



NATICK BOARD OF SELECTMEN
AGENDA
Edward H. Dlott Meeting Room
Monday, December 2, 2019
5:30 PM

Agenda Posted Tuesday, 11/26/19 at 4:30 p.m.

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

1. 5:30 p.m. OPEN SESSION, CALL TO ORDER, ROLL CALL VOTE TO ENTER INTO EXECUTIVE SESSION
2. 5:35 p.m. EXECUTIVE SESSION

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

- A. Pursuant to MGL c. 30A, S. 21 (a)(3) To discuss strategy with respect to Collective Bargaining If an open meeting may have a detrimental effect on the bargaining position of the public body and the Chair so declares

- Public Employees Local Union 1116 (DPW Laborers)
- Public Employees Local Union 1116 (Clerical)
- Maintenance and Custodians Local 1116 (Facilities Maintenance)
- Supervisors and Administrators Association (DPW Supervisors)
- Firefighters and Fire Deputy Chiefs Local 1707

- B. Pursuant to MGL c.30A, S.21 (a) (3) To discuss strategy with respect to litigation if an open meeting may have a detrimental effect on the litigating position of the public body and the Chair so declares

E.L. Harvey
East Park

- C. Pursuant to MGL c 30A, S21 (a)(6) To consider the purchase, exchange, lease or value of real property if the Chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body

3. 7:00 p.m. RECONVENE OPEN SESSION
4. 7:00 p.m. ANNOUNCEMENTS

- A. Navy Yard Park Ribbon Cutting
- B. Tree Lighting Ceremony - December 1st
- C. Pearl Harbor Day Ceremony December 7th, 3:00-5:00 p.m.

D. Friends of the 4th Annual Parade Fundraiser -January 4th

E. Rt. 9 Closure/CRT Bridge

5. 7:10 p.m. CITIZENS' CONCERNS

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

6. 7:15 p.m. REQUESTED ACTION

A. Approve One-Day Beer and Wine License: Massachusetts Brewers Guild

B. Minoga, Inc: Application for a Change of Manager for S12 All Alcohol License

7. 7:25 p.m. APPOINTMENTS

A. Natick Center Associates: NCCD Quarterly Update

8. 7:40 p.m. BOARD OF SELECTMEN UPDATES

A. Boden Lane Bridge

B. East Park

C. Downtown Fire Update

9. 8:00 p.m. DISCUSSION AND DECISION

A. 2019 FATM Follow-Up

B. Eddie's Park - Change Order Request

C. 2021 Capital Plan

D. Long Range Capital Plan/Large Projects

E. Fiscal Forecast

F. Fee Agreement with Mead, Talerman & Costa, LLC

10. CONSENT AGENDA

A. Vote to Renew Licenses for 2020

a. Lodging House

b. Psychic Reader

c. Class I, Class II, Class III

d. Automatic Amusement

e. Daily & Sunday Entertainment

f. Common Victualer

g. Innholder

B. Approve Meeting Minutes

10/17/19

11/18/19

11. TOWN ADMINISTRATOR NOTES

12. SELECTMEN'S CONCERNS

13. CORRESPONDENCE

14. ADJOURNMENT

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

Meeting recorded by Natick Pegasus

ITEM TITLE: Navy Yard Park Ribbon Cutting

ITEM SUMMARY:

ITEM TITLE: Tree Lighting Ceremony - December 1st
ITEM SUMMARY:

ITEM TITLE: Pearl Harbor Day Ceremony December 7th, 3:00-5:00 p.m.
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Announcement	11/25/2019	Cover Memo



Paul E. Carew
Director Veterans Services
VVA Accredited Service Representative

Sheila Young
Executive Assistant

Warren Griffin
President Natick Veterans Council

TOWN OF NATICK
Community Services Department
Veterans' Services
117 E. Central Street
Natick, Massachusetts 01760

November 16, 2019

After moving the ceremony for the observance of Pearl Harbor this year we are moving to the Community Center. The Morse Library is booked.
Of course this is Pearl Harbor Day 2019.
As always I look forward to this service, Natick is one of only a couple of communities that still observe Pearl Harbor Day on the 7th.
We are changing the time this year to 3 PM to 5 PM. All welcome.

Thank you.

GOD BLESS AMERICA, LAND OF THE FREE AND HOME OF THE BRAVE

Paul E. Carew
Warren Griffin

Phone: 508-647-6545

Ms. Young: 508-647-6400 ext 1900

Fax: 508-647-6549

Email: pcarew@natickma.org

"We fought together now let's build together"

ITEM TITLE: Friends of the 4th Annual Parade Fundraiser -January 4th
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Announcement	11/25/2019	Cover Memo



Donna Donovan <ddonovan@natickma.org>

Fwd: Casino Night Fundraiser - January 4, 2020 - Supporting Natick Friends of the 4th 65th Annual Parade

1 message

Michael Hickey <mhickey@natickma.org>
To: Donna Donovan <ddonovan@natickma.org>
Cc: Selectmen <selectmen@natickma.org>

Sun, Nov 24, 2019 at 8:32 AM

Donna,

Please add to announcements for 12/2/19. Might as well also add as a placeholder for 12/16/19. I emailed Peg and invited her to come in person to talk up the event if she'd like.

Board Members, FYI in case this didn't come to you directly already.

Thanks,
Mike

----- Forwarded message -----

From: **President CEO** <president@natick4th.org>
Date: Mon, Nov 18, 2019 at 12:41 PM
Subject: Casino Night Fundraiser - January 4, 2020 - Supporting Natick Friends of the 4th 65th Annual Parade
To: President CEO <president@natick4th.org>



Enjoy real table games, food, drinks, cash bar, and appearances by Elvis and Cher!
Proceeds benefit Natick's 65th Annual 4th of July Parade.

Saturday, January 4, 2020
Cocktail hour: 6-7pm
Tables open: 7-11pm

Natick Elks Lodge

95 Speen Street
Natick, MA 01760

There's an amazing limited opportunity for your business to sponsor a gaming table!

Purchase tickets or sponsor a table here:

<https://www.natick4th.org/fundraising-events>

Please let me know if you have any questions. Thank you for your continued support and we look forward to seeing you!

Peg

Peg Waters, President

A big THANK YOU to our 2019 top parade sponsors:

Presenting Sponsor - Middlesex Savings Bank

Red Level Sponsors - Cognex, Lexus of Northborough and Needham Bank

White Level Sponsors - Mutual One Bank, Roche Bros., Mathworks, John Everett & Sons, the Rousseau Family, Avenu Natick and Natick Animal Clinic

Blue Level Sponsors - Debsan, John McHugh, William Raveis and The Natick Elks Lodge #1425

ITEM TITLE: Rt. 9 Closure/CRT Bridge

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Announcement	11/26/2019	Cover Memo

Massachusetts Department of Transportation
PROJECT ADVISORY
November 20, 2019

Construction of a Shared Use Path (Cochituate Rail Trail) over Routes 9 and 30
(Worcester Street and Commonwealth Road)

ROUTE 9 (WORCESTER ST.) FULL CLOSURE

Please be advised that night work for the above referenced project is slated to begin **Monday, December 02, 2019**. Working hours will be Sunday through Thursday, 10:00pm to 5:00am. Night work is required to limit impacts to Route 9 during Morning and Afternoon Commutes. Please note, there will be no access impacts to pedestrians or to the affected businesses during this time. This work is scheduled for approximately 3 weeks. Please be aware of changing traffic patterns.

During the performance of the Work, Route 9 will require one (1) **Full Closure on Wednesday, December 11, 2019** (weather depending) from Speen St. and Rt.9 to Rt. 27 and Rt.9. The road will be closed from approximately 10:00pm to 5:00am. At this time, all traffic will be required to follow the provided detour pattern. Affected Businesses within the Closure are advised to coordinate any deliveries during daytime hours prior to the closure.

PLEASE NOTE – There will be no access to Businesses during the Closure except for emergency response vehicles. Bicyclists and Pedestrians will be transported around the Closure by a provided Shuttle Service. Please plan accordingly and follow the posted signage.

The Project will make best efforts to limit noise and lighting disruptions to the surrounding community during this time.

If there are any questions, please contact the Massachusetts Department of Transportation Field Office: (617) 593-6299.

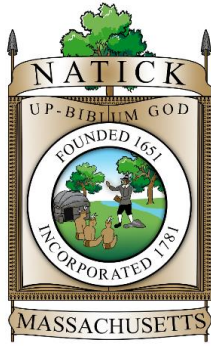
For transportation news and updates visit MassDOT at our website:

www.mass.gov/massdot , blog: www.mass.gov/blog/transportation , or follow MassDOT on twitter at www.twitter.com/massdot and Facebook at www.facebook.com/massdotinfo .

ITEM TITLE: Approve One-Day Beer and Wine License: Massachusetts Brewers Guild
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Application	11/25/2019	Cover Memo
Police Recommendation	11/25/2019	Cover Memo

**Office Use Only:**

Date Pmt Rec'd: _____ Fee Paid: \$ _____ Check No: _____

Police Department approval issued ☐ Notes: _____Board of Health approval issued ☐ _____

Board of Selectmen Decision Date _____

Approved ☐ Denied ☐

TOWN OF NATICK

ONE-DAY LIQUOR LICENSE APPLICATION (SECTION 14 LICENSE)

(Type or print clearly; illegible applications will not be accepted)

A nonprofit* organization may apply for either a one-day all-alcohol license or one-day beer and/or wine license. A for profit** organization may apply for a one-day beer and/or wine license ONLY. Special license-holders **CANNOT** purchase alcoholic beverages from a package store; alcoholic beverages must be purchased from a State licensed supplier: <https://www.mass.gov/service-details/apply-for-a-special-license-or-permit-abcc>.

Date Submitted: _____**Fee: \$100.00**

The undersigned hereby applies for a One-Day Liquor License in accordance with the provisions of the Statutes relating thereto:

Applicant Information:

Name _____

Organization _____

Address _____

Phone number _____ Email address _____

Type of Organization: ☐ Nonprofit* ☐ For profit****Type of alcohol to be served:** ☐ All alcohol (nonprofit organizations only)☐ Beer and/or Wine (any organization)**If wine is being donated a charity wine fundraising license will be issued in conjunction with a one day license.**

Wine Donors _____

Event Details:

Type of event _____

Location where event will be held _____

Date of event _____ Hours of event _____

Estimated attendance _____

Alcohol Service Details:

Catering/Serving Company _____

Address _____

Contact Person _____

Phone number _____ Email address _____

Please add any additional information you think may be pertinent: _____

Please print and submit completed application to the Board of Selectmen's Office (508-647-6410), Natick Town Hall, 13 East Central Street, Natick, MA 01760, or email to poneil@natickma.org or ddonovan@natickma.org. See additional important licensing information on the Town website at natickma.gov: click on Government, then on Board of Selectmen, then on Grants, Licenses & Permits. Contact the Board of Health (508-647-6460), located on the second floor of Town Hall, regarding any other permits you may need or requirements you should be aware of pertaining to your application for a one-day alcohol license.

PLEASE NOTE: If your application is approved, the Town of Natick will require:

1. Proof of current alcohol server training through either the TIPS or the AIM *in-person* training programs. *Online server training certification, such as eTIPS, will NOT be accepted by the Town of Natick.*
2. A certificate of liability insurance naming the Town of Natick as an additional insured.



Donna Donovan <ddonovan@natickma.org>

Re: One Day Pouring Permit Request - Mass Brewers Guild @ Lookout Farm

1 message

Brian Lauzon <lauzon@natickpolice.com>
To: Donna Donovan <ddonovan@natickma.org>

Sat, Nov 16, 2019 at 10:41 AM

Donna,

After reviewing we would recommend approval. We ask that the organizers receive a copy of all Town of Natick Alcohol Service Policies and that they forward to me in advance a copy of all alcohol server training certificates (TIPS or AIM in person training, no on-line.)

Respectfully,

Lt. Brian G. Lauzon

On Tue, Nov 12, 2019 at 3:28 PM Donna Donovan <ddonovan@natickma.org> wrote:

For your review.

Donna Donovan
Senior Executive Assistant
Town of Natick
508-647-6410

----- Forwarded message -----

From: **Katie Stinchon** <mbg.executivedirector@gmail.com>
Date: Tue, Nov 12, 2019 at 3:26 PM
Subject: One Day Pouring Permit Request - Mass Brewers Guild @ Lookout Farm
To: <poneil@natickma.gov>, Donna Donovan <ddonovan@natickma.org>
Cc: Jay Mofenson <jmofenson@lookoutfarm.com>, Laura Neville <lneville@lookoutfarm.com>

Dear Patricia and Donna,

I am reaching out to you on behalf of the Massachusetts Brewers Guild, the nonprofit organization that exists to protect and promote the interests of craft brewers across the Commonwealth.

We would like to apply for a one-day pouring permit to host a fundraising event at Belkin Lookout Farm in Natick. As to not compete with their existing liquor license, we plan to host the tasting event in a barn on property. This would be the third consecutive year that we've hosted this event at Lookout with no issues.

We would like to host this event on **Saturday, March 7** from **noon to 3:30 p.m.**

I will be out on maternity leave starting the end of January, and would love to be added to an upcoming hearing date in advance if possible.

The roundtable style tasting event will feature nine brewers from across the state who will pour 3 ounce samples of their beer, and talk about their business and the brewing process to an enthusiastic group of craft beer lovers. The goal is to educate attendees about the brewing industry.

This limited ticket event expects to draw 90 attendees. Tickets are \$45 and all proceeds will come back to our organization.

Complimentary food and water will be provided to guests.

All brewers/servers will be On Premise TIPS certified.

Please let me know if you have any questions or concerns about this event.

Cheers,
Katie Stinchon
Executive Director
(508) 405-9115

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Katie Stinchon
Executive Director
(508)405-9115 office
(617)640-6990 cell
Katie@Massbrewersguild.org
WWW.MASSBREWERSGUILD.ORG



ITEM TITLE: Minoga, Inc: Application for a Change of Manager for S12 All Alcohol License
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Application	11/25/2019	Cover Memo
Police Recommendation	11/25/2019	Cover Memo

Payment Confirmation

YOUR PAYMENT HAS PROCESSED AND THIS IS YOUR RECEIPT

Your account has been billed for the following transaction. You will receive a receipt via email and via text message.



Transaction Processed Successfully.

INVOICE #: 1e9bc07e-8d07-44e4-b071-1dde1794db5c

Description	Applicant, License or Registration Number	Amount
FILING FEES-RETAIL	076800011	\$200.00
		\$200.00

Total Convenience Fee: \$4.70

Date Paid: 10/22/2019 1:17:32 PM EDT

Total Amount Paid: \$204.70

Payment On Behalf Of

License Number or Business Name:
076800011

Fee Type:
FILING FEES-RETAIL

Billing Information

First Name:
Kumiko

Last Name:
Oga

Address:
8 Overlook Road

City:
Hopkinton

State:
MA

Zip Code:
01748

Email Address:
minogainc@me.com



The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
95 Fourth Street, Suite 3, Chelsea, MA 02150-2358
www.mass.gov/abcc

**RETAIL ALCOHOLIC BEVERAGES LICENSE APPLICATION
MONETARY TRANSMITTAL FORM**

AMENDMENT-Change of Manager

APPLICATION SHOULD BE COMPLETED ON-LINE, PRINTED, SIGNED, AND SUBMITTED TO THE LOCAL
LICENSING AUTHORITY.

ECRT CODE: RETA

Please make \$200.00 payment here: ABCC PAYMENT WEBSITE

**PAYMENT MUST DENOTE THE NAME OF THE LICENSEE CORPORATION, LLC, PARTNERSHIP, OR INDIVIDUAL AND INCLUDE THE
PAYMENT RECEIPT**

ABCC LICENSE NUMBER (IF AN EXISTING LICENSEE, CAN BE OBTAINED FROM THE CITY)	<input type="text" value="076800011"/>		
ENTITY/ LICENSEE NAME	<input type="text" value="Minoga, Inc."/>		
ADDRESS	<input type="text" value="915 Worcester Street"/>		
CITY/TOWN	<input type="text" value="Natick"/>	STATE	<input type="text" value="MA"/>
		ZIP CODE	<input type="text" value="01760"/>

For the following transactions (Check all that apply):

- | | | | |
|--|---|---|---|
| <input type="checkbox"/> New License | <input type="checkbox"/> Change of Location | <input type="checkbox"/> Change of Class (i.e. Annual / Seasonal) | <input type="checkbox"/> Change Corporate Structure (i.e. Corp / LLC) |
| <input type="checkbox"/> Transfer of License | <input type="checkbox"/> Alteration of Licensed Premises | <input type="checkbox"/> Change of License Type (i.e. club / restaurant) | <input type="checkbox"/> Pledge of Collateral (i.e. License/Stock) |
| <input checked="" type="checkbox"/> Change of Manager | <input type="checkbox"/> Change Corporate Name | <input type="checkbox"/> Change of Category (i.e. All Alcohol/Wine, Malt) | <input type="checkbox"/> Management/Operating Agreement |
| <input type="checkbox"/> Change of Officers/
Directors/LLC Managers | <input type="checkbox"/> Change of Ownership Interest
(LLC Members/ LLP Partners,
Trustees) | <input type="checkbox"/> Issuance/Transfer of Stock/New Stockholder | <input type="checkbox"/> Change of Hours |
| | <input type="checkbox"/> Other <input type="text"/> | | <input type="checkbox"/> Change of DBA |

THE LOCAL LICENSING AUTHORITY MUST MAIL THIS
TRANSMITTAL FORM ALONG WITH
COMPLETED APPLICATION, AND SUPPORTING DOCUMENTS TO:

Alcoholic Beverages Control Commission
95 Fourth Street, Suite 3
Chelsea, MA 02150-2358

Change of Manager

- Manager Application
- CORI Authorization
- Vote of the Entity
- Proof of Citizenship (Manager must be U.S. citizen)
- Payment Receipt



The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
95 Fourth Street, Suite 3, Chelsea, MA 02150-2358
www.mass.gov/abcc

AMENDMENT-Change of Manager

☒ **Change of License Manager**

1. BUSINESS ENTITY INFORMATION

Entity Name	Municipality	ABCC License Number
Minoga, Inc.	Natick	076800011

2. APPLICATION CONTACT

The application contact is the person who should be contacted with any questions regarding this application.

Name	Title	Email	Phone
Daniel J Wilson	Attorney	danwilson@usa.net	617.720.5461

3A. MANAGER INFORMATION

The individual that has been appointed to manage and control of the licensed business and premises.

Proposed Manager Name	Toru Oga	Date of Birth	10/14/1956	SSN	[REDACTED]
Residential Address	8 Overlook Road, Hopkinton, MA 01738-3220				
Email	kumiko_oga@mac.com	Phone	508.653.4338		
Please indicate how many hours per week you intend to be on the licensed premises	40-60	Last-Approved License Manager	Kumiko Oga		

3B. CITIZENSHIP/BACKGROUND INFORMATION

Are you a U.S. Citizen?* ☒ Yes ☐ No *Manager must be U.S. citizen
If yes, attach one of the following as proof of citizenship US Passport, Voter's Certificate, Birth Certificate or Naturalization Papers.
Have you ever been convicted of a state, federal, or military crime? ☐ Yes ☒ No
If yes, fill out the table below and attach an affidavit providing the details of any and all convictions. Attach additional pages, if necessary, utilizing the format below.

Date	Municipality	Charge	Disposition

3C. EMPLOYMENT INFORMATION

Please provide your employment history. Attach additional pages, if necessary, utilizing the format below.

Start Date	End Date	Position	Employer	Supervisor Name
12/01/2001	Present	Owner and Executive Chef	Minoga Inc dba Oga's Japanese Cuisine	Self
09/01/1993	10/01/1999	Owner and Chef	Ginza Restaurant	Self

3D. PRIOR DISCIPLINARY ACTION

Have you held a beneficial or financial interest in, or been the manager of, a license to sell alcoholic beverages that was subject to disciplinary action? ☒ Yes ☐ No If yes, please fill out the table. Attach additional pages, if necessary,utilizing the format below.

Date of Action	Name of License	State	City	Reason for suspension, revocation or cancellation
12/21/2015	Minoga, Inc.	MA	Natick	Violation for late filing of Change in Manager application; no suspension, revocation or cancellation issued.

I hereby swear under the pains and penalties of perjury that the information I have provided in this application is true and accurate:

Manager's Signature  Date 10/28/19

APPLICANT'S STATEMENT

I, Kumiko Oga the: ☐ sole proprietor; ☐ partner; ☒ corporate principal; ☐ LLC/LLP manager
Authorized Signatory

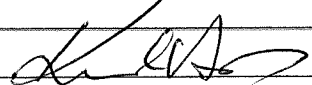
of Minoga, Inc.
Name of the Entity/Corporation

hereby submit this application (hereinafter the "Application"), to the local licensing authority (the "LLA") and the Alcoholic Beverages Control Commission (the "ABCC" and together with the LLA collectively the "Licensing Authorities") for approval.

I do hereby declare under the pains and penalties of perjury that I have personal knowledge of the information submitted in the Application, and as such affirm that all statements and representations therein are true to the best of my knowledge and belief. I further submit the following to be true and accurate:

- (1) I understand that each representation in this Application is material to the Licensing Authorities' decision on the Application and that the Licensing Authorities will rely on each and every answer in the Application and accompanying documents in reaching its decision;
- (2) I state that the location and description of the proposed licensed premises are in compliance with state and local laws and regulations;
- (3) I understand that while the Application is pending, I must notify the Licensing Authorities of any change in the information submitted therein. I understand that failure to give such notice to the Licensing Authorities may result in disapproval of the Application;
- (4) I understand that upon approval of the Application, I must notify the Licensing Authorities of any change in the ownership as approved by the Licensing Authorities. I understand that failure to give such notice to the Licensing Authorities may result in sanctions including revocation of any license for which this Application is submitted;
- (5) I understand that the licensee will be bound by the statements and representations made in the Application, including, but not limited to the identity of persons with an ownership or financial interest in the license;
- (6) I understand that all statements and representations made become conditions of the license;
- (7) I understand that any physical alterations to or changes to the size of the area used for the sale, delivery, storage, or consumption of alcoholic beverages, must be reported to the Licensing Authorities and may require the prior approval of the Licensing Authorities;
- (8) I understand that the licensee's failure to operate the licensed premises in accordance with the statements and representations made in the Application may result in sanctions, including the revocation of any license for which the Application was submitted; and
- (9) I understand that any false statement or misrepresentation will constitute cause for disapproval of the Application or sanctions including revocation of any license for which this Application is submitted.
- (10) I confirm that the applicant corporation and each individual listed in the ownership section of the application is in good standing with the Massachusetts Department of Revenue and has complied with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting of child support.

Signature:



Date: 10/22/2019

Title:

Director



Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
95 Fourth Street, Suite 3
Chelsea, MA 02150

JEAN M. LORIZIO, ESQ.
CHAIRMAN

CORI REQUEST FORM

The Alcoholic Beverages Control Commission ("ABCC") has been certified by the Criminal History Systems Board to access conviction and pending Criminal Offender Record Information ("CORI"). For the purpose of approving each shareholder, owner, licensee or applicant for an alcoholic beverages license, I understand that a criminal record check will be conducted on me, pursuant to the above. The information below is correct to the best of my knowledge.

ABCC LICENSE INFORMATION

ABCC NUMBER: (IF EXISTING LICENSEE)	76800011	LICENSEE NAME:	Minoga, Inc.	CITY/TOWN:	Nack
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APPLICANT INFORMATION

LAST NAME:	Oga	FIRST NAME:	Toru	MIDDLE NAME:	
MAIDEN NAME OR ALIAS (IF APPLICABLE):		PLACE OF BIRTH:	Sanmi, Yamaguchi, Japan		
DATE OF BIRTH:	10/19/1956	SSN:		ID THEFT INDEX PIN (IF APPLICABLE):	
MOTHER'S MAIDEN NAME:	Yamamoto	DRIVER'S LICENSE #:		STATE LIC. ISSUED:	Massachusetts
GENDER:	MALE	HEIGHT:	5	7	WEIGHT: 140 lbs
EYE COLOR:	Black				
CURRENT ADDRESS:	8 Overlook Road				
CITY/TOWN:	Hopkinton	STATE:	MA	ZIP:	01783220
FORMER ADDRESS:	6 Cyrus Circle				
CITY/TOWN:	Peabody	STATE:	MA	ZIP:	01960

PRINT AND SIGN

PRINTED NAME:	Toru Oga	APPLICANT/EMPLOYEE SIGNATURE:	
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NOTARY INFORMATION

On this	10/28/19	before me, the undersigned notary public, personally appeared	TORU OGA
(name of document signer), proved to me through satisfactory evidence of identification, which were		MA DRIVER'S LICENSE	
to be the person whose name is signed on the preceding or attached document, and acknowledged to me that (he) (she) signed it voluntarily for its stated purpose.			
		 NOTARY	

DIVISION USE ONLY

REQUESTED BY:	
SIGNATURE OF CORI-AUTHORIZED EMPLOYEE	

The DCII Identify Theft Index PIN Number is to be completed by those applicants that have been issued an Identity Theft PIN Number by the DCII. Certified agencies are required to provide all applicants the opportunity to include this information to ensure the accuracy of the CORI request process. ALL CORI request forms that include this field are required to be submitted to the DCII via mail or by fax to (617) 660-4614.

CORPORATE VOTE

The Board of Directors or LLC Managers of Minoga, Inc.
Entity Name
duly voted to apply to the Licensing Authority of Natick and the
City/Town
Commonwealth of Massachusetts Alcoholic Beverages Control Commission on 10/01/2019
Date of Meeting

For the following transactions (Check all that apply):

☒ Change of Manager

☐ Other

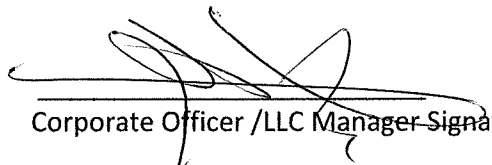
"VOTED: To authorize Kumiko Oga
Name of Person

to sign the application submitted and to execute on the Entity's behalf, any necessary papers and do all things required to have the application granted."

"VOTED: To appoint Toru Oga
Name of Liquor License Manager

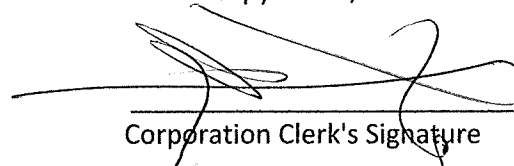
as its manager of record, and hereby grant him or her with full authority and control of the premises described in the license and authority and control of the conduct of all business therein as the licensee itself could in any way have and exercise if it were a natural person residing in the Commonwealth of Massachusetts."

A true copy attest,


Corporate Officer / LLC Manager Signature
Toru Oga
(Print Name)

For Corporations ONLY

A true copy attest,


Corporation Clerk's Signature
Toru Oga
(Print Name)

THE UNITED STATES OF AMERICA



No. 40030300

CERTIFICATE OF NATURALIZATION

*Personal description of holder
as of date of naturalization:*

Date of birth: **OCTOBER 14, 1956**

Sex: **MALE**

Height: **5 feet 07 inches**

Marital status: **MARRIED**

Country of former nationality:
JAPAN

USCIS Registration No. **A043 374 164**

*I certify that the description given is true; and that the photograph affixed
hereto is a likeness of me.*

(Complete and true signature of holder)

*Be it known that, pursuant to an application filed with the Secretary of
Homeland Security*

at: **BOSTON, MASSACHUSETTS**

The Secretary having found that:

TORU OGA

residing at:

HOPKINTON, MASSACHUSETTS

*having complied in all respects with all of the applicable provisions of the
naturalization laws of the United States, being entitled to be admitted as
a citizen of the United States, and having taken the oath of allegiance at a
ceremony conducted by*

U.S. DISTRICT COURT - DISTRICT OF MASSACHUSETTS

at: **BOSTON, MASSACHUSETTS**

on: **JUNE 26, 2018**

such person is admitted as a citizen of the United States of America.

ALTERATION OR MISUSE OF THIS DOCUMENT IS
A FEDERAL OFFENSE AND PUNISHABLE BY LAW

2.F.N.C

U. S. Citizenship and Immigration Services

DEPARTMENT OF HOMELAND SECURITY

MASSACHUSETTS

DRIVER'S
LICENSE



Chris A. Murphy - REGISTRAR

4a ISS 09/07/2018
5a EXP 10/14/2023
CLASS D REST B

DOB 10/14/1956
9a END NONE

1 OGA
2 TORU
3 8 OVERLOOK ROAD
HOPKINTON, MA 01748-3220

[Signature]

18 EYES BLK
15 SEX M 16 HGT 5'-07"
5 DD 09/09/2018 Rev 02/22/2016

10/14/56



182526009
071326501

www.mass.gov/rmv
MA 02/22/2016
10/14/1956
CLASS -
D: Small vehicle less than
26,001 lbs, except school
bus.



ENDORSEMENTS -
NONE

RESTRICTIONS -
B: Corrective Lenses

CHANGE OF ADDRESS. PRINT BELOW. PERMANENT INK.

Toru Oga
Sushi Chef

Chef Toru Oga was born in a small seaside village called Sanmi on the Sea of Japan in the Yamaguchi Prefecture of Japan. As a young boy, he had access to the natural edibles found on the trees in the mountains, the river that ran through his native Sanmi and the vast offerings of the sea.

By the age of 16, he had already chosen his path to pursue the culinary arts and became deeply embedded in the apprentice style learning of Kyoto cuisine, which lies at the heart of true Japanese culinary tradition.

After several years of training under his Master, Chef Oga took his talents to Hong Kong, where he resided for seven years, still preparing and serving traditional Japanese cuisine, while immersing himself in the culture of Hong Kong.

In the late 1980's Chef Oga decided to journey to the United States to broaden his culinary horizons and explore opportunities to continue to polish his craft. Since that time, he has found success as a restaurant entrepreneur, first opening the famous Ginza restaurants in Boston's Chinatown (1993) and then its sister restaurant in Brookline (1995). He continued his advancement as a restaurateur with the endeavor of his namesake, Oga's Japanese Cuisine in Natick, MA, which has enjoyed years of steady success since opening in 2001.

ServSafe® CERTIFICATION

TORU OGA

for successfully completing the standards set forth for the ServSafe® Food Protection Manager Certification Examination,
which is accredited by the American National Standards Institute (ANSI)-Conference for Food Protection (CFP).

15818583

CERTIFICATE NUMBER

11/22/2017

DATE OF EXAMINATION

Local laws apply. Check with your local regulatory agency for recertification requirements.

5283

EXAM FORM NUMBER

11/22/2022

DATE OF EXPIRATION



#0655

A handwritten signature in black ink, reading 'Sherman L. Brown'.

Sherman Brown
SVP, National Restaurant Association Solutions





Donna Donovan <ddonovan@natickma.org>

Re: Minoga

Brian Lauzon <lauzon@natickpolice.com>

Sun, Nov 17, 2019 at 11:23 AM

To: Donna Donovan <ddonovan@natickma.org>

Donna,

After review we would recommend that the BOS, as the Licensing Authority for the Town of Natick, approve this application for a change in the manager of Record for Minoga's Restaurant located at 915 Worcester Street in Natick. We would further request that Mr. Oga be provided with a complete copy of Natick's Alcohol License Regulations including those regarding alcohol service. Please have Mr. Oga forward to me within 30 days of his approval a copy of his approved alcohol service training certificate (in person, not on-line.)

Respectfully submitted,

Lt. Brian G. Lauzon

On Wed, Nov 6, 2019 at 3:37 PM Donna Donovan <ddonovan@natickma.org> wrote:

Hi Brian,

Attached is a change in manager application for Minoga. Thanks.

Donna Donovan
Senior Executive Assistant
Town of Natick
508-647-6410

ITEM TITLE: Natick Center Associates: NCCD Quarterly Update
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Quarterly Reports	11/25/2019	Cover Memo

2019 2nd & 3rd Quarter Report

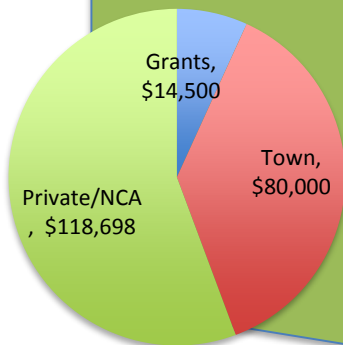
Highlights

- ArtWeek Events
- Creative Placemaking – Call to Artists
- Holi Festival
- Natick Nights
- ArtWalk
- Multicultural Day
- PorchFest
- Natick International Film Festival

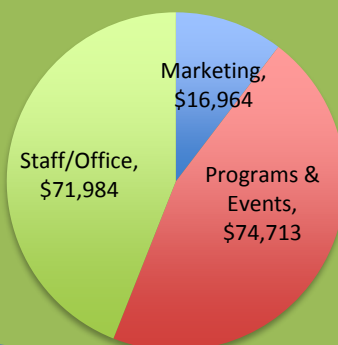
Sponsored Programs

- Year-round Farmers' Market
- ArtWeek Events
- Holi Festival
- Natick Nights
- ArtWalk
- Historical Walking Tours
- Multicultural Day
- PorchFest
- Natick International Film Festival
- Mass. Innovation Nights

Revenue



Expenses



Partnered Programs

- Innovation Nights
- Natick Artists Open Studios
- Natick Days
- Concerts on the Common
- 4th of July Celebration
- Spooktacular
- Natick Earth Day Festival
- Holiday Lighting Celebration



Natick Center Cultural District Guiding Principles and Goals

Values

We believe that supporting arts and culture is pivotal to creating a **sustainable economic engine** in Natick Center, and that the success of the Natick Center Cultural District will improve the downtown area for **everyone's benefit**.

