,076	1,378,814	1,385,610	11,930	1,397,540	18,726	1.36%
Expenses	399,092	370,844	514,064	523,664		523,664	9,600	1.87%
Total Community Services	1,686,398	1,707,920	1,892,878	1,909,274	11,930	1,921,204	28,326	1.50%

Department: Proposed New Initiatives

Project Title: Increase Hours of Special Needs Coordinator: .80 to 1.0

Personnel Services	# Staff	Preliminary Cost - FY 20	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff		\$0.00		
Salaries Technical & Professional	addition of .20	\$11,930.00	Y	Fund position to full time
Salaries Part Time Operational				
Total Personnel Services		\$11,930.00		
Expenses		Preliminary Cost - FY 20	Recurring expense?	Brief Description of the Position/Expense
Total Expenses		\$0.00		
Total Project Costs		\$11,930.00		

Purpose/Description of Request

The Town of Natick's Special Needs Coordinator plans, develops and manages an array of after school, evening and summer activities for the special needs community. We seek to increase the position's hours from .80 to full time. The nominal increase to the Town's budget will enable the Town to maximize program offerings to this important population.

Population to be Served

Special needs youth, adults and their families

Revenue Impact

The total cost of this increase is nominal; \$11,930. The position is benefitted at present.

FOR EXECUTIVE OFFICE USE Date Submitted: _____ Date Reviewed: _____

Approved Recommended Budget: _____

Denied Review by: _____

Health Department



FY 2020 Operational Budget Request

James M. White, Director

Board: Donald Breda, PE, Chairman

Mission:

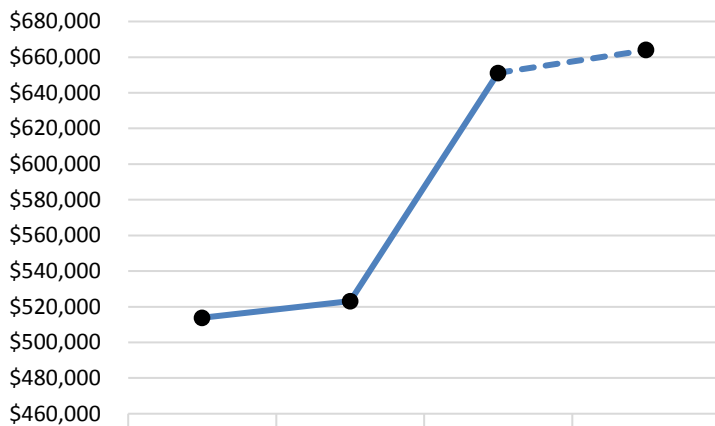
The Natick Health Department is empowered by state statute with protecting and promoting the health, safety and well-being of our residents, visitors and the environment. This is accomplished by providing inspectional services, code enforcement, clinical wellness and immunization programs, communicable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

Budget Highlights for FY 2020:

- Administration and fiscal oversight of Substance Prevention and Outreach Program now under the Board of Health and Health Department.
- Awarded 5 year Drug Free Community Grant totaling \$625K; hire additional staff and begin implementation of grant.
- Spearhead new public awareness campaign with DPW for proper disposal of flushable and non-flushable wipes to protect public sewer infrastructure.
- Collaborate with MetroWest Tobacco Coalition and Natick Schools to address youth vaping crisis.

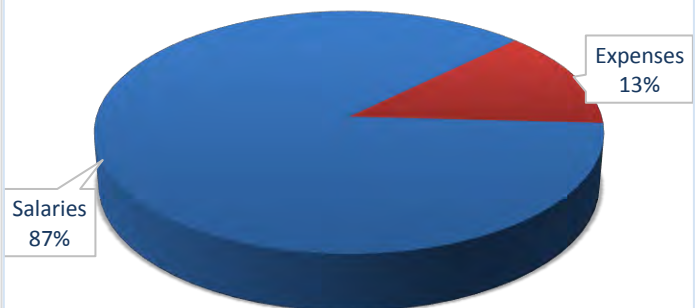
Budget Summary

Budget History



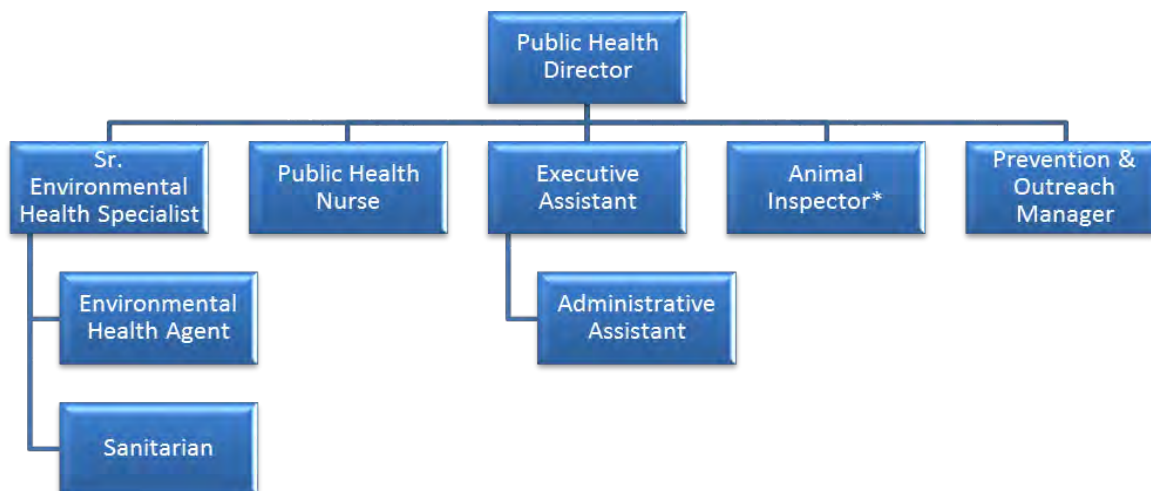
Actual Expense	Actual Expense	Budget	Preliminary Budget
2017	2018	2019	2020

Budget Distribution FY20



Board of Health

Department - Organizational Summary

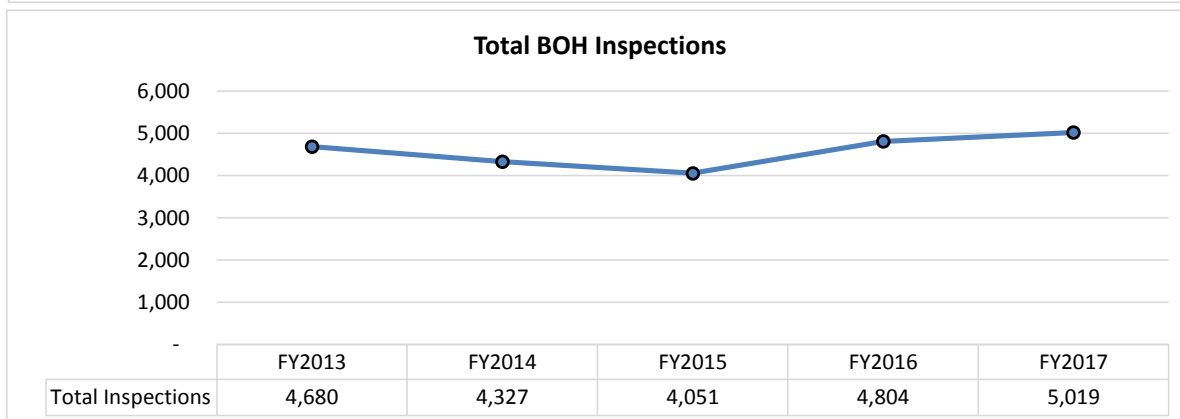
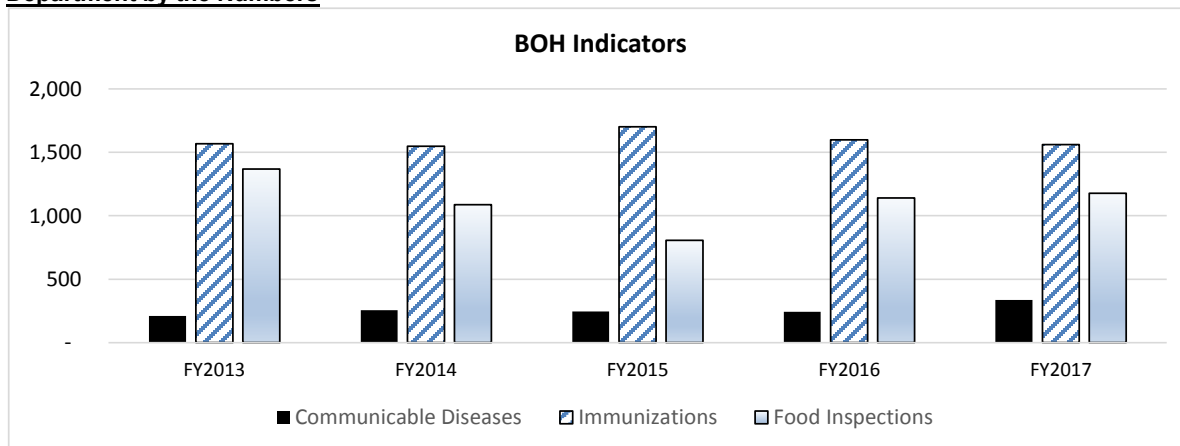


Total Staff - 7 FTEs (number per position in parentheses)

Notes

* The Animal Inspector is paid an annual stipend to perform statutory work as needed.

Department by the Numbers



Board of Health



Department: Line item budget

		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
Salaries Management	¹	\$ 108,332	\$ 110,300	\$ 110,300	\$ 111,148	\$ 848	0.77%
Salaries Operational Staff	²	\$ 100,081	\$ 103,496	\$ 103,496	\$ 105,745	\$ 2,249	2.17%
Salaries Technical & Professional	³	\$ 262,306	\$ 261,693	\$ 341,300	\$ 349,365	\$ 8,065	2.36%
Salaries Add'l Comp Operational	⁴	\$ 750	\$ 750	\$ 1,125	\$ 1,125	\$ -	0.00%
Salaries Temp Tech/Prof Staff	⁵	\$ 3,750	\$ 938	\$ 5,977	\$ 7,494	\$ 1,500	25.38%
Salaries Part Time Operational		\$ 988	\$ 988	\$ 2,000	\$ 2,000	\$ -	0.00%
Salaries		\$ 476,207	\$ 478,164	\$ 564,198	\$ 576,877	\$ 12,679	2.25%

COPY/MAIL CENTER FEES		\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
DUES & MEMBERSHIPS		\$ 1,990	\$ 1,494	\$ 1,500	\$ 1,500	\$ -	0.00%
EQUIPMENT REPAIRS/SERVICING		\$ 222	\$ 236	\$ 700	\$ 700	\$ -	0.00%
FOOD CONSULTANTS		\$ 7,775	\$ 10,865	\$ 12,000	\$ 12,000	\$ -	0.00%
OFFICE SUPPLIES		\$ 3,058	\$ 3,109	\$ 3,100	\$ 3,100	\$ -	0.00%
PURCHASED SERVICES MISC		\$ 195	\$ -	\$ 500	\$ 500	\$ -	0.00%
PRINTING/ADVERTISING		\$ 444	\$ 556	\$ 500	\$ 500	\$ -	0.00%
SUPPLIES CLINIC		\$ 4,138	\$ 4,048	\$ 4,000	\$ 4,000	\$ -	0.00%
SUPPLIES COMMUNICABLE DISEASE		\$ 746	\$ 1,324	\$ 1,250	\$ 1,250	\$ -	0.00%
SUPPLIES ENVIRONMENTAL PROGRAM		\$ 3,518	\$ 6,754	\$ 6,000	\$ 6,000	\$ -	0.00%
SUPPLIES LABORATORY		\$ 700	\$ 1,295	\$ 1,500	\$ 1,500	\$ -	0.00%
TELEPHONE	⁶	\$ 515	\$ 2,239	\$ 3,800	\$ 3,800	\$ -	0.00%
TRAVEL		\$ 2,343	\$ 1,315	\$ 3,000	\$ 3,000	\$ -	0.00%
PREVENTION OUTREACH EXPENSES		\$ -	\$ -	\$ 34,150	\$ 34,150	\$ -	0.00%
HOUSEHOLD HAZARDOUS WASTE	⁷	\$ 11,980	\$ 11,755	\$ 15,000	\$ 15,000	\$ -	0.00%
Expenses		\$ 37,625	\$ 44,989	\$ 87,000	\$ 87,000	\$ -	0.00%

Total Department		\$ 513,832	\$ 523,153	\$ 651,198	\$ 663,877	\$ 12,679	1.95%
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Footnotes:

Salaries:

¹ Management - Salary for the Director of Public Health

² Operational - 1 Administrative Assistant and 1 Department Assistant

³⁻⁴ Technical Professional Staff - Senior Environmental Health Specialist, Sanitarian, Environmental Health Agent, Public Health Nurse, Substance Prevention and Outreach Program Manager.

Temporary Tech/Prof. includes additional compensation for an Animal Inspector

⁵ Part Time Operational - Stipend for Secretary to the Board

Expenses:

⁶ Telephone - Cell phone expenses increased based on elimination of grant funding for the mobile devices.

⁷ Household Hazardous Waste - Costs associated with the collection of household hazardous waste including waste disposal contractor fee, police detail, unwanted medical waste program at NPD and sharps collection program.

Section VII

Administrative Support Services

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Board of Selectmen & Town Administrator



FY 2020 Operational Budget Request

Melissa Malone - Town Administrator

Amy Mistrot - Chairman, Board of Selectmen

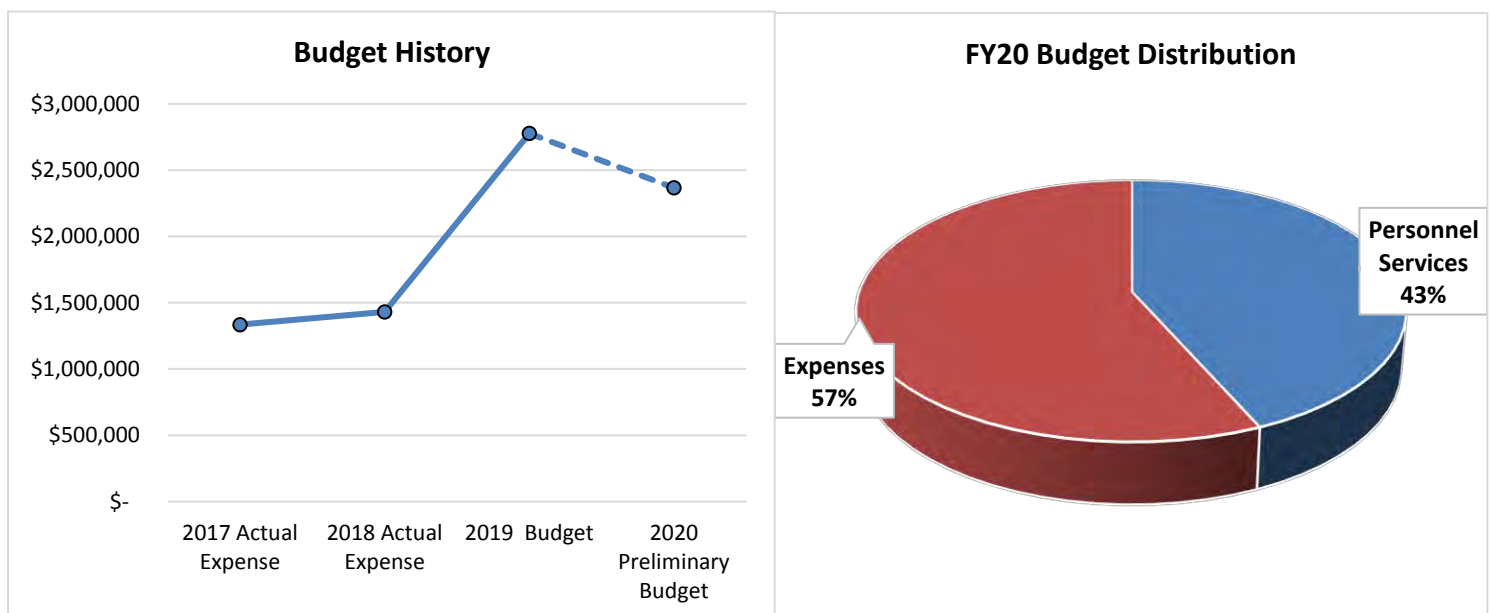
Mission:

The Town Administrator serves as the Chief Operating Officer of the Town. The Town Administrator's Office is committed to providing quality, cost-effective and innovative service in a supportive and creative environment. We will work cooperatively with the citizens of Natick and Town employees in fulfilling the goals established by the Board of Selectmen.

Budget Highlights for FY 2020:

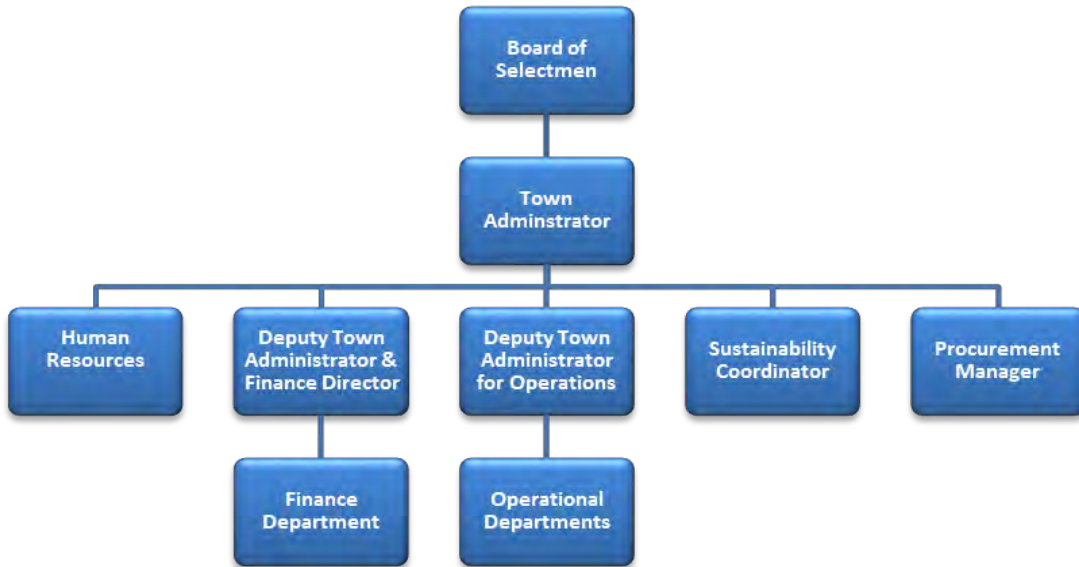
- Increase of \$2,500 for oil tank remediation.
- Due to labor contractual settlements the CBA settlement line is projected to be \$850,000.

Budget Summary -



Board of Selectmen & Town Administrator

Department - Organizational Summary



Total Staff - 10.25 FTEs (number per position in parentheses)

Board of Selectmen & Town Administrator



Department: Line item budget

		2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
SALARIES MANAGEMENT		560,053	622,869	579,797	602,656	22,859	3.94%
SALARIES SUPERVISORY		63,242	64,300	64,300	64,795	495	0.77%
SALARIES OPERATIONAL STAFF		178,787	163,995	184,900	180,679	(4,221)	-2.28%
SALARIES TECHNICAL/ PROFESSNL		163,868	204,901	167,200	168,486	1,286	0.77%
SALARIES PART TIME OPERATIONAL		-	-	10,000	10,000	-	0.00%
SALARIES - OUTREACH MANAGER		26,308	-	-	-	-	0.00%
Personnel Services	¹	\$ 992,258	\$1,056,065	\$1,006,197	\$ 1,026,616	\$ 20,419	2.03%
COPY/MAIL CENTER FEES	²	55,141	52,927	65,000	65,000	-	0.00%
DUES & MEMBERSHIPS	³	13,075	11,317	13,000	13,000	-	0.00%
TELEPHONE		4,690	3,695	5,600	5,600	-	0.00%
TRAINING & EDUCATION	⁴	22,874	14,925	24,000	24,000	-	0.00%
INSTATE TRAVEL & MEETINGS	⁵	4,434	786	3,200	3,200	-	0.00%
TRAVEL IN/OUT STATE	⁶	2,860	5,356	10,000	10,000	-	0.00%
ANNUAL AUDIT	⁷	76,000	79,000	90,000	90,000	-	0.00%
CONSULTANT PARKING GARAGE		-	-	-	-	-	#DIV/0!
GASB AUDIT REQUIREMENTS	⁸	8,150	-	10,000	10,000	-	N/A
ECONOMIC DEVELOPMENT STUDIES		38,440	-	-	-	-	#DIV/0!
CONSULTANT ASSISTANCE		1,469	3,500	3,500	3,500	-	0.00%
SURVEYS	⁹	-	-	-	-	-	#DIV/0!
PREAMBULATION OF BOUNDS	¹⁰	-	150	250	250	-	0.00%
OIL TANK REMEDIATION TN TNKS		13,479	27,725	15,000	17,500	2,500	16.67%
PRINTING/ADVERTISING	¹¹	6,029	6,356	9,000	9,000	-	0.00%
FURNITURE		7,679	133	15,000	15,000	-	0.00%
OFFICE SUPPLIES		6,726	6,779	11,000	11,000	-	0.00%
SUPPLIES - TOWN ADMINISTRATOR		3,230	1,740	5,000	5,000	-	0.00%
NATICK CENTER REVITALIZATION		73,333	79,999	80,000	80,000	-	0.00%
METROWEST REG COLLABORATIVE	¹²	5,021	5,069	13,000	13,000	-	0.00%
SELECTMEN CBA SETTLEMENTS		-	-	1,383,000	950,000	(433,000)	-31.31%
PREVENTION OUTREACH EXPENSES		238	37,801	-	-	-	0.00%
RECRUITMENT & HIRING		-	36,593	15,000	15,000	-	0.00%
CAMP ARROWHEAD		-	-	-	-	-	#DIV/0!
ZONING BYLAW REWRITE		-	-	-	-	-	#DIV/0!
Expenses		\$ 342,868	\$ 373,850	\$1,770,550	\$ 1,340,050	\$ (430,500)	-24.31%
Total Department		\$1,335,126	\$1,429,915	\$2,776,747	\$ 2,366,666	\$ (410,081)	-14.77%

- ¹ Management - Town Administrator, Deputy Town Administrators and Director of Human Resources. Supervisor: Senior Executive Assistant to the Town Administrator. Operational Staff: Senior Executive Administrator to the BOS, Admin Assistant-Benefits and HR Coordinator. Technical/Professional: Procurement Manager and Sustainability Coordinator.
- ² Covers copying and postage for all Town Departments
- ³ Mass. Municipal Assoc., MMPA, ICMA, APA, ATFC and SHRIM
- ⁴ One day training events on specialized topics or computer skills and the Metrowest Leadership Academy. Trainings are open to all Town employees.
- ⁵ Meeting and Conference fees for Board of Selectmen and Town Administrator
- ⁶ Travel for all Town Departments
- ⁷ Fee for the independent financial audit of the Town's books.
- ⁸ Other Post-Employment Benefits (OPEB) actuarial report. Conducted biennially.
- ⁹ Resident and consumer surveys for the Town.
- ¹⁰ Required visual inspection of the Town's boundaries.
- ¹¹ Legal notices for Town meeting, public hearings, sale of surplus property, employment opportunities and other required public notices.
- ¹² Annual dues for the MRC a community development non-profit corporation.

TA & BOS - Finance Committee Voting Rollup with Approved New Initiatives

Town Administrator & BOS

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	992,258	1,056,065	1,006,197	1,026,616	-	1,026,616	20,419	2.03%
Expenses	342,868	373,850	1,770,550	1,340,050	-	1,340,050	(430,500)	-24.31%
Total TA & BOS	1,335,126	1,429,915	2,776,747	2,366,666	-	2,366,666	(410,081)	-14.77%



Town of Natick

Home of Champions

Department: Personnel Board

Budget Overview:

The personnel board shall serve as the policy making authority of the Town in personnel matters and shall perform the following functions;

Approve and recommend classification and pay plan to finance committee and town meeting.

Review and recommend employee benefit programs and conditions of employment

Advise and review personnel procedures and administrative practices as carried out under Article 4-2, Sections 4 and 14 of the Natick Town Charter.

Staffing: None

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Preliminary	2019 vs. 2020	
					\$ (+/-)	% (+/-)
Classification Program	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Expenses	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Total Personnel Board	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%

Town Report



FY 2020 Operational Budget Request

Appropriation Summary

	2016	2017	2018	2019	2020	2019 vs. 2020	
	Actual	Actual	Actual	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Printing & Advertising	\$ 3,428	\$ 3,377	\$ 7,502	\$ 4,100	\$ 4,100	\$ -	0%
Professional Services	\$ 3,428	\$ 3,377	\$ 7,502	\$ 4,100	\$ 4,100	\$ -	0.0%
Total Town Report	\$ 3,428	\$ 3,377	\$ 7,502	\$ 4,100	\$ 4,100	\$ -	0.0%

Line-Item Detail:

Printing: Cost to produce nearly 400 copies of the Town Report annually.



Town of Natick

Department: Legal

Appropriation Summary

	2017 Actual	2018 Actual	2019 Budgeted	2020 Preliminary	2019 vs. 2020	
					\$ (+/-)	% (+/-)

Operating Expenses

Expenses	\$ 302,985	\$ 312,922	\$ 342,100	\$ 512,100	\$ 170,000	49.69%
Total Expenses	\$ 302,985	\$ 312,922	\$ 342,100	\$ 512,100	\$ 170,000	49.69%

Total Legal Services	\$ 302,985	\$ 312,922	\$ 342,100	\$ 512,100	\$ 170,000	49.69%
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Budget Overview:

I. Main Purpose of the Department

As prescribed under Article 22 of the By-Laws of the Town of Natick, "the Town shall have a Town Counsel who shall be an individual attorney or group, associations, firm, partnership or professional corporation of attorneys admitted to practice in the Commonwealth." Legal Services are provided by an independent contractor, appointed in one-year terms by the Board of Selectmen.

The firm of Murphy, Hesse, Toomey and Lehane, LLP provides legal services to the Town of Natick, with John Flynn, Esq. serving as Town Counsel.

II. Services Provided

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

III. Significant Proposed Projects for the Upcoming Fiscal Year

The Town has started on labor negotiations in FY19

Finance Administration



FY 2020 Operational Budget Request

John Townsend, Deputy Town Administrator/Finance Director

Board: Finance Committee

Mission:

The mission of Finance Administration is to manage the Town's financial resources in a responsible and sustainable manner, to effectively monitor and communicate the Town's financial situation, and to provide high quality administrative services to the Town's departments.

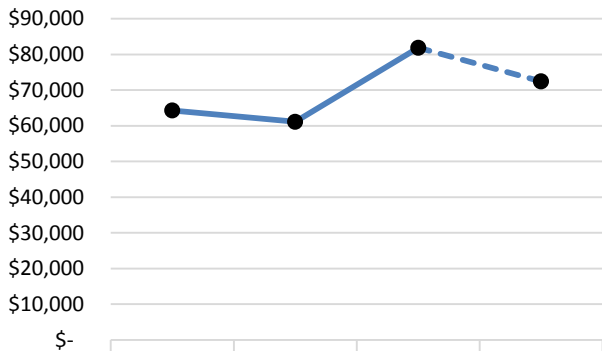
The Finance Department includes Finance Administration, the Comptroller, the Assessors, and the Treasurer/Collector.

Budget Highlights for FY 2020:

- The Finance Administration account provides for the salary of the Special Assistant to the Finance Director as well as funds for professional development and office supplies.
- The appropriation is projected to decrease by 11.55% due to consulting services for ClearGov being shifted to the IT budget.

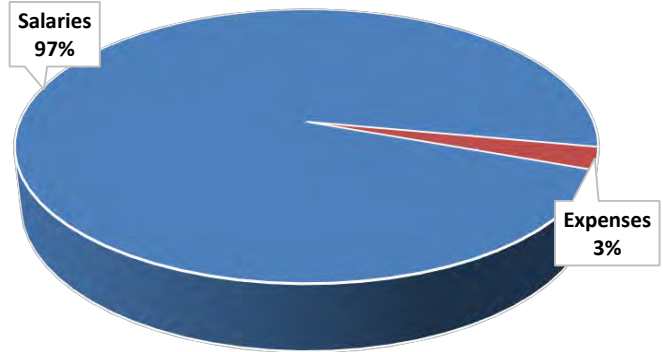
Budget Summary

Budget History



Actual Expense	Actual Expense	Budget	Preliminary Budget
2017	2018	2019	2020

Budget Distribution FY20



Finance Administration

Department - Organizational Summary

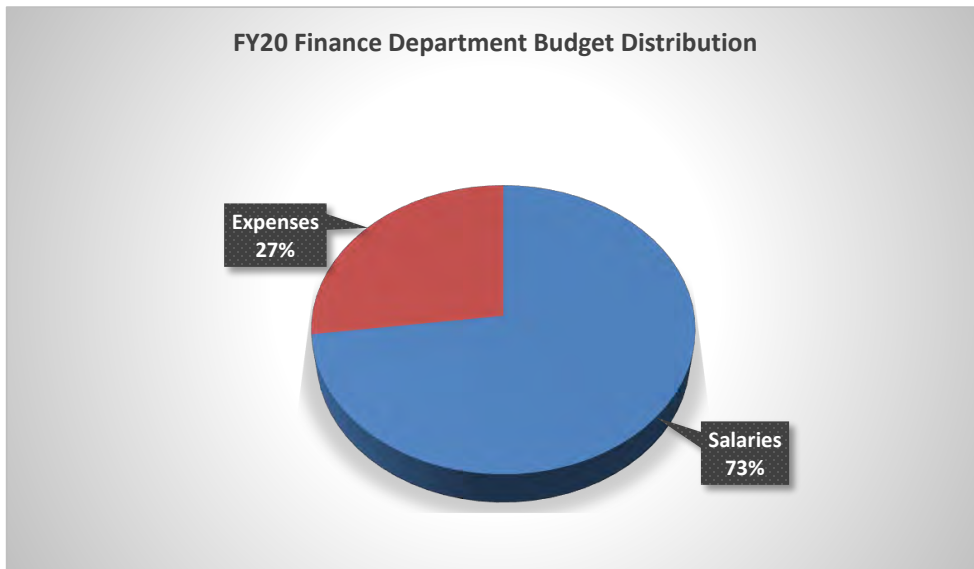


Total Staff - 1 FTE

Notes

Finance Department: Includes the Assessors, Comptroller, and Treasurer/Collector

	2017 Actual Expense	2018 Actual Expense	2019 Revised Budget	2020 Preliminary Budget	2019 vs. 2020	
					\$ (+/-)	% (+/-)
Salaries	1,066,231	1,066,521	1,129,311	1,139,613	10,302	0.91%
Expenses	259,140	396,101	433,480	422,330	(11,150)	-2.57%
Total	1,325,371	1,462,622	1,562,791	1,561,943	(848)	-0.05%



Finance Administration



Department: Line item budget

		2017 Actual Expense	2018 Actual Expense	2019 Budget	2020 Preliminary Budget	2019 vs. 2020 \$ (+/-) % (+/-)	
Salaries Operational Staff	¹	\$ 64,120	\$ 59,739	\$ 70,000	\$ 70,538	\$ 538	0.77%
Salaries		\$ 64,120	\$ 59,739	\$ 70,000	\$ 70,538	\$ 538	0.77%
TRAVEL IN/OUT STATE	²	\$ -	\$ -	\$ 300	\$ 300	\$ -	0.00%
DUES & SUBSCRIPTIONS	³	\$ -	\$ 1,246	\$ 400	\$ 400	\$ -	0.00%
TRAINING & EDUCATION	⁴	\$ -	\$ -	\$ 650	\$ 650	\$ -	0.00%
CONSULTANT SERVICES	⁵	\$ -	\$ -	\$ 10,000	\$ -	\$ (10,000)	-100.00%
OFFICE SUPPLIES		\$ 148	\$ 162	\$ 550	\$ 550	\$ -	0.00%
Expenses		\$ 148	\$ 1,408	\$ 11,900	\$ 1,900	\$ (10,000)	-84.03%

Total Department		\$ 64,268	\$ 61,147	\$ 81,900	\$ 72,438	\$ (9,462)	-11.55%
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Footnotes:

Salaries:

¹ Operational - Salary for the Special Assistant to the Finance Director

Purchased Services:

² Travel - Annual conference for the Accountants/Auditors which is held at UMASS

³ Dues & Subscriptions - For professional association dues and subscriptions to enhance professional development

⁴ Training & Education - Continuing education opportunities to enhance professional development

⁵ Financial Transparency - A subscription for a software-as-a-service that provides the Town and residents with financial transparency and comparative benchmarking information (new initiative). This would be accessible through the town's website. This expense will be shifted to the IT budget.

Finance Administration - Finance Committee Voting Rollup with Approved New Initiatives

Finance Administration

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	64,120	59,739	70,000	70,538	-	70,538	538	0.77%
Expenses	148	1,408	11,900	1,900	-	1,900	(10,000)	-84.03%
Total Administration	64,268	61,147	81,900	72,438	-	72,438	(9,462)	-11.55%

Comptroller



FY 2020 Operational Budget Request

Arti Mehta, Comptroller

Mission:

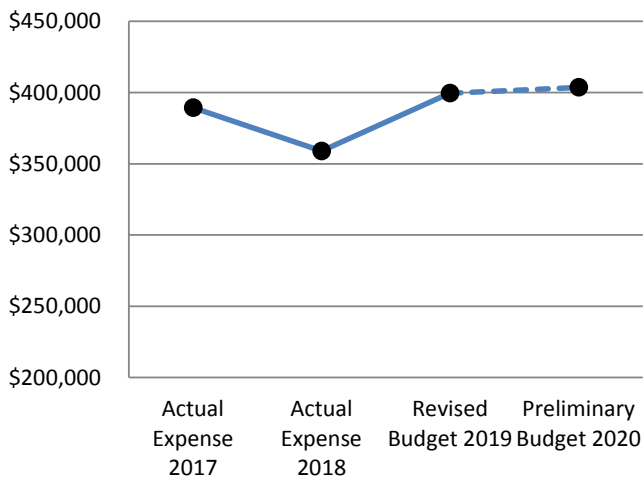
The mission of the Comptroller's office is to safeguard the financial assets of the Town through the use of sound professional accounting practices and internal controls; to ensure that the financial integrity of the Town is preserved and protected; to report on the accounts of Town Departments, Commissions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

Budget Highlights for FY 2020:

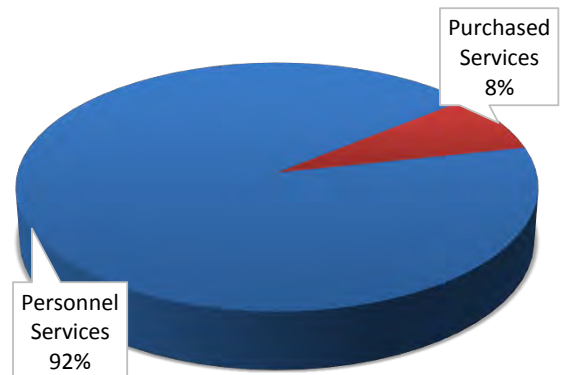
- Implement MUNIS upgrades as needed to keep up with the requirements of the Mass General Laws.
- Provide staff training for newly hired employees.
- Implement changes as recommended by the Auditors.
- Cross train employees for efficient performance.

Budget Summary

Budget History

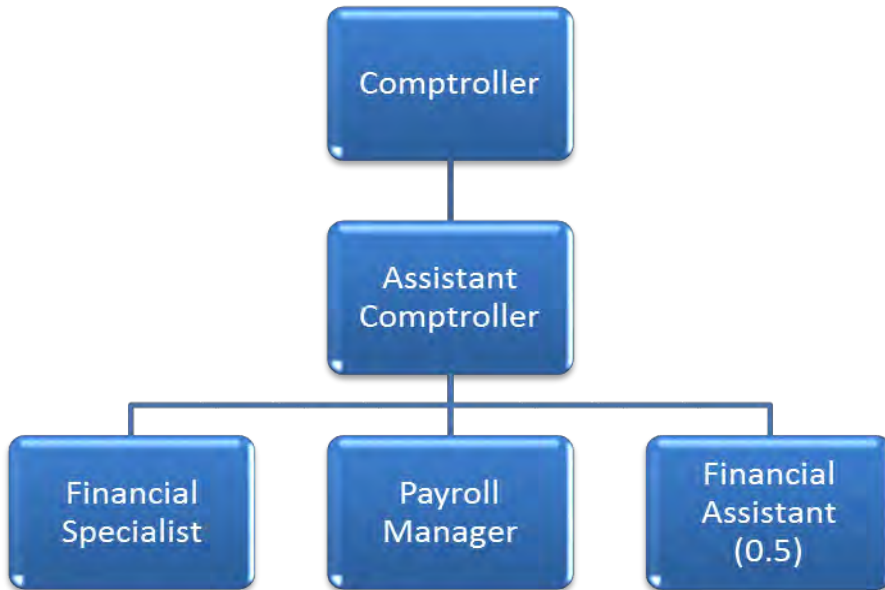


Budget Distribution FY20



Comptroller

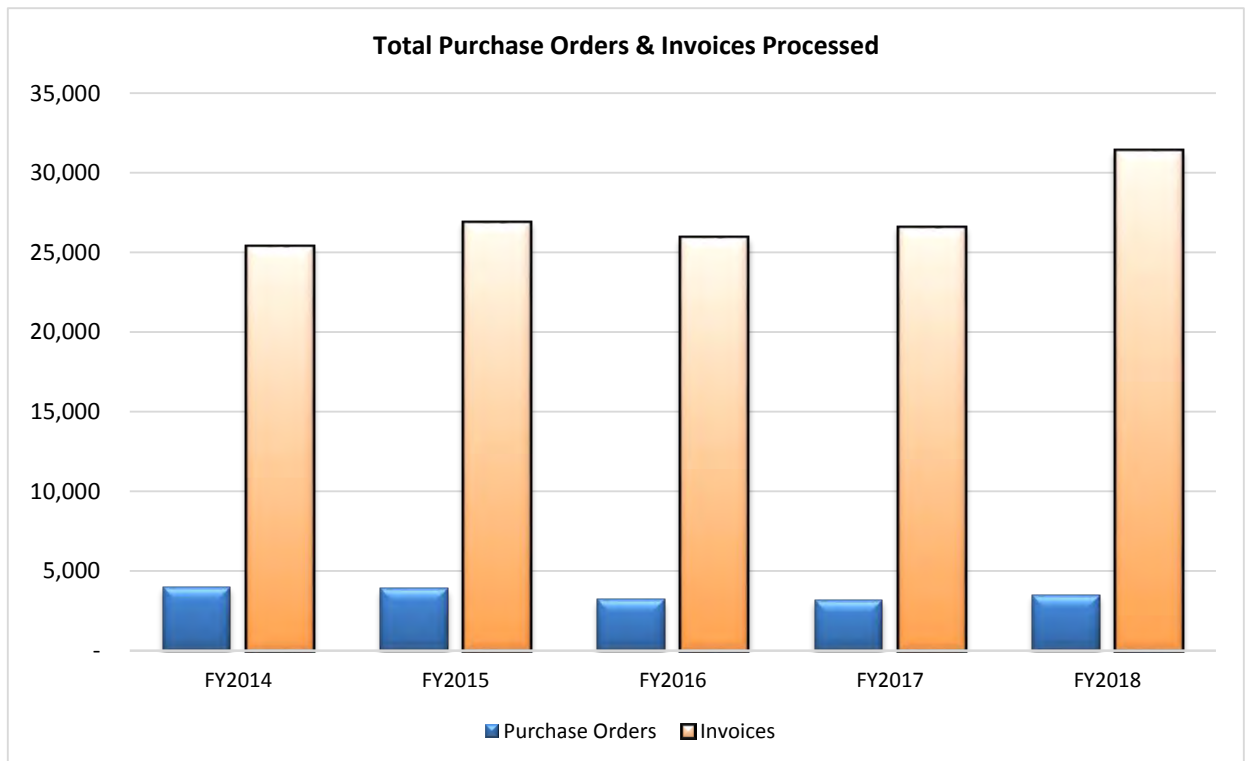
Department - Organizational Summary



Total Staff - 4.5 FTEs (number per position in parentheses)

Notes

Department by the Numbers



Comptroller



Department: Line item budget

Description		2017	2018	2019	2020	2019 vs. 2020	
		Actual	Actual	Budget	Preliminary	\$ (+/-)	% (+/-)
Management Salary	¹	\$ 127,819	\$ 115,000	\$ 115,000	\$ 115,885	\$ 885	0.77%
Supervisory Salary	²	\$ 74,994	\$ 68,320	\$ 76,000	\$ 76,000	\$ -	0.00%
Operational Staff	³	\$ 167,555	\$ 157,051	\$ 177,739	\$ 180,075	\$ 2,336	1.31%
Operational Staff OT		\$ 340	\$ 76	\$ 1,000	\$ 1,000	\$ -	0.00%
Salaries		\$ 370,708	\$ 340,447	\$ 369,739	\$ 372,960	\$ 3,221	0.87%
CONSULTANT SERVICES	⁴	\$ 4,013	\$ 5,600	\$ 5,000	\$ 5,000	\$ -	0.00%
TRAVEL	⁵	\$ -	\$ 94	\$ 500	\$ 500	\$ -	0.00%
TRAINING & EDUCATION	⁶	\$ 7,015	\$ 2,818	\$ 15,000	\$ 15,000	\$ -	0.00%
DUES & MEMBERSHIPS	⁷	\$ 80	\$ 240	\$ 750	\$ 750	\$ -	0.00%
TELEPHONE		\$ 1,631	\$ 1,471	\$ 1,650	\$ 1,500	\$ (150)	-9.09%
COPY CENTER SUPPLIES		\$ 1,526	\$ 609	\$ 2,850	\$ 2,850	\$ -	0.00%
OFFICE SUPPLIES		\$ 4,348	\$ 7,684	\$ 4,000	\$ 5,000	\$ 1,000	25.00%
Expenses		\$ 18,613	\$ 18,516	\$ 29,750	\$ 30,600	\$ 1,000	2.86%
Total Department		\$ 389,320	\$ 358,962	\$ 399,489	\$ 403,560	\$ 4,071	1.02%

Footnotes:

Personnel Services:

¹ Management - Comptroller

² Supervisory - Assistant Comptroller

³ Operational - Staff Accountant, Payroll Manager, and Finance Coordinator

Purchased Services:

⁴ Consulting Services - To contract out for payroll tax advice, Munis software assistance, and general temporary assistance as needed

⁵ Travel - Annual conference for Accountants/Auditors (UMASS), and Melanson Heath course for new accounting hires

⁶ Training & Education - Continuing education for the Comptroller and Ast. Comptroller (MMAAA school) and Munis training

⁷ Dues & Subscriptions - Various professional associations: Massachusetts Accountants/Auditors Association, GFOA, American Payroll Association

Comptroller - Finance Committee Voting Rollup with Approved New Initiatives

Comptroller

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	370,708	340,447	369,739	372,960	-	372,960	3,221	0.87%
Expenses	18,613	18,516	29,750	30,600	-	30,600	850	2.86%
Total Comptroller	389,320	358,962	399,489	403,560	-	403,560	4,071	1.02%

Collector/Treasurer



FY 2020 Operational Budget Request

Stephen Price, Collector/Treasurer

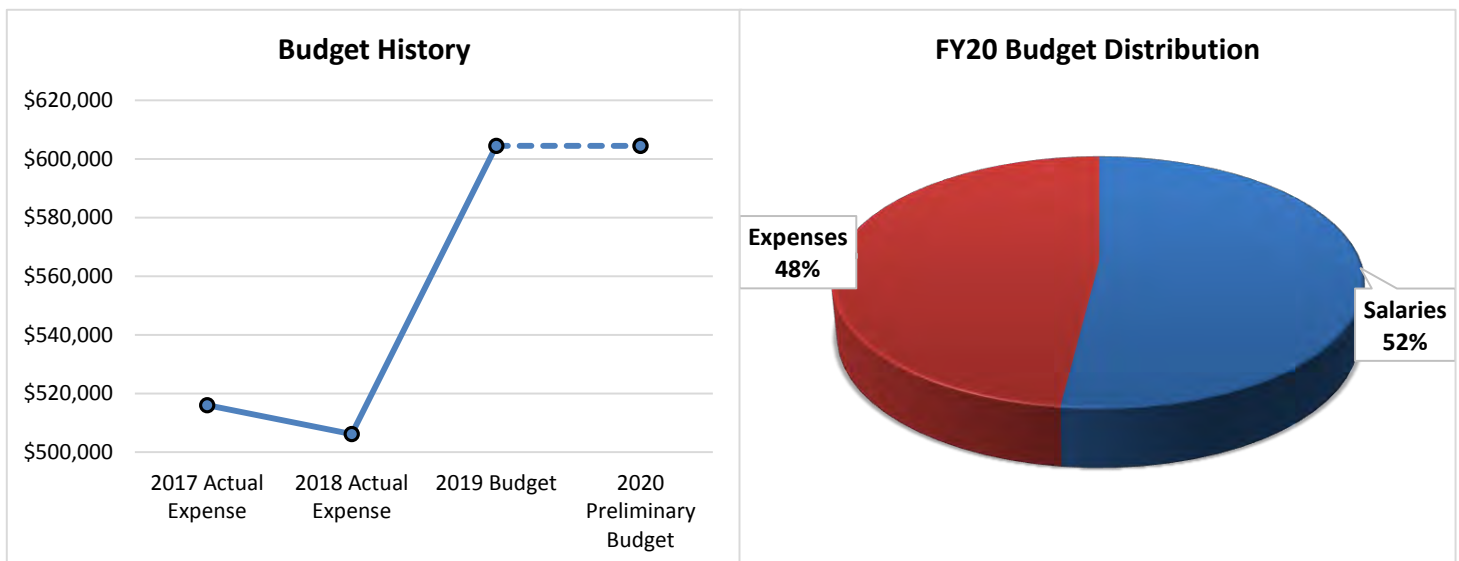
Mission:

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

Budget Highlights FY2020:

- Reduce the Tax Title Foreclosure Line item from \$25,000 to \$20,000 in Fiscal Year 2019, a reduction of \$5,000. Since inception, the Treasurer's Office has successfully collected \$217,013.94 in tax title revolving fees, and expended to date a total of \$114,379.17. As the revolving account grows, we anticipate further reductions in the tax title/foreclosure appropriation.
- Increase in the Collection Activities line item by \$1,500. The increase is due to the increased fees associated online parking ticket collections and delinquency letter notifications from Municipal Citations Solutions.
- Increase in the Office Supplies line item by \$1,500 to offset the increasing cost of office supplies.

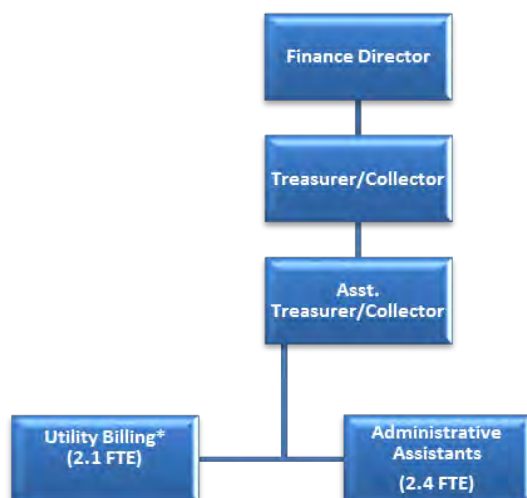
Budget Summary:



Note: Graphs *do not* include Utility Billing expenses

Collector/Treasurer

Department - Organizational Summary

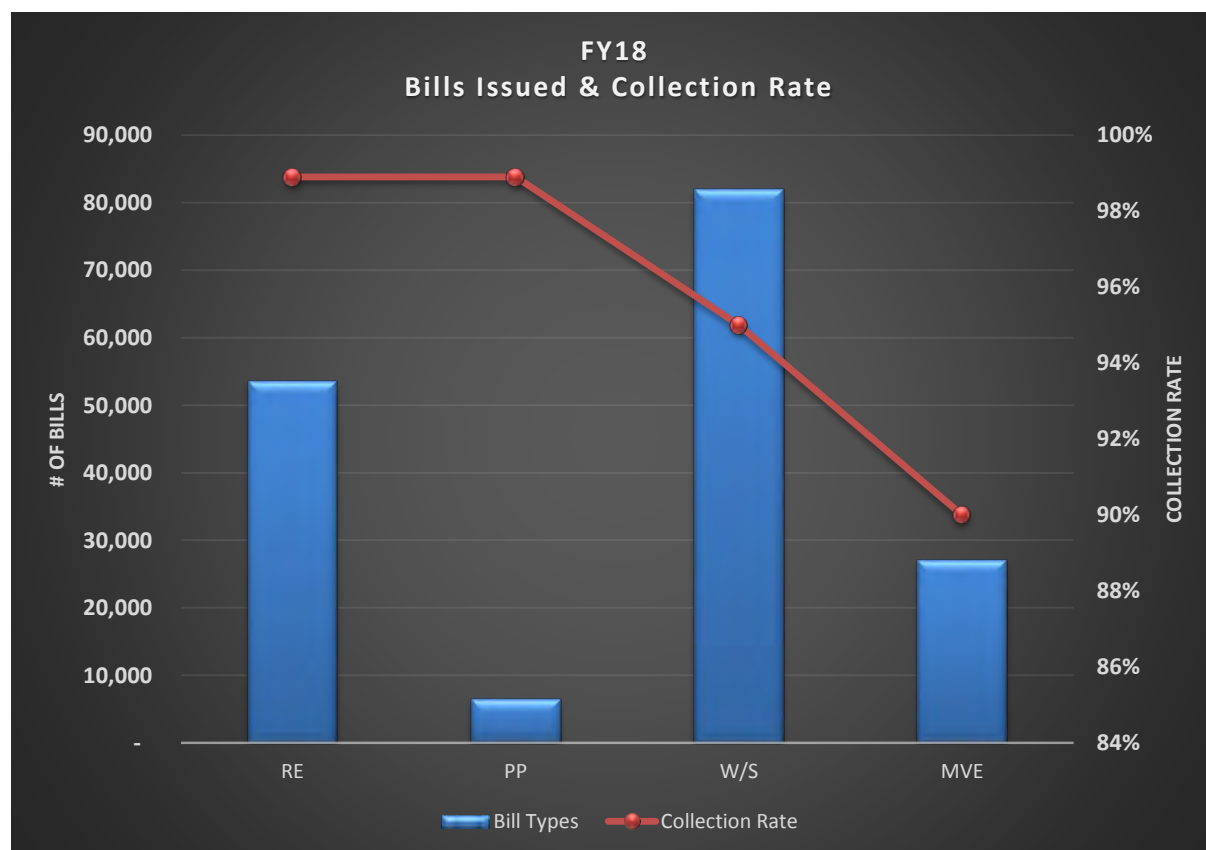


Total Staff - 4.4 FTEs General Fund, and 2.1 FTEs Water Enterprise Fund

Notes

*Utility Billing includes 1 Executive Assistant, 1 Administrative Assistant, and 0.1 Departmental Support Staff. These positions are funded through the Water Enterprise Fund.

