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

School Committee Meeting Room, 3rd Floor, Town Hall 13 East Central St., Natick MA

DAY, DATE AND TIME

January 31, 2019 at 7:00 PM

MEETING AGENDA

Posted: Tuesday, January 29 2019 at 11:15 AM

1. **Call to Order**

2. **Announcements**

    a. 2019 SATM Warrant - Open for Article Submissions

3. **Public Comments**

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

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

    a. Discussion with Town Administrator & Superintendent of Schools on Fiscal Matters
    b. Parking Enforcement - Budget
    c. Emergency Management - Budget
    d. Police Department - Budget
    e. Fire Department - Budget
    f. Facilities Management - Budget
    g. Updates on any Action Items from previous budget discussions
    h. Committee Discussion on Departmental Budgets & Total Cost Analysis

5. **New Business**

    a. Town Meeting Consent Agenda - Procedures and Requirements

6. **Meeting Minutes**

    a. Review & Approve January 10 2019 , January 15 2019, January 17 2019, January 22 2019 and January 24 2019 Meeting Minutes

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

    a. Education Sub-Committee update
    b. Capital Sub-Committee Update

8.   **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: 2019 SATM Warrant - Open for Article Submissions

ITEM SUMMARY:

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

ITEM SUMMARY:

ITEM TITLE: Discussion with Town Administrator & Superintendent of Schools on Fiscal Matters

ITEM SUMMARY:

ITEM TITLE: Parking Enforcement - Budget

ITEM SUMMARY:
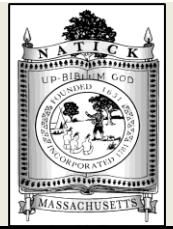
ITEM TITLE: Emergency Management - Budget

ITEM SUMMARY:

ITEM TITLE: Police Department - Budget

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Police Dept Budget from Budget Book	1/31/2019	Exhibit
Police Dept Presentation on FY20 Budget	1/31/2019	Exhibit
Responses from Chief Hicks regarding Police Department Budget	2/25/2019	Exhibit

Police Department

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 -
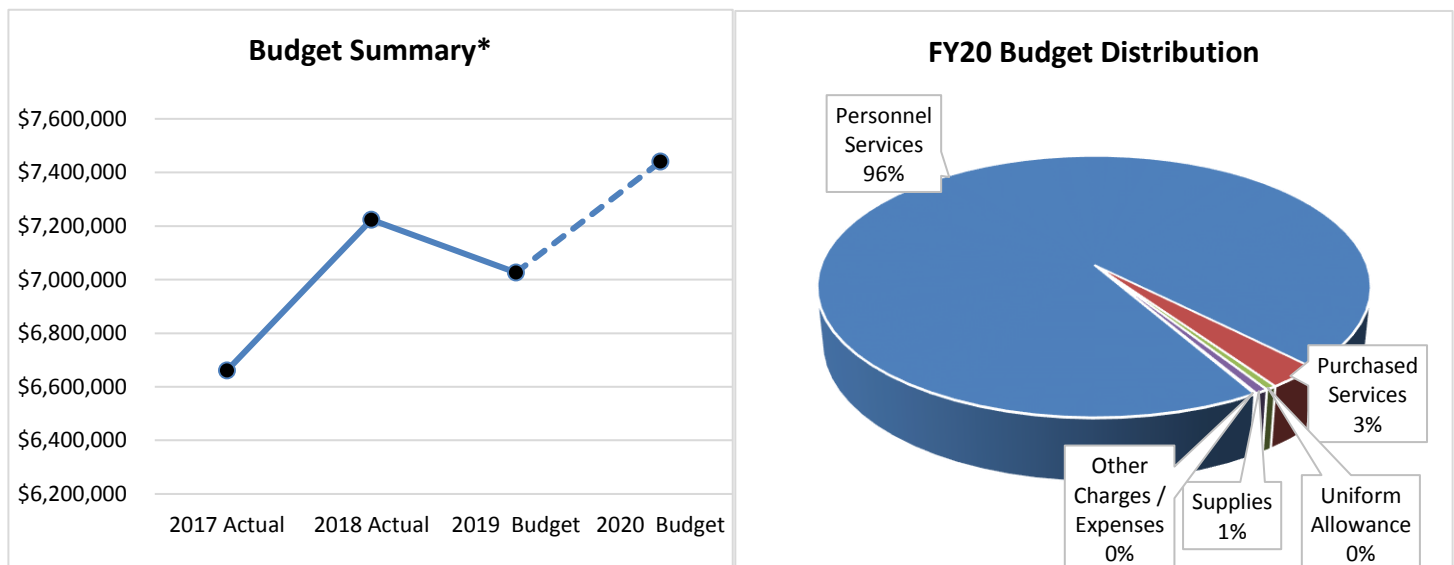
*The Police Budget not including Parking & Emergency Management

Town of Natick
Home of Champions

Department: Police

Organizational Chart

82 FTEs

Department by the Numbers

Calls

	FY13	FY14	FY15	FY16	FY17	FY18
Man hrs	8671	8256	8980	8854	8348	7515
Total Calls	18348	17959	19460	19856	18149	17177

Man Hrs Used

	FY13	FY14	FY15	FY16	FY17	FY18
Man Hrs Used	8671	8256	8980	8854	8348	7515

CRIME REPORT

July 2017 to June 2018 (FY18)

Investigative Services Division

NATICK POLICE

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%	-1.76
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%	-1.03
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%	-1.70

Total Reports by Area

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
A	1088	805	672	748	673	716	704	758	701	642
B	1331	1224	1277	1319	1314	1241	1226	1252	1186	1134
C	656	510	558	604	575	609	561	613	569	593

Significant Calls

	FY13	FY14	FY15	FY16	FY17	FY18
Calls	7291	6620	6502	6539	6381	6459
Hours	10333	9602	9326	9464	9349	9358
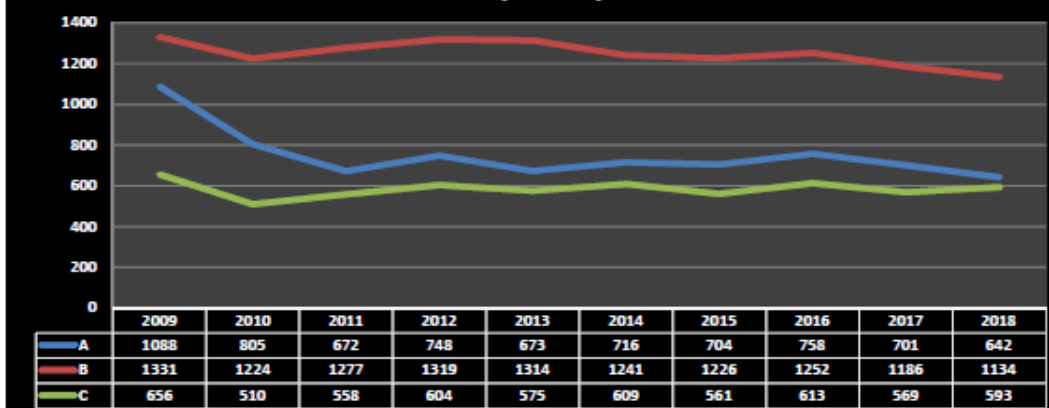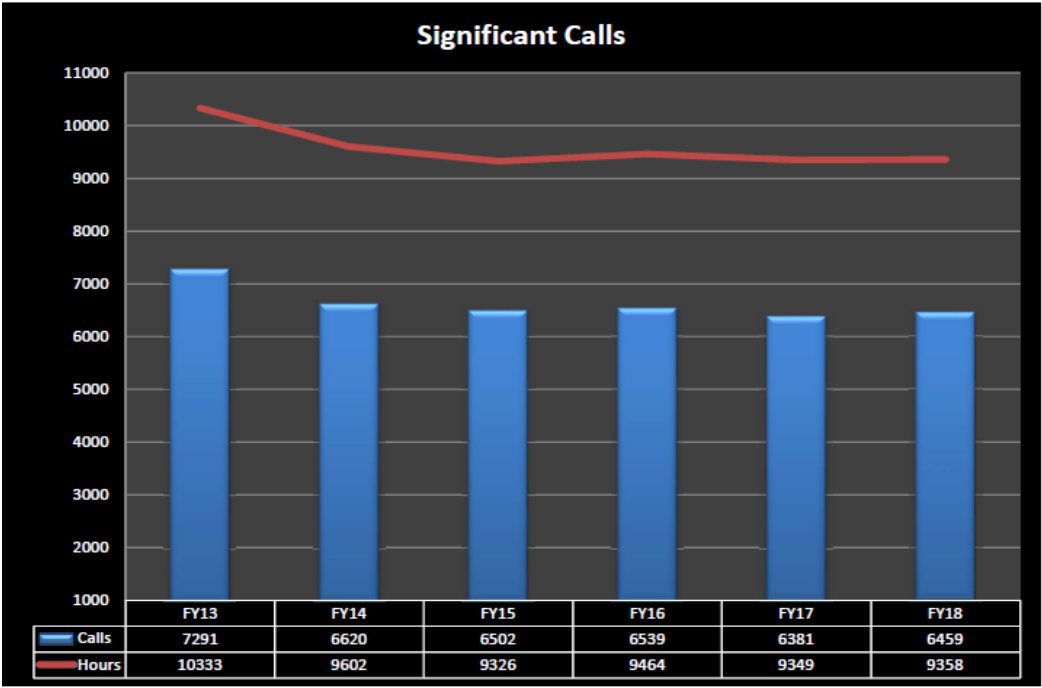
Police Department

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	3,546,267	$ 259,878	7.91%
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**	**5,537,507**	**$ 279,404**	**5.31%**
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	361,195	$ 24,008	7.12%
NON UNIFORM O/T			2,877	2,877	$ -	
Total Over Time [2]	**605,426**	**603,112**	**516,360**	**540,368**	**$ 24,008**	**4.65%**
Over Time - Court						
SALARIES COURT O/T OPERATIONAL	24,597	40,232	83,968	89,947	$ 5,979	7.12%
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**	**120,592**	**$ 5,979**	**5.22%**
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	686,161	$ 78,670	12.95%
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**	**936,774**	**$ 84,392**	**9.90%**
Total Personnel Services	**6,426,929**	**7,004,495**	**6,741,458**	**7,135,241**	**$ 393,783**	**5.84%**

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 EQUP [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**	**$ 7,440,054**	**$ 413,833**	**5.89%**

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 Original Budget	FY19 Δ FY20 $		FY19 Δ FY20 %
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 Actual	2018 Actual	2019 Revised Budget	2020 Original Budget	FY19 Δ FY20 $	FY19 Δ FY20 %
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%**

<u>Footnotes:</u>
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

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

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

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2019 Request	2019 vs. 2020	
							$ (+/-)	% (+/-)
Salaries	6,466,890	7,033,088	6,741,458	7,135,241	-	7,135,241	393,783	5.84%
Expenses	182,684	190,244	284,763	304,813	-	304,813	20,050	7.04%
Total Police	6,649,574	7,223,332	7,026,221	7,440,054	-	7,440,054	413,833	5.89%

Project Title: Deputy Police Chief

Personnel Services		# Staff	Preliminary Cost - FY 20	Recurring expense?	Brief Description of the Position/Expense
Salaries Management		1	$183,719.92	Yes	See below. Calculated as 13% Diff. from Lt. w/ MA
Salaries Operational Staff					
Salaries Technical & Professional					
Salaries Part Time Operational					
Total Personnel Services			**$183,719.92**		
Expenses			Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Medicare approx 1.45%			$2,663.94	YES	
Retirment approx 4.28%			$7,863.21	Yes	
Health Insurance approx			$16,308.00	Yes	
Total Expenses			**$26,835.15**		
Total Project Costs			**$210,555.07**		

Purpose/Description of Request

This request was first submitted for review and consideration during the FY2014 Budget process. At that time there was much discussion about the merits of this position and why I felt it was worth consideration. The following fiscal years it was not proposed due to other items both internally and on a town wide basis that was priority. I feel at this time it is again worth consideration. This is a continued repeated request In summary, I recommend the creation of the position of Deputy Chief of Police for the following reasons: 1) The Chief of Police is the only non-union sworn member of the Police Department; 2) The next position in rank is Lieutenant and one of the Lieutenants has historically been designated as Executive Officer; 3) The Executive Officer is expected, at present, to provide direction received from the Chief of Police to officers of equal rank; 4) The position of Deputy Chief will allow the Chief of Police to commence building a management team to lead the Natick Police Department into the future; 5) Establishment of this position would create a clear Second in Command and will assist greatly in the update of current policies and procedures as well as daily operational processes.

In July 2014 the Legislature approved exempting this position from the civil service laws. This will allow this position to be chosen based on an established best practice process.

Population to be Served

Police Organization as a whole.

Revenue Impact

No revenue impact.

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

Approved   Recommended Budget: _____

Denied   Review by: _____

Department: Proposed New Initiatives

Project Title: Meter Enfocement Operator - Full Time

Personnel Services	# Staff	Preliminary Cost - FY 20	Recurring expense?	Brief Description of the Position/Expense
Salaries Management	1	$36,400.00	Yes	Full Time - 35hrs/wk
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		**$36,400.00**		

Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Medicare approx 1.45%		$527.80	YES	
Retirment approx 4.28%		$1,557.92	Yes	
Health Insurance approx		$16,308.00	Yes	
Total Expenses		**$18,393.72**		
Total Project Costs		**$54,793.72**		

Purpose/Description of Request

The parking Enforcement Operations have become more and more complex as we moved to modern systems (Kiosks) as well as newer models of parking meters. The operations include enforcement, collections of money from kiosks and meters and maintenance of all equipment. In the past years we attempted to have this handled by using part-time Meter Enforcement Staff. This created several challenges. First of these challenges have been finding candidates to take the position. We have been working with just two part-time personnel which lead to no enforcement for considerable periods of time. As a result I had to use a Police Officer to conduct maintenance and money collection in order to keep up with the demands. In short enforcement has suffered.

My proposal is to allow for the hiring of one (1) full-time staff that will cover Monday-Friday 35hrs/wk @ $20hr. We would augment this full-time with 2 part-time staff that will work an average of 12 hours a week each @ $21hr (average) for approx 45 weeks (7 weeks during holiday season when there is free parking and little collection). Total salary budget under this request would then be $59,160. An increase of $8,522 over FY2019 budgeted amount for salaries.

Population to be Served

Dowtown Business Owners. Vistors to Downtown.

Revenue Impact

Increased revenue from enforcement

TOWN OF NATICK
NATICK, MASSACHUSETTS 01760

POLICE DEPARTMENT
James G. Hicks, Chief of Police

POLICE BUDGET

Brief Overview of the FY 2020 Police Department Budget Request

- Police department personnel are represented by four (4) unions:
    Superior Officers
    Patrol Officers
    Public Safety Dispatch
    Clerical

    Clerical Union, Superior Officers and Public Safety Dispatchers
    salary line appropriations are based on their current Collective
    Bargaining Agreement.

- Non-Union Personnel: Senior Executive Assistant, Animal Control Officer,
  School Crossing Guards and Chief of Police are based on FY18 rates.

STAFFING
- For FY 2020, the department is budgeting for 82 positions and 72.73 Full
  Time Equivalents the 82 positions are as follows:
    o 1 Chief of Police
    o 4 Lieutenants
    o 11 Sergeants
    o 41 Patrol Officers
    o 10 Full Time Public Safety Dispatchers – 4 Per Diem Public Safety
      Dispatchers
    o 1 Animal Control Officer
    o 11 Crossing Guards
    o 3 Non-Uniform/Clerical Department Members

FOR A SALARIES TOTAL $7,135,242

EXPENSES

In regards to expenses, adjustment have been made to line accounts within the budget in the amount of $17,000 to accommodate for historical expenditures. The following line items were reduced by:

Photocopying	$ 1,000
Telephone	$ 3,000
Teleprocessing	$ 2,750
Photographic	$ 250 Account Eliminated
Equipment Repairs	$10,000

The following line items were increased by:

Travel In/Out State	$ 1,000 3 School Resource Officers to attend Annual Conference
Purchased Services	$ 6,000 $10,000 in FY19 was added to Equipment Repair Line Account for a software package to maintain traffic signboards however it should have been added to Purchased Services.

INCREASE IN BUDGET

Training/Education	$28,750 Increase to fulfill Contractual Obligations
Purchased Services	$ 1,300 As of 7/1/19 we will be required to pay an additional fee for the communication portal from our cruiser laptops to the server they operate on. This is a new fee for us and without it, there will be no communication with the server which is used to dispatch cruisers and also allows officers to write reports. This new fee is $100 per client we have 13 laptops (clients).

In regards to Assessment Center Line Item

This is usually budgeted $15,000 per year, however, due to a delay in the Sergeant's promotion process The FY19 budget will be carried over into FY20 for a total Assessment Center appropriation of $30,000 this will cover for both Sergeant's and Lieutenant's promotional process.

For a total of:

OPERATING EXPENSES	$297,313
OTHER CHARGES & EXPENDITURES	$ 7,500 (Motorcyle Repair & Care of Strays)
TOTAL EXPENSES	**$304,813**

The Natick Police Department respectfully requests a FY 2020 appropriation of

SALARIES	**$7,135,242**
EXPENSES	**$ 304,813**
For a total appropriation of	**$7,440,055**

PARKING ENFORCEMENT

SALARIES
For FY20, the Personnel Services request will allow for the same number of hours of coverage as in FY19 and reflects an increase in hourly rate from $18.72 in FY19 to $20.02 for FY20.

We have allotted for: 2496 Hours of Enforcement
                        208 Hours for Collection
                       2704 Hours @ an average hourly rate of $20.02 for
a Salaries total of $54,144

EXPENSES
For FY 20 we request an increase of $ 2899 in the Parking Enforcement Operating budget based on the following:

- $1250.00 - Equipment Repairs Increase for anticipated monthly costs and maintenance for Meters and Kiosks

- $1149.00 - St Patrick's Church Commuter Lot Parking $58,583 which is an

- $ 500 Anticipated Increase in Parking Permits

Expense Total of $89,833

- For FY 20 The Police Department respectfully requests

- **$54,144** for **Salaries**

- **$89,833** for **Operational Expenses**

For a total Parking Enforcement appropriation of $ 143,977

EMERGENCY MANAGEMENT

In FY 2013 the Emergency Management budget was increased to $35,600 in recognition of the increased requirements of and the necessity for Emergency Planning.

The bulk of these funds are used to pay Rave Alerts the Town's Emergency Community Notification system provider
and Smart 911 provider.

The remaining Emergency Management funds are used for trainings and equipment necessary to augment the Town's critical incident capabilities.

