



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

**William Chenard, Acting Town Administrator
Revised March, 2018**



Town of Natick

FY 2019 Preliminary Budget

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Town Administrators
Fiscal Year 2019
Budget Message

January 2, 2018

To the Honorable Board of Selectmen, School Committee, Finance Committee and residents of Natick, it is my pleasure to submit the Town Administrator's Preliminary Budget for Fiscal Year 2019. This budget represents the culmination of weeks of effort across all general government and school departments.

Preparation of the annual operating budget is a collaborative process between the Town Administrator's Office, and Town's department heads; through this process we challenge them to evaluate their departmental services for need and efficiency. Development of departmental budgets also requires that necessary and desired community services are adequately funded, while being mindful of the impact of the overall cost of such services with respect to the community's long-term financial stability, and with respect to the impact on Natick's taxpayers. A budget is the means to accomplish the requirements set forth by our citizens.

Developing an operating budget that is responsive to all community expectations is virtually impossible, given residents' widely varied priorities and perspectives as to desired services, and their willingness to fund such services. Many residents strongly desire expanded services, particularly within the School Department. Others oppose the inevitable property tax impacts associated with expanded services. Each year, the Town Administrator presents a Preliminary Budget intended to fund service levels responsive to evolving community needs and expectations while limiting budgetary increases to the extent practicable.

Over the coming weeks, there will be extensive public discussion and debate regarding the Town Administrator's Preliminary Budget. This Administration is committed to a budget process that is open and informative; it is our conviction that a well-informed and engaged citizenry enhances the level of debate and often leads to creative problem-solving. To this end, we have continuously improved the clarity and depth of information provided in the Town Administrator's Preliminary Budget. Together with the extensive material accompanying this Budget Message, we provide a comprehensive overview of the Town's financial position, as required by Article 5 of the Charter of the Town of Natick.

Within this Budget Message, highlights of the Town Administrator's FY 2019 Preliminary Budget will be discussed, along with the challenges and opportunities we face in coming fiscal years. The Budget Message also provides an opportunity to review innovations and cost-saving measures that have been incorporated into programs and operations. Development of such initiatives must be, and is, an ongoing effort. Such conservatism is essential in light of inevitable budget growth over time.

In particular we have faced significant growth in recent years; pension costs, health insurance and the School Department budget.

With respect to health insurance, we have introduced numerous initiatives in recent years to help contain costs, including;

- Requiring Medicare-eligible retirees to transfer from employee insurance programs to Medicare and a Town-sponsored supplement plan,
- Eliminating traditional HMO plans (FY 2016) and Rate Saver plans (FY 2019) in lieu of more cost effective plans,
- Negotiating health insurance with all union and retiree representatives as one group,
- Changing the employee contribution rates for all but the Fallon plans. The goal was to encourage staff to enroll in the less costly Fallon Plans.
- Beginning in FY 2019 the West Suburban Health Group will be offering Benchmark and HSA Qualified plans. This will minimize the increase for health insurance costs and the other post employment benefits actuarial.

We also continue to face substantial pension cost increases, as mandated by the State Public Employee Retirement Administration Commission (PERAC); in recent years such increases have been as high as 8%. Given the substantial cost of the Town's retirement program, such increases significantly impact the annual budget (increases of \$548,021 in FY 2017, \$568,789 in FY 2018, and \$630,150 in FY 2019). The Town will continue to face an annual increase of 7% each year through Fiscal Year 2024 and between 4.2 to 5.45% annually from Fiscal Year 2025 to Fiscal Year 2030. The annual assessment will rise to over \$18 million in FY 2030 when we estimate that our pension liability will be fully funded.

Beginning in 2031 the Town plans to use those funds to reduce our Other Post Employment Benefits (OPEB) actuarial liability. We anticipate that this method will allow us to fund the OPEB liability by FY 2040.

Recurring and substantial increases in health insurance, pension and other costs are common challenges for municipalities and other levels of government. However, in recent years, Natick has faced a significant additional challenge; school enrollment growth.

The enrollment growth in the Natick Public Schools reflects the district's reputation for providing high quality opportunities. The Town has supported the Natick Public Schools to ensure continued educational excellence and will continue to do so.

All department requests must be evaluated. Increased housing and commercial growth is also challenging general government departments with more streets to maintain and treat for snow and ice, more trash and recycling to pickup, more energy (electricity and natural gas) and custodial services for the building additions, more fire and emergency medical services, more water and sewer pumping, more police calls, and more administrative support for each of these services.

With respect to General Government proposals for program enhancements and responses to increased service demands, municipal departments submitted several program enhancements. While all such requests have merit, at this time we cannot fund them all. We are requesting the following;

- Morse Institute Library. Increase Sunday hours by one hour. The library would remain open until 5:00 PM. Total Cost - \$18,793.93
- Bacon Free Library. Add additional hours for Assistant Director/Children's Librarian. Total Cost - \$10,664
- Police Department. Warranty and support for the four traffic control trailers and six speed/volume measurements tools. The cost of the warranty as well as the monitoring software was covered under the original purchase. In FY19 this cost will shift to us. The request here will allow us to continue the operation of these items seamlessly and allow for the continued efficient operation of what has become mandatory equipment. Total Cost - \$10,000
- Fire Department. Dive Team equipment and supplies. Currently members of the team share equipment. The additional equipment will reduce the need to share equipment. Total Cost - \$2000
- Public Works - Project Engineer. This request will add one additional Project Engineer to the staffing of the Engineering Division. The responsibilities and work load of the Division have grown significantly and additional resources are needed to successfully fulfill the Division's mission. Two prominent areas of need are the increased responsibilities for management of the Town's new MS4 Stormwater Permit and the increasing scope of the Town's roadway and sidewalk improvement projects. Total Cost – Salary \$75,711.29 Expenses \$950
- Public Works – Lead Mechanic. This request would reclassify an existing Mechanic/Welder Position into a Lead Mechanic Position. The responsibilities and work load of the Division have grown significantly and additional resources are needed to successfully fulfill the Division's mission. The work of the Division has also become more complex and technical. This reclassification would create a Lead Mechanic to focus on the maintenance and repair of Fire Department Vehicles. This request would help create staff advancement opportunities to help encourage the retention of experienced staff. Total Cost - \$1,450
- Public Works - Administrative Assistant. - This request would provide an Administrative Assistant to support the responsibilities of the Highway and Sanitation Division. The responsibilities and work load of the Division continue to grow and

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

Total Cost – Salary \$46,386.73 Expenses \$200

- Community Services – Teen Center Coordinator. The initiative will ensure for the continued operation of Natick's new after school Teen Drop-In Center managed by the Recreation and Parks Division. Natick's new Teen Drop-In Center has to date been funded through a one year donation. In order to ensure these critical services are provided to Natick's at-risk youth consistently, general fund dollars are requested. Departmental staff will continue to seek private funds to enhance services offered.
Total Cost – Salary \$43,680 Expenses - \$8,600
- Board of Health – Animal Inspector. The current annual stipend for this appointed position is \$3,750. The position is responsible for documenting, delivering notices and enforcement of quarantine orders to pet owners for various bites, attacks and/or wounds their pets give or receive. The position also conducts annual inspections of all livestock permits issued by the Board of Health; the number of permits currently stands at 49. Both the quarantine notices and inspections must be reported to Massachusetts Department of Agricultural Resources, Division of Animal Health. The numbers of quarantine reports and notices have steadily increased, numbering in the dozens. This year there were over 100 reports to the Town of Natick. The appointed primary Animal Inspector recently resigned, partly due to the workload and lack of pay. This places the burden onto the Health Dept. We are increasing the stipend to attract a qualified individual to fill the primary position.
Total Cost - \$1,500
- Board of Health – Operating Expense for phone service. The cell phones for the public health nurse and the inspectional staff were purchased and the monthly bill was covered by a grant from the federal government through the Massachusetts Department of Public Health Emergency Preparedness Office. That grant money has been cut dramatically and the guidance of the recent grant has disallowed any of the funds to purchase or pay for phone cell phone coverage. The department does have a line item in the Operational Expense Budget of \$3,000 but that is not sufficient to cover the phones for an entire fiscal year. Those positions, as well as the Director's position, are on call in case of emergencies and used for out-of-office contact during work hours. The phones are essential for the continued coverage of the staff for all operations of the department.
Total Cost - \$760
- Board of Health – Stipend for Secretary to the Board of Health. The Board of Health Executive Assistant position is also the Secretary to the Board of Health. The stipend is paid to attend and record the Board of Health monthly meetings. The stipend has not been increased in at least ten years. Many other Secretaries to any Board or Commission are paid time-and-half for attending, recording, and drafting minutes of

the meetings. The stipend paid to Secretary of Board of Health does not cover the current hourly rate of the positions pay scale.

Total Cost - \$1,000

- Finance Department – Financial Benchmarking and Transparency Software. The Town would like to acquire financial benchmarking and transparency software-as-a-service to provide greater insight into the Town's finances for residents.
Total Cost - \$10,000
- Facilities Management Department – College Intern. The college intern will provide support to the facilities management department in the following areas: Inventory all HVAC building systems throughout the Town. Create a database of these systems by location, system type including model number and serial number and input it into the Facility Dude software system. This information will help the department create a comprehensive five year capital plan and the ability to level fund capital projects over 10+ years. The intern will be hired during the summer of 2018 and would be supervised by the Facilities Department.
Total Cost – Salary \$10,240 Expenses \$300
- Facilities Management Department – Custodian Floater. This full time position would allow the department to fill vacancies on a daily basis using a custodian floater. Currently the department has at least one vacancy every day and the practice has been to fill these positions with current employees using the overtime budget. This would free up overtime hours for special projects and cleaning such as floor waxing and carpet cleaning which cannot be accomplished during the normal work day.
Total Cost – Salary \$36,226.97 Expenses \$500
- Facilities Management Department – Project Manager. This position will oversee all of the contracted work done by the department and allow the Director and Maintenance Manager more time to address daily operational issues and regularly interact with building occupants. This would help the Department better meet the volume and time lines, and lead to better communication with the School Department and the Town. The Project Manager would be able to provide more detailed specifications and allow the Department to undertake more complicated projects.
Total Cost - \$70,000

Note that some of the other enhancement requests are still under consideration but warrant further evaluation.

Our deficit reduction plan is to work collaboratively with the Board of Selectmen, School Administration, School Committee, and Finance Committee to produce a balanced budget by reducing expenses, commensurate with available revenues, and to adjust expenses and revenues as more precise information becomes available; specifically with respect to the debt, health insurance and Keefe Tech budgets, and state aid.

The FY 2019 Preliminary Budget utilizes \$2,500,000 of Free Cash in support of operating expenses. Again, despite very compelling operational needs within both the School Department and General Government departments, the Administration strongly advises against increasing this Free Cash amount. Given that annual increases in operating expenses are virtually certain, greater use of non-recurring revenues only creates bigger revenue challenges for ensuing fiscal years.

The Administration has been evaluating how the remaining Free Cash can best be used to the community's benefit and, specifically, to the benefit of Natick's taxpayers. Already, the recent addition of unanticipated, urgent and high-cost projects to our long-range Capital Plan challenge our ability to pay for capital projects. The FY 2019 debt budget is 15% higher than the FY 2018 budget.

Addressing our capital needs and funding the associated debt presents considerable challenges for the coming years. We are currently calculating alternative scenarios associated with the projected annual debt costs for implementation of all upcoming capital projects, combined with the known costs associated with existing debt. In addition to the Kennedy Middle School, West Natick Fire Station and Natick Center Parking Garage projects, the Five Year Capital Plan proposes substantial investments in our roads, parks, playing fields, and schools in addition to planned future expenditures for capital equipment and improvement projects. Such investments will require substantial additional funding toward our debt budget.

We are committed to meeting our OPEB obligation. Our financial management principles now provide that after deducting ½ % of gross revenues from Free Cash as a set-aside, and deducting an amount equal to the local option taxes collected during the previous fiscal year, the Town should appropriate at least 10% of the remaining Free Cash to the OPEB Trust Fund. Once the pension liability is met (FY 2030) the Town intends to apply the annual appropriation previously used toward pension costs toward our OPEB obligation. To quantify this proposal in broad terms, based on the Retirement Board's most recent actuarial projections, over \$14 million would be freed-up in FY 2031, allowing us to address our OPEB liability in a meaningful way. An updated actuarial study of our OPEB obligation is planned for this year. This study will inform and refine our OPEB obligation and associated funding plan.

Our commitment to sound financial practices in our management of the Town's finances has helped ensure the continued delivery of valued and cost-effective programs and services and the advancement of initiatives that enhance the quality of life for Natick's residents. We consistently strive to balance the community's desire to improve and expand services with the associated impact on Natick's residents and taxpayers.

Standard & Poor's Ratings Services has assigned Natick the coveted AAA rating. Natick has maintained our AAA bond rating since 2008. This bond rating - the highest possible - ensures

that our interest rates will be the lowest available when borrowing for capital projects. The AAA bond rating is critical to keeping debt costs as low as possible. The Town must continue to manage our finances in a manner that protects this rating.

Finally, as we move forward through the budget process, I am encouraging all interested parties to support their requests while being respectful of the requests of others. I am encouraging Department Heads to again review their budgets for potential cuts that will have minimum service impacts. The Town Administration intends to work collaboratively with all interested parties including the Board of Selectmen, School Administration, School Committee, and Finance Committee to produce a balanced budget.

Sincerely,

William D. Chenard

William D. Chenard
Acting Town Administrator



Fiscal Year 2019

Budget Summary

**General Fund Revenue
and
Expenditure Summary**

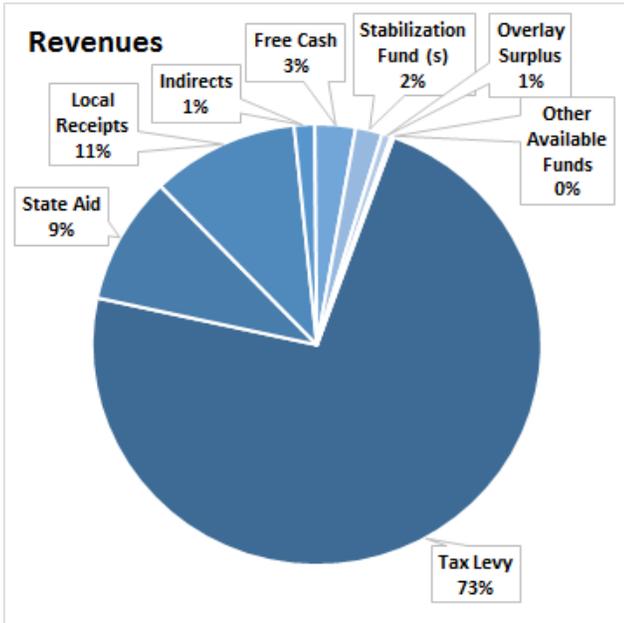
General Fund Revenue/Expenditure Summary

	2015	2016	2017	2018	2019	2018 vs. 2019	
General Fund Revenues	Actual	Actual	Actual	Recap	Preliminary	\$ (+/-)	% (+/-)
Tax Levy	\$ 96,530,612	\$ 99,817,043	\$ 103,922,288	\$ 107,388,479	\$ 111,835,135	4,446,656	4.14%
State Aid	\$ 12,852,023	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,366,528	470,531	3.39%
Local Receipts	\$ 16,546,852	\$ 16,761,623	\$ 17,707,469	\$ 15,139,556	\$ 16,279,234	1,139,678	7.53%
Other Local Receipts							
Indirects	\$ 2,207,400	\$ 2,241,487	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	183,100	8.81%
Free Cash	\$ 5,668,115	\$ 5,100,289	\$ 9,031,776	\$ 9,408,400	\$ 4,485,000	(4,923,400)	-52.33%
Stabilization Fund (s)	\$ 3,058,758	\$ 2,033,264	\$ 1,163,100	\$ 2,166,665	\$ 2,962,240	795,575	36.72%
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,000,000	500,000	100.00%
Other Available Funds	\$ 317,609	\$ 317,609	\$ 275,533	\$ 1,010,514	\$ 308,393	(702,121)	-69.48%
Total General Fund Revenues	137,681,369	139,787,980	148,409,001	151,588,533	153,498,551	1,910,018	1.26%
General Fund Expenses							
Education & Learning							
Natick Public Schools	\$ 51,481,402	\$ 53,804,093	\$ 57,478,571	\$ 61,250,150	\$ 64,952,439	3,702,289	6.04%
Keefe Tech	\$ 1,091,902	\$ 1,247,313	\$ 1,522,958	\$ 1,427,911	\$ 1,594,984	167,073	11.70%
Morse Institute Library	\$ 2,074,442	\$ 2,096,849	\$ 2,155,972	\$ 2,215,285	\$ 2,244,799	29,514	1.33%
Bacon Free Library	\$ 145,615	\$ 153,968	\$ 171,860	\$ 172,433	\$ 184,503	12,070	7.00%
Public Safety	\$ 14,159,001	\$ 14,348,599	\$ 15,333,208	\$ 16,057,427	\$ 15,909,166	(148,261)	-0.92%
Public Works	\$ 7,506,759	\$ 6,989,808	\$ 7,646,153	\$ 7,772,972	\$ 8,169,380	396,408	5.10%
Health & Human Services	\$ 2,027,627	\$ 2,124,241	\$ 2,200,230	\$ 2,332,328	\$ 2,543,701	211,373	9.06%
Administrative Support Services	\$ 4,846,378	\$ 5,099,444	\$ 5,551,636	\$ 6,656,622	\$ 7,387,544	730,922	10.98%
Committees	\$ 16,429	\$ 20,484	\$ 18,195	\$ 30,550	\$ 90,550	60,000	196.40%
Shared Expenses							
Fringe Benefits	\$ 15,209,526	\$ 16,963,941	\$ 15,649,833	\$ 15,885,022	\$ 15,826,586	(58,436)	-0.37%
Prop & Liab. Insurance	\$ 532,389	\$ 570,193	\$ 589,904	\$ 707,680	\$ 756,237	48,557	6.86%
Retirement	\$ 7,119,320	\$ 7,688,521	\$ 8,237,157	\$ 8,790,191	\$ 9,416,416	626,225	7.12%
Debt Services	\$ 10,884,737	\$ 10,717,600	\$ 10,495,357	\$ 11,644,955	\$ 12,385,021	740,066	6.36%
Reserve Fund	\$ -	\$ 250,000	\$ 300,000	\$ 250,000	\$ 250,000	-	0.00%
Facilities Management	\$ 2,957,512	\$ 3,004,219	\$ 3,051,820	\$ 3,238,374	\$ 3,308,705	70,331	2.17%
General Fund Oper. Expenses	\$ 120,053,039	\$ 125,079,273	\$ 130,402,854	\$ 138,431,900	\$ 145,020,031	\$ 6,588,131	4.76%
Capital Improvements	\$ 2,003,250	\$ 1,402,850	\$ 2,695,200	\$ 2,166,665	\$ 2,962,240	795,575	36.72%
School Bus Transportation	\$ 355,602	\$ 371,573	\$ 382,720	\$ 392,288	\$ 402,095	9,807	2.50%
State & County Assessments	\$ 1,450,370	\$ 1,352,418	\$ 1,449,503	\$ 1,348,800	\$ 1,382,500	33,700	2.50%
Cherry Sheet Offsets	\$ 300,641	\$ 291,510	\$ 352,530	\$ 434,080	\$ 378,998	(55,082)	-12.69%
Snow Removal Supplement	\$ 253,499	\$ 699,569	\$ 145,000	\$ 445,869	\$ 150,000	(295,869)	-66.36%
Overlay	\$ 1,160,387	\$ 997,192	\$ 1,283,443	\$ 1,256,448	\$ 1,000,000	(256,448)	-20.41%
Golf Course Deficit	\$ 309,087	\$ 280,000	\$ 279,832	\$ 248,400	\$ 270,000	21,600	8.70%
General Stabilization Fund	\$ 150,000	\$ -	\$ -	\$ -	\$ -	-	0.00%
Operational Stabilization Fund	\$ 625,000	\$ -	\$ -	\$ -	\$ 500,000	500,000	100.00%
Capital Stabilization Fund	\$ 2,005,092	\$ 1,343,888	\$ 3,925,532	\$ 4,500,000	\$ 500,000	(4,000,000)	-88.89%
One-to-One Technology Stab Fund	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	100,000	0.00%
FAR Bonus Stabilization Fund	\$ -	\$ 433,635	\$ -	\$ 3,900	\$ -	(3,900)	0.00%
OPEB Trust Fund	\$ 250,000	\$ -	\$ 1,300,000	\$ 1,000,000	\$ 500,000	(500,000)	-50.00%
Misc. Articles	\$ 333,000	\$ 433,635	\$ 216,626	\$ 1,298,695	\$ 285,000	(1,013,695)	-78.05%
	\$ 9,295,928	\$ 7,606,270	\$ 12,030,386	\$ 13,095,145	\$ 8,430,833	(4,664,312)	-35.62%
Total General Fund Expenses	\$ 129,348,967	\$ 132,685,543	\$ 142,433,240	\$ 151,527,046	\$ 153,450,864	1,923,818	1.27%
Net Excess / (Deficit)	8,332,402	7,102,437	5,975,760	61,487	47,687		

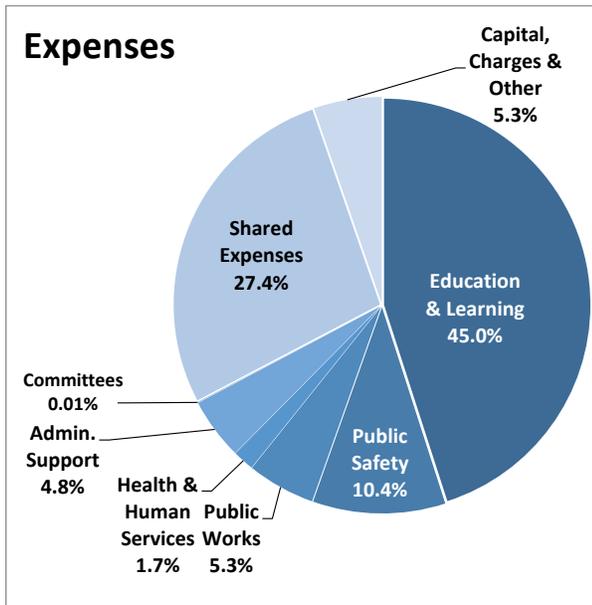
General Fund Revenue/Expenditure Summary

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

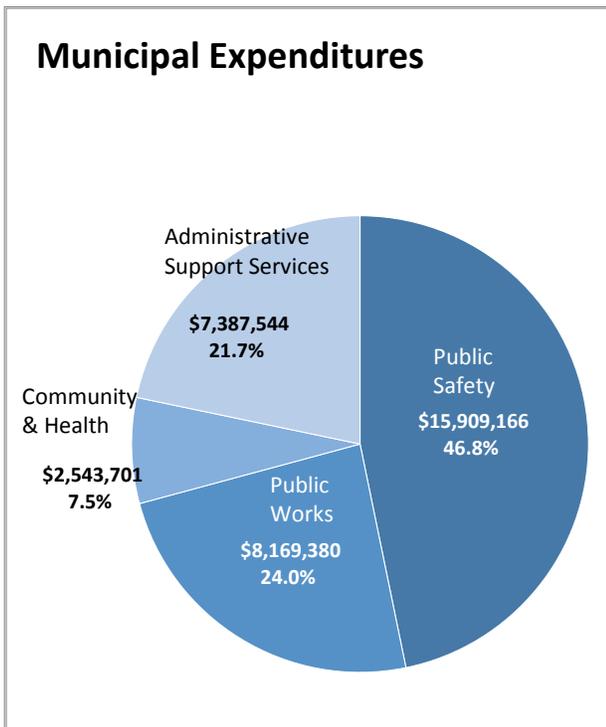
General Fund Revenues - FY 2019



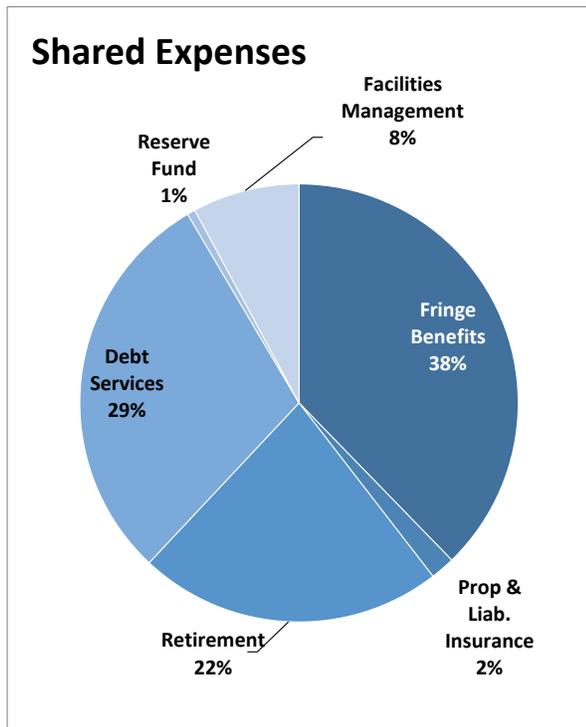
General Fund Expenditures - FY 2019



Municipal Expenditures - FY 2019



Shared Expenditures - FY 2019





Fiscal Year 2019

Expenditure Summary

General Fund Expenditure Summary

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

	2015 Actual	2016 Actual	2017 Actual	2018 Appropriated	2019 Preliminary	2019 New Initiatives	2019 Request	2018 vs. 2019 \$ (+/-) % (+/-)	
Education & Learning									
Natick Public Schools									
Total Natick Public Schools	\$ 51,481,402	\$ 53,804,093	\$ 57,478,571	\$ 61,250,150	\$ 64,952,439		\$ 64,952,439	\$ 3,702,289	6.04%
Keefe Tech									
Expenses (Assessment)	\$ 1,091,902	\$ 1,247,313	\$ 1,522,958	\$ 1,427,911	\$ 1,594,984		\$ 1,594,984	\$ 167,073	11.70%
Total Keefe Tech	\$ 1,091,902	\$ 1,247,313	\$ 1,522,958	\$ 1,427,911	\$ 1,594,984		\$ 1,594,984	\$ 167,073	11.70%
Morse Institute Library									
Salaries & Expenses	\$ 2,074,442	\$ 2,096,849	\$ 2,155,972	\$ 2,215,285	\$ 2,226,059	\$ 18,740	\$ 2,244,799	\$ 29,514	1.33%
Total Morse Institute Library	\$ 2,074,442	\$ 2,096,849	\$ 2,155,972	\$ 2,215,285	\$ 2,226,059	\$ 18,740	\$ 2,244,799	\$ 29,514	1.33%
Bacon Free Library									
Salaries & Expenses	145,615	\$ 158,953	\$ 171,860	\$ 172,433	\$ 173,839	\$ 10,664	\$ 184,503	\$ 12,070	7.00%
Total Bacon Free Library	\$ 145,615	\$ 153,968	\$ 171,860	\$ 172,433	\$ 173,839	\$ 10,664	\$ 184,503	\$ 12,070	7.00%
Total Education & Learning	\$ 54,793,361	\$ 57,302,223	\$ 61,329,361	\$ 65,065,779	\$ 68,947,321	\$ 29,404	\$ 68,976,725	\$ 3,910,946	6.01%
Public Safety									
Emergency Management									
Salaries	\$ -	\$ 1,995	\$ 4,281	\$ -	\$ 5,000		\$ 5,000	\$ 5,000	
Expenses	\$ 23,259	\$ 16,478	\$ 24,391	\$ 35,600	\$ 34,100		\$ 34,100	\$ (1,500)	-4.21%
Total Emergency Management	\$ 23,259	\$ 18,473	\$ 28,672	\$ 35,600	\$ 39,100		\$ 39,100	\$ 3,500	9.83%
Parking Enforcement									
Salaries	\$ 37,759	\$ 46,563	\$ 27,484	\$ 54,560	\$ 50,638		\$ 50,638	\$ (3,922)	-7.19%
Expenses	\$ 66,050	\$ 67,416	\$ 106,830	\$ 85,808	\$ 86,934		\$ 86,934	\$ 1,126	1.31%
Total Parking Enforcement	\$ 103,809	\$ 113,979	\$ 134,314	\$ 140,368	\$ 137,572		\$ 137,572	\$ (2,796)	-1.99%
Police									
Salaries	\$ 5,969,498	\$ 6,055,165	\$ 6,426,929	\$ 7,077,846	\$ 6,741,458		\$ 6,741,458	\$ (336,388)	-4.75%
Expenses	\$ 205,094	\$ 209,755	\$ 230,311	\$ 238,513	\$ 257,263	\$ 10,000	\$ 267,263	\$ 28,750	12.05%
Other Chgs. & Expenses	\$ 5,662	\$ 9,881	\$ 3,661	\$ 7,500	\$ 7,500		\$ 7,500	\$ -	0.00%
Total Police	\$ 6,180,254	\$ 6,274,801	\$ 6,660,901	\$ 7,323,859	\$ 7,006,221	\$ 10,000	\$ 7,016,221	\$ (307,638)	-4.20%
Fire									
Salaries	\$ 7,635,349	\$ 7,731,515	\$ 8,297,631	\$ 8,319,150	\$ 8,467,273		\$ 8,467,273	\$ 148,123	1.78%
Expenses	\$ 216,330	\$ 209,831	\$ 211,690	\$ 238,450	\$ 247,000	\$ 2,000	\$ 249,000	\$ 10,550	4.42%
Total Fire	\$ 7,851,679	\$ 7,941,346	\$ 8,509,321	\$ 8,557,600	\$ 8,714,273	\$ 2,000	\$ 8,716,273	\$ 158,673	1.85%
Total Public Safety	14,159,001	14,348,599	15,333,208	16,057,427	15,897,166	12,000	\$ 15,909,166	-148,261	-0.92%

Public Works										
Salaries	\$ 3,209,952	\$ 3,295,298	\$ 3,466,312	\$ 3,686,360	\$ 3,756,064	\$ 77,161	\$ 3,833,225	\$ 146,865	3.98%	
Expenses	\$ 1,725,383	\$ 1,852,199	\$ 1,899,104	\$ 2,057,500	\$ 2,267,555	\$ 1,150	\$ 2,268,705	\$ 211,205	10.27%	
Municipal Energy	\$ 1,307,105	\$ 1,156,905	\$ 1,275,894	\$ 1,479,112	\$ 1,517,450		\$ 1,517,450	\$ 38,338	2.59%	
Snow & Ice	\$ 1,264,319	\$ 685,406	\$ 1,004,843	\$ 550,000	\$ 550,000		\$ 550,000	\$ -	0.00%	
Total Public Works	\$ 7,506,759	\$ 6,989,808	\$ 7,646,153	\$ 7,772,972	\$ 8,091,069	\$ 78,311	\$ 8,169,380	\$ 396,408	5.10%	
Community & Health Services										
Community Services										
Salaries	\$ 1,186,369	\$ 1,267,098	\$ 1,287,306	\$ 1,305,013	\$ 1,335,134	\$ 43,680	\$ 1,378,814	\$ 73,801	5.66%	
Expenses	\$ 395,923	\$ 377,958	\$ 399,092	\$ 493,482	\$ 514,064	\$ -	\$ 514,064	\$ 20,582	4.17%	
Total Community Services	\$ 1,582,292	\$ 1,645,056	\$ 1,686,398	\$ 1,798,495	\$ 1,849,198	\$ 43,680	\$ 1,892,878	\$ 94,383	5.25%	
Board of Health										
Salaries	\$ 406,542	\$ 435,309	\$ 476,207	\$ 481,783	\$ 561,323	\$ 2,500	\$ 563,823	\$ 82,040	17.03%	
Expenses	\$ 28,172	\$ 28,228	\$ 25,645	\$ 37,050	\$ 37,090	\$ 760	\$ 37,850	\$ 800	2.16%	
Other Changes & Expenditures	\$ 10,621	\$ 15,648	\$ 11,980	\$ 15,000	\$ 29,150	\$ 20,000	\$ 49,150	\$ 34,150	227.67%	
Total Board of Health	\$ 445,335	\$ 479,185	\$ 513,832	\$ 533,833	\$ 627,563	\$ 23,260	\$ 650,823	\$ 116,990	21.92%	
Total Community & Health Services	\$ 2,027,627	\$ 2,124,241	\$ 2,200,230	\$ 2,332,328	\$ 2,476,761	\$ 66,940	\$ 2,543,701	\$ 211,373	9.06%	
Administrative Support Services										
Board of Selectmen										
Salaries	\$ 821,914	\$ 952,419	\$ 992,258	\$ 1,053,599	\$ 1,006,197		\$ 1,006,197	\$ (47,402)	-4.50%	
Expenses	\$ 246,786	\$ 255,876	\$ 275,450	\$ 320,600	\$ 279,550		\$ 279,550	\$ (41,050)	-12.80%	
Other Charges & Expenditures	\$ 20,042	\$ 101,107	\$ 93,000	\$ 98,000	\$ 93,000		\$ 93,000	\$ (5,000)	-5.10%	
Contract Settlements	\$ -	\$ -	\$ -	\$ 681,983	\$ 1,383,000		\$ 1,383,000	\$ 701,017	102.79%	
Recruitment	\$ 23,595	\$ -	\$ -	\$ 50,000	\$ 15,000		\$ 15,000	\$ (35,000)	-70.00%	
Total Board of Selectmen	\$ 1,112,337	\$ 1,309,402	\$ 1,360,708	\$ 2,204,182	\$ 2,776,747		\$ 2,776,747	\$ 572,565	25.98%	
Personnel Board										
Other Charges & Expenditures	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000		\$ 1,000	\$ -	0.00%	
Total Personnel Board	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000		\$ 1,000	\$ -	0.00%	
Town Report										
Professional Services	\$ 3,682	\$ 3,428	\$ 4,473	\$ 4,100	\$ 4,100		\$ 4,100	\$ -	0.00%	
Total Town Report	\$ 3,682	\$ 3,428	\$ 4,473	\$ 4,100	\$ 4,100		\$ 4,100	\$ -	0.00%	
Legal										
Expenses	\$ 273,678	\$ 218,751	\$ 302,985	\$ 334,600	\$ 334,600		\$ 334,600	\$ -	0.00%	
Other Charges & Expenditures	\$ 7,513	\$ 3,469	\$ -	\$ 7,500	\$ 7,500		\$ 7,500	\$ -	0.00%	
Total Legal Services	\$ 281,191	\$ 222,220	\$ 302,985	\$ 342,100	\$ 342,100		\$ 342,100	\$ -	0.00%	
Finance										
Salaries	\$ 1,104,222	\$ 994,223	\$ 1,066,231	\$ 1,129,308	\$ 1,126,811		\$ 1,126,811	\$ (2,497)	-0.22%	
Expenses	\$ 257,996	\$ 293,864	\$ 257,206	\$ 343,600	\$ 348,480	\$ 10,000	\$ 358,480	\$ 14,880	4.33%	
Other Charges & Expenditures	\$ 61,359	\$ 6,633	\$ 1,934	\$ 75,000	\$ 75,000		\$ 75,000	\$ -	0.00%	
Total Finance	\$ 1,423,577	\$ 1,294,720	\$ 1,325,371	\$ 1,547,908	\$ 1,550,291	\$ 10,000	\$ 1,560,291	\$ 12,383	0.80%	

Information Technology										
Salaries	\$ 322,130	\$ 334,447	\$ 342,327	\$ 341,014	\$ 347,899		\$ 347,899	\$ 6,885	2.02%	
Expenses	\$ 419,671	\$ 475,265	\$ 560,732	\$ 571,550	\$ 619,000		\$ 619,000	\$ 47,450	8.30%	
Other Chgs. & Expenditures	\$ 235,237	\$ 310,069	\$ 421,740	\$ 332,000	\$ 354,000		\$ 354,000	\$ 22,000	6.63%	
Total Information Technology	\$ 977,038	\$ 1,119,781	\$ 1,324,799	\$ 1,244,564	\$ 1,320,899		\$ 1,320,899	\$ 76,335	6.13%	
Town Clerk										
Salaries	\$ 232,989	\$ 239,015	\$ 253,490	\$ 254,677	\$ 262,222		\$ 262,222	\$ 7,545	2.96%	
Expenses	\$ 12,628	\$ 15,355	\$ 34,997	\$ 50,400	\$ 49,350		\$ 49,350	\$ (1,050)	-2.08%	
Total Town Clerk	\$ 245,617	\$ 254,370	\$ 288,487	\$ 305,077	\$ 311,572		\$ 311,572	\$ 6,495	2.13%	
Elections										
Salaries (Registrars)	\$ 33,378	\$ 34,542	\$ 52,627	\$ 22,906	\$ 62,840		\$ 62,840	\$ 39,934	174.34%	
Expenses (Registrars)	\$ 36,422	\$ 34,287	\$ 39,711	\$ 45,800	\$ 52,350		\$ 52,350	\$ 6,550	14.30%	
Total Elections	\$ 69,800	\$ 68,829	\$ 92,338	\$ 68,706	\$ 115,190		\$ 115,190	\$ 46,484	67.66%	
Sealer of Weights & Measures										
Salaries	\$ 14,658	\$ 14,658	\$ 14,952	\$ 23,400	\$ 30,400		\$ 30,400	\$ 7,000	29.91%	
Expenses	\$ 783	\$ 860	\$ 838	\$ 890	\$ 890		\$ 890	\$ -	0.00%	
Total Sealer Weights/Meas.	\$ 15,441	\$ 15,518	\$ 15,790	\$ 24,290	\$ 31,290		\$ 31,290	\$ 7,000	28.82%	
Community & Economic Development										
Salaries	\$ 695,942	\$ 780,575	\$ 806,931	\$ 852,345	\$ 860,005		\$ 860,005	\$ 7,660	0.90%	
Expenses	\$ 21,753	\$ 30,601	\$ 29,754	\$ 62,350	\$ 64,350		\$ 64,350	\$ 2,000	3.21%	
Total Community & Economic Development	\$ 717,695	\$ 811,176	\$ 836,685	\$ 914,695	\$ 924,355		\$ 924,355	\$ 9,660	1.06%	
Total Admin. Support Services	\$ 4,846,378	\$ 5,099,444	\$ 5,551,636	\$ 6,656,622	\$ 7,377,544	\$ 10,000	\$ 7,387,544	\$ 730,922	10.98%	

Commissions & Committees

Finance Committee									
Expenses	\$ 15,894	\$ 19,090	\$ 17,178	\$ 27,800	\$ 37,800		\$ 37,800	\$ 10,000	35.97%
Total Finance Committee	\$ 15,894	\$ 19,090	\$ 17,450	\$ 27,800	\$ 37,800		\$ 37,800	\$ 10,000	35.97%
Commission on Disability									
Expenses	\$ -	\$ 506	\$ 130	\$ 750	\$ 750		\$ 750	\$ -	0.00%
Total Commission on Disability	\$ -	\$ 506	\$ 130	\$ 750	\$ 750		\$ 750	\$ -	0.00%
Natick Cultural Council									
Expenses	\$ 226	\$ 541	\$ 194	\$ 700	\$ 700		\$ 700	\$ -	0.00%
Total Natick Cultural Council	\$ 226	\$ 541	\$ 194	\$ 700	\$ 700		\$ 700	\$ -	0.00%
Historical Commission									
Expenses	\$ -	\$ -	\$ -	\$ 750	\$ 750		\$ 750	\$ -	0.00%
Total Historical Commission	\$ -	\$ -	\$ -	\$ 750	\$ 750		\$ 750	\$ -	0.00%
Historic District Commission									
Expenses	\$ 309	\$ 347	\$ 421	\$ 550	\$ 550		\$ 550	\$ -	0.00%
Total Historic District Comm.	\$ 309	\$ 347	\$ 421	\$ 550	\$ 550		\$ 550	\$ -	0.00%
Affordable Housing Trust									
Expenses					\$ 50,000		\$ 50,000	\$ 50,000	
Total Affordable Housing Trust	\$ 309	\$ -	\$ -	\$ -	\$ 50,000		\$ 50,000	\$ 50,000	
Total Commissions & Committees	\$ 16,429	\$ 20,484	\$ 18,195	\$ 30,550	\$ 90,550	\$ -	\$ 90,550	\$ 60,000	196.40%

Shared Expenses (Unclassified)									
Employee Fringe									
Other Personnel Services	\$ 15,187,276	\$ 13,130,813	\$ 11,974,173	\$ 12,364,595	\$ 12,406,787		\$ 12,406,787	\$ 42,192	0.34%
Retiree Fringe		\$ 3,803,628	\$ 3,649,660	\$ 3,376,492	\$ 3,269,799		\$ 3,269,799	\$ (106,693)	-3.16%
Merit & Performance	\$ 22,250	\$ 29,500	\$ 26,000	\$ 143,935	\$ 150,000		\$ 150,000	\$ 6,065	4.21%
Total Employee Fringe	\$ 15,209,526	\$ 16,963,941	\$ 15,649,833	\$ 15,885,022	\$ 15,826,586		\$ 15,826,586	\$ (58,436)	-0.37%
Property & Liability Insurance									
Purchased Services	\$ 532,389	\$ 570,193	\$ 589,904	\$ 707,680	\$ 756,237		\$ 756,237	\$ 48,557	6.86%
Total Prop. & Liab. Insurance	\$ 532,389	\$ 570,193	\$ 589,904	\$ 707,680	\$ 756,237		\$ 756,237	\$ 48,557	6.86%
Contributory Retirement									
Pension Assessment	\$ 7,079,771	\$ 7,646,153	\$ 8,194,354	\$ 8,767,958	\$ 9,393,294		\$ 9,393,294	\$ 625,336	7.13%
Total Contributory Retirement	\$ 7,079,771	\$ 7,646,153	\$ 8,194,354	\$ 8,767,958	\$ 9,393,294		\$ 9,393,294	\$ 625,336	7.13%
Non-Contributory Retirement									
Pensions	\$ 39,549	\$ 38,249	\$ 42,803	\$ 22,233	\$ 23,122		\$ 23,122	\$ 889	4.00%
Total Non-Contributory Retire.	\$ 39,549	\$ 42,368	\$ 42,803	\$ 22,233	\$ 23,122		\$ 23,122	\$ 889	4.00%
Debt Service									
Leased Equipment	\$ 111,096	\$ 150,371	\$ 148,703	\$ 149,203	\$ 147,203		\$ 147,203	\$ (2,000)	-1.34%
Leased Land			\$ 3,900	\$ 3,900	\$ 6,400		\$ 6,400	\$ 2,500	64.10%
Principal	\$ 8,195,297	\$ 7,860,855	\$ 7,893,357	\$ 8,446,861	\$ 8,552,071		\$ 8,552,071	\$ 105,210	1.25%
Interest	\$ 2,578,344	\$ 2,706,374	\$ 2,449,397	\$ 3,044,991	\$ 3,679,347		\$ 3,679,347	\$ 634,356	20.83%
Total Debt Service	\$ 10,884,737	\$ 10,717,600	\$ 10,495,357	\$ 11,644,955	\$ 12,385,021		\$ 12,385,021	\$ 740,066	6.36%
Reserve Fund									
Other Charges	\$ -	\$ 250,000	\$ 300,000	\$ 250,000	\$ 250,000		\$ 250,000	\$ -	0.00%
Total Reserve Fund	\$ -	\$ 250,000	\$ 300,000	\$ 250,000	\$ 250,000		\$ 250,000	\$ -	0.00%
Shared Expenses (Unclassified) (con't)									
Facilities Management									
Salaries	\$ 2,426,077	\$ 2,394,933	\$ 2,482,931	\$ 2,650,054	\$ 2,616,205	\$ 69,200	\$ 2,685,405	\$ (33,849)	-1.28%
Expenses	\$ 531,435	\$ 481,614	\$ 568,889	\$ 588,320	\$ 622,500	\$ 800	\$ 623,300	\$ 34,180	5.81%
Total Facilities Management	\$ 2,957,512	\$ 3,004,219	\$ 3,051,820	\$ 3,238,374	\$ 3,238,705	\$ 70,000	\$ 3,308,705	\$ 331	0.01%
Total Shared Expenses	\$ 36,703,484	\$ 39,592,123	\$ 38,324,071	\$ 40,516,222	\$ 41,872,965	\$ 70,000	\$ 41,942,965	\$ 1,356,743	3.35%
Total General Fund Operations	\$ 120,053,039	\$ 127,216,427	\$ 130,402,854	\$ 138,431,900	\$ 144,753,376	\$ 266,655	\$ 145,020,031	\$ 6,321,476	4.57%

Reconciliation									
Total General Fund Operations	\$ 120,053,039	\$ 127,216,427	\$ 130,402,854	\$ 138,431,900	\$ 144,753,376	\$ 266,655	\$ 145,020,031	\$ 6,321,476	4.57%
Other General Fund Appropriations									
Capital Equipment and Improvements	\$ 2,003,250	\$ 1,402,850	\$ 2,695,200	\$ 2,166,665	\$ 2,962,240		\$ 2,962,240	\$ 795,575	36.72%
School Bus Subsidy	\$ 355,602	\$ 371,573	\$ 382,720	\$ 392,288	\$ 402,095		\$ 402,095	\$ 9,807	2.50%
Misc. Articles	\$ 333,000	\$ 433,635	\$ 216,626	\$ 1,298,695	\$ 285,000		\$ 285,000	\$ (1,013,695)	-78.05%
Golf Course Deficit	\$ 309,087	\$ 280,000	\$ 279,832	\$ 248,400	\$ 270,000		\$ 270,000	\$ 21,600	8.70%
General Stabilization Fund	\$ 150,000	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Capital Stabilization Fund	\$ 2,005,092	\$ 1,343,888	\$ 3,925,532	\$ 4,500,000	\$ 500,000		\$ 500,000	\$ (4,000,000)	-88.89%
Operational Stabilization Fund	\$ 625,000			\$ -	\$ 500,000		\$ 500,000	\$ 500,000	100.00%
One-to-One Tech Stabilization Fund	\$ 100,000			\$ -	\$ 100,000		\$ 100,000	\$ 100,000	
FAR Bonus Stabilization Fund		\$ 433,635		\$ 3,900			\$ -	\$ (3,900)	
OPEB Trust Fund	\$ 250,000		\$ 1,300,000	\$ 1,000,000	\$ 500,000		\$ 500,000	\$ (500,000)	-50.00%
Total Other G/F Appropriations	\$ 6,131,031	\$ 3,831,946	\$ 2,335,546	\$ 9,609,948	\$ 5,519,335	\$ -	\$ 5,519,335	\$ (4,090,613)	-42.57%
Other General Fund Expenses (Not appropriated by Town Meeting)									
State & County Assessments	\$ 1,450,370	\$ 1,352,418	\$ 1,449,503	\$ 1,348,800	\$ 1,382,500		\$ 1,382,500	\$ 33,700	2.50%
Cherry Sheet Offsets	\$ 300,641	\$ 291,510	\$ 352,530	\$ 434,080	\$ 378,998		\$ 378,998	\$ (55,082)	-12.69%
Snow Removal Supplement	\$ 253,499	\$ 699,569	\$ 145,000	\$ 445,869	\$ 150,000		\$ 150,000	\$ (295,869)	-66.36%
Overlay	\$ 1,160,387	\$ 997,192	\$ 1,283,443	\$ 1,256,448	\$ 1,000,000		\$ 1,000,000	\$ (256,448)	-20.41%
Total Other G/F Expenses	\$ 3,164,897	\$ 3,340,689	\$ 3,230,476	\$ 3,485,197	\$ 2,911,498	\$ -	\$ 2,911,498	\$ (573,699)	-16.46%
Total General Fund	\$ 129,348,967	\$ 134,389,062	\$ 136,272,019	\$ 151,527,045	\$ 153,184,209	\$ 266,655	\$ 153,450,864	\$ 1,657,164	1.09%



Fiscal Year 2019
Three Year Budget

Revenue and Expenditures

Three-Year Projection

METHODOLOGY

The table on the next pages shows projections of total expenditure requirements and revenues for the next three years, FY 2019 - FY 2021. Projections are calculated in the aggregate, using conservative assumptions, with the intention of giving an overall perspective on the Town's budget outlook. The projections are presented in sequence with the current year for comparison.

Revenues

Revenues are comprised of four primary components: the Tax Levy, State Aid, Local Receipts and Other Available Funds. The Tax Levy will remain constantly growing at the Proposition 2.5% level annually and minimal new growth due to construction. State Aid increased by 2.58% in FY18. Chapter 70 and Unrestricted General Government Aid revenue increased slightly. Local receipts increased moderately in FY 2018 and are expected to be stable over the period of FY 2019-FY 2021. Indirects are proposed to remain the same or increase slightly for the three year period. \$3.0M in Free Cash and Overlay Surplus are proposed to be applied to operations annually and small amounts of other revenue expect to support small parts of operations. Finally, the Capital Stabilization Fund, using revenues generated from local option taxes, will support new cash capital projects.

Expenses

In the operating budget, wage projections are estimated at 2.0% increases. On the whole, we have calculated a 5% annual increase (after FY 2019) increase in total expenses for the Natick Public Schools, a 3.5% annual increase for the Keefe Tech Assessment, and between a 1.5% and 2.0% increase for all municipal departments, consistent with past forecast practices of the Town. These increases are not be sustainable into future years; it is incumbent on the Town and School administrations and elected officials to budget responsibly and identify areas for cost reduction and revenue enhancement to ensure Natick's sound financial future. Any budget increases beyond the proposition 2.5% levy limits (2.5 - 3.0 %) are not sustainable. The largest budgets (School, Retirement, Healthcare) have averaged annual increases above these levels.

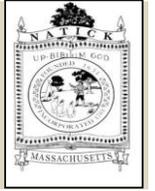
The greatest changes going forward rest within the categories of Shared Expenses. The Administration and the Public Employees Committee are currently negotiating a new agreement. This will have a direct impact and will reduce the Town's cost toward employee health care. The West Suburban Health Group (the Town's Health Insurance Consortium) The changes are expected to reduce the increase for FY 2019. This will also have a positive effect on reducing the Town's Other Post Employment Benefits liability going forward.

Summary

This budget presents challenges for FY 2019 and in the years to follow. The Town Administration intends to work collaboratively with the Board of Selectmen, School Administration, School Committee, and Finance Committee to produce a balanced budget.

Three-Year Projection

	2017 Actual	2018 Appropriated	2019 Projection	2020 Projection	2021 Projection	Comments
General Fund Revenues						
1 Tax Levy	103,992,288	107,388,479	111,835,135	120,931,670	124,189,619	2.5% allowable; \$750K for growth. Middle School Debt Exclusion
2 State Aid	13,548,712	13,895,997	14,366,528	14,582,026	14,800,756	Assumes slight increase from FY 2018 State Aid each year forward
3 Estimated Receipts	17,707,469	15,139,556	16,279,234	16,604,819	16,936,915	Assumes 2% growth annually
4 Other Local Receipts						
5 Indirects	2,260,123	2,078,921	2,262,021	2,375,122	2,493,878	Dependent Upon General Fund Operating Budget
6 Free Cash	9,031,776	9,408,400	4,200,000	4,500,000	4,500,000	
7 Capital Stabilization Fund	1,159,200	2,166,665	2,962,240	2,250,000	2,500,000	CSF funds spent on cash capital
Other Stabilization Fund	3,900	-	-			
8 Overlay Surplus	500,000	500,000	1,000,000	750,000	500,000	Can change based upon final settlement of outstanding ATB cases
9 Other Available Funds	275,533	1,010,514	308,393	300,500	292,650	Parking Meter Receipts, Other State Remb., Bond Premiums- Wilson & HS/CSC
Total General Fund Revenues	148,409,001	151,588,533	153,213,551	162,294,137	166,213,819	
General Fund Expenses						
Education & Learning						
11 Natick Public Schools	57,478,571	61,250,150	64,952,439	68,200,061	71,610,064	
Shared Expenses for above	-	-	Built in	250,000	275,000	Estimated increases in shared expenses for staffing for level services budget. Assuming adding staff each year.
12 Keefe Tech	1,522,958	1,427,911	1,594,984	1,650,808	1,708,587	Assumes 3.5% budget increase and stable enrollment after FY2019
13 Morse Institute Library	2,155,972	2,215,285	2,244,799	2,278,471	2,312,648	Assumes 1.5% increase
14 Bacon Free Library	171,860	172,433	184,503	187,271	190,080	Assumes 1.5% increase
15 Public Safety	15,333,208	16,057,427	15,909,166	16,227,349	16,551,896	Assumes 2% increase
16 Public Works	7,646,153	7,772,972	8,169,380	8,332,768	8,499,423	Assumes 2% increase
17 Community & Health Services	2,200,230	2,332,328	2,543,701	2,594,575	2,646,467	Assumes 2% increase
18 Administrative Support Services	5,551,636	6,656,622	7,387,544	7,535,295	7,686,001	Assumes 2% increase
19 Committees	18,195	30,550	90,550	90,550	90,550	Assumes 0% increase
20 Shared Expenses						
21 Fringe Benefits	15,649,833	15,885,022	15,826,586	17,409,245	19,150,169	Assumes increase each year for Workers Comp and Health Insurance
22 Prop & Liab. Insurance	589,904	707,680	756,237	771,362	786,789	Assumes higher rates in FY 2019 & 2% annual thereafter
23 Retirement	8,237,157	8,790,191	9,416,416	10,075,565	10,780,855	Assumes 7% increase annually
24 Debt Services	10,495,357	11,644,955	12,385,021	19,570,000	20,350,000	Includes existing and proposed debt and Excluded debt
25 Reserve Fund	300,000	250,000	250,000	250,000	250,000	Level-Funded
26 Facilities Management	3,051,820	3,238,374	3,308,705	3,374,879	3,442,377	Assumes 2% increase for FY20 and beyond
General Fund Oper. Expenses	130,402,854	138,431,900	145,020,031	158,798,199	166,330,905	
26 Capital Improvements	1,159,200	2,166,665	2,962,240	2,250,000	2,500,000	Capital Stab. Fund provides cash funding moving forward.
27 School Bus Transportation	382,720	392,288	402,095	412,147	422,451	2.5% annual increase
28 State & County Assessments	1,449,503	1,348,800	1,382,500	1,396,325	1,410,288	Assumes 2.5 increase in 2019 and 1.0% thereafter
29 Cherry Sheet Offsets	352,530	434,080	378,998	378,998	378,998	Assumes 0% increase from FY 2018 Cherry Sheet figures
31 Snow Removal Supplement	150,000	445,869	150,000	150,000	150,000	DPW Budget has a S&I Budget of \$550,000 in FY16 and beyond.
32 Overlay	1,283,443	1,256,448	1,000,000	1,000,000	1,000,000	Level amount
33 Golf Course Deficit	279,832	248,400	270,000	250,000	230,000	
34 General Stabilization Fund	-	-	-	-	-	
35 Operational Stabilization Fund	-	-	500,000	-	-	
36 Capital Stabilization Fund	2,695,200	4,500,000	500,000	1,500,000	1,500,000	
37 One-to-One Stab Fund	-	-	100,000	-	-	
38 FAR Bonus Stab Fund	3,900	3,900	-	-	-	
39 OPEB Trust Fund	1,300,000	1,000,000	500,000	500,000	500,000	
41 Misc. Articles	216,626	1,298,695	285,000	250,000	250,000	
Total General Fund Expenses	139,675,808	151,527,045	153,450,864	166,885,669	174,672,642	
Net Excess / (Deficit)	8,733,193	61,488	(237,313)	(4,591,532)	(8,458,823)	



Revenue Model

FY 2019 Recommended Budget



Town of Natick

Revenue Model

Revenue Summary

The summary below presents all general fund revenues for use in FY 2019. The projection is based on the most current data available. Overall, General Fund operating revenues are proposed to **increase \$6,239,964 or 4.51%** over the prior fiscal year. State Aid and Local Receipts are stabilized for FY2019. The Available Funds show a decrease of (\$4,329,946) but that is due to using less free cash for capital and also not transferring free cash to stabilization funds as has been done in past years. Overall the revenue estimation is strong for the FY2019 budget.

General Fund Revenue Summary	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	2018 vs. 2019	
	Actual	Actual	Actual	Recap	Preliminary	\$ (+/-)	% (+/-)
Property Tax Levy	\$ 96,530,612	\$ 99,817,043	\$ 103,922,288	\$ 107,388,479	\$ 111,835,135	\$ 4,446,656	4.14%
State Aid	\$ 12,852,023	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,366,528	\$ 470,531	3.39%
Local Receipts	\$ 16,546,852	\$ 16,761,223	\$ 17,707,469	\$ 15,139,556	\$ 16,279,234	\$ 1,139,678	7.53%
Indirects	\$ 2,207,400	\$ 2,241,487	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 183,100	8.81%
Sub-total GF Operating Revenues	\$ 128,136,887	\$ 131,836,418	\$ 137,438,592	\$ 138,502,954	\$ 144,742,918	\$ 6,239,964	4.51%
Available Funds	\$ 9,544,482	\$ 7,951,162	\$ 10,970,409	\$ 13,085,579	\$ 8,755,633	\$ (4,329,946)	-33.09%
Gross General Fund Revenues	\$ 137,681,369	\$ 139,787,580	\$ 148,409,001	\$ 151,588,533	\$ 153,498,551	\$ 1,910,018	1.26%

Detailed Description:

Available Funds: Available Funds are projected to decrease \$4,329,946. This category of revenue is typically associated with funding one-time items. This category includes the parking meter receipts, Free Cash (used to support operations and transfers to Trust and Stabilization Funds), Overlay Surplus and the amount anticipated from the Capital Stabilization Fund for the purpose of funding the Capital Budget for those expenses categorized as being paid for in cash. The largest portion of this decrease is attributable to using less free cash. This will most likely change as the budget cycle unfolds and new free cash certification is achieved in September 2018. Typically additional appropriations are made at the Fall Annual Town Meeting to increase funding for the General Stabilization Fund, the Operating/Rainy Day Stabilization Fund, the Capital Stabilization Fund and the Other Post Employment Benefits Trust Fund. There will not be as much free cash available as has been in previous years because of the increases that have been made to estimated local revenues.

Enterprise Receipts: This category represents transfers from the Town's two enterprise funds to the general fund to cover general fund expenditures that support enterprise operations. The FY 2019 amount represents funds anticipated from the Water & Sewer Enterprise and the Sassamon Trace Golf Course Funds to offset general fund costs attributable to the enterprise funds..

Town of Natick

Fiscal Year 2019 Revenue Model



Revenue Summary

3/13/2018

Table 1: Property Tax Levy

	FY 2014 Recap	FY 2015 Recap	FY 2016 Recap	FY 2017 Recap	FY 2018 Recap	FY 2019 Proposed
Tax Levy	\$ 84,573,555	\$ 89,191,083	\$ 92,549,664	\$ 95,604,635	\$ 99,501,597	\$ 103,160,981
Prop. 2.5%	\$ 2,114,339	\$ 2,229,777	\$ 2,313,742	\$ 2,390,116	\$ 2,487,540	\$ 2,579,025
New Growth	\$ 2,503,189	\$ 1,128,804	\$ 741,229	\$ 1,506,846	\$ 1,171,844	\$ 925,000
Override	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ 89,191,083	\$ 92,549,664	\$ 95,604,635	\$ 99,501,597	\$ 103,160,981	\$ 106,665,005
Excluded Debt	\$ 4,276,702	\$ 4,215,216	\$ 4,215,216	\$ 4,491,139	\$ 4,233,837	\$ 5,170,130
Subtotal	\$ 93,467,785	\$ 96,764,880	\$ 99,819,851	\$ 103,992,736	\$ 107,394,818	\$ 111,835,135
Actual Tax Levy	\$ 93,436,666	\$ 96,530,612	\$ 99,817,043	\$ 103,922,288	\$ 107,388,479	\$ -

Table 2: State Aid

	FY 2014 Cherry Sheet	FY 2015 Cherry Sheet	FY 2016 Cherry Sheet	FY 2017 Cherry Sheet	FY 2018 Cherry Sheet	FY 2019 Preliminary
Ch 70, Charter Tuition, School Offsets	\$ 8,659,358	\$ 9,066,512	\$ 9,090,841	\$ 9,491,876	\$ 9,692,035	\$ 10,022,832
Unrestricted Local Aid	\$ 3,299,298	\$ 3,390,794	\$ 3,512,863	\$ 3,663,916	\$ 3,806,809	\$ 3,940,047
Veterans' Benefits & Exemptions	\$ 256,268	\$ 260,853	\$ 279,028	\$ 260,056	\$ 262,279	\$ 269,233
State Owned Land & Mitigation	\$ 112,366	\$ 88,023	\$ 88,023	\$ 86,976	\$ 86,893	\$ 87,359
Offsets (Library)	\$ 36,450	\$ 45,841	\$ 45,910	\$ 45,888	\$ 47,981	\$ 47,057
sub-Total (Cherry Sheet)	\$ 12,363,740	\$ 12,852,023	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,366,528
Subtotal	\$ 12,363,740	\$ 12,852,023	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,366,528

Table 3: Local Receipts

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Recap	FY 2019 Preliminary
Motor Vehicle	\$ 4,938,973	\$ 5,191,836	\$ 5,460,485	\$ 5,566,509	\$ 5,880,600	\$ 5,900,000
Other Excise	\$ 2,211,290	\$ 2,282,475	\$ 2,443,396	\$ 2,372,894	\$ 2,403,200	\$ 2,403,200
Penalties & Interest Taxes/Excise	\$ 473,270	\$ 483,115	\$ 375,863	\$ 412,491	\$ 377,100	\$ 394,350
Payment in Lieu of Taxes	\$ 35,150	\$ 34,822	\$ 34,738	\$ 36,216	\$ 34,500	\$ 35,950
Trash Disposal Charges	\$ 987,795	\$ 998,551	\$ 969,812	\$ 987,074	\$ 965,000	\$ 973,000
Police Special Duty Service Charges	\$ 74,818	\$ 75,101	\$ 58,374	\$ 71,802	\$ 60,000	\$ 60,000
Ambulance Fees - Other Charges	\$ 1,551,134	\$ 1,576,690	\$ 1,471,639	\$ 1,523,940	\$ 1,450,000	\$ 1,500,000
Rentals	\$ 43,616	\$ 49,032	\$ 46,604	\$ 45,728	\$ 46,500	\$ 62,000
Recreation	\$ 183,081	\$ 191,190	\$ 123,472	\$ 101,759	\$ 125,441	\$ 128,794
Other Departmental Revenue	\$ 770,054	\$ 789,606	\$ 907,264	\$ 644,964	\$ 810,170	\$ 750,820
License/Permits	\$ 1,646,503	\$ 2,774,340	\$ 2,218,015	\$ 4,460,270	\$ 2,053,445	\$ 2,773,445
Special Assessments	\$ 11,532	\$ 12,616	\$ 9,132	\$ 10,331	\$ 8,600	\$ 8,600
Fines/Forfeits	\$ 228,925	\$ 210,097	\$ 234,701	\$ 185,033	\$ 220,000	\$ 254,075
Investment Income	\$ 104,083	\$ 255,356	\$ 272,428	\$ 361,969	\$ 280,000	\$ 385,000
Miscellaneous Recurring	\$ 224,068	\$ 377,014	\$ 661,450	\$ 223,403	\$ 425,000	\$ 650,000
Miscellaneous Non-Recurring	\$ 538,382	\$ 1,245,011	\$ 1,473,850	\$ 703,086	\$ -	\$ -
Subtotal	\$ 14,022,674	\$ 16,546,852	\$ 16,761,223	\$ 17,707,469	\$ 15,139,556	\$ 16,279,234

Town of Natick

Fiscal Year 2019 Revenue Model



Revenue Summary

3/13/2018

Table 4: Available Funds

	FY 2014 Appropriated	FY 2015 Appropriated	FY 2016 Appropriated	FY 2017 Appropriated	FY 2018 Recap	FY 2019 Preliminary
Free Cash	\$ 6,313,951	\$ 5,668,115	\$ 5,100,289	\$ 9,031,776	\$ 9,408,400	\$ 4,485,000
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,000,000
Capital Stabilization Fund	\$ 2,424,229	\$ 3,058,758	\$ 2,033,264	\$ 1,159,200	\$ 2,166,665	\$ 2,962,240
FAR Bonus Stabilization Fund	\$ -	\$ -	\$ -	\$ 3,900	\$ 3,900	\$ -
Title V	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684
Parking Meter Revenue	\$ 60,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
School Building Assistance	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167
Premiums (For Debt Exclusions)	\$ 106,758	\$ 106,758	\$ 106,758	\$ 64,682	\$ 105,468	\$ 97,542
Receipts Reserved	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mitigation Funds					\$ 690,295	
Insurance Proceeds < \$20,000	\$ 9,625	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 9,545,414	\$ 9,544,482	\$ 7,951,162	\$ 10,970,409	\$ 13,085,579	\$ 8,755,633

Table 5: Enterprise Receipts

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Recap	FY 2019 Preliminary
Water & Sewer Indirects	\$ 2,323,579	\$ 2,207,400	\$ 2,207,400	\$ 2,218,150	\$ 2,035,229	\$ 2,218,150
Sassamon Trace Indirects	\$ 32,246	\$ 34,087	\$ 34,087	\$ 41,973	\$ 43,692	\$ 43,871
Subtotal	\$ 2,355,825	\$ 2,207,400	\$ 2,241,487	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021

Total - G/F Available for Appr.	\$ 131,724,319	\$ 137,681,369	\$ 139,787,580	\$ 148,409,001	\$ 151,588,533	\$ 153,498,551
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Town of Natick

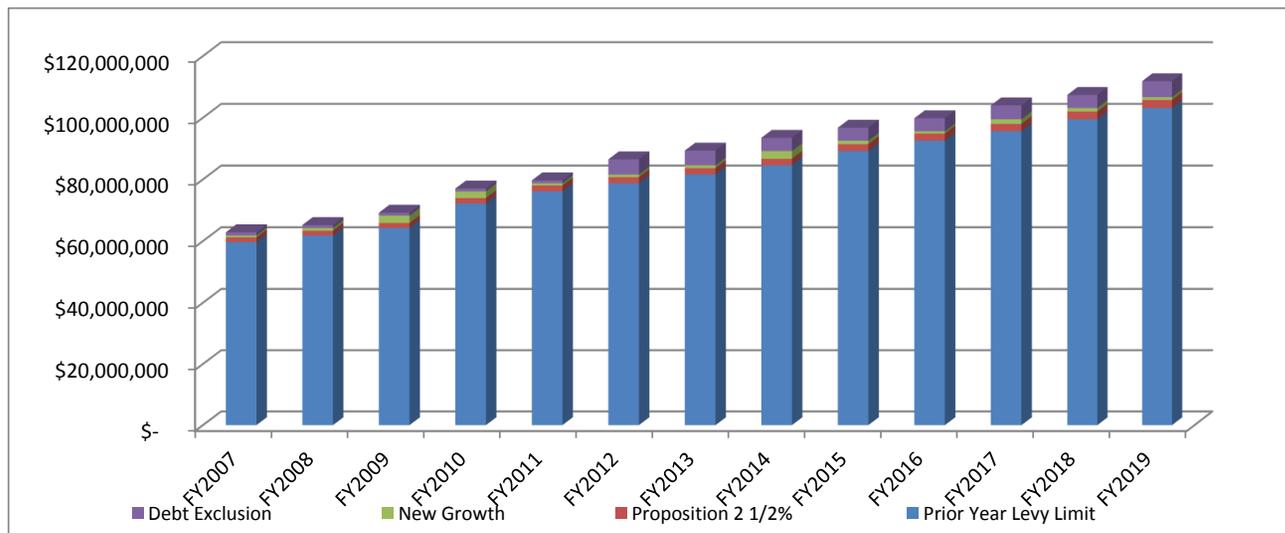
Revenue Model

1-A Tax Levy Summary

Components	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	2018 vs. 2019	
	2014 Levy Recap	2015 Levy Recap	2016 Levy Recap	2017 Levy Recap	2018 Levy Recap	2019 Levy Estimate	\$ (+/-) Change	% (+/-) Change
Prior Year Levy Limit	\$ 84,573,555	\$ 89,191,083	\$ 92,549,664	\$ 95,604,635	\$ 99,501,597	\$ 103,160,981	\$ 3,659,384	3.68%
Proposition 2 1/2% Levy Increase	\$ 2,114,339	\$ 2,229,777	\$ 2,313,742	\$ 2,390,116	\$ 2,487,540	\$ 2,579,025	\$ 91,485	3.68%
New Growth	\$ 2,503,189	\$ 1,128,804	\$ 741,229	\$ 1,506,846	\$ 1,171,844	\$ 925,000	\$ (246,844)	-21.06%
Net Levy Increase	\$ 4,617,528	\$ 3,358,581	\$ 3,054,971	\$ 3,896,962	\$ 3,659,384	\$ 3,504,025	\$ (155,359)	-4.25%
Levy Limit	\$ 89,191,083	\$ 92,549,664	\$ 95,604,635	\$ 99,501,597	\$ 103,160,981	\$ 106,665,005	\$ 3,504,025	3.40%
Debt Exclusion Levy*	\$ 4,276,702	\$ 4,215,216	\$ 4,215,216	\$ 4,491,139	\$ 4,233,837	\$ 5,170,130	\$ 936,293	22.11%
Total Tax Levy	\$ 93,467,785	\$ 96,764,880	\$ 99,819,851	\$ 103,992,736	\$ 107,394,818	\$ 111,835,135	\$ 4,440,318	4.13%
Actual Levy	\$ 93,436,666	\$ 96,530,612	\$ 99,817,043	\$ 103,922,288	\$ 107,388,479			

Note:

*Amount shown for excluded debt is net of subsidies. Gross estimated debt service for FY 2018 is \$4,358,280. Less School Building Assistance payments for the Wilson Middle School Project of \$123,167 and the application of premiums from the High School, Community Senior Center and Wilson Middle School projects of \$97,542 results in the net figure shown above.