Vision

Natick Center will be a **cultural hub** of MetroWest, serving as a regional destination for arts, culture, dining, shopping, business, special events and community gatherings **for residents and visitors** alike.

Mission

To cultivate a **lively and diverse downtown neighborhood** by enhancing the cultural, economic and social life of our community.

We are led by an **innovative partnership** of public, private, non-profit and cultural voices.

STRATEGIC GOALS

Culture

Develop programs & events...foster creative partnerships

Community

A popular destination...connect as a community

Economic Development

Catalyst for attracting new businesses

Governance

Alliance of landlords, merchants, artists & government

2018 PRIORITIES

- Enhance offerings downtown with pilot PorchFest program and Natick International Film Festival.
- Expand wayfinding opportunities with the Creative Placemaking Call to Artists.
- Updated NCCD Website
- Actively partner with economic development initiatives & EDC dept.
- Secure additional grant funding through AARP & local sponsorships.
- Deepen collaborative relationships



ITEM TITLE: Boden Lane Bridge
ITEM SUMMARY:

ITEM TITLE: East Park

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Correspondence from EnviroTrac	11/4/2019	Cover Memo
Data	11/4/2019	Cover Memo



October 31, 2019

Michael J. Hickey, Jr., Chairman
Town of Natick Board of Selectmen
c/o Town Administrator's Office
Natick Town Hall, 2nd Floor
13 East Central Street
Natick, Massachusetts 01760

Re: Implementation of Immediate Response Action

Speedway Store #2507
233 Worcester Street
Natick, Massachusetts 01760
MassDEP RTN 3-35941

Dear Mr. Hickey:

In accordance with 310 CMR 40.1403(3)(b), notification is hereby made that Immediate Response Actions are being implemented to control an Imminent Hazard condition at the above-referenced location. Soil samples collected from zero to 12 inches below the ground surface at the above property and within 500 feet of a recreational area/park indicated the presence of polychlorinated biphenyls (PCBs) above the Massachusetts Department of Environmental Protection (MassDEP) reportable concentration of 10 milligrams per kilogram (mg/kg).

As part of Immediate Response Actions, EnviroTrac Ltd (EnviroTrac), on behalf of Speedway LLC (Speedway), plans to install varying types of physical barriers and erosion control materials in the affected areas to eliminate the Imminent Hazard condition.

Should you have any questions or require additional information, please contact the Licensed Site Professional of Record, Mr. Robert Bird of EnviroTrac, at (781) 793-0074 or by calling Mr. Mark Stella, Environmental Representative of Speedway, at (937) 863-7378.

Sincerely,
EnviroTrac Ltd.

A handwritten signature in blue ink, appearing to read "Sean P. Kennedy".

Sean P. Kennedy, PG
Regional Operations Manager

cc: Mark Stella, Speedway LLC
MassDEP Northeast Regional Office



RELEASE LOG FORM

Release Tracking Number

3 - 35941

A. THIS FORM IS BEING USED TO: (check one)

1. Log Date: 10/28/2019 Log Time: 03:59 ☐ AM ☒ PM
(mm/dd/yyyy) (hh:mm)
- ☒ 2. Assign a Release Tracking Number (RTN) to a Release or TOR Report.
☒ a. **Reportable Release or TOR.** ☐ b. **Release that is Less Than the Reporting Thresholds.**
- ☐ 3. Amend a Previously Recorded Release or TOR Report (RTN Assigned) .
☐ a. The Release is a **Reportable Release or TOR.** ☐ b. The Release is a **Release that is Less Than the Reporting Thresholds.**
- ☐ c. The Release or TOR is **Retracted.** ☐ d. The Release or TOR is **not a Release under M.G.L. c. 21E.**
(BWSC103 must be submitted, as well)

B. REPORTING PERSON:

1. Name of Organization: ENVIROTRAC
2. First Name: CRAIG 3. Last Name: BLAKE
4. Telephone: 7817930074 5. Ext.: _____
6. Relationship of Person to Release: ☐ PRP ☒ Other c. Type, if known (e.g. Current Owner): Licensed Site Professional

C. RELEASE OR THREAT OF RELEASE (TOR) /SITE LOCATION:

1. Location Aid/Site Name: REAR OF GASOLINE STATION
2. Street Address: 207 WORCESTER STREET 3. 2nd Address Line: _____
4. City/Town: NATICK, NATICK 5. Zip Code (if known): 017600000
6. Type of Location: (check all that apply) ☐ a. School ☐ b. Water Body ☐ c. Right of Way ☐ d. Utility Easement
☐ e. Roadway ☐ f. Municipal ☐ g. State ☐ h. Residential ☐ i. Open Space ☐ j. Private Property
☐ k. Industrial ☒ l. Commercial ☐ m. Federal ☐ n. Other Describe: _____

D. RELEASE OR TOR INFORMATION:

1. Date and Time of **Notification**: 10/28/2019 Time: 03:59 ☐ AM ☒ PM
(mm/dd/yyyy) (hh:mm)
2. Date and Time Reporting Person obtained **Knowledge of Release or TOR**: 10/28/2019 Time: 03:30 ☐ AM ☒ PM
(mm/dd/yyyy) (hh:mm)
3. Date and Time **Release or TOR occurred**, if known: _____ Time: _____ ☐ AM ☐ PM
(mm/dd/yyyy) (hh:mm)
4. **Sources of the Release or TOR**: (check all that apply) ☐ a. Transformer ☐ b. Fuel Tank ☐ c. Pipe
☐ d. OHM Delivery ☐ e. AST ☐ f. Drums ☐ g. Tanker Truck ☐ h. Hose ☐ i. Line
☐ j. UST Describe: _____ ☐ k. Vehicle ☐ l. Boat/Vessel
☐ m. Unknown ☒ n. Other: SUSPECTED FILL MATERIAL
5. **Federal LUST Eligible**: ☐ Yes ☒ No ☐ Unknown



RELEASE LOG FORM

BWSC 101

Release Tracking Number

3 - 35941

Check all Notification Thresholds that apply to the Release or TOR:

6. 2 Hour Reporting Conditions:

- ☐ a. Sudden Release
- ☐ b. Threat of Sudden Release
- ☐ c. Oil Sheen on Surface Water
- ☐ d. Poses Imminent Hazard
- ☒ e. Could Pose Imminent Hazard
- ☐ f. Release Detected in Private Well
- ☐ g. Release to Storm Drain
- ☐ h. Sanitary Sewer Release (Imminent Hazard Only)

7. 72 Hour Reporting Conditions:

- ☐ a. Subsurface Non-Aqueous Phase Liquid (NAPL) Equal to or Greater than 1/2 Inch
- ☐ b. Underground Storage Tank (UST) Release
- ☐ c. Threat of UST Release
- ☐ d. Release to Groundwater near Water Supply
- ☐ e. Release to Groundwater near School or Residence
- ☐ f. Substantial Release Migration

8. 120 Day Reporting Conditions:

- ☐ a. Release of Hazardous Material(s) to Soil or Groundwater Exceeding Reportable Concentration(s)
- ☐ b. Release of Oil to Soil Exceeding Reportable Concentration(s) and Affecting More than 2 Cubic Yards
- ☐ c. Release of Oil to Groundwater Exceeding Reportable Concentration(s)
- ☐ d. Subsurface Non-Aqueous Phase Liquid(NAPL) Equal to or Greater than 1/8 Inch and Less than 1/2 Inch

9. Type of Release or TOR: (check all that apply)

- ☐ a. Dumping
- ☐ b. Fire
- ☐ c. AST Removal
- ☐ d. Overfill
- ☐ e. rupture
- ☐ f. Vehicle Accident
- ☐ g. Leak
- ☐ h. Spill
- ☐ i. Test Failure
- ☐ j. TOR Only
- ☐ k. UST Removal
- ☐ l. Unknown
- ☒ m. Other: UNDER INVESTIGATION

10. Media Impacted and Receptors Affected: (check all that apply)

- ☐ a. Paved Surface
- ☐ b. Basement
- ☐ c. School
- ☐ d. Public Water Supply
- ☐ e. Surface Water
- ☐ f. Zone 2
- ☐ g. Private Well
- ☐ h. Residence
- ☒ i. Soil
- ☐ j. Ground Water
- ☐ k. Sediments
- ☐ l. Wetland
- ☐ m. Storm Drain
- ☐ n. Indoor Air
- ☐ o. Air
- ☐ p. Soil Gas
- ☐ q. Sub-Slab Soil Gas
- ☐ r. Critical Exposure Pathway
- ☐ s. NAPL
- ☐ t. Unknown
- ☐ u. Others

Specify:

11. List below the Oils (O) or Hazardous Materials (HM) that exceed their Reportable Concentration (RC) or Reportable Quantity (RQ) by the greatest amount.

☐ Check here if an amount or concentration is unknown or less than detectable.

O or HM Released	CAS Number, if known	O or HM	Amount or Concentration	Units	RCs Exceeded, if Applicable
POLYCHLORINATED BIPHENYLS		HM	51	MG/KG	N/A
					N/A
					N/A



RELEASE LOG FORM

BWSC 101

Release Tracking Number

3 - 35941

12. Description of Release or Threat of Release (if additional space is needed, attach additional information in H17)

LSP BLAKE REPORTED ELEVATED LEVELS UP TO 51MG/KG OF POLYCHLORINATED BIPHENYLS (PCBS) MEASURED IN SOIL FROM ZERO TO TWELVE INCHES. HE STATED THAT HE BELIEVES THAT THE PCBS IN SOIL ARE LIKELY RELATED TO HISTORICAL URBAN FILL MATERIAL. HE STATED THAT THE CURRENT USE OF THIS PROPERTY IS COMMERCIAL AS A GASOLINE STATION AND THAT THE PCBS WERE MEASURED IN SOIL ON A SLOPE TO THE REAR OF THIS SITE'S FACILITY. HE INDICATED THAT FURTHER SITE ASSESSMENT IS NEEDED TO DETERMINE THE NATURE AND EXTENT OF THIS RELEASE. HE INDICATED THAT A RECREATIONAL AREA/PLAYGROUND IS WITHIN TWO HUNDRED FEET OF THIS SITE. HE STATED FOUR SAMPLES EXCEEDED 10 MG/KG. HE INDICATED THAT MASSDEP RECEIVED A 120DAY NOTIFICATION FOR THIS SITE THAT IS TRACKED UNDER RTN 3-32656. 21E RESPONSIBILITIES AND THE NEED TO SUBMIT A RELEASE NOTIFICATION FORM TO MASSDEP IN SIXTY DAYS WERE EXPLAINED TO LSP BLAKE.

E. INVOLVED PARTIES SUMMARY :

1. PRP Status (check one): ☐ a. PRP Unknown ☐ b. PRP unwilling, unable or has not committed to Perform Response Actions

☒ c. PRP Performing Response Actions ☐ d. Release is Adequated Regulated by the US Coast Guard

2. If PRP is not Performing Response Actions, who is?

☐ a. MassDEP State Contractor ☐ b. Other Person

3. Contractor: a. Name of Organization: _____ b. Telephone: _____
c. Contact First Name: _____ d. Last Name: _____
4. LSP: a. Name: BLAKE CRAIG E b. LSP #: 3760
c. Telephone: 7817930074



RELEASE LOG FORM

BWSC 101

Release Tracking Number

3 - 35941

F. PRP OR PERSON PERFORMING RESPONSE ACTIONS:

1. Name of Organization: SPEEDWAY LLC

2. Contact First Name: MARK 3. Last Name: STELLA

4. Street: 500 SPEEDWAY DRIVE 5. Title: ENVIRONMENTAL REPRESENTATIVE

6. City/Town: ENON 7. State: OH 8. ZIP Code: 453230000

9. Telephone: 9378637378 10. Ext: 11. Email: mstella@speedway.com

12. Relationship of Person to Release: ☒ PRP ☐ Other c. Type (e.g. Current Owner): Non-specified PRP

☐ 13. Check here if this PRP received a field NOR ☒ 14. Check here if an RNF was requested from this PRP

☒ 15. Check here if Provisions of 21E were explained to this PRP.

G. RECORD ORAL RESPONSE ACTIVITIES:

- ☐ 1. IRA Completed Pre-notification ☐ 5. IRA Oral Modified Plan Approved
- ☐ 2. No IRA Approved at Notification ☐ 6. IRA Oral Plan Denied and/or Request for Written Plan
- ☐ 3. IRA Assessment Only. ☐ 7. Notice of Intent to Conduct a URAM
- ☒ 4. IRA Oral Plan Approved ☐ 8. IRA-D Oral Plan Approved
- ☐ 9. IRA-D Oversight Work Started

10. Date of Action: 10/28/2019

11. Soil Previously Excavated: ☐ a. Excavated prior to notification. ☐ b. Excavated as part of an UST closure.

c. Quantity of contaminated soil previously excavated and destination, if applicable:

12. Specify any Regional Specific Code (Regional Use):

H. ORAL RESPONSE ACTION PLAN: (check all that apply)

- ☐ 1. Assessment and/or Monitoring Only ☒ 2. Temporary Covers or Caps
- ☐ 3. Deployment of Absorbent or Containment Materials ☐ 4. Temporary Water Supplies
- ☐ 5. Structure Venting System ☐ 6. Temporary Evacuation or Relocation of Residents
- ☐ 7. Product or NAPL Recovery ☒ 8. Fencing and Sign Posting
- ☐ 9. Groundwater Treatment Systems ☐ 10. Soil Vapor Extraction
- ☐ 11. Bioremediation ☐ 12. Air Sparging
- ☐ 13. Excavation of Contaminated Soils
- ☐ a. Re-use, Recycling or Treatment ☐ i. On Site ☐ ii. Off Site Authorized volume in cubic yards:
- ☐ b. Store ☐ i. On Site ☐ ii. Off Site Authorized volume in cubic yards:
- ☐ c. Landfill ☐ i. Cover ☐ ii. Disposal Authorized volume in cubic yards:



RELEASE LOG FORM

BWSC 101

Release Tracking Number

3 - 35941

☐ 14. Removal of Drums, Tanks or Containers:

Describe Quantity and Amount: _____

☐ 15. Removal of Other Contaminated Media:

Specify Type and Volume: _____

☒ 16 Other Response Actions and Additional Comments (describe):

ORAL IRA APPROVAL WAS PROVIDED TO LSP BLAKE TO IMMEDIATELY INSTALL RESTRICTIVE SIX FOOT TALL CHAIN LINK FENCING WITH A LOCKED GATE AND WITH WARNING SIGNAGE DETAILING THE HAZARD THAT IS PRESENT ON SITE. IRA APPROVAL INCLUDES IMMEDIATELY COVERING EXPOSED SOIL WITH POLYETHYLENE SHEETING TO PREVENT AIRBORNE DUST. CHANGES IN SITE CONDITIONS MUST BE IMMEDIATELY REPORTED TO THE SPILL DESK. LSP BLAKE WAS ADVISED THAT AN IMMINENT HAZARD EVALUATION MUST COMMENCE WITHIN FOURTEEN DAYS FROM THIS NOTIFICATION.

☐ 17. Check here if Additional Information is Provided in an Attachment

I. DEP STAFF AND FORM PREPARER:

1. DEP Staff: a. Name: _____ ☒ b. Check here, if Unassigned (or staff name not applicable).

2. Preparer : a. Name: SANDERSON KENNETH

b. Signature: KENNETH SANDERSON c. Date: 10/28/2019

ITEM TITLE: Downtown Fire Update
ITEM SUMMARY:

ITEM TITLE: 2019 FATM Follow-Up
ITEM SUMMARY:

ITEM TITLE: Eddie's Park - Change Order Request
ITEM SUMMARY:

ITEM TITLE: 2021 Capital Plan

ITEM SUMMARY:

ITEM TITLE: Long Range Capital Plan/Large Projects

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Memo from M. Malone	11/16/2019	Cover Memo
Financial Indicator and Trend Analysis	11/16/2019	Cover Memo
Large Capital Projects	11/16/2019	Cover Memo
Power Point Presentation	11/16/2019	Cover Memo
Debt Schedule	11/18/2019	Cover Memo
Parking Garage/Field House Debt Schedule	11/27/2019	Cover Memo



To: Select Board

From: M.Malone, Town Administrator

cc: B.Chenard, J.Townsend, S.O'Brien, J.Gadson

Date: November 15, 2019

Re: Capital Planning 2020-2025

Since 2014 -2018, the Town has spent between 7.5 million to 9.2 million dollars annually on capital. (Please see Attachment A Financial Indicators, page 11 for specific year spend, this includes capital borrowing within levy, and does not incorporate debt excluded projects). The Capital Improvement Program for 2020-2024 is located at <https://www.natickma.gov/DocumentCenter/View/7559/FY-2020-2024-Capital-Improvement-Plan>

Additionally, attached is a schedule of capital items that become “paid in full” between fiscal years 2020-2025 delineated by project, principal, and interest. Attachment B. Stated another way the attached debt schedule represents the bond payments that cease in a given year. It is not the actual capital spend and we are working on what the bond payments translates into by way of principal borrowing for our discussion to give you greater clarity. The debt schedule includes within levy and excluded levy debt.

By way of macro-perspective, I have also attached a presentation from August 2018 that I made to this Board regarding existing outstanding debt and explanation for the debt structure for the Kennedy Middle School and West Natick Fire Station. Attachment C. As you may recall, the debt exclusion for the Kennedy Middle School was voted in the Spring of 2018 by Town Meeting and our residents. At the same time, we had the West Natick Fire Station (WNFS) in design but funding not confirmed. There was no determined course on how to fund WNFS that began at less than 9 million and in real time stood at 15.6 million dollars. One of the many variables I considered in trying to design a solution including analysis of retiring debt. The hybrid borrowing structure that ultimately was used for the projects was very much born from the “tighter” fiscal years 2020-2024. Please see Attachment C, page 2 for the debt schedule.

The final attachment of this packet relates to projects that either were or currently are on the Capital Plan for the FYs 21-26 that over the course of 5 years exceeds 750k. Attachment D. For the Capital Plan to have meaning the items on the plan must have corresponding and real funding sources.

In the course of the last 5 fiscal years, (FY15-20) the Town's debt per capita/household has risen from 7.19% to 10.44%. These figures documents our exponential growth and need for an extraordinarily thoughtful plan for our capital spend. (Please see Attachment A, page 12 for the debt per capita 2015-2000). Moreover, placing the debt service in comparison to revenue is necessary because when debt service (or any liabilities such as pensions) increases dramatically it crowds out other present needs like human capital costs that are not borrowed but rather raised from tax levy.

Initial questions to consider for discussion:

1. How does the current capital spend align with the Board's Values and Vision?
2. Does the Board have a requested priority of spend given immediate needs in the community?
3. Are there capital items on the > 750k Capital List that the BOS believes because of cost and/or function should be removed?
4. What is the Board's tolerance or willingness to create public private partnerships to be able to assist in funding some of the more costly capital items for the community, such as the Cole Center? And, if the Board is willing to do this, who and/or what entity should take the leadership role in this endeavor.

Financial Indicator & Trend Analysis



Board of Selectmen
September 16, 2019



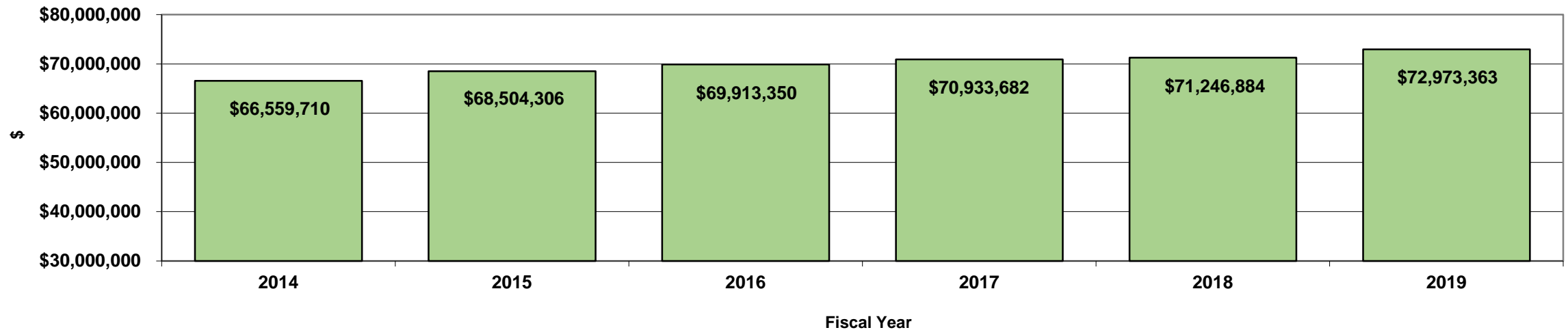
- **Financial Indicators:**

The purpose of the financial indicators is to provide recognizable and impactful measures that help to the financial well-being of the Town. Overall Natick remains in a stable fiscal condition

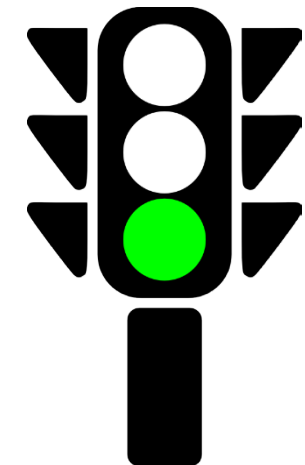
The following slides contain 15 measures plus supplementary information to provide context to the financial health of the Town. Each slide has a graph, a trend guideline, analysis, and a traffic light for measures (green – favorable, yellow – marginal, red – unfavorable).



Property Tax Revenues less debt exclusions (constant dollars)

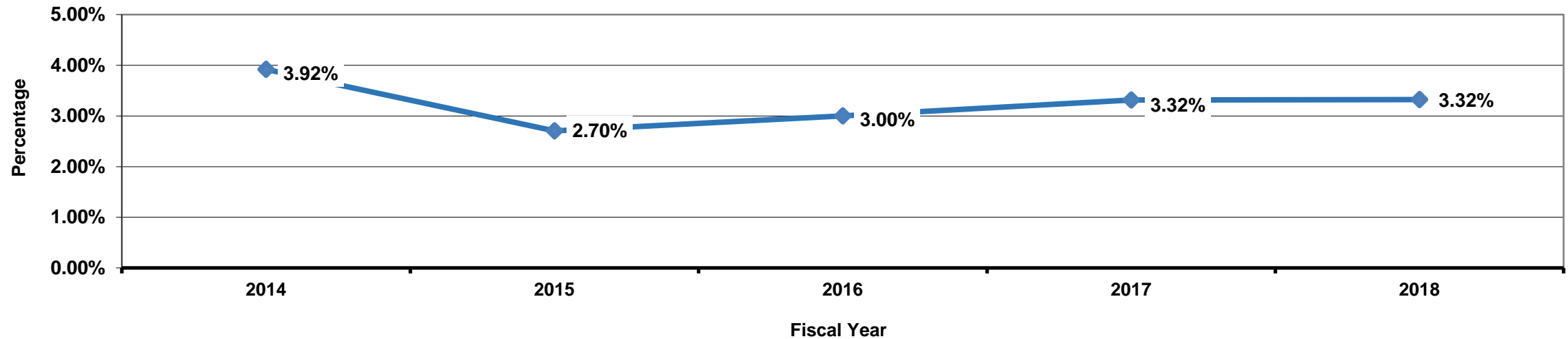


- **Trend Guideline**: A decline in property tax revenues (constant dollars) is considered a warning indicator.
- **Analysis**: Property tax revenues are analyzed separately because it is the Town's primary revenue source for both operating and capital spending. Increases due to overrides, while enhancing the Town's ability to deliver services, must be weighed against the impact on taxpayers ability to pay. Significant increases to property tax revenues are derived from new growth and overrides.

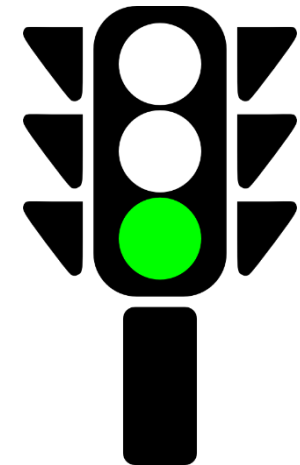




Uncollected Taxes as a Percentage of Net Property Tax Levy

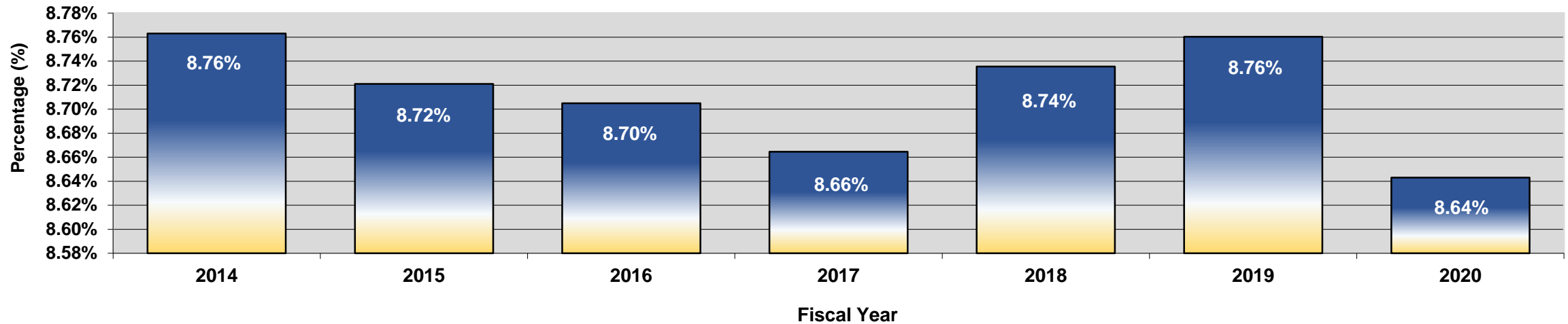


- **Trend Guideline:** Uncollected property taxes (as a percent of the tax levy) of 5 – 8% is considered a warning indicator by bond rating agencies.
- **Analysis:** If uncollected taxes remain between 5-8% of a community's net tax levy (tax levy less overlay) or the trend shows uncollected taxes increasing, a town is in a weak financial position in terms of tax collection. This may be a consequence of a weakness in the local economy or a result of inadequate tax collection procedures. An increasing percent of uncollected taxes would lead to long-term cash flow problems for the community. If left unchecked, inadequate cash flow would impact a community's ability to pay its obligations (debt or otherwise) on time, or force it to defer necessary purchases. Natick has a continued strong trend of excellent tax collection.





State Aid as a % of operating revenues

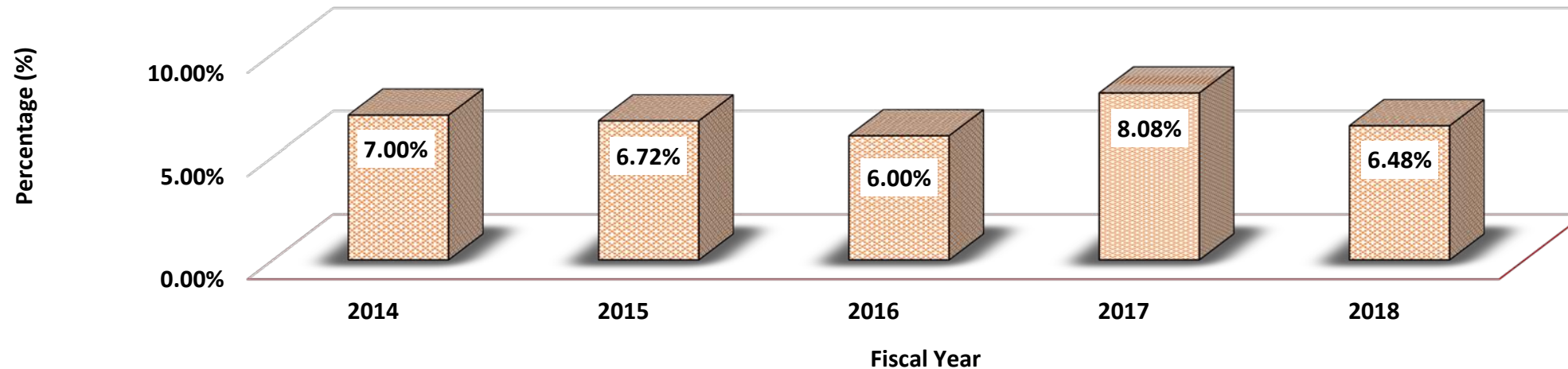


- **Trend Guideline:** Reductions in State Aid as a percentage of operating revenues is considered a warning indicator particularly if the Town does not have adequate reserves to offset reductions.
- **Analysis:** Designed to fund a variety of local services (education, veterans, and general operations), State Aid is an important component of the overall revenue picture. Any decline in State Aid is troublesome as towns have become somewhat reliant on such revenue, which is not guaranteed. In recent years (FY18 – FY20) Natick has experienced moderate increases to Net State Aid (Revenues – Charges & Offsets) of an average increase of over 3%. As a percentage of the budget Net State Aid revenues comprise over 8.5% of the operating budget.





Economic Growth Revenues as a % of Operating Revenues

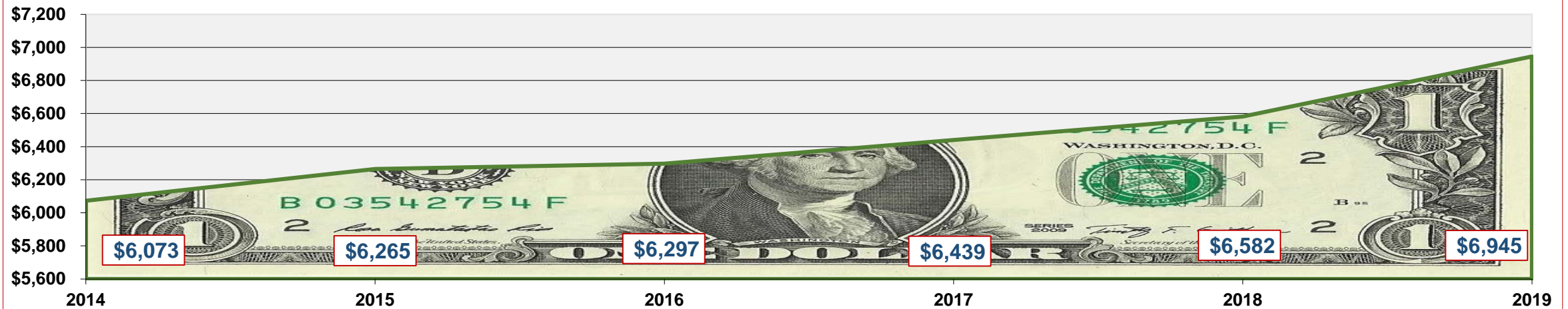


- **Trend Guideline:** Decreasing economic growth revenues as a percentage of net operating revenues is considered a warning indicator.
- **Analysis:** Revenue related to economic growth include classifications such as: permit fees, new tax levy growth resulting from new construction, and items such as motor vehicle excise taxes. A decrease in building permit fees may be a leading indicator of smaller future increases in the tax levy. Despite the inherent nature of this indicator to fluctuate with the economy, inflation and other influences, Natick has been fortunate to have consistently maintained approximately 7%. In recent years economic growth revenues have been substantial (MathWorks, and residential remodels), but it's difficult to bank on historical numbers due to the volatility of the construction market.





Operating Expenditures Per Household (constant dollars)

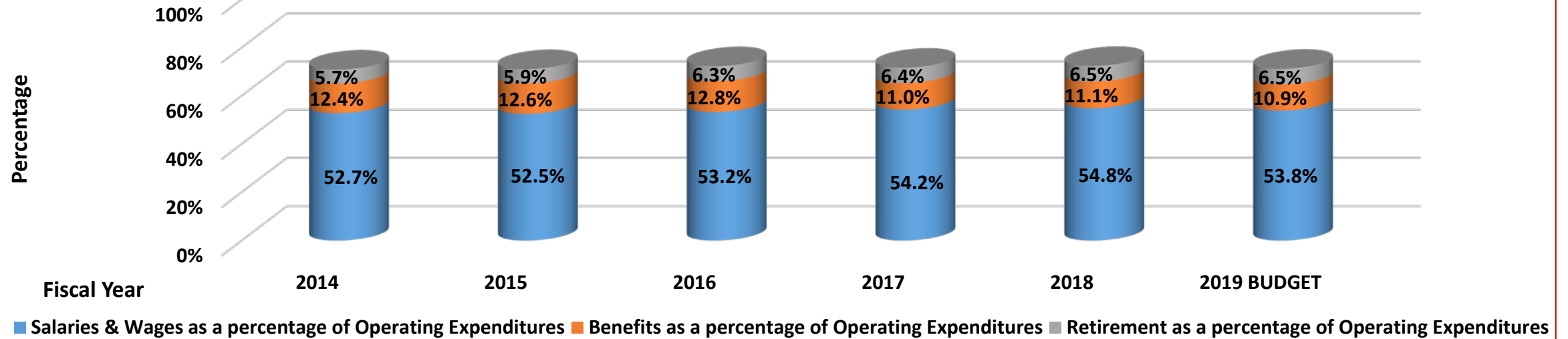


- **Trend Guideline:** Increasing net operating expenditures per household, in constant dollar, may be considered a warning indicator
- **Analysis:** Increasing operating expenditures per household can indicate that the cost of providing services is potentially outpacing taxpayer's ability to pay, especially if spending is increasing faster than household income. Increasing expenditures may also indicate that the demographics of the Town are changing, requiring increased spending in related services. In the aggregate from FY15 – FY19 the operating expenses per household has increased an average of 2.73% annually.