We would like to request for FY 20

$ 5,000 **Personnel Services**
$34,100 **Operating Expenses**
$39,000 **Total**

For a total appropriation of $39,100 for Emergency Management

Town of Natick
Police Patrol Areas
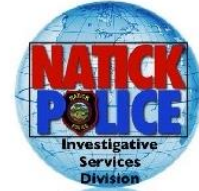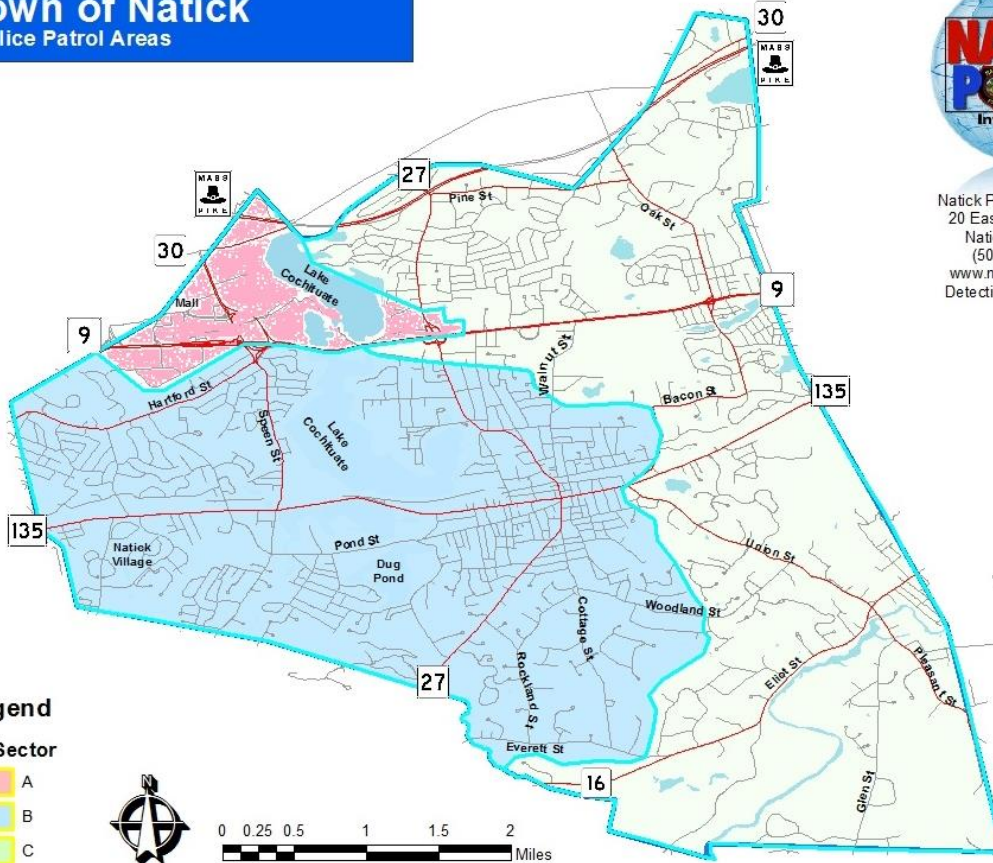
Natick Police Department
20 East Central Street
Natick, MA 01760
(508) 647-9500
www.natickpoilce.com
Detective J. Sutherland

Legend

By Sector
- A
- B
- C

0 0.25 0.5   1   1.5   2
Miles

Total Reports by Area

	2005	2010	2011	2012	2013	2014	2015	2016	2017	2018
A	1058	805	672	748	673	716	704	758	704	642
B	1313	1264	1217	1339	1156	1318	1126	1253	1186	1134
C	656	510	551	654	575	600	561	613	543	593
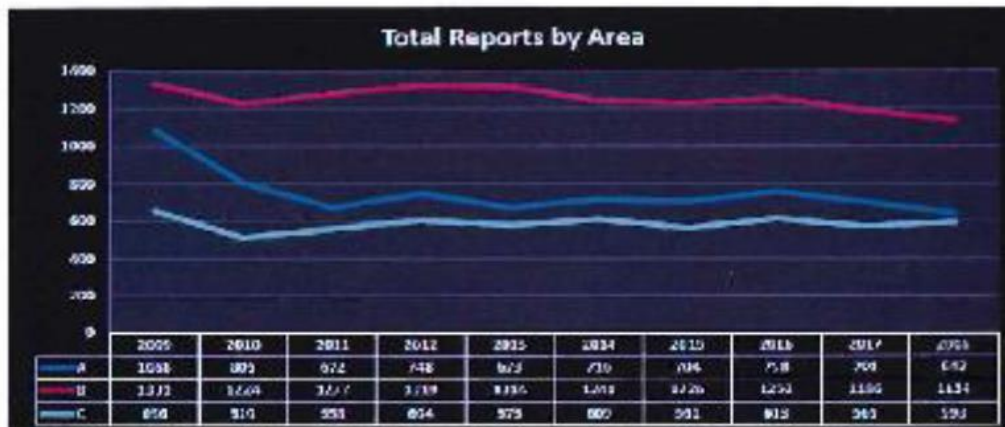
CRIME REPORT

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%	-1.76
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%	-1.03
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%	-1.70

ACTIVITY TOTALS

	FY13	FY14	FY15	FY16	FY17	Average	Weighted Average	Standard Deviation	Normal Range	FY18	Change from Avg	Z Score
All Calls	18348	17959	19460	19856	18149	18754.4	18854	758.4	17996.0-19512.8	17177	-8%	-2.08
Shift 1 Police Calls	6278	5817	6537	6643	5472	6149.4	6097	442.7	5706.7-6592.1	4384	-29%	-3.99
Shift 2 Police Calls	6275	6236	6388	6284	6467	6330.0	6359	85.0	6245.0-6415.0	7158	13%	9.74
Shift 3 Police Calls	5795	5906	6535	6929	6210	6275.0	6399	416.2	5858.8-6691.2	5635	-10%	-1.54
All Arrests	1199	1220	1154	1161	1057	1158.2	1135	56.1	1102.1-1214.3	925	-20%	-4.15
Shift 1 Arrests	199	229	235	243	196	220.4	221	19.2	201.2-239.6	169	-23%	-2.67
Shift 2 Arrests	480	427	403	369	388	413.4	397	38.3	375.1-451.7	361	-13%	-1.37
Shift 3 Arrests	520	564	516	549	473	524.4	517	31.3	493.1-555.7	395	-25%	-4.13
All Crashes	867	927	831	870	888	876.6	876	31.3	845.3-907.9	848	-3%	-0.91
Shift 1 Crashes	93	93	89	77	91	88.6	87	6.0	82.6-94.6	99	12%	1.74
Shift 2 Crashes	445	508	435	462	482	466.4	468	26.2	440.2-492.6	463	-1%	-0.13
Shift 3 Crashes	329	326	307	331	315	321.6	320	9.2	312.4-330.8	286	-11%	-3.89
All Citations	2809	3566	3754	3847	3499	3495.0	3606	365.1	3129.9-3860.1	3063	-12%	-1.18
Shift 1 Citations	682	1013	1057	974	887	922.6	947	132.7	789.9-1055.3	754	-18%	-1.27
Shift 2 Citations	1347	1412	1337	1244	1447	1357.4	1360	69.8	1287.6-1427.2	1563	15%	2.94
Shift 3 Citations	780	1141	1360	1629	1165	1215.0	1299	279.1	935.9-1494.1	746	-39%	-1.68

ITEM TITLE: Fire Department - Budget
ITEM SUMMARY:

ATTACHMENTS:

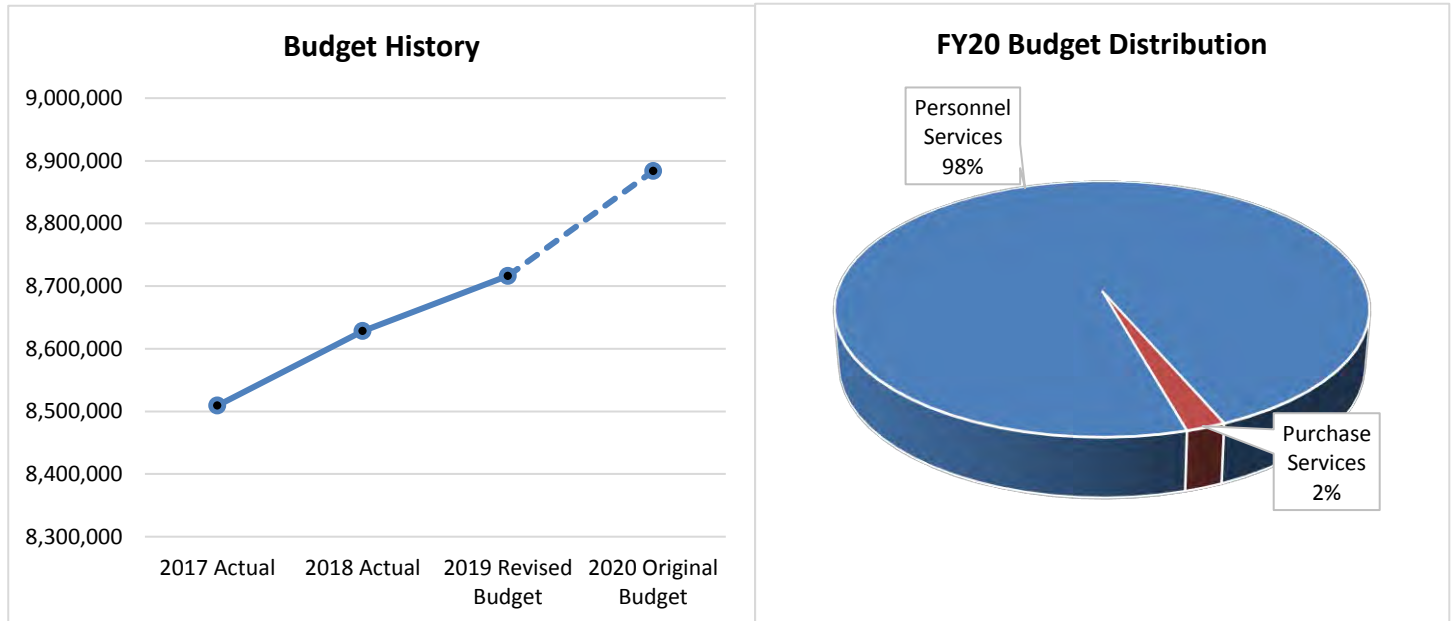| Description	Upload Date	Type
Fire Department Budget	1/31/2019	Exhibit
Fire Dept Duty Roster	2/25/2019	Exhibit
Finance Questions - Fire Dept	2/25/2019	Exhibit
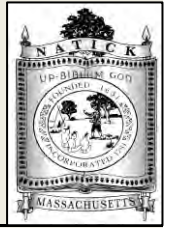
Michael Lentini, Fire Chief

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 -

Budget History

FY20 Budget Distribution

Personnel Services 98%

Purchase Services 2%

Fire Department

Department - Organizational Summary

```
                                    Fire Chief

  Admin. Deputy Chief                  Executive Admin. Ast.        Admin. Ast.

  Communications

  Training Officer Cptn.               Fire Prevention Cptn.    Ast. Fire Prevention Ofcr.
```

Shift 1 Deputy Chief		Shift 2 Deputy Chief		Shift 3 Deputy Chief		Shift 4 Deputy Chief	
ENGINE 1 Lieutenant Driver	ENGINE 2 Lieutenant Driver	ENGINE 1 Captain Driver	ENGINE 2 Lieutenant Driver	ENGINE 1 Lieutenant Driver	ENGINE 2 Captain Driver	ENGINE 1 Lieutenant Driver	ENGINE 2 Lieutenant Driver
ENGINE 3 Lieutenant Driver	ENGINE 4 Captain Driver	ENGINE 3 Lieutenant Driver	ENGINE 4 Lieutenant Driver	ENGINE 3 Lieutenant Driver	ENGINE 4 Lieutenant Driver	ENGINE 3 Captain Driver	ENGINE 4 Lieutenant Driver
LADDER 1 Captain Driver	AMBULANCE 1 EMT - P EMT - P	LADDER 1 Lieutenant Driver	AMBULANCE 1 EMT - P EMT - P	LADDER 1 Lieutenant Driver	AMBULANCE 1 EMT - P EMT - P	LADDER 1 Lieutenant Driver	AMBULANCE 1 EMT - P EMT - P
AMBULANCE 2 EMT - P EMT - P		AMBULANCE 2 EMT - P EMT - P		AMBULANCE 2 EMT - P EMT - P		AMBULANCE 2 EMT - P EMT - P	

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

EMS/All Calls - History

	2012	2013	2014	2015	2016	2017
☐ EMS Calls	2,819	2,860	3,076	3,123	3,069	3,179
■ Total Calls	4,614	4,726	4,901	5,204	5,146	5,299

Fire Department

Description	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary Budget	FY19 Δ FY20 $	FY19 Δ FY20 %
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 [1]	**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.

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

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

NATICK FIRE DEPARTMENT

DUTY ASSIGNMENT EFFECTIVE NOVEMBER 21, 2018

	PLATOON #1	PLATOON #2	PLATOON #3	PLATOON #4
DEPUTY	* DEP. D. DOW	* DEP. V. LIPOMA	* DEP. J. AUSTIN	** DEP. P. CARNEY
ENGINE #1	** LT. C. COLLINS * J. BLACK *** M. D'INNOCENZO	*** CAPT. K. LEVEY * D. FARQUHARSON * B. CORLISS	*** LT. T. TOPHAM T. SPENCER * C. HAMPTON	*** LT. P. WARREN T. REYNOLDS
LADDER # 1	* CAPT. M. CONNELLY * M. QUILTY	* LT. A. HLADICK * D. HARTWELL ** A. GENTILE	*** LT. D. LAMME * S. ARENA * B. FORREST	*** LT. J. MELLOR *** C. WOZNY * I. CHAMBERLAIN
AMBULANCE 1 / LADDER 1	*** A. CORBETT *** J. SALAZAR	*** J. MARASHIO *** M. HIGGINS	*** J. VILCIN	*** D. DUPRE
AMBULANCE # 2	*** J. COHEN *** T. BRANDT	*** M. CHRISTIE *** M. CAPPADONA	*** D. BOUVIER	*** K. BROGAN *** B. SULLIVAN
ENGINE # 2	*** LT. R. SHEARLEY * T. KELLEY *** J. GEORGES	* LT. WARD * M. PERRYMAN	*** CAPT. K. DANGELO * J. WEDGEWORTH *** G. LEE	* LT. J. SMITH * R. BIAGI *** W. LATAWIEC
ENGINE # 3	*** LT. M. MULLEN R. ADAMS *** R. STEVENSON	*** LT. K. NORRIS * S. SMITH *** M. SALVUCCI	*** LT. C MIX * J. HERRING *** J. DONOVAN	** CAPT. R. DOWNING * J. CURLEY ** N. MABARDY
ENGINE # 4	*** CAPT. E. WILLIAMSON * G. HEADLEY *** E. CREEDEN	*** LT. R. WEITSEN * M. HLADICK * D. DICICCO	*** LT. C SANSOSSIO * M. HAIGIS *** A. FERRARI	* LT. B LINTON * W. ALBERGHINI *** K. DODGE
TOTAL	(19) TOTAL (11) PARAMEDICS	(19) TOTAL (9) PARAMEDICS	(18) TOTAL (10) PARAMEDICS	(18) TOTAL (8) PARAMEDICS

FIRE PREVENTION: * CAPT. J. MORTARELLI   *** TANYA QUIGLEY-BOYLAN

ADMINISTRATIVE DEPUTY   ** DEP. D. MATHEWS

TRAINING OFFICER   *** CAPT. E. ROTHMAN

COMMUNICATIONS   KENNETH MITCHELL

ADMINISTRATIVE ASST.   PAM CONDLIN

EXECUTIVE ASST.   DIANNE ARSENAULT

CHIEF   * MICHAEL LENTINI

1/11/1019

To: Finance Committee

From: Chief Lentini

RE: Fire Department Budget Questions

1. We did not return any funds from our Fiscal 2018 budget.
2. As far as new hires, we have salaries in the budget to staff each shift at 20 personnel. I will be able to fill our vacancies as retirements require. We will be able to maintain our current level of service with a level funded budget. I had 1 new project included in the new budget for hose testing to keep us compliant with NFPA standards and is also an ISO requirement, not to mention Firefighter safety.
3. Ladder 1 was scheduled for replacement for fiscal 2020. I was asked to defer for another year, which I did agree to. The ladder is currently in very good condition and will continue to service the department. I did stress that this would be as far out as we can push this capital budget item. There were other items pushed out or removed that should have no impact to our operations or to the town.
4. There has been no deferral of maintenance on any vehicles.
5. Ken Fisher at DPW does an outstanding job keeping my vehicles maintained and repaired in a timely fashion. Any delays in repair work are usually due to a lack of parts or the need to sublet repairs to another facility. In those cases, Ken keeps me updated with expected completion timeframes so I can plan accordingly for spare apparatus use.
6. The simple answer to this question is no. Our Fire prevention office will continue to serve the town as needed. All inspection programs will continue as well as our CPR team, SAFE and Senior Safe programs.
7. Yes
8. No Positions will be deferred.
9. There will be no immediate impact to the new WNFS. The building has been budgeted to complete the project without impact to my current budget. We will continue to run E4 from the new station as we do now.
10. We will continue to run our 2 ambulances as we do currently. Depending on the daily staffing for each shift, it does require us to jump personnel from 1 piece of apparatus to another to accommodate staffing our second ambulance when needed. It is my hope we can add personnel in the coming years to provide better staffing levels on a more consistent basis. I look forward to the opportunity to speak to the committee on this issue to define our current staffing model and seek solutions to better staff our 2 ambulances and possibly a third.

11. With the growth we have seen over the last several years comes the increase in call volume. Our calls have increased every year since I have been a member of NFD. We did 5299 calls in 2017 and 5721 in 2018. My concern is can we continue the same level of service without any budget increases. We will need more staffing in the future to provide those services. Equipment needs, EMS supplies, new technologies in EMS and firefighting, training, and new safety equipment will all be necessary to continue to deliver high quality services.

My overtime budget is under constant review considering it has been an issue going back many administrations. I am currently working closely with our Town Administrators and finance to monitor the overtime. I am not sure if all members understand our current staffing model of 20 firefighters per group and our minimum manning standard of 17 firefighters per shift. I certainly can discuss this in depth when we meet in person.

Generally our overtime is driven by vacations, personal health days, sick days, bereavement, etc. This past year has seen a rise in retirements and creates vacancies to be filled. These vacancies take time to fill due to the civil service process, background checks, and a backup to get recruits enrolled in the Fire Academy. We also had a larger than usual number of personnel out on long term illnesses, injuries, or surgeries. These 2 items, vacancies and long term illnesses, are driving my overtime increase over previous years.

I have been working with Administration to curb overtime. We had an idea to possibly hire 1 FTE whose job would solely be to fill overtime. After running the numbers it was determined to be of little value due to the cost of the FTE vs actual OT savings. I have cancelled all non-essential training which would create OT costs. We generally raise our minimum manning during major weather events. I will be using some of our administrative personnel when available to fill those positions rather than use OT. I have filled 4 of our current vacancies and those recruits will be attending the academy on March 3rd. I will be scheduling interviews to fill 2 current vacancies and 2 more vacancies as of 1/24/2019. It is my hope that 1 of the current vacancies will be filled with a lateral transfer and a second will be filled with a currently certified firefighter. These are both paramedics and neither would need to attend the academy. These 2 positions would impact the OT positively this fiscal year.

As far as hiring practices, my long range plan will be to continue to hire paramedic level firefighters to bring our paramedic levels to around 75%. I currently have 4 Basic EMT recruits and will be bringing on 4 paramedics this spring. The paramedic level at 75% gives us enough medics to keep a healthy rotation allowing all medics to keep up their skills but yet give them all ample time on other apparatus to maintain their firefighting skills.

