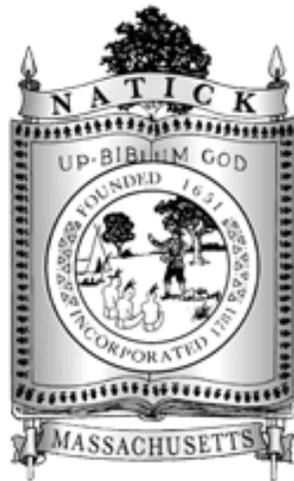


Town of Natick

2019 Spring Annual Town Meeting



Recommendations of the Natick Finance Committee

April 9, 2019 - Natick High School - Natick, MA

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Finance Committee Recommendation Book

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**Finance Committee
Town of Natick, Massachusetts
March 28, 2019**

2019 Spring Annual Town Meeting

Greetings to all Town Meeting Members and Citizens of Natick,

The Finance Committee is pleased to deliver the 2019 Spring Annual Town Meeting Recommendation Book for your reading pleasure. Included in this book following the Finance Committee section is the Town Budget and related documents and information from the Town Administration.

We hope that you find the content in this book accessible and easy to digest. We are seeking feedback on the Recommendation Book overall and the usability and value to Town Meeting Members. Look for the survey sheet during Town Meeting and consider taking a few minutes to fill it out and drop it in the boxes on your way out of the auditorium.

Charter Responsibility of the Finance Committee

Under the Town's Charter, the Finance Committee is required to hold public hearings on the Town Administrator's proposed budget for each Town agency and "file a report containing its recommendations for actions on the proposed budget" (Natick Home Rule Charter Article 5 Section 6)

- Proposed appropriations for operating budgets are included this year in Articles 8, 9 and 10
- Proposed appropriations for capital expenditures are included this year in Articles 14 and 15.

Under the Town's By-Laws, the Finance Committee is also required to "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" (Natick By-Laws, Chapter 23, Section 4).

- In accordance with the Town of Natick Home Rule Charter and By-Laws, this Report and recommendations are respectfully submitted for your consideration
- A summary schedule of Finance Committee recommendations and votes on the various budgets for each Town agency and a separate summary schedule of Finance Committee recommendations and votes by warrant article are presented immediately after this letter.

To fulfill its responsibilities under Article 5 of the Charter and Article 23 of the By Laws, the Finance Committee met a total of 16 times on the following dates:

- January 8th, 10th, 15th, 17th, 22nd 24th, and 31st
- February 5th, 7th, 26th, and 28th
- March 5th, 7th, 12th, 19th, 21st

It's anticipated that the Finance Committee will meet on April 4, 2019 to take up articles 24, 26 and 27 which had not been heard prior to the publication of the Recommendation Book.

Summary of Finance Committee Activities Since 2018 SATM

The Finance Committee's report to Annual Town Meeting is also required under Article 23, Section 4 of the By-Laws to "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."

In 2018 the Finance Committee supported the Spring and Fall Annual Town Meetings and two Special Town Meetings. So far in 2019 Finance Committee will support the Spring Annual Town Meeting and the Special Town Meeting #1. Then in the autumn we will take up the articles under the 2019 Fall Annual Town Meeting.

Revamping of the Budget Recommendation Process for FY2020

During the committee's December planning session, the group decided to test some new approaches for managing the budget hearings and the department budget recommendation votes. Historically, the committee would take up departments in a serial manner, hearing the department budget from the leadership team and the department head and then take votes to render a budget recommendation to Town Meeting.

Making these recommendations and taking votes on department budgets in January and February, essentially "locking in the request," even though the overall budget was in a state of flux, felt awkward at best and sometimes counter-productive. There were times when budgets changed, and we had to start all over. No one felt that the approach was at all beneficial to any stakeholder.

For the FY2020 budget season, the committee opted to hold budget hearings along the same schedule as we had in the past- from mid-January to early March. But we purposefully took

no motions and had no votes on any recommendations for Town Meeting. During the budget hearings we heard the department heads and leadership teams describe their service delivery expectations, key drivers, priorities, risks and concerns, outcomes and benefits and budget needs. The committee conducted the same level of due diligence as we always have, even exhaustingly by some accounts. We made sure that all members need for information was addressed, that every question was answered, that take-aways were followed up and information brought back to the committee. But we didn't vote or debate.

We held all votes on all departments until March 19 when the final budget was presented to the committee by Town Administration. At that time, we had the complete picture of the total budget, the budgets by department and by capital and shared services. We understood what the changes to budgets from the hearings in earlier months were and why. Then, and only then did we take motions for recommendations and votes. Concurrently, we took the aligned motion(s) under article 8 the FY2020 Omnibus. After we voted the budget recommendation we then immediately turned around and voted the same budgets and appropriation requests under the Omnibus article.

We accomplished our goal, which was to make all the financial decisions only when we had all of the data and the budget was final. So, in that regard we consider it a success. However, it made for a long night and at times a little monotonous and tedious, as we worked through motion after motion after motion. But the end product is a budget that the committee feels we can stand behind through our recommendations.

Later this spring we'll regroup again, as a committee, and assess the approach and determine if we want to keep it with any changes, revert back to the previous way, or try a new approach altogether. In the end, we want to find a means to the budget hearing process that supports the end result in the best manner possible.

Total Cost Allocation Analysis and Worksheets

Also, this budget season the committee set up a working group to develop a Total Cost Allocation Analysis. The Total Cost Allocation Analysis is intended to give the committee, and Town Meeting, a different way to view the FY2020 revenues and costs- expenses and capital.

Using a simple allocation methodology as a starting point, the analysis moves expenses from shared service and capital budgets in to the operating departments budgets where the shared service costs are incurred and where the capital equipment or improvements are being deployed or delivered.

The working group was charged with:

- Defining what the specific objectives are of conducting such an analysis and what would be the benefits to the entire Finance Committee and then through the FinCom, to Town Meeting

- Determining the scope of the analysis and what data is required to complete the analysis.
 - The analysis was expected to work with data that is already available or could easily be provided (i.e. Encumbrances Report, 5 Year Capital Plan, etc.).
 - Any need to have the Town or School Administration create new reports, or other analysis from scratch, to support this analysis was out of scope for this deliverable for SATM.
- Develop a "final" deliverable that will be easy to understand and simple to explain, at least for the first year.
- Acknowledge that while this is a test, the analysis has to be factually accurate.

The fruits of the working groups labors are provided just after this letter in the front of the Recommendation Book. We hope that you find the information of interest at minimum, and hopefully valuable as you understand the total costs to operate each department.

Strategic Opportunities and Challenges

The Finance Committee’s review process of Natick’s 2020 Budget disclosed that many departments are approaching a precarious position with respect to their ability maintain the high level of services we have become accustomed to receiving. It is our observation many department leaders are facing challenges that are straining human and capital resources. We were informed of impending personnel needs in the Police, Fire, Department of Public Works, and School Department. These needs were being driven by the success of Natick to attract new residents and business investment.

Natick’s success is being challenged by the demands of our infrastructure age and location. Our roadways and schools have experienced increased utilization. This has resulted in personnel, maintenance, and capacity demands pushing the limits of our operational and capital resource capabilities. The size and location of new business and residential properties is pushing the limits of our public safety capabilities.

The 2020 Budget includes human and capital additions to begin responding to these needs before we exceed our capabilities. However, the existence of Proposition 21/2 and the demographics of our population have an impact on our ability to fully fund these demands.

But how does Natick continue to sensibly grow and thrive, with utmost respect and accountability to ALL taxpayers, not just some?

Every Town department, from Public Safety, to DPW, Community Services, Board of Health, Finance, Town Clerk, to the School Department is impacted every day by the fact that Natick is a growing community and people want to move here and work here.

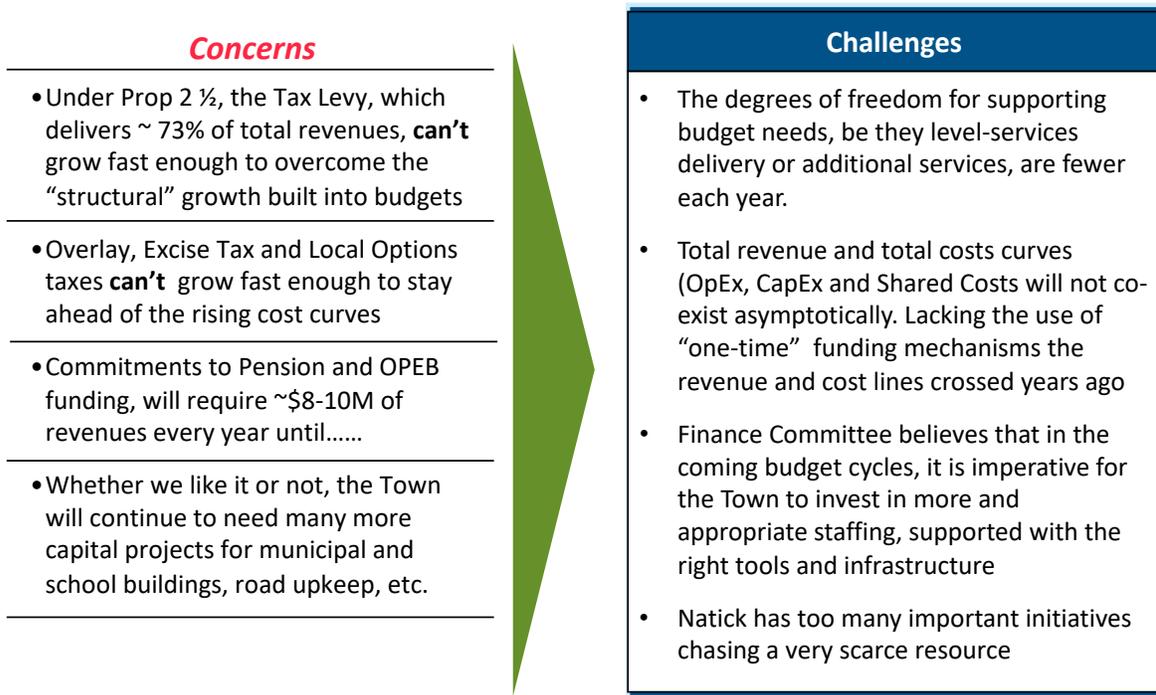
The Natick 2030 Master Plan provides an overview of where we want Natick to be in 20 years.

Our 2020 Budget review has emphasized the need for initiatives now to increase revenues and manage spending. It is our opinion we require immediate participation of our taxpayers and business partners to enhance our capabilities as we build our 2021 and future budgets.

In a prior year’s Finance Committee letter to Town Meeting, I shared some things that were top of mind for many of the committee members that year. Ironically, and unfortunately, many of those “top of mind issues” in 2017 are still top of mind issues in 2019.

Consider The Impacts Of Growth
<ul style="list-style-type: none"> • Growth means increased commercial business, multi-unit buildings and residential developments, and the commensurate growth of tax levy, excise taxes, local options taxes and more • Growth can mean more students enrolling in the schools; more seniors in need of support services, more tax bills, tax collections and assessments; more trash and recycling; more inspections and permits • Growth impacts the delivery of required and desired services, the costs of service delivery and the need to up the ante on capital spending and infrastructure to support the growth • Growth means that there is continued pressure on department budgets, capital projects and long term commitments such as the pension and OPEB trust funds

Being willing to use budget levers, to support the operational needs facing the Town, doesn’t mean we can just spend what we don’t have. There are after all the financial realities of delivering a balanced budget every year.



Many on our committee believe that Town Leadership- Boards, Committees, Administrators and many others have to broaden our frames of reference. There is so much we really don't know. Two years ago, we talked about the Known-Unknowns and they deserve a reprise in this year's letter.

What are some Known-Unknowns for Natick that might impact future budgets?

- How much "Free Cash" should be used to support annual operating budgets and recurring expenses? Have we already crossed the Rubicon?
- Will enrollment growth topple the traditional school funding model that is "hard-wired" in countless communities?
- If seventy percent (70%) of net student additions are coming from the turn-over and expansion of the existing housing stock in town, what are the policy and socio-economic levers available to better manage the impacts?
- Can Natick really rely on Debt Exclusions and Operational Overrides as the taxing tools to meet budget demands and capital projects?
- What is the inflection point of the tax growth curve for each cohort group in the taxpayer population and how much headroom does Natick have before we hit the top of the curves and "tax-out" our residents?
- What does Natick look like in ten years at the current rate of growth: development, traffic, school size, infrastructure requirements, building needs, delivery of municipal and school services and of course, the total tax per capita. Is that the Natick we want?

The good news is... at least from our perspective, the people to attack these challenges and develop the solutions are "in this room." By that we mean the leaders are present and ready to attack the challenges. Who are these people?

- Town Administrator & School Superintendent
- The Policy Boards: Selectmen and School Committee
- The Legislative/Appropriating Body: Town Meeting
- Planning & Development: Planning Board and ZBA
- Advisory: Finance Committee
- Other Boards, Committees and Commissions
- Department Leaders, Managers and Employee Teams
- Citizen Volunteers and many, many others

But the answers probably aren't readily apparent (yet). And our approach and consideration should take that into account.

The Finance Committee closes this portion of our letter with the following thoughts:

- While we should honor Natick's past, we live in the present and must design for the future

- There is an even greater need for improved collaboration and communication among all parties
- We must work aggressively to search, research, learn, apply the learning, measure the outputs... then wash, rinse, repeat
- Embrace that sometimes, amongst only less than appealing choices, our decisions must be for the greater Town good

Acknowledgements

In reaching its recommendations the Finance Committee has considered the information and comments presented from all of the warrant article sponsors, Town department heads, Town and School Administrations, Town Boards and Commissions, and the public at large.

This Recommendation Book is the result of a large group effort. Many volunteers, especially the fifteen members of the Finance Committee as well as members of other committees and boards and Town staff, worked diligently to help bring all of this information to Town Meeting.

A number of meetings lasted late into the night and again required a considerable amount of effort and commitment on the part of committee members, Town officials, citizen petitioners, other volunteers, families, and friends that should not go unrecognized.

We would like to express our thanks and appreciation for all of the hard work and dedication contributed by all of the Town officials, members of boards, committees and departments, as well as many concerned citizens, for their cooperation, participation, and openness during our public hearings. Natick is fortunate and well served to have such high-quality professionals and volunteers acting on our behalf.

We would also like to express our appreciation and respect to Ms. Lisa Smith, our recording secretary, for the consistently high quality of our meeting minutes. Her efforts are instrumental in making information about our meetings as transparent and accessible as possible.

Information relating to the Finance Committee may be found on the Town's public website, at the [Finance Committee Web Page](#). Any questions or comments about the Finance Committee may also be submitted to us via an email at chair.fincom@natickma.org.

Natick Finance Committee

Patrick Hayes, Chair
Dan Sullivan

Linda Wollschlager, Vice Chair
Kristine Van Amsterdam

Bruce Evans, Secretary
Mike Linehan

Jeff Deluca
Dirk Coburn
Bill Grome

David Coffey
Jim Scurlock
Lynn Tinney

David Gallo
Phil Rooney
Bob McCauley

Cost Allocation Analysis - FY2020 Budget

To add a new perspective for the Budget information the Finance Committee has identified the current sources of Town Revenue as Tax Levy, Local Receipts, State Aid, Internal Town funding and Enterprise Funds, Major sources of Expenses have been identified as Education, Libraries, Public Works, Fire, Police, Community Services, and Administration.

Indirect Costs are presented in the 2020B as Administration or Public Works costs. Those costs are; Insurance, Debt Payments, Health Insurance, FICA & Medicare Taxes, and Energy/Fuel. These indirect costs were allocated back to the Departmental Expenses based on their past and current association with those departments. Departmental Expenses were then summarized into Major Service Areas. We were not able to determine a suitable methodology for allocating Retirement spending. It is still classified in the Administration Area for 2020B. We hope to have a suitable allocation for the 2021 Budget.

We believe this Finance Committee Allocated Budget Presentation will help Town Meeting and Tax Payers to better understand the Budget Process presentation and to explain how Town funds are being spent.

Town of Natick 2020 Allocated Budget

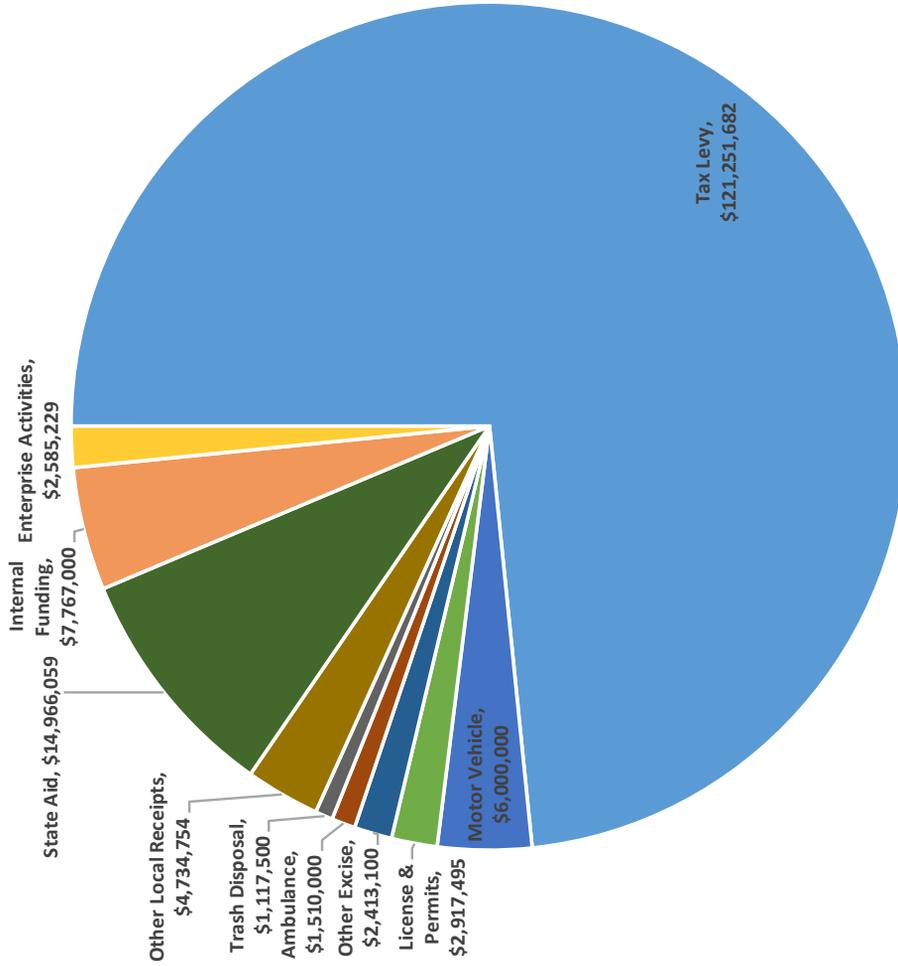
	Revenue	% Total Revenue
Tax Levy	\$121,251,682	73.4%
Local Receipts		
Motor Vehicle	\$6,000,000	3.6%
License & Permits	\$2,917,495	1.7%
Other Excise	\$2,413,100	1.5%
Ambulance Fees	\$1,510,000	0.9%
Trash Disposal	\$1,117,500	0.5%
Other Local Receipts (*)	\$4,734,754	3.0%
State Aid	\$14,966,059	9.1%
Internal Funding (a)	\$7,767,000	4.7%
Enterprise Activities (b)	\$2,585,229	1.6%
Total Revenues	\$165,262,819	100.0%

* Primarily Penalties & Interest, Investment Income (\$1,450,000, including one-time \$950,000), and misc. reoccurring \$650,000

(a) Free Cash \$4,150,000; Stabilization Fund \$3,617,000

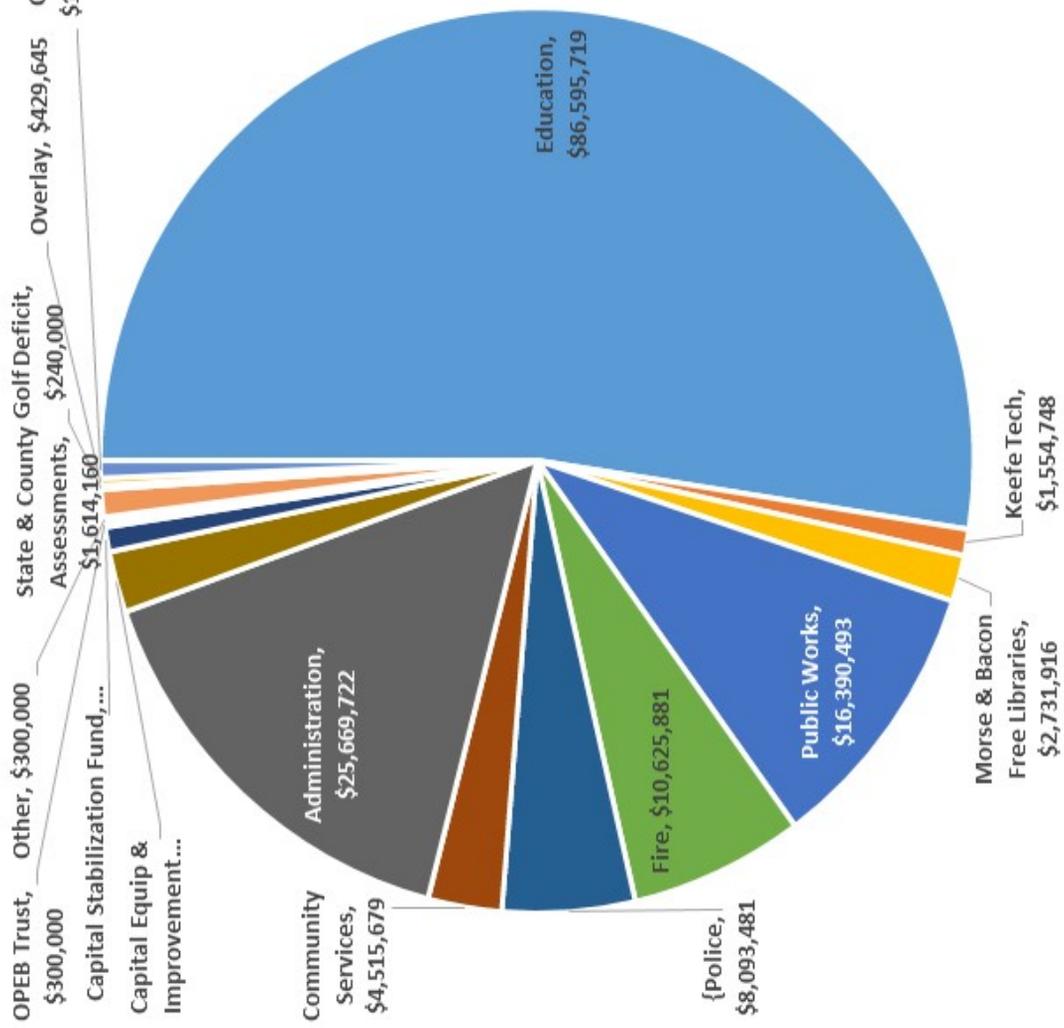
(b) Water & Sewer \$2,533,299; Sassamon Trace \$51,930

2020 Revenue Sources



FY 2020 Allocated Expense Budget

OPEB Trust, Other, \$300,000
 State & County Golf Deficit, Assessments, \$240,000
 Overlay, \$1,015,000
 Capital Stabilization Fund, \$1,614,160
 Capital Equip & Improvement ...



Town of Natick 2020 Allocated Budget

	Total Spending	% Total Spend
Education	\$86,595,719	52.4%
Natick Schools	\$86,595,719	52.4%
South Middlesex Regional Technical School	\$1,554,748	0.9%
Library	\$2,731,916	1.7%
Morse & Bacon Free Library	\$2,731,916	1.7%
Sub Total Education & Library Services	\$90,882,382	55.0%
Public Works	\$16,390,493	9.9%
Fire	\$10,625,881	6.4%
Police	\$8,093,481	4.9%
Community Services	\$4,515,679	2.7%
Administration (a) (b)	\$25,669,722	15.5%
Sub Total Non Education & Library Services	\$65,295,255	39.5%
Total Operating Expenses	\$156,177,638	94.6%
Capital Equipment & Improvements	\$3,617,000	2.2%
Capital Stabilization Fund	\$1,450,000	0.9%
OPEB Trust Fund	\$300,000	0.2%
Other (stabilization Funds & Misc)	\$300,000	0.2%
State & County Assessments	\$1,614,160	1.0%
Golf Deficit	\$240,000	0.1%
Cherry Sheet Off-sets	\$429,645	0.3%
Overlay	\$1,015,000	0.6%
Total General Fund Expenses	\$165,143,443	100.0%
Total General Fund Revenues	\$165,262,819	
Net Excess/(Deficit)	\$119,377	

(a) Following Departments: Board of Selectmen, Finance, Information Technology, Community and Economic Development, Legal, Town Clerk, Elections, Sealer of Weights & Measurements, Commissions & Committees

(b) Primarily non-school town retirements. Small portion of \$'s includes School Administration Dept. Retirements total dollars are \$10,070,552. In 2021 Budget we will allocated to major service areas.

Town of Natick 2020 Budget
Source: Articles 14 and 15

	Improvement Capital	Equipment Capital	Totals	%
Community Services	\$10,000	\$15,000	\$25,000	0%
Schools	\$160,000		\$160,000	2%
Libraries	\$230,000		\$230,000	2%
DPW	\$5,500,000	(1) \$740,000	\$6,240,000	61%
Police	\$60,000	\$159,200	\$219,200	2%
Administration	\$813,000	\$215,000	\$1,028,000	10%
Enterprise	\$2,286,000	(2) \$103,000	\$2,389,000	23%
Totals	\$9,059,000	\$1,232,200	\$10,291,200	100%

(1) Roadway Work \$4,250,000; Dam \$1,250,000

(2) Water & Sewer \$2,280,000; Golf Course \$6,000

The Finance Committee believes this information will assist Natick Town Leadership, taxpayers, and businesses begin an ongoing process for development of strategic initiatives to: (1) determine new non-tax levy revenues. (2) development of new work practices utilizing technology, training, and work rules to manage the growth of revenues and cost reductions while delivering improved service to taxpayers.



Town of Natick
Massachusetts 01760
www/natickma.gov

Melissa A. Malone
Town Administrator

March 29, 2019

Greetings All:

I am writing to provide you with an update to the Town Administrator's Preliminary Budget and to request your consideration of the enclosed Proposed 2020 Budget. Before explaining the most significant change between the two budgets, I want to extend my thanks to the Board of Selectmen, Finance Committee, Natick Public Schools Administration, School Committee, Financial Planning Committee, our Pegasus team, and many dedicated Town of Natick employees for all their efforts over the last 3 months. Along with the more than 75 hours of public meetings, there have been countless hours of reviewing documents, and responding to questions that result in this recommended budget before you today.

The Preliminary Budget included additional financial support for both the school and municipal departments. The increases for municipal and school departments were linked to anticipated revenue, this included more than an additional 2.1 million dollars (a 3.35% increase from FY 19) for the Natick School Department, and approximately \$750,000 (a 2.04% increase from FY 19) for municipal departments.

Most notably, since the publication of the Preliminary Budget there has been an increase of one-time revenues as a result of investment income of bond proceeds related to the debt exclusion projects for the Kennedy Middle School (KMS) and West Natick Fire Station (WNFS). This is a unique situation in many respects. During the analysis of financing options of these capital projects, there was acknowledgment to the steep tax assessments and increased tax bills that many residents received at the beginning of the fiscal year 2019. At the same time, when modeling financing options were being reviewed with our financial advisor, Hilltop Securities, it became evident that we could maximize savings for the benefit of the community by combining the borrowings with some creative borrowing structures. As your Town Administrator, I decided to borrow for both projects at one time, utilizing a hybrid payback structure, reducing overall transaction fees, and locking in a favorable interest rate (3.22%) for today and the next 20 years.

On December 6, 2018, the Town of Natick doubled its outstanding debt in one day, received premium for the bond issuance which ultimately reduced the amount of monies needed to be borrowed for the projects, and secured necessary funding to proceed with two significant capital projects for our community. Following receipt of the bond proceeds and reviewing possible options, inclusive of construction spend down, Town Administration invested the monies in an allowable and sophisticated financing method. Based upon investment returns, the bond proceeds are anticipated to yield an additional \$950,000 in revenue for fiscal year 2020. These monies are included within the appropriation of local receipts.

Collaborating with Natick Public Schools, the investment monies have been allocated to our community. As compared to the FY 19 appropriation, the proposed 2020 budget includes an increased appropriation for the Natick School Department of more than 2.8 million dollars (4.4%) and 1.3 million dollars (3.7%) for municipal departments. For ease of your review, we have also attached the differences between the Preliminary and Proposed 2020 Budget.

I understand the consternation that some feel with the use of the investment proceeds within the Proposed 2020 Budget, particularly given the variables that favorably came together that are not anticipated to occur again in the foreseeable future. Taking into account these concerns, a large portion of these investment monies are proposed to fund needed, discrete spends such as roads and infrastructure (\$400,000) and one-time expenses that will enhance our employees' performance and safety (\$30,000).

I also want to acknowledge the concern that many in our community are generally feeling about the Town budget and public services, including but not limited to schools. Together as we work with each other to determine viable plans for our immediate and longer term horizon, we need to be able to share information in real time and must be willing to ask and to answer difficult questions.

To that end, I am pleased to announce that the Proposed 2020 Budget is also available for analysis and review at <https://www.cleargov.com/massachusetts/middlesex/town/natick>. This cloud-based program allows everyone to see how our tax dollars are allocated and spent by municipal departments. We recognize that residents should know how each dollar is spent, and believe that this platform provides an enhanced level of transparency that is beneficial to the community and allows us to retain your trust.

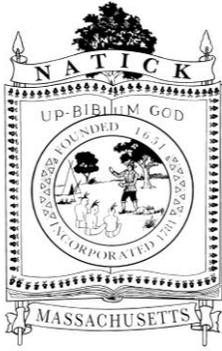
Thank you for taking the time to participate, and I look forward to seeing you at Town Meeting.

With warm regards,



Melissa A. Malone

/MAM



**TOWN OF NATICK
PLANNING BOARD
13 EAST CENTRAL STREET
NATICK, MASSACHUSETTS
01760**

**PLANNING BOARD REPORT
2019 SPRING ANNUAL TOWN MEETING**

March 27, 2019

In accordance with Article 40, Section 6 of the By-Laws of the Town of Natick, the Planning Board provides herein its report on warrant article recommendations per Section 3-11(b) of the Charter.

Articles requiring a public hearing

The Planning Board held or has continued public hearings for the zoning bylaw related Town Meeting articles, per M.G.L. c.40A s. 5 as follows:

Warrant Article	Date(s) of Public Hearing
24	March 20
25	March 6, 20
26	March 6, 20, April 3
27	March 20, April 3

Article 24 – Amend the Historic Preservation Bylaw (Section III-J)

The Planning Board reviewed Article 24 at its meetings of March 20, 2019 at which the Board voted to recommend **Favorable Action**. Vote 4-1 (Munnich)

- This article follows up on the vote of the 2018 Fall Town Meeting to refer Article 34, a citizen petition on this matter, to the sponsor and Planning Board. At the request of the original article's sponsors, the Board agreed to sponsor the new article, which address the Board's concerns that last fall's amendment "lacked clarity and limits, with little direction to the Planning Board on how to fairly and equitably apply the bylaw to projects throughout the Town."

The Board noted that the addition of this section to the Historic Preservation section of the Zoning Bylaw provides addition incentives to preserve Natick's historic and architecturally significant resources, specifically through encouraging the preservation of "Estate" properties. While the proposed amendment provides for additional development on a given site in exchange

for preservation of the historic property, the amendment also includes adequate safeguards in order to ensure any proposed project complements and protects the surrounding neighborhood.

Article 25 – Amend Zoning Bylaw – Wireless Communications Facilities

The Planning Board reviewed Article 25 at its meetings of March 6 and 20, 2019, at which the Board voted to recommend **Favorable Action**. Vote 5-0-0

- The proposed zoning amendment will clean up a conflict within the zoning bylaw regulating wireless communications facilities. Section III-H (Wireless Telecommunications Facilities) of the Zoning Bylaw requires a Special Permit and Site Plan Review for such uses, while the Use Regulation Schedule (Section III.A.2 - the subject of this article) prohibits the use from all zoning districts. Federal regulations prohibit the Town from unreasonably regulating wireless communications facilities, so the proposed amendment seeks to amend Section III.A.2 to require a Special Permit before the Planning Board for such facilities, ensuring the bylaw is consistent throughout.

Article 26 – Amend Definition of Dog Kennel

The Planning Board reviewed Article 26 at its meeting of March 6, 2019, and continued to April 3, 2019. As of the date of this report, the Board has no recommendation on the Motion provided.

- The Board noted that issues raised during the public hearing process in modifying the motion were potentially outside of the four corners of the Town Meeting Article as worded. The Board voted to continue the public hearing to provide the applicant the ability to confirm if the updated proposed motion could be considered by Town Meeting given the proposed changes to the motion.

Article 27 – Amend Dog Kennel Zoning

The Planning Board reviewed Article 26 at its meeting of March 20 and continued to April 3, 2019. As of the date of this report, the Board voted to recommend **No Action** on the Motion provided. Vote 5-0-0.

- The recommendation as voted was made at the request of the Sponsor. The Board notes that the recommendation should not be considered a rejection of the article, but rather a determination that the Motion is not ready for Town Meeting consideration.

NOTE: the Planning Board public hearings for Article 26 and 27 remain open to allow for the proponents of the articles to collaborate on a potential new motion for consideration.

**Finance Committee Votes - Warrant Articles
2019 Spring Annual Town Meeting
(as of March 21, 2019)**

Article #	Article Title	Vote Date	Recommendation	Quantum of Vote	Requested Appropriation	Proposed Funding Source
Article 1	Authorize Board of Selectmen to Acquire, Obtain, Abandon or Relocate Easements	2/26/19	Favorable Action	9-0-0	---	---
Article 2	Committee Article	3/21/19	No Action	13-0-0	---	---
Article 3	Elected Officials Salary	3/19/19	Favorable Action	14-0-0	\$95,800	Tax Levy
Article 4	Personnel Board Classification and Pay Plan		No Recommendation		---	---
Article 5	Collective Bargaining	3/21/19	No Action	13-0-0	---	---
Article 6	South Middlesex Vocational High School Agreement	3/19/19	Favorable Action	11-0-0	---	---
Article 7	Fiscal 2019 Omnibus Adjustments	3/19/19	No Action	13-0-0	---	---
Article 8	Fiscal 2020 Omnibus Budget - Motion A1: Natick Public Schools - Motion A2: South Middlesex Vocational Regional Technical School - Motion B1: Public Safety- Emergency Management, Parking, Police Dept - Motion B2: Fire Department - Motion C: Public Works - Motion D: Community Services & Board of Health - Motion E: Finance Department - Motion F: Committees, Commissions, Trusts and Councils - Motion G: Shared Services - Motion H: Water & Service - Motion I: Sassamon Trace Golf Course	3/19/19	Motion A1:Favorable Action Motion A2:Favorable Action Motion B1:Favorable Action Motion B2:Favorable Action Motion C:Favorable Action Motion D:Favorable Action Motion E:Favorable Action Motion F:Favorable Action Motion G:Favorable Action Motion H1:Favorable Action Motion H2: Favorable Action Motion I1:Favorable Action Motion I2: Favorable Action	All Motions were 14-0-0	Motion A1:\$67,810,346 Motion A2:\$1,554,748 Motion B1:\$ 7,684,270 Motion B2: \$8,884,446 Motion C:\$8,858,627 Motion D:\$2,611,475 Motion E:\$7,502,356 Motion F:\$ 120,550 Motion G:\$47,924,475 Motion H1:\$14,192,636 Motion H2:\$2,533,300 Motion I1:\$943,828 Motion I2: \$1,930 Article Total:\$	Motion A1: Tax Levy/Local Receipts Motion A2: Tax Levy Motion B1:Tax Levy/Parking Revenue Motion B2: Tax Levy Motion C: Tax Levy Motion D: Tax Levy Motion E: Tax Levy Motion F:Tax Levy/Free Cash Motion G: Various Motion H1:Water & Sewer User Fees Motion H2: Indirects Motion I1:Various Motion I2: Indirects
Article 9	Fiscal 2019 Morse Institute Library Budget	3/19/19	Favorable Action	13-0-0	\$2,275,499	Tax Levy
Article 10	Fiscal 2019 Bacon Free Library Budget	3/19/19	Favorable Action	13-0-0	\$190,792	Tax Levy
Article 11	School Bus Transportation Subsidy	3/19/19	Favorable Action	14-0-0	\$410,137	Tax Levy
Article 12	Revolving Funds	2/26/19	Favorable Action	9-0-0	---	---
Article 13	Establish Town Meeting Practices and Rules Committee	2/28/19	Favorable Action	9-0-0	---	---
Article 14	Capital Equipment	3/19/19	Motion A: Favorable Action Motion B: Favorable Action Motion C: Favorable Action	All Motions were 13-0-0	Motion A: \$ 1,129,200 Motion B: \$45,000 Motion C: \$58,000	Motion A: Capital Stabilization Fund Motion B: Water & Sewer Retained Earnings Motion C: Golf Course Retained Earnings
Article 15	Capital Improvement	3/19/19	Motion A: Favorable Action Motion B: Favorable Action Motion C: Favorable Action Motion D: Favorable Action Motions E: Favorable Action Motion F: Favorable Action	All Motions were 13-0-0	Motion A: \$1,708,000 Motion B: \$5,500,000 Motion C: \$6,000,000 Motion D: \$1,500,000 Motions E: \$15,000 Motion F:\$780,000	Motion A: Capital Stabilization Fund Motion B: Tax Levy Borrowing Motion C: Golf Course Retained Earnings Motion D: W&S Borrowing Motions E: Transportation Network Funds Motion E: Environmental Bond Bill
Article 16	Alteration of Layout of North Main Street	3/5/19	Referral to Town Administrator	12-0-0	---	---
Article 17	Camp Mary Bunker Dedication	2/28/19	Favorable Action	9-0-0	---	---
Article 18	Fox Hill Drive Sewer Betterment	2/26/19	Favorable Action	9-0-0	---	---
Article 19	Increase Personal Exemption Amounts	2/26/19	Favorable Action	9-0-0	---	---
Article 20	Home Rule Petition: Means Tested Senior Tax Exemption		Refer to the Board of Selectmen	9-0-0	---	---
Article 21	Amend By-Law Article 22: Town Counsel	2/28/19	No Recommendation	---	---	---
Article 22	Establish A Study Committee Regarding the Services of Town Counsel	3/7/19	No Recommendation		---	---
Article 23	Add By-Law Article 72D: Short Term Rentals	3/21/19	Referral to Selectmen and Planning Board	13-0-0	---	---
Article 24	Amend Historic Preservation Zoning By-Law		No Recommendation		---	---
Article 25	Amend Zoning By-Laws: Wireless Communications Facility	3/21/19	Favorable Action	13-0-0	---	---
Article 26	Amend Definition of "Dog Kennel" as Used in Zoning Bylaws		No Recommendation		---	---
Article 27	Amend Dog Kennel Zoning		No Recommendation		---	---
Article 28	Establish Study Committee: Town of Natick Land Area	2/28/19	Favorable Action	9-0-0	---	---

Note: All Budget Motions for the FY2020 Town Administrators Proposed Budget to Town Meeting were voted concurrently with the respective Motions under Article 8 - FY2020 Omnibus Budget Article . All budget motions were Favorable Action recommendations and vote quantum match the vote quantum of the motion inside Article 8 for the respective budget/Omnibus motions

2019 Spring Annual Town Meeting- 4/9/19

Board of Selectmen Recommendations

Article	Title	Board of Selectmen Recommendation	Vote	Date
Article 1	Authorize Board of Selectmen to Acquire, Obtain, Abandon or Relocate Easements			
Article 2	Committee Article			
Article 3	Elected Officials Salary			3/14/2019
Article 4	Personnel Board Classification and Pay Plan			3/18/2019
Article 5	Collective Bargaining			
Article 6	Amend Agreement for the South Middlesex Regional Vocational School District	Favorable Action	4-0-0	3/14/2019
Article 7	Fiscal 2019 Omnibus Budget	No Action	5-0-0	3/18/2019
Article 8	Fiscal 2020 Omnibus Budget	Favorable Action	5-0-0	3/18/2019
Article 9	Fiscal 2020 Morse Institute Library Budget			
Article 10	Fiscal 2020 Bacon Free Library Budget			
Article 11	School Bus Transportation Subsidy			
Article 12	Revolving Funds			
Article 13	Establish Town Meeting Practices and Rules Committee			
Article 14	Capital Equipment	Favorable Action	4-0-0	3/14/2019
Article 15	Capital Improvement	Favorable Action	4-0-0	3/14/2019
Article 16	Alteration of Layout of North Main Street (Route 27) and Adjacent Streets	Referral to TA	4-0-0	3/14/2019
Article 17	Camp Mary Bunker Dedication			
Article 18	Fox Hill Drive Sewer Betterment	Favorable Action	5-0-0	2/19/2019
Article 19	Increase Personal Exemption Amounts	Favorable Action	4-0-0	3/14/2019
Article 20	Home Rule Petition: Means Tested Senior Tax Exemption	Referral to BOS	5-0-0	2/19/2019
Article 21	Amend By-law Article 22: Town Counsel	Favorable Action	5-0-0	2/19/2019
		Referral to BOS	4-0-0	3/14/2019

2019 Spring Annual Town Meeting- 4/9/19

Board of Selectmen Recommendations

Article	Title	Board of Selectmen Recommendation	Vote	Date
Article 22	Establish a Study Committee Regarding the Services of Town Counsel	Referral to BOS & Sponsor	4-0-0	3/14/2019
Article 23	Add By-Law Article 72D: Short Term Rentals			3/14/2019
Article 24	Amend Historic Preservation Zoning By-Law			
Article 25	Amend Zoning By-Laws: Wireless Communication Facility			
Article 26	Amend Definition of "Dog Kennel" as Used in Zoning Bylaws			
Article 27	Amend Dog Kennel Zoning			
Article 28	Establish Study Committee: Town of Natick Land Area			3/14/2019

**TOWN MODERATOR
NATICK, MA 01760**

Memorandum, March 25, 2019

TO: Town Meeting Members
CC: Residents and Elected/Appointed Town Officials
FROM: Frank W. Foss, Natick Town Moderator
RE: Consent Agenda

The following information is being provided to you in advance of 2019 Spring Annual Town Meeting (SATM) as it contains a proposed new procedural practice: – Consent Agenda. The information includes a proposed rule motion, related procedures and a draft consent agenda motion.

Proposed Rule Motion:

A CONSENT AGENDA shall be in order during the first session of any Annual Town Meeting (Spring or Fall); provided, that the Moderator ensure that that the motion is published in the Finance Committee Recommendation Book which is required to be provided at least seven (7) days prior to the opening of the first session of any Town Meeting. The Moderator shall propose a “Consent Agenda” in the form of a motion listing all articles and respective motions which (based on the advice of the Finance Committee, Town Clerk and Town Counsel) the Moderator deems to be non-controversial.

At the first session of the meeting, seven (7) Town Meeting Members may be recognized by the Moderator allowing that any article shall be removed from the Consent Agenda and debated and voted upon in accordance with the provisions of Town Meeting Rules and practices. All articles remaining in the Consent Agenda shall then be voted upon by a single 2/3 vote without sponsor presentation or debate.

Procedures:

Warrant articles on a Consent Agenda are exceptions to the general process of Natick Town Meeting. A Consent Agenda motion allows for multiple motions, under selected warrant articles, to be acted upon as one consolidated motion and passed without sponsor presentation and debate.

The Moderator, Town Clerk and Finance Committee identify, for any Annual Town Meeting warrant articles that most likely will not generate any controversy and can be properly voted without sponsor presentations and debate. Based on

these recommendations, the Moderator, with assistance from Town Counsel, will finalize a list of the articles and a draft motion which will allow Town Meeting to act on these articles under one motion. The motion along with the list of recommended articles will be published in the Finance Committee Book of Recommendation.

The Moderator shall call the Consent Agenda by reading the number and title of each article that is recommended for the Consent Agenda. If seven (7) or more Town Meeting Members object to any particular warrant article being included in the Consent Agenda, they shall raise their hands and say “hold” in a loud voice when the number is called, and that particular article will be automatically removed from the Consent Agenda. Such warrant article will then be restored to its original place in the order of Town Meeting business to be debated and voted under the usual manner. After the calling of the individual items in the Consent Agenda, the Moderator will ask for a motion that the voters pass all items remaining AS A UNIT with one vote. Consistent with the Natick By Laws regarding advancing an article, this vote is required to have a two-thirds (2/3) majority.

Use of the Consent Agenda process is intended to make Town Meeting more efficient, among other benefits, by speeding up the handling of non-controversial items.

THE CONSENT AGENDA WILL BE TAKEN UP AS THE FIRST ORDER OF BUSINESS FOLLOWING THE SWEARING IN OF MEMBERS AND THE MODERATOR’S OPENING REMARKS, FOR SPRING ANNUAL TOWN MEETING ON TUESDAY, APRIL 9, 2019.

Draft Consent Agenda Motion:

MOTION: Moved that the Town take Articles [insert article #s] out of order and that they be “Passed by Consent” in accordance with the Motions published in the Consent Agenda distributed in the Finance Committee Book of Recommendations.

ARTICLE [insert #] – [insert title]:[insert sponsor]

MOTION: Moved that the Town ...

ARTICLE [insert #] – [insert title]:[insert sponsor]

MOTION: Moved that the Town ...

**2019 SPRING ANNUAL TOWN MEETING
CONSENT AGENDA MOTION**

Move that the Town take Articles 1, 5, 7, 12, 17 and 19 out of order and that they be “Passed by Consent” in accordance with the Motions published in the Consent Agenda distributed in the Finance Committee Book of Recommendations.

ARTICLE 1 – Authorize Board of Selectmen to Acquire, Obtain, Abandon or Relocate Easements: Town Administrator

MOTION: Move that the Town vote to authorize the Board of Selectmen, during Fiscal Year 2020, to acquire on behalf of the Town any and all easements for any of the following purposes: roads, sidewalks, vehicular and/or pedestrian access or passage, drainage and utilities, provided however that such authorization pertains only to easements acquired at no cost to the Town; and, further, to authorize the Board of Selectmen, subsequent to a public hearing, during Fiscal Year 2020 to abandon or relocate easements acquired for any of the foregoing purposes.

ARTICLE 5 – Collective Bargaining: Town Administrator

MOTION: Move no action with regard to the subject matter of Article 5.

ARTICLE 7 – Fiscal 2019 Omnibus Budget: Town Administrator

MOTION: Move no action with regard to the subject matter of Article 7.

ARTICLE 12 – Revolving Funds: Town Administrator

MOTION: Move that the Town vote to reauthorize the following maximum expenditures from the listed revolving funds, established by the Town of Natick Bylaws, Article 41A, during the fiscal year beginning July 1, 2019, pursuant to Chapter 44, “53E ó of the Massachusetts General Laws, as follows:

Revolving Fund entitled DPW Vehicles, under the supervision of the Director of Public Works and the Town Administrator, up to and including \$200,000; and,

Revolving Fund entitled Morse Institute Library Maintenance and Purchase of New Books and Related Materials, under the supervision of the Library Trustees, up to and including \$85,000; and,

Revolving Fund entitled Morse Institute Library Maintenance and Repair of Library Facilities and Equipment, under the supervision of the Library Trustees, up to and including \$25,000; and,

Revolving Fund entitled Community-Senior Center Rental, Maintenance and Improvement Projects, under the supervision of the Town Administrator, up to and including \$75,000; and,

Revolving Fund entitled Flu Clinics, Immunization Programs, Pandemics and Emergency Preparedness, under the supervision of the Board of Health, up to and including \$40,000; and,

Revolving Fund entitled Community-Senior Center Programs and Activities, under the supervision of the Council on Aging, up to and including \$95,000; and,

Revolving Fund entitled Tobacco Control Programs and Enforcement, under the supervision of the Board of Health, up to and including \$25,000; and,

Revolving Fund entitled Energy Conservation and Renewable Energy Projects, under the supervision of the Town Administrator, up to and including \$25,000; and,

Revolving Fund entitled Tax Takings or Tax Title Foreclosures, under the supervision of the Finance Director, up to and including \$100,000; and,

Revolving Fund entitled Curbside Compost Collection Program, under the supervision of the Town Administrator, up to and including \$20,000.

ARTICLE 17 – Camp Mary Bunker: Town Administrator

MOTION: Move that the Town vote to dedicate property, commonly known as Camp Mary Bunker, as described in a deed recorded with the Middlesex South Registry of Deeds at Book 15706, Page 22, subject to the terms and conditions set forth in an Agreement recorded with said Registry of Deeds at Book 15706, Page 26, and modified to include a sidewalk to be constructed thereon as part of the North Main Street (Route 27) improvement project, to Article 97 of the Articles of Amendment to the Massachusetts Constitution.

ARTICLE 19 – Increase Personal Exemption Amounts: Board of Assessors

MOTION: Move that the Town vote to increase the Personal Exemption Amounts by 7.5% under the provisions of Chapter 73 of the Acts of 1986 as amended by Chapter 26 of the Acts of 1988 which provides for "Optional Additional Property Tax Exemptions" allowing an annually determined, uniform increase in the amount of exemption in General Laws, Chapter 59 Section 5 Clauses 17D, 22, 22A, 22B, 22C, 22E, 37A, and 41C (elderly person, disabled veteran, or blind person.)

Respectfully submitted, Frank W. Foss, Natick Town Moderator

NATICK TOWN MEETING

MOTION FORM

I _____ of Precinct _____, Natick hereby move to amend _____ the Main Motion under Article # _____ of the current town meeting Warrant as follows:

Move that the Town vote to _____

Seconded by _____

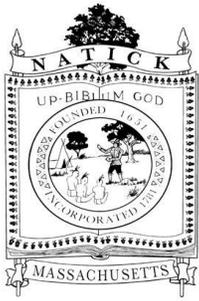
Signature _____

Page _____ of _____

Date: _____

Vote Declared By: _____

Vote: _____



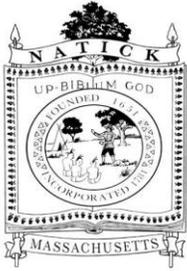
Revenue and Expense Summary

Revenue Summary

Tax levy	\$ 121,251,682
State Aid	\$ 14,966,059
Local Receipts	\$ 17,901,540
Indirects	\$ 2,585,229
Capital Stabilization	\$ 3,617,000
Free Cash	\$ 4,150,000
Overlay Surplus	\$ 500,000
Other Available Funds	\$ 291,309
General Fund Sub Total	\$ 165,262,819
Golf User Fees	\$ 703,828
Water Sewer User Fees	\$ 14,192,636
Enterprise Fund Sub Total	\$ 14,896,464
Total	\$ 180,159,283

Expense Summary

Tax Levy	\$ 121,212,681
State Aid	\$ 14,966,059
Local Receipts	\$ 17,901,540
Free Cash	\$ 4,150,000
Overlay Surplus	\$ 500,000
Other Available Funds	\$ 211,309
Water Sewer User Fees	\$ 16,725,936
Golf User Fees	\$ 755,758
Capital Stabilization	\$ 3,617,000
Total	\$ 180,040,283
Remaining Balance	\$ 119,000



Expense Detail

Article	Budget	Appropriation	Tax levy	State Aid	Local Receipts	Free Cash	Capital Stabilization	Overlay Surplus	Water Sewer User Fees	Golf User Fees	Premiums	School Building Assistance	Total
8 A1	Schools	\$ 67,810,346	\$ 67,125,774	\$ -	\$ 684,572	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,810,346
8 A2	Keefe	\$ 1,554,748	\$ 1,554,748	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,554,748
8 B1	Police	\$ 7,684,270	\$ 7,604,270	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,684,270
8 B2	Fire	\$ 8,884,446	\$ 8,884,446	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,884,446
8 C	Public Works	\$ 8,858,627	\$ 8,458,627	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,858,627
8 D	Community & Health	\$ 2,611,475	\$ 2,611,475	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,611,475
8 E	Administrative	\$ 7,502,649	\$ 7,502,649	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,502,649
8 F	Committee	\$ 120,550	\$ 70,550	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,550
8 G	Shared	\$ 47,924,475	\$ 13,168,714	\$ 12,922,254	\$ 16,736,968	\$ 1,800,000	\$ -	\$ 500,000	\$ 2,533,300	\$ 51,930	\$ 88,142	\$ 123,167	\$ 47,924,475
8 H1	Water Sewer	\$ 14,192,636	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,192,636	\$ -	\$ -	\$ -	\$ 14,192,636
8 I1	Golf	\$ 943,828	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 703,828	\$ -	\$ -	\$ 943,828
9	Morse Institute	\$ 2,275,499	\$ 2,275,499	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,275,499
10	Bacon Free library	\$ 190,792	\$ 190,792	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 190,792
11	School Bus Subsidy	\$ 410,137	\$ 410,137	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 410,137
14	Cash Capital Eqm	\$ 1,129,200	\$ -	\$ -	\$ -	\$ -	\$ 1,129,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,129,200
15	Cash Capital Imp	\$ 1,708,000	\$ -	\$ -	\$ -	\$ -	\$ 1,708,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,708,000
		\$ 173,801,678	\$ 120,097,681	\$ 12,922,254	\$ 17,901,540	\$ 1,850,000	\$ 2,837,200	\$ 500,000	\$ 16,725,936	\$ 755,758	\$ 88,142	\$ 123,167	\$ 173,801,678

Expense	Tax levy	State Aid	Local Receipts	Free Cash	Capital Stabilization	Overlay Surplus	Water Sewer User Fees	Golf User Fees	Premiums	School Building Assistance	Total
Other Expenses											
Capital (Fall)	\$ 779,800	\$ -	\$ -	\$ -	\$ 779,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 779,800
State & County	\$ 1,614,160	\$ -	\$ 1,614,160	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,614,160
Cherry Sheet Offsets	\$ 429,645	\$ -	\$ 429,645	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 429,645
Snow Supplement	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Overlay	\$ 1,015,000	\$ 765,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,015,000
General Stabilization	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Operational Stabilization	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Capital Stabilization Fund	\$ 1,450,000	\$ -	\$ -	\$ 1,450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,450,000
OPEB Trust Fund	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Misc	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
	\$ 6,238,605	\$ 1,115,000	\$ 2,043,805	\$ 2,300,000	\$ 779,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,238,605

Expense	Tax levy	State Aid	Local Receipts	Free Cash	Capital Stabilization	Overlay Surplus	Water Sewer User Fees	Golf User Fees	Premiums	School Building Assistance	Total	
Total	\$ 180,040,283	\$ 121,212,681	\$ 14,966,059	\$ 17,901,540	\$ 4,150,000	\$ 3,617,000	\$ 500,000	\$ 16,725,936	\$ 755,758	\$ 88,142	\$ 123,167	\$ 180,040,283

General Fund Revenue/Expenditure Summary

	2017 Actual	2018 Actual	2019 Rev. Budget	2020 Proposed Budget	2019 vs. 2020 \$ (+/-) % (+/-)	
General Fund Revenues						
Tax Levy	\$ 103,922,288	\$ 106,629,971	\$ 111,530,485	\$ 121,251,682	9,721,197	8.72%
State Aid	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,966,059	412,540	2.83%
Local Receipts	\$ 17,707,469	\$ 15,977,470	\$ 16,331,234	\$ 17,901,540	1,570,306	9.62%
Other Local Receipts						
Indirects	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 2,585,229	323,208	14.29%
Free Cash	\$ 9,031,776	\$ 9,408,400	\$ 6,579,906	\$ 4,150,000	(2,429,906)	-36.93%
Stabilization Fund (s)	\$ 1,163,100	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	643,050	21.62%
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	-	0.00%
Other Available Funds	\$ 275,533	\$ 1,010,514	\$ 308,393	\$ 291,309	(17,084)	-5.54%
Total General Fund Revenues	148,409,001	151,667,938	155,039,508	165,262,819	10,223,311	6.59%
General Fund Expenses						
Education & Learning						
Natick Public Schools	\$ 57,478,571	\$ 61,307,973	\$ 64,952,439	\$ 67,810,346	2,857,907	4.40%
Keefe Tech	\$ 1,522,958	\$ 1,427,911	\$ 1,594,984	\$ 1,554,748	(40,236)	-2.52%
Morse Institute Library	\$ 2,155,972	\$ 2,151,463	\$ 2,244,799	\$ 2,275,499	30,700	1.37%
Bacon Free Library	\$ 171,860	\$ 172,451	\$ 184,503	\$ 190,792	6,289	3.41%
Public Safety	\$ 15,333,207	\$ 16,008,466	\$ 15,909,166	\$ 16,568,716	659,550	4.15%
Public Works	\$ 7,646,153	\$ 8,332,124	\$ 8,182,556	\$ 8,858,627	676,071	8.26%
Health & Human Services	\$ 2,200,230	\$ 2,231,073	\$ 2,543,800	\$ 2,611,475	67,675	2.66%
Administrative Support Services	\$ 5,733,592	\$ 5,698,618	\$ 7,592,303	\$ 7,502,649	(89,654)	-1.18%
Committees	\$ 17,847	\$ 19,736	\$ 120,550	\$ 120,550	-	0.00%
Shared Expenses						
Fringe Benefits	\$ 14,173,582	\$ 15,188,248	\$ 15,851,586	\$ 16,743,422	891,836	5.63%
Prop & Liab. Insurance	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150	50,913	6.73%
Retirement	\$ 8,215,785	\$ 8,783,214	\$ 9,416,416	\$ 10,070,552	654,136	6.95%
Debt Services	\$ 10,071,148	\$ 11,649,955	\$ 10,690,896	\$ 16,626,732	5,935,836	55.52%
Reserve Fund	\$ -	\$ -	\$ 250,000	\$ 250,000	-	0.00%
Facilities Management	\$ 3,051,820	\$ 3,145,522	\$ 3,308,705	\$ 3,426,619	117,914	3.56%
General Fund Oper. Expenses	\$ 128,362,629	\$ 136,771,311	\$ 143,598,940	\$ 155,417,877	\$ 11,818,937	8.23%
Capital Improvements	\$ 2,695,200	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	643,050	21.62%
School Bus Transportation	\$ 382,720	\$ 392,288	\$ 402,095	\$ 410,137	8,042	2.00%
State & County Assessments	\$ 1,449,503	\$ 1,348,800	\$ 1,435,887	\$ 1,614,160	178,273	12.42%
Cherry Sheet Offsets	\$ 352,530	\$ 434,080	\$ 468,705	\$ 429,645	(39,060)	-8.33%
Snow Removal Supplement	\$ 145,000	\$ 445,869	\$ 150,000	\$ 350,000	200,000	133.33%
Overlay	\$ 1,283,443	\$ 1,256,448	\$ 1,150,000	\$ 1,015,000	(135,000)	-11.74%
Golf Course Deficit	\$ 279,832	\$ 248,400	\$ 270,000	\$ 240,000	(30,000)	-11.11%
General Stabilization Fund	\$ -	\$ -	\$ 250,000	\$ 100,000	(150,000)	-60.00%
Operational Stabilization Fund	\$ -	\$ -	\$ 500,000	\$ 100,000	(400,000)	-80.00%
Capital Stabilization Fund	\$ 3,925,532	\$ 4,500,000	\$ 2,400,000	\$ 1,450,000	(950,000)	-39.58%
One-to-One Technology Stab Fund	\$ -	\$ -	\$ 100,000	\$ -	(100,000)	-100.00%
FAR Bonus Stabilization Fund	\$ -	\$ 3,900	\$ -	\$ -	-	-
OPEB Trust Fund	\$ 1,300,000	\$ 1,000,000	\$ 441,723	\$ 300,000	(141,723)	-32.08%
Misc. Articles	\$ 216,626	\$ 1,298,695	\$ 635,000	\$ 100,000	(535,000)	-84.25%
	\$ 12,030,386	\$ 13,095,145	\$ 11,177,360	\$ 9,725,942	(1,451,418)	-12.99%
Total General Fund Expenses	\$ 140,393,015	\$ 149,866,457	\$ 154,776,300	\$ 165,143,819	10,367,519	6.70%
Net Excess / (Deficit)	8,015,985	1,801,481	263,208	119,000		

General Fund Expenditure Summary

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

	2017 Actual	2018 Actual	2019 Appropriated	2020 Proposed Budget	FY 2019 vs. FY 2020 \$ (+/-) % (+/-)	
Education & Learning						
Natick Public Schools						
Total Natick Public Schools	\$ 57,478,571	\$ 61,307,973	\$ 64,952,439	\$ 67,810,346	\$ 2,857,907	4.40%
Keefe Tech						
Expenses (Assessment)	\$ 1,522,958	\$ 1,427,911	\$ 1,594,984	\$ 1,554,748	\$ (40,236)	-2.52%
Total Keefe Tech	\$ 1,522,958	\$ 1,427,911	\$ 1,594,984	\$ 1,554,748	\$ (40,236)	-2.52%
Morse Institute Library						
Salaries & Expenses	\$ 2,155,969	\$ 2,151,463	\$ 2,244,799	\$ 2,275,499	\$ 30,700	1.37%
Total Morse Institute Library	\$ 2,155,969	\$ 2,151,463	\$ 2,244,799	\$ 2,275,499	\$ 30,700	1.37%
Bacon Free Library						
Salaries & Expenses	\$ 171,860	\$ 172,451	\$ 184,503	\$ 190,792	\$ 6,289	3.41%
Total Bacon Free Library	\$ 171,860	\$ 172,451	\$ 184,503	\$ 190,792	\$ 6,289	3.41%
Total Education & Learning	\$ 61,329,358	\$ 65,059,798	\$ 68,976,725	\$ 71,831,385	\$ 2,854,660	4.14%
Public Safety						
Emergency Management						
Salaries	\$ 4,281	\$ 794	\$ 5,000	\$ 5,000	\$ -	0.00%
Expenses	\$ 24,391	\$ 43,339	\$ 34,100	\$ 34,100	\$ -	0.00%
Total Emergency Management	\$ 28,672	\$ 44,133	\$ 39,100	\$ 39,100	\$ -	0.00%
Parking Enforcement						
Salaries	\$ 27,484	\$ 36,852	\$ 50,638	\$ 114,144	\$ 63,506	125.41%
Expenses	\$ 106,830	\$ 76,078	\$ 86,934	\$ 89,833	\$ 2,899	3.33%
Total Parking Enforcement	\$ 134,314	\$ 112,930	\$ 137,572	\$ 203,977	\$ 66,405	48.27%
Police						
Salaries	\$ 6,466,890	\$ 7,033,088	\$ 6,794,458	\$ 7,177,380	\$ 382,922	5.64%
Expenses	\$ 194,010	\$ 190,244	\$ 221,763	\$ 263,813	\$ 42,050	18.96%
Total Police	\$ 6,660,900	\$ 7,223,332	\$ 7,016,221	\$ 7,441,193	\$ 424,972	6.06%
Fire						
Salaries	\$ 8,353,231	\$ 8,415,535	\$ 8,532,673	\$ 8,696,846	\$ 164,173	1.92%
Expenses	\$ 156,090	\$ 212,536	\$ 183,600	\$ 187,600	\$ 4,000	2.18%
Total Fire	\$ 8,509,321	\$ 8,628,071	\$ 8,716,273	\$ 8,884,446	\$ 168,173	1.93%
Total Public Safety	15,333,207	16,008,466	15,909,166	16,568,716	\$ 659,550	4.15%

Public Works						
Salaries	\$ 3,466,312	\$ 3,503,531	\$ 3,846,401	\$ 3,897,254	\$ 50,853	1.32%
Expenses	\$ 1,899,104	\$ 2,199,252	\$ 2,268,705	\$ 2,906,335	\$ 637,630	28.11%
Municipal Energy	\$ 1,275,894	\$ 1,352,242	\$ 1,517,450	\$ 1,505,038	\$ (12,412)	-0.82%
Snow & Ice	\$ 1,004,843	\$ 1,277,099	\$ 550,000	\$ 550,000	\$ -	0.00%
Total Public Works	\$ 7,646,153	\$ 8,332,124	\$ 8,182,556	\$ 8,858,627	\$ 676,071	8.26%

Community & Health Services						
Community Services						
Salaries	\$ 1,287,306	\$ 1,337,076	\$ 1,378,913	\$ 1,417,228	\$ 38,315	2.78%
Expenses	\$ 399,092	\$ 370,844	\$ 514,064	\$ 523,664	\$ 9,600	1.87%
Total Community Services	\$ 1,686,398	\$ 1,707,920	\$ 1,892,977	\$ 1,940,892	\$ 47,915	2.53%
Board of Health						
Salaries	\$ 476,207	\$ 478,164	\$ 563,823	\$ 583,583	\$ 19,760	3.50%
Expenses	\$ 37,625	\$ 44,989	\$ 87,000	\$ 87,000	\$ -	0.00%
Total Board of Health	\$ 513,832	\$ 523,153	\$ 650,823	\$ 670,583	\$ 19,760	3.04%
Total Community & Health Services	\$ 2,200,230	\$ 2,231,073	\$ 2,543,800	\$ 2,611,475	\$ 67,675	2.66%

Administrative Support Services						
Board of Selectmen						
Salaries	\$ 992,258	\$ 1,056,065	\$ 1,024,456	\$ 1,039,307	\$ 14,851	1.45%
Expenses	\$ 342,868	\$ 373,850	\$ 387,550	\$ 405,050	\$ 17,500	4.52%
Contract Settlements	\$ -	\$ -	\$ 1,517,000	\$ 1,100,000	\$ (417,000)	-27.49%
Total Board of Selectmen	\$ 1,335,126	\$ 1,429,915	\$ 2,929,006	\$ 2,544,357	\$ (384,649)	-13.13%
Personnel Board						
Other Charges & Expenditures	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Total Personnel Board	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Town Report						
Professional Services	\$ 3,377	\$ 7,502	\$ 4,100	\$ 4,100	\$ -	0.00%
Total Town Report	\$ 3,377	\$ 7,502	\$ 4,100	\$ 4,100	\$ -	0.00%
Legal						
Expenses	\$ 302,985	\$ 312,922	\$ 392,100	\$ 512,100	\$ 120,000	30.60%
Total Legal Services	\$ 302,985	\$ 312,922	\$ 392,100	\$ 512,100	\$ 120,000	30.60%
Finance						
Salaries	\$ 1,066,231	\$ 1,066,521	\$ 1,129,311	\$ 1,159,868	\$ 30,557	2.71%
Expenses	\$ 259,140	\$ 396,101	\$ 433,480	\$ 422,330	\$ (11,150)	-2.57%
Total Finance	\$ 1,325,371	\$ 1,462,622	\$ 1,562,791	\$ 1,582,198	\$ 19,407	1.24%

Information Technology						
Salaries	\$ 342,327	\$ 347,900	\$ 347,899	\$ 415,138	\$ 67,239	19.33%
Expenses	\$ 982,473	\$ 844,666	\$ 973,000	\$ 1,024,000	\$ 51,000	5.24%
Total Information Technology	\$ 1,324,800	\$ 1,192,566	\$ 1,320,899	\$ 1,439,138	\$ 118,239	8.95%
Town Clerk						
Salaries	\$ 253,490	\$ 254,357	\$ 262,222	\$ 266,398	\$ 4,176	1.59%
Expenses	\$ 34,997	\$ 37,942	\$ 49,350	\$ 51,150	\$ 1,800	3.65%
Total Town Clerk	\$ 288,487	\$ 292,299	\$ 311,572	\$ 317,548	\$ 5,976	1.92%
Elections						
Salaries (Registrars)	\$ 52,627	\$ 23,615	\$ 62,840	\$ 55,400	\$ (7,440)	-11.84%
Expenses (Registrars)	\$ 39,711	\$ 38,464	\$ 52,350	\$ 55,100	\$ 2,750	5.25%
Total Elections	\$ 92,338	\$ 62,079	\$ 115,190	\$ 110,500	\$ (4,690)	-4.07%
Sealer of Weights & Measures						
Salaries	\$ 14,952	\$ 23,400	\$ 30,400	\$ 30,400	\$ -	0.00%
Expenses	\$ 838	\$ 818	\$ 890	\$ 990	\$ 100	11.24%
Total Sealer Weights/Meas.	\$ 15,790	\$ 24,218	\$ 31,290	\$ 31,390	\$ 100	0.32%
Community & Economic Development						
Salaries	\$ 806,931	\$ 882,342	\$ 860,005	\$ 878,618	\$ 18,613	2.16%
Expenses	\$ 238,389	\$ 32,153	\$ 64,350	\$ 81,700	\$ 17,350	26.96%
Total Community & Economic Development	\$ 1,045,320	\$ 914,495	\$ 924,355	\$ 960,318	\$ 35,963	3.89%
Total Admin. Support Services	\$ 5,733,594	\$ 5,698,618	\$ 7,592,303	\$ 7,502,649	\$ (89,654)	-1.18%

Commissions & Committees

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

Shared Expenses (Unclassified)						
Employee Fringe						
Expenses	\$ 14,147,583	\$ 15,044,313	\$ 15,676,586	\$ 16,593,422	\$ 916,836	5.85%
Merit & Performance	\$ 26,000	\$ 143,935	\$ 175,000	\$ 150,000	\$ (25,000)	-14.29%
Total Employee Fringe	\$ 14,173,583	\$ 15,188,248	\$ 15,851,586	\$ 16,743,422	\$ 891,836	5.63%
Property & Liability Insurance						
Purchased Services	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150	\$ 50,913	6.73%
Total Prop. & Liab. Insurance	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150	\$ 50,913	6.73%
Contributory Retirement						
Pension Assessment	\$ 8,194,354	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 657,532	7.00%
Total Contributory Retirement	\$ 8,194,354	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 657,532	7.00%
Non-Contributory Retirement						
Pensions	\$ 21,431	\$ 18,593	\$ 23,122	\$ 19,726	\$ (3,396)	-14.69%
Total Non-Contributory Retire.	\$ 21,431	\$ 18,593	\$ 23,122	\$ 19,726	\$ (3,396)	-14.69%
Debt Service						
Leased Equipment	\$ 103,566	\$ 149,203	\$ 147,203	\$ 151,778	\$ 4,575	3.11%
Leased Land	\$ 3,900	\$ 8,900	\$ 6,400	\$ 8,900	\$ 2,500	39.06%
Principal	\$ 8,315,351	\$ 8,446,861	\$ 7,852,071	\$ 9,907,161	\$ 2,055,090	26.17%
Interest	\$ 1,648,331	\$ 3,044,991	\$ 2,685,222	\$ 6,558,893	\$ 3,873,671	144.26%
Total Debt Service	\$ 10,071,148	\$ 11,649,955	\$ 10,690,896	\$ 16,626,732	\$ 5,935,836	55.52%
Reserve Fund						
Other Charges	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
Total Reserve Fund	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
Shared Expenses (Unclassified) (con't)						
Facilities Management						
Salaries	\$ 2,493,701	\$ 2,524,801	\$ 2,686,205	\$ 2,756,119	\$ 69,914	2.60%
Expenses	\$ 558,119	\$ 620,721	\$ 622,500	\$ 670,500	\$ 48,000	7.71%
Total Facilities Management	\$ 3,051,820	\$ 3,145,522	\$ 3,308,705	\$ 3,426,619	\$ 117,914	3.56%
Total Shared Expenses	\$ 36,102,240	\$ 39,421,496	\$ 40,273,840	\$ 47,924,475		
Total General Fund Operations	\$ 128,362,629	\$ 136,771,311	\$ 143,598,940	\$ 155,417,877		

Reconciliation					
Total General Fund Operations	\$ 128,362,629	\$ 136,771,311	\$ 143,598,940	\$ 155,417,877	
Other General Fund Appropriations					
Capital Equipment and Improvements	\$ 2,695,200	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	
School Bus Subsidy	\$ 382,720	\$ 392,288	\$ 402,095	\$ 410,137	
Misc. Articles	\$ 216,626	\$ 1,298,695	\$ 635,000	\$ 100,000	
Golf Course Deficit	\$ 279,832	\$ 248,400	\$ 270,000	\$ 240,000	
General Stabilization Fund	\$ -	\$ -	\$ 250,000	\$ 100,000	
Capital Stabilization Fund	\$ 3,925,532	\$ 4,500,000	\$ 2,400,000	\$ 1,450,000	
Operational Stabilization Fund		\$ -	\$ 500,000	\$ 100,000	
One-to-One Tech Stabilization Fund		\$ -	\$ 100,000		
FAR Bonus Stabilization Fund		\$ 3,900	\$ -		
OPEB Trust Fund	\$ 1,300,000	\$ 1,000,000	\$ 441,723	\$ 300,000	
Total Other G/F Appropriations	\$ 8,799,910	\$ 9,609,948	\$ 7,972,768	\$ 6,317,137	
Other General Fund Expenses (Not appropriated by Town Meeting)					
State & County Assessments	\$ 1,449,503	\$ 1,348,800	\$ 1,435,887	\$ 1,614,160	
Cherry Sheet Offsets	\$ 352,530	\$ 434,080	\$ 468,705	\$ 429,645	
Snow Removal Supplement	\$ 145,000	\$ 445,869	\$ 150,000	\$ 350,000	
Overlay	\$ 1,283,443	\$ 1,256,448	\$ 1,150,000	\$ 1,015,000	
Total Other G/F Expenses	\$ 3,230,476	\$ 3,485,197	\$ 3,204,592	\$ 3,408,805	
Total General Fund	\$ 140,393,015	\$ 149,866,456	\$ 154,776,300	\$ 165,143,819	

Three-Year Projection

METHODOLOGY

The table on the next pages includes very preliminary projections of total expenditure requirements and revenues for FY21 and FY22. At this time the projections for FY21 and FY22 include the large debt excluded projects for WNFS & KMS. Projections are calculated in the aggregate, with the intention of giving an overall practical 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 for FY20, but so did charges so we've conservatively projected additional state revenues. Local receipts are projected to increase moderately over the period of FY 2020-FY 2022. Of note FY20 includes \$1.45M derived from investment income in local receipts due to the significant bond investment. These are one time monies and therefore not built into the future years of the forecast. Other Available Funds are level at FY 2020 levels. Indirects are proposed to remain the same for the three year period. \$4.65M in Free Cash (1.8M for operations) and Overlay Surplus are proposed to be applied to operations and capital annually and small amounts of other revenue expect to support small parts of operations. However, the use of Free Cash will be incrementally decreased each year until the reliance on it to support operations is eliminated. Finally, the Capital Stabilization Fund, using revenues generated from local option taxes, will support new cash capital projects according to the 5 year capital plan.

Expenses

In the operating budget, departmental budgets are planned to increase by 2-4%. On the whole, we have estimated a preliminary 4.0% increase in total expenses for the Natick Public Schools, a 2% increase for the Keefe Tech Assessment and a 2-4% increase for all municipal departments. The changes are very preliminary estimates and will be revised throughout the spring, summer, and fall. There is no guarantee that these increases will be sustainable into future years. It is incumbent on the Municipal and School administrations and elected officials to continue to budget responsibly and identify areas for cost reduction and revenue enhancement to ensure Natick's sound financial future.

The greatest changes going forward rest within the categories of Shared Expenses. Healthcare and pension costs continue to increase annually and take up an increasing portion of the operating budget. It is estimated that these costs will increase by 7-10% annually.

RESULTS

These projections forecast a sizable gap between the cost of providing the current level of services and the revenue that may be generated over the next several years. Though just a forecast, and with the realization that the community must produce a balanced budget, these forecasts demonstrate one clear reality. The Town of Natick continues to have a sizeable structural budget imbalance. To solve this problem revenues and service models must be evaluated to match resident expectations of services and ability and willingness to pay. Careful planning must take place, so that key operational initiatives are sustainable and align with community goals. Looking ahead collaboration and scenario planning will be paramount to addressing long-term structural issues that pose an annual challenge to providing great services at a great value for residents and businesses.

Three-Year Projection

	2018 Actual	2019 Rev. Budget	2020 Proposed Budget	2021 Projection	2022 Projection	Comments
General Fund Revenues						
1 Tax Levy	106,629,971	111,530,485	121,251,682	124,844,491	128,521,772	2.5% allowable; \$900K for growth plus projected excluded debt service
2 State Aid	13,895,997	14,553,519	14,966,059	15,227,965	15,494,454	Assumes slight increase from State Aid 1.75%
3 Estimated Receipts	15,977,470	16,331,234	17,901,540	17,409,571	17,557,762	Gradually reduces investment income; other growth 2%
4 Other Local Receipts						
5 Indirects	2,078,921	2,262,021	2,585,229	2,585,229	2,585,229	Depends on budget changes; level funded for projection
6 Free Cash	9,408,400	6,579,906	4,150,000	4,150,000	4,150,000	Level funded Free Cash use
7 Capital Stabilization Fund	2,166,665	2,973,950	3,617,000	3,617,000	3,617,000	Level funded Capital Stabilization use for projection
8 Overlay Surplus	500,000	500,000	500,000	500,000	500,000	Level funded
9 Other Available Funds	1,010,514	308,393	291,309	291,309	291,309	Parking Meter Receipts, Other State Remb., Bond Premiums- HS/CSC
Total General Fund Revenues	151,667,938	155,039,508	165,262,819	168,625,565	172,717,527	
General Fund Expenses						
Education & Learning						
11 Natick Public Schools	61,307,973	64,952,439	67,810,346	69,810,805	72,603,238	Assumes range of 3-4% increases (excluding one-time revenues)
12 Keefe Tech	1,427,911	1,594,984	1,554,748	1,585,843	1,617,560	Assumes 2% Increase
13 Morse Institute Library	2,151,463	2,244,799	2,275,499	2,321,009	2,367,429	Assumes 2% increase
14 Bacon Free Library	172,451	184,503	190,792	194,608	198,500	Assumes 2% increase
15 Public Safety	16,008,466	15,909,166	16,568,716	17,065,777	17,577,751	Assumes 3% increase
16 Public Works	8,332,124	8,182,556	8,858,627	8,712,386	8,973,757	Assumes 3% increase (excluding one-time revenues)
17 Health & Human Services	2,231,073	2,543,800	2,611,475	2,663,705	2,716,979	Assumes 2% increase
18 Administrative Support Services	5,698,618	7,592,303	7,502,649	7,652,702	7,805,756	Assumes 2% increase
19 Committees	19,736	120,550	120,550	120,550	120,550	Assumes level funding
20 Shared Expenses						
21 Fringe Benefits	15,188,248	15,851,586	16,743,422	18,082,896	19,529,527	Assumes 8% increases
22 Prop & Liab. Insurance	654,557	756,237	807,150	847,508	889,883	Assumes 5% increases
23 Retirement	8,783,214	9,416,416	10,070,552	10,775,491	11,529,775	Assumes 7% increase annually
24 Debt Services	11,649,955	10,690,896	16,626,732	15,595,734	14,914,615	Based on current debt service schedules
25 Reserve Fund		250,000	250,000	250,000	250,000	Level-Funded
26 Facilities Management	3,145,522	3,308,705	3,426,619	3,495,151	3,565,054	Assumes 2% increase
General Fund Oper. Expenses	136,771,311	143,598,940	155,417,877	159,174,164	164,660,374	
26 Capital Improvements	2,166,665	2,973,950	3,617,000	3,617,000	3,617,000	Capital outlay level funded for projection purposes
27 School Bus Transportation	392,288	402,095	410,137	418,340	426,707	Assumes 2% increases
28 State & County Assessments	1,348,800	1,435,887	1,614,160	1,646,443	1,679,372	Assumes 2% increases
29 Cherry Sheet Offsets	434,080	468,705	429,645	438,238	447,003	Assumes 2% increases
31 Snow Removal Supplement	445,869	150,000	350,000	350,000	350,000	S&I supplement included in DPW operating budget
32 Overlay	1,256,448	1,150,000	1,015,000	1,015,000	1,015,000	Level funded overlay; may increase based on Means Testing Proposal
33 Golf Course Deficit	248,400	270,000	240,000	240,000	240,000	Will change based on GC operations
34 General Stabilization Fund	-	250,000	100,000	100,000	100,000	Level funded to enhance stabilization funds
35 Operational Stabilization Fund	-	500,000	100,000	100,000	100,000	Level funded to enhance stabilization funds
36 Capital Stabilization Fund	4,500,000	2,400,000	1,450,000	1,450,000	1,450,000	Level funded to enhance stabilization funds
37 One-to-One Technology Stab Fund	-	100,000	-	-	-	
38 FAR Bonus Stabilization Fund	3,900	-	-	-	-	
39 OPEB Trust Fund	1,000,000	441,723	300,000	300,000	300,000	Revised based on Free Cash calculation formula
40 Misc. Articles	1,298,695	635,000	100,000	100,000	100,000	Placeholder for Town Meeting Articles
Total General Fund Expenses	149,866,456	154,776,300	165,143,819	168,949,185	174,485,455	
Net Excess / (Deficit)	1,801,482	263,208	119,000	(323,620)	(1,767,929)	

Town of Natick
Stabilization Funds - March 28, 2019

Fund #	Name of Fund	Balance as of 3-28-19	
7000	Capital Stabilization Fund	\$	7,524,376
7001	Stabilization Fund-Rainy Day	\$	4,859,971
7003	Operational Stabilization Fund	\$	3,628,968
7002	OPEB	\$	3,725,684
7004	FAR Stabilization Trust Fund	\$	2,553,608
7005	Inflow & Infiltration Stabilization	\$	842,724
7010	One to One Technology Stabilization	\$	-
		\$	23,135,331



Town of Natick Free Cash Appropriations

<u>Item</u>	<u>Amount</u>	<u>Rationale</u>
Estimated Free Cash as of 7/1/2018	6,576,906.00	
.5% G/F Revenue Set-Aside	(745,560.80)	Per Financial Management Policies
<u>2018 Fall Town Meeting</u>		
Article 2 - Transfer to Stabilization Fund	(250,000.00)	Per Financial Management Policies
Article 3 - Transfer to Operational Stabilization Fund	(500,000.00)	Per Financial Management Policies
Article 4 - Transfer to Capital Stabilization Fund (FY 2018 Local Option Taxes)	(2,400,000.00)	Per Financial Management Policies
Article 5 - Transfer to OPEB Stabilization Fund	(441,723.00)	Per Financial Management Policies
Article 6 - McDaniel Trust	(36,622.20)	
Article 16 - WNFS Land Acquisition	(1,000.00)	
Article 20 - Legal Settlement	(350,000.00)	
<u>2019 Spring Town Meeting</u>		
FY 2020 Operating Budget	(1,850,000.00)	Free Cash for FY 2020 Operating Budget

Remaining Unallocated Balance

2,000.00

Snow & Ice Deficit as of 3-27-19 (\$482,681.20)



Town of Natick

Revolving Funds - February 26, 2019

Fund #	Revolving Fund	Spending Authorization FY 2019	Starting Balance 7/1/2018	Revenues	Expenditures	Balance 2/26/2019
2002	DPW Surplus Vehicle/Purchase Acct.	\$200,000	\$466,042	\$147,836	(\$188,850)	\$425,028
2005	Morse Institute Library Materials	\$85,000	\$1,132	\$16,108	(\$964)	\$16,276.04
2006	Morse Institute Library Equipment & Maintenance	\$25,000	\$10,798	\$3,480	(\$3,563)	\$10,715.74
2007	Community - Senior Center Equipment & Maintenance	\$75,000	\$70,122	\$36,044	(\$36,181)	\$69,984
2008	Board of Health Immunization	\$40,000	\$62,366	\$2,073	(\$40,000)	\$24,439
2009	Community - Senior Center Programs	\$95,000	\$113,894	\$67,905	(\$71,846)	\$109,953
2010	BOH Regional Coalition Tobacco Control	\$25,000	\$39,020	\$0	(\$261)	\$38,759
2011	Pay for Performance - Energy Rewards	\$25,000	\$18,428	\$13,405		\$31,833
2012	Tax Title Collection	\$100,000	\$100,618	\$7,710	(\$33,837)	\$74,491
2013	Curbside Compost collection	\$20,000	\$7,047	\$11,745	(8,340)	\$10,452

Estimated Tax Rate – FY 2020

A Town's tax rate is the amount of its annual property tax levy stated in terms of a unit of its tax base. It represents the amount per \$1,000 of assessed valuation of taxable real and personal property that will generate the property tax levy for the year.

To set a tax rate, the Town must submit a "Tax Rate Recapitulation Sheet" (the "recap") to the Bureau of Accounts (BOA) in the Division of Local Services (DLS) in the Department of Revenue (DOR). A copy of the recap for FY 2019 is included in the Appendices. The recap encompasses the Town's entire budget plan for the fiscal year. It summarizes all appropriations made by Town Meeting since the previous year's tax rate was set. Anticipated and actual sources of revenue other than property taxes, such as state aid, local non-tax revenues and reserves, are also identified. The difference between the appropriations and revenue from these sources must be raised through property taxes. This difference is the tax levy.