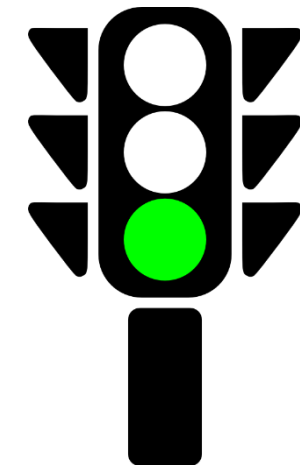




Salaries & Benefits as % of Operating Expenses

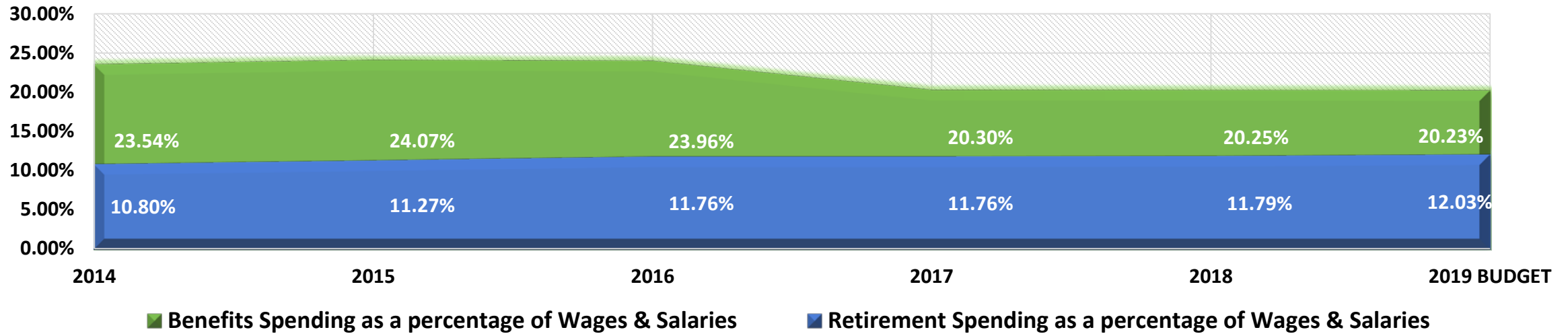


- **Trend Guideline:** Increasing personnel costs as a percentage of total spending is considered a warning factor. This graph represents municipal and school departments combined.
- **Analysis:** Increasing salaries and wages as a percent of operating expenditures may be an indicator of two trends: 1) First, it may point to future pension and health insurance costs since both of these items are related to the number and compensation level of employees. 2) Second, if salaries and wages as a percent of operating expenditures are increasing, it may be an indicator that the Town is not adequately funding its capital needs or of deferred maintenance of the Town's infrastructure. As a percent of operating expenses, municipal and school departments have been consistent in using approximately 72% of the operating budget for these expenses. Staffing increases (especially benefit eligible) could impact these ratios significantly.





Benefits Spending as a Percentage of Wages & Salaries

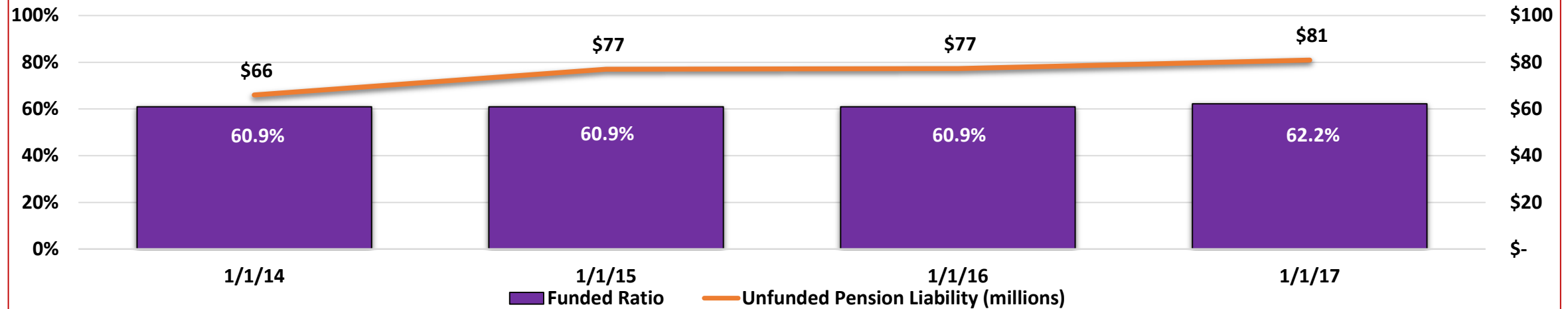


- **Trend Guideline:** Increasing benefit costs as a percentage of wages and salaries is considered a warning indicator
- **Analysis:** This indicator demonstrates significant growth in health care costs. Natick has been able to find savings in recent years by restructuring health plans from Rate Savers to Benchmark as well as High-Deductible plans. Even with those changes, premiums increased by 5 - 9.5% from FY19 to FY20. The increase in health care costs means valuable available funds for other purposes are being spent to maintain an existing benefit.





Pension Liability (% funded) & Unfunded Pension Liability

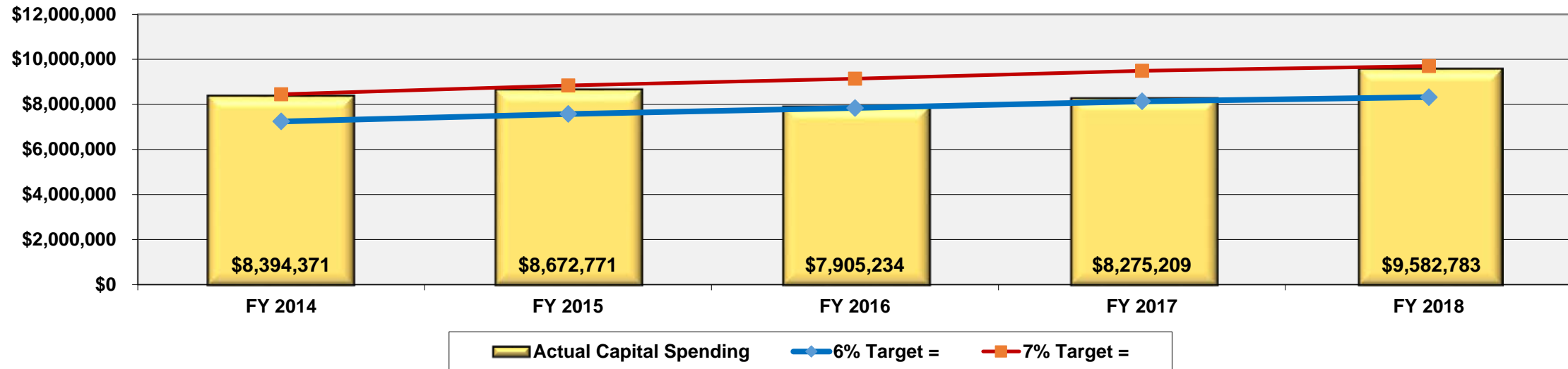


- **Trend Guideline:** An unfunded pension liability or increase in the unfunded liability is considered a warning indicator.
- **Analysis:** As of January 1, 2017, there were 1,179 participants in the Natick Retirement System - 644 active, 138 inactive and 397 retired participants and beneficiaries. Town Meeting appropriates an annual contribution to the system as determined by an actuarial study. For FY20 the budget appropriation for the Town of Natick Retirement System was over \$10M.

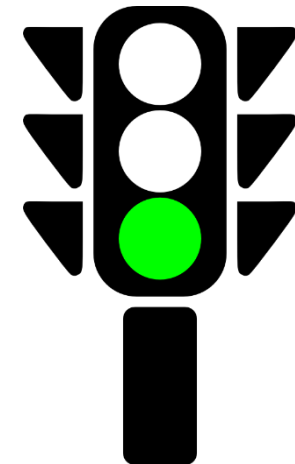




Capital Replacement & Renewal: Actual vs. Targets, FY 2014-2018



- **Trend Guideline:** A three or more year decline in capital spending from operating funds as a percentage of gross operating revenues is considered a warning indicator.
- **Analysis:** Timely replacement of capital equipment and infrastructure benefits the community in the long-run as it increases efficiency and keeps maintenance costs lower while providing better facilities to the general public. A decline of spending on capital over a three-year period is considered a warning sign by industry standards.

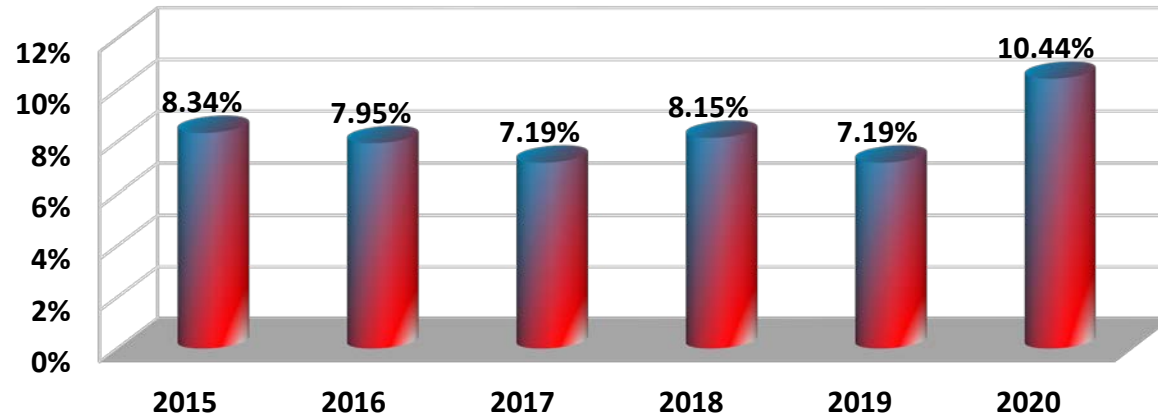




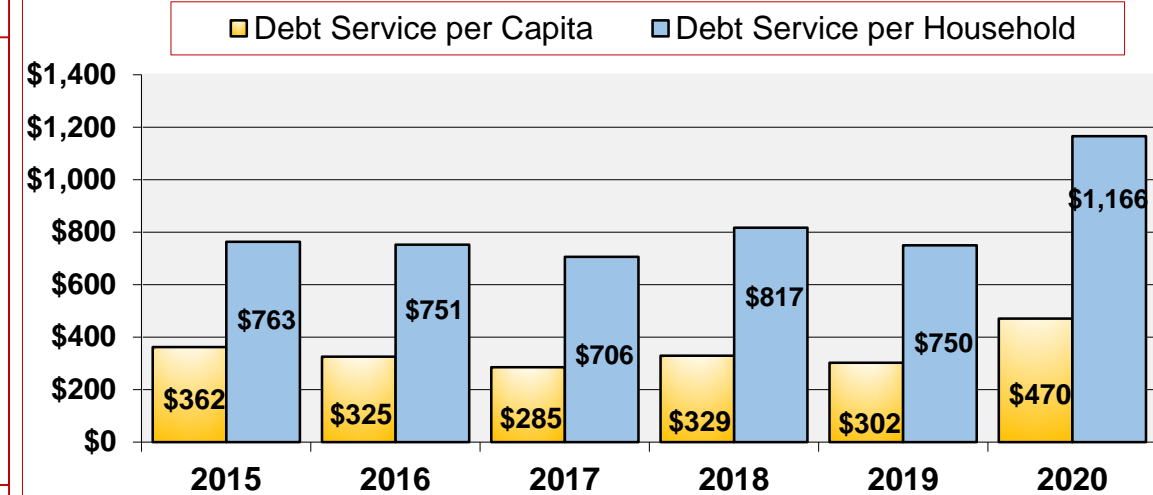
Town of Natick: Financial Indicators

Indicator 10: Debt Service

Debt Service as a % of General Fund Revenue



Debt Service per Capita/per Household

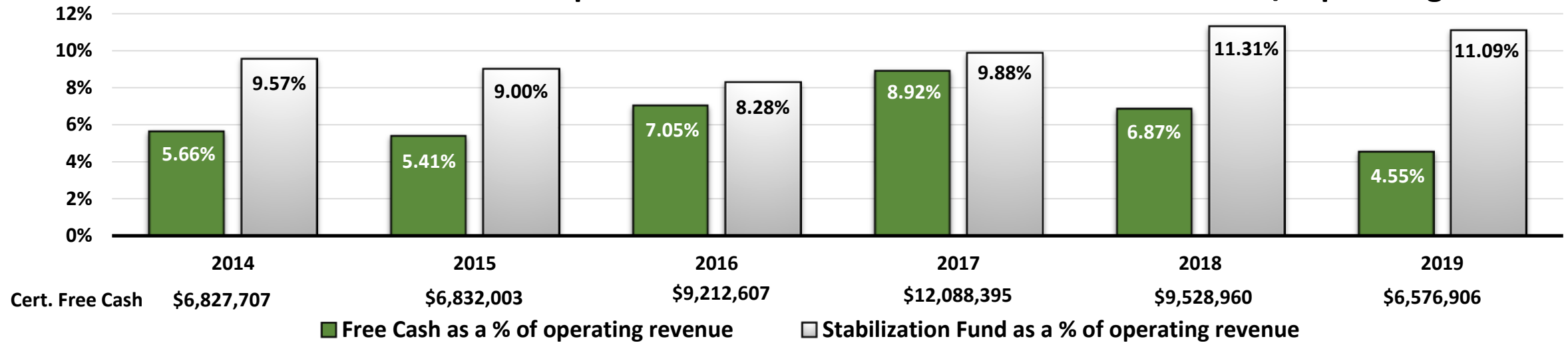


- **Trend Guideline:** Debt Service exceeding 20% of operating revenues is considered a significant warning indicator by the credit rating agencies.
- **Analysis:** Debt is the chief financing tool utilized by municipalities to continually replace and maintain its capital infrastructure. It is important to monitor how much debt the town has and determine what impact the amount of debt service has on the operating budget and the taxpayers.

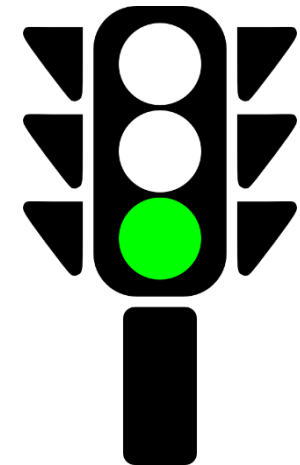




General & Operational Stabilization and Free Cash Balances / Operating Revenue

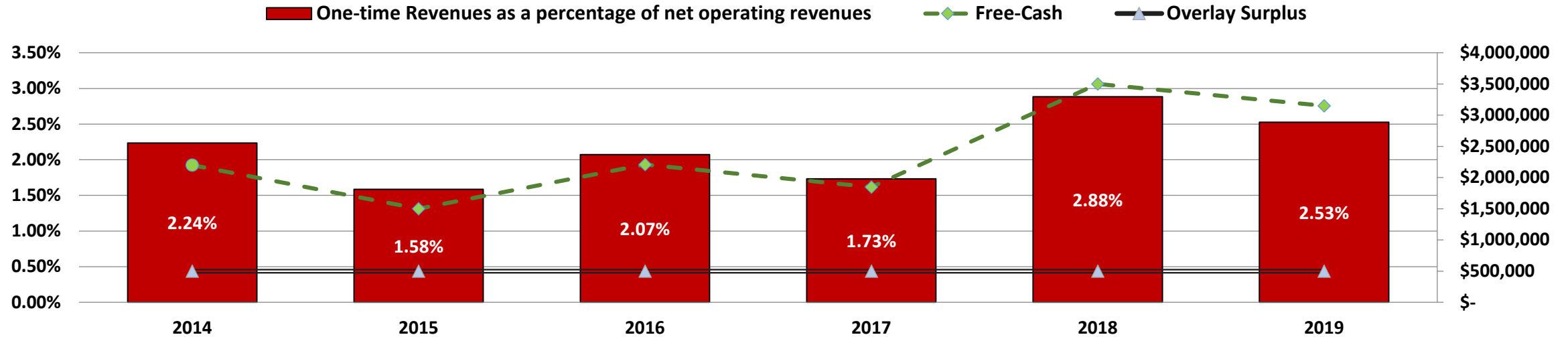


- **Trend Guideline:** Declining reserves as a percentage of operating revenues is considered a warning indicator. GFOA recommends undesignated fund balance be 5-15% of operating revenues.
- **Analysis:** Reserves can be used for many different purposes. Primarily, reserves are used to buffer against service reductions due to economic downturns or major emergencies. AAA communities are expected to maintain reserve positions between 8-15% of net operating revenues.

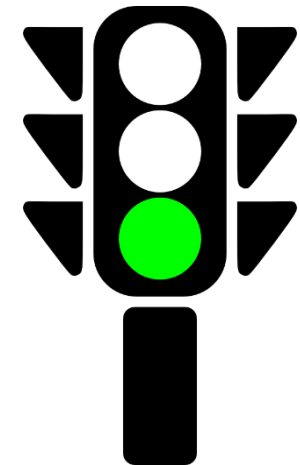




One-Time Operating Revenues / Net Operating Revenues & One-Time Trends

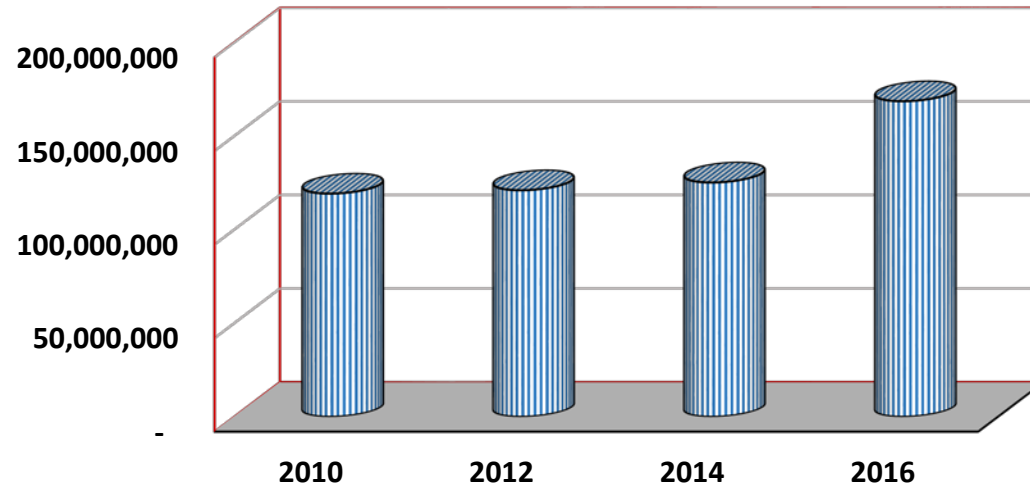


- **Trend Guideline:** Increasing use of one-time revenues as a percentage of operating revenues is considered a warning indicator.
- **Analysis:** Municipalities may utilize reserves and one-time revenues to balance annual operating budgets, sustain programs in times of economic downturn, or fund one-time expenses. As a general rule, however, one-time revenues should not be used to sustain ongoing operations because they exist only once and then they are depleted.

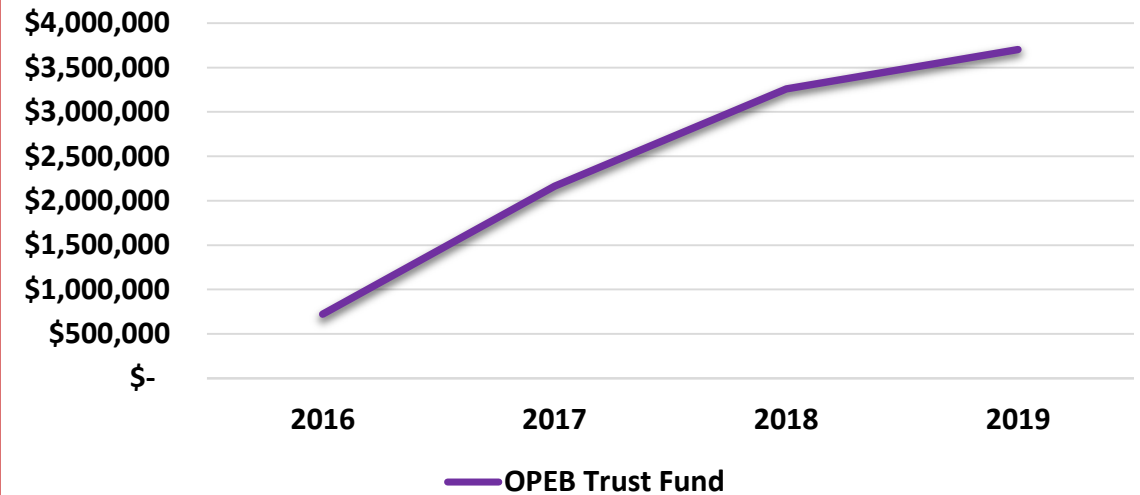




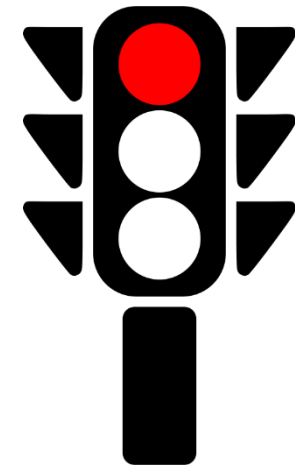
OPEB UAAL



OPEB Trust Fund

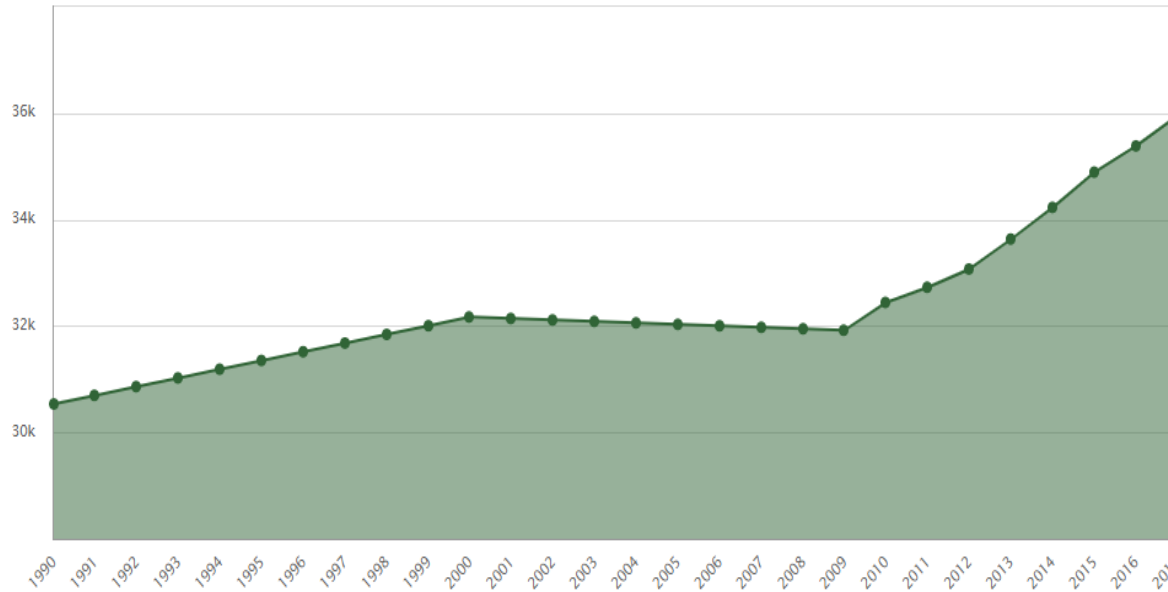


- **Trend Guideline:** An unfunded OPEB liability or increase in the unfunded liability is considered a warning indicator.
- **Analysis:** OPEB (Other Post-Employment Benefits) are healthcare and life insurance benefits provided by the Town for retirees (including schools). As of July 1, 2016, the unfunded actuarial accrued liability (UAAL) was approximately \$168M.



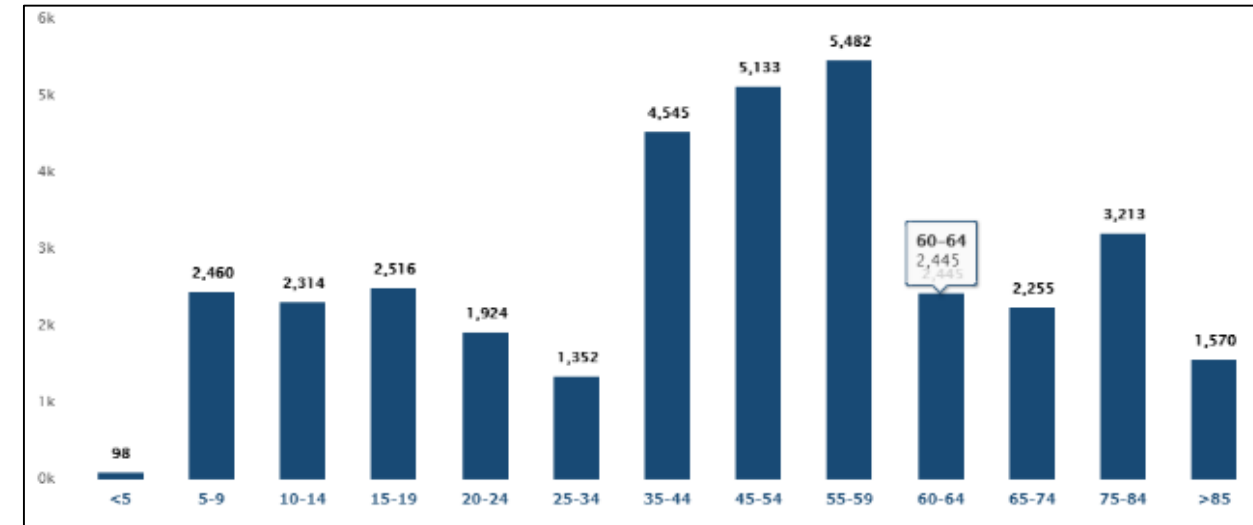


Population



* Data Source: American Community Survey, 2010 Census, 2000 US Census and 1990 US Census

Population by Age Group

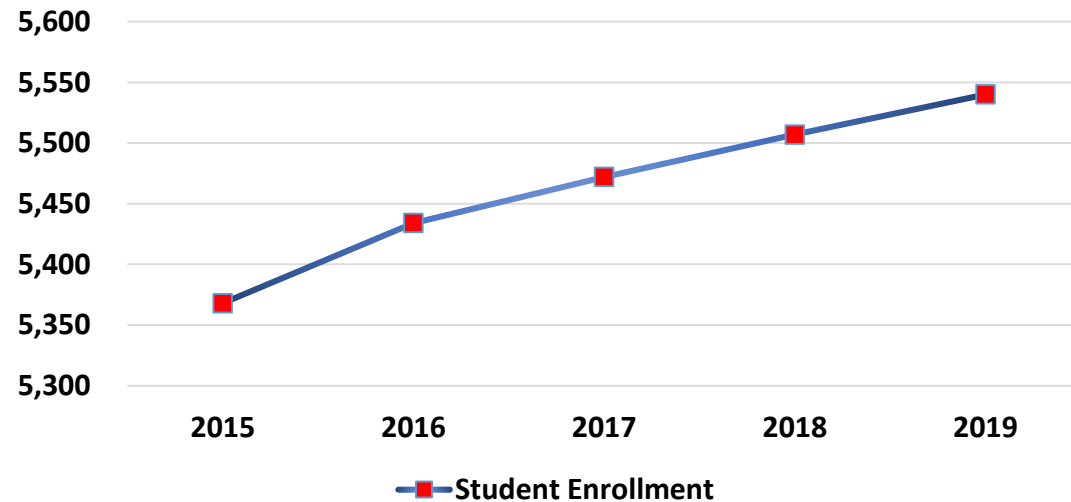


- **Trend Guideline:** Rapid changes in population which may affect service levels may be considered a warning indicator
- **Analysis:** Population has steadily increased in recent years and remains fairly balanced across age groups.

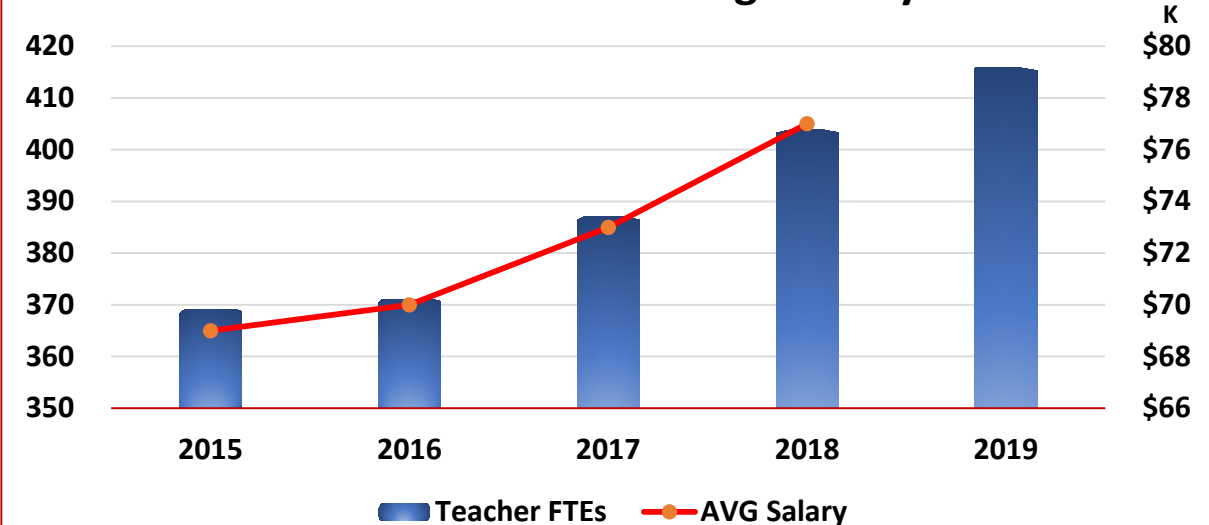




Student Enrollment



Teacher FTEs & Average Salary



- **Trend Guideline:** Rapid changes in school enrollment may affect service levels may be considered a warning indicator. (Above graphs Student Enrollment and Teacher FTE & Average Salary pulled from Resource Allocation and District Action Reports RADAR)
- **Analysis:** Similar to municipal services with increases in population, increases in student enrollment put pressure on operating budgets to provide quality education.