ITEM TITLE: Facilities Management - Budget

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Facilities Management Budget	1/31/2019	Exhibit

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

Budget History

FY20 Budget Distribution
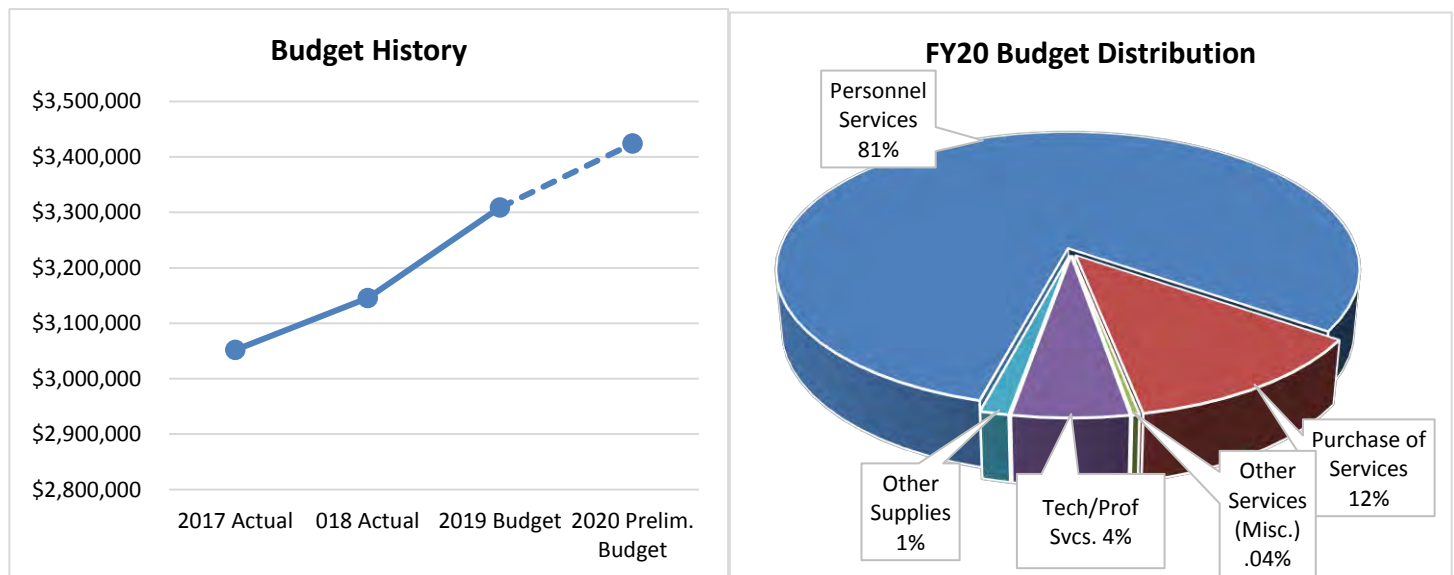
Facilities Management

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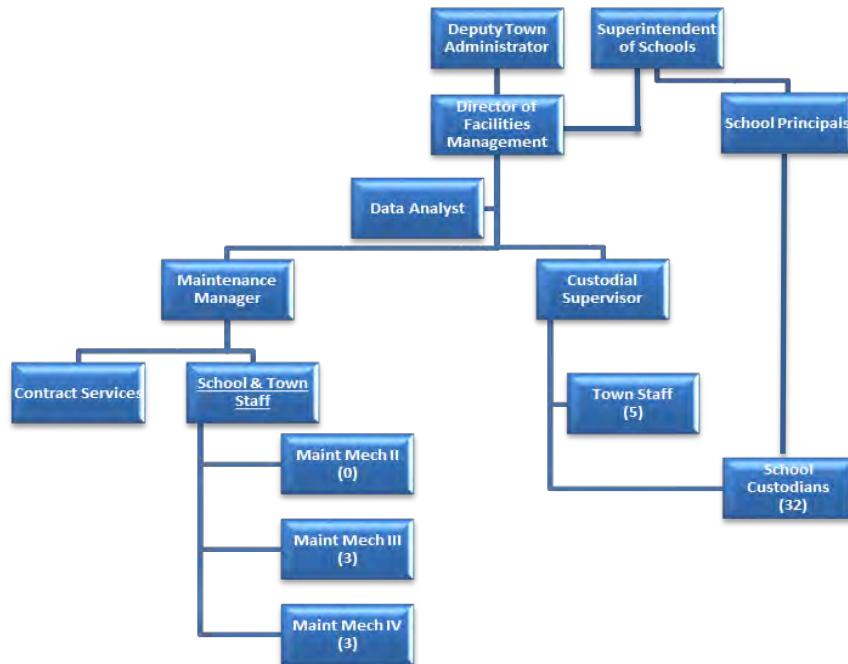
Total Staff - 47 FTEs (number per position in parentheses)

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

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

ITEM TITLE: Updates on any Action Items from previous budget discussions
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Community Services Gap Analysis - Survey Results	1/31/2019	Exhibit
Community Services Revolving Fund -Summary Extract	1/31/2019	Exhibit
IT Enterprise Systems Option Analysis Consulting Report	1/31/2019	Exhibit
Natick FY20 Cheery Sheet Estimate	1/31/2019	Exhibit

Q1 Where do you get information about Town events/activities? (check all that apply)

Answered: 823   Skipped: 2
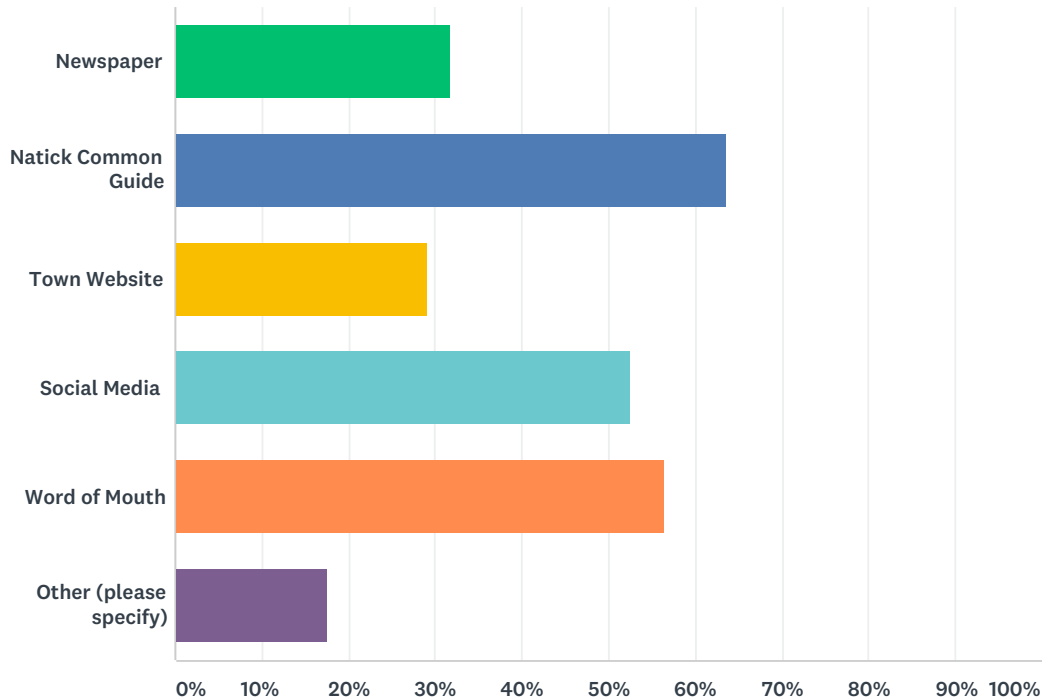
ANSWER CHOICES	RESPONSES	
Newspaper	31.83%	262
Natick Common Guide	63.55%	523
Town Website	29.04%	239
Social Media	52.49%	432
Word of Mouth	56.50%	465
Other (please specify)	17.50%	144
Total Respondents: 823		

Q2 Most Natick residents interact with the Community Services Department in some way. Please tell us how you or members of your family do by checking all of the boxes that apply.

Answered: 776   Skipped: 49

Natick Days

Natick Common Guide

Concerts on the Common

Youth Athletics/Re...

Natick Community...

Town Beach

Council on Aging

Summer Camp

Adult Athletics/Re...

Sassamon Trace Golf Course

Evening/Weekend Classes

Citizens Leadership...

Veterans Services

Camp Arrowhead

Help with Basic Needs...

Community Gardens

Summer employment a...

Special Needs
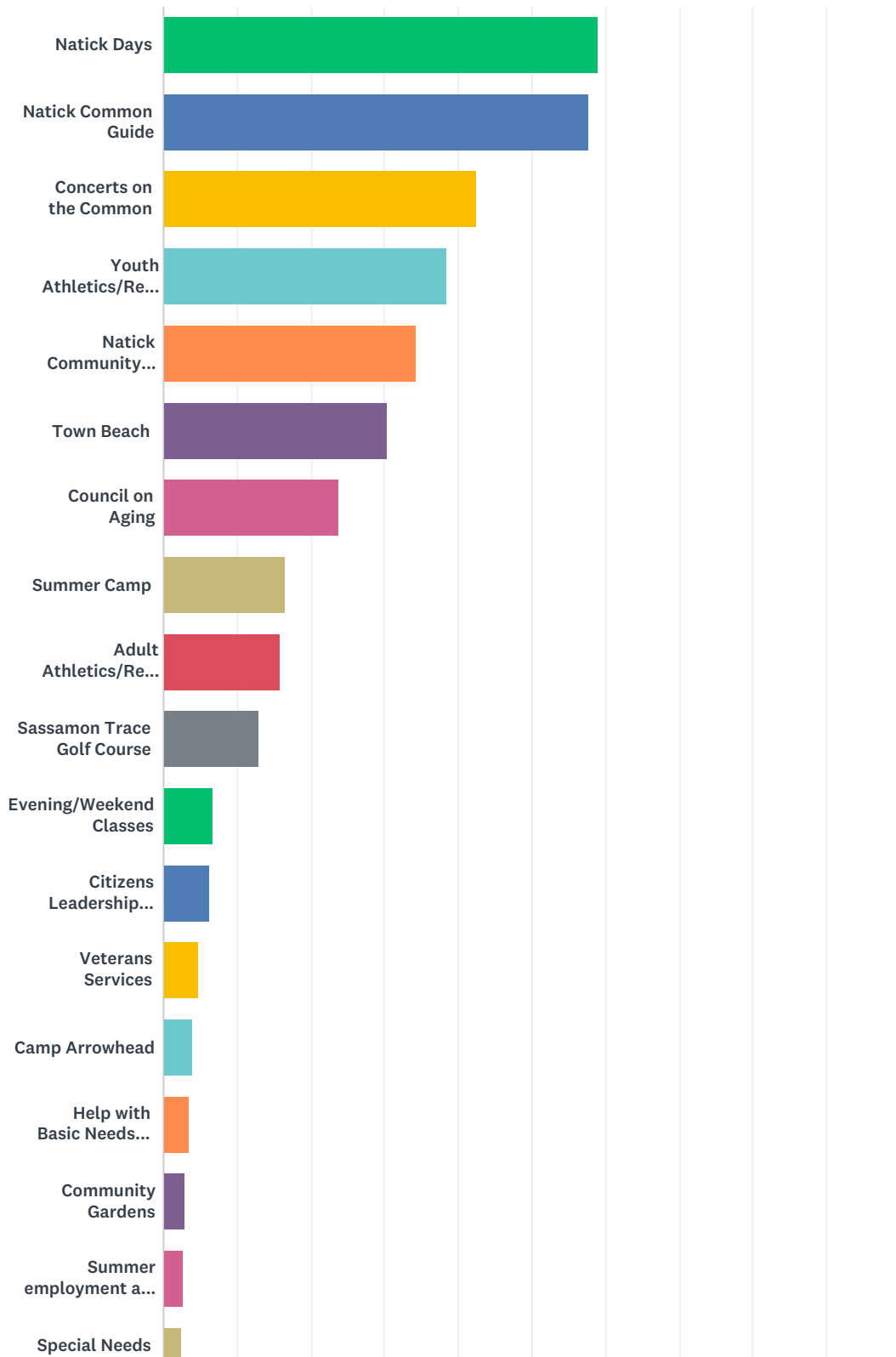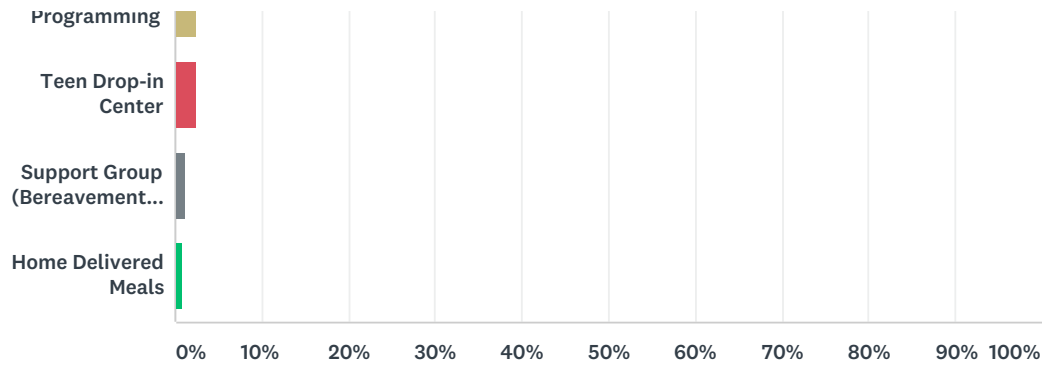
ANSWER CHOICES	RESPONSES	
Natick Days	59.02%	458
Natick Common Guide	57.73%	448
Concerts on the Common	42.40%	329
Youth Athletics/Recreation	38.40%	298
Natick Community Organic Farm	34.41%	267
Town Beach	30.41%	236
Council on Aging	23.84%	185
Summer Camp	16.49%	128
Adult Athletics/Recreation	15.85%	123
Sassamon Trace Golf Course	13.02%	101
Evening/Weekend Classes	6.70%	52
Citizens Leadership Academy	6.19%	48
Veterans Services	4.77%	37
Camp Arrowhead	3.99%	31
Help with Basic Needs (food, clothing, shelter, financial assistance)	3.48%	27
Community Gardens	2.84%	22
Summer employment at the beach, camps	2.71%	21
Special Needs Programming	2.58%	20
Teen Drop-in Center	2.45%	19
Support Group (Bereavement, Hoarding, Caregiver Support)	1.29%	10
Home Delivered Meals	0.77%	6
Total Respondents: 776		

Q3 We hope to better understand the degree to which Natick is serving its residents. Please select the rating that best describes the level of need for additional services to Natick youth.

Answered: 784   Skipped: 41

	LITTLE/NO ADDITIONAL NEED	SOME NEED	SERIOUS NEED	NO OPINION	TOTAL	WEIGHTED AVERAGE
Services for at-risk youth	7.89% 60	19.61% 149	29.34% 223	43.16% 328	760	3.08
Full-service recreation center	11.67% 88	29.18% 220	29.18% 220	29.97% 226	754	2.77
A safe place for teens to hang out after school hours	9.01% 69	25.46% 195	28.33% 217	37.21% 285	766	2.94

Access to mental health care	12.24% 93	21.45% 163	26.58% 202	39.74% 302	760	2.94
After school non athletic programming	9.38% 71	28.67% 217	26.16% 198	35.80% 271	757	2.88
Transportation	11.27% 86	30.80% 235	20.84% 159	37.09% 283	763	2.84
Summer employment	8.39% 63	24.77% 186	19.71% 148	47.14% 354	751	3.06
Volunteer opportunities	10.73% 81	38.54% 291	15.63% 118	35.10% 265	755	2.75
Homework support	11.86% 90	26.75% 203	14.36% 109	47.04% 357	759	2.97
After school athletic programming	19.27% 147	27.13% 207	14.15% 108	39.45% 301	763	2.74
Access to dental care	18.51% 139	21.04% 158	11.45% 86	49.00% 368	751	2.91
Access to medical care	18.46% 139	22.71% 171	10.23% 77	48.61% 366	753	2.89
Meals/nutrition	14.59% 110	26.53% 200	7.29% 55	51.59% 389	754	2.96

Q4 Please select the rating that best describes the level of need for additional services for Natick adults.

Answered: 803   Skipped: 22
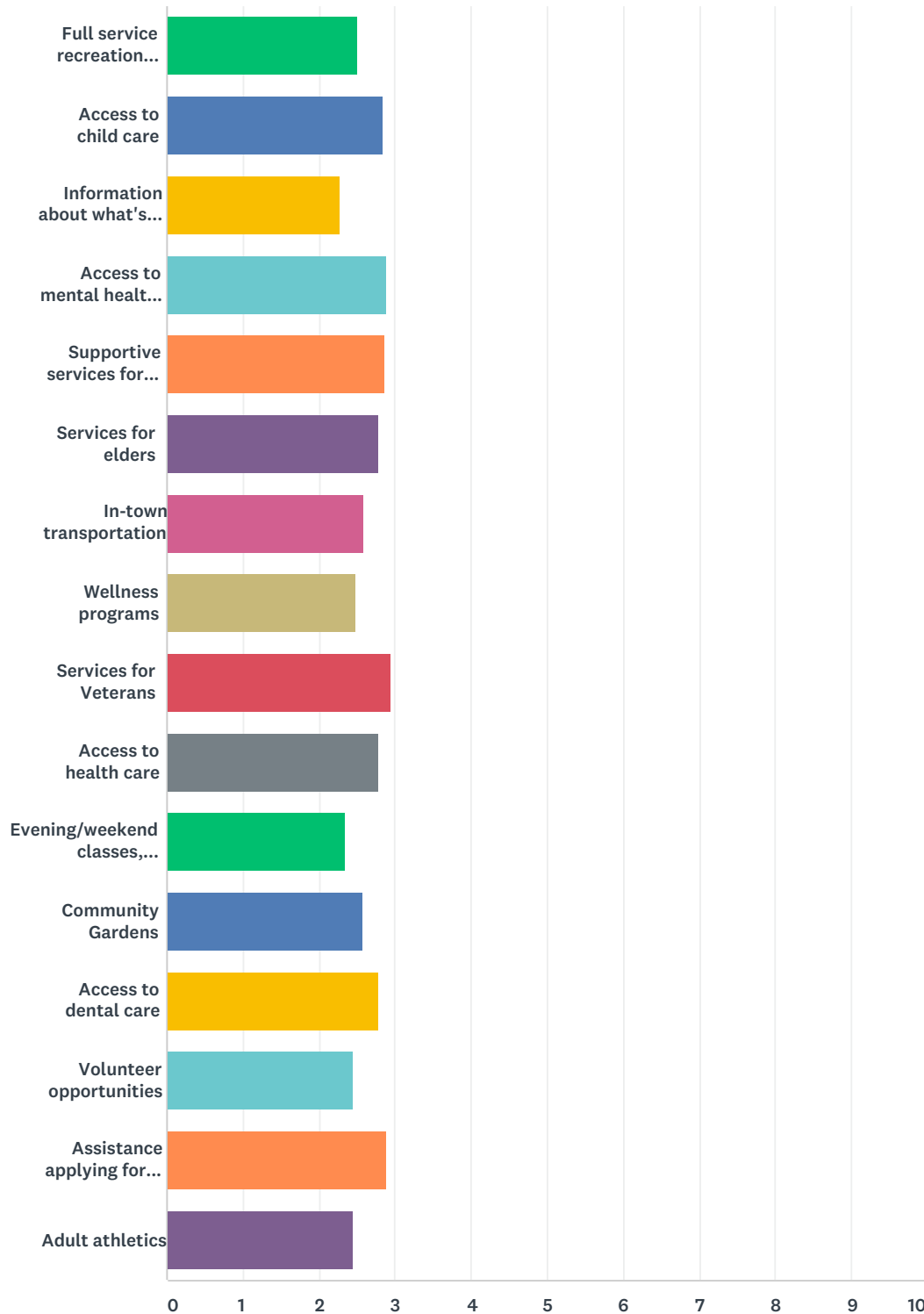
	LITTLE/NO ADDITIONAL NEED	SOME NEED	SERIOUS NEED	NO OPINION	TOTAL	WEIGHTED AVERAGE

Full service recreation center	16.95% 130	34.81% 267	28.55% 219	19.69% 151	767	2.51
Access to child care	11.30% 86	27.60% 210	25.76% 196	35.35% 269	761	2.85
Information about what's happening in Town	15.51% 119	50.07% 384	24.90% 191	9.52% 73	767	2.28
Access to mental health care	12.09% 93	25.10% 193	24.84% 191	37.97% 292	769	2.89
Supportive services for adults in crisis	9.45% 72	30.45% 232	23.36% 178	36.75% 280	762	2.87
Services for elders	13.03% 99	30.39% 231	21.18% 161	35.39% 269	760	2.79
In-town transportation	16.56% 127	35.85% 275	19.82% 152	27.77% 213	767	2.59
Wellness programs	13.26% 102	47.98% 369	16.64% 128	22.11% 170	769	2.48
Services for Veterans	13.19% 101	23.76% 182	16.58% 127	46.48% 356	766	2.96
Access to health care	17.72% 135	26.77% 204	14.17% 108	41.34% 315	762	2.79
Evening/weekend classes, lectures, workshops	17.01% 133	50.38% 394	12.79% 100	19.82% 155	782	2.35
Community Gardens	17.86% 137	37.68% 289	13.04% 100	31.42% 241	767	2.58
Access to dental care	18.73% 142	26.25% 199	12.27% 93	42.74% 324	758	2.79
Volunteer opportunities	14.79% 113	50.00% 382	11.91% 91	23.30% 178	764	2.44
Assistance applying for public benefits	13.74% 105	28.93% 221	11.65% 89	45.68% 349	764	2.89
Adult athletics	18.29% 139	45.13% 343	9.87% 75	26.71% 203	760	2.45

Q5 Are there other services /programs needed by residents that we missed?