Assessor's Office oversees the preparation of the recap, but timely completion of the annual tax rate process requires teamwork and the cooperation of a number of Town officers. After the assessors have reported the total assessed values, DOR determines the limits within which the Town may allocate the tax levy among the property classes under property tax classification. The Board of Selectmen must hold a public hearing, usually in late November or early December, where the assessors provide information on the impact of the various alternatives and residents can provide input, before they make a decision on the tax rate. The decisions, and the acknowledgement by the selectmen of excess levy capacity, are then reported to the DOR.

At this point in the developing the Town's plans for FY 2020, there are numerous data points that we just do not know. Using historical information, current revenue and economic trends we have estimated what we do not know in order to provide you with some idea of what we believe will be the Town's tax rate for FY 2020.

Estimated Tax Rate for FY 2020 - \$13.06 for each \$1,000 of value

ARTICLE 1
Authorize Board of Selectmen to Acquire, Obtain, Abandon or Relocate Easements
(Board of Selectmen)

ARTICLE LANGUAGE:

To see if the Town will vote to authorize the Board of Selectmen, during Fiscal Year 2020, to acquire on behalf of the Town any and all easements for any of the following purposes: roads, sidewalks, vehicular and/or pedestrian access or passage, drainage and utilities, provided however that such authorization pertains only to easements acquired at no cost to the Town; and, further, to authorize the Board of Selectmen, subsequent to a public hearing, during Fiscal Year 2020 to abandon or relocate easements acquired for any of the foregoing purposes; or otherwise act thereon.

PURPOSE OF THE ARTICLE:

To renew the Board of Selectmen's authorization to accept and obtain easements, as well as abandon and relocate easements.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #1	DATE VOTED	MOTION	QUANTUM OF VOTE
	February 26, 2019	Favorable Action	9-0-0

MOTION: (Requires a majority vote)

Move that the Town vote to authorize the Board of Selectmen, during Fiscal Year 2020, to acquire on behalf of the Town any and all easements for any of the following purposes: roads, sidewalks, vehicular and/or pedestrian access or passage, drainage and utilities, provided however that such authorization pertains only to easements acquired at no cost to the Town; and, further, to authorize the Board of Selectmen, subsequent to a public hearing, during Fiscal Year 2020 to abandon or relocate easements acquired for any of the foregoing purposes.

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

This has been a standing warrant article since the 2011 Fall Annual Town Meeting. The proposed motion includes language added through amendment at the 2016 Spring Annual Town Meeting; such language requires the Selectmen to hold a public hearing prior to voting to abandon or relocate an easement.

The authorization for Selectmen to accept easements facilitates timely action when such opportunities arise, and on occasion such grants of easements to the Town involve the relocation of an existing easement, necessitating the abandonment of the old easement. As has been the case under prior authorizations, the acquisition of any easements would be only for easements acquired at no cost to the Town.

With this authorization, the Town is in a better position to respond quickly to an offer from a private party to grant an easement to the Town, and avoid the risk of losing such opportunity and/or having to pay for the easement.

-END OF ARTICLE-

ARTICLE 2
Committee Article
(Town Administrator)

ARTICLE LANGUAGE:

To see if the Town will vote to hear and discuss the reports of town officers, boards, and committees; or otherwise act thereon.

PURPOSE OF THE ARTICLE:

To hear and discuss the reports of town officers, boards, and committees.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #2	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 21, 2019	No Action	13-0-0

MOTION: (Requires a majority vote)

Move No Action on the subject matter of Article 2

**FINANCE COMMITTEE PUBLIC HEARING INFORMATION &
DISCUSSION:**

No Committees, Commissions or Boards sought a motion to present a Committee report to Town Meeting, under Article 2.

-END OF ARTICLE-

ARTICLE 3
Elected Officials Salary
(Town Administrator)

ARTICLE LANGUAGE:

To see if the Town will vote to fix the salary and compensation of all elected officers of the Town of Natick for Fiscal Year 2020 (July 1, 2019 through June 30, 2020) as provided by Section 108 of Chapter 41 of the General Laws, as amended; or otherwise act thereon.

PURPOSE OF THE ARTICLE:

A vote of Town Meeting is required to establish the Town Clerk's salary for FY 2018. The requirement has existed since the time when the state legislature adopted MGL Chapter 41, section 108.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #3	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	13-0-0

MOTION: (Requires a majority vote)

Move that the town vote to fix the salary and compensation of the following elected officer of the Town for the Fiscal Year 2020 (July 1,2019 through June 30, 2020 as provided by section 108 Chapter 41 of the Massachusetts General Laws: Town Clerk: \$95,800

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

Committee members asked questions and gathered information from the Town Administration and the Town Clerk on the subject-matter of this article.

- It was shared that both the Administration and the Town Clerk had gathered information and data from other communities in the Commonwealth, comparing and contrasting elected and appointed Town Clerks, size of staff, responsibilities and so on.
- Both Town Administration and the Town Clerk stated that it is somewhat difficult to provide an objective, fact-based comparison of the role across different towns.
- The Town Clerk provided a summary of the different responsibilities of her role, both those that are statutorily required and those that are also assigned to the Town Clerk in Natick, such as the Super Records Access Officer.
 - The RAO responsibility alone has greatly increased in work load and importance as Natick has received well over **600 Public Records Requests**, and countless Open Meeting Law complaints, in the past **12-18 months**.
- The Town Clerk also is responsible for supporting Early Voting for all elections. In the fall of 2018 this added three weeks to the voting period and required the Town Clerk's office to staff the voting machines, along with volunteers, during the three-week period.

Finance Committee notes that failure to take action on this Warrant Article would result in no salary being established for or available to the Town Clerk. Given that each annual vote of Town Meeting stipulates the fiscal year in which the specified salary shall be paid, said salary cannot be paid beyond that fiscal year.

-END OF ARTICLE-

**ARTICLE 4
Personnel Board Classification and Pay Plan
(Town Administrator)**

ARTICLE LANGUAGE:

To see if the Town, pursuant to the authority contained in Section 108A of Chapter 41 of the General Laws, will vote to amend the by-laws by adding to Article 24, Section 3, a new paragraph deleting certain position titles, adding new position titles and effecting changes in the salary ranges as presently established; or otherwise act thereon.

PURPOSE OF THE ARTICLE:

To update the Personnel Board’s Classification and Pay Plan to reflect new jobs added to the Classification. The pay plan creates the structure for compensation for town employees.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #4	DATE VOTED	MOTION	QUANTUM OF VOTE
	NA	No Recommendation	NA

MOTION: (Requires a majority vote)

No Recommendation

**FINANCE COMMITTEE PUBLIC HEARING INFORMATION &
DISCUSSION:**

This article’s public hearing has been continued to April 4, 2019. Therefore, at this time, there is No Recommendation from the Finance Committee.

For Background Information (This may be updated at a later date)

The Personnel Board is charged with presenting a Classification and Pay Plan to Town Meeting:

- Proposed changes contemplated under this article are only for the full-time salaried employees
- The Personnel Board is not recommending any changes to the Classification and Pay Plans for part-time union personnel
- This warrant article does not seek any funding. Actual funding for town departments and employees is handled in other warrant articles
- This plan covers the general government, non-union employees of the town - roughly 65 full-time employees
- Establishing individual employee salaries is the responsibility of the Town Administrator
- All full-time, non-union job descriptions can be accessed on-line at [Full Time Job Descriptions](https://www.natickma.gov/285/Non-Union-Full-Time-Job-Descriptions) (https://www.natickma.gov/285/Non-Union-Full-Time-Job-Descriptions)

-END OF ARTICLE-

**ARTICLE 5
Collective Bargaining
(Town Administrator)**

ARTICLE LANGUAGE:

To see if the Town will vote to raise and appropriate, or otherwise provide, the funds necessary to implement the Terms of Agreements reached between the Town and the following collective bargaining units:

- a) Deputy Fire Chiefs’ Association, Local 1707 – Deputy Fire Chiefs
- b) International Association of Firefighters, AFL-CIO, Local 1707 - Firefighters
- c) New England Benevolent Association, AFL-CIO, Local 82 – Superior Officers
- d) Natick Patrol Officers Association - Patrol
- e) New England Police Benevolent Association, Inc. Local 182 - Dispatchers
- f) Massachusetts Laborer’s Council Local 1116 Supervisors’ & Administrators’ Association - DPW Sup. & Admin.
- g) Massachusetts Laborer’s Council Local 1116 - DPW Laborers
- h) Maintenance and Custodians Local 1116 of the Laborers International Union, AFL-CIO – Facilities Maintenance
- i) Public Employees Local Union 1116 of the Laborers’ International Union of North America -Clerical
- j) Public Employees Local Union 1116 of the Laborers International Union of North America, AFL-CIO – Library

Or otherwise act thereon.

PURPOSE OF THE ARTICLE:

Under this Article, Town Meeting is asked to appropriate funds for the current fiscal year (and prior fiscal year, if applicable) for collective bargaining agreements (CBAs) that have been ratified by the respective union as well as management; such appropriation requirement applies only to General Government unions, of which there are ten.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #5	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 21, 2019	No Action	13-0-0

MOTION: (Requires a majority vote)

Move No Action on the subject matter of Article 5

FINANCE COMMITTEE PUBLIC HEARING INFORMATION &
DISCUSSION:

The Administration requests that the Finance Committee postpone action on this Article.

As to negotiations with the Patrol Officers' union, this outstanding matter has been referred to the Commonwealth's Joint Labor Management Committee for arbitration.

The Administration and union representatives are working diligently and in good faith to reach agreement and ratification. As has been the case in past years, the Administration ask for Town Meeting's patience and indulgence as efforts by union representatives and the two Administrations are advanced.

-END OF ARTICLE-

ARTICLE 6
Amend Agreement for the South Middlesex Regional Vocational School District
(Town Administrator)

ARTICLE LANGUAGE:

To see if the Town will vote to amend the agreement among the towns of Ashland, Holliston, Hopkinton, and Natick, and the City of Framingham, with respect to Establishment of a Regional Vocational School District to incorporate prior amendments to said agreement, to eliminate outdated provisions, to recognize Framingham’s change from a town to a city form of government, and to bring said agreement into alignment with the District’s existing practices; or otherwise act thereon.

PURPOSE OF THE ARTICLE:

The article motion seeks to make updates to the District Agreement to accomplish three things. First, to incorporate the prior amendments to the District Agreement and eliminate outdated provisions that relate only to the initial formation of the District. Second, to recognize Framingham's recent change from a town to a city form of government. Third, to bring the District Agreement into alignment with the District's existing practices.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #6	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 12, 2019	Favorable Action	11-0-0

MOTION: (Requires a majority vote)

Move that the Town vote to amend the agreement among the towns of Ashland, Holliston, Hopkinton, and Natick, and the City of Framingham, with respect to the Establishment of a Regional Vocational School District to incorporate prior amendments to said agreement, to eliminate outdated provisions, to recognize Framingham’s change from a town to a city form of government, and to bring said agreement into alignment with the District’s existing practices;

So that the agreement now reads;

Amended: 1972, 1987, 2019

Amended Agreement among the Towns of
Ashland, Holliston, Hopkinton and Natick and the City of Framingham
with Respect to the Establishment of a
Regional Vocational High School District

This Agreement is entered into pursuant to Chapter 71 of the General Laws of Massachusetts, as amended, between the towns of Ashland, Holliston, Hopkinton and Natick and the City of Framingham, hereinafter sometimes referred to as member municipalities. In consideration of the mutual promises herein contained, it is hereby agreed as follows:

SECTION I THE REGIONAL DISTRICT SCHOOL COMMITTEE

(A) Composition

The powers and duties of the regional school district shall be vested in and exercised by a regional district school committee, hereinafter sometimes referred to as the Committee.

The Committee shall consist of sixteen members, eight from the City of Framingham and two from each of the towns of Ashland, Holliston, Hopkinton and Natick.

(B) Members

All members shall be appointed by the official or government body authorized to make such appointment in accordance with the city or town charter, by-law or other vote of the legislative body. In every year in which the term of office of one or more members expires, the official or government body shall appoint one or more members, as the case may be, to serve for a term of three years, and the terms of office of such members shall commence at midnight on June 1 following their appointment.

(C) Vacancies

If a vacancy occurs among the members appointed under subsection I (B), the official or government body authorized to appoint shall appoint a member to serve for the balance of the unexpired term, if any.

(D) Organization

At the first meeting in June of each year, the Committee shall organize and choose by ballot a chairman and a vice-chairman from among its own membership. At the same meeting, or at any other meeting, the Committee shall appoint a treasurer and a secretary, who may be the same person but who need not be members of the Committee, choose such other officers as it deems advisable, determine the terms of office of its officers (except the chairman and vice-chairman who shall be elected annually as provided above) and prescribe the powers and duties of any of its officers, fix the time and place for its regular meetings and provide for the calling of special meetings.

(E) Powers and Duties

The Committee shall have all the powers and duties conferred and imposed upon school committees by law and conferred and imposed upon it by this agreement, and such other additional powers and duties as are specified in Sections 16 to 16I, inclusive of Chapter 71 of the General Laws and any amendments thereof or additions thereto now or hereafter enacted, or as may be specified in any other applicable general or special law.

(F) Quorum

The quorum for the transaction of business shall be a majority of the Committee, but a number less than the majority may adjourn.

SECTION II LOCATION OF THE REGIONAL DISTRICT SCHOOL

The regional district school or schools shall be located within the geographical limits of the District and within a radius of three (3) miles from the Ashland Post Office located at the intersection of Main and Summer Streets.

SECTION III TYPE OF REGIONAL DISTRICT SCHOOL

The regional district school shall be a co-educational vocational-technical high school consisting of grades nine through twelve, inclusive. The Committee is hereby authorized to establish and maintain such kinds of education, acting as trustees therefor, as may be provided by municipalities under the provisions of Chapter 74 of the General Laws and acts amendatory thereof, in addition thereto or dependent thereon, including courses beyond the secondary school level in accordance with the provisions of Section 37A of the said Chapter 74 of the General Laws.

SECTION IV APPORTIONMENT AND PAYMENT OF COSTS INCURRED BY THE DISTRICT

(A) Classification of Costs

For the purpose of apportioning assessments to the member municipalities, costs shall be divided into two categories: capital costs and operating costs.

(B) Capital Costs

Capital costs shall include all expenses in the nature of capital outlay such as the cost of acquiring land, the cost of constructing and reconstructing and adding to buildings, and the cost of remodeling or making extraordinary repairs to a school building or buildings, including without limitation the cost of the original equipment and furnishings for such

buildings and additions, plans, architects and consultants fees, grading, the cost of construction of sewerage systems and sewerage treatment and disposal facilities or for the purchase or use of such systems with municipalities, other costs incidental to placing school buildings and additions and related premises in operating condition and any other capital outlays for which regional school districts may be authorized to borrow or which could be categorized as a capital expense in conformity with applicable law or regulation. Capital costs shall also include payment of principal of and interest on bonds, notes or other obligations issued by the District to finance capital costs.

(C) Operating Costs

Operating costs shall include all costs not included in capital costs as defined in subsection IV (B), but including interest on temporary notes issued by the District in anticipation of revenue.

(D) Apportionment of Capital Costs

Capital costs shall be apportioned annually no later than April 30th for the ensuing fiscal year as follows:

- (1) Each member municipality's share of the capital costs incurred in connection with the construction, equipping and placing in operation of the initial district school building, including the payment of principal of and interest on bonds, notes or other obligations of the District to finance such capital costs, shall be determined by computing the ratio which the sum of its resident pupil enrollments on October 1 of the three years next preceding the year in which the Committee votes to authorize the incurring of such capital costs bears to the sum of the resident pupil enrollments of all the member municipalities on October 1 of the same three

years; and in the case of capital costs consisting of the payment of principal of and interest on bonds, notes or other obligations issued by the District, the ratio shall not be changed during the period in which such bonds, notes or other obligations are outstanding, except as provided in subsection VII (A). For the purpose of this clause (1) of this subsection IV (D) resident pupil enrollments shall be defined as the number of pupils residing in a member municipality and enrolled in the District.

For the purposes of this subsection IV(D) and the Agreement as a whole, all references to October 1st shall be deemed to be the date on which the Commonwealth requires the reporting of student enrollment for the purpose of Chapter 70 funding such that if the Commonwealth changes this date, this Agreement shall be read as incorporating the new date set by the Commonwealth without amendment.

- (2) Each member municipality's share of the capital costs other than those apportioned pursuant to clause (1) of this subsection IV (D), whether or not incurred in connection with the construction of an addition to or the reconstruction, replacement, remodeling or making extraordinary repairs to said initial school building, shall be determined by computing the ratio which the sum of its pupil enrollments in the regional district school on October 1 of the three years next preceding the year in which the Committee votes to authorize the incurring of such capital costs bears to the sum of the pupil enrollments of all the member municipalities in the regional district school on October 1 of the same three years, and in the case of capital costs consisting of the payment of the

principal of and interest on bonds, notes or other obligations issued by the District the ratio shall not be changed during the period in which such bonds, notes or other obligations are outstanding, except as provided in subsection VII (A). In the event that there is no pupil enrollment from any member municipality in any one or more of the aforesaid three years, such member municipality's share shall be determined as provided in clause (1) of this subsection and the share of each of the other member municipalities of the remaining capital costs shall be determined by computing the ratio which the sum of its pupil enrollments in the regional district school on October 1 of the three years next preceding the year in which the Committee votes to authorize the incurring of such capital costs bears to the sum of the pupil enrollments of such other member municipalities in the regional district school on October 1 of the same three years.

(E) Apportionment of Operating Costs

Operating costs will be apportioned in accordance with the options authorized by Chapter 70 of the General Laws. Subject to the Commonwealth's determination of the minimum local contributions, operating costs, except those described in subsection IV (F), for every fiscal year, shall be apportioned to the member municipalities on the basis of each municipality's respective pupil enrollment in the regional school. Each member municipality's share for each fiscal year shall be determined by computing the ratio which that member municipality's pupil enrollment in the regional district school on October 1 of the year next preceding the year for which the apportionment is determined bears to

the total pupil enrollment in the regional school from all the member municipalities on the same date. In computing this apportionment the pupil hours referred to in subsection IV (F) shall be excluded.

(F) Special Operating Costs

The Committee shall determine the operating costs for each fiscal year of any evening trade extension courses or any other types of courses which are offered by the District to persons other than the pupils attending the regular day regional vocational school. Each member municipality's share of such operating costs shall be determined by computing the ratio which that municipality's enrollment of pupil hours in such courses on October 1 of the year next preceding the year for which the apportionment is determined bears to the total enrollment of pupil hours in such courses from all the member municipalities on the same date.

(G) Times of Payment of Apportioned Costs

Each member municipality shall pay to the District in each year its proportionate share, certified as provided in subsection V (C) of the capital and operating costs. Except as otherwise provided in subsection V (A) the annual share of each member municipality shall be paid in such amounts and at such times that at least the following percentages of such annual share shall be paid on or before the dates indicated, respectively:

August 1	25%
December 1	50%
April 1	75%
June 1	100%

SECTION V BUDGET

(A) Preliminary Operating and Maintenance Budget

In December of the preceding fiscal year, the Committee shall annually prepare a preliminary operating and maintenance budget for the ensuing fiscal year, attaching thereto provision for any installment of principal or interest to become due in such year on any bonds or other evidence of indebtedness of the District and any other capital costs to be apportioned to the member municipalities. The budget is presented to the Budget Subcommittee and member municipalities' Finance Committees. The budget is to be itemized in a manner consistent with the Commonwealth's chart of accounts.

(B) Final Operating and Maintenance Budget

The Committee shall adopt, by a two-thirds vote of the full Committee, an annual operating and maintenance budget, including debt and interest charges and any other current capital costs as separate items, in March for the ensuing fiscal year, and said Committee shall apportion the amounts necessary to be raised in order to meet the said budget in accordance with the provisions of Section IV. The amounts so apportioned to each member municipality shall, within 30 days and prior to April 15 of each year preceding the fiscal year to which said budget relates, be certified by the district treasurer to the treasurer of such member municipality, and each such town shall, at the next annual town meeting, or in the City of Framingham, at meeting of the city council no later than June 15 of each year preceding the fiscal year to which said budget relates, appropriate the amounts so certified. The budget shall be deemed approved upon a two-thirds vote of the member municipalities.

(C) Conformity with Legal Process

The budget process set forth herein shall be interpreted and implemented in accordance with the provisions of G.L. c. c. 71, as applicable, and any special laws or regulations relating thereto.

SECTION VI TRANSPORTATION

School transportation shall be provided by the regional school district and the cost thereof shall be apportioned to the member municipalities as an operating cost.

SECTION VII AMENDMENTS

(A) Limitation

This agreement may be amended from time to time in the manner hereinafter provided, but no amendment shall be made which shall substantially impair the rights of the holders of any bonds or notes or other evidences of indebtedness of the District then outstanding, or the rights of the District to procure the means for payment thereof, provided that nothing in this section shall prevent the admission of a new municipality or municipalities to the District and the reapportionment accordingly of capital costs of the District represented by bonds or notes of the District then outstanding and of interest thereon.

(B) Procedure

Any proposal for amendment, except a proposal for amendment providing for the withdrawal of a member municipality (which shall be acted upon as provided in Section IX), may be initiated by a majority vote of all the members of the Committee or by a petition signed by at least 10 per cent of the registered voters of anyone of the member

municipalities. In the latter case, said petition shall contain at the end thereof a certification by the clerk of such member municipality as to the number of registered voters in said municipality according to the most recent voting list and the number of signatures on the petition which appear to be the names of registered voters of said municipality and said petition shall be presented to the secretary of the Committee. In either case, the secretary of the Committee shall mail or deliver a notice in writing to the board of selectmen or mayor, as the case may be, of each of the member municipalities that a proposal to amend this Agreement has been made and shall enclose a copy of such proposal (without the signatures in the case of a proposal by petition). In a member town, the selectmen of each member municipality shall include in the warrant for the next annual or a special town meeting called for the purpose an article stating the proposal. In a city, the proposal to amend this Agreement shall be placed before the city council. Such amendment shall take effect upon its acceptance by all the member municipalities, acceptance by each town to be by a majority vote at a town meeting and in each city by a majority vote of the city council. All amendments must be approved by the Commissioner of Elementary and Secondary Education.

SECTION VIII ADMISSION OF NEW TOWNS

By an amendment of this Agreement adopted under and in accordance with Section VII above, any other municipality or municipalities may be admitted to the regional school district upon adoption as therein provided of such amendment and upon acceptance by the municipality or municipalities seeking admission of the Agreement as so amended and also upon compliance with such provisions of law as may be applicable and such terms as may be set forth in such amendment. Such provisions of law require that the approval of all member municipalities,

including the new member municipality(ies), and the approval of the Commissioner of Elementary and Secondary Education be obtained no later than December 31st of the year preceding admission. The admission of the new member municipality(ies) shall not be effective until the July 1st following such approvals.

SECTION IX WITHDRAWAL

(A) Limitations

The withdrawal of a member municipality from the District may be affected by an amendment to this Agreement in the manner hereinafter provided by this section. Any member municipality seeking to withdraw shall, by vote at an annual or special town meeting in a member town or, in a member city, vote of the city council, request the Committee to draw up an amendment to this Agreement setting forth the terms by which such municipality may withdraw from the District, provided (1) that the municipality seeking to withdraw shall remain liable for any unpaid operating costs which have been certified by the district treasurer to the treasurer of the withdrawing municipality, including the full amount so certified for the year in which such withdrawal takes effect, and (2) that the said municipality shall remain liable to the District for its share of the indebtedness of the District outstanding at the time of such withdrawal, and for interest thereon, to the same extent and in the same manner as though the municipality had not withdrawn from the District.

(B) Procedure

The clerk of the municipality seeking to withdraw shall notify the Committee in writing that such municipality has voted to request the Committee to draw up an amendment to this Agreement (enclosing a certified copy of such vote). Thereupon, the Committee

shall draw up an amendment to this Agreement setting forth such terms of withdrawal as it deems advisable, subject to the limitation contained in subsection VII (A). The secretary of the Committee shall mail or deliver a notice in writing to the board of selectmen of each member town or the mayor and city council of each member city that the Committee has drawn up an amendment to this Agreement providing for the withdrawal of a member municipality (enclosing a copy of such amendment). In each member town, the selectmen shall include in the warrant for the next annual town meeting, (provided the warrant has not first been closed) or a special town meeting called for the purpose, an article stating the amendment or the substance thereof. In each member city, the amendment shall be put on the agenda of the city council. Such amendment shall take effect upon its acceptance by all of the member municipalities, acceptance by each municipality to be by a majority vote at a town meeting or city council as aforesaid. All such votes must be taken, and the approval of the Commissioner of Elementary and Secondary Education must be obtained, no later than December 31st of the fiscal year preceding the withdrawal. All withdrawals shall be effective the July 1st following the aforementioned votes and approval.

(C) Cessation of Term of Office of Withdrawing Municipality's Member

Upon the effective date of withdrawal, the term of office of the members serving on the Committee from the withdrawing municipality shall terminate and the total membership of the Committee shall be decreased accordingly.

(D) Payments of Certain Capital Costs Made by a Withdrawing Municipality

Money received by the District from the withdrawing municipality for payment of funded indebtedness or interest thereon shall be used only for such purpose and until so used

shall be deposited in trust in the name of the District with a Massachusetts bank or trust company having a combined capital and surplus of not less than \$5,000,000.

(E) Apportionment of Costs after Withdrawal

The withdrawing municipality's annual share of any future installment of principal and interest on obligations outstanding on the effective date of its withdrawal shall be fixed at the percentage prevailing for such municipality at the last apportionment made next prior to the effective date of the withdrawal. The remainder of any such installment after subtracting the shares of any municipality or municipalities which have withdrawn shall be apportioned to the remaining member municipalities in the manner provided in subsection IV (D) or as may be otherwise provided in the amendment providing for such withdrawal.

SECTION X TUITION STUDENTS

The Committee may accept for enrollment in the regional district school pupils from municipalities other than the member municipalities on a tuition basis. Income received by the District from tuition pupils who are enrolled as of October 1 and not previously deducted from operating costs shall be deducted from the total operating costs in the next annual budget to be prepared after the receipt thereof, prior to apportionment under subsection IV (E) to the member municipalities.

SECTION XI INCURRING OF DEBT

Within seven days after the date on which the Committee authorizes the incurring of debt, other than temporary debt in anticipation of revenue to be received from member municipalities, the said Committee shall cause written notice of the date of said authorization, the

sum authorized, and the general purpose or purposes for authorizing such debt, to be given to the board of selectmen of each member town and the mayor of each member city, in accordance with Chapter 71, Section 16(d) of the General Laws.

SECTION XII FISCAL YEAR

The fiscal year or period of the District shall be the same as the fiscal period of the member municipalities as provided by law, and the word year or fiscal year as it relates in this Agreement to a fiscal or budget year shall mean the fiscal year of the District.

SECTION XIII ADVISORY COMMITTEE

The Committee may, to assist it in the construction of any regional school building, appoint a building committee to advise it with respect to plans, specifications, appointment of architects and/or engineers, the awarding of contracts, the supervision of construction and any other assistance the Committee may desire. The members of any such committee shall serve in an advisory capacity only and without compensation.

SECTION XIV ANNUAL REPORT

The Committee shall submit on or before January 31 of each year, an annual report to each of the member municipalities containing a detailed financial statement for the prior year and the budget for the then current year, including in each case a statement showing the method by which the annual charges assessed against each member municipality were computed, together with such additional information relating to the operation and maintenance of the regional school as may be deemed necessary or appropriate by the Committee. The Committee shall also furnish

upon request any additional financial information as may be deemed necessary by the board of selectmen or mayor, as the case may be, in any member municipality.

SECTION XV SEVERABILITY

If any provision of this Agreement shall be held invalid in any circumstance, the remaining provisions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, this amended and restated agreement has been executed as of the ____ day of _____ 2019.

Tara M. Ward, Town Clerk
Town of Ashland

Lisa Ferguson, City Clerk
City of Framingham

Elizabeth Turner Greendale, Town Clerk
Town of Holliston

Connor Degan, Town Clerk
Town of Hopkinton

Diane Packer, Town Clerk
Town of Natick

Jeffrey C. Riley, Commissioner
Department of Elementary and Secondary Education

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

The Finance Committee heard testimony, asked questions and received information with respect to the subject matter of this article.

A few questions were on the supporting information provided by the Superintendent of Keefe Tech, and these questions were addressed consistent with the information provided.

The following is excerpted from a letter written by Mirrick O'Connell, counsel for the school district and also from a memorandum written by Jon Evans, Superintendent of Schools for the South Middlesex Regional Vocational School District.

The proposed updates to the District Agreement accomplish five things. First, they incorporate the prior amendments to the District Agreement and eliminate outdated provisions that relate only to the initial formation of the District. Second, they recognize Framingham's recent change from a town to a city form of government. Third, they bring the District Agreement into alignment with the District's existing practices. Fourth, there is an amendment regarding the manner in which tuition receipts are used to offset costs for the purpose of simplifying the District's budget process. Last, they address provisions that the Commissioner of the Department of Elementary and Secondary Education, who must approve the amended District Agreement, has required.

Updates Reflecting Prior Amendments and Elimination of Outdated Provisions

The updates reflecting prior amendments are not reflected in Track Changes as they are non-substantive. They include, however, changes to the size of the School Committee (Section I) and changes in the timing of payments to the District (Section IV(G)). Other provisions relating to the formation of the initial School Committee in Section I have been deleted.

Updates Related to Framingham's Change from a Town to a City

Most of the changes to the District Agreement reflecting Framingham's change from a town to a city form of government are readily apparent. Section V(B), recognizes the difference in Framingham's appropriation process based on the change in the appropriating authority from the Town Meeting to the City Council. Similarly, Section VII(B), regarding amendments to the District Agreement, and Section IX, regarding withdrawals from the District, have been revised to reflect the same change. Section XI has been changed to reflect a recent change to General Laws Chapter 71, Section 16(d). The word "towns" has also been changed to "municipalities" throughout the document.

Changes Reflecting Current Practices

Over time, each member municipality, by charter or by-law, has moved from elected to appointed School Committee members. This change is reflected in Section I(B). In order

to avoid the constant transition of members, it is recommend selecting a defined date on which School Committee members will be appointed.

It is also recommended to clarify the definition of capital costs in Section IV(B) to encompass all legally permissible purposes. This change is intended to make the District Agreement consistent with law by ensuring the District Agreement does not unduly restrict the District's ability to borrow for capital costs.

There are numerous provisions that appear to date back to a time when the District operated on a January 1st fiscal year. Those provisions are inconsistent with law. The proposed changes, found at Sections IV and V, are intended to bring the District Agreement into accordance with law and practice. Sections IV(E) and IV(F) also bring the District's funding provisions into alignment with law and practice. Other changes to Section V eliminate outdated language related to the original formation of the District and align the District Agreement with the budgetary process the District has been using for years. With regard to the budget process as a whole, it is recommended to insert a new Section V(C), which ensures the District Agreement will always be interpreted in a manner consistent with law.

Change regarding Tuition Payments

Section X of the current District Agreement allows the District to accept students on a tuition basis. Such funds are applied to operational costs. The proposed revision does not change this principle. Rather, it seeks only to establish a fixed date, the same October 1 date that is used for the Commonwealth's Chapter 70 calculations, on which the number of tuition students will be determined. Tuition revenues attributed to such students would be applied to the District's budget for the following fiscal year. For example, tuition from students enrolled as of October 1, 2017, and received throughout the 2017-18 school year will be applied to the following year's budget process for the Fiscal Year 2020 budget. This approach allows for a greater degree of certainty in determining the District's budget and provides greater clarity to the member municipalities as to how such revenue, albeit limited, will be applied to reduce the annual assessment.

Changes reflecting DESE's Requirements

DESE requested a few minor changes, none of which change the substance of the District Agreement. More specifically, DESE stated it now requires certain elements of the law with respect to the adoption of the District's budget (2/3 vote of the full School Committee and 2/3 approval by the member municipalities), the amendment of the District Agreement (to include the approval of the Commissioner) and the addition and withdrawal of municipalities from the District to be included in the District Agreement (incorporation of certain timelines and approval by the Commissioner).

Other required changes include minor changes in wording, e.g., deletion of an antiquated reference to "levying" assessments because assessments are no longer "levied." DESE

also had preferred language with regard to the reference to the minimum required contribution in Section IV(E).

One of DESE's changes, to Section VI, requires a minor explanation. In Section VI, you will see the deletion of the phrase "the substance thereof" with respect to the warrant article regarding amendments to the District Agreement. Although this phrasing is common with respect to municipal warrant articles, DESE does require that the entire District Agreement be a part of the warrant article. Obviously, this is a provision that will be administered by the member municipalities and not something the District would be involved in reviewing. Each member municipality should work with their local counsel to ensure that the entire proposed, amended District Agreement is available to their Town Meeting/City Council.

-END OF ARTICLE-

ARTICLE 7
Fiscal 2019 Omnibus Budget
(Town Administrator)

ARTICLE LANGUAGE:

To determine what sum or sums of money the Town will appropriate and raise, or transfer from available funds, for the operation of the government of the Town of Natick, including debt and interest, during Fiscal Year 2019 (July 1, 2018 through June 30, 2019) and to provide for a reserve fund for Fiscal Year 2019, and to see what budgets for Fiscal 2019 will be reduced to offset said additional appropriations; or otherwise act thereon.

PURPOSE OF THE ARTICLE:

To make adjustments to the current FY 2019 budget to reflect necessary changes to the operations of the Town of Natick.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #7	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	No Action	14-0-0

MOTION: (Requires a majority vote)

Move No Action on the subject matter of Article 7

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

Town Administration stated there was no need at this time to seek any adjustments or changes to the appropriations voted by the 2018 Spring Annual Town Meeting or the 2018 Fall Annual Town Meeting.

-END OF ARTICLE-

**ARTICLE 8
Fiscal 2020 Omnibus Budget
(Town Administrator)**

ARTICLE:

To determine what sum of money the Town will appropriate and raise, or transfer from available funds, for the operation of the government of the Town of Natick, including debt and interest during Fiscal Year 2020 (July 1, 2019 to June 30, 2020), and to provide for a reserve fund for Fiscal Year 2020; or to otherwise act thereon.

PURPOSE:

To fund the operations of the various Town and School Departments, the Water & Sewer Enterprise Fund and the Sassamon Trace Golf Course Enterprise Fund.

FINANCE COMMITTEE RECOMMENDATIONS:

The Finance Committee recommends the following action:

ARTICLE #8-A1	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

Motion A1: Requires majority vote	
Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the Natick Public Schools	
Salaries & Expenses	\$67,810,346
Total Natick Public Schools	\$67,810,346
And that the above <u>Total Budget Amount</u> be raised from the following sources:	
Local Receipts	\$684,572
Tax Levy of Fiscal Year 2020	\$67,125,774

Natick Public Schools

Consistent with the last number of budget cycles, the Natick Public Schools have requested a sizable increase in their annual budget both by percentage and dollar value for FY 2020. The original requested increase from School Administration was 7.1%, The Town Administrator submitted an increase of 3.35% in her initial FY2020 budget. The final Town Administrator budget request for the schools reflected a 4.4% increase.

The final budget presented to Finance Committee for consideration on was the result of a number of months work between Town and School Administration, the Board of Selectmen, the School Committee and the Finance Committee. The final budget submitted for consideration totals \$76,810,346, a 4.4% increase over FY2019

Highlights of Budget:

- Funding needed to meet all mandated and fixed costs associated with contractual obligations.
- Special Education needs and the legal requirements to provide services continue to be a sizable cost driver in the schools budgets, mostly driven by the need for new staff positions.
- A recurring theme in past years budget submittals cites steady Year-over-Year increases in enrollment requiring additional staff to keep class sizes steady. Current districtwide enrollment stands at 5544 students (this includes tuition paying students enrolled in the preschool and through school choice)
- Natick's commitment to be a leading district in relation to use of technology in the classroom across the district comes with sizable cost. This commitment requires a steady and continually increasing funding commitment to keep the district at the forefront of comparable districts.
- The new Kennedy Middle School which is anticipated to be opened in FY2021 will require an increase in staffing and the FY2020 budget request begins to address this need. In the FY2020 budget the School Administration has earmarked approximately \$267,759 for the 4.5 of new teaching resources to support increased current enrollment and the transitioning into the new middle school. Town Meeting can expect to see requests in FY2021 for additional staff increases to support the opening of the new school.
- A change in consortium membership in relation to special education transportation is driving a sizable increase in the cost for transportation for students that require transportation relative to out of district special education enrollment. A thorough assessment of this process concludes that participation in the smaller consortium still results in lower costs to the district in comparison to negotiating our own program.
- School Administration has identified a number of funding sources inside of its own budget, principally focused on using existing revolving fund balances to increase funding to the FY2020 Budget. Inclusive of these sources, an increase in the school bus fee as well as the creation of a High School parking fee have generated new income sources to augment the funding sources for NPS.
- Through the process of vetting the FY2020 budget it was made clear that continued requests to fund the Natick Public Schools will continue into FY2021 and FY2022 as the New Kennedy Middle School comes online and enrollment continues to increase.

Risks

- The inability to fully fund technology requests results in aging equipment that is not as serviceable as desired, increases requirement for maintenance and repair.
- Reduction in circuit breaker increases the risk to the town of increased requirement for out of district Special Education costs.
- With increases in budget funding new positions, it limits the district’s ability to increase pay scales to a level that is competitive with surrounding districts, making the competition to attract and retain staff more challenging.
- Continuing increases in enrollment result in district wide cost drivers. These items include the need to augment infrastructure, staff, and technology. With a per pupil expenditure rate of \$15,560 per student, trends like new residential construction, empty nester housing stock turnover, and “knock down, rebuild” projects bring new students to the system that the net tax revenue from these circumstances do not support, putting more revenue pressure across the existing tax base.
- Town Meeting should continue to be attentive to the 6-7% desired rate of growth for educational needs that far exceeds the Prop 2 ½ built-in 2.5% rate of growth for the Tax Levy. No one should assume that Local Options Taxes, New Growth, increased Fees by the Town or the Schools, or any other non-one-time revenue sources can support the FY2021 NPS assumed budget growth needs, or beyond.

MOTION 8-A2

The Finance Committee recommends the following action:

ARTICLE #8-A2	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

Motion A2: (Requires majority vote)	
Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the department shown below, said funds are to be expended under the direction of the School Committee: South Middlesex Regional Vocational Technical School (Joseph P. Keefe Technical School)	
Expenses (Assessment)	\$1,554,748
Total South Middlesex Regional Vocational Technical School (Joseph P. Keefe Technical School)	\$1,554,748
And that the above <u>Total Budget Amount</u> be raised from the following sources:	
Tax Levy of Fiscal Year 2020	\$1,554,748

Keefe Tech

Keefe Tech has requested an appropriation of \$1,554,748 for FY2020, this reflects a decrease of \$40,236 from FY2019 and is driven by a slight reduction in enrollment of Natick students.

Highlights of the budget

- Keefe Tech administration continues to demonstrate a commitment to keeping costs at manageable rates while delivering a high quality, trade-based education option for Natick Students.
- Natick currently has 70 students enrolled at Keefe tech, a new decrease of 2 students compared to FY2019.
- Keefe Tech overall has a number of operations increases in their total FY202 budget that are principally driven by health insurance increases, new staff requirements, and salary increases to existing staff.

Risks

- The principal risk relates to enrollment both from students from the Town of Natick as well as across the entire district. Should other communities experience significant declines in enrollment, the total cost of operation of Keefe Tech increases proportionally for all member communities. Though Natick experienced a slight decline in enrollment, the district as a whole experienced an increase of 17 students.

Motions continued on the next page

MOTION 8-B1

The Finance Committee recommends the following action:

ARTICLE #8-B1	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

Motion B1: (Requires majority Vote)	
Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating	
Emergency Management	
Expenses	\$39,100
Total Emergency Management	\$39,100
Parking Enforcement	
Salaries	\$114,144
Expenses	\$89,833
Total Parking Enforcement	\$203,977
Police	
Salaries	\$7,177,380
Expenses	\$263,813
Total Police	\$7,441,193
Total Budget Amount for Motion B1	\$7,684,270
And that the above Total Budget Amount be raised from the following sources:	
Tax Levy of Fiscal Year 2020	\$7,604,270
Parking Meter Revenues	\$80,000

PUBLIC SAFETY

There are nominal changes to the budgets for Emergency Management, Parking Enforcement, Police Department and the Fire Department for FY 2020.

Emergency Management

The FY20 Budget appropriations request is \$39,100 and this represents a 0% increase over the FY19 Budget of \$39,100.

Highlights of Budget:

- \$5,000 for personnel services.
- \$34,100 for operating expenses. Most of the funds are for Rave Alerts, the town’s Emergency Community Notification provider and Smart 911. Training and equipment expenses comprise the balance of this cost center.

New Initiatives: None.

Outside Sources of Revenue Augmentation:

- This budget continues to be supplemented through grants totaling \$86,000.

Risks Associated with this Budget: None.

Parking Enforcement

The FY20 appropriations request is \$203,977 which is 48.3% over the FY19 Budget of \$137,572.

Highlights of Budget:

- Salary appropriations request is \$114,144 which is a \$63,506 increase over FY19. This increase represents a new full-time staff position at 35 hrs./week at \$20/hr. (see New Initiatives below) and part-time positions for 2 persons at 12 hours per week at \$21 for 45 weeks.
- Expenses are increasing by \$2,899, or 3.3%, because of a re-negotiated one-year lease for St. Patrick's Church parking lot (increase of \$1,149) and meter servicing and repairs. Important to note that the increased permit fees for parking in St. Patrick's lot will cover the cost of the one-year lease payment.

New Initiatives:

- The town is proposing a new initiative (2 full-time staff with 1 part-timer) for parking enforcement to increase revenue, both through parking tickets and meter charges due to increased space turnover. Parking Enforcement operations have become more complex with the addition of Kiosks and newer models of parking meters. Parking enforcement collections of money from the Kiosks and meters and maintenance of the meters. The town has been relying upon part-time (budgeted for 3 but only 2 positions filled) workers which led to reduced enforcement. The increased salary expense of the new position, plus the increase in the part-time rate, should be offset by the expected increase in revenue.

Outside Sources of Revenue Augmentation: None.

Risks Associated with this Budget: None.

Police Department

The FY20 Budget appropriations request is \$7,441,193 which is a 6.06% increase over the FY19 Budget of \$7,016,221.

Highlights of Budget:

- Personnel Services appropriations total \$7,177,380 (including uniform allowances) with non-union personnel at FY18 rates and union personnel salaries based on the current collective bargaining agreements. One area of note is the situation regarding the Patrolmen's Union contract. The union has appealed the decision of an arbitrator. The FY 2020 Salaries Operational Staff line reflects the arbitration award.
- Expense appropriation requests total \$263,813 with two notable increases of \$28,750 for training and education (per contractual obligations) and \$17,300 in miscellaneous purchased services for maintaining traffic signboards, and fees for communication portals from the cruiser laptops to the server. Note that adjustments have been made to line accounts within the Expense budget in the amount of \$16,000 to accommodate historical expenditures.
- Assessment Center expenses of \$30,000 (including Sergeants and Lieutenants) are carried forward into FY20 due to a delay in the sergeant's promotional process.

New Initiatives:

- None. The Police Department deferred for another year an initiative for a new position of Deputy Chief.

Outside Sources of Revenue Augmentation: None.

Risks Associated with this Budget:

- The impact on public safety of a level-funded budget are potential staffing challenges based on the time/location of incidents requiring police response.
- The Total Personnel Services line is subject to change given that the Patrol Officers have appealed the decision of the arbiter.

MOTION 8-B2

The Finance Committee recommends the following action:

ARTICLE #8-B2	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

Motion B2: (Requires majority vote)	
Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the department shown under the associated categories, said funds are to be expended under the direction of the Department Head:	
Fire	
Salaries	\$8,696,846
Expenses	\$187,600
Total Fire	\$8,884,446
Total Budget Amount for Motion B2	\$8,884,446
And that the above <u>Total Budget Amount</u> be raised from the following sources:	
Tax Levy of Fiscal Year 2020	\$8,884,446

Fire Department

The FY20 Budget appropriations request is \$8,884,446 which is a 1.92% increase over the FY19 Budget of \$8,716,273.

Highlights of Budget:

- Personnel Services is increasing by 1.92 %.
- Overtime is level funded for FY20 at \$741,225. However, overtime for FY19 continues to be a factor on the budget line. Shift staffing levels are a key influence here. The addition of four (out of 8 vacancies) new hires, once they can complete the required

Academy training, should have a positive impact on meeting the level funded overtime budget request for FY20. The present staffing in FY19 and continuing into FY20 impacts the ambulance service coverage which often requires the use of overtime.

- Expenses are level funded for FY20.

New Initiatives: None.

Outside Sources of Revenue Augmentation: None.

Risks Associated with this Budget:

- Overtime, which is driven by vacations, sick days, personal health days, bereavement and other contract language, will continue to be a challenge to manage to budget. Vacancies are proving difficult to fill with paramedics in conjunction with the lengthy waiting period for admittance in to the Firefighter Academy.
- There is nothing in the FY20 budget appropriation request that reflects potential staffing needs and requisite salary expenses or operational expenses associated with the newly authorized West Natick fire station.

MOTION 8-C

The Finance Committee recommends the following action:

ARTICLE #8-C	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

Motion for Section C : (Requires a majority vote)

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the departments shown under the associated categories, said funds are to be expended under the direction of each Department Head or Director:

Department of Public Works

Salaries	\$3,897,254
Expenses	\$2,906,335
Municipal Energy	\$1,505,038
Snow & Ice	\$550,000
Total Department of Public Works	\$8,858,627

Total Budget Amount for Motion C

\$8,858,627

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2020	\$8,458,627
Local Receipts	\$400,000

The Public Works FY20 appropriations request is \$8,858,627. This represents an increase of \$676,071 or 8.26% over the FY19 budget of \$8,182,556.

Budget Highlights

- \$400,000 has been added for roadway and infrastructure improvements.

- Single-stream recycling costs have increased by \$122,500.
- Excluding the abovementioned roadway improvements and recycling costs, the FY20 budget increased by 1.88%.
- No new staff positions have been added. Salary increases are due to contractual obligations such as step increases or stipend increases from new licenses earned or education levels achieved.
- Energy use is expected to drop over FY20, in part due to projects undertaken by the Sustainability Coordinator. Prices are expected to go up by about 2.5% but will be more than offset by the drop in electricity usage. DPW facility is expected to be carbon-neutral.
- The costs to support the renovation of the East and Navy Yard fields (mowing, materials etc.) are included in this budget (40% in FY19, 60% in FY20). Ongoing maintenance will be included in future years.
- As of February 2019, the town will be required to meet the same OSHA standards as the private sector. The Department of Labor Standards (DLS) will conduct safety and health inspections of public sector workplaces and can issue fines. \$15,000 has been added for training and consulting services to guard against OSHA violations.
- The Water Division budget includes consulting services to obtain ISO recertification for the Springvale facility. Part of the certification process will involve documenting current procedures and will give residents more confidence that they are receiving high quality drinking water.

Risks

- The market for recyclables has collapsed due to changes in China's policies (no longer accepting paper) and instead of being a revenue source, this line item will be a significant expense in future years.
- Hiring and retaining staff continues to be an issue, particularly in the Land Facilities and Natural Resources (LFNR) and Equipment Maintenance divisions, due to lower salaries and unfavorable pay structures vs. other towns. There's not enough staff even with overtime to support town-wide needs.
- DPW has fewer contract snow removal operators this year – this is an issue for all local communities because they are competing with the private sector.
- An Engineering firm (Stantec) was hired to complete an assessment of all of Natick's public and unaccepted roads using the industry standard PCI (Pavement Condition Index) metric. Natick's overall score is 63.4 for public roads and 32.7 for unaccepted roads. As roads deteriorate, the cost to repair increases. The Town has typically received \$1M in Chapter 90 funding from the state supplemented by another \$1M budgeted under the Capital Plan to repair roads (\$1.6M) and sidewalks/ramps (\$400K). The study concludes that annual funding of \$2.3M is required to maintain current road conditions. This is an annual shortfall of at least \$700K, assuming the Capital Plan funding remains at \$1M.

- Unlike peer towns, DPW does not have a dedicated Safety Officer responsible for meeting the new OSHA standards.
- NFPA (National Fire Protection Association) standards have become more stringent for the maintenance of fire trucks. Current and spare equipment will need to be brought up to these standards.
- Vendors are raising parts prices, ostensibly due to higher steel tariffs.
- The new EPA MS4 Stormwater Permit requirements went into effect in July 2018. There is a risk that subsequent permits could add additional requirements.
- Additional training may be required in future years as the fleet moves to more hybrid vehicles. This may also necessitate more work being sublet for specialty work.
- DPW would like to implement a department-wide work order management system to track repair issues. However, the lack of dedicated DPW staff and IT resources is considered an impediment.

Initiatives

- NOT FUNDED: Assistant Director of Public Works to act as the Safety Manager, provide HR functions and assist with environmental site compliance.
- NOT FUNDED: Applications Manager to provide a centralized technology resource for the DPW.
- NOT FUNDED: Administrative Assistant – Highway and Sanitation.

Motions continued on the next page

MOTION 8-D

The Finance Committee recommends the following action:

ARTICLE #8-D	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

Motion for Section D: (Requires majority vote)

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the following departments:

Community Services

Salaries	\$1,417,228
Expenses	\$523,664
Total Community Services	\$1,940,892

Board of Health

Salaries	\$583,583
Expenses	\$87,000
Total Board of Health	\$670,583

Total Budget Amount for Motion D: \$2,611,475

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2020	\$2,611,475
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Community Services Consolidated Department

The FY20 Budget appropriations request is \$1,940,892 and this represents a 2.5% increase over the FY19 Budget of \$1,892,877.

The Department offers a wide array of services through its Human Services, Veterans Services, Council on Aging, Recreation and Parks, and Natick Community Organic Farm and Administration divisions. The Community Services budget shows modest increases due to increases in salaries, mostly as a result of Personnel Board increases to non-union staff and any increases in salaries due to contractual increases for union staff.

Highlights of Consolidated Budget:

- Salary increases in Recreation and Parks include the increase in the hours for the Special Needs Coordinator for an added cost of \$11,930. This position along with the Teen Center Coordinator were moved from Salaries Operational Staff to Salaries Technical/Professional.
- Expenses in Recreation and Parks include a \$5,000 increase in Training and Education for the Teen Center expanded programming. This represents the restoration of expenses that were approved in a prior fiscal year.

New Initiatives:

- Increase the Special Needs Coordinator in Recreation and Parks from .80 to 1.0 FTE (full-time benefited position).

Outside Sources of Revenue Augmentation:

- The department also funds services from user fees and grants for a total non-general fund revenue of \$1,913,067. User fees from education/recreation services are held in revolving accounts which total roughly \$1,594,677. Grants/donations total roughly \$318,390 and are used to support public events, new programs and services. The department also utilizes volunteers to leverage its resources.

Risks Associated with this Budget:

- Increased demand for services with level funding. Changing demographics of the town, both in terms of an aging existing population and younger new families moving in, are increasing the demand for services from Community Service – up almost 50% from 2016 to 2018. Overall demand for services presently exceeds the supply.

Health Department (Board of Health)

The FY20 Budget request is \$670,583 and this represents a 3.04% increase over the FY19 Budget of \$650,823.

Highlights of Budget:

- The salary budget line has been impacted by a market rate adjustment for a position as well as the usual increases to meet union contract obligations therefore resulting in a bottom-line increase of 3.50%.
- Expenses were level-funded.

New Initiatives:

- None. The department continues to be deeply involved in substance use prevention and outreach efforts.

Outside Sources of Revenue Augmentation:

- The Health Department applies for and receives many grants as well as donations. Some of the major grants include 1) The Drug Free Community grant of \$125,000 per year for five years; 2) an earmark grant of \$25,000 from Senator Spilka's office.

Risks Associated with this Budget:

- Increasing number of required inspections have a major impact on the resources of the department.
- Vaping among the teenage population is a topic of increasing concern in the public health field. It is highly addictive and there are currently no studies available regarding the long-term health consequences of teen vaping. The Board of Health will work with the Natick Public Schools on the growing problem of vaping in the middle schools and the high school.

- The Drug Free Community (DFC) Grant of \$125,000 per year for five years is non-renewable. Once these funds have been expended, the Health Department cannot reapply for a DFC grant. This grant covers the 1.5 FTEs who are working on Substance Abuse Programming.

MOTION 8-E

The Finance Committee recommends the following action:

ARTICLE #8-E	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

Motion E: (Requires majority vote)

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the departments shown under the associated categories, said funds are to be expended under the direction of each Department Head or Director:

Board of Selectmen

Salaries	\$1,039,307
Expenses	\$1,505,050
Total Board of Selectmen	\$2,544,357

Personnel Board

Expenses	\$1,000
Total Personnel Board	\$1,000

Town Report

Expenses	\$4,100
Total Town Report	\$4,100

Legal

Expenses	\$512,100
Total Legal Services	\$512,100

Finance

Salaries	\$1,159,868
Expenses	\$422,330
Total Finance	\$1,582,198

Motion continued on next Page --->

Information Technology	
Salaries	\$415,138
Expenses	\$1,024,000
Total Information Technology	\$1,439,138
Town Clerk	
Salaries	\$266,105
Expenses	\$51,150
Total Town Clerk	\$317,255
Elections	
Salaries (Registrars)	\$55,400
Expenses (Registrars)	\$55,100
Total Elections	\$110,500
Sealer of Weights & Measures	
Salaries	\$30,400
Expenses	\$990
Total Sealer Weights/Meas.	\$31,390
Community & Economic Development	
Salaries	\$878,618
Expenses	\$81,700
Total Community Development	\$960,318
Total Budget Amount for Motion E	
	\$7,502,356
And that the above Total Budget Amount be raised from the following sources:	
Tax Levy of Fiscal Year 2020	\$7,502,356

Board of Selectmen

The FY20 Budget appropriations request is \$2,544,357 and this represents a 13.13% decrease from the FY19 Budget of \$2,929,006.

Highlights of Budget:

- Expenses for FY20 fell by 20.98% because the monies in the Collective Bargaining Agreement (CBA) line item from last year were not used and these monies fell to free cash. For FY20, the CBA line totals \$1,100,000 for anticipated contract settlements. The Patrol Officers arbitration award, which is being appealed, is now in the Police Department FY20 budget. The training and education line item increased by \$15,000 for FY20 for workforce development training.

New Initiatives: None.

Outside Sources of Revenue Augmentation: None.

Risks Associated with this Budget:

- Settling of all the Collective Bargaining Agreements.

Personnel Board

The FY20 Budget appropriations request is \$1,000 and this represents a 0% increase over the FY19 Budget of \$1,000.

Highlights of Budget:

- This budget is level funded.

New Initiatives:

- Personnel Board will be working closely with Town Administration and School Administration to ensure that Natick is complying with MEPA (Massachusetts Equal Pay Act). Natick has five years to comply with the law and the parties mentioned are actively working with counsel to identify and rectify pay inequities, and addressing verbiage in job descriptions, performance evaluation documents for accuracy and consistency of language and criteria. More specificity may be needed in job descriptions and performance evaluation instruments for example. Most realistic scenario is that the cost will be between \$250,000-\$500,000. Monies will be set aside in the Board of Selectmen's budget over the next five years.

Outside Sources of Revenue Augmentation: None.

Risks Associated with this Budget: None.

Town Report

The FY20 Budget appropriations request is \$4,100 and this represents a 0% increase over the FY19 Budget of \$4,100.

Highlights of Budget:

- This budget is level funded for the production of 400 copies of the Town Report

New Initiatives:

- None. The Town Administration will continue to look for opportunities to reduce the number of Town Reports printed.

Outside Sources of Revenue Augmentation: None.

Risks Associated with this Budget: None.

Legal

The FY20 Budget appropriations request is \$512,100 and this represents a 30.6% increase over the FY19 Revised Budget of \$392,100.

Highlights of Budget:

- Expenses are up \$120,000. Some of this is due to pending litigation and, as such, details were not provided. Contract negotiations are ongoing and may require requisite Labor Counsel.

New Initiatives: None.

Outside Sources of Revenue Augmentation: None.

Risks Associated with this Budget: None.

Finance Department Consolidated

The FY20 Budget appropriations request is \$1,582,198 and this represents a 1.24% increase over the FY19 Budget of \$1,562,791.

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

Highlights of Budget:

- Expenses for Finance Administration of \$10,000 in the line item Consultant Services will be shifted to the Information Technology budget for FY20. These expenses are for the initial cost of ClearGov. ClearGov is a suite of software-as-service solution for towns that provides transparent budgeting and forecasting solutions and comparison with peer communities.
- Expenses for Comptroller of \$5,000 (Consultant Services) for upkeep of MUNIS and \$15,000 (Training and Education) will be funded through a grant.
- Salary expenses for the Finance Department Consolidated are reflective of merit and contractual increases. Reductions in salary line items are the result of retirements and staff turnover.

New Initiatives:

- None. It should be noted that the Board of Assessor's Computer Aided Mass Assessment (CAMA) cloud-based system was successfully implemented and the benefits of CAMA will be evident in FY20.

Outside Sources of Revenue Augmentation:

- A grant for \$120,000 from the Commonwealth of Massachusetts will be used to migrate the Accounts Receivable system from Point to Munis.

Risks Associated with this Budget: None.

Information Technology

The FY20 Budget appropriations request is \$1,439,138 and this represents a 8.95% increase over the FY19 Budget of \$1,320,900.

Highlights of Budget:

- Salary expenses are increasing because of the addition of a Systems Specialist Administrator (see New Initiatives below) and Personnel Board increases.
- Expense increases in line items Software Servicing of \$28,000 and Hosted Applications of \$23,000 are the main cost drivers. Software servicing includes maintenance and

licensing of Town software. Hosted Applications includes costs for ClearGov; Assessing; and Cloud-based services.

New Initiatives:

- The addition of a new position for a Systems Specialist Administrator who will assist Community and Economic Development in implementing a new Permit Tracking System and assist other municipal departments in town-wide system related projects.
- An additional department priority, which was not funded, would be increased staffing to include a Senior Network Administrator.

Outside Sources of Revenue Augmentation: None.

Risks Associated with this Budget: None.

Town Clerk

The FY20 Budget appropriations request is \$317,255 and this represents a 1.82% increase over the FY19 Budget of \$311,572.

Highlights of Budget:

- Salary lines for Management and Operational Staff are increasing because of leap year, longevity pay, extra compensation for an undergraduate degree and increase to elected official's salary.
- Salaries Operational are level funded at this time while the Town Clerk waits for direction from the State regarding early voting requirements.
- Expenses for Dues and Fees are up \$300 as a result of increased training sessions and Equipment repairs/servicing is up \$1500 as a result of the purchase of an electric sealer. The Town is looking to standardize on a single town seal as opposed to four different seals.

New Initiatives:

- None. A request for a new staff position for a Public Records/Information Associate was not put into the FY20 budget. This position would help handle public records requests, maintaining logs, Open Meeting Law and Ethics compliance and web-site updates, including minutes for many committees.

Outside Sources of Revenue Augmentation: None.

Risks Associated with this Budget:

- Increasing records requests and mandates are not met in a timely manner.

Elections

The FY20 Budget appropriations request is \$110,500 and this represents a 4.07% decrease over the FY19 Budget of \$115,190.

This Budget is based on the number of elections. Salary expenses are determined by the number of elections and the number of poll workers, etc.

Highlights of Budget:

- Expenses for election encoding fees are increasing \$500 as a result of the maintenance of voting machines and costs of programming the machines. Encoding is done for each election at the Town/State/Federal levels.

New Initiatives: None.

Outside Sources of Revenue Augmentation:

- The Town is reimbursed some percentage of funds for elections.

Risks Associated with this Budget:

- Voting machines break down and interrupt voting operations.

Sealer of Weights and Measures

The FY20 Budget appropriations request is \$31,390 and this represents a 0.32% increase over the FY19 Budget of \$31,290.

Highlights of Budget:

- Expenses have increased by \$100 in the line item Equipment Repairs/Servicing. This is attributable to the increased cost of keeping equipment functioning for use by the one technical professional.

New Initiatives: None.

Outside Sources of Revenue Augmentation:

- Fees from this service are projected to be \$12,500 in FY20.

Risks Associated with this Budget: None.

Community and Economic Development

The FY20 Budget appropriations request is \$960,318 which is a 3.89% increase over the FY19 Budget of \$924,355.

Highlights of Budget:

- Expenses are up \$17,350 because of a \$15,000 increase to consultant services to hire a part-time employee to manage Transportation/Engineering projects (RT 27, CRT, Speen St. and RT 135). This part-time employee is a former town employee with specialized skills and knowledge and who will work 15-20 hours per week. Postage rates have also increased with a corresponding increase to expenses of \$1,250.

New Initiatives: None.

Outside Sources of Revenue Augmentation: None.

Risks Associated with this Budget:

- Succession planning for Executive Assistant who plans to retire and has more than 40 years of institutional knowledge.

MOTION 8-F

The Finance Committee recommends the following action:

ARTICLE #8-F	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

Motion F: (Requires majority vote)

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the departments shown under the associated categories, said funds are to be expended under the direction of each Department Head or Director:

Finance Committee

Expenses	\$37,800
Total Finance Committee	\$37,800

Commission on Disability

Expenses	\$750
Total Commission on Disability	\$750

Natick Cultural Council

Expenses	\$700
Total Natick Cultural Council	\$700

Historical Commission

Expenses	\$750
Total Historical Commission	\$750

Historic District Commission

Expenses	\$550
Total Historic District Commission	\$550

Affordable Housing Trust

Expenses	\$80,000
Total Affordable Housing Trust	\$80,000

Total Budget Amount for Motion F	\$120,550
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And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal Year 2020	\$70,550
Free Cash	\$50,000
	\$120,550

MOTION 8-G

The Finance Committee recommends the following action:

ARTICLE #8-G	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

Motion G: (Requires majority vote)

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of funding the accounts and funds shown below, said funds are to be expended under the direction of the following officials or committees: Employee Fringe Benefits - Town Administrator; Property and Liability Insurance - Town Administrator; Contributory Retirement System Pension Liability – Collector/Treasurer; Non Contributory Retirement Pension Liability - Comptroller; Debt Service - Collector/Treasurer; Reserve Fund – Finance Committee; Facilities Management - Town Administrator & Superintendent of Public Schools.

INSURANCES & BENEFITS

Employee Fringe

Other Personnel Services	\$16,593,422
Other Personnel Services - Merit / Performance	\$150,000
Total Employee Fringe	\$16,743,422

Property & Liability Insurance

Purchased Services	\$807,150
Total Prop. & Liab. Insurance	\$807,150

RETIREMENT

Contributory Retirement

Pension Assessment	\$10,050,826
Total Contributory Retirement	\$10,050,826

Non-Contributory Retirement

Pensions	\$19,726
Total Non-Contributory Retirement	\$19,726

DEBT SERVICE	
Expenses	\$16,626,732
Total Debt Service	\$16,626,732
RESERVE FUND - FINANCE COMMITTEE	
Expenses	\$250,000
Total Reserve Fund	\$250,000
FACILITIES MANAGEMENT	
Facilities Management	
Salaries	\$2,756,119
Expenses	\$670,500
Total Facilities Management	\$3,426,619
Total Budget Amount for Motion G	
	\$47,924,475
And that the above Total Budget Amount be raised from the following sources:	
Tax Levy of Fiscal Year 2020	\$13,168,714
State Aid	\$12,922,254
Local Receipts	\$16,736,968
Free Cash	\$1,800,000
Overlay Surplus	\$500,000
Water-Sewer User Fees	\$2,533,300
Golf User Fees	\$51,930
Premiums	\$88,142
School Building Assistance	\$123,167
	\$47,924,475

Property and Liability

The FY20 Budget appropriations request is \$807,150 and this represents a 6.73% increase over the FY19 Budget of \$756,237.

Property and Liability does not include any healthcare insurance or any of the worker’s compensation insurance. Those are both under Employee Fringe within Shared Services. Town Administration works with an insurance agent to come up with the budget numbers. Prior to preparing the budget, Town Administration does a complete review of physical assets including buildings and contents; motor vehicles; water/sewer assets; machinery etc. With each new acquisition and new building comes a requisite review of insurance needs and valuations. The Property and Liability Insurance budget is a shared expense with the School Department. Highlights of Budget:

- Expense increases of 6.73% include \$26,157 for increased package policy coverage and a \$24,757 increase for motor vehicle insurance.

New Initiatives: None.

Outside Sources of Revenue Augmentation: None.

Risks Associated with this Budget:

- Forecasting future insurance needs.

Facilities Management

The FY20 Budget request is \$3,426,619 and this represents a 3.56% increase over the FY19 Budget of \$3,308,705.

Highlights of Budget:

- Personnel Services is increasing 2.60% for a total of \$2,756,119. Scheduled step increases for staff, many of whom are at the lower end of their ranges, influenced the 2.60% salary line increase. Increases in the state minimum wage and tight labor market conditions also had an impact. Salaries operational staff is increasing by \$54,188 as a result of the negotiation of a new cleaning contract. This budget includes the salary for a Facilities Management Director, a position that has been vacant for some time.
- Expenses such as contractual services increased by \$50,000 because the hourly rate for cleaners went from \$13.25 to \$19.23.

New Initiatives:

- None. Discussion is taking place to hire a licensed plumber and electrician for the Facilities Management staff to avoid paying more expensive contractual amounts for such licensed professionals.

Outside Sources of Revenue Augmentation: None.

Risks Associated with this Budget:

- The continued vacancy in the Facilities Management Director position.

Motions continued on the next page

MOTION 8-H1

The Finance Committee recommends the following action:

ARTICLE #8-H1	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

Motion H1: (Requires majority vote)

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the departments shown under the associated categories, said funds are to be expended under the direction of each Department Head or Director:

Water & Sanitary Sewer Operations

Salaries	\$2,099,089
Expenses	\$7,935,672
Total Sanitary Sewer	\$10,034,761

Utility Billing

Salaries	\$107,981
Expenses	\$89,000
Total Utility Billing	\$196,981

Fringe Benefits

Expenses	\$880,690
Total Employee Benefits	\$880,690

Water & Sewer Debt Service

Principal	\$2,194,620
Interest	\$685,584
Total Debt Service	\$2,880,204

Water & Sewer Reserve Fund

Expenses	\$200,000
Total W & S Reserve Fund	\$200,000

Total Budget Amount for Motion H1

\$14,192,636

And that the above Total Budget Amount be raised from the following sources:

Water-Sewer User Fees	\$14,192,636
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Motions continued on the next page

MOTION 8-H2

The Finance Committee recommends the following action:

ARTICLE #8-H2	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

Water Sewer Staff Performing General Fund Functions	
GIS Services	-\$51,892
W/S Admin. Asst. - DPW	-\$28,758
W/S Admin. Asst. - Collector	-\$52,096
Snow and Ice Removal	-\$35,904
Subtotal - Water Sewer	-\$168,650
Total Water and Sewer Indirect Costs	\$2,533,300
And that the sum of \$2,533,300.20 appropriated in the General Fund be raised from the following source:	
Water-Sewer User Fees	\$2,533,300

Motions continued on the next page

MOTION 8-I1

The Finance Committee recommends the following action:

ARTICLE #8-I1	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

Motion I1: (Requires majority vote)

Move that the Town vote to appropriate the Total Budget Amount shown below for the purpose of operating the departments shown under the associated categories, said funds are to be expended under the direction of each Department Head or Director:

Sassamon Trace Operations		
Salaries		\$318,362
Expenses		\$296,342
Total GC Operations		\$614,704
Sassamon Trace Fringe Benefits		
Other Personal Services		\$54,844
Other - Retirement Assessment		\$12,639
Total GC Fringe Benefits		\$67,483
Sassamon Trace Debt Service		
Principal		\$196,540
Interest		\$45,101
Total GC Debt Service		\$241,641
Golf Reserve Fund		
Expense		\$20,000
Total Golf Reserve Fund		\$20,000
Total Budget Amount for Motion I		\$943,828
And that the above Total Budget Amount be raised from the following sources:		
Tax Levy of Fiscal Year 2020		\$240,000
Golf User Fees		\$703,828
		\$943,828

Motions continued on the next page

MOTION 8-I2

The Finance Committee recommends the following action:

ARTICLE #8-I2	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

Motion I2:(Requires Majority Vote)	
Sassamon Trace Enterprise Fund Indirect Allocations	
Move that the Town vote to APPROVE the following indirect cost allocations raised in the General Fund:	
PERCENTAGE ALLOCATIONS	TOTAL
Public Works Administration	\$1,263
Equipment Maintenance	\$5,443
Highway, Sanitation, Recycling	\$926
Recreation	\$8,372
Land Facilities and Natural Resources	\$10,449
Public Safety	\$1,613
Finance	\$3,927
Town Administration	\$5,654
Procurement	\$323
Human Resources	\$658
Legal Services	\$980
Property & Liability Insurance	\$5,672
Utilities	\$4,016
Vehicle Fuel	\$2,634
Total Golf Indirect Costs	\$51,930
And that the Sum of \$51,930 appropriated in the General Fund be raised from the following source:	
Golf User Fees	\$51,930

--End of Article --

ARTICLE 9
Fiscal 2020 Morse Institute Library Budget
(Town Administrator)

ARTICLE LANGUAGE:

To see what sum of money the Town will vote to raise and appropriate, or otherwise provide, for the maintenance and operation of the Morse Institute Library, for Fiscal Year 2020 (July 1, 2019 through June 30, 2020); or otherwise act thereon.

PURPOSE OF THE ARTICLE:

To fund the Morse Institute Library in order to continue providing the town of Natick with free public library access.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #9	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	13-0-0

MOTION: (Requires a majority vote)

Move that the Town vote to appropriate the Total Budget Amount shown below to be expended under the direction of the Morse Institute Board of Trustees for the operation of the Morse Institute Library, for the Fiscal Year July 1, 2019 through June 30, 2020.

Morse Institute Library	
Salaries	\$1,928,397
Expenses	\$ 347,102
Total Budget Amount- Morse Institute Library	<u>\$2,275,499</u>

And that the above Total Budget Amount be raised from the following sources:

Tax Levy of Fiscal year 2020	<u>\$2,275,499</u>
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FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

The Finance Committee heard a brief presentation from the Library Director summarizing the Morse Institute Library operations and budget, including the following:

- No additional staff has been added to the library
- Budget increases are from the union contract
- Even with the salary adjustment for Library Pages, due to increased minimum wage, the total hours remained constant.
- The Morse exceeds the state minimum for the required number of hours for certification; The additional of the Bacon Free Library helps to exceed that threshold by even more hours.

When the Director was prompted for what additional service priorities could be addressed if the library's budget were increased by 2-3%.

- The Director indicated they would use it to build parking, add staff to do more adult programming, and do more working with SCORE and promoting small business in Natick.

The Director was asked as to what steps have been taken or are planned to increase energy efficiency at the Morse library.

- The Director noted that they have worked with the Sustainability Office over the last two years to address some of the energy issues identified in the energy consumption audit. It is believed that if the audit were done again, the savings gained from the improvements implemented would be evident.

Finance Committee notes that if this Warrant is not approved, the town will experience severely decreased library resources, as privately donated funds contribute only a very small fraction of what is needed to provide library service in Natick. Without public funds, Natick residents would lose access not only to their local library, but also to an entire network of libraries in the region and the state.

-END OF ARTICLE-

ARTICLE 10
Fiscal 2020 Bacon Free Library Budget
(Town Administrator)

ARTICLE LANGUAGE:

To see what sum of money the Town will vote to raise and appropriate, or otherwise provide, for the maintenance and operation of the Bacon Free Library, for Fiscal Year 2020 (July 1, 2019 through June 30, 2020); or otherwise act thereon.

PURPOSE OF THE ARTICLE:

This is a department budget that is for the operations of the Bacon Free Library (BFL) in FY20, in order to continue providing the town of Natick with free public library access.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #10	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	13-0-0

MOTION: (Requires a majority vote)

Move that the Town vote to appropriate the Total Budget Amount shown below to be expended under the direction of the Bacon Free Library Maintenance Committee for the operation of the Bacon Free Library, for the Fiscal Year July 1, 2019 through June 30, 2020.

Bacon Free Library	
Salaries	\$163,106
Expenses	\$ 27,686
Total Budget Amount- Bacon Free Library	<u>\$190,792</u>

And that the above Total Budget Amount be raised from the following sources:
 Tax Levy of Fiscal year 2020 **\$190,792**

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

This is a level-service budget request.

The Bacon Free Library continues to provide a wide range of programming across all demographics and cohort groups. Highlights include:

- Increased circulation
- Continued to promote and execute successful fundraiser efforts
- Increased patrons in the library year-over-year from 2018
- Continued collaborative relationships with many entities including the Charles River Community Groups, Morse Institute Library, Natick Center Associate, Natick Historical Society, Natick Businesses and area non-profits.
- Brought award-winning and bestselling authors to the BFL for our patrons of all ages and interests
- Collaborated with the Riverbend School to run many programs per week, including the children's librarian going to Riverbend School to support early childhood reading classes

Finance Committee notes that if this Warrant is not approved, the town will experience severely decreased library resources, as privately donated funds contribute only a very small fraction of what is needed to provide library service in Natick. Without public funds, Natick residents would lose access not only to their local library, but also to an entire network of libraries in the region and the state.

-END OF ARTICLE-

ARTICLE 11
School Bus Transportation Subsidy
(Superintendent of Schools)

ARTICLE LANGUAGE:

To see if the Town will vote to appropriate and raise, or transfer from available funds, a sum of money for the purpose of operation and administration of the school bus transportation system, and to reduce or offset fees charged for students who elect to use the school bus transportation system for transportation to and from school, for Fiscal Year 2020 (July 1, 2019 through June 30, 2020); or otherwise act thereon.

PURPOSE OF THE ARTICLE:

To fund the regular school bus transportation operating costs with a Town subsidy to help defray the total cost of the regular transportation costs.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #11	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 19, 2019	Favorable Action	14-0-0

MOTION: (Requires a two-thirds majority vote)

Move that the Town vote to appropriate the sum of \$410,137 from Tax Levy for the purpose of operation and administration of the school bus transportation system for FY 2020, and to reduce or offset fees charged for students who elect to use the school bus transportation system for transportation to and from school, said funds to be expended under the direction of the Natick School Committee

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

The total transportation budget is broken into three areas:

1. “Regular” transportation moves from \$841,747 in FY19 to \$953,747 in FY20. This is the result of contract obligations and the addition of one bus route.
2. McKinney-Vento - \$130,540 is allocated to this budget as a placeholder, based on historical experience.

During the February 7, 2019 Public Hearing on the total Transportation budget it was noted by the Director of Finance (Schools) that the current bus fee program in Natick requires \$150 per student rider per year, with a maximum family fee of \$300 per family of riders, per year.

Following School Committee action in March 11, 2019 the Bus Fees for individual riders were increased to \$200 and the maximum family fee was increased to \$400.

-END OF ARTICLE-

**ARTICLE 12
Revolving Funds
(Town Administrator)**

ARTICLE LANGUAGE:

To see if the Town will vote on the limit on the total amount that may be expended from each revolving fund established pursuant to Chapter 44 section 53E ½ of the General Laws and Town by-law; or otherwise act thereon.

PURPOSE OF THE ARTICLE:

Revolving funds require annual re-authorization by Town Meeting and the statute requires that Town Meeting set the limits on the spending from these revolving funds every year.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #12	DATE VOTED	MOTION	QUANTUM OF VOTE
	February 26, 2019	Favorable Action	9-0-0

MOTION: (Requires a majority vote)

Move that the Town vote to reauthorize the following maximum expenditures from the listed revolving funds, established by the Town of Natick Bylaws, Article 41A, during the fiscal year beginning July 1, 2019, pursuant to Chapter 44, §53E ½ of the Massachusetts General Laws, as follows:

Revolving Fund entitled DPW Vehicles, under the supervision of the Director of Public Works and the Town Administrator, up to and including \$200,000;

and,

Revolving Fund entitled Morse Institute Library Maintenance and Purchase of New Books and Related Materials, under the supervision of the Library Trustees, up to and including \$85,000;

and,

Revolving Fund entitled Morse Institute Library Maintenance and Repair of Library Facilities and Equipment, under the supervision of the Library Trustees, up to and including \$25,000;

and,

Revolving Fund entitled Community-Senior Center Rental, Maintenance and Improvement Projects, under the supervision of the Town Administrator, up to and including \$75,000;

and,

Revolving Fund entitled Flu Clinics, Immunization Programs, Pandemics and Emergency Preparedness, under the supervision of the Board of Health, up to and including \$40,000;

and,

Revolving Fund entitled Community-Senior Center Programs and Activities, under the supervision of the Council on Aging, up to and including \$95,000;

and,

Revolving Fund entitled Tobacco Control Programs and Enforcement, under the supervision of the Board of Health, up to and including \$25,000;

and,

Revolving Fund entitled Energy Conservation and Renewable Energy Projects, under the supervision of the Town Administrator, up to and including \$25,000;

and,

Revolving Fund entitled Tax Takings or Tax Title Foreclosures, under the supervision of the Finance Director, up to and including \$100,000;

and,

Revolving Fund entitled Curbside Compost Collection Program, under the supervision of the Town Administrator, up to and including \$20,000.



Town of Natick

Revolving Funds - February 26, 2019

Fund #	Revolving Fund	Spending Authorization FY 2019	Starting Balance 7/1/2018	Revenues	Expenditures	Balance 2/26/2019
2002	DPW Surplus Vehicle/Purchase Acct.	\$200,000	\$466,042	\$147,836	(\$188,850)	\$425,028
2005	Morse Institute Library Materials	\$85,000	\$1,132	\$16,108	(\$964)	\$16,276.04
2006	Morse Institute Library Equipment & Maintenance	\$25,000	\$10,798	\$3,480	(\$3,563)	\$10,715.74
2007	Community - Senior Center Equipment & Maintenance	\$75,000	\$70,122	\$36,044	(\$36,181)	\$69,984
2008	Board of Health Immunization	\$40,000	\$62,366	\$2,073	(\$40,000)	\$24,439
2009	Community - Senior Center Programs	\$95,000	\$113,894	\$67,905	(\$71,846)	\$109,953
2010	BOH Regional Coalition Tobacco Control	\$25,000	\$39,020	\$0	(\$261)	\$38,759
2011	Pay for Performance - Energy Rewards	\$25,000	\$18,428	\$13,405		\$31,833
2012	Tax Title Collection	\$100,000	\$100,618	\$7,710	(\$33,837)	\$74,491
2013	Curbside Compost collection	\$20,000	\$7,047	\$11,745	(8,340)	\$10,452

FINANCE COMMITTEE PUBLIC HEARING INFORMATION &
DISCUSSION:

- Revolving funds require annual re-authorization by Town Meeting and the statute requires that Town Meeting set the limits on the spending from these revolving funds every year.
- The limits that are described in the motions are the same as those approved by the 2018 Spring Annual Town Meeting.
- As in the past, the department head/manager is still responsible for expending such funds as provided for each revolving fund.

-END OF ARTICLE-

ARTICLE 13
Establish Town Meeting Practices and Rules Committee
(Town Moderator)

ARTICLE LANGUAGE:

To see if the Town will vote to establish a special committee, which shall be appointed by the Town Moderator. Said committee shall be called the Town Meeting Practices and Rules Committee (TMPRC).

The TMPRC shall 1) review current Town Meeting practices and rules and other related processes, 2) advise Town Meeting of any recommendation modifying, adding or deleting Town Meeting practices, rules and/or related processes, 3) suggest modifications to the Natick By Laws relative to findings under items 1) and 2), and 4) update and make changes to the Town Meeting Member Handbook for Town Meeting approval.

The TMPRC shall consist of no more than seven (7) members, including the Town Moderator and Town Clerk as ex officio members.

Unless otherwise authorized by Town Meeting, the TMPRC shall complete its charge upon presenting a report to 2020 Spring Annual Town Meeting.

Or otherwise act thereon.

PURPOSE OF THE ARTICLE:

Establish a committee which will review current Town Meeting practices and rules and other related processes and advise Town Meeting of its recommendations and update the Town Meeting Member Handbook.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #13	DATE VOTED	MOTION	QUANTUM OF VOTE
	February 28, 2019	Favorable Action	9-0-0

MOTION: (Requires a majority vote)

Move that the Town vote to establish a special committee, which shall be appointed by the Town Moderator. Said committee shall be called the Town Meeting Practices and Rules Committee (TMPRC).

The TMPRC shall 1) review current Town Meeting practices and rules and other related processes, 2) advise Town Meeting of any recommendation modifying, adding or deleting Town Meeting practices, rules and/or related processes, 3) suggest modifications to the Natick By Laws relative to findings under items 1) and 2), and 4) update and make changes to the Town Meeting Member Handbook for Town Meeting approval.

The TMPRC shall consist of no more than seven (7) members, including the Town Moderator and Town Clerk as ex officio members.

Unless otherwise authorized by Town Meeting, the TMPRC shall complete its charge upon presenting a report to 2020 Spring Annual Town Meeting.

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

The committee heard from the sponsor of the article that the intent of this study committee is to conduct an analysis of the workings of Town Meeting with an eye toward finding ways to improve the past and current practices in order to make Town Meeting more efficient, and effective, while still recognizing the importance of the legislative role of Town Meeting.

The committee asked questions and received information from the sponsor including, but not limited to the following:

- Recommendations from the Study Committee would just be recommendations and the Moderator and Town Meeting would determine what if any actions to take from the Study Committee recommendations. The order of precedence according to MGL, would remain 1) the town bylaws, 2) Town Meeting Time, and 3) the decision of the Town Moderator
- This committee would look to document best practices for Town Meeting and to include in an updated Town Meeting Member Handbook
- This committee would look at ways to make Town Meeting more streamlined to make it more attractive for new Town Meeting members to participate

-END OF ARTICLE-

ARTICLE 14
Capital Equipment
(Town Administrator)

ARTICLE LANGUAGE:

To see if the Town will vote to appropriate and raise, borrow or otherwise provide, a sum of money as may be required for capital equipment for the various departments of the Town of Natick; to determine whether this appropriation shall be raised by borrowing or otherwise; or otherwise act thereon.

PURPOSE OF THE ARTICLE:

The purpose of this Article is to fund the Town's capital equipment needs for specific needs and purposes.

FINANCE COMMITTEE SUMMARY:

Town Administration seeks authorization for a total request of \$1,232,200 to be funded from the Capital Stabilization Fund, \$45,000 from Water and Sewer Retained Earnings and \$58,000 from Golf Course Retained Earnings. The detailed Capital Equipment plan is provided in the budget section describing each item for each motion of Article 14.

Members of the Capital Subcommittee met with the Deputy Town Administrator – Operations, the Department of Public Works Directors and all department heads within DPW and others on February 27, 2019 to review all of the Capital Equipment needs in the plan, in detail. The subcommittee, after completing its due diligence, presented its findings to the full Finance Committee for consideration, for each item proposed under the acquisition plan on March 7, 2019.

The Finance Committee voted recommendations on March 19, 2019. Following are the proposed motions (Motions A-C) and the Finance Committee votes on each motion.

FINANCE COMMITTEE RECOMMENDATIONS:

ARTICLE #14	DATE VOTED	MOTION	QUANTUM OF VOTE
Motion A	March 19, 2019	Favorable Action	13-0-0

MOTION A: (Requires a two-thirds majority vote)

Move that the Town vote to appropriate the sum of \$1,129,200 to be expended under the direction of the Information Technology Department for the purpose of purchasing and installing payroll and time management automation upgrades, and completing an security assessment, under the direction of the Police Department for the purpose of replacing police cruisers, and replacing laptop computers, under the direction of the Department of Public Works for the purpose of replacing vehicle 428 Bombardier, replacing vehicle 411 truck with sander, upgrading garage equipment, replacing vehicle 303 pickup truck, replacing vehicle 402 dump truck, and replacing a mower with attachments, under the direction of Town Administration for capital emergencies, and under the direction of the Community Services Department for playground safety inspections and updates, individually shown as items 1 through 12 in Table A below, and that to meet this appropriation the sum of \$1,129,200 be raised from the Capital Stabilization Fund.

TABLE A - MOTION A: Article 14 - Capital Equipment - 2019 Spring Annual Town Meeting

Item #	Department	Item	Funding Source	Amount
1	Information Technology	PAYROLL AND TIME MANAGEMENT AUTOMATION UPGRADES	Capital Stabilization Fund	\$100,000
2	Information Technology	SECURITY ASSESSMENT	Capital Stabilization Fund	\$40,000
3	Police	CRUISER REPLACEMENT	Capital Stabilization Fund	\$153,000
4	Police	REPLACE LAPTOP COMPUTERS	Capital Stabilization Fund	\$6,200
5	DPW - Highway, Sanitation, and Recycling	REPLACE VEHICLE 428 (H-67) BOMBARDIER	Capital Stabilization Fund	\$220,000
6	DPW - Highway, Sanitation, and Recycling	REPLACE VEHICLE 411 (H-46) TRUCK/SANDER	Capital Stabilization Fund	\$250,000
7	DPW - Equipment Maintenance	UPGRADE GARAGE EQUIPMENT	Capital Stabilization Fund	\$30,000
8	DPW - Equipment Maintenance	REPLACE VEHICLE 303 (M-3) 2008 EMD PICKUP TRUCK	Capital Stabilization Fund	\$65,000
9	DPW - Highway, Sanitation, and Recycling	REPLACE VEHICLE 402 (H-40) DUMP TRUCK	Capital Stabilization Fund	\$135,000
10	DPW - Land Facilities and Natural Resources	MOWER WITH ATTACHMENTS	Capital Stabilization Fund	\$40,000
11	Town Administration	CAPITAL EMERGENCIES	Capital Stabilization Fund	\$75,000
12	Community Services Recreation	PLAYGROUND SAFETY INSPECTION AND UPDATES	Capital Stabilization Fund	\$15,000

Appropriation under Article 14: MOTION A

\$1,129,200

Discussion on Article 14 Motion A

IT payroll and Time Management Automation upgrades: Replaces paper-based time management and payroll system with a portal-based system that allows employees to easily enter and view their payroll statements to increase accuracy and timeliness. This is a one-time purchase of the software modules, with upgrade rights payable at a much lower rate in the future (anywhere from \$3 to \$20K depending on the direction taken and vendor chosen). It includes software license, installation, interface to MUNIS, and training. No additional hardware is required - the town already owns the servers that this will be installed on.