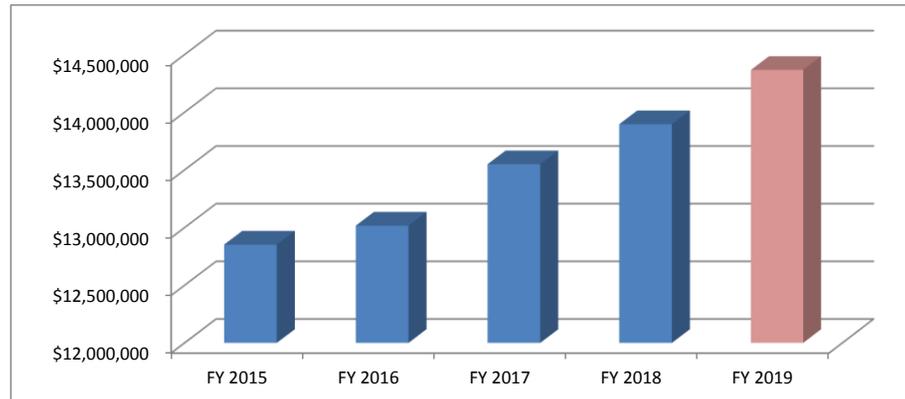


Town of Natick

Revenue Model

2-A State Aid Summary

State Aid	Cherry Sheet FY 2012	Cherry Sheet FY 2013	Cherry Sheet FY 2014	Cherry Sheet FY 2015	Cherry Sheet FY 2016	Cherry Sheet FY 2017	Cherry Sheet FY 2018	Preliminary FY 2019	2018 vs. 2019	
									\$ (+/-) Change	% (+/-) Change
A. EDUCATION										
Chapter 70	\$ 7,062,013	\$ 7,640,286	\$ 8,312,752	\$ 8,681,240	\$ 8,816,665	\$ 9,117,845	\$ 9,281,825	\$ 9,638,233	\$ 356,408	3.84%
Charter School Tuition Reimbursement	\$ 65,378	\$ 210,583	\$ 125,484	\$ 130,472	\$ 28,576	\$ 67,389	\$ 24,111	\$ 52,658	\$ 28,547	118.40%
Off-Set: School Choice Receiving Tuition	\$ 98,864	\$ 181,996	\$ 200,233	\$ 233,152	\$ 245,600	\$ 306,642	\$ 386,099	\$ 331,941	\$ (54,158)	-14.03%
Off-Set: School Lunch	\$ 19,032	\$ 20,202	\$ 20,889	\$ 21,648	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Sub-Total, All Education Items	\$ 7,245,287	\$ 8,053,067	\$ 8,659,358	\$ 9,066,512	\$ 9,090,841	\$ 9,491,876	\$ 9,692,035	\$ 10,022,832	\$ 330,797	3.41%
B. GENERAL GOVERNMENT										
Unrestricted General Government Aid	\$ 2,990,066	\$ 3,223,110	\$ 3,299,298	\$ 3,390,794	\$ 3,512,863	\$ 3,663,916	\$ 3,806,809	\$ 3,940,047	\$ 133,238	3.50%
Veterans Benefits	\$ 98,032	\$ 124,841	\$ 147,113	\$ 160,215	\$ 175,891	\$ 164,299	\$ 168,652	\$ 166,286	\$ (2,366)	-1.40%
Exemptions: Vets, Blind & Surviving Spouse	\$ 111,650	\$ 109,940	\$ 109,155	\$ 100,638	\$ 103,137	\$ 95,757	\$ 93,627	\$ 102,947	\$ 9,320	9.95%
State Owned Land	\$ 110,151	\$ 110,187	\$ 112,366	\$ 88,023	\$ 88,023	\$ 86,976	\$ 86,893	\$ 87,359	\$ 466	0.54%
Off-Set: Public Libraries	\$ 37,402	\$ 36,807	\$ 36,450	\$ 45,841	\$ 45,910	\$ 45,888	\$ 47,981	\$ 47,057	\$ (924)	-1.93%
Sub-Total, All General Government	\$ 3,347,301	\$ 3,604,885	\$ 3,704,382	\$ 3,785,511	\$ 3,925,824	\$ 4,056,836	\$ 4,203,962	\$ 4,343,696	\$ 139,734	3.32%
C. TOTAL ESTIMATED RECEIPTS FOR FISCAL YEAR	\$ 10,592,588	\$ 11,657,952	\$ 12,363,740	\$ 12,852,023	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,366,528	\$ 470,531	3.39%
Dollar Change From Previous Year	\$ (202,452)	\$ 1,065,364	\$ 705,788	\$ 488,283	\$ 164,642	\$ 1,184,972	\$ 1,043,974	\$ 817,816		
Percentage Change	-1.88%	10.06%	6.05%	3.95%	1.28%	9.10%	7.71%	5.89%		
Total State Aid	\$ 10,592,588	\$ 11,657,952	\$ 12,363,740	\$ 12,852,023	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,366,528	\$ 470,531	3.39%





Town of Natick

Revenue Model

3-A Local Receipts summary

Local Receipts

Receipt	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap FY 2018	Preliminary FY 2019	Averages
									3-year \$ 15,776,916
Motor Vehicle	\$ 4,082,872	\$ 4,338,121	\$ 4,938,973	\$ 5,191,836	\$ 5,460,485	\$ 5,566,509	\$ 5,880,600	\$ 5,900,000	5-year
Other Excise	\$ 2,143,965	\$ 2,153,685	\$ 2,211,290	\$ 2,282,475	\$ 2,443,396	\$ 2,372,894	\$ 2,403,200	\$ 2,403,200	\$ 15,272,951
Penalties & Interest Taxes/Excise	\$ 415,195	\$ 379,195	\$ 473,270	\$ 483,115	\$ 375,863	\$ 412,491	\$ 377,100	\$ 394,350	10-year
Payment in Lieu of Taxes	\$ 47,583	\$ 35,301	\$ 35,150	\$ 34,822	\$ 34,738	\$ 36,216	\$ 34,500	\$ 35,950	
Trash Disposal Charges	\$ 942,223	\$ 1,019,244	\$ 987,795	\$ 998,551	\$ 969,812	\$ 987,074	\$ 965,000	\$ 973,000	\$ 14,203,762
Other Charges for Services									
Police Special Duty Service Charges	\$ 51,548	\$ 27,051	\$ 74,818	\$ 75,101	\$ 58,374	\$ 71,802	\$ 60,000	\$ 60,000	
Ambulance Fees - Other Charges	\$ 1,469,941	\$ 1,492,335	\$ 1,551,134	\$ 1,576,690	\$ 1,471,639	\$ 1,523,940	\$ 1,450,000	\$ 1,500,000	
Rentals	\$ 52,324	\$ 49,780	\$ 43,616	\$ 49,032	\$ 46,604	\$ 45,728	\$ 46,500	\$ 62,000	
Recreation	\$ 175,305	\$ 184,073	\$ 183,081	\$ 191,190	\$ 123,472	\$ 101,759	\$ 125,441	\$ 128,794	
Other Departmental Revenue									
Other Departmental Revenue	\$ 985,538	\$ 819,959	\$ 770,054	\$ 789,606	\$ 907,264	\$ 644,964	\$ 810,170	\$ 750,820	
License/Permits	\$ 2,254,443	\$ 2,011,091	\$ 1,646,503	\$ 2,774,340	\$ 2,218,015	\$ 4,460,270	\$ 2,053,445	\$ 2,773,445	
Special Assessments	\$ 13,660	\$ 13,130	\$ 11,532	\$ 12,616	\$ 9,132	\$ 10,331	\$ 8,600	\$ 8,600	
Fines/Forfeits	\$ 187,866	\$ 190,361	\$ 228,925	\$ 210,097	\$ 234,701	\$ 185,033	\$ 220,000	\$ 254,075	
Investment Income	\$ 157,159	\$ 89,485	\$ 104,083	\$ 255,356	\$ 272,428	\$ 361,969	\$ 280,000	\$ 385,000	
Miscellaneous Recurring									
Tax Per Chap 59 Sec D	\$ 194,624	\$ 671,948	\$ 224,068	\$ 377,014	\$ 661,450	\$ 223,403	\$ 425,000	\$ 650,000	
Miscellaneous Non-Recurring									
Tax Title	\$ 517,430	\$ 129,504	\$ 67,100	\$ 823,985	\$ 616,220	\$ 425,480	\$ -	\$ -	
Premiums on Bonds/BANs	\$ -	\$ 482,092	\$ 407,561	\$ 97,778	\$ 303,104	\$ 77,658	\$ -	\$ -	
Other	\$ 695,913	\$ 560,066	\$ 63,721	\$ 323,248	\$ 554,526	\$ 199,948	\$ -	\$ -	
Total Estimated Receipts	\$ 14,387,588	\$ 14,646,420	\$ 14,022,674	\$ 16,546,852	\$ 16,761,223	\$ 17,707,469	\$ 15,139,556	\$ 16,279,234	
	10.21%	1.80%	-4.26%	18.00%	1.30%	5.65%			

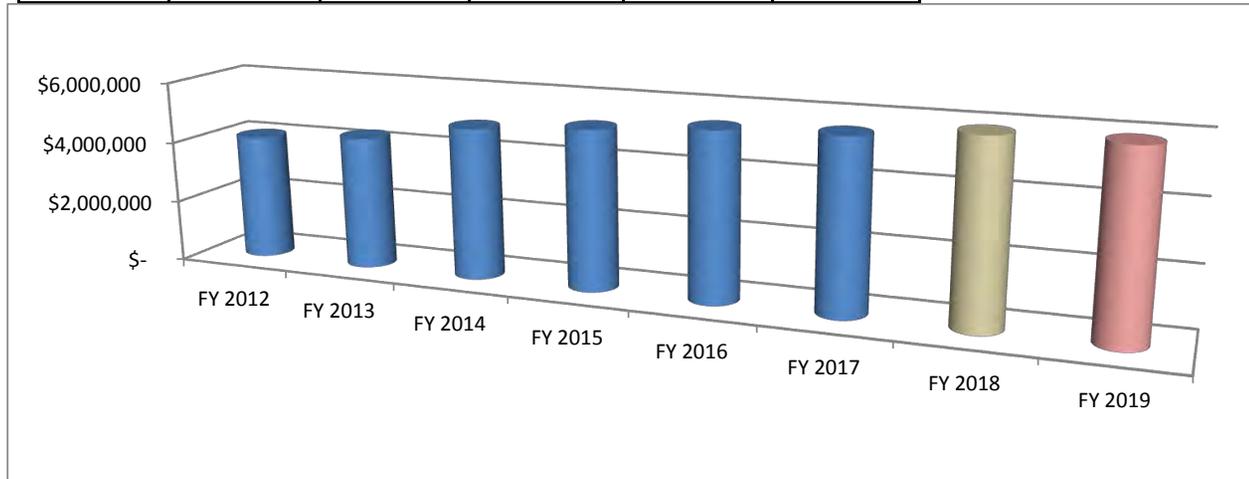


Town of Natick

Revenue Model

3-B Motor Vehicle Excise Taxes

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap FY 2018	Preliminary FY 2019	Averages
	00146150-415008 MOTOR VEHICLE TAX 2008	\$ 3,093	\$ 3,080	\$ 180	\$ 510	\$ 265	\$ 20	\$ -	\$ -
00146150-415009 MOTOR VEHICLE TAX 2009	\$ 6,268	\$ 1,843	\$ 1,599	\$ 430	\$ 225	\$ -	\$ -	\$ -	\$ 5,406,277
00146150-415010 MOTOR VEHICLE TAX 2010	\$ 36,669	\$ 5,491	\$ 2,220	\$ 1,293	\$ 445	\$ 74	\$ -	\$ -	5-year
00146150-415011 MOTOR VEHICLE TAX 2011	\$ 565,005	\$ 33,769	\$ 7,893	\$ 2,686	\$ 671	\$ 330	\$ -	\$ -	\$ 5,099,185
00146150-415012 MOTOR VEHICLE TAX 2012	\$ 3,467,329	\$ 604,331	\$ 38,542	\$ 8,856	\$ 1,114	\$ 1,581	\$ 100		
00146150-415013 MOTOR VEHICLE TAX 2013	\$ -	\$ 3,679,888	\$ 751,327	\$ 43,641	\$ 5,462	\$ 2,115	\$ 500	\$ 330	
00146150-415014 MOTOR VEHICLE TAX 2014	\$ -	\$ -	\$ 4,136,499	\$ 672,502	\$ 49,729	\$ 4,927	\$ 1,000	\$ 670	10-year
00146150-415015 MOTOR VEHICLE TAX 2015	\$ -	\$ -	\$ -	\$ 4,460,323	\$ 747,502	\$ 35,184	\$ 5,000	\$ 1,100	\$ 4,561,083
00146150-415016 MOTOR VEHICLE TAX 2016	\$ -	\$ -	\$ -	\$ -	\$ 4,653,308	\$ 736,845	\$ 50,000	\$ 5,000	
00146150-415017 MOTOR VEHICLE TAX 2017	\$ -	\$ -	\$ -	\$ -	\$ 383	\$ 4,783,230	\$ 720,000	\$ 40,000	
00146150-415018 MOTOR VEHICLE TAX 2018							\$ 5,103,300	\$ 735,000	
00146150-415019 MOTOR VEHICLE TAX 2019								\$ 5,116,800	
00146160-415999 MOTOR VEHICLE PRIOR YRS	\$ 2,744	\$ 6,702	\$ -	\$ 410	\$ -	\$ 1,023	\$ -	\$ -	
00146162-416200 RECOVERY EXCISE	\$ 1,765	\$ 3,017	\$ 713	\$ 1,185	\$ 1,381	\$ 1,180	\$ 700	\$ 1,100	
Total Motor Vehicle Taxes	\$ 4,082,872	\$ 4,338,121	\$ 4,938,973	\$ 5,191,836	\$ 5,460,485	\$ 5,566,509	\$ 5,880,600	\$ 5,900,000	
	3.85%	6.25%	13.85%	5.12%	5.17%	1.94%			





Town of Natick

Revenue Model

3-C Other Excise

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap FY 2018	Preliminary FY 2019	Averages
									3-year
00146190-419100 OTHER TAXES HOTEL/MOTEL	\$ 1,297,423	\$ 1,301,972	\$ 1,355,092	\$ 1,403,268	\$ 1,519,913	\$ 1,429,017	\$ 1,500,000	\$ 1,500,000	\$ 2,366,255
00146190-467500 LOCAL OPTION MEALS	\$ 843,077	\$ 848,495	\$ 852,879	\$ 876,132	\$ 918,893	\$ 940,504	\$ 900,000	\$ 900,000	5-year
00146160-416010 BOAT EXCISE 2010					\$ 80				\$ 2,292,748
00146160-416011 BOAT EXCISE 2011	\$ 76	\$ -	\$ -	\$ -	\$ 45	\$ -	\$ -	\$ -	
00146160-416012 BOAT EXCISE 2012	\$ 3,388	\$ 210	\$ -	\$ -	\$ 260	\$ -	\$ -	\$ -	10-year
00146160-416013 BOAT EXCISE 2013	\$ -	\$ 3,008	\$ 150	\$ 31	\$ 185	\$ 60	\$ -	\$ -	\$ 1,823,687
00146160-416014 BOAT EXCISE 2014	\$ -	\$ -	\$ 3,169	\$ 93	\$ 230	\$ 60	\$ -	\$ -	
00146160-416015 BOAT EXCISE 2015	\$ -	\$ -	\$ -	\$ 2,951	\$ 386	\$ 15	\$ -	\$ -	
00146160-416016 BOAT EXCISE 2016	\$ -	\$ -	\$ -	\$ -	\$ 3,404	\$ 45	\$ -	\$ -	
00146160-416017 BOAT EXCISE 2017	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,193	\$ 200	\$ -	
00146160-416018 BOAT EXCISE 2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 200	
00146160-416019 BOAT EXCISE 2019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	
Total Other Excise	\$ 2,143,965	\$ 2,153,685	\$ 2,211,290	\$ 2,282,475	\$ 2,443,396	\$ 2,372,894	\$ 2,403,200	\$ 2,403,200	
	10.41%	0.45%	2.67%	3.22%	7.05%	-2.89%	1.28%		

Breakout:								
Local Option Taxes	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	Actual	Actual	Actual	Actual	Actual	Actual	Projection	Projection
Hotel Motel Taxes - State Portion (4%)	\$ 864,949	\$ 867,981	\$ 903,395	\$ 935,512	\$ 1,013,275	\$ 952,583	\$ 1,000,000	\$ 1,000,000
Hotel Motel Taxes - Town Portion (2%)*	\$ 432,474	\$ 433,991	\$ 451,697	\$ 467,756	\$ 506,638	\$ 476,434	\$ 500,000	\$ 500,000
Local Option Meals Taxes - Town Portion (.75%)*	\$ 843,077	\$ 848,495	\$ 852,879	\$ 876,132	\$ 918,893	\$ 940,504	\$ 900,000	\$ 900,000



Town of Natick

Revenue Model

3-D Penalties and Interest on Taxes and Excise

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap	Preliminary	Averages
							FY 2018	FY 2019	3-year
									\$ 423,823
00146170-417000 PENALTIES ON TAXES & EXCISE	\$ 69,296	\$ 78,631	\$ 66,221	\$ 106,845	\$ 92,872	\$ 79,269	\$ 90,000	\$ 90,000	
00146170-417100 INTEREST ON TAXES	\$ 184,479	\$ 213,142	\$ 346,062	\$ 274,394	\$ 138,122	\$ 202,853	\$ 175,000	\$ 185,000	5-year
00146170-417200 INTEREST ON MOTOR VEHICLE	\$ 24,220	\$ 32,166	\$ 28,262	\$ 30,131	\$ 33,673	\$ 30,526	\$ 30,000	\$ 30,000	\$ 424,787
00146170-417300 INTEREST TAX TITLES	\$ 134,579	\$ 52,893	\$ 30,373	\$ 69,997	\$ 108,613	\$ 98,726	\$ 80,000	\$ 87,500	
00146170-417400 INTEREST ON BETTERMENTS	\$ 2,609	\$ 2,335	\$ 1,829	\$ 1,717	\$ 2,145	\$ 1,042	\$ 1,100	\$ 1,750	10-year
00146170-417600 INTEREST BOAT EXCISE	\$ 12	\$ 27	\$ 523	\$ 31	\$ 438	\$ 75	\$ 1,000	\$ 100	\$ 417,703
Total Penalties and Interest	\$ 415,195	\$ 379,195	\$ 473,270	\$ 483,115	\$ 375,863	\$ 412,491	\$ 377,100	\$ 394,350	

Notes:

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



Town of Natick

Revenue Model

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

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap	Preliminary	Averages
						FY 2018	FY 2019	3-year
00146180-418100 IN LIEU TAX MA MORSE HEALTHCARE	\$ 19,473	\$ 19,256	\$ 18,738	\$ 18,454	\$ 19,810	\$ 18,500	\$ 19,750	\$ 35,259
00146180-418200 IN LIEU TAX HOUSING AUTHORITY	\$ 12,325	\$ 12,315	\$ 12,295	\$ 12,281	\$ 12,276	\$ 12,200	\$ 12,200	5-year
00146180-418400 IN LIEU TAX TCAN NATICK ARTS	\$ 3,503	\$ 3,579	\$ 3,789	\$ 4,003	\$ 4,130	\$ 3,800	\$ 4,000	\$ 35,245
								10-year
Total PILOT's	\$ 35,301	\$ 35,150	\$ 34,822	\$ 34,738	\$ 36,216	\$ 34,500	\$ 35,950	\$ 33,196
	-25.81%	-0.43%	-0.93%	-0.24%	4.25%	-4.74%		

Assumption:



Town of Natick

Revenue Model

3-F Trash Disposal Charges

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap	Preliminary	Averages
							FY 2018	FY 2019	3-year
00146320-432000 PAYT FEES	\$ 845,923	\$ 928,926	\$ 895,804	\$ 906,726	\$ 866,220	\$ 875,125	\$ 875,000	\$ 875,000	\$ 985,146
00420250-425100 BULKY WASTE PICKUP	\$ 96,300	\$ 90,319	\$ 91,991	\$ 91,825	\$ 103,592	\$ 111,949	\$ 90,000	\$ 98,000	\$ 992,495
Total Trash Disposal Fees	\$ 942,223	\$ 1,019,244	\$ 987,795	\$ 998,551	\$ 969,812	\$ 987,074	\$ 965,000	\$ 973,000	\$ 999,453

Actual Shown on Page 3

Notes:



Town of Natick

Revenue Model

3-G Other Charges

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Recap	Preliminary	Preliminary	Averages
						FY 2017	FY 2018	FY 2019	3-year
00220320-432017 AMBULANCE SERVICE FEES	\$ 1,469,941	\$ 1,492,335	\$ 1,551,134	\$ 1,576,690	\$ 1,471,639	\$ 1,523,940	\$ 1,450,000	\$ 1,500,000	\$ 1,592,515
00210370-437105 POLICE SPECIAL DUTY S/CHGS	\$ 51,548	\$ 27,051	\$ 74,818	\$ 75,101	\$ 58,374	\$ 71,802	\$ 60,000	\$ 60,000	\$ 1,584,577
Total Other Charges	\$ 1,521,489	\$ 1,519,385	\$ 1,625,952	\$ 1,651,791	\$ 1,530,013	\$ 1,595,742	\$ 1,510,000	\$ 1,560,000	\$ 1,398,985

Ambulance service fees could be negatively impacted by federal laws regarding healthcare in the future. This revenue source will need to be closely monitored.



Town of Natick

Revenue Model

3-H Rentals

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap	Preliminary	Averages
							FY 2018	FY 2019	
00146360-436000 NATICK DISTRICT COURT RENT	\$ -	\$ -	\$ -	\$ -					3-year \$ 47,121
00146360-436002 EAST SCHOOL RENTAL	\$ -	\$ -	\$ -	\$ -		\$ 2,500	\$ 2,500	\$ 2,500	
00146360-436003 COLE CENTER RENTAL	\$ 13,824	\$ 17,280	\$ 13,824	\$ 13,824	\$ 14,104	\$ 10,728	\$ 11,500	\$ 10,750	5-year
00146360-436515 RIVERBEND SCHOOL	\$ 32,500	\$ 32,500	\$ 29,792	\$ 35,208	\$ 32,500	\$ 32,500	\$ 32,500	\$ 48,750	\$ 46,952
00146360-436510 11 MECHANIC STREET LEASE	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	10-year
Total Rentals	\$ 52,324	\$ 49,780	\$ 43,616	\$ 49,032	\$ 46,604	\$ 45,728	\$ 46,500	\$ 62,000	\$ 116,586



Town of Natick

Revenue Model

3-1 Recreation Dept. Revenue

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap	Preliminary	Averages
							FY 2018	FY 2019	3-year
00134320-432071 FARM SALARY	\$ 155,055	\$ 163,998	\$ 159,081	\$ 166,190	\$ 98,472	\$ 101,759	\$ 100,441	\$ 103,794	\$ 138,807
00134320-432066 REGISTRATION FEES- REC PRGRM	\$ 20,250	\$ 20,075	\$ 24,000	\$ 25,000	\$ 25,000	\$ -	\$ 25,000	\$ 25,000	\$ 156,715
Total Dept. Revenue - Recreation	\$ 175,305	\$ 184,073	\$ 183,081	\$ 191,190	\$ 123,472	\$ 101,759	\$ 125,441	\$ 128,794	\$ 145,612



Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap		Preliminary		Averages
							FY 2018	FY 2019	FY 2018	FY 2019	
00123320-432013 CABLE FRANCHISE FEES	\$ 2,890	\$ 2,615	\$ 2,571	\$ 2,554	\$ 2,543	\$ 2,612	\$ 2,500	\$ 2,450			3-year
00141320-432001 ASSESSOR COPIES OF RECORDS	\$ 1,321	\$ 1,447	\$ 2,011	\$ 1,721	\$ 2,449	\$ 3,324	\$ 1,700	\$ 2,080			\$ 780,611
00145320-432015 RETURN CHECK FEES	\$ 386	\$ 675	\$ 650	\$ 350	\$ 825	\$ 680	\$ 550	\$ 600			
00145320-432050 SAFETY NATIONAL W/COMP REIMB	\$ 21,672	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,120	\$ -			5-year
00145320-432052 REINS POLICE/FIRE THE HARTFORD	\$ 26,737	\$ 41,856	\$ -	\$ 6,859	\$ -	\$ -	\$ 14,340	\$ 9,260			\$ 786,369
00145320-432074 GENERAL REINSURANCE W/COMP	\$ 18,518	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,520	\$ -			
00146170-437110 CH38D INVENTORY FILING PENALTY	\$ -	\$ -	\$ 22,325	\$ 32,550	\$ 30,802	\$ 30,070	\$ 16,280	\$ 21,990			10-year
00146320-432016 DEPUTY COLLECTOR CLEARING FEES	\$ 264	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ -			\$ 798,602
00146370-437100 MUNICIPAL LIEN CERTIFICATES	\$ 129,685	\$ 150,505	\$ 104,855	\$ 99,155	\$ 101,460	\$ 96,485	\$ 111,280	\$ 104,970			
00146370-437144 DEMAND RESPONSE	\$ 3,323	\$ 4,393	\$ 656	\$ -	\$ 1,000	\$ -	\$ 1,780	\$ 1,150			
00146450-445000 SENIOR CITIZEN PARKING PERMITS	\$ 1,765	\$ 3,699	\$ 2,032	\$ 2,201	\$ 2,594	\$ 2,800	\$ 2,340	\$ 2,530			
00146692-431300 TOWN DEPTS MISC INCOME	\$ 2,913	\$ 5,283	\$ 405	\$ -	\$ 797	\$ -	\$ 1,790	\$ 1,230			
00146692-484005 PENSIONS REIMBURSEMENT COLA	\$ 16,708	\$ 8,507	\$ 4,990	\$ 4,990	\$ 2,495	\$ 3,177	\$ 7,160	\$ 4,590			
00146840-484000 COLLECTOR MISCELLANEOUS INCOME	\$ 133,478	\$ 4,921	\$ 2,167	\$ 3,765	\$ 2,567	\$ 1,169	\$ 27,910	\$ 2,770			
00161320-432002 TN CLERK DOG LICENSE FEES	\$ 33,451	\$ 34,596	\$ 36,745	\$ 37,837	\$ 45,178	\$ 40,955	\$ 35,680	\$ 37,110			
00161320-432003 TN CLERK ANIMAL BYLAW VIOLATION	\$ -	\$ -	\$ 25	\$ -	\$ -	\$ 25	\$ -	\$ 10			
00161450-445001 TN CLERK POLICE FINES	\$ 1,025	\$ 800	\$ 600	\$ 700	\$ 2,195	\$ 2,250	\$ 1,010	\$ 1,240			
00161770-477000 TN CLERK FINES	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ 10	\$ 50	\$ 50			
00161810-481001 TN CLERK SALE RESIDENT BOOKS	\$ 1,176	\$ 785	\$ 1,050	\$ 830	\$ 765	\$ 475	\$ 880	\$ 740			
00180320-432014 PLANNING BOARD FEES	\$ 39,770	\$ 17,350	\$ 26,250	\$ 11,400	\$ 16,054	\$ 31,650	\$ 21,060	\$ 19,510			
00180320-432025 COMM DEV COMMUTER PARKING	\$ 52,734	\$ 63,347	\$ 70,240	\$ 71,052	\$ 63,473	\$ 64,329	\$ 60,960	\$ 63,160			
00180370-437000 COMM DEV ANR PLANS	\$ 2,200	\$ 3,200	\$ 1,800	\$ 4,400	\$ 800	\$ 400	\$ 2,360	\$ 2,010			
00180370-437001 COMM DEV BOOKS/MAPS/BYLAWS	\$ 171	\$ 460	\$ 290	\$ 258	\$ 305	\$ 132	\$ 280	\$ 270			
00180370-437002 COMM DEV DEFINITIVE PLAN FILE	\$ 2,400	\$ 7,400	\$ -	\$ -	\$ 2,400	\$ 5,000	\$ 2,320	\$ 2,810			
00180370-437003 COMM DEV PARKING STICKERS	\$ 91,431	\$ 84,179	\$ 95,897	\$ 87,183	\$ 109,824	\$ 114,849	\$ 89,020	\$ 93,470			
00180370-437004 COMM DEV PERMIT RESEARCH	\$ 156	\$ 613	\$ 391	\$ 234	\$ 504	\$ 338	\$ 360	\$ 400			
00180370-437005 COMM DEV DESIGN REVIEW BD	\$ 150	\$ 150	\$ 300	\$ 450	\$ 150	\$ -	\$ 230	\$ 200			
00210320-432010 POLICE REPORT FEES	\$ 4,492	\$ 5,720	\$ 5,666	\$ 5,404	\$ (9)	\$ -	\$ 4,040	\$ 3,190			
00210320-432012 POLICE SOLICITOR FEES	\$ 205	\$ 220	\$ 290	\$ 590	\$ 335	\$ 240	\$ 310	\$ 320			
00210320-432038 POLICE FINGERPRINTS	\$ 10	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
00210320-432039 POLICE SUBPOENAS	\$ 185	\$ 29	\$ -	\$ -	\$ -	\$ -	\$ 40	\$ 10			
00210320-432070 RMV FEES	\$ 12,840	\$ 21,507	\$ 19,440	\$ 16,160	\$ 19,380	\$ 18,745	\$ 16,970	\$ 18,090			
00210370-437142 POLICE RECOVERED DETAILS	\$ 7,243	\$ -	\$ -	\$ 54	\$ -	\$ -	\$ 1,390	\$ 10			
00210840-484000 POLICE MISCELLANEOUS INCOME	\$ 4,823	\$ 760	\$ 430	\$ 583	\$ 2,262	\$ 787	\$ 1,680	\$ 920			
00220320-432033 FIRE MASS PIKE ASSISTANCE	\$ 1,400	\$ 11,950	\$ 3,000	\$ 6,800	\$ 6,200	\$ 3,000	\$ 5,580	\$ 5,880			
00220320-432034 FIRE REPORT COPIES	\$ 282	\$ 166	\$ 227	\$ 105	\$ 141	\$ 40	\$ 170	\$ 130			
00220320-432035 FIRE SPECIAL DUTY S/CHARGES	\$ 7,505	\$ 7,355	\$ 7,450	\$ 5,925	\$ 6,060	\$ 53,455	\$ 6,520	\$ 15,250			
00220840-484000 FIRE MISCELLANEOUS REVENUE	\$ 12	\$ -	\$ -	\$ 3	\$ 0	\$ 0	\$ -	\$ -			
00300320-432063 SCHOOL HLTH REIMBURSEMENTS	\$ 150,536	\$ 139,097	\$ 129,130	\$ 175,896	\$ 275,242	\$ -	\$ 165,280	\$ 136,680			
00300320-432064 SCHOOL MEDICARE REIMBURSEMENTS	\$ 44,088	\$ 48,159	\$ 48,640	\$ 55,122	\$ 57,004	\$ -	\$ 48,070	\$ 39,700			
00420320-432040 PUB WKS MAPS	\$ 55	\$ 70	\$ 104	\$ 37	\$ 20	\$ 71	\$ 50	\$ 60			
00420320-432041 PUB WKS RECYCLING BINS	\$ 1,140	\$ 1,048	\$ 12,466	\$ 5,560	\$ 6,500	\$ 6,735	\$ 5,080	\$ 6,140			
00420320-432042 PUB WKS RECYCLED GLASS	\$ -	\$ -	\$ -	\$ 2,429	\$ 1,839	\$ -	\$ 810	\$ 810			



Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap	Preliminary	Averages
							FY 2018	FY 2019	
00420320-432044 PUB WKS RECYCLED METAL	\$ 39,312	\$ 33,397	\$ 34,740	\$ 19,745	\$ 13,342	\$ 17,896	\$ 26,700	\$ 22,630	
00420320-432045 PUB WKS RECYCLED PAPER	\$ 5,955	\$ 6,174	\$ 25,163	\$ 24,228	\$ 22,931	\$ 29,101	\$ 16,050	\$ 20,440	
00420320-432061 RECYCLE OIL PRODUCTS	\$ 213	\$ 666	\$ 810	\$ 325	\$ -	\$ -	\$ 380	\$ 340	
00420320-484000 PUB WKS MISCELLANEOUS INCOME	\$ 242	\$ -	\$ 290	\$ 30	\$ -	\$ -	\$ 110	\$ 60	
00512320-432007 BD HLTH CLINIC FEES	\$ -	\$ -	\$ -	\$ -	\$ 46	\$ -	\$ 10	\$ 10	
00512320-432009 BD HLTH LATE FEES	\$ -	\$ -	\$ 415	\$ 971	\$ 1,758	\$ 903	\$ 600	\$ 770	
00512840-484000 BD HLTH MISCELLANEOUS COPIES	\$ -	\$ -	\$ -	\$ -	\$ 122	\$ 6	\$ 20	\$ 20	
00512370-477010 TN CLERK BD HEALTH FINES	\$ 1,425	\$ 1,725	\$ 1,350	\$ 750	\$ 1,911	\$ 1,125	\$ 1,360	\$ 1,300	
00630370-437150 RECREATION LIGHTS REIMB	\$ -	\$ -	\$ 1,483	\$ -	\$ -	\$ -	\$ 280	\$ 280	
00180320-432006 COMM DEV SUBDIVISION FILE FEE	\$ -	\$ -	\$ -	\$ 400	\$ 3,000	\$ -	\$ 650	\$ 650	
00800680-468010 MUNICIPAL MEDICAID REIMBURSEMENT	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 95,000	\$ 100,000	
00800680-468098 ABANDONED PROPERTY STATE	\$ 17,184	\$ 46	\$ 1,165	\$ -	\$ -	\$ 12,130	\$ 3,490	\$ 2,530	
Total Dept. Revenue - Other	\$ 985,538	\$ 819,959	\$ 770,054	\$ 789,606	\$ 907,264	\$ 644,964	\$ 810,170	\$ 750,820	



Town of Natick

Revenue Model

3-K Licenses and Permits

Item							Recap	Preliminary	Averages
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
00123320-432022 SELECT MISC FEES	\$ 4,965	\$ 1,380	\$ 178	\$ -	\$ 2,675	\$ -	\$ 150	\$ 150	
00123371-437125 SELECT FLAMABLE	\$ -	\$ -	\$ -	\$ -	\$ 150	\$ -	\$ -	\$ -	
00123450-445011 SELECT BILLARD LICENSE	\$ -	\$ 80	\$ 40	\$ 10	\$ 10	\$ -	\$ -	\$ -	
00123450-445012 SELECT CLASS I LICENSE	\$ 900	\$ 950	\$ 1,000	\$ 800	\$ 850	\$ 800	\$ 800	\$ 800	3-year
00123450-445013 SELECT CLASS II LICENSE	\$ 2,100	\$ 2,000	\$ 2,050	\$ 2,200	\$ 1,800	\$ 1,950	\$ 1,800	\$ 1,800	\$ 3,150,875
00123450-445014 SELECT CLASS III LICENSE	\$ 2,300	\$ 200	\$ 300	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	
00123450-445015 SELECT COMMON VICTUALLER LIC	\$ 4,650	\$ 6,400	\$ 6,900	\$ 6,800	\$ 6,800	\$ 6,600	\$ 6,800	\$ 6,800	5-year
00123450-445016 SELECT DAILY ENTERTAINMENT LIC	\$ 350	\$ 1,000	\$ 825	\$ 1,025	\$ 1,200	\$ 1,500	\$ 1,200	\$ 1,200	\$ 2,622,044
00123450-445017 SELECT SUNDAY ENTERTAINMNT LIC	\$ 850	\$ 1,250	\$ 1,000	\$ 1,000	\$ 750	\$ 600	\$ 750	\$ 750	
00123450-445019 SELECT JUNK COLLECTOR LICENSE	\$ 625	\$ 525	\$ 400	\$ 375	\$ 325	\$ 300	\$ 325	\$ 325	10-year
00123450-445020 SELECT INN HOLDERS LICENSE	\$ 150	\$ 200	\$ 150	\$ 150	\$ 200	\$ 100	\$ 150	\$ 150	\$ 2,183,275
00123450-445021 SELECT TAXI CAB LICENSE	\$ 650	\$ 540	\$ 520	\$ 520	\$ 400	\$ -	\$ 500	\$ 500	
00123450-445026 ALCOHOLIC BEVERAGE LICENSE	\$ 104,450	\$ 101,300	\$ 108,875	\$ 97,500	\$ 101,580	\$ 100,700	\$ 100,000	\$ 100,000	
00123450-445027 SELECT AUTOMATIC AMUSEMENT LIC	\$ 3,710	\$ 3,675	\$ 3,290	\$ 3,390	\$ 3,430	\$ 3,305	\$ 3,000	\$ 3,000	
00123450-445028 SELECT CABLE LICENSE CHANGE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00123450-445029 SELECT MISCELLANEOUS LICENSE	\$ 212	\$ 67	\$ 52	\$ 52	\$ 2	\$ 127	\$ -	\$ -	
00161320-432018 TN CLERK HISTORIC DISTRICT FEE	\$ 220	\$ 115	\$ 280	\$ 265	\$ 240	\$ 345	\$ 200	\$ 200	
00161320-432019 TN CLERK ZBA FILING FEES	\$ 12,593	\$ 12,555	\$ 13,445	\$ 22,088	\$ 12,950	\$ 13,731	\$ 12,500	\$ 12,500	
00161370-437010 TN CLERK BUSINESS CERTIFICATE	\$ 16,435	\$ 14,900	\$ 13,160	\$ 14,070	\$ 15,815	\$ 14,455	\$ 14,000	\$ 14,000	
00161370-437020 TN CLERK BIRTH CERTIFICATE	\$ 16,185	\$ 16,206	\$ 14,841	\$ 15,255	\$ 14,066	\$ 15,020	\$ 14,000	\$ 14,000	
00161370-437025 TN CLERK DEATH CERTIFICATE	\$ 16,410	\$ 15,580	\$ 17,860	\$ 18,575	\$ 17,550	\$ 20,473	\$ 17,500	\$ 17,500	
00161370-437030 TN CLERK GOING OUT	\$ -	\$ -	\$ -	\$ -	\$ 6	\$ -	\$ -	\$ -	
00161370-437035 TN CLERK MARRIAGE INTENTIONS	\$ 3,925	\$ 4,050	\$ 4,825	\$ 3,900	\$ 4,325	\$ 3,840	\$ 4,000	\$ 4,000	
00161450-445003 TN CLERK MARRIAGE LICENSE	\$ 5,055	\$ 5,775	\$ 5,610	\$ 4,900	\$ 4,640	\$ 4,885	\$ 4,900	\$ 4,900	
00161450-445025 TN CLERK RAFFLE PERMITS	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00161450-445704 TN CLERK BAZZAR PERMIT	\$ -	\$ 525	\$ 375	\$ 250	\$ 375	\$ 325	\$ 300	\$ 300	
00161450-445705 TN CLERK GASOLINE STORAGE PERM	\$ 935	\$ 890	\$ 935	\$ 958	\$ 863	\$ 840	\$ 800	\$ 800	
00161770-477010 TN CLERK BD HEALTH FINES	\$ 450	\$ 770	\$ 900	\$ 450	\$ -	\$ 700	\$ 700	\$ 700	
00180320-432023 SEALER WEIGHTS MEASURER FEES	\$ 6,780	\$ 5,914	\$ 6,479	\$ 6,444	\$ 10,152	\$ 12,087	\$ 6,500	\$ 6,500	
00180370-437007 BLDG DEPT ALTERATIONS	\$ 838,420	\$ 647,350	\$ 580,493	\$ 1,240,333	\$ 743,851	\$ 784,771	\$ 740,000	\$ 740,000	
00180370-437008 BLDG DEPT NEW BUILDINGS	\$ 472,370	\$ 456,105	\$ 200,880	\$ 566,050	\$ 598,370	\$ 2,139,024	\$ 500,000	\$ 1,000,000	
00180370-437009 BLDG DEPT CERT OF INSPECTION	\$ 11,300	\$ 6,411	\$ 3,965	\$ 3,907	\$ 6,049	\$ 2,680	\$ 3,900	\$ 3,900	
00180370-437011 BLDG DEPT REINSPECTIONS	\$ -	\$ 730	\$ 440	\$ 320	\$ -	\$ -	\$ 300	\$ 300	
00180457-445701 BLDG DEPT ELECTRICAL PERMIT	\$ 243,493	\$ 196,407	\$ 156,582	\$ 267,160	\$ 192,388	\$ 861,399	\$ 180,000	\$ 400,000	
00180457-445702 BLDG DEPT GAS PERMIT	\$ 20,105	\$ 27,141	\$ 22,972	\$ 26,603	\$ 29,861	\$ 27,141	\$ 25,000	\$ 25,000	



Town of Natick

Revenue Model

3-K Licenses and Permits

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap FY 2018	Preliminary FY 2019	Averages
	00180457-445703 BLDG DEPT PLUMBING PERMIT	\$ 38,035	\$ 63,209	\$ 40,614	\$ 59,385	\$ 58,431	\$ 58,244	\$ 55,000	\$ 55,000
00180457-445723 BLDG DEPT CERT OF OCCUPANCY	\$ 3,050	\$ 4,344	\$ 3,188	\$ 2,400	\$ 2,970	\$ 2,640	\$ 2,400	\$ 2,400	
00180770-477001 BLDG DEPT ELECTRICAL FINE	\$ 46,038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00180840-484000 BLDG DEPT MISCELLANEOUS INCOME	\$ -	\$ 80	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ -	
00210360-436070 POLICE ALARM VIOLATION	\$ -	\$ -	\$ 7,100	\$ -	\$ -	\$ 200	\$ -	\$ -	
00210370-437056 POLICE FIREARM ID'S	\$ 6,063	\$ 9,488	\$ 6,962	\$ 4,713	\$ 6,887	\$ 7,488	\$ 5,000	\$ 5,000	
00210370-437140 POLICE KEEPER OF R					\$ 5,591	\$ 4,944			
00210450-445010 POLICE TAXI LICENSE	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00210450-445719 POLICE WORK PERMITS	\$ 20	\$ -	\$ 40	\$ 20	\$ 30	\$ 40	\$ -	\$ -	
00210450-445730 POLICE SUNDAY/HOLIDAY PERMITS	\$ 40	\$ 20	\$ -	\$ 50	\$ 10	\$ -	\$ -	\$ -	
00220320-432020 FIRE ALARM BOX ANNUAL FEE	\$ 62,800	\$ 64,000	\$ 61,600	\$ 68,400	\$ 67,200	\$ 65,600	\$ 62,000	\$ 62,000	
00220450-445706 FIRE VARIOUS PERMITS	\$ 45,965	\$ 55,010	\$ 54,500	\$ 58,150	\$ 56,775	\$ 53,205	\$ 52,000	\$ 52,000	
00420450-445732 PUBLIC WORKS HYDRANT USE PERMIT	\$ -	\$ -	\$ 1,937	\$ 1,700	\$ 2,600	\$ 6,042	\$ 1,000	\$ 1,000	
00420450-445733 PUB WKS SEWER PERMITS	\$ 12,650	\$ 12,325	\$ 15,200	\$ 15,206	\$ 11,525	\$ 10,450	\$ 11,500	\$ 11,500	
00420450-445734 PUB WKS STREET OPENING PERMIT	\$ 44,573	\$ 47,155	\$ 61,005	\$ 66,170	\$ 34,753	\$ 39,373	\$ 42,000	\$ 42,000	
00420450-445735 PUB WKS WATER METER PERMIT	\$ 3,325	\$ 1,425	\$ 2,000	\$ 1,200	\$ 1,300	\$ 1,225	\$ 1,500	\$ 1,500	
00420450-445736 PUB WKS WATER PERMITS	\$ 3,800	\$ 7,000	\$ 8,675	\$ 10,000	\$ 9,400	\$ 7,900	\$ 7,000	\$ 7,000	
00512370-437015 BD HLTH UNDERGRND TNK REGISTRY	\$ 2,350	\$ 2,600	\$ 2,450	\$ 2,700	\$ 2,850	\$ 2,400	\$ 2,500	\$ 2,500	
00512370-437016 BD HLTH UNDERGRND TANK INSPCTN	\$ -	\$ 350	\$ 900	\$ 300	\$ 250	\$ 750	\$ 300	\$ 300	
00512370-437055 BD HLTH UNDERGRND TANK REMOVA	\$ 300	\$ 800	\$ 250	\$ 250	\$ 300	\$ 250	\$ 250	\$ 250	
00512370-437060 BD HLTH HOUSEHLD HAZARDOUS WST	\$ 830	\$ 950	\$ 900	\$ 1,350	\$ 1,030	\$ 1,500	\$ 900	\$ 900	
00512370-437065 BD HLTH PERC TEST/APPLICATION	\$ 5,000	\$ 5,700	\$ 4,200	\$ 1,700	\$ 2,200	\$ 4,250	\$ 1,700	\$ 1,700	
00512370-437075 BD HLTH REINSPECTION	\$ -	\$ -	\$ -	\$ -	\$ 75	\$ -	\$ -	\$ -	
00512370-437080 BD HLTH PLAN REVIEW	\$ 4,150	\$ 5,156	\$ 2,500	\$ -	\$ -	\$ 1,500	\$ -	\$ -	
00512370-437090 BD HLTH SWIMMING POOL INSTALLER	\$ 2,275	\$ 2,300	\$ 9,300	\$ 7,675	\$ 650	\$ 3,250	\$ 3,500	\$ 3,500	
00512370-437120 BD HLTH PROPERTY CLEAN UP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512370-437130 BD HEALTH RUBBISH CONTRACTORS	\$ 1,500	\$ 1,150	\$ 1,400	\$ 1,400	\$ 1,200	\$ 1,350	\$ 1,000	\$ 1,000	
00512450-445004 BD HLTH DAY CAMP LICENSE	\$ 50	\$ 793	\$ 50	\$ -	\$ -	\$ -	\$ 50	\$ 50	
00512450-445005 BD HLTH FROZEN DESERT LICENSE	\$ 750	\$ 650	\$ 850	\$ 1,000	\$ 750	\$ 900	\$ 700	\$ 700	
00512450-445006 BD HLTH FUNERAL DIRECTR LICENS	\$ 400	\$ 300	\$ -	\$ 600	\$ 300	\$ 300	\$ 300	\$ 300	
00512450-445007 BD HLTH MILK/CREAM LICENSE	\$ 1,806	\$ 1,796	\$ 1,760	\$ 1,340	\$ 1,430	\$ 1,120	\$ 1,350	\$ 1,350	
00512450-445008 BD HLTH MOTEL LICENSE	\$ 370	\$ 850	\$ 550	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	
00512450-445009 BD HLTH TANNING LICENSE	\$ 1,575	\$ 300	\$ 900	\$ 300	\$ 1,200	\$ 900	\$ 300	\$ 300	
00512450-445707 BD HLTH BAKERY PERMIT	\$ 2,125	\$ 2,600	\$ 2,100	\$ 2,100	\$ 1,955	\$ 1,400	\$ 1,950	\$ 1,950	
00512450-445708 BD HLTH BEE PERMIT	\$ 40	\$ 160	\$ 240	\$ 200	\$ 290	\$ 200	\$ 200	\$ 200	



Town of Natick

Revenue Model

3-K Licenses and Permits

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap FY 2018	Preliminary FY 2019	Averages
	00512450-445710 BD HLTH CAMP PERMIT	\$ 1,150	\$ 200	\$ 850	\$ 850	\$ 950	\$ 2,750	\$ 850	\$ 850
00512450-445711 BD HLTH CATERING PERMIT	\$ -	\$ 2,450	\$ 2,400	\$ 3,000	\$ 2,100	\$ 2,125	\$ 2,400	\$ 2,400	
00512450-445712 BD HLTH CHEMICAL TOILET PERMIT	\$ 120	\$ 225	\$ 150	\$ 125	\$ 25	\$ -	\$ -	\$ -	
00512450-445713 BD HLTH FOOD ESTABLISHMNT PERM	\$ 100,084	\$ 103,973	\$ 108,834	\$ 102,475	\$ 104,565	\$ 102,313	\$ 102,000	\$ 102,000	
00512450-445714 BD HLTH FOOD CERTIFICATES	\$ 1,110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445715 BD HLTH FOOD SERVICE PLAN	\$ -	\$ -	\$ 950	\$ 3,250	\$ 1,875	\$ 4,500	\$ 950	\$ 950	
00512450-445716 BD HLTH FOOD ESTABLISHMNT S/C	\$ -	\$ -	\$ -	\$ 3,206	\$ 2,925	\$ 1,225	\$ -	\$ -	
00512450-445718 BD HLTH ICE RINK CERTIFICATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445719 BD HLTH LIVE STOCK PERMIT	\$ 2,000	\$ 1,730	\$ 1,900	\$ 1,550	\$ 2,000	\$ 2,150	\$ 1,500	\$ 1,500	
00512450-445720 BD HLTH MASSAGE PERMIT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445721 BD HLTH METHYL ALCOHOL PERMIT	\$ 180	\$ 180	\$ 180	\$ 160	\$ 200	\$ 175	\$ 160	\$ 160	
00512450-445722 BD HLTH MOBILE FOOD SERVER	\$ -	\$ 120	\$ 260	\$ 160	\$ 1,180	\$ 930	\$ 160	\$ 160	
00512450-445723 BD HLTH OCCUPANCY INSPECTION	\$ 31,290	\$ 45,170	\$ 41,685	\$ 24,330	\$ 33,545	\$ 18,510	\$ 30,000	\$ 30,000	
00512450-445724 BD HLTH SEPTAGE HAULER PERMIT	\$ 8,775	\$ 7,800	\$ 7,475	\$ 7,800	\$ 7,150	\$ 7,800	\$ 7,500	\$ 7,500	
00512450-445725 BD HLTH SEPTIC INSTALLER PERM	\$ 4,550	\$ 2,750	\$ 4,550	\$ 2,600	\$ 3,250	\$ 3,575	\$ 2,600	\$ 2,600	
00512450-445726 BD HLTH SEPTIC SYSTEM PERMIT	\$ 10,350	\$ 9,550	\$ 8,550	\$ 6,125	\$ 3,675	\$ 7,950	\$ 6,000	\$ 6,000	
00512450-445727 BD HLTH SWIMMING POOL PERMIT	\$ 10,713	\$ 12,131	\$ 5,500	\$ 4,075	\$ 9,600	\$ 9,650	\$ 4,000	\$ 4,000	
00512450-445728 BD HLTH TOBACCO PERMIT	\$ 2,500	\$ 2,400	\$ 2,400	\$ 75	\$ -	\$ -	\$ -	\$ -	
00512450-445737 BD HLTH CIDER MILL PERMIT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445747 BD HLTH WELL PERMIT	\$ 750	\$ 900	\$ -	\$ 450	\$ 900	\$ 1,050	\$ 400	\$ 400	
Total	\$ 2,254,443	\$ 2,011,091	\$ 1,646,503	\$ 2,774,340	\$ 2,218,015	\$ 4,460,270	\$ 2,053,445	\$ 2,773,445	



Town of Natick

Revenue Model

3-L Special Assessments

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap FY 2018	Preliminary FY 2019	Averages
									3-year
									\$ 10,693
00146170-417405 C/S/S BETTERMENT COMM INTEREST	\$ 8,990	\$ 8,324	\$ 6,884	\$ 8,984	\$ 5,208	\$ 3,625	\$ 4,600	\$ 4,600	5-year \$ 11,348
00146190-419560 APPORT CURB/ST/SWLK BETTERMNT	\$ 4,671	\$ 4,807	\$ 4,648	\$ 3,632	\$ 3,924	\$ 6,706	\$ 4,000	\$ 4,000	10-year \$ 16,394
Total Special Assessments	\$ 13,660	\$ 13,130	\$ 11,532	\$ 12,616	\$ 9,132	\$ 10,331	\$ 8,600	\$ 8,600	

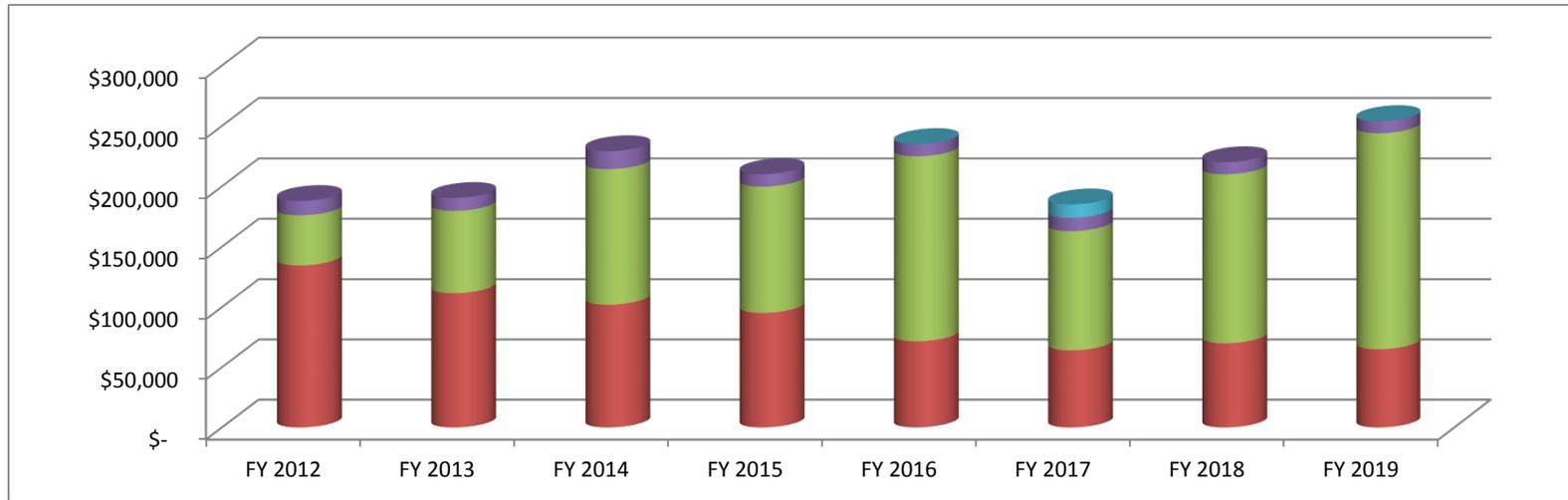


Town of Natick

Revenue Model

3-M Fines and Forfeits

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap	Preliminary	Averages
							FY 2018	FY 2019	3-year
00146370-437141 POLICE RESTITUTION	\$ -	\$ -	\$ 150	\$ -	\$ 400	\$ -	\$ -	\$ -	\$ 209,944
00146770-477003 DISTRICT COURT FINES	\$ 134,524	\$ 111,557	\$ 101,867	\$ 95,231	\$ 71,225	\$ 64,083	\$ 70,000	\$ 65,000	5-year
00146770-477004 PARKING FINES	\$ 41,499	\$ 68,181	\$ 112,199	\$ 104,568	\$ 153,280	\$ 98,864	\$ 140,000	\$ 178,975	\$ 209,823
00146770-477005 AUTO LEASE SURCHARGE	\$ 11,843	\$ 10,622	\$ 14,859	\$ 10,298	\$ 10,096	\$ 11,086	\$ 10,000	\$ 10,000	
00210320-432037 POLICE FALSE ALARM					\$ 100	\$ 11,000		\$ 100	10-year
Total Fines and Forfeits	\$ 187,866	\$ 190,361	\$ 228,925	\$ 210,097	\$ 234,701	\$ 185,033	\$ 220,000	\$ 254,075	\$ 196,121



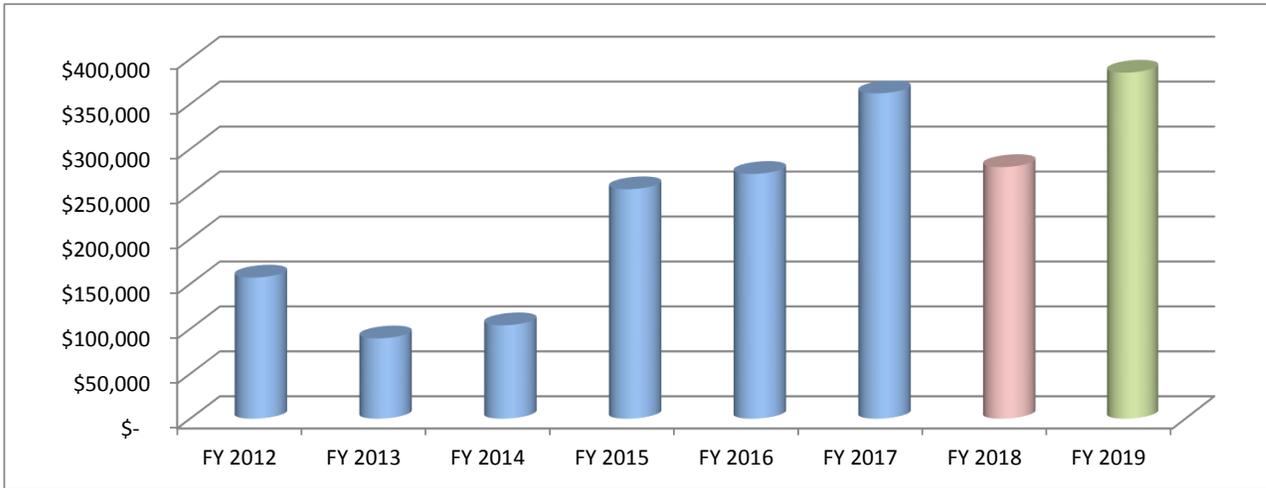


Town of Natick

Revenue Model

3-N Investment Income

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap	Preliminary	Averages
							FY 2018	FY 2019	3-year
00145820-482000 INTEREST EARNED INVESTMENTS	\$ 98,917	\$ 45,757	\$ 39,930	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 296,584
00145820-482200 INTEREST EARNED	\$ 56,453	\$ 43,729	\$ 64,153	\$ 255,356	\$ 272,428	\$ 353,681	\$ 280,000	\$ 385,000	5-year
00145820-482300 INTEREST PREMIUM BAN'S	\$ 1,789	\$ -	\$ -	\$ -	\$ -	\$ 8,288	\$ -	\$ -	\$ 216,664
Total Investment Income	\$ 157,159	\$ 89,485	\$ 104,083	\$ 255,356	\$ 272,428	\$ 361,969	\$ 280,000	\$ 385,000	\$ 328,094



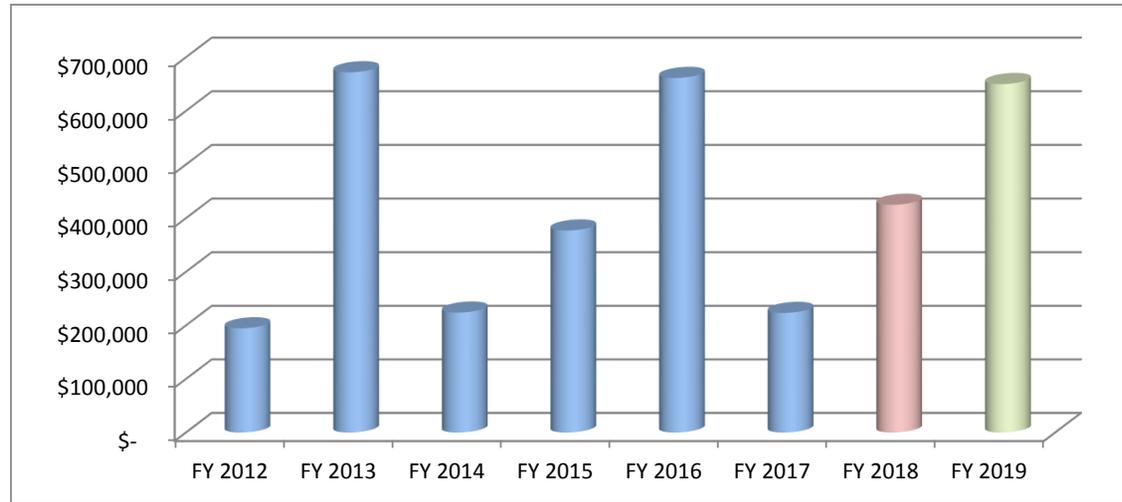


Town of Natick

Revenue Model

3-O Miscellaneous Recurring

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap FY 2018	Preliminary FY 2019	Averages
									3-year
00146220-422000 TX PER CH59 SEC D OCCUPANCY PERMIT	\$ 194,624	\$ 671,948	\$ 224,068	\$ 377,014	\$ 661,450	\$ 223,403	\$ 425,000	\$ 650,000	\$ 420,622
									5-year \$ 431,577
									10-year
Total Miscellaneous Recurring	\$ 194,624	\$ 671,948	\$ 224,068	\$ 377,014	\$ 661,450	\$ 223,403	\$ 425,000	\$ 650,000	\$ 497,210





Town of Natick

Revenue Model

3-P Miscellaneous Non-Recurring

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap FY 2018	Preliminary FY 2019	Averages
								3-year
								\$ 1,085,748
00145840-484010 TAILINGS MISC.	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	
00146140-414200 TAX TITLES	\$ 129,504	\$ 67,100	\$ 823,985	\$ 616,220	\$ 425,480	-	-	
00146800-480000 MISC. NON-RECURRING	\$ 560,066	\$ 63,721	\$ 323,248	\$ 554,526	\$ 199,948	-	-	
00146930-493000 PREMIUM BOND ISSUE	\$ 482,092	\$ 407,561	\$ 97,778	\$ 303,104	\$ 77,658	-	-	
00800660-466010 2012 ONE TIME STATE AID	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	
Total Misc. Non-Recurring	\$ 1,171,662	\$ 538,382	\$ 1,245,011	\$ 1,473,850	\$ 703,086	\$ -	\$ -	

Assumption:

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



Town of Natick

Revenue Model

4-A Available Funds

Item	FY 2015	FY 2016	FY 2017	Recap	Preliminary	Averages
				FY 2018	FY 2019	3-year
						\$ 5,040,464
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,000,000	
Capital Stabilization Fund	\$ 3,058,758	\$ 2,033,264	\$ 1,159,200	\$ 2,166,665	\$ 2,962,240	5-year
FAR Bonus Stabilization Fund	\$ -	\$ 5,162,690	\$ 3,900	\$ 3,900	\$ -	\$ 3,722,965
Title V	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	\$ 7,684	
Parking Meter Revenue	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	
School Building Assistance	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	\$ 123,167	
Premium (Debt Exclusion Projects)	\$ 106,758	\$ 106,758	\$ 64,682	\$ 105,468	\$ 97,542	
Receipts Reserved	\$ -	\$ -				
Insurance Proceeds < \$20,000	\$ -	\$ -				
Mitigation Funds				690,295		
Total Available Funds	\$ 3,876,367	\$ 8,013,563	\$ 1,938,633	\$ 3,677,179	\$ 4,270,633	

Assumptions

1. Projected use of Available Funds in FY 2019 is based upon current balances, historic use, and need.
2. The Capital Stabilization Fund is only used in support of capital and debt service related costs. Figure for FY 2019 includes \$2,962,240 in direct support of 2019 capital projects being paid for in cash.



Town of Natick

Revenue Model

4-B Free Cash

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap	Projected	Averages
							FY 2018	FY 2019	3-year
Free Cash	\$ 5,466,393	\$ 6,343,030	\$ 6,313,951	\$ 5,668,115	\$ 5,100,289	\$ 9,031,776	\$ 9,408,400	\$ 4,485,000	\$ 5,694,118
									5-year
									\$ 5,778,356
Total Free Cash	\$ 5,466,393	\$ 6,343,030	\$ 6,313,951	\$ 5,668,115	\$ 5,100,289	\$ 9,031,776	\$ 9,408,400	\$ 4,485,000	



Town of Natick

Revenue Model

5-A Indirects

Item	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Recap	Preliminary	Averages
							FY 2018	FY 2019	3-year
Indirects (W/S Enterprise Fund)	\$ 2,535,883	\$ 2,581,514	\$ 2,323,579	\$ 2,207,400	\$ 2,207,400	\$ 2,218,150	\$ 2,035,229	\$ 2,218,150	\$ 2,279,600
Indirects (Sassamon Trace Enterprise Fund)	\$ -	\$ -	\$ 32,246	\$ 34,087	\$ 34,087	\$ 41,973	\$ 43,692	\$ 43,871	5-year
Total Indirects	\$ 2,535,883	\$ 2,581,514	\$ 2,355,825	\$ 2,241,487	\$ 2,241,487	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 2,391,239



Fiscal Year 2019

Budget Balancing



Town of Natick
 FY 2019 Budget Development
 Budget Process Reconciliation

Initial Budget Deficit		\$ (3,676,575)		
Expense Adjustments				
	Town	NPS	Shared	Description
Debt Service	\$ 1,101,750			Delayed Projects - Parking Garage; Pleasant St.; Main St.
Keefe Tech Assessment	\$ (18,784)			Increase in Keefe Tech Assessment
Healthcare Cost Adjustment			\$ 382,370	Reduce projected increase in health plan costs/reserve plans
Capital Stabilization	\$ 1,000,000			
New Initiatives	\$ 102,454			Eliminate: DPW Admin; Facilities Intern; Facilities Floater, Teen Center Supplies
Affordable Housing Trust	\$ (50,000)			\$50,000, new appropriation needed for Affordable Housing Trust
Opiate Prevention	\$ (20,000)			\$20,000 for Opiate Task Force
Cherry Sheet Offsets	\$ 55,082			Reductions in State Aid offsets
Misc. Articles	\$ (285,000)			N. Main Street Right of Way project
NPS New Staff Positions		\$ 401,977		Eliminate 7.5 new positions
NPS New Tech Initiatives		\$ 100,000		Moving freshman laptops to 1:1 Stabilization
Transferred to 1:1 Stabilization		\$ (100,000)		Transfer to 1:1
NPS Textbooks		\$ 251,000		To Capital Stabilization
Principle Requests		\$ 90,000		
Reduce Repairs/Mtnce.		\$ 68,000		HVAC (\$48,000); Repairs (\$10,000); Electrical Repairs (\$10,000).
Let's Talk Software		\$ 14,000		
iPad Replacement		\$ 88,050		Eliminate iPad replacement at the Elementary Schools
Watson Project		\$ 175,000		Delay Watson/IBM project 1 year
Watson/IBM Training		\$ 8,651		Delay all training costs associated w/ Watson/IBM project
	\$ 1,885,502	\$ 1,096,678	\$ 382,370	
Revenue Adjustments				
Parking Ticket Late Fee Increase	\$ 58,975			Increase in Late Fees for Parking Tickets
Free Cash	\$ (515,000)			Reduction in Free Cash use for the budget
Overlay Surplus	\$ 500,000			Increase in Overlay Surplus
Investment Income	\$ 25,000			Projected increases in investment income
Tax Levy	\$ 220,709			Increase in the Tax Levy
State Aid	\$ 70,028			Increase in estimated State Aid
	\$ 359,712			
Current Status		\$ 47,687		



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

Section III Education & Learning

Natick Public Schools	45
South Middlesex Regional Vocational Technical School	46
Morse Institute Library	49
Bacon Free Library	54



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

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Natick Public Schools

FY 2019 Budget

OPERATING BUDGET

	FY18 Requested Budget	FY19	FY18 vs FY19 Δ	% chg
Compensation				
Salary Base	44,552,710	48,140,970	3,588,260	8.05%
Steps, Cola & Merit Adjustments	1,866,899	2,491,173	624,274	33.44%
Lanes	356,010	300,913	(55,097)	-15.48%
Staff Additions	1,382,949	786,535	(596,414)	-43.13%
Retirements and Turnover	(501,043)	(320,000)	181,043	-36.13%
Total Compensation	47,657,525	51,399,591	3,742,066	7.85%
Expenses				
District-wide Administration	418,862	438,205	19,343	4.62%
Technology	1,588,658	1,602,849	14,191	0.89%
Curriculum & Online Learning	1,482,209	1,006,032	(476,177)	-32.13%
Pupil Services	4,752,046	4,641,668	(110,378)	-2.32%
Transportation	2,214,388	2,609,189	394,801	17.83%
Building Op & Maint	1,799,057	1,905,000	105,943	5.89%
NPS Schools	1,270,220	1,270,220	-	0.00%
Athletics & Activities	67,185	79,685	12,500	18.61%
Total Expenses	13,592,625	13,552,848	(39,777)	-0.29%
Total Budget Request	61,250,150	64,952,439	3,702,289	6.04%

Additional Budget Detail is available in the NPS Budget Book



Town of Natick

Home of Champions

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

Appropriation Summary

South Middlesex Regional Technical School

	2016 Actual	2017 Actual	2018 Appropriated	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Operating Expenses						
Assessment	1,247,313	1,522,958	1,427,911	1,594,984	167,073	11.70%
Total Operating Expenses	1,247,313	1,522,958	1,427,911	1,594,984	167,073	11.70%

Total So. Middlesex Regional Tech. 1,247,313 1,522,958 1,427,911 1,594,984 167,073 11.70%

Mission:

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

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



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

Philosophy:

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

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



Town of Natick

Home of Champions

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

Philosophy (con't):

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

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

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

Goals:

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



Town of Natick

Home of Champions

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

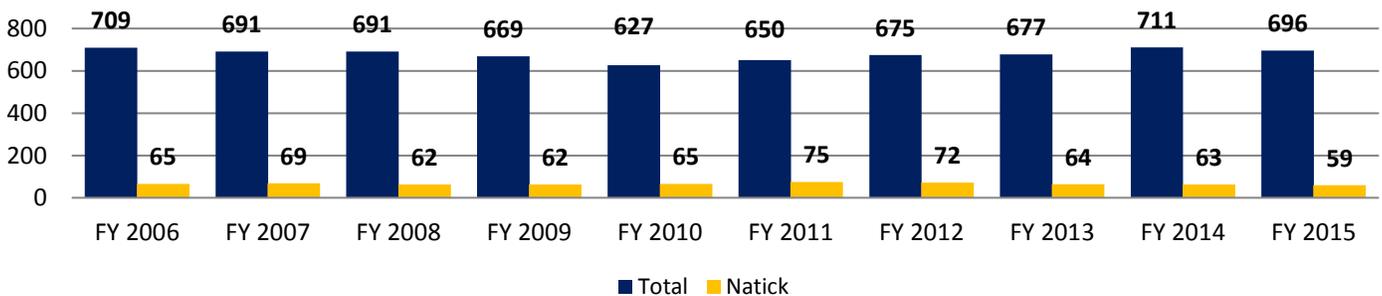
Budget Overview

The Keefe Tech assessment is as shown below. As a result of an estimated increase of 11.7% for Keefe Tech's budget and a slight increase in students from Natick, the anticipated revised budget for the Keefe Tech assessment represents an increase from the FY18 appropriated budget of \$167,073.

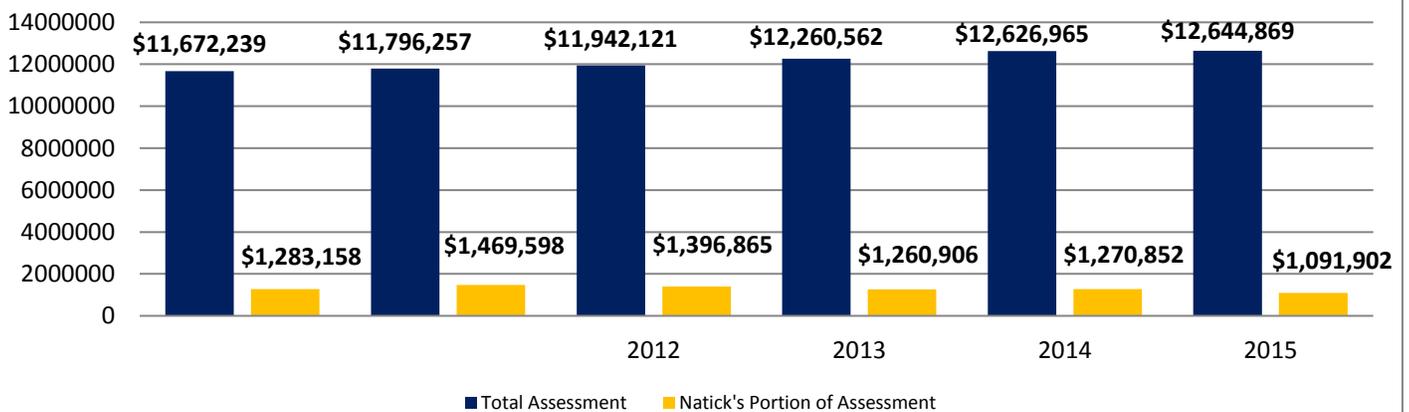
	2015	2016	2017	2018	2019	2018 vs. 2019	
	Actual	Actual	Actual	Approp.	Preliminary	\$ (+/-)	% (+/-)
Assessment	1,091,902	1,247,313	1,522,958	1,427,911	1,594,984	167,073	11.70%
Expenses	1,091,902	1,247,313	1,522,958	1,427,911	1,594,984	167,073	11.70%

Historic Data

Enrollment Data - 2006-2015



Assessment Data - FY 2010-2015



Morse Institute Library



FY 2019 Operational Budget Request

Linda Stetson, Director

Board: Board of Library Trustees

Mission:

The Morse Institute Library's mission is:

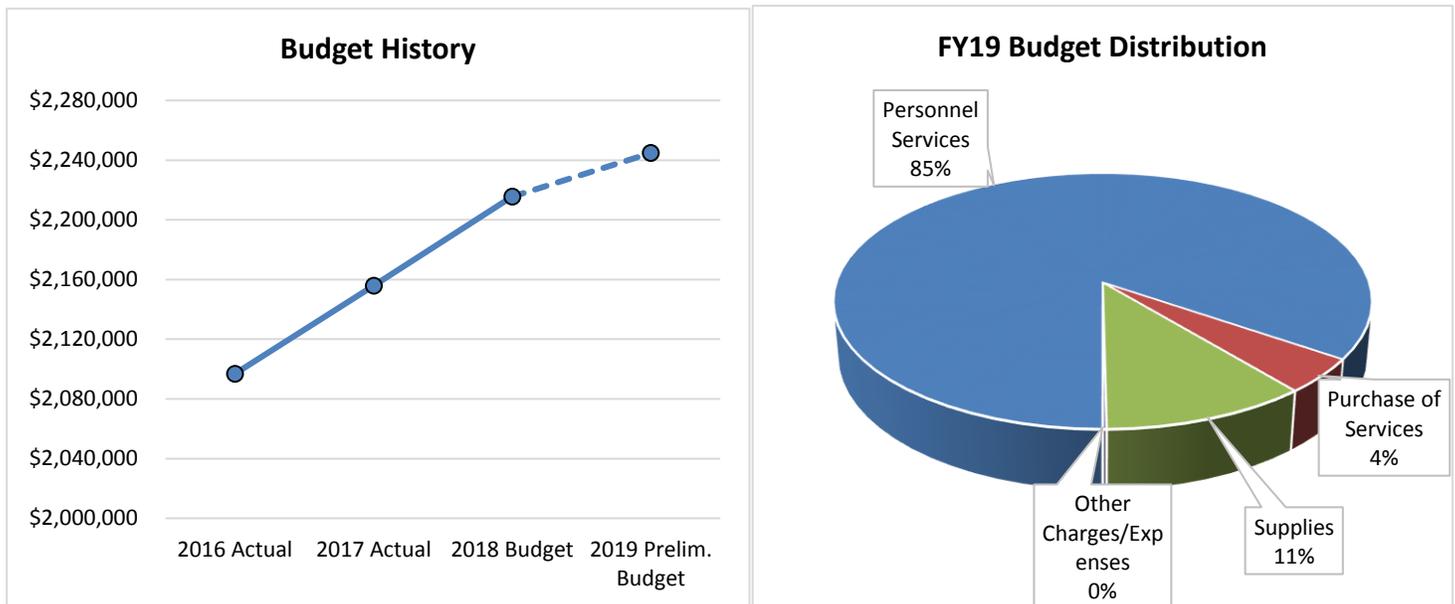
- To provide free access to materials and quality information and technology services to library users of all ages and abilities;
- To serve as a major educational resource with programs and learning opportunities for all, so residents of Natick and the MetroWest area can meet, learn, and create;
- To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

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

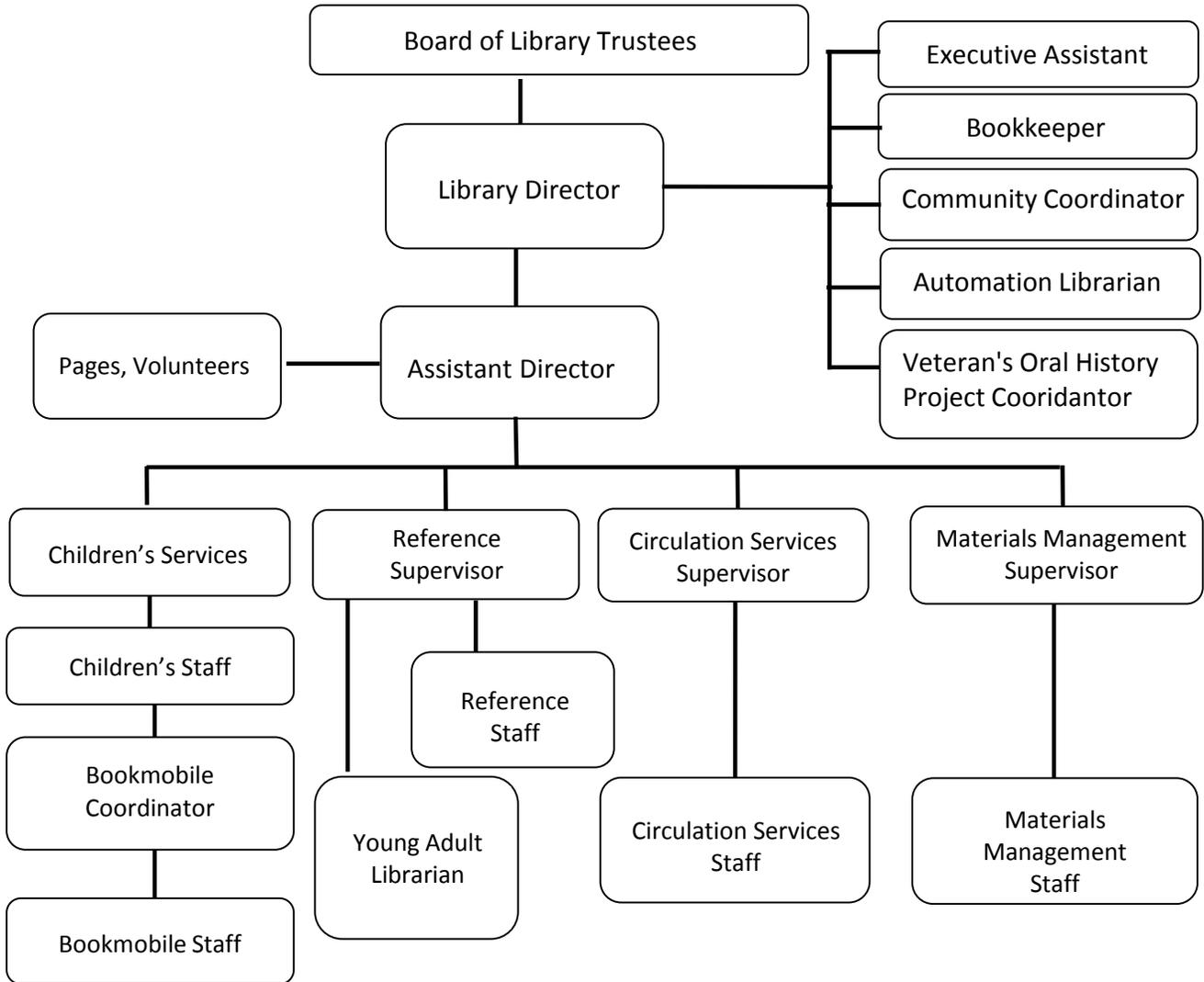
Budget Highlights for FY 2019:

- The largest increase in the library's budget is for the Minuteman Library Network fees. This sharp increase is due to a member library leaving the network.
- Copy/mail center fees increased by over 15% - however, this amounts to only \$100. In FY2017, we underestimated what our costs would be.
- Staff savings realized from retirements and internal promotions at lower steps.

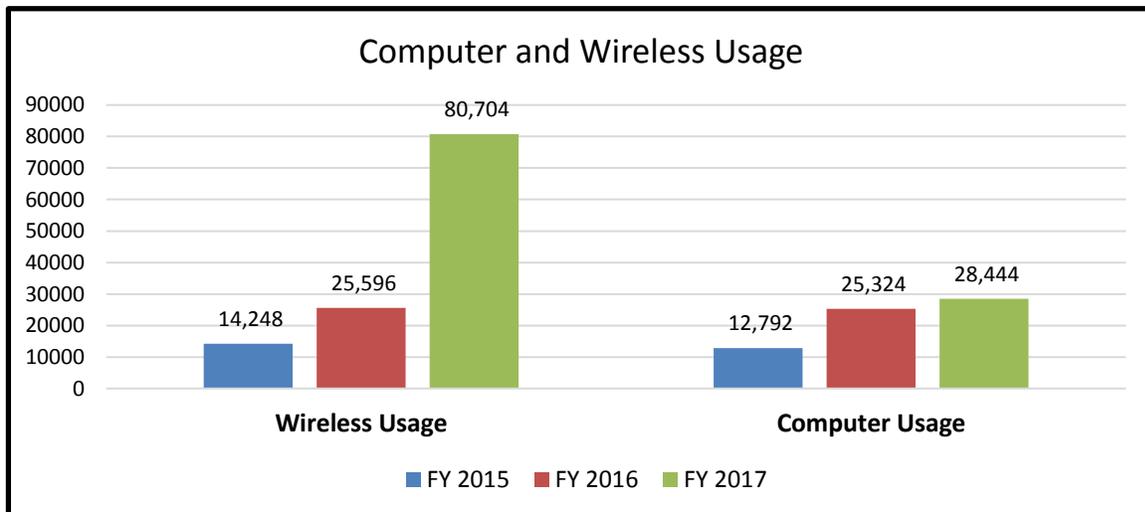
Budget Summary -

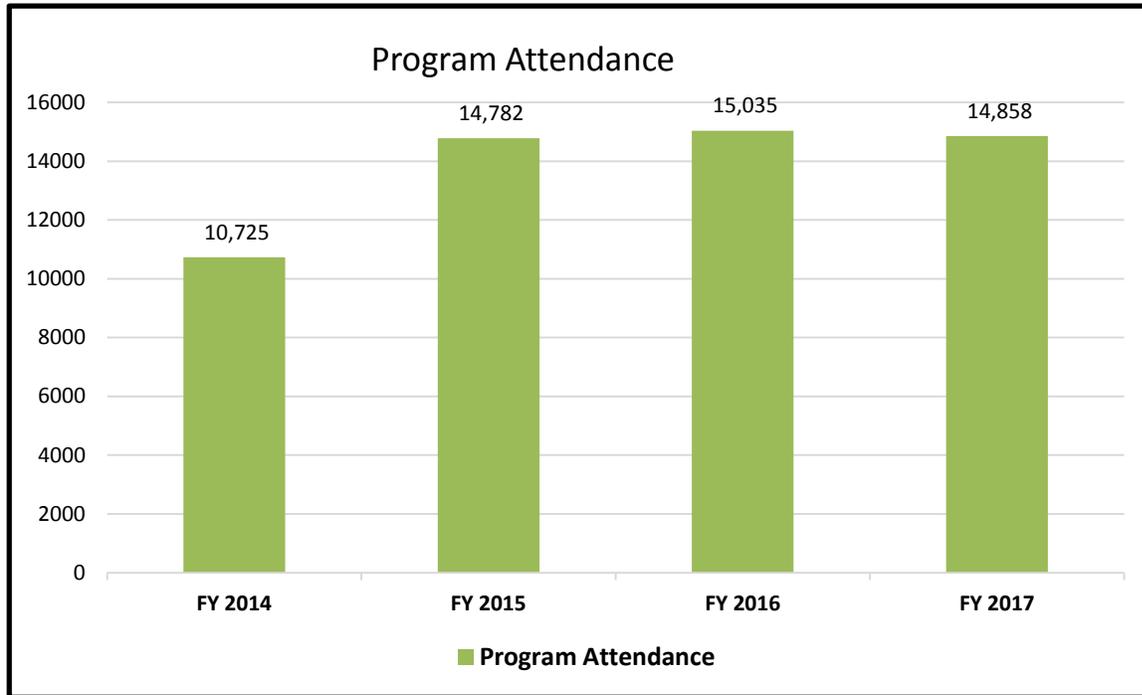


Department - Organizational Summary



31.86 FTEs (16 FT / 40 PT)





FY 2017 - We were without an Assistant Director for 3 months

Morse Institute Library



Department: Line item budget

		2016 Actual	2017 Actual	2018 Revised	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Salaries Management		\$ 102,807	\$ 104,463	\$ 104,063	\$ 106,100	\$ 2,037	1.96%
Salaries Administrative		\$ 178,593	\$ 165,227	\$ 173,735	\$ 181,941	\$ 8,206	4.72%
Salaries Part-time Benefitted		\$ 271,261	\$ 297,293	\$ 288,156	\$ 292,989	\$ 4,833	1.68%
Salaries Technical/Professional		\$ 829,713	\$ 843,305	\$ 885,034	\$ 873,472	\$ (11,562)	-1.31%
Salaries Part-time Non Benefitted		\$ 307,655	\$ 340,599	\$ 331,696	\$ 335,398	\$ 3,702	1.12%
Salaries Pages		\$ 28,357	\$ 26,057	\$ 32,490	\$ 32,510	\$ 20	0.06%
Salaries Substitutes		\$ 5,196	\$ 3,457	\$ 8,207	\$ 8,310	\$ 103	1.25%
Salaries Longevity		\$ 12,326	\$ 18,048	\$ 18,237	\$ 18,237	\$ -	0.00%
Salaries Sunday/Pay Differential		\$ 30,000	\$ 31,827	\$ 30,000	\$ 48,740	\$ 18,740	62.47%
Personnel Services	¹	\$ 1,765,908	\$ 1,830,276	\$ 1,871,618	\$ 1,897,696	\$ 26,078	1.39%
Main. of Computer System	²	\$ 78,000	\$ 81,546	\$ 81,900	\$ 83,750	1,850	2.21%
Communication Telephone		\$ 6,800	\$ 3,317	\$ 4,238	\$ 4,250	12	0.28%
Communication Postage		\$ 5,363	\$ 2,694	\$ 3,000	\$ 3,000	-	0.00%
Copy/Mail Center Fees		\$ 663	\$ 878	\$ 550	\$ 650	100	15.38%
Education		\$ 7,500	\$ 7,302	\$ 7,500	\$ 7,500	-	0.00%
Purchase of Services		\$ 98,326	\$ 95,737	\$ 97,188	\$ 99,150	\$ 1,962	1.98%
Library Materials (Books, etc.)	³	\$ 203,436	\$ 201,513	\$ 216,255	\$ 217,336	\$ 1,081	0.50%
Library Supplies		\$ 24,424	\$ 24,345	\$ 25,962	\$ 26,092	\$ 130	0.50%
Supplies		\$ 227,860	\$ 225,858	\$ 242,217	\$ 243,428	\$ 1,211	0.50%
Other Supplies & Services/Misc.	⁴	\$ 4,755	\$ 4,101	\$ 4,500	\$ 4,525	\$ 25	0.55%
Other Charges/Expenses		\$ 4,755	\$ 4,101	\$ 4,500	\$ 4,525	\$ 25	0.55%
Total Expenses		\$ 330,941	\$ 325,696	\$ 343,905	\$ 347,103	\$ 3,198	0.92%

Total Department		\$ 2,096,849	\$ 2,155,972	\$ 2,215,523	\$ 2,244,799	\$ 29,276	1.32%
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Footnotes:

¹ Personnel Services:

Management - Library Director

Administrative - Assistant Director, Executive Assistant, and Community Relations Coordinator

Part-time Benefitted - Library Assistants that work 20 hours or more per week

Technical/Professional - Full-time, benefitted staff. Includes 4 Department Heads, the Children's Programmer, Bookmobile Coordinator, Technology Associate, and other Librarians, and Library Associates

Part-time Non Benefitted - Part-time, non-benefitted Reference staff, and Library Associates

Pages - Library Pages who perform essential work shelving and organizing materials

Substitutes - Reference staff and Library Associates that may be called in to cover absences

Purchased Services:

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

Supplies:

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

Other Charges/Expenses:

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

Department: Proposed New Initiatives

Project Title: Full Funding of Sunday Hours

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff				
SALARIES SUNDAY/PAY DIFFERENTL	8 staff	\$18,739.93	Yes	Funding for library Staff for 1 additional Sunday hour for 31 weeks (i.e. 31 hours)
Total Personnel Services		\$18,739.93		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Total Expenses		\$0.00		
Total Project Costs		\$18,739.93		

Purpose/Description of Request

In Spring 2017 Town Meeting, and at the Spring Citizens Academy, Library Administration was explicitly asked to increase Sunday hours of operation by 1 hour - so that the library would be open from 1 pm - 5 pm. Returning to a 4-hour Sunday would restore the level of service the library had been providing until FY2011. In FY 2017, in response to patron demand, the Library Board of Trustees allocated money from Library State Aid to pay for the requested additional Sunday hour. As Library State Aid is not guaranteed every year and residents are interested in increasing the Sunday hours, Library Administration proposes an increase to the Morse Institute Library budget of \$18,739.93 for FY2019.

There is concern that federal pass through funds for libraries (funds which come to Natick as library state aid) will be eliminated by the federal government. If this should occur, Natick would need to find other funding sources for Sunday hours. We know that Sundays are busy days at the library and are valued by our citizens and families. We do not want to close on Sundays because of a lack of library state aid - on either the state or federal level. Now is the time to plan for possible changes in funding from the state or federal government.

Population to be Served

All members of the town of Natick will benefit from increased Library hours --students, families, small business owners, parents, and educators.

Revenue Impact

The Morse Institute Library is free and open to all, the additional hour will not directly increase the revenue of the Town.

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

Approved Recommended Budget: _____

Denied Review by: _____

Bacon Free Library



FY 2019 Operational Budget Request

Meena Jain, Director

Mission:

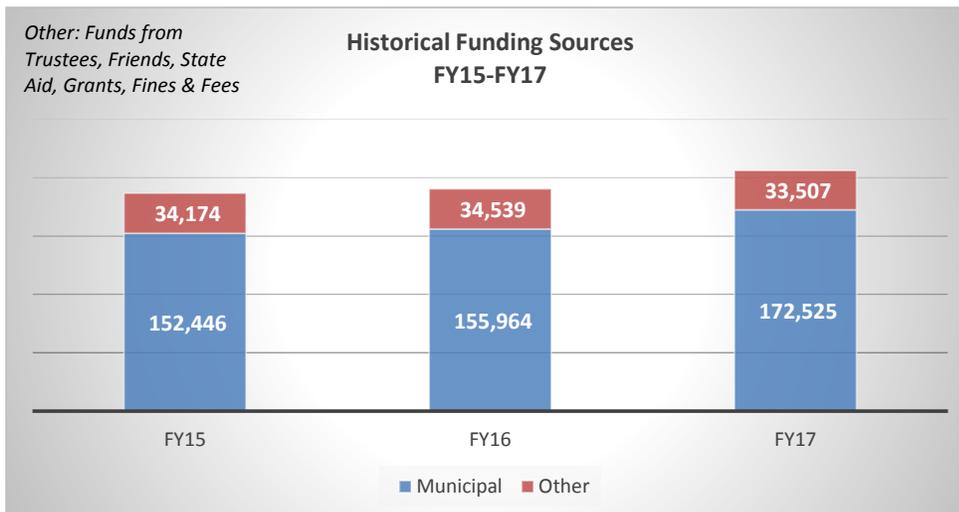
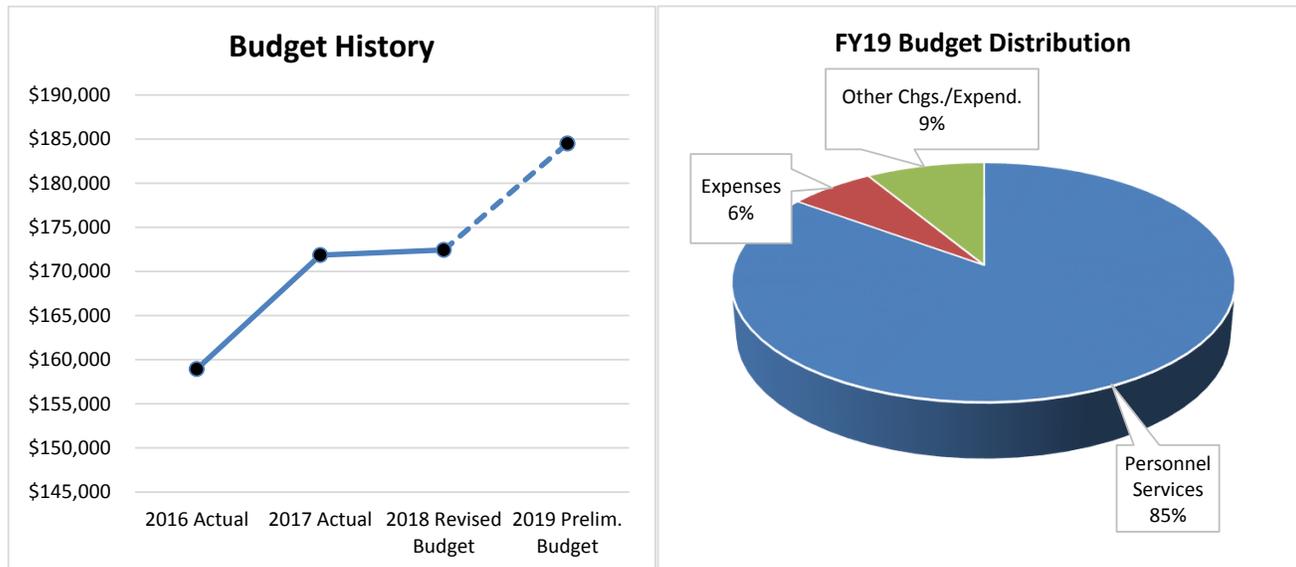
To provide popular materials and learning resources for the enjoyment and use of the public, with a special emphasis on supporting the educational needs of our children. In accordance with the wishes of the library's

Budget Highlights for FY 2019:

New Initiatives:

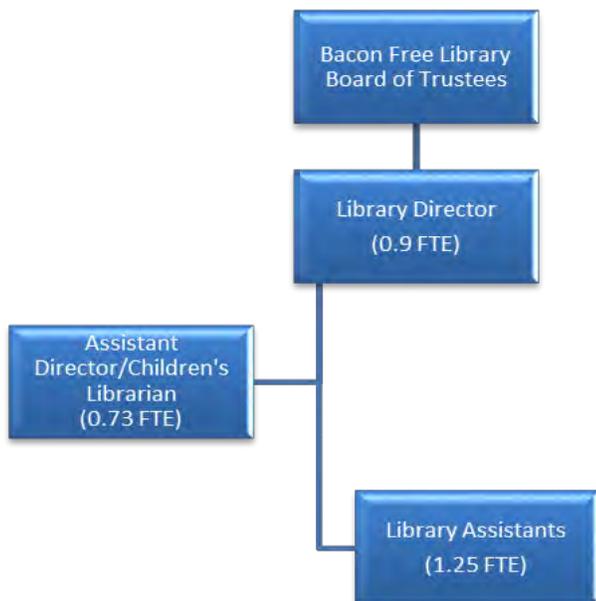
- Increased hours for our Assistant Director/Children's Librarian
- Increased funds for library supplies
- Projected 10% increase in the Minuteman Library Network fees

Budget Summary



Bacon Free Library

Department - Organizational Summary

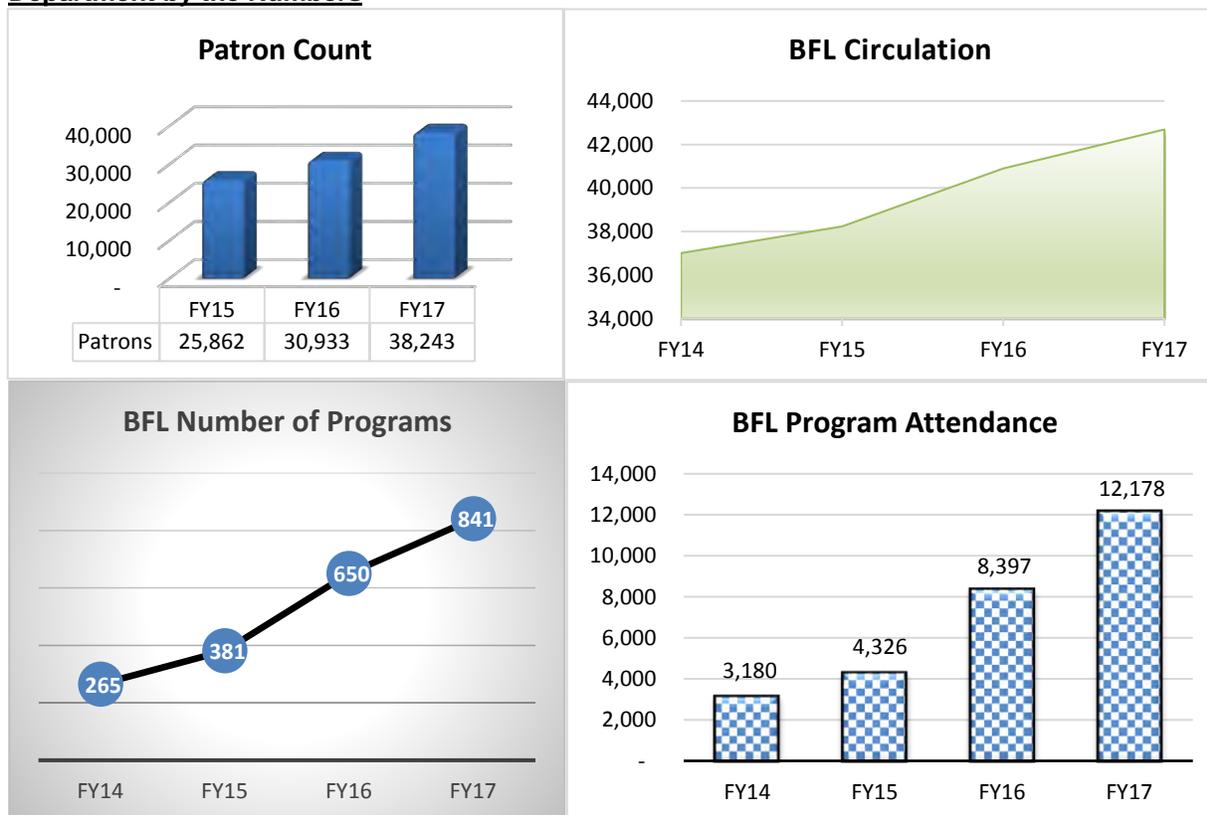


Total Staff - 2.88 FTEs (.9-Director, .73-Asst Dir/Children's Librarian, 1.25-all library assistants)

Notes

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

Department by the Numbers



Bacon Free Library



Department: Line item budget

		2016 Actual	2017 Actual	2018 Revised	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
SALARIES MANAGEMENT	¹	\$ 60,318	\$ 62,405	\$ 62,165	\$ 63,400	\$ 1,235	1.99%
SALARIES TECHNICAL/PROFESSNL	²	\$ 80,600	\$ 83,744	\$ 84,307	\$ 93,417	\$ 9,110	10.81%
Personnel Services		\$ 140,918	\$ 146,149	\$ 146,472	\$ 156,817	\$ 10,345	7.06%
COMPUTER MAINTENANCE		\$ 4,957	\$ -	\$ -	\$ -	\$ -	0.00%
FACILITY REPAIRS/MAINTENANCE		\$ -	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.00%
HEAT (OIL & GAS)		\$ 4,026	\$ 4,240	\$ 4,343	\$ 4,343	\$ -	0.00%
MINUTEMAN LIBRARY NETWORK	³	\$ -	\$ 4,996	\$ 5,246	\$ 5,771	\$ 525	10.01%
Expenses		\$ 8,983	\$ 10,736	\$ 11,089	\$ 11,614	\$ 525	4.73%
PRINTED MATERIALS	⁴	8,177	14,103	14,000	14,000	-	0.00%
LIBRARY SUPPLIES		875	872	872	2,072	1,200	137.61%
Other Chgs./Expend.		\$ 9,052	\$ 14,975	\$ 14,872	\$ 16,072	\$ 1,200	8.07%
Total Department		\$ 158,953	\$ 171,860	\$ 172,433	\$ 184,503	\$ 12,070	7.00%

Footnotes:

Personnel Services:

¹ Management - Library Director

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

Purchased Services:

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

Other Charges/Expenses:

⁴ Printed Materials - Books and periodicals for patrons

Department: Proposed New Initiatives

Project Title: Additional Assistant Director/Children's Librarian Hours

Personnel Services		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management	# Staff			
Salaries Operational Staff				
Salaries Technical & Professional	0.9	\$9,464.00	Yes	Add'l Asst Director/Children's Librarian Hours
Salaries Part Time Operational				
Total Personnel Services		\$9,464.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Total Expenses		\$0.00		
Total Project Costs		\$9,464.00		

Purpose/Description of Request

As indicated in our performance indicators, our program numbers have skyrocketed in the past several years. In order to continue to provide such excellent service to Bacon Free Library families, it is essential that we have more hours for our Assistant Director/Children's Librarian. Without such an increase, we will have to scale back on services and programs to one of our most vulnerable populations - in fact, we've already had to do so. The 7 hour addition with no increase to benefits for this position would greatly enhance our children's program.

Population to be Served

Natick families and children

Revenue Impact

As a staffing increase, we cannot use monies from other sources for this initiative, but we fully expect to provide funds for additional programs that the Children's Librarian will initiate if this request is approved.

FOR EXECUTIVE OFFICE USE

Date Submitted: _____

Date Reviewed: _____

Approved

Recommended Budget: _____

Denied

Review by: _____

Department: Proposed New Initiatives

Project Title: Additional Assistant Director/Children's Librarian Hours

Personnel Services		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
# Staff				
Salaries Management				
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$0.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Supplies		\$1,200.00	Yes	Increase in Supply line item
Total Expenses		\$1,200.00		
Total Project Costs		\$1,200.00		

Purpose/Description of Request

Our supply budget is greatly underfunded and typically is used by the Bacon Free Library by October of the fiscal year. If this request is funded, it would allow us to use monies spent on supplies to be put towards direct patron services such as programs or special materials

Population to be Served

Bacon Free Library staff which in turn would enhance the patron experience at the library

Revenue Impact

Although the library has supplemented this line item yearly, if it is increased by the town, it would allow us to use our fundraising monies towards more patron directed programs.

FOR EXECUTIVE OFFICE USE

Date Submitted: _____

Date Reviewed: _____

Approved

Recommended Budget: _____

Denied

Review by: _____



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

Section IV Public Safety

Police	59
Parking Enforcement	69
Emergency Management	70
Fire	73

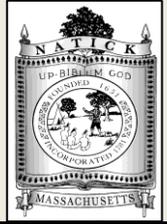


Town of Natick

FY 2019 Town Administrator's Preliminary Budget

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Police Department



FY 2019 Operational Budget Request

James G. Hicks, Chief of Police

Mission:

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

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

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

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

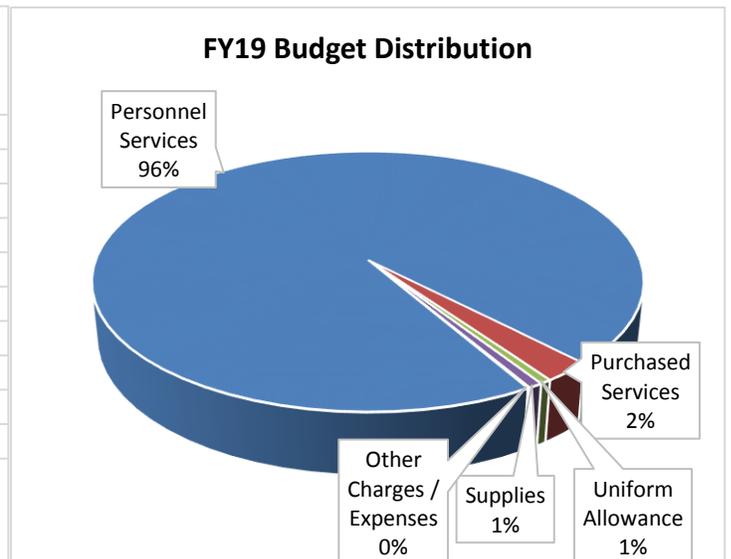
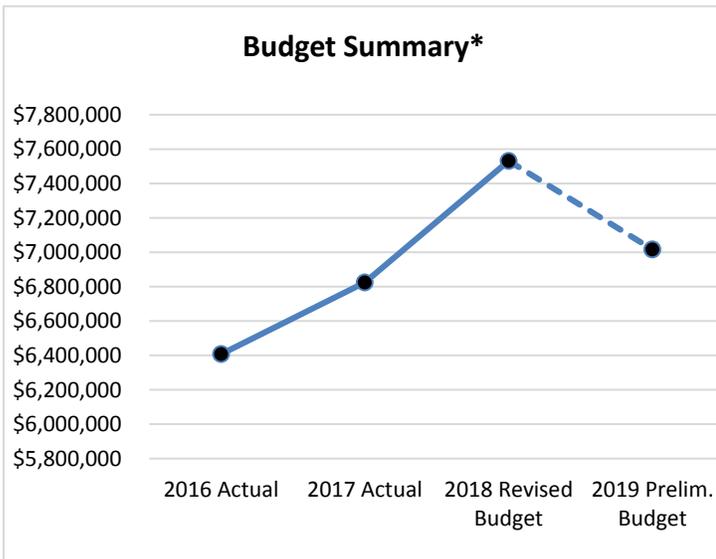
Service will be our commitment.

Honor and integrity will be our mandate.

Budget Highlights for FY 2019:

- Assessment Center budgeted for \$30k. This is usually \$15k but due to delay in promotion process for Sgts this cost would need to be carried over.
- New Initiative: Additional funding to continue warranty/access services for Traffic Trailers and Traffic Monitoring Equipment
- New Initiative: Deputy Chief of Police

Budget Summary -



*Budget decrease from FY18 to FY19 is primarily driven by the Police Supervisory union receiving retro-active compensation for FY16 and FY17 in the FY18 revised appropriation.

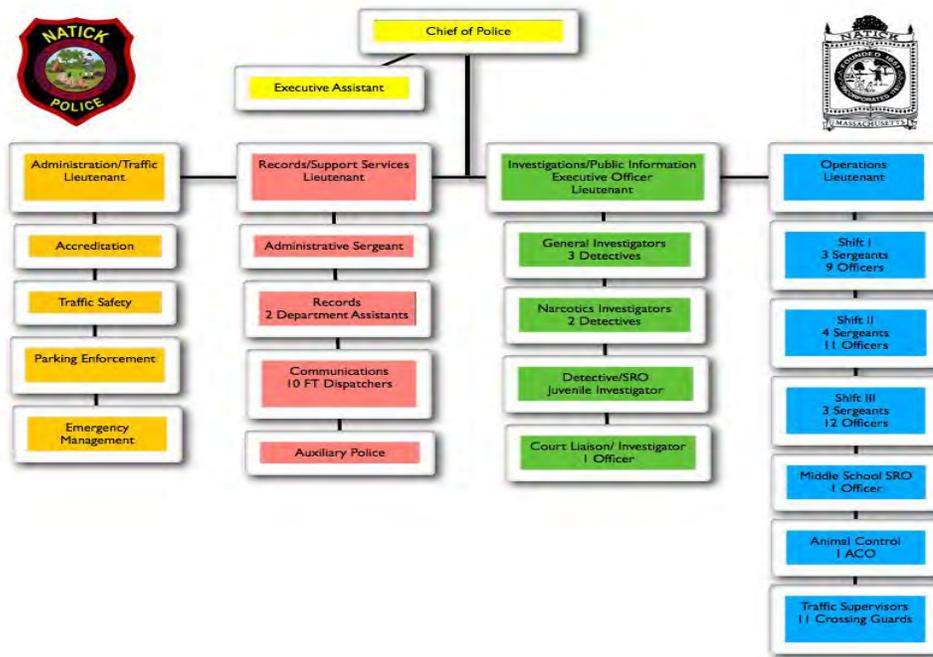
Police Department



Town of Natick
Home of Champions

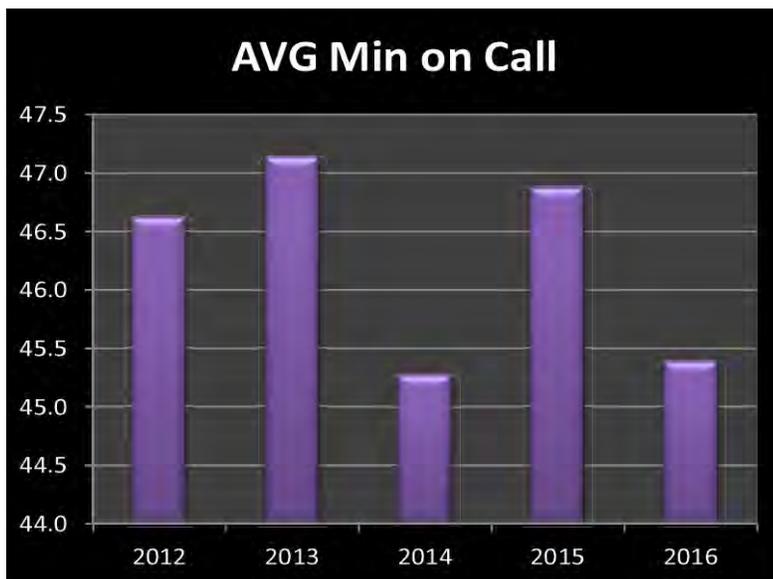
Department: Police

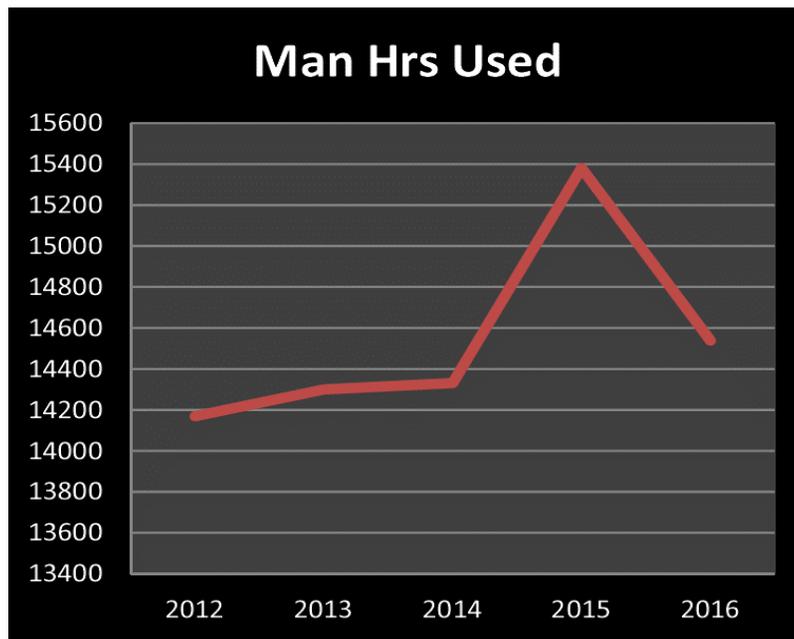
Organizational Chart



82 FTEs

Department by the Numbers



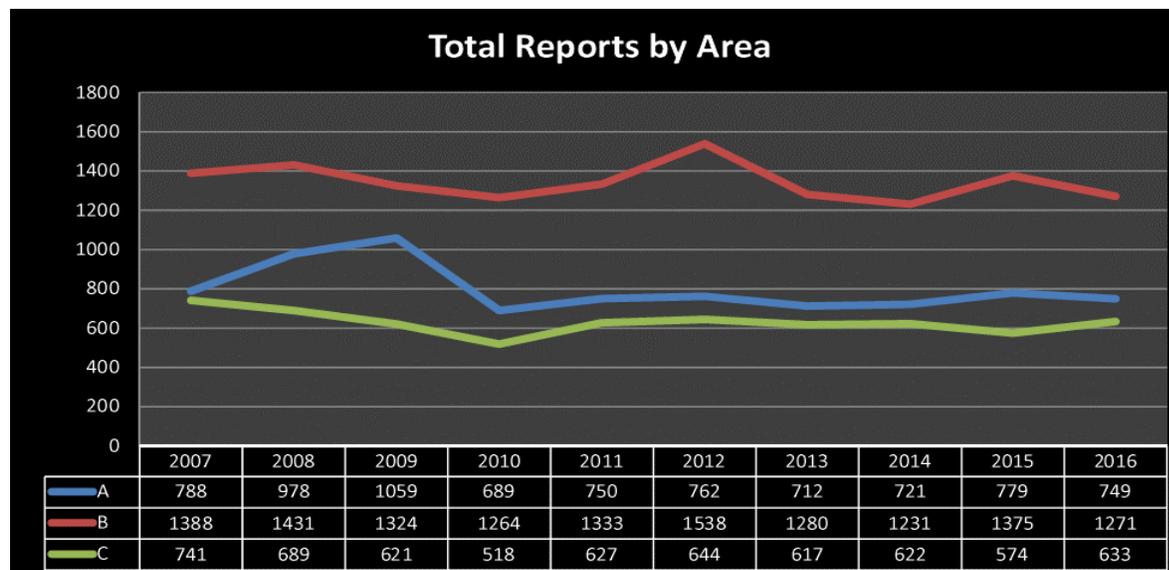


ACTIVITY REPORT

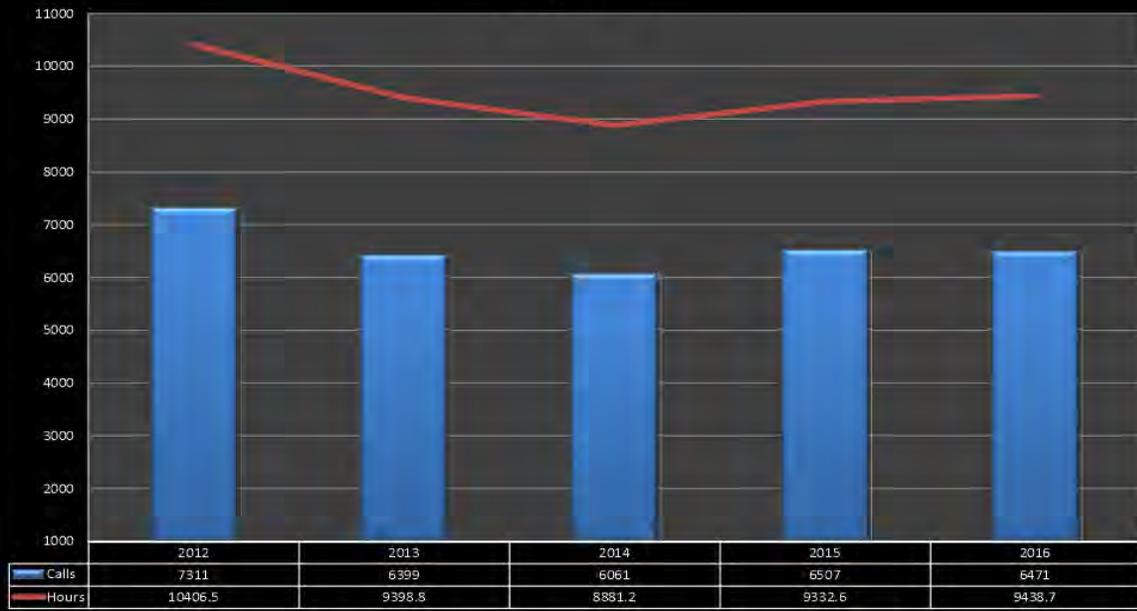
For the Year of 2016
Investigative Services Division



ACTIVITY TOTALS							
	2014	2015	2016	Average of 2014-2015	Average of 2014-2016	Normal Range	Change from Avg
All Calls	18996	19691	19223	19343.5	19303.3	18996.0-19691.0	-1%
Shift 1 Police Calls	6395	6314	6459	6354.5	6389.3	6314.0-6395.0	2%
Shift 2 Police Calls	8330	8570	8184	8450.0	8361.3	8330.0-8570.0	-4%
Shift 3 Police Calls	8271	6807	6580	6599.0	6552.7	6271.0-6807.0	1%
All Arrests	1201	1212	1100	1206.5	1171.0	1201.0-1212.0	-9%
Shift 1 Arrests	235	276	216	255.5	242.3	235.0-276.0	-15%
Shift 2 Arrests	421	398	353	409.5	390.7	398.0-421.0	-14%
Shift 3 Arrests	545	538	531	541.5	538.0	538.0-545.0	-2%
All Crashes	858	886	850	872.0	864.7	858.0-886.0	-3%
Shift 1 Crashes	75	87	92	81.0	84.7	75.0-87.0	14%
Shift 2 Crashes	471	453	461	462.0	461.7	458.0-471.0	-0%
Shift 3 Crashes	312	346	297	329.0	318.3	312.0-346.0	-10%
All Citations	3931	4078	3631	4004.5	3880.0	3931.0-4078.0	-9%
Shift 1 Citations	1149	1031	980	1090.0	1053.3	1031.0-1149.0	-10%
Shift 2 Citations	1447	1460	1269	1453.5	1392.0	1447.0-1460.0	-13%
Shift 3 Citations	1335	1587	1382	1461.0	1434.7	1335.0-1587.0	-5%



Significant Calls



Police Department



Police Department	2016 Actual	2017 Actual	2018 Revised Budget	2019 Prelim. Budget	2018 vs. 2019	
					\$ (+/-)	%(+/-)
Salaries						
Personnel Services	6,103,725	6,458,694	7,137,406	6,741,458	(395,948)	-5.55%
Operating Expenses						
Purchased Services	115,841	135,393	157,427	175,313	17,886	11.36%
Uniform Allowance	36,951	39,961	41,000	41,000	-	0.00%
Supplies	56,963	54,957	56,305	50,950	(5,355)	-9.51%
Other Charges / Expenses	93,773	134,882	139,447	7,500	(131,947)	-94.62%
Total Expenses	303,528	365,193	394,179	274,763	(119,416)	-30.29%
Total Police Department	6,407,253	6,823,887	7,531,586	7,016,221	(515,365)	-6.84%

Police Department

Description	2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	FY18 Δ FY19 \$	FY18 Δ FY19 %
Salaries						
SALARIES MANAGEMENT	611,801	613,115	757,944	672,795	\$ (85,149)	-11.23%
SALARIES SUPERVISORY	972,641	989,899	1,339,246	1,145,431	\$ (193,815)	-14.47%
SALARIES OPERATIONAL STAFF	3,062,196	3,257,303	3,284,619	3,286,389	\$ 1,770	0.05%
SALARIES NON-UNIFORMED	147,370	166,892	152,836	153,488	\$ 652	0.43%
Total Salaries	¹ 4,794,009	5,027,209	5,534,645	5,258,103	\$ (276,542)	-5.00%
Over Time						
SALARIES MANGEMENT O/T	63,033	81,198	39,345	23,876	\$ (15,469)	-39.32%
SALARIES SUPERVISORY O/T	106,018	107,294	175,848	152,420	\$ (23,428)	-13.32%
SALARIES OPERATIONAL O/T	297,677	416,934	337,187	337,187	\$ -	0.00%
NON UNIFORM O/T				2,877	\$ 2,877	
Total Over Time	² 466,728	605,426	552,380	516,360	\$ (36,020)	-6.52%
Over Time - Court						
SALARIES COURT O/T OPERATIONAL	24,114	24,597	83,968	83,968	\$ -	0.00%
SALARIES COURT O/T SUPERVISORY	13,808	11,733	30,645	30,645	\$ (0)	0.00%
Total Over Time - Court	37,923	36,331	114,613	114,613	\$ (0)	0.00%
Additional Compensation						
SALARIES ADD'L COMP MGMT	64,818	65,960	85,841	76,849	\$ (8,992)	-10.47%
SALARIES ADDL COMP SUPERVISORY	138,092	134,511	188,553	166,917	\$ (21,636)	-11.47%
SALARIES ADD'L COMP OPER	552,714	556,547	598,187	607,491	\$ 9,304	1.56%
ADD'L COMP NON-UNIFORM O/T	133	195	2,877	1,125	\$ (1,752)	-60.90%
ADD'L COMP TECH/PROF	750	750	750		\$ (750)	-100.00%
Total Additional Compensation	³ 756,506	757,964	876,208	852,382	\$ (23,826)	-2.72%
Total Personnel Services	6,055,166	6,426,929	7,077,846	6,741,458	\$ (336,388)	-4.75%

Footnotes:

Personnel Services:

¹ Management - Chief of Police, Lieutenants

Supervisory - Sergeants

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

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

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

Police Department

		2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	FY18 Δ	FY19 Δ	FY18 Δ FY19 %
PROFESSIONAL SERVICES	4	1,650	8,068	3,000	3,000	\$ -		0.00%
EQUIPMENT REPAIRS/SERVICING		2,220	2,276	3,370	2,000	\$ (1,370)		-40.66%
ACCREDITATION CONSULTANT	5	0	0	12,000	12,000	\$ -		0.00%
RADIO EQUIP REPAIRS/REPLCMNT		18,832	14,625	19,000	19,000	\$ -		0.00%
TELEPHONE		18,569	20,798	23,536	23,000	\$ (536)		-2.28%
TRAINING & EDUCATION		24,925	27,789	25,000	25,000	\$ -		0.00%
TELEPROCESSING	6	19,281	19,342	25,866	25,813	\$ (53)		-0.21%
ASSESSMENT CENTER	7	0	6,750	15,000	30,000	\$ 15,000		100.00%
POSTAGE		1,870	2,579	2,000	2,000	\$ -		0.00%
TRAVEL IN/OUT STATE		11,736	6,855	5,500	5,500	\$ -		0.00%
TRAVEL		1,303	2,195	2,075	2,000	\$ (75)		-3.61%
TRAFFIC TRAILER WARRANTY					10,000	\$ 10,000		
DUES & MEMBERSHIPS		12,086	12,957	16,780	12,000	\$ (4,780)		-28.49%
PURCHASED SERVICES MISC	8	3,369	11,158	4,300	4,000	\$ (300)		-6.98%
Total Purchased Services		115,841	135,393	157,427	175,313	\$ 17,886		11.36%
CLOTHING ALLOW MANAGEMENT		4,404	4,300	4,300	4,300	\$ -		0.00%
CLOTHING ALLOW SUPERVISORY		12,256	11,053	11,825	11,825	\$ -		0.00%
CLOTHING OPERATIONAL		4,938	7,182	4,875	4,875	\$ -		0.00%
CLOTHING ALLOW AUXILIARY POLIC		0	0	5,000	5,000	\$ -		0.00%
CLOTHING EQUIPMENT & REPLACE		15,353	17,427	15,000	15,000	\$ -		0.00%
Total Uniform Allowance		36,951	39,961	41,000	41,000	\$ -		0.00%
SUPPLIES PRISONERS	9	350	1,078	1,800	1,200	\$ (600)		-33.33%
SUPPLIES PHOTOGRAPHIC		0	0	1,500	250	\$ (1,250)		-83.33%
SUPPLIES SAFETY EQUIP	10	9,115	172	1,491	1,000	\$ (491)		-32.94%
SUPPLIES OTHER	11	3,619	3,913	5,169	2,000	\$ (3,169)		-61.31%
SUPPLIES PUBLIC SAFETY	12	25,365	26,674	24,095	25,000	\$ 905		3.76%
PHOTOCOPYING		476	418	1,500	1,500	\$ -		0.00%
OFFICE SUPPLIES		18,039	22,701	20,750	20,000	\$ (750)		-3.61%
Total Supplies		56,963	54,957	56,305	50,950	\$ (5,355)		-9.51%
Total Operating Expenses		209,755	230,311	254,732	267,263	\$ 12,531		4.92%
CARE OF STRAY ANIMALS		5,479	3,111	5,000	5,000	\$ -		0.00%
MOTORCYCLE REPAIR/MAINT		4,402	550	2,500	2,500	\$ -		0.00%
Other Charges & Expenditures		9,880	3,661	7,500	7,500	\$ -		0.00%
Total Police		\$ 6,274,801	\$ 6,660,900	\$ 7,340,079	\$ 7,016,221	\$ (323,858)		-4.41%

Footnotes:

Purchased Services:

- 4 Professional Services - Outside range supervision and personal history questionnaire analysis
- 5 Accreditation Consultant - Assist with process to attain statewide accreditation and insure department policies adhere to established accreditation standards
- 6 Teleprocessing - Maintenance agreements for: CJIS system; dictation system; Automated license plate reader (ALPR); LiveScan Fingerprint; and, CDMA Lines for cruiser laptops.
- 7 Assessment Center - Assessment component, including practical exercises, of Lieutenant and Sergeants promotional exam. This is normally \$15k annually however due to a delay in FY18 for Sergeant it needed to be carried over to FY19
- 8 Purchase Services Misc - New employee health screenings and Frederick C. Conley Public Safety Training Center

Supplies:

- 9 Supplies Prisoners - Food and blankets for prisoners held in the lock-up.
- 10 Supplies Safety Equip - Traffic cones, meter bags and special event signs.
- 11 Supplies Other - Bottled water and First Aid Supplies.
- 12 Supplies Public Safety - Range supplies, evidence processing materials and cruiser equipment

Police Department - Parking Enforcement

Description	2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	FY18 Δ FY19	
					FY18 Δ FY19 \$	%
SALARIES OPERATIONAL STAFF ¹	46,563	27,484	54,560	50,638	\$ (3,922)	-7.19%
SALARIES TECHNICAL/PROFESSNL	0	0	0	0		
Personnel Services	46,563	27,484	54,560	50,638	\$ (3,922)	-7.19%
CLOTHING OPERATIONAL	0	0	0	0	\$ -	
EQUIPMENT REPAIRS/SERVICING	10,102	18,198	11,000	11,000	\$ -	0.00%
LEASE PYMT CHURCH PARK LOT ²	54,122	55,204	56,308	57,434	\$ 1,126	2.00%
PARKING COLLECTION SERVICE	3,192	29,166	14,000	14,000	\$ -	0.00%
PARKING TICKET SUPPLIES	0	4,262	4,500	4,500	\$ -	0.00%
Expenses	67,415	106,830	85,808	86,934	\$ 1,126	1.31%
Total Parking Enforcement	\$ 113,979	\$ 134,314	\$ 140,368	\$ 137,572	\$ (2,796)	-1.99%

Footnotes:

Personnel Services:

¹ Salaries Operational Staff calculated based on 2,496 hrs for enforcement and 208 hrs for collections at average rate of pay of \$18.36. The \$50,638 is reflective of a 2% COLA increase from \$49,645.

Expenses:

² Lease payment St. Pat's Lot includes 2% increase per contract

Police Department - Emergency Management

Description		2016		2018	2019	FY18 Δ FY19 \$	FY18 Δ FY19 %
		Actual	2017 Actual	Revised Budget	Original Budget		
SALARIES OPERATIONAL STAFF	¹	1,995	4,281	5,000	5,000	\$ -	0.00%
REPAIRS/MAINTENANCE OTHER	²	11,708	10,024	27,615	22,500	\$ (5,115)	-18.52%
EQUIPMENT/SUPPLIES	³	2,835	13,938	9,104	5,000	\$ (4,104)	-45.08%
PROFESSIONAL SERVICES	⁴	1,270	260	6,920	4,100	\$ (2,820)	-40.75%
TRAINING & EDUCATION	⁵	665	169	2,500	2,500	\$ -	0.00%
Expenses		16,478	24,391	46,139	34,100	\$ (12,039)	-26.09%
Total Emergency Management		\$ 18,473	\$ 28,672	\$ 51,139	\$ 39,100	\$ (12,039)	-23.54%

Footnotes:

Personnel Services:

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

Expenses:

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

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

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

⁵ Training required or recommended by the Department of Homeland Security

Department: Proposed New Initiatives

Project Title: Warranty and Monitoring Service for Traffic Trailers and Speed Equipment

Personnel Services		# Staff	Preliminary Cost - FY 19	Recurring expense?	Description of the Position/Expense
Salaries Management					
Salaries Operational Staff					
Salaries Technical & Professional					
Salaries Part Time Operational					
Total Personnel Services			\$0.00		
Expenses			Preliminary Cost - FY 19	Recurring expense?	Description of the Position/Expense
Warranty/Monitoring Services			\$10,000.00	Yes	Warranty/Equipment Management
Total Expenses			\$10,000.00		
Total Project Costs			\$10,000.00		

Purpose/Description of Request

In FY2016 we utilized mitigation funds from the Mathworks project to purchase 4 new Traffic Trailers and 6 Traffic Speed/Volume measurements tools. This purchase allowed us to add to our Traffic Management Program to address the multiple complaints received from residents as well as concerns brought forward by staff and Boards from the Town. The speed/volume measurement tools allows us to measure speed and volume while remaining stealth. We call also turn on the display which assist us with educating motorist on speed. The Traffic Trailers allows us to be more visible in our efforts but at the same time these can be used for messaging (road closures, special events, etc.). The addition of this equipment has proven to be a positive influence on motorists when used and also has received positive feedback from residents. What makes these items more efficient for our purpose is that they can be operated remotely. We are able to download data, change operational status, change messages and monitor status wirelessly over the web. With one officer managing all of these items it is difficult to physically get to all of these. The cost of the warranty as well as the monitoring software was covered under the original purchase. In FY19 this cost will shift to us. The request here will allow us to continue the operation of these items seamlessly and allow for the continued efficient operation of what has become mandatory equipment.

Population to be Served

Residents and Pedestrians related to traffic safety efforts.

Revenue Impact

No revenue impact.

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

Department: Proposed New Initiatives

Project Title: Deputy Police Chief

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management	1	\$155,803.00	Yes	See below. Calculated as 9% Diff. from Lt.
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$155,803.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Medicare approx 1.45%		\$2,259.14	YES	
Retirement approx 4.28%		\$6,668.37	Yes	
Health Insurance Approx		\$16,308.00	Yes	
Total Expenses		\$25,235.51		
Total Project Costs		\$181,038.51		

Purpose/Description of Request

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

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

Population to be Served

Police Organization as a whole.

Revenue Impact

No revenue impact.

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

Approved Recommended Budget: _____

Denied Review by: _____

Fire Department



FY 2019 Operational Budget Request

Richard A. White, Fire Chief

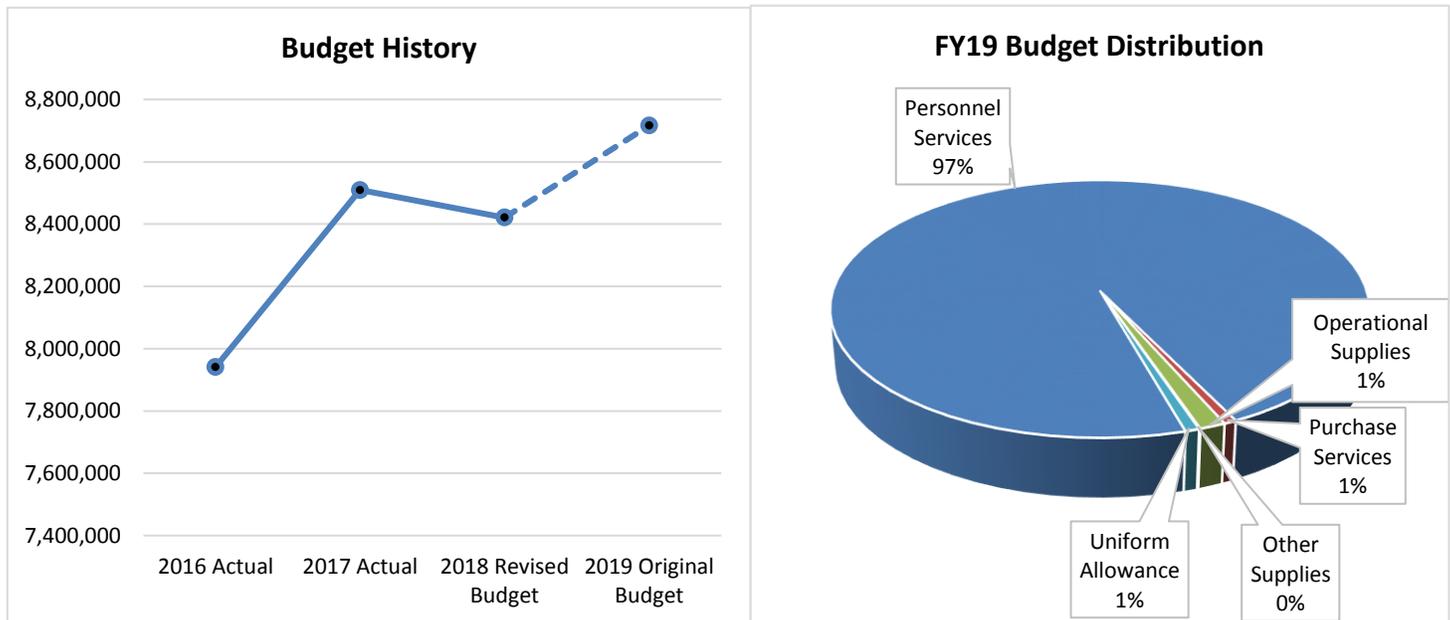
Mission:

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

Budget Highlights for FY 2019:

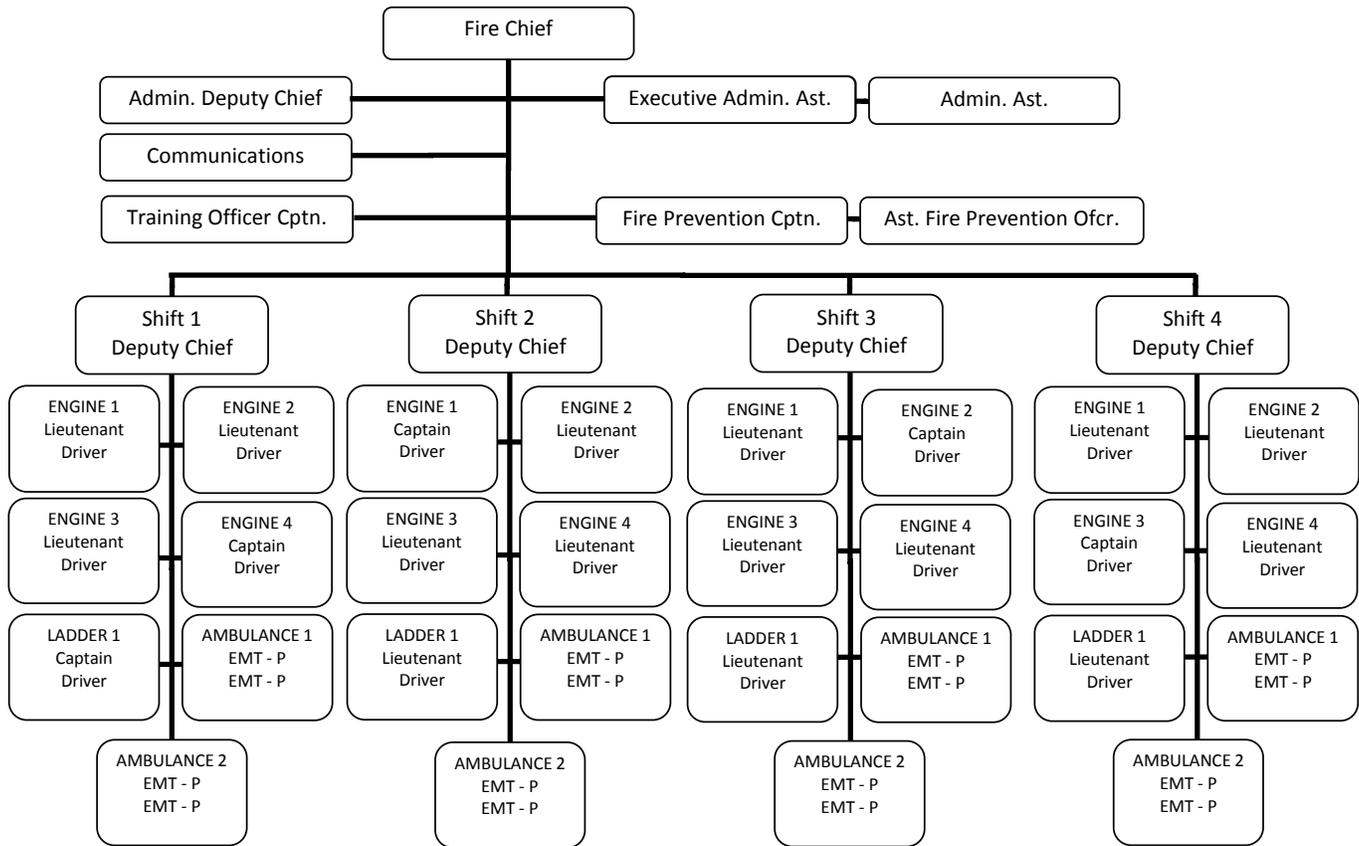
- Increased costs for labor based on contractual obligations
- Level funded non-personnel budget from FY18 to FY19
- New Initiative - Additional diving equipment for Dive/Rescue team; the unit is comprised of ten staff that train monthly. The new equipment would be an additional \$2,000.

Budget Summary -



Fire Department

Department - Organizational Summary

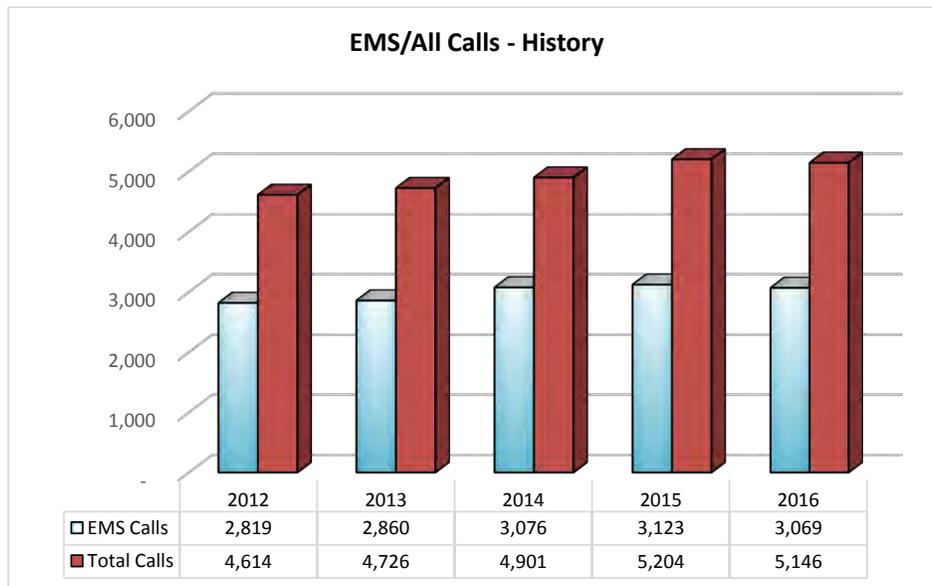


Total Staff - 88 FTEs

Notes

Not all compliments are fully staffed at levels shown above. Budget accounts for staffing of 20 personnel/shift. Minimum manning level as of FY2019 is 17 per shift.

Department by the Numbers



Fire Department

Description	2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	2018 vs. 2019	
					\$ (+/-)	%(+/-)
Salaries						
Personnel Services	7,731,515	8,297,631	8,174,217	8,467,273	293,056	3.59%
Operating Expenses						
Purchase Services	50,578	56,230	57,600	57,600	0	0.00%
Operational Supplies	91,567	93,847	118,000	120,000	2,000	1.69%
Other Supplies	10,836	6,014	6,000	6,000	0	0.00%
Uniform Allowance	56,850	55,600	65,400	65,400	0	0.00%
Total Expenses	209,831	211,690	247,000	249,000	2,000	0.81%
Total Fire	7,941,346	8,509,321	8,421,217	8,716,273	295,056	3.50%

FY19 Operating Expenses are level funded from FY18 Original Budget

Fire Department						
Description	2016 Actual	2017 Actual	2018 Revised Budget	2019 Preliminary Budget	FY18 Δ FY19 \$	FY18 Δ FY19 %
Salaries						
SALARIES MANAGEMENT	594,890	622,035	601,585	628,080	26,495	4.40%
SALARIES SUPERVISORY	1,427,976	1,487,248	1,536,246	1,475,906	-60,340	-3.93%
SALARIES OPERATIONAL STAFF	3,275,592	3,354,503	3,348,525	3,521,742	173,217	5.17%
SALARIES TECHNICAL/PROFESSNL	247,550	288,794	290,858	290,219	-639	-0.22%
SALARIES RESCUE TASK FORCE	0	22,267	24,000	24,000	0	0.00%
SALARIES PER FLSA	34,657	48,281	45,000	45,000	0	0.00%
SALARIES ADD'L COMP TECH/PROF	84,342	87,585	83,217	93,111	9,894	11.89%
SALARIES ADD'L COMP MGMT	122,106	139,073	128,792	158,278	29,486	22.89%
SALARIES ADDL COMP SUPERVISORY	382,263	444,626	427,607	464,088	36,481	8.53%
SALARIES ADD'L COMP OPER	821,390	909,514	914,459	988,624	74,165	8.11%
Total Salaries	6,990,766	7,403,925	7,400,289	7,689,048	288,759	3.90%
Over Time						
SALARIES MGMT SHFT O/T	55,611	70,126	90,000	91,800	1,800	2.00%
SALARIES T/P SHFT O/T	13,625	20,475	45,000	45,900	900	2.00%
SALARIES SPVSRY SHFT O/T	187,802	229,449	220,000	220,000	0	0.00%
SALARIES OPERATIONAL O/T	310,379	393,483	220,000	220,000	0	0.00%
SALARIES OPER A/OTH OT	84,256	81,793	82,100	82,100	0	0.00%
SALARIES SPVSRY A/OTH OT	35,526	32,164	39,828	40,625	797	2.00%
SALARIES MGMT A/OTHER OT	18,967	21,315	25,000	25,500	500	2.00%
SALARIES T/P A/OTH OT	12,752	9,073	15,000	15,300	300	2.00%
Total Overtime	718,918	857,879	736,928	741,225	4,297	0.58%
SALARIES-PUBLIC SAFETY EDUC	21,831	35,826	37,000	37,000	0	0.00%
Total Personnel Services	7,731,515	8,297,631	8,174,217	8,467,273	293,056	3.59%
Footnotes:						
¹ Personnel Services:						
Management - Chief and Deputy Chiefs;						
Supervisory - Captains and Lieutenants;						
Operational - Firefighters and Admin. Personnel;						
Tech/Professional - Training Officer, Fire Prevention and Superintendent of Communications						
Additional Compensation - Longevity pay, EMS, educational and holiday pay						
Regular Overtime - Full shift overtime to maintain daily staffing requirements.						
All Other Overtime - Out of grade, deferred vacations, storms, investigations and trainings.						

Fire Department							
FY19 Operating Expenses are based off of FY18 Original Budget							
Description	2016 Actual	2017 Actual	2018 Original Budget	2019	FY18 Δ FY19 \$	FY18 Δ FY19 %	
				Preliminary Budget			
PUBLIC SAFETY EDUCATION	4,517	3,343	6,000	6,000	0	0.00%	
LAUNDRY EXPENSE	0	0	300	300	0	0.00%	
TRAINING & EDUCATION	2,293	4,771	5,000	5,000	0	0.00%	
DUES & MEMBERSHIPS	3,114	3,134	3,300	3,300	0	0.00%	
EQUIPMENT REPAIRS/SERVICING	15,682	11,996	16,000	16,000	0	0.00%	
FIRE APPARATUS REPAIRS/MAINT ²	4,795	9,090	7,000	7,000	0	0.00%	
TELEPHONE	17,282	19,255	16,000	16,000	0	0.00%	
PURCHASED SERVICES MISC	2,895	4,641	4,000	4,000	0	0.00%	
Total Purchase Services	50,578	56,230	57,600	57,600	0	0.00%	
SUPPLIES DIVING EQUIPMENT	3,909	2,438	6,000	8,000	2,000	33.33%	
SUPPLIES AMBULANCE	57,380	56,363	60,000	60,000	0	0.00%	
SUPPLIES FOAM & HOSE	13,558	13,893	22,000	22,000	0	0.00%	
SUPPLIES PUBLIC SAFETY ³	16,720	21,153	30,000	30,000	0	0.00%	
Operational Supplies	91,567	93,847	118,000	120,000	2,000	1.69%	
OFFICE SUPPLIES	8,154	5,810	5,000	5,000	0	0.00%	
COMPUTER SUPPLIES	2,682	204	1,000	1,000	0	0.00%	
Other Supplies	10,836	6,014	6,000	6,000	0	0.00%	
CLOTHING ALLOW MANAGEMENT	5,750	5,750	6,250	6,250	0	0.00%	
CLOTHING ALLOW SUPERVISORY	13,500	13,500	16,275	16,275	0	0.00%	
CLOTHING OPERATIONAL	35,000	33,750	39,875	39,875	0	0.00%	
CLOTHING ALLOW TECH/PROF	2,600	2,600	3,000	3,000	0	0.00%	
Uniform Allowance ⁴	56,850	55,600	65,400	65,400	0	0.00%	
Total	7,941,346	8,509,321	8,421,217	8,716,273	295,056	3.50%	

Footnotes:

Purchased Services:

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

Operational Supplies:

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

Uniform Allowance:

⁴ Uniform Allowance - Contractual stipend paid for uniform purchases.

Department: Proposed New Initiatives

Project Title:

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$0.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Supplies Diving Equipment		\$2,000.00		
Total Expenses		\$2,000.00		
Total Project Costs		\$2,000.00		

Purpose/Description of Request

An increase to the diving equipment supplies line item based on 10 divers that train monthly and cause wear and tear to the equipment. The equipment must be tested annually and the increase of \$2,000 would bring the line item to \$8,000 for FY19.

Population to be Served

Revenue Impact

FOR EXECUTIVE OFFICE USE

Date Submitted: _____

Date Reviewed: _____

Approved

Recommended Budget: _____

Denied

Review by: _____



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

Section V Public Works

DPW Administration	79
DPW Energy	81
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DPW Equipment Maintenance	87
DPW Highway/Sanitation	91
DPW Land, Forestry & Natural Resources	96



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

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Public Works



FY 2019 Operational Budget Request

Jeremy Marsette PE, Director of Public Works

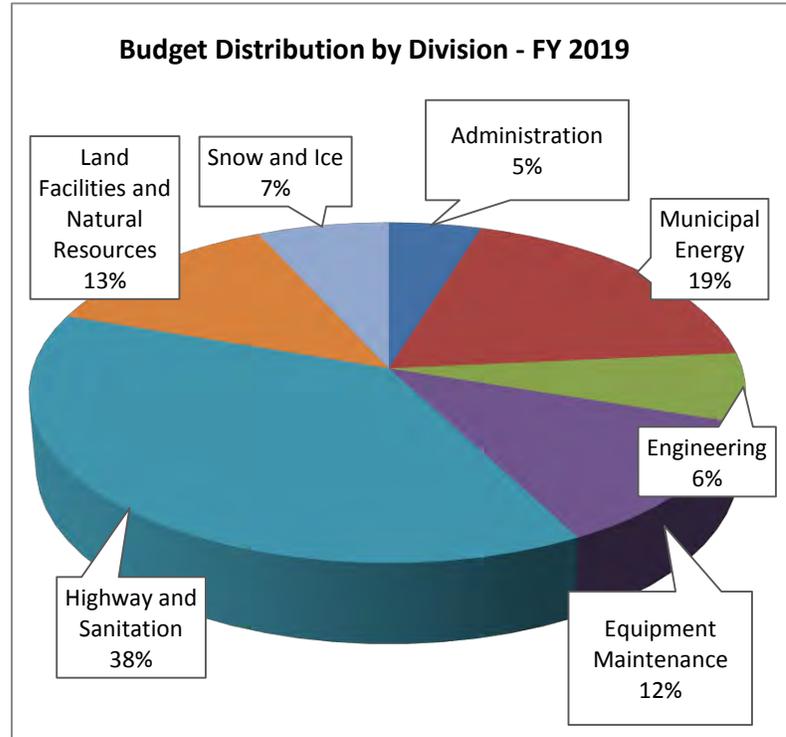
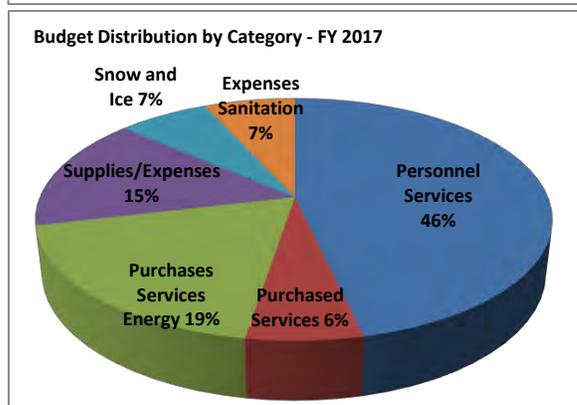
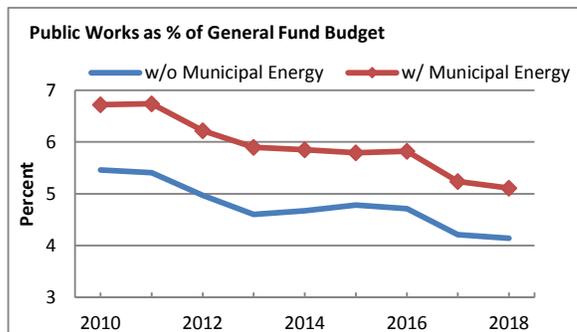
Mission:

- The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, vehicles, equipment, and recreational facilities of the Town and be ready and available to provide immediate and professional response to emergency situations.
- The Department will maintain and improve the Town's roadway and sidewalk network. The Department will provide dependable and reliable trash collection and recycling services to the residents of the Town.
- The Department will assist, support and cooperate with other Town departments, boards and commissions as well as other municipalities, State and Federal agencies in all relevant activities that promote and benefit the Town and the quality of life for the citizens of the Town.

Budget Highlights for FY 2019:

- Municipal Energy Budget stable with proposed 2.59% increase in expenses
- Engineering Expenses increase in Consultant Expenses to support easement and street acceptance work
- Transfer of stormwater facility cleaning expenses from Engineering Division to Highway & Sanitation Division
- Increase in cost of vehicle inspections
- Generator Maintenance Contract Scope and Pricing Changes
- MS4 Stormwater Permit Effective July 1, 2018 - Additional Compliance Activities and Larger Scope
- Municipal Landfill Maintenance and Environmental Monitoring
- Solid Waste Tipping Fees (disposal costs) indexed to CPI
- Tree Service Contract for School Grounds
- Cochituate Rail Trail Vegetation Management
- East School Park, Navy Park, and Dog Park Maintenance

Budget Summary:

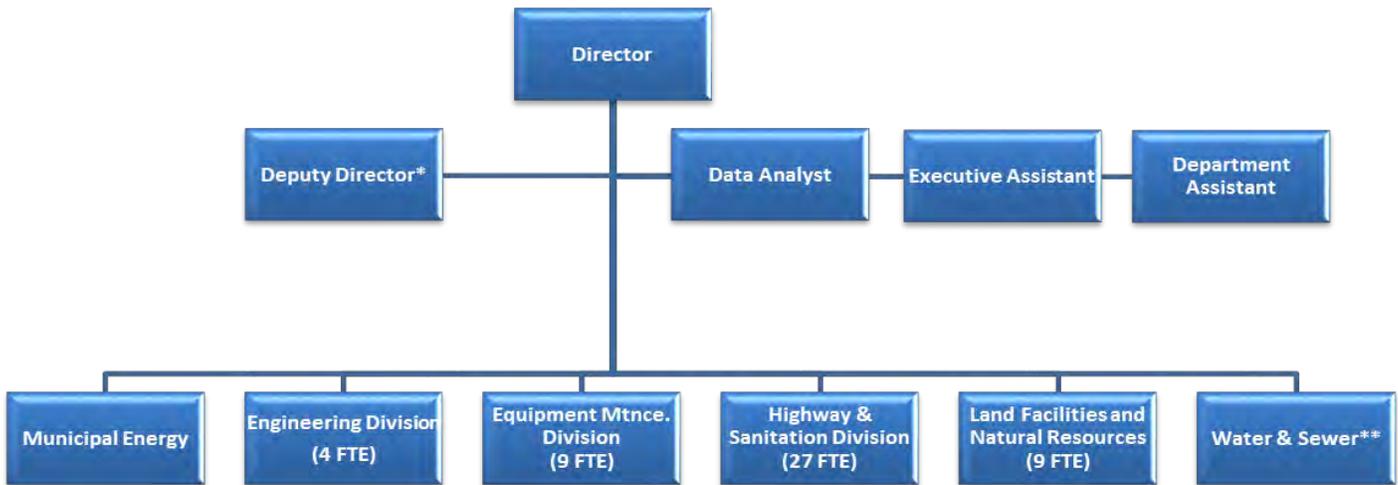


Public Works

Public Works	2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	2018 vs. 2019	
					\$ (+/-)	%(+/-)
Personnel Services	3,295,298	3,466,312	3,657,661	3,833,225	175,564	4.80%
Expenses Municipal Energy	1,156,905	1,275,894	1,479,112	1,517,450	38,338	2.59%
Expenses (less snow and ice)	1,852,200	1,899,104	2,066,132	2,268,705	202,573	9.80%
Snow and Ice	685,406	1,004,843	550,000	550,000	-	0.00%
Total Public Works	6,989,809	7,646,154	7,752,905	8,169,380	416,475	5.37%

Public Works - Administration

Department - Organizational Summary



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

Total Public Works Department Staff - 53 FTEs

Notes

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

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

Administration Division by the Numbers

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

Public Works - Administration



Department: Line item budget

Description		2016	2017	2018	2019	2018 vs. 2019	
		Actual Expense	Actual Expense	Revised Budget	Preliminary Budget	\$ (+/-)	% (+/-)
SALARIES MANAGEMENT	¹	126,104	132,486	138,400	138,400	-	0.00%
SALARIES OPERATIONAL STAFF	²	108,237	125,033	149,076	154,647	5,571	3.74%
SALARIES PART TIME OPERATIONAL	³	0	0	12,107	12,107	-	0.00%
TEMP OPERATIONAL STAFF		5,130	0	10,815	11,035	220	2.03%
SALARIES ADD'L COMP OPER		2,500	3,500	2,500	3,500	1,000	40.00%
SALARIES PER (FLSA)	⁴	2,106	2,062	5,000	5,000	-	0.00%
Personnel Services		244,077	263,081	317,898	324,689	6,791	2.14%
EQUIPMENT REPAIRS/SERVICING		188	0	300	300	-	0.00%
TELEPHONE		6,723	9,172	8,313	8,500	188	2.26%
POSTAGE		960	2,269	1,020	1,020	-	0.00%
PURCHASED SERVICES MISC	⁵	3,245	812	2,450	2,450	-	0.00%
PRINTING/ADVERTISING		5,216	4,007	1,250	1,500	250	20.00%
Purchased Services		16,331	16,260	13,333	13,770	438	3.28%
TRAINING & EDUCATION		10,480	7,819	10,000	10,500	500	5.00%
COMPLIANCE INSP & TRAINING	⁶	12,817	6,412	12,750	12,750	-	0.00%
LICENSES CDL & SPECIAL		0	0	200	225	25	12.50%
Technical & Professional Services		23,297	14,231	22,950	23,475	525	2.29%
OFFICE SUPPLIES		9,386	8,132	8,750	9,250	500	5.71%
GIS SUPPLIES	⁷	9,686	8,912	9,000	9,200	200	2.22%
Supplies		19,073	17,044	17,750	18,450	700	3.94%
PROTECTIVE CLOTHING		2,286	0	3,500	3,500	-	0.00%
Other Supplies		2,286	0	3,500	3,500	-	0.00%
Total Administration		305,064	310,617	375,431	383,884	8,454	2.25%

Footnotes:

Salaries:

¹ Management - Salary for the Director of Public Works

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

³ Temporary Operational Staff - Salaries for part-time interns

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

Purchased Services:

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

Technical & Professional Services:

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

Supplies:

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

Public Works - Municipal Energy

Municipal Energy Division - Organizational Summary

Total Staff - 0 FTEs

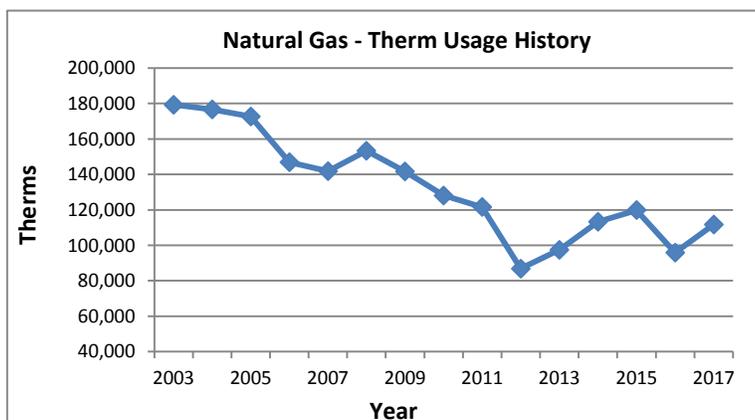
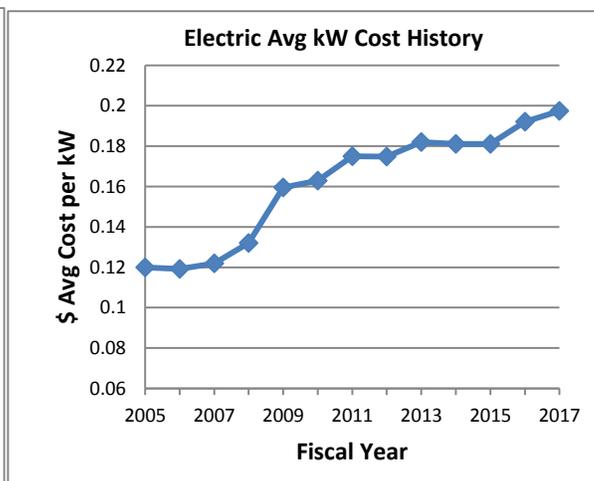
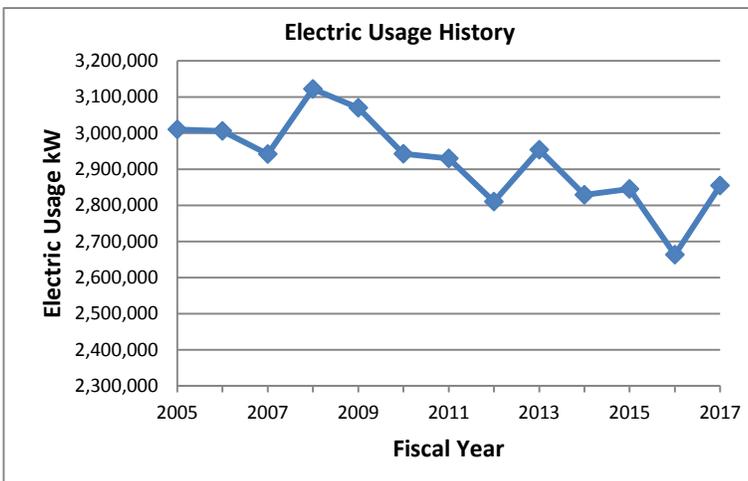
Notes

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

Municipal Energy Division by the Numbers

* Estimated	2015	2016	2017	2018*	2019*
Workload Indicators					
Street Lights	2550	2550	2550	2550	2550
Traffic Signal Locations	21	21	21	21	21
Natural Gas Use (Therms)	119,841	95,906	111,701	115,000	115,000
Electrical Use (kW)	3,463,875	2,662,869	2,854,471	2,900,000	2,890,000
U. L. Sulfur Diesel Use (Gallons)	109,305	94,542	103,510	100,000	105,000
Unleaded Fuel Use (Gallons)	81,950	74,994	72,008	85,000	85,000

* Estimated	2015	2016	2017	2018*	2019*
Efficiency Indicators					
Municipal Buildings	11	11	12	12	12
Gross S.F. of General Fund Mun. Bldgs.	374,821	374,821	377,570	377,570	377,570
Building Energy Costs/Gross S. F.	\$ 1.79	\$ 1.59	\$ 1.79	\$ 2.04	\$ 2.13



Public Works - Municipal Energy



Department: Line item budget

Description		2016	2017	2018	2019	2018 vs. 2019	
		Actual Expense	Actual Expense	Revised Budget	Preliminary Budget	\$ (+/-)	% (+/-)
Street Lighting							
Street Lighting	1	98,828	106,116	95,812	98,700	2,888	3.01%
Contractual Services	2	127,928	92,435	85,500	86,850	1,350	1.58%
Buildings							
Building Electricity	3	511,678	563,436	624,100	658,000	33,900	5.43%
Building Fuel Oil & Natural Gas	4	85,001	112,340	145,000	145,200	200	0.14%
Vehicles							
Gasoline	5	331,836	400,452	526,700	526,700	0	0.00%
Total Purchased Services		1,155,271	1,274,780	1,477,112	1,515,450	38,338	2.60%
Holiday Lighting							
Holiday Lighting	6	1,634	1,115	2,000	2,000	0	0.00%
Supplies		1,634	1,115	2,000	2,000	0	0.00%
Total Energy Expense		1,156,905	1,275,894	1,479,112	1,517,450	38,338	2.59%

Footnotes:

Purchased Services:

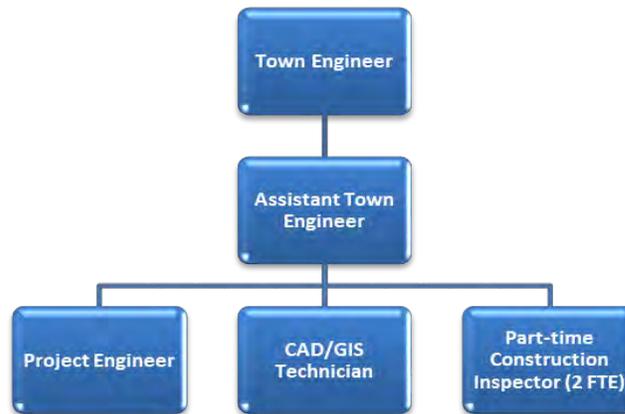
- ¹ Street Lighting - Energy and hardware costs for all street and traffic lights
- ² Contractual Services - Cost to maintain and repair street and traffic lights throughout the town. Consulting and contracting for energy management services.
- ³ Building Electricity - Cost of electricity for municipal buildings.
- ⁴ Building Fuel Oil & Natural Gas - Cost for natural gas and fuel oil for hot water and heat for municipal buildings.
- ⁵ Gasoline - Cost of all fuel used in municipal vehicles. Includes unleaded fuel, ultra-low sulfur diesel, efficiency additives, and propane gas.

Supplies:

- ⁶ Holiday Lighting - Costs associated with holiday lighting.

Public Works - Engineering

Engineering Division - Organizational Summary



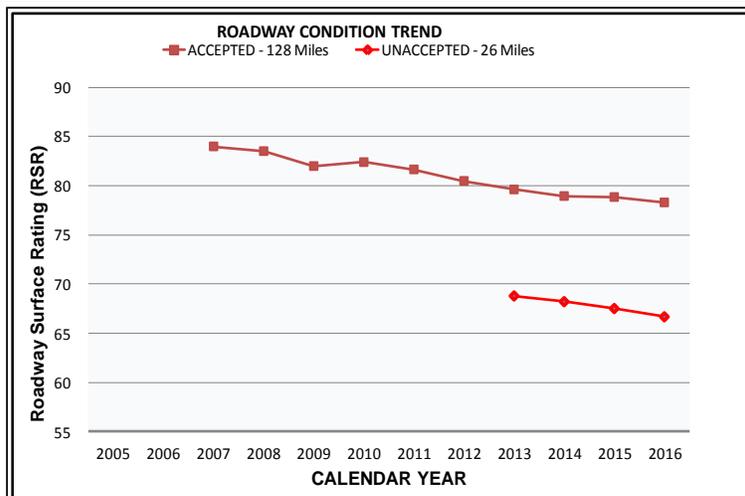
Total Division Staff - 4 FTEs (number per position in parentheses)

Notes

Engineering Division by the Numbers

	2015	2016	2017	2018*	2019*
Workload Indicators					
Value of Town Roadway Improvement Projects	\$4,100,000	\$4,500,000	\$5,000,000	\$5,750,000	\$6,500,000
Number of Water and Sewer Service Permits Issued - Provided Inspections and As-built Plan Revisions	123	160	130	150	150
Number of Street Opening Permits Issued - Provided Necessary Inspections	205	193	244	250	250
Number of Utility Mark-outs Provided for Town Wide Construction Activities	300	301	325	330	330
Building Permit Reviews	295	345	350	350	350
Planning Board & ZBA Plan Reviews	65	64	67	70	70

* Estimated



Public Works - Engineering



Department: Line item budget

Description		2016	2017	2018	2019	2018 vs. 2019	
		Actual Expense	Actual Expense	Revised Budget	Preliminary Budget	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	¹	103,521	84,484	102,657	107,465	4,808	4.68%
SALARIES TECHNICAL/PROFESSNL	²	235,236	259,313	244,135	337,611	93,476	38.29%
SALARIES PART-TIME	³	47,614	58,036	65,928	70,950	5,022	7.62%
SALARIES ADDL COMP SUPERVISORY		27,000	34,184	28,800	32,600	3,800	13.19%
Personnel Services		413,370	436,017	441,520	548,626	107,106	24.26%
LICENSES CDL & SPECIAL	⁴	3,349	2,223	4,500	4,500	0	0.00%
EQUIPMENT REPAIRS/SERVICING	⁵	2,221	2,869	3,000	3,750	750	25.00%
Purchase Services		5,570	5,092	7,500	8,250	750	10.00%
ENGINEERING CONSULTANT	⁶	10,676	13,814	10,500	15,000	4,500	42.86%
STORM WATER PERMIT COMPLIANCE	⁷	88,837	22,502	80,000	30,000	-50,000	-62.50%
Technical & Professional Services		99,513	36,316	90,500	45,000	-45,500	-50.28%
ENGINEERING SUPPLIES	⁸	5,200	2,842	5,300	6,450	1,150	21.70%
Other Supplies		5,200	2,842	5,300	6,450	1,150	21.70%
Total Engineering		523,653	480,267	544,820	608,326	63,506	11.66%

Footnotes:

Salaries

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

Purchased Services

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

Technical & Professional Services

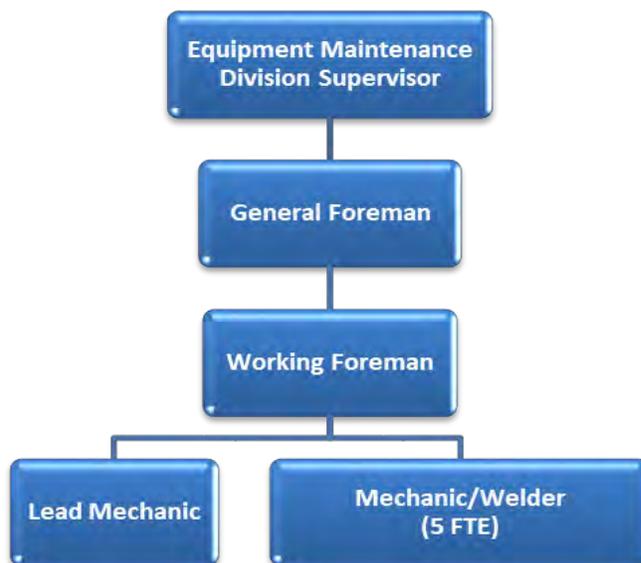
- ⁶ Engineering Consultant - Costs for outside consulting services for preparing easement plans. Misc. engineering software training. Phase I inspections for the Charles River Dam and Jennings Pond Dam as required by the Department of Conservation and Recreation Office of Dam Safety. Preparation and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

Other Supplies

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

Public Works - Equipment Maintenance

Equipment Maintenance Division - Organizational Summary



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

Notes

Equipment Maintenance Division by the Numbers

	2015	2016	2017	2018*	2019*
Workload Indicators					
Total Pieces of Equipment	490	491	491	498	500
Registered Vehicles	N/A	N/A	238	245	246
Backup Generators	N/A	N/A	23	23	23

* Estimated

Public Works - Equipment Maintenance



Department: Line item budget

Description		2016	2017	2018	2019	2018 vs. 2019	
		Actual Expense	Actual Expense	Revised Budget	Preliminary Budget	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	¹	99,112	64,409	98,285	93,650	(4,635)	-4.72%
SALARIES OPERATIONAL STAFF	²	353,335	375,782	427,939	450,015	22,076	5.16%
SALARIES OPERATIONAL O/T		37,372	30,750	28,578	29,150	572	2.00%
SALARIES ADDL COMP SUPERVISORY		19,584	3,038	13,084	8,300	(4,784)	-36.56%
SALARIES ADD'L COMP OPER		1,933	4,084	3,505	3,510	5	0.14%
Personnel Services		511,335	478,063	571,391	584,625	13,234	2.32%
RENTAL OF UNIFORMS		5,813	6,218	5,000	5,500	500	10.00%
VEHICLE INSPECTION - STICKERS		12,056	11,991	14,500	17,400	2,900	20.00%
VEHICLE SUPPLY OIL		17,221	20,457	20,000	20,500	500	2.50%
RADIO EQUIP REPAIRS/REPLCMNT		5,109	3,997	5,800	5,800	-	0.00%
Purchased Services		40,199	42,663	45,300	49,200	3,900	8.61%
CLOTHING OPERATIONAL	³	4,667	5,637	4,200	5,000	800	19.05%
LICENSES CDL & SPECIAL		1,305	626	400	450	50	12.50%
VEHICLE SUPPLIES TIRES/TUBES		56,308	69,007	66,000	70,000	4,000	6.06%
VEHICLE SUPPLIES PARTS		249,759	253,017	210,000	230,000	20,000	9.52%
VEHICLE BODY DAMAGE & REPAIRS		3,064	7,426	7,500	7,500	-	0.00%
SHOP SUPPLIES	⁴	9,381	15,243	10,000	10,500	500	5.00%
GENERATOR MAINTENANCE	⁵	0	9,944	16,000	28,000	12,000	75.00%
Supplies		324,485	360,901	314,100	351,450	37,350	11.89%
SURPLUS EQU PURCHASE	⁶	1,751	4,948	5,000	5,000	-	0.00%
Other Capital Outlay		1,751	4,948	5,000	5,000	-	0.00%
Total Equipment Maintenance		877,770	886,575	935,791	990,275	54,484	5.82%

Footnotes:

Salaries:

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

Supplies:

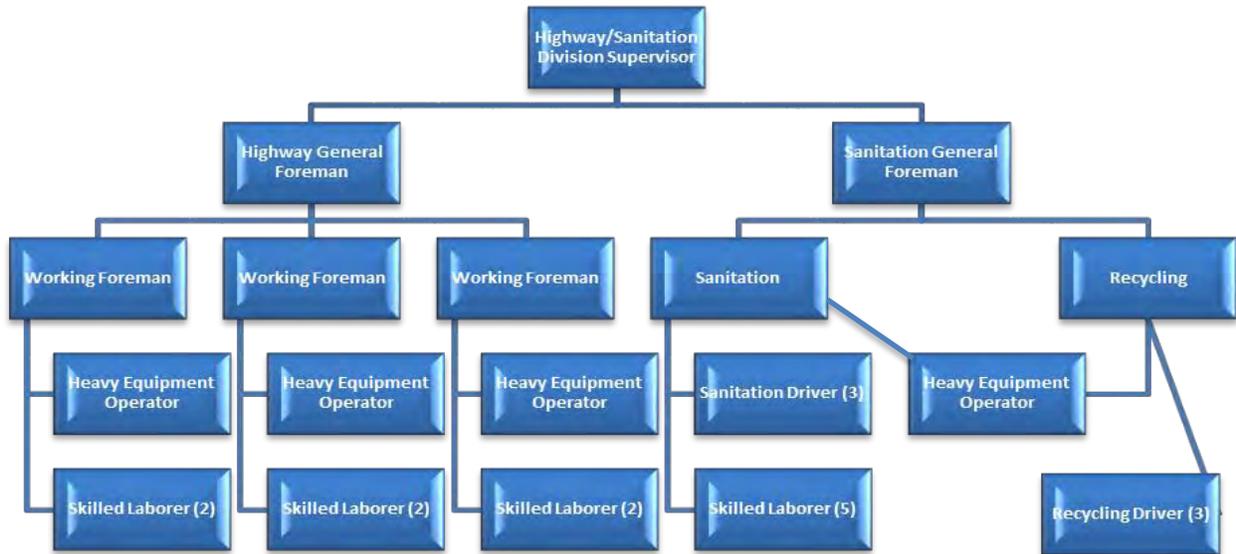
- ³ Clothing Operational - Tool allowance, seasonal safety clothing, safety boots per union contract
- ⁴ Shop Supplies - Shop tools, rags, small equipment, misc. supplies, and meeting registrations.
- ⁵ Generator Maintenance - Parts and services for repair and routine maintenance of stand-by electrical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

Other Capital Outlay:

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

Public Works - Highway & Sanitation

Highway & Sanitation Division - Organizational Summary



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

Notes

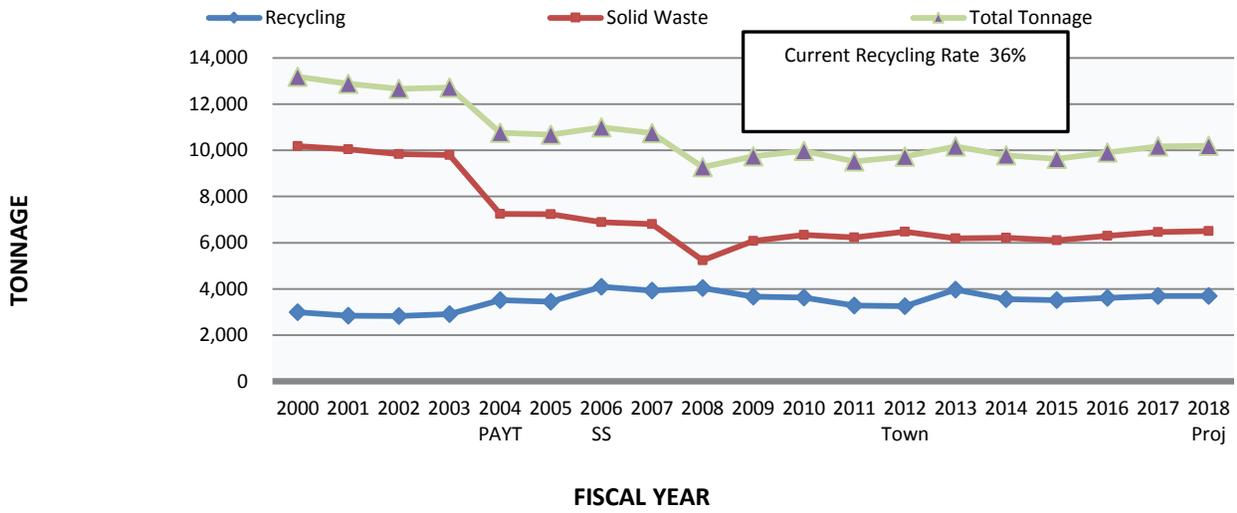
* The Highway & Sanitation Division Supervisor also serves as the Deputy Director.

Highway & Sanitation Division by the Numbers

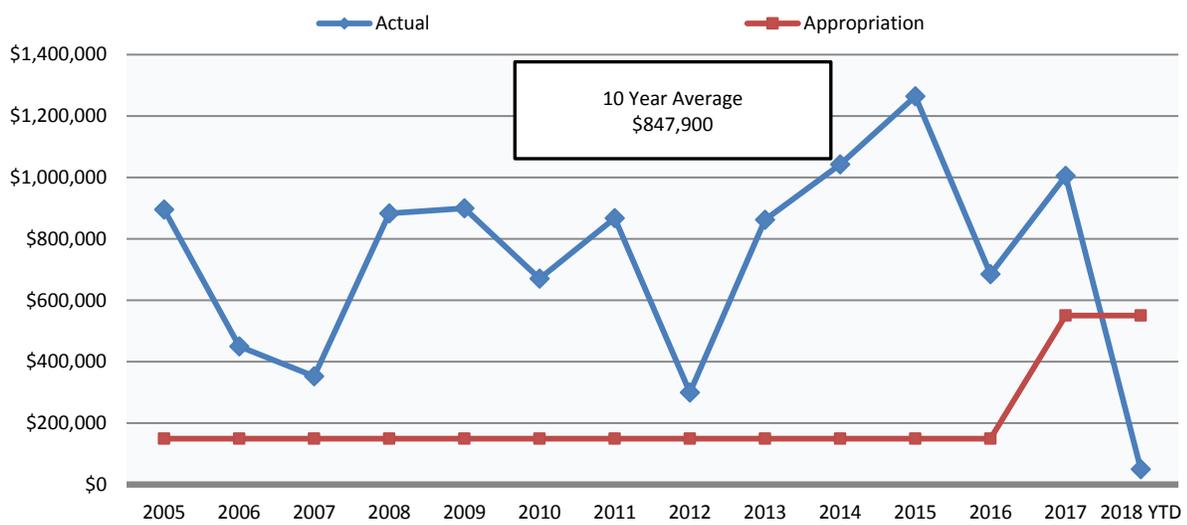
<i>Fiscal year</i>	2015	2016	2017	2018*	2019*
Workload Indicators					
Highway					
Total miles of accepted roadways	128	128	128	128	129
Total miles of sidewalk	138	138	138	140	140
Total miles of unaccepted roadways	26	26	26	26	25
Total number of wheelchair ramps	1,530	1,540	1,540	1,550	1,550
Number of catch basins cleaned	1,800	1,285	1,500	4,175	2,500
Sanitation					
Total tons of municipal solid waste collected curbside	6,142	6,299	6,137	6,500	6,500
Total number of households provided with sanitation collection	9,435	10,020	10,040	10,100	10,125
Total tons of recyclables collected					
- Curbside	3,518	3,608	4,232	4,250	4,250
- At Recycling Center	656	660	699	700	700
Total tons of yard waste collected at curbside	6,000	5,800	5,700	5,700	5,700
Number of curbside yard waste collection days	8	8	8	8	8
Total tons of yard waste and brush accepted at Recycling Center	4,500	4,500	4,020	4,100	4,100
Snow & Ice Removal					
Number of snow events					
- Minor storms	38	16	25	26	26
- Major storms	7	5	6	6	6
Materials used to treat Natick Streets					
- Salt (Ton)	5,280	2,853	4,560	4,600	4,600
- Sand (Ton)	4,845	1,100	1,123	1,200	1,200
- Liquid (Gallons)	4,050	2,000	4,500	4,500	4,500
Sidewalk & Curb Repair					
Curbing (lf)	3,645	1,974	3,700	4,000	4,000
Sidewalks (lf)	-	7,404	9,306	8,000	8,000
Street and Traffic Signs					
New	98	113	110	125	125
Repaired & replaced	300	289	273	275	275
Catch Basin & Manhole Repair					
Manholes	13	6	13	15	15
Catch basins	59	33	34	35	35
New structures	4	2	-	4	4
Line Painting					
Crosswalks (Each)	288	293	300	304	306
Center & fog Lines (Miles)	305	305	305	305	305

* Estimated

Solid Waste and Recycling Tonnage



Snow and Ice Expense History



Public Works - Highway & Sanitation



Department: Line item budget

Description		2016	2017	2018	2019	2018 vs. 2019	
		Actual Expense	Actual Expense	Revised Budget	Preliminary Budget	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	¹	102,418	107,970	107,780	107,780	0	0.00%
SALARIES OPERATIONAL STAFF	²	1,275,771	1,359,651	1,385,321	1,408,635	23,314	1.68%
SALARIES PART TIME OPERATIONAL	³	56,026	37,911	40,500	40,500	0	0.00%
SALARIES OPERATIONAL O/T		177,538	179,188	165,548	168,860	3,312	2.00%
SALARIES ADDL COMP SUPERVISORY		6,000	13,922	6,720	13,215	6,495	96.65%
SALARIES ADD'L COMP OPER		15,078	18,532	17,178	17,850	672	3.91%
Personnel Services		1,632,831	1,717,173	1,723,047	1,756,840	33,793	1.96%
REPAIRS/MAINTENANCE OTHER	⁴	4,517	4,484	3,319	3,400	81	2.44%
ENVIRON MONITORING ENGINEER	⁵	29,597	42,813	31,500	34,000	2,500	7.94%
BRUSH GRINDING		324	13,500	9,600	12,500	2,900	30.21%
TEST/DISPOSAL ST SWEEPINGS		14,140	14,000	22,000	30,000	8,000	36.36%
PURCHASE OF SAND/GRAVEL		13,582	9,064	12,000	14,000	2,000	16.67%
PURCHASED SERVICES MISC	⁶	2,245	20	2,100	2,500	400	19.05%
PURCH SERV-CRACKED SEALING		30,000	24,877	36,300	40,000	3,700	10.19%
LANDFILL CAP MAINTENANCE	⁷	0	0	6,500	6,500	0	0.00%
GAS/FLARING STA MAINTENANCE	⁸	23,259	25,625	17,500	25,000	7,500	42.86%
CONDENSATE DISPSL FLARING STA	⁹	0	0	2,500	3,000	500	20.00%
Purchased Services		117,664	134,382	143,319	170,900	27,581	19.24%

Footnotes:

Salaries:

¹ Supervisory - Supervisor of Highway and Sanitation

² Operational - Twenty-six support staff to maintain roads, collect trash & recycling, and operate the recycling center

³ Part Time Operational - Police details, and seasonal employees for highway and sanitation related work

Purchased Services

⁴ Repairs/Maintenance Other - Communications telephone, cable, mobile phone services, misc. purchased services.

⁵ Environ Monitoring Engineer - Compliance costs for West Street municipal landfill.

⁶ Purchased Services Misc - Membership dues, training, certifications, etc.

⁷ Landfill Cap Maintenance - Repairs and maintenance of the 34 acre West Street municipal landfill in accordance with State and Federal Regulations.

⁸ Gas/Flaring Sta. Maintenance - Maintenance and operational expense for the natural gas collection system and flaring station at the West Street municipal landfill.

⁹ Condensate Displ. Flaring Sta. - Testing and disposal of liquid condensate from the operation of the flaring station at the West Street municipal landfill.

Public Works - Highway & Sanitation

Description		2016	2017	2018	2019	2018 vs. 2019	
		Actual Expense	Actual Expense	Revised Budget	Preliminary Budget	\$ (+/-)	% (+/-)
CLOTHING OPERATIONAL		9,100	9,100	9,100	9,100	0	0.00%
LICENSES CDL & SPECIAL		1,024	450	1,150	1,150	0	0.00%
TRAFFIC MARKS & SIGNS		95,777	76,113	95,000	98,000	3,000	3.16%
PAY AS YOU THROW SUPPLIES		100,818	138,425	155,700	161,500	5,800	3.73%
RECYCLING CENTER MAINT/SUPPLY	¹⁰	2,997	2,450	5,000	5,000	0	0.00%
MAINTENANCE MATERIALS	¹¹	39,981	60,024	52,500	54,000	1,500	2.86%
OFF STREET DRAINAGE	¹²	10,616	9,150	14,000	16,500	2,500	17.86%
CATCH BASIN CLEANING	¹³	0	0	0	70,000	70,000	
COMPOST/RECYCLING BINS		6,376	15,080	13,000	13,000	0	0.00%
OTHER SUPPLIES MISCELLANEOUS	¹⁴	7,257	5,396	8,000	8,300	300	3.75%
Supplies		273,946	316,188	353,450	436,550	83,100	23.51%
HOUSEHOLD HAZARDOUS WASTE	¹⁵	14,905	16,766	16,000	18,500	2,500	15.63%
SNOW & ICE REMOVAL	¹⁶	685,406	1,004,843	550,000	550,000	0	0.00%
TIPPING FEE YARD WASTE		19,441	19,200	21,500	24,000	2,500	11.63%
TIPPING FEE SOLID WASTE	¹⁷	456,685	479,542	474,300	485,000	10,700	2.26%
RECYCLING CURBSIDE	¹⁸	5,000	0	5,000	5,000	0	0.00%
RECYCLING PUBLIC EDUCATION		2,700	0	3,500	3,500	0	0.00%
TRASH HAULING TOLLS		3,113	5,166	4,000	4,100	100	2.50%
STREET & SIDEWALK MAINTENANCE	¹⁹	149,403	107,478	165,000	170,000	5,000	3.03%
Other Charges/Expenses		1,336,653	1,632,995	1,239,300	1,260,100	20,800	1.68%
Total Highway, Sanitation, Recycling		3,361,094	3,800,739	3,459,116	3,624,390	165,274	4.78%

Footnotes:

Supplies:

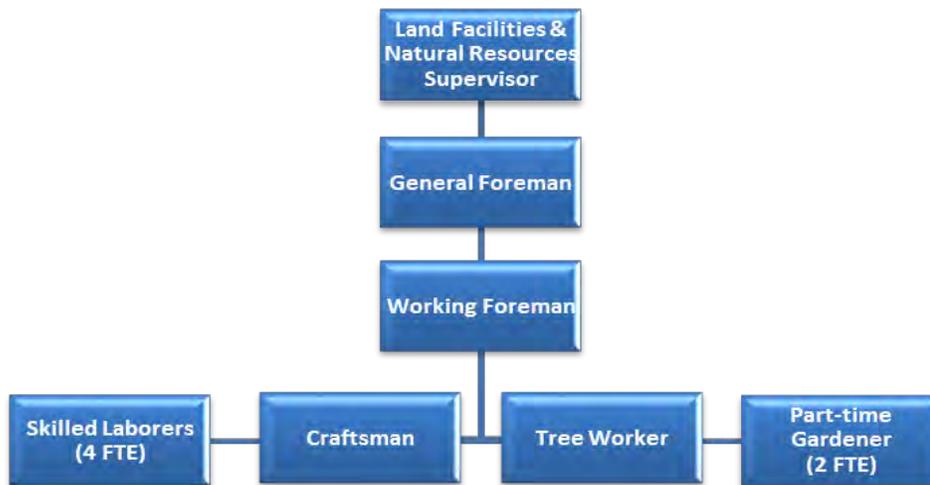
- ¹⁰ Recycling Center Maint/Supply - Supplies for operations at the West Street Recycle Center, including tarps for roll-off containers, spill containment items, cleaning supplies, etc.
- ¹¹ Maintenance Materials - Tools (saws, blowers, rollers, wheel barrows, shovels, etc.), safety equipment, cold patch, and other equipment.
- ¹² Off Street Drainage - Drainage system repair materials (block, brick, catch basins, manholes, pipe, etc.) and other equipment for stormwater drainage work.
- ¹³ Catch Basin Cleaning - Cost to cleaning stormwater drainage system and remove sediment and debris from catch basins, manholes, and stormwater detention/treatment facilities. Compliance requirements of the Town's MS4 Stormwater Permit issued by the US EPA and MaDEP.
- ¹⁴ Other Supplies Misc. - Gloves, cleaning products, dumpster covers, spill equipment, and safety supplies.

Other Charges/Expenses:

- ¹⁵ Household Hazardous Waste - Costs associated with the proper disposal of household and municipal hazardous waste (waste oil, paint and paint related materials, fluorescent lamps, light ballast, etc.).
- ¹⁶ Snow & Ice Removal - Includes road salt/sand, staff over-time, equipment repair, and contractors for snow removal services.
- ¹⁷ Tipping Fees Solid Waste - Disposal costs of household and municipal solid waste.
- ¹⁸ Recycling Curbside - Disposal costs for household and municipal recyclable materials.
- ¹⁹ Street & Sidewalk Maintenance - Costs to repair roadways, curbing, wheelchair ramps, and sidewalks (bituminous concrete, cement concrete, curbing, castings, roadway base course, etc.).

Public Works - Land Facilities & Natural Resources

Land Facilities & Natural Resources Division - Organizational Summary



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

Land Facilities & Natural Resources Division by the Numbers

Performance Indicators	2015	2016	2017	2018*	2019*
Workload Indicators					
Land Facilities					
Number of fields & parks maintained	62	62	62	62	63
Total Acreage Maintained	212	212	212	212	212
Active Acres Maintained	165	165	165	165	165
Passive Acres Maintained	47	47	47	47	47
Acres Mowed by LFNR	22.5	22.5	22.5	22.5	38
Acres Mowed Via Contract	57.5	57.5	57.5	57.5	42
Forestry					
Number of trees removed	37	32	49	50	50
Number of trees pruned	31	21	32	60	60
Number of stumps removed	29	62	35	50	50

* Estimated

Public Works - Land Facilities & Natural Resources



Department: Line item budget

Description		2016	2017	2018	2019	2018 vs. 2019	
		Actual Expense	Actual Expense	Revised Budget	Preliminary Budget	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	1	99,112	104,484	104,300	104,300	\$0	0.00%
SALARIES OPERATIONAL STAFF	2	310,239	353,202	429,432	420,540	-\$8,892	-2.07%
SALARIES PART TIME OPERATIONAL	3	35,042	45,050	38,723	44,790	\$6,067	15.67%
SALARIES OPERATIONAL O/T		34,085	51,894	32,786	33,600	\$814	2.48%
SALARIES ADDL COMP SUPERVISORY		9,300	10,100	9,800	9,800	\$0	0.00%
SALARIES ADD'L COMP OPER		5,907	7,248	5,115	5,415	\$300	5.87%
Total Personnel Services		493,685	571,977	620,156	618,445	-\$1,711	-0.28%
PURCHASED SERVICES MISC		5,550	5,167	5,250	5,350	\$100	1.90%
Total Purchased Services		5,550	5,167	5,250	5,350	\$100	1.90%
CLOTHING OPERATIONAL		2,100	2,800	2,500	2,800	\$300	12.00%
LICENSES CDL & SPECIAL		235	494	300	350	\$50	16.67%
FIELD MAINTENANCE MATERIALS	4	91,311	115,155	132,250	155,950	\$23,700	17.92%
PLAYGROUND MATERIALS	5	23,226	29,058	30,000	35,000	\$5,000	16.67%
BEACH MAINTENANCE MATERIALS	6	175	155	600	600	\$0	0.00%
TOOLS & HARDWARE		13,298	21,385	21,120	22,750	\$1,630	7.72%
PLANTING SUPPLIES	7	11,168	11,852	10,000	16,300	\$6,300	63.00%
IRRIG PUMP TEST & CALIBRATION	8	4,839	2,997	6,000	7,500	\$1,500	25.00%
Supplies		146,352	183,897	202,770	241,250	\$38,480	18.98%
TREE SERVICE CONTRACT	9	57,005	66,782	75,300	95,300	\$20,000	26.56%
MOWING SERVICE CONTRACT	10	62,730	64,239	71,510	84,510	\$13,000	18.18%
Technical & Professional Services		119,735	131,020	146,810	179,810	\$33,000	22.48%
Total LFNR		765,322	892,062	974,986	1,044,855	69,869	7.17%

Footnotes:

Salaries:

¹ Supervisory - Division Supervisor and Tree Warden

² Operational - Eight support staff to maintain land facilities, parks, athletic fields, and street trees.

³ Part Time Operational - Police details and seasonal employees for grounds-related work

Supplies:

⁴ Field Maintenance Materials - Pellet lime, fertilizer, infield conditioner, infield mix, pesticides, contractual pesticides and herbicides applications, bark mulch, grass seed, loam, topdressing materials, fencing, etc.

⁵ Playground Materials - Resilient playground surfacing replacement and misc. supplies for repair.

⁶ Beach Maintenance Materials - Beach sand, turn boards, fence repairs, and repairs to the piers and playground equipment.

⁷ Planting Supplies - Replacement and supplemental landscape plantings and supplies (trees, flowers, etc.).

⁸ Irrig. Pump Test & Calibration - Lawn/field irrigation parts, tests, maintenance/upgrades, and contracted services.

Technical & Professional Services:

⁹ Tree Service Contract - Pruning and removal work done by outside contractors. This also includes poison ivy control for parks and school grounds. Various treatments for tree care and health.

¹⁰ Mowing Service Contract - Mowing of 16 sites covering 54 acres of grass and other grounds services performed by outside contractors.

Project Title: Project Engineer

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff				
Salaries Technical & Professional	1	\$75,711.29	Yes	Technical & Professional Staff person
Salaries Part Time Operational				
Total Personnel Services		\$75,711.29		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Supplies		\$500.00	Yes	Misc. Office Supplies
Phone		\$450.00	Yes	Mobile Phone
Benefits		\$21,252.16	Yes	28.07% of salary
Total Expenses		\$22,202.16		
Total Project Costs		\$97,913.44		

Purpose/Description of Request

- This request would provide one additional Project Engineer to the staffing of the Engineering Division. The responsibilities and work load of the Division have grown significantly and additional resources are needed to successfully fulfill the Division's mission. Two prominent areas of need are the increased responsibilities for management of the Town's new MS4 Stormwater Permit and the increasing scope of the Town's roadway and sidewalk improvement projects. The attached document provides additional detail.
- There currently is only one Project Engineer in the Division (one of only four full time staff in the Division). Similar adjacent communities are provided significantly more Engineering staff resources. The attached staffing summary and organizational charts illustrate these differences.

Population to be Served

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

Revenue Impact

(cost avoidance) The limitations of staffing reduce the Division's ability to provide service to residents and businesses. Staff constraints reduce our ability to administrate and oversee capital projects and to comply with USEPA and MassDEP permit requirements.

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

Project Title: Lead Mechanic (Reclassification of Mechanic/Welder)

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff	1	\$1,450.00	Yes	Operational Staff Person (Reclassification)
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$1,450.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Total Expenses		\$0.00		
Total Project Costs		\$1,450.00		

Purpose/Description of Request

- This request would reclassify an existing Mechanic/Welder Position into a Lead Mechanic Position. The responsibilities and work load of the Division have grown significantly and additional resources are needed to successfully fulfill the Division's mission. The work of the Division has also become more complex and technical. This reclassification would create a Lead Mechanic to focus on the maintenance and repair of Fire Department Vehicles. The attached document provides additional detail.

- This request would help create staff advancement opportunities to help encourage the retention of experienced staff.

Population to be Served

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

Revenue Impact

(cost avoidance) The limitations of staffing reduce the Division's ability to provide service to town vehicles and equipment. Retention of experienced and skill employees leads to efficiencies and greater service.

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

Project Title: Applications Manager

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff				
Salaries Technical & Professional	1	\$75,000.00	Yes	Tech & Prof Staff Person (PB Grade 3)
Salaries Part Time Operational				
Total Personnel Services		\$75,000.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Supplies		\$500.00	Yes	Misc. Office Supplies
Phone		\$450.00	Yes	Mobile Phone
Benefits		\$21,052.50	Yes	Benefits @ 28.07% of salary
Total Expenses		\$22,002.50		
Total Project Costs		\$97,002.50		Costs could be shared between General Fund and Water & Sewer Enterprise Fund

Purpose/Description of Request

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

Population to be Served

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

Revenue Impact

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

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

Project Title: Highway & Sanitation Division Administrative Assistant

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

Purpose/Description of Request

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

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

Population to be Served

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

Revenue Impact

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

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



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

Section VI

Health & Community Services

Community Services	107
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Recreation & Parks	112
Veterans Services	112
Board of Health	114



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

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Community Services Department



FY 2019 Operational Budget Request

Jemma Lambert, *Director*

Mission:

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

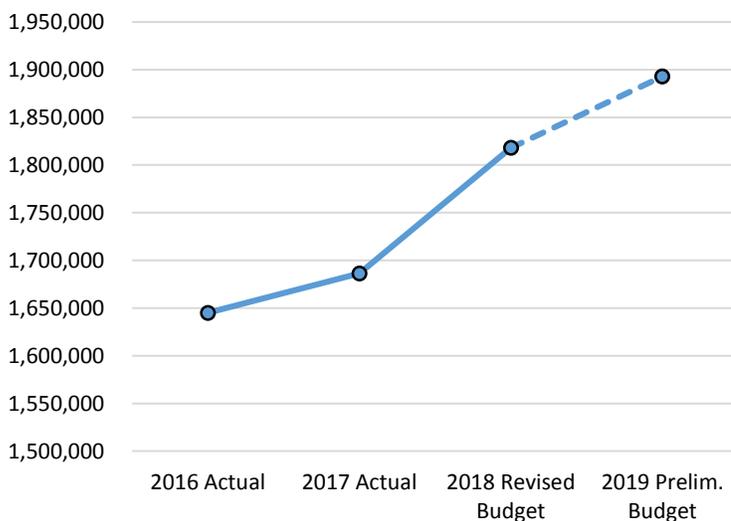
Comprised of the Divisions of Recreation and Parks, the Council on Aging, Human Services, Veteran's Services, and the Natick Community Organic Farm, the Department focuses on supporting Natick's residents through the provision of services which improve health, ensure safety, reduce isolation and create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

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

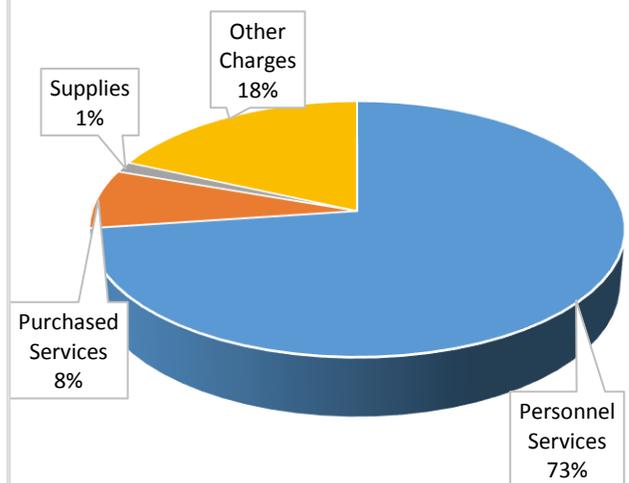
Budget Highlights for FY 2019:

- Operating Expense increase of \$1,835 as the result of contract bid for Treatment of Dug Pond
- Expanded programming to youth at risk
- Expanded programming to reach under-served aging cohorts
- New Initiative: Teen Center Coordinator

Budget History

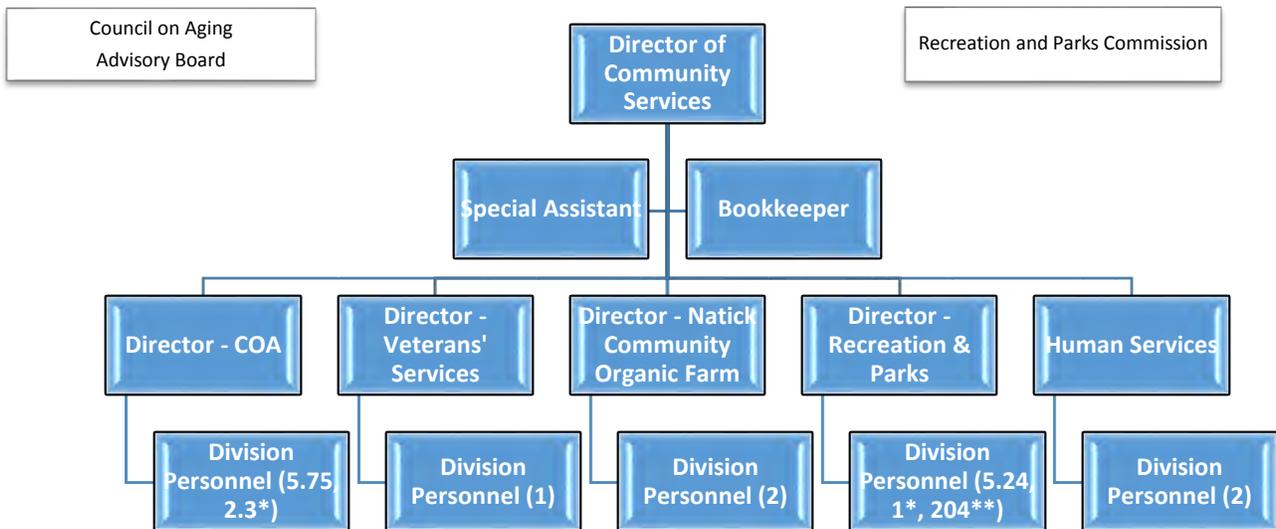


FY19 Budget Distribution



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

Community Services Department

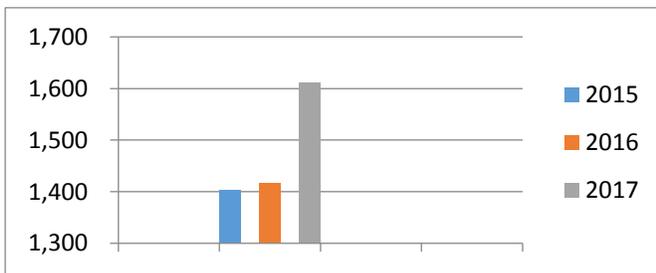


Total Staff - 25.43*

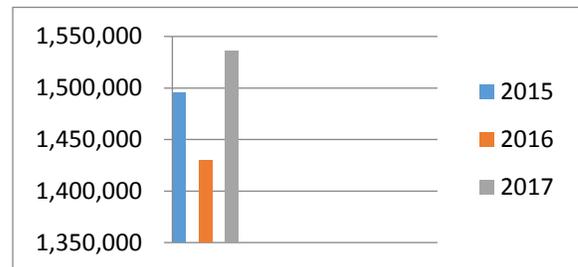
* Non GF Supported Positions ** Seasonal

Department by the Numbers

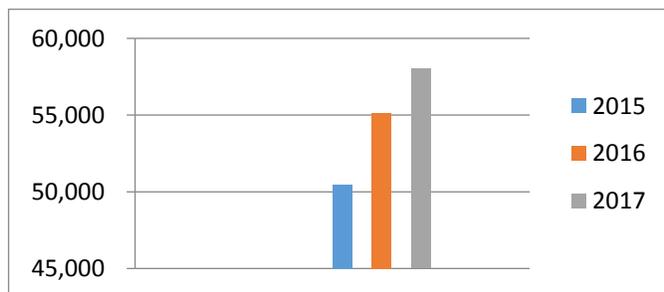
Services to At-Risk Populations:
Individuals



Financial Assistance For Those In Need
(Millions)



Educational/Recreational Service Units
All Ages



1,884 VOLUNTEERS

22.7 FTES

\$1.7M \$ VALUE

Community Services Department

Community Services Department	2016 Actual	2017 Actual	2018 Revised Budget	2019 Prelim. Budget	FY18 Δ FY19 \$	FY18 Δ FY19 %
Personnel Services	1,266,449	1,287,306	1,305,013	1,378,814	73,801	5.66%
Purchased Services	98,676	126,501	140,528	142,039	1,511	1.07%
Supplies	19,657	20,492	26,294	25,744	(550)	-2.09%
Other Charges	260,275	252,099	346,281	346,281	-	0.00%
Total	1,645,057	1,686,398	1,818,116	1,892,878	74,762	4.11%

Community Services Department - Administration

Description		2016 Actual	2017 Actual	2018	2019	FY18 Δ FY19 \$	FY18 Δ FY19 %
				Revised Budget	Proposed Budget		
MANAGEMENT SALARIES	¹	105,868	108,101	107,687	109,800	2,113	1.96%
SALARIES OPERATIONAL STAFF	²	110,004	113,016	113,572	114,720	1,148	1.01%
SALARIES OPERATIONAL-OTHER		-	2,500	2,500	2,500	-	0.00%
Personnel Services		215,872	223,617	223,759	227,020	3,261	1.46%
TRAVEL		241	600	1,200	1,200	-	0.00%
SECURITY MONITORING ALARMS		-	479	500	500	-	0.00%
FACILITY REPAIRS/MAINTENANCE	³	69	-	3,000	3,000	-	0.00%
EQUIPMENT REPAIRS/SERVICING	⁴	645	575	1,500	1,500	-	0.00%
TELEPHONE		715	186	600	600	-	0.00%
POSTAGE		8,630	9,000	9,000	9,000	-	0.00%
COPY/MAIL CENTER FEES	⁵	160	-	2,500	2,500	-	0.00%
TRAINING & EDUCATION	⁶	21	2,165	2,500	2,500	-	0.00%
CITIZEN'S LEADERSHIP ACADEMY	⁷	2,518	5,855	5,000	5,000	-	0.00%
Purchase Services		12,999	18,860	25,800	25,800	-	0.00%
PHOTOCOPY SUPPLIES	⁸	20,014	23,786	24,000	24,000	-	0.00%
Technical/Professional Services		20,014	23,786	24,000	24,000	-	0.00%
COMPUTER SUPPLIES		-	-	200	200	-	0.00%
OFFICE SUPPLIES		624	244	300	300	-	0.00%
Supplies		624	244	500	500	-	0.00%
Total		\$ 249,508	\$ 266,507	\$ 274,059	\$ 277,320	3,261	1.19%

Footnotes:

Personnel:

¹ Management - Director of Community Services Department

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

Purchased Services:

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

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

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

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

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

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

Technical/ Professional Services:

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

Community Services Department - Council on Aging

Description		2016	2017	2018	2019	FY18 Δ FY19 \$	FY18 Δ FY19 %
		Actual	Actual	Revised Budget	Preliminary Budget		
SALARIES MANAGEMENT	¹	73,479	76,794	76,500	78,400	1,900	2.48%
SALARIES OPERATIONAL STAFF	²	215,280	228,536	233,434	237,613	4,179	1.79%
Personnel Services		288,759	305,330	309,934	316,013	6,079	1.96%
EQUIPMENT REPAIRS/SERVICING	³	2,274	2,844	3,000	3,000		
TRAVEL IN/OUT STATE	⁴	3,124	4,648	5,000	5,000	-	0.00%
TELEPHONE	⁵	2,826	3,616	2,759	2,626	(133)	-4.81%
DUES & MEMBERSHIPS	⁶	1,325	1,498	2,100	2,100	-	0.00%
POSTAGE	⁷	1,054	804	1,000	1,000	-	0.00%
COPY/MAIL CENTER FEES		823	5,727	5,850	5,850	-	0.00%
PURCHASED SERVICES MISC	⁸	604	300	300	300	-	0.00%
WELLNESS PROGRAMS	⁹	4,782	9,684	8,743	8,743	-	0.00%
Purchased services		16,812	29,121	28,752	28,619	(133)	-0.46%
OFFICE SUPPLIES		5,079	5,866	5,900	5,900	-	0.00%
COMPUTER SUPPLIES		789	603	2,000	2,000	-	0.00%
DISPOSABLE GOOD SUPPLIES		2,072	1,365	2,500	2,500	-	0.00%
Supplies		7,940	7,834	10,400	10,400	-	0.00%
PRINTING		6,373	0	0	0	-	0.00%
TRANSPORTATION PROGRAM	¹⁰	14,987	11,135	12,000	12,000	-	0.00%
Other Charges/Expenses		21,360	11,135	12,000	12,000	-	0.00%
Total Council on Aging		\$ 334,871	\$ 353,420	\$ 361,086	\$ 367,032	5,947	1.65%

Footnotes:

Personnel Services:

¹ Management - COA Director

² Operational - Support staff costs

Purchased Services:

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

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

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

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

⁷ Postage - Annual cost of COA general business postage

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

⁹ Wellness Program - Health and wellness programming for seniors

Other Charges/Expenses:

¹⁰ Transportation Program - Provides taxi coupon vouchers to elders whose transportation needs cannot be met through existing options, and provides mileage reimbursement to drivers who bring seniors to medical appointments

Community Services Department - Natick Community Organic Farm

Description		2016 Actual	2017 Actual	2018 Revised Budget	2019	FY18 Δ FY19 \$	FY18 Δ FY19 %
					Preliminary Budget		
SALARIES SUPERVISORY	¹	75,529	76,746	76,452	78,000	1,548	2.02%
SALARIES TECHNICAL/PROFESSNL	²	98,472	101,039	100,652	102,700	2,048	2.03%
Total Farm Expense		174,001	177,785	177,104	180,700	3,596	2.03%

Footnotes:

Personnel Services:

¹ Management - Farm Director

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

Community Services Department - Human Services

Description		2016	2017	2018 Revised	2019	FY18 Δ FY19	FY18 Δ FY19
		Actual	Actual	Budget	Proposed Budget		
						\$	%
SALARIES TECHNICAL/PROFESSNL	¹	117,879	124,477	124,000	126,700	2,700	2.18%
Personnel Services		117,879	124,477	124,000	126,700	2,700	2.18%
TRAVEL		0	502	1,000	1,000	-	0.00%
CONTRACT SERVICES - COUNSELING	²	2,107	3,566	5,000	5,000	-	0.00%
Purchased Services		2,107	4,068	6,000	6,000	-	0.00%
Total Human Services		\$ 119,986	\$ 128,545	\$ 130,000	\$ 132,700	2,700	2.08%

Footnotes:

Personnel Services:

¹ Technical/Professional - Social Worker Coordinator and Social Worker

Purchased Services:

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

Community Services Department - Recreation & Parks

Description	2016 Actual	2017 Actual	2018 Revised Budget	2019	FY18 Δ FY19 \$	FY18 Δ FY19 %
				Preliminary Budget		
SALARIES MANAGEMENT	82,905	63,224	82,273	90,000	7,727	9.39%
SALARIES SUPERVISORY	78,447	82,410	79,405	81,000	1,595	2.01%
SALARIES OPERATIONAL STAFF	71,100	67,907	67,340	112,008	44,668	66.33%
SALARIES TECHNICAL/PROFESSNL	111,668	113,460	111,457	113,578	2,121	1.90%
SALARIES ADD'L COMP OPER	850	1,500	1,500	2,500	1,000	66.67%
SALARIES OPERATIONAL O/T	2,186	2,066	2,500	2,250	(250)	-10.00%
Personnel Services ¹	347,156	330,567	344,475	401,335	56,860	16.51%
FACILITY REPAIRS/MAINTENANCE ²	1,884	2,623	2,371	2,371	-	0.00%
EQUIPMENT REPAIRS/SERVICING ³	1,500	2,094	2,300	2,300	-	0.00%
TRAVEL IN/OUT STATE ⁴	2,483	2,326	3,900	3,900	-	0.00%
TELEPHONE ⁵	4,350	5,974	5,192	5,000	(192)	-3.69%
TRAINING & EDUCATION	2,655	3,094	3,000	3,000	-	0.00%
DUES & MEMBERSHIPS ⁶	2,263	1,278	2,735	2,735	-	0.00%
Purchased Services	15,135	17,389	19,498	19,306	(192)	-0.98%
PHOTOCOPIING	3,628	3,460	4,250	4,250	-	0.00%
CUSTODIAL FEES SCHOOL ⁷	2,000	2,051	3,330	3,330	-	0.00%
TREATMENT DUG POND ⁸	15,260	15,449	16,310	18,145	1,835	11.25%
TUITION SPECIAL NEEDS ⁹	5,842	6,670	6,000	6,000	-	0.00%
Technical/Professional Services	26,730	27,629	29,890	31,725	1,835	6.14%
SUPPLIES FOR PROGRAMS	2,188	4,704	4,577	4,200	(377)	-8.24%
OFFICE SUPPLIES	6,000	6,689	6,373	6,200	(173)	-2.71%
SUPPLIES FOR PROGRAMS	8,188	11,393	10,950	10,400	(550)	-5.02%
Total for Recreation & Parks	\$ 397,209	\$ 386,979	\$ 404,813	\$ 462,766	57,954	14.32%

Footnotes:

¹ Personnel Services:

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

Purchased Services:

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

Technical / Professional Services:

⁷ School Custodian Charges - This account pays for a portion of the custodial costs incurred for the "rehearsal week hours" for the two Natick Drama Workshop Productions.
⁸ Dug Pond Treatment - This account funds the annual testing and treatment of Dug Pond with an alum treatment that is provided by an annual contract. The annual testing at Pegan Brook inlet to Dug Pond as requested by Natick DPW is also included in this line item.
⁹ Special Needs Tuition - This fund helps to cover the cost of the agreement between the Town of Natick and the Amputee Veteran's Association for camper weeks to be paid by the Town as a rental fee for using their camp grounds.

Community Services Department - Veterans

Description		2016 Actual	2017 Actual	2018 Revised Budget	2019	FY18 Δ FY19 \$	FY18 Δ FY19 %
					Proposed Budget		
SALARIES MANAGEMENT	¹	68,855	69,964	69,696	71,000	1,304	1.87%
SALARIES OPERATIONAL STAFF	²	52,802	54,441	54,920	54,920	(0)	0.00%
SALARIES ADD'L COMP OPER		1,125	1,125	1,125	1,125	-	0.00%
Personnel Services		122,782	125,530	125,741	127,046	1,305	1.04%
RENTAL OF FACILITIES		600	1,250	600	600	-	0.00%
TRAVEL	³	2,262	2,224	2,640	2,640	-	0.00%
TELEPHONE		1,124	987	1,424	1,424	-	0.00%
DUES & MEMBERSHIPS		85	110	500	500	-	0.00%
POSTAGE		584	894	1,200	1,200	-	0.00%
PURCHASED SERVICES MISC		225	183	225	225	-	0.00%
Purchased services		4,879	5,648	6,589	6,589	-	0.00%
CARE OF GRAVES		1,400	0	2,402	2,402	-	0.00%
OFFICE SUPPLIES		1,505	1,021	2,042	2,042	-	0.00%
Supplies		2,905	1,021	4,444	4,444	-	0.00%
VETERAN CASH ALLOWANCES*	⁴	94,557	103,115	139,311	139,311	-	0.00%
VETERAN HOSP/MEDICAL/DENTAL*	⁵	128,931	119,138	173,990	173,990	-	0.00%
VETERAN FOOD/CLOTHING/FUEL	⁶	550	550	550	550	-	0.00%
VETERAN TRANSPORTATION		326	500	500	500	-	0.00%
VETERANS ALL OTHER		1,425	1,429	1,430	1,430	-	0.00%
VETERANS DAY PROGRAMS	⁷	1,350	2,575	3,500	3,500	-	0.00%
MEMORIAL DAY PROGRAMS	⁸	11,777	13,656	15,000	15,000	-	0.00%
Other Expenses/Charges		238,915	240,964	334,281	334,281	-	0.00%
Total Veteran's Services		\$ 369,481	\$ 373,162	\$ 471,055	\$ 472,360	1,305	0.28%

Footnotes:

Personnel Services:

¹ Management - Director of Veterans' Services

² Operational - Executive Assistant

Purchased Services:

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

Other Expenses/Charges:

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

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

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

Project Title: Responding to the Needs of At-Risk Youth

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff	1	\$43,680.00	Yes	Teen Center Coordinator
Salaries Technical & Professional				
Salaries Part Time Operational				Teen Center Coordinator
Total Personnel Services		\$43,680.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Program Supplies/Equipment		\$3,000.00	Yes	Electronics, games, educational materials, food
Office Supplies		\$300.00	Yes	
Disposable Goods		\$300.00	Yes	plates, cups, etc.
Contract Services		\$5,000.00	Yes	Instructors, Events, Workshops
Benefit Cost		\$12,260.98	Yes	28.07% of salary
Total Expenses		\$20,860.98		
Total Project Costs		\$64,540.98		

Purpose/Description of Request

To meaningfully respond to those children in Natick who are not engaged in after school activities that support positive social connections, mentoring and skills building.

The initiative will ensure for the continued operation of Natick’s new after school Teen Drop-In Center managed by the Recreation and Parks Division. In close collaboration with the Natick Public Schools, the Natick Police Department, the Division of Human Services and others, targeted after school activities are attracting an average of 19 students daily.

Population to be Served

Natick teenagers, with particular focus on identified youth at risk, homeless youth and those attending our Middle Schools.

Revenue Impact

Natick's new Teen Drop-In Center has to date been funded through a one year donation. In order to ensure these critical services are provided to Natick's at-risk youth consistently, general fund dollars are requested. Departmental staff will continue to seek private funds to enhance services offered ongoing.

FOR EXECUTIVE OFFICE USE

Date Submitted: _____

Date Reviewed: _____

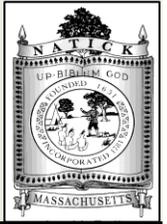
Approved

Recommended Budget: _____

Denied

Review by: _____

Health Department



FY 2019 Operational Budget Request

James M. White, *Director*

Board: Peter Delli Colli, D.M.D., *Chairman*

Mission:

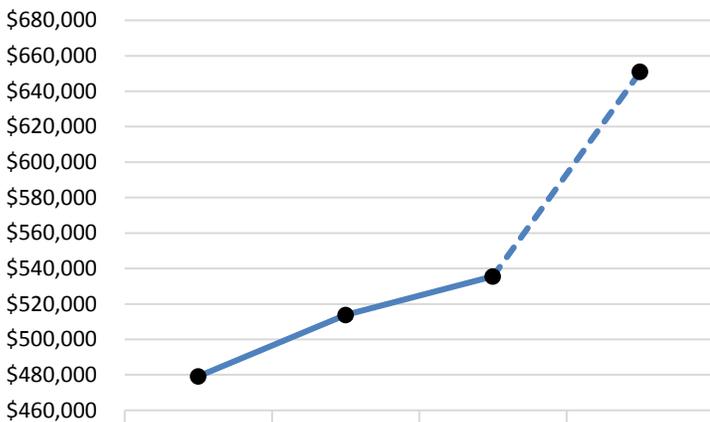
The Natick Health Department is empowered by state statute with protecting and promoting the health, safety and well-being of our residents, visitors and the environment. This is accomplished by providing inspectional services, code enforcement, clinical wellness and immunization programs, communicable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

Budget Highlights for FY 2019:

- New Initiative: Increase for Town Cell Phone coverage of Inspectional Staff; grant no longer covers
- New Initiative: Increase in stipend for Animal Inspector, workload has more than doubled.
- New Initiative: Stipend for the BOH Secretary
- Oversight of recently formed Opioid Prevention & Outreach Manager and position(s) involved to be shifted under the Board of Health.
- Health Department to be one of first Local Public Health Departments to supply Narcan to residents in need.

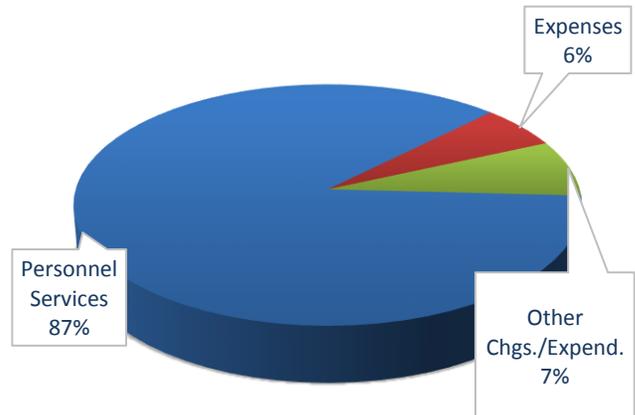
Budget Summary

Budget History



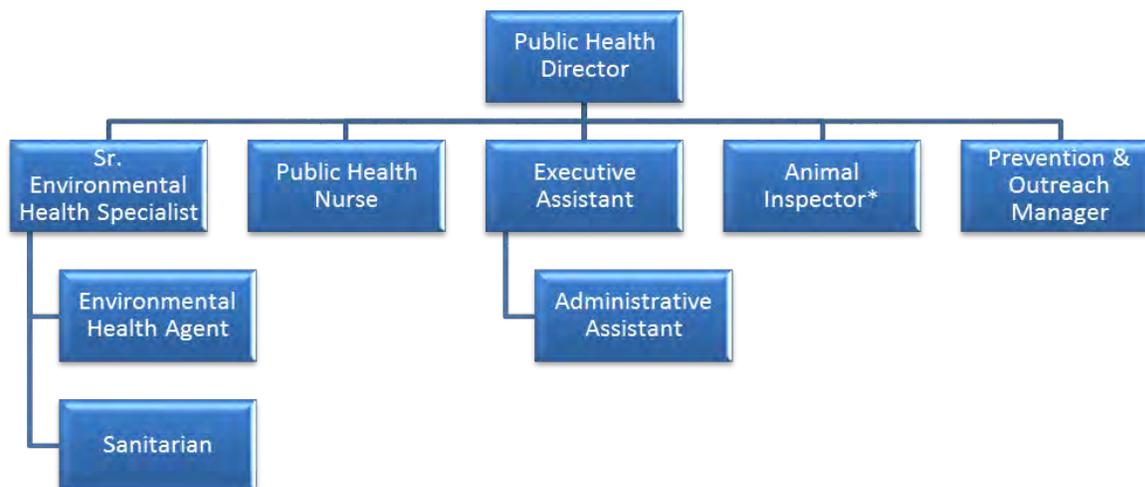
Actual Expense	Actual Expense	Revised Budget	Preliminary Budget
2016	2017	2018	2019

Budget Distribution FY19



Board of Health

Department - Organizational Summary

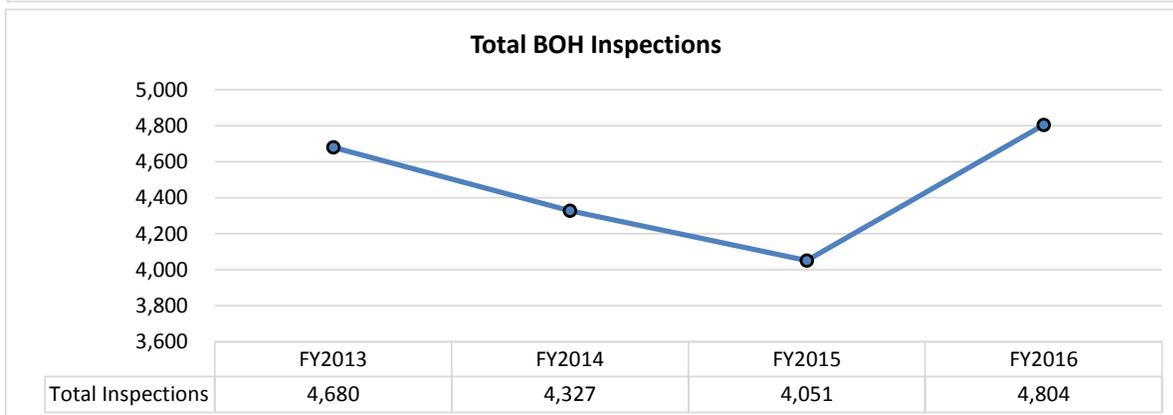
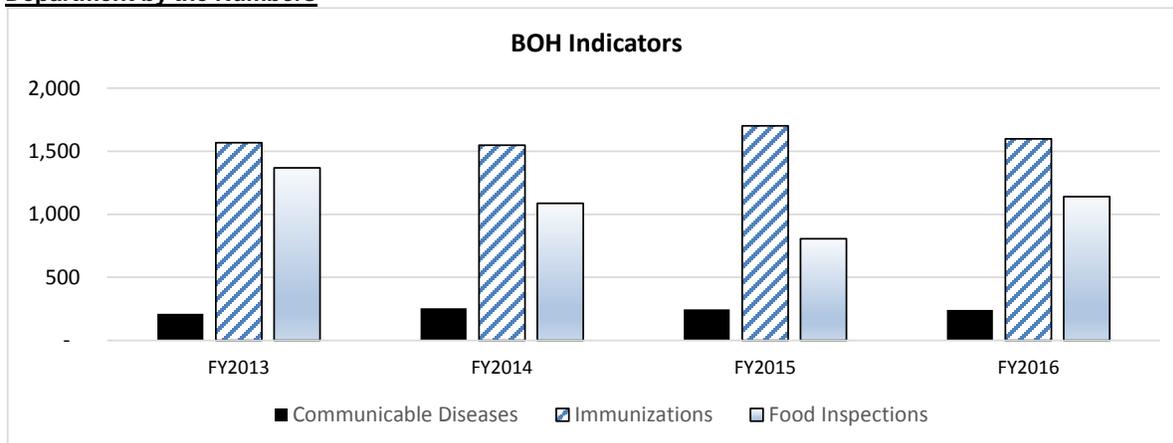


Total Staff - 7 FTEs (number per position in parentheses)

Notes

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

Department by the Numbers



Board of Health



Department: Line item budget

		2016	2017	2018	2019	2018 vs. 2019	
		Actual Expense	Actual Expense	Revised Budget	Preliminary Budget	\$ (+/-)	% (+/-)
Salaries Management	¹	\$ 105,984	\$ 108,332	\$ 108,150	\$ 110,300	\$ 2,150	1.99%
Salaries Operational Staff	²	\$ 89,804	\$ 100,081	\$ 103,041	\$ 103,496	\$ 455	0.44%
Salaries Technical & Professional	³	\$ 233,856	\$ 262,306	\$ 262,865	\$ 341,300	\$ 78,435	29.84%
Salaries Add'l Comp Operational	⁴	\$ 750	\$ 750	\$ 750	\$ 750	\$ -	0.00%
Salaries Temp Tech/Prof Staff	⁵	\$ 3,926	\$ 3,750	\$ 5,977	\$ 5,977	\$ -	0.00%
Salaries Part Time Operational		\$ 988	\$ 988	\$ 1,000	\$ 2,000	\$ 1,000	100.00%
Personnel Services		\$ 435,308	\$ 476,207	\$ 481,783	\$ 563,823	\$ 82,040	17.03%

COPY/MAIL CENTER FEES		\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
DUES & MEMBERSHIPS		\$ 1,441	\$ 1,990	\$ 1,500	\$ 1,500	\$ -	0.00%
EQUIPMENT REPAIRS/SERVICING		\$ 368	\$ 222	\$ 700	\$ 700	\$ -	0.00%
FOOD CONSULTANTS		\$ 10,755	\$ 7,775	\$ 12,000	\$ 12,000	\$ -	0.00%
OFFICE SUPPLIES		\$ 3,030	\$ 3,058	\$ 3,100	\$ 3,100	\$ -	0.00%
PURCHASED SERVICES MISC		\$ 478	\$ 195	\$ 500	\$ 500	\$ -	0.00%
PRINTING/ADVERTISING		\$ 500	\$ 444	\$ 551	\$ 500	\$ (51)	-9.26%
SUPPLIES CLINIC		\$ 1,473	\$ 4,138	\$ 4,128	\$ 4,000	\$ (128)	-3.11%
SUPPLIES COMMUNICABLE DISEASE		\$ 536	\$ 746	\$ 1,443	\$ 1,250	\$ (193)	-13.35%
SUPPLIES ENVIRONMENTAL PROGRAM		\$ 5,438	\$ 3,518	\$ 6,578	\$ 6,000	\$ (578)	-8.78%
SUPPLIES LABORATORY		\$ 1,370	\$ 700	\$ 1,885	\$ 1,500	\$ (385)	-20.42%
TELEPHONE	⁶	\$ 372	\$ 515	\$ 3,040	\$ 3,800	\$ 760	0.00%
TRAVEL		\$ 2,467	\$ 2,343	\$ 3,000	\$ 3,000	\$ -	0.00%
Expenses		\$ 28,228	\$ 25,645	\$ 38,425	\$ 37,850	\$ (575)	-1.50%

PREVENTION OUTREACH EXPENSES		\$ -	\$ -	\$ -	\$ 34,150	\$ 34,150	
HOUSEHOLD HAZARDOUS WASTE	⁷	\$ 15,648	\$ 11,980	\$ 15,265	\$ 15,000	\$ (265)	-1.74%
Other Chgs./Expend.		\$ 15,648	\$ 11,980	\$ 15,265	\$ 49,150	\$ 33,885	221.98%

Total Department		\$ 479,184	\$ 513,832	\$ 535,473	\$ 650,823	\$ 115,350	21.54%
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Footnotes:

Salaries:

¹ Management - Salary for the Director of Public Health

² Operational - 1 Administrative Assistant and 1 Department Assistant

³⁻⁴ Technical Professional Staff - Senior Environmental Health Specialist, Sanitarian, Environmental Health Agent, Public Health Nurse.

Temporary Tech/Prof. includes additional compensation for an Animal Control Officer (proposed increase, see new initiative form for detail)

⁵ Part Time Operational - Stipend for Secretary to the Board (proposed increase, see new initiative form for detail)

Expenses:

⁶ Telephone - Cell phone expenses are proposed to increase based on elimination of grant funding for the mobile devices.

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

Department: Proposed New Initiatives

Project Title: Board of Health Animal Inspector

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff				
Salaries Technical & Professional	As Need Basis	\$1,500.00	yes	Animal Inspector
Salaries Part Time Operational				
Total Personnel Services		\$1,500.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Total Expenses		\$0.00		
Total Project Costs		\$1,500.00		

Purpose/Description of Request

The current annual stipend for this appointed position is \$3,750 paid in on a quarterly basis. The position is responsible for documenting, delivering notices and enforcement of quarantine orders to pet owners for various bites, attacks and/or wounds their pets give or receive. The position also conducts annual inspections of all livestock permits issued by the Board of Health; the number of permits currently stands at 49. Both the quarantine notices and inspections must be reported to Massachusetts Department of Agricultural Resources, Division of Animal Health. The number of quarantine reports and notices have steadily increased, numbering in the dozens. This year there were over 100 reports to the Town of Natick. The appointed primary Animal Inspector recently resigned, partly due to the workload and lack of pay. This places the burden onto the Health Dept. We are hoping this increase will attract a qualified individual to fill the primary position.

Population to be Served

Revenue Impact

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

Department: Proposed New Initiatives

Project Title: Operational Expenses for Telephone Service

Personnel Services		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management	# Staff			
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$0.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Telephone	Town cell phone for staff	\$760.00	yes	Cell phone coverage for on call staff
Total Expenses		\$760.00		
Total Project Costs		\$760.00		

Purpose/Description of Request

The cell phones for the public health nurse and the inspectional staff were purchased and the monthly Verizon bill was covered by a grant from the federal government through the Massachusetts Department of Public Health Emergency Preparedness Office. That grant money has been cut dramatically and the guidance of the recent grant has disallowed any of the funds to purchase or pay for phone cell phone coverage. The department does have a line item in the Operational Expense Budget of \$3,000 but that is not sufficient to cover the phones for an entire fiscal year. Those positions, as well as the Director's position, are on call in case of emergencies and used for out-of-office contact during work hours. The phones are essential for the continued coverage of the staff for all operations of the department.

Population to be Served

Revenue Impact

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

Department: Proposed New Initiatives

Project Title: Executive Assistant Stipend to the Board

Personnel Services		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management	# Staff			
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational	1.0 for Monthly Board Meeting	\$1,000.00	yes	Executive Assistant to the Board of Health
Total Personnel Services		\$1,000.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Total Expenses		\$0.00		
Total Project Costs		\$1,000.00		

Purpose/Description of Request

The Executive Assistant position is also the Secretary to the Board of Health. The stipend is paid to attend and record the Board of Health monthly meetings. The position has not been increased in the 9 years that I have been Director and not aware as to when the last increase occurred. All other Secretaries to any Board or Commission are paid time-and-half for attending, recording, and drafting minutes of the meetings. The stipend paid to Secretary of Board of Health does not even cover the current hourly rate of the positions pay scale.

Population to be Served

Revenue Impact

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



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

Section VII

Administrative Support Services

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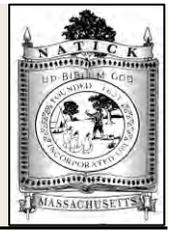


Town of Natick

FY 2019 Town Administrator's Preliminary Budget

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Board of Selectmen & Town Administrator



FY 2019 Operational Budget Request

William Chenard - Acting Town Administrator

Jonathan Friedman - Chairman, Board of Selectmen

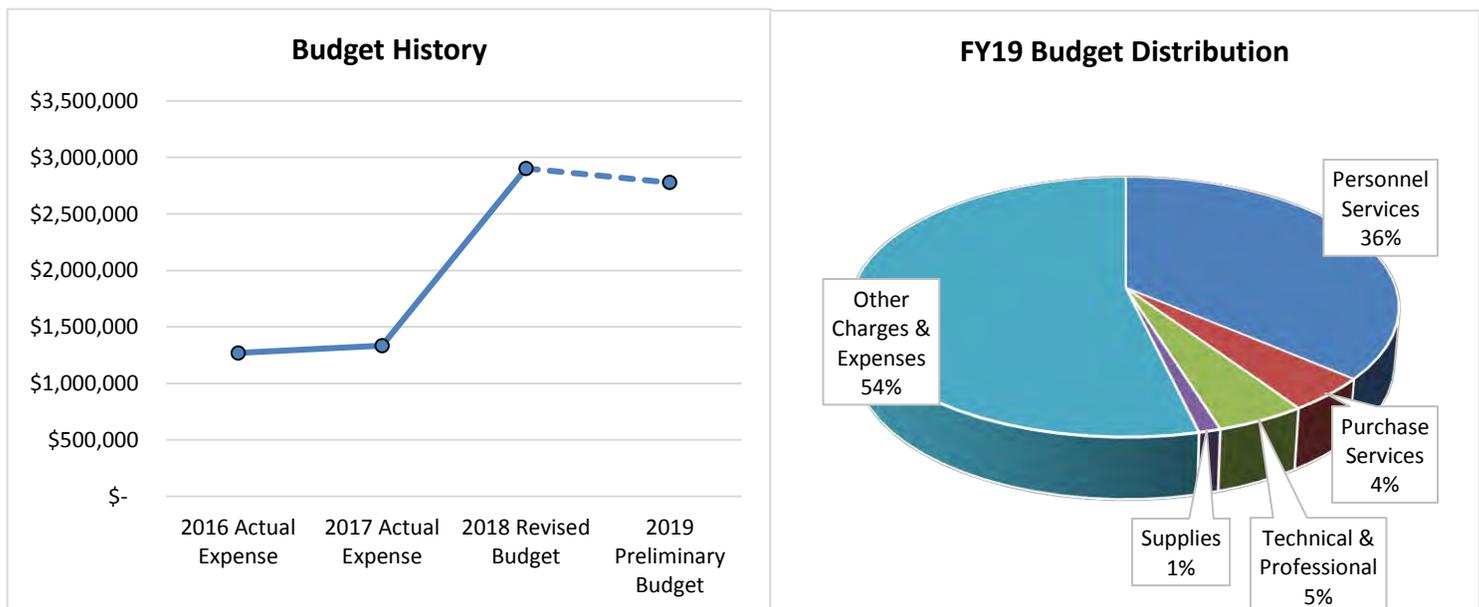
Mission:

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

Budget Highlights for FY 2019:

- Proposed increases for BOS staff.
- Reduction of Copy/Mail Center fees by \$3,000.
- Proposed increase for the GASB required biennial OPEB actuarial study.
- Proposed 2% increases for BOS staff.
- Due to labor contractual settlements the CBA settlement line is projected to be \$1,383,000.
- Recruitment expense is projected to decrease based on two Department Head positions turning over in FY18.
- Zoning Bylaw Rewrite line item has been reduced by \$17,510.
- Proposed new initiative to add a Special Assistant to the Deputy Town Administrator of Operations. This position would provide analysis, special projects and support for IT, Public Works, and Facilities.

Budget Summary -



Board of Selectmen & Town Administrator

Department - Organizational Summary



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

Notes - For FY 2019 the Prevention and Outreach Program has been moved to the Board of Health

Board of Selectmen & Town Administrator



Department: Line item budget

		2016 Actual	2017 Actual	2018 Revised	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
SALARIES MANAGEMENT		574,812	560,053	570,097	579,797	9,700	1.70%
SALARIES SUPERVISORY		63,341	63,242	63,000	64,300	1,300	2.06%
SALARIES OPERATIONAL STAFF		172,168	178,787	178,102	184,900	6,798	3.82%
SALARIES TECHNICAL/ PROFESSNL		139,579	163,868	232,400	167,200	(65,200)	-28.06%
SALARIES PART TIME OPERATIONAL		2,519	-	10,000	10,000	-	0.00%
SALARIES - OUTREACH MANAGER		-	26,308	30,000	-	(30,000)	0.00%
Personnel Services	¹	\$ 952,419	\$ 992,258	\$1,083,599	\$ 1,006,197	\$ (77,402)	-7.14%
COPY/MAIL CENTER FEES	²	62,416	55,141	68,000	65,000	(3,000)	-4.41%
DUES & MEMBERSHIPS	³	12,242	13,075	13,000	13,000	-	0.00%
TELEPHONE		5,349	4,690	5,525	5,600	75	1.36%
TRAINING & EDUCATION	⁴	9,128	22,874	24,000	24,000	-	0.00%
INSTATE TRAVEL & MEETINGS	⁵	3,003	4,434	3,200	3,200	-	0.00%
TRAVEL IN/OUT STATE	⁶	1,142	2,860	10,000	10,000	-	0.00%
Purchase Services		\$ 93,280	\$ 103,074	\$ 123,725	\$ 120,800	\$ (2,925)	-2.36%
ANNUAL AUDIT	⁷	86,000	76,000	90,000	90,000	-	0.00%
CONSULTANT PARKING GARAGE		-	-	32,206	-	(32,206)	-100.00%
GASB AUDIT REQUIREMENTS	⁸	-	8,150	-	10,000	10,000	N/A
ECONOMIC DEVELOPMENT STUDIES		-	38,440	1,560	-	(1,560)	-100.00%
CONSULTANT ASSISTANCE		3,404	1,469	3,500	3,500	-	0.00%
SURVEYS	⁹	-	-	15,000	-	(15,000)	-100.00%
PREAMBULATION OF BOUNDS	¹⁰	200	-	250	250	-	0.00%
OIL TANK REMEDIATION TN TNKS		15,700	13,479	10,139	15,000	4,861	47.94%
PRINTING/ADVERTISING	¹¹	5,169	6,029	9,400	9,000	(400)	-4.26%
Technical & Professional		\$ 110,473	\$ 143,567	\$ 162,055	\$ 127,750	\$ (34,305)	-21.17%
FURNITURE		1,690	7,679	15,000	15,000	-	0.00%
OFFICE SUPPLIES		9,277	6,726	10,495	11,000	505	4.81%
SUPPLIES - TOWN ADMINISTRATOR		1,106	3,230	5,000	5,000	-	0.00%
Supplies		\$ 12,073	\$ 17,635	\$ 30,495	\$ 31,000	\$ 505	1.66%
NATICK CENTER REVITALIZATION		88,667	73,333	80,000	80,000	-	0.00%
METROWEST REG COLLABORATIVE	¹²	12,440	5,021	13,000	13,000	-	0.00%
SELECTMEN CBA SETTLEMENTS		-	-	1,303,418	1,383,000	79,582	6.11%
PREVENTION OUTREACH EXPENSES		-	238	14,150	-	(14,150)	0.00%
RECRUITMENT & HIRING		-	-	70,000	15,000	(55,000)	-78.57%
CAMP ARROWHEAD		-	-	5,000	-	(5,000)	-100.00%
ZONING BYLAW REWRITE		-	-	17,510	-	(17,510)	-100.00%
Other Charges & Expenses		\$ 101,107	\$ 78,593	\$1,503,078	\$ 1,491,000	\$ (12,078)	-0.80%
Total Department		\$ 1,269,352	\$ 1,335,126	\$ 2,902,951	\$ 2,776,747	\$ (126,204)	-4.35%

¹ Management - Town Administrator, Deputy Town Administrators and Director of Human Resources. Supervisor: Senior Executive Assistant to the Town Administrator. Operational Staff: Senior Executive Administrator to the BOS, Admin Assistant-Benefits and HR Coordinator. Technical/Professional: Procurement Manager and Sustainability Coordinator.

² Covers copying and postage for all Town Departments

³ Mass. Municipal Assoc., MMPA, ICMA, APA, ATFC and SHRIM

⁴ One day training events on specialized topics or computer skills and the Metrowest Leadership Academy. Trainings are open to all Town employees.

⁵ Meeting and Conference fees for Board of Selectmen and Town Administrator

⁶ Travel for all Town Departments

⁷ Fee for the independent financial audit of the Town's books.

⁸ Other Post-Employment Benefits (OPEB) actuarial report. Conducted biennially.

⁹ Resident and consumer surveys for the Town.

¹⁰ Required visual inspection of the Town's boundaries.

¹¹ Legal notices for Town meeting, public hearings, sale of surplus property, employment opportunities and other required public notices.

¹² Annual dues for the MRC a community development non-profit corporation.

Department: Proposed New Initiatives

Project Title:

Personnel Services		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
	# Staff			
Salaries Management				
Salaries Operational Staff	1	\$62,500.00	yes	Special Asst. to DTA of Operations
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$62,500.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Benefits @ 28.07% of salary		\$17,543.75	yes	Benefit costs
Total Expenses		\$17,543.75		
Total Project Costs		\$80,043.75		

Purpose/Description of Request

The Special Assistant to the Deputy Town Administrator of Operations would provide technical assistance and support for special projects assigned by the Deputy Town Administrator of Operations. The position would provide assistance to general management, project coordination, committee support, and capital budget planning.

Population to be Served

Town Departments

Revenue Impact

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

Approved Recommended Budget: _____

Denied Review by: _____



Town of Natick

Home of Champions

Department: Personnel Board

Budget Overview:

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

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

Review and recommend employee benefit programs and conditions of employment

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

Staffing: None

	2016 Actual	2017 Actual	2018 Revised Budget	2019 Preliminary	2018 vs. 2019	
					\$ (+/-)	% (+/-)
Classification Program	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Expenses	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Total Personnel Board	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%



Town of Natick

Home of Champions

Department: Town Report

Appropriation Summary

	2016	2017	2018	2019	2018 vs. 2019	
	Actual	Actual	Revised Budget	Preliminary	\$ (+/-)	% (+/-)
Printing & Advertising	\$ 3,428	\$ 3,377	\$ 7,850	\$ 4,100	\$ (3,750)	-47.77%
Expenses	\$ 3,428	\$ 3,377	\$ 7,850	\$ 4,100	\$ (3,750)	-47.77%
Total Town Report	\$ 3,428	\$ 3,377	\$ 7,850	\$ 4,100	\$ (3,750)	-47.77%



Town of Natick

Department: Legal

Appropriation Summary

	2016 Actual	2017 Actual	2018 Budgeted	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Operating Expenses						
Technical & Professional Serv.	\$ 218,751	\$ 298,186	\$ 334,605	\$ 331,100	\$ (3,505)	-1.05%
Supplies	\$ 3,469	\$ 4,799	\$ 3,500	\$ 3,500	\$ -	0.00%
Total Operating Expenses	\$ 222,221	\$ 302,985	\$ 338,105	\$ 334,600	\$ (3,505)	-1.04%
Other Chgs & Expenses						
Sub-total - Other Charges & Expenses	\$ 843	\$ -	\$ 7,500	\$ 7,500	\$ -	0.00%
Total Other Chgs. & Expenses	\$ 843	\$ -	\$ 7,500	\$ 7,500	\$ -	0.00%
Total Legal Services	\$ 223,064	\$ 302,985	\$ 345,605	\$ 342,100	\$ (3,505)	-1.01%

Budget Overview:

I. Main Purpose of the Department

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

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

II. Services Provided

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

The retainer and hourly rates were adjusted in FY 2018 and we do not anticipate a request to increase these fees in the upcoming year.

III. Significant Proposed Projects for the Upcoming Fiscal Year

The Town intends to begin negotiating all union contracts in FY 2019.



Town of Natick

Home of Champions

Department: Legal

Staffing - None

Notes

Legal Counsel is contracted with the firm of Murphy, Hesse, Toomey and Lehane, LLP; no Town Employees are retained for the purpose of legal services.

Budget Summary

	2016	2017	2018	2019	2018 vs. 2019	
	Actual	Actual	Revised Budget	Preliminary	\$ (+/-)	% (+/-)
Legal Services - Appellate Tax	\$ 2,125	\$ 1,860	\$ 10,000	\$ 10,000	\$ -	0.0%
Legal Services - Labor	\$ 68,201	\$ 116,058	\$ 128,500	\$ 125,000	\$ (3,500)	-2.7%
Communication Telephone	\$ 47	\$ 62	\$ 105	\$ 100	\$ (5)	-4.8%
Legal Services - Retainer	\$ 100,000	\$ 100,000	\$ 115,000	\$ 115,000	\$ -	0.0%
Legal Services - Litigation	\$ 37,134	\$ 78,639	\$ 60,000	\$ 60,000	\$ -	0.0%
Legal Services - ZBA Decisions	\$ 11,245	\$ 1,568	\$ 20,000	\$ 20,000	\$ -	0.0%
Legal Services - Cable	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.0%
Legal Services - Affordable Housing	\$ -	\$ -	\$ -	\$ -	\$ -	
Legal Services - Tax Titles	\$ -	\$ -	\$ -	\$ -	\$ -	
Technical & Professional Serv.	\$ 218,751	\$ 298,186	\$ 334,605	\$ 331,100	\$ (3,505)	-1.0%

Law Updates/Books	\$ 3,469	\$ 4,799	\$ 3,500	\$ 3,500	\$ -	0.0%
Supplies	\$ 3,469	\$ 4,799	\$ 3,500	\$ 3,500	\$ -	0.0%

Sub-total - Operating Expenses	\$ 222,221	\$ 302,985	\$ 338,105	\$ 334,600	\$ (3,505)	-1.0%
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Judgments - Damage Claims	\$ 843	\$ -	\$ 2,500	\$ 2,500	\$ -	0.0%
Judgments - Litigation	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	0.0%
Sub-total - Other Charges & Expenses	\$ 843	\$ -	\$ 7,500	\$ 7,500	\$ -	0.0%

Total Legal	\$ 223,064	\$ 302,985	\$ 345,605	\$ 342,100	\$ (3,505)	-1.0%
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Line-Item Detail:

Tech & Prof. Services

Legal Services - Retainer	Set Cost of Attorney Fees for John Flynn
Legal Services - Litigation	Legal fees relative to dispute resolution
Legal Services - ZBA Decisions	Legal services relative to defending Zoning Board of Appeals decisions.
Legal Services - Labor	Legal services relating to employment issues
Legal Services - Appellate Tax	Legal services relative to Appellate Tax Board rulings
Legal Services - Cable	Fees relative to cable contract negotiations (Epstein & August, LLC)
Legal Services - Tax Titles	Fee for collection related legal services on tax title receivables
Communication Telephone	Town Counsel telephone costs

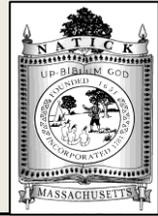
Supplies

Law Updates/Books	MGL updates and books
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Other Charges & Expenditures

Judgments - Damage Claims	Small claims against the town
Judgments - Litigation	Claims that have been litigated and a final judgment rendered

Finance Administration



FY 2019 Operational Budget Request

John Townsend, Deputy Town Administrator/Finance Director

Board: Finance Committee

Mission:

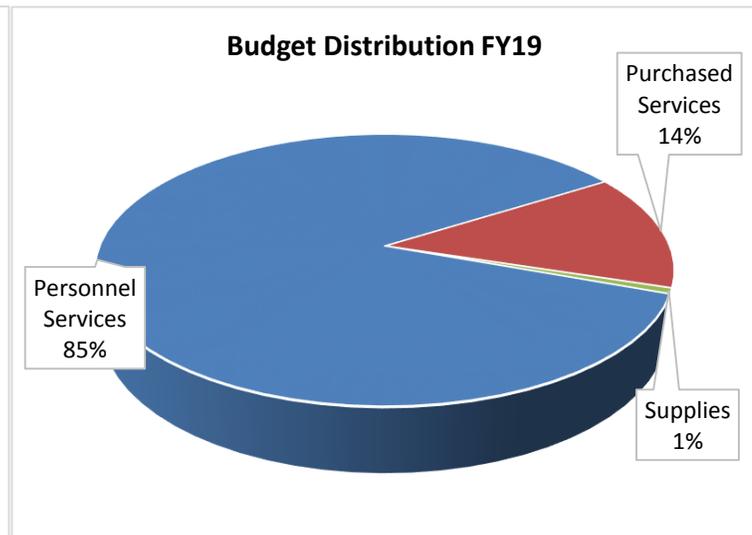
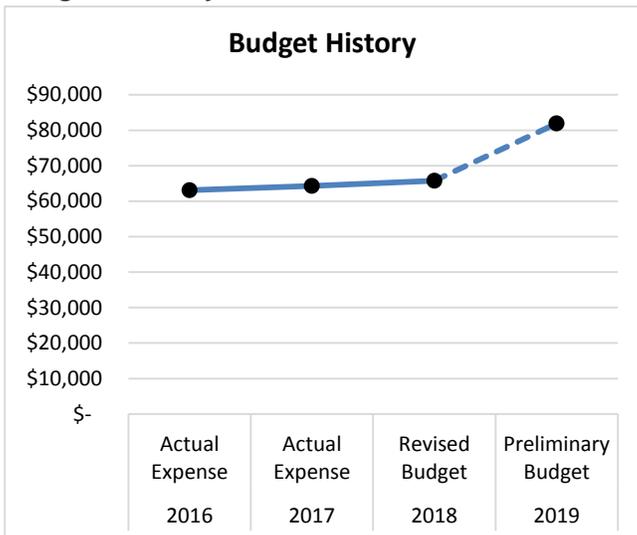
The mission of Finance Administration is to manage the Town's financial resources in a responsible and sustainable manner, to effectively monitor and communicate the Town's financial situation, and to provide high quality administrative services to the Town's departments.

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

Budget Highlights for FY 2019:

- The Finance Administration account provides for the salary of the Special Assistant to the Finance Director as well as funds for professional development and office supplies.
- The appropriation is projected to increase by 9.31% or \$6,126 based on personnel expense.
- New Initiative: \$10,000 for financial transparency and benchmarking software-as-a-service package to provide departments, residents, and committees with easy to access Town financial, demographic, and comparative benchmarking data.

Budget Summary



Finance Administration

Department - Organizational Summary

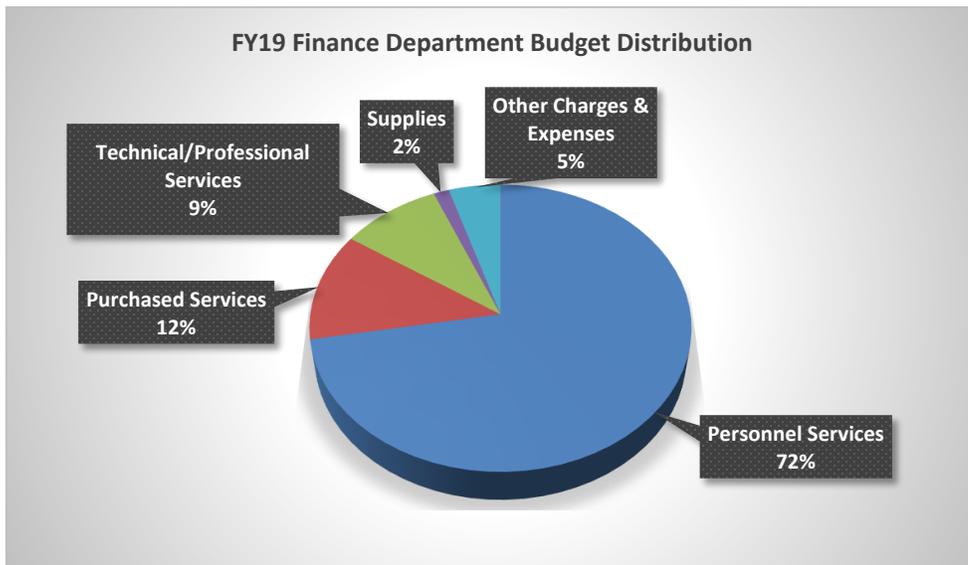


Total Staff - 1 FTE

Notes

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

	2016 Actual Expense	2017 Actual Expense	2018 Revised Budget	2019 Preliminary Budget	2018 vs. 2019	
					\$ (+/-)	% (+/-)
Personnel Services	994,223	1,066,231	1,129,308	1,126,811	(2,497)	-0.22%
Purchased Services	156,553	141,342	236,324	190,580	(45,744)	-19.36%
Technical/Professional Services	116,547	97,422	140,500	145,500	5,000	3.56%
Supplies	20,173	18,442	21,310	22,400	1,090	5.11%
Other Charges & Expenses	6,633	1,934	175,600	75,000	(100,600)	-57.29%
Total	1,294,129	1,325,371	1,703,042	1,560,291	(142,751)	-8.38%



Finance Administration



Department: Line item budget

		2016	2017	2018	2019	2018 vs. 2019	
		Actual Expense	Actual Expense	Revised Budget	Preliminary Budget	\$ (+/-)	% (+/-)
Salaries Operational Staff	¹	\$ 62,491	\$ 64,120	\$ 63,874	\$ 70,000	\$ 6,126	9.59%
Personnel Services		\$ 62,491	\$ 64,120	\$ 63,874	\$ 70,000	\$ 6,126	9.59%
TRAVEL IN/OUT STATE	²	\$ -	\$ -	\$ 300	\$ 300	\$ -	0.00%
DUES & SUBSCRIPTIONS	³	\$ 300	\$ -	\$ 400	\$ 400	\$ -	0.00%
TRAINING & EDUCATION	⁴	\$ -	\$ -	\$ 650	\$ 650	\$ -	0.00%
FINANCIAL TRANSPARENCY	⁵				\$ 10,000	\$ 10,000	
Purchased Services		\$ 300	\$ -	\$ 1,350	\$ 11,350	\$ 10,000	740.74%
OFFICE SUPPLIES		\$ 300	\$ 148	\$ 550	\$ 550	\$ -	0.00%
Supplies		\$ 300	\$ 148	\$ 550	\$ 550	\$ -	0.00%

Total Department		\$ 63,092	\$ 64,268	\$ 65,774	\$ 81,900	\$ 16,126	24.52%
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Footnotes:

Salaries:

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

Purchased Services:

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

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

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

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

Department: Proposed New Initiatives

Project Title: ClearGov software

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$0.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
ClearGov software-as-a-service		\$10,000.00	Yes	Financial Benchmarking & Transparency
Total Expenses		\$10,000.00		
Total Project Costs		\$10,000.00		

Purpose/Description of Request

The Town would like to acquire financial benchmarking and transparency software-as-a-service to provide greater insight into the Town's finances for residents. ClearGov provides a financial benchmarking and transparency website that is accessible through a town's home page. ClearGov's site allows for a wide range of reports and graphs that can show how Natick stacks up with comparison communities as well as spending trends for departments. Many of the modules included have drill down capacity depending on the level of detail that the user needs. Numerous towns in Massachusetts have started to use ClearGov in the last few years because of its ability to provide users with easy access to financial and demographic information through a user friendly interface. The annual operating costs associated with this product is around \$10,000.

Population to be Served

Residents, Finance Department, Town Administration, Finance Committee, and other Boards & Committees

Revenue Impact

FOR EXECUTIVE OFFICE USE

Date Submitted: _____ Date Reviewed: _____

Approved

Recommended Budget: _____

Denied

Review by: _____

Comptroller



FY 2019 Operational Budget Request

Arti Mehta, Comptroller

Mission:

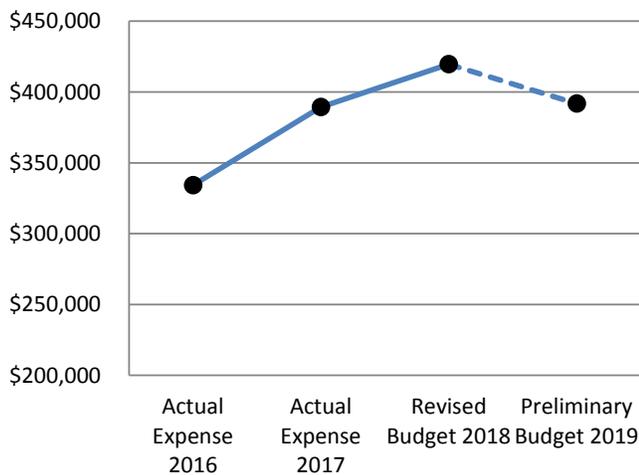
The mission of the Comptroller's office is to safeguard the financial assets of the Town through the use of sound professional accounting practices and internal controls; to ensure that the financial integrity of the Town is preserved and protected; to report on the accounts of Town Departments, Commissions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

Budget Highlights for FY 2019:

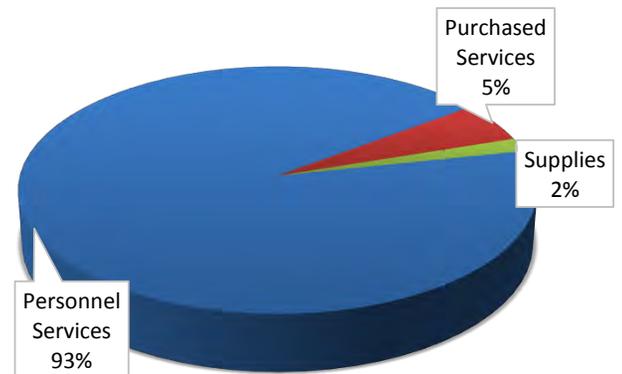
- Implement MUNIS upgrades as needed to keep up with the requirements of the Mass General Laws.
- Provide staff training for newly hired employees.
- Review the feasibility to implement one financial system for the finance department by implementing MUNIS for the Collector's data.
- Cross train employees for efficient performance.

Budget Summary

Budget History

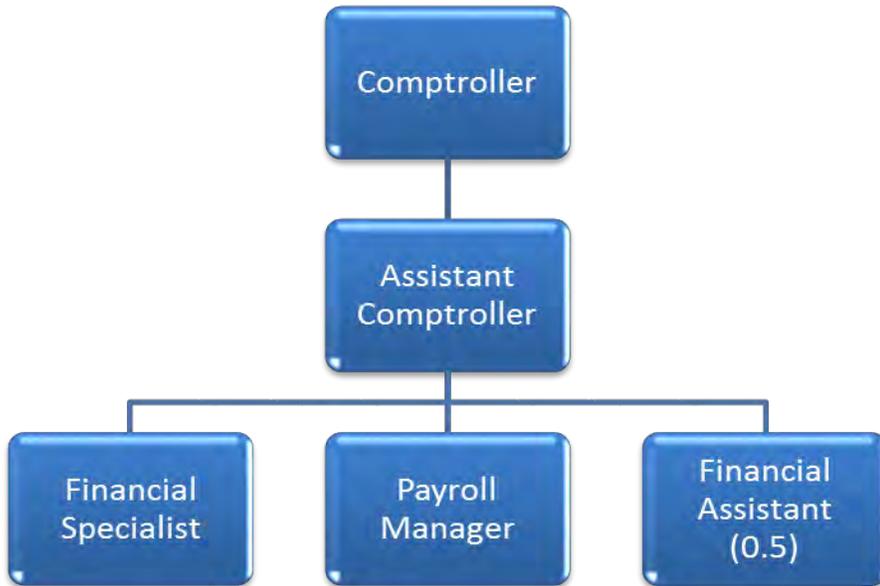


Budget Distribution FY19



Comptroller

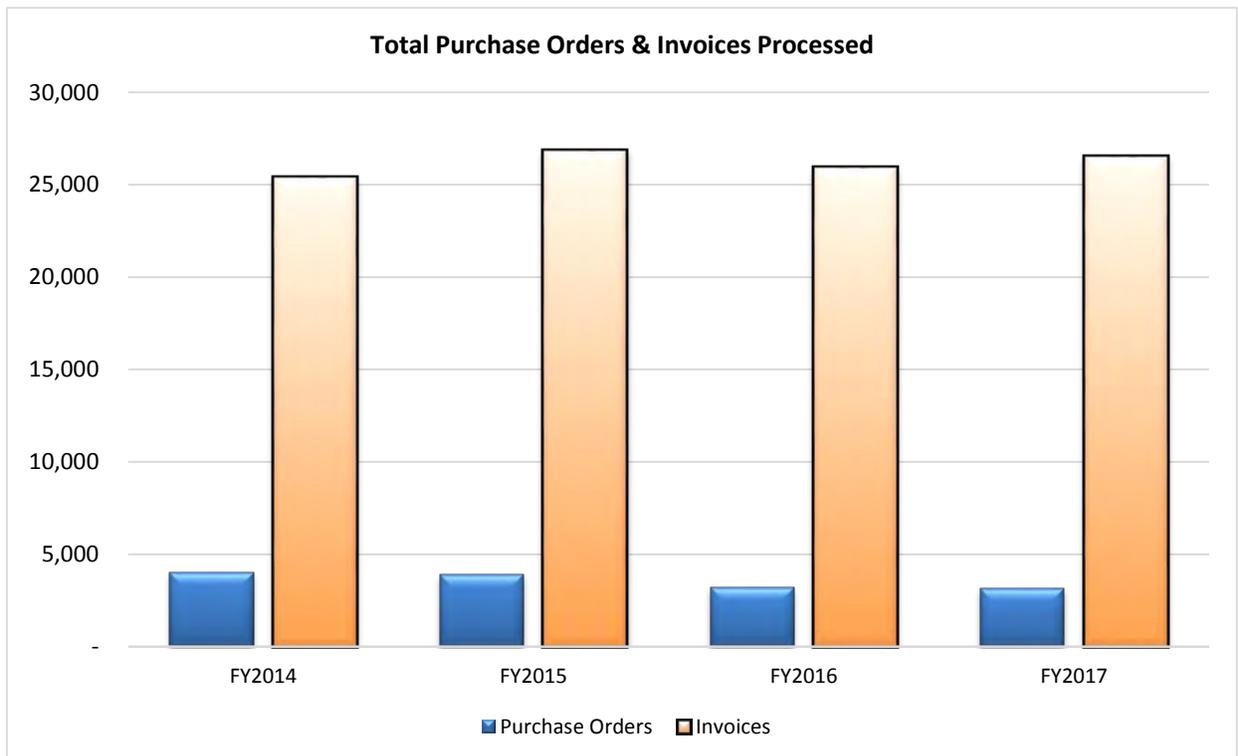
Department - Organizational Summary



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

Notes

Department by the Numbers



Comptroller



Department: Line item budget

Description		2016	2017	2018	2019	2018 vs. 2019	
		Actual	Actual	Revised	Preliminary	\$ (+/-)	% (+/-)
Management Salary	¹	\$ 125,961	\$ 127,819	\$ 128,750	\$ 115,000	\$ (13,750)	-10.68%
Supervisory Salary	²	\$ 62,416	\$ 74,994	\$ 85,000	\$ 76,000	\$ (9,000)	-10.59%
Operational Staff	³	\$ 131,454	\$ 167,555	\$ 176,322	\$ 177,739	\$ 1,417	0.80%
Operational Staff OT		\$ 110	\$ 340	\$ 2,000	\$ 1,000	\$ (1,000)	-50.00%
Personnel Services		\$ 319,942	\$ 370,708	\$ 392,072	\$ 369,739	\$ (22,333)	-5.70%
CONSULTANT SERVICES	⁴	\$ 220	\$ 4,013	\$ 44,563	\$ 5,000	\$ (39,563)	-88.78%
TRAVEL	⁵	\$ -	\$ -	\$ 100	\$ 500	\$ 400	400.00%
TRAINING & EDUCATION	⁶	\$ 3,262	\$ 7,015	\$ 15,000	\$ 15,000	\$ -	0.00%
DUES & MEMBERSHIPS	⁷	\$ 125	\$ 80	\$ 550	\$ 750	\$ 200	36.36%
TELEPHONE		\$ 1,459	\$ 1,631	\$ 1,733	\$ 1,650	\$ (83)	-4.77%
Purchased Services		\$ 5,067	\$ 12,739	\$ 61,945	\$ 22,900	\$ (39,045)	-63.03%
COPY CENTER SUPPLIES		\$ 1,936	\$ 1,526	\$ 2,850	\$ 2,850	\$ -	0.00%
OFFICE SUPPLIES		\$ 7,284	\$ 4,348	\$ 2,410	\$ 4,000	\$ 1,590	65.95%
Supplies		\$ 9,219	\$ 5,874	\$ 5,260	\$ 6,850	\$ 1,590	30.22%
Total Department		\$ 334,228	\$ 389,320	\$ 459,277	\$ 399,489	\$ (59,788)	-13.02%

Footnotes:

Personnel Services:

¹ Management - Comptroller

² Supervisory - Assistant Comptroller

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

Purchased Services:

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

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

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

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

Collector/Treasurer



FY 2019 Operational Budget Request

Stephen Price, Collector/Treasurer

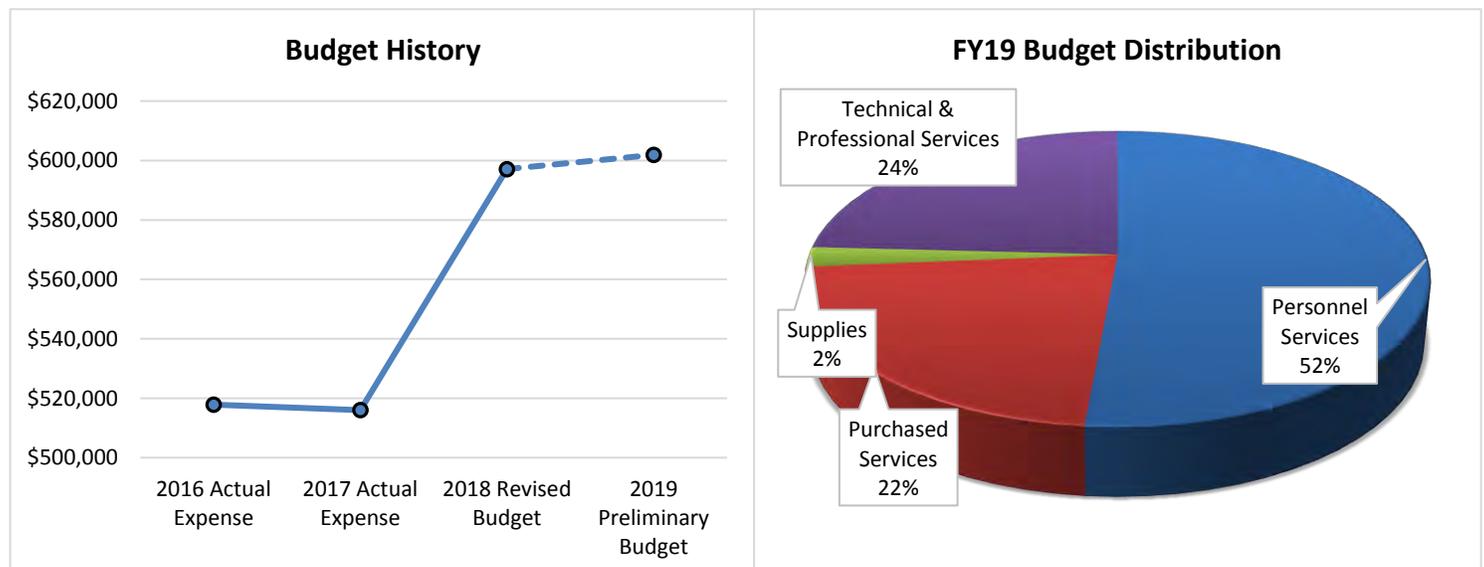
Mission:

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

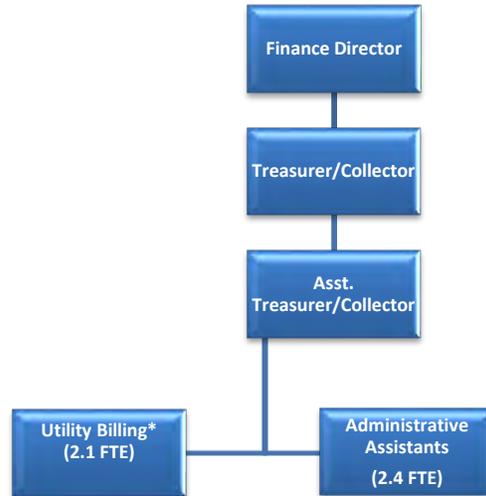
Budget Highlights FY2019:

- Request to reduce the Tax Title Foreclosure Line item from \$35,000 to \$25,000 in Fiscal Year 2019, a reduction of \$10,000. Since inception, the Treasurer's Office has successfully collected \$115,260 in tax title revolving fees, and expended to date a total of \$36,849. As the revolving account grows, we anticipate further reductions in the tax title/foreclosure appropriation.
- Request to increase the Equipment/Repairs Servicing line item by \$2,250. The increase is necessary to purchase Credit/Debit Card Readers to be installed in various Town Departments. The current form of payment received at the Treasurer/Tax Collector's window is cash or check only. It is necessary to offer the tax payer more alternative payment options. This will provide tax payers with more alternative payment options.
- Request to increase the Banking Services Line item from \$50,000, to \$55,000. The increase in this line item is in anticipation of increased Merchant Services Costs for the use of Remote Lock box devices, as well as the anticipated purchase and use of Debit/Credit Card Readers to be installed in Town Departments.

Budget Summary:



Department - Organizational Summary

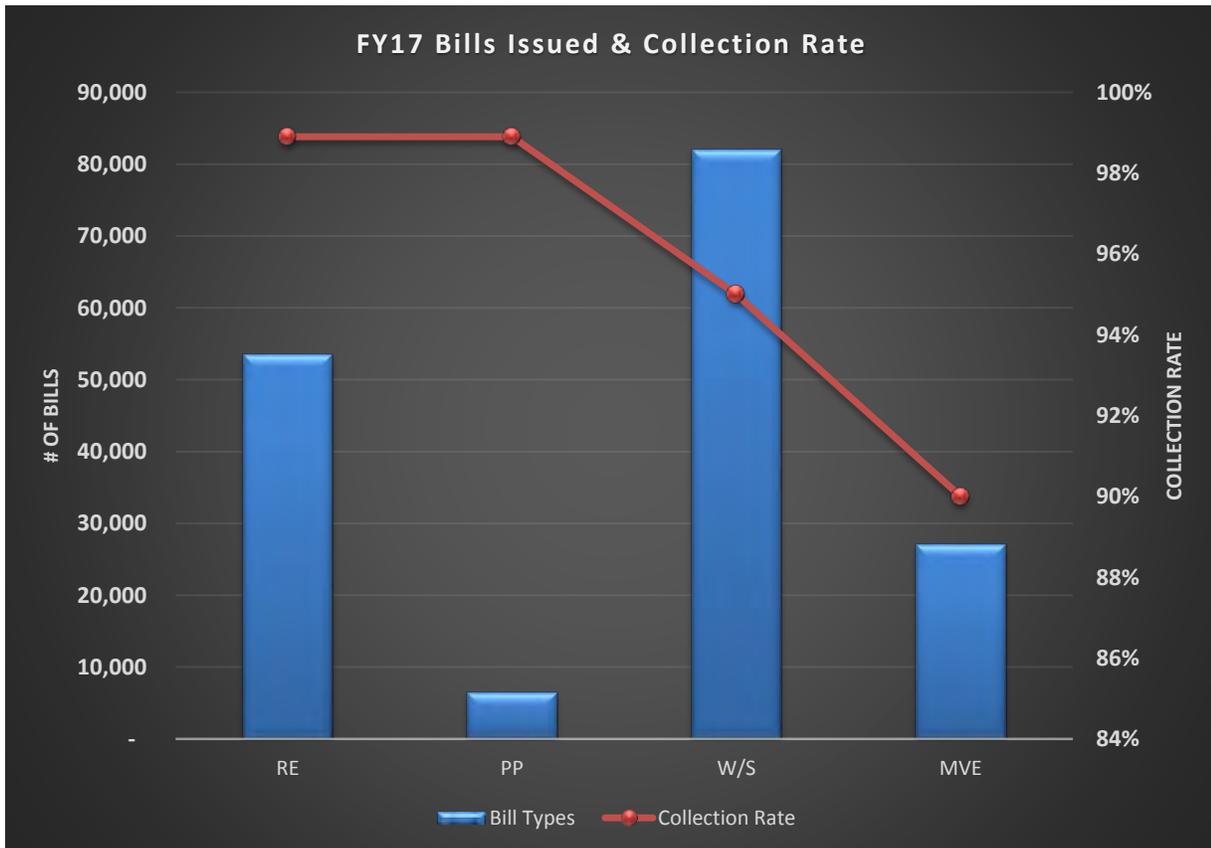


Total Staff - 4.4 FTEs General Fund, and 2.1 FTEs Water Enterprise Fund

Notes

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

Department by the Numbers



Collection Trends - In FY17, approximately 70% of tax types and utilities were processed at the window.



Department: Line item budget

Description		2016 Actual Expense	2017 Actual Expense	2018 Revised Budget	2019 Preliminary Budget	2018 vs. 2019	
						\$(+/-)	%(+/-)
SALARIES MANAGEMENT	¹	105,984	105,227	105,000	105,000	\$ -	0.00%
SALARIES SUPERVISORY	²	37,355	68,649	68,500	76,000	\$ 7,500	10.95%
SALARIES OPERATIONAL STAFF	³	98,926	101,476	103,064	103,063	\$ (1)	0.00%
SALARIES PART TIME OPERATIONAL	⁴	16,217	15,945	17,239	17,239	\$ 0	0.00%
SALARIES ADD'L COMP OPER		750	750	750	750	\$ -	0.00%
SALARIES OPERATIONAL O/T	⁵	114	1	7,500	7,500	\$ -	0.00%
Personnel Services		259,346	292,048	302,053	309,552	\$ 7,499	2.48%
						\$ -	
EQUIPMENT REPAIRS/SERVICING		1,228	1,452	9,000	11,250	\$ 2,250	25.00%
TAX TITLE/FORECLOSURE		54,877	34,346	35,000	25,000	\$ (10,000)	-28.57%
TRAVEL	⁶	64	542	1,250	1,250	\$ -	0.00%
TELEPHONE		502	369	1,330	1,330	\$ -	0.00%
TRAINING & EDUCATION	⁷	2,085	789	6,500	6,500	\$ -	0.00%
POSTAGE		74,851	78,175	86,500	86,500	\$ -	0.00%
COLLECTION ACTIVITIES		50	1,349	2,000	2,000	\$ -	0.00%
Purchased Services		133,657	117,022	141,580	133,830	\$ (7,750)	-5.47%
OFFICE SUPPLIES		8,287	9,495	13,000	13,000	\$ -	0.00%
Supplies		8,287	9,495	13,000	13,000	\$ -	0.00%
PRINTED BILLS R/ESTATE		6,533	903	8,000	8,000	\$ -	0.00%
PRINTED BILLS M/VEHICLE		-	-	4,000	4,000	\$ -	0.00%
AMBULANCE SERVICE BILLING	⁸	74,052	61,146	78,500	78,500	\$ -	0.00%
BANKING SERVICES	⁹	35,962	35,373	50,000	55,000	\$ 5,000	10.00%
Technical & Professional Services		116,547	97,422	140,500	145,500	\$ 5,000	3.56%
Total Collector/Treasurer		517,837	515,987	597,133	601,882	4,749	0.80%

Footnotes:

Salaries:

¹ Management - Salary for the Treasurer/Collector

² Supervisory - Salary for the Assistant Treasurer/Collector

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

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

Purchased Services:

⁶ Travel - In-state professional meetings & travel

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

Technical & Professional Services:

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

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

Assessors



FY 2019 Operational Budget Request

Janice M. Dangelo, Director

Board: Board of Assessors

Mission:

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

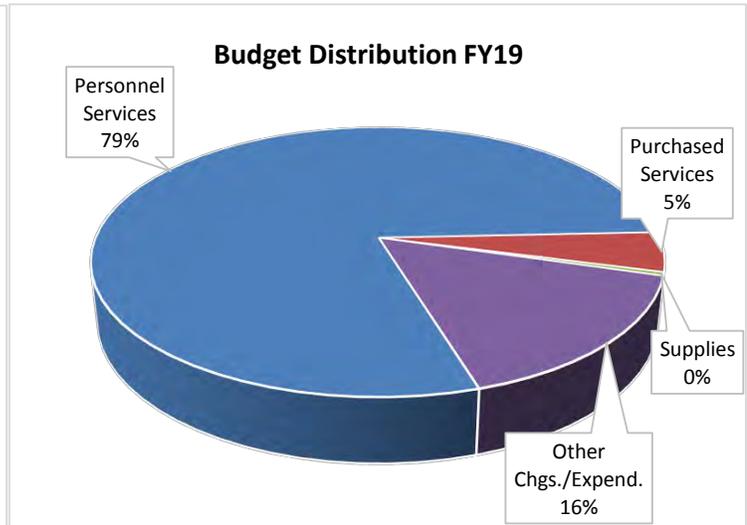
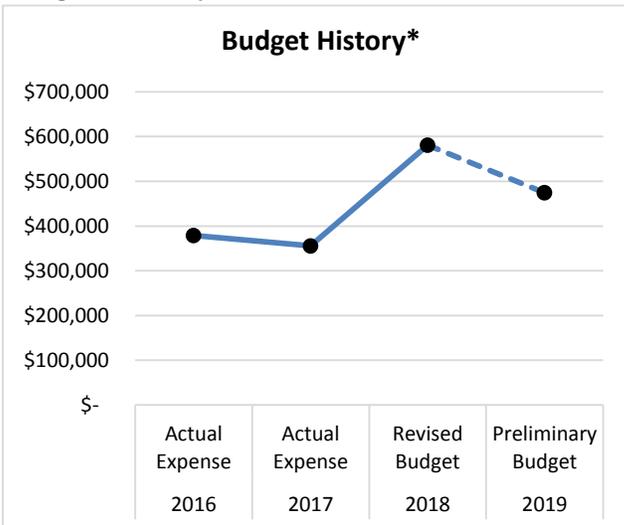
In cooperation with the Department of Revenue, values are reviewed and approved for accuracy each year. Assessors are mandated to be audited and certified every 5 years. Motor Vehicle excise information is provided by the Registry of Motor Vehicles. We strive to provide equality, compassion, and continued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

Budget Highlights for FY 2019:

- There has been a recent change in the Assessing Office with the addition of an Assistant Assessor. The part time clerical assistant has been eliminated and that person has achieved the Massachusetts Accredited Assessor Designation. We are pleased with the dedication to the profession and the Town of Natick, which now provides a complete knowledgeable and accredited individual to our office.
- The Assessors office has updated photographs for all properties in the Town. These photos have replaced photos taken as many as 20 years ago.
- Additionally, complete listing of all personal property accounts. This complies with requirements of the Department of Revenue Certification process and ensures equity among all accounts.
- Lastly, we will have successfully upgraded our CAMA software to a new cloud based system. We are leveraging the technology to fine tune our assessments and processes.

All of these projects were time consuming and took a great deal of cooperation from many sources. These projects help ensure our goal of fair and equitable taxation.

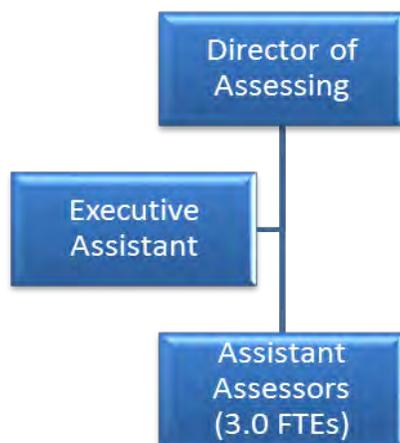
Budget Summary



* The primary reason for the variance between the actual expense and budgeted numbers is due to the revaluation line item, which is encumbered for future fiscal years if unspent. Historically this line item has been \$75,000.

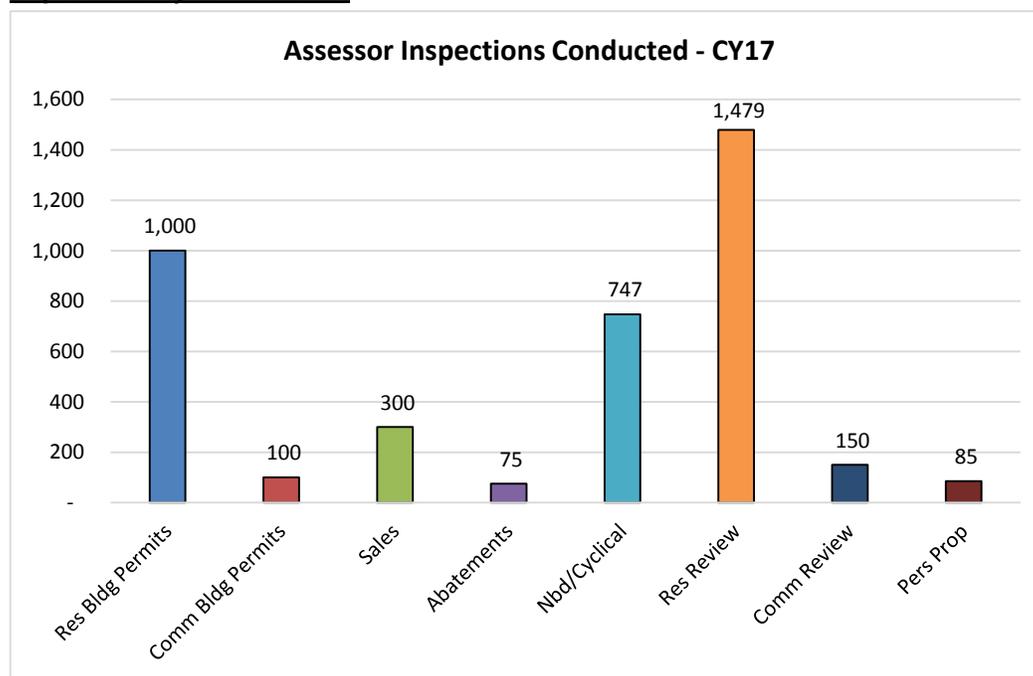
Assessors

Department - Organizational Summary

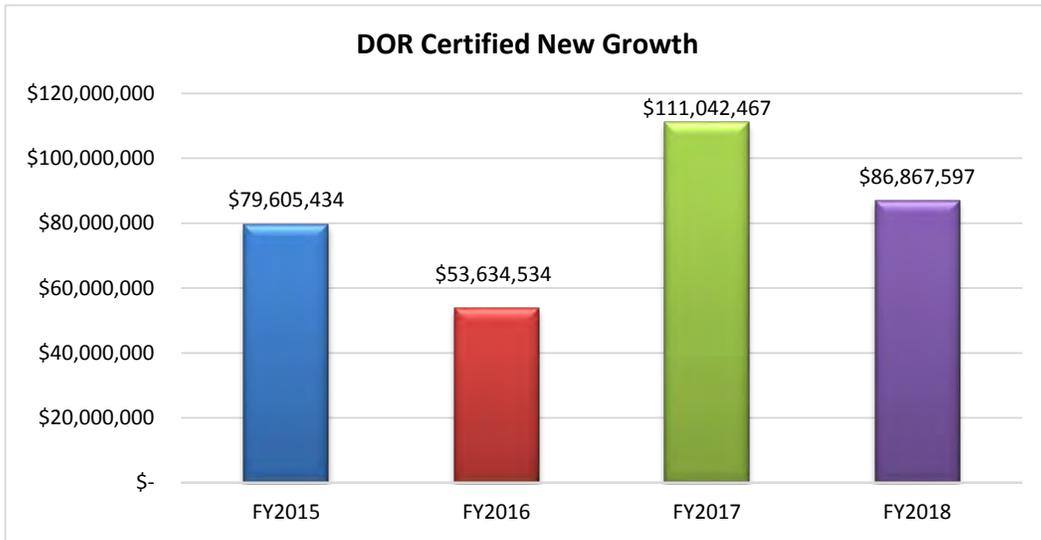


Total Staff - 5 FTEs

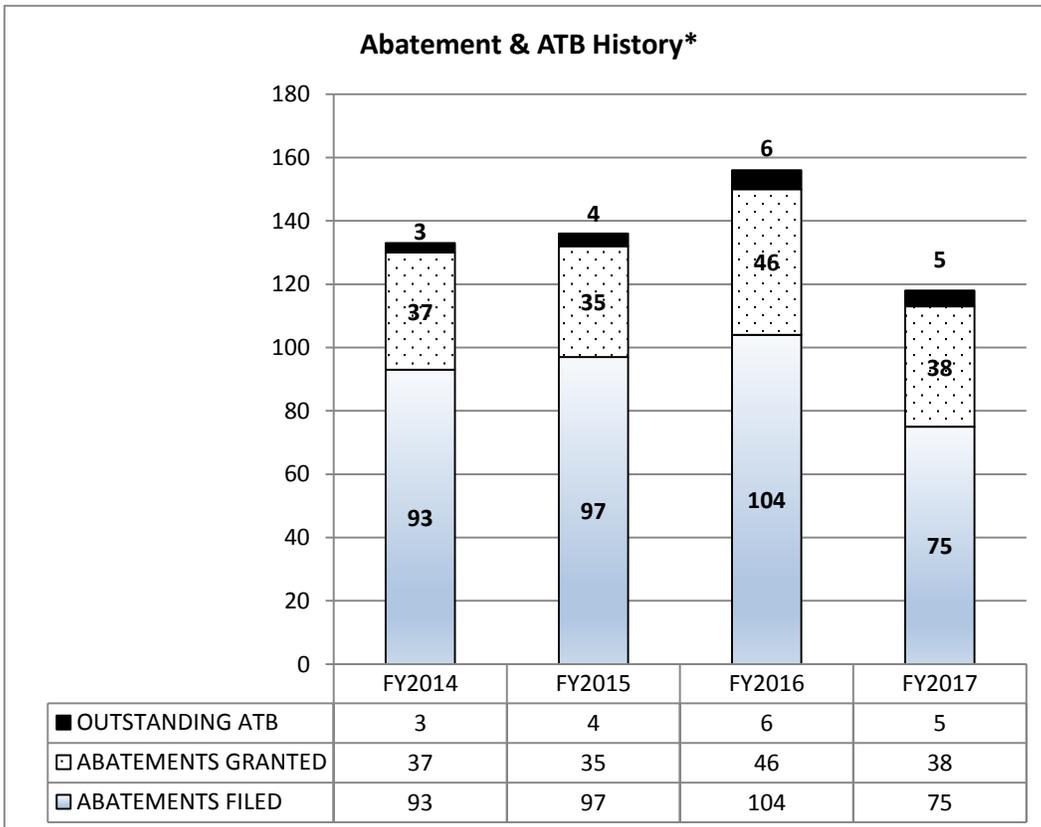
Department by the Numbers



The Assessors Division inspects 25-30% of taxable property per year



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



*All outstanding ATB cases 2014-2016 are Telecommunications

*2017 ATB includes 2 commercial real estate, 1 personal property, and 2 telecommunications properties

Assessors



Department: Line item budget

Description		2016	2017	2018	2019	2018 vs. 2019	
		Actual Expense	Actual Expense	Revised Budget	Preliminary Budget	\$ (+/-)	% (+/-)
Salaries Management	¹	\$ 105,984	\$ 108,540	\$ 108,150	\$ 110,300	\$ 2,150	1.99%
Salaries Operational Staff	²	\$ 52,843	\$ 54,358	\$ 54,920	\$ 54,920	\$ (0)	0.00%
Salaries Technical & Professional	³	\$ 146,868	\$ 126,560	\$ 189,000	\$ 203,700	\$ 14,700	7.78%
Salaries Operational O/T	⁴	\$ 404	\$ 1,079	\$ 2,000	\$ 1,000	\$ (1,000)	-50.00%
Salaries Part Time Operational	⁵	\$ 46,345	\$ 48,818	\$ 17,239	\$ 5,000	\$ (12,239)	-71.00%
Personnel Services		\$ 352,444	\$ 339,355	\$ 371,309	\$ 374,920	\$ 3,611	0.97%
EQUIPMENT REPAIRS/SERVICING		\$ 6	\$ -	\$ 300	\$ 300	\$ -	0.00%
TRAVEL	⁶	\$ 1,243	\$ 1,212	\$ 3,000	\$ 3,000	\$ -	0.00%
TELEPHONE		\$ 1,560	\$ 1,752	\$ 1,549	\$ 1,800	\$ 251	16.17%
TRAINING & EDUCATION	⁷	\$ 810	\$ 3,163	\$ 3,700	\$ 3,500	\$ (200)	-5.41%
TAX MAPPING	⁸	\$ 10,171	\$ -	\$ 17,000	\$ 8,000	\$ (9,000)	-52.94%
DUES & MEMBERSHIPS		\$ 790	\$ 1,000	\$ 1,200	\$ 1,200	\$ -	0.00%
POSTAGE		\$ 2,949	\$ 4,453	\$ 4,700	\$ 4,700	\$ -	0.00%
Purchased Services		\$ 17,529	\$ 11,581	\$ 31,449	\$ 22,500	\$ (8,949)	-28.46%
OFFICE SUPPLIES		\$ 2,367	\$ 2,925	\$ 2,500	\$ 2,000	\$ (500)	-20.00%
Supplies		\$ 2,367	\$ 2,925	\$ 2,500	\$ 2,000	\$ (500)	-20.00%
REVALUATION OF PROPERTY	⁹	\$ 6,633	\$ 1,934	\$ 175,600	\$ 75,000	\$ (100,600)	-57.29%
Other Chgs./Expend.		\$ 6,633	\$ 1,934	\$ 175,600	\$ 75,000	\$ (100,600)	-57.29%
Total Department		\$ 378,974	\$ 355,795	\$ 580,858	\$ 474,420	\$ (106,439)	-18.32%

Footnotes:

Salaries:

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

Purchased Services:

- ⁶ Travel - Travel to attend training and professional meetings.
⁷ Training & Education - MAAO certifications and seminars
⁸ Tax Mapping - Professional services to cover tax mapping, which is required to receive certification from DOR annually for tax property.

Technical & Professional Services:

- ⁹ Revaluation of Property - Costs related to the revaluation of property required under MGL Ch. 59. This includes consulting services and software/hardware costs not covered by the IT budget.

Information Technology



FY 2019 Operational Budget Request

Robert LeFrancois, Director

Mission:

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

Budget Highlights for FY 2019:

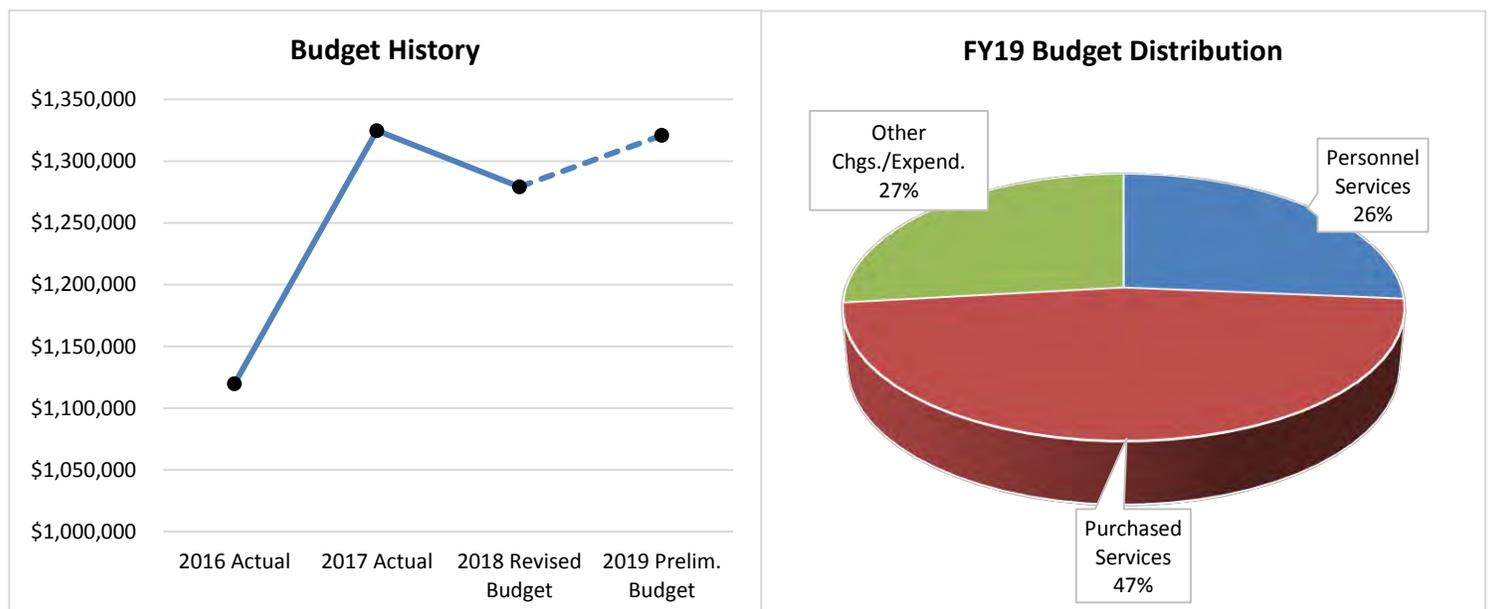
Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

- Software Servicing - increased \$3,800 to cover increases for maintenance and software support for the Town's financial software - Munis and Point software
- LAN/WAN Maintenance - increased \$16,900 to replace a six year old VMWare server
- HOSTED APPLICATIONS - increased \$34,488 to cover support for new DPW hosted software

New Program Initiative

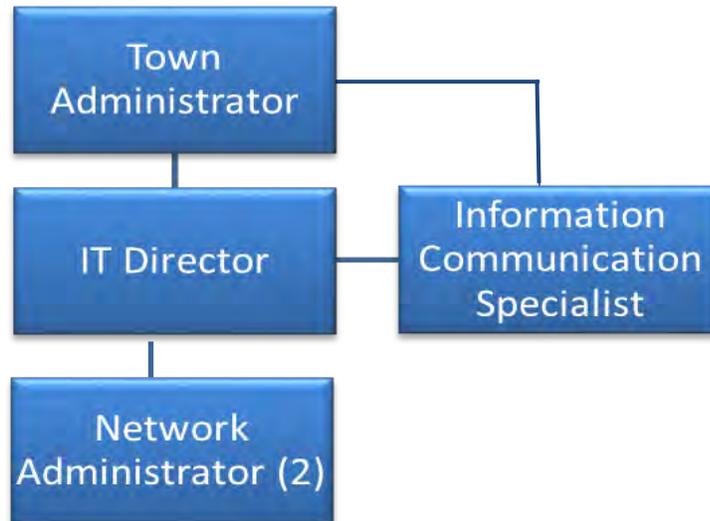
- Request for Senior Network Administrator/Deputy IT Director

Budget Summary



Information Technology

Department - Organizational Summary



Total Staff - 4 FTEs

Information Technology



Department: Line item budget

		2016	2017	2018	2019	2018 vs. 2019	
		Actual	Actual	Revised	Preliminary	\$ (+/-)	% (+/-)
SALARIES MANAGEMENT	¹	\$ 106,565	110,935	\$ 110,510	\$ 112,700	\$ 2,190	1.98%
SALARIES TECHNICAL/PROFESSIONAL	²	\$ 227,882	231,391	\$ 230,504	\$ 235,200	\$ 4,696	2.04%
Personnel Services		\$ 334,447	\$ 342,327	\$ 341,014	\$ 347,899	\$ 6,885	2.02%
EQUIPMENT REPAIRS/SERVICING	³	\$ 88,226	\$ 22,959	\$ 25,000	\$ 25,000	\$ -	0.00%
SOFTWARE SERVICING	⁴	\$ 346,831	\$ 369,484	\$ 352,200	\$ 356,000	\$ 3,800	1.08%
HOSTED APPLICATIONS	⁵	\$ -	\$ 131,953	\$ 162,512	\$ 197,000	\$ 34,488	21.22%
TELEPHONE	⁶	\$ 19,721	\$ 18,406	\$ 19,845	\$ 19,000	\$ (845)	-4.26%
COPY/MAIL CENTER FEES		\$ -	\$ 14	\$ 500	\$ 500	\$ -	0.00%
TRAINING & EDUCATION		\$ 4,500	\$ 2,500	\$ 11,500	\$ 5,000	\$ (6,500)	-56.52%
COMPUTER SUPPLIES		\$ 6,988	\$ 6,415	\$ 7,500	\$ 7,500	\$ -	0.00%
PAPER SUPPLIES		\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.00%
Purchased Services		\$ 475,265	\$ 560,732	\$ 588,057	\$ 619,000	\$ 30,943	5.26%
TELEPHONE SYSTEM MAINTENANCE	⁷	\$ 40,706	\$ 63,281	\$ 70,000	\$ 70,000	\$ -	0.00%
LAN/WAN MAINTENANCE	⁸	\$ 49,535	\$ 74,519	\$ 82,100	\$ 99,000	\$ 16,900	20.58%
COMPUTER EQUIPMENT REPLACEMENT	⁹	\$ 149,193	\$ 153,898	\$ 118,104	\$ 110,000	\$ (8,104)	-6.86%
SOFTWARE SYSTEM UPGRADE & REPLACE	¹⁰	\$ 70,634	\$ 130,042	\$ 79,942	\$ 75,000	\$ (4,942)	-6.18%
Other Chgs./Expend.		\$ 310,069	\$ 421,740	\$ 350,146	\$ 354,000	\$ 3,854	1.10%
Total Department		\$ 1,119,781	\$ 1,324,799	\$ 1,279,218	\$ 1,320,899	\$ 41,682	3.26%

Footnotes:

Personnel:

¹ Management - Information Technology Director

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

Purchased Services:

³ Equipment Repairs - Costs of repairing and maintaining hardware

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

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

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

Other Charges & Expenses:

⁷ Telephone System Maintenance - Cost of maintenance for town PBX and VOIP ShoreTel telephone system, T1 fiber optic emulators, voice mail system and call accounting system

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

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

¹⁰ Software System Upgrade & Replace - Purchase of new software applications and software licensing

Department: Proposed New Initiatives

Project Title: New Senior Network Admin/Deputy IT Director

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff				
Salaries Technical & Professional	1	\$90,000.00	Yes	Addition of Full Time Highly Technical Position
Salaries Part Time Operational				
Total Personnel Services		\$90,000.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Benefits		\$25,263.00	Yes	Benefits @ 28.07% of salary
Total Expenses		\$25,263.00		
Total Project Costs		\$115,263.00		

Purpose/Description of Request

This position reports to the Information Technology Director and is a highly technical position that performs a diversity of complex technical work that requires in depth knowledge and experience in networking, system administration, virtualization in a VMware environment, software and hardware support and maintenance, firewalls, security, Veeam backup software, ShoreTel VOIP System or related VOIP experience. Deploys, configures and maintains networks, servers, PCs and switches; Performs routine Information Technology projects and maintenance; Documents procedures; support, development, installation and maintenance of information technology (IT) systems, management oversight of network and infrastructure administration, support, systems analyst/database administration and strong knowledge of Windows operating system, Microsoft Office, anti-virus software; Effective communication, customer service, administrative skills and driver's license required. Strong organizational, interpersonal, and technical skills essential. Bachelor's degree with specialization in information technology, business, project management, public administration or related field; minimum of five years of experience in diverse areas of IT; or any equivalent combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the position.

Population to be Served

Town Departments

Revenue Impact

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

Town Clerk & Board of Registrars



FY 2019 Operational Budget Request

Diane Packer - Town Clerk

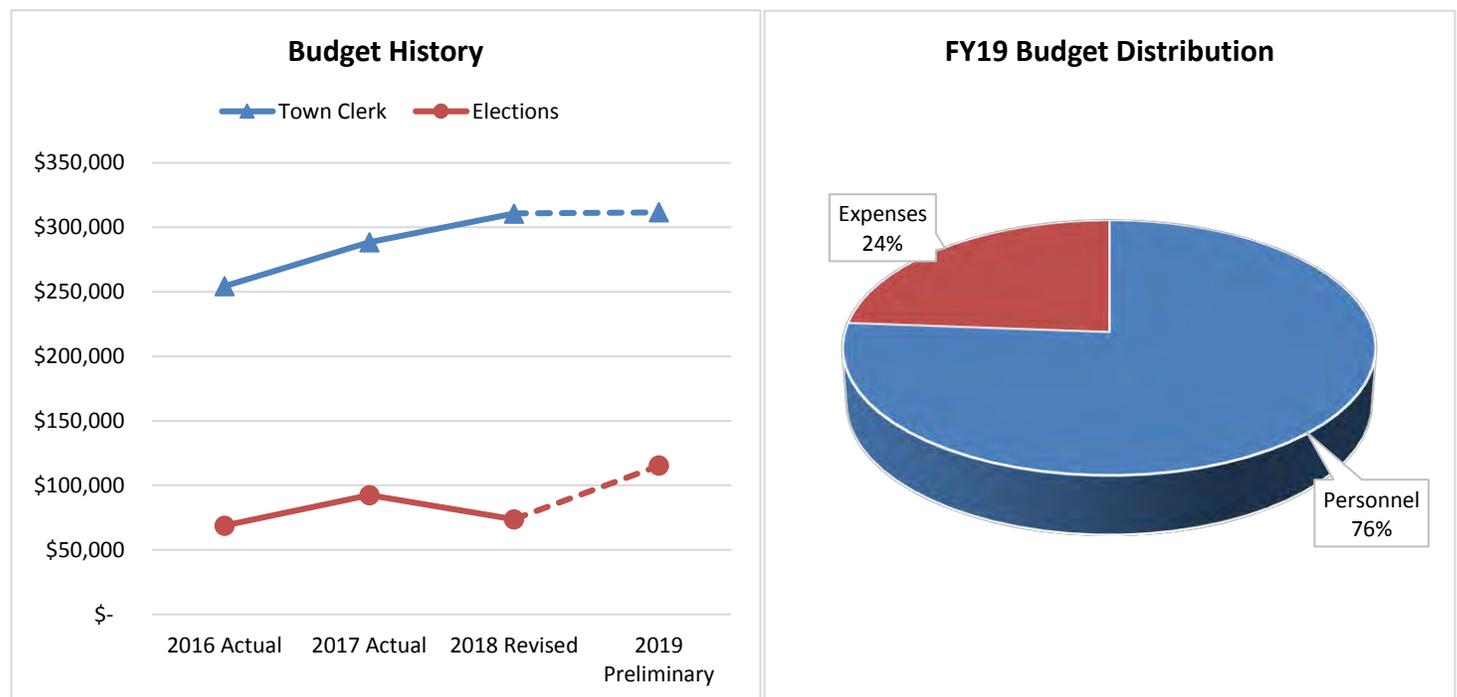
Mission:

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

Budget Highlights for FY 2019:

- An increase in personnel costs mostly driven by the number of elections and early voting requirements.
- A decrease of (\$4,700) in Bookbinding, which is used to archive records.
- A decrease of (\$1,800) in Printing/Advertising.
- A decrease of (\$3,000) in Election Encoding fees.
- An increase in postage of (\$3,000) with an increase in elections for FY19.

Budget Summary -



Town Clerk & Board of Registrars

Department - Organizational Summary

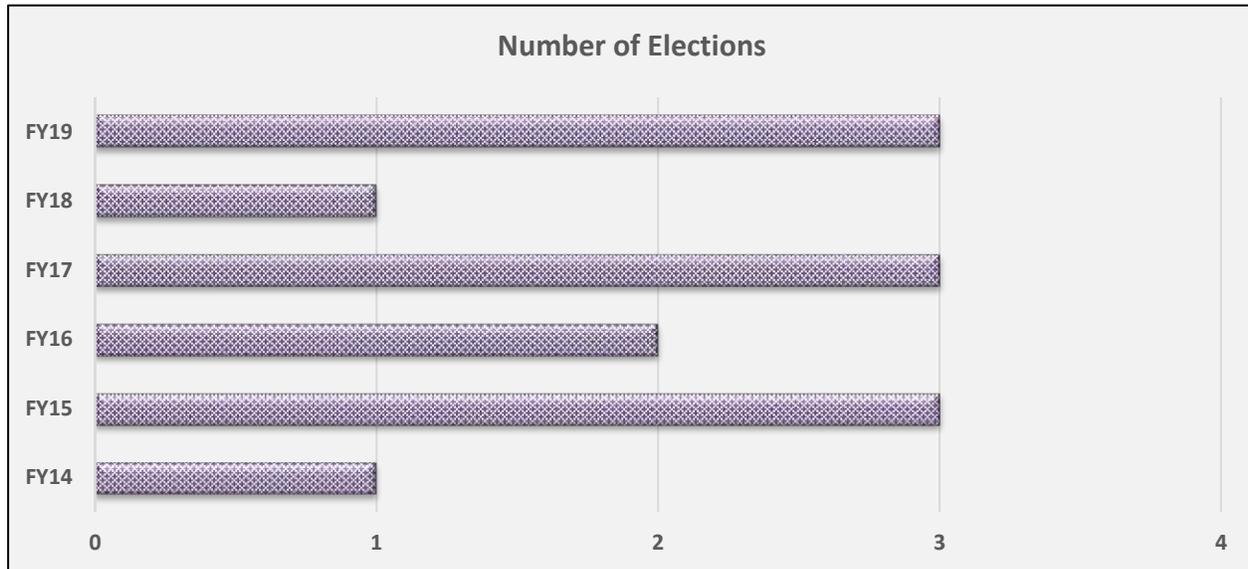


Total Staff - 4 FTEs (number per position in parentheses)

Notes

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

Department by the Numbers



Town Clerk & Board of Registrars



Department: Line item budget

		2016 Actual	2017 Actual	2018 Revised	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Salaries Management	¹	\$ 85,000	\$ 90,000	\$ 91,800	\$ 94,095	\$ 2,295	2.50%
Salaries Operational Staff	²	\$ 149,747	\$ 154,116	\$ 158,127	\$ 158,127	\$ -	0.00%
Salaries Add'l Comp Operational		\$ 1,750	\$ 1,750	\$ 1,750	\$ 2,500	\$ 750	42.86%
Salaries Operational Overtime	³	\$ 2,518	\$ 7,624	\$ 3,000	\$ 7,500	\$ 4,500	150.00%
Personnel Services		\$ 239,015	\$ 253,490	\$ 254,677	\$ 262,222	\$ 7,545	2.96%
BOOKBINDING	⁴	\$ 6,455	\$ 7,308	\$ 12,200	\$ 7,500	\$ (4,700)	-38.52%
COPY/MAIL CENTER FEES	⁵	\$ 3,963	\$ 3,812	\$ 5,000	\$ 5,000	\$ -	0.00%
DUES & MEMBERSHIPS		\$ 420	\$ 425	\$ 600	\$ 500	\$ (100)	-16.67%
EQUIPMENT REPAIRS/SERVICING		\$ 481	\$ 350	\$ 500	\$ 500	\$ -	0.00%
MASS GENERAL LAW UPDATES		\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
OFFICE SUPPLIES		\$ 2,664	\$ 3,751	\$ 5,726	\$ 5,000	\$ (726)	-12.68%
PRINTING/ADVERTISING		\$ -	\$ 1,382	\$ 2,000	\$ 200	\$ (1,800)	-90.00%
PURCHASED SERVICES MISC	⁶	\$ 48	\$ 14,601	\$ 26,500	\$ 27,050	\$ 550	2.08%
TELEPHONE		\$ 374	\$ 470	\$ 638	\$ 600	\$ (38)	-5.95%
TRAVEL		\$ 950	\$ 2,899	\$ 3,000	\$ 3,000	\$ -	0.00%
Expenses		\$ 15,355	\$ 34,997	\$ 56,164	\$ 49,350	\$ (6,814)	-12.13%
Total Town Clerk		\$ 254,370	\$ 288,487	\$ 310,841	\$ 311,572	\$ 731	0.24%

Footnotes:

Personnel:

¹ Management - Town Clerk

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

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

Expenses:

⁴ Bookbinding - Ongoing process for storing vital records

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

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

Town Clerk & Board of Registrars



Department: Line item budget

		2016 Actual	2017 Actual	2018 Revised	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
SALARIES - OTHER		1,790	2,000	2,100	\$ 2,200	\$ 100	4.76%
SALARIES MANAGEMENT		4,273	4,273	4,306	\$ 6,200	\$ 1,894	43.99%
SALARIES OPERATIONAL STAFF		28,479	46,354	16,500	\$ 54,440	\$ 37,940	229.94%
Personnel Services	¹	\$ 34,542	\$ 52,627	\$ 22,906	\$ 62,840	\$ 39,934	174.34%
BOOKS		98	1,284	1,300	\$ 1,350	\$ 50	3.85%
ELECTION ENCODING FEES	²	12,072	8,021	17,000	\$ 14,000	\$ (3,000)	-17.65%
FOOD FOR ELECTION WORKERS		1,305	1,784	1,000	\$ 2,000	\$ 1,000	100.00%
OFFICE SUPPLIES		2,234	4,680	4,077	\$ 5,000	\$ 923	22.65%
POSTAGE	³	12,649	15,417	15,000	\$ 18,000	\$ 3,000	20.00%
PRINTING/ADVERTISING		5,929	8,525	12,500	\$ 12,000	\$ (500)	-4.00%
PURCHASED SERVICES MISC		-	-	-	-	-	
Expenses		\$ 34,286	\$ 39,711	\$ 50,877	\$ 52,350	\$ 1,473	2.90%
Total Elections		\$ 68,828	\$ 92,338	\$ 73,783	\$ 115,190	\$ 41,407	56.12%

Footnotes:

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

Expenses:

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

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

Community & Economic Development



FY 2019 Operational Budget Request

James Errickson, Director

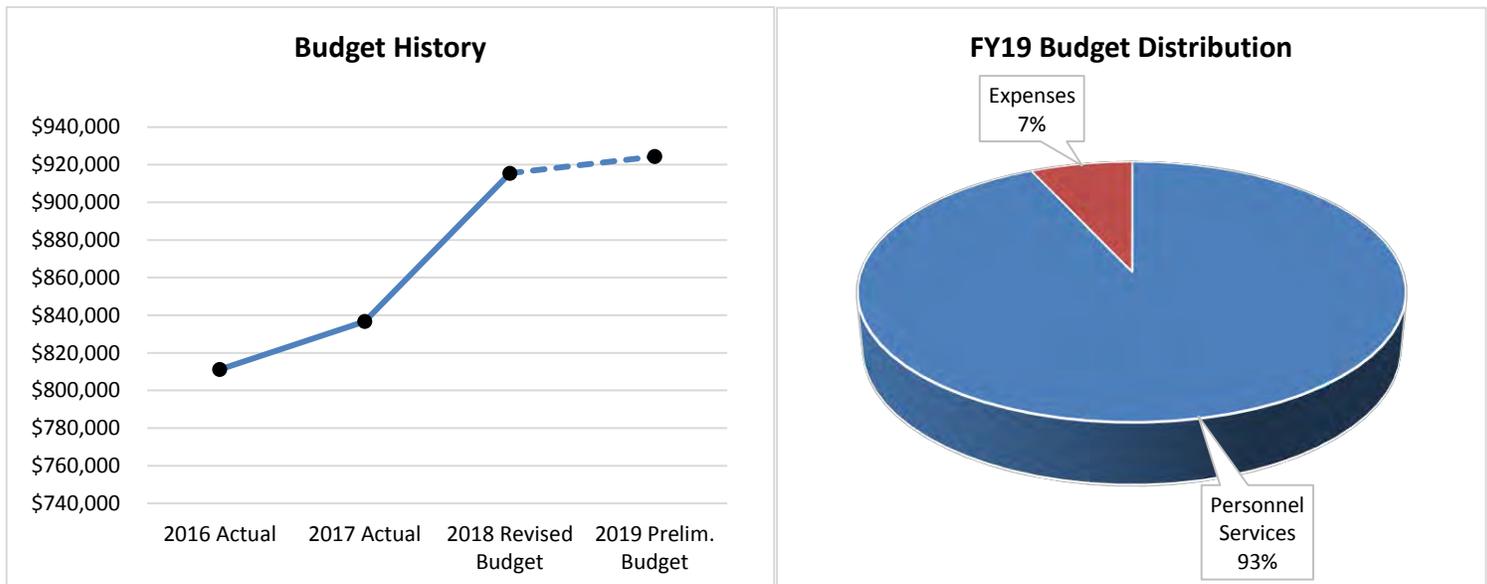
Mission:

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

Budget Highlights for FY 2019:

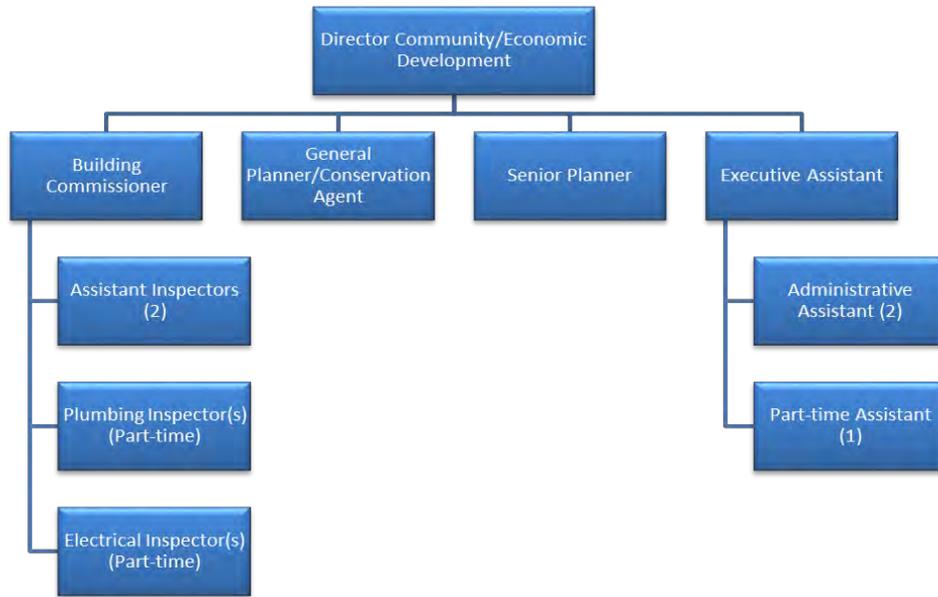
- Added part-time staff person (M. Coviello - started December 2017) to manage transportation projects (RT. 27, CRT, Speen/Rt. 135, others) - cost covered under "Expenses - Consultant Services".
- New Initiative: Professional conference in FY19
- Increased number of hours for Surveyor of Weights & Measures
- Continued work on Natick 2030+ Master Plan, Golden Triangle Study, Hazard Mitigation Plan

Budget Summary -



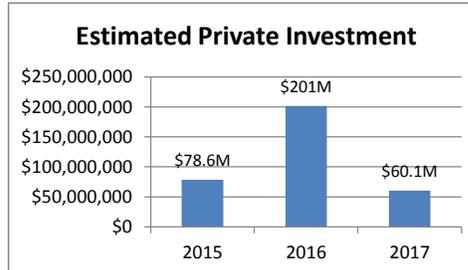
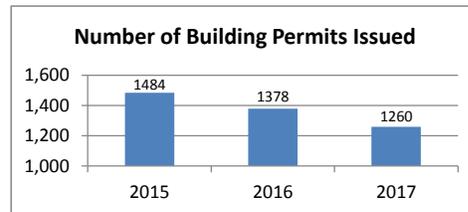
Community & Economic Development

Department - Organizational Summary



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

Department by the Numbers



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

Ongoing/other initiatives:

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

Managed 20+ requested permits (representing 12+ projects), 25+ signage special permits, 20+ zoning articles, and many other requests through the Planning Board review process

Managing design of key transportation/Infrastructure projects, representing over \$3M in design funding and \$20M in anticipated construction investment

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

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

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

Community & Economic Development



Department: Line item budget

		2016 Actual	2017 Actual	2018 Revised	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Salaries Management	¹	\$ 206,521	\$ 212,302	\$ 211,945	\$ 218,700	\$ 6,755	3.19%
Salaries Supervisory	²	\$ 57,409	\$ 58,966	\$ 59,620	\$ 59,620	\$ 0	0.00%
Salaries Operational Staff	³	\$ 99,242	\$ 94,260	\$ 121,064	\$ 115,598	\$ (5,466)	-4.51%
Salaries Technical & Professional	⁴	\$ 263,522	\$ 285,846	\$ 297,329	\$ 303,700	\$ 6,371	2.14%
Salaries Inspection Staff	⁵	\$ 130,217	\$ 133,802	\$ 135,762	\$ 135,762	\$ -	0.00%
Salaries Add'l Comp Supervisory		\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.00%
Salaries Add'l Comp Operational		\$ 750	\$ 750	\$ 1,125	\$ 1,125	\$ -	0.00%
Salaries Operational Overtime		\$ 20,414	\$ 18,505	\$ 23,000	\$ 23,000	\$ -	0.00%
Personnel Services		\$ 780,575	\$ 806,931	\$ 852,345	\$ 860,005	\$ 7,660	0.90%

Travel	⁶	\$ 1,643	\$ 1,712	\$ 2,400	\$ 2,400	\$ -	0.00%
Telephone		\$ 3,549	\$ 3,354	\$ 3,564	\$ 3,600	\$ 36	1.01%
Dues & Membership		\$ 1,350	\$ 860	\$ 1,250	\$ 1,500	\$ 250	20.00%
Training & Education	⁷	\$ 3,394	\$ 2,720	\$ 3,500	\$ 3,500	\$ -	0.00%
Postage		\$ 4,193	\$ 4,789	\$ 4,200	\$ 4,750	\$ 550	13.10%
Printing/Advertising		\$ 8,014	\$ 8,708	\$ 8,000	\$ 8,600	\$ 600	7.50%
Books/Publications		\$ -	\$ 400	\$ 1,000	\$ 1,000	\$ -	0.00%
Professional Services - other	⁸	\$ 1,811	\$ 2,000	\$ 4,241	\$ 4,000	\$ (241)	-5.68%
Consultant Services - other	⁹	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ -	0.00%
Office Supplies		\$ 6,648	\$ 5,211	\$ 5,000	\$ 5,000	\$ -	0.00%
Expenses		\$ 30,602	\$ 29,754	\$ 63,155	\$ 64,350	\$ 1,195	1.89%

Total Community & Economic Dev.		\$ 811,177	\$ 836,684	\$ 915,500	\$ 924,355	\$ 8,855	0.97%
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Footnotes:

Personnel:

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

² Supervisory - Executive Assistant

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

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

⁵ Inspection - Part-time Electrical and Plumbing Inspectors

Expenses:

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

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

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

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

Community & Economic Development - Sealer of Weights & Measures							
Description							
		2016	2017	2018	2019	2018 vs. 2019	
		Actual	Actual	Revised	Preliminary	\$ (+/-)	% (+/-)
SALARIES TECHNICAL/PROFESSNL	¹	14,658	14,952	23,400	30,400	7,000	29.91%
Personnel Services		14,658	14,952	23,400	30,400	7,000	0
DUES & MEMBERSHIPS	²	150	169	175	175	-	0%
EQUIPMENT REPAIRS/SERVICING		500	499	500	500	-	0%
TRAINING & EDUCATION		210	170	215	215	-	0%
Expenses		860	838	890	890	-	0%
Total Weights & Measures		15,517	15,790	24,290	31,290	7,000	29.91%
Footnotes: Personnel: ¹ Technical Professional - Sealer of Weights and Measures Expenses: ² Dues & Memberships - certification							

Department: Community and Economic Development

Project Title: Planning Conference

Personnel Services		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management	# Staff			
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$0.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Travel		\$2,000.00	Yes	Attend National Planning Conference
Total Expenses		\$2,000.00		
Total Project Costs		\$2,000.00		

Purpose/Description of Request

Cost includes the attendance by one CED staff member at a 2018 national planning conference (such as the National APA (American Planning Association) conference). With anticipated planning initiatives of FY2019, attendance at the conference will help inform staff and the Town on national trends on such issues as Recreational Marijuana regulations, Master Plan implementation best practices, downtown revitalization/parking management, best practices in industrial/commercial district revitalization, and many others. Conference details are still to be determined (no details currently available). This can be a one time expense, though request is for this funding to be a recurring expense.

Population to be Served

Entire Natick community.

Revenue Impact

Potential long-term revenue benefit as the Town institutes various programs, initiatives and policies aimed at improving economic development efforts, increasing revenues, and enhancing the quality of life of Natick residents.

FOR EXECUTIVE OFFICE USE

Date Submitted: _____ Date Reviewed: _____

Approved

Recommended Budget: _____

Denied

Review by: _____

Department: Community and Economic Development

Project Title: Consultant Services - other

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$0.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Consultant Services - Other		\$18,000.00	Yes	Consultant services - part time
Total Expenses		\$18,000.00		
Total Project Costs		\$18,000.00		

Purpose/Description of Request

Cost will cover an added part-time staff person (M. Coviello - started in December 2017) to manage transportation projects (RT. 27, CRT, Speen/Rt. 135, others). Town Meeting approved an additional \$30k to the budget at 2017 Fall ATM. For a full year, the cost is anticipated to be \$48,000 (an additional \$18,000 is requested). The projects are ongoing, so the request is for this expense to be recurring, at least into FY 2020, but with an annual review of projects and anticipated work load.

Population to be Served

Entire Natick community.

Revenue Impact

Projects being managed by this consultant/position represents over \$3m in design work that will lead to over \$25 million in construction (roadway/infrastructure). All/most construction costs are anticipated to be covered through Federal and State sources.

FOR EXECUTIVE OFFICE USE

Date Submitted: _____ Date Reviewed: _____

Approved

Recommended Budget: _____

Denied

Review by: _____



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

Section VIII

Committees & Commissions

Committees & Commissions Summary

Finance Committee	161
Commission on Disability	162
Cultural Council	163
Historical Commission	164
Historic District Commission	165
Affordable Housing Trust	166



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

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Town of Natick

Home of Champions

Department: Commissions & Committees

Appropriation Summary

	2016 Actual	2017 Actual	2018 Revised Budget	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
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Operating Expenses

Total Finance Committee	\$ 19,090	\$ 17,178	\$ 37,800	\$ 37,800	\$ -	0.00%
Total Commission on Disability	\$ 506	\$ 130	\$ 750	\$ 750	\$ -	0.00%
Total Natick Cultural Council	\$ 541	\$ 194	\$ 700	\$ 700	\$ -	0.00%
Total Historical Commission	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%
Total Historic District Commission	\$ 347	\$ 421	\$ 550	\$ 550	\$ -	0.00%
Total Affordable Housing Trust				\$ 50,000	\$ 50,000	0.00%
Total Committees & Commissions	20,484	17,922	40,550	90,550	50,000	123.30%

Budget Overview:

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



Town of Natick

Home of Champions

Department: Finance Committee

Budget Overview:

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

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

Staffing: None

Notes

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

Budget Detail:

	2016 Actual	2017 Actual	2018 Revised Budget	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Secretarial Staff	\$ 9,800	\$ -	\$ -		\$ -	
Personnel Services	\$ 9,800	\$ -	\$ -		\$ -	
Communication Postage	\$ 1,634	\$ 3,455	\$ 1,800	\$ 1,800	\$ -	0.00%
Purchase of Services	\$ 1,634	\$ 3,455	\$ 1,800	\$ 1,800	\$ -	0.00%
Dues & Subscriptions	\$ 333	\$ 333	\$ 350	\$ 350	\$ -	0.00%
Consultant	\$ -	\$ 9,593	\$ 30,150	\$ 30,150	\$ -	0.00%
Copy/Mail Center Fees	\$ 6,931	\$ 3,352	\$ 5,000	\$ 5,000	\$ -	0.00%
Tech/Prof Services	\$ 7,264	\$ 13,278	\$ 35,500	\$ 35,500	\$ -	0.00%
Office Supplies	\$ 392	\$ 444	\$ 500	\$ 500	\$ -	0.00%
Supplies	\$ 392	\$ 444	\$ 500	\$ 500	\$ -	0.00%
Equipment Purchases	\$ -	\$ -	\$ -		\$ -	
Equipment Purchases	\$ -	\$ -	\$ -		\$ -	
Total Finance Committee	\$ 19,090	\$ 17,178	\$ 37,800	\$ 37,800	\$ -	0.00%

Line-Item Detail:

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

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

Contract Services: Contractual services for recording secretarial work.

Copy/Mail Center Fees: Covers the cost of printing Finance Committee Reports for Town Meeting. FY 2019 request covers productions of 220 copies of three separate recommendation books and includes costs of printing, binding, and materials.

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



Town of Natick

Home of Champions

Department: Commission on Disability

Budget Overview:

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

Staffing: None

Notes

Budget Detail:

	2016 Actual	2017 Actual	2018 Revised Budget	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
ADA Expenses:						
Communication Telephone	\$ -	\$ -	\$ -		\$ -	
In State Travel	\$ -	\$ -	\$ 50	\$ 50	\$ -	0.00%
Dues & Subscriptions	\$ -	\$ -	\$ 75	\$ 75	\$ -	0.00%
Copy/Mail Center Fees	\$ -	\$ 75	\$ -		\$ -	
Tech/Professional Services	\$ -	\$ 75	\$ 125	\$ 125	\$ -	0.00%
Operating Expense						
Operating Expense	\$ 506	\$ 55	\$ 625	\$ 625	\$ -	0.00%
Supplies	\$ 506	\$ 55	\$ 625	\$ 625	\$ -	0.00%
Total Commission on Disability	\$ 506	\$ 130	\$ 750	\$ 750	\$ -	0.00%

Line-Item Detail:

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

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

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



Town of Natick

Home of Champions

Department: Natick Cultural Council

Budget Overview:

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

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



Staffing: None

	2016 Actual	2017 Actual	2018 Revised Budget	2019 Preliminary	2018 vs. 2019	
					\$ (+/-)	% (+/-)

Operating Expense	\$ 541	\$ 194	\$ 700	\$ 700	\$ -	0.00%
Supplies	\$ 541	\$ 194	\$ 700	\$ 700	\$ -	0.00%
Total Natick Cultural Council	\$ 541	\$ 194	\$ 700	\$ 700	\$ -	0.00%

Line-Item Detail:

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



Town of Natick

Home of Champions

Department: Historical Commission

Budget Overview:

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

Staffing: None

Notes

	2016 Actual	2017 Actual	2018 Revised Budget	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Operating Expense	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%
Supplies	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%
Total Historical Commission	\$ -	\$ -	\$ 750	\$ 750	\$ -	0.00%

Line-Item Detail:

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



Town of Natick

Home of Champions

Department: Historic District Commission

Budget Overview:

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

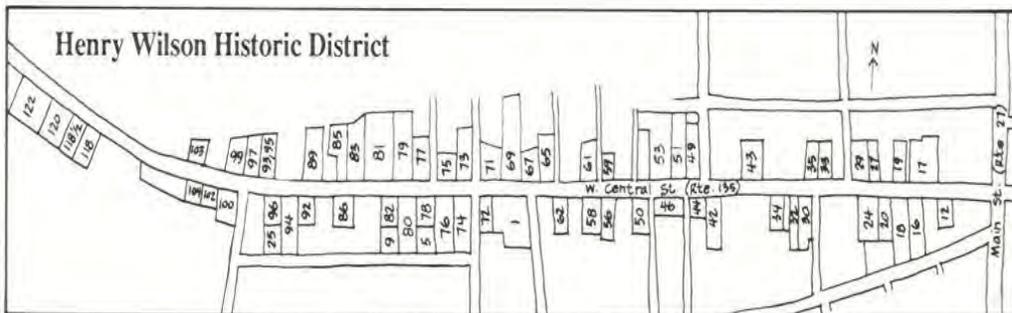
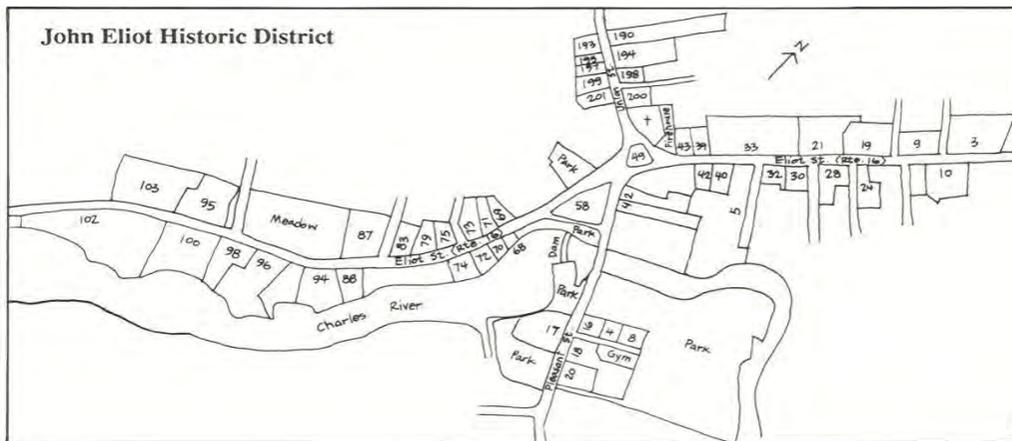
Staffing: None

Budget Detail

	2016 Actual	2017 Actual	2018 Revised Budget	2019 Preliminary	2018 vs. 2019 \$ (+/-)	2018 vs. 2019 % (+/-)
Operating Expense	\$ 347	\$ 421	\$ 550	\$ 550	\$ -	0.00%
Supplies	\$ 347	\$ 421	\$ 550	\$ 550	\$ -	0.00%
Total Historic District Commission	\$ 347	\$ 421	\$ 550	\$ 550	\$ -	0.00%

Line-Item Detail:

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





Town of Natick

Home of Champions

Department: Affordable Housing Trust

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

Appropriation Summary

	2016 Actual	2017 Actual	2018 Revised Budget	2019 Preliminary	2018 vs. 2019	
					\$ (+/-)	% (+/-)
Operating Expense				\$ 50,000	\$ 50,000	
Expenses	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	
Total Affordable Housing Trust	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

Section IX

Shared Expenses

Shared Expenses

Benefits

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Facilities Management 199



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

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Town of Natick

Department: Employee Fringe

Appropriation Summary

	2016 Actual	2017 Actual	2018 Budgeted	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Other Personnel Services						
Worker's Compensation	\$ 536,913	\$ 671,051	\$ 584,217	\$ 630,414	\$ 46,197	8%
Unemployment	\$ 69,008	\$ 94,120	\$ 65,000	\$ 65,000	\$ -	0%
Medicare (All)	\$ 918,178	\$ 1,022,178	\$ 1,126,514	\$ 1,172,252	\$ 45,738	4%
Drug & Alcohol testing	\$ 9,857	\$ 9,278	\$ 12,500	\$ 12,500	\$ -	0%
Health Care Benefits	\$ 11,023,787	\$ 9,601,892	\$ 10,096,350	\$ 9,846,034	\$ (250,316)	-2%
Public Safety Medical (111F)	\$ 139,714	\$ 122,074	\$ 151,549	\$ 147,593	\$ (3,955)	-3%
LIUNA/Mass Lab. Pension	\$ 239,339	\$ 262,096	\$ 370,426	\$ 295,994	\$ (74,432)	-20%
Benefits Reserve	\$ 5,918	\$ -	\$ 50,000	\$ 50,000	\$ -	0%
Long-Term Disability	\$ 19,852	\$ 20,574	\$ 20,000	\$ 22,000	\$ 2,000	10%
Retirement Buy-Out Program	\$ 168,246	\$ 170,910	\$ 165,000	\$ 165,000	\$ -	0%
Total Other Personnel Services	\$ 13,130,813	\$ 11,974,173	\$ 12,641,556	\$ 12,406,787	\$ (234,769)	-1.86%
Merit & Performance Increases	\$ 29,500	\$ 26,000	\$ 143,935	\$ 150,000	\$ 6,065	4%
Total Performance Plan	\$ 29,500	\$ 26,000	\$ 143,935	\$ 150,000	\$ 6,065	4.21%
Retiree Health Benefits						
Retiree Health Plans	\$ 3,767,996	\$ 3,547,770	\$ 3,274,912	\$ 3,186,019	\$ (88,893)	-3%
Sentinel Benefits	\$ 8,246.00	\$ 8,110	\$ 7,800	\$ 10,000	\$ 2,200	28%
Medicare Penalty Re: Section 18	\$ 27,386.00	\$ 33,780	\$ 33,780	\$ 33,780	\$ -	0%
Retiree Mitigation	\$ -	\$ 60,000	\$ 60,000	\$ 40,000	\$ (20,000)	-33%
Total Retiree Health Benefits	\$ 3,803,628	\$ 3,649,660	\$ 3,376,492	\$ 3,269,799	\$ (106,693)	-3%
Total Employee & Retiree Benefits	\$ 16,963,941	\$ 15,649,833	\$ 16,161,983	\$ 15,826,586	\$ (335,397)	-2.08%

Budget Overview:

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



Town of Natick

Home of Champions

Department: Employee Fringe

Line-Item Detail

Workers Compensation:

Line item contains the amount based on a premium assessed by our carrier MEGA as well as a portion for employees who are currently on long term disability due to an injury during the performance of their job. This line item is anticipating an increase in premiums for FY2019.

Unemployment Insurance:

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

Medicare (Payroll):

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

DOT Testing:

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

Insurance Group Health & Life:

Coverage for all town employees both currently employed and retirees of the town both school and municipal departments who work greater than 20 hours on a regular basis. Percentages paid by the town vary from plan to plan from a low of 50% to a high of 75% depending on the coverage selected by the employee. *Please see the following pages for more detail.*

Public Safety Chapter 41 Section 111F:

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

LIUNA/Mass. Laborers' Pensions:

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

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

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

Retirement Buyout:

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



TOWN OF NATICK

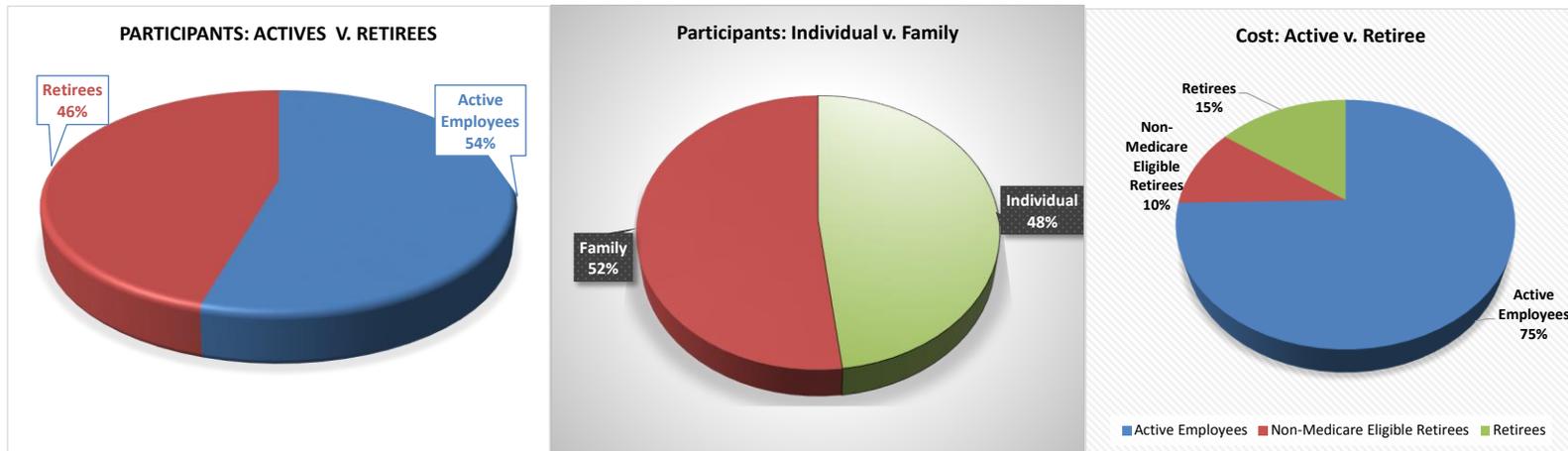
Employee & Retiree Health Benefits Summary -Town Appropriation

Health care Expenses - Projections for FY 2019

Active Employees

Expense	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budgeted	FY 2019 Preliminary	FY18 vs. FY19	
Traditional PPO	\$ -	\$ 14,876	\$ 15,625	\$ -	\$ -		
Health Plans	\$ 9,819,170	\$ 10,666,341	\$ 9,255,877	\$ 9,697,665	\$ 9,598,549	\$ (99,116)	-1.02%
Life Insurance	\$ 45,637	\$ 45,666	\$ 43,356	\$ 44,657	\$ 44,000	\$ (657)	-1.47%
Flu Shots	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.00%
Occupational Health Nurse	\$ 20,000	\$ 20,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ -	0.00%
Cook & Co - Consultants	\$ 4,000	\$ 4,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.00%
Safety Nets	\$ 210,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	
Miscellaneous Items: (Wellness Programming, Health Fair, etc.)	\$ 20,000	\$ 27,000	\$ 27,000	\$ 25,000	\$ 25,000	\$ -	0.00%
Continuity of Care Mitigation			\$ 100,000	\$ 100,000	\$ 60,000	\$ (40,000)	-40.00%
Sentinel Benefits Administration Fee	\$ 42,768	\$ 42,876	\$ 40,200	\$ 40,200	\$ 40,200	\$ -	0.00%
Reserve Plans	\$ 171,679	\$ 95,528	\$ 85,334	\$ 154,328	\$ 43,785	\$ (110,543)	-71.63%
Total Active Employee Health Benefits	\$ 10,340,754	\$ 11,023,787	\$ 9,601,892	\$ 10,096,350	\$ 9,846,034	\$ (250,316)	-2.48%
Retirees							
Retiree Health Plans	\$ 3,180,433	\$ 3,767,996	\$ 3,547,770	\$ 3,274,912	\$ 3,186,019	\$ (88,893)	-2.71%
Sentinel Benefits	\$ 6,954	\$ 8,246	\$ 8,110	\$ 7,800	\$ 10,000	\$ 2,200	28.21%
Medicare Penalty Re: Section 18	\$ 31,485	\$ 27,386	\$ 33,780	\$ 33,780	\$ 33,780	\$ -	0.00%
Retiree Mitigation	\$ -	\$ -	\$ 60,000	\$ 60,000	\$ 40,000	\$ (20,000)	-33.33%
Total Retiree Health Benefits	\$ 3,218,872	\$ 3,803,628	\$ 3,649,660	\$ 3,376,492	\$ 3,269,799	\$ (106,693)	-3.16%

Total Employee and Retiree Health Care Costs \$ 13,559,626 \$ 14,827,415 \$ 13,251,552 \$13,472,842 \$13,115,833 \$ (357,008) -2.65%



Healthcare Expenses

The Town of Natick purchases its health insurance through the West Suburban Health Group (WSHG) a municipal joint purchase group organized under Mass. General Laws Chapter 32B, §12. The WSHG's is comprised of eleven (11) participating governmental employers located in the metrowest area allowing Natick's employees and retirees to choose from among multiple health plan options while providing the Town with volume pricing that reduces cost margins and administrative expenses. The anniversary date of the group's health plans for active employees is July 1st of each year. The anniversary date for the Senior (Medicare) plans is January 1st. For FY 2019 the Town will be offering two new types of plans: Benchmark Plans, providing a level of service available in the State GIC, and Health Savings Account Qualified (HSAQ) with a Health Savings Account (HSA). The plans will continue to be offered by the same providers. The estimated increases for each Benchmark plan are listed in the boxes below. Senior Plan increases went into effect January 1, 2018 and are reflected in the projections below. Based on the 2019 increases, the Town does expect an average increase for senior plans in the second half of FY 2019 of 7.5%.

Total Health Insurance Costs

Town	Plans	Costs
Town Active Employees	262	\$3,332,072.17
Town Non-Medicare Eligible Retirees	59	\$646,862.28
Town Retirees	247	\$719,323.59
Town New Plans	3	\$39,969.00
Town Reserve Plans	3	\$18,765.00
	574	\$4,756,992.04
School	Plans	Costs
Schools Active Employees	515	\$6,041,611.80
Schools Non-Medicare Eligible Retirees	71	\$655,890.96
Schools Retirees	398	\$1,163,942.52
Schools New Plans	16	\$184,896.00
Schools Reserve Plans	4	\$25,020.00
	1004	\$8,071,361.28
TOTAL GF	Plans	Costs
Active Employees	777	\$9,373,683.97
Non-Medicare Eligible Retirees	130	\$1,302,753.24
Retirees	645	\$1,883,266.11
New Plans	19	\$224,865.00
Reserve Plans	7	\$43,785.00
	1578	\$12,828,353.32
Enterprise Funds	Plans	Costs
Water & Sewer Active Employees	22	\$282,915.20
Golf Active Employees	2	\$33,714.00
Water & Sewer Non-Medicare Eligible Retirees	8	\$82,504.80
Water & Sewer Retirees	9	\$26,039.61
Golf Non-Medicare Eligible Retirees	1	\$7,030.80
Golf Retirees	0	\$0.00
	42	\$432,204.41



Town of Natick

Town Active Employee Plans - Projections for FY 2019

Benchmark

Town %	Employee %	Plan	Monthly Rate - FY 2019	Employee Annual Rate - FY 2019	Town Annual Rate - FY 2019	Total Plans	Projected Total Plan Cost FY 2019
62%	38%	Network Blue Benchmark - Individual	\$980.00	\$4,468.80	\$7,291.20	1	\$7,291.20
62%	38%	Network Blue Benchmark - Family	\$2,628.00	\$11,983.68	\$19,552.32	0	\$0.00
50%	50%	HP PPO-Individual	\$2,612.00	\$15,672.00	\$15,672.00	0	\$0.00
62%	38%	HP Benchmark-Individual	\$885.00	\$4,035.60	\$6,584.40	1	\$6,584.40
62%	38%	HP Benchmark - Family	\$2,305.00	\$10,510.80	\$17,149.20	5	\$85,746.00
62%	38%	Tufts Navigator Benchmark - Individual	\$945.00	\$4,309.20	\$7,030.80	1	\$7,030.80
62%	38%	Tufts Navigator Benchmark - Family	\$2,474.00	\$11,281.44	\$18,406.56	3	\$55,219.68
75%	25%	Fallon Direct Benchmark - Individual	\$647.00	\$1,941.00	\$5,823.00	5	\$29,115.00
75%	25%	Fallon Direct Benchmark - Family	\$1,742.00	\$5,226.00	\$15,678.00	1	\$15,678.00
75%	25%	Fallon Select Benchmark - Individual	\$695.00	\$2,085.00	\$6,255.00	58	\$362,131.58
75%	25%	Fallon Select Benchmark - Family	\$1,873.00	\$5,619.00	\$16,857.00	100	\$1,683,481.97
						175	\$2,252,278.63

High Deductible Health Plans

Town Contribution %	Employee Contribution %	Plan	Monthly Rate - FY 2019	Town Health Saving Acct. Contribution	Projected Employee Annual Plan Cost - FY 2019	Projected Town Annual Plan Cost - FY 2019	Total Plans
62%	38%	BCBS HDHP - ind (62/38)	\$807.00	\$1,000.00	\$3,679.92	\$7,004.08	1
62%	38%	BCBS HDHP - fam(62/38)	\$2,166.00	\$2,000.00	\$9,876.96	\$18,115.04	0
62%	38%	HP -HDHP - ind	\$698.00	\$1,000.00	\$3,182.88	\$6,193.12	1
62%	38%	HP -HDHP - fam	\$1,820.00	\$2,000.00	\$8,299.20	\$15,540.80	2
62%	38%	Tufts Navigator HDHP- Ind (62/38)	\$745.00	\$1,000.00	\$3,397.20	\$6,542.80	1
62%	38%	Tufts Navigator HDHP- Fam (62/38)	\$1,952.00	\$2,000.00	\$8,901.12	\$16,522.88	1
75%	25%	Fallon Direct HDHP - Ind (75/25)	\$556.00	\$1,000.00	\$1,668.00	\$6,004.00	4
75%	25%	Fallon Direct HDHP - Fam (75/25)	\$1,498.00	\$2,000.00	\$4,494.00	\$15,482.00	0
75%	25%	Fallon Select HDHP - Ind (75/25)	\$596.00	\$1,000.00	\$1,788.00	\$6,364.00	28
75%	25%	Fallon Select HDHP - Fam (75/25)	\$1,608.00	\$2,000.00	\$4,824.00	\$16,472.00	49

Town Retirees - Projections for FY 2019

Non-Medicare Eligible Retirees							
Town %	Retiree Contribution		Monthly Rate - FY	Projected Retiree Annual Rate - FY	Projected Town Annual Rate - FY	Total Plans - Projected	Projected Total Plan Cost FY 2019
	%	Plan	2019	2019	2019		
62%	38%	Network Blue Benchmark - Individual	\$980.00	\$4,468.80	\$7,291.20	1	\$7,291.20
62%	38%	Network Blue Benchmark - Family	\$2,628.00	\$11,983.68	\$19,552.32	0	\$0.00
50%	50%	HP PPO-Individual	\$2,612.00	\$15,672.00	\$15,672.00	0	\$0.00
62%	38%	HP Benchmark-Individual	\$885.00	\$4,035.60	\$6,584.40	10	\$65,844.00
62%	38%	HP Benchmark - Family	\$2,305.00	\$10,510.80	\$17,149.20	5	\$85,746.00
62%	38%	Tufts Navigator Benchmark - Individual	\$945.00	\$4,309.20	\$7,030.80	3	\$21,092.40
62%	38%	Tufts Navigator Benchmark - Family	\$2,474.00	\$11,281.44	\$18,406.56	3	\$55,219.68
75%	25%	Fallon Direct Benchmark - Individual	\$647.00	\$1,941.00	\$5,823.00	0	\$0.00
75%	25%	Fallon Direct Benchmark - Family	\$1,742.00	\$5,226.00	\$15,678.00	0	\$0.00
75%	25%	Fallon Select Benchmark - Individual	\$695.00	\$2,085.00	\$6,255.00	20	\$125,100.00
75%	25%	Fallon Select Benchmark - Family	\$1,873.00	\$5,619.00	\$16,857.00	17	\$286,569.00
						59	\$646,862.28

Total Town Non-Medicare Eligible Retirees

Senior Plans							
Town %	Retiree Contribution		Employer Monthly Payment -6/18 to	Employer Monthly Payment - 1/19 to	Employer FY 19 Annual Cost	FY 19 Projected # of Senior Plans	Projected Total Plan Cost - FY 2019
	%	Plan	12/18	6/19 *			
50%	38%	Managed Blue for Seniors	\$227.95	\$240.24	\$2,809.11	5	\$14,045.55
50%	38%	Fallon Senior Plan	\$249.45	\$263.24	\$3,076.14	3	\$9,228.42
50%	38%	BCBS MEDEX Enhanced	\$241.95	\$255.22	\$2,982.99	78	\$232,673.22
50%	38%	HPHC MEDICARE Enhanced	\$237.45	\$250.40	\$2,927.10	80	\$234,168.00
50%	38%	Tufts Medicare Preferred HMO	\$209.45	\$220.44	\$2,579.34	35	\$90,276.90
50%	38%	Tufts Medicare Plus	\$244.95	\$258.43	\$3,020.25	46	\$138,931.50
					\$17,394.93	247	\$719,324
Total Town Senior Plans						\$719,323.59	

New Plans - Projections for FY 2019

New FTEs included in the budget .

Town	Plans	Cost	
Individual Plans	1	\$6,255.00	\$6,255.00
Family Plans	2	\$16,857.00	\$33,714.00
	3		\$39,969.00
<hr/>			
Total New Plans	3		\$39,969.00

Town Reserve Plans - Projections for FY 2019

In order to accommodate FTEs added in the budget and employee/retirees changing plans, the Town projects reserve plans that may be needed.

Town	Plans	Plan Cost	Annual Cost
Individual Plan Reserve	3	\$6,255.00	\$18,765.00
Family Plan Reserve	0	\$16,857.00	\$0.00
	3		\$18,765.00
<hr/>			
Total Reserve			\$18,765.00

Total Costs

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

School Active Employee Plans - Projections for FY 2019

Benchmark							
Town %	Employee %	Plan	Monthly Rate - FY 2019	Employee Annual Rate - FY 2019	Annual Rate - FY 2019	Total Plans	Projected Total Plan Cost FY 2019
62%	38%	Network Blue Benchmark - Individual	\$980.00	\$4,468.80	\$7,291.20	3	\$21,873.60
62%	38%	Network Blue Benchmark - Family	\$2,628.00	\$11,983.68	\$19,552.32	4	\$78,209.28
50%	50%	HP PPO-Individual	\$2,612.00	\$15,672.00	\$15,672.00	0	\$0.00
62%	38%	HP Benchmark-Individual	\$885.00	\$4,035.60	\$6,584.40	9	\$59,259.60
62%	38%	HP Benchmark - Family	\$2,305.00	\$10,510.80	\$17,149.20	7	\$120,044.40
62%	38%	Tufts Navigator Benchmark - Individual	\$945.00	\$4,309.20	\$7,030.80	8	\$56,246.40
62%	38%	Tufts Navigator Benchmark - Family	\$2,474.00	\$11,281.44	\$18,406.56	10	\$184,065.60
75%	25%	Fallon Direct Benchmark - Individual	\$647.00	\$1,941.00	\$5,823.00	14	\$81,522.00
75%	25%	Fallon Direct Benchmark - Family	\$1,742.00	\$5,226.00	\$15,678.00	3	\$47,034.00
75%	25%	Fallon Select Benchmark - Individual	\$695.00	\$2,085.00	\$6,255.00	130	\$814,796.05
75%	25%	Fallon Select Benchmark - Family	\$1,873.00	\$5,619.00	\$16,857.00	158	\$2,663,406.00
						346	\$4,126,456.93

HSAQ							
Town Contribution %	Employee Contribution %	Plan	Monthly Rate - FY 2019	Town Health Saving Acct. Contribution	Projected Employee Annual Plan Cost - FY 2019	Projected Town Annual Plan Cost - FY 2019	Projected Total Plan Cost FY 2019
62%	38%	BCBS HSAQ - ind (62/38)	\$807.00	\$1,000.00	\$3,679.92	\$7,004.08	1 \$7,004.08
62%	38%	BCBS HSAQ - fam(62/38)	\$2,166.00	\$2,000.00	\$9,876.96	\$18,115.04	2 \$36,230.08
62%	38%	HP -HSAQ - ind	\$698.00	\$1,000.00	\$3,182.88	\$6,193.12	6 \$37,158.72
62%	38%	HP -HSAQ - fam	\$1,820.00	\$2,000.00	\$8,299.20	\$15,540.80	2 \$31,081.60
62%	38%	Tufts Navigator HSAQ- Ind (62/38)	\$745.00	\$1,000.00	\$3,397.20	\$6,542.80	6 \$39,256.80
62%	38%	Tufts Navigator HSAQ- Fam (62/38)	\$1,952.00	\$2,000.00	\$8,901.12	\$16,522.88	3 \$49,568.64
75%	25%	Fallon Direct HSAQ - Ind (75/25)	\$556.00	\$1,000.00	\$1,668.00	\$6,004.00	8 \$48,032.00
75%	25%	Fallon Direct HSAQ - Fam (75/25)	\$1,498.00	\$2,000.00	\$4,494.00	\$15,482.00	2 \$30,964.00
75%	25%	Fallon Select HSAQ - Ind (75/25)	\$596.00	\$1,000.00	\$1,788.00	\$6,364.00	64 \$406,961.05
75%	25%	Fallon Select HSAQ - Fam (75/25)	\$1,608.00	\$2,000.00	\$4,824.00	\$16,472.00	75 \$1,228,897.89
						169	1,915,155

School Retirees - Projections for FY 2019

Non-Medicare Eligible Retirees							
Town %	Retiree Contribution	Plan	Monthly Rate - FY	Retiree Annual Rate	Projected Town Annual Rate - FY	Total Plans - Projected	Projected Total Plan Cost FY 2019
	%		2019	- FY 2019	2019		
62%	38%	Network Blue Benchmark - Individual	\$980.00	\$4,468.80	\$7,291.20	2	\$14,582.40
62%	38%	Network Blue Benchmark - Family	\$2,628.00	\$11,983.68	\$19,552.32	0	\$0.00
50%	50%	HP PPO-Individual	\$2,612.00	\$15,672.00	\$15,672.00	4	\$62,688.00
62%	38%	HP Benchmark-Individual	\$885.00	\$4,035.60	\$6,584.40	13	\$85,597.20
62%	38%	HP Benchmark - Family	\$2,305.00	\$10,510.80	\$17,149.20	6	\$102,895.20
62%	38%	Tufts Navigator Benchmark - Individual	\$945.00	\$4,309.20	\$7,030.80	7	\$49,215.60
62%	38%	Tufts Navigator Benchmark - Family	\$2,474.00	\$11,281.44	\$18,406.56	1	\$18,406.56
75%	25%	Fallon Direct Benchmark - Individual	\$647.00	\$1,941.00	\$5,823.00	0	\$0.00
75%	25%	Fallon Direct Benchmark - Family	\$1,742.00	\$5,226.00	\$15,678.00	0	\$0.00
75%	25%	Fallon Select Benchmark - Individual	\$695.00	\$2,085.00	\$6,255.00	30	\$187,650.00
75%	25%	Fallon Select Benchmark - Family	\$1,873.00	\$5,619.00	\$16,857.00	8	\$134,856.00
						71	\$655,890.96

Total Town Non-Medicare Eligible Retirees

Senior Plans							
Town %	Retiree Contribution	Plan	Employer Monthly Payment -6/18 to 12/18	Employer Monthly Rate - 1/19 to 6/19 *	Employer FY 19 Annual Cost	FY 19 Projected # of Senior Plans	FY 19 Total Cost
	50%		50%	Managed Blue for Seniors	\$227.95	\$240.24	\$2,809.11
50%	50%	Fallon Senior Plan	\$249.45	\$263.24	\$3,076.14	0	\$0.00
50%	50%	BCBS MEDEX Enhanced	\$241.95	\$255.22	\$2,982.99	116	\$346,026.84
50%	50%	HPHC MEDICARE Enhanced	\$237.45	\$250.40	\$2,927.10	172	\$503,461.20
50%	50%	Tufts Medicare Preferred HMO	\$209.45	\$220.44	\$2,579.34	36	\$92,856.24
50%	50%	Tufts Medicare Plus	\$244.95	\$258.43	\$3,020.25	65	\$196,316.25
						398	\$1,163,943
Total Town Senior Plans						398	\$1,163,942.52

New Plans - Projections for FY 2019

New FTEs included in the budget .

School	Plans	Cost	
Individual Plans	8	\$6,255.00	\$50,040.00
Family Plans	8	\$16,857.00	\$134,856.00
	16		\$184,896.00
<hr/>			
Total New Plans	16		\$184,896.00

Reserve Plans - Projections for FY 2019

In order to accommodate FTEs added in the budget and employee/retirees changing plans, the Town projects reserve plans that may be needed.

School	Plans	Cost	
Individual Plan Reserve	4	\$6,255.00	\$25,020.00
Family Plan Reserve	0	\$16,857.00	\$0.00
	4		\$25,020.00
<hr/>			
Total Reserve	4		\$25,020.00

Total Costs

Schools	Plans	Cost
Schools Active Employees	515	\$6,041,611.80
Schools Non-Medicare Eligible Retirees	71	\$655,890.96
Schools Retirees	398	\$1,163,942.52
School New Plans	16	\$184,896.00
Schools Reserve Plans	4	\$25,020.00
	1,004	\$8,071,361.28

Enterprise Active Employee Plans - Projections for FY 2019

Benchmark Plans

		Water & Sewer					
Enterprise %	Employee %	Plan	Monthly Rate - FY	Projected Enterprise		Projected Total Plan	
			2019	Annual Rate - FY 2019	Total Plans	Cost FY 2019	
62%	38%	Network Blue Benchmark - Individual	\$980.00	\$7,291.20	1	\$7,291.20	
62%	38%	Network Blue Benchmark - Family	\$2,628.00	\$19,552.32	0	\$0.00	
50%	50%	HP PPO-Individual	\$2,612.00	\$15,672.00	0	\$0.00	
62%	38%	HP Benchmark-Individual	\$885.00	\$6,584.40	0	\$0.00	
62%	38%	HP Benchmark - Family	\$2,305.00	\$17,149.20	0	\$0.00	
62%	38%	Tufts Navigator Benchmark - Individual	\$945.00	\$7,030.80	0	\$0.00	
62%	38%	Tufts Navigator Benchmark - Family	\$2,474.00	\$18,406.56	0	\$0.00	
75%	25%	Fallon Direct Benchmark - Individual	\$647.00	\$5,823.00	2	\$11,646.00	
75%	25%	Fallon Direct Benchmark - Family	\$1,742.00	\$15,678.00	2	\$31,356.00	
75%	25%	Fallon Select Benchmark - Individual	\$695.00	\$6,255.00	3	\$18,765.00	
75%	25%	Fallon Select Benchmark - Family	\$1,873.00	\$16,857.00	9	\$151,713.00	
						17	\$220,771.20

Sasson Trace Golf Course

		Sasson Trace Golf Course				
Enterprise %	Employee %	Plan	Monthly Rate - FY	Projected Enterprise		Projected Total Plan
			2019	Annual Rate - FY 2019	Total Plans	Cost FY 2019
75%	25%	Fallon Select Benchmark - Family	\$1,873.00	\$16,857.00	2	\$33,714.00

HSAQ

		Water & Sewer					
Enterprise %	Employee %	Plan	Monthly Rate - FY	Projected Enterprise		Projected Total Plan	
			2019	Enterprise Health Saving Acct. Contribution	Annual Plan Cost - FY 2019	Total Plans	Cost FY 2019
62%	38%	BCBS HSAQ - ind (62/38)	\$807.00	\$1,000.00	\$7,004.08	0	\$0.00
62%	38%	BCBS HSAQ - fam(62/38)	\$2,166.00	\$2,000.00	\$18,115.04	0	\$0.00
62%	38%	HP -HSAQ - ind	\$698.00	\$1,000.00	\$6,193.12	0	\$0.00
62%	38%	HP -HSAQ - fam	\$1,820.00	\$2,000.00	\$15,540.80	0	\$0.00
62%	38%	Tufts Navigator HSAQ- Ind (62/38)	\$745.00	\$1,000.00	\$6,542.80	0	\$0.00
62%	38%	Tufts Navigator HSAQ- Fam (62/38)	\$1,952.00	\$2,000.00	\$16,522.88	0	\$0.00
75%	25%	Fallon Direct HSAQ - Ind (75/25)	\$556.00	\$1,000.00	\$6,004.00	0	\$0.00
75%	25%	Fallon Direct HSAQ - Fam (75/25)	\$1,498.00	\$2,000.00	\$15,482.00	0	\$0.00
75%	25%	Fallon Select HSAQ - Ind (75/25)	\$596.00	\$1,000.00	\$6,364.00	2	\$12,728.00
75%	25%	Fallon Select HSAQ - Fam (75/25)	\$1,608.00	\$2,000.00	\$16,472.00	3	\$49,416.00
						5	\$62,144

Sasson Trace Golf Course

		Sasson Trace Golf Course					
Enterprise %	Employee %	Plan	Monthly Rate - FY	Projected Enterprise		Projected Total Plan	
			2019	Enterprise Health Saving Acct. Contribution	Annual Plan Cost - FY 2019	Total Plans	Cost FY 2019
75%	25%	Fallon Select HSAQ - Fam (75/25)	\$1,608.00	\$2,000.00	\$16,472.00	0	0

Enterprise Fund Retirees - Projections for FY 2019

Senior Plans

Water & Sewer

Enterprise Funds %	Retiree %	Plan	Employer Monthly	Employer Monthly Rate - Employer FY 19		FY 19 Projected # of Senior	FY 19 Total Cost
			Payment -6/18 to 12/18	1/19 to 6/19 *	Annual Cost	Plans	
50%		Managed Blue for Seniors	\$227.95	\$240.24	\$2,809.11	0	\$0.00
50%		Fallon Senior Plan	\$249.45	\$263.24	\$3,076.14	0	\$0.00
50%		BCBS MEDEX Enhanced	\$241.95	\$255.22	\$2,982.99	2	\$5,965.98
50%		HPHC MEDICARE Enhanced	\$237.45	\$250.40	\$2,927.10	2	\$5,854.20
50%		Tufts Medicare Preferred HMO	\$209.45	\$220.44	\$2,579.34	2	\$5,158.68
50%		Tufts Medicare Plus	\$244.95	\$258.43	\$3,020.25	3	\$9,060.75
						9	\$26,039.61
Water & Sewer Enterprise Funds Senior Plans							\$26,039.61

Sasson Trace Golf Course

Enterprise Funds %	Retiree %	Plan	Employer Monthly	Employer Monthly Rate - Employer FY 19		FY 19 Projected # of Senior	FY 19 Total Cost
			Payment -6/18 to 12/18	1/19 to 6/19 *	Annual Cost	Plans	
50%		Managed Blue for Seniors	\$227.95	\$240.24	\$2,809.11	0	\$0.00
50%		Fallon Senior Plan	\$249.45	\$263.24	\$3,076.14	0	\$0.00
50%		BCBS MEDEX Enhanced	\$241.95	\$255.22	\$2,982.99	0	\$0.00
50%		HPHC MEDICARE Enhanced	\$237.45	\$250.40	\$2,927.10	0	\$0.00
50%		Tufts Medicare Preferred HMO	\$209.45	\$220.44	\$2,579.34	0	\$0.00
50%		Tufts Medicare Plus	\$244.95	\$258.43	\$3,020.25	0	\$0.00
						0	\$0.00
Total Sasson Trace Golf Course Enterprise Funds Senior Plans							\$0.00

Non-Medicare Eligible Retirees

			Water & Sewer			
			Projected Enterprise			
Enterprise Funds %	Retiree %	Plan	Monthly Rate - FY 2019	Funds Annual Rate - FY 2019	Total Plans	Projected Total Plan Cost FY 2019
62%		Network Blue Benchmark - Individual	\$980.00	\$7,291.20	0	\$0.00
62%		Network Blue Benchmark - Family	\$2,628.00	\$19,552.32	0	\$0.00
50%		HP PPO-Individual	\$2,612.00	\$15,672.00	0	\$0.00
62%		HP Benchmark-Individual	\$885.00	\$6,584.40	2	\$13,168.80
62%		HP Benchmark - Family	\$2,305.00	\$17,149.20	0	\$0.00
62%		Tufts Navigator Benchmark - Individual	\$945.00	\$7,030.80	0	\$0.00
62%		Tufts Navigator Benchmark - Family	\$2,474.00	\$18,406.56	0	\$0.00
75%		Fallon Direct Benchmark - Individual	\$647.00	\$5,823.00	0	\$0.00
75%		Fallon Direct Benchmark - Family	\$1,742.00	\$15,678.00	0	\$0.00
75%		Fallon Select Benchmark - Individual	\$695.00	\$6,255.00	3	\$18,765.00
75%		Fallon Select Benchmark - Family	\$1,873.00	\$16,857.00	3	\$50,571.00
					8	\$82,504.80
Total Water & Sewer Enterprise Funds Non-Medicare Eligible Retirees						\$82,504.80

			Sasson Trace Golf Course			
			Projected Enterprise			
Enterprise Funds %	Retiree %	Plan	Monthly Rate - FY 2019	Funds Annual Rate - FY 2019	Total Plans	Projected Total Plan Cost FY 2019
62%		Network Blue Benchmark - Individual	\$980.00	\$7,291.20	0	\$0.00
62%		Network Blue Benchmark - Family	\$2,628.00	\$19,552.32	0	\$0.00
50%		HP PPO-Individual	\$2,612.00	\$15,672.00	0	\$0.00
62%		HP Benchmark-Individual	\$885.00	\$6,584.40	0	\$0.00
62%		HP Benchmark - Family	\$2,305.00	\$17,149.20	0	\$0.00
62%		Tufts Navigator Benchmark - Individual	\$945.00	\$7,030.80	1	\$7,030.80
62%		Tufts Navigator Benchmark - Family	\$2,474.00	\$18,406.56	0	\$0.00
75%		Fallon Direct Benchmark - Individual	\$647.00	\$5,823.00	0	\$0.00
75%		Fallon Direct Benchmark - Family	\$1,742.00	\$15,678.00	0	\$0.00
75%		Fallon Select Benchmark - Individual	\$695.00	\$6,255.00	0	\$0.00
75%		Fallon Select Benchmark - Family	\$1,873.00	\$16,857.00	0	\$0.00
					1	\$7,030.80
Total Sasson Trace Golf Course Enterprise Funds Non-Medicare Eligible Retiree Plans						

Total Costs

Enterprise Funds

	Plans	Cost
Water & Sewer Active Employees Plans	22	\$282,915.20
Water & Sewer Enterprise Funds Retirees Plans	17	\$108,544.41
		\$391,459.61
Sasson Trace Golf Course Active Employees Plans	2	\$33,714.00
Sasson Trace Golf Course Enterprise Funds Retirees Plans	1	\$7,030.80
		\$40,744.80



Town of Natick

Home of Champions

Unemployment Estimates

Unemployment Insurance is available for any employee who has worked for the Town of Natick - either as a result of being laid off or reduced hours. Historically, the Town of Natick averaged less than \$100,000 and while annual expenses spiked close to \$200,000 during economic downturns, FY2019 should continue the trend of payments below the \$100,000 mark. Natick has been fortunate that wholesale reductions in force have not been necessary; and at this time we do not anticipate any changes to Federal unemployment laws that will increase the pay outs.

Fiscal Year 2018 Unemployment		
Original Appropriation		\$ 65,000
<i>Amount Spent through November 2017</i>		<i>\$ 22,298</i>
Balance		\$ 42,702
School Department expenses through November 2016	\$ 18,590	
Town expenses through November 2016	\$ 2,650	
Service Fees	\$ 1,058	
Average Monthly Expenses (07/01/2017 to 11/30/2017)	\$ 2,360	
Amount Needed through end of year based upon case load		\$ 16,520
Estimated Unspent Balance @ 6/30/18		\$ 26,182

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

Estimate for FY 2019 \$65,000

At this time, we are proposing that \$65,000 be budgeted for unemployment benefits for FY 2019. Based upon claims analysis for FY17 and FY18 through the end of November 2017 and projected claims for the next fiscal year this expense account should be similar to FY18 appropriated amount of \$65,000.



Town of Natick

Home of Champions

Town & School Medicare - contribution for FY 2019

Preliminary Payroll Budget	\$	80,844,935
Department	Preliminary FY 2019 Payroll	
BD SELECTMEN/TN ADMINISTRATOR	1,006,197	
COMPTROLLER	369,239	
FINANCE DEPARTMENT	70,000	
ASSESSORS	353,070	
COLLECTOR/TREASURER	312,152	
INFORMATION SYSTEMS	347,899	
TOWN CLERK	262,222	
BOARD OF REGISTRARS	62,840	
COMMUNITY DEVELOPMENT	860,005	
POLICE DEPARTMENT	6,741,458	
FIRE DEPARTMENT	8,441,073	
WEIGHTS & MEASURES	23,400	
PARKING ENFORCEMENT	49,645	
EMERGENCY MANAGEMENT	5,000	
PUBLIC WORKS ENGINEERING	473,115	
PUBLIC WORKS - ADMIN	326,782	
PUBLIC WORKS EQUIP MAINT	583,175	
PUBLIC WORKS LFNR	618,445	
PUB WKS HWY MAINT/SANT/RECY	1,756,840	
FACILITIES MANAGEMENT	2,616,205	
BOARD OF HEALTH	561,323	
HUMAN SERVICES	126,700	
COMMUNITY SERVICES ADMIN	227,020	
COUNCIL ON AGING	316,013	
VETERANS SERVICES	127,046	
COMM ORGANIC FARM	180,700	
MORSE INSTITUTE LIBRARY	1,878,956	
BACON FREE LIBRARY	147,353	
RECREATIONS AND PARKS	357,655	
SCHOOLS	51,643,407	
	\$	80,844,935 @ '1.45%
	\$	1,172,252

Enterprise Funds Medicare - contribution for FY 2019

Enterprise Accounts

Department	Preliminary FY 2019 Payroll	
WATER & SEWER BILLING EXP	115,755	
SEWER	800,924	
WATER	1,247,097	
GOLF	300,236	
	\$	2,464,012 @ '1.45%
	\$	35,728



Town of Natick

Home of Champions

Department: Contributory Retirement

Appropriation Summary

	2016 Actual	2017 Actual	2018 Budgeted	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Operating Expenses						
Funding Schedule - Completion 2030	\$ 7,646,153	\$ 8,194,354	\$ 8,763,143	\$ 9,393,293	\$ 630,150	7.2%
Total Operating Expenses	\$ 7,646,153	\$ 8,194,354	\$ 8,763,143	\$ 9,393,293	\$ 630,150	7.2%
Total Contributory Retirement	\$ 7,646,153	\$ 8,194,354	\$ 8,763,143	\$ 9,393,293	\$ 630,150	7.2%

Budget Overview:

I. Main Purpose of the Department

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

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



Town of Natick
Home of Champions

Department: Contributory Retirement

Budget Detail:

	2016 Actual	2017 Appropriated	2018 Preliminary	2019 Preliminary	2018 vs. 2019	
					\$ (+/-)	% (+/-)
Funding Schedule - Completion 2030	\$ 7,646,153	\$ 8,194,354	\$ 8,763,143	\$ 9,393,293	\$ 630,150	7.19%
Personnel Services	\$ 7,646,153	\$ 8,194,354	\$ 8,763,143	\$ 9,393,293	\$ 630,150	7.19%
Total Contributory Retirement	\$ 7,646,153	\$ 8,194,354	\$ 8,763,143	\$ 9,393,293	\$ 630,150	7.19%

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

Total ESTIMATED Assessment for FY 2019	\$ 9,861,204
less Natick Housing Authority Assessment	\$ 140,985
less Golf Course Assessment	\$ 11,812
less Water/Sewer Assessment	\$ 315,114
Net Retirement Assessment (General Fund)	\$ 9,393,293



Town of Natick

Department: Non - Contributory Retirement

Appropriation Summary

	2016 Actual	2017 Actual	2018 Budgeted	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
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Other Personnel Services

Pensions - Non-Contributory	\$ 38,249	\$ 21,431	\$ 22,233	\$ 23,122	\$ 889	4.0%
Total Other Personnel Services	\$ 38,249	\$ 21,431	\$ 22,233	\$ 23,122	\$ 889	4.0%

Total Non-Contributory Retirement	\$ 38,249	\$ 21,431	\$ 22,233	\$ 23,122	\$ 889	4.0%
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Budget Overview:

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

Budget Detail:

	2016 Actual	2017 Actual	2018 Budgeted	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Pensions Police	\$ 4,618	\$ 4,618	\$ 5,060	\$ 5,263	\$ 202	4.0%
Pensions Fire	\$ 16,453	\$ 16,813	\$ 17,173	\$ 17,860	\$ 687	4.0%
Pensions School	\$ 17,177	\$ -	\$ -	\$ -	\$ -	
Other Personnel Services	\$ 38,249	\$ 21,431	\$ 22,233	\$ 23,123	\$ 889	4.0%
Total Non-Contributory Retirement	\$ 38,249	\$ 21,431	\$ 22,233	\$ 23,123	\$ 889	4.0%

Line-Item Detail:

Other Personnel Services:

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

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



Town of Natick

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

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Preliminary
CLAIMS	\$ 4,121	\$ 2,147	\$ 5,000	\$ 4,647
PREMIUMS & ADMIN	\$ 135,593	\$ 119,927	\$ 146,549	\$ 142,946
TOTAL	\$ 139,714	\$ 122,074	\$ 151,549	\$ 147,593

Worker's Compensation

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Preliminary
CLAIMS ADMIN	\$ 4,200	\$ 4,000	\$ 4,000	\$ 4,000
PREMIUMS	\$ 515,000	\$ 536,775	\$ 579,717	\$ 626,414
CLAIMS	\$ 49,600	\$ -	\$ -	\$ -
TOTAL	\$ 568,800	\$ 540,775	\$ 583,717	\$ 630,414



Town of Natick

LIUNA/MASS Laborers' Benefits Fund				
Contribution for Fiscal Year 2019 Budget				
<u>General Fund</u>				
UNION	EST HOURS	TOWN COST		AMOUNT
GENERAL FUND				
LABORERS	92216	1.37	\$	126,335.92
CLERICAL	38227	1.22	\$	46,636.94
SUPERVISORS	13704	1.37	\$	18,774.48
CUSTODIANS*	73558	1.22	\$	89,740.76
LIBRARY	35381	0.41	\$	14,506.21
GENERAL FUND				\$295,994.31
* SCHOOL PAYS 15 CENTS PER HOUR FOR SCH EMPLOYEES				
<u>Water & Sewer</u>				
LABORERS	42103	1.37	\$	57,681.11
CLERICAL	5849	1.37	\$	8,013.13
SUPERVISORS	6378	1.37	\$	8,737.86
WATER & SEWER				\$74,432.10
Total				\$370,426
* Massachusetts Laborers' Benefit Fund				
** LIUNA Pension Fund				

Property and Liability Insurance



FY 2019 Operational Budget Request

Department: Property & Liability Insurance

Appropriation Summary

	2015 Actual	2016 Actual	2017 Actual	2018 Appropriated	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Operating Expenses							
Purchase of Services	\$ 532,389	\$ 570,193	\$ 589,904	\$ 707,680	\$ 756,237	\$ 48,557	6.86%
Total Operating Expenses	\$ 532,389	\$ 570,193	\$ 589,904	\$ 707,680	\$ 756,237	\$ 48,557	6.86%
Total Property & Liability Insurance	\$ 532,389	\$ 570,193	\$ 589,904	\$ 707,680	\$ 756,237	\$ 48,557	6.86%

Budget Overview:

I. Main Purpose of the Department

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

II. Recent Developments

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

III. Current Challenges

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

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

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

V. On the Horizon

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

Budget Detail:

	2015 Actual	2016 Actual	2017 Actual	2018 Appropriated	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Package Policy Property/Liability	\$ 367,855	\$ 397,611	\$ 398,237	\$ 486,180	\$ 522,644	\$ 36,464	7.50%
Motor Vehicle	\$ 162,126	\$ 165,083	\$ 190,792	\$ 195,250	\$ 207,343	\$ 12,093	6.19%
Insurance Deductibles	\$ 2,408	\$ 7,499	\$ 875	\$ 26,250	\$ 26,250	\$ -	0.00%
Purchased Services	\$ 532,389	\$ 570,193	\$ 589,904	\$ 707,680	\$ 756,237	\$ 48,557	6.86%
Total Property & Liability Ins.	\$ 532,389	\$ 570,193	\$ 589,904	\$ 707,680	\$ 756,237	\$ 48,557	6.86%

Debt Service



FY 2019 Operational Budget Request

Department: Debt Service

Appropriation Summary

	2015 Actual	2016 Actual	2017 Appropriated	2018 Appropriated	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Operating Expenses							
Leased Equipment	\$ 111,096	\$ 142,669	\$ 148,703	\$ 149,203	\$ 147,203	\$ (2,000)	0.34%
Leased land			\$ 3,900	\$ 8,900	\$ 6,400	\$ (2,500)	128.21%
Principal	\$ 8,195,297	\$ 7,860,855	\$ 7,893,357	\$ 8,446,861	\$ 8,552,071	\$ 105,210	7.01%
Interest	\$ 2,578,344	\$ 2,706,374	\$ 2,449,397	\$ 3,044,991	\$ 3,679,347	\$ 634,356	24.32%
Total Expense	\$10,884,737	\$ 10,709,898	\$ 10,495,357	\$ 11,649,955	\$ 12,385,021	\$ 735,066	6.31%
Total Debt Service	\$ 10,884,737	\$ 10,709,898	\$ 10,495,357	\$ 11,649,955	\$ 12,385,021	\$ 735,066	6.31%

Budget Overview:

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

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

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

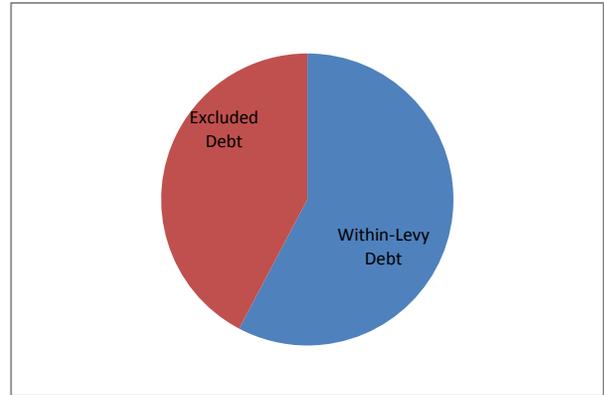
Positively for Natick, the community fares well on this indicator. Debt service of 20% of operating revenues is considered a problem. Ten percent (10%) is considered acceptable. Future issuance of debt should be timed so as to minimize its impact upon both the operating budget. This can be achieved by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

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

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

Within-Levy vs. Excluded Debt

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Within-Levy Debt	\$ 5,246,037	\$ 1,815,252	\$ 7,061,289
Excluded Debt	\$ 3,306,034	\$ 1,864,096	\$ 5,170,130
Total	\$ 8,552,071	\$ 3,679,347	\$ 12,231,418



Debt Limit

Equalized Valuation	\$	7,812,219,900
Current Debt Limit	\$	390,610,995

Debt Service Schedules



FY 2019 Operational Budget Request

Department: General Fund Debt Service

Year of Issue	Project	Fiscal Year 2019		Fiscal Year 2020		Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023	
		Principal	Interest								
2001	Septic Title V (MWPAT) T5-97-1026	\$ 7,597	\$ 636	\$ 7,597	\$ 209	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2004	Septic Title V (MWPAT) T5-97-1026-1	\$ 5,102	\$ 1,160	\$ 5,102	\$ 905	\$ 5,102	\$ 650	\$ 5,221	\$ 392	\$ 5,221	\$ 130.53
2009	Septic (MWPAT)	\$ 7,500	\$ -	\$ 7,500	\$ -	\$ 7,500	\$ -	\$ 7,500	\$ -	\$ 7,500	\$ -
2010	Municipal Complex HVAC	\$ 40,000	\$ 2,600	\$ 40,000	\$ 1,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2010	Sidewalk Tractor	\$ 10,000	\$ 325	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011	Community Senior Center	\$ 445,000	\$ 204,000	\$ 445,000	\$ 186,200	\$ 445,000	\$ 172,850	\$ 440,000	\$ 159,500	\$ 440,000	\$ 146,300
2011	Roads - Oak St	\$ 135,000	\$ 34,625	\$ 135,000	\$ 29,225	\$ 135,000	\$ 25,175	\$ 130,000	\$ 21,125	\$ 130,000	\$ 17,225
2011	Storage Bldg - Oak St Gravel Pit	\$ 10,000	\$ 1,000	\$ 10,000	\$ 600	\$ 10,000	\$ 300	\$ -	\$ -	\$ -	\$ -
2011	Fire - Engine Replacement	\$ 40,000	\$ 4,000	\$ 40,000	\$ 2,400	\$ 40,000	\$ 1,200	\$ -	\$ -	\$ -	\$ -
2011	Bldg Remodel - Police Dispatch	\$ 15,000	\$ 1,500	\$ 15,000	\$ 900	\$ 15,000	\$ 450	\$ 15,000	\$ -	\$ -	\$ -
2011	Replace DPW Dump Truck H-44	\$ 15,000	\$ 1,500	\$ 15,000	\$ 900	\$ 15,000	\$ 450	\$ 15,000	\$ -	\$ -	\$ -
2011	Replace DPW Dump Truck H-53	\$ 15,000	\$ 1,500	\$ 15,000	\$ 900	\$ 15,000	\$ 450	\$ 15,000	\$ -	\$ -	\$ -
2012	Community Senior Center	\$ 95,000	\$ 15,725	\$ 95,000	\$ 11,925	\$ 100,000	\$ 8,125	\$ 100,000	\$ 6,125	\$ 100,000	\$ 4,125
2012	DPW Equip - Dump Truck H-45	\$ 25,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	DPW Equip - Sidewalk Plow	\$ 20,000	\$ 800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	DPW Equip - Backhoe H-59	\$ 15,000	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	DPW Equip - Heavy Duty Truck - H-40	\$ 5,000	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	DPW Equip - Dump Truck LF-6	\$ 15,000	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	Recreation Bus #2	\$ 10,000	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	DPW Equip - Tractors - LF-14 & LF-15	\$ 10,000	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	DPW Garage Roof	\$ 10,000	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	Parking Meters (Reappropriation From Senior Center)	\$ 15,000	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	DPW Security Upgrades	\$ 5,000	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	Cole Center Repairs	\$ 20,000	\$ 800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	DPW - 75 West Street Expansion	\$ 80,000	\$ 9,400	\$ 80,000	\$ 6,200	\$ 75,000	\$ 3,000	\$ 75,000	\$ 1,500	\$ -	\$ -
2012	Landfill Capping (Net of Surplus to G.C.) *Refunded (See Golf Course)	\$ 90,170	\$ 5,382	\$ 89,460	\$ 1,819	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2013	DPW - Redesign Cottage Street	\$ 25,000	\$ 4,500	\$ 25,000	\$ 3,500	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,500	\$ 25,000	\$ 500
2013	DPW - Redesign Pine Street	\$ 25,000	\$ 4,500	\$ 25,000	\$ 3,500	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,500	\$ 25,000	\$ 500
2013	DPW - Roads & Sidewalks (Reappropriation From Comm Senior Center)	\$ 25,000	\$ 4,500	\$ 25,000	\$ 3,500	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,500	\$ 25,000	\$ 500
2013	DPW Equip. - Recycling Packers	\$ 125,000	\$ 10,000	\$ 125,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	DPW Equip. - Replace Dump Truck H-48	\$ 25,000	\$ 3,000	\$ 25,000	\$ 2,000	\$ 25,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -
2014	DPW Equip. - Replace Hooklift H-51	\$ 30,000	\$ 3,600	\$ 30,000	\$ 2,400	\$ 30,000	\$ 1,200	\$ -	\$ -	\$ -	\$ -
2014	DPW Equip. - Recycling Toters	\$ 85,000	\$ 3,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	Police - Replace Rooftop HVAC	\$ 15,000	\$ 2,325	\$ 10,000	\$ 1,725	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525
2014	JJ Lane Park	\$ 10,000	\$ 2,125	\$ 10,000	\$ 1,725	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525
2014	Field Fence Work	\$ 15,000	\$ 2,925	\$ 15,000	\$ 2,325	\$ 15,000	\$ 1,725	\$ 15,000	\$ 1,125	\$ 10,000	\$ 525
2014	Retaining Wall - Pond & Cemetery	\$ 30,000	\$ 10,538	\$ 30,000	\$ 9,338	\$ 30,000	\$ 8,138	\$ 30,000	\$ 6,938	\$ 30,000	\$ 5,738
2014	Roads (Collector/Arterial)	\$ 20,000	\$ 7,025	\$ 20,000	\$ 6,225	\$ 20,000	\$ 5,425	\$ 20,000	\$ 4,625	\$ 20,000	\$ 3,825
2014	Police - Dispatch Center	\$ 15,000	\$ 5,270	\$ 15,000	\$ 4,670	\$ 15,000	\$ 4,070	\$ 15,000	\$ 3,470	\$ 15,000	\$ 2,870
2014	Fire - Engine Replacement (#5)	\$ 75,000	\$ 8,800	\$ 75,000	\$ 6,000	\$ 75,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -
2014	DPW Equip. - Replace S-35 (Packer)	\$ 40,000	\$ 4,600	\$ 40,000	\$ 3,000	\$ 35,000	\$ 1,400	\$ -	\$ -	\$ -	\$ -
2014	DPW Equip. - Replace H-62 (Sweeper)	\$ 35,000	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014	Cole North Field Improvements	\$ 40,000	\$ 8,500	\$ 40,000	\$ 6,900	\$ 40,000	\$ 5,300	\$ 40,000	\$ 3,700	\$ 40,000	\$ 2,100
2015	Cole North Field Improvements	\$ 20,000	\$ 4,050	\$ 20,000	\$ 3,450	\$ 20,000	\$ 2,850	\$ 20,000	\$ 2,250	\$ 20,000	\$ 1,650
2015	Fire - Ambulance #3	\$ 40,000	\$ 2,400	\$ 40,000	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Debt Service Schedules

FY 2019 Operational Budget Request



Department: General Fund Debt Service

Year of Issue	Project	Fiscal Year 2019		Fiscal Year 2020		Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023	
		Principal	Interest								
2015	DPW Equip.-Replace Hooklift & Chassis S-37	\$ 25,000	\$ 4,650	\$ 25,000	\$ 3,900	\$ 25,000	\$ 3,150	\$ 20,000	\$ 2,400	\$ 20,000	\$ 1,800
2015	DPW Equip. - Replace Truck S-38	\$ 15,000	\$ 2,550	\$ 15,000	\$ 2,100	\$ 15,000	\$ 1,650	\$ 10,000	\$ 1,200	\$ 10,000	\$ 900
2015	Roads - Pine Street	\$ 70,000	\$ 22,660	\$ 70,000	\$ 20,560	\$ 65,000	\$ 18,460	\$ 65,000	\$ 16,510	\$ 65,000	\$ 14,560
2015	DPW - Public Works Bldg Expansion	\$ 25,000	\$ 5,100	\$ 25,000	\$ 4,350	\$ 25,000	\$ 3,600	\$ 25,000	\$ 2,850	\$ 25,000	\$ 2,100
2015	DPW - Drainage - Roads & Sidewalks	\$ 35,000	\$ 7,350	\$ 35,000	\$ 6,300	\$ 35,000	\$ 5,250	\$ 35,000	\$ 4,200	\$ 35,000	\$ 3,150
2015	Comm. Serv. - Replace Dug Pond Pier	\$ 10,000	\$ 2,100	\$ 10,000	\$ 1,800	\$ 10,000	\$ 1,500	\$ 11,500	\$ 1,200	\$ 10,000	\$ 900
2016	DPW - Public Works Bldg Expansion	\$ 10,000	\$ 2,335	\$ 10,000	\$ 1,935	\$ 10,000	\$ 1,535	\$ 10,000	\$ 1,235	\$ 10,000	\$ 935
2016	Roads - Pine Street	\$ 60,000	\$ 18,711	\$ 60,000	\$ 16,312	\$ 55,000	\$	\$ 55,000	\$ 12,911	\$ 55,000	\$ 11,811
2016	Pegan Ln Land Acquisition	\$ 50,000	\$ 22,738	\$ 50,000	\$ 20,738				\$ 17,238	\$ 50,000	\$ 15,738
2016	Roads & Sidewalks (Coll/Art)	\$ 10,000	\$ 2,335	\$ 10,000	\$ 1,935	\$ 10,000	\$ 1,535	\$ 10,000	\$ 1,235	\$ 10,000	\$ 935
2016	Drainage Improvements	\$ 35,000	\$ 8,173	\$ 35,000	\$ 6,773	\$ 35,000	\$ 5,373	\$ 35,000	\$ 4,323	\$ 35,000	\$ 3,273
2016	Replace H-57 Front-End Loader	\$ 25,000	\$ 5,688	\$ 25,000	\$ 4,688	\$ 25,000	\$ 3,688	\$ 25,000	\$ 2,688	\$ 20,000	\$ 1,688
2016	Drainage Improvements - Willow St.	\$ 20,000	\$ 4,370	\$ 20,000	\$ 3,570	\$ 20,000	\$ 2,770	\$ 20,000	\$ 1,970	\$ 20,000	\$ 1,170
2016	Replace H-56 Two Loader Mounted Snow Blowers	\$ 40,000	\$ 6,200	\$ 40,000	\$ 4,600	\$ 40,000	\$ 3,000	\$ 40,000	\$ 1,800	\$ 35,000	\$ 700
2016	Replace H-61 Sidewalk Machine	\$ 15,000	\$ 3,203	\$ 15,000	\$ 2,603	\$ 15,000	\$ 2,003	\$ 15,000	\$ 1,403	\$ 15,000	\$ 803
2016	Replace Trash Packer	\$ 40,000	\$ 6,400	\$ 40,000	\$ 4,800	\$ 40,000	\$ 3,200	\$ 40,000	\$ 2,000	\$ 40,000	\$ 800
2016	Parking Meter Upgrade	\$ 5,000	\$ 1,018	\$ 5,000	\$ 818	\$ 5,000	\$ 618	\$ 5,000	\$ 418	\$ 5,000	\$ 218
April 2017	Cole North Field	\$ 10,000	\$ 4,300	\$ 10,000	\$ 3,800	\$ 10,000	\$ 3,600	\$ 10,000	\$ 3,100	\$ 10,000	\$ 2,600
April 2017	IT - Telephone System Upgrade Hardware	\$ 80,000	\$ 25,100	\$ 80,000	\$ 21,100	\$ 80,000	\$ 19,500	\$ 80,000	\$ 15,500	\$ 80,000	\$ 11,500
April 2017	IT - Telephone System Upgrade Software	\$ 10,000	\$ 700	\$ 10,000	\$ 200						
April 2017	Facilities - Air Handler (Cole Center)	\$ 15,000	\$ 2,300	\$ 15,000	\$ 1,550	\$ 15,000	\$ 1,250	\$ 10,000	\$ 500		
April 2017	DPW - Replace M-2 (Truck)	\$ 20,000	\$ 2,900	\$ 20,000	\$ 1,900	\$ 15,000	\$ 1,500	\$ 15,000	\$ 750		
April 2017	Replace LF-9 Bucket Truck	\$ 20,000	\$ 7,150	\$ 20,000	\$ 6,150	\$ 20,000	\$ 5,750	\$ 20,000	\$ 4,750	\$ 20,000	\$ 3,750
April 2017	Replace East School Roof	\$ 15,000	\$ 9,550	\$ 15,000	\$ 8,800	\$ 15,000	\$ 8,500	\$ 15,000	\$ 7,750	\$ 15,000	\$ 7,000
April 2017	East Field Renovation - Engineering	\$ 40,000	\$ 6,200	\$ 35,000	\$ 4,200	\$ 35,000	\$ 3,500	\$ 35,000	\$ 1,750		
April 2017	Charles River Bridge - Engineering	\$ 25,000	\$ 3,750	\$ 25,000	\$ 2,500	\$ 25,000	\$ 2,000	\$ 25,000	\$ 1,000		
April 2017	Replace Ambulance	\$ 45,000	\$ 6,800	\$ 40,000	\$ 4,550	\$ 40,000	\$ 3,750	\$ 35,000	\$ 1,750		
April 2017	Replace H-50 - Dump Truck	\$ 20,000	\$ 4,400	\$ 20,000	\$ 3,400	\$ 15,000	\$ 3,000	\$ 15,000	\$ 2,250	\$ 15,000	\$ 1,500
April 2017	Replace H-63 - Street Sweeper	\$ 25,000	\$ 7,250	\$ 25,000	\$ 6,000	\$ 25,000	\$ 5,500	\$ 25,000	\$ 4,250	\$ 20,000	\$ 3,000
April 2017	Replace S-33 (+36000 re-app)	\$ 25,000	\$ 9,250	\$ 25,000	\$ 8,000	\$ 25,000	\$ 7,500	\$ 25,000	\$ 6,250	\$ 20,000	\$ 5,000
April 2017	Roads & Sidewalks (Coll/Art)	\$ 60,000	\$ 35,050	\$ 60,000	\$ 32,050	\$ 60,000	\$ 30,850	\$ 60,000	\$ 27,850	\$ 60,000	\$ 24,850
April 2017	Field Renovations	\$ 10,000	\$ 5,700	\$ 10,000	\$ 5,200	\$ 10,000	\$ 5,000	\$ 10,000	\$ 4,500	\$ 10,000	\$ 4,000
April 2017	Design Roadway and Sidewalk Improvements - South Mian St	\$ 55,000	\$ 9,350	\$ 55,000	\$ 6,600	\$ 55,000	\$ 5,500	\$ 55,000	\$ 2,750		
April 2017	Replace DPW Roof - Equip Maint Garage	\$ 15,000	\$ 10,163	\$ 15,000	\$ 9,413	\$ 15,000	\$ 9,113	\$ 15,000	\$ 8,363	\$ 15,000	\$ 7,613
April 2017	Navy Yard Field Renovation - Engineering	\$ 20,000	\$ 2,900	\$ 20,000	\$ 1,900	\$ 15,000	\$ 1,500	\$ 15,000	\$ 750		
April 2017	Road Improvements - Cottage Street	\$ 135,000	\$ 79,150	\$ 135,000	\$ 72,400	\$ 135,000	\$ 69,700	\$ 135,000	\$ 62,950	\$ 135,000	\$ 56,200
April 2017	Replace H-63 - Street Sweeper Supplement	\$ 10,000	\$ 2,700	\$ 10,000	\$ 2,200	\$ 10,000	\$ 2,000	\$ 5,000	\$ 1,500	\$ 5,000	\$ 1,250
April 2017	Upgrade DPW Radio System	\$ 40,000	\$ 6,550	\$ 40,000	\$ 4,550	\$ 40,000	\$ 3,750	\$ 35,000	\$ 1,750		
April 2017	Charles River Bridge - Rehab	\$ 35,000	\$ 25,638	\$ 35,000	\$ 23,888	\$ 35,000	\$ 23,188	\$ 35,000	\$ 21,438	\$ 35,000	\$ 19,688
April 2017	Purchase New Recycling Side Arm Packer	\$ 35,000	\$ 9,450	\$ 35,000	\$ 7,700	\$ 35,000	\$ 7,000	\$ 35,000	\$ 5,250	\$ 35,000	\$ 3,500
April 2017	Town Hall HVAC Rooftop Units	\$ 10,000	\$ 3,950	\$ 10,000	\$ 3,450	\$ 10,000	\$ 3,250	\$ 10,000	\$ 2,750	\$ 10,000	\$ 2,250
April 2017	Pond Street Sidewalk & Guardrail Replace	\$ 25,000	\$ 10,250	\$ 25,000	\$ 9,000	\$ 25,000	\$ 8,500	\$ 25,000	\$ 7,250	\$ 25,000	\$ 6,000
July 2017	Replace 2001 Fire Pumper	\$ 81,600	\$ 19,632	\$ 75,000	\$ 16,500	\$ 75,000	\$ 13,500	\$ 75,000	\$ 10,500	\$ 75,000	\$ 7,500
July 2017	Replace S-31 Trash Packer	\$ 40,000	\$ 9,848	\$ 40,000	\$ 8,249	\$ 40,000	\$ 6,648	\$ 40,000	\$ 5,048	\$ 36,200	\$ 3,524
July 2017	Replace H-58 (Font End Loader)	\$ 27,800	\$ 9,156	\$ 25,000	\$ 8,100	\$ 25,000	\$ 7,100	\$ 25,000	\$ 6,100	\$ 25,000	\$ 5,100
July 2017	Replace H-72 Side Walk Bombardier	\$ 23,000	\$ 6,060	\$ 20,000	\$ 5,200	\$ 15,000	\$ 4,500	\$ 15,000	\$ 3,900	\$ 15,000	\$ 3,300
July 2017	Replace Cole Roof	\$ 28,300	\$ 16,566	\$ 25,000	\$ 15,500	\$ 25,000	\$ 14,500	\$ 25,000	\$ 13,500	\$ 25,000	\$ 12,500
July 2017	Park and Field Renovations	\$ 25,000	\$ 5,940	\$ 25,000	\$ 4,940	\$ 25,000	\$ 3,940	\$ 25,000	\$ 2,940	\$ 21,000	\$ 2,020
July 2017	Roadway & Sidewalks Supplement	\$ 65,000	\$ 33,700	\$ 60,000	\$ 31,200	\$ 60,000	\$ 28,800	\$ 60,000	\$ 26,400	\$ 60,000	\$ 24,000
Up Coming Bond Auth.											
2018	Document Archiving	\$ 50,000	\$ 11,250	\$ 50,000	\$ 9,000	\$ 50,000	\$ 6,750	\$ 50,000	\$ 4,500	\$ 50,000	\$ 2,250
2018	Replacement of SCBA equipment	\$ 25,000	\$ 7,250	\$ 25,000	\$ 6,250	\$ 20,000	\$ 5,000	\$ 20,000	\$ 4,000	\$ 20,000	\$ 3,000
2018	East Field Renovations	\$ 170,000	\$ 126,750	\$ 170,000	\$ 118,250	\$ 170,000	\$ 109,750	\$ 170,000	\$ 101,250	\$ 170,000	\$ 92,750
2018	Navy Yard Field Renovations	\$ 110,000	\$ 80,000	\$ 110,000	\$ 74,500	\$ 110,000	\$ 69,000	\$ 110,000	\$ 63,500	\$ 110,000	\$ 52,500
2018	Acquisition CSX Saxonville Branch	\$ 200,000	\$ 118,400	\$ 200,000	\$ 110,400	\$ 200,000	\$ 102,400	\$ 200,000	\$ 64,400	\$ 200,000	\$ 86,400
2018	North Ave Area Drainage Improvements	\$ 30,000	\$ 13,500	\$ 30,000	\$ 12,150	\$ 30,000	\$ 10,800	\$ 30,000	\$ 9,450	\$ 30,000	\$ 8,100
2018	Replace Fire Station 4 (West Natick)	\$ 550,000	\$ 440,000	\$ 550,000	\$ 418,000	\$ 550,000	\$ 396,000	\$ 550,000	\$ 374,000	\$ 550,000	\$ 352,000
2018	Municipal Complex Roof Design	\$ 29,000	\$ 6,525	\$ 29,000	\$ 5,220	\$ 29,000	\$ 3,915	\$ 29,000	\$ 2,610	\$ 29,000	\$ 1,305
2018	Charles River Dam - Engineering & Repairs	\$ 45,000	\$ 30,375	\$ 45,000	\$ 28,350	\$ 45,000	\$ 26,325	\$ 45,000	\$ 24,300	\$ 45,000	\$ 22,275
2018	Roadway and Sidewalk	\$ 70,000	\$ 40,000	\$ 70,000	\$ 37,200	\$ 70,000	\$ 34,400	\$ 70,000	\$ 31,600	\$ 70,000	\$ 28,800

Debt Service Schedules



FY 2019 Operational Budget Request

Department: General Fund Debt Service

Year of Issue	Project	Fiscal Year 2019		Fiscal Year 2020		Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2018	Roadway Washington Ave Design	\$ 50,000	\$ 10,000	\$ 50,000	\$ 8,000	\$ 50,000	\$ 6,000	\$ 50,000	\$ 4,000	\$ 50,000	\$ 2,000
Sub-Total (Gen'l Gov)		\$ 4,765,069	\$ 1,784,092	\$ 4,448,659	\$ 1,585,230	\$ 4,046,602	\$ 1,398,266	\$ 3,793,221	\$ 1,241,376	\$ 3,463,921	\$ 1,117,541
2004	Wilson Middle School (Refunded 2014)	\$ 465,000	\$ 96,600	\$ 460,000	\$ 78,000	\$ 455,000	\$ 59,600	\$ 450,000	\$ 41,400	\$ 450,000	\$ 23,400
2004	Wilson Middle School (Refunded 2014)	\$ 60,000	\$ 12,750	\$ 60,000	\$ 10,350	\$ 60,000	\$ 7,950	\$ 60,000	\$ 5,550	\$ 60,000	\$ 3,150
2009	Kennedy Renovations	\$ 120,000	\$ 7,800	\$ 120,000	\$ 3,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2010	Memorial Renovations	\$ 165,000	\$ 10,725	\$ 165,000	\$ 5,363	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2010	High School - Construction	\$ 1,925,000	\$ 890,313	\$ 1,925,000	\$ 813,313	\$ 1,925,000	\$ 755,563	\$ 1,925,000	\$ 697,813	\$ 1,925,000	\$ 640,063
2011	High School - Plans	\$ 50,000	\$ 21,163	\$ 50,000	\$ 19,163	\$ 45,000	\$ 17,663	\$ 45,000	\$ 16,313	\$ 45,000	\$ 14,963
2011	High School - Design	\$ 25,000	\$ 11,563	\$ 25,000	\$ 10,563	\$ 25,000	\$ 9,813	\$ 25,000	\$ 9,063	\$ 25,000	\$ 8,313
2011	Johnson Boilers	\$ 25,000	\$ 2,350	\$ 25,000	\$ 1,350	\$ 20,000	\$ 600	\$ -	\$ -	\$ -	\$ -
2011	Johnson Exterior Windows	\$ 10,000	\$ 1,000	\$ 10,000	\$ 600	\$ 10,000	\$ 300	\$ -	\$ -	\$ -	\$ -
2011	Memorial Fire Alarm System	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,500	\$ 25,000	\$ 750	\$ -	\$ -	\$ -	\$ -
2011	Johnson Repairs	\$ 25,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	Johnson Repairs	\$ 10,000	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	Kennedy School Equipment	\$ 30,000	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	Bennett-Hemenway School *Refunded	\$ 82,000	\$ 5,480	\$ 53,000	\$ 2,780	\$ 43,000	\$ 860	\$ -	\$ -	\$ -	\$ -
2013	Kennedy - Replace Electrical Serv.	\$ 15,000	\$ 2,700	\$ 15,000	\$ 2,100	\$ 15,000	\$ 1,500	\$ 15,000	\$ 900	\$ 15,000	\$ 300
2013	High School - Construction (Re-Approp. 2015 FATM - Art 10)	\$ 151,034	\$ 70,608	\$ 151,034	\$ 64,567	\$ 151,034	\$ 58,526	\$ 151,034	\$ 52,484	\$ 151,034	\$ 46,443
2014	Ben-Hem - School Playground	\$ 20,000	\$ 3,388	\$ 15,000	\$ 2,588	\$ 15,000	\$ 1,988	\$ 15,000	\$ 1,388	\$ 15,000	\$ 788
2014	Memorial - Boiler Replacement	\$ 30,000	\$ 9,182	\$ 30,000	\$ 7,982	\$ 25,000	\$ 6,782	\$ 25,000	\$ 5,782	\$ 25,000	\$ 4,782
2014	Memorial - School Lighting	\$ 15,000	\$ 2,325	\$ 10,000	\$ 1,725	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525
2014	Replace Windows - Johnson	\$ 20,000	\$ 3,388	\$ 15,000	\$ 2,588	\$ 15,000	\$ 1,988	\$ 15,000	\$ 1,388	\$ 15,000	\$ 788
2015	Kennedy Middle School Portable Classrooms	\$ 40,000	\$ 2,400	\$ 40,000	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2015	Purchase & Install Portable Classrooms(Re-Approp. 2015 FATM - Art 10)	\$ 60,989	\$ 28,513	\$ 60,989	\$ 26,073	\$ 60,989	\$ 23,634	\$ 60,989	\$ 21,194	\$ 60,989	\$ 18,754
2015	Purchase & Install Portable Classrooms(Re-Approp. 2015 FATM - Art 10)	\$ 32,423	\$ 15,158	\$ 32,423	\$ 13,862	\$ 32,423	\$ 12,564	\$ 32,423	\$ 11,267	\$ 32,423	\$ 9,970
2015	Lilja - Roof Replacement(Re-Approp. 2015 FATM - Art 10)	\$ 30,556	\$ 13,064	\$ 30,556	\$ 11,842	\$ 30,556	\$ 10,620	\$ 30,556	\$ 10,618	\$ 30,556	\$ 4,698
April 2017	Lilja - Roof Replacement	\$ 25,000	\$ 15,200	\$ 25,000	\$ 13,950	\$ 25,000	\$ 13,450	\$ 25,000	\$ 12,200	\$ 25,000	\$ 10,950
April 2017	Brown - Replace sidewalks	\$ 10,000	\$ 3,550	\$ 10,000	\$ 3,050	\$ 10,000	\$ 2,850	\$ 5,000	\$ 2,350	\$ 5,000	\$ 2,100
April 2017	Wilson - Replace sidewalks	\$ 10,000	\$ 3,550	\$ 10,000	\$ 3,050	\$ 10,000	\$ 2,850	\$ 5,000	\$ 2,350	\$ 5,000	\$ 2,100
April 2017	Brown School Roof Replacement	\$ 45,000	\$ 30,300	\$ 45,000	\$ 28,050	\$ 45,000	\$ 27,150	\$ 45,000	\$ 24,900	\$ 45,000	\$ 22,650
July 2017	Lilja School - Install Modular Classrooms	\$ 100,000	\$ 69,550	\$ 100,000	\$ 65,550	\$ 100,000	\$ 61,550	\$ 100,000	\$ 57,550	\$ 100,000	\$ 53,550
July 2017	Natick High School - Install Irrigation Well	\$ 15,000	\$ 3,412	\$ 15,000	\$ 2,812	\$ 15,000	\$ 2,212	\$ 12,800	\$ 1,056	\$ 10,000	\$ 600
Up Coming Bond Auth.											
2018	Kennedy Middle School Design *	\$ 150,000	\$ 104,125	\$ 150,000	\$ 98,875	\$ 150,000	\$ 93,625	\$ 150,000	\$ 88,375	\$ 150,000	\$ 83,125
2018	Kennedy Middle School*		\$ 450,000		\$ 1,975,000	\$ 3,650,000	\$ 2,920,000	\$ 3,650,000	\$ 2,774,000	\$ 3,650,000	\$ 2,628,000
Sub-Total		\$ 3,787,002	\$ 1,895,256	\$ 3,673,002	\$ 3,271,745	\$ 6,968,002	\$ 4,095,712	\$ 6,852,802	\$ 3,838,863	\$ 6,850,002	\$ 3,580,009
General Fund Total		\$ 8,552,071	\$ 3,679,347	\$ 8,121,661	\$ 4,856,974	\$ 11,014,604	\$ 5,493,977	\$ 10,646,023	\$ 5,080,239	\$ 10,313,923	\$ 4,697,550
* Assumes Exempt Debt			\$ 12,231,418		\$ 12,978,635		\$ 16,508,581		\$ 15,726,262		\$ 15,011,473



Town of Natick

Home of Champions

Department: Debt Service

Leased Equipment

	2015 Actual	2016 Actual	2017 Actual	2018 Appropriated	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Police Motorcycles	12,594	13,200	13,000	13,250	13,500	250	1.89%
Motor Vehicle Excise Tax	1,098	-	1,200	1,250	1,300	50	4.00%
Municipal Street Lights	-	73,503	73,503	73,503	73,503	-	0.00%
Mailing Equipment	18,462	18,577	18,865	21,000	20,400	(600)	-2.86%
Copiers	34,627	37,389	37,389	40,200	38,500	(1,700)	-4.23%
Purchased Services	66,781	142,669	143,957	149,203	147,203	(2,000)	-1.34%
Total Leased Equipment	66,781	142,669	143,957	149,203	147,203	(2,000)	-1.34%

Leased Equipment

Land Lease (JJ Lane Park)	-	-	3,900	3,900	3,900	-	0.00%
Camp Arrowhead*				5,000	2,500	(2,500)	-50.00%
Total Leased Land	-	-	3,900	8,900	6,400	(2,500)	-28.09%

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

Narrative:

Principal Payments:

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

Interest Payments:

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

Leased Equipment:

Motorcycle leases for the Police Department \$13,500, Excise Tax for leased motorcycles \$1,300, leased postage / mail room equipment \$20,400, copier equipment for the copy center \$38,500. The annual amount of the LED street light lease is \$73,073. Total leased equipment budget \$147,203.

Leased Land:

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

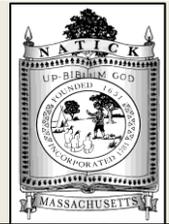


Town of Natick

FY 2019 Town Administrator's Preliminary Budget

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Facilities Management



FY 2019 Operational Budget Request

James Kane, Director

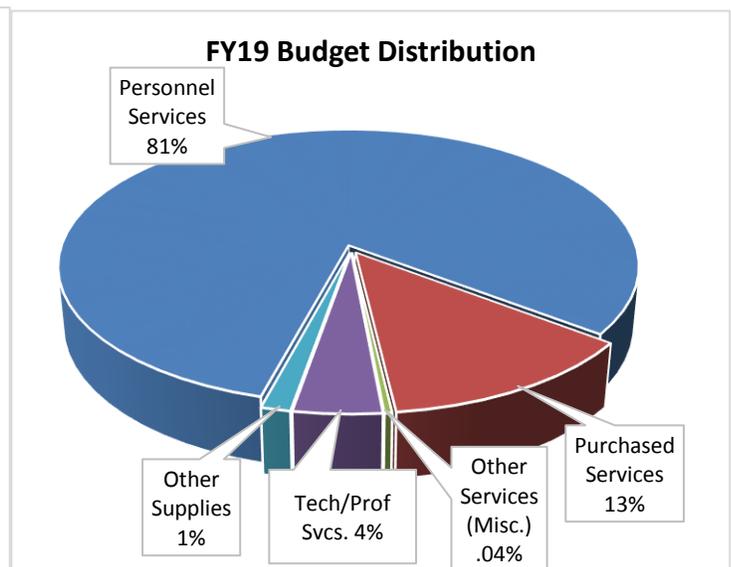
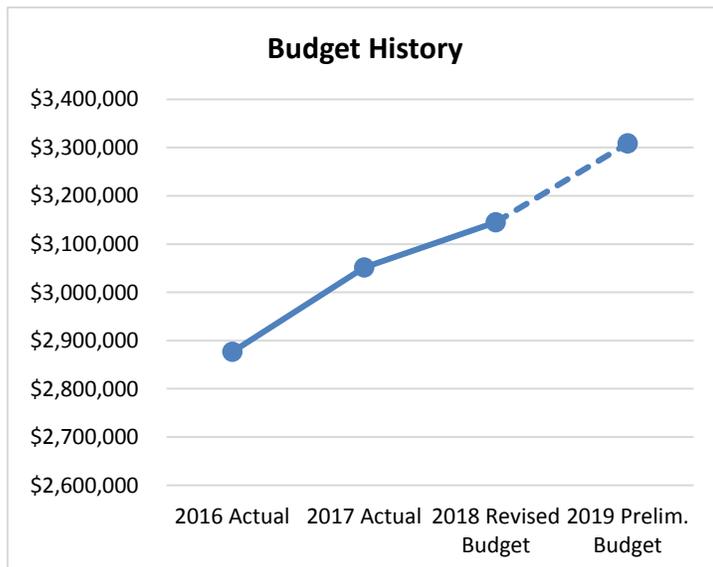
Mission:

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

Budget Highlights for FY 2019:

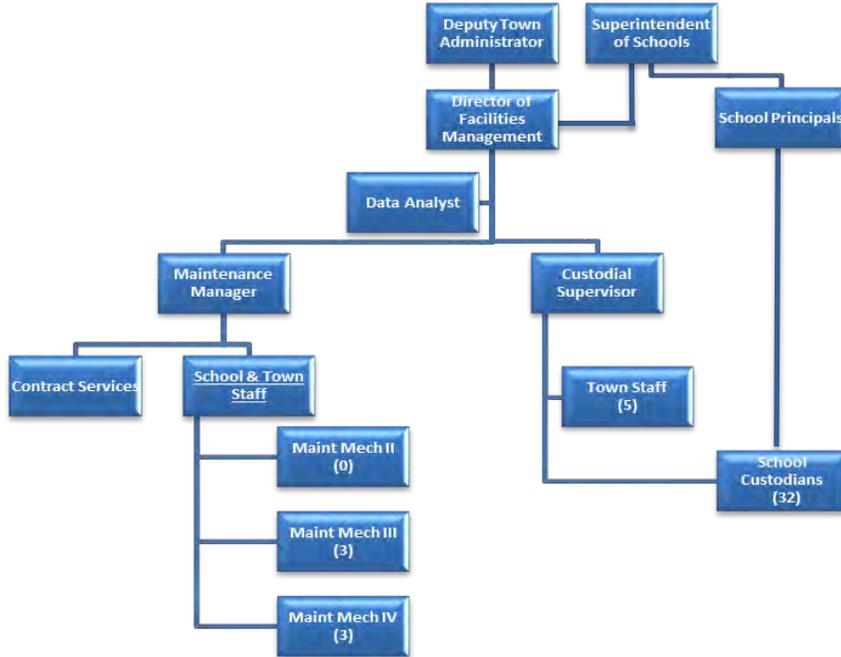
- Salaries Additional Compensation Operational increased by \$9,600 or approximately 38% due to new contract language providing a \$200 stipend for 10 hours of staff training and licensing.
- New Initiatives: Seeking three new positions, Project Manager, Custodian Floater, and Summer Intern.

Budget Summary



Facilities Management

Department - Organizational Summary

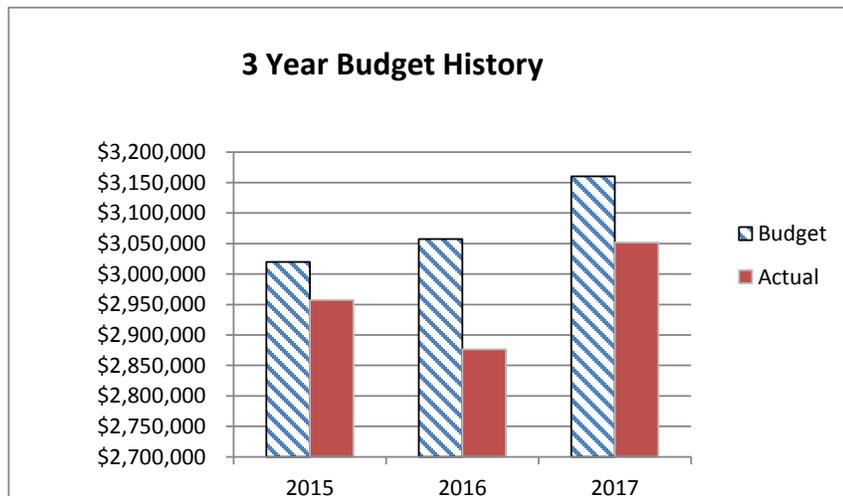


Total Staff - 47 FTEs (number per position in parentheses)

Notes

Contract Services: Electrician, HVAC, Boiler, Exterminator, Elevators, Alarms, Plumber, DDC Systems
Maint Mech II: 0 General Maintenance
Maint Mech III: 1 General Maintenance, 2 Painters
Maint Mech IV: 1 HVAC, 2 Carpenters
Town Staff: 1 Town Hall, 1 Library, 1 Police/Fire, 1 Cole, 1 Senior Center
School Custodians: 10.5 High School, 3.5 Kennedy, 4.5 Wilson, 3.5 Ben-Hem, Memorial 2.5, Lilja 3.0, Brown 3.0, Johnson 1.5

Department by the Numbers



Facilities Management

Description	2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	2018 vs. 2019	
Salaries					\$ (+/-)	%(+/-)
Personnel Services	2,394,933	2,482,931	2,524,801	2,686,205	161,404	6.39%
Operating Expenses						
Purchased Services	327,383	402,654	416,015	423,500	7,485	1.80%
Other Services (Misc.)	10,000	10,770	12,000	12,000	0	0.00%
Tech/Professional Services	104,744	108,772	144,843	140,000	-4,843	-3.34%
Other Supplies	39,487	46,693	47,863	47,000	-863	-1.80%
Total Expenses	481,614	568,889	620,721	622,500	1,779	0.29%
Total Facilities Management	2,876,546	3,051,820	3,145,522	3,308,705	163,183	5.19%

Facilities Management



Department: Facilities Management

		2016 Actual	2017 Actual	2018 Revised	2019 Preliminary	2018 vs. 2019 \$ (+/-) % (+/-)	
Salaries Supervisory		\$ 183,089	\$ 249,735	\$ 248,778	\$ 322,600	\$ 73,822	29.67%
Salaries Technical & Professional		\$ 56,458	\$ 55,211	\$ 55,000	\$ 56,400	\$ 1,400	2.55%
Salaries Operational Staff		\$ 1,935,390	\$ 1,926,411	\$ 1,988,720	\$ 2,057,205	\$ 68,485	3.44%
Salaries Part-Time Operational		\$ 36,300	\$ 38,207	\$ 37,100	\$ 40,000	\$ 2,900	7.82%
Salaries Add'l Comp Operational		\$ 26,000	\$ 25,600	\$ 25,400	\$ 35,000	\$ 9,600	37.80%
Salaries Staff Overtime		\$ 157,695	\$ 187,766	\$ 169,803	\$ 175,000	\$ 5,197	3.06%
Personnel Services	¹	\$ 2,394,932	\$ 2,482,930	\$ 2,524,801	\$ 2,686,205	\$ 161,404	6.39%
Repairs & Maint. Facilities	²	\$ 290,333	\$ 374,106	\$ 362,515	\$ 370,000	\$ 7,485	2.06%
Repairs & Maint. (5 Auburn Street)		\$ 9,843	\$ 6,381	\$ 26,000	\$ 26,000	\$ -	0.00%
Repairs & Maint. Elevator/Chair lift	³	\$ 27,206	\$ 22,167	\$ 27,500	\$ 27,500	\$ -	0.00%
Purchase of Services		\$ 327,383	\$ 402,654	\$ 416,015	\$ 423,500	\$ 7,485	1.80%
Clothing Allowance Oper. Staff		\$ 10,000	10,770	12,000	12,000	\$ -	0.00%
Other Services (Misc.)		\$ 10,000	\$ 10,770	\$ 12,000	\$ 12,000	\$ -	0.00%
Contractual Svs - Cleaning	⁴	\$ 104,744	\$ 108,772	\$ 144,843	\$ 140,000	\$ (4,843)	-3.34%
Tech/Professional Services		\$ 104,744	\$ 108,772	\$ 144,843	\$ 140,000	\$ (4,843)	-3.34%
Custodial Supplies		\$ 39,487	\$ 46,693	\$ 47,863	\$ 47,000	\$ (863)	-1.80%
Other Supplies		\$ 39,487	\$ 46,693	\$ 47,863	\$ 47,000	\$ (863)	-1.80%
Total Department		\$ 2,876,546	\$ 3,051,819	\$ 3,145,522	\$ 3,308,705	\$ 163,183	5.19%

Footnotes:

¹ Salaries:

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

Technical & Professional - Data Analyst

Operational - 43 employees who maintain and care for Town buildings

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

Additional Compensation Operational - Longevity and training stipends for operational staff

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

Purchased Services:

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

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

Technical/Professional Services:

⁴ Contractual Cleaning Services - Contracted cleaning services for the Senior Center, Fire Station, Police Station, Morse Institute Library, Town Hall, Public Works, Water Treatment Plant, JJ Lane Park, and Natick Organic Farm.

Department: Facilities Management

Project Title: Project Manager

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management	1	\$70,000.00	Yes	Management Staff
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$70,000.00		

Expenses	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Benefits	\$16,308.00	Yes	Health Insurance
	\$1,015.00	Yes	Medicare
	\$2,996.00	Yes	Retirement
Total Expenses	\$20,319.00		
Total Project Costs	\$90,319.00		

Purpose/Description of Request

In order to handle all the additional contracted work and provide better oversight for Town and School staff, this request is for a Project Manager. This position will oversee all of the contracted work done by FMD and free up the Director and maintenance manager allowing them more time to address daily operational issues and regularly interact with building occupants. This would help the Department better meet the volume and time lines, and lead to better communication with the School Department and the Town. The Project Manager would be able to provide more detailed specifications and allow the Department to undertake more complicated projects.

Population to be Served

Both Town and schools.

Revenue Impact

This position would be a reoccurring expense each fiscal year.

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

Project Title: Custodian Floater

Personnel Services				
	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff	1	\$36,226.97	Yes	Operational Staff person
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$36,226.97		
Expenses				
		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Benefits		\$16,308.00	Yes	Health Insurance
		\$525.29	Yes	Medicare
		\$1,550.51	Yes	Retirement
Travel		\$500.00	Yes	Mileage Reimbursement
Total Expenses		\$18,883.81		
Total Project Costs		\$55,110.78		

Purpose/Description of Request

This full time position would allow the department to fill vacancies on a daily basis using a custodian floater. Currently the department has at least one (1) vacancy every day and the practice has been to fill these positions with current employees using the overtime budget. The average hourly overtime rate is \$36, this equates to \$74K annually to cover at least one (1) position. This does not take into account often times the department is unable to find available staff to cover all the vacancies.

Population to be Served

Both Town and schools.

Revenue Impact

This position would be a reoccurring expense each fiscal year.

FOR EXECUTIVE OFFICE USE	Date Submitted: _____	Date _____
Reviewed: _____		
<input type="checkbox"/> Approved	Recommended Budget: _____	



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

Section X

Water/Sewer Enterprise Fund

Water & Sewer Enterprise Fund	
Water Supply & Distribution	208
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Utility Billing	215
Debt Service	217



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

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Water & Sewer



FY 2019 Operational Budget Request

Jeremy Marsette PE, Director of Public Works

Mission:

Water & Sewer Operations:

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

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

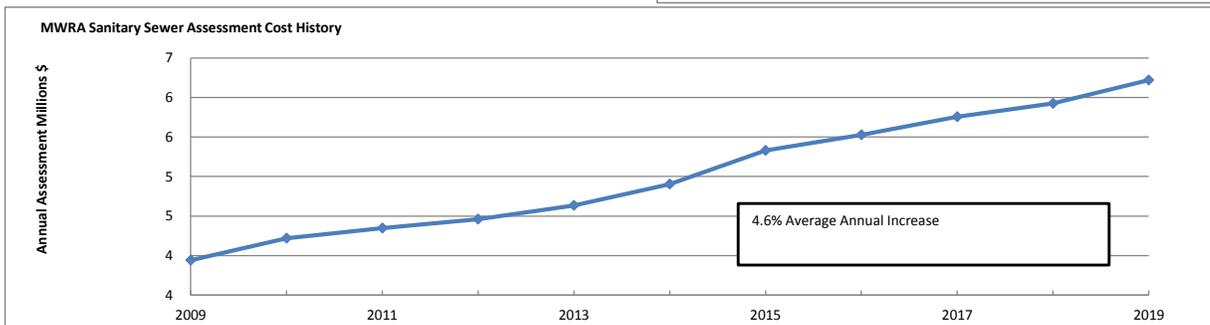
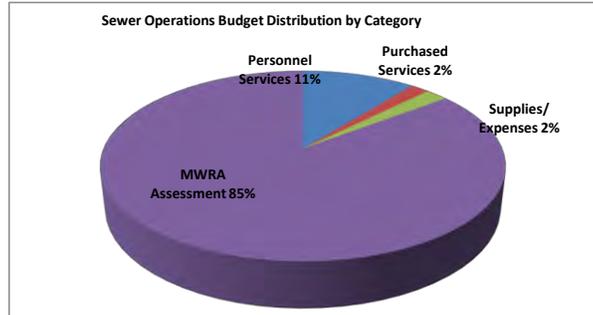
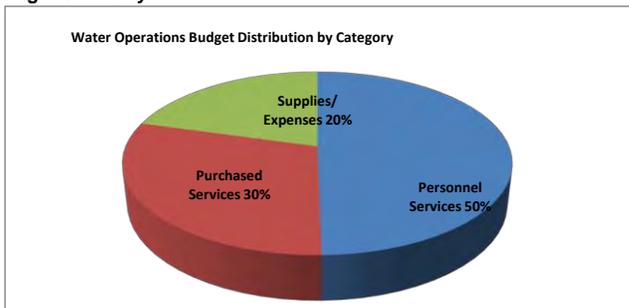
Utility Billing Operations:

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

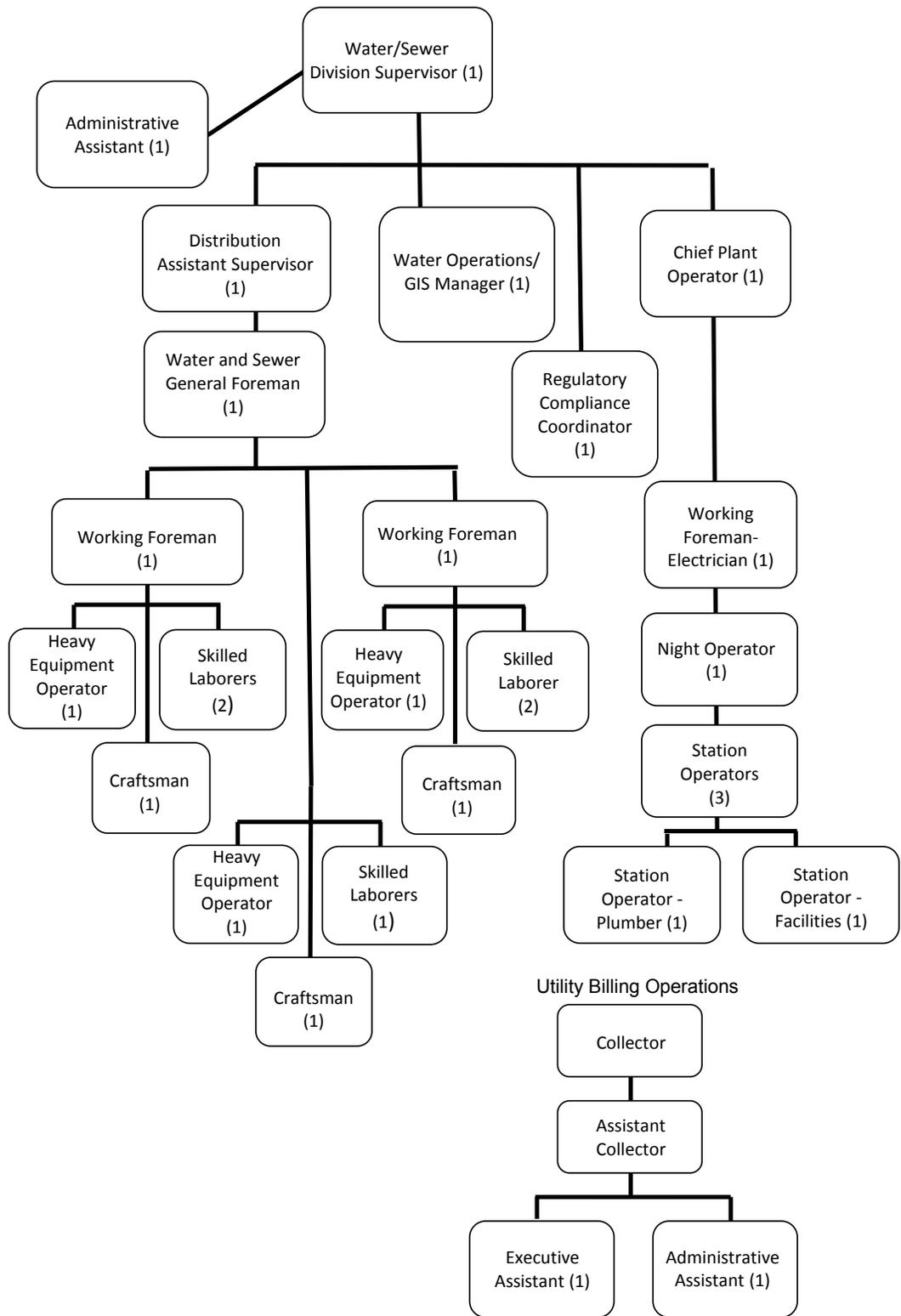
Budget Highlights for FY 2019:

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

Budget Summary -



Department - Organizational Summary



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

Notes

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

Water & Sewer

Department by the Numbers

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

*Estimated

Water & Sewer

Water	2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	2018 vs. 2019	
Salaries					\$ (+/-)	%(+/-)
Personnel Services	1,088,499	1,206,784	1,193,057	1,247,097	54,040	4.53%
Operating Expenses						
Purchased Services	521,400	503,563	610,150	665,486	55,336	9.07%
Other Services	12,099	10,104	16,600	17,000	400	2.41%
Tech./Prof. Services	53,284	54,286	56,000	61,500	5,500	9.82%
Supplies	51,857	102,585	61,500	70,700	9,200	14.96%
Other Supplies	203,453	200,970	226,000	242,000	16,000	7.08%
Other Charges	189,604	47,604	200,000	205,000	5,000	2.50%
Total Expenses	1,031,697	919,113	1,170,250	1,261,686	91,436	7.81%
Total Water	2,120,196	2,125,897	2,363,307	2,508,783	145,476	6.16%

Sewer	2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	2018 vs. 2019	
Salaries					\$ (+/-)	%(+/-)
Personnel Services	705,307	699,625	793,453	800,921	7,468	0.94%
Operating Expenses						
Purchased Services	95,130	124,479	109,186	113,493	4,307	3.95%
Other Services	2,140	1,339	2,100	2,200	100	4.76%
Tech./Prof. Services	15,832	5,777	15,000	15,000	0	0.00%
Supplies	3,466	3,998	4,000	4,200	200	5.00%
Other Charges	5,656,981	5,882,056	6,189,540	6,503,000	313,460	5.06%
Total Expenses	5,773,548	6,017,648	6,319,826	6,637,893	318,067	5.03%
Total Sewer	6,478,855	6,717,273	7,113,279	7,438,814	325,535	4.58%

Utility Billing	2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	2018 vs. 2019	
Salaries					\$ (+/-)	%(+/-)
Personnel Services	104,154	107,657	113,485	115,755	2,270	2.00%
Operating Expenses						
Supplies	57,647	59,497	89,000	89,000	0	0.00%
Total Expenses	57,647	59,497	89,000	89,000	0	0.00%
Total Utility Billing	161,801	167,155	202,485	204,755	2,270	1.12%

Employee Benefits	2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	2018 vs. 2019	
					\$ (+/-)	%(+/-)
Medicare	25,161	26,585	30,554	31,375	821	2.69%
Insurance Group Health/Life	425,602	371,954	433,796	441,577	7,781	1.79%
LIUNA Pension	61,984	65,389	75,658	74,432	-1,226	-1.62%
Funding Schedule	280,719	273,812	296,128	315,114	18,986	6.41%
Total Employee Benefits	793,465	737,740	836,136	862,498	26,362	3.15%

Debt Service	2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	2018 vs. 2019	
					\$ (+/-)	%(+/-)
Principal	1,970,363	1,976,150	2,071,932	2,335,173	263,241	12.71%
Interest	434,325	364,638	420,706	698,215	277,509	65.96%
Total Debt Service	2,404,688	2,340,788	2,492,638	3,033,388	540,750	21.69%

Reserve Fund	2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	2018 vs. 2019	
					\$ (+/-)	%(+/-)
Total Reserve Fund	200,000	200,000	200,000	200,000	0	0.00%

Total Enterprise	12,159,005	12,288,852	13,207,845	14,248,238	1,040,393	7.88%
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Water Division

Description		2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	2018 vs. 2019	
						\$ (+/-)	% (+/-)
Salaries							
SALARIES SUPERVISORY	1	198,223	208,967	196,569	208,601	12,032	6.12%
SALARIES OPERATIONAL STAFF	2	690,170	783,415	795,932	838,731	42,799	5.38%
MERIT PERFORMANCE/CBAS		0	0	23,900	0	-23,900	-100.00%
SALARIES PART TIME OPERATIONAL	3	22,162	19,019	33,437	39,313	5,876	17.57%
SALARIES OPERATIONAL O/T		126,073	136,638	95,000	110,000	15,000	15.79%
SALARIES ADD'L COMP SUPERVISOR	4	18,100	21,700	18,100	19,900	1,800	9.94%
SALARIES ADD'L COMP OPER	5	29,571	32,845	25,569	25,902	333	1.30%
CLOTHING OPERATIONAL		4,200	4,200	4,550	4,650	100	2.20%
Total Personnel Services		1,088,499	1,206,784	1,193,057	1,247,097	54,040	4.53%
Purchased Services							
SOFTWARE SERVICING	6	16,500	14,339	15,500	48,500	33,000	212.90%
UTILITIES - ELECTRICITY		462,518	439,155	545,900	567,736	21,836	4.00%
GIS SOFTWARE & TRAINING		20,892	28,301	25,500	26,000	500	1.96%
COPY/MAIL CENTER FEES		9,511	9,495	11,000	11,000	0	0.00%
MISCELLANEOUS	7	11,979	12,273	12,250	12,250	0	0.00%
Total Purchased Services		521,400	503,563	610,150	665,486	55,336	9.07%
Other Services							
LICENSES - CDL & SPECIAL		8,146	10,144	8,500	8,700	200	2.35%
ENVIRONMENTAL MANAGEMENT - ISO 14001 CERT.	8	3,953	-40	8,100	8,300	200	2.47%
Total Other Services		12,099	10,104	16,600	17,000	400	2.41%

Footnotes:

Salaries:

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

Purchased Services:

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

Other Services:

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

Water Division

Description		2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	2018 vs. 2019	
						\$ (+/-)	% (+/-)
IMPLEMENT SDWA ADMENDMENT	⁹	29,713	28,891	30,000	31,000	1,000	3.33%
WATER TESTING	¹⁰	23,572	25,395	26,000	30,500	4,500	17.31%
Total Tech./Prof. Services		53,284	54,286	56,000	61,500	5,500	9.82%
REPAIR & MAINT - EQUIPMENT	¹¹	2,985	2,994	3,000	3,100	100	3.33%
REPAIR & MAINT - FACILITIES	¹²	1,984	48,695	3,500	3,600	100	2.86%
REPAIR & MAINT - HYDRANTS		9,823	10,022	15,000	16,000	1,000	6.67%
REPAIR & MAINT -MISC REPAIRS	¹³	17,568	20,874	20,000	24,000	4,000	20.00%
REPAIR & MAINT - MISC CONSTRUCTION	¹³	19,497	20,000	20,000	24,000	4,000	20.00%
Total Supplies		51,857	102,585	61,500	70,700	9,200	14.96%
CHEMICAL SUPPLIES	¹⁴	155,700	157,580	174,000	190,000	16,000	9.20%
OBSOLETE METERS		29,738	23,376	30,000	30,000	0	0.00%
SERVICE CONNECTIONS	¹⁵	18,015	20,014	22,000	22,000	0	0.00%
Total Other Supplies		203,453	200,970	226,000	242,000	16,000	7.08%
WATER WELL/WATER LINE MAINT.	¹⁶	147,857	13,670	154,000	158,000	4,000	2.60%
NEW HYDRANT INSTALLATION		10,000	10,000	10,000	10,250	250	2.50%
ASPHALT CRUSHING		14,600	9,537	20,000	20,500	500	2.50%
DEP ASSESSMENT	¹⁷	13,512	11,557	12,500	12,750	250	2.00%
MWRA DISCHARGE PERMIT	¹⁸	3,635	2,840	3,500	3,500	0	0.00%
Total Other Charges		189,604	47,604	200,000	205,000	5,000	2.50%
Total Water		2,120,196	2,125,897	2,363,307	2,508,783	145,476	6.16%

Footnotes:

Technical & Professional Services:

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

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

Supplies:

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

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

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

Other Supplies:

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

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

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

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

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

Sewer Division

Description		2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	2018 vs. 2019	
						\$ (+/-)	% (+/-)
Salaries							
SALARIES SUPERVISORY	¹	177,438	177,304	179,731	178,603	-1,128	-0.63%
SALARIES OPERATIONAL STAFF	²	405,946	399,245	460,495	483,809	23,314	5.06%
MERIT PERFORMANCE/CBAS		0	0	21,900	0	-21,900	-100.00%
SALARIES PART TIME OPERATIONAL	³	27,434	24,077	30,068	35,003	4,935	16.41%
SALARIES OPERATIONAL O/T		63,035	64,046	64,734	68,500	3,766	5.82%
SALARIES ADD'L COMP SUPERVISOR	⁴	15,600	17,830	16,600	16,400	-200	-1.20%
SALARIES ADD'L COMP OPER	⁵	13,404	13,972	16,775	15,356	-1,419	-8.46%
CLOTHING OPERATIONAL		2,450	3,150	3,150	3,250	100	3.17%
Total Personnel Services		705,307	699,625	793,453	800,921	7,468	0.94%
REPAIRS & MAINT. EQUIPMENT	⁶	3,016	3,003	3,250	3,350	100	3.08%
REPAIRS & MAINT. OTHER	⁷	3,046	2,653	3,250	3,350	100	3.08%
UTILITIES - ELECTRIC		89,068	118,823	102,686	106,793	4,107	4.00%
Total Purchased Services		95,130	124,479	109,186	113,493	4,307	3.95%
LICENSES - CDL & SPECIAL		2,140	1,339	2,100	2,200	100	4.76%
Total Other Services		2,140	1,339	2,100	2,200	100	4.76%
TECH & PROF SVS & MWRA SULFIDE TESTING	⁸	15,832	5,777	15,000	15,000	0	0.00%
Total Tech/Prof. Services		15,832	5,777	15,000	15,000	0	0.00%
REPAIRS & MAINT MISC CONSTRUCTION	⁹	3,466	3,998	4,000	4,200	200	5.00%
Total Supplies		3,466	3,998	4,000	4,200	200	5.00%
SEWER PUMP STATION/LINE MAINTENANCE	¹⁰	130,367	112,873	130,000	138,000	8,000	6.15%
MWRA SEWER ASSESSMENT	¹¹	5,526,614	5,756,705	6,044,540	6,350,000	305,460	5.05%
WATER/SEWER DAMAGE CLAIMS		0	12,477	15,000	15,000	0	0.00%
Total Other Charges		5,656,981	5,882,056	6,189,540	6,503,000	313,460	5.06%
Total Sewer		6,478,855	6,717,273	7,113,279	7,438,814	325,535	4.58%

Footnotes:

Salaries:

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

Purchased Services:

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

Technical & Professional Services:

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

Supplies:

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

Other Charges:

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

Utility Billing

Description	2016 Actual	2017 Actual	2018 Revised Budget	2019 Original Budget	2018 vs. 2019	
					\$ (+/-)	% (+/-)
Salaries						
SALARIES OPERATIONAL STAFF ¹	99,469	103,032	106,451	108,580	2,129	2.00%
SALARIES PART-TIME ²	3,560	3,500	3,879	3,957	78	2.00%
SALARIES OPERATIONAL O/T	0	0	2,030	2,071	41	2.00%
SALARIES ADD'L COMP OPER	1,125	1,125	1,125	1,148	23	2.00%
Total Personnel Services	104,154	107,657	113,485	115,755	2,270	2.00%
EQUIPMENT REPAIRS/SERVICING	0	0	500	500	0	0.00%
SOFTWARE SERVICING ³	0	0	15,000	15,000	0	0.00%
UTILITY BILLING SOFTWARE	0	0	0	0	0	
PRINTED BILLS WATER/SEWER	6,983	11,626	10,000	10,000	0	0.00%
TRAVEL	0	0	500	500	0	0.00%
TELEPHONE	0	0	1,500	1,500	0	0.00%
TRAINING & EDUCATION	0	0	3,000	3,000	0	0.00%
PROFESSIONAL SERVICES OTHER	0	0	0			
POSTAGE	28,914	28,121	25,000	25,000	0	0.00%
COPY/MAIL CENTER FEES	21,750	19,750	32,000	32,000	0	0.00%
COLLECTION ACTIVITIES	0	0	500	500	0	0.00%
OFFICE SUPPLIES	0	0	1,000	1,000	0	0.00%
Total Supplies	57,647	59,497	89,000	89,000	0	0.00%
Total Utility Billing	161,801	167,155	202,485	204,755	2,270	1.12%

Footnotes:

Salaries

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

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

Technical & Professional Services

³ Software Servicing - Maintenance of the utility billing software

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

Project Title:

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

Purpose/Description of Request

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

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

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

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

Population to be Served

Water and Sewer service customers

Revenue Impact

Cost avoidance of major facilities capital expenses.

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



Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Principal

Fiscal Year 2019

Year of Issue	Project	Principal	Interest
1999	Sewer (Pleasant, Eliot, Union, etc.) *Refunded 2012	\$ 22,000	\$ 1,240
1999	Sewer (Union St) *Refunded 2012	\$ 13,000	\$ 740
1999	Water (Lakeshore Dr) *Refunded 2012	\$ 13,000	\$ 740
2000	Water (Lakeshore Dr) *Refunded 2012	\$ 22,000	\$ 2,200
2000	Sewer (Boden Ln & Water, Lincoln, etc.) *Refunded 2012	\$ 36,000	\$ 3,520
2002	Sewer (Lakeshore Rd) *Refunded 2013	\$ 20,000	\$ 2,800
2002	Sewer (Leach Ln) *Refunded 2013	\$ 10,000	\$ 1,600
2006	Sewer (Speen St, Park Ave	\$ 105,000	\$ 25,700
2007	Water Treatment (MWPAT) *Refunded (Net amount)	\$ 292,408	\$ 40,439
2010	Water Relining	\$ 60,000	\$ 3,900
2010	Springvale Well	\$ 25,000	\$ 1,625
2010	Reservoir Refurbishment	\$ 50,000	\$ 3,250
2010	Sewer Pump Station 5	\$ 30,000	\$ 1,950
2010	Sewer Jet Truck	\$ 25,000	\$ 1,625
2011	Final Phase V	\$ 55,000	\$ 13,625
2012	Ground Water Wells	\$ 30,000	\$ 3,600
2012	Variable Frequency Drives	\$ 25,000	\$ 3,000
2012	DPW Headquarters Renovations	\$ 50,000	\$ 6,000
2012	DPW Vehicle Garage Roof	\$ 5,000	\$ 200
2013	Force Main Bradford / Pamela - Rt 9	\$ 110,000	\$ 34,650
2013	Replace Ground Water Wells	\$ 30,000	\$ 5,400
2013	Filter Modification @ Springvale WTP	\$ 20,000	\$ 3,600
2014	Replace Ground Water Wells	\$ 20,000	\$ 7,025
2014	Town Forest Reservoir Roof	\$ 15,000	\$ 5,119
2014	Prime Park Pump Station Wall	\$ 15,000	\$ 3,188
2014	Energy Efficiency Upgrades - Springvale WTP	\$ 15,000	\$ 3,188
2014	Tonka Valves & Filters - Springvale WTP	\$ 10,000	\$ 2,125
2014	Chrysler Road Sewer Line Replacement	\$ 5,000	\$ 200
2014	MWRA I&I	\$ 151,140	\$ -
2014	W-22 (Dump Truck w/Plow)	\$ 35,000	\$ 2,800
2014	W-14 (Backhoe w/Plow)	\$ 20,000	\$ 1,600
2014	Speen Street Sewer Work	\$ 20,000	\$ 3,800
2016	Willow Strret Drainage	\$ 20,000	\$ 4,370
2016	Sewer	\$ 5,000	\$ 300
2017	Sewer Station and Generator Upgrades (Travis Road)	\$ 11,000	\$ 3,220
2017	Sewer Pump Station Replacement (Eliot Hill)	\$ 15,000	\$ 7,663
2017	Public Works Expansion	\$ 10,000	\$ 2,335
2017	MWRA I&I - Sewer Main Relining	\$ 20,205	\$ -
2017	VFD's for Pumps - Springvale Water Treatment	\$ 20,000	\$ 6,900



Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Principal

Fiscal Year 2019

Year of Issue	Project	Principal	Interest
2017	Covered Storage Building	\$ 10,000	\$ 7,600
2017	Water Distribution System Enhancements	\$ 15,000	\$ 9,000
2017	Replace Ground Water Wells	\$ 15,000	\$ 10,163
2017	Springvale Water Treatment Plant - Re-use Tank	\$ 35,000	\$ 14,200
2017	Route 30 Water Main Loop	\$ 30,000	\$ 15,600
2017	West Central Water Main Replacement	\$ 75,000	\$ 41,900
2017	Replace W-23 (Dump Truck)	\$ 30,000	\$ 7,600
2017	Prime Park Pump Station	\$ 10,000	\$ 5,057
2017	Replace Ground Water Wells	\$ 5,000	\$ 3,400
2017	SCADA Equipment	\$ 30,000	\$ 10,100
2017	Water Treatment Plant Pump	\$ 10,000	\$ 4,200
2017	W-19 Vactor Replacement	\$ 40,000	\$ 14,800
2017	MWRA Sewer Relining	\$ 4,020	\$ -
2017	RT 9 & 27 Sewer Infrastructure	\$ 150,400	\$ 103,858
2017	Replace Ground Water Wells	\$ 20,000	\$ 13,300
2017	Water Main Upgrade	\$ 20,000	\$ 11,950
2018	SCADA Equipment Upgrade	\$ 25,000	\$ 6,250
2018	Elm Bank Chlorine Scrubber	\$ 46,000	\$ 16,000
2018	Water Distribution System Enhancements	\$ 15,000	\$ 7,500
2018	Water/Sewer Comprehensive Asset Management	\$ 30,000	\$ 7,500
2018	Water Main Relining/Replacement	\$ 75,000	\$ 49,500
2018	Replace W-26 Dump Truck	\$ 36,000	\$ 18,000
2018	Fox Hill Drive Water Main Replacement	\$ 18,000	\$ 18,000
2018	Replace Ground Water Wells	\$ 35,000	\$ 25,000
2018	East Central Water Main Abandonment	\$ 60,000	\$ 42,500
2018	Replace Water Treatment Plant Standby Generators	\$ 40,000	\$ 20,000
Water and Sewer Enterprise Total		\$ 2,335,173	\$ 698,215



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

Section XI

Sassamon Trace Golf Course

Enterprise Fund

Sassamon Trace Golf Course Enterprise Fund	220
Operations	222
Fringe	225
Debt Service	226

Sassamon Trace Golf Course



FY 2019 Operational Budget Request

Jemma Lambert, Director & Kurt McDowell, Golf Course Manager

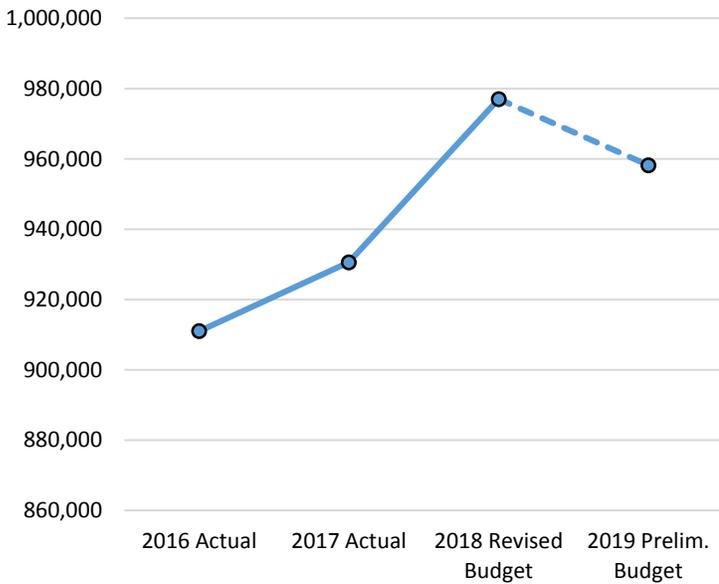
Mission:

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

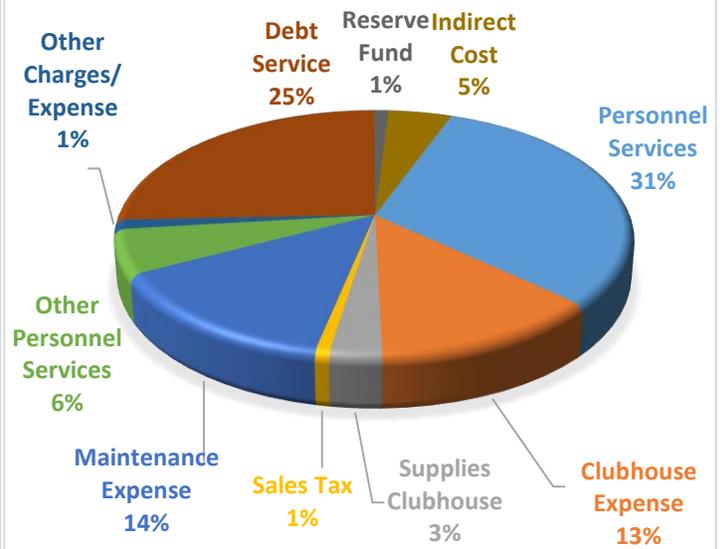
Budget Highlights for FY 2019:

- Due to the trend of drier and hotter summers, the water utility expense will be increased by \$30,000
- The equipment lease for golf carts has ended, and future vehicles will be purchased through the capital budget process -\$44,090.
- An increase of \$1,500 for chemicals is to allow for more environmentally-friendly products for course care.

Budget History

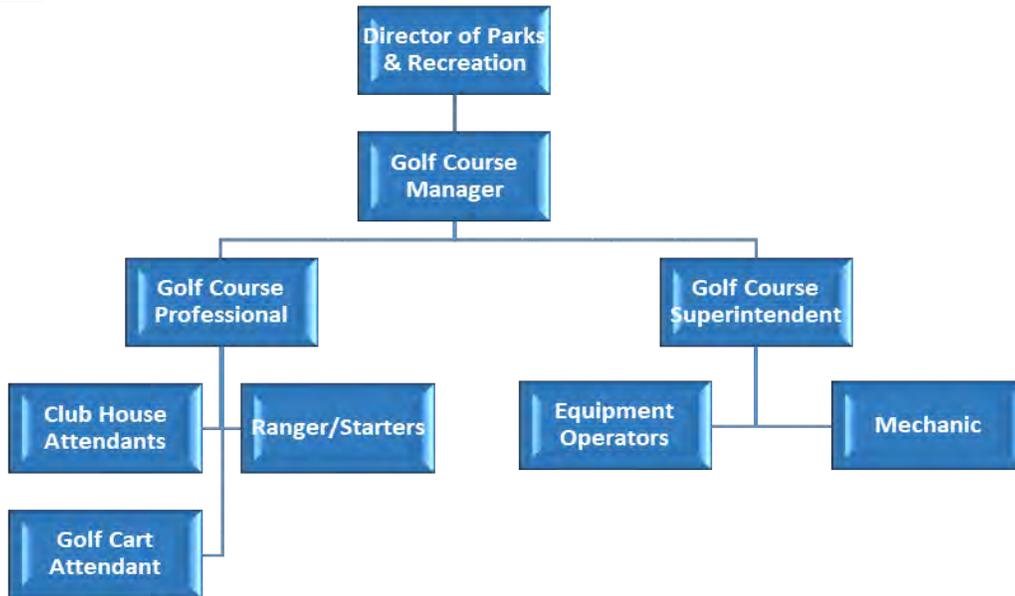


BUDGET DISTRIBUTION



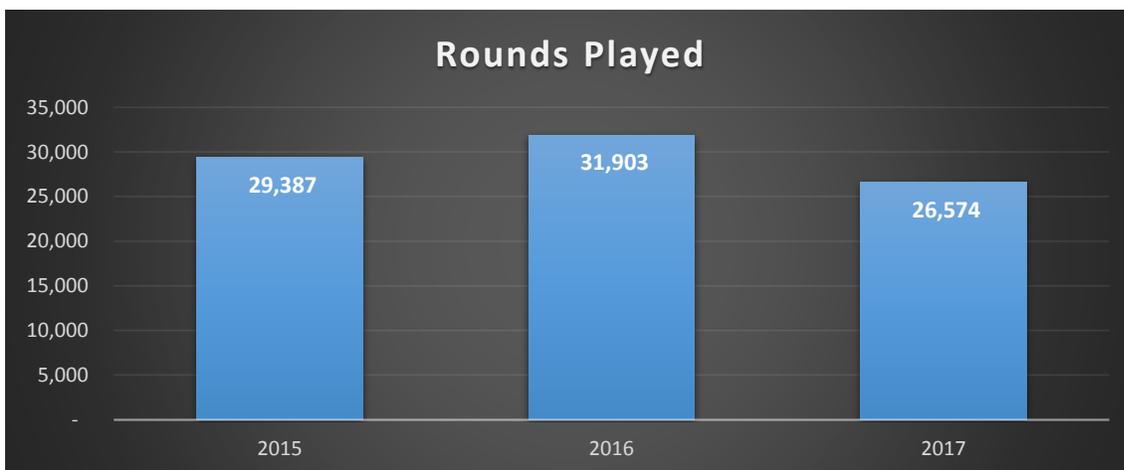
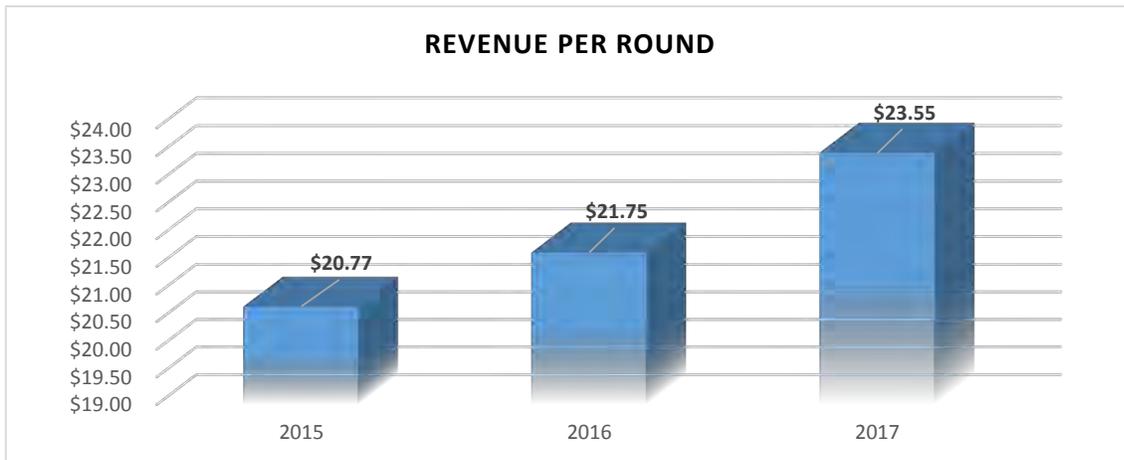
Sassamon Trace Golf Course

Organization Chart



FTE Count 7.8 FTE (3 FT / 26 PT)

Department by the Numbers



Sassamon Trace Golf Course

Golf	2016 Actual	2017 Actual	2018 Revised Budget	2019 Prelim. Budget	2018 vs. 2019	
					\$ (+/-)	%(+/-)
Salaries						
Personnel Services	288,438	275,349	300,055	300,236	181	0.06%
Operating Expenses						
Clubhouse Expense	111,507	122,099	122,869	121,894	(975)	-0.79%
Supplies Clubhouse	23,321	22,824	31,117	27,500	(3,617)	-11.62%
Sales Tax	6,261	5,523	7,500	7,500	-	0.00%
Maintenance Expense	134,103	141,961	146,163	134,654	(11,509)	-7.87%
Other Personnel Services	48,019	46,834	52,500	55,866	3,366	6.41%
Other Charges/Expense	5,200	16,423	17,761	11,812	(5,949)	-33.49%
Debt Service	260,045	257,612	255,370	244,886	(10,484)	-4.11%
Reserve Fund				10,000		
Indirect Cost	34,087	41,973	43,692	43,871	179	0.41%
Total Expenses	622,543	655,248	676,972	657,983	-28,989	-51.07%
Total Golf	910,981	930,597	977,027	958,219	(18,808)	-1.93%

Sassamon Trace Golf Course

Description	2016 Actual	2017 Actual	2018 Revised Budget	2019	FY18 Δ FY19		
				Preliminary Budget	Δ \$	%	
SALARIES MANAGEMENT	104,306	68,603	104,757	103,646	(1,111)	-1.06%	
SALARIES OPERATIONAL STAFF	64,240	65,275	65,025	66,300	1,275	1.96%	
SALARIES GOLF SUPPORT STAFF	38,883	59,207	40,175	39,975	(200)	-0.50%	
SALARIES PART-TIME OPERATIONAL	21,871	24,996	29,698	29,698	(0)	0.00%	
SALARIES TECHNICAL/PROFESSNL	59,137	57,269	52,890	53,198	308	0.58%	
MERIT/PERFORMANCE	0	0	7,510	7,420	(90)	-1.20%	
Personnel Services	1	288,438	275,349	300,055	300,236	181	0.06%
ELECTRICITY	23,337	27,027	22,754	18,706	(4,048)	-17.79%	
BUILDING LEASE/REPAIRS	3,727	7,626	4,200	4,500	300	7.14%	
LEASE PAYMENT LAND	68,160	70,088	76,365	79,038	2,673	3.50%	
TELEPHONE	4,290	3,915	4,400	4,400	-	0.00%	
DUES & SUBSCRIPTIONS	649	1,273	1,350	1,350	-	0.00%	
ADVERTISING/PROMOTION	132	452	1,000	1,000	-	0.00%	
BANK AND CREDIT CARD FEES	10,209	11,124	12,000	12,500	500	4.17%	
SOFTWARE MAINT	1,003	595	800	400	(400)	-50.00%	
Club House Expenses	2	111,507	122,099	122,869	121,894	(975)	-0.79%
SUPPLIES - CLUB HOUSE	2,392	2,290	2,976	2,750	(226)	-7.58%	
MERCHANDISE-PRO SHOP	20,329	20,376	27,392	24,000	(3,392)	-12.38%	
SUPPLIES CUSTODIAL	600	158	750	750	-	0.00%	
Supplies Club House	3	23,321	22,824	31,117	27,500	(3,617)	-11.62%
Sales Tax	6,261	5,523	7,500	7,500	-	0.00%	
Sales Tax	4	6,261	5,523	7,500	7,500	-	0.00%

Footnotes:

¹ Personnel Services:

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

Salaries Operational Staff: Golf Course Superintendent .

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

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

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

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

² Club House:

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

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

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

³ Supplies - Club House:

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

⁴ Sales Tax:

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

Sassamon Trace Golf Course

	2016 Actual	2017 Actual	2018 Revised Budget	2019 Preliminary Budget	FY18 Δ FY19	
					FY18 Δ FY19 \$	%
UTILITIES - WATER	13,495	11,673	10,000	40,000	30,000	300.00%
ENVIRONMENTAL MONITORING	0	0	0	0	-	0.00%
IRRIGATION ELECTRICITY	0	0	8,839	9,104	265	3.00%
PHRAGMITES CONTROL	2,800	0	4,000	4,000	-	0.00%
COURSE MATERIALS	5,870	5,499	7,250	7,450	200	2.76%
COURSE CHEMICALS/FERTILIZER	23,247	32,016	30,500	32,000	1,500	4.92%
GRASS/SEED/SOD	8,205	6,636	6,500	6,650	150	2.31%
COURSE SUPPLIES	2,744	6,409	5,000	5,100	100	2.00%
IRRIGATION REPAIR & MAINT	10,637	7,656	10,000	10,250	250	2.50%
TOOLS	708	2,110	1,400	1,450	50	3.57%
TOOL STIPEND (MECHANIC)	350	0	684	0	(684)	-100.00%
EQPMT REPAIR & MAINTENANCE	12,291	16,413	16,000	16,650	650	4.06%
EQUIPMENT LEASE	52,908	52,908	44,090	0	(44,090)	-100.00%
Shop Maintenance				1,000	1,000	
OTHER-MAINT. GOLF COURSE	278	0	1,000		(1,000)	-100.00%
EDUCATION/FEES/LICENSES	570	642	900	1,000	100	11.11%
Maintenance Expenses	⁵ 134,103	141,961	146,163	134,654	(11,509)	-7.87%

⁵ **Course Maintenance Expenses:**

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

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

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

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

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

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

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

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

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

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

Sassamon Trace Golf Course

	2016 Actual	2017 Actual	2018 Revised Budget	2019 Preliminary Budget	FY18 Δ FY19 \$	FY18 Δ FY19 %
Employee Benefits						
FICA/MEDICARE	4,182	3,993	4,440	4,353	(87)	-1.96%
INSURANCE GRP HLTH/LIFE	42,408	38,597	42,560	48,013	5,453	12.81%
UNEMPLOYMENT INSURANCE	1,429	4,244	5,500	3,500	(2,000)	-36.36%
Other Personnel Services ⁶	48,019	46,834	52,500	55,866	3,366	6.41%
RETIREMENT ASSESSMENT	5,200	16,423	17,761	11,812	(5,949)	-33.49%
Other Charges and Expenditures ⁷	5,200	16,423	17,761	11,812	(5,949)	-33.49%
Debt Service						
PRINCIPLE	213,500	217,630	220,340	212,230	(8,110)	-3.68%
INTEREST	46,545	39,982	35,030	32,656	(2,374)	-6.78%
Total Debt Service ⁸	260,045	257,612	255,370	244,886	(10,484)	-4.11%
RESERVE FUND		0	8,800	10,000	1,200	13.64%
Total Budget Sassamon Trace	876,894	888,624	942,135	914,348	(27,787)	-2.95%
Indirect Cost	34,087	41,973	43,692	43,871	179	0.41%
Fund Total Sassamon Trace	\$ 910,981	\$ 930,597	\$ 985,827	\$ 958,219	(27,608)	-2.80%

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

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

Town of Natick
Sassamon Trace Golf Course Debt



Department: Enterprise Fund Debt Service - Principal

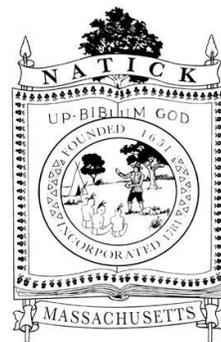
Year of Issue	Project	Amount Issued	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Outstanding
			Principal	Principal	Principal	Principal	Principal	Principal	Principal
2002	2002 Golf Course (Refinanced 2013)	\$ 2,975,000	\$ 130,000	\$ 125,000	\$ 125,000	\$ 125,000			\$ 505,000
2004	2002 Golf Course (Landfill Portion)	\$ 576,453	\$ 27,428	\$ 27,138	\$ -				\$ 54,566
2006	2007 Golf Course (Landfill Portion)	\$ 131,631	\$ 9,402	\$ 9,402	\$ -				\$ 18,804
2016	2015 Greens Aerator	\$ 28,000	\$ 5,000	\$ 5,000	\$ -				\$ 10,000
2017	Irrigation Pond Liner	\$ 100,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 80,000
2018	Golf Cart Fleet	\$ 110,000	\$ 22,900	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000		\$ 102,900
2019	Irrigation Well	\$ 75,000	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 75,000
Total Amount			\$ 212,230	\$ 196,540	\$ 150,000	\$ 150,000	\$ 25,000	\$ 5,000	\$ 738,770

Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Outstanding
			Interest	Interest	Interest	Interest	Interest	Interest	Interest
2002	2002 Golf Course (Refinanced 2013)	\$ 2,975,000	\$ 20,200	\$ 15,000	\$ 10,000			\$ 5,000	\$ 141,400
2004	2002 Golf Course (Landfill Portion)	\$ 576,453	\$ 1,458	\$ 454	\$ -			\$ -	\$ 13,219
2006	2007 Golf Course (Landfill Portion)	\$ 131,631	\$ 740	\$ 247	\$ -			\$ -	\$ 6,147
2016	2015 Greens Aerator	\$ 28,000	\$ 300	\$ 100	\$ -			\$ -	\$ 1,911
2017	Irrigation Pond Liner	\$ 100,000	\$ 3,300	\$ 2,800	\$ 2,600	\$ 2,350	\$ 2,100	\$ 1,850	\$ 21,600
2018	Golf Cart Fleet	\$ 110,000	\$ 3,658	\$ 2,800	\$ 2,000	\$ 1,200	\$ 400		\$ 10,058
2019	Irrigation Well	\$ 75,000	\$ 3,000	\$ 3,700	\$ 3,400	\$ 2,100	\$ 1,800	\$ 1,500	\$ 18,500
Total Amount			32,656	25,101	18,000	3,550	2,500	8,350	202,584

Summary of Debt - Golf Course Enterprise Fund

	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Total
Golf Course Enterprise Fund Principal	\$ 212,230	\$ 196,540	\$ 150,000	\$ 150,000	\$ 25,000	\$ 5,000	\$ 738,770
Golf Course Enterprise Fund Interest	\$ 32,656	\$ 25,101	\$ 18,000	\$ 3,550	\$ 2,500	\$ 8,350	\$ 202,584
Total Annual Debt Service	\$ 244,886	\$ 221,641	\$ 168,000	\$ 153,550	\$ 27,500	\$ 13,350	\$ 941,354



Town of Natick

FY 2019-2023 Capital Improvement Program FY 2019 Capital Budget Forecast

December 2, 2017



Town of Natick

FY 2019 – 2023 Capital Improvement Program

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Town of Natick

FY 2019 – 2023 Capital Improvement Program

Section I: Executive Summary



Town of Natick

FY 2019 – 2023 Capital Improvement Program

Section I: Executive Summary

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

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

This document is that submission for FY 2019.

INTRODUCTION

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

FIVE-YEAR CAPITAL PROGRAM

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

Natick has recently invested a lot of money in our capital needs. The new modular classrooms at the Lilja School, several roof replacements, and a new fire engine are examples. The following table highlights capital equipment and improvements approved at the 2017 Spring and Fall Annual Town Meetings.



Town of Natick

FY 2019 – 2023 Capital Improvement Program

2017 Spring and Fall Annual Town Meetings Capital Appropriations

Meeting	Date	Article	Description	Appropriation	Source
2017 SATM	5/2/2017	12 Motion A	JOHNSON SCHOOL PLAYGROUND	\$ 150,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	COLE CENTER PLAYGROUND	\$ 65,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	CRUISER REPLACEMENT	\$ 69,100	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	PARKING METER POLE REPLACEMENT (ADA Compliance)	\$ 30,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	REPLACEMENT FIREARMS (HANDGUNS)	\$ 39,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	REPLACE GARAGE LIFT AND EQUIPMENT	\$ 30,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	REPLACE SHOTGUNS	\$ 27,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	REPLACE VARIABLE MESSAGE BOARDS	\$ 17,250	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	FORK LIFT	\$ 66,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	UPGRADE GARAGE EQUIPMENT	\$ 50,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	REPLACE H-54 TRUCK/PLOW	\$ 67,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	REPLACE H-73 (2 TON ASPHALT ROLLER)	\$ 25,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	REPLACE FERTILIZER SPREADER	\$ 12,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	HVAC OCCUPANCY SENSORS - MORSE INSTITUTE	\$ 68,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	LED LIGHTING - INTERIOR- WILSON MIDDLE	\$ 65,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	LED LIGHTING - INTERIOR- LIJA	\$ 50,500	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	EC MOTOR UPGRADES - MORSE INSTITUTE	\$ 50,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	LED LIGHTING - INTERIOR- MORSE INSTITUTE	\$ 46,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	LED LIGHTING - INTERIOR- BROWN	\$ 26,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	LED LIGHTING - INTERIOR- BENNETT HEMENWAY	\$ 25,000	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	LED LIGHTING - INTERIOR - MEMORIAL	\$ 17,500	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion A	HYBRID ELEC HEAT PUMP HOT WATER - FIRE STATION #3	\$ 5,015	Capital Stabilization Fund
2017 SATM	5/2/2017	12 Motion B	REPLACE 2001 FIRE PUMPER	\$ 580,000	Debt
2017 SATM	5/2/2017	12 Motion B	REPLACE S-31 (TRASH PACKER)	\$ 290,000	Debt
2017 SATM	5/2/2017	12 Motion B	REPLACE H-58 (FRONT END LOADER)	\$ 270,000	Debt
2017 SATM	5/2/2017	12 Motion B	REPLACE H-72 SIDE WALK BOMBARDIER	\$ 180,000	Debt
2017 SATM	5/2/2017	12 Motion C	SEWER STATION GENERATOR	\$ 95,000	W/S Borrowing
2017 SATM	5/2/2017	12 Motion D	REPLACE W-29 2008 SERVICE TRUCK	\$ 68,000	W/S Retained Earnings
2017 SATM	5/2/2017	12 Motion D	REPLACE W-24 2007 PICK UP TRUCK	\$ 55,000	W/S Retained Earnings
2017 SATM	5/2/2017	12 Motion E	GOLF CART FLEET REPLACEMENT	\$ 110,000	Golf Course Debt
2017 SATM	5/2/2017	12 Motion F	TRACTOR WITH BACKHOE	\$ 38,000	Golf Course Retained Earnings
2017 SATM	5/2/2017	13 Motion A	HISTORICAL MONUMENT RESTORATION	\$ 15,000	Capital Stabilization Fund
2017 SATM	5/2/2017	13 Motion A	LIBRARY - BUILDING ENVELOPE ENGINEERING SERVICES	\$ 50,000	Capital Stabilization Fund
2017 SATM	5/2/2017	13 Motion A	CARPET REPLACEMENT - TOWN HALL	\$ 35,000	Capital Stabilization Fund
2017 SATM	5/2/2017	13 Motion A	LIBRARY - REPLACE MEETING ROOM CARPET	\$ 30,000	Capital Stabilization Fund
2017 SATM	5/2/2017	13 Motion A	BROWN - REPLACE SIDEWALKS AROUND THE SCHOOL	\$ 100,000	Capital Stabilization Fund
2017 SATM	5/2/2017	13 Motion A	REPLACE WASH BAY ROOF DPW	\$ 30,000	Capital Stabilization Fund
2017 SATM	5/2/2017	13 Motion A	TREE REPLACEMENT	\$ 30,000	Capital Stabilization Fund
2017 SATM	5/2/2017	13 Motion A	TREE INVENTORY	\$ 10,000	Capital Stabilization Fund
2017 SATM	5/2/2017	13 Motion A	INSULATION - FIRE STATION #2	\$ 16,400	Capital Stabilization Fund
2017 SATM	5/2/2017	13 Motion B	REPLACE COLE CENTER ROOF	\$ 500,000	Debt
2017 SATM	5/2/2017	13 Motion B	ROADWAY & SIDEWALKS SUPPLEMENT	\$ 1,000,000	Debt
2017 SATM	5/2/2017	13 Motion B	PARK AND FIELD RENOVATIONS (NEWLY AMENDED)	\$ 175,000	Debt
2017 SATM	5/2/2017	13 Motion B	NATICK HIGH SCHOOL - IRRIGATION WELL	\$ 100,000	Debt
2017 SATM	5/2/2017	13 Motion C	Liija Modulers	\$ 2,425,000	2100000-Debt 325000 - CSF
2017 SATM	5/2/2017	13 Motion D	RTE 9 & RTE 27 WATER/SEWER INFRASTRUCTURE	\$ 3,140,000	W/S Debt
2017 SATM	5/2/2017	13 Motion D	REPLACE GROUND WATER WELLS	\$ 400,000	W/S Debt
2017 SATM	5/2/2017	13 Motion D	TOWN FOREST RESERVOIR WATER MAIN UPGRADE	\$ 360,000	W/S Debt
2017 SATM	5/2/2017	13 Motion E	WATER/SEWER COVERED STORAGE BLDG	\$ 200,000	W/S Retained Earnings
2017 SATM	5/2/2017	13 Motion E	BUILDING REPAIRS TO WATER AND SEWER PUMP STATIONS	\$ 120,000	W/S Retained Earnings
2017 SATM	5/2/2017	13 Motion F	PAVING OF GOLF COURSE CART PATHS	\$ 15,000	Golf Course Retained Earnings
2017 SATM	5/2/2017	13 Motion F	GOLF CART STORAGE STRUCTURE	\$ 30,000	Golf Course Retained Earnings
2017 FATM	10/17/2017	9 Motion A	DOCUMENT STORAGE SYSTEMS	\$ 150,000	Capital Stabilization Fund
2017 FATM	10/17/2017	9 Motion A	RADIO ROOM POWER SUPPLY BACKUP - PURCHASE AND INSTALL	\$ 40,000	Capital Stabilization Fund
2017 FATM	10/17/2017	9 Motion A	CRUISER REPLACEMENT	\$ 138,500	Capital Stabilization Fund
2017 FATM	10/17/2017	9 Motion A	STREET LIGHT INSTALLATIONS	\$ 25,000	Capital Stabilization Fund
2017 FATM	10/17/2017	9 Motion A	REPLACE DUMPSTERS	\$ 12,500	Capital Stabilization Fund
2017 FATM	10/17/2017	9 Motion A	PRESERVATION OF HISTORICAL RECORDS	\$ 100,000	Capital Stabilization Fund
2017 FATM	10/17/2017	9 Motion B	REPLACEMENT OF SCBA EQUIPMENT	\$ 350,000	Tax Levy Borrowing
2017 FATM	10/17/2017	9 Motion C	SCADA EQUIPMENT UPGRADE	\$ 125,000	Water Sewer Borrowing
2017 FATM	10/17/2017	9 Motion C	ELM BANK CHLORINE GAS SCRUBBER	\$ 320,000	Water Sewer Borrowing
2017 FATM	10/17/2017	10 Motion A	GUARDRAIL (VARIOUS LOCATIONS)	\$ 10,000	Capital Stabilization Fund
2017 FATM	10/17/2017	10 Motion A	LANDFILL GAS COLLECTION SYSTEMS UPGRADES	\$ 45,000	Capital Stabilization Fund
2017 FATM	10/17/2017	10 Motion B	EAST FIELD RENOVATIONS	\$ 2,535,000	Tax Levy Borrowing
2017 FATM	10/17/2017	10 Motion B	NAVY YARD FIELD	\$ 1,600,000	Tax Levy Borrowing
2017 FATM	10/17/2017	10 Motion C	SEWER COLLECTION SYSTEM REPAIRS & MAINT	\$ 150,000	I & I Stabilization Fund
2017 FATM	10/17/2017	10 Motion D	WATER DISTRIBUTION SYSTEM ENHANCEMENTS	\$ 150,000	Water Sewer Borrowing
2017 FATM	10/17/2017	10 Motion D	WATER/SEWER COMPREHENSIVE ASSET MANAGEMENT PLAN	\$ 150,000	Water Sewer Borrowing
2017 FATM	10/17/2017	10 Motion D	WATER MAIN RELINING/REPLACEMENT	\$ 1,100,000	Water Sewer Borrowing
2017 FATM	10/17/2017	10 Motion E	FOX HILL DRIVE SEWER EXTENSION STUDY	\$ 15,000	W/S Retained Earnings



Town of Natick

FY 2019 – 2023 Capital Improvement Program

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

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

Recommended Capital Spending - Financial Management Principles

	<u>FY 2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>
Total Revenues	121,822,664	127,793,978	131,324,572	137,130,781	138,502,953
<i>Les Debt Exclusion</i>					
Taxes	\$4,276,702	\$4,215,216	\$4,215,216	\$4,491,038	\$4,233,837
Net Revenues	117,545,962	123,578,762	127,109,356	132,639,743	134,269,116
Target:	6%	6%	6%	6%	6%
6% (minimum)					
Target =	\$7,052,758	\$7,414,726	\$7,626,561	\$7,958,385	\$8,056,147
Actual Capital Spending					
Cash	\$1,925,150	\$1,628,250	\$1,402,850	\$2,695,200	\$2,162,365
Debt Service	\$5,521,273	\$5,882,868	\$5,714,462	\$5,663,867	\$7,411,118
Total Capital Spending	\$7,446,423	\$7,511,118	\$7,117,312	\$8,359,067	\$9,573,483
Spending as a %	6.33%	6.08%	5.60%	6.30%	7.13%

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

Town of Natick’s Financial Indicator #9 – Capital Asset and Renewal – states that the warning sign for the community is when a three or more year decline in capital spending occurs. As the above charts show, although capital funds were restricted during the previous years, at no time did overall capital spending decline for three years in a row. Through the community’s willingness to support the debt related projects and sound financial management by policymakers and officials, the Town has found itself in recent years able to meet its capital needs on a recurring basis; this was not always the case in years past.



Town of Natick

FY 2019 – 2023 Capital Improvement Program

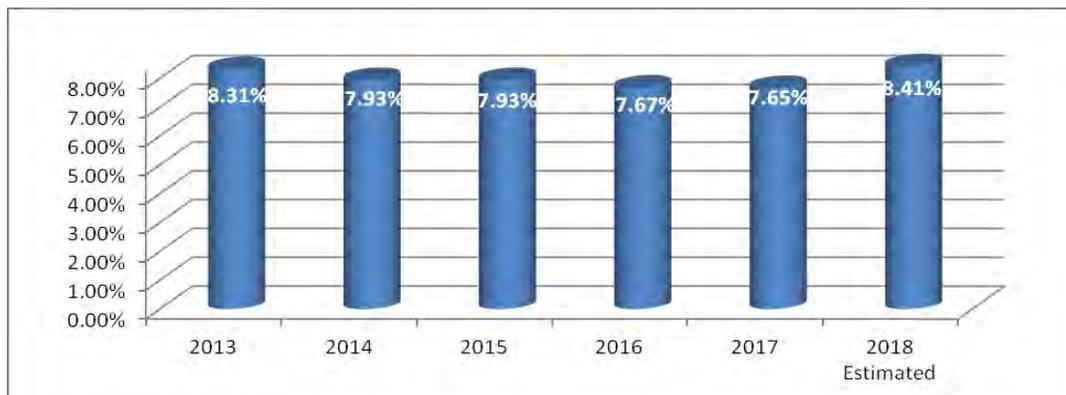
FINANCING METHODS

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

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

It is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies. We are proud that the Town of Natick holds a AAA/Stable bond rating from Standard & Poor’s – the best possible credit rating.

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





Town of Natick

FY 2019 – 2023 Capital Improvement Program

As shown above, the amount of general fund resources spent on capital-related items spiked in FY 2012 due to the addition of sizeable amounts of debt service related to the new Natick High School and Community Senior Center. That percentage will remain stable over the next few years and will increase if we add large projects such as a new middle school.

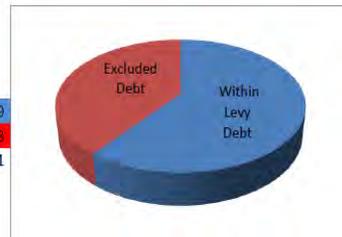
Debt per capita has grown significantly since FY 2012 when the majority of the debt for the new Natick High School and the new Community/Senior Center began. This issuance has been well timed in that it; a) received favorable bid prices, b) was issued at low interest rates and c) was issued after several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

General Fund Debt tends to be front loaded and decreases overtime going forward as project debt is retired. This will change as new projects are funded through the use of debt. Analysis allows the Administration to selectively time when and how much new debt to issue annually in support of capital renewal and replacement so as to not increase the debt burden on the overall budget.

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

Within Levy vs. Excluded Debt

	Total	Principal	Interest
Within Levy Debt	\$ 6,939,406	\$ 5,310,827	\$ 1,628,579
Excluded Debt	\$ 4,572,447	\$ 3,156,034	\$ 1,416,413
	\$ 11,511,852	\$ 8,466,861	\$ 3,044,991



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



Town of Natick

FY 2019 – 2023 Capital Improvement Program

FY 2019-2023 CAPITAL IMPROVEMENT PROGRAM & PHILOSOPHY: (a.k.a. what gets funded and why)

The FY 2019-2023 Capital Improvement Program is provided herein; first in summary form and then by program area of the budget in project-by-project detail. All told, there are nearly one hundred million dollars of capital improvements, equipment and infrastructure. This amount of money is necessary to maintain the hundreds of millions of dollars the Town has invested in its properties, equipment and operations.

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

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

In past years, we had to defer a vast number of capital needs; this issue has been a recurring cautionary theme in recent budget messages – that our failure to adequately fund our capital needs, while a reasonable short-term response to fiscal challenges, is not a sustainable pattern. However, the administration's commitment – and achievements – in working toward adequately funding these needs appears to have been successful. We will continue to review all requests for capital projects. The draft FY 2017 Capital Improvement Budget is found in Section II.

Closing

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



Town of Natick

FY 2019 – 2023 Capital Improvement Program

FY 2019 Capital Budget Summary



Fiscal Year 2019 Capital Budget

ID	Department	Project Title	Funding Source	FY2019	2018 SATM	2018 FATM
415	Community and Economic Development	Downtown Parking Garage	Tax Levy Borrowing	\$ 7,500,000	\$ -	\$ 7,500,000
717	Community Services	Community Center Park Updates	Capital Stabilization Fund	\$ 80,000		\$ 80,000
754	Facilities Management	Brown School - Install AC In The Cafeteria	Capital Stabilization Fund	\$ 10,000	\$ 10,000	\$ -
780	Facilities Management	Memorial - Install AC Conference Room	Capital Stabilization Fund	\$ 10,000	\$ 10,000	\$ -
784	Facilities Management	Wilson - Teachers Room Floor Replacement	Capital Stabilization Fund	\$ 10,000		\$ 10,000
814	Facilities Management	NHS - Purchase Additional Storage Lockers	Capital Stabilization Fund	\$ 10,000	\$ 10,000	\$ -
832	Facilities Management	NHS Athletics - Install Water Bubbler / Ice Maker	Capital Stabilization Fund	\$ 10,000	\$ 10,000	\$ -
762	Facilities Management	Ben-Hem Repair Exterior Storage Room	Capital Stabilization Fund	\$ 15,000	\$ 15,000	\$ -
776	Facilities Management	Lilja - Install AC In The Gym	Capital Stabilization Fund	\$ 15,000		\$ 15,000
740	Facilities Management	Brown - Install Ac Inside The Art And Music Rooms	Capital Stabilization Fund	\$ 20,000	\$ 20,000	\$ -
743	Facilities Management	Brown - Reconfigure Bathroom Entrance	Capital Stabilization Fund	\$ 20,000		\$ 20,000
770	Facilities Management	Johnson - Rehab Two Office Bathrooms	Capital Stabilization Fund	\$ 20,000		\$ 20,000
17	Facilities Management	Kennedy-Replace Classroom Univents + Ddc	Capital Stabilization Fund	\$ 22,000		\$ 22,000
765	Facilities Management	Brown - Create Three Small Rooms	Capital Stabilization Fund	\$ 25,000		\$ 25,000
767	Facilities Management	High School - Purchase New Furniture	Capital Stabilization Fund	\$ 25,000		\$ 25,000
28	Facilities Management	Kennedy-Replace Hvac Units	Tax Levy Borrowing	\$ 30,000		\$ 30,000
738	Facilities Management	Ben Hem - Replace Toilets	Capital Stabilization Fund	\$ 30,000		\$ 30,000
828	Facilities Management	Library - Replace Chilled Water Supply Lines	Capital Stabilization Fund	\$ 35,000		\$ 35,000
771	Facilities Management	Johnson - Paint Classroom Walls And Ceilings	Capital Stabilization Fund	\$ 40,000		\$ 40,000
775	Facilities Management	Lilja - Replace Bathroom Partitions And Sinks	Capital Stabilization Fund	\$ 40,000		\$ 40,000
824	Facilities Management	Fire Station 1 - Refurbish The Kitchen	Capital Stabilization Fund	\$ 40,000		\$ 40,000
876	Facilities Management	Ben-Hem Replace Bathroom Partitions	Capital Stabilization Fund	\$ 40,000	\$ 40,000	\$ -
881	Facilities Management	Town Hall - Replace Roof	Tax Levy Borrowing	\$ 45,000		\$ 45,000
822	Facilities Management	Public Safety Building - Replace Roof	Tax Levy Borrowing	\$ 50,000		\$ 50,000
816	Facilities Management	Library - Replace The Roof	Tax Levy Borrowing	\$ 50,000		\$ 50,000
749	Facilities Management	Lilja School - Purchase Classroom Ffe	Capital Stabilization Fund	\$ 50,000		\$ 50,000
751	Facilities Management	Johnson School - Replace Exterior Doors	Capital Stabilization Fund	\$ 50,000	\$ 50,000	\$ -
753	Facilities Management	Brown School - Expand Room 132	Capital Stabilization Fund	\$ 50,000	\$ 50,000	\$ -
782	Facilities Management	Wilson - Install 35 Classroom Projectors	Capital Stabilization Fund	\$ 55,000		\$ 55,000
904	Facilities Management	Building Addition 75 West Street	Tax Levy Borrowing	\$ 60,000		\$ 60,000
609	Facilities Management	Public Safety - Replace Carpeting Throughout	Capital Stabilization Fund	\$ 60,000		\$ 60,000
779	Facilities Management	Memorial - Replace 32 Exhaust Fans	Capital Stabilization Fund	\$ 65,000		\$ 65,000
879	Facilities Management	Memorial - Replace Front Entrance Sidewalk	Capital Stabilization Fund	\$ 65,000	\$ 65,000	\$ -
769	Facilities Management	Johnson - Replace Second Floor Classroom Tile	Capital Stabilization Fund	\$ 70,000	\$ 70,000	
8	Facilities Management	Kennedy-Install Fire Sprinkler System	Tax Levy Borrowing	\$ 85,000		\$ 85,000
774	Facilities Management	Kennedy - Engineering Replace Entire Roof	Tax Levy Borrowing	\$ 90,000		\$ 90,000
22	Facilities Management	Kennedy-Replace Exterior Windows	Tax Levy Borrowing	\$ 100,000		\$ 100,000
502	Facilities Management	Town Hall - Renovate Town Hall Offices	Capital Stabilization Fund	\$ 100,000	\$ 100,000	\$ -
741	Facilities Management	Brown School - Replace Classroom Carpet With Tile	Capital Stabilization Fund	\$ 100,000	\$ 100,000	\$ -
742	Facilities Management	Memorial School - Replace Exterior Windows	Tax Levy Borrowing	\$ 120,000		\$ 120,000
858	Facilities Management	Wilson School - Install ADA Ramp	Capital Stabilization Fund	\$ 125,000	\$ 125,000	\$ -
773	Facilities Management	Kennedy - Replace Science & Technical Classrooms	Tax Levy Borrowing	\$ 150,000		\$ 150,000
812	Facilities Management	90 Oak - Replace All Exterior Windows And Doors	Tax Levy Borrowing	\$ 350,000		\$ 350,000
878	Facilities Management	Kennedy - Install Temporary Modular Classrooms	Tax Levy Borrowing	\$ 455,000		\$ 455,000
815	Facilities Management	90 Oak - Replace Boiler	Tax Levy Borrowing	\$ 500,000		\$ 500,000
763	Facilities Management	Ben-Hem - Add Ac 1st And 2nd Floor Classrooms	Tax Levy Borrowing	\$ 600,000		\$ 600,000
910	Fire Department	Dive Team Equipment	Capital Stabilization Fund	\$ 8,800		\$ 8,800
477	Fire Department	Purchase Additional Auto Pulse/ Automated CPR	Capital Stabilization Fund	\$ 13,000		\$ 13,000

Water and Sewer Enterprise Capital Projects						
ID	Department	Project Title	Funding Source	FY2019	2018 SATM	2018 FATM
462	Water and Sewer Enterprise	Capt Tom's Booster Pump	Water Sewer Retained Earnings	\$ 10,000		\$ 10,000
682	Water and Sewer Enterprise	Replace Equipment Trailers	Water Sewer Retained Earnings	\$ 15,000		\$ 15,000
895	Water and Sewer Enterprise	Water Smart Software Implementation	Water Sewer Retained Earnings	\$ 35,000	\$ 35,000	\$ -
846	Water and Sewer Enterprise	SCADA Equipment Upgrade	Water Sewer Retained Earnings	\$ 80,000		\$ 80,000
226	Water and Sewer Enterprise	Sewer Collection System Repairs & Maint	Water Sewer Borrowing	\$ 150,000		\$ 150,000
612	Water and Sewer Enterprise	Water Distribution System Enhancements	Water Sewer Borrowing	\$ 150,000		\$ 150,000
683	Water and Sewer Enterprise	Replace W-26 Dump Truck	Water Sewer Borrowing	\$ 200,000	\$ 200,000	\$ -
890	Water and Sewer Enterprise	Fox Hill Drive Water Main Replacement	Water Sewer Borrowing	\$ 375,000	\$ 375,000	\$ -
83	Water and Sewer Enterprise	Replace Ground Water Wells	Water Sewer Borrowing	\$ 500,000	\$ 500,000	\$ -
560	Water and Sewer Enterprise	Replace W-30 2010 Vactor	Water Sewer Borrowing	\$ 600,000		\$ 600,000
660	Water and Sewer Enterprise	East Central Water Main Abandonment	Water Sewer Borrowing	\$ 850,000	\$ 850,000	\$ -
689	Water and Sewer Enterprise	Replace Water Treatment Plant Stand-By Generators	Water Sewer Borrowing	\$ 400,000	\$ 400,000	

Funding Source	Total	Spring Total	Fall Total
Water Sewer Borrowing	\$3,225,000.00	\$2,325,000.00	\$900,000.00
Water Sewer Retained Earnings	\$140,000.00	\$35,000.00	\$105,000.00
Total	\$3,365,000.00	\$2,360,000.00	\$1,005,000.00

Golf Course Enterprise Capital Projects

440	Sassamon Trace Golf Enterprise	Sassamon Trace Paving Of Golf Course Cart Paths	Golf Course Retained Earnings	\$ 10,000	\$ 10,000	\$ -
636	Sassamon Trace Golf Enterprise	Sassamon Trace Bunker Renovation	Golf Course Retained Earnings	\$ 10,000	\$ 10,000	\$ -
632	Sassamon Trace Golf Enterprise	Trim Mower	Golf Course Retained Earnings	\$ 36,000		\$ 36,000
623	Sassamon Trace Golf Enterprise	Greens And Tee Mowers	Golf Course Retained Earnings	\$ 56,000		\$ 56,000
59	Sassamon Trace Golf Enterprise	Sassamon Trace Irrigation Well	Golf Course Borrowing	\$ 75,000	\$ 75,000	

Funding Source	Total	Spring Total	Fall Total
Golf Course Retained Earnings	\$112,000.00	\$20,000.00	\$92,000.00
Golf Course Borrowing	\$75,000.00	\$75,000.00	\$0.00
Total	\$187,000.00	\$95,000.00	\$92,000.00



Town of Natick

FY 2019 – 2023 Capital Improvement Program

FY 2019-2023 Capital Improvement Plan Summary

Id	Dept	Project Title	2019	2020	2021	2022	2023	Source
709	70	KENNEDY MIDDLE SCHOOL UPGRADE/REPLACEMENT	\$ 113,000,000	\$ -	\$ -	\$ -	\$ -	Debt Exclusion Override
310	21	ROUTE 27 IMPROVEMENTS - CONSTRUCTION	\$ 12,688,000	\$ -	\$ -	\$ -	\$ -	TIP
487	50	REPLACE FIRE STATION 4 (WEST NATICK)	\$ 12,000,000	\$ -	\$ -	\$ -	\$ -	Tax Levy Borrowing
415	21	DOWNTOWN PARKING GARAGE	\$ 7,500,000	\$ -	\$ -	\$ -	\$ -	Tax Levy Borrowing
648	21	COCHITUATE RAIL TRAIL	\$ 7,500,000	\$ -	\$ -	\$ -	\$ -	TIP
841	42	CONSTRUCTION - ROADWAY IMPROVEMENTS SOUTH MAIN ST.	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	Tax Levy Borrowing
872	42	ROADWAY IMPROVEMENTS WASHINGTON AVENUE	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	Tax Levy Borrowing
182	42	ROADWAY & SIDEWALKS SUPPLEMENT	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	Tax Levy Borrowing
104	42	CH90 ROAD IMPROVEMENTS	\$ 982,406	\$ 982,406	\$ 982,406	\$ 982,406	\$ 982,406	Ch 90 Funding
660	65	EAST CENTRAL WATER MAIN ABANDONMENT	\$ 850,000	\$ -	\$ -	\$ -	\$ -	Water Sewer Borrowing
353	42	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	\$ 675,000	\$ 1,250,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
763	40	BEN-HEM - ADD AC 1ST AND 2ND FLOOR CLASSROOMS	\$ 600,000	\$ -	\$ -	\$ -	\$ -	Tax Levy Borrowing
560	65	REPLACE W-30 2010 VACTOR	\$ 600,000	\$ -	\$ -	\$ -	\$ -	Tax Levy Borrowing
83	65	REPLACE GROUND WATER WELLS	\$ 500,000	\$ 500,000	\$ 400,000	\$ 300,000	\$ 300,000	Water Sewer Borrowing
815	40	90 OAK - REPLACE BOILER	\$ 500,000	\$ -	\$ -	\$ -	\$ -	Tax Levy Borrowing
878	40	KENNEDY - INSTALL TEMPORARY MODULAR CLASSROOMS	\$ 455,000	\$ -	\$ -	\$ -	\$ -	Tax Levy Borrowing
689	65	REPLACE WATER TREATMENT PLANT STAND-BY GENERATORS	\$ 400,000	\$ -	\$ -	\$ -	\$ -	Water Sewer Borrowing
890	65	FOX HILL DRIVE WATER MAIN REPLACEMENT	\$ 375,000	\$ -	\$ -	\$ -	\$ -	Tax Levy Borrowing
812	40	90 OAK - REPLACE ALL EXTERIOR WINDOWS AND DOORS	\$ 350,000	\$ -	\$ -	\$ -	\$ -	Tax Levy Borrowing
630	44	REPLACING S-34 TRASH PACKER	\$ 305,000	\$ -	\$ -	\$ -	\$ -	Tax Levy Borrowing
189	42	NORTH AVE AREA DRAINAGE IMPROVEMENTS	\$ 300,000	\$ 1,500,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
72	31	DOCUMENT ARCHIVING	\$ 250,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
624	44	REPLACE H-43 TRUCK/SANDER	\$ 250,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
732	44	REPLACE H-70 TRACKLESS	\$ 250,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
194	51	CRUISER REPLACEMENT	\$ 230,000	\$ 237,000	\$ 245,000	\$ 253,000	\$ 260,000	Capital Stabilization Fund
683	65	REPLACE W-26 DUMP TRUCK	\$ 200,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
496	49	PARK AND FIELD RENOVATIONS	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	Capital Stabilization Fund
773	40	KENNEDY - REPLACE SCIENCE & TECHNICAL CLASSROOMS	\$ 150,000	\$ 1,500,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
226	65	SEWER COLLECTION SYSTEM REPAIRS & MAINT	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	Capital Stabilization Fund
612	65	WATER DISTRIBUTION SYSTEM ENHANCEMENTS	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	Capital Stabilization Fund
670	43	UPGRADE GARAGE EQUIPMENT	\$ 150,000	\$ 30,000	\$ 30,000	\$ -	\$ -	Capital Stabilization Fund
860	123	ENERGY EFFICIENCY	\$ 150,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
675	49	REPLACE LF-5 HOOK-LIFT TRUCK	\$ 140,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
858	40	WILSON SCHOOL - INSTALL ADA RAMP	\$ 125,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
742	40	MEMORIAL SCHOOL - REPLACE EXTERIOR WINDOWS	\$ 120,000	\$ 1,200,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
22	40	KENNEDY-REPLACE EXTERIOR WINDOWS	\$ 100,000	\$ 1,000,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
708	13	DOCUMENT STORAGE SYSTEMS	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	Capital Stabilization Fund
406	19	PRESERVATION OF HISTORICAL RECORDS	\$ 100,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
502	40	TOWN HALL - RENOVATE TOWN HALL OFFICES	\$ 100,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
741	40	BROWN SCHOOL - REPLACE CLASSROOM CARPET WITH TILE	\$ 100,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
774	40	KENNEDY - REPLACE ENTIRE ROOF	\$ 90,000	\$ 900,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
420	50	INCIDENT SUPPORT VEHICLE/BOX TRUCK	\$ 90,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
8	40	KENNEDY-INSTALL FIRE SPRINKLER SYSTEM	\$ 85,000	\$ 850,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
846	65	SCADA EQUIPMENT UPGRADE	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	Capital Stabilization Fund
717	56	COMMUNITY CENTER PARK UPDATES	\$ 80,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
59	60	SASSAMON TRACE IRRIGATION WELL	\$ 75,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
769	40	JOHNSON - REPLACE SECOND FLOOR CLASSROOM TILE	\$ 70,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
779	40	MEMORIAL - REPLACE 32 EXHAUST FANS	\$ 65,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
879	40	MEMORIAL - REPLACE FRONT ENTRANCE SIDEWALK	\$ 65,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund

Id	Dept	Project Title	2019	2020	2021	2022	2023	Source
676	49	REPLACE LF-4 PICKUP TRUCK	\$ 65,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
843	50	REPLACE BACKUP POWER GENERATOR STATION 2	\$ 65,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
904	40	BUILDING ADDITION 75 WEST STREET	\$ 60,000	\$ 600,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
609	40	PUBLIC SAFETY - REPLACE CARPETING THROUGHOUT	\$ 60,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
623	60	GREENS AND TEE MOWERS	\$ 56,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
782	40	WILSON - INSTALL 35 CLASSROOM PROJECTORS	\$ 55,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
845	43	REPLACE EQUIPMENT MAINTENANCE GARAGE DOORS	\$ 55,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
909	50	AIR COMPRESSOR REPLACEMENT	\$ 55,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
822	40	PUBLIC SAFETY BUILDING - REPLACE ROOF	\$ 50,000	\$ 600,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
816	40	LIBRARY - REPLACE THE ROOF	\$ 50,000	\$ 500,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
749	40	LILJA SCHOOL - PURCHASE CLASSROOM FFE	\$ 50,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
751	40	JOHNSON SCHOOL - REPLACE EXTERIOR DOORS	\$ 50,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
753	40	BROWN SCHOOL - EXPAND ROOM 132	\$ 50,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
668	42	REPLACE E-2 ENGINEERING SURVEY VEHICLE	\$ 46,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
881	40	TOWN HALL - REPLACE ROOF	\$ 45,000	\$ 450,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
771	40	JOHNSON - PAINT CLASSROOM WALLS AND CEILINGS	\$ 40,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
775	40	LILJA - REPLACE BATHROOM PARTITIONS AND SINKS	\$ 40,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
824	40	FIRE STATION 1 - REFURBISH THE KITCHEN	\$ 40,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
876	40	BEN-HEM REPLACE BATHROOM PARTITIONS	\$ 40,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
863	51	EOC/TRAINING CENTER AV UPGRADE	\$ 40,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
632	60	TRIM MOWER	\$ 36,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
828	40	LIBRARY - REPLACE CHILLED WATER SUPPLY LINES	\$ 35,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
895	65	WATER SMART SOFTWARE IMPLEMENTATION	\$ 35,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
28	40	KENNEDY-REPLACE HVAC UNITS	\$ 30,000	\$ 600,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
536	49	TREE REPLACEMENT	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	Capital Stabilization Fund
847	19	POLE PADS FOR VOTER CHECKIN AND CHECKOUT RPOCESSING	\$ 30,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
738	40	BEN HEM - REPLACE TOILETS	\$ 30,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
765	40	BROWN - CREATE THREE SMALL ROOMS	\$ 25,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
767	40	HIGH SCHOOL - PURCHASE NEW FURNITURE	\$ 25,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
278	49	REPLACE LF-17 LAWN MOWER	\$ 25,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
17	40	KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC	\$ 22,000	\$ 220,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
740	40	BROWN - INSTALL AC INSIDE THE ART AND MUSIC ROOMS	\$ 20,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
743	40	BROWN - RECONFIGURE BATHROOM ENTRANCE	\$ 20,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
770	40	JOHNSON - REHAB TWO OFFICE BATHROOMS	\$ 20,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
849	51	REPLACE VARIABLE MESSAGE BOARDS	\$ 17,250	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
493	49	SEEDING EQUIPMENT	\$ 16,500	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
152	44	REPLACE DUMPSTERS	\$ 15,000	\$ 17,500	\$ 19,000	\$ 20,500	\$ 22,000	Capital Stabilization Fund
762	40	BEN-HEM REPAIR EXTERIOR STORAGE ROOM	\$ 15,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
776	40	LILJA - INSTALL AC IN THE GYM	\$ 15,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
682	65	REPLACE EQUIPMENT TRAILERS	\$ 15,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
477	50	PURCHASE ADDITIONAL AUTO PULSE/ AUTOMATED CPR	\$ 13,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
861	51	REPLACE COMPARATOR AND 8 VOTING MODULES	\$ 12,490	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
462	65	CAPT TOM'S BOOSTER PUMP	\$ 10,000	\$ 500,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
89	44	GUARDRAIL (VARIOUS LOCATIONS)	\$ 10,000	\$ 12,000	\$ 14,000	\$ 16,000	\$ 18,000	Capital Stabilization Fund
590	49	TREE INVENTORY	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	Capital Stabilization Fund
440	60	SASSAON TRACE PAVING OF GOLF COURSE CART PATHS	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	Golf Course Retained Earnings
636	60	SASSAMON TRACE BUNKER RENOVATION	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	Golf Course Retained Earnings
754	40	BROWN SCHOOL - INSTALL AC IN THE CAFETERIA	\$ 10,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
780	40	MEMORIAL - INSTALL AC CONFERENCE ROOM	\$ 10,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund

Id	Dept	Project Title	2019	2020	2021	2022	2023	Source
784	40	WILSON - TEACHERS ROOM FLOOR REPLACEMENT	\$ 10,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
814	40	NHS - PURCHASE ADDITIONAL STORAGE LOCKERS	\$ 10,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
832	40	NHS ATHLETICS - INSTALL WATER BUBBLER / ICE MAKER	\$ 10,000	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
910	50	DIVE TEAM EQUIPMENT	\$ 8,800	\$ -	\$ -	\$ -	\$ -	Capital Stabilization Fund
862	51	REPLACE LAPTOP COMPUTERS	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	Capital Stabilization Fund
658	65	4M SEWER PUMP STATION FORCE MAIN REPLACEMENT	\$ -	\$ 1,740,000	\$ -	\$ -	\$ -	Water Sewer Borrowing
191	42	ROADS & SIDEWALKS (COLLECTOR/ARTERIAL)	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	Tax Levy Borrowing
302	65	WATER MAIN RELINING / REPLACEMENT	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	Water Sewer Borrowing
351	50	REPLACE L-1 WITH A PLATFORM/LADDER	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
877	40	NHS - REBUILD MEMORIAL FIELD HOUSE	\$ -	\$ 800,000	\$ 8,000,000	\$ -	\$ -	Tax Levy Borrowing
380	50	REPLACE 2001 FIRE PUMPER	\$ -	\$ 620,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
29	40	KENNEDY- REPLACE VCT FLOOR TILE	\$ -	\$ 600,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
772	40	KENNEDY - RELOCATE MODULAR CLASSROOM	\$ -	\$ 600,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
653	49	REPLACE SYNTHETIC TURF MEMORIAL FIELD	\$ -	\$ 600,000	\$ -	\$ -	\$ -	Tax Levy Borrowing
715	56	SOUTH NATICK MULTIPURPOSE COURT RENOVATION	\$ -	\$ 500,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
899	65	SEWER PUMP STATION REPLACEMENT	\$ -	\$ 350,000	\$ 380,000	\$ 400,000	\$ 420,000	Water Sewer Borrowing
896	65	HIGH LIFT, H&T BUILDING MODIFICATIONS SPRINGVALE	\$ -	\$ 340,000	\$ -	\$ -	\$ -	Water Sewer Borrowing
673	44	REPLACE S-101 SIDE ARM RECYCLING TRUCK	\$ -	\$ 320,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
464	65	SPRINGVALE TONKA FILTER MEDIA REPLACEMENT	\$ -	\$ 300,000	\$ -	\$ -	\$ -	Water Sewer Borrowing
898	65	SPRINGVALE WTR AIR STRIPPER MEDIA REPLACEMENT	\$ -	\$ 260,000	\$ -	\$ 270,000	\$ -	Capital Stabilization Fund
631	44	REPLACE H-62 STREET SWEEPER	\$ -	\$ 260,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
626	44	REPLACE H-46 TRUCK/SANDER	\$ -	\$ 250,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
804	40	NHS IT UPGRADES - REPLACE SWITCHES	\$ -	\$ 200,000	\$ 200,000	\$ 100,000	\$ -	Capital Stabilization Fund
842	50	REPLACE S-5 FIRE ALARM AND SIGNAL BUCKET TRUCK	\$ -	\$ 200,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
666	16	REPLACE BOOKMOBILE	\$ -	\$ 200,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
553	44	REPLACE H-67 BOMBADIER	\$ -	\$ 200,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
719	56	MEMORIAL SCHOOL COURT REPAIRS	\$ -	\$ 200,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
718	56	OLD TOWN PARK CIRCLULATION IMPROVEMENTS	\$ -	\$ 175,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
608	40	MORSE LIBRARY - REPLACE CARPETING	\$ -	\$ 150,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
785	40	NHS IT UPGRADES - NETWORK STORAGE	\$ -	\$ 150,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
793	40	HIGH SCHOOL - PARKING LOT CAMERAS	\$ -	\$ 150,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
261	42	REHAB. - JENNINGS POND DAM	\$ -	\$ 150,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
908	55	BACON FREE LIBRARY WINDOW UPGRADE	\$ -	\$ 150,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
23	40	KENNEDY- REPLACE EXTERIOR DOORS	\$ -	\$ 140,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
855	44	REPLACE H-40 DUMP TRUCK	\$ -	\$ 135,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
802	40	WILSON - REPLACE LIBRARY CARPET, FURNITURE, PAINT	\$ -	\$ 125,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
787	40	NHS IT UPGRADES - FIREWALL	\$ -	\$ 100,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
476	50	DEFIBRILATOR PURCHASE	\$ -	\$ 90,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
859	19	NEW VOTING MACHINES	\$ -	\$ 75,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
800	40	MEMORIAL - PAINT CLASSROOM WALLS	\$ -	\$ 75,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
795	40	JOHNSON - RETILE GROUND FLOOR CLASSROOM	\$ -	\$ 70,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
222	40	MEMORIAL-INSTALL FIRE SPRINKLER SYSTEM	\$ -	\$ 65,000	\$ 650,000	\$ -	\$ -	Tax Levy Borrowing
677	49	REPLACE LF-2 PICKUP	\$ -	\$ 65,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
788	40	BEN-HEM - CONVERT THE SECOND BOILER TO GAS	\$ -	\$ 50,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
792	40	BROWN - INSTALL NEW RUBBER FLOORING	\$ -	\$ 50,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
551	42	REPLACE E-3 UTILITY VEHICLE	\$ -	\$ 46,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
747	40	MEMORIAL SCHOOL - REPLACE CONCRETE ENTRANCE WAY	\$ -	\$ 45,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
838	40	KENNEDY - REPLACE ADMIN OFFICE CARPET	\$ -	\$ 45,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
634	60	FAIRWAY MOWER	\$ -	\$ 45,000	\$ -	\$ -	\$ -	Golf Course Retained Earnings

Id	Dept	Project Title	2019	2020	2021	2022	2023	Source
906	21	RAINGARDEN 157 NORTH MAIN STREET - MURPHY FIELD	\$ -	\$ 44,700	\$ -	\$ -	\$ -	Capital Stabilization Fund
748	40	LILJA SCHOOL - SECURITY CAMERAS/ DOOR CONTROLS	\$ -	\$ 40,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
752	40	JOHNSON SCHOOL - RETILE SECOND FLOOR HALLWAY	\$ -	\$ 40,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
790	40	BEN HEM - PAINT SECOND FLOOR CLASSROOM WALLS	\$ -	\$ 40,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
798	40	LILJA - REPLACE HALLWAY WALLS WITH DRYWALL	\$ -	\$ 40,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
799	40	MEMROIAL - REPLACE BATHROOM PARTITIONS	\$ -	\$ 40,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
801	40	MEMORIAL - REPLACE OFFICE CARPET AND CLASSROOM VCT	\$ -	\$ 40,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
831	40	BROWN - INSTALL SECURITY CAMERAS	\$ -	\$ 40,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
887	49	MOWER WITH ATTACHMENTS	\$ -	\$ 40,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
678	53	REPLACE HEALTH-1	\$ -	\$ 40,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
721	56	MARY BUNKER PARK SUPPORT BUILDING	\$ -	\$ 40,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
907	21	BIORETENTION AREA 157 NORTH MAIN - MURPHY FIELD	\$ -	\$ 35,400	\$ -	\$ -	\$ -	Capital Stabilization Fund
837	40	KENNEDY - SECURITY CAMERAS	\$ -	\$ 35,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
690	60	REPLACE MAINTENANCE TRUCK	\$ -	\$ 35,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
789	40	BEN-HEM REPLACE ADMIN OFFICE RUG	\$ -	\$ 30,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
823	40	PUBLIC SAFETY BUILDING - REPLACE WINDOWS GLAZING	\$ -	\$ 30,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
905	21	NATICK FIRE DEPARTMENT TREE FILTERS	\$ -	\$ 25,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
606	40	REPLACE SPEEN ST FIRE STATION ROOF	\$ -	\$ 25,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
803	40	WILSON - CLEAN ALL HVAC DUCTS	\$ -	\$ 25,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
825	40	FIRE STATION 1 - REPLACE ROOF DECK	\$ -	\$ 25,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
760	40	BEN-HEM EXTERIOR MASONRY REPAIR	\$ -	\$ 20,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
635	60	TOPDRESSER	\$ -	\$ 17,250	\$ -	\$ -	\$ -	Capital Stabilization Fund
819	40	LIBRARY - REPLACE EXTERIOR DOORS	\$ -	\$ 15,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
840	40	POLICE STATION - ADD ADDITIONAL HEAT TO THE GARAGE	\$ -	\$ 15,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
826	40	POLICE DEPT. - ADD DOOR TO CONFERENCE ROOM	\$ -	\$ 10,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
758	40	NHS PRESCHOOL - INSTALL CLASSROOM CONNECTING DOOR	\$ -	\$ 8,000	\$ -	\$ -	\$ -	Capital Stabilization Fund
296	65	RUNNING BROOK/VESTA RD PUMP STATION	\$ -	\$ -	\$ 650,000	\$ -	\$ -	Tax Levy Borrowing
720	56	MURPHY FIELD PARK UPDATES	\$ -	\$ -	\$ 600,000	\$ -	\$ -	Tax Levy Borrowing
810	40	WILSON - INSTALL SECOND FLOOR AC	\$ -	\$ -	\$ 500,000	\$ -	\$ -	Tax Levy Borrowing
233	65	BOOSTER PUMP - GLENRIDGE	\$ -	\$ -	\$ 500,000	\$ -	\$ -	Water Sewer Borrowing
806	40	BROWN - REPLACE BOILERS	\$ -	\$ -	\$ 400,000	\$ -	\$ -	Tax Levy Borrowing
809	40	LILJA - REPLACE BOILERS	\$ -	\$ -	\$ 400,000	\$ -	\$ -	Tax Levy Borrowing
674	44	REPLACE S-102 SIDE ARM RECYCLING TRUCK	\$ -	\$ -	\$ 320,000	\$ -	\$ -	Capital Stabilization Fund
610	40	MORSE LIBRARY - REPLACE 5 AHU'S	\$ -	\$ -	\$ 300,000	\$ -	\$ -	Capital Stabilization Fund
684	65	REPLACE W-15 FRONT END LOADER	\$ -	\$ -	\$ 290,000	\$ -	\$ -	Water Sewer Borrowing
672	50	REPLACE AMBULANCE	\$ -	\$ -	\$ 275,000	\$ -	\$ -	Capital Stabilization Fund
627	44	REPLACING H-49 DUMP TRUCK/SANDER	\$ -	\$ -	\$ 250,000	\$ -	\$ -	Capital Stabilization Fund
856	44	TRACTOR TRAILER	\$ -	\$ -	\$ 225,000	\$ -	\$ -	Capital Stabilization Fund
897	65	SPRINGVALE WTF GENERATOR STORAGE GARAGE	\$ -	\$ -	\$ 200,000	\$ -	\$ -	Water Sewer Borrowing
686	65	REPLACE W-17 F-450 W/CRANE	\$ -	\$ -	\$ 170,000	\$ -	\$ -	Water Sewer Borrowing
805	40	BEN HEM - EXPAND PARKING LOT AND RESURFACE	\$ -	\$ -	\$ 150,000	\$ -	\$ -	Capital Stabilization Fund
807	40	BROWN - CONVERT LOBBY TO THE MAIN OFFICE	\$ -	\$ -	\$ 150,000	\$ -	\$ -	Capital Stabilization Fund
231	65	VFD'S FOR WATER PUMPS	\$ -	\$ -	\$ 150,000	\$ -	\$ -	Water Sewer Retained Earnings
412	44	IMPLEMENTATION OF GRAVEL PIT MASTER PLAN	\$ -	\$ -	\$ 125,000	\$ -	\$ -	Capital Stabilization Fund
808	40	HIGH SCHOOL - BUILD A CLASSROOM INSIDE THE LIBRARY	\$ -	\$ -	\$ 100,000	\$ -	\$ -	Capital Stabilization Fund
685	65	REPLACE W-21 CALL TRUCK	\$ -	\$ -	\$ 75,000	\$ -	\$ -	Water Sewer Retained Earnings
854	43	REPLACE M-3 2008 EMD PICKUP TRUCK	\$ -	\$ -	\$ 55,000	\$ -	\$ -	Capital Stabilization Fund
791	40	BEN HEM - PAINT FIRST FLOOR CLASSROOM WALLS	\$ -	\$ -	\$ 50,000	\$ -	\$ -	Capital Stabilization Fund
794	40	NHS PRE-SCHOOL - REPLACE OFFICE/AREA RUGS	\$ -	\$ -	\$ 40,000	\$ -	\$ -	Capital Stabilization Fund

Id	Dept	Project Title	2019	2020	2021	2022	2023	Source
857	40	REPLACE NFM-82 WORK VAN	\$ -	\$ -	\$ 40,000	\$ -	\$ -	Capital Stabilization Fund
343	65	REPLACE W-11 (AIR COMPRESSOR)	\$ -	\$ -	\$ 40,000	\$ -	\$ -	Water Sewer Retained Earnings
679	21	REPLACE CD-1	\$ -	\$ -	\$ 35,000	\$ -	\$ -	Capital Stabilization Fund
827	40	DPW ADMIN BUILDING - REPLACE 2 RTU'S	\$ -	\$ -	\$ 30,000	\$ -	\$ -	Capital Stabilization Fund
821	40	FIRE STATION 1 - REPLACE OFFICE RUG	\$ -	\$ -	\$ 15,000	\$ -	\$ -	Capital Stabilization Fund
756	60	SASSAMON TRACE GOLF COURSE PERIMETER FENCE	\$ -	\$ -	\$ 15,000	\$ -	\$ -	Golf Course Retained Earnings
600	51	REPLACE POLICE K9	\$ -	\$ -	\$ 6,000	\$ -	\$ -	Capital Stabilization Fund
667	50	REPLACE 2005 PUMPER	\$ -	\$ -	\$ -	\$ 700,000	\$ -	Tax Levy Borrowing
778	40	MEMORIAL - RESURFACE AND EXPAND PARKING AREAS	\$ -	\$ -	\$ -	\$ 400,000	\$ -	Tax Levy Borrowing
874	43	REPLACE PUBLIC WORKS BACKUP GENERATOR	\$ -	\$ -	\$ -	\$ 250,000	\$ -	Tax Levy Borrowing/WS Bor
722	56	LOKER PLAYGROUND IMPROVEMENT	\$ -	\$ -	\$ -	\$ 200,000	\$ -	Capital Stabilization Fund
723	56	BROWN PLAYGROUND IMPROVEMENT	\$ -	\$ -	\$ -	\$ 200,000	\$ -	Capital Stabilization Fund
445	40	BROWN- REPLACE UNIT VENTILATORS IN CLASSROOMS	\$ -	\$ -	\$ -	\$ 185,000	\$ -	Capital Stabilization Fund
882	44	REPLACE H-52 UTILITY BODY PICKUP	\$ -	\$ -	\$ -	\$ 175,000	\$ -	Capital Stabilization Fund
875	40	BROWN - REPLACE PLAYGROUND	\$ -	\$ -	\$ -	\$ 125,000	\$ -	Capital Stabilization Fund
867	56	REPLACE RECBUS-2	\$ -	\$ -	\$ -	\$ 120,000	\$ -	Capital Stabilization Fund
764	40	BROWN - INSTALL A COOKING KITCHEN	\$ -	\$ -	\$ -	\$ 100,000	\$ -	Capital Stabilization Fund
892	65	REPLACE W-20 DUMP TRUCK	\$ -	\$ -	\$ -	\$ 95,000	\$ -	Capital Stabilization Fund
901	40	REPLACE NFM-83 PICKUP TRUCK	\$ -	\$ -	\$ -	\$ 70,000	\$ -	Capital Stabilization Fund
869	50	REPLACE CAR-4	\$ -	\$ -	\$ -	\$ 65,000	\$ -	Capital Stabilization Fund
900	40	REPLACE NFM-89 BOX TRUCK	\$ -	\$ -	\$ -	\$ 60,000	\$ -	Capital Stabilization Fund
883	44	REPLACE H-1 HIGHWAY SUPERVISOR VEHICLE	\$ -	\$ -	\$ -	\$ 60,000	\$ -	Capital Stabilization Fund
873	42	REPLACE E-1 UTILITY VEHICLE	\$ -	\$ -	\$ -	\$ 55,000	\$ -	Capital Stabilization Fund
891	65	REPLACE W-3 UTILITY VEHICLE	\$ -	\$ -	\$ -	\$ 55,000	\$ -	Capital Stabilization Fund
724	56	HENRY WILSON PARK IMPROVEMENT	\$ -	\$ -	\$ -	\$ 45,000	\$ 450,000	Tax Levy Borrowing
865	21	REPLACE CD-2	\$ -	\$ -	\$ -	\$ 45,000	\$ -	Capital Stabilization Fund
757	40	HIGH SCHOOL - PURCHASE NEW TRACTOR	\$ -	\$ -	\$ -	\$ 30,000	\$ -	Capital Stabilization Fund
835	40	LILJA - INSTALL ADDITIONAL PARKING LOT LIGHTING	\$ -	\$ -	\$ -	\$ 30,000	\$ -	Capital Stabilization Fund
820	40	FIRE STATION 1 - REPLACE VCT	\$ -	\$ -	\$ -	\$ 20,000	\$ -	Capital Stabilization Fund
739	40	BEN-HEM - RECONSTRUCT SECOND FLOOR STORAGE ROOM	\$ -	\$ -	\$ -	\$ 10,000	\$ -	Capital Stabilization Fund
880	40	NPS - NEW ELEMENTARY SCHOOL	\$ -	\$ -	\$ -	\$ 1	\$ -	Debt Exclusion Override
871	50	REPLACE RESCUE-3	\$ -	\$ -	\$ -	\$ -	\$ 550,000	Tax Levy Borrowing
885	44	REPLACE H-63 STREET SWEEPER	\$ -	\$ -	\$ -	\$ -	\$ 350,000	Water Sewer Borrowing
894	65	REPLACE W-9 BACKHOE LOADER	\$ -	\$ -	\$ -	\$ -	\$ 250,000	Water Sewer Borrowing
886	44	REPLACE S-39 HOOKLIFT TRUCK	\$ -	\$ -	\$ -	\$ -	\$ 140,000	Capital Stabilization Fund
889	49	REPLACE LF-6 HOOK-LIFT TRUCK	\$ -	\$ -	\$ -	\$ -	\$ 140,000	Capital Stabilization Fund
884	44	REPLACE H-42 DUMP BODY PICKUP	\$ -	\$ -	\$ -	\$ -	\$ 100,000	Capital Stabilization Fund
888	49	REPLACE LF-3 DUMP TRUCK	\$ -	\$ -	\$ -	\$ -	\$ 90,000	Capital Stabilization Fund
870	50	REPLACE CAR-5	\$ -	\$ -	\$ -	\$ -	\$ 70,000	Capital Stabilization Fund
902	40	REPLACE NFM-81 SERVICE VAN	\$ -	\$ -	\$ -	\$ -	\$ 60,000	Capital Stabilization Fund
866	13	REPLACE TH-1	\$ -	\$ -	\$ -	\$ -	\$ 55,000	Capital Stabilization Fund
864	53	REPLACE BH-2	\$ -	\$ -	\$ -	\$ -	\$ 55,000	Capital Stabilization Fund
868	56	REPLACE REC-1	\$ -	\$ -	\$ -	\$ -	\$ 55,000	Capital Stabilization Fund
903	40	REPLACE NFM-87 UTILITY VEHICLE	\$ -	\$ -	\$ -	\$ -	\$ 50,000	Capital Stabilization Fund
574	51	REPLACE BULLET PROOF VESTS	\$ -	\$ -	\$ -	\$ -	\$ 45,000	Capital Stabilization Fund
893	65	REPLACE W-2 UTILITY VEHICLE	\$ -	\$ -	\$ -	\$ -	\$ 45,000	Water Sewer Retained Earnings
839	40	POLICE BUILDING - REPLACE GARAGE DOORS	\$ -	\$ -	\$ -	\$ -	\$ 40,000	Capital Stabilization Fund
			\$ 171,399,646	\$ 31,051,456	\$ 21,787,606	\$ 10,038,107	\$ 9,058,606	



Town of Natick

FY 2019 Town Administrator's Preliminary Budget

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Town of Natick

FY 2019 Town Administrator's Preliminary Budget

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Town of Natick

FY 2019 Town Administrator's Preliminary Budget

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Financial Management Principles

PART 1: GENERAL

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

PART 2: PRINCIPLES

Reserves: Use and Recommended Balances

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

Stabilization Funds:

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

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

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

Capital Planning and Budgeting

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

Debt Issuance and Management

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

Financial Planning and Forecasting

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

Cash/Investments Management

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

Retirement System Funding

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

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

Other Post-Employment Benefits (OPEB) Funding

- The Town will develop an actuarially accepted method of funding its Other Post-Employment Benefits to achieve a fully-funded position. The Town will strive to get its contributions to the level required by such a plan. The Town's contribution to Other Post-Employment Benefit costs will be funded into the OPEB Trust Fund established for this purpose using one-time funds (free cash) or annual appropriation in the future. If the Town reaches its actuarial-required contribution (defined as Town and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the Town may reduce its contribution provided that the amount reduced from the annual actuarial requirement will only be used to fund other unfunded liabilities, for one-time, non-recurring expenses, and/or to enhance the Town's Stabilization Funds in order to provide the ability to increase contributions as may be required by future market conditions.

*Adopted by the Board of Selectmen, March 2011
Revised by Board of Selectmen, February 6, 2012
Revised by Board of Selectmen, March 10, 2014
Revised by Board of Selectmen, November 23, 2015*

Legal Basis for the Budget Process

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

TOWN OF NATICK CHARTER: ARTICLE 5: FISCAL PROCEDURES

Section 5-1 Fiscal Year

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

Section 5-2 School Department Budget

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

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

Section 5-3 Submission of Preliminary Budget

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

Section 5-4 Budget Message

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

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

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

Section 5-5 The Preliminary Budget

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

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

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

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

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

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

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

Section 5-7 Capital Improvement Program

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

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

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

TOWN BY-LAWS

ARTICLE 20: TOWN ADMINISTRATOR

Section 2 Dates of Submission of Fiscal Documents

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

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

ARTICLE 23: THE FINANCE COMMITTEE

Section 4 Report, Recommendations

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

Section 5 Audits

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

Glossary & Basis of Budgeting & Accounting

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

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

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

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

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

ARTICLE - An article or item on the Town Warrant.

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

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

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

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

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

BUDGET - The budget is the Town's financial plan for a given fiscal period. The annual budget includes an estimate of proposed expenditures, as well as a forecast of estimated revenues and other financing sources.

The Natick Town Charter specifies that the Town Administrator is responsible for presenting a recommended annual budget to the Finance Committee. The Finance Committee reviews the Town Administrator's Recommended Budget in detail and forwards its recommendations to Town Meeting. Town Meeting adopts the budget by voting a series of appropriations, which may not; in the absence of an over-ride of Proposition 2 1/2 exceed the estimated total amount of revenues and other financing sources for the fiscal period.

BUDGET MESSAGE (Town Administrator's Transmittal Letter) – The opening section of the budget that provides the Board of Selectmen, Town Meeting Members, and the general public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the recommendations of the Town Administrator.

CAPITAL EXPENDITURE - A major, non-recurring expenditure involving land acquisition, construction or major rehabilitation of a facility, or purchase of equipment costing \$10,000 or more with a useful life of five years or more.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A financial planning and management tool which: identifies public facility and equipment requirements; places these requirements in order of priority; and schedules them for funding and implementation.

CHAPTER 90 - Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities through the Transportation Bond Issue for highway construction, preservation and improvement projects that create or extend the life of capital facilities. Routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population and level of employment. Municipalities receive Chapter 90 funds on pre-approved projects on a reimbursement basis.

CHERRY SHEET - The State allocates a portion of generated revenue to municipalities each year for education and general governmental expenditures. The amount of state aid each community will receive is itemized in a financial statement printed on cherry colored paper (thus the name). The amount of reimbursement is a function of the State budget. Towns usually receive notification in late summer, subsequent to the beginning of the fiscal year.

CLASSIFICATION - Massachusetts municipal finance law requires that all real estate and personal property be appraised at "full and fair cash valuation" for purposes of assessing property taxes. Once the Commissioner of the Massachusetts Department of Revenue certifies that properties are appraised at "full and fair cash valuation" (once every three years), the Board of Selectmen may

impose a tax classification plan, whereby a portion of the residential tax burden may be shifted to the commercial/industrial class of taxpayers. The law limits the amount of tax burden which can be shifted to the commercial/industrial class to not more than 150% of the proportionate share of the class. In other words, if the commercial/industrial class of taxpayers is normally responsible for 25% of the total tax burden, their maximum burden under the classification law is 37.5% (25 x 1.50).

COMPETITIVE BIDDING PROCESS – the process following State law requiring that for purchases of \$35,000 or more a Town must advertise, solicit and publicly open sealed bids from prospective vendors. After a review period, the Town Manager then awards a contract to the successful bidder.

DEBT EXCLUSION - The amount of taxes assessed in excess of the Proposition 2-1/2 levy limit for the payment of debt service costs attributable to a vote of the electorate. Two-thirds of the Selectmen and a majority of citizens voting must approve the exclusion. These funds are raised to retire the debt service for the project. They are not added to the tax levy limit for the following fiscal year.

DEBT SERVICE - Payment of interest and principal on an obligation resulting from the issuance of bonds.

DEPARTMENT – A division of the Town that has overall management responsibility for an operation or group of related operations within a functional area.

DEPRECIATION – 1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. 2) That portion of the cost of a capital asset that is charged as an expense during a particular period. Depreciation is based on historic costs not replacement value.

ENCUMBRANCE – To encumber funds means to set aside or commit funds for a future expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved.

ENTERPRISE FUNDS - Enterprise Funds, authorized by MGL Ch. 44§53F ½, are used to account for operations which are financed and operated in a manner similar to business operations and where the costs of providing goods or services are financed in whole or in part by user charges (charges for services). Services accounted for in Enterprise Funds are tangible and can be measured for determining a charge for services.

In Massachusetts, the most common types of government enterprises include utility or utility-type services for water treatment and delivery, sewerage collection and treatment, and electricity generation and distribution. Less common but prevalent operations include hospitals, airports, parking, swimming pools, and golf courses.

Individual services must ordinarily be accounted for in separate Enterprise Funds. Segregation is essential for determining the total cost of services and the extent to which user charges cover that cost. Although a community may decide to recover only a portion of its costs from user charges, it is essential from a management point of view that it understands what its total costs are. Such costs include amounts for repayment of long-term debt and related interest and estimates for depreciation.

EXPENDITURE – Decrease in net financial resources for the purpose of acquiring and providing goods and services.

EXPENSES – Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity’s ongoing major or central operations. Expenses consist of the following objects of expenditure: Utilities, Supplies and Materials, Contractual Services, and Equipment.

FINES & FORFEITURES - Revenue collected from court fines, penalty charges for overdue taxes along with non-criminal fines are included in this category.

FISCAL YEAR (FY) - The Town of Natick operates on a July 1st through June 30th fiscal year.

FREE CASH - The amount certified annually by the Dept of Revenue that represents the unreserved fund balance less all outstanding tax receivables. This balance is created when actual revenues exceed those estimated and/or expenditures are less than appropriations for any given fiscal year. These funds may be appropriated by Town Meeting as a resource for the next fiscal year’s operations or any other purpose authorized by state statute. The Massachusetts Department of Revenue certifies free cash each July 1st. Certified Free Cash is available for appropriation by Town Meeting for any lawful purpose.

FUND BALANCE - The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. Monies in the various governmental funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of Free Cash. (See Free Cash)

FUNDING SOURCE – The specifically identified funds allocated to meet budget requirements/expenses.

GENERAL FUND - Revenues derived from the tax levy, state aid, local receipts and available funds are considered General Fund revenues. The General Fund is distinguished from Enterprise Funds and Special Revenue Funds.

GFOA – Government Finance Officers Association of the United States and Canada. The G.F.O.A. is a professional organization of governmental finance officers.

GRANT – A contribution by one government unit or outside agency to another governmental unit. The contribution is usually made for a specific purpose but is sometimes for general purposes.

INVESTMENT INCOME - The Town earns interest on cash held in savings accounts and invested in short term securities. The investment goal is to ensure that all funds are invested. The term of these investments is short-term and risk adverse. The Treasurer is very restricted as to the instruments in which investments can be made. The amount of investment income is a function of the amount of funds invested and the interest rate.

LEVY LIMIT - The maximum amount of money, which the Town can raise from the property tax levy, without an override of proposition 2 1/2. Please refer to the explanation of Proposition 2 1/2 for a description of how the levy limit is calculated.

LIABILITY – Debt or other legal obligation which must be paid, renewed or refunded at some future date, but does not include encumbrances.

LOCAL RECEIPTS - A category of revenue sources including school department charges for services, investment income, fines and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2 ½ Tax Levy.

MODIFIED ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made.

MOTOR VEHICLE EXCISE - All Massachusetts vehicle owners who have their vehicle(s) registered in the State of Massachusetts pay an annual motor vehicle excise tax to the town. The Registry of Motor Vehicles creates a listing of all vehicles registered in Natick and the book value assigned to each vehicle. The Town uses this information to bill all owners an annual tax equal to 2 ½ percent or \$25 for each \$1,000 of the vehicle's value.

MWRA – Massachusetts Water Resources Authority

NEW GROWTH - In addition to a standard 2 1/2% annual increase in the property tax levy, Proposition 2 1/2 allows the levy to be increased further by the sum of certain qualifying new construction valuation, multiplied by the prior year tax rate. Qualifying new construction valuation is known as "New Growth". In general, in order to qualify as "New Growth" the new construction valuation must be either a newly constructed house or an addition to an existing house, which adds at least 50% to the preconstruction value (residential properties). For commercial/industrial properties, "New Growth" consists of both newly built buildings, and additions, which add at least \$100,000 to the prior value of the improved property. It permanently becomes part of the tax levy.

OBLIGATION - A commitment to pay a particular sum of money (e.g. as required by contract or a bond).

OPERATING BUDGET – The portion of the budget that pertains to daily operations, which provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

OPERATING EXPENDITURE - An ongoing or recurring cost of performing a function or providing a service. Operating expenditures include personal services, supplies and materials, utilities, contractual services, minor equipment, and debt service.

OVERLAY - The amount raised in the tax levy for funding abatements granted by the Board of Assessors due to overvaluation.

OVERRIDE - An action taken by the voters of the town to exceed the limit placed on tax revenue growth by the State tax limitation law known as Proposition 2 ½. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year and this becomes a permanent addition to the tax levy limit.

PROPOSITION 2 ½ - A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. In other words, the total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next unless the citizens of the town approve a debt exclusion or an operating override. New construction values are in addition to this limit. Two provisions within Proposition 2 ½ allow the citizens of a community by popular vote to authorize the Town to raise taxes above the tax levy limit: an operating override or a debt exclusion.

As a consequence of this proposition, the Property Tax currently accounts for 2/3rd's of the Town's total revenue budget. Proposition 2 1/2, is a statutory limit on the annual rate of growth in the property tax levy of the Town. In the absence of a majority vote of approval by the Natick electorate (an over-ride), the total amount of revenue which may be generated from the property tax is limited to: 2 1/2 more than the prior year levy limit, plus the sum of all qualifying new construction valuation multiplied by the prior year tax rate.

RESERVE FUND - An amount set aside annually within the budget of the town to provide a funding source for "extraordinary and unforeseen" expenditures. In a town, the Finance (or Appropriation) Committee can authorize transfers from this fund. The Reserve Fund is under the control of the Finance Committee.

RETAINED EARNINGS – The equity account reflecting the accumulated earnings of the enterprise funds.

RESOURCES - Total dollar amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

REVALUATION - Massachusetts municipal finance law requires that the Massachusetts Department of Revenue formally certify that property tax assessments represent the "full and fair cash valuation" of properties. The process of determining the "full and fair cash valuation" of taxable property is known as Revaluation.

REVENUE - Budgetary resources. The various revenues the Town receives are listed in the Revenue Section of Town Administrator's Summary.

REVOLVING FUND – As authorized under M.G.L. Ch. 53 E ½, departmental revolving funds allow communities to raise revenues from a specific service and use those revenues without appropriation to support the service. Each revolving fund must be re-authorized each year at annual town meeting, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all

associated fringe benefits.

SCHOOL BUILDING ASSISTANCE PROGRAM – A program started by the Commonwealth of Massachusetts with a mission to partner with Massachusetts communities to support the design and construction of educationally-appropriate, flexible, sustainable, and cost-effective public school facilities. The Massachusetts School Building Authority has a dedicated revenue stream of one penny of the State’s 6.25% sales tax.

SEWER & WATER CHARGES - The Town operates a Water and Sewer Enterprise Fund to manage these municipal operations. Users of sewer and water services provided by the Town pay charges depending upon usage. Revenue received from charges for sewer and water services is used to fully support the costs of utility operations, such as Massachusetts Water Resources Authority (MWRA) assessments, debt service obligations, personnel costs, and capital projects. Charges for services are based on an inclining block rate structure corresponding to usage. Charges rise as usage increases. The Town pays the MWRA assessments to dispose of Town sewage.

STABILIZATION FUND – Massachusetts General Law Ch.40, Sec. 5B, allows a municipality to appropriate in any year an amount not exceeding ten percent of the amount raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The treasurer shall be custodian of the funds and may invest the proceeds legally; any interest earned shall remain with the respective funds. Money from the Stabilization Funds may be appropriated for any lawful purpose by two-thirds vote of Town Meeting.

Natick has five Stabilization Funds: the General Stabilization Fund, the Capital Stabilization Fund, the Operational/Rainy Day Stabilization Fund, the One-to-One Technology Stabilization Fund and the Inflow and Infiltration Stabilization Fund.

TAX LEVY - The total amount to be raised through real estate and personal property taxes. Natick property owners pay taxes to the Town based on the assessed value of their real and/or personal property. Each year the Board of Selectmen conducts a tax classification hearing to determine a tax rate. The Town Assessor makes adjustments to real estate values in order to properly reflect fair market value. In addition to real estate, businesses may also pay a personal property tax (set at the commercial rate) based on the value of their professional equipment, furniture and fixtures. The amount of taxes a property owner pays is determined by multiplying the applicable tax rate by the valuation. For example, if the tax rate is \$10 and a property's assessed value is \$100,000, the property owner will pay \$10 times \$100,000/1,000, or \$1,000. Tax levy revenues are the largest source of funding for the Town. These revenues support most school, police, fire, public works, library, and general governmental services to the community.

TAX LEVY LIMIT - The maximum amount that can be raised within the restrictions imposed by Proposition 2 ½.

TAX RATE - The amount of tax levied for each \$1,000 of assessed valuation.

USER FEES - Fees paid for direct receipt of a public service by the user or beneficiary of the service.

Basis of Accounting & Budgeting – Terminology

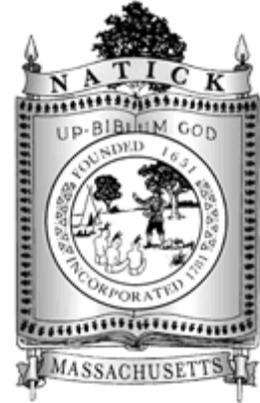
The following descriptions detail how the Town of Natick performs its accounting and budgeting.

- **Basis of Accounting:** General fund accounting is done on a modified accrual basis meaning that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for in the accounting period incurred (accrual basis).
- **Basis of Budgeting:** Budgeting for all enterprise funds is done on a GAAP (Generally Accepted Accounting Principles) or full accrual basis. This means that expenditures and revenues are accounted for in the accounting period incurred.

Demographics & Information

History

The Town of Natick is a suburban industrial center located on the upper basin of the Charles and Concord Rivers with an extensive complex of ponds. The town was from earliest Colonial days a prime target for development, possessing as it did good agricultural land, fish runs and water power. Established in 1650 on the Charles River, Natick had the first and the largest Indian praying town in the colonies, one that became a model for all other attempts to inculcate European standards into Indians. John Eliot, the great missionary, secured a charter of 6,000 acres for the Indians and converted them to Christianity. Unfortunately, Natick's Indian population was forcibly resettled on Deer Island during the King Philip's war and essentially never returned.



In Colonial days, Natick was an agricultural community with some orchards and some lumbering. Grist and sawmills were established and Indian ownership and control gave way to white dominance between 1676 and 1776. Local tradition claims that several loads of Natick men shipped out to the California gold rush in 1849 and 1850, returning with enough capital to start independent businesses in the town. The shoe industry dominated the community by the early 19th century, with the first shoe sole manufacturer established in 1827 and shoes shipped to the southern and western markets by 1830. The town's products, including baseballs manufactured in Natick, were shipped to Boston on the Boston and Worcester Railroad. The town saw rapid growth including an Irish, English, Nova Scotian, Italian and Armenian immigrant population which came to take jobs in the shoe plants and by the 1880's, Natick was the third largest shoe production community in the country.

Demographic & Geographic Information

Settlement Date: 1651

Incorporation Date: Natick was incorporated as a Town on February 19, 1781.

County: Middlesex

Location: Eastern Massachusetts, bordered by Framingham on the west, Wayland and Weston on the north, Wellesley and Dover on the east, and Dover and Sherborn on the south. Natick is 18 miles southwest of Boston; 25 miles east of Worcester; 35 miles north of Providence, Rhode Island; and about 201 miles from New York City.

Total Area: 16.06 sq. miles

Land Area: 15.09 sq. miles

2013 Population: 35,214 (*Mass Dept. of Revenue*)

2016 Labor Force: 19,637 (*Mass Dept. of Revenue*)

Per Capita Income: (2007-2011 5 year ACS Estimate): 49,012 (*U.S. Census*)

2012 Population per Square Mile: 2,102.12

2013 Road Miles: 155.92 (Mass Dept. of Revenue)

Unemployment Rate October 2016: 2.1%

Percent of population with college degrees or higher: 61.5%

Median Single-Family Home Price (2015): \$488,000 (increase of nearly 5% from 2014)

Largest Taxpayers

The following is a list of the largest taxpayers in the Town for fiscal 2017 and the assessed valuation and tax levy for each. All of the largest taxpayers listed below are current in their tax payments.

Name	Nature Business	Fiscal 2017 Assessed Value	Fiscal 2017 Tax	% of Total
General Growth Properties	Natick Mall-Retail/Condos	\$ 322,450,100	\$ 4,379,894	4.21
Mathworks, Inc. (1)	Software Development/Sales	156,290,800	2,113,395	2.03
Avalon Natick LLC	Apartments	82,236,200	1,110,107	1.07
HC Atlantic Development	Office/R&D	69,704,600	940,522	0.91
Cognex Corp.	R&D/Office	41,976,200	566,259	0.54
DDH Hotel LLC	Hotel	38,154,300	526,539	0.51
Franchi Pasquale	Apartment, Office	37,334,400	503,641	0.48
Natick Village Invest. Ltd. Part.	Condos-Real Estate	34,328,600	463,093	0.45
Cloverleaf Apartments LLC	Apartments	31,466,100	424,478	0.41
TJX Companies Inc.	Office/Headquarters	28,218,500	381,450	0.37
Total		<u>\$ 842,159,800</u>	<u>\$11,409,378</u>	<u>10.98 %</u>

Principal Employers (1)

Other than the Town itself, the following are the principal employers located in the Town:

Company	Nature of Business	Current Employees
MathWorks, Inc.	Software Dev/Sales	2,600
U.S. Army Natick Research, Development & Engineering Ctr.	Government/Food Research	1,600
Natick Mall	Retail	1,200
Metro West Medical Center Leonard Morse Campus	General Medical & Surgical Hospital	1,000
Waban, Inc.	Retail Administration/Management	300
Klockner-Moeller	Motor Controls & Switchgear Equipment	200
Cognex	Manufacturers of Vision Instrumentation/Administration	200
Snap-on-Tools	Automobile Service Equipment	170
Whitney Place	Assisted Living	170
Crowne Plaza Hotel	Hotel	150
Middlesex Savings Bank	Bank	100
Vision Sciences	Medical Instrumentation	80
Stop & Shop	Supermarket	70

Government & Elections Information

School Structure: K-12

Form of Government: Town Administrator-Selectmen-Representative Town Meeting

Voting Qualifications: Must be 18 years of age on or before Election Day, born in the United States or fully naturalized; a resident of Natick.

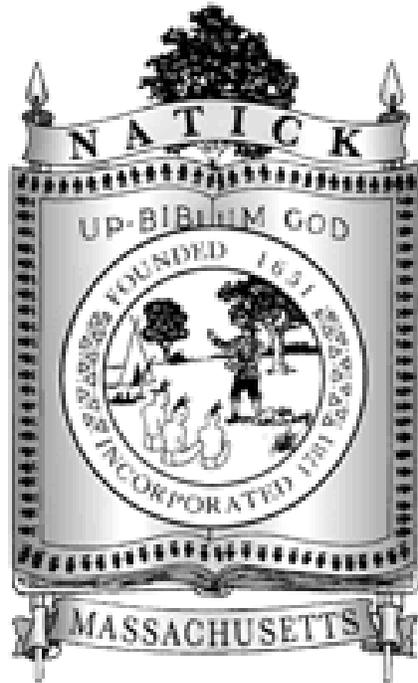
Registration of Voters: Town Clerk's Office, 13 East Central Street, Monday –Wednesday from 8:00 AM to 5:00 PM; Thursday from 8:00 AM -8:00 PM; Friday from 8:00 AM -12:30 PM.

Where to Vote (Precinct Numbers):

- Brown Elementary School, 1 Jean Burke Drive (1)
- Cole Recreational Center, 179 Boden Lane (2)
- Brown Elementary School, 1 Jean Burke Drive (3)
- Wilson Middle School, 24 Rutledge Road (4)
- Wilson Middle School, 24 Rutledge Road (5)
- Lilja School, 41 Bacon Street at Oak Street (6)
- Community/Senior Center, 117 East Central Street (7)
- Morse Institute Library, 14 East Central Street (8)
- Community/Senior Center, 117 East Central Street (9)
- Community/Senior Center, 117 East Central Street (10)

Town of Natick

FY 2019 BUDGET PREPARATION MANUAL



October 2017

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SECTION 1: PROCESS

The process of building a budget is as important as the end product it produces. Active communication is the key to successfully building a budget that serves the community well. Working together to identify “hot spots” or new trends earlier rather than later is instrumental in building a well-thought out budget.

The legislative body of the Town of Natick is a representative Town Meeting comprised of 180 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Administrator is required to submit a Proposed Budget to the Board of Selectmen and Finance Committee on January 2, 2018. An **Open Process** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally, citizen participation is encouraged and sought after January 2nd. This open process allows for greater inclusion in decision-making and in the overall development of the budget.

Internal Departmental Budget Development:

The process begins in the fall with the internal budget process. In October, Town staff will work together to develop individual Department Budget Requests that support the operations of the Town’s programs and services, as well as address the needs and objectives that are identified by the Board Of Selectmen and Town Administrator’s goals for FY 2018.

Initial budget requests represent a comprehensive and careful consideration of resources needed to accomplish the mission, goals and objectives of your department. The requests must be complete and thorough in order to make it through the Town’s budget process. When developing budget requests, it is important to solicit participation from all levels of your staff in order to more fully identify and address the budget needs of the department’s programs and services. Each staff person brings a different perspective and expertise to the process. For departments with multiple divisions and programs/subprograms, it may be helpful to start the process with each program developing their individual budget requests. In the initial stages of the budget development, encourage your staff to include **all** of the program’s budget needs and to prioritize those needs within each individual program. It is important that the development process within each department carefully review each program before making the request.

Once the initial requests have been developed, a team of staff representing the different divisions and programs can be assembled by the department head to review and further prioritize the department’s requests as a whole. Utilizing a team approach in which all divisions and programs are all represented enhances the quality, innovation, strategy and the scope of the departmental budget requests.

Department Heads will meet in November and December with the Town Administrator and Deputy Town Administrators to review the budget requests and refine disparate proposals into a cohesive whole.

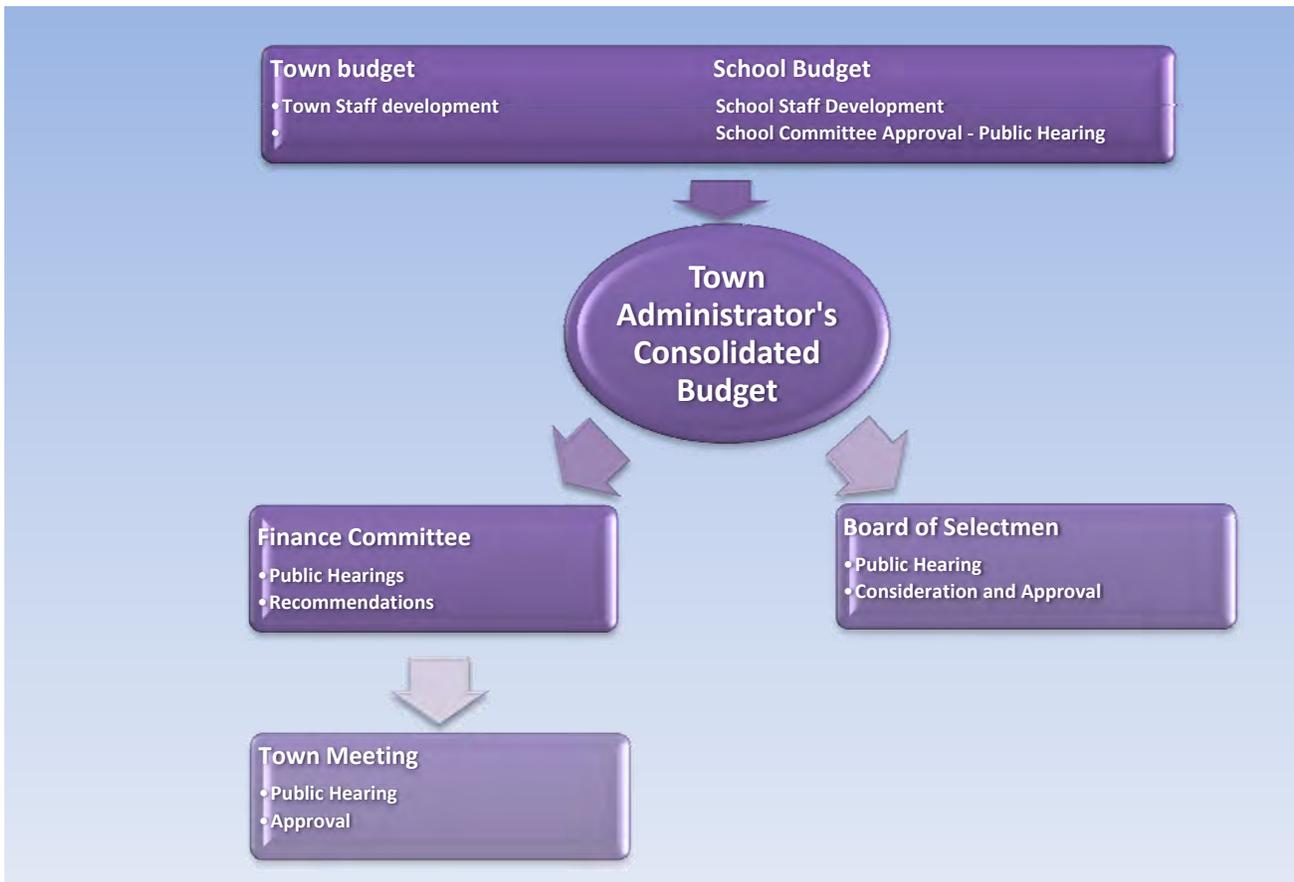
While the Town Departments develop one part of the town’s operating budget, the School Department begins a separate process for developing the operating budget of the Natick Public Schools. The Superintendent submits his final budget request to the School Committee in December and submits it to the Town Administrator in sufficient time to enable her to consider its effect on the total town budget. The Town Administrator is responsible for making budget recommendations for all Town programs, including the School Department.

External Budget Considerations:

Once the Town Administrator presents her recommended budget to the Board of Selectmen and the Finance Committee on January 2nd, hearings on the proposed budget are held between January and March to vet the budget and allow for the Finance Committee to review and propose recommendations to Town Meeting. Their final recommendations on financial articles are sent to Town Meeting members at least 7 days prior to the start of the Spring Annual Town Meeting. It is through the Representative Town Meeting that funds are appropriated and the Town’s Annual Budget is adopted.

The end result is a collaborative effort involving the Citizens, Board of Selectmen, School Committee, Finance Committee, and Town and School staff and in which the needs of the community are identified and represented. The quality of the outcome is dependent on the process.

Budget Process:



SECTION 2: CRITICAL DATES*

Description of Item	Due Dates
Distribution of Materials to Departments	October 2 nd
Department Head Goals Meeting w/ Town Administrator	October 24 th
Return of Budget Materials to Deputy Town Administrator	November 24 th **
Town Administrator Reviews w/Departments	November 27 th – December 15 th
Superintendent's Presentation of Budget	December 1 st
Final Preparation of Budget Submission	December 18 st -December 30 th
Presentation of Budget to Board of Selectmen	January 2 nd , 2018
Presentation of Budget to Finance Committee	Week of January 8 th
Budget Hearings	January - March
Submission of Capital Plan Revisions to BOS & FC	March 1 st
Distribution of Budgets & Finance Committee Recommendations	Late March
Town Election	March 27 th
Town Meeting	April 10 th
Begin FY 2019	July 1 st

*All dates and deadlines subject to revision.

**If you cannot complete the materials by the deadline or otherwise need help please contact John Townsend at ext 6416 or jtownsend@natickma.org

SECTION 3: FY 2019 BUDGET PREPARATION

OVERVIEW: This budget preparation manual provides information and instructions necessary to prepare your budget requests in an accurate and timely manner. It also provides an understanding of how the individual steps taken in the development of the budget support and directly relate to the overall process.

The FY 2019 Budget Process provides an organized approach to building the budget. The Department will initially prepare a Level-Service budget that provides the same level of service at FY 2018 staffing levels, providing for projected adjustments to fixed costs (i.e. contractual services, utilities, etc.) In recognition that a level service budget may not achieve your Department's objectives, Departments may submit *Proposed New Initiatives* (PNI) that request additional funding and/or positions to enhance the services provided by your Department.

When preparing your level-service budget, keep in mind:

- Remove one-time expense items from your budget proposal – only include recurring costs. For example, if you had money appropriated for a one-time project, (boiler replacement, server replacement, etc) take it out of your level-service budget.
- DO NOT INCLUDE restorations in your level-services budget! Please utilize the *Proposed New Initiatives* form (detailed in Section 5) to state the case for funding restorations.
- Highlight revenue enhancements or increases that are available to support your department's operations.

It is strongly encouraged that you involve middle managers and any other interested employees in the budget process – you never know when they will need to know how to put a budget together.

STAYING ON SCHEDULE: Adhering to and meeting deadlines is essential. Please carefully review the list of **Critical Dates** on the previous page to familiarize yourself with the key milestones and deadlines.

Please do not hesitate to contact John Townsend, Deputy Town Administrator/Finance Director, with any budget questions or guidance on how to fill out materials. He can be reached at jtownsend@natickma.org.

CRITICAL DATES

DEADLINE

Departments must submit their workbooks & personnel sheets on **November 24th**.

OVERVIEW: It is through the Budget Request documents that individual departments identify their expenditure needs for the upcoming year. This section will assist you in preparing the FY 2019 operating budget requests for your department.

OPERATING BUDGET DEVELOPMENT PARAMETERS:

Budget Requests should be developed according to the parameters listed below.

- **Overall** – Departments are to develop budgets which offer the same level of service being provided in FY 2018.
- **Staffing & Salaries** – Only use the staffing worksheets distributed by the Finance Department.
- **Benefits** – All benefits are shared costs and will be calculated by the Finance Department.
- **Expenses** - Expenses should be calculated based upon the level of service you are providing this year and cost saving you may be able to achieve from possible operational efficiencies.

MATERIALS: The following will be provided:

1. Departmental Workbook Template with the following Sections:
 - a. **Department’s Mission Statement:** – **You need to complete;**
 - b. **Budget Highlights:** - **You need to complete;**
 - i. Bullet format – narrative should be limited;
 - ii. Must include major line item changes;
 - iii. Any approved new staff;
 - iv. New Initiatives – even if budget neutral;
 - v. Major funding changes; and,
 - vi. Major program or service changes.
 - c. **Departmental Organizational Summary** – **You need to update from last year;**
 - i. Org chart – number of FTEs for FY 2019 should be included in the boxes
 - ii. Total Staff – include all full and part time staff for FY 2019
 - iii. Notes should provide any necessary explanation and all changes for FY 2019.
 - d. **Proposed New Initiatives Form** – **You need to complete;**
 - i. See below for instructions.
2. Line Item Budget with each major category of expense (salaries, tech & professional services, other charges, supplies, etc.)
 - a. Historical information has been provide – your initial base line budget numbers are the **FY 2018 REVISED BUDGET;**
 - b. In-put budget submission for FY 2019; - **You need to complete;**

- c. Provide a line-by-line description of any changes from the base line budget number; and,
 - d. Only include appropriation requests for services you are currently providing.
3. The personnel services sections of your budget will be completed once the staffing sheets are finalized. Personnel Staffing Worksheets:
- a. Detailing each individual person & compensation; and,
 - b. This information must be used in completing your budget and cannot be changed by the Department

PLEASE NOTE: Personnel Staffing Worksheets will be distributed AFTER Departmental workbooks are distributed. Department Heads are responsible for proofing and approving their department's staffing sheets.

All budget submissions should be submitted to John Townsend at jtownsend@natickma.org.

CRITICAL DATES

DEADLINE

All proposed new initiatives must be submitted by **November 24th**

OVERVIEW: Due to the changing nature of the demands for service, the need to supplement existing services or an innovative idea that will produce cost savings over the long run, Departments may request additional funding. To achieve this end, Departments will be asked to fill out the FY 2019 Proposed New Initiatives (see below). This form will allow departments to succinctly enter the costs and rationale for their requests. Blank forms are included with your Departmental Workbook Template.

If your department would like to request additional funds for services that were not provided during FY 2018 or suggest an enhancement to an already existing services, please document your request on a Proposed New Initiatives form. Please provide additional information to support your request, including whether or not the request will provide cost savings.

If your department is seeking additional staff please provide information on why you believe it is necessary, what other options such as contracted services have been evaluated and the costs associated with your request, including all estimated benefits for the position. If the position does not exist in the Personnel Classification and Pay Plan then you will have to meet with the Human Resources Department to discuss your request prior to submission.

INSTRUCTIONS:

- Please provide you Project with a catchy title.
- Complete Line item budget for project. Personnel Services and Expenses should use the same cost categories as your departmental budget. Please provide a description of what the cost will cover and if it is a recurring expense.
- Provide a brief narrative of the purpose of the project.
- Briefly describe the population or populations that will be served by this project.
- List any revenue that will be generated by the project. Also include any cost savings associated with the project (an estimated dollar amount is helpful) and any external funding sources (grants, donations, etc.) available for the project.

SECTION 6: CONCLUSION

The FY 2019 budget has a slightly different format which, hopefully, will facilitate its completion and produce a more user friendly budget document.

In order to avoid delays and aggravation, please be aware of deadlines, review the instructions (some things have changed!), submit only completed documents, proof read everything and double check those numbers. If you have any questions, concerns or ideas please reach out to either John or Bill, ASAP so we can resolve any issues.

Please submit all budget submissions to John Townsend at jtownsend@natickma.org
Thank you!!!



Town of Natick

Revolving Funds

Fund #	Motion	Revolving Fund	Spending Authorization FY 2018	Starting Balance 7/1/2017	Revenues	Expenditures	Balance 1/1/2018
2002	A	DPW Surplus Vehicle/Purchase Acct.	\$200,000	\$428,264	\$46,562	(\$15,000)	\$459,826
2005	B	Morse Institute Library Materials	\$85,000	\$3,014	\$12,565	(\$505)	\$15,862
2006	C	Morse Institute Library Equipment & Maintenance	\$25,000	\$6,792	\$2,775	(\$60)	\$9,507
2007	D	Community - Senior Center Equipment & Maintenance	\$75,000	\$83,625	\$29,746	(\$41,446)	\$71,925
2008	E	Board of Health Immunization	\$40,000	\$57,664	\$10,745	(\$22,587)	\$45,822
2009	F	Community - Senior Center Programs	\$95,000	\$88,357	\$60,059	(\$58,700)	\$89,716
2010	G	BOH Regional Coalition Tobacco Control	\$25,000	\$33,520	\$300		\$33,820
2011	H	Pay for Performance - Energy Rewards	\$25,000	\$0	\$2,568		\$2,568
2012	I	Tax Title Collection	\$100,000	\$76,175	\$20,927	(\$10,462)	\$86,640
2013	J	Curbside Compost collection	\$20,000	\$3,842	\$2,305		\$6,147