Department by the Numbers



Collection Trends - In FY18, approximately 70% of tax types and utilities were processed at the window.

Collector/Treasurer



Department: Line item budget

Description		2017 Actual Expense	2018 Actual Expense	2019 Budget	2020 Preliminary Budget	2019 vs. 2020	
						\$(+/-)	%(+/-)
SALARIES MANAGEMENT	¹	105,227	106,100	106,100	106,916	\$ 816	0.77%
SALARIES SUPERVISORY	²	68,649	69,799	77,500	90,692	\$ 13,192	17.02%
SALARIES OPERATIONAL STAFF	³	101,476	101,848	103,063	91,656	\$ (11,407)	-11.07%
SALARIES PART TIME OPERATIONAL	⁴	15,945	16,260	17,239	17,372	\$ 133	0.77%
SALARIES ADD'L COMP OPER		750	750	750	-	\$ (750)	-100.00%
SALARIES OPERATIONAL O/T	⁵	-	178	7,500	7,500	\$ -	0.00%
Salaries		292,047	294,935	312,152	314,136	\$ 1,984	0.64%
						\$ -	
EQUIPMENT REPAIRS/SERVICING		1,452	962	11,250	11,250	\$ -	0.00%
TAX TITLE/FORECLOSURE		34,346	6,863	25,000	20,000	\$ (5,000)	-20.00%
TRAVEL	⁶	542	99	1,250	1,250	\$ -	0.00%
TELEPHONE		369	326	1,330	1,330	\$ -	0.00%
TRAINING & EDUCATION	⁷	789	1,205	6,500	6,500	\$ -	0.00%
POSTAGE		78,175	76,678	86,500	86,500	\$ -	0.00%
COLLECTION ACTIVITIES		1,349	2,500	2,000	3,500	\$ 1,500	75.00%
OFFICE SUPPLIES		9,495	14,156	13,000	14,500	\$ 1,500	11.54%
PRINTED BILLS R/ESTATE		903	547	8,000	8,000	\$ -	0.00%
PRINTED BILLS M/VEHICLE		-	-	4,000	4,000	\$ -	0.00%
AMBULANCE SERVICE BILLING	⁸	61,146	65,099	78,500	78,500	\$ -	0.00%
BANKING SERVICES	⁹	35,373	42,779	55,000	55,000	\$ -	0.00%
Expenses		223,939	211,214	292,330	290,330	\$ (2,000)	-0.68%
Total Collector/Treasurer		515,986	506,149	604,482	604,466	(16)	0.00%

Footnotes:

Salaries:

¹ Management - Salary for the Treasurer/Collector

² Supervisory - Salary for the Assistant Treasurer/Collector

³⁻⁴ Operational Staff - Salaries for Administrative & Clerical staff

⁵ Operational O/T - Overtime worked by Operational staff during peak tax receipt periods (real estate, personal property, and excise tax due dates)

Purchased Services:

⁶ Travel - In-state professional meetings & travel

⁷ Training & Education - MUNIS software training and Treasurer/Collector association conference

Technical & Professional Services:

⁸ Ambulance Service Billing - Fees that comprise 4.00% of collected revenue for a service agency (ProEMS) to process ambulance invoicing and insurance claims

⁹ Banking Services - Payment of charges for account services including: returned check fees, service fees, lockbox, and paying agent for debt service.

Treasurer / Collector - Finance Committee Voting Rollup with Approved New Initiatives

Treasurer/Collector

2019 vs. 2020

	2017 Actual Expense	2018 Actual Expense	2019 Budget	2020 Preliminary Budget	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	292,047	294,935	312,152	314,136	-	314,136	1,984	0.64%
Expenses	223,939	211,214	292,330	290,330	-	290,330	(2,000)	-0.68%
Total Treasurer/Collector	515,986	506,149	604,482	604,466	-	604,466	(16)	0.00%



Assessors



FY 2020 Operational Budget Request

Janice M. Dangelo, Director

Board: Board of Assessors

Mission:

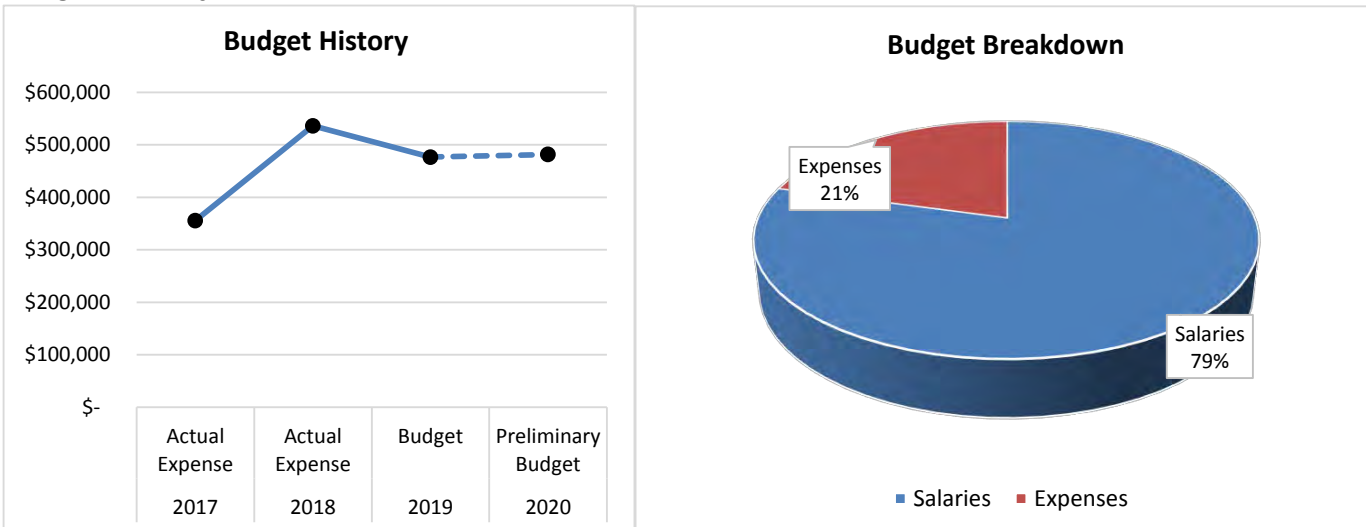
The Assessors Office is responsible for assessing all property located within the Town of Natick, including real estate, personal property, and excise on motor vehicles and boats.

In cooperation with the Department of Revenue, values are reviewed and approved for accuracy each year. Assessors are mandated to be audited and certified every 5 years. Motor Vehicle excise information is provided by the Registry of Motor Vehicles. We strive to provide equality, compassion, and continued support while administering the personal exemption programs in accordance with Massachusetts General Laws chapter 59 clause 5. We will work successfully to complete all aspects of the Assessing field. We will continue to ask for the support of the Natick Community.

Budget Highlights for FY 2020:

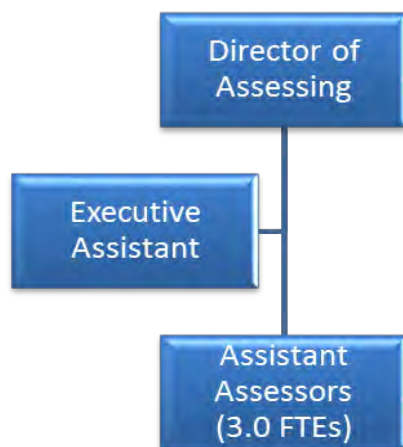
- The Assessors office has completed many projects in the past 12 months. Many hours of work has benefitted the Town. Our state of the art CAMA system has been in place. We successfully completed our Fiscal Year 2019 revaluation, and at the same time we instituted the cloud based CAMA system. This was no simple feat and the entire staff worked tirelessly. Along with a new CAMA system we deployed a web based App Geo site that will allow everyone to access property record information, map plots and a variety of mapping applications. Our staffing change has worked perfectly, the additional Assistant Assessor has risen to the challenges the Assessing department is faced with daily. Added demand and the expertise of our accredited assessors improve the accuracy and validity of fair assessments.
- The new photos have been welcomed by many taxpayer's and we are continuing to replace any properties that did not get a clear new picture. New homes, condos and commercial development will all have new pictures when assessed.
- All personal property accounts were visited and we thank many of you for allowing inspections. This complies with requirements of the Department of Revenue Certification process and we were able to receive approval for our revaluation.

Budget Summary



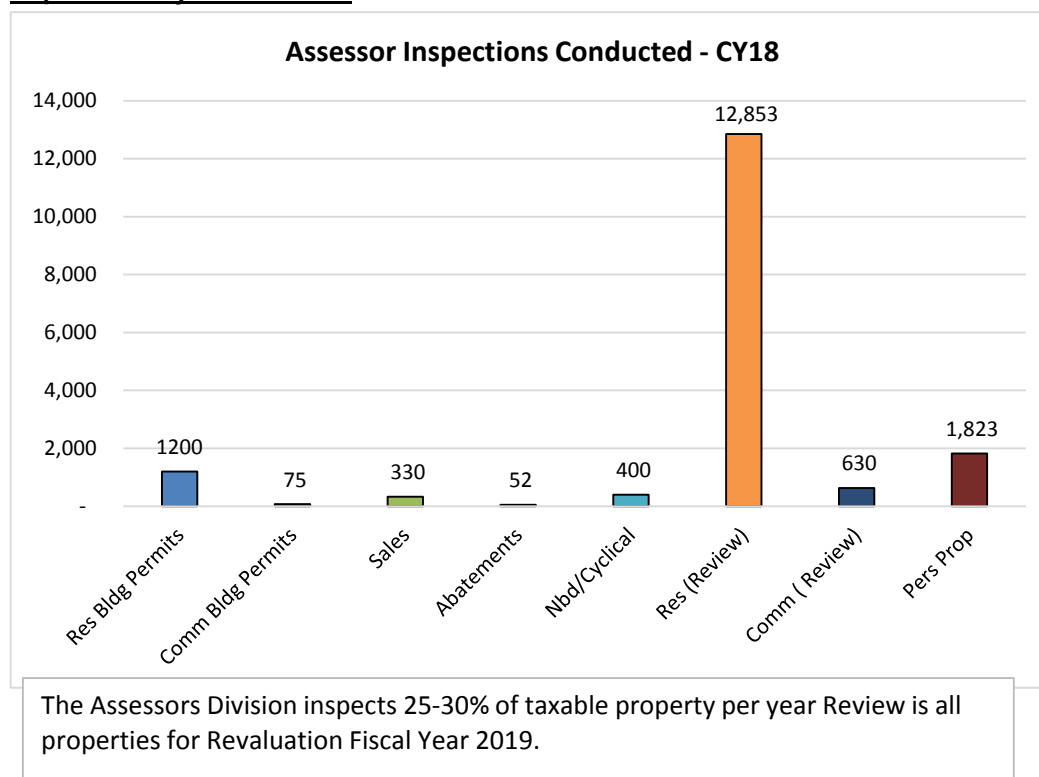
Assessors

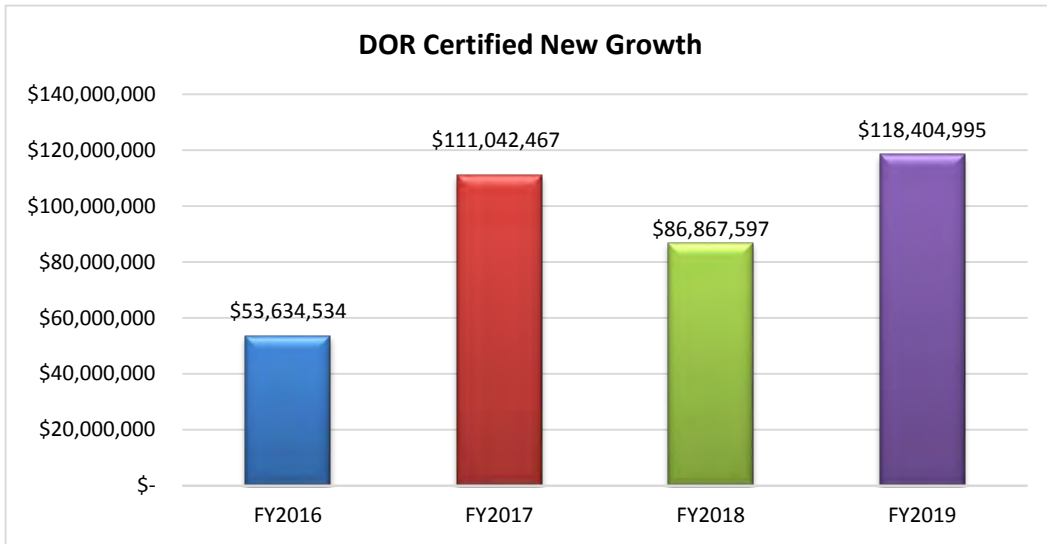
Department - Organizational Summary



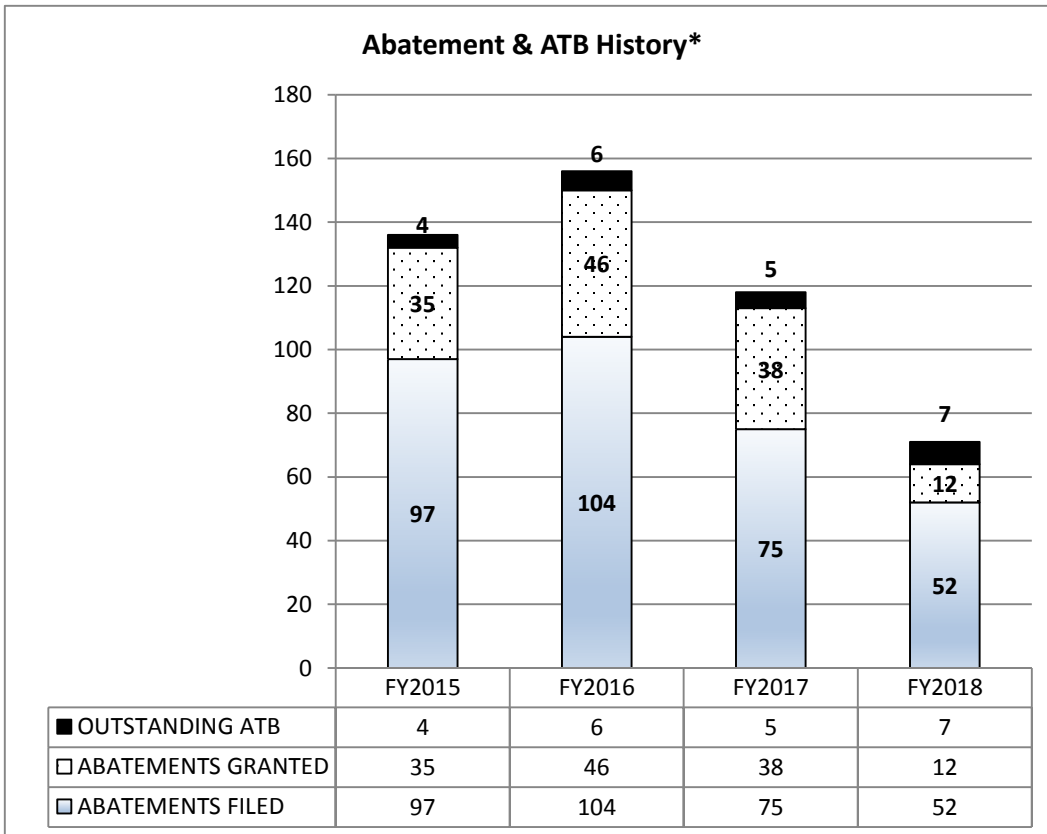
Total Staff - 5 FTEs

Department by the Numbers





New Growth is the additional taxable revenue that is derived from new construction or renovations.



*2018 ATB includes 3 commercial real estate, and four telecommunication cases.

*2003-2018 ATB includes 4 commercial real estate, and twenty-two telecommunication cases.

Assessors



Department: Line item budget

Description		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
Salaries Management	¹	\$ 108,540	\$ 110,300	\$ 110,300	\$ 111,148	\$ 848	0.77%
Salaries Operational Staff	²	\$ 54,358	\$ 55,680	\$ 54,920	\$ 55,920	\$ 1,000	1.82%
Salaries Technical & Professional	³	\$ 126,560	\$ 203,776	\$ 206,200	\$ 207,786	\$ 1,586	0.77%
Salaries Operational O/T	⁴	\$ 1,079	\$ 845	\$ 1,000	\$ 1,000	\$ -	0.00%
Salaries Part Time Operational	⁵	\$ 48,818	\$ 799	\$ 5,000	\$ 5,000	\$ -	0.00%
Salaries Addl. Comp. Oper.	⁶	\$ -	\$ -	\$ -	\$ 1,125	\$ 1,125	
Salaries		\$ 339,355	\$ 371,400	\$ 377,420	\$ 381,979	\$ 4,559	1.21%
EQUIPMENT REPAIRS/SERVICING		\$ -	\$ 244	\$ 300	\$ 300	\$ -	0.00%
TRAVEL	⁷	\$ 1,212	\$ 1,343	\$ 3,000	\$ 3,000	\$ -	0.00%
TELEPHONE		\$ 1,752	\$ 1,635	\$ 1,800	\$ 1,800	\$ -	0.00%
TRAINING & EDUCATION	⁸	\$ 3,163	\$ 1,587	\$ 3,500	\$ 3,500	\$ -	0.00%
TAX MAPPING	⁹	\$ -	\$ 11,000	\$ 8,000	\$ 8,000	\$ -	0.00%
DUES & MEMBERSHIPS		\$ 1,000	\$ 1,180	\$ 1,200	\$ 1,200	\$ -	0.00%
POSTAGE		\$ 4,453	\$ 4,218	\$ 4,700	\$ 4,700	\$ -	0.00%
OFFICE SUPPLIES		\$ 2,925	\$ 3,042	\$ 2,000	\$ 2,000	\$ -	0.00%
REVALUATION OF PROPERTY	¹⁰	\$ 1,934	\$ 140,715	\$ 75,000	\$ 75,000	\$ -	0.00%
Expenses		\$ 16,440	\$ 164,963	\$ 99,500	\$ 99,500	\$ -	0.00%
Total Department		\$ 355,795	\$ 536,364	\$ 476,920	\$ 481,479	\$ 4,559	0.96%

Footnotes:

Salaries:

- ¹ Management - Salary for the Director of Assessing
- ² Operational - Salary for the Executive Assistant
- ³ Technical Professional Staff - Salaries for three Assistant Assessors
- ⁴ Part-Time Operational - Compensation for department support staff
- ⁵ Operational O/T - Compensation for peak periods to offset outside contractor costs
- ⁶ Union Personnel : longevity

Purchased Services:

- ⁷ Travel - Travel to attend training and professional meetings.
- ⁸ Training & Education - MAAO certifications and seminars
- ⁹ Tax Mapping - Professional services to cover tax mapping, which is required to receive certification from DOR annually for tax property.

Technical & Professional Services:

- ¹⁰ Revaluation of Property - Costs related to the revaluation of property required under MGL Ch. 59. This includes consulting services and software/hardware costs not covered by the IT budget.

Assessors - Finance Committee Voting Rollup with Approved New Initiatives

Assessors

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	339,355	371,400	377,420	381,979	-	381,979	4,559	1.21%
Expenses	16,440	164,963	99,500	99,500	-	99,500	-	0.00%
Total Assessors	355,795	536,364	476,920	481,479	-	481,479	4,559	0.96%

Information Technology



FY 2020 Operational Budget Request

Robert LeFrancois, Director

Mission:

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

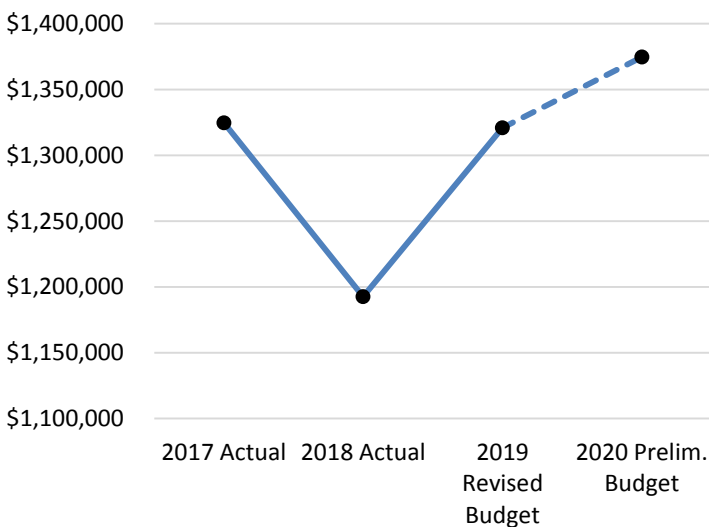
Budget Highlights for FY 2020:

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

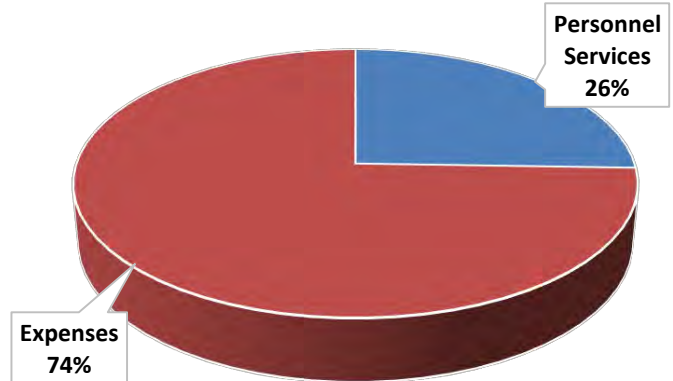
- Software Servicing - increased \$11,000 to cover increases for maintenance and software support for the Town's financial and dispatch software - Munis, Point software and IMC- Dispatch Software
- Hosted Applications - increased \$23,000 to cover increases in existing hosted applications and new software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

Budget Summary

Budget History

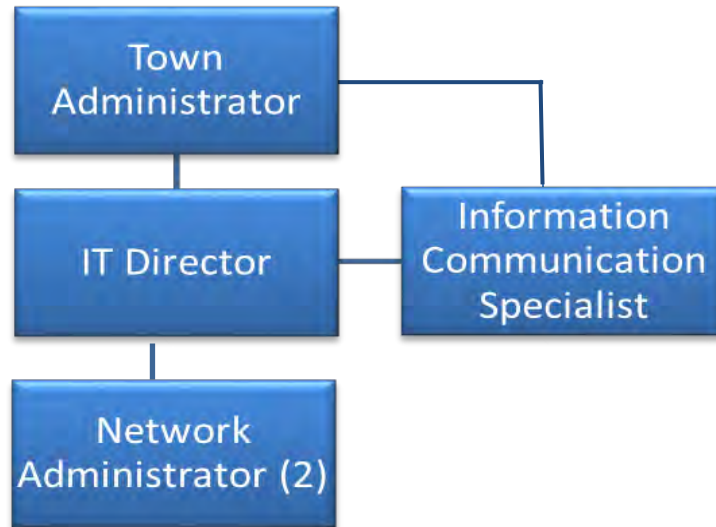


FY20 Budget Distribution



Information Technology

Department - Organizational Summary



Total Staff - 4 FTEs

Information Technology



Department: Line item budget

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

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

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

Personnel:

¹ Management - Information Technology Director

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

Purchased Services:

³ Equipment Repairs - Costs of repairing and maintaining hardware

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

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

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

Other Charges & Expenses:

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

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

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

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

IT - Finance Committee Voting Rollup with Approved New Initiatives

IT

2019 vs. 2020

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

Town Clerk & Board of Registrars



FY 2020 Operational Budget Request

Diane Packer - Town Clerk

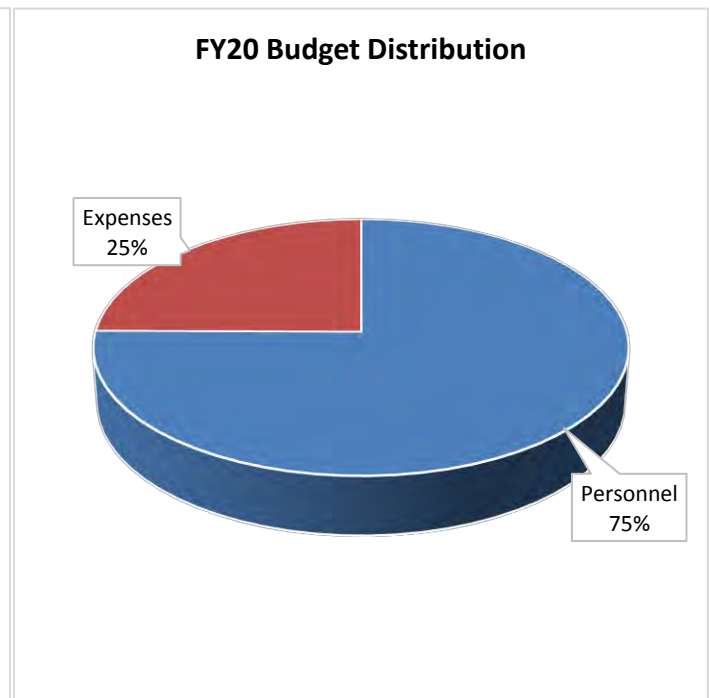
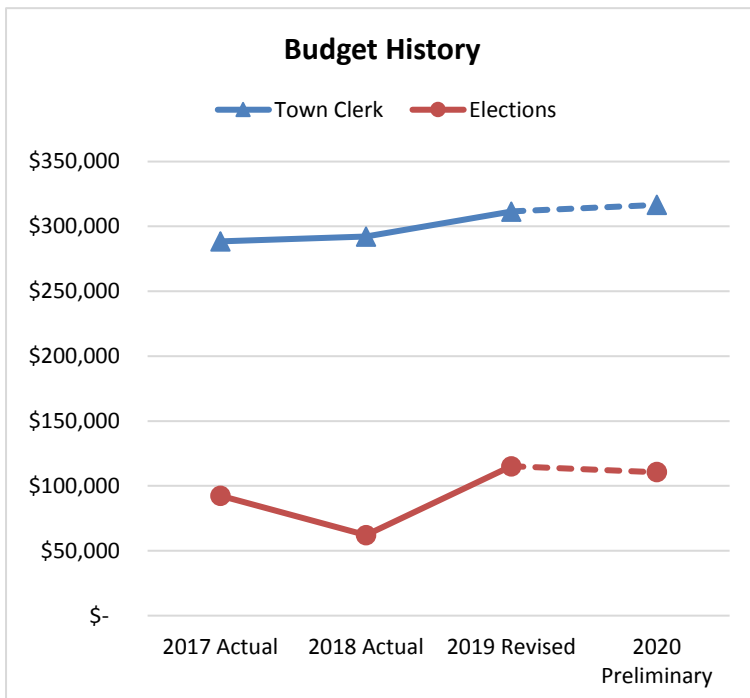
Mission:

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

Budget Highlights for FY 2020:

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

Budget Summary -



Town Clerk & Board of Registrars

Department - Organizational Summary

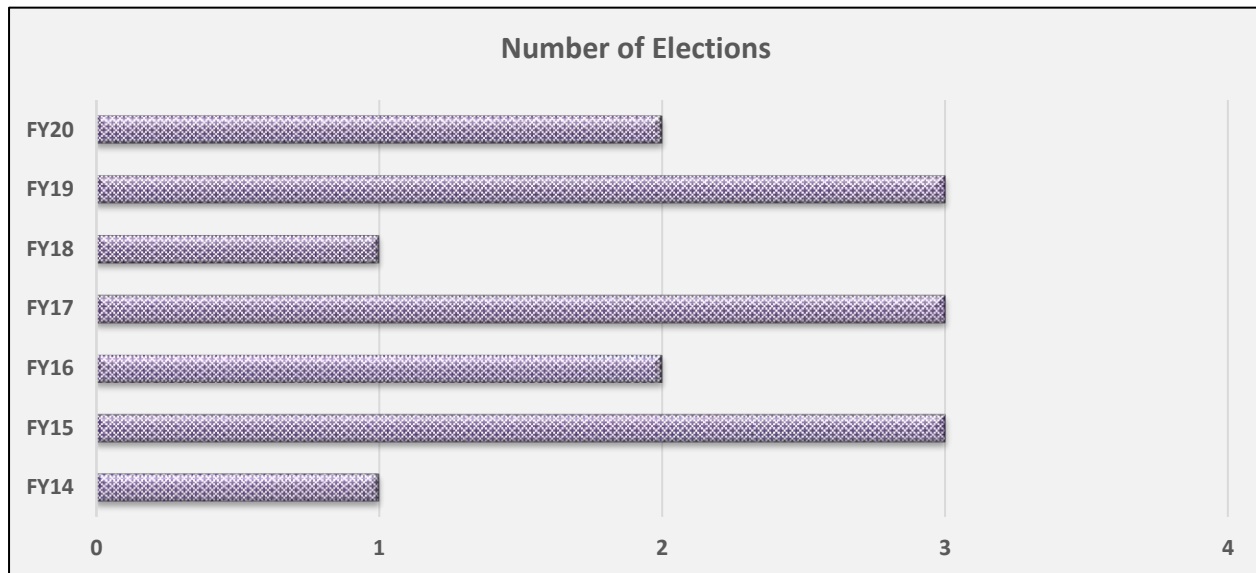


Total Staff - 4 FTEs (number per position in parentheses)

Notes

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

Department by the Numbers



Town Clerk & Board of Registrars



Department: Line item budget

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

Footnotes:

Personnel:

¹ Management - Town Clerk

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

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

Expenses:

⁴ Bookbinding - Ongoing process for storing vital records

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

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

Town Clerk & Board of Registrars



Department: Line item budget

		2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
SALARIES - OTHER		2,000	1,800	\$ 2,200	\$ 2,200	\$ -	0.00%
SALARIES MANAGEMENT		4,273	6,096	\$ 6,200	\$ 6,200	\$ -	0.00%
SALARIES OPERATIONAL STAFF		46,354	15,719	\$ 54,440	\$ 47,000	\$ (7,440)	-13.67%
Salaries	¹	\$ 52,627	\$ 23,615	\$ 62,840	\$ 55,400	\$ (7,440)	-11.84%
BOOKS		1,284	0	1,350	\$ 1,350	\$ -	0.00%
ELECTION ENCODING FEES	²	8,021	10,706	14,000	\$ 14,500	\$ 500	3.57%
FOOD FOR ELECTION WORKERS		1,784	684	2,000	\$ 2,250	\$ 250	12.50%
OFFICE SUPPLIES		4,680	2,056	5,000	\$ 5,000	\$ -	0.00%
POSTAGE	³	15,417	12,254	18,000	\$ 18,000	\$ -	0.00%
PRINTING/ADVERTISING		8,525	12,764	12,000	\$ 14,000	\$ 2,000	16.67%
PURCHASED SERVICES MISC		-	0	-		-	
Expenses		\$ 39,711	\$ 38,464	\$ 52,350	\$ 55,100	\$ 2,750	5.25%
Total Elections		\$ 92,338	\$ 62,078	\$ 115,190	\$ 110,500	\$ (4,690)	-4.07%

Footnotes:

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

Expenses:

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

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

Department: Proposed New Initiatives

Project Title: Public Records/Information Associate

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

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

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

Purpose/Description of Request

Population to be Served

Revenue Impact

FOR EXECUTIVE OFFICE USE	Date Submitted: _____	Date Reviewed: _____
<input type="radio"/> Approved	Recommended Budget: _____	
<input type="radio"/> Denied	Review by: _____	

Community & Economic Development



FY 2020 Operational Budget Request

James Errickson, *Director*

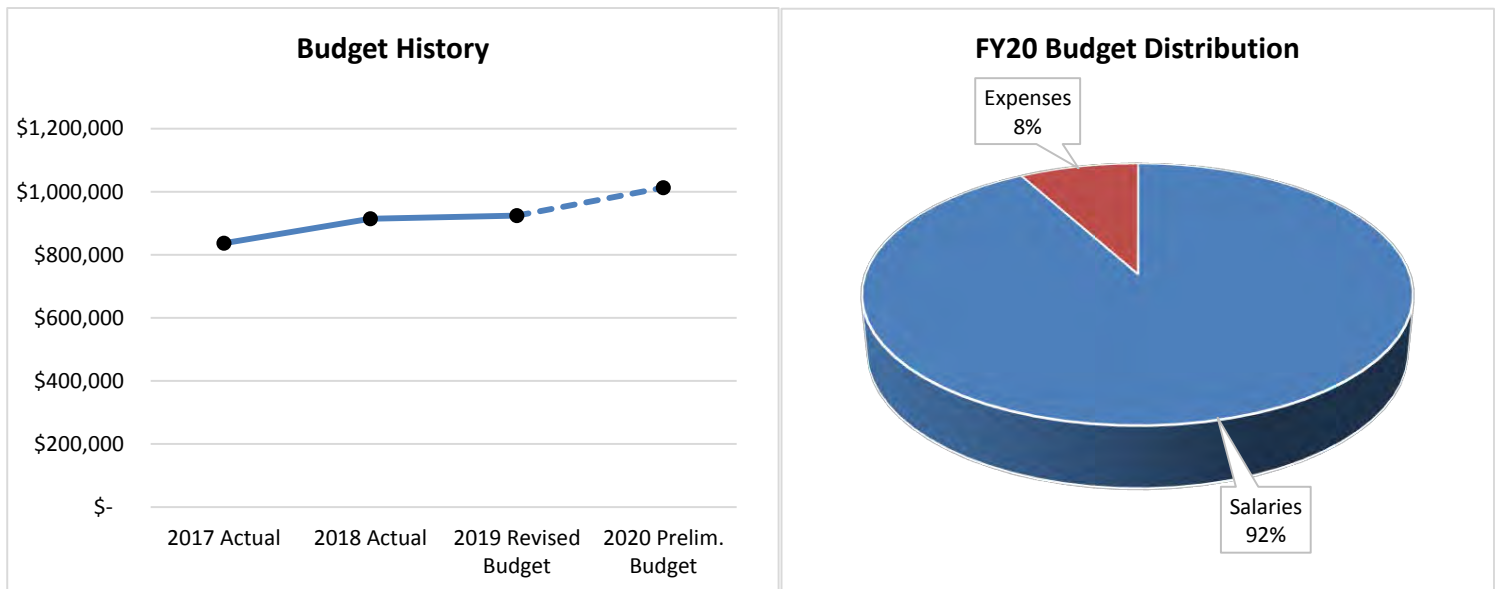
Mission:

The Community and Economic Development (CED) Department is dedicated to ensuring Natick is an ideal community to raise a family, enjoy recreational opportunities, work and invest. CED strives to protect and enhance Natick's built and natural resources, preserve and advance the high quality of life for its citizens, and advance the long-term interests and vision of the community.

Budget Highlights for FY 2020:

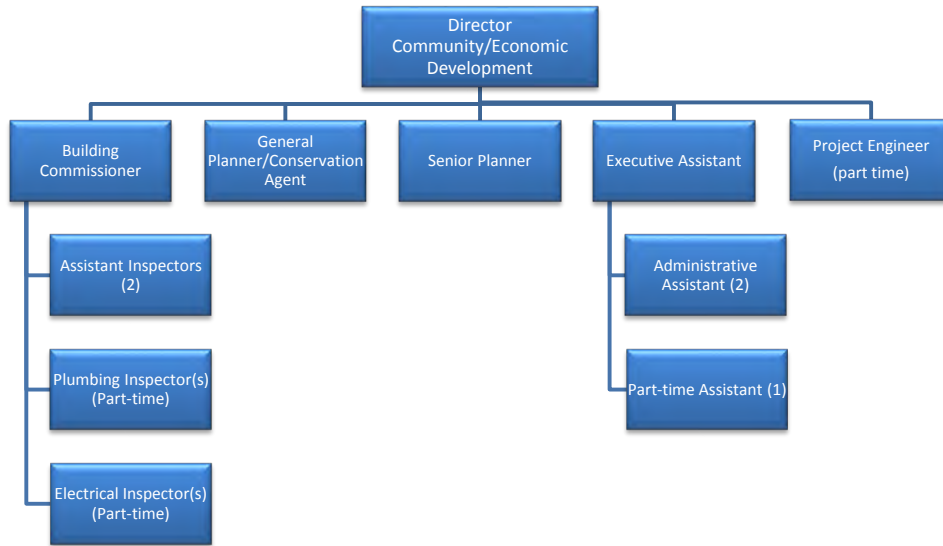
- Request for new position to lead the management of the Permit Tracking system and processes in the Department, to ensure continued revenue growth and high quality customer service to those investing in the community. As of November 2018, CED processed over 5,500 permits (previous 3 year average of approx 4,300), representing over \$2 million in revenue, with a month left in the year. This growth in has overwhelmed already under supported staffing levels and systems in the Department. In order to keep up with demand and continue improving revenue growth, investments are needed in staffing to ensure the efficient use of permit processing/tracking systems and overall record keeping for the Department.

Budget Summary -



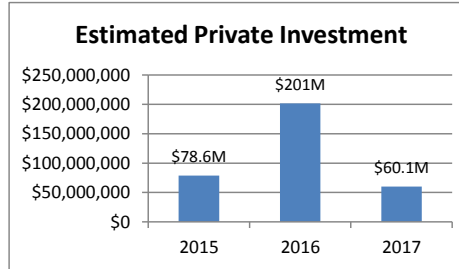
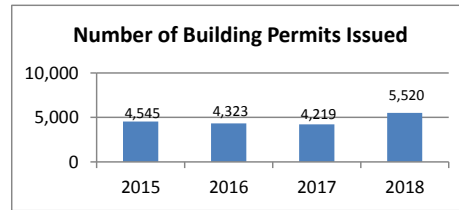
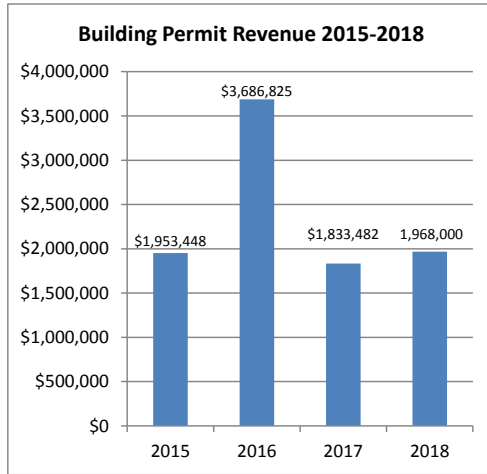
Community & Economic Development

Department - Organizational Summary



Total Staff - 12.75 FTEs (number per position in parentheses)

Department by the Numbers



Note: Permit Revenue and Private Investment in 2016 was unusually elevated due to the start of the MathWorks Lakeside Campus project

Ongoing/other initiatives:

Provide Professional Staff support to over a dozen town committees, including Planning Board, ZBA, & Conservation Commission

Process over 2,000 permits (and corresponding inspections) for the Town, including building, plumbing, and electrical permits.

Managed permits review for private development projects, as well as signage special permits, zoning articles, and many other requests through the Planning Board, ZBA and Conservation Commission review process

Managing design of key transportation/Infrastructure projects, representing over \$3M in design funding and \$20M in anticipated construction investment, including the CRT and Route 27/N. Main Street improvement project.

Managing short & long range planning processes, including Natick 2030+, Hazard Mitigation Plan, Golden Triangle Planning Study, and many other initiatives

Managing key policy updates, including Recreational Marijuana, LID Regulations, Updates to Zoning Bylaw (APD, Inclusionary Zoning, assisting Citizen Petition requests, zoning bylaw re-organization, others)

Managing over \$1m in grant, technical assistance, and other funding, supporting various projects/initiatives

Community & Economic Development



Department: Line item budget

		2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
Salaries Management	¹	\$ 212,302	\$ 218,700	\$ 218,700	\$ 220,382	\$ 1,682	0.77%
Salaries Supervisory	²	\$ 58,966	\$ 59,605	\$ 59,620	\$ 60,079	\$ 459	0.77%
Salaries Operational Staff	³	\$ 94,260	\$ 99,371	\$ 115,598	\$ 121,359	\$ 5,761	4.98%
Salaries Technical & Professional	⁴	\$ 285,846	\$ 305,576	\$ 303,700	\$ 366,036	\$ 62,336	20.53%
Salaries Inspection Staff	⁵	\$ 133,802	\$ 147,908	\$ 135,762	\$ 136,806	\$ 1,044	0.77%
Salaries Add'l Comp Supervisory		\$ 2,500	\$ 3,625	\$ 2,500	\$ 2,500	\$ -	0.00%
Salaries Add'l Comp Operational		\$ 750	\$ -	\$ 1,125	\$ 1,125	\$ -	0.00%
Salaries Temp. Operational			\$ 26,528				
Salaries Operational Overtime		\$ 18,505	\$ 21,029	\$ 23,000	\$ 23,000	\$ -	0.00%
Salaries		\$ 806,931	\$ 882,342	\$ 860,005	\$ 931,287	\$ 71,282	8.29%

Travel	⁶	\$ 1,712	\$ 1,876	\$ 2,400	\$ 2,400	\$ -	0.00%
Telephone		\$ 3,354	\$ 3,781	\$ 3,600	\$ 3,800	\$ 200	5.56%
Dues & Membership		\$ 860	\$ 1,126	\$ 1,500	\$ 1,500	\$ -	0.00%
Training & Education	⁷	\$ 2,720	\$ 1,805	\$ 3,500	\$ 3,500	\$ -	0.00%
Postage		\$ 4,789	\$ 5,585	\$ 4,750	\$ 6,000	\$ 1,250	26.32%
Printing/Advertising		\$ 8,708	\$ 9,088	\$ 8,600	\$ 9,000	\$ 400	4.65%
Books/Publications		\$ 400	\$ 1,166	\$ 1,000	\$ 1,000	\$ -	0.00%
Professional Services - other	⁸	\$ 2,000	\$ 3,306	\$ 4,000	\$ 4,000	\$ -	0.00%
Consultant Services - other	⁹	\$ -	\$ -	\$ 30,000	\$ 45,000	\$ 15,000	50.00%
Office Supplies		\$ 5,211	\$ 4,419	\$ 5,000	\$ 5,500	\$ 500	10.00%
Expenses		\$ 29,754	\$ 32,153	\$ 64,350	\$ 81,700	\$ 17,350	26.96%

Total Community & Economic Dev.		\$ 836,684	\$ 914,494	\$ 924,355	\$ 1,012,987	\$ 88,632	9.59%
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Footnotes:

Personnel:

¹ Management - Director of Community & Economic Development and Building Commissioner

² Supervisory - Executive Assistant

³ Operational - Two Administrative Assistants and 1 part-time Administrative Assistant

⁴ Technical Professional - Assistant Inspector, Local Building Inspector, Planner/Conservation Agent, Senior Planner

⁵ Inspection - Part-time Electrical and Plumbing Inspectors

Expenses:

⁶ Travel - Mileage reimbursement for employees who use their own vehicles for Town business and travel costs for trainings/educational opportunities, attendance at a national planning conference (see new initiative)

⁷ Training & Education - Courses, seminars, and educational opportunities for professional staff including training for building code updates

⁸ Professional Services - Consultants for guidance on affordable housing regulations, community outreach, traffic studies, and other technical reviews

⁹ Consultant Services - Part-time employee/consultant to manage Transportation/Engineering projects (RT 27, CRT, Speen/Rt 135)

Community & Economic Development - Sealer of Weights & Measures							
Description							
		2017	2018	2019	2020	2019 vs. 2020	
		Actual	Actual	Budget	Preliminary	\$ (+/-)	% (+/-)
SALARIES TECHNICAL/PROFESSNL	¹	14,952	23,400	30,400	30,400	-	0.00%
Salaries		14,952	23,400	30,400	30,400	-	0
DUES & MEMBERSHIPS	²	169	150	175	175	-	0%
EQUIPMENT REPAIRS/SERVICING		499	498	500	600	100	20%
TRAINING & EDUCATION		170	170	215	215	-	0%
Expenses		838	818	890	990	100	20%
Total Weights & Measures		15,790	24,218	31,290	31,390	100	0.32%
Footnotes: Personnel: ¹ Technical Professional - Sealer of Weights and Measures Expenses: ² Dues & Memberships - certification							

Department: Community and Economic Development

Project Title: New Position: Systems Specialist Administrator

Personnel Services		Preliminary Cost - FY 20	Recurring expense?	Brief Description of the Position/Expense
Salaries Management	# Staff			
Salaries Operational Staff				
Salaries Technical & Professional	1	\$60,000.00	yes	See job description attached
Salaries Part Time Operational				
Total Personnel Services		\$60,000.00		
Expenses		Preliminary Cost - FY 20	Recurring expense?	Brief Description of the Position/Expense
Travel				
Total Expenses		\$0.00		
Total Project Costs		\$60,000.00		

Purpose/Description of Request

See job description attached

Population to be Served

All of Natick residents, businesses, and those investing in the community, will be served by this new position

Revenue Impact

Unable to document, though for a department that consistently generates nearly \$2m in revenue per year, the ability to accurately and timely process permits (include fees) will ensure a continued revenue stream and add capacity to a severely under-staffed department.

FOR EXECUTIVE OFFICE USE Date Submitted: _____ Date Reviewed: _____

Approved Recommended Budget: _____

Denied Review by: _____

**Town of Natick
Job Description**

Position Title:	Systems Specialist Admin	Grade Level:	Grade 2
Department	Comm. & Econ Dev (CED)	FLSA Status	
Reports to:	Director of Community & Economic Development		

Statement of Duties: The position will manage and lead the CED’s record keeping systems (both paper and electronic), including managing the database and record keeping organization for the various functions of the department (building, planning board, zba, etc). Specifically this includes management of the CED’s electronic permit tracking system and processes to ensure system functionality is maximized across all boards, committees, departments, Town-wide systems, and internal staff, as well as identifying and advancing new/improved procedures or systems to expand the use of and/or find efficiencies within the organization to ensure internal processes are followed, high-quality customer service is provided, and transparency with the public is maximized. Management of the Departments paper filing system is also necessary to ensure efficient access of files and use of physical space available. Additionally, the position assists CED staff with the department’s administrative tasks/needs including record keeping, filing, mailings, administration of boards/committees, processing of permits, answering phones and/or questions from the public, and other administrative tasks as assigned.

Supervision Required: The employee works under the Director of CED with additional direction/oversight provided by the Building Commissioner.

Supervisory Responsibility: No direct supervision though provides support and guidance to CED’s administrative staff (Administrative and Executive Assistants).

Recommended Minimum Qualifications:

Education and Experience: or any equivalent combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job.

- Graduation from an accredited 4-year college/university (Bachelor’s degree)
- Minimum five (5) years of experience managing office systems, databases, and/or processes.
- One (1) to three (3) years experience managing permit tracking systems is a plus.

Community & Eco. Dev. - Finance Committee Voting Rollup with Approved New Initiatives

Community & Economic Development

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	806,931	882,342	860,005	871,287	60,000	931,287	71,282	8.29%
Expenses	29,754	32,153	64,350	81,700	-	81,700	17,350	26.96%
Total Comm. & Eco. Dev.	836,684	914,494	924,355	952,987	60,000	1,012,987	88,632	9.59%

Sealer of Weights & Measures

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	14,952	23,400	30,400	30,400	-	30,400	-	0.00%
Expenses	838	818	890	990	-	990	100	11.24%
Total Sealer of Weights & Measures	15,790	24,218	31,290	31,390	-	31,390	100	0.32%

Section VIII

Committees & Commissions

Committees & Commissions Summary	
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Commission on Disability	162
Cultural Council	163
Historical Commission	164
Historic District Commission	165
Affordable Housing Trust	166

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Town of Natick

Home of Champions

Department: Commissions & Committees

Appropriation Summary

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
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Operating Expenses

Total Finance Committee	\$ 17,178	\$ 18,663	\$ 37,800	\$ 37,800	\$ -	0.00%
Total Commission on Disability	\$ 55	\$ 239	\$ 750	\$ 750	\$ -	0.00%
Total Natick Cultural Council	\$ 194	\$ 384	\$ 700	\$ 700	\$ -	0.00%
Total Historical Commission	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%
Total Historic District Commission	\$ 421	\$ 450	\$ 550	\$ 550	\$ -	0.00%
Total Affordable Housing Trust			\$ 80,000	\$ 80,000	\$ -	0.00%
Total Committees & Commissions	17,847	19,736	120,550	120,550	-	0.00%

Budget Overview:

The Town of Natick has over 40 volunteer boards, commissions and committees which serve in various capacities to ensure the citizens of Natick have the most responsive and accountable local government possible. Some of these receive modest budgetary outlays. They are detailed in this section of the budget.



Town of Natick

Home of Champions

Department: Finance Committee

Budget Overview:

As established under Article 23 of the By-laws of the Town of Natick, the Finance Committee holds public hearings on and conducts a detailed review of the proposed budget. The Finance Committee provides reports and recommendations to the representative Town Meeting and the Town. The Finance Committee can make recommendations about what to cut if an override is not approved by the voters.

It also is statutory responsible for the administration of and disbursement for the Reserve Fund as set for under M.G.L. Ch. 40, Sec. 6. Please see Section IX: Shared Expenses: Reserve Fund for more information.

Staffing: None

Notes

Secretarial Support for the Finance Committee is provided by contract with Faith Casler Associates, Inc. Staff support is primarily provided by the Town Administrator's Office and Finance Director.

Budget Detail:

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
Secretarial Staff	\$ -	\$ -	\$ -		\$ -	
Personnel Services	\$ -	\$ -	\$ -		\$ -	
Communication Postage	\$ 3,455	\$ -	\$ 1,800	\$ 1,800	\$ -	0.00%
Purchase of Services	\$ 3,455	\$ -	\$ 1,800	\$ 1,800	\$ -	0.00%
Dues & Subscriptions	\$ 333	\$ 345	\$ 350	\$ 350	\$ -	0.00%
Consultant	\$ 9,593	\$ 7,724	\$ 30,150	\$ 30,150	\$ -	0.00%
Copy/Mail Center Fees	\$ 3,352	\$ 10,342	\$ 5,000	\$ 5,000	\$ -	0.00%
Tech/Prof Services	\$ 13,278	\$ 18,411	\$ 35,500	\$ 35,500	\$ -	0.00%
Office Supplies	\$ 444	\$ 252	\$ 500	\$ 500	\$ -	0.00%
Supplies	\$ 444	\$ 252	\$ 500	\$ 500	\$ -	0.00%
Equipment Purchases	\$ -	\$ -	\$ -		\$ -	
Equipment Purchases	\$ -	\$ -	\$ -		\$ -	
Total Finance Committee	\$ 17,178	\$ 18,663	\$ 37,800	\$ 37,800	\$ -	0.00%

Line-Item Detail:

Secretarial Staff: This appropriation was moved to consultant expenses. The Finance Committee contracts for its recording secretary to a private contractor.

Communication/Postage: Covers the cost of mailing Finance Committee Reports to Town Meeting members.

Contract Services: Contractual services for recording secretarial work.

Copy/Mail Center Fees: Covers the cost of printing Finance Committee Reports for Town Meeting. FY 2020 request covers productions of 220 copies of three separate recommendation books and includes costs of printing, binding, and materials.

Office Supplies: Covers the various miscellaneous costs of supplies for the executive secretary and the committee.



Town of Natick

Home of Champions

Department: Commission on Disability

Budget Overview:

The Commission on Disability is appointed by the Town Administrator with the purpose of advocacy on behalf of residents with disabilities in order to reach the goal of full inclusion of people with disabilities in the community. The Commission works with the Commonwealth, Town Departments and local officials, and the general public responding to concerns and complaints regarding accessibility concerns.

Staffing: None

Notes

Budget Detail:

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
ADA Expenses:						
Communication Telephone	\$ -	\$ -	\$ -		\$ -	
In State Travel	\$ -	\$ -	\$ 50	\$ 50	\$ -	0.00%
Dues & Subscriptions	\$ -	\$ -	\$ 75	\$ 75	\$ -	0.00%
Copy/Mail Center Fees	\$ -	\$ -	\$ -		\$ -	
Tech/Professional Services	\$ -	\$ -	\$ 125	\$ 125	\$ -	0.00%
Operating Expense	\$ 55	\$ 239	\$ 625	\$ 625	\$ -	0.00%
Supplies	\$ 55	\$ 239	\$ 625	\$ 625	\$ -	0.00%
Total Commission on Disability	\$ 55	\$ 239	\$ 750	\$ 750	\$ -	0.00%

Line-Item Detail:

In State Travel: Funds available for committee members to be reimbursed for travel, if necessary.

Copy/Mail Center Fees: Funds available for printing, materials, etc.

Operating Expense: Funding for any operating expense related need to support those with disabilities within the Town of Natick.



Town of Natick

Home of Champions

Department: Natick Cultural Council

Budget Overview:

The Natick Cultural Council supports the promotion of arts and culture in Natick through the distribution of small amounts of grants from the Commonwealth.

For a list of grant disbursements, please visit: <http://mass-culture.org/Natick>



Staffing: None

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Preliminary	2019 vs. 2020	
					\$ (+/-)	% (+/-)

Operating Expense	\$ 194	\$ 384	\$ 700	\$ 700	\$ -	0.00%
Supplies	\$ 194	\$ 384	\$ 700	\$ 700	\$ -	0.00%
Total Natick Cultural Council	\$ 194	\$ 384	\$ 700	\$ 700	\$ -	0.00%

Line-Item Detail:

Operating Expense: Covers the costs of office supplies & communications.



Town of Natick

Home of Champions

Department: Historical Commission

Budget Overview:

The Historical Commission serves to redevelop, protect and promote historic properties throughout Natick. Established under Articles 4 and 5 by Special Town Meeting through acceptance of M.G.L. Ch. 40, Section 8D, on March 30, 1967, the commission's charge is to preserve, protect and develop the historical or archeological assets of the town. They are also charged to "conduct researches for places of historic or archeological value, shall cooperate with the state archeologist in conducting such researches or other surveys, and shall seek to coordinate the activities of unofficial bodies organized for similar purposes, and may advertise, prepare, print and distribute books, maps, charts, plans and pamphlets which it deems necessary for its work." Recommendations are made to the Selectmen and the Massachusetts Historical Commission, for any place to be certified as an historical or archeological landmark.

Staffing: None

Notes

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
Operating Expense	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%
Supplies	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%
Total Historical Commission	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%

Line-Item Detail:

Operating Expense: Covers the costs of office supplies & communications.



Town of Natick

Home of Champions

Department: Historic District Commission

Budget Overview:

The Historic District Commission serves as a regulatory commission providing review and certification for all construction and remodeling projects involving properties within the Eliot and Wilson historic districts for which the changes are visible from any public way. The purpose of this oversight is to protect the overall historic appearance and nature of the historic districts and to preserve the historic features, scale, materials and settings of buildings of historic significance. The Commission was created in 1974 under M.G.L. Chapter 40C, the Historic District Act of 1960.

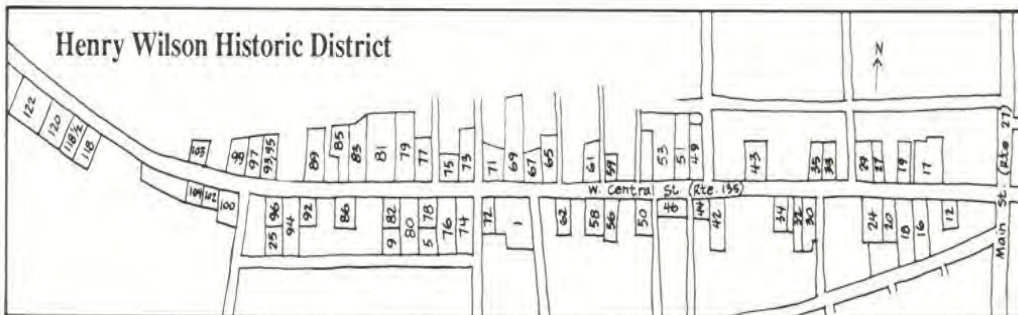
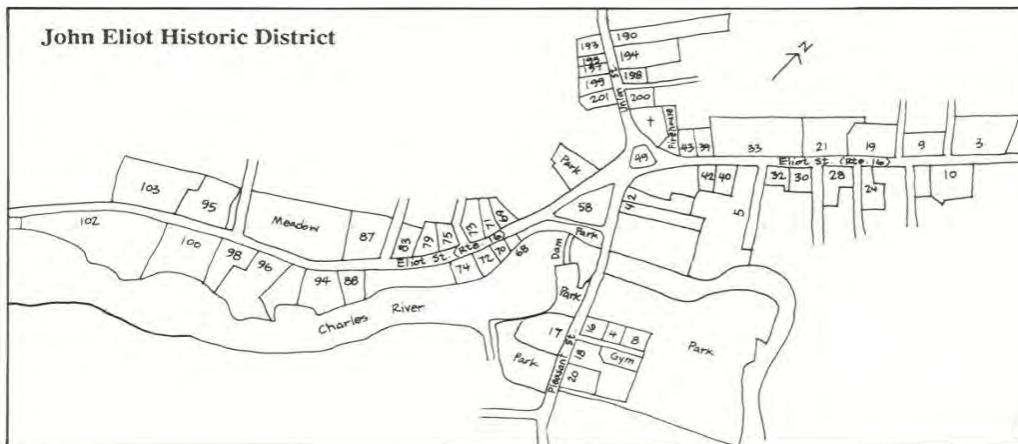
Staffing: None

Budget Detail

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
Operating Expense	\$ 421	\$ 450	\$ 550	\$ 550	\$ -	0.00%
Supplies	\$ 421	\$ 450	\$ 550	\$ 550	\$ -	0.00%
Total Historic District Commission	\$ 421	\$ 450	\$ 550	\$ 550	\$ -	0.00%

Line-Item Detail:

Operating Expense: Covers the costs of legal notices, office supplies & communications.





Town of Natick

Home of Champions

Department: Affordable Housing Trust

The Natick Affordable Housing Trust was formed in February, 2008 through Town Meeting under Massachusetts General Law Chapter 44, Section 55C. The Trust adopted the following mission: To provide for the creation and preservation of affordable housing in the Town of Natick for the benefit of low and moderate income individuals and families.

Appropriation Summary

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Preliminary	2019 vs. 2020	
					\$ (+/-)	% (+/-)
Operating Expense			\$ 80,000	\$ 80,000	\$ -	
Expenses	\$ -	\$ -	\$ 80,000	\$ 80,000	\$ -	
Total Affordable Housing Trust	\$ -	\$ -	\$ 80,000	\$ 80,000	\$ -	

Section IX

Shared Expenses

Shared Expenses

Benefits

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Town of Natick

Department: Employee Fringe

Appropriation Summary

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020 \$ (+/-) % (+/-)	
Other Personnel Services						
Worker's Compensation	\$ 671,051	\$ 611,342	\$ 630,414	\$ 676,678	\$ 46,264	7%
Unemployment	\$ 94,120	\$ 45,873	\$ 65,000	\$ 65,000	\$ -	0%
Medicare (All)	\$ 1,022,178	\$ 1,109,148	\$ 1,172,252	\$ 1,223,797	\$ 51,545	4%
Drug & Alcohol testing	\$ 9,278	\$ 5,636	\$ 12,500	\$ 12,500	\$ -	0%
Public Safety Medical (111F)	\$ 122,074	\$ 112,656	\$ 147,593	\$ 115,400	\$ (32,193)	-22%
LIUNA/Mass Lab. Pension	\$ 262,096	\$ 287,125	\$ 295,994	\$ 334,443	\$ 38,449	13%
Benefits Reserve	\$ -	\$ 1,805	\$ 50,000	\$ 55,000	\$ 5,000	10%
Long-Term Disability	\$ 20,574	\$ 2,177	\$ 22,000	\$ 22,000	\$ -	0%
Retirement Buy-Out Program	\$ 170,910	\$ 227,207	\$ 165,000	\$ 265,000	\$ 100,000	61%
Total Other Personnel Services	\$ 2,372,281	\$ 2,402,969	\$ 2,560,753	\$ 2,769,819	\$ 209,066	8%

Merit & Performance Increases*	\$ 26,000	\$ 143,935	\$ 175,000	\$ 300,000	\$ 125,000	71%
Total Performance Plan	\$ 26,000	\$ 143,935	\$ 175,000	\$ 300,000	\$ 125,000	71%

*FY20 budget is planned for \$150,000; the \$300,000 is placeholder accounting for FY19 departmental adjustments

Health Benefits

Health Care Benefits*	\$ 13,149,662	\$ 12,641,344	\$ 13,115,833	\$ 13,968,362	\$ 852,529	6%
Total Health Benefits	\$13,149,662	\$12,641,344	\$13,115,833	\$13,968,362	\$ 852,529	6%

*Additional health care detail will be provided upon revised rates from WSHG

Total Employee & Retiree Benefits	\$ 15,547,943	\$ 15,188,248	\$ 15,851,586	\$ 17,038,181	\$ 1,186,595	7.49%
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Budget Overview:

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



Town of Natick

Home of Champions

Department: Employee Fringe

Line-Item Detail

Workers Compensation:

Line item contains the amount based on a premium assessed by our carrier MEGA as well as a portion for employees who are currently on long term disability due to an injury during the performance of their job. This line item is anticipating an increase in premiums for FY2020.

Unemployment Insurance:

Line item is set aside for any unforeseen lay offs or reduction in the work force. This amount is for both the School Department and the Municipal Departments. *Please see the following pages for more detail.*

Medicare (Payroll):

The Consolidated Omnibus Budget Reconciliation Act of 1985 amended the Internal Revenue Code so that the hospital insurance (Medicare) portion of the Federal Insurance Contributions Act (FICA) applies to wages paid for services rendered after 3/31/86 by employees hired after 3/31/86. The tax is equal to 1.45% of the employee's pay. The employer is required to contribute an amount equal to that deducted from the employee's pay, an additional 1.45%. *Please see the following pages for more detail.*

DOT Testing:

Drug and alcohol testing done on a random basis for certain departments who operate Motor Vehicles (excludes uniformed personnel) this is performed on a monthly basis.

Insurance Group Health & Life:

Coverage for all town employees both currently employed and retirees of the town both school and municipal departments who work greater than 20 hours on a regular basis. Percentages paid by the town vary from plan to plan from a low of 50% to a high of 75% depending on the coverage selected by the employee. Estimates for FY 2020 are based upon FY 2019 actual plan rates from the West Suburban Health Group with a projected 6.5% increase. *Please see the following pages for more detail.*

Public Safety Chapter 41 Section 111F:

This coverage is paid on a premium basis for the uniformed members of the Town of Natick's Police & Fire workforce who become injured while on duty. This pays hospital and medical bills for the injured officer. The Town does receive reimbursement from insurance companies for expenses incurred under this line-item, up to 75% of the total claim. *Please see the following pages for more detail.*

LIUNA/Mass. Laborers' Pensions:

Laborers' International Union of North America National (Industrial) Pension Fund., a pension provided to the following units of the Town of Natick's workforce:

- Laborers Local 1116
- Clerical Workers
- Supervisors & Administrators (Public Works)
- School Custodial
- Librarian's of the Morse Library (Massachusetts Laborers Benefits).**

The contribution rate is set by the collective bargaining agreement or other agreement between the Employer and the Union. The rate must fall within the range of rates accepted by the Pension Fund. The rate may be cents, or dollars-and-cents, for each hour for which a covered employee is paid, or a fixed daily, weekly or monthly amount for each covered employee. The rate ranges. This provides these workers with an additional pension or annuity upon retirement. *Please see the following pages for more detail.*

Retirement Buyout:

This accounts for the provision in multiple contracts allowing retiring employees to buy-back accrued sick leave. It is only paid out if an individual declares and chooses to retire.



Town of Natick

Home of Champions

Unemployment Estimates

Unemployment Insurance is available for any employee who has worked for the Town of Natick - either as a result of being laid off or reduced hours. Historically, the Town of Natick averaged less than \$100,000 and while annual expenses spiked close to \$200,000 during economic downturns, FY2020 should continue the trend of payments below the \$100,000 mark. Natick has been fortunate that wholesale reductions in force have not been necessary; and at this time we do not anticipate any changes to Federal unemployment laws that will increase the pay outs.

Fiscal Year 2019 Unemployment		
Original Appropriation		\$ 65,000
<i>Amount Spent through November 2018</i>		<i>\$ 27,846</i>
Balance		\$ 37,154
School Department expenses through November 2018	\$ 19,070	
Town expenses through November 2018	\$ 7,776	
Service Fees	\$ 1,000	
Average Monthly Expenses (07/01/2017 to 11/30/2017)	\$ 5,369	
Amount Needed through end of year based upon case load		\$ 37,583
Estimated Unspent Balance @ 6/30/19		\$ (429)

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

Estimate for FY 2020 \$65,000

At this time, we are proposing that \$65,000 be budgeted for unemployment benefits for FY 2020. Based upon claims analysis for FY18 and FY19 through the end of November 2017 and projected claims for the next fiscal year this expense account should be similar to FY20 appropriated amount of \$65,000.



Town of Natick

Home of Champions

Town & School Medicare - contribution for FY 2020

Preliminary Payroll Budget	\$	84,399,823
Department	Preliminary FY 2020 Payroll	
BD SELECTMEN/TN ADMINISTRATOR	1,026,616	
COMPTROLLER	372,960	
FINANCE DEPARTMENT	70,000	
ASSESSORS	381,979	
COLLECTOR/TREASURER	314,136	
INFORMATION SYSTEMS	350,576	
TOWN CLERK	26,422	
BOARD OF REGISTRARS	55,400	
COMMUNITY DEVELOPMENT	931,287	
POLICE DEPARTMENT	7,142,452	
FIRE DEPARTMENT	8,696,106	
WEIGHTS & MEASURES	30,400	
PARKING ENFORCEMENT	54,144	
EMERGENCY MANAGEMENT	5,000	
PUBLIC WORKS ENGINEERING	567,000	
PUBLIC WORKS - ADMIN	338,607	
PUBLIC WORKS EQUIP MAINT	605,402	
PUBLIC WORKS LFNR	631,162	
PUB WKS HWY MAINT/SANT/RECY	1,754,771	
FACILITIES MANAGEMENT	2,764,268	
BOARD OF HEALTH	569,377	
HUMAN SERVICES	128,032	
COMMUNITY SERVICES ADMIN	228,747	
COUNCIL ON AGING	321,034	
VETERANS SERVICES	128,013	
COMM ORGANIC FARM	175,734	
MORSE INSTITUTE LIBRARY	1,924,764	
BACON FREE LIBRARY	160,975	
RECREATIONS AND PARKS	415,979	
SCHOOLS	54,228,480	
	\$	84,399,823 @ '1.45%
	\$	1,223,797

Enterprise Funds Medicare - contribution for FY 2020

Enterprise Accounts

Department	Preliminary FY 2020 Payroll	
WATER & SEWER BILLING EXP	115,755	
SEWER	816,363	
WATER	1,282,726	
GOLF	315,986	
	\$	2,530,830 @ '1.45%
	\$	36,697



Town of Natick

Home of Champions

Department: Contributory Retirement

Appropriation Summary

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020 \$ (+/-) % (+/-)	
Operating Expenses						
Funding Schedule - Completion 2030	\$ 8,194,354	\$ 8,764,621	\$ 9,393,294	\$10,050,826	\$ 657,532	7.0%
Total Operating Expenses	\$ 8,194,354	\$ 8,764,621	\$ 9,393,294	\$10,050,826	\$ 657,532	7.0%
Total Contributory Retirement	\$ 8,194,354	\$ 8,764,621	\$ 9,393,294	\$10,050,826	\$ 657,532	7.0%

Budget Overview:

I. Main Purpose of the Department

The Natick Retirement System provides pension benefits for many retired employees of the Town of Natick. Established under M.G.L. Chapter 32, the Natick Retirement System is funded via an annual appropriation at Town Meeting. As of 2015, there were 1117 participants in the Natick Retirement System - 620 active, 114 inactive and 383 retired participants and beneficiaries. Eligibility in the system is determined upon your employment status with the Town. If an employee is employed on a permanent basis and works 20 or more hours a week, then that employee is eligible. Enrollment is mandatory for all employees who qualify.

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



Town of Natick

Home of Champions

Department: Contributory Retirement

Budget Detail:

	2017 Appropriated	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
Funding Schedule - Completion 2030	\$ 8,194,354	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 657,532	7.00%
Personnel Services	\$ 8,194,354	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 657,532	7.00%
Total Contributory Retirement	\$ 8,194,354	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 657,532	7.00%

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

Total <i>ESTIMATED</i> Assessment for FY 2020	\$ 10,551,491
less Natick Housing Authority Assessment	\$ 150,854
less Golf Course Assessment	\$ 12,639
less Water/Sewer Assessment	\$ 337,172
Net Retirement Assessment (General Fund)	\$ 10,050,826



Town of Natick

Department: Non - Contributory Retirement

Appropriation Summary

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020 \$ (+/-) % (+/-)	
Other Personnel Services						
Pensions - Non-Contributory	\$ 21,431	\$ 18,594	\$ 23,122	\$ 19,726	\$ (3,396)	85.3%
Total Other Personnel Services	\$ 21,431	\$ 18,594	\$ 23,122	\$ 19,726	\$ (3,396)	85.3%
Total Non-Contributory Retirement	\$ 21,431	\$ 18,594	\$ 23,122	\$ 19,726	\$ 4,528	24.4%

Budget Overview:

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

Budget Detail:

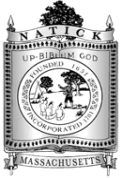
	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020 \$ (+/-) % (+/-)	
Pensions Police	\$ 4,618	\$ 674	\$ 5,262	\$ 715	\$ (4,547)	-86%
Pensions Fire	\$ 16,813	\$ 17,920	\$ 17,860	\$ 19,011	\$ 1,151	6.4%
Pensions School	\$ -	\$ -	\$ -		\$ -	
Other Personnel Services	\$ 21,431	\$ 18,594	\$ 23,122	\$ 19,726	\$ (3,396)	-14.7%
Total Non-Contributory Retirement	\$ 21,431	\$ 18,594	\$ 23,122	\$ 19,726	\$ (3,396)	-14.7%

Line-Item Detail:

Other Personnel Services:

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

Pensions - Police: Shares the pension of one retiree with the Commonwealth of Massachusetts.



Town of Natick

Chapter 111F Medical (Police/Fire Worker's Compensation)

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Preliminary
CLAIMS	\$ 4,121	\$ 2,147	\$ 8,310	\$ 4,647	\$ 10,000
PREMIUMS & ADMIN	\$ 135,593	\$ 119,927	\$ 119,346	\$ 142,946	\$ 105,400
TOTAL	\$ 139,714	\$ 122,074	\$ 127,656	\$ 147,593	\$ 115,400

Worker's Compensation

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Budget
CLAIMS ADMIN	\$ 4,200	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
PREMIUMS	\$ 515,000	\$ 536,775	\$ 566,295	\$ 626,414	\$ 632,678
CLAIMS	\$ 49,600	\$ -	\$ 30,047	\$ -	\$ 40,000
TOTAL	\$ 568,800	\$ 540,775	\$ 600,342	\$ 630,414	\$ 676,678



Town of Natick

LIUNA/MASS Laborers' Benefits Fund				
Contribution for Fiscal Year 2020 Budget				
<u>General Fund</u>				
UNION	EST HOURS	TOWN COST		AMOUNT
GENERAL FUND				
LABORERS	83200	1.53	\$	127,296.00
CLERICAL	39000	1.34	\$	52,260.00
SUPERVISORS	14560	1.53	\$	22,276.80
CUSTODIANS*	85280	1.38	\$	117,686.40
LIBRARY	36400	0.41	\$	14,924.00
GENERAL FUND				\$334,443.20
* SCHOOL PAYS 15 CENTS PER HOUR FOR SCH EMPLOYEES				
<u>Water & Sewer</u>				
LABORERS	45760	1.53	\$	70,012.80
CLERICAL	5850	1.34	\$	7,839.00
SUPERVISORS	6240	1.53	\$	9,547.20
WATER & SEWER				\$87,399.00
Total				\$421,842
* Massachusetts Laborers' Benefit Fund				
** LIUNA Pension Fund				

Merit/Performance Set-Aside

Performance Adjustment	\$	150,000
CBA Adjustment		
Total Merit/Performance	\$	150,000

Property and Liability Insurance



FY 2020 Operational Budget Request

Department: Property & Liability Insurance

Appropriation Summary

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

Budget Overview:

I. Main Purpose of the Department

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

II. Recent Developments

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

III. Current Challenges

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

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

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

V. On the Horizon

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

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

Debt Service

FY 2020 Operational Budget Request



Department: Debt Service

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Appropriated	2019 Revised	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
Operating Expenses								
Leased Equipment	\$ 111,096	\$ 142,669	\$ 148,703	\$ 149,203	\$ 147,203	\$ 151,778	\$ 4,575	3.11%
Leased land			\$ 3,900	\$ 8,900	\$ 6,400	\$ 8,900	\$ 2,500	39.06%
Principal	\$ 8,195,297	\$ 7,860,855	\$ 7,893,357	\$ 8,446,861	\$ 7,852,071	\$ 9,907,161	\$ 2,055,090	26.17%
Interest	\$ 2,578,344	\$ 2,706,374	\$ 2,449,397	\$ 3,044,991	\$ 2,685,222	\$ 6,558,893	\$ 3,873,671	144.26%
Total Expense	\$10,884,737	\$10,709,898	\$10,495,357	\$11,649,955	\$10,690,896	\$16,626,732	\$ 5,935,836	55.52%
Total Debt Service	\$ 10,884,737	\$ 10,709,898	\$ 10,495,357	\$ 11,649,955	\$ 10,690,896	\$ 16,626,732	\$ 5,935,836	55.52%

Budget Overview:

The Town assumes debt to finance many capital projects. Natick's debt is funded through bond issues. State statutes permit maximum terms of bond issues to vary from 5 to 20 years, depending on the purpose of the issue. The Town can only issue new debt with the approval of two-thirds of Town Meeting.

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

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

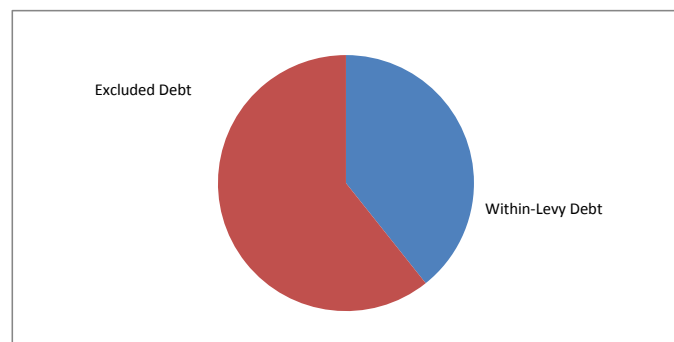
Positively for Natick, the community fares well on this indicator. Debt service of 20% of operating revenues is considered a problem. Ten percent (10%) is considered acceptable. Future issuance of debt should be timed so as to minimize its impact upon both the operating budget. This can be achieved by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

Debt per capita has grown significantly since FY 2012 when the majority of the debt for the new Natick High School and the new Community/Senior Center began. This issuance has been well timed in that it; a) received favorable bid prices, b) was issued at low interest rates and c) was issued after several years of declining debt service amounts.

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

Within-Levy vs. Excluded Debt

	Principal	Interest	Total
Within-Levy Debt	\$ 4,781,127	\$ 1,689,256	\$ 6,470,383
Excluded Debt	\$ 5,126,034	\$ 4,869,637	\$ 9,995,671
Total	\$ 9,907,161	\$ 6,558,893	\$ 16,466,054



Debt Limit

Equalized Valuation	\$	8,526,179,100
Current Debt Limit	\$	426,308,955

Debt Service Schedules

FY 2020 Operational Budget Request

Department: General Fund Debt Service

Year of Issue	Project	Fiscal Year 2020		Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2001	Septic Title V (MWPAT) T5-97-1026	\$ 7,597	\$ 209	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2004	Septic Title V (MWPAT) T5-97-1026-1	\$ 5,102	\$ 905	\$ 5,102	\$ 650	\$ 5,221	\$ 392	\$ 5,221	\$ 130.53
2009	Septic (MWPAT)	\$ 7,500	\$ -	\$ 7,500	\$ -	\$ 7,500	\$ -	\$ 7,500	\$ -
2010	Municipal Complex HVAC	\$ 40,000	\$ 1,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Community Senior Center	\$ 445,000	\$ 186,200	\$ 445,000	\$ 172,850	\$ 440,000	\$ 159,500	\$ 440,000	\$ 146,300
2011	Roads - Oak St	\$ 135,000	\$ 29,225	\$ 135,000	\$ 25,175	\$ 130,000	\$ 21,125	\$ 130,000	\$ 17,225
2011	Storage Bldg - Oak St Gravel Pit	\$ 10,000	\$ 600	\$ 10,000	\$ 300	\$ -	\$ -	\$ -	\$ -
2011	Fire - Engine Replacement	\$ 40,000	\$ 2,400	\$ 40,000	\$ 1,200	\$ -	\$ -	\$ -	\$ -
2011	Bldg Remodel - Police Dispatch	\$ 15,000	\$ 900	\$ 15,000	\$ 450	\$ -	\$ -	\$ -	\$ -
2011	Replace DPW Dump Truck H-44	\$ 15,000	\$ 900	\$ 15,000	\$ 450	\$ -	\$ -	\$ -	\$ -
2011	Replace DPW Dump Truck H-53	\$ 15,000	\$ 900	\$ 15,000	\$ 450	\$ -	\$ -	\$ -	\$ -
2012	Community Senior Center	\$ 95,000	\$ 11,925	\$ 100,000	\$ 8,125	\$ 100,000	\$ 6,125	\$ 100,000	\$ 4,125
2012	DPW - 75 West Street Expansion	\$ 80,000	\$ 6,200	\$ 75,000	\$ 3,000	\$ 75,000	\$ 1,500	\$ -	\$ -
2012	Landfill Capping (Net of Surplus to G.C.) *Refunded (See Golf Course)	\$ 89,460	\$ 1,819	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2013	DPW - Redesign Cottage Street	\$ 25,000	\$ 3,500	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,500	\$ 25,000	\$ 500
2013	DPW - Redesign Pine street	\$ 25,000	\$ 3,500	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,500	\$ 25,000	\$ 500
2013	DPW - Roads & Sidewalks (Reapprop. From Comm Senior Center)	\$ 25,000	\$ 3,500	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,500	\$ 25,000	\$ 500
2013	DPW Equip. - Recycling Packers	\$ 125,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	DPW Equip. - Replace Dump Truck H-48	\$ 25,000	\$ 2,000	\$ 25,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -
2014	DPW Equip. - Replace Hooklift H-51	\$ 30,000	\$ 2,400	\$ 30,000	\$ 1,200	\$ -	\$ -	\$ -	\$ -
2014	DPW Equip. - Recycling Toters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	Police - Replace Rooftop HVAC	\$ 10,000	\$ 1,725	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525
2014	JJ Lane Park	\$ 10,000	\$ 1,725	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525
2014	Field Fence Work	\$ 15,000	\$ 2,325	\$ 15,000	\$ 1,725	\$ 15,000	\$ 1,125	\$ 10,000	\$ 525
2014	Retaining Wall - Pond & Cemetery	\$ 30,000	\$ 9,338	\$ 30,000	\$ 8,138	\$ 30,000	\$ 6,938	\$ 30,000	\$ 5,738
2014	Roads (Collector/Arterial)	\$ 20,000	\$ 6,225	\$ 20,000	\$ 5,425	\$ 20,000	\$ 4,625	\$ 20,000	\$ 3,825
2014	Police - Dispatch Center	\$ 15,000	\$ 4,670	\$ 15,000	\$ 4,070	\$ 15,000	\$ 3,470	\$ 15,000	\$ 2,870
2014	Fire - Engine Replacement (#5)	\$ 75,000	\$ 5,800	\$ 70,000	\$ 2,800	\$ -	\$ -	\$ -	\$ -
2014	DPW Equip. - Replace S-35 (Packer)	\$ 40,000	\$ 3,000	\$ 35,000	\$ 1,400	\$ -	\$ -	\$ -	\$ -
2014	DPW Equip. - Replace H-62 (Sweeper)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	Cole North Field Improvements	\$ 40,000	\$ 6,900	\$ 40,000	\$ 5,300	\$ 40,000	\$ 3,700	\$ 40,000	\$ 2,100
2015	Cole North Field Improvements	\$ 20,000	\$ 3,450	\$ 20,000	\$ 2,850	\$ 20,000	\$ 2,250	\$ 20,000	\$ 1,650
2015	Fire - Ambulance #3	\$ 40,000	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2015	DPW Equip.-Replace Hooklift & Chassis S-37	\$ 25,000	\$ 3,900	\$ 25,000	\$ 3,150	\$ 20,000	\$ 2,400	\$ 20,000	\$ 1,800
2015	DPW Equip. - Replace Truck S-38	\$ 15,000	\$ 2,100	\$ 15,000	\$ 1,650	\$ 10,000	\$ 1,200	\$ 10,000	\$ 900
2015	Roads - Pine Street	\$ 70,000	\$ 20,560	\$ 65,000	\$ 18,460	\$ 65,000	\$ 16,510	\$ 65,000	\$ 14,560
2015	DPW - Public Works Bldg Expansion	\$ 25,000	\$ 4,350	\$ 25,000	\$ 3,600	\$ 25,000	\$ 2,850	\$ 25,000	\$ 2,100
2015	DPW - Drainage - Roads & Sidewalks	\$ 35,000	\$ 6,300	\$ 35,000	\$ 5,250	\$ 35,000	\$ 4,200	\$ 35,000	\$ 3,150
2015	Comm. Serv. - Replace Dug Pond Pier	\$ 10,000	\$ 1,800	\$ 10,000	\$ 1,500	\$ 10,000	\$ 1,200	\$ 10,000	\$ 900
2016	DPW - Public Works Bldg Expansion	\$ 10,000	\$ 1,935	\$ 10,000	\$ 1,535	\$ 10,000	\$ 1,235	\$ 10,000	\$ 935
2016	Roads - Pine Street	\$ 60,000	\$ 16,312	\$ 55,000	\$ 14,011	\$ 55,000	\$ 12,911	\$ 55,000	\$ 11,811
2016	Pegan Ln Land Acquisition	\$ 50,000	\$ 20,738	\$ 50,000	\$ 18,738	\$ 50,000	\$ 17,238	\$ 50,000	\$ 15,738
2016	Roads & Sidewalks (Coll/Art)	\$ 10,000	\$ 1,935	\$ 10,000	\$ 1,535	\$ 10,000	\$ 1,235	\$ 10,000	\$ 935
2016	Drainage Improvements	\$ 35,000	\$ 6,773	\$ 35,000	\$ 5,373	\$ 35,000	\$ 4,323	\$ 35,000	\$ 3,273
2016	Replace H-57 Front-End Loader	\$ 25,000	\$ 4,688	\$ 25,000	\$ 3,688	\$ 25,000	\$ 2,688	\$ 20,000	\$ 1,688
2016	Drainage Improvements - Willow St.	\$ 20,000	\$ 3,570	\$ 20,000	\$ 2,770	\$ 20,000	\$ 1,970	\$ 20,000	\$ 1,170
2016	Replace H-56 Two Loader Mounted Snow Blowers	\$ 40,000	\$ 4,600	\$ 40,000	\$ 3,000	\$ 40,000	\$ 1,800	\$ 35,000	\$ 700
2016	Replace H-61 Sidewalk Machine	\$ 15,000	\$ 2,603	\$ 15,000	\$ 2,003	\$ 15,000	\$ 1,403	\$ 15,000	\$ 803
2016	Replace Trash Packer	\$ 40,000	\$ 4,800	\$ 40,000	\$ 3,200	\$ 40,000	\$ 2,000	\$ 40,000	\$ 800
2016	Parking Meter Upgrade	\$ 5,000	\$ 818	\$ 5,000	\$ 618	\$ 5,000	\$ 418	\$ 5,000	\$ 218
April 2017	Cole North Field	\$ 10,000	\$ 3,800	\$ 10,000	\$ 3,600	\$ 10,000	\$ 3,100	\$ 10,000	\$ 2,600
April 2017	IT - Telephone System Upgrade Hardware	\$ 80,000	\$ 21,100	\$ 80,000	\$ 19,500	\$ 80,000	\$ 15,500	\$ 80,000	\$ 11,500
April 2017	IT - Telephone System Upgrade Software	\$ 10,000	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
April 2017	Facilities - Air Handler (Cole Center)	\$ 15,000	\$ 1,550	\$ 15,000	\$ 1,250	\$ 10,000	\$ 500	\$ -	\$ -
April 2017	DPW - Replace M-2 (Truck)	\$ 20,000	\$ 1,900	\$ 15,000	\$ 1,500	\$ 15,000	\$ 750	\$ -	\$ -
April 2017	Replace LF-9 Bucket Truck	\$ 20,000	\$ 6,150	\$ 20,000	\$ 5,750	\$ 20,000	\$ 4,750	\$ 20,000	\$ 3,750
April 2017	Replace East School Roof	\$ 15,000	\$ 8,800	\$ 15,000	\$ 8,500	\$ 15,000	\$ 7,750	\$ 15,000	\$ 7,000
April 2017	East Field Renovation - Engineering	\$ 35,000	\$ 4,200	\$ 35,000	\$ 3,500	\$ 35,000	\$ 1,750	\$ -	\$ -
April 2017	Charles River Bridge - Engineering	\$ 25,000	\$ 2,500	\$ 25,000	\$ 2,000	\$ 25,000	\$ 1,000	\$ -	\$ -
April 2017	Replace Ambulance	\$ 40,000	\$ 4,550	\$ 40,000	\$ 3,750	\$ 35,000	\$ 1,750	\$ -	\$ -

Debt Service Schedules

FY 2020 Operational Budget Request

Department: General Fund Debt Service

Year of Issue	Project	Fiscal Year 2020		Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
April 2017	Replace H-50 - Dump Truck	\$ 20,000	\$ 3,400	\$ 15,000	\$ 3,000	\$ 15,000	\$ 2,250	\$ 15,000	\$ 1,500
April 2017	Replace H-63 - Street Sweeper	\$ 25,000	\$ 6,000	\$ 25,000	\$ 5,500	\$ 25,000	\$ 4,250	\$ 20,000	\$ 3,000
April 2017	Replace S-33 (+36000 re-app)	\$ 25,000	\$ 8,000	\$ 25,000	\$ 7,500	\$ 25,000	\$ 6,250	\$ 20,000	\$ 5,000
April 2017	Roads & Sidewalks (Coll/Art)	\$ 60,000	\$ 32,050	\$ 60,000	\$ 30,850	\$ 60,000	\$ 27,850	\$ 60,000	\$ 24,850
April 2017	Field Renovations	\$ 10,000	\$ 5,200	\$ 10,000	\$ 5,000	\$ 10,000	\$ 4,500	\$ 10,000	\$ 4,000
April 2017	Design Roadway and Sidewalk Improvements - South Main St	\$ 55,000	\$ 6,600	\$ 55,000	\$ 5,500	\$ 55,000	\$ 2,750		
April 2017	Replace DPW Roof - Equip Maint Garage	\$ 15,000	\$ 9,413	\$ 15,000	\$ 9,113	\$ 15,000	\$ 8,363	\$ 15,000	\$ 7,613
April 2017	Navy Yard Field Renovation - Engineering	\$ 20,000	\$ 1,900	\$ 15,000	\$ 1,500	\$ 15,000	\$ 750		
April 2017	Road Improvements - Cottage Street	\$ 135,000	\$ 72,400	\$ 135,000	\$ 69,700	\$ 135,000	\$ 62,950	\$ 135,000	\$ 56,200
April 2017	Replace H-63 - Street Sweeper Supplement	\$ 10,000	\$ 2,200	\$ 10,000	\$ 2,000	\$ 5,000	\$ 1,500	\$ 5,000	\$ 1,250
April 2017	Upgrade DPW Radio System	\$ 40,000	\$ 4,550	\$ 40,000	\$ 3,750	\$ 35,000	\$ 1,750		
April 2017	Charles River Bridge - Rehab	\$ 35,000	\$ 23,888	\$ 35,000	\$ 23,188	\$ 35,000	\$ 21,438	\$ 35,000	\$ 19,688
April 2017	Purchase New Recycling Side Arm Packer	\$ 35,000	\$ 7,700	\$ 35,000	\$ 7,000	\$ 35,000	\$ 5,250	\$ 35,000	\$ 3,500
April 2017	Town Hall HVAC Rooftop Units	\$ 10,000	\$ 3,450	\$ 10,000	\$ 3,250	\$ 10,000	\$ 2,750	\$ 10,000	\$ 2,250
April 2017	Pond Street Sidewalk & Guardrail Replace	\$ 25,000	\$ 9,000	\$ 25,000	\$ 8,500	\$ 25,000	\$ 7,250	\$ 25,000	\$ 6,000
July 2017	Replace 2001 Fire Pumper (Engine 3)	\$ 75,000	\$ 16,500	\$ 75,000	\$ 13,500	\$ 75,000	\$ 10,500	\$ 75,000	\$ 7,500
July 2017	Replace S-31 Trash Packer	\$ 40,000	\$ 8,249	\$ 40,000	\$ 6,648	\$ 40,000	\$ 5,048	\$ 36,200	\$ 3,524
July 2017	Replace H-58 (Font End Loader)	\$ 25,000	\$ 8,100	\$ 25,000	\$ 7,100	\$ 25,000	\$ 6,100	\$ 25,000	\$ 5,100
July 2017	Replace H-72 Side Walk Bombardier	\$ 20,000	\$ 5,200	\$ 15,000	\$ 4,500	\$ 15,000	\$ 3,900	\$ 15,000	\$ 3,300
July 2017	Replace Cole Roof	\$ 25,000	\$ 15,500	\$ 25,000	\$ 14,500	\$ 25,000	\$ 13,500	\$ 25,000	\$ 12,500
July 2017	Park and Field Renovations	\$ 25,000	\$ 4,940	\$ 25,000	\$ 3,940	\$ 25,000	\$ 2,940	\$ 21,000	\$ 2,020
July 2017	Roadway & Sidewalks Supplement	\$ 60,000	\$ 31,200	\$ 60,000	\$ 28,800	\$ 60,000	\$ 26,400	\$ 60,000	\$ 24,000
Up Coming Bond Auth.									
Dec-18	Replacement of SCBA equipment	\$ 40,000	\$ 18,396	\$ 40,000	\$ 14,500	\$ 40,000	\$ 12,500	\$ 40,000	\$ 10,500
Dec-18	Acquisition CSX Saxonville Branch (CRT)	\$ 165,000	\$ 147,218	\$ 165,000	\$ 124,175	\$ 165,000	\$ 115,925	\$ 165,000	\$ 107,675
Dec-18	Fire Alarm Bucket Truck (S-5)	\$ 20,000	\$ 10,583	\$ 20,000	\$ 8,500	\$ 20,000	\$ 7,500	\$ 20,000	\$ 6,500
Dec-18	Replace Truck Sander (408)	\$ 40,000	\$ 12,854	\$ 35,000	\$ 9,625	\$ 35,000	\$ 7,875	\$ 35,000	\$ 6,125
Dec-18	Replace H-70 Trackless (426)	\$ 25,000	\$ 11,567	\$ 25,000	\$ 9,125	\$ 25,000	\$ 7,875	\$ 25,000	\$ 6,625
Dec-18	Replace Trash Packer (504)	Debt Extinguished by Bond Premiums							
Dec-18	Charles River Dam - Engineering & Repairs	Debt Extinguished by Bond Premiums							
Dec-18	Roadway and Sidewalk	\$ 70,000	\$ 51,062	\$ 70,000	\$ 42,400	\$ 70,000	\$ 38,900	\$ 70,000	\$ 35,400
Dec-18	Roadway Washington Ave	\$ 165,000	\$ 125,406	\$ 165,000	\$ 104,495	\$ 165,000	\$ 96,245	\$ 165,000	\$ 87,995
Dec-18	Route 27 Improvements (North Main St)	\$ 135,000	\$ 101,695	\$ 135,000	\$ 84,675	\$ 135,000	\$ 77,925	\$ 135,000	\$ 71,175
Dec-18	Fire Station 4	\$ 405,000	\$ 765,875	\$ 505,000	\$ 667,275	\$ 530,000	\$ 641,400	\$ 555,000	\$ 614,275
2019	East Field Renovations	\$ 170,000	\$ 126,750	\$ 170,000	\$ 118,250	\$ 170,000	\$ 109,750	\$ 170,000	\$ 101,250
2019	Navy Yard Field Renovations	\$ 110,000	\$ 80,000	\$ 110,000	\$ 74,500	\$ 110,000	\$ 69,000	\$ 110,000	\$ 63,500
2020	Accounts Receivable Software Upgrade	\$ 52,000	\$ 9,750	\$ 52,000	\$ 7,800	\$ 52,000	\$ 5,850	\$ 52,000	\$ 3,900
2020	Roadway South Main St	\$ 235,000	\$ 131,250	\$ 235,000	\$ 122,438	\$ 235,000	\$ 113,625	\$ 235,000	\$ 104,813
2020	Charles River Dam	\$ 62,500	\$ 46,875	\$ 62,500	\$ 44,531	\$ 62,500	\$ 42,188	\$ 62,500	\$ 39,844
	* Downtown Parking Garage	Pending Grant Funding or State Aid							
	* Acquisition - 22 Pleasant St	Board of Selectmen Voted not to purchase							
Sub-Total (Gen'l Gov)		\$ 4,814,159	\$ 2,396,990	\$ 4,557,102	\$ 2,092,763	\$ 4,287,221	\$ 1,904,324	\$ 3,979,421	\$ 1,725,738

Debt Service Schedules

FY 2020 Operational Budget Request

Department: General Fund Debt Service

Year of Issue	Project	Fiscal Year 2020		Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2004	Wilson Middle School (Refunded 2014)	\$ 460,000	\$ 78,000	\$ 455,000	\$ 59,600	\$ 450,000	\$ 41,400	\$ 450,000	\$ 23,400
2004	Wilson Middle School (Refunded 2014)	\$ 60,000	\$ 10,350	\$ 60,000	\$ 7,950	\$ 60,000	\$ 5,550	\$ 60,000	\$ 3,150
2009	Kennedy Renovations	\$ 120,000	\$ 3,900	\$ -	\$ -				
2010	Memorial Renovations	\$ 165,000	\$ 5,363	\$ -	\$ -				
2010	High School - Construction	\$ 1,925,000	\$ 813,313	\$ 1,925,000	\$ 755,563	\$ 1,925,000	\$ 697,813	\$ 1,925,000	\$ 640,063
2011	High School - Plans	\$ 50,000	\$ 19,163	\$ 45,000	\$ 17,663	\$ 45,000	\$ 16,313	\$ 45,000	\$ 14,963
2011	High School - Design	\$ 25,000	\$ 10,563	\$ 25,000	\$ 9,813	\$ 25,000	\$ 9,063	\$ 25,000	\$ 8,313
2011	Johnson Boilers	\$ 25,000	\$ 1,350	\$ 20,000	\$ 600				
2011	Johnson Exterior Windows	\$ 10,000	\$ 600	\$ 10,000	\$ 300				
2011	Memorial Fire Alarm System	\$ 25,000	\$ 1,500	\$ 25,000	\$ 750				
2012	Bennett-Hemenway School *Refunded	\$ 53,000	\$ 2,780	\$ 43,000	\$ 860				
2013	Kennedy - Replace Electrical Serv.	\$ 15,000	\$ 2,100	\$ 15,000	\$ 1,500	\$ 15,000	\$ 900	\$ 15,000	\$ 300
2013	High School - Construction (Re-Approp. 2015 FATM - Art 10)	\$ 151,034	\$ 64,567	\$ 151,034	\$ 58,526	\$ 151,034	\$ 52,484	\$ 151,034	\$ 46,443
2014	Ben-Hem - School Playground	\$ 15,000	\$ 2,588	\$ 15,000	\$ 1,988	\$ 15,000	\$ 1,388	\$ 15,000	\$ 788
2014	Memorial - Boiler Replacement	\$ 30,000	\$ 7,982	\$ 25,000	\$ 6,782	\$ 25,000	\$ 5,782	\$ 25,000	\$ 4,782
2014	Memorial - School Lighting	\$ 10,000	\$ 1,725	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525
2014	Replace Windows - Johnson	\$ 15,000	\$ 2,588	\$ 15,000	\$ 1,988	\$ 15,000	\$ 1,388	\$ 15,000	\$ 788
2015	Kennedy Middle School Portable Classrooms	\$ 40,000	\$ 1,200						
2015	Purchase & Install Portable Classrooms(Re-Approp. 2015 FATM - Art 10)	\$ 60,989	\$ 26,073	\$ 60,989	\$ 23,634	\$ 60,989	\$ 21,194	\$ 60,989	\$ 18,754
2015	Purchase & Install Portable Classrooms(Re-Approp. 2015 FATM - Art 10)	\$ 32,423	\$ 13,862	\$ 32,423	\$ 12,564	\$ 32,423	\$ 11,267	\$ 32,423	\$ 9,970
2015	Lilja - Roof Replacement(Re-Approp. 2015 FATM - Art 10)	\$ 30,556	\$ 11,842	\$ 30,556	\$ 10,620	\$ 30,556	\$ 10,618	\$ 30,556	\$ 4,698
April 2017	Lilja - Roof Replacement	\$ 25,000	\$ 13,950	\$ 25,000	\$ 13,450	\$ 25,000	\$ 12,200	\$ 25,000	\$ 10,950
April 2017	Brown - Replace sidewalks	\$ 10,000	\$ 3,050	\$ 10,000	\$ 2,850	\$ 5,000	\$ 2,350	\$ 5,000	\$ 2,100
April 2017	Wilson - Replace sidewalks	\$ 10,000	\$ 3,050	\$ 10,000	\$ 2,850	\$ 5,000	\$ 2,350	\$ 5,000	\$ 2,100
April 2017	Brown School Roof Replacement	\$ 45,000	\$ 28,050	\$ 45,000	\$ 27,150	\$ 45,000	\$ 24,900	\$ 45,000	\$ 22,650
July 2017	Lilja School - Install Modular Classrooms	\$ 100,000	\$ 65,550	\$ 100,000	\$ 61,550	\$ 100,000	\$ 57,550	\$ 100,000	\$ 53,550
July 2017	Natick High School - Install Irrigation Well	\$ 15,000	\$ 2,812	\$ 15,000	\$ 2,212	\$ 12,800	\$ 1,056	\$ 10,000	\$ 600
Dec-18	Kennedy Middle School	\$ 1,570,000	\$ 2,920,033	\$ 1,950,000	\$ 2,542,780	\$ 2,050,000	\$ 2,442,780	\$ 2,155,000	\$ 2,337,655
Sub-Total		\$ 5,093,002	\$ 4,117,903	\$ 5,118,002	\$ 3,624,867	\$ 5,102,802	\$ 3,419,268	\$ 5,205,002	\$ 3,206,539
Bond Anticipation Notes			\$ 44,000		\$ 42,000		\$ 40,000		
General Fund Total		\$ 9,907,161	\$ 6,558,893	\$ 9,675,104	\$ 5,759,630	\$ 9,390,023	\$ 5,363,592	\$ 9,184,423	\$ 4,932,277
			\$ 16,466,054		\$ 15,434,734		\$ 14,753,615		\$ 14,116,700



Town of Natick

Home of Champions

Department: Debt Service

Leased Equipment

	2016	2017	2018	2019	2020	2019 vs. 2020	
	Actual	Actual	Appropriated	Appropriated	Preliminary	\$ (+/-)	% (+/-)
Police Motorcycles	13,200	13,000	13,250	13,500	15,000	1,500	11.11%
Motor Vehicle Excise Tax	-	1,200	1,250	1,300	1,500	200	15.38%
Municipal Street Lights	73,503	73,503	73,503	73,503	73,503	-	0.00%
Mailing Equipment	18,577	18,865	21,000	20,400	22,000	1,600	7.84%
Copiers	37,389	37,389	40,200	38,500	39,775	1,275	3.31%
Purchased Services	142,669	143,957	149,203	147,203	151,778	4,575	3.11%
Total Leased Equipment	142,669	143,957	149,203	147,203	151,778	4,575	3.11%

Leased Equipment

Land Lease (JJ Lane Park)	-	3,900	3,900	3,900	3,900	-	0.00%
Camp Arrowhead*			5,000	2,500	5,000	2,500	100.00%
Total Leased Land	-	3,900	8,900	6,400	8,900	2,500	39.06%

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

Narrative:

Principal Payments:

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

Interest Payments:

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

Leased Equipment:

Motorcycle leases for the Police Department \$15,000, Excise Tax for leased motorcycles \$1,500, leased postage / mail room equipment \$22,000, copier equipment for the copy center \$38,500. The annual amount of the LED street light lease is \$73,073. Total leased equipment budget \$151,778.

Leased Land:

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

Facilities Management



FY 2020 Operational Budget Request

Vacant, Director

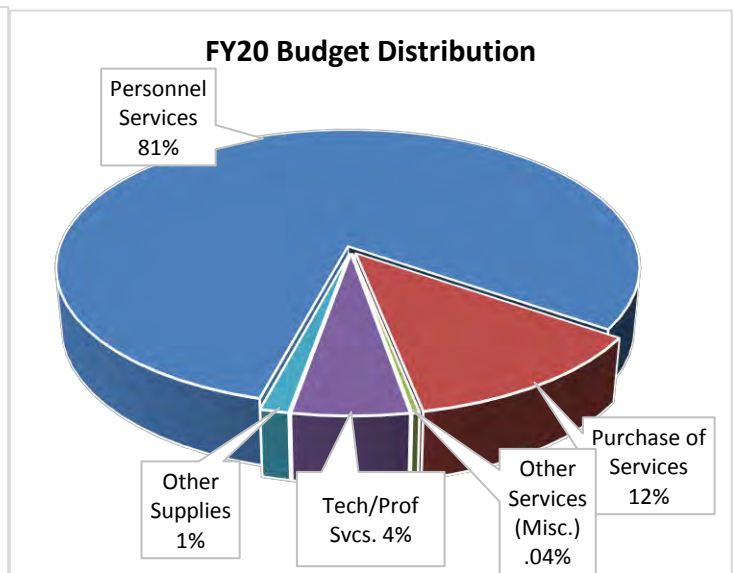
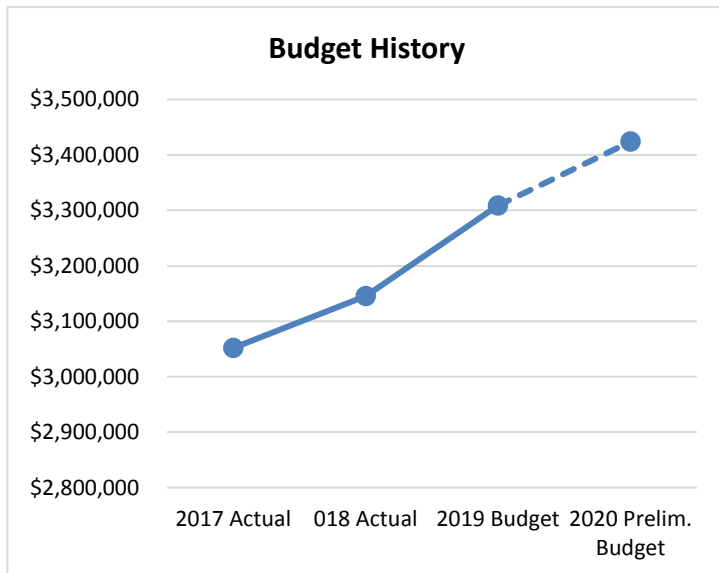
Mission:

The Department of Facilities Management strives to provide efficient and effective operation and stewardship of the Town of Natick school and town owned facilities. Our team goal is to provide customer satisfaction by recognizing and meeting the needs of various departments, providing a safe and comfortable environment for employees and patrons, while maintaining fiscal responsibility, in accordance with the policies and procedures set forth by the Town of Natick School Committee and Board of Selectmen.

Budget Highlights for FY 2020:

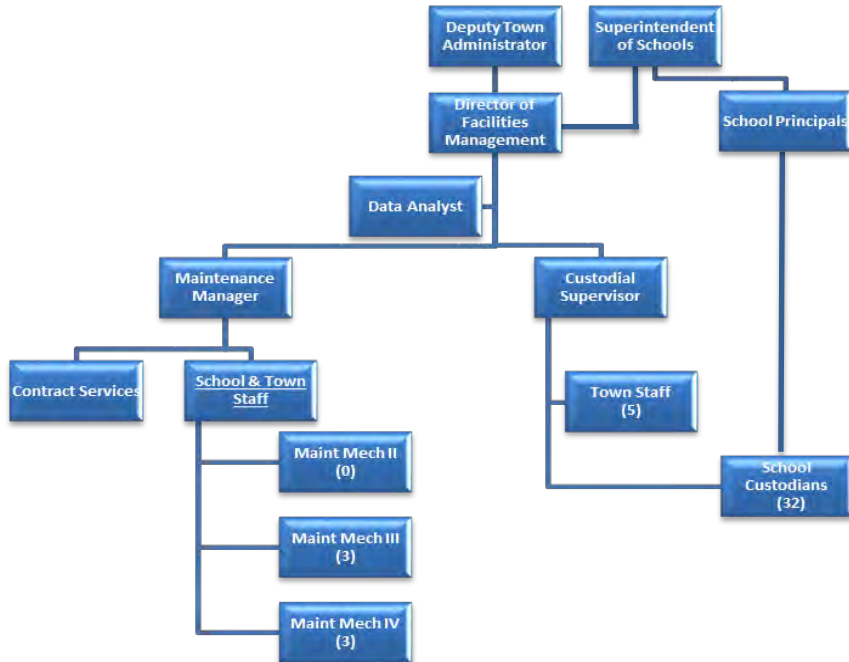
- Increases from contractual labor costs
- \$50,000 increase for contractual cleaners from base rate increasing from \$13.25/hr to \$19.23/hr

Budget Summary



Facilities Management

Department - Organizational Summary



Total Staff - 47 FTEs (number per position in parentheses)

Notes

Contract Services: Electrician, HVAC, Boiler, Exterminator, Elevators, Alarms, Plumber, DDC Systems

Maint Mech II: 0 General Maintenance

Maint Mech III: 1 General Maintenance, 2 Painters

Maint Mech IV: 1 HVAC, 2 Carpenters

Town Staff: 1 Town Hall, 1 Library, 1 Police/Fire, 1 Cole, 1 Senior Center

School Custodians: 10.5 High School, 3.5 Kennedy, 4.5 Wilson, 3.5 Ben-Hem, Memorial 2.5, Lilja 3.0, Brown 3.0, Johnson 1.5

Facilities Management



Department: Facilities Management

		2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
Salaries Supervisory		\$ 249,735	\$ 248,778	\$ 322,600	\$ 340,197	\$ 17,597	5.45%
Salaries Technical & Professional		\$ 55,211	\$ 55,000	\$ 56,400	\$ 56,834	\$ 434	0.77%
Salaries Operational Staff		\$ 1,926,411	\$ 1,988,720	\$ 2,057,205	\$ 2,111,393	\$ 54,188	2.63%
Salaries Part-Time Operational		\$ 38,207	\$ 37,100	\$ 40,000	\$ 35,000	\$ (5,000)	-12.50%
Salaries Add'l Comp Operational		\$ 25,600	\$ 25,400	\$ 35,000	\$ 35,000	\$ -	0.00%
Salaries Staff Overtime		\$ 187,766	\$ 169,803	\$ 175,000	\$ 175,000	\$ -	0.00%
Personnel Services	¹	\$ 2,482,930	\$ 2,524,801	\$ 2,686,205	\$ 2,753,424	\$ 67,219	2.50%
Repairs & Maint. Facilities	²	\$ 374,106	\$ 362,515	\$ 370,000	\$ 370,000	\$ 7,485	2.06%
Repairs & Maint. (5 Auburn Street)		\$ 6,381	\$ 26,000	\$ 26,000	\$ 26,000	\$ -	0.00%
Repairs & Maint. Elevator/Chair lift	³	\$ 22,167	\$ 27,500	\$ 27,500	\$ 25,500	\$ -	0.00%
Purchase of Services		\$ 402,654	\$ 416,015	\$ 423,500	\$ 421,500	\$ 7,485	1.80%
Clothing Allowance Oper. Staff		10,770	12,000	12,000	12,000	\$ -	0.00%
Other Services (Misc.)		\$ 10,770	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.00%
Contractual Svs - Cleaning	⁴	\$ 108,772	\$ 144,843	\$ 140,000	\$ 190,000	\$ 50,000	35.71%
Tech/Professional Services		\$ 108,772	\$ 144,843	\$ 140,000	\$ 190,000	\$ 50,000	35.71%
Custodial Supplies		\$ 46,693	\$ 47,863	\$ 47,000	\$ 47,000	\$ -	0.00%
Other Supplies		\$ 46,693	\$ 47,863	\$ 47,000	\$ 47,000	\$ -	0.00%
Total Department		\$ 3,051,819	\$ 3,145,522	\$ 3,308,705	\$ 3,423,924	\$ 124,704	5.19%

Footnotes:

¹ Salaries:

Supervisory - Director of Facilities Management, Custodial Supervisor, Maintenance Manager

Technical & Professional - Data Analyst

Operational - 43 employees who maintain and care for Town buildings

Part-time Operational - Summer Maintenance Personnel, seasonal positions that cover for summer vacations

Additional Compensation Operational - Longevity and training stipends for operational staff

Operational Staff Overtime - For emergencies and callbacks after normal operating hours for municipal buildings. This also covers building security, substitutes, and rental of facilities overtime for NPS.

Purchased Services:

² Repairs & Maintenance of Facilities - Costs of maintaining Town buildings including equipment, quarterly alarm testing, HVAC repairs, boiler repairs, and general maintenance.

³ Repairs & Maintenance to Elevators - Repairs to elevators and lifts located at the Police Station, Fire Station, Town Hall, Cole Recreation Center, Morse Institute Library, and DPW.

Technical/Professional Services:

⁴ Contractual Cleaning Services - Contracted cleaning services for the Senior Center, Fire Station, Police Station, Morse Institute



Town of Natick

Home of Champions

Department: Reserve Fund

Budget Overview:

	2017 Actual	2018 Actual	2019 Revised Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
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Reserve Fund	\$ 18,600	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
Expenses	\$ 18,600	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
Total Reserve Fund	\$ 18,600	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%

Reserve Fund Usage:

No Reserve Fund Transfers in FY18

Reserve Fund History

	2015	2016	2017	2018	2019
Original Appropriation	\$ 300,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Transfers In	\$ -	\$ -	\$ 50,000	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ 18,600	\$ -	\$ -
Revised Appropriation	\$ 300,000	\$ 250,000	\$ 281,400	\$ 250,000	\$ 250,000

Year End Balance	\$ 300,000	\$ 250,000	\$ 281,400	\$ 250,000	\$ 250,000
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Section X

Water/Sewer Enterprise Fund

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Water & Sewer



FY 2020 Operational Budget Request

Jeremy Marsette PE, Director of Public Works

Mission:

Water & Sewer Operations:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure of the Town and be ready and available to provide immediate and professional response to emergency situations. The Department will provide safe and adequate drinking water and water for fire protection by maintaining and improving the water treatment plant, supply wells, and water mains throughout town. The Department will also provide safe and sanitary collection and disposal of wastewater by maintaining and improving sewer pump stations, force mains, and gravity sewer mains.

The Department will assist, support and cooperate with other Town departments, boards and commissions as well as other municipalities, State and Federal agencies in all relevant activities that promote and benefit the Town and the quality of life for the citizens of the Town.

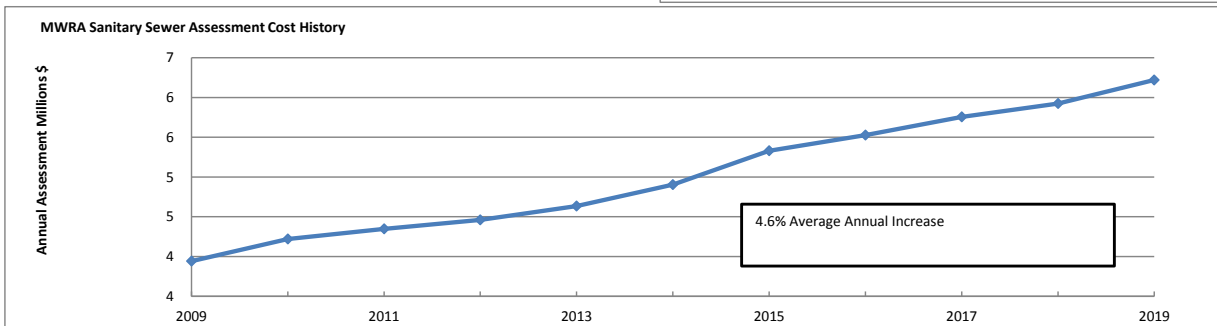
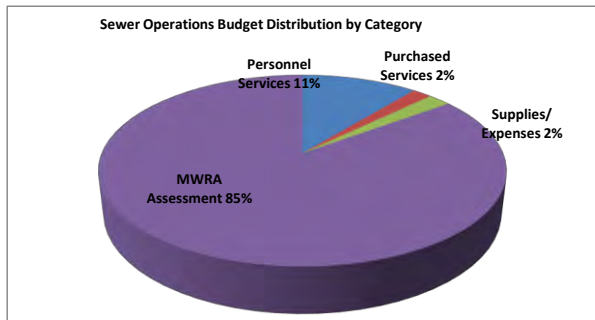
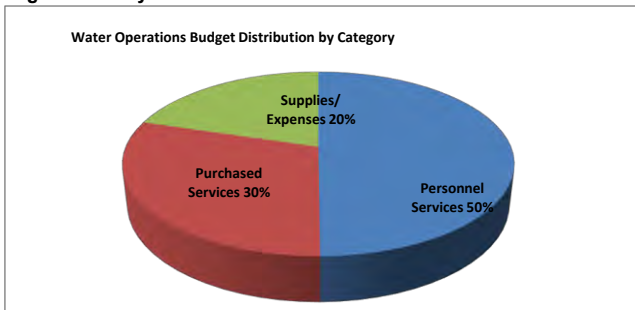
Utility Billing Operations:

The Utility Billing office is responsible for the billing and collecting of Water and Sewer activity. This includes uploading the usage files received from DPW on a monthly basis, recording the receivable due to the Town of Natick, printing and mailing of water/sewer invoices, and posting water/sewer cash receipts. Also process abatements, corrections, final billing for real estate sales and special billings for backflows, valve work, etc., and maintain the senior citizen account designations with the Assessor's Office. Finally, this division is also responsible for answering customer inquiries and conduct problem research.

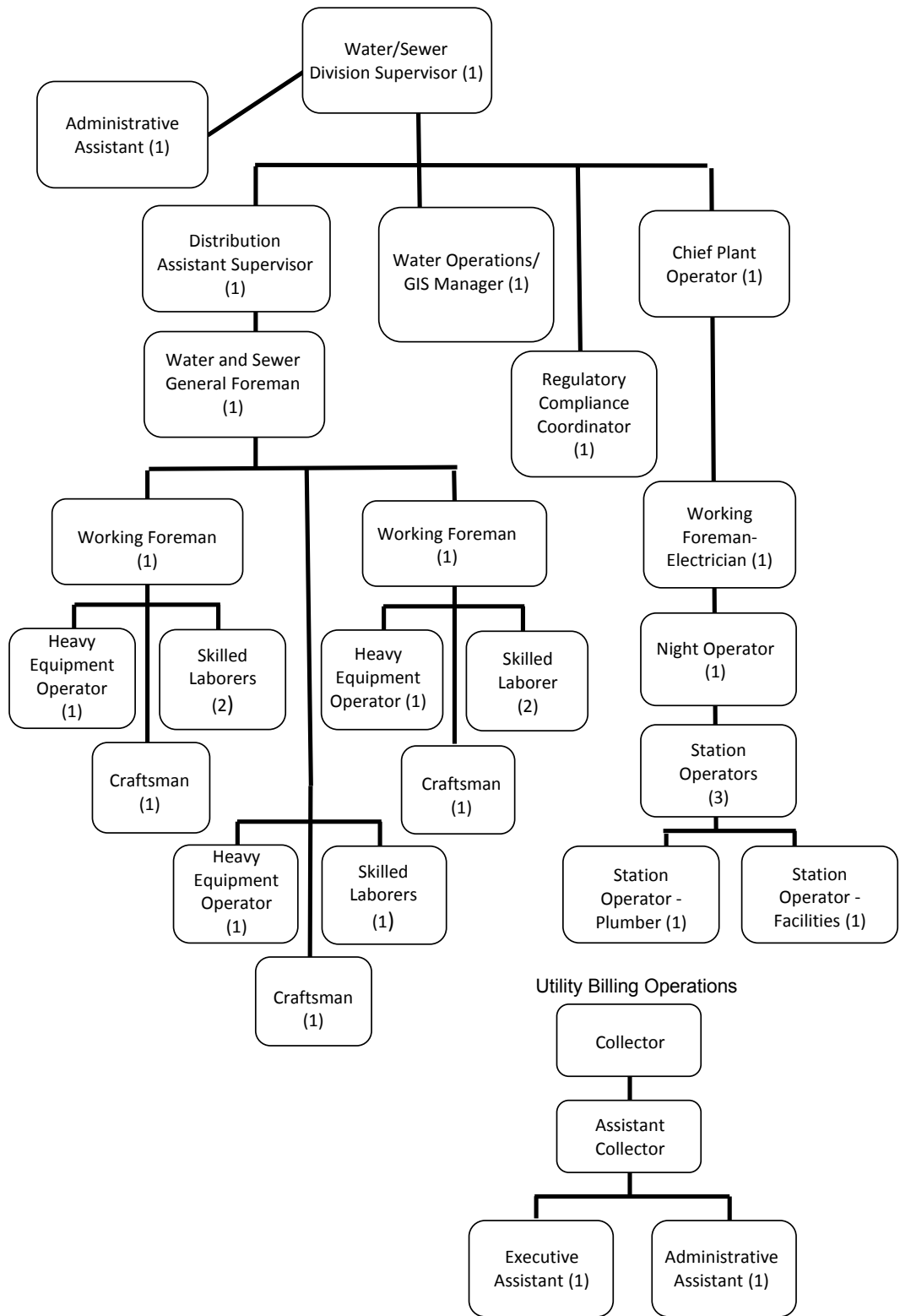
Budget Highlights for FY 2020:

- The Water Division operating budget includes the addition of a Station Operator w/ Trade License (Facilities Maintenance) to assist in the upkeep and regular maintenance of the town's four water treatment facilities, thirty-four sewer pump station facilities, and two water storage reservoirs. Regular preventative maintenance will increase service life, level of service, and safety/security of this critical infrastructure
- The Water and Sewer Divisions have implemented Division wide asset management and electronic work order systems. The system links to the Town's SCADA (remote monitoring) allowing for improved scheduling and tracking of preventative maintenance activities. The new system will greatly assist in required compliance reporting to State and Federal Regulators. The operating budgets include expenses to maintain and update these systems.
- The Water Division operating budget includes increased expenses for required water quality testing and compliance activities. Also included are the increased expenses for water treatment additives to control source water pH and corrosivity.
- The largest single expense in the Water and Sewer Enterprise Fund is the Assessment Charge by the Massachusetts Water Resource Authority (MWRA) for accepting and treating the Town's wastewater. This expense makes up 85% of the Sewer Division Operating budget. The assessment is forecast to increase by 5% for FY19 (an increase of \$305,000).

Budget Summary -



Department - Organizational Summary



Total Staff - 30 FTEs (number per position in parentheses)

Notes

- * Water & Sewer Divisions are under the management of the Director of Public Works.
- * Collector and Assistant Collector are funded in the General Fund Operating Budget.

Water & Sewer

Department by the Numbers

Performance Indicators	FY2015	FY2016	FY2017	FY2018*	FY2019*
Workload Indicators					
Water & Sewer Operations					
Water Leaks/Repairs	60	27	33	30	30
Sewer Backups	12	7	9	9	9
Hydrants Replaced/Repaired	14	28	28	30	30
Sewer Main lines Lined (ft)	4,600	-	3,800	9,000	4,000
Miles Water/Sewer Pipes	200/150	200/150	200/150	200/150	200/150
Fire Hydrants	1,395	1,395	1,400	1,400	1,400
Water Storage Capacity (MG)	9	9	9	9	9
Water Pumped (MGD)	1,230	1,214	1,166	1,180	1,180
Sewer Conveyed (MGD)	3.5	3.25	3.0	3.0	3.0
Sewer Pump Stations	34	34	34	34	34
Water Meters Maintained	13,400	13,450	13,500	13,550	13,550
Backflow Prevention Tests	2,000	2,050	2,100	2,150	2,150
Water Supply Wells	12	12	12	12	12
Water Services Replaced	116	111	141	160	160

*Estimated

Water & Sewer

Water	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
Salaries					\$ (+/-)	%(+/-)
Personnel Services	1,206,784	1,244,426	1,247,097	1,282,726	35,629	2.86%
Operating Expenses						
Purchased Services	503,822	450,446	665,486	681,349	15,863	2.38%
Other Services	10,104	16,202	17,000	23,700	6,700	39.41%
Tech./Prof. Services	54,286	56,374	61,500	61,800	300	0.49%
Supplies	102,585	69,782	70,700	72,200	1,500	2.12%
Other Supplies	200,970	243,447	242,000	245,000	3,000	1.24%
Other Charges	47,604	232,143	205,000	205,000	0	0.00%
Total Expenses	919,372	1,068,394	1,261,686	1,289,049	27,363	2.17%
Total Water	2,126,156	2,312,820	2,508,783	2,571,775	62,992	2.51%

Sewer	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
Salaries					\$ (+/-)	%(+/-)
Personnel Services	699,625	773,270	800,921	816,363	15,442	1.93%
Operating Expenses						
Purchased Services	124,479	220,546	113,493	116,163	2,670	2.35%
Other Services	1,339	1,066	2,200	2,200	0	0.00%
Tech./Prof. Services	5,777	29,360	15,000	17,500	2,500	16.67%
Supplies	3,998	3,772	4,200	5,000	800	19.05%
Other Charges	5,882,056	6,074,407	6,503,000	6,505,760	2,760	0.04%
Total Expenses	6,017,648	6,329,151	6,637,893	6,646,623	8,730	0.13%
Total Sewer	6,717,273	7,102,421	7,438,814	7,462,986	24,172	0.32%

Utility Billing	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
Salaries					\$ (+/-)	%(+/-)
Personnel Services	107,657	109,748	115,754	115,754	0	0.00%
Operating Expenses						
Supplies	59,497	49,626	89,000	89,000	0	0.00%
Total Expenses	59,497	49,626	89,000	89,000	0	0.00%
Total Utility Billing	167,155	159,374	204,754	204,754	0	0.00%

Employee Benefits	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
					\$ (+/-)	%(+/-)
Medicare	26,585	25,242	31,375	32,115	740	2.36%
Insurance Group Health/Life	371,954	388,530	441,577	463,656	22,079	5.00%
LIUNA Pension	65,389	73,406	74,432	87,399	12,967	17.42%
Funding Schedule	273,812	296,128	315,114	337,172	22,058	7.00%
Total Employee Benefits	737,740	783,306	862,498	920,342	57,844	6.71%

Debt Service	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
					\$ (+/-)	%(+/-)
Principal	1,970,363	1,976,150	2,335,173	2,194,620	-140,553	-6.02%
Interest	434,325	364,638	698,215	685,584	-12,631	-1.81%
Total Debt Service	2,404,688	2,340,788	3,033,388	2,880,204	-153,184	-5.05%

Reserve Fund	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
					\$ (+/-)	%(+/-)
Total Reserve Fund	200,000	200,000	200,000	200,000	0	0.00%

Total Enterprise	12,353,012	12,898,709	14,248,238	14,240,061	-8,176	-0.06%
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Water Division

Description		2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
						\$ (+/-)	% (+/-)
Salaries							
SALARIES SUPERVISORY	¹	208,967	208,601	208,601	210,205	1,604	0.77%
SALARIES OPERATIONAL STAFF	²	783,415	770,229	838,731	865,501	26,770	3.19%
MERIT PERFORMANCE/CBAS		0	0	0	0	0	
SALARIES PART TIME OPERATIONAL	³	19,019	45,833	39,313	40,000	687	1.75%
SALARIES OPERATIONAL O/T		136,638	165,911	110,000	112,200	2,200	2.00%
SALARIES ADD'L COMP SUPERVISOR	⁴	21,700	19,900	19,900	22,400	2,500	12.56%
SALARIES ADD'L COMP OPER	⁵	32,845	29,752	25,902	27,677	1,775	6.85%
CLOTHING OPERATIONAL		4,200	4,200	4,650	4,743	93	2.00%
Total Personnel Services		1,206,784	1,244,426	1,247,097	1,282,726	35,629	2.86%
Purchased Services							
SOFTWARE SERVICING	⁶	14,339	16,001	48,500	49,500	1,000	2.06%
UTILITIES - ELECTRICITY		439,155	369,429	567,736	581,929	14,193	2.50%
GIS SOFTWARE & TRAINING		28,301	32,277	26,000	26,520	520	2.00%
COPY/MAIL CENTER FEES		9,495	9,495	11,000	11,000	0	0.00%
MISCELLANEOUS	⁷	12,533	23,244	12,250	12,400	150	1.22%
Total Purchased Services		503,822	450,446	665,486	681,349	15,863	2.38%
Other Services							
LICENSES - CDL & SPECIAL		10,144	8,102	8,700	8,700	0	0.00%
ENVIRONMENTAL MANAGEMENT - ISO 14001 CERT.	⁸	-40	8,100	8,300	15,000	6,700	80.72%
Total Other Services		10,104	16,202	17,000	23,700	6,700	39.41%

Footnotes:

Salaries:

- ¹ Supervisory - Supervisor of Water/Sewer, GIS Coordinator/Water Information Management, Compliance Coordinator
² Operational - 14 employees to manage the water distribution system
³ Temporary Operational Staff - Police details during roadwork and part time support
⁴ Supervisory Additional Compensation - Education incentive stipends and service awards
⁵ Operational Staff Additional Compensation - Longevity and temporary upgrades per union contract

Purchased Services:

- ⁶ Repairs & Software Maintenance - Maintaining the SCADA system at the Water Treatment Plants.
⁷ Purchased Services Misc. - Office supplies, Computers, Printers

Other Services:

- ⁸ Environmental Management ISO 14001 Cert - required maintenance of Environmental Management System to comply with audits from Regulators

Water Division

Description		2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
						\$ (+/-)	% (+/-)
IMPLEMENT SDWA ADMENDMENT	⁹	28,891	28,112	31,000	31,000	0	0.00%
WATER TESTING	¹⁰	25,395	28,262	30,500	30,800	300	0.98%
Total Tech./Prof. Services		54,286	56,374	61,500	61,800	300	0.49%
REPAIR & MAINT - EQUIPMENT	¹¹	2,994	2,861	3,100	3,200	100	3.23%
REPAIR & MAINT - FACILITIES	¹²	48,695	3,506	3,600	4,000	400	11.11%
REPLAIR & MAINT - HYDRANTS		10,022	15,025	16,000	16,000	0	0.00%
REPAIR & MAINT -MISC REPAIRS	¹³	20,874	23,244	24,000	25,000	1,000	4.17%
REPAIR & MAINT - MISC CONSTRUCTION	¹³	20,000	25,146	24,000	24,000	0	0.00%
Total Supplies		102,585	69,782	70,700	72,200	1,500	2.12%
CHEMICAL SUPPLIES	¹⁴	157,580	186,977	190,000	190,000	0	0.00%
OBSOLETE METERS		23,376	33,674	30,000	30,000	0	0.00%
SERVICE CONNECTIONS	¹⁵	20,014	22,796	22,000	25,000	3,000	13.64%
Total Other Supplies		200,970	243,447	242,000	245,000	3,000	1.24%
WATER WELL/WATER LINE MAINT.	¹⁶	13,670	170,927	158,000	158,000	0	0.00%
NEW HYDRANT INSTALLATION		10,000	9,941	10,250	10,250	0	0.00%
ASPHALT CRUSHING		9,537	22,258	20,500	20,500	0	0.00%
DEP ASSESSMENT	¹⁷	11,557	12,499	12,750	12,750	0	0.00%
MWRA DISCHARGE PERMIT	¹⁸	2,840	16,518	3,500	3,500	0	0.00%
Total Other Charges		47,604	232,143	205,000	205,000	0	0.00%
Total Water		2,126,156	2,312,820	2,508,783	2,571,775	62,992	2.51%

Footnotes:

Technical & Professional Services:

⁹ SDWA Amendment- For testing volatile organic compounds and other tests mandated by DEP, EPA, and the Safe Water Drinking Act (SWDA)

¹⁰ Water Testing - required daily, weekly, and periodic water quality testing (coliform, manganese, fluoride, lead and copper, and many others)

Supplies:

¹¹ Repairs & Maint. Equipment - repair of metal detectors, hoses, service tapping machines, etc.

¹² Repairs & Maint. Facilities - repair and maintain locks, windows, doors, blower belts, etc.

¹³ Repairs & Maint. Misc. Repairs and Construction - repair and replacement of water gates, ductile iron water pipe, gate boxes, large pipe fittings, tapping sleeves, etc.

Other Supplies:

¹⁴ Chemical Supplies - Chemicals used in the treatment and conditioning of water supply (including: chlorine gas, hydrofulousilic acid, potassium permanganate, among others)

¹⁵ Service Connections - replacement of old water line services and replacing the water line in streets that are to be re-paved, including water service pipe, curb stops, brass fittings, service boxes, etc. Other Charges:

¹⁶ Water Well/Water Line Maint. - repairs and maintenance at the water treatment facilities, water pump stations, water mains, water wells, consultant fees, and emergencies

¹⁷ DEP Assessment - annual assessment charged by the Massachusetts Department of Environmental Services

¹⁸ MWRA Discharge Permit - cost to discharge wastewater from the water treatment plant to the Massachusetts Water Resource Authority wastewater collection and treatment system

Sewer Division

Description		2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
						\$ (+/-)	% (+/-)
Salaries							
SALARIES SUPERVISORY	1	177,304	175,280	178,603	183,808	5,205	2.91%
SALARIES OPERATIONAL STAFF	2	399,245	430,629	483,809	488,172	4,363	0.90%
SALARIES PART TIME OPERATIONAL	3	24,077	17,133	35,003	35,400	397	1.13%
SALARIES OPERATIONAL O/T		64,046	118,447	68,500	69,870	1,370	2.00%
SALARIES ADD'L COMP SUPERVISOR	4	17,830	16,400	16,400	19,400	3,000	18.29%
SALARIES ADD'L COMP OPER	5	13,972	12,931	15,356	16,398	1,042	6.79%
CLOTHING OPERATIONAL		3,150	2,450	3,250	3,315	65	2.00%
Total Personnel Services		699,625	773,270	800,921	816,363	15,442	1.93%
REPAIRS & MAINT. EQUIPMENT	6	3,003	3,226	3,350	3,350	0	0.00%
REPAIRS & MAINT. OTHER	7	2,653	3,273	3,350	3,350	0	0.00%
UTILITIES - ELECTRIC		118,823	214,047	106,793	109,463	2,670	2.50%
Total Purchased Services		124,479	220,546	113,493	116,163	2,670	2.35%
LICENSES - CDL & SPECIAL		1,339	1,066	2,200	2,200	0	0.00%
Total Other Services		1,339	1,066	2,200	2,200	0	0.00%
TECH & PROF SVS & MWRA SULFIDE TESTING	8	5,777	29,360	15,000	17,500	2,500	16.67%
Total Tech/Prof. Services		5,777	29,360	15,000	17,500	2,500	16.67%
REPAIRS & MAINT MISC CONSTRUCTION	9	3,998	3,772	4,200	5,000	800	19.05%
Total Supplies		3,998	3,772	4,200	5,000	800	19.05%
SEWER PUMP STATION/LINE MAINTENANCE	10	112,873	143,710	138,000	140,760	2,760	2.00%
MWRA SEWER ASSESSMENT	11	5,756,705	5,924,062	6,350,000	6,350,000	0	0.00%
WATER/SEWER DAMAGE CLAIMS		12,477	6,635	15,000	15,000	0	0.00%
Total Other Charges		5,882,056	6,074,407	6,503,000	6,505,760	2,760	0.04%
Total Sewer		6,717,273	7,102,421	7,438,814	7,462,986	24,172	0.32%

Footnotes:

Salaries:

- ¹ Supervisory - Chief Plant Operator, Distribution Manager
- ² Operational - 11 employees that maintain and repair the wastewater collection system
- ³ Temporary Operational Staff - Police details associated with roadwork and part-time help
- ⁴ Supervisory Additional Compensation - Education incentive stipends and service awards
- ⁵ Operational Staff Additional Compensation - Longevity and temporary upgrades per union contract

Purchased Services:

- ⁶ Repairs & Maint. Equipment - repairs and maintenance to equipment in the Town's thirty-for sewer pump stations including: check valves, motor starters, mechanical seals, etc.
- ⁷ Repairs & Maint. Other - repairs and maintenance of alarms, wiring, fencing, etc.

Technical & Professional Services:

- ⁸ MWRA Sulfide Testing - Massachusetts Water Resource Authority sewer system and other professional services dealing with the municipal discharge permit

Supplies:

- ⁹ Repairs & Maint Misc Construction - repairs and maintenance of sewer pipe, fittings, sewer pipeline camera, manhole covers, sewer rod equipment, etc.

Other Charges:

- ¹⁰ Sewer Pump Station/Line Maintenance - Engineering, repairing, replacing, and maintaining 34 sewer pump stations and 150 miles of sewer mains.
- ¹¹ MWRA Sewer Assessment - The cost of the Town's sewer discharge into the Massachusetts Water Resource Authority wastewater collection and treatment system

Utility Billing

Description		2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
						\$ (+/-)	% (+/-)
Salaries							
SALARIES OPERATIONAL STAFF	¹	103,032	104,211	108,580	108,580	0	0.00%
SALARIES PART-TIME	²	3,500	3,569	3,957	3,957	0	0.00%
SALARIES OPERATIONAL O/T		0	843	2,070	2,070	0	0.00%
SALARIES ADD'L COMP OPER		1,125	1,125	1,148	1,148	0	0.00%
Total Personnel Services		107,657	109,748	115,754	115,754	0	0.00%
Supplies							
EQUIPMENT REPAIRS/SERVICING		0	0	500	500	0	0.00%
SOFTWARE SERVICING	³	0	0	15,000	15,000	0	0.00%
UTILITY BILLING SOFTWARE		0	0	0	0	0	0.00%
PRINTED BILLS WATER/SEWER		11,626	7,843	10,000	10,000	0	0.00%
TRAVEL		0	0	500	500	0	0.00%
TELEPHONE		0	0	1,500	1,500	0	0.00%
TRAINING & EDUCATION		0	0	3,000	3,000	0	0.00%
PROFESSIONAL SERVICES OTHER		0	0	0	0	0	0.00%
POSTAGE		28,121	22,033	25,000	25,000	0	0.00%
COPY/MAIL CENTER FEES		19,750	19,750	32,000	32,000	0	0.00%
COLLECTION ACTIVITIES		0	0	500	500	0	0.00%
OFFICE SUPPLIES		0	0	1,000	1,000	0	0.00%
Total Supplies		59,497	49,626	89,000	89,000	0	0.00%
Total Utility Billing		167,155	159,374	204,754	204,754	0	0.00%

Footnotes:

Salaries

¹ Operational- Two full-time employees responsible for preparation of monthly water and sewer charges, special billings, printing bills, and customer service

² Part Time - Funds 240 hours of part time clerical support during peak periods

Technical & Professional Services

³ Software Servicing - Maintenance of the utility billing software

Department: Water Treatment Plant Operator w/ Trade License (Facilities)

Project Title:

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff	1	\$59,529.00	Yes	
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$59,529.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Benefits		\$16,709.79	Yes	28.07% Benefits Estimate
Total Expenses		\$16,709.79		
Total Project Costs		\$76,238.79		

Purpose/Description of Request

Working with the existing successful model of Station Operator – Plumber, this position would be a Station Operator – Facility Repairman.

Within the Water Treatment/Sewer Pumping jurisdiction there are currently 20 individual buildings that are maintained, with another coming in the spring of 2018. These buildings have doors, windows, roofs, lights, fans, some have bathrooms, and some have HVAC systems, all which need maintenance. The newest addition to the Springvale Water Treatment Facility finished construction in 2005 at a cost of over \$5 million. With the staff we have now we are able to complete the day to day operations of producing potable drinking water and pumping the effluent to the MWRA while completing some critical facility repairs. We are unable to keep up with the rate of deterioration of the physical building facilities, therefore not protecting the Town’s investment. One model we have followed in the past is to invest minimally into the upkeep of the building and then contract out and do a complete rehabilitation. This has been done with Springvale #3 building, Springvale #4 building, Springvale #1 building, Pine Oaks Building, Travis Road Building, and most recently Bradford Road building.

We believe this position would be a step in the right direction in protecting the Town’s investments. This operator would mostly conduct maintenance upkeep with some station operator duties when called upon. Upkeep would include repairing doors, windows, roofs, fans, soffits, louvers, painting (interior/exterior walls, fascia, doors, trim), as well as compiling and updating a building maintenance/replacement schedule.

The current Facilities Department provides some repairs and maintenance when asked. We believe this position would complement that by providing day to day maintenance and not just the larger items that require attention.

Population to be Served

Water and Sewer service customers

Revenue Impact

Cost avoidance of major facilities capital expenses.

FOR EXECUTIVE OFFICE USE

Date Submitted: _____

Date Reviewed: _____

Approved

Recommended Budget: _____

Denied

Review by: _____

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Debt Service Schedules

Year of Issue	Project	Fiscal Year 2020		Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2006	Water Treatment (MWPAT) *Refunded (Net amount)	\$ 302,155	\$ 80,407	\$ 311,902	\$ 65,489	\$ 326,522	\$ 49,922	\$ 336,289	\$ 32,946	\$ 350,889	\$ 15,026
2010	Sewer Pump Station 5	\$ 30,000	\$ 975	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1999	Sewer (Pleasant, Eliot, Union, etc.) *Refunded 2012	\$ 20,000	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1999	Sewer (Union St) *Refunded 2012	\$ 12,000	\$ 240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1999	Water (Lakeshore Dr) *Refunded 2012	\$ 12,000	\$ 240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2000	Water (Lakeshore Dr) *Refunded 2012	\$ 22,000	\$ 1,320	\$ 22,000	\$ 440	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2000	Sewer (Boden Ln & Water, Lincoln, etc.) *Refunded 2012	\$ 35,000	\$ 2,100	\$ 35,000	\$ 700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2002	Sewer (Lakeshore Rd) *Refunded 2013	\$ 20,000	\$ 2,000	\$ 15,000	\$ 1,200	\$ 15,000	\$ 600	\$ -	\$ -	\$ -	\$ -
2002	Sewer (Leach Ln) *Refunded 2013	\$ 10,000	\$ 1,200	\$ 10,000	\$ 800	\$ 10,000	\$ 400	\$ -	\$ -	\$ -	\$ -
2006	Sewer (Speen St, Park Ave) *Refunded 2016	\$ 105,000	\$ 21,500	\$ 105,000	\$ 17,300	\$ 105,000	\$ 14,150	\$ 105,000	\$ 11,100	\$ 105,000	\$ 8,425
2010	Water Relining	\$ 60,000	\$ 1,950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2010	Springvale Well	\$ 25,000	\$ 813	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2010	Reservoir Refurbishment	\$ 50,000	\$ 1,625	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2010	Sewer Jet Truck	\$ 25,000	\$ 813	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Final Phase V	\$ 55,000	\$ 11,425	\$ 55,000	\$ 9,775	\$ 50,000	\$ 8,125	\$ 50,000	\$ 6,625	\$ 50,000	\$ 5,125
2012	Ground Water Wells	\$ 30,000	\$ 2,400	\$ 30,000	\$ 1,200	\$ 30,000	\$ 600	\$ -	\$ -	\$ -	\$ -
2012	Variable Frequency Drives	\$ 25,000	\$ 2,000	\$ 25,000	\$ 1,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -
2012	DPW Headquarters Renovations	\$ 50,000	\$ 4,000	\$ 50,000	\$ 2,000	\$ 50,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -
2012	DPW Vehicle Garage Roof	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2013	Force Main Bradford / Pamela - Rt 9	\$ 110,000	\$ 30,250	\$ 110,000	\$ 25,850	\$ 110,000	\$ 21,450	\$ 110,000	\$ 17,050	\$ 110,000	\$ 14,850
2013	Replace Ground Water Wells	\$ 30,000	\$ 4,200	\$ 30,000	\$ 3,000	\$ 30,000	\$ 1,800	\$ 30,000	\$ 600	\$ -	\$ -
2013	Filter Modification @ Springvale WTP	\$ 20,000	\$ 2,800	\$ 20,000	\$ 2,000	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ -	\$ -
2014	Replace Ground Water Wells	\$ 20,000	\$ 6,225	\$ 20,000	\$ 5,425	\$ 20,000	\$ 4,625	\$ 20,000	\$ 3,825	\$ 20,000	\$ 3,225
2014	Town Forest Reservoir Roof	\$ 15,000	\$ 4,519	\$ 15,000	\$ 3,319	\$ 15,000	\$ 2,719	\$ 15,000	\$ 2,719	\$ 15,000	\$ 2,269
2014	Prime Park Pump Station Wall	\$ 15,000	\$ 2,588	\$ 15,000	\$ 1,988	\$ 15,000	\$ 1,388	\$ 15,000	\$ 788	\$ 15,000	\$ 338
2014	Energy Efficiency Upgrades - Springvale WTP	\$ 15,000	\$ 2,588	\$ 15,000	\$ 1,988	\$ 15,000	\$ 1,388	\$ 15,000	\$ 788	\$ 15,000	\$ 338
2014	Tonka Valves & Filters - Springvale WTP	\$ 10,000	\$ 1,725	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525	\$ 10,000	\$ 225
2014	Chrysler Road Sewer Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	MWRA I&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	W-22 (Dump Truck w/Plow)	\$ 35,000	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	W-14 (Backhoe w/Plow)	\$ 20,000	\$ 800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	Speen Street Sewer Work	\$ 20,000	\$ 3,000	\$ 20,000	\$ 1,325	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ -	\$ -
2016	Sewer	\$ 5,000	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2017	Prime Park Pump Station	\$ 10,000	\$ 4,556	\$ 10,000	\$ 4,356	\$ 10,000	\$ 2,856	\$ 10,000	\$ 3,356	\$ 10,000	\$ 2,856
2017	Sewer Station and Generator Upgrades (Travis Road)	\$ 10,000	\$ 2,800	\$ 10,000	\$ 2,400	\$ 10,000	\$ 2,000	\$ 10,000	\$ 1,600	\$ 10,000	\$ 1,200
2017	Sewer Pump Station Replacement (Eliot Hill)	\$ 10,000	\$ 6,913	\$ 10,000	\$ 6,713	\$ 10,000	\$ 6,213	\$ 10,000	\$ 5,713	\$ 10,000	\$ 5,213
2017	Public Works Expansion	\$ 10,000	\$ 1,932	\$ 10,000	\$ 1,535	\$ 10,000	\$ 1,235	\$ 10,000	\$ 935	\$ 10,000	\$ 668
2017	MWRA I&I - Sewer Main Relining	\$ 20,205	\$ -	\$ 20,205	\$ -	\$ 20,205	\$ -	\$ 20,205	\$ -	\$ 20,205	\$ -
2017	VFD's for Pumps - Springvale Water Treatment	\$ 20,000	\$ 5,900	\$ 20,000	\$ 5,500	\$ 20,000	\$ 4,500	\$ 20,000	\$ 3,500	\$ 20,000	\$ 2,500
2017	Covered Storage Building	\$ 10,000	\$ 7,200	\$ 10,000	\$ 6,800	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -
2017	Water Distribution System Enhancements	\$ 15,000	\$ 7,763	\$ 15,000	\$ 7,463	\$ 15,000	\$ 6,713	\$ 15,000	\$ 5,963	\$ 10,000	\$ 5,213
2017	Replace Ground Water Wells	\$ 15,000	\$ 9,413	\$ 15,000	\$ 9,113	\$ 15,000	\$ 8,363	\$ 15,000	\$ 7,613	\$ 15,000	\$ 6,863
2017	Springvale Water Treatment Plant - Re-use Tank	\$ 35,000	\$ 12,450	\$ 35,000	\$ 11,750	\$ 35,000	\$ 10,000	\$ 35,000	\$ 8,250	\$ 35,000	\$ 6,500
2017	Route 30 Water Main Loop	\$ 30,000	\$ 14,100	\$ 30,000	\$ 13,500	\$ 30,000	\$ 12,000	\$ 25,000	\$ 10,500	\$ 25,000	\$ 9,250
2017	West Central Water Main Replacement	\$ 75,000	\$ 38,150	\$ 75,000	\$ 36,650	\$ 70,000	\$ 32,900	\$ 70,000	\$ 29,400	\$ 70,000	\$ 25,900
2017	Replace W-23 (Dump Truck)	\$ 30,000	\$ 6,100	\$ 30,000	\$ 5,500	\$ 30,000	\$ 4,000	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,250
2017	Replace Ground Water Wells	\$ 5,000	\$ 3,150	\$ 5,000	\$ 3,050	\$ 5,000	\$ 2,800	\$ 5,000	\$ 2,550	\$ 5,000	\$ 2,300
2017	SCADA Equipment	\$ 30,000	\$ 8,600	\$ 30,000	\$ 8,000	\$ 30,000	\$ 6,500	\$ 25,000	\$ 5,000	\$ 25,000	\$ 3,750
2017	Water Treatment Plant Pump VFD	\$ 10,000	\$ 3,700	\$ 10,000	\$ 3,500	\$ 10,000	\$ 3,000	\$ 10,000	\$ 2,500	\$ 10,000	\$ 2,000
2017	W-19 Vactor Replacement	\$ 40,000	\$ 12,800	\$ 40,000	\$ 12,000	\$ 40,000	\$ 10,000	\$ 40,000	\$ 8,000	\$ 40,000	\$ 6,000
2017	MWRA Sewer Relining	\$ 4,020	\$ -	\$ 4,020	\$ -	\$ 4,020	\$ -	\$ 4,020	\$ -	\$ 4,020	\$ -
2017	RT 9 & 27 Sewer Infrastructure	\$ 150,000	\$ 97,850	\$ 150,000	\$ 91,850	\$ 150,000	\$ 85,850	\$ 150,000	\$ 79,850	\$ 145,000	\$ 73,950
2017	Replace Ground Water Wells	\$ 20,000	\$ 12,500	\$ 20,000	\$ 11,700	\$ 20,000	\$ 9,900	\$ 20,000	\$ 10,100	\$ 20,000	\$ 9,300
2017	Water Main Upgrade	\$ 20,000	\$ 11,150	\$ 20,000	\$ 10,350	\$ 20,000	\$ 9,550	\$ 20,000	\$ 8,750	\$ 20,000	\$ 7,950
2018	SCADA Equipment Upgrade	\$ 15,000	\$ 6,552	\$ 15,000	\$ 5,125	\$ 15,000	\$ 4,375	\$ 15,000	\$ 3,625	\$ 15,000	\$ 2,875

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Debt Service Schedules

Year of Issue	Project	Fiscal Year 2020		Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2018	Elm Bank Chlorine Scrubber	\$ 40,000	\$ 16,733	\$ 35,000	\$ 13,125	\$ 35,000	\$ 11,375	\$ 35,000	\$ 9,625	\$ 35,000	\$ 7,875
2018	Water Distribution System Enhancements	\$ 10,000	\$ 7,564	\$ 10,000	\$ 6,300	\$ 10,000	\$ 5,800	\$ 10,000	\$ 5,300	\$ 10,000	\$ 4,800
2018	SCADA Equipment Upgrade	\$ 15,000	\$ 4,058	\$ 15,000	\$ 2,875	\$ 10,000	\$ 2,250	\$ 10,000	\$ 1,750	\$ 10,000	\$ 1,250
2018	Replace W-26 Dump Truck	\$ 25,000	\$ 11,567	\$ 25,000	\$ 9,125	\$ 25,000	\$ 7,875	\$ 25,000	\$ 6,625	\$ 20,000	\$ 5,500
2018	East Central Water Main Abandonment	\$ 35,000	\$ 33,982	\$ 35,000	\$ 28,825	\$ 35,000	\$ 27,075	\$ 35,000	\$ 25,325	\$ 35,000	\$ 23,575
2019	I & I MWRA	\$ 24,240		\$ 24,225		\$ 24,225		\$ 24,225		\$ 24,225	
2019	Replace Vactor Truck	\$ 60,000	\$ 22,500	\$ 60,000	\$ 20,250	\$ 60,000	\$ 18,000	\$ 60,000	\$ 15,750	\$ 60,000	\$ 13,500
2019	Water/Sewer Comprehensive Asset Management	\$ 30,000	\$ 7,500	\$ 30,000	\$ 4,500	\$ 30,000	\$ 3,375	\$ 30,000	\$ 2,250	\$ 30,000	\$ 1,125
2019	Water Main Relining/Replacement	\$ 75,000	\$ 48,737	\$ 75,000	\$ 53,438	\$ 75,000	\$ 50,625	\$ 75,000	\$ 47,813	\$ 75,000	\$ 45,000
2019	Fox Hill Drive Water Main Replacement	\$ 35,000	\$ 25,013	\$ 35,000	\$ 24,338	\$ 35,000	\$ 23,025	\$ 35,000	\$ 21,713	\$ 35,000	\$ 20,400
2019	Replace Ground Water Wells	\$ 25,000	\$ 18,750	\$ 25,000	\$ 17,813	\$ 25,000	\$ 16,875	\$ 25,000	\$ 15,938	\$ 25,000	\$ 15,000
2019	Chem Feed Springvale	\$ 33,000	\$ 20,000	\$ 31,000	\$ 10,388	\$ 31,000	\$ 9,225	\$ 31,000	\$ 8,063	\$ 31,000	\$ 6,900
2019	Temporary Borrowing Interest		\$ 35,000		\$ 35,000		\$ 35,000		\$ 35,000		\$ 35,000
		\$ 2,194,620	\$ 685,584	\$ 1,898,352	\$ 593,955	\$ 1,840,972	\$ 507,345	\$ 1,705,739	\$ 436,820	\$ 1,635,339	\$ 370,281
			\$ 2,915,204		\$ 2,527,307		\$ 2,383,317		\$ 2,142,559		\$ 2,005,620



Town of Natick

Water and Sewer Enterprise Fund

FY2020 Indirect Costs

	Personnel Cost	Fringe	Expense Cost	Total
Public Works Administration	129,876	14,819	23,678	168,373
Engineering	274,313	22,577	29,850	326,740
Equipment Maintenance	233,850	39,367	162,260	435,477
Highway, Sanitation, Recycling	131,763	6,012	140,081	277,856
Facilities	67,455	1,868	15,263	84,586
Public Safety	152,594	2,213	6,498	161,304
Finance	169,397	12,476	53,772	235,645
Town Administration	116,588	13,016	40,028	169,631
Community Development	86,001	13,901	6,435	106,337
Information Technology	34,790	9,037	97,300	141,127
Procurement	29,120	2,013	1,120	32,253
Human Resources	4,920	778	285	5,983
Legal Services	-	-	58,815	58,815
Property & Liability Insurance	-	-	283,589	283,589
Utilities	-	-	56,224	56,224
Vehicle Fuel	-	-	158,010	158,010
Sub Total - General Fund				2,701,950

Water Sewer Staff Performing General Fund Functions

	Personnel Cost	Fringe	Expense Cost	Total
GIS Services	(33,573)	(18,319)	-	(51,892)
W/S Admin. Asst. - DPW	(27,667)	(1,092)	-	(28,758)
W/S Admin. Asst. - Collector	(37,916)	(14,180)	-	(52,096)
Snow and Ice Removal	(35,402)	(502)	-	(35,904)
Subtotal - Water Sewer				(168,651)

Total Water and Sewer Indirect Costs

2,533,299

Notes:

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

Section XI

Sassamon Trace Golf Course

Enterprise Fund

Sassamon Trace Golf Course Enterprise Fund	202
Operations	204
Debt Service	207
Fringe	208

Sassamon Trace Golf Course



FY 2020 Operational Budget Request

Jemma Lambert, Director & Kurt McDowell, Golf Course Manager

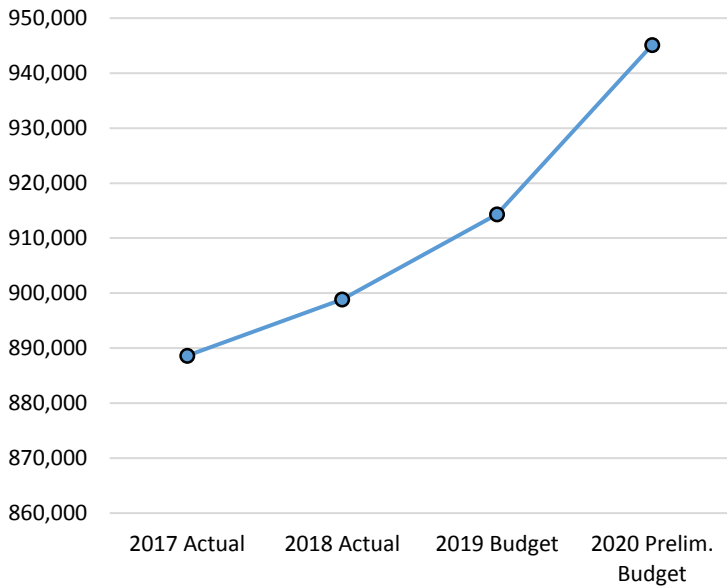
Mission:

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

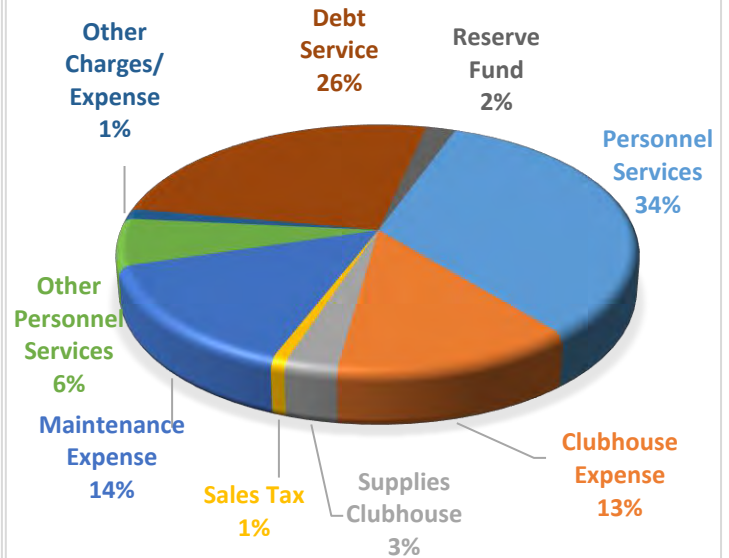
Budget Highlights for FY 2020:

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

Budget History

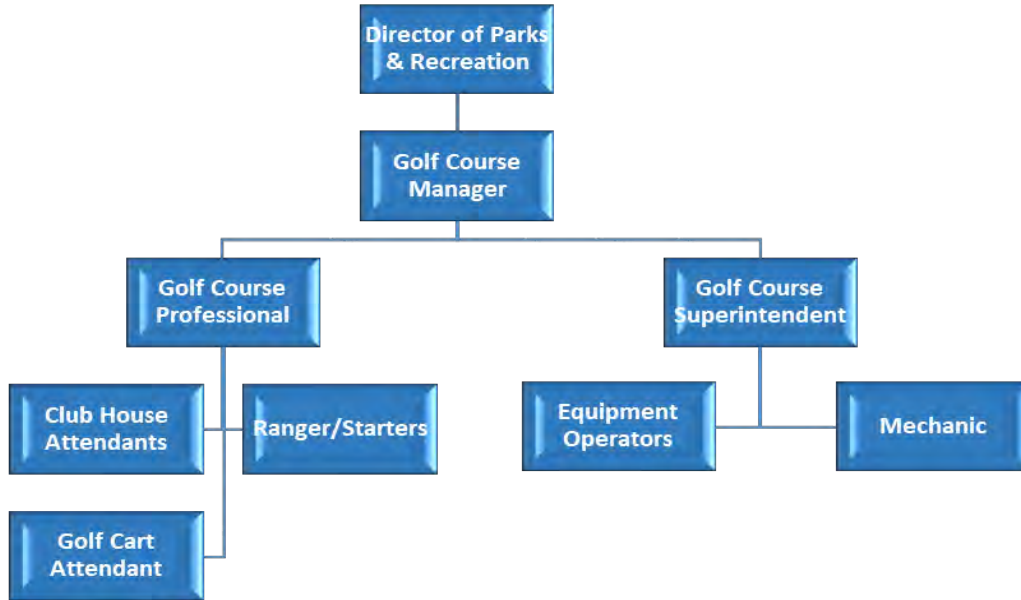


BUDGET DISTRIBUTION



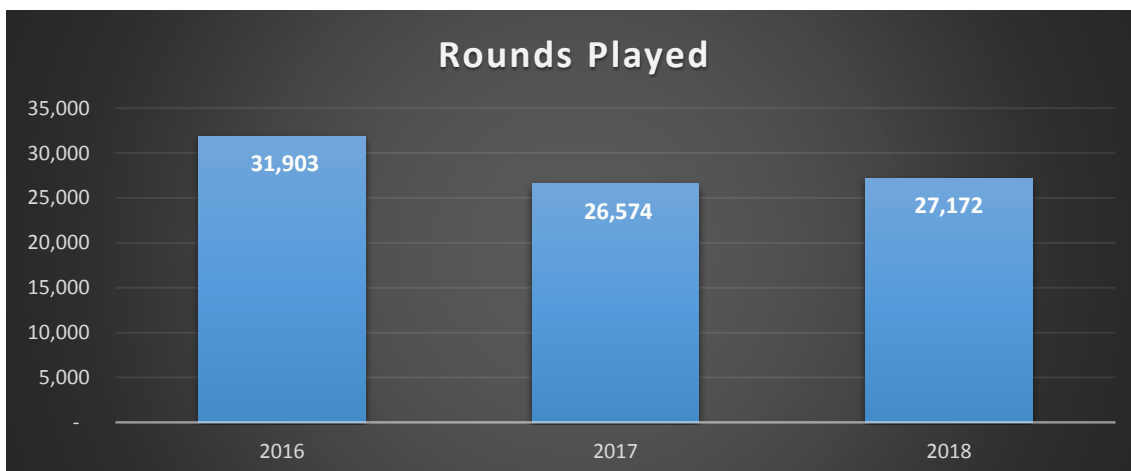
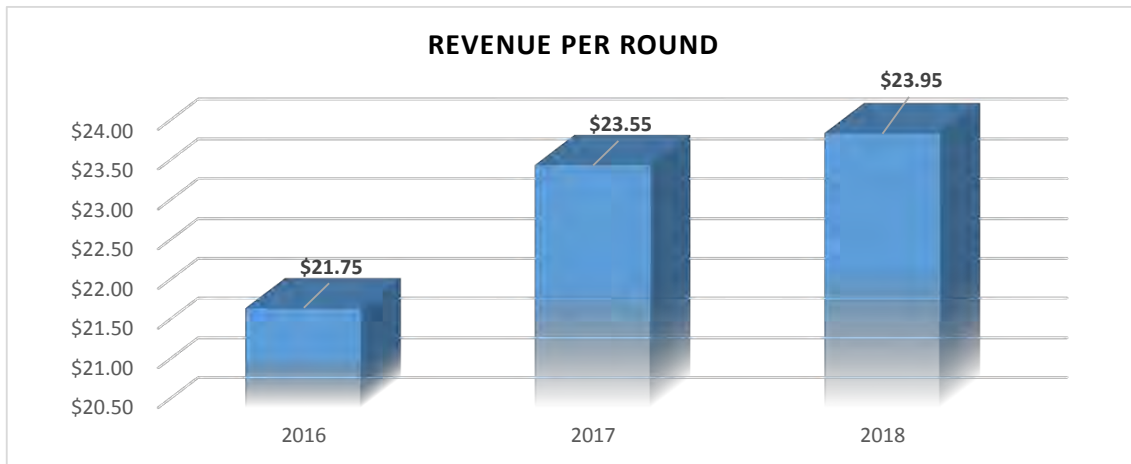
Sassamon Trace Golf Course

Organization Chart



FTE Count 7.8 FTE (3 FT / 26 PT)

Department by the Numbers



Sassamon Trace Golf Course

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

Sassamon Trace Golf Course

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

Footnotes:

¹ Personnel Services:

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

Salaries Operational Staff: Golf Course Superintendent .

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

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

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

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

² Club House:

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

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

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

³ Supplies - Club House:

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

⁴ Sales Tax:

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

Sassamon Trace Golf Course

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

⁵ **Course Maintenance Expenses:**

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

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

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

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

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

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

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

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

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

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

Sassamon Trace Golf Course

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

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

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

Town of Natick
Sassamon Trace Golf Course Debt

Department: Enterprise Fund Debt Service - Principal

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

Department: Enterprise Fund Debt Service - Interest

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

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



Town of Natick

Golf Enterprise Fund

FY2020 Indirect Costs

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

Notes:

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



Town of Natick

**FY 2020-2024 Capital Improvement Program
FY 2020 Capital Budget Forecast**

December 3, 2018



Town of Natick

FY 2020 – 2024 Capital Improvement Program

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Town of Natick

FY 2020 – 2024 Capital Improvement Program

Section I: Executive Summary



Town of Natick

FY 2020 – 2024 Capital Improvement Program

Section I: Executive Summary

The Town of Natick is required under Section 5-7 of the Charter of the Town of Natick and Article 20, Section 2 of the By-Laws of the Town of Natick to issue a Capital Improvement Program thirty days prior to the date required for submission of the operating budget annually. That program must contain the following elements:

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

This document is that submission for FY 2020.

INTRODUCTION

Everything the Town does, from providing services to its residents and citizens, to equipping employees to effectively perform their jobs, requires the existence of certain basic physical assets. These assets include streets, water mains, parks, buildings, large equipment and technology. They must be purchased, maintained and replaced on a timely basis or their usefulness in providing public services will diminish. The Town's five-year Capital Improvement Program and annual Capital Budget are developed to ensure adequate capital investment in the Town's assets.

FIVE-YEAR CAPITAL PROGRAM

A five-year capital improvement program is an important part of any organization's overall budgeting process. Multi-year planning allows proper staging and sequencing of capital projects to even out spikes and make funding needs more predictable. Capital investment requirements can be uneven, sometimes involving unique large projects such as a new fire engine or a new school building. Other capital investment needs are recurring. We will continue to refine the five-year planning process to identify – and hopefully fund - an appropriate annual level of capital investment.

Natick has recently invested a lot of money in our capital needs. The new modular classrooms at the Lilja Elementary School, new Kennedy Middle School (\$66.8 Million), and a new West Natick Fire Station (\$15.6 million) are examples. The following table highlights capital equipment and improvements approved at the 2018 Spring and Fall Annual Town Meetings.



Town of Natick

FY 2020 – 2024 Capital Improvement Program

2018 Town Meetings Capital Appropriations

2018 Fall Annual Town Meeting

<u>Id#</u>	<u>Project</u>	<u>Funding Source</u>	<u>Appropriation</u>
2018FATM13A1	Replace Trash Packer (Vehicle 504)	Tax Levy Borrowing	\$ 305,000
2018FATM13A2	Replace Truck/Sander (Vehicle 408)	Tax Levy Borrowing	\$ 250,000
2018FATM13A3	Replace H-70 Trackless (Vehicle 426)	Tax Levy Borrowing	\$ 220,000
2018FATM13B1	Upgrade Garage Equipment	Capital Stabilization Fund	\$ 155,000
2018FATM13B10	Bennett Hemenway Bi-Directional Amplifiers	Capital Stabilization Fund	\$ 44,000
2018FATM13B11	Cruiser Replacement	Capital Stabilization Fund	\$ 100,000
2018FATM13B12	EOC/Training Center AV Upgrade	Capital Stabilization Fund	\$ 40,000
2018FATM13B13	Replace Variable Message Boards	Capital Stabilization Fund	\$ 17,250
2018FATM13B14	Replace Comparator And Voting Modules	Capital Stabilization Fund	\$ 12,500
2018FATM13B15	Replace Laptop Computers	Capital Stabilization Fund	\$ 6,200
2018FATM13B16	Document Storage Systems	Capital Stabilization Fund	\$ 100,000
2018FATM13B2	Replace Hook-Lift Truck (Vehicle 205)	Capital Stabilization Fund	\$ 140,000
2018FATM13B3	Replace Dumpsters	Capital Stabilization Fund	\$ 15,000
2018FATM13B4	Seeding Equipment	Capital Stabilization Fund	\$ 16,500
2018FATM13B5	Wilson - Install 35 Classroom Projectors	Capital Stabilization Fund	\$ 87,500
2018FATM13B6	Lilja School - Purchase Classroom FFE	Capital Stabilization Fund	\$ 50,000
2018FATM13B7	High School - Purchase New Furniture	Capital Stabilization Fund	\$ 25,000
2018FATM13B8	High School - Purchase Additional Storage Lockers	Capital Stabilization Fund	\$ 10,000
2018FATM13B9	Radio Replacement	Capital Stabilization Fund	\$ 210,000
2018FATM13C1	SCADA Equipment Upgrade	Water Sewer Borrowing	\$ 80,000
2018FATM14A1	Replace Public Works Garage Doors	Capital Stabilization Fund	\$ 145,000
2018FATM14A10	Lilja - Replace Bathroom Partitions And Sinks	Capital Stabilization Fund	\$ 40,000
2018FATM14A11	Library - Replace Chilled Water Supply Lines	Capital Stabilization Fund	\$ 35,000
2018FATM14A12	Brown - Install AC in the Art and Music Rooms and Cafeteria	Capital Stabilization Fund	\$ 30,000
2018FATM14A13	Johnson - Rehab Three Office Bathrooms	Capital Stabilization Fund	\$ 30,000
2018FATM14A14	Wilson - Teachers Room Carpet with Tile Replacement	Capital Stabilization Fund	\$ 10,000
2018FATM14A15	Wilson - AC Duct Cleaning	Capital Stabilization Fund	\$ 25,000
2018FATM14A16	Memorial Field House (NHS Athletics) - Install Water Bubbler / Ice Maker	Capital Stabilization Fund	\$ 10,000
2018FATM14A17	Library - Replace The Roof (Engineering)	Capital Stabilization Fund	\$ 50,000
2018FATM14A18	Modulars Kennedy Middle School	Capital Stabilization Fund	\$ 455,000
2018FATM14A19	Memorial Field Parking Lot Repair And Improvement	Capital Stabilization Fund	\$ 350,000
2018FATM14A2	Guardrail Purchase and Installation(Various Locations)	Capital Stabilization Fund	\$ 10,000
2018FATM14A20	Energy Efficiency Projects	Capital Stabilization Fund	\$ 150,000
2018FATM14A21	Parking Meter Installation	Capital Stabilization Fund	\$ 60,000
2018FATM14A3	Park And Field Renovations	Capital Stabilization Fund	\$ 205,000
2018FATM14A4	Tree Replacement	Capital Stabilization Fund	\$ 30,000
2018FATM14A5	Tree Inventory	Capital Stabilization Fund	\$ 10,000
2018FATM14A6	Memorial School - Electrical or Generator Upgrades	Capital Stabilization Fund	\$ 75,000
2018FATM14A7	Brown School - Replace Classroom Carpet With Tile	Capital Stabilization Fund	\$ 100,000
2018FATM14A8	Memorial School - Replace Exhaust Fans	Capital Stabilization Fund	\$ 65,000
2018FATM14A9	Public Safety - Replace Carpeting	Capital Stabilization Fund	\$ 60,000
2018FATM14B1	Water Distribution System Enhancements	Water Sewer Borrowing	\$ 150,000
2018FATM14C1	Replace Water Treatment Plant Stand-by Generators (Engineering)	Retained Earnings	\$ 10,500
2018FATM14C2	Capt Tom's Booster Pump (Engineering)	Retained Earnings	\$ 10,000
2018FATM14D1	Sewer Collection System Repairs & Maintenance	I & I Stabilization Fund	\$ 150,000



Town of Natick

FY 2020 – 2024 Capital Improvement Program

2018 Spring Annual Town Meeting

<u>Id#</u>	<u>Project</u>	<u>Funding Source</u>	<u>Appropriation</u>
2018SATM13A1	One to One Technology Initiatives	1 to 1 Stabilization Fund	\$ 100,000
2018SATM13B1	Dive Team Equipment	Capital Stabilization Fund	\$ 8,800
2018SATM13B2	Purchase Auto Pulse/ Automated CPR Equipment	Capital Stabilization Fund	\$ 13,000
2018SATM13B3	Air Compressor Replacement	Capital Stabilization Fund	\$ 55,000
2018SATM13B4	Replace Backup Power Generator Station 2	Capital Stabilization Fund	\$ 65,000
2018SATM13B5	TextBook Package Upgrade	Capital Stabilization Fund	\$ 251,000
2018SATM13B6	Cruiser Replacement	Capital Stabilization Fund	\$ 138,000
2018SATM13B7	Poll Pads For Voter Checkin And Checkout Processing	Capital Stabilization Fund	\$ 30,000
2018SATM14A1	Memorial - Install AC Conference Room	Capital Stabilization Fund	\$ 10,000
2018SATM14A2	Bennet Hemenway - Replace Toilets	Capital Stabilization Fund	\$ 30,000
2018SATM14A3	Johnson - Paint Classroom Walls And Ceilings	Capital Stabilization Fund	\$ 40,000
2018SATM14A4	Fire Station 1 - Refurbish The Kitchen	Capital Stabilization Fund	\$ 40,000
2018SATM14A5	Bennet Hemenway Replace Bathroom Partitions	Capital Stabilization Fund	\$ 40,000
2018SATM14A6	Johnson School - Replace Exterior Doors	Capital Stabilization Fund	\$ 50,000
2018SATM14A8	Memorial - Replace Front Entrance Sidewalk	Capital Stabilization Fund	\$ 65,000
2018SATM14A9	Johnson - Replace Second Floor Classroom Tile	Capital Stabilization Fund	\$ 70,000
2018SATM14A10	Town Hall - Renovate Town Hall Offices	Capital Stabilization Fund	\$ 25,000
2018SATM14A11	Wilson School - Install ADA Ramp	Capital Stabilization Fund	\$ 125,000
2018SATM14F1	Repairs to Camp Arrowhead	Capital Stabilization Fund	\$ 255,000
2018SATM26	CSX Right of Way	Capital Stabilization Fund	\$ 200,000
2018SATM25	North Main Street Right of Way	Free Cash	\$ 285,000
2018SATM13G1	Greens Mower	Golf Course Borrowing	\$ 38,000
2018SATM13G2	Trim Mower	Golf Course Borrowing	\$ 35,000
2018SATM13G3	Main Pump Heads	Golf Course Borrowing	\$ 35,000
2018SATM13F1	Tee Mower	Golf Course Retained Earnings	\$ 26,000
2018SATM13F2	Fairway Mower Reels	Golf Course Retained Earnings	\$ 15,000
2018SATM13C1	Replace S-5 Fire Alarm and Signal Bucket Truck	Tax Levy Borrowing	\$ 200,000
2018SATM14B1	Engineering & Repairs To The Charles River Dam	Tax Levy Borrowing	\$ 675,000
2018SATM14B2	Roadway & Sidewalks Supplement	Tax Levy Borrowing	\$ 1,000,000
2018SATM14B3	Roadway Improvements Washington Avenue	Tax Levy Borrowing	\$ 2,500,000
2018SATM13E1	Replace W-26 Dump Truck	Water Sewer Borrowing	\$ 220,000
2018SATM14D1	Fox Hill Drive Water Main Replacement	Water Sewer Borrowing	\$ 667,000
2018SATM14D2	Replace Ground Water Wells	Water Sewer Borrowing	\$ 500,000
2018SATM14D3	East Central Water Main Abandonment	Water Sewer Borrowing	\$ 850,000
2018SATM14E1	Sewer Main Rehabilitation (MWRA I&I Removal Grant Program)	Water Sewer Borrowing	\$ 969,000
2018SATM13D1	Water Smart Software Implementation	Water Sewer Retained Earnings	\$ 35,000

2018 Special Town Meeting #1

<u>Id#</u>	<u>Project</u>	<u>Funding Source</u>	<u>Amount</u>
2018SPEC1A1	Kennedy Middle School	Debt Excluded Borrowing	\$ 109,560,000

We have also created the financial mechanisms – through the creation of a Capital Stabilization Fund and the funding of it annually with the Town’s Local Option Meals and Hotel/Motel taxes – to ensure the Town’s continued ability to adequately fund its capital needs.

To monitor this on an ongoing basis, for the last several years we have developed and utilized recommended targets for capital spending as part of our overall financial policies. For within-levy spending (exclusive of any debt excluded projects), that target recommends that a minimum of 6% of General Fund Revenues be used to fund each year’s “cash capital” plus debt budget. As shown below, we have done well over the last five years in meeting this 6% target.



Town of Natick

FY 2020 – 2024 Capital Improvement Program

Recommended Capital Spending - Financial Management Principles						
	FY 2014	FY2015	FY2016	FY2017	FY2018	FY2019
Total Revenues	121,822,664	127,793,978	131,324,572	137,130,781	138,502,953	144,625,519
Les Debt Exclusion Taxes	\$4,276,702	\$4,215,216	\$4,215,216	\$4,491,038	\$4,233,837	\$4,245,296
Net Revenues	117,545,962	123,578,762	127,109,356	132,639,743	134,269,116	140,380,223
Target:	6%	6%	6%	6%	6%	6%
6% (minimum) Target =	\$7,052,758	\$7,414,726	\$7,626,561	\$7,958,385	\$8,056,147	\$8,422,813
7%	\$8,228,217	\$8,650,513	\$8,897,655	\$9,284,782	\$9,398,838	\$9,826,616
10%	\$11,754,596	\$12,357,876	\$12,710,936	\$13,263,974	\$13,426,912	\$14,038,022
Actual Capital Spending						
Cash	\$1,925,150	\$1,628,250	\$1,402,850	\$2,695,200	\$2,162,365	\$4,384,750
Debt Service	\$5,521,273	\$5,882,868	\$5,714,462	\$5,663,867	\$7,411,118	\$6,852,865
Total Capital Spending	\$7,446,423	\$7,511,118	\$7,117,312	\$8,359,067	\$9,573,483	\$11,237,615
Spending as a %	6.33%	6.08%	5.60%	6.30%	7.13%	8.01%

Note: All columns reflect Town Meeting appropriations and borrowing authorizations.

Town of Natick’s Financial Indicator #9 – Capital Asset and Renewal – states that the warning sign for the community is when a three or more year decline in capital spending occurs. As the above charts show, although capital funds were restricted during the previous years, at no time did overall capital spending decline for three years in a row. The spending percentage, however, has increased each year. This underscores the need to appropriately plan and thoughtfully fund community capital needs.

FINANCING METHODS

Traditionally, there are three potential methods for financing the Town’s capital investments:

- **Capital Stabilization Fund** – Established at the 2010 Fall Annual Town Meeting, appropriations out of this stabilization fund can be used to fund capital equipment and improvements as well as debt-service payment related to capital purchases. Funding for the capital stabilization fund comes primarily from the Town’s share of recently approved local option taxes. Additional funds have been added to the fund over last several years per the Town’s Financial Management Principles. This will continue to be a major source of capital financing moving forward. The history of appropriations and current balance of the fund are shown below.
- **Enterprise Fund Retained Earnings** – The town regularly appropriates monies from Retained Earnings within the Water/Sewer Enterprise Fund and the Golf Course Enterprise Fund in support of capital needs for those operations.
- **Debt Service** – The Town has traditionally financed large capital projects or purchases through borrowing. The resulting debt obligations are appropriated under the General Fund Tax Levy (either within the levy limit or from a voter approved debt exclusion) or from Enterprise Funds. Over the last 10 years the Town’s General Fund debt service has varied as a percentage of general fund revenue, from a high of over 9% to a low around 6%.

It is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are



Town of Natick

FY 2020 – 2024 Capital Improvement Program

evaluated by credit rating agencies. We are proud that the Town of Natick holds a AAA/Stable bond rating from both Standard & Poor’s and Fitch Ratings– the best possible credit rating.

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

The amount of general fund resources spent on capital-related items spiked in FY 2012 due to the addition of sizeable amounts of debt service related to the new Natick High School and Community Senior Center. That percentage was stable for a few years and will increase in this year when we add large projects such as the new Kennedy Middle School and West Natick Fire Station.

Debt per capita will grow significantly in FY 2020 when the debt for the new Kennedy Middle School and West Natick Fire Station begin. However, this combined issuance was well timed in that the Town captured an interest rate of 3.22% for the life of the bond repayments.

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

The Town breaks debt into within levy debt and excluded or exempt debt. Excluded debt includes large projects approved by the voters such as the High School and Community Senior Center.

FY 2019 Tax Levy Debt Profile

(This does not include Kennedy Middle School or the West Natick Fire Station)

Within Levy vs. Excluded Debt

	Total	Principal	Interest
Within Levy Debt	\$ 5,334,740	\$ 7,353,071	\$ 2,447,672
Excluded Debt	\$ 4,466,004	\$ 3,156,034	\$ 1,309,970
	\$ 9,800,743	\$ 10,509,105	\$ 3,757,642



Other Sources – In addition, the Town may use Free Cash to fund our capital needs. Non-Town funding sources are also sometimes used for capital needs such as dedicated state aid (for example, Chapter 90 road improvement funds), mitigation funds and grant funds.



Town of Natick

FY 2020 – 2024 Capital Improvement Program

FY 2020-2024 CAPITAL IMPROVEMENT PROGRAM & PHILOSOPHY: (a.k.a. what gets funded and why)

The FY 2020-2024 Capital Improvement Program is provided herein; first in summary form and then by program area of the budget in project-by-project detail. All told, there are nearly one hundred million dollars of capital improvements, equipment and infrastructure. This amount of money is necessary to maintain the hundreds of millions of dollars the Town has invested in its properties, equipment, and operations.

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

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

In past years, we had to defer a vast number of capital needs; this issue has been a recurring cautionary theme in recent budget messages – that our failure to adequately fund our capital needs, while a reasonable short-term response to fiscal challenges, is not a sustainable pattern. Many of the capital requests in the out years (2021 -2024) require honest and robust discussion regarding community need and affordability. We will continue to review all requests for capital projects. The draft FY 2020 Capital Improvement Budget is found in Section II.

Closing

We are pleased to present a comprehensive Capital Improvement Plan to the citizens of Natick. The community has made great strides in recent years to adequately fund and improve the Town's many capital assets. This will ensure that our public servants have the right tools they need to continue providing quality services to the citizens of Natick. We will continue to work to improve our planning, seek out innovative tools and search for efficiencies to grow and sustain Natick.



Town of Natick

FY 2020 – 2024 Capital Improvement Program

Section II: FY 2020 Capital Budget Summary

Fiscal Year 2020 Proposed Capital Projects

reclD	Department	projTitle	2020	PROPOSED FUNDING
89	DPW - Highway, Sanitation, and Recycling	GUARDRAIL (VARIOUS LOCATIONS)	\$12,000	Capital Stabilization
104	DPW - Engineering	CH90 ROAD IMPROVEMENTS	\$986,979	Ch 90
152	DPW - Highway, Sanitation, and Recycling	REPLACE DUMPSTERS	\$17,500	Capital Stabilization
182	DPW - Engineering	ROADWAY & SIDEWALKS SUPPLEMENT	\$500,000	Tax Levy Borrowing
194	Police	CRUISER REPLACEMENT	\$255,000	Capital Stabilization
226	Water Sewer	SEWER COLLECTION SYSTEM REPAIRS & MAINT	\$150,000	I & I Stabilization Fund
302	Water Sewer	WATER MAIN RELINING / REPLACEMENT	\$1,500,000	W/S Borrowing
353	DPW - Engineering	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	\$1,250,000	Tax Levy Borrowing
496	DPW - Land Facilities and Natural Resources	PARK AND FIELD RENOVATIONS	\$175,000	Capital Stabilization
536	DPW - Land Facilities and Natural Resources	TREE REPLACEMENT	\$30,000	Capital Stabilization
553	DPW - Highway, Sanitation, and Recycling	REPLACE H-67 BOMBARDIER	\$220,000	Capital Stabilization
560	Water Sewer	REPLACE VEHICLE 619 (W-30) VACTOR TRUCK	\$600,000	W/S Borrowing
590	DPW - Land Facilities and Natural Resources	TREE INVENTORY	\$10,000	Capital Stabilization
608	Facilities	MORSE LIBRARY - REPLACE CARPETING	\$150,000	Capital Stabilization
612	Water Sewer	WATER DISTRIBUTION SYSTEM ENHANCEMENTS	\$150,000	W/S Retained Earnings
626	DPW - Highway, Sanitation, and Recycling	REPLACE VEHICLE 411 (H-46) TRUCK/SANDER	\$250,000	Capital Stabilization
635	Golf Course	TOPDRESSER	\$15,000	GC Retained Earnings
636	Golf Course	BUNKER RENOVATION	\$6,000	GC Retained Earnings
647	Community Services Recreation	PLAYGROUND SAFETY INSPECTION AND UPDATES	\$15,000	Capital Stabilization
668	DPW - Engineering	REPLACE VEHICLE 3 (E-2) ENGINEERING SURVEY VEHICLE	\$46,000	Capital Stabilization
670	DPW - Equipment Maintenance	UPGRADE GARAGE EQUIPMENT	\$30,000	Capital Stabilization
673	DPW - Highway, Sanitation, and Recycling	REPLACE VEHICLE 511 (S-101) RECYCLING TRUCK	\$325,000	Tax Levy Borrowing
677	DPW - Land Facilities and Natural Resources	REPLACE LF-2 PICKUP	\$65,000	Capital Stabilization
748	Facilities	BROWN AND LILJA SCHOOL - SECURITY CAMERAS/ DOOR CONTROLS	\$80,000	Grant
752	Facilities	JOHNSON SCHOOL - RETILE SECOND FLOOR HALLWAY	\$40,000	Capital Stabilization
758	Facilities	NHS PRESCHOOL - INSTALL CLASSROOM CONNECTING DOOR	\$8,000	Capital Stabilization
760	Facilities	BEN-HEM EXTERIOR MASONRY REPAIR	\$20,000	Capital Stabilization
763	Facilities	BEN-HEM - ADD AC 2ND FLOOR CLASSROOMS - ENGINEERING	\$60,000	Capital Stabilization
789	Facilities	BEN-HEM REPLACE ADMIN OFFICE CARPET	\$30,000	Capital Stabilization
790	Facilities	BEN HEM - PAINT SECOND FLOOR CLASSROOM WALLS	\$40,000	Capital Stabilization
795	Facilities	JOHNSON - RETILE CLASSROOMS	\$70,000	Capital Stabilization
798	Facilities	LILJA - REPLACE HALLWAY WALLS WITH DRYWALL	\$40,000	Capital Stabilization
799	Facilities	MEMORIAL - REPLACE BATHROOM PARTITIONS	\$40,000	Capital Stabilization
800	Facilities	MEMORIAL - PAINT CLASSROOM WALLS	\$75,000	Capital Stabilization
801	Facilities	MEMORIAL - REPLACE OFFICE CARPET AND CLASSROOM VCT	\$40,000	Capital Stabilization
802	Facilities	WILSON - REPLACE LIBRARY CARPET, FURNITURE, PAINT	\$125,000	Capital Stabilization
804	NPS - IT	NHS IT UPGRADES - REPLACE SWITCHES	\$200,000	Capital Stabilization
816	Facilities	LIBRARY - REPLACE THE ROOF	\$500,000	Capital Stabilization
819	Facilities	LIBRARY - REPLACE EXTERIOR DOORS	\$15,000	Capital Stabilization
822	Facilities	PUBLIC SAFETY BUILDING - REPLACE ROOF - ENGINEERING	\$60,000	Capital Stabilization
823	Facilities	PUBLIC SAFETY BUILDING - REPLACE WINDOWS GLAZING	\$30,000	Capital Stabilization
826	Facilities	POLICE DEPT. - ADD DOOR TO CONFERENCE ROOM	\$10,000	Capital Stabilization
840	Facilities	POLICE STATION - ADD ADDITIONAL HEAT TO THE GARAGE	\$15,000	Capital Stabilization
841	DPW - Engineering	CONSTRUCTION - ROADWAY IMPROVEMENTS SOUTH MAIN ST.	\$3,500,000	Tax Levy Borrowing
846	Water Sewer	SCADA EQUIPMENT UPGRADE	\$80,000	W/S Retained Earnings
854	DPW - Equipment Maintenance	REPLACE VEHICLE 303 (M-3) 2008 EMD PICKUP TRUCK	\$65,000	Capital Stabilization
855	DPW - Highway, Sanitation, and Recycling	REPLACE VEHICLE 402 (H-40) DUMP TRUCK	\$135,000	Capital Stabilization

859	Town Clerk	NEW VOTING MACHINES	\$75,000	Capital Stabilization
860	Sustainability	ENERGY EFFICIENCY	\$100,000	Capital Stabilization
862	Police	REPLACE LAPTOP COMPUTERS	\$6,200	Capital Stabilization
881	Facilities	TOWN HALL - REPLACE ROOF - ENGINEERING	\$45,000	Capital Stabilization
887	DPW - Land Facilities and Natural Resources	MOWER WITH ATTACHMENTS	\$40,000	Capital Stabilization
896	Water Sewer	HIGH LIFT, H&T BUILDING MODIFICATIONS SPRINGVALE	\$400,000	Env Bond Bill
898	Water Sewer	SPRINGVALE WTR AIR STRIPPER MEDIA REPLACEMENT	\$380,000	Env Bond Bill
913	Facilities	TOWN HALL MAIN ENTRANCE REPAIRS	\$85,000	Capital Stabilization
914	Water Sewer	REPLACE VEHICLE 631	\$45,000	W/S Retained Earnings
921	Golf Course	LIGHT WEIGHT VEHICLE	\$8,000	GC Retained Earnings
922	Golf Course	SOD CUTTER	\$5,000	GC Retained Earnings
924	Golf Course	SASSAMON TRACE IRRIGATION WELL	\$100,000	GC Borrowing
935	Golf Course	GRINDER	\$50,000	GC Retained Earnings
936	Golf Course	4 FAIRWAY RECONSTRUCTION	\$6,500	GC Retained Earnings
937	Water Sewer	SPRINGVALE/ELM BANK WTF CHEM FEED UPGRADES	\$310,000	W/S Borrowing
951	IT	PAYROLL AND TIME MANAGEMENT AUTOMATION UPGRADES	\$100,000	Capital Stabilization
952	IT	TOWN HALL PROJECTOR REPLACEMENT	\$16,000	Capital Stabilization
953	IT	SECURITY ASSESSMENT	\$40,000	Capital Stabilization
955	Community Services Recreation	COMMUNITY GARDEN PLOT REPAIR-JJ LANE	\$10,000	Capital Stabilization
956	School	LILJA AC IN GYM #&	\$15,000	Capital Stabilization
957	Facilities	BEN HEM AC MUSIC ROOM & CAFETERIA	\$10,000	Capital Stabilization
959	Town Administration	CAPITAL MAINTENANCE	\$100,000	Capital Stabilization
960	Town Administration	CAPITAL CONTINGENCIES	\$75,000	Capital Stabilization

\$14,058,179

Capital Stabilization	\$3,610,700
Tax Levy Borrowing	\$5,575,000
W/S Retained Earnings	\$275,000
W/S Borrowing	\$2,410,000
I & I Stabilization Fund	\$150,000
GC Retained Earnings	\$90,500
GC Borrowing	\$100,000
Grant	\$80,000
Env Bond Bill	\$780,000
Chapt. 90	\$986,979
Total FY 2020	\$14,058,179

Fiscal Year 2020 Capital Equipment

recid	Department	projTitle	Request	PROPOSED FUNDING	Spring	Fall
152	DPW - Highway, Sanitation, and Recycling	REPLACE DUMPSTERS	\$17,500	Capital Stabilization	\$0	\$17,500
194	Police	CRUISER REPLACEMENT	\$255,000	Capital Stabilization	\$153,000	\$102,000
553	DPW - Highway, Sanitation, and Recycling	REPLACE H-67 BOMBADIER	\$220,000	Capital Stabilization	\$220,000	\$0
626	DPW - Highway, Sanitation, and Recycling	REPLACE VEHICLE 411 (H-46) TRUCK/SANDER	\$250,000	Capital Stabilization	\$250,000	\$0
647	Community Services Recreation	PLAYGROUND SAFETY INSPECTION AND UPDATES	\$15,000	Capital Stabilization	\$15,000	\$0
668	DPW - Engineering	REPLACE VEHICLE 3 (E-2) ENGINEERING SURVEY VEHICLE	\$46,000	Capital Stabilization	\$0	\$46,000
670	DPW - Equipment Maintenance	UPGRADE GARAGE EQUIPMENT	\$30,000	Capital Stabilization	\$30,000	\$0
677	DPW - Land Facilities and Natural Resources	REPLACE LF-2 PICKUP	\$65,000	Capital Stabilization	\$65,000	\$0
953	IT	SECURITY ASSESSMENT	\$40,000	Capital Stabilization	\$40,000	\$0
816	Facilities	LIBRARY - REPLACE THE ROOF	\$500,000	Capital Stabilization	\$500,000	\$0
854	DPW - Equipment Maintenance	REPLACE VEHICLE 303 (M-3) 2008 EMD PICKUP TRUCK	\$65,000	Capital Stabilization	\$65,000	\$0
855	DPW - Highway, Sanitation, and Recycling	REPLACE VEHICLE 402 (H-40) DUMP TRUCK	\$135,000	Capital Stabilization	\$135,000	\$0
859	Town Clerk	NEW VOTING MACHINES	\$75,000	Capital Stabilization	\$75,000	\$0
862	Police	REPLACE LAPTOP COMPUTERS	\$6,200	Capital Stabilization	\$6,200	\$0
887	DPW - Land Facilities and Natural Resources	MOWER WITH ATTACHMENTS	\$40,000	Capital Stabilization	\$40,000	\$0
951	IT	PAYROLL AND TIME MANAGEMENT AUTOMATION UPGRADES	\$100,000	Capital Stabilization	\$100,000	\$0
952	IT	TOWN HALL PROJECTOR REPLACEMENT	\$16,000	Capital Stabilization	\$0	\$16,000
960	Town Administration	CAPITAL CONTINGENCIES	\$75,000	Capital Stabilization	75000	0
673	DPW - Highway, Sanitation, and Recycling	REPLACE VEHICLE 511 (S-101) RECYCLING TRUCK	\$325,000	Tax Levy Borrowing	\$0	\$325,000
748	Facilities	BROWN AND LILJA SCHOOL - SECURITY CAMERAS/ DOOR CONTROLS	\$80,000	Grant	\$0	\$80,000
937	Water Sewer	SPRINGVALE/ELM BANK WTF CHEM FEED UPGRADES	\$310,000	W/S Borrowing	\$0	\$310,000
560	Water Sewer	REPLACE VEHICLE 619 (W-30) VACTOR TRUCK	\$600,000	W/S Borrowing	\$0	\$600,000
914	Water Sewer	REPLACE VEHICLE 631	\$45,000	W/S Retained Earnings	\$45,000	\$0
846	Water Sewer	SCADA EQUIPMENT UPGRADE	\$80,000	W/S Retained Earnings	\$0	\$80,000
921	Golf Course	LIGHT WEIGHT VEHICLE	\$8,000	GC Retained Earnings	\$8,000	\$0
922	Golf Course	SOD CUTTER	\$5,000	GC Retained Earnings	\$5,000	\$0
935	Golf Course	GRINDER	\$50,000	GC Retained Earnings	\$50,000	\$0
635	Golf Course	TOPDRESSER	\$15,000	GC Retained Earnings	\$0	\$15,000
			\$3,468,700		\$1,877,200	\$1,591,500

	Spring	Fall
Capital Stabilization	\$1,769,200	\$181,500
Tax Levy Borrowing	\$0	\$325,000
Grant	\$0	\$80,000
W/S Borrowing	\$0	\$910,000
W/S Retained Earnings	\$45,000	\$80,000
GC Retained Earnings	\$63,000	\$15,000
	\$1,877,200	\$1,591,500

Fiscal Year 2020 Capital Improvements

recid	Department	projTitle	Request	PROPOSED FUNDING	Spring	Fall
89	DPW - Highway, Sanitation, and Recycling	GUARDRAIL (VARIOUS LOCATIONS)	\$12,000	Capital Stabilization	\$0	\$12,000
496	DPW - Land Facilities and Natural Resources	PARK AND FIELD RENOVATIONS	\$175,000	Capital Stabilization	\$0	\$175,000
536	DPW - Land Facilities and Natural Resources	TREE REPLACEMENT	\$30,000	Capital Stabilization	\$0	\$30,000
590	DPW - Land Facilities and Natural Resources	TREE INVENTORY	\$10,000	Capital Stabilization	\$0	\$10,000
608	Facilities	MORSE LIBRARY - REPLACE CARPETING	\$150,000	Capital Stabilization	\$150,000	\$0
752	Facilities	JOHNSON SCHOOL - RETILE SECOND FLOOR HALLWAY	\$40,000	Capital Stabilization	\$40,000	\$0
758	Facilities	NHS PRESCHOOL - INSTALL CLASSROOM CONNECTING DOOR #*	\$8,000	Capital Stabilization	\$8,000	\$0
760	Facilities	BEN-HEM EXTERIOR MASONRY REPAIR	\$20,000	Capital Stabilization	\$20,000	\$0
763	Facilities	BEN-HEM - ADD AC 2ND FLOOR CLASSROOMS - ENGINEERING	\$60,000	Capital Stabilization	\$0	\$60,000
789	Facilities	BEN-HEM REPLACE ADMIN OFFICE CARPET	\$30,000	Capital Stabilization	\$30,000	\$0
790	Facilities	BEN HEM - PAINT SECOND FLOOR CLASSROOM WALLS	\$40,000	Capital Stabilization	\$40,000	\$0
795	Facilities	JOHNSON - RETILE CLASSROOMS	\$70,000	Capital Stabilization	\$70,000	\$0
798	Facilities	LILJA - REPLACE HALLWAY WALLS WITH DRYWALL	\$40,000	Capital Stabilization	\$40,000	\$0
799	Facilities	MEMORIAL - REPLACE BATHROOM PARTITIONS	\$40,000	Capital Stabilization	\$40,000	\$0
800	Facilities	MEMORIAL - PAINT CLASSROOM WALLS	\$75,000	Capital Stabilization	\$75,000	\$0
801	Facilities	MEMORIAL - REPLACE OFFICE CARPET AND CLASSROOM VCT	\$40,000	Capital Stabilization	\$40,000	\$0
802	Facilities	WILSON - REPLACE LIBRARY CARPET, FURNITURE, PAINT	\$125,000	Capital Stabilization	\$125,000	\$0
804	NPS - IT	NHS IT UPGRADES - REPLACE SWITCHES	\$200,000	Capital Stabilization	\$200,000	\$0
819	Facilities	LIBRARY - REPLACE EXTERIOR DOORS	\$15,000	Capital Stabilization	\$15,000	\$0
822	Facilities	PUBLIC SAFETY BUILDING - REPLACE ROOF - ENGINEERING	\$60,000	Capital Stabilization	\$60,000	\$0
823	Facilities	PUBLIC SAFETY BUILDING - REPLACE WINDOWS GLAZING	\$30,000	Capital Stabilization	\$30,000	\$0
826	Facilities	POLICE DEPT. - ADD DOOR TO CONFERENCE ROOM	\$10,000	Capital Stabilization	\$10,000	\$0
840	Facilities	POLICE STATION - ADD ADDITIONAL HEAT TO THE GARAGE	\$15,000	Capital Stabilization	\$0	\$15,000
860	Sustainability	ENERGY EFFICIENCY	\$100,000	Capital Stabilization	\$0	\$100,000
881	Facilities	TOWN HALL - REPLACE ROOF - ENGINEERING	\$45,000	Capital Stabilization	\$45,000	\$0
913	Facilities	TOWN HALL MAIN ENTRANCE REPAIRS	\$85,000	Capital Stabilization	\$85,000	\$0
955	Community Services Recreation	COMMUNITY GARDEN PLOT REPAIR-JJ LANE	\$10,000	Capital Stabilization	\$10,000	\$0
956	School	LILJA AC IN GYM	\$15,000	Capital Stabilization	\$15,000	\$0
957	Facilities	BEN HEM AC MUSIC ROOM & CAFETERIA #&	\$10,000	Capital Stabilization	\$10,000	\$0
959	Town Administration	CAPITAL MAINTENANCE	\$100,000	Capital Stabilization	\$100,000	\$0
104	DPW - Engineering	CH90 ROAD IMPROVEMENTS	\$986,979	Ch 90	\$986,979	0
182	DPW - Engineering	ROADWAY & SIDEWALKS SUPPLEMENT	\$500,000	Tax Levy Borrowing	\$500,000	\$0
353	DPW - Engineering	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	\$1,250,000	Tax Levy Borrowing	\$1,250,000	\$0
841	DPW - Engineering	CONSTRUCTION - ROADWAY IMPROVEMENTS SOUTH MAIN ST.	\$3,500,000	Tax Levy Borrowing	\$3,500,000	\$0
896	Water Sewer	HIGH LIFT, H&T BUILDING MODIFICATIONS SPRINGVALE	\$400,000	Env Bond Bill	\$400,000	\$0
898	Water Sewer	SPRINGVALE WTR AIR STRIPPER MEDIA REPLACEMENT	\$380,000	Env Bond Bill	\$380,000	\$0
226	Water Sewer	SEWER COLLECTION SYSTEM REPAIRS & MAINT	\$150,000	I & I Stabilization Fund	\$0	\$150,000
302	Water Sewer	WATER MAIN RELINING / REPLACEMENT	\$1,500,000	W/S Borrowing	\$1,500,000	\$0
612	Water Sewer	WATER DISTRIBUTION SYSTEM ENHANCEMENTS	\$150,000	W/S Retained Earnings	\$0	\$150,000
924	Golf Course	SASSAMON TRACE IRRIGATION WELL	\$100,000	GC Borrowing	\$100,000	\$0
636	Golf Course	BUNKER RENOVATION	\$6,000	GC Retained Earnings	\$6,000	\$0
936	Golf Course	4 FAIRWAY RECONSTRUCTION	\$6,500	GC Retained Earnings	\$6,500	\$0
					\$9,887,479	\$702,000

Capital Stabilization	\$1,258,000	\$402,000
Tax Levy Borrowing	\$5,250,000	\$0
Ch 90	\$986,979	\$0
Environmental Bond Bill	\$780,000	\$0
W/S Borrowing	\$1,500,000	\$0
W/S Retained Earnings	\$0	\$150,000
I & I Stabilization Fund	\$0	\$150,000
GC Borrowing	\$100,000	\$0
GC Retained Earnings	\$12,500	\$0
	\$9,887,479	\$702,000

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Financial Management Principles - Amended October 17, 2016

PART 1: GENERAL

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

PART 2: PRINCIPLES

Reserves: Use and Recommended Balances

- The Town shall appropriate reserve funds in accordance with M.G.L. C40 Section 6 for extraordinary and unforeseen expenditures. The reserve amount may not exceed three per cent of the tax levy for the fiscal year. No direct drafts against this fund shall be made, but transfers from the fund may from time-to-time be voted by the Finance Committee and the Town Comptroller shall make such transfers accordingly. The Board of Selectmen, in the case of the Water/Sewer Enterprise Fund vote transfers from the water/sewer reserve fund and the Town Comptroller makes such transfers accordingly.
- Reserves and one-time revenues should be used only for capital or other non-recurring expenses, except as noted below.
- The Town will strive to maintain unappropriated free cash at a minimum of 1% of revenues, and unappropriated free cash should never be less than ½ % of revenues.
- Encumbrances shall be reviewed annually and released as deemed appropriate by the Town Administration.

Stabilization Funds:

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

Benefit Amenities” which are defined as either parks or excess pervious landscaping available for the active or passive recreation, or leisure use, by the public. This fund was adopted in accordance with M. G.L. C40, Section 5B at the 2015 Fall Annual Town Meeting.

- Stabilization Funds should be enhanced whenever possible in order to meet and/or maintain the desired target levels.

Capital Planning and Budgeting

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

Debt Issuance and Management

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

Financial Planning and Forecasting

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

Cash/Investments Management

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

Retirement System Funding

- The Town will use an actuarially accepted method of funding its pension system to achieve a fully-funded position. The Town’s contribution to employee retirement costs will be adjusted annually as necessary to maintain the funding schedule. If the Town reaches its actuarial-required contribution (defined as Town and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the Town may reduce its contribution provided that the amount reduced from the

annual actuarial requirement will only be used to fund other unfunded liabilities (i.e. OPEB liability), for one-time, non-recurring expenses, and/or to enhance the Town's Stabilization Funds in order to provide the ability to increase contributions as may be required by future market conditions.

Other Post-Employment Benefits (OPEB) Funding

- The Town will develop an actuarially accepted method of funding its Other Post-Employment Benefits to achieve a fully-funded position. The Town will strive to get its contributions to the level required by such a plan. The Town's contribution to Other Post-Employment Benefit costs will be funded into the OPEB Trust Fund established for this purpose using one-time funds (free cash) or annual appropriation in the future. After (1) setting aside a free cash amount equal to 1/2% of gross revenues and (2) funding the Capital Stabilization Fund at the Fall Annual Town Meeting with free cash in an amount equal to the 2% local option hotel tax plus the local option meals tax collected during the previous fiscal year, the Town should appropriate at least 10% of the remaining free cash to the OPEB Trust Fund at the Fall Annual Town Meeting prior to appropriating any other amounts from free cash for any other purpose. If the Town reaches its actuarial-required contribution (defined as Town and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the Town may reduce its contribution provided that the amount reduced from the annual actuarial requirement will only be used to fund other unfunded liabilities, for one-time, non-recurring expenses, and/or to enhance the Town's Stabilization Funds in order to provide the ability to increase contributions as may be required by future market conditions.

NATICK BOARD OF SELECTMEN

Richard P. Jennett, Chair

Nicholas S. Mabardy, Vice Chair

Jonathan Freedman, Clerk

Susan G. Salamoff, Member

John Connolly, Member

Adopted by Board of Selectmen March 2011
Revised by Board of Selectmen February 6, 2012
Revised by Board of Selectmen March 10, 2014
Revised by Board of Selectmen November 23, 2015
Revised by Board of Selectmen October 17, 2016

Legal Basis for the Budget Process

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

TOWN OF NATICK CHARTER: ARTICLE 5: FISCAL PROCEDURES

Section 5-1 Fiscal Year

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

Section 5-2 School Department Budget

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

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

Section 5-3 Submission of Preliminary Budget

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

Section 5-4 Budget Message

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

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

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

Section 5-5 The Preliminary Budget

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

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

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

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

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

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

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

Section 5-7 Capital Improvement Program

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

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

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

TOWN BY-LAWS

ARTICLE 20: TOWN ADMINISTRATOR

Section 2 Dates of Submission of Fiscal Documents

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

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

ARTICLE 23: THE FINANCE COMMITTEE

Section 4 Report, Recommendations

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

Section 5 Audits

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

Glossary & Basis of Budgeting & Accounting

ABATEMENT - Abatement is a reduction of a tax liability. The Board of Assessors grant abatements for real estate and personal property taxes in cases where an individual's assessed valuation is determined to be in excess of fair market value.

ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when earned, rather than when collected, and recognizes expenses when incurred, rather than when paid.

APPROPRIATIONS - A legal authorization to expend money and incur obligations for specific public purposes. Massachusetts municipal finance laws require that all general-purpose expenditures be authorized by a majority vote of Town Meeting.

There are two basic types of appropriations - operating appropriations, and special article appropriations. Operating appropriations last for one fiscal year only, and any unobligated balance is closed at the end of the fiscal year. Fire Department Salaries is an example of an operating appropriation. Special Article appropriations are generally voted for a specific project, such as the completion of a capital improvement or the purchase of a piece of capital equipment. Special article appropriations are closed upon completion of the project for which the funds were voted. Appropriations for all **Municipal** departments, boards, and committees are voted in two broad categories - salaries and expenses. Funds voted for salaries may not be expended for expenses and funds voted for expenses may not be expended for salaries, without a transfer approved by Town Meeting. There are no transfer restrictions on **School** appropriations.

APPROPRIATED BUDGET – As used in fund summaries and department summaries within the budget document, represents the current year budget as originally adopted by Town Meeting. It does not include prior year encumbrances or re-appropriation.

ARTICLE - An article or item on the Town Warrant.

ASSESSED VALUATION - The valuation of real estate or other property determined by the Town Assessor for tax levying purposes. The Commonwealth certifies the values and methodology in determining those values every three years.

ASSETS – Property, plant and equipment owned by the Town.

AUDIT – A comprehensive examination as to the manner in which the government's resources were actually utilized concluding in a written report of its findings. An accounting audit is intended to ascertain whether financial statements fairly present the financial position and results of operations of the Town. The Town is required to conduct an audit annually.

BOND - A written promise to pay a specified sum of money, called the face value or principal amount, at specified dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between notes, usually one year or two years in length and a bond is that the latter runs for a longer period of time. Within the limits prescribed by State Statute, the Board of Selectmen establish the length of a bond repayment.

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

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

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

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

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

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

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

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

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

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

COMPETITIVE BIDDING PROCESS – the process following State law requiring that for purchases of \$35,000 or more a Town must advertise, solicit and publicly open sealed bids from prospective vendors. After a review period, the Town Manager then awards a contract to the successful bidder.

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

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

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

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

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

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

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

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

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

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

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

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

FREE CASH - The amount certified annually by the Dept of Revenue that represents the unreserved fund balance less all outstanding tax receivables. This balance is created when actual revenues exceed those estimated and/or expenditures are less than appropriations for any given fiscal year. These funds may be appropriated by Town Meeting as a resource for the next fiscal year’s operations or any other purpose authorized by state statute. The Massachusetts Department of Revenue certifies free cash each July 1st. Certified Free Cash is available for appropriation by Town Meeting for any lawful purpose.

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

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

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

GFOA – Government Finance Officers Association of the United States and Canada. The G.F.O.A. is a professional organization of governmental finance officers.

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

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

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

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

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

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

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

MWRA – Massachusetts Water Resources Authority

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

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

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

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

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

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

PROPOSITION 2 ½ - A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. In other words, the total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next unless the citizens of the town approve a debt exclusion or an operating override. New construction values are in addition to this limit. Two provisions within Proposition 2 ½ allow the citizens of a community by popular vote to authorize the Town to raise taxes above the tax levy limit: an operating override or a debt exclusion.

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

RESERVE FUND - An amount set aside annually within the budget of the town to provide a funding source for "extraordinary and unforeseen" expenditures. In a town, the Finance (or Appropriation) Committee can authorize transfers from this fund. The Reserve Fund is under the control of the Finance Committee.

RETAINED EARNINGS – The equity account reflecting the accumulated earnings of the enterprise funds.

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

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

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

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

associated fringe benefits.

SCHOOL BUILDING ASSISTANCE PROGRAM – A program started by the Commonwealth of Massachusetts with a mission to partner with Massachusetts communities to support the design and construction of educationally-appropriate, flexible, sustainable, and cost-effective public school facilities. The Massachusetts School Building Authority has a dedicated revenue stream of one penny of the State’s 6.25% sales tax.

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

STABILIZATION FUND – Massachusetts General Law Ch.40, Sec. 5B, allows a municipality to appropriate in any year an amount not exceeding ten percent of the amount raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The treasurer shall be custodian of the funds and may invest the proceeds legally; any interest earned shall remain with the respective funds. Money from the Stabilization Funds may be appropriated for any lawful purpose by two-thirds vote of Town Meeting.

Natick has five Stabilization Funds: the General Stabilization Fund, the Capital Stabilization Fund, the Operational/Rainy Day Stabilization Fund, the One-to-One Technology Stabilization Fund and the Inflow and Infiltration Stabilization Fund.

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

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

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

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

Basis of Accounting & Budgeting – Terminology

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

- **Basis of Accounting:** General fund accounting is done on a modified accrual basis meaning that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for in the accounting period incurred (accrual basis).
- **Basis of Budgeting:** Budgeting for all enterprise funds is done on a GAAP (Generally Accepted Accounting Principles) or full accrual basis. This means that expenditures and revenues are accounted for in the accounting period incurred.

Demographics & Information

History

The Town of Natick is a suburban industrial center located on the upper basin of the Charles and Concord Rivers with an extensive complex of ponds. The town was from earliest Colonial days a prime target for development, possessing as it did good agricultural land, fish runs and water power. Established in 1650 on the Charles River, Natick had the first and the largest Indian praying town in the colonies, one that became a model for all other attempts to inculcate European standards into Indians. John Eliot, the great missionary, secured a charter of 6,000 acres for the Indians and converted them to Christianity. Unfortunately, Natick's Indian population was forcibly resettled on Deer Island during the King Philip's war and essentially never returned.



In Colonial days, Natick was an agricultural community with some orchards and some lumbering. Grist and sawmills were established and Indian ownership and control gave way to white dominance between 1676 and 1776. Local tradition claims that several loads of Natick men shipped out to the California gold rush in 1849 and 1850, returning with enough capital to start independent businesses in the town. The shoe industry dominated the community by the early 19th century, with the first shoe sole manufacturer established in 1827 and shoes shipped to the southern and western markets by 1830. The town's products, including baseballs manufactured in Natick, were shipped to Boston on the Boston and Worcester Railroad. The town saw rapid growth including an Irish, English, Nova Scotian, Italian and Armenian immigrant population which came to take jobs in the shoe plants and by the 1880's, Natick was the third largest shoe production community in the country.

Demographic & Geographic Information

Settlement Date: 1651

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

County: Middlesex

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

Total Area: 16.06 sq. miles

Land Area: 15.09 sq. miles

2013 Population: 35,214 (*Mass Dept. of Revenue*)

2016 Labor Force: 19,637 (*Mass Dept. of Revenue*)

Per Capita Income: (2007-2011 5 year ACS Estimate): 49,012 (*U.S. Census*)

2012 Population per Square Mile: 2,102.12

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

Unemployment Rate October 2016: 2.1%

Percent of population with college degrees or higher: 61.5%

Median Single-Family Home Price (2015): \$488,000 (increase of nearly 5% from 2014)

Largest Taxpayers

The following is a list of the largest taxpayers in the Town for fiscal 2017 and the assessed valuation and tax levy for each. All of the largest taxpayers listed below are current in their tax payments.

Name	Nature Business	Fiscal 2017 Assessed Value	Fiscal 2017 Tax	% of Total
General Growth Properties	Natick Mall-Retail/Condos	\$ 322,450,100	\$ 4,379,894	4.21
Mathworks, Inc. (1)	Software Development/Sales	156,290,800	2,113,395	2.03
Avalon Natick LLC	Apartments	82,236,200	1,110,107	1.07
HC Atlantic Development	Office/R&D	69,704,600	940,522	0.91
Cognex Corp.	R&D/Office	41,976,200	566,259	0.54
DDH Hotel LLC	Hotel	38,154,300	526,539	0.51
Franchi Pasquale	Apartment, Office	37,334,400	503,641	0.48
Natick Village Invest. Ltd. Part.	Condos-Real Estate	34,328,600	463,093	0.45
Cloverleaf Apartments LLC	Apartments	31,466,100	424,478	0.41
TJX Companies Inc.	Office/Headquarters	28,218,500	381,450	0.37
Total		<u>\$ 842,159,800</u>	<u>\$11,409,378</u>	<u>10.98 %</u>

Principal Employers (1)

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

Company	Nature of Business	Current Employees
MathWorks, Inc.	Software Dev/Sales	2,600
U.S. Army Natick Research, Development & Engineering Ctr.	Government/Food Research	1,600
Natick Mall	Retail	1,200
Metro West Medical Center Leonard Morse Campus	General Medical & Surgical Hospital	1,000
Waban, Inc.	Retail Administration/Management	300
Klockner-Moeller	Motor Controls & Switchgear Equipment	200
Cognex	Manufacturers of Vision Instrumentation/Administration	200
Snap-on-Tools	Automobile Service Equipment	170
Whitney Place	Assisted Living	170
Crowne Plaza Hotel	Hotel	150
Middlesex Savings Bank	Bank	100
Vision Sciences	Medical Instrumentation	80
Stop & Shop	Supermarket	70

Government & Elections Information

School Structure: K-12

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

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

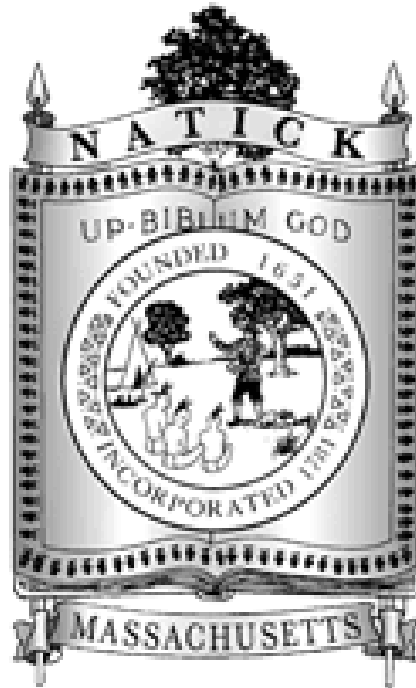
Registration of Voters: Town Clerk's Office, 13 East Central Street, Monday –Wednesday from 8:00 AM to 5:00 PM; Thursday from 8:00 AM -8:00 PM; Friday from 8:00 AM -12:30 PM.

Where to Vote (Precinct Numbers):

- Brown Elementary School, 1 Jean Burke Drive (1)
- Cole Recreational Center, 179 Boden Lane (2)
- Brown Elementary School, 1 Jean Burke Drive (3)
- Wilson Middle School, 24 Rutledge Road (4)
- Wilson Middle School, 24 Rutledge Road (5)
- Lilja School, 41 Bacon Street at Oak Street (6)
- Community/Senior Center, 117 East Central Street (7)
- Morse Institute Library, 14 East Central Street (8)
- Community/Senior Center, 117 East Central Street (9)
- Community/Senior Center, 117 East Central Street (10)

Town of Natick

FY 2020 BUDGET PREPARATION MANUAL



October 2018

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SECTION 1: PROCESS

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

The legislative body of the Town of Natick is a representative Town Meeting comprised of 180 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Administrator is required to submit a Proposed Budget to the Board of Selectmen and Finance Committee on January 2, 2019. An **Open Process** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally, citizen participation is encouraged and sought after January 2nd. This open process allows for greater inclusion in decision-making and in the overall development of the budget.

Internal Departmental Budget Development:

The process begins in the fall with the internal budget process. In October, Town staff will work together to develop individual Department Budget Requests that support the operations of the Town’s programs and services, as well as address the needs and objectives that are identified by the Board Of Selectmen and Town Administrator’s goals for FY 2020.

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

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

Department Heads will meet in November and December with the Town Administrator and Deputy Town Administrators to review the budget requests and refine disparate proposals into a cohesive whole.

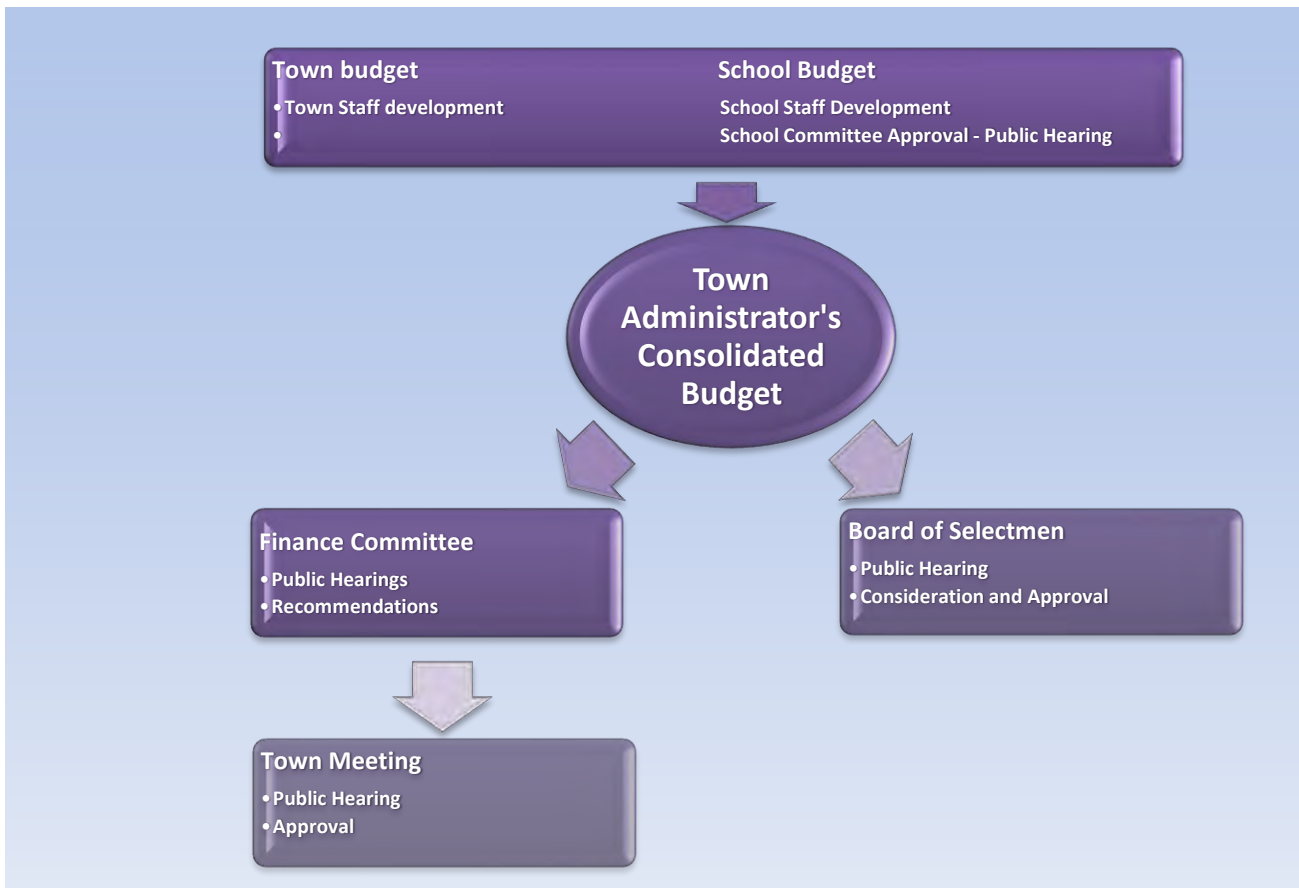
While the Town Departments develop one part of the town’s operating budget, the School Department begins a separate process for developing the operating budget of the Natick Public Schools. The Superintendent submits his final budget request to the School Committee in December and submits it to the Town Administrator in sufficient time to enable her to consider its effect on the total town budget. The Town Administrator is responsible for making budget recommendations for all Town programs, including the School Department.

External Budget Considerations:

Once the Town Administrator presents her recommended budget to the Board of Selectmen and the Finance Committee on January 2nd, hearings on the proposed budget are held between January and March to vet the budget and allow for the Finance Committee to review and propose recommendations to Town Meeting. Their final recommendations on financial articles are sent to Town Meeting members at least 7 days prior to the start of the Spring Annual Town Meeting. It is through the Representative Town Meeting that funds are appropriated and the Town’s Annual Budget is adopted.

The end result is a collaborative effort involving the Citizens, Board of Selectmen, School Committee, Finance Committee, and Town and School staff and in which the needs of the community are identified and represented. The quality of the outcome is dependent on the process.

Budget Process:



SECTION 2: CRITICAL DATES*

Description of Item	Responsible Parties	Due Dates
Department Head Preliminary Meetings	Finance Dept./Dept. Heads	October 3 rd – October 11 th
Develop and present -Cost Center Analysis, legal/K mandates and Priorities	Town/NPS, FPC	Late October
Establish budget targets	Town Admin.	October 16 th
Distribute Preliminary Budgets	Town Admin.	October 19 th
Training for new budget system	Dept. Heads/Staff	October 22 th
Budget Status Meeting	FPC	Late October
Department budget submissions due	Department Heads	November 7 th
Budget Meetings with Town Administrator	Town Admin/Dept. Heads	November 12 th – 16 th
Department update of capital requests due	Dept. Heads	November 16 th
Superintendent's Presentation of Preliminary NPS Budget	NPS	End November
Final Preparation of Budget Submission	Town Admin.	November 19 th - December 30 th
Presentation of Town Admin. Budget to Joint Meeting of Board of Selectmen/School Committee	Town/NPS	Early January
Budget reconciliation	Town/NPS	Early January – Pre FC Meetings
Public Budget Forum	Town/NPS	Mid January – (Balanced)
Finance Committee Budget Hearings	FinCom	Mid-Late January - March
Submission of Capital Plan Revisions to BOS & FC	Town/NPS	Early March
Distribution of Finance Committee Recommendations	FinCom	Late March
Town Election		Late March
Town Meeting		Early April
Begin FY 2020		July 1 st

*All dates and deadlines subject to revision.

**If you cannot complete the materials by the deadline or otherwise need help please contact John Townsend at ext 6416 or jtownsend@natickma.org or Sean O'Brien at ext. 1440 or sobrien@natickma.org

SECTION 3: FY 2020 BUDGET PREPARATION

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

The FY 2020 Budget Process provides an organized approach to building the budget. The Department will initially prepare a Level-Service budget that provides the same level of service at FY 2019 staffing levels, providing for projected adjustments to fixed costs (i.e. contractual services, utilities, etc.) In recognition that a level service budget may not achieve your Department's objectives, Departments may submit *Proposed New Initiatives* (PNI) that request additional funding and/or positions to enhance the services provided by your Department.

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

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

It is strongly encouraged that you involve middle managers and any other interested employees in the budget process – you never know when they will need to know how to put a budget together.

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

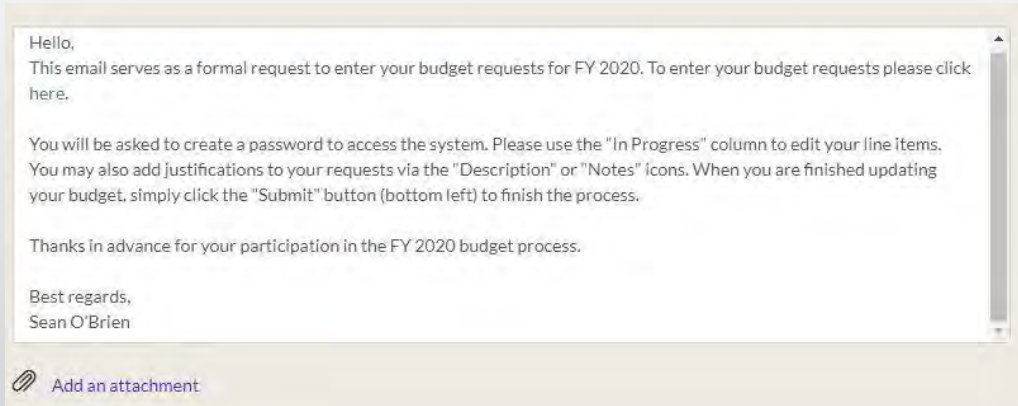
Please do not hesitate to contact John Townsend, Deputy Town Administrator/Finance Director, with any budget questions or guidance on how to fill out materials. He can be reached at 508-647-6416 or jtownsend@natickma.org.

SECTION 4: On-line Budget System

OVERVIEW: New for FY 2020 is the Cleargov Budget System. All line-item level budget items will have to be submitted and processed through this system. All departments will be provided with one logon and password for their budget. We are currently with the vendor to provide multiple logon access to your department budget and will update you as we receive more information.

Logging on

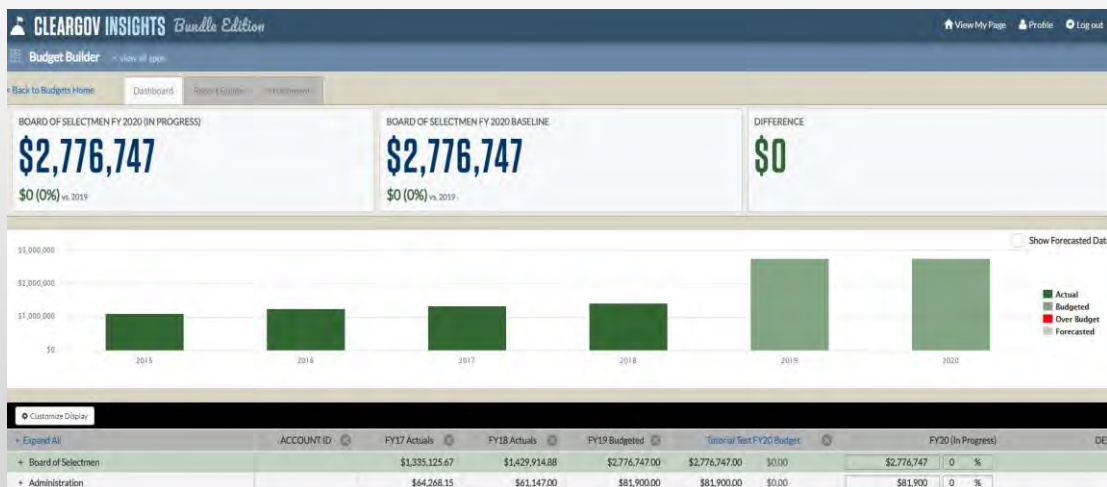
Email, Log-In, and Instructions



After receiving a log-in email from ClearGov support, you will create a username and password to access the system to make budget changes.

Accessing your budget:

Budget Builder Home Screen



After logging in the home screen will show the budget accounts that you are responsible for. To view all of the line items click the “+” sign next to the budget account name. For example, click the + sign next to Board of Selectmen to view all of the accounts.

Updating and Changing your line items

Edit Line Items

Expand All	Actuals	FY19 Budgeted	Tutorial Test FY20 Budget	FY20 (In Progress)	DESCRIPTION	NOTES	ATTACHMENTS
+ Board of Selectmen	1,429,914.88	\$2,776,747.00	\$2,776,747.00	\$0.00	\$2,776,747	0 %	
- Administration	\$61,147.00	\$81,900.00	\$81,900.00	\$0.00	\$90,250	10.2 %	
- Salaries	\$59,738.90	\$70,000.00	\$70,000.00	\$0.00	\$70,000	0 %	
SALARIES OPERATIONAL STAFF	\$59,738.90	\$70,000.00	\$70,000.00	\$0.00	\$70,000	0 %	
- Expenses	\$1,408.10	\$11,900.00	\$11,900.00	\$0.00	\$20,250	70.17 %	
TRAVEL IN/OUT STATE		\$300.00	\$300.00	\$0.00	\$300	0 %	
DUES & SUBSCRIPTIONS	\$1,246.00	\$400.00	\$400.00	\$0.00	\$400	0 %	
CONSULTANT SERVICES		\$10,000.00	\$10,000.00	\$0.00	\$18,500	85 %	
TRAINING & EDUCATION		\$650.00	\$650.00	\$0.00	\$650	0 %	
OFFICE SUPPLIES	\$162.10	\$550.00	\$550.00	\$0.00	\$400	-27.27 %	

Click on the (In Progress) Budget and make adjustments, either by overwriting the number or putting in a percentage change. For any change made, include a Note & Attachment with supporting documentation. For **NEW INITIATIVES** include the dollar increase in the line item and include the New Initiative Form as an attachment.

Account ID: 0001-125-1-0000-000-0000-01-511300

SALARIES OPERATIONAL STAFF \$184,900.00

Description	Amount
Salaries for HR Coordinator & ...	\$184,900.00

ADD NEW ROW

Total \$184,900.00
Difference (\$0.00)

SAVE **CANCEL**

Notes

CONSULTANT SERVICES

See 2018 03041 - Test Scan edit
Software maintenance increase for Financial Transparency and Budget Builder modules
ICD: INV0284 - Notes_ML_EF200000.pdf

Add a reply:

SAVE

Submitting your budget request

Submit Draft Budget Request

Collapse All	Actuals	FY19 Budgeted	Tutorial Test FY20 Budget	FY20 (In Progress)	DESCRIPTION	NOTES
- Salaries	\$622,869.23	\$579,797.00	\$579,797.00	\$0.00	\$579,797	0 %
SALARIES MANAGEMENT	\$64,300.08	\$64,300.00	\$64,300.00	\$0.00	\$64,300	0 %
SALARIES SUPERVISORY	\$163,995.10	\$184,900.00	\$184,900.00	\$0.00	\$184,900	0 %
SALARIES OPERATIONAL STAFF	\$204,900.66	\$167,200.00	\$167,200.00	\$0.00	\$167,200	0 %
SALARIES TECHNICAL/ PROFESSIONAL		\$0.00	\$0.00	\$0.00	\$0	n/a
SALARIES - OUTREACH MANAGER		\$10,000.00	\$10,000.00	\$0.00	\$10,000	0 %
SALARIES PART TIME OPERATIONAL		\$0.00	\$0.00	\$0.00	\$0	0 %
- Administration	\$61,147.00	\$81,900.00	\$81,900.00	\$0.00	\$91,650	11.9 %
- Salaries	\$59,738.90	\$70,000.00	\$70,000.00	\$0.00	\$71,400	2 %
SALARIES OPERATIONAL STAFF	\$59,738.90	\$70,000.00	\$70,000.00	\$0.00	\$71,400	2 %
- Expenses	\$1,408.10	\$11,900.00	\$11,900.00	\$0.00	\$20,250	70.17 %
TRAVEL IN/OUT STATE		\$300.00	\$300.00	\$0.00	\$300	0 %
DUES & SUBSCRIPTIONS	\$1,246.00	\$400.00	\$400.00	\$0.00	\$400	0 %
CONSULTANT SERVICES		\$10,000.00	\$10,000.00	\$0.00	\$18,500	85 %
TRAINING & EDUCATION		\$650.00	\$650.00	\$0.00	\$650	0 %
OFFICE SUPPLIES	\$162.10	\$550.00	\$550.00	\$0.00	\$400	-27.27 %

SUBMIT

When working on the budget request, you can close out at any time and it will automatically save your progress. When you have completed the budget request click submit in the lower left hand corner of the screen. This will submit the budget to the review team.

Keeping track of your budget submission

Pending Review

FY19 Budgeted	Tutorial Test FY20 Budget	FY20 Requested [1]	Status
\$579,797.00	\$579,797.00	\$0.00	\$579,797.00 \$0.00
\$64,300.00	\$64,300.00	\$0.00	\$64,300.00 \$0.00
\$184,900.00	\$184,900.00	\$0.00	\$184,900.00 \$0.00
\$167,200.00	\$167,200.00	\$0.00	\$167,200.00 \$0.00
\$0.00	\$0.00	\$0.00	\$0.00 \$0.00
\$10,000.00	\$10,000.00	\$0.00	\$10,000.00 \$0.00
\$81,900.00	\$81,900.00	\$0.00	\$91,650.00 ▲ \$9,750.00
\$70,000.00	\$70,000.00	\$0.00	\$71,400.00 ▲ \$1,400.00
\$70,000.00	\$70,000.00	\$0.00	\$71,400.00 ▲ \$1,400.00
\$11,900.00	\$11,900.00	\$0.00	\$20,250.00 ▲ \$8,350.00
\$300.00	\$300.00	\$0.00	\$300.00 \$0.00
\$400.00	\$400.00	\$0.00	\$400.00 \$0.00
\$10,000.00	\$10,000.00	\$0.00	\$18,500.00 ▲ \$8,500.00
\$650.00	\$650.00	\$0.00	\$650.00 \$0.00
\$550.00	\$550.00	\$0.00	\$400.00 ▼ \$150.00

- Pending Review
- Denied
- Approved with Edit
- Approved as Requested

After you submit the budget, you will be able to follow the status of your proposed budget. In the picture to the left, the budget status is pending review of the budget team.

Budget Review

Expand All	Tutorial Test FY20 Budget	FY20 Requested [1]	Status	FY20 (In Progress)	DESCRIPTION	NOTES	ATTACHMENTS	Show Hidden
- Board of Selectmen	747.00	\$0.00	\$2,776,747.00	\$0.00	\$2,776,747.00	0.00%		
+ Expenses	550.00	\$0.00	\$1,770,550.00	\$0.00	\$1,770,550.00	0.00%		
+ Salaries	197.00	\$0.00	\$1,006,197.00	\$0.00	\$1,006,197.00	0.00%		
- Administration	900.00	\$0.00	\$91,650.00	▲ \$9,750.00	\$92,000.00	▲ 12.33%		
- Salaries	000.00	\$0.00	\$71,400.00	▲ \$1,400.00	\$71,400.00	▲ 2.00%		
SALARIES OPERATIONAL STAFF	000.00	\$0.00	\$71,400.00	▲ \$1,400.00	\$71,400.00	▲ 2.00%		
- Expenses	900.00	\$0.00	\$20,250.00	▲ \$8,350.00	\$20,600.00	▲ 73.11%		
TRAVEL IN/OUT STATE	300.00	\$0.00	\$300.00	\$0.00	\$300.00	0.00%		
DUES & SUBSCRIPTIONS	400.00	\$0.00	\$400.00	\$0.00	\$400.00	50.00%		
CONSULTANT SERVICES	000.00	\$0.00	\$18,500.00	▲ \$8,500.00	\$18,500.00	▲ 85.00%		
TRAINING & EDUCATION	650.00	\$0.00	\$650.00	\$0.00	\$650.00	0.00%		
OFFICE SUPPLIES	550.00	\$0.00	\$400.00	▼ \$150.00	\$550.00	0.00%		

- Pending Review
- Denied
- Approved with Edit
- Approved as Requested

During the budget review process you will be able to see the status of the budget requests as well as any additional comments provided by the budget team. Notifications will be logged in the system under notes. See the key above to understand the budget status.

If you need assistance with using the system you can contact Sean at sobrien@natickma.org ext 1440

CRITICAL DATES

DEADLINE

Departments must submit their budgets by **November 7th**.

OVERVIEW: It is through the Budget submission that departments identify their expenditure needs for the upcoming year. This section will assist you in preparing the FY 2020 operating budget requests for your department.

OPERATING BUDGET DEVELOPMENT PARAMETERS:

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

- **Overall** – Departments are to develop budgets which offer the same level of service being provided in FY 2019.
- **Staffing & Salaries** – Staffing worksheets will be provided by the Finance Department. All contractual increases will be uploaded by the Finance Department.
- **Benefits** – All benefits are shared costs and will be calculated by the Finance Department.
- **Expenses** - Expenses should be calculated based upon the level of service you are providing this year and cost saving you may be able to achieve from possible operational efficiencies.

MATERIALS: The following will be provided:

1. All budgets will be loaded in the Cleargov Budget system. Each department will receive a logon and password for their budget. All line items have been level funded for FY 2020.
2. Any adjustment to a line item must include a comment and supporting documentation. **Any adjustment that does not have a comment explaining the adjustment will be automatically rejected.**
 - a. Historical information has been provide – your initial FY 2020 base line budget numbers are the **FY 2019 REVISED BUDGET**;
 - b. In-put budget submission for FY 2020; - **You need to complete**;
 - c. Provide a line-by-line description of any changes from the base line budget number; please use the comment tool or attach documentation and,
 - d. Only include appropriation requests for services you are currently providing.
3. Proposed New Initiatives should be entered directly into the system. A Proposed New Initiatives form **MUST** be attached. See below for more instructions on completing the form.
4. Currently only budget account line items are in the system. Departments will also be provided with a Departmental Workbook Template in excel with the following Sections:
 - a. Department’s Mission Statement: – **You need to update**;
 - b. Budget Highlights: - **You need to complete**;
 - i. Bullet format – narrative should be limited;
 - ii. Must include major line item changes;

- iii. Any approved new staff;
 - iv. New Initiatives – even if budget neutral;
 - v. Major funding changes; and,
 - vi. Major program or service changes.
- c. Departmental Organizational Summary – **You need to update from last year;**
- i. Org chart – number of FTEs for FY 2020 should be included in the boxes
 - ii. Total Staff – include all full and part time staff for FY 2020
 - iii. Notes should provide any necessary explanation and all changes for FY 2020.
- d. Proposed New Initiatives Form – **You need to complete;**
- i. See below for instructions.

5. Once you've completed the budget you should submit the line items in the system and email the Departmental Workbook to the Finance Department.

CRITICAL DATES

DEADLINE

All proposed new initiatives must be submitted by **November 7th**

OVERVIEW: Due to the changing nature of the demands for service, the need to supplement existing services or an innovative idea that will produce cost savings over the long run, Departments may request additional funding. To achieve this end, Departments will be asked to fill out the FY 2020 Proposed New Initiatives Form (see below). This form will allow departments to succinctly enter the costs and rationale for their requests. Blank forms are included with your Departmental Workbook Template.

If your department would like to request additional funds for services that were not provided during FY 2019 or suggest an enhancement to an already existing services, please document your request on a Proposed New Initiatives form. Please provide additional information to support your request, including whether or not the request will provide cost savings.

If your department is seeking additional staff please provide information on why you believe it is necessary, what other options such as contracted services have been evaluated and the costs associated with your request, including all estimated benefits for the position. If the position does not exist in the Personnel Classification and Pay Plan then you will have to meet with the Human Resources Department to discuss your request prior to submission.

INSTRUCTIONS:

- Please complete the PNI Form and provide you Project with a catchy title.
- Adjust any line item(s) in your departmental budget in the system. Personnel Services and Expenses should use the same cost categories as your departmental budget. Each line adjustment **MUST** include a comment identifying it as part of a PNI. The completed PNI form **MUST** be attached to the line with the greatest expense for the Project.

SECTION 6: CONCLUSION

Hopefully the use of the Cleargov Budget system will facilitate the development and review of the FY 2020 budget and produce a more user friendly budget document. We're still working with the vendor on the process so please let us know if you have any ideas on how to improve the system.

In order to avoid delays and aggravation, please be aware of deadlines, review the instructions, submit only completed documents, proof read everything and double check those numbers. If you have any questions, concerns or ideas please reach out to either John or Sean, ASAP so we can resolve any issues.

Thank you!!!



Town of Natick

Revolving Funds

Fund #	Motion	Revolving Fund	Spending Authorization FY 2019	Starting Balance 7/1/2017	Revenues	Expenditures	Balance 6/30/2018
2002	A	DPW Surplus Vehicle/Purchase Acct.	\$200,000	\$428,264	\$86,232	(\$48,454)	\$466,042
2005	B	Morse Institute Library Materials	\$85,000	\$3,014	\$29,426	(\$31,308)	\$1,132
2006	C	Morse Institute Library Equipment & Maintenance	\$25,000	\$6,792	\$5,770	(\$1,763)	\$10,799
2007	D	Community - Senior Center Equipment & Maintenance	\$75,000	\$83,625	\$69,674	(\$83,177)	\$70,122
2008	E	Board of Health Immunization	\$40,000	\$57,664	\$43,943	(\$39,241)	\$62,366
2009	F	Community - Senior Center Programs	\$95,000	\$88,357	\$126,180	(\$100,643)	\$113,894
2010	G	BOH Regional Coalition Tobacco Control	\$25,000	\$33,520	\$5,500		\$39,020
2011	H	Pay for Performance - Energy Rewards	\$25,000	\$0	\$18,428		\$18,428
2012	I	Tax Title Collection	\$100,000	\$76,175	\$98,257	(\$73,814)	\$100,618
2013	J	Curbside Compost collection	\$20,000	\$3,842	\$3,680	-475	\$7,047

ITEM TITLE: Review Proposed Trash Bag Fee Increase

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Memo-M. Malone	1/6/2019	Cover Memo
Memo-J. Marsette	1/6/2019	Cover Memo

Memo

To: Board of Selectmen
From: M.Malone
Cc: Bill Chenard, John Townsend, Jeremy Marsette
Date: January 6, 2019
Re: Discussion PAYT – trash bags fees

Attached is a memo from Mr. Marsette that outlines the history of the pay-as-you-throw program, bag size options, average prices of the bags, and proposed timetable if the Board decides to increase the bag fees. And below is further detailed information to consider during your deliberations.

The Tinny-Tiny Option

I believe that there has been discussion in the past about the possibility of a smaller bag, however, using the data points from other communities suggests that this is an uncommon offering. From a practical perspective, I am personally unsure how useful an 8-gallon bag (aka extra-Tinny-Tiny) would be. That said, if the purpose for the smaller bag is to assist some more easily take their bags to the curb and there is a minimal expense in adding a new bag size, we should explore that option with the vendor. According to census data as of 2017, the population of Natick was 36,246 and 15.4% are over the age of 65.

Bag Rates

At a minimum, I would recommend that the Board raise bag prices to be consistent with the average price compared to other communities – raising the cost for the 15-gallon bag to \$1.15 and the 33-gallon bag to \$2.00. However, I also believe the Board should also consider the following:

- While we do not have the data points from 2004 through 2018, the consistent rate for 14 years would suggest that the price for bag has been artificially low. It is a best practice to gradually increase rates, as it provides for stability and predictability and links to other naturally rising costs to provide services.
- Comparing across communities the cost of the bags works well when similar services are offered. In this case, many of the communities on the list do not offer full service municipal curb side pick-up - meaning trash, recycling, or any yard waste (including Christmas Trees). Consequently, comparing the average cost per bag is incongruent, and while it provides a point of comparison it is not dispositive of what is the “right” amount to charge.
- Town of Natick’s revenue forecasts for FY 20-22.

As noted in Mr. Marsette’s memo, an increase of the 15-gallon and 33-gallon bag price to \$1.15 and \$2.00 would yield an additional \$128,250 in revenue for the Town. At \$15 per bundle of ten for small bags (\$1.50 per bag) would be a 50% price increase (amounting to approximately a \$26/year increase for households using one small bag per week). At \$25 per bundle of ten large bags (\$2.50 per bag) would be a 43% price increase (amounting to approximately a \$39/year increase for households

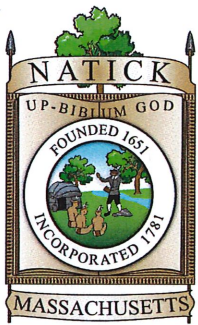
using one large bag per week). Assuming the same number of bags were purchased, this would generate approximately \$400,000 in increased revenue.

Given the lack of increase over the last 14 years, Town budget expectations for FY 20-22, and the actual services provided to residents, I recommend being well above the average price per bag by FY 22. From an administration perspective, it is difficult to assess and collect annual user-fees. While not impossible, it is very much preferred to raise the revenue through the bag fees verse the annual assessment of households.

Program Implementation and timeline

Modifications to an essential program like trash to a community requires a cohesive communication message. To do this effectively, administratively we need to know the Board's decision on any increased bag fee rate by the end of January so that we can begin to plan and message this change to the community.

Finally, from an implementation and practical program perspective given the need to change the bag color with the bag fee increase, I would suggest that the color change be accompanied by the largest increase you anticipate completing within the next three years. There will be other trash collection pilots that will be brought before the Board for consideration in the coming month. Without going into those specifics, minimal changes to rubbish bag colors in the coming 3 years would also be optimal to avoid possible confusion.



TOWN OF NATICK MASSACHUSETTS

TO: Amy Mistrot, Chair Board of Selectmen
Melissa Malone, Town Administrator
William Chenard, Deputy Town Administrator – Operations

FROM: Jeremy Marsette, P.E.
Director of Public Works

JRM

DATE: January 2, 2019

SUBJECT: PAY-AS-YOU-THROW (PAYT) RETAIL BAG PRICING

Per your request and as a follow up to the information provided to the Board of Selectmen this past June please accept this memorandum regarding the retail pricing of PAYT bags.

As part of the research conducted for the Board of Selectmen's policy update regarding curbside sanitation collections, the Department obtained current PAYT retail bag pricing for 98 Massachusetts communities. A full summary of the survey is attached. The average retail price charged for large (33 gallon) bags was found to be \$1.99 per bag and the average retail price charged for small (15 gallon) bags was found to be \$1.14 per bag. Natick currently charges \$1.75 for large bags and \$1.00 for small bags. The current bag prices were set in 2004 when the PAYT program initially began and have never been adjusted.

The survey found that bag sizes of 33 gallons were offered in all communities, about 2/3 of communities also offer 15 gallon bags, and that 1/10 of communities also offer small 8 gallon bags. Twenty-eight communities also charge an annual program fee averaging about \$130 per year (Natick does not charge a program fee).

Revenue from the sale of PAYT bags is deposited to the Town's General Fund. An annual history of this revenue is included in the attached. The five-year average (FY14 to FY18) is \$884,000 in annual revenue. This revenue amounts to less than half of the total expenses of the Town's Sanitation Programs.

Aligning Natick's retail PAYT bag pricing with the average found in the survey (\$2.00 per large bag and \$1.15 per small bag) would increase bag pricing by approximately 15%. Assuming households use one bag per week, this increase would amount to \$13 annually for households using large bags and \$7.80 annually for households using small bags. At the current bag sale numbers, Town revenue may increase by approximately \$128,250 per year. The attached table of various bag pricing provides detail and a sensitivity analysis of various bag pricing.

PAYT Retail Bag Pricing
January 2, 2019

Should the Board of Selectmen update the retail pricing of PAYT bags it is recommended that a new bag color be implemented (orange), the current bag sizes remain, and that the following tentative schedule be considered.

Stop Sale of Blue PAYT Bags	April 1, 2019 +/-
Begin Sale of New Orange PAYT Bags	April 1, 2019 +/-
Discontinue Curbside Collection of Blue PAYT Bags	July 1, 2019

SURVEY OF PAY-AS-YOU-THROW (PAYT) RETAIL BAG PRICING IN MASSACHUSETTS

5/11/2018

Municipality	PAYT Container Size (GAL)	PAYT Retail Bag Price per Each (\$)	PAYT Container Size (GAL)	PAYT Retail Bag Price per Each (\$)	PAYT Container Size (GAL)	PAYT Retail Bag Price per Each (\$)	Annual Program Fee
Acton	30	1.50	15	0.80	8	0.50	100.00
Ashfield	30	2.00					40.00
Ashland	33	1.80		1.05			146.00
Athol	33	2.50					
Attleboro	33	2.00					203.00
Ayer	33	2.00					
Barre	33	1.00					
Belchertown	33	1.70					
Berkley	33	1.50					
Bernardston	33	2.00					
Brewster	33	2.00	15	1.00	8	0.50	
Bridgewater	32	3.00	13	1.50			
Brimfield	33	1.80					
Brockton	30	1.00					280.00
Brookfield	33	1.25					85.00
Brookline	30	3.00					200.00
Buckland	33	2.00					
Charlemont	33	2.00					
Chicopee	33	2.00	15	1.20			
Cohasset	33	2.00					
Concord	34	1.50					242.00
Dalton	30	3.30					
Dartmouth	33	2.00	15	1.00			80.00
Deerfield	33	2.50	15	1.70			
Dighton	33	1.50					
Duxbury	33	1.50	15	1.00			25.00
East Bridgewater	33	3.00					
East Brookfield	33	1.50					130.00
East Bridgewater	33	3.00	15	2.00			
Fall River	30	2.00	15	1.25	8	0.75	
Freetown	33	2.50					
Gloucester	33	2.25	15	1.25			
Grafton	33	1.50	15	0.90			
Granby	33	2.00					
Greenfield	33	2.00	13	1.25	8	1.00	
Groton	32	1.60					
Hadley	30	1.50					
Halifax	33	3.00					
Hampden	33	2.00					40.00
Hawley	30	1.00					
Holbrook	33	2.10					150.00
Ipswich	33	3.00	15	2.00			
Lakeville	30	2.00	15	1.50			50.00
Leyden	33	2.00					
Littleton	33	2.50	15	1.25	9	0.75	110.00
Lunenburg	33	2.55	15	1.25			
Malden	33	2.00	15	1.00	8	0.50	
Manchester by the Sea	33	3.00	15	2.00			
Marshfield	33	2.00					315.00
Medway	30	1.50	15	0.75			250.00
Merrimac	35	3.00					
Millis	33	1.75					
Natick	33	1.75	15	1.00			
Needham	30	1.90	15	1.05			
New Salem	33	1.50					
North Adams	33	2.19					
North Attleborough	33	1.50	15	1.00			225.00
North Brookfield	33	1.50	15				55.00
Northampton	30	3.00	15	1.50	6	0.75	
Northborough	32	3.00	16	1.50			
Northfield	33	1.50	15	0.75			
Norwell	32	2.00					
Orange (Town MA)	33	2.00					
Petersham	33	2.00					
Phillipston	33	2.00					12.00
Plymouth	30	1.25	15	0.78			191.00
Rockport	35	1.70					
Sandwich	30	2.00	15	0.90	8	0.40	60.00
Savoy	30	1.00					
Scituate	30	2.00	15	1.00			
Seekonk	33	1.07	15	0.65			195.00
Shirley	33	2.50	15	1.25			
Shrewsbury	33	1.50	15	0.75			
Shutesbury	33	1.50	15	0.75			
Somerset	33	2.50	15	1.25			
South Hadley	33	2.00	15	1.00			

Southampton	30	2.00	15	1.00			
Spencer	33	2.50	15	1.25			
Sturbridge	30	1.00	15	0.50			
Sudbury	30	2.00	15	1.00			155.00
Sutton	30	2.50	15	1.25			
Swansea	33	1.75	15	1.00			100.00
Taunton	35	2.00					
Upton	30	1.70	15	1.00			
Wales	33	2.00					
Warren	30	2.00	15	1.25			
Warwick	33	2.50	15	1.50			
Wayland	30	2.00	15	1.00	8	0.60	
Wellfleet	33	1.50	15	1.00	8	0.50	25.00
Wendell	33	1.50					
Wenham	33	2.00	15	1.00			
West Boylston	33	1.00	15	0.50			
Weston	13	1.25					
Whately	33	2.00					
Wilbraham	33	2.50					
Williamstown	33	2.50					85.00
Winchendon	33	4.00	15	2.00			50.00
Worcester	30	1.50	15	0.75			
Wrentham	34	2.00					

AVERAGE	\$	1.99	\$	1.14	\$	0.63	\$	128.54
MEDIAN	\$	2.00	\$	1.00	\$	0.55	\$	105.00
NATICK CURRENT PRICING	\$	1.75	\$	1.00		N/A		N/A



Town of Natick
FY2020 PAYT RETAIL BAG COST

12/31/2018

Small Bag Revenue Projections (15 Gallon)

Current	\$1.00	\$1.05	\$1.10	\$1.15	\$1.20	\$1.25	\$1.30	\$1.35	\$1.40	\$1.45	\$1.50
Retail Cost per Bag	\$1.00	\$1.05	\$1.10	\$1.15	\$1.20	\$1.25	\$1.30	\$1.35	\$1.40	\$1.45	\$1.50
Retail Cost Increase %		5.0%	10.0%	15.0%	20.0%	25.0%	30.0%	35.0%	40.0%	45.0%	50.0%
Revenue	\$280,000	\$294,000	\$308,000	\$322,000	\$336,000	\$350,000	\$364,000	\$378,000	\$392,000	\$406,000	\$420,000
Increase	\$0	\$14,000	\$28,000	\$42,000	\$56,000	\$70,000	\$84,000	\$98,000	\$112,000	\$126,000	\$140,000
Annual Increase/Household	\$0.00	\$2.60	\$5.20	\$7.80	\$10.40	\$13.00	\$15.60	\$18.20	\$20.80	\$23.40	\$26.00

280,000 small bags annually

Large Bag Revenue Projections (33 Gallon)

Current	\$1.75	\$1.80	\$1.85	\$1.90	\$1.95	\$2.00	\$2.10	\$2.20	\$2.30	\$2.40	\$2.50
Retail Cost per Bag	\$1.75	\$1.80	\$1.85	\$1.90	\$1.95	\$2.00	\$2.10	\$2.20	\$2.30	\$2.40	\$2.50
Retail Cost Increase %		2.9%	5.7%	8.6%	11.4%	14.3%	20.0%	25.7%	31.4%	37.1%	42.9%
Revenue	\$603,750	\$621,000	\$638,250	\$655,500	\$672,750	\$690,000	\$724,500	\$759,000	\$793,500	\$828,000	\$862,500
Increase	\$0	\$17,250	\$34,500	\$51,750	\$69,000	\$86,250	\$120,750	\$155,250	\$189,750	\$224,250	\$258,750
Annual Increase/Household	\$0.00	\$2.60	\$5.20	\$7.80	\$10.40	\$13.00	\$18.20	\$23.40	\$28.60	\$33.80	\$39.00

345,000 large bags annually

Total PAYT Revenue \$883,750

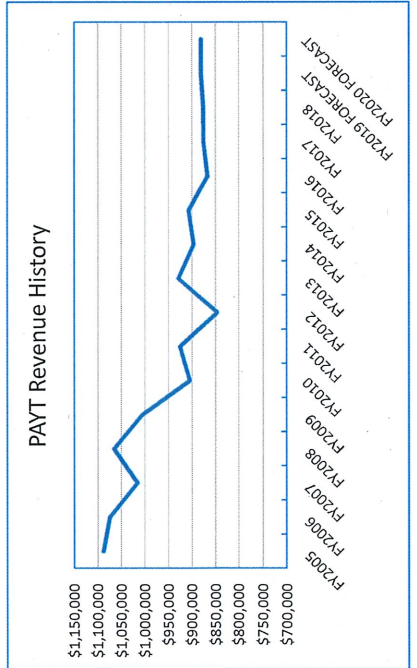
Revenue Increase \$1,040,000
\$128,250

\$883,750 \$915,000 \$946,250 \$977,500 \$1,008,750 \$1,040,000 \$1,088,500 \$1,137,000 \$1,185,500 \$1,234,000 \$1,282,500

\$0 \$31,250 \$62,500 \$93,750 \$125,000 \$156,250 \$204,750 \$253,250 \$301,750 \$350,250 \$398,750

Pay as You Throw Revenue History

FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 FORECAST	FY2020 FORECAST
\$1,088,950	\$1,075,013	\$1,015,825	\$1,065,825	\$1,005,638	\$903,950	\$925,075	\$845,923	\$928,926	\$895,804	\$906,726	\$866,219	\$875,125	\$875,673	\$880,000	\$880,000
FY14-FY18 Average \$883,909															



WasteZero[®] offers some of the most durable, customizable bags in the industry. We make all of our bags in our own US-based manufacturing facility, so we can ensure you get the exact product that you order.

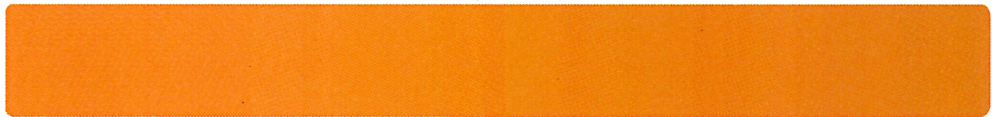
Our bags come in a variety of standard colors; if your needs require an exact color match, we can accommodate that request for an additional fee.

Please note that while WasteZero strives to achieve our customers' color requests, colors may vary as much as 10% based on several factors, including the batch or brand of resin/colorant available and the amount of recycled materials used per run. When you choose one of our standard colors, your bags will be in the color range shown below. Color and opacity will vary based on the gauge (thickness) and resin batches. Special colors or color matching are available but at an additional charge.

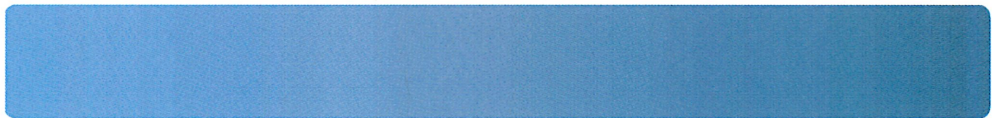
Purple



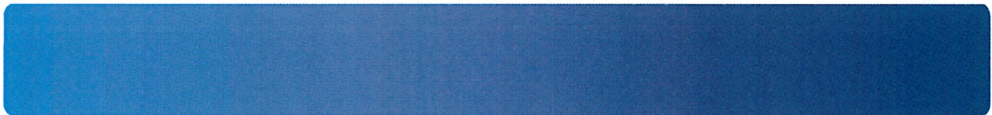
Orange



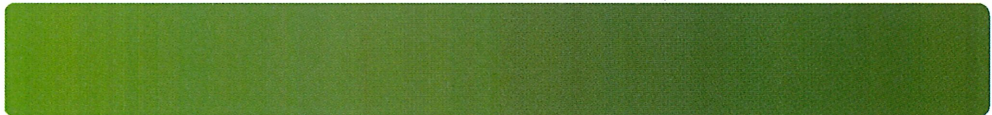
Light Blue



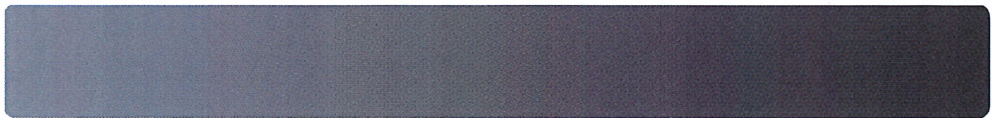
Dark Blue



Green



Gray



ITEM TITLE: 2018 Fall Annual Town Meeting, Article 39: Amend Natick Town Charter; Natick By-Laws, Natick Zoning By-Laws: Appointment and Constitution of Zoning Board of Appeals, Division and Distribution of Powers, Assignment of Counsel

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Article 39	1/3/2019	Cover Memo
FinCom Questionnaire	1/3/2019	Cover Memo

ARTICLE 39

Amend Natick Town Charter: Natick By-laws, Natick Zoning By-laws: Appointment and constitution of zoning board of appeals, division and distribution of powers, and assignment of counsel.

(Julian Munnich et al)

To see if the Town will vote to amend the Town of Natick Home Rule Charter, the Natick Town By-Laws, and the Town of Natick Zoning By-Laws to; including but not limited to, adding new sections, and/or definitions, and/or amending existing sections and/or definitions, and/or providing for transition and implementation procedures; to provide for the division and exercise of functions to other appointed or elected bodies:

-Pursuant to MGL c. 40A s.12, MGL c. 4 s. 7, and MGL c. 43B s. 20 or otherwise; provide by amendment and/or addition to the charter, including but not limited to, in Article 3 for the appointment of members and associate members to the zoning board of appeals by a different appointing authority or in Article 3 for the election of a board of appeals, to change or to establish its number of members and associate members of the board of appeals; and/or to divide the assignment of functions to other appointed or elected bodies;

-Pursuant to MGL c. 40 s. 32 or otherwise; provide by amendment and/or addition to the Natick Town By-Laws such that they comport with the Natick Home Rule Charter, and/or to amend Article 22, including but not limited to Section 5, and/or Article 10, including but not limited to Section 3, of the Natick Town Bylaws, (respectively the Town Counsel and Board of Selectmen sections of the by-laws), including but not limited to Article 44 of the Natick Town By-Laws, and/or add new section to the By-Laws to: a) determine which multiple member bodies shall have the right to services of Town Counsel; and b) provide that multiple member bodies, and elected town officers, who are parties in interest or defendants in any matter connected to their official duties, shall have the right to bring and to settle legal action and to defense pertaining to such matters; and c) provide that the Board of Selectmen and Town Administrator not have authority to settle or to control such matters or to limit such control or involvement: and d) to determine the extent to which any or all multiple member bodies and/or elected town officers shall have rights to legal services and/or causes of action in connection with their official duties;

-Pursuant to MGL c. 40A s. 5 or otherwise; provide by amendment and/or addition or deletion to the Town of Natick Zoning By-Laws such that they comport with the Natick Home Rule Charter in regard to the appointment of the Zoning Board of Appeals, and division and exercise of functions;

Or otherwise act thereon.

Warrant Article Questionnaire Citizen Petitions Articles

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

Article # 39	Date Form Completed: 09-08-2018
Article Title: Appointment and constitution of zoning board of appeals, and assignment of counsel.	
Sponsor Name: Julian Munnich, et al.	Email: julian.munnich@rcn.com

Question	Question
1	Provide the article motion exactly as it is intended to be voted on by the Finance Committee.
Response	<p>Moved: The subject matter of Article 39 be referred to the Board of Selectmen for their review of the following matters:</p> <ul style="list-style-type: none"> -Whether the Zoning Board of Appeals should be elected or appointed. -If by appointment; whether by the Board of Selectmen, or by other appointing authority. -Whether the number of Members and Associate Members should remain the same, or if some other number should serve. -To review the current ZBA practice of not considering aspects of the Zoning Bylaw, and statute, beyond specific relief required that has been identified by the building commissioner. -To review, and consider changes to, Town Bylaws Article 22, "TOWN COUNSEL" -For the Board of Selectmen to draft a set policy, and or criteria, for intervening in the statutory functions of town bodies and their requisite access to Town Counsel.
2	At a summary level and very clearly, what is proposed purpose and objective of this Warrant Article and the required Motion?
Response	<p>The ZBA is not to be a "dry" application of abstract and distant statute. The ZBA is charged with applying and defending local standards as described in the Natick Zoning Bylaws' sections on Purpose and Authorization. The intent of this article is:</p> <ul style="list-style-type: none"> -To align (re-align) the ZBA with the expectations of the town's citizens. <p>Additionally:</p> <ul style="list-style-type: none"> -To assure that the town's statutory bodies have appropriate access to the full services of Town Counsel to fulfill their statutory responsibilities.
3	What does the sponsor gain from a positive action by Town Meeting on the motion?
Response	The sponsors have no personal gain.
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?

Warrant Article Questionnaire Citizen Petitions Articles

Response	-For the ZBA to be configured and established in a manner to be most responsive in protecting the interests of residents, as well as the interests of neighbors to projects and 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	The means to address the issues may require amendments to the Town's Charter, the Town's Bylaws, and the Zoning Bylaws. The complexity of the issue, as well as multiple solutions need to be further considered. State statute supports such changes.
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"> • Town infrastructure (traffic, parking, etc.) • Neighbors (noise, traffic, etc.); • Environment and green issues (energy conservation, pollution, trash, encouraging walking and biking, etc.);
Response	<p>Generally; the proposal is a matter of policy and implementation, and is not a matter of administrative operation. A properly functioning administration would, however, be more responsive to the listed community issues of:</p> <ul style="list-style-type: none"> • Town infrastructure (traffic, parking, etc.) • Neighbors (noise, traffic, etc.); • Environment and green issues (energy conservation, pollution, trash, encouraging walking and biking, etc.)
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	The Board of Selectmen are, at present, the nexus of the issues surrounding matters surrounding the Zoning Board of Appeals, and matters limiting access to the services of Town Counsel.
8	<p>What steps and communication has the sponsor attempted to assure that:</p> <ul style="list-style-type: none"> • Interested parties were notified in a timely way and had a chance to participate in the process, that • Appropriate town Boards & Committees were consulted • Required public hearings were held

Warrant Article Questionnaire Citizen Petitions Articles

Response	The matter is now being considered by the stakeholders. Future public review is anticipated.
9	Why is it required for the Town of Natick AND for the sponsor(s)?
Response	To assure that the functions of local government are responsive to the residents of the Town.
10	Since submitting the article petition have you identified issues that weren't initially considered in the development of the proposal?
Response	There are still several outstanding questions not yet responded to by Town Counsel.
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	Our neighbor to the west has apparently given-up on the concept of participatory and responsive town governance. The hope is to avoid that fate.
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	An important opportunity for review of pressing and current issues would be forestalled.

ITEM TITLE: Town Counsel Review:
ITEM SUMMARY: a. Approve Town Administrator's Engagement with the Edward J. Collins, Jr. Center for Public Management
b. Potential Screening Committee

ATTACHMENTS:

Description	Upload Date	Type
Memo-M.Malone	1/6/2019	Cover Memo
Collins Center Information	1/3/2019	Cover Memo
Town Charter-Article 22	1/3/2019	Cover Memo

Memo

To: Board of Selectmen
From: M.Malone
Date: January 5, 2019
Re: Recommendations (1) Collins Center for Public Management & (2) Screening Committee

The complexity and quantity of legal work that the Town of Natick generates is significant and seems to have morphed over the years. It includes standard matters related to approval of contracts, Town Meeting and real estate takings, to more nuanced questions related to labor management, governance, litigation, open meetings and responses to requests for public documents, and pensions. Given the Town's needs and the change generally in the practice of law over the last few decades begs the question what is the best structured relationship for the Town of Natick to receive legal advice. Or stated another way, is the Town best served by the retention of external Town Counsel, the hiring of counsel as a Town employee embedded within our organization, or would a hybrid model work best, whereby counsel is an employee and external counsel retained for only some items that require specialty knowledge.

To assist in this analysis an objective party with experience with municipal governments and familiarity with town structures and public management seems best to provide insightful points of consideration. The Collins Center for Public Management, at the University of Massachusetts is a well-qualified institution that can assist the Town in evaluating possible options. <https://www.umb.edu/cpm/about>

It is entirely possible that the Collins Center's analysis will yield findings that suggest the Town is best served by retaining counsel as prescribed by Natick's Town Charter and By-Laws. Natick is grateful for the service that MHTL has provided for decades. However, I would recommend participating in a formal bid process at least every 3-5 years for all contracts for professional services, such as legal, banking, and auditing. The process for selection of Town Counsel is governed by the Town of Natick By-Laws Article 22, Section 4 that states,

In the event of a vacancy in the Office of Town Counsel, the Selectmen shall, from time to time, establish a Town Counsel Screening Committee consisting of five members, who are residents of the Town, with at least three being members of the Massachusetts Bar and preferably senior attorneys who hire or supervise other attorneys' work. Said Committee will be responsible for nominating candidates who are members in good standing of the Massachusetts Bar for the position of Town Counsel. The Selectmen shall, on or before the first day of July, or whenever a vacancy shall exist, appoint a candidate from among those recommended as qualified by said Committee to serve as Town Counsel. The Selectmen shall have the right to request additional candidates from said Committee.

I am recommending (1) retention of the Collins Center to provide objective guidance on options to consider with respect to what is the optimal structure for legal counsel for the Town of Natick; and (2) establishment of the Screening Committee should selection of Town Counsel pursuant to the existing Town of Natick By-Laws be recommended by the Collins Center. I have also spoken with Attorney Karis North regarding the Collins Center analysis and very much appreciate her offering to assist and to participate in the process should the BOS decide to proceed.



EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
JOHN W. MCCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON

100 Morrissey Boulevard
Boston, MA 02125-3393
P: 617.287.4824
F: 617.287.5566
mccormack.umb.edu/centers/cpm
collins.center@umb.edu

October 24, 2018

Melissa Malone
Town Administrator
Town of Natick
13 E. Central St.
Natick, MA 01760

Dear Ms. Malone:

The Edward J. Collins, Jr. Center for Public Management ("the Center") is pleased to present this proposal for a study of the provision of legal services in the Town of Natick.

The Center was established in 2008 in the McCormack Graduate School of Policy and Global Studies to further the public service mission of the University of Massachusetts Boston. The Center provides technical assistance to municipalities, school districts, regional governments, and state agencies on all aspects of public management.

The Center is a Massachusetts state government entity. Consequently, the laws of the Commonwealth do not require the Town and the University to engage in a statutory procurement process before executing a contract.

Please let us know if you have any questions. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael Ward', written in a cursive style.

Michael Ward
Director of Municipal Services
Edward J. Collins, Jr. Center for Public Management
McCormack Graduate School of Policy and Global Studies
UMass Boston

SCOPE OF WORK FOR A STUDY OF THE PROVISION OF LEGAL SERVICES FOR THE TOWN OF NATICK

1. Overview

The purpose of this project is will be to identify challenges facing the Town of Natick's use of legal services and to make recommendations to bring legal services policies, procedures, and usage into line with current best practices.

The final deliverables of this will include a report with findings and recommendations and a presentation of the report to the Board of Selectmen. The project shall be considered complete upon completion of the presentation.

2. Proposed Workplan

Task 1 Hold Kick-Off Meeting

The Center project team will initially meet with the Town Administrator and her leadership team to review project objectives, discuss the process to be followed, and to identify potential interviewees. This meeting will also be used to finalize milestones and schedules for completion of the project.

Task 2 Collect documents and data

The Town Administrator or her designee will work with the project team to identify and submit all available and relevant documents, policies, reports, plans, records, and data. If the information is available online, a link may be provided. Information requested may include (but is not limited to): budgets and expenditures data, organizational charts, job descriptions, Annual Town Report, by-laws, personnel policies, and collectively bargained agreements.

Task 3 Conduct interviews

The project team will conduct interviews of staff and elected/appointed officials, including (but not limited to): Town Administrator, Deputy Town Administrator, Deputy Town Administrator & Director of Finance, Town Clerk, Chair of the Board of Selectmen, Chair of the Finance Committee, and chairs of other elected boards and committees.

Task 4 Report drafting and follow-up

After reviewing all the available information and completing interviews, the project team will begin drafting the report. Additional information requests, interviews, or inquiries may occur at this time. The report will highlight issues and challenges with the current provision of legal services, potential alternative solutions, and the mechanisms that would be needed to achieve various solutions. These could include potential policy changes, bylaw changes, special acts, or charter changes.

Task 5 Final report and Presentation

After reviewing the draft with Town Administrator and others (as determined by the Town Administrator), the project team will make adjustments, as the project team determines appropriate, and will present the final report to the Board of Selectmen.

Town Responsibilities:

Town staff expertise and time shall be required to make project a success. Town responsibilities during the process include identifying and sharing all relevant documents and data, completing timely and forthright interviews, and expeditiously reviewing drafts and providing feedback.

3. PROJECT SCHEDULE

The chart below shows the proposed time schedule for accomplishing each of the tasks associated with the project work plan for the study.

PROPOSED PROJECT SCHEDULE						
Activity	Nov	Dec	Jan	Feb	Mar	Apr
Kick off meeting	X					
Collect data and conduct interviews	X	X	X	X		
Draft report				X	X	
Final report						X

4. Fee for Services

The Collins Center will provide the scope of services presented in this proposal for an all-inclusive fee of \$15,000. The Center will invoice the Town \$7,000 after the completion of the Pre-Assessment and Audit and the remaining \$8,000 upon completion of the work.

5. Project Team

The following staff may be included as part of the Center’s project team. Individual projects are staffed on a case by case basis.

Mary Aicardi practices in the areas of Human Resources including policy, training, organizational review, classification, compensation, and recruitment. She brings more than twenty years of experience in public sector human resources administration and labor relations to the Collins Center. She served for more than eight years as the personnel director for the town of Watertown, where she negotiated numerous collective bargaining agreements on behalf of the Town. Additionally, Mary has worked as the assistant personnel director for the Town of Barnstable and as a recruiter for a nonprofit agency. She has served as an Interim Human Resource Director for the Town of Braintree and Lasell College. She is a management member of the Commonwealth’s Joint Labor Management Committee, serves on the Board of the Massachusetts Municipal Personnel Association as a past chair, and is certified by the Massachusetts

Commission Against Discrimination as a trainer of discrimination and sexual harassment prevention. Aicardi has conducted training programs on a wide range of human resources topics, including performance appraisal, progressive discipline, and sexual harassment prevention, and has consulted with many cities and towns as a hearing officer in discipline cases and as an advisor in organizational restructuring. She has also reviewed and modernized classification and compensation plans for more than 50 municipalities. Mary is also an elected Town Meeting Member in her home town of Shrewsbury. She holds a master of public administration and a bachelor of arts in political science from the University of Massachusetts Amherst.

Elizabeth "Libby" Corbo practices in the areas of human resources, labor, and employment. Previously she practiced public sector labor, employment and school law at a prominent public sector law firm. In that role, Corbo advised municipalities on HR practice, conducted trainings, drafted polices and represented public employers in all aspects of employment issues, including employment litigation, negotiations and grievances. Corbo also represented school districts in employment issues and student services, including 504 and IEP plans, and student services. In addition to advising municipalities, Corbo also worked as an attorney with the Massachusetts Commission Against Discrimination. Corbo currently serves as a member of the local School Committee, and is Chairman of the School Building Committee. Corbo holds a Juris Doctor from Boston University Law School and a dual Bachelors degree in Psychology and Criminal Justice from Elmira College.

Michael Ward practices in the areas of municipal performance management efforts, organizational studies, research projects, regionalization and service-sharing work, and charter reform. He co-founded and currently manages the Collins Center's Government Analytics Program. As a budget analyst for the Town of Concord, he helped the Town begin integrating performance measurement into its annual budget process, assisted with the financial management of a Recreation Center enterprise fund, and worked on numerous budget and procurement projects. Ward studied innovative urban policy in Curitiba (Brazil) and Singapore as a Thomas J. Watson fellow. He looked at how these cities both managed to reshape themselves through creative public transportation, economic development, and service provision strategies. He has also worked on numerous political campaigns, including managing a mayoral campaign in Massachusetts. He holds a master in public policy degree from the Harvard Kennedy School of Government and a bachelor of arts in sociology from Amherst College.

ARTICLE 22

TOWN COUNSEL

Section 1 Office and Qualifications

The Town shall have a Town Counsel who shall be an individual attorney or group, association, firm, partnership or professional corporation of attorneys admitted to practice in the Commonwealth. Town Counsel need not be a resident of the Town or maintain a law office in the Town.

Section 2 Relationship

Town Counsel shall be an independent contractor and shall not be an employee of the Town.

Section 3 Appointment and Term

Town Counsel shall be appointed by a majority of the Board of Selectmen for a term not to exceed one year expiring in each case, on June 30th. Town Counsel shall, in any case, serve at the pleasure of the Board of Selectmen and all contracts shall so state.

Section 4 Screening Committee

In the event of a vacancy in the Office of Town Counsel, the Selectmen shall, from time to time, establish a Town Counsel Screening Committee consisting of five members, who are residents of the Town, with at least three being members of the Massachusetts Bar and preferably senior attorneys who hire or supervise other attorneys' work. Said Committee will be responsible for nominating candidates who are members in good standing of the Massachusetts Bar for the position of Town Counsel. The Selectmen shall, on or before the first day of July, or whenever a vacancy shall exist, appoint a candidate from among those recommended as qualified by said Committee to serve as Town Counsel. The Selectmen shall have the right to request additional candidates from said Committee.

Section 5 Duties and Request for Services

- a. Town Counsel shall serve as the legal advisor to the Town. In addition to those duties and responsibilities as set forth in the General Laws of the Commonwealth and these By-Laws, all as may be amended from time to time, the Town Counsel shall render all legal services as may be reasonably required of him by the vote of the Town or majority of the Board of Selectmen or by the Town Administrator.
- b. All other requests for the services of Town Counsel shall, whenever time permits, be submitted to Town Counsel through the Office of the Town Administrator.
- c. The following shall have the right to request of Town Counsel advice concerning their duties: members of the Board of Selectmen, Town Clerk, Superintendent of Schools,

Building Commissioner, Director of Public Works, Director of Public Health, Town Moderator, Comptroller, Town Treasurer/Collector, Director of Recreation and Parks, Chief of Police, Fire Chief, Community Development Director, and Chairman of the following Boards or Committees acting with the authority of a majority of their members: Board of Assessors, Board of Appeals, Planning Board, School Committee, Finance Committee, Board of Health, Conservation Commission, Retirement Board, Personnel Board and Recreation and Parks Commission.

- d. That all other Boards or Committees and other Town Officials desiring to obtain legal advice must first obtain the prior consent of the Town Administrator or Board of Selectmen.

All requests for advice under Section b and c of this Article shall be made in good faith and be of sufficient legal implication to the Town.

Section 6 Authority to Settle

The Town Counsel shall not make final settlement of any claim to which the Town or any Town Agency is a party unless he has been duly authorized by vote of the Town Meeting or by the majority vote of the Selectmen, unless otherwise provided by law.

Section 7 Authority to Prosecute

The Town Counsel shall, if requested by the Selectmen, prosecute in the appropriate court, any cases of violation of the Statutes of the Commonwealth or the Charter or By-Laws of the Town.

Section 8 Special and Interim Counsel

Unless expressly authorized by statute, a vote of Town Meeting, or vote of the Selectmen, no Board, Officer or Official of the Town shall engage, for remuneration to be paid by the Town, any attorney, other than Town Counsel, with regard to its or his official duties, or any Town business, or the business of any of the Departments thereof. The Selectmen may, whenever they deem necessary, employ special and/or interim counsel to assist or act in place of Town Counsel. Said special counsel need not be a resident of the Town.

ITEM TITLE: Natick Army Labs Update

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Community Partnership Program	1/5/2019	Cover Memo



Army Community Partnership Program



**Community Kick Off Meeting (KOM)
The Town of Natick & NSSC
13 November 2018**

Agenda

- Vision
- Objectives, Outcomes, and Benefits
- Partnership Authorities
- Partnership Spotlights
- Methodology
- Roles and Responsibilities
- Best Practices
- Next Steps

Vision

Leverage new and existing partnership authorities to streamline the development of innovative military-community partnerships that enhance Army readiness and community resilience and strengthen community bonds

“We cannot do what we do inside the gates, without the support of the people outside the gates.”

- LTG Gwen Bingham,
Assistant Chief of Staff for Installation Management

Program Objectives and Outcomes

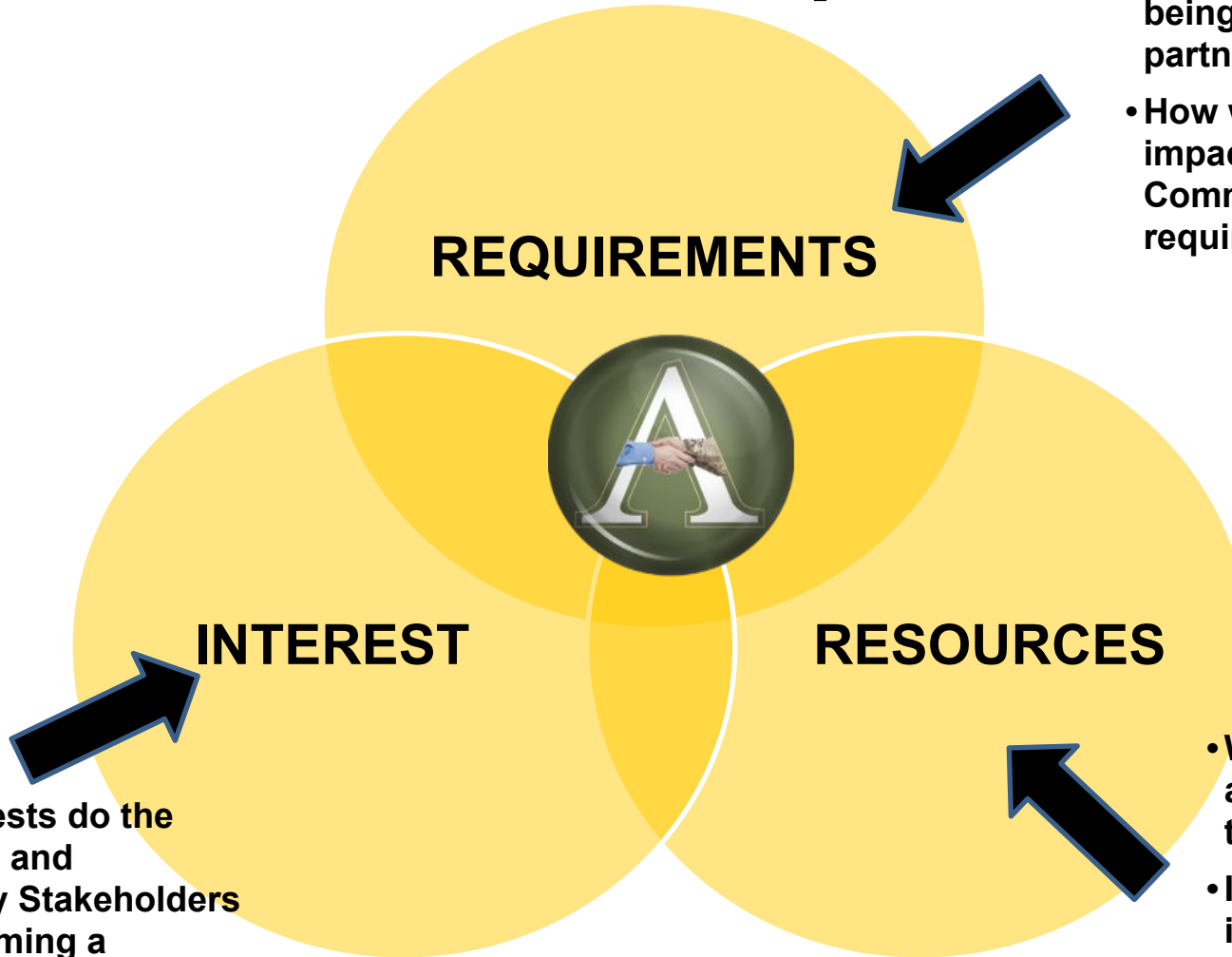
Objectives

- Develop partnerships that:
 - Leverage IGSA authority
 - Generate cost savings/avoidance for NSSC and the Community
 - Improve quality of life for Soldiers, Families, Community
- Strengthen relationships between the Installation and surrounding Communities

Outcomes

- Understand the partnership process and authorities
- Leverage partnerships to ensure mission readiness in an era of reduced resources
- Increase installation and community collaboration
- Identify cost and resource efficiencies

Criteria for Partnerships



- Which requirements are being met with this partnership?
- How will this partnership impact Installation and Community requirements?

- What interests do the Installation and Community Stakeholders have in forming a partnership?
- How is the interest benefitting both parties?

- What resources are available to support the partnership?
- Is there an initial investment?
- What resources can both parties provide?
- What is the ROI?

10 USC 2679 – IGSA Legislation

Bottom Line Up Front:

- Intergovernmental Support Agreement (IGSA) allows:
 - Installations to enter into an agreement with a state or local government to **provide, receive, or share** installation support services
 - Agreement can be made on a **sole source basis**
 - The service must be pre-existing and any contract awarded pursuant to an IGSA shall have been awarded on a competitive basis
 - Not subject to Federal Acquisition Regulations (FAR)

10 USC 2679 - “Notwithstanding any other provision of law governing the award of Federal government contracts for goods and services, the Secretary concerned may enter into an intergovernmental support agreement, on a sole source basis, with a State or local government to provide, receive, or share installation-support services if the Secretary determines that the agreement will serve the best interests of the department by enhancing mission effectiveness or creating efficiencies or economies of scale, including by reducing costs.”

IGSA Benefits

- Extends from a good neighbor partnership to a business relationship
- Keeps jobs local, retains money in the community, and establishes strong community relationships.
- Improves the way the Army does business, including implementing priorities to make the Army more lethal, capable, and efficient
- Requires fewer resources (manpower, time, funding) to implement and manage
- Encourages collaboration with local government on concept development
- Leverages excess capacity and assets in one area to fill gaps in other areas

Possible Partnerships



- Bulk purchasing agreements (construction materials, road paving, road salt, etc.)
- Shared disaster recovery resources and facilities
- Joint training (police, fire, medical)
- Maintenance services (street lights, traffic signals)
- Workforce training and certification
- Installation-university collaboration (interns, graduate studies, etc.)
- Family support services and programs
- Refuse and Recycling

* *Note: this is a sample list of common partnership areas.*

Partnership Spotlight

Fort Benning Graduate Studies IGSA

Fort Benning partnered with Auburn University to recruit graduate students to conduct endangered species reports and natural resource assessments on the installation.

- Annual cost savings of \$66k
- Provided meaningful projects for Auburn graduate students
- Served as a potential recruitment tool for the Army



Partnership Spotlight

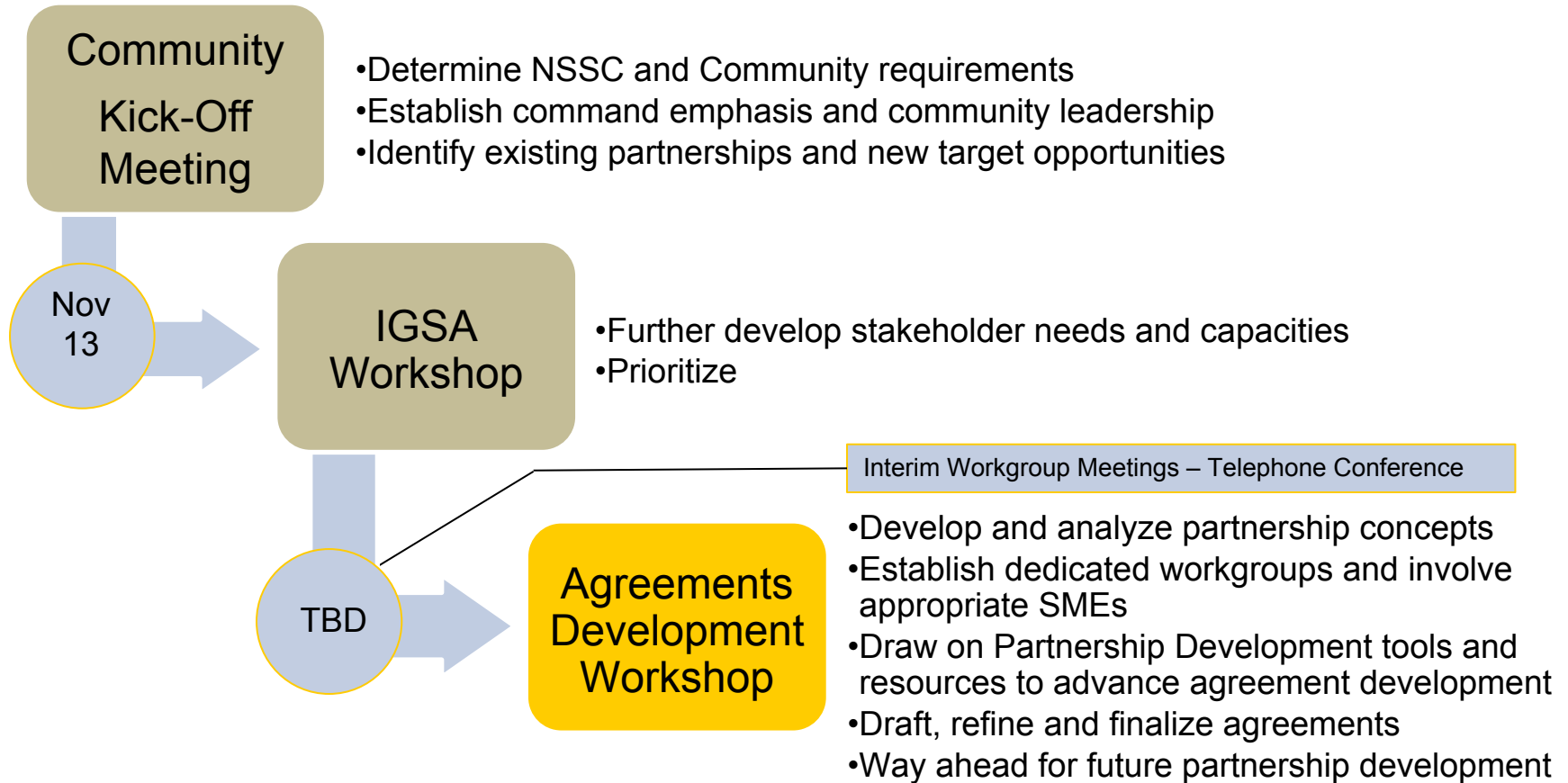
Fort Polk Waste Management/Refuse Collection IGSA

Fort Polk and Vernon Parish entered into an Intergovernmental Support Agreement (IGSA) to enable Vernon Parish to assume the collection of solid waste for the installation.

- Reduced contract management time and manpower requirements
- Saved the installation approximately \$2M/year (\$10M/5 years)
- Provided revenue stream for Vernon Parish (\$100K/yr.)
- Served as a catalyst for the installation and community to partner on additional installation support services



IGSA Concept Development Process



Roles and Responsibilities

Installation Stakeholders

- Identify priority areas for NSSC
- Encourage the brainstorming of partnership ideas
- Create the IGSA products for approval and support agreement development

Community Stakeholders

- Express interest in areas or partnerships that your organization could support
- Identify community priority areas for partnerships

Best Practices

- Continued engagement from both Community and NSSC Leadership
- Set expectations with staff members early
 - Identify who will be the champion of a particular initiative
- Schedule regular check-ins on status of partnership initiatives
- Buy-in from counsel and agreements staff in the community and NSSC
- Pursue installation and community needs but remain open to new ideas

NSSC Priority Areas

- Snow Removal
- Improved Grounds
- Custodial Services
- Refuse Recycle
- Pest Control
- Elevator Maintenance
- Utilities
- A/E services

Next Steps

IGSA Workshop – TBD

- Ensure attendance of key stakeholders in the priority areas
- Determine interest in priorities areas
 - Review areas of interest to NSSC
 - Be prepared with community priorities and interests

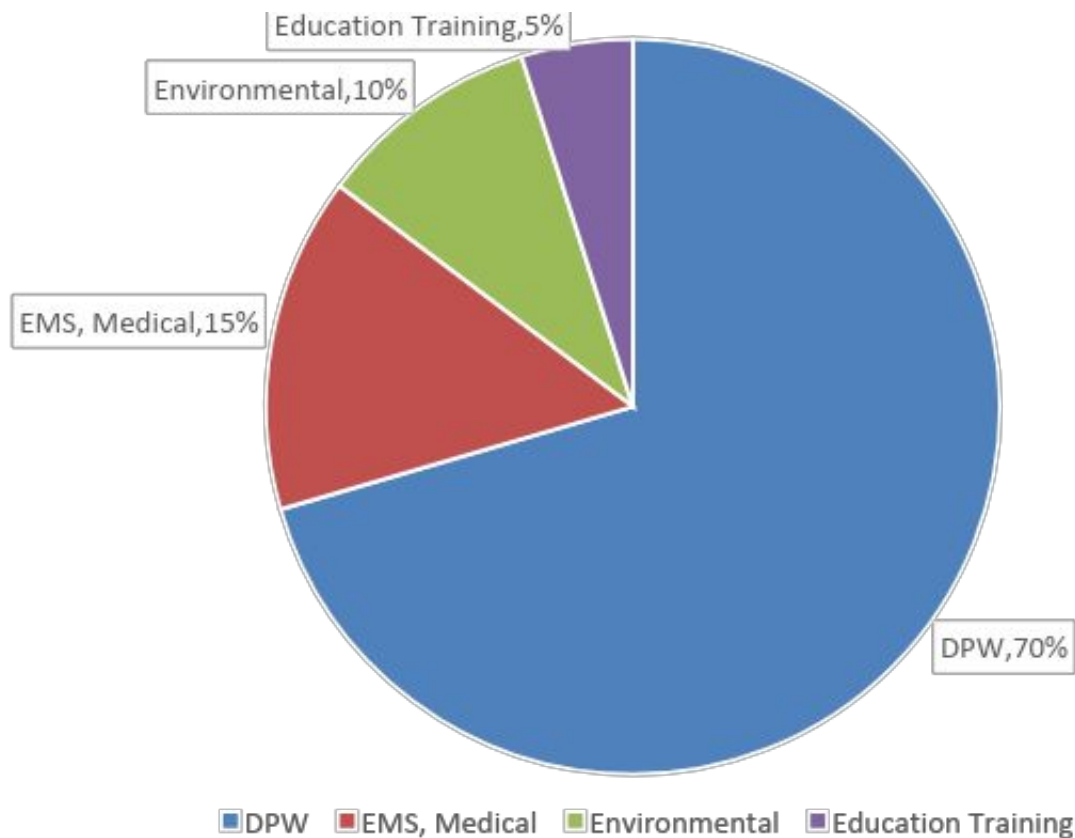
Questions?

Back Up Slides

Potential Shared Services

- Facilities Maintenance
- Surfaced Area Maintenance
- Grounds Keeping
- Energy and Water Conservation Programs
- Refuse Collection
- Wastewater Treatment
- Custodial Services
- Library Services
- Environmental Monitoring
- Pest Control
- Tree and Vegetation Maintenance
- Fire Alarm Maintenance
- Ecological Monitoring (endangered species)
- Traffic Signal Maintenance
- Natural Resource Surveys
- Transportation Services
- Counseling
- Medical Services
- Recreational Services
- Bulk Supplies
- “Comprehensive Base Operations Services” (i.e. Presidio of Monterey)

IGSAs by Functional Area



Represents 26 IGSAs in execution, 4 concepts pending approval, and 28 concepts under development.

a/o 10/16/2018

ITEM TITLE: Reserve Fund Transfer for Emergency Sewer Repair

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Memo from M. Malone	1/7/2019	Cover Memo
Cost Summary	1/7/2019	Cover Memo
Memo from Haley and Ward	1/7/2019	Cover Memo

Memo

To: Board of Selectmen
From: M.Malone
Cc: William Chenard, Jeremy Marsette
Date: January 4, 2019
Re: Mark Street Sewer Repair

There are needed repairs required for the Mark Street sanitary sewer main. This issue was raised as a project prior to December 1, 2018 and then discussed again in early December. Initial estimates totaled approximately 75k and there was room within an existing contract with GVC to complete the required repair. While the line has not collapsed, it has been closely monitored.

On 12/12/18, it was proposed to utilize a 28k remaining balance from the Bradford Road sewer repair as Mark Street intersects with Bradford. And, that the balance could come from annual sewer repair appropriations. Administration was informed and agreed the repair to this main needs to be done.

Yesterday, we received a formal quote from GVC (\$122,738) which is attached. This quote came in higher than expected due to possible issues with the soil and the need to handle asbestos containing materials. The Town's retained engineer Haley and Ward reviewed the proposal and has recommended that we proceed. The financing proposal presented to and approved by administration includes utilizing the existing 28k balance remaining of the GVC contract and then taking the balance from the annual emergency reserve fund.

Given the need for this project, time of year, and possible adverse conditions created by the delay in moving forward with this project next week, we are recommending that this emergency issue be considered and deliberated ASAP. It is imperative that this maintenance be completed promptly to mitigate the Town's exposure and a major inconvenience to residents.

Proposed Motion and details

Recognizing that the 28k remaining in the Bradford Road sewer line appropriation will be utilized for the Mark Street sewer repair, this leaves a remaining \$94,738 that is needed to the complete the sewer project.

Requested Motion: *To transfer \$94,738 from the annual emergency reserve water and sewer enterprise fund money to assist in completing the Mark Street sewer project.*

Given the neighborhood need for this project and (hopeful) weather cooperation the notification to neighbors and other preparation work for this project would begin on 1/8/19 if approved by the BOS on 1/7/19.



P.O. Box 693
 Leominster, MA 01453
 Phone: 978.840.9700
 Fax: 978.840.9702
 Website: www.gvcconstruction.com

Date: 27-Dec-2018

PROJECT: Town of Natick Pamela & Bradford Force Main Project

CONTRACT: S-147

Job# 170019

DESCRIPTION OF WORK: Emergency Repairs - Remove & Replace 300' AC Sewer on Mark Street

1.	Labor (Supply Adequate Backup)	<u>\$15,530.40</u>	
2.	Health & Welfare	<u>\$9,190.20</u>	
2a.	Insurance and Payroll Taxes (48.10% of Line 1)	<u>\$7,470.12</u>	
3.			
4.	SUBTOTAL		<u>\$32,190.72</u>
5.	Materials (Supply Adequate Backup)	<u>\$33,109.70</u>	
6.	Equipment	<u>\$36,610.70</u>	
6a.			
7.	Subcontractor's Work Total	<u>\$3,500.00</u>	
7a.	SUBTOTAL		<u>\$105,411.12</u>
8.	Profit 15.00% of Line 7a	<u>\$15,811.67</u>	
8a.	SUBTOTAL		<u>\$121,222.79</u>
9.	Bond at 1.25% of Line 8a	<u>\$1,515.28</u>	
10.	TOTAL		<u>\$122,738.08</u>

Insurance & Payroll Taxes/Labor Burden	
Taxes	12.00%
EQ Repairs	6.00%
Depreciation	6.40%
Safety/tools/Training	3.40%
Vaca/Holiday/health	11.30%
INSURANCE	9.00%
Total	48.10%

Trade	Hours	Rate	Total
Laborer	120.00	\$20.60	\$2,472.00
Driver Grp 4 - O	180.00	\$20.49	\$3,688.20
Operator	120.00	\$25.25	\$3,030.00
Carpenter		\$20.60	
IW/ELEC/Misc		\$20.17	
Pile Driver		\$10.00	
TOTAL	420.00		\$9,190.20



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Job# 170019

PROJECT: Town of Natick Pamela & Bradford Force Main Project
 CONTRACT: S-147

Date: 12/27/2018

DESCRIPTION OF WORK: Emergency Repairs - Remove & Replace 300' AC Sewer on Mark Street

\\GVCDC\Users\CValenti\My Docs\GVC CONSTRUCTION\170019 Town Of Natick Pamela Road\Cost Summary - 170019 Natick Pamela & Bradford Mark Street Repairs .xlsx\Itemization

Description	Labor		Total Qty.	Unit	Unit Price	Totals			
	No.	Hours				Labor	Equip.	Mat'l's	Subcontractor
Mark Street Sewer Replacement and new Sewer Manhole, we are antipating poor ground conditions, including groundwater and poor soil. We estiamte production of 60LF per day, 1 day for the manhaole and 1 day to pave. All excess soil will be disposed of and repalced with new gravel. Apshalt paving shall be 4" thick									
Laborer	2	60.00	120.00	HR	\$33.53	\$4,023.60			
Operator Grp-1 - Bhoe/FEL	1	60.00	60.00	HR	\$47.38	\$2,842.80			
Operator Foreman	1	60.00	60.00	HR	\$47.38	\$2,842.80			
Driver Grp 4 - Over Road Truck	3	60.00	180.00	HR	\$32.34	\$5,821.20			
John Deere 245G	1	60.00	60.00	HR	\$99.29		\$5,957.40		
John Deere 544K	1	60.00	60.00	HR	\$61.10		\$3,666.00		
Pickup F350/1 ton dump	1	60.00	60.00	HR	\$14.00		\$840.00		
Tool Truck/Utilty Van	1	60.00	60.00	HR	\$42.35		\$2,541.00		
Kenworth Tri-Axle Dump	3	60.00	180.00	HR	\$102.77		\$18,498.60		
8x16x1" Road Plates	2	60.00	120.00	HR	\$6.00		\$720.00		
8'x16'x4' Trench Box	1	50.00	50.00	HR	\$5.00		\$250.00		
Plate Compactor (3050)	1	15.00	15.00	HR	\$15.16		\$227.40		
Cat 289C Track Loader	1	15.00	15.00	HR	\$45.20		\$678.00		
Utility Trailer (20TN)	1	15.00	15.00	HR	\$10.00		\$150.00		
John Deere 135D ZTS	1	30.00	30.00	HR	\$67.97		\$2,039.10		
Fontaine Lowbed (50 ton)	1	10.00	10.00	HR	\$17.96		\$179.60		
Kenworth Truck Tractor	1	10.00	10.00	HR	\$86.36		\$863.60		
Subcontractors									
Waste Management ACM Dumpster	1	1.00	1.00	LS	\$3,500.00				\$3,500.00
Materials									
8" PVC SDR 35	1	308.00	308.00	LF	\$6.50			\$2,002.00	
3/4" Crushed Stone (SM Iorusso)	1	175.00	175.00	Ton	\$16.00			\$2,800.00	
Tipping Fee/ Asphalt/ Concrete/Fill	1	35.00	35.00	LS	\$150.00			\$5,250.00	
Processed Gravel (DRG)	1	675.00	675.00	TON	\$16.00			\$10,800.00	
Bituminous Concrete (Brox)	1	70.00	70.00	TON	\$72.00			\$5,040.00	
4' Diameter Sewer Manhole	1	1.00	1.00	LS	\$1,000.00			\$1,000.00	
Bituminous Concrete winter premium(Brox)	1	70.00	70.00	Ton	\$34.00			\$2,380.00	
6" SDR 35 PVC	1	84.00	84.00	LF	\$3.00			\$252.00	
6" Fernco Couplings	1	6.00	6.00	EA	\$25.00			\$150.00	
8"x6"SDR 35 wye	1	6.00	6.00	EA	\$50.00			\$300.00	



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 Phone: 978.840.9700
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 Website: www.gvccconstruction.com

Job# 170019

PROJECT: Town of Natick Pamela & Bradford Force Main Project
 CONTRACT: S-147

Date: 12/27/2018

DESCRIPTION OF WORK: Emergency Repairs - Remove & Replace 300' AC Sewer on Mark Street

\\GVCDC\Users\CValemi\My Docs\GVC CONSTRUCTION\170019 Town Of Natick Pamela Road\Cost Summary - 170019 Natick Pamela & Bradford Mark Street Repairs .xlsx\Itemization

Description	Labor		Total Qty.	Unit	Unit Price	Totals			
	No.	Hours				Labor	Equip.	Mat'ls	Subcontractor
6" SDR 35 PVC fittings	1	60.00	60.00	EA	\$13.62			\$817.20	
Type 2 Portland Cement	1	10.00	10.00	EA	\$15.85			\$158.50	
Hard Sewer Brick	1	250.00	250.00	EA	\$0.74			\$185.00	
Frame & Cover	1	1.00	1.00	LS	\$475.00			\$475.00	
Consumables/ACM poly	1	1.00	1.00	LS	\$1,500.00			\$1,500.00	
TOTALS						\$15,530.40	\$36,610.70	\$33,109.70	\$3,500.00

HALEY AND WARD MEMORANDUM

PROJECT: Mark Street sewer repair
MEMO DATE: December 5, 2018
TOWN: Natick
ENGINEER: Gregory J. Eldridge, Haley and Ward, Inc.

- We were contacted by Natick to review a video tape of the Mark Road sewer pipe that had a recent “plug-up”.
 - In review of the video from 11-13-18 there was heavy grease build-up in one segment of the sewer in Mark Road, specifically SMH5-7 to SMH5-9, with SMH5-7 locate in Liberty Street. Flow heading from 5-9 to 5-7.
 - The grease buildup was approximately 88 feet downstream of SMH5-9 and the town was able to remove the grease from the lower half of the pipe but not little movement of the grease from the top of the pipe with the water jet. This did allow wastewater to flow under the grease.
 - In review of the video tape we identified 2 holes in the asbestos cement pipe, both around 12:00 before and after the grease buildup, approximately 3-5 feet apart.
 - Downstream of this could not be tv'd at this time due to a sag in the pipe causing the camera to go under water. The sag is what appears to have allowed grease to build-up.
- On Friday November 23, 2018 CN Corp was mobilized to the site to complete a point repair to remove the section of pipe with the grease and two holes. This decision was made to avoid potential pipe collapse with the use of more aggressive cleaning equipment to remove the grease. Additionally, while jetting this section of sewer, jet water was sent up a sewer service into a house plumbing.
 - The Town also was at the site in the morning to camera from SMH5-7 toward SMH5-9. They were able to video 164 feet of the pipe segment before the camera went under water. They did identify four additional holes in the top of the pipe.
 - They were only able to tv 163.9 feet of the total 299.1 feet of pipe, leaving approximately 45 feet of pipe where the camera could not view the pipe condition.
 - The tv did identify four (4) holes in the pipe at the following location starting from SMH 5-9, see attached tv log.
 - 59.66', 64.78', 71.18' & 76.92'
 - The tape also documented leaks in several joints and “cut-in” service connections.
 - The pipe sag travelled for approximately 60 feet, 150 feet to 210 feet.
 - CN Corp was held up from completing the point repair as it was a longer project than expected.
- We marked the known information on record drawing 356A for Mark Street sewer, see attached.
 - The sewer segment in question is asbestos cement pipe, it is in poor condition due to the 6 holes, leaking joints, leaking service connections and 60 feet of pipe sag.
 - The sewer segment receives wastewater from 19 single family residential houses.
 - The slope of the pipe, from the record drawings is 0.61%, which is very shallow for the small number of houses flowing through. 0.61% translates into 1.82 feet of elevation change in 299 feet, between SMH5-9 and SMH5-7.

HALEY AND WARD MEMORANDUM

RECOMMENDATION

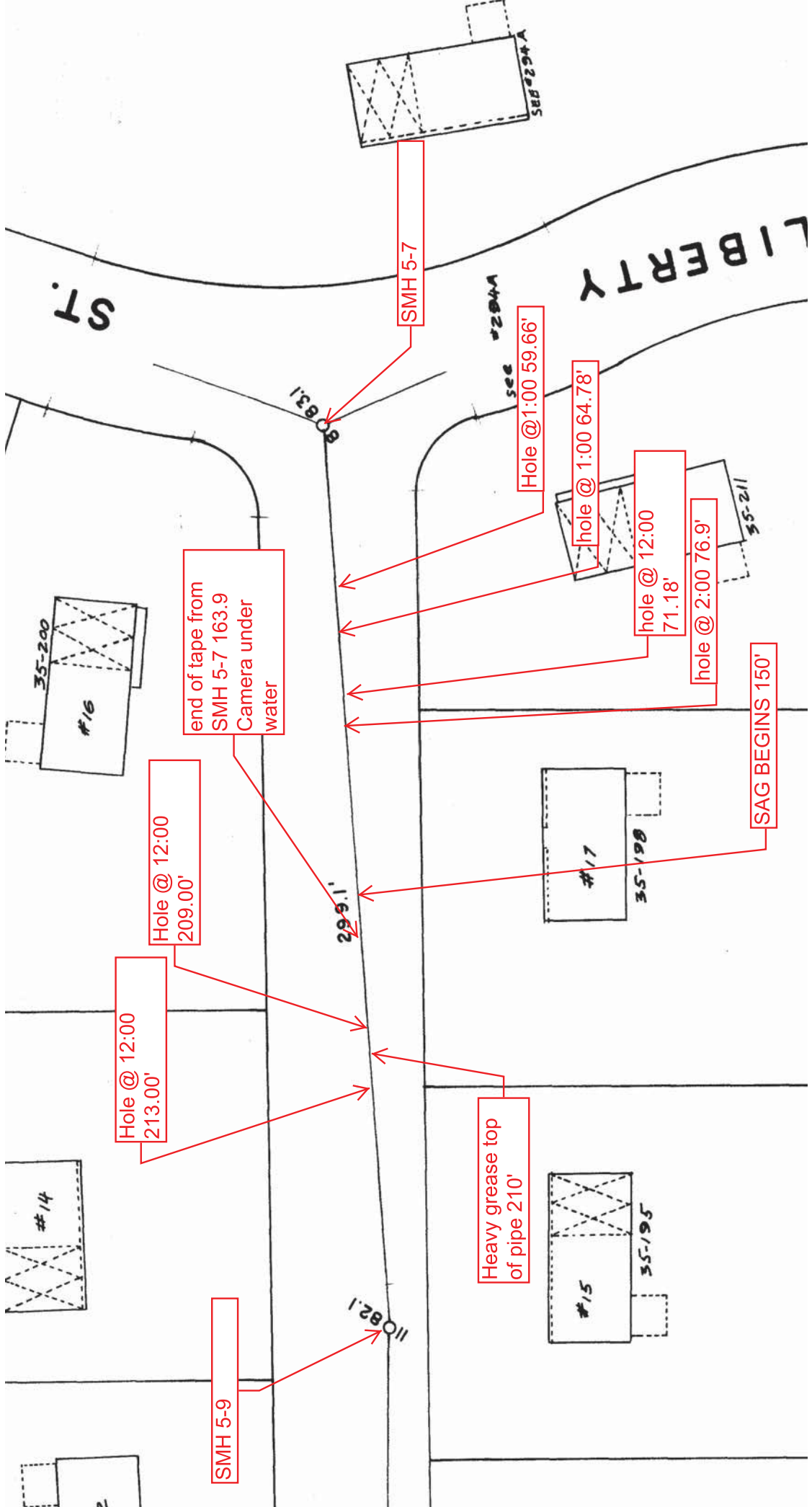
- We recommend the Town consider this section of sewer to be in imminent danger of a potential collapse and/or “plug-up” causing potential water damage to the local houses through flooding with wastewater. It is our opinion that there are two levels of severity for the imminent danger.
 1. Grease Build-up: Grease can build-up quickly, due to the sag in the pipe and the apparent grease, oils and fats discharged from the residential houses connected to this sewer. We cannot accurately predict how long it will take to build-up, however, since there has already been house damage due to a plug-up in this section, we recommend this imminent danger condition be resolved immediately.
 2. Pipe collapse: Collapse is possible due to one or more of the holes in the pipe allowing soil to enter pipe, especially since they are in the top of the pipe. This would back up the sewer main and allow the roadway to collapse. The soil and rocks can be seen in the video, that could dislodge into the pipe causing a collapse. We cannot predict if this will occur or when it will occur, however since there are 6 holes in this segment, we strongly recommend that the situation be resolved as soon as practical.

- Removal of Grease:
 - In review of the tapes, the grease at the bottom of the pipe has been removed allowing wastewater to travel down the sewer. Grease will immediately start to build-up as the existing grease extends down under the water line. The sag in the pipe creates this situation and allows grease to continuously build-up.
 - If grease build-up causes a “plug-up” again, or if the Town does maintenance jetting to keep the grease out, we are concerned with the condition of the holes and the increased potential for pipe collapse. We do not recommend maintenance jetting as a solution to the grease problem.
 - We recommend two options to eliminate the imminent danger of a “plug-up” due to grease build-up.
 1. Contract with a sewer jetting company to utilize a spinner tip type nozzle designed to rip away grease on the pipe. We highly recommend that you make arrangements with a utility contractor to be available should the pipe collapse during the cleaning. The spinner type nozzle exerts a more destructive force of water on the pipe, which could cause a collapse.
 - a. Estimated cost for a sewer jetting company is \$2,500.00.
 2. Contract with a utility contractor to complete a short point repair to replace 5-10 feet of pipe where the grease and the 2 holes are located. This may be a safer option to jetting, as you are in control of the pipe replacement and avoiding potential sewer back-ups during a sewer collapse.
 - a. Estimated cost of a utility contractor completing a 5-10 linear foot point repair is \$10,000.00, exclusive of engineering. This assumes no public bidding, and issuance of a change order under an active contract with a utility contractor.

- Prevention of Pipe Collapse:
 - In order to eliminate the imminent danger of pipe collapse we recommend replacing the pipe segment with existing holes at a minimum, approximately 160 linear feet. This would also eliminate the sag that has been contributing to the grease build-up. Although this will resolve the imminent danger of collapse, we also recommend the entire length of pipe be replaced to prevent future holes in the pipe. Therefore, we offer two options for this issue.

HALEY AND WARD MEMORANDUM

- OPTION 1: Replace 160 linear feet of pipe to eliminate the existing holes and pipe sag. The video tape identified groundwater infiltration, indicating trench dewatering will be required for the trench work.
 - Estimated cost to complete the point repair ranges from \$30,000 to \$45,000, exclusive of engineering. This assumes no public bidding, and issuance of a change order under and active contract with a utility contractor.
- OPTION 2: Replace the entire length of pipe, approximately 299 linear feet, SMH 5-7 to 5-9, and one sewer manhole. This would allow connection of sewer services directly to the new pipe eliminating groundwater infiltration at the service connections.
 - Estimated cost to replace the 299 linear feet of sewer and one manhole ranges from \$55,000 to \$75,000 exclusive of engineering costs. This assumes no public bidding, and issuance of a change order under an active contract with a utility contractor.
- We understand the remaining sections of the Mark Street sewer mains have been videotaped, with no issues identified. Grease may not be an issue in these segments as the slope is very steep, thus reducing the chance of a pipe sag that would slow the wastewater down and allowing grease build-up to form.



ST.

LIBERTY

SMH 5-7

SMH 5-9

Hole @ 12:00
213.00'

Hole @ 12:00
209.00'

end of tape from
SMH 5-7 163.9
Camera under
water

Hole @ 1:00 59.66'

hole @ 1:00 64.78'

hole @ 12:00
71.18'

hole @ 2:00 76.9'

SAG BEGINS 150'

Heavy grease top
of pipe 210'

11082.1

299.1'

11082.1

see #204A

35-200

#16

#14

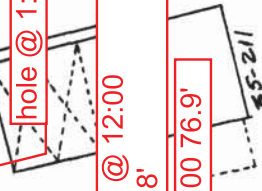
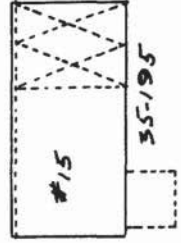
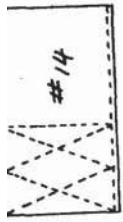
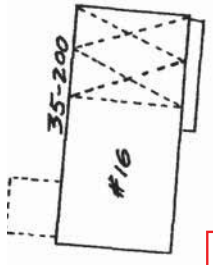
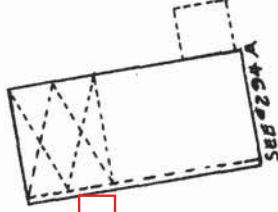
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35-198

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ITEM TITLE: Extend Town Counsel's Appointment

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Memo-M. Malone 1/5/19	1/6/2019	Cover Memo
Memo-M. Malone 6/25/18	1/6/2019	Cover Memo

Memo

To: Board of Selectmen
From: M.Malone
Date: January 5, 2019
Re: Recommendation to retain Town Counsel

On June 25, 2018, the BOS voted to extend the retention of Murphy Hesse Toomey & Lehane LLP (MHTL) Town Counsel through December 31, 2018. Please see the attached memo.

The Town of Natick By-laws, Article 22 Section 3 states that, "Town Counsel shall be appointed by a majority of the Board of Selectmen for a term not to exceed one year expiring in each case, on June 30th. Town Counsel shall, in any case, serve at the pleasure of the Board of Selectmen and all contracts shall so state." I am recommending that the Board retain MHTL through June 30, 2019 to represent and provide counsel to the Town of Natick.



TOWN OF NATICK
Massachusetts 01760

TO: Board of Selectmen
FROM: Melissa A. Malone, Town Administrator
DATE: June 25, 2018
RE: Recommendation for Town Counsel Appointment

mam

Article 22 of the Town of Natick By-laws addresses the appointment of Town Counsel. The appointment of Murphy, Hesse, Toomey & Lehane will expire on June 30, 2018.

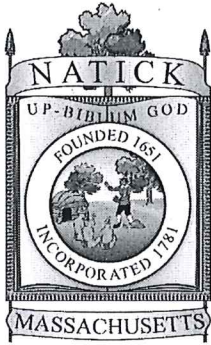
I recommend that the Board appoint Murphy, Hesse, Toomey & Lehane through December 31, 2018.

ITEM TITLE: Approve One-Day Alcohol License: Walnut Hill School

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Application	1/7/2019	Cover Memo
Police Recommendation	1/7/2019	Cover Memo



Office Use Only:	
Date Pmt Rec'd: _____	Fee Paid: \$ _____ Check No: _____
Police Department approval issued <input type="checkbox"/>	Notes: _____
Board of Health approval issued <input type="checkbox"/>	_____
Board of Selectmen Decision Date _____	
	Approved <input type="checkbox"/> Denied <input type="checkbox"/>

TOWN OF NATICK

ONE-DAY LIQUOR LICENSE APPLICATION (SECTION 14 LICENSE)

(Type or print clearly; illegible applications will not be accepted)

A nonprofit* organization may apply for either a one-day all-alcohol license or one-day beer and/or wine license. A for profit** organization may apply for a one-day beer and/or wine license ONLY. Special license-holders **CANNOT** purchase alcoholic beverages from a package store; alcoholic beverages must be purchased from a State licensed supplier: <https://www.mass.gov/service-details/apply-for-a-special-license-or-permit-abcc>.

Date Submitted: 1/2/19

Fee: **\$50.00**

The undersigned hereby applies for a One-Day Liquor License in accordance with the provisions of the Statutes relating thereto:

Applicant Information:

Name JANE SEGALE

Organization WALNUT HILL SCHOOL

Address 12 HIGHLAND ST. NATICK MA

Phone number 508 653 4312 Email address jsegale@walnuthillarts.org

Type of Organization: Nonprofit* For profit**

Type of alcohol to be served: All alcohol (nonprofit organizations only)
 Beer and/or Wine (any organization)

If wine is being donated a charity wine fundraising license will be issued in conjunction with a one day license.

Wine Donors _____

Event Details: Darlingside with Maine Youth Rock Orchestra

Type of event Concert

Location where event will be held Keiter Center, Walnut Hill School 146 Bacon St, Natick, MA 01760

Date of event January 13th 2019 Hours of event 6:30-11:00

Estimated attendance 250

Alcohol Service Details:

Caterering/Serving Company Atlantic Beverage Distributors
Address 350 Hopping Brook Rd.Holliston, MA 01746
Contact Person Mike Eustace
Phone number 781-223-2620 Email address michael@atlanticbeveragedistributors.com

Please add any additional information you think may be pertinent: _____

Please print and submit completed application to the Board of Selectmen’s Office (508-647-6410), Natick Town Hall, 13 East Central Street, Natick, MA 01760, or email to poneil@natickma.org or ddonovan@natickma.org. See additional important licensing information on the Town website at natickma.gov: click on Government, then on Board of Selectmen, then on Grants, Licenses & Permits. Contact the Board of Health (508-647-6460), located on the second floor of Town Hall, regarding any other permits you may need or requirements you should be aware of pertaining to your application for a one-day alcohol license.

PLEASE NOTE: If your application is approved, the Town of Natick will require:

- 1. Proof of current alcohol server training through either the TIPS or the AIM *in-person* training programs. Online server training certification, such as eTIPS, will NOT be accepted by the Town of Natick.**
- 2. A certificate of liability insurance naming the Town of Natick as an additional insured.**



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

11/08/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Fair & Yeager Insurance 10 Main Street Natick MA 01760	CONTACT NAME: Sara Levesque PHONE (A/C, No, Ext): (508) 653-3131 E-MAIL ADDRESS: slevesque@fyins.com	FAX (A/C, No): (508) 651-0129
	INSURER(S) AFFORDING COVERAGE	
INSURED The Center for Arts in Natick Inc. 14 Summer Street Natick MA 01760	INSURER A: Great American Insurance of New York	
	INSURER B: Travelers Ind Co. of CT	
	INSURER C:	
	INSURER D:	
	INSURER E:	
INSURER F:		NAIC # 25682

COVERAGES **CERTIFICATE NUMBER:** 2018 Certificate Revised **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			PAC0479315	02/21/2018	02/21/2019	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 Liquor Liability \$ 1,000,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY			CAP1737534	02/21/2018	02/21/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	UB9J605978	01/11/2018	01/11/2019	PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A	Liquor Liability			PAC0479315	02/21/2018	02/21/2019	Occurrence \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Subject to policy terms, forms, and conditions.

CERTIFICATE HOLDER**CANCELLATION**

The Town of Natick
13 East Central Street

Natick

MA 01760

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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DRAM SHOPPE CONSULTANTS

Mike Marcantonio

25 Sylvester Road • Natick, MA 01760

website:www.masstips.com

800-286-7659 / Outside MA 508-653-7659 / fax 508-650-9575 / E-Mail: dramshoppe@verizon.net

TRAINER: MIKE MARCANTONIO

The Center For Arts In Natick

Class	TIPS #	P/F	Expire	Name	Address
12/08/18	4974155	P	12/08/21	William Stewart	14 Summer St, Natick, MA 01760-4500
12/08/18	4974156	P	12/08/21	Joshua Valentine	14 Summer St, Natick, MA 01760-4500
12/08/18	4974157	P	12/08/21	Elizabeth Halchuk	14 Summer St, Natick, MA 01760-4500
12/08/18	4974158	P	12/08/21	Roger Katz	14 Summer St, Natick, MA 01760-4500
12/08/18	4974159	P	12/08/21	Todd Hoffman	14 Summer St, Natick, MA 01760-4500
12/08/18	4974160	P	12/08/21	Sherry Sandoval	14 Summer St, Natick, MA 01760-4500
12/08/18	4974161	P	12/08/21	Tracy Leu	14 Summer St, Natick, MA 01760-4500
12/08/18	4974162	P	12/08/21	Catherine Pomiecko	14 Summer St, Natick, MA 01760-4500
12/08/18	4974163	P	12/08/21	Lisa Jacobs	14 Summer St, Natick, MA 01760-4500
12/08/18	4974164	P	12/08/21	Doreen Pendergast	14 Summer St, Natick, MA 01760-4500
12/08/18	4974165	P	12/08/21	Karen Zarrow	14 Summer St, Natick, MA 01760-4500
12/08/18	4974166	P	12/08/21	Traci Lander	14 Summer St, Natick, MA 01760-4500
12/08/18	4974167	P	12/08/21	Louise Revers	14 Summer St, Natick, MA 01760-4500
12/08/18	4974168	P	12/08/21	Thomas Halchuk	14 Summer St, Natick, MA 01760-4500
12/08/18	4974169	P	12/08/21	Edward Loftus	14 Summer St, Natick, MA 01760-4500
12/08/18	4974170	P	12/08/21	David Lavalley	14 Summer St, Natick, MA 01760-4500
12/08/18	4974171	P	12/08/21	Diane Aucoin	14 Summer St, Natick, MA 01760-4500
12/08/18	4974172	P	12/08/21	Jennifer Adams	14 Summer St, Natick, MA 01760-4500
12/08/18	4974173	P	12/08/21	Claire Brown	14 Summer St, Natick, MA 01760-4500
12/08/18	4974174	P	12/08/21	Paul Chleapas	14 Summer St, Natick, MA 01760-4500
12/08/18	4974175	P	12/08/21	Pamela Akin	14 Summer St, Natick, MA 01760-4500
12/08/18	4974176	P	12/08/21	Beth Byrne	14 Summer St, Natick, MA 01760-4500
12/08/18	4974177	P	12/08/21	Steve Robb	14 Summer St, Natick, MA 01760-4500
12/08/18	4974178	P	12/08/21	Cynthia Samuels	14 Summer St, Natick, MA 01760-4500
12/08/18	4974179	P	12/08/21	Erin Basile	14 Summer St, Natick, MA 01760-4500

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Donna Donovan <ddonovan@natickma.org>

Re: One-day liquor license for Darlingside

1 message

Brian Lauzon <lauzon@natickpolice.com>
To: Donna Donovan <ddonovan@natickma.org>

Fri, Jan 4, 2019 at 12:36 PM

Donna,

We would recommend approval with the following stipulations:

1. That the request for this license come from Walnut Hill School and not TCan as they are already a licensed establishment.
2. That all server staff be trained in accordance with the Town of Natick Alcoholic Beverage Server policy and that those training certificates be supplied to me in advance of the event.
3. That all alcohol to be served be purchased in accordance with Massachusetts General Laws regulating such purchases for a licensed establishment.
4. That service and consumption of all alcoholic beverages be limited to the "Black Box Theater Room."
5. That one police detail officer be requested for the event during the time that alcoholic beverages are scheduled to be served.

Respectfully,

Lt. Brian G. Lauzon

On Wed, Jan 2, 2019 at 3:53 PM Donna Donovan <ddonovan@natickma.org> wrote:

Donna Donovan
Senior Executive Assistant
Town of Natick
508-647-6410

----- Forwarded message -----

From: **Rick Jennett** <rjennett@smartsourcellc.com>
Date: Mon, Dec 31, 2018 at 12:02 PM
Subject: RE: One-day liquor license for Darlingside
To: David Lavalley <david@natickarts.org>, Donna Donovan <ddonovan@natickma.org>
Cc: Erin Basile <erin@natickarts.org>, Josh Valentine <josh@natickarts.org>, Mike Bucco <mbucco@walnuthillarts.org>

Hi Donna –

Please let me know if there is anything that is amiss with this request.

I will be out of town for the Jan. 7th meeting but I am hopingf that Walnut Hill will take care of the details with you.

Rick ;-}

Rick Jennett

Board of Selectman

Town of Natick

(508) 397-9922

From: David Lavalley <david@natickarts.org>
Sent: Monday, December 31, 2018 11:41 AM
To: Rick Jennett <rjennett@smartsourcellc.com>
Cc: Erin Basile <erin@natickarts.org>; Josh Valentine <josh@natickarts.org>; Mike Bucco <mbucco@walnuthillarts.org>
Subject: FW: One-day liquor license for Darlingside

Hi Rick,

Wanted to give you a heads up on this – we are presenting an Americana group called Darlingside with the Maine Youth Rock Orchestra at Walnut Hill School on Sunday January 13, one of our first collaborations to present music at Keiter Center on campus. This is not children’s event and we expect very few Walnut Hill students will be attending, other than the few we will have assisting as ushers.

In conjunction with the event we would like to serve beer and wine in the black box theater room adjacent to the auditorium. The concert is at 7:30pm, we would want to serve from 7:00pm – 10:00pm. TCAN will be providing TIPS certified bartenders for the event. It looks like TCAN cannot apply for a one-day permit for this event; Walnut Hill School must apply. We have alerted the staff at Walnut Hill but our contact Mike Bucco is out till Friday this week, and Erin and I head to NYC this Friday for the APAP conference and won’t return until late January 7.

To make this happen Walnut Hill must submit a letter by Wednesday Jan 2 to the Board of Selectmen’s office describing the event and what we are requesting the permit for. The only opportunity for a hearing is on January 7, 2019 and Walnut Hill must have someone there to represent the request.

Thank you!

David

David Lavalley

Executive Director

The Center for Arts in Natick

[14 Summer Street](#)

Natick, MA 01760

www.natickarts.org

508-315-3079

From: Erin Basile [mailto:erin@natickarts.org]
Sent: Monday, December 31, 2018 11:19 AM
To: David Lavalley <david@natickarts.org>
Subject: Re: One-day liquor license for Darlingside

I sent him an email as soon as I got the one from Josh. Mike is out of town until Friday, but I'm hoping he'll see my note before then.

On Dec 31, 2018 11:17 AM, "David Lavalley" <david@natickarts.org> wrote:

Thanks Josh – Erin can I do anything to help? Mike Bucco will need to jump on this.

DL

From: Erin Basile [mailto:erin@natickarts.org]
Sent: Monday, December 31, 2018 10:04 AM
To: Josh Valentine <josh@natickarts.org>
Cc: David Lavalley <david@natickarts.org>
Subject: Re: One-day liquor license for Darlingside

Ugh. Ok. That is contrary to what Mike B. thought would be the case. I will follow up with him.

Thank you!

On Mon, Dec 31, 2018, 10:03 AM Josh Valentine <josh@natickarts.org> wrote:

Just inquired at Town Hall about the one-day liquor license for the Darlingside show. It was explained to me that TCAN cannot apply for a one-day license, Walnut Hill has to apply and then it can go before the board. This is something that clearly needs to be done ASAP.

Thanks,
Josh

Sent from my iPhone

Rick Jennett
Boston
Director of Client Operations
O:508.661.6800 ext. 333 | C:508.397.9922



280 Bear Hill Road | Waltham, MA 02451
rjennett@smartsourcellc.com

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ITEM TITLE: Consider Fee Waiver for Mahan Field Common Victualler License

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Request for Fee Waiver-Jason Hoye	1/3/2019	Cover Memo



Patricia O'Neil <poneil@natickma.org>

Fwd: Common Victualler's License Renewal

8 messages

Sue Salamoff <ssalamoff@natickma.org>

Wed, Jan 2, 2019 at 11:47 PM

To: Donna Donovan <ddonovan@natickma.org>, Melissa Malone <mmalone@natickma.org>, Patricia O'Neil <poneil@natickma.org>, Selectmen <selectmen@natickma.org>

----- Forwarded message -----

From: Hoye, Jason <jahoye@natickps.org>

Date: Wed, Jan 2, 2019 at 3:27 PM

Subject: Common Victualler's License Renewal

To: <ssalamoff@natickma.org>

CC: Tim Collins <tcollins@natickps.org>

Dear Mrs. Salamoff,

I hope this email finds you and your family well in the new year. I am writing to inquire about the Common Victualler License Renewal Application we received in the mail for the Mahan Field Concession Stand.

I believe that the license is required for restaurants or public eating houses in the district. The Mahan Field Concession Stand is open for up to 10-12 baseball games a year, serves pre packaged foods and occasionally hot dogs and burgers.

Our annual revenue is not usually more than \$500 after the stock overhead. These funds go back into the account for the student athletes in the program, and help subsidize equipment costs as they arise. I understand that every restaurant in town has to pay this fee for the license, but our concession stand is only open for 10-12 games a year and is not in the same revenue or profit category as those restaurants.

I am asking if the selectman would consider waiving this fee for the Mahan Field Concession Stand annually, or at least prorate it to reflect the level of business we conduct compared to a full service restaurant. Please let me know you and the committee's thoughts. I would be happy to come to a meeting and explain this in further detail if necessary. Thanks for your consideration.

--

Respectfully,

Jason Hoye

Dean of Students - Grade 10

Natick High School

[15 West St.](#)

[Natick, MA 01760](#)

508-647-6600 Ext. 1771

Varsity Baseball Coach

[Baseball Website](#)

--

Susan G. Salamoff, Vice Chair
Natick Board of Selectmen

ITEM TITLE: Accept Resignation of Carolyn Love-Scalise from Affordable Housing Trust Fund
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Resignation Notice	1/3/2019	Cover Memo



Patricia O'Neil <poneil@natickma.org>

Fwd: Affordable Housing Trust Fund

1 message

Donna Donovan <ddonovan@natickma.org>
To: Patricia O'Neil <poneil@natickma.org>

Thu, Jan 3, 2019 at 3:15 PM

Donna Donovan
Senior Executive Assistant
Town of Natick
508-647-6410

----- Forwarded message -----

From: **Carolyn Love Scalise** <carolyn.lovescalise@habitatmwgw.org>
Date: Fri, Dec 21, 2018 at 7:56 AM
Subject: RE: Affordable Housing Trust Fund
To: Donna Donovan <ddonovan@natickma.org>
Cc: Jay Ball <jayhball@rcn.com>

Good Morning,

I am in a new Role as a Manager with Habitat for Humanity ReStore that opened in June of this year. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

I inquired about a leave of absence, however the board was concerned about not meeting quorum. So, I regrettably gave my resignation.

Merry Christmas,

Carolyn Love Scalise

Carolyn Love Scalise | ReStore Manager | Habitat for Humanity MetroWest/ Greater Worcester

| Office: 508-799-9259 | Donations 779-2-DONATE

310 Pond St, Suite 100 A

Ashland, MA 01721

Come Together. Build Together



ReDuce
ReUse
ReCycle
ReStore!

From: Donna Donovan <ddonovan@natickma.org>
Sent: Thursday, December 20, 2018 6:03 PM
To: Carolyn Love Scalise <carolyn.lovescalise@habitatmwgw.org>
Subject: Affordable Housing Trust Fund

Hi Carolyn,

I just need some clarification. Jay Ball forwarded an email from you stating that you are no longer on the AHTF. I show that your term expires on 6/30/19. Did you resign from the Board?

Thank you.

Donna Donovan
Senior Executive Assistant
Town of Natick
508-647-6410

ITEM TITLE: Accept Resignation of Mark Bergin from Natick Contributory Retirement Board
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Resignation	1/2/2019	Cover Memo



Patricia O'Neil <poneil@natickma.org>

Resignation - Natick Contributory Retirement Board

4 messages

Mark Bergin <mbergin53@gmail.com>
To: selectmen@natickma.org
Cc: Kathy Bacon <kbacon@tiac.net>

Wed, Dec 26, 2018 at 2:02 PM

Board of Selectmen
Town of Natick
[13 E. Central Street](#)
[Natick, MA 01760](#)

RE: Resignation from the Natick Contributory Retirement Board (“NCRB”)

Dear Board of Selectmen:

It is with great regret that I am writing to notify you of my resignation as the Selectmen Appointee to the NCRB, effective immediately. After nearly a year of meetings and negotiations my company, Nu Paradigm Investment Partners LLC, has agreed to join up with a much larger international firm, Aberdeen Standard Investments (ASI). As a result, I will become an employee of ASI as of 1-2-19, and this creates the conflict which necessitates my resignation.

ASI currently has business relationships with a number of Massachusetts Retirement Systems, including Natick directly. Under the guidance of PERAC* regulations, there is a prohibition for any sitting Retirement Board member to work at a company which conducts business with any MA system. After consultation with our Board’s attorney, Michael Sacco, he has confirmed that I need to resign before year-end. I originally joined the NCRB in June of 2017, finishing out the three-year term of my predecessor Dave Given. I was then re-appointed to a new three-year term this past June.

I apologize for the abruptness of this announcement, but it was only earlier this month that this situation was finalized, and then more recently that I received the legal advice on it. However, the NCRB has the remaining four Board members in place, and they are fully equipped to conduct all business matters pending a new Selectmen Appointee. I appreciated your trust in appointing me to the Board, and thank you for the opportunity to have served the Town.

Best regards,

Mark P. Bergin
38 Oak Street
508-665-8259

ITEM TITLE: Approve Request for Exemption from Town By-Laws Chapter 41, Section 4: Jennifer Stoller - Patrol Officer/Head JV Girls' Ice Hockey Coach

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Exemption Form	1/2/2019	Cover Memo

**DISCLOSURE OF FINANCIAL INTEREST BY MUNICIPAL EMPLOYEE,
CERTIFICATION BY HEAD OF CONTRACTING AGENCY AND APPROVAL
AS REQUIRED BY G. L.C.268A §20(b)**

Note: You are eligible for this exemption only if you meet all of the following requirements:

- Your regular agency is not the contracting agency or an agency that regulates the activities of the contracting agency;
- You do not participate in or have official responsibility for any of the activities of the contracting agency;
- The contract was made after public notice or competitive bidding;
- You complete, sign, and file with the town or city clerk this disclosure form;

And, if the contract is for your personal services:

- The services will be provided outside your normal municipal working hours;
- The services are not required as part of your regular duties as a municipal employee;
- You are compensated for the services for not more than 500 hours during a calendar year;
- The head of the contracting agency completes and signs the certificate below.
- The city or town council, board of aldermen, or board of selectmen approve this exemption from §20 below.

Name:	Jennifer Stoller
Title or Position:	patrol officer
Agency/Department:	Natick police
Office Phone:	508 314 4006
Contracting municipal agency:	Natick public schools
Contract is for:	Head JV girls ice hockey coach
Financial interest of employee and immediate family:	\$6,140.00
Employee Signature:	J. Stoller
Date:	

**CERTIFICATE BY HEAD OF CONTRACTING AGENCY
(if contract is for municipal employee's personal services)**

I certify that no employee of my agency is available to perform the contract services described above as part of his or her regular duties.

Name:	MARIANNE DAVIS
Agency:	NATICK PUBLIC SCHOOLS
Office Phone:	508-447-6495
Signature:	Marianne Davis
Date:	DECEMBER 20, 2018

**APPROVAL OF EXEMPTION
(if contract is for municipal employee's personal services)**

The city or town council, board of aldermen, or board of selectmen approve this exemption from §20.

Signature:	
Date:	

After disclosure (and certification and approval, if needed) are completed and signed,
file this form with the city or town clerk.
Attach additional pages if necessary.



Natick Public Schools
Central Office

Dr. Anna Nolin, Superintendent
Timothy Luff, Assistant Superintendent for Student Services
Kirk Downing, Interim Assistant Superintendent for Curriculum and Assessment

Marianne Davis
Director of Human Resources

December 26, 2018

TO: Board of Selectmen
Town of Natick

RE: Municipal Employees Exemptions

Dear Chairman,

I request the Board of Selectmen grant exceptions for the following employees from the provision of Article 41, Section 4, of the Town of Natick By-Laws in order that the School Department can hire these current town employees under the provisions of MGL Ch 268A S206.

<u>Name</u>	<u>Current Position in Town</u>	<u>2nd Position in School</u>
Jennifer Stoller	Natick Police Patrol Officer	Head JV Girls Ice Hockey Coach

Sincerely,

Marianne E. Davis
Director of Human Resources

Natick Public Schools does not discriminate on the basis of race, creed, color, sex, gender identity, religion, nationality, sexual orientation, disability, pregnancy and pregnancy-related conditions, physical and intellectual differences, immigration status, or homeless status.

ITEM TITLE: Approve Project Samana 5K Walk/Run and Dog Walk/Run - 4/28/19

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Request	1/3/2019	Cover Memo
Police Recommendation for Approval	1/2/2019	Cover Memo



Donna Donovan <ddonovan@natickma.org>

Re: 5k request!

1 message

Brian Lauzon <lauzon@natickpolice.com>
To: Donna Donovan <ddonovan@natickma.org>

Sat, Dec 29, 2018 at 12:38 AM

Donna,

After reviewing, and consistent with past years, we would recommend approval of this event. Please advise the applicant to contact me to review one week prior to the event.

Respectfully,

Lt. Brian G. Lauzon

On Wed, Dec 26, 2018 at 1:44 PM Donna Donovan <ddonovan@natickma.org> wrote:

Hi Brian,

Merry Christmas. I hope you had a nice holiday. Please see the attached.

Thanks.

Donna Donovan
Senior Executive Assistant
Town of Natick
508-647-6410

----- Forwarded message -----

From: **Lauren Barbo** <laurenbarbo@gmail.com>
Date: Wed, Dec 26, 2018 at 11:54 AM
Subject: 5k request!
To: Donna Donovan <ddonovan@natickma.org>

Hey Donna,

 **Lauren Barbo 5k request**

Thank you in advance for helping me with the 5k request, I appreciate your time! Attached is the request for the Board of Selectman meeting! Do you know which week this will be added to the agenda? I look forward to hearing back from them :)

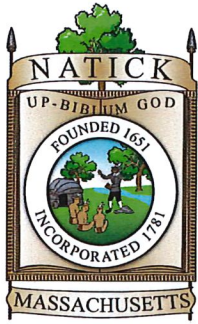
Thank you, Lauren Barbo

ITEM TITLE: Approve Referral to Safety Committee - Removal of Trees on Pond Street at High Street

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Memo-J. Marsette	1/2/2019	Cover Memo



TOWN OF NATICK MASSACHUSETTS

TO: Amy Mistrot, Chair Board of Selectmen
Melissa Malone, Town Administrator

CC: Arthur Goodhind, Tree Warden
James Hicks, Police Chief

FROM: Jeremy Marsette, P.E.
Director of Public Works

JTM

DATE: January 2, 2019

**SUBJECT: POND STREET AT HIGH STREET – STREET TREES
REFERRAL TO SAFETY COMMITTEE**

On December 19, 2018 a duly noticed and posted public hearing was held for the removal of two public street trees on Pond Street west of High Street. The trees were posted and the hearing advertised as required by MGL Chapter 87, Shade Trees. The hearing was attended by several residents, some in favor of removal and some opposed. The residents of 75 Pond Street, Joseph and Rene Weisse, submitted a written objection to the tree removal. To proceed with the removal, the Board of Selectmen may now hold a hearing to discuss and determine a course of action. The Board is not obligated to hold a hearing or proceed any further, but may choose to do so if it desires.

The traffic and pedestrian safety of the intersection of Pond Street and High Street has been noted as a concern by residents. The Town has previously taken steps to improve the safety (in particular, visibility) at this location. However, there remains concerns by residents that two trees on Pond Street, west of High Street, obstruct visibility of vehicles exiting from High Street on to Pond Street.

It is requested that the Board of Selectmen refer this matter to the Town's Safety Committee for a recommendation, prior to the Board holding a hearing to discuss. Please include this referral on the consent agenda for the Board's meeting of January 7, 2019.

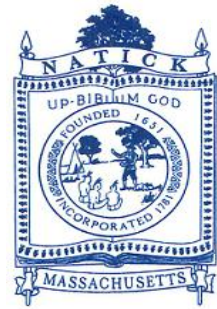
ITEM TITLE: Authorize Chair to Sign Letter to MassDOT in Support of Preservation of Pedestrian & Bicycle Connection at Site of Spring Street Bridge

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Letter of Support	1/3/2019	Cover Memo
Memo of Explanation-J. Ostroff	1/3/2019	Cover Memo

Town of Natick
Massachusetts 01760
Home of Champions



Amy K. Mistrot, Chair
Susan G. Salamoff, Vice Chair
Michael J. Hickey, Jr., Clerk
Jonathan Freedman
Richard P. Jennett, Jr.

January 7, 2019

Barry Lorion
District 3 Highway Director
Massachusetts Department of Transportation
403 Belmont Street
Worcester, MA 01604

Dear Director Lorion:

On behalf of the Board of Selectmen, I am writing to request that a pedestrian and bicycle connection be preserved at the site of the Spring Street Bridge in Natick Center. This bridge has been closed to automobiles for many years yet still provides pedestrian access and important connectivity across the train tracks that divide the north and south part of Natick. As well, the existing structure supports an 8" Town water main, which is critical for the Town to preserve.

The Town understands that a 2004 plan to replace the existing superstructure, Project File Number 126001, is no longer on the MassDOT project list. Should MassDOT undertake any plans to remove the current bridge, we request the opportunity to discuss this matter and any potential replacements.

Thank you for your consideration.

Sincerely,

Amy K. Mistrot, Chair

cc: Mohammed Nabulsi, P.E., MassDOT District 3 Bridge Engineer
Arthur Frost, Project Development Engineer, MassDOT District 3
State Representative David P. Linsky
State Senator Karen E. Spilka
State Senator Becca Rausch

MEMORANDUM

To: Natick Board of Selectmen
From: Josh Ostroff, Chair, Transportation Advisory Committee
Date: January 3, 2019
Re: Spring Street Bridge – letter to MassDOT

cc: Melissa Malone, Town Administrator; Jamie Errickson, Director of Community and Economic Development; Jeremy Marsette, DPW Director; TAC Advisory Committee

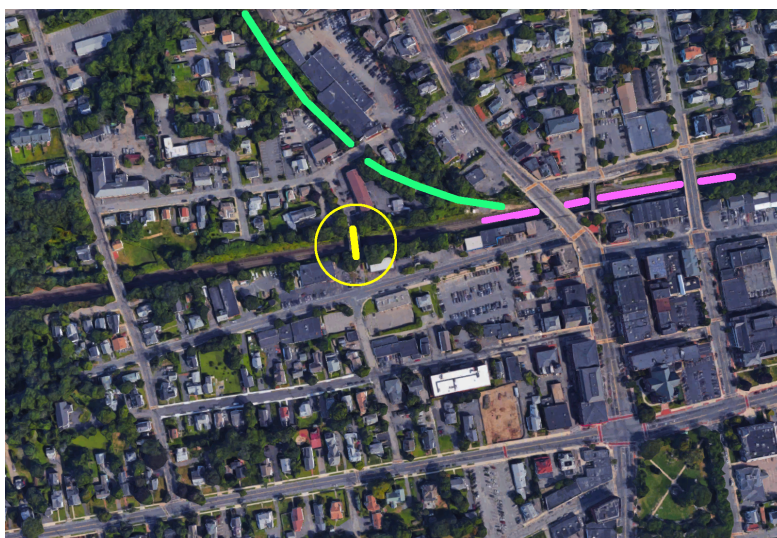
This memo will provide Board members with background on the proposed letter to MassDOT for the Spring Street Bridge.

This bridge, which is owned by MassDOT, has been closed for many years. It was slated for replacement as recently as 2004, but that project was not pursued (the state owns many bridges that are closed, structurally deficient, or functionally obsolete, and prioritizes replacement projects).

In the course of developing the design for the MBTA Station in Natick Center, on behalf of the project working group I contacted MassDOT District 3. (Subsequently the design was revised to omit a connection to the bridge.)

I was advised that MassDOT may seek funding to remove the structure. The proposed letter requests that the Town be consulted, and that they consider maintaining a bicycle and pedestrian connection at this location. In addition, the Town has an 8" water main over the existing bridge, which DPW prefers to keep as there are limited water connections across the MBTA tracks.

This bridge (highlighted below) is also important for connectivity in Natick Center and to the new MBTA station. Thank you for your consideration.



ITEM TITLE: Correspondence 1/7/19

ITEM SUMMARY:

ATTACHMENTS:

Description

Correspondence 1/7/19

Upload Date

1/3/2019

Type

Cover Memo



Patricia O'Neil <poneil@natickma.org>

Tax Department

3 messages

Don Isaacs <donisaacs47@gmail.com>

Fri, Dec 14, 2018 at 12:24 AM

To: Selectmen@natickma.org

First of all, I want to thank the Board for recently approving an abatement I requested on part of my water bill. The bill contained unusually high water usage due to a leak in my irrigation system. I realize the Town did not have to issue an abatement and am pleased that the matter was handled so promptly.

Secondly, and my principal reason for writing, is I want to acknowledge the assistance I was given by both the Water Department and the Collector/Treasurer area of the Tax Department. The Water Department sent someone out to check my meter and he gave me some very helpful direction. I also went to the Treasurer's department several times, first to inquire about the bill, then to discuss how to proceed with an abatement request, and finally to submit an abatement request and check on its status. Each time I received extraordinary assistance from the pleasant, courteous, and professional staff there.

I dealt with three different people in the Treasurer's department, but can only recall two of their names, specifically Kathy (or Cathy) and Kristin. Both of them were excellent and went above and beyond what I would have expected them to do. Incidentally, during one of my visits, one of them was tied up with a very unprepared, disorganized, and sometimes difficult resident, and she was kind enough to summon one of her colleagues to take care of me. During that time, I observed how patient she was with this other resident, and how she somehow managed to be courteous the entire time, reflecting the patience of Job.

From my experience, I must say we have a very pleasant, professional, and polite staff there, and I hope you and the townspeople appreciate them.

Thank you, and Merry Christmas.

Don Isaacs

23 Algonquian Drive

Amy Mistrot <amistrot@natickma.org>

Fri, Dec 14, 2018 at 9:06 AM

To: donisaacs47@gmail.com

Cc: Selectmen <Selectmen@natickma.org>, Jeremy Marseite <jmarseite@natickma.org>, Anthony Comeau <acomeau@natickma.org>, John Townsend <jtownsend@natickma.org>

Mr. Isaacs,

Thank you for reaching out to the Board to share your experience. I am so pleased to hear that the experience was so positive. I am equally happy that you took the time to share this experience. We receive emails on a range of topics, but it is always especially nice to be able to hear and share feedback from such a professional and beneficial experience.

To spread your good news more broadly, I will ask for your email to be included in our 12/17 agenda Correspondence as well as I have cc'ed relevant staff to this response so that the immediate departments receive your feedback as well.

Many thanks,
Amy Mistrot - Chair
Natick Board of Selectmen

January 2, 2019

Town of Natick
13 Central Street
Natick, MA 01769

Dear Town Officials;

It is my understanding that the application process to award a license and special permit to operate an adult use retail marijuana establishment is still in development. However, please consider this a formal letter of interest for your consideration in awarding a license and special permit to Bay State Greenery, LLC. a newly formed Massachusetts company. My husband and I currently, own and operate, Nine East Wine Emporium, located at 6 Worcester Street, Natick and we would like to convert it to one of the two adult use retail marijuana establishments in Natick. We believe we have unique qualifications to receive such a license. As adult use retail marijuana establishments are still in its infancy in Massachusetts, we draw on our experience, with a like kind of industry, the alcohol industry. The fact that we have owned and operated four alcohol related businesses over three decades in Massachusetts has strategically placed us in a positive position.

Here are a few reasons we think we are excellent candidates and our location is ideal for this type of business.

- Nine East has been in operation for 20 years in this location selling adult use, age restricted products; to include alcohol, tobacco, and lottery
- The alcohol/ tobacco industry is subject to stringent MA state regulations and in the 30 plus years of owning businesses we have never had a violation.
- Average of 65,000 customers a year with peak activity of 71,144 customers a year and daily customer counts of up to 655 individuals.
- Ample private parking with 36 spaces. We have a demonstrated ability to handle high customer volume.
- High RT. 9 Traffic provides for a higher revenue opportunity for the Town of Natick.
- Large natural buffer zones from schools and children's activities, that will provide continuance well into the future.

We are prepared to file a detailed application as soon as the required criteria becomes available.

Respectfully,



Susan Moran, CEO
Bay State Greenery, LLC



December 19, 2018

Board of Selectmen
Town of Natick
13 East Central Street
Natick, MA 01760

Re: MGM TV Channel Updates

Dear Chairman and Members of the Board:

We are committed to keeping you and our customers informed of Xfinity TV changes and a writing to inform you MGM TV has terminated its contract with Comcast for distribution of MGM HD and Impact effective February 1, 2019.

As a result, we must remove this programming from our line-up and our on-demand library on January 31, 2019. We are also notifying our impacted customers of this change.

Please do not hesitate to contact me at 508-647-1418 should you have questions.

Very truly yours,

Greg Franks

Greg Franks, Sr. Manager
Government Affairs



MEMORANDUM

To: MAPC Council Representatives and Other Local Officials
From: Marc D. Draisen, Executive Director
Subject: Call for Project Concepts
Date: December 14, 2018

I am writing today to invite you to submit project concepts for work to be undertaken by the Metropolitan Area Planning Council (MAPC) for the benefit of your municipality through our Technical Assistance Program (TAP). Through this Call for Project Concepts, we are soliciting ideas for projects that will commence in the winter/spring of 2019.

Through the TAP we are able to fund a diverse range of projects. Municipalities can submit concepts for individual community-specific projects and for multi-community projects. Projects that serve multiple communities always receive preference; projects that advance the *MetroFuture* priorities of smart growth, regional collaboration, and/or advancing equity in the region, always receive preference.

Eligible projects cover a wide variety of topics, including but not limited to: housing and economic development; regionalization and shared services; public safety; public health; climate change (mitigation or adaptation); clean energy; fair housing; equitable transit-oriented development (E-TOD); bicycle/pedestrian mobility; environmental and resource protection; creative community placemaking; and arts and culture planning.

Last year, MAPC released its five-year update to the *State of Equity in Metro Boston Indicators Report*. With this round of technical assistance funding, MAPC is particularly interested in seeing projects that help to break down barriers to equity on issues such as housing, economic mobility, public health, public safety, and the integration of marginalized populations. For example, we would be interested in projects that advance policies designed to revitalize low-income neighborhoods without displacing the residents already there, while also opening up high-opportunity communities to a broader range of people.

Additionally, we will have a particular objective of assisting communities seeking to participate in Governor Baker and Lieutenant Governor Polito's new Housing Choice Program. For further information about Housing Choice, see <https://www.mass.gov/housingchoice>. We are also eager to apply TAP funds to complement funds from other state programs that advance smart growth objectives, including Community Compact, Chapter 40R Smart Growth Overlay Districts, Complete Streets, and Executive Office of Energy and Environmental Affairs Planning Assistance Grants.

Submit a Short Project Concept

Guidance on what to include in your project concept is provided below. After you submit a concept, we will work with you to determine a scope of work, an appropriate budget, funding sources to support the work, and a timetable for completion of the project. Just come up with the best concepts you can in accordance with the guidelines in this memo, and we will try and fund as many projects as

possible through our technical assistance resources or by working with you to apply to state grant programs.

Applying for Assistance

Please submit a short, 1-2 page maximum project concept on municipal letterhead to TAP Manager Ralph Willmer at rwillmer@mapc.org. Please include the following:

1. Lead Municipality and Lead Contact for Submittal: Designate a lead contact for the submittal. In the event that this is a multi-municipal proposal, indicate the lead municipality for the submittal and whether firm commitments have been secured from participating municipalities.
2. Project Description and Context: Provide a 1-3 paragraph description of the project. Provide an overview of project context, including geographic location and relevant previous and current planning efforts, e.g., plans, reports or studies.
3. Project Need and Alignment with Local, Regional, and State Goals: Describe the community need(s) the project will address, and its alignment with local, regional and/or state goals. You can learn more about the overall priorities for the TAP and each funding source at <https://www.mapc.org/about-mapc/funding-opportunities/>.
4. Project Deliverable(s) and Outcomes: Identify the specific products expected from the project, e.g., master plan, community or corridor plan, draft or adopted bylaw or ordinance, inter-municipal agreement, streamlined permitting procedures, collective purchasing agreement, etc. Also, identify the anticipated outcomes and changes in the municipality and/or region that you expect will be achieved.
5. Community Engagement: Explain how local officials, community groups, businesses and/or institutions will be involved in the planning process, as appropriate, and how the project will involve groups that are historically under-represented in planning processes, e.g., low-income individuals, racial/ethnic minorities, youth, seniors, recent immigrants, small business owners, people with disabilities, etc.
6. Project Timeline: Outline the anticipated project timeline and associated project milestones, e.g., must be completed in time for close of a Town Meeting warrant.
7. Municipal Commitment: Describe the municipal commitment to the project. Indicate the support of the mayor, city manager, or town administrator and municipal boards, committees, and/or commissions. For single-municipality and multi-municipal project concepts, detail each municipality's commitment to move ahead with the project in a timely fashion, e.g., will establish a multi-municipal project advisory committee to move the project along.
8. Municipal Contribution: Define any in-kind and/or financial contribution by the municipality to the project, e.g., X hours of municipal planner staff time or Planning Board volunteer time to assist in analysis; X dollars towards direct costs, such as meeting space rental, refreshments, or translation and interpretation. Note that a cash match is not a requirement, but may help MAPC to prepare a broader scope of work, or may assist in stretching our Technical Assistance funds so that we can take on additional projects.
9. Signature: The submittal must be signed by the mayor, city manager, or town administrator. In the case of a multi-community project, the lead municipality's representative will sign the approved scope of work after the project has been accepted. For multi-municipal project concepts, it is ideal—but not required—to verify support from the mayor, city manager or town administrator in each participating municipality in the form of a signature on the submittal by all participating municipalities.

Funding Sources

The MAPC TAP is funded through various sources, including:

- District Local Technical Assistance (DLTA), which originates from funds appropriated by the Legislature and Governor;
- Planning for MetroFuture Technical Assistance (PMTA), which originates from municipal assessments that you all contribute to cover MAPC's regional activities; and
- Grants from private foundations.

MAPC actively fundraises to expand our technical assistance budget by seeking funds from philanthropic sources. This year, the Barr Foundation has provided generous support to assist in several topical areas, such as arts and culture, E-TOD, and climate mitigation and adaptation. We also leverage funds from state-administered grant programs, including significant resources from the Commonwealth Community Compact (CCC) Program, the Department of Housing & Community Development (DHCD), and the Executive Office of Energy & Environmental Affairs (EOEEA).

There are some changes in the CCC Program for 2019. Although it generally covers the same Best Practices as it did in 2018, it is worth noting that additional categories and details were added to the list of Best Practices and their descriptions. A community considering the preparation of a Master Plan, Housing Production Plan, or Open Space and Recreation Plan, or a community that is interested in undertaking a project to implement one of those plans, should also apply for funds through CCC for the applicable Best Practice. This could provide an opportunity to leverage funding for the project, which in many cases cannot be fully funded by any one source. For more details on the CCC Program, see <https://www.mass.gov/orgs/community-compact-cabinet>.

Decision-Making Timeline

Although there is no specific deadline for the submission of project concepts, MAPC strongly encourages that proposals be submitted by **February 1, 2019**. Proposals submitted after February 1, 2019 will be considered if technical assistance funding is still available. MAPC will acknowledge receipt of proposed project concepts within two business days. MAPC reviews submitted applications on a rolling basis, pending the availability of funding. To check on the status of your submittal, contact TAP Manager Ralph Willmer at 617.933.0734 or rwillmer@mapc.org.

Discuss a Project Concept with MAPC Staff

Please feel free to contact any member of the MAPC staff with whom you have worked on a project in the past or any of the program staff listed below to discuss a potential project.

Departments and Divisions

- Arts and Culture Manager Jenn Erickson: 617.933.0759, jerickson@mapc.org
- Clean Energy Director Cameron Peterson: 617.933.0791, cpeterson@mapc.org
- Community Engagement Manager and Coordinator of Subregions Emily Torres-Cullinane, 617.933.0735, etorres@mapc.org
- Data Services Director Tim Reardon: 617.933.0718, treardon@mapc.org
- Environment Director Martin Pillsbury: 617.933.0747, mpillsbury@mapc.org
- Land Use Director Mark Racicot: 617.933.0752, mracicot@mapc.org

- Municipal Collaboration Director Mark Fine: 617.933.0789, mfine@mapc.org
- Public Health Director Barry Keppard: 617.933.0750, bkeppard@mapc.org
- Transportation Director Eric Bourassa: 617.933.0740, ebourassa@mapc.org

Subregional Coordinators

- Inner Core Committee (ICC) Coordinator Karina Milchman, 617.933.0738, kmilchman@mapc.org
- Minuteman Advisory Group on Interlocal Coordination (MAGIC) Coordinator Heidi Stucker, 617.933.0739, hstucker@mapc.org
- MetroWest Regional Collaborative (MWRC) Coordinator Karen Adelman, 617.933.0704, kadelman@mapc.org
- North Shore Task Force (NSTF) Coordinator Sam Cleaves, 617.933.0748, scleaves@mapc.org
- North Suburban Planning Council (NSPC) Coordinator Sarah Philbrick, 617.933.0733, sphilbrick@mapc.org
- South Shore Coalition (SSC) Coordinator (currently vacant) – contact Betsy Cowan, , 617.933.0746, bcowan@mapc.org
- Southwest Advisory Planning Committee (SWAP) Coordinator Kasia Hart, 617.933.0745, khart@mapc.org
- Three Rivers Interlocal Council (TRIC) Coordinator Laurie Zivkovich, 617.933.0769, lzivkovich@mapc.org