Security Assessment: This is a periodic security assessment of the town's IT systems and networks. The IT department contracted with a firm to do an external penetration test (ethical hacking) and an internal security test of 30 or so nodes using scanning tools. The end-product is a security assessment report that identifies any remedial actions required and best practices to follow in the future. Based on their recommendations in the last report, the town did mitigation work on the firewalls. They are very happy with the consultant used before and will send out same RFP.

Cruiser replacement: This is the replacement of three police interceptor cruisers that have greater than 100,000 miles. Typically, the town replaces five cruisers per year – three in the spring; two in the fall.

Replace Laptop Computers: This is year two of the replacement cycle to purchase up to five laptop computers that are installed in the police cruisers.

Replace Vehicle 428 (H-67) Bombardier: This is the replacement of the sidewalk tractor (1986) that was destroyed by fire last winter. It was in the 5-year capital plan to replace this in the future but it didn't make it through the winter. DPW replaced the 1979 Bombardier last year and are replacing this vehicle this year. Estimated useful life of this equipment is typically 7 - 10 years, so the town gets extensive use out of this equipment. After this purchase, one of the articulating trackless machines was totaled (it is not on the 5-year capital plan for replacement). Insurance will offer \$30K for the machine and a new machine would be \$130 K. DPW will have two tracked Bombardier (these two vehicles), 1 Chameleon (three-track), and two articulating track-less machines (multi-season machines that have additional attachments to make them pavement grinders or mowers, for example).

Replace Vehicle 411 (H-46) Truck / Sander: This is the second of three replacements of 2006 Volvo trucks, with the other to be replaced next year. These trucks have been problematic - have major mechanical and transmission issues and rust-through problems. The truck has 62,500 miles, but is worn out and will be replaced with a Peterbilt truck/sander as the town did with the first replacement. We will auction the Volvo and put any proceeds into the DPW revolving account.

Upgrade garage equipment: This is the next phase of a three-year project (there may need to be a fourth year) This year includes portable vehicle lifts (depending on brand purchase, supports 18,000 lbs. up to 50,000 lbs.); overhead oil/fluids storage and reels; air ventilation, system; brake lathe; OSHA compliance; stockroom to store parts. Many of these items are original to the building when it was built in 1990. Much of this is to ensure worker safety and OSHA compliance

Replace Vehicle 303 (M-3) 2008 EMD Pickup Truck: This is a replacement of a Ford F350 that will be 11 years old, has mechanical issues, and 112,000 miles. This is one of the service vehicles for the maintenance garage. It has an extra gas tank on-board to enable it to bring fuel to equipment at remote sites (if equipment already set up, don't have to move it to fuel up). It is also used to get parts or to service vehicles in the field. It will also have a plow attachment, following the town's general practice to acquire plow attachments where feasible.

Replace Vehicle 402 (H-40) Dump Truck: This is the replacement of a Ford F450 pickup truck with a plow that has a rack body on it. Replacing the rack body with a hook lift increases the versatility of this truck where you can add attachments such as a trash packer or dump truck body. This vehicle will be over 11 years old at replacement and has numerous mechanical issues.

Mower with Attachments: This is a workhorse mower for DPW that is used daily to mow athletic fields and landscaped areas. It will be over 10 years old at replacement. The town replaced the other mower last year, so this purchase will enable them to better address the increased demand for field mowing and landscaping.

Capital Emergencies: This was requested by the Town Administrator. The purpose is to be able to handle equipment emergencies that need immediate resolution without having to convene a meeting with the Finance Committee to do a reserve fund transfer or to use emergency insurance funds. In both these cases, the lag time is problematic. Although available for emergencies, town administration must declare an emergency, get approval that it is an emergency, and then follow typical procurement checks and balances (A more detailed explanation of the process is located in the Capital Improvements section of Article 15).

Playground safety inspect and updates: Purchase of consulting services to inspect playgrounds for safety and update them as necessary. Longer-term, the town is working to get workers certified in playground safety inspection so the town can do this in-house to save money fund this out of the training budget, and this will not be included in the capital equipment budget, but become part of LFNR's budget.

MOTION B

ARTICLE #14	DATE VOTED	MOTION	QUANTUM OF VOTE
Motion B	March 19, 2019	Favorable Action	13-0-0

MOTION B: (Requires a majority vote)

Move that the Town vote to appropriate the sum of \$45,000 to be expended under the direction of the Department of Public Works Water Sewer Enterprise Fund for the purpose of replacing vehicle 631 Van, individually shown as item 1 in Table B below, and that to meet this appropriation the sum of \$45,000 be raised from the Water Sewer Retained Earnings.

TABLE B, MOTION B: Article 14 - Capital Equipment - 2019 Spring Annual Town Meeting

Item #	Department	Item	Funding Source	Amount
1	Water Sewer	REPLACE VEHICLE 631	W/S Retained Earnings	\$ 45,000
Appropriation under Article 14: MOTION B				\$ 45,000

Discussion on Article 14 Motion B

Replace Vehicle 631: This is a 13 year old Ford 350 van with 99,913 miles that is used by the electrician in the Water & Sewer dept. The town looked at hybrid options, but hybrid is more costly, and the purchase would need to be funded through grant funding. Also, the town experienced problems with another hybrid van, so are wary of using hybrid vans at this time. This replacement vehicle would have storage and shelving and the town is looking at the Ford Transit 350 as the replacement.

MOTION C

ARTICLE #14	DATE VOTED	MOTION	QUANTUM OF VOTE
Motion C	March 19, 2019	Favorable Action	13-0-0

MOTION C: (Requires a majority vote)

Move that the Town vote to appropriate the sum of \$58,000 to be expended under the direction of the Community Services Department Golf Course Enterprise Fund for the purpose of purchasing a grinder, and replacing a light weight utility vehicle individually shown as items 1 and 2 in Table C below, and that to meet this appropriation the sum of \$58,000 be raised from the Golf Course Retained Earnings.

TABLE C, MOTION C: Article 14 - Capital Equipment - 2019 Spring Annual Town Meeting

Item #	Department	Item	Funding Source	Amount
1	Golf Course	GRINDER	GC Retained Earnings	\$50,000
2	Golf Course	LIGHT WEIGHT UTILITY VEHICLE	GC Retained Earnings	\$8,000
				\$ 58,000

Appropriation under Article 14: MOTION C

Discussion on Article 14 Motion C

Grinder: This is a new piece of equipment that will enable the Golf Course sharpen the blades on their mowers. This equipment lasts up to 40 years, so golf courses tend to keep this equipment, so buying a used grinder is not a viable option. The Golf Course pays \$2,700/year to get this work done. The long-term savings is \$15,000 over the life of the grinder and allows the Golf Course to sharpen the blades on demand should they need to do this multiple times during the year.

Lightweight Utility Vehicle: This is the replacement of a six year old battery-operated vehicle that is designed to be as quiet as possible so as not to disturb golfers when starting up or moving. Since the vehicles are 100% dependent on the batteries, the batteries typically go on these vehicles quickly, much as they do with electric golf carts. Since batteries are the basis for these vehicles, there is minimal residual value for the previous vehicle. This is the only lightweight utility vehicle that the Golf Course has.

ARTICLE 15
Capital Improvement
(Town Administrator)

ARTICLE LANGUAGE:

To see if the Town will vote to appropriate and raise, borrow or otherwise provide, a sum of money as may be required for capital equipment for the various departments of the Town of Natick; to determine whether this appropriation shall be raised by borrowing or otherwise; or otherwise act thereon.

PURPOSE OF THE ARTICLE:

The purpose of this Article is to fund the Town's capital improvement needs for specific needs and purposes.

FINANCE COMMITTEE SUMMARY:

Town Administration seeks authorization for a total request of \$1,708,000 to be funded from the Capital Stabilization Fund, \$5,500,000 from Tax Levy Borrowing, \$6,000 from Golf Course Retained Earnings, \$1,500,000 from Water and Sewer Borrowing, \$15,000 from Transportation Network Funds, and \$780,000 from Environmental Bond Bill. The detailed Capital Improvement plan is provided in the budget section describing each item for each motion of Article 15.

Members of the Capital Subcommittee met with the Deputy Town Administrator – Operations, the Department of Public Works Directors and all department heads within DPW and others on February 27, 2019 to review all of the Capital Equipment needs in the plan, in detail. The subcommittee, after completing its due diligence, presented its findings to the full Finance Committee for consideration, for each item proposed under the acquisition plan on March 7, 2019.

The Finance Committee voted recommendations on March 19, 2019. Following are the proposed motions (Motions A-F) and the Finance Committee votes on each motion.

FINANCE COMMITTEE RECOMMENDATIONS:

ARTICLE #15	DATE VOTED	MOTION	QUANTUM OF VOTE
Motion A	March 19, 2019	Favorable Action	13-0-0

MOTION A: (Requires a two-thirds majority vote)

Move that the Town vote to appropriate the sum of \$1,708,000 to be expended under the direction of the Facilities Management Department for the purpose of replacing carpet at the Morse Library, replacing carpet, furniture, and painting the library at the Wilson Middle School, repairs to the Town Hall main entrance, painting classroom walls and ceilings at Memorial School, retiling classrooms at the Johnson School, engineering the roof replacement at the Public Safety Building, engineering the roof replacement at the Town Hall, retiling the second floor hallway at the Johnson School, painting classroom walls and ceilings at Bennett Hemenway School, replacing hallway walls with drywall at Lilja School, replacing the bathroom partitions at Memorial School, replacing office carpet and classroom tile at Memorial School, replacing office carpet at Bennett Hemenway School, replacing the Window Glazing at the Public Safety Building, exterior masonry repair at Bennett Hemenway School, resurface parking lot and sidewalks at Bennett Hemenway School, replacing the exterior doors at the Morse Institute Library, installing air conditioning in the gym at the Lilja School, installing air conditioning in the music room and cafeteria at the Bennett Hemenway School, adding a door between classrooms at the preschool at Natick High School, replacing the roof at the Morse Institute Library, under the direction of Town Administration for capital maintenance, and under the direction of the Community Services Department for repairing the community garden plots at JJ Lane Park, individually shown as items 1 through 23 in the Table A below, and that to meet this appropriation the sum of \$1,708,000 be raised from the Capital Stabilization Fund.

TABLE A, MOTION A: Article 15 - Capital Improvement - 2019 Spring Annual Town Meeting

Item #	Department	Item	Funding Source	Amount
1	Facilities	MORSE LIBRARY - REPLACE CARPETING	Capital Stabilization Fund	\$150,000
2	Facilities	WILSON - REPLACE LIBRARY CARPET, FURNITURE, PAINT	Capital Stabilization Fund	\$125,000
3	Facilities	TOWN HALL MAIN ENTRANCE REPAIRS	Capital Stabilization Fund	\$85,000
4	Facilities	MEMORIAL - PAINT CLASSROOM WALLS AND CEILINGS	Capital Stabilization Fund	\$75,000
5	Facilities	JOHNSON - RETILE CLASSROOMS	Capital Stabilization Fund	\$70,000
6	Facilities	PUBLIC SAFETY BUILDING - REPLACE ROOF - ENGINEERING	Capital Stabilization Fund	\$60,000
7	Facilities	TOWN HALL - REPLACE ROOF - ENGINEERING	Capital Stabilization Fund	\$45,000
8	Facilities	JOHNSON SCHOOL - RETILE SECOND FLOOR HALLWAY	Capital Stabilization Fund	\$40,000
9	Facilities	BENNETT HEMENWAY - PAINT SECOND FLOOR CLASSROOM WALLS & CEILINGS	Capital Stabilization Fund	\$40,000
10	Facilities	LILJA - REPLACE HALLWAY WALLS WITH DRYWALL	Capital Stabilization Fund	\$40,000
11	Facilities	MEMORIAL - REPLACE BATHROOM PARTITIONS	Capital Stabilization Fund	\$40,000
12	Facilities	MEMORIAL - REPLACE OFFICE CARPET AND CLASSROOM VCT	Capital Stabilization Fund	\$40,000
13	Facilities	BEN-HEM REPLACE ADMIN OFFICE CARPET	Capital Stabilization Fund	\$30,000
14	Facilities	PUBLIC SAFETY BUILDING - REPLACE WINDOWS GLAZING	Capital Stabilization Fund	\$30,000
15	Facilities	BEN-HEM EXTERIOR MASONRY REPAIR	Capital Stabilization Fund	\$20,000
16	Facilities	BEN HEM - RESURFACE PARKING LOT AND SIDEWALKS	Capital Stabilization Fund	\$160,000
17	Facilities	LIBRARY - REPLACE EXTERIOR DOORS	Capital Stabilization Fund	\$15,000
18	Facilities	LILJA AC IN GYM	Capital Stabilization Fund	\$15,000
19	Facilities	BEN HEM AC MUSIC ROOM & CAFETERIA	Capital Stabilization Fund	\$10,000
20	Facilities	NHS PRESCHOOL - INSTALL CLASSROOM CONNECTING DOOR	Capital Stabilization Fund	\$8,000
21	Facilities	LIBRARY - REPLACE THE ROOF	Capital Stabilization Fund	\$500,000
22	Town Administration	CAPITAL MAINTENANCE	Capital Stabilization Fund	\$100,000
23	Community Services Recreation	COMMUNITY GARDEN PLOT REPAIR-JJ LANE	Capital Stabilization Fund	\$10,000
Appropriation under Article 15: MOTION A				\$ 1,708,000

Discussion on Article 15 Motion A:

Morse Library – replace carpeting: This is the fourth year of an estimated seven year replacement cycle for carpeting in the Morse Library. We've completed \$105,000 worth of carpet replacement at the Morse library to date and the overall cost to do the whole library is estimated at \$400,000. The Town Administrator noted that the design chosen for the rug tiles is relatively neutral and areas can be swapped out as needed without replacing the entire carpet area. Installation is the pricey part of putting the carpet in in the library because they're working around all the bookshelves etc. in the library that have to be moved back and forth during carpet installation as compared with a standard room where you can move all furniture to one side while installing carpet on the other side.

Wilson – replace library carpet, furniture, paint: This is for replacement the Wilson library carpet, furniture and paint. At the very least, the carpet and furniture are original to the School and were slated to be replaced a few years ago, but the purchase was delayed until now.

Town hall meeting entrance repairs: This is the refurbishment of the town hall steps that have areas of exposed metal and crumbling concrete and are a tripping hazard. This replaces the original steps and is similar to the project that the town needed to do at Wilson School a couple years ago.

Memorial – paint classroom walls: If you're familiar with Memorial School, there are the outside wings and the inside wings. Some of those classrooms on the outside wings have paint peeling on them. The town isn't planning to paint the whole building until the school facilities study is completed and the future school needs are known.

Johnson – re-tile classrooms: Replace asbestos tiles and classrooms with vinyl composite tiles. Although maintenance has done a good job of polishing the tiles, it is best to remove those tiles because they are aging, subject to cracking, and should be replaced.

Public Safety building – replace roof – engineering: This is the engineering part of the roof replacement. The town will hire an engineer to look at the roof and estimate the remaining roof life and determine how soon we need to replace the roof and estimate the replacement cost.

Town hall – replace roof – engineering: Same as the Public Safety building above, but for Town Hall. Both buildings were built in the same era, so it makes sense to assess both together.

Johnson school - re-tile 2nd floor hallway: This is part of the asbestos abatement plan. As part of this plan, any tiles that are cracking or in danger of cracking need to be removed and replaced with vinyl composite tiles (VCT) . Previously, we replaced some tiles in the lower hallways.

Ben - Hem – Paint 2nd floor classroom: The Ben-Hem building was built before the Public Safety building and Town Hall. At present, the town is budgeting this as contract work because of the volume of painting that we need to do town-wide that will consume internal capacity. However, if we have capacity and we can do this in-house, we'll use internal resources and this money will not be spent and be returned to Free Cash.

Lilja – replace hallway walls with drywall: "These walls were composite and are difficult to paint and maintain and will be replaced with drywall. They will have the engineer looking at the roofing on Town Hall and the Public Safety buildings to also assess the condition of the Lilja roof prior to installation of the drywall. The new wing on the right as you head towards the gymnasium will not need replacement because it is the newer wing built in the 90s, so this is the older wing.

"

Memorial – replace bathroom partitions: This is a continuation of the program that we have been doing it all the elementary schools. We've completed Brown, Lilja, and Ben-Hem. The partitions are failing and are being replaced with a new style that is less likely to rust and are less expensive than the metal partitions.

Memorial – replace office carpet and classroom VCT: There is no asbestos tile at Memorial however the vinyl composite tiles (VCTs) are failing and need replacement. The carpet is the principal's office space in the back of the building.

Ben – Hem replace admin office carpet: Carpet replacement to replace worn carpet in the administrative and nurse's station area.

Public Safety building – Replace windows glazing: There are windows that are failing in the Public Safety Building, allowing air to infiltrate. Will re-glaze and re-seal the windows.

Ben – Hem exterior masonry repair: This is to re-grout the capstones of Ben-Hem to ensure that no water infiltrates and damages the school.

Ben – Hem re-surface parking lot and sidewalks: Re-pave the parking lot and the circular entryway to Ben-Hem. While the condition of the circular entryway isn't bad, given that where repaving the rest of the parking lot, it's worth bringing it up to standard of the rest of the parking lot at the same time.

Library – replace exterior doors: Doors are starting to have seam-seal problems and the door thresholds need to be replaced.

Ben-Hem AC music room and cafeteria: This is for installation of air conditioning in the music room and cafeteria.

NHS preschool – install classroom connecting door: Installation of a door to connect classrooms in addition to the hallway door. This is standard security in classrooms elsewhere in the high school building and is considered a best security practice.

Lilja – AC in Gym: This is in line with the policy of installing air conditioning in conference rooms, gyms, and cafeterias. This project will be done in tandem with Ben-Hem music room and cafeteria.

Capital maintenance: This reserve is similar to that of capital equipment in the event of unforeseen capital improvements (not equipment) that provides the flexibility to resolve the issue quickly. It's designed to allow town administration to act nimbly in response to urgent needs. It was noted that town government structure does not lend itself well to reacting quickly to crises. This allocation is designed to enable the town to respond quickly to events. If not used, it will remain in the capital plan. Should an emergency come up, town administration would contact the Procurement Officer to get authorization to tap into this reserve. It would then have to contact MA Dept. of Capital Management & Maintenance (DCAMM) who can issue a DCAMM certification of an emergency. The town would then request quotes (there are a number of companies that specialize in this type of work, i.e., ServPro). Then, the Comptroller would approve it if we had a funding source in place. This is the reason to have this reserve fund available – it is the funding source the Comptroller would need before authorizing payment.

Library - roof replacement: Last year, Town Meeting authorized the engineering assessment of the roof. The findings were that there are numerous leaks and the roof is failing and needs replacement.

MOTION B

ARTICLE #15	DATE VOTED	MOTION	QUANTUM OF VOTE
Motion B	March 19, 2019	Favorable Action	13-0-0

MOTION B: (Requires a two-thirds majority vote)

Move that the Town vote to appropriate the sum of \$5,500,000 to be expended under the direction of the Department of Public Works for the purpose of Engineering & Repairs To The Charles River Dam, Roadway & Sidewalks Improvement Supplement, and Roadway Improvements South Main Street, individually shown as items 1 through 3 in Table B below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow \$5,500,000 under Massachusetts General Laws Chapter 44, Section 7, as amended, or any other enabling authority and to issue bonds or notes of the Town therefore aggregating not more than \$5,500,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program, and further, that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.”

TABLE B, MOTION B: Article 15 - Capital Improvement - 2019 Spring Annual Town Meeting

Item #	Department	Item	Funding Source	Amount
1	DPW Engineering	Engineering & Repairs To The Charles River Dam	Tax Levy Borrowing	\$ 1,250,000
2	DPW Engineering	Roadway & Sidewalks Supplement	Tax Levy Borrowing	\$ 750,000
3	DPW Engineering	Roadway Improvements South Main Street	Tax Levy Borrowing	\$ 3,500,000
Appropriation under Article 15: MOTION B				\$ 5,500,000

Discussion on Article 15 Motion B:

Engineering & repairs to the Charles River Dam: The town completed the first phase of this project last year. This is the second phase of the project and the balance of the request. DCR is the permitting agency that oversees dams in MA. The town is looking to incorporate power generation into the spillway construction. The town is also working with the Natick Conservation Commission because they will need to remove a lot of vegetation, and is also working with the Natick Historic Commission because it's a "historic dam".

Roadway and sidewalks supplement: This appropriation supplements the Chapter 90 funds that are just under \$1 million, based on the Roadway Improvement plan. The town paved 20

roads last year. The Town hired a consultant (Stantec) to assess the condition of town roads, unaccepted roads, and sidewalks. The prior study used a roadway condition rating, which rated roads from 1 to 100. The methodology used by Stantec is an industry-standard, but is different from the roadway condition rating, so it's not an apples-to-apples comparison. So the town has done a re-set of the field surveys of the town roads and presented the findings to the Board of Selectmen. The link to the study is <https://www.natickma.gov/documentcenter/view/7856>. The first consultant's study was 10 years ago, and was updated by the former town engineer based on roads that had been updated and using industry norms that define the deterioration curves (or rate). Those results were based on the model. This Stantec study was a full re-set of that study. The subcommittee asked whether the road conditions were improving, staying the same, or worsening, given the amount that the town is investing in roadway improvements. The Stantec study defines Pavement Condition Index (PCI) as a measurement on a one-hundred to zero scale with one-hundred representing a pavement in excellent condition and zero describing a pavement in extremely poor condition. Each type of observed pavement distress is assigned a deduct value based on the distress type, severity and extent. A PCI was generated for each inventoried, surfaced, public roadway in Natick. The average PCI for the accepted roadways is 63.4 (out of 100); prior modeling had estimated it in the low 70s, confirming the worsening conditions of the roadways. The town also cautioned that the road deterioration rate is not a straight-line; rather it's a curve where it may deteriorate 15% over 8 years, then accelerate deterioration after that point. With constrained resources, DPW focus is on keeping good roads good by re-filling cracks whereas rebuilding the entire surface of the road is MUCH more expensive. So, given limited resources, the town cannot get to all the roads that need attention. The town tries to cluster projects where possible and align it to other capital projects in that area, so they are not paving a street that is due to have a water main re-lined, for example. The town is working through its representatives to get the State of MA to increase Chapter 90 funds. There is resistance on the part of the State of MA because there isn't a revenue offset, but they are considering ways to incent towns to invest in roads through (potentially) 1:1 matching Chapter 90 to local funds, up to a capped figure.

Construction – roadway improvements S. Main St.: For the reconstruction of roadway improvements on South Main St., covering a little over a mile stretch of So. Main St. Goals are to improve the roadway and drainage, add curbing, sidewalks and driveways and to improve bike and pedestrian safety. The roadway travel ways will be slightly narrowed and the shoulder widths widened and more consistent over the stretch of road that ends at West St. However, the repaving will go all the way to the town line with Sherborn (there's a lot of sediment in that area and they will improve that stretch). The goal is to add a sidewalk all the way down to West Street. It's believed that any land taking will be very minor, if at all, to enable the building of this sidewalk.

MOTION C

ARTICLE #15	DATE VOTED	MOTION	QUANTUM OF VOTE
Motion C	March 19, 2019	Favorable Action	13-0-0

MOTION C: (Requires a majority vote)

Move that the Town vote to appropriate the sum of \$6,000 to be expended under the direction of the Community Services Department for the purpose of bunker renovation at the Sassamon Trace Golf Course, individually shown as item 1 in the Table C below, and that to meet this appropriation the sum of \$6,000 be raised from the golf course retained earnings

TABLE C, MOTION C: Article 15 - Capital Improvement- 2019 Spring Annual Town Meeting

Item #	Department	Item	Funding Source	Amount
1	Golf Course	BUNKER RENOVATION	GC Retained Earnings	\$6,000
Appropriation under Article 15: MOTION C				\$ 6,000

Discussion on Article 15 Motion C:

Bunker renovation: This will help resolve one of the few complaints customers have with the Sassamon Trace golf course. This is the purchase of sand to add to selected bunkers (cost to re-do all the course bunkers would cost \$180K). This renovation will make the course more playable for the next 10 years.

MOTION D

ARTICLE #15	DATE VOTED	MOTION	QUANTUM OF VOTE
Motion D	March 19, 2019	Favorable Action	13-0-0

MOTION D: (Requires a two-thirds majority vote)

Move that the Town vote to appropriate the sum of \$1,500,000 to be expended under the direction of the Department of Public Works for the purpose of water main

relining, individually shown as item 1, in Table D below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow \$1,500,000 under Massachusetts General Laws Chapter 44, Section 8, as amended, or any other enabling authority and to issue bonds or notes of the Town therefore aggregating not more than \$1,500,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program, and further, that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

TABLE D, MOTION D: Article 15 - Capital Improvement - 2019 Spring Annual Town Meeting

Item #	Department	Item	Funding Source	Amount
1	Water and Sewer Enterprise	Water Main Relining	Water Sewer Borrowing	\$ 1,500,000
Appropriation under Article 15: MOTION D				\$ 1,500,000

Discussion on Article 15 Motion D:

Water main relining /replacement: This is the beginning of a multi-year project to replace six and eight inch cast-iron pipe over a 4500 foot stretch of roads on Pauline Drive and Stephen Circle with a long history of leaks. This will affect 38 residential homes. The subcommittee asked for an estimate of how many of these types of pipes need replacement in town. Last year, Town Meeting funded the first phase of this study which they have in hand. The town is working to estimate the scope of pipes needing re-lining and replacement and noted there are 200 miles of pipe townwide. The types that are not re-lined are subject to a buildup of iron and manganese that leads to a narrowing of the pipe, compromising throughput and causing potential blockages and breaks.

MOTION E

ARTICLE #15	DATE VOTED	MOTION	QUANTUM OF VOTE
Motion E	March 19, 2019	Favorable Action	13-0-0

MOTION E: (Requires a majority vote)

Move that the Town vote to appropriate the sum of \$15,000 to be expended under the direction of the Department of Public Works for the purpose of supplementing roadway and sidewalk improvements, individually shown as item 1, in Table E below, and that to meet this appropriation the sum of \$15,000 be raised from Transportation Network Funds in accordance with Chapter 187 of the Acts of 2016.

TABLE E, MOTION E: Article 15 - Capital Improvement - 2019 Spring Annual Town Meeting

Item #	Department	Item	Funding Source	Amount
1	DPW Engineering	Roadway & Sidewalks Supplement	Transportation Network Funds	\$ 15,000
Appropriation under Article 15: MOTION E				\$ 15,000

Discussion on Article 15 Motion E:

This is an additional amount to augment the roadway and sidewalks improvement budget.

MOTION F

ARTICLE #15	DATE VOTED	MOTION	QUANTUM OF VOTE
Motion F	March 19, 2019	Favorable Action	13-0-0

MOTION F: (Requires a majority vote)

Move that the Town vote to appropriate the sum of \$780,000 to be expended under the direction of the Department of Public Works for the purpose of high lift Hungerford and Terry Building Modifications, and Springvale air stripper media replacement, individually shown as items 1 and 2, in Table F below, and that to meet this appropriation the sum of \$780,000 be raised from the environmental bond bill.

TABLE F, MOTION F: Article 15 - Capital Improvement - 2019 Spring Annual Town Meeting

Item #	Department	Item	Funding Source	Amount
1	Water and Sewer Enterprise	HIGH LIFT, H&T BUILDING MODIFICATIONS SPRINGVALE	Env Bond Bill	\$400,000
2	Water and Sewer Enterprise	SPRINGVALE WTR AIR STRIPPER MEDIA REPLACEMENT	Env Bond Bill	\$380,000
Appropriation under Article 15: MOTION F				\$ 780,000

Discussion on Article 15 Motion F:

High lift, Hungerford & Terry building modifications Springvale: For building modifications of the High-Lift Pump and Filter Modifications. This houses the water quality testing lab. It's a very humid atmosphere that generates a lot of rust. This funding will repair and rehabilitate the interior and exterior of the buildings including floor coatings, wall panels, ceiling systems, and heating to increase security, efficiency and reliability. This is the town's primary drinking water source.

Springvale WTR air stripper media replacement: These are the big towers that you see as you travel down Route 9. Water trickles down through these towers, stripping out the volatile organic compounds (VOCs), and helps oxidize and remove iron and manganese, and adjusts the pH value of the water. These filters are nearing the end of their useful life. It also helps our water be less corrosive to our pipes, extending the life of those pipes.

--End of Article--

ARTICLE 16
Alteration of Layout of North Main Street (Route 27) and Adjacent Streets
(Town Administrator)

ARTICLE LANGUAGE:

To see if the Town will vote to accept as a public way the altered layout by the Selectmen of North Main Street (Route 27) and adjacent streets thereto, to include within the altered layout of North Main Street (Route 27) and adjacent streets thereto certain fee interests and easements as shown on a plan entitled "Alteration of Layout of North Main Street (Route 27) and Adjacent Streets," dated February 7, 2019, prepared by BETA Group, Inc., as said plan may be amended, said plan on file with the Town Clerk, or to otherwise act thereon.

PURPOSE OF THE ARTICLE:

MassDOT requires that roadway alteration process show/document on a single plan all of the proposed roadway (sidewalks, curbing at key intersections, etc) where people may "drive or walk". This includes existing layout, but also any permanent easements/land takings. This article is to approve such a plan.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #16	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 5, 2019	Referral to Town Administrator	12-0-0

MOTION: (Requires a majority vote)

Move Referral to the sponsor on the subject matter of Article 16

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

The sponsor has requested referral that this article be referred to the Town Administration because Mass DOT is not ready to discuss this at the present time. Town Administration expects this article to come back at 2019 Fall Annual Town Meeting.

.-END OF ARTICLE-

ARTICLE 17
Camp Mary Bunker Dedication
(Town Administrator)

ARTICLE LANGUAGE:

To see if the Town will vote to dedicate property, commonly known as the Camp Mary Bunker, as modified to include a sidewalk to be constructed thereon as part of the North Main Street (Route 27) improvement project, to be protected under Article 97 of the Articles of Amendment to the Massachusetts Constitution, subject to the terms and conditions set forth in the deed and Agreement recorded with the Middlesex South Registry of Deeds at Book 15706, Page 22, or to otherwise act thereon.

PURPOSE OF THE ARTICLE:

The purpose of this article is designed to definitively state that Camp Mary Bunker is Article 97 land in order to allow a sidewalk to be constructed in Camp Mary Bunker as part of the North Main Street Route 27 roadway improvement project.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #17	DATE VOTED	MOTION	QUANTUM OF VOTE
	February 26, 2019	Favorable Action	9-0-0

MOTION: (Requires a majority vote)

Move that the Town vote to dedicate property, commonly known as Camp Mary Bunker, as described in a deed recorded with the Middlesex South Registry of Deeds at Book 15706, Page 22, subject to the terms and conditions set forth in an Agreement recorded with said Registry of Deeds at Book 15706, Page 26, and modified to include a sidewalk to be constructed thereon as part of the North Main Street (Route 27) improvement project, to Article 97 of the Articles of Amendment to the Massachusetts Constitution.

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

The town believes that Camp Mary Bunker is already Article 97 land. MassDOT and the Mass. Department of Conservation and Recreation (Mass DCR) requested that the town confirm that this land is Article 97 land, prior to the commencement of the Route 27 roadway improvement project, so this article aims to do that.

- Land under Article 97 is structured as conservation land or park land. It is restricted to only those uses. Any change of use would require a two-thirds vote from the state legislature.
- This motion recognizes the addition of the sidewalk to the deed, and in doing so improves the access to this land for handicapped individuals.
- Camp Mary Bunker is dedicated as an open-space park owned by the Town of Natick and is open to the public. It has one pavilion type structure, but it is not a camp.

-END OF ARTICLE-

ARTICLE 18
Fox Hill Drive Sewer Betterment
(Board of Selectmen)

ARTICLE LANGUAGE:

To see if the Town will vote to raise and appropriate, transfer from available funds, or otherwise provide a sum of money for the construction of a Town sewer system to service the area of Fox Hill Drive; to determine whether this appropriation shall be raised by borrowing or otherwise; such work to be performed and betterments to be assessed in accordance with applicable Massachusetts law and the Town of Natick By-Laws, Article 71; and to authorize the Board of Selectmen to acquire by purchase, eminent domain or otherwise, easements for utility purposes to permit the installation of Town sewer pipe and a sewer pump station for Fox Hill Drive, and service connections from said sewer pipe, and to allow the repair and maintenance thereof; or otherwise to act thereon.

PURPOSE OF THE ARTICLE:

This article is for the construction of a Town sewer system to service the area of Fox Hill Drive through appropriation raised by borrowing twenty-five percent (25%) and with the remaining seventy-five percent (75%) betterments to be assessed to the property owners.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #18	DATE VOTED	MOTION	QUANTUM OF VOTE
	February 26, 2019	Favorable Action	9-0-0

MOTION: (Requires a two-thirds majority vote)

Move that the Town vote to raise and appropriate and transfer \$1,131,900 for the construction of a Town sewer system to service the area of Fox Hill Drive; 25% of this amount to be transferred from the Water/Sewer Enterprise Fund, and 75% of this amount to be raised by assessment on the homeowners on Fox Hill Drive in equal amounts, pursuant to Article 71 of the Town of Natick By-Laws; and move that the Town authorize the Board of Selectmen to acquire by purchase, gift, eminent domain or otherwise, easements for utility purposes to permit the installation of Town sewer pipe and a sewer pump station for Fox Hill Drive, and service connections from said sewer pipe, and to allow the repair and maintenance thereof, and to take all action necessary or appropriate to accomplish the purposes of this article.

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

The Finance Committee took testimony from the Town Administration on the subject matter of this article, during which questions were asked and answers were provided including the following:

- The requested appropriation of \$1,131,900 for the construction of a town sewer system to service the Fox Hill Drive area.
 - According to Town Charter, 25% of this amount is payable by the town and 75% by the homeowners on Fox Hill Drive.
 - The betterment can be apportioned over twenty years and homeowners will pay interest on total betterment which would be added to their third and fourth quarter tax bills.
- The impact to the average homeowner's tax bill each year would vary based on what the final borrowing parameters are, such as interest rate and term.
 - Homeowners are able to elect to spread the total or some lesser amount of payments over 20 years - this would make the payments of each homeowner different.
 - There is only one caveat in the law and that is that no bill can be apportioned for less than \$500.
- The statute requires 51% of the homeowners sign a petition in favor of this betterment with the town. Thirteen of the twenty-three homeowners signed so that threshold was met. But clearly, not all homeowners signed the petition.
 - There is mixed acceptance within the neighborhood because the impact is pretty significant at almost \$40,000 per household.
 - There are two families that show financial hardship
- Lacking this betterment, some homeowners could be irreparably damaged if they don't hook up to the sewer line at some future date. The neighborhood is on ledge and some homeowners have already had to move their septic systems. Given the geological considerations and possible limitations, homeowners may have limited options for relocating septic systems if they have a septic system failure, as there may be no other options, except for the sewer betterment.
- On March 21 this article was again on the Finance Committee agenda in order to allow another opportunity for affected residents to provide comments in a public hearing forum. Two residents in favor spoke briefly. No resident spoke against it.

-END OF ARTICLE-

ARTICLE 19
Increase Personal Exemption Amounts
(Board of Assessors)

ARTICLE LANGUAGE:

To see if the Town will vote to increase the Personal Exemption Amounts by 57.5% under the provisions of Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 which provides for “Optional Additional Property Tax Exemptions” allowing an annually determined, uniform increase in the amount of exemption in General Laws, Chapter 59 Section 5 Clauses 17D, 22, 22A, 22B, 22C, 22E, 37A, and 41C (elderly person, disabled veteran, or blind person).

PURPOSE OF THE ARTICLE:

The purpose of this article is to increase the exemption amounts for qualified applicants including seniors on fixed incomes and disabled veterans to keep pace with inflation and increased taxes.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #19	DATE VOTED	MOTION	QUANTUM OF VOTE
	February 26, 2019	Favorable Action	9-0-0

MOTION: (Requires a majority vote)

Move that the Town will vote to increase the Personal Exemption Amounts by 57.5% under the provisions of Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 which provides for “Optional Additional Property Tax Exemptions” allowing an annually determined, uniform increase in the amount of exemption in General Laws, Chapter 59 Section 5 Clauses 17D, 22, 22A, 22B, 22C, 22E, 37A, and 41C (elderly person, disabled veteran, or blind person).

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

This article has appeared at Town Meeting for 22 years. It has consistently been approved unanimously by the Finance Committee and Board of Selectmen as well as at past Town Meetings.

This exemption increases by 2.5% (250 basis points) per year to attempt to stay even with the Prop 2 ½ levy increase.

By Town Meeting taking favorable action on this Motion, Town Meeting will have taken steps to alleviate the tax burden of qualified applicants including seniors on fixed income and disabled veterans.

If the article is not approved, the Town exemption amounts would revert to the State of Massachusetts guidelines.

- ***Financially, that would mean the loss of the 55% increase voted in FY19 and would result in a decrease in the exemption dollars granted to each qualified applicant.***
- ***For example, a veteran with a 100% disability would see a loss in exemption amount from \$1,550 in FY19 to \$1,000 in FY20 which is the state guideline.***
- ***Non-approval of this article would result in significant tax dollar increases to all qualified applicants.***
- ***This will cause an unexpected financial hardship and may impact their ability to stay in their homes.***

-END OF ARTICLE-

ARTICLE 20
Home Rule Petition: Means Tested Senior Tax Exemption
(Board of Selectmen)

ARTICLE LANGUAGE:

Move to petition the General Court to enact legislation in substantially the following form, provided that the General Court may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition.

“SECTION 1. With respect to each qualifying parcel of real property classified as class one, residential in the town of Natick there shall be an exemption from the property tax in an amount to be set annually by the board of selectmen as provided in section 3. The exemption shall be applied to the domicile of the taxpayer only. For the purposes of this act, “parcel” shall be a unit of real property as defined by the board of assessors under the deed for the property and shall include a condominium unit. The exemption provided for herein shall be in addition to any and all other exemptions allowed by the General Laws.

SECTION 2. The board of assessors of the town of Natick may deny an application for exemption if the board finds that the applicant has excessive assets that place the applicant outside of the intended recipients of the senior exemption established pursuant to the act. Real property shall qualify for the exemption under section 1 if all of the following criteria are met: a) The qualifying real property is owned and occupied by a person who qualified and received the circuit breaker income tax credit the previous year under section 6(k) of chapter 62 of the General Laws; b) The qualifying real property is owned by a single applicant age 65 or older at the close of the previous year or jointly by persons either of whom is age 65 or above at the close of the previous year and if the joint applicant is 60 years of age or older; c) The qualifying real property is owned and occupied by the applicant or joint applicants as their domicile; d) The applicant or at least 1 of the joint applicants has been domiciled and owned a home in the town of Natick for at least the 10 consecutive years preceding the filing of an application for the exemption; e) The maximum prior year assessed value of the domicile is no greater than the prior year’s maximum assessed value for qualification for the circuit breaker income tax credit under said section 6(k) as adjusted annually by the department of revenue; and f) The board of assessors has approved the application. SECTION 3. The board of selectmen shall annually set the exemption amount provided for in section 1, provided that the amount of the exemption shall be up to a 100% match, and no less than a 50% match, of the amount of the circuit breaker income tax credit under section 6(k) of chapter 62 of the General Laws for which the applicant received in the previous year. The total amount exempted by this act shall be allocated proportionally within the tax levy on all residential taxpayers. SECTION 4. A person who seeks to qualify for the exemption under section 1 shall, before the deadline established by the board of assessors, file an application, on a form to be adopted by the board of assessors, with the supporting

documentation of the filed income tax return of the applicant showing the circuit breaker tax credit. The application shall be filed each year for which the applicant seeks the exemption. SECTION 5. No exemption shall be granted under this act until the department of revenue certifies a residential tax rate for the applicable tax year where the total exemption amount is raised by a burden shift within the residential tax levy. SECTION 6. The exemption provided in this act shall expire after 3 years of implementation, which shall begin in fiscal year 2020; provided, however, that the town of Natick may reauthorize the exemption for additional 3-year intervals by a vote of the legislative body of the town. SECTION 7. This act shall take effect upon its passage.” Or otherwise act thereon.

PURPOSE OF THE ARTICLE:

The current warrant article presents a mechanism to assist seniors satisfy a portion of their real estate taxes through a new “exemption” program – Means Tested Senior Tax Exemption (MTSTE).

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #20	DATE VOTED	MOTION	QUANTUM OF VOTE
	February 26, 2019	Referral to the Board of Selectmen	9-0-0

MOTION: (Requires a majority vote)

Move that the Town refer the subject matter of Article 20 to the Board of Selectmen.

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

The Board of Selectmen has requested a referral. The Selectmen have great interest in investigating the subject matter and scope of this article. To do the investigation well is going to be time consuming. Given the need for the administration to prepare the

analysis, the board to review it, to get it in front of the Finance Committee there's just not time to complete all of that for 2019 Spring Annual Town Meeting.

The Selectmen would like the process to be transparent for the public because there would be some shifting of taxes for residents which they would need the opportunity to be involved with, think about and provide feedback.

-END OF ARTICLE-

ARTICLE 21
Amend By-Law Article 22: Town Counsel
(Board of Selectmen)

ARTICLE LANGUAGE:

To see if the Town will vote to amend Article 22 of the Town of Natick By-Laws as follows:

1. Section 2: Relationship

- a. Delete the words “Town Counsel shall be an independent contractor and shall not be an employee of the Town”
- b. Add the words “Town Counsel may be an independent contractor or Town Employee”

2. Section 5.c

- a. Add the words “Community Services Director, Facilities Management Director” after the words ”The following shall have the right to request of Town Counsel advice concerning their duties: members of the Board of Selectmen, Town Clerk, Superintendent of Schools, Building Commissioner,”

PURPOSE OF THE ARTICLE:

This article seeks to amend Town Bylaw Article 22, Section 2. This article seeks to provide flexibility to the town to consider its legal representation options.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #21	DATE VOTED	MOTION	QUANTUM OF VOTE
	February 28, 2019	No Recommendation	NA

Note: Two motions were made during the public hearing: Favorable Action (2-7-0) and Referral to the Board of Selectmen (7-2-0). Neither motion received the eight (8) vote majority as required.

MOTION: (Requires a majority vote)

No Recommendation

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

During the Finance Committee's Public Hearing on the subject matter of this article and the proposed motion the committee heard from the Selectmen's representative and the Town Administration on the objectives of this article.

This first part of the proposed motion would take away the limitation that town counsel could not be a town employee in order to create more flexibility. Before this change could be made it would need to be reviewed by the Board of Selectmen, the Personnel Board, and the Finance Committee, so there is a lot of work that has to happen.

The second part of the proposed motion seeks to add access to Town Counsel for the Community and Economic Development Director and the Facilities Management Director.

There is a desire to take a fresh look at the way the Town Counsel is selected, managed and aligned to the Town. With the change of Town Administrator's in 2018 it was viewed as an opportunity to take a more holistic view of:

- How the town handles legal questions and matters,
- What the possible options might be for Natick
- How best to evaluate and consider using both or just internal and external resources.

Town Administration is intending to initiate a consulting project with the Collins Center out of UMass-Amherst to complete an analysis by looking state-wide at how municipalities of similar size and structure do this and what Natick's options are.

Debate was mixed between referral and favorable action with comments offered during deliberation in support of each of the two proposed recommendations. Stated.

-END OF ARTICLE-

Article 22
Establish a Study Committee Regarding the Services of Town Counsel
(Paul Griesmer et. al.)

ARTICLE LANGUAGE:

To see what action(s) the Town will take to establish a study committee appointed by the Moderator to study, report, advise on and develop possible changes to Article 22 Town Counsel and Article 44 Conflicts Between Town Agencies and Article 10 Board of Selectmen Section 3 Litigation Authority of the Town ByLaws including but not limited to the following:

- 1) whether the good faith requirement for the services of Town Counsel should apply to the Selectmen and Town Administrator as such requirement applies to all others.
- 2) whether the requirements that any requests for services of Town Counsel must pertain to the job of the Town agency requesting such services and be of sufficient legal importance should likewise apply to the Board of Selectmen and Town Administrator
- 3) whether it is advisable to have Town Counsel be an employee under the direction of the Board of Selectmen or Town Administrator and whether such employee might be subject undue influence in the performance of their job on any matter including but not limited to open meeting laws and executive session matters
- 4) what additional annual and long-term costs in terms of benefits, pension, OPEB, payroll tax matching would be associated with making town counsel an employee
- 5) whether the needs of all town agencies would be both adequately and appropriately served by making Town Counsel an in-house employee selected solely by the Board of Selectmen
- 6) whether the Town needs to retain a full service law firm/s which can provide resources and expertise on a wide range of legal matters including procurement, labor law, Federal and State taxation, withholding and employee classification, real estate acquisitions, dispositions and leases, Massachusetts municipal finance laws and regulations, allowed powers of Massachusetts cities and Towns under MGL Chapters 39, 40, 41, 42 and 43, alcohol and marijuana licensing, zoning (including permitting, variances, etc.), eminent domain, elections and voting, public records retention and requests, open meeting law, historic districts, conservation, water quality and environmental laws, property taxation and exemptions, local options statutes, affordable housing laws and regulations, health and restaurant regulations, etc. and whether such capabilities can be found in any one individual

- 6) whether the various roles of Town Counsel should be divided such that any in-house employee would be limited to routine and recurring contracting matters
- 7) whether the language allowing certain specific Town agencies to request the advice of legal counsel should be expanded to include the ability to receive such advice and associated legal services without prior approval of the Board of Selectmen or Town Administrator and whether any Town agencies eligible to request the services of Town counsel in performance of their job have been frustrated, hindered, delayed or prevented in receiving such services and advice
- 8) whether the selection process and appointment power for Town Counsel should include any other elected town agency/ies
- 9) whether Town agencies that have enforcement power in statute should be allowed direct authority for legal services pertaining to their performance roles and whether the Board of Selectmen should have 100% exclusive control over all litigation matters as provided in Article 10 Section 3
- 10) whether the language in Article 44 prevents appropriate or necessary actions from being taken
- 11) to provide for the number, composition, term and resources for such committee and/or
- 12) to take any action(s) necessary to implement the foregoing purposes of this article;

Or otherwise act thereon.

PURPOSE OF THE ARTICLE:

The intent of this article is to establish a study committee to study, report, advise on and develop possible changes to Article 22 Town Counsel, and Article 44 Conflicts Between Town Agencies, and Article 10 Board of Selectmen Section 3 Litigation Authority of the Town By-Laws.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #22	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 7, 2019	No Recommendation	NA

MOTION: (Requires a majority vote)

No Recommendation

**FINANCE COMMITTEE PUBLIC HEARING INFORMATION &
DISCUSSION:**

With this article's proposed motion the Town will get a thorough study of whether Town Counsel should be an employee or outside contractor, what the needs of the town are, which parts might be served by an internal employee, what parts need to be served by an outside firm or group, what the cost implications are, whether key town agencies should have the right to legal advice in connection with their jobs, etc. The Town would also get a clear report and plan on what to change in the charter and the bylaws if any part of Town Counsel is an employee vs. contractor and a job description of any internal function. Multiple sections of the charter and bylaws would need to be changed.

The sponsor requested no recommendation be proposed at this time.

-END OF ARTICLE-

ARTICLE 23
Add By-Law Article 72D: Short Term Rentals
(Michael Linehan et. al.)

ARTICLE LANGUAGE:

To see if the Town will vote to amend the Town of Natick By-Laws by inserting a new Article 72D entitled “Short-term Rentals” to preserve the peace and good order of the Town and ensure all residents may enjoy their property and dwelling free from any detrimental effects resulting from short-term rentals as defined in M.G.L Chapter 337 of the Acts of 2018, and any amendments thereto; said Article 72D shall include, but not be limited to, whether, where, how often, for how long and under what conditions a residential property or part thereof may be offered as a short-term rental and/or how violations of said Article 72D shall be treated, including any fine;

or otherwise act thereon.

PURPOSE OF THE ARTICLE:

To restrict the rental of private residences serving as homes for the purpose of offering them as short-term rentals.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

	DATE VOTED	MOTION	QUANTUM OF VOTE
ARTICLE #23	March 21, 2019	Referral to the Board of Selectmen and Planning Board	12-0-1

MOTION: (Requires a majority vote)

Move to refer the subject matter of Article 23 to the Board of Selectmen and the Planning Board.

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

The Finance Committee held the Public Hearing for the subject matter for this article on two evenings- February 28, 2019 and March 21, 2019. The primary objectives for

this proposed motion are to protect the neighborhoods in the Town from being subjected to the increased traffic and transitory nature of the neighborhood due to short-term rentals that generate higher traffic and home “turn-over” through constant flow of renters/guests. Additionally, a second objective is to protect the Town’s residents and property owners from decreased market value of their home, which is usually a primary home and a major investment.

The sponsor further stated that it’s believed that the current practice by owners of renting their homes as a short-term rental is inconsistent with the current Zoning By-Laws for residentially zoned districts.

Finance Committee took testimony, asked questions and gathered additional information from the sponsor, including but not limited to:

- It was stated that the language of the motion would enable the Town, through the Building Commissioner, to fine a home owner of up to \$300 per occurrence for a property that was “offered” for rent. When a property is being advertised, whether that’s through Airbnb or a classified ad in some publication or web site. Therefore the sponsor believes that any advertised property in Natick is ripe for being fined
- The sponsor’s intent is to stop already existing violations that currently exist in the Town by providing additional “tools in the toolbox” of the Building Commissioner, who has the discretion of whether to enforce and how to enforce the by-law
- The sponsor seeks to put reasonable constraints on property owners who are renting their property for short durations, in order to force property owners to adhere to local zoning by-laws and Town of Natick By-Laws.

Questions were raised by committee members as to whether this proposed motion would conflict with other zoning by-laws or Town of Natick By-Laws such as:

- Subletting
- Renting in conjunction with a formal Purchase & Sales Agreement
- Whether the Town of Natick Building Commissioner will take action or not take action on an ad-hoc basis with little basis for the consistency or inconsistency of such actions.

During debate many members felt that the proposed motion needed further review from various subject matter experts to determine the applicability, conflict in law, compromising property owners’ rights by law or zoning, conflict with current Zoning by-laws and so on. The committee felt referral was the best course of action.

- End of Article -

ARTICLE 24
Amend Historic Preservation Zoning
By-Law
(Planning Board)

ARTICLE LANGUAGE:

To see if the Town will vote amend the Town of Natick Zoning Bylaws, Historic Preservation By Law (Section III-J) to establish regulations promoting the preservation of smaller historic estates in residential single family zoning districts, including, but not limited to the following:

- 1) Create and/or specify the special permit and/or site plan review requirements and/or process;
- 2) Specify the applicability of the provisions of the zoning bylaw;
- 3) Specify the density and/or maximum number of units allowed;
- 4) Specify the amount (if any) of “new” construction to be permitted as part of any project, and/or the design and/or materials to be used as part of the project;
- 5) Specify the affordable housing requirements;
- 6) Specify any and/or all dimensional requirements, including but not limited to minimum and/or maximum lot area requirements, minimum and/or maximum lot area per dwelling unit requirements, Floor Area Ratios, setbacks for all potential uses, buildings, or structures on site, sky exposure plane provisions, and/or other provisions;
- 7) Specify the required peer review and/or reviews by other boards/committees in Town, including but not limited to the Natick Historical Commission and/or Design Review Board, as part of the permitting process;
- 8) Specify the relationship with other provisions within the zoning bylaw, including but not limited to underlying or overlay zoning districts and/or cluster zoning provisions; and/or
- 9) Specify any other factors or requirements that may affect the preservation of historic properties while protecting abutters and the neighborhood;

or otherwise act thereon.

PURPOSE OF THE ARTICLE:

To amend the Town of Natick Zoning Bylaws regarding Historic Preservation.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #24	DATE VOTED	MOTION	QUANTUM OF VOTE

**FINANCE COMMITTEE PUBLIC HEARING INFORMATION &
DISCUSSION:**

The Finance Committee has no recommendation at this time. The Finance Committee will consider Article 24 after the Planning Board completes their review.

Article 25
Amend Zoning By-Laws: Wireless Communications Facility
(Planning Board)

ARTICLE LANGUAGE:

To see if the Town will vote to amend the Town of Natick Zoning Bylaws by modifying Section III-A.2 (Use Regulations Schedule) use 46B Wireless Communications Facility currently prohibited in all districts listed to be allowed by Special Permit in all districts listed;

Or otherwise act thereon.

PURPOSE OF THE ARTICLE:

The purpose of this article is to effect changes to the Zoning By-Laws with regard to the definition in the Use Table is “46B Wireless Communications Facility, including only a free standing monopole.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #25	DATE VOTED	MOTION	QUANTUM OF VOTE
	March 7, 2019	Favorable Action	11-0-0

MOTION: (Requires a majority vote)

Move that the Town vote to amend the Town of Natick Zoning Bylaws by modifying Section III-A.2 (Use Regulations Schedule) use 46B Wireless Communications Facility currently prohibited in all districts listed to be allowed by Special Permit in all districts listed, so that it reads

INSTITUTIONAL USES RG RM RS PCD SH AP DM CII INI INII H

46B. Wireless Communications Facility,
including only a free standing
monopole.◊

A A A A A A A A A A A A

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

The Finance Committee heard testimony, asked questions and gathered additional information during the public hearing including but not limited to:

- Town Meeting first approved cell tower zoning in 1998 – the use, the height and the intensity regulations and the permitting process for cell towers.
- At that time cell towers were allowed by special permit, all those other uses.
- Freestanding monopole towers, were prohibited in every zoning district.
- Over time, the FCC and different iterations of the Federal Telecommunications Act(s) have been more and more generous about encouraging the building of wireless networks.
 - Approximately 5 years ago, the FCC said communities were required to expedite modifications to existing cell phone installations that were nominal changes to dimension, height, etc.
 - The FCC has increasingly been interested in facilitating comprehensive wireless coverage.

The Planning Board in sponsoring this article has determined it was time to bring monopoles into the zoning bylaws by permitting use similar to cell towers, and to change its use to be by special permit. So, in the use table, it is going from a series of O's to a series of A's in the zoning districts covered in the use table, by special permit.

It was asked whether this process was only for new applications or whether modifications were included in the special permit review process.

- Sponsor stated that significant dimensional changes would be reviewed through the special permit process of the Planning Board. If there is little dimensional change, it is reviewed by the Planning Board, but these types of approvals are meant to be expedited under the FCC guidelines in the Telecommunications Act.

-END OF ARTICLE-

ARTICLE 26
Amend Definition of “Dog Kennel” as Used in Zoning Bylaws
(Saul Beaumont et. al.)

ARTICLE LANGUAGE:

To see if the town will vote to amend the definition of “Dog Kennel” in the Zoning Bylaws as follows:

To consider changing (1) the definition of Dog Kennel in the Zoning Bylaw Section I (Article 1), Section 200 (DEFINITIONS), and (2) changing Zoning Bylaw Section III-A-2 (USE REGULATIONS TABLE) as follows:

1. Zoning Bylaw Section I, Article 1, Section 200 (DEFINITIONS)

1.1 Delete the following definition:

Dog Kennel: One pack or collection of dogs on a single premises, whether maintained for breeding, boarding, sale, training, hunting or other purposes and including any shop where dogs are on sale, and also including every pack or collection of more than three dogs three months old, or over, owned or kept by a person on a single premises irrespective of the purpose for which they are maintained.

1.2 Add the following two definitions from MGL, Part I, Title XX, Chapter 140, Section 136A:

Personal Dog Kennel: A pack or collection of more than 4 dogs, 3 months old or older, owned or kept under single ownership, for private personal use; provided, however, that breeding of personally owned dogs may take place for the purpose of improving, exhibiting or showing the breed or for use in legal sporting activity or for other personal reasons; provided further, that selling, trading, bartering or distributing such breeding from a personal kennel shall be to other breeders or individuals by private sale only and not to wholesalers, brokers or pet shops; provided further, that a personal kennel shall not sell, trade, barter or distribute a dog not bred from its personally-owned dog; and provided further, that dogs temporarily housed at a personal kennel, in conjunction with an animal shelter or rescue registered with the department, may be sold, traded, bartered or distributed if the transfer is not for profit.

Commercial Dog Kennel: "Commercial boarding or training kennel", an establishment used for boarding, holding, day care, overnight stays or training of animals that are not the property of the owner of the establishment, at which such services are rendered in exchange for consideration and in the absence of the owner of any such animal; provided, however, that "commercial boarding or training kennel" shall not include an animal shelter or animal control facility, a pet shop licensed under section 39A of chapter 129, a grooming facility operated solely for the purpose of grooming and not for overnight boarding or an individual who temporarily, and not in the normal course of business, boards or cares for animals owned by others.

2. Zoning Bylaw Section III-A.2 (USE REGULATIONS SCHEDULE),
OTHER USES

2.1 Use 53 Dog Kennel – Make the following changes to reflect the new definitions:

- 1) Change the title from Dog Kennel to Personal Dog Kennel
- 2) For CII, change from A to O
- 3) Add use 53A Commercial Dog Kennel
- 4) The regulation schedule in 53A is the same as 53 except that for RG and RS, change from A to O

or take any other action with respect thereto.

PURPOSE OF THE ARTICLE:

To amend the Town of Natick Zoning Bylaws regarding Dog Kennels.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #26	DATE VOTED	MOTION	QUANTUM OF VOTE

**FINANCE COMMITTEE PUBLIC HEARING INFORMATION &
DISCUSSION:**

The Finance Committee has no recommendation at this time. The Finance Committee will consider Article 26 after the Planning Board completes their review.

ARTICLE 27
Amend Dog Kennel Zoning
(George Richards et. al.)

ARTICLE LANGUAGE:

To see if the Town will vote to amend the Town of Natick Zoning By-Laws as follows, including but not limited to:

- 1) Amend Section 200 – DEFINITIONS to establish, create, define, and/or recognize multiple methods, arrangements, and/or forms of owning, breeding, boarding, caring for, supervising, kenneling, and/or otherwise maintaining four or more dogs, three or months old, on a single premise; and
- 2) Amend Section III.A.2 USE REGULATIONS SCHEDULE to define i) which zoning district each new or amended definition/use is permitted and ii) whether said use is permitted by right, by special permit or prohibited; and
- 3) Amend any other Section of the Natick Zoning By-Law necessary to regulate these uses;

or otherwise act thereon.

PURPOSE OF THE ARTICLE:

To amend the Town of Natick Zoning Bylaws regarding Dog Kennels.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #27	DATE VOTED	MOTION	QUANTUM OF VOTE

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

The Finance Committee has no recommendation at this time. The Finance Committee will consider Article 27 after the Planning Board completes their review.

ARTICLE 28
Establish Study Committee: Town of Natick Land Area
(Julian Munnich et al.)

ARTICLE LANGUAGE:

To see whether the Town will vote to establish a study committee of Town Meeting, appointed by the Moderator, to address, research, study, analyze, and recommend action regarding: The true gross land area of the Town and its makeup by statutory, regulatory, and ownership components; including but not limited to the total land area zoned for residential, commercial or industrial use as pertains to MGL c.40B §§ 20-23, 760 CMR 56 and/or related guidelines issued by DHCD or any office of the Commonwealth or established in any legal proceeding; and, without limitation:

- 1) To establish the number and/or qualifications of committee members to be appointed;
- 2) To establish the charge of said committee including, but not limited to:
 - o Identify any and all components of the calculation and all individual parcels or acreage owned by the United States; the Commonwealth; or any political subdivision thereof; the Department of Conservation and Recreation or any state public authority; or where all residential, commercial, and industrial development has been prohibited by deed, decree, zoning or restrictive order of the Department of Environmental Protection pursuant to M.G.L. c. 131, § 40A; or is dedicated to conservation or open space whether under control or ownership by trusts, corporations, partnerships, private parties, or otherwise; or is contained in the Subsidized Housing Inventory; and the size of all bodies of water located within Natick;
 - o Gather any other information necessary to analyze, evaluate, and calculate the Town's position relative to sites potentially comprising one and one half per cent or more of the total land area zoned for residential, commercial, or industrial use.
 - o Identify and recommend any zoning changes or other actions that might strengthen or improve the Town's position relative to meeting or exceeding any statutory or regulatory tests and criteria;
 - o Report its findings and recommendations to 2020 Spring Annual Town Meeting or such other date as Town Meeting shall establish provided, however, that this shall not preclude any preliminary or earlier report(s) to Town boards, committees, commissions, or to Town Meeting;
- 3) To authorize said committee to develop a database of properties to be included in and/or excluded from either the numerator or the denominator of any statutory calculation;
- 4) To provide that said committee shall have access to Town Counsel and to Town staff, including but not limited to the Community and Economic Development, DPW (GIS), and Finance (Assessors) divisions and may utilize the services of outside consultants;

- 5) To provide for a method to engage any such outside consultant or other vendor including, without limitation, a reserve fund transfer by the Finance Committee;
 - 6) To see what sum of money the Town will appropriate to accomplish the purpose of said committee;
 - 7) To set the term of said study committee to expire upon the dissolution of 2020 Spring Annual Town Meeting or such other date as Town Meeting shall establish unless otherwise extended by Town Meeting;
 - 8) Said committee, being a multiple member body under the Town Charter, is authorized to sponsor warrant articles for any Annual or Special Town Meeting Warrant;
- or otherwise act thereon.

PURPOSE OF THE ARTICLE:

The Town of Natick does not definitively know what its size by land area is. Importantly, the component parts, by zoned use, and the knowledge of the size of these component parts is fundamental to being able to concretely consider Land-Use, zoning, and economic development. As well, there is a recurrent need for this knowledge to understand whether (and by how much) Natick may exceed the 1.5% land area test for Chapter 40B safe-harbor status.

FINANCE COMMITTEE RECOMMENDATION:

The Finance Committee recommends the following action:

ARTICLE #28	DATE VOTED	MOTION	QUANTUM OF VOTE
	February 28, 2019		

MOTION: (Requires a majority vote)

Move to establish a study committee of Town Meeting, appointed by the Moderator, to address, research, study, analyze, and recommend action regarding: The true gross land area of the Town and its makeup by statutory, regulatory, and ownership components; including but not limited to the total land area zoned for residential, commercial or industrial use as pertains to MGL c.40B §§ 20-23, 760 CMR 56 and/or related guidelines issued by DHCD or any office of the Commonwealth or established in any legal proceeding; and, without limitation:

To establish the number of committee members as five (5);

To establish the charge of said committee including, but not limited to:

- **Identify any and all components of the calculation and all individual parcels or acreage owned by the United States; the Commonwealth; or any political subdivision thereof; the Department of Conservation and Recreation or any state public authority; or where all residential, commercial, and industrial development has been prohibited by deed, decree, zoning or restrictive order of the Department of Environmental Protection pursuant to M.G.L. c. 131, § 40A; or is dedicated to conservation or open space whether under control or ownership by trusts, corporations, partnerships, private parties, or otherwise; or is contained in the Subsidized Housing Inventory; and the size of all bodies of water located within Natick;**
- **Gather any other information necessary to analyze, evaluate, and calculate the Town's position relative to sites potentially comprising one and one half per cent or more of the total land area zoned for residential, commercial, or industrial use.**
- **Identify and recommend any zoning changes or other actions that might strengthen or improve the Town's position relative to meeting or exceeding any statutory or regulatory tests and criteria;**
- **Report its findings and recommendations to 2020 Spring Annual Town Meeting or such other date as Town Meeting shall establish provided, however, that this shall not preclude any preliminary or earlier report(s) to Town boards, committees, commissions, or to Town Meeting;**

To authorize said committee to develop a database of properties to be included in and/or excluded from either the numerator or the denominator of any statutory calculation

To provide that said committee shall have access to Town Counsel and to Town staff, including but not limited to the Community and Economic Development, DPW (GIS), and Finance (Assessors) divisions and may utilize the services of outside consultants;

To provide for a method to engage any such outside consultant or other vendor including, without limitation, a reserve fund transfer by the Finance Committee, under the direction of the Study Committee

To appropriate the sum of \$5,000 from Free Cash to accomplish the purpose of said committee;

To set the term of said study committee to expire upon the dissolution of 2020 Spring Annual Town Meeting, unless otherwise extended by Town Meeting;

Said committee, being a multiple member body under the Town Charter, is authorized to sponsor warrant articles for any Annual or Special Town Meeting Warrant.

FINANCE COMMITTEE PUBLIC HEARING INFORMATION & DISCUSSION:

The subject matter of this article was before 2018 Fall Annual Town Meeting and was moved as a Referral Motion to the Board of Selectmen and the Planning Board.

The Finance Committee heard from the sponsor- the same sponsor as last autumn, that:

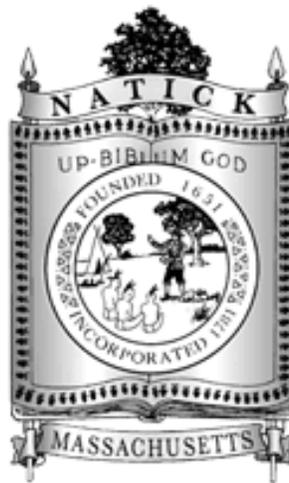
- the premise of the Article is to understand what the growth potential is for the town
- The most fundamental measure of growth potential is land area and the Town, and associated Boards and Committees, Community & Economic Development Department and others don't definitively know what that land area is
- While there is consensus that total land area is around 16 square miles, the question is how much of that land can be utilized
 - For example, one study stated that Natick was a tremendous area for developing lots of residential housing because its density of residential housing per acre was relatively low, but they were only using the gross area of the town (housing units / town area)
 - The Town can't develop the Army Labs for residential and the Mass Pike takes a huge swath of acreage
- Total land use also has ramifications for economic development
- In addition, the original impetus is to understand whether (and by how much) Natick may exceed the 1.5% land area test for Chapter 40B safe-harbor status

This Article seeks to establish a five-person study committee of Town Meeting to look at the different parcels

- Much of the data is publicly available and this study committee would do a deep dive into the data to determine what their actual nature is
- The expectation is that the final deliverable will create a very good data set for the town to use for planning and development.

-END OF ARTICLE-

APPENDIX



Town of Natick

FY 2020 Town Administrator's Budget

**Melissa Malone, Town Administrator
March 26, 2019**



Town of Natick

FY 2020 Budget

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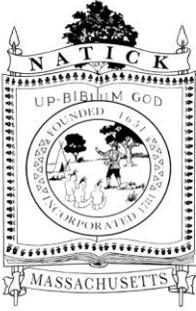
Town of Natick

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

January 3, 2019

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

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

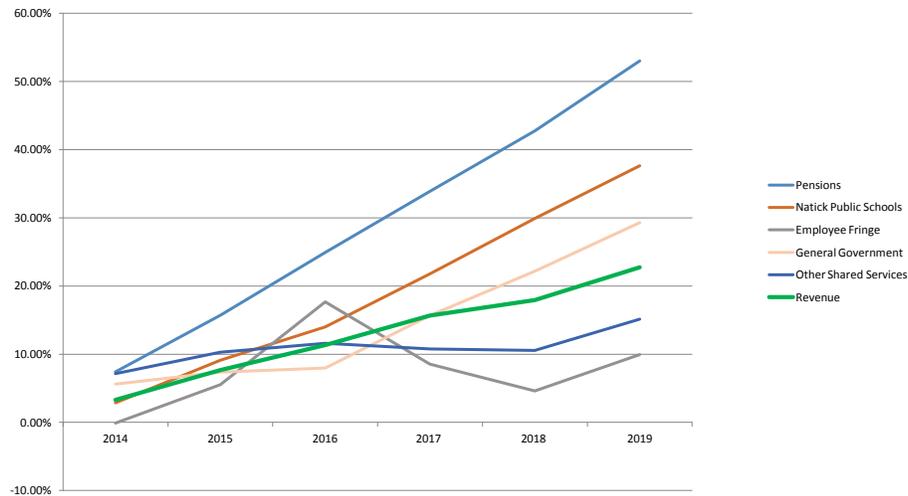
Some of the exciting new community investments that will conclude in FY 2020 are the construction of East Park (providing a little league baseball field, a full basketball court, 2 tennis courts, a multisport court, a sledding hill and two playgrounds) and the Navy Yard (providing a rectangular multi-use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

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

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

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

Cumulative Budget Change (%)



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

Executive Summary

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

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

- Continued capital improvements and maintenance throughout the community;

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

Revenue Sources, Budget Challenges, & Solutions

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

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

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

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

What's New for FY 2020?

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

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

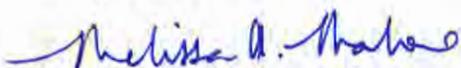
The Town Administration is ever mindful that in order to move our Town forward we are completely reliant on the support of our residents. This budget represents such a significant asks of our residents and businesses, we believe greater transparency of spending is required. We launched full budget transparency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

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

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

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

Warm regards,



Melissa A. Malone

/mam

Town of Natick



Fiscal Year 2020 Budget Summary

General Fund Revenue and Expenditure Summary

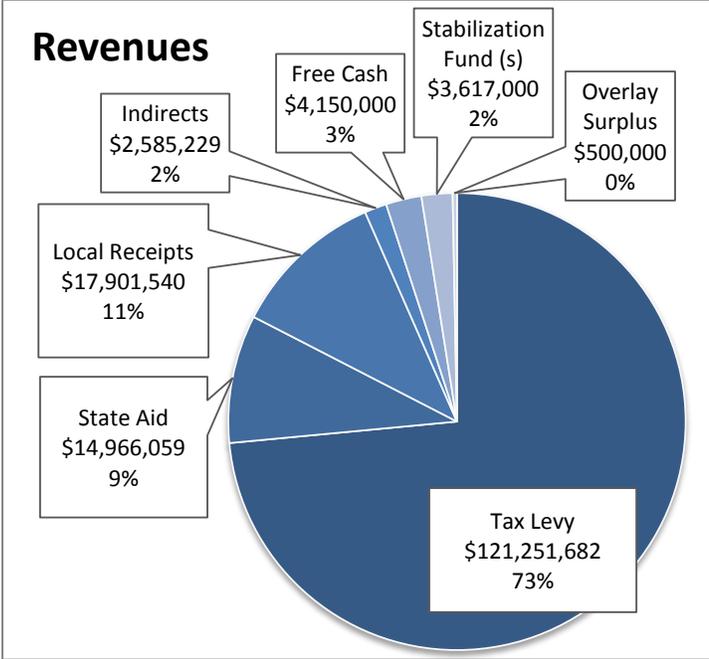
General Fund Revenue/Expenditure Summary

	2017	2018	2019	2020	2019 vs. 2020	
General Fund Revenues	Actual	Actual	Rev. Budget	Final Budget	\$ (+/-)	% (+/-)
Tax Levy	\$ 103,922,288	\$ 106,629,971	\$ 111,530,485	\$ 121,251,682	9,721,197	8.72%
State Aid	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,966,059	412,540	2.83%
Local Receipts	\$ 17,707,469	\$ 15,977,470	\$ 16,331,234	\$ 17,901,540	1,570,306	9.62%
Other Local Receipts						
Indirects	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 2,585,229	323,208	14.29%
Free Cash	\$ 9,031,776	\$ 9,408,400	\$ 6,579,906	\$ 4,150,000	(2,429,906)	-36.93%
Stabilization Fund (s)	\$ 1,163,100	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	643,050	21.62%
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	-	0.00%
Other Available Funds	\$ 275,533	\$ 1,010,514	\$ 308,393	\$ 291,309	(17,084)	-5.54%
Total General Fund Revenues	148,409,001	151,667,938	155,039,508	165,262,819	10,223,311	6.59%
General Fund Expenses						
Education & Learning						
Natick Public Schools	\$ 57,478,571	\$ 61,307,973	\$ 64,952,439	\$ 67,810,346	2,857,907	4.40%
Keefe Tech	\$ 1,522,958	\$ 1,427,911	\$ 1,594,984	\$ 1,554,748	(40,236)	-2.52%
Morse Institute Library	\$ 2,155,972	\$ 2,151,463	\$ 2,244,799	\$ 2,275,499	30,700	1.37%
Bacon Free Library	\$ 171,860	\$ 172,451	\$ 184,503	\$ 190,792	6,289	3.41%
Public Safety	\$ 15,333,207	\$ 16,008,466	\$ 15,909,166	\$ 16,568,716	659,550	4.15%
Public Works	\$ 7,646,153	\$ 8,332,124	\$ 8,182,556	\$ 8,858,627	676,071	8.26%
Health & Human Services	\$ 2,200,230	\$ 2,231,073	\$ 2,543,800	\$ 2,611,475	67,675	2.66%
Administrative Support Services	\$ 5,733,592	\$ 5,698,618	\$ 7,592,303	\$ 7,502,649	(89,654)	-1.18%
Committees	\$ 17,847	\$ 19,736	\$ 120,550	\$ 120,550	-	0.00%
Shared Expenses						
Fringe Benefits	\$ 14,173,582	\$ 15,188,248	\$ 15,851,586	\$ 16,743,422	891,836	5.63%
Prop & Liab. Insurance	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150	50,913	6.73%
Retirement	\$ 8,215,785	\$ 8,783,214	\$ 9,416,416	\$ 10,070,552	654,136	6.95%
Debt Services	\$ 10,071,148	\$ 11,649,955	\$ 10,690,896	\$ 16,626,732	5,935,836	55.52%
Reserve Fund			\$ 250,000	\$ 250,000	-	0.00%
Facilities Management	\$ 3,051,820	\$ 3,145,522	\$ 3,308,705	\$ 3,426,619	117,914	3.56%
General Fund Oper. Expenses	\$ 128,362,629	\$ 136,771,311	\$ 143,598,940	\$ 155,417,877	\$ 11,818,937	8.23%
Capital Improvements	\$ 2,695,200	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	643,050	21.62%
School Bus Transportation	\$ 382,720	\$ 392,288	\$ 402,095	\$ 410,137	8,042	2.00%
State & County Assessments	\$ 1,449,503	\$ 1,348,800	\$ 1,435,887	\$ 1,614,160	178,273	12.42%
Cherry Sheet Offsets	\$ 352,530	\$ 434,080	\$ 468,705	\$ 429,645	(39,060)	-8.33%
Snow Removal Supplement	\$ 145,000	\$ 445,869	\$ 150,000	\$ 350,000	200,000	133.33%
Overlay	\$ 1,283,443	\$ 1,256,448	\$ 1,150,000	\$ 1,015,000	(135,000)	-11.74%
Golf Course Deficit	\$ 279,832	\$ 248,400	\$ 270,000	\$ 240,000	(30,000)	-11.11%
General Stabilization Fund	\$ -	\$ -	\$ 250,000	\$ 100,000	(150,000)	-60.00%
Operational Stabilization Fund	\$ -	\$ -	\$ 500,000	\$ 100,000	(400,000)	-80.00%
Capital Stabilization Fund	\$ 3,925,532	\$ 4,500,000	\$ 2,400,000	\$ 1,450,000	(950,000)	-39.58%
One-to-One Technology Stab Fund	\$ -	\$ -	\$ 100,000	\$ -	(100,000)	-100.00%
FAR Bonus Stabilization Fund	\$ -	\$ 3,900	\$ -	\$ -	-	-
OPEB Trust Fund	\$ 1,300,000	\$ 1,000,000	\$ 441,723	\$ 300,000	(141,723)	-32.08%
Misc. Articles	\$ 216,626	\$ 1,298,695	\$ 635,000	\$ 100,000	(535,000)	-84.25%
	\$ 12,030,386	\$ 13,095,145	\$ 11,177,360	\$ 9,725,942	(1,451,418)	-12.99%
Total General Fund Expenses	\$ 140,393,015	\$ 149,866,457	\$ 154,776,300	\$ 165,143,819	10,367,519	6.70%
Net Excess / (Deficit)	8,015,985	1,801,481	263,208	119,000		

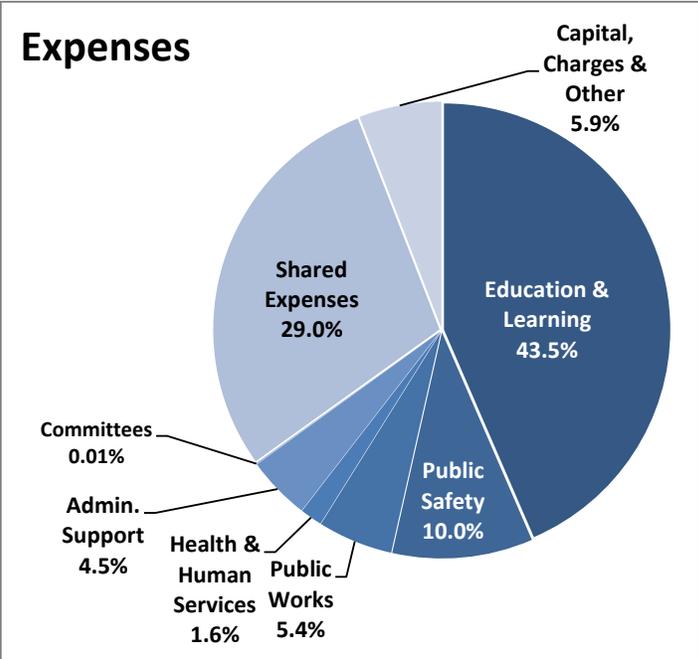
General Fund Revenue/Expenditure Summary

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

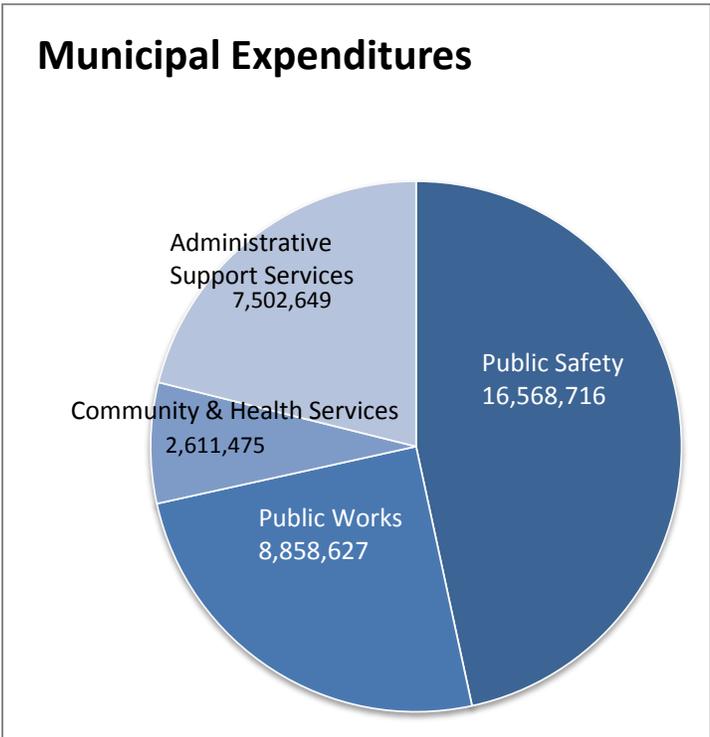
General Fund Revenues - FY 2020



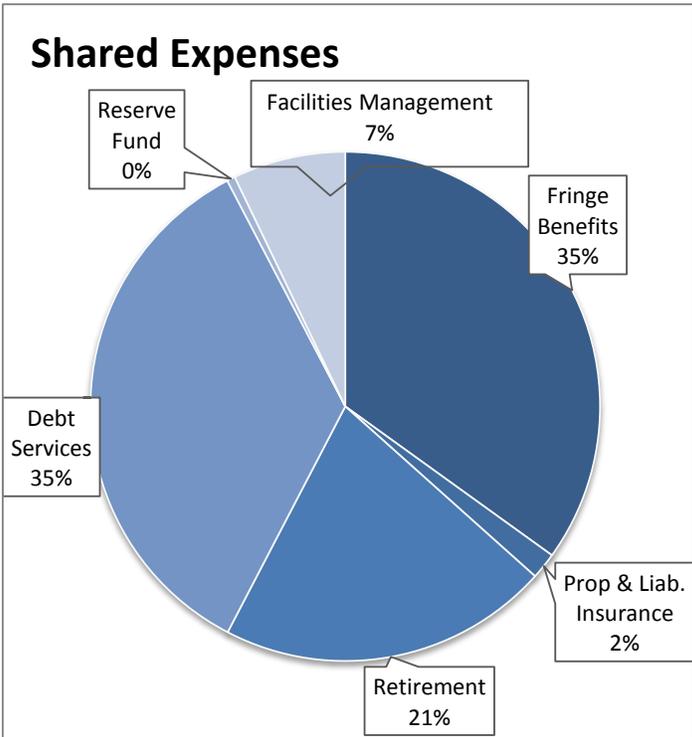
General Fund Expenditures - FY 2020



Municipal Expenditures - FY 2020



Shared Expenditures - FY 2020



General Fund Expenditure Summary

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

	2017 Actual	2018 Actual	2019 Appropriated	2020 Final Budget	FY 2019 vs. FY 2020 \$ (+/-) % (+/-)	
Education & Learning						
Natick Public Schools						
Total Natick Public Schools	\$ 57,478,571	\$ 61,307,973	\$ 64,952,439	\$ 67,810,346	\$ 2,857,907	4.40%
Keefe Tech						
Expenses (Assessment)	\$ 1,522,958	\$ 1,427,911	\$ 1,594,984	\$ 1,554,748	\$ (40,236)	-2.52%
Total Keefe Tech	\$ 1,522,958	\$ 1,427,911	\$ 1,594,984	\$ 1,554,748	\$ (40,236)	-2.52%
Morse Institute Library						
Salaries & Expenses	\$ 2,155,969	\$ 2,151,463	\$ 2,244,799	\$ 2,275,499	\$ 30,700	1.37%
Total Morse Institute Library	\$ 2,155,969	\$ 2,151,463	\$ 2,244,799	\$ 2,275,499	\$ 30,700	1.37%
Bacon Free Library						
Salaries & Expenses	\$ 171,860	\$ 172,451	\$ 184,503	\$ 190,792	\$ 6,289	3.41%
Total Bacon Free Library	\$ 171,860	\$ 172,451	\$ 184,503	\$ 190,792	\$ 6,289	3.41%
Total Education & Learning	\$ 61,329,358	\$ 65,059,798	\$ 68,976,725	\$ 71,831,385	\$ 2,854,660	4.14%
Public Safety						
Emergency Management						
Salaries	\$ 4,281	\$ 794	\$ 5,000	\$ 5,000	\$ -	0.00%
Expenses	\$ 24,391	\$ 43,339	\$ 34,100	\$ 34,100	\$ -	0.00%
Total Emergency Management	\$ 28,672	\$ 44,133	\$ 39,100	\$ 39,100	\$ -	0.00%
Parking Enforcement						
Salaries	\$ 27,484	\$ 36,852	\$ 50,638	\$ 114,144	\$ 63,506	125.41%
Expenses	\$ 106,830	\$ 76,078	\$ 86,934	\$ 89,833	\$ 2,899	3.33%
Total Parking Enforcement	\$ 134,314	\$ 112,930	\$ 137,572	\$ 203,977	\$ 66,405	48.27%
Police						
Salaries	\$ 6,466,890	\$ 7,033,088	\$ 6,794,458	\$ 7,177,380	\$ 382,922	5.64%
Expenses	\$ 194,010	\$ 190,244	\$ 221,763	\$ 263,813	\$ 42,050	18.96%
Total Police	\$ 6,660,900	\$ 7,223,332	\$ 7,016,221	\$ 7,441,193	\$ 424,972	6.06%
Fire						
Salaries	\$ 8,353,231	\$ 8,415,535	\$ 8,532,673	\$ 8,696,846	\$ 164,173	1.92%
Expenses	\$ 156,090	\$ 212,536	\$ 183,600	\$ 187,600	\$ 4,000	2.18%
Total Fire	\$ 8,509,321	\$ 8,628,071	\$ 8,716,273	\$ 8,884,446	\$ 168,173	1.93%
Total Public Safety	15,333,207	16,008,466	15,909,166	16,568,716	\$ 659,550	4.15%

Public Works						
Salaries	\$ 3,466,312	\$ 3,503,531	\$ 3,846,401	\$ 3,897,254	\$ 50,853	1.32%
Expenses	\$ 1,899,104	\$ 2,199,252	\$ 2,268,705	\$ 2,906,335	\$ 637,630	28.11%
Municipal Energy	\$ 1,275,894	\$ 1,352,242	\$ 1,517,450	\$ 1,505,038	\$ (12,412)	-0.82%
Snow & Ice	\$ 1,004,843	\$ 1,277,099	\$ 550,000	\$ 550,000	\$ -	0.00%
Total Public Works	\$ 7,646,153	\$ 8,332,124	\$ 8,182,556	\$ 8,858,627	\$ 676,071	8.26%

Community & Health Services						
Community Services						
Salaries	\$ 1,287,306	\$ 1,337,076	\$ 1,378,913	\$ 1,417,228	\$ 38,315	2.78%
Expenses	\$ 399,092	\$ 370,844	\$ 514,064	\$ 523,664	\$ 9,600	1.87%
Total Community Services	\$ 1,686,398	\$ 1,707,920	\$ 1,892,977	\$ 1,940,892	\$ 47,915	2.53%
Board of Health						
Salaries	\$ 476,207	\$ 478,164	\$ 563,823	\$ 583,583	\$ 19,760	3.50%
Expenses	\$ 37,625	\$ 44,989	\$ 87,000	\$ 87,000	\$ -	0.00%
Total Board of Health	\$ 513,832	\$ 523,153	\$ 650,823	\$ 670,583	\$ 19,760	3.04%
Total Community & Health Services	\$ 2,200,230	\$ 2,231,073	\$ 2,543,800	\$ 2,611,475	\$ 67,675	2.66%

Administrative Support Services						
Board of Selectmen						
Salaries	\$ 992,258	\$ 1,056,065	\$ 1,024,456	\$ 1,039,307	\$ 14,851	1.45%
Expenses	\$ 342,868	\$ 373,850	\$ 387,550	\$ 405,050	\$ 17,500	4.52%
Contract Settlements	\$ -	\$ -	\$ 1,517,000	\$ 1,100,000	\$ (417,000)	-27.49%
Total Board of Selectmen	\$ 1,335,126	\$ 1,429,915	\$ 2,929,006	\$ 2,544,357	\$ (384,649)	-13.13%
Personnel Board						
Other Charges & Expenditures	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Total Personnel Board	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Town Report						
Professional Services	\$ 3,377	\$ 7,502	\$ 4,100	\$ 4,100	\$ -	0.00%
Total Town Report	\$ 3,377	\$ 7,502	\$ 4,100	\$ 4,100	\$ -	0.00%
Legal						
Expenses	\$ 302,985	\$ 312,922	\$ 392,100	\$ 512,100	\$ 120,000	30.60%
Total Legal Services	\$ 302,985	\$ 312,922	\$ 392,100	\$ 512,100	\$ 120,000	30.60%
Finance						
Salaries	\$ 1,066,231	\$ 1,066,521	\$ 1,129,311	\$ 1,159,868	\$ 30,557	2.71%
Expenses	\$ 259,140	\$ 396,101	\$ 433,480	\$ 422,330	\$ (11,150)	-2.57%
Total Finance	\$ 1,325,371	\$ 1,462,622	\$ 1,562,791	\$ 1,582,198	\$ 19,407	1.24%

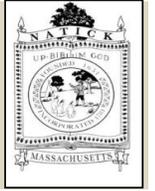
Information Technology						
Salaries	\$ 342,327	\$ 347,900	\$ 347,899	\$ 415,138	\$ 67,239	19.33%
Expenses	\$ 982,473	\$ 844,666	\$ 973,000	\$ 1,024,000	\$ 51,000	5.24%
Total Information Technology	\$ 1,324,800	\$ 1,192,566	\$ 1,320,899	\$ 1,439,138	\$ 118,239	8.95%
Town Clerk						
Salaries	\$ 253,490	\$ 254,357	\$ 262,222	\$ 266,398	\$ 4,176	1.59%
Expenses	\$ 34,997	\$ 37,942	\$ 49,350	\$ 51,150	\$ 1,800	3.65%
Total Town Clerk	\$ 288,487	\$ 292,299	\$ 311,572	\$ 317,548	\$ 5,976	1.92%
Elections						
Salaries (Registrars)	\$ 52,627	\$ 23,615	\$ 62,840	\$ 55,400	\$ (7,440)	-11.84%
Expenses (Registrars)	\$ 39,711	\$ 38,464	\$ 52,350	\$ 55,100	\$ 2,750	5.25%
Total Elections	\$ 92,338	\$ 62,079	\$ 115,190	\$ 110,500	\$ (4,690)	-4.07%
Sealer of Weights & Measures						
Salaries	\$ 14,952	\$ 23,400	\$ 30,400	\$ 30,400	\$ -	0.00%
Expenses	\$ 838	\$ 818	\$ 890	\$ 990	\$ 100	11.24%
Total Sealer Weights/Meas.	\$ 15,790	\$ 24,218	\$ 31,290	\$ 31,390	\$ 100	0.32%
Community & Economic Development						
Salaries	\$ 806,931	\$ 882,342	\$ 860,005	\$ 878,618	\$ 18,613	2.16%
Expenses	\$ 238,389	\$ 32,153	\$ 64,350	\$ 81,700	\$ 17,350	26.96%
Total Community & Economic Development	\$ 1,045,320	\$ 914,495	\$ 924,355	\$ 960,318	\$ 35,963	3.89%
Total Admin. Support Services	\$ 5,733,594	\$ 5,698,618	\$ 7,592,303	\$ 7,502,649	\$ (89,654)	-1.18%

Commissions & Committees

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

Shared Expenses (Unclassified)						
Employee Fringe						
Expenses	\$ 14,147,583	\$ 15,044,313	\$ 15,676,586	\$ 16,593,422	\$ 916,836	5.85%
Merit & Performance	\$ 26,000	\$ 143,935	\$ 175,000	\$ 150,000	\$ (25,000)	-14.29%
Total Employee Fringe	\$ 14,173,583	\$ 15,188,248	\$ 15,851,586	\$ 16,743,422	\$ 891,836	5.63%
Property & Liability Insurance						
Purchased Services	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150	\$ 50,913	6.73%
Total Prop. & Liab. Insurance	\$ 589,904	\$ 654,557	\$ 756,237	\$ 807,150	\$ 50,913	6.73%
Contributory Retirement						
Pension Assessment	\$ 8,194,354	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 657,532	7.00%
Total Contributory Retirement	\$ 8,194,354	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 657,532	7.00%
Non-Contributory Retirement						
Pensions	\$ 21,431	\$ 18,593	\$ 23,122	\$ 19,726	\$ (3,396)	-14.69%
Total Non-Contributory Retire.	\$ 21,431	\$ 18,593	\$ 23,122	\$ 19,726	\$ (3,396)	-14.69%
Debt Service						
Leased Equipment	\$ 103,566	\$ 149,203	\$ 147,203	\$ 151,778	\$ 4,575	3.11%
Leased Land	\$ 3,900	\$ 8,900	\$ 6,400	\$ 8,900	\$ 2,500	39.06%
Principal	\$ 8,315,351	\$ 8,446,861	\$ 7,852,071	\$ 9,907,161	\$ 2,055,090	26.17%
Interest	\$ 1,648,331	\$ 3,044,991	\$ 2,685,222	\$ 6,558,893	\$ 3,873,671	144.26%
Total Debt Service	\$ 10,071,148	\$ 11,649,955	\$ 10,690,896	\$ 16,626,732	\$ 5,935,836	55.52%
Reserve Fund						
Other Charges	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
Total Reserve Fund	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
Shared Expenses (Unclassified) (con't)						
Facilities Management						
Salaries	\$ 2,493,701	\$ 2,524,801	\$ 2,686,205	\$ 2,756,119	\$ 69,914	2.60%
Expenses	\$ 558,119	\$ 620,721	\$ 622,500	\$ 670,500	\$ 48,000	7.71%
Total Facilities Management	\$ 3,051,820	\$ 3,145,522	\$ 3,308,705	\$ 3,426,619	\$ 117,914	3.56%
Total Shared Expenses	\$ 36,102,240	\$ 39,421,496	\$ 40,273,840	\$ 47,924,475		
Total General Fund Operations	\$ 128,362,629	\$ 136,771,311	\$ 143,598,940	\$ 155,417,877		

Reconciliation					
Total General Fund Operations	\$ 128,362,629	\$ 136,771,311	\$ 143,598,940	\$ 155,417,877	
Other General Fund Appropriations					
Capital Equipment and Improvements	\$ 2,695,200	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	
School Bus Subsidy	\$ 382,720	\$ 392,288	\$ 402,095	\$ 410,137	
Misc. Articles	\$ 216,626	\$ 1,298,695	\$ 635,000	\$ 100,000	
Golf Course Deficit	\$ 279,832	\$ 248,400	\$ 270,000	\$ 240,000	
General Stabilization Fund	\$ -	\$ -	\$ 250,000	\$ 100,000	
Capital Stabilization Fund	\$ 3,925,532	\$ 4,500,000	\$ 2,400,000	\$ 1,450,000	
Operational Stabilization Fund		\$ -	\$ 500,000	\$ 100,000	
One-to-One Tech Stabilization Fund		\$ -	\$ 100,000		
FAR Bonus Stabilization Fund		\$ 3,900	\$ -		
OPEB Trust Fund	\$ 1,300,000	\$ 1,000,000	\$ 441,723	\$ 300,000	
Total Other G/F Appropriations	\$ 8,799,910	\$ 9,609,948	\$ 7,972,768	\$ 6,317,137	
Other General Fund Expenses (Not appropriated by Town Meeting)					
State & County Assessments	\$ 1,449,503	\$ 1,348,800	\$ 1,435,887	\$ 1,614,160	
Cherry Sheet Offsets	\$ 352,530	\$ 434,080	\$ 468,705	\$ 429,645	
Snow Removal Supplement	\$ 145,000	\$ 445,869	\$ 150,000	\$ 350,000	
Overlay	\$ 1,283,443	\$ 1,256,448	\$ 1,150,000	\$ 1,015,000	
Total Other G/F Expenses	\$ 3,230,476	\$ 3,485,197	\$ 3,204,592	\$ 3,408,805	
Total General Fund	\$ 140,393,015	\$ 149,866,456	\$ 154,776,300	\$ 165,143,819	



Revenue Model

FY 2020 Recommended Budget



Town of Natick

Revenue Model

Revenue Summary

The summary below presents all general fund revenues for use in FY 2020. The projection is based on the most current data available. Overall, General Fund operating revenues are proposed to **increase \$10,223,312 or 6.59%** over the prior fiscal year. State Aid and Local Receipts are stabilized for FY2020. The Available Funds show a decrease of (\$1,803,939) but that is due to using less Free Cash for capital and also not transferring Free Cash to stabilization funds as has been done in past years. Overall the revenue estimation is strong for the FY2020 budget.