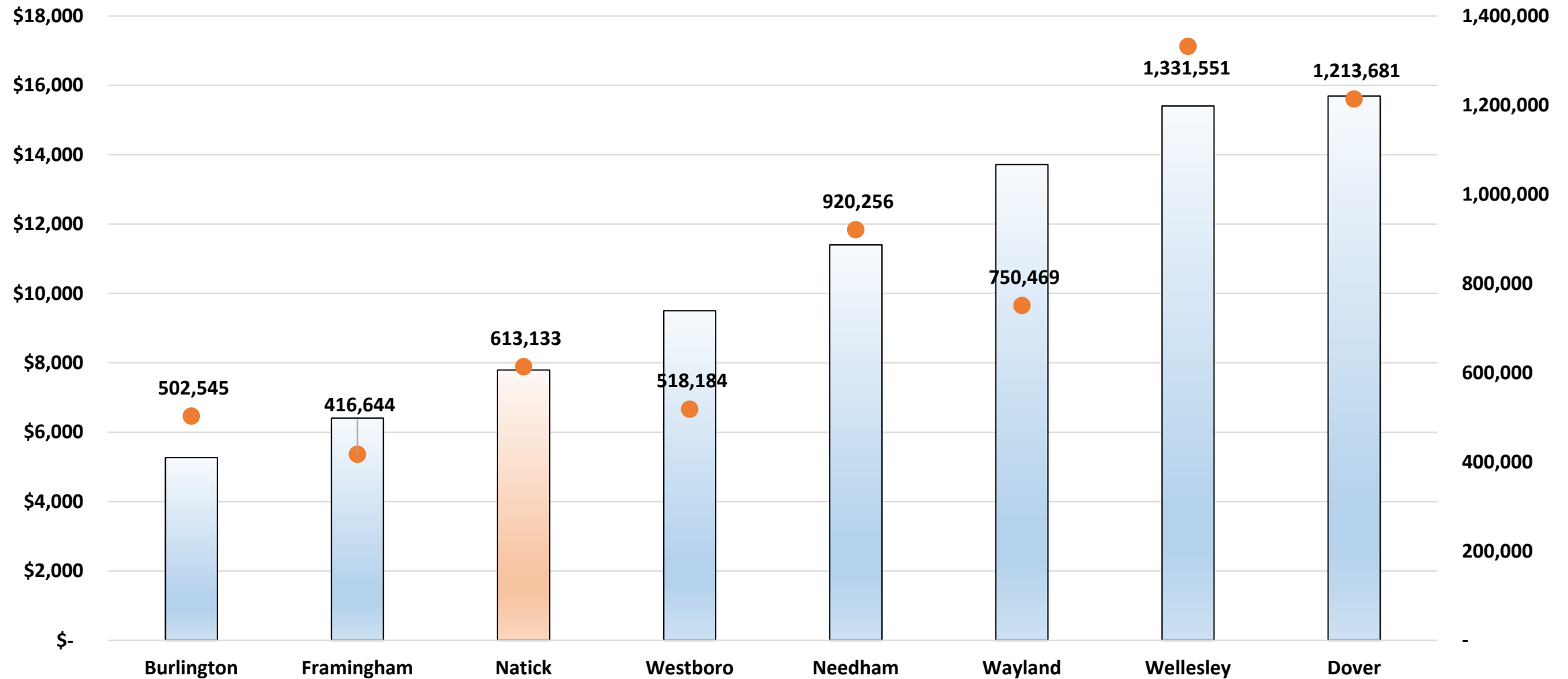
Natick Financial Indicators Dashboard		
Financial Indicator	Trend	Highlights
Property Tax Revenue	Favorable	Adjusted for inflation, property tax collections have experienced modest growth
Uncollected Property Taxes	Favorable	Uncollected property taxes have remained close to 3%
State Aid	Marginal	State Aid receipts has increased along with assessments and other charges
Economic Growth Revenue	Marginal	Economic Growth Revenue has been positive lately but in the past has been volatile
Expenditures per Household	Marginal	Expenses per household have increased by an avg. of 2.7% annually from FY15-19
Personnel Costs	Favorable	Total Natick personnel costs have remained proportional with the budget over time
Employee Benefits	Marginal	Health plans have been restructured to achieve savings but still experience increases
Pension Liability	Marginal	Funded ratio of 62% and the current plan includes 7% increases 2030 funding schedule
Capital Assets & Renewal	Favorable	Strong capital planning and allocation of resources to avoid costly deferred mtnce.
Debt Service	Marginal	Future large scale projects will need to be balanced with the ability to pay
Reserves & Fund Balance	Favorable	Natick remains in the range of expected reserves
One-time Revenues for Operations	Favorable	One-time revenues are spent for operations sustainably
OPEB Liability	Unfavorable	Significant unfunded liability; plan in place to fund after pension is fully funded
Population	Marginal	Moderate population growth has increased the need for services
School Enrollment & Teachers	Marginal	Moderate enrollment growth has increased the need for services

Supplementary Information



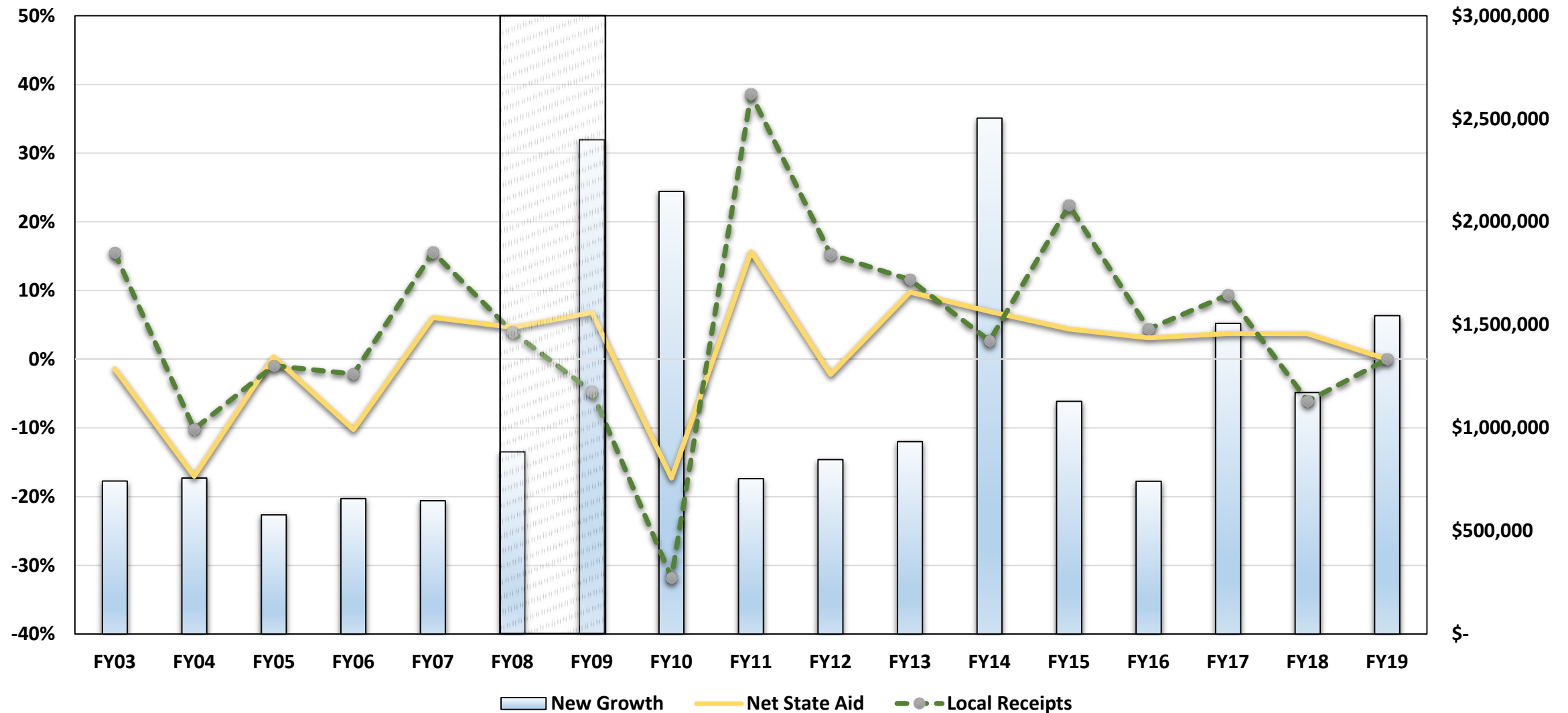


FY19 Avg. Single Family Tax Bill & Assessed Value



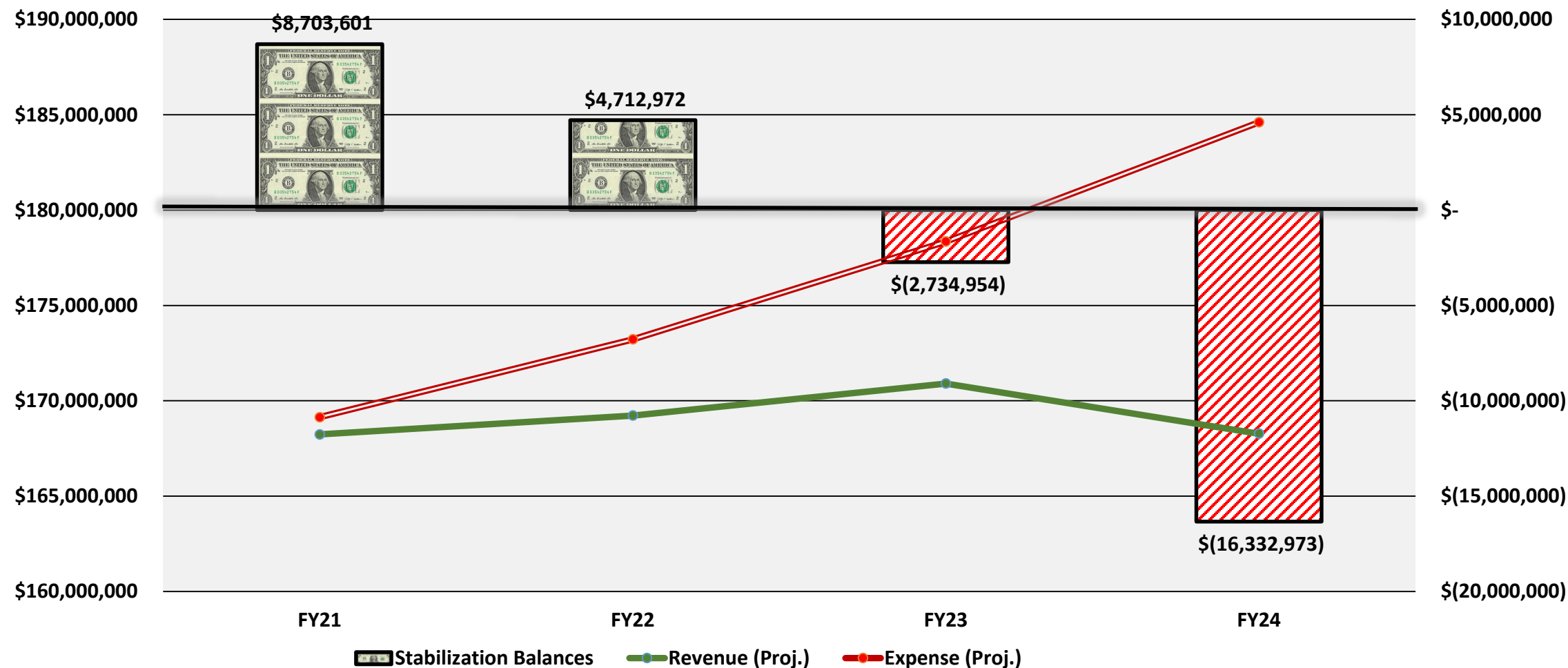


New Growth \$ & Changes in Local Receipts and Net State Aid





Economic Downturn Scenario



With a 2% downturn in State Aid & a 9% reduction in Local Receipts, Stabilization funds (General & Operational) should last 1.8 years with stable operations

4 Year Financial Forecasts





- **Forecast Goals:**

The Four-Year Financial Projection provides an overview of potential revenues and expenditures for the upcoming fiscal years. The intent of the forecast is to have a realistic outlook that will highlight town-wide operating trends and facilitate productive financial planning.





- **“Actual” Forecast:**

The “actual” forecast takes into account expense trends by account as well as the projected CBAs and personnel costs. The actual forecast also takes into account a vacancy rate of close to 4% which is discounted from the personnel appropriations.

- **“Budget” Forecast:**

The budget forecast outlines potential appropriation increases based on CBAs, personnel costs, and operating expense inflationary increases.

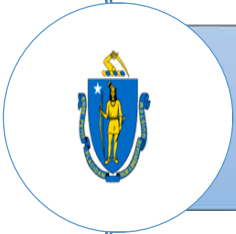




- **Revenue Assumptions:**



Tax Levy – 2.5% Levy, \$1.2M - \$950k New Growth, plus debt exclusions



State Aid – 2% to 3% growth annually (1% increase in charges)



Local Receipts – Decrease in FY21 with 2% growth annually



REVENUE FORECAST FY21 – FY24

	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Comments
General Fund Revenues						
1 Tax Levy	121,251,682	125,194,491	129,082,091	132,915,312	131,497,142	2.5% Levy, \$1.2M - \$950k New Growth, plus debt exclusions
2 State Aid	14,938,819	15,379,797	15,802,741	16,197,810	16,521,766	Assumes 2-3% growth annually
3 Local Receipts	17,901,540	16,887,035	17,224,775	17,569,271	17,920,656	Assumes 2% growth annually
4 Other Local Receipts						
5 Indirects	2,585,229	2,624,007	2,663,368	2,703,318	2,743,868	Dependent on GF operating budget assuming 1.5%
6 Free Cash	4,150,000	4,150,000	4,150,000	4,150,000	4,150,000	Assuming level for projection
7 Stabilization Fund	3,617,000	3,216,200	2,117,700	1,611,200	1,923,200	Based on Capital Plan
8 Overlay Surplus	500,000	500,000	500,000	500,000	500,000	Can change based on ATB liabilities
9 Other Available Funds	291,309	282,740	273,992	266,614	257,110	Parking Meter Receipts, Other State Remb., Bond Premiums for HS/CSC
Total General Fund Revenues	165,235,579	168,234,270	171,814,667	175,913,524	175,513,742	



Town of Natick: Financial Indicators

Expense Forecast – “Budget Forecast”

	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Comments
General Fund Expenses						
Education & Learning						
10 Natick Public Schools	67,810,346	70,861,812	74,050,593	77,382,870	80,865,099	Assumes 4.5% increase
12 Keefe Tech	1,554,748	1,601,390	1,649,432	1,695,121	1,743,602	Assumes 2.7 - 3% increases
13 Morse Institute Library	2,275,499	2,389,502	2,433,764	2,478,793	2,516,153	Assumes Avg increase of 2.6%
14 Bacon Free Library	190,792	194,068	197,659	201,304	205,542	Assumes Avg increase of 1.9%
15 Public Safety	16,568,716	17,253,437	17,614,432	17,973,184	18,262,486	Assumes Avg increase of 2.5%
16 Public Works	8,858,627	9,355,323	9,494,857	9,667,071	9,826,823	Assumes Avg increase of 2.6%
17 Health & Human Services	2,611,475	2,617,057	2,667,040	2,717,587	2,758,530	Assumes Avg increase of 1.4%
18 Administrative Support Services	7,502,649	6,481,369	6,606,797	6,733,796	6,840,620	Assumes Avg increase of 1.8% (CBA line has been distributed)
19 Committees	120,550	120,550	120,550	120,550	120,550	Assumes level funding
Shared Expenses						
21 Fringe Benefits	16,743,422	17,078,290	17,419,856	17,768,253	18,123,618	Assumes 2% increase
22 Prop & Liab. Insurance	807,150	849,275	892,679	934,325	978,548	Assumes Avg increase of 4.9%
23 Retirement	10,070,552	10,752,491	11,505,165	12,310,527	13,172,263	Assumes 7% increases less Non-Contributory Retirement
24 Debt Services	16,626,732	16,456,666	16,445,766	16,810,809	17,302,114	Based on capital plan debt service schedule
25 Reserve Fund	250,000	250,000	250,000	250,000	250,000	Level-Funded
26 Facilities Management	3,426,619	3,592,203	3,656,264	3,723,342	3,774,073	Assumes 2.5% increase
General Fund Oper. Expenses	155,417,877	159,853,434	165,004,855	170,767,532	176,740,022	
26 Capital Improvements	3,617,000	3,216,200	2,117,700	1,611,200	1,923,200	Capital Stab. Fund provides cash funding moving forward.
27 School Bus Transportation	410,137	421,416	433,005	444,912	457,147	Assumes 2.75% annual increase
28 State & County Assessments	1,504,841	1,519,889	1,535,088	1,550,439	1,565,944	Assumes 1% annual increase
29 Cherry Sheet Offsets	359,312	362,905	366,534	370,200	373,902	Assumes 1% annual increase
31 Snow Removal Supplement	350,000	465,000	465,000	465,000	465,000	Assumes Snow & Ice costs of \$1M
32 Overlay	1,015,000	1,000,000	1,000,000	1,000,000	1,000,000	Varies dependent upon valuations, revaluation years
33 Golf Course Deficit	240,000	250,000	245,000	90,000	30,000	Per STGC 5-Year Projection
34 General Stabilization Fund	100,000	100,000	100,000	100,000	100,000	Assumes level funding
35 Operational Stabilization Fund	100,000	100,000	100,000	100,000	100,000	Assumes level funding
36 Capital Stabilization Fund	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	Assumes level funding
37 OPEB Trust	300,000	300,000	300,000	300,000	300,000	Assumes level funding
38 Misc. Articles	100,000	100,000	100,000	100,000	100,000	Assumes level funding
Total General Fund Expenses	164,964,167	169,138,845	173,217,182	178,349,283	184,605,214	
Net Excess / (Deficit)	271,412	-904,575	-1,402,515	-2,435,759	-9,091,472	



Town of Natick: Financial Indicators

Expense Forecast – “Actual Forecast”

	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Comments
General Fund Expenses						
Education & Learning						
10 Natick Public Schools	67,810,346	72,201,014	76,424,774	80,895,623	85,628,017	Assumes 5.85% annual increase based on last 5 year increases
12 Keefe Tech	1,554,748	1,601,390	1,649,432	1,695,121	1,743,602	Assumes 2.7 - 3% increases
13 Morse Institute Library	2,275,499	2,373,100	2,411,309	2,462,066	2,500,072	Assumes Avg increase of 2.4%
14 Bacon Free Library	190,792	194,068	197,659	201,304	205,542	Assumes Avg increase of 1.9%
15 Public Safety	16,568,716	16,921,529	17,275,527	17,627,332	17,911,079	Assumes Avg increase of 2.0%
16 Public Works	8,858,627	9,191,561	9,327,070	9,495,207	9,651,663	Assumes Avg increase of 2.2%
17 Health & Human Services	2,611,475	2,534,342	2,582,693	2,631,585	2,671,257	Assumes Avg increase of 1.8%
18 Administrative Support Services	7,502,649	5,990,007	6,107,177	6,226,506	6,327,129	Assumes Avg increase of 1.8% (CBA line has been distributed)
19 Committees	120,550	105,000	106,785	108,600	110,447	Assumes 1.7% increases
20 Shared Expenses						
21 Fringe Benefits	16,743,422	16,871,597	17,004,361	17,129,232	17,263,522	Assumes 0.8% increases (will vary dependent upon plan changes)
22 Prop & Liab. Insurance	807,150	849,275	892,679	934,325	978,548	Assumes Avg increase of 4.9%
23 Retirement	10,070,552	10,752,491	11,505,165	12,310,527	13,172,263	Assumes 7% increases less Non-Contributory Retirement
24 Debt Services	16,626,732	16,456,666	16,445,766	16,810,809	17,302,114	Based on capital plan debt service schedule
25 Reserve Fund	250,000	250,000	250,000	250,000	250,000	Level-Funded
26 Facilities Management	3,426,619	3,336,096	3,395,866	3,458,686	3,505,968	Assumes 1.4% increase
General Fund Oper. Expenses	155,417,877	159,628,136	165,576,264	172,236,923	179,221,223	
26 Capital Improvements	3,617,000	3,216,200	2,117,700	1,611,200	1,923,200	Capital Stab. Fund provides cash funding moving forward.
27 School Bus Transportation	410,137	421,416	433,005	444,912	457,147	Assumes 2.75% annual increase
28 State & County Assessments	1,504,841	1,519,889	1,535,088	1,550,439	1,565,944	Assumes 1% annual increase
29 Cherry Sheet Offsets	359,312	362,905	366,534	370,200	373,902	Assumes 1% annual increase
31 Snow Removal Supplement	350,000	465,000	465,000	465,000	465,000	Assumes Snow & Ice costs of \$1M
32 Overlay	1,015,000	1,000,000	1,000,000	1,000,000	1,000,000	Varies dependent upon valuations, revaluation years
33 Golf Course Deficit	240,000	250,000	245,000	90,000	30,000	Per STGC 5-Year Projection
34 General Stabilization Fund	100,000	100,000	100,000	100,000	100,000	Assumes level funding
35 Operational Stabilization Fund	100,000	100,000	100,000	100,000	100,000	Assumes level funding
36 Capital Stabilization Fund	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	Assumes level funding
37 OPEB Trust	300,000	300,000	300,000	300,000	300,000	Assumes level funding
38 Misc. Articles	100,000	100,000	100,000	100,000	100,000	Assumes level funding
Total General Fund Expenses	164,964,167	168,913,546	173,788,591	179,818,674	187,086,415	
Net Excess / (Deficit)	271,412	-679,277	-1,973,923	-3,905,150	-11,572,673	



Revenue Side Forecast Issues:

- New Growth is an estimate for FY21
- State Aid is assuming the trend of 2-3% increases. If the state economy faces a downturn, local aid may as well
- Local Receipts is projected conservatively given the FY19 experience. Overall FY19 numbers were consistent with expectations, however some key revenue sources dipped unexpectedly (ambulance, motor vehicle excise). These were offset by increased investment income as well as supplemental tax bills; both of which are difficult to predict.



Expense Side Forecast Issues:

- Outstanding CBAs & LIUNA
- Projections don't include new initiatives (new programs/positions)
- NPS expenses are exclusively based off of historical appropriations
- Uncertainty with Fringe Benefits (health insurance volatility)
- Debt service schedule is based on current plan and excludes any additional large-scale infrastructure
- Funding of stabilization funds & miscellaneous articles is a placeholder currently



Planning: A first step in financial planning & discussion



Sustainability: Balancing immediate needs v. long term goals

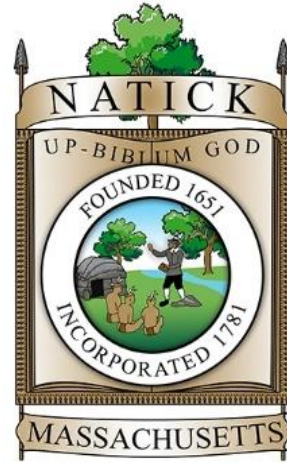


Potential Outcomes:



11/15/2019

[illegible][illegible]



Capital Financing Recommendation

Kennedy Middle School & West Natick Fire Station

Board of Selectmen

August 14, 2018

Projected Debt Costs

Fiscal Year	Outstanding Debt		Approved Projects		Projected	
	Excluded	W/I Levy	W/I Levy	Capital Request	Total General Fund	
2020	\$ 4,334,763	\$ 4,317,229	\$ 1,353,538	\$ 534,689	\$ 10,540,219	
2021	\$ 4,228,171	\$ 3,474,168	\$ 1,325,217	\$ 3,852,140	\$ 12,879,696	
2022	\$ 4,118,730	\$ 2,966,399	\$ 1,296,897	\$ 5,177,169	\$ 13,559,195	
2023	\$ 4,019,639	\$ 2,545,640	\$ 1,268,576	\$ 5,939,079	\$ 13,772,934	
2024	\$ 3,918,068	\$ 2,296,942	\$ 1,240,256	\$ 5,803,856	\$ 13,259,122	
2025	\$ 3,283,696	\$ 1,974,752	\$ 1,196,935	\$ 5,531,552	\$ 11,986,935	
2026	\$ 3,194,884	\$ 1,529,702	\$ 1,169,102	\$ 5,348,488	\$ 11,242,176	
2027	\$ 3,105,128	\$ 1,217,921	\$ 1,086,269	\$ 5,137,763	\$ 10,547,081	
2028	\$ 3,003,197	\$ 1,125,182	\$ 1,060,224	\$ 4,604,614	\$ 9,793,217	
2029	\$ 2,901,266	\$ 1,057,743	\$ 1,034,178	\$ 4,260,595	\$ 9,253,782	
2030	\$ 2,799,335	\$ 924,604	\$ 988,133	\$ 3,945,450	\$ 8,657,522	
2031	\$ 2,697,404	\$ 824,599	\$ 962,737	\$ 3,824,538	\$ 8,309,278	
2032	\$ 160,473	\$ 733,027	\$ 937,342	\$ 3,702,506	\$ 5,533,348	
2033	\$ 155,753	\$ 509,978	\$ 911,946	\$ 3,602,975	\$ 5,180,652	
2034		\$ 308,000	\$ 886,551	\$ 3,503,444	\$ 4,697,994	
2035		\$ 299,850	\$ 326,480	\$ 3,183,913	\$ 3,810,243	
2036		\$ 216,700	\$ 318,472	\$ 2,544,865	\$ 3,080,037	
2037		\$ 161,425	\$ 310,464	\$ 2,125,175	\$ 2,597,064	
2038		\$ 116,725	\$ 302,456	\$ 1,681,919	\$ 2,101,100	
2039			\$ 294,448	\$ 1,632,113	\$ 1,926,561	
2040			\$ 286,440	\$ 1,582,306	\$ 1,868,746	
2041			\$ 278,432	\$ 425,000	\$ 703,432	
2042			\$ 270,424	\$ -	\$ 270,424	
2043			\$ 262,416		\$ 262,416	
2044			\$ 254,408		\$ 254,408	
Total	\$ 41,920,507	\$ 26,600,586	\$ 19,622,338	\$ 77,944,147	\$ 166,087,578	

* This table excludes Fire Station 4 (West Natick) and the Kennedy Middle School

Town of Natick, Massachusetts - DEBT EXCLUDED FROM PROP 2 1/2

Estimated Fire Station: \$ 15,600,000
 Maximum Term of Fire Station: 20 years
 Amortization of Fire Station: **HYBRID DEBT SERVICE**
 Projected Bond Rate for Fire Station: 3.25%

School Total Project Cost: \$ 109,560,000
 Est. MSBA Reimbursement (48.21%): \$ 37,313,724
 Est. Local Share of Project Costs: \$ 72,246,276
 Maximum Term of School: 20 years
 Amortization of School: **LEVEL DEBT SERVICE**
 Projected Bond Rate for School: 3.25%

Dated Date of Bonds: December 1, 2018
 FY2018 Assessed Valuation: \$ 8,229,002,220

Financing Plan G - \$15.6M Fire Station 20yrs (Hybrid) & \$72.250M School 20yrs (Level)

EXEMPT General Fund Debt Service Only

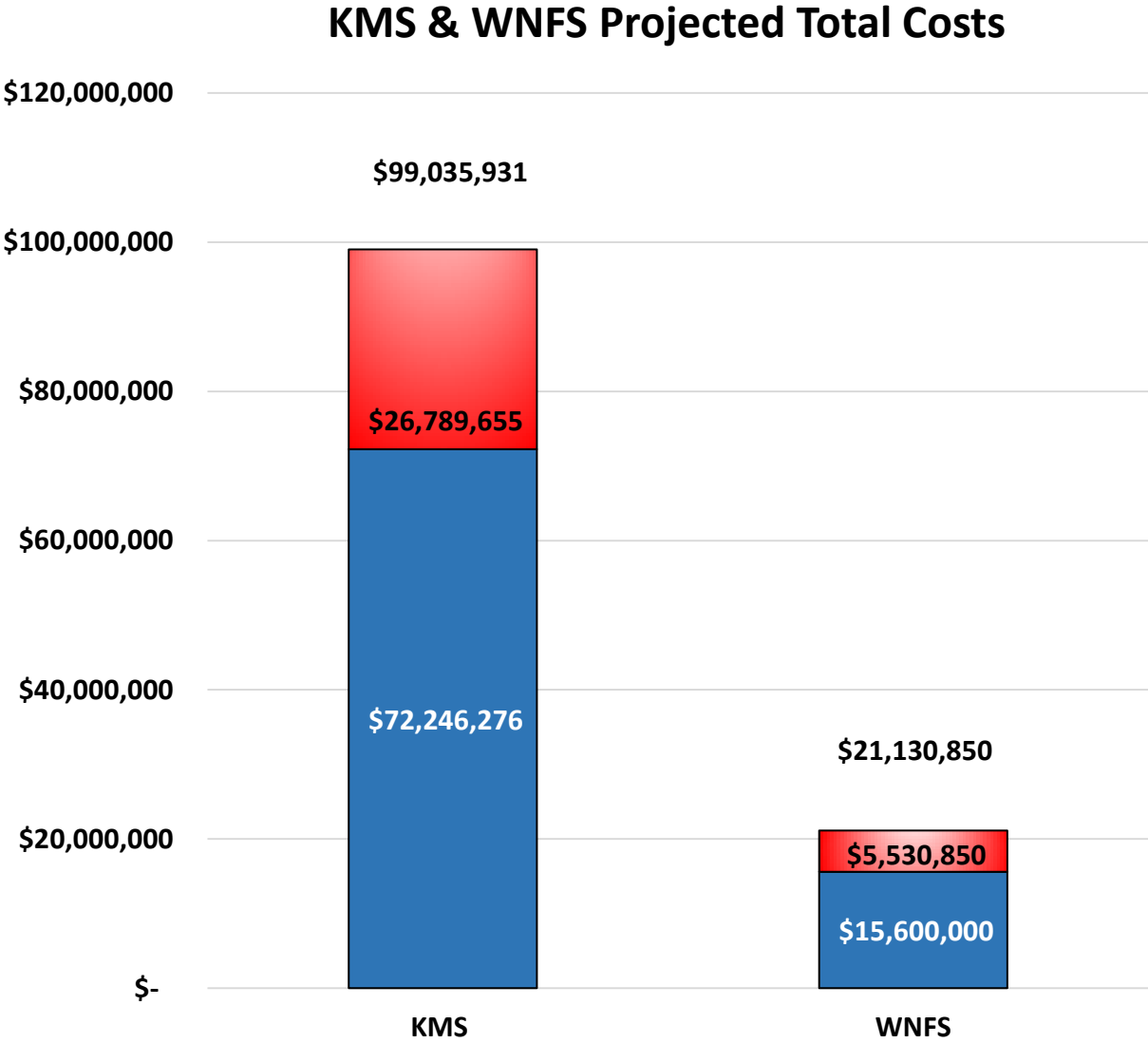
A		B		C		D (A-B-C)		E		F		G		
Fiscal Year	Existing Debt Service (see pages 2-4)	Less: Enterprise Supported Debt Service (see page 5)	Less: Existing General Fund NON-Exempt Debt Service (see pages 6-8)	Existing General Fund Exempt Debt Service (see page 9)	Existing Tax Rate Impact per \$1,000	Plus \$72.250M School Bonds (see pages 10 & 11)	Est. School Debt Service Tax Rate Impact per \$1,000	Plus \$15.6M Fire Station Bonds (see pages 10 & 11)	Est. Fire Station Debt Service Tax Rate Impact per \$1,000	Existing and Projected Exempt Debt Service (D+E+F)	Existing and Projected Est. Tax Rate Impact per \$1,000	Fiscal Year		
2018	13,104,520	2,945,561	5,586,514	4,572,445	0.56	-	-	-	-	4,572,445	0.56	2018		
2019	11,962,957	2,612,729	4,884,224	4,466,004	0.54	-	-	-	-	4,466,004	0.54	2019		
2020	10,997,430	2,369,664	4,293,004	4,334,763	0.53	4,951,844	0.60	1,071,519	0.13	10,358,125	1.26	2020		
2021	9,676,467	1,998,353	3,449,943	4,228,171	0.51	4,952,381	0.60	1,068,031	0.13	10,248,584	1.25	2021		
2022	8,945,596	1,884,692	2,942,174	4,118,730	0.50	4,952,681	0.60	1,068,694	0.13	10,140,105	1.23	2022		
2023	8,099,610	1,558,557	2,521,415	4,019,639	0.49	4,950,056	0.60	1,068,706	0.13	10,038,401	1.22	2023		
2024	7,605,853	1,415,068	2,272,717	3,918,068	0.48	4,954,344	0.60	1,068,069	0.13	9,940,480	1.21	2024		
2025	6,556,894	1,322,671	1,950,527	3,283,696	0.40	4,950,463	0.60	1,248,775	0.15	9,482,933	1.15	2025		
2026	5,641,905	921,339	1,525,682	3,194,884	0.39	4,953,331	0.60	1,221,150	0.15	9,369,365	1.14	2026		
2027	5,080,624	761,595	1,213,901	3,105,128	0.38	4,952,788	0.60	1,193,525	0.15	9,251,440	1.12	2027		
2028	4,728,341	599,963	1,125,182	3,003,197	0.36	4,953,750	0.60	1,165,900	0.14	9,122,847	1.11	2028		
2029	4,420,921	461,913	1,057,743	2,901,266	0.35	4,951,138	0.60	1,133,356	0.14	8,985,760	1.09	2029		
2030	4,135,451	411,513	924,604	2,799,335	0.34	4,949,869	0.60	1,105,894	0.13	8,855,097	1.08	2030		
2031	3,921,516	399,513	824,599	2,697,404	0.33	4,949,781	0.60	1,078,431	0.13	8,725,616	1.06	2031		
2032	1,276,912	383,413	733,027	160,473	0.02	4,950,713	0.60	1,050,969	0.13	6,162,154	0.75	2032		
2033	932,619	266,888	509,978	155,753	0.02	4,952,500	0.60	1,023,506	0.12	6,131,759	0.75	2033		
2034	567,988	259,988	308,000	-	-	4,950,063	0.60	996,044	0.12	5,946,106	0.72	2034		
2035	552,938	253,088	299,850	-	-	4,953,238	0.60	968,581	0.12	5,921,819	0.72	2035		
2036	457,888	241,188	216,700	-	-	4,951,863	0.60	941,119	0.11	5,892,981	0.72	2036		
2037	395,863	234,438	161,425	-	-	4,950,856	0.60	913,656	0.11	5,864,513	0.71	2037		
2038	294,350	177,625	116,725	-	-	4,950,056	0.60	886,194	0.11	5,836,250	0.71	2038		
2039	-	-	-	-	-	4,954,219	0.60	858,731	0.10	5,812,950	0.71	2039		
2040	-	-	-	-	-	-	-	-	-	-	-	2040		
2041	-	-	-	-	-	-	-	-	-	-	-	2041		
2042	-	-	-	-	-	-	-	-	-	-	-	2042		
2043	-	-	-	-	-	-	-	-	-	-	-	2043		
2044	-	-	-	-	-	-	-	-	-	-	-	2044		
Total	109,356,641	21,479,753	36,917,933	50,958,955		99,035,931		21,130,850		171,125,736				

Assumptions:

- ✦ Fire Station structured on a hybrid debt basis; level debt first 5yrs then equal/declining principal.
- ✦ School bonds structured on a level debt basis.
- ✦ Bonds structured a long first coupon; no impact in FY19.

Financing Recommendation:

KMS Level Debt Service 20 Years & 3.25% & WNFS Hybrid Debt Service 20 Years @ 3.25%



Tax Payer Tax Bill Impact Projection					
COMBINED DEBT EXCLUSION IMPACT	FY20	FY21	FY25 Hybrid	FY30	FY39 Final Debt Payment
INCREMENTAL TAX RATE	\$0.73	\$0.73	\$0.75	\$0.73	\$0.71
\$250,000	\$183	\$183	\$188	\$183	\$178
\$500,000	\$365	\$365	\$375	\$365	\$355
\$750,000	\$548	\$548	\$563	\$548	\$533
\$1,000,000	\$730	\$730	\$750	\$730	\$710

QUESTIONS / CONCERNS?

Debt Service Schedules

Final Year - Extinguishing Debt



General Fund Debt Service

11/15/2019

		Fiscal Year 2020	
Year of Issue	Project	Principal	Interest
2001	Septic Title V (MWPAT) T5-97-1026	\$ 7,597	\$ 209
2010	Municipal Complex HVAC	\$ 40,000	\$ 1,300
2012	Landfill Capping (Net of Surplus to G.C.) *Refunded (See Golf Course)	\$ 89,460	\$ 1,819
2013	DPW Equip. - Recycling Packers	\$ 125,000	\$ 5,000
2015	Fire - Ambulance #3	\$ 40,000	\$ 1,200
2009	Kennedy Renovations	\$ 120,000	\$ 3,900
2010	Memorial Renovations	\$ 165,000	\$ 5,363
April 2017	IT - Telephone System Upgrade Software	\$ 10,000	\$ 200
2015	Kennedy Middle School Portable Classrooms	\$ 40,000	\$ 1,200
		\$ 375,000	\$ 11,863
		2021	\$ 386,863

		Fiscal Year 2021	
Year of Issue	Project	Principal	Interest
2011	Storage Bldg - Oak St Gravel Pit	\$ 10,000	\$ 300
2011	Johnson Exterior Windows	\$ 10,000	\$ 300
2011	Bldg Remodel - Police Dispatch	\$ 15,000	\$ 450
2011	Replace DPW Dump Truck H-44	\$ 15,000	\$ 450
2011	Replace DPW Dump Truck H-53	\$ 15,000	\$ 450
2011	Johnson Boilers	\$ 20,000	\$ 600
2014	DPW Equip. - Replace Dump Truck H-48	\$ 25,000	\$ 1,000
2011	Memorial Fire Alarm System	\$ 25,000	\$ 750
2014	DPW Equip. - Replace Hooklift H-51	\$ 30,000	\$ 1,200
2014	DPW Equip. - Replace S-35 (Packer)	\$ 35,000	\$ 1,400
2011	Fire - Engine Replacement	\$ 40,000	\$ 1,200
2012	Bennett-Hemenway School *Refunded	\$ 43,000	\$ 860
2014	Fire - Engine Replacement (#5)	\$ 70,000	\$ 2,800
		\$ 353,000	\$ 11,760
		2022	\$ 364,760

		Fiscal Year 2022	
Year of Issue	Project	Principal	Interest
April 2017	Facilities - Air Handler (Cole Center)	\$ 10,000	\$ 500
April 2017	DPW - Replace M-2 (Truck)	\$ 15,000	\$ 750
April 2017	Navy Yard Field Renovation - Engineering	\$ 15,000	\$ 750
April 2017	Charles River Bridge - Engineering	\$ 25,000	\$ 1,000
April 2017	East Field Renovation - Engineering	\$ 35,000	\$ 1,750
April 2017	Replace Ambulance	\$ 35,000	\$ 1,750

Debt Service Schedules

Final Year - Extinguishing Debt



General Fund Debt Service

11/15/2019

April 2017	Upgrade DPW Radio System	\$ 35,000	\$ 1,750
April 2017	Design Roadway and Sidewalk Improvements - South Main St	\$ 55,000	\$ 2,750
2012	DPW - 75 West Street Expansion	\$ 75,000	\$ 1,500
		\$ 130,000	\$ 4,250
		2023	\$ 134,250

		Fiscal Year 2023	
Year of Issue	Project	Principal	Interest
2004	Septic Title V (MWPAT) T5-97-1026-1	\$ 5,221	\$ 131
2013	Kennedy - Replace Electrical Serv.	\$ 15,000	\$ 300
2013	DPW - Redesign Cottage Street	\$ 25,000	\$ 500
2013	DPW - Redesign Pine street	\$ 25,000	\$ 500
2013	DPW - Roads & Sidewalks (Reapprop. From Comm Senior Center)	\$ 25,000	\$ 500
2016	Replace H-56 Two Loader Mounted Snow Blowers	\$ 35,000	\$ 700
2016	Replace Trash Packer	\$ 40,000	\$ 800
		\$ 170,221	\$ 3,431
		2024	\$ 173,652

		Fiscal Year 2024	
Year of Issue	Project	Principal	Interest
2014	Police - Replace Rooftop HVAC	\$ 10,000	\$ 225
2014	JJ Lane Park	\$ 10,000	\$ 225
2014	Memorial - School Lighting	\$ 10,000	\$ 225
July 2017	Natick High School - Install Irrigation Well	\$ 10,000	\$ 200
2014	Field Fence Work	\$ 10,000	\$ 225
April 2017	Replace H-50 - Dump Truck	\$ 15,000	\$ 750
2014	Ben-Hem - School Playground	\$ 15,000	\$ 338
2014	Replace Windows - Johnson	\$ 15,000	\$ 338
April 2017	Purchase New Recycling Side Arm Packer	\$ 35,000	\$ 1,750
2014	Cole North Field Improvements	\$ 40,000	\$ 900
2016	Parking Meter Upgrade	\$ 5,000	\$ 150
		\$ 175,000	\$ 5,325
		2025	\$ 180,325

Debt Excluded

2004	Wilson Middle School (Refunded 2014)	\$ 60,000	\$ 1,350
2012	Community Senior Center	\$ 100,000	\$ 2,125
2004	Wilson Middle School (Refunded 2014)	\$ 440,000	\$ 9,900
		\$ 602,025	\$ 193,700
		2025	\$ 795,725

Fiscal Year 2025

Debt Service Schedules

Final Year - Extinguishing Debt



General Fund Debt Service

11/15/2019

Year of Issue	Project	Principal	Interest
2015	Comm. Serv. - Replace Dug Pond Pier	\$ 10,000	\$ 300
2015	DPW Equip. - Replace Truck S-38	\$ 10,000	\$ 300
2015	Cole North Field Improvements	\$ 15,000	\$ 450
2015	DPW Equip.-Replace Hooklift & Chassis S-37	\$ 20,000	\$ 600
April 2017	Replace H-63 - Street Sweeper	\$ 20,000	\$ 1,000
July 2017	Park and Field Renovations	\$ 20,000	\$ 400
2015	DPW - Public Works Bldg Expansion	\$ 20,000	\$ 600
2015	DPW - Drainage - Roads & Sidewalks	\$ 35,000	\$ 1,050
July 2017	Replace S-31 Trash Packer	\$ 35,000	\$ 700
July 2017	Replace 2001 Fire Pumper (Engine 3)	\$ 75,000	\$ 1,500
April 2017	IT - Telephone System Upgrade Hardware	\$ 75,000	\$ 3,750
2016	Replace H-61 Sidewalk Machine	\$ 10,000	\$ 300
2016	Drainage Improvements - Willow St.	\$ 15,000	\$ 450
2016	Replace H-57 Front-End Loader	\$ 20,000	\$ 600
		\$ 380,000	\$ 10,650
		2026	\$ 390,650

Fiscal Year 2026			
Year of Issue	Project	Principal	Interest
2016	DPW - Public Works Bldg Expansion	\$ 10,000	\$ 150
2016	Roads & Sidewalks (Coll/Art)	\$ 10,000	\$ 150
April 2017	Replace LF-9 Bucket Truck	\$ 15,000	\$ 750
2016	Drainage Improvements	\$ 35,000	\$ 525
Dec-18	Replace Truck Sander (408)	\$ 35,000	\$ 875
2011	Roads - Oak St	\$ 130,000	\$ 4,550
		\$ 235,000	\$ 7,000
		2027	\$ 242,000

Parking Garage - Debt Exclusion - Debt Schedule & Tax Burden

BONDING AMOUNT: \$12,000,000

INTEREST RATES:

PERMANENT 5.00% 20 Years

\$8,931,857,860	Total Assessed Valuation
\$121,635,689	2017 Maximum Allowable Levy
0.01361	FY2017 Tax Rate
\$617,960.00	Average (mean) Value
\$8,410.44	

DEBT SERVICE COSTS:

FISCAL YEAR	INTEREST	PRINCIPAL	Annual P&I	Avg. Single Family Tax Increase	Est Tax with Garage Debt	Est Tax Rate	Maximum Levy with Garage Debt
Fiscal 2020	\$600,000.00	\$600,000.00	\$1,200,000.00	\$86.51	\$ 8,496.95	0.01375	122,835,689
Fiscal 2021	\$570,000.00	\$600,000.00	\$1,170,000.00	\$80.33	\$ 8,490.77	0.01374	122,805,689
Fiscal 2022	\$540,000.00	\$600,000.00	\$1,140,000.00	\$80.33	\$ 8,490.77	0.01374	122,775,689
Fiscal 2023	\$510,000.00	\$600,000.00	\$1,110,000.00	\$80.33	\$ 8,490.77	0.01374	122,745,689
Fiscal 2024	\$480,000.00	\$600,000.00	\$1,080,000.00	\$74.15	\$ 8,484.59	0.01373	122,715,689
Fiscal 2025	\$450,000.00	\$600,000.00	\$1,050,000.00	\$74.15	\$ 8,484.59	0.01373	122,685,689
Fiscal 2026	\$420,000.00	\$600,000.00	\$1,020,000.00	\$74.15	\$ 8,484.59	0.01373	122,655,689
Fiscal 2027	\$390,000.00	\$600,000.00	\$990,000.00	\$67.97	\$ 8,478.41	0.01372	122,625,689
Fiscal 2028	\$360,000.00	\$600,000.00	\$960,000.00	\$67.97	\$ 8,478.41	0.01372	122,595,689
Fiscal 2029	\$330,000.00	\$600,000.00	\$930,000.00	\$67.97	\$ 8,478.41	0.01372	122,565,689
Fiscal 2030	\$300,000.00	\$600,000.00	\$900,000.00	\$61.79	\$ 8,472.23	0.01371	122,535,689
Fiscal 2031	\$270,000.00	\$600,000.00	\$870,000.00	\$61.79	\$ 8,472.23	0.01371	122,505,689
Fiscal 2032	\$240,000.00	\$600,000.00	\$840,000.00	\$61.79	\$ 8,472.23	0.01371	122,475,689
Fiscal 2033	\$210,000.00	\$600,000.00	\$810,000.00	\$55.61	\$ 8,466.05	0.0137	122,445,689
Fiscal 2034	\$180,000.00	\$600,000.00	\$780,000.00	\$55.61	\$ 8,466.05	0.0137	122,415,689
Fiscal 2035	\$150,000.00	\$600,000.00	\$750,000.00	\$55.61	\$ 8,466.05	0.0137	122,385,689
Fiscal 2036	\$120,000.00	\$600,000.00	\$720,000.00	\$49.43	\$ 8,459.87	0.01369	122,355,689
Fiscal 2037	\$90,000.00	\$600,000.00	\$690,000.00	\$49.43	\$ 8,459.87	0.01369	122,325,689
Fiscal 2038	\$60,000.00	\$600,000.00	\$660,000.00	\$49.43	\$ 8,459.87	0.01369	122,295,689
Fiscal 2039	\$30,000.00	\$600,000.00	\$630,000.00	\$43.25	\$ 8,453.69	0.01368	122,265,689
Total	\$6,300,000	\$12,000,000	\$18,300,000	\$1,298			

Notes:

300 Space Garage @ \$40,000 per space
Average Single Family Home Value: \$617,960 - Average Tax \$8,517.34
Basis of Increase is Comparison to Current FY2017 Tax Rate.
Bond Issue Costs are not Included.

\$ 8,475.32

Field House - Debt Exclusion - Debt Schedule & Tax Burden

BONDING AMOUNT:	\$12,000,000
INTEREST RATES:	
PERMANENT	2.50%
	20 Years

\$8,931,857,860	Total Assessed Valuation
\$121,635,689	2020 Maximum Allowable Levy
0.01361	FY2020 Projected Tax Rate
\$617,960.00	Average (mean) Value
\$8,410.44	

DEBT SERVICE COSTS:

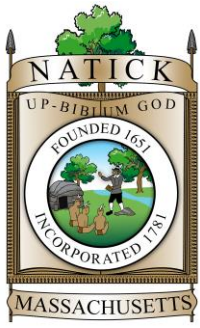
FISCAL YEAR	INTEREST	PRINCIPAL	Annual P&I	Avg. Single Family Tax Increase	Est Tax with Debt	Est Tax Rate	Maximum Levy with Debt
Fiscal 2020	\$300,000.00	\$600,000.00	\$900,000.00	\$61.79	\$ 8,472.23	0.01371	122,535,689
Fiscal 2021	\$285,000.00	\$600,000.00	\$885,000.00	\$61.79	\$ 8,472.23	0.01371	122,520,689
Fiscal 2022	\$270,000.00	\$600,000.00	\$870,000.00	\$61.79	\$ 8,472.23	0.01371	122,505,689
Fiscal 2023	\$255,000.00	\$600,000.00	\$855,000.00	\$61.79	\$ 8,472.23	0.01371	122,490,689
Fiscal 2024	\$240,000.00	\$600,000.00	\$840,000.00	\$61.79	\$ 8,472.23	0.01371	122,475,689
Fiscal 2025	\$225,000.00	\$600,000.00	\$825,000.00	\$61.79	\$ 8,472.23	0.01371	122,460,689
Fiscal 2026	\$210,000.00	\$600,000.00	\$810,000.00	\$55.61	\$ 8,466.05	0.0137	122,445,689
Fiscal 2027	\$195,000.00	\$600,000.00	\$795,000.00	\$55.61	\$ 8,466.05	0.0137	122,430,689
Fiscal 2028	\$180,000.00	\$600,000.00	\$780,000.00	\$55.61	\$ 8,466.05	0.0137	122,415,689
Fiscal 2029	\$165,000.00	\$600,000.00	\$765,000.00	\$55.61	\$ 8,466.05	0.0137	122,400,689
Fiscal 2030	\$150,000.00	\$600,000.00	\$750,000.00	\$55.61	\$ 8,466.05	0.0137	122,385,689
Fiscal 2031	\$135,000.00	\$600,000.00	\$735,000.00	\$55.61	\$ 8,466.05	0.0137	122,370,689
Fiscal 2032	\$120,000.00	\$600,000.00	\$720,000.00	\$49.43	\$ 8,459.87	0.01369	122,355,689
Fiscal 2033	\$105,000.00	\$600,000.00	\$705,000.00	\$49.43	\$ 8,459.87	0.01369	122,340,689
Fiscal 2034	\$90,000.00	\$600,000.00	\$690,000.00	\$49.43	\$ 8,459.87	0.01369	122,325,689
Fiscal 2035	\$75,000.00	\$600,000.00	\$675,000.00	\$49.43	\$ 8,459.87	0.01369	122,310,689
Fiscal 2036	\$60,000.00	\$600,000.00	\$660,000.00	\$49.43	\$ 8,459.87	0.01369	122,295,689
Fiscal 2037	\$45,000.00	\$600,000.00	\$645,000.00	\$49.43	\$ 8,459.87	0.01369	122,280,689
Fiscal 2038	\$30,000.00	\$600,000.00	\$630,000.00	\$43.25	\$ 8,453.69	0.01368	122,265,689
Fiscal 2039	\$15,000.00	\$600,000.00	\$615,000.00	\$43.25	\$ 8,453.69	0.01368	122,250,689
Total	\$3,150,000	\$12,000,000	\$15,150,000	\$1,088			

ITEM TITLE: Fiscal Forecast

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Memo from M. Malone	11/27/2019	Cover Memo
Financial Indicator and Trend Analysis	11/27/2019	Cover Memo
Forecasts	11/27/2019	Cover Memo



TOWN OF NATICK MASSACHUSETTS

MELISSA A. MALONE
TOWN ADMINISTRATOR

MEMO

To: Board of Selectmen
From: M. Malone, Town Administrator
Cc: Town Administration, J.Townsend, B.Chenard, & S.O'Brien
Date: September 13, 2019
Re: Financial Indicators & Four-Year Projections

Executive Summary

The Four-Year Financial Projections provide a comprehensive overview of potential revenues and expenditures for the upcoming fiscal years. The intent of providing the forecasts is to have a realistic outlook that will highlight town-wide operating trends and facilitate productive financial planning. Based on the financial indicators at this time, Natick is in a stable financial position, which helps to ensure strong credit ratings and short-term financial flexibility.

Under Proposition 2^{1/2}, the levy increases are dependent on New Growth to increase the tax base to support budget increases. While local receipts and state aid help, they provide a smaller percentage of the revenues and have greater variances as compared to property taxes. It is imperative that we build and follow a strategic budgeting plan. This means balancing the immediate needs of the Town with our long-term values and visions for our community. With budget constraints, prioritization and compromise are required to ensure every Town department has the tools it needs to succeed.

Further, as we prudently plan we must take into account the very real possibility of a slowing economy. Based on our analysis if there is a recession similar to 2007-2009, the Town would be able to sustain its budget for an additional 18 months.

Forecasts

With a continued effort to educate our community as a whole, and in the effort of full transparency, we have created two forecasts – actual and budget. While there are some differences in methodology, both demonstrate that expenses exceed revenues in the coming few years.

- The “Actual Forecast” is exclusively based upon actual historical spend along with projections of CBAs and personnel costs. The actual forecast also takes into account a vacancy rate of around 4% that is discounted from estimates of personnel appropriations.
- The “Budget Forecast” outlines potential appropriation increases based on projected CBAs, personnel costs, and operating expense inflationary increases, with the view to the past but rolling forward the FY 20 budget.

Revenues

At this time, our revenue projections are preliminary and there will be modifications (increases and decreases) as we move forward with the budget process. That said we must use informed assumptions to help plan and guide discussions. The following assumptions provide context for the initial revenue forecast.

- Tax Levy – Prior year tax levy, plus 2.5%, plus debt exclusions (offset with part of debt service expense), with New Growth estimated between \$1.2M - \$950k.
- State Aid – Projected growth of 2%-3% annually with a 1% increase to charges.
- Local Receipts & Other Local Receipts – An initial decrease from the FY20 budget based on anticipated reduced investment income and other revenues, such as ambulance revenue and motor vehicle excise that are not materializing to the same degree.

Expenses

Given the difference between the actual and budgeted forecasts, the expense assumptions for each are different.

Actual Forecast Expenses

Personnel Costs

- Collective Bargaining Agreements COLA projected at 2%, 3%, 1% through FY21, and 2% COLA increase for FY22 – FY24
- Step increases have been forecasted by bargaining unit
- Personnel Board employees 2% merit
- Vacancy rates calculated based on average of FY17-FY19 approximately 4% which has been reduced from projected personnel expense

Operating Expenses

- These expenses assumptions are derived from a combination of sources: expenses from FY 19, historical averages, regressive modeling, and inflationary index of 1.7%.

Budget Forecast Expenses

Personnel Costs

- Collective Bargaining Agreements COLA projected at 2%, 3%, 1% through FY21, and 2% COLA increase for FY22 – FY24
- Step increases have been forecasted by bargaining unit
- Personnel Board employees 2% merit

Operating Expenses

- Using current expense appropriations with inflationary indexes to project out the next few years.

Outstanding issues and items of note

While the forecasts provide informed estimates there remain some budgetary line items that are difficult to predict at this time.

- There are remaining outstanding collective bargaining agreements.
- While the FY 19 local receipts came in over budget, they were erratic with a significant downturn in ambulance revenue, motor vehicle excise, and parking. Mitigating those decreases were increases in investment income, and supplemental taxes but are those unreliable for future years.
- Neither forecast includes new programming or initiatives going forward.
- Free Cash use as well as Stabilization/OPEB funding remains level in the forecasts.
- We need to better understand the Natick Public School Department's historical and future enrollment trends, and refine the personnel cost projections.
- Benefit costs are highly variable in the regression model utilized and had the costs at about 0.8% annually. Of the benefit appropriation, health insurance has had turn backs of 805k in FY17, 466k in FY18, and 759k in FY19. The uncertainty of this large expense year over year, and reduction of options available to reduce premiums makes this budget driver difficult to extrapolate into the future.

Conclusion

I recognize that the forecasts may cause alarm and worry for some, while some others may claim they saw this all coming and times changes and everything has to increase. The forecasts should help inform discussions, so that we can analyze the past and chart a predictable path forward for our community.

It is my recommendation that the Board of Selectmen, as the chief policy making agency within our Town utilize these indicators and forecasts to help make critical financial planning determinations for our community in the months and year ahead. Town Administration remains committed to working with the entire community to understand their concerns and provide viable solutions.

Financial Indicator & Trend Analysis



Board of Selectmen
September 16, 2019



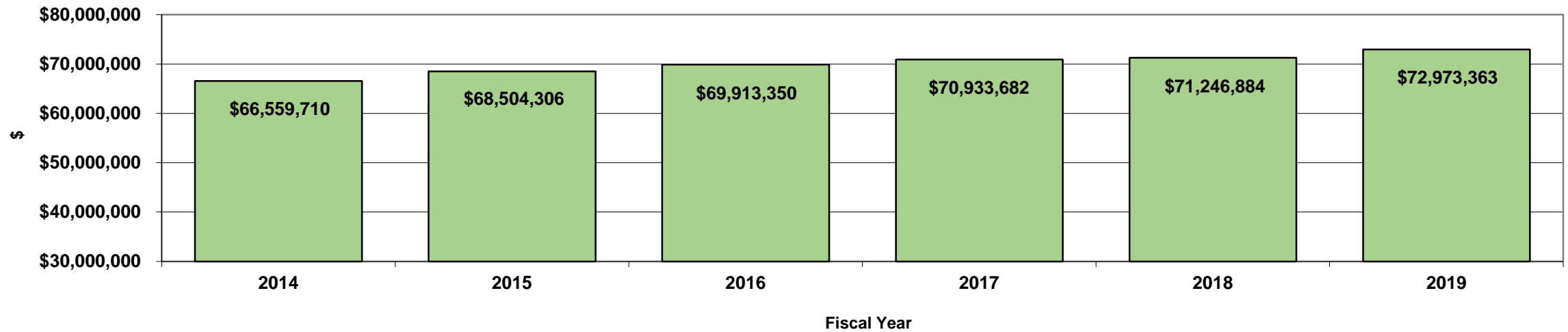
- **Financial Indicators:**

The purpose of the financial indicators is to provide recognizable and impactful measures that help to the financial well-being of the Town. Overall Natick remains in a stable fiscal condition

The following slides contain 15 measures plus supplementary information to provide context to the financial health of the Town. Each slide has a graph, a trend guideline, analysis, and a traffic light for measures (green – favorable, yellow – marginal, red – unfavorable).



Property Tax Revenues less debt exclusions (constant dollars)

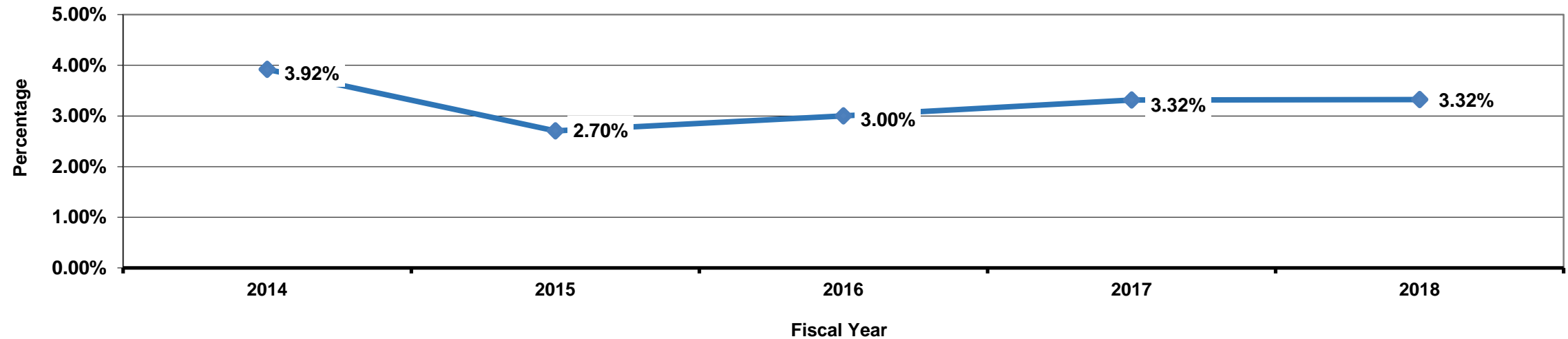


- **Trend Guideline**: A decline in property tax revenues (constant dollars) is considered a warning indicator.
- **Analysis**: Property tax revenues are analyzed separately because it is the Town's primary revenue source for both operating and capital spending. Increases due to overrides, while enhancing the Town's ability to deliver services, must be weighed against the impact on taxpayers ability to pay. Significant increases to property tax revenues are derived from new growth and overrides.

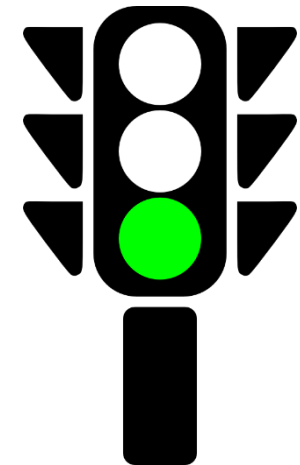




Uncollected Taxes as a Percentage of Net Property Tax Levy

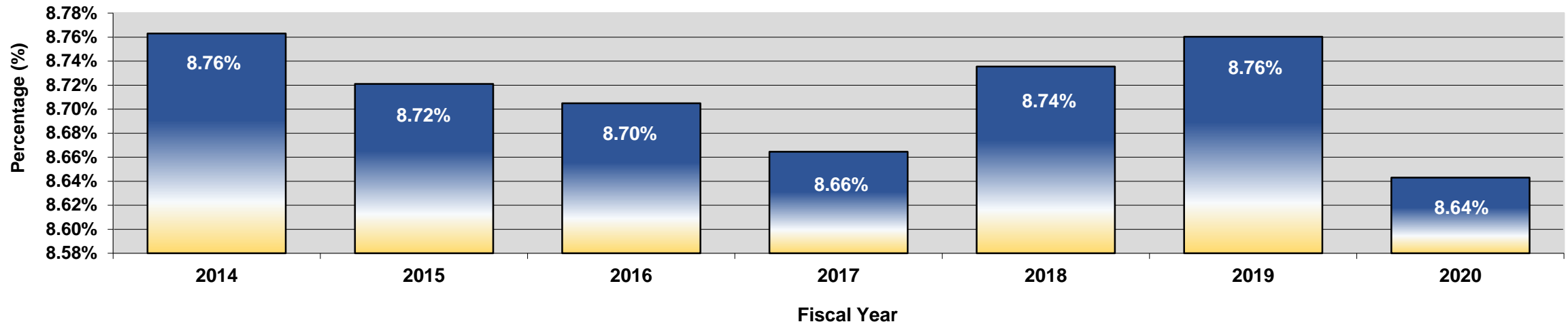


- **Trend Guideline:** Uncollected property taxes (as a percent of the tax levy) of 5 – 8% is considered a warning indicator by bond rating agencies.
- **Analysis:** If uncollected taxes remain between 5-8% of a community's net tax levy (tax levy less overlay) or the trend shows uncollected taxes increasing, a town is in a weak financial position in terms of tax collection. This may be a consequence of a weakness in the local economy or a result of inadequate tax collection procedures. An increasing percent of uncollected taxes would lead to long-term cash flow problems for the community. If left unchecked, inadequate cash flow would impact a community's ability to pay its obligations (debt or otherwise) on time, or force it to defer necessary purchases. Natick has a continued strong trend of excellent tax collection.





State Aid as a % of operating revenues

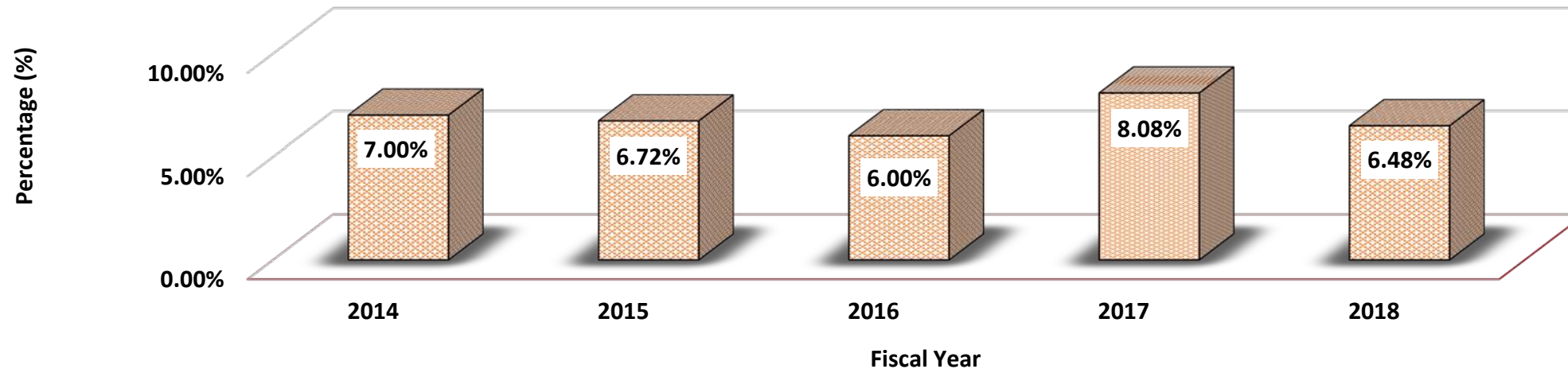


- **Trend Guideline:** Reductions in State Aid as a percentage of operating revenues is considered a warning indicator particularly if the Town does not have adequate reserves to offset reductions.
- **Analysis:** Designed to fund a variety of local services (education, veterans, and general operations), State Aid is an important component of the overall revenue picture. Any decline in State Aid is troublesome as towns have become somewhat reliant on such revenue, which is not guaranteed. In recent years (FY18 – FY20) Natick has experienced moderate increases to Net State Aid (Revenues – Charges & Offsets) of an average increase of over 3%. As a percentage of the budget Net State Aid revenues comprise over 8.5% of the operating budget.





Economic Growth Revenues as a % of Operating Revenues

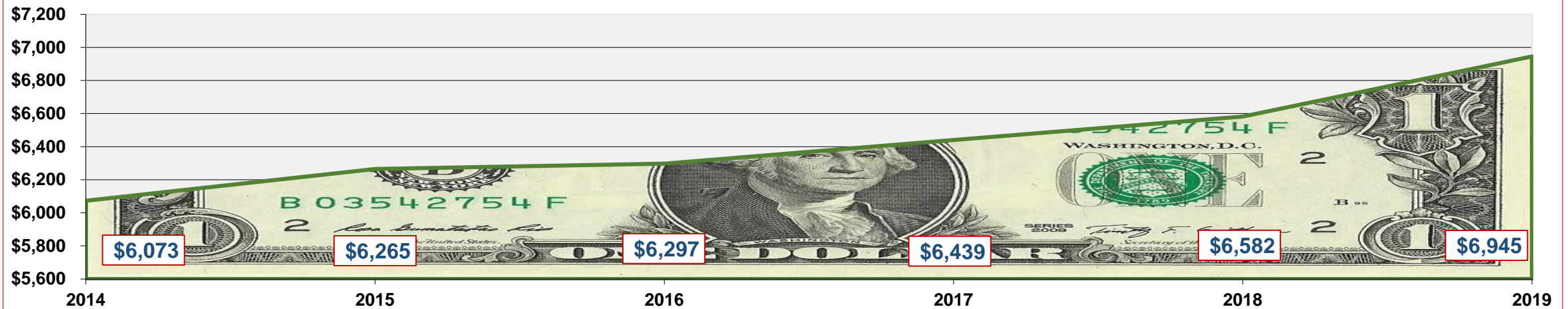


- **Trend Guideline:** Decreasing economic growth revenues as a percentage of net operating revenues is considered a warning indicator.
- **Analysis:** Revenue related to economic growth include classifications such as: permit fees, new tax levy growth resulting from new construction, and items such as motor vehicle excise taxes. A decrease in building permit fees may be a leading indicator of smaller future increases in the tax levy. Despite the inherent nature of this indicator to fluctuate with the economy, inflation and other influences, Natick has been fortunate to have consistently maintained approximately 7%. In recent years economic growth revenues have been substantial (MathWorks, and residential remodels), but it's difficult to bank on historical numbers due to the volatility of the construction market.





Operating Expenditures Per Household (constant dollars)

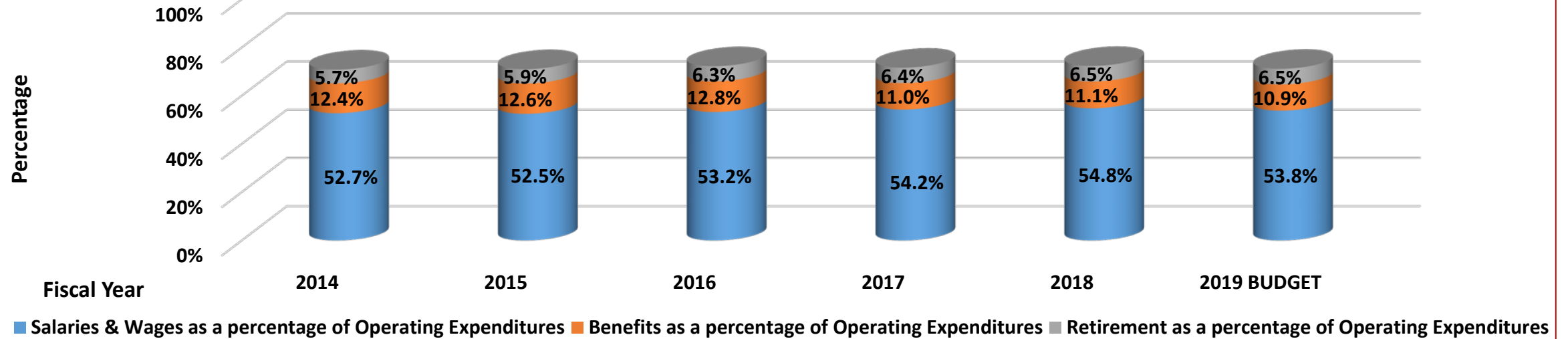


- **Trend Guideline:** Increasing net operating expenditures per household, in constant dollar, may be considered a warning indicator
- **Analysis:** Increasing operating expenditures per household can indicate that the cost of providing services is potentially outpacing taxpayer's ability to pay, especially if spending is increasing faster than household income. Increasing expenditures may also indicate that the demographics of the Town are changing, requiring increased spending in related services. In the aggregate from FY15 – FY19 the operating expenses per household has increased an average of 2.73% annually.

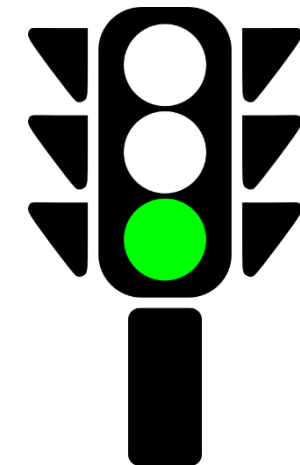




Salaries & Benefits as % of Operating Expenses

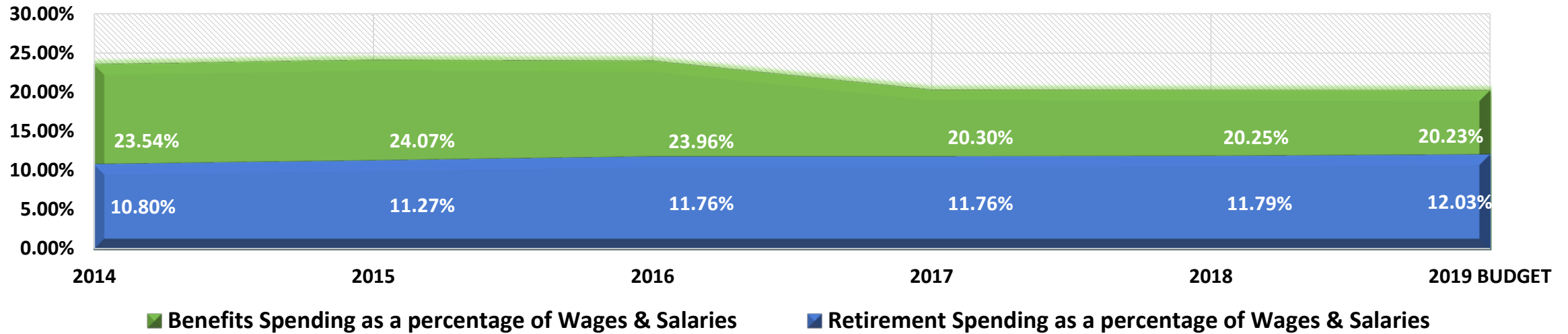


- **Trend Guideline:** Increasing personnel costs as a percentage of total spending is considered a warning factor. This graph represents municipal and school departments combined.
- **Analysis:** Increasing salaries and wages as a percent of operating expenditures may be an indicator of two trends: 1) First, it may point to future pension and health insurance costs since both of these items are related to the number and compensation level of employees. 2) Second, if salaries and wages as a percent of operating expenditures are increasing, it may be an indicator that the Town is not adequately funding its capital needs or of deferred maintenance of the Town's infrastructure. As a percent of operating expenses, municipal and school departments have been consistent in using approximately 72% of the operating budget for these expenses. Staffing increases (especially benefit eligible) could impact these ratios significantly.





Benefits Spending as a Percentage of Wages & Salaries

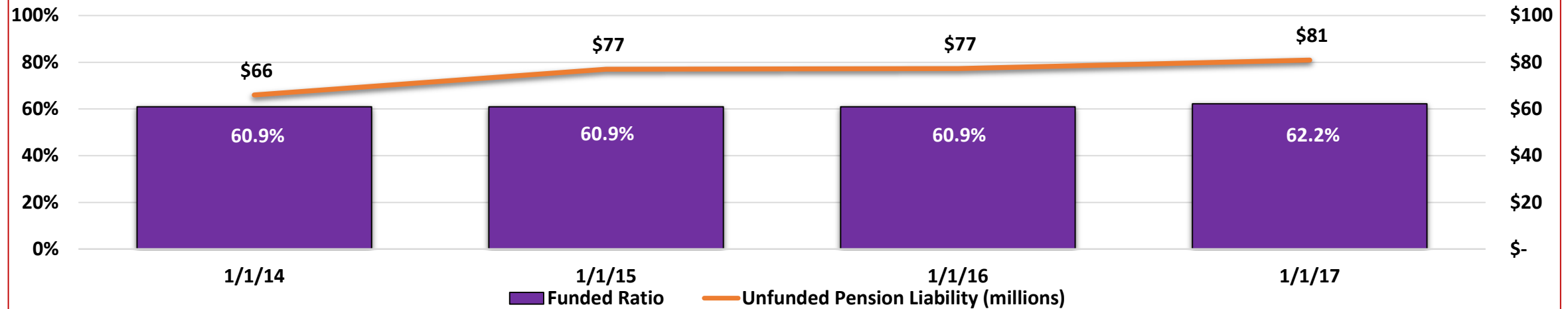


- **Trend Guideline:** Increasing benefit costs as a percentage of wages and salaries is considered a warning indicator
- **Analysis:** This indicator demonstrates significant growth in health care costs. Natick has been able to find savings in recent years by restructuring health plans from Rate Savers to Benchmark as well as High-Deductible plans. Even with those changes, premiums increased by 5 - 9.5% from FY19 to FY20. The increase in health care costs means valuable available funds for other purposes are being spent to maintain an existing benefit.





Pension Liability (% funded) & Unfunded Pension Liability

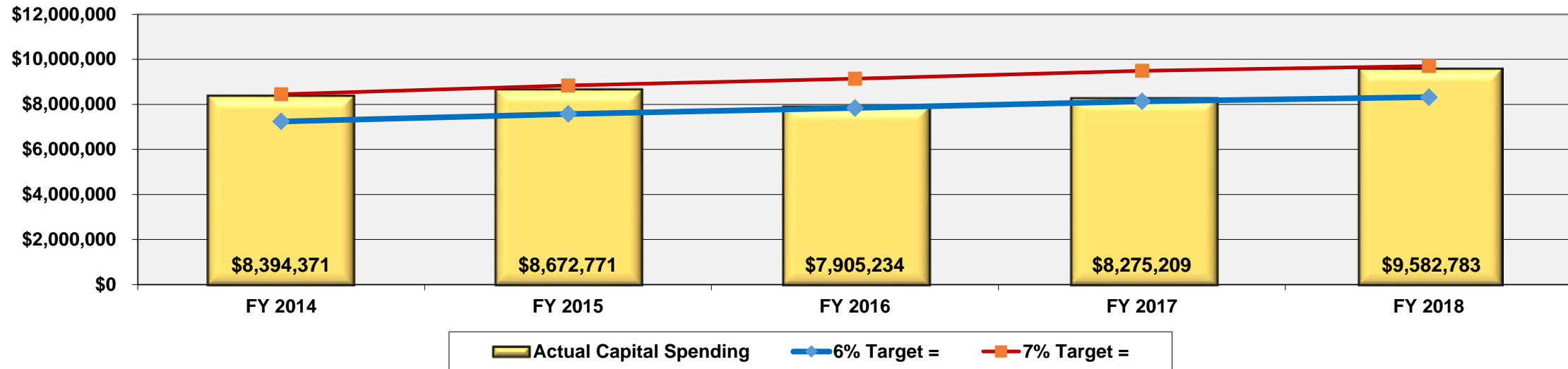


- **Trend Guideline:** An unfunded pension liability or increase in the unfunded liability is considered a warning indicator.
- **Analysis:** As of January 1, 2017, there were 1,179 participants in the Natick Retirement System - 644 active, 138 inactive and 397 retired participants and beneficiaries. Town Meeting appropriates an annual contribution to the system as determined by an actuarial study. For FY20 the budget appropriation for the Town of Natick Retirement System was over \$10M.

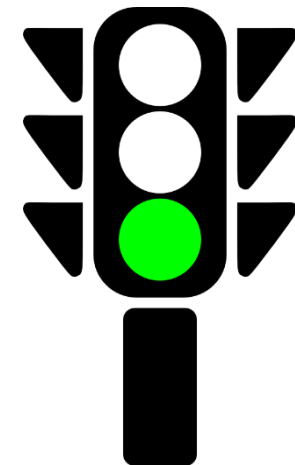




Capital Replacement & Renewal: Actual vs. Targets, FY 2014-2018

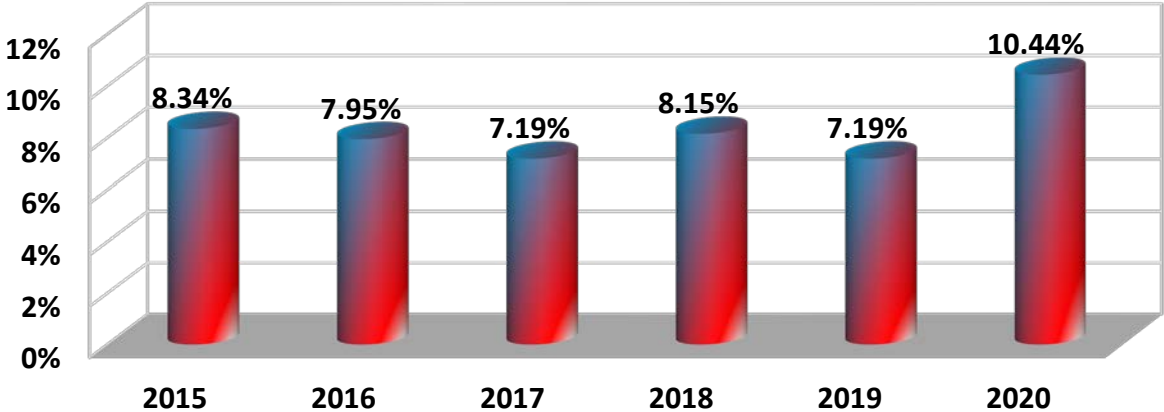


- **Trend Guideline:** A three or more year decline in capital spending from operating funds as a percentage of gross operating revenues is considered a warning indicator.
- **Analysis:** Timely replacement of capital equipment and infrastructure benefits the community in the long-run as it increases efficiency and keeps maintenance costs lower while providing better facilities to the general public. A decline of spending on capital over a three-year period is considered a warning sign by industry standards.

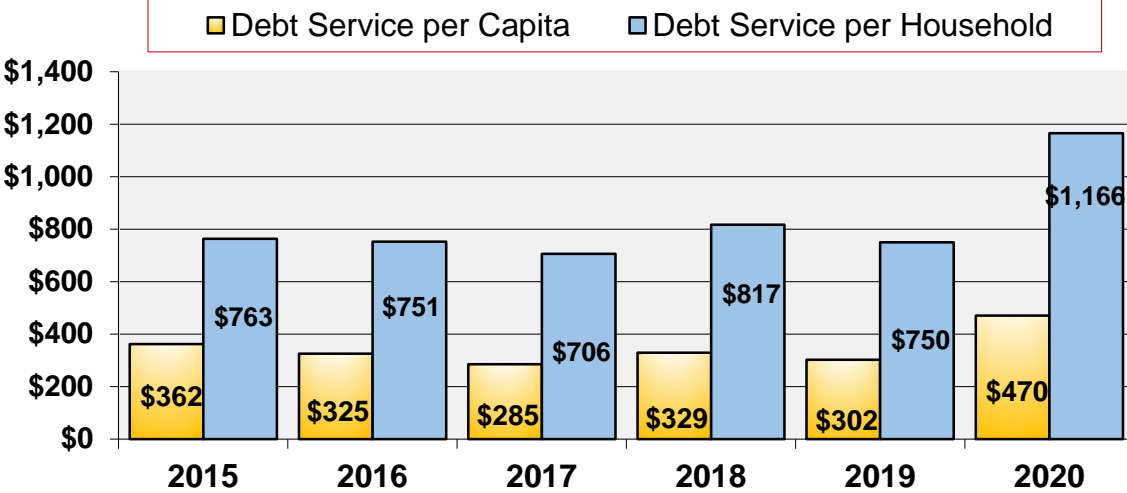




Debt Service as a % of General Fund Revenue



Debt Service per Capita/per Household

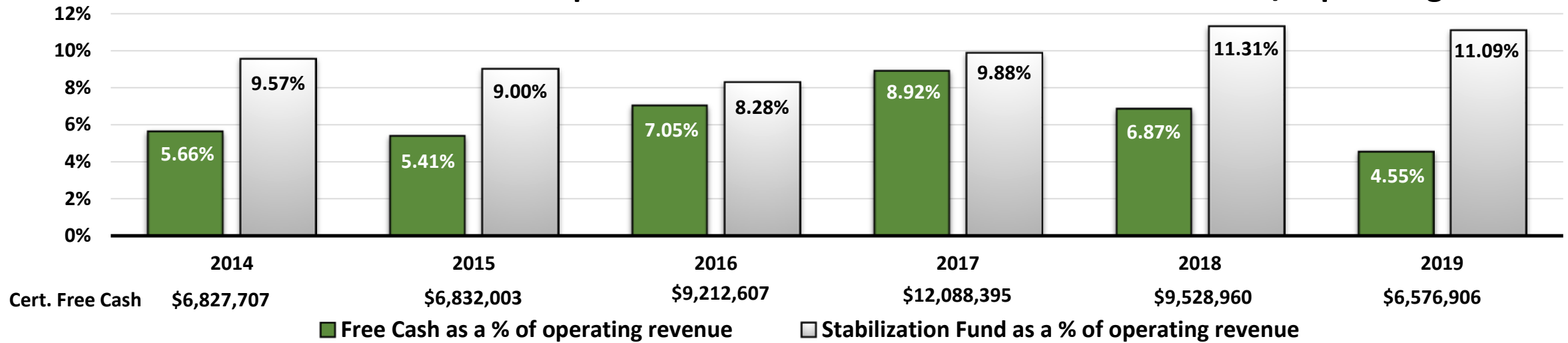


- **Trend Guideline:** Debt Service exceeding 20% of operating revenues is considered a significant warning indicator by the credit rating agencies.
- **Analysis:** Debt is the chief financing tool utilized by municipalities to continually replace and maintain its capital infrastructure. It is important to monitor how much debt the town has and determine what impact the amount of debt service has on the operating budget and the taxpayers.

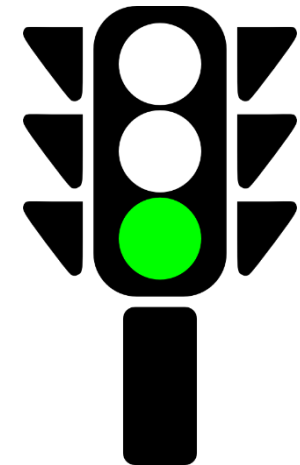




General & Operational Stabilization and Free Cash Balances / Operating Revenue

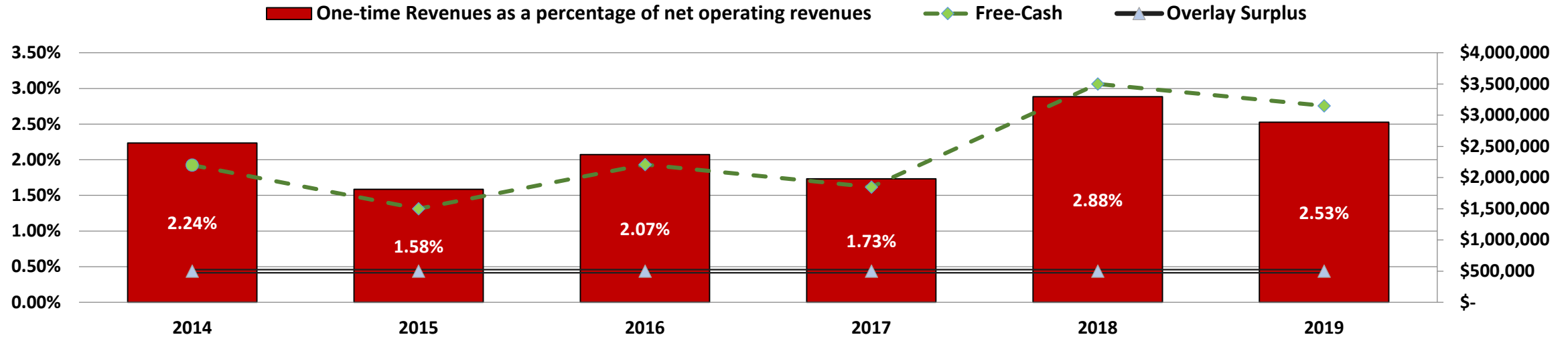


- **Trend Guideline:** Declining reserves as a percentage of operating revenues is considered a warning indicator. GFOA recommends undesignated fund balance be 5-15% of operating revenues.
- **Analysis:** Reserves can be used for many different purposes. Primarily, reserves are used to buffer against service reductions due to economic downturns or major emergencies. AAA communities are expected to maintain reserve positions between 8-15% of net operating revenues.

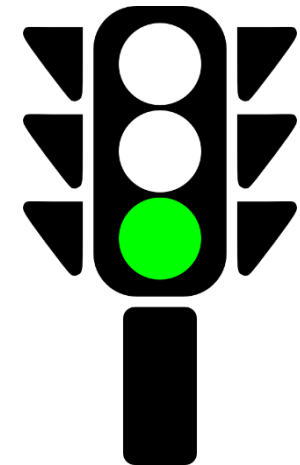




One-Time Operating Revenues / Net Operating Revenues & One-Time Trends

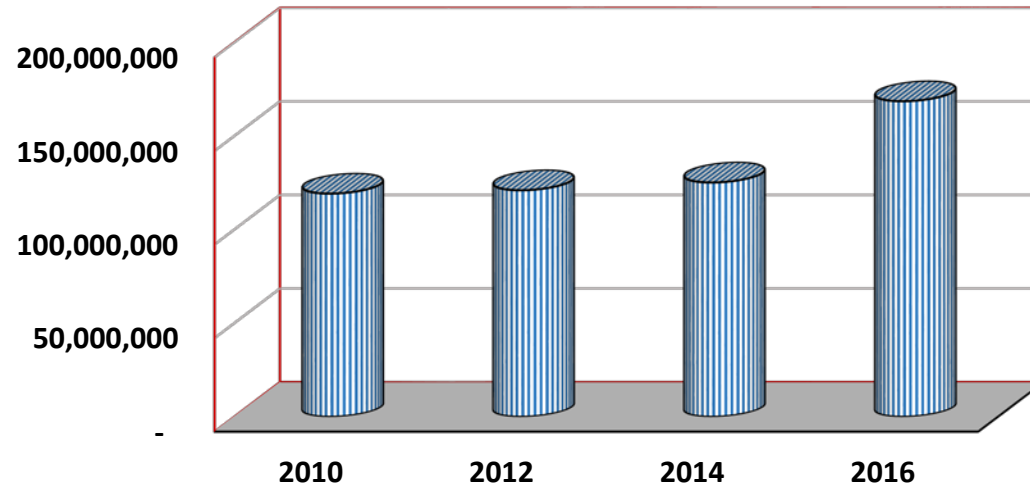


- **Trend Guideline:** Increasing use of one-time revenues as a percentage of operating revenues is considered a warning indicator.
- **Analysis:** Municipalities may utilize reserves and one-time revenues to balance annual operating budgets, sustain programs in times of economic downturn, or fund one-time expenses. As a general rule, however, one-time revenues should not be used to sustain ongoing operations because they exist only once and then they are depleted.

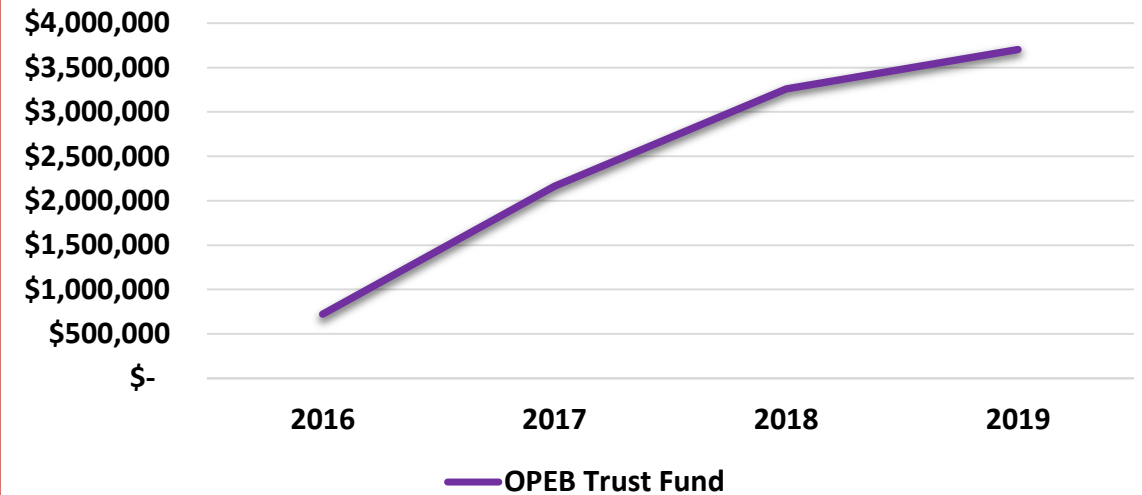




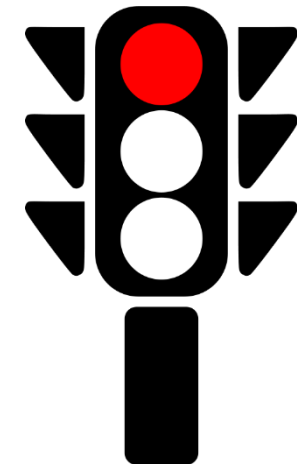
OPEB UAAL



OPEB Trust Fund

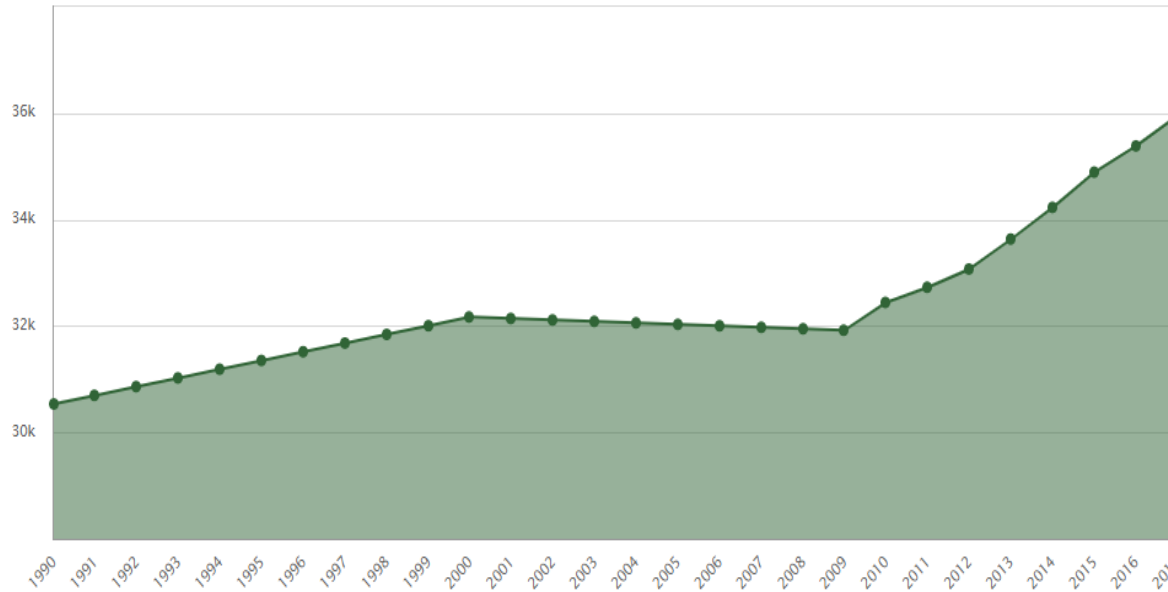


- **Trend Guideline:** An unfunded OPEB liability or increase in the unfunded liability is considered a warning indicator.
- **Analysis:** OPEB (Other Post-Employment Benefits) are healthcare and life insurance benefits provided by the Town for retirees (including schools). As of July 1, 2016, the unfunded actuarial accrued liability (UAAL) was approximately \$168M.



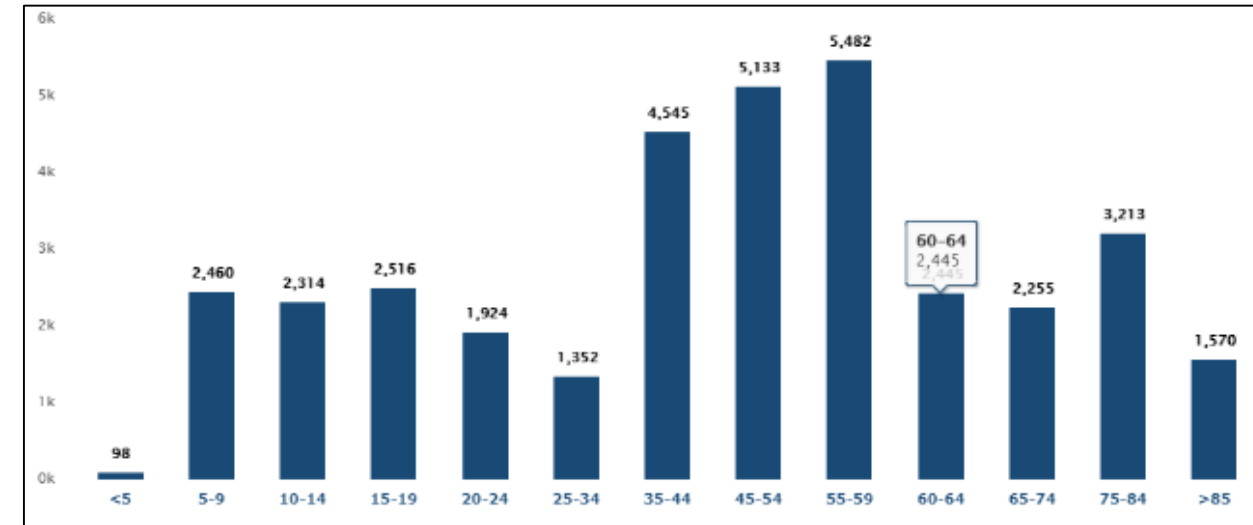


Population



* Data Source: American Community Survey, 2010 Census, 2000 US Census and 1990 US Census

Population by Age Group

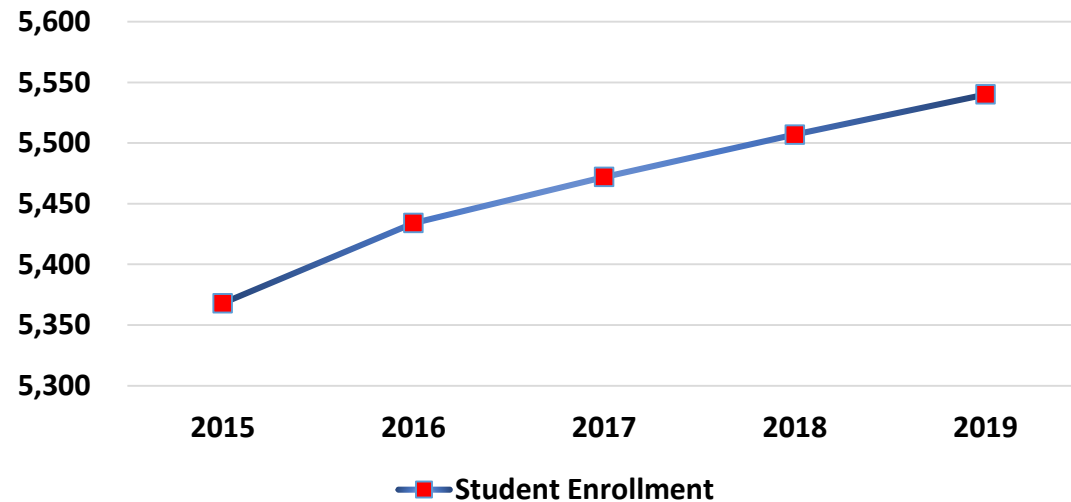


- **Trend Guideline:** Rapid changes in population which may affect service levels may be considered a warning indicator
- **Analysis:** Population has steadily increased in recent years and remains fairly balanced across age groups.

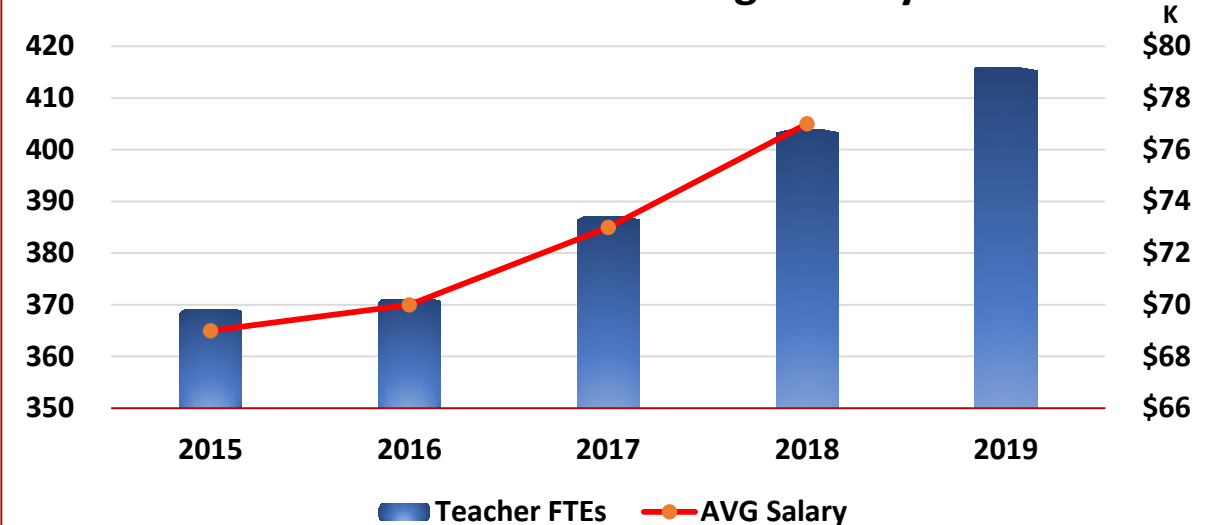




Student Enrollment



Teacher FTEs & Average Salary



- **Trend Guideline:** Rapid changes in school enrollment may affect service levels may be considered a warning indicator. (Above graphs Student Enrollment and Teacher FTE & Average Salary pulled from Resource Allocation and District Action Reports RADAR)
- **Analysis:** Similar to municipal services with increases in population, increases in student enrollment put pressure on operating budgets to provide quality education.