Answered: 674   Skipped: 151
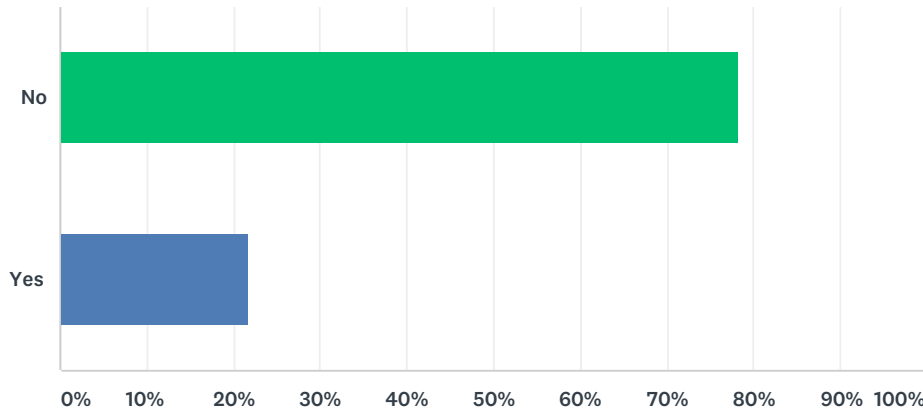
ANSWER CHOICES	RESPONSES	
No	78.19%	527
Yes	21.81%	147
TOTAL		674

Q6 Please select your age range

Answered: 819   Skipped: 6
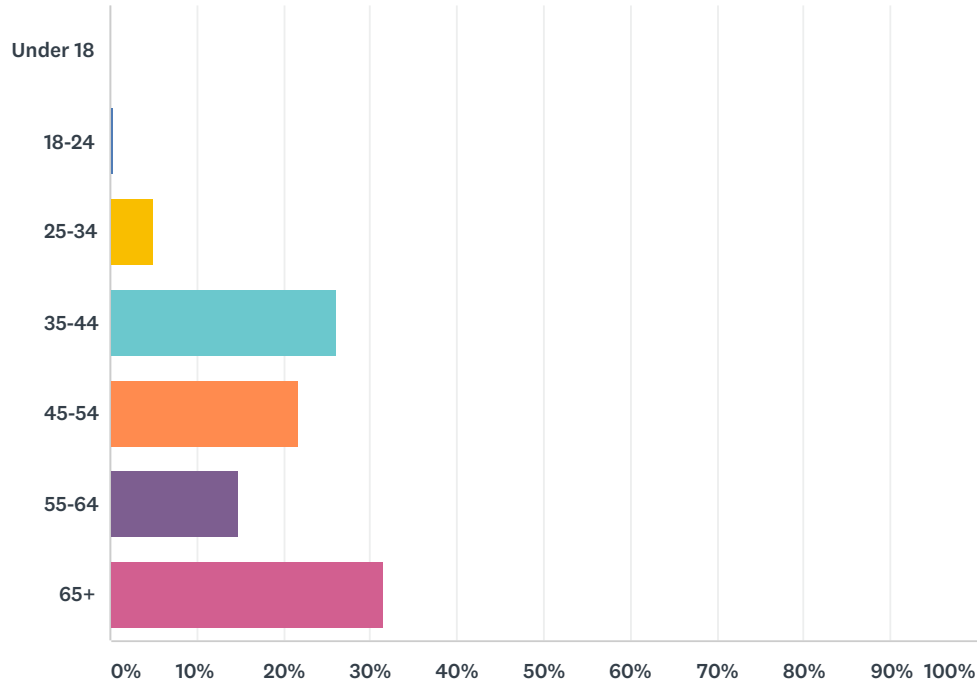
ANSWER CHOICES	RESPONSES	
Under 18	0.24%	2
18-24	0.49%	4
25-34	5.01%	41
35-44	26.25%	215
45-54	21.73%	178
55-64	14.77%	121
65+	31.50%	258
TOTAL		819

Beginning Balance	934,717.25	
2018 Income (revenues)	1,216,877	
Offset	25,000	
Expenses		
Instructors	-113,762.97	
Supplies	-123,842.87	
Salaries	-827,438.40	
Other Services*	(145,869.95).	
Total Expense	-1,210,914.19	
Net Balance	-19,037.19	
Ending Balance	890,680.06	

* Merchant fees, Natick Public Schools, student transportation, concerts on the ommon, equi

Revolving Account

Activity

pment rental

Make the mark.

Town of Natick, MA | December 2018
Enterprise Systems Options Analysis

For Internal Use Only

plante moran | Audit. Tax. Consulting.
Wealth Management.

Table of Contents

1 Executive Summary

1.1 INTRODUCTION

The Town of Natick (Town) is a community located west of Boston offering a range of services to its approximately 35,000 residents. The Town has been operating Tyler Munis (Munis) as their primary Enterprise Resource Planning (ERP) software solution supporting certain finance, payroll, and purchasing-related functions. The Town is also running approximately forty solutions in addition to Munis to support various processes, such as Municity for managing licensing and permitting. However, majority of Town systems are not fully utilized or integrated with one another. Therefore, many Town processes and approvals remain manual and paper based, often resulting in the use of side systems such as Microsoft Excel and Access to track and report data. Based on this, the Town decided to explore options for procuring an Electronic Document Management System (EDMS). Therefore, the Town engaged Plante Moran in March of 2018 to assist in gathering requirements and the development of a Request for Proposal (RFP) to procure an EDMS.

Upon further discussion with Town staff regarding their document management needs and current pain points, Plante Moran discovered that Munis was not being fully leveraged by the Town. Many of the Town's issues do not stem from its lack of an EDMS, but rather not utilizing the current ERP investment to its fullest. As a result, the Town and Plante Moran decided it would be advantageous to first assess the Town's technology environment more broadly with a focus on enterprise systems, before moving forward with procuring an EDMS. Therefore, the initial scope of work changed for Plante Moran to develop an enterprise options analysis to determine the most advantageous strategic direction for the Town's technology environment, including current and planned enterprise solutions.

1.2 PROJECT SCOPE

The intent of the Enterprise Systems Options Analysis project was to perform an objective assessment of the Town's current information technology environment to identify current gaps and future opportunities related to Town processes and solutions. An additional objective was to compare the effectiveness of an integrated solution provided by the Town's current ERP, Munis and a best of breed EDMS solution in eliminating these gaps. The Town's requirements for an EDMS and other enterprise systems were identified as well. Through identifying the requirements for EDMS, it was uncovered they can and should be leveraging their current ERP system for most of their needs rather than using an EDMS as a workaround. In general, the Town's goal is to maximize the opportunity for Town business processes to be performed efficiently and effectively and to ultimately better serve Town staff and citizens. As part of this project, Plante Moran has reviewed the Town's processes and systems with the following objectives in mind:

- Maximize business process efficiencies and effectiveness
- Reduce manual and paper-based processes as well as limit the use of shadow systems
- Improve access to and streamline the flow of information throughout the Town
- Improve data accuracy and reporting capabilities to support better decision making

- Provide enhanced customer service to Town staff and citizens, including additional interaction channels to citizens

- Cost savings related to technology including minimizing long term costs where possible

- Re-direct Town staff time from non-value added to value added activities

To understand the Town's processes and support the above objectives, the following process areas were considered:

- Accounts Payable
- Accounts Receivable
- Asset Management & Work Orders
- Bank Reconciliation
- Budgeting
- Cash Receipting
- Code Enforcement
- Document Management
- Financial Reporting / General Ledger
- Fixed Assets

- Fleet & Facilities Management
- Human Resources
- Inspections
- Inventory
- Licensing & Permitting
- Payroll
- Project & Grant Accounting
- Purchasing & Contracting
- Time & Attendance
- Utility Billing

1.3 PROJECT APPROACH

To support the project objectives, an enterprise systems options analysis was performed which included the following activities:

- **Evaluate the Town's current enterprise system environment** by validating information collected from Town staff during the EDMS requirements interviews mid-2018 and conducting additional interviews with Town staff to discuss the broader scope of enterprise systems to provide a foundation for findings and recommendations

- **Conduct a GAP analysis** by performing a high-level review of existing business processes to identify current state issues and opportunities for improvement

- **Identify options and recommendations** to create an effective and advantageous plan moving forward to address the current state issues and allow for areas of improvements to ultimately, help the Town better serve its staff and citizens.

Plante Moran's project approach was organized into the following set of key activities to provide an enterprise systems evaluation and a options analysis to guide future steps regarding a potential EDMS procurement:

- Performed project management activities:
  - Conducted project initiation activities
  - Established a project collaboration center
  - Facilitated a project kick-off meeting
  - Scheduled and moderated project status meetings

- o Reviewed available documents including those produced by the previous Plante Moran EDMS selection team
- Conducted interview sessions with Town staff, including end-users, and other relevant stakeholders to solicit feedback regarding:
  - o Current state processes and side systems
  - o Strengths and weaknesses in the current technology environment
  - o Desired functionality in an EMDS solution and other enterprise systems

1.4   SUMMARY OF KEY FINDINGS AND OPPORTUNITIES

- **Unclear data retention requirements**. Several Town Departments expressed a need to keep almost all historical documents and paper spanning back to 10-100 years. Town should clarify which documents are required to be kept and for how long, and dispose of any documents that are not required by law to be kept for security reasons. Converting documents in an EDMS will require a large level of effort by Town departments to scan, index, and manage historical documents into this system which can take years, based on the volume of paper. The Town will have very limited benefit to an EDMS, if majority of those paper documents are also being stored in paper files.
  - o *Key Opportunity: Town departments can increase storage space and more importantly, increase the security and accessibility of documents and data by properly disposing of documents not required to be kept by law.*
- **Intent to utilize EDMS for activities that would be advantageous in ERP.** During departmental interviews, Plante identified many manual and paper-based processes that could be streamlined and automated by leveraging the Town's current ERP systems' forms and workflow capabilities, rather than scanning documents into an EDMS as a workaround. Utilizing ERP forms and records is advantageous because it allows for the process to be fully automated, supporting information to be tied to the source record in the financial system, and provides more robust workflow and reporting capabitlies than an EDMS. For example, Departments should be provided access to Tyler Munis Accounts Payable to input their account information directly onto the invoice form in Munis so that the process can remain automated and secure, instead of writing this information on paper, scanning it into an EDMS and routing it to Accounting.
  - o *Key Opportunity: Where applicable, leverage current ERP functionality to address the majority of Town electronic document management needs, which will allow Town staff to utilize more robust functionality, workflow, integration, and reporting already available in the current ERP*
- **ERP not fully utilized .** Some of the purchased ERP modules are not implemented or used. For example, the Human Resources Management and Project Accounting modules were noted as not being utilized. For example, employee information should be stored in the Tyler Munis HR module as an employee record, not as a paper or an electronic file in an EDMS.
  - o *Key Opportunity: Implement the ERP modules that were purchased but never implemented to increase organizational efficiency*
- **Current ERP solution may not be optimal for the size and complexity of the Town.** The Town's current ERP system, Tyler Munis, is a very popular and robust ERP solution solely built for governmental entities. However, it was reported by several Town departments that Tyler Munis

and other Tyler products are too large and expensive for the Town which has resulted in under-utilization of their current investment. For example, the HR module has been purchased but not been implemented by the Town for various reasons, including that implementation and conversion costs are perceived to be too high. The Town may benefit from downsizing their core ERP solution and/or thoroughly evaluate the vendor marketplace and software costs based on their needs.

- o *Key Opportunity: Reevaluate ERP solution and look for cost saving opportunities*
- **Lack of Town system integration**. The majority of Town applications are not integrated with the ERP system. Lack of integration between systems and ERP modules result in manual intervention, duplicate entry of data, and timely processes to reconcile data. In addition, this requires significant time researching information across several different systems. For example, ClearGov, the Town's new budgeting software, and Municity, the Town's building and permitting software, are not integrated with the ERP along with the majority of the Town's 50 other applications.
  - o *Key Opportunity: Consolidate systems that have similar functionalities to minimize costs and system upkeep*
- **Reliance on side systems**. Town departments strongly rely on 'side systems' to conduct regular business operations resulting in a lack of standardization, duplicate entry of data, and additional efforts to reconcile data. Examples include project and grant management, and HR reporting which are dependent on the use of Microsoft Excel. Please see *Section 2.3: Enterprise Systems Inventory* for a preliminary list of current Town applications captured during this assessment.
  - o *Key Opportunity: Consolidate data in ERP to maintain one true version of the truth and eliminate redundant data entry into other systems*
- **Reliance on manual and paper-based processes.** Several key processes require many additional handoffs, authorizations, and supplementary calculations. These processes tend to have higher error and inquiry rates. For example, all Human Resource processes are manual and paper-based processes even though the Town owns the Human Resource Management module.
  - o *Key Opportunity: Grant departments access to the system to enter their own information which will increase data accuracy by minimizing hand-offs and manual entry in the system.*
- **Lack of IT governance**. Town Departments disparately bid for and purchase applications, which has resulted in the Town procuring multiple systems with the same or similar capabilities. For example, the Town has many systems that have the same functionality as their ERP and many systems that perform licensing and permitting activities. Additionally, due to singular departments having input into the requirements for systems, other departments will attempt to make systems fulfill their needs after the fact which results in the creation of workarounds and other inefficiencies. If departments consulted each other, they could purchase a single system that met needs across departments without the need for workarounds.
  - o *Key Opportunity: Create a cohesive and comprehensive bidding process to save departments time by avoiding workarounds and money by having fewer systems*

1.5   OPTIONS ANALYSIS SUMMARY

Consistent with the Town's objectives of the Enterprise Systems Options Analysis, Plante Moran has identified the following three options for evaluation to consider before moving forward with the EDMS

selection project. The strengths and weaknesses for each Option is detailed in *Section 3: Options Analysis* of this report.

Option 1: Status quo	The Town can choose to 'do nothing' and forego purchasing a new system
Option 2: Procure Best-of-Breed EDMS	The Town can choose to procure and implement a best-of-breed EDMS, as originally planned
Option 3: Leverage ERP Functionality	The Town can choose to leverage their current core enterprise applications, rather than investing in an EDMS

Each of these options were evaluated considering the following:

- **Functionality** – ability for system(s) to meet the functional requirements of the Town, in alignment with best practices for EDMS and ERP related business processes

- **Process improvement** – ability to provide an intuitive, easy to use solution to support business process improvements, maximize efficiencies, and streamline the flow of real time or near real time information throughout the organization

- **Risk** – ability to minimize operational and implementation risk for the Town, considering current system lifespans and replacement best practices

- **Solution sustainability** – long term viability, considering ability to maintain technical currency, scalability, and adaptability of the software to meet changing requirements, and ability to ensure long term support services

- **Cost** – capital and personnel costs including implementation and maintenance support of EDMS and ERP systems

1.6   OVERALL RECOMMENDATION, PLAN OF ACTION, AND BENEFITS

1.6.1   Overall Recommendation

Plante Moran's recommendation based on the three evaluated options is below. The strengths and weaknesses for each Option is further detailed in *Section 3: Options Analysis* of this report.

Plante Moran does not consider Option 1: Status Quo as a viable short term or long term strategy because this option does not allow the Town to address the system gaps and unmet business needs outlined in *Section 2: Key Issues and Opportunities analysis* of this report. Additionally, this option does not adhere to industry best practices.

Plante Moran does not consider Option 2: Procure Best-of-Breed EDMS as the optimal option. Option 2 does not address the system gaps and unmet business needs outlined in *Section 2.2*: Key Issues and Opportunities *analysis* of this report nor allow the Town to receive the potential cost savings from application consolidation. Additionally, it introduces the opportunity for Town staff utilize EDMS functionality as a workaround and/or replace activities that would be far more advantageous in an ERP system.

Plante Moran recommends the Town considers Option 3: Leverage current ERP functionality to address the Town's current state gaps and needs, rather than investing in an EDMS. This option will allow the Town an opportunity to improve their processes and utilize the ERP functionality already purchased. Additionally, this option will minimize the need to interface an EDMS application to the ERP and other Town systems. By consolidating the Town's technology ecosystem and optimizing the current enterprise systems, it will address many of the issues identified in Section 2.2: Key Issues and Opportunities.

1.6.2   Recommended Plan of Action for Option 3

Option 3A first. First and foremost, the Town should complete the activities in Option 3A, and leverage the functionality currently available in the Town ERP (Tyler Munis) and other enterprise systems to address the issues and document management needs identified as part of this assessment. They should utilize the ERP systems forms, workflow, and native document management functionality where available, to manage their processes and data, instead of continuing to use paper and scan documents into a document management system as a workaround.

Leveraging the ERP systems will ultimately allow Town departments to streamline processes, reduce time consuming manual processing, reconciliations, and duplicate data entry, increase reporting capabilities and access to data to ultimately, increase efficiencies. The Town will not have the same opportunities to realize these benefits if a document management system is used instead as a workaround. For example, Departments should be provided access to Tyler Munis Accounts Payable to input their account information directly onto the invoice form in Munis so that the process can remain automated and secure, instead of writing this information on paper, scanning it into an EDMS and routing it to Accounting. The Town should utilize the Tyler Munis HR module functionality (forms and workflow) to manage HR processes, documents, and data which will allow increased automation, integration, and reporting, instead of continuing to use paper and a document management system.

> **Explore Option 3B**. Second, as part of the activities included in Option 1A, the Town should re-assess the departments need for additional document management functionality that cannot (and should not) be leveraged in the ERP systems. If the Town decides there is a business need (and cost benefit) to procure an additional EDMS, they should first explore functionality and pricing for Tyler's Enterprise Content Manager. Tyler's ECM will most likely be less cost than a best of breed EDMS and will require less integration costs and maintenance with other Town systems.
>
> If Town Departments express a need for a document management system to use as a repository to store and manage historical paper documents, we recommend that the Town identify the document retention policy required by the Town and/or the State as part of this effort. Several Town Departments expressed a need to keep all paper and/or original documents spanning over 50-100 years ago. After implementing an EDMS, there will be a large level of effort required by Town departments to scan, index, and manage historical documents into this system which can take years, based on the volume of paper. Therefore, the Town should clarify which documents are required to be kept and for how long, and dispose of any documents that are not required by law to be kept for security reasons. In addition, the Town will need to define and implement a standard file structure and procedure for indexing, uploading, and managing the EDMS to ensure documents can be easily found.

Fully Benefit from 3A and 3B. The Town will only receive the benefits outlined in recommendations Option 3A and 3B, if there is acceptance and commitment from Town departments to move away from paper and manual processes. Both options will require dedicated resources, training, funding, and executive level support to implement. However, these recommendations are the best options to address the issues and needs Town departments communicated in their interviews.

Option 3A and 3B will offer the following additional benefits.

- **Optimized business processes:** The optimization of the Town's current ERP system will provide the opportunity to review its current business processes and identify efficiencies that could be achieved by streamlining or via enhanced automation or better integration between modules.

- **Increased efficiency and productivity:** With enhanced ERP functionality and less time spent on data reconciliation across disparate systems, users can be more efficient and productive.

- **Positive return on investment:** By replacing the ERP system and revising business processes, this option can result in significant process efficiencies and/or labor savings.

- **Implement best practices:** An ERP optimization would help the Town to adhere to best practices that have been developed by industry experts across numerous municipal organizations. The use of best practices will help to improve the efficiency and effectiveness of the Town's current efforts, as well as help to reduce risks and provide a better view of the current state of the Town.

- **Fully integrated solution**: Substituting EDMS functionality with an ERP replacement allows for full integration between transactions and documents in the new system and reduces the risk related to the integration of two separate systems.

- **Opportunity to Renegotiate ERP Costs**: Optimizing the current ERP environment would involve renegotiating terms with the current ERP vendor, Tyler. This contract negotiation could potential result in cost savings for system maintenance and other activities going forward.