General Fund Revenue Summary	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	2019 vs. 2020	
	Actual	Actual	Recap	Budget	Final	\$ (+/-)	% (+/-)
Property Tax Levy	\$ 99,817,043	\$ 103,922,288	\$ 106,629,971	\$ 111,530,485	\$ 121,251,682	\$ 9,721,197	8.72%
State Aid	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,966,059	\$ 412,540	2.83%
Local Receipts	\$ 16,761,223	\$ 17,708,119	\$ 15,977,470	\$ 16,331,234	\$ 17,901,540	\$ 1,570,306	9.62%
Indirects	\$ 2,241,487	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 2,585,229	\$ 323,208	14.29%
Sub-total GF Operating Revenues	\$ 131,836,418	\$ 137,439,242	\$ 138,582,360	\$ 144,677,259	\$ 156,704,510	\$ 12,027,251	8.31%
Available Funds	\$ 7,951,162	\$ 10,970,409	\$ 13,085,579	\$ 10,362,249	\$ 8,558,310	\$ (1,803,939)	-17.41%
Gross General Fund Revenues	\$ 139,787,580	\$ 148,409,651	\$ 151,667,938	\$ 155,039,508	\$ 165,262,820	\$ 10,223,312	6.59%

Detailed Description:

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

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

Local Receipts: Local receipts are projected to increase by \$1,570,306 or 9.62%. Aside from positive economic trends, the significant increase is due to a combination of increased fees as well as investment income. As part of the fee review process, Administration and the Board of Selectmen voted to increase fees for PAYT trash bags, alcohol licenses, and parking passes. Additionally, investments made from the bond proceeds are in laddered CDs in line with payment milestones for the significant capital projects. Generally, local receipt projections are based on the average revenue received in each category. We are including the local options tax estimation in this section for budgetary purposes. A portion of local option taxes is dedicated to the funding capital projects and is typically placed in the Capital Stabilization fund.

Available Funds: Available Funds are projected to decrease by \$1,803,939. This category of revenue is typically associated with funding one-time items. This category includes the parking meter receipts, Free Cash (used to support operations and 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 2019. Typically additional appropriations are made at the Fall Annual Town Meeting to increase funding for the General Stabilization Fund, the Operating/Rainy Day Stabilization Fund, the Capital Stabilization Fund and the Other Post Employment Benefits Trust Fund. There likely will not be as much Free Cash available as has been in previous years because of the increases that have been made to estimated local revenues.

Enterprise Receipts: This category represents transfers from the Town's two enterprise funds to the general fund to cover general fund expenditures that support enterprise operations. The FY 2020 amount represents funds 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 2020 Revenue Model



Revenue Summary

2/19/2019

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

	FY 2016 Cherry Sheet	FY 2017 Cherry Sheet	FY 2018 Cherry Sheet	FY 2019 Budget	FY 2020 Preliminary
Ch 70, Charter Tuition, School Offsets	\$ 9,090,841	\$ 9,491,876	\$ 9,692,035	\$ 10,208,846	\$ 10,503,335
Unrestricted Local Aid	\$ 3,512,863	\$ 3,663,916	\$ 3,806,809	\$ 3,940,047	\$ 4,046,428
Veterans' Benefits & Exemptions	\$ 279,028	\$ 260,056	\$ 262,279	\$ 253,645	\$ 257,567
State Owned Land & Mitigation	\$ 88,023	\$ 86,976	\$ 86,893	\$ 103,139	\$ 110,096
Offsets (Library)	\$ 45,910	\$ 45,888	\$ 47,981	\$ 47,842	\$ 48,633
sub-Total (Cherry Sheet)	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,966,059
Subtotal	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,966,059

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Preliminary
Motor Vehicle	\$ 5,460,485	\$ 5,566,509	\$ 5,815,809	\$ 5,900,000	\$ 6,000,000
Other Excise	\$ 2,443,396	\$ 2,372,894	\$ 2,404,605	\$ 2,403,200	\$ 2,413,100
Penalties & Interest Taxes/Excise	\$ 375,863	\$ 412,491	\$ 392,686	\$ 394,350	\$ 394,350
Payment in Lieu of Taxes	\$ 34,738	\$ 36,216	\$ 41,037	\$ 35,950	\$ 35,950
Trash Disposal Charges	\$ 969,812	\$ 987,074	\$ 981,895	\$ 973,000	\$ 1,217,500
Police Special Duty Service Charges	\$ 58,374	\$ 71,802	\$ 54,687	\$ 60,000	\$ 58,000
Ambulance Fees - Other Charges	\$ 1,471,639	\$ 1,523,940	\$ 1,530,476	\$ 1,500,000	\$ 1,510,000
Rentals	\$ 46,604	\$ 45,728	\$ 49,780	\$ 62,000	\$ 65,500
Recreation	\$ 123,472	\$ 101,759	\$ 76,232	\$ 128,794	\$ 125,000
Other Departmental Revenue	\$ 907,264	\$ 644,964	\$ 624,598	\$ 750,820	\$ 805,945
License/Permits	\$ 2,218,015	\$ 4,460,920	\$ 2,053,445	\$ 2,825,445	\$ 2,917,495
Special Assessments	\$ 9,132	\$ 10,331	\$ 5,974	\$ 8,600	\$ 8,600
Fines/Forfeits	\$ 234,701	\$ 185,033	\$ 220,516	\$ 254,075	\$ 250,100
Investment Income	\$ 272,428	\$ 361,969	\$ 655,020	\$ 385,000	\$ 1,450,000
Miscellaneous Recurring	\$ 661,450	\$ 223,403	\$ 586,507	\$ 650,000	\$ 650,000
Miscellaneous Non-Recurring	\$ 1,473,850	\$ 703,086	\$ 484,203	\$ -	\$ -
Subtotal	\$ 16,761,223	\$ 17,708,119	\$ 15,977,470	\$ 16,331,234	\$ 17,901,540

Town of Natick

Fiscal Year 2020 Revenue Model



Revenue Summary

2/19/2019

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

Table 5: Enterprise Receipts	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Preliminary
Water & Sewer Indirects	\$ 2,207,400	\$ 2,218,150	\$ 2,035,229	\$ 2,218,150	\$ 2,533,299
Sassamon Trace Indirects	\$ 34,087	\$ 41,973	\$ 43,692	\$ 43,871	\$ 51,930
Subtotal	\$ 2,241,487	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 2,585,229

Total - G/F Available for Appr.	\$ 139,787,580	\$ 148,409,651	\$ 151,667,939	\$ 155,039,508	\$ 165,262,820
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Town of Natick

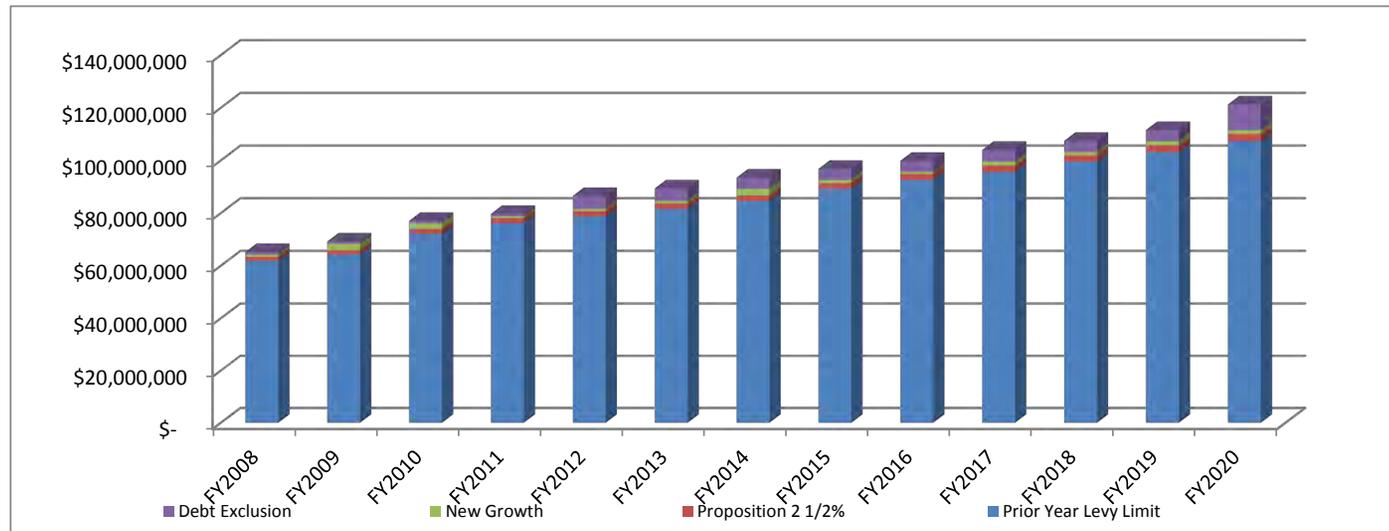
Revenue Model

1-A Tax Levy Summary

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

Note:

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



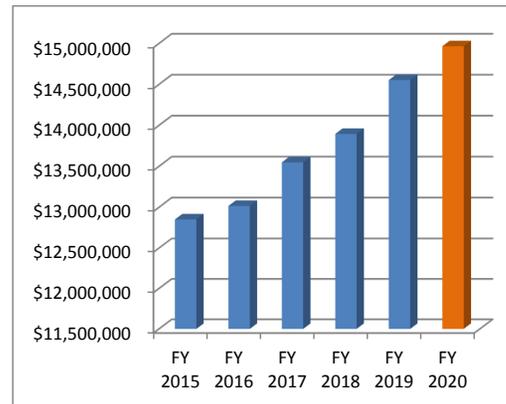


Town of Natick

Revenue Model

2-A State Aid Summary

State Aid	Cherry Sheet FY 2015	Cherry Sheet FY 2016	Cherry Sheet FY 2017	Cherry Sheet FY 2018	Cherry Sheet FY 2019	Revised 1-29-19 FY 2020	2019 vs. 2020	
							\$ (+/-) Change	% (+/-) Change
A. EDUCATION								
Chapter 70	\$ 8,681,240	\$ 8,816,665	\$ 9,117,845	\$ 9,281,825	\$ 9,762,979	\$ 10,091,929	\$ 328,950	3.37%
Charter School Tuition Reimbursement	\$ 130,472	\$ 28,576	\$ 67,389	\$ 24,111	\$ 25,004	\$ 30,394	\$ 5,390	21.56%
Off-Set: School Choice Receiving Tuition	\$ 233,152	\$ 245,600	\$ 306,642	\$ 386,099	\$ 420,863	\$ 381,012	\$ (39,851)	-9.47%
Off-Set: School Lunch	\$ 21,648		\$ -	\$ -	\$ -	\$ -		
Sub-Total, All Education Items	\$ 9,066,512	\$ 9,090,841	\$ 9,491,876	\$ 9,692,035	\$ 10,208,846	\$ 10,503,335	\$ 294,489	2.88%
B. GENERAL GOVERNMENT								
Unrestricted General Government Aid	\$ 3,390,794	\$ 3,512,863	\$ 3,663,916	\$ 3,806,809	\$ 3,940,047	\$ 4,046,428	\$ 106,381	2.70%
Veterans Benefits	\$ 160,215	\$ 175,891	\$ 164,299	\$ 168,652	\$ 166,286	\$ 165,768	\$ (518)	-0.31%
Exemptions: Vets, Blind & Surviving Spouse	\$ 100,638	\$ 103,137	\$ 95,757	\$ 93,627	\$ 87,359	\$ 91,799	\$ 4,440	5.08%
State Owned Land	\$ 88,023	\$ 88,023	\$ 86,976	\$ 86,893	\$ 103,139	\$ 110,096	\$ 6,957	6.75%
Off-Set: Public Libraries	\$ 45,841	\$ 45,910	\$ 45,888	\$ 47,981	\$ 47,842	\$ 48,633	\$ 791	1.65%
Sub-Total, All General Government	\$ 3,785,511	\$ 3,925,824	\$ 4,056,836	\$ 4,203,962	\$ 4,344,673	\$ 4,462,724	\$ 118,051	2.72%
C. TOTAL ESTIMATED RECEIPTS FOR FISCAL YEAR	\$ 12,852,023	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,966,059	\$ 412,540	2.83%
Dollar Change From Previous Year	\$ 488,283	\$ 164,642	\$ 1,184,972	\$ 1,043,974	\$ 657,522	\$ 412,540		
Percentage Change	3.95%	1.28%	9.10%	7.71%	4.73%	2.83%		
Total State Aid	\$ 12,852,023	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,966,059	\$ 412,540	2.83%





Town of Natick

Revenue Model

3-A Local Receipts summary

Local Receipts

Receipt	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Actual FY 2018	Recap FY 2019	Preliminary FY 2020	Averages
									3-year \$ 16,815,604
Motor Vehicle	\$ 4,338,121	\$ 4,938,973	\$ 5,191,836	\$ 5,460,485	\$ 5,566,509	\$ 5,815,809	\$ 5,900,000	\$ 6,000,000	5-year
Other Excise	\$ 2,153,685	\$ 2,211,290	\$ 2,282,475	\$ 2,443,396	\$ 2,372,894	\$ 2,404,605	\$ 2,403,200	\$ 2,413,100	\$ 16,203,268
Penalties & Interest Taxes/Excise	\$ 379,195	\$ 473,270	\$ 483,115	\$ 375,863	\$ 412,491	\$ 392,686	\$ 394,350	\$ 394,350	10-year
Payment in Lieu of Taxes	\$ 35,301	\$ 35,150	\$ 34,822	\$ 34,738	\$ 36,216	\$ 41,037	\$ 35,950	\$ 35,950	
Trash Disposal Charges	\$ 1,019,244	\$ 987,795	\$ 998,551	\$ 969,812	\$ 987,074	\$ 981,895	\$ 973,000	\$ 1,217,500	\$ 14,279,995
Other Charges for Services									
Police Special Duty Service Charges	\$ 27,051	\$ 74,818	\$ 75,101	\$ 58,374	\$ 71,802	\$ 54,687	\$ 60,000	\$ 58,000	
Ambulance Fees - Other Charges	\$ 1,492,335	\$ 1,551,134	\$ 1,576,690	\$ 1,471,639	\$ 1,523,940	\$ 1,530,476	\$ 1,500,000	\$ 1,510,000	
Rentals	\$ 49,780	\$ 43,616	\$ 49,032	\$ 46,604	\$ 45,728	\$ 49,780	\$ 62,000	\$ 65,500	
Recreation	\$ 184,073	\$ 183,081	\$ 191,190	\$ 123,472	\$ 101,759	\$ 76,232	\$ 128,794	\$ 125,000	
Other Departmental Revenue									
Other Departmental Revenue	\$ 819,959	\$ 770,054	\$ 789,606	\$ 907,264	\$ 644,964	\$ 624,598	\$ 750,820	\$ 805,945	
License/Permits	\$ 2,011,091	\$ 1,646,503	\$ 2,774,340	\$ 2,218,015	\$ 4,460,920	\$ 2,053,445	\$ 2,825,445	\$ 2,917,495	
Special Assessments	\$ 13,130	\$ 11,532	\$ 12,616	\$ 9,132	\$ 10,331	\$ 5,974	\$ 8,600	\$ 8,600	
Fines/Forfeits	\$ 190,361	\$ 228,925	\$ 210,097	\$ 234,701	\$ 185,033	\$ 220,516	\$ 254,075	\$ 250,100	
Investment Income	\$ 89,485	\$ 104,083	\$ 255,356	\$ 272,428	\$ 361,969	\$ 655,020	\$ 385,000	\$ 1,450,000	
Miscellaneous Recurring									
Tax Per Chap 59 Sec D	\$ 671,948	\$ 224,068	\$ 377,014	\$ 661,450	\$ 223,403	\$ 586,507	\$ 650,000	\$ 650,000	
Miscellaneous Non-Recurring									
Tax Title	\$ 129,504	\$ 67,100	\$ 823,985	\$ 616,220	\$ 425,480	\$ 293,921	\$ -	\$ -	
Premiums on Bonds/BANs	\$ 482,092	\$ 407,561	\$ 97,778	\$ 303,104	\$ 77,658	\$ -	\$ -	\$ -	
Other	\$ 560,066	\$ 63,721	\$ 323,248	\$ 554,526	\$ 199,948	\$ 190,282	\$ -	\$ -	
Total Estimated Receipts	\$ 14,646,420	\$ 14,022,674	\$ 16,546,852	\$ 16,761,223	\$ 17,708,119	\$ 15,977,470	\$ 16,331,234	\$ 17,901,540	
	1.80%	-4.26%	18.00%	1.30%	5.65%	-9.77%			

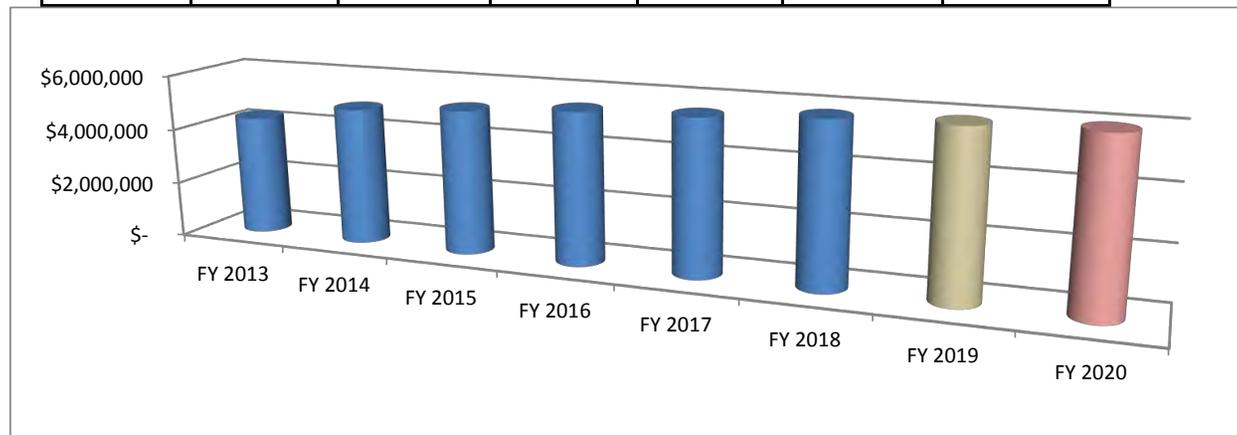


Town of Natick

Revenue Model

3-B Motor Vehicle Excise Taxes

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Recap FY 2019	Preliminary FY 2020	Averages
	00146150-415008 MOTOR VEHICLE TAX 2008	\$ 3,080	\$ 180	\$ 510	\$ 265	\$ 20	\$ -	\$ -	\$ -
00146150-415009 MOTOR VEHICLE TAX 2009	\$ 1,843	\$ 1,599	\$ 430	\$ 225	\$ -	\$ 46	\$ -	\$ -	\$ 5,614,268
00146150-415010 MOTOR VEHICLE TAX 2010	\$ 5,491	\$ 2,220	\$ 1,293	\$ 445	\$ 74	\$ 188	\$ -	\$ -	5-year
00146150-415011 MOTOR VEHICLE TAX 2011	\$ 33,769	\$ 7,893	\$ 2,686	\$ 671	\$ 330	\$ 330	\$ -	\$ -	
00146150-415012 MOTOR VEHICLE TAX 2012	\$ 604,331	\$ 38,542	\$ 8,856	\$ 1,114	\$ 1,581	\$ 1,369			\$ 5,394,722
00146150-415013 MOTOR VEHICLE TAX 2013	\$ 3,679,888	\$ 751,327	\$ 43,641	\$ 5,462	\$ 2,115	\$ 1,880	\$ 330		10-year
00146150-415014 MOTOR VEHICLE TAX 2014	\$ -	\$ 4,136,499	\$ 672,502	\$ 49,729	\$ 4,927	\$ 3,405	\$ 670		
00146150-415015 MOTOR VEHICLE TAX 2015	\$ -	\$ -	\$ 4,460,323	\$ 747,502	\$ 35,184	\$ 7,818	\$ 1,100		
00146150-415016 MOTOR VEHICLE TAX 2016	\$ -	\$ -	\$ -	\$ 4,653,308	\$ 736,845	\$ 65,165	\$ 5,000		\$ 4,725,241
00146150-415017 MOTOR VEHICLE TAX 2017	\$ -	\$ -	\$ -	\$ 383	\$ 4,783,230	\$ 800,696	\$ 40,000		
00146150-415018 MOTOR VEHICLE TAX 2018						\$ 4,933,731	\$ 735,000		
00146150-415019 MOTOR VEHICLE TAX 2019							\$ 5,116,800		
00146150-415020 MOTOR VEHICLE TAX 2020								\$ 6,000,000	
00146160-415999 MOTOR VEHICLE PRIOR YRS	\$ 6,702	\$ -	\$ 410	\$ -	\$ 1,023	\$ 1,162	\$ -	\$ -	
00146162-416200 RECOVERY EXCISE	\$ 3,017	\$ 713	\$ 1,185	\$ 1,381	\$ 1,180	\$ 18	\$ 1,100		
Total Motor Vehicle Taxes	\$ 4,338,121	\$ 4,938,973	\$ 5,191,836	\$ 5,460,485	\$ 5,566,509	\$ 5,815,809	\$ 5,900,000	\$ 6,000,000	
	6.25%	13.85%	5.12%	5.17%	1.94%	4.48%	1.45%		





Town of Natick

Revenue Model

3-C Other Excise

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

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



Town of Natick

Revenue Model

3-D Penalties and Interest on Taxes and Excise

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

Notes:

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



Town of Natick

Revenue Model

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

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

Assumption:



Town of Natick

Revenue Model

3-F Trash Disposal Charges

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Recap	Preliminary	Averages
						FY 2018	FY 2019	FY 2020	3-year
00146320-432000 PAYT FEES	\$ 928,926	\$ 895,804	\$ 906,726	\$ 866,220	\$ 875,125	\$ 875,673	\$ 875,000	\$ 1,117,500	\$ 979,594
00420250-425100 BULKY WASTE PICKUP	\$ 90,319	\$ 91,991	\$ 91,825	\$ 103,592	\$ 111,949	\$ 106,222	\$ 98,000	\$ 100,000	\$ 985,025
Total Trash Disposal Fees	\$ 1,019,244	\$ 987,795	\$ 998,551	\$ 969,812	\$ 987,074	\$ 981,895	\$ 973,000	\$ 1,217,500	\$ 990,988

Actual Shown on Page 3

Notes:



Town of Natick

Revenue Model

3-G Other Charges

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



Town of Natick

Revenue Model

3-H Rentals

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



Town of Natick

Revenue Model

3-1 Recreation Dept. Revenue

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



Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item						Actual	Recap	Preliminary	Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
00123320-432013 CABLE FRANCHISE FEES	\$ 2,615	\$ 2,571	\$ 2,554	\$ 2,543	\$ 2,612	\$ 2,440	\$ 2,450	\$ 2,315	3-year
00141320-432001 ASSESSOR COPIES OF RECORDS	\$ 1,447	\$ 2,011	\$ 1,721	\$ 2,449	\$ 3,324	\$ 4,666	\$ 2,080	\$ 2,200	\$ 725,608
00145320-432015 RETURN CHECK FEES	\$ 675	\$ 650	\$ 350	\$ 825	\$ 680	\$ 500	\$ 600	\$ 600	
00145320-432050 SAFETY NATIONAL W/COMP REIMB	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	5-year
00145320-432052 REINS POLICE/FIRE THE HARTFORD	\$ 41,856	\$ -	\$ 6,859	\$ -	\$ -	\$ -	\$ 9,260	\$ 9,000	\$ 747,297
00145320-432074 GENERAL REINSURANCE W/COMP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00146170-437110 CH38D INVENTORY FILING PENALTY	\$ -	\$ 22,325	\$ 32,550	\$ 30,802	\$ 30,070	\$ 32,432	\$ 21,990	\$ 25,000	10-year
00146320-432016 DEPUTY COLLECTOR CLEARING FEES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 789,075
00146370-437100 MUNICIPAL LIEN CERTIFICATES	\$ 150,505	\$ 104,855	\$ 99,155	\$ 101,460	\$ 96,485	\$ 82,689	\$ 104,970	\$ 105,000	
00146370-437144 DEMAND RESPONSE	\$ 4,393	\$ 656	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,150	\$ 1,150	
00146450-445000 SENIOR CITIZEN PARKING PERMITS	\$ 3,699	\$ 2,032	\$ 2,201	\$ 2,594	\$ 2,800	\$ 4,033	\$ 2,530	\$ 2,600	
00146692-431300 TOWN DEPTS MISC INCOME	\$ 5,283	\$ 405	\$ -	\$ 797	\$ -	\$ 45	\$ 1,230	\$ 650	
00146692-484005 PENSIONS REIMBURSEMENT COLA	\$ 8,507	\$ 4,990	\$ 4,990	\$ 2,495	\$ 3,177	\$ 1,235	\$ 4,590	\$ 4,590	
00146840-484000 COLLECTOR MISCELLANEOUS INCOME	\$ 4,921	\$ 2,167	\$ 3,765	\$ 2,567	\$ 1,169	\$ 1,792	\$ 2,770	\$ 2,000	
00161320-432002 TN CLERK DOG LICENSE FEES	\$ 34,596	\$ 36,745	\$ 37,837	\$ 45,178	\$ 40,955	\$ 42,023	\$ 37,110	\$ 40,000	
00161320-432003 TN CLERK ANIMAL BYLAW VIOLATION	\$ -	\$ 25	\$ -	\$ -	\$ 25	\$ 35	\$ 10	\$ 10	
00161450-445001 TN CLERK POLICE FINES	\$ 800	\$ 600	\$ 700	\$ 2,195	\$ 2,250	\$ 150	\$ 1,240	\$ 1,240	
00161770-477000 TN CLERK FINES	\$ 250	\$ -	\$ -	\$ -	\$ 10	\$ -	\$ 50	\$ 50	
00161810-481001 TN CLERK SALE RESIDENT BOOKS	\$ 785	\$ 1,050	\$ 830	\$ 765	\$ 475	\$ 370	\$ 740	\$ 750	
00180320-432014 PLANNING BOARD FEES	\$ 17,350	\$ 26,250	\$ 11,400	\$ 16,054	\$ 31,650	\$ 18,871	\$ 19,510	\$ 18,500	
00180320-432025 COMM DEV COMMUTER PARKING	\$ 63,347	\$ 70,240	\$ 71,052	\$ 63,473	\$ 64,329	\$ 69,876	\$ 63,160	\$ 75,000	
00180370-437000 COMM DEV ANR PLANS	\$ 3,200	\$ 1,800	\$ 4,400	\$ 800	\$ 400	\$ 2,000	\$ 2,010	\$ 2,010	
00180370-437001 COMM DEV BOOKS/MAPS/BYLAWS	\$ 460	\$ 290	\$ 258	\$ 305	\$ 132	\$ 228	\$ 270	\$ 270	
00180370-437002 COMM DEV DEFINITIVE PLAN FILE	\$ 7,400	\$ -	\$ -	\$ 2,400	\$ 5,000	\$ -	\$ 2,810	\$ 2,810	
00180370-437003 COMM DEV PARKING STICKERS	\$ 84,179	\$ 95,897	\$ 87,183	\$ 109,824	\$ 114,849	\$ 114,373	\$ 93,470	\$ 140,000	
00180370-437004 COMM DEV PERMIT RESEARCH	\$ 613	\$ 391	\$ 234	\$ 504	\$ 338	\$ 78	\$ 400	\$ 400	
00180370-437005 COMM DEV DESIGN REVIEW BD	\$ 150	\$ 300	\$ 450	\$ 150	\$ -	\$ 150	\$ 200	\$ 200	
00210320-432010 POLICE REPORT FEES	\$ 5,720	\$ 5,666	\$ 5,400	\$ (9)	\$ -	\$ -	\$ 3,190	\$ 1,500	
00210320-432012 POLICE SOLICITOR FEES	\$ 220	\$ 290	\$ 590	\$ 335	\$ 240	\$ 495	\$ 320	\$ 320	
00210320-432038 POLICE FINGERPRINTS	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00210320-432039 POLICE SUBPOENAS	\$ 29	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10	\$ 10	
00210320-432070 RMV FEES	\$ 21,507	\$ 19,440	\$ 16,160	\$ 19,380	\$ 18,745	\$ 55,033	\$ 18,090	\$ 18,100	



Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item						Actual	Recap	Preliminary	Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
00210370-437142 POLICE RECOVERED DETAILS	\$ -	\$ -	\$ 54	\$ -	\$ -	\$ -	\$ 10	\$ 10	
00210840-484000 POLICE MISCELLANEOUS INCOME	\$ 760	\$ 430	\$ 583	\$ 2,262	\$ 787	\$ 5,204	\$ 920	\$ 920	
00220320-432033 FIRE MASS PIKE ASSISTANCE	\$ 11,950	\$ 3,000	\$ 6,800	\$ 6,200	\$ 3,000	\$ 5,800	\$ 5,880	\$ 6,000	
00220320-432034 FIRE REPORT COPIES	\$ 166	\$ 227	\$ 105	\$ 141	\$ 40	\$ -	\$ 130	\$ 130	
00220320-432035 FIRE SPECIAL DUTY S/CHARGES	\$ 7,355	\$ 7,450	\$ 5,925	\$ 6,060	\$ 53,455	\$ 4,950	\$ 15,250	\$ 15,000	
00220840-484000 FIRE MISCELLANEOUS REVENUE	\$ -	\$ -	\$ 3	\$ 0	\$ 0	\$ -	\$ -	\$ -	
00300320-432063 SCHOOL HLTH REIMBURSEMENTS	\$ 139,097	\$ 129,130	\$ 175,896	\$ 275,242	\$ -	\$ -	\$ 136,680	\$ 136,680	
00300320-432064 SCHOOL MEDICARE REIMBURSEMENTS	\$ 48,159	\$ 48,640	\$ 55,122	\$ 57,004	\$ -	\$ -	\$ 39,700	\$ 39,700	
00420320-432040 PUB WKS MAPS	\$ 70	\$ 104	\$ 37	\$ 20	\$ 71	\$ 3	\$ 60	\$ 60	
00420320-432041 PUB WKS RECYCLING BINS	\$ 1,048	\$ 12,466	\$ 5,560	\$ 6,500	\$ 6,735	\$ 7,970	\$ 6,140	\$ 6,500	
00420320-432042 PUB WKS RECYCLED GLASS	\$ -	\$ -	\$ 2,429	\$ 1,839	\$ -	\$ 3,806	\$ 810	\$ 810	
00420320-432044 PUB WKS RECYCLED METAL	\$ 33,397	\$ 34,740	\$ 19,745	\$ 13,342	\$ 17,896	\$ 43,734	\$ 22,630	\$ 23,000	
00420320-432045 PUB WKS RECYCLED PAPER	\$ 6,174	\$ 25,163	\$ 24,228	\$ 22,931	\$ 29,101	\$ 14,631	\$ 20,440	\$ 15,000	
00420320-432061 RECYCLE OIL PRODUCTS	\$ 666	\$ 810	\$ 325	\$ -	\$ -	\$ -	\$ 340	\$ 340	
00420320-484000 PUB WKS MISCELLANEOUS INCOME	\$ -	\$ 290	\$ 30	\$ -	\$ -	\$ -	\$ 60	\$ 60	
00512320-432007 BD HLTH CLINIC FEES	\$ -	\$ -	\$ -	\$ 46	\$ -	\$ -	\$ 10	\$ 10	
00512320-432009 BD HLTH LATE FEES	\$ -	\$ 415	\$ 971	\$ 1,758	\$ 903	\$ 2,187	\$ 770	\$ 1,000	
00512840-484000 BD HLTH MISCELLANEOUS COPIES	\$ -	\$ -	\$ -	\$ 122	\$ 6	\$ -	\$ 20	\$ 20	
00512370-477010 TN CLERK BD HEALTH FINES	\$ 1,725	\$ 1,350	\$ 750	\$ 1,911	\$ 1,125	\$ 500	\$ 1,300	\$ 1,000	
00630370-437150 RECREATION LIGHTS REIMB	\$ -	\$ 1,483	\$ -	\$ -	\$ -	\$ -	\$ 280	\$ 280	
00180320-432006 COMM DEV SUBDIVISION FILE FEE	\$ -	\$ -	\$ 400	\$ 3,000	\$ -	\$ 2,300	\$ 650	\$ 650	
00800680-468010 MUNICIPAL MEDICAID REIMBURSEMENT	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
00800680-468098 ABANDONED PROPERTY STATE	\$ 46	\$ 1,165	\$ -	\$ -	\$ 12,130	\$ -	\$ 2,530	\$ 2,500	
Total Dept. Revenue - Other	\$ 819,959	\$ 770,054	\$ 789,606	\$ 907,264	\$ 644,964	\$ 624,598	\$ 750,820	\$ 805,945	



Town of Natick

Revenue Model

3-K Licenses and Permits

Item						Actual	Recap	Preliminary	Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
00123320-432022 SELECT MISC FEES	\$ 1,380	\$ 178	\$ -	\$ 2,675	\$ -	\$ -	\$ 150	\$ 150	
00123371-437125 SELECT FLAMABLE	\$ -	\$ -	\$ -	\$ 150	\$ -	\$ -	\$ -	\$ -	
00123450-445011 SELECT BILLARD LICENSE	\$ 80	\$ 40	\$ 10	\$ 10	\$ -	\$ -	\$ -	\$ -	
00123450-445012 SELECT CLASS I LICENSE	\$ 950	\$ 1,000	\$ 800	\$ 850	\$ 800	\$ 800	\$ 800	\$ 800	3-year
00123450-445013 SELECT CLASS II LICENSE	\$ 2,000	\$ 2,050	\$ 2,200	\$ 1,800	\$ 1,950	\$ 2,000	\$ 1,800	\$ 1,900	\$ 2,910,793
00123450-445014 SELECT CLASS III LICENSE	\$ 200	\$ 300	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	
00123450-445015 SELECT COMMON VICTUALLER LIC	\$ 6,400	\$ 6,900	\$ 6,800	\$ 6,800	\$ 6,600	\$ 10,525	\$ 6,800	\$ 6,800	5-year
00123450-445016 SELECT DAILY ENTERTAINMENT LIC	\$ 1,000	\$ 825	\$ 1,025	\$ 1,200	\$ 1,500	\$ 1,850	\$ 1,200	\$ 1,300	\$ 2,630,645
00123450-445017 SELECT SUNDAY ENTERTAINMNT LIC	\$ 1,250	\$ 1,000	\$ 1,000	\$ 750	\$ 600	\$ 125	\$ 750	\$ 750	
00123450-445019 SELECT JUNK COLLECTOR LICENSE	\$ 525	\$ 400	\$ 375	\$ 325	\$ 300	\$ 550	\$ 325	\$ 325	10-year
00123450-445020 SELECT INN HOLDERS LICENSE	\$ 200	\$ 150	\$ 150	\$ 200	\$ 100	\$ 150	\$ 150	\$ 150	\$ 2,152,099
00123450-445021 SELECT TAXI CAB LICENSE	\$ 540	\$ 520	\$ 520	\$ 400	\$ -	\$ 265	\$ 500	\$ 450	
00123450-445026 ALCOHOLIC BEVERAGE LICENSE	\$ 101,300	\$ 108,875	\$ 97,500	\$ 101,580	\$ 100,700	\$ 102,725	\$ 100,000	\$ 150,000	
00123450-445027 SELECT AUTOMATIC AMUSEMENT LIC	\$ 3,675	\$ 3,290	\$ 3,390	\$ 3,430	\$ 3,305	\$ 1,925	\$ 3,000	\$ 3,000	
00123450-445028 SELECT CABLE LICENSE CHANGE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00123450-445029 SELECT MISCELLANEOUS LICENSE	\$ 67	\$ 52	\$ 52	\$ 2	\$ 127	\$ 52	\$ -	\$ -	
00161320-432018 TN CLERK HISTORIC DISTRICT FEE	\$ 115	\$ 280	\$ 265	\$ 240	\$ 345	\$ 335	\$ 200	\$ 200	
00161320-432019 TN CLERK ZBA FILING FEES	\$ 12,555	\$ 13,445	\$ 22,088	\$ 12,950	\$ 13,731	\$ 21,767	\$ 12,500	\$ 12,500	
00161370-437010 TN CLERK BUSINESS CERTIFICATE	\$ 14,900	\$ 13,160	\$ 14,070	\$ 15,815	\$ 14,455	\$ 13,800	\$ 14,000	\$ 14,000	
00161370-437020 TN CLERK BIRTH CERTIFICATE	\$ 16,206	\$ 14,841	\$ 15,255	\$ 14,066	\$ 15,020	\$ 16,829	\$ 14,000	\$ 15,000	
00161370-437025 TN CLERK DEATH CERTIFICATE	\$ 15,580	\$ 17,860	\$ 18,575	\$ 17,550	\$ 20,473	\$ 24,390	\$ 17,500	\$ 18,000	
00161370-437030 TN CLERK GOING OUT	\$ -	\$ -	\$ -	\$ 6	\$ -	\$ -	\$ -	\$ -	
00161370-437035 TN CLERK MARRIAGE INTENTIONS	\$ 4,050	\$ 4,825	\$ 3,900	\$ 4,325	\$ 3,840	\$ 4,035	\$ 4,000	\$ 4,000	
00161450-445003 TN CLERK MARRIAGE LICENSE	\$ 5,775	\$ 5,610	\$ 4,900	\$ 4,640	\$ 4,885	\$ 5,515	\$ 4,900	\$ 5,000	
00161450-445025 TN CLERK RAFFLE PERMITS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00161450-445704 TN CLERK BAZZAR PERMIT	\$ 525	\$ 375	\$ 250	\$ 375	\$ 325	\$ 250	\$ 300	\$ 300	
00161450-445705 TN CLERK GASOLINE STORAGE PERM	\$ 890	\$ 935	\$ 958	\$ 863	\$ 840	\$ 693	\$ 800	\$ 800	
00161770-477010 TN CLERK BD HEALTH FINES	\$ 770	\$ 900	\$ 450	\$ -	\$ 700	\$ 500	\$ 700	\$ 700	
00180320-432023 SEALER WEIGHTS MEASURER FEES	\$ 5,914	\$ 6,479	\$ 6,444	\$ 10,152	\$ 12,087	\$ 12,520	\$ 6,500	\$ 12,000	
00180370-437007 BLDG DEPT ALTERATIONS	\$ 647,350	\$ 580,493	\$ 1,240,333	\$ 743,851	\$ 784,771	\$ 772,503	\$ 740,000	\$ 760,000	
00180370-437008 BLDG DEPT NEW BUILDINGS	\$ 456,105	\$ 200,880	\$ 566,050	\$ 598,370	\$ 2,139,024	\$ 856,181	\$ 1,000,000	\$ 1,000,000	
00180370-437009 BLDG DEPT CERT OF INSPECTION	\$ 6,411	\$ 3,965	\$ 3,907	\$ 6,049	\$ 2,680	\$ 6,622	\$ 3,900	\$ 4,000	
00180370-437011 BLDG DEPT REINSPECTIONS	\$ 730	\$ 440	\$ 320	\$ -	\$ -	\$ 300	\$ 300	\$ 300	
00180457-445701 BLDG DEPT ELECTRICAL PERMIT	\$ 196,407	\$ 156,582	\$ 267,160	\$ 192,388	\$ 861,399	\$ 257,986	\$ 400,000	\$ 400,000	
00180457-445702 BLDG DEPT GAS PERMIT	\$ 27,141	\$ 22,972	\$ 26,603	\$ 29,861	\$ 27,141	\$ 29,010	\$ 25,000	\$ 27,000	



Town of Natick

Revenue Model

3-K Licenses and Permits

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



Town of Natick

Revenue Model

3-K Licenses and Permits

Item						Actual	Recap	Preliminary	Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
00512450-445708 BD HLTH BEE PERMIT	\$ 160	\$ 240	\$ 200	\$ 290	\$ 200	\$ 280	\$ 200	\$ 200	
00512450-445710 BD HLTH CAMP PERMIT	\$ 200	\$ 850	\$ 850	\$ 950	\$ 2,750	\$ 3,400	\$ 850	\$ 2,000	
00512450-445711 BD HLTH CATERING PERMIT	\$ 2,450	\$ 2,400	\$ 3,000	\$ 2,100	\$ 2,125	\$ 3,000	\$ 2,400	\$ 2,500	
00512450-445712 BD HLTH CHEMICAL TOILET PERMIT	\$ 225	\$ 150	\$ 125	\$ 25	\$ -	\$ 50	\$ -	\$ -	
00512450-445713 BD HLTH FOOD ESTABLISHMNT PERM	\$ 103,973	\$ 108,834	\$ 102,475	\$ 104,565	\$ 102,313	\$ 108,290	\$ 102,000	\$ 102,000	
00512450-445714 BD HLTH FOOD CERTIFICATES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445715 BD HLTH FOOD SERVICE PLAN	\$ -	\$ 950	\$ 3,250	\$ 1,875	\$ 4,500	\$ 3,450	\$ 950	\$ 2,500	
00512450-445716 BD HLTH FOOD ESTABLISHMNT S/C	\$ -	\$ -	\$ 3,206	\$ 2,925	\$ 1,225	\$ 1,244	\$ -	\$ 1,200	
00512450-445717 BD HLTH HOT TUB PERMIT	\$ -	\$ -	\$ -	\$ -	\$ 650	\$ 975	\$ -	\$ -	
00512450-445718 BD HLTH ICE RINK CERTIFICATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445719 BD HLTH LIVE STOCK PERMIT	\$ 1,730	\$ 1,900	\$ 1,550	\$ 2,000	\$ 2,150	\$ 1,930	\$ 1,500	\$ 1,500	
00512450-445720 BD HLTH MASSAGE PERMIT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445721 BD HLTH METHYL ALCOHOL PERMIT	\$ 180	\$ 180	\$ 160	\$ 200	\$ 175	\$ 175	\$ 160	\$ 160	
00512450-445722 BD HLTH MOBILE FOOD SERVER	\$ 120	\$ 260	\$ 160	\$ 1,180	\$ 930	\$ 850	\$ 160	\$ 160	
00512450-445723 BD HLTH OCCUPANCY INSPECTION	\$ 45,170	\$ 41,685	\$ 24,330	\$ 33,545	\$ 18,510	\$ 24,094	\$ 30,000	\$ 27,500	
00512450-445724 BD HLTH SEPTAGE HAULER PERMIT	\$ 7,800	\$ 7,475	\$ 7,800	\$ 7,150	\$ 7,800	\$ 6,500	\$ 7,500	\$ 7,500	
00512450-445725 BD HLTH SEPTIC INSTALLER PERM	\$ 2,750	\$ 4,550	\$ 2,600	\$ 3,250	\$ 3,575	\$ 1,950	\$ 2,600	\$ 2,400	
00512450-445726 BD HLTH SEPTIC SYSTEM PERMIT	\$ 9,550	\$ 8,550	\$ 6,125	\$ 3,675	\$ 7,950	\$ 10,400	\$ 6,000	\$ 6,000	
00512450-445727 BD HLTH SWIMMING POOL PERMIT	\$ 12,131	\$ 5,500	\$ 4,075	\$ 9,600	\$ 9,650	\$ 8,875	\$ 4,000	\$ 5,000	
00512450-445728 BD HLTH TOBACCO PERMIT	\$ 2,400	\$ 2,400	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445737 BD HLTH CIDER MILL PERMIT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445747 BD HLTH WELL PERMIT	\$ 900	\$ -	\$ 450	\$ 900	\$ 1,050	\$ 150	\$ 400	\$ 400	
Total	\$ 2,011,091	\$ 1,646,503	\$ 2,774,340	\$ 2,218,015	\$ 4,460,920	\$ 2,053,445	\$ 2,825,445	\$ 2,917,495	



Town of Natick

Revenue Model

3-L Special Assessments

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

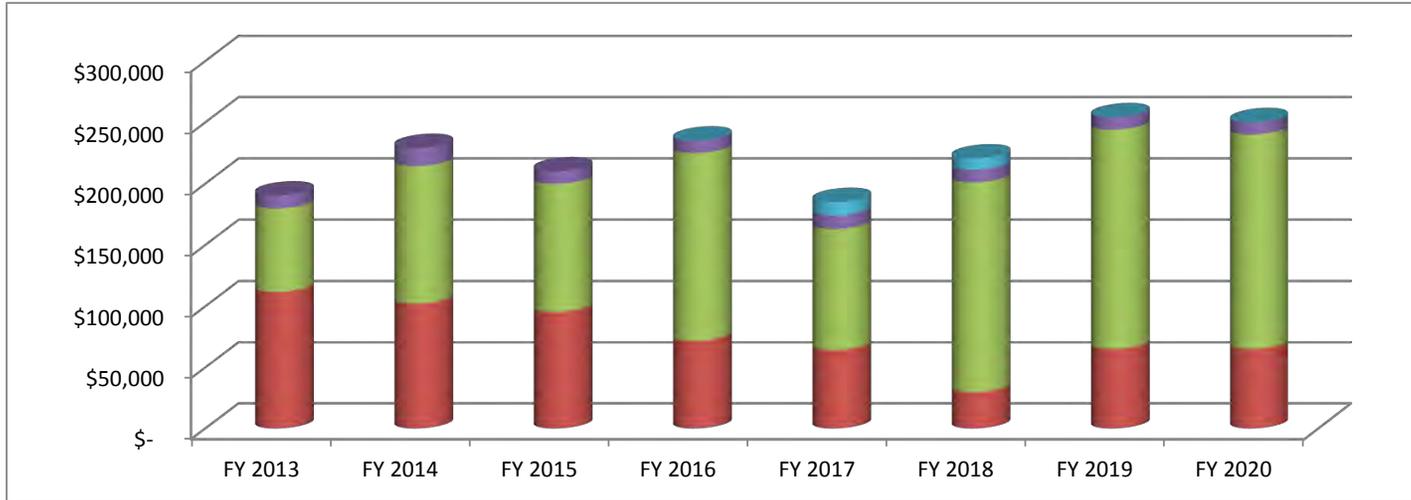


Town of Natick

Revenue Model

3-M Fines and Forfeits

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



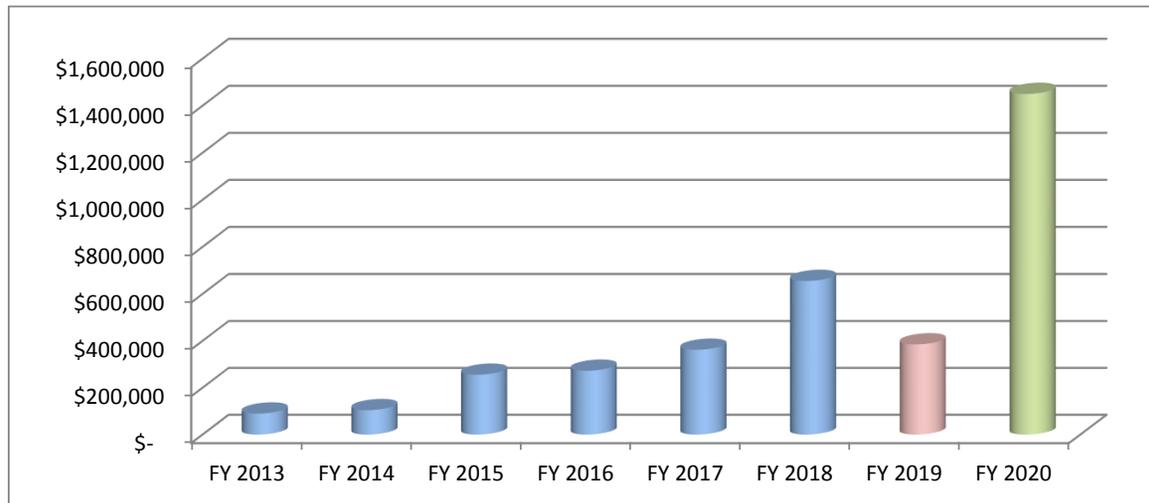


Town of Natick

Revenue Model

3-N Investment Income

Item	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Actual FY 2018	Recap FY 2019	Preliminary FY 2020	Averages
									3-year \$ 429,806
00145820-482000 INTEREST EARNED INVESTMENTS	\$ 45,757	\$ 39,930	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	5-year \$ 329,771
00145820-482200 INTEREST EARNED	\$ 43,729	\$ 64,153	\$ 255,356	\$ 272,428	\$ 353,681	\$ 619,101	\$ 385,000	\$ 1,450,000	
00145820-482300 INTEREST PREMIUM BAN'S	\$ -		\$ -		\$ 8,288	\$ 35,919	\$ -	\$ -	10-year \$ 303,031
Total Investment Income	\$ 89,485	\$ 104,083	\$ 255,356	\$ 272,428	\$ 361,969	\$ 655,020	\$ 385,000	\$ 1,450,000	



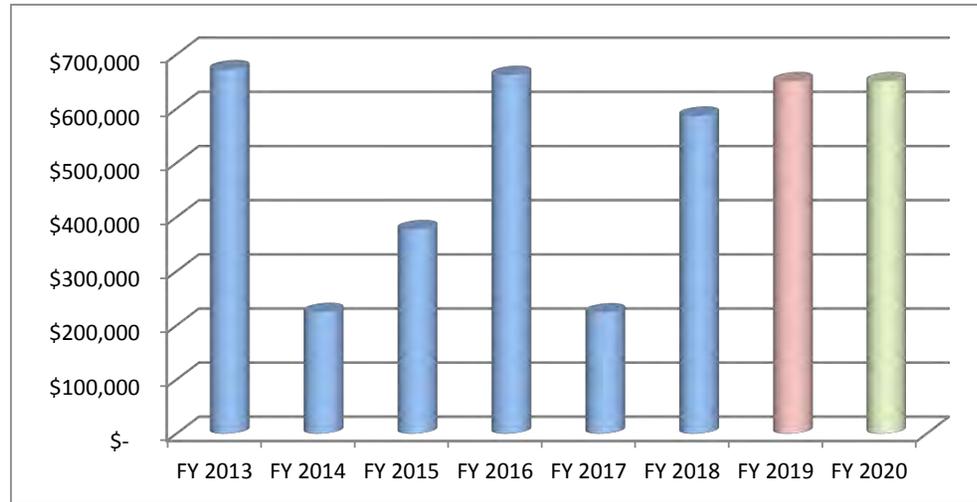


Town of Natick

Revenue Model

3-O Miscellaneous Recurring

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





Town of Natick

Revenue Model

3-P Miscellaneous Non-Recurring

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

Assumption:

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



Town of Natick

Revenue Model

4-A Available Funds

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

Assumptions

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



Town of Natick

Revenue Model

4-B Free Cash

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



Town of Natick

Revenue Model

5-A Indirects

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

Section III

Education & Learning

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Morse Institute Library	45
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Natick Public Schools

FY 2020 Budget Detail

FY20 BUDGET: Planned use of NPS Revolving Funds to supplement General Fund Budget

	2017 Actual	2018 Actual	2019 Appropriated	2020 Request	2020 Recommended	2019 vs. 2020 \$ (+/-) % (+/-)	
Operating Expenses							
Operating Expenses	57,478,571	61,307,973	64,952,439	68,834,209	67,810,346	2,857,907	4.40%
Total Operating Expenses	57,478,571	61,307,973	64,952,439	68,834,209	67,810,346	2,857,907	4.40%

BUDGET REQUEST

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

Additional Budget Detail is available in the NPS Budget Book



REQUESTED FY20 BUDGET

(WITH NEW STAFF REQUESTS – COMPLIANCE AND ENROLLMENT)

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



HISTORICAL FUNDING

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

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



Town of Natick

Home of Champions

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

Appropriation Summary

South Middlesex Regional Technical School

	2017 Actual	2018 Actual	2019 Appropriated	2020 Final	2019 vs. 2020 \$ (+/-) % (+/-)	
Operating Expenses						
Assessment	1,522,958	1,427,911	1,594,984	1,554,748	(40,236)	-2.52%
Total Operating Expenses	1,522,958	1,427,911	1,594,984	1,554,748	(40,236)	-2.52%

Total So. Middlesex Regional Tech. 1,522,958 1,427,911 1,594,984 1,554,748 (40,236) -2.52%

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 decrease of 2.5% for Keefe Tech's budget and a slight decrease in students from Natick, the anticipated revised budget for the Keefe Tech assessment represents an decrease from the FY19 appropriated budget of \$40,236.

	2016	2017	2018	2019	2020	2019 vs. 2020	
	Actual	Actual	Actual	Approp.	Final	\$ (+/-)	% (+/-)
Assessment	1,247,313	1,522,958	1,427,911	1,594,984	1,554,748	(40,236)	-2.52%
Expenses	1,247,313	1,522,958	1,427,911	1,594,984	1,554,748	(40,236)	-2.52%

Morse Institute Library



FY 2020 Operational Budget Request

Linda Stetson, Director

Board: Board of Library Trustees

Mission:

The Morse Institute Library's mission is:

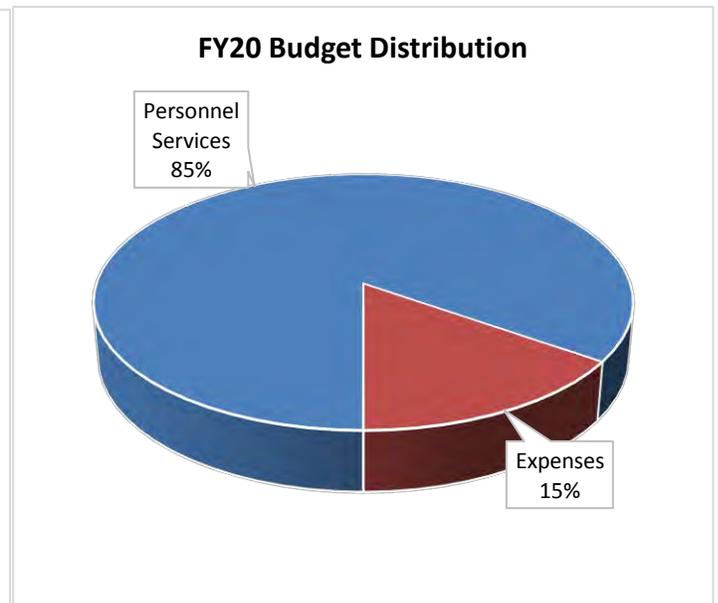
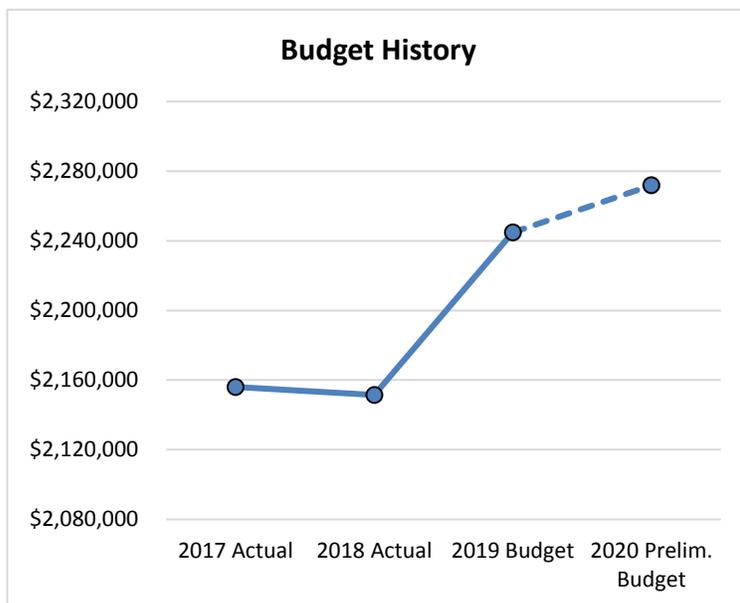
- To provide free access to materials and quality information and technology services to library users of all ages and abilities;
- To serve as a major educational resource with programs and learning opportunities for all, so residents of Natick and the MetroWest area can meet, learn, and create;
- To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

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

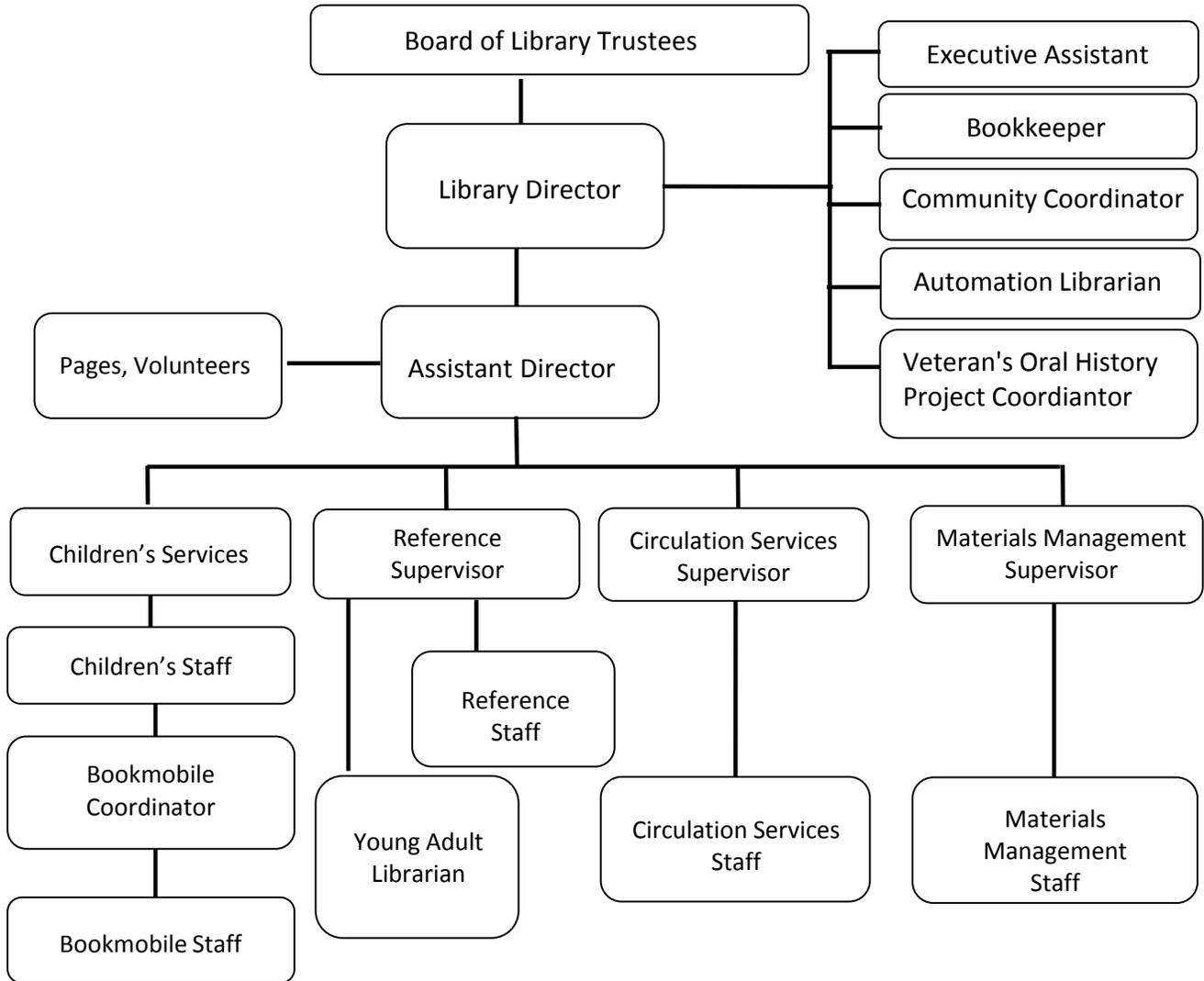
Budget Highlights for FY 2020:

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

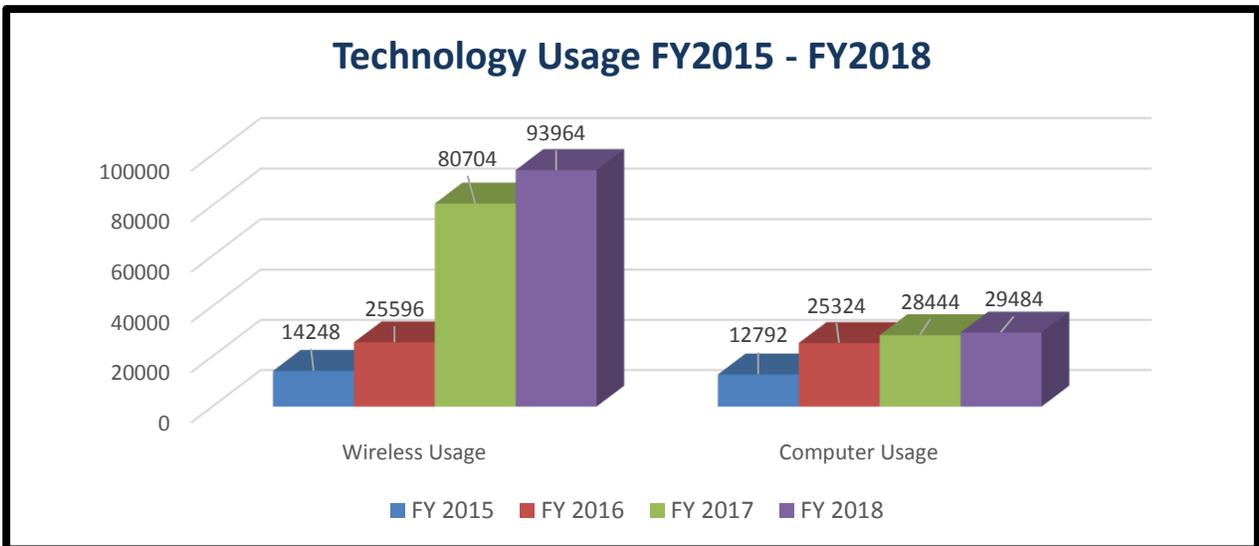
Budget Summary -



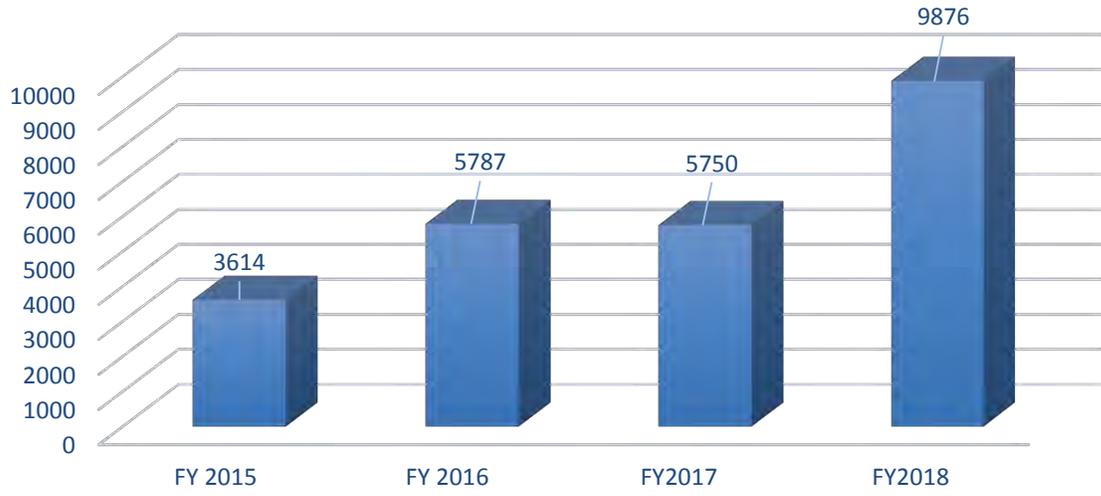
Department - Organizational Summary



31.86 FTEs (16 FT / 40 PT)



Meeting Room Usage FY2015 - FY 2018



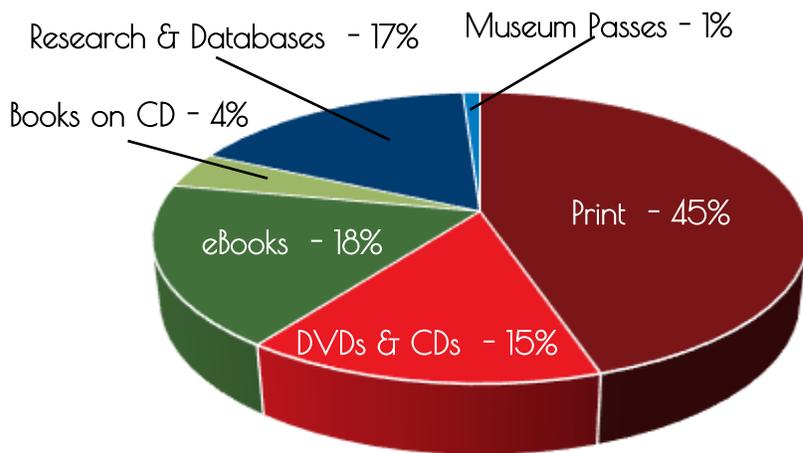


Quick Facts 2018

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

- 543,614 Uses of the collection (including physical and online)
- 481,113 Visits (in-person and online)
- 123,448 Wireless and internet workstation sessions
- 61,947 Questions answered by our knowledgeable staff
- 18,948 Natick cardholders
- 13,923 People attended 912 programs
- 47,975 eBooks borrowed by Natick residents

Materials Budget FY2018



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

(based on Massachusetts Board of Library Commissioners formula)



Did you know?

Literacy

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

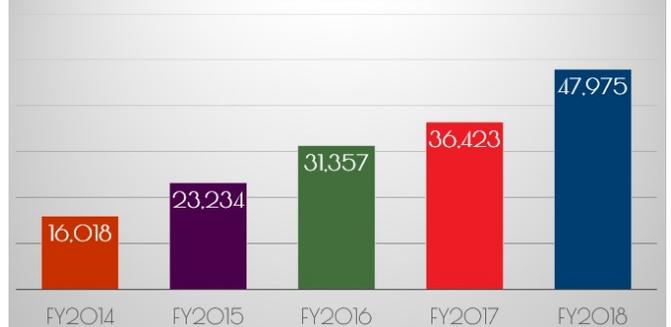
Food for Fines

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

Bookmobile

519 hours open
4,220 patrons served

eBook Circulation



Morse Institute Library



Department: Line item budget

		2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
Salaries Management		\$ 104,463	\$ 106,100	\$ 106,100	\$ 108,528	\$ 2,428	2.29%
Salaries Administrative		\$ 165,227	\$ 153,004	\$ 181,941	\$ 206,929	\$ 24,988	13.73%
Salaries Part-time Benefitted		\$ 297,293	\$ 302,043	\$ 292,989	\$ 295,242	\$ 2,253	0.77%
Salaries Technical/Professional		\$ 843,305	\$ 855,965	\$ 873,472	\$ 890,570	\$ 17,098	1.96%
Salaries Part-time Non Benefitted		\$ 340,599	\$ 336,365	\$ 335,398	\$ 314,240	\$ (21,158)	-6.31%
Salaries Pages		\$ 26,057	\$ 22,846	\$ 32,510	\$ 37,948	\$ 5,438	16.73%
Salaries Substitutes		\$ 3,457	\$ 3,838	\$ 8,310	\$ 8,373	\$ 63	0.76%
Salaries Longevity		\$ 18,048	\$ 17,345	\$ 18,237	\$ 17,827	\$ (410)	-2.25%
Salaries Sunday/Pay Differential		\$ 31,827	\$ 14,136	\$ 48,740	\$ 48,740	\$ -	0.00%
Personnel Services	¹	\$ 1,830,276	\$ 1,811,642	\$ 1,897,697	\$ 1,928,397	\$ 30,700	1.62%
Main. of Computer System	²	\$ 81,546	\$ 81,907	\$ 83,750	\$ 83,750	-	0.00%
Communication Telephone		\$ 3,317	\$ 3,078	\$ 4,250	\$ 4,250	-	0.00%
Communication Postage		\$ 2,694	\$ 1,306	\$ 3,000	\$ 3,000	-	0.00%
Copy/Mail Center Fees		\$ 878	\$ -	\$ 650	\$ 650	-	0.00%
Education		\$ 7,302	\$ 2,058	\$ 7,500	\$ 7,500	-	0.00%
Library Materials (Books, etc.)	³	\$ 201,513	\$ 217,969	\$ 217,335	\$ 217,335	\$ -	0.00%
Library Supplies		\$ 24,345	\$ 29,002	\$ 26,092	\$ 26,092	\$ -	0.00%
Other Supplies & Services/Misc.	⁴	\$ 4,101	\$ 4,501	\$ 4,525	\$ 4,525	\$ -	0.00%
Expenses		\$ 325,696	\$ 339,821	\$ 347,102	\$ 347,102	\$ -	0.00%
Total Department		\$ 2,155,972	\$ 2,151,463	\$ 2,244,799	\$ 2,275,499	\$ 30,700	1.37%

Footnotes:

¹ Personnel Services:

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

Purchased Services:

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

Supplies:

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

Other Charges/Expenses:

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

Department: Proposed New Initiatives

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

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

Purpose/Description of Request

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

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

Population to be Served

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

Revenue Impact

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

FOR EXECUTIVE OFFICE USE

Date Submitted: _____

Date Reviewed: _____

Approved

Recommended Budget: _____

Denied

Review by: _____

Bacon Free Library



FY 2020 Operational Budget Request

Lauren Pfindner, Director

Mission:

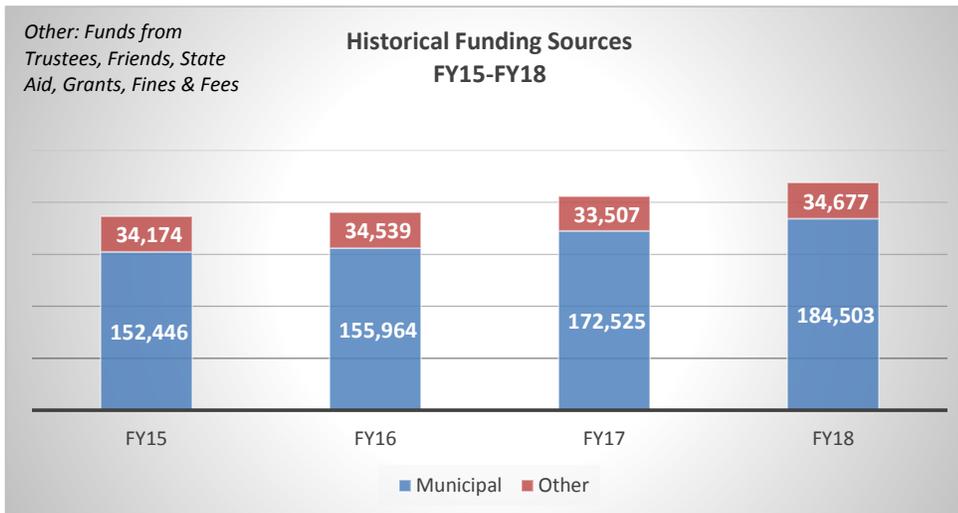
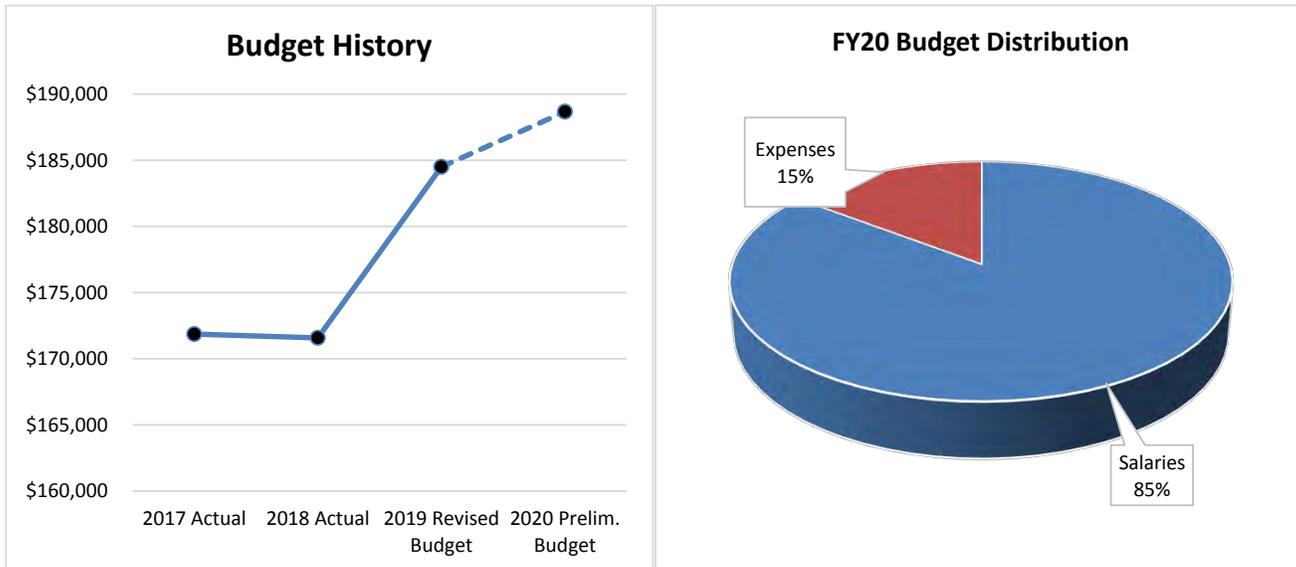
To provide popular materials and learning resources for the enjoyment and use of the public, with a special emphasis on supporting the educational needs of our children. In accordance with the wishes of the library's benefactor Oliver Bacon, materials are selected to satisfy a broad range of interests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

Budget Highlights for FY 2020:

New Initiatives:

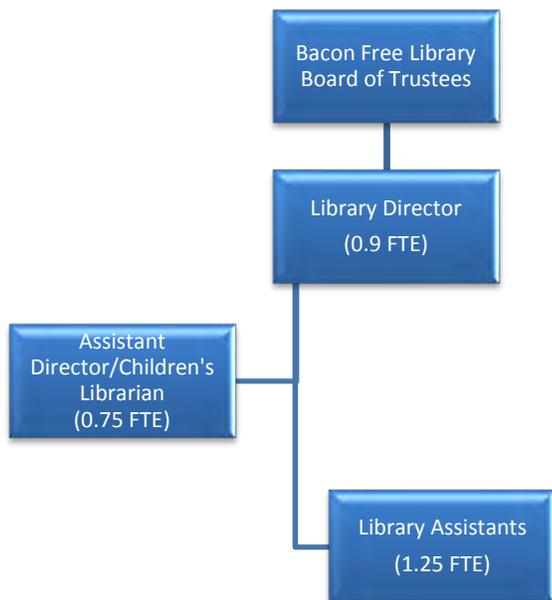
- Increased focus on children's programming (budget neutral; no line item change)

Budget Summary



Bacon Free Library

Department - Organizational Summary



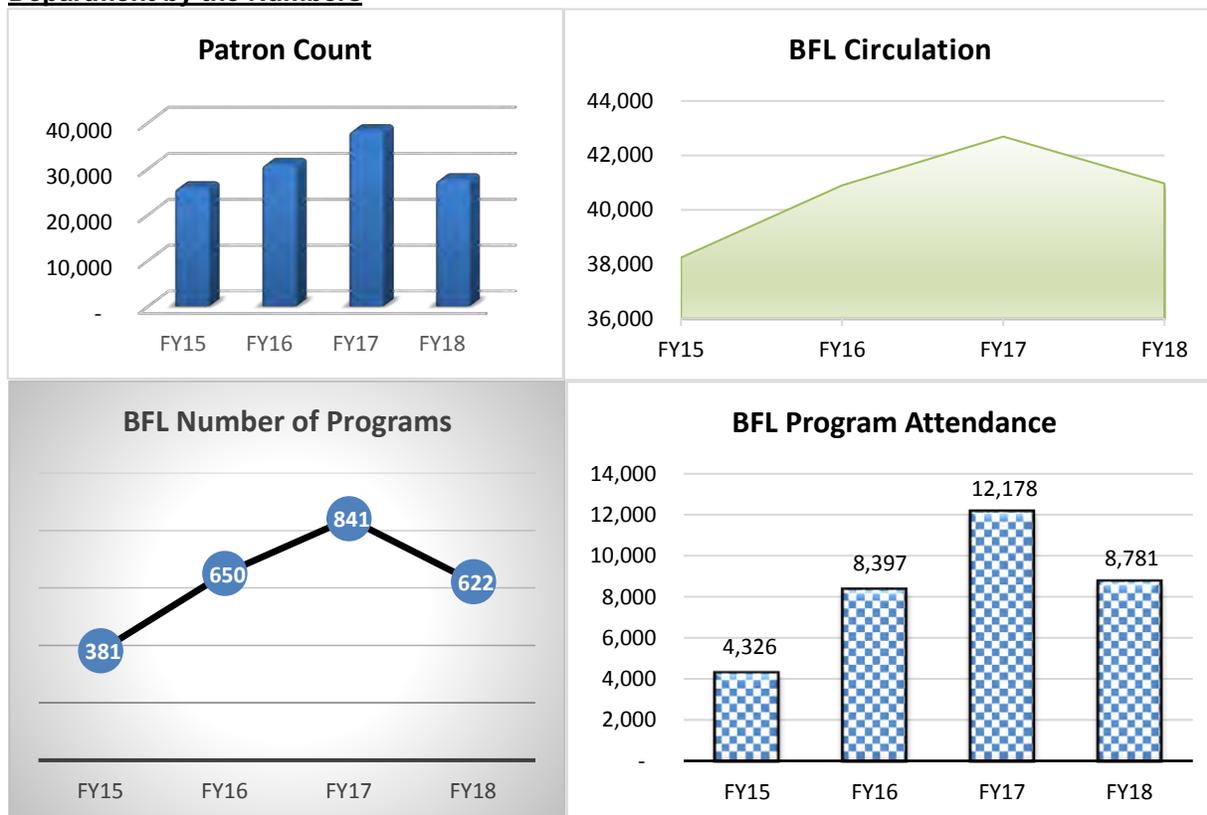
Total Staff - 2.9 FTEs (.9-Director, .75-Asst Dir/Children's Librarian, 1.25-all library assistants)

Notes

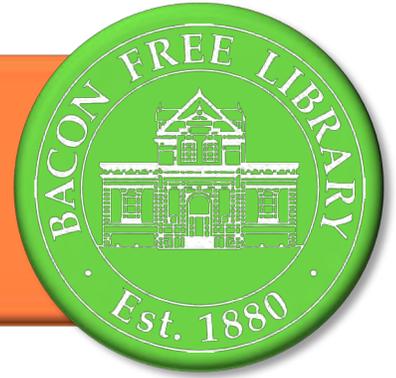
* FY2018 - Bacon Free Library was without a Library Director for 5.5 months

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

Department by the Numbers

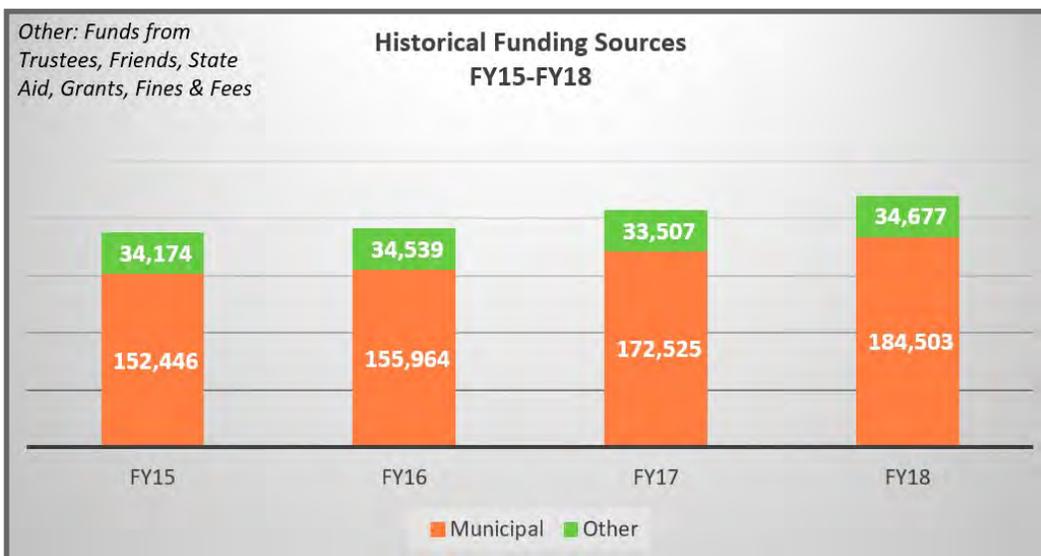
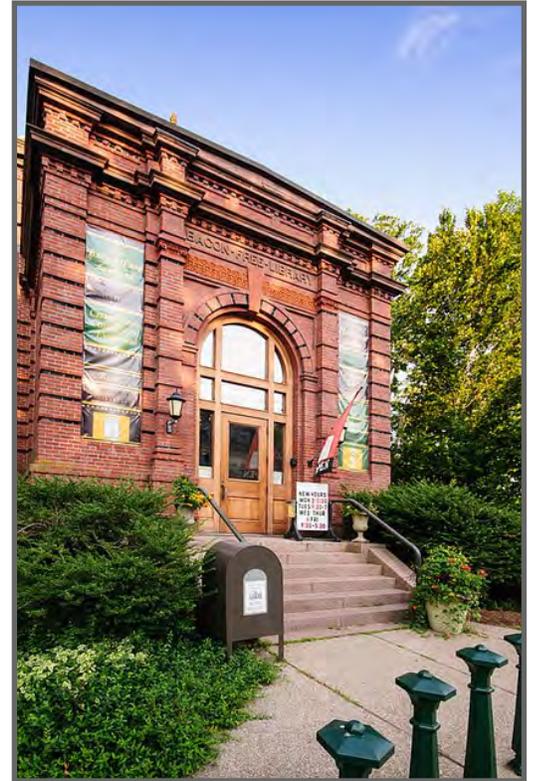


Bacon Free Library at a Glance 2018



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

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



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

Bacon Free Library



Department: Line item budget

		2017 Actual	2018 Actual	2019 Revised	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
SALARIES MANAGEMENT	¹	\$ 62,405	\$ 40,176	\$ 63,400	\$ 63,888	\$ 488	0.77%
SALARIES TECHNICAL/PROFESSNL	²	\$ 83,744	\$ 104,725	\$ 93,417	\$ 99,218	\$ 5,801	6.21%
Salaries		\$ 146,149	\$ 144,901	\$ 156,817	\$ 163,106	\$ 6,289	4.01%

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

Total Department		\$ 171,860	\$ 171,579	\$ 184,503	\$ 190,792	\$ 6,289	3.41%
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Footnotes:

Personnel Services:

¹ Management - Library Director

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

Purchased Services:

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

Other Charges/Expenses:

⁴ Printed Materials - Books and periodicals for patrons

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

Bacon Free Library

2019 vs. 2020

	2017 Actual	2018 Actual	2018 Budget	2020 Request	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	146,149	144,901	156,817	163,106		163,106	6,289	4.01%
Expenses	25,711	26,679	27,686	27,686		27,686	-	0.00%
Total Bacon Free Library	171,860	171,579	184,503	190,792	-	190,792	6,289	3.41%

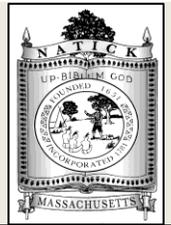
Section IV

Public Safety

Police	58
Parking Enforcement	65
Emergency Management	66
Fire	70

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Police Department



FY 2020 Operational Budget Request

James G. Hicks, Chief of Police

Mission:

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

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

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

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

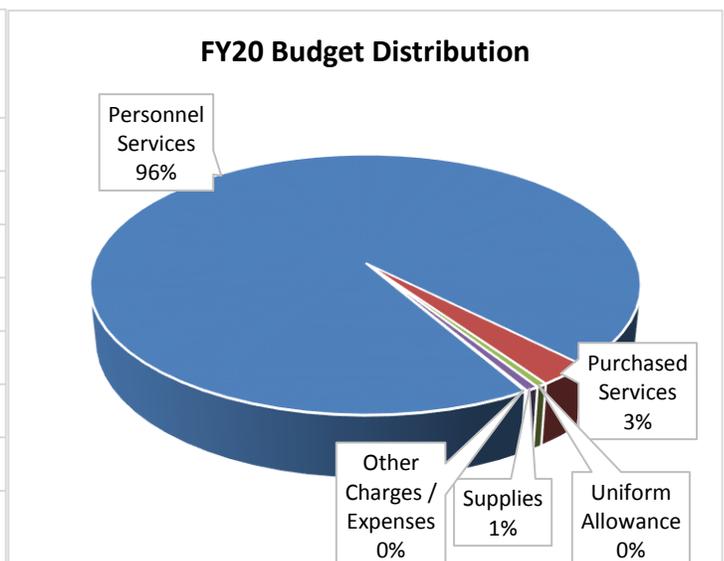
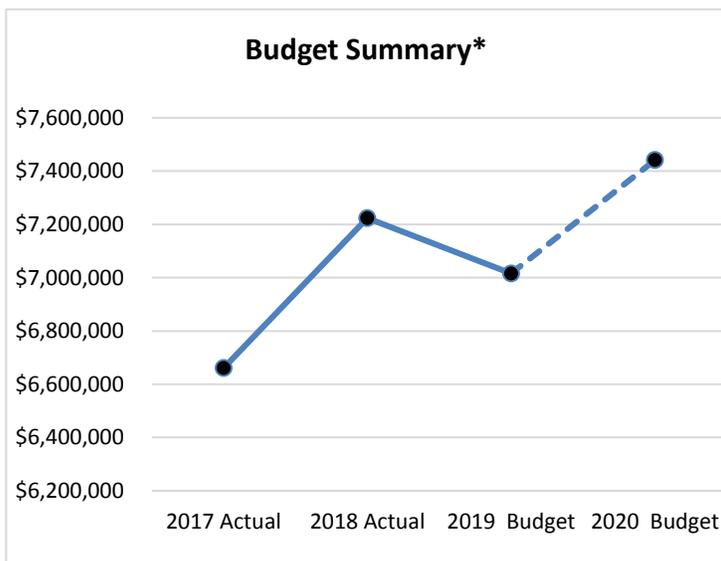
Service will be our commitment.

Honor and integrity will be our mandate.

Budget Highlights for FY 2020:

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

Budget Summary -



*The Police Budget not including Parking & Emergency Management

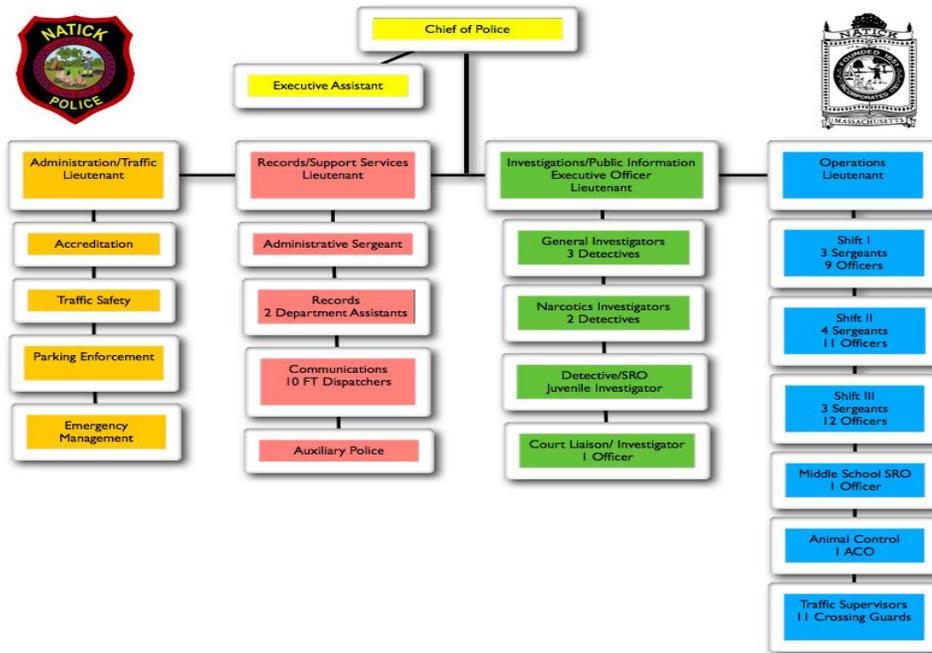
Police Department



Town of Natick
Home of Champions

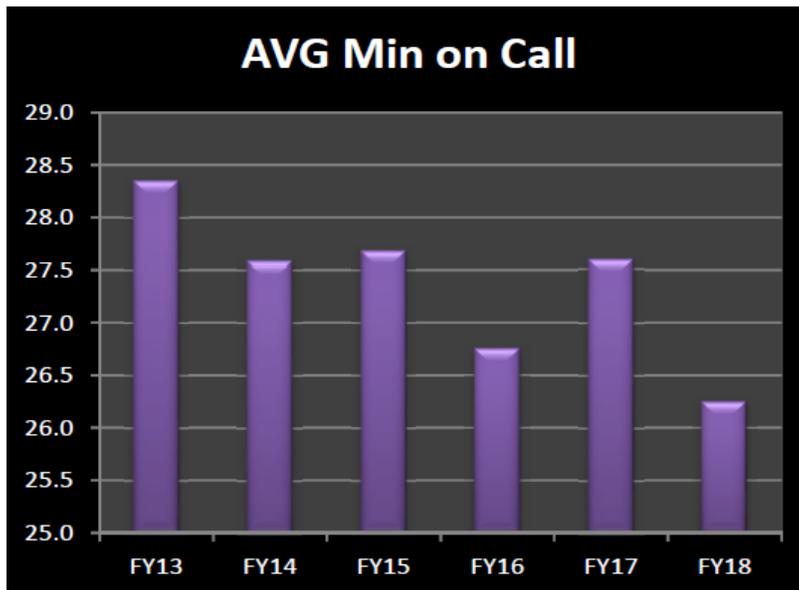
Department: Police

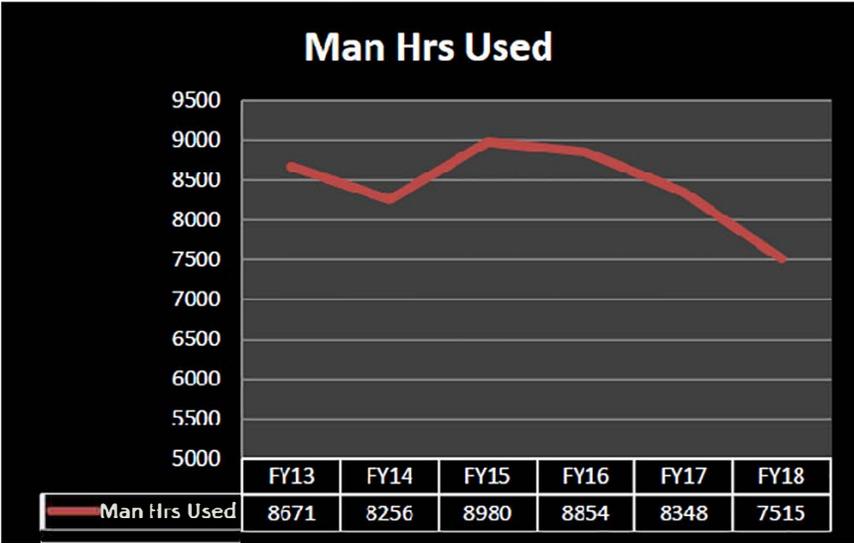
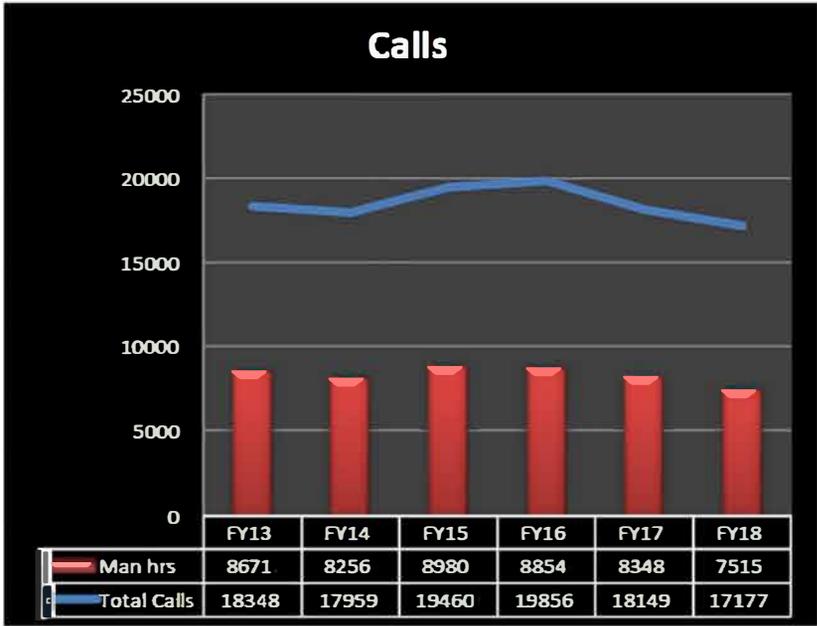
Organizational Chart



82 FTEs

Department by the Numbers





CRIME REPORT

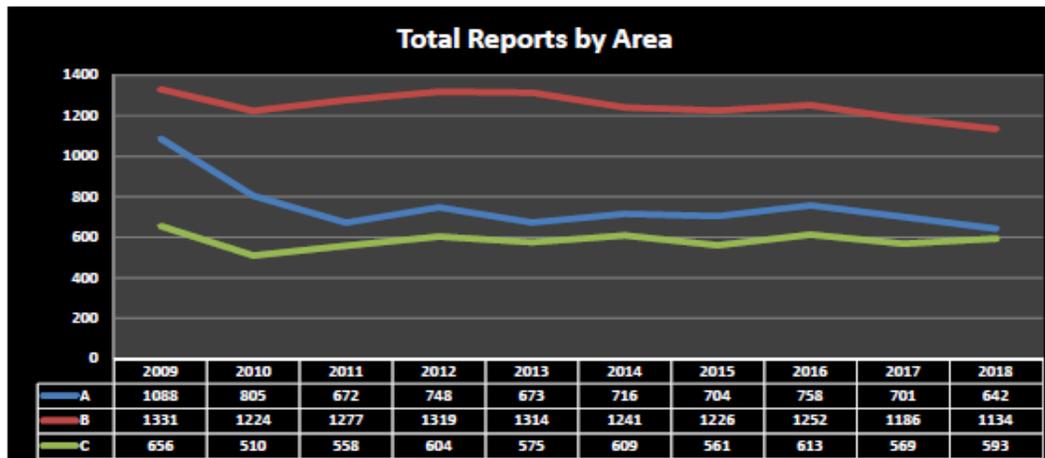
July 2017 to June 2018 (FY18)

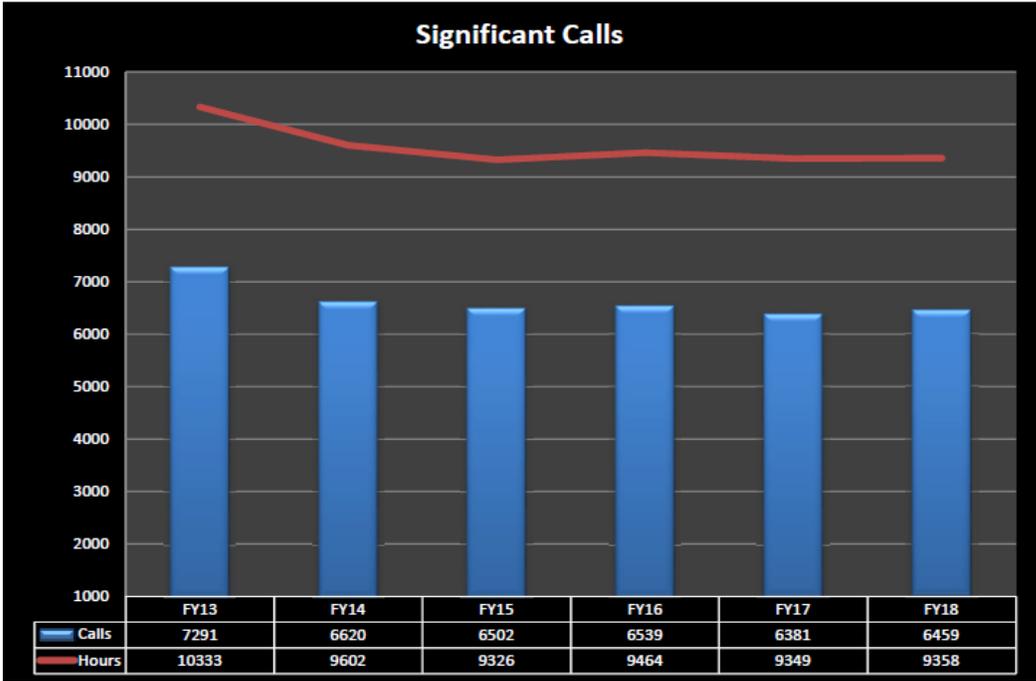
Investigative Services Division



CRIME TOTALS

Crime Category	FY13	FY14	FY15	FY16	FY17	Average	Weighted Average	Standard Deviation	Normal Range	FY18	Change from Avg	Z Score
Assault Offenses	174	175	163	151	154	163.4	159.1	9.9	153.5-173.3	154	-6%	-0.95
Kidnapping/Abduction	1	5	1	1	1	1.8	1.5	1.6	0.2-3.4	1	-44%	-0.50
Robbery	4	3	4	8	4	4.6	4.9	1.7	2.9-6.3	1	-78%	-2.06
Sex Offenses, Forcible	10	9	5	8	10	8.4	8.3	1.9	6.5-10.3	16	90%	4.10
Sex Offenses, Non-Forcible	1	0	1	2	3	1.4	1.8	1.0	0.4-2.4	3	114%	1.57
Arson	2	0	1	1	2	1.2	1.3	0.7	0.5-1.9	1	-17%	-0.27
Burglary/Breaking and Entering	85	42	45	34	47	50.6	45.0	17.8	32.8-68.4	34	-33%	-0.93
Bad Checks	3	5	0	4	4	3.2	3.3	1.7	1.5-4.9	2	-38%	-0.70
Counterfeiting/Forgery	17	17	11	9	7	12.2	10.3	4.1	8.1-16.3	12	-2%	-0.05
Destruction/Damage/Vandalism	138	102	118	125	95	115.6	111.4	15.5	100.1-131.1	83	-28%	-2.10
Embezzlement	1	1	4	6	12	4.8	6.6	4.1	0.7-8.9	6	25%	0.29
Extortion/Blackmail	1	1	0	0	0	0.4	0.2	0.5	-0.1-0.9	1	150%	1.22
Fraud Offenses	66	52	72	70	53	62.6	62.1	8.5	54.1-71.1	66	5%	0.40
Larceny/Theft Offenses	505	421	430	459	383	439.6	425.9	40.7	398.9-480.3	359	-18%	-1.98
Motor Vehicle Theft	20	12	11	14	12	13.8	12.9	3.2	10.6-17.0	12	-13%	-0.55
Stolen Property Offenses	6	13	8	6	12	9.0	9.3	3.0	6.0-12.0	4	-56%	-1.69
Disorderly Conduct	40	47	45	33	52	43.4	44.1	6.5	36.9-49.9	44	1%	0.09
Driving Under The Influence	53	54	49	54	52	52.4	52.3	1.9	50.5-54.3	38	-27%	-7.76
Drug/Narcotic Offenses	16	19	14	12	9	14.0	12.6	3.4	10.6-17.4	8	-43%	-1.76
Family Offenses, Non-Violent	1	0	1	0	0	0.4	0.3	0.5	-0.1-0.9	0	-100%	-0.82
Liquor Law Violations	4	7	7	5	3	5.2	4.9	1.6	3.6-6.8	6	15%	0.50
Pornography/Obscene Material	1	1	2	1	2	1.4	1.5	0.5	0.9-1.9	3	114%	3.27
Prostitution Offenses	1	2	0	1	0	0.8	0.6	0.7	0.1-1.5	0	-100%	-1.07
Runaway	3	2	0	1	0	1.2	0.7	1.2	0.0-2.4	0	-100%	-1.03
Traffic, Town By-Law Offenses	451	568	459	540	503	504.2	509.3	45.2	459.0-549.4	432	-14%	-1.60
Trespass of Real Property	15	13	26	19	7	16.0	15.3	6.3	9.7-22.3	12	-25%	-0.63
Weapon Law Violations	1	2	4	3	0	2.0	1.9	1.4	0.6-3.4	0	-100%	-1.41
All Other Offenses	140	159	141	162	137	147.8	147.6	10.5	137.3-158.3	130	-12%	-1.70





Police Department

Description	2017 Actual	2018 Actual	2019 Budget	2020 Budget	FY19 Δ FY20 \$	FY19 Δ FY20 %
Salaries						
SALARIES MANAGEMENT	613,115	761,656	672,795	677,970	\$ 5,175	0.77%
SALARIES SUPERVISORY	989,899	1,286,104	1,145,431	1,156,358	\$ 10,927	0.95%
SALARIES OPERATIONAL STAFF	3,257,303	3,286,105	3,286,389	3,546,294	\$ 259,905	7.91%
SALARIES NON-UNIFORMED	166,892	166,623	153,488	158,021	\$ 4,533	2.95%
Total Salaries	¹ 5,027,209	5,500,488	5,258,103	5,538,643	\$ 280,540	5.34%
Over Time						
SALARIES MANGEMENT O/T	81,198	104,309	23,876	23,876	\$ -	0.00%
SALARIES SUPERVISORY O/T	107,294	128,225	152,420	152,420	\$ -	0.00%
SALARIES OPERATIONAL O/T	416,934	370,578	337,187	361,195	\$ 24,008	7.12%
NON UNIFORM O/T			2,877	2,877	\$ -	
Total Over Time	² 605,426	603,112	516,360	540,368	\$ 24,008	4.65%
Over Time - Court						
SALARIES COURT O/T OPERATIONAL	24,597	40,232	83,968	89,947	\$ 5,979	7.12%
SALARIES COURT O/T SUPERVISORY	11,733	18,608	30,645	30,645	\$ -	0.00%
Total Over Time - Court	36,331	58,840	114,613	120,592	\$ 5,979	5.22%
Additional Compensation						
SALARIES ADD'L COMP MGMT	65,960	85,841	76,849	76,849	\$ -	0.00%
SALARIES ADDL COMP SUPERVISORY	134,511	172,074	166,917	172,639	\$ 5,722	3.43%
SALARIES ADD'L COMP OPER	556,547	579,396	607,491	686,164	\$ 78,673	12.95%
ADD'L COMP NON-UNIFRM O/T	195	3,994	1,125	1,125	\$ -	0.00%
ADD'L COMP TECH/PROF	750	750			\$ -	
Total Additional Compensation	³ 757,964	842,055	852,382	936,777	\$ 84,395	9.90%
Total Personnel Services	6,426,929	7,004,495	6,741,458	7,136,380	\$ 394,922	5.86%

Footnotes:

Personnel Services:

¹ Management - Chief of Police, Lieutenants

Supervisory - Sergeants

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

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

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

Police Department

		2017 Actual	2018 Actual	2019 Budget	2020 Budget	FY19 Δ FY20 \$	FY19 Δ FY20 %
PROFESSIONAL SERVICES	4	8,068	5,814	3,000	3,000	\$ -	0.00%
EQUIPMENT REPAIRS/SERVICING		2,276	3,055	12,000	2,000	\$ (10,000)	-83.33%
ACCREDITATION CONSULTANT	5	0		12,000	12,000	\$ -	0.00%
RADIO EQUIP REPAIRS/REPLCMNT		14,625	22,752	19,000	19,000	\$ -	0.00%
TELEPHONE		20,798	17,520	23,000	20,000	\$ (3,000)	-13.04%
TRAINING & EDUCATION		27,789	25,785	25,000	53,750	\$ 28,750	115.00%
TELEPROCESSING	6	19,342	23,127	25,813	23,063	\$ (2,750)	-10.65%
ASSESSMENT CENTER	7	6,750		30,000	30,000	\$ -	0.00%
POSTAGE		2,579	2,133	2,000	2,000	\$ -	0.00%
TRAVEL IN/OUT STATE		6,855	11,880	5,500	6,500	\$ 1,000	18.18%
TRAVEL		2,195	1,713	2,000	2,000	\$ -	0.00%
TRAFFIC TRAILER WARRANTY				0		\$ -	
DUES & MEMBERSHIPS		12,957	14,876	12,000	12,000	\$ -	0.00%
PURCHASED SERVICES MISC	8	11,158	10,567	4,000	21,300	\$ 17,300	432.50%
Total Purchased Services		135,393	139,222	175,313	206,613	\$ 31,300	17.85%
CLOTHING ALLOW MANAGEMENT		4,300	4,253	4,300	4,300	\$ -	0.00%
CLOTHING ALLOW SUPERVISORY		11,053	10,747	11,825	11,825	\$ -	0.00%
CLOTHING OPERATIONAL		7,182	3,752	4,875	4,875	\$ -	0.00%
CLOTHING ALLOW AUXILIARY POLIC		0	0	5,000	5,000	\$ -	0.00%
CLOTHING EQUIPMENT & REPLACE		17,427	9,843	15,000	15,000	\$ -	0.00%
Total Uniform Allowance		39,961	28,595	41,000	41,000	\$ -	0.00%
SUPPLIES PRISONERS	9	1,078	170	1,200	1,200	\$ -	0.00%
SUPPLIES PHOTOGRAPHIC		0		250	0	\$ (250)	-100.00%
SUPPLIES SAFETY EQUIP	10	172	824	1,000	1,000	\$ -	0.00%
SUPPLIES OTHER	11	3,913	5,822	2,000	2,000	\$ -	0.00%
SUPPLIES PUBLIC SAFETY	12	26,674	23,066	25,000	25,000	\$ -	0.00%
PHOTOCOPYING		418	41	1,500	500	\$ (1,000)	-66.67%
OFFICE SUPPLIES		22,701	17,010	20,000	20,000	\$ -	0.00%
Total Supplies		54,957	46,933	50,950	49,700	\$ (1,250)	-2.45%
Total Operating Expenses		230,311	214,750	267,263	297,313	\$ 30,050	11.24%
CARE OF STRAY ANIMALS		3,111	2,331	5,000	5,000	\$ -	0.00%
MOTORCYCLE REPAIR/MAINT		550	1,758	2,500	2,500	\$ -	0.00%
Other Charges & Expenditures		3,661	4,089	7,500	7,500	\$ -	0.00%
Total Police		\$ 6,660,900	\$ 7,223,334	\$ 7,016,221	\$ 7,441,193	\$ 424,972	6.06%

Footnotes:

Purchased Services:

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

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

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

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

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

Supplies:

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

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

11 Supplies Other - Bottled water and First Aid Supplies.

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

Police Department - Parking Enforcement

Description	2017	2018	2019	2020	FY19 Δ FY20	
	Actual	Actual	Budget	Budget	FY19 Δ FY20 \$	%
SALARIES OPERATIONAL STAFF ¹	27,484	36,852	50,638	114,144	\$ 63,506	125.41%
SALARIES TECHNICAL/PROFESSNL	0	0	0	0		
Personnel Services	27,484	36,852	50,638	114,144	\$ 63,506	125.41%
CLOTHING OPERATIONAL	0	0	0	0	\$ -	
EQUIPMENT REPAIRS/SERVICING	18,198	12,471	11,000	12,250	\$ 1,250	11.36%
LEASE PYMT CHURCH PARK LOT ²	55,204	56,308	57,434	58,583	\$ 1,149	2.00%
PARKING COLLECTION SERVICE	29,166	3,500	14,000	14,000	\$ -	0.00%
PARKING TICKET SUPPLIES	4,262	3,799	4,500	5,000	\$ 500	11.11%
Expenses	106,830	76,078	86,934	89,833	\$ 2,899	3.33%
Total Parking Enforcement	\$ 134,314	\$ 112,930	\$ 137,572	\$ 203,977	\$ 66,405	48.27%

Footnotes:

Personnel Services:

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

Expenses:

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

Police Department - Emergency Management

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

Footnotes:

Personnel Services:

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

Expenses:

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

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

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

⁵ Training required or recommended by the Department of Homeland Security

Department: Proposed New Initiatives

Project Title: Deputy Police Chief

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

Purpose/Description of Request

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

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

Population to be Served

Police Organization as a whole.

Revenue Impact

No revenue impact.

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

Department: Proposed New Initiatives

Project Title: Meter Enforcement Operator - Full Time

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

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

Purpose/Description of Request

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

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

Population to be Served

Downtown Business Owners. Visitors to Downtown.

Revenue Impact

Increased revenue from enforcement

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

Police Department - Finance Committee Voting Rollup

Emergency Management

2019 vs. 2020

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

Parking Enforcement

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	27,484	36,852	50,638	54,144	60,000	114,144	63,506	125.41%
Expenses	106,830	76,078	86,934	89,833	-	89,833	2,899	3.33%
Total Parking Enforcement	134,314	112,930	137,572	143,977	60,000	203,977	66,405	48.27%

Police

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2019 Request	\$ (+/-)	% (+/-)
Salaries	6,466,890	7,033,088	6,794,458	7,177,380	-	7,177,380	382,922	5.64%
Expenses	182,684	190,244	221,763	263,813	-	263,813	42,050	18.96%
Total Police	6,649,574	7,223,332	7,016,221	7,441,193	-	7,441,193	424,972	6.06%

Fire Department



FY 2020 Operational Budget Request

Michael Lentini, Fire Chief

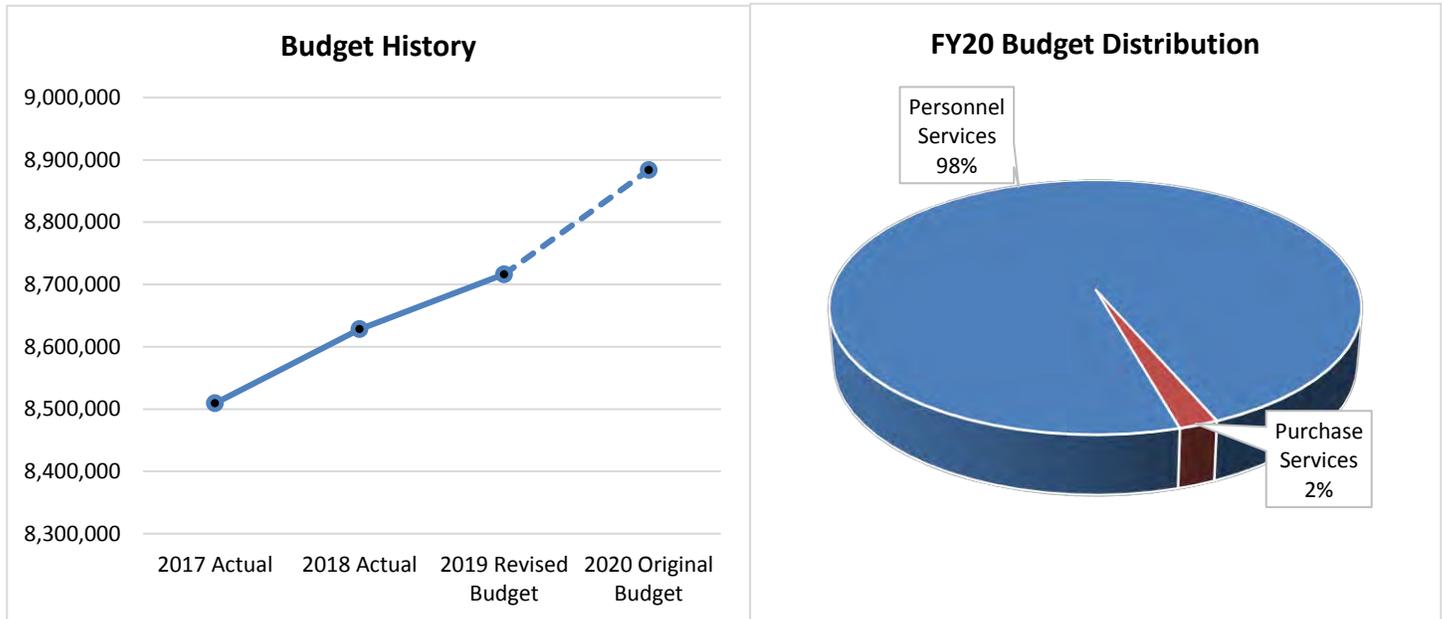
Mission:

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

Budget Highlights for FY 2020:

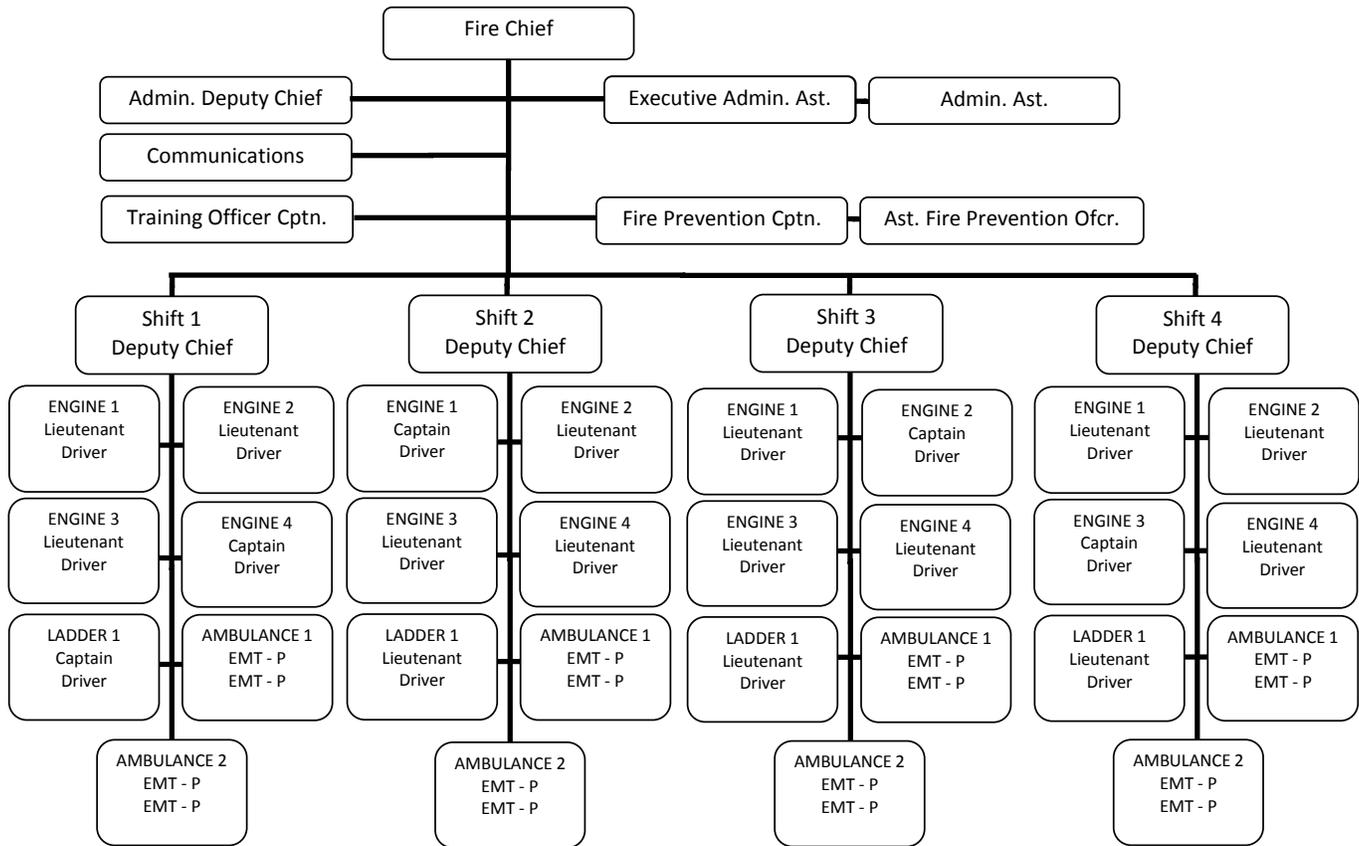
- Increased costs for labor based on contractual obligations
- Increase of \$4,000 in the operating budget for hose testing.

Budget Summary -



Fire Department

Department - Organizational Summary

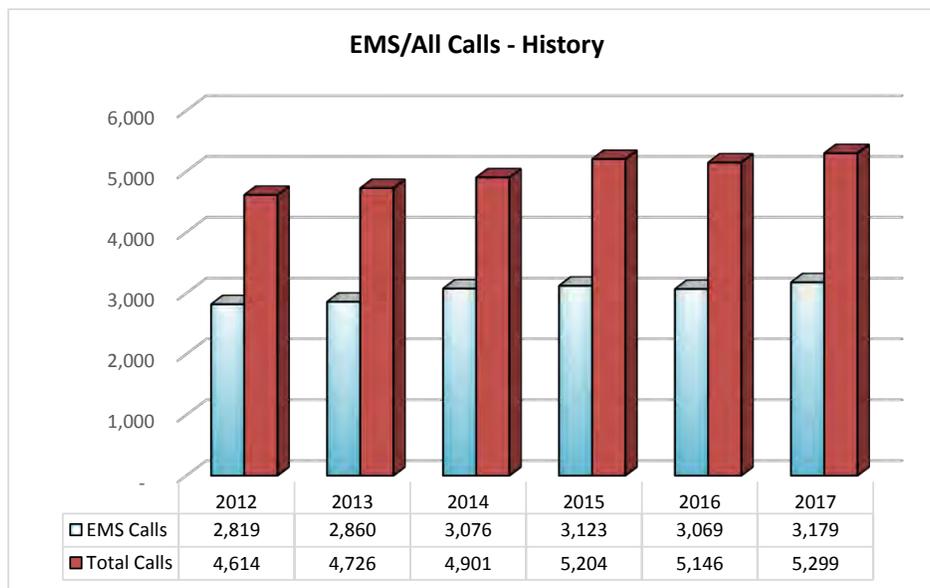


Total Staff - 88 FTEs

Notes

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

Department by the Numbers



Fire Department						
Description	2017 Actual	2018 Actual	2019 Budget	2020 Budget	FY19 Δ FY20	FY19 Δ FY20
					\$	%
Salaries						
SALARIES MANAGEMENT	622,035	638,148	628,080	620,236	-7,844	-1.25%
SALARIES SUPERVISORY	1,487,248	1,535,340	1,475,906	1,481,863	5,957	0.40%
SALARIES OPERATIONAL STAFF	3,354,503	3,271,136	3,521,742	3,651,390	129,648	3.68%
SALARIES TECHNICAL/PROFESSNL	288,794	298,623	290,219	302,064	11,845	4.08%
SALARIES RESCUE TASK FORCE	22,267	24,548	24,000	24,000	0	0.00%
SALARIES PER FLSA	48,281	55,091	45,000	45,000	0	0.00%
SALARIES ADD'L COMP TECH/PROF	87,585	90,560	93,111	95,375	2,264	2.43%
SALARIES ADD'L COMP MGMT	139,073	151,189	158,278	161,910	3,632	2.29%
SALARIES ADDL COMP SUPERVISORY	444,626	476,863	464,088	478,840	14,752	3.18%
SALARIES ADD'L COMP OPER	909,514	886,400	988,624	991,818	3,194	0.32%
Total Salaries	7,403,925	7,427,898	7,689,048	7,852,496	163,448	2.13%
Over Time						
SALARIES MGMT SHFT O/T	70,126	78,053	91,800	91,800	0	0.00%
SALARIES T/P SHFT O/T	20,475	24,136	45,900	45,900	0	0.00%
SALARIES SPVSRY SHFT O/T	229,449	250,379	220,000	220,000	0	0.00%
SALARIES OPERATIONAL O/T	393,483	408,617	220,000	220,000	0	0.00%
SALARIES OPER A/OTH OT	81,793	71,300	82,100	82,100	0	0.00%
SALARIES SPVSRY A/OTH OT	32,164	37,229	40,625	40,625	0	0.00%
SALARIES MGMT A/OTHER OT	21,315	18,954	25,500	25,500	0	0.00%
SALARIES T/P A/OTH OT	9,073	10,578	15,300	15,300	0	0.00%
Total Overtime	857,879	899,246	741,225	741,225	0	0.00%
SALARIES-PUBLIC SAFETY EDUC	35,826	25,893	37,000	37,000	0	0.00%
Total Personnel Services	8,297,631	8,353,037	8,467,273	8,630,721	163,448	1.93%
Footnotes:						
¹ Personnel Services:						
Management - Chief and Deputy Chiefs;						
Supervisory - Captains and Lieutenants;						
Operational - Firefighters and Admin. Personnel;						
Tech/Professional - Training Officer, Fire Prevention and Superintendent of Communications						
Additional Compensation - Longevity pay, EMS, educational and holiday pay						
Regular Overtime - Full shift overtime to maintain daily staffing requirements.						
All Other Overtime - Out of grade, deferred vacations, storms, investigations and trainings.						

Fire Department						
Description	2017 Actual	2018 Actual	2019 Budget	2020 Budget	FY19 Δ FY20	FY19 Δ FY20
					\$	%
PUBLIC SAFETY EDUCATION	3,343	6,000	6,000	6,000	0	0.00%
LAUNDRY EXPENSE	0	0	300	300	0	0.00%
TRAINING & EDUCATION	4,771	4,616	5,000	5,000	0	0.00%
DUES & MEMBERSHIPS	3,134	3,140	3,300	3,300	0	0.00%
EQUIPMENT REPAIRS/SERVICING	11,996	15,768	16,000	16,000	0	0.00%
FIRE APPARATUS REPAIRS/MAINT ²	9,090	2,964	7,000	7,000	0	0.00%
TELEPHONE	19,255	20,346	16,000	16,000	0	0.00%
PURCHASED SERVICES MISC	4,641	4,402	4,000	4,000	0	0.00%
Total Purchase Services	56,230	57,236	57,600	57,600	0	0.00%
SUPPLIES DIVING EQUIPMENT	2,438	7,658	8,000	8,000	0	0.00%
SUPPLIES AMBULANCE	56,363	62,578	60,000	60,000	0	0.00%
SUPPLIES FOAM & HOSE	13,893	37,530	22,000	26,000	4,000	18.18%
SUPPLIES PUBLIC SAFETY ³	21,153	41,492	30,000	30,000	0	0.00%
Operational Supplies	93,847	149,258	120,000	124,000	4,000	3.33%
OFFICE SUPPLIES	5,810	4,967	5,000	5,000	0	0.00%
COMPUTER SUPPLIES	204	1,074	1,000	1,000	0	0.00%
Other Supplies	6,014	6,041	6,000	6,000	0	0.00%
CLOTHING ALLOW MANAGEMENT	5,750	6,250	6,250	6,250	0	0.00%
CLOTHING ALLOW SUPERVISORY	13,500	16,275	16,275	16,275	0	0.00%
CLOTHING OPERATIONAL	33,750	36,975	39,875	40,600	725	1.82%
CLOTHING ALLOW TECH/PROF	2,600	3,000	3,000	3,000	0	0.00%
Uniform Allowance ⁴	55,600	62,500	65,400	66,125	725	1.11%
Total	8,509,321	8,628,072	8,716,273	8,884,446	168,173	1.93%

Footnotes:

Purchased Services:

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

Operational Supplies:

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

Uniform Allowance:

⁴ Uniform Allowance - Contractual stipend paid for uniform purchases.

Fire Department - Finance Committee Voting Rollup

Fire

2019 vs. 2020

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	8,353,231	8,415,535	8,532,673	8,696,846	-	8,696,846	164,173	1.92%
Expenses	156,090	212,536	183,600	187,600	-	187,600	4,000	2.18%
Total Fire	8,509,321	8,628,071	8,716,273	8,884,446	-	8,884,446	168,173	1.93%

Section V

Public Works

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Public Works



FY 2020 Operational Budget Request

Jeremy Marsette PE, Director of Public Works

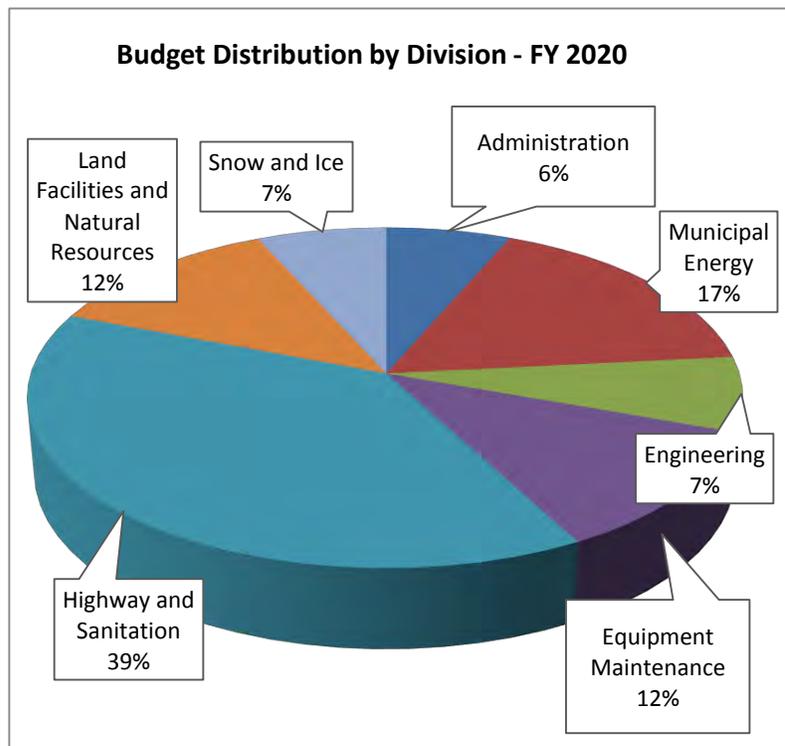
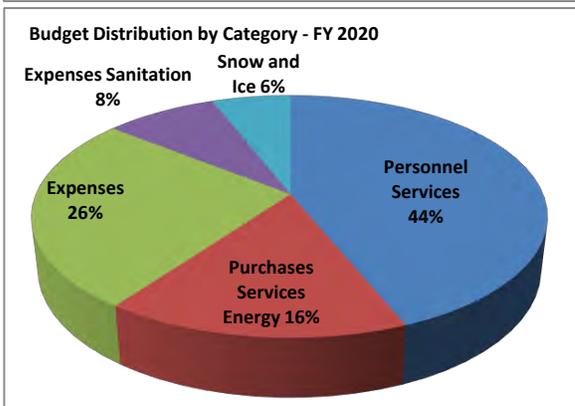
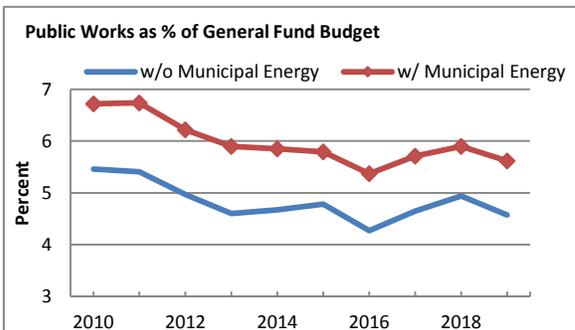
Mission:

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

Budget Highlights for FY 2020:

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

Budget Summary:

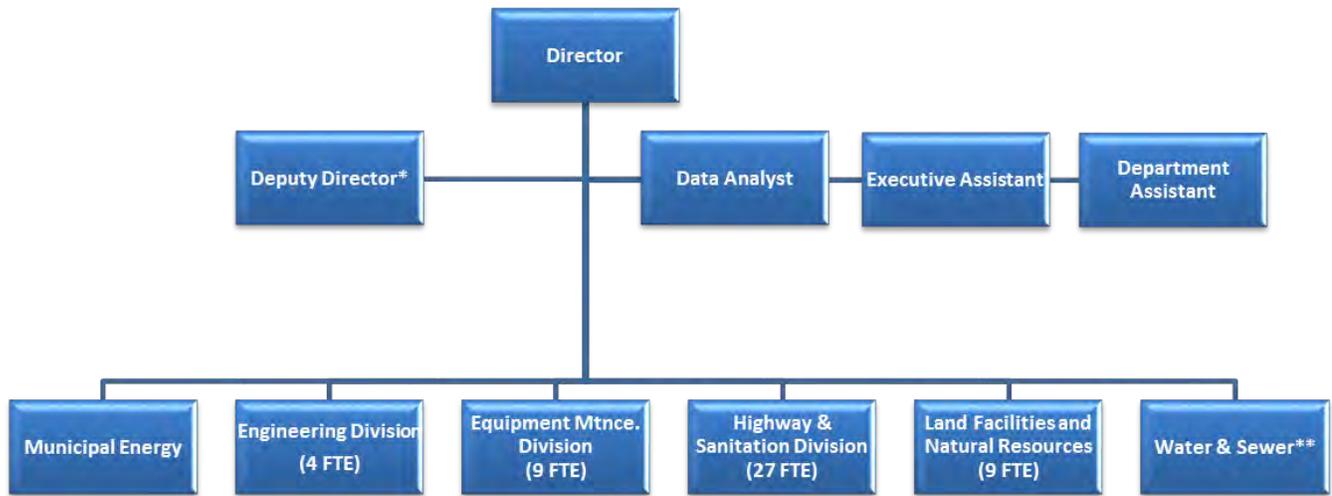


Public Works

Public Works	2017 Actual	2018 Actual	2019 Revised Budget	2020 Budget	2019 vs. 2020	
					\$ (+/-)	%(+/-)
Personnel Services	3,466,312	3,503,531	3,846,401	3,897,254	50,853	1.32%
Expenses Municipal Energy	1,275,894	1,352,242	1,517,450	1,505,038	(12,412)	-0.82%
Expenses (less snow and ice)	1,899,104	2,199,252	2,268,705	2,906,335	637,630	28.11%
Snow and Ice	1,004,843	1,277,099	550,000	550,000	-	0.00%
Total Public Works	7,646,154	8,332,125	8,182,556	8,858,627	676,071	8.26%

Public Works - Administration

Department - Organizational Summary



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

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
- Management and monitoring of municipal energy usage and budget
- Working with the Procurement Officer in preparation and review of bids and contracts
- Collecting fees for street openings, water and sewer permits, bulk waste pick-up, maps, and recycling bins
- Scheduling final water readings, high water bill inspections, irrigation meter appointments
- Management of municipal street light and traffic light maintenance
- Environmental Compliance 21E Sites and Landfill

Public Works - Administration



Department: Line item budget

Description		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
SALARIES MANAGEMENT	¹	132,486	138,400	138,400	141,556	3,156	2.28%
SALARIES OPERATIONAL STAFF	²	125,033	156,255	166,348	169,048	2,700	1.62%
SALARIES PART TIME OPERATIONAL	³	0	0	12,107	12,200	93	0.77%
TEMP OPERATIONAL STAFF		0	0	11,035	10,815	(220)	-1.99%
SALARIES ADD'L COMP OPER		3,500	3,500	3,500	3,500	-	0.00%
SALARIES PER (FLSA)	⁴	2,062	2,284	5,000	5,000	-	0.00%
Personnel Services		263,081	300,439	336,390	342,119	5,729	1.70%
EQUIPMENT REPAIRS/SERVICING		0	210	300	300	-	0.00%
TELEPHONE		9,172	13,798	8,500	9,500	1,000	11.76%
POSTAGE		2,269	1,649	1,020	1,020	-	0.00%
PURCHASED SERVICES MISC	⁵	812	1,998	2,450	2,450	-	0.00%
PRINTING/ADVERTISING		4,007	4,068	1,500	2,000	500	33.33%
TRAINING & EDUCATION		7,819	13,755	10,500	25,500	15,000	142.86%
COMPLIANCE INSP & TRAINING	⁶	6,412	10,880	12,750	12,750	-	0.00%
LICENSES CDL & SPECIAL		0	84	225	225	-	0.00%
OFFICE SUPPLIES		8,132	8,306	9,250	9,500	250	2.70%
GIS SUPPLIES	⁷	8,912	8,518	9,200	9,430	230	2.50%
PROTECTIVE CLOTHING		0	0	3,500	3,500	-	0.00%
Expenses		47,535	63,266	59,195	76,175	16,980	28.68%
Total Administration		310,617	363,705	395,585	418,294	22,709	5.74%

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 licenses

Public Works - Municipal Energy

Municipal Energy Division - Organizational Summary

Total Staff - 0 FTEs

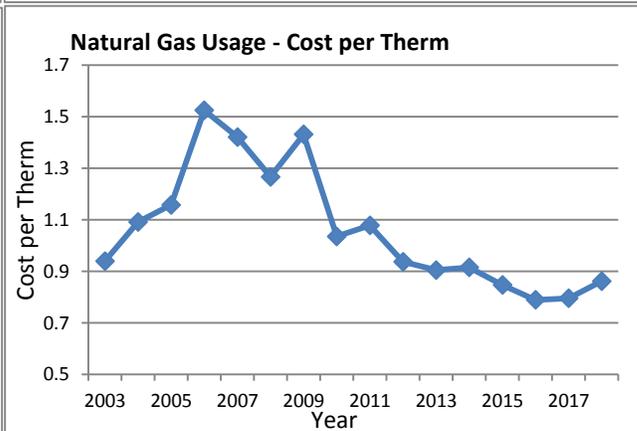
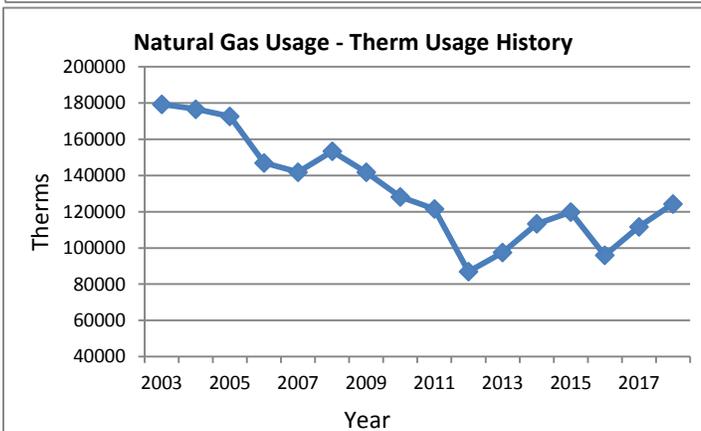
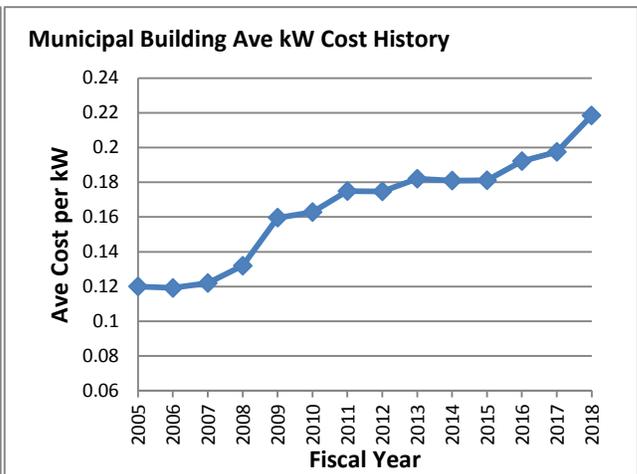
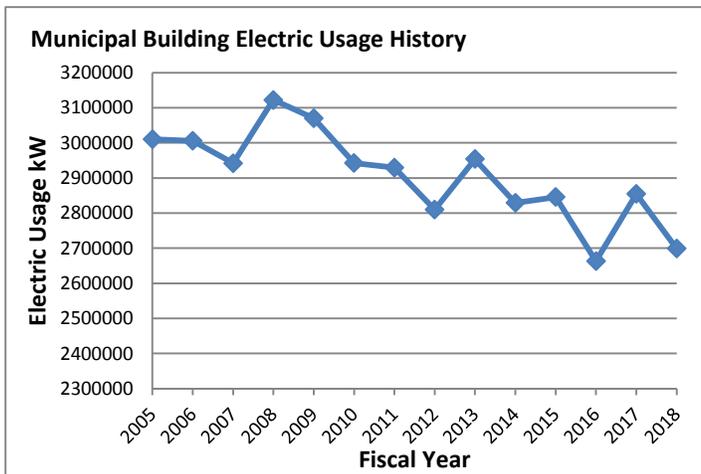
Notes

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

Municipal Energy Division by the Numbers

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

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



Public Works - Municipal Energy



Department: Line item budget

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

Footnotes:

Purchased Services:

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

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

³ Building Electricity - Cost of electricity for municipal buildings.

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

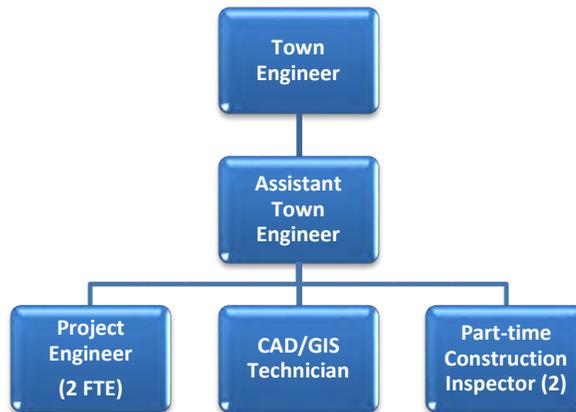
⁵ Gasoline - Cost of all fuel used in municipal vehicles. Includes unleaded fuel, ultra-low sulfur diesel, efficiency additives, and propane gas.

Supplies:

⁶ Holiday Lighting - Costs associated with holiday lighting.

Public Works - Engineering

Engineering Division - Organizational Summary



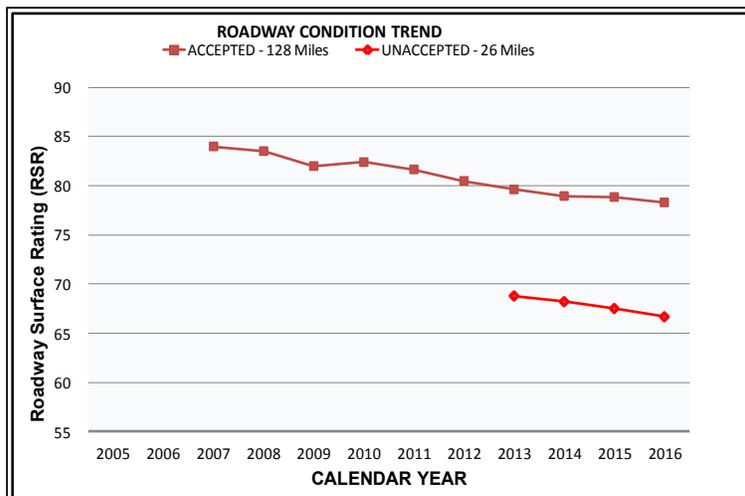
Total Division Staff - 5 FTEs (number per position in parentheses)

Notes

Engineering Division by the Numbers

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

* Estimated



Public Works - Engineering



Department: Line item budget

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

Footnotes:

Salaries

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

Purchased Services

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

Technical & Professional Services

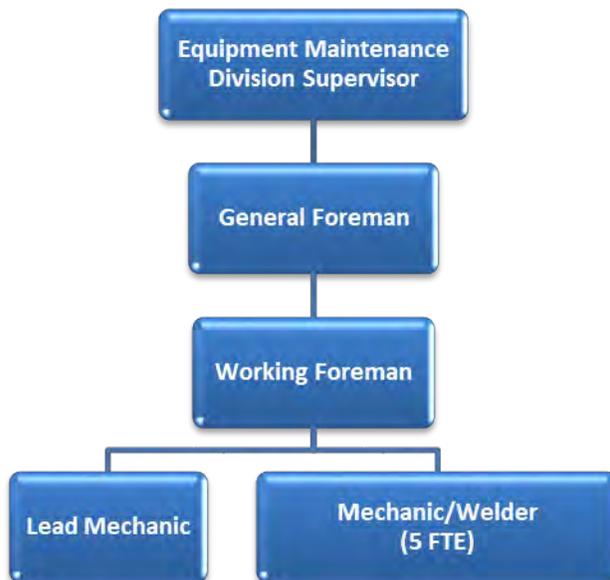
- ⁶ Engineering Consultant - Costs for outside consulting services for preparing easement plans. Misc. engineering software training. Phase I inspections for the Charles River Dam and Jennings Pond Dam as required by the Department of Conservation and Recreation Office of Dam Safety. Preparation and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

Other Supplies

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

Public Works - Equipment Maintenance

Equipment Maintenance Division - Organizational Summary



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

Notes

Equipment Maintenance Division by the Numbers

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

* Estimated

Public Works - Equipment Maintenance



Department: Line item budget

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

Footnotes:

Salaries:

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

Supplies:

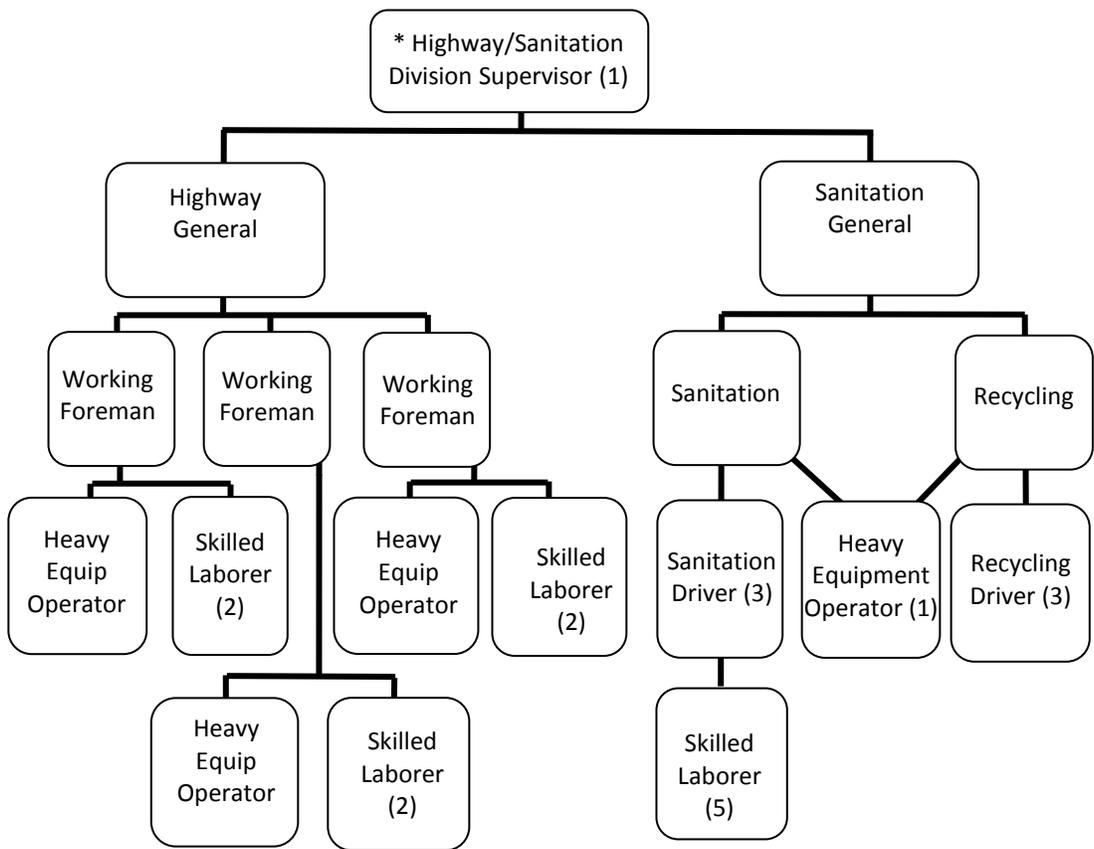
- ³ Clothing Operational - Tool allowance, seasonal safety clothing, safety boots per union contract
- ⁴ Shop Supplies - Shop tools, rags, small equipment, misc. supplies, and meeting registrations.
- ⁵ Generator Maintenance - Parts and services for repair and routine maintenance of stand-by electrical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

Other Capital Outlay:

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

Public Works - Highway & Sanitation

Highway & Sanitation Division - Organizational Summary



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

Notes

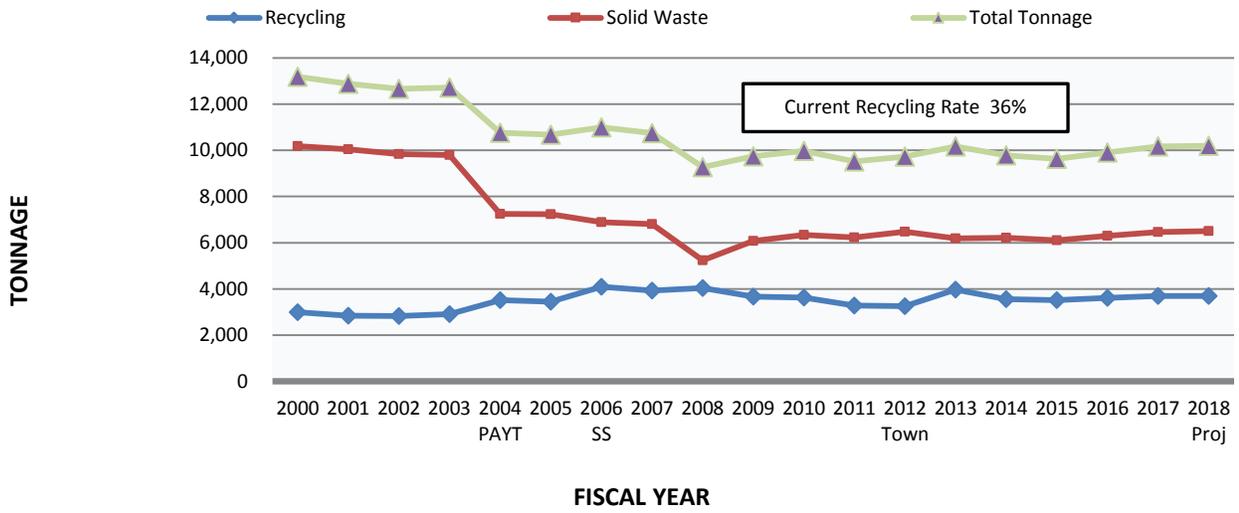
* The Highway & Sanitation Division Supervisor also serves as the Deputy Director.

Highway & Sanitation Division by the Numbers

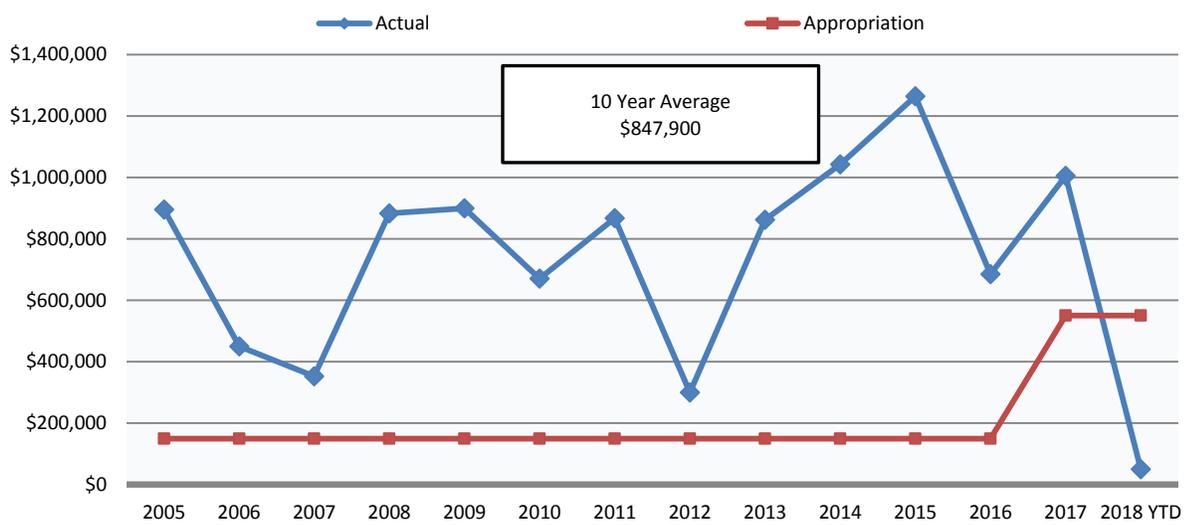
<i>Fiscal year</i>	2016	2017	2018	2019*	2020*
Workload Indicators					
Highway					
Total miles of accepted roadways	128	128	128	129	129
Total miles of sidewalk	138	138	140	140	140
Total miles of unaccepted roadways	26	26	26	25	25
Total number of wheelchair ramps	1,540	1,540	1,550	1,550	1,550
Number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

* Estimated

Solid Waste and Recycling Tonnage



Snow and Ice Expense History



Public Works - Highway & Sanitation



Department: Line item budget

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

Footnotes:

Salaries:

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

Purchased Services

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

Public Works - Highway & Sanitation

Description		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
CLOTHING OPERATIONAL		9,100	8,750	9,100	9,200	100	1.10%
LICENSES CDL & SPECIAL		450	795	1,150	1,150	0	0.00%
TRAFFIC MARKS & SIGNS		76,113	67,164	98,000	98,000	0	0.00%
PAY AS YOU THROW SUPPLIES		138,425	162,683	161,500	155,000	-6,500	-4.02%
RECYCLING CENTER MAINT/SUPPLY	¹⁰	2,450	3,784	5,000	5,000	0	0.00%
MAINTENANCE MATERIALS	¹¹	60,024	51,894	54,000	54,000	0	0.00%
OFF STREET DRAINAGE	¹²	9,150	11,081	16,500	16,500	0	0.00%
MATERIALS ROAD PAVING				200	200	0	0.00%
CATCH BASIN CLEANING	¹³	0		70,000		-70,000	-100.00%
COMPOST/RECYCLING BINS		15,080	13,000	13,000	13,000	0	0.00%
OTHER SUPPLIES MISCELLANEOUS	¹⁴	5,396	9,910	8,300	8,300	0	0.00%
Supplies		316,188	329,061	436,750	360,350	-76,400	-17.49%
HOUSEHOLD HAZARDOUS WASTE	¹⁵	16,766	7,119	18,500	18,500	0	0.00%
SNOW & ICE REMOVAL	¹⁶	1,004,843	1,277,099	550,000	550,000	0	0.00%
TIPPING FEE YARD WASTE		19,200	21,175	24,000	26,000	2,000	8.33%
TIPPING FEE SOLID WASTE	¹⁷	479,542	470,435	485,000	501,000	16,000	3.30%
RECYCLING CURBSIDE	¹⁸	0	0	5,000	127,500	122,500	2450.00%
RECYCLING PUBLIC EDUCATION		0	0	3,500	3,500	0	0.00%
TRASH HAULING TOLLS		5,166	3,915	4,100	4,100	0	0.00%
STREET & SIDEWALK MAINTENANCE	¹⁹	107,478	169,150	170,000	570,000	400,000	235.29%
Other Charges/Expenses		1,632,995	1,948,894	1,260,100	1,800,600	540,500	42.89%
Total Highway, Sanitation, Recycling		3,800,739	4,150,810	3,624,590	4,166,621	542,031	14.95%

Footnotes:

Supplies:

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

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

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

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

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

Other Charges/Expenses:

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

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

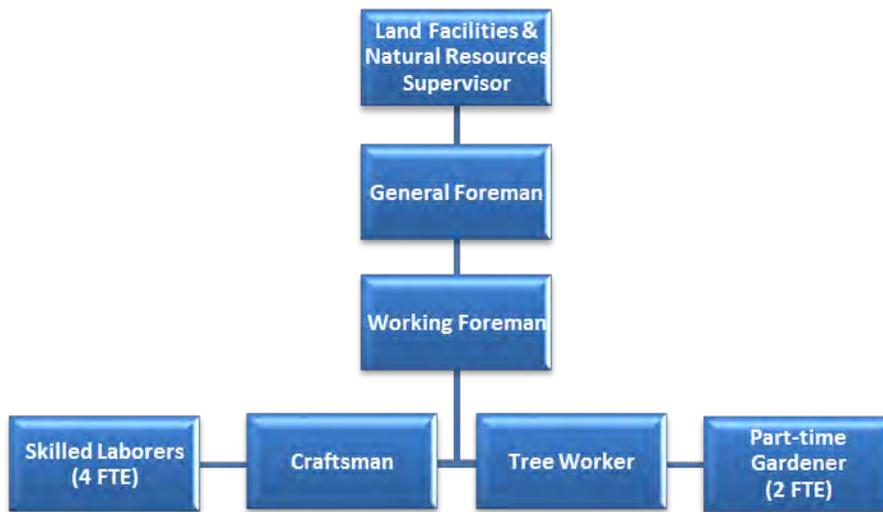
¹⁷ Tipping Fees Solid Waste - Disposal costs of household and municipal solid waste.

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

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

Public Works - Land Facilities & Natural Resources

Land Facilities & Natural Resources Division - Organizational Summary



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

Land Facilities & Natural Resources Division by the Numbers

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

* Estimated

Public Works - Land Facilities & Natural Resources



Department: Line item budget

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

Footnotes:

Salaries:

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

Supplies:

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

Technical & Professional Services:

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

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

Project Title: Assistant Director of Public Works

Personnel Services	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management	1	\$125,000.00	Yes	One Management Position
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
Total Personnel Services		\$125,000.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Supplies		\$200.00	Yes	Misc. Office Supplies
Benefits @ 28.07% Salary		\$35,087.50	Yes	
Total Expenses		\$35,287.50		
Total Project Costs		\$160,287.50		

Purpose/Description of Request

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

Population to be Served

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

Revenue Impact

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

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

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

Project Title: Highway & Sanitation Division Administrative Assistant

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

Purpose/Description of Request

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

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

Population to be Served

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

Revenue Impact

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

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

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

Project Title: Applications Manager

Personnel Services	# Staff	Preliminary Cost - FY 20	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff				
Salaries Technical & Professional	1	\$75,000.00	Yes	Tech & Prof Staff Person (PB Grade 3)
Salaries Part Time Operational				
Total Personnel Services		\$75,000.00		
Expenses		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Supplies		\$500.00	Yes	Misc. Office Supplies
Phone		\$450.00	Yes	Mobile Phone
Benefits		\$21,052.50	Yes	Benefits @ 28.07% of salary
Total Expenses		\$22,002.50		
Total Project Costs		\$97,002.50		Costs could be shared between General Fund and Water & Sewer Enterprise Fund

Purpose/Description of Request

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

Population to be Served

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

Revenue Impact

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

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

Section VI

Health & Community Services

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Community Services Department



FY 2020 Operational Budget Request

Jemma Lambert, Director

Mission:

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

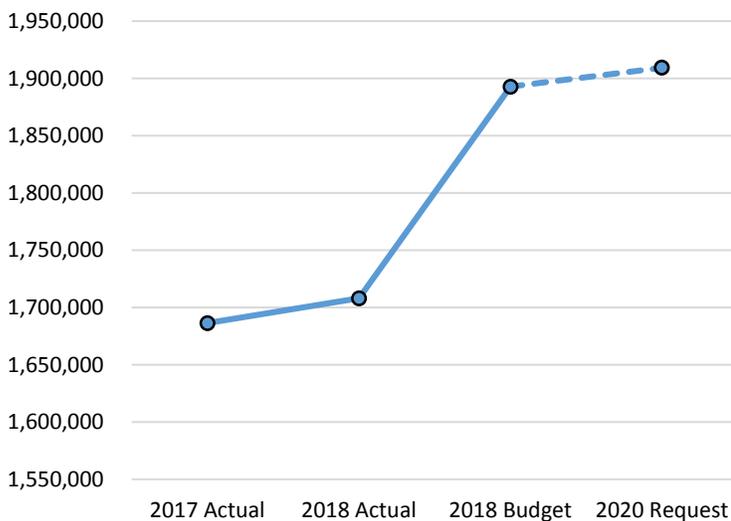
Comprised of the Divisions of Recreation and Parks, the Council on Aging, Human Services, Veteran's Services, and the Natick Community Organic Farm, the Department focuses on supporting Natick's residents through the provision of services which improve health, ensure safety, reduce isolation and create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

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

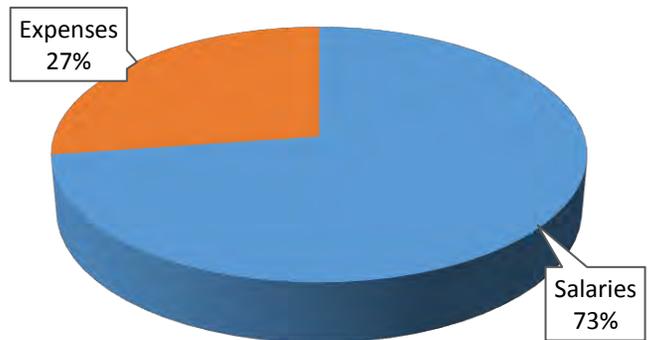
Budget Highlights for FY 2020:

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

Budget History

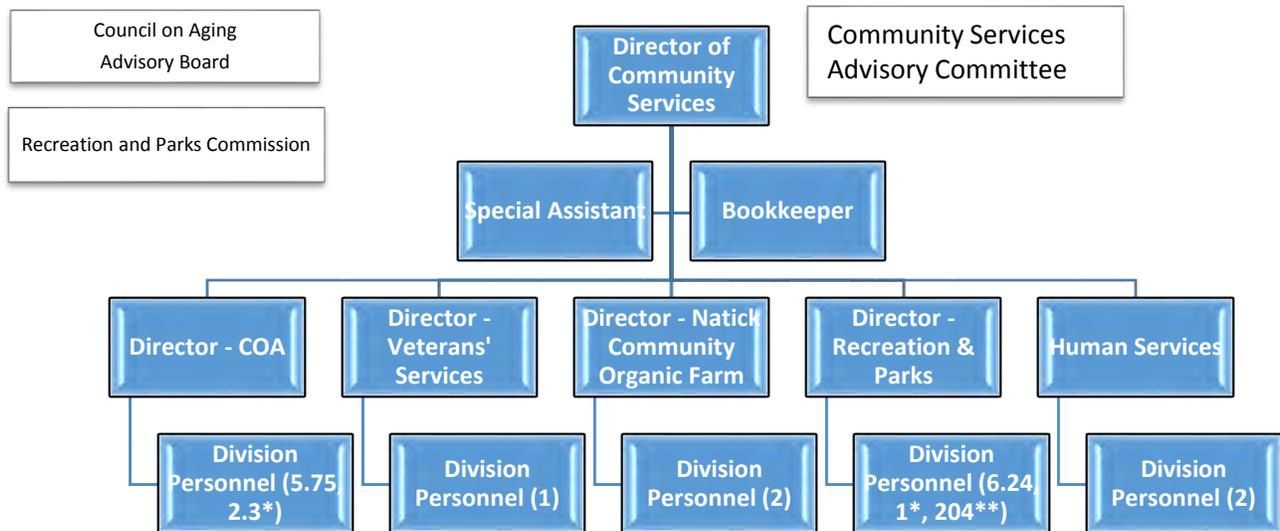


FY20 Budget Distribution



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

Community Services Department

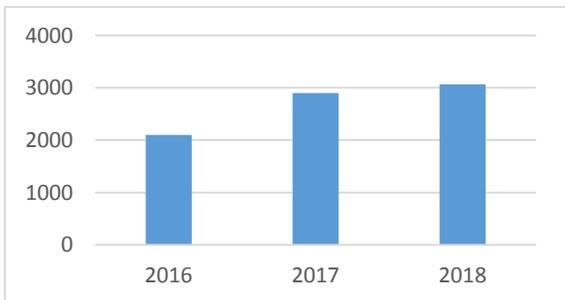


Total Staff - 26.43*

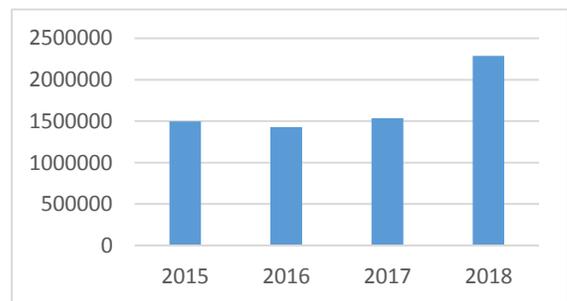
* Non GF Supported Positions ** Seasonal

Department by the Numbers

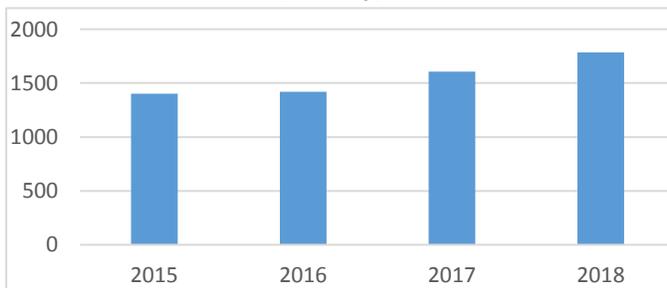
Services to At-Risk Populations:
Individuals



Financial Assistance For Those In Need
(Millions)



Accessible Transportation Rides
(weekly)



1,399 VOLUNTEERS

18.24 FTES

\$937,000 \$ VALUE

Community Services Department - Administration

Description		2017 Actual	2018 Actual	2019	2020	FY19 Δ FY20 \$	FY19 Δ FY20 %
				Revised Budget	Proposed Budget		
MANAGEMENT SALARIES	¹	108,101	109,800	109,800	112,106	2,306	2.10%
SALARIES OPERATIONAL STAFF	²	113,016	114,720	114,720	116,207	1,487	1.30%
SALARIES OPERATIONAL-OTHER		2,500	2,500	2,500	2,500	-	0.00%
Salaries		223,617	227,020	227,020	230,813	3,793	1.67%
TRAVEL		600	8	1,200	1,200	-	0.00%
SECURITY MONITORING ALARMS		479	-	500	500	-	0.00%
FACILITY REPAIRS/MAINTENANCE	³	-	1,201	3,000	3,000	-	0.00%
EQUIPMENT REPAIRS/SERVICING	⁴	575	55	1,500	1,500	-	0.00%
TELEPHONE		186	600	600	600	-	0.00%
POSTAGE		9,000	9,002	9,000	9,000	-	0.00%
COPY/MAIL CENTER FEES	⁵	-	-	2,500	2,500	-	0.00%
TRAINING & EDUCATION	⁶	2,165	869	2,500	2,500	-	0.00%
CITIZEN'S LEADERSHIP ACADEMY	⁷	5,855	3,757	5,000	5,000	-	0.00%
PHOTOCOPY SUPPLIES	⁸	23,786	20,667	24,000	24,000	-	0.00%
COMPUTER SUPPLIES		-	-	200	200	-	0.00%
OFFICE SUPPLIES		244	97	300	300	-	0.00%
Expenses		42,891	36,257	50,300	50,300	-	0.00%
Total		\$ 266,507	\$ 263,276	\$ 277,320	\$ 281,113	3,793	1.37%

Footnotes:

Personnel:

¹ Management - Director of Community Services Department

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

Purchased Services:

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

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

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

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

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

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

Technical/ Professional Services:

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

Community Services Department - Council on Aging

Description		2017 Actual	2018 Actual	2019	2020	FY19 Δ FY20 \$	FY19 Δ FY20 %
				Revised Budget	Preliminary Budget		
SALARIES MANAGEMENT	¹	76,794	78,400	78,400	80,011	1,611	2.05%
SALARIES OPERATIONAL STAFF	²	228,536	235,069	237,613	243,896	6,283	2.64%
Salaries		305,330	313,469	316,013	323,907	7,894	2.50%
EQUIPMENT REPAIRS/SERVICING	³	2,844	1,971	3,000	3,000	-	0.00%
TRAVEL IN/OUT STATE	⁴	4,648	5,667	5,000	5,000	-	0.00%
TELEPHONE	⁵	3,616	4,068	2,626	1,800	(826)	-31.45%
DUES & MEMBERSHIPS	⁶	1,498	2,492	2,100	2,370	270	12.86%
POSTAGE	⁷	804	627	1,000	750	(250)	-25.00%
COPY/MAIL CENTER FEES		5,727	2,761	5,850	3,850	(2,000)	-34.19%
PURCHASED SERVICES MISC	⁸	300	299	300	300	-	0.00%
WELLNESS PROGRAMS	⁹	9,684	11,597	8,743	11,700	2,957	33.82%
OFFICE SUPPLIES		5,866	4,039	5,900	5,900	-	0.00%
COMPUTER SUPPLIES		603	1,317	2,000	2,000	-	0.00%
DISPOSABLE GOOD SUPPLIES		1,365	2,145	2,500	2,349	(151)	-6.04%
PRINTING		0	0	0	0	-	0.00%
TRANSPORTATION PROGRAM	¹⁰	11,135	12,362	12,000	12,000	-	0.00%
Expenses		48,090	49,345	51,019	51,019	-	0.00%
Total Council on Aging		\$ 353,420	\$ 362,814	\$ 367,032	\$ 374,926	7,894	2.15%

Personnel Services:

¹ Management - COA Director

² Operational - Support staff costs

Purchased Services:

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

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

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

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

⁷ Postage - Annual cost of COA general business postage

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

⁹ Wellness Program - Health and wellness programming for seniors

Supplies:

¹⁰ Office Supplies - general items to support COA staff

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

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

Other Charges/Expenses:

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

Community Services Department - Natick Community Organic Farm

Description		2017 Actual	2018 Actual	2019 Revised Budget	2020	FY19 Δ FY20 \$	FY19 Δ FY20 %
					Preliminary Budget		
SALARIES SUPERVISORY	¹	76,746	77,033	78,000	71,597	(6,403)	-8.21%
SALARIES TECHNICAL/PROFESSNL	²	101,039	106,062	102,700	107,470	4,770	4.64%
Total Farm Expense		177,785	183,095	180,700	179,067	(1,633)	-0.90%

Footnotes:

Personnel Services:

¹ Management - Farm Director

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

Community Services Department - Human Services

Description		2017	2018	2019 Revised	2020	FY19 Δ FY20	FY19 Δ FY20
		Actual	Actual	Budget	Proposed Budget		
SALARIES TECHNICAL/PROFESSNL	¹	124,477	126,699	126,700	134,880	8,180	6.46%
Salaries		124,477	126,699	126,700	134,880	8,180	6.46%
TRAVEL		502	922	1,000	1,000	-	0.00%
CONTRACT SERVICES - COUNSELING	²	3,566	1,860	5,000	5,000	-	0.00%
Expenses		4,068	2,782	6,000	6,000	-	0.00%
Total Human Services		\$ 128,545	\$ 129,481	\$ 132,700	\$ 140,880	8,180	6.16%

Footnotes:

Personnel Services:

¹ Technical/Professional - Social Worker Coordinator and Social Worker

Purchased Services:

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

Community Services Department - Recreation & Parks

Description		2017 Actual	2018 Actual	2019 Budget	2020	FY19 Δ FY20 \$	FY19 Δ FY20 %
					Preliminary Budget		
SALARIES MANAGEMENT		63,224	90,000	90,000	91,851	1,851	2.06%
SALARIES SUPERVISORY		82,410	81,000	81,000	82,681	1,681	2.08%
SALARIES OPERATIONAL STAFF		67,907	68,034	112,008	68,853	(43,155)	-38.53%
SALARIES TECHNICAL/PROFESSNL		113,460	116,618	113,578	171,405	57,827	50.91%
SALARIES ADD'L COMP OPER		1,500	1,500	2,500	2,500	-	0.00%
SALARIES OPERATIONAL O/T		2,066	2,496	2,250	2,250	-	0.00%
Salaries	¹	330,567	359,649	401,335	419,540	18,205	4.54%
FACILITY REPAIRS/MAINTENANCE	²	2,623	2,259	2,371	3,071	700	29.52%
EQUIPMENT REPAIRS/SERVICING	³	2,094	2,181	2,300	2,300	-	0.00%
TRAVEL IN/OUT STATE	⁴	2,326	3,930	3,900	3,900	-	0.00%
TELEPHONE	⁵	5,974	5,973	5,000	6,000	1,000	20.00%
TRAINING & EDUCATION		3,094	3,525	3,000	8,000	5,000	166.67%
DUES & MEMBERSHIPS	⁶	1,278	2,452	2,735	2,535	(200)	-7.31%
PHOTOCOPYING		3,460	1,946	4,250	3,750	(500)	-11.76%
CUSTODIAL FEES SCHOOL	⁷	2,051	3,227	3,330	3,330	-	0.00%
TREATMENT DUG POND	⁸	15,449	0	18,145	18,145	-	0.00%
SPECIAL NEEDS	⁹	6,670	6,037	6,000	6,000	-	0.00%
SUPPLIES FOR PROGRAMS		4,704	4,270	4,200	7,400	3,200	76.19%
OFFICE SUPPLIES		6,689	4,946	6,200	6,600	400	6.45%
Expenses		56,412	40,746	61,431	71,031	9,600	15.63%
Total for Recreation & Parks		\$ 386,979	\$ 400,395	\$ 462,766	\$ 490,571	27,805	6.01%

Footnotes:

¹ Personnel Services:

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

Purchased Services:

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

Technical / Professional Services:

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

Community Services Department - Veterans

Description		2017 Actual	2018 Actual	2019 Revised Budget	2020	FY19 Δ FY20 \$	FY19 Δ FY20 %
					Proposed Budget		
SALARIES MANAGEMENT	¹	69,964	71,100	71,000	72,554	1,554	2.19%
SALARIES OPERATIONAL STAFF	²	54,441	54,920	54,920	55,342	422	0.77%
SALARIES ADD'L COMP OPER		1,125	1,125	1,125	1,125	-	0.00%
Salaries		125,530	127,145	127,046	129,021	1,975	1.55%
RENTAL OF FACILITIES		1,250	600	600	600	-	0.00%
TRAVEL	³	2,224	2,344	2,640	2,640	-	0.00%
TELEPHONE		987	849	1,424	1,424	-	0.00%
DUES & MEMBERSHIPS		110	290	500	500	-	0.00%
POSTAGE		894	925	1,200	1,200	-	0.00%
PURCHASED SERVICES MISC		183	0	225	225	-	0.00%
CARE OF GRAVES		0	2,012	2,402	2,402	-	0.00%
OFFICE SUPPLIES		1,021	1,098	2,042	2,042	-	0.00%
VETERAN CASH ALLOWANCES*	⁴	103,115	111,820	139,311	139,311	-	0.00%
VETERAN HOSP/MEDICAL/DENTAL*	⁵	119,138	104,123	173,990	173,990	0	0.00%
VETERAN FOOD/CLOTHING/FUEL	⁶	550	550	550	550	-	0.00%
VETERAN TRANSPORTATION		500	500	500	500	-	0.00%
VETERANS ALL OTHER		1,429	1,080	1,430	1,430	-	0.00%
VETERANS DAY PROGRAMS	⁷	2,575	2,625	3,500	3,500	-	0.00%
MEMORIAL DAY PROGRAMS	⁸	13,656	12,899	15,000	15,000	-	0.00%
Expenses		247,632	241,715	345,314	345,314	0	0.00%
Total Veteran's Services		\$ 373,162	\$ 368,860	\$ 472,360	\$ 474,335	1,976	0.42%

Footnotes:

Personnel Services:

¹ Management - Director of Veterans' Services

² Operational - Executive Assistant

Purchased Services:

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

Other Expenses/Charges:

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

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

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

Community Services - Finance Committee Voting Rollup with Approved New Initiatives

Community Services Department

2019 vs. 2020

	2017 Actual	2018 Actual	2018 Budget	2020 Request	New Initiatives	2020 Request	\$ (+/-)	% (+/-)
Salaries	1,287,306	1,337,076	1,378,814	1,417,228		1,417,228	38,315	2.78%
Expenses	399,092	370,844	514,064	523,664		523,664	9,600	1.87%
Total Community Services	1,686,398	1,707,920	1,892,878	1,940,892		1,940,892	47,915	2.53%

Department: Proposed New Initiatives

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

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

Purpose/Description of Request

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

Population to be Served

Special needs youth, adults and their families

Revenue Impact

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

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

Approved Recommended Budget: _____

Denied Review by: _____

Health Department



FY 2020 Operational Budget Request

James M. White, Director

Board: Donald Breda, PE, Chairman

Mission:

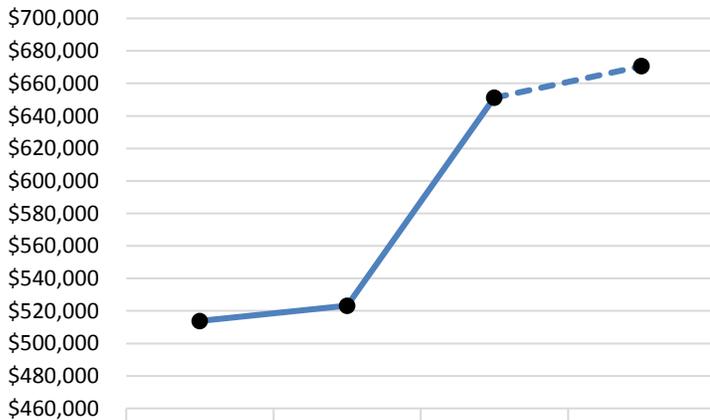
The Natick Health Department is empowered by state statute with protecting and promoting the health, safety and well-being of our residents, visitors and the environment. This is accomplished by providing inspectional services, code enforcement, clinical wellness and immunization programs, communicable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

Budget Highlights for FY 2020:

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

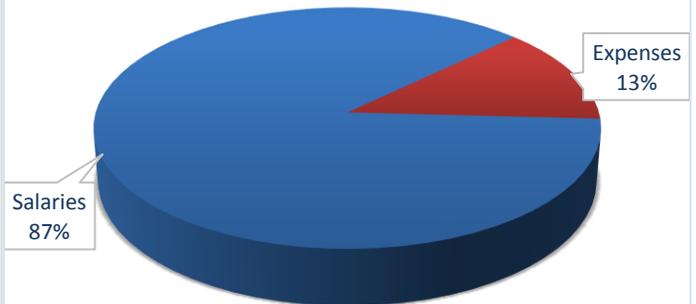
Budget Summary

Budget History



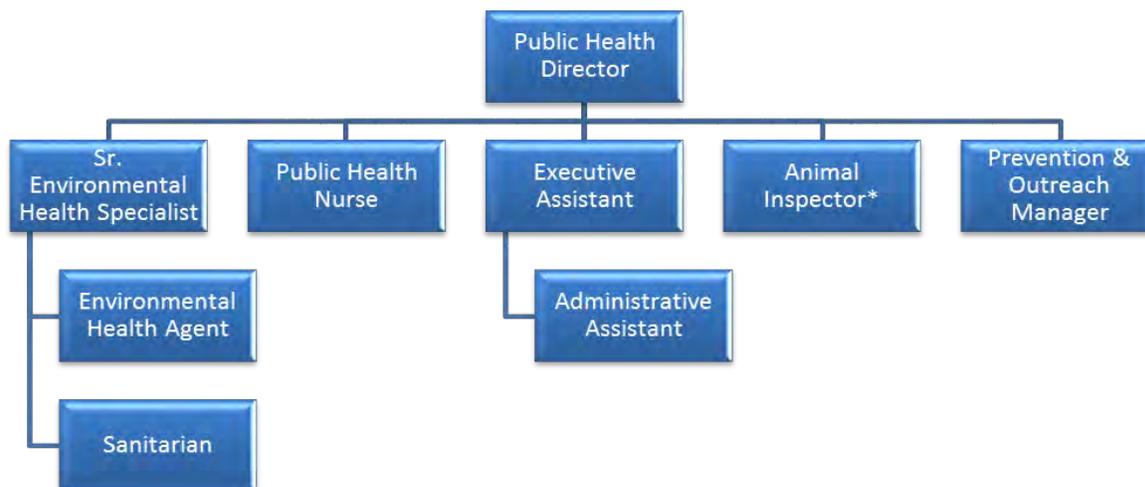
Actual Expense	Actual Expense	Budget	Budget
2017	2018	2019	2020
\$515,000	\$525,000	\$650,000	\$665,000

Budget Distribution FY20



Board of Health

Department - Organizational Summary

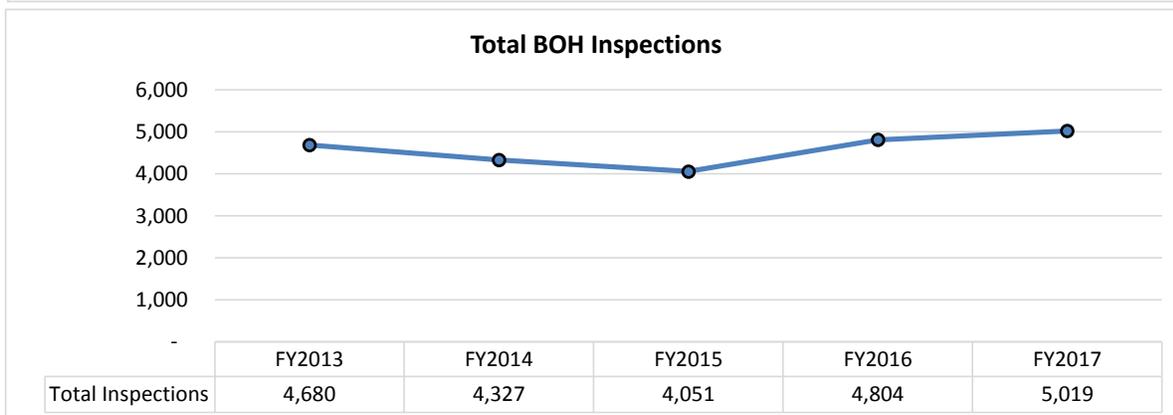
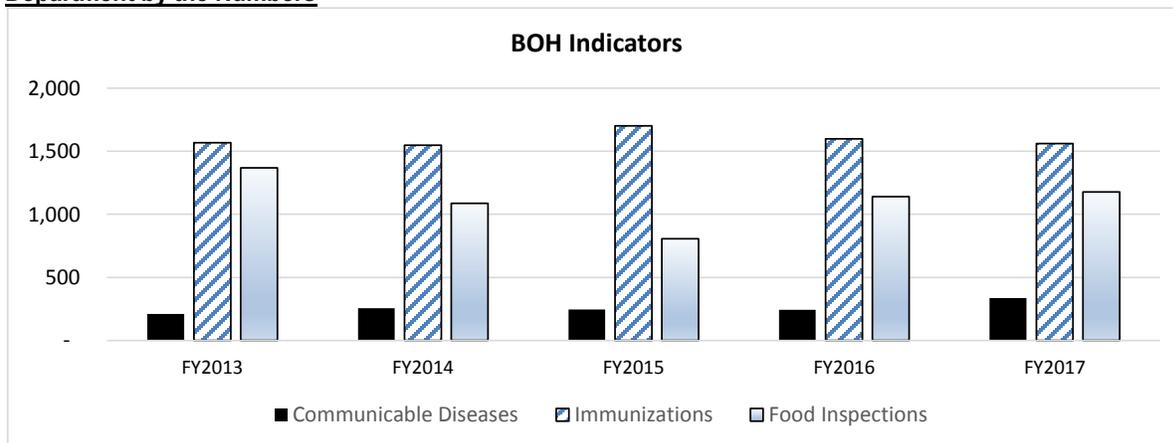


Total Staff - 7 FTEs (number per position in parentheses)

Notes

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

Department by the Numbers



Board of Health



Department: Line item budget

		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Budget	\$ (+/-)	% (+/-)
Salaries Management	¹	\$ 108,332	\$ 110,300	\$ 110,300	\$ 113,113	\$ 2,813	2.55%
Salaries Operational Staff	²	\$ 100,081	\$ 103,496	\$ 103,496	\$ 105,745	\$ 2,249	2.17%
Salaries Technical & Professional	³	\$ 262,306	\$ 261,693	\$ 341,300	\$ 354,106	\$ 12,806	3.75%
Salaries Add'l Comp Operational	⁴	\$ 750	\$ 750	\$ 1,125	\$ 1,125	\$ -	0.00%
Salaries Temp Tech/Prof Staff	⁵	\$ 3,750	\$ 938	\$ 5,977	\$ 7,494	\$ 1,500	25.38%
Salaries Part Time Operational		\$ 988	\$ 988	\$ 2,000	\$ 2,000	\$ -	0.00%
Salaries		\$ 476,207	\$ 478,164	\$ 564,198	\$ 583,583	\$ 19,385	3.44%

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

Total Department		\$ 513,832	\$ 523,153	\$ 651,198	\$ 670,583	\$ 19,385	2.98%
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Footnotes:

Salaries:

¹ Management - Salary for the Director of Public Health

² Operational - 1 Administrative Assistant and 1 Department Assistant

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

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

⁵ Part Time Operational - Stipend for Secretary to the Board

Expenses:

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

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

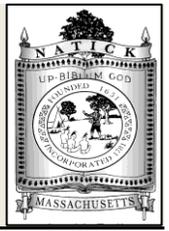
Section VII

Administrative Support Services

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Board of Selectmen & Town Administrator



FY 2020 Operational Budget Request

Melissa Malone - Town Administrator

Amy Mistrot - Chairman, Board of Selectmen

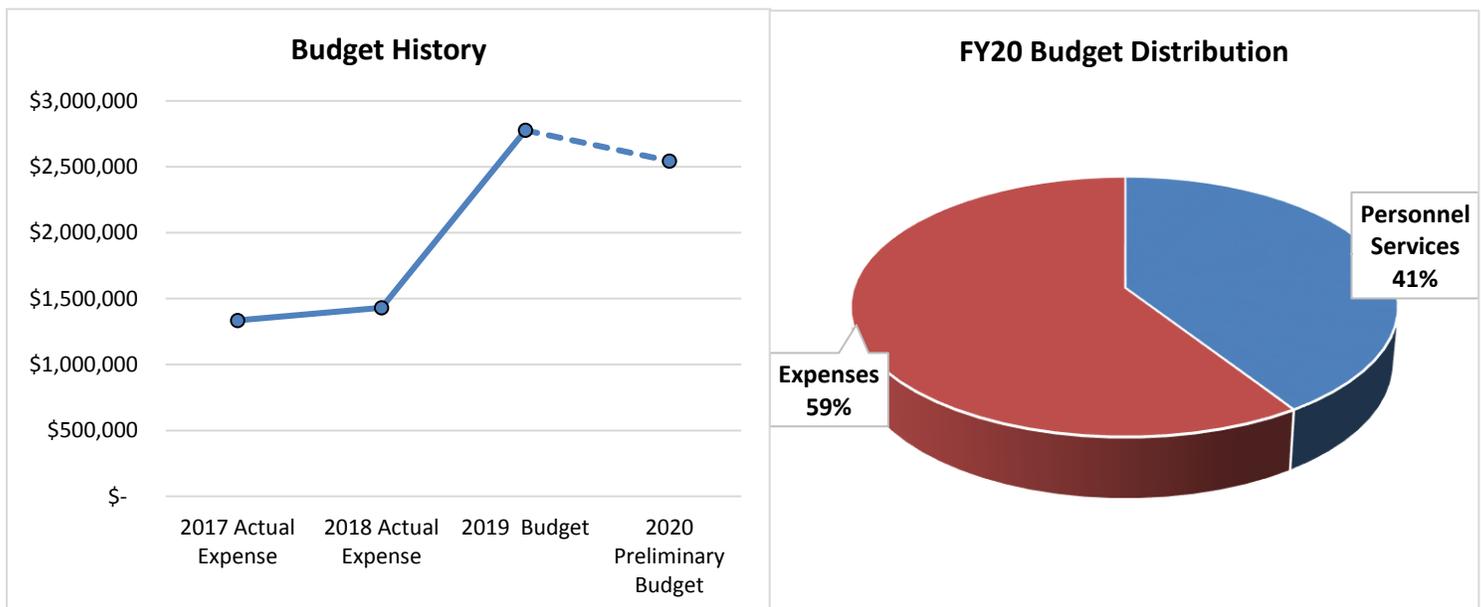
Mission:

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

Budget Highlights for FY 2020:

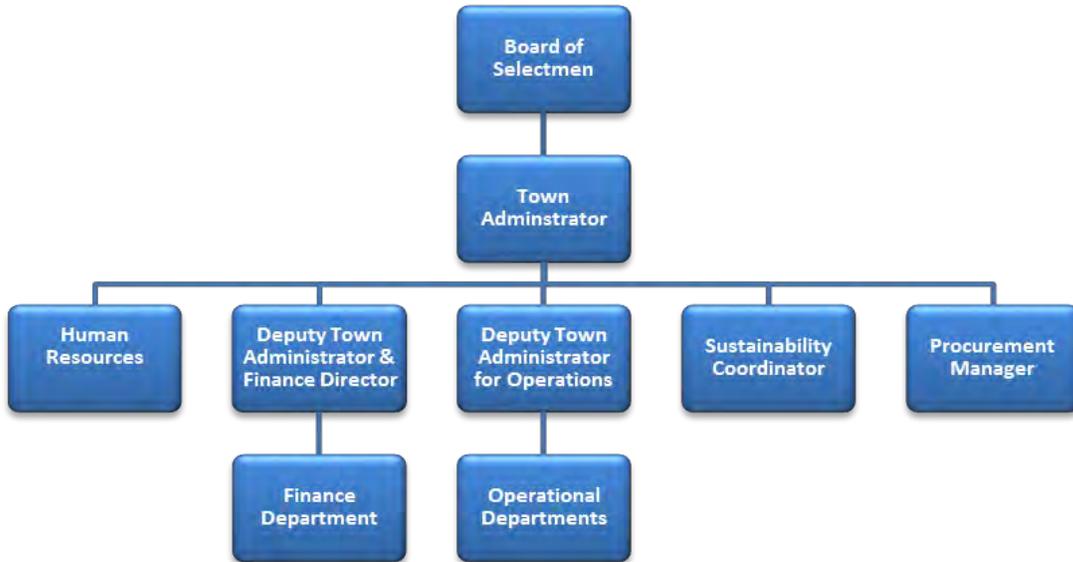
- Increase of \$2,500 for oil tank remediation.
- Due to labor contractual settlements the CBA settlement line is projected to be \$1,100,000.

Budget Summary -



Board of Selectmen & Town Administrator

Department - Organizational Summary



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

Board of Selectmen & Town Administrator



Department: Line item budget

		2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020 \$ (+/-) % (+/-)	
SALARIES MANAGEMENT		560,053	622,869	579,797	611,367	31,570	5.45%
SALARIES SUPERVISORY		63,242	64,300	64,300	65,802	1,502	2.34%
SALARIES OPERATIONAL STAFF		178,787	163,995	184,900	182,191	(2,709)	-1.47%
SALARIES TECHNICAL/ PROFESSNL		163,868	204,901	167,200	169,947	2,747	1.64%
SALARIES PART TIME OPERATIONAL		-	-	10,000	10,000	-	0.00%
SALARIES - OUTREACH MANAGER		26,308	-	-	-	-	0.00%
Personnel Services	¹	\$ 992,258	\$1,056,065	\$1,006,197	\$ 1,039,307	\$ 33,110	3.29%
COPY/MAIL CENTER FEES	²	55,141	52,927	65,000	65,000	-	0.00%
DUES & MEMBERSHIPS	³	13,075	11,317	13,000	13,000	-	0.00%
TELEPHONE		4,690	3,695	5,600	5,600	-	0.00%
TRAINING & EDUCATION	⁴	22,874	14,925	24,000	39,000	15,000	62.50%
INSTATE TRAVEL & MEETINGS	⁵	4,434	786	3,200	3,200	-	0.00%
TRAVEL IN/OUT STATE	⁶	2,860	5,356	10,000	10,000	-	0.00%
ANNUAL AUDIT	⁷	76,000	79,000	90,000	90,000	-	0.00%
CONSULTANT PARKING GARAGE		-	-	-	-	-	#DIV/0!
GASB AUDIT REQUIREMENTS	⁸	8,150	-	10,000	10,000	-	N/A
ECONOMIC DEVELOPMENT STUDIES		38,440	-	-	-	-	#DIV/0!
CONSULTANT ASSISTANCE		1,469	3,500	3,500	3,500	-	0.00%
SURVEYS	⁹	-	-	-	-	-	#DIV/0!
PREAMBULATION OF BOUNDS	¹⁰	-	150	250	250	-	0.00%
OIL TANK REMEDIATION TN TNKS		13,479	27,725	15,000	17,500	2,500	16.67%
PRINTING/ADVERTISING	¹¹	6,029	6,356	9,000	9,000	-	0.00%
FURNITURE		7,679	133	15,000	15,000	-	0.00%
OFFICE SUPPLIES		6,726	6,779	11,000	11,000	-	0.00%
SUPPLIES - TOWN ADMINISTRATOR		3,230	1,740	5,000	5,000	-	0.00%
NATICK CENTER REVITALIZATION		73,333	79,999	80,000	80,000	-	0.00%
METROWEST REG COLLABORATIVE	¹²	5,021	5,069	13,000	13,000	-	0.00%
SELECTMEN CBA SETTLEMENTS		-	-	1,383,000	1,100,000	(283,000)	-20.46%
PREVENTION OUTREACH EXPENSES		238	37,801	-	-	-	0.00%
RECRUITMENT & HIRING		-	36,593	15,000	15,000	-	0.00%
CAMP ARROWHEAD		-	-	-	-	-	#DIV/0!
ZONING BYLAW REWRITE		-	-	-	-	-	#DIV/0!
Expenses		\$ 342,868	\$ 373,850	\$1,770,550	\$ 1,505,050	\$ (265,500)	-15.00%
Total Department		\$1,335,126	\$1,429,915	\$2,776,747	\$ 2,544,357	\$ (232,390)	-8.37%

- 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.

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Town of Natick

Home of Champions

Department: Personnel Board

Budget Overview:

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

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

Review and recommend employee benefit programs and conditions of employment

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

Staffing: None

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

Town Report



FY 2020 Operational Budget Request

Appropriation Summary

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

Line-Item Detail:

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



Town of Natick

Department: Legal

Appropriation Summary

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

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

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

I. Main Purpose of the Department

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

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

II. Services Provided

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

III. Significant Proposed Projects for the Upcoming Fiscal Year

The Town has started on labor negotiations in FY19



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

	2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
Legal Services - Appellate Tax	\$ 1,860	\$ 3,060	\$ 10,000	\$ 10,000	\$ -	0.00%
Legal Services - Labor	\$ 116,058	\$ 82,947	\$ 125,000	\$ 125,000	\$ -	0.00%
Communication Telephone	\$ 62	\$ 54	\$ 100	\$ 100	\$ -	0.00%
Legal Services - Retainer	\$ 100,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ -	0.00%
Legal Services - Litigation	\$ 78,639	\$ 98,988	\$ 60,000	\$ 230,000	\$ 170,000	283.33%
Legal Services - ZBA Decisions	\$ 1,568	\$ 8,139	\$ 20,000	\$ 20,000	\$ -	0.00%
Legal Services - Cable	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Legal Services - Affordable Housing	\$ -	\$ -	\$ -	\$ -	\$ -	
Legal Services - Tax Titles	\$ -	\$ -	\$ -	\$ -	\$ -	
Law Updates/Books	\$ 4,799	\$ 4,733	\$ 3,500	\$ 3,500	\$ -	0.00%
Judgments - Damage Claims	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	0.00%
Judgments - Litigation	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	0.00%
Expenses	\$ 302,985	\$ 312,922	\$ 342,100	\$ 512,100	\$ 170,000	49.69%

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

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

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 2020 Operational Budget Request

John Townsend, Deputy Town Administrator/Finance Director

Board: Finance Committee

Mission:

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

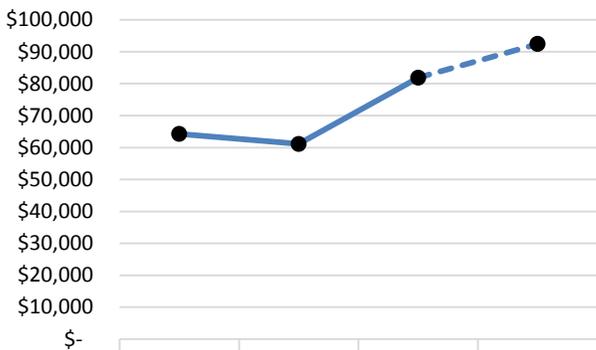
The Finance Department includes Finance Administration, the Comptroller, the Assessors, and the Treasurer/Collector.

Budget Highlights for FY 2020:

- The Finance Administration account provides for the salary of the Ast Finance Director as well as funds for professional development and office supplies.
- ClearGov application maintenance costs have been shifted to the IT budget

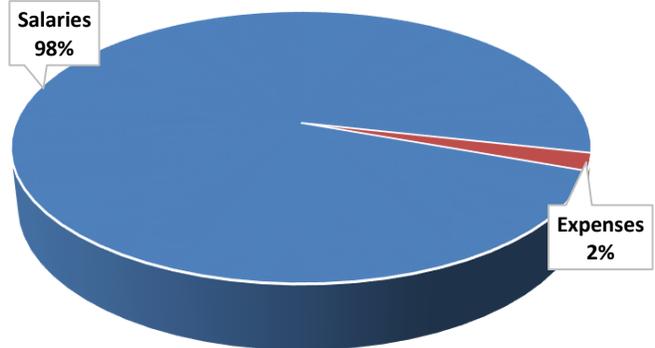
Budget Summary

Budget History



Actual Expense	Actual Expense	Budget	Preliminary Budget
2017	2018	2019	2020

Budget Distribution FY20



Finance Administration

Department - Organizational Summary

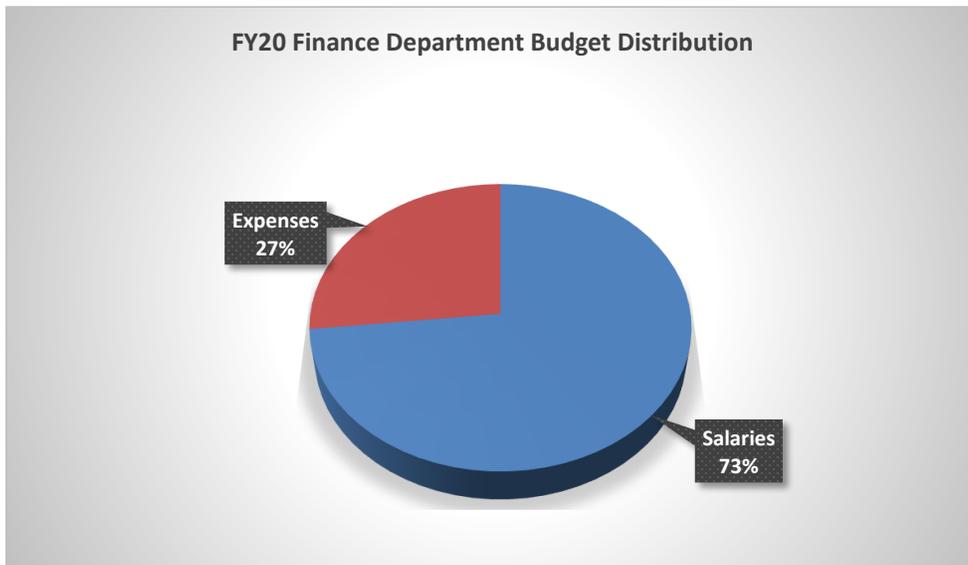


Total Staff - 1 FTE

Notes

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

	2017	2018	2019	2020	2019 vs. 2020	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Salaries	1,066,231	1,066,521	1,129,311	1,159,868	30,557	2.71%
Expenses	259,140	396,101	433,480	422,330	-(11,150)	-2.57%
Total	1,325,371	1,462,622	1,561,943	1,582,198	20,255	1.24%



Finance Administration



Department: Line item budget

		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
Salaries Operational Staff	¹	\$ 64,120	\$ 59,739	\$ 70,000	\$ 90,516	\$ 20,516	29.31%
Salaries		\$ 64,120	\$ 59,739	\$ 70,000	\$ 90,516	\$ 20,516	29.31%
TRAVEL IN/OUT STATE	²	\$ -	\$ -	\$ 300	\$ 300	\$ -	0.00%
DUES & SUBSCRIPTIONS	³	\$ -	\$ 1,246	\$ 400	\$ 400	\$ -	0.00%
TRAINING & EDUCATION	⁴	\$ -	\$ -	\$ 650	\$ 650	\$ -	0.00%
CONSULTANT SERVICES	⁵	\$ -	\$ -	\$ 10,000	\$ -	\$ (10,000)	-100.00%
OFFICE SUPPLIES		\$ 148	\$ 162	\$ 550	\$ 550	\$ -	0.00%
Expenses		\$ 148	\$ 1,408	\$ 11,900	\$ 1,900	\$ (10,000)	-84.03%

Total Department		\$ 64,268	\$ 61,147	\$ 81,900	\$ 92,416	\$ 10,516	12.84%
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Footnotes:

Salaries:

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

Purchased Services:

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

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

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

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

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Comptroller



FY 2020 Operational Budget Request

Arti Mehta, Comptroller

Mission:

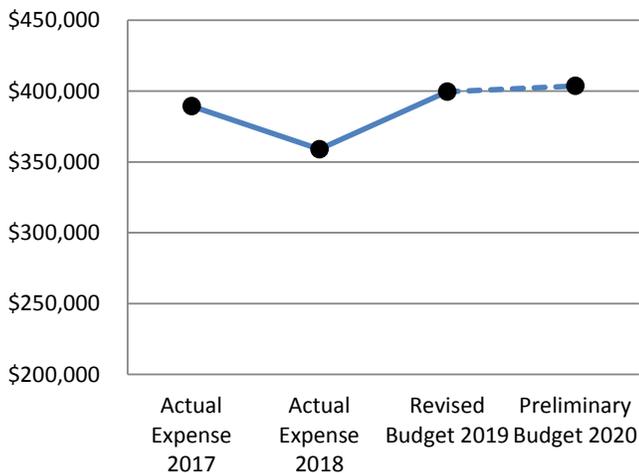
The mission of the Comptroller's office is to safeguard the financial assets of the Town through the use of sound professional accounting practices and internal controls; to ensure that the financial integrity of the Town is preserved and protected; to report on the accounts of Town Departments, Commissions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

Budget Highlights for FY 2020:

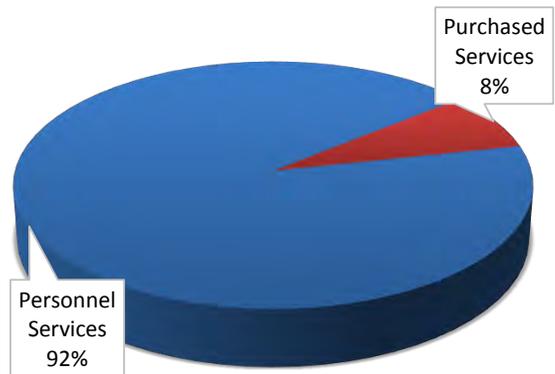
- Implement MUNIS upgrades as needed to keep up with the requirements of the Mass General Laws.
- Provide staff training for newly hired employees.
- Implement changes as recommended by the Auditors.
- Cross train employees for efficient performance.

Budget Summary

Budget History

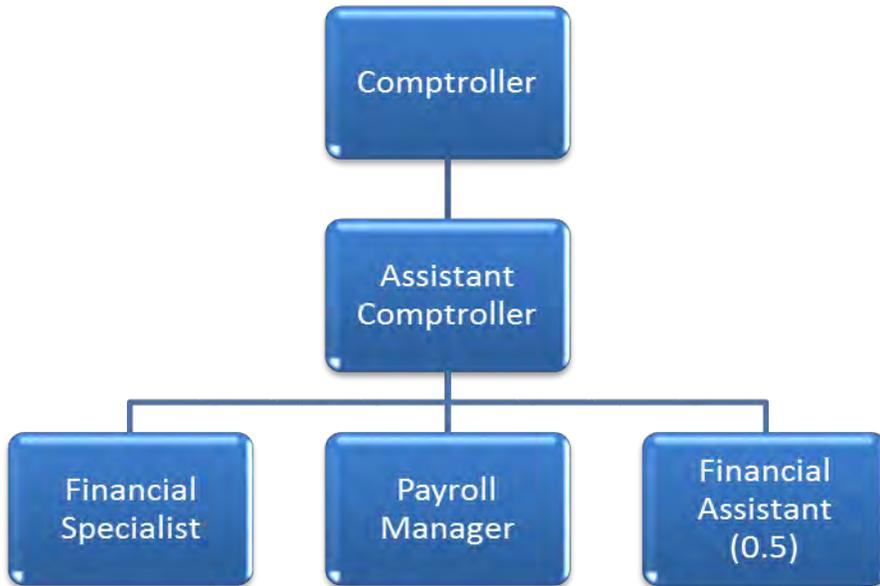


Budget Distribution FY20



Comptroller

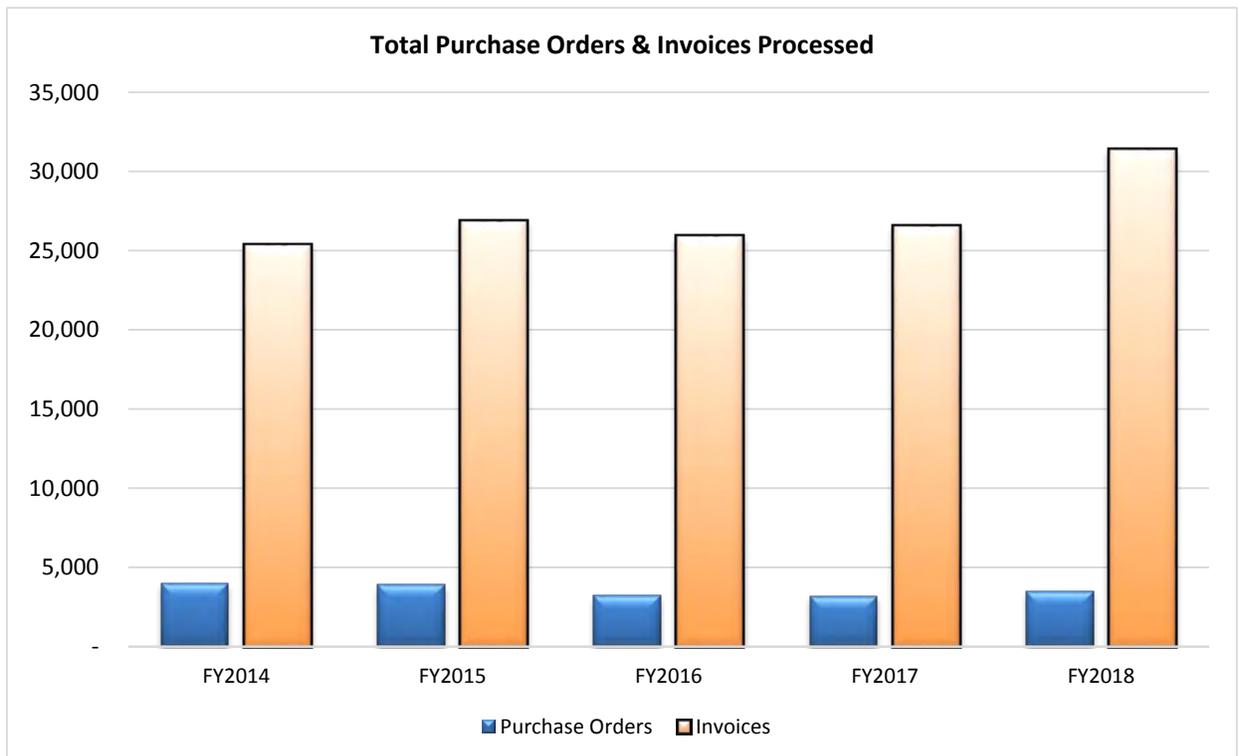
Department - Organizational Summary



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

Notes

Department by the Numbers



Comptroller



Department: Line item budget

Description		2017	2018	2019	2020	2019 vs. 2020	
		Actual	Actual	Budget	Budget	\$ (+/-)	% (+/-)
Management Salary	¹	\$ 127,819	\$ 115,000	\$ 115,000	\$ 117,396	\$ 2,396	2.08%
Supervisory Salary	²	\$ 74,994	\$ 68,320	\$ 76,000	\$ 76,000	\$ -	0.00%
Operational Staff	³	\$ 167,555	\$ 157,051	\$ 177,739	\$ 181,082	\$ 3,343	1.88%
Operational Staff OT		\$ 340	\$ 76	\$ 1,000	\$ 1,000	\$ -	0.00%
Salaries		\$ 370,708	\$ 340,447	\$ 369,739	\$ 375,478	\$ 5,739	1.55%
CONSULTANT SERVICES	⁴	\$ 4,013	\$ 5,600	\$ 5,000	\$ 5,000	\$ -	0.00%
TRAVEL	⁵	\$ -	\$ 94	\$ 500	\$ 500	\$ -	0.00%
TRAINING & EDUCATION	⁶	\$ 7,015	\$ 2,818	\$ 15,000	\$ 15,000	\$ -	0.00%
DUES & MEMBERSHIPS	⁷	\$ 80	\$ 240	\$ 750	\$ 750	\$ -	0.00%
TELEPHONE		\$ 1,631	\$ 1,471	\$ 1,650	\$ 1,500	\$ (150)	-9.09%
COPY CENTER SUPPLIES		\$ 1,526	\$ 609	\$ 2,850	\$ 2,850	\$ -	0.00%
OFFICE SUPPLIES		\$ 4,348	\$ 7,684	\$ 4,000	\$ 5,000	\$ 1,000	25.00%
Expenses		\$ 18,613	\$ 18,516	\$ 29,750	\$ 30,600	\$ 1,000	2.86%
Total Department		\$ 389,320	\$ 358,962	\$ 399,489	\$ 406,078	\$ 6,589	1.65%

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

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Collector/Treasurer



FY 2020 Operational Budget Request

Stephen Price, Collector/Treasurer

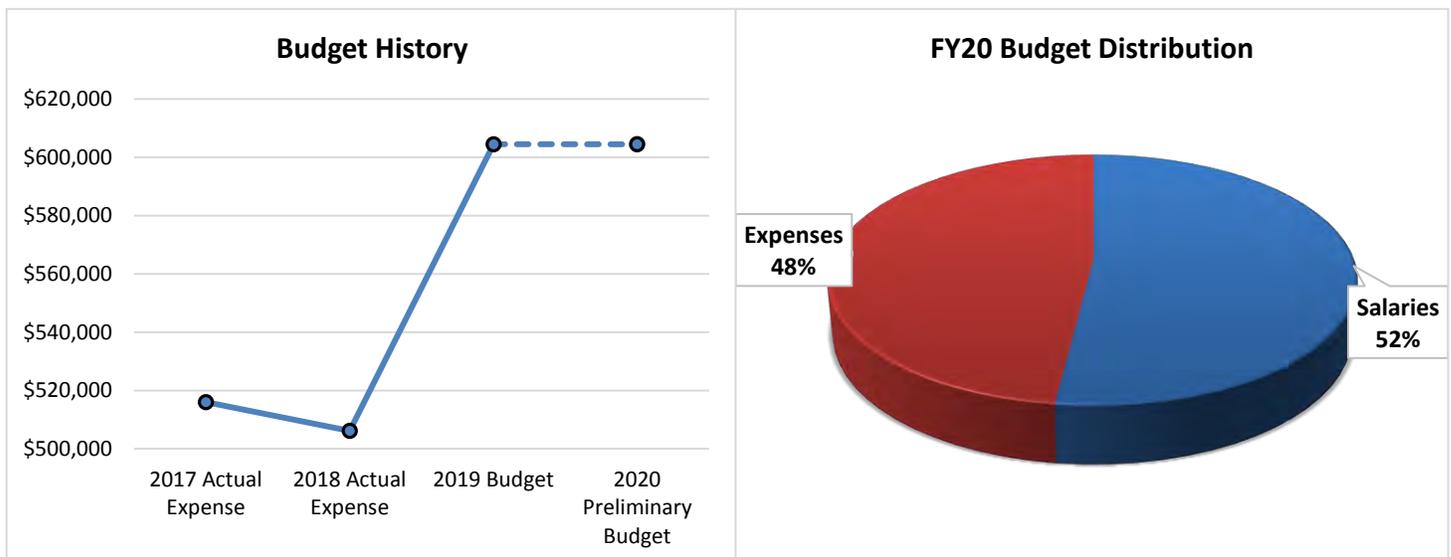
Mission:

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

Budget Highlights FY2020:

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

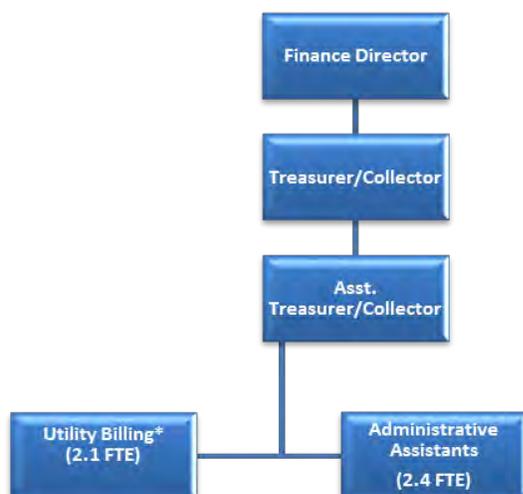
Budget Summary:



Note: Graphs *do not* include Utility Billing expenses

Collector/Treasurer

Department - Organizational Summary

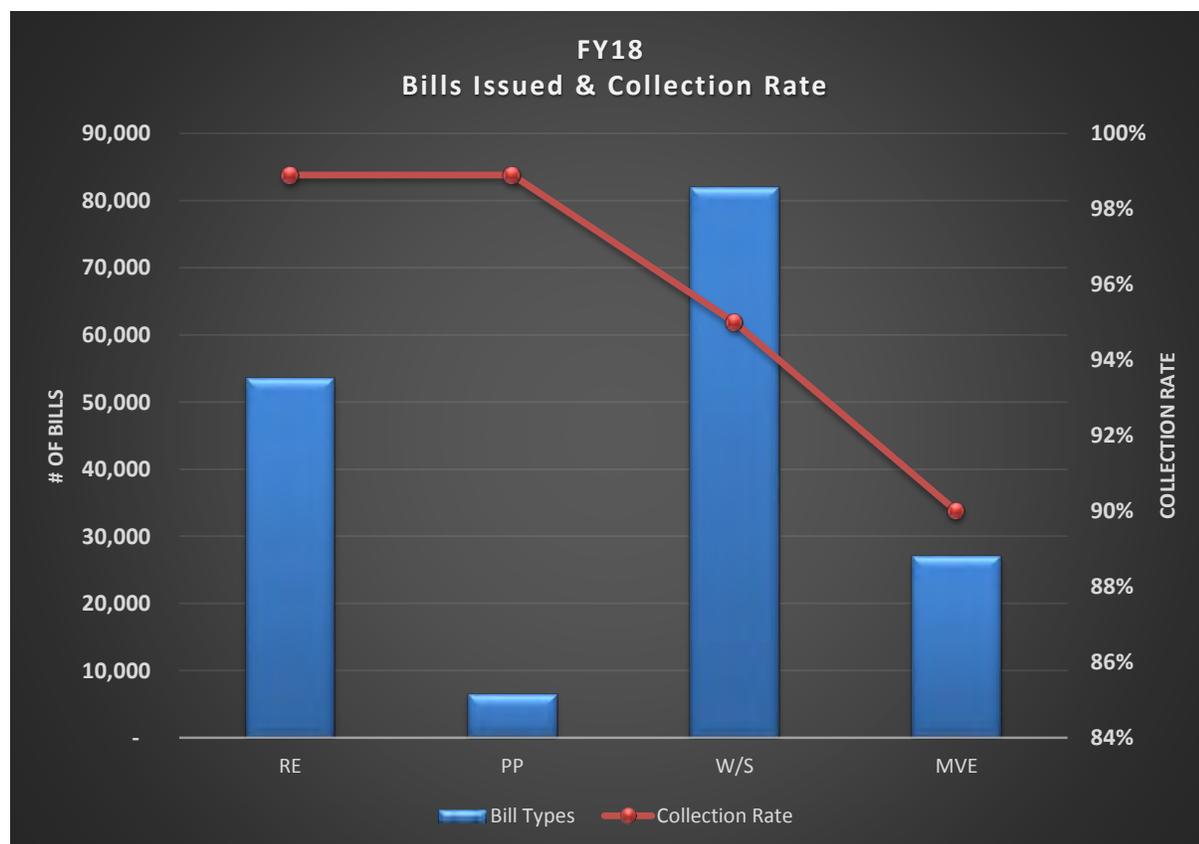


Total Staff - 4.4 FTEs General Fund, and 2.1 FTEs Water Enterprise Fund

Notes

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

Department by the Numbers



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

Collector/Treasurer



Department: Line item budget

Description		2017 Actual Expense	2018 Actual Expense	2019 Budget	2020 Budget	2019 vs. 2020	
						\$(+/-)	%(+/-)
SALARIES MANAGEMENT	¹	105,227	106,100	106,100	106,916	\$ 816	0.77%
SALARIES SUPERVISORY	²	68,649	69,799	77,500	92,279	\$ 14,779	19.07%
SALARIES OPERATIONAL STAFF	³	101,476	101,848	103,063	91,656	\$ (11,407)	-11.07%
SALARIES PART TIME OPERATIONAL	⁴	15,945	16,260	17,239	17,372	\$ 133	0.77%
SALARIES ADD'L COMP OPER		750	750	750	-	\$ (750)	-100.00%
SALARIES OPERATIONAL O/T	⁵	-	178	7,500	7,500	\$ -	0.00%
Salaries		292,047	294,935	312,152	315,723	\$ 3,571	1.14%
						\$ -	
EQUIPMENT REPAIRS/SERVICING		1,452	962	11,250	11,250	\$ -	0.00%
TAX TITLE/FORECLOSURE		34,346	6,863	25,000	20,000	\$ (5,000)	-20.00%
TRAVEL	⁶	542	99	1,250	1,250	\$ -	0.00%
TELEPHONE		369	326	1,330	1,330	\$ -	0.00%
TRAINING & EDUCATION	⁷	789	1,205	6,500	6,500	\$ -	0.00%
POSTAGE		78,175	76,678	86,500	86,500	\$ -	0.00%
COLLECTION ACTIVITIES		1,349	2,500	2,000	3,500	\$ 1,500	75.00%
OFFICE SUPPLIES		9,495	14,156	13,000	14,500	\$ 1,500	11.54%
PRINTED BILLS R/ESTATE		903	547	8,000	8,000	\$ -	0.00%
PRINTED BILLS M/VEHICLE		-	-	4,000	4,000	\$ -	0.00%
AMBULANCE SERVICE BILLING	⁸	61,146	65,099	78,500	78,500	\$ -	0.00%
BANKING SERVICES	⁹	35,373	42,779	55,000	55,000	\$ -	0.00%
Expenses		223,939	211,214	292,330	290,330	\$ (2,000)	-0.68%
Total Collector/Treasurer		515,986	506,149	604,482	606,053	1,571	0.26%

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

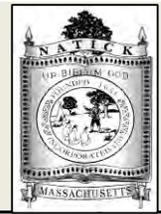
Technical & Professional Services:

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.

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Assessors



FY 2020 Operational Budget Request

Janice M. Dangelo, Director

Board: Board of Assessors

Mission:

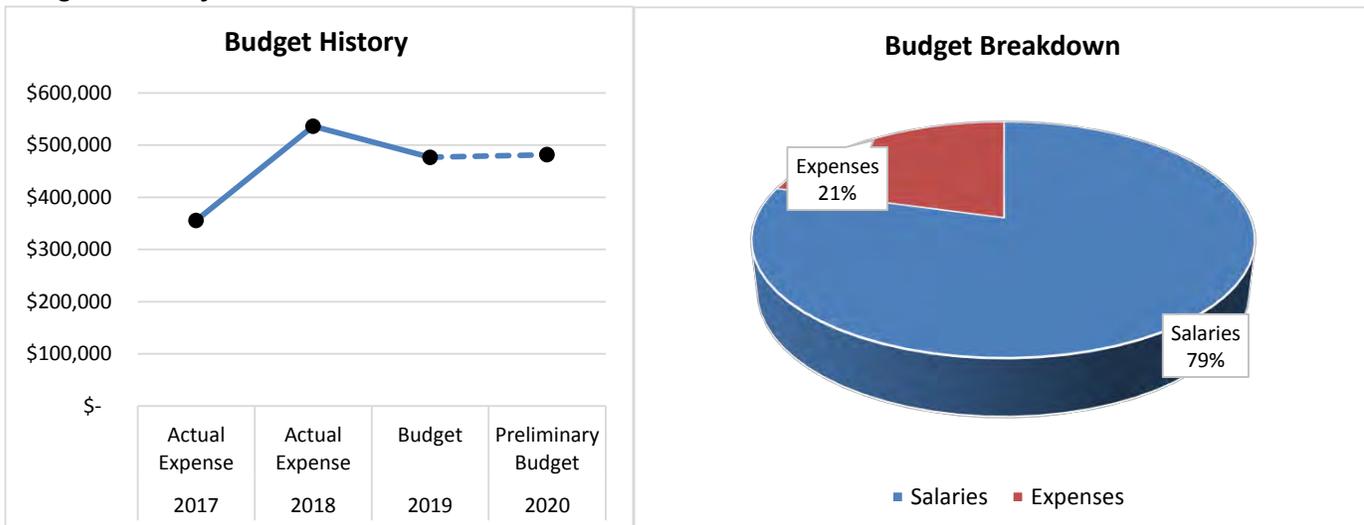
The Assessors Office is responsible for assessing all property located within the Town of Natick, including real estate, personal property, and excise on motor vehicles and boats.

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

Budget Highlights for FY 2020:

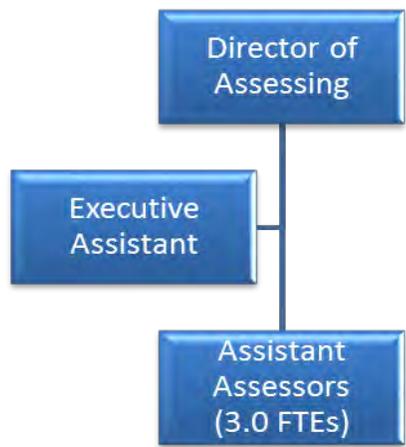
- The Assessors office has completed many projects in the past 12 months. Many hours of work has benefitted the Town. Our state of the art CAMA system has been in place. We successfully completed our Fiscal Year 2019 revaluation, and at the same time we instituted the cloud based CAMA system. This was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

Budget Summary



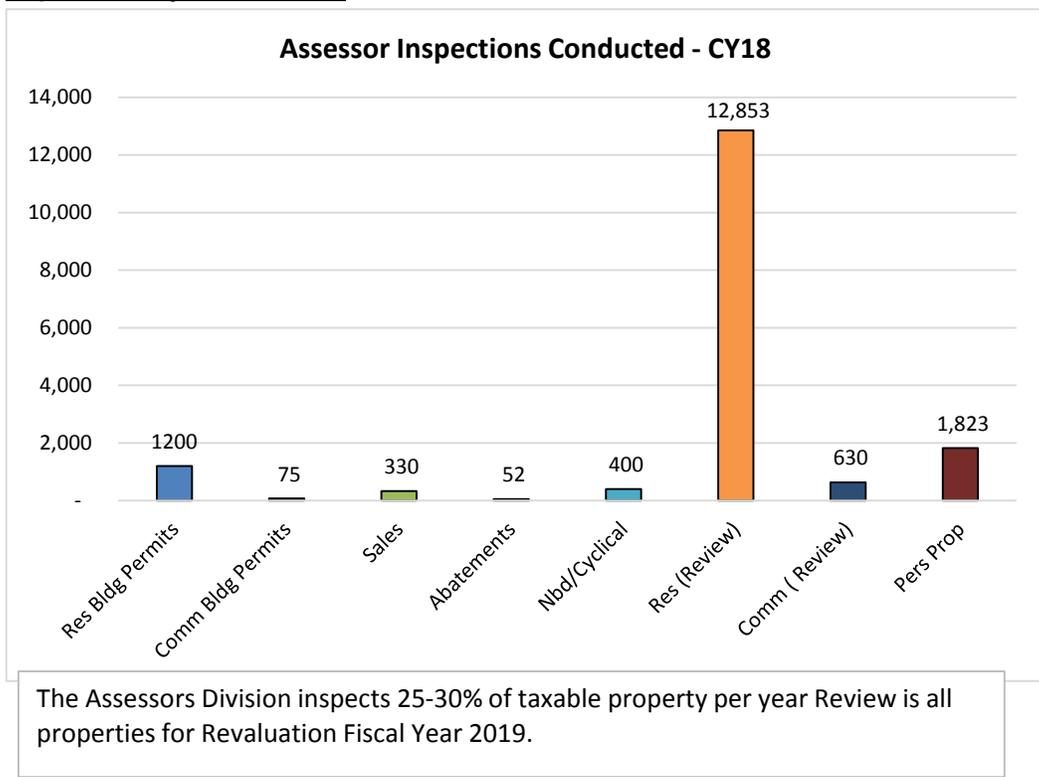
Assessors

Department - Organizational Summary



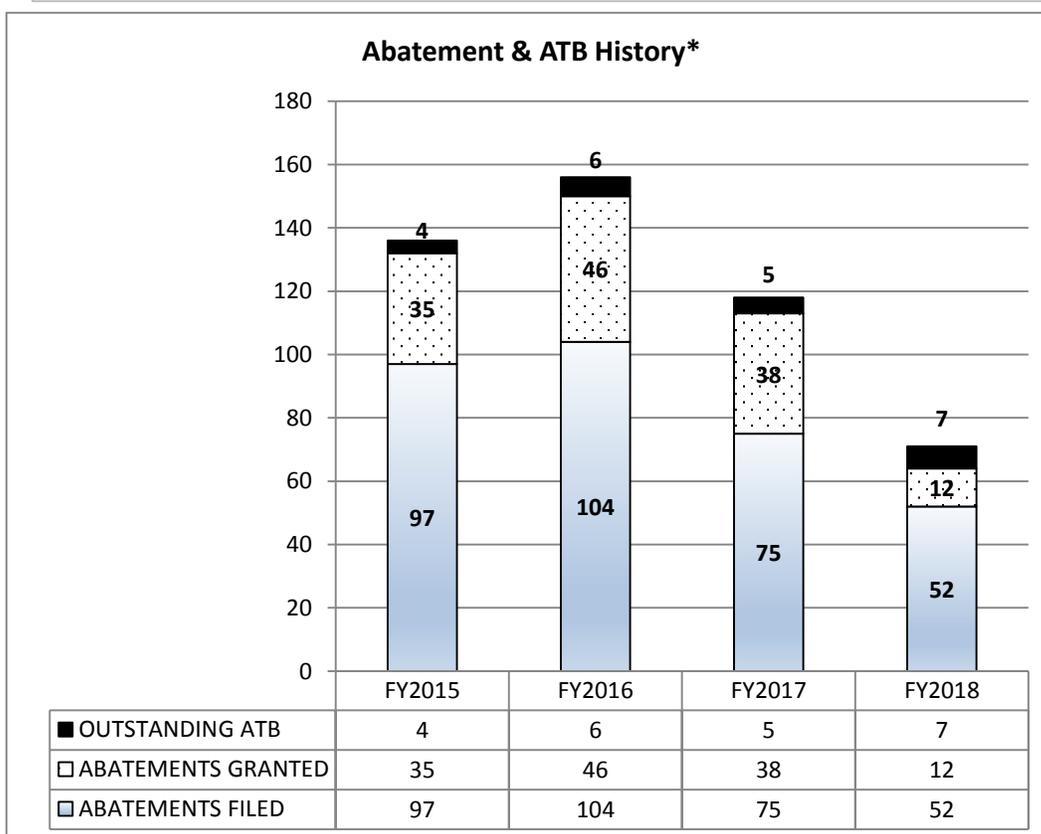
Total Staff - 5 FTEs

Department by the Numbers





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



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

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

Assessors



Department: Line item budget

Description		2017	2018	2019	2020	2019 vs. 2020	
		Actual Expense	Actual Expense	Budget	Budget	\$ (+/-)	% (+/-)
Salaries Management	¹	\$ 108,540	\$ 110,300	\$ 110,300	\$ 105,808	\$ (4,492)	-4.07%
Salaries Operational Staff	²	\$ 54,358	\$ 55,680	\$ 54,920	\$ 55,920	\$ 1,000	1.82%
Salaries Technical & Professional	³	\$ 126,560	\$ 203,776	\$ 206,200	\$ 209,298	\$ 3,098	1.50%
Salaries Operational O/T	⁴	\$ 1,079	\$ 845	\$ 1,000	\$ 1,000	\$ -	0.00%
Salaries Part Time Operational	⁵	\$ 48,818	\$ 799	\$ 5,000	\$ 5,000	\$ -	0.00%
Salaries Addl. Comp. Oper.	⁶	\$ -	\$ -	\$ -	\$ 1,125	\$ 1,125	
Salaries		\$ 339,355	\$ 371,400	\$ 377,420	\$ 378,151	\$ 731	0.19%
EQUIPMENT REPAIRS/SERVICING		\$ -	\$ 244	\$ 300	\$ 300	\$ -	0.00%
TRAVEL	⁷	\$ 1,212	\$ 1,343	\$ 3,000	\$ 3,000	\$ -	0.00%
TELEPHONE		\$ 1,752	\$ 1,635	\$ 1,800	\$ 1,800	\$ -	0.00%
TRAINING & EDUCATION	⁸	\$ 3,163	\$ 1,587	\$ 3,500	\$ 3,500	\$ -	0.00%
TAX MAPPING	⁹	\$ -	\$ 11,000	\$ 8,000	\$ 8,000	\$ -	0.00%
DUES & MEMBERSHIPS		\$ 1,000	\$ 1,180	\$ 1,200	\$ 1,200	\$ -	0.00%
POSTAGE		\$ 4,453	\$ 4,218	\$ 4,700	\$ 4,700	\$ -	0.00%
OFFICE SUPPLIES		\$ 2,925	\$ 3,042	\$ 2,000	\$ 2,000	\$ -	0.00%
REVALUATION OF PROPERTY	¹⁰	\$ 1,934	\$ 140,715	\$ 75,000	\$ 75,000	\$ -	0.00%
Expenses		\$ 16,440	\$ 164,963	\$ 99,500	\$ 99,500	\$ -	0.00%
Total Department		\$ 355,795	\$ 536,364	\$ 476,920	\$ 477,651	\$ 731	0.15%

Footnotes:

Salaries:

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

Purchased Services:

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

Technical & Professional Services:

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

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Information Technology



FY 2020 Operational Budget Request

Robert LeFrancois, Director

Mission:

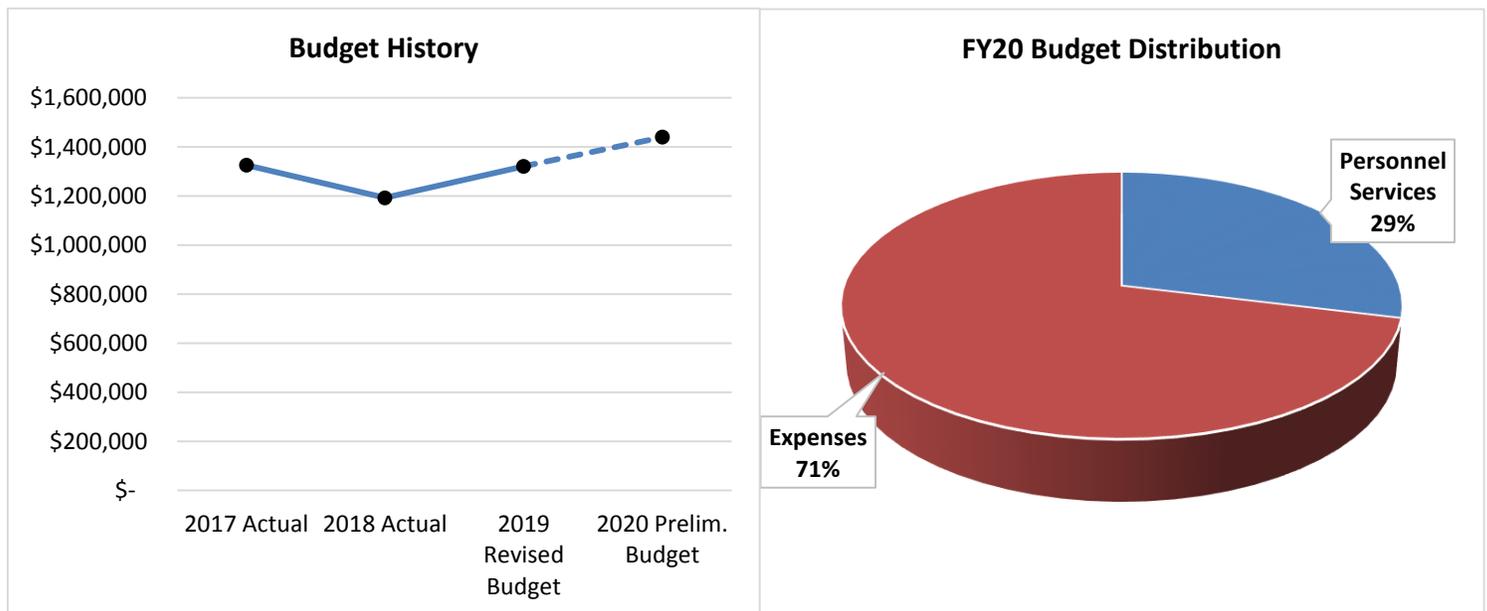
The IT Department is primarily a services based department and will continue to provide broad based data service, and voice services to the general government and schools, as well as services provided to the community via the Town website. Data services include network administration, database administration,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

Budget Highlights for FY 2020:

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

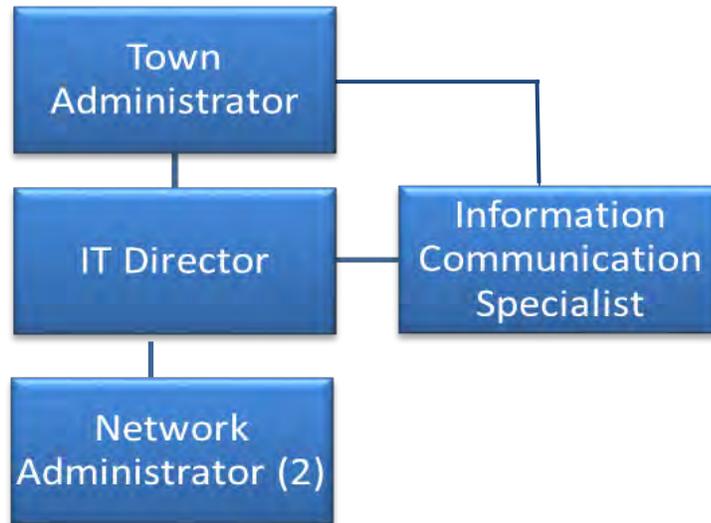
- Software Servicing - increased \$11,000 to cover increases for maintenance and software support for the Town's financial and dispatch software - Munis, Point software and IMC- Dispatch Software
- Hosted Applications - increased \$23,000 to cover increases in existing hosted applications and new software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

Budget Summary



Information Technology

Department - Organizational Summary



Total Staff - 4 FTEs

Information Technology



Department: Line item budget

		2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
SALARIES MANAGEMENT	¹	\$ 110,935	112,700	\$ 112,700	\$ 115,048	\$ 2,348	2.08%
SALARIES TECHNICAL/PROFESSIONAL	²	\$ 231,391	235,200	\$ 235,200	\$ 300,090	\$ 64,890	27.59%
Personnel Services		\$ 342,327	\$ 347,900	\$ 347,900	\$ 415,138	\$ 67,238	19.33%

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

Total Department		\$ 1,324,799	\$ 1,192,566	\$ 1,320,900	\$ 1,439,138	\$ 118,238	8.95%
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Footnotes:

Personnel:

¹ Management - Information Technology Director

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

Purchased Services:

³ Equipment Repairs - Costs of repairing and maintaining hardware

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

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

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

Other Charges & Expenses:

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

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

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

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

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Town Clerk & Board of Registrars



FY 2020 Operational Budget Request

Diane Packer - Town Clerk

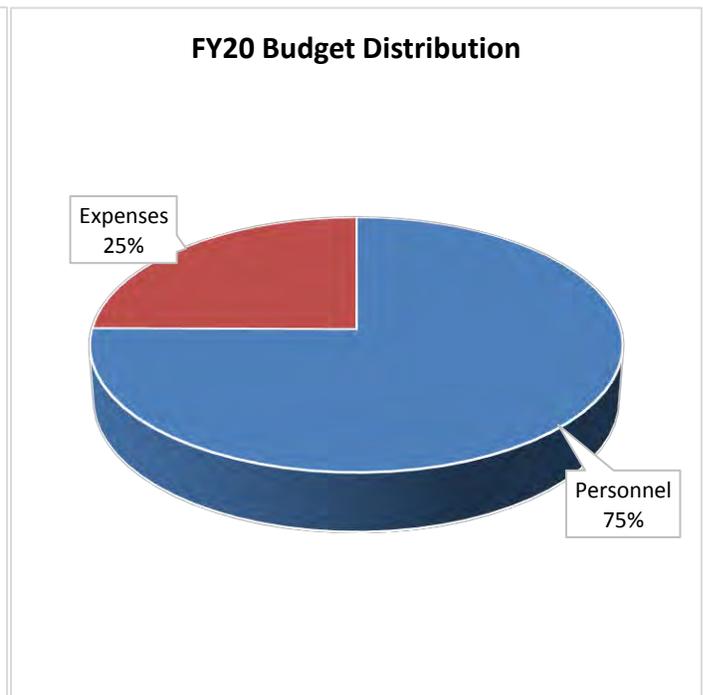
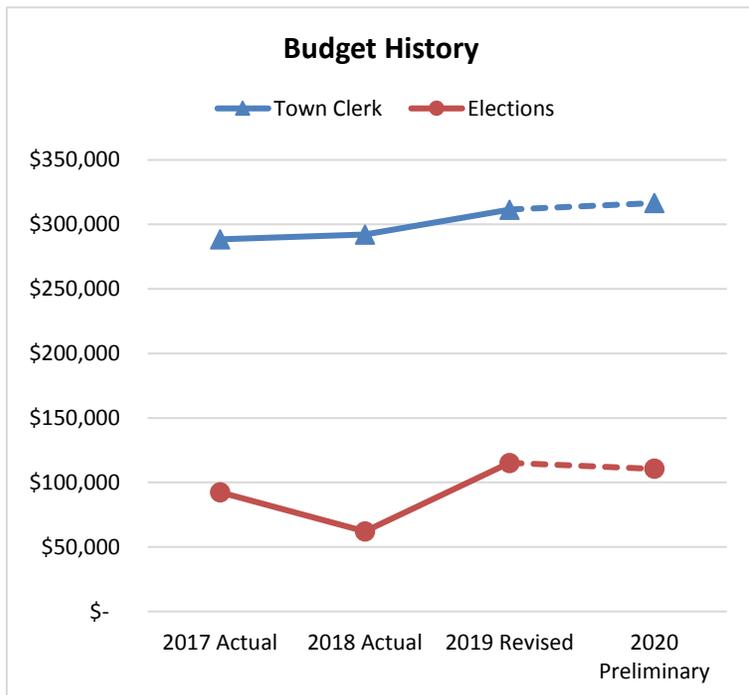
Mission:

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

Budget Highlights for FY 2020:

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

Budget Summary -



Town Clerk & Board of Registrars

Department - Organizational Summary

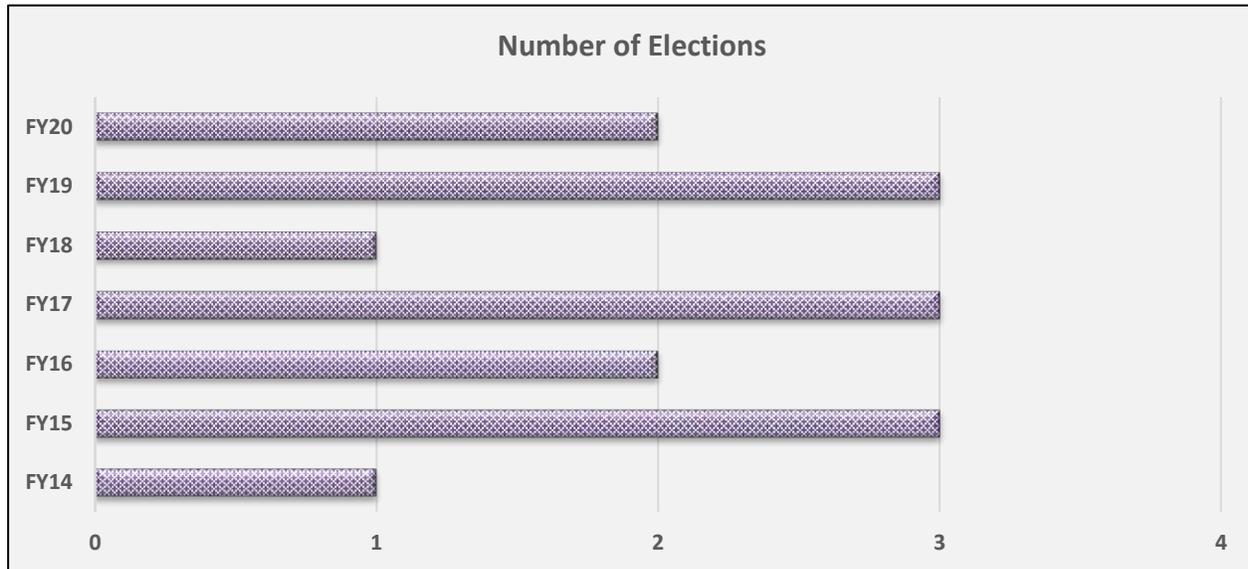


Total Staff - 4 FTEs (number per position in parentheses)

Notes

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

Department by the Numbers



Town Clerk & Board of Registrars



Department: Line item budget

		2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020 \$ (+/-) % (+/-)	
Salaries Management	¹	\$ 90,000	\$ 91,800	\$ 94,095	\$ 95,800	\$ 1,705	1.81%
Salaries Operational Staff	²	\$ 154,116	\$ 157,633	\$ 158,127	\$ 159,198	\$ 1,071	0.68%
Salaries Add'l Comp Operational		\$ 1,750	\$ 2,750	\$ 2,500	\$ 3,900	\$ 1,400	56.00%
Salaries Operational Overtime	³	\$ 7,624	\$ 2,175	\$ 7,500	\$ 7,500	\$ -	0.00%
Salaries		\$ 253,490	\$ 254,357	\$ 262,222	\$ 266,398	\$ 4,176	1.59%
BOOKBINDING	⁴	\$ 7,308	\$ 8,737	\$ 7,500	\$ 7,500	\$ -	0.00%
COPY/MAIL CENTER FEES	⁵	\$ 3,812	\$ 3,881	\$ 5,000	\$ 5,000	\$ -	0.00%
DUES & MEMBERSHIPS		\$ 425	\$ 215	\$ 500	\$ 800	\$ 300	60.00%
EQUIPMENT REPAIRS/SERVICING		\$ 350	\$ 276	\$ 500	\$ 2,000	\$ 1,500	300.00%
MASS GENERAL LAW UPDATES		\$ -	\$ -	\$ -		\$ -	0.00%
OFFICE SUPPLIES		\$ 3,751	\$ 3,272	\$ 5,000	\$ 5,000	\$ -	0.00%
PRINTING/ADVERTISING		\$ 1,382	\$ -	\$ 200	\$ 200	\$ -	0.00%
PURCHASED SERVICES MISC	⁶	\$ 14,601	\$ 20,121	\$ 27,050	\$ 27,050	\$ -	0.00%
TELEPHONE		\$ 470	\$ 431	\$ 600	\$ 600	\$ -	0.00%
TRAVEL		\$ 2,899	\$ 1,009	\$ 3,000	\$ 3,000	\$ -	0.00%
Expenses		\$ 34,997	\$ 37,942	\$ 49,350	\$ 51,150	\$ 1,800	3.65%
Total Town Clerk		\$ 288,487	\$ 292,299	\$ 311,572	\$ 317,548	\$ 5,976	1.92%

Footnotes:

Personnel:

¹ Management - Town Clerk

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

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

Expenses:

⁴ Bookbinding - Ongoing process for storing vital records

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

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

Town Clerk & Board of Registrars



Department: Line item budget

		2017 Actual	2018 Actual	2019 Budget	2020 Preliminary	2019 vs. 2020 \$ (+/-) % (+/-)	
SALARIES - OTHER		2,000	1,800	\$ 2,200	\$ 2,200	\$ -	0.00%
SALARIES MANAGEMENT		4,273	6,096	\$ 6,200	\$ 6,200	\$ -	0.00%
SALARIES OPERATIONAL STAFF		46,354	15,719	\$ 54,440	\$ 47,000	\$ (7,440)	-13.67%
Salaries	¹	\$ 52,627	\$ 23,615	\$ 62,840	\$ 55,400	\$ (7,440)	-11.84%

BOOKS		1,284	0	1,350	\$ 1,350	\$ -	0.00%
ELECTION ENCODING FEES	²	8,021	10,706	14,000	\$ 14,500	\$ 500	3.57%
FOOD FOR ELECTION WORKERS		1,784	684	2,000	\$ 2,250	\$ 250	12.50%
OFFICE SUPPLIES		4,680	2,056	5,000	\$ 5,000	\$ -	0.00%
POSTAGE	³	15,417	12,254	18,000	\$ 18,000	\$ -	0.00%
PRINTING/ADVERTISING		8,525	12,764	12,000	\$ 14,000	\$ 2,000	16.67%
PURCHASED SERVICES MISC		-	0	-		-	
Expenses		\$ 39,711	\$ 38,464	\$ 52,350	\$ 55,100	\$ 2,750	5.25%

Total Elections		\$ 92,338	\$ 62,078	\$ 115,190	\$ 110,500	\$ (4,690)	-4.07%
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Footnotes:

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

Expenses:

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

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

Department: Proposed New Initiatives

Project Title: Public Records/Information Associate

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

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

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

Purpose/Description of Request

Population to be Served

Revenue Impact

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

Community & Economic Development



FY 2020 Operational Budget Request

James Errickson, Director

Mission:

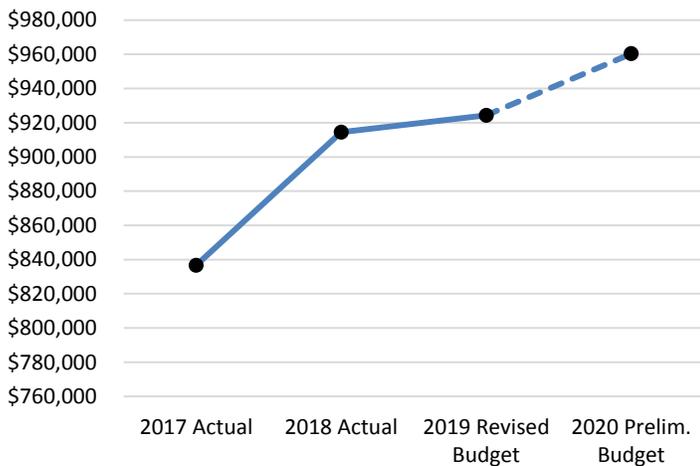
The Community and Economic Development (CED) Department is dedicated to ensuring Natick is an ideal community to raise a family, enjoy recreational opportunities, work and invest. CED strives to protect and enhance Natick's built and natural resources, preserve and advance the high quality of life for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

Budget Highlights for FY 2020:

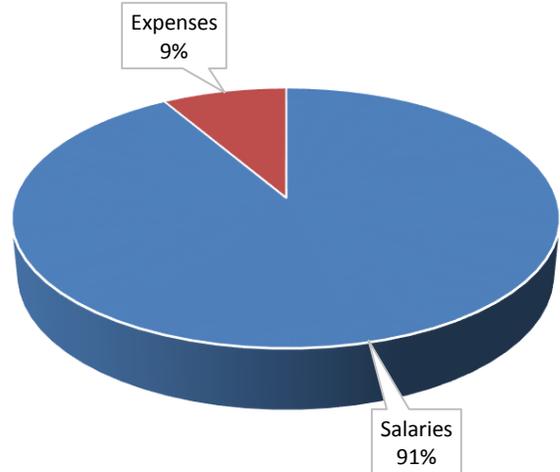
- Request for new position to lead the management of the Permit Tracking system and processes in the Department, to ensure continued revenue growth and high quality customer service to those investing in the community. As of November 2018, CED processed over 5,500 permits (previous 3 year average of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

Budget Summary -

Budget History

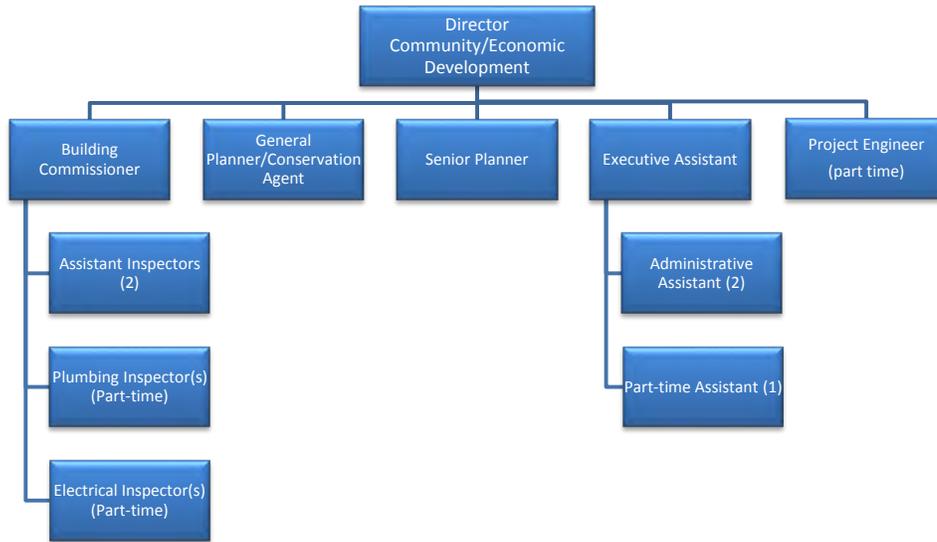


FY20 Budget Distribution



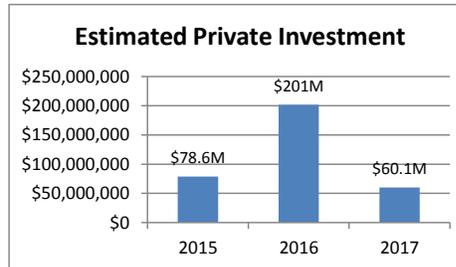
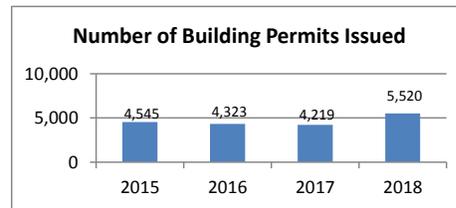
Community & Economic Development

Department - Organizational Summary



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

Department by the Numbers



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

Ongoing/other initiatives:

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

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

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

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

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

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

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

Community & Economic Development



Department: Line item budget

		2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020 \$ (+/-) % (+/-)	
Salaries Management	¹	\$ 212,302	\$ 218,700	\$ 218,700	\$ 223,783	\$ 5,083	2.32%
Salaries Supervisory	²	\$ 58,966	\$ 59,605	\$ 59,620	\$ 60,079	\$ 459	0.77%
Salaries Operational Staff	³	\$ 94,260	\$ 99,371	\$ 115,598	\$ 121,359	\$ 5,761	4.98%
Salaries Technical & Professional	⁴	\$ 285,846	\$ 305,576	\$ 303,700	\$ 309,966	\$ 6,266	2.06%
Salaries Inspection Staff	⁵	\$ 133,802	\$ 147,908	\$ 135,762	\$ 136,806	\$ 1,044	0.77%
Salaries Add'l Comp Supervisory		\$ 2,500	\$ 3,625	\$ 2,500	\$ 2,500	\$ -	0.00%
Salaries Add'l Comp Operational		\$ 750	\$ -	\$ 1,125	\$ 1,125	\$ -	0.00%
Salaries Temp. Operational			\$ 26,528				
Salaries Operational Overtime		\$ 18,505	\$ 21,029	\$ 23,000	\$ 23,000	\$ -	0.00%
Salaries		\$ 806,931	\$ 882,342	\$ 860,005	\$ 878,618	\$ 18,613	2.16%

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

Total Community & Economic Dev.		\$ 836,684	\$ 914,494	\$ 924,355	\$ 960,318	\$ 35,963	3.89%
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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, Spenn/Rt 135)

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

Department: Community and Economic Development

Project Title: New Position: Systems Specialist Administrator

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

Purpose/Description of Request

See job description attached

Population to be Served

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

Revenue Impact

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

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

Approved Recommended Budget: _____

Denied Review by: _____

**Town of Natick
Job Description**

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

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

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

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

Recommended Minimum Qualifications:

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

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

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Section VIII

Committees & Commissions

Committees & Commissions Summary	
Finance Committee	158
Commission on Disability	159
Cultural Council	160
Historical Commission	161
Historic District Commission	162
Affordable Housing Trust	163

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Town of Natick

Home of Champions

Department: Commissions & Committees

Appropriation Summary

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

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

Budget Overview:

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



Town of Natick

Home of Champions

Department: Finance Committee

Budget Overview:

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

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

Staffing: None

Notes

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

Budget Detail:

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

Line-Item Detail:

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

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

Contract Services: Contractual services for recording secretarial work.

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

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



Town of Natick

Home of Champions

Department: Commission on Disability

Budget Overview:

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

Staffing: None

Notes

Budget Detail:

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

Line-Item Detail:

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

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

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



Town of Natick

Home of Champions

Department: Natick Cultural Council

Budget Overview:

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

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



Staffing: None

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

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

Line-Item Detail:

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



Town of Natick

Home of Champions

Department: Historical Commission

Budget Overview:

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

Staffing: None

Notes

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

Line-Item Detail:

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



Town of Natick

Home of Champions

Department: Historic District Commission

Budget Overview:

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

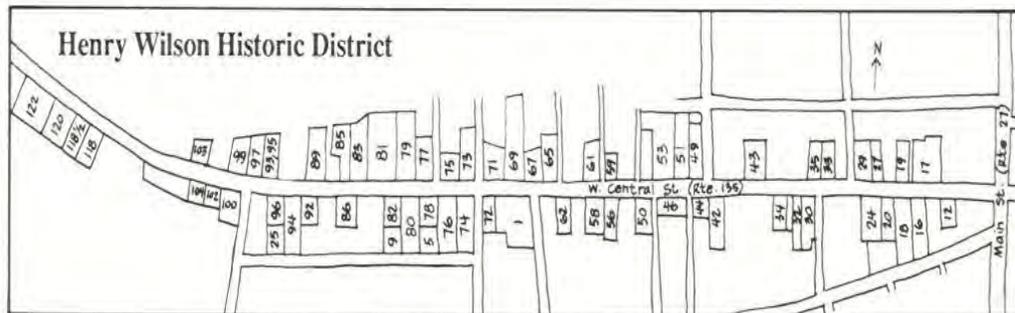
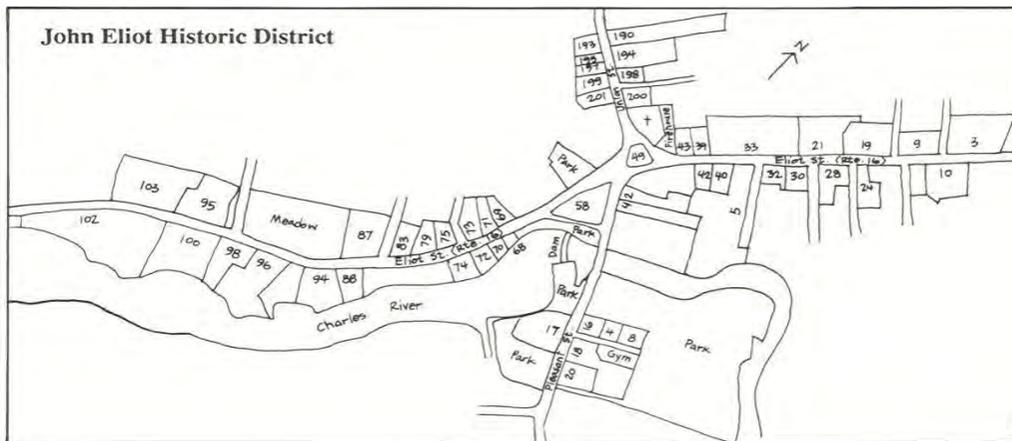
Staffing: None

Budget Detail

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

Line-Item Detail:

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





Town of Natick

Home of Champions

Department: Affordable Housing Trust

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

Appropriation Summary

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

Section IX

Shared Expenses

Shared Expenses

Benefits

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Town of Natick

Department: Employee Fringe

Appropriation Summary

	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020 \$ (+/-) % (+/-)	
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Other Personnel Services

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

Merit & Performance Increases*	\$ 26,000	\$ 143,935	\$ 175,000	\$ 150,000	\$ (25,000)	-14%
Total Performance Plan	\$ 26,000	\$ 143,935	\$ 175,000	\$ 150,000	\$ (25,000)	-14%

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

Health Benefits

Health Care Benefits*	\$ 13,149,662	\$ 12,641,344	\$ 13,115,833	\$ 13,823,603	\$ 707,770	5.4%
Total Health Benefits	\$ 13,149,662	\$ 12,641,344	\$ 13,115,833	\$ 13,823,603	\$ 707,770	5.4%

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

Total Employee & Retiree Benefits	\$ 15,547,943	\$ 15,188,248	\$ 15,851,586	\$ 16,743,422	\$ 891,836	5.63%
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Budget Overview:

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

Total Health Insurance Costs FY20

Town	Plans	Costs
Town Active Employees	259	\$3,493,118
Town Non-Medicare Eligible Retirees	51	\$608,938
Town Retirees	255	\$747,559
Town New Plans	1	\$18,290
Town Reserve Plans	6	\$98,236
	572	\$4,966,141

School	Plans	Costs
Schools Active Employees	511	\$6,479,993
Schools Non-Medicare Eligible Retirees	56	\$544,043
Schools Retirees	425	\$1,247,098
Schools New Plans	16	\$200,612
Schools Reserve Plans	6	\$98,236
	1014	\$8,569,982

TOTAL GF	Plans	Costs
Active Employees	770	\$9,973,111
Non-Medicare Eligible Retirees	107	\$1,152,981
Retirees	680	\$1,994,657
New Plans	17	\$218,902
Reserve Plans	12	\$196,472
	1586	\$13,536,123

Enterprise Funds	Plans	Costs
Water & Sewer Active Employees	20	\$259,962
Golf Active Employees	2	\$36,580
Water & Sewer Non-Medicare Eligible Retirees	5	\$46,283
Water & Sewer Retirees	12	\$34,523
Golf Non-Medicare Eligible Retirees	1	\$7,699
Golf Retirees	0	\$0
	40	\$385,047



Town of Natick

Town Active Employee Plans - Projections for FY 2020

Benchmark

Town %	Employee %	Plan	Monthly Rate - FY 2020	Employee Annual Rate - FY 2020	Town Annual Rate - FY 2020	Total Plans	Projected Total Plan Cost FY 2020
62%	38%	Network Blue Benchmark - Individual	\$1,029.00	\$4,692.24	\$7,655.76	2	\$15,311.52
62%	38%	Network Blue Benchmark - Family	\$2,759.40	\$12,582.86	\$20,529.94	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	\$969.08	\$4,418.98	\$7,209.92	3	\$21,629.75
62%	38%	HP Benchmark - Family	\$2,523.98	\$11,509.33	\$18,778.37	5	\$93,891.87
62%	38%	Tufts Navigator Benchmark - Individual	\$1,034.78	\$4,718.57	\$7,698.73	3	\$23,096.18
62%	38%	Tufts Navigator Benchmark - Family	\$2,709.03	\$12,353.18	\$20,155.18	3	\$60,465.55
75%	25%	Fallon Direct Benchmark - Individual	\$702.00	\$2,105.99	\$6,317.96	4	\$25,271.82
75%	25%	Fallon Direct Benchmark - Family	\$1,890.07	\$5,670.21	\$17,010.63	0	\$0.00
75%	25%	Fallon Select Benchmark - Individual	\$754.08	\$2,262.23	\$6,786.68	53	\$359,693.78
75%	25%	Fallon Select Benchmark - Family	\$2,032.21	\$6,096.62	\$18,289.85	88	\$1,609,506.36
						161	\$2,208,866.83

HDHP

Town Contribution %	Employee Contribution %	Plan	Monthly Rate - FY 2020	Town Health Saving Acct. Contribution	Projected Employee Annual Plan Cost - FY 2020	Projected Town Annual Plan Cost - FY 2020	Total Plans	Projected Total Plan Cost FY 2020
62%	38%	BCBS HSAQ - ind (62/38)	\$831.21	\$1,000.00	\$3,790.32	\$7,184.20	2	\$14,368.40
62%	38%	BCBS HSAQ - fam(62/38)	\$2,230.98	\$2,000.00	\$10,173.27	\$18,598.49	0	\$0.00
62%	38%	HP -HSAQ - ind	\$750.35	\$1,000.00	\$3,421.60	\$6,582.60	1	\$6,582.60
62%	38%	HP -HSAQ - fam	\$1,956.50	\$2,000.00	\$8,921.64	\$16,556.36	5	\$82,781.80
62%	38%	Tufts Navigator HSAQ - Ind (62/38)	\$800.88	\$1,000.00	\$3,651.99	\$6,958.51	0	\$0.00
62%	38%	Tufts Navigator HSAQ- Fam (62/38)	\$2,098.40	\$2,000.00	\$9,568.70	\$17,612.10	2	\$35,224.19
75%	25%	Fallon Direct HSAQ - Ind (75/25)	\$592.14	\$1,000.00	\$1,776.42	\$6,329.26	2	\$12,658.52
75%	25%	Fallon Direct HSAQ - Fam (75/25)	\$1,595.37	\$2,000.00	\$4,786.11	\$16,358.33	1	\$16,358.33
75%	25%	Fallon Select HSAQ - Ind (75/25)	\$634.74	\$1,000.00	\$1,904.22	\$6,712.66	34	\$228,230.44
75%	25%	Fallon Select HSAQ - Fam (75/25)	\$1,712.52	\$2,000.00	\$5,137.56	\$17,412.68	51	\$888,046.68
							98	\$1,284,250.97

Town Retirees - Projections for FY 2020

Non-Medicare Eligible Retirees							
Town %	Retiree Contribution %	Plan	Monthly Rate - FY 2020	Projected Retiree Annual Rate - FY 2020	Projected Town Annual Rate - FY 2020	Total Plans - Projected	Projected Total Plan Cost FY 2020
62%	38%	Network Blue Benchmark - Individual	\$1,029.00	\$4,692.24	\$7,655.76	0	\$0.00
62%	38%	Network Blue Benchmark - Family	\$2,759.40	\$12,582.86	\$20,529.94	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	\$969.08	\$4,418.98	\$7,209.92	9	\$64,889.26
62%	38%	HP Benchmark - Family	\$2,523.98	\$11,509.33	\$18,778.37	2	\$37,556.75
62%	38%	HP -HSAQ - ind	\$698.00	\$3,182.88	\$6,193.12	1	\$6,193.12
62%	38%	Tufts Navigator Benchmark - Individual	\$1,034.78	\$4,718.57	\$7,698.73	2	\$15,397.45
62%	38%	Tufts Navigator Benchmark - Family	\$2,709.03	\$12,353.18	\$20,155.18	2	\$40,310.37
75%	25%	Fallon Direct Benchmark - Individual	\$702.00	\$2,105.99	\$6,317.96	0	\$0.00
75%	25%	Fallon Direct Benchmark - Family	\$1,890.07	\$5,670.21	\$17,010.63	0	\$0.00
75%	25%	Fallon Select Benchmark - Individual	\$754.08	\$2,262.23	\$6,786.68	17	\$115,373.48
75%	25%	Fallon Select Benchmark - Family	\$2,032.21	\$6,096.62	\$18,289.85	18	\$329,217.21
						51	\$608,937.63

Total Town Non-Medicare Eligible Retirees

Senior Plans							
Town %	Retiree Contribution %	Plan	Employer Monthly Payment -6/19 to 12/19	Employer Monthly Payment - 1/20 to 6/20 *	Employer FY 20 Annual Cost	FY 20 Projected # of Senior Plans	Projected Total Plan Cost - FY 2020
50%	38%	Managed Blue for Seniors	\$234.95	\$247.73	\$2,896.05	5	\$14,480.25
50%	38%	Fallon Senior Plan	\$251.95	\$265.92	\$3,107.19	2	\$6,214.38
50%	38%	BCBS MEDEX Enhanced	\$248.45	\$262.17	\$3,063.72	79	\$242,033.88
50%	38%	HPHC MEDICARE Enhanced	\$237.45	\$250.40	\$2,927.10	91	\$266,366.10
50%	38%	Tufts Medicare Preferred HMO	\$210.95	\$222.05	\$2,597.97	29	\$75,341.13
50%	38%	Tufts Medicare Plus	\$236.95	\$249.87	\$2,920.89	49	\$143,123.61
					\$17,512.92	255	\$747,559
Total Town Senior Plans						\$747,559.35	

New Plans - Projections for FY 2020

New FTEs included in the budget .

Town	Plans	Cost	
Individual Plans	0	\$6,786.68	\$0.00
Family Plans	1	\$18,289.85	\$18,289.85
	1		\$18,289.85
<hr/>			
Total New Plans	1		\$18,289.85

Town Reserve Plans - Projections for FY 2020

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	1	\$6,786.68	\$6,786.68
Family Plan Reserve	5	\$18,289.85	\$91,449.23
	6		\$98,235.90
<hr/>			
Total Reserve			\$98,235.90

Total Costs

Town	Plans	Cost
Town Active Employees	259	\$3,493,117.80
Town Non-Medicare Eligible Retirees	51	\$608,937.63
Town Retirees	255	\$747,559.35
Town New Employees	1	\$18,289.85
Town Reserve Plans	6	\$98,235.90
	572	\$4,966,140.53

School Active Employee Plans - Projections for FY 2020

Benchmark

Town %	Employee %	Plan	Monthly Rate - FY	Employee Annual	Projected Town	Total Plans	Projected Total Plan
			2020	Rate - FY 2020	Annual Rate - FY 2020		Cost FY 2020
62%	38%	Network Blue Benchmark - Individual	\$1,029.00	\$4,692.24	\$7,655.76	9	\$68,901.84
62%	38%	Network Blue Benchmark - Family	\$2,759.40	\$12,582.86	\$20,529.94	5	\$102,649.68
50%	50%	HP PPO-Individual	\$2,612.00	\$15,672.00	\$15,672.00	0	\$0.00
62%	38%	HP Benchmark-Individual	\$969.08	\$4,418.98	\$7,209.92	12	\$86,519.02
62%	38%	HP Benchmark - Family	\$2,523.98	\$11,509.33	\$18,778.37	10	\$187,783.74
62%	38%	Tufts Navigator Benchmark - Individual	\$1,034.78	\$4,718.57	\$7,698.73	9	\$69,288.53
62%	38%	Tufts Navigator Benchmark - Family	\$2,709.03	\$12,353.18	\$20,155.18	3	\$60,465.55
75%	25%	Fallon Direct Benchmark - Individual	\$702.00	\$2,105.99	\$6,317.96	13	\$82,133.42
75%	25%	Fallon Direct Benchmark - Family	\$1,890.07	\$5,670.21	\$17,010.63	4	\$68,042.52
75%	25%	Fallon Select Benchmark - Individual	\$754.08	\$2,262.23	\$6,786.68	132	\$895,841.10
75%	25%	Fallon Select Benchmark - Family	\$2,032.21	\$6,096.62	\$18,289.85	176	\$3,219,012.72
						373	\$4,840,638.11

HSAQ

Town Contribution %	Employee %	Plan	Monthly Rate - FY	Town Health Saving	Projected	Projected Town	Total Plans	Projected Total Plan
			2020	Acct. Contribution	Employee Annual Plan Cost - FY 2020	Annual Plan Cost - FY 2020		Cost FY 2020
62%	38%	BCBS HSAQ - ind (62/38)	\$831.21	\$1,000.00	\$3,790.32	\$7,184.20	2	\$14,368.40
62%	38%	BCBS HSAQ - fam(62/38)	\$2,230.98	\$2,000.00	\$10,173.27	\$18,598.49	3	\$55,795.47
62%	38%	HP -HSAQ - ind	\$750.35	\$1,000.00	\$3,421.60	\$6,582.60	6	\$39,495.62
62%	38%	HP -HSAQ - fam	\$1,956.50	\$2,000.00	\$8,921.64	\$16,556.36	1	\$16,556.36
62%	38%	Tufts Navigator HSAQ- Ind (62/38)	\$800.88	\$1,000.00	\$3,651.99	\$6,958.51	4	\$27,834.04
62%	38%	Tufts Navigator HSAQ- Fam (62/38)	\$2,098.40	\$2,000.00	\$9,568.70	\$17,612.10	3	\$52,836.29
75%	25%	Fallon Direct HSAQ - Ind (75/25)	\$592.14	\$1,000.00	\$1,776.42	\$6,329.26	8	\$50,634.08
75%	25%	Fallon Direct HSAQ - Fam (75/25)	\$1,595.37	\$2,000.00	\$4,786.11	\$16,358.33	5	\$81,791.65
75%	25%	Fallon Select HSAQ - Ind (75/25)	\$634.74	\$1,000.00	\$1,904.22	\$6,712.66	51	\$342,345.66
75%	25%	Fallon Select HSAQ - Fam (75/25)	\$1,712.52	\$2,000.00	\$5,137.56	\$17,412.68	55	\$957,697.40
							138	1,639,355

School Retirees - Projections for FY 2020

Non-Medicare Eligible Retirees							
Town %	Retiree Contribution	Plan	Monthly Rate - FY	Retiree Annual Rate	Projected Town Annual Rate - FY	Total Plans -	Projected Total Plan
	%		2020	- FY 2020	2020	Projected	Cost FY 2020
62%	38%	Network Blue Benchmark - Individual	\$1,029.00	\$4,692.24	\$7,655.76	1	\$7,655.76
62%	38%	Network Blue Benchmark - Family	\$2,759.40	\$12,582.86	\$20,529.94	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	\$969.08	\$4,418.98	\$7,209.92	12	\$86,519.02
62%	38%	HP Benchmark - Family	\$2,523.98	\$11,509.33	\$18,778.37	3	\$56,335.12
62%	38%	Tufts Navigator Benchmark - Individual	\$1,034.78	\$4,718.57	\$7,698.73	5	\$38,493.63
62%	38%	Tufts Navigator Benchmark - Family	\$2,709.03	\$12,353.18	\$20,155.18	1	\$20,155.18
75%	25%	Fallon Select HSAQ - Ind (75/25)	\$596.00	\$1,788.00	\$6,364.00	1	\$6,364.00
75%	25%	Fallon Direct Benchmark - Individual	\$702.00	\$2,105.99	\$6,317.96	0	\$0.00
75%	25%	Fallon Direct Benchmark - Family	\$1,890.07	\$5,670.21	\$17,010.63	0	\$0.00
75%	25%	Fallon Select Benchmark - Individual	\$754.08	\$2,262.23	\$6,786.68	23	\$156,093.53
75%	25%	Fallon Select Benchmark - Family	\$2,032.21	\$6,096.62	\$18,289.85	6	\$109,739.07
						56	\$544,043.31

Total Town Non-Medicare Eligible Retirees

Senior Plans							
Town %	Retiree Contribution	Plan	Employer Monthly	Employer Monthly	Employer FY 20	FY 20 Projected # of	FY 20 Total Cost
	%		Payment -6/19 to 12/19	Rate - 1/20 to 6/20 *	Annual Cost	Senior Plans	
50%	50%	Managed Blue for Seniors	\$234.95	\$247.73	\$2,896.05	9	\$26,064.45
50%	50%	Fallon Senior Plan	\$251.95	\$265.92	\$3,107.19	1	\$3,107.19
50%	50%	BCBS MEDEX Enhanced	\$248.45	\$262.17	\$3,063.72	111	\$340,072.92
50%	50%	HPHC MEDICARE Enhanced	\$237.45	\$250.40	\$2,927.10	194	\$567,857.40
50%	50%	Tufts Medicare Preferred HMO	\$210.95	\$222.05	\$2,597.97	35	\$90,928.95
50%	50%	Tufts Medicare Plus	\$236.95	\$249.87	\$2,920.89	75	\$219,066.75
						425	\$1,247,098
Total Town Senior Plans						425	\$1,247,097.66

New Plans - Projections for FY 2020

New FTEs included in the budget .

School	Plans	Cost	
Individual Plans	8	\$6,786.68	\$54,293.40
Family Plans	8	\$18,289.85	\$146,318.76
	16		\$200,612.16
<hr/>			
Total New Plans	16		\$200,612.16

Reserve Plans - Projections for FY 2020

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	1	\$6,786.68	\$6,786.68
Family Plan Reserve	5	\$18,289.85	\$91,449.23
	6		\$98,235.90
<hr/>			
Total Reserve	6		\$98,235.90

Total Costs

Schools	Plans	Cost
Schools Active Employees	511	\$6,479,993.10
Schools Non-Medicare Eligible Retirees	56	\$544,043.31
Schools Retirees	425	\$1,247,097.66
School New Plans	16	\$200,612.16
Schools Reserve Plans	6	\$98,235.90
	1,014	\$8,569,982.12

Enterprise Active Employee Plans - Projections for FY 2020

Benchmark Plans

		Water & Sewer					
Enterprise %	Employee %	Plan	Monthly Rate - FY	Projected Enterprise		Projected Total Plan	
			2020	Annual Rate - FY 2020	Total Plans	Cost FY 2020	
62%	38%	Network Blue Benchmark - Individual	\$1,029.00	\$7,655.76	1	\$7,655.76	
62%	38%	Network Blue Benchmark - Family	\$2,759.40	\$20,529.94	0	\$0.00	
50%	50%	HP PPO-Individual	\$2,612.00	\$15,672.00	0	\$0.00	
62%	38%	HP Benchmark-Individual	\$969.08	\$7,209.92	0	\$0.00	
62%	38%	HP Benchmark - Family	\$2,523.98	\$18,778.37	0	\$0.00	
62%	38%	Tufts Navigator Benchmark - Individual	\$1,034.78	\$7,698.73	0	\$0.00	
62%	38%	Tufts Navigator Benchmark - Family	\$2,709.03	\$20,155.18	0	\$0.00	
75%	25%	Fallon Direct Benchmark - Individual	\$702.00	\$6,317.96	1	\$6,317.96	
75%	25%	Fallon Direct Benchmark - Family	\$1,890.07	\$17,010.63	2	\$34,021.26	
75%	25%	Fallon Select Benchmark - Individual	\$754.08	\$6,786.68	5	\$33,933.38	
75%	25%	Fallon Select Benchmark - Family	\$2,032.21	\$18,289.85	9	\$164,608.61	
						18	\$246,536.96

Sasson Trace Golf Course

		Sasson Trace Golf Course				
Enterprise %	Employee %	Plan	Monthly Rate - FY	Projected Enterprise		Projected Total Plan
			2020	Annual Rate - FY 2020	Total Plans	Cost FY 2020
75%	25%	Fallon Select Benchmark - Family	\$2,032.21	\$18,289.85	2	\$36,579.69

HSAQ

		Water & Sewer					
Enterprise %	Employee %	Plan	Monthly Rate - FY	Projected Enterprise		Projected Total Plan	
			2020	Enterprise Health Saving Acct. Contribution	Annual Plan Cost - FY 2020	Total Plans	Cost FY 2020
62%	38%	BCBS HSAQ - ind (62/38)	\$831.21	\$1,000.00	\$7,184.20	0	\$0.00
62%	38%	BCBS HSAQ - fam(62/38)	\$2,230.98	\$2,000.00	\$18,598.49	0	\$0.00
62%	38%	HP -HSAQ - ind	\$750.35	\$1,000.00	\$6,582.60	0	\$0.00
62%	38%	HP -HSAQ - fam	\$1,956.50	\$2,000.00	\$16,556.36	0	\$0.00
62%	38%	Tufts Navigator HSAQ- Ind (62/38)	\$800.88	\$1,000.00	\$6,958.51	0	\$0.00
62%	38%	Tufts Navigator HSAQ- Fam (62/38)	\$2,098.40	\$2,000.00	\$17,612.10	0	\$0.00
75%	25%	Fallon Direct HSAQ - Ind (75/25)	\$592.14	\$1,000.00	\$6,329.26	0	\$0.00
75%	25%	Fallon Direct HSAQ - Fam (75/25)	\$1,595.37	\$2,000.00	\$16,358.33	0	\$0.00
75%	25%	Fallon Select HSAQ - Ind (75/25)	\$634.74	\$1,000.00	\$6,712.66	2	\$13,425.32
75%	25%	Fallon Select HSAQ - Fam (75/25)	\$1,712.52	\$2,000.00	\$17,412.68	0	\$0.00
						2	\$13,425

Sasson Trace Golf Course

		Sasson Trace Golf Course					
Enterprise %	Employee %	Plan	Monthly Rate - FY	Projected Enterprise		Projected Total Plan	
			2020	Enterprise Health Saving Acct. Contribution	Annual Plan Cost - FY 2020	Total Plans	Cost FY 2020
75%	25%	Fallon Select HSAQ - Fam (75/25)	\$1,712.52	\$2,000.00	\$17,412.68	0	0

Enterprise Fund Retirees - Projections for FY 2020

Senior Plans

Water & Sewer

Enterprise Funds %	Retiree %	Plan	Employer Monthly	Employer Monthly Rate - Employer FY 20		FY 20 Projected # of Senior	FY 20 Total Cost
			Payment -6/19 to 12/19	1/20 to 6/20 *	Annual Cost	Plans	
50%		Managed Blue for Seniors	\$234.95	\$247.73	\$2,896.05	0	\$0.00
50%		Fallon Senior Plan	\$251.95	\$265.92	\$3,107.19	0	\$0.00
50%		BCBS MEDEX Enhanced	\$248.45	\$262.17	\$3,063.72	3	\$9,191.16
50%		HPHC MEDICARE Enhanced	\$237.45	\$250.40	\$2,927.10	2	\$5,854.20
50%		Tufts Medicare Preferred HMO	\$210.95	\$222.05	\$2,597.97	3	\$7,793.91
50%		Tufts Medicare Plus	\$236.95	\$249.87	\$2,920.89	4	\$11,683.56
						12	\$34,522.83
Water & Sewer Enterprise Funds Senior Plans							\$34,522.83

Sasson Trace Golf Course

Enterprise Funds %	Retiree %	Plan	Employer Monthly	Employer Monthly Rate - Employer FY 20		FY 20 Projected # of Senior	FY 20 Total Cost
			Payment -6/19 to 12/19	1/20 to 6/20 *	Annual Cost	Plans	
50%		Managed Blue for Seniors	\$234.95	\$247.73	\$2,896.05	0	\$0.00
50%		Fallon Senior Plan	\$251.95	\$265.92	\$3,107.19	0	\$0.00
50%		BCBS MEDEX Enhanced	\$248.45	\$262.17	\$3,063.72	0	\$0.00
50%		HPHC MEDICARE Enhanced	\$237.45	\$250.40	\$2,927.10	0	\$0.00
50%		Tufts Medicare Preferred HMO	\$210.95	\$222.05	\$2,597.97	0	\$0.00
50%		Tufts Medicare Plus	\$236.95	\$249.87	\$2,920.89	0	\$0.00
						0	\$0.00
Total Sasson Trace Golf Course Enterprise Funds Senior Plans							

Non-Medicare Eligible Retirees

			Water & Sewer			
			Projected Enterprise			
Enterprise Funds %	Retiree %	Plan	Monthly Rate - FY 2020	Funds Annual Rate - FY 2020	Total Plans	Projected Total Plan Cost FY 2020
62%		Network Blue Benchmark - Individual	\$1,029.00	\$7,655.76	0	\$0.00
62%		Network Blue Benchmark - Family	\$2,759.40	\$20,529.94	0	\$0.00
50%		HP PPO-Individual	\$2,612.00	\$15,672.00	0	\$0.00
62%		HP Benchmark-Individual	\$969.08	\$7,209.92	2	\$14,419.84
62%		HP Benchmark - Family	\$2,523.98	\$18,778.37	0	\$0.00
62%		Tufts Navigator Benchmark - Individual	\$1,034.78	\$7,698.73	0	\$0.00
62%		Tufts Navigator Benchmark - Family	\$2,709.03	\$20,155.18	0	\$0.00
75%		Fallon Direct Benchmark - Individual	\$702.00	\$6,317.96	0	\$0.00
75%		Fallon Direct Benchmark - Family	\$1,890.07	\$17,010.63	0	\$0.00
75%		Fallon Select Benchmark - Individual	\$754.08	\$6,786.68	2	\$13,573.35
75%		Fallon Select Benchmark - Family	\$2,032.21	\$18,289.85	1	\$18,289.85
					5	\$46,283.03
Total Water & Sewer Enterprise Funds Non-Medicare Eligible Retirees						\$46,283.03

			Sasson Trace Golf Course			
			Projected Enterprise			
Enterprise Funds %	Retiree %	Plan	Monthly Rate - FY 2020	Funds Annual Rate - FY 2020	Total Plans	Projected Total Plan Cost FY 2020
62%		Network Blue Benchmark - Individual	\$1,029.00	\$7,655.76	0	\$0.00
62%		Network Blue Benchmark - Family	\$2,759.40	\$20,529.94	0	\$0.00
50%		HP PPO-Individual	\$2,612.00	\$15,672.00	0	\$0.00
62%		HP Benchmark-Individual	\$969.08	\$7,209.92	0	\$0.00
62%		HP Benchmark - Family	\$2,523.98	\$18,778.37	0	\$0.00
62%		Tufts Navigator Benchmark - Individual	\$1,034.78	\$7,698.73	1	\$7,698.73
62%		Tufts Navigator Benchmark - Family	\$2,709.03	\$20,155.18	0	\$0.00
75%		Fallon Direct Benchmark - Individual	\$702.00	\$6,317.96	0	\$0.00
75%		Fallon Direct Benchmark - Family	\$1,890.07	\$17,010.63	0	\$0.00
75%		Fallon Select Benchmark - Individual	\$754.08	\$6,786.68	0	\$0.00
75%		Fallon Select Benchmark - Family	\$2,032.21	\$18,289.85	0	\$0.00
					1	\$7,698.73
Total Sasson Trace Golf Course Enterprise Funds Non-Medicare Eligible Retiree Plans						\$7,698.73

Total Costs

Enterprise Funds

	Plans	Cost
Water & Sewer Active Employees Plans	20	\$259,962.28
Water & Sewer Enterprise Funds Retirees Plans	17	\$80,805.86
		\$340,768.14
Sasson Trace Golf Course Active Employees Plans	2	\$36,579.69
Sasson Trace Golf Course Enterprise Funds Retirees Plans	1	\$7,698.73
		\$44,278.42



Town of Natick

Home of Champions

Department: Employee Fringe

Line-Item Detail

Workers Compensation:

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

Unemployment Insurance:

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

Medicare (Payroll):

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

DOT Testing:

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

Insurance Group Health & Life:

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

Public Safety Chapter 41 Section 111F:

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

LIUNA/Mass. Laborers' Pensions:

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

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

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

Retirement Buyout:

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



Town of Natick

Home of Champions

Unemployment Estimates

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

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

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

Estimate for FY 2020 \$65,000

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



Town of Natick

Home of Champions

Town & School Medicare - contribution for FY 2020

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

Enterprise Funds Medicare - contribution for FY 2020

Enterprise Accounts

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



Town of Natick

Home of Champions

Department: Contributory Retirement

Appropriation Summary

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

Budget Overview:

I. Main Purpose of the Department

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

Employees who became members prior to April 1, 2012 are eligible to apply for a pension benefit when they have completed either ten years of creditable service and have reached the age of 55, or have 20 years of creditable service regardless of your age. Employees who became members on or after April 1, 2012 are eligible to apply for a benefit when they have reached age 60 with ten or more years of creditable service or have 20 years of service at any age. Recipients receive a defined benefit plan. The pension allowance is calculated using an 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:

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

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

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



Town of Natick

Department: Non - Contributory Retirement

Appropriation Summary

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

Budget Overview:

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

Budget Detail:

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

Line-Item Detail:

Other Personnel Services:

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

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



Town of Natick

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

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

Worker's Compensation

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



Town of Natick

LIUNA/MASS Laborers' Benefits Fund Contribution for Fiscal Year 2020 Budget

UNION	General Fund		TOWN COST	AMOUNT
	EST HOURS			
GENERAL FUND				
LABORERS	83200	1.53	\$	127,296.00
CLERICAL	39000	1.34	\$	52,260.00
SUPERVISORS	14560	1.53	\$	22,276.80
CUSTODIANS*	85280	1.38	\$	117,686.40
LIBRARY	36400	0.41	\$	14,924.00
GENERAL FUND				\$334,443.20
* SCHOOL PAYS 15 CENTS PER HOUR FOR SCH EMPLOYEES				
	Water & Sewer			
LABORERS	45760	1.53	\$	70,012.80
CLERICAL	5850	1.34	\$	7,839.00
SUPERVISORS	6240	1.53	\$	9,547.20
WATER & SEWER				\$87,399.00
		Total		\$421,842

* Massachusetts Laborers' Benefit Fund

** LIUNA Pension Fund

Merit/Performance Set-Aside

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

Property and Liability Insurance



FY 2020 Operational Budget Request

Department: Property & Liability Insurance

Appropriation Summary

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

Budget Overview:

I. Main Purpose of the Department

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

II. Recent Developments

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

III. Current Challenges

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

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

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

V. On the Horizon

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

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

Debt Service



FY 2020 Operational Budget Request

Department: Debt Service

Appropriation Summary

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

Budget Overview:

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

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

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

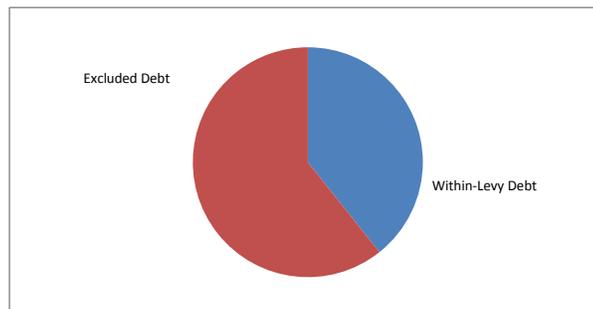
Positively for Natick, the community fares well on this indicator. Debt service of 20% of operating revenues is considered a problem. Ten percent (10%) is considered acceptable. Future issuance of debt should be timed so as to minimize its impact upon both the operating budget. This can be achieved by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

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

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

Within-Levy vs. Excluded Debt

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



Debt Limit

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

Debt Service Schedules

FY 2020 Operational Budget Request

Department: General Fund Debt Service

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

Debt Service Schedules

FY 2020 Operational Budget Request

Department: General Fund Debt Service

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

Debt Service Schedules

FY 2020 Operational Budget Request

Department: General Fund Debt Service

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



Town of Natick

Home of Champions

Department: Debt Service

Leased Equipment

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

Leased Equipment

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

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

Narrative:

Principal Payments:

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

Interest Payments:

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

Leased Equipment:

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

Leased Land:

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

Facilities Management



FY 2020 Operational Budget Request

Vacant, Director

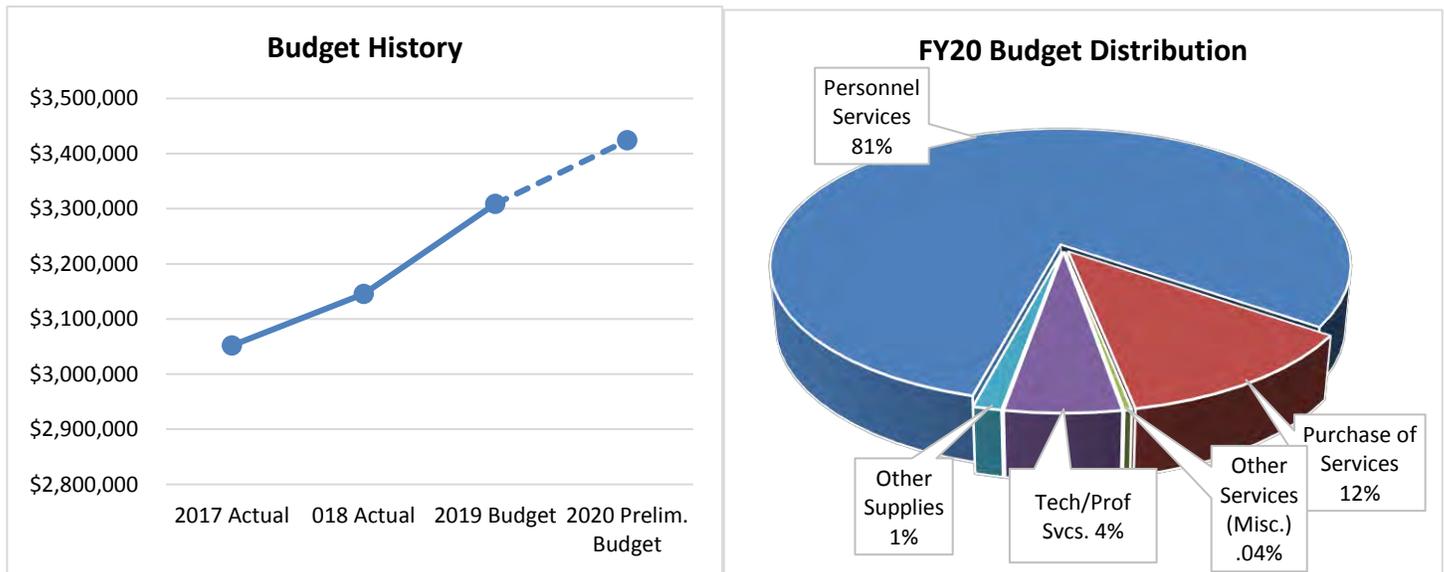
Mission:

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

Budget Highlights for FY 2020:

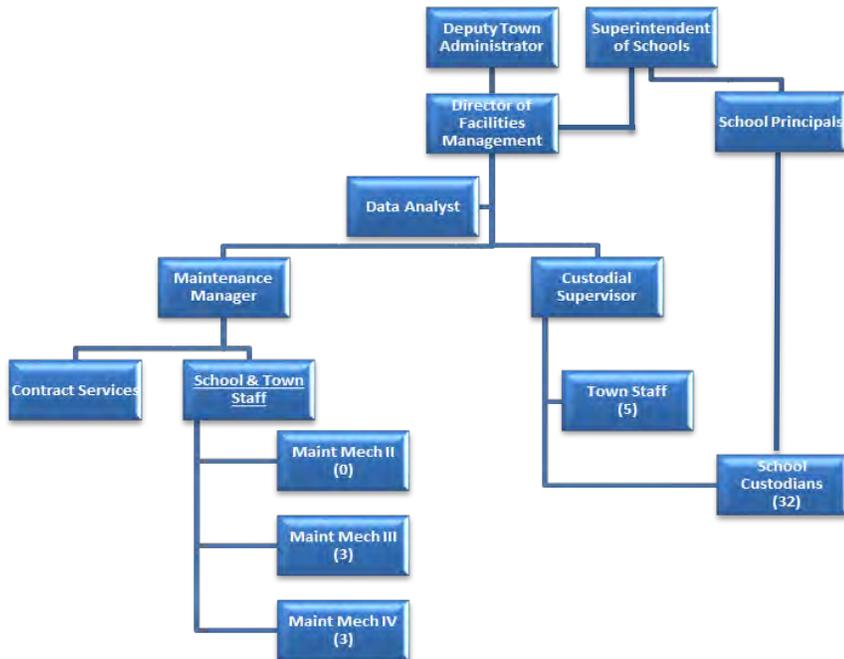
- Increases from contractual labor costs
- \$50,000 increase for contractual cleaners from base rate increasing from \$13.25/hr to \$19.23/hr

Budget Summary



Facilities Management

Department - Organizational Summary



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

Notes

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

Maint Mech II: 0 General Maintenance

Maint Mech III: 1 General Maintenance, 2 Painters

Maint Mech IV: 1 HVAC, 2 Carpenters

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

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

Facilities Management



Department: Facilities Management

		2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020 \$ (+/-) % (+/-)	
Salaries Supervisory		\$ 249,735	\$ 248,778	\$ 322,600	\$ 342,162	\$ 19,562	6.06%
Salaries Technical & Professional		\$ 55,211	\$ 55,000	\$ 56,400	\$ 57,564	\$ 1,164	2.06%
Salaries Operational Staff		\$ 1,926,411	\$ 1,988,720	\$ 2,057,205	\$ 2,111,393	\$ 54,188	2.63%
Salaries Part-Time Operational		\$ 38,207	\$ 37,100	\$ 40,000	\$ 35,000	\$ (5,000)	-12.50%
Salaries Add'l Comp Operational		\$ 25,600	\$ 25,400	\$ 35,000	\$ 35,000	\$ -	0.00%
Salaries Staff Overtime		\$ 187,766	\$ 169,803	\$ 175,000	\$ 175,000	\$ -	0.00%
Personnel Services	¹	\$ 2,482,930	\$ 2,524,801	\$ 2,686,205	\$ 2,756,119	\$ 69,914	2.60%
Repairs & Maint. Facilities	²	\$ 374,106	\$ 362,515	\$ 370,000	\$ 370,000	\$ -	2.06%
Repairs & Maint. (5 Auburn Street)		\$ 6,381	\$ 26,000	\$ 26,000	\$ 26,000	\$ -	0.00%
Repairs & Maint. Elevator/Chair lift	³	\$ 22,167	\$ 27,500	\$ 27,500	\$ 25,500	\$ (2,000)	0.00%
Purchase of Services		\$ 402,654	\$ 416,015	\$ 423,500	\$ 421,500	\$ (2,000)	-0.47%
Clothing Allowance Oper. Staff		10,770	12,000	12,000	12,000	\$ -	0.00%
Other Services (Misc.)		\$ 10,770	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.00%
Contractual Svs - Cleaning	⁴	\$ 108,772	\$ 144,843	\$ 140,000	\$ 190,000	\$ 50,000	35.71%
Tech/Professional Services		\$ 108,772	\$ 144,843	\$ 140,000	\$ 190,000	\$ 50,000	35.71%
Custodial Supplies		\$ 46,693	\$ 47,863	\$ 47,000	\$ 47,000	\$ -	0.00%
Other Supplies		\$ 46,693	\$ 47,863	\$ 47,000	\$ 47,000	\$ -	0.00%
Total Department		\$ 3,051,819	\$ 3,145,522	\$ 3,308,705	\$ 3,426,619	\$ 117,914	3.56%

Footnotes:

¹ Salaries:

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

Technical & Professional - Data Analyst

Operational - 43 employees who maintain and care for Town buildings

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

Additional Compensation Operational - Longevity and training stipends for operational staff

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

Purchased Services:

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

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

Technical/Professional Services:

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



Town of Natick

Home of Champions

Department: Reserve Fund

Budget Overview:

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

Reserve Fund Usage:

No Reserve Fund Transfers in FY18

Reserve Fund History

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

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

Water/Sewer Enterprise Fund

Water & Sewer Enterprise Fund	
Water Supply & Distribution	204
Sanitary Sewer Collection & Disposal	206
Utility Billing	207
Debt Service	209

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Water & Sewer



FY 2020 Operational Budget Request

Jeremy Marsette PE, Director of Public Works

Mission:

Water & Sewer Operations:

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

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

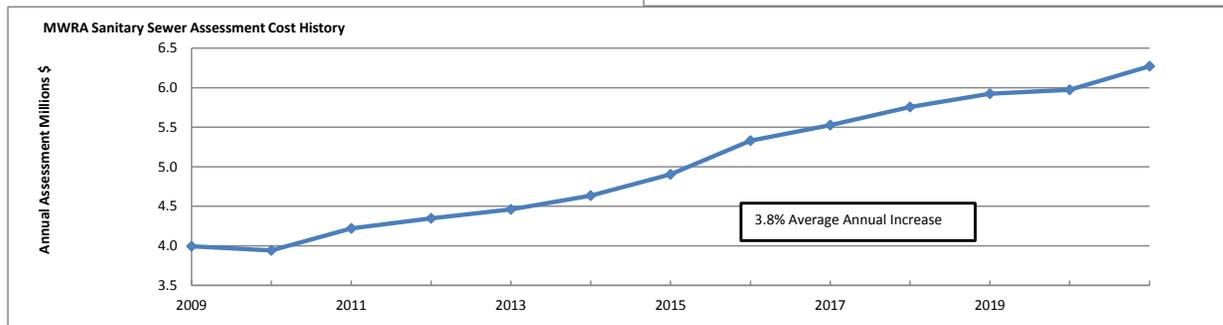
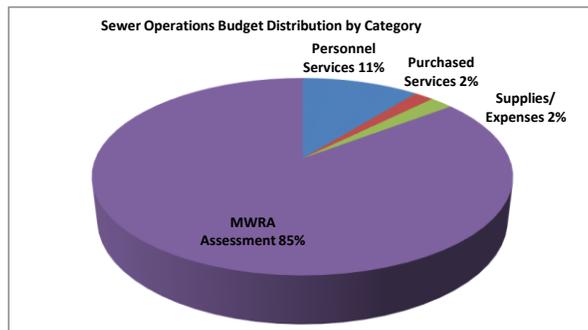
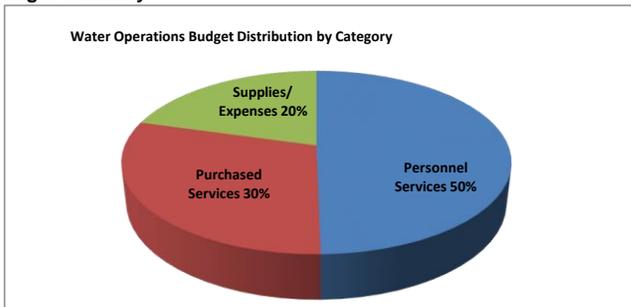
Utility Billing Operations:

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

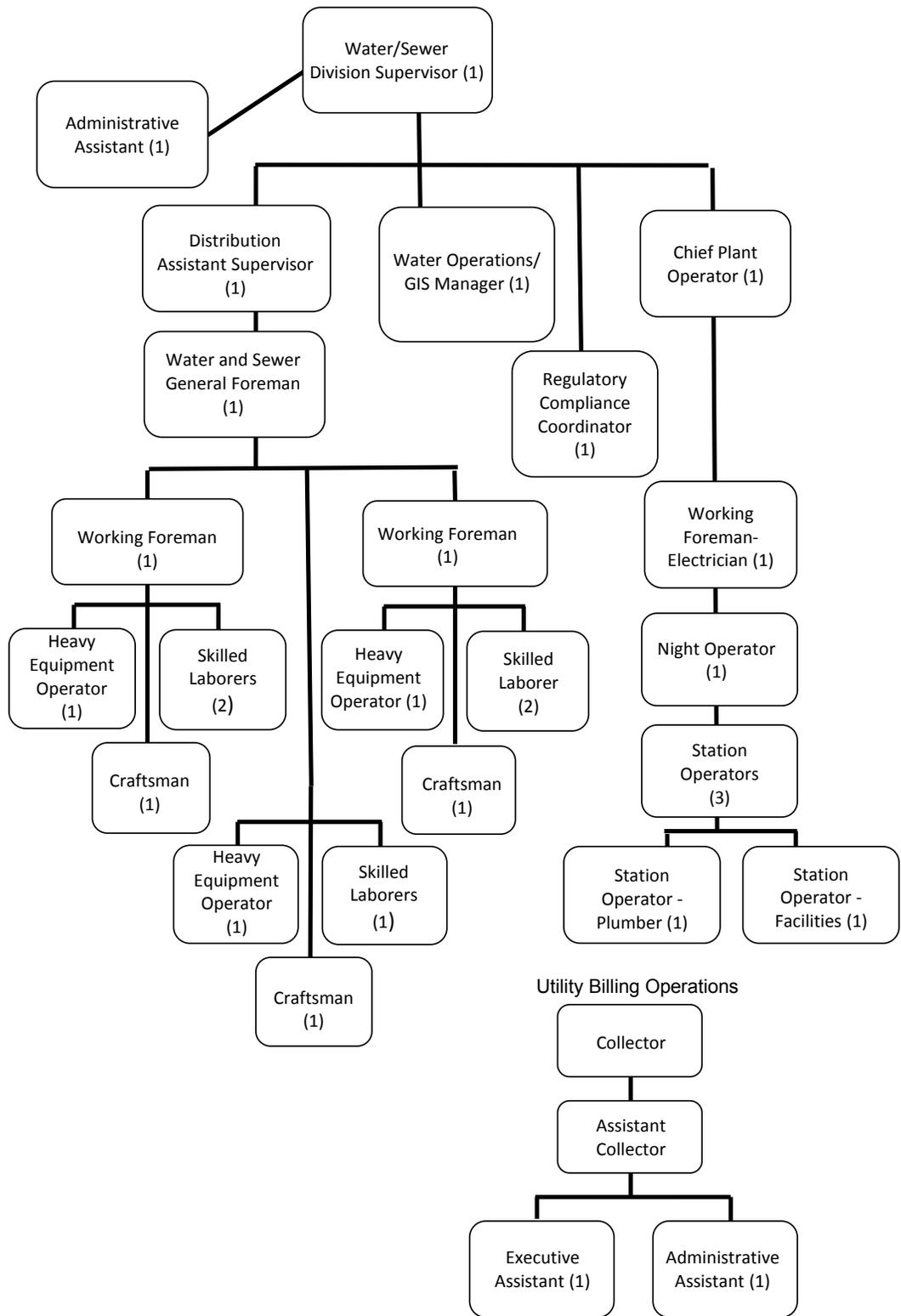
Budget Highlights for FY 2020:

- The Water Division operating budget includes an increase in the ISO line item. This increase covers the additional expenses as the Division works towards ISO re-certification. These expenses include consultants, audit and inspections fees, and registration fees.
- The Water and Sewer Divisions have minor increases in material expenses to cover increases in cost and quantity.
- 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% in FY20 from the final assessment of FY19 (an increase of \$298,600).

Budget Summary -



Department - Organizational Summary



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

Notes

* Water & Sewer Divisions are under the management of the Director of Public Works.

* Collector and Assistant Collector are funded in the General Fund Operating Budget.

Water & Sewer

Department by the Numbers

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

*Estimated

Water & Sewer

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

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

Utility Billing	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
Salaries					\$ (+/-)	%(+/-)
Personnel Services	107,657	109,748	115,754	107,981	-7,773	-6.71%
Operating Expenses						
Supplies	59,497	49,626	89,000	89,000	0	0.00%
Total Expenses	59,497	49,626	89,000	89,000	0	0.00%
Total Utility Billing	167,155	159,374	204,754	196,981	-7,773	-3.80%

Employee Benefits	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
					\$ (+/-)	%(+/-)
Medicare	26,585	25,242	31,375	32,003	628	2.00%
Insurance Group Health/Life	371,954	388,530	441,577	424,116	-17,461	-3.95%
LIUNA Pension	65,389	73,406	74,432	87,399	12,967	17.42%
Funding Schedule	273,812	296,128	315,114	337,172	22,058	7.00%
Total Employee Benefits	737,740	783,306	862,498	880,690	18,192	2.11%

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

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

Total Enterprise	12,353,012	12,898,709	14,248,238	14,192,636	-55,602	-0.39%
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Water Division

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

Footnotes:

Salaries:

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

Purchased Services:

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

Other Services:

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

Water Division

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

Footnotes:

Technical & Professional Services:

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

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

Supplies:

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

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

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

Other Supplies:

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

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

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

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

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

Sewer Division

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

Footnotes:

Salaries:

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

Purchased Services:

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

Technical & Professional Services:

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

Supplies:

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

Other Charges:

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

Utility Billing

Description		2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
						\$ (+/-)	% (+/-)
Salaries							
SALARIES OPERATIONAL STAFF	¹	103,032	104,211	108,580	100,689	-7,891	-7.27%
SALARIES PART-TIME	²	3,500	3,569	3,957	4,075	119	3.00%
SALARIES OPERATIONAL O/T		0	843	2,070	2,070	0	0.00%
SALARIES ADD'L COMP OPER		1,125	1,125	1,148	1,148	0	0.00%
Total Personnel Services		107,657	109,748	115,754	107,981	-7,773	-6.71%
EQUIPMENT REPAIRS/SERVICING		0	0	500	500	0	0.00%
SOFTWARE SERVICING	³	0	0	15,000	15,000	0	0.00%
UTILITY BILLING SOFTWARE		0	0	0	0	0	0.00%
PRINTED BILLS WATER/SEWER		11,626	7,843	10,000	10,000	0	0.00%
TRAVEL		0	0	500	500	0	0.00%
TELEPHONE		0	0	1,500	1,500	0	0.00%
TRAINING & EDUCATION		0	0	3,000	3,000	0	0.00%
PROFESSIONAL SERVICES OTHER		0	0	0	0	0	0.00%
POSTAGE		28,121	22,033	25,000	25,000	0	0.00%
COPY/MAIL CENTER FEES		19,750	19,750	32,000	32,000	0	0.00%
COLLECTION ACTIVITIES		0	0	500	500	0	0.00%
OFFICE SUPPLIES		0	0	1,000	1,000	0	0.00%
Total Supplies		59,497	49,626	89,000	89,000	0	0.00%
Total Utility Billing		167,155	159,374	204,754	196,981	-7,773	-3.80%

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 - Debt Service Schedules

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

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Debt Service Schedules

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



Town of Natick

Water and Sewer Enterprise Fund

FY2020 Indirect Costs

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

Water Sewer Staff Performing General Fund Functions

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

Total Water and Sewer Indirect Costs

2,533,299

Notes:

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

Section XI

Sassamon Trace Golf Course

Enterprise Fund

Sassamon Trace Golf Course Enterprise Fund	213
Operations	215
Debt Service	218
Fringe	219

Sassamon Trace Golf Course



FY 2020 Operational Budget Request

Jemma Lambert, Director & Kurt McDowell, Golf Course Manager

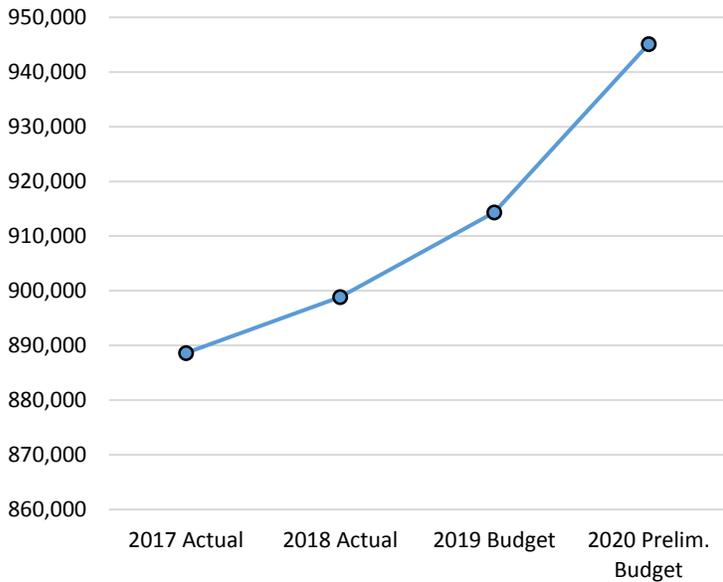
Mission:

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

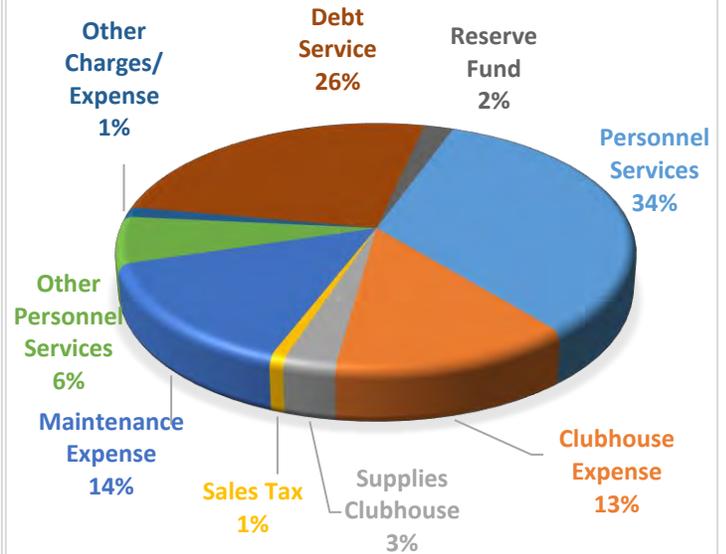
Budget Highlights for FY 2020:

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

Budget History

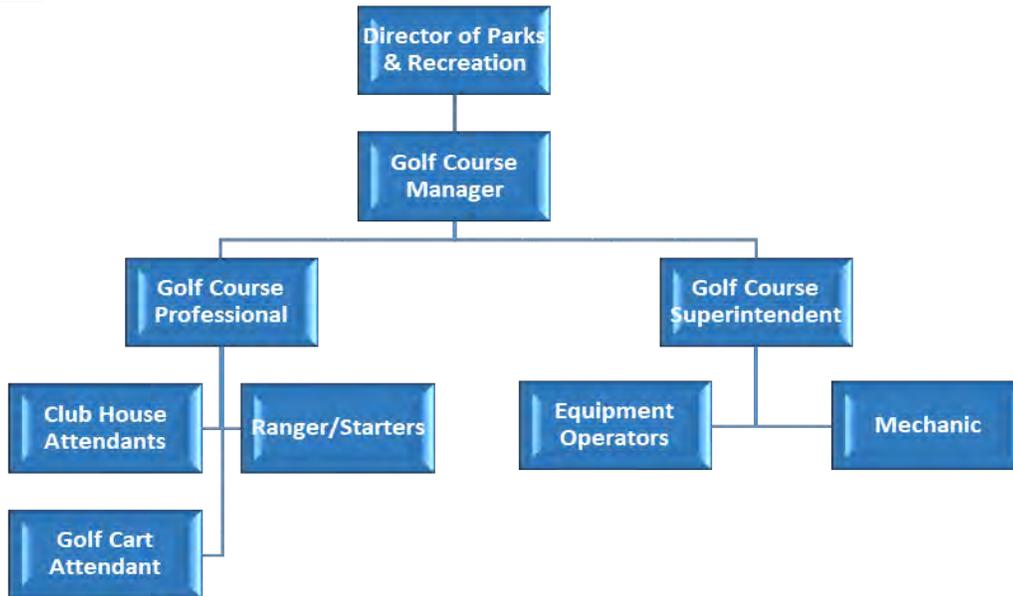


BUDGET DISTRIBUTION



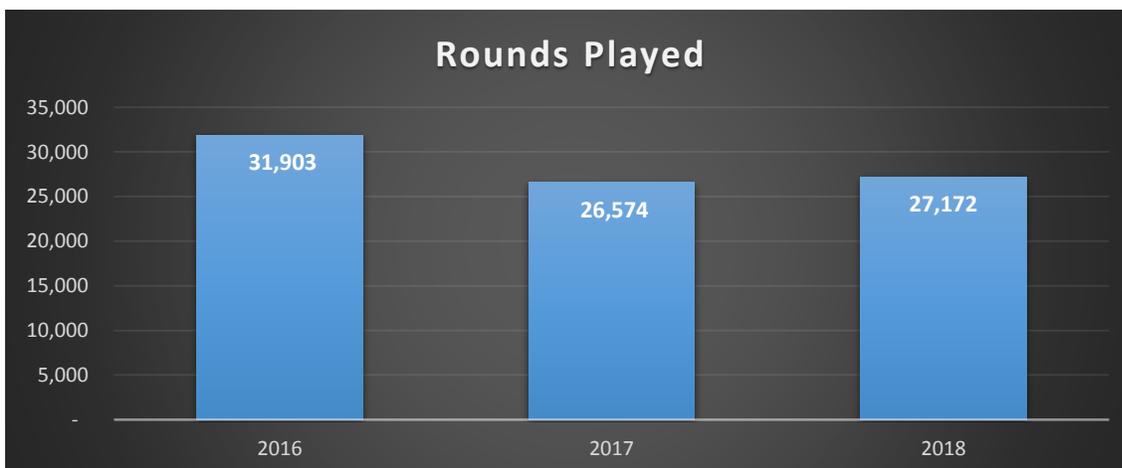
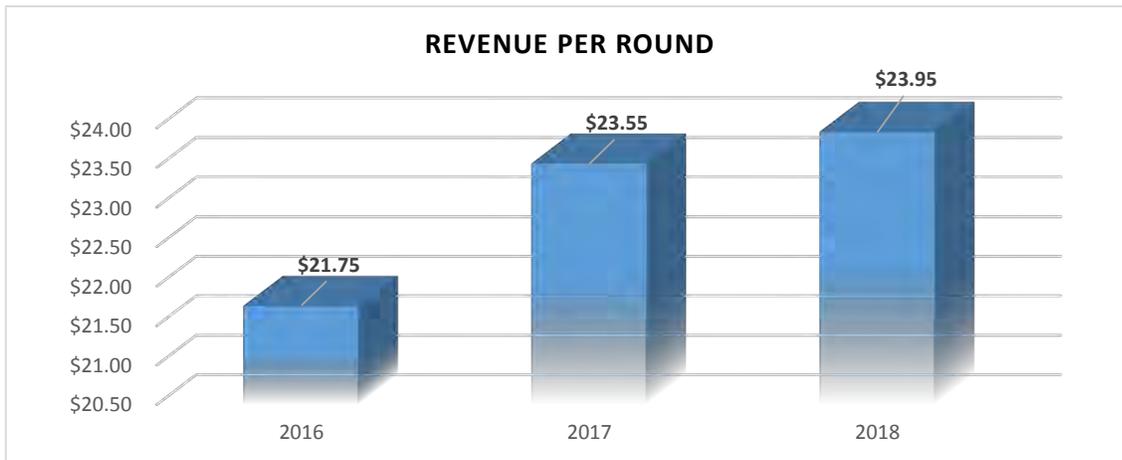
Sassamon Trace Golf Course

Organization Chart



FTE Count 7.8 FTE (3 FT / 26 PT)

Department by the Numbers



Sassamon Trace Golf Course

Golf	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019 vs. 2020	
					\$ (+/-)	%(+/-)
Salaries						
Personnel Services	275,349	275,349	300,236	318,362	18,126	6.04%
Operating Expenses						
Clubhouse Expense	122,099	125,489	121,894	125,011	3,117	2.56%
Supplies Clubhouse	22,824	20,457	27,500	27,500	-	0.00%
Sales Tax	5,523	4,971	7,500	7,500	-	0.00%
Maintenance Expense	141,961	153,394	134,654	136,331	1,677	1.25%
Other Personnel Services	46,834	52,098	55,866	54,844	(1,022)	-1.83%
Other Charges/Expense	16,423	17,761	11,812	12,639	827	7.00%
Debt Service	257,612	249,330	244,886	241,641	(3,245)	-1.33%
Reserve Fund			10,000	20,000	10,000	100.00%
Total Expenses	613,275	623,500	614,112	625,466	11,354	1.85%
Total Golf	888,624	898,849	914,348	943,828	29,480	3.22%

Sassamon Trace Golf Course

Description	2017 Actual	2018 Actual	2019 Budget	2020 Final	FY19 Δ FY20	
				Budget	FY19 Δ FY20 \$	%
SALARIES MANAGEMENT	68,603	68,603	103,646	109,186	5,540	5.35%
SALARIES OPERATIONAL STAFF	65,275	65,275	66,300	67,667	1,367	2.06%
SALARIES GOLF SUPPORT STAFF	59,207	59,207	39,975	46,039	6,064	15.17%
SALARIES PART-TIME OPERATIONAL	24,996	24,996	29,698	33,277	3,579	12.05%
SALARIES TECHNICAL/PROFESSNL	57,269	57,269	53,198	54,313	1,116	2.10%
MERIT/PERFORMANCE	0	0	7,420	7,880	460	6.20%
Personnel Services ¹	275,349	275,349	300,236	318,362	18,126	6.04%
ELECTRICITY	27,027	27,532	18,706	19,173	467	2.50%
BUILDING LEASE/REPAIRS	7,626	4,124	4,500	4,800	300	6.67%
LEASE PAYMENT LAND	70,088	76,365	79,038	79,038	-	0.00%
TELEPHONE	3,915	4,431	4,400	4,500	100	2.27%
DUES & SUBSCRIPTIONS	1,273	1,430	1,350	1,350	-	0.00%
ADVERTISING/PROMOTION	452	46	1,000	3,000	2,000	200.00%
BANK AND CREDIT CARD FEES	11,124	11,561	12,500	13,000	500	4.00%
SOFTWARE MAINT	595	0	400	150	(250)	-62.50%
Club House Expenses ²	122,099	125,489	121,894	125,011	3,117	2.56%
SUPPLIES - CLUB HOUSE	2,290	2,666	2,750	2,750	-	0.00%
MERCHANDISE-PRO SHOP	20,376	17,595	24,000	24,000	-	0.00%
SUPPLIES CUSTODIAL	158	196	750	750	-	0.00%
Supplies Club House ³	22,824	20,457	27,500	27,500	-	0.00%
Sales Tax	5,523	4,971	7,500	7,500	-	0.00%
Sales Tax ⁴	5,523	4,971	7,500	7,500	-	0.00%

Footnotes:

¹ Personnel Services:

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

Salaries Operational Staff: Golf Course Superintendent .

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

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

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

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

² Club House:

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

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

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

³ Supplies - Club House:

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

⁴ Sales Tax:

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

Sassamon Trace Golf Course

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

⁵ **Course Maintenance Expenses:**

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

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

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

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

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

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

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

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

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

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

Sassamon Trace Golf Course

	2017 Actual	2018 Actual	2019 Budget	2020 Final Budget	FY19 Δ FY20 \$	FY19 Δ FY20 %
Employee Benefits						
FICA/MEDICARE	3,993	3,506	4,353	4,616	263	6.05%
INSURANCE GRP HLTH/LIFE	38,597	42,521	48,013	46,728	(1,285)	-2.68%
UNEMPLOYMENT INSURANCE	4,244	6,071	3,500	3,500	-	0.00%
Other Personnel Services ⁶	46,834	52,098	55,866	54,844	(1,022)	-1.83%
RETIREMENT ASSESSMENT	16,423	17,761	11,812	12,639	827	7.00%
Other Charges and Expenditures ⁷	16,423	17,761	11,812	12,639	827	7.00%
Debt Service						
PRINCIPLE	217,630	219,143	212,230	196,540	(15,690)	-7.39%
INTEREST	39,982	30,187	32,656	45,101	12,445	38.11%
Total Debt Service ⁸	257,612	249,330	244,886	241,641	(3,245)	-1.33%
RESERVE FUND		0	10,000	20,000	10,000	100.00%
Total Budget Sassamon Trace	888,624	898,849	914,348	943,828	29,480	3.22%
Fund Total Sassamon Trace	\$ 888,624	\$ 898,849	\$ 914,348	\$ 943,828	29,480	3.22%

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

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

Town of Natick
Sassamon Trace Golf Course Debt

Department: Enterprise Fund Debt Service - Principal

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

Department: Enterprise Fund Debt Service - Interest

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

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



Town of Natick

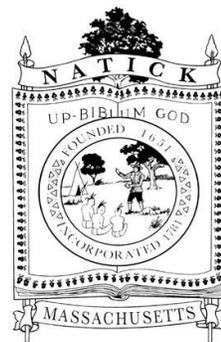
Golf Enterprise Fund

FY2020 Indirect Costs

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

Notes:

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



Town of Natick

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

December 3, 2018



Town of Natick

FY 2020 – 2024 Capital Improvement Program

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Town of Natick

FY 2020 – 2024 Capital Improvement Program

Section I: Executive Summary



Town of Natick

FY 2020 – 2024 Capital Improvement Program

Section I: Executive Summary

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

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

This document is that submission for FY 2020.

INTRODUCTION

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

FIVE-YEAR CAPITAL PROGRAM

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

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



Town of Natick

FY 2020 – 2024 Capital Improvement Program

2018 Town Meetings Capital Appropriations

2018 Fall Annual Town Meeting

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



Town of Natick

FY 2020 – 2024 Capital Improvement Program

2018 Spring Annual Town Meeting

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

2018 Special Town Meeting #1

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

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

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



Town of Natick

FY 2020 – 2024 Capital Improvement Program

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

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

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

FINANCING METHODS

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

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

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



Town of Natick

FY 2020 – 2024 Capital Improvement Program

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

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

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

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

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

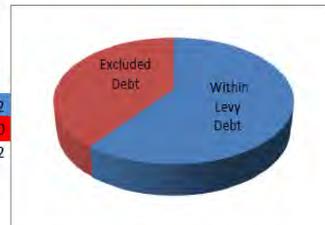
The Town breaks debt into within levy debt and excluded or exempt debt. Excluded debt includes large projects approved by the voters such as the High School and Community Senior Center.

FY 2019 Tax Levy Debt Profile

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

Within Levy vs. Excluded Debt

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



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



Town of Natick

FY 2020 – 2024 Capital Improvement Program

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

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

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

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

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

Closing

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



Town of Natick

FY 2020 – 2024 Capital Improvement Program

Section II: FY 2020 Capital Budget Summary

Fiscal Year 2020 Proposed Capital Projects

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

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

\$14,058,179

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

Fiscal Year 2020 Capital Equipment

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

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

Fiscal Year 2020 Capital Improvements

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

\$9,887,479 \$702,000

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

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Financial Management Principles - Amended October 17, 2016

PART 1: GENERAL

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

PART 2: PRINCIPLES

Reserves: Use and Recommended Balances

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

Stabilization Funds:

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

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

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

Capital Planning and Budgeting

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

Debt Issuance and Management

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

Financial Planning and Forecasting

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

Cash/Investments Management

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

Retirement System Funding

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

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

Other Post-Employment Benefits (OPEB) Funding

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

NATICK BOARD OF SELECTMEN

Richard P. Jennett, Chair

Nicholas S. Mabardy, Vice Chair

Jonathan Freedman, Clerk

Susan G. Salamoff, Member

John Connolly, Member

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

Legal Basis for the Budget Process

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

TOWN OF NATICK CHARTER: ARTICLE 5: FISCAL PROCEDURES

Section 5-1 Fiscal Year

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

Section 5-2 School Department Budget

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

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

Section 5-3 Submission of Preliminary Budget

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

Section 5-4 Budget Message

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

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

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

Section 5-5 The Preliminary Budget

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

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

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

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

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

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

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

Section 5-7 Capital Improvement Program

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

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

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

TOWN BY-LAWS

ARTICLE 20: TOWN ADMINISTRATOR

Section 2 Dates of Submission of Fiscal Documents

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

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

ARTICLE 23: THE FINANCE COMMITTEE

Section 4 Report, Recommendations

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

Section 5 Audits

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

Glossary & Basis of Budgeting & Accounting

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

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

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

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

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

ARTICLE - An article or item on the Town Warrant.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

LEVY LIMIT - The maximum amount of money, which the Town can raise from the property tax levy, without an override of proposition 2 1/2. Please refer to the explanation of Proposition 2 1/2 for a description of how the levy limit is calculated.

LIABILITY – Debt or other legal obligation which must be paid, renewed or refunded at some future date, but does not include encumbrances.

LOCAL RECEIPTS - A category of revenue sources including school department charges for services, investment income, fines and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2 ½ Tax Levy.

MODIFIED ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made.

MOTOR VEHICLE EXCISE - All Massachusetts vehicle owners who have their vehicle(s) registered in the State of Massachusetts pay an annual motor vehicle excise tax to the town. The Registry of Motor Vehicles creates a listing of all vehicles registered in Natick and the book value assigned to each vehicle. The Town uses this information to bill all owners an annual tax equal to 2 ½ percent or \$25 for each \$1,000 of the vehicle's value.

MWRA – Massachusetts Water Resources Authority

NEW GROWTH - In addition to a standard 2 1/2% annual increase in the property tax levy, Proposition 2 1/2 allows the levy to be increased further by the sum of certain qualifying new construction valuation, multiplied by the prior year tax rate. Qualifying new construction valuation is known as "New Growth". In general, in order to qualify as "New Growth" the new construction valuation must be either a newly constructed house or an addition to an existing house, which adds at least 50% to the preconstruction value (residential properties). For commercial/industrial properties, "New Growth" consists of both newly built buildings, and additions, which add at least \$100,000 to the prior value of the improved property. It permanently becomes part of the tax levy.

OBLIGATION - A commitment to pay a particular sum of money (e.g. as required by contract or a bond).

OPERATING BUDGET – The portion of the budget that pertains to daily operations, which provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

OPERATING EXPENDITURE - An ongoing or recurring cost of performing a function or providing a service. Operating expenditures include personal services, supplies and materials, utilities, contractual services, minor equipment, and debt service.

OVERLAY - The amount raised in the tax levy for funding abatements granted by the Board of Assessors due to overvaluation.

OVERRIDE - An action taken by the voters of the town to exceed the limit placed on tax revenue growth by the State tax limitation law known as Proposition 2 ½. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year and this becomes a permanent addition to the tax levy limit.

PROPOSITION 2 ½ - A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. In other words, the total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next unless the citizens of the town approve a debt exclusion or an operating override. New construction values are in addition to this limit. Two provisions within Proposition 2 ½ allow the citizens of a community by popular vote to authorize the Town to raise taxes above the tax levy limit: an operating override or a debt exclusion.

As a consequence of this proposition, the Property Tax currently accounts for 2/3rd's of the Town's total revenue budget. Proposition 2 1/2, is a statutory limit on the annual rate of growth in the property tax levy of the Town. In the absence of a majority vote of approval by the Natick electorate (an over-ride), the total amount of revenue which may be generated from the property tax is limited to: 2 1/2 more than the prior year levy limit, plus the sum of all qualifying new construction valuation multiplied by the prior year tax rate.

RESERVE FUND - An amount set aside annually within the budget of the town to provide a funding source for "extraordinary and unforeseen" expenditures. In a town, the Finance (or Appropriation) Committee can authorize transfers from this fund. The Reserve Fund is under the control of the Finance Committee.

RETAINED EARNINGS – The equity account reflecting the accumulated earnings of the enterprise funds.

RESOURCES - Total dollar amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

REVALUATION - Massachusetts municipal finance law requires that the Massachusetts Department of Revenue formally certify that property tax assessments represent the "full and fair cash valuation" of properties. The process of determining the "full and fair cash valuation" of taxable property is known as Revaluation.

REVENUE - Budgetary resources. The various revenues the Town receives are listed in the Revenue Section of Town Administrator's Summary.

REVOLVING FUND – As authorized under M.G.L. Ch. 53 E ½, departmental revolving funds allow communities to raise revenues from a specific service and use those revenues without appropriation to support the service. Each revolving fund must be re-authorized each year at annual town meeting, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all

associated fringe benefits.

SCHOOL BUILDING ASSISTANCE PROGRAM – A program started by the Commonwealth of Massachusetts with a mission to partner with Massachusetts communities to support the design and construction of educationally-appropriate, flexible, sustainable, and cost-effective public school facilities. The Massachusetts School Building Authority has a dedicated revenue stream of one penny of the State’s 6.25% sales tax.

SEWER & WATER CHARGES - The Town operates a Water and Sewer Enterprise Fund to manage these municipal operations. Users of sewer and water services provided by the Town pay charges depending upon usage. Revenue received from charges for sewer and water services is used to fully support the costs of utility operations, such as Massachusetts Water Resources Authority (MWRA) assessments, debt service obligations, personnel costs, and capital projects. Charges for services are based on an inclining block rate structure corresponding to usage. Charges rise as usage increases. The Town pays the MWRA assessments to dispose of Town sewage.

STABILIZATION FUND – Massachusetts General Law Ch.40, Sec. 5B, allows a municipality to appropriate in any year an amount not exceeding ten percent of the amount raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The treasurer shall be custodian of the funds and may invest the proceeds legally; any interest earned shall remain with the respective funds. Money from the Stabilization Funds may be appropriated for any lawful purpose by two-thirds vote of Town Meeting.

Natick has five Stabilization Funds: the General Stabilization Fund, the Capital Stabilization Fund, the Operational/Rainy Day Stabilization Fund, the One-to-One Technology Stabilization Fund and the Inflow and Infiltration Stabilization Fund.

TAX LEVY - The total amount to be raised through real estate and personal property taxes. Natick property owners pay taxes to the Town based on the assessed value of their real and/or personal property. Each year the Board of Selectmen conducts a tax classification hearing to determine a tax rate. The Town Assessor makes adjustments to real estate values in order to properly reflect fair market value. In addition to real estate, businesses may also pay a personal property tax (set at the commercial rate) based on the value of their professional equipment, furniture and fixtures. The amount of taxes a property owner pays is determined by multiplying the applicable tax rate by the valuation. For example, if the tax rate is \$10 and a property's assessed value is \$100,000, the property owner will pay \$10 times \$100,000/1,000, or \$1,000. Tax levy revenues are the largest source of funding for the Town. These revenues support most school, police, fire, public works, library, and general governmental services to the community.

TAX LEVY LIMIT - The maximum amount that can be raised within the restrictions imposed by Proposition 2 ½.

TAX RATE - The amount of tax levied for each \$1,000 of assessed valuation.

USER FEES - Fees paid for direct receipt of a public service by the user or beneficiary of the service.

Basis of Accounting & Budgeting – Terminology

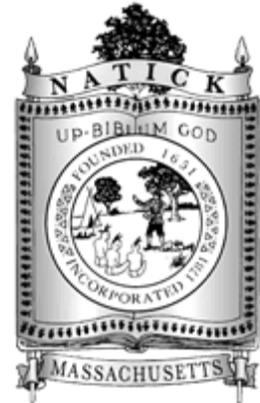
The following descriptions detail how the Town of Natick performs its accounting and budgeting.

- **Basis of Accounting:** General fund accounting is done on a modified accrual basis meaning that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for in the accounting period incurred (accrual basis).
- **Basis of Budgeting:** Budgeting for all enterprise funds is done on a GAAP (Generally Accepted Accounting Principles) or full accrual basis. This means that expenditures and revenues are accounted for in the accounting period incurred.

Demographics & Information

History

The Town of Natick is a suburban industrial center located on the upper basin of the Charles and Concord Rivers with an extensive complex of ponds. The town was from earliest Colonial days a prime target for development, possessing as it did good agricultural land, fish runs and water power. Established in 1650 on the Charles River, Natick had the first and the largest Indian praying town in the colonies, one that became a model for all other attempts to inculcate European standards into Indians. John Eliot, the great missionary, secured a charter of 6,000 acres for the Indians and converted them to Christianity. Unfortunately, Natick's Indian population was forcibly resettled on Deer Island during the King Philip's war and essentially never returned.



In Colonial days, Natick was an agricultural community with some orchards and some lumbering. Grist and sawmills were established and Indian ownership and control gave way to white dominance between 1676 and 1776. Local tradition claims that several loads of Natick men shipped out to the California gold rush in 1849 and 1850, returning with enough capital to start independent businesses in the town. The shoe industry dominated the community by the early 19th century, with the first shoe sole manufacturer established in 1827 and shoes shipped to the southern and western markets by 1830. The town's products, including baseballs manufactured in Natick, were shipped to Boston on the Boston and Worcester Railroad. The town saw rapid growth including an Irish, English, Nova Scotian, Italian and Armenian immigrant population which came to take jobs in the shoe plants and by the 1880's, Natick was the third largest shoe production community in the country.

Demographic & Geographic Information

Settlement Date: 1651

Incorporation Date: Natick was incorporated as a Town on February 19, 1781.

County: Middlesex

Location: Eastern Massachusetts, bordered by Framingham on the west, Wayland and Weston on the north, Wellesley and Dover on the east, and Dover and Sherborn on the south. Natick is 18 miles southwest of Boston; 25 miles east of Worcester; 35 miles north of Providence, Rhode Island; and about 201 miles from New York City.

Total Area: 16.06 sq. miles

Land Area: 15.09 sq. miles

2013 Population: 35,214 (*Mass Dept. of Revenue*)

2016 Labor Force: 19,637 (*Mass Dept. of Revenue*)

Per Capita Income: (2007-2011 5 year ACS Estimate): 49,012 (*U.S. Census*)

2012 Population per Square Mile: 2,102.12

2013 Road Miles: 155.92 (Mass Dept. of Revenue)

Unemployment Rate October 2016: 2.1%

Percent of population with college degrees or higher: 61.5%

Median Single-Family Home Price (2015): \$488,000 (increase of nearly 5% from 2014)

Largest Taxpayers

The following is a list of the largest taxpayers in the Town for fiscal 2017 and the assessed valuation and tax levy for each. All of the largest taxpayers listed below are current in their tax payments.

Name	Nature Business	Fiscal 2017 Assessed Value	Fiscal 2017 Tax	% of Total
General Growth Properties	Natick Mall-Retail/Condos	\$ 322,450,100	\$ 4,379,894	4.21
Mathworks, Inc. (1)	Software Development/Sales	156,290,800	2,113,395	2.03
Avalon Natick LLC	Apartments	82,236,200	1,110,107	1.07
HC Atlantic Development	Office/R&D	69,704,600	940,522	0.91
Cognex Corp.	R&D/Office	41,976,200	566,259	0.54
DDH Hotel LLC	Hotel	38,154,300	526,539	0.51
Franchi Pasquale	Apartment, Office	37,334,400	503,641	0.48
Natick Village Invest. Ltd. Part.	Condos-Real Estate	34,328,600	463,093	0.45
Cloverleaf Apartments LLC	Apartments	31,466,100	424,478	0.41
TJX Companies Inc.	Office/Headquarters	28,218,500	381,450	0.37
Total		<u>\$ 842,159,800</u>	<u>\$11,409,378</u>	<u>10.98 %</u>

Principal Employers (1)

Other than the Town itself, the following are the principal employers located in the Town:

Company	Nature of Business	Current Employees
MathWorks, Inc.	Software Dev/Sales	2,600
U.S. Army Natick Research, Development & Engineering Ctr.	Government/Food Research	1,600
Natick Mall	Retail	1,200
Metro West Medical Center Leonard Morse Campus	General Medical & Surgical Hospital	1,000
Waban, Inc.	Retail Administration/Management	300
Klockner-Moeller	Motor Controls & Switchgear Equipment	200
Cognex	Manufacturers of Vision Instrumentation/Administration	200
Snap-on-Tools	Automobile Service Equipment	170
Whitney Place	Assisted Living	170
Crowne Plaza Hotel	Hotel	150
Middlesex Savings Bank	Bank	100
Vision Sciences	Medical Instrumentation	80
Stop & Shop	Supermarket	70

Government & Elections Information

School Structure: K-12

Form of Government: Town Administrator-Selectmen-Representative Town Meeting

Voting Qualifications: Must be 18 years of age on or before Election Day, born in the United States or fully naturalized; a resident of Natick.

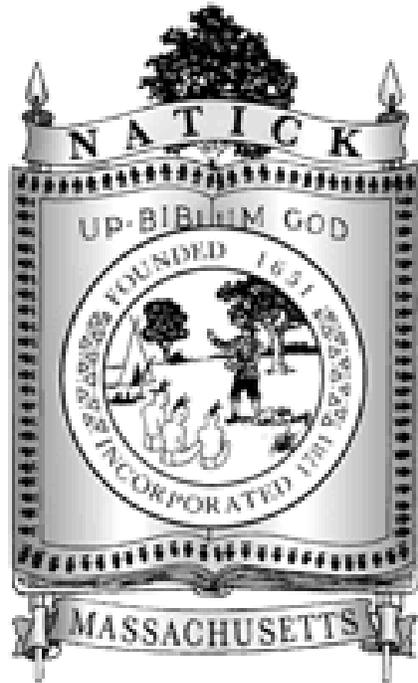
Registration of Voters: Town Clerk's Office, 13 East Central Street, Monday –Wednesday from 8:00 AM to 5:00 PM; Thursday from 8:00 AM -8:00 PM; Friday from 8:00 AM -12:30 PM.

Where to Vote (Precinct Numbers):

- Brown Elementary School, 1 Jean Burke Drive (1)
- Cole Recreational Center, 179 Boden Lane (2)
- Brown Elementary School, 1 Jean Burke Drive (3)
- Wilson Middle School, 24 Rutledge Road (4)
- Wilson Middle School, 24 Rutledge Road (5)
- Lilja School, 41 Bacon Street at Oak Street (6)
- Community/Senior Center, 117 East Central Street (7)
- Morse Institute Library, 14 East Central Street (8)
- Community/Senior Center, 117 East Central Street (9)
- Community/Senior Center, 117 East Central Street (10)

Town of Natick

FY 2020 BUDGET PREPARATION MANUAL



October 2018

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SECTION 1: PROCESS

The process of building a budget is as important as the end product it produces. Active communication is the key to successfully building a budget that serves the community well. Working together to identify “hot spots” or new trends earlier rather than later is instrumental in building a well-thought out budget.

The legislative body of the Town of Natick is a representative Town Meeting comprised of 180 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Administrator is required to submit a Proposed Budget to the Board of Selectmen and Finance Committee on January 2, 2019. An **Open Process** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally, citizen participation is encouraged and sought after January 2nd. This open process allows for greater inclusion in decision-making and in the overall development of the budget.

Internal Departmental Budget Development:

The process begins in the fall with the internal budget process. In October, Town staff will work together to develop individual Department Budget Requests that support the operations of the Town’s programs and services, as well as address the needs and objectives that are identified by the Board Of Selectmen and Town Administrator’s goals for FY 2020.

Initial budget requests represent a comprehensive and careful consideration of resources needed to accomplish the mission, goals and objectives of your department. The requests must be complete and thorough in order to make it through the Town’s budget process. When developing budget requests, it is important to solicit participation from all levels of your staff in order to more fully identify and address the budget needs of the department’s programs and services. Each staff person brings a different perspective and expertise to the process. For departments with multiple divisions and programs/subprograms, it may be helpful to start the process with each program developing their individual budget requests. In the initial stages of the budget development, encourage your staff to include **all** of the program’s budget needs and to prioritize those needs within each individual program. It is important that the development process within each department carefully review each program before making the request.

Once the initial requests have been developed, a team of staff representing the different divisions and programs can be assembled by the department head to review and further prioritize the department’s requests as a whole. Utilizing a team approach in which all divisions and programs are all represented enhances the quality, innovation, strategy and the scope of the departmental budget requests.

Department Heads will meet in November and December with the Town Administrator and Deputy Town Administrators to review the budget requests and refine disparate proposals into a cohesive whole.

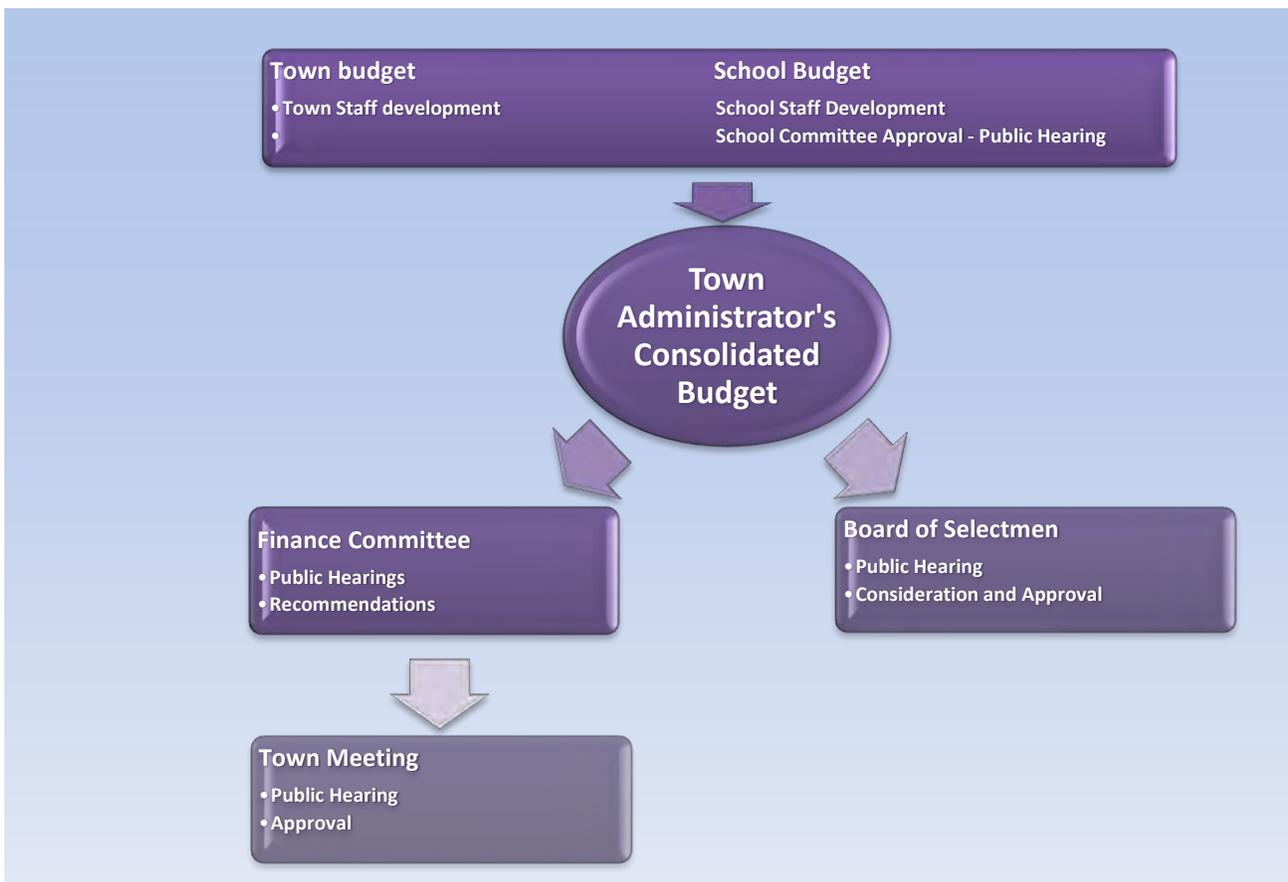
While the Town Departments develop one part of the town’s operating budget, the School Department begins a separate process for developing the operating budget of the Natick Public Schools. The Superintendent submits his final budget request to the School Committee in December and submits it to the Town Administrator in sufficient time to enable her to consider its effect on the total town budget. The Town Administrator is responsible for making budget recommendations for all Town programs, including the School Department.

External Budget Considerations:

Once the Town Administrator presents her recommended budget to the Board of Selectmen and the Finance Committee on January 2nd, hearings on the proposed budget are held between January and March to vet the budget and allow for the Finance Committee to review and propose recommendations to Town Meeting. Their final recommendations on financial articles are sent to Town Meeting members at least 7 days prior to the start of the Spring Annual Town Meeting. It is through the Representative Town Meeting that funds are appropriated and the Town’s Annual Budget is adopted.

The end result is a collaborative effort involving the Citizens, Board of Selectmen, School Committee, Finance Committee, and Town and School staff and in which the needs of the community are identified and represented. The quality of the outcome is dependent on the process.

Budget Process:



SECTION 2: CRITICAL DATES*

Description of Item	Responsible Parties	Due Dates
Department Head Preliminary Meetings	Finance Dept./Dept. Heads	October 3 rd – October 11 th
Develop and present -Cost Center Analysis, legal/K mandates and Priorities	Town/NPS, FPC	Late October
Establish budget targets	Town Admin.	October 16 th
Distribute Preliminary Budgets	Town Admin.	October 19 th
Training for new budget system	Dept. Heads/Staff	October 22 th
Budget Status Meeting	FPC	Late October
Department budget submissions due	Department Heads	November 7 th
Budget Meetings with Town Administrator	Town Admin/Dept. Heads	November 12 th – 16 th
Department update of capital requests due	Dept. Heads	November 16 th
Superintendent's Presentation of Preliminary NPS Budget	NPS	End November
Final Preparation of Budget Submission	Town Admin.	November 19 th - December 30 th
Presentation of Town Admin. Budget to Joint Meeting of Board of Selectmen/School Committee	Town/NPS	Early January
Budget reconciliation	Town/NPS	Early January – Pre FC Meetings
Public Budget Forum	Town/NPS	Mid January – (Balanced)
Finance Committee Budget Hearings	FinCom	Mid-Late January - March
Submission of Capital Plan Revisions to BOS & FC	Town/NPS	Early March
Distribution of Finance Committee Recommendations	FinCom	Late March
Town Election		Late March
Town Meeting		Early April
Begin FY 2020		July 1 st

*All dates and deadlines subject to revision.

**If you cannot complete the materials by the deadline or otherwise need help please contact John Townsend at ext 6416 or jtownsend@natickma.org or Sean O'Brien at ext. 1440 or sobrien@natickma.org

SECTION 3: FY 2020 BUDGET PREPARATION

OVERVIEW: This budget preparation manual provides information and instructions necessary to prepare your budget requests in an accurate and timely manner. It also provides an understanding of how the individual steps taken in the development of the budget support and directly relate to the overall process.

The FY 2020 Budget Process provides an organized approach to building the budget. The Department will initially prepare a Level-Service budget that provides the same level of service at FY 2019 staffing levels, providing for projected adjustments to fixed costs (i.e. contractual services, utilities, etc.) In recognition that a level service budget may not achieve your Department's objectives, Departments may submit *Proposed New Initiatives* (PNI) that request additional funding and/or positions to enhance the services provided by your Department.

When preparing your level-service budget, keep in mind:

- Remove one-time expense items from your budget proposal – only include recurring costs. For example, if you had money appropriated for a one-time project, (boiler replacement, server replacement, etc) take it out of your level-service budget.
- DO NOT INCLUDE restorations in your level-services budget! Please utilize the *Proposed New Initiatives* form (detailed in Section 5) to state the case for funding restorations.
- Highlight revenue enhancements or increases that are available to support your department's operations.

It is strongly encouraged that you involve middle managers and any other interested employees in the budget process – you never know when they will need to know how to put a budget together.

STAYING ON SCHEDULE: Adhering to and meeting deadlines is essential. Please carefully review the list of **Critical Dates** on the previous page to familiarize yourself with the key milestones and deadlines.

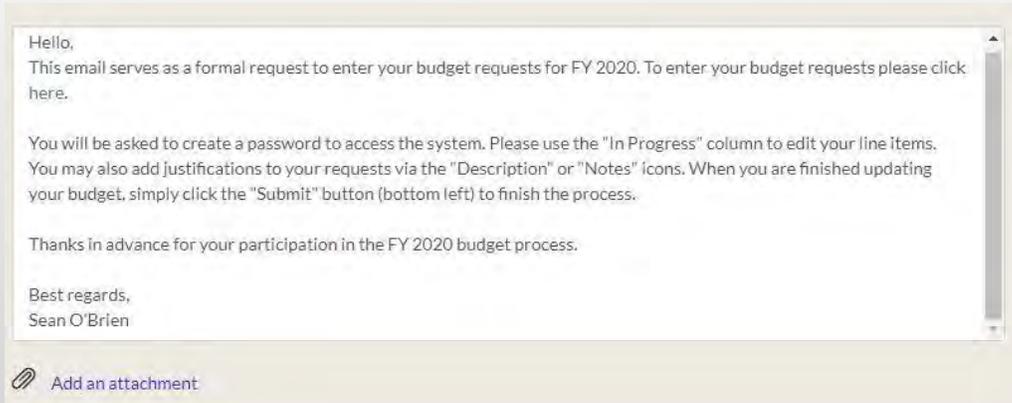
Please do not hesitate to contact John Townsend, Deputy Town Administrator/Finance Director, with any budget questions or guidance on how to fill out materials. He can be reached at 508-647-6416 or jtownsend@natickma.org.

SECTION 4: On-line Budget System

OVERVIEW: New for FY 2020 is the Cleargov Budget System. All line-item level budget items will have to be submitted and processed through this system. All departments will be provided with one logon and password for their budget. We are currently with the vendor to provide multiple logon access to your department budget and will update you as we receive more information.

Logging on

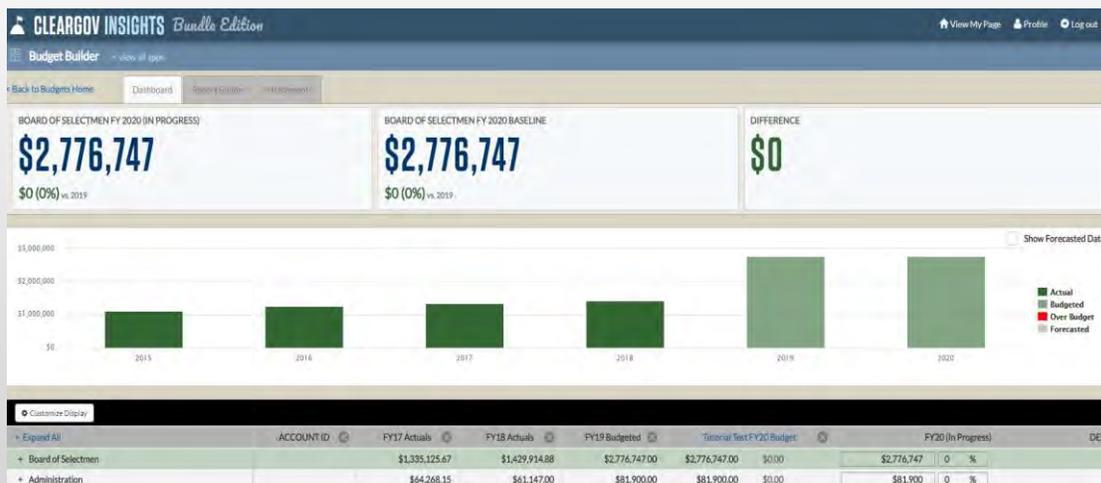
Email, Log-In, and Instructions



After receiving a log-in email from ClearGov support, you will create a username and password to access the system to make budget changes.

Accessing your budget:

Budget Builder Home Screen



After logging in the home screen will show the budget accounts that you are responsible for. To view all of the line items click the “+” sign next to the budget account name. For example, click the + sign next to Board of Selectmen to view all of the accounts.

Updating and Changing your line items

Edit Line Items

Expand All	Actuals	FY19 Budgeted	Tutorial Test FY20 Budget	FY20 (In Progress)	DESCRIPTION	NOTES	ATTACHMENTS
+ Board of Selectmen	1,429,914.88	\$2,776,747.00	\$2,776,747.00	\$0.00	\$2,776,747	0 %	
- Administration	\$61,147.00	\$81,900.00	\$81,900.00	\$0.00	\$90,250	10.2 %	
- Salaries	\$59,738.90	\$70,000.00	\$70,000.00	\$0.00	\$70,000	0 %	
SALARIES OPERATIONAL STAFF	\$59,738.90	\$70,000.00	\$70,000.00	\$0.00	\$70,000	0 %	
- Expenses	\$1,408.10	\$11,900.00	\$11,900.00	\$0.00	\$20,250	70.17 %	
TRAVEL IN/OUT STATE		\$300.00	\$300.00	\$0.00	\$300	0 %	
DUES & SUBSCRIPTIONS	\$1,246.00	\$400.00	\$400.00	\$0.00	\$400	0 %	
CONSULTANT SERVICES		\$10,000.00	\$10,000.00	\$0.00	\$18,500	85 %	
TRAINING & EDUCATION		\$650.00	\$650.00	\$0.00	\$650	0 %	
OFFICE SUPPLIES	\$162.10	\$550.00	\$550.00	\$0.00	\$400	-27.27 %	

Click on the (In Progress) Budget and make adjustments, either by overwriting the number or putting in a percentage change. For any change made, include a Note & Attachment with supporting documentation. For **NEW INITIATIVES** include the dollar increase in the line item and include the New Initiative Form as an attachment.

Account ID: 0001-125-1-0000-000-0000-01-511300

SALARIES OPERATIONAL STAFF \$184,900.00

Description	Amount
Salaries for HR Coordinator & ...	\$184,900.00

ADD NEW ROW

Total \$184,900.00
Difference (\$0.00)

SAVE **CANCEL**

Notes

CONSULTANT SERVICES

See 2019 2019 2019-1 - Test Scan edit
Software maintenance increase for Financial Transparency and Budget Builder modules
ICD: INV0284 - Notes_MA_FY2006.pdf

Add a reply:

SAVE

Submitting your budget request

Submit Draft Budget Request

Collapse All	Actuals	FY19 Budgeted	Tutorial Test FY20 Budget	FY20 (In Progress)	DESCRIPTION	NOTES
- Salaries	\$622,869.23	\$579,797.00	\$579,797.00	\$0.00	\$579,797	0 %
SALARIES MANAGEMENT	\$64,300.08	\$64,300.00	\$64,300.00	\$0.00	\$64,300	0 %
SALARIES SUPERVISORY	\$163,995.10	\$184,900.00	\$184,900.00	\$0.00	\$184,900	0 %
SALARIES OPERATIONAL STAFF	\$204,900.66	\$167,200.00	\$167,200.00	\$0.00	\$167,200	0 %
SALARIES TECHNICAL/ PROFESSIONAL		\$0.00	\$0.00	\$0.00	\$0	n/a
SALARIES - OUTREACH MANAGER		\$10,000.00	\$10,000.00	\$0.00	\$10,000	0 %
SALARIES PART TIME OPERATIONAL		\$0.00	\$0.00	\$0.00	\$0	0 %
- Administration	\$61,147.00	\$81,900.00	\$81,900.00	\$0.00	\$91,650	11.9 %
- Salaries	\$59,738.90	\$70,000.00	\$70,000.00	\$0.00	\$71,400	2 %
SALARIES OPERATIONAL STAFF	\$59,738.90	\$70,000.00	\$70,000.00	\$0.00	\$71,400	2 %
- Expenses	\$1,408.10	\$11,900.00	\$11,900.00	\$0.00	\$20,250	70.17 %
TRAVEL IN/OUT STATE		\$300.00	\$300.00	\$0.00	\$300	0 %
DUES & SUBSCRIPTIONS	\$1,246.00	\$400.00	\$400.00	\$0.00	\$400	0 %
CONSULTANT SERVICES		\$10,000.00	\$10,000.00	\$0.00	\$18,500	85 %
TRAINING & EDUCATION		\$650.00	\$650.00	\$0.00	\$650	0 %
OFFICE SUPPLIES	\$162.10	\$550.00	\$550.00	\$0.00	\$400	-27.27 %

When working on the budget request, you can close out at any time and it will automatically save your progress. When you have completed the budget request click submit in the lower left hand corner of the screen. This will submit the budget to the review team.

Keeping track of your budget submission

Pending Review

FY19 Budgeted	Tutorial Test FY20 Budget	FY20 Requested [1]	Status
\$579,797.00	\$579,797.00	\$0.00	\$579,797.00 \$0.00
\$64,300.00	\$64,300.00	\$0.00	\$64,300.00 \$0.00
\$184,900.00	\$184,900.00	\$0.00	\$184,900.00 \$0.00
\$167,200.00	\$167,200.00	\$0.00	\$167,200.00 \$0.00
\$0.00	\$0.00	\$0.00	\$0.00 \$0.00
\$10,000.00	\$10,000.00	\$0.00	\$10,000.00 \$0.00
\$81,900.00	\$81,900.00	\$0.00	\$91,650.00 ▲ \$9,750.00
\$70,000.00	\$70,000.00	\$0.00	\$71,400.00 ▲ \$1,400.00
\$70,000.00	\$70,000.00	\$0.00	\$71,400.00 ▲ \$1,400.00
\$11,900.00	\$11,900.00	\$0.00	\$20,250.00 ▲ \$8,350.00
\$300.00	\$300.00	\$0.00	\$300.00 \$0.00
\$400.00	\$400.00	\$0.00	\$400.00 \$0.00
\$10,000.00	\$10,000.00	\$0.00	\$18,500.00 ▲ \$8,500.00
\$650.00	\$650.00	\$0.00	\$650.00 \$0.00
\$550.00	\$550.00	\$0.00	\$400.00 ▼ \$150.00

- Pending Review
- Denied
- Approved with Edit
- Approved as Requested

After you submit the budget, you will be able to follow the status of your proposed budget. In the picture to the left, the budget status is pending review of the budget team.

Budget Review

Expand All	Tutorial Test FY20 Budget	FY20 Requested [1]	Status	FY20 (In Progress)	DESCRIPTION	NOTES	ATTACHMENTS	Show Hidden
- Board of Selectmen	747.00	\$0.00	\$2,776,747.00	\$0.00	\$2,776,747.00	0.00%		
+ Expenses	550.00	\$0.00	\$1,770,550.00	\$0.00	\$1,770,550.00	0.00%		
+ Salaries	197.00	\$0.00	\$1,006,197.00	\$0.00	\$1,006,197.00	0.00%		
- Administration	900.00	\$0.00	\$91,650.00	▲ \$9,750.00	\$92,000.00	▲ 12.33%		
- Salaries	000.00	\$0.00	\$71,400.00	▲ \$1,400.00	\$71,400.00	▲ 2.00%		
SALARIES OPERATIONAL STAFF	000.00	\$0.00	\$71,400.00	▲ \$1,400.00	\$71,400.00	▲ 2.00%		
- Expenses	900.00	\$0.00	\$20,250.00	▲ \$8,350.00	\$20,600.00	▲ 73.11%		
TRAVEL IN/OUT STATE	300.00	\$0.00	\$300.00	\$0.00	\$300.00	0.00%		
DUES & SUBSCRIPTIONS	400.00	\$0.00	\$400.00	\$0.00	\$400.00	50.00%		
CONSULTANT SERVICES	000.00	\$0.00	\$18,500.00	▲ \$8,500.00	\$18,500.00	▲ 85.00%		
TRAINING & EDUCATION	650.00	\$0.00	\$650.00	\$0.00	\$650.00	0.00%		
OFFICE SUPPLIES	550.00	\$0.00	\$400.00	▼ \$150.00	\$550.00	0.00%		

- Pending Review
- Denied
- Approved with Edit
- Approved as Requested

During the budget review process you will be able to see the status of the budget requests as well as any additional comments provided by the budget team. Notifications will be logged in the system under notes. See the key above to understand the budget status.

If you need assistance with using the system you can contact Sean at sobrien@natickma.org ext 1440

CRITICAL DATES

DEADLINE

Departments must submit their budgets by **November 7th**.

OVERVIEW: It is through the Budget submission that departments identify their expenditure needs for the upcoming year. This section will assist you in preparing the FY 2020 operating budget requests for your department.

OPERATING BUDGET DEVELOPMENT PARAMETERS:

Budget Requests should be developed according to the parameters listed below.

- **Overall** – Departments are to develop budgets which offer the same level of service being provided in FY 2019.
- **Staffing & Salaries** – Staffing worksheets will be provided by the Finance Department. All contractual increases will be uploaded by the Finance Department.
- **Benefits** – All benefits are shared costs and will be calculated by the Finance Department.
- **Expenses** - Expenses should be calculated based upon the level of service you are providing this year and cost saving you may be able to achieve from possible operational efficiencies.

MATERIALS: The following will be provided:

1. All budgets will be loaded in the Cleargov Budget system. Each department will receive a logon and password for their budget. All line items have been level funded for FY 2020.
2. Any adjustment to a line item must include a comment and supporting documentation. **Any adjustment that does not have a comment explaining the adjustment will be automatically rejected.**
 - a. Historical information has been provide – your initial FY 2020 base line budget numbers are the **FY 2019 REVISED BUDGET**;
 - b. In-put budget submission for FY 2020; - **You need to complete**;
 - c. Provide a line-by-line description of any changes from the base line budget number; please use the comment tool or attach documentation and,
 - d. Only include appropriation requests for services you are currently providing.
3. Proposed New Initiatives should be entered directly into the system. A Proposed New Initiatives form **MUST** be attached. See below for more instructions on completing the form.
4. Currently only budget account line items are in the system. Departments will also be provided with a Departmental Workbook Template in excel with the following Sections:
 - a. Department’s Mission Statement: – **You need to update**;
 - b. Budget Highlights: - **You need to complete**;
 - i. Bullet format – narrative should be limited;
 - ii. Must include major line item changes;

- iii. Any approved new staff;
 - iv. New Initiatives – even if budget neutral;
 - v. Major funding changes; and,
 - vi. Major program or service changes.
- c. Departmental Organizational Summary – **You need to update from last year;**
- i. Org chart – number of FTEs for FY 2020 should be included in the boxes
 - ii. Total Staff – include all full and part time staff for FY 2020
 - iii. Notes should provide any necessary explanation and all changes for FY 2020.
- d. Proposed New Initiatives Form – **You need to complete;**
- i. See below for instructions.

5. Once you've completed the budget you should submit the line items in the system and email the Departmental Workbook to the Finance Department.

CRITICAL DATES

DEADLINE

All proposed new initiatives must be submitted by **November 7th**

OVERVIEW: Due to the changing nature of the demands for service, the need to supplement existing services or an innovative idea that will produce cost savings over the long run, Departments may request additional funding. To achieve this end, Departments will be asked to fill out the FY 2020 Proposed New Initiatives Form (see below). This form will allow departments to succinctly enter the costs and rationale for their requests. Blank forms are included with your Departmental Workbook Template.

If your department would like to request additional funds for services that were not provided during FY 2019 or suggest an enhancement to an already existing services, please document your request on a Proposed New Initiatives form. Please provide additional information to support your request, including whether or not the request will provide cost savings.

If your department is seeking additional staff please provide information on why you believe it is necessary, what other options such as contracted services have been evaluated and the costs associated with your request, including all estimated benefits for the position. If the position does not exist in the Personnel Classification and Pay Plan then you will have to meet with the Human Resources Department to discuss your request prior to submission.

INSTRUCTIONS:

- Please complete the PNI Form and provide you Project with a catchy title.
- Adjust any line item(s) in your departmental budget in the system. Personnel Services and Expenses should use the same cost categories as your departmental budget. Each line adjustment **MUST** include a comment identifying it as part of a PNI. The completed PNI form **MUST** be attached to the line with the greatest expense for the Project.

SECTION 6: CONCLUSION

Hopefully the use of the Cleargov Budget system will facilitate the development and review of the FY 2020 budget and produce a more user friendly budget document. We're still working with the vendor on the process so please let us know if you have any ideas on how to improve the system.

In order to avoid delays and aggravation, please be aware of deadlines, review the instructions, submit only completed documents, proof read everything and double check those numbers. If you have any questions, concerns or ideas please reach out to either John or Sean, ASAP so we can resolve any issues.

Thank you!!!

TAX RATE RECAPITULATION
Fiscal Year 2019

I. TAX RATE SUMMARY

1a. Total amount to be raised (from page 2, IIe)	\$ 174,589,224.11
1b. Total estimated receipts and other revenue sources (from page 2, IIIe)	63,207,348.50
1c. Tax Levy (1a minus 1b)	\$ 111,381,875.61
1d. Distribution of Tax Rates and levies	

CLASS	(b) Levy percentage (from LA5)	(c) lc above times each percent in col (b)	(d) Valuation by class (from LA-5)	(e) Tax Rates (c) / (d) x 1000	(f) Levy by class (d) x (e) / 1000
Residential	79.7299	88,804,658.04	6,986,988,160.00	12.71	88,804,619.51
Net of Exempt					
Open Space	0.0000	0.00	0.00	0.00	0.00
Commercial	18.0452	20,099,082.22	1,581,359,820.00	12.71	20,099,083.31
Net of Exempt					
Industrial	0.4988	555,572.80	43,710,000.00	12.71	555,554.10
SUBTOTAL	98.2739		8,612,057,980.00		109,459,256.92
Personal	1.7261	1,922,562.55	151,268,190.00	12.71	1,922,618.69
TOTAL	100.0000		8,763,326,170.00		111,381,875.61

MUST EQUAL 1C

Assessors

Molly K. Reed, Assessor, Natick, dangelo@natickma.org 508-647-6420 | 11/15/2018 10:39 AM

Comment:

Janice Dangelo, Dir. of Assessing, Natick, dangelo@natickma.org 508-647-6420 | 11/14/2018 12:53 PM

Comment: Signing for the BOA as chair, signatures on file.

Do Not Write Below This Line --- For Department of Revenue Use Only

Reviewed By: Jared Curtis
Date: 11/20/2018
Approved: Andrew Nelson
Director of Accounts: Mary Jane Handy

Mary Jane Handy

NOTE : The information was Approved on 11/20/2018

TAX RATE RECAPITULATION
Fiscal Year 2019

II. Amounts to be raised

Ila. Appropriations (col.(b) through col.(g) from page 4)	<u>170,375,117.50</u>
Ilb. Other amounts to be raised	
1. Amounts certified for tax title purposes	<u>0.00</u>
2. Debt and interest charges not included on page 4	<u>0.00</u>
3. Final Awards	<u>0.00</u>
4. Total overlay deficit	<u>0.00</u>
5. Total cherry sheet offsets (see cherry sheet 1-ER)	<u>468,705.00</u>
6. Revenue deficits	<u>0.00</u>
7. Offset receipts deficits Ch. 44, Sec. 53E	<u>0.00</u>
8. CPA other unappropriated/unreserved	<u>0.00</u>
9. Snow and ice deficit Ch. 44, Sec. 31D	<u>717,717.00</u>
10. Other :	<u>0.00</u>
TOTAL Ilb (Total lines 1 through 10)	<u>1,186,422.00</u>
Ilc. State and county cherry sheet charges (C.S. 1-EC)	<u>1,435,887.00</u>
Ild. Allowance for abatements and exemptions (overlay)	<u>1,591,797.61</u>
Ile. Total amount to be raised (Total Ila through Ild)	<u>174,589,224.11</u>

III. Estimated receipts and other revenue sources

IIIa. Estimated receipts - State	
1. Cherry sheet estimated receipts (C.S. 1-ER Total)	14,553,519.00
2. Massachusetts school building authority payments	0.00
TOTAL IIIa	<u>14,553,519.00</u>
IIIb. Estimated receipts - Local	
1. Local receipts not allocated (page 3, col (b) Line 24)	<u>16,279,234.00</u>
2. Offset Receipts (Schedule A-1)	<u>0.00</u>
3. Enterprise Funds (Schedule A-2)	<u>18,358,107.00</u>
4. Community Preservation Funds (See Schedule A-4)	<u>0.00</u>
TOTAL IIIb	<u>34,637,341.00</u>
IIIc. Revenue sources appropriated for particular purposes	
1. Free cash (page 4, col (c))	<u>8,473,345.50</u>
2. Other available funds (page 4, col (d))	<u>5,543,143.00</u>
TOTAL IIIc	<u>14,016,488.50</u>
IIId. Other revenue sources appropriated specifically to reduce the tax rate	
1a. Free cash..appropriated on or before June 30, 2018	0.00
1b. Free cash..appropriated on or after July 1, 2018	0.00
2. Municipal light surplus	0.00
3. Other source :	0.00
TOTAL IIId	<u>0.00</u>
IIIe. Total estimated receipts and other revenue sources (Total IIIa through IIId)	<u>63,207,348.50</u>

IV. Summary of total amount to be raised and total receipts from all sources

a. Total amount to be raised (from Ile)	<u>174,589,224.11</u>
b. Total estimated receipts and other revenue sources (from IIIe)	<u>63,207,348.50</u>
c. Total real and personal property tax levy (from Ic)	<u>111,381,875.61</u>
d. Total receipts from all sources (total IVb plus IVc)	<u>174,589,224.11</u>

NOTE : The Information was Approved on 11/20/2018

TAX RATE RECAPITULATION
Fiscal Year 2019

LOCAL RECEIPTS NOT ALLOCATED *

Receipt Type Description	(a) Actual Receipts Fiscal 2018	(b) Estimated Receipts Fiscal 2019
==> 1. MOTOR VEHICLE EXCISE	5,815,808.53	5,900,000.00
2. OTHER EXCISE		
==> a.Meals	914,090.27	914,000.00
==> b.Room	1,486,764.05	1,486,000.00
==> c.Other	3,751.30	3,000.00
==> d.Cannabis	0.00	0.00
==> 3. PENALTIES AND INTEREST ON TAXES AND EXCISES	428,117.03	394,350.00
==> 4. PAYMENTS IN LIEU OF TAXES	41,037.01	35,950.00
5. CHARGES FOR SERVICES - WATER	0.00	0.00
6. CHARGES FOR SERVICES - SEWER	0.00	0.00
7. CHARGES FOR SERVICES - HOSPITAL	0.00	0.00
8. CHARGES FOR SERVICES - SOLID WASTE FEES	0.00	0.00
9. OTHER CHARGES FOR SERVICES	0.00	0.00
10. FEES	3,048,148.64	3,000,000.00
a.Cannabis Impact Fee	0.00	0.00
11. RENTALS	49,779.95	49,000.00
12. DEPARTMENTAL REVENUE - SCHOOLS	0.00	0.00
13. DEPARTMENTAL REVENUE - LIBRARIES	0.00	0.00
14. DEPARTMENTAL REVENUE - CEMETERIES	0.00	0.00
15. DEPARTMENTAL REVENUE - RECREATION	0.00	0.00
16. OTHER DEPARTMENTAL REVENUE	2,407,367.90	2,400,000.00
17. LICENSES AND PERMITS	857,204.35	804,959.00
18. SPECIAL ASSESSMENTS	2,975.87	2,900.00
==> 19. FINES AND FORFEITS	211,715.97	200,000.00
==> 20. INVESTMENT INCOME	655,020.45	439,075.00
==> 21. MEDICAID REIMBURSEMENT	100,000.00	100,000.00
==> 22. MISCELLANEOUS RECURRING (PLEASE SPECIFY)	586,507.42	550,000.00
23. MISCELLANEOUS NON-RECURRING (PLEASE SPECIFY)	1,279.94	0.00
24. Totals	16,609,568.68	16,279,234.00

I hereby certify that the actual receipts as shown in column (a) are, to the best of my knowledge correct and complete, and I further certify that I have examined the entries made on page 4 of the Fiscal 2019 tax rate recapitulation form by the City, Town or District Clerk and hereby acknowledge that such entries correctly reflect the appropriations made and the sources from which such appropriations are to be met.

Accounting Officer

I hereby certify that the actual receipts as shown in column (a) are, to the best of my knowledge correct and complete, and I further certify that I have examined the entries made on page 4 of the above-indicated fiscal year tax rate recapitulation form by the City / Town / District Clerk and hereby acknowledge that such entries correctly reflect the appropriations made and the sources from which such appropriations are to be met.

Arti Mehta, Comptroller, Natick, amehta@natickma.org 508-647-6435 | 11/14/2018 1:00 PM

Comment:

* Do not include receipts in columns (a) or (b) that were voted by the City / Town / District Council or Town Meeting as offset receipts on Schedule A-1, enterprise funds on Schedule A-2, or departmental revolving funds per Chapter 44, Section 53E 1/2. Written documentation should be submitted to support increases / decreases of estimated receipts to actual receipts.

==> Written documentation should be submitted to support increases/ decreases of FY 2019 estimated receipts to FY 2018 estimated receipts to be used in calculating the Municipal Revenue Growth Factor (MRGF).

NOTE : The Information was Approved on 11/20/2018

TAX RATE RECAPITULATION
 Fiscal Year 2019

A 281

APPROPRIATIONS

AUTHORIZATIONS

MEMO ONLY

City/Town Council or Town Meeting Dates	FY*	(a) Total Appropriations Of Each Meeting	(b) From Raise and Appropriate	(c) From Free Cash (See B-1)	(d) From Other Available Funds (See B-2)	(e) From Offset Receipts (See A-1)	(f) From Enterprise Funds (See A-2)	(g) From Community Preservation Funds (See A-4)	(h) *** Departmental Revolving Funds	(i) Borrowing Authorization (Other)
04/10/2018	2018	2,971,800.00	0.00	1,285,000.00	1,610,800.00	0.00	76,000.00	0.00	0.00	7,689,000.00
04/10/2018	2019	160,584,712.00	141,683,733.00	3,200,000.00	808,393.00	0.00	14,892,586.00	0.00	590,000.00	0.00
10/16/2018	2019	6,818,605.50	-1,421,190.00	3,988,345.50	3,123,950.00	0.00	1,127,500.00	0.00	0.00	17,438,000.00
02/27/2018	2018	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	109,560,000.00
	Total	170,375,117.50	140,262,543.00	8,473,345.50	5,543,143.00	0.00	16,096,086.00	0.00	0.00	0.00

* Enter the fiscal year to which the appropriation relates, i.e., fiscal year 2018 or fiscal 2019.

** Appropriations included in column (b) must not be reduced by local receipts or any other funding source.

Appropriations must be entered gross to avoid a duplication in the use of estimated or other sources of receipts.

*** Include only revolving funds pursuant to Chapter 44, Section 53 E 1/2.

Clerk

I hereby certify that the appropriations correctly reflect the votes taken by City / Town / District Council.

Diane Packer, Town Clerk, Natick, dpacker@natickma.org 508-647-6432 | 11/13/2018 5:31 PM

Comment: Town Clerk signed 11/13/18

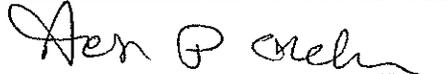
NOTE : The information was Approved on 11/20/2018

SCHEDULE A-2
ENTERPRISE FUNDS CH. 44 S.53 F1/2 et al - Fiscal Year 2019

Enterprise fund number: A-2(1ST)
 Type of enterprise fund: Water & Sewer
 Name of enterprise fund/statutory reference: CH 44

	(a) FY 2018 Actual Revenues	(b) FY 2019 Estimated Revenues
1. Enterprise revenues and available funds		
a. User charges	13,536,116.79	15,526,388.00 *
Other departmental revenue	831,812.19	830,000.00
Investment income	51,026.08	50,000.00
Total revenues	14,418,955.06	16,406,388.00
Retained earnings appropriated from July 1, 2017 Certification	0.00	35,000.00 **
Retained earnings appropriated from July 1, 2018 Certification		82,495.94 **
Other enterprise available funds - Old Borrowing Articles		1,105,004.06
Total revenues and available funds	14,418,955.06	17,628,888.00 (To Recap Pg 2, Part III B, line 3)
* Written documentation should be uploaded to support increases of estimated vs actual revenues		
** Retained earnings must be certified by the Director of Accounts prior to appropriation		
2. Total costs appropriated		
a. Costs appropriated in the enterprise fund		
Salaries, wages and expenses	14,188,238.00	
Capital Outlay	1,222,500.00	
Other	0.00	
Total costs appropriated in the enterprise fund		15,410,738.00 2a
b. Indirect costs appropriated in the general fund		
Health Insurance	0.00	
Pension	0.00	
Debt	0.00	
Other - Shared Services & Facilities	2,218,150.00	
Total costs appropriated in the general fund		2,218,150.00 2b
Total costs		17,628,888.00 2a + 2b
3. Calculation of subsidy (see instructions)		
Revenue and available funds	17,628,888.00 (part 1 col b)	
Less: Total costs	17,628,888.00 (part 2 total costs)	
Less: Prior year deficit	0.00 (To Recap Pg 2 Part II B)	
(Negative represents subsidy)	0.00	
4. Sources of funding for costs appropriated in the enterprise fund		
a. Revenue and available funds	15,410,738.00	
b. Taxation	0.00	
c. Free Cash	0.00	
d. Non-Enterprise Available Funds	0.00	
Total sources of funding for costs appropriated in the enterprise fund	15,410,738.00 (Must equal total part 2a)	

Signatures

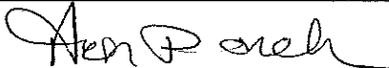
No signatures to display. 

NOTE : The information is preliminary and is subject to change.

SCHEDULE A-2
 ENTERPRISE FUNDS CH. 44 S.53 F1/2 et al - Fiscal Year 2019

Enterprise fund number: A-2(2ND)
 Type of enterprise fund: Golf Course
 Name of enterprise fund/statutory reference: CH 44

	(a) FY 2018 Actual Revenues	(b) FY 2019 Estimated Revenues
1. Enterprise revenues and available funds		
a. User charges	600,681.57	623,219.00 *
Other departmental revenue	65,100.49	65,000.00
Investment income	0.00	0.00
Total revenues	<u>665,782.06</u>	<u>688,219.00</u>
Retained earnings appropriated from July 1, 2017 Certification	0.00	41,000.00 **
Retained earnings appropriated from July 1, 2018 Certification		0.00 **
Other enterprise available funds		0.00
Total revenues and available funds	<u>665,782.06</u>	<u>729,219.00</u> (To Recap Pg 2, Part III B, line 3)
* Written documentation should be uploaded to support increases of estimated vs actual revenues		
** Retained earnings must be certified by the Director of Accounts prior to appropriation		
2. Total costs appropriated		
a. Costs appropriated in the enterprise fund		
Salaries, wages and expenses	914,348.00	
Capital Outlay	0.00	
Other - Articles	41,000.00	
Total costs appropriated in the enterprise fund		<u>955,348.00</u> 2a
b. Indirect costs appropriated in the general fund		
Health Insurance	0.00	
Pension	0.00	
Debt	0.00	
Other - Shared Services & Facilities	43,871.00	
Total costs appropriated in the general fund		<u>43,871.00</u> 2b
Total costs		<u>999,219.00</u> 2a + 2b
3. Calculation of subsidy (see instructions)		
Revenue and available funds	<u>729,219.00</u> (part 1 col b)	
Less: Total costs	<u>999,219.00</u> (part 2 total costs)	
Less: Prior year deficit	0.00 (To Recap Pg 2 Part II B)	
(Negative represents subsidy)	<u>-270,000.00</u>	
4. Sources of funding for costs appropriated in the enterprise fund		
a. Revenue and available funds	685,348.00	
b. Taxation	270,000.00	
c. Free Cash	0.00	
d. Non-Enterprise Available Funds	0.00	
Total sources of funding for costs appropriated in the enterprise fund	<u>955,348.00</u> (Must equal total part 2a)	

No signatures to display. Signatures 

NOTE : The information is preliminary and is subject to change.

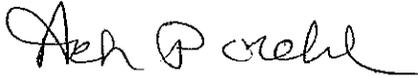
Schedule B-1
Free Cash Certification and Appropriation - Fiscal Year 2019

Part I

		Date Certified
1. 7/1/2017 Free Cash Certification	9,528,960.00	9/20/2017
ADD:		
2. Free Cash Update Part I	0.00	
TOTAL:	9,528,960.00	
<hr/>		
Subtract Free Cash Appropriated From This Certification		
3. FY 2018 Recap	3,830,000.00	
4. FY 2019 Recap (check to Recap page 4, column c)	4,485,000.00	
5. FY 2019 Recap appropriated on or before June 30th to reduce the tax rate	0.00	<i>To Recap pg 2 Part III d 1a</i>
Balance of Unappropriated Free Cash Part I:	<u>1,213,960.00</u>	

Part II

		Date Certified
1. 7/1/2018 Free Cash Certification	6,576,906.00	10/10/2018
ADD:		
2. Free Cash Update Part II	0.00	
TOTAL:	6,576,906.00	
<hr/>		
Subtract Free Cash Appropriated From This Certification		
3. FY 2019 Recap (check to Recap page 4, column c)	3,988,345.50	
4. FY 2019 Recap appropriated on or after July 1st to reduce the tax rate	0.00	<i>To Recap pg 2 Part III d 1b</i>
Balance of Unappropriated Free Cash Part II:	<u>2,588,560.50</u>	

	Signatures	
Accounting Officer		
Arti Mehta, Comptroller, Natick, amehta@natickma.org 508-647-6435 11/14/2018 9:33 AM		

NOTE : The information has not been Approved and is subject to change.

Schedule B-2

SOURCES AND USES OF OTHER AVAILABLE FUNDS - Fiscal Year 2019

Date of Appropriation	Source of Fund	Use of Fund	Col. A Amount in Fund When Approp. was Made	Col. B. Amount of Appropriation
04/10/2048	Capital Stabilization Trust Fund	Capital Equipments	10,046,885.00	560,800.00
04/10/2018	1:1 Stabilization Fund	Capital Equipments	103,400.00	100,000.00
04/10/2018	Capital Stabilization Trust Fund	Capital Improvements	10,046,885.00	495,000.00
04/10/2018	Capital Stabilization Trust Fund	Camp Arrowhead Repairs	10,046,885.00	255,000.00
04/10/2018	Capital Stabilization Trust Fund	Rail Trail Right of Way	10,046,885.00	200,000.00
04/10/2018	Parking Meter RRFA	FY 2019 Budget	351,284.00	80,000.00
04/10/2018	Overlay Surplus	FY 2019 Budget	500,000.00	500,000.00
04/10/2018	Title V Sp. Rev	FY 2019 Budget	8,600.00	7,684.00
04/10/2018	Premium on Bond	FY 2019 Budget	678,086.00	97,542.00
04/10/2018	SBAB	FY 2019 Budget	728,268.00	123,167.00
10/16/2018	Capital Stabilization Fund	Capital Equipments	8,036,085.00	1,028,950.00
10/16/2018	Capital Stabilization Fund	Capital Improvements	8,036,085.00	1,945,000.00
10/16/2018	Sewer I & I	Sewer I & I	976,495.00	150,000.00
			Total	5,543,143.00

(Must equal Recap page 4 column d)

Column (A) must be greater than or equal to the amount of the appropriation in Column (B) at the time of the appropriation unless otherwise specified by general or special law.

Signatures

Accounting Officer

Arti Mehta, Comptroller, Natick, amehta@natickma.org 508-647-6435 | 11/14/2018 9:33 AM

NOTE : The Information was Approved on 11/20/2018

SCHEDULE OL-1
 OVERLAY WORKSHEET - Fiscal Year 2019

Overlay Available

1.	Overlay Balance as of 6/30/2018	4,873,762.34
2.	Overlay from FY 2019 (Tax Rate Recap Page 2 lid)	1,591,797.61
3.	Overlay Balance Available (Add lines 1 and 2)	<u>6,465,559.95</u>

Overlay Use

4.	Overlay Transferred to Overlay Surplus after 7/1/2018	0.00
5.	Other Overlay Charges after 7/1/2018	46,806.49
6.	5 year Average Abatements And Exemptions Granted thru 6/30/2018	388,768.62
7.	Overlay Balance Needed (Add lines 4 thru 6)	<u>435,575.11</u>

Abatements and Exemptions Granted

	FY 2018	FY 2017	FY 2016	FY 2015	FY 2014
6.	388,768.62				
7.	435,575.11	308,247.26	408,098.85	435,611.00	452,351.00
				5-year average FY 2014 to FY 2018	<u>388,768.62</u>

8.	Overlay Balance Available in excess of Overlay Balance Needed (negative indicates a Shortfall) (subtract line 7 from line 3)	<u>6,029,984.84</u>
----	---	---------------------

Potential Future Liabilities

9.	Real Estate Tax Receivables as of 6/30/2018	700,206.00
10.	Personal Property Tax Receivables as of 6/30/2018	221,352.00
11.	Pending ATB or Court decision(s)	2,053,100.00
12.	Total Potential Future Liabilities	<u>2,974,658.00</u>

Signatures

Accounting Officer *M. Keed*
 Assessor *Janice Dangelo*
 Janice Dangelo, Dir. of Assessing, Natick, dangelo@natickma.org 508-647-6420 | 11/13/2018 6:28 PM
 Comment: Signing as chair for the BOA, signatures on file.

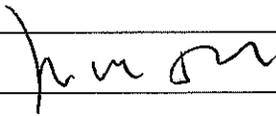
NOTE : The information is preliminary and is subject to change.

Schedule DE-1
 Debt Exclusion - Fiscal Year 2019

(A) Ballot Vote Date	(B) Purpose(s) of Exclusion Vote	(C) Date of original issuance note/bond per purpose(s)	(D) Temp or Perm (T/P)	(E) FY 2018 Net Excluded Debt Service	(F) FY 2018 Gross Debt Service Expended	(G) FY 2019 Gross Debt Service Excludable	(H) Reimbursement adjustments (Whole numbers only)	(I) FY 2019 Net Excluded Debt Service
11/07/2000	Wilson Middle School	04/15/2004	P	452,759	584,850	561,600	130,360	431,240
03/30/2010	Natick High School	06/15/2011	P	2,802,469	2,873,063	2,815,313	66,294	2,749,019
03/30/2010	Community Senior Center	06/15/2011	P	646,166	662,350	649,000	15,190	633,810
03/30/2010	Community Senior Center	06/01/2012	P	113,071	114,525	110,725	1,171	109,554
03/30/2010	Natick High School	06/15/2013	P	219,372	227,684	329,367	7,695	321,672
							Total:	4,245,295

REIMBURSEMENTS: School Building Assistance, Library Construction Grants etc.

ADJUSTMENTS: Prior year interest not included, rate or term different than estimate

Signatures 

No signatures to display.

NOTE: The information is preliminary and is subject to change.

Debt Exclusion Votes
Fiscal Year 2019

Vote date	Purpose of vote	Yes	No	FY 2018 amount	FY 2019 amount
07/11/2000	REPAIR AND RECONSTRUCT KENNEDY MIDDLE SCHOOL	10,308	6,499	452,759	431,240
03/30/2010	COMMUNITY CENTER	5,392	2,870	113,071	109,554
03/30/2010	COMMUNITY CENTER	5,392	2,870	646,166	633,810
03/30/2010	NATICK HIGH SCHOOL PROJECT	7,110	1,350	2,802,469	2,749,019
03/30/2010	NATICK HIGH SCHOOL PROJECT	7,110	1,350	219,372	321,672
Grand total:				4,233,837	4,245,295

**Levy Limit
 Fiscal Year 2019**

FOR BUDGET PLANNING PURPOSES

I. TO CALCULATE THE FY 2018 LEVY LIMIT

A. FY 2017 Levy Limit	99,501,597	
A1. ADD Amended FY 2017 Growth	0	
B. ADD (IA + IA1)*2.5%	2,487,540	
C. ADD FY 2018 New Growth	1,171,844	
C1. ADD FY 2018 New Growth Adjustment	0	
D. ADD FY 2018 Override	0	
E. FY 2018 Subtotal	<u>103,160,981</u>	
F. FY 2018 Levy Ceiling	205,725,056	i. <u>103,160,981</u>
		FY 2018 Levy Limit

II. TO CALCULATE THE FY 2019 LEVY LIMIT

A. FY 2018 Levy Limit from I	103,160,981	
A1. ADD Amended FY 2018 Growth	0	
B. ADD (IIA + IIA1)*2.5%	2,579,025	
C. ADD FY 2019 New Growth	1,545,185	
C1. ADD FY 2019 New Growth Adjustment	0	
D. ADD FY 2019 Override	0	
E. ADD FY 2019 Subtotal	<u>107,285,191</u>	
F. FY 2019 Levy Ceiling	219,083,154	ii. <u>107,285,191</u>
		FY 2019 Levy Limit

III. TO CALCULATE THE FY 2019 MAXIMUM ALLOWABLE LEVY

A. FY 2019 Levy Limit from II.	107,285,191
B. FY 2019 Debt Exclusion(s)	4,245,295
C. FY 2019 Capital Expenditure Exclusion(s)	0
D. FY 2019 Stabilization Fund Override	0
E. FY 2019 Other Adjustment :	0
F. FY 2019 Water/Sewer	0
G. FY 2019 Maximum Allowable Levy	<u>111,530,486</u>

Signatures

Board of Assessors

Janice Dangelo, Dir. of Assessing , Natick , dangelo@natickma.org 508-647-6420 | 11/14/2018 12:47 PM

Comment: Signing for the BOA as chair, signatures on file.

NOTE : The information was Approved on 11/20/2018

CLASSIFICATION TAX ALLOCATION

Fiscal Year 2019

1. The selected Residential Factor is 1.000000

If you desire each class to maintain 100% of its full values tax share, indicate a residential factor of "1" and go to question 3.

2. In computing your residential factor, was a discount granted to Open Space?

Yes No

If Yes, what is the percentage discount? 0

3. Was a residential exemption adopted?

Yes No

If Yes, please complete the following:

<u>Class 1 Total Assessed Value</u>	=	<u>6,986,988.160</u> X	<u>0</u>	=	<u>0</u>
Class 1 Total Parcel Count *		0	Selected Res. Exemption %		Residential Exemption

* Include all parcels with a Mixed-Use Residential designation

Applicable number of parcels to receive exemption 0

Net value to be exempted 0

4. Was a small commercial exemption adopted?

Yes No

% Selected 0

If Yes, please complete the following:

No. of parcels eligible	<u>33</u>
Total value of parcels	<u>0</u>
Total value to be exempted	<u>0</u>

5. The following information was derived from the LA-7. Please indicate in column D percentages (accurate to 4 digits to the right of the decimal point) which result from your selected residential factor. (If a residential factor of "1" has been selected, you may leave Column D blank.)

A Class	B Certified Full and Fair Cash Value Assessments	C Percentage Full Value Shares of Total Tax Levy	D New Percentage Shares of Total Tax Levy
Residential	6,986,988,160.00	79.7299%	79.7299%
Open Space	0.00	0.0000%	0.0000%
Commercial	1,581,359,820.00	18.0452%	18.0452%
Industrial	43,710,000.00	0.4988%	0.4988%
Personal Property	151,268,190.00	1.7261%	1.7261%
TOTALS	8,763,326,170.00	100.0000%	100.0000%

NOTE : The information is preliminary and is subject to change.

CLASSIFICATION TAX ALLOCATION

Fiscal Year 2019

6. Notice was given to taxpayers on 10/30/2018 (date), (time), at (place), by Legal Notice Metrowest Newspaper (describe type of notice) that a public hearing on the issue of adopting the tax levy percentages for fiscal year 2019 would be held on 11/13/2018 (meeting date).

7. We hereby attest that on 11/13/2018 (date), 7:00 P.M. (time), at Natick Town Hall (place) in a public hearing on the issue of adopting the percentages for fiscal year 2019, that the Board of Assessors presented information and data relevant to making such determination and the fiscal effect of the available alternatives, and that the percentages set forth above were duly adopted in public session on 11/13/2018 (date).

8. The LA-5 excess capacity for the current fiscal year is calculated as 148,610.39

The LA-5 excess capacity for the prior fiscal year is calculated as 6,339.02

For cities : City Councilors, Aldermen, Mayor

For towns : Board of Selectmen

For districts : Prudential Committee or Commissioners

Signatures

Clerk

I hereby attest that notice was given to taxpayers that a public hearing on the issue of adopting the tax levy percentages would be held on the date and time stated above.

Diane Packer, Town Clerk, Natick, dpacker@natickma.org 508-647-6432 | 11/13/2018 5:30 PM

Comment: Town Clerk signed 11/13/18

Board of Assessors

Authorized Signature

Signatures for LA5 Certification

James D'Angelo
M. Keed
Stephen P. Hansen

For cities: City Councilors, Aldermen, Mayor

For towns: Board of Selectmen

For districts: Prudential Committee or Commissioners

We hereby attest that on the hearing date above the Board of Assessors presented information and data relevant to making such determination and the fiscal effect of the available alternatives at the hearing and that the percentages set forth above were duly adopted in public session on date stated above.

Amy... [Signature]
Jonathan... [Signature]
Luan... [Signature]

**WARRANT
SPRING ANNUAL TOWN MEETING
APRIL 9, 2019**

THE COMMONWEALTH OF THE MASSACHUSETTS

Middlesex, ss

To Any Constable of the Town of Natick in said County:
Greeting:

In the name of the Commonwealth of Massachusetts you are required to notify the qualified Town Meeting Members of the said Town of Natick to meet in the Natick High School, Natick on **Tuesday Evening April 9, 2019 at 7:30 PM**, then and there to act on the following Articles:

- Article 1 Authorize Board of Selectmen to Acquire, Obtain, Abandon or Relocate Easements
- Article 2 Committee Article
- Article 3 Elected Officials Salary
- Article 4 Personnel Board Classification and Pay Plan
- Article 5 Collective Bargaining
- Article 6 Amend Agreement for the South Middlesex Regional Vocational School District
- Article 7 Fiscal 2019 Omnibus Budget
- Article 8 Fiscal 2020 Omnibus Budget
- Article 9 Fiscal 2020 Morse Institute Library Budget
- Article 10 Fiscal 2020 Bacon Free Library Budget
- Article 11 School Bus Transportation Subsidy
- Article 12 Revolving Funds
- Article 13 Establish Town Meeting Practices and Rules Committee
- Article 14 Capital Equipment
- Article 15 Capital Improvement
- Article 16 Alteration of Layout of North Main Street (Route 27) and Adjacent Streets
- Article 17 Camp Mary Bunker Dedication
- Article 18 Fox Hill Drive Sewer Betterment
- Article 19 Increase Personal Exemption Amounts
- Article 20 Home Rule Petition: Means Tested Senior Tax Exemption
- Article 21 Amend By-law Article 22: Town Counsel
- Article 22 Establish a Study Committee Regarding the Services of Town Counsel
- Article 23 Add By-Law Article 72D: Short Term Rentals
- Article 24 Amend Historic Preservation Zoning By-Law
- Article 25 Amend Zoning By-Laws: Wireless Communication Facility
- Article 26 Amend Definition of "Dog Kennel" as Used in Zoning Bylaws
- Article 27 Amend Dog Kennel Zoning
- Article 28 Establish Study Committee: Town of Natick Land Area

ARTICLE 1
Authorize Board of Selectmen to Acquire, Obtain, Abandon or Relocate Easements
(Town Administrator)

To see if the Town will vote to authorize the Board of Selectmen, during Fiscal Year 2020, to acquire on behalf of the Town any and all easements for any of the following purposes: roads, sidewalks, vehicular and/or pedestrian access or passage, drainage and utilities, provided however that such authorization pertains only to easements acquired at no cost to the Town; and, further, to authorize the Board of Selectmen, subsequent to a public hearing, during Fiscal Year 2020 to abandon or relocate easements acquired for any of the foregoing purposes; or otherwise act thereon.

ARTICLE 2
Committee Article
(Town Administrator)

To see if the Town will vote to hear and discuss the reports of town officers, boards, and committees; or otherwise act thereon.

ARTICLE 3
Elected Officials Salary
(Town Administrator)

To see if the Town will vote to fix the salary and compensation of all elected officers of the Town of Natick for Fiscal Year 2020 (July 1, 2019 through June 30, 2020) as provided by Section 108 of Chapter 41 of the General Laws, as amended; or otherwise act thereon.

ARTICLE 4
Personnel Board Classification and Pay Plan
(Town Administrator)

To see if the Town, pursuant to the authority contained in Section 108A of Chapter 41 of the General Laws, will vote to amend the by-laws by adding to Article 24, Section 3, a new paragraph deleting certain position titles, adding new position titles and effecting changes in the salary ranges as presently established; or otherwise act thereon.

ARTICLE 5
Collective Bargaining
(Town Administrator)

To see if the Town will vote to raise and appropriate, or otherwise provide, the funds necessary to implement the Terms of Agreements reached between the Town and the following collective bargaining units:

- a) Deputy Fire Chiefs' Association, Local 1707 – Deputy Fire Chiefs
- b) International Association of Firefighters, AFL-CIO, Local 1707 - Firefighters
- c) New England Benevolent Association, AFL-CIO, Local 82 – Superior Officers
- d) Natick Patrol Officers Association - Patrol
- e) New England Police Benevolent Association, Inc. Local 182 - Dispatchers
- f) Massachusetts Laborer's Council Local 1116 Supervisors' & Administrators' Association - DPW Sup. & Admin.
- g) Massachusetts Laborer's Council Local 1116 - DPW Laborers
- h) Maintenance and Custodians Local 1116 of the Laborers International Union, AFL-CIO – Facilities Maintenance
- i) Public Employees Local Union 1116 of the Laborers' International Union of North America -Clerical
- j) Public Employees Local Union 1116 of the Laborers International Union of North America, AFL-CIO – Library

Or otherwise act thereon.

ARTICLE 6
Amend Agreement for the South Middlesex Regional Vocational School District
(Town Administrator)

To see if the Town will vote to amend the agreement among the towns of Ashland, Holliston, Hopkinton, and Natick, and the City of Framingham, with respect to Establishment of a Regional Vocational School District to incorporate prior amendments to said agreement, to eliminate outdated provisions, to recognize Framingham's change from a town to a city form of government, and to bring said agreement into alignment with the District's existing practices; or otherwise act thereon.

ARTICLE 7
Fiscal 2019 Omnibus Budget
(Town Administrator)

To determine what sum or sums of money the Town will appropriate and raise, or transfer from available funds, for the operation of the government of the Town of Natick, including debt and interest, during Fiscal Year 2019 (July 1, 2018 through June 30, 2019) and to provide for a reserve fund for Fiscal Year 2019, and to see what budgets for Fiscal 2019 will be reduced to offset said additional appropriations; or otherwise act thereon.

ARTICLE 8
Fiscal 2020 Omnibus Budget
(Town Administrator)

To determine what sum of money the Town will appropriate and raise, or transfer from available funds, for the operation of the government of the Town of Natick, including debt and interest during Fiscal Year 2020 (July 1, 2019 to June 30, 2020), and to provide for a reserve fund for Fiscal Year 2020; or to otherwise act thereon.

ARTICLE 9
Fiscal 2020 Morse Institute Library Budget
(Town Administrator)

To see what sum of money the Town will vote to raise and appropriate, or otherwise provide, for the maintenance and operation of the Morse Institute Library, for Fiscal Year 2020 (July 1, 2019 through June 30, 2020); or otherwise act thereon.

ARTICLE 10
Fiscal 2020 Bacon Free Library Budget
(Town Administrator)

To see what sum of money the Town will vote to raise and appropriate, or otherwise provide, for the maintenance and operation of the Bacon Free Library, for Fiscal Year 2020 (July 1, 2019 through June 30, 2020); or otherwise act thereon.

ARTICLE 11
School Bus Transportation Subsidy
(Superintendent of Schools)

To see if the Town will vote to appropriate and raise, or transfer from available funds, a sum of money for the purpose of operation and administration of the school bus transportation system, and to reduce or offset fees charged for students who elect to use the school bus transportation system for transportation to and from school, for Fiscal Year 2020 (July 1, 2019 through June 30, 2020); or otherwise act thereon.

ARTICLE 12
Revolving Funds
(Town Administrator)

To see if the Town will vote on the limit on the total amount that may be expended from each revolving fund established pursuant to Chapter 44 section 53E ½ of the General Laws and Town by-law; or otherwise act thereon.

ARTICLE 13
Establish Town Meeting Practices and Rules
Committee
(Town Moderator)

To see if the Town will vote to establish a special committee, which shall be appointed by the Town Moderator. Said committee shall be called the Town Meeting Practices and Rules Committee (TMPRC).

The TMPRC shall 1) review current Town Meeting practices and rules and other related processes, 2) advise Town Meeting of any recommendation modifying, adding or deleting Town Meeting practices, rules and/or related processes, 3) suggest modifications to the Natick By Laws relative to findings under items 1) and 2), and 4) update and make changes to the Town Meeting Member Handbook for Town Meeting approval.

The TMPRC shall consist of no more than seven (7) members, including the Town Moderator and Town Clerk as ex officio members.

Unless otherwise authorized by Town Meeting, the TMPRC shall complete its charge upon presenting a report to 2020 Spring Annual Town Meeting.

Or otherwise act thereon.

ARTICLE 14
Capital Equipment
(Town Administrator)

To see if the Town will vote to appropriate and raise, borrow or otherwise provide, a sum of money as may be required for capital equipment for the various departments of the Town of Natick; to determine whether this appropriation shall be raised by borrowing or otherwise; or otherwise act thereon.

ARTICLE 15
Capital Improvement
(Town Administrator)

To see if the Town will vote to appropriate and raise, borrow or otherwise provide, a sum of money to implement a Capital Improvement Program, to protect the physical infrastructure of the Town of Natick, to add new physical infrastructure, or to improve community assets; and, further, to determine whether this appropriation shall be raised by borrowing or otherwise; or to otherwise act thereon.

ARTICLE 16
Alteration of Layout of North Main Street (Route 27) and Adjacent Streets
(Town Administrator)

To see if the Town will vote to accept as a public way the altered layout by the Selectmen of North Main Street (Route 27) and adjacent streets thereto, to include within the altered layout of North Main Street (Route 27) and adjacent streets thereto certain fee interests and easements as shown on a plan entitled "Alteration of Layout of North Main Street (Route 27) and Adjacent Streets," dated February 7, 2019, prepared by BETA Group, Inc., as said plan may be amended, said plan on file with the Town Clerk, or to otherwise act thereon.

ARTICLE 17
Camp Mary Bunker Dedication
(Town Administrator)

To see if the Town will vote to dedicate property, commonly known as the Camp Mary Bunker, as modified to include a sidewalk to be constructed thereon as part of the North Main Street (Route 27) improvement project, to be protected under Article 97 of the Articles of Amendment to the Massachusetts Constitution, subject to the terms and conditions set forth in the deed and Agreement recorded with the Middlesex South Registry of Deeds at Book 15706, Page 22, or to otherwise act thereon.

ARTICLE 18
Fox Hill Drive Sewer Betterment
(Board of Selectmen)

To see if the Town will vote to raise and appropriate, transfer from available funds, or otherwise provide a sum of money for the construction of a Town sewer system to service the area of Fox Hill Drive; to determine whether this appropriation shall be raised by borrowing or otherwise; such work to be performed and betterments to be assessed in accordance with applicable Massachusetts law and the Town of Natick By-Laws, Article 71; and to authorize the Board of Selectmen to acquire by purchase, eminent domain or otherwise, easements for utility purposes to permit the installation of Town sewer pipe and a sewer pump station for Fox Hill Drive, and service connections from said sewer pipe, and to allow the repair and maintenance thereof; or otherwise to act thereon.

ARTICLE 19
Increase Personal Exemption Amounts
(Board of Assessors)

To see if the Town will vote to increase the Personal Exemption Amounts by 57.5% under the provisions of Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 which provides for "Optional Additional Property Tax Exemptions" allowing an annually determined, uniform increase in the amount of exemption in General Laws, Chapter 59 Section 5 Clauses 17D, 22, 22A, 22B, 22C, 22E, 37A, and 41C (elderly person, disabled veteran, or blind person).

ARTICLE 20
Home Rule Petition: Means Tested Senior Tax Exemption
(Board of Selectmen)

Move to petition the General Court to enact legislation in substantially the following form, provided that the General Court may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition. "SECTION 1. With respect to each qualifying parcel of real property classified as class one, residential in the town of Natick there shall be an exemption from the property tax in an amount to be set annually by the board of selectmen as provided in section 3. The exemption shall be applied to the domicile of the taxpayer only. For the purposes of this act, "parcel" shall be a unit of real property as defined by the board of assessors under the deed for the property and shall include a condominium unit. The exemption provided for herein shall be in addition to any and all other exemptions allowed by the General Laws. SECTION 2. The board of assessors of the town of Natick may deny an application for exemption if the board finds that the applicant has excessive assets that place the applicant outside of the intended recipients of the senior exemption established pursuant to the act. Real property shall qualify for the exemption under section 1 if all of the following criteria are met: a) The qualifying real property is owned and occupied by a person who qualified and received the circuit breaker income tax credit the previous year under section 6(k) of chapter 62 of the General Laws; b) The qualifying real property is owned by a single applicant age 65 or older at the close of the previous year or jointly by persons either of whom is age 65 or above at the close of the previous year and if the joint applicant is 60 years of age or older; c) The qualifying real property is owned and occupied by the applicant or joint applicants as their domicile; d) The applicant or at least 1 of the joint applicants has been domiciled and owned a home in the town of Natick for at least the 10 consecutive years preceding the filing of an

application for the exemption; e) The maximum prior year assessed value of the domicile is no greater than the prior year's maximum assessed value for qualification for the circuit breaker income tax credit under said section 6(k) as adjusted annually by the department of revenue; and f) The board of assessors has approved the application. SECTION 3. The board of selectmen shall annually set the exemption amount provided for in section 1, provided that the amount of the exemption shall be up to a 100% match, and no less than a 50% match, of the amount of the circuit breaker income tax credit under section 6(k) of chapter 62 of the General Laws for which the applicant received in the previous year. The total amount exempted by this act shall be allocated proportionally within the tax levy on all residential taxpayers. SECTION 4. A person who seeks to qualify for the exemption under section 1 shall, before the deadline established by the board of assessors, file an application, on a form to be adopted by the board of assessors, with the supporting documentation of the filed income tax return of the applicant showing the circuit breaker tax credit. The application shall be filed each year for which the applicant seeks the exemption. SECTION 5. No exemption shall be granted under this act until the department of revenue certifies a residential tax rate for the applicable tax year where the total exemption amount is raised by a burden shift within the residential tax levy. SECTION 6. The exemption provided in this act shall expire after 3 years of implementation, which shall begin in fiscal year 2020; provided, however, that the town of Natick may reauthorize the exemption for additional 3-year intervals by a vote of the legislative body of the town. SECTION 7. This act shall take effect upon its passage." Or otherwise act thereon.

ARTICLE 21
Amend By-Law Article 22: Town Counsel
(Board of Selectmen)

To see if the Town will vote to amend Article 22 of the Town of Natick By-Laws as follows:

1. Section 2: Relationship
 - a. Delete the words "Town Counsel shall be an independent contractor and shall not be an employee of the Town"
 - b. Add the words "Town Counsel may be an independent contractor or Town Employee"
2. Section 5.c
 - a. Add the words "Community Services Director, Facilities Management Director" after the words "The following shall have the right to request of Town Counsel advice concerning their duties: members of the Board of Selectmen, Town Clerk, Superintendent of Schools, Building Commissioner,"

ARTICLE 22
Establish a Study Committee Regarding the Services of Town Counsel
(Paul Griesmer et. al.)

To see what action(s) the Town will take to establish a study committee appointed by the Moderator to study, report, advise on and develop possible changes to Article 22 Town Counsel and Article 44 Conflicts Between Town Agencies and Article 10 Board of Selectmen Section 3 Litigation Authority of the Town ByLaws including but not limited to the following:

- 1) whether the good faith requirement for the services of Town Counsel should apply to the Selectmen and Town Administrator as such requirement applies to all others.
- 2) whether the requirements that any requests for services of Town Counsel must pertain to the job of the Town agency requesting such services and be of sufficient legal importance should likewise apply to the Board of Selectmen and Town Administrator
- 3) whether it is advisable to have Town Counsel be an employee under the direction of the Board of Selectmen or Town Administrator and whether such employee might be subject undue influence in the performance of their job on any matter including but not limited to open meeting laws and executive session matters

- 4) what additional annual and long-term costs in terms of benefits, pension, OPEB, payroll tax matching would be associated with making town counsel an employee
- 5) whether the needs of all town agencies would be both adequately and appropriately served by making Town Counsel an in-house employee selected solely by the Board of Selectmen
- 6) whether the Town needs to retain a full service law firm/s which can provide resources and expertise on a wide range of legal matters including procurement, labor law, Federal and State taxation, withholding and employee classification, real estate acquisitions, dispositions and leases, Massachusetts municipal finance laws and regulations, allowed powers of Massachusetts cities and Towns under MGL Chapters 39, 40, 41, 42 and 43, alcohol and marijuana licensing, zoning (including permitting, variances, etc.), eminent domain, elections and voting, public records retention and requests, open meeting law, historic districts, conservation, water quality and environmental laws, property taxation and exemptions, local options statutes, affordable housing laws and regulations, health and restaurant regulations, etc. and whether such capabilities can be found in any one individual
- 6) whether the various roles of Town Counsel should be divided such that any in-house employee would be limited to routine and recurring contracting matters
- 7) whether the language allowing certain specific Town agencies to request the advice of legal counsel should be expanded to include the ability to receive such advice and associated legal services without prior approval of the Board of Selectmen or Town Administrator and whether any Town agencies eligible to request the services of Town counsel in performance of their job have been frustrated, hindered, delayed or prevented in receiving such services and advice
- 8) whether the selection process and appointment power for Town Counsel should include any other elected town agency/ies
- 9) whether Town agencies that have enforcement power in statute should be allowed direct authority for legal services pertaining to their performance roles and whether the Board of Selectmen should have 100% exclusive control over all litigation matters as provided in Article 10 Section 3
- 10) whether the language in Article 44 prevents appropriate or necessary actions from being taken
- 11) to provide for the number, composition, term and resources for such committee and/or
- 12) to take any action(s) necessary to implement the foregoing purposes of this article;

Or otherwise act thereon.

ARTICLE 23
Add By-Law Article 72D: Short Term Rentals
(Michael Linehan et. al.)

To see if the Town will vote to amend the Town of Natick By-Laws by inserting a new Article **72D** entitled “Short-term Rentals” to preserve the peace and good order of the Town and ensure all residents may enjoy their property and dwelling free from any detrimental effects resulting from short-term rentals as defined in M.G.L Chapter 337 of the Acts of 2018, and any amendments thereto; said Article **72D** shall include, but not be limited to, whether, where, how often, for how long and under what conditions a residential property or part thereof may be offered as a short-term rental and/or how violations of said Article **72D** shall be treated, including any fine;

or otherwise act thereon.

ARTICLE 24
Amend Historic Preservation Zoning By-Law
(Planning Board)

“To see if the Town will vote amend the Town of Natick Zoning Bylaws, Historic Preservation By Law (Section III-J) to establish regulations promoting the preservation of smaller historic estates in residential single family zoning districts, including, but not limited to the following:

- 1) Create and/or specify the special permit and/or site plan review requirements and/or process;
- 2) Specify the applicability of the provisions of the zoning bylaw;
- 3) Specify the density and/or maximum number of units allowed;
- 4) Specify the amount (if any) of “new” construction to be permitted as part of any project, and/or the design and/or materials to be used as part of the project;
- 5) Specify the affordable housing requirements;
- 6) Specify any and/or all dimensional requirements, including but not limited to minimum and/or maximum lot area requirements, minimum and/or maximum lot area per dwelling unit requirements, Floor Area Ratios, setbacks for all potential uses, buildings, or structures on site, sky exposure plane provisions, and/or other provisions;
- 7) Specify the required peer review and/or reviews by other boards/committees in Town, including but not limited to the Natick Historical Commission and/or Design Review Board, as part of the permitting process;
- 8) Specify the relationship with other provisions within the zoning bylaw, including but not limited to underlying or overlay zoning districts and/or cluster zoning provisions; and/or
- 9) Specify any other factors or requirements that may affect the preservation of historic properties while protecting abutters and the neighborhood;

or otherwise act thereon.”

ARTICLE 25
Amend Zoning By-Laws: Wireless Communications Facility
(Planning Board)

To see if the Town will vote to amend the Town of Natick Zoning Bylaws by modifying Section III-A.2 (Use Regulations Schedule) use 46B Wireless Communications Facility currently prohibited in all districts listed to be allowed by Special Permit in all districts listed;

Or otherwise act thereon.

ARTICLE 26
Amend Definition of “Dog Kennel” as Used in Zoning Bylaws
(Saul Beaumont et. al.)

“To see if the town will vote to amend the definition of “Dog Kennel” in the Zoning Bylaws as follows:

To consider changing (1) the definition of Dog Kennel in the Zoning Bylaw Section I (Article 1), Section 200 (DEFINITIONS), and (2) changing Zoning Bylaw Section III-A-2 (USE REGULATIONS TABLE) as follows:

1. Zoning Bylaw Section I, Article 1, Section 200 (DEFINITIONS)

1.1 Delete the following definition:

Dog Kennel: One pack or collection of dogs on a single premises, whether maintained for breeding, boarding, sale, training, hunting or other purposes and including any shop where dogs are on sale, and also including every pack or collection of more than three dogs three months old, or over, owned or kept by a person on a single premises irrespective of the purpose for which they are maintained.

1.2 Add the following two definitions from MGL, Part I, Title XX, Chapter 140, Section 136A:

Personal Dog Kennel: A pack or collection of more than 4 dogs, 3 months old or older, owned or kept under single ownership, for private personal use; provided, however, that breeding of personally owned dogs may take place for the purpose of improving, exhibiting or showing the breed or for use in legal sporting activity or for other personal reasons; provided further, that selling, trading, bartering or distributing such breeding from a personal kennel shall be to other breeders or individuals by private sale only and not to wholesalers, brokers or pet shops; provided further, that a personal kennel shall not sell, trade, barter or distribute a dog not bred from its personally-owned dog; and provided further, that dogs temporarily housed at a personal kennel, in conjunction with an animal shelter or rescue registered with the department, may be sold, traded, bartered or distributed if the transfer is not for profit.

Commercial Dog Kennel: "Commercial boarding or training kennel", an establishment used for boarding, holding, day care, overnight stays or training of animals that are not the property of the owner of the establishment, at which such services are rendered in exchange for consideration and in the absence of the owner of any such animal; provided, however, that "commercial boarding or training kennel" shall not include an animal shelter or animal control facility, a pet shop licensed under section 39A of chapter 129, a grooming facility operated solely for the purpose of grooming and not for overnight boarding or an individual who temporarily, and not in the normal course of business, boards or cares for animals owned by others.

2. Zoning Bylaw Section III-A.2 (USE REGULATIONS SCHEDULE), OTHER USES

2.1 Use 53 Dog Kennel – Make the following changes to reflect the new definitions:

- (a) Change the title from Dog Kennel to Personal Dog Kennel
- (b) For CII, change from A to O
- (c) Add use 53A Commercial Dog Kennel
- (d) The regulation schedule in 53A is the same as 53 except that for RG and RS, change from A to O

or take any other action with respect thereto."

ARTICLE 27

Amend Dog Kennel Zoning (George Richards et. al.)

To see if the Town will vote to amend the Town of Natick Zoning By-Laws as follows, including but not limited to:

1. Amend Section 200 – DEFINITIONS to establish, create, define, and/or recognize multiple methods, arrangements, and/or forms of owning, breeding, boarding, caring for, supervising, kenneling, and/or otherwise maintaining four or more dogs, three or months old, on a single premise; and
2. Amend Section III.A.2 USE REGULATIONS SCHEDULE to define i) which zoning district each new or amended definition/use is permitted and ii) whether said use is permitted by right, by special permit or prohibited; and
3. Amend any other Section of the Natick Zoning By-Law necessary to regulate these uses;

or otherwise act thereon.

ARTICLE 28

Establish Study Committee: Town of Natick Land Area (Julian Munnich et al.)

To see whether the Town will vote to establish a study committee of Town Meeting, appointed by the Moderator, to address, research, study, analyze, and recommend action regarding: The true gross land area of the Town and its makeup by statutory, regulatory, and ownership components; including but not limited to the total land area zoned for residential, commercial or industrial use as pertains to MGL c.40B §§ 20-23, 760 CMR 56 and/or related guidelines issued by DHCD or any office of the Commonwealth or established in any legal proceeding; and, without limitation:

- 1) To establish the number and/or qualifications of committee members to be appointed;
- 2) To establish the charge of said committee including, but not limited to:
 - Identify any and all components of the calculation and all individual parcels or acreage owned by the United States; the Commonwealth; or any political subdivision thereof; the Department of Conservation and Recreation or any state public authority; or where all residential, commercial, and industrial development has been prohibited by deed, decree, zoning or restrictive order of the Department of Environmental Protection pursuant to M.G.L. c. 131, § 40A; or is dedicated to conservation or open space whether under control or ownership by trusts, corporations, partnerships, private parties, or otherwise; or is contained in the Subsidized Housing Inventory; and the size of all bodies of water located within Natick;
 - Gather any other information necessary to analyze, evaluate, and calculate the Town's position relative to sites potentially comprising one and one half per cent or more of the total land area zoned for residential, commercial, or industrial use.
 - Identify and recommend any zoning changes or other actions that might strengthen or improve the Town's position relative to meeting or exceeding any statutory or regulatory tests and criteria;
 - Report its findings and recommendations to 2020 Spring Annual Town Meeting or such other date as Town Meeting shall establish provided, however, that this shall not preclude any preliminary or earlier report(s) to Town boards, committees, commissions, or to Town Meeting;
- 3) To authorize said committee to develop a database of properties to be included in and/or excluded from either the numerator or the denominator of any statutory calculation;
- 4) To provide that said committee shall have access to Town Counsel and to Town staff, including but not limited to the Community and Economic Development, DPW (GIS), and Finance (Assessors) divisions and may utilize the services of outside consultants;
- 5) To provide for a method to engage any such outside consultant or other vendor including, without limitation, a reserve fund transfer by the Finance Committee;
- 6) To see what sum of money the Town will appropriate to accomplish the purpose of said committee;
- 7) To set the term of said study committee to expire upon the dissolution of 2020 Spring Annual Town Meeting or such other date as Town Meeting shall establish unless otherwise extended by Town Meeting;
- 8) Said committee, being a multiple member body under the Town Charter, is authorized to sponsor warrant articles for any Annual or Special Town Meeting Warrant;

or otherwise act thereon.

You are directed to serve this Warrant by causing an attested copy of said Warrant to be posted in the Post Office in said Natick, and at the following public places in said Natick, to wit: Precinct 1, Reliable Cleaners, 214 West Central Street; Precinct 2, Cole Recreation Center, 179 Boden Lane; Precinct 3, Kennedy Middle School, 165 Mill St.; Precinct 4, Lola's, 9 Main Street; Precinct 5, Wilson Middle School, 22 Rutledge Road; Precinct 6, East Natick Fire Station, 2 Rhode Island Avenue; Precinct 7, Lilja Elementary School, 41 Bacon Street; Precinct 8, Natick High School, 15 West Street; Precinct 9: Community-Senior Center, 117 East Central Street and Precinct 10, Memorial Elementary School, 107 Eliot Street.

Above locations being at least one public place in each Precinct, in the Town of Natick, and also posted in the Natick U.S. Post Office, Town Hall, Bacon Free Library and Morse Institute Library seven days at least before April 9, 2019; also by causing the titles of the articles on the Warrant for the 2019 Spring Annual Town Meeting to be published once in the Newspaper called "The Metrowest Daily News," with notice of availability of an attested copy of said Warrant, said Newspaper published in the Town of Natick and said publication to be February 15, 2019.

Hereof fail not and make due return of this Warrant with your doings thereon to the Town Clerk at or before the time appointed for holding said meeting.

Given under our hands this 11th day of February, 2019.

Board of Selectmen for the Town of Natick

Amy K. Mistrot
Chair

Susan G. Salamoff
Vice Chair

Michael J. Hickey, Jr.
Clerk

Jonathan Freedman
Member

Richard P. Jennett, Jr.
Member

Certified copies of the Warrant are available at the Office of the Town Clerk, Natick Town Hall, 13 East Central St., Natick, MA between the hours of 8:00 a.m. – 5:00 p.m., Monday through Wednesday; 8:00 a.m.- 7:00 p.m. on Thursday and 8:00 a.m.-12:30 p.m. Friday; the Warrant may also be accessed from the Town web site www.natickma.gov.