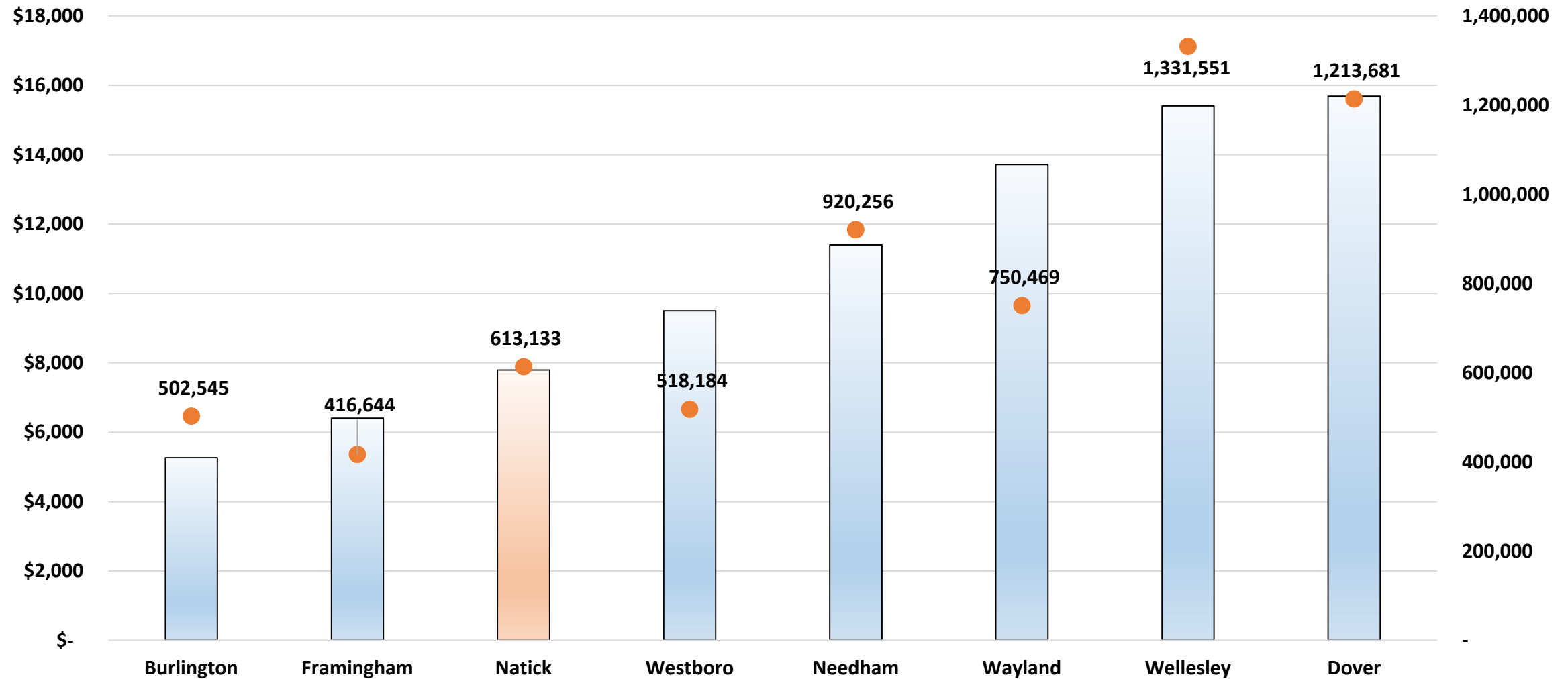
Natick Financial Indicators Dashboard		
Financial Indicator	Trend	Highlights
Property Tax Revenue	Favorable	Adjusted for inflation, property tax collections have experienced modest growth
Uncollected Property Taxes	Favorable	Uncollected property taxes have remained close to 3%
State Aid	Marginal	State Aid receipts has increased along with assessments and other charges
Economic Growth Revenue	Marginal	Economic Growth Revenue has been positive lately but in the past has been volatile
Expenditures per Household	Marginal	Expenses per household have increased by an avg. of 2.7% annually from FY15-19
Personnel Costs	Favorable	Total Natick personnel costs have remained proportional with the budget over time
Employee Benefits	Marginal	Health plans have been restructured to achieve savings but still experience increases
Pension Liability	Marginal	Funded ratio of 62% and the current plan includes 7% increases 2030 funding schedule
Capital Assets & Renewal	Favorable	Strong capital planning and allocation of resources to avoid costly deferred mtnce.
Debt Service	Marginal	Future large scale projects will need to be balanced with the ability to pay
Reserves & Fund Balance	Favorable	Natick remains in the range of expected reserves
One-time Revenues for Operations	Favorable	One-time revenues are spent for operations sustainably
OPEB Liability	Unfavorable	Significant unfunded liability; plan in place to fund after pension is fully funded
Population	Marginal	Moderate population growth has increased the need for services
School Enrollment & Teachers	Marginal	Moderate enrollment growth has increased the need for services

Supplementary Information



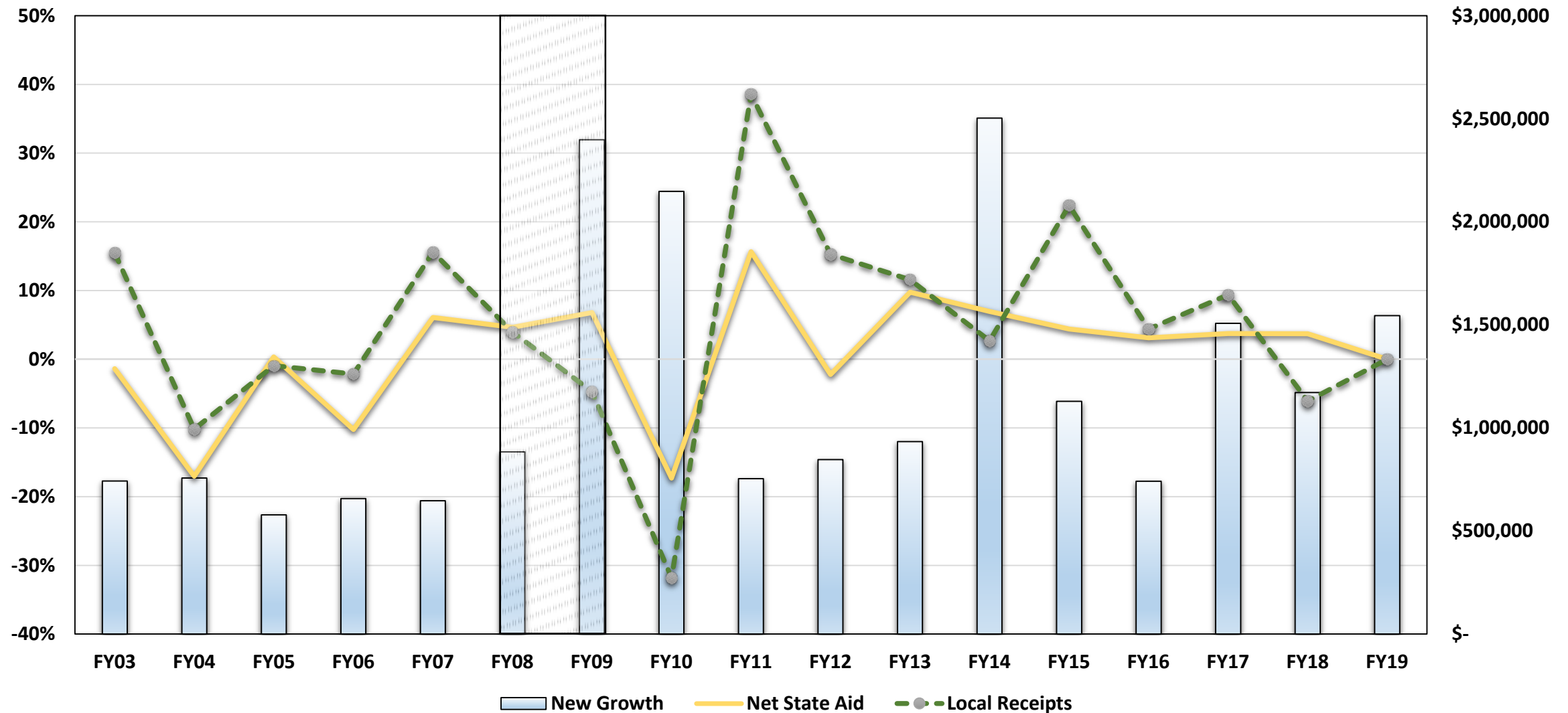


FY19 Avg. Single Family Tax Bill & Assessed Value



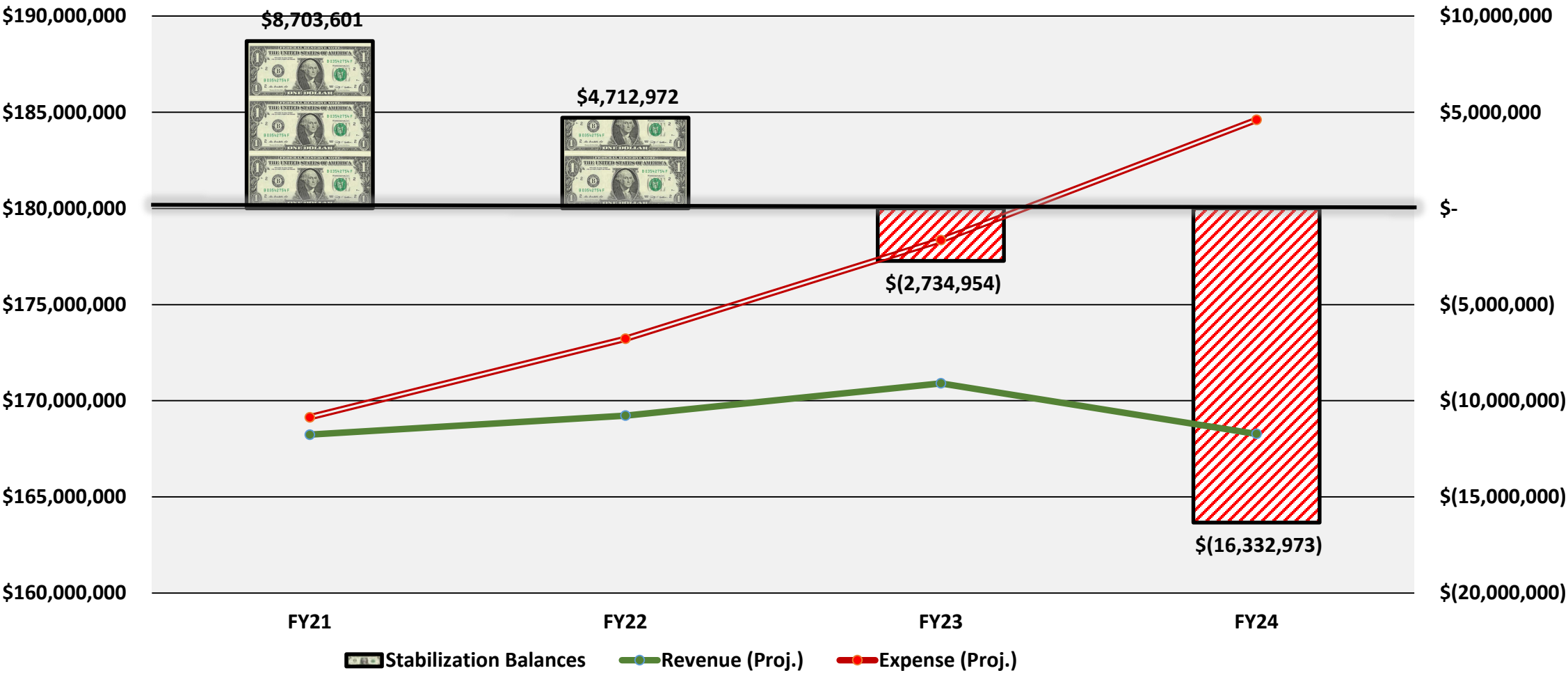


New Growth \$ & Changes in Local Receipts and Net State Aid





Economic Downturn Scenario



With a 2% downturn in State Aid & a 9% reduction in Local Receipts, Stabilization funds (General & Operational) should last 1.8 years with stable operations

4 Year Financial Forecasts





- **Forecast Goals:**

The Four-Year Financial Projection provides an overview of potential revenues and expenditures for the upcoming fiscal years. The intent of the forecast is to have a realistic outlook that will highlight town-wide operating trends and facilitate productive financial planning.





- **“Actual” Forecast:**

The “actual” forecast takes into account expense trends by account as well as the projected CBAs and personnel costs. The actual forecast also takes into account a vacancy rate of close to 4% which is discounted from the personnel appropriations.

- **“Budget” Forecast:**

The budget forecast outlines potential appropriation increases based on CBAs, personnel costs, and operating expense inflationary increases.

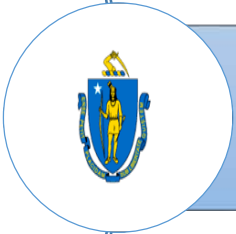




- **Revenue Assumptions:**



Tax Levy – 2.5% Levy, \$1.2M - \$950k New Growth, plus debt exclusions



State Aid – 2% to 3% growth annually (1% increase in charges)



Local Receipts – Decrease in FY21 with 2% growth annually



REVENUE FORECAST FY21 – FY24

	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Comments
General Fund Revenues						
1 Tax Levy	121,251,682	125,194,491	129,082,091	132,915,312	131,497,142	2.5% Levy, \$1.2M - \$950k New Growth, plus debt exclusions
2 State Aid	14,938,819	15,379,797	15,802,741	16,197,810	16,521,766	Assumes 2-3% growth annually
3 Local Receipts	17,901,540	16,887,035	17,224,775	17,569,271	17,920,656	Assumes 2% growth annually
4 Other Local Receipts						
5 Indirects	2,585,229	2,624,007	2,663,368	2,703,318	2,743,868	Dependent on GF operating budget assuming 1.5%
6 Free Cash	4,150,000	4,150,000	4,150,000	4,150,000	4,150,000	Assuming level for projection
7 Stabilization Fund	3,617,000	3,216,200	2,117,700	1,611,200	1,923,200	Based on Capital Plan
8 Overlay Surplus	500,000	500,000	500,000	500,000	500,000	Can change based on ATB liabilities
9 Other Available Funds	291,309	282,740	273,992	266,614	257,110	Parking Meter Receipts, Other State Remb., Bond Premiums for HS/CSC
Total General Fund Revenues	165,235,579	168,234,270	171,814,667	175,913,524	175,513,742	



Town of Natick: Financial Indicators

Expense Forecast – “Budget Forecast”

	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Comments
General Fund Expenses						
Education & Learning						
10 Natick Public Schools	67,810,346	70,861,812	74,050,593	77,382,870	80,865,099	Assumes 4.5% increase
12 Keefe Tech	1,554,748	1,601,390	1,649,432	1,695,121	1,743,602	Assumes 2.7 - 3% increases
13 Morse Institute Library	2,275,499	2,389,502	2,433,764	2,478,793	2,516,153	Assumes Avg increase of 2.6%
14 Bacon Free Library	190,792	194,068	197,659	201,304	205,542	Assumes Avg increase of 1.9%
15 Public Safety	16,568,716	17,253,437	17,614,432	17,973,184	18,262,486	Assumes Avg increase of 2.5%
16 Public Works	8,858,627	9,355,323	9,494,857	9,667,071	9,826,823	Assumes Avg increase of 2.6%
17 Health & Human Services	2,611,475	2,617,057	2,667,040	2,717,587	2,758,530	Assumes Avg increase of 1.4%
18 Administrative Support Services	7,502,649	6,481,369	6,606,797	6,733,796	6,840,620	Assumes Avg increase of 1.8% (CBA line has been distributed)
19 Committees	120,550	120,550	120,550	120,550	120,550	Assumes level funding
Shared Expenses						
21 Fringe Benefits	16,743,422	17,078,290	17,419,856	17,768,253	18,123,618	Assumes 2% increase
22 Prop & Liab. Insurance	807,150	849,275	892,679	934,325	978,548	Assumes Avg increase of 4.9%
23 Retirement	10,070,552	10,752,491	11,505,165	12,310,527	13,172,263	Assumes 7% increases less Non-Contributory Retirement
24 Debt Services	16,626,732	16,456,666	16,445,766	16,810,809	17,302,114	Based on capital plan debt service schedule
25 Reserve Fund	250,000	250,000	250,000	250,000	250,000	Level-Funded
26 Facilities Management	3,426,619	3,592,203	3,656,264	3,723,342	3,774,073	Assumes 2.5% increase
General Fund Oper. Expenses	155,417,877	159,853,434	165,004,855	170,767,532	176,740,022	
26 Capital Improvements	3,617,000	3,216,200	2,117,700	1,611,200	1,923,200	Capital Stab. Fund provides cash funding moving forward.
27 School Bus Transportation	410,137	421,416	433,005	444,912	457,147	Assumes 2.75% annual increase
28 State & County Assessments	1,504,841	1,519,889	1,535,088	1,550,439	1,565,944	Assumes 1% annual increase
29 Cherry Sheet Offsets	359,312	362,905	366,534	370,200	373,902	Assumes 1% annual increase
31 Snow Removal Supplement	350,000	465,000	465,000	465,000	465,000	Assumes Snow & Ice costs of \$1M
32 Overlay	1,015,000	1,000,000	1,000,000	1,000,000	1,000,000	Varies dependent upon valuations, revaluation years
33 Golf Course Deficit	240,000	250,000	245,000	90,000	30,000	Per STGC 5-Year Projection
34 General Stabilization Fund	100,000	100,000	100,000	100,000	100,000	Assumes level funding
35 Operational Stabilization Fund	100,000	100,000	100,000	100,000	100,000	Assumes level funding
36 Capital Stabilization Fund	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	Assumes level funding
37 OPEB Trust	300,000	300,000	300,000	300,000	300,000	Assumes level funding
38 Misc. Articles	100,000	100,000	100,000	100,000	100,000	Assumes level funding
Total General Fund Expenses	164,964,167	169,138,845	173,217,182	178,349,283	184,605,214	
Net Excess / (Deficit)	271,412	-904,575	-1,402,515	-2,435,759	-9,091,472	



Town of Natick: Financial Indicators

Expense Forecast – “Actual Forecast”

	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Comments
General Fund Expenses						
Education & Learning						
10 Natick Public Schools	67,810,346	72,201,014	76,424,774	80,895,623	85,628,017	Assumes 5.85% annual increase based on last 5 year increases
12 Keefe Tech	1,554,748	1,601,390	1,649,432	1,695,121	1,743,602	Assumes 2.7 - 3% increases
13 Morse Institute Library	2,275,499	2,373,100	2,411,309	2,462,066	2,500,072	Assumes Avg increase of 2.4%
14 Bacon Free Library	190,792	194,068	197,659	201,304	205,542	Assumes Avg increase of 1.9%
15 Public Safety	16,568,716	16,921,529	17,275,527	17,627,332	17,911,079	Assumes Avg increase of 2.0%
16 Public Works	8,858,627	9,191,561	9,327,070	9,495,207	9,651,663	Assumes Avg increase of 2.2%
17 Health & Human Services	2,611,475	2,534,342	2,582,693	2,631,585	2,671,257	Assumes Avg increase of 1.8%
18 Administrative Support Services	7,502,649	5,990,007	6,107,177	6,226,506	6,327,129	Assumes Avg increase of 1.8% (CBA line has been distributed)
19 Committees	120,550	105,000	106,785	108,600	110,447	Assumes 1.7% increases
20 Shared Expenses						
21 Fringe Benefits	16,743,422	16,871,597	17,004,361	17,129,232	17,263,522	Assumes 0.8% increases (will vary dependent upon plan changes)
22 Prop & Liab. Insurance	807,150	849,275	892,679	934,325	978,548	Assumes Avg increase of 4.9%
23 Retirement	10,070,552	10,752,491	11,505,165	12,310,527	13,172,263	Assumes 7% increases less Non-Contributory Retirement
24 Debt Services	16,626,732	16,456,666	16,445,766	16,810,809	17,302,114	Based on capital plan debt service schedule
25 Reserve Fund	250,000	250,000	250,000	250,000	250,000	Level-Funded
26 Facilities Management	3,426,619	3,336,096	3,395,866	3,458,686	3,505,968	Assumes 1.4% increase
General Fund Oper. Expenses	155,417,877	159,628,136	165,576,264	172,236,923	179,221,223	
26 Capital Improvements	3,617,000	3,216,200	2,117,700	1,611,200	1,923,200	Capital Stab. Fund provides cash funding moving forward.
27 School Bus Transportation	410,137	421,416	433,005	444,912	457,147	Assumes 2.75% annual increase
28 State & County Assessments	1,504,841	1,519,889	1,535,088	1,550,439	1,565,944	Assumes 1% annual increase
29 Cherry Sheet Offsets	359,312	362,905	366,534	370,200	373,902	Assumes 1% annual increase
31 Snow Removal Supplement	350,000	465,000	465,000	465,000	465,000	Assumes Snow & Ice costs of \$1M
32 Overlay	1,015,000	1,000,000	1,000,000	1,000,000	1,000,000	Varies dependent upon valuations, revaluation years
33 Golf Course Deficit	240,000	250,000	245,000	90,000	30,000	Per STGC 5-Year Projection
34 General Stabilization Fund	100,000	100,000	100,000	100,000	100,000	Assumes level funding
35 Operational Stabilization Fund	100,000	100,000	100,000	100,000	100,000	Assumes level funding
36 Capital Stabilization Fund	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	Assumes level funding
37 OPEB Trust	300,000	300,000	300,000	300,000	300,000	Assumes level funding
38 Misc. Articles	100,000	100,000	100,000	100,000	100,000	Assumes level funding
Total General Fund Expenses	164,964,167	168,913,546	173,788,591	179,818,674	187,086,415	
Net Excess / (Deficit)	271,412	-679,277	-1,973,923	-3,905,150	-11,572,673	



Revenue Side Forecast Issues:

- New Growth is an estimate for FY21
- State Aid is assuming the trend of 2-3% increases. If the state economy faces a downturn, local aid may as well
- Local Receipts is projected conservatively given the FY19 experience. Overall FY19 numbers were consistent with expectations, however some key revenue sources dipped unexpectedly (ambulance, motor vehicle excise). These were offset by increased investment income as well as supplemental tax bills; both of which are difficult to predict.



Expense Side Forecast Issues:

- Outstanding CBAs & LIUNA
- Projections don't include new initiatives (new programs/positions)
- NPS expenses are exclusively based off of historical appropriations
- Uncertainty with Fringe Benefits (health insurance volatility)
- Debt service schedule is based on current plan and excludes any additional large-scale infrastructure
- Funding of stabilization funds & miscellaneous articles is a placeholder currently



Planning: A first step in financial planning & discussion



Sustainability: Balancing immediate needs v. long term goals



Potential Outcomes:



Town of Natick

Financial Indicators

"ACTUAL" FORECAST

Four-Year Projection

Four-Year Projection

	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Comments
General Fund Revenues						
1 Tax Levy	121,251,682	125,194,491	129,082,091	132,915,312	131,497,142	2.5% Levy, \$1.2M - \$950k New Growth, plus debt exclusions
2 State Aid	14,938,819	15,379,797	15,802,741	16,197,810	16,521,766	Assumes 2-3% growth annually
3 Local Receipts	17,901,540	16,887,035	17,224,775	17,569,271	17,920,656	Assumes 2% growth annually
4 Other Local Receipts						
5 Indirects	2,585,229	2,624,007	2,663,368	2,703,318	2,743,868	Dependent on GF operating budget assuming 1.5%
6 Free Cash	4,150,000	4,150,000	4,150,000	4,150,000	4,150,000	Assuming level for projection
7 Stabilization Fund	3,617,000	3,216,200	2,117,700	1,611,200	1,923,200	Based on Capital Plan
8 Overlay Surplus	500,000	500,000	500,000	500,000	500,000	Can change based on ATB liabilities
9 Other Available Funds	291,309	282,740	273,992	266,614	257,110	Parking Meter Receipts, Other State Remb., Bond Premiums for HS/CSC
Total General Fund Revenues	165,235,579	168,234,270	171,814,667	175,913,524	175,513,742	
General Fund Expenses						
Education & Learning						
10 Natick Public Schools	67,810,346	72,201,014	76,424,774	80,895,623	85,628,017	Assumes 5.85% annual increase based on last 5 year increases
12 Keefe Tech	1,554,748	1,601,390	1,649,432	1,695,121	1,743,602	Assumes 2.7 - 3% increases
13 Morse Institute Library	2,275,499	2,373,100	2,411,309	2,462,066	2,500,072	Assumes Avg increase of 2.4%
14 Bacon Free Library	190,792	194,068	197,659	201,304	205,542	Assumes Avg increase of 1.9%
15 Public Safety	16,568,716	16,921,529	17,275,527	17,627,332	17,911,079	Assumes Avg increase of 2.0%
16 Public Works	8,858,627	9,191,561	9,327,070	9,495,207	9,651,663	Assumes Avg increase of 2.2%
17 Health & Human Services	2,611,475	2,534,342	2,582,693	2,631,585	2,671,257	Assumes Avg increase of 1.8%
18 Administrative Support Services	7,502,649	5,990,007	6,107,177	6,226,506	6,327,129	Assumes Avg increase of 1.8% (CBA line has been distributed)
19 Committees	120,550	105,000	106,785	108,600	110,447	Assumes 1.7% increases
20 Shared Expenses						
21 Fringe Benefits	16,743,422	16,871,597	17,004,361	17,129,232	17,263,522	Assumes 0.8% increases (will vary dependent upon plan changes)
22 Prop & Liab. Insurance	807,150	849,275	892,679	934,325	978,548	Assumes Avg increase of 4.9%
23 Retirement	10,070,552	10,752,491	11,505,165	12,310,527	13,172,263	Assumes 7% increases less Non-Contributory Retirement
24 Debt Services	16,626,732	16,456,666	16,445,766	16,810,809	17,302,114	Based on capital plan debt service schedule
25 Reserve Fund	250,000	250,000	250,000	250,000	250,000	Level-Funded
26 Facilities Management	3,426,619	3,336,096	3,395,866	3,458,686	3,505,968	Assumes 1.4% increase
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26 Capital Improvements	3,617,000	3,216,200	2,117,700	1,611,200	1,923,200	Capital Stab. Fund provides cash funding moving forward.
27 School Bus Transportation	410,137	421,416	433,005	444,912	457,147	Assumes 2.75% annual increase
28 State & County Assessments	1,504,841	1,519,889	1,535,088	1,550,439	1,565,944	Assumes 1% annual increase
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32 Overlay	1,015,000	1,000,000	1,000,000	1,000,000	1,000,000	Varies dependent upon valuations, revaluation years
33 Golf Course Deficit	240,000	250,000	245,000	90,000	30,000	Per STGC 5-Year Projection
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35 Operational Stabilization Fund	100,000	100,000	100,000	100,000	100,000	Assumes level funding
36 Capital Stabilization Fund	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	Assumes level funding
37 OPEB Trust	300,000	300,000	300,000	300,000	300,000	Assumes level funding
38 Misc. Articles	100,000	100,000	100,000	100,000	100,000	Assumes level funding
Total General Fund Expenses	164,964,167	168,913,546	173,788,591	179,818,674	187,086,415	
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5 Indirects	2,585,229	2,624,007	2,663,368	2,703,318	2,743,868	Dependent on GF operating budget assuming 1.5%
6 Free Cash	4,150,000	4,150,000	4,150,000	4,150,000	4,150,000	Assuming level for projection
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General Fund Expenses						
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10 Natick Public Schools	67,810,346	70,861,812	74,050,593	77,382,870	80,865,099	Assumes 4.5% increase
12 Keefe Tech	1,554,748	1,601,390	1,649,432	1,695,121	1,743,602	Assumes 2.7 - 3% increases
13 Morse Institute Library	2,275,499	2,389,502	2,433,764	2,478,793	2,516,153	Assumes Avg increase of 2.6%
14 Bacon Free Library	190,792	194,068	197,659	201,304	205,542	Assumes Avg increase of 1.9%
15 Public Safety	16,568,716	17,253,437	17,614,432	17,973,184	18,262,486	Assumes Avg increase of 2.5%
16 Public Works	8,858,627	9,355,323	9,494,857	9,667,071	9,826,823	Assumes Avg increase of 2.6%
17 Health & Human Services	2,611,475	2,617,057	2,667,040	2,717,587	2,758,530	Assumes Avg increase of 1.4%
18 Administrative Support Services	7,502,649	6,481,369	6,606,797	6,733,796	6,840,620	Assumes Avg increase of 1.8% (CBA line has been distributed)
19 Committees	120,550	120,550	120,550	120,550	120,550	Assumes level funding
20 Shared Expenses						
21 Fringe Benefits	16,743,422	17,078,290	17,419,856	17,768,253	18,123,618	Assumes 2% increase
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36 Capital Stabilization Fund	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	Assumes level funding
37 OPEB Trust	300,000	300,000	300,000	300,000	300,000	Assumes level funding
38 Misc. Articles	100,000	100,000	100,000	100,000	100,000	Assumes level funding
Total General Fund Expenses	164,964,167	169,138,845	173,217,182	178,349,283	184,605,214	
Net Excess / (Deficit)	271,412	-904,575	-1,402,515	-2,435,759	-9,091,472	

ITEM TITLE: Fee Agreement with Mead, Talerman & Costa, LLC
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Fee Agreement	11/25/2019	Cover Memo

CLIENT FEE AGREEMENT

1. The Town of Natick, Natick Board of Selectmen, c/o Melissa Malone, Town Administrator, 13 E Central Street, Natick, MA 01760 (the "Client"), hereby agrees to retain the Law Firm of Mead, Talerma & Costa, LLC, 30 Green Street, Newburyport, MA 01950 (the Firm), in connection with:

Draft and negotiate various development agreements and potential zoning changes as directed by the Board. Work to include research, drafting, negotiations and participation in various meetings, including but not limited to Board of Selectmen and land use boards.

2. Legal services actually performed by the Firm for the Client shall be charged at the following hourly rates:

Partners:	\$210.00 per hour
Associates:	\$200.00 per hour

3. The client has not provided the Firm with a retainer. Interim billings will be submitted to the Client from time to time, and said interim billings will be paid in full by the Client within thirty (30) days of their date.

4. The Client understands that it has the right to consult with another lawyer in connection with any of the terms of this agreement prior to signing it.

5. The Firm's internal costs, such as telephone services, utilities, and clerical assistance, are not billed to the Client. Nor are standard mailing fees or routine copying costs charged to the Client. Filing fees, the cost of bulk copying and extraordinary mailing fees (e.g. certified mailings, overnight mailings), recording costs, and costs for other similar items will be billed on a direct basis to the Client. Expert consulting fees, title examinations, and costs for stenographic transcripts shall also be the responsibility of the Client. If a particular charge is substantial, we may request that you pay it directly to the vendor or reimburse us immediately. The Firm agrees to obtain the Client's prior approval before incurring any disbursement in excess of \$1,000.00, except with regard to the expenses of noticed depositions. The Client agrees to pay for all of said out-of-pocket expenses within thirty (30) days of the date of any bill of statement of account for said out-of-pocket expenses.

6. It is understood and agreed that the hourly time charges for legal services include, but are not limited to, the following: court or agency appearances; travel; conferences; telephone calls; correspondence; legal research; preparing for and conducting depositions; preparation of pleadings and memoranda; reading and reviewing file materials; preparation for agency, pre-trial hearings, and trial; and post-trial proceedings. Telephone calls and correspondence shall be billed also at a minimum rate of two-tenth (2/10's) of one hour.

7. The Firm shall not at any time be required to continue to represent the Client unless all of the Firm's prior bills have been paid when due. In addition, the Firm shall not be required to represent the Client at trial unless the Client has paid to the Firm a retainer to cover the reasonably expected fees and expenses of trial required by the Firm.

8. In the event that the Firm ceases to represent the Client and the Client owes an outstanding indebtedness to the Firm, the Firm shall return to the Client all papers, documents and tangible materials which the Client furnished to the Firm, if requested by the Client. The Client is not entitled to any other items such as investigative reports, depositions, or the lawyers' work product, unless said items have been paid for.

9. It is understood and agreed that interim bills, and the final bill, to be rendered by the Firm shall, in addition to reflecting the time expended, take into account the factors prescribed by the Supreme Judicial Court to be considered as guides when determining the reasonableness of fees for legal services, including the following:

- (a) the time and labor required, the novelty and difficulty of the questions involved, and the skill requisite to perform the legal service properly;
- (b) the fee customarily charged in the locality for similar legal services;
- (c) the amount involved and the results obtained;
- (d) the time limitations imposed by the Client or by the circumstances;
- (e) the nature and length of the professional relationship with the Client;
- (f) the experience, reputation and ability of the lawyer or lawyers performing the services.

10. The foregoing represents the entire agreement between the Firm and Client. By signing below, Client acknowledges that it has carefully read this agreement, understands its contents, and agrees to be bound by all of its terms and conditions; that the Firm has made no representation to the Client as to the likelihood of the outcome of any proceeding now pending or to be brought by or against the Client; and that the Client believes this agreement to be fair and reasonable.

12. The Firm will retain the Client's file for six (6) years following the close of the Client matter. After that time the Firm will destroy the Client File. All originals will be provided to the Client during the representation of the Client. Once the matter is closed and the file is stored, there will be a \$100 fee to pull and provide the Client File to the Client.

Date: _____

The Town of Natick
Board of Selectmen

By: _____
Its: Chair

By: _____
Lisa L. Mead, Esq.

Town Accountant

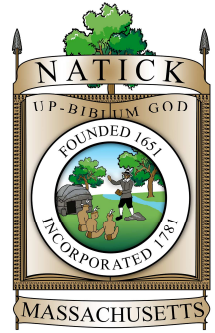
ITEM TITLE: Vote to Renew Licenses for 2020

ITEM SUMMARY: a. Lodging House
b. Psychic Reader
c. Class I, Class II, Class III
d. Automatic Amusement
e. Daily & Sunday Entertainment
f. Common Victualer
g. Innholder

ATTACHMENTS:

Description	Upload Date	Type
Memo from D. Donovan	11/26/2019	Cover Memo
Licenses	11/25/2019	Cover Memo

Town of Natick
Massachusetts 01760
Home of Champions



Michael J. Hickey, Jr., Chair
Susan G. Salamoff, Vice Chair
Jonathan H. Freedman, Clerk
Karen Adelman-Foster
Richard P. Jennett, Jr.

MEMORANDUM

TO: Board of Selectmen

FROM: Donna Donovan

DATE: November 26, 2019

RE: 2020 License Renewals (for licenses expiring December 31, 2019)

License Renewals: The Board's vote to renew lodging house, psychic reader, Class I, Class II, Class III, Automatic Amusement, Daily and Sunday Entertainment, Common Victualer, and Innholder Licenses for 2020 should be subject to license-holders having no outstanding taxes or fees that would affect renewal, submission of a complete renewal application along with all required material, and submission of the license fee during the month of December. The following materials are required to be submitted:

- Renewal application
- Workers' compensation affidavit and tax attestation form
- License fee

December 2019 Renewals for 2020 Licenses

	A	B	C	D	E	F
1	Lic Type	Licensee	D/B/A	Location		
2	ComVic	Z & M Corporation	Agostino's Restaurant	23 Washington Street		
3	ComVic	Petroco, Inc.	A'Loto Gelato	127 West Central Street		
4	ComVic	American Girl Retail, Inc.	American Girl	1245 Worcester Street, Suite 1096		
5	ComVic	Anthony's Coal Fired Pizza of Natick, LLC	Anthony's Coal Fired Pizza	219 North Main Street		
6	ComVic	B. Good LLC	B. Good LLC	1265 Worcester Street		
7	ComVic	Baha Mexican Restaurant Corp.	Baha Mexican Restaurant	2D Mill Street		
8	ComVic	Now Ventures, Inc.	Ben & Jerry's Ice Cream	1265 Worcester Street		
9	ComVic	Lil' Bill's, Inc.	Bill's Pizzeria	58 East Central Street		
10	ComVic	Sri Lakshmi Ganapthi, LLC	Biryaniz N Breadz	195 West Central Street		
11	ComVic	Laura Cusson, Brokk and Eitri, LLC	Brokk + Eitri	691 Worcester Street		
12	ComVic	Brooklyn Pizzeria, Inc.	Brooklyn Pizzeria	251 West Central Street, #12		
13	ComVic	Eat Buttercup, LLC		13 West Central Street, Units 2 & 3		
14	ComVic	Heng Fong Investments	Cajun Café & Grill	1245 Worcester Street, #2006		
15	ComVic	California Pizza Kitchen, Inc.	California Pizza Kitchen	1245 Worcester Street, #1092		
16	ComVic	Casey's Diner	Casey's Diner	36 South Avenue		
17	ComVic	Charles River Coffee House	Charles River Coffee House	57 Eliot Street		
18	ComVic	Minyu Chen	Charley's Philly Steaks, Inc.	1245 Worcester Street, #2012		
19	ComVic	The Cheesecake Factory Restaurants, Inc.	Cheesecake Factory	1245 Worcester Street, Suite 1098		
20	ComVic	Cheesy Street Grill, LLC	Cheesy Street Grill, LLC	300 Off North Main Street-117 Mile Post/Mass Pike East Se		
21	ComVic	Chipotle Mexican Grill of Colorado, LLC	Chipotle Mexican Grill #2987	219 North Main Street, Suite A-103		
22	ComVic	CEC Entertainment, Inc.	Chuck E. Cheese	801 Worcester Street		
23	ComVic	Corporate Chefs, Inc.	Cognex	1 Vision Drive		
24	ComVic	45 Comella's, LLC	Comella's	45 Main Street		
25	ComVic	Farvahar, LLC	Common Café & Kitchen	9 South Main Street		
26	ComVic	Para-Meter, LLC	Corrado's Sub Shop	7 Middlesex Ave		
27	ComVic	Culinary Delights, Inc.	Culinary Delights	229 North Main Street		
28	ComVic	Dah Mee Restaurant	Dah Mee Restaurant	25 Washington Street		
29	ComVic	Natick Dairy Queen, Inc.	Dairy Queen	323 North Main Street		
30	ComVic	Renita Mendonca	Dates and Olives	28 Main Street		
31	ComVic	Dave and Buster's of Massachusetts, Inc.	Dave & Buster's Eat Drink Play Wa	1235 Worcester Street, Unit 3201		
32	ComVic	Dimas, Inc.	Dolphin Seafood Restaurant	12 Washington Street		

December 2019 Renewals for 2020 Licenses

	A	B	C	D	E	F
33	ComVic	East Central Street Donuts, Inc.	Dunkin Donuts	54 East Central Street		
34	ComVic	NatDun, LLC	Dunkin Donuts	1362 Worcester Street		
35	ComVic	Marval, Inc.	Dunkin Donuts	223 North Main Street		
36	ComVic	West Central Street Donuts, LLC	Dunkin Donuts	117 West Central Street		
37	ComVic	Eli's BBB, Inc.	Eli's (Breakfast-Burgers-Brews)	12 Washington Street		
38	ComVic	Falafel House, LLC	Falafel House, LLC	1245 Worcester Street		
39	ComVic	Mass 5G LLC	Five Guys Burgers & Fries	211 North Main Street		
40	ComVic	Frescafe II, Inc.	Frescafe	158 East Central Street		
41	ComVic	Fresh City Restaurant Holdings, LLC	Fresh City	1400 Worcester Street		
42	ComVic	Talos, Inc.	George's Pizza	41 South Main Street		
43	ComVic		Giovanni's Famous Pizza & More	160 West Central Street		
44	ComVic	Nisha Donuts, Inc.	Honey Dew Donuts	179 West Central Street		
45	ComVic	Jam Time, LLC	Jam Time	251 West Central Street		
46	ComVic	Dominico Enterprises, LLC	Java's Espresso Bar & Café	22 Main Street		
47	ComVic	Jordan's Furniture	Jordan's IMAX Theatre Concession	1 Underprice Way		
48	ComVic	King Wok, Inc.	King Wok	7 South Main Street		
49	ComVic	Krua Thai, LLC	Krua Thai	231 North Main Street		
50	ComVic	Liberty's Pizza	Liberty's Pizza	2D Mill Street		
51	ComVic	Friends of the Natick Senior Center	Lincoln Café	117 East Central Street		
52	ComVic	Matarazzo Family Foods	Lola's Italian Kitchen	9 Main Street		
53	ComVic	Natick Sports & Racquet Club	Longfellow Sports Club	203 Oak Street		
54	ComVic	Lookout Hard Cider, LLC	Lookout Hard Cider	89 Pleasant Street		
55	ComVic	Mandarin Café, Inc	Mandarin Café	4B Wethersfield Road		
56	ComVic	Natick MW, Inc.	Master Wok	1245 Worcester Street, Space 2004		
57	ComVic	Olson Gourmet, LLC	Mathworks Uptown Gourmet	Café 3 Apple Hill Drive		
58	ComVic	MDC Management Co., LLC	McDonald's	1245 Worcester Street		
59	ComVic	MDC Management Co., LLC	McDonald's	290 Worcester Street		
60	ComVic	Maldonado Corp.	Melt Gelato & Crepe Café	1245 Worcester Street		
61	ComVic	The Metropolitan Club	Metropolitan Bar & Grill	1245 Worcester Street, Suite 3009		
62	ComVic	Morrison Management Specialists, Inc.	Metrowest Medical Center Emplo	67 Union Street		
63	ComVic	Mole Sauce, LLC	Mexicali Grill	148 East Central Street, Units 1, 2, & 3		
64	ComVic	Namee Enterprises, Inc.	Minado Restaurant	1282 Worcester Street		

December 2019 Renewals for 2020 Licenses

	A	B	C	D	E	F
65	ComVic	Myan LLC	Mingaliens	319 North Main Street		
66	ComVic	Natick Burrito, LLC	Moe's Southwest Grill	1274 Worcester Street		
67	ComVic	Nicholas's Restaurant Group, Inc.	Morse Tavern	85 East Central Street		
68	ComVic	Annie Chen	Mr. Chen's Chinese Cuisine	179 West Central Street		
69	ComVic	Sheldon Strasnick	Muffin House Café, Inc.	325 North Main Street		
70	ComVic	Cosendey and Cosendey, Inc.	Nick's Pizza House	179 West Central Street		
71	ComVic	Nordstrom, Inc.	Nordstrom Bazille	290 Speen Street		
72	ComVic	Nordstrom, Inc.	Nordstrom E-Bar	290 Speen Street		
73	ComVic	Chikama LLC	Nzuko Restaurant	1245 Worcester Street, Space 1180		
74	ComVic	Minoga, Inc.	Oga's Japanese Cuisine	915 Worcester Street		
75	ComVic	P.F. Chang's China Bistro, Inc.	P.F. Chang's China Bistro	1245 Worcester Street		
76	ComVic	PR Restaurants, LLC	Panera Bread	841 Worcester Street		
77	ComVic	Specialty Brands Holdings, LLC	Papa Gino's	291 Worcester Street		
78	ComVic	Park Street Ice Cream Shoppe, Ltd.	Park Street Ice Cream Shoppe	14 Park Street		
79	ComVic	Adil Rakim	Pizza by Rocco	3 Union Street		
80	ComVic	Beleco, Inc.	Pizza Peddler	127 West Central Street		
81	ComVic	Y.S.A., Inc.	Pizza Plus	16 North Main Street		
82	ComVic	The Pizza Shop at South Natick	Pizza Shop at South Natick	50 Eliot Street		
83	ComVic	Oshibi Group, LLC	Red Mango	1245 Worcester Street, Suite 2042		
84	ComVic	Lucky Infinity, LLC	Rice Noodle Thai Eatery	179 West Central Street		
85	ComVic	C & L Express, Inc.	Ruby Thai Kitchen	1245 Worcester Street, #2018		
86	ComVic	SJ Burlington Food, Inc.	Sarku Japan	1245 Worcester Street, #2014		
87	ComVic	Sassamon Trace Golf Course	Sassamon Trace Golf Course	233 South Main Street		
88	ComVic	Sbarro America, Inc.	Sbarro #590	1245 Worcester Street, #2000		
89	ComVic	BST Shaanxi Gourmet, LLC	Shaanxi Gourmet	259 Worcester Street		
90	ComVic	Pandanus, Inc.	Shanghai Tokyo	54 East Central Street		
91	ComVic	Smashburger Acquisition-Boston LLC	Smashburger #1707	1298 Worcester Street		
92	ComVic	Sol de Mexico Bar & Grill II, Inc.	Sol de Mexico Café & Grill	215 West Central Street		
93	ComVic	Starbucks Corporation	Starbucks	1245 Worcester Street		
94	ComVic	Starbucks Corporation	Starbucks	1346 Worcester Street		
95	ComVic	MCJ Corporation	Station 5 Grille	17 Watson Street		
96	ComVic		Subway	189 Worcester Street		

December 2019 Renewals for 2020 Licenses

	A	B	C	D	E	F
97	ComVic	Sun International Trading, LLC	Subway Restaurant	251 West Central Street		
98	ComVic	Sar Taco, Inc.	Taco Bell	1245 Worcester Street		
99	ComVic	The Center for Arts in Natick	TCAN	14 Summer Street		
100	ComVic	Tempura King, Inc.	Tempura King	381 Worcester Street		
101	ComVic	Tsitos Enterprises, Inc.	Theo's Pizza	231 North Main Street		
102	ComVic	Eva Du Chang	Tous les Jours	1245 Worcester Street, #2014		
103	ComVic	LCZ, Inc.	Trend Pure Asian Cuisine	1400 Worcester Street		
104	ComVic	Wasabi Natick Corp.	Wasabi Sushi	1245 Worcester Street, Unit 3001		
105	ComVic	Wegmans Massachusetts, Inc.	Wegmans	1245 Worcester Street		
106	ComVic	The Wendy's Company	Wendy's	303 West Central Street		
107	ComVic	The Wendy's Company	Wendy's	355 Worcester Street		
108	ComVic	Wild Thyme Café, LLC	Wild Thyme Café	6A Wethersfield Road		
109	ComVic	Facility Management Corporation	William L. Chase Arena	35 Windsor Avenue		
110	ComVic	Z2 LLC	Zaftig's Delicatessen	1298 Worcester Street		
111	ComVic	EM-JO, Inc.	Ziti's of Natick	218 Speen Street		
112	InnHolder	DDH Hotel Natick/Worcester LLC	The Verve Crowne Plaza	1360 Worcester Street		
113	InnHolder	DDH Hotel Natick/Speen LLC	Hampton Inn, Natick	319 Speen Street		
114	InnHolder	GSH CY Natick, LLC	Courtyard by Marriott-Natick	342 Speen Street		
115	InnHolder	Colwen Management, Inc.	Residence Inn by Marriott Natick	1 Superior Drive		
116	Entertainmet	Z & M Corporation	Agostino's Restaurant	23 Washington Street		
117	Entertainmet	Anthony's Coal Fired Pizza of Natick, LLC	Anthony's Coal Fired Pizza	219 North Main Street		
118	Entertainmet	The Cheesecake Factory Restaurants, Inc.	Cheesecake Factory	1245 Worcester Street, Suite 1098		
119	Entertainmet	Chipotle Mexican Grill of Colorado, LLC	Chipotle Mexican Grill #2987	219 North Main Street, Suite A-103		
120	Entertainmet	Farvahar, LLC	Common Café & Kitchen	9 South Main Street		
121	Entertainmet	DDH Hotel Natick/Worcester LLC	Crowne Plaza	1360 Worcester Street		
122	Entertainmet	Dave & Buster's of Massachusetts, Inc.	Dave & Buster's Eat Drink Play Watch	1235 Worcester Street, Unit 3201		
123	Entertainmet	Dimas Corporation	Dolphin Seafood	12 Washington Street		
124	Entertainmet	Fresh City of Natick	Fresh City	1400 Worcester Street		
125	Entertainmet	DDH Natick Speen LLC	Hampton Inn	319 Speen Street		
126	Entertainmet	Lookout Hard Cider, LLC	Lookout Farm	89 Pleasant Street		
127	Entertainmet	The Metropolitan Club	Metropolitan Bar & Grill	1245 Worcester Street, Suite 3009		
128	Entertainmet	Mole Sauce	Mexicali Grill	148 East Central Street, Units 1, 2, & 3		

December 2019 Renewals for 2020 Licenses

	A	B	C	D	E	F
129	Entertainmet	Nicholas's Restaurant Group, Inc.	Morse Tavern	85 East Central Street		
130	Entertainmet	Nordstrom, Inc.	Nordstrom Café Bistro	290 Speen Street		
131	Entertainmet	P.F. Chang's China Bistro, Inc.	P.F. Chang's China Bistro	1245 Worcester Street, Suite 3008		
132	Entertainmet	Colwen Management	Residence Inn by Marriott Natick	1 Superior Drive		
133	Entertainmet	The Center for the Arts in Natick	TCAN	14 Summer Street, P.O. Box 728		
134	Entertainmet	LCZ, Inc.	Trend Pure Asian Cuisine	1400 Worcester Street		
135	Entertainmet	EM-JO, Inc.	Ziti's of Natick	218 Speen Street		
136	Entertainmet	Eat Buttercup, LLC		13 West Central Street, Units 2 & 3		
137	Entertainmet	Jordan's Furniture IMAX Movie Theater		1 Underprice Way		
138	Entertainmet	Wegmans		1245 Worcester Street		
139	Class 1	Bernardi's, Inc.	Audi Natick	549 Worcester Street		
140	Class 1	Bernardi's, Inc.		1000 Worcester Street		
141	Class 1	Bernardi's, Inc.	Bernardi Honda	960 Worcester Street		
142	Class 1	Brigham Gill Motor Cars, Inc.		817 Worcester Street		
143	Class 1	Herb Chambers of Natick, Inc.	Chambers Motorcars of Natick	157 West Central Street		
144	Class 1	Herb Chambers of Natick, Inc.	Mercedes Benz of Natick	253 North Main Street		
145	Class 1	MetroWest Subaru, LLC	MetroWest Subaru	948 Worcester Street		
146	Class 1	Tesla Motors MA, Inc., Suite 3018		1245 Worcester Street, Suite #3018		
147	Class 1	Wellesley Car Company, Inc.	Bernardi Volvo Cars Natick	910 Worcester Street		
148	Class 2	Robert Paul	Auto Wholesalers of Natick	135R West Central Street		
149	Class 2	Bostonyan Auto Group, Inc.	Bostonyan Auto Group	119 Worcester Street		
150	Class 2	Central Auto Parts of Natick, Inc.		327 West Central Street		
151	Class 2	Coach & Carriage Auto Body, Inc.		55 Middlesex Ave		
152	Class 2	E and M Auto Consulting, Inc.		3 Penobscot Road		
153	Class 2	Elbery Auto Body, Inc.		124R East Central Street		
154	Class 2	European Performance Engineering, Inc.		165 West Central Street		
155	Class 2	Richard C. Graham	Graham's Garage	134 East Central Street		
156	Class 2	J&H Automotive, LLC		10 Cochituate Street		
157	Class 2	John J. Ingemi	J & J Auto Sales	26 Bacon Street		
158	Class 2	International Auto Works, Inc.		9 Middlesex Avenue		
159	Class 2	Luke's Service Station, Inc.	Natick Gas and Service	225 North Main Street		
160	Class 2	MPL Auto Sales		72 Oakland Street		
161	Class 2	Natick Auto Clinic, Inc.		193 Worcester Street		

December 2019 Renewals for 2020 Licenses

	A	B	C	D	E	F
162	Class 2	Richard C. Knights, Inc.	Riders Repair	6 Leach Lane		
163	Class 2	South Natick Foreign Motors, Inc.		9 Eliot Street		
164	Class 2	United Auto Associates, Inc.	United Auto Natick	133/135 West Central Street		
165	Class 2					
166	Class 3	Central Auto Parts of Natick, Inc.		327 West Central Street		
167	Class 3	International Auto Works, Inc.	Joey's Auto Body	9 Cochituate Street		
168	Lodging	Robert E. Krauss		25 Pond Street		
169	Psychic Reader	Annie Mitchell/Anna's Psychic Readings		546 Worcestet Street		
170	Automatic Amusement	Amvets Post 79		1 Superior Drive		
171	Automatic Amusement	CEC Entertainment, Inc.	Chuck E. Cheese	801 Worcester Street		
172	Automatic Amusement	Dave & Busters of Massachusetts, Inc.	Dave & Buster's Eat Drink Play Watch	1235 Worcester Street, Unit 3201		
173						

ITEM TITLE: Approve Meeting Minutes
ITEM SUMMARY: 10/17/19
11/18/19

ATTACHMENTS:

Description	Upload Date	Type
10/17/19	11/26/2019	Cover Memo
11/18/19	11/26/2019	Cover Memo

BOARD OF SELECTMEN – TOWN OF NATICK

MEETING MINUTES

EDWARD H. DLOTT MEETING ROOM – NATICK TOWN HALL

October 17, 2019

5:15 PM

Present: Chairman Michael J. Hickey, Jr. Susan Salamoff, Jonathan Freedman, Richard P. Jennett, Jr., and Karen Adelman-Foster

Also Present: Town Administrator, Melissa Malone and Senior Executive Assistant, Donna Donovan

Chairman Hickey called the meeting in order at 5:28 p.m.

The pledge of allegiance was recited and a moment of silence was observed.

CITIZENS CONCERNS

No one spoke during citizens' concerns.

DISCUSSION AND DECISION

2019 Fall Annual Town Meeting

1. **Article 1 – Fiscal 2020 Omnibus Budget** – Ms. Malone stated that motions were revised for Article 1 because adjustments needed to be made once the free cash was certified. Ms. Malone presented her revisions. Discussion followed regarding Motion C which proposes adding \$800,000 to shared expenses and \$175,000 to the Water and Sewer Enterprise fund to buy out the LIUNA Pension Fund. Board members expressed concern with this motion because of the alarm it was causing with the effected collective bargaining units. Ms. Adelman-Foster moved to refer Article 1, Motion C. Mr. Jennett seconded. After further discussion, Ms. Adelman-Foster withdrew and motion. No action was taken on Article 1.
2. **Article 9 – Rescind Authorized, Unused Debt** - Article 9 is proposed for general fund land acquisition approved under Article 29 of the 2016 Spring Annual Town Meeting, in the amount of \$3,200,000 for the purpose of the acquisition of 22 Pleasant Street. Ms. Malone stated that discussions need to take place on how to fund projects without borrowing. Ms. Adelman-Foster and Mr. Jennett did not speak in support of this article. Mr. Hickey spoke in support. Discussion was continued to a future meeting.
3. **Article 27-Real Estate Transfer Surcharge in Support of Affordable Housing:** Mr. Hickey opined that although he thought the article was a well-intentioned idea, he did not think it would pass legislation. Mr. Hickey moved referral of Article 27. On a motion by Mr. Jennett, seconded by Ms. Adelman-Foster, the Board voted 3-2-0 to recommend favorable action. Mr. Hickey and Mr. Freedman opposed.
4. **Article 29-Adjust Housing Density and Residential Parking Regulations in the Downtown Mixed-Use District:** On a motion by Ms. Salamoff, seconded by Ms. Adelman-Foster, the Board voted 5-0-0 to recommend favorable action.

5. **Article 39-Amend the Town of Natick General Bylaws and Zoning Bylaws to Change References to the Board of Selectmen to the Select Board, and to Change References to Chairman to Chair:** On a motion by Ms. Salamoff, seconded by Ms. Adelman-Foster, the Board voted 4-1-0 to recommend favorable action. Mr. Jennett opposed.
6. **Article 40-Amend the Town of Natick Home Rule Charter to Change References to the Board of Selectmen to the Select Board, and to Change References to Chairman to Chair:** On a motion by Ms. Salamoff, seconded by Ms. Adelman-Foster, the Board voted 4-1-0 to recommend favorable action. Mr. Jennett opposed.
7. **Article 41-Contact Information Requirement for Town Meeting Members and Elected Officials:** Ms. Salamoff informed the Board that she was a co-sponsor of this article. On a motion by Ms. Adelman-Foster, seconded by Mr. Jennett, the Board voted 5-0-0 to recommend favorable action.
8. **Article 42-Feasibility Study for Increasing Parking Spaces for Morse Institute Library:** The Board discussed the importance of evaluating parking for the entire downtown area, and not just for the library. It was noted that this proposal was not supported by the Safety Committee. It was suggested that additional handicap parking spaces could be created for library patrons only. On a motion by Ms. Adelman-Foster, seconded by Mr. Jennett, the Board voted 5-0-0 to recommend referral of the article back to the Board of Selectmen and Staff Parking Committee.

On a motion by Mr. Freedman, seconded by Mr. Jennett, the Board unanimously voted to adjourn at 6:55 p.m.

Jonathan H. Freedman, Clerk

A list of all documents used at this Board of Selectmen meeting are available at:

<https://naticktown.novusagenda.com/agendapublic/MeetingView.aspx?MeetingID=689&MinutesMeetingID=-1&doctype=Agenda>

BOARD OF SELECTMEN – TOWN OF NATICK

MEETING MINUTES

EDWARD H. DLOTT MEETING ROOM – NATICK TOWN HALL

November 18, 2019

6:00 PM

Present: Chairman Michael J. Hickey, Jr. Susan Salamoff (arrived late), Jonathan Freedman (arrived late), Richard P. Jennett, Jr., and Karen Adelman-Foster

Also Present: Town Administrator, Melissa Malone and Senior Executive Assistant, Donna Donovan

Chairman Hickey called the meeting to order at 6:04 p.m.

Chairman Hickey requested a motion to enter into Executive Session to discuss strategy with respect to collective bargaining

Mr. Jennett made a motion, seconded by Ms. Adelman-Foster, to enter into Executive Session. By a roll call vote, all Board Members voted in favor of the motion. The roll call vote was as follows:

Mr. Hickey	Yes
Ms. Adelman-Foster	Yes
Mr. Jennett	Yes

The Board entered into Executive Session at 6:05 p.m., with the Chair announcing that the meeting would return to open session at approximately 7:00 p.m.

Ms. Salamoff arrived at 6:05 p.m.

Jon Freedman arrived at 6:20 p.m.

Open session reconvened at 7:20 p.m. The pledge of allegiance was recited and a moment of silence was observed.

ANNOUNCEMENTS

A. Small Business Saturday and Free 2-Hour Parking

Small Business Saturday will take place on November 30, 2019 and free two-hour parking is in effect from 11/9/19 – 1/6/20.

B. Substance Use Vigil -12/8/2019

A substance use vigil will take place on December 8, 2019 at the First Congregation Church located at 2 East Central Street. The Vigil will be from 7:00 p.m. – 8:30 p.m.

C. Agreement between the Town of Natick and Estate of James M. Knott (re: Permissive Access to Hunnewell Fields)

Mr. Jennett announced the Board voted to extend the access agreement. The property owners must give a 30-day notice if they intend to deny access.

CITIZENS CONCERNS

No one spoke during citizens' concerns.

BOARD OF SELECTMEN UPDATES

A. Boden Lane Bridge

Ms. Malone stated that MA Department of Transportation is working swiftly to have the bridge removed by end of this year and a pedestrian bridge will be installed.

B. Navy Yard Park

Ms. Malone stated that the Navy Yard Park will be ready for a grand opening in 2 weeks and administration is working with the Recreation and Parks Department to organize a ribbon cutting ceremony.

C. East Park

Ms. Malone stated that the portion of East Park which was previously closed due to potential contamination has been re-opened. MA DEP will have more information in the coming weeks and a community outreach meeting will be held.

D. West Natick Fire Station

Ms. Malone stated that a significant amount of debris was found buried at the site and the Town has spent over \$1M in cleanup costs to date.

REQUESTED ACTION

A. Public Hearing: Naming the Dog Park at 111 West Central St. "Eddie's Park"

Mr. Freedman read the hearing notice into the record. On a motion by Mr. Freedman, seconded by Ms. Salamoff, the Board voted 5-0-0 to open the public hearing. Comments from the Historical Commission and Community and Economic Development Department were noted. Resident and Co-Founder of FIDO, Kelly McPherson spoke in support of the naming of Eddie's Park stating that the Kramer family has been instrumental in fundraising for the dog park. Ms. McPherson also stated that the name has been well received by everyone involved in the development of the dog park. On a motion by Mr. Freedman, seconded by Mr. Jennett, the Board voted 5-0-0 to close the public hearing. On a motion by Ms. Adelman-Foster, seconded by Ms. Salamoff, the Board voted 5-0-0 to name the dog park at 111 West Central Street Eddie's Park.

B. Safety Committee Recommendations – Chief Hicks addressed the Board with the following recommendations:

1. On a motion by Ms. Salamoff, seconded by Ms. Adelman-Foster, the Board voted 5-0-0 to hold a public hearing to change the address of 24 Hammond Road to 5 Hammond Road Extension.

2. On a motion by Ms. Salamoff, seconded by Mr. Jennett, the Board voted 5-0-0 to erect a MUTCD compliant DEAF PERSON sign on either end of Grant Street.
3. On a motion by Mr. Jennett, seconded by Mr. Freedman, the Board voted 5-0-0 to amend Traffic Rules and Orders Article IV, Section 480-24 from “between the hours of 1:00 AM and 6:00 AM on any day between October 1st and April 30th” to between the hours of 1:00 AM and 6:00 AM on any day between November 1st and March 30th.
4. Chief Hicks advised the Board that they will be making appropriate curbing changes at the Bacon Street and Marion Street crosswalk in order to make the intersection more conducive to 90 degrees turn in an effort to make the intersection safer for pedestrians.

C. Public Hearing: FY2020 Tax Classification

Mr. Freedman read the hearing notice into the record. On a motion by Mr. Freedman, seconded by Ms. Salamoff, the Board voted 5-0-0 to open the public hearing. Tax Assessor Eric Henderson presented to the Board.

Mr. Henderson recommended that the Board support a residential factor of 1.00 to maintain a single tax rate.

Ms. Salamoff commented on the number of services Natick can offer while still maintaining a lower tax rate than many other communities.

Mr. Freedman asked about the access tax levy capacity. Mr. Henderson stated that there is always an amount of excess levy due to rounding when converting the tax rate to a whole number.

Resident Paul Joseph spoke in support of a single tax rate to help the growth of economic development. Mr. Joseph further stated that Natick has a business friendly reputation.

Ms. Adelman-Foster spoke in support of a single tax rate

On a motion by Mr. Freedman, seconded by Ms. Salamoff, the Board voted 5-0-0 to close the public hearing.

On a motion by Mr. Freedman, seconded by Mr. Jennett, the Board voted 5-0-0 to adopt a residential factor of 1.0.

D. Procurement Officer - Bryan LeBlanc presented the following for approval:

1. **Custodial Cleaning Services Renewal** – On a motion by Ms. Salamoff, seconded by Mr. Jennett, the Board voted 5-0-0 to extend the Custodial Cleaning Services with S.J. Services, Inc. through January 31, 2021 at a rate of \$19.23 /hour.

2. **Asphalt Renewal** – On a motion by Mr. Jennett, seconded by Mr. Freedman, the Board voted 5-0-0 to extend the contract with Aggregate Industries for one additional year through November 26, 2020 at a rate of \$65/ton for summer mix and \$100/month for winter mix.
3. **Rehabilitation of Springvale Well No. 2** – On a motion by Mr. Jennett, seconded by Mr. Freedman, the Board voted 5-0-0 to award the Rehabilitation of Springvale Well No. 2 to Denis L. Maher Co. in the amount of \$22,299.00.
4. **Streetlight Maintenance** – On a motion by Mr. Jennett, seconded by Mr. Freedman, the Board voted 5-0-0 to award the Street Maintenance Contract to Coviello Electric & General Contracting, Inc. at \$112.00 per hour.
5. **Recreation and Parks Transportation Services** – On a motion by Mr. Jennett, seconded by Ms. Salamoff, the Board voted 5-0-0 to award Recreation and Parks Department Transportation Services Contract for Nashoba Valley Skiing and Early Release Trips to First Student Inc. in the amounts of \$4.59/mile in year 1, \$4.68/mile in year 2 and \$4.77/mile in year 3; and to award Recreation and Parks Department Transportation Services Contract for Camp Woodtrail and Camp Arrowhead trips to Durham School Services in the amounts of \$3.95/mile in year 1, \$4.07/mile in year 2 and \$4.19/mile in year 3, and to award the contract for additional buses as needed to First Student, Inc. in the amount of \$322.00/bus effective July 1, 2020 – June 30, 2023.
6. **W-155 - Broad Hill Water Tank Mixer and Appurtenances** – On a motion by Mr. Jennett, seconded by Mr. Freedman, the Board voted 5-0-0 to award the W155 Broad Hill Water Tank Mixer and Appurtenances to DN Tanks, Inc. in the amount of \$114,950.00.

DISCUSSION AND DECISION

A. 2020 Parking Fees

Ms. Malone recommended an increase of \$5 to the resident commuter parking permits to cover an increase in the maintenance expenses. Ms. Malone recommended no increase in the non-resident commuter parking permits because there are no permits available. On a motion by Ms. Salamoff, seconded by Ms. Adelman-Foster, the Board voted 5-0-0 to raise the resident commuter parking permit from \$825.00 to \$830.00 effective January 1, 2020. Mr. Hickey noted that the revenue from parking permits was down this year from the previous two years and asked Ms. Malone if this was due to the increase in cost. Ms. Malone did not think there was a correlation.

Ms. Malone recommended an increase of \$10 for business parking permits. Ms. Adelman-Foster referred to a letter from Natick Center Associates requesting no increase in the fee. Mr. Jennett spoke in opposition of the increase. Mr. Freedman spoke in support of the increase, commenting it was nominal. On a motion by Ms. Adelman-Foster, seconded by Mr. Freedman, the Board voted 4-1-0 to increase the business parking fees from \$375.00 to \$385.00 effective January 1, 2020. Mr. Jennett opposed.

B. Adult Use Marijuana Request for Information (RFI): Draft for Consideration

Attorney Laughman presented a red line version of the RFI reflecting the Board members input since the meeting of 10/28/2019.

Discussion took place regarding the composition of the review committee that will be evaluating the RFI applications. It was agreed the committee will consist of the Community and Economic Development Director, Police Chief, Public Health Director, Town Administrator (or designee) and a Board of Selectmen designee. On a motion by Ms. Salamoff, seconded by Mr. Jennett, the Board voted 5-0-0 to begin seeking applicants for Board of Selectmen designee.

Attorney Laughman recommended holding an initial screening process of applicants to narrow the list down to finalists. The finalists will conduct outreach meetings. The Board agreed that an initial screening would be the best approach.

Discussion took place regarding whether Economic Empowerment and Social Equity Applicants should have greater consideration. Ms. Malone recommended that the Review Committee incorporate best practices and exclude consideration for residency.

C. Rules & Regulations Adult Use Marijuana Establishment Licenses: Draft for Consideration

Attorney Laughman shared a revised draft Rules and Regulations and stated that the most recent draft reflected minor changes.

D. Capital Plan/Large Projects – Mr. Hickey stated that due to the late hour, this would be taken up at the meeting of 12/2/19.

CONSENT AGENDA

On a motion by Ms. Salamoff, seconded by Mr. Jennett, The Board voted 5-0-0 to approve the consent agenda as follows:

A. Town Common Use for the Chabad Center of Natick 12/15/19-1/3/20

B. Meeting Minutes of 10/28/19 and 1/4/19.

C. Grant of Water Main Easement Granted by Fairway Estates Condominium Trust

D. Reverend Victoria Alfred Guest Proclamation

SELECTMEN'S CONCERNS

Ms. Salamoff spoke of safety issues identified in correspondence received by Resident, Jeff Richards and ask that they be addressed.

Mr. Hickey commented that the one-way street changes for High and Forest Street will be rolled out the week of December 2nd.

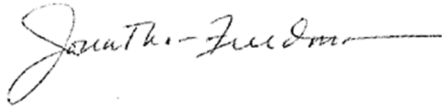
Mr. Hickey suggested an item “Fall Annual Town Meeting Follow-up” on the next agenda.

Ms. Salamoff asked if the Board will be attending the Annual MMA conference.

Mr. Freedman spoke of the opportunity to do Kennedy Middle School site visits on December 13th at 3:15 p.m. am and December 14th at 9:00 a.m. and advised Board members to let him know if they want to attend.

ADJOURNMENT

On a motion by Ms. Adelman-Foster, seconded by Ms. Salamoff, the meeting adjourned at 10:40 p.m.

A handwritten signature in cursive script, reading "Jonathan H. Freedman", followed by a horizontal line.

Jonathan H. Freedman, Clerk

A list of all documents used at this Board of Selectmen meeting are available at:

<https://naticktown.novusagenda.com/agendapublic/MeetingView.aspx?MeetingID=693&MinutesMeetingID=-1&doctype=Agenda>