Plante Moran has identified additional recommendations regarding the Town's overall strategic vision for technology in Section 4.2 Recommended Action Plan.

2 Current State Assessment

2.1 OVERVIEW OF CURRENT STATE OBSERVATIONS

Successful operations begin with people, not technology and the best systems alone cannot operate a Town or business. People must leverage technology to improve the efficiency of processes. End user access to the system is limited, making it difficult for departments to view financial data related to their processes, accurately pay invoices, and share data seamlessly across departments. To address these gaps, departments often rely on shadow systems such as Microsoft Excel and Access. When users are effectively positioned to leverage technology silos are broken down and decision making becomes easier.

Process approvals can be supported in Munis. However, approvals are kept out of the system for departments. Instead, most departments enter information into a spreadsheet or on paper, receive intradepartmental approval, and then send these documents to the Comptroller's Office to be entered into Munis. Beyond approvals, having data on paper or in a shadow system, such as Excel, creates multiple versions of data that are not simultaneously maintained or updated which can cause discrepancies and confusion.

The Town's processes can generally be characterized in the following ways:

- Approval structures that are in many cases redundant and inefficient
- Repetitive process steps, dual entry of data, and manual reconciliations
- Documents and data stored in multiple locations at varying steps in the process

The factors listed above have created a culture of frustration with current processes. Overall, Town processes neither minimize risk nor maximize efficiency due to the factors listed above. The Town should strive to minimize risk in a way that allows processes to operate efficiently.

The Town is currently dependent on excel and other shadow systems to support key business processes, an example of this is Quickbooks. The use of shadow systems often means dual entry transactions are occurring. Dual entry increases the risk for error potentially impacting data accuracy.

2.2 KEY ISSUES AND OPPORTUNITIES

Through a series of interview sessions with Town departments, key issues and opportunities with existing processes and supporting systems were identified. The issues and opportunities should not be viewed as a comprehensive list of all issues at the Town in regards to technology. The items below are those that were noted during the interview sessions as one of a significant nature that will likely require discussion among the Town management team.

#	Process Area	Current State Observation	Future State Recommendation	Category (Technology, Policy, Process, People)	ERP / DMS Functionality
1	General	The Town is currently running approximately 50 systems to support various business processes, many of which are stand-alone applications with limited integration between them. Additionally, many of these systems have redundant capabilities and in some cases, offer similar or identical functionality to the Town's current ERP system (Tyler Munis). For example, the Town is currently utilizing Microsoft Word and Excel to document and track HR related data, eRPortal to track work orders, and Point Software for receivables and Utility Billing, all of which can be handled in the Tyler Munis ERP system. Maintaining these separate systems has resulted in several inefficient processes such as duplicative entry into multiple systems and timely reconciliations of redundant data as well as furthered created silos across departments and processes.	Town departments should work with IT to inventory Town systems, purposes, current functionality, and department owner to assess the need and future direction for each system. For standalone systems that must be sustained, determine interface capability, requirements and cost. Additionally, through this initiative, identify redundant systems that can be consolidated or eliminated with an optimized ERP and/or best of breed systems. Moving forward, develop an IT governance model and process to assess and approve department requests for a new system including justification with a specific need that cannot be satisfied with current Town systems.	Technology / Process / Policy	N/A
2	General	Many Department staff have minimal knowledge or proficiency with several Town systems including the current ERP system, Tyler Munis, which supports several departmental business processes (e.g. budgeting). It was reported that staff have not been trained and are unaware of system functionality that could be leveraged to further support their daily activities.	The Town should prioritize procuring additional departmental staff training from Tyler in order to maximize the full potential of the ERP system (Tyler Munis). Before purchasing additional training, the Town should work together to summarize what the desired functionality they will need to carry out future processes and where departments can streamline similar processes in a future optimized ERP.	Technology / People / Process	N/A

#	Process Area	Current State Observation	Future State Recommendation	Category (Technology, Policy, Process, People)	ERP / DMS Functionality
3	General	There are several Town processes in which department staff are submitting data to other departments via paper, email, a 'side system' such as Microsoft Excel, verbally, etc. which is then hand-keyed into the system of record by other department staff / administrators (e.g. department payroll data, GL account on PO, etc.) It was reported that this is due to several different reasons including lack of access to systems, lack of training on systems, and in some cases certain departments requiring other department staff to submit data in these various forms.	It is best practice for the originator of information to access and enter data directly into the system of record to reduce manual and redundant process steps, eliminate data entry error, and provide documentation and an audit trail for segregation of duties. The Town should update department processes and provide access and training on Town systems to allow department staff to enter their data into the system directly to eliminate the need for an extra manual / paper-based step in the process.	Process / People / Technology	N/A
4	General	Many Department staff are operating under the assumption that MA general law requires paper documentation, wet signatures, and the retention of 'original' Town documents to be kept in paper form. This has resulted in heavy paper-based processes within Town departments which introduces several issues to the Town including the inaccessibility to real-time data, risk that a document can be misplaced, destroyed, or stolen, and does not allow the Town to properly secure data, some of which is confidential.	The Town may be operating under outdated MA general law related to document retention requirements. For example, according to MA General Law, Title XV, Chapter 110B, Section 7 "A record or signature may not be denied legal effect or enforceability solely because it is in electronic form." Review MA General Law and determine where paper processes can be automated and streamlined in current / future systems to align future state processes with best practices. Optimizing the current ERP system (Tyler Munis) can reduce the amount of paper used and automate many forms, workflows, and reports. Work with Tyler and/or a consultant to identify Town "to be" processes in an effort to eliminate paper forms and approvals where appropriate.	Policy / Process / People / Technology	N/A

#	Process Area	Current State Observation	Future State Recommendation	Category (Technology, Policy, Process, People)	ERP / DMS Functionality
5	General	Many Town systems are not currently being utilized to their fullest capability due to lack of system training, reluctance to update business processes by leveraging system automation and functionality, and incomplete system implementations (e.g. HR module in Tyler Munis was never implemented).	Identify additional modules and/or functionality within current Town systems (including the ERP, Tyler Munis) to implement and train department staff on. For example, the Town currently owns the HR module in Tyler Munis and should implement / train departments on the HR module capabilities. Work with Tyler to provide system demonstrations for Town departments on additional modules/functionality to potentially implement.	Process / People / Technology	N/A
6	General	It was reported that several Town systems have been over-customized either because the system(s) purchased did not fully meet the requirements of Town departments or the system was configured to support a unique / outdated process which deviates from best practice. Over-customization of these systems has resulted in technical issues including system bugs and increased processing time.	Town departments should revise their processes to align with industry best practices and then summarize their functional requirements for a system to support those processes. The Town should then re-asses the best system(s) to support their business processes, and either re-configure a current Town system or procure and configure a new system based on best practices which meets the needs of the Town departments.	Technology / Process	N/A
7	General	Departments have siloed processes and seem unwilling to change their processes for the betterment of the organization as a whole. Siloed processes that exist either from intentional structuring or limited system access creates barriers between departments. In general, it creates distrust that project initiatives are being executed with the interest of all departments in mind.	The Town should strive to redesign processes to include departments in decision making processes and make processes collaborative and iterative across departments. This will increase the sharing of information across the organization which will result in better decision making and decrease distrust.	People	N/A
8	General	It was reported that shared expenses, mailing, phones, etc, are not properly charged to departments.	The Town should reassess the process for assigning shared costs to departments, so departments can correctly budget for those shared costs going forward.	Process	N/A

#	Process Area	Current State Observation	Future State Recommendation	Category (Technology, Policy, Process, People)	ERP / DMS Functionality
9	General	Departments do not know which individuals to turn to for system expertise.	The Town should compile a list of super users for each system and distribute it to all departments. If a super user cannot be found, then training should be held for those systems.	People	N/A
10	General	There is no place to confidentially and securely store or track sensitive information including social security numbers, background checks, sexual misconduct reports, etc.	Both ERP and document management functionality would allow Department staff to securely store sensitive information. Employee and human resource related information should be stored securely in a HR module in an ERP system.	Technology	ERP
11	Accounts Payable	The Town's vendor listing is maintained in Microsoft Access, and not Tyler Munis where payments to vendors resulting in duplicate entry and making it difficult to update, track, and manage the central vendor listing.	Utilize Tyler Munis as the system of record to store and track vendor information so that the vendor record is integrated with other financial modules in order to tie relevant documentation and transactional details to that vendor record. Work with Tyler to request training on Vendor Central.	Technology	ERP
12	Accounts Payable	It was reported by Department staff that they are required to submit paper invoices by manually hand-writing the account information on the invoice instead of entering into Tyler Munis directly. Additionally, departments reported that there is inconsistency in Accounts Payable processes and policies, for example it is unclear across departments what requires a PO.	Work with Town Comptroller to establish specific guidelines for what requires a purchase order. Work with Tyler to purchase additional Tyler Munis AP training to utilize the system to automate, route, and manage vendor invoices. Reconsider the accounts payable work flow. Allow department staff to access Munis AP module to aid in the process, as needed.	Policy/ Process/People	ERP

13	Accounts Payable	Vendors currently submit invoices in several different formats (including paper) and to both departments and Finance resulting in increased lag-time and inconsistent processing of vendor payments. The Town is not currently utilizing any vendor self-service portal to allow for vendors to share data and upload vendor related documentation including invoices directly to the system.	Streamlining the vendor invoice submission process would reduce the amount of time needed to process invoices. Consider selecting a system with a vendor self-service function, so that invoice can be submitted through this portal electronically. Determine protocol for enforcing the universal process for vendors to submit invoices, where possible.	Process / Policy	ERP
14	Accounts Payable	Duplicate payables are processed by departments because of Accounts Payable information being held in Access databases or Excel spreadsheets.	The Town should consolidate all Accounts Payable tracking into their current ERP, Tyler Munis. This will decrease duplicate entry and maintain one version of payable information, so departments will know when payments need to be made.	Process	ERP
15	Budgeting	The budgeting process is inconsistent across departments; some departments use QuickBooks, some Microsoft Excel, and others systems such as Community Pass or ClearGov. Since many department staff do not enter their budget data directly into the ERP system (Tyler Munis), all data must be entered / duplicated in Munis.	Streamline the budget process across all departments and work with Tyler to perform training to departments on the Munis budget module so that departments can enter their budget data directly into the system. Work with Tyler to understand budgeting modules (Budgeting, Performance Based Budgeting, CAFR Statement Builder etc.) available and where current process can be automated. It is important for the Town to work with the comptroller to understand legal requirements to see if one standard process managed solely in Munis can suffice as the accepted universal budget process.	Process / Technology	ERP
16	Budgeting	The capital budgeting software used by the Town does not allow for the data to be easily sorted or manipulated.	The Town should replace their capital budgeting software with Tyler Munis as they have the functionality in their current environment today; it was mentioned that the Town intended to do so. The Town should make a comprehensive list of functional requirements for the new software before making a request for proposal.	Technology	ERP

#	Process Areas	Current State Observation	Future State Recommendation	Category (Technology, Policy, Process, People)	ERP / DMS Functionality
17	Community Development	It was reported by departments that the Town's permitting system, Municity lacks key functionality to meet the Town's requirements. For example, Municty does not show status of permits for a department who is currently reviewing the permit. It is up to the applicant to chase down the appropriate department to determine why their permit has not been approved. Additionally, Municity was not designed for all types of Town permits, resulting in the need to track them in a separate Microsoft Access database (e.g. water / sewer). Additionally, although Municity has the functionality to support no electronic / online applications and payments, the Town is not currently utilizing this functionality. Applications are paper and scanned into the system, then information must be hand typed into Munis for payment.	Consider replacing Municity with Tyler's Community Development Software (EnerGov). EnerGov has a transparent workflow with a record created as soon as application is entered into system, and ability to track the status of the application until it is approved as well as accept payments through an online citizen portal. All permits issued by the Town should be issued and managed in the same system (unless there is a valid business case not to do so), to provide consistent service to constituents and transparency to the process across departments. Public Works and Community Development should work together to determine requirements for an optimized, universal permitting module.	Technology / Process	ERP
18	Community Development	Health Services are issuing 1500-2000 permits annually, all via paper application and mailing rather than utilizing a system to automate the permitting process.	In order to have all permitting related departments on one system, the Town should consider utilizing a permitting system to automate and manage application and issuance of Health Services permits. `	Technology / Process	ERP
19	Community Development	The Town does not currently provide an online payment portal for citizens to easily pay for permits, licenses, or inspections within the Town's business systems.	An online payment portal should be set up to allow payments for licenses, permits, inspections, etc. Online payments reduces overhead in payment processing and delays in posting payments to accounts.	Technology / Process	ERP

#	Process Areas	Current State Observation	Future State Recommendation	Category (Technology, Policy, Process, People)	ERP / DMS Functionality
20	Contract Management	The Town is not currently utilizing a contract management module / system to automate the contract development, approval , and tracking of contracts.	Tyler's Contract management module is fully integrated with General Ledger, Requisitions, Purchase Orders, Accounts Payable Workflow and Bid Management, allowing the Town to track vendor performance, tie to the GL, generate change orders, track milestones, tie all invoices to one contract, and more. The Town should explore cost and training to implement the Munis contract management module and streamline contract related processes.	Technology	ERP
21	Document Management	Several Town documents are stored as physical copies and tracked offline. For example, Certificate of Occupancy's are stored as physical copies, and tracked offline in an Excel Spreadsheet. The Council and Aging Department duplicates their assessment checklist with paper and then enters the same information into SurfTracker. Police and Fire certifications must be photocopied and stored manually, taking up physical storage space.	Utilize an ERP or Document Management system to centrally store and track documents electronically. Certificate of Occupancy's can be securely stored in a document management system / module, and tied to a building application with pertinent inspection details easily accessible in the record. Eliminate duplication of work and enter into one system only. Store electronic copy of certifications securely in future DMS or document management module and free up space occupied by physical copies.	Technology	DMS
22	Document Management	The Town does not currently have a document management system to store and route documents electronically across departments, resulting in paper based processes and time consuming routing of paper or email interoffice.	Document management will enable the Town to move towards a paperless environment. Implementing Tyler Content management, or integrating Munis to a future standalone document management system will allow the Town to securely store, retrieve, modify and share important documentation. Document management reduces the risk associated with	Technology	ERP / DMS

#	Process Areas	Current State Observation	Future State Recommendation	Category (Technology, Policy, Process, People)	ERP / DMS Functionality
			storing important information in paper files, as well as the time spent locating paper documents. Evaluate document management solutions.		
23	Facilities	Maintenance utilizes FacilityDude, but does not enter enough information for their entries to be considered useful.	The Town should assess whether the lack of information is a result of inability to use the system due to lack of training or if maintenance is inattentive when entering information. If the former is true, the Town should contact FacilityDude for training. If the problem is inattentiveness, then the Town should stress the importance of entering detailed information going forward.	People	N/A
24	General Ledger	Various departments want to attribute revenue and expenses to activities to better forecast and determine profitability.	The Town should redesign their chart of accounts to include a level for activity or discuss with Tyler if a custom field for activity can be created when transactions are entered into Tyler Munis. This information should then be provided to departments for budgeting and program planning purposes.	Policy / Technology / Process	ERP

#	Process Area	Current State Observation	Future State Recommendation	Category (Technology, Policy, Process, People)	ERP / DMS Functionality
25	Human Resources	Human Resources does not currently utilize a system to support their business processes, resulting in heavy manual and paper based processes for employee management, applicant tracking, onboarding, etc. This results in lack of automation and visibility of HR data across departments. For example, processing and applying benefits is a manual, paper process between HR and Payroll.	The Town has already procured and currently owns the HR modules in Tyler Munis. The Town should work with Tyler to implement the HR modules in Munis based on the Town's functional requirements and update the HR business processes to take advantage of HR best practices. For example, employee benefit enrollment can be automated in Munis and automatically updated in the payroll system for benefit calculations.	Technology / Process	ERP
26	Human Resources	Applicant hiring and onboarding is a paper based process. Resumes are printed and distributed to relevant departments who review and provide feedback manually. There is no workflow involved and once an applicant is hired, there is no standardized workflow to efficiently onboard employees. For example, Public Works must undergo the same repetitive process for re-hiring seasonal employees every year since this information is not stored and maintained in an applicant system.	Implement Tyler Munis HR module to utilize Applicant Tracking and efficiently track applicants and streamline the onboarding process. An applicant tracking system which integrates with an onboarding system and learning management application can provide a seamless employee onboarding experience while storing all necessary employee information in a central location.	Technology	ERP
27	Human Resources	Applicant and employee personnel files are stored in hardcopy. Applicant information (including the application) is printed multiple times to be placed in the recruitment file, then in the personnel file (for hired applicants). This process is redundant, takes up office space, and is time consuming.	Utilizing the virtual personnel file in the Tyler Munis HR module will eliminate need for paper personnel files and maintenance and storage of those files.	Technology	ERP
28	Human Resources	The current process for collecting employee forms is inefficient with employees providing the information and departmental employees collecting and entering that information into various systems	The Town should purchase software that enables employee self-service capabilities which will allow employees to directly enter information into the ERP system, Tyler Munis. This will allow for easier	Process/ Technology	ERP

#	Process Area	Current State Observation	Future State Recommendation	Category (Technology, Policy, Process, People)	ERP / DMS Functionality
			1099s and W-9s collections, and easier time and attendance entry.		
29	Inventory	There is not a shared business inventory between Town departments and it was reported that inventory is mainly managed offline, through Microsoft Excel / Access and is not consistent across departments. For example, the Golf department manages inventory through Point of Sale system, GolfNow, which is saved offline as a file on a personal PC.	Determine if inventory management functionality in Tyler Munis can be used for a central inventory management system and assess if Tyler's EAM module can replace the current system, FacilityDude for managing Munis Work Orders, Fleet, and Facilities so that all data can be integrated. A shared inventory across departments allows for notifications / alerts to be sent to other service areas when transfers in occupancy, ownership status, changes of use, and investments are made within the community.	Technology / Process	ERP
30	Payroll	Payroll accruals (e.g. leave balances) are stored in Munis, but staff does not know how to access this information. IT reported there used to be a report with this information but staff reported they haven't seen it in a while and it was "impossible to read". Staff must manually monitor by checking their paystubs.	Payroll accruals can be tracked and viewed by employees in the Tyler Munis Payroll module. Work with Tyler to provide department staff training on this functionality.	Technology / Process	ERP
31	Payroll	The Town's current payroll process is time consuming and requires multiple systems including Microsoft Access databases, Excel spreadsheets and IMC. For example, the Excel spreadsheets must be validated against IMC and are then sent to payroll who uploads the data into the payroll system.	The Town should consider replacing IMC and utilizing Tyler Munis payroll module as the universal payroll system to fully automate and streamline the payroll process. Implementation and integration of the HR and Time and Attendance modules in Munis can increase automation of the payroll processes as well.	Technology / Process	ERP

#	Process Area	Current State Observation	Future State Recommendation	Category (Technology, Policy, Process, People)	ERP / DMS Functionality
32	Projects & Grants	Project and grants are not managed in a system resulting in Departments tracking their grants in side systems such as Microsoft Access or Excel. As a result, there is no way to tie grant funded projects to the project in a system, so that they can be charged against and updated in real time. Additionally, projects, contracts, and purchase orders are not linked in the system making it difficult to track financial transactions between them (e.g. expenses) requiring the use of many side systems, duplicate data entry, and manual reconciliations. This makes it very difficult for the Town to easily access project status, important due dates, and financial related information.	The Town should procure and utilize the Tyler Munis grant and project management functionality that allows grant and project data to be stored centrally in the system and allow adjustments to be made to project/grant funds automatically reflected in each respective area. This will make it easier for departments to track project and grant related data as well as allow Finance to see when money will be received from grants.	Technology / Process	ERP
33	Purchasing	Departments must submit a Purchase Order (PO) to the comptroller outside of the ERP system (Tyler Munis) and then the comptroller creates the PO in Munis. This is a redundant process which increases processing time.	Modern ERP systems allow a purchase to be tied to both a funding source, a project, and a contract. This will allow project and contract expense tracking to be easier in the system, instead of searching through copies of invoices and purchase orders stored in a file server outside the ERP system. Utilizing a grant management module will allow for tracking of grant financial data including reimbursements. This will make it easier to know when the grant money has been exhausted. This will also simplify the chart of accounts and reduce the number of inactive accounts.	Technology	ERP

#	Process Area	Current State Observation	Future State Recommendation	Category (Technology, Policy, Process, People)	ERP / DMS Functionality
34	Reporting	It was reported that reporting is difficult for Department staff and they must use multiple systems (including side systems such as Microsoft Excel) to develop reports needed for various business processes resulting in timely efforts and reconciliations.	Tyler offers flexible reporting tools which are user-friendly. The Town should explore hiring Tyler training instructors to train staff how to use standard reports and how to create their own unique reports. The Town should summarize a list of desired reports and work with Tyler to create and implement the use of reports.	Technology	ERP
35	Sustainability	The process of tracking energy usage in terms of quantity and cost is tracked by several departments.	The Town should consider tracking this information in a singular place to avoid redundant, dual entry into different systems and possible discrepancies that arise between departmental data as reported during interviews.	Process	N/A
36	Sustainability	Current disparate sustainability practices reporting in Microsoft Excel does not allow for the comparison or review of which citizens or addresses participate in programs.	The Town should consider purchasing best of breed software for sustainability tracking to make comparisons across programs to allow for better citizen targeting and program growth.	Technology	N/A
37	Time & Attendance	It was reported that the HR department requires department managers to send a paper copy of time off approvals and details for Town staff.	The Town should eliminate the step to send time off approvals to HR, and implement an approval workflow in the Time and Attendance system to allow employees to route time off requests to department managers for approval.	Policy	ERP
38	Time & Attendance	For the Town Police Department, anything that has to do with payroll and leave time uses paper and the honor system. Accruals are in Munis, but staff is unsure how to access / view their accrual balances in the system. For time off, it is up to individual to monitor their own time. Manager manually approves and sends copy down to HR, but unsure why this is necessary.	The Town should consider procuring Tyler's Time and Attendance module as their universal T&A system to specify accrual reports, automate time off approval and any other payroll functionality required by Town departments.	Technology / Process	ERP

#	Process Area	Current State Observation	Future State Recommendation	Category (Technology, Policy, Process, People)	ERP / DMS Functionality
39	Training & System Access	Many Town staff do not have access or training on Munis and other systems. Therefore, many staff are not leveraging the Town technologies to be more efficient. This results in many manual and paper based processes, and the use of side systems.	The Town should provide staff with system access and training (with the appropriate levels of security access) where they can leverage these technologies to be more efficient in their processes and day to day tasks.	Technology / Process / People	N/A
40	Utility Billing	The Utility Billing process is not fully supported and automated in a Utility Billing system. For example, Town energy usage is manually tracked, retroactively in a spreadsheet and request for bulk waste collection is a paper process. Additionally, Utility Bills are mailed through Treasurer office which is a manual process.	Consider implementing the Utility Billing module in Munis to manage all UB processes including payment. Time and cost saving reducing dual entry could free up time to proactively work on energy audits. Additionally, with Tyler's Incident Management System, the Town can utilize citizen request portal to streamline the request for bulk waste.	Technology / Process	ERP

#	Process Area	Current State Observation	Future State Recommendation	Category (Technology, Policy, Process, People)	ERP / DMS Functionality
41	Work Order	The process of creating, tracking and satisfying a work order varies by division, with different departments using different systems (FacilityDude, EAPortal, Excel) and some creating and tracking all completely by hand. For example, facilities is tracking cost or labor hours instead of utilizing their system FacilityDude to automate these calculations.	The Town should consider implementing the Tyler Work Orders, Fleet & Facilities module to standardize the Work Order process in Public Works, Facilities, School, Water & Sewer and all departments. Before reaching out to Tyler, relevant departments should collaborate to map out current processes and determine requirements that would satisfy all departments in order to standardize the process and processed in a shared system. The town should consider implementing Tyler EAM (asset management solution), and work to establish standard process across all departments to process work order requests. Departments should collaborate to identify a common set of requirements to streamline the process and consolidate into one shared system. Tyler's Work Orders, Fleet & Facilities module has capability to integrate with Finance and Revenue suites and efficiently track labor, equipment, stock inventory, overhead and more.	Technology / Process	ERP

2.3 ENTERPRISE SYSTEMS INVENTORY

#	Application	Description	Department(s)	ERP Functionality?
1	Adobe InDesign	Desktop publishing software application for uploading course catalog	Multiple	N/A
2	Better Impact	Volunteer management software	Veterans	N/A
3	CivicPlus	Website design solution	All	N/A
4	ClearGov	New budgeting software	Multiple	ERP
5	CommunityPass	Online payment solution for registering programs	Recreation & Parks	N/A
6	eRPortal	Tracking work orders	Water & Sewer	ERP
7	Esri	GIS software	DWP/ Water & Sewer	N/A
8	FacilityDude	Facility maintenance	Facilities	ERP
9	FuelMaster	Fuel management	Public Works	N/A
10	GolfNow	Golf course and tee time management	Golf	N/A
11	Google Drive	Facility maintenance	Facilities	ERP
12	GovSense	Government Resource Planning Software	Community Development	N/A
13	Granicus	Government communication, records management, meeting and agenda software	Selectmen	N/A
14	IAS World	Integrated assessment system	Assessor	N/A
15	IMC	Time and Attendance (public safety only)	Fire / Police	ERP
16	Invoice Cloud	Customer portal for real estate taxes and water bills	DPW	ERP
17	Kronos	Time and Attendance (Public Works)	Public Works	ERP
18	Mailchimp	Used for email marketing	Multiple	N/A
19	MS Access	Permit management	Water & Sewer	ERP

#	Application	Description	Department(s)	ERP Functionality?
20	MS Access	Vendor management	Multiple	ERP
21	MS Access	Energy Reporting	Sustainability	ERP
22	MS Excel	Events management	Golf	N/A
23	MS Excel	Offline payroll management	Multiple	ERP
24	MS Excel	Work order tracking	Multiple	ERP
25	MS Excel	Utility Billing	Treasurer	ERP
26	MS Excel	Inventory management	Multiple	ERP
27	MS Excel	Financial tracking and reporting (e.g. budgeting, invoicing, payment status, etc.)	All	ERP
28	MS Excel	Project and grant management	Multiple	ERP
29	MS Excel	Inspection Tracking	Building	ERP
30	MS Excel	HR reporting	Human Resources	ERP
31	MS Excel	Election results	Town Clerk	N/A
32	MS Excel	Contract management	Procurement	ERP
32	MS Excel	Tracking sustainability projects	Sustainability	ERP
34	MS Word	Permit creation and templates	Selectmen	ERP
35	MS Word	Various HR documents and tracking	Human Resources	ERP
36	Municity Enterprise Software	Cloud-based building, planning, permitting and code enforcement software	Multiple	ERP
37	Novice	Agenda creation software	Selectmen	N/A
38	Patriot	CAMA database	Assessors	N/A
39	Popint	Receivables and Billing Software	Multiple (Primarily Treasurer/Collector)	ERP

#	Application	Description	Department(s)	ERP Functionality?
40	Pro-EMS	Ambulance Billing Software	Fire	N/A
41	Quickbooks	Bookkeeping software, tracking financial information	All	ERP
42	SeeClickFix	Customer portal for code violation	Community Development	ERP
43	SEPtrack	Septic Tracking Software	Water & Sewer	N/A
44	ServTracker	Case Management for veteran services	Veterans Services, Council on Aging	N/A
45	StationSmarts	Records Management	Fire	ERP
46	StellarDog	Pet licensing	Human Resources	ERP
47	Tyler Munis	Manages core financial processes to varying degrees including budgeting and procurement	All	ERP
48	VMIS	Veteran services management	Veterans	N/A
49	Voter Registry Information System	System for storing voter information	Town Clerk	N/A
50	VTS	Asset management platform (DPW)	Public Works	ERP
51	WaterSmart	Utility portal for water	Public Works	ERP

3 Options Analysis

3.1 OVERVIEW

Consistent with project objectives and based on the assessment of the current functional and technology environment, the Town has three primary options concerning the strategic direction of a future ERP applications environment. These options are:

Option	Description
Option 1:	Status Quo
Option 2:	Procure Best of Breed EDMS
Option 3:	Leverage ERP Functionality

Further details are described within each option analysis including their advantages and disadvantages and other key factors for the Town's consideration.

3.2 OPTION 1: STATUS QUO

Option 1: Status Quo involves the Town 'doing nothing' and maintaining the current processes and systems inventory as listed in Section 2.3: Enterprise Systems Inventory.

3.2.1 Advantages

1. **One-Time Cost Savings** – This option includes a lower one-time cost than going out to bid and procuring a new solution or fully leveraging the current ERP system.

2. **Minimal Effort in the Short Term** – Maintaining the current environment will mean departments can maintain their day-to-day processes without exerting resources to training or implementing new systems.

3.2.2 Disadvantages

1. **Limited Opportunity for Process Improvement.** Limited by existing system deficiencies, users have been forced to maintain paper based processes and/or develop/acquire many separate side systems to support day to day business process. Continued reliance on paper-based processes and disparate systems perpetuates the existing challenges of dual data entry, higher probability for data error, and the greater need for data reconciliation, and as a result, data that is often delayed or outdated. Maintaining the status quo misses an opportunity to streamline business processes and achieve greater efficiencies.

2. **Risk Not Minimized –** Leaving manual, printed processes in place increases risk through sensitive documentation potentially being misplaced or stolen. Additionally, dual, manual entry increases the possibility for human error and flawed data.

3. **Negative Return on Investment.** By perpetuating the existing systems and business processes, this option does not result in significant process efficiencies or labor savings.

3.3 OPTION 2: PROCURE BEST-OF-BREED EDMS

If the Town does not decide to continue their investment with Tyler, they could explore the current market place and go out to bid for an EDMS. This option would require gathering of requirements, RFP development, vendor demonstration and evaluation, contract negotiations and implementation. As the Town is aware of, a new selection and implementation is a large undertaking, which requires significant time, money, planning and resources that are already strained.

3.3.1 Advantages

1. **Explore Entire EDMS Market:** Allows the Town to investigate EDMS options available in the marketplace and select a system that best meets their needs through a formal and structured due diligence process, including software demonstrations, reference checks, and site visits.

2. **Some Risks Mitigated**: If the EDMS is properly utilized to minimize the handling and storage on of paper documents, this will help to secure information to ensure that only authorized persons can access particular documents.

3. **EDMS Functionality:** Implementing an EDMS will allow the Town to take advantage of EDMS functionality.

3.3.2 Disadvantages

1. **Significant Capital Investment:** The selection and procurement of an appropriate new EDMS software would require a sizable investment. As demonstrated in the cost analysis section, the cost to purchase and implement a new EDMS solution is higher than the other two options. Please note these costs do not include the labor cost of a new implementation.

2. **Functional Limitations:** The majority of Town requirements and current system gaps identified in *Section 2.2: Key Issues and Opportunities* of this report cannot be met or improved solely with EDMS functionality.

3. **Negative Return on Investment.** EDMS is limited to document management functionality, and does not provide full automation and/or end-to-end process workflow capabilities required by the Town that would significantly enhance process efficiencies or provide labor savings.

4. **System Integration Challenges:** Implementing EDMS functionality in a separate system from an ERP will require the two systems to be integrated to fully realize the benefits of each system. These system integrations can pose challenges and complexities during implementation and maintenance of both systems as well as limit the integration capabilities that are typically available in a fully integrated enterprise wise system.

3.4 OPTION 3: LEVERAGE AND OPTIMIZE CURRENT ENTERPRISE APPLICATIONS

If the Town decides to optimize their current ERP system vendor, Tyler Munis, this creates an opportunity to reexamine the current ERP environment in addition to adding the functionality of the module purchased but not implemented by the Town.

3.4.1 Advantages

1. **Opportunity to Optimized Business Processes:** The optimization of the Town's current ERP system will provide the opportunity to review its current business processes and identify efficiencies that could be achieved by streamlining or via enhanced automation or better integration between modules.

2. **Increased Efficiency and Productivity:** With enhanced ERP functionality and less time spent on data reconciliation across disparate systems, users can be more efficient and productive.

3. **Opportunity to Implement Best Practices:** An ERP optimization would help the Town to adhere to best practices that have been developed by industry experts across numerous municipal organizations. The use of best practices will help to improve the efficiency and effectiveness of the Town's current efforts, as well as help to reduce risks and provide a better view of the current state of the Town.

4. **Fully Integrated Solution**: Replacing EDMS functionality with an ERP replacement allows for full integration between transactions and documents in the new system and reduces the risk related to the integration of two separate systems.

5. **Minimal One-Time Cost:** The Town owns many of the Munis systems required to address staff needs. Therefore, the Town would only need to invest one-time cost to train and implementing ERP modules and functionality already purchased but not currently being used.

6. **Positive Return on Investment:** By replacing the ERP system and revising business processes, this option can result in significant process efficiencies and/or labor savings.

7. **Opportunity to Renegotiate ERP Costs**: Optimizing the current ERP environment would involve renegotiating terms with the current ERP vendor, Tyler. This contract negotiation could potential result in cost savings for maintenance and other activities going forward.

8. **Opportunity for Native Integration**: EDMS functionality can be obtained through procurement and implementation of Tyler's ECM product. Tyler's solution will not require interface creation and upkeep. Additionally, it is more cost effective and less time consuming than Option 2: Procure Best-of-Breed EDMS. The costs and benefits of Tyler's ECM are discussed as Option 3B in Section 3.5.

3.4.2 Disadvantages

1. **Significant Change Management:** New ERP modules will introduce new technologies and work practices, and will require significant change. Additionally, during the implementation there will likely be many decisions which will need to be made that will have potential impacts to organization policies. A successful implementation will require strong project governance and change management.

3.5 COST ANALYSIS

3.5.1 Overview & Assumptions

The following represents the cost analysis represents estimates for the Total Cost of Ownership (TCO) including one-time and ongoing costs (excludes soft costs associated with loss of staff productivity) as well as a Cost Benefit Analysis over a 10-year period *(includes* soft costs associated with loss of staff productivity) for the following options:

> Option 1A – Status Quo
>
> Option 1B – Status Quo (including soft costs associated, included in Cost Benefit Analysis only)
>
> Option 2 – Procure Best-of-Breed EDMS
>
> Option 3A – Leverage and Optimize ERP System
>
> Option 3B – Leverage and Optimize ERP Systems and Procure Tyler Content Manager (TCM)

3.5.1.1 Total Cost of Ownership Detail & Assumptions (Figure 1 below)
**excludes soft costs associated with loss of staff productivity

The following assumptions should be considered regarding the Total Cost of Ownership (TCO) table for each option:

All Options:

- One-time costs are associated with internal and external one-time project costs that are applicable to each individual option
    - o Internal one-time costs can include the level of effort required by Town employees to complete the project (implement or train on a new system deployment). For applicable options, additional internal costs are associated with the level of effort required by Town staff and/or engaging a third party consultant (e.g. Plante Moran) for the competitive bid process
    - o External one-time costs can include software licensing, application/hardware, and vendor professional fees for implementation (including project management, training, etc.)
- On-going costs are associated with internal and external on-going support and maintenance costs that are applicable to each individual option
    - o Internal on-going costs can include the level of effort required by Town employees (e.g. IT) to support and maintain the software
    - o External on-going costs can include the annual vendor software licensing, maintenance, and support costs

Option 1 – Status Quo

- On-going Costs
    - o Annual internal (Town level of effort required) and external (vendor) licensing, support, and maintenance costs for core (not all) systems the Town is currently running (Tyler Munis ERP as well as additional Town system)

Option 2 – Procure Best-of-Breed EDMS

- One-time Costs
  - Software licensing, application/hardware, and all associated implementation costs (vendor professional services) for a standalone best of breed EDMS. The one-time implementation cost for this option is higher than Option 3A, because the best of breed EDMS solution is a standalone solution and there would be integration costs associated with interfacing this solution with other Town systems including the ERP, Tyler Munis
  - Internal project costs for costs associated with the level of effort required by Town staff and/or engaging a third party consultant (e.g. Plante Moran) for the competitive bid process and the level of effort required by Town employees to complete the project (implement or train staff on new system deployment)
- Ongoing Costs
  - Annual internal (Town level of effort required) and external (vendor) licensing, support, and maintenance costs for core (not all) systems the Town is currently running (Tyler Munis ERP as well as additional best of breed system) and the additional EDMS solution.
  - The on-going internal costs for this option is higher than Option 3B because there would be additional costs associated with supporting and maintain the integrations built between the best of breed EDMS and other Town system, including the Town ERP Tyler Munis

Option 3A – Leverage and Optimize ERP System

- One-time Costs
  - Internal project costs for costs associated with the level of effort required by Town staff and engaging the current ERP vendor (Tyler) to implement the remaining Tyler Munis modules owned by the Town (e.g. HR, Project Accounting) as well as train Town staff on Munis modules that have already been implemented but not fully utilized
- Ongoing Costs
  - Annual internal (Town level of effort required) and external (vendor) licensing, support, and maintenance costs for core (not all) systems the Town is currently running (Tyler Munis ERP as well as additional Town system)

Option 3B – Leverage and Optimize ERP Systems and Procure Tyler Content Manager (TCM) Enterprise Edition

- *Note that Tyler offers two TCM products (standard edition and enterprise edition). The TCM enterprise edition offers expanded/more robust functionality than the standard edition. For purposes of this analysis, we've included costs for the enterprise edition which offers similar functionality as a best of breed EDMS included in Option 2. The one-time and on-going costs for the TCM enterprise edition used in this analysis is from an actual quote provided by the Town's Tyler Munis account representative.*
- One-time Costs
  - Internal project costs for costs associated with the level of effort required by Town staff and engaging the current ERP vendor (Tyler) to implement the remaining Tyler Munis

modules owned by the Town (e.g. HR, Project Accounting) as well as train Town staff on Munis modules that have already been implemented but not fully utilized

- o External project costs associated with software licensing, application/hardware, and all associated implementation costs (vendor professional services) for the Tyler ECM Enterprise Edition electronic document management module.

- o Note: Does not include internal project costs (both Town staff level of effort and third party consultant fees) for procuring the Tyler ECM module as there would not be a competitive procurement process required.

- Ongoing Costs
  - o Annual internal (Town level of effort required) and external (vendor) licensing, support, and maintenance costs for core (not all) systems the Town is currently running (Tyler Munis ERP as well as additional Town systems) and the newly implemented Tyler ECM (enterprise edition)
  - o On-going internal costs for this option is lower than Option 2 because the Tyler TCM module would be seamlessly integrated with the Town's ERP system, Tyler Munis which would eliminate costs associated with supporting and maintaining a third party integration

3.5.1.2 Cost Benefit Analysis Details & Assumptions (Figure 2 below)
**includes soft cost associated with loss of staff productivity

The following assumptions should be considered regarding the Cost Benefit Analysis table (Return on Investment) for each option:

All Options:

- Each scenario assumes an annual 3% inflation rate

- The analysis summarizes all one-time costs for 2019, Year 1, with recurring maintenance costs starting in Year 2, 2020, for systems not yet purchased.

- Ongoing maintenance costs for current systems were found using the "Town Software List" provided by the Town; because not all systems had maintenance costs listed, a $50,000 estimate was included in addition to the provided costs.

- Internal costs are estimated using a benchmark of 1.5 FTE's salary and benefits – with benefits estimated at 35% of salary. The estimate used for a FTE's salary was the average individual's income in the Town in 2017. This estimate was consistent with salary information for FTEs in other entities similar to the Town. This number is used to represent internal system maintenance costs for the systems.

- Soft costs are based on hours per week dedicated to manual steps and average FTE salary for an entity similar to the Town in size and business processes.

Option 1A:

- Includes on-going internal (Town level of effort required) and external (vendor) licensing, support, and maintenance costs for core (not all) systems the Town is currently running

Option 1B:

- Includes on-going internal (Town level of effort required) and external (vendor) licensing, support, and maintenance costs for core (not all) systems the Town is currently running

- Includes 'soft costs' related to Town staff productivity losses through manual and inefficient processes. Soft costs are based on hours per week dedicated to manual steps and average FTE salary for an entity similar to the Town in size and business processes.

Option 2:

- Includes cost estimates for Best-of-Breed EDMS procurement, implementation, and annual maintenance based upon benchmark data.

- Realization of benefits from soft cost reduction was capped at 20% and begins in Year 2 as benefits would be delayed as a result of the RFP process.

- Includes consulting fees for RFP process consistent with that of original Town and PM contract

Option 3A and Option 3B:

- Option 3's realization of benefits from soft cost reduction was capped at 85%.

- Benefit realization occurs at 15% in Year 1, 50% in Year 2, and 85% Years 3 to 10. This gradual increase is a result of training, module implementation, and other factors that would delay benefits.

- Option 3A and Option 3B include estimates for the price of additional Munis modules based on benchmarking data

3.5.2 Cost Analysis - Total Cost of Ownership (Figure 1)

Option	Option 1: Maintain Status Quo	Option 2: Procure Best-of-Breed EDMS	Option 3A: Leverage ERP Functionality	Option 3B: Leverage ERP Functionality & Procure Tyler ECM
One-time Costs				
Vendor Software License, Application & Implementation Costs (new EDMS, Option 2 & 3B)	-	$ 350,000		$ 123,000
Vendor Software Implementation (current ERP, Option 3A & 3B)			$ 30,000	$ 30,000
Internal Town Project Costs	-	$ 108,000	$ 40,000	$ 70,000
Total One-Time Cost	**-**	**$ 458,000**	**$ 70,000**	**$ 223,000**
On-going Costs				
Annual Software Licensing, Maintenance & Support Costs	$ 479,000	$ 538,000	$ 479,000	$ 506,000
Annual Internal System Support Costs	$ 104,000	$ 125,000	$ 104,000	$ 110,000
Total Ongoing Cost (Annual)	**$ 583,000**	**$ 663,000**	**$ 583,000**	**$ 616,000**

Figure 1 – Displays the Total Cost of Ownership for Option 1, 2, 3A, and 3B including estimated one-time and on-going costs (excludes soft cost associated with loss of staff productivity). Please see section 3.5.1.1 for additional details and assumptions associated with Figure 1 costs.

3.5.3 10 Year Cumulative Cost (Figure 2)

Option	Option 1A: Maintain Status Quo - Without Productivity Loss Estimate	Option 1B: Maintain Status Quo - With Productivity Loss Estimate	Option 2: Procure Best-of-Breed EDMS	Option 3A: Leverage ERP Functionality	Option 3B: Leverage ERP Functionality & Procure TCM
Total Benefits (Cost Savings)					
Cumulative 10-Year Benefits (3% Inflation)	–	–	$ 1,645,158	$ 6,826,455	$ 6,826,445
Total Costs					
One-Time Costs (Year 1)	$ (583,133)	$ (1,369,246)	$ (1,156,626)	$ (612,626)	$ (750,926)
Ongoing Costs (Years 2 - 10)	$ (6,101,830)	$ (14,327,620)	$ (9,257,360)	$ (6,096,533)	$ (6,096,533)
Cumulative 10-Year Cost (3% Inflation)	$ (6,684,962)	$ (15,696,865)	$ (8,100,734)	$ (6,709,159)	$ (6,847,459)
Net 10-Year Return	**$ (6,684,962)**	**$ (15,696,865)**	**$ (6,455,576)**	**$ 117,285**	**$ (21,015)**

Figure 2 – Displays projected cumulative 10-Year benefits and costs for Option 1A, 1B, 2, 3A, and 3B which include both hard and soft costs (includes soft costs associated with loss of staff productivity). Please see section 3.5.1.2 for additional details and assumptions associated with Figure 2 costs.

While Option 1A and Option 3A have similar cumulative costs over a ten year period, the benefits of Option 3A greatly surpass those of Option 1. Additionally, Option 2 includes less benefits and higher costs in comparison to Option 3 because Option 2 includes costs associated with an additional procurement and integrations costs for a best of breed EDMS, as well as lost productivity.

Option 3B includes the features of Option 3A and the procurement and implementation of Tyler's ECM. As noted in Section 3.4, Option 3B allows for the Town to have a native EDMS integration unlike Option 2. Also, Tyler's ECM product remains cost effective in comparison to Option 2 because the product is offered as a module, part of a larger software package which the Town already owns (Tyler Munis). Option 2 requires more capital and will require system interfaces not necessary with Option 3B.

Return on Investment

Legend:
- Option 1 ROI (Hard + Soft)
- Option 2 ROI (Hard + Soft)
- Option 3A ROI (Hard + Soft)
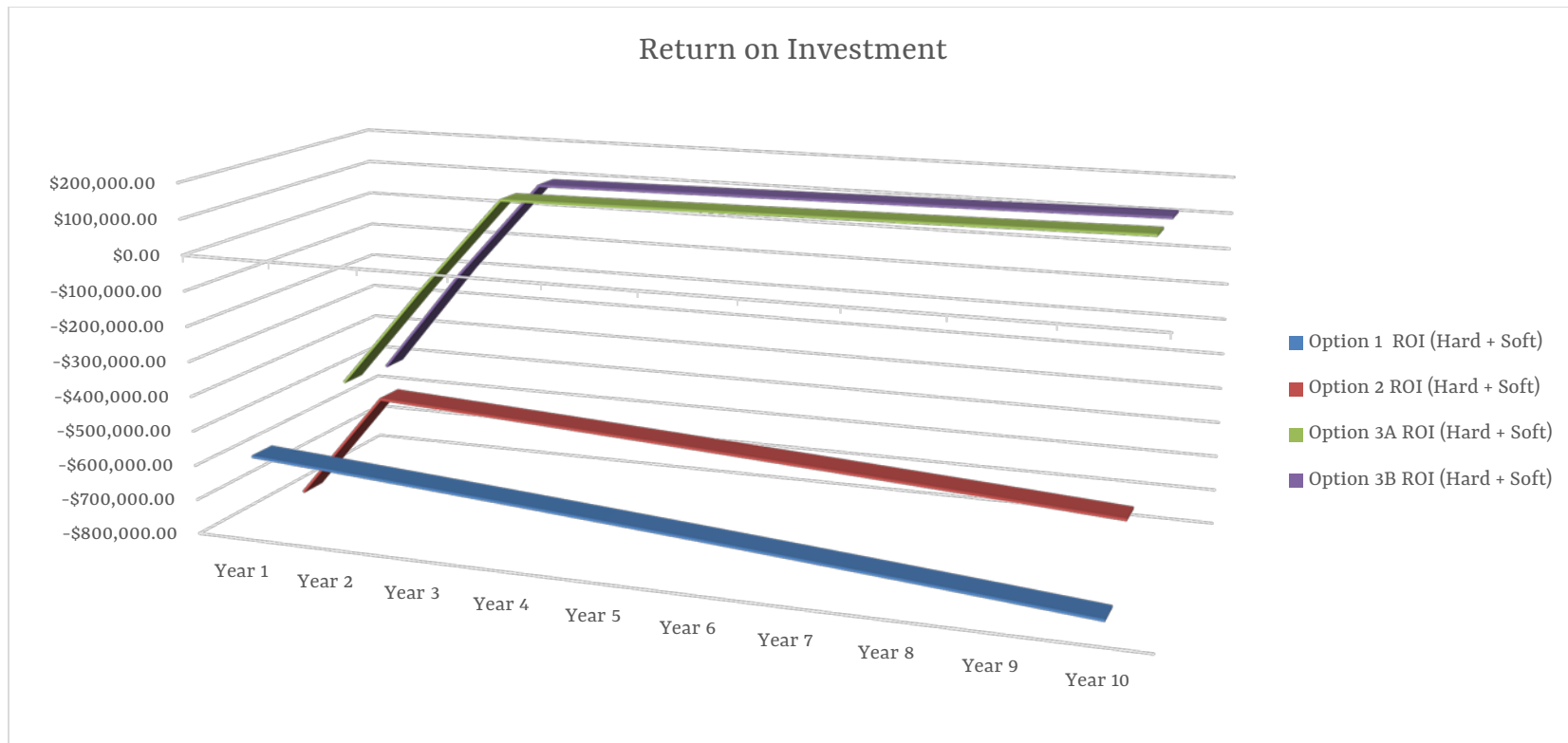- Option 3B ROI (Hard + Soft)

Figure 2 – ROI Estimate for Option 1, Option 2, Option 3A, and Option 3V including both hard and soft costs.

The figure above demonstrates that Option 3A: Leverage ERP Functionality and Option 3B: Leverage ERP Functionality and Procure Tyler ECM are the only options that result in a positive return on investment in the long term.

4 Recommendation

4.1 RECOMMENDATION SUMMARY

Plante Moran's recommendation based on the three evaluated options is below. The strengths and weaknesses for each Option is further detailed in *Section 3: Options Analysis* of this report.

Plante Moran does not consider Option 1: Status Quo as a viable short term or long term strategy because this option does not allow the Town to address the system gaps and unmet business needs outlined in *Section 2: Key Issues and Opportunities analysis* of this report. Additionally, this option does not adhere to industry best practices.

Plante Moran does not consider Option 2: Procure Best-of-Breed EDMS as the optimal option. Option 2 does not address the system gaps and unmet business needs outlined in *Section 2.2*: Key Issues and Opportunities *analysis* of this report nor allow the Town to receive the potential cost savings from application consolidation. Additionally, it introduces the opportunity for Town staff utilize EDMS functionality as a workaround and/or replace activities that would be far more advantageous in an ERP system.

Plante Moran recommends the Town considers Option 3: Leverage current ERP functionality to address the Town's current state gaps and needs, rather than investing in an EDMS. *This option will allow the Town an opportunity to improve their processes and utilize the ERP functionality already purchased. Additionally, this option will minimize the need to interface an EDMS application to the ERP and other Town systems. By consolidating the Town's technology ecosystem and optimizing the current enterprise systems, it will address many of the issues identified in Section 2.2: Key Issues and Opportunities.*

4.2 RECOMMENDED PLAN OF ACTION FOR OPTION 3

Option 3A first. First and foremost, the Town should complete the activities in Option 3A, and leverage the functionality currently available in the Town ERP (Tyler Munis) and other enterprise systems to address the issues and document management needs identified as part of this assessment. They should utilize the ERP systems forms, workflow, and native document management functionality where available, to manage their processes and data, instead of continuing to use paper and scan documents into a document management system as a workaround.

Leveraging the ERP systems will ultimately allow Town departments to streamline processes, reduce time consuming manual processing, reconciliations, and duplicate data entry, increase reporting capabilities and access to data to ultimately, increase efficiencies. The Town will not have the same opportunities to realize these benefits if a document management system is used instead as a workaround. For example, Departments should be provided access to Tyler Munis Accounts Payable to input their account information directly onto the invoice form in Munis so that the process can remain automated and secure, instead of writing this information on paper, scanning it into an EDMS and routing it to Accounting. The Town should utilize the Tyler Munis HR module functionality (forms and workflow) to manage HR processes, documents, and data which will allow increased automation, integration, and reporting, instead of continuing to use paper and a document management system.

Explore Option 3B. Second, as part of the activities included in Option 1A, the Town should re-assess the departments need for additional document management functionality that cannot (and should not) be leveraged in the ERP systems. If the Town decides there is a business need (and cost benefit) to procure an additional EDMS, they should first explore functionality and pricing for Tyler's Enterprise Content Manager. Tyler's ECM will most likely be less cost than a best of breed EDMS and will require less integration costs and maintenance with other Town systems.

If Town Departments express a need for a document management system to use as a repository to store and manage historical paper documents, we recommend that the Town identify the document retention policy required by the Town and/or the State as part of this effort. Several Town Departments expressed a need to keep almost all historical documents and paper spanning back to 10-100 years. After implementing an EDMS, there will be a large level of effort required by Town departments to scan, index, and manage historical documents into this system which can take years, based on the volume of paper. Therefore, the Town should clarify which documents are required to be kept and for how long, and dispose of any documents that are not required by law to be kept for security reasons. In addition, the Town will need to define and implement a standard file structure and procedure for indexing, uploading, and managing the EDMS to ensure documents can be easily found.

Fully Benefit from 3A and 3B. The Town will only receive the benefits outlined in recommendations Option 3A and 3B, if there is acceptance and commitment from Town departments to move away from paper and manual processes. Both options will require dedicated resources, training, funding, and executive level support to implement. However, these recommendations are the best options to address the issues and needs Town departments communicated in their interviews. Several Town Departments expressed a need to keep almost all historical documents and paper spanning back to 10-100 years. The Town will receive very limited benefits to an EDMS, if majority of those paper documents are also being stored as paper files.

Option 3A and 3B will offer the following additional benefits.

- **Optimized business processes:** The optimization of the Town's current ERP system will provide the opportunity to review its current business processes and identify efficiencies that could be achieved by streamlining or via enhanced automation or better integration between modules.

- **Increased efficiency and productivity:** With enhanced ERP functionality and less time spent on data reconciliation across disparate systems, users can be more efficient and productive.

- **Positive return on investment:** By replacing the ERP system and revising business processes, this option can result in significant process efficiencies and/or labor savings.

- **Implement best practices:** An ERP optimization would help the Town to adhere to best practices that have been developed by industry experts across numerous municipal organizations. The use of best practices will help to improve the efficiency and effectiveness of the Town's current efforts, as well as help to reduce risks and provide a better view of the current state of the Town.

- **Fully integrated solution**: Substituting EDMS functionality with an ERP replacement allows for full integration between transactions and documents in the new system and reduces the risk related to the integration of two separate systems.

- **Opportunity to Renegotiate ERP Costs**: Optimizing the current ERP environment would involve renegotiating terms with the current ERP vendor, Tyler. This contract negotiation could potential result in cost savings for system maintenance and other activities going forward.

4.3 ADDITIONAL CONSIDERATIONS

Based on our overall assessment and recommendation to invest in Tyler long term, we are recommending the following initiatives to leverage the most value with the Town's investment:

- **Develop and Implement an IT Governance Structure and Thorough Software RFP Process –** We recommend the Town develops an IT governance structure to ensure that IT investments support Town-wide objectives, not solely the objectives of a singular department. The Town should define an organizational wide technology strategy with clear objectives that can be managed by the IT Governance structure. Ensuring Town systems are procured through a cohesive and comprehensive RFP process will assist in creating and managing IT governance. All appropriate departments should be included in identifying requirements for systems, as this will allow for systems to serve cross functionally without the need for workarounds or additional applications. This process will allow the Town to select the right system in terms of capabilities and size, and consolidate their overall software ecosystem which will eliminate duplicate systems and the need to build costly integrations.

- **Consider Downsizing ERP –** Tyler Munis is a very popular and robust ERP solution solely built for governmental entities. However, it was reported by several Town departments that Munis is too large and expensive for the Town which has resulted in under-utilization of the current investment. For example, the HR module has been purchased but not been implemented by the Town for various reasons, including that implementation and conversion costs are perceived to be too high. Based on this, and the fact that the Town is a smaller governmental entity that does not expect large growth in the near-term, the Town may benefit from downsizing their ERP solution. For example, the Town's current vendor, Tyler, offers the Incode application, which is a very similar solution to Munis but is built and marketed for smaller governmental entities at a much lower cost. The next time an ERP is purchased, the Town should go through an extensive RFP development process to fully evaluate the vendor marketplace and software pricing. If the Town downsized their ERP system in the near future, they may have a better return on their investment over a five to ten year period (including consideration of one-time implementation costs), assuming that departments will fully utilize the systems capabilities and become more efficient in their processes.

- **Document Fundamental Processes –**We recommend the Town begin to immediately organize an initiative to document all fundamental procedures. This mitigates turnover risk and supports efficient onboarding processes. Finally, it is important to have fundamental processes *before* future training and implementation of future modules / systems. Organizations gain the most efficiency from a system if they are able to convey what, how, and why they need to accomplish something.

- **Conduct Current State Process Assessment –** In addition to documenting fundamental processes, we also recommend the Town conduct a process assessment to analyze current state processes to identify bottlenecks and opportunities for efficiency. Industry best practice recommends mapping

out processes in a flow chart, which are helpful for showing a clear starting point, end point, and all of the handoffs, decision points, inputs and outputs involved in between. Not only will this provide for more efficient onboarding and training in the future, but it also gives the chance for staff to work together and understand the upstream/downstream effects of their daily work when analyzing the overall process from a broader perspective. Inefficiencies and process improvements will be exposed almost immediately, and the Town can begin to address larger problems with quick fix process improvements resulted from the process mapping effort.

- **Allow Greater Access to Munis –** Employees expressed frustration in processes, especially relating to their inability to view ad manipulate data in Munis. By allowing departments to process and view their own data, dual entry and paper-based processing would decrease. In addition, by having visibility into data, departments can make more informed decisions that benefits the whole organization.

- **Engage Tyler for System Training** – Purchase PACE 10 from Tyler, which includes 10 days of onsite training each year, for 3 years. Specifically, training in HR is needed immediately to support the integration of the HR module, and allow staff to properly and efficiently conduct their daily responsibilities when transitioning from manual and paper processes to electronic, automated processes in Munis.

- **Implement Additional Munis Modules Currently Owned** – There are a number of additional Munis modules and enhancements available to the Town that will meet their current needs, including:
  o **Human Capital Management (HCM)** – The Town has been paying maintenance fees for the HRM module without utilizing it. The Town has expressed interest in eliminating this module to in order to avoid incurring fees going forward. Plante Moran recommends implementing this module in an attempt to capture soft cost benefits from process improvements as noted in Section 3.5.

  o **Project Accounting** – When interviewing Town staff, many stated they would like the ability to better attribute revenues and expenses to projects. This way, they could properly budget based upon the projects their departments are undertaking. Plante Moran recommends implementing the Project Accounting module, which has already been purchased by the Town and has been incurring maintenance costs. By implementing the module, departments will be able to budget in greater detail and increase profitability through improved decision making.

- **Consider Procurement of Additional Munis Modules -** We recommend the Town assesses the costs and benefits of purchasing additional Munis modules. To further optimize their investment in Tyler, we recommend procuring and implementing Tyler's EverGov, Executime, Enterprise Asset Management, Work Orders, Fleet & Facilities, and Contract Management modules. Section 2.2: Key Issues and Opportunities details which modules should be considered for purchase and how they would affect the people, processes, and technology of the Town. These modules would allow for additional soft and hard costs to be evaded in the long term.

- **Designate a Munis Specialist -** We recommend the Town assess assigning an FTE to be a Munis Specialist and act as in-house support for any Munis related inquiries, including custom report creation, configure custom dashboards, module configuration, assist with documenting desktop

procedures, escalating help desk tickets, and facilitating the communication between the Town and Tyler.

Thank you

plante moran | Audit. Tax. Consulting.
Wealth Management.

FY2020 Preliminary Cherry Sheet Estimates
Natick

PROGRAM	FY2019 Cherry Sheet Estimate	FY2020 Governor's Budget Proposal	+/-	% +/-
Education Receipts:				
Chapter 70	9,762,979	10,091,929	328,950	3.37%
School Transportation	0	0	0	0.00%
Charter Tuition Reimbursement	25,004	30,394	5,390	21.56%
Smart Growth School Reimbursement	0	0	0	0.00%
Offset Receipts:				
School Choice Receiving Tuition	420,863	381,012	(39,851)	-9.47%
Sub-Total, All Education Items:	**10,208,846**	**10,503,335**	**294,489**	**2.88%**
General Government:				
Unrestricted Gen Gov't Aid	3,940,047	4,046,428	106,381	2.70%
Local Share of Racing Taxes	0	0	0	0.00%
Regional Public Libraries	0	0	0	0.00%
Urban Revitalization	0	0	0	0.00%
Veterans Benefits	166,286	165,768	(518)	-0.31%
Exemp: VBS and Elderly	87,359	91,799	4,440	5.08%
State Owned Land	103,139	110,096	6,957	6.75%
Offset Receipts:				
Public Libraries	**47,842**	**48,633**	**791**	1.65%
Sub-Total, All General Government:	**4,344,673**	**4,462,724**	**118,051**	**2.72%**
Total Estimated Reciepts:	**14,553,519**	**14,966,059**	**412,540**	**2.83%**
County Assessments:				
County Tax	**0**	**0**	**0**	0.00%
Suffolk County Retirement	**0**	**0**	**0**	0.00%
Essex County Reg Comm Center	**0**	**0**	**0**	0.00%
Sub-Total, County Assessments:	**0**	**0**	**0**	**0.00%**
State Assessments and Charges:				
Retired Employees Health Insurance	**0**	**0**	**0**	0.00%
Retired Teachers Health Insurance	**0**	**0**	**0**	0.00%
Mosquito Control Projects	**78,591**	**83,082**	**4,491**	5.71%
Air Pollution Districts	**14,243**	**14,322**	**79**	0.55%
Metropolitan Area Planning Council	**18,892**	**19,418**	**526**	2.78%
Old Colony Planning Council	**0**	**0**	**0**	0.00%
RMV Non-Renewal Surcharge	**29,960**	**29,960**	**0**	0.00%
Sub-Total, State Assessments:	**141,686**	**146,782**	**5,096**	**3.60%**

FY2020 Preliminary Cherry Sheet Estimates
Natick

PROGRAM	FY2019 Cherry Sheet Estimate	FY2020 Governor's Budget Proposal	+/-	% +/-
Transportation Authorities:				
MBTA	**177,694**	**83,733**	**(93,961)**	-52.88%
Boston Metro. Transit District	0	0	0	0.00%
Regional Transit	621,061	737,283	116,222	18.71%
Sub-Total, Transp Authorities:	**798,755**	**821,016**	**22,261**	2.79%
Annual Charges Against Receipts:				
Multi-Year Repayment Program	0	0	0	0.00%
Special Education	0	0	0	0.00%
STRAP Repayments	0	0	0	0.00%
Sub-Total, Annual Charges:	**0**	**0**	**0**	0.00%
Tution Assessments:				
School Choice Sending Tuition	114,248	160,395	46,147	40.39%
Charter School Sending Tuition	381,198	485,967	104,769	27.48%
Sub-Total, Tution Assessments:	**495,446**	**646,362**	**150,916**	30.46%
Total All Estimated Charges:	**1,435,887**	**1,614,160**	**178,273**	12.42%

ITEM TITLE: Committee Discussion on Departmental Budgets & Total Cost Analysis
ITEM SUMMARY:

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

Description	Upload Date	Type
Working Group Ground Rules	1/31/2019	Exhibit
Total Cost Analysis Overview and Objectives	1/31/2019	Exhibit
Allocation Data Analsysis	1/31/2019	Exhibit

Ground rules on Working Group to prepare the proposal for a Total Cost Analysis

The Working Group (Phil Rooney, Dan Sullivan and Kristine Van Amsterdam) meeting(s) that you have are to:

- Define what the specific objectives are of conducting such an analysis and what would be the benefits to the entire Finance Committee and then through the FinCom, to Town Meeting.
- Determine the scope of the analysis and what data is required to complete the analysis. The analysis will be expected to work with data that is already available or can easily be provided (i.e. Encumbrances Report, 5 Year Capital Plan, etc.). Any need to have the Town or School Administration create new reports, or other analysis from scratch, to support this analysis is probably not going to happen at this late date, for any deliverable to be ready for SATM.
- Determine what the "final" deliverable will be. What does it look like, what format is it in, how is it communicated to FinCom and Town Meeting; how can it be made available to the Public once its done, as a free-standing deliverable. What will be the anticipated due date for the deliverable?
- What is the expected level of effort on the part of the Finance Committee as a whole and as individuals, to produce the analysis and create the final deliverables? Is there any contemplation that any municipal or school resources will be required to 1) gather and provide data/information; 2) participate in any of the analysis development; 3) validate any outcomes as being factually accurate?

Once it's been determined by the Working Group for what you believe the objectives, scope, timing, deliverables, and benefits are, the proposed analysis will need to be presented to the full committee and there will then be Q&A, a discussion, possibly including comments from the two administrations, followed by any desired motions to move the proposal forward, and votes to achieve a majority of members in attendance, before the project would move forward.

At that point, we then need to follow agreed to procedures and past practices. Procedurally, it is important that ALL requests for data, information, reports, and so on are directed to either the Sub-Committee Chairs, with a copy to me, or to me as the Chair, with copies to others. Requests for information, etc., and follow-ups to requests are never to include Town or School Administration or Department Heads without prior agreement from the TA or Superintendent. This is and has been the policy of the Finance Committee for many, many years.

Similarly, no meetings are to be scheduled, or office drop-ins used, for the purpose of gathering information, requesting information or asking questions of staff, without making the request through the FinCom Chair of these meetings. At a point in time, from an initial meeting with staff, that it's been determined there is a need for follow on meetings, then the FinCom Chair should be copied on the scheduling, as a courtesy.

Cost Allocation

Objectives of this analysis for Finance Committee and to Town Meeting.

Our current focus is primarily on the 200 plus pages of specific detailed department spending in the Budget Book. There is very little time spent discussing with Town Leaderships their establishment of strategic Initiatives for 1) Revenue generation and 2) improvement of Operational Spending control and effectiveness.

Their initiatives would address 1) current risks and needs for operating departments (identifying resources not included in the budget submission). 2) Future resource plans to ensure new sources or improvements to Revenue growth and Operational Spending capabilities.

The proposed analysis is designed to present financial data to Finance and Town Meeting in in a format that results in more focus of budget drivers and discussion of strategic initiatives. (See sample of report format)

Scope of the analysis and data required to complete the analysis

To accomplish our objective the Finance Sub-committee would reformat the budget presentations to aid our ability to identify relationships in the categories of spending. By selecting a few major categories of spending for further information detail from town administration we can allocate dollars to accomplish our objective.

Specific categories of spending we have identified requiring additional details from Town Administrators are Group Health Care, Property & Liability Insurances, and Retirement Assessment.

We currently have sufficient information available from Budget data for Debt Service, Energy & Gasoline, Fica/Medicare. These items have been allocated by the Sub-committee.

Effort of the Finance Committee as a whole and as individuals, any municipal or school resources to

1. **gather and provide data/information**

Sub Committee members appointed by Finance Chairperson and Deputy Town Administrators.

2. **participate in any of the analysis development**

Sub Committee members appointed by Finance Chairperson and Deputy Town Administrators.

3. **validate any outcomes as being factually accurate**

Finance Committee and Town Administrators.

Need for Town or School Administration to create new reports, or other analysis from scratch

None, Based on schedules observed or provided as part of Budget, we believe it currently exists. Enterprise Fund information presented indicates ability to identify Group Health Care and Retirement Assessment. In a previous FinCom meeting a Town Administrator stated a breakdown for property and vehicle insurance exists.

Cost Allocation

Determine "final" deliverable format, how is it communicated to Finance Committee and Town Meeting; as a free-standing deliverable.

Once validated by Sub-committee, the Finance Committee would meet to review information and validate final format and method of communication to Town Meeting.

Town of Natick 2020 Budget

	Revenue	% Total Salaries	Driving Forces
Tax Levy	$121,251,682	74.1%	Determination of town initiatives and spending requirements.
State Aid	$14,653,383	9.0%	Town leadership understanding of availability and initiatives/efforts to obtain.
Local Receipts	$16,619,040	10.2%	Local businesses and town initiatives/efforts to develop.
Free Cash	$4,150,000	2.5%	Town Sourced
Stabilization Fund	$3,617,000	2.2%	Town Sourced
Indirects	$2,585,229	1.6%	
Other Local Receipts	$791,309	0.5%	
Total Operating Salaries Benefits, Merit & Performance and Retirements	**$163,667,643**	100.0%	

Town of Natick 2020 Budget

			Salaries	% Total Salaries	Driving Forces
	Education & Learning	*	$81,499,674	52.8%	Contracts and State Regulations.
(a)	Ins/Group Health		$13,968,362	9.1%	Contracts and State Regulations.
	Public Works		$12,899,562	8.4%	Town Requirements
	Fire & Emergency Management		$10,613,258	6.9%	Town Requirements
(a)	Retirements		$10,070,552	6.5%	Staffing, Contracts and Statutory Regulations.
	Police & Parking Enforcement		$7,864,418	5.1%	Town Requirements
	Employee Fringes		$1,496,341	1.0%	Staffing, Contracts and Statutory Regulations.
	Facilities Management	*	$3,462,850	2.2%	Town Requirements
	Community Services		$2,788,478	1.8%	Town Requirements and Initiatives
	Board of Selectmen		$2,505,690	1.6%	Town Requirements
	Finance		$1,578,460	1.0%	Town Requirements
	Information Technology		$1,379,659	0.9%	
	Community & Economic Development		$1,026,490	0.7%	Town Requirements and Initiatives
(a)	Property & Liability Insurance		$548,800	0.4%	Town Requirements
(a)	Motor Vehicle Insurance		$232,100	0.2%	Town Requirements
(a)	Deductibles Insurance		$26,250	0.0%	Town Requirements
	Board of Health		$672,133	0.4%	
	Legal		$512,100	0.3%	
	Town Clerk		$316,955	0.2%	
	Reserve Funds		$250,000	0.2%	
	Elections		$111,303	0.1%	
	Sealer of Weights & Measurements		$31,831	0.0%	

Commissions & Committees	$120,550	0.1%
Personnell Board	$1,000	0.0%
Town Report	$4,100	0.0%
Merit & Performance	$300,000	0.2%
Total Operating Salaries Benefits, Merit & Performance and Retirements	**$154,280,914**	100.0%
Capital Equipment & Improvements	$3,617,000	
Capital Stabilization Fund	$1,450,000	
School Bus Subsidy	$410,137	
OPEB Trust Fund	$300,000	
Other (stabilization Funds & Misc)	$540,000	
Other Non general Fund Appropriations not TM Approved	$3,069,592	
Total General Fund	**$163,667,643**	

(a)   Still to be allocated need to request additional information.
   * Summary page in Budget Book differs from Budget Book detail. Not significant difference.

Town of Natick 2020 Budget

		Salaries	% Total Salaries	Driving Forces	Adjusted Expenses	Adj % Total Expenses
Education & Learning	*	$56,314,219	50.4%	Contracts and State Regulations.	$57,130,775	**51.1%**
Employee Fringes		$1,496,341	1.3%	Staffing, Contracts and Statutory Regulations.	$1,496,341	**1.3%**
FICA/Medicare	**	$1,223,797	1.1%		($0)	**0.0%**
Ins/Group Health	**	$13,968,362	12.5%		$13,968,362	**12.5%**
Retirements	**	$10,070,552	9.0%	Staffing, Contracts and Statutory Regulations.	$10,070,552	**9.0%**
Fire & Emergency Management		$8,701,106	7.8%	Town Requirements	$8,827,272	**7.9%**
Police & Parking Enforcement		$7,196,596	6.4%	Town Requirements	$7,300,947	**6.5%**
Public Works		$3,893,742	3.5%	Town Requirements	$3,950,248	**3.5%**
Facilities Management	*	$2,764,268	2.5%	Town Requirements	$2,804,350	**2.5%**
Community Services		$1,397,540	1.3%	Town Requirements and Initiatives	$1,417,804	**1.3%**
Finance		$1,139,613	1.0%	Town Requirements	$1,156,130	**1.0%**
Board of Selectmen		$1,026,616	0.9%	Town Requirements	$1,041,502	**0.9%**
Community & Economic Development		$976,286	0.9%	Town Requirements and Initiatives	$989,790	**0.9%**
Board of Health		$576,877	0.5%		$585,133	**0.5%**
Legal						
Information Technology		$350,576	0.3%		$355,659	**0.3%**
Town Clerk		$265,422	0.2%		$265,805	**0.2%**
Elections		$55,400	0.0%		$56,203	**0.1%**
Sealer of Weights & Measurements		$30,400	0.0%		$30,841	**0.0%**
Merit & Performance		$300,000	0.3%		$300,000	**0.3%**
Total Operating Salaries Benefits, Merit & Performance and Retirements		**$111,747,713**	100.0%		**$111,747,713**	**100.0%**
Percent Operating General Fund		**72.4%**			**72.4%**	

					Adjusted	Adj %
Town of Natick 2020 Budget					**Adjusted**	**Adj %**
		<u>**Salaries**</u>	<u>**% Total Salaries**</u>	<u>**Driving Forces**</u>	**Expenses**	**Total**

* Summary page in Budget Book differs from Budget Book detail. Not significant difference

** Not currently allocated to Service Departments

Town of Natick 2020 Budget

		Expenses	% Total Expenses	Driving Forces	Adjusted Expenses	Adj % Total Expenses
Education & Learning		$14,906,941	35.0%	Contracts, State Regulations and Town Initiatives.	$24,368,898	57.3%
Debt Service	**	$16,622,157	39.1%	State Regulations, Town Requirements and Initiatives.	$0	0.0%
Public Works		$3,240,373	7.6%	Town Requirements	$8,949,314	21.0%
Energy	**	$796,000	1.9%		$0	0.0%
Gasoline	**	$510,000	1.2%		$0	0.0%
Fire & Emergency Management		$221,700	0.5%	Town Requirements	$1,785,986	4.2%
Board of Selectmen		$1,340,050	3.2%	Town Requirements	$1,464,188	3.4%
Information Technology		$1,024,000	2.4%	State Regulations, Town Requirements and Initiatives.	$1,024,000	2.4%
Shared Expenses						
-Property & Liability	**	$548,800	1.3%	Town Requirements	$548,800	1.3%
-Motor Vehicle	**	$232,100	0.5%	Town Requirements	$232,100	0.5%
-Deductibles	**	$26,250	0.1%	Town Requirements	$26,250	0.1%
Facilities Management		$658,500	1.5%	Town Requirements	$658,500	1.5%
Community Services		$523,664	1.2%	Town Requirements and Initiatives	$1,370,673	3.2%
Police & Parking Enforcement		$341,646	0.8%	Town Requirements	$563,471	1.3%
Legal		$512,100	1.2%	Town Requirements	$512,100	1.2%
Finance		$422,330	1.0%	Town Requirements	$422,330	1.0%
Reserve Funda		$250,000	0.6%	Town Requirements	$250,000	0.6%
Commissions & Committees		$120,550	0.3%	Town Requirements	$120,550	0.3%
Board of Health		$87,000	0.2%	Town Requirements	$87,000	0.2%
Town Clerk		$51,150	0.1%	Town Requirements	$51,150	0.1%
Community & Economic Development		$36,700	0.1%	Town Requirements and Initiatives	$36,700	0.1%
Elections		$55,100	0.1%	Town Requirements	$55,100	0.1%
Sealer of Weights & Measurements		$990	0.0%	Town Requirements	$990	0.0%

Town of Natick 2020 Budget

	Expenses	% Total Expenses	Driving Forces	Adjusted Expenses	Adj % Total Expenses
Personnell Board	$1,000	**0.0%**	Town Requirements	$1,000	**0.0%**
Town Report	$4,100	**0.0%**	Town Requirements	$4,100	**0.0%**
Total Operating Expenses General Fund	**$42,533,201**	**100.0%**		**$42,533,201**	**100.0%**
Percent Operating General Fund	**27.6%**			**27.6%**	
Total General Fund Operating Salaries, Benefits, Merit & Performance and Expenses	**$154,280,914**			**$154,280,914**	
Capital Equipment & Improvements	$3,617,000				
Capital Stabilization Fund	$1,450,000				
School Bus Subsidy	$410,137				
OPEB Trust Fund	$300,000				
Other (stabilization Funds & Misc)	$540,000				
Other Non general Fund Appropriations not TM Approved	$3,069,592				
Total General Fund	**$163,667,643**				

** Not allocated to Service Departments

2019 Budget Electric

Usage/Location	2018		2019B Usage	2019 Cost	2019B Cost	% Budget Submitted
Town Hall	407,628	15.1%	419,920	0.2501	$105,022	
East School	44,480	1.6%	45,821	0.2501	$11,460	
Total Cost Electric Administration					**$116,482**	17%
Morse Library	768,960	28.5%	792,148	0.2501	$198,116	
Total Cost Electric Education					**$198,116**	28%
Police/Fire	697,600	25.9%	718,636	0.2501	$179,731	
Total Cost Electric Police 40%					**$71,892**	10%
Station 1 60%					$107,838	
Station 2	18,943	0.7%	19,514	0.2501	$4,881	
Station 3	38,051	1.4%	39,198	0.2501	$9,804	
Station 4	28,057	1.0%	28,903	0.2501	$7,229	
Total Cost Electric Fire					**$129,751**	19%
Public Works	315,704	11.7%	325,224	0.2501	$81,339	
Total Cost Electric Public Works					**$81,339**	12%
Senior Center	303,760	11.3%	312,920	0.2501	$78,261	
Cole Center	75,441	2.8%	77,716	0.2501	$19,437	
Total Cost Electric Community Services					**$97,698**	14%
Total Usage/Cost	2,698,624	100.0%	2,780,000	0.2501	**$695,278**	

2019 Budget Natural Gas

Usage/Location	2018		2019B Usage	2019 Cost	2019B Cost
Town Hall	12,698	10.2%	11,647	0.995	$11,588
Total Cost Natural Gas Administration					**$11,588**
Morse Library	28,103	22.6%	25,776	0.995	$25,647
Total Cost Natural Gas Education					**$25,647**
Police/Fire	28,133	22.6%	25,803	0.995	$25,674
Total Cost Natural Gas Police 40%					**$10,270**
Station 1 60%					$15,405

Station 2	3,039	2.4%	2,787	0.995	$2,773
Station 3	3,202	2.6%	2,937	0.995	$2,922
Station 4	3,919	3.2%	3,594	0.995	$3,577
Total Cost Natural Gas Fire					**$24,677**
Public Works	25,969	20.9%	23,819	0.995	$23,700
Total Cost Natural Gas Public Works					**$23,700**
Senior Center	7,840	6.3%	7,191	0.995	$7,155
Cole Center	11,389	9.2%	10,446	0.995	$10,394
Total Cost Natural Gas Community Services					**$17,549**
Total Usage/Cost	124,292	100.0%	114,000	0.995	**$113,430**

2019 Budget Fuel Oil

Per Jeremy Marsette DPW Director Fuel Oil used by DPW and East School

Total Fuel Oil Budget	$31,944
Total Fuel Oil Public Works	**$28,917**
Total Fuel Oil East School - Administration Cost Center	**$3,027**

Fuel Oil & Natural Gas Budget	
Total Cost Fuel Oil & Natural Gas Community Center	**$17,549**
Total Cost Fuel Oil & Natural Gas Schools	**$25,647**
Total Cost Fuel Oil & Natural Gas Fire	**$24,677**
Total Cost Fuel Oil & Natural Gas DPW	**$52,617**
Total Cost Fuel Oil & Natural Gas Police	**$10,270**
Total Cost Fuel Oil & Natural Gas Administration	**$15,241**
Total Cost Fuel Oil & Natural Gas	**$146,000**

2019 Budget Gasoline

Per Jeremy Marsette DPW Director gasoline usage 50% each police and DPW

Total Gasoline Budget	$225,900
Total Cost Gasoline Police	**$112,950**
Total Cost Gasoline Public Works	**$112,950**

2019 Budget Diesel

Per Jeremy Marsette DPW Director diesel 100% Sanitation

Total Diesel Budget	$284,100
Total Cost Diesel Public Works	**$284,100**

Gasoline Budget

Total Cost Gasoline DPW	**$397,050**
Total Cost Gasoline Police	**$112,950**
Total Cost Gasoline	**$510,000**

2020B

108,896

185,214

67,211

121,302

76,042

91,336

650,000

ITEM TITLE: Town Meeting Consent Agenda - Procedures and Requirements

ITEM SUMMARY:

ITEM TITLE: Review & Approve January 10 2019 , January 15 2019, January 17 2019, January 22 2019 and January 24 2019 Meeting Minutes

ITEM SUMMARY:

ITEM TITLE: Education Sub-Committee update

ITEM SUMMARY:

ITEM TITLE: Capital Sub-Committee Update

ITEM SUMMARY: