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

Natick Finance Committee

PLACE OF MEETING	DAY, DATE AND TIME
School Committee Meeting Room, 3rd Floor, Town Hall 13 East Central St., Natick MA	January 15, 2019 at 7:00 PM

MEETING AGENDA

Posted: Tuesday, January 8, 2019 at 4:10 PM

Revised and Posted: January 10, 2019 at 8:00 AM

1. **Call to Order**

2. **Announcements**

   a. Town Administrator's Public Forum on the FY20 Budget -Community Senior Center on January 16th at 7:00 p.m

   b. Finance Committee Opening

3. **Public Comments**

   a. Please refer to committee policy & procedures available at the meeting location

4. **Town Administrator's FY2020 Budget - Public Hearing**

   a. Reference materials for tonight's budget reviews

   b. Bacon Free Library - Budget

   c. Morse Institute Library - Budget

   d. Municipal Information System - Budget

   e. Town Clerk & Board of Registra's - Budget

   f. Town Elections - Budget

   g. Property & Liability Insurance - Budget

   h. Sassamon Trace Enterprise Fund - Budget

   i. Sassamon Trace Enterprise Fund - Indirects

   j. Updates on any Action Items from previous FY2020 Budget Public Hearing discussions

5. **Old Business**

   a. Discussion of the Indirect Cost Agreement and Shared Services budgets between School Dept. & Town Administration

6. **Meeting Minutes**

    a.   Review & Approve December 13, 2018 and January 8, 2019 Meeting Minutes

7. **Committee and Sub-Committee Scheduling**

    a.   Updated on Committee and Sub-Committee Meeting Scheduling

8. **Committee Discussion (for items not on the agenda)**

    a.   Finance Committee Member Concerns

    b.   Committee member requests for new Agenda items or additional information and data

9. **Adjourn**

Meeting may be televised live and recorded by Natick Pegasus. Any times listed for specific agenda items are approximate and not binding. Please note the committee may take the items on this agenda out of order.

_____

SUBMITTED BY

ITEM TITLE: Town Administrator's Public Forum on the FY20 Budget -Community Senior Center
on January 16th at 7:00 p.m

ITEM SUMMARY:

ITEM TITLE: Finance Committee Opening

ITEM SUMMARY: Interested parties should contact the Town Moderator at moderator@natickma.org

ITEM TITLE: Please refer to committee policy & procedures available at the meeting location

ITEM SUMMARY:

ITEM TITLE: Reference materials for tonight's budget reviews
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
FY20 Budget materials for 1-15-19 meeting	1/15/2019	Exhibit

Bacon Free Library

FY 2020 Operational Budget Request

Lauren Pfendner, *Director*

Mission:

> To provide popular materials and learning resources for the enjoyment and use of the public, with a special emphasis on supporting the educational needs of our children. In accordance with the wishes of the library's benefactor Oliver Bacon, materials are selected to satisfy a broad range of interests and topics.
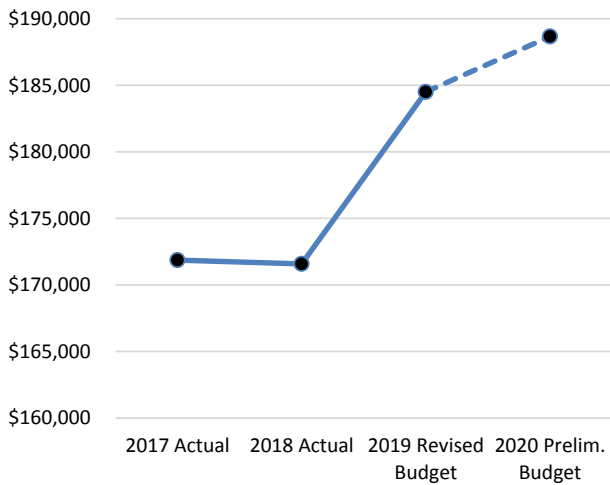
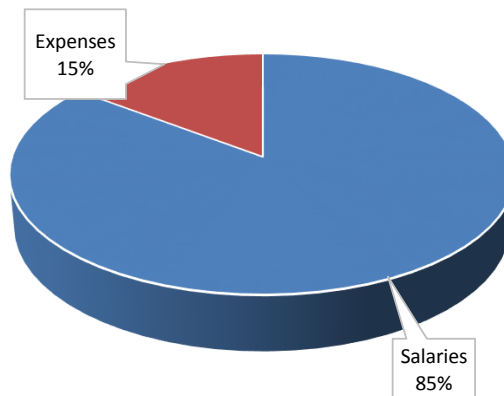**Budget Highlights for FY 2020:**

> New Initiatives:
> • Increased focus on children's programming (budget neutral; no line item change)

Budget Summary

Budget History

FY20 Budget Distribution

Expenses 15%

Salaries 85%

Historical Funding Sources FY15-FY18

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

	FY15	FY16	FY17	FY18
Other	34,174	34,539	33,507	34,677
Municipal	152,446	155,964	172,525	184,503

■ Municipal ■ Other

Bacon Free Library

Department - Organizational Summary

```
Bacon Free Library
Board of Trustees
        |
Library Director
(0.9 FTE)
        |
Assistant
Director/Children's
Librarian
(0.75 FTE)
        |
Library Assistants
(1.25 FTE)
```
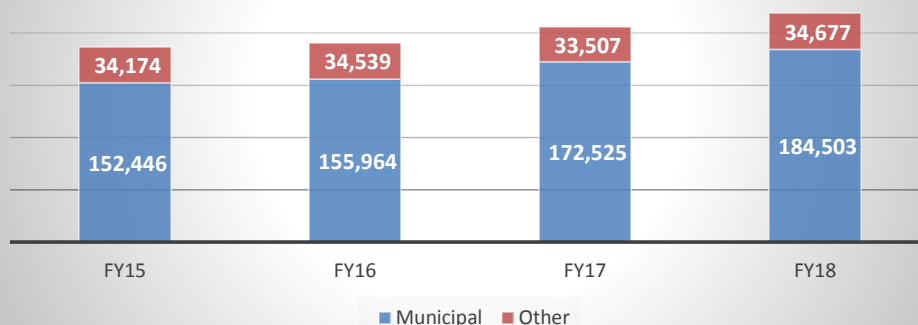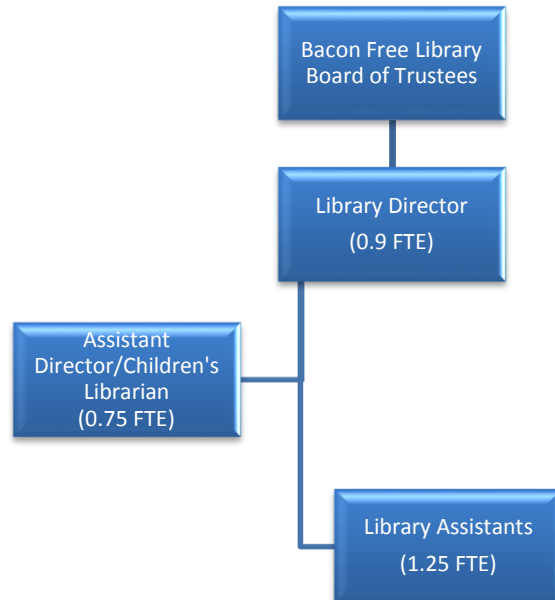
Total Staff - 2.9 FTEs (.9-Director, .75-Asst Dir/Children's Librarian, 1.25-all library assistants)
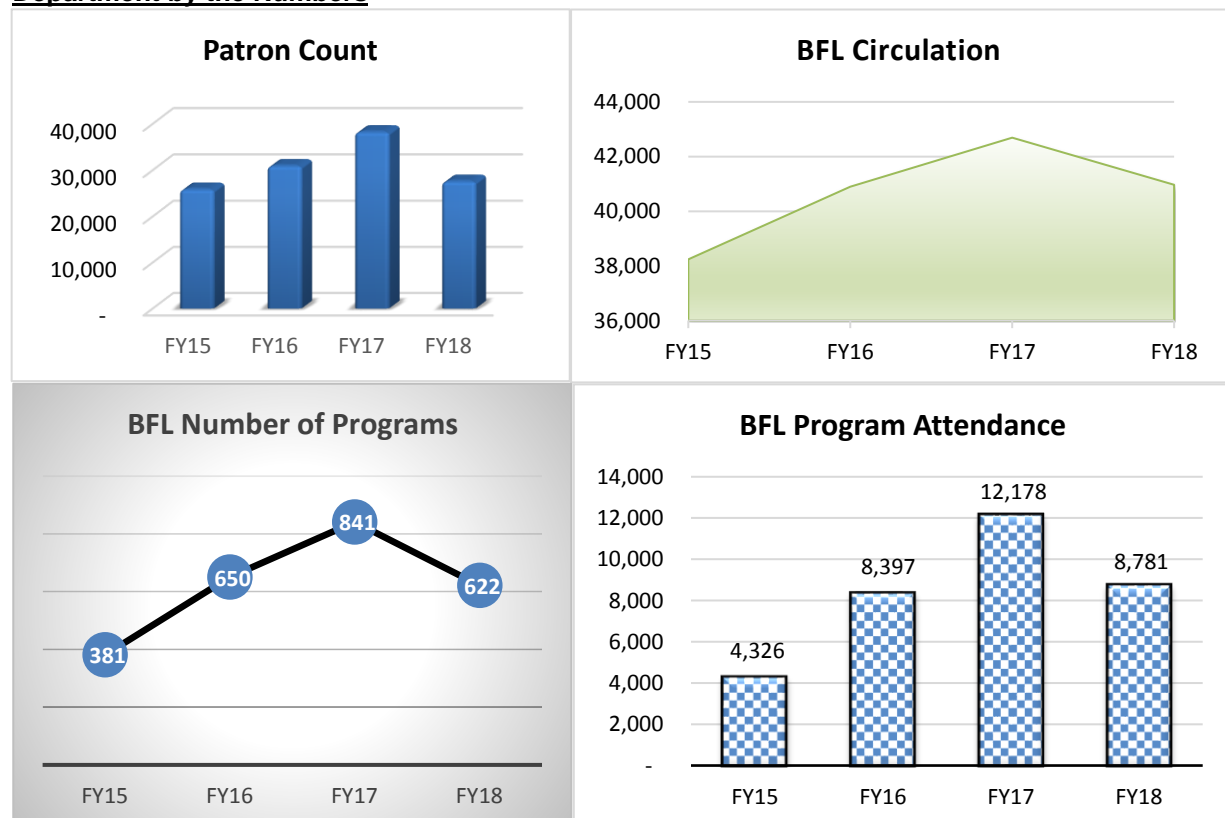
Notes
* FY2018 - Bacon Free Library was without a Library Director for 5.5 months
* We have 2-3 substitute library assistants who get paid per diem

Department by the Numbers

Patron Count

(Bar chart with y-axis 0 to 40,000; FY15, FY16, FY17, FY18)

BFL Circulation

(Area chart with y-axis 36,000 to 44,000; FY15, FY16, FY17, FY18)

BFL Number of Programs

(Line chart: FY15 381, FY16 650, FY17 841, FY18 622)

BFL Program Attendance

(Bar chart with y-axis 0 to 14,000; FY15 4,326; FY16 8,397; FY17 12,178; FY18 8,781)

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%**

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

	2017 Actual	2018 Actual	2018 Budget	2020 Request	New Initiatives	2020 Request	2019 vs. 2020 $ (+/-)	% (+/-)
Salaries	146,149	144,901	156,817	160,975		160,975	4,158	2.65%
Expenses	25,711	26,679	27,686	27,686		27,686	-	0.00%
Total Bacon Free Library	171,860	171,579	184,503	188,661	-	188,661	4,158	2.25%

Morse Institute Library
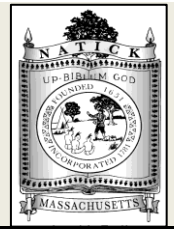
FY 2020 Operational Budget Request

Linda Stetson, *Director*   **Board: Board of Library Trustees**

Mission:

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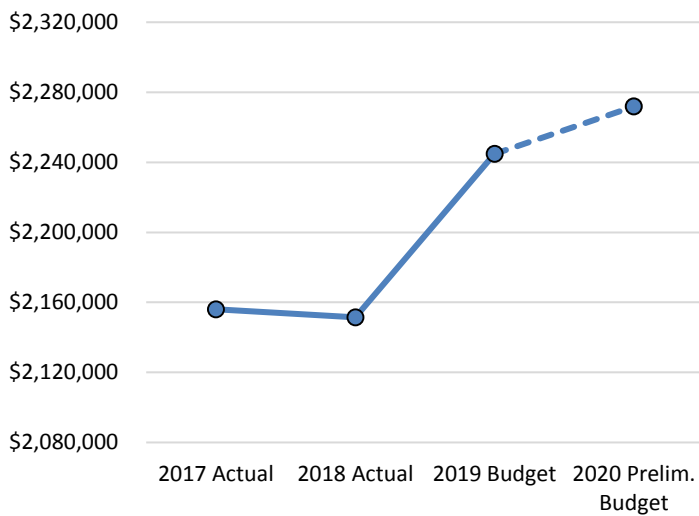as well as municipal and civic groups.

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

Budget Highlights for FY 2020:

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

Budget Summary -

Budget History

FY20 Budget Distribution

Personnel Services 85%

Expenses 15%

Department - Organizational Summary

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                          Board of Library Trustees                    Executive Assistant

                                                                       Bookkeeper

                             Library Director                          Community Coordinator

                                                                       Automation Librarian

       Pages, Volunteers        Assistant Director                     Veteran's Oral History
                                                                       Project Cooridantor


   Children's Services        Reference          Circulation Services    Materials Management
                              Supervisor         Supervisor              Supervisor

   Children's Staff                Reference
                                   Staff

   Bookmobile                                    Circulation Services    Materials
   Coordinator            Young Adult            Staff                   Management
                          Librarian                                      Staff

   Bookmobile Staff
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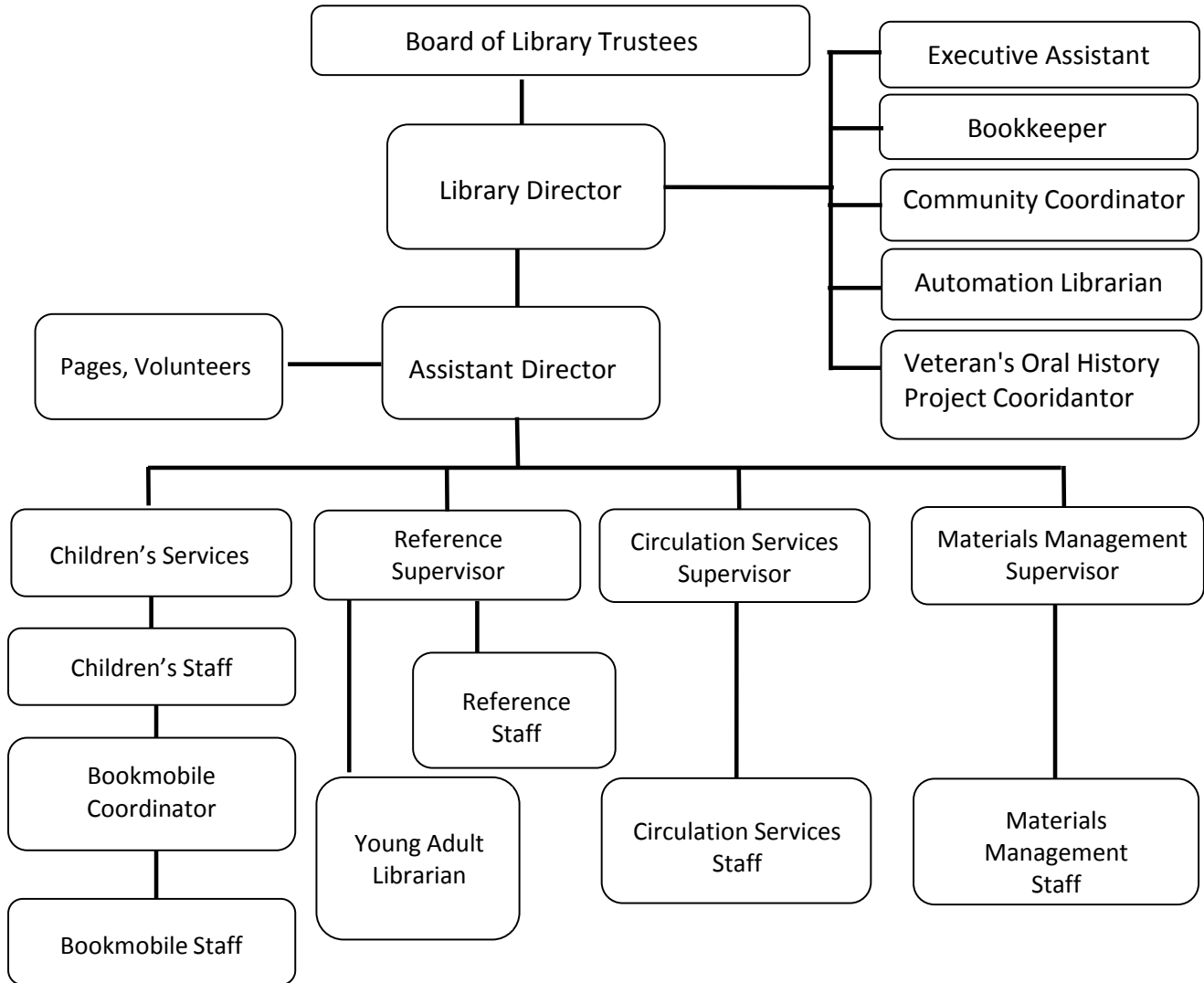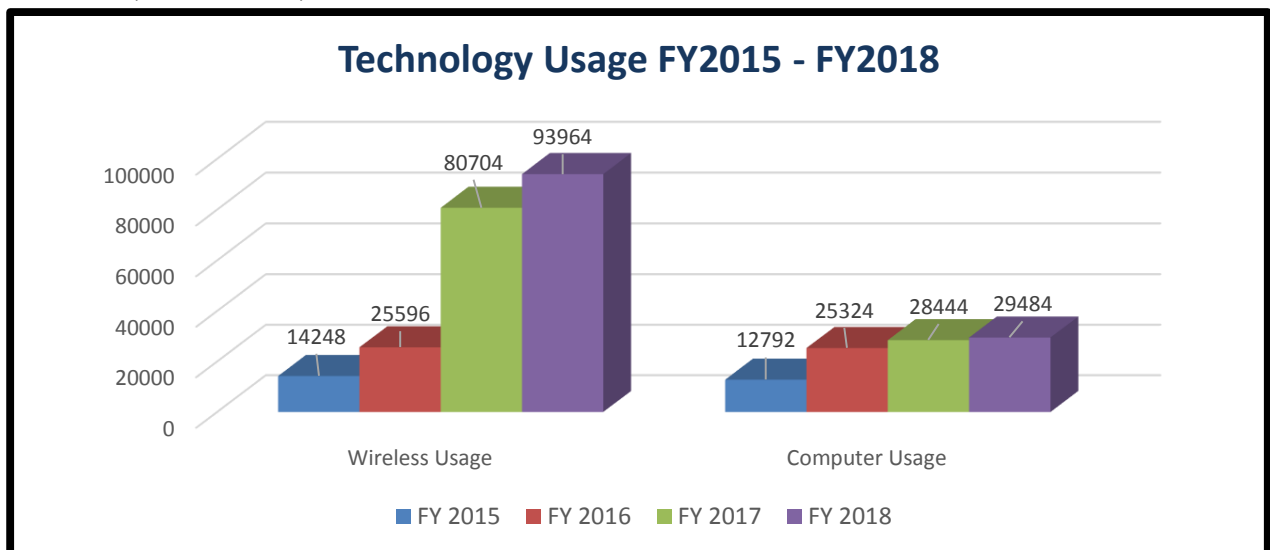
31.86 FTEs (16 FT / 40 PT)

Technology Usage FY2015 - FY2018

	Wireless Usage	Computer Usage
FY 2015	14248	12792
FY 2016	25596	25324
FY 2017	80704	28444
FY 2018	93964	29484

■ FY 2015 ■ FY 2016 ■ FY 2017 ■ FY 2018
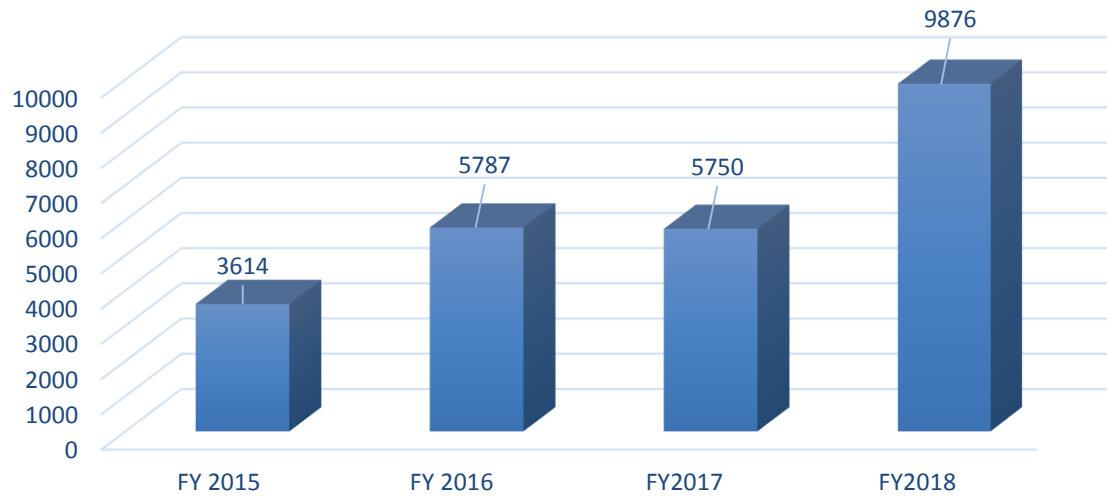
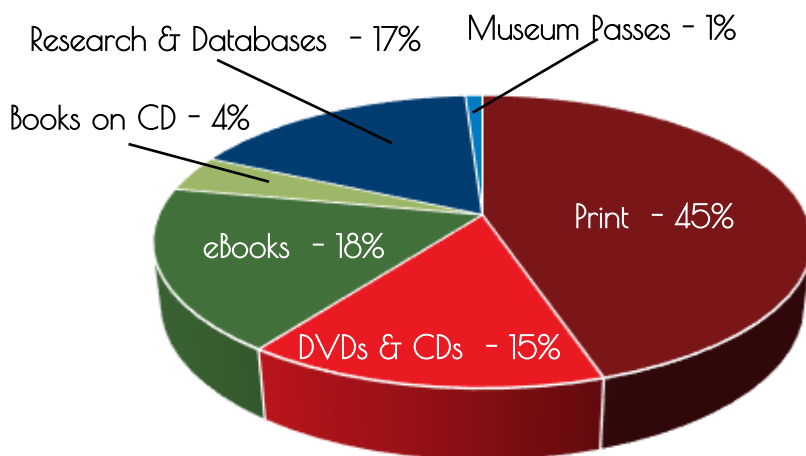# Meeting Room Usage FY2015 - FY 2018

Quick Facts 2018

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

543,614 Uses of the collection (including physical and online)

481,113 Visits (in-person and online)

123,448 Wireless and internet workstation sessions

61,947 Questions answered by our knowledgeable staff

18,948 Natick cardholders

13,923 People attended **912** programs

47,975 eBooks borrowed by Natick residents

Materials Budget FY2018

Research & Databases – 17%
Museum Passes – 1%
Books on CD – 4%
eBooks – 18%
Print – 45%
DVDs & CDs – 15%

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

(based on Massachusetts Board of Library Commissioners formula)

Did you know?

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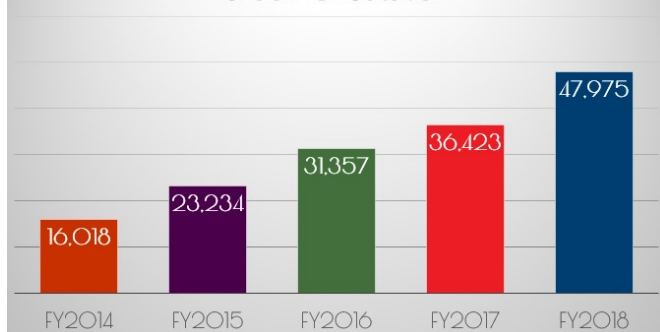42 Volunteers spent 3,836 hours working with 4,320 attendees of 396 programs

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

Bookmobile
519 hours open
4,220 patrons served

eBook Circulation

FY2014	FY2015	FY2016	FY2017	FY2018
16,018	23,234	31,357	36,423	47,975

MORSE INSTITUTE **LIBRARY** Natick's Community 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%**

	2017	2018	2019	2020	2019 vs. 2020	
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

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
Salaries Administrative	1	$15,000.00	Yes	assistant director to a more equitable pay
				scale inline with other area directors and
				assistant directors.
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 cu rrent 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 a rea.

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.

Information Technology

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.
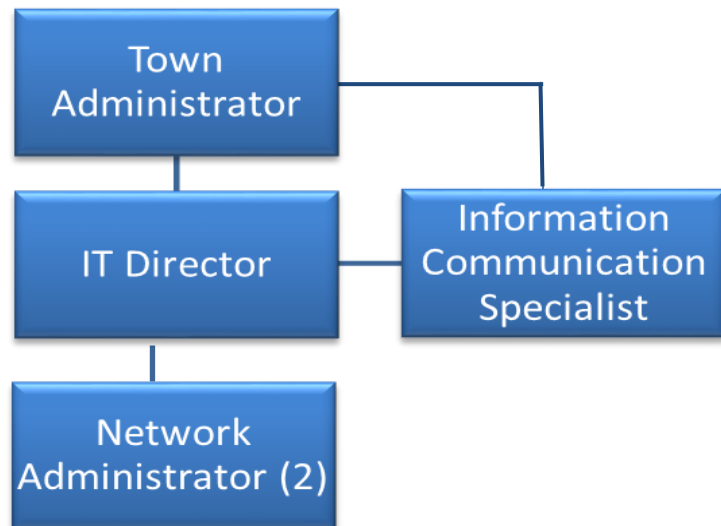
Budget Summary

Budget History

FY20 Budget Distribution

Personnel Services 26%

Expenses 74%
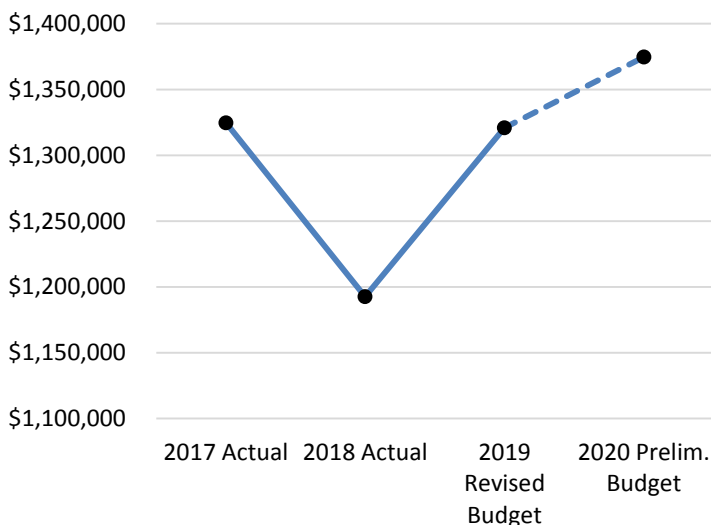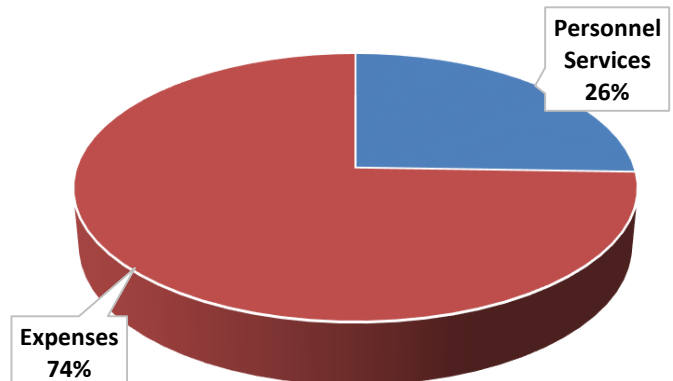
Information Technology

Department - Organizational Summary

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                    ┌─────────────────┐
                    │      Town       │───────────────┐
                    │  Administrator  │               │
                    └─────────────────┘               │
                            │                          │
                    ┌─────────────────┐      ┌─────────────────┐
                    │                 │      │  Information     │
                    │   IT Director   │──────│  Communication   │
                    │                 │      │   Specialist     │
                    └─────────────────┘      └─────────────────┘
                            │
                    ┌─────────────────┐
                    │     Network     │
                    │ Administrator (2)│
                    └─────────────────┘
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Total Staff - 4 FTEs

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 REPLACMENT	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%**

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 (Municity), 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

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2020 Request	2019 vs. 2020 $ (+/-)	% (+/-)
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
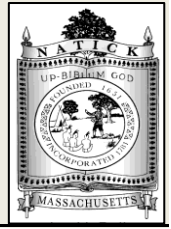
*FY 2020 Operational Budget Request*

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 -
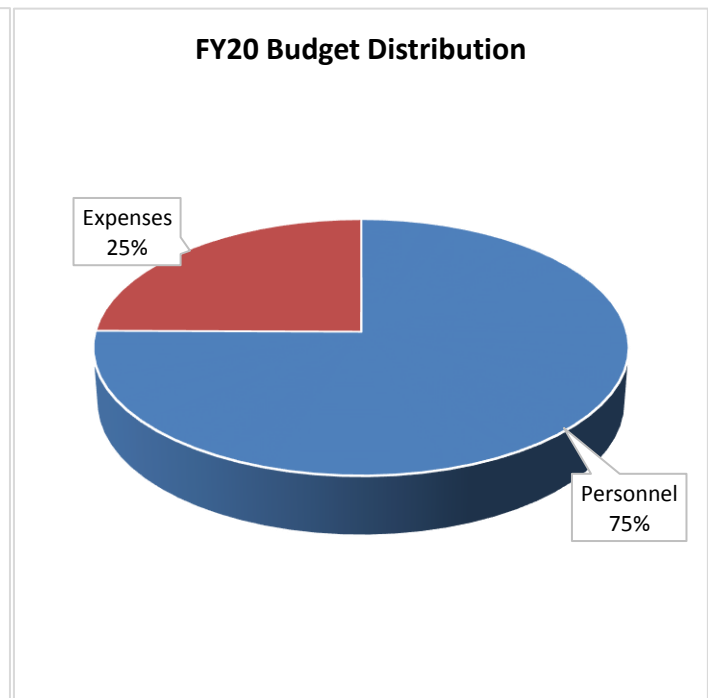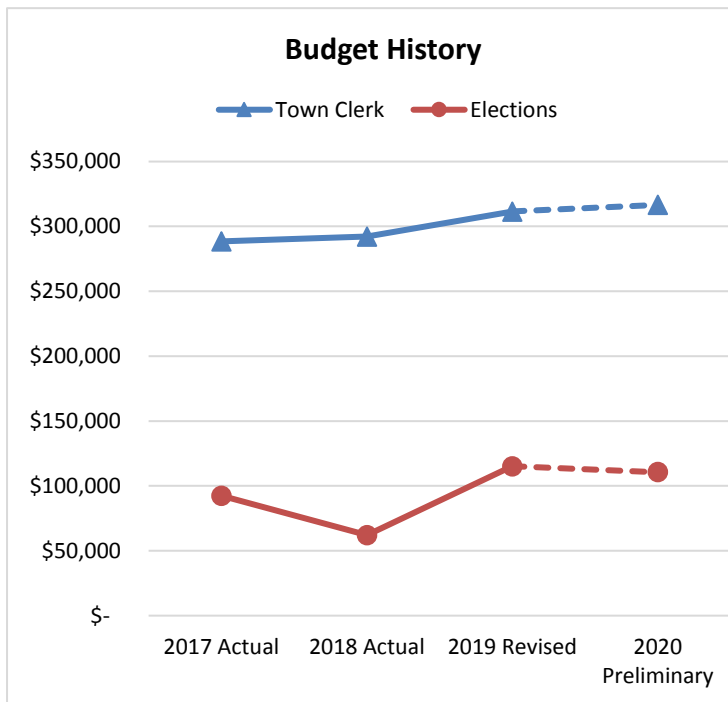
Town Clerk & Board of Registrars

Department - Organizational Summary
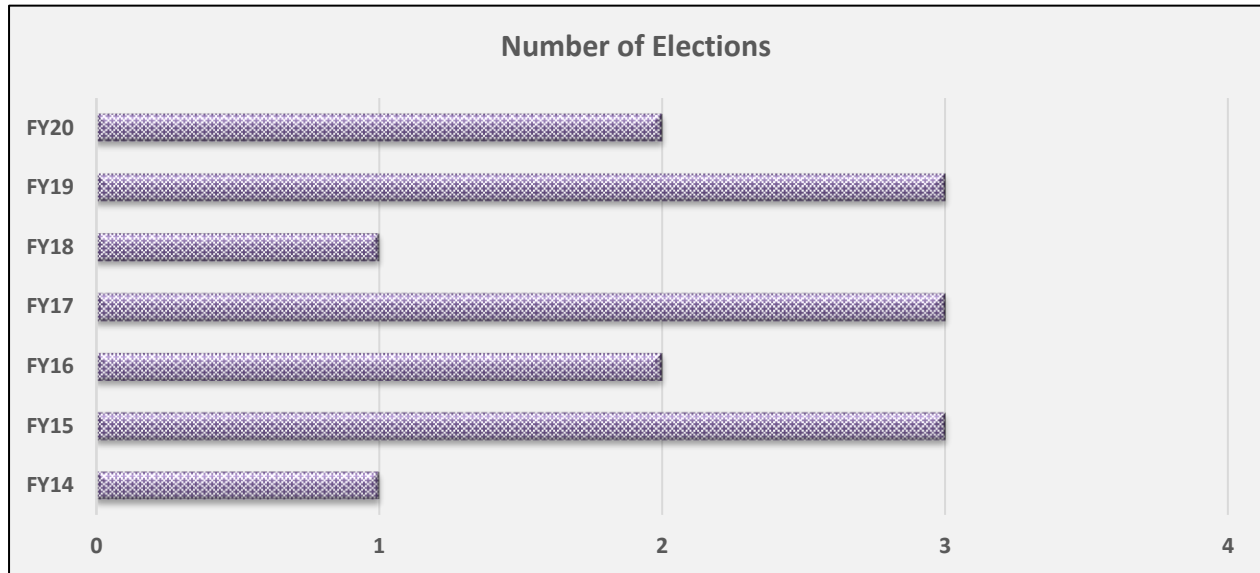

Total Staff - 4 FTEs (number per position in parentheses)

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%**

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

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 overal l 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 acqusitions by the Town will need to be included in our future insurance forecasts.

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

Sassamon Trace Golf Course
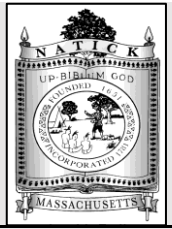
FY 2020 Operational Budget Request

Jemma Lambert, *Director &* **Kurt McDowell***, Golf Course Manager*
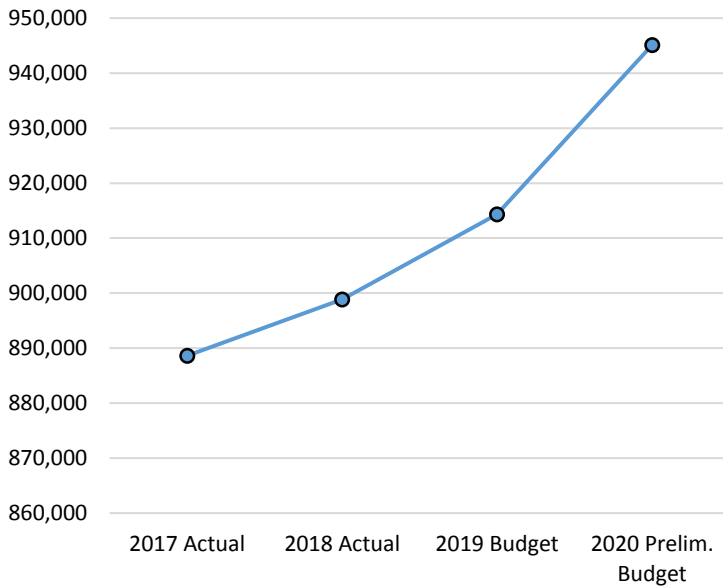
Mission:

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

Budget Highlights for FY 2020:

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

Budget History

BUDGET DISTRIBUTION

- Other Charges/Expense 1%
- Debt Service 26%
- Reserve Fund 2%
- Personnel Services 34%
- Other Personnel Services 6%
- Maintenance Expense 14%
- Sales Tax 1%
- Supplies Clubhouse 3%
- Clubhouse Expense 13%
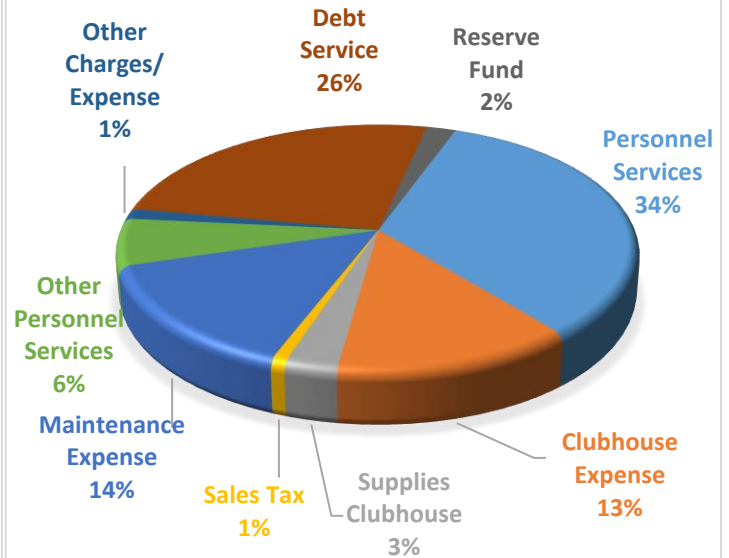
Sassamon Trace Golf Course

Organization Chart

```
                    Director of Parks
                      & Recreation
                           |
                      Golf Course
                        Manager
          _____|_____
         |                                       |
   Golf Course                            Golf Course
   Professional                          Superintendent
    _____|_____                         _____|_____
   |             |                       |             |
Club House   Ranger/Starters         Equipment      Mechanic
Attendants                           Operators
   |
Golf Cart
Attendant
```
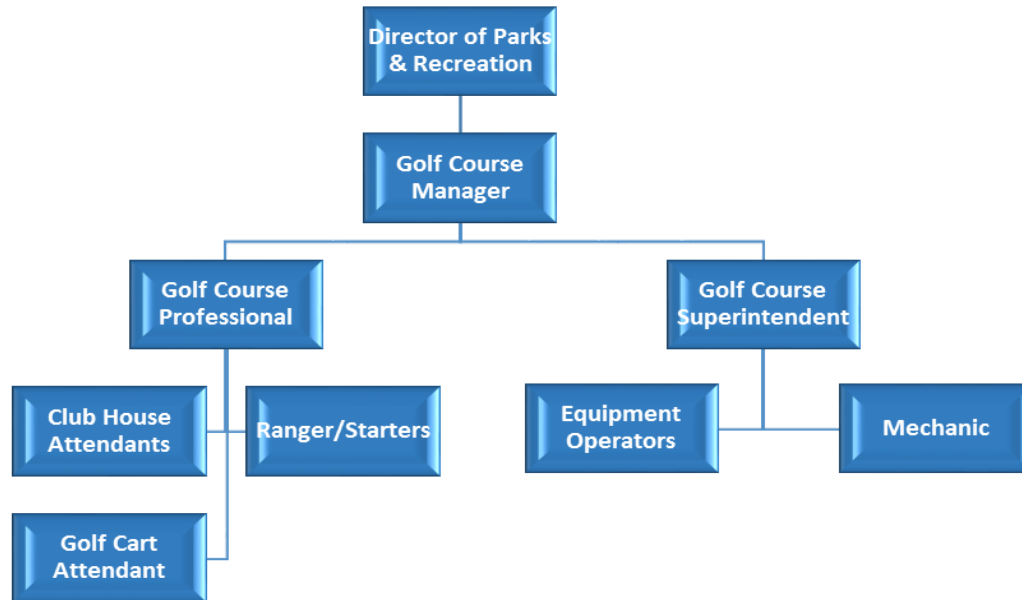
FTE Count   **7.8 FTE (3 FT / 26 PT)**

Department by the Numbers

REVENUE PER ROUND

Year	Revenue Per Round
2016	$21.75
2017	$23.55
2018	$23.95

Rounds Played

Year	Rounds Played
2016	31,903
2017	26,574
2018	27,172
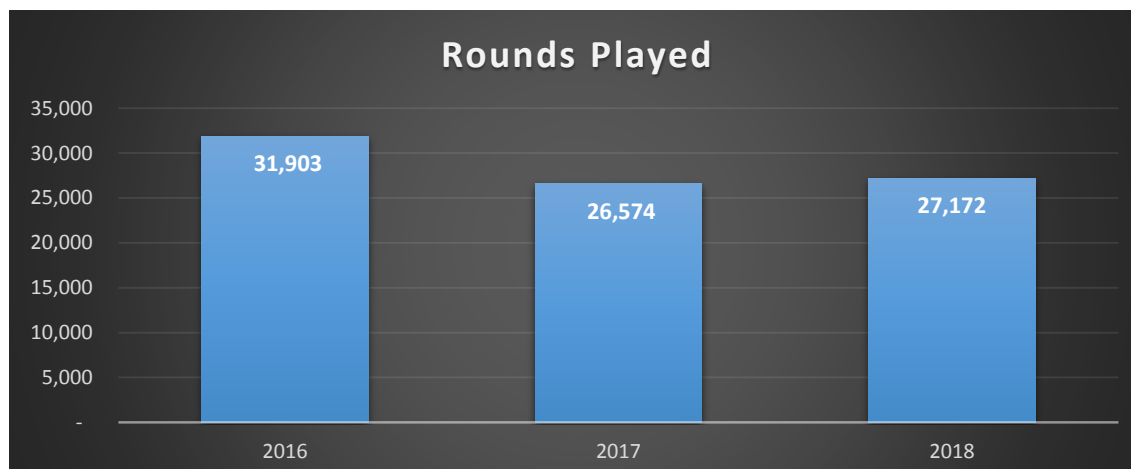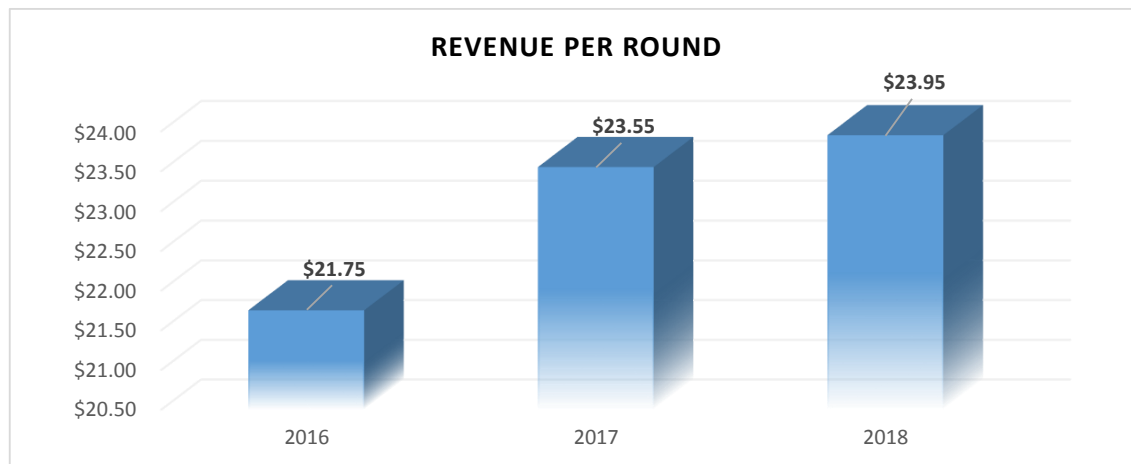
Sassamon Trace Golf Course

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

Sassamon Trace Golf Course

Description	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary Budget	FY19 Δ FY20 $	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-benefited 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

Year of Issue	Project	Fiscal Year 2020 Principal	Fiscal Year 2021 Principal	Fiscal Year 2022 Principal	Fiscal Year 2023 Principal	Fiscal Year 2024 Principal	Fiscal Year 2025 Principal	Fiscal Year 2026 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

Year of Issue	Project	Fiscal Year 2020 Interest	Fiscal Year 2021 Interest	Fiscal Year 2022 Interest	Fiscal Year 2023 Interest	Fiscal Year 2024 Interest	Fiscal Year 2025 Interest	Fiscal Year 2026 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 Enterpise Fund

	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.

ITEM TITLE: Bacon Free Library - Budget

ITEM SUMMARY:

ITEM TITLE: Morse Institute Library - Budget

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Morse Institute Library-Presentation	1/14/2019	Exhibit

Support Enrichment & Lifelong Learning

Hours

Add additional hour on Fridays *(2017)*

Add additional 3 hours on Summer Saturdays *(2018)*

Open 9am Monday - Saturday *(Jan. 2, 2019)*

Barriers

Fine-free Children's books in Summer 2018

Fine-free Children's & Teens *(goal: 2021)*

Fine-Free Library *(goal: 2023)*

Literacy

Establish formal Lifelong Learning \ Literacy Program

Add and diversify student workshops

Grow collections dedicated to learning languages

Tweens

Add formal tween programming

Joint programming between teen's and children's

Customized tween programming by 2021

Children's

Total renovation of Children's Room

Improve sight lines in Children's Department

Create dedicated tween space

MORSE INSTITUTE LIBRARY Natick's Community Library

Foster Community Engagement & Connections

Veteran's Oral History Project

Integrate with Legacy of Service Photographs

Better promote and highlight the collection

Celebrate 25th Anniversary in 2023

NATICK VETERANS ORAL HISTORY PROJECT

Showcase Community

Expand Oral History and Living Library Programming

Community helper story time

Community Participation

Host a Citizenship Ceremony on front lawn by 2023

Expand Food for Fines program

Continue support of programs like Dignity Matters

Staff involvement in Opioid Task Force

Volunteers

Analyze volunteer needs and opportunities

Recruit and retain Literacy volunteers

There were 5,575 hours of volunteer work in FY2018

MORSE INSTITUTE LIBRARY Natick's Community Library

Build Partnerships & Collaborations

Public Schools

Teen and Tween MakerLAB outreach program by 2020

Support school curricula with customized programs

(i.e.: Veteran's Breakfast)

Serve as a resource for teachers & instructors

Private Schools

Targeted outreach to Walnut Hill and Brandon School

Customized kits to support daycare teachers

Serve as a resource for teachers & instructors

Cultural Institutions

Nurture and ignite relationships with:
- Historical Society
- TCAN
- Natick Center Associates
- Natick Cultural District

Nonprofit Resources

Nurture relationships with:

Friends of the Morse Institute Library

Natick Service Council

Natick Senior Center

Businesses

Partner with SCORE to promote Small Business

Identify businesses whose missions align with the library

Seek partnerships with local business leaders

MORSE INSTITUTE **LIBRARY** Natick's Community Library

Expand Outreach & Communications

Bookmobile

Add West Natick Train Station stop or kiosk

Expand to serve more at risk populations

Teen MakerLAB 'To Go'

Purchase new Bookmobile

Celebrate 70th Anniversary of Bookmobile in 2021

Diversity

Offer bilingual story time

Family and Intergenerational Programming

Recurrent staff training

Modernize Communication

Revisioned e-newsletter

Create content that increases digital engagement

MLN mobile app

Grow engagement with our social platforms

Offer a cohesive brand presentation
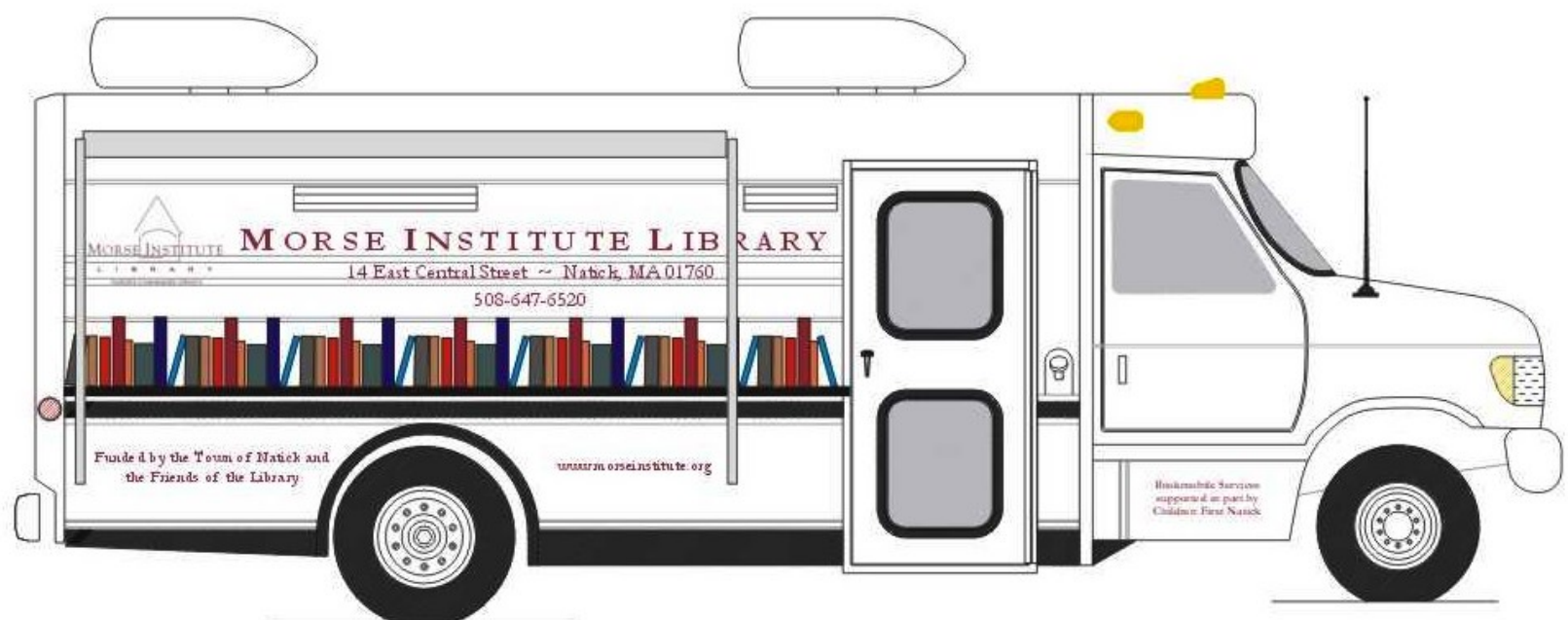
Lifetime Bookmobile Usage

6,113 stops

9,190 hours of operation

90,246 visitors

MORSE INSTITUTE LIBRARY Natick's Community Library

Promote Innovation & Creativity

Adult Programming

Expand art & innovation workshops

Program development in support of age 18+ interests

After-hours programming

Teen\Tween Programming

MakerLAB & MakerLAB Lite

Library-hosted Minecraft server

Expand art programming

Feature teen art on Teen Room electronic bulletin board

Children's Programming

Tinker Lab program

Increased story times and movies

Develop more weekend and early evening programming

Increased family focused programs

Nurture internal resources

Staff encouraged to innovate & share ideas

Continuing education opportunities
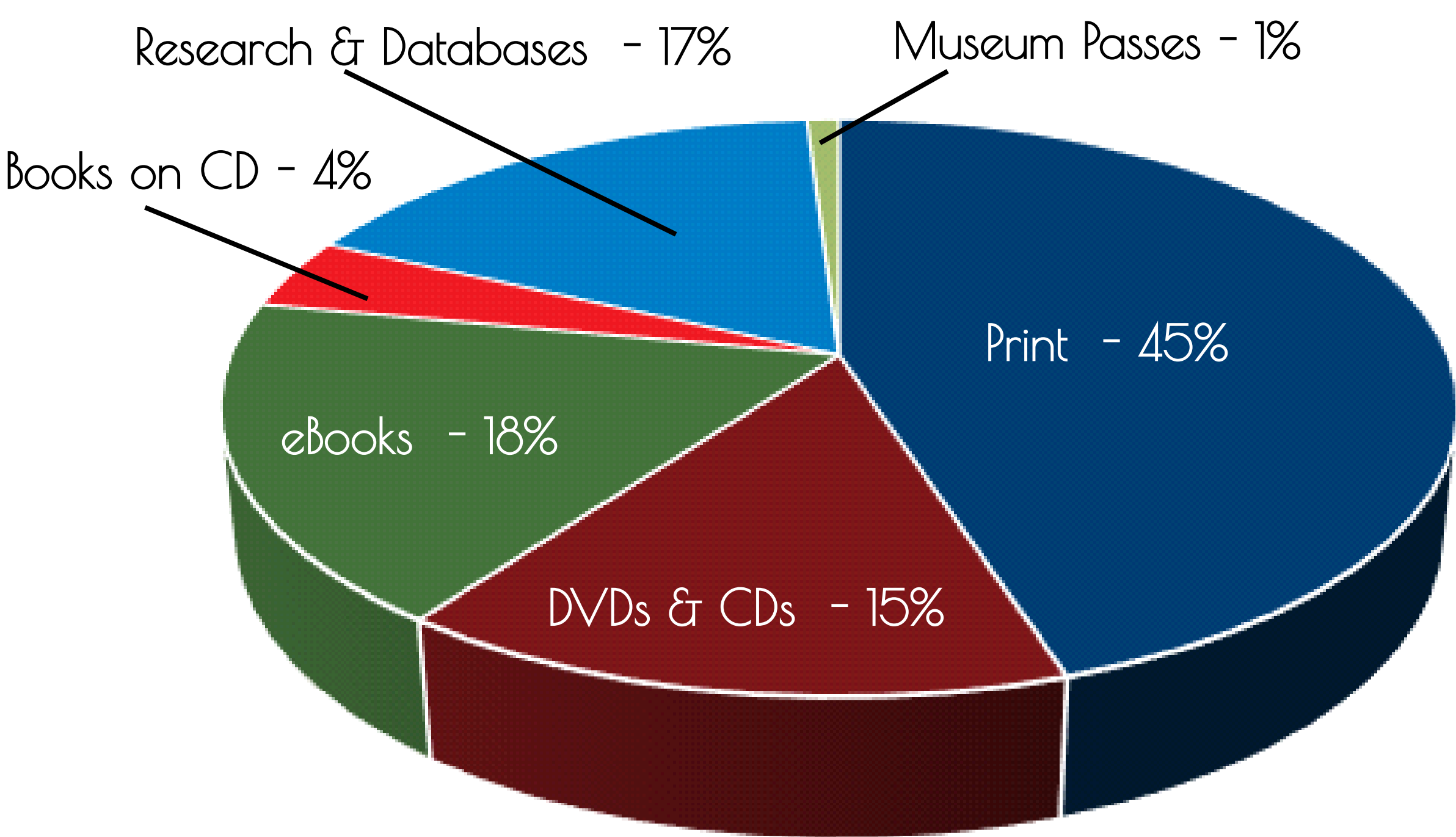
Establish employee recognition opportunities

MORSE INSTITUTE LIBRARY Natick's Community Library

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

543,614 Uses of the collection *(including physical and online)*

481,113 Visits *(in-person and online)*

123,448 Wireless and internet workstation sessions

61,947 Questions answered by our knowledgeable staff

18,948 Natick cardholders

13,923 People attended **912** programs

47,975 eBooks borrowed by Natick residents

Materials Budget Breakdown FY2018

Research & Databases – 17%

Museum Passes – 1%

Books on CD – 4%

Print – 45%

eBooks – 18%

DVDs & CDs – 15%

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

(based on Massachusetts Board of Library Commissioners formula)

Did you know?

Literacy

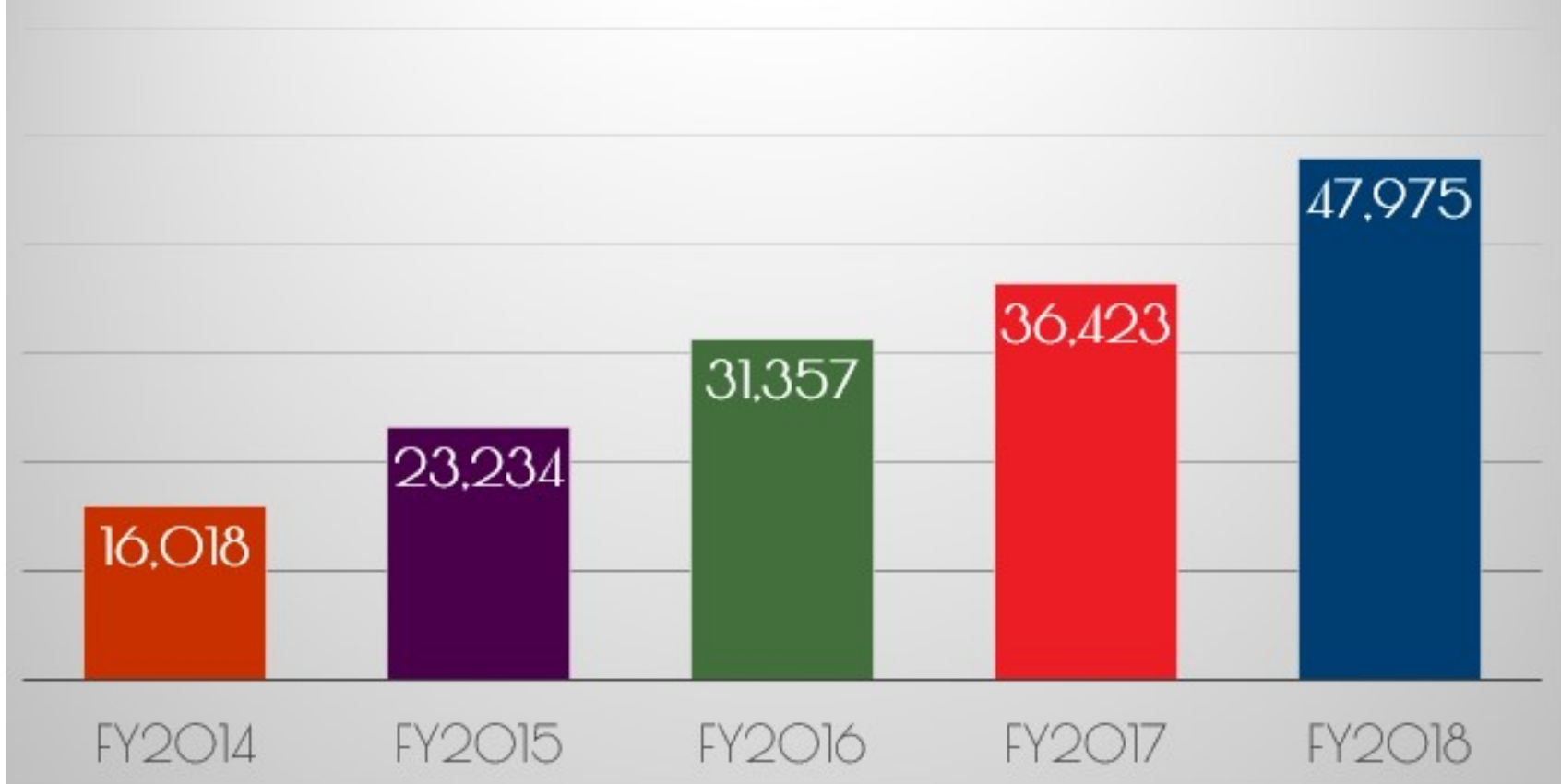42 Volunteers spent 3,836 hours working with 4,320 attendees of 396 programs

Food for Fines

The MIL waived fines in August for food donations

396 People supported

1,728 pounds of food collected

Bookmobile

519 hours open

4,220 patrons served

eBook Circulation

FY2014	FY2015	FY2016	FY2017	FY2018
16,018	23,234	31,357	36,423	47,975

MORSE INSTITUTE LIBRARY
Natick's Community Library

ITEM TITLE: Municipal Information System - Budget

ITEM SUMMARY:

ITEM TITLE: Town Clerk & Board of Registra's - Budget

ITEM SUMMARY:

ITEM TITLE: Town Elections - Budget

ITEM SUMMARY:

ITEM TITLE: Property & Liability Insurance - Budget

ITEM SUMMARY:

ITEM TITLE: Sassamon Trace Enterprise Fund - Budget
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Sassamon Trace Presentation	1/14/2019	Exhibit
Responses to Questions	1/14/2019	Exhibit
Additional Response-forecast	1/15/2019	Exhibit

Sassamon Trace Golf Course

Golf Course Budget Change XI.6

- Support and Operation Salaries increased to cover the cost of rising minimum wage

- Low CPI in previous years means no increase is needed in the land lease

- Equipment and repair stay the same due to capital request for a grinder

- Increase in advertising to attract more customers (other courses locally closed)

Sassamon Trace Golf Course

- The following slides will:
  - Highlight Revenue Setting Process
  - Show last 5 year revenue data
  - Show last 5 year expense data
  - Show actual v. appropriated

Max Capacity Sassamon Trace

Days/Yr	Days Mon	Golfers/Month	Recognized Season NE 244	Actual rounds possible 2018 (subtract weather days)
July	31	6336	6336	5314
August	31	6336	6336	5927
Sept	30	5244	5244	4195
Oct	31	4692	4692	3481
Nov	30	3696	1848	924
Dec	31	3864		
Jan	31	4320		
Feb	28	4284		
Mar	31	4968	2484	320
April	30	5796	5796	3478
May	31	6336	6336	5518
June	30	6348	6348	5290
Totals		**62220**	**45420**	**34447**

Past 5 – Playable Season

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals	Percent Capacity
2014	4281	5587	3802	2638	1056				148	2654	4067	5106	**29,339**	**65%**
2015	5146	5303	3580	2728	1028					1895	4780	4485	**28,945**	**64%**
2016	5271	4982	3818	2691	1577				1263	1980	3774	4865	**30,221**	**67%**
2017	4789	4578	3588	1909	1069				81	2170	3303	4391	**25,878**	**57%**
2018	4388	4761	3638	2634	988				144	1485	4337	4390	**26765**	**59%**

		FY 15	FY 16	FY 17	FY 18	4 year Weighted Average
Rounds		28945	30221	25878	26765	27408.10

5

PGA of America Industry Average

- Golf Courses average 62% of Capacity
- 62% at Sassamon Trace - 28,160 rounds
- In FY 18 we achieved 60% or 27172 rounds
- 78% usage based on actual playable days

Sensitivity Scale

FY 19
29,500
$22.89
$695,610

|		FY 20				
		27,550	28,275	29,000	29,725	30,450
	FY 20	**-5%**	**-2.5%**	**0%**	**2.5%**	**5%**
$23.47	**-5%**	$646,461	$663,473	$680,485	$697,497	$714,509
$24.08	**-2.5%**	$663,473	$680,933	$698,393	$715,852	$733,312
$24.70	**0%**	$680,485	$698,393	**$716,300**	$734,208	$752,115
$25.32	**2.5%**	$697,497	$715,852	$734,208	$752,563	$770,918
$25.94	**5%**	$714,509	$733,312	$752,115	$770,918	$789,721

Dollars Per Round

Season Passes

2013	213
2014	247
2015	212
2016	198
2017	184
2018	176

FY 15	FY 16	FY 17	FY 18	4 Year Weighted Average
212	198	184	176	186.4

Golf Course Revenue Past 5
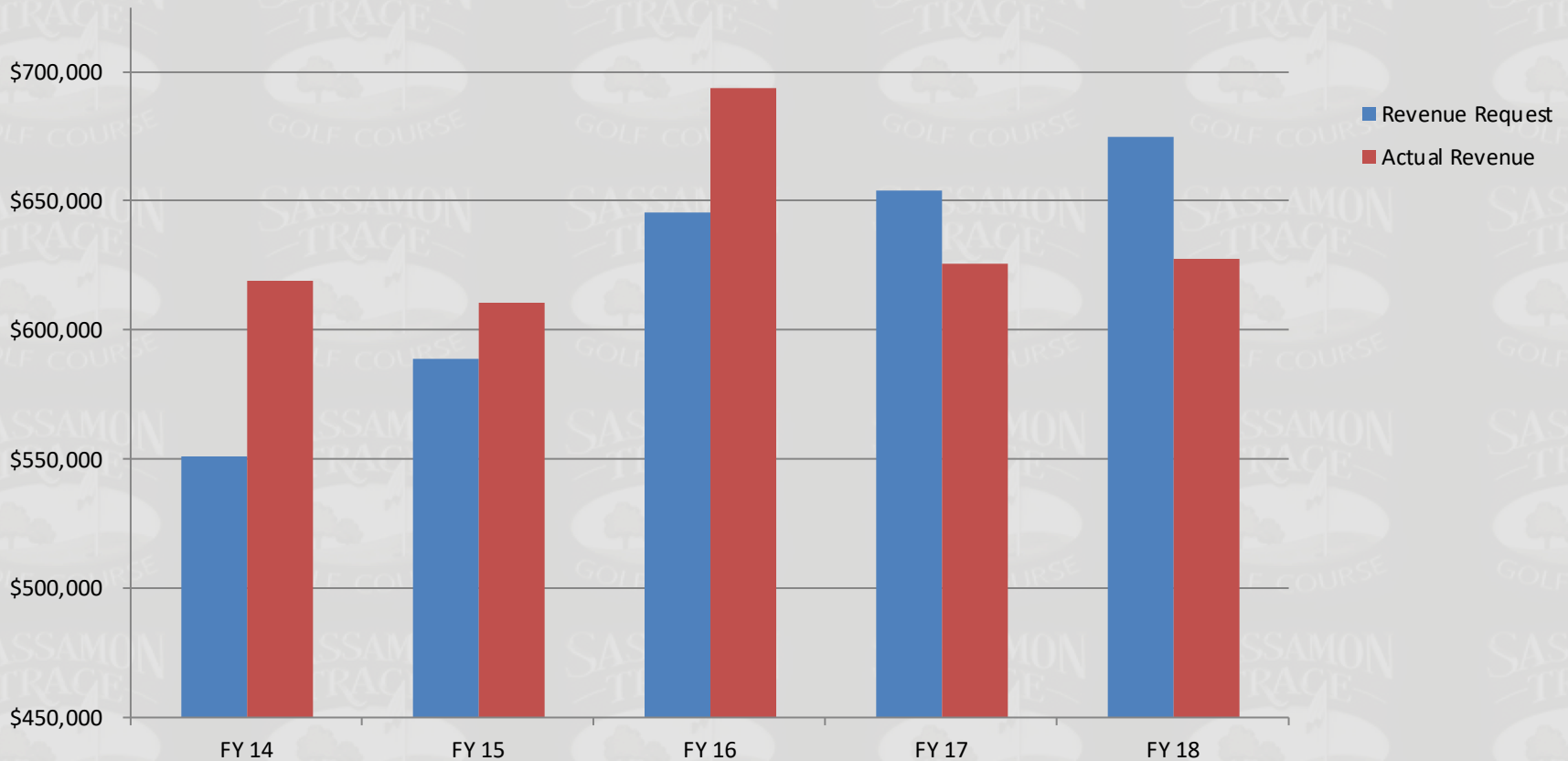
	FY 14	FY 15	FY 16	FY 17	FY 18
Revenue Request	$550,800	$588,507	$645,434	$654,000	$675,230
Actual	$619,473	$610,434	$693,889	$625,936	$655,460

Appropriated v. Actual

2018	Requested	Actual	Difference	%
Season Passes	$128,750	$111,919	($16,831)	-13.07%
Greens Fees	$403,760	$405,739	$1,979	0.49%
Rental	$80,340	$83,023	$2,683	3.34%
Instruction	$15,000	$13,319	($1,681)	-11.21%
F&B, Merc, Tax	$47,380	$41,460	($5,921)	-12.50%
Golf Course Revenue	$675,230	$655,460	($19,771)	-2.93%
Retained Earnings	$35,814	$35,814	$0	0.00%
Appropriated Subsidy	$274,000	$274,000	$0	0.00%
Total Revenue	$985,044	$965,274	($19,771)	-2.01%

Market Survey

Course	Weekday	Weekend
Indian Meadows	21	23
Pine Meadows	17	21
Fresh Pond	24	27
Newton Commonwealth	25	NA
Norwood CC	21	24
Pinecrest	20	23
Sandy Burr	30	NA
Wayland CC	25	NA
Brookline Golf Course	27	30
Maynard CC	22	25
Juniper Hill	25	28
Sassamon Trace	**23**	**25**
Average All	**23.36**	**25.13**
Average 9	**20.67**	**23.67**
Range	**17-30**	**21-30**

Expenses

- The next several slides will:
  - Show how the course is managing expenses

Expenses Past 5
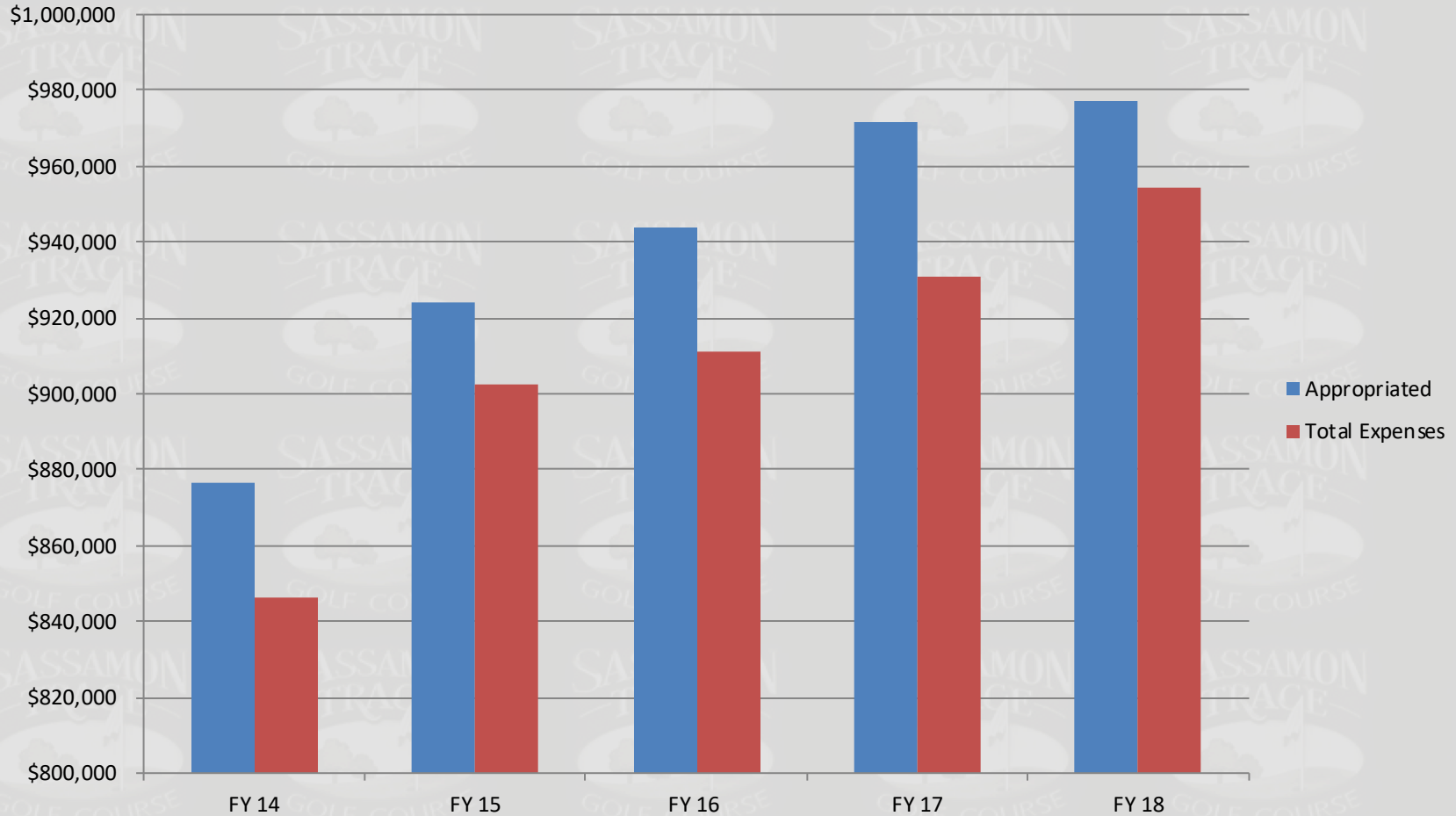
	FY 14	FY 15	FY 16	FY 17	FY 18
Appropriated	**$876,796**	**$924,227**	**$943,997**	**$971,697**	**$977,027**
Total Expenses	**$846,156**	**$902,310**	**$910,891**	**$930,597**	**$954,511**

Appropriated v. Actual

FY 18	Appropriated	Actual	Difference	%
Salaries	$300,055	$291,547	($8,508)	-2.84%
Operating Expenses	$231,590	$218,447	($13,143)	-5.68%
Employee Benefits	$70,261	$69,859	($402)	-0.57%
Indirects	$41,973	$41,973	$0	0.00%
Debt	$245,787	$245,787	$0	0.00%
Total Expenses	889,666	$867,613	($22,053)	-2.48%

Rounds by FY

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
2014	4362	5652	3802	2660	1056	161	41		148	2718	4124	5182	**29,906**
2015	5146	5303	3567	2712	1028	428	14			1895	4780	4485	**29,358**
2016	5271	4982	3818	2691	1577	1097	119	464	1263	1980	3774	4865	**31,901**
2017	4789	4578	3588	1909	1069	249	270	177	81	2170	3303	4391	**26,574**
2018	4388	4761	3638	2634	988	147	50	210	144	1485	4337	4390	**27,172**
2019	4642	4706	3676	2244	454	196							

Sassamon Trace Golf Course

Responses to questions about Sassamon Trace

1 message

Kristine VanAmsterdam <kvanamsterdam.fincom@natickma.org>   Mon, Jan 14, 2019 at 4:05 PM
To: Bruce Evans <bevans.fincom@natickma.org>, Patrick Hayes <phayes.fincom@natickma.org>, Dan Sullivan
<dsullivan.fincom@natickma.org>, Jim Scurlock <jscurlock.fincom@natickma.org>, Linda Wollschlager
<lwollschlager.fincom@natickma.org>, Philip Rooney <prooney.fincom@natickma.org>, David Gallo <dgallo.fincom@natickma.org>, Dirk
Coburn <dcoburn.fincom@natickma.org>, Jeff DeLuca <jdeluca.fincom@natickma.org>, Lynn Tinney <ltinney.fincom@natickma.org>,
Michael Linehan <mlinehan.fincom@natickma.org>, David Coffey <dcoffey.fincom@natickma.org>, Robert McCauley
<rmccauley.fincom@natickma.org>

Members,

These are the responses to questions asked of Kurt McDowell regarding the Sassamon Trace budget.

1. What are ST retained earnings carried forward from FY19?
 Bill has the retained earnings number and will report it at the meeting tomorrow.

2. Any capital equipment needed? If yes, how funded? (I'll check out the capital budget, but I don't have that with me.

 Grinder $50,000 Light weight utility vehicle $8,000; Bunker Sand $6,000 – All listed as coming out of retained earnings.

3. How has the retention pond liner helped reduce water payments?

Yes, the pond was full this spring and town water was not added until mid-summer. It was a rainy fall season, so the pond continues
to be full and should not need town water this spring.

Patrick or Bruce will you please post these responses to Novus Agenda with the 1/15 Finance Committee agenda.

Thanks,

Kristine

5 Year Projections

	FY21	FY22	FY23	FY24	FY25	FY26
Retained earnings balance	$241,641	$248,840	$244,610	$205,199	$167,775	$129,543
Golf Course Revenue	$737,842	$759,977	$782,777	$806,260	$830,447	$855,361
Retained Earnings Used	$52,969	$54,208	$40,520	$41,533	$42,571	$43,636
Subsidy	$250,000	$245,000	$90,000	$30,000	$60,000	$30,000
Expenses	$893,043	$909,357	$758,088	$774,834	$793,580	$816,363
Capital expenses	$87,600	$99,850	$154,100	$98,850	$135,100	$102,850
Year-end Balance	$60,168	$49,798	$1,108	$4,109	$4,339	$9,784
Ending Retained Earnings	$248,840	$244,610	$205,199	$167,775	$129,543	$95,691

ITEM TITLE: Sassamon Trace Enterprise Fund - Indirects

ITEM SUMMARY:

ITEM TITLE: Updates on any Action Items from previous FY2020 Budget Public Hearing
discussions

ITEM SUMMARY:

ITEM TITLE: Discussion of the Indirect Cost Agreement and Shared Services budgets between
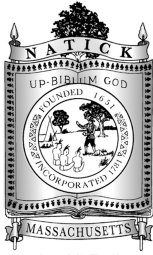School Dept. & Town Administration

ITEM SUMMARY:

ITEM TITLE: Review & Approve December 13, 2018 and January 8, 2019 Meeting Minutes
ITEM SUMMARY:

<u>**ATTACHMENTS:**</u>

Description	Upload Date	Type
Dec 13 2019 draft minutes	1/15/2019	Exhibit

Natick Finance Committee

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

Town of Natick Finance Committee
Meeting Date: December 13, 2018
The minutes were approved through the following action:

Motion:
Made by:
Seconded by:
Vote:
Date:

Respectfully submitted,

Bruce Evans

Secretary

Natick Finance Committee

TOWN OF NATICK

Meeting Notice

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

Natick Finance Committee

DAY, DATE AND TIME

December 13, 2018 at 7:00 PM

PLACE OF MEETING

School Committee Training Room,
3rd Floor,13 East Central St, Natick,
MA

Posting Notice: This meeting
posting was originally submitted to
the Town Clerk and posted on the
Town web site calendar on
December 11, 2018 at 12:30 PM

MEETING AGENDA

1. Public Concerns/ Comments
    a. Resident & Taxpayer Comments
2. Meeting Minutes
    a. Review, discuss and approve Meeting Minutes for October 30, November 5 and November 27, 2018
3. New Business
    a. FinCom member training for ClearGov Budget Platform
    b. Identifying the desired reports, documents, data for FY 2020 budget due diligence
    c. Updated FY2020 Budget development, FY '20 Budget Public Hearing schedule and Sub-Committee scheduling
    d. Discussion on Finance Committee policies, procedures and processes for communications, document and email access, note taking and Meeting Minutes
    e. Finance Committee CY2019 Goals, Expectations and Metrics
4. Adjourn

MEMBERS PRESENT:

Patrick Hayes	Bruce Evans	Linda Wollschlager
Cathi Collins	Jeff DeLuca	Jim Scurlock
Kristine Van Amsterdam	Dan Sullivan	Robert McCauley
Lynn Tinney		

MEMBERS ABSENT:

Dirk Coburn	David Coffey	David Gallo
Mike Linehan	Phil Rooney	

Town Attendees:

Melissa Malone, Town Administrator

John Townsend, Deputy Town Administrator, Finance

Sean O'Brien – Finance Dept.

Frank Foss – Town Moderator

Meeting Minutes:

October 30, 2017, Ms. Collins moved to approve, as amended, seconded by Mr. Hayes, *Voted 9 – 0 – 1.*

November 5, Mr. Hayes moved to approve, seconded by Ms. Wollschlager, *Voted 10 – 0 – 0.*

November 27, 2018 – Mr. Hayes moved to approve, seconded by Ms. Van Amsterdam, *Voted 9 – 0 – 1.*

ClearGov overview:

Mr. Hayes said that ClearGov is populated with "dummy data" for our review. Ms. Malone said that the budget is locked down, pending comments from department heads. Once the department heads have had a chance to review and any changes are implemented, the actual data will be available on ClearGov.

Mr. Hayes said that all questions on ClearGov access should go through Mr. O'Brien.

Mr. O'Brien provided an overview of ClearGov. All Finance Committee members have been provided with a login. If you go into the Budget Builder app, you will be able to see

the "dummy" budget data. You are presented with a dashboard of the budget. Clicking on the plus sign drills down to the detail level to see, for example, salaries and expenses. You will see the historical levels for the past few FY including FY19 and the proposed FY20 budget. Changes in the budget will be documented with an explanation and/or attachments. All inputted comments are captured in a log file. If a comment has been added, the comment bubble will turn green, with an exclamation point to flag it. Once that comment has been read, the exclamation point goes away. Thumbs up signifies that the budget increase is approved by Town Administration; thumbs-down means that it is not approved. Mr. Townsend added that all new initiative requests, even those that are turned down are included in the budget, along with the attachments justifying those new initiatives. Multiple attachments can be included for budget line items.

Mr. Hayes cautioned that it may not be clear whether a new initiative is included / not included in the budget. If you seek clarification on this, please contact Mr. O'Brien who can verify that with the department head.

Ms. Van Amsterdam asked how frequently-asked-questions from the Finance Committee can be provided to the Town through ClearGov. Mr. Hayes said that the purpose of using ClearGov is to provide these questions to Town Administration well in advance of the public hearing on their budgets so that they can reply to these questions in ClearGov.

Mr. Scurlock asked for clarification of how the Finance Committee could understand when items previously planned to be completed might be deferred. Mr. Hayes stated that the Finance Committee subcommittees can provide that context and the Finance Committee can ask additional questions that may not be addressed to their satisfaction during the public hearing on those budgets. Mr. Townsend added that ClearGov will be able to provide the story behind the budget decision.

Mr. Townsend also noted that Finance Committee members will receive budget books that will have the format that has been typically used – department mission, overview, org chart, metrics, budget, spending trends, etc. This will provide the context of what's changing / not changing in FY20 and the priorities / challenges for the department.

Mr. DeLuca asked whether attachment information could be made available for subsequent years in ClearGov. For example, if you had a new initiative request that was denied, would that information be available in the next budget year? Mr. O'Brien was not sure and said he would check into that.

Mr. Foss (Town Moderator) said he was trying to envision how ClearGov would be used in a public hearing. Finance Committee members have tablets in front of them and are using software that isn't available to the public. How will you engage with the public while you are having budget discussions? Mr. Hayes said that everything that is in

ClearGov will be published in the budget book and the budget book will be used as the basis for the public hearing.

Ms. Wollschlager asked about public access to ClearGov. Mr. O'Brien said that the public would be able to see the budget line items, but would not see the attachments or underlying questions. These would be available in the publicly available Finance Committee Recommendation Book and/or NovusAgenda. Mr. Townsend did say that the comments log would be available to the public.

Ms. Tinney asked about the description field. Mr. O'Brien said that description field and notes section are interchangeable - some department heads used the description field, while others put that information into the notes section.

Mr. Sullivan stated that he understands that ClearGov is in beta, and isn't being used yet by a large number of customers. How can we provide feedback to ClearGov developers? Mr. O'Brien said that this feedback should be provided to him as the ClearGov contact for Natick.

Ms. Collins asked whether the public would be able to comment in ClearGov. Mr. Townsend said that once the budget is agreed to by all parties, the budget will be available on ClearGov and the public can leave comments about different departments or overall, but not to the line item level. Mr. O'Brien said ClearGov is an add-on to the traditional budget book. Mr. Hayes said that public access to Town Administration via social media and digital information without violating Open Meeting Law needs to be considered. There are no rules governing this yet.

Ms. Tinney suggested that there should be a note to citizens that specifies: 1) make comments respectfully and establish criteria that allow the town to remove comments that don't meet those criteria; and 2) something that sets response expectations for the citizen making a comment that this is feedback, not social media engagement.

Mr. Hayes agreed that rules of the road for the public should be provided to the public by Town Administration. The Finance Committee's use of ClearGov is to enable us to more easily drill-down into the budget to facilitate our review process. Mr. O'Brien stated that there is an Administrator process wherein he receives comments from ClearGov and can optionally remove those comments were they offensive, for example.

Ms. Van Amsterdam asked whether the Natick Public Schools would be participating in ClearGov. Mr. Sullivan said that Natick Public Schools would not participate in ClearGov because their budgets must be provided to the Department of Education that's incompatible with ClearGov. Mr. Townsend said that he was told that ClearGov would not produce the year-end reports that Natick Public Schools. Mr. Hayes reiterated that the main municipal government will continue to use MUNIS. ClearGov will be a public portal for overall budget information. There will not be the same electronic drill-down

on the Natick Public Schools budget via ClearGov for the Finance Committee. So, the process of the Education and Learning subcommittee is the same as in previous years. Mr. O'Brien noted that municipal government (MUNIS) and the Natick Public Schools budget use (UMIS?) which has different account strings, so it's difficult to map that data into the structure set up in ClearGov.

Ms. Wollschlager asked whether the Natick Public Schools' budget could be evaluated using ClearGov. Mr. O'Brien said there is a school module of ClearGov that would line up with their account strings and there would be a separate ClearGov module that could include Natick Public Schools' budget information. Mr. Hayes said that the Town Administrator request was for Natick Public Schools to include their data into a single holistic view of the town budget and the School Committee and Natick Public Schools have declined to participate this year.

Mr. Hayes reminded members that ClearGov is a beta program and the Finance Committee can decide on its usefulness as a tool going forward.

What does Town Meeting need from Finance Committee?
Mr. Foss said that this Town Meeting will have a different process in that a "consent agenda motion" would be developed such that those articles that have no action or are procedural only such as re-authorizing revolving funds, re-authorizing the Board of Selectmen to take easements that don't involve money, etc. so that Town Meeting can dispatch them quickly. These items will likely not require a presentation to Town Meeting. Mr. Foss saw this as involving three separate entities – the Finance Committee, the sponsor of the Articles (the Finance Committee has the best idea of whether the sponsor wants to give a presentation to Town Meeting); Town Counsel (Moderator, Town Clerk, Chair of Finance Committee would meet with him / her to create "consent agenda"). The Finance Committee would need to get buy-in from the stakeholders and then publish the "consent agenda" as part of the Finance Committee Recommendation Book to give Town Meeting fair notice of this consent agenda article. At Town Meeting, members will be able to declare "hold" on those items in the consent agenda motion that they feel warrant further discussion. The consent agenda motion aggregates these articles and puts them at the beginning of Town Meeting. If Town Meeting members want to have discussion on a particular item that is included in the consent agenda motion, they will be able to do so, and that subject matter may be removed from the consent agenda motion. Members agreed that we should add items that are unlikely to generate "hold" requests for the first time we use this mechanism at Town Meeting. Mr. Foss said that he would work with the Town Clerk to inform Town Meeting members what the consent agenda motion is and what their rights as Town Meeting members are.

Ms. Wollschlager asked how the Finance Committee would determine what would be on the consent agenda motion. Mr. Hayes said that he could not talk about it this evening because it is not clearly posted as a discussion item on tonight's agenda. Early next year, when we have posted it will have a public discussion of the consent agenda motion concept.

Mr. Foss also expressed frustration with the warrant articles that are delivered to Town Meeting with incomplete or changing information. This is unacceptable and he is comfortable with the Finance Committee stating that it has no recommendation on a given article because the sponsors didn't provide the necessary information in time for it to be included in the recommendation book. Mr. Foss noted that motions not in the Recommendation Book or no motions are available; he will assume that the article is not ready for discussion at Town Meeting. It makes it much more difficult to produce the minutes that must be reported to the state by the Town Clerk and that is not acceptable.

Mr. Foss said that he had received favorable comments on the recommendation book, but suggested using a different font for the motion as compared with the rest of the text. Mr. Evans suggested that we be sure to include the sponsor of each article in the recommendation book. Mr. Foss said that that information is typically in the warrant, and wasn't sure why it was excluded.

How do we get Town Meeting member buy-in?

Mr. Sullivan suggested a 15 minute orientation video on what the role of the Finance Committee is, how it reviews budget and warrant articles, and makes recommendations to Town Meeting.

Another suggestion was to put a survey in the first few pages of the recommendation book.

Mr. Hayes said that the Spring Annual Town Meeting Recommendation Book is 400 – 600 pages, of which the Finance Committee section is 100 pages. According to bylaw, the Recommendation Book should be sent to Town Meeting members seven (7) days in advance of Town Meeting (there is some question as to whether that is mailed 7 days ahead or in Town Meeting member's hands 7 days in advance).

Should we consider splitting the book up, in one of a few ways:

Send out the complete budget that is completed in late March and send a smaller Recommendation Book that provides recommendations for each article out in April seven days prior to Town Meeting. Ms. Collins noted that the budget was not typically printed by the Finance Committee until a previous chair of the Finance Committee who ran a printing company printed the budget for the town. Now, the town prints the Recommendation Book. Mr. Sullivan suggested getting emails for Town Meeting members to get an idea of see of their preference and do a survey via Survey Monkey.

Mr. Hayes asked members to ask Town Meeting members who they knew what they thought of the idea of separating the budget from the Recommendation Book.
Mr. Hayes said the that he is also considering redesign of the Recommendation Book template to provide better separation of the motion from the Finance Committee recommendations. Other feedback from Town Meeting members include increasing the font size of motions to make them stand out more and not having supplemental information from the Finance Committee unless absolutely necessary.

What is the appropriate role of the Finance Committee?
- Subcommittee model to identify and answer questions ahead of Finance Committee review of that particular budget.
- Work with Town Administration to understand the trade-offs made in developing the budget and the ramifications of making the decision over a 3 to 5 year period. This is viewed by members as an essential role of the Finance Committee.
- Mr. Hayes cautioned that subcommittee members should listen to departmental manager's review of their budget, and to acknowledge it, but be careful not to make any commitments prior to reviewing the budgets with the full Finance Committee and to provide the opportunity for Town Administration to explain why it isn't included in the budget.
- Mr. McCauley expressed concern that we provide greater contacts for Town Meeting members when there is a split vote, say 8 to 7 on a given warrant article. We do that to some extent in the Recommendation Book, but perhaps we could add more information.
- Mr. Hayes stated that getting the information through the sub-committee process and written up as minutes is essential to reducing the amount of time spent by the full committee to review the budget. Our focus either at the full committee or the subcommittee level is the materiality of the information (how important is it to the outcome of the budget and that department's ability to deliver its services to citizens) and factors driving the budget decisions and positioning for the future. For example, we can ask what the planning scenarios were that you investigated in making this decision and what the basis of your decision was, and the subcommittees can help drive this to get this information. The place where we get to opine to Town Meeting any concerns that we have about the budget is in the Finance Committee letter to Town Meeting in the Recommendation Book. Members stated that they believed that the Recommendation Book letter held a great deal of sway with Town Meeting members.
- It's fair game to ask department heads what they you need to operate their department, changes that they have seen or foresee that will change their requirements and how those changes will affect their ability to deliver services in their opinion.

However, the department head is neither the policy-making board nor the Town Administrator who collectively have budget authority. If, after hearing that information, we have questions, they must be asked of Town Administration when we are reviewing that departmental budget.

- Through either the subcommittee process or at the full committee, we surface these concerns beyond this year's budgets and make time to talk about these strategic issues and trade-offs at a future meeting. We need to give the administration fair notice of our request to discuss this and provide them with the time to prepare for that discussion.
- Ms. Van Amsterdam stated that there were some high-level topics that were identified in the Babson study of town finances that might be useful for the Finance Committee to incorporate in its discussions with Town Administration.
- Ms. Wollschlager stated that she understands that it's the Town Administrator's responsibility to make the budget trade-offs, weighing which items the town can afford to support or not in the current year, but it would be very helpful to understand the thought process behind those trade-offs (is something valuable, but needs to be deferred, for example). Mr. Hayes agreed that the committee needs to understand how Town Administration "got there" in their budget, understanding the thought process and trade-offs, and how they might affect future years.
- Mr. Hayes suggested that we hear all the budgets, but not vote on a budget until we have heard the entire budget, with the exception of capital equipment and improvements which are two separate articles. There are a few items that are squishy until mid-February (such as State Aid and health care costs). By holding off the budget vote on that, we have a clearer picture as a Finance Committee of what we can afford / not afford to support in the budget. In addition, I can ask members to vote on budgets that they do not have issues with, and put aside those budgets where questions still remain. However, I don't want to rehash discussions on budgets repeatedly; we can request supplementary information that addresses our concerns and then vote.
- Ms. Tinney suggested that the Finance Committee look to develop a risk / consequence list that identifies the areas of concern that members have with the budget. Mr. Hayes noted that the risks and consequences are part of the discussion with the Town Administrator on the trade-offs and decision-making process she made in developing the budget. Mr. Sullivan said that the department heads identify what's needed in their departments, but they don't have the visibility of what's going on in other departments. The Town Administrator must reconcile these competing demands.
- Mr. Hayes noted that the town administrator's budget has to be delivered on January 2, but does not have to be a balanced budget until before the dissolution of Town Meeting.

Meeting Minutes

Mr. Hayes said that he had spoken with Town Counsel about requirements for meeting minutes. Our current approach has been 80-90% non-value added information such as the text of the motions. The information that's required by Open Meeting Law is the attendees, date/time the meeting started, list of agenda items with a brief description, and documentation of the motions, and the motion votes, and date/time the meeting adjourned. Mr. Hayes asked how much beyond the basics do members want to see in our meeting minutes.

Audio recordings are not required to be provided as a public records request.

The minutes do not have to be provided in response to a public records request until they have been created and we have 30 days to respond to do that. However, if someone asks for the minutes, we must provide them even if they are only in draft form.

Another question that arises is how we get the narrative of the discussion at our hearings into the recommendation book and I will speak to Mr. Evans as well as some previous chairmen of the Finance Committee to figure that out. Anything that you write into your budget books are personal notes; any notes that you jot down in the meeting are personal notes and are not work products of the committee. For subcommittee minutes should be the same "de minimus" minutes as described above. Your subcommittee needs to decide what content it wants to deliver to the subcommittee – do you want to provide a consolidated summary of the meeting, incorporating information gathered at the subcommittee meeting or can opt to have relatively spare minutes and verbally discuss your findings at the full Finance Committee hearing. The subcommittee can optionally vote to support a budget in which case, the subcommittee should vote on those items. Alternatively, you can simply state the information that you have obtained – the good and the bad – at the full Finance Committee hearing.

E-Mail and use of personal devices

Mr. Hayes said that, beginning in January 2019, I will not allow you to use personally email addresses for Finance Committee business – you will need to get a town-issued gmail address. You can have that email forwarded to another account if you wish. If there were a public records request, a member would have to sit down with someone to go through their email to look for all Finance Committee-related emails. In addition, I encourage you not to use personal devices (phones, laptops) during Finance Committee meetings because they could potentially be liable to public records request. If you get a

text or voice mail that you need to address, I encourage you to step out of the room so that it is clear that you are not using the device for Finance Committee business.

Mr. Sullivan moved to adjourn, seconded by Mr. Evans at 10:27 pm

ITEM TITLE: Updated on Committee and Sub-Committee Meeting Scheduling

ITEM SUMMARY:

ITEM TITLE: Finance Committee Member Concerns

ITEM SUMMARY:

ITEM TITLE: Committee member requests for new Agenda items or additional information and data

ITEM SUMMARY: