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# ***Town of Natick***

**FY 2021 Town Administrator's Preliminary Budget**

**Melissa Malone, Town Administrator  
January 2, 2020**





# *Town of Natick*

FY 2021 Budget

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## **Town Administrator's Fiscal Year 2021 Budget Message**

**January 2, 2020**

To the Honorable Select Board, Finance Committee, Town Meetings Members, Town of Natick's residents and business owners, it is with honor that I submit the Town Administrator's Fiscal Year 2021 budget.

We are all fortunate to be able to call Natick our home and to be able to enjoy the amenities of living in a full service community. From clean water coming from our taps, to education, to public safety, to snow and ice removal, to public health safety, to processing building permits and inspections – we truly do it all and we do it well. As we move forward in the coming months, it is imperative that all Town departments operate as a cohesive unit so that everyone can thoughtfully plan for the community's future. With fidelity to data driven analysis and realistic budgeting, we can then delineate our entire community's needs and accordingly design ways to achieve our objectives. This budget represents just one of multiple steps toward realizing a more holistic community vision.

I am pleased to report that we continue to make progress with our community infrastructure improvements. We anticipate that the new Kennedy Middle School and the West Natick Fire Station will open early in calendar year 2021. Further, two new playgrounds are substantially complete, Connor Heffler Park and Whitney Field at Navy Yard (totaling more than 4 million dollars of recreational investments). Additionally, our Little Leaguers will be able to enjoy our ball fields at Hunnewell with additional improvements totaling approximately 185k. This coming spring we will also be opening the Town's first dog park – Eddie's Park.

We continue to work toward upgrading our infrastructure, and the Spring of 2020 will bring sidewalk and road improvements to South Main Street, along with the beginning phase of construction for North Main Street/Route 27 and the new downtown Natick MBTA Station, and later in calendar year 2020 the rail trail will be substantially completed. Along with the South Main Street project, the capital plan for FY 2021 has over 7.5 million dollars of important projects to our community including: 3.4 million dollars in road and sidewalk improvements; an expanded and improved parking lot for Bennett Hemenway Elementary school; updated public safety radio equipment; funding for parks and fields improvements and over 10 trees to keep Natick green. You can find a complete list of projects in the Town of Natick Capital Project Plan at the back of this budget book.

Our proximity to Boston and fiscal prudence has provided us with an abundance of resources, from increased tax revenue to new community members who share different experiences and cultures. However, I would be remiss if I failed to note rising compounding fixed costs, even with strong business growth has a financial reality. This past September Town Administration provided the community with a five-year fiscal forecast to demonstrate how our historic spend correlates to our anticipated revenues. The compounding fixed increases will outpace revenue growth in fiscal year 2022, even with minimal rising costs in the Town's departments. Consequently, with the fiscal year 2021 budget it is critical to demonstrate our commitment to all town employees, residents, local businesses, and bond rating agencies. The preliminary budget takes into account all of our departments, all of our residents, and stakeholders and allows us as a community to utilize the coming months for dynamic and thoughtful planning without raiding our reserves. It is my hope that this budget pivots our community in the direction of accurate and dependable 3 and 5 year budgeting cycles that are data driven and continually evaluated in a transparent and clear manner.

## ***Executive Summary***

The proposed budget underscores a commitment to all members of our community, at the same time ensuring fiscal longevity so that we can continue to borrow monies for our schools and municipal buildings. It is estimated that the Town of Natick's budget will be slightly over 161 million dollars for fiscal year 2021 (this represents an increase of approximately 3.4 million dollars over Town Meeting's fiscal year 2020 appropriations), and assumes utilization of all allowable dollars within Proposition 2 ½. The proposed budget provides for a 1.4% increase for municipal departments and 5% increase for the Natick School department over the Spring Annual Town Meeting (SATM) 2019 appropriations (fiscal year 2020). The Natick School Department has requested 7.4% (\$5,302,414) over the Town Meeting appropriation of \$67,810,346. This preliminary budget provides \$3,392,143 in additional funds for the Natick School Department over Town Meeting's SATM 2019 appropriation.

There is one new caveat within the proposed budget as compared to last year's budget – the use of \$500,000 of overlay, which is still subject to approval of the Board of Tax Assessors. Analysis and review of pending matters and historical data, provided to Town Administration allowed us to conclude this reduction was a reasonable means to ensure that our School Department had this one-time additional resource. On January 3, 2020, I will formally request that the Board of Assessors consider releasing these funds for the fiscal year 2021 budget.

## ***Revenue Sources, Budget Challenges, & Solutions***

Town revenue sources for municipal budgets are limited, with the primary sources of revenues coming from property taxes (73%), local receipts (11%) and State Aid (9%) This narrow revenue stream, compounded by the restrictions of Proposition 2 ½ leaves Natick (like other municipalities), facing a constant erosion of its spending power as fixed costs such as salaries, health care, pension costs (to name just a few) rise. This means we are vulnerable to economic downturns as accelerating expenses outpace our revenues. At this time, the forecast shared during the fall of 2019 remains accurate regarding our reserves, specifically that we would have approximately 18 months of reserves to preserve existing Town services should there be a sustained downturn in the economy. Given the legitimate concerns about softening of the economy and historic market corrections that have taken place, preservation of stabilization funds for their articulated purposes remains my recommendation.

As of the end of fiscal year 2019, our New Growth helped increase our levy for fiscal year 2020 by approximately 1.8 million. All totaled the increase in the tax levy creates an additional 3.4 million dollars of revenue for the Town of Natick for FY 2020. While this is an increase over the previous year and it is certainly something that we welcome, the projections for FY 2021 are significantly lower. This abrupt fluctuation serves as a reminder why all department budgets should track with a shared fiscal reality and the importance of maintaining adequate reserves. Given the Town of Natick's revenue restrictions and rising fixed costs, it is impossible for any department budget in excess of 8-10 million dollars to see 4% consecutive growth for a decade without creating the need for an override and/or reducing residents' services by cutting other departments' budgets.

Our budget challenge from last year remains the same, increasing fixed cost limits our ability to fund department initiatives necessary to maintain municipal services. Given the Town of Natick's pension plan return for calendar year 2018 (- 3.44%) and taking into account its 5 year investment performance (5.96%) and its assumed investment rate or return of 7.375% it seems likely that the employer contributions for this pension fund will increase more than previously estimated and should be tracked closely. For fiscal year 2021, the employer contribution is 7.67% higher than fiscal year 2020 appropriation. Further, we continue to explore solutions regarding mitigating the Town's liability with respect to the LIUNA pension plan. Healthcare costs remain an

issue, and in the coming year we will report out on options that are available as the Town's healthcare agreement with all collective bargaining unions expires on June 30, 2021.

Understanding the nuances of these benefits is complex and difficult to extrapolate, however, it is something that we must do. I am hopeful that the sense of urgency and positive deliberation will be contagious and mark the beginning of community discussions about the future of our Town. This will require frank dialogue, analysis, careful consideration of what we can expect from residents, businesses, and the Commonwealth in the near-term future, and understanding of economic forecasts beyond Natick's border. Some of these conversations will require distinguishing between our "needs" and "wants" and what we are going to do the same or differently in the years ahead. Absent these thorough and honest discussions about how our finite resources are spent could result in arbitrary reductions in services.

Paramount to these discussions is that we recognize that this is about something bigger than any one Town department. Consider for example, that Natick 2030 is complete and now we must integrate our actions items within departments' budgets and initiatives. This means modernizing our municipal technology and embracing new ways to organize and solve problems. While systematically going through our action items articulated within Natick 2030, it seems that we cannot ignore change that is happening across communities in our country and region - individuals selecting to have less children, individuals living longer in their own homes and wanting to live in smaller places independently, individuals seeking more communal places to gather and enjoy recreation options and nature, individuals frustrated with transportation delays - these are all real and will impact our departments and our community. We must prioritize what we need and want as a community, think boldly and recognize that the past is not the carbon copy of our future.

In the coming months, while the fiscal 2021 budget is being deliberated upon by the Finance Committee I anticipate presenting to the Select Board specific information on why an operational override will be required for fiscal year 2022 and accompanying analysis that will need to be completed by all departments. At the same time, we will need your input and participation. And while this is all happening, including feedback from the community, I will be working with Town Department heads to explore and to articulate initiatives for the coming 2-5 years that we believe are responsive to the community. We understand with great challenge there is great opportunity, and truly believe we can design budgets with clarity and focus that meets the needs of today and tomorrow.

### ***What is new for Fiscal Year 2021?***

Over the years, we have seen increased growth in commercial and residential developments, however, our municipal departments have not kept pace and there is much by way of needed modernization of systems and functions that will enable us to better service the community. Our resident population is estimated to be 36,000, while our daytime population may be as high as 100,000 depending upon the time of year. This presents the Town of Natick with an opportunity for further business growth but also exacerbates existing problems for our infrastructure and services. Recognizing the immediate community needs and along with our fiscal reality, this preliminary budget funds approximately 825k in new initiatives for fiscal year 2021:

- Additional 2 Police Officers to assist in traffic safety
- Additional 2 DPW employees to assist with rail trail and new Kennedy Middle School exterior maintenance
- Additional 2 part-time staff members for the Teen Center that has seen increased utilization
- Additional 2 custodians for the new Kennedy Middle School
- Seed money for the creation of a Redevelopment Authority to assist in downtown improvements
- Increased community library programming

➤ Funds to ensure compliance with Massachusetts Equal Pay Act

Town Administration recognizes that the proposed budget represents significant asks of our residents. It means increases in taxes, which in our eyes requires increased transparency so everyone is aware of how their tax dollars are being spent. Similar to last year, we will utilize [www.cleargov.com](http://www.cleargov.com) to show all municipal departments proposed spend and how it compares to prior years. We are hopeful sharing information in this easy to use format, will encourage thoughtful dialogue.

Additionally, there will be a public forum on January 22, 2020 at 7:00 pm at the Community Center to present budget information to our residents and local business owners and further explain multi-year budgeting philosophy and Town Administration's thoughts on next steps.

Many thanks to all the Town of Natick's employees who ensure that our community provides first-class service 365 days of the year. We are grateful for your dedication and all the extra efforts you take to make Natick a special place to live and work.

I wish you and your families all the best for the New Year.

Warm regards,



Melissa A. Malone

/mam



## **Town of Natick - New Initiatives – FY 2021 – FY 2025**

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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, Town Departments are encouraged to request additional funding. In past years, these initiatives were considered on a yearly basis and usually not funded due to other more exigent financial concerns. The Proposed Town budget for FY 2021 includes several proposed new initiatives; projects that will enhance the quality of services and living provided to residents and help maintain infrastructure investments the Town has made. This year we will also be presenting new initiatives that due to fiscal constraints or operational limitations cannot be accommodated for FY 2021 and in some instances require additional analysis and further research. This shift toward a long-term outlook for new initiatives will provide additional time to develop and refine proposals, seek alternative sources of funding and allow Department Heads to better plan for the development and delivery of vital services to residents.

## **FY 2021 – New Initiatives Summary**

*The costs associated with the new initiatives for FY 2021 have been included in the Departments line item budgets. The new initiative form with a detailed breakdown of the costs for each project is also included in the Department budget materials.*



### Bacon Free Library

#### **Community Programming**

Bacon Free Library budget has requested \$2,000 to sponsor programs that will benefit Natick residents. This funding would allow the library to hold one family music event on the lawn and also to partner with the Community Center and the Natick Historical Society to provide educational or informational programs that are of interest to the community. This amount would be enough to host approximately 5 programs.

**Total Cost: \$2,000**

### Recreation and Parks – Cole Center

#### **Part-time Teen Center Mentors**

Teens are among those most vulnerable for at-risk behaviors and violence. Public schools prioritization of academics has refocused attention on the Park Afterschool programming as a practical venue for teaching social-emotional skills to teens. Park Afterschool programs are uniquely positioned to teach and reinforce the resiliency skills necessary for teens to develop as healthy and productive citizens. Programs using meditation, sports, recreation, arts and civic engagement; facilitate cognitive growth and development of life skills to foster resilience in our youth. The programs are a vital community resource for educational support, job skills and evidence-based mental health promotion for teens. As our daily drop-in attendance continues to grow (the center has averaged 25 teens per day for 2019, up from 7-10 in 2018), it is critical we provide proper guidance and supervision for the teenagers. Youth attending our drop in program during the school year are more likely to attend our adventure week trips that occur during school vacations and during the summer. In addition, middle school teenagers who participate in our drop in center are more likely to apply for our numerous seasonal job offerings as they mature to high school and college students. This initiative will start as a pilot project in FY 2020 using State earmark funding and transfer over to Town funding for FY 2021.

**Total Cost: \$16,914**

## Department of Public Works

### **LFNR FTEs for maintenance of Cochituate Rail Trail and Kennedy Middle School**

This request would provide two additional FTE laborers to the Land Facilities and Natural Resources Division of Public Works. These two positions are needed to meet increased expectations and to keep pace with existing large capital renovations that are currently under construction. The new Kennedy Middle School will require additional maintenance support, such as additional landscape maintenance and synthetic turf maintenance. The Cochituate Rail Trail is a new linear park that will bring new challenges to the division. This rail trail will need mowing, debris removal, plant health care, tree work, and other maintenance tasks. Current staffing levels will not meet the demands of these brand new assets. Other synergies will be realized with these two new FTEs including two new snow removal operators and additional laborers to assist in division projects and maintenance tasks town wide. This operational proposal will be partnered with a Capital request in FY 2022 to provide the supplies and other equipment to provide synthetic turf maintenance, general tree work, plant health care, fertilizer, mulch and other landscaping services.

**Total FTE costs: \$106,064**

### **Vegetation Management Plan**

This request would provide funding for contractor services to apply herbicides within rights of ways. Rights of ways including public streets, rail/bike trails and any other linear pathways used for public travel. Rights of ways currently maintained by the Department include public ways and the new CRT. Currently the Division Supervisor is working with officials from the Commonwealth to develop a Vegetation Management Plan. A Vegetation Management Plan is required by State regulations in order to apply herbicides within rights of way. This initiative is critical in order to properly maintain the Town's rights of way and control invasive and nuisance vegetation. Invasive and nuisance vegetation can obstruct vehicles, pedestrians and the ability of vehicle operators to see pedestrians, pedestrians to see vehicles and vehicles to see other vehicles. Herbicide applications are a key component for vegetation management combined with roadside mowing.

**Total Cost: \$30,000**

## Police Department

### **Increase Department Clerk Hours**

The Department Clerk is one of two positions in the Natick Police Department Records Department. The main task of this department is to receive and process all records within the police department. This would include all motor vehicle citations, parking tickets and court documents. As all records go through this division we have seen an increase in records request through the Public Records Law. In addition to submitted and recorded documents they are responsible for investigating all requests including digital (email, video) that may not land in their possession. For this reason we are requesting an additional 8 hours a week for our clerks that have to process these requests to ensure we stay within the statutory guidelines for processing these requests.

**Total Cost: \$10,511**

### **Traffic Enforcement Initiative**

When evaluating the unmet needs of the community as compared to programs and services provided by these other Town's Police departments it is clear that we are falling short on providing traffic safety and enforcement. Without question the number one issue that we get as a complaint is traffic related. The request and complaints far outpaces the capacity of our patrol staff. However, it isn't all about enforcement. During a trial period when we had the opportunity to have a dedicated traffic officer, he was able to address many resident concerns by meeting with the community. In many cases it was about solving a problem, working with DPW to come up with changes in design and engineering of our streets to enhance traffic flow. This position also played a key role in obtaining grants to purchase equipment that help resolve many of the issues. Given the number of complaints that we seem to have I feel that we need to create a Traffic Division of two patrol officers to work day and evenings.

**Total Cost: \$141,826**

## Facilities Management

### **Custodial Services**

Natick continues to make capital investments in its future and custodial staffs are a key element in making certain that the investment functions appropriately and are well maintained. For FY 2021 Natick Public Schools will be opening one of Natick's biggest investments yet, the Kennedy Middle School, a \$109,560,000 state of the art facility that will be educating Natick youth for years to

come. In order to ensure the facilities smooth operations, the Facilities Management Department is requesting an additional two (2) custodians to help maintain the 182,195 sq. ft. facility.

**Total Cost: \$125,000 (annual cost)**

#### Human Resources (Administrative Services)

#### **Time and Attendance Management System**

Maintaining accurate employee time and attendance records are an important part of making certain that employees are accurately paid and benefits are correctly accounted for. Unfortunately, Natick still relies upon a system of spreadsheets and paper to track this vital information and an upgrade to this antiquated system is desperately needed.

**Total Cost: \$100,000**

#### Community and Economic Development

#### **Redevelopment Authority of Natick**

The Redevelopment Authority of Natick (RAN) would be an independent public agency pursuant to Chapter 121B, which would redevelop substandard, decadent or blighted area for industrial, commercial, business, residential, recreational, education, hospital, or other purposes. RAN's ability to acquire parcels and assist in development would provide a nimble needed vehicle to address complex issues and further the Town's initiatives. The RAN would have a total of 5 members, 4 elected by Town Meeting, with staggered five-year terms, and one member appointed by DHCD. RAN would work independently but in concert with the Town's existing efforts, and very specifically with Economic Development Committee, Community and Economic Development Department, and Town Administration. RAN could obtain assistance from partners such as MassDevelopment and private entities to assemble solutions to existing problems that the Town is unable to resolve with its current resources. As RAN is exempt from the Uniform Procurement Act and has eminent domain powers it could assist in creating and addressing some large-scale complex redevelopment of parcels within Natick.

**Total Cost: \$200,000**

**FY 2021 – Proposed Town New Initiatives**

<b>New Initiative</b>	<b>Department</b>	<b>Annual Cost?</b>	<b>FTEs Added</b>	<b>Staff Cost</b>	<b>Expense Costs</b>	<b>Total Cost</b>
Community Programming	Bacon Free Library	No	0	\$0	\$2,000	\$2,000
Part-time Teen Center Monitors	Recreation & Parks	Yes	0.6	\$16,614	\$300	\$16,914
LFNR CRT & KMS	DPW	Yes	2	\$85,568	\$95,000	\$180,968
Vegetation Management	DPW	Yes	0	\$0	\$30,000	\$30,000
Increase Clerk Hours	Police	Yes	0	\$10,511	\$0	\$10,511
Traffic Enforcement	Police	Yes	2	\$134,140	\$0	\$134,140
KMS Custodians	Facilities	Yes	2	\$125,000	\$0	\$125,000
Time & Attendance System	Administration	CAPITAL	0	\$0	\$100,000	\$100,000
Redevelopment Authority	Administration	Yes	0	\$200,000	\$0	\$200,000
				<b>\$571,833</b>	<b>\$227,300</b>	<b>\$799,133</b>

**FY 2022 – Proposed Town New Initiatives**

<b>New Initiative</b>	<b>Department</b>	<b>Annual Cost?</b>	<b>FTEs Added</b>	<b>Estimated Staff Cost</b>	<b>Estimated Expense Costs</b>
Firefighter	Fire	Yes	1	\$99,577	\$0.00
Supplies & Equipment – LFNR – KMS	DPW	Capital	0	\$0.00	\$216,000
CED Analyst	CED	Yes	1	\$80 -\$125,000	\$0.00
Special Assistant Finance Dept.	Finance Department	Yes	1	\$75,000	\$0.00

**FY 2023 – Proposed Town New Initiatives**

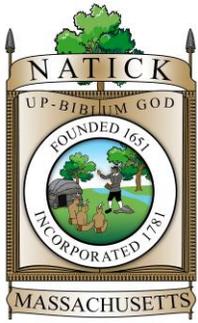
<b>New Initiative</b>	<b>Department</b>	<b>Annual Cost?</b>	<b>FTEs Added</b>	<b>Estimated Staff Cost</b>	<b>Estimated Expense Costs</b>
Administrative Assistant	DPW	Yes	1	\$46,564	\$13,271
Dispatcher	Police	Yes	1	\$52,666	\$3,018
Deputy IT Director	IT	Yes	1	\$90,000	\$13,000
Assistant Town Administrator	Town Administration	Yes	1	\$130-140,000	\$0.00

**FY 2024 – Proposed Town New Initiatives**

<b>New Initiative</b>	<b>Department</b>	<b>Annual Cost?</b>	<b>FTEs Added</b>	<b>Estimated Staff Cost</b>	<b>Estimated Expense Costs</b>
Permitting Software	CED	Capital	0	\$0.00	\$300,000
Capital Planning Software	Town Admin.	Capital	0		\$150,000

**FY 2025 – Proposed Town New Initiatives**

<b>New Initiative</b>	<b>Department</b>	<b>Annual Cost?</b>	<b>FTEs Added</b>	<b>Estimated Staff Cost</b>	<b>Estimated Expense Costs</b>
Town Hall Engineering Feasibility Study	DPW	Capital	0	\$0.00	\$50,000
Special Assistant to Deputy Town Administrator/Ops	Town Administration	Yes	1	\$75,000	\$0.00



# TOWN OF NATICK MASSACHUSETTS

MELISSA A. MALONE  
TOWN ADMINISTRATOR

## MEMO

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

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### Executive Summary

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

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

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

### *Forecasts*

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

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

### *Revenues*

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

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

### *Expenses*

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

#### Actual Forecast Expenses

##### Personnel Costs

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

##### Operating Expenses

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

#### Budget Forecast Expenses

##### Personnel Costs

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

## Operating Expenses

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

### *Outstanding issues and items of note*

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

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

### *Conclusion*

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

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

**"ACTUAL" FORECAST**

**Three -Year Projection**

	2022 Forecast	2023 Forecast	2024 Forecast	Comments
<b>General Fund Revenues</b>				
1 Tax Levy	129,082,091	132,915,312	131,497,142	2.5% Levy, \$1.2M - \$950k New Growth, plus debt exclusions
2 State Aid	15,802,741	16,197,810	16,521,766	Assumes 2-3% growth annually
3 Local Receipts	17,224,775	17,569,271	17,920,656	Assumes 2% growth annually
4 Other Local Receipts				
5 Indirects	2,663,368	2,703,318	2,743,868	Dependent on GF operating budget assuming 1.5%
6 Free Cash	4,150,000	4,150,000	4,150,000	Assuming level for projection
7 Stabilization Fund	2,117,700	1,611,200	1,923,200	Based on Capital Plan
8 Overlay Surplus	500,000	500,000	500,000	Can change based on ATB liabilities
9 Other Available Funds	273,992	266,614	257,110	Parking Meter Receipts, Other State Remb., Bond Premiums for HS/CSC
<b>Total General Fund Revenues</b>	<b>171,814,667</b>	<b>175,913,524</b>	<b>175,513,742</b>	
<b>General Fund Expenses</b>				
Education & Learning				
10 Natick Public Schools	76,424,774	80,895,623	85,628,017	Assumes 5.85% annual increase based on last 5 year increases
12 Keefe Tech	1,649,432	1,695,121	1,743,602	Assumes 2.7 - 3% increases
13 Morse Institute Library	2,411,309	2,462,066	2,500,072	Assumes Avg increase of 2.4%
14 Bacon Free Library	197,659	201,304	205,542	Assumes Avg increase of 1.9%
15 Public Safety	17,275,527	17,627,332	17,911,079	Assumes Avg increase of 2.0%
16 Public Works	9,327,070	9,495,207	9,651,663	Assumes Avg increase of 2.2%
17 Health & Human Services	2,582,693	2,631,585	2,684,750	Assumes Avg increase of 1.8%
18 Administrative Support Services	6,107,177	6,226,506	6,327,129	Assumes Avg increase of 1.8% (CBA line has been distributed)
19 Committees	106,785	108,600	110,447	Assumes 1.7% increases
20 Shared Expenses				
21 Fringe Benefits	17,004,361	17,129,232	17,263,522	Assumes 0.8% increases (will vary dependent upon plan changes)
22 Prop & Liab. Insurance	892,679	934,325	978,548	Assumes Avg increase of 4.9%
23 Retirement	11,505,165	12,310,527	13,172,263	Assumes 7% increases less Non-Contributory Retirement
24 Debt Services	16,445,766	16,810,809	17,302,114	Based on capital plan debt service schedule
25 Reserve Fund	250,000	250,000	250,000	Level-Funded
26 Facilities Management	3,395,866	3,458,686	3,505,968	Assumes 1.4% increase
<b>General Fund Oper. Expenses</b>	<b>165,576,264</b>	<b>172,236,923</b>	<b>179,234,716</b>	
26 Capital Improvements	2,117,700	1,611,200	1,923,200	Capital Stab. Fund provides cash funding moving forward.
27 School Bus Transportation	433,005	444,912	457,147	Assumes 2.75% annual increase
28 State & County Assessments	1,535,088	1,550,439	1,565,944	Assumes 1% annual increase
29 Cherry Sheet Offsets	366,534	370,200	373,902	Assumes 1% annual increase
31 Snow Removal Supplement	465,000	465,000	465,000	Assumes Snow & Ice costs of \$1M
32 Overlay	1,000,000	1,000,000	1,000,000	Varies dependent upon valuations, revaluation years
33 Golf Course Deficit	245,000	90,000	30,000	Per STGC 5-Year Projection
34 General Stabilization Fund	100,000	100,000	100,000	Assumes level funding
35 Operational Stabilization Fund	100,000	100,000	100,000	Assumes level funding
36 Capital Stabilization Fund	1,450,000	1,450,000	1,450,000	Assumes level funding
37 OPEB Trust	300,000	300,000	300,000	Assumes level funding
38 Misc. Articles	100,000	100,000	100,000	Assumes level funding
<b>Total General Fund Expenses</b>	<b>173,788,591</b>	<b>179,818,674</b>	<b>187,099,908</b>	
<b>Net Excess / (Deficit)</b>	<b>-1,973,923</b>	<b>-3,905,150</b>	<b>-11,586,166</b>	

**"BUDGET" FORECAST**

**Three -Year Projection**

	2022 Forecast	2023 Forecast	2024 Forecast	Comments
<b>General Fund Revenues</b>				
1 Tax Levy	129,082,091	132,915,312	131,497,142	2.5% Levy, \$1.2M - \$950k New Growth, plus debt exclusions
2 State Aid	15,802,741	16,197,810	16,521,766	Assumes 2-3% growth annually
3 Local Receipts	17,224,775	17,569,271	17,920,656	Assumes 2% growth annually
4 Other Local Receipts				
5 Indirects	2,663,368	2,703,318	2,743,868	Dependent on GF operating budget assuming 1.5%
6 Free Cash	4,150,000	4,150,000	4,150,000	Assuming level for projection
7 Stabilization Fund	2,117,700	1,611,200	1,923,200	Based on Capital Plan
8 Overlay Surplus	500,000	500,000	500,000	Can change based on ATB liabilities
9 Other Available Funds	273,992	266,614	257,110	Parking Meter Receipts, Other State Remb., Bond Premiums for HS/CSC
<b>Total General Fund Revenues</b>	<b>171,814,667</b>	<b>175,913,524</b>	<b>175,513,742</b>	
<b>General Fund Expenses</b>				
Education & Learning				
10 Natick Public Schools	74,050,593	77,382,870	80,865,099	Assumes 4.5% increase
12 Keefe Tech	1,649,432	1,695,121	1,743,602	Assumes 2.7 - 3% increases
13 Morse Institute Library	2,433,764	2,478,793	2,516,153	Assumes Avg increase of 2.6%
14 Bacon Free Library	197,659	201,304	205,542	Assumes Avg increase of 1.9%
15 Public Safety	17,614,432	17,973,184	18,262,486	Assumes Avg increase of 2.5%
16 Public Works	9,494,857	9,667,071	9,826,823	Assumes Avg increase of 2.6%
17 Health & Human Services	2,667,040	2,717,587	2,772,584	Assumes Avg increase of 1.4%
18 Administrative Support Services	6,606,797	6,733,796	6,840,620	Assumes Avg increase of 1.8% (CBA line has been distributed)
19 Committees	120,550	120,550	120,550	Assumes level funding
20 Shared Expenses				
21 Fringe Benefits	17,419,856	17,768,253	18,123,618	Assumes 2% increase
22 Prop & Liab. Insurance	892,679	934,325	978,548	Assumes Avg increase of 4.9%
23 Retirement	11,505,165	12,310,527	13,172,263	Assumes 7% increases less Non-Contributory Retirement
24 Debt Services	16,445,766	16,810,809	17,302,114	Based on capital plan debt service schedule
25 Reserve Fund	250,000	250,000	250,000	Level-Funded
26 Facilities Management	3,656,264	3,723,342	3,774,073	Assumes 2.5% increase
<b>General Fund Oper. Expenses</b>	<b>165,004,855</b>	<b>170,767,532</b>	<b>176,754,076</b>	
26 Capital Improvements	2,117,700	1,611,200	1,923,200	Capital Stab. Fund provides cash funding moving forward.
27 School Bus Transportation	433,005	444,912	457,147	Assumes 2.75% annual increase
28 State & County Assessments	1,535,088	1,550,439	1,565,944	Assumes 1% annual increase
29 Cherry Sheet Offsets	366,534	370,200	373,902	Assumes 1% annual increase
31 Snow Removal Supplement	465,000	465,000	465,000	Assumes Snow & Ice costs of \$1M
32 Overlay	1,000,000	1,000,000	1,000,000	Varies dependent upon valuations, revaluation years
33 Golf Course Deficit	245,000	90,000	30,000	Per STGC 5-Year Projection
34 General Stabilization Fund	100,000	100,000	100,000	Assumes level funding
35 Operational Stabilization Fund	100,000	100,000	100,000	Assumes level funding
36 Capital Stabilization Fund	1,450,000	1,450,000	1,450,000	Assumes level funding
37 OPEB Trust	300,000	300,000	300,000	Assumes level funding
38 Misc. Articles	100,000	100,000	100,000	Assumes level funding
<b>Total General Fund Expenses</b>	<b>173,217,182</b>	<b>178,349,283</b>	<b>184,619,269</b>	
<b>Net Excess / (Deficit)</b>	<b>-1,402,515</b>	<b>-2,435,759</b>	<b>-9,105,527</b>	

# *Town of Natick*



## **Fiscal Year 2021 Budget Summary**

### **General Fund Revenue and Expenditure Summary**



## Town of Natick

December 20, 2019

Dear Town Meeting Members:

We are writing to you to express our thoughts on the present and the future and what we as appointed leaders in a variety of specialties see for the Town of Natick. Along with the talented elected and appointed individuals who help within the community, the Town of Natick provides public services from the following departments: Fire, Police, Schools, Public Health, Public Works, Community and Economic Development, Human Resources, Finance, Parks and Recreation, Facilities, Community Services, Information Technology, Morse Institute Library, and Bacon Free Library. While we (the undersigned) have various tenures working for the Town of Natick, we are unanimous in our thoughts about what we believe this community needs. We need to focus on **1 Natick** and holistically approach the opportunities and challenges that are present and on the horizon.

As the Town's leaders, we recognize that we are but one part of a whole, and want to plan, and thoughtfully move forward together in a cohesive way for the community's future. We believe that it is paramount for the Town of Natick to recognize every household - from working professionals, to empty nesters, to individuals just entering the workforce, to single parents, to seniors, to parents raising their children, to adults caring for their children and parents simultaneously. We recognize that everyone in our community deserves attention and focus and our Town's budgets should be reflective of all of our residents' needs. We are pleased to be able to provide the community with exceptional services including but not limited to:

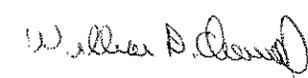
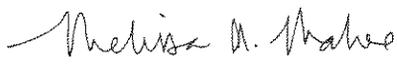
- Plowing snowy and icy roads and parking lots for our municipal and school buildings;
- Educating and caring for the Town of Natick's children;
- Monitoring the Town's water supply and food facilities to ensure your safety;
- Repairing and improving your roads and sidewalks;
- Maintaining responsive programming for seniors;
- Assisting in the building of new infrastructure;
- Providing 24-hour police, fire, and EMS responses from dedicated professionals;
- Launching and maintaining comprehensive solutions to substance use issues that have impacted many families;
- Ensuring all safety inspections are complete for developments and building improvements;
- Contributing to business and economic growth throughout the Town;
- Processing permit applications that ultimately help provide for New Growth and Free Cash;
- Offering extensive recreational options for children and adults;

- Collecting with dependability your trash and recycling; and
- Creating and maintaining interactive programming and expansive library services.

Over the last decade, each of our departments has felt the impact of the Town's growth and development albeit in different ways. There are no do-overs, and we do not wish to re-live the past. However, we believe that it is our responsibility to plan, to commit, and to move forward together as **1 Natick**.

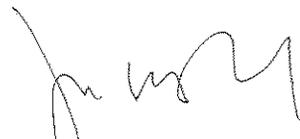
We all believe that we must turn a corner now. We must squarely focus with one voice and work to ensure that the Town's budgets truly champion **1 Natick**. In the coming months, as the Legislative Body of the Town we welcome you to participate in the public conversations that we will be having about our goals and objectives, initiatives, and the resources that we will need to continue to deliver first-class services to our community. We live in an ecosystem that is dependent upon the success of all departments. Together, we must collaborate to remove the barriers to our success. We need your help, input, and participation to ensure that the community will thrive in the years ahead. Thank you in advance for your willingness to devote your time and efforts to the Town of Natick.

Very truly yours,

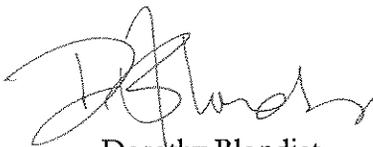


Melissa A. Malone  
Town Administrator

William D. Chenard  
Deputy Town Administrator



John M. Townsend  
Deputy Town Administrator  
Director of Finance



Dorothy Blondiet  
Director of Human  
Resources



James Freas  
Director of Community  
Economic Development



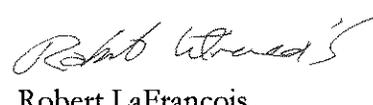
John Gadson  
Director of Facilities



James G. Hicks  
Police Chief



Jason Homer  
Director Morse Institute Library



Robert LaFrancois  
Director of Information  
Systems



Michael Lentini  
Fire Chief



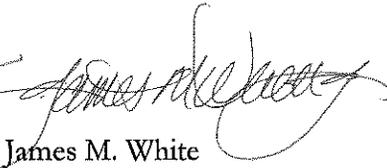
Jeremy T. Marsette  
Director of Department of  
Public Works



Karen Partanen  
Director of Parks & Recreation



Susan Ramsey  
Director of Senior Center  
& Community Services



James M. White  
Director of Public Health

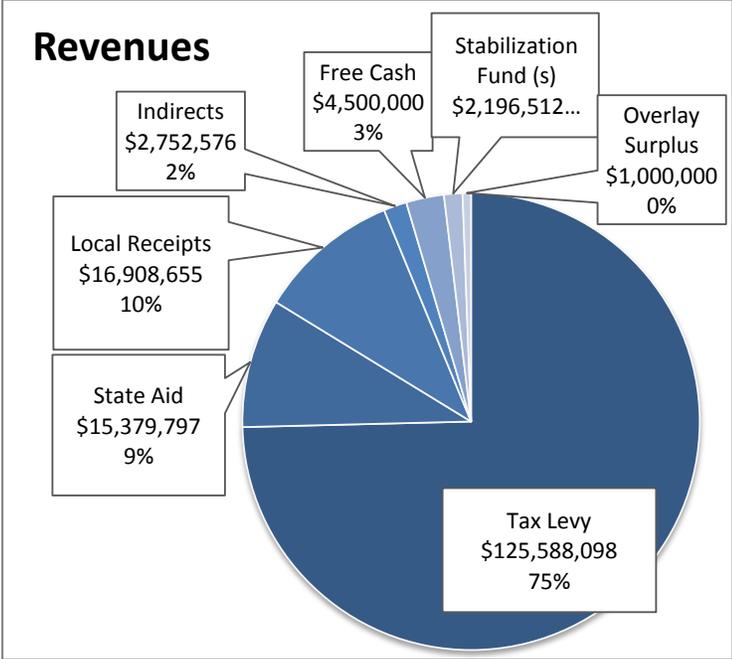
# General Fund Revenue/Expenditure Summary

	2018	2019	2020	2021	2020 vs. 2021	
	Actual	Actual	Recap	Preliminary	\$ (+/-)	% (+/-)
<b>General Fund Revenues</b>						
Tax Levy	\$ 106,629,971	\$ 111,530,485	\$ 121,635,689	\$ 125,588,098	3,952,409	3.25%
State Aid	\$ 13,895,997	\$ 14,553,519	\$ 14,938,819	\$ 15,379,797	440,978	2.95%
Local Receipts	\$ 15,977,470	\$ 17,659,742	\$ 17,901,540	\$ 16,908,655	(992,885)	-5.55%
<b>Other Local Receipts</b>						
Indirects	\$ 2,078,921	\$ 2,262,021	\$ 2,585,229	\$ 2,752,576	167,347	6.47%
Free Cash	\$ 9,408,400	\$ 6,579,906	\$ 5,191,574	\$ 4,500,000	(691,574)	-13.32%
Stabilization Fund (s)	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	\$ 2,196,512	(1,420,488)	-39.27%
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,000,000	500,000	100.00%
Other Available Funds	\$ 1,010,514	\$ 308,393	\$ 291,309	\$ 282,740	(8,569)	-2.94%
<b>Total General Fund Revenues</b>	<b>151,667,938</b>	<b>156,368,016</b>	<b>166,661,160</b>	<b>168,608,378</b>	<b>1,947,218</b>	<b>1.17%</b>
<b>General Fund Expenses</b>						
Education & Learning						
Natick Public Schools	\$ 61,307,973	\$ 64,952,436	\$ 67,810,346	\$ 71,203,231	3,392,885	5.00%
Keefe Tech	\$ 1,427,911	\$ 1,594,984	\$ 1,554,748	\$ 1,601,390	46,642	3.00%
Morse Institute Library	\$ 2,151,463	\$ 2,179,464	\$ 2,357,551	\$ 2,357,612	61	0.00%
Bacon Free Library	\$ 172,451	\$ 177,621	\$ 190,792	\$ 198,194	7,402	3.88%
Public Safety	\$ 16,008,466	\$ 16,473,105	\$ 16,802,303	\$ 16,517,943	(284,360)	-1.69%
Public Works	\$ 8,332,124	\$ 8,346,326	\$ 8,913,228	\$ 8,864,044	(49,184)	-0.55%
Health & Human Services	\$ 2,231,073	\$ 2,360,898	\$ 2,713,620	\$ 2,686,781	(26,839)	-0.99%
Administrative Support Services	\$ 5,867,102	\$ 5,608,818	\$ 7,766,070	\$ 7,748,007	(18,063)	-0.23%
Committees	\$ 19,736	\$ 101,297	\$ 120,550	\$ 120,550	-	0.00%
Shared Expenses						
Fringe Benefits	\$ 15,081,414	\$ 14,918,523	\$ 16,756,666	\$ 17,125,904	369,238	2.20%
Prop & Liab. Insurance	\$ 654,557	\$ 742,467	\$ 847,150	\$ 863,972	16,822	1.99%
Retirement	\$ 8,783,214	\$ 9,416,416	\$ 10,070,552	\$ 10,843,395	772,843	7.67%
Debt Services	\$ 10,476,851	\$ 9,540,738	\$ 16,626,732	\$ 15,789,243	(837,489)	-5.04%
Reserve Fund	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	-	0.00%
Facilities Management	\$ 3,023,944	\$ 2,923,926	\$ 3,490,001	\$ 3,647,390	157,389	4.51%
<b>General Fund Oper. Expenses</b>	<b>\$ 135,538,279</b>	<b>\$ 139,587,019</b>	<b>\$ 156,270,309</b>	<b>\$ 159,817,656</b>	<b>\$ 3,547,347</b>	<b>2.27%</b>
Capital Improvements	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	\$ 2,196,512	(1,420,488)	-39.27%
School Bus Transportation	\$ 392,288	\$ 402,095	\$ 410,137	\$ 421,416	11,279	2.75%
State & County Assessments	\$ 1,348,800	\$ 1,507,563	\$ 1,504,841	\$ 1,519,889	15,048	1.00%
Cherry Sheet Offsets	\$ 434,080	\$ 468,705	\$ 359,312	\$ 362,905	3,593	1.00%
Snow Removal Supplement	\$ 445,869	\$ 717,717	\$ 525,565	\$ 400,000	(125,565)	-23.89%
Overlay	\$ 1,256,448	\$ 1,591,768	\$ 1,150,000	\$ 1,150,000	-	0.00%
Golf Course Deficit	\$ 248,400	\$ 240,000	\$ 240,000	\$ 240,000	-	0.00%
General Stabilization Fund	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	-	0.00%
Operational Stabilization Fund	\$ -	\$ 500,000	\$ 250,000	\$ 250,000	-	0.00%
Capital Stabilization Fund	\$ 4,500,000	\$ 2,400,000	\$ 1,519,347	\$ 1,500,000	(19,347)	-1.27%
One-to-One Technology Stab Fund	\$ -	\$ -	\$ -	\$ -	-	-
FAR Bonus Stabilization Fund	\$ 3,900	\$ -	\$ -	\$ -	-	-
OPEB Trust Fund	\$ 1,000,000	\$ 441,723	\$ 375,639	\$ 400,000	24,361	6.49%
Misc. Articles	\$ 1,298,695	\$ 396,622	\$ 112,000	\$ 100,000	(12,000)	-10.71%
	\$ 13,095,145	\$ 11,890,143	\$ 10,313,841	\$ 8,790,722	(1,523,119)	-14.77%
<b>Total General Fund Expenses</b>	<b>\$ 148,633,425</b>	<b>\$ 151,477,162</b>	<b>\$ 166,584,150</b>	<b>\$ 168,608,378</b>	<b>2,024,228</b>	<b>1.22%</b>
<b>Net Excess / (Deficit)</b>	<b>3,034,513</b>	<b>4,890,854</b>	<b>77,010</b>	<b>-</b>		

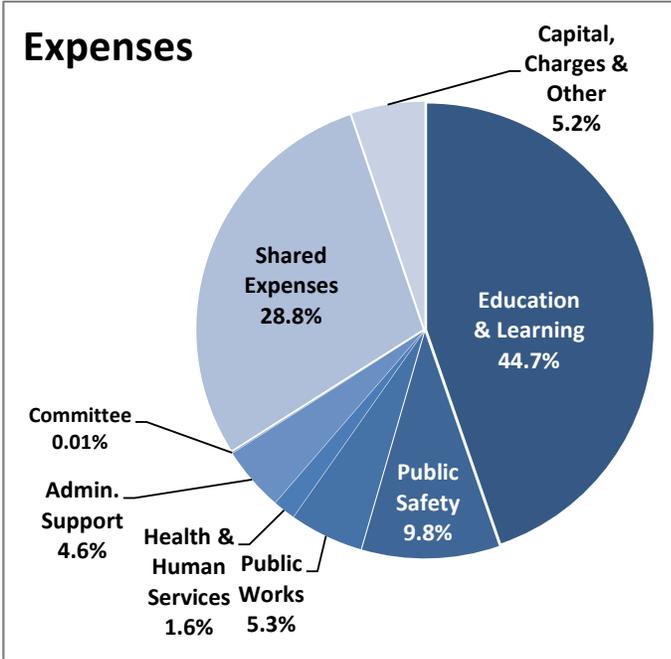
# General Fund Revenue/Expenditure Summary

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

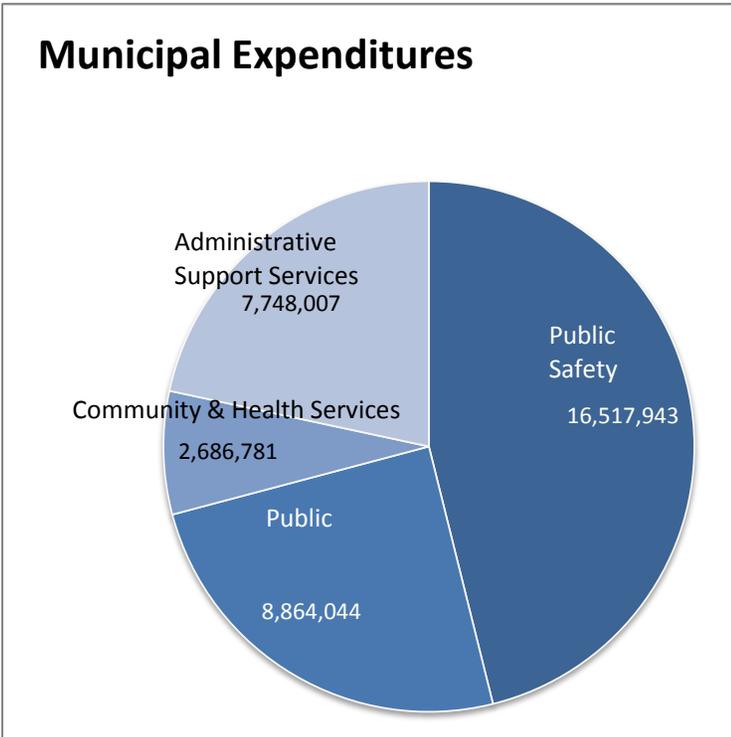
**General Fund Revenues - FY 2021**



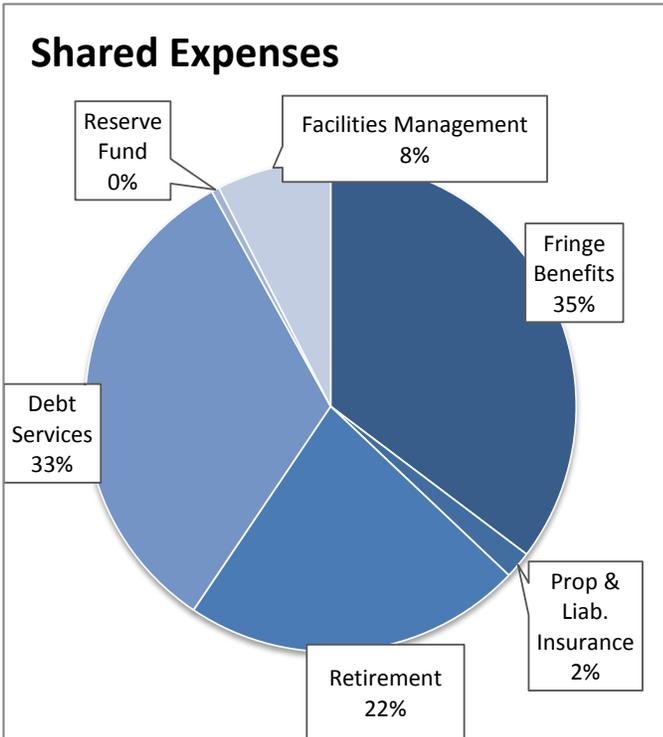
**General Fund Expenditures - FY 2021**



**Municipal Expenditures - FY 2021**



**Shared Expenditures - FY 2021**



# General Fund Expenditure Summary

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

	2019 Actual	2020 Appropriated	2021 Preliminary	2021 New Initiatives	2021 Budget	2020 vs. 2021 \$ (+/-) % (+/-)	
<b>Education &amp; Learning</b>							
<b>Natick Public Schools</b>							
<b>Total Natick Public Schools</b>	\$ 64,952,436	\$ 67,810,346	\$ 71,203,231		\$ 71,203,231	\$ 3,392,885	5.00%
<b>Keefe Tech</b>							
Expenses (Assessment)	\$ 1,594,984	\$ 1,554,748	\$ 1,601,390		\$ 1,601,390	\$ 46,642	3.00%
<b>Total Keefe Tech</b>	\$ 1,594,984	\$ 1,554,748	\$ 1,601,390		\$ 1,601,390	\$ 46,642	3.00%
<b>Morse Institute Library</b>							
Salaries & Expenses	\$ 2,179,464	\$ 2,357,551	\$ 2,357,612	\$ -	\$ 2,357,612	\$ 61	0.00%
<b>Total Morse Institute Library</b>	\$ 2,179,464	\$ 2,357,551	\$ 2,357,612	\$ -	\$ 2,357,612	\$ 61	0.00%
<b>Bacon Free Library</b>							
Salaries & Expenses	\$ 177,621	\$ 190,792	\$ 196,194	\$ 2,000	\$ 198,194	\$ 7,402	3.88%
<b>Total Bacon Free Library</b>	\$ 177,621	\$ 190,792	\$ 196,194	\$ 2,000	\$ 198,194	\$ 7,402	3.88%
<b>Total Education &amp; Learning</b>	\$ 68,904,505	\$ 71,913,437	\$ 75,358,427	\$ 2,000	\$ 75,360,427	\$ 3,446,990	4.79%
<b>Public Safety</b>							
<b>Emergency Management</b>							
Salaries	\$ 3,639	\$ 5,000	\$ 5,000		\$ 5,000	\$ -	
Expenses	\$ 28,550	\$ 34,100	\$ 34,100		\$ 34,100	\$ -	0.00%
<b>Total Emergency Management</b>	\$ 32,189	\$ 39,100	\$ 39,100		\$ 39,100	\$ -	0.00%
<b>Parking Enforcement</b>							
Salaries	\$ 23,299	\$ 114,144	\$ 114,144		\$ 114,144	\$ -	0.00%
Expenses	\$ 88,166	\$ 104,833	\$ 104,833		\$ 104,833	\$ -	0.00%
<b>Total Parking Enforcement</b>	\$ 111,465	\$ 218,977	\$ 218,977		\$ 218,977	\$ -	0.00%
<b>Police</b>							
Salaries	\$ 7,410,753	\$ 7,329,967	\$ 7,018,554	\$ 144,651	\$ 7,163,205	\$ (166,762)	-2.28%
Expenses	\$ 281,928	\$ 304,813	\$ 303,613		\$ 303,613	\$ (1,200)	-0.39%
<b>Total Police</b>	\$ 7,692,681	\$ 7,634,780	\$ 7,322,167	\$ 144,651	\$ 7,466,818	\$ (167,962)	-2.20%
<b>Fire</b>							
Salaries	\$ 8,380,446	\$ 8,630,721	\$ 8,509,773		\$ 8,509,773	\$ (120,948)	-1.40%
Expenses	\$ 256,324	\$ 278,725	\$ 283,275		\$ 283,275	\$ 4,550	1.63%
<b>Total Fire</b>	\$ 8,636,770	\$ 8,909,446	\$ 8,793,048	\$ -	\$ 8,793,048	\$ (116,398)	-1.31%
<b>Total Public Safety</b>	16,473,105	16,802,303	16,373,292	144,651	\$ 16,517,943	-284,360	-1.69%

<b>Public Works</b>							
Salaries	\$ 3,585,137	\$ 3,951,855	\$ 3,955,691	\$ 85,568	\$ 4,041,259	\$ 89,404	2.26%
Expenses	\$ 2,200,296	\$ 2,906,335	\$ 2,629,685	\$ 130,000	\$ 2,759,685	\$ (146,650)	-5.05%
Municipal Energy	\$ 1,491,457	\$ 1,505,038	\$ 1,513,100		\$ 1,513,100	\$ 8,062	0.54%
Snow & Ice	\$ 1,069,437	\$ 550,000	\$ 550,000	\$ -	\$ 550,000	\$ -	0.00%
<b>Total Public Works</b>	<b>\$ 8,346,327</b>	<b>\$ 8,913,228</b>	<b>\$ 8,648,476</b>	<b>\$ 215,568</b>	<b>\$ 8,864,044</b>	<b>\$ (49,184)</b>	<b>-0.55%</b>
<b>Community &amp; Health Services</b>							
<b>Community Services</b>							
Salaries	\$ 1,346,244	\$ 1,481,702	\$ 1,464,686	\$ 16,914	\$ 1,481,600	\$ (102)	-0.01%
Expenses	\$ 375,610	\$ 557,664	\$ 524,358	\$ -	\$ 524,358	\$ (33,306)	-5.97%
<b>Total Community Services</b>	<b>\$ 1,721,854</b>	<b>\$ 2,039,366</b>	<b>\$ 1,989,044</b>	<b>\$ 16,914</b>	<b>\$ 2,005,958</b>	<b>\$ (33,408)</b>	<b>-1.64%</b>
<b>Board of Health</b>							
Salaries	\$ 577,415	\$ 587,254	\$ 593,823		\$ 593,823	\$ 6,569	1.12%
Expenses	\$ 61,629	\$ 87,000	\$ 87,000		\$ 87,000	\$ -	0.00%
<b>Total Board of Health</b>	<b>\$ 639,044</b>	<b>\$ 674,254</b>	<b>\$ 680,823</b>	<b>\$ -</b>	<b>\$ 680,823</b>	<b>\$ 6,569</b>	<b>0.97%</b>
<b>Total Community &amp; Health Services</b>	<b>\$ 2,360,898</b>	<b>\$ 2,713,620</b>	<b>\$ 2,669,867</b>	<b>\$ 16,914</b>	<b>\$ 2,686,781</b>	<b>\$ (26,839)</b>	<b>-0.99%</b>
<b>Administrative Support Services</b>							
<b>Board of Selectmen</b>							
Salaries	\$ 936,132	\$ 1,039,307	\$ 1,039,081		\$ 1,039,081	\$ (226)	-0.02%
Expenses	\$ 315,025	\$ 405,050	\$ 404,800	\$ 200,000	\$ 604,800	\$ 199,750	49.31%
Contract Settlements		\$ 1,317,419	\$ 1,100,000		\$ 1,100,000	\$ (217,419)	-16.50%
<b>Total Board of Selectmen</b>	<b>\$ 1,251,157</b>	<b>\$ 2,761,776</b>	<b>\$ 2,543,881</b>	<b>\$ 200,000</b>	<b>\$ 2,743,881</b>	<b>\$ (17,895)</b>	<b>-0.65%</b>
<b>Personnel Board</b>							
Other Charges & Expenditures	\$ -	\$ 1,000	\$ 1,000		\$ 1,000	\$ -	0.00%
<b>Total Personnel Board</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>		<b>\$ 1,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Town Report</b>							
Professional Services	\$ 4,100	\$ 4,100	\$ 4,100		\$ 4,100	\$ -	0.00%
<b>Total Town Report</b>	<b>\$ 4,100</b>	<b>\$ 4,100</b>	<b>\$ 4,100</b>		<b>\$ 4,100</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Legal</b>							
Expenses	\$ 335,648	\$ 512,100	\$ 400,000		\$ 400,000	\$ (112,100)	-21.89%
<b>Total Legal Services</b>	<b>\$ 335,648</b>	<b>\$ 512,100</b>	<b>\$ 400,000</b>		<b>\$ 400,000</b>	<b>\$ (112,100)</b>	<b>-21.89%</b>
<b>Finance</b>							
Salaries	\$ 1,007,268	\$ 1,169,945	\$ 1,114,571		\$ 1,114,571	\$ (55,374)	-4.73%
Expenses	\$ 271,911	\$ 422,330	\$ 422,330		\$ 422,330	\$ -	0.00%
<b>Total Finance</b>	<b>\$ 1,279,179</b>	<b>\$ 1,592,275</b>	<b>\$ 1,536,901</b>	<b>\$ -</b>	<b>\$ 1,536,901</b>	<b>\$ (55,374)</b>	<b>-3.48%</b>

<b>Information Technology</b>							
Salaries	\$ 352,775	\$ 415,138	\$ 421,089	\$ -	\$ 421,089	\$ 5,951	1.43%
Expenses	\$ 991,623	\$ 1,049,000	\$ 1,160,000		\$ 1,160,000	\$ 111,000	10.58%
<b>Total Information Technology</b>	<b>\$ 1,344,398</b>	<b>\$ 1,464,138</b>	<b>\$ 1,581,089</b>	<b>\$ -</b>	<b>\$ 1,581,089</b>	<b>\$ 116,951</b>	<b>7.99%</b>
<b>Town Clerk</b>							
Salaries	\$ 265,230	\$ 274,185	\$ 276,201		\$ 276,201	\$ 2,016	0.74%
Expenses	\$ 35,238	\$ 51,150	\$ 52,350		\$ 52,350	\$ 1,200	2.35%
<b>Total Town Clerk</b>	<b>\$ 300,468</b>	<b>\$ 325,335</b>	<b>\$ 328,551</b>		<b>\$ 328,551</b>	<b>\$ 3,216</b>	<b>0.99%</b>
<b>Elections</b>							
Salaries (Registrars)	\$ 58,188	\$ 55,400	\$ 98,150		\$ 98,150	\$ 42,750	77.17%
Expenses (Registrars)	\$ 43,220	\$ 55,100	\$ 55,500		\$ 55,500	\$ 400	0.73%
<b>Total Elections</b>	<b>\$ 101,408</b>	<b>\$ 110,500</b>	<b>\$ 153,650</b>		<b>\$ 153,650</b>	<b>\$ 43,150</b>	<b>39.05%</b>
<b>Sealer of Weights &amp; Measures</b>							
Salaries	\$ 30,402	\$ 30,400	\$ 30,400		\$ 30,400	\$ -	0.00%
Expenses	\$ 890	\$ 990	\$ 990		\$ 990	\$ -	0.00%
<b>Total Sealer Weights/Meas.</b>	<b>\$ 31,292</b>	<b>\$ 31,390</b>	<b>\$ 31,390</b>		<b>\$ 31,390</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Community &amp; Economic Development</b>							
Salaries	\$ 924,937	\$ 881,756	\$ 882,545		\$ 882,545	\$ 789	0.09%
Expenses	\$ 36,231	\$ 81,700	\$ 84,900		\$ 84,900	\$ 3,200	3.92%
<b>Total Community &amp; Economic Development</b>	<b>\$ 961,168</b>	<b>\$ 963,456</b>	<b>\$ 967,445</b>	<b>\$ -</b>	<b>\$ 967,445</b>	<b>\$ 3,989</b>	<b>0.41%</b>
<b>Total Adm. Support Services</b>	<b>\$ 5,608,818</b>	<b>\$ 7,766,070</b>	<b>\$ 7,548,007</b>	<b>\$ 200,000</b>	<b>\$ 7,748,007</b>	<b>\$ (18,063)</b>	<b>-0.23%</b>

#### Commissions & Committees

<b>Finance Committee</b>							
Expenses	\$ 20,721	\$ 37,800	\$ 37,800		\$ 37,800	\$ -	0.00%
<b>Total Finance Committee</b>	<b>\$ 20,721</b>	<b>\$ 37,800</b>	<b>\$ 37,800</b>		<b>\$ 37,800</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Commission on Disability</b>							
Expenses	\$ 59	\$ 750	\$ 750		\$ 750	\$ -	0.00%
<b>Total Commission on Disability</b>	<b>\$ 59</b>	<b>\$ 750</b>	<b>\$ 750</b>		<b>\$ 750</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Natick Cultural Council</b>							
Expenses	\$ 68	\$ 700	\$ 700		\$ 700	\$ -	0.00%
<b>Total Natick Cultural Council</b>	<b>\$ 68</b>	<b>\$ 700</b>	<b>\$ 700</b>		<b>\$ 700</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Historical Commission</b>							
Expenses	\$ 62	\$ 750	\$ 750		\$ 750	\$ -	0.00%
<b>Total Historical Commission</b>	<b>\$ 62</b>	<b>\$ 750</b>	<b>\$ 750</b>		<b>\$ 750</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Historic District Commission</b>							
Expenses	\$ 387	\$ 550	\$ 550		\$ 550	\$ -	0.00%
<b>Total Historic District Comm.</b>	<b>\$ 387</b>	<b>\$ 550</b>	<b>\$ 550</b>		<b>\$ 550</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Affordable Housing Trust</b>							
Expenses	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	\$ 80,000	\$ -	0.00%
<b>Total Affordable Housing Trust</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Commissions &amp; Committees</b>	<b>\$ 101,297</b>	<b>\$ 120,550</b>	<b>\$ 120,550</b>	<b>\$ -</b>	<b>\$ 120,550</b>	<b>\$ -</b>	<b>0.00%</b>

<b>Shared Expenses (Unclassified)</b>							
<b>Employee Fringe</b>							
Expenses	\$ 14,870,773	\$ 16,606,666	\$ 16,825,904		\$ 16,825,904	\$ 219,238	1.32%
Merit & Performance	\$ 47,750	\$ 150,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ -	0.00%
<b>Total Employee Fringe</b>	<b>\$ 14,918,523</b>	<b>\$ 16,756,666</b>	<b>\$ 16,975,904</b>	<b>\$ 150,000</b>	<b>\$ 17,125,904</b>	<b>\$ 219,238</b>	<b>1.31%</b>
<b>Property &amp; Liability Insurance</b>							
Purchased Services	\$ 742,467	\$ 847,150	\$ 863,972		\$ 863,972	\$ 16,822	1.99%
<b>Total Prop. &amp; Liab. Insurance</b>	<b>\$ 742,467</b>	<b>\$ 847,150</b>	<b>\$ 863,972</b>		<b>\$ 863,972</b>	<b>\$ 16,822</b>	<b>1.99%</b>
<b>Contributory Retirement</b>							
Pension Assessment	\$ 9,393,294	\$ 10,050,826	\$ 10,825,274		\$ 10,825,274	\$ 774,448	7.71%
<b>Total Contributory Retirement</b>	<b>\$ 9,393,294</b>	<b>\$ 10,050,826</b>	<b>\$ 10,825,274</b>		<b>\$ 10,825,274</b>	<b>\$ 774,448</b>	<b>7.71%</b>
<b>Non-Contributory Retirement</b>							
Pensions	\$ 17,593	\$ 19,726	\$ 18,121		\$ 18,121	\$ (1,605)	-8.14%
<b>Total Non-Contributory Retire.</b>	<b>\$ 17,593</b>	<b>\$ 19,726</b>	<b>\$ 18,121</b>		<b>\$ 18,121</b>	<b>\$ (1,605)</b>	<b>-8.14%</b>
<b>Debt Service</b>							
Leased Equipment	\$ 172,607	\$ 151,778	\$ 159,350		\$ 159,350	\$ 7,572	4.99%
Leased Land	\$ 3,900	\$ 8,900	\$ 9,500		\$ 9,500	\$ 600	6.74%
Principal	\$ 7,027,870	\$ 9,907,161	\$ 9,935,603		\$ 9,935,603	\$ 28,442	0.29%
Interest	\$ 2,336,361	\$ 6,558,893	\$ 5,684,790		\$ 5,684,790	\$ (874,103)	-13.33%
<b>Total Debt Service</b>	<b>\$ 9,540,738</b>	<b>\$ 16,626,732</b>	<b>\$ 15,789,243</b>	<b>\$ -</b>	<b>\$ 15,789,243</b>	<b>\$ (837,489)</b>	<b>-5.04%</b>
<b>Reserve Fund</b>							
Other Charges	\$ -	\$ 250,000	\$ 250,000		\$ 250,000	\$ -	0.00%
<b>Total Reserve Fund</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>		<b>\$ 250,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Shared Expenses (Unclassified) (con't)</b>							
<b>Facilities Management</b>							
Salaries	\$ 2,464,363	\$ 2,819,501	\$ 2,847,824	\$ 95,066	\$ 2,942,890	\$ 123,389	4.38%
Expenses	\$ 459,563	\$ 670,500	\$ 704,500		\$ 704,500	\$ 34,000	5.07%
<b>Total Facilities Management</b>	<b>\$ 2,923,926</b>	<b>\$ 3,490,001</b>	<b>\$ 3,552,324</b>	<b>\$ 95,066</b>	<b>\$ 3,647,390</b>	<b>\$ 62,323</b>	<b>4.51%</b>
<b>Total Shared Expenses</b>	<b>\$ 37,536,541</b>	<b>\$ 48,041,101</b>	<b>\$ 48,274,838</b>	<b>\$ 245,066</b>	<b>\$ 48,519,904</b>	<b>\$ 478,803</b>	<b>1.00%</b>
<b>Total General Fund Operations</b>	<b>\$ 139,331,491</b>	<b>\$ 156,270,309</b>	<b>\$ 158,993,457</b>	<b>\$ 824,199</b>	<b>\$ 159,817,656</b>	<b>\$ 3,547,347</b>	<b>2.27%</b>

<b>Reconciliation</b>							
<b>Total General Fund Operations</b>	<b>\$ 139,331,491</b>	<b>\$ 156,270,309</b>	<b>\$ 158,993,457</b>	<b>\$ 824,199</b>	<b>\$ 159,817,656</b>	<b>\$ 2,723,148</b>	<b>1.74%</b>
<b>Other General Fund Appropriations</b>							
Capital Equipment and Improvements	\$ 2,973,950	\$ 3,617,000	\$ 2,196,512		\$ 2,196,512	\$ (1,420,488)	-39.27%
School Bus Subsidy	\$ 402,095	\$ 410,137	\$ 421,416		\$ 421,416	\$ 11,279	2.75%
Misc. Articles	\$ 396,622	\$ 112,000	\$ 100,000		\$ 100,000	\$ (12,000)	-10.71%
Golf Course Deficit	\$ 240,000	\$ 240,000	\$ 240,000		\$ 240,000	\$ -	0.00%
General Stabilization Fund	\$ 250,000	\$ 250,000	\$ 250,000		\$ 250,000	\$ -	
Capital Stabilization Fund	\$ 2,400,000	\$ 1,519,347	\$ 1,500,000		\$ 1,500,000	\$ (19,347)	-1.27%
Operational Stabilization Fund	\$ 500,000	\$ 250,000	\$ 250,000		\$ 250,000	\$ -	100.00%
One-to-One Tech Stabilization Fund	\$ -	\$ -	\$ -		\$ -	\$ -	
FAR Bonus Stabilization Fund	\$ -	\$ -	\$ -		\$ -	\$ -	
OPEB Trust Fund	\$ 441,723	\$ 375,639	\$ 400,000		\$ 400,000	\$ 24,361	6.49%
<b>Total Other G/F Appropriations</b>	<b>\$ 7,604,390</b>	<b>\$ 6,774,123</b>	<b>\$ 5,357,928</b>	<b>\$ -</b>	<b>\$ 5,357,928</b>	<b>\$ (1,416,195)</b>	<b>-20.91%</b>
<b>Other General Fund Expenses (Not appropriated by Town Meeting)</b>							
State & County Assessments	\$ 1,507,563	\$ 1,504,841	\$ 1,519,889		\$ 1,519,889	\$ 15,048	1.00%
Cherry Sheet Offsets	\$ 468,705	\$ 359,312	\$ 362,905		\$ 362,905	\$ 3,593	1.00%
Snow Removal Supplement	\$ 717,717	\$ 525,565	\$ 400,000		\$ 400,000	\$ (125,565)	-23.89%
Overlay	\$ 1,591,768	\$ 1,150,000	\$ 1,150,000		\$ 1,150,000	\$ -	0.00%
<b>Total Other G/F Expenses</b>	<b>\$ 4,285,753</b>	<b>\$ 3,539,718</b>	<b>\$ 3,432,795</b>	<b>\$ -</b>	<b>\$ 3,432,795</b>	<b>\$ (106,923)</b>	<b>-3.02%</b>
<b>Total General Fund</b>	<b>\$ 151,221,634</b>	<b>\$ 166,584,150</b>	<b>\$ 167,784,180</b>	<b>\$ 824,199</b>	<b>\$ 168,608,379</b>	<b>\$ 1,200,030</b>	<b>0.72%</b>



# Revenue Model

## FY 2021 Recommended Budget



## Revenue Summary

The summary below presents all General Fund revenues for use in FY 2021. The projection is based on the most current data available. Overall, General Fund operating revenues are proposed to **increase \$1,947,219 or 1.17%** over the prior fiscal year. State Aid and Local Receipts are in line with historical trends for FY2021. The Available Funds show a decrease of (\$1,620,630) but that is due to using less Capital Stabilization funds in accordance with the Capital Plan. The revenue estimates present a prudent but realistic projection for FY 2021.

General Fund Revenue Summary	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	2020 vs. 2021	
	Actual	Actual	Recap	Budget	Budget	Preliminary	\$ (+/-)	% (+/-)
Property Tax Levy	\$ 99,817,043	\$ 103,922,288	\$ 106,629,971	\$ 111,530,485	\$ 121,635,689	\$ 125,588,098	\$ 3,952,409	3.25%
State Aid	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,938,819	\$ 15,379,797	\$ 440,978	2.95%
Local Receipts	\$ 16,761,223	\$ 17,708,119	\$ 15,977,470	\$ 17,659,742	\$ 17,901,540	\$ 16,908,655	\$ (992,885)	-5.55%
Indirects	\$ 2,241,487	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 2,585,229	\$ 2,752,576	\$ 167,347	6.47%
<b>Sub-total GF Operating Revenues</b>	<b>\$ 131,836,418</b>	<b>\$ 137,439,242</b>	<b>\$ 138,582,360</b>	<b>\$ 146,005,768</b>	<b>\$ 157,061,277</b>	<b>\$ 160,629,126</b>	<b>\$ 3,567,849</b>	<b>2.27%</b>
Available Funds	\$ 7,951,162	\$ 10,970,409	\$ 13,085,579	\$ 10,362,249	\$ 9,599,884	\$ 7,979,254	\$ (1,620,630)	-16.88%
<b>Gross General Fund Revenues</b>	<b>\$ 139,787,580</b>	<b>\$ 148,409,651</b>	<b>\$ 151,667,938</b>	<b>\$ 156,368,017</b>	<b>\$ 166,661,161</b>	<b>\$ 168,608,380</b>	<b>\$ 1,947,219</b>	<b>1.17%</b>

### Detailed Description:

**Property Tax Levy:** Property tax revenues are projected to increase in FY 2021. The increase shown, 3.25% includes the statutory increase in the tax levy allowed under Proposition 2 1/2 and an amount for estimated new growth (new construction). New Growth is estimated at \$1.25M with continued strong development. This number will be updated in the fall with DOR's certification.

**State Aid:** State Aid is projected to increase for FY21. Typically the Administration does not know what the Governor's proposed budget, including State Aid, to municipalities will be until after this budget is submitted on January 2, 2020. The Administration is estimating a slight increase in State Aid for FY 2021 over FY 2020. This number can change prior to Spring Town Meeting based on estimates from the State budget process.

**Local Receipts:** Local receipts are projected to decrease by \$992,885 or 5.6%. The primary decrease in local receipts is attributable to the decline in investment income as a result of the funds borrowed for KMS and WNFS being paid down. Natick's experience in FY 2019 was positive for growth, permit, and supplemental bill revenue, but fell short on ambulance and motor vehicle excise tax revenues. 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. Overall the local receipts budget provides a realistic outlook given future economic uncertainty.

**Available Funds:** Available Funds are projected to decrease by \$1,620,630. 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, one-time purchases, and transfers to Trust and Stabilization Funds), Overlay Surplus and the amount anticipated from the Capital Stabilization Fund for Capital Budget expenses categorized as being paid for in cash. The largest portion of this decrease is attributable to using less Capital Stabilization in accordance with the Capital Plan. Free Cash for operations is planned at \$2M, with additional funds dedicated toward stabilization and trust funds. The total amount of Free Cash available will remain uncertain until DOR certifies Free Cash in the fall around the time of the Fall Annual Town Meeting.

**Indirects:** 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 2021 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 2021 Revenue Model



### Revenue Summary

12/12/2019

Table 1: Property Tax Levy	FY 2017 Recap	FY 2018 Recap	FY 2019 Budget	FY 2020 Proposed	FY 2021 Proposed
Tax Levy	\$ 95,604,635	\$ 99,501,597	\$ 103,160,981	\$ 107,285,191	\$ 111,851,327
Prop. 2.5%	\$ 2,390,116	\$ 2,487,540	\$ 2,579,025	\$ 2,682,130	\$ 2,796,283
New Growth	\$ 1,506,846	\$ 1,171,844	\$ 1,545,185	\$ 1,884,006	\$ 1,250,000
Override	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total</b>	<b>\$ 99,501,597</b>	<b>\$ 103,160,981</b>	<b>\$ 107,285,190</b>	<b>\$ 111,851,327</b>	<b>\$ 115,897,610</b>
Excluded Debt	\$ 4,491,139	\$ 4,233,837	\$ 4,245,295	\$ 9,784,362	\$ 9,690,488
<b>Subtotal</b>	<b>\$ 103,992,736</b>	<b>\$ 107,394,818</b>	<b>\$ 111,530,485</b>	<b>\$ 121,635,689</b>	<b>\$ 125,588,098</b>
<b>Actual Tax Levy</b>	<b>\$ 103,922,288</b>	<b>\$ 106,629,971</b>	<b>\$ 109,525,716</b>	<b>\$ -</b>	<b>\$ -</b>

Table 2: State Aid	FY 2017 Cherry Sheet	FY 2018 Cherry Sheet	FY 2019 Budget	FY 2020 Preliminary	FY 2021 Preliminary
Ch 70, Charter Tuition, School Offsets	\$ 9,491,876	\$ 9,692,035	\$ 10,208,846	\$ 10,469,749	\$ 10,777,653
Unrestricted Local Aid	\$ 3,663,916	\$ 3,806,809	\$ 3,940,047	\$ 4,046,428	\$ 4,167,821
Veterans' Benefits & Exemptions	\$ 260,056	\$ 262,279	\$ 253,645	\$ 257,567	\$ 265,294
State Owned Land & Mitigation	\$ 86,976	\$ 86,893	\$ 103,139	\$ 115,190	\$ 118,646
Offsets (Library)	\$ 45,888	\$ 47,981	\$ 47,842	\$ 49,885	\$ 50,384
<b>sub-Total (Cherry Sheet)</b>	<b>\$ 13,548,712</b>	<b>\$ 13,895,997</b>	<b>\$ 14,553,519</b>	<b>\$ 14,938,819</b>	<b>\$ 15,379,797</b>
<b>Subtotal</b>	<b>\$ 13,548,712</b>	<b>\$ 13,895,997</b>	<b>\$ 14,553,519</b>	<b>\$ 14,938,819</b>	<b>\$ 15,379,797</b>

Table 3: Local Receipts	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Preliminary	FY 2021 Preliminary
Motor Vehicle	\$ 5,566,509	\$ 5,815,809	\$ 5,692,328	\$ 6,000,000	\$ 5,850,000
Other Excise	\$ 2,372,894	\$ 2,404,605	\$ 2,519,609	\$ 2,413,100	\$ 2,423,000
Penalties & Interest Taxes/Excise	\$ 412,491	\$ 392,686	\$ 300,949	\$ 394,350	\$ 370,400
Payment in Lieu of Taxes	\$ 36,216	\$ 41,037	\$ 37,771	\$ 35,950	\$ 37,765
Trash Disposal Charges	\$ 987,074	\$ 981,895	\$ 1,130,631	\$ 1,217,500	\$ 1,222,500
Police Special Duty Service Charges	\$ 71,802	\$ 54,687	\$ 53,456	\$ 58,000	\$ 58,000
Ambulance Fees - Other Charges	\$ 1,523,940	\$ 1,530,476	\$ 1,433,973	\$ 1,510,000	\$ 1,500,000
Rentals	\$ 45,728	\$ 49,780	\$ 57,521	\$ 65,500	\$ 101,000
Recreation	\$ 101,759	\$ 76,232	\$ 205,478	\$ 125,000	\$ 133,398
Other Departmental Revenue	\$ 644,964	\$ 624,598	\$ 616,864	\$ 805,945	\$ 690,205
License/Permits	\$ 4,460,920	\$ 2,053,445	\$ 2,915,637	\$ 2,917,495	\$ 2,919,212
Special Assessments	\$ 10,331	\$ 5,974	\$ 6,182	\$ 8,600	\$ 7,000
Fines/Forfeits	\$ 185,033	\$ 220,516	\$ 114,133	\$ 250,100	\$ 196,174
Investment Income	\$ 361,969	\$ 655,020	\$ 1,171,264	\$ 1,450,000	\$ 850,000
Miscellaneous Recurring	\$ 223,403	\$ 586,507	\$ 943,219	\$ 650,000	\$ 550,000
Miscellaneous Non-Recurring	\$ 703,086	\$ 484,203	\$ 460,728	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 17,708,119</b>	<b>\$ 15,977,470</b>	<b>\$ 17,659,742</b>	<b>\$ 17,901,540</b>	<b>\$ 16,908,655</b>

# Town of Natick

## Fiscal Year 2021 Revenue Model



### Revenue Summary

12/12/2019

<b>Table 4: Available Funds</b>	<b>FY 2017</b> Appropriated	<b>FY 2018</b> Appropriated	<b>FY 2019</b> Budget	<b>FY 2020</b> Preliminary	<b>FY 2021</b> Preliminary
Free Cash	\$ 9,031,776	\$ 9,408,400	\$ 6,579,906	\$ 5,191,574	\$ 4,500,000
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,000,000
Capital Stabilization Fund	\$ 1,159,200	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	\$ 2,196,512
FAR Bonus Stabilization Fund	\$ 3,900	\$ 3,900	\$ -	\$ -	\$ -
Title V	\$ 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	\$ 122,162
Premiums (For Debt Exclusions)	\$ 64,682	\$ 105,468	\$ 97,542	\$ 88,142	\$ 80,578
Receipts Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Mitigation Funds		\$ 690,295			
Insurance Proceeds < \$20,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 10,970,409</b>	<b>\$ 13,085,579</b>	<b>\$ 10,362,249</b>	<b>\$ 9,599,884</b>	<b>\$ 7,979,254</b>
<b>Table 5: Enterprise Receipts</b>	<b>FY 2017</b> Actual	<b>FY 2018</b> Actual	<b>FY 2019</b> Budget	<b>FY 2020</b> Preliminary	<b>FY 2021</b> Preliminary
Water & Sewer Indirects	\$ 2,218,150	\$ 2,035,229	\$ 2,218,150	\$ 2,533,299	\$ 2,697,486
Sassamon Trace Indirects	\$ 41,973	\$ 43,692	\$ 43,871	\$ 51,930	\$ 55,090
<b>Subtotal</b>	<b>\$ 2,260,123</b>	<b>\$ 2,078,921</b>	<b>\$ 2,262,021</b>	<b>\$ 2,585,229</b>	<b>\$ 2,752,576</b>
<b>Total - G/F Available for Appr.</b>	<b>\$ 148,409,651</b>	<b>\$ 151,667,939</b>	<b>\$ 156,368,017</b>	<b>\$ 166,661,161</b>	<b>\$ 168,608,380</b>



# Town of Natick

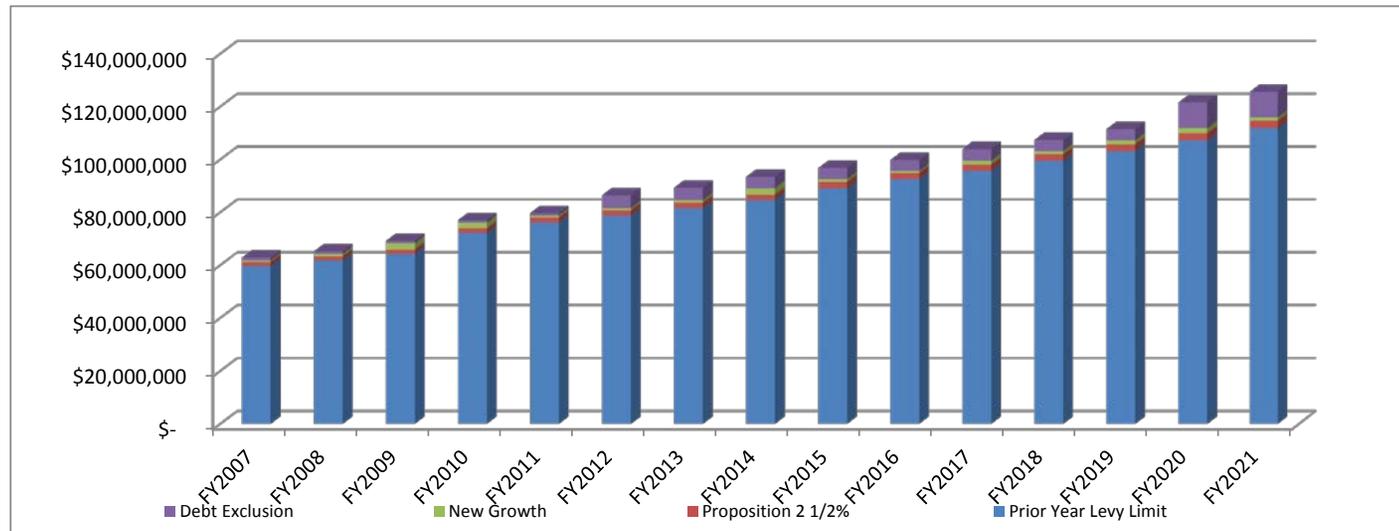
## Revenue Model

### 1-A Tax Levy Summary

Components	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	2020 vs. 2021	
	2016 Levy Recap	2017 Levy Recap	2018 Levy Recap	2019 Levy Recap	2020 Levy Estimate	2021 Levy Estimate	\$ (+/-) Change	% (+/-) Change
Prior Year Levy Limit	\$ 92,549,664	\$ 95,604,635	\$ 99,501,597	\$ 103,160,981	\$ 107,285,191	\$ 111,851,327	\$ 4,566,136	4.26%
Proposition 2 1/2% Levy Increase	\$ 2,313,742	\$ 2,390,116	\$ 2,487,540	\$ 2,579,025	\$ 2,682,130	\$ 2,796,283	\$ 114,153	4.26%
New Growth	\$ 741,229	\$ 1,506,846	\$ 1,171,844	\$ 1,545,185	\$ 1,884,006	\$ 1,250,000	\$ (634,006)	-33.65%
Net Levy Increase	\$ 3,054,971	\$ 3,896,962	\$ 3,659,384	\$ 4,124,210	\$ 4,566,136	\$ 4,046,283	\$ (519,853)	-11.38%
<b>Levy Limit</b>	<b>\$ 95,604,635</b>	<b>\$ 99,501,597</b>	<b>\$ 103,160,981</b>	<b>\$ 107,285,191</b>	<b>\$ 111,851,327</b>	<b>\$ 115,897,610</b>	<b>\$ 4,046,283</b>	<b>3.62%</b>
Debt Exclusion Levy*	\$ 4,215,216	\$ 4,491,139	\$ 4,233,837	\$ 4,245,295	\$ 9,784,362	\$ 9,690,488	\$ (93,874)	-0.96%
<b>Total Tax Levy</b>	<b>\$ 99,819,851</b>	<b>\$ 103,992,736</b>	<b>\$ 107,394,818</b>	<b>\$ 111,530,486</b>	<b>\$ 121,635,689</b>	<b>\$ 125,588,098</b>	<b>\$ 3,952,409</b>	<b>3.25%</b>
<b>Actual Levy</b>	<b>\$ 99,817,043</b>	<b>\$ 103,922,288</b>	<b>\$ 106,629,971</b>	<b>\$ 109,525,716</b>				

**Note:**

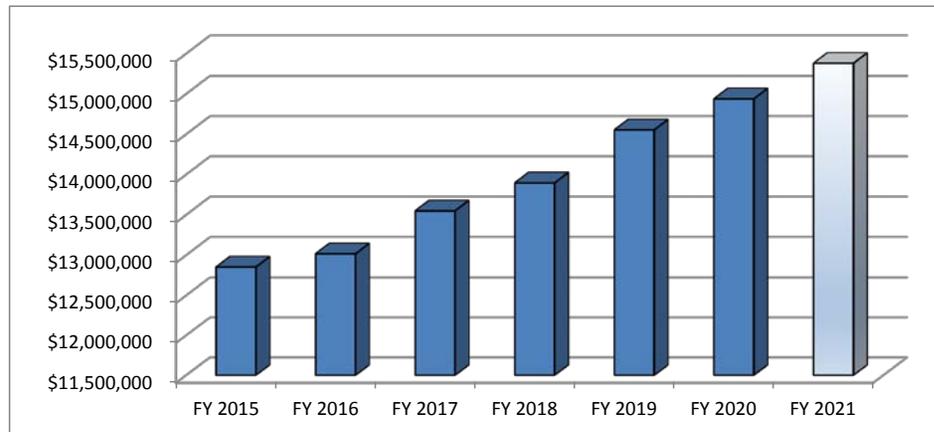
\*Amount shown for excluded debt is net of subsidies. Gross estimated debt service for FY 2021 is \$9,690,488. Less School Building Assistance payments for the Wilson Middle School Project of \$122,162 and the application of premiums from the High School, Community Senior Center and Wilson Middle School projects of \$80,578 results in the net figure shown above.





**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	Cherry Sheet FY 2020	Preliminary FY 2021	2020 vs. 2021	
								\$ (+/-) Change	% (+/-) Change
<b>A. EDUCATION</b>									
Chapter 70	\$ 8,681,240	\$ 8,816,665	\$ 9,117,845	\$ 9,281,825	\$ 9,762,979	\$ 10,120,767	\$ 10,424,390	\$ 303,623	3.00%
Charter School Tuition Reimbursement	\$ 130,472	\$ 28,576	\$ 67,389	\$ 24,111	\$ 25,004	\$ 39,555	\$ 40,742	\$ 1,187	3.00%
Off-Set: School Choice Receiving Tuition	\$ 233,152	\$ 245,600	\$ 306,642	\$ 386,099	\$ 420,863	\$ 309,427	\$ 312,521	\$ 3,094	1.00%
Off-Set: School Lunch	\$ 21,648		\$ -	\$ -	\$ -	\$ -			
<b>Sub-Total, All Education Items</b>	<b>\$ 9,066,512</b>	<b>\$ 9,090,841</b>	<b>\$ 9,491,876</b>	<b>\$ 9,692,035</b>	<b>\$ 10,208,846</b>	<b>\$ 10,469,749</b>	<b>\$ 10,777,653</b>	<b>\$ 260,903</b>	<b>2.56%</b>
<b>B. GENERAL GOVERNMENT</b>									
Unrestricted General Government Aid	\$ 3,390,794	\$ 3,512,863	\$ 3,663,916	\$ 3,806,809	\$ 3,940,047	\$ 4,046,428	\$ 4,167,821	\$ 121,393	3.00%
Veterans Benefits	\$ 160,215	\$ 175,891	\$ 164,299	\$ 168,652	\$ 166,286	\$ 165,768	\$ 170,741	\$ 4,973	3.00%
Exemptions: Vets, Blind & Surviving Spouse	\$ 100,638	\$ 103,137	\$ 95,757	\$ 93,627	\$ 87,359	\$ 91,799	\$ 94,553	\$ 2,754	3.00%
State Owned Land	\$ 88,023	\$ 88,023	\$ 86,976	\$ 86,893	\$ 103,139	\$ 115,190	\$ 118,646	\$ 3,456	3.00%
Off-Set: Public Libraries	\$ 45,841	\$ 45,910	\$ 45,888	\$ 47,981	\$ 47,842	\$ 49,885	\$ 50,384	\$ 499	1.00%
<b>Sub-Total, All General Government</b>	<b>\$ 3,785,511</b>	<b>\$ 3,925,824</b>	<b>\$ 4,056,836</b>	<b>\$ 4,203,962</b>	<b>\$ 4,344,673</b>	<b>\$ 4,469,070</b>	<b>\$ 4,602,144</b>	<b>\$ 124,397</b>	<b>2.86%</b>
<b>C. TOTAL ESTIMATED RECEIPTS FOR FISCAL YEAR</b>	<b>\$ 12,852,023</b>	<b>\$ 13,016,665</b>	<b>\$ 13,548,712</b>	<b>\$ 13,895,997</b>	<b>\$ 14,553,519</b>	<b>\$ 14,938,819</b>	<b>\$ 15,379,797</b>	<b>\$ 440,978</b>	<b>2.95%</b>
Dollar Change From Previous Year	\$ 488,283	\$ 164,642	\$ 1,184,972	\$ 1,043,974	\$ 657,522	\$ 385,300	\$ 440,978		
Percentage Change	3.95%	1.28%	9.10%	7.71%	4.73%	2.65%	2.95%		
<b>Total State Aid</b>	<b>\$ 12,852,023</b>	<b>\$ 13,016,665</b>	<b>\$ 13,548,712</b>	<b>\$ 13,895,997</b>	<b>\$ 14,553,519</b>	<b>\$ 14,938,819</b>	<b>\$ 15,379,797</b>	<b>\$ 440,978</b>	<b>2.95%</b>





# Town of Natick

Revenue Model

## 3-A Local Receipts summary

### Local Receipts

Receipt	FY 2016	FY 2017	Actual		Budget	Preliminary	Averages
			FY 2018	FY 2019	FY 2020	FY 2021	3-year
							\$ 17,115,110
Motor Vehicle	\$ 5,460,485	\$ 5,566,509	\$ 5,815,809	\$ 5,692,328	\$ 6,000,000	\$ 5,850,000	5-year
Other Excise	\$ 2,443,396	\$ 2,372,894	\$ 2,404,605	\$ 2,519,609	\$ 2,413,100	\$ 2,423,000	\$ 16,930,681
Penalties & Interest Taxes/Excise	\$ 375,863	\$ 412,491	\$ 392,686	\$ 300,949	\$ 394,350	\$ 370,400	10-year
Payment in Lieu of Taxes	\$ 34,738	\$ 36,216	\$ 41,037	\$ 37,771	\$ 35,950	\$ 37,765	\$ 14,688,516
Trash Disposal Charges	\$ 969,812	\$ 987,074	\$ 981,895	\$ 1,130,631	\$ 1,217,500	\$ 1,222,500	
<b>Other Charges for Services</b>							
Police Special Duty Service Charges	\$ 58,374	\$ 71,802	\$ 54,687	\$ 53,456	\$ 58,000	\$ 58,000	
Ambulance Fees - Other Charges	\$ 1,471,639	\$ 1,523,940	\$ 1,530,476	\$ 1,433,973	\$ 1,510,000	\$ 1,500,000	
Rentals	\$ 46,604	\$ 45,728	\$ 49,780	\$ 57,521	\$ 65,500	\$ 101,000	
Recreation	\$ 123,472	\$ 101,759	\$ 76,232	\$ 205,478	\$ 125,000	\$ 133,398	
<b>Other Departmental Revenue</b>							
Other Departmental Revenue	\$ 907,264	\$ 644,964	\$ 624,598	\$ 616,864	\$ 805,945	\$ 690,205	
License/Permits	\$ 2,218,015	\$ 4,460,920	\$ 2,053,445	\$ 2,915,637	\$ 2,917,495	\$ 2,919,212	
Special Assessments	\$ 9,132	\$ 10,331	\$ 5,974	\$ 6,182	\$ 8,600	\$ 7,000	
Fines/Forfeits	\$ 234,701	\$ 185,033	\$ 220,516	\$ 114,133	\$ 250,100	\$ 196,174	
Investment Income	\$ 272,428	\$ 361,969	\$ 655,020	\$ 1,171,264	\$ 1,450,000	\$ 850,000	
<b>Miscellaneous Recurring</b>							
Tax Per Chap 59 Sec 2D	\$ 661,450	\$ 223,403	\$ 586,507	\$ 943,219	\$ 650,000	\$ 550,000	
<b>Miscellaneous Non-Recurring</b>							
Tax Title	\$ 616,220	\$ 425,480	\$ 293,921	\$ 450,300	\$ -	\$ -	
Premiums on Bonds/BANs	\$ 303,104	\$ 77,658	\$ -	\$ -	\$ -	\$ -	
Other	\$ 554,526	\$ 199,948	\$ 190,282	\$ 10,428	\$ -	\$ -	
<b>Total Estimated Receipts</b>	<b>\$ 16,761,223</b>	<b>\$ 17,708,119</b>	<b>\$ 15,977,470</b>	<b>\$ 17,659,742</b>	<b>\$ 17,901,540</b>	<b>\$ 16,908,656</b>	
	1.30%	5.65%	-9.77%	10.53%			

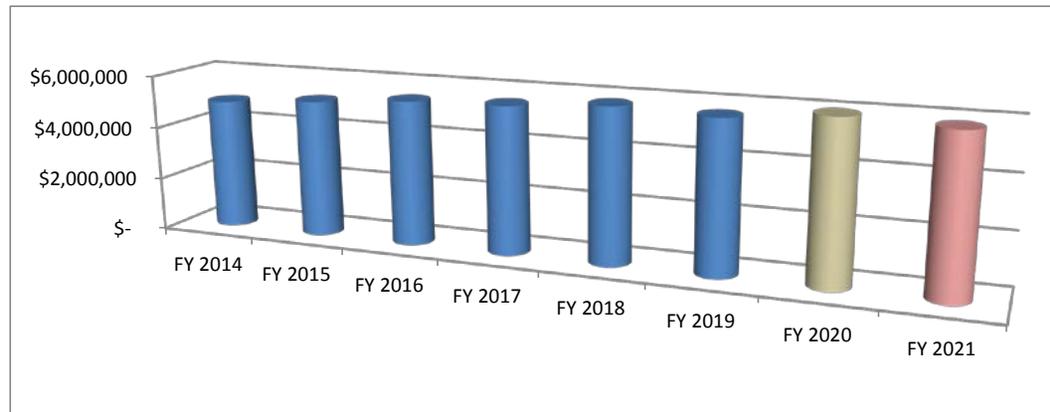


# Town of Natick

Revenue Model

## 3-B Motor Vehicle Excise Taxes

Item	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Actual FY 2019	Budget FY 2020	Preliminary FY 2021	Averages
00146150-415008 MOTOR VEHICLE TAX 2008	\$ 180	\$ 510	\$ 265	\$ 20	\$ -	\$ 86	\$ -		3-year
00146150-415009 MOTOR VEHICLE TAX 2009	\$ 1,599	\$ 430	\$ 225	\$ -	\$ 46	\$ 631	\$ -		<b>\$ 5,691,549</b>
00146150-415010 MOTOR VEHICLE TAX 2010	\$ 2,220	\$ 1,293	\$ 445	\$ 74	\$ 188	\$ 264	\$ -		5-year
00146150-415011 MOTOR VEHICLE TAX 2011	\$ 7,893	\$ 2,686	\$ 671	\$ 330	\$ 330	\$ 80	\$ -		<b>\$ 5,545,393</b>
00146150-415012 MOTOR VEHICLE TAX 2012	\$ 38,542	\$ 8,856	\$ 1,114	\$ 1,581	\$ 1,369	\$ 243			10-year
00146150-415013 MOTOR VEHICLE TAX 2013	\$ 751,327	\$ 43,641	\$ 5,462	\$ 2,115	\$ 1,880	\$ 715			<b>\$ 4,875,770</b>
00146150-415014 MOTOR VEHICLE TAX 2014	\$ 4,136,499	\$ 672,502	\$ 49,729	\$ 4,927	\$ 3,405	\$ 2,176			
00146150-415015 MOTOR VEHICLE TAX 2015	\$ -	\$ 4,460,323	\$ 747,502	\$ 35,184	\$ 7,818	\$ 360			
00146150-415016 MOTOR VEHICLE TAX 2016	\$ -	\$ -	\$ 4,653,308	\$ 736,845	\$ 65,165	\$ (151)			
00146150-415017 MOTOR VEHICLE TAX 2017	\$ -	\$ -	\$ 383	\$ 4,783,230	\$ 800,696	\$ 39,238			
00146150-415018 MOTOR VEHICLE TAX 2018					\$ 4,933,731	\$ 722,132			
00146150-415019 MOTOR VEHICLE TAX 2019						\$ 4,926,374			
00146150-415020 MOTOR VEHICLE TAX 2020							\$ 6,000,000		
00146150-415020 MOTOR VEHICLE TAX 2021								\$ 5,850,000	
00146160-415999 MOTOR VEHICLE PRIOR YRS	\$ -	\$ 410	\$ -	\$ 1,023	\$ 1,162	\$ 180	\$ -		
00146162-416200 RECOVERY EXCISE	\$ 713	\$ 1,185	\$ 1,381	\$ 1,180	\$ 18	\$ -			
<b>Total Motor Vehicle Taxes</b>	<b>\$ 4,938,973</b>	<b>\$ 5,191,836</b>	<b>\$ 5,460,485</b>	<b>\$ 5,566,509</b>	<b>\$ 5,815,809</b>	<b>\$ 5,692,328</b>	<b>\$ 6,000,000</b>	<b>\$ 5,850,000</b>	
	13.85%	5.12%	5.17%	1.94%	4.48%	-2.12%			





# Town of Natick

Revenue Model

## 3-C Other Excise

Item	FY 2016	FY 2017	Actual	Actual	Budget	Preliminary	Averages
			FY 2018	FY 2019	FY 2020	FY 2021	3-year
							<b>\$ 2,432,369</b>
00146190-419100 OTHER TAXES HOTEL/MOTEL	\$ 1,519,913	\$ 1,429,017	\$ 1,486,764	\$ 1,495,581	\$ 1,500,000	\$ 1,500,000	5-year
00146190-467500 LOCAL OPTION MEALS	\$ 918,893	\$ 940,504	\$ 914,090	\$ 1,020,821	\$ 910,000	\$ 920,000	
00146160-416003 BOAT EXCISE 2003	\$ -	\$ -	\$ -		\$ -		5-year
00146160-416004 BOAT EXCISE 2004							
00146160-416010 BOAT EXCISE 2010	\$ 80		\$ 33	\$ -			<b>\$ 2,404,596</b>
00146160-416011 BOAT EXCISE 2011	\$ 45	\$ -		\$ -	\$ -		10-year
00146160-416012 BOAT EXCISE 2012	\$ 260	\$ -		\$ -	\$ -		
00146160-416013 BOAT EXCISE 2013	\$ 185	\$ 60		\$ -	\$ -		<b>\$ 2,146,012</b>
00146160-416014 BOAT EXCISE 2014	\$ 230	\$ 60	\$ 16	\$ -	\$ -		
00146160-416015 BOAT EXCISE 2015	\$ 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	\$ -			
00146160-416019 BOAT EXCISE 2019	\$ -	\$ -		\$ 3,207			
00146160-416020 BOAT EXCISE 2020	\$ -	\$ -			\$ 3,100	\$ 3,000	
00146160-416020 BOAT EXCISE 2021	\$ -	\$ -					
<b>Total Other Excise</b>	<b>\$ 2,443,396</b>	<b>\$ 2,372,894</b>	<b>\$ 2,404,605</b>	<b>\$ 2,519,609</b>	<b>\$ 2,413,100</b>	<b>\$ 2,423,000</b>	
	7.05%	-2.89%	1.34%	4.78%			



# Town of Natick

Revenue Model

## 3-D Penalties and Interest on Taxes and Excise

Item	FY 2015	FY 2016	FY 2017	Actual	Actual	Budget	Preliminary	Averages
				FY 2018	FY 2019	FY 2020	FY 2021	3-year
								\$ 368,708
00146170-417000 PENALTIES ON TAXES & EXCISE	\$ 106,845	\$ 92,872	\$ 79,269	\$ 96,009	\$ 56,990	\$ 90,000	\$ 81,285	
00146170-417100 INTEREST ON TAXES	\$ 274,394	\$ 138,122	\$ 202,853	\$ 192,096	\$ 130,745	\$ 185,000	\$ 165,955	5-year
00146170-417200 INTEREST ON MOTOR VEHICLE	\$ 30,131	\$ 33,673	\$ 30,526	\$ 38,408	\$ 32,671	\$ 30,000	\$ 33,820	\$ 393,021
00146170-417300 INTEREST TAX TITLES	\$ 69,997	\$ 108,613	\$ 98,726	\$ 65,289	\$ 79,934	\$ 87,500	\$ 88,141	
00146170-417400 INTEREST ON BETTERMENTS	\$ 1,717	\$ 2,145	\$ 1,042	\$ 792	\$ 604	\$ 1,750	\$ 1,100	10-year
00146170-417600 INTEREST BOAT EXCISE	\$ 31	\$ 438	\$ 75	\$ 92	\$ 4	\$ 100	\$ 100	\$ 412,125
<b>Total Penalties and Interest</b>	<b>\$ 483,115</b>	<b>\$ 375,863</b>	<b>\$ 412,491</b>	<b>\$ 392,686</b>	<b>\$ 300,949</b>	<b>\$ 394,350</b>	<b>\$ 370,400</b>	

**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 2015	FY 2016	FY 2017	Actual	Actual	Budget	Preliminary	Averages
				FY 2018	FY 2019	FY 2020	FY 2021	3-year
00146180-418100 IN LIEU TAX MA MORSE HEALTHCARE	\$ 18,738	\$ 18,454	\$ 19,810	\$ 31,415	\$ 19,455	\$ 19,750	\$ 19,455	\$ 38,341
00146180-418200 IN LIEU TAX HOUSING AUTHORITY	\$ 12,295	\$ 12,281	\$ 12,276	\$ -	\$ 13,400	\$ 12,200	\$ 13,400	5-year
00146180-418400 IN LIEU TAX TCAN NATICK ARTS	\$ 3,789	\$ 4,003	\$ 4,130	\$ 9,622	\$ 4,917	\$ 4,000	\$ 4,910	\$ 36,917
<b>Total PILOT's</b>	<b>\$ 34,822</b>	<b>\$ 34,738</b>	<b>\$ 36,216</b>	<b>\$ 41,037</b>	<b>\$ 37,771</b>	<b>\$ 35,950</b>	<b>\$ 37,765</b>	<b>\$ 35,978</b>
	-0.93%	-0.24%	4.25%	13.31%	-7.96%			10-year

Assumption:



# Town of Natick

Revenue Model

## 3-F Trash Disposal Charges

Item	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Actual	Budget	Preliminary	Averages
					FY 2018	FY 2019	FY 2020	FY 2021	3-year
00146320-432000 PAYT FEES	\$ 895,804	\$ 906,726	\$ 866,220	\$ 875,125	\$ 875,673	\$ 1,014,670	\$ 1,117,500	\$ 1,117,500	\$ 1,033,200
00420250-425100 BULKY WASTE PICKUP	\$ 91,991	\$ 91,825	\$ 103,592	\$ 111,949	\$ 106,222	\$ 115,961	\$ 100,000	\$ 105,000	5-year
									\$ 1,013,593
									10-year
<b>Total Trash Disposal Fees</b>	<b>\$ 987,795</b>	<b>\$ 998,551</b>	<b>\$ 969,812</b>	<b>\$ 987,074</b>	<b>\$ 981,895</b>	<b>\$ 1,130,631</b>	<b>\$ 1,217,500</b>	<b>\$ 1,222,500</b>	<b>\$ 1,003,487</b>



# Town of Natick

Revenue Model

## 3-G Other Charges

Item	FY 2016	Actual	Actual	Actual	Budget	Preliminary	Averages
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	3-year
00220320-432017 AMBULANCE SERVICE FEES	\$ 1,471,639	\$ 1,523,940	\$ 1,530,476	\$ 1,433,973	\$ 1,510,000	\$ 1,500,000	\$ 1,556,111
00210370-437105 POLICE SPECIAL DUTY S/CHGS	\$ 58,374	\$ 71,802	\$ 54,687	\$ 53,456	\$ 58,000	\$ 58,000	5-year
							\$ 1,570,028
							10-year
<b>Total Other Charges</b>	<b>\$ 1,530,013</b>	<b>\$ 1,595,742</b>	<b>\$ 1,585,163</b>	<b>\$ 1,487,429</b>	<b>\$ 1,568,000</b>	<b>\$ 1,558,000</b>	<b>\$ 1,501,888</b>



# Town of Natick

Revenue Model

## 3-H Rentals

Item	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Actual	Budget	Preliminary	Averages
					FY 2018	FY 2019	FY 2020	FY 2021	
00146360-436000 NATICK DISTRICT COURT RENT	\$ -	\$ -				\$ -		0	3-year \$ 51,010
00146360-436002 EAST SCHOOL RENTAL	\$ -	\$ -		\$ 2,500	\$ -	\$ -	\$ 2,500	\$ 10,000	
00146360-436003 COLE CENTER RENTAL	\$ 13,824	\$ 13,824	\$ 14,104	\$ 10,728	\$ 17,280	\$ 12,833	\$ 11,000	\$ 11,000	5-year
00146360-436515 RIVERBEND SCHOOL	\$ 29,792	\$ 35,208	\$ 32,500	\$ 32,500	\$ 32,500	\$ 44,688	\$ 52,000	\$ 80,000	\$ 49,733
00146360-436510 11 MECHANIC STREET LEASE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		10-year
<b>Total Rentals</b>	<b>\$ 43,616</b>	<b>\$ 49,032</b>	<b>\$ 46,604</b>	<b>\$ 45,728</b>	<b>\$ 49,780</b>	<b>\$ 57,521</b>	<b>\$ 65,500</b>	<b>\$ 101,000</b>	<b>\$ 74,355</b>



# Town of Natick

Revenue Model

## 3-1 Recreation Dept. Revenue

Item	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Actual	Budget	Preliminary	Averages
					FY 2018	FY 2019	FY 2020	FY 2021	3-year
00134320-432071 FARM SALARY	\$ 159,081	\$ 166,190	\$ 98,472	\$ 101,759	\$ 76,232	\$ 130,478	\$ 100,000	\$ 108,398	\$ 127,823
00134320-432066 REGISTRATION FEES- REC PRGRM	\$ 24,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 75,000	\$ 25,000	\$ 25,000	\$ 139,626
<b>Total Dept. Revenue - Recreation</b>	<b>\$ 183,081</b>	<b>\$ 191,190</b>	<b>\$ 123,472</b>	<b>\$ 101,759</b>	<b>\$ 76,232</b>	<b>\$ 205,478</b>	<b>\$ 125,000</b>	<b>\$ 133,398</b>	<b>\$ 166,242</b>



# Town of Natick

Revenue Model

## 3-J Other Departmental Revenue

Item			Actual	Actual	Budget	Preliminary	Averages
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
00123320-432013 CABLE FRANCHISE FEES	\$ 2,543	\$ 2,612	\$ 2,440	\$ -	\$ 2,315	\$ 2,400	3-year
00141320-432001 ASSESSOR COPIES OF RECORDS	\$ 2,449	\$ 3,324	\$ 4,666	\$ 4,287	\$ 2,200	\$ 3,400	\$ 628,808
00145320-432015 RETURN CHECK FEES	\$ 825	\$ 680	\$ 500	\$ 955	\$ 600	\$ 600	
00145320-432050 SAFETY NATIONAL W/COMP REIMB	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	5-year
00145320-432052 REINS POLICE/FIRE THE HARTFORD	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ -	\$ 716,659
00145320-432074 GENERAL REINSURANCE W/COMP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00146170-437110 CH38D INVENTORY FILING PENALTY	\$ 30,802	\$ 30,070	\$ 32,432	\$ 30,075	\$ 25,000	\$ 30,000	10-year
00146320-432016 DEPUTY COLLECTOR CLEARING FEES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 761,177
00146320-432065 SENTINEL BENEFIT FORFEITURES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00146360-436002 ELIOT SCHOOL LEASE						\$ -	
00146360-436510 11 MECHANIC STREET LEASE						\$ -	
00146360-436515 RIVERBEND SCHOOL						\$ -	
00146370-437143 LAND DISTURBANCE						\$ -	
00146370-437100 MUNICIPAL LIEN CERTIFICATES	\$ 101,460	\$ 96,485	\$ 82,689	\$ 82,065	\$ 105,000	\$ 140,000	
00146370-437144 DEMAND RESPONSE	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,150	\$ 500	
00146450-445000 SENIOR CITIZEN PARKING PERMITS	\$ 2,594	\$ 2,800	\$ 4,033	\$ 4,260	\$ 2,600	\$ 3,500	
00146692-431300 TOWN DEPTS MISC INCOME	\$ 797	\$ -	\$ 45	\$ 217	\$ 650	\$ 500	
00146692-484005 PENSIONS REIMBURSEMENT COLA	\$ 2,495	\$ 3,177	\$ 1,235	\$ 2,470	\$ 4,590	\$ 2,500	
00146840-484000 COLLECTOR MISCELLANEOUS INCOME	\$ 2,567	\$ 1,169	\$ 1,792	\$ 710	\$ 2,000	\$ 2,000	
00161320-432002 TN CLERK DOG LICENSE FEES	\$ 45,178	\$ 40,955	\$ 42,023	\$ 31,168	\$ 40,000	\$ 40,000	
00161320-432003 TN CLERK ANIMAL BYLAW VIOLATION	\$ -	\$ 25	\$ 35	\$ 25	\$ 10	\$ 10	
00161450-445001 TN CLERK POLICE FINES	\$ 2,195	\$ 2,250	\$ 150	\$ 175	\$ 1,240	\$ 1,240	
00161770-477000 TN CLERK FINES	\$ -	\$ 10	\$ -	\$ -	\$ 50	\$ 50	
00161810-481001 TN CLERK SALE RESIDENT BOOKS	\$ 765	\$ 475	\$ 370	\$ 325	\$ 750	\$ 400	
00180320-432014 PLANNING BOARD FEES	\$ 16,054	\$ 31,650	\$ 18,871	\$ 33,313	\$ 18,500	\$ 27,000	
00180320-432025 COMM DEV COMMUTER PARKING	\$ 63,473	\$ 64,329	\$ 69,876	\$ 79,638	\$ 75,000	\$ 80,000	
00180370-437000 COMM DEV ANR PLANS	\$ 800	\$ 400	\$ 2,000	\$ 2,200	\$ 2,010	\$ 2,000	
00180370-437001 COMM DEV BOOKS/MAPS/BYLAWS	\$ 305	\$ 132	\$ 228	\$ 100	\$ 270	\$ 200	
00180370-437002 COMM DEV DEFINITIVE PLAN FILE	\$ 2,400	\$ 5,000	\$ -	\$ -	\$ 2,810	\$ 2,000	
00180370-437003 COMM DEV PARKING STICKERS	\$ 109,824	\$ 114,849	\$ 114,373	\$ 113,711	\$ 140,000	\$ 140,000	
00180370-437004 COMM DEV PERMIT RESEARCH	\$ 504	\$ 338	\$ 78	\$ -	\$ 400	\$ 250	
00180370-437005 COMM DEV DESIGN REVIEW BD	\$ 150	\$ -	\$ 150	\$ -	\$ 200	\$ 200	
00210320-432010 POLICE REPORT FEES	\$ (9)	\$ -	\$ -	\$ 119	\$ 1,500	\$ 200	
00210320-432012 POLICE SOLICITOR FEES	\$ 335	\$ 240	\$ 495	\$ 425	\$ 320	\$ 375	
00210320-432038 POLICE FINGERPRINTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00210320-432039 POLICE SUBPOENAS	\$ -	\$ -	\$ -	\$ -	\$ 10	\$ -	
00210320-432070 RMV FEES	\$ 19,380	\$ 18,745	\$ 55,033	\$ 43,766	\$ 18,100	\$ 30,000	



# Town of Natick

Revenue Model

## 3-J Other Departmental Revenue

Item			Actual	Actual	Budget	Preliminary	Averages
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
00210370-437142 POLICE RECOVERED DETAILS	\$ -	\$ -	\$ -	\$ -	\$ 10	\$ -	
00210840-484000 POLICE MISCELLANEOUS INCOME	\$ 2,262	\$ 787	\$ 5,204	\$ 1,296	\$ 920	\$ 2,400	
00220320-432033 FIRE MASS PIKE ASSISTANCE	\$ 6,200	\$ 3,000	\$ 5,800	\$ 6,200	\$ 6,000	\$ 6,000	
00220320-432034 FIRE REPORT COPIES	\$ 141	\$ 40	\$ -	\$ -	\$ 130	\$ 130	
00220320-432035 FIRE SPECIAL DUTY S/CHARGES	\$ 6,060	\$ 53,455	\$ 4,950	\$ 17,000	\$ 15,000	\$ 15,000	
00220370-437006 FIRE SYSRICT 14 HAZ MAT REIMB	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00220840-484000 FIRE MISCELLANEOUS REVENUE	\$ 0	\$ 0	\$ -	\$ 600	\$ -	\$ -	
00300320-432063 SCHOOL HLTH REIMBURSEMENTS	\$ 275,242	\$ -	\$ -	\$ -	\$ 136,680	\$ -	
00300320-432064 SCHOOL MEDICARE REIMBURSEMENTS	\$ 57,004	\$ -	\$ -	\$ -	\$ 39,700	\$ -	
00420320-432040 PUB WKS MAPS	\$ 20	\$ 71	\$ 3	\$ 135	\$ 60	\$ 60	
00420320-432041 PUB WKS RECYCLING BINS	\$ 6,500	\$ 6,735	\$ 7,970	\$ 8,150	\$ 6,500	\$ 7,500	
00420320-432042 PUB WKS RECYCLED GLASS	\$ 1,839	\$ -	\$ 3,806	\$ 3,000	\$ 810	\$ 3,000	
00420320-432044 PUB WKS RECYCLED METAL	\$ 13,342	\$ 17,896	\$ 43,734	\$ 35,464	\$ 23,000	\$ 40,000	
00420320-432045 PUB WKS RECYCLED PAPER	\$ 22,931	\$ 29,101	\$ 14,631	\$ -	\$ 15,000	\$ -	
00420320-432060 RECYCLED PLASTICS	\$ -	\$ -	\$ -	\$ 2,736	\$ -	\$ 1,500	
00420320-432061 RECYCLE OIL PRODUCTS	\$ -	\$ -	\$ -	\$ 154	\$ 340	\$ 200	
00420320-484000 PUB WKS MISCELLANEOUS INCOME	\$ -	\$ -	\$ -	\$ -	\$ 60	\$ 60	
00512320-432007 BD HLTH CLINIC FEES	\$ 46	\$ -	\$ -	\$ -	\$ 10	\$ 10	
00512320-432062 MERCURY RCVRY PROGRAM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512320-432009 BD HLTH LATE FEES	\$ 1,758	\$ 903	\$ 2,187	\$ 1,375	\$ 1,000	\$ 1,000	
00512370-477010 RECYCLED MERCURY PRODUCTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512840-484000 BD HLTH MISCELLANEOUS COPIES	\$ 122	\$ 6	\$ -	\$ -	\$ 20	\$ 20	
00512370-477010 TN CLERK BD HEALTH FINES	\$ 1,911	\$ 1,125	\$ 500	\$ 1,050	\$ 1,000	\$ 1,000	
00630370-437150 RECREATION LIGHTS REIMB	\$ -	\$ -	\$ -	\$ -	\$ 280	\$ -	
00145320-432073 NEIGHBORHOOD BUS FARES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
010 4274 TN CLERK MISCELLANEOUS FEES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00161450-445002 TN CLERK SPORTING LICENSE FEES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00180320-432005 COMM DEV SCENIC RD FILING FEE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00180320-432006 COMM DEV SUBDIVISION FILE FEE	\$ 3,000	\$ -	\$ 2,300	\$ 9,700	\$ 650	\$ 2,000	
00800680-468010 MUNICIPAL MEDICAID REIMBURSEMENT	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
00800680-468098 ABANDONED PROPERTY STATE	\$ -	\$ 12,130	\$ -	\$ -	\$ 2,500	\$ 1,000	
<b>Total Dept. Revenue - Other</b>	<b>\$ 907,264</b>	<b>\$ 644,964</b>	<b>\$ 624,598</b>	<b>\$ 616,864</b>	<b>\$ 805,945</b>	<b>\$ 690,205</b>	



# Town of Natick

Revenue Model

## 3-K Licenses and Permits

Item			Actual	Actual	Budget	Preliminary	Averages
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
00123320-432022 SELECT MISC FEES	\$ 2,675	\$ -	\$ -	\$ 2	\$ 150	\$ 150	
00123371-437125 SELECT FLAMABLE	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ 120	
00123450-445011 SELECT BILLARD LICENSE	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	
00123450-445012 SELECT CLASS I LICENSE	\$ 850	\$ 800	\$ 800	\$ 1,600	\$ 800	\$ 1,600	3-year
00123450-445013 SELECT CLASS II LICENSE	\$ 1,800	\$ 1,950	\$ 2,000	\$ 3,750	\$ 1,900	\$ 3,750	<b>\$ 3,143,334</b>
00123450-445014 SELECT CLASS III LICENSE	\$ 200	\$ 200	\$ 200	\$ 300	\$ 200	\$ 300	
00123450-445015 SELECT COMMON VICTUALLER LIC	\$ 6,800	\$ 6,600	\$ 10,525	\$ 11,875	\$ 6,800	\$ 11,875	5-year
00123450-445016 SELECT DAILY ENTERTAINMENT LIC	\$ 1,200	\$ 1,500	\$ 1,850	\$ 2,250	\$ 1,300	\$ 2,250	<b>\$ 2,884,471</b>
00123450-445017 SELECT SUNDAY ENTERTAINMNT LIC	\$ 750	\$ 600	\$ 125	\$ 625	\$ 750	\$ 625	
00123450-445018 SELECT HAWKERS/PEDDLARS LIC	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	
00123450-445019 SELECT JUNK COLLECTOR LICENSE	\$ 325	\$ 300	\$ 550	\$ 875	\$ 325	\$ 875	10-year
00123450-445020 SELECT INN HOLDERS LICENSE	\$ 200	\$ 100	\$ 150	\$ 300	\$ 150	\$ 300	<b>\$ 2,320,813</b>
00123450-445021 SELECT TAXI CAB LICENSE	\$ 400	\$ -	\$ 265	\$ 30	\$ 450	\$ 100	
				\$ 20			
00123450-445026 ALCOHOLIC BEVERAGE LICENSE	\$ 101,580	\$ 100,700	\$ 102,725	\$ 154,675	\$ 150,000	\$ 155,000	
00123450-445027 SELECT AUTOMATIC AMUSEMENT LIC	\$ 3,430	\$ 3,305	\$ 1,925	\$ 5,800	\$ 3,000	\$ 5,800	
00123450-445028 SELECT CABLE LICENSE CHANGE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00123450-445029 SELECT MISCELLANEOUS LICENSE	\$ 2	\$ 127	\$ 52	\$ 100	\$ -	\$ 100	
00161320-432018 TN CLERK HISTORIC DISTRICT FEE	\$ 240	\$ 345	\$ 335	\$ 315	\$ 200	\$ 330	
00161320-432019 TN CLERK ZBA FILING FEES	\$ 12,950	\$ 13,731	\$ 21,767	\$ 15,585	\$ 12,500	\$ 17,000	
00161370-437010 TN CLERK BUSINESS CERTIFICATE	\$ 15,815	\$ 14,455	\$ 13,800	\$ 14,475	\$ 14,000	\$ 14,500	
00161370-437020 TN CLERK BIRTH CERTIFICATE	\$ 14,066	\$ 15,020	\$ 16,829	\$ 22,029	\$ 15,000	\$ 16,000	
00161370-437025 TN CLERK DEATH CERTIFICATE	\$ 17,550	\$ 20,473	\$ 24,390	\$ 22,070	\$ 18,000	\$ 21,000	
00161370-437030 TN CLERK GOING OUT	\$ 6	\$ -	\$ -	\$ -	\$ -	\$ -	
00161370-437035 TN CLERK MARRIAGE INTENTIONS	\$ 4,325	\$ 3,840	\$ 4,035	\$ 3,450	\$ 4,000	\$ 4,000	
00161450-445003 TN CLERK MARRIAGE LICENSE	\$ 4,640	\$ 4,885	\$ 5,515	\$ 6,110	\$ 5,000	\$ 5,200	
00161450-445025 TN CLERK RAFFLE PERMITS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00161450-445704 TN CLERK BAZZAR PERMIT	\$ 375	\$ 325	\$ 250	\$ 250	\$ 300	\$ 300	
00161450-445705 TN CLERK GASOLINE STORAGE PERM	\$ 863	\$ 840	\$ 693	\$ 855	\$ 800	\$ 855	
00161770-477010 TN CLERK BD HEALTH FINES	\$ -	\$ 700	\$ 500	\$ 150	\$ 700	\$ 360	
00180320-432023 SEALER WEIGHTS MEASURER FEES	\$ 10,152	\$ 12,087	\$ 12,520	\$ 14,060	\$ 12,000	\$ 14,100	
00180370-437007 BLDG DEPT ALTERATIONS	\$ 743,851	\$ 784,771	\$ 772,503	\$ 1,291,275	\$ 760,000	\$ 806,102	
00180370-437008 BLDG DEPT NEW BUILDINGS	\$ 598,370	\$ 2,139,024	\$ 856,181	\$ 496,875	\$ 1,000,000	\$ 930,000	
00180370-437009 BLDG DEPT CERT OF INSPECTION	\$ 6,049	\$ 2,680	\$ 6,622	\$ 4,564	\$ 4,000	\$ 5,000	
00180370-437011 BLDG DEPT REINSPECTIONS	\$ -	\$ -	\$ 300	\$ -	\$ 300	\$ 300	



# Town of Natick

Revenue Model

## 3-K Licenses and Permits

Item			Actual	Actual	Budget	Preliminary	Averages
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
00180457-445701 BLDG DEPT ELECTRICAL PERMIT	\$ 192,388	\$ 861,399	\$ 257,986	\$ 295,352	\$ 400,000	\$ 400,000	
00180457-445702 BLDG DEPT GAS PERMIT	\$ 29,861	\$ 27,141	\$ 29,010	\$ 29,379	\$ 27,000	\$ 28,000	
00180457-445703 BLDG DEPT PLUMBING PERMIT	\$ 58,431	\$ 58,244	\$ 77,230	\$ 72,953	\$ 58,000	\$ 68,000	
00180457-445723 BLDG DEPT CERT OF OCCUPANCY	\$ 2,970	\$ 2,640	\$ 2,400	\$ 2,740	\$ 2,500	\$ 2,500	
00180770-477001 BLDG DEPT ELECTRICAL FINE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00180840-484000 BLDG DEPT MISCELLANEOUS INCOME	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00210360-436070 POLICE ALARM VIOLATION	\$ -	\$ 200	\$ -	\$ -	\$ -	\$ -	
00210370-437056 POLICE FIREARM ID'S	\$ 6,887	\$ 7,488	\$ 6,954	\$ 7,113	\$ 5,200	\$ 7,200	
00210370-437140 POLICE KEEPER OF R	\$ 5,591	\$ 4,944	\$ 3,179	\$ 317	\$ -	\$ 2,000	
00210450-445010 POLICE TAXI LICENSE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00210450-445719 POLICE WORK PERMITS	\$ 30	\$ 40	\$ 20	\$ -	\$ -	\$ 20	
00210450-445730 POLICE SUNDAY/HOLIDAY PERMITS	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	
00220320-432020 FIRE ALARM BOX ANNUAL FEE	\$ 67,200	\$ 65,600	\$ 127,600	\$ 62,400	\$ 62,000	\$ 65,000	
00220320-437006 FIRE DISTRICT 14 HAZMAT	\$ -	\$ -	\$ -	\$ -	\$ 52,000	\$ -	
00220450-445706 FIRE VARIOUS PERMITS	\$ 56,775	\$ 53,205	\$ 56,575	\$ 57,730	\$ 55,000	\$ 55,000	
00420450-445732 PUBLIC WORKS HYDRANT USE PERMIT	\$ 2,600	\$ 6,042	\$ 3,705	\$ 7,000	\$ 2,000	\$ 4,500	
00420450-445733 PUB WKS SEWER PERMITS	\$ 11,525	\$ 10,450	\$ 21,500	\$ 12,250	\$ 12,000	\$ 12,000	
00420450-445734 PUB WKS STREET OPENING PERMIT	\$ 34,753	\$ 39,373	\$ 81,858	\$ 87,165	\$ 42,000	\$ 60,000	
00420450-445735 PUB WKS WATER METER PERMIT	\$ 1,300	\$ 1,225	\$ 1,325	\$ 1,775	\$ 1,350	\$ 1,350	
00420450-445736 PUB WKS WATER PERMITS	\$ 9,400	\$ 7,900	\$ 9,425	\$ 10,800	\$ 8,000	\$ 9,000	
00512370-437015 BD HLTH UNDERGRND TNK REGISTRY	\$ 2,850	\$ 2,400	\$ 1,950	\$ 1,350	\$ 2,500	\$ 2,000	
00512370-437016 BD HLTH UNDERGRND TANK INSPCTN	\$ 250	\$ 750	\$ 750	\$ 600	\$ 750	\$ 750	
00512370-437055 BD HLTH UNDERGRND TANK REMOVA	\$ 300	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	
00512370-437060 BD HLTH HOUSEHLD HAZARDOUS WST	\$ 1,030	\$ 1,500	\$ 1,000	\$ 1,290	\$ 1,000	\$ 1,000	
00512370-437065 BD HLTH PERC TEST/APPLICATION	\$ 2,200	\$ 4,250	\$ 6,800	\$ 6,200	\$ 2,500	\$ 5,000	
00512370-437075 BD HLTH REINSPECTION	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	
00512370-437080 BD HLTH PLAN REVIEW	\$ -	\$ 1,500	\$ -	\$ 3,365	\$ -	\$ -	
00512370-437085 BD HLTH SUBDIVISION REVIEW	\$ -	\$ -	\$ -	\$ 1,625	\$ -	\$ -	
00512370-437090 BD HLTH SWIMMING POOL INSTALLER	\$ 650	\$ 3,250	\$ 1,950	\$ 1,300	\$ 3,000	\$ 2,100	
00512370-437120 BD HLTH PROPERTY CLEAN UP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512370-437130 BD HEALTH RUBBISH CONTRACTORS	\$ 1,200	\$ 1,350	\$ 3,050	\$ 5,400	\$ 1,500	\$ 3,200	
00512450-445004 BD HLTH DAY CAMP LICENSE	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ 50	
00512450-445005 BD HLTH FROZEN DESERT LICENSE	\$ 750	\$ 900	\$ 950	\$ 800	\$ 850	\$ 850	
00512450-445006 BD HLTH FUNERAL DIRECTR LICENS	\$ 300	\$ 300	\$ 300	\$ 400	\$ 300	\$ 400	
00512450-445007 BD HLTH MILK/CREAM LICENSE	\$ 1,430	\$ 1,120	\$ 80	\$ -	\$ 1,200	\$ 1,000	



# Town of Natick

Revenue Model

## 3-K Licenses and Permits

Item			Actual	Actual	Budget	Preliminary	Averages
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
00512450-445008 BD HLTH MOTEL LICENSE	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	
00512450-445009 BD HLTH TANNING LICENSE	\$ 1,200	\$ 900	\$ 900	\$ 300	\$ 900	\$ 300	
00512450-445707 BD HLTH BAKERY PERMIT	\$ 1,955	\$ 1,400	\$ 1,750	\$ 1,750	\$ 1,750	\$ 1,750	
00512450-445708 BD HLTH BEE PERMIT	\$ 290	\$ 200	\$ 280	\$ 360	\$ 200	\$ 360	
00512450-445710 BD HLTH CAMP PERMIT	\$ 950	\$ 2,750	\$ 3,400	\$ 3,900	\$ 2,000	\$ 3,900	
00512450-445711 BD HLTH CATERING PERMIT	\$ 2,100	\$ 2,125	\$ 3,000	\$ 925	\$ 2,500	\$ 2,500	
00512450-445712 BD HLTH CHEMICAL TOILET PERMIT	\$ 25	\$ -	\$ 50	\$ 50	\$ -	\$ -	
00512450-445713 BD HLTH FOOD ESTABLISHMNT PERM	\$ 104,565	\$ 102,313	\$ 108,290	\$ 106,645	\$ 102,000	\$ 105,000	
00512450-445714 BD HLTH FOOD CERTIFICATES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445715 BD HLTH FOOD SERVICE PLAN	\$ 1,875	\$ 4,500	\$ 3,450	\$ 2,475	\$ 2,500	\$ 2,500	
00512450-445716 BD HLTH FOOD ESTABLISHMNT S/C	\$ 2,925	\$ 1,225	\$ 1,244	\$ 1,294	\$ 1,200	\$ 1,200	
00512450-445717 BD HLTH HOT TUB PERMIT		\$ 650	\$ 975	\$ 325		\$ -	
00512450-445718 BD HLTH ICE RINK CERTIFICATION		\$ -		\$ -		\$ -	
00512450-445719 BD HLTH LIVE STOCK PERMIT	\$ 2,000	\$ 2,150	\$ 1,930	\$ 2,000	\$ 1,500	\$ 2,000	
00512450-445720 BD HLTH MASSAGE PERMIT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445721 BD HLTH METHYL ALCOHOL PERMIT	\$ 200	\$ 175	\$ 175	\$ 160	\$ 160	\$ 160	
00512450-445722 BD HLTH MOBILE FOOD SERVER	\$ 1,180	\$ 930	\$ 850	\$ 580	\$ 160	\$ 580	
00512450-445723 BD HLTH OCCUPANCY INSPECTION	\$ 33,545	\$ 18,510	\$ 24,094	\$ 22,830	\$ 27,500	\$ 23,000	
00512450-445724 BD HLTH SEPTAGE HAULER PERMIT	\$ 7,150	\$ 7,800	\$ 6,500	\$ 7,150	\$ 7,500	\$ 7,000	
00512450-445725 BD HLTH SEPTIC INSTALLER PERM	\$ 3,250	\$ 3,575	\$ 1,950	\$ 2,925	\$ 2,400	\$ 2,400	
00512450-445726 BD HLTH SEPTIC SYSTEM PERMIT	\$ 3,675	\$ 7,950	\$ 10,400	\$ 7,150	\$ 6,000	\$ 7,000	
00512450-445727 BD HLTH SWIMMING POOL PERMIT	\$ 9,600	\$ 9,650	\$ 8,875	\$ 9,500	\$ 5,000	\$ 9,500	
00512450-445728 BD HLTH TOBACCO PERMIT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445737 BD HLTH CIDER MILL PERMIT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00512450-445747 BD HLTH WELL PERMIT	\$ 900	\$ 1,050	\$ 150	\$ 750	\$ 400	\$ 750	
<b>Total</b>	<b>\$ 2,218,015</b>	<b>\$ 4,460,920</b>	<b>\$ 2,053,445</b>	<b>\$ 2,915,637</b>	<b>\$ 2,917,495</b>	<b>\$ 2,919,212</b>	



# Town of Natick

Revenue Model

## 3-L Special Assessments

Item	FY 2016	FY 2017	Actual	Actual	Budget	Preliminary	Averages
			FY 2018	FY 2019	FY 2020	FY 2021	3-year
							\$ 7,496
00146170-417405 C/S/S BETTERMENT COMM INTEREST	\$ 5,208	\$ 3,625	\$ 2,998	\$ 2,506	\$ 4,600	\$ 3,000	5-year \$ 8,847
00146190-419560 APPORT CURB/ST/SWLK BETTERMNT	\$ 3,924	\$ 6,706	\$ 2,976	\$ 3,676	\$ 4,000	\$ 4,000	10-year \$ 13,287
<b>Total Special Assessments</b>	<b>\$ 9,132</b>	<b>\$ 10,331</b>	<b>\$ 5,974</b>	<b>\$ 6,182</b>	<b>\$ 8,600</b>	<b>\$ 7,000</b>	

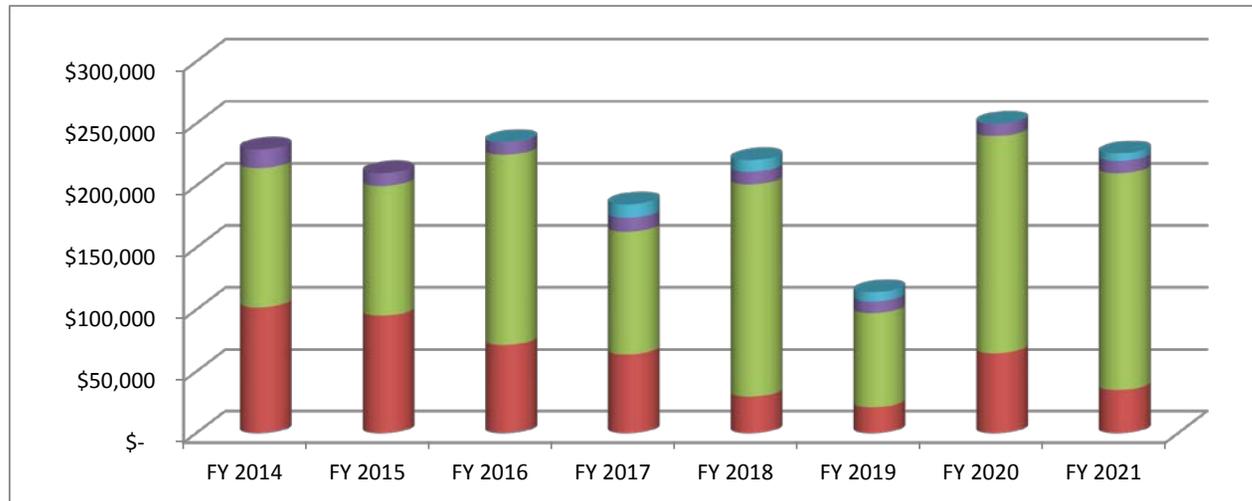


# Town of Natick

Revenue Model

## 3-M Fines and Forfeits

Item	FY 2014	FY 2015	FY 2016	FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	Preliminary FY 2021	Averages
									3-year \$ 213,417
00146370-437141 POLICE RESTITUTION	\$ 150	\$ -	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	
00146770-477003 DISTRICT COURT FINES	\$ 101,867	\$ 95,231	\$ 71,225	\$ 64,083	\$ 29,603	\$ 20,917	\$ 65,000	\$ 35,000	5-year
00146770-477004 PARKING FINES	\$ 112,199	\$ 104,568	\$ 153,280	\$ 98,864	\$ 171,313	\$ 76,515	\$ 175,000	\$ 175,000	\$ 215,854
00146770-477005 AUTO LEASE SURCHARGE	\$ 14,859	\$ 10,298	\$ 10,096	\$ 11,086	\$ 10,300	\$ 9,301	\$ 10,000	\$ 10,000	
00210320-432037 POLICE FALSE ALARM			\$ 100	\$ 11,000	\$ 9,300	\$ 7,400	\$ 100	\$ 6,000	10-year
<b>Total Fines and Forfeits</b>	<b>\$ 228,925</b>	<b>\$ 210,097</b>	<b>\$ 234,701</b>	<b>\$ 185,033</b>	<b>\$ 220,516</b>	<b>\$ 114,133</b>	<b>\$ 250,100</b>	<b>\$ 226,000</b>	<b>\$ 196,174</b>



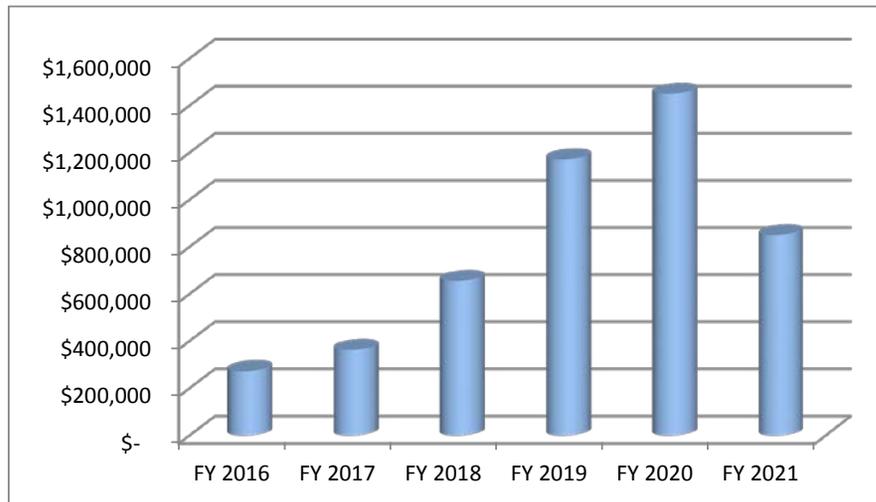


# Town of Natick

## Revenue Model

### 3-N Investment Income

Item	FY 2016	FY 2017	Actual	Actual	Budget	Preliminary	Averages
			FY 2018	FY 2019	FY 2020	FY 2021	3-year
00145820-482000 INTEREST EARNED INVESTMENTS	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 729,418
00145820-482200 INTEREST EARNED	\$ 272,428	\$ 353,681	\$ 619,101	\$ 1,171,264	\$ 1,450,000	\$ 850,000	5-year
00145820-482300 INTEREST PREMIUM BAN'S		\$ 8,288	\$ 35,919	\$ -	\$ -		\$ 543,207
							10-year
<b>Total Investment Income</b>	<b>\$ 272,428</b>	<b>\$ 361,969</b>	<b>\$ 655,020</b>	<b>\$ 1,171,264</b>	<b>\$ 1,450,000</b>	<b>\$ 850,000</b>	<b>\$ 385,527</b>



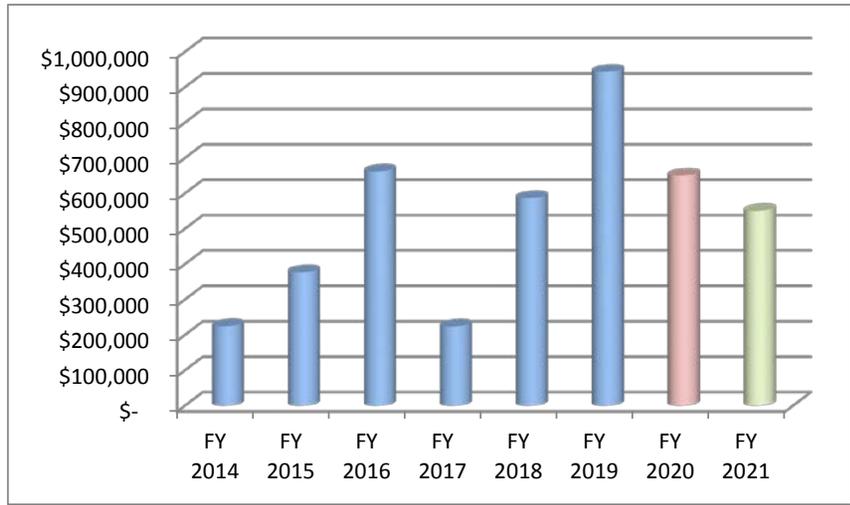


# Town of Natick

Revenue Model

## 3-O Miscellaneous Recurring

Item	FY 2014	FY 2015	FY 2016		Actual	Recap	Budget	Preliminary	Averages
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	3-year
00146220-422000 TX PER CH59 SEC 2D OCCUPANCY PERMIT	\$ 224,068	\$ 377,014	\$ 661,450	\$ 223,403	\$ 586,507	\$ 943,219	\$ 650,000	\$ 550,000	\$ 490,453
									5-year
									\$ 414,488
									10-year
<b>Total Miscellaneous Recurring</b>	<b>\$ 224,068</b>	<b>\$ 377,014</b>	<b>\$ 661,450</b>	<b>\$ 223,403</b>	<b>\$ 586,507</b>	<b>\$ 943,219</b>	<b>\$ 650,000</b>	<b>\$ 550,000</b>	<b>\$ 433,642</b>





# Town of Natick

Revenue Model

## 3-P Miscellaneous Non-Recurring

Item	FY 2014	FY 2015	FY 2016	FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	Preliminary FY 2021	Averages 3-year
									\$ 549,339
00145840-484010 TAILINGS MISC.	\$ -	\$ -	\$ -	\$ -	-	-	-	-	
00146140-414200 TAX TITLES	\$ 67,100	\$ 823,985	\$ 616,220	\$ 425,480	293,921	450,300	-	-	
00146800-480000 MISC. NON-RECURRING	\$ 63,721	\$ 323,248	\$ 554,526	\$ 199,948	190,282	1,428	-	-	
00146930-493000 PREMIUM BOND ISSUE	\$ 407,561	\$ 97,778	\$ 303,104	\$ 77,658	-	-	-	-	
00800660-466010 2012 ONE TIME STATE AID	\$ -	\$ -	\$ -	\$ -	-	-	-	-	
						9,000			
<b>Total Misc. Non-Recurring</b>	<b>\$ 538,382</b>	<b>\$ 1,245,011</b>	<b>\$ 1,473,850</b>	<b>\$ 703,086</b>	<b>\$ 484,203</b>	<b>\$ 460,728</b>	<b>\$ -</b>		

**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 2016	FY 2017	Actual	Recap	Budget	Preliminary	Averages
			FY 2018	FY 2019	FY 2020	FY 2021	3-year
							<b>\$ 3,132,718</b>
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,000,000	
General Stabilization Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Capital Stabilization Fund	\$ 2,033,264	\$ 1,159,200	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	\$ 2,196,512	5-year
FAR Bonus Stabilization Fund	\$ 5,162,690	\$ 3,900	\$ 3,900	\$ -	\$ -	\$ -	<b>\$ 4,257,617</b>
Title V	\$ 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	\$ 122,162	
Premium (Debt Exclusion Projects)	\$ 106,758	\$ 64,682	\$ 105,468	\$ 97,542	\$ 88,142	\$ 80,578	
MBTA Contract Assistance	\$ -						
Receipts Reserved	\$ -						
Insurance Proceeds < \$20,000	\$ -						
Mitigation Funds			690,295				
<b>Total Available Funds</b>	<b>\$ 8,013,563</b>	<b>\$ 1,938,633</b>	<b>\$ 3,677,179</b>	<b>\$ 3,782,343</b>	<b>\$ 4,408,309</b>	<b>\$ 3,479,252</b>	

### Assumptions

1. Projected use of Available Funds in FY 2021 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 2021 includes \$2,196,512 in direct support of 2021 capital projects being paid for in cash.



# Town of Natick

Revenue Model

## 4-B Free Cash

Item	FY 2016	FY 2017	FY 2018	Recap	Projected	Projected	Averages
				FY 2019	FY 2020	FY 2021	3-year
Free Cash	\$ 5,100,289	\$ 9,031,776	\$ 9,408,400	\$ 6,579,906	\$ 5,191,574	\$ 4,500,000	\$ 7,846,822
							5-year
							\$ 7,104,506
<b>Total Free Cash</b>	<b>\$ 5,100,289</b>	<b>\$ 9,031,776</b>	<b>\$ 9,408,400</b>	<b>\$ 6,579,906</b>	<b>\$ 5,191,574</b>	<b>\$ 4,500,000</b>	



# Town of Natick

Revenue Model

## 5-A Indirects

Item	FY 2015	FY 2016	FY 2017	FY 2018	Recap	Preliminary	FY 2021	Averages
					FY 2019	FY 2020		3-year
Indirects (W/S Enterprise Fund)	\$ 2,207,400	\$ 2,207,400	\$ 2,218,150	\$ 2,035,229	\$ 2,218,150	\$ 2,533,299	\$ 2,697,486	\$ 2,200,355
Indirects (Sassamon Trace Enterprise Fund)	\$ 34,087	\$ 34,087	\$ 41,973	\$ 43,692	\$ 43,871	\$ 51,930	\$ 55,090	\$ 2,216,808
<b>Total Indirects</b>	<b>\$ 2,241,487</b>	<b>\$ 2,241,487</b>	<b>\$ 2,260,123</b>	<b>\$ 2,078,921</b>	<b>\$ 2,262,021</b>	<b>\$ 2,585,229</b>	<b>\$ 2,752,576</b>	

# Section III

## Education & Learning

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**NATICK PUBLIC SCHOOLS  
FY 21 PROPOSED BUDGET  
AS OF 12/17/2019**

		FY20	FY21	% chg
<u>Compensation</u>				
Salary Base	\$	50,548,056	\$ 54,206,222	
Steps, COLA, & Merit Adjustments	\$	2,690,164	\$ 3,127,124	
Lanes	\$	385,000	\$ 400,000	
Staff Additions		\$925,260	\$1,277,343	
Retirements and Turnover	\$	(320,000)	\$ (200,000)	
<b>Compensation</b>	<b>\$</b>	<b>54,228,480</b>	<b>\$ 58,810,689</b>	<b>8.4%</b>
<u>Expenses</u>				
Admin	\$	438,205	\$ 459,440	
Technology	\$	1,588,848	\$ 1,786,779	
Curriculum	\$	805,387	\$ 872,548	
Online Learning	\$	214,645	\$ 167,000	
Pupil Services	\$	5,070,552	\$ 4,343,091	
Transportation	\$	2,940,056	\$ 2,894,157	
Building Op & Maint	\$	2,004,267	\$ 2,249,395	
NPS Schools	\$	1,270,218	\$ 1,179,982	
Athletics & Activities	\$	79,685	\$ 79,679	
<b>Total Exp</b>	<b>\$</b>	<b>14,411,863</b>	<b>\$ 14,032,071</b>	<b>-2.6%</b>
<b>Total Budget Request</b>	<b>\$</b>	<b>68,640,343</b>	<b>\$ 72,842,760</b>	<b>6.1%</b>

Town Budget includes \$71,203,231 for NPS for FY21. This is an increase of \$3,392,885 or 5%

**Additional Positions FY21**

School	Position	FTE (new)	FTE (Transfer)	FY21 Salary	Rationale	Details
BEN-HEM	Program Paras	1.0		\$25,682	LGL	Program support Paraprofessionals to support inclusion efforts of students in our substantially separate programs
BROWN	Full Year Admin Assistant	0.2		\$6,608	CP	1.0 School year, add 2 months
DISTRICT	Social Worker	0.40		\$25,204.00	CP	
DISTRICT	Librarian	2.50		\$157,525.00	SP/E	
DISTRICT	Assistive Tech/Augmentative ASST	0.5		\$26,620	LGL	
HIGH SCHOOL	Auditorium Manager / Technical Theater Teacher	1.0		\$63,010	SP/E	Auditorium Manager would manage space, book and manage outside rentals, and maintain technical theatre equipment (bulbs, gels, lights, inspections, repairs) as well as possibly dining hall and gym. We also need an auditorium manager to manage the Distance Learning Center at NHS. The Auditorium Manager would teach two sections of Technical Theater (0.4 Technical Theater).
HIGH SCHOOL	Math Teacher	0.40		\$25,204	AUD	class size increase due to offering classes in computer science
HIGH SCHOOL	Profile of a Graduate Administrator/Capstone/Civics Project	0.40		\$25,204.00	SP/E	
HIGH SCHOOL	ELL Dept. Head Stipend	1.00		\$9,265	CP	
HIGH SCHOOL	Performing Arts Chair	0.20		\$12,602	AUD	
KENNEDY	BCBA	1.00		\$63,010	KMS	.75 BCBA/29% (39 students) of Adam Kohrman's caseload is KMS, he is only here 1 day a cycle/several staff are struggling with incoming 5th grade behaviors (ones with formalized behavior plans already) and move in's over the summer
KENNEDY	SPED Teachers	0.00	2.0		KMS	2.0 special education teachers/1- 7th grade: current 6th grade team added a special educator due to numbers from 5th-they will rise to 7th next year/2 - Communication Program teacher to support the addition of 3 more 5th graders next year and two new recommendations this year, next year and potential return of ODD student (will be a 7grader next year)
KENNEDY	PARA	2.00		\$50,846	KMS	additional support for 5th grade and 7th
KENNEDY	Psychologist	0.50		\$44,617	KMS	.5 school psychologist to support a therapeutic program school wide increase to 1.0*
KENNEDY	Vice Principal		1.0		KMS	New Kennedy (Judy Coleman retirement)
KENNEDY	Gr 7 Math/Science teacher	1.0		\$63,010	KMS	Additional Students
KENNEDY	Gr 7 L&L/Social Studies	1.0		\$63,010	KMS	Additional Students
KENNEDY	Spanish Teacher	0.50		\$31,505	KMS	Additional Enrollment/New School
KENNEDY	French Teacher	0.50		\$31,505	KMS	Additional Enrollment/New School
KENNEDY	Music Teacher	1.0		\$63,010	KMS	Additional Enrollment/New School
KENNEDY	ELL Teacher	1.00		\$63,010	KMS	Compliance with audit expectations
LILJA	Behavior Tech	1.0		\$26,196	CP	Additional Support to subseparate classroom to implement discrete training hours
WILSON	.2 admin assistant	0.20		\$6,608	CP	More support needed for the summer for PO requests, new enrollments, and needs to get ready for the school year position to 1.0
ELEMENTARY SCHOOLS	Math Specialist	3.0	2.0	\$189,030	SP/E	

CENTRAL OFFICE	Data / Parent Engagement Assistant	1.00		\$50,486.00	CP	
CENTRAL OFFICE	Assistant HR Director/Powerschool Assistant Administrator	1.00		\$102,000.00	CP	
BROWN/LILJA	Vice Principal	0.50		\$52,575.50	SP/E	

<b>TOTAL</b>	<b>22.8</b>	<b>5.0</b>	<b>\$1,277,343</b>
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LEGEND:	LGL	Legal - Compliance
	CP	Complexity
	SP/E	Strategic Plan/Enrollment
	AUD	Audit Recommendation
	KMS	New Kenndy Middle School

**Non-Funded Positions FY21**

School	Position	FTE	FY21 Salary	Rationale
High School	Family Consumer Science	1.00	\$ 63,010.00	SP/E
District	Math Early Intervention (MEIPS)	5.00	\$ 128,410.00	SP/E
District	Middle School Department Heads	4.00	\$ 37,060.00	SP/E
District	Director of Computer Science	1.00	\$ 95,000.00	SP/E
District	Alumni/Development Assistant	1.00	\$ 63,010.00	SP/E
District	7-12 Director of World Language	1.00	\$ 63,010.00	SP/E
		<b>13.00</b>	<b>\$ 449,500.00</b>	

LGL	Legal - Compliance
CP	Complexity
SP/E	Strategic Plan/Enrollment
AUD	Audit Recommendation
KMS	New Kenndy Middle School



# Town of Natick

Home of Champions

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

## Appropriation Summary

### South Middlesex Regional Technical School

	2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
<b>Operating Expenses</b>						
Assessment	1,427,911	1,594,984	1,554,748	1,601,390	46,642	3.00%
<b>Total Operating Expenses</b>	<b>1,427,911</b>	<b>1,594,984</b>	<b>1,554,748</b>	<b>1,601,390</b>	<b>46,642</b>	<b>3.00%</b>

<b>Total So. Middlesex Regional Tech.</b>	<b>1,427,911</b>	<b>1,594,984</b>	<b>1,554,748</b>	<b>1,601,390</b>	<b>46,642</b>	<b>3.00%</b>
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#### 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.

# Morse Institute Library



## FY 2021 Operational Budget Request

Jason Homer, 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.

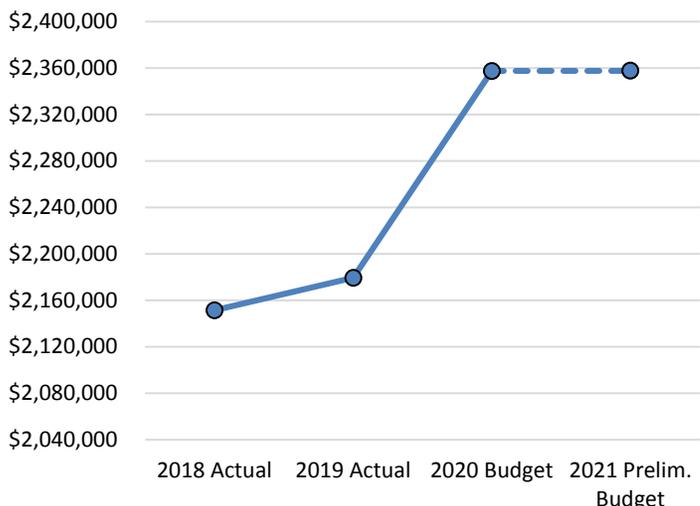
The Morse Institute Library strives to meet the needs of all members of the Natick community through active outreach and by being a welcoming place for all.

### Budget Highlights for FY 2021:

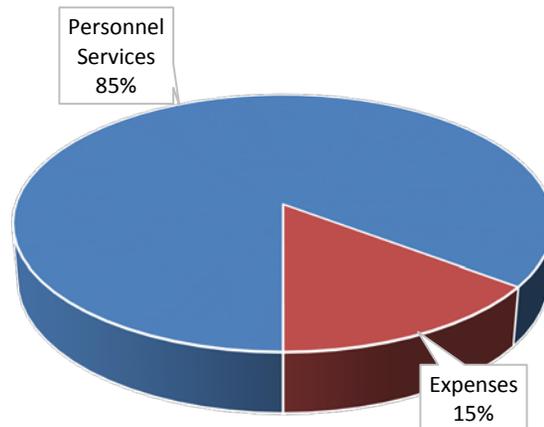
- Over the last two years, the staff of the Morse Institute Library has worked diligently to control costs while increasing services to our community. In FY2019, the Morse Institute Library increase hours 5.6% without requesting additional funding from the Town through innovative staffing models. (This number excludes the Sunday hours increase funded at Town Meeting in 2018.) In addition, the circulation of library materials increased 4.6% and attendance of library programs grew at staggering 25% due to increased crafting, children's, teen, tween, ESOL and large scale programming in FY2019.
- In order to continue to meet the ever increasing demand, the library submitted two New Initiatives focused on freeing up staff to spend less time on inventory control and more time on developing programming and community relationships.

### Budget Summary -

**Budget History**

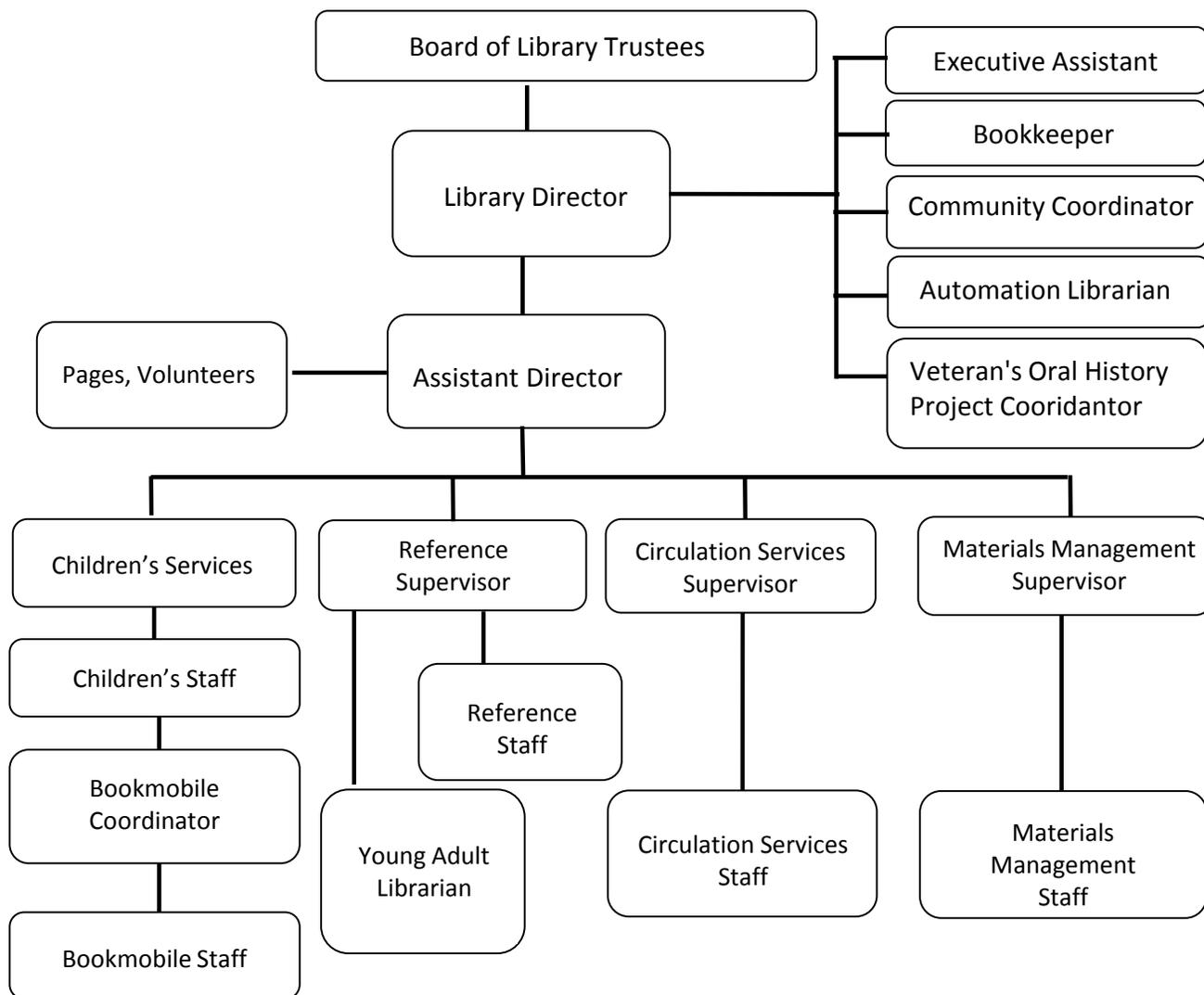


**FY21 Budget Distribution**

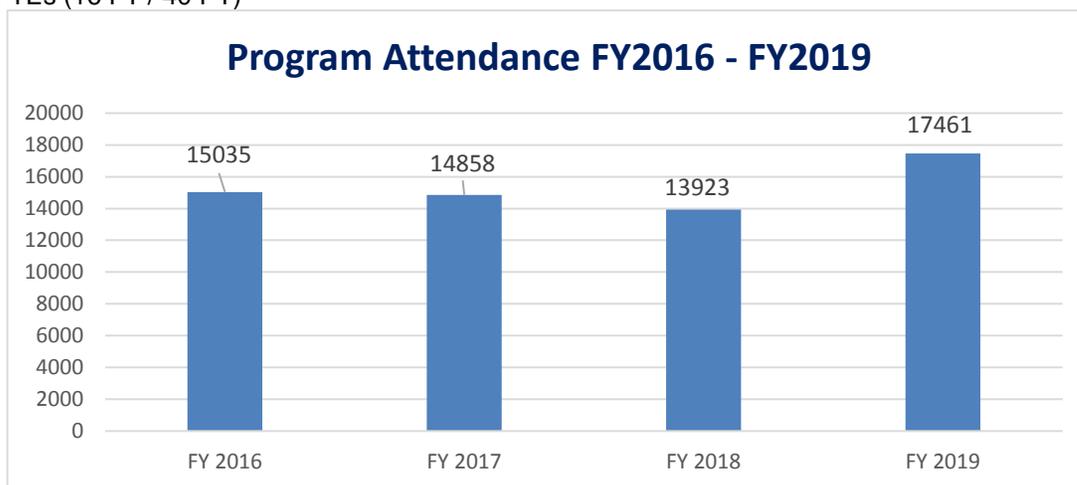


**Morse Institute Library**

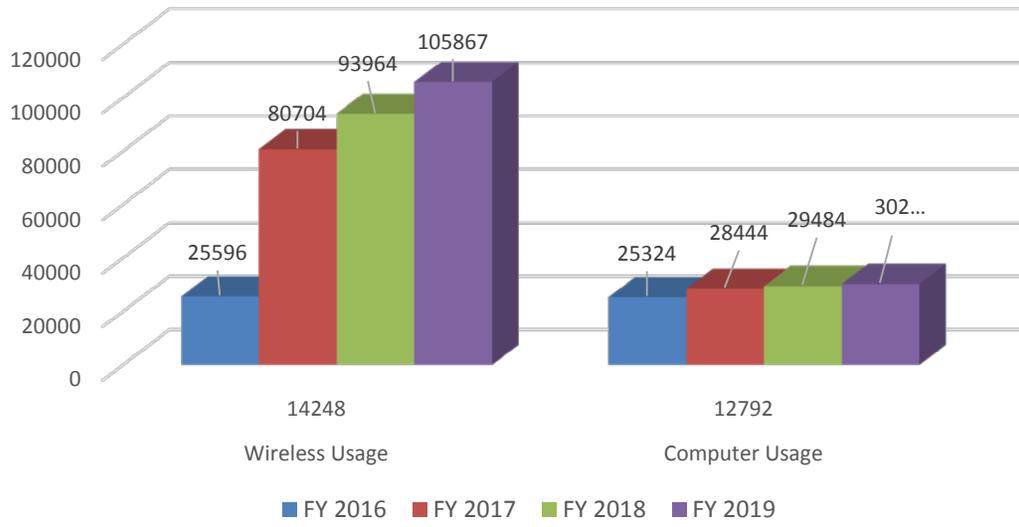
**Department - Organizational Summary**



31.86 FTEs (16 FT / 40 PT)



## Technology Usage FY2016 - FY2019



**Morse Institute Library**



**Department: Line item budget**

		2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
Salaries Management		\$ 106,100	\$ 83,798	\$ 108,528	\$ 95,365	\$ (13,163)	-12.13%
Salaries Administrative		\$ 153,004	\$ 181,791	\$ 206,929	\$ 207,355	\$ 426	0.21%
Salaries Part-time Benefitted		\$ 302,043	\$ 304,399	\$ 314,980	\$ 312,088	\$ (2,892)	-0.92%
Salaries Technical/Professional		\$ 855,965	\$ 854,050	\$ 931,427	\$ 941,473	\$ 10,046	1.08%
Salaries Part-time Non Benefitted		\$ 336,365	\$ 324,872	\$ 332,786	\$ 331,336	\$ (1,450)	-0.44%
Salaries Pages		\$ 22,846	\$ 23,631	\$ 40,332	\$ 39,716	\$ (616)	-1.53%
Salaries Substitutes		\$ 3,838	\$ 3,118	\$ 8,900	\$ 14,737	\$ 5,837	65.58%
Salaries Longevity		\$ 17,345	\$ 17,749	\$ 17,827	\$ 17,827	\$ -	0.00%
Salaries Sunday/Pay Differential		\$ 14,136	\$ 48,050	\$ 48,740	\$ 48,740	\$ -	0.00%
<b>Personnel Services</b>	<sup>1</sup>	<b>\$ 1,811,642</b>	<b>\$ 1,841,458</b>	<b>\$ 2,010,449</b>	<b>\$ 2,008,637</b>	<b>\$ (1,812)</b>	<b>-0.09%</b>
Main. of Computer System	<sup>2</sup>	\$ 81,907	\$ 83,750	\$ 83,750	\$ 83,750	-	0.00%
Communication Telephone		\$ 3,078	\$ 2,507	\$ 4,250	\$ 4,250	-	0.00%
Communication Postage		\$ 1,306	\$ 1,108	\$ 3,000	\$ 3,000	-	0.00%
Copy/Mail Center Fees		\$ -	\$ -	\$ 650	\$ 650	-	0.00%
Education		\$ 2,058	\$ 2,777	\$ 7,500	\$ 7,500	-	0.00%
Library Materials (Books, etc.)	<sup>3</sup>	\$ 217,969	\$ 217,335	\$ 217,335	\$ 219,000	\$ 1,665	0.76%
Library Supplies		\$ 29,002	\$ 26,071	\$ 26,092	\$ 26,300	\$ 208	0.79%
Other Supplies & Services/Misc.	<sup>4</sup>	\$ 4,501	\$ 4,388	\$ 4,525	\$ 4,525	\$ -	0.00%
<b>Expenses</b>		<b>\$ 339,821</b>	<b>\$ 337,936</b>	<b>\$ 347,102</b>	<b>\$ 348,975</b>	<b>\$ 1,873</b>	<b>0.54%</b>
<b>Total Department</b>		<b>\$ 2,151,463</b>	<b>\$ 2,179,394</b>	<b>\$ 2,357,551</b>	<b>\$ 2,357,612</b>	<b>\$ 61</b>	<b>0.00%</b>

**Footnotes:**

**<sup>1</sup> 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:**

<sup>2</sup> 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:**

<sup>3</sup> 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:**

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

Department: Proposed New Initiatives

MORSE INSTITUTE LIBRARY

Project Title: Media Assistant Increase and Benefits

Personnel Services	# Staff	Preliminary Cost - FY 21	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				This Materials Management Assistant is currently a staff member at 0.50 of 37.5 hours a week. This increase would up the employee's hours to 22.5 a week.
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational		\$4,903.00	Yes	
<b>Total Personnel Services</b>		<b>\$4,903.00</b>		
Expenses		Preliminary Cost - FY 21	Recurring expense?	Brief Description of the Position/Expense
<b>Total Expenses</b>		<b>\$0.00</b>		
<b>Total Project Costs</b>		<b>\$4,903.00</b>		

Purpose/Description of Request

This request is designed to increase the hours and focus of the library associate currently assigned to multimedia cataloging and processing. The increase of hours to 22.5 would allow for additional time spent on DVDs and other media processing, freeing up the professional librarian assigned to DVDs and Children's services.

Background: In 1999, the staff member designated as a "Children's Librarian" was assigned to begin the collection of the newest library material - DVDs. Over the past two decades, DVDs have become one of the highest circulating materials at the Morse Institute, even with the increase in streaming services, DVDs circulate around 90,000 times a year. Despite this increase, library administration has yet to deal with the fact that the burden of managing this collection in FY2021 remains with the Children's Librarian, leaving this individual an ever decreasing amount of time to focus on programming and services to children. Shifting the processing to support staff is a much more cost effective approach than to add a professional degreed librarian to offset the time needed to increase our services to children and families of Natick.

Population to be Served

Children and families that use the library.

Revenue Impact

*Will not increase revenue.*

**FOR EXECUTIVE OFFICE USE**      Date Submitted: \_\_\_\_\_      Date Reviewed: \_\_\_\_\_

Approved      Recommended Budget: \_\_\_\_\_

Denied      Review by: \_\_\_\_\_

# Bacon Free Library



## FY 2021 Operational Budget Request

Vacant, Director

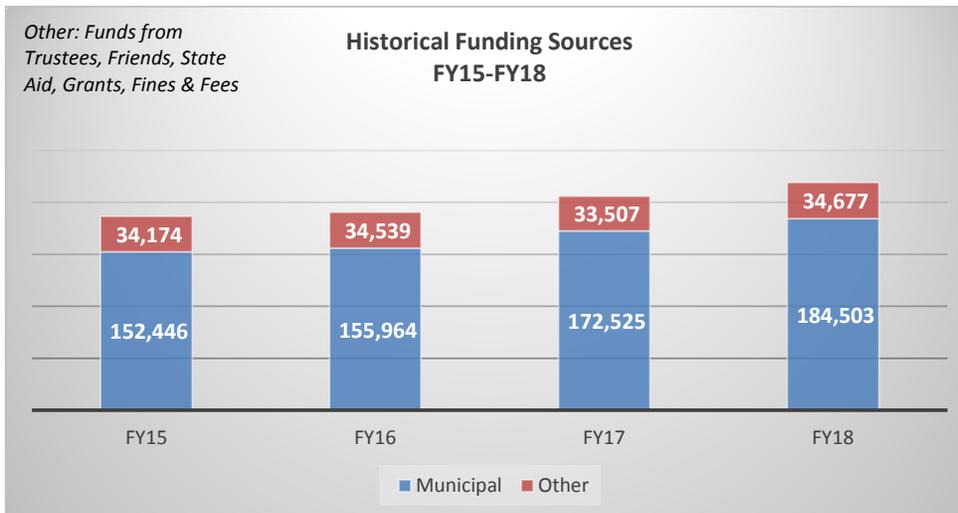
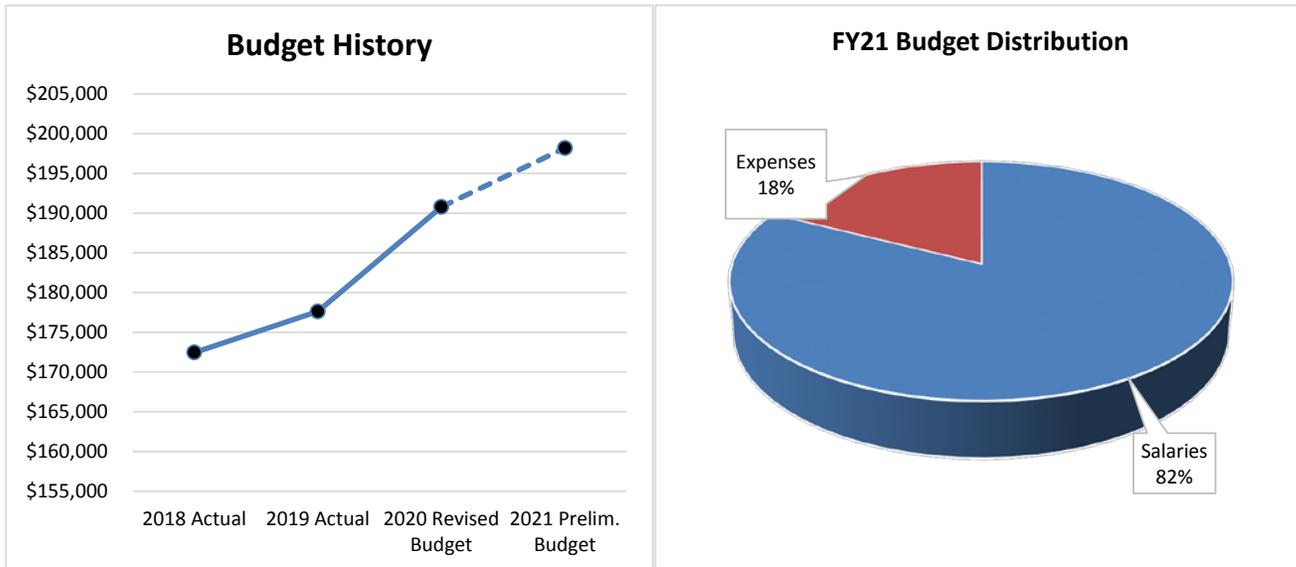
### Mission:

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 2021:

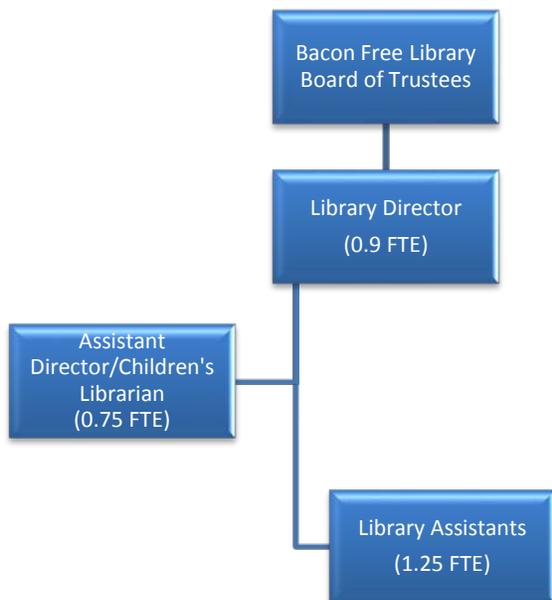
- **New Initiative** - \$2,000 for community programming
- \$3,000 for replacement computers
- Additional funds for collection repair and replacement

### Budget Summary



# Bacon Free Library

## Department - Organizational Summary

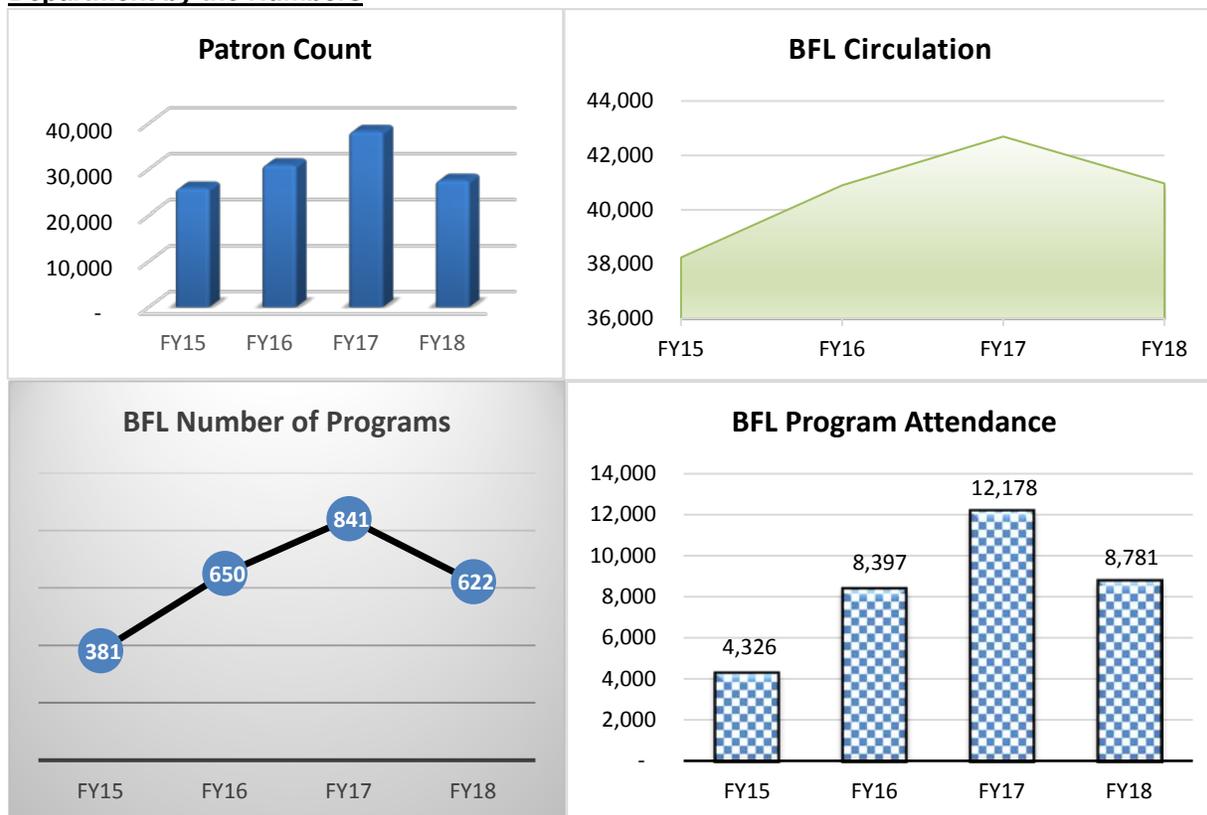


Total Staff - 2.9 FTEs (.9-Director, .75-Asst Dir/Children's Librarian, 1.25-all library assistants)

### Notes

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

### Department by the Numbers



## Bacon Free Library



### Department: Line item budget

		2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
SALARIES MANAGEMENT	<sup>1</sup>	\$ 40,176	\$ 62,002	\$ 63,888	\$ 63,888	\$ -	0.00%
SALARIES TECHNICAL/PROFESSNL	<sup>2</sup>	\$ 104,725	\$ 87,112	\$ 99,218	\$ 99,606	\$ 388	0.39%
<b>Salaries</b>		<b>\$ 144,901</b>	<b>\$ 149,114</b>	<b>\$ 163,106</b>	<b>\$ 163,494</b>	<b>\$ 388</b>	<b>0.24%</b>

COMPUTER MAINTENANCE		\$ -	\$ -		\$ 3,000	\$ 3,000	0.00%
FACILITY REPAIRS/MAINTENANCE		\$ 1,790	\$ 1,474	\$ 1,500	\$ 1,500	\$ -	0.00%
HEAT (OIL & GAS)		\$ 4,580	\$ 5,031	\$ 4,343	\$ 4,500	\$ 157	3.62%
MINUTEMAN LIBRARY NETWORK	<sup>3</sup>	\$ 5,127	\$ 5,815	\$ 5,771	\$ 5,700	\$ (71)	-1.23%
PRINTED MATERIALS	<sup>4</sup>	15,181	\$ 14,305	14,000	16,000	2,000	14.29%
LIBRARY SUPPLIES	<sup>5</sup>	872	\$ 1,882	2,072	4,000	1,928	93.05%
<b>Expenses</b>		<b>\$ 27,551</b>	<b>\$ 28,507</b>	<b>\$ 27,686</b>	<b>\$ 34,700</b>	<b>\$ 7,014</b>	<b>25.33%</b>

<b>Total Department</b>		<b>\$ 172,451</b>	<b>\$ 177,621</b>	<b>\$ 190,792</b>	<b>\$ 198,194</b>	<b>\$ 7,402</b>	<b>3.88%</b>
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#### Footnotes:

##### Personnel Services:

<sup>1</sup> Management - Library Director

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

##### Purchased Services:

<sup>3</sup> Minuteman Library Network - Fees associated with the Minuteman Library Network for resource sharing and circulation. Replacement computers as well.

##### Other Charges/Expenses:

<sup>4</sup> Printed Materials - Books and periodicals for patrons

<sup>5</sup> Library Supplies - Includes \$2,000 for community programming

# Section IV

## Public Safety

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Police	58
Parking Enforcement	65
Emergency Management	66
Fire	71

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# Police Department



## FY 2021 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 2021:

The most significant impact we anticipate in the FY2021 budget is the need to hire new officers and promotions due to retirements. The total cost to hire a new officer is \$15k not including salary. This is workable when you are hiring a few officers but in FY2021 we anticipate hiring 3-4 new officers so this cost has been added to our budget.

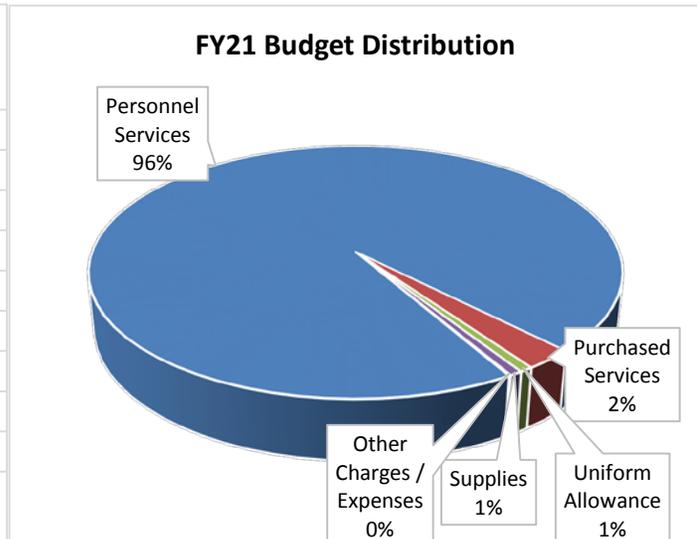
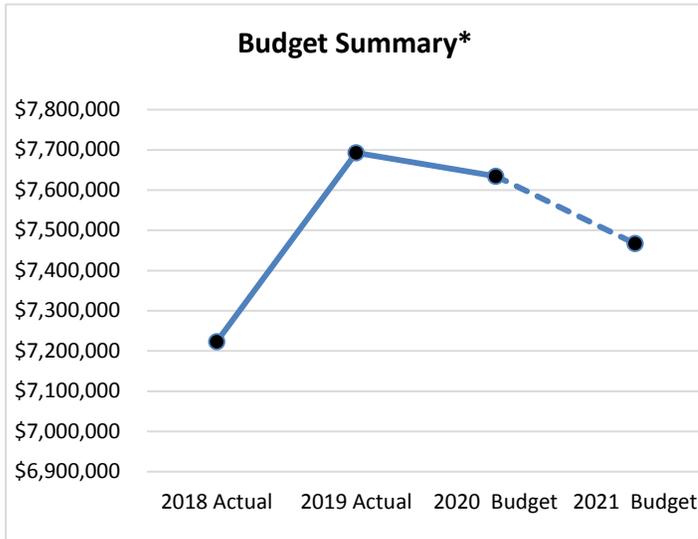
New Initiative: Deputy Chief of Police (deferred funding to FY22)

New Initiative: Add Additional Hours to Department Assistant Position

New Initiative: Add 2 Additional Officers for Traffic Duties

New Initiative: Add 1 Public Safety Dispatcher (deferred funding to FY23)

### Budget Summary -



\*The Police Budget not including Parking & Emergency Management

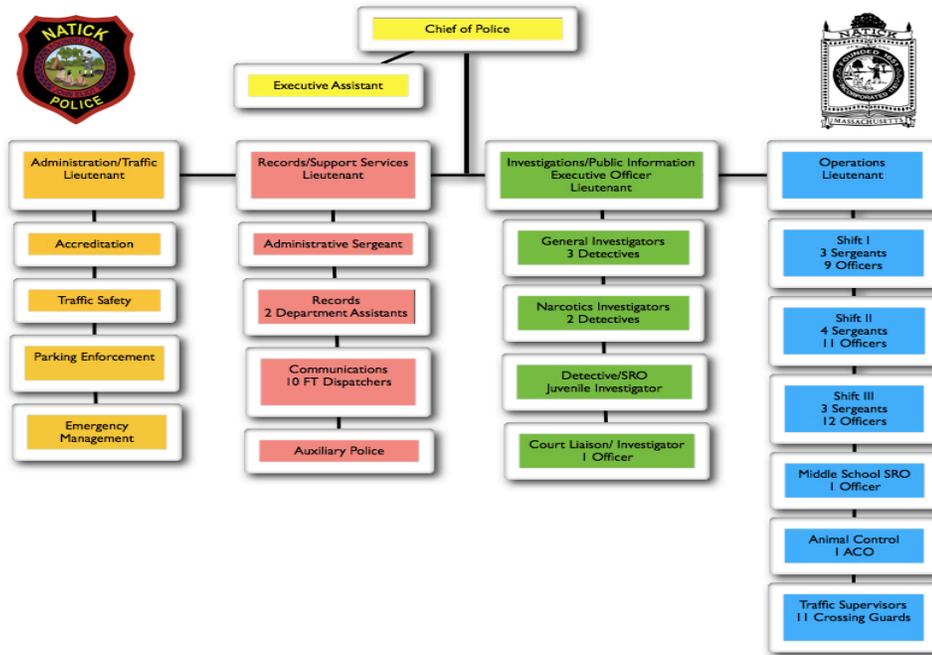
**Police Department**



**Town of Natick**  
Home of Champions

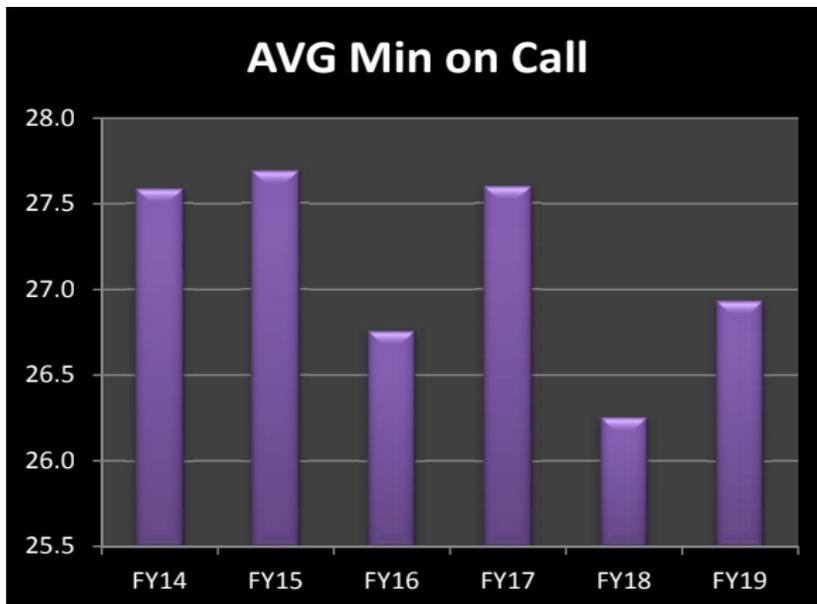
Department: Police

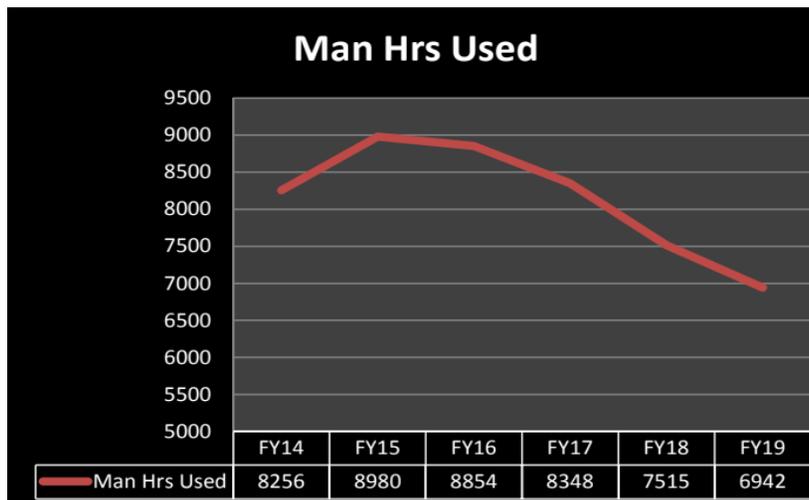
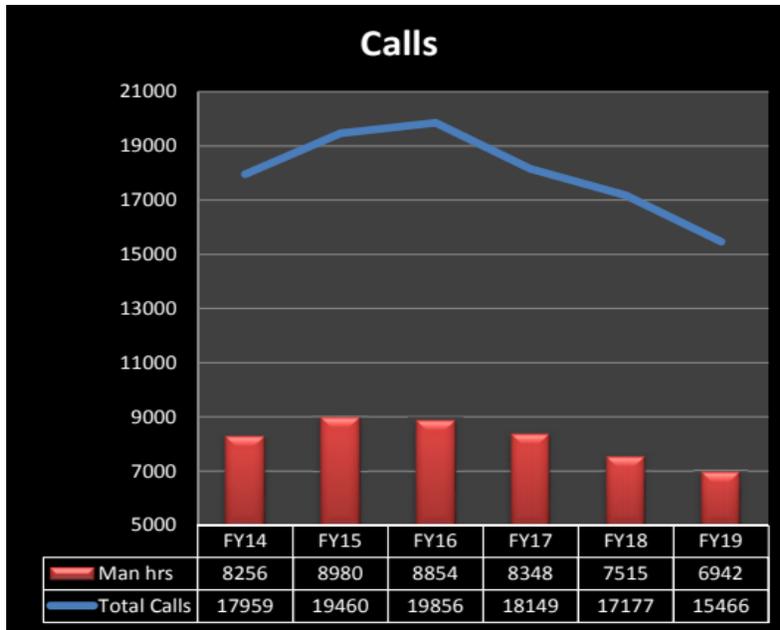
**Organizational Chart**



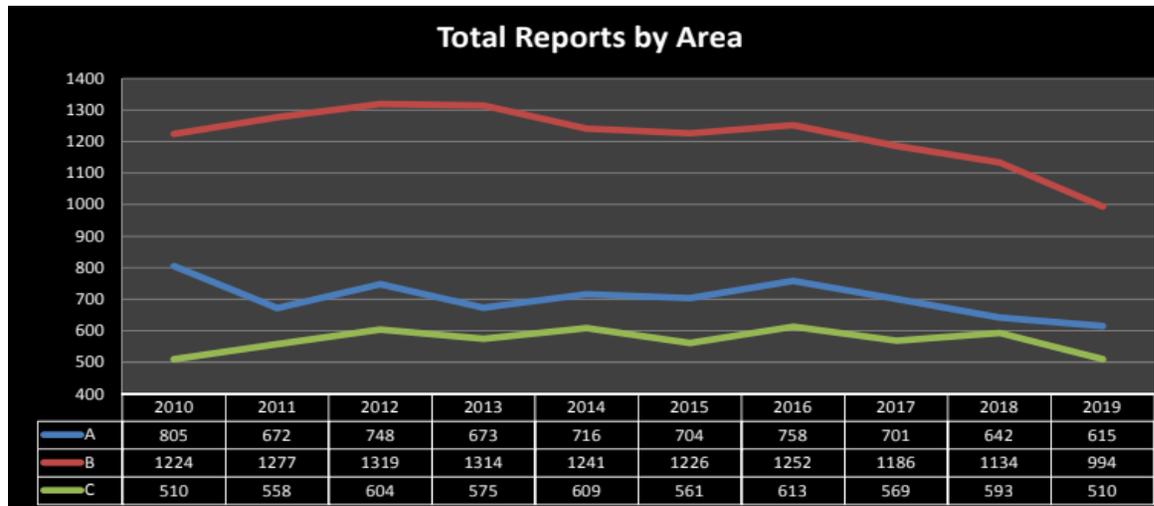
82 FTEs

Department by the Numbers

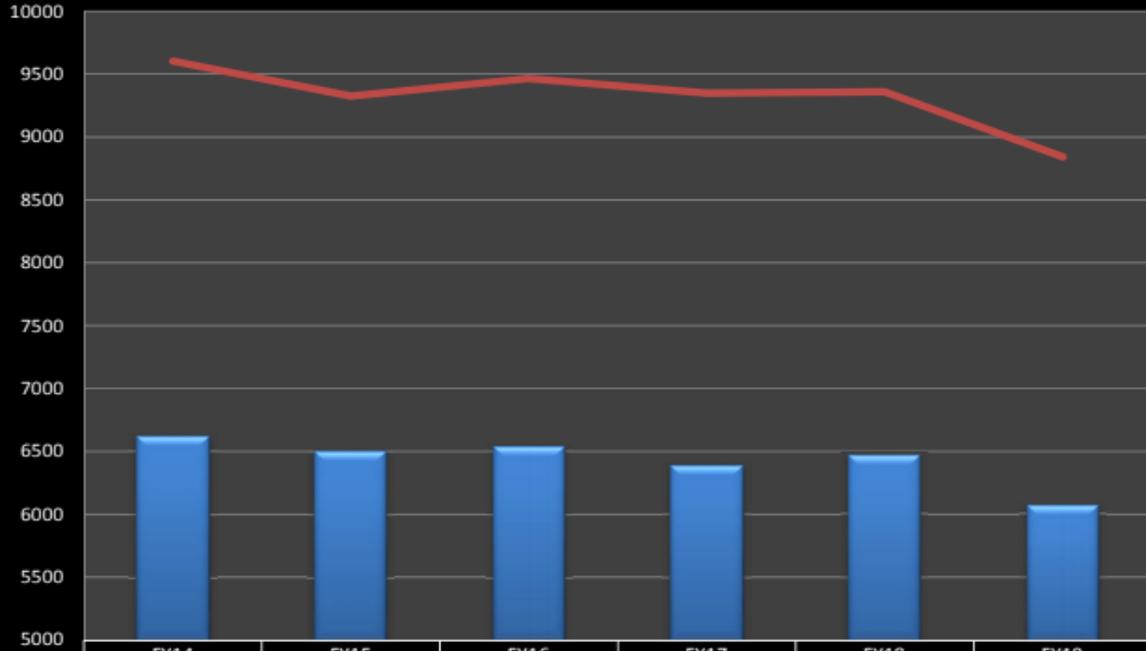




CRIME TOTALS												
Crime Category	FY14	FY15	FY16	FY17	FY18	Average	Weighted Average	Standard Deviation	Normal Range	FY19	Change from Avg	Z Score
Assault Offenses	175	161	151	156	154	159.4	156.3	8.5	150.9-167.9	130	-18%	-3.48
Kidnapping/Abduction	4	2	1	1	1	1.8	1.3	1.2	0.6-3.0	0	-100%	-1.54
Robbery	3	4	8	4	1	4.0	3.7	2.3	1.7-6.3	2	-50%	-0.88
Sex Offenses, Forcible	9	5	8	10	18	10.0	11.5	4.3	5.7-14.3	9	-10%	-0.23
Sex Offenses, Non-Forcible	1	1	2	4	1	1.8	2.0	1.2	0.6-3.0	5	178%	2.74
Arson	0	1	1	2	1	1.0	1.2	0.6	0.4-1.6	1	0%	0.00
Burglary/Breaking and Entering	43	45	34	47	34	40.6	39.5	5.5	35.1-46.1	24	-41%	-3.00
Bad Checks	5	0	2	5	3	3.0	3.1	1.9	1.1-4.9	0	-100%	-1.58
Counterfeiting/Forgery	16	11	9	8	11	11.0	10.1	2.8	8.2-13.8	11	0%	0.00
Destruction/Damage/Vandalism	102	118	125	95	83	104.6	100.5	15.2	89.4-119.8	99	-5%	-0.37
Embezzlement	0	5	6	12	6	5.8	7.1	3.8	2.0-9.6	4	-31%	-0.47
Extortion/Blackmail	1	0	0	0	1	0.4	0.4	0.5	-0.1-0.9	0	-100%	-0.82
Fraud Offenses	51	73	70	50	67	62.2	62.8	9.7	52.5-71.9	65	5%	0.29
Larceny/Theft Offenses	422	431	459	383	358	410.6	398.9	35.8	374.8-446.4	358	-13%	-1.47
Motor Vehicle Theft	11	13	14	12	13	12.6	12.8	1.0	11.6-13.6	10	-21%	-2.55
Stolen Property Offenses	11	10	6	12	4	8.6	7.8	3.1	5.5-11.7	3	-65%	-1.82
Disorderly Conduct	47	45	33	52	44	44.2	44.3	6.2	38.0-50.4	36	-19%	-1.31
Driving Under The Influence	55	49	54	52	38	49.6	47.5	6.2	43.4-55.8	35	-29%	-2.37
Drug/Narcotic Offenses	19	14	12	9	8	12.4	10.6	3.9	8.5-16.3	7	-44%	-1.37
Family Offenses, Non-Violent	0	1	0	0	0	0.2	0.1	0.4	-0.2-0.6	0	-100%	-0.50
Liquor Law Violations	7	7	5	3	6	5.6	5.2	1.5	4.1-7.1	0	-100%	-3.74
Pornography/Obscene Material	1	2	1	2	3	1.8	2.1	0.7	1.1-2.5	4	122%	2.94
Prostitution Offenses	2	0	1	0	0	0.6	0.3	0.8	-0.2-1.4	0	-100%	-0.75
Runaway	2	0	1	0	0	0.6	0.3	0.8	-0.2-1.4	0	-100%	-0.75
Traffic, Town By-Law Offenses	566	461	540	503	431	500.2	485.0	49.5	450.7-549.7	354	-29%	-2.95
Trespass of Real Property	13	26	19	7	12	15.4	14.0	6.5	8.9-21.9	3	-81%	-1.90
Weapon Law Violations	3	4	3	0	0	2.0	1.3	1.7	0.3-3.7	3	50%	0.60
All Other Offenses	159	141	162	137	129	145.6	141.3	12.8	132.8-158.4	117	-20%	-2.23



### Significant Calls



	FY14	FY15	FY16	FY17	FY18	FY19
Calls	6620	6502	6539	6381	6459	6066
Hours	9602	9326	9464	9349	9358	8841

**Police Department**

Description	2018 Actual	2019 Actual	2020 Budget	2021 Prelim.	FY20 Δ FY21 \$	FY20 Δ FY21 %
<b>Salaries</b>						
SALARIES MANAGEMENT	761,656	676,070	681,295	683,524	\$ 2,229	0.33%
SALARIES SUPERVISORY	1,286,104	1,042,112	1,156,358	959,217	\$ (197,141)	-17.05%
SALARIES OPERATIONAL STAFF	3,286,105	3,822,047	3,694,727	3,760,539	\$ 65,812	1.78%
SALARIES NON-UNIFORMED	166,623	172,817	158,021	159,298	\$ 1,277	0.81%
<b>Total Salaries</b>	<sup>1</sup> <b>5,500,488</b>	<b>5,713,046</b>	<b>5,690,401</b>	<b>5,562,578</b>	<b>\$ (127,823)</b>	<b>-2.25%</b>
<b>Over Time</b>						
SALARIES MANGEMENT O/T	104,309	110,274	23,876	23,876	\$ -	0.00%
SALARIES SUPERVISORY O/T	128,225	129,124	152,420	152,420	\$ -	0.00%
SALARIES OPERATIONAL O/T	370,578	504,203	364,886	379,780	\$ 14,894	4.08%
NON UNIFORM O/T			2,877	2,877	\$ -	
<b>Total Over Time</b>	<sup>2</sup> <b>603,112</b>	<b>743,601</b>	<b>544,059</b>	<b>558,953</b>	<b>\$ 14,894</b>	<b>2.74%</b>
<b>Over Time - Court</b>						
SALARIES COURT O/T OPERATIONAL	40,232	11,659	104,772	94,574	\$ (10,198)	-9.73%
SALARIES COURT O/T SUPERVISORY	18,608	34,250	30,645	30,645	\$ -	0.00%
<b>Total Over Time - Court</b>	<b>58,840</b>	<b>45,909</b>	<b>135,417</b>	<b>125,219</b>	<b>\$ (10,198)</b>	<b>-7.53%</b>
<b>Additional Compensation</b>						
SALARIES ADD'L COMP MGMT	85,841	75,487	76,849	79,194	\$ 2,345	3.05%
SALARIES ADDL COMP SUPERVISORY	172,074	141,751	172,639	138,533	\$ (34,106)	-19.76%
SALARIES ADD'L COMP OPER	579,396	690,168	709,477	697,603	\$ (11,874)	-1.67%
ADD'L COMP NON-UNIFRM O/T	3,994	416	1,125	1,125	\$ -	0.00%
ADD'L COMP TECH/PROF	750	375			\$ -	
<b>Total Additional Compensation</b>	<sup>3</sup> <b>842,055</b>	<b>908,197</b>	<b>960,090</b>	<b>916,455</b>	<b>\$ (43,635)</b>	<b>-4.54%</b>
<b>Total Personnel Services</b>	<b>7,004,495</b>	<b>7,410,753</b>	<b>7,329,967</b>	<b>7,163,205</b>	<b>\$ (166,762)</b>	<b>-2.28%</b>

**Footnotes:**

**Personnel Services:**

<sup>1</sup> Management - Chief of Police, Lieutenants

Supervisory - Sergeants

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

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

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

**Police Department**

		2018 Actual	2019 Actual	2020 Budget	2021 Prelim	FY20 Δ FY21 \$	FY20 Δ FY21 %
PROFESSIONAL SERVICES	<sup>4</sup>	5,814	8,412	3,000	3,000	\$ -	0.00%
EQUIPMENT REPAIRS/SERVICING		3,055	12,186	2,000	2,000	\$ -	0.00%
ACCREDITATION CONSULTANT	<sup>5</sup>		0	12,000	6,000	\$ (6,000)	-50.00%
RADIO EQUIP REPAIRS/REPLCMNT		22,752	18,617	19,000	19,000	\$ -	0.00%
TELEPHONE		17,520	21,606	20,000	20,000	\$ -	0.00%
TRAINING & EDUCATION		25,785	51,745	53,750	72,150	\$ 18,400	34.23%
TELEPROCESSING	<sup>6</sup>	23,127	20,837	23,063	23,063	\$ -	0.00%
ASSESSMENT CENTER	<sup>7</sup>		0	30,000	5,000	\$ (25,000)	-83.33%
POSTAGE		2,133	1,824	2,000	2,000	\$ -	0.00%
TRAVEL IN/OUT STATE		11,880	9,994	6,500	6,500	\$ -	0.00%
TRAVEL		1,713	3,888	2,000	2,000	\$ -	0.00%
TRAFFIC TRAILER WARRANTY					0	\$ -	
DUES & MEMBERSHIPS		14,876	17,480	12,000	12,000	\$ -	0.00%
PURCHASED SERVICES MISC	<sup>8</sup>	10,567	24,908	21,300	21,300	\$ -	0.00%
<b>Total Purchased Services</b>		<b>139,222</b>	<b>191,497</b>	<b>206,613</b>	<b>194,013</b>	<b>\$ (12,600)</b>	<b>-6.10%</b>
CLOTHING ALLOW MANAGEMENT		4,253	4,160	4,300	4,300	\$ -	0.00%
CLOTHING ALLOW SUPERVISORY		10,747	10,807	11,825	11,825	\$ -	0.00%
CLOTHING OPERATIONAL		3,752	4,380	4,875	4,875	\$ -	0.00%
CLOTHING ALLOW AUXILIARY POLIC		0	544	5,000	5,000	\$ -	0.00%
CLOTHING EQUIPMENT & REPLACE		9,843	20,781	15,000	26,400	\$ 11,400	76.00%
<b>Total Uniform Allowance</b>		<b>28,595</b>	<b>40,672</b>	<b>41,000</b>	<b>52,400</b>	<b>\$ 11,400</b>	<b>27.80%</b>
SUPPLIES PRISONERS	<sup>9</sup>	170	295	1,200	1,200	\$ -	0.00%
SUPPLIES PHOTOGRAPHIC			0	0	0	\$ -	0.00%
SUPPLIES SAFETY EQUIP	<sup>10</sup>	824	0	1,000	1,000	\$ -	0.00%
SUPPLIES OTHER	<sup>11</sup>	5,822	1,428	2,000	2,000	\$ -	0.00%
SUPPLIES PUBLIC SAFETY	<sup>12</sup>	23,066	24,382	25,000	25,000	\$ -	0.00%
PHOTOCOPYING		41	58	500	500	\$ -	0.00%
OFFICE SUPPLIES		17,010	16,537	20,000	20,000	\$ -	0.00%
<b>Total Supplies</b>		<b>46,933</b>	<b>42,700</b>	<b>49,700</b>	<b>49,700</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>		<b>214,750</b>	<b>274,869</b>	<b>297,313</b>	<b>296,113</b>	<b>\$ (1,200)</b>	<b>-0.40%</b>
CARE OF STRAY ANIMALS		2,331	3,191	5,000	5,000	\$ -	0.00%
MOTORCYCLE REPAIR/MAINT		1,758	3,867	2,500	2,500	\$ -	0.00%
<b>Other Charges &amp; Expenditures</b>		<b>4,089</b>	<b>7,058</b>	<b>7,500</b>	<b>7,500</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Police</b>		<b>\$ 7,223,334</b>	<b>\$ 7,692,680</b>	<b>\$ 7,634,780</b>	<b>\$ 7,466,818</b>	<b>\$ (167,962)</b>	<b>-2.20%</b>

**Footnotes:**

**Purchased Services:**

<sup>4</sup> Professional Services - Outside range supervision and personal history questionnaire analysis

<sup>5</sup> Accreditation Consultant - Assist with process to attain statewide accreditation and insure department policies adhere to established accreditation standards

<sup>6</sup> Teleprocessing - Maintenance agreements for: CJIS system; dictation system; Automated license plate reader (ALPR); LiveScan Fingerprint; and, CDMA Lines for cruiser laptops.

<sup>7</sup> 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

<sup>8</sup> Purchase Services Misc - New employee health screenings and Frederick C. Conley Public Safety Training Center

**Supplies:**

<sup>9</sup> Supplies Prisoners - Food and blankets for prisoners held in the lock-up.

<sup>10</sup> Supplies Safety Equip - Traffic cones, meter bags and special event signs.

<sup>11</sup> Supplies Other - Bottled water and First Aid Supplies.

<sup>12</sup> Supplies Public Safety - Range supplies, evidence processing materials and cruiser equipment

**Police Department - Parking Enforcement**

Description	2018 Actual	2019 Actual	2020 Budget	2021 Prelim Budget	FY20 Δ FY21	
					Δ \$	%
SALARIES OPERATIONAL STAFF <sup>1</sup>	36,852	23,299	114,144	114,144	\$ -	0.00%
SALARIES TECHNICAL/PROFESSNL	0	0	0	0		
<b>Personnel Services</b>	<b>36,852</b>	<b>23,299</b>	<b>114,144</b>	<b>114,144</b>	<b>\$ -</b>	<b>0.00%</b>
CLOTHING OPERATIONAL	0	0	0	0	\$ -	
EQUIPMENT REPAIRS/SERVICING	12,471	12,205	27,250	27,250	\$ -	0.00%
LEASE PYMT CHURCH PARK LOT <sup>2</sup>	56,308	57,434	58,583	58,583	\$ -	0.00%
PARKING COLLECTION SERVICE	3,500	14,000	14,000	14,000	\$ -	0.00%
PARKING TICKET SUPPLIES	3,799	4,528	5,000	5,000	\$ -	0.00%
<b>Expenses</b>	<b>76,078</b>	<b>88,167</b>	<b>104,833</b>	<b>104,833</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Parking Enforcement</b>	<b>\$ 112,930</b>	<b>\$ 111,466</b>	<b>\$ 218,977</b>	<b>\$ 218,977</b>	<b>\$ -</b>	<b>0.00%</b>

**Footnotes:**

**Personnel Services:**

<sup>1</sup> Salaries Operational Staff for Parking Enforcement Officers

**Expenses:**

<sup>2</sup> Lease payment St. Pat's Lot includes negotiated increase for FY2021

**Police Department - Emergency Management**

Description		2018		2020	2021	FY20 Δ	FY21	FY20 Δ	FY21
		Actual	2019 Actual	Revised Budget	Prelim Budget	\$	\$	%	%
SALARIES OPERATIONAL STAFF	<sup>1</sup>	794	3,639	5,000	5,000	\$ -		0.00%	
REPAIRS/MAINTENANCE OTHER	<sup>2</sup>	27,615	21,000	22,500	22,500	\$ -		0.00%	
EQUIPMENT/SUPPLIES	<sup>3</sup>	12,179	1,243	5,000	5,000	\$ -		0.00%	
PROFESSIONAL SERVICES	<sup>4</sup>	3,545	3,806	4,100	4,100	\$ -		0.00%	
TRAINING & EDUCATION	<sup>5</sup>	0	2,500	2,500	2,500	\$ -		0.00%	
<b>Expenses</b>		<b>43,339</b>	<b>28,549</b>	<b>34,100</b>	<b>34,100</b>	<b>\$ -</b>		<b>0.00%</b>	
<b>Total Emergency Management</b>		<b>\$ 44,133</b>	<b>\$ 32,188</b>	<b>\$ 39,100</b>	<b>\$ 39,100</b>	<b>\$ -</b>		<b>0.00%</b>	

**Footnotes:**

**Personnel Services:**

<sup>1</sup> Employees performing emergency management functions outside of their regular work day

**Expenses:**

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

<sup>3</sup> Printing, Office Supplies, storage cabinets, laptops and other minor equipment

<sup>4</sup> Technical assistance in emergency management plan development including updating and certification

<sup>5</sup> 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 2021	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				
<b>Total Personnel Services</b>		<b>\$183,719.92</b>		
Expenses		Preliminary Cost - FY 2021	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	
<b>Total Expenses</b>		<b>\$26,835.15</b>		
<b>Total Project Costs</b>		<b>\$210,555.07</b>		

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.*

Department: Proposed New Initiatives

**Project Title: Two Patrol Officers - Traffic Enforcement**

Personnel Services		# Staff	Preliminary Cost - FY 21	Recurring expense?	Brief Description of the Position/Expense
Salaries Management		2		Yes	
Salaries Operational Staff			\$134,140.00		Add Additional Patrol Officers to Address Unmet Needs
Salaries Technical & Professional					Related to Traffic Issues
Salaries Part Time Operational					
<b>Total Personnel Services</b>			<b>\$134,140.00</b>		
Expenses			Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Medicare approx 1.45%			\$1,945.03	YES	
Retirement approx 4.28%			\$5,741.19	Yes	
Health Insurance approx					
<b>Total Expenses</b>			<b>\$7,686.22</b>		
<b>Total Project Costs</b>			<b>\$141,826.22</b>		

Purpose/Description of Request

In researching other Towns that we frequently are compared it has become clear that we do more with less. This is a statement that many departments in Natick can make. When evaluating the unmet needs of the community as compared to programs and services provided by these other departments it is clear that we are falling short on providing traffic safety and enforcement in town. Without question the number one issue that we get as a complaint is traffic related. The request and complaints far outpaces the capacity of our patrol staff. During the period we had the opportunity to have a dedicated traffic officer he was able to address many of these needs by meeting with the community. It wasn't all about enforcement. In many cases it was about solving a problem with changes in design and engineering. This position also played a role in obtaining grants to purchase equipment that help resolve many of the issues. Given the number of complaints that we seem to have I feel that we need to create a Traffic Division of two patrol officers to work day and evenings.

Population to be Served

*Residents, Business Owners, Visitors to Town of Natick*

Department: Proposed New Initiatives

Project Title: Department Clerk Hours

Personnel Services		# Staff	Preliminary Cost - FY 21	Recurring expense?	Brief Description of the Position/Expense
Salaries Management		1			
Salaries Operational Staff			\$10,511.00	Yes	Increase hours to 40 hrs wk from 32 hrs wk
Salaries Technical & Professional					
Salaries Part Time Operational					
<b>Total Personnel Services</b>			<b>\$10,511.00</b>		
Expenses			Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Medicare approx 1.45%			\$0.00	YES	
Retirement approx 4.28%			\$0.00	Yes	
Health Insurance approx					Already receiving Health Benefits
<b>Total Expenses</b>			<b>\$0.00</b>		
<b>Total Project Costs</b>			<b>\$10,511.00</b>		

Purpose/Description of Request

The Department Clerk is one of two positions in the Natick Police Department Records Department. The main task of this department is to receive and process all records within the police department. This would include all motor vehicle citations, parking tickets and court documents. As all records go through this division we have seen an increase in records request through the Public Records Law. In addition to submitted and recorded documents they are responsible for investigating all requests including digital (email, video) that may not land in their possession. For this reason we are requesting an additional 8 hours a week for our clerks that have to process these requests to ensure we stay within the statutory guidelines for processing these requests.

Department: Proposed New Initiatives

Project Title: Additional Dispatcher

Personnel Services		# Staff	Preliminary Cost - FY 21	Recurring expense?	Brief Description of the Position/Expense
Salaries Management		1		Yes	
Salaries Operational Staff			\$52,666.00		Add Additional F/T Dispatcher
Salaries Technical & Professional					
Salaries Part Time Operational					
<b>Total Personnel Services</b>			<b>\$52,666.00</b>		
Expenses			Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Medicare approx 1.45%			\$763.66	YES	
Retirement approx 4.28%			\$2,254.10	Yes	
Health Insurance approx					
<b>Total Expenses</b>			<b>\$3,017.76</b>		
<b>Total Project Costs</b>			<b>\$55,683.76</b>		

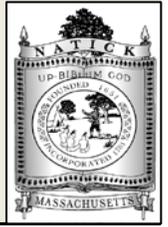
Purpose/Description of Request

Public Safety Dispatchers for the Town of Natick play the very important role of gatekeeping and manager of all public safety operations. Our current approved full time staff of 10 leaves very little flexible on each shift. Each shift is staffed with a minimum of 2 dispatchers. Therefore anytime a day off is granted creates overtime and in some cases forced overtime due to the limited staff. We have attempted to resolve this with per-diem staff but the lack of flexibility with these employees does not assist us in resolving this issue. In FY2020 we have used our State 911 Grant Funding to test our theory to determine if adding an additional full time dispatcher would impact these issues. In the few months since we began this has proven to be the fact. For this reason we are requesting that one full time dispatcher be added to the staff.

Population to be Served

Residents, Business Owners, Visitors and Public Safety Staff for the Town of Natick

# Fire Department



## FY 2021 Operational Budget Request

Michael Lentini, Fire Chief

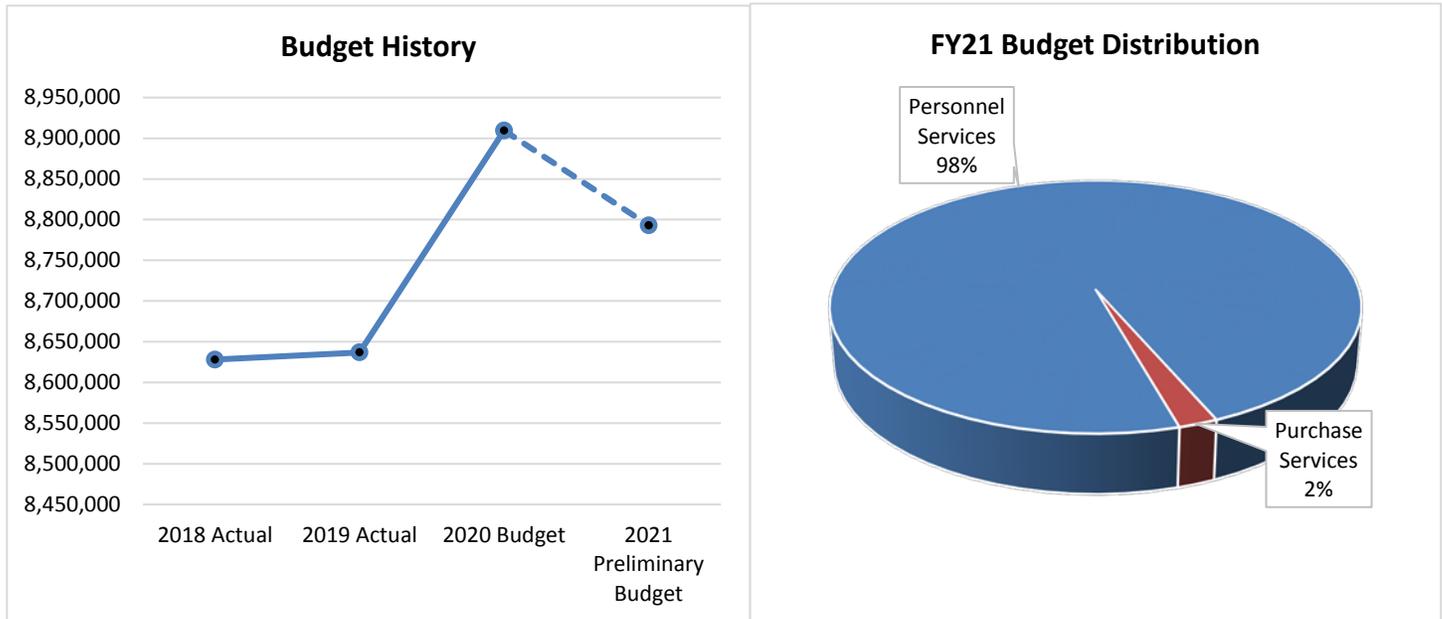
### Mission:

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 2021:

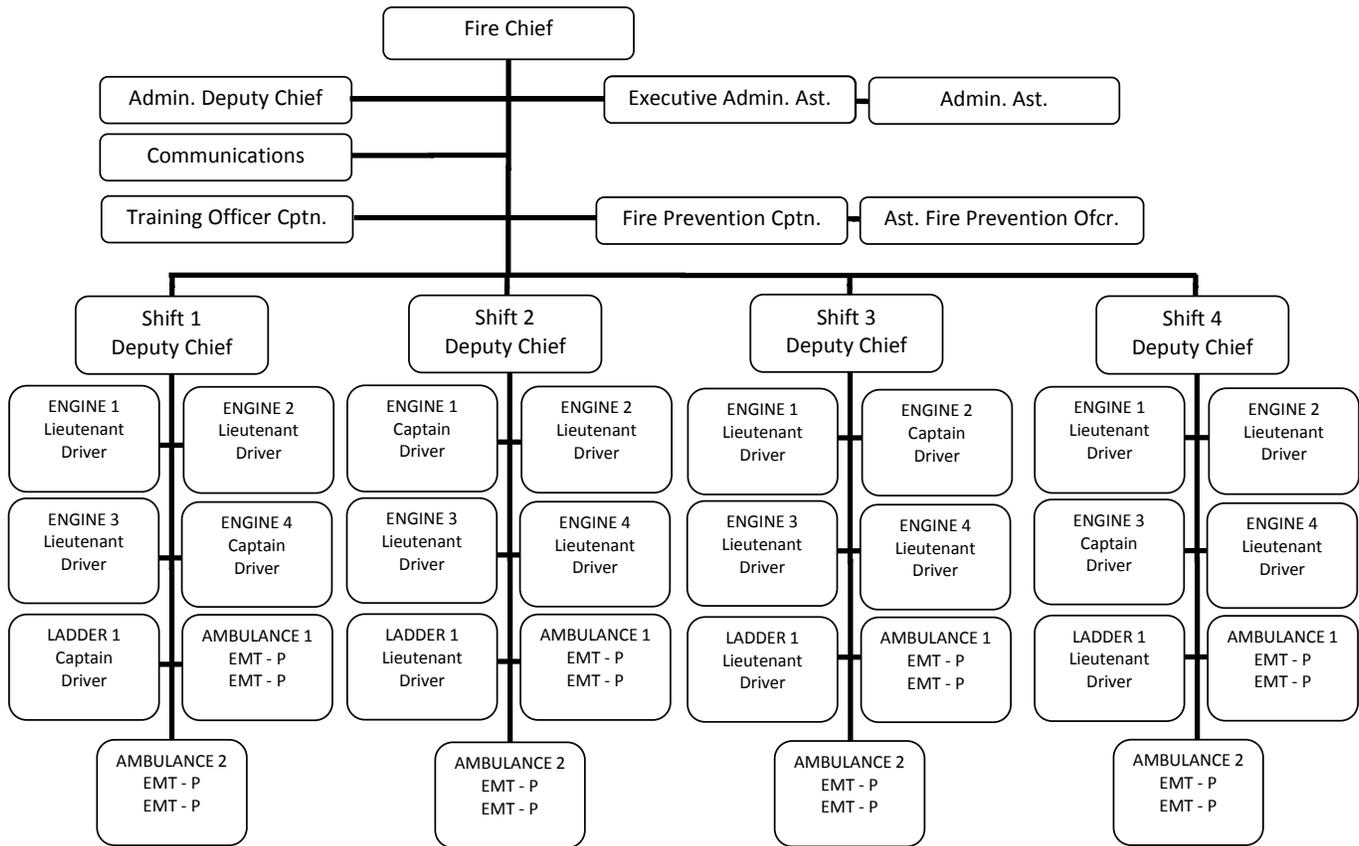
- New Initiative - Additional Firefighter/Paramedic (deferred funding to FY22)
- New Initiative - Medic Training Program (deferred funding to FY23)
- Contractually obligated assessment center costs included
- Funds for foam and hose
- Salary savings due to retirements

### Budget Summary -



# Fire Department

## Department - Organizational Summary

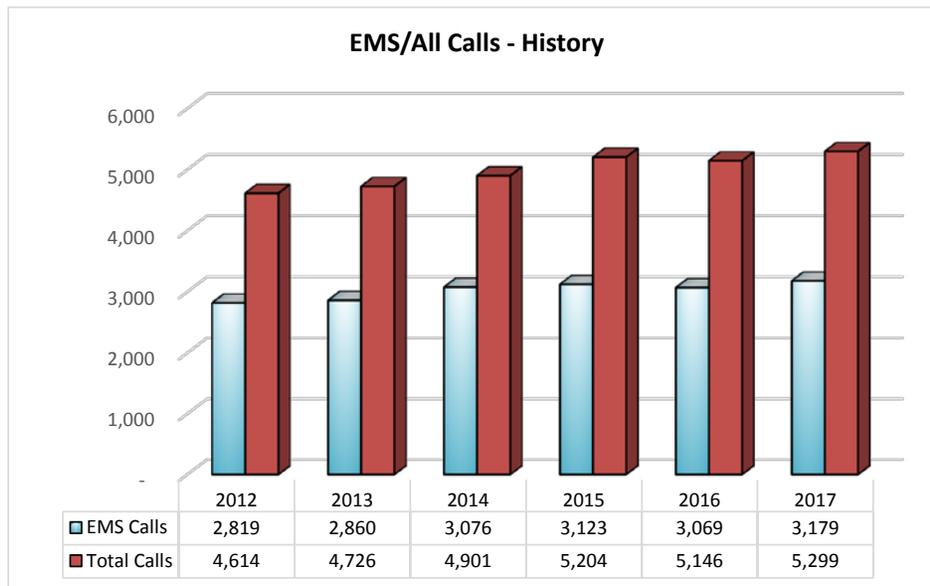


Total Staff - 88 FTEs

### Notes

Not all compliments are fully staffed at levels shown above. Budget accounts for staffing of 20 personnel/shift. Minimum manning level as of FY2021 is 17 per shift.

### Department by the Numbers



**Fire Department**

Description	2018 Actual	2019 Actual	2020 Budget	2021	FY20 Δ FY21 \$	FY20 Δ FY21 %
				Preliminary Budget		
<b>Salaries</b>						
SALARIES MANAGEMENT	638,148	609,037	620,236	622,251	2,015	0.32%
SALARIES SUPERVISORY	1,535,340	1,473,791	1,481,863	1,483,684	1,821	0.12%
SALARIES OPERATIONAL STAFF	3,271,136	3,195,344	3,651,390	3,530,942	-120,448	-3.30%
SALARIES TECHNICAL/PROFESSNL	298,623	296,879	302,064	300,911	-1,153	-0.38%
SALARIES RESCUE TASK FORCE	24,548	10,447	24,000	24,000	0	0.00%
SALARIES PER FLSA	55,091	75,440	45,000	45,000	0	0.00%
SALARIES ADD'L COMP TECH/PROF	90,560	88,712	95,375	99,875	4,500	4.72%
SALARIES ADD'L COMP MGMT	151,189	144,741	161,910	164,859	2,949	1.82%
SALARIES ADDL COMP SUPERVISORY	476,863	476,099	478,840	489,588	10,748	2.24%
SALARIES ADD'L COMP OPER	886,400	861,362	991,818	970,438	-21,380	-2.16%
<b>Total Salaries</b>	<b>7,427,898</b>	<b>7,231,853</b>	<b>7,852,496</b>	<b>7,731,548</b>	<b>-120,948</b>	<b>-1.54%</b>
<b>Over Time</b>						
SALARIES MGMT SHFT O/T	78,053	60,162	91,800	91,800	0	0.00%
SALARIES T/P SHFT O/T	24,136	30,057	45,900	45,900	0	0.00%
SALARIES SPVSRY SHFT O/T	250,379	314,937	220,000	220,000	0	0.00%
SALARIES OPERATIONAL O/T	408,617	574,760	220,000	220,000	0	0.00%
SALARIES OPER A/OTH OT	71,300	65,526	82,100	82,100	0	0.00%
SALARIES SPVSRY A/OTH OT	37,229	41,497	40,625	40,625	0	0.00%
SALARIES MGMT A/OTHER OT	18,954	19,367	25,500	25,500	0	0.00%
SALARIES T/P A/OTH OT	10,578	8,585	15,300	15,300	0	0.00%
<b>Total Overtime</b>	<b>899,246</b>	<b>1,114,890</b>	<b>741,225</b>	<b>741,225</b>	<b>0</b>	<b>0.00%</b>
SALARIES-PUBLIC SAFETY EDUC	25,893	33,704	37,000	37,000	0	0.00%
<b>Total Personnel Services</b>	<b>8,353,037</b>	<b>8,380,446</b>	<b>8,630,721</b>	<b>8,509,773</b>	<b>-120,948</b>	<b>-1.40%</b>

**Footnotes:**

<sup>1</sup> **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.

<b>Fire Department</b>							
Description	2018 Actual	2019 Actual	2020 Budget	2021	FY20 Δ FY21	FY20 Δ FY21	
				Preliminary Budget			
PUBLIC SAFETY EDUCATION	6,000	5,958	6,000	6,000	0	0.00%	
LAUNDRY EXPENSE	0	0	300	300	0	0.00%	
TRAINING & EDUCATION	4,616	13,359	5,000	5,000	0	0.00%	
DUES & MEMBERSHIPS	3,140	3,300	3,300	3,300	0	0.00%	
EQUIPMENT REPAIRS/SERVICING	15,768	15,976	16,000	16,000	0	0.00%	
FIRE APPARATUS REPAIRS/MAINT <sup>2</sup>	2,964	5,338	7,000	7,000	0	0.00%	
TELEPHONE	20,346	21,173	16,000	16,000	0	0.00%	
PURCHASED SERVICES MISC	4,402	3,974	29,000	29,000	0	0.00%	
<b>Total Purchase Services</b>	<b>57,236</b>	<b>69,077</b>	<b>82,600</b>	<b>82,600</b>	<b>0</b>	<b>0.00%</b>	
SUPPLIES DIVING EQUIPMENT	7,658	2,351	8,000	8,000	0	0.00%	
SUPPLIES AMBULANCE	62,578	59,686	60,000	60,000	0	0.00%	
SUPPLIES FOAM & HOSE	37,530	25,806	26,000	32,000	6,000	23.08%	
SUPPLIES PUBLIC SAFETY <sup>3</sup>	41,492	32,138	30,000	30,000	0	0.00%	
<b>Operational Supplies</b>	<b>149,258</b>	<b>119,981</b>	<b>124,000</b>	<b>130,000</b>	<b>6,000</b>	<b>4.84%</b>	
OFFICE SUPPLIES	4,967	4,589	5,000	5,000	0	0.00%	
COMPUTER SUPPLIES	1,074	227	1,000	1,000	0	0.00%	
<b>Other Supplies</b>	<b>6,041</b>	<b>4,816</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>	<b>0.00%</b>	
CLOTHING ALLOW MANAGEMENT	6,250	6,250	6,250	6,250	0	0.00%	
CLOTHING ALLOW SUPERVISORY	16,275	15,500	16,275	16,275	0	0.00%	
CLOTHING OPERATIONAL	36,975	37,700	40,600	39,150	-1,450	-3.57%	
CLOTHING ALLOW TECH/PROF	3,000	3,000	3,000	3,000	0	0.00%	
<b>Uniform Allowance</b> <sup>4</sup>	<b>62,500</b>	<b>62,450</b>	<b>66,125</b>	<b>64,675</b>	<b>-1,450</b>	<b>-2.19%</b>	
<b>Total</b>	<b>8,628,072</b>	<b>8,636,770</b>	<b>8,909,446</b>	<b>8,793,048</b>	<b>-116,398</b>	<b>-1.31%</b>	

**Footnotes:**

**Purchased Services:**

<sup>2</sup> Fire Apparatus equipment - Repair nozzles, valves and all other ancillary equipment

**Operational Supplies:**

<sup>3</sup> Supplies Public Safety - Boots, gloves, helmets etc., uniforms for new hires

**Uniform Allowance:**

<sup>4</sup> Uniform Allowance - Contractual stipend paid for uniform purchases.

**Project Title: Additional Firefighter**

<b>Personnel Services</b>	<b># Staff</b>	<b>Preliminary Cost - FY 21</b>	<b>Recurring expense?</b>	<b>Brief Description of the Position/Expense</b>
Salaries Operational Staff	1	\$67,530.00	Y	1 FF Paramedic Salary, including addl comp
Operational OT		\$8,666.82	Y	OT based on 222 hours
<b>Total Personnel Services</b>		<b>\$76,196.82</b>		
<b>Expenses</b>		<b>Preliminary Cost - FY 19</b>	<b>Recurring expense?</b>	<b>Brief Description of the Position/Expense</b>
Medicare approx 1.45%		\$1,104.85		
Retirement approx 4.28%		\$3,261.22		
Health Insurance approx		\$18,289.00		estimate based on Family plan
Clothing allowance		\$725.00		per CBA
<b>Total Expenses</b>		<b>\$23,380.08</b>		
<b>Total Project Costs</b>		<b>\$99,576.90</b>		

Purpose/Description of Request

Population to be Served

Revenue Impact

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

# Section V

## Public Works

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# Public Works



## FY 2021 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 2021:

- Municipal Energy Budget stable with proposed 0.5% increase in expenses
- Equipment Maintenance parts and supplies Budget Adjustment to Actuals and Cost Increases
- Updated Tire Replacement Policy and Practice - Sanitation Trucks
- 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 Market
- Municipal Landfill Gas Collection Contract Operations and Expenses
- MGL Chapter 149 Section 6 1/2 municipal compliance with Occupational Safety and Health Administration (OSHA) Regulations
- Compliance with Federal Motor Carrier Safety Administration Drug & Alcohol Clearinghouse Regulations
- In Fall 2019, Completed Resident Survey of Public Works Services and Programs
- Developing and implementing policies and practices to assist Select Board in addressing issue of unaccepted ways
- Implementing Information Technology upgrades to increase customer service, improve efficiencies, and enhance public engagement

**New Initiative:** Cochituate Rail Trail, Kennedy Middle School, and Park Landscape and Grounds Maintenance

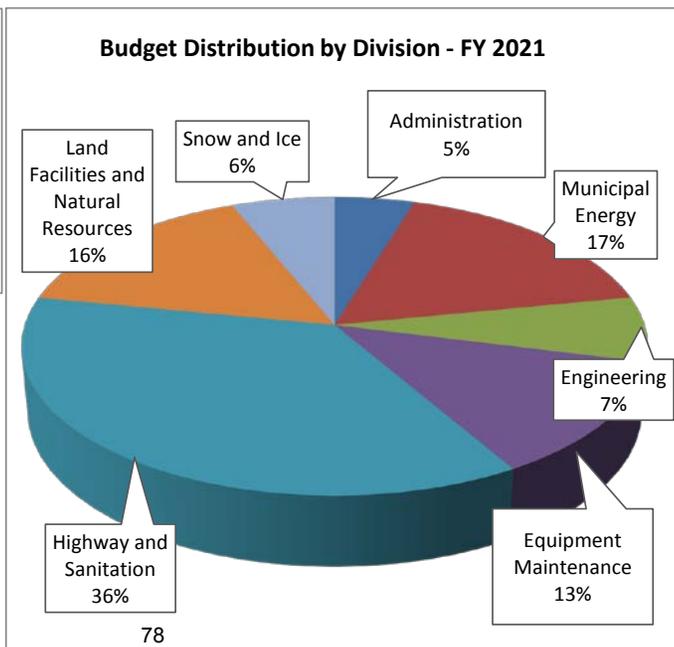
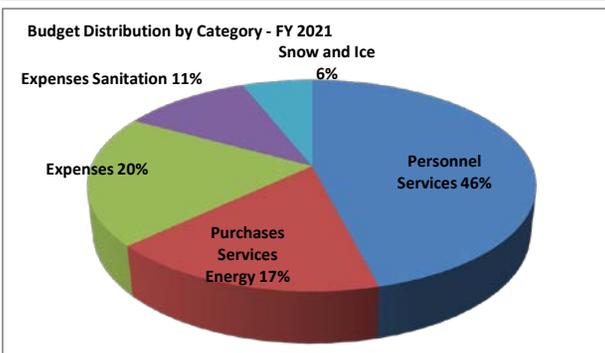
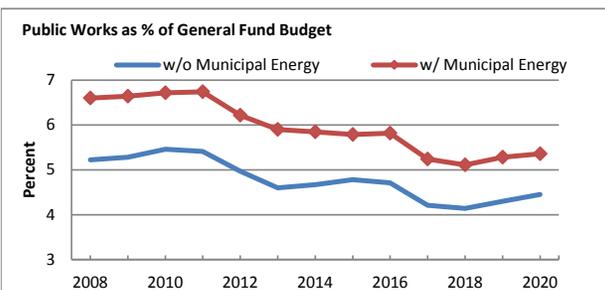
**New Initiative:** Vegetative Management Plan Implementation

**New Initiative:** Assistant Director of Public Works (not funded in budget)

**New initiative:** Applications Manager (not funded in budget)

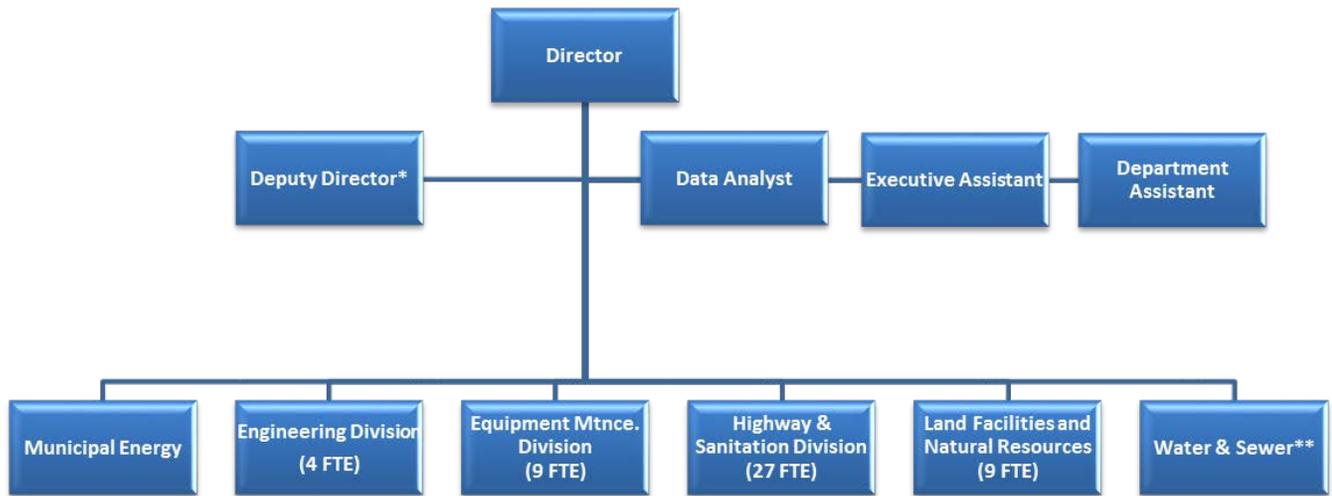
**New Initiative:** Highway & Sanitation Department Assistant (not funded in budget)

### Budget Summary:



## Public Works - Administration

### Department - Organizational Summary



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

Total Public Works Department Staff - 53 FTEs

#### Notes

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

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

#### Administration Division by the Numbers

- Administrative and customer service support for Public Works, Purchasing and Sustainability
- Weekly payroll and managing staff time usage
- Preparing and processing over 5,000 purchase orders and invoices
- Handling emergency and storm-related inquiries
- Preparation and management of the annual operating and capital budgets
- Manangement and monitoring of municipal energy usage and budget
- Working with the Procurement Officer in preparation and review of bids and contracts
- Collecting fees for street openings, water and sewer permits, bulk waste pick-up, maps, and recycling bins
- Scheduling final water readings, high water bill inspections, irrigation meter appointments
- Management of municipal street light and traffic light maintenance
- Environmental Compliance 21E Sites and Landfill

**Public Works - Administration**



**Department: Line item budget**

Description		2019	2019	2020	2021	2020 vs. 2021	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
SALARIES MANAGEMENT	<sup>1</sup>	138,400	140,632	141,556	144,387	2,831	2.00%
SALARIES OPERATIONAL STAFF	<sup>2</sup>	156,255	169,915	173,249	175,489	2,240	1.29%
SALARIES PART TIME OPERATIONAL	<sup>3</sup>	0	0	12,200	12,200	-	0.00%
TEMP OPERATIONAL STAFF		0	0	10,815	10,815	-	0.00%
SALARIES ADD'L COMP OPER		3,500	1,000	3,500	3,500	-	0.00%
SALARIES PER (FLSA)	<sup>4</sup>	2,284	2,886	5,000	5,000	-	0.00%
<b>Personnel Services</b>		<b>300,439</b>	<b>314,433</b>	<b>346,320</b>	<b>351,391</b>	<b>5,071</b>	<b>1.46%</b>
EQUIPMENT REPAIRS/SERVICING		210		300	300	-	0.00%
TELEPHONE		13,798	12,680	9,500	10,500	1,000	10.53%
POSTAGE		1,649	1,325	1,020	1,200	180	17.65%
PURCHASED SERVICES MISC	<sup>5</sup>	1,998	2,040	2,450	2,450	-	0.00%
PRINTING/ADVERTISING		4,068	5,425	2,000	4,000	2,000	100.00%
TRAINING & EDUCATION		13,755	6,157	25,500	25,500	-	0.00%
COMPLIANCE INSP & TRAINING	<sup>6</sup>	10,880		12,750	12,750	-	0.00%
LICENSES CDL & SPECIAL		84	8,767	225	225	-	0.00%
OFFICE SUPPLIES		8,306	8,469	9,500	9,500	-	0.00%
GIS SUPPLIES	<sup>7</sup>	8,518	8,715	9,430	9,430	-	0.00%
PROTECTIVE CLOTHING		0		3,500	3,500	-	0.00%
<b>Expenses</b>		<b>63,266</b>	<b>53,578</b>	<b>76,175</b>	<b>79,355</b>	<b>3,180</b>	<b>4.17%</b>
<b>Total Administration</b>		<b>363,705</b>	<b>368,011</b>	<b>422,495</b>	<b>430,746</b>	<b>8,251</b>	<b>1.95%</b>

**Footnotes:**

**Salaries:**

<sup>1</sup> Management - Salary for the Director of Public Works

<sup>2</sup> Operational - Salaries for the Executive Assistant, Department Assistant, and Data Analyst

<sup>3</sup> Temporary Operational Staff - Salaries for part-time interns

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

**Purchased Services:**

<sup>5</sup> Purchased Services Misc. - Professional memberships to various organizations.

**Technical & Professional Services:**

<sup>6</sup> 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:**

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

## Public Works - Municipal Energy

### Municipal Energy Division - Organizational Summary

Total Staff - 0 FTEs

#### Notes

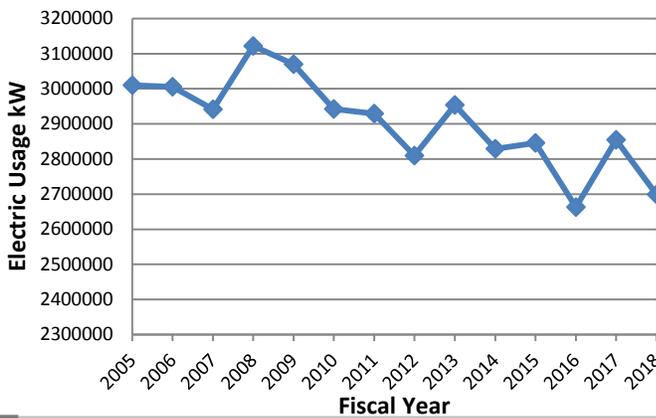
\* The Municipal Energy Division includes no staff. The Administration Division of Public Works manages and monitors the municipal energy budget.

### Municipal Energy Division by the Numbers

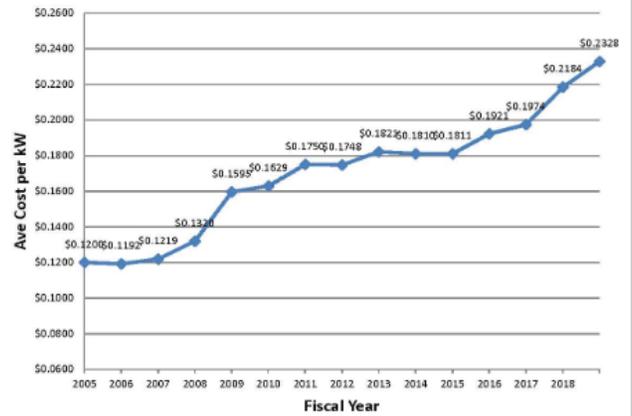
* Estimated	2017	2018	2019	2020*	2021*
<b>Workload Indicators</b>					
Street Lights	2550	2550	2550	2550	2550
Traffic Signal Locations	21	21	21	21	21
Natural Gas Use (Therms)	111,701	124,292	120,347	114,000	114,000
Electrical Use (kW)	2,854,471	2,698,624	2,559,084	2,780,000	2,725,000
U. L. Sulfur Diesel Use (Gallons)	103,510	96,323	66,253	105,000	100,000
Unleaded Fuel Use (Gallons)	72,008	77,128	891,111	85,000	90,000

* Estimated	2017	2018	2019	2020*	2021*
<b>Efficiency Indicators</b>					
Municipal Buildings	12	12	12	12	12
Gross S.F. of General Fund Mun. Bldgs.	377,570	377,570	377,570	377,570	377,570
Building Energy Costs/Gross S. F.	\$ 1.79	\$ 1.92	\$ 1.94	\$ 2.11	\$ 2.11

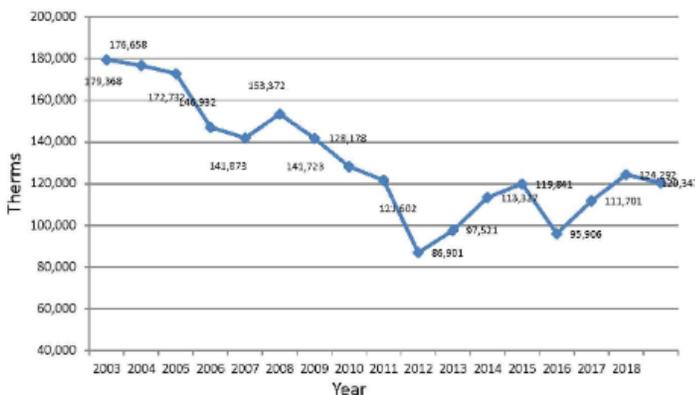
**Municipal Building Electric Usage History**



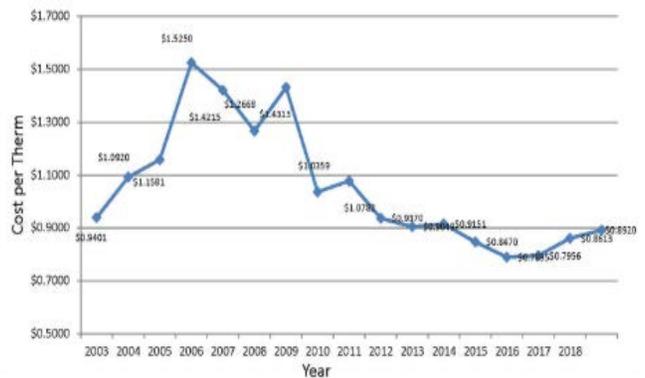
**Municipal Building Ave kW Cost History**



**Natural Gas Usage - Therms**



**Natural Gas Usage - Cost per Therm**



**Public Works - Municipal Energy**



**Department: Line item budget**

Description		2018	2019	2020	2021	2020 vs. 2021	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
<b>Street Lighting</b>							
Street Lighting	<sup>1</sup>	101,735	142,772	102,648	106,000	3,352	3.27%
Contractual Services	<sup>2</sup>	85,390	123,220	91,190	95,500	4,310	4.73%
<b>Buildings</b>							
Building Electricity	<sup>3</sup>	590,792	595,742	650,000	652,600	2,600	0.40%
Building Fuel Oil & Natural Gas	<sup>4</sup>	135,420	136,031	146,000	146,000	0	0.00%
<b>Vehicles</b>							
Gasoline	<sup>5</sup>	436,640	490,344	510,000	510,000	0	0.00%
<b>Total Purchased Services</b>		<b>1,349,977</b>	<b>1,488,109</b>	<b>1,499,838</b>	<b>1,510,100</b>	<b>10,262</b>	<b>0.68%</b>
<b>Holiday Lighting</b>							
Holiday Lighting	<sup>6</sup>	2,265	3,347	5,200	3,000	-2,200	-42.31%
<b>Supplies</b>		<b>2,265</b>	<b>3,347</b>	<b>5,200</b>	<b>3,000</b>	<b>-2,200</b>	<b>-42.31%</b>
<b>Total Energy Expense</b>		<b>1,352,242</b>	<b>1,491,456</b>	<b>1,505,038</b>	<b>1,513,100</b>	<b>8,062</b>	<b>0.54%</b>

**Footnotes:**

**Purchased Services:**

<sup>1</sup> Street Lighting - Energy and hardware costs for all street and traffic lights

<sup>2</sup> Contractual Services - Cost to maintain and repair street and traffic lights throughout the town. Consulting and contracting for energy management services.

<sup>3</sup> Building Electricity - Cost of electricity for municipal buildings.

<sup>4</sup> Building Fuel Oil & Natural Gas - Cost for natural gas and fuel oil for hot water and heat for municipal buildings.

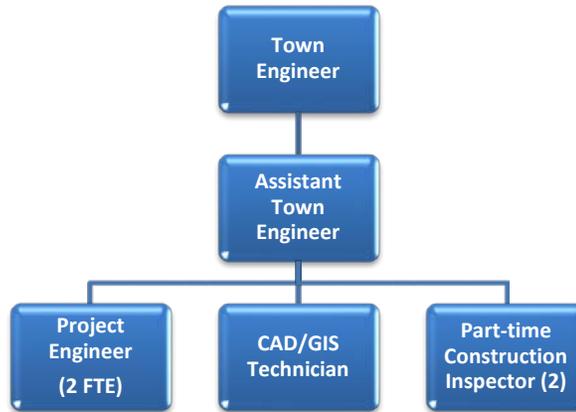
<sup>5</sup> Gasoline - Cost of all fuel used in municipal vehicles. Includes unleaded fuel, ultra-low sulfur diesel, efficiency additives, and propane gas.

**Supplies:**

<sup>6</sup> Holiday Lighting - Costs associated with holiday lighting.

**Public Works - Engineering**

**Engineering Division - Organizational Summary**



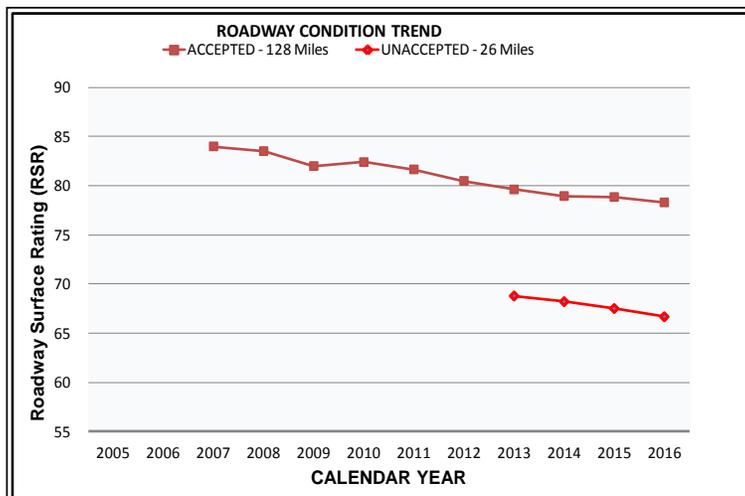
Total Division Staff - 5 FTEs (number per position in parentheses)

Notes

**Engineering Division by the Numbers**

	2017	2018	2019	2020*	2021*
<b>Workload Indicators</b>					
Value of Town Roadway Improvement Projects	\$5,000,000	\$5,000,000	\$1,994,805	\$9,520,000	\$10,650,000
Number of Water and Sewer Service Permits Issued - Provided Inspections and As-built Plan Revisions	130	187	207	200	200
Number of Street Opening Permits Issued - Provided Necessary Inspections	244	444	480	475	475
Number of Utility Mark-outs Provided for Town Wide Construction Activities	325	335	262	350	300
Building Permit Reviews	350	368	441	400	400
Planning Board & ZBA Plan Reviews	67	83	82	82	82

\* Estimated



**Public Works - Engineering**



**Department: Line item budget**

Description		2018	2019	2020	2021	2020 vs. 2021	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	1	88,825	107,841	111,974	111,546	-428	-0.38%
SALARIES TECHNICAL/PROFESSNL	2	262,083	262,083	354,388	351,351	-3,037	-0.86%
SALARIES PART-TIME	3	39,209	32,797	69,207	69,207	0	0.00%
SALARIES ADDL COMP SUPERVISORY		26,400	30,200	40,600	40,600	0	0.00%
<b>Personnel Services</b>		<b>416,518</b>	<b>432,921</b>	<b>576,169</b>	<b>572,704</b>	<b>-3,465</b>	<b>-0.60%</b>
LICENSES CDL & SPECIAL	4	2,511	2,701	4,500	4,500	0	0.00%
EQUIPMENT REPAIRS/SERVICING	5	1,250	4,370	3,750	3,750	0	0.00%
ENGINEERING CONSULTANT	6	8,832	4,044	15,000	15,000	0	0.00%
STORM WATER PERMIT COMPLIANCE	7	95,885	12,730	30,000	30,000	0	0.00%
ENGINEERING SUPPLIES	8	5,834	5,938	6,450	6,450	0	0.00%
<b>Expenses</b>		<b>114,312</b>	<b>29,783</b>	<b>59,700</b>	<b>59,700</b>	<b>0</b>	<b>0.00%</b>
<b>Total Engineering</b>		<b>530,830</b>	<b>462,704</b>	<b>635,869</b>	<b>632,404</b>	<b>-3,465</b>	<b>-0.54%</b>

**Footnotes:**

**Salaries**

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

**Purchased Services**

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

**Technical & Professional Services**

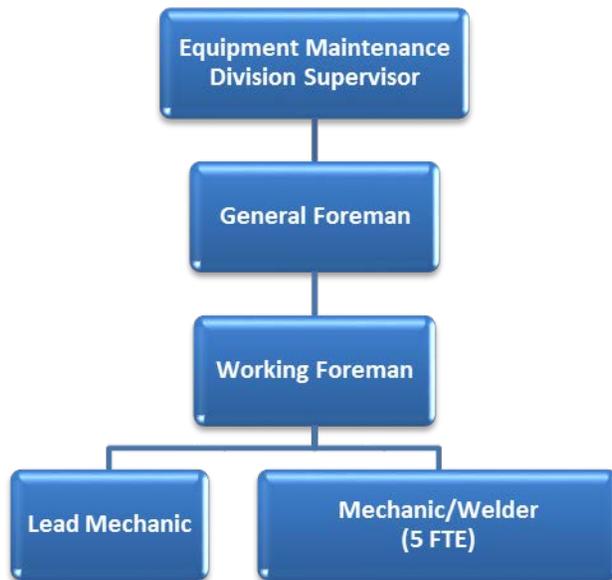
- <sup>6</sup> Engineering Consultant - Costs for outside consulting services for preparing easement plans. Misc. engineering software training. Phase I inspections for the Charles River Dam and Jennings Pond Dam as required by the Department of Conservation and Recreation Office of Dam Safety. Preparation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

**Other Supplies**

- <sup>8</sup> 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*	2021*
<b>Workload Indicators</b>						
Total Pieces of Equipment	491	491	498	500	500	500
Registered Vehicles	N/A	216	216	220	223	227
Backup Generators	N/A	23	23	24	24	24

\* Estimated

**Public Works - Equipment Maintenance**



**Department: Line item budget**

Description		2018	2019	2020	2021	2020 vs. 2021	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	<sup>1</sup>	89,305	93,649	107,205	106,796	(409)	-0.38%
SALARIES OPERATIONAL STAFF	<sup>2</sup>	374,848	399,845	466,035	484,228	18,193	3.90%
SALARIES OPERATIONAL O/T		23,804	28,059	29,733	30,328	595	2.00%
SALARIES ADDL COMP SUPERVISORY		7,900	7,900	8,700	8,700	-	0.00%
SALARIES ADD'L COMP OPER		2,029	1,976	1,905	2,280	375	19.69%
<b>Personnel Services</b>		<b>497,886</b>	<b>531,429</b>	<b>613,578</b>	<b>632,332</b>	<b>18,754</b>	<b>3.06%</b>
RENTAL OF UNIFORMS		4,982	7,002	5,650	7,000	1,350	23.89%
VEHICLE INSPECTION - STICKERS		16,602	17,903	17,500	18,000	500	2.86%
VEHICLE SUPPLY OIL		21,344	17,274	22,000	22,500	500	2.27%
RADIO EQUIP REPAIRS/REPLCMNT		6,102	3,888	5,800	5,800	-	0.00%
CLOTHING OPERATIONAL	<sup>3</sup>	5,488	4,850	5,500	5,500	-	0.00%
LICENSES CDL & SPECIAL		275	285	450	450	-	0.00%
VEHICLE SUPPLIES TIRES/TUBES		68,966	69,372	71,400	80,000	8,600	12.04%
VEHICLE SUPPLIES PARTS		297,556	393,378	255,000	295,000	40,000	15.69%
VEHICLE BODY DAMAGE & REPAIRS		8,392	13,803	7,650	9,000	1,350	17.65%
SHOP SUPPLIES	<sup>4</sup>	14,384	14,508	10,750	12,500	1,750	16.28%
GENERATOR MAINTENANCE	<sup>5</sup>	55,952	40,240	30,000	40,000	10,000	33.33%
SURPLUS EQU PURCHASE	<sup>6</sup>	2,224	2,161	5,000	5,000	-	0.00%
<b>Expenses</b>		<b>502,267</b>	<b>584,664</b>	<b>436,700</b>	<b>500,750</b>	<b>64,050</b>	<b>14.67%</b>
<b>Total Equipment Maintenance</b>		<b>1,000,153</b>	<b>1,116,093</b>	<b>1,050,278</b>	<b>1,133,082</b>	<b>82,804</b>	<b>7.88%</b>

**Footnotes:**

**Salaries:**

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

**Supplies:**

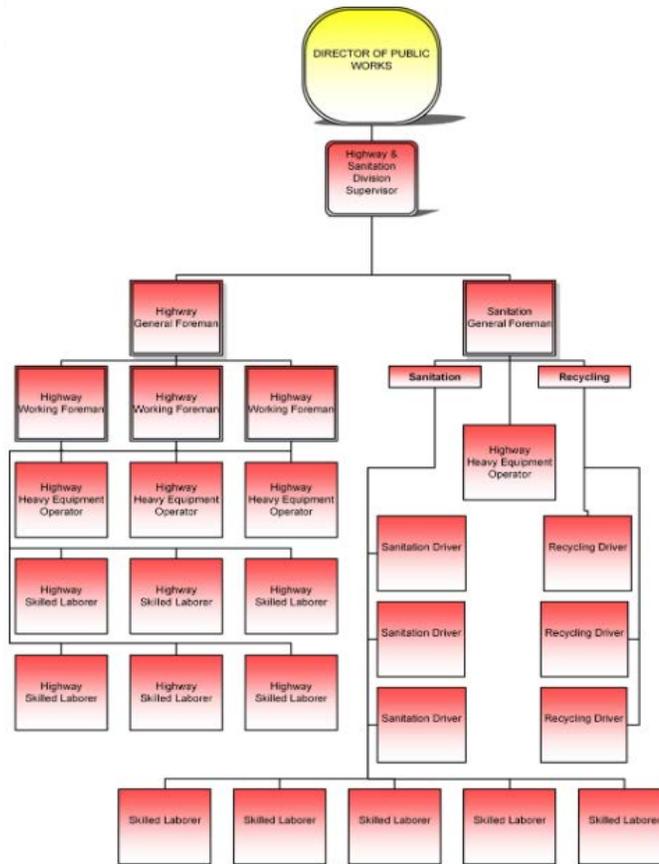
- <sup>3</sup> Clothing Operational - Tool allowance, seasonal safety clothing, safety boots per union contract
- <sup>4</sup> Shop Supplies - Shop tools, rags, small equipment, misc. supplies, and meeting registrations.
- <sup>5</sup> Generator Maintenance - Parts and services for repair and routine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

**Other Capital Outlay:**

- <sup>6</sup> 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)

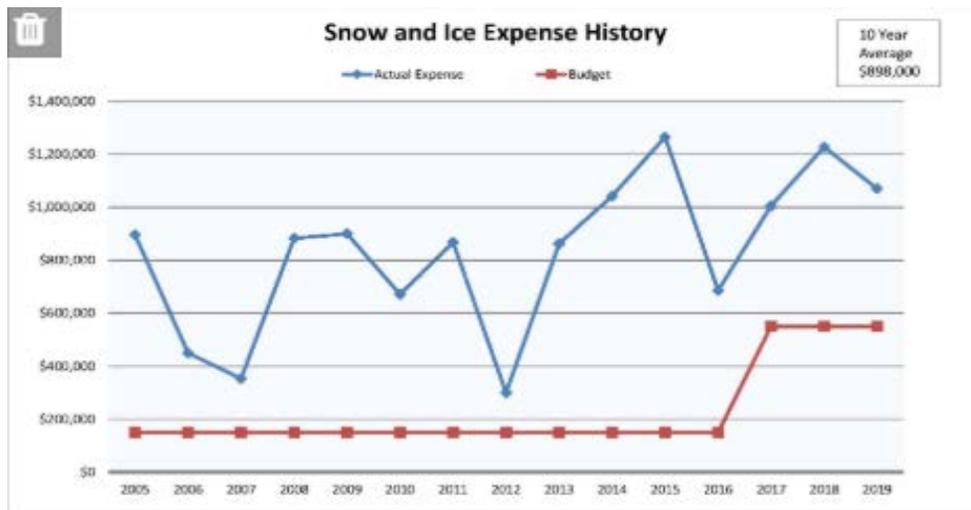
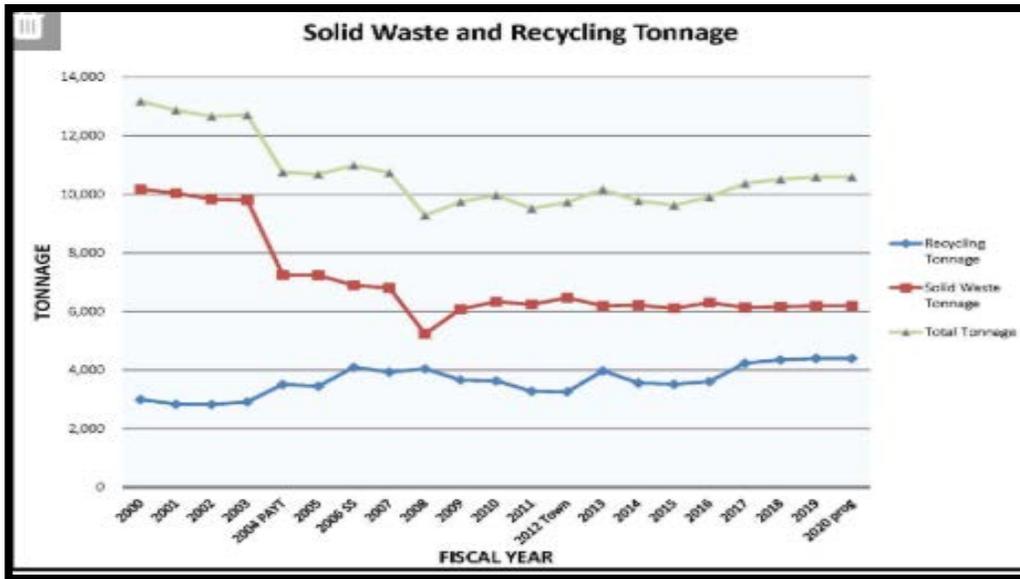
### Notes

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

## Highway & Sanitation Division by the Numbers

<i>Fiscal year</i>	2017	2018	2019	2020*	2021*
<b>Workload Indicators</b>					
<b>Highway</b>					
Total miles of accepted roadways	128	128	129	129	129
Total miles of sidewalk	138	140	140	140	140
Total miles of unaccepted roadways	26	26	25	25	25
Total number of wheelchair ramps	1,540	1,550	1,550	1,550	1,550
Number of catch basins cleaned	1,500	4,175	2,085	1,000	1,000
<b>Sanitation</b>					
Total tons of municipal solid waste collected curbside	6,137	6,163	6,195	6,195	6,195
Total number of households provided with sanitation collection	10,040	10,100	10,135	10,135	10,135
Total tons of recyclables collected					
- Curbside	4,232	4,352	4,397	4,397	4,397
- At Recycling Center	699	700	919	919	919
Total tons of yard waste collected at curbside	5,700	6,100	6,550	6,550	6,550
Number of curbside yard waste collection days	8	8	8	8	8
Total tons of yard waste and brush accepted at Recycling Center	4,020	4,350	4,500	4,500	4,500
<b>Snow &amp; Ice Removal</b>					
Number of snow events					
- Minor storms	25	24	20	20	20
- Major storms	6	8	6	6	6
Materials used to treat Natick Streets					
- Salt (Ton)	4,560	5,060	3,413	3,413	3,413
- Sand (Ton)	1,123	87	188	188	188
- Liquid (Gallons)	4,500	10,200	28,200	30,000	30,000
<b>Sidewalk &amp; Curb Repair</b>					
Curbing (lf)	3,700	4,270	2,880	2,880	2,880
Sidewalks (lf)	9,306	865	-		
<b>Street and Traffic Signs</b>					
New	110	112	110	110	110
Repaired & replaced	273	305	310	310	310
<b>Catch Basin &amp; Manhole Repair</b>					
			13	13	
Manholes	13	7	76	76	15
Catch basins	34	60	1	1	35
New structures	-	-	4	4	4
<b>Line Painting</b>					
Crosswalks (Each)	300	304	306	306	306
Center & fog Lines (Miles)	305	305	305	305	305

\* Estimated



**Public Works - Highway & Sanitation**



**Department: Line item budget**

Description		2018	2019	2020	2021	2020 vs. 2021	
		Actual Expense	Actual Expense	Budget	Prelim	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	<sup>1</sup>	107,780	107,780	109,936	110,359	423	0.38%
SALARIES OPERATIONAL STAFF	<sup>2</sup>	1,325,505	1,301,843	1,424,165	1,402,672	-21,493	-1.51%
SALARIES PART TIME OPERATIONAL	<sup>3</sup>	47,767	35,577	48,242	48,242	0	0.00%
SALARIES OPERATIONAL O/T		198,028	204,897	172,237	177,404	5,167	3.00%
SALARIES ADDL COMP SUPERVISORY		13,250	13,303	13,250	13,250	0	0.00%
SALARIES ADD'L COMP OPER		19,395	17,862	16,599	16,500	-99	-0.60%
<b>Personnel Services</b>		<b>1,711,726</b>	<b>1,681,262</b>	<b>1,784,429</b>	<b>1,768,427</b>	<b>-16,002</b>	<b>-0.90%</b>
REPAIRS/MAINTENANCE OTHER	<sup>4</sup>	2,578	3,211	3,400	3,400	0	0.00%
ENVIRON MONITORING ENGINEER	<sup>5</sup>	42,495	25,231	38,500	38,500	0	0.00%
BRUSH GRINDING		9,800	12,500	12,500	12,500	0	0.00%
TEST/DISPOSAL ST SWEEPINGS		7,823	10,335	100,000	30,000	-70,000	-70.00%
PURCHASE OF SAND/GRAVEL		9,250	7,694	14,000	14,000	0	0.00%
PURCHASED SERVICES MISC	<sup>6</sup>	2,300	55	2,500	2,500	0	0.00%
PURCH SERV-CRACKED SEALING		36,300	0	40,000	40,000	0	0.00%
LANDFILL CAP MAINTENANCE	<sup>7</sup>	0	1,500	6,500	6,500	0	0.00%
GAS/FLARING STA MAINTENANCE	<sup>8</sup>	38,761	33,992	30,000	35,000	5,000	16.67%
CONDENSATE DISPSL FLARING STA	<sup>9</sup>	11,822	2,343	3,500	3,500	0	0.00%
<b>Purchased Services</b>		<b>161,129</b>	<b>96,861</b>	<b>250,900</b>	<b>185,900</b>	<b>-65,000</b>	<b>-25.91%</b>

**Footnotes:**

**Salaries:**

- <sup>1</sup> Supervisory - Supervisor of Highway and Sanitation
- <sup>2</sup> Operational - Twenty-six support staff to maintain roads, collect trash & recycling, and operate the recycling center
- <sup>3</sup> Part Time Operational - Police details, and seasonal employees for highway and sanitation related work

**Purchased Services**

- <sup>4</sup> Repairs/Maintenance Other - Communications telephone, cable, mobile phone services, misc. purchased services.
- <sup>5</sup> Environ Monitoring Engineer - Compliance costs for West Street municipal landfill.
- <sup>6</sup> Purchased Services Misc - Membership dues, training, certifications, etc.
- <sup>7</sup> Landfill Cap Maintenance - Repairs and maintenance of the 34 acre West Street municipal landfill in accordance with State and Federal Regulations.
- <sup>8</sup> Gas/Flaring Sta. Maintenance - Maintenance and operational expense for the natural gas collection system and flaring station at the West Street municipal landfill.
- <sup>9</sup> 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		2018	2019	2020	2021	2020 vs. 2021	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
CLOTHING OPERATIONAL		8,750	8,750	9,200	9,200	0	0.00%
LICENSES CDL & SPECIAL		795	699	1,150	1,150	0	0.00%
TRAFFIC MARKS & SIGNS		67,164	59,120	98,000	98,000	0	0.00%
PAY AS YOU THROW SUPPLIES		162,683	141,701	155,000	160,250	5,250	3.39%
RECYCLING CENTER MAINT/SUPPLY	<sup>10</sup>	3,784	4,887	5,000	5,000	0	0.00%
MAINTENANCE MATERIALS	<sup>11</sup>	51,894	42,904	54,000	55,000	1,000	1.85%
OFF STREET DRAINAGE	<sup>12</sup>	11,081	24,980	16,500	17,000	500	3.03%
MATERIALS ROAD PAVING			0	200	0	-200	-100.00%
CATCH BASIN CLEANING	<sup>13</sup>		2,990		70,000	70,000	#DIV/0!
COMPOST/RECYCLING BINS		13,000	20,267	13,000	15,000	2,000	15.38%
OTHER SUPPLIES MISCELLANEOUS	<sup>14</sup>	9,910	8,124	8,300	8,300	0	0.00%
<b>Supplies</b>		<b>329,061</b>	<b>314,421</b>	<b>360,350</b>	<b>438,900</b>	<b>78,550</b>	<b>21.80%</b>
HOUSEHOLD HAZARDOUS WASTE	<sup>15</sup>	7,119	18,461	18,500	18,500	0	0.00%
SNOW & ICE REMOVAL	<sup>16</sup>	1,277,099	1,069,437	550,000	550,000	0	0.00%
TIPPING FEE YARD WASTE		21,175	19,482	26,000	26,000	0	0.00%
TIPPING FEE SOLID WASTE	<sup>17</sup>	470,435	504,302	501,000	505,500	4,500	0.90%
RECYCLING CURBSIDE	<sup>18</sup>	0	0	127,500	127,500	0	0.00%
RECYCLING PUBLIC EDUCATION		0	0	3,500	3,500	0	0.00%
TRASH HAULING TOLLS		3,915	3,944	4,100	5,500	1,400	34.15%
STREET & SIDEWALK MAINTENANCE	<sup>19</sup>	169,150	156,063	570,000	175,000	-395,000	-69.30%
<b>Other Charges/Expenses</b>		<b>1,948,894</b>	<b>1,771,690</b>	<b>1,800,600</b>	<b>1,411,500</b>	<b>-389,100</b>	<b>-21.61%</b>
<b>Total Highway, Sanitation, Recycling</b>		<b>4,150,810</b>	<b>3,864,233</b>	<b>4,196,279</b>	<b>3,804,727</b>	<b>-391,552</b>	<b>-9.33%</b>

**Footnotes:**

**Supplies:**

<sup>10</sup> 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.

<sup>11</sup> Maintenance Materials - Tools (saws, blowers, rollers, wheel barrows, shovels, etc.), safety equipment, cold patch, and other equipment.

<sup>12</sup> Off Street Drainage - Drainage system repair materials (block, brick, catch basins, manholes, pipe, etc.) and other equipment for stormwater drainage work.

<sup>13</sup> 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.

<sup>14</sup> Other Supplies Misc. - Gloves, cleaning products, dumpster covers, spill equipment, and safety supplies.

**Other Charges/Expenses:**

<sup>15</sup> 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.).

<sup>16</sup> Snow & Ice Removal - Includes road salt/sand, staff over-time, equipment repair, and contractors for snow removal services.

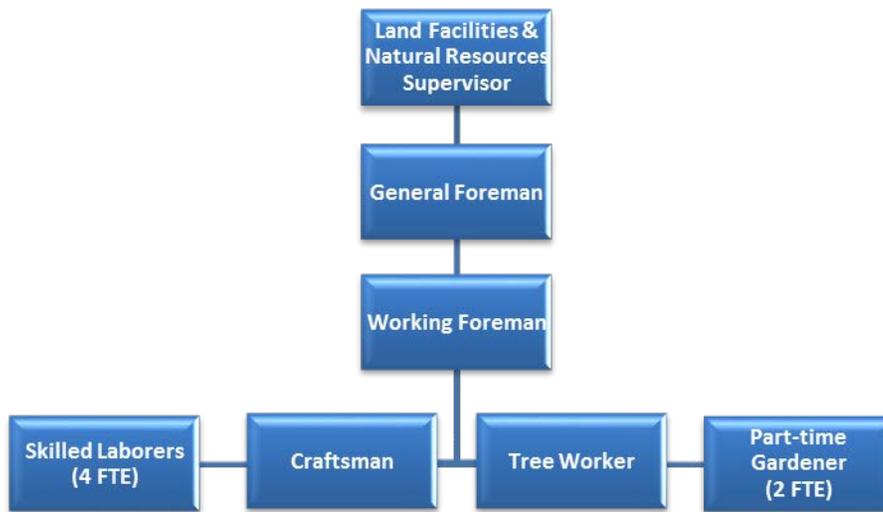
<sup>17</sup> Tipping Fees Solid Waste - Disposal costs of household and municipal solid waste.

<sup>18</sup> Recycling Curbside - Disposal costs for household and municipal recyclable materials.

<sup>19</sup> 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	2017	2018	2019	2020*	2021*
<b>Workload Indicators</b>					
<b>Land Facilities</b>					
Number of fields & parks maintained	62	62	63	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	41	41	41
Acres Mowed Via Contract	57.5	57.5	39	39	39
<b>Forestry</b>					
Number of trees removed	49	71	39	66	50
Number of trees pruned	32	44	60	45	50
Number of stumps removed	35	32	30	50	45

\* Estimated

**Public Works - Land Facilities & Natural Resources**



**Department: Line item budget**

Description		2018	2019	2020	2021	2020 vs. 2021	
		Actual Expense	Actual Expense	Budget	Prelim.	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	<sup>1</sup>	104,301	104,301	107,205	106,796	-\$409	-0.38%
SALARIES OPERATIONAL STAFF	<sup>2</sup>	381,478	405,334	428,658	512,641	\$83,983	19.59%
SALARIES PART TIME OPERATIONAL	<sup>3</sup>	20,357	38,155	45,809	45,933	\$124	0.27%
SALARIES OPERATIONAL O/T		55,433	61,457	34,272	35,300	\$1,028	3.00%
SALARIES ADDL COMP SUPERVISORY		9,700	9,900	9,700	9,700	\$0	0.00%
SALARIES ADD'L COMP OPER		5,694	5,946	5,715	6,035	\$320	5.60%
<b>Total Personnel Services</b>		<b>576,963</b>	<b>625,092</b>	<b>631,359</b>	<b>716,405</b>	<b>\$85,046</b>	<b>13.47%</b>
PURCHASED SERVICES MISC		4,240	5,772	5,350	5,400	\$50	0.93%
CLOTHING OPERATIONAL		2,800	2,800	2,850	2,850	\$0	0.00%
LICENSES CDL & SPECIAL		164	240	350	350	\$0	0.00%
FIELD MAINTENANCE MATERIALS	<sup>4</sup>	129,309	165,736	171,720	172,500	\$780	0.45%
PLAYGROUND MATERIALS	<sup>5</sup>	29,318	34,891	35,500	36,000	\$500	1.41%
BEACH MAINTENANCE MATERIALS	<sup>6</sup>	371	243	600	600	\$0	0.00%
TOOLS & HARDWARE		28,810	23,090	23,000	33,000	\$10,000	43.48%
PLANTING SUPPLIES	<sup>7</sup>	5,511	15,200	20,080	40,080	\$20,000	99.60%
IRRIG PUMP TEST & CALIBRATION	<sup>8</sup>	8,236	8,134	8,280	8,300	\$20	0.24%
TREE SERVICE CONTRACT	<sup>9</sup>	76,187	92,294	98,415	133,500	\$35,085	35.65%
MOWING SERVICE CONTRACT	<sup>10</sup>	72,478	70,336	105,765	201,000	\$95,235	90.04%
<b>Expenses</b>		<b>357,423</b>	<b>418,736</b>	<b>471,910</b>	<b>633,580</b>	<b>\$161,670</b>	<b>34.26%</b>
<b>Total LFNR</b>		<b>934,386</b>	<b>1,043,828</b>	<b>1,103,269</b>	<b>1,349,985</b>	<b>246,716</b>	<b>22.36%</b>

**Footnotes:**

**Salaries:**

- <sup>1</sup> Supervisory - Division Supervisor and Tree Warden
- <sup>2</sup> Operational - Eight support staff to maintain land facilities, parks, athletic fields, and street trees.
- <sup>3</sup> Part Time Operational - Police details and seasonal employees for grounds-related work

**Supplies:**

- <sup>4</sup> 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.
- <sup>5</sup> Playground Materials - Resilient playground surfacing replacement and misc. supplies for repair.
- <sup>6</sup> Beach Maintenance Materials - Beach sand, turn boards, fence repairs, and repairs to the piers and playground equipment.
- <sup>7</sup> Planting Supplies - Replacement and supplemental landscape plantings and supplies (trees, flowers, etc.).
- <sup>8</sup> Irrig. Pump Test & Calibration - Lawn/field irrigation parts, tests, maintenance/upgrades, and contracted services.

**Technical & Professional Services:**

- <sup>9</sup> 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.
- <sup>10</sup> 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 21	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				
<b>Total Personnel Services</b>		<b>\$125,000.00</b>		
Expenses		Preliminary Cost - FY 21	Recurring expense?	Brief Description of the Position/Expense
Supplies		\$200.00	Yes	Misc. Office Supplies
Benefits @ 28.07% Salary		\$35,087.50	Yes	
<b>Total Expenses</b>		<b>\$35,287.50</b>		
<b>Total Project Costs</b>		<b>\$160,287.50</b>		

**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.

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

Department: Public Works - Administration Division	Proposed New Initiative
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**Project Title: Applications Manager**

<b>Personnel Services</b>	<b># Staff</b>	<b>Preliminary Cost - FY 20</b>	<b>Recurring expense?</b>	<b>Brief Description of the Position/Expense</b>
Salaries Management				
Salaries Operational Staff				
Salaries Technical & Professional	1	\$75,000.00	Yes	Tech & Prof Staff Person (PB Grade 3)
Salaries Part Time Operational				
<b>Total Personnel Services</b>		<b>\$75,000.00</b>		

<b>Expenses</b>	<b>Preliminary Cost - FY 19</b>	<b>Recurring expense?</b>	<b>Brief Description of the Position/Expense</b>
Supplies	\$500.00	Yes	Misc. Office Supplies
Phone	\$450.00	Yes	Mobile Phone
Benefits	\$21,052.50	Yes	Benefits @ 28.07% of salary
<b>Total Expenses</b>	<b>\$22,002.50</b>		
<b>Total Project Costs</b>	<b>\$97,002.50</b>		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.

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

Department: Public Works - LFNR Division Proposed New Initiative

**Project Title: Vegetation Management Plan**

Personnel Services	# Staff	Preliminary Cost - FY 21	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff				
Salaries Technical & Professional				
Salaries Part Time Operational				
<b>Total Personnel Services</b>		<b>\$0.00</b>		
Expenses		Preliminary Cost - FY 21	Recurring expense?	Brief Description of the Position/Expense
Contractor Services		\$30,000.00	Yes	Rights of Way herbicide applications
<b>Total Expenses</b>		<b>\$30,000.00</b>		
<b>Total Project Costs</b>		<b>\$30,000.00</b>		

**Purpose/Description of Request**

- This request would provide funding for contractor services to apply herbicides within Rights of Ways. Rights of Ways include public streets, rail/bike trails and any other linear pathways used for public travel. Rights of Ways currently maintained by the Department include Public Ways and the new CRT. Currently the Division Supervisor is working with officials from the Commonwealth to develop a Vegetation Management Plan. A Vegetation Management Plan is required by Code of Massachusetts Regulations 333 11.00 to apply herbicides within Rights of Way. This initiative is critical in order to properly maintain the Town's Rights of Way and control invasive and nuisance vegetation. Invasive and nuisance vegetation can obstruct vehicles, pedestrians and the ability of vehicle operators to see pedestrians, pedestrians to see vehicles and vehicles to see other vehicles. Herbicide applications are a key component for Vegetation management combined with roadside mowing. Herbicide applications within Rights of Way requires a special category (category 40) pesticide license from the Massachusetts Department of Agricultural Resources. No one in this department currently holds this license, few, perhaps one individual holds the credentials and experience to apply for this license.

**Population to be Served**

Natick residents, guests and visitors. Everyone.

**Revenue Impact**

Better, safer roads, happier people.

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

FY21 Initiative - Three LFNR FTEs,  
CRT and KMS

Department: Public Works - LFNR Division Proposed New Initiative

**Project Title: LFNR FTEs and Maintenance Plan for CRT and KMS**

<b>Personnel Services</b>	<b># Staff</b>	<b>Preliminary Cost - FY 21</b>	<b>Recurring expense?</b>	<b>Brief Description of the Position/Expense</b>
Salaries Management				
Salaries Operational Staff	3	\$154,596.00	Yes	Operational Staff Persons (Working Foreman and 2 Skilled Laborers)
Salaries Technical & Professional				
Salaries Part Time Operational				
<b>Total Personnel Services</b>		<b>\$154,596.00</b>		
<b>Expenses</b>		<b>Preliminary Cost - FY 21</b>	<b>Recurring expense?</b>	<b>Brief Description of the Position/Expense</b>
Supplies		\$30,000.00	Yes	Mulch, Seed, Plants, Tools
Contractor Services		\$65,000.00	Yes	Landscaping, Synthetic Turf Services, CRT VMP
Tree Services		\$35,000.00	Yes	Plant Health Care, General Tree Work
Benefits @ 28.07% Salary		\$43,395.10	No	28.07% of salary
Capital Equipment		\$151,000.00	No	Truck, Trailer, Tractor, Brush, Blower, Plow
<b>Total Annual Expenses</b>		<b>\$173,395.10</b>		
<b>Total Annual Project Costs</b>		<b>\$327,991.10</b>		
<b>Total Capital</b>		<b>\$151,000.00</b>		

Purpose/Description of Request

- This request would provide three additional FTE laborers to the Land Facilities and Natural Resources Division of Public Works. These three positions are needed to meet increased expectations and to keep pace with existing large capital renovations that are currently under construction. The main projects currently under construction include the new Kennedy Middle School and The Cochituate Rail Trail. These two projects are expected to be completed in the near future. The new Kennedy Middle School will require additional maintenance tasks and frequencies, such as additional landscape maintenance and synthetic turf maintenance. The Cochituate Rail Trail is a new linear park that will bring new challenges to the division. This rail trail will need mowing, debris removal, plant health care, tree work, and other maintenance tasks. Public demand to provide snow removal on this rail trail is anticipated. Current staffing levels will not meet these demands resulting in escalated deterioration of brand new assets. Other synergies will be realized with these three new FTEs including three new snow removal operators and additional laborers to assist in division projects and maintenance tasks town wide. The supplies and contractor services costs would supplement the new laborers and provide synthetic turf maintenance, general tree work, plant health care, fertilizer, mulch and other landscaping services and supplies.

Population to be Served

Natick residents, guests and visitors. Youth sports groups, school sport groups, physical education classes, students.

Revenue Impact

Public and social goods are hard to quantify. This request will help meet community expectations and self identification and provide outdoor space that attracts visitors, potential home buyers and commercial property investors.

<b>FOR EXECUTIVE OFFICE USE</b>	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
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**Project Title: Highway & Sanitation Division Administrative Assistant**

<b>Personnel Services</b>	# Staff	Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Salaries Management				
Salaries Operational Staff	1	\$46,565.00	Yes	Operational Staff Person
Salaries Technical & Professional				
Salaries Part Time Operational				
<b>Total Personnel Services</b>		<b>\$46,565.00</b>		
<b>Expenses</b>		Preliminary Cost - FY 19	Recurring expense?	Brief Description of the Position/Expense
Supplies		\$200.00	Yes	Misc. Office Supplies
Benefits		\$13,070.80	Yes	28.07% of salary
<b>Total Expenses</b>		<b>\$13,270.80</b>		
<b>Total Project Costs</b>		<b>\$59,835.80</b>		

**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.

<b>FOR EXECUTIVE OFFICE USE</b>	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 2021 Operational Budget Request

Susan Ramsey, Director of Senior Center & Community Services

### 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.

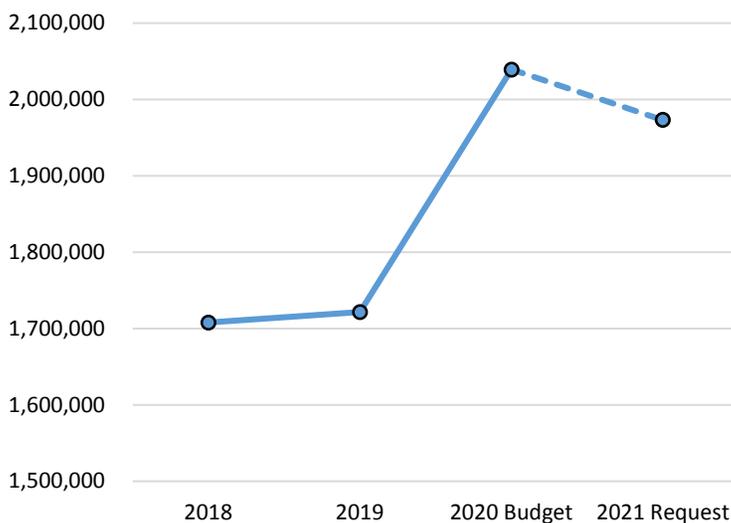
Comprised of the Divisions of Recreation and Parks, the Council on Aging, Human Services, Veteran's Services, and the Natick Community Organic Farm, the Department focuses on supporting Natick's residents through the provision of services which improve health, ensure safety, reduce isolation and create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

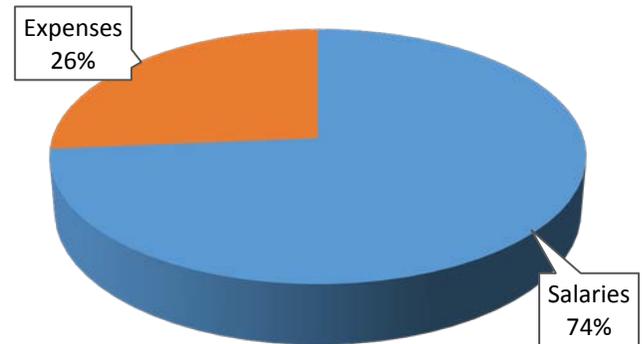
### Budget Highlights for FY 2021:

- New Initiative additional hours for part time teen center mentors
- Increased funding for wellness programming for seniors
- Consolidation of Human Services into the COA budget

#### Budget History

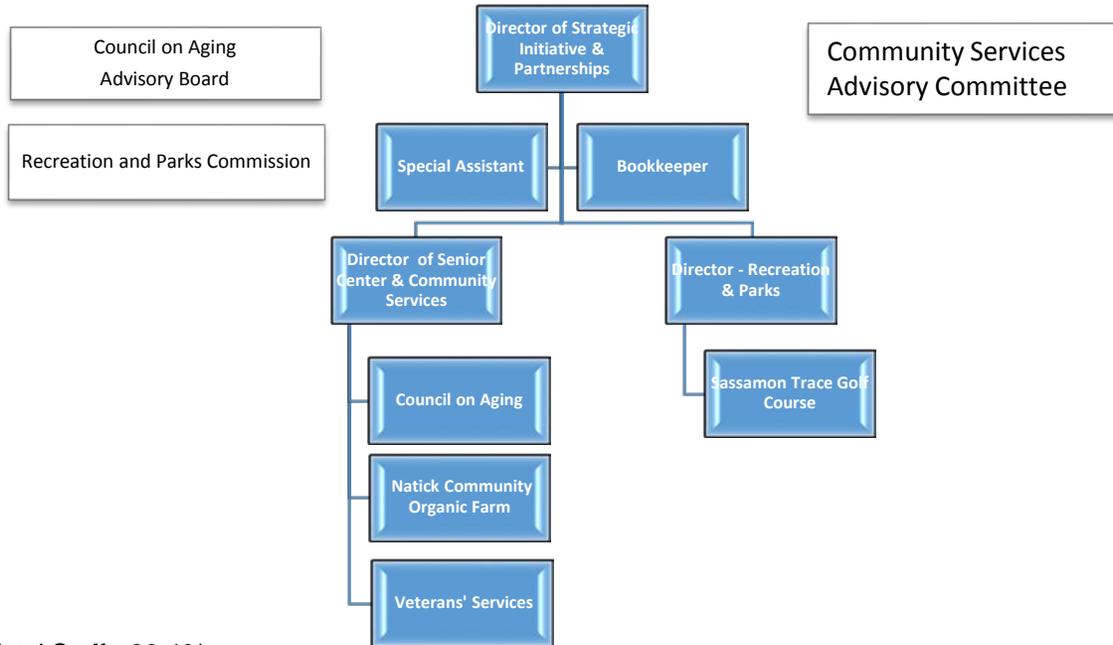


#### FY21 Budget Distribution



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

# Community Services Department

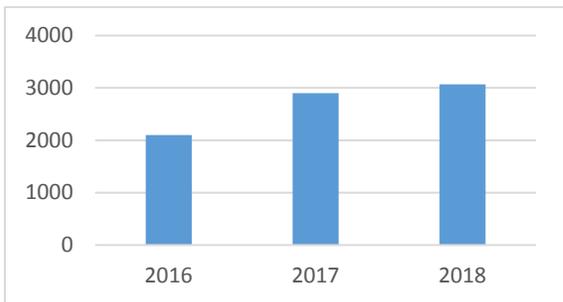


Total Staff - 26.43\*

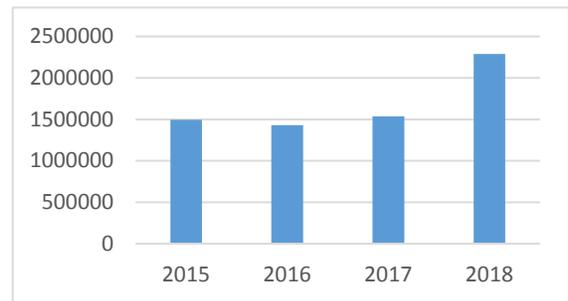
\* Non GF Supported Positions    \*\* Seasonal

## Department by the Numbers

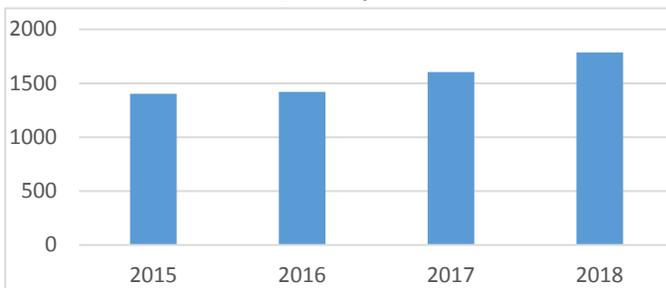
**Services to At-Risk Populations:  
Individuals**



**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		2018 Actual	2019 Actual	2020 Budget	2021 Prelim Budget	FY20 Δ FY21 \$	FY20 Δ FY21 %
MANAGEMENT SALARIES	<sup>1</sup>	109,800	109,449	112,106	111,678	(428)	-0.38%
SALARIES OPERATIONAL STAFF	<sup>2</sup>	114,720	115,090	116,207	117,321	1,114	0.96%
SALARIES OPERATIONAL-OTHER		2,500	2,500	2,500	2,500	-	0.00%
<b>Salaries</b>		<b>227,020</b>	<b>227,039</b>	<b>230,813</b>	<b>231,499</b>	<b>686</b>	<b>0.30%</b>
TRAVEL		8	354	1,200	1,200	-	0.00%
SECURITY MONITORING ALARMS		-	479	500	500	-	0.00%
FACILITY REPAIRS/MAINTENANCE	<sup>3</sup>	1,201	3,000	3,000	3,000	-	0.00%
EQUIPMENT REPAIRS/SERVICING	<sup>4</sup>	55	-	1,500	1,500	-	0.00%
TELEPHONE		600	1,956	600	1,434	834	139.00%
POSTAGE		9,002	9,000	9,000	10,000	1,000	11.11%
COPY/MAIL CENTER FEES	<sup>5</sup>	-	2,500	2,500	2,500	-	0.00%
TRAINING & EDUCATION	<sup>6</sup>	869	2,809	2,500	2,500	-	0.00%
CITIZEN'S LEADERSHIP ACADEMY	<sup>7</sup>	3,757	3,996	5,000	5,000	-	0.00%
PHOTOCOPY SUPPLIES	<sup>8</sup>	20,667	24,000	24,000	35,600	11,600	48.33%
COMPUTER SUPPLIES		-	19	200	200	-	0.00%
OFFICE SUPPLIES		97	259	300	300	-	0.00%
<b>Expenses</b>		<b>36,257</b>	<b>48,373</b>	<b>50,300</b>	<b>63,734</b>	<b>13,434</b>	<b>26.71%</b>
<b>Total</b>		<b>\$ 263,276</b>	<b>\$ 275,413</b>	<b>\$ 281,113</b>	<b>\$ 295,233</b>	<b>14,120</b>	<b>5.02%</b>

**Footnotes:**

**Personnel:**

<sup>1</sup> Management - Director of Community Services Department

<sup>2</sup> 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:**

<sup>3</sup> 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.

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

<sup>5</sup> 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.

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

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

<sup>8</sup> Citizens Leadership Academy - Funds utilized to support the operating/ mailing and recruitment costs associated with running the Academy twice yearly. Also includes the Common Guide (previously charged to rental revolving)

**Technical/ Professional Services:**

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

**Community Services Department - Council on Aging**

Description		2018 Actual	2019 Actual	2020 Budget	2021	FY20 Δ FY21 \$	FY20 Δ FY21 %
					Preliminary Budget		
SALARIES MANAGEMENT	<sup>1</sup>	78,400	79,034	80,011	100,385	20,374	25.46%
SALARIES OPERATIONAL STAFF	<sup>2</sup>	235,069	198,503	243,896	243,872	(24)	-0.01%
SALARIES TECH/PROF	<sup>3</sup>				137,237		
<b>Salaries</b>		<b>313,469</b>	<b>277,537</b>	<b>323,907</b>	<b>481,494</b>	<b>157,587</b>	<b>48.65%</b>
EQUIPMENT REPAIRS/SERVICING	<sup>3</sup>	1,971	3,288	3,000	3,000	-	0.00%
TRAVEL IN/OUT STATE	<sup>4</sup>	5,667	4,756	5,000	6,000	1,000	20.00%
TELEPHONE	<sup>5</sup>	4,068	2,128	1,800	2,535	735	40.83%
DUES & MEMBERSHIPS	<sup>6</sup>	2,492	2,517	2,370	2,500	130	5.49%
POSTAGE	<sup>7</sup>	627	1,116	750	15,750	15,000	2000.00%
COPY/MAIL CENTER FEES		2,761	6,340	3,850	4,000	150	3.90%
PURCHASED SERVICES MISC	<sup>8</sup>	299	300	300	300	-	0.00%
WELLNESS PROGRAMS	<sup>9</sup>	11,597	10,841	11,700	13,200	1,500	12.82%
OFFICE SUPPLIES		4,039	4,477	5,900	6,700	800	13.56%
COMPUTER SUPPLIES		1,317	732	2,000	3,000	1,000	50.00%
DISPOSABLE GOOD SUPPLIES		2,145	2,619	2,349	2,350	1	0.04%
PRINTING		0	0	0	0	-	0.00%
TRANSPORTATION PROGRAM	<sup>10</sup>	12,362	10,856	12,000	13,300	1,300	10.83%
CONTRACT SERVICES COUNSELING	<sup>11</sup>				5,000		
<b>Expenses</b>		<b>49,345</b>	<b>49,970</b>	<b>51,019</b>	<b>77,635</b>	<b>26,616</b>	<b>52.17%</b>
<b>Total Council on Aging</b>		<b>\$ 362,814</b>	<b>\$ 327,506</b>	<b>\$ 374,926</b>	<b>\$ 559,129</b>	<b>184,203</b>	<b>49.13%</b>

**Personnel Services:**

<sup>1</sup> Management - COA Director

<sup>2</sup> Operational - Support staff costs

<sup>3</sup> Tech/Prof - Human Services staff costs

**Purchased Services:**

<sup>3</sup> Equipment Repairs - Costs to repair and maintain equipment at the Community-Senior Center

<sup>4</sup> Travel - Supports mileage, travel, and conference expenses for staff and volunteers

<sup>5</sup> Telephone - Cost of COA phone service and one mobile phone

<sup>6</sup> Dues & Memberships - Fees associated with the Aging & Volunteer Associations

<sup>7</sup> Postage - Annual cost of COA general business postage, Sentinel Newsletter

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

<sup>9</sup> Wellness Program - Health and wellness programming for seniors

**Supplies:**

<sup>10</sup> Office Supplies - general items to support COA staff

<sup>11</sup> Computer Supplies - toner, ink cartridges, keyboards, adaptors

<sup>12</sup> Disposable Good Supplies - disposable goods to support the center & programs

**Other Charges/Expenses:**

<sup>13</sup> 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		2018 Actual	2019 Actual	2020 Budget	2021	FY20 Δ FY21 \$	FY20 Δ FY21 %
					Preliminary Budget		
SALARIES SUPERVISORY	<sup>1</sup>	77,033	32,650	71,597	72,215	618	0.86%
SALARIES TECHNICAL/PROFESSNL	<sup>2</sup>	106,062	142,558	107,470	108,398	928	0.86%
<b>Total Farm Expense</b>		<b>183,095</b>	<b>175,208</b>	<b>179,067</b>	<b>180,613</b>	<b>1,546</b>	<b>0.86%</b>

**Footnotes:**

**Personnel Services:**

<sup>1</sup> Management - Farm Director

<sup>2</sup> Operational - Assistant Farm Director and part-time Administrative Assistant

**Community Services Department - Recreation & Parks**

Description	2018 Actual	2019 Actual	2020 Budget	2021	FY20 Δ FY21 \$	FY20 Δ FY21 %
				Preliminary Budget		
SALARIES MANAGEMENT	90,000	81,741	91,851	93,102	1,251	1.36%
SALARIES SUPERVISORY	81,000	82,131	82,681	84,013	1,332	1.61%
SALARIES OPERATIONAL STAFF	68,034	113,991	68,853	95,363	26,510	38.50%
SALARIES TECHNICAL/PROFESSNL	116,618	121,123	171,405	179,310	7,905	4.61%
SALARIES ADD'L COMP OPER	1,500	2,500	2,500	2,500	-	0.00%
SALARIES OPERATIONAL O/T	2,496	2,488	2,250	2,250	-	0.00%
<b>Salaries</b>	<b>359,649</b>	<b>403,973</b>	<b>419,540</b>	<b>456,538</b>	<b>36,998</b>	<b>8.82%</b>
FACILITY REPAIRS/MAINTENANCE	2,259	1,534	3,071	4,500	1,429	46.53%
EQUIPMENT REPAIRS/SERVICING	2,181	3,693	2,300	2,300	-	0.00%
TRAVEL IN/OUT STATE	3,930	3,653	3,900	3,900	-	0.00%
TELEPHONE	5,973	6,697	6,000	6,800	800	13.33%
TRAINING & EDUCATION	3,525	3,461	8,000	8,000	-	0.00%
DUES & MEMBERSHIPS	2,452	2,968	2,535	4,035	1,500	59.17%
PHOTOCOPYING	1,946	3,735	3,750	3,750	-	0.00%
CUSTODIAL FEES SCHOOL	3,227	2,402	3,330	3,330	-	0.00%
TREATMENT DUG POND	0	29,240	18,145	18,145	-	0.00%
SPECIAL NEEDS	6,037	5,429	6,000	6,000	-	0.00%
SUPPLIES FOR PROGRAMS	4,270	4,475	7,400	8,600	1,200	16.22%
OFFICE SUPPLIES	4,946	5,578	6,600	6,600	-	0.00%
<b>Expenses</b>	<b>40,746</b>	<b>72,864</b>	<b>71,031</b>	<b>75,960</b>	<b>4,929</b>	<b>6.94%</b>
<b>Total for Recreation &amp; Parks</b>	<b>\$ 400,395</b>	<b>\$ 476,838</b>	<b>\$ 490,571</b>	<b>\$ 532,498</b>	<b>41,927</b>	<b>8.55%</b>

**Footnotes:**

**<sup>1</sup> 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:**

<sup>2</sup> Repairs & Maintenance of Facilities - fund is used to pay for minor repairs to the Cole Center and some parks in town  
<sup>3</sup> Repairs & Maintenance of Equipment - This fund is used to maintain and repair the department's office and building equipment.  
<sup>4</sup> 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.  
<sup>5</sup> 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.  
<sup>6</sup> Dues & Subscriptions - This account covers state and national membership dues for the Department.

**Technical / Professional Services:**

<sup>7</sup> 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.  
<sup>8</sup> 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.  
<sup>9</sup> Special Needs - This fund helps to cover materials and supply costs for special needs programming.

**Community Services Department - Veterans**

Description		2018 Actual	2019 Actual	2020 Budget	2021	FY20 Δ FY21 \$	FY20 Δ FY21 %
					Proposed Budget		
SALARIES MANAGEMENT	<sup>1</sup>	71,100	72,069	72,554	73,722	1,168	1.61%
SALARIES OPERATIONAL STAFF	<sup>2</sup>	54,920	56,045	55,342	56,234	892	1.61%
SALARIES ADD'L COMP OPER		1,125	0	1,125	1,500	375	33.33%
<b>Salaries</b>		<b>127,145</b>	<b>128,114</b>	<b>127,046</b>	<b>131,456</b>	<b>4,410</b>	<b>3.47%</b>
RENTAL OF FACILITIES		600	600	600	600	-	0.00%
TRAVEL	<sup>3</sup>	2,344	1,929	2,640	2,640	-	0.00%
TELEPHONE		849	955	1,424	1,000	-	
DUES & MEMBERSHIPS		290	356	500	500	-	0.00%
POSTAGE		925	688	1,200	1,200	-	0.00%
PURCHASED SERVICES MISC		0	225	225	225	-	0.00%
CARE OF GRAVES		2,012	2,304	2,402	2,402	-	0.00%
OFFICE SUPPLIES		1,098	1,041	2,042	2,042	-	0.00%
VETERAN CASH ALLOWANCES*	<sup>4</sup>	111,820	84,356	139,311	100,000	(39,311)	-28.22%
VETERAN HOSP/MEDICAL/DENTAL*	<sup>5</sup>	104,123	91,338	173,990	173,990	-	0.00%
VETERAN FOOD/CLOTHING/FUEL	<sup>6</sup>	550	550	550	1,000	450	81.82%
VETERAN TRANSPORTATION		500	500	500	500	-	0.00%
VETERANS ALL OTHER		1,080	1,425	1,430	1,430	-	0.00%
VETERANS DAY PROGRAMS	<sup>7</sup>	2,625	2,625	3,500	4,500	1,000	28.57%
MEMORIAL DAY PROGRAMS	<sup>8</sup>	12,899	14,152	15,000	15,000	-	0.00%
<b>Expenses</b>		<b>241,715</b>	<b>203,044</b>	<b>345,314</b>	<b>307,029</b>	<b>(38,285)</b>	<b>-11.09%</b>
<b>Total Veteran's Services</b>		<b>\$ 368,860</b>	<b>\$ 331,158</b>	<b>\$ 472,360</b>	<b>\$ 438,485</b>	<b>(33,875)</b>	<b>-7.17%</b>

**Footnotes:**

**Personnel Services:**

<sup>1</sup> Management - Director of Veterans' Services

<sup>2</sup> Operational - Executive Assistant

**Purchased Services:**

<sup>3</sup> Travel - Cost of attending conferences, meetings, and training sessions

**Other Expenses/Charges:**

<sup>4-5</sup> 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)

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

<sup>7-8</sup> Veterans Day and Memorial Day Programs - Flags, decorations, and ceremonies for veterans

# Health Department



## FY 2021 Operational Budget Request

James M. White, Director

Board: Donald Breda, PE, Chairman

### Mission:

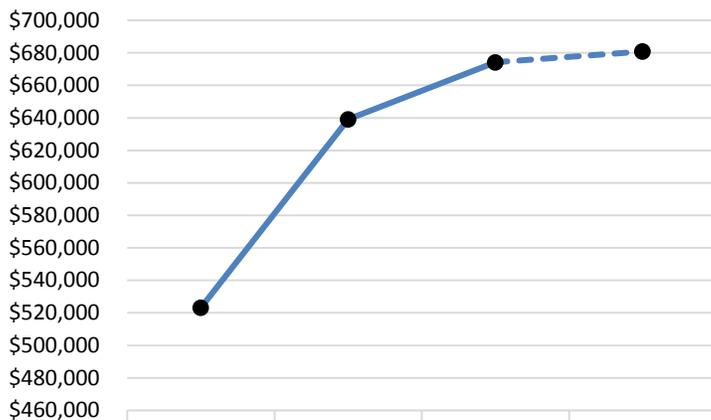
The Natick Health Department is empowered by state statute with protecting and promoting the health, safety and well-being of our residents, visitors and the environment. This is accomplished by providing inspectional services, code enforcement, clinical wellness and immunization programs, communicable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

### Budget Highlights for FY 2021:

- Merged Opioid Task Force and Natick Together for Youth; Rebranded under one umbrella: Natick 180.
- Department's Food Inspectional Program has met state mandates for the third consecutive year.
- Board of Health adopted Adult-Use Recreational Marijuana Regulations on April 2, 2019 to govern local oversight.
- Added one and one-half positions to the Substance Prevention and Outreach Program funded entirely through the federal DFC Grant.
- The torrid construction pace continues to increase department plan review, soil testing, septic installation, drainage and aquifer protection oversight.

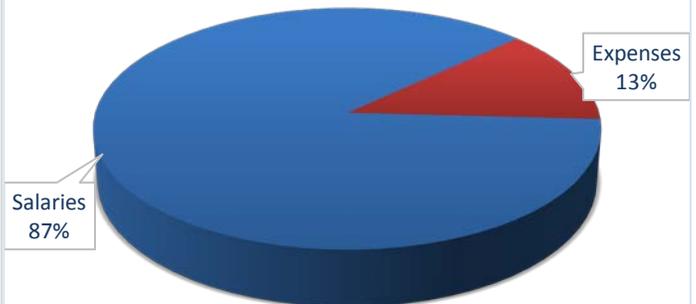
### Budget Summary

**Budget History**



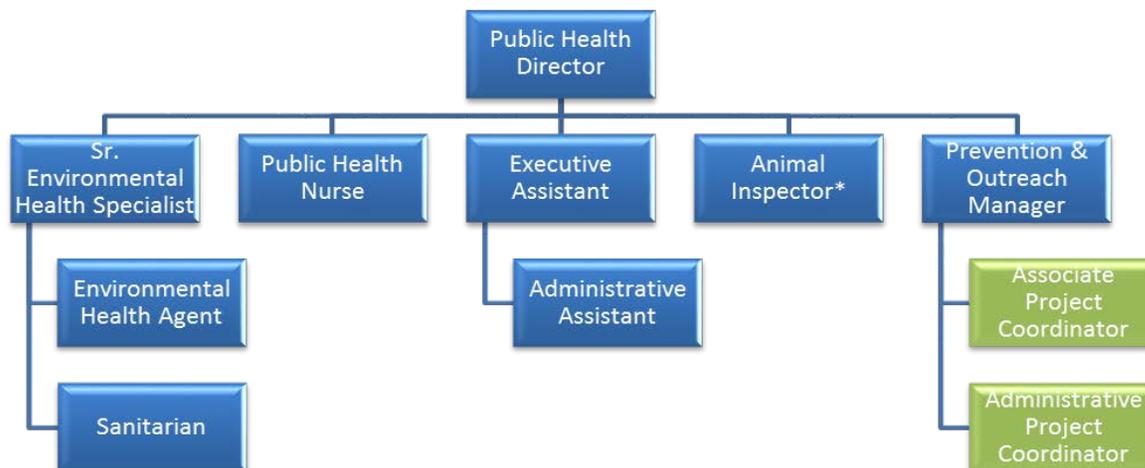
Actual Expense	Actual Expense	Budget	Preliminary Budget
2018	2019	2020	2021

**Budget Distribution FY21**



**Board of Health**

**Department - Organizational Summary**

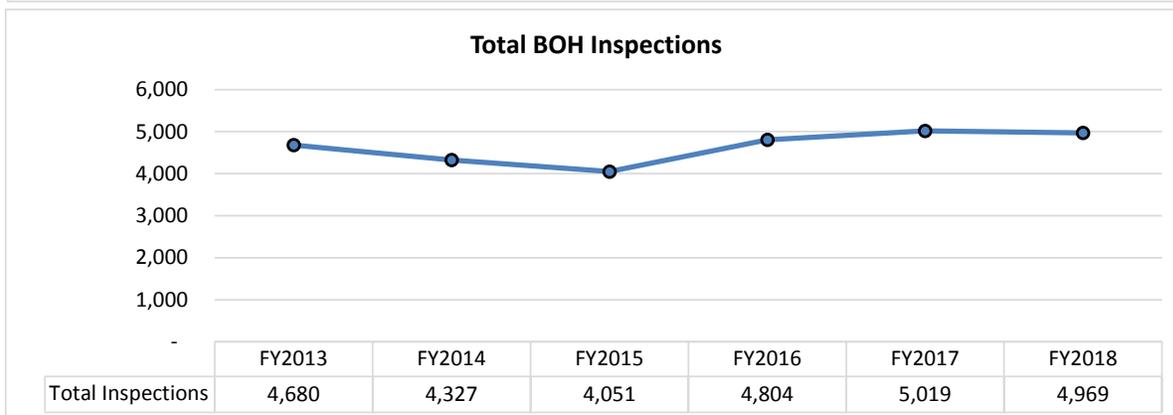
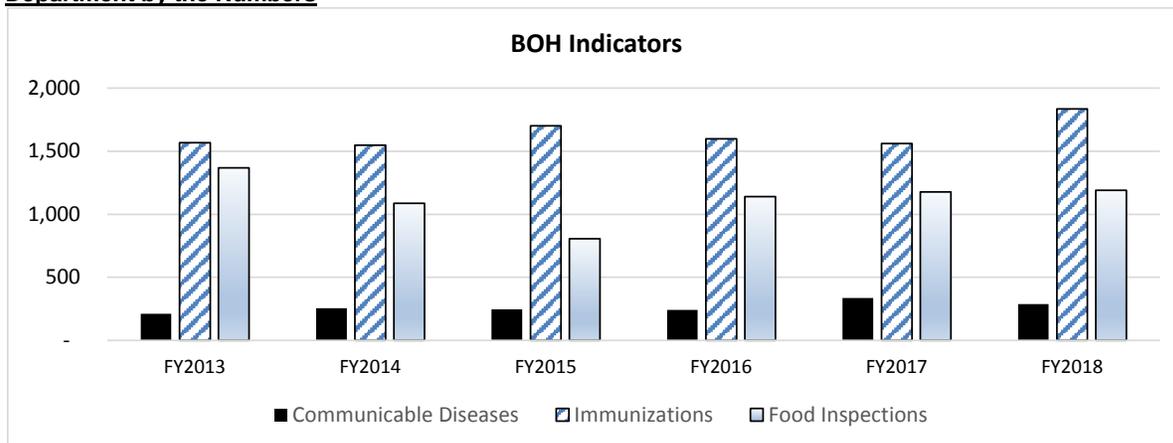


Total Staff - 7 FTEs ( number per position in parentheses) - Staff in green are grant funded

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**

		2018	2019	2020	2021	2020 vs. 2021	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
Salaries Management	<sup>1</sup>	\$ 110,300	\$ 112,399	\$ 113,113	\$ 114,935	\$ 1,822	1.61%
Salaries Operational Staff	<sup>2</sup>	\$ 103,496	\$ 103,496	\$ 109,416	\$ 109,350	\$ (66)	-0.06%
Salaries Technical & Professional	<sup>3</sup>	\$ 261,693	\$ 352,999	\$ 354,106	\$ 358,927	\$ 4,821	1.36%
Salaries Add'l Comp Operational	<sup>4</sup>	\$ 750	\$ 750	\$ 1,125	\$ 1,125	\$ -	0.00%
Salaries Temp Tech/Prof Staff	<sup>5</sup>	\$ 938	\$ 6,250	\$ 7,494	\$ 7,486	\$ (8)	-0.11%
Salaries Part Time Operational		\$ 988	\$ 1,521	\$ 2,000	\$ 2,000	\$ -	0.00%
<b>Salaries</b>		<b>\$ 478,164</b>	<b>\$ 577,415</b>	<b>\$ 587,254</b>	<b>\$ 593,823</b>	<b>\$ 6,569</b>	<b>1.12%</b>

COPY/MAIL CENTER FEES		\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
DUES & MEMBERSHIPS		\$ 1,494	\$ 1,528	\$ 1,500	\$ 1,500	\$ -	0.00%
EQUIPMENT REPAIRS/SERVICING		\$ 236	\$ 292	\$ 700	\$ 700	\$ -	0.00%
FOOD CONSULTANTS		\$ 10,865	\$ 10,492	\$ 12,000	\$ 12,000	\$ -	0.00%
OFFICE SUPPLIES		\$ 3,109	\$ 2,928	\$ 3,100	\$ 3,100	\$ -	0.00%
PURCHASED SERVICES MISC		\$ -	\$ 570	\$ 500	\$ 500	\$ -	0.00%
PRINTING/ADVERTISING		\$ 556	\$ 501	\$ 500	\$ 500	\$ -	0.00%
SUPPLIES CLINIC		\$ 4,048	\$ 6,752	\$ 4,000	\$ 4,000	\$ -	0.00%
SUPPLIES COMMUNICABLE DISEASE		\$ 1,324	\$ 1,234	\$ 1,250	\$ 1,250	\$ -	0.00%
SUPPLIES ENVIRONMENTAL PROGRAM		\$ 6,754	\$ 4,397	\$ 6,000	\$ 6,000	\$ -	0.00%
SUPPLIES LABORATORY		\$ 1,295	\$ 1,150	\$ 1,500	\$ 1,500	\$ -	0.00%
TELEPHONE	<sup>6</sup>	\$ 2,239	\$ 3,876	\$ 3,800	\$ 3,800	\$ -	0.00%
TRAVEL		\$ 1,315	\$ 1,320	\$ 3,000	\$ 3,000	\$ -	0.00%
PREVENTION OUTREACH EXPENSES		\$ -	\$ 12,522	\$ 34,150	\$ 34,150	\$ -	0.00%
HOUSEHOLD HAZARDOUS WASTE	<sup>7</sup>	\$ 11,755	\$ 14,068	\$ 15,000	\$ 15,000	\$ -	0.00%
<b>Expenses</b>		<b>\$ 44,989</b>	<b>\$ 61,629</b>	<b>\$ 87,000</b>	<b>\$ 87,000</b>	<b>\$ -</b>	<b>0.00%</b>

<b>Total Department</b>		<b>\$ 523,153</b>	<b>\$ 639,044</b>	<b>\$ 674,254</b>	<b>\$ 680,823</b>	<b>\$ 6,569</b>	<b>0.97%</b>
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**Footnotes:**

**Salaries:**

<sup>1</sup> Management - Salary for the Director of Public Health

<sup>2</sup> Operational - 1 Administrative Assistant and 1 Department Assistant

<sup>3-4</sup> 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

<sup>5</sup> Part Time Operational - Stipend for Secretary to the Board

**Expenses:**

<sup>6</sup> Telephone - Cell phone expenses increased based on elimination of grant funding for the mobile devices.

<sup>7</sup> 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

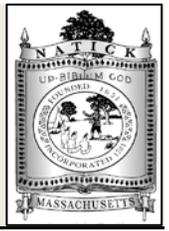
## Administrative Support Services

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# Board of Selectmen & Town Administrator



## FY 2021 Operational Budget Request

Melissa Malone - Town Administrator

Michael J. Hickey - Chairman, Board of Selectmen

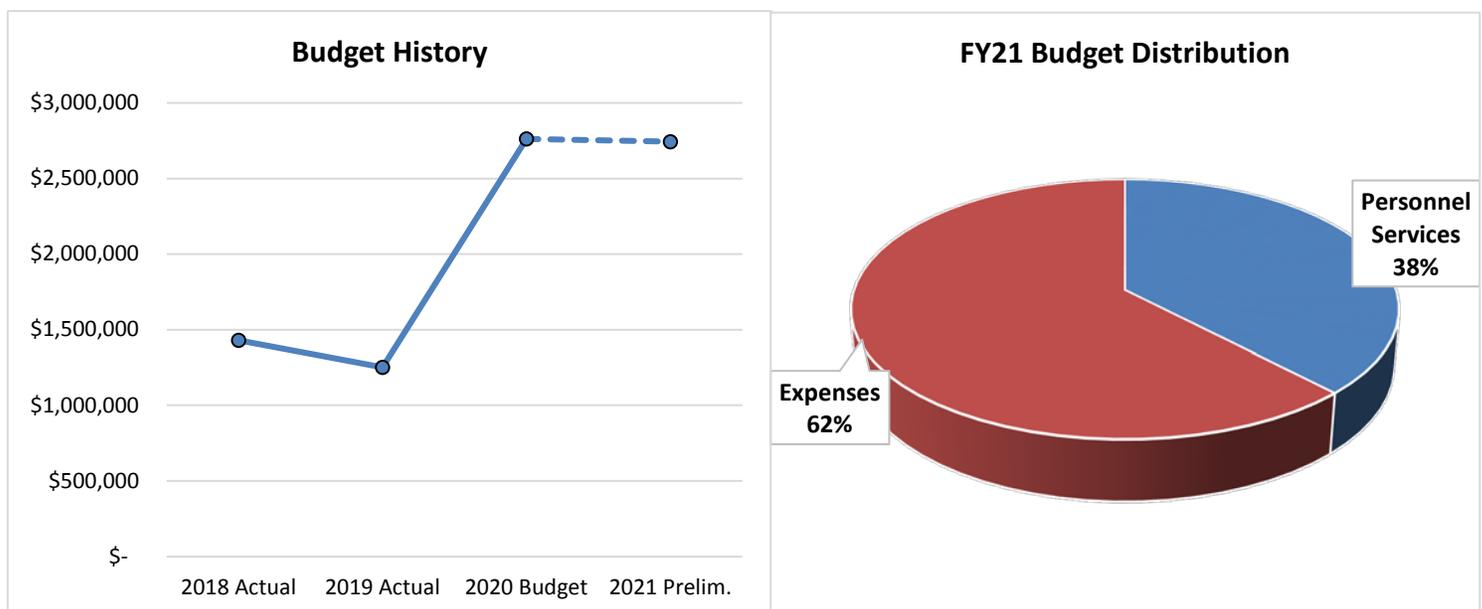
### Mission:

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 2021:

- New Initiative - Redevelopment Authority
- \$1.1M for CBAs

### Budget Summary -



**Board of Selectmen & Town Administrator**

**Department - Organizational Summary**



Total Staff - 10.25 FTEs

**Board of Selectmen & Town Administrator**

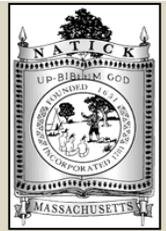


**Department: Line item budget**

		2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
SALARIES MANAGEMENT		622,869	577,405	611,367	602,272	(9,095)	-1.49%
SALARIES SUPERVISORY		64,300	65,377	65,802	66,862	1,060	1.61%
SALARIES OPERATIONAL STAFF		163,995	144,569	182,191	186,837	4,646	2.55%
SALARIES TECHNICAL/ PROFESSNL		204,901	148,780	169,947	173,110	3,163	1.86%
SALARIES PART TIME OPERATIONAL		-	-	10,000	10,000	-	0.00%
SALARIES - OUTREACH MANAGER		-	-	-	-	-	0.00%
<b>Personnel Services</b>	<sup>1</sup>	<b>\$ 1,056,065</b>	<b>\$ 936,132</b>	<b>\$1,039,307</b>	<b>\$ 1,039,081</b>	<b>\$ (226)</b>	<b>-0.02%</b>
COPY/MAIL CENTER FEES	<sup>2</sup>	52,927	57,966	65,000	62,000	(3,000)	-4.62%
DUES & MEMBERSHIPS	<sup>3</sup>	11,317	11,773	13,000	13,000	-	0.00%
TELEPHONE		3,695	3,067	5,600	5,400	(200)	-3.57%
TRAINING & EDUCATION	<sup>4</sup>	14,925	24,892	39,000	39,000	-	0.00%
INSTATE TRAVEL & MEETINGS	<sup>5</sup>	786	367	3,200	4,500	1,300	40.63%
TRAVEL IN/OUT STATE	<sup>6</sup>	5,356	1,140	10,000	10,000	-	0.00%
ANNUAL AUDIT	<sup>7</sup>	79,000	82,000	90,000	90,000	-	0.00%
CONSULTANT PARKING GARAGE		-	-	-	-	-	0.00%
GASB AUDIT REQUIREMENTS	<sup>8</sup>	-	-	10,000	10,000	-	0.00%
ECONOMIC DEVELOPMENT STUDIES		-	-	-	-	-	0.00%
CONSULTANT ASSISTANCE		3,500	2,716	3,500	2,500	(1,000)	-28.57%
SURVEYS	<sup>9</sup>	-	-	-	-	-	0.00%
PREAMBULATION OF BOUNDS	<sup>10</sup>	150	-	250	250	-	0.00%
OIL TANK REMEDIATION TN TNKS		27,725	10,754	17,500	15,000	(2,500)	-14.29%
PRINTING/ADVERTISING	<sup>11</sup>	6,356	2,384	9,000	9,150	150	1.67%
FURNITURE		133	-	15,000	20,000	5,000	33.33%
OFFICE SUPPLIES		6,779	6,657	11,000	11,000	-	0.00%
SUPPLIES - TOWN ADMINISTRATOR		1,740	1,649	5,000	5,000	-	0.00%
NATICK CENTER REVITALIZATION		79,999	80,000	80,000	80,000	-	0.00%
METROWEST REG COLLABORATIVE	<sup>12</sup>	5,069	10,126	13,000	13,000	-	0.00%
SELECTMEN CBA SETTLEMENTS		-	-	1,317,419	1,100,000	(217,419)	-16.50%
PREVENTION OUTREACH EXPENSES		37,801	13,427	-	-	-	0.00%
RECRUITMENT & HIRING		36,593	6,107	15,000	15,000	-	0.00%
CAMP ARROWHEAD		-	-	-	-	-	0.00%
REDEVELOPMENT CONSULTING		-	-	-	200,000	200,000	0.00%
<b>Expenses</b>		<b>\$ 373,850</b>	<b>\$ 315,025</b>	<b>\$1,722,469</b>	<b>\$ 1,704,800</b>	<b>\$ (17,669)</b>	<b>-1.03%</b>
<b>Total Department</b>		<b>\$ 1,429,915</b>	<b>\$ 1,251,157</b>	<b>\$ 2,761,776</b>	<b>\$ 2,743,881</b>	<b>\$ (17,895)</b>	<b>-0.65%</b>

- <sup>1</sup> 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.
- <sup>2</sup> Covers copying and postage for all Town Departments
- <sup>3</sup> Mass. Municipal Assoc., MMPA, ICMA, APA, ATFC and SHRIM
- <sup>4</sup> One day training events on specialized topics or computer skills and the Metrowest Leadership Academy. Trainings are open to all Town employees.
- <sup>5</sup> Meeting and Conference fees for Board of Selectmen and Town Administrator
- <sup>6</sup> Travel for all Town Departments
- <sup>7</sup> Fee for the independent financial audit of the Town's books.
- <sup>8</sup> Other Post-Employment Benefits (OPEB) actuarial report. Conducted biennially.
- <sup>9</sup> Resident and consumer surveys for the Town.
- <sup>10</sup> Required visual inspection of the Town's boundaries.
- <sup>11</sup> Legal notices for Town meeting, public hearings, sale of surplus property, employment opportunities and other required public notices.
- <sup>12</sup> Annual dues for the MRC a community development non-profit corporation.

# Personnel Board



## FY 2021 Operational Budget Request

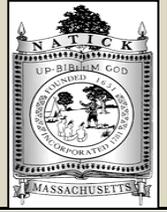
### Appropriation Summary

	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 v 2021 \$ (+/-) % (+/-)	
Classification Program	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0%
Other Charges/Expenses	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0%
<b>Total Personnel Board</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>0%</b>

### Line-Item Detail:

**Classification Program:** Amount for consulting assistance for changes to the Town's Classification and Pay Program.

# Town Report



## FY 2021 Operational Budget Request

### Appropriation Summary

	2017	2018	2019	2020	2021	2020 vs. 2021	
	Actual	Actual	Actual	Budget	Preliminary	\$ (+/-)	% (+/-)
Printing & Advertising	\$ 3,377	\$ 7,502	\$ 4,100	\$ 4,100	\$ 4,100	\$ -	0%
Professional Services	\$ 3,377	\$ 7,502	\$ 4,100	\$ 4,100	\$ 4,100	\$ -	0.0%
<b>Total Town Report</b>	<b>\$ 3,377</b>	<b>\$ 7,502</b>	<b>\$ 4,100</b>	<b>\$ 4,100</b>	<b>\$ 4,100</b>	<b>\$ -</b>	<b>0.0%</b>

### Line-Item Detail:

**Printing:** Cost to produce nearly 400 copies of the Town Report annually.



# Town of Natick

Department: Legal

## Appropriation Summary

	2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021	
					\$ (+/-)	% (+/-)

### Operating Expenses

Expenses	\$ 312,922	\$ 335,648	\$ 512,100	\$ 400,000	\$ (112,100)	-21.89%
<b>Total Expenses</b>	<b>\$ 312,922</b>	<b>\$ 335,648</b>	<b>\$ 512,100</b>	<b>\$ 400,000</b>	<b>\$ (112,100)</b>	<b>-21.89%</b>

<b>Total Legal Services</b>	<b>\$ 312,922</b>	<b>\$ 335,648</b>	<b>\$ 512,100</b>	<b>\$ 400,000</b>	<b>\$ (112,100)</b>	<b>-21.89%</b>
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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 Karis North, 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. Labor Counsel services include various personnel matters, collective bargaining, healthcare, grievances and arbitrations related to contract issues and related to employment issues.



# 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**

	2018	2019	2020	2021	2020 vs. 2021	
	Actual	Actual	Budget	Preliminary	\$ (+/-)	% (+/-)
Legal Services - Appellate Tax	\$ 3,060	\$ 220	\$ 10,000	\$ 10,000	\$ -	0.00%
Legal Services - Labor	\$ 82,947	\$ 113,038	\$ 125,000	\$ 125,000	\$ -	0.00%
Communication Telephone	\$ 54	\$ 43	\$ 100	\$ 100	\$ -	0.00%
Legal Services - Retainer	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ -	0.00%
Legal Services - Litigation	\$ 98,988	\$ 87,136	\$ 230,000	\$ 117,900	\$ (112,100)	-48.74%
Legal Services - ZBA Decisions	\$ 8,139	\$ 15,700	\$ 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	\$ 4,733	\$ 4,510	\$ 3,500	\$ 3,500	\$ -	0.00%
Judgments - Damage Claims	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	0.00%
Judgments - Litigation	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	0.00%
<b>Expenses</b>	<b>\$ 312,922</b>	<b>\$ 335,648</b>	<b>\$ 512,100</b>	<b>\$ 400,000</b>	<b>\$ (112,100)</b>	<b>-21.89%</b>

<b>Total Legal</b>	<b>\$ 312,922</b>	<b>\$ 335,648</b>	<b>\$ 512,100</b>	<b>\$ 400,000</b>	<b>\$ (112,100)</b>	<b>-21.89%</b>
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**Line-Item Detail:**

**Tech & Prof. Services**

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

**Supplies**

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

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

# Finance Administration



## FY 2021 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.

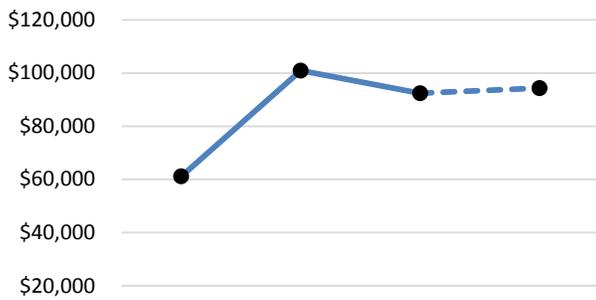
The Finance Department includes Finance Administration, the Comptroller, the Assessors, and the Treasurer/Collector.

### Budget Highlights for FY 2021:

- Salary for the Assistant Finance Director
- ClearGov costs are covered by the IT budget

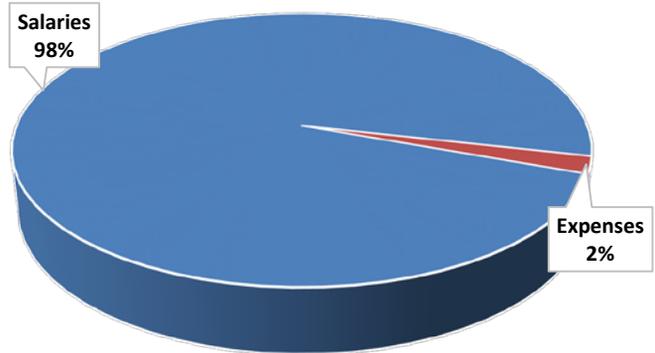
### Budget Summary

**Budget History**



Actual Expense	Actual Expense	Budget	Preliminary Budget
2018	2019	2020	2021

**Budget Distribution FY21**



**Finance Administration**

**Department - Organizational Summary**

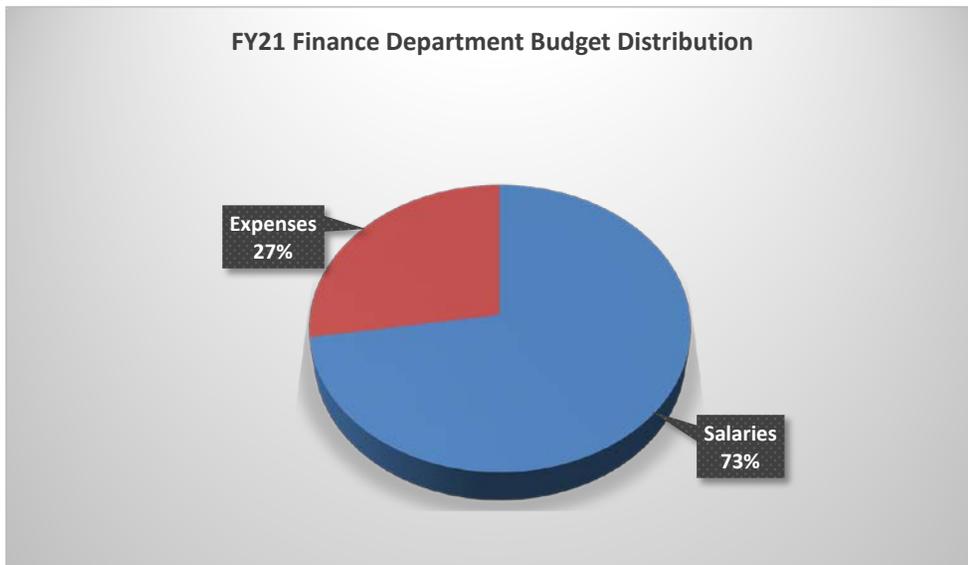


Total Staff - 1 FTE

Notes

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

	2018	2019	2020	2021	2020 vs. 2021	
	Actual Expense	Actual Expense	Revised Budget	Preliminary Budget	\$ (+/-)	% (+/-)
Salaries	1,066,521	1,007,268	1,169,945	1,114,571	(55,374)	-4.73%
Expenses	396,101	271,911	422,330	422,330	-	0.00%
<b>Total</b>	<b>1,462,622</b>	<b>1,279,179</b>	<b>1,592,275</b>	<b>1,536,901</b>	<b>(55,374)</b>	<b>-3.48%</b>



**Finance Administration**



**Department: Line item budget**

		2018 Actual Expense	2019 Actual Expense	2020 Budget	2021 Preliminary Budget	2020 vs. 2021 \$ (+/-) % (+/-)	
Salaries Operational Staff	<sup>1</sup>	\$ 59,739	\$ 91,350	\$ 90,516	\$ 92,425	\$ 1,909	2.11%
<b>Salaries</b>		<b>\$ 59,739</b>	<b>\$ 91,350</b>	<b>\$ 90,516</b>	<b>\$ 92,425</b>	<b>\$ 1,909</b>	<b>2.11%</b>
TRAVEL IN/OUT STATE	<sup>2</sup>	\$ -	\$ 17	\$ 300	\$ 300	\$ -	0.00%
DUES & SUBSCRIPTIONS	<sup>3</sup>	\$ 1,246		\$ 400	\$ 400	\$ -	0.00%
TRAINING & EDUCATION	<sup>4</sup>	\$ -	\$ 294	\$ 650	\$ 650	\$ -	0.00%
CONSULTANT SERVICES	<sup>5</sup>	\$ -	\$ 9,250	\$ -	\$ -	\$ -	0.00%
OFFICE SUPPLIES		\$ 162	\$ -	\$ 550	\$ 550	\$ -	0.00%
<b>Expenses</b>		<b>\$ 1,408</b>	<b>\$ 9,561</b>	<b>\$ 1,900</b>	<b>\$ 1,900</b>	<b>\$ -</b>	<b>0.00%</b>

<b>Total Department</b>		<b>\$ 61,147</b>	<b>\$ 100,911</b>	<b>\$ 92,416</b>	<b>\$ 94,325</b>	<b>\$ 1,909</b>	<b>2.07%</b>
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**Footnotes:**

**Salaries:**

<sup>1</sup> Operational - Salary for the Assistant Finance Director

**Purchased Services:**

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

<sup>3</sup> Dues & Subscriptions - For professional association dues and subscriptions to enhance professional development

<sup>4</sup> Training & Education - Continuing education opportunities to enhance professional development

<sup>5</sup> 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.

# Comptroller



## FY 2021 Operational Budget Request

Arti Mehta, Comptroller

### Mission:

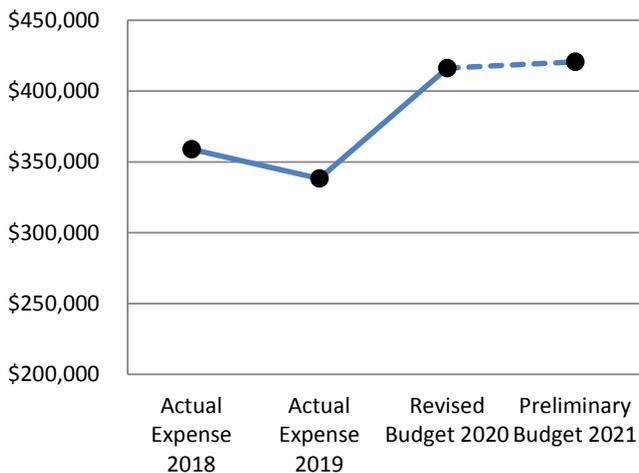
The mission of the Comptroller's office is to safeguard the financial assets of the Town through the use of sound professional accounting practices and internal controls; to ensure that the financial integrity of the Town is preserved and protected; to report on the accounts of Town Departments, Commissions 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 2021:

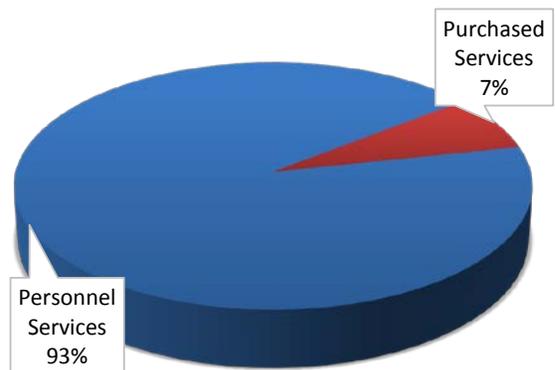
Level funded operating expenses  
Munis conversion to improve reporting & posting of revenues

### Budget Summary

**Budget History**

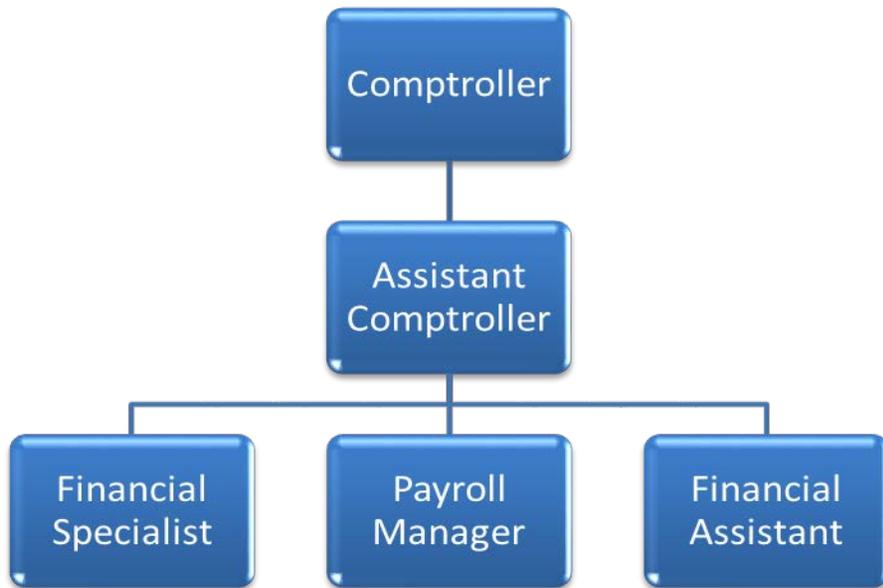


**Budget Distribution FY21**



## Comptroller

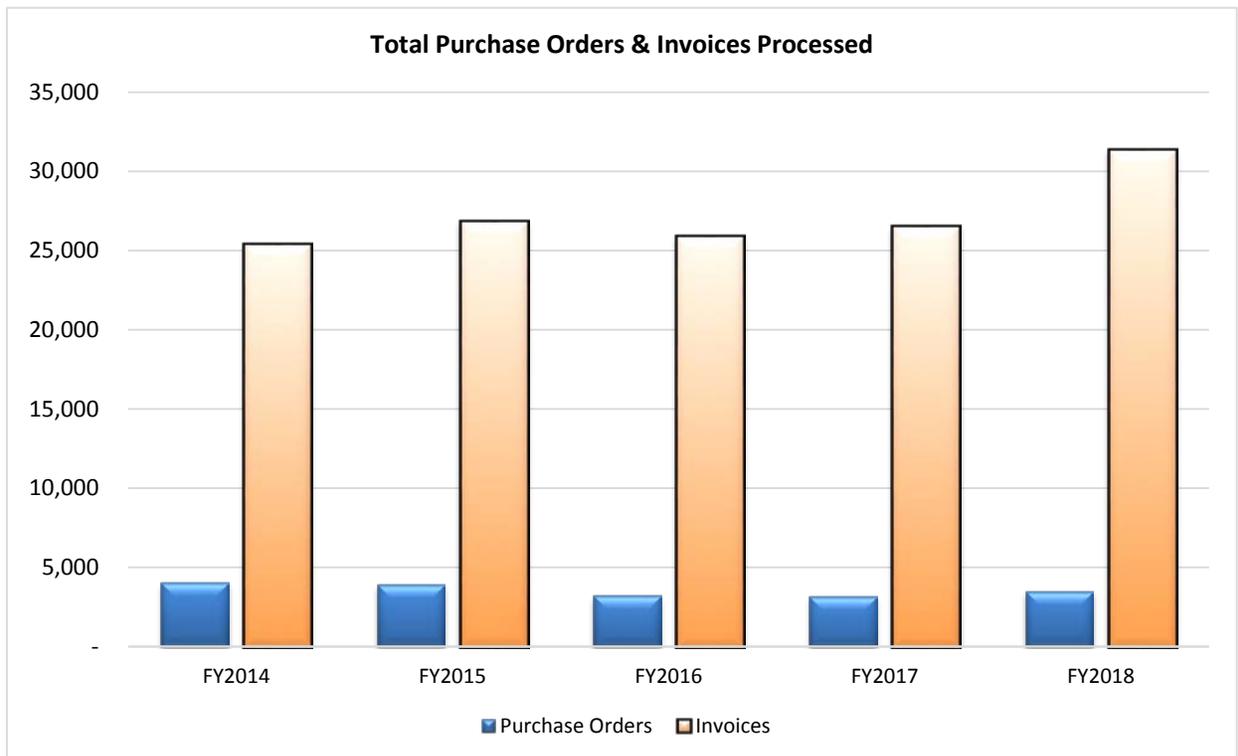
### Department - Organizational Summary



Total Staff - 4.5 FTEs

Notes

### Department by the Numbers



## Comptroller



### Department: Line item budget

Description		2018	2019	2020	2021	2020 vs. 2021	
		Actual	Actual	Budget	Preliminary	\$ (+/-)	% (+/-)
Management Salary	<sup>1</sup>	\$ 115,000	\$ 116,615	\$ 117,396	\$ 118,995	\$ 1,599	1.36%
Supervisory Salary	<sup>2</sup>	\$ 68,320	\$ 59,914	\$ 76,000	\$ 76,794	\$ 794	1.04%
Operational Staff	<sup>3</sup>	\$ 157,051	\$ 146,212	\$ 191,159	\$ 193,194	\$ 2,035	1.06%
Operational Staff OT		\$ 76	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
<b>Salaries</b>		<b>\$ 340,447</b>	<b>\$ 322,742</b>	<b>\$ 385,555</b>	<b>\$ 389,983</b>	<b>\$ 4,428</b>	<b>1.15%</b>
CONSULTANT SERVICES	<sup>4</sup>	\$ 5,600	\$ 8,455	\$ 5,000	\$ 5,000	\$ -	0.00%
TRAVEL	<sup>5</sup>	\$ 94	\$ -	\$ 500	\$ 500	\$ -	0.00%
TRAINING & EDUCATION	<sup>6</sup>	\$ 2,818	\$ 768	\$ 15,000	\$ 15,000	\$ -	0.00%
DUES & MEMBERSHIPS	<sup>7</sup>	\$ 240	\$ 215	\$ 750	\$ 750	\$ -	0.00%
TELEPHONE		\$ 1,471	\$ 1,020	\$ 1,500	\$ 1,500	\$ -	0.00%
COPY CENTER SUPPLIES		\$ 609	\$ 404	\$ 2,850	\$ 2,850	\$ -	0.00%
OFFICE SUPPLIES		\$ 7,684	\$ 4,568	\$ 5,000	\$ 5,000	\$ -	0.00%
<b>Expenses</b>		<b>\$ 18,516</b>	<b>\$ 15,430</b>	<b>\$ 30,600</b>	<b>\$ 30,600</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Department</b>		<b>\$ 358,962</b>	<b>\$ 338,172</b>	<b>\$ 416,155</b>	<b>\$ 420,583</b>	<b>\$ 4,428</b>	<b>1.06%</b>

#### Footnotes:

##### Personnel Services:

<sup>1</sup> Management - Comptroller

<sup>2</sup> Supervisory - Assistant Comptroller

<sup>3</sup> Operational - Staff Accountant, Payroll Manager, and Finance Coordinator

##### Purchased Services:

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

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

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

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

# Collector/Treasurer



## FY 2021 Operational Budget Request

Debbie Jo Sherman, Collector/Treasurer

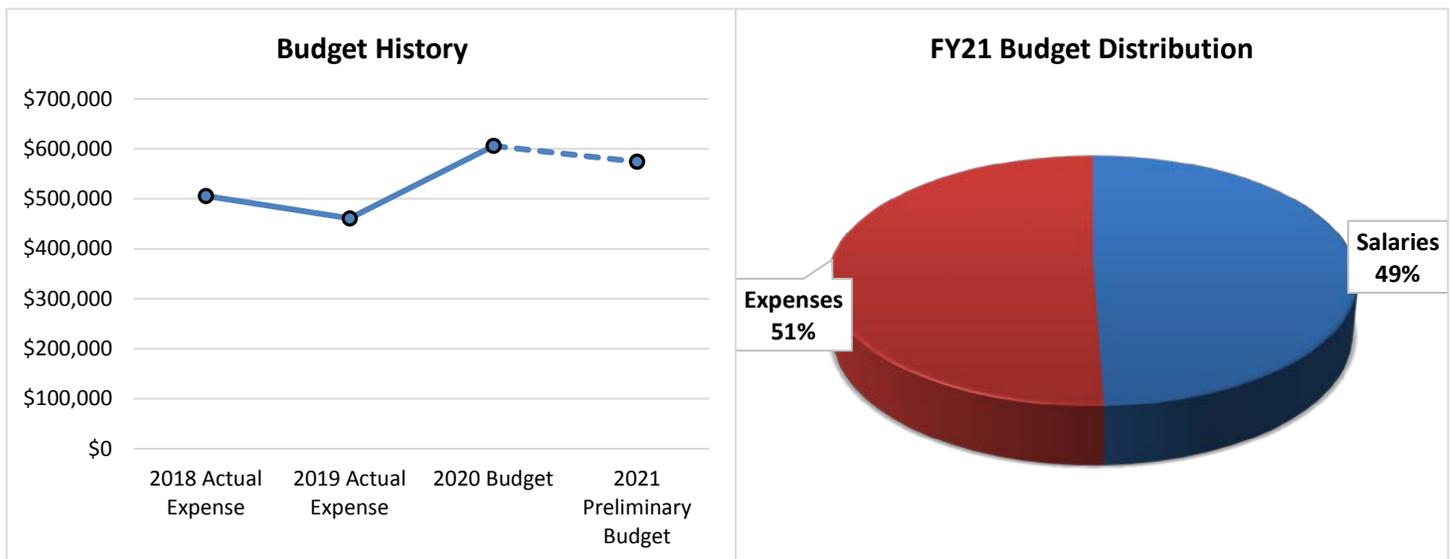
### Mission:

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 FY2021:

- Salary savings from new hires and promotions
- Level funded operating expenses
- Undergoing an accounts receivable and utility billing system conversion to provide efficiencies with transaction posting and reporting

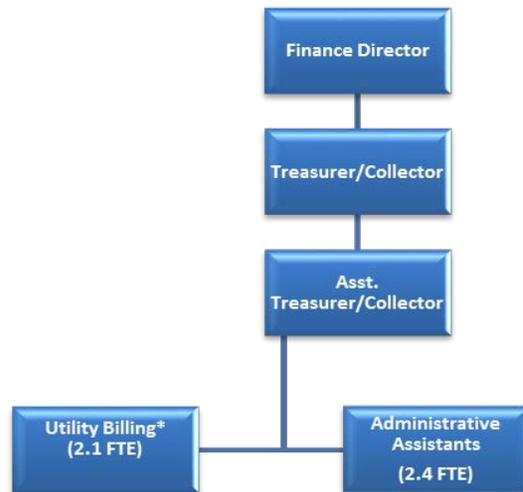
### Budget Summary:



Note: Graphs *do not* include Utility Billing expenses

## Collector/Treasurer

### Department - Organizational Summary

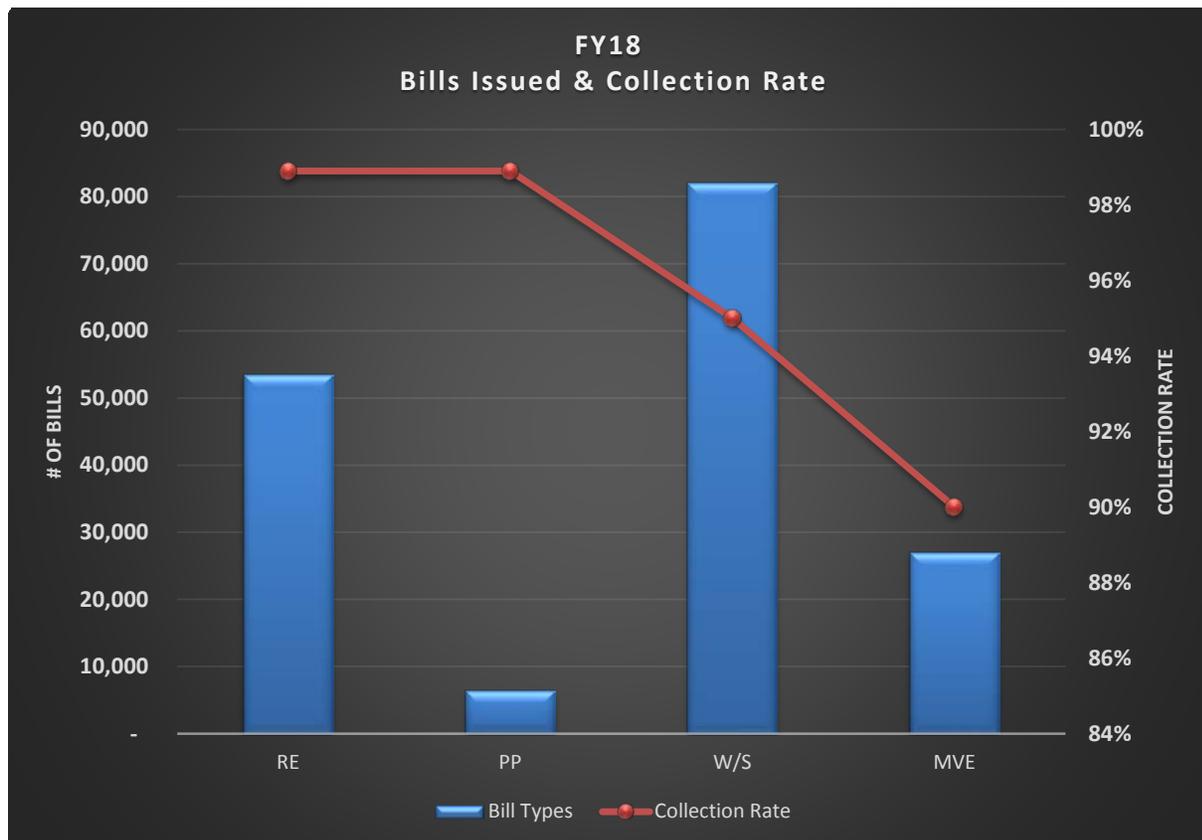


Total Staff - 4.4 FTEs General Fund, and 2.1 FTEs Water Enterprise Fund

#### 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		2018 Actual Expense	2019 Actual Expense	2020 Budget	2021 Preliminary Budget	2020 vs. 2021	
						\$(+/-)	%(+/-)
SALARIES MANAGEMENT	<sup>1</sup>	106,100	41,338	106,916	102,894	\$ (4,022)	-3.76%
SALARIES SUPERVISORY	<sup>2</sup>	69,799	86,889	92,279	61,435	\$ (30,844)	-33.42%
SALARIES OPERATIONAL STAFF	<sup>3</sup>	101,848	85,149	91,656	94,750	\$ 3,094	3.38%
SALARIES PART TIME OPERATIONAL	<sup>4</sup>	16,260	37,547	17,372	17,372	\$ -	0.00%
SALARIES ADD'L COMP OPER		750	-	-		\$ -	
SALARIES OPERATIONAL O/T	<sup>5</sup>	178	632	7,500	7,500	\$ -	0.00%
<b>Salaries</b>		<b>294,935</b>	<b>251,554</b>	<b>315,723</b>	<b>283,951</b>	<b>\$ (31,772)</b>	<b>-10.06%</b>
						\$ -	
EQUIPMENT REPAIRS/SERVICING		962	777	11,250	11,250	\$ -	0.00%
TAX TITLE/FORECLOSURE		6,863	850	20,000	20,000	\$ -	0.00%
TRAVEL	<sup>6</sup>	99	122	1,250	1,250	\$ -	0.00%
TELEPHONE		326	260	1,330	1,330	\$ -	0.00%
TRAINING & EDUCATION	<sup>7</sup>	1,205	1,667	6,500	6,500	\$ -	0.00%
POSTAGE		76,678	78,953	86,500	86,500	\$ -	0.00%
COLLECTION ACTIVITIES		2,500	523	3,500	3,500	\$ -	0.00%
OFFICE SUPPLIES		14,156	6,413	14,500	14,500	\$ -	0.00%
PRINTED BILLS R/ESTATE		547	5,132	8,000	8,000	\$ -	0.00%
PRINTED BILLS M/VEHICLE		-	-	4,000	4,000	\$ -	0.00%
AMBULANCE SERVICE BILLING	<sup>8</sup>	65,099	66,494	78,500	78,500	\$ -	0.00%
BANKING SERVICES	<sup>9</sup>	42,779	48,352	55,000	55,000	\$ -	0.00%
<b>Expenses</b>		<b>211,214</b>	<b>209,543</b>	<b>290,330</b>	<b>290,330</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Collector/Treasurer</b>		<b>506,149</b>	<b>461,097</b>	<b>606,053</b>	<b>574,281</b>	<b>(31,772)</b>	<b>-5.24%</b>

**Footnotes:**

**Salaries:**

<sup>1</sup> Management - Salary for the Treasurer/Collector

<sup>2</sup> Supervisory - Salary for the Assistant Treasurer/Collector

<sup>3-4</sup> Operational Staff - Salaries for Administrative & Clerical staff

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

**Purchased Services:**

<sup>6</sup> Travel - In-state professional meetings & travel

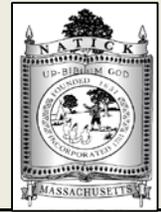
<sup>7</sup> Training & Education - MUNIS software training and Treasurer/Collector association conference

**Technical & Professional Services:**

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

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

# Assessors



## FY 2021 Operational Budget Request

Eric Henderson, *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.

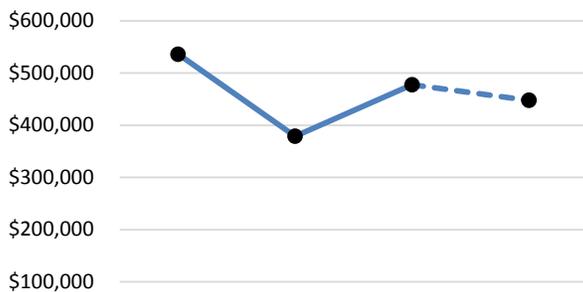
In cooperation with the Department of Revenue, values are reviewed and approved for accuracy each year. Assessors are mandated to be audited and certified every 5 years. Motor Vehicle excise information is provided by the Registry of Motor Vehicles. We strive to provide equality, compassion, and continued 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 2021:

- Cost savings from staff turnover
- Level funded operating expenses
- IAS software support costs covered in the IT budget

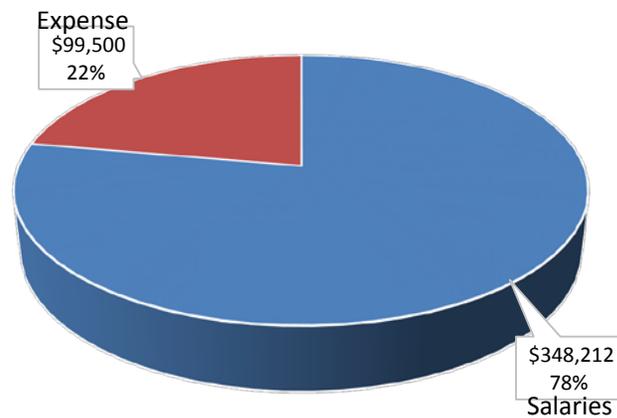
### Budget Summary

**Budget History**



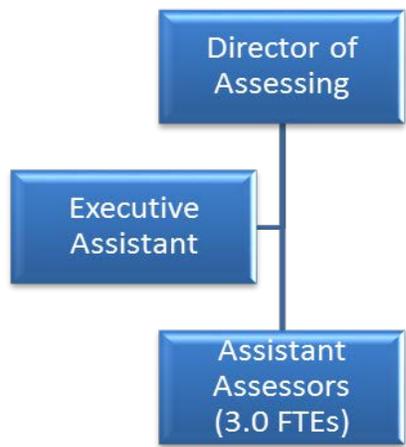
Actual Expense	Actual Expense	Budget	Preliminary Budget
2018	2019	2020	2021

**FY21 Budget Breakdown**



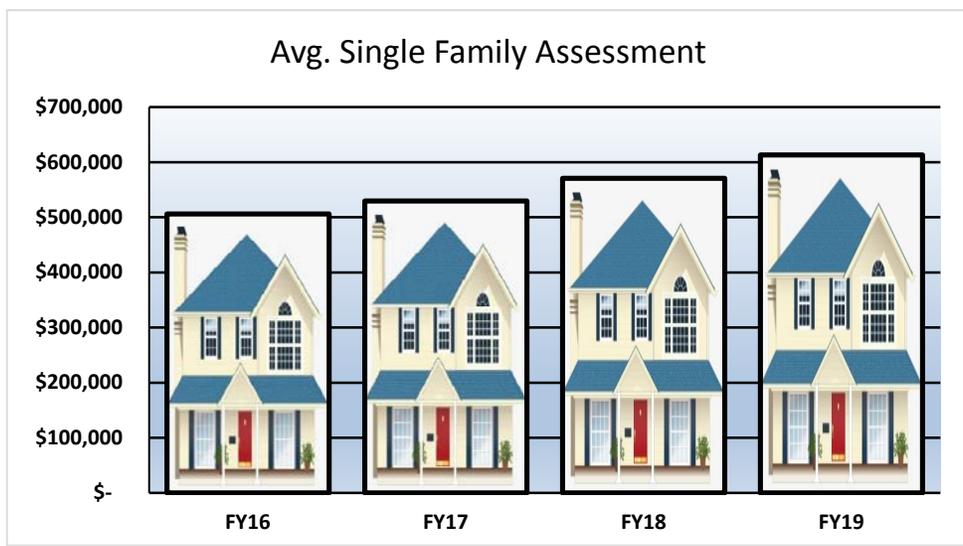
## Assessors

### Department - Organizational Summary



Total Staff - 5 FTEs

### Department by the Numbers



## Assessors

Personal Exemptions	
FY19	291
FY18	296
FY17	289
FY16	292

Excise Abatements	
FY19	1655
FY18	1575
FY17	1466
FY16	1507

Excise Abatements	
FY19	1655
FY18	1575
FY17	1466
FY16	1507

**Assessors**



**Department: Line item budget**

Description		2018	2019	2020	2021	2020 vs. 2021	
		Actual Expense	Actual Expense	Budget	Preliminary Budget	\$ (+/-)	% (+/-)
Salaries Management	<sup>1</sup>	\$ 110,300	\$ 69,508	\$ 105,808	\$ 107,775	\$ 1,967	1.86%
Salaries Operational Staff	<sup>2</sup>	\$ 55,680	\$ 54,948	\$ 55,920	\$ 56,234	\$ 314	0.56%
Salaries Technical & Professional	<sup>3</sup>	\$ 203,776	\$ 216,440	\$ 209,298	\$ 177,078	\$ (32,220)	-15.39%
Salaries Operational O/T	<sup>4</sup>	\$ 845	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Salaries Part Time Operational	<sup>5</sup>	\$ 799		\$ 5,000	\$ 5,000	\$ -	0.00%
Salaries Addl. Comp. Oper.	<sup>6</sup>	\$ -	\$ 726	\$ 1,125	\$ 1,125	\$ -	
<b>Salaries</b>		<b>\$ 371,400</b>	<b>\$ 341,622</b>	<b>\$ 378,151</b>	<b>\$ 348,212</b>	<b>\$ (29,939)</b>	<b>-7.92%</b>
EQUIPMENT REPAIRS/SERVICING		\$ 244	\$ -	\$ 300	\$ 300	\$ -	0.00%
TRAVEL	<sup>7</sup>	\$ 1,343	\$ -	\$ 3,000	\$ 3,000	\$ -	0.00%
TELEPHONE		\$ 1,635	\$ 1,371	\$ 1,800	\$ 1,800	\$ -	0.00%
TRAINING & EDUCATION	<sup>8</sup>	\$ 1,587	\$ 1,431	\$ 3,500	\$ 3,500	\$ -	0.00%
TAX MAPPING	<sup>9</sup>	\$ 11,000	\$ 6,167	\$ 8,000	\$ 8,000	\$ -	0.00%
DUES & MEMBERSHIPS		\$ 1,180	\$ 1,205	\$ 1,200	\$ 1,200	\$ -	0.00%
POSTAGE		\$ 4,218	\$ 3,932	\$ 4,700	\$ 4,700	\$ -	0.00%
OFFICE SUPPLIES		\$ 3,042	\$ 2,480	\$ 2,000	\$ 2,000	\$ -	0.00%
REVALUATION OF PROPERTY	<sup>10</sup>	\$ 140,715	\$ 20,791	\$ 75,000	\$ 75,000	\$ -	0.00%
<b>Expenses</b>		<b>\$ 164,963</b>	<b>\$ 37,377</b>	<b>\$ 99,500</b>	<b>\$ 99,500</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Department</b>		<b>\$ 536,364</b>	<b>\$ 378,999</b>	<b>\$ 477,651</b>	<b>\$ 447,712</b>	<b>\$ (29,939)</b>	<b>-6.27%</b>

**Footnotes:**

**Salaries:**

- <sup>1</sup> Management - Salary for the Director of Assessing
- <sup>2</sup> Operational - Salary for the Executive Assistant
- <sup>3</sup> Technical Professional Staff - Salaries for three Assistant Assessors
- <sup>4</sup> Part-Time Operational - Compensation for department support staff
- <sup>5</sup> Operational O/T - Compensation for peak periods to offset outside contractor costs
- <sup>6</sup> Union Personnel : longevity

**Purchased Services:**

- <sup>7</sup> Travel - Travel to attend training and professional meetings.
- <sup>8</sup> Training & Education - MAAO certifications and seminars
- <sup>9</sup> Tax Mapping - Professional services to cover tax mapping, which is required to receive certification from DOR annually for tax property.

**Technical & Professional Services:**

- <sup>10</sup> Revaluation of Property - Costs related to the revaluation of property required under MGL Ch. 59. This includes consulting services and software/hardware costs not covered by the IT budget.

# Information Technology



## FY 2021 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 2021:

#### Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

The three line items that we have increase in are -

#### Software Servicing - increased \$43,000 -

- 1) \$39,000 for new modules in the Town's Enterprise Resource Planning (ERP) system (Munis), Employee Self Serve (ESS), Tyler Content Manager (TCM), Tyler Cashiering and Munis Disaster Recovery Service
- 2) \$4,000 for IMC Public Safety Dispatch system

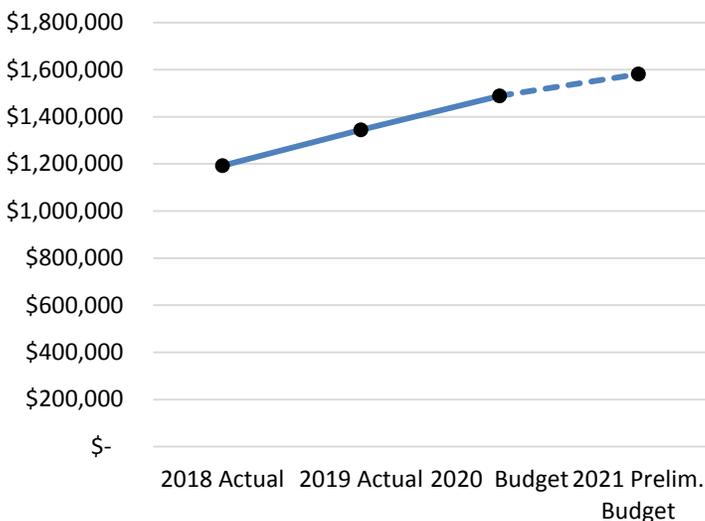
#### Hosted Applications - increased \$15,500 -

- 1) \$5,500 - addition of two new Town Clerk hosted systems, Dog Tag System and Public Records Software
- 2) \$5,000 - Google Business Suite (Gmail, calendar, drive, etc...) increase for additional licenses
- 3) \$4,000 - Asset Panda, new asset inventory system
- 4) \$1,000 - increase in DPW Kronos time keeping software

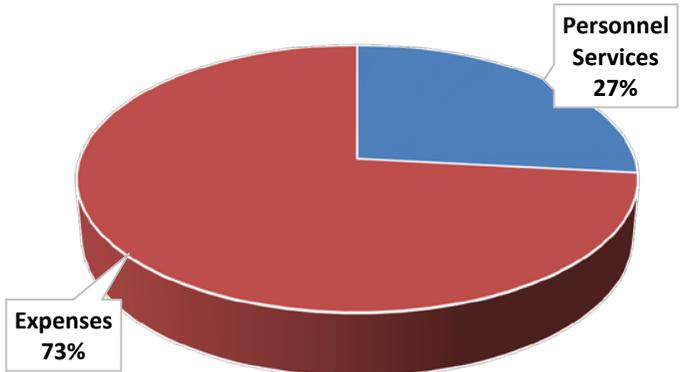
#### Lan/WAN Maintenance - increased \$52,500

### Budget Summary

Budget History

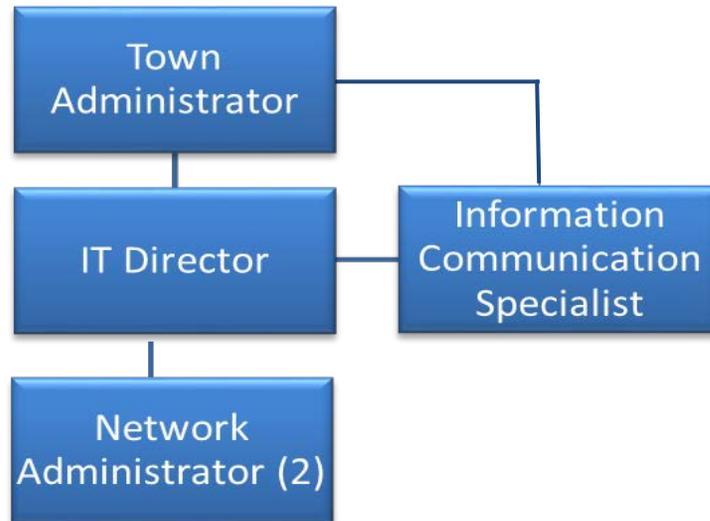


FY21 Budget Distribution



**Information Technology**

**Department - Organizational Summary**



Total Staff - 4 FTEs

## Information Technology



### Department: Line item budget

		2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
SALARIES MANAGEMENT	<sup>1</sup>	\$ 112,700	114,283	\$ 115,048	\$ 116,901	\$ 1,853	1.61%
SALARIES TECHNICAL/PROFESSIONAL	<sup>2</sup>	\$ 235,200	238,492	\$ 300,090	\$ 304,188	\$ 4,098	1.37%
<b>Personnel Services</b>		<b>\$ 347,900</b>	<b>\$ 352,775</b>	<b>\$ 415,138</b>	<b>\$ 421,089</b>	<b>\$ 5,951</b>	<b>1.43%</b>
EQUIPMENT REPAIRS/SERVICING	<sup>3</sup>	\$ 19,810	28,237	\$ 25,000	\$ 25,000	\$ -	0.00%
SOFTWARE SERVICING	<sup>4</sup>	\$ 350,397	355,611	\$ 409,000	\$ 427,000	\$ 18,000	4.40%
HOSTED APPLICATIONS	<sup>5</sup>	\$ 159,179	168,742	\$ 236,500	\$ 252,000	\$ 15,500	6.55%
TELEPHONE	<sup>6</sup>	\$ 14,782	22,531	\$ 19,000	\$ 19,000	\$ -	0.00%
COPY/MAIL CENTER FEES		\$ -	0	\$ 500	\$ 500	\$ -	0.00%
TRAINING & EDUCATION		\$ 8,125	7,138	\$ 5,000	\$ 5,000	\$ -	0.00%
COMPUTER SUPPLIES		\$ 5,273	4,615	\$ 7,500	\$ 7,500	\$ -	0.00%
PAPER SUPPLIES		\$ 9,000	9,105	\$ 9,000	\$ 9,000	\$ -	0.00%
TELEPHONE SYSTEM MAINTENANCE	<sup>7</sup>	\$ 65,000	68,202	\$ 70,000	\$ 70,000	\$ -	0.00%
LAN/WAN MAINTENANCE	<sup>8</sup>	\$ 90,302	83,661	\$ 107,500	\$ 160,000	\$ 52,500	48.84%
COMPUTER EQUIPMENT REPLACEMENT	<sup>9</sup>	\$ 77,943	145,717	\$ 110,000	\$ 110,000	\$ -	0.00%
SOFTWARE SYSTEM UPGRADE & REPLACE	<sup>10</sup>	\$ 44,855	98,064	\$ 75,000	\$ 75,000	\$ -	0.00%
<b>Expenses</b>		<b>\$ 844,666</b>	<b>\$ 991,623</b>	<b>\$ 1,074,000</b>	<b>\$ 1,160,000</b>	<b>\$ 86,000</b>	<b>8.01%</b>
<b>Total Department</b>		<b>\$ 1,192,566</b>	<b>\$ 1,344,398</b>	<b>\$ 1,489,138</b>	<b>\$ 1,581,089</b>	<b>\$ 91,951</b>	<b>6.17%</b>

#### Footnotes:

##### Personnel:

<sup>1</sup> Management - Information Technology Director

<sup>2</sup> Technical Professional - Information/Communication Specialist (1), Network Administrators (2) and System Analyst(1)

##### Purchased Services:

<sup>3</sup> Equipment Repairs - Costs of repairing and maintaining hardware, extended warranties

<sup>4</sup> Software Servicing - Costs of maintaining and licensing Town software applications including Town's Enterprise Resource Planning (ERP) system (Munis), permitting system (Municipality), server operating systems, GIS, firewall software, public safety software, virtual servers, election software, database software and backup servers

<sup>5</sup> 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.

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

##### Other Charges & Expenses:

<sup>7</sup> Telephone System Maintenance - Cost of maintenance for Town VOIP ShoreTel telephone system

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

<sup>9</sup> Computer Equipment Replacement - Cyclical replacement of computers, laptops, Chromwbooks, tablets, printers, and network servers

<sup>10</sup> Software System Upgrade & Replace - Purchase of new software applications, software licensing upgrades, consulting services

# Town Clerk & Board of Registrars



## FY 2021 Operational Budget Request

Diane Packer - Town Clerk

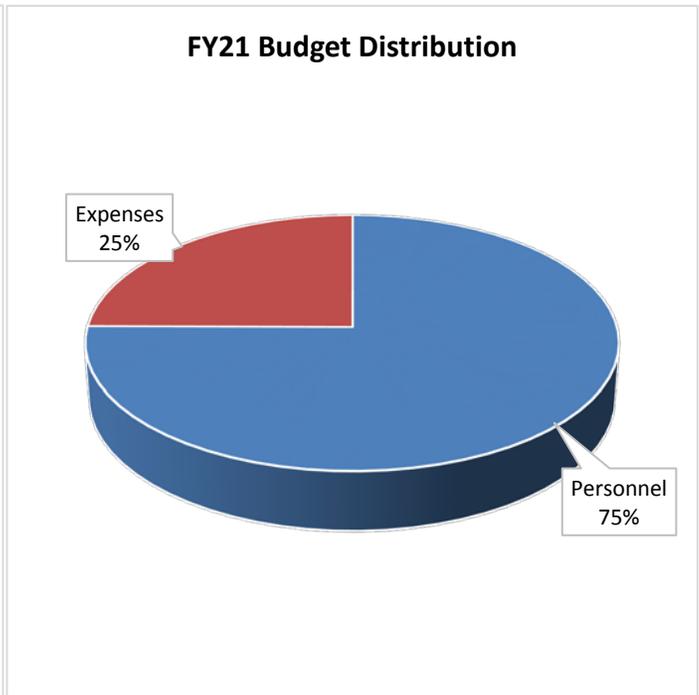
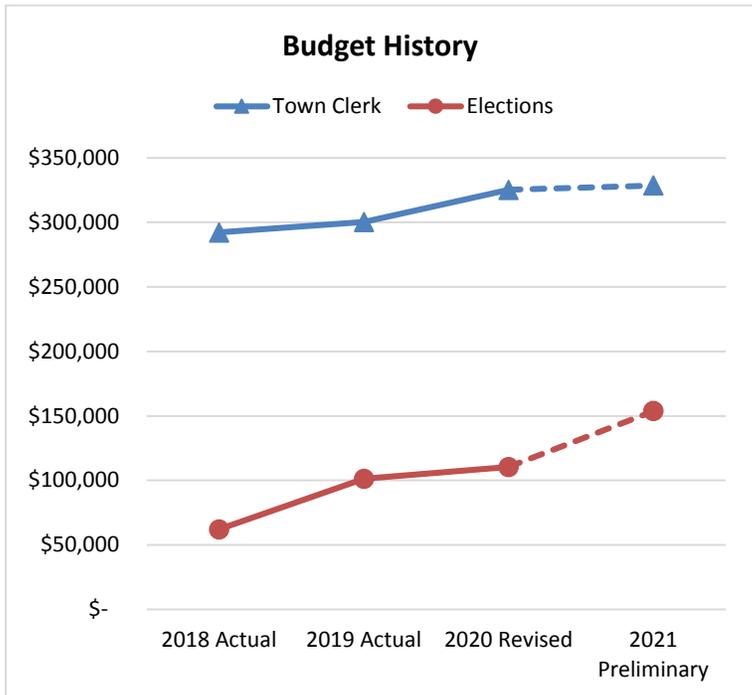
### Mission:

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 2021:

- Overtime increase \$1,500 to \$9,000 presidential election and early voting for State Primary
- Increase \$1,200 in purchased services--need to hire recording secretary for 2019 Fall ATM conflict with early voting and presidential election
- Salaries-other increase to \$3,000 for increase in cost of pages
- Salaries operational: \$88,950 increase for elections
- Increase of \$750 in food for elections based on the number of elections and increase in required staffing.

### Budget Summary -



## Town Clerk & Board of Registrars

### Department - Organizational Summary

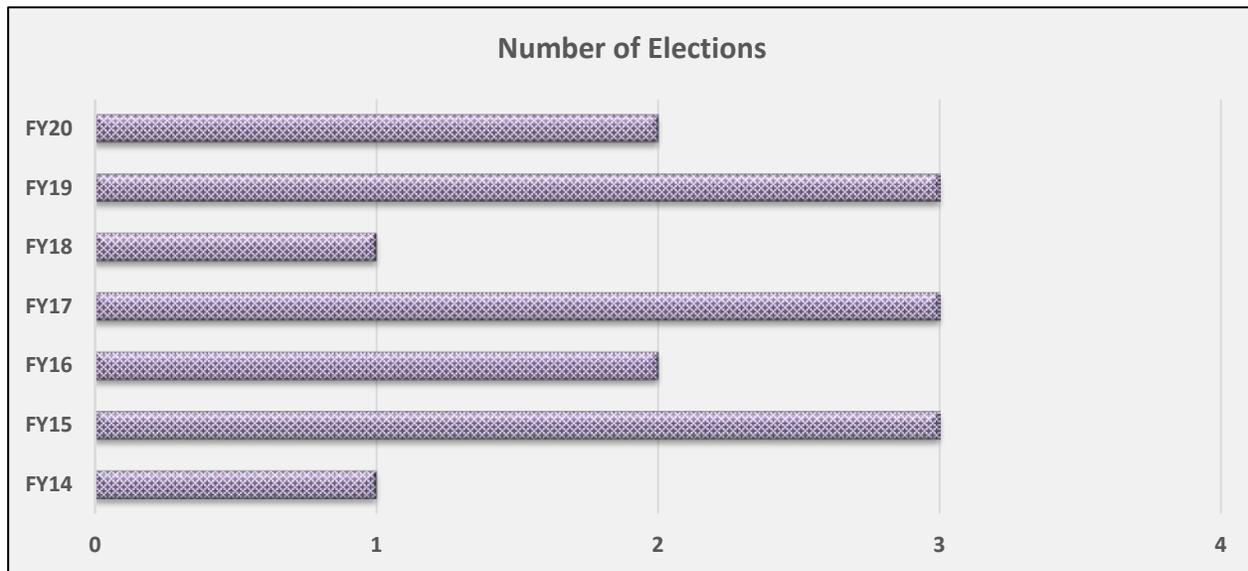


Total Staff - 4 FTEs ( number per position in parentheses)

#### 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

		2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
Salaries Management	<sup>1</sup>	\$ 91,800	\$ 94,100	\$ 100,400	\$ 100,786	\$ 386	0.38%
Salaries Operational Staff	<sup>2</sup>	\$ 157,633	\$ 163,706	\$ 162,385	\$ 161,765	\$ (620)	-0.38%
Salaries Add'l Comp Operational		\$ 2,750	\$ 2,060	\$ 3,900	\$ 4,650	\$ 750	19.23%
Salaries Operational Overtime	<sup>3</sup>	\$ 2,175	\$ 5,364	\$ 7,500	\$ 9,000	\$ 1,500	20.00%
<b>Salaries</b>		<b>\$ 254,357</b>	<b>\$ 265,230</b>	<b>\$ 274,185</b>	<b>\$ 276,201</b>	<b>\$ 2,016</b>	<b>0.74%</b>
BOOKBINDING	<sup>4</sup>	\$ 8,737	\$ 10,963	\$ 7,500	\$ 7,500	\$ -	0.00%
COPY/MAIL CENTER FEES	<sup>5</sup>	\$ 3,881	\$ 3,925	\$ 5,000	\$ 5,000	\$ -	0.00%
DUES & MEMBERSHIPS		\$ 215	\$ 1,130	\$ 800	\$ 800	\$ -	0.00%
EQUIPMENT REPAIRS/SERVICING		\$ 276	\$ 350	\$ 2,000	\$ 2,000	\$ -	0.00%
MASS GENERAL LAW UPDATES		\$ -	\$ -			\$ -	0.00%
OFFICE SUPPLIES		\$ 3,272	\$ 2,250	\$ 5,000	\$ 5,000	\$ -	0.00%
PRINTING/ADVERTISING		\$ -	\$ -	\$ 200	\$ 200	\$ -	0.00%
PURCHASED SERVICES MISC	<sup>6</sup>	\$ 20,121	\$ 15,321	\$ 27,050	\$ 28,250	\$ 1,200	4.44%
TELEPHONE		\$ 431	\$ 376	\$ 600	\$ 600	\$ -	0.00%
TRAVEL		\$ 1,009	\$ 923	\$ 3,000	\$ 3,000	\$ -	0.00%
<b>Expenses</b>		<b>\$ 37,942</b>	<b>\$ 35,238</b>	<b>\$ 51,150</b>	<b>\$ 52,350</b>	<b>\$ 1,200</b>	<b>2.35%</b>
<b>Total Town Clerk</b>		<b>\$ 292,299</b>	<b>\$ 300,468</b>	<b>\$ 325,335</b>	<b>\$ 328,551</b>	<b>\$ 3,216</b>	<b>0.99%</b>

**Footnotes:**

**Personnel:**

<sup>1</sup> Management - Town Clerk

<sup>2</sup> Operational Staff - Executive Assistant (1) and Administrative Assistants (2)

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

**Expenses:**

<sup>4</sup> Bookbinding - Ongoing process for storing vital records

<sup>5</sup> 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.

<sup>6</sup> Purchased Services Misc - Costs for electronic voting devices for use at Town Meetings and contract renewal for labels for vault storage. Additional costs associated with Town By-law updates and recordings.

## Town Clerk & Board of Registrars



### Department: Line item budget

		2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
SALARIES - OTHER		1,800	2,346	\$ 2,200	\$ 3,000	\$ 800	36.36%
SALARIES MANAGEMENT		6,096	6,015	\$ 6,200	\$ 6,200	\$ -	0.00%
SALARIES OPERATIONAL STAFF		15,719	49,827	\$ 47,000	\$ 88,950	\$ 41,950	89.26%
<b>Salaries</b>	<sup>1</sup>	<b>\$ 23,615</b>	<b>\$ 58,188</b>	<b>\$ 55,400</b>	<b>\$ 98,150</b>	<b>\$ 42,750</b>	<b>77.17%</b>
BOOKS		0	0	1,350	\$ -	\$ (1,350)	-100.00%
ELECTION ENCODING FEES	<sup>2</sup>	10,706	10,594	14,500	\$ 15,500	\$ 1,000	6.90%
FOOD FOR ELECTION WORKERS		684	2,249	2,250	\$ 3,000	\$ 750	33.33%
OFFICE SUPPLIES		2,056	4,303	5,000	\$ 5,000	\$ -	0.00%
POSTAGE	<sup>3</sup>	12,254	13,209	18,000	\$ 18,000	\$ -	0.00%
PRINTING/ADVERTISING		12,764	12,865	14,000	\$ 14,000	\$ -	0.00%
PURCHASED SERVICES MISC		-	0	-		-	
<b>Expenses</b>		<b>\$ 38,464</b>	<b>\$ 43,220</b>	<b>\$ 55,100</b>	<b>\$ 55,500</b>	<b>\$ 400</b>	<b>0.73%</b>
<b>Total Elections</b>		<b>\$ 62,078</b>	<b>\$ 101,408</b>	<b>\$ 110,500</b>	<b>\$ 153,650</b>	<b>\$ 43,150</b>	<b>39.05%</b>

**Footnotes:**

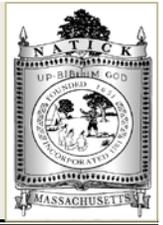
<sup>1</sup> **Personnel** - This includes stipends for the registrars. Three of the registrars are appointed by the Board of Selectmen and the Town Clerk is the fourth member. This also includes the stipends for the poll workers and the special duty police officers for each election. At a minimum, each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

**Expenses:**

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

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

# Community & Economic Development



## FY 2021 Operational Budget Request

James Freas, Director

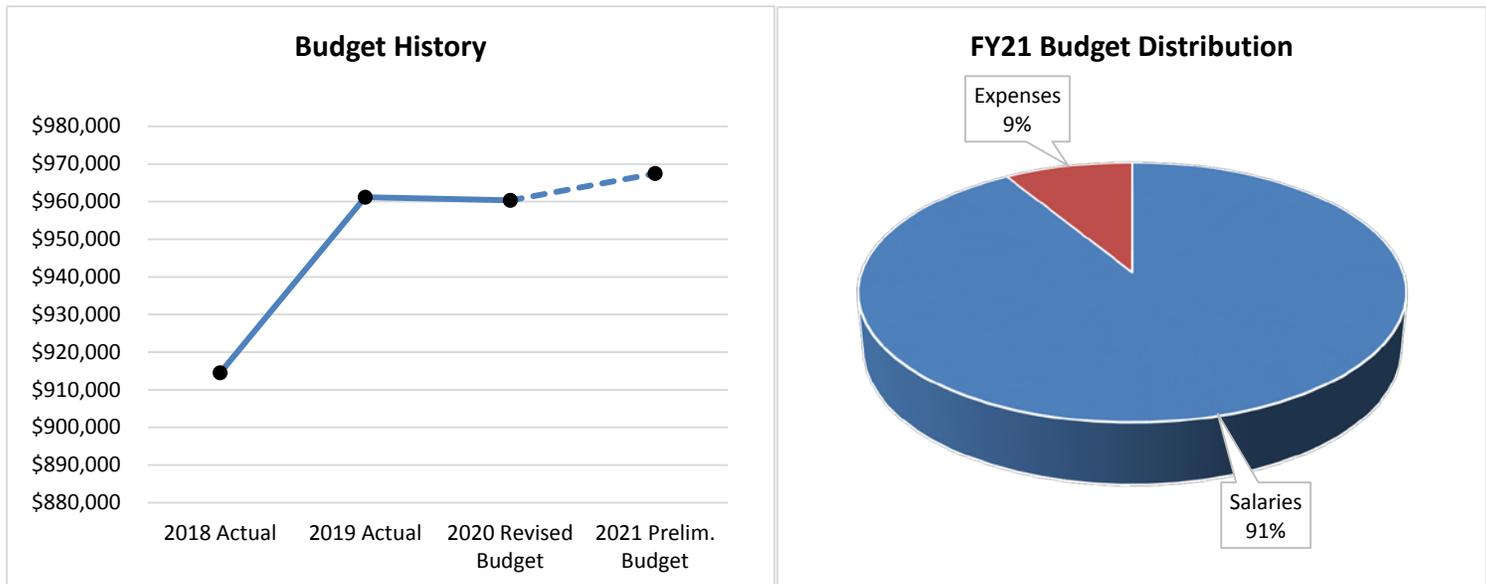
### Mission:

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 2021:

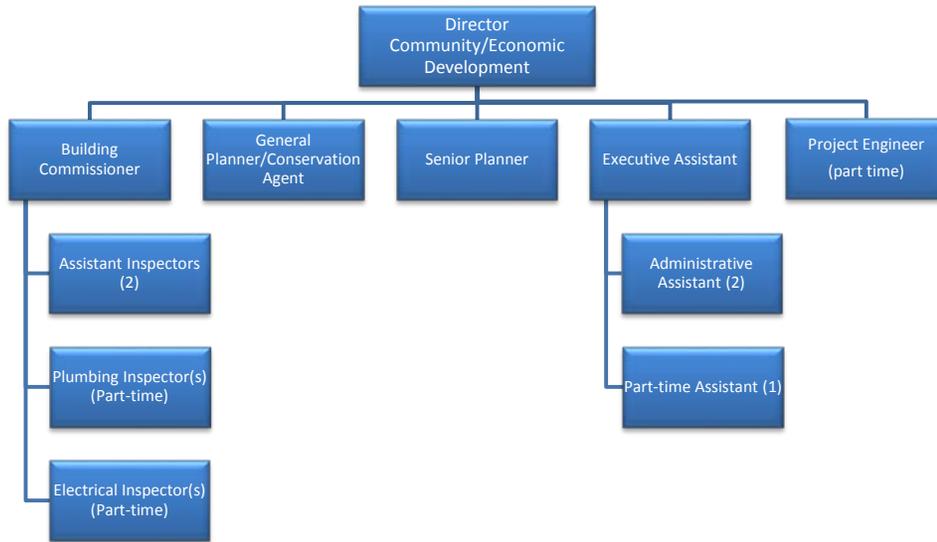
Continue to provide exceptional customer service to residents and businesses in the community. The number of building permits issued, and the number of applications to the Planning Board, ZBA, and Conservation Commission processed, has risen significantly, along with corresponding increases in permit revenue and the value of associated properties. In the coming year, staff will assess the potential to improve process efficiencies through better permitting software, reduced reliance on paper files/applications, clarified operations, and by-law or regulatory changes. In the next year staff will be advancing implementation of the adopted Natick 2030 Master Plan in coordination with other Town Departments, Boards and Committees, and other community stakeholders.

### Budget Summary -



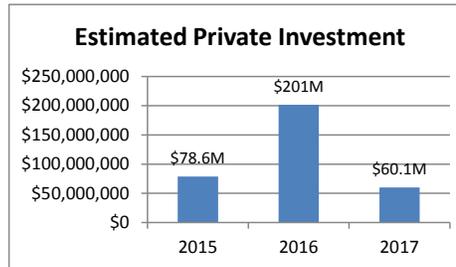
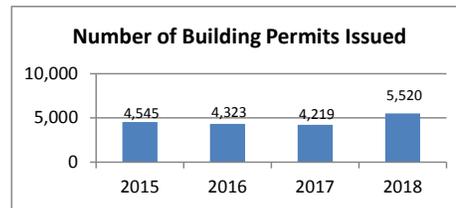
**Community & Economic Development**

**Department - Organizational Summary**



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

**Department by the Numbers**



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

**Ongoing/other initiatives:**

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

Process over 5,000 permits (and corresponding inspections) for the Town, including building, plumbing, and electrical permits (7,127 permits in 2019 as of 12/19 with \$1.9 million in permit revenue).

Managed permit review for private development projects, including signage special permits, zoning articles, and many other requests with the Planning Board, ZBA and Conservation Commission review processes

Managing design and supporting implementation of key transportation/Infrastructure projects, representing over \$3M in design funding and \$20M in anticipated construction investment, including the CRT and N. Main Street improvement project.

Managing short & long range planning processes, including implementation of Natick 2030+, Open Space and Recreation Plan, Golden Triangle Planning Study, and many other initiatives

Managing key policy updates, including Recreational Marijuana, LID/Stormwater Management Regulations, Updates to Zoning Bylaw including assistance with Citizen Petition requests and zoning bylaw re-organization.

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

## Community & Economic Development



### Department: Line item budget

		2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
Salaries Management	<sup>1</sup>	\$ 218,700	\$ 222,589	\$ 223,783	\$ 225,002	\$ 1,219	0.54%
Salaries Supervisory	<sup>2</sup>	\$ 59,605	\$ 68,879	\$ 60,079	\$ 61,047	\$ 968	1.61%
Salaries Operational Staff	<sup>3</sup>	\$ 99,371	\$ 91,490	\$ 121,359	\$ 122,823	\$ 1,464	1.21%
Salaries Technical & Professional	<sup>4</sup>	\$ 305,576	\$ 303,873	\$ 309,966	\$ 310,764	\$ 798	0.26%
Salaries Inspection Staff	<sup>5</sup>	\$ 147,908	\$ 171,614	\$ 136,806	\$ 136,284	\$ (522)	-0.38%
Salaries Add'l Comp Supervisory		\$ 3,625	\$ -	\$ 2,500	\$ 2,500	\$ -	0.00%
Salaries Add'l Comp Operational		\$ -	\$ -	\$ 1,125	\$ 1,125	\$ -	0.00%
Salaries Temp. Operational		\$ 26,528	\$ 45,554				
Salaries Operational Overtime		\$ 21,029	\$ 20,939	\$ 23,000	\$ 23,000	\$ -	0.00%
<b>Salaries</b>		<b>\$ 882,342</b>	<b>\$ 924,937</b>	<b>\$ 878,618</b>	<b>\$ 882,545</b>	<b>\$ 3,927</b>	<b>0.45%</b>

Travel	<sup>6</sup>	\$ 1,876	\$ 3,104	\$ 2,400	\$ 2,400	\$ -	0.00%
Telephone		\$ 3,781	\$ 3,021	\$ 3,800	\$ 3,800	\$ -	0.00%
Dues & Membership		\$ 1,126	\$ 660	\$ 1,500	\$ 2,000	\$ 500	33.33%
Training & Education	<sup>7</sup>	\$ 1,805	\$ 3,183	\$ 3,500	\$ 3,500	\$ -	0.00%
Postage		\$ 5,585	\$ 9,138	\$ 6,000	\$ 6,000	\$ -	0.00%
Printing/Advertising		\$ 9,088	\$ 11,487	\$ 9,000	\$ 10,500	\$ 1,500	16.67%
Books/Publications		\$ 1,166	\$ -	\$ 1,000	\$ 1,000	\$ -	0.00%
Professional Services - other	<sup>8</sup>	\$ 3,306	\$ 1,412	\$ 4,000	\$ 4,000	\$ -	0.00%
Consultant Services - other	<sup>9</sup>	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ -	0.00%
Office Supplies		\$ 4,419	\$ 4,226	\$ 5,500	\$ 6,700	\$ 1,200	21.82%
<b>Expenses</b>		<b>\$ 32,153</b>	<b>\$ 36,231</b>	<b>\$ 81,700</b>	<b>\$ 84,900</b>	<b>\$ 3,200</b>	<b>3.92%</b>

<b>Total Community &amp; Economic Dev.</b>		<b>\$ 914,494</b>	<b>\$ 961,168</b>	<b>\$ 960,318</b>	<b>\$ 967,445</b>	<b>\$ 7,127</b>	<b>0.74%</b>
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#### Footnotes:

#### Personnel:

<sup>1</sup> Management - Director of Community & Economic Development and Building Commissioner

<sup>2</sup> Supervisory - Executive Assistant

<sup>3</sup> Operational - Two Administrative Assistants and 1 part-time Administrative Assistant

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

<sup>5</sup> Inspection - Part-time Electrical and Plumbing Inspectors

#### Expenses:

<sup>6</sup> 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)

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

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

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

<b>Community &amp; Economic Development - Sealer of Weights &amp; Measures</b>							
<b>Description</b>							
		2018	2019	2020	2021	2020 vs. 2021	
		Actual	Actual	Budget	Preliminary	\$ (+/-)	% (+/-)
SALARIES TECHNICAL/PROFESSNL	1	23,400	30,402	30,400	30,400	-	0.00%
<b>Salaries</b>		<b>23,400</b>	<b>30,402</b>	<b>30,400</b>	<b>30,400</b>	<b>-</b>	<b>0</b>
DUES & MEMBERSHIPS	2	150	150	175	175	-	0%
EQUIPMENT REPAIRS/SERVICING		498	510	600	600	-	0%
TRAINING & EDUCATION		170	230	215	215	-	0%
<b>Expenses</b>		<b>818</b>	<b>890</b>	<b>990</b>	<b>990</b>	<b>-</b>	<b>0%</b>
<b>Total Weights &amp; Measures</b>		<b>24,218</b>	<b>31,292</b>	<b>31,390</b>	<b>31,390</b>	<b>-</b>	<b>0.00%</b>
<b>Footnotes:</b> <b>Personnel:</b> <sup>1</sup> Technical Professional - Sealer of Weights and Measures  <b>Expenses:</b> <sup>2</sup> Dues & Memberships - certification							

# Section VIII

## Committees & Commissions

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Committees & Commissions Summary	
Finance Committee	147
Commission on Disability	148
Cultural Council	149
Historical Commission	150
Historic District Commission	151
Affordable Housing Trust	152

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# Town of Natick

Home of Champions

## Department: Commissions & Committees

### Appropriation Summary

	2018 Actual	2019 Actual	2020 Revised Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
<b>Operating Expenses</b>						
Total Finance Committee	\$ 18,663	\$ 20,721	\$ 37,800	\$ 37,800	\$ -	0.00%
Total Commission on Disability	\$ 239	\$ 60	\$ 750	\$ 750	\$ -	0.00%
Total Natick Cultural Council	\$ 384	\$ 68	\$ 700	\$ 700	\$ -	0.00%
Total Historical Commission	\$ -	\$ 62	\$ 750	\$ 750	\$ -	0.00%
Total Historic District Commission	\$ -	\$ 387	\$ 550	\$ 550	\$ -	0.00%
Total Affordable Housing Trust		\$ 80,000	\$ 80,000	\$ 80,000	\$ -	0.00%
<b>Total Committees &amp; Commissions</b>	<b>19,286</b>	<b>101,298</b>	<b>120,550</b>	<b>120,550</b>	<b>-</b>	<b>0.00%</b>

### 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:

	2018 Actual	2019 Revised Budget	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
Secretarial Staff	\$ -	\$ -			\$ -	
<b>Personnel Services</b>	<b>\$ -</b>	<b>\$ -</b>			<b>\$ -</b>	
Communication Postage	\$ -	\$ -	\$ 1,800	\$ 1,800	\$ -	0.00%
<b>Purchase of Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>	<b>\$ -</b>	<b>0.00%</b>
Dues & Subscriptions	\$ 345	\$ 345	\$ 350	\$ 350	\$ -	0.00%
Consultant	\$ 7,724	\$ 13,514	\$ 30,150	\$ 30,150	\$ -	0.00%
Copy/Mail Center Fees	\$ 10,342	\$ 6,862	\$ 5,000	\$ 5,000	\$ -	0.00%
<b>Tech/Prof Services</b>	<b>\$ 18,411</b>	<b>\$ 20,721</b>	<b>\$ 35,500</b>	<b>\$ 35,500</b>	<b>\$ -</b>	<b>71.32%</b>
Office Supplies	\$ 252	\$ -	\$ 500	\$ 500	\$ -	0.00%
<b>Supplies</b>	<b>\$ 252</b>	<b>\$ -</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ -</b>	<b>0.00%</b>
Equipment Purchases	\$ -	\$ -			\$ -	
Equipment Purchases	\$ -	\$ -			\$ -	
<b>Total Finance Committee</b>	<b>\$ 18,663</b>	<b>\$ 20,721</b>	<b>\$ 37,800</b>	<b>\$ 37,800</b>	<b>\$ -</b>	<b>0.00%</b>

### 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 2021 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 Select Board 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:

	2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 v 2021 \$ (+/-) % (+/-)	
<b>ADA Expenses:</b>						
Communication Telephone	\$ -	\$ -			\$ -	
In State Travel	\$ -		\$ 50	\$ 50	\$ -	0.00%
Dues & Subscriptions	\$ -	\$ 60	\$ 75	\$ 75	\$ -	0.00%
Copy/Mail Center Fees	\$ -	\$ -			\$ -	
<b>Tech/Professional Services</b>	<b>\$ -</b>	<b>\$ 60</b>	<b>\$ 125</b>	<b>\$ 125</b>	<b>\$ -</b>	<b>0.00%</b>
Operating Expense	\$ 239	\$ -	\$ 625	\$ 625	\$ -	0.00%
<b>Supplies</b>	<b>\$ 239</b>	<b>\$ -</b>	<b>\$ 625</b>	<b>\$ 625</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Commission on Disability</b>	<b>\$ 239</b>	<b>\$ 60</b>	<b>\$ 750</b>	<b>\$ 750</b>	<b>\$ -</b>	<b>0.00%</b>

## 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

	2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021	
					\$ (+/-)	% (+/-)

Operating Expense	\$ 384	\$ 68	\$ 700	\$ 700	\$ -	0.00%
Supplies	\$ 384	\$ 68	\$ 700	\$ 700	\$ -	0.00%
<b>Total Natick Cultural Council</b>	<b>\$ 384</b>	<b>\$ 68</b>	<b>\$ 700</b>	<b>\$ 700</b>	<b>\$ -</b>	<b>0.00%</b>

### 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

	2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
Operating Expense	\$ -	\$ 62	\$ 750	\$ 750	\$ -	0.00%
Supplies	\$ -	\$ 62	\$ 750	\$ 750	\$ -	0.00%
<b>Total Historical Commission</b>	<b>\$ -</b>	<b>\$ 62</b>	<b>\$ 750</b>	<b>\$ 750</b>	<b>\$ -</b>	<b>0.00%</b>

### 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 or 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.

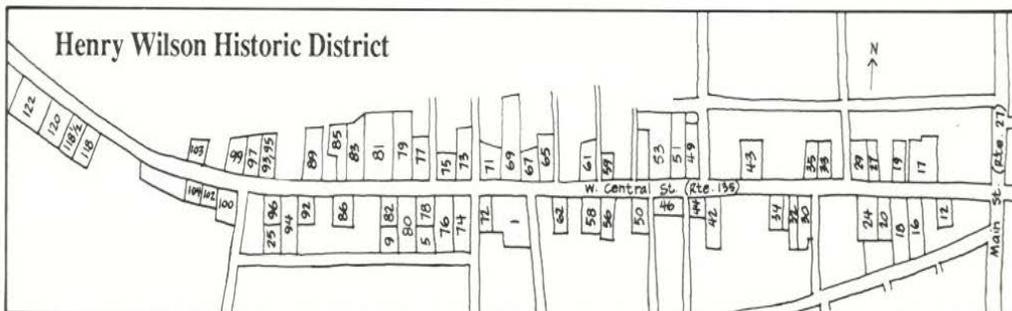
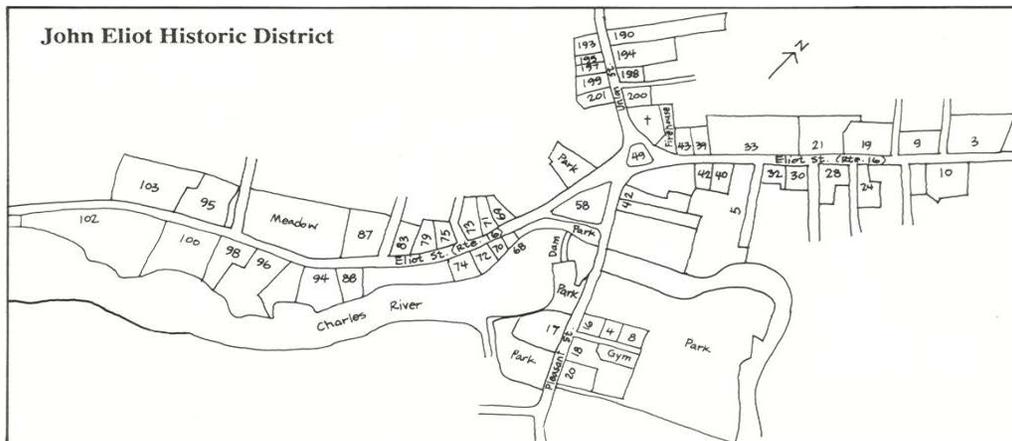
Staffing: None

### Budget Detail

	2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
Operating Expense	\$ -	\$ 387	\$ 550	\$ 550	\$ -	0.00%
Supplies	\$ -	\$ 387	\$ 550	\$ 550	\$ -	0.00%
<b>Total Historic District Commission</b>	<b>\$ -</b>	<b>\$ 387</b>	<b>\$ 550</b>	<b>\$ 550</b>	<b>\$ -</b>	<b>0.00%</b>

### 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

	2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021	
					\$ (+/-)	% (+/-)
Operating Expense		\$ 80,000	\$ 80,000	\$ 80,000	\$ -	
Expenses	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	
<b>Total Affordable Housing Trust</b>	<b>\$ -</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>\$ -</b>	

# Section IX

## Shared Expenses

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Shared Expenses	
Benefits	
Employee Fringe Benefits & Insurance	155
Contributory Retirement	159
Non-Contributory Retirement	161
Property & Liability Insurance	165
Debt Service	166
Facilities Management	171

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# Town of Natick

## Department: Employee Fringe

### Appropriation Summary

	2018 Actual	2019 Actual	2020 Budget	2021 Prelim	2020 vs. 2021 \$ (+/-) % (+/-)	
<b>Other Personnel Services</b>						
Worker's Compensation	\$ 611,342	\$ 655,629	\$ 684,678	\$ 710,512	\$ 25,834	4%
Unemployment	\$ 45,873	\$ 89,658	\$ 65,000	\$ 65,000	\$ -	0%
Medicare (All)	\$ 1,109,148	\$ 1,168,819	\$ 1,223,797	\$ 1,269,797	\$ 46,000	4%
Drug & Alcohol testing	\$ 5,636	\$ 5,740	\$ 13,340	\$ 13,340	\$ -	0%
Public Safety Medical (111F)	\$ 112,656	\$ 107,698	\$ 118,495	\$ 117,708	\$ (787)	-1%
LIUNA/Mass Lab. Pension	\$ 287,125	\$ 302,095	\$ 334,443	\$ 384,634	\$ 50,191	15%
Benefits Reserve	\$ 1,805	\$ -	\$ 50,000	\$ 50,000	\$ -	0%
Long-Term Disability	\$ 21,777	\$ 18,725	\$ 22,000	\$ 22,000	\$ -	0%
Retirement Buy-Out Program	\$ 227,207	\$ 222,523	\$ 265,000	\$ 265,000	\$ -	0%
<b>Total Other Personnel Services</b>	<b>\$ 2,422,569</b>	<b>\$ 2,570,887</b>	<b>\$ 2,776,753</b>	<b>\$ 2,897,991</b>	<b>\$ 121,238</b>	<b>4%</b>

<b>Merit &amp; Performance Increases*</b>	\$ 17,500	\$ 47,750	\$ 150,000	\$ 300,000	\$ 150,000	100%
<b>Total Performance Plan</b>	<b>\$ 17,500</b>	<b>\$ 47,750</b>	<b>\$ 150,000</b>	<b>\$ 300,000</b>	<b>\$ 150,000</b>	<b>100%</b>

\*Proposed increased merit/performance budget - interdepartmental equity

### Health Benefits

Health Care Benefits*	\$ 12,641,344	\$ 12,299,885	\$ 13,824,913	\$ 13,927,913	\$ 103,000	0.7%
<b>Total Health Benefits</b>	<b>\$ 12,641,344</b>	<b>\$ 12,299,885</b>	<b>\$ 13,824,913</b>	<b>\$ 13,927,913</b>	<b>\$ 103,000</b>	<b>0.7%</b>

\*Additional health care detail will be provided upon revised rates from WSHG

<b>Total Employee &amp; Retiree Benefits</b>	<b>\$ 15,081,413</b>	<b>\$ 14,918,522</b>	<b>\$ 16,751,666</b>	<b>\$ 17,125,904</b>	<b>\$ 374,238</b>	<b>2.23%</b>
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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



## 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 FY2021.

### **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 2021 are based upon FY 2020 actual plan rates from the West Suburban Health Group, projections will be updated in March.

### **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. 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 in claims, however, annual expenses spiked close to \$200,000 during economic downturns. FY2021 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.

<b>Fiscal Year 2020 Unemployment</b>		
<b>Original Appropriation</b>		<b>\$ 65,000</b>
<i>Amount Spent through November 2019</i>		<i>\$ 24,407</i>
<b>Balance</b>		<b>\$ 40,593</b>
School Department expenses through November 2019	\$ 19,631	
Town expenses through November 2019	\$ 3,776	
Service Fees	\$ 1,000	
Average Monthly Expenses (07/01/2017 to 11/30/2017)	\$ 4,681	
Amount Needed through end of year based upon case load		\$ 32,769.80
<b>Estimated Unspent Balance @ 6/30/20</b>		<b>\$ 7,823</b>

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 benefits. Current law allows for a maximum benefit of 26 weeks. Additional 'emergency' or 'extended' benefits can be passed by the Congress at any time. 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 2021 \$65,000**

At this time, we are proposing that \$65,000 be budgeted for unemployment benefits for FY 2021. Based upon claims analysis for FY19 and FY20 through the end of November 2019 and projected claims for the next fiscal year this expense account should be similar to FY21 appropriated amount of \$65,000.



# Town of Natick

Home of Champions

## Town & School Medicare - contribution for FY 2021

Preliminary Payroll Budget	\$	87,572,211
Department	Preliminary FY 2021 Payroll	
BD SELECTMEN/TN ADMINISTRATOR		1,039,094
COMPTROLLER		387,228
FINANCE DEPARTMENT		91,974
ASSESSORS		345,929
COLLECTOR/TREASURER		303,145
INFORMATION SYSTEMS		422,294
TOWN CLERK		288,282
BOARD OF REGISTRARS		98,150
COMMUNITY DEVELOPMENT		901,555
POLICE DEPARTMENT		7,678,296
FIRE DEPARTMENT		8,645,261
WEIGHTS & MEASURES		30,400
PARKING ENFORCEMENT		114,144
EMERGENCY MANAGEMENT		5,000
PUBLIC WORKS ENGINEERING		572,704
PUBLIC WORKS - ADMIN		549,785
PUBLIC WORKS EQUIP MAINT		632,332
PUBLIC WORKS LFNR		788,933
PUB WKS HWY MAINT/SANT/RECY		1,814,994
FACILITIES MANAGEMENT		2,784,268
BOARD OF HEALTH		602,864
HUMAN SERVICES		137,052
COMMUNITY SERVICES ADMIN		229,940
COUNCIL ON AGING		331,644
VETERANS SERVICES		135,477
COMM ORGANIC FARM		181,951
MORSE INSTITUTE LIBRARY		2,009,329
BACON FREE LIBRARY		165,561
RECREATIONS AND PARKS		429,291
SCHOOLS		55,855,334
	\$	87,572,211 @ '1.45%
	\$	1,269,797

## Enterprise Funds Medicare - contribution for FY 2021

### Enterprise Accounts

Department	Preliminary FY 2021 Payroll	
WATER & SEWER BILLING EXP		118,070
SEWER		832,690
WATER		1,308,381
GOLF		322,306
	\$	2,581,447 @ '1.45%
	\$	37,431



# Town of Natick

Home of Champions

**Department: Contributory Retirement**

## Appropriation Summary

	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2020 vs. 2021 \$ (+/-) % (+/-)	
<b>Operating Expenses</b>						
Funding Schedule - Completion 2030	\$ 8,764,621	\$ 9,393,294	\$10,050,826	\$10,825,274	\$ 774,448	7.7%
<b>Total Operating Expenses</b>	<b>\$ 8,764,621</b>	<b>\$ 9,393,294</b>	<b>\$10,050,826</b>	<b>\$10,825,274</b>	<b>\$ 774,448</b>	<b>7.7%</b>
<b>Total Contributory Retirement</b>	<b>\$ 8,764,621</b>	<b>\$ 9,393,294</b>	<b>\$10,050,826</b>	<b>\$10,825,274</b>	<b>\$ 774,448</b>	<b>7.7%</b>

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 2019, there were 1,163 participants in the Natick Retirement System - 608 active, 157 inactive, and 398 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 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:**

	2018 Actual	2019 Actual	2020 Budget	2021 Prelim	2020 vs. 2021 \$ (+/-) % (+/-)	
Funding Schedule - Completion 2030	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 10,825,274	\$ 774,448	7.71%
Personnel Services	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 10,825,274	\$ 774,448	7.71%
<b>Total Contributory Retirement</b>	<b>\$ 8,764,621</b>	<b>\$ 9,393,294</b>	<b>\$ 10,050,826</b>	<b>\$ 10,825,274</b>	<b>\$ 774,448</b>	<b>7.71%</b>

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 calculation is shown below.

Total <i>ESTIMATED</i> Assessment for FY 2021	\$ 11,395,609
less Natick Housing Authority Assessment	\$ 174,718
less Golf Course Assessment	\$ 12,013
less Water/Sewer Assessment	\$ 383,604
<b>Net Retirement Assessment (General Fund)</b>	<b>\$ 10,825,274</b>



# Town of Natick

## Department: Non - Contributory Retirement

### Appropriation Summary

	2018 Actual	2019 Actual	2020 Budget	2021 Prelim	2020 vs. 2021 \$ (+/-) % (+/-)	
<b>Other Personnel Services</b>						
Pensions - Non-Contributory	\$ 18,594	\$ 17,592	\$ 19,726	\$ 18,121	\$ (1,605)	-8.1%
<b>Total Other Personnel Services</b>	<b>\$ 18,594</b>	<b>\$ 17,592</b>	<b>\$ 19,726</b>	<b>\$ 18,121</b>	<b>\$ (1,605)</b>	<b>-8.1%</b>
<b>Total Non-Contributory Retirement</b>	<b>\$ 18,594</b>	<b>\$ 17,592</b>	<b>\$ 19,726</b>	<b>\$ 18,121</b>	<b>\$ (1,605)</b>	<b>-8.1%</b>

### 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:

	2018 Actual	2019 Budget	2020 Budget	2021 Prelim	2020 vs. 2021 \$ (+/-) % (+/-)	
Pensions Police	\$ 674	\$ -	\$ 715		\$ (715)	-100%
Pensions Fire	\$ 17,920	\$ 17,592	\$ 19,011	\$ 18,121	\$ (890)	-4.7%
Pensions School	\$ -	\$ -			\$ -	
<b>Other Personnel Services</b>	<b>\$ 18,594</b>	<b>\$ 17,592</b>	<b>\$ 19,726</b>	<b>\$ 18,121</b>	<b>\$ (1,605)</b>	<b>-8.1%</b>
<b>Total Non-Contributory Retirement</b>	<b>\$ 18,594</b>	<b>\$ 17,592</b>	<b>\$ 19,726</b>	<b>\$ 18,121</b>	<b>\$ (1,605)</b>	<b>-8.1%</b>

### Line-Item Detail:

#### Other Personnel Services:

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

*Town of Natick*



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

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Preliminary
CLAIMS	\$ 2,147	\$ 8,310	\$ 4,647	\$ 10,000	\$ 10,200
PREMIUMS & ADMIN	\$ 119,927	\$ 119,346	\$ 142,946	\$ 105,400	\$ 107,508
<b>TOTAL</b>	<b>\$ 122,074</b>	<b>\$ 127,656</b>	<b>\$ 147,593</b>	<b>\$ 115,400</b>	<b>\$ 117,708</b>

**Worker's Compensation**

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Preliminary
CLAIMS ADMIN	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,200
PREMIUMS	\$ 536,775	\$ 566,295	\$ 626,414	\$ 632,678	\$ 664,312
CLAIMS	\$ -	\$ 30,047	\$ -	\$ 40,000	\$ 42,000
<b>TOTAL</b>	<b>\$ 540,775</b>	<b>\$ 600,342</b>	<b>\$ 630,414</b>	<b>\$ 676,678</b>	<b>\$ 710,512</b>



# Town of Natick

<b>LIUNA/MASS Laborers' Benefits Fund</b>				
<b>Contribution for Fiscal Year 2021 Budget</b>				
	<u>General Fund</u>			
UNION	EST HOURS	TOWN COST		AMOUNT
<b>GENERAL FUND</b>				
LABORERS	93,600	1.66	\$	155,376.00
CLERICAL	39,000	1.42	\$	55,380.00
SUPERVISORS	16,640	1.66	\$	27,622.40
CUSTODIANS*	85,280	1.54	\$	131,331.20
LIBRARY	36,400	0.41	\$	14,924.00
GENERAL FUND				\$384,633.60
* SCHOOL PAYS 15 CENTS PER HOUR FOR SCH EMPLOYEES				
	<u>Water &amp; Sewer</u>			
LABORERS	47,840	1.66	\$	79,414.40
CLERICAL	5,850	1.42	\$	8,307.00
SUPERVISORS	8,320	1.66	\$	13,811.20
WATER & SEWER				\$101,532.60
		<b>Total</b>		<b>\$486,166</b>
* Massachusetts Laborers' Benefit Fund				
** LIUNA Pension Fund				

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## Merit/Performance Set-Aside

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Performance Adjustment	\$	300,000
CBA Adjustment		
Total Merit/Performance	\$	300,000

# Property and Liability Insurance



## FY 2021 Operational Budget Request

Department: Property & Liability Insurance

### Appropriation Summary

	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
<b>Operating Expenses</b>							
Purchase of Services	\$ 589,904	\$ 654,557	\$ 742,467	\$ 847,150	\$ 863,972	\$ 16,822	1.99%
<b>Total Operating Expenses</b>	<b>\$ 589,904</b>	<b>\$ 654,557</b>	<b>\$ 742,467</b>	<b>\$ 847,150</b>	<b>\$ 863,972</b>	<b>\$ 16,822</b>	<b>1.99%</b>
<b>Total Property &amp; Liability Insurance</b>	<b>\$ 589,904</b>	<b>\$ 654,557</b>	<b>\$ 742,467</b>	<b>\$ 847,150</b>	<b>\$ 863,972</b>	<b>\$ 16,822</b>	<b>1.99%</b>

### Budget Overview:

#### I. Main Purpose

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 often acquisitions by the Town will need to be included in our future insurance forecasts.

	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 v 2021 \$ (+/-) % (+/-)	
Package Policy Property/Liability	\$ 398,237	\$ 428,332	\$ 498,725	\$ 588,800	\$ 592,704	\$ 3,904	0.66%
Motor Vehicle	\$ 190,792	\$ 224,768	\$ 235,020	\$ 232,100	\$ 243,705	\$ 11,605	5.00%
Insurance Deductibles	\$ 875	\$ 1,457	\$ 8,722	\$ 26,250	\$ 27,563	\$ 1,313	5.00%
<b>Purchased Services</b>	<b>\$ 589,904</b>	<b>\$ 654,557</b>	<b>\$ 742,467</b>	<b>\$ 847,150</b>	<b>\$ 863,972</b>	<b>\$ 16,822</b>	<b>1.99%</b>
<b>Total Property &amp; Liability Ins.</b>	<b>\$ 589,904</b>	<b>\$ 654,557</b>	<b>\$ 742,467</b>	<b>\$ 847,150</b>	<b>\$ 863,972</b>	<b>\$ 16,822</b>	<b>1.99%</b>

# Debt Service

## FY 2021 Operational Budget Request



Department: Debt Service

### Appropriation Summary

	2016 Actual	2017 Appropriated	2018 Appropriated	2019 Revised	2020 Preliminary	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
<b>Operating Expenses</b>								
Leased Equipment	\$ 142,669	\$ 148,703	\$ 149,203	\$ 147,203	\$ 151,778	\$ 159,350	\$ 7,572	4.99%
Leased land		\$ 3,900	\$ 8,900	\$ 6,400	\$ 8,900	\$ 9,500	\$ 600	6.74%
Principal	\$ 7,860,855	\$ 7,893,357	\$ 8,446,861	\$ 7,852,071	\$ 9,907,161	\$ 9,935,603	\$ 28,442	0.29%
Interest	\$ 2,706,374	\$ 2,449,397	\$ 3,044,991	\$ 2,685,222	\$ 6,558,893	\$ 5,684,790	\$ (874,103)	-13.33%
<b>Total Expense</b>	<b>\$10,709,898</b>	<b>\$10,495,357</b>	<b>\$11,649,955</b>	<b>\$10,690,896</b>	<b>\$16,626,732</b>	<b>\$15,789,243</b>	<b>\$ (837,489)</b>	<b>-5.04%</b>
<b>Total Debt Service</b>	<b>\$ 10,709,898</b>	<b>\$ 10,495,357</b>	<b>\$ 11,649,955</b>	<b>\$ 10,690,896</b>	<b>\$ 16,626,732</b>	<b>\$ 15,789,243</b>	<b>\$ (837,489)</b>	<b>-5.04%</b>

### 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.

The decline in debt service for FY21 is due to significant projects coming off the debt schedule and favorable interest rates.

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.



# Town of Natick

Home of Champions

Department: Debt Service

## Leased Equipment

	2017 Actual	2018 Appropriated	2019 Appropriated	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
Police Motorcycles	13,000	13,250	13,500	15,000	15,150	150	1.00%
Motor Vehicle Excise Tax	1,200	1,250	1,300	1,500	1,600	100	6.67%
Municipal Street Lights	73,503	73,503	73,503	73,503	73,503	-	0.00%
Mailing Equipment	18,865	21,000	20,400	22,000	22,405	405	1.84%
Copiers	37,389	40,200	38,500	39,775	46,692	6,917	17.39%
<b>Purchased Services</b>	<b>143,957</b>	<b>149,203</b>	<b>147,203</b>	<b>151,778</b>	<b>159,350</b>	<b>7,572</b>	<b>4.99%</b>
<b>Total Leased Equipment</b>	<b>143,957</b>	<b>149,203</b>	<b>147,203</b>	<b>151,778</b>	<b>159,350</b>	<b>7,572</b>	<b>4.99%</b>

## Leased Equipment

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

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

### 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 and may include fees and issue costs.

### Leased Equipment:

Motorcycle leases for the Police Department \$15,150, Excise Tax for leased motorcycles \$1,600, leased postage / mail room equipment \$22,405 copier equipment for the copy center \$46,692. The annual amount of the LED street light lease is \$73,503. Total leased equipment budget \$151,778.

### Leased Land:

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



Town of Natick- General Fund Debt Service

Department: General Fund - Debt Service Schedules									
Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2004	Septic Title V (MWPAT) T5-97-1026-1	\$ 5,102	\$ 650	\$ 5,221	\$ 392	\$ 5,221	\$ 131		
2009	Septic (MWPAT)	\$ 7,500	\$ -	\$ 7,500	\$ -	\$ 7,500	\$ -	\$ 7,500	\$ -
2011	Community Senior Center	\$ 445,000	\$ 172,850	\$ 440,000	\$ 159,500	\$ 440,000	\$ 146,300	\$ 440,000	\$ 133,100
2011	Roads - Oak St	\$ 135,000	\$ 25,175	\$ 130,000	\$ 21,125	\$ 130,000	\$ 17,225	\$ 130,000	\$ 13,325
2011	Storage Bldg - Oak St Gravel Pit	\$ 10,000	\$ 300						
2011	Fire - Engine Replacement	\$ 40,000	\$ 1,200						
2011	Bldg Remodel - Police Dispatch	\$ 15,000	\$ 450						
2011	Replace DPW Dump Truck H-44	\$ 15,000	\$ 450						
2011	Replace DPW Dump Truck H-53	\$ 15,000	\$ 450						
2012	Community Senior Center	\$ 100,000	\$ 8,125	\$ 100,000	\$ 6,125	\$ 100,000	\$ 4,125	\$ 100,000	\$ 2,125
2012	DPW - 75 West Street Expansion	\$ 75,000	\$ 3,000	\$ 75,000	\$ 1,500				
2013	DPW - Redesign Cottage Street	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,500	\$ 25,000	\$ 500		
2013	DPW - Redesign Pine street	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,500	\$ 25,000	\$ 500		
2013	DPW - Roads & Sidewalks (Reapprop. From Comm Senior Center)	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,500	\$ 25,000	\$ 500		
2014	DPW Equip. - Replace Dump Truck H-48	\$ 25,000	\$ 1,000						
2014	DPW Equip. - Replace Hooklift H-51	\$ 30,000	\$ 1,200						
2014	Police - Replace Rooftop HVAC	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525	\$ 10,000	\$ 225
2014	JJ Lane Park	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525	\$ 10,000	\$ 225
2014	Field Fence Work	\$ 15,000	\$ 1,725	\$ 15,000	\$ 1,125	\$ 10,000	\$ 525	\$ 10,000	\$ 225
2014	Retaining Wall - Pond & Cemetery	\$ 30,000	\$ 8,138	\$ 30,000	\$ 6,938	\$ 30,000	\$ 5,738	\$ 30,000	\$ 4,838
2014	Roads (Collector/Arterial)	\$ 20,000	\$ 5,425	\$ 20,000	\$ 4,625	\$ 20,000	\$ 3,825	\$ 20,000	\$ 3,225
2014	Police - Dispatch Center	\$ 15,000	\$ 4,069	\$ 15,000	\$ 3,469	\$ 15,000	\$ 2,869	\$ 15,000	\$ 2,419
2014	Fire - Engine Replacement (#5)	\$ 70,000	\$ 2,800						
2014	DPW Equip. - Replace S-35 (Packer)	\$ 35,000	\$ 1,400						
2014	Cole North Field Improvements	\$ 40,000	\$ 5,300	\$ 40,000	\$ 3,700	\$ 40,000	\$ 2,100	\$ 40,000	\$ 900
2015	Cole North Field Improvements	\$ 20,000	\$ 2,850	\$ 20,000	\$ 2,250	\$ 20,000	\$ 1,650	\$ 20,000	\$ 1,050
2015	DPW Equip.-Replace Hooklift & Chassis S-37	\$ 25,000	\$ 3,150	\$ 20,000	\$ 2,400	\$ 20,000	\$ 1,800	\$ 20,000	\$ 1,200
2015	DPW Equip. - Replace Truck S-38	\$ 15,000	\$ 1,650	\$ 10,000	\$ 1,200	\$ 10,000	\$ 900	\$ 10,000	\$ 600
2015	Roads - Pine Street	\$ 65,000	\$ 18,460	\$ 65,000	\$ 16,510	\$ 65,000	\$ 14,560	\$ 65,000	\$ 12,610
2015	DPW - Public Works Bldg Expansion	\$ 25,000	\$ 3,600	\$ 25,000	\$ 2,850	\$ 25,000	\$ 2,100	\$ 25,000	\$ 1,350
2015	DPW - Roads & Sidewalks	\$ 35,000	\$ 5,373	\$ 35,000	\$ 4,323	\$ 35,000	\$ 3,273	\$ 35,000	\$ 2,336
2015	Comm. Serv. - Replace Dug Pond Pier	\$ 10,000	\$ 1,500	\$ 10,000	\$ 1,200	\$ 10,000	\$ 900	\$ 10,000	\$ 600
2016	Roads - Pine Street	\$ 55,000	\$ 14,011	\$ 55,000	\$ 12,361	\$ 55,000	\$ 10,711	\$ 55,000	\$ 9,240
2016	Pegan Ln Land Acquisition	\$ 50,000	\$ 18,738	\$ 50,000	\$ 17,238	\$ 50,000	\$ 15,738	\$ 50,000	\$ 14,400
2016	Roads & Sidewalks (Coll/Art)	\$ 10,000	\$ 1,535	\$ 10,000	\$ 1,235	\$ 10,000	\$ 935	\$ 10,000	\$ 668
2016	Drainage Improvements	\$ 35,000	\$ 5,373	\$ 35,000	\$ 4,323	\$ 35,000	\$ 3,273	\$ 35,000	\$ 2,336
2016	Replace H-57 Front-End Loader	\$ 25,000	\$ 3,688	\$ 25,000	\$ 2,938	\$ 25,000	\$ 2,188	\$ 25,000	\$ 1,519
2016	Drainage Improvements - Willow St.	\$ 20,000	\$ 2,770	\$ 20,000	\$ 2,170	\$ 20,000	\$ 1,570	\$ 20,000	\$ 1,035
2016	Replace H-56 Two Loader Mounted Snow Blowers	\$ 40,000	\$ 3,000	\$ 40,000	\$ 1,800	\$ 35,000	\$ 700		
2016	Replace H-61 Sidewalk Machine	\$ 15,000	\$ 2,003	\$ 15,000	\$ 2,003	\$ 15,000	\$ 1,103	\$ 15,000	\$ 701
2016	Replace Trash Packer	\$ 40,000	\$ 3,200	\$ 40,000	\$ 2,000	\$ 40,000	\$ 800		
2016	Parking Meter Upgrade	\$ 5,000	\$ 618	\$ 5,000	\$ 468	\$ 5,000	\$ 318	\$ 5,000	\$ 184
April 2017	Cole North Field	\$ 10,000	\$ 3,600	\$ 10,000	\$ 3,100	\$ 10,000	\$ 2,600	\$ 10,000	\$ 2,100
April 2017	IT - Telephone System Upgrade Hardware	\$ 80,000	\$ 19,500	\$ 80,000	\$ 15,500	\$ 80,000	\$ 11,500	\$ 75,000	\$ 7,500
April 2017	Facilities - Air Handler (Cole Center)	\$ 15,000	\$ 1,250	\$ 10,000	\$ 500				
April 2017	DPW - Replace M-2 (Truck)	\$ 15,000	\$ 1,500	\$ 15,000	\$ 750				
April 2017	Replace LF-9 Bucket Truck	\$ 20,000	\$ 5,750	\$ 20,000	\$ 4,750	\$ 20,000	\$ 3,750	\$ 20,000	\$ 2,750
April 2017	Replace East School Roof	\$ 15,000	\$ 8,500	\$ 15,000	\$ 7,750	\$ 15,000	\$ 7,000	\$ 15,000	\$ 6,250
April 2017	East Field Renovation - Engineering	\$ 35,000	\$ 3,500	\$ 35,000	\$ 1,750				
April 2017	Charles River Bridge - Engineering	\$ 25,000	\$ 2,000	\$ 25,000	\$ 1,000				
April 2017	Replace Ambulance	\$ 40,000	\$ 3,750	\$ 35,000	\$ 1,750				
April 2017	Replace H-50 - Dump Truck	\$ 15,000	\$ 3,000	\$ 15,000	\$ 2,250	\$ 15,000	\$ 1,500	\$ 15,000	\$ 750
April 2017	Replace H-63 - Street Sweeper	\$ 25,000	\$ 5,500	\$ 25,000	\$ 4,250	\$ 20,000	\$ 3,000	\$ 20,000	\$ 2,000
April 2017	Replace S-33 (+36000 re-app)	\$ 25,000	\$ 7,500	\$ 25,000	\$ 6,250	\$ 20,000	\$ 5,000	\$ 20,000	\$ 4,000
April 2017	Roads & Sidewalks (Coll/Art)	\$ 60,000	\$ 30,850	\$ 60,000	\$ 27,850	\$ 60,000	\$ 24,850	\$ 60,000	\$ 21,850
April 2017	Field Renovations	\$ 10,000	\$ 5,000	\$ 10,000	\$ 4,500	\$ 10,000	\$ 4,000	\$ 10,000	\$ 3,500



Town of Natick- General Fund Debt Service

Department: General Fund - Debt Service Schedules									
Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
April 2017	Design Roadway and Sidewalk Improvements - South Main St	\$ 55,000	\$ 5,500	\$ 55,000	\$ 2,750				
April 2017	Replace DPW Roof - Equip Maint Garage	\$ 15,000	\$ 9,113	\$ 15,000	\$ 8,363	\$ 15,000	\$ 7,613	\$ 15,000	\$ 6,863
April 2017	Navy Yard Field Renovation - Engineering	\$ 15,000	\$ 1,500	\$ 15,000	\$ 750				
April 2017	Road Improvements - Cottage Street	\$ 135,000	\$ 69,700	\$ 135,000	\$ 62,950	\$ 135,000	\$ 56,200	\$ 135,000	\$ 49,450
April 2017	Replace H-63 - Street Sweeper Supplement	\$ 10,000	\$ 2,000	\$ 5,000	\$ 1,500	\$ 5,000	\$ 1,250	\$ 5,000	\$ 1,000
April 2017	Upgrade DPW Radio System	\$ 40,000	\$ 3,750	\$ 35,000	\$ 1,750				
April 2017	Charles River Bridge - Rehab	\$ 35,000	\$ 23,188	\$ 35,000	\$ 21,438	\$ 35,000	\$ 19,688	\$ 35,000	\$ 17,938
April 2017	Purchase New Recycling Side Arm Packer	\$ 35,000	\$ 7,000	\$ 35,000	\$ 5,250	\$ 35,000	\$ 3,500	\$ 35,000	\$ 1,750
April 2017	Town Hall HVAC Rooftop Units	\$ 10,000	\$ 3,250	\$ 10,000	\$ 2,750	\$ 10,000	\$ 2,250	\$ 10,000	\$ 1,750
April 2017	Pond Street Sidewalk & Guardrail Replace	\$ 25,000	\$ 8,500	\$ 25,000	\$ 7,250	\$ 25,000	\$ 6,000	\$ 25,000	\$ 4,750
July 2017	Replace 2001 Fire Pumper (Engine 3)	\$ 75,000	\$ 13,500	\$ 75,000	\$ 10,500	\$ 75,000	\$ 7,500	\$ 75,000	\$ 4,500
July 2017	Replace S-31 Trash Packer	\$ 40,000	\$ 6,648	\$ 40,000	\$ 5,048	\$ 36,200	\$ 3,524	\$ 35,000	\$ 2,100
July 2017	Replace H-58 (Font End Loader)	\$ 25,000	\$ 7,100	\$ 25,000	\$ 6,100	\$ 25,000	\$ 5,100	\$ 25,000	\$ 4,100
July 2017	Replace H-72 Side Walk Bombardier	\$ 15,000	\$ 4,500	\$ 15,000	\$ 3,900	\$ 15,000	\$ 3,300	\$ 15,000	\$ 2,700
July 2017	Replace Cole Roof	\$ 25,000	\$ 14,500	\$ 25,000	\$ 13,500	\$ 25,000	\$ 12,500	\$ 25,000	\$ 11,500
July 2017	Park and Field Renovations	\$ 25,000	\$ 3,940	\$ 25,000	\$ 2,940	\$ 21,000	\$ 2,020	\$ 20,000	\$ 1,200
July 2017	Roadway & Sidewalks Supplement	\$ 60,000	\$ 28,800	\$ 60,000	\$ 26,400	\$ 60,000	\$ 24,000	\$ 60,000	\$ 21,600
Dec-18	Replacement of SCBA equipment	\$ 40,000	\$ 14,500	\$ 40,000	\$ 12,500	\$ 40,000	\$ 10,500	\$ 40,000	\$ 8,500
Dec-18	Acquisition CSX Saxonville Branch (CRT)	\$ 165,000	\$ 124,175	\$ 165,000	\$ 115,925	\$ 165,000	\$ 107,675	\$ 165,000	\$ 99,425
Dec-18	Fire Alarm Bucket Truck (S-5)	\$ 20,000	\$ 8,500	\$ 20,000	\$ 7,500	\$ 20,000	\$ 6,500	\$ 20,000	\$ 5,500
Dec-18	Replace Truck Sander (408)	\$ 35,000	\$ 9,625	\$ 35,000	\$ 7,875	\$ 35,000	\$ 6,125	\$ 35,000	\$ 4,375
Dec-18	Replace H-70 Trackless (426)	\$ 25,000	\$ 9,125	\$ 25,000	\$ 7,875	\$ 25,000	\$ 6,625	\$ 20,000	\$ 5,500
Dec-18	Roadway and Sidewalk	\$ 70,000	\$ 42,400	\$ 70,000	\$ 38,900	\$ 70,000	\$ 35,400	\$ 70,000	\$ 31,900
Dec-18	Roadway Washington Ave	\$ 165,000	\$ 104,495	\$ 165,000	\$ 96,245	\$ 165,000	\$ 87,995	\$ 165,000	\$ 79,745
Dec-18	Route 27 Improvements (North Main St)	\$ 135,000	\$ 84,675	\$ 135,000	\$ 77,925	\$ 135,000	\$ 71,175	\$ 135,000	\$ 64,425
Dec-18	Fire Station 4	\$ 505,000	\$ 667,275	\$ 530,000	\$ 641,400	\$ 555,000	\$ 614,275	\$ 585,000	\$ 585,775
<b>Sub-Total (Municipal)</b>		<b>\$ 3,917,602</b>	<b>\$ 1,723,830</b>	<b>\$ 3,647,721</b>	<b>\$ 1,563,347</b>	<b>\$ 3,344,921</b>	<b>\$ 1,411,817</b>	<b>\$ 3,207,500</b>	<b>\$ 1,277,480</b>
		<b>FY Total</b>	<b>\$ 5,641,432</b>	<b>FY Total</b>	<b>\$ 5,211,068</b>	<b>FY Total</b>	<b>\$ 4,756,738</b>	<b>FY Total</b>	<b>\$ 4,484,980</b>
<b>Up Coming Bond Auth.</b>									
Feb-19	East Field Renovations	\$ 185,000	\$ 53,235	\$ 185,000	\$ 49,350	\$ 185,000	\$ 45,465	\$ 180,000	\$ 41,580
Feb-19	Navy Yard Field Renovations	\$ 115,000	\$ 33,600	\$ 115,000	\$ 31,185	\$ 115,000	\$ 28,770	\$ 115,000	\$ 26,355
Feb-19	Accounts Receivable Software Upgrade	\$ 55,000	\$ 5,460	\$ 55,000	\$ 4,305	\$ 55,000	\$ 3,150	\$ 50,000	\$ 1,995
Feb-19	Roadway South Main St	\$ 310,000	\$ 97,650	\$ 310,000	\$ 91,140	\$ 310,000	\$ 84,630	\$ 310,000	\$ 78,120
Feb-19	Engineering & Repairs To The Charles River Dam	\$ 65,000	\$ 26,250	\$ 65,000	\$ 24,885	\$ 65,000	\$ 23,520	\$ 65,000	\$ 22,155
Feb-19	Roadway & Sidewalks Supplement	\$ 50,000	\$ 15,750	\$ 50,000	\$ 14,700	\$ 50,000	\$ 13,650	\$ 50,000	\$ 12,600
Feb-19	Replace Vehicle 511 (S-101) Recycling Truck	\$ 50,000	\$ 6,930	\$ 50,000	\$ 5,880	\$ 50,000	\$ 4,830	\$ 45,000	\$ 3,780
Feb-19	Roadway & Sidewalks Supplement	\$ 70,000	\$ 21,000	\$ 70,000	\$ 19,530	\$ 70,000	\$ 18,060	\$ 70,000	\$ 16,590
<b>Sub-Total (New)</b>		<b>\$ 900,000</b>	<b>\$ 259,875</b>	<b>\$ 1,349,762</b>	<b>\$ 487,175</b>	<b>\$ 1,995,452</b>	<b>\$ 810,285</b>	<b>\$ 2,644,262</b>	<b>\$ 1,059,338</b>
2004	Wilson Middle School (Refunded 2014)	\$ 455,000	\$ 59,600	\$ 450,000	\$ 41,400	\$ 450,000	\$ 23,400	\$ 440,000	\$ 9,900
2004	Wilson Middle School (Refunded 2014)	\$ 60,000	\$ 7,950	\$ 60,000	\$ 5,550	\$ 60,000	\$ 3,150	\$ 60,000	\$ 1,350
2010	High School - Construction	\$ 1,925,000	\$ 755,563	\$ 1,925,000	\$ 697,813	\$ 1,925,000	\$ 640,063	\$ 1,925,000	\$ 582,313
2011	High School - Plans	\$ 45,000	\$ 17,663	\$ 45,000	\$ 16,313	\$ 45,000	\$ 14,963	\$ 45,000	\$ 13,613
2011	High School - Design	\$ 25,000	\$ 9,813	\$ 25,000	\$ 9,063	\$ 25,000	\$ 8,313	\$ 25,000	\$ 7,563
2011	Johnson Boilers	\$ 20,000	\$ 600						
2011	Johnson Exterior Windows	\$ 10,000	\$ 300						
2011	Memorial Fire Alarm System	\$ 25,000	\$ 750						
2012	Bennett-Hemenway School *Refunded	\$ 43,000	\$ 860						
2013	Kennedy - Replace Electrical Serv.	\$ 15,000	\$ 1,500	\$ 15,000	\$ 900	\$ 15,000	\$ 300		
2013	High School - Construction (Re-Approp. 2015 FATM - Art 10)	\$ 151,034	\$ 58,526	\$ 151,034	\$ 52,484	\$ 151,034	\$ 46,443	\$ 151,034	\$ 43,422
2014	Ben-Hem - School Playground	\$ 15,000	\$ 1,988	\$ 15,000	\$ 1,388	\$ 15,000	\$ 788	\$ 15,000	\$ 338
2014	Memorial - Boiler Replacement	\$ 25,000	\$ 6,781	\$ 25,000	\$ 5,781	\$ 25,000	\$ 4,781	\$ 25,000	\$ 4,031
2014	Memorial - School Lighting	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525	\$ 10,000	\$ 225
2014	Replace Windows - Johnson	\$ 15,000	\$ 1,988	\$ 15,000	\$ 1,388	\$ 15,000	\$ 788	\$ 15,000	\$ 338
2015	Purchase & Install Portable Classrooms(Re-Approp. 2015 FATM - Art 10)	\$ 60,989	\$ 23,634	\$ 60,989	\$ 21,194	\$ 60,989	\$ 18,754	\$ 60,989	\$ 17,534
2015	Purchase & Install Portable Classrooms(Re-Approp. 2015 FATM - Art 10)	\$ 32,422	\$ 12,564	\$ 32,422	\$ 11,267	\$ 32,422	\$ 9,970	\$ 32,422	\$ 9,321
2015	Lilja - Roof Replacement(Re-Approp. 2015 FATM - Art 10)	\$ 30,556	\$ 11,840	\$ 30,556	\$ 10,618	\$ 30,556	\$ 4,698	\$ 30,556	\$ 8,785



Town of Natick- General Fund Debt Service

Department: General Fund - Debt Service Schedules									
Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024	
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
April 2017	Lilja - Roof Replacement	\$ 25,000	\$ 13,450	\$ 25,000	\$ 12,200	\$ 25,000	\$ 10,950	\$ 25,000	\$ 9,700
April 2017	Brown - Replace sidewalks	\$ 10,000	\$ 2,850	\$ 5,000	\$ 2,350	\$ 5,000	\$ 2,100	\$ 5,000	\$ 1,850
April 2017	Wilson - Replace sidewalks	\$ 10,000	\$ 2,850	\$ 5,000	\$ 2,350	\$ 5,000	\$ 2,100	\$ 5,000	\$ 1,850
April 2017	Brown School Roof Replacement	\$ 45,000	\$ 27,150	\$ 45,000	\$ 24,900	\$ 45,000	\$ 22,650	\$ 45,000	\$ 20,400
July 2017	Lilja School - Install Modular Classrooms	\$ 100,000	\$ 61,550	\$ 100,000	\$ 57,550	\$ 100,000	\$ 53,550	\$ 100,000	\$ 49,550
July 2017	Natick High School - Install Irrigation Well	\$ 15,000	\$ 2,212	\$ 15,000	\$ 1,612	\$ 12,800	\$ 1,056	\$ 10,000	\$ 600
Dec-18	Kennedy Middle School-109560000	\$ 1,950,000	\$ 2,542,780	\$ 2,050,000	\$ 2,442,780	\$ 2,155,000	\$ 2,337,655	\$ 2,265,000	\$ 2,227,155
<b>Sub-Total (School)</b>		<b>\$ 5,118,001</b>	<b>\$ 3,626,085</b>	<b>\$ 5,105,001</b>	<b>\$ 3,419,823</b>	<b>\$ 5,207,801</b>	<b>\$ 3,206,994</b>	<b>\$ 5,290,001</b>	<b>\$ 3,009,836</b>
Bond Anticipation Notes			\$ 75,000		\$ 48,000		\$ 48,000		\$ 50,000
<b>General Fund Total</b>		<b>\$ 9,935,603</b>	<b>\$ 5,684,790</b>	<b>\$ 10,102,484</b>	<b>\$ 5,518,345</b>	<b>\$ 10,548,174</b>	<b>\$ 5,477,096</b>	<b>\$ 11,141,763</b>	<b>\$ 5,396,654</b>

# Facilities Management



## FY 2021 Operational Budget Request

John Gadson, Director

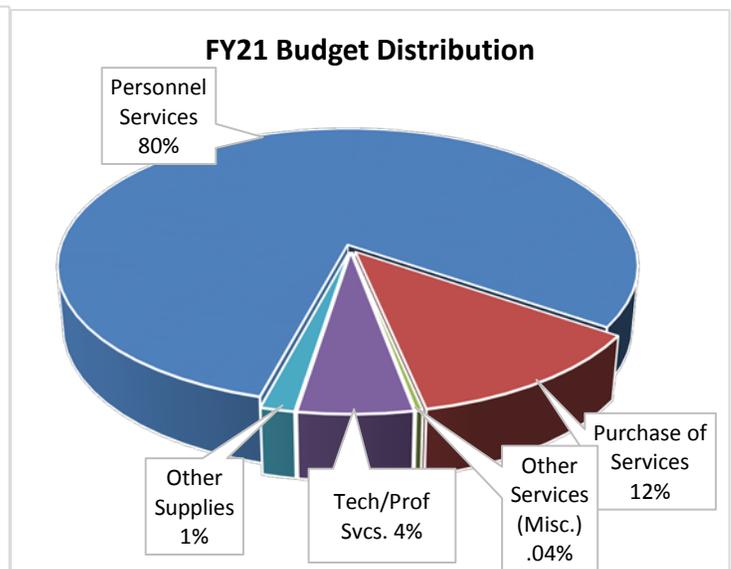
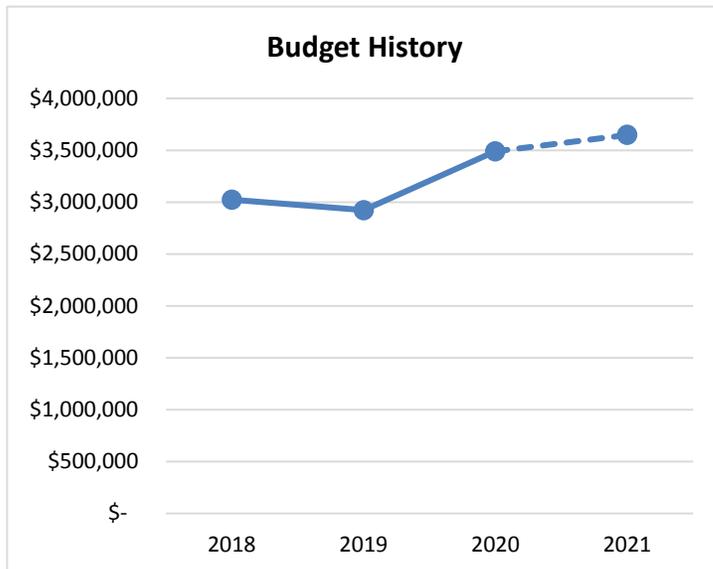
### Mission:

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 2021:

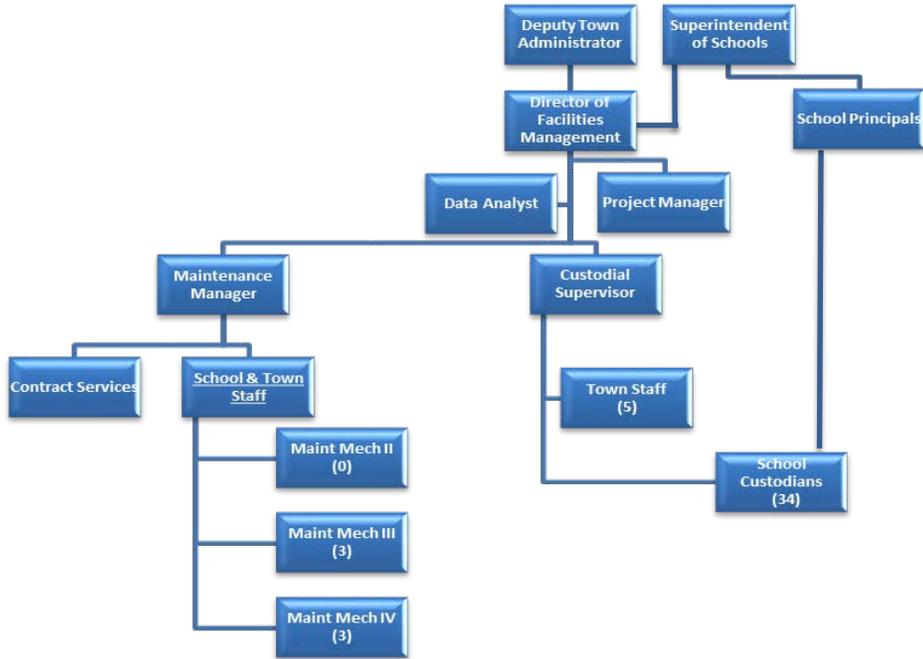
- Increases from contractual labor costs
- Increase in contractual cleaning & supplies costs
- New Initiative - two custodians to support KMS

### Budget Summary



## Facilities Management

### Department - Organizational Summary



Total Staff - 50 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, 5.5 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

		2018 Actual	2019 Actual	2020 Budget	2021 Preliminary	2020 vs. 2021 \$ (+/-) % (+/-)	
Salaries Supervisory		\$ 250,246	\$ 153,400	\$ 342,162	\$ 357,685	\$ 15,523	4.54%
Salaries Technical & Professional		\$ 56,400	\$ 57,181	\$ 57,564	\$ 57,564	\$ -	0.00%
Salaries Operational Staff		\$ 2,049,083	\$ 2,028,160	\$ 2,174,775	\$ 2,269,841	\$ 95,066	4.37%
Salaries Part-Time Operational		\$ 36,550	\$ 36,962	\$ 35,000	\$ 35,000	\$ -	0.00%
Salaries Add'l Comp Operational		\$ 32,444	\$ 26,800	\$ 35,000	\$ 35,800	\$ 800	2.29%
Salaries Staff Overtime		\$ 170,553	\$ 161,860	\$ 175,000	\$ 175,000	\$ -	0.00%
<b>Personnel Services</b>	<sup>1</sup>	<b>\$ 2,595,276</b>	<b>\$ 2,464,363</b>	<b>\$ 2,819,501</b>	<b>\$ 2,930,890</b>	<b>\$ 111,389</b>	<b>3.95%</b>
Repairs & Maint. Facilities	<sup>2</sup>	\$ 234,764	\$ 239,738	\$ 370,000	\$ 393,000	\$ 23,000	6.22%
Repairs & Maint. (5 Auburn Street)		\$ 11,231	\$ 12,297	\$ 26,000	\$ 26,000	\$ -	0.00%
Repairs & Maint. Elevator/Chair lift	<sup>3</sup>	\$ 16,763	\$ 17,116	\$ 25,500	\$ 25,500	\$ -	0.00%
<b>Purchase of Services</b>		<b>\$ 262,758</b>	<b>\$ 269,151</b>	<b>\$ 421,500</b>	<b>\$ 444,500</b>	<b>\$ 23,000</b>	<b>5.46%</b>
Clothing Allowance Oper. Staff		12,025	9,000	12,000	12,000	\$ -	0.00%
<b>Other Services (Misc. )</b>		<b>\$ 12,025</b>	<b>\$ 9,000</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>	<b>\$ -</b>	<b>0.00%</b>
Contractual Svs - Cleaning	<sup>4</sup>	\$ 113,285	\$ 143,269	\$ 190,000	\$ 200,000	\$ 10,000	5.26%
<b>Tech/Professional Services</b>		<b>\$ 113,285</b>	<b>\$ 143,269</b>	<b>\$ 190,000</b>	<b>\$ 200,000</b>	<b>\$ 10,000</b>	<b>5.26%</b>
Custodial Supplies		\$ 40,600	\$ 38,143	\$ 47,000	\$ 60,000	\$ 13,000	27.66%
<b>Other Supplies</b>		<b>\$ 40,600</b>	<b>\$ 38,143</b>	<b>\$ 47,000</b>	<b>\$ 60,000</b>	<b>\$ 13,000</b>	<b>27.66%</b>
<b>Total Department</b>		<b>\$ 3,023,944</b>	<b>\$ 2,923,926</b>	<b>\$ 3,490,001</b>	<b>\$ 3,647,390</b>	<b>\$ 157,389</b>	<b>4.51%</b>

#### Footnotes:

##### <sup>1</sup> 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:

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

<sup>3</sup> 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:

<sup>4</sup> 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:

	2018 Actual	2019 Actual	2020 Budget	2021 Prelim.	2020 vs. 2021 \$ (+/-) % (+/-)	
Reserve Fund	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
<b>Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Reserve Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>0.00%</b>

### Reserve Fund Usage:

No Reserve Fund Transfers in FY19

## Reserve Fund History

	2016	2017	2018	2019	2020
Original Appropriation	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Transfers In	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ 18,600	\$ -	\$ -	\$ -
Revised Appropriation	\$ 250,000	\$ 281,400	\$ 250,000	\$ 250,000	\$ 250,000

<b>Year End Balance</b>	<b>\$ 250,000</b>	<b>\$ 281,400</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>
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# **Section X**

## **Water/Sewer Enterprise Fund**

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Water & Sewer Enterprise Fund	
Water Supply & Distribution	181
Sanitary Sewer Collection & Disposal	183
Utility Billing	184
Debt Service	185

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# Water & Sewer



## FY 2021 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.

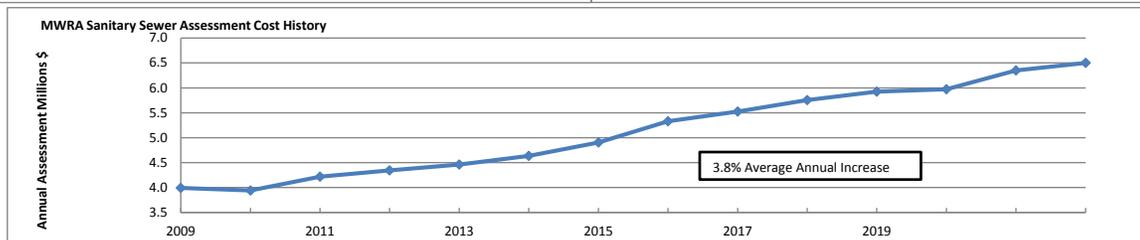
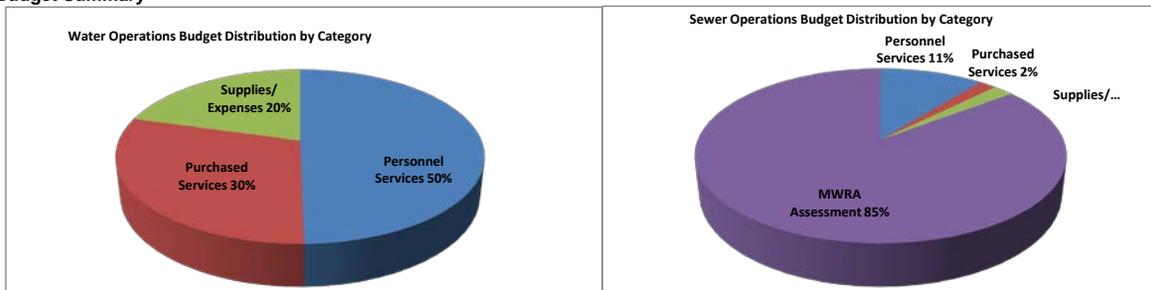
#### Utility Billing Operations:

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.

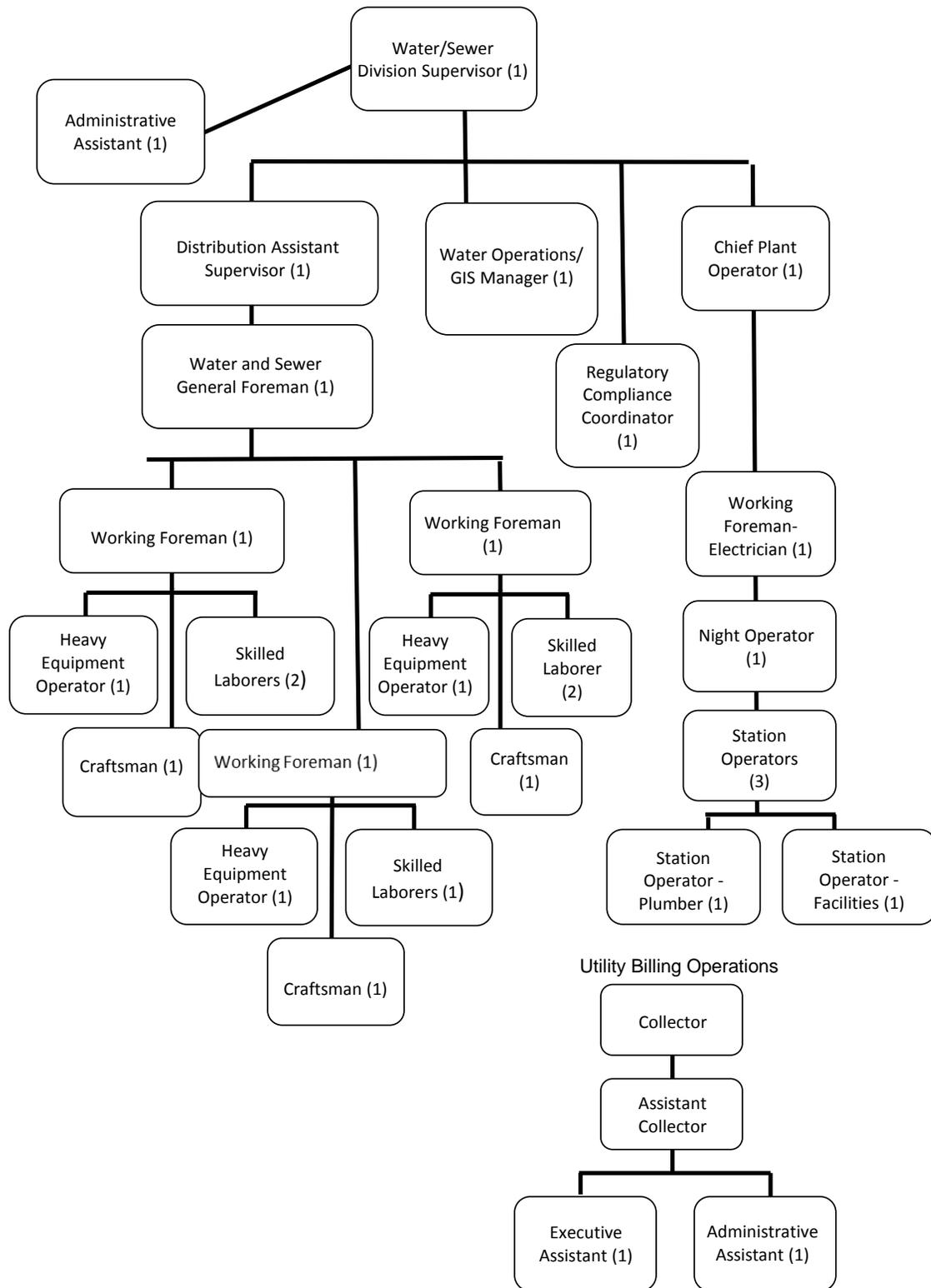
### Budget Highlights for FY 2021:

- The Water and Sewer Division implemented the WaterSmart online customer engagement, notification, and water conservation application over the past year.
- The Water and Sewer Division has continued work towards International Organization for Standardization (ISO) re-certification of the Town's water treatment facilities. The Water Division budget includes expenses for consultants, audit and inspections fees, and registration fees.
- The Water Operations budget includes increased expenses for required water quality testing and compliance activities (in particular increased testing as required by the Lead and Copper Rule).
- The Massachusetts Department of Environmental Protection (MassDEP) is scheduled to issue a maximum contaminant level (MCL) for Per- and polyfluoroalkyl substances (PFAS) in 2020. The impact of this new MCL is not fully known and will vary based on the limit promulgated. There is currently no regulatory requirement to test for PFAS, however beginning in 2020 with the MCL, water suppliers will be required to test for additional selected compounds. Previous voluntary PFAS testing of Natick's source water supply showed results complying with the currently proposed MCL.
- 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 FY21 from the final assessment of FY20.
- The MWRA has been investigating the sewer flow metering into their sewer interceptors. This multi-year project includes the installation of sewer flow metering at previously un-metered connections. Preliminary analysis shows that the un-metered connections have been estimated and accounted for a lower flows than actual. The MWRA is developing a plan to phase in actual flow data to the calculation of Sewer Assessments over a five year period.

### 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	FY2017	FY2018	FY2019	FY2020*	FY2021*
<b>Workload Indicators</b>					
<b>Water &amp; Sewer Operations</b>					
Water Leaks/Repairs	33	46	37	30	30
Sewer Backups	9	8	9	7	7
Hydrants Replaced/Repaired	28	30	34	25	25
Sewer Main lines Lined (ft)	3800	0	0	16200	4000
Miles Water/Sewer Pipes	200/150	200/150	200/150	200/150	200/150
Fire Hydrants	1400	1445	1451	1451	1445
Water Storage Capacity (MG)	9	9	9	9	9
Water Pumped (MGD)	1166	1190	1188	1180	1180
Sewer Conveyed (MGD)	3	3	3	3	3
Sewer Pump Stations	34	34	34	34	34
Water Meters Maintained	13500	13664	13749	13800	13820
Backflow Prevention Tests	2100	2100	2284	2100	2100
Water Supply Wells	12	12	12	12	12
Water Services Replaced	141	197	207	150	150

\*Estimated

**Water & Sewer**

Water	2018 Actual	2019 Actual	2020 Budget	2021 Prelim	2020 vs. 2021	
<b>Salaries</b>					\$ (+/-)	%(+/-)
Personnel Services	1,244,426	1,230,403	1,282,726	1,311,645	28,919	2.25%
<b>Operating Expenses</b>						
Purchased Services	439,735	419,506	681,349	531,349	-150,000	-22.02%
Other Services	16,202	18,173	23,700	24,000	300	1.27%
Tech./Prof. Services	56,374	60,600	61,800	62,500	700	1.13%
Supplies	69,782	73,813	72,200	74,700	2,500	3.46%
Other Supplies	243,447	234,283	245,000	245,000	0	0.00%
Other Charges	232,143	189,678	205,000	205,000	0	0.00%
<b>Total Expenses</b>	<b>1,057,683</b>	<b>996,054</b>	<b>1,289,049</b>	<b>1,142,549</b>	<b>-146,500</b>	<b>-11.36%</b>
<b>Total Water</b>	<b>2,302,109</b>	<b>2,226,457</b>	<b>2,571,775</b>	<b>2,454,194</b>	<b>-117,581</b>	<b>-4.57%</b>

Sewer	2018 Actual	2019 Actual	2020 Budget	2021 Prelim	2020 vs. 2021	
<b>Salaries</b>					\$ (+/-)	%(+/-)
Personnel Services	773,270	768,186	816,363	838,850	22,487	2.75%
<b>Operating Expenses</b>						
Purchased Services	220,546	210,250	116,163	266,163	150,000	129.13%
Other Services	1,066	998	2,200	2,200	0	0.00%
Tech./Prof. Services	29,360	12,510	17,500	17,500	0	0.00%
Supplies	3,772	4,281	5,000	5,000	0	0.00%
Other Charges	6,074,407	6,089,534	6,505,760	6,655,760	150,000	2.31%
<b>Total Expenses</b>	<b>6,329,151</b>	<b>6,317,573</b>	<b>6,646,623</b>	<b>6,946,623</b>	<b>300,000</b>	<b>4.51%</b>
<b>Total Sewer</b>	<b>7,102,421</b>	<b>7,085,759</b>	<b>7,462,986</b>	<b>7,785,473</b>	<b>322,487</b>	<b>4.32%</b>

Utility Billing	2018 Actual	2019 Actual	2020 Budget	2021 Prelim	2020 vs. 2021	
<b>Salaries</b>					\$ (+/-)	%(+/-)
Personnel Services	109,748	79,788	107,981	106,497	-1,484	-1.37%
<b>Operating Expenses</b>						
Supplies	49,626	56,822	89,000	89,000	0	0.00%
<b>Total Expenses</b>	<b>49,626</b>	<b>56,822</b>	<b>89,000</b>	<b>89,000</b>	<b>0</b>	<b>0.00%</b>
<b>Total Utility Billing</b>	<b>159,374</b>	<b>136,610</b>	<b>196,981</b>	<b>195,497</b>	<b>-1,484</b>	<b>-0.75%</b>

Employee Benefits	2018 Actual	2019 Actual	2020 Budget	2021 Prelim	2020 vs. 2021	
					\$ (+/-)	%(+/-)
Medicare	25,242	27,464	32,003	32,726	724	2.26%
Insurance Group Health/Life	388,530	386,564	424,116	424,116	0	0.00%
LIUNA Pension	73,406	80,556	87,399	87,399	0	0.00%
Funding Schedule	296,128	315,114	337,172	383,604	46,432	13.77%
<b>Total Employee Benefits</b>	<b>783,306</b>	<b>809,698</b>	<b>880,690</b>	<b>927,845</b>	<b>47,156</b>	<b>5.35%</b>

Debt Service	2018 Actual	2019 Actual	2020 Budget	2021 Prelim	2020 vs. 2021	
					\$ (+/-)	%(+/-)
Principal	1,976,150	1,991,591	2,194,620	1,990,352	-204,268	-9.31%
Interest	364,638	451,304	685,584	601,004	-84,580	-12.34%
<b>Total Debt Service</b>	<b>2,340,788</b>	<b>2,442,895</b>	<b>2,880,204</b>	<b>2,591,356</b>	<b>-288,848</b>	<b>-10.03%</b>

Reserve Fund	2018 Actual	2019 Actual	2020 Budget	2021 Prelim	2020 vs. 2021	
					\$ (+/-)	%(+/-)
<b>Total Reserve Fund</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>	<b>0.00%</b>

<b>Total Enterprise</b>	<b>12,887,998</b>	<b>12,901,419</b>	<b>14,192,636</b>	<b>14,154,366</b>	<b>-38,270</b>	<b>-0.27%</b>
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## Water Division

Description		2018 Actual	2019 Actual	2020 Budget	2021 Prelim	2020 vs. 2021	
						\$ (+/-)	% (+/-)
<b>Salaries</b>							
SALARIES SUPERVISORY	<sup>1</sup>	208,601	208,601	210,205	213,591	3,386	1.61%
SALARIES OPERATIONAL STAFF	<sup>2</sup>	770,229	806,367	865,501	883,046	17,545	2.03%
MERIT PERFORMANCE/CBAS		0	0	0	0	0	
SALARIES PART TIME OPERATIONAL	<sup>3</sup>	45,833	15,706	40,000	43,500	3,500	8.75%
SALARIES OPERATIONAL O/T		165,911	146,505	112,200	116,688	4,488	4.00%
SALARIES ADD'L COMP SUPERVISOR	<sup>4</sup>	19,900	19,900	22,400	22,400	0	0.00%
SALARIES ADD'L COMP OPER	<sup>5</sup>	29,752	29,124	27,677	27,677	0	0.00%
CLOTHING OPERATIONAL		4,200	4,200	4,743	4,743	0	0.00%
<b>Total Personnel Services</b>		<b>1,244,426</b>	<b>1,230,403</b>	<b>1,282,726</b>	<b>1,311,645</b>	<b>28,919</b>	<b>2.25%</b>
<b>Purchased Services</b>							
SOFTWARE SERVICING	<sup>6</sup>	16,001	18,981	49,500	49,500	0	0.00%
ELECTRICITY		369,429	355,799	581,929	431,929	-150,000	-25.78%
GIS SOFTWARE & TRAINING		32,277	23,051	26,520	26,520	0	0.00%
COPY/MAIL CENTER FEES		9,495	9,503	11,000	11,000	0	0.00%
MISC REPAIRS & MAINT	<sup>7</sup>	12,533	12,172	12,400	12,400	0	0.00%
<b>Total Purchased Services</b>		<b>439,735</b>	<b>419,506</b>	<b>681,349</b>	<b>531,349</b>	<b>-150,000</b>	<b>-22.02%</b>
<b>Other Services</b>							
LICENSES CDL & SPECIAL		8,102	9,777	8,700	9,000	300	3.45%
ISO 14001 CERTIFICATION	<sup>8</sup>	8,100	8,396	15,000	15,000	0	0.00%
<b>Total Other Services</b>		<b>16,202</b>	<b>18,173</b>	<b>23,700</b>	<b>24,000</b>	<b>300</b>	<b>1.27%</b>

### Footnotes:

#### Salaries:

<sup>1</sup> Supervisory - Supervisor of Water/Sewer, GIS Coordinator/Water Information Management, Compliance Coordinator

<sup>2</sup> Operational - 14 employees to manage the water distribution system

<sup>3</sup> Temporary Operational Staff - Police details during roadwork and part time support

<sup>4</sup> Supervisory Additional Compensation - Education incentive stipends and service awards

<sup>5</sup> Operational Staff Additional Compensation - Longevity and temporary upgrades per union contract

#### Purchased Services:

<sup>6</sup> Repairs & Software Maintenance - Maintaining the SCADA system at the Water Treatment Plants.

<sup>7</sup> Purchased Services Misc. - Office supplies, Computers, Printers

#### Other Services:

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

## Water Division

Description		2018 Actual	2019 Actual	2020 Budget	2021 Prelim	2020 vs. 2021	
						\$ (+/-)	% (+/-)
IMPLEMENT SDWA ADMENDMENT	<sup>9</sup>	28,112	31,313	31,000	31,000	0	0.00%
WATER TESTING	<sup>10</sup>	28,262	29,287	30,800	31,500	700	2.27%
<b>Total Tech./Prof. Services</b>		<b>56,374</b>	<b>60,600</b>	<b>61,800</b>	<b>62,500</b>	<b>700</b>	<b>1.13%</b>
REPAIR & MAINT - EQUIPMENT	<sup>11</sup>	2,861	3,189	3,200	3,200	0	0.00%
REPAIR & MAINT - FACILITIES	<sup>12</sup>	3,506	3,867	4,000	4,000	0	0.00%
REPLAIR & MAINT - HYDRANTS		15,025	15,853	16,000	16,000	0	0.00%
REPAIR & MAINT -MISC REPAIRS	<sup>13</sup>	23,244	25,215	25,000	27,500	2,500	10.00%
REPAIR & MAINT - MISC CONSTRUCTION	<sup>13</sup>	25,146	25,689	24,000	24,000	0	0.00%
<b>Total Supplies</b>		<b>69,782</b>	<b>73,813</b>	<b>72,200</b>	<b>74,700</b>	<b>2,500</b>	<b>3.46%</b>
CHEMICAL SUPPLIES	<sup>14</sup>	186,977	180,922	190,000	190,000	0	0.00%
OBSOLETE METERS		33,674	30,873	30,000	30,000	0	0.00%
SERVICE CONNECTIONS	<sup>15</sup>	22,796	22,488	25,000	25,000	0	0.00%
<b>Total Other Supplies</b>		<b>243,447</b>	<b>234,283</b>	<b>245,000</b>	<b>245,000</b>	<b>0</b>	<b>0.00%</b>
WATER WELL/WATER LINE MAINT.	<sup>16</sup>	170,927	149,039	158,000	158,000	0	0.00%
NEW HYDRANT INSTALLATION		9,941	9,990	10,250	10,250	0	0.00%
ASPHALT CRUSHING		22,258	17,301	20,500	20,500	0	0.00%
DEP ASSESSMENT	<sup>17</sup>	12,499	10,787	12,750	12,750	0	0.00%
MWRA DISCHARGE PERMIT	<sup>18</sup>	16,518	2,561	3,500	3,500	0	0.00%
<b>Total Other Charges</b>		<b>232,143</b>	<b>189,678</b>	<b>205,000</b>	<b>205,000</b>	<b>0</b>	<b>0.00%</b>
<b>Total Water</b>		<b>2,302,109</b>	<b>2,226,457</b>	<b>2,571,775</b>	<b>2,454,194</b>	<b>-117,581</b>	<b>-4.57%</b>

### Footnotes:

#### Technical & Professional Services:

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

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

#### Supplies:

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

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

<sup>13</sup> 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:

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

<sup>15</sup> 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:

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

<sup>17</sup> DEP Assessment - annual assessment charged by the Massachusetts Department of Environmental Services

<sup>18</sup> 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		2018 Actual	2019 Actual	2020 Budget	2021 Prelim	2020 vs. 2021	
						\$ (+/-)	% (+/-)
<b>Salaries</b>							
SALARIES SUPERVISORY	1	175,280	179,067	183,808	195,295	11,487	6.25%
SALARIES OPERATIONAL STAFF	2	430,629	439,479	488,172	495,507	7,335	1.50%
SALARIES PART TIME OPERATIONAL	3	17,133	24,357	35,400	36,270	870	2.46%
SALARIES OPERATIONAL O/T		118,447	91,198	69,870	72,665	2,795	4.00%
SALARIES ADD'L COMP SUPERVISOR	4	16,400	16,400	19,400	19,400	0	0.00%
SALARIES ADD'L COMP OPER	5	12,931	14,648	16,398	16,398	0	0.00%
CLOTHING OPERATIONAL		2,450	3,038	3,315	3,315	0	0.00%
<b>Total Personnel Services</b>		<b>773,270</b>	<b>768,186</b>	<b>816,363</b>	<b>838,850</b>	<b>22,487</b>	<b>2.75%</b>
REPAIRS & MAINT. EQUIPMENT	6	3,226	3,446	3,350	3,350	0	0.00%
REPAIRS & MAINT. OTHER	7	3,273	3,259	3,350	3,350	0	0.00%
UTILITIES - ELECTRIC		214,047	203,545	109,463	259,463	150,000	137.03%
<b>Total Purchased Services</b>		<b>220,546</b>	<b>210,250</b>	<b>116,163</b>	<b>266,163</b>	<b>150,000</b>	<b>129.13%</b>
LICENSES - CDL & SPECIAL		1,066	998	2,200	2,200	0	0.00%
<b>Total Other Services</b>		<b>1,066</b>	<b>998</b>	<b>2,200</b>	<b>2,200</b>	<b>0</b>	<b>0.00%</b>
TECH & PROF SVS & MWRA SULFIDE TESTING	8	29,360	12,510	17,500	17,500	0	0.00%
<b>Total Tech/Prof. Services</b>		<b>29,360</b>	<b>12,510</b>	<b>17,500</b>	<b>17,500</b>	<b>0</b>	<b>0.00%</b>
REPAIRS & MAINT MISC CONSTRUCTION	9	3,772	4,281	5,000	5,000	0	0.00%
<b>Total Supplies</b>		<b>3,772</b>	<b>4,281</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>0.00%</b>
SEWER PUMP STATION/LINE MAINTENANCE	10	143,710	116,908	140,760	140,760	0	0.00%
MWRA SEWER ASSESSMENT	11	5,924,062	5,972,626	6,350,000	6,500,000	150,000	2.36%
WATER/SEWER DAMAGE CLAIMS		6,635	0	15,000	15,000	0	0.00%
<b>Total Other Charges</b>		<b>6,074,407</b>	<b>6,089,534</b>	<b>6,505,760</b>	<b>6,655,760</b>	<b>150,000</b>	<b>2.31%</b>
<b>Total Sewer</b>		<b>7,102,421</b>	<b>7,085,759</b>	<b>7,462,986</b>	<b>7,785,473</b>	<b>322,487</b>	<b>4.32%</b>

**Footnotes:**

**Salaries:**

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

**Purchased Services:**

- <sup>6</sup> 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.
- <sup>7</sup> Repairs & Maint. Other - repairs and maintenance of alarms, wiring, fencing, etc.

**Technical & Professional Services:**

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

**Supplies:**

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

**Other Charges:**

- <sup>10</sup> Sewer Pump Station/Line Maintenance - Engineering, repairing, replacing, and maintaining 34 sewer pump stations and 150 miles of sewer mains.
- <sup>11</sup> 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		2018 Actual	2019 Actual	2020 Budget	2021 Prelim	2020 vs. 2021	
						\$ (+/-)	% (+/-)
<b>Salaries</b>							
SALARIES OPERATIONAL STAFF	<sup>1</sup>	104,211	76,047	100,689	99,330	-1,359	-1.35%
SALARIES PART-TIME	<sup>2</sup>	3,569	3,484	4,075	3,972	-103	-2.53%
SALARIES OPERATIONAL O/T		843	232	2,070	2,070	0	0.00%
SALARIES ADD'L COMP OPER		1,125	25	1,148	1,125	-23	-1.96%
<b>Total Personnel Services</b>		<b>109,748</b>	<b>79,788</b>	<b>107,981</b>	<b>106,497</b>	<b>-1,484</b>	<b>-1.37%</b>
<b>Supplies</b>							
EQUIPMENT REPAIRS/SERVICING		0	0	500	500	0	0.00%
SOFTWARE SERVICING	<sup>3</sup>	0	0	15,000	15,000	0	0.00%
UTILITY BILLING SOFTWARE		0	0			0	
PRINTED BILLS WATER/SEWER		7,843	8,860	10,000	10,000	0	0.00%
TRAVEL		0	0	500	500	0	0.00%
TELEPHONE		0	0	1,500	1,500	0	0.00%
TRAINING & EDUCATION		0	0	3,000	3,000	0	0.00%
PROFESSIONAL SERVICES OTHER		0	0			0	
POSTAGE		22,033	28,212	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%
<b>Total Supplies</b>		<b>49,626</b>	<b>56,822</b>	<b>89,000</b>	<b>89,000</b>	<b>0</b>	<b>0.00%</b>
<b>Total Utility Billing</b>		<b>159,374</b>	<b>136,610</b>	<b>196,981</b>	<b>195,497</b>	<b>-1,484</b>	<b>-0.75%</b>

### Footnotes:

#### Salaries

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

<sup>2</sup> Part Time - Funds 240 hours of part time clerical support during peak periods

#### Technical & Professional Services

<sup>3</sup> Software Servicing - Maintenance of the utility billing software



# Town of Natick- Water Sewer Enterprise Debt Service

Department: Water Sewer Enterprise Fund - Debt Service Schedules

Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
		Principal	Interest								
2006	Water Treatment (MWPAT) *Refunded (Net amount)	\$ 311,902	\$ 65,489	\$ 326,522	\$ 49,922	\$ 336,289	\$ 32,946	\$ 350,889	\$ 15,026	\$ 355,763	\$ -
2000	Water (Lakeshore Dr) *Refunded 2012	\$ 22,000	\$ 440	\$ -	\$ -						
2000	Sewer (Boden Ln & Water, Lincoln, etc.) *Refunded 2012	\$ 35,000	\$ 700	\$ -	\$ -						
2002	Sewer (Lakeshore Rd) *Refunded 2013	\$ 15,000	\$ 1,200	\$ 15,000	\$ 600						
2002	Sewer (Leach Ln) *Refunded 2013	\$ 10,000	\$ 800	\$ 10,000	\$ 400						
2006	Sewer (Speen St, Park Ave) *Refunded 2016	\$ 105,000	\$ 17,300	\$ 105,000	\$ 14,150	\$ 105,000	\$ 11,100	\$ 105,000	\$ 8,425	\$ 105,000	\$ 6,250
2011	Final Phase V	\$ 55,000	\$ 9,775	\$ 50,000	\$ 8,125	\$ 50,000	\$ 6,625	\$ 50,000	\$ 5,125	\$ 50,000	\$ 3,500
2012	Ground Water Wells	\$ 30,000	\$ 1,200	\$ 30,000	\$ 600						
2012	Variable Frequency Drives	\$ 25,000	\$ 1,000	\$ 25,000	\$ 500						
2012	DPW Headquarters Renovations	\$ 50,000	\$ 2,000	\$ 50,000	\$ 1,000						
2013	Force Main Bradford / Pamela - Rt 9	\$ 110,000	\$ 25,850	\$ 110,000	\$ 21,450	\$ 110,000	\$ 17,050	\$ 110,000	\$ 14,850	\$ 110,000	\$ 12,513
2013	Replace Ground Water Wells	\$ 30,000	\$ 3,000	\$ 30,000	\$ 1,800	\$ 30,000	\$ 600				
2013	Filter Modification @ Springvale WTP	\$ 20,000	\$ 2,000	\$ 20,000	\$ 1,200	\$ 20,000	\$ 400				
2014	Replace Ground Water Wells	\$ 20,000	\$ 5,425	\$ 20,000	\$ 4,625	\$ 20,000	\$ 3,825	\$ 20,000	\$ 3,225	\$ 20,000	\$ 2,775
2014	Town Forest Reservoir Roof	\$ 15,000	\$ 3,319	\$ 15,000	\$ 2,719	\$ 15,000	\$ 2,719	\$ 15,000	\$ 2,269	\$ 15,000	\$ 1,931
2014	Prime Park Pump Station Wall	\$ 15,000	\$ 1,988	\$ 15,000	\$ 1,388	\$ 15,000	\$ 788	\$ 15,000	\$ 338		
2014	Energy Efficiency Upgrades - Springvale WTP	\$ 15,000	\$ 1,988	\$ 15,000	\$ 1,388	\$ 15,000	\$ 788	\$ 15,000	\$ 338		
2014	Tonka Valves & Filters - Springvale WTP	\$ 10,000	\$ 1,325	\$ 10,000	\$ 925	\$ 10,000	\$ 525	\$ 10,000	\$ 225		
2014	Speen Street Sewer Work	\$ 20,000	\$ 2,200	\$ 20,000	\$ 1,400	\$ 20,000	\$ 600				
2015	MWRA I&I - Sewer Main Relining	\$ 20,205	\$ -	\$ 20,205	\$ -	\$ 20,205	\$ -	\$ 20,205	\$ -	\$ 20,205	\$ -
2016	Public Works Expansion	\$ 10,000	\$ 1,535	\$ 10,000	\$ 1,235	\$ 10,000	\$ 935	\$ 10,000	\$ 668	\$ 10,000	\$ 450
2017	Sewer Station Generator Upgrades	\$ 10,000	\$ 2,400	\$ 10,000	\$ 2,000	\$ 10,000	\$ 1,600	\$ 10,000	\$ 1,200	\$ 10,000	\$ 800
2017	Sewer Pump Station Replacement (Eliot Hill)	\$ 10,000	\$ 6,713	\$ 10,000	\$ 6,213	\$ 10,000	\$ 5,713	\$ 10,000	\$ 5,213	\$ 10,000	\$ 4,713
2017	Sewer Station and Generator Upgrades (Travis Road)	\$ 20,000	\$ 10,819	\$ 20,000	\$ 9,819	\$ 20,000	\$ 7,819	\$ 15,000	\$ 7,069	\$ 15,000	\$ 6,319
2017	VFD's for Pumps - Springvale Water Treatment	\$ 20,000	\$ 5,500	\$ 20,000	\$ 4,500	\$ 20,000	\$ 3,500	\$ 20,000	\$ 2,500	\$ 15,000	\$ 1,500
2017	Water Distribution System Enhancements	\$ 15,000	\$ 7,463	\$ 15,000	\$ 6,713	\$ 15,000	\$ 5,963	\$ 10,000	\$ 5,213	\$ 10,000	\$ 4,713
2017	Replace Ground Water Wells	\$ 15,000	\$ 9,113	\$ 15,000	\$ 8,363	\$ 15,000	\$ 7,613	\$ 15,000	\$ 6,863	\$ 15,000	\$ 6,113
2017	Springvale Water Treatment Plant - Re-use Tank	\$ 35,000	\$ 11,750	\$ 35,000	\$ 10,000	\$ 35,000	\$ 8,250	\$ 35,000	\$ 6,500	\$ 35,000	\$ 4,750
2017	Route 30 Water Main Loop	\$ 30,000	\$ 13,500	\$ 30,000	\$ 12,000	\$ 25,000	\$ 10,500	\$ 25,000	\$ 9,250	\$ 25,000	\$ 8,000
2017	West Central Water Main Replacement	\$ 75,000	\$ 36,650	\$ 70,000	\$ 32,900	\$ 70,000	\$ 29,400	\$ 70,000	\$ 25,900	\$ 70,000	\$ 22,400
2017	Replace W-23 (Dump Truck)	\$ 30,000	\$ 5,500	\$ 30,000	\$ 4,000	\$ 25,000	\$ 2,500	\$ 25,000	\$ 1,250		
2017	RT 9 & 27 Sewer Infrastructure	\$ 150,000	\$ 91,850	\$ 150,000	\$ 85,850	\$ 150,000	\$ 79,850	\$ 145,000	\$ 73,950	\$ 145,000	\$ 68,150
2017	Replace Ground Water Wells	\$ 20,000	\$ 11,700	\$ 20,000	\$ 9,900	\$ 20,000	\$ 10,100	\$ 20,000	\$ 9,300	\$ 20,000	\$ 8,500
2017	Water Main Upgrade	\$ 20,000	\$ 10,350	\$ 20,000	\$ 9,550	\$ 20,000	\$ 8,750	\$ 20,000	\$ 7,950	\$ 20,000	\$ 7,150
2017	MWRA Sewer Relining	\$ 4,020	\$ -	\$ 4,020	\$ -	\$ 4,020	\$ -	\$ 4,020	\$ -	\$ 4,020	\$ -
2017	W-19 Vactor Replacement	\$ 40,000	\$ 12,000	\$ 40,000	\$ 10,000	\$ 40,000	\$ 8,000	\$ 40,000	\$ 6,000	\$ 40,000	\$ 4,000
2017	Water Treatment Plant Pump VFD	\$ 10,000	\$ 3,500	\$ 10,000	\$ 3,000	\$ 10,000	\$ 2,500	\$ 10,000	\$ 2,000	\$ 10,000	\$ 1,500
2017	Replace Ground Water Wells	\$ 5,000	\$ 3,050	\$ 5,000	\$ 2,800	\$ 5,000	\$ 2,550	\$ 5,000	\$ 2,300	\$ 5,000	\$ 2,050
2017	Prime Park Pump Station	\$ 10,000	\$ 4,356	\$ 10,000	\$ 3,856	\$ 10,000	\$ 3,356	\$ 10,000	\$ 2,856	\$ 5,000	\$ 2,356
2018	Elm Bank Chlorine Scrubber	\$ 35,000	\$ 13,125	\$ 35,000	\$ 11,375	\$ 35,000	\$ 9,625	\$ 35,000	\$ 7,875	\$ 35,000	\$ 6,125
2018	East Central Water Main Abandonment	\$ 35,000	\$ 28,825	\$ 35,000	\$ 27,075	\$ 35,000	\$ 25,325	\$ 35,000	\$ 23,575	\$ 35,000	\$ 21,825
2018	Replace W-26 Dump Truck	\$ 25,000	\$ 9,125	\$ 25,000	\$ 7,875	\$ 25,000	\$ 6,625	\$ 20,000	\$ 5,500	\$ 20,000	\$ 4,500
2018	Water Distribution System Enhancements	\$ 10,000	\$ 6,300	\$ 10,000	\$ 5,800	\$ 10,000	\$ 5,300	\$ 10,000	\$ 4,800	\$ 10,000	\$ 4,300
2018	SCADA Equipment	\$ 15,000	\$ 2,875	\$ 10,000	\$ 2,250	\$ 10,000	\$ 1,750	\$ 10,000	\$ 1,250	\$ 10,000	\$ 750
2018	SCADA Equipment Upgrade	\$ 15,000	\$ 5,125	\$ 10,000	\$ 4,375	\$ 10,000	\$ 3,625	\$ 10,000	\$ 2,875	\$ 10,000	\$ 2,125
2018	SCADA Equipment Upgrade	\$ 30,000	\$ 8,000	\$ 30,000	\$ 6,500	\$ 25,000	\$ 5,000	\$ 25,000	\$ 3,750	\$ 25,000	\$ 2,500
		<b>\$ 1,628,127</b>	<b>\$ 468,122</b>	<b>\$ 1,565,747</b>	<b>\$ 400,138</b>	<b>\$ 1,430,514</b>	<b>\$ 334,112</b>	<b>\$ 1,355,114</b>	<b>\$ 275,424</b>	<b>\$ 1,284,988</b>	<b>\$ 222,556</b>
		<b>FY Total</b>	<b>\$ 2,096,248</b>	<b>FY Total</b>	<b>\$ 1,965,885</b>	<b>FY Total</b>	<b>\$ 1,764,626</b>	<b>FY Total</b>	<b>\$ 1,630,539</b>	<b>FY Total</b>	<b>\$ 1,507,544</b>

Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
		Principal	Interest								
<b>New Debt</b>											
Year of Issue	Project	Principal	Interest								
2021	I & I MWRA	\$ 24,225		\$ 24,225		\$ 24,225		\$ 24,225		\$ 24,225	
2021	Replace Vactor Truck	\$ 60,000	\$ 13,500	\$ 60,000	\$ 12,150	\$ 60,000	\$ 10,800	\$ 60,000	\$ 9,450	\$ 60,000	\$ 8,100
2021	Water/Sewer Comprehensive Asset Management	\$ 30,000	\$ 3,375	\$ 30,000	\$ 2,700	\$ 30,000	\$ 2,025	\$ 30,000	\$ 1,350	\$ 30,000	\$ 675
2021	Water Main Relining/Replacement	\$ 75,000	\$ 33,750	\$ 75,000	\$ 32,063	\$ 75,000	\$ 30,375	\$ 75,000	\$ 28,688	\$ 75,000	\$ 27,000
2021	Fox Hill Drive Water Main Replacement	\$ 35,000	\$ 15,008	\$ 35,000	\$ 14,220	\$ 35,000	\$ 13,433	\$ 35,000	\$ 12,645	\$ 35,000	\$ 11,858
2021	Replace Ground Water Wells	\$ 25,000	\$ 11,250	\$ 25,000	\$ 10,688	\$ 25,000	\$ 10,125	\$ 25,000	\$ 9,563	\$ 25,000	\$ 9,000
2021	Chem Feed Springvale	\$ 33,000	\$ 20,000	\$ 31,000	\$ 6,233	\$ 31,000	\$ 5,535	\$ 31,000	\$ 4,838	\$ 31,000	\$ 4,140
2021	Water Main Relining/Replacement	\$ 55,000	\$ 24,750	\$ 55,000	\$ 23,513	\$ 55,000	\$ 22,275	\$ 55,000	\$ 21,038	\$ 55,000	\$ 19,800
2021	Replace Ground Water Wells	\$ 25,000	\$ 11,250	\$ 25,000	\$ 10,688	\$ 25,000	\$ 10,125	\$ 25,000	\$ 9,563	\$ 25,000	\$ 9,000
2022	Water Main Relining/Replacement			\$ 130,000	\$ 58,500	\$ 130,000	\$ 55,575	\$ 130,000	\$ 52,650	\$ 130,000	\$ 49,725
2022	4M Sewer Pump Station Force Main Replacement			\$ 85,000	\$ 36,900	\$ 85,000	\$ 34,988	\$ 85,000	\$ 33,075	\$ 85,000	\$ 31,163
2022	High Lift, H&T Building Modifications Springvale			\$ 25,000	\$ 10,125	\$ 25,000	\$ 9,563	\$ 25,000	\$ 9,000	\$ 25,000	\$ 8,438
2022	Replace Ground Water Wells			\$ 25,000	\$ 11,250	\$ 25,000	\$ 10,688	\$ 25,000	\$ 10,125	\$ 25,000	\$ 9,563
2022	Springvale WTF Air Stripper Media Replacement			\$ 25,000	\$ 7,875	\$ 25,000	\$ 7,313	\$ 25,000	\$ 6,750	\$ 25,000	\$ 6,188
2022	Springvale WTF Generator Storage Garage			\$ 38,000	\$ 8,550	\$ 38,000	\$ 7,695	\$ 38,000	\$ 6,840	\$ 38,000	\$ 5,985
2022	Replace W-15 Front End Loader			\$ 21,000	\$ 7,088	\$ 21,000	\$ 6,615	\$ 21,000	\$ 6,143	\$ 21,000	\$ 5,670
2022	Replace W-17 F-450 W/Crane			\$ 20,000	\$ 4,500	\$ 20,000	\$ 4,050	\$ 20,000	\$ 3,600	\$ 20,000	\$ 3,150
2023	Water Main Relining/Replacement					\$ 110,000	\$ 49,500	\$ 110,000	\$ 47,025	\$ 110,000	\$ 44,550
2023	South Natick 16" Water Main Cleaning					\$ 25,000	\$ 11,250	\$ 25,000	\$ 10,688	\$ 25,000	\$ 10,125
2023	Capt Tom's Booster Pump					\$ 38,000	\$ 17,100	\$ 38,000	\$ 16,245	\$ 38,000	\$ 15,390
2023	Booster Pump - Glenridge					\$ 38,000	\$ 17,100	\$ 38,000	\$ 16,245	\$ 38,000	\$ 15,390
2023	Sewer Pump Station Replacement					\$ 20,000	\$ 9,000	\$ 20,000	\$ 8,550	\$ 20,000	\$ 8,100
2023	Replace Water Treatment Plant Stand-By Generators					\$ 20,000	\$ 9,000	\$ 20,000	\$ 8,550	\$ 20,000	\$ 8,100
2023	Replace Ground Water Wells					\$ 15,000	\$ 6,750	\$ 15,000	\$ 6,413	\$ 15,000	\$ 6,075
2023	Water Gate Valve Repair					\$ 20,000	\$ 6,750	\$ 20,000	\$ 6,300	\$ 20,000	\$ 5,850
2023	Springvale WTP Air Stripper Media Replacement					\$ 27,000	\$ 6,075	\$ 27,000	\$ 5,468	\$ 27,000	\$ 4,860
2024	Springvale WTF Tonka Filter Expansion							\$ 425,000	\$ 191,250	\$ 425,000	\$ 181,688
2024	Water Main Relining / Replacement							\$ 110,000	\$ 49,500	\$ 110,000	\$ 47,025
2024	Health Center SPS Bldg Rehab							\$ 46,000	\$ 20,700	\$ 46,000	\$ 19,665
2024	Sewer Pump Station Replacement							\$ 25,000	\$ 9,450	\$ 25,000	\$ 8,888
2025	Water Main Relining /Replacement									\$ 115,000	\$ 63,250
2025	Sewer Pump Station Replacement									\$ 25,000	\$ 11,550
2021	Temprary Borrowing Interest		\$ 35,000		\$ 35,000		\$ 35,000		\$ 35,000		\$ 35,000
<b>New Debt Total</b>		<b>\$ 362,225</b>	<b>\$ 132,883</b>	<b>\$ 729,225</b>	<b>\$ 257,040</b>	<b>\$ 1,042,225</b>	<b>\$ 373,703</b>	<b>\$ 1,648,225</b>	<b>\$ 621,698</b>	<b>\$ 1,788,225</b>	<b>\$ 659,958</b>
<b>Annual Debt Service</b>		<b>\$ 1,990,352</b>	<b>\$ 601,004</b>	<b>\$ 2,294,972</b>	<b>\$ 657,178</b>	<b>\$ 2,472,739</b>	<b>\$ 707,814</b>	<b>\$ 3,003,339</b>	<b>\$ 897,122</b>	<b>\$ 3,073,213</b>	<b>\$ 882,514</b>
		<i>FY Total</i>	\$ 2,591,356	<i>FY Total</i>	\$ 2,952,150	<i>FY Total</i>	\$ 3,180,553	<i>FY Total</i>	\$ 3,900,461	<i>FY Total</i>	\$ 3,955,727



# Town of Natick

## Water and Sewer Enterprise Fund

### FY2021 Indirect Costs

	Personnel Cost	Fringe	Expense Cost	Total
Public Works Administration	136,848	14,920	30,470	182,238
Engineering	283,500	22,710	29,850	336,060
Equipment Maintenance	242,161	39,488	174,680	456,329
Highway, Sanitation, Recycling	131,608	6,010	180,889	318,506
Facilities	69,203	1,894	16,463	87,559
Public Safety	159,607	2,314	7,225	169,146
Finance	175,492	12,565	63,350	251,406
Town Administration	118,674	13,046	58,853	190,572
Community Development	88,176	13,933	8,170	110,278
Information Technology	41,514	9,134	104,900	155,548
Procurement	29,628	2,013	1,120	32,760
Human Resources	4,905	778	285	5,968
Legal Services	-	-	76,815	76,815
Property & Liability Insurance	-	-	317,681	317,681
Utilities	-	-	52,685	52,685
Vehicle Fuel	-	-	153,000	153,000
<b>Sub Total - General Fund</b>				<b>2,896,552</b>

### Water Sewer Staff Performing General Fund Functions

	Personnel Cost	Fringe	Expense Cost	Total
GIS Services	(34,245)	(18,348)	-	(52,593)
W/S Admin. Asst. - DPW	(28,009)	(1,092)	-	(29,101)
W/S Admin. Asst. - Collector	(46,566)	(14,180)	-	(60,746)
Snow and Ice Removal	(56,124)	(502)	-	(56,626)
<b>Subtotal - Water Sewer</b>				<b>(199,066)</b>

### Total Water and Sewer Indirect Costs

**2,697,486**

### Notes:

Indirect Costs are based upon the Previous Fiscal Year's (FY 2020) 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

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# Sassamon Trace Golf Course



## FY 2021 Operational Budget Request

Karen Partanen, Director & Kurt McDowell, Golf Course Manager

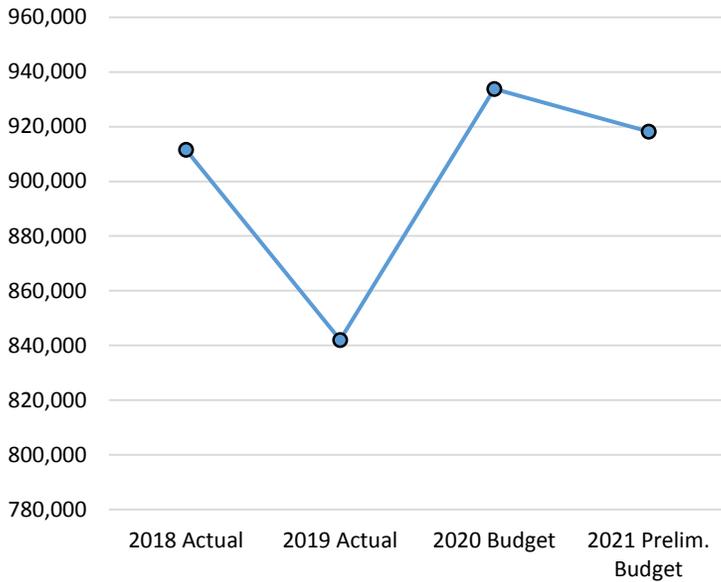
### Mission:

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.

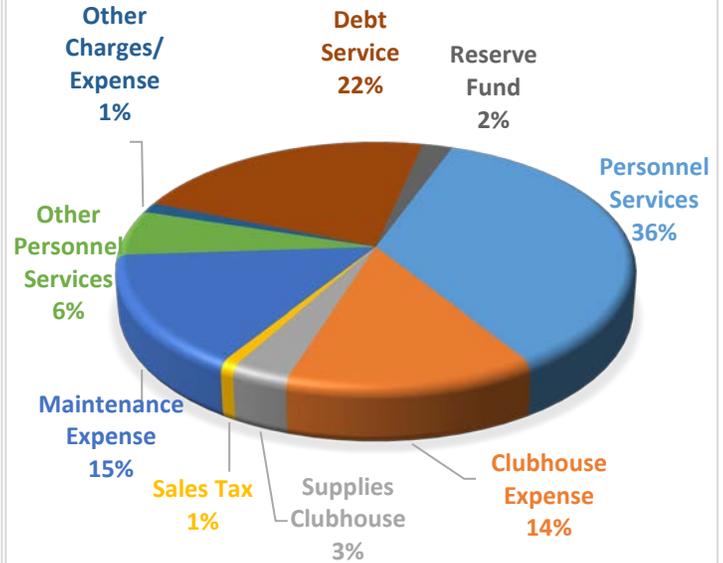
### Budget Highlights for FY 2021:

- 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
- Increase in banking costs with projected increase in transactions

**Budget History**

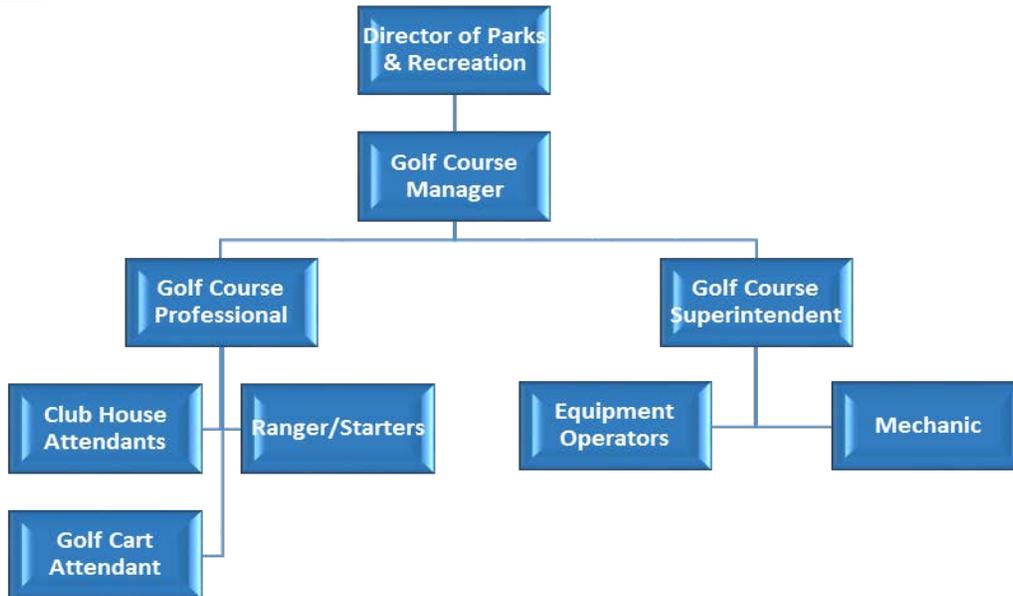


**BUDGET DISTRIBUTION**



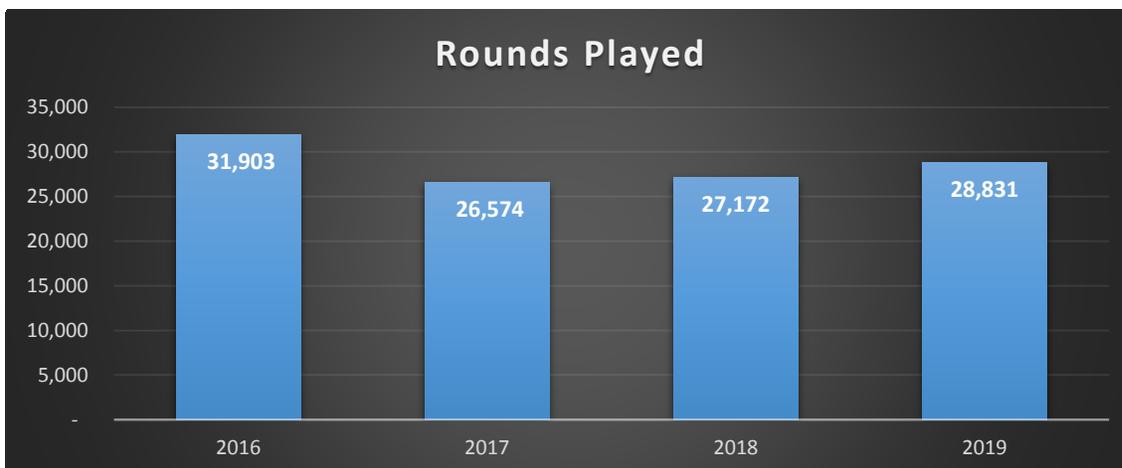
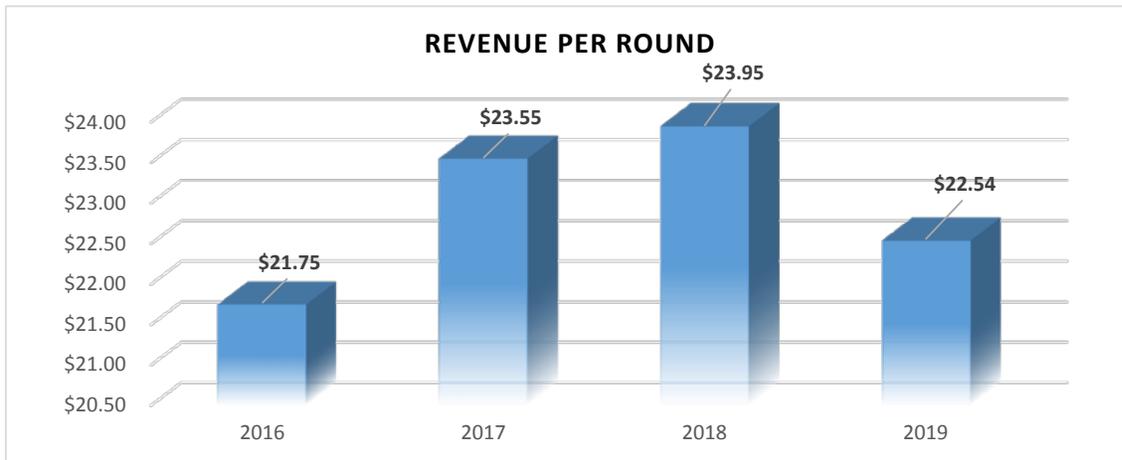
## Sassamon Trace Golf Course

### Organization Chart



FTE Count 7.8 FTE (3 FT / 26 PT)

### Department by the Numbers



**Sassamon Trace Golf Course**

Golf	2018 Actual	2019 Actual	2020 Budget	2021 Prelim.	2020 vs. 2021	
				Budget	\$ (+/-)	%(+/-)
<b>Salaries</b>						
Personnel Services	286,692	302,224	318,362	325,924	7,562	2.38%
<b>Operating Expenses</b>						
Clubhouse Expense	125,489	122,459	125,011	127,525	2,514	2.01%
Supplies Clubhouse	20,457	28,018	27,500	29,575	2,075	7.55%
Sales Tax	4,971	6,142	7,500	7,500	-	0.00%
Maintenance Expense	154,832	84,986	136,331	137,461	1,130	0.83%
Other Personnel Services	52,098	49,541	54,844	54,954	110	0.20%
Other Charges/Expense	17,761	11,812	12,639	12,013	(626)	-4.95%
Debt Service	249,330	236,860	241,641	203,225	(38,416)	-15.90%
Reserve Fund			10,000	20,000	10,000	100.00%
<b>Total Expenses</b>	<b>624,938</b>	<b>539,817</b>	<b>615,466</b>	<b>592,253</b>	<b>-23,213</b>	<b>-3.77%</b>
<b>Total Golf</b>	<b>911,630</b>	<b>842,041</b>	<b>933,828</b>	<b>918,177</b>	<b>(15,651)</b>	<b>-1.68%</b>

**Sassamon Trace Golf Course**

Description	2018 Actual	2019 Actual	2020 Budget	2021 Prelim	F20 Δ FY21	
					FY20 Δ FY21 \$	%
SALARIES MANAGEMENT	98,366	103,882	109,186	109,820	634	0.58%
SALARIES OPERATIONAL STAFF	66,300	70,315	67,667	66,300	(1,367)	-2.02%
SALARIES GOLF SUPPORT STAFF	35,793	39,482	46,039	48,318	2,279	4.95%
SALARIES PART-TIME OPERATIONAL	31,697	30,908	33,277	35,235	1,958	5.88%
SALARIES TECHNICAL/PROFESSNL	54,536	57,637	54,313	58,171	3,858	7.10%
MERIT/PERFORMANCE		0	7,880	8,080	200	2.54%
<b>Personnel Services</b> <sup>1</sup>	<b>286,692</b>	<b>302,224</b>	<b>318,362</b>	<b>325,924</b>	<b>7,562</b>	<b>2.38%</b>
ELECTRICITY	27,532	23,146	19,173	19,748	575	3.00%
BUILDING LEASE/REPAIRS	4,124	6,430	4,800	4,900	100	2.08%
LEASE PAYMENT LAND	76,365	74,025	79,038	79,177	139	0.18%
TELEPHONE	4,431	4,335	4,500	4,600	100	2.22%
DUES & SUBSCRIPTIONS	1,430	911	1,350	1,450	100	7.41%
ADVERTISING/PROMOTION	46	206	3,000	3,000	-	0.00%
BANK AND CREDIT CARD FEES	11,561	13,407	13,000	14,500	1,500	11.54%
SOFTWARE MAINT	0	0	150	150	-	0.00%
<b>Club House Expenses</b> <sup>2</sup>	<b>125,489</b>	<b>122,459</b>	<b>125,011</b>	<b>127,525</b>	<b>2,514</b>	<b>2.01%</b>
SUPPLIES - CLUB HOUSE	2,666	2,685	2,750	2,800	50	1.82%
MERCHANDISE-PRO SHOP	17,595	24,587	24,000	26,000	2,000	8.33%
SUPPLIES CUSTODIAL	196	745	750	775	25	3.33%
<b>Supplies Club House</b> <sup>3</sup>	<b>20,457</b>	<b>28,018</b>	<b>27,500</b>	<b>29,575</b>	<b>2,075</b>	<b>7.55%</b>
Sales Tax	4,971	6,142	7,500	7,500	-	0.00%
<b>Sales Tax</b> <sup>4</sup>	<b>4,971</b>	<b>6,142</b>	<b>7,500</b>	<b>7,500</b>	<b>-</b>	<b>0.00%</b>

**Footnotes:**

**<sup>1</sup> 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.

**<sup>2</sup> 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.

**<sup>3</sup> Supplies - Club House:**

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

**<sup>4</sup> 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**

	2018 Actual	2019 Actual	2020 Budget	2021 Prelim	FY20 Δ FY21	
					FY20 Δ FY21 \$	%
UTILITIES - WATER	33,064	4,809	40,000	40,000	-	0.00%
ENVIRONMENTAL MONITORING	0	0	0	0	-	0.00%
IRRIGATION ELECTRICITY	0	4,807	9,331	9,611	280	3.00%
PHRAGMITES CONTROL	1,440	0	4,100	4,100	-	0.00%
COURSE MATERIALS	7,235	6,846	7,600	7,700	100	1.32%
COURSE CHEMICALS/FERTILIZER	33,899	25,953	32,750	33,250	500	1.53%
GRASS/SEED/SOD	6,207	8,537	6,800	7,000	200	2.94%
COURSE SUPPLIES	7,916	4,429	5,200	5,200	-	0.00%
IRRIGATION REPAIR & MAINT	6,107	8,531	10,450	10,600	150	1.44%
TOOLS	1,857	1,346	1,450	1,000	(450)	-31.03%
TOOL STIPEND (MECHANIC)	529	0	0	0	-	
EQPMT REPAIR & MAINTENANCE	16,190	18,526	16,650	17,000	350	2.10%
EQUIPMENT LEASE	39,681	0	0	0	-	
Shop Maintenance					-	
OTHER-MAINT. GOLF COURSE	0	220	1,000	1,000	-	
EDUCATION/FEES/LICENSES	709	984	1,000	1,000	-	0.00%
<b>Maintenance Expenses</b>	<sup>5</sup> <b>154,832</b>	<b>84,986</b>	<b>136,331</b>	<b>137,461</b>	<b>1,130</b>	<b>0.83%</b>

<sup>5</sup> **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**

	2018 Actual	2019 Actual	2020 Budget	2021 Prelim Budget	FY20 Δ FY21 \$	FY20 Δ FY21 %
<b>Employee Benefits</b>						
FICA/MEDICARE	3,506	4,382	4,616	4,726	110	2.38%
INSURANCE GRP HLTH/LIFE	42,521	42,521	46,728	46,728	-	0.00%
UNEMPLOYMENT INSURANCE	6,071	2,638	3,500	3,500	-	0.00%
<b>Other Personnel Services</b> <sup>6</sup>	<b>52,098</b>	<b>49,541</b>	<b>54,844</b>	<b>54,954</b>	<b>110</b>	<b>0.20%</b>
RETIREMENT ASSESSMENT	17,761	11,812	12,639	12,013	(626)	-4.95%
<b>Other Charges and Expenditures</b> <sup>7</sup>	<b>17,761</b>	<b>11,812</b>	<b>12,639</b>	<b>12,013</b>	<b>(626)</b>	<b>-4.95%</b>
<b>Debt Service</b>						
PRINCIPLE	219,143	204,730	196,540	165,000	(31,540)	-16.05%
INTEREST	30,187	32,130	45,101	38,225	(6,876)	-15.25%
<b>Total Debt Service</b> <sup>8</sup>	<b>249,330</b>	<b>236,860</b>	<b>241,641</b>	<b>203,225</b>	<b>(38,416)</b>	<b>-15.90%</b>
RESERVE FUND		0	20,000	20,000	-	0.00%
<b>Total Budget Sassamon Trace</b>	<b>911,630</b>	<b>842,041</b>	<b>943,828</b>	<b>918,177</b>	<b>(25,651)</b>	<b>-2.72%</b>
<b>Fund Total Sassamon Trace</b>	<b>\$ 911,630</b>	<b>\$ 842,041</b>	<b>\$ 943,828</b>	<b>\$ 918,177</b>	<b>(25,651)</b>	<b>-2.72%</b>

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

<sup>8</sup> **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 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Year of Issue	Project	Principal	Principal	Principal	Principal	Principal
2002	2002 Golf Course (Refinanced 2013)	\$ 125,000	\$ 125,000			
2017	Irrigation Pond Liner	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
2017	Golf Cart Fleet	\$ 20,000	\$ 20,000	\$ 20,000		
2018	Greens Mower	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
2018	Trim Mower	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	
2018	Pump Heads	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
<b>Total Amount</b>		<b>\$ 165,000</b>	<b>\$ 165,000</b>	<b>\$ 40,000</b>	<b>\$ 20,000</b>	<b>\$ 15,000</b>

**Department: Enterprise Fund Debt Service - Interest**

		Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Year of Issue	Project	Interest	Interest	Interest	Interest	Interest
2002	2002 Golf Course (Refinanced 2013)	\$ 10,000	\$ 5,000			
2017	Irrigation Pond Liner	\$ 2,600	\$ 2,350	\$ 2,100	\$ 1,850	\$ 1,600
2018	Golf Cart Fleet	\$ 2,000	\$ 1,200	\$ 400		
2018	Greens Mower	\$ 1,375	\$ 1,125	\$ 875	\$ 625	\$ 375
2018	Trim Mower	\$ 875	\$ 625	\$ 375	\$ 125	
2018	Pump Heads	\$ 1,375	\$ 1,125	\$ 875	\$ 625	\$ 375
<b>Sub Total Amount</b>		<b>\$ 18,225</b>	<b>\$ 11,425</b>	<b>\$ 4,625</b>	<b>\$ 3,225</b>	<b>\$ 2,350</b>
2020 Temporary Borrowing		\$ 20,000	\$ 20,000			
<b>Total Interest</b>		<b>38,225</b>	<b>31,425</b>	<b>4,625</b>	<b>3,225</b>	<b>2,350</b>

<b>Summary of Debt - Golf Course Enterprise Fund</b>						
		Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Golf Course Enterprise Fund Principal		\$ 165,000	\$ 165,000	\$ 40,000	\$ 20,000	\$ 15,000
Golf Course Enterprise Fund Interest		\$ 38,225	\$ 31,425	\$ 4,625	\$ 3,225	\$ 2,350
<b>Total Annual Debt Service</b>		<b>\$ 203,225</b>	<b>\$ 196,425</b>	<b>\$ 44,625</b>	<b>\$ 23,225</b>	<b>\$ 17,350</b>



*Town of Natick*  
Golf Enterprise Fund

**FY2021 Indirect Costs**

	<b>Personnel Cost</b>	<b>Fringe</b>	<b>Expense Cost</b>	<b>Total</b>
Public Works Administration	1,026	112	229	1,367
Equipment Maintenance	3,027	494	2,184	5,704
Highway, Sanitation, Recycling	439	20	603	1,062
Recreation	6,293	1,435	1,065	8,793
Land Facilities and Natural Resources	6,312	-	4,687	10,999
Public Safety	1,596	23	72	1,691
Finance	2,925	209	1,056	4,190
Town Administration	3,956	435	1,962	6,352
Procurement	296	20	11	328
Human Resources	540	86	31	657
Legal Services	-	-	1,280	1,280
Property & Liability Insurance	-	-	6,354	6,354
Utilities	-	-	3,763	3,763
Vehicle Fuel	-	-	2,550	2,550
<b>Total</b>				<b>55,090</b>

**Notes:**

Indirect Costs are based upon the Previous Fiscal Year's (FY 2020) 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***  
***Capital Project Plan***

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**FY 2021-2024 Capital Program**  
**FY 2021 Capital Budget Forecast**

December 2, 2019



# *Town of Natick*

FY 2021 – 2025 Capital Program

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# *Town of Natick*

FY 2021 – 2025 Capital Program

## **Section I: Executive Summary**



# *Town of Natick*

FY 2021 – 2025 Capital 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 2021.

### **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 made significant investments in our capital needs. The new Kennedy Middle School (\$66.8 Million) and a new West Natick Fire Station (\$15.6 million) are examples. Town Meeting appropriated \$8,883,100 at the Spring Annual Town Meeting and \$9,060,800 at the Fall Annual Town Meeting. The following table highlights capital equipment and improvements approved at the 2019 Spring and Fall Annual Town Meetings.



# Town of Natick

FY 2021 – 2025 Capital Program

## 2019 Town Meetings Capital Appropriations

### 2019 Spring Annual Town Meeting

<u>Id#</u>	<u>Project</u>	<u>Funding Source</u>	<u>Appropriation</u>
2019SATM14A1	Payroll And Time Management Automation Upgrades	Capital Stabilization Fund	\$ 100,000
2019SATM14A2	Security Assessment	Capital Stabilization Fund	\$ 40,000
2019SATM14A3	Cruiser Replacement	Capital Stabilization Fund	\$ 153,000
2019SATM14A4	Replace Laptop Computers	Capital Stabilization Fund	\$ 6,200
2019SATM14A5	Replace Vehicle 428 (H-67) Bombadier	Capital Stabilization Fund	\$ 220,000
2019SATM14A6	Replace Vehicle 411 (H-46) Truck/Sander	Capital Stabilization Fund	\$ 250,000
2019SATM14A7	Upgrade Garage Equipment	Capital Stabilization Fund	\$ 30,000
2019SATM14A8	Replace Vehicle 303 (M-3) 2008 Emd Pickup Truck	Capital Stabilization Fund	\$ 65,000
2019SATM14A9	Replace Vehicle 402 (H-40) Dump Truck	Capital Stabilization Fund	\$ 135,000
2019SATM14A10	Mower With Attachments	Capital Stabilization Fund	\$ 40,000
2019SATM14A11	Capital Emergencies	Capital Stabilization Fund	\$ 75,000
2019SATM14A12	Playground Safety Inspection And Updates	Capital Stabilization Fund	\$ 15,000
2019SATM15A1	Morse Library - Replace Carpeting	Capital Stabilization Fund	\$ 150,000
2019SATM15A2	Wilson - Replace Library Carpet, Furniture, Paint	Capital Stabilization Fund	\$ 125,000
2019SATM15A3	Town Hall Main Entrance Repairs	Capital Stabilization Fund	\$ 85,000
2019SATM15A4	Memorial - Paint Classroom Walls And Ceilings	Capital Stabilization Fund	\$ 75,000
2019SATM15A5	Johnson - Retile Classrooms	Capital Stabilization Fund	\$ 70,000
2019SATM15A6	Public Safety Building - Replace Roof - Engineering	Capital Stabilization Fund	\$ 60,000
2019SATM15A7	Town Hall - Replace Roof - Engineering	Capital Stabilization Fund	\$ 45,000
2019SATM15A8	Johnson School - Retile Second Floor Hallway	Capital Stabilization Fund	\$ 40,000
2019SATM15A9	Bennett Hemenway - Paint Second Floor Classroom Walls & Ceilings	Capital Stabilization Fund	\$ 40,000
2019SATM15A10	Lilja - Replace Hallway Walls With Drywall	Capital Stabilization Fund	\$ 40,000
2019SATM15A11	Memorial - Replace Bathroom Partitions	Capital Stabilization Fund	\$ 40,000
2019SATM15A12	Memorial - Replace Office Carpet And Classroom Vct	Capital Stabilization Fund	\$ 40,000
2019SATM15A13	Ben-Hem Replace Admin Office Carpet	Capital Stabilization Fund	\$ 30,000
2019SATM15A14	Public Safety Building - Replace Windows Glazing	Capital Stabilization Fund	\$ 30,000
2019SATM15A15	Ben-Hem Exterior Masonry Repair	Capital Stabilization Fund	\$ 20,000
2019SATM15A16	Ben Hem - Resurface Parking Lot And Sidewalks	Capital Stabilization Fund	\$ 160,000
2019SATM15A17	Library - Replace Exterior Doors	Capital Stabilization Fund	\$ 15,000
2019SATM15A18	Lilja Ac In Gym	Capital Stabilization Fund	\$ 15,000
2019SATM15A19	Ben Hem Ac Music Room & Cafeteria	Capital Stabilization Fund	\$ 10,000
2019SATM15A20	Nhs Preschool - Install Classroom Connecting Door	Capital Stabilization Fund	\$ 8,000
2019SATM15A21	Library - Replace The Roof	Capital Stabilization Fund	\$ 500,000
2019SATM15A22	Capital Maintenance	Capital Stabilization Fund	\$ 100,000
2019SATM15A23	Community Garden Plot Repair-Jj Lane	Capital Stabilization Fund	\$ 10,000
2019SATM15B1	Engineering & Repairs To The Charles River Dam	Tax Levy Borrowing	\$ 1,250,000
2019SATM15B2	Roadway & Sidewalks Supplement	Tax Levy Borrowing	\$ 750,000
2019SATM15E1	Roadway & Sidewalks Supplement	Transportation Network Funds	\$ 15,000
2019SATM14B1	Replace Vehicle 631	W/S Retained Earnings	\$ 45,000
2019SATM14D1	Water Main Relining	Water Sewer Borrowing	\$ 1,500,000
2019SATM14D2	Tonka Pressure Filter	Water Sewer Borrowing	\$ 520,000
2019SATM14F1	High Lift, H&T Building Modifications Springvale	Env Bond Bill	\$ 400,000
2019SATM14F2	Springvale Wtr Air Stripper Media Replacement	Env Bond Bill	\$ 380,000
2019SATM18	Fox Hill Dr Sewer Betterment	Water Sewer Borrowing	\$ 1,131,900



# Town of Natick

## FY 2021 – 2025 Capital Program

### 2019 Fall Annual Town Meeting

<u>Id#</u>	<u>Project</u>	<u>Funding Source</u>	<u>Appropriation</u>
2019FATM11A1	Replace Vehicle 3 (E-2) Engineering Survey Vehicle	Capital Stabilization	\$ 52,000
2019FATM11A2	Replace Dumpsters	Capital Stabilization	\$ 17,500
2019FATM11A3	Natick Public School - Security Cameras/ Door Controls	Capital Stabilization	\$ 80,000
2019FATM11A4	Repair/Replace Stage Curtains/Rigging At Johnson Elementary, Natick High School, Wilson Middle School	Capital Stabilization	\$ 45,000
2019FATM11A5	School Projector Installation/Replacement	Capital Stabilization	\$ 83,000
2019FATM11A6	Auditorium Sound And Microphone Upgrade Study FCC Band	Capital Stabilization	\$ 15,000
2019FATM11A7	Brown Elementary School - White Board Replacement (9)	Capital Stabilization	\$ 25,000
2019FATM11A8	Nomex Fire Hoods	Capital Stabilization	\$ 8,500
2019FATM11A9	Rescue Boat	Capital Stabilization	\$ 30,000
2019FATM11A10	Town Hall Projector Installation/Replacement	Capital Stabilization	\$ 16,000
2019FATM11A11	Cruiser Replacement	Capital Stabilization	\$ 130,000
2019FATM11A12	Meter Pole Replacement	Capital Stabilization	\$ 35,000
2019FATM11A13	Electrification Feasibility Study	Capital Stabilization	\$ 13,000
2019FATM11A14	Capital Emergencies	Capital Stabilization	\$ 34,800
2019FATM11C1	Sod Cutter	GC Retained Earnings	\$ 5,000
2019FATM11B1	Replace Vehicle 511 (S-101) Recycling Truck	Tax Levy Borrowing	\$ 330,000
2019FATM11D1	Replace Vehicle 619 (W-30) Vactor Truck	W/S Borrowing	\$ 600,000
2019FATM11D2	Springvale/Elm Bank Chemical Feed Upgrades	W/S Borrowing	\$ 310,000
2019FATM11E1	Scada Equipment Upgrade	W/S Retained Earnings	\$ 80,000
2019FATM12A1	Wilson Middle School Bathroom Partitions	Capital Stabilization	\$ 40,000
2019FATM12A2	Johnson School - Retile Cafeteria Floor	Capital Stabilization	\$ 15,000
2019FATM12A3	Johnson School - Replace Interior Stairways	Capital Stabilization	\$ 30,000
2019FATM12A4	Wilson Middle School - Paint 12 Classrooms	Capital Stabilization	\$ 50,000
2019FATM12A5	Wilson Middle School - adding AC Office and Support Area	Capital Stabilization	\$ 12,500
2019FATM12A6	Bennett Hemenway School Engineering To Replace The DDC System	Capital Stabilization	\$ 25,000
2019FATM12A7	Engineering Study For 2nd Floor AC At Wilson And Ben Hem	Capital Stabilization	\$ 50,000
2019FATM12A8	Police Station - Add Additional Heat To The Garage	Capital Stabilization	\$ 15,000
2019FATM12A9	Guardrail (Various Locations)	Capital Stabilization	\$ 12,000
2019FATM12A10	Park And Field Renovations	Capital Stabilization	\$ 175,000
2019FATM12A11	Tree Replacement	Capital Stabilization	\$ 30,000
2019FATM12A12	Tree Inventory	Capital Stabilization	\$ 10,000
2019FATM12A13	Energy Efficiency Programs	Capital Stabilization	\$ 100,000
2019FATM12A14	Firearms Range Renovation	Capital Stabilization	\$ 110,000
2019FATM12A15	Downtown Clock Repairs	Capital Stabilization	\$ 18,000
2019FATM12E1	Sewer Collection System Repairs & Maint	I & I Stabilization Fund	\$ 150,000
2019FATM12B1	Construction - Roadway Improvements South Main St.	Tax Levy Borrowing	\$ 4,650,000
2019FATM12B2	Construction - Roadway Improvements	Tax Levy Borrowing	\$ 1,000,000
2019FATM12C1	Ground Water Wells Replacement	W/S Borrowing	\$ 500,000
2019FATM12D1	Water Distribution System Enhancements	W/S Retained Earnings	\$ 150,000
2019FATM12D2	Water Meter Replacement Study	W/S Retained Earnings	\$ 8,500

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. The following Table highlights the Town’s local option receipts.



# Town of Natick

FY 2021 – 2025 Capital Program

## Local Option Room Occupancy Tax

Fiscal Year	September	December	March	June	Total	4%	2%
2010	189,911	199,053	148,856	210,887	748,707	499,138	249,569
2011	301,948	349,586	226,455	273,138	1,151,127	767,418	383,709
2012	337,985	402,987	256,736	299,714	1,297,422	864,948	432,474
2013	365,080	373,165	278,583	285,144	1,301,972	867,981	433,991
2014	367,535	381,877	282,866	322,814	1,355,092	903,395	451,697
2015	417,224	423,785	247,045	315,214	1,403,268	935,512	467,756
2016	445,961	475,119	271,622	327,211	1,519,913	1,013,275	506,638
2017	451,294	449,722	256,017	296,208	1,453,241	968,827	484,414
2018	453,968	435,489	272,843	324,464	1,486,764	991,176	495,588
2019	416,819	462,674	297,163	318,925	1,495,581	997,054	498,527

## Local Option Meals Tax

Fiscal Year	September	December	March	June	Special July Distribution (FY10 Only)	Total
2010	0	0	58,306	179,311	68,243	305,860
2011	135,040	195,415	192,437	193,032	0	715,924
2012	215,276	207,827	212,545	207,429	0	843,077
2013	215,452	209,644	215,757	207,642	0	848,495
2014	219,892	206,759	219,102	207,126	0	852,879
2015	214,628	216,317	225,649	219,538	0	876,132
2016	237,389	216,331	243,388	221,786	0	918,894
2017	236,345	227,943	231,794	220,200	0	916,282
2018	233,706	230,894	229,052	220,439	0	914,091
2019	253,765	255,255	269,721	242,079	0	1,020,820

## FINANCING METHODS

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



# *Town of Natick*

## FY 2021 – 2025 Capital Program

- **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 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 10% to a low around 6%.

It is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies. We are proud that the Town of Natick holds a AAA/Stable bond rating from 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 and again in FY 2020 with the addition of the new Kennedy Middle School and West Natick Fire Station.

Debt per capita will grow significantly in FY 2020 with the addition of the debt for the new Kennedy Middle School and West Natick Fire Station. 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 New JFK Middle school and West Natick Fire Station.

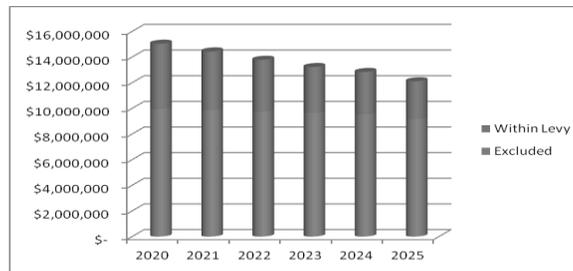


# Town of Natick

FY 2021 – 2025 Capital Program

## FY 2020 Tax Levy Current Debt Profile

	Excluded	Within Levy	Total
2020	\$ 9,995,671	\$ 5,053,324	\$ 15,048,995
2021	\$ 9,893,228	\$ 4,553,826	\$ 14,447,053
2022	\$ 9,782,911	\$ 4,012,217	\$ 13,795,127
2023	\$ 9,681,569	\$ 3,548,899	\$ 13,230,468
2024	\$ 9,580,999	\$ 3,264,486	\$ 12,845,485
2025	\$ 9,194,127	\$ 2,925,422	\$ 12,119,548



**Other Sources** – In addition, the Town may use Free Cash and revolving funds 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 grants.



# *Town of Natick*

FY 2021 – 2025 Capital Program

## **FY 2021-2025 CAPITAL IMPROVEMENT PROGRAM & PHILOSOPHY: (i.e. what gets funded and why)**

The FY 2021-2025 Capital 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 assets to avoid inevitable additional future costs incurred through deferment;
- c. Requirements of state or federal law or regulation;
- d. Improvement of infrastructure; and,
- e. Improvement of productivity/efficiency.

In past years (2008-2010), we had to defer a significant number of capital needs. The Town has been fortunate in recent years with nearly all capital needs funded. Many of the capital requests in this plan (2021 -2025) will require discussion regarding community need and affordability. We will continue to review all requests for capital projects. The draft FY 2021 Capital Budget is found in Section II.

### **Conclusion**

We are pleased to present a comprehensive Capital 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 employees have the right tools 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 2021 – 2025 Capital Program

## **Section II: FY 2021 Capital Budget Summary**



# FY 2021 Proposed Capital Projects

Note: This is a planning document for review and discussion. Further review and vetting is pending

12/2/2019

## FY 2021 Proposed Capital

recId	department	projTitle	2021	Funding Source
1027	Tn Administrator	Hunnewell Field Upgrade Design	\$ 50,000	Capital Stabilization
985	Community Services - Recreation & Parks	Install Toddler Playground - Bennett Hemenway Elementary	\$ 75,000	Capital Stabilization
991	Community Services - Recreation & Parks	Cole Center Playground Enhancements	\$ 30,000	Capital Stabilization
647	Community Services - Recreation & Parks	Playground Safety Updates	\$ 15,000	Capital Stabilization
428	Community Services - Recreation & Parks	Historical Monument Restoration	\$ 10,000	Capital Stabilization
724	Community Services - Recreation & Parks	Henry Wilson Roof	\$ 5,000	Capital Stabilization
610	Facilities Management	Morse Library - Replace 5 Air Handling Units	\$ 300,000	Tax Levy Borrowing
806	Facilities Management	Brown Elementary - Replace Boilers	\$ 40,000	Tax Levy Borrowing
809	Facilities Management	Lilja Elementary - Replace Boilers	\$ 40,000	Tax Levy Borrowing
805	Facilities Management	Bennett Hemenway Elementary - Expand Parking Lot And Resurface	\$ 150,000	Capital Stabilization
1025	Facilities Management	Bennett Hemenway Elementary - Fire Alarm Panel Replacement	\$ 75,000	Capital Stabilization
791	Facilities Management	Bennett Hemenway Elementary - Paint First Floor Classroom Walls	\$ 50,000	Capital Stabilization
815	Facilities Management	90 Oak St- Replace Boiler	\$ 50,000	Capital Stabilization
857	Facilities Management	Replace NFM-82 Work Van	\$ 50,000	Capital Stabilization
794	Facilities Management	NHS Pre-School - Replace Office/Area Carpet	\$ 40,000	Capital Stabilization
827	Facilities Management	DPU Admin Building - Replace 2 RTU's	\$ 30,000	Capital Stabilization
825	Facilities Management	Fire Station 1 - Replace Roof Deck	\$ 25,000	Capital Stabilization
821	Facilities Management	Fire Station 1 - Replace Office Carpet	\$ 15,000	Capital Stabilization
1021	Facilities Management	Police/Fire Station - Upgrade HVAC Controls Engineering	\$ 15,000	Capital Stabilization
1023	Facilities Management	Senior Center - Upgrade HVAC DDC System	\$ 10,000	Capital Stabilization
672	Fire Department	Replace Ambulance	\$ 300,000	Tax Levy Borrowing
987	Fire Department	Turnout Gear	\$ 240,000	Capital Stabilization
476	Fire Department	Defibrillator Purchase	\$ 90,000	Capital Stabilization
967	Fire Department	Nomex Non Particulate Hoods	\$ 8,500	Capital Stabilization
993	Morse Institute Library	RFID Implementation	\$ 94,000	Capital Stabilization
986	Police and Fire Department	CRT Public Safety Vehicle and Equipment	\$ 75,000	Capital Stabilization
194	Police Department	Cruiser Replacement	\$ 325,000	Capital Stabilization
961	Police Department	Replace Portable 2 Way Radios	\$ 170,685	Capital Stabilization
964	Police Department	Primary Repeater And Antenna Replacement	\$ 23,500	Capital Stabilization
862	Police Department	Replace Laptop Computers	\$ 6,200	Capital Stabilization
963	Police Department	Level Meter For Service Of Radio System	\$ 5,627	Capital Stabilization
189	Public Works Engineering	North Ave Area Drainage Improvements	\$ 1,600,000	Tax Levy Borrowing
191	Public Works Engineering	Roads & Sidewalks (Collector/Arterial)	\$ 1,500,000	Tax Levy Borrowing
182	Public Works Engineering	Roadway & Sidewalks Supplement	\$ 1,000,000	Tax Levy Borrowing
979	Public Works Engineering	Complete Streets Priority Plan Update	\$ 15,000	Capital Stabilization
990	Public Works Highway	Replace Vehicle 504 Rear Load Trash Packer	\$ 325,000	Tax Levy Borrowing
916	Public Works Highway	Replace 421 (Street Sweeper)	\$ 280,000	Tax Levy Borrowing
152	Public Works Highway	Replace Dumpsters	\$ 19,000	Capital Stabilization
89	Public Works Highway	Guardrail (Various Locations)	\$ 14,000	Capital Stabilization
496	Public Works Lnd Fac/Nat Res	Park And Field Renovations	\$ 175,000	Capital Stabilization
536	Public Works Lnd Fac/Nat Res	Tree Replacement	\$ 30,000	Capital Stabilization
590	Public Works Lnd Fac/Nat Res	Tree Inventory	\$ 10,000	Capital Stabilization
860	Sustainability	Energy Efficiency	\$ 100,000	Capital Stabilization
406	Town Clerk	Preservation Of Historical Records	\$ 100,000	Capital Stabilization

\$ 7,581,512

Capital Stabilization \$ 2,196,512  
 Tax Levy Borrowing \$ 5,385,000  
 \$ 7,581,512



# *Town of Natick*

FY 2021 – 2025 Capital Program

## **FY 2021-2025 Capital Plan Summary**



# FY 2022 - FY 2025 Proposed Capital Projects

Note: This is a planning document for review and discussion. Further review and vetting is pending

12/2/2019

## FY 2022 Proposed Capital

reclid	department	projTitle	2022	Funding Source
194	Police Department	Cruiser Replacement	\$ 335,000	Capital Stabilization
551	Public Works Engineering	Replace E-3 Utility Vehicle	\$ 55,000	Revolving Fund
678	Board Of Health	Replace Vehicle Health-1	\$ 50,000	Revolving Fund
679	Community And Economic Development	Replace Vehicle CD-1	\$ 50,000	Revolving Fund
627	Public Works Highway	Replacing H-49 Dump Truck/Sander	\$ 255,000	Tax Levy Borrowing
674	Public Works Highway	Replace S-102 Side Arm Recycling Truck	\$ 335,000	Tax Levy Borrowing
806	Facilities Management	Brown Elementary - Replace Boilers	\$ 400,000	Tax Levy Borrowing
809	Facilities Management	Lilja Elementary - Replace Boilers	\$ 400,000	Tax Levy Borrowing
763	Facilities Management	Bennett Hemenway Elementary - Add A/C 1st And 2nd Floor Classrooms	\$ 600,000	Tax Levy Borrowing
810	Facilities Management	Wilson Middle - Install Second Floor A/C	\$ 500,000	Tax Levy Borrowing
653	Public Works Lnd Fac/Nat Res	Replace Synthetic Turf Memorial Field	\$ 600,000	Tax Levy Borrowing
992	Police Department	Public Safety Radio Obsolescence Mitigation/Enhanc	\$ 1,540,000	Tax Levy Borrowing
191	Public Works Engineering	Roads & Sidewalks (Collector/Arterial)	\$ 1,500,000	Tax Levy Borrowing
182	Public Works Engineering	Roadway & Sidewalks Supplement	\$ 1,000,000	Tax Levy Borrowing
874	Public Works Equipment Maint	Replace Public Works Backup Generator	\$ 860,000	Tax Levy Borrowing
667	Fire Department	Replace Fire Pumper	\$ 700,000	Tax Levy Borrowing
772	Natick Public Schools	Kennedy Middle - Relocate Modular Classroom	\$ 600,000	Tax Levy Borrowing
822	Facilities Management	Public Safety Building - Replace Roof	\$ 600,000	Tax Levy Borrowing
815	Facilities Management	90 Oak St- Replace Boiler	\$ 500,000	Tax Levy Borrowing
881	Facilities Management	Town Hall - Replace Roof	\$ 450,000	Tax Levy Borrowing
778	Facilities Management	Memorial Elementary - Resurface And Expand Parking Areas	\$ 400,000	Tax Levy Borrowing
1020	Facilities Management	Morse Library - Replace Rooftop Chiller	\$ 275,000	Tax Levy Borrowing
980	Public Works Lnd Fac/Nat Res	Track Resurface	\$ 235,000	Tax Levy Borrowing
719	Community Services - Recreation & Parks	Memorial Elementary Court Repairs	\$ 200,000	Tax Levy Borrowing
882	Public Works Highway	Replace H-52 Utility Body Pickup	\$ 200,000	Tax Levy Borrowing
445	Facilities Management	Brown Elementary- Replace Unit Ventilators In Classrooms	\$ 185,000	Tax Levy Borrowing
1007	Community Services - Recreation & Parks	Beach Bathroom And Support Building Upgrades	\$ 180,000	Tax Levy Borrowing
496	Public Works Lnd Fac/Nat Res	Park And Field Renovations	\$ 175,000	Tax Levy Borrowing
1024	Facilities Management	Bennett Hemenway Elementary - RTU-1 Dx Replacement	\$ 175,000	Tax Levy Borrowing
261	Public Works Engineering	Rehab. - Jennings Pond Dam	\$ 150,000	Capital Stabilization
1022	Facilities Management	Wilson Middle - Auditorium Rooftop HVAC Replacement	\$ 150,000	Capital Stabilization
875	Facilities Management	Brown Elementary - Replace Playground	\$ 125,000	Capital Stabilization
860	Sustainability	Energy Efficiency	\$ 100,000	Capital Stabilization
1006	Community Services - Recreation & Parks	Town Beach Diving Board Platform Replacement	\$ 85,000	Capital Stabilization
869	Fire Department	Replace Car-4	\$ 80,000	Capital Stabilization
901	Facilities Management	Replace NFM-83 Pickup Truck	\$ 80,000	Capital Stabilization
900	Facilities Management	Replace NFM-89 Box Truck	\$ 75,000	Capital Stabilization
883	Public Works Highway	Replace H-1 Highway Supervisor Vehicle	\$ 70,000	Capital Stabilization
873	Public Works Engineering	Replace E-1 Utility Vehicle	\$ 60,000	Capital Stabilization
904	Facilities Management	Building Addition 75 West Street	\$ 60,000	Capital Stabilization
865	Community And Economic Development	Replace Vehicle CD-2	\$ 50,000	Capital Stabilization
722	Community Services - Recreation & Parks	Loker Playground Improvement	\$ 40,000	Capital Stabilization
812	Facilities Management	90 Oak - Replace All Exterior Windows And Doors	\$ 35,000	Capital Stabilization
536	Public Works Lnd Fac/Nat Res	Tree Replacement	\$ 30,000	Capital Stabilization
757	Facilities Management	High School - Purchase New Tractor	\$ 30,000	Capital Stabilization
835	Facilities Management	Lilja Elementary - Install Additional Parking Lot Lighting	\$ 30,000	Capital Stabilization
988	Community Services - Recreation & Parks	Multi Purpose Area Design	\$ 25,000	Capital Stabilization
152	Public Works Highway	Replace Dumpsters	\$ 20,500	Capital Stabilization
820	Facilities Management	Fire Station 1 - Replace VCT	\$ 20,000	Capital Stabilization
965	Police Department	Backup Repeater Replacement	\$ 20,000	Capital Stabilization
1026	Facilities Management	Police/Fire Station - Fire Alarm Panel Replacement	\$ 20,000	Capital Stabilization
89	Public Works Highway	Guardrail (Various Locations)	\$ 16,000	Capital Stabilization
647	Community Services - Recreation & Parks	Playground Safety Updates	\$ 15,000	Capital Stabilization
428	Community Services - Recreation & Parks	Historical Monument Restoration	\$ 10,000	Capital Stabilization
590	Public Works Lnd Fac/Nat Res	Tree Inventory	\$ 10,000	Capital Stabilization
862	Police Department	Replace Laptop Computers	\$ 6,200	Capital Stabilization

\$ 14,767,700

Capital Stabilization \$ 1,747,700  
 Tax Levy Borrowing \$ 12,865,000  
 Revolving Fund \$ 155,000  
**\$ 14,767,700**



# FY 2022 - FY 2025 Proposed Capital Projects

Note: This is a planning document for review and discussion. Further review and vetting is pending

12/2/2019

**FY 2023 Proposed Capital**

reclid	department	projTitle	2023	Funding Source
941	Public Works Highway	Replace Vehicle 513 (S-103) Recycling Truck	\$ 340,000	Tax Levy Borrowing
415	Community And Economic Development	Downtown Parking Garage	\$ 12,000,000	Tax Levy Borrowing
191	Public Works Engineering	Roads & Sidewalks (Collector/Arterial)	\$ 1,500,000	Tax Levy Borrowing
351	Fire Department	Replace L-1 With A Platform/Ladder	\$ 1,500,000	Tax Levy Borrowing
182	Public Works Engineering	Roadway & Sidewalks Supplement	\$ 1,000,000	Tax Levy Borrowing
812	Facilities Management	90 Oak - Replace All Exterior Windows And Doors	\$ 350,000	Tax Levy Borrowing
885	Public Works Highway	Replace H-63 Street Sweeper	\$ 350,000	Tax Levy Borrowing
1004	Natick Public Schools	Replace The Field Lighting At Memorial Field	\$ 250,000	Tax Levy Borrowing
194	Police Department	Cruiser Replacement	\$ 340,000	Capital Stabilization
1005	Natick Public Schools	Replace The Field Lighting At Mahan Field	\$ 250,000	Capital Stabilization
496	Public Works Lnd Fac/Nat Res	Park And Field Renovations	\$ 175,000	Capital Stabilization
886	Public Works Highway	Replace S-39 Hooklift Truck	\$ 145,000	Capital Stabilization
889	Public Works Lnd Fac/Nat Res	Replace LF-6 Hook-Lift Truck	\$ 145,000	Capital Stabilization
884	Public Works Highway	Replace H-42 Dump Body Pickup	\$ 110,000	Capital Stabilization
888	Public Works Lnd Fac/Nat Res	Replace LF-3 Dump Truck	\$ 110,000	Capital Stabilization
860	Sustainability	Energy Efficiency	\$ 100,000	Capital Stabilization
870	Fire Department	Replace Car-5	\$ 85,000	Capital Stabilization
859	Town Clerk	New Voting Machines	\$ 75,000	Capital Stabilization
902	Facilities Management	Replace NFM-81 Service Van	\$ 60,000	Capital Stabilization
864	Board Of Health	Replace Vehicle BH-2	\$ 55,000	Revolving Fund
866	Bd Slectmen/Tn Administrator	Replace Vehicle TH-1	\$ 55,000	Revolving Fund
903	Facilities Management	Replace NFM-87 Utility Vehicle	\$ 55,000	Capital Stabilization
574	Police Department	Replace Bullet Proof Vests	\$ 45,000	Capital Stabilization
839	Facilities Management	Police Building - Replace Garage Doors	\$ 40,000	Capital Stabilization
536	Public Works Lnd Fac/Nat Res	Tree Replacement	\$ 30,000	Capital Stabilization
152	Public Works Highway	Replace Dumpsters	\$ 22,000	Capital Stabilization
962	Police Department	Replace Fire Department Repeater	\$ 19,500	Capital Stabilization
89	Public Works Highway	Guardrail (Various Locations)	\$ 18,000	Capital Stabilization
647	Community Services - Recreation & Parks	Playground Safety Updates	\$ 15,000	Capital Stabilization
428	Community Services - Recreation & Parks	Historical Monument Restoration	\$ 10,000	Capital Stabilization
862	Police Department	Replace Laptop Computers	\$ 6,200	Capital Stabilization
600	Police Department	Replace Police K9	\$ 6,000	Capital Stabilization
			\$ 19,261,700	
			<b>Capital Stabilization</b>	<b>\$ 1,861,700</b>
			<b>Tax Levy Borrowing</b>	<b>\$ 17,290,000</b>
			<b>Revolving Fund</b>	<b>\$ 110,000</b>
			<b>\$</b>	<b>19,261,700</b>



# FY 2022 - FY 2025 Proposed Capital Projects

Note: This is a planning document for review and discussion. Further review and vetting is pending

12/2/2019

**FY 2024 Proposed Capital**

recId	department	projTitle	2024	Funding Source
904	Facilities Management	Building Addition 75 West Street	\$ 600,000	Tax Levy Borrowing
871	Fire Department	Replace Rescue-3	\$ 600,000	Tax Levy Borrowing
191	Public Works Engineering	Roads & Sidewalks (Collector/Arterial)	\$ 1,500,000	Tax Levy Borrowing
182	Public Works Engineering	Roadway & Sidewalks Supplement	\$ 1,000,000	Tax Levy Borrowing
380	Fire Department	Replace Fire Pumper	\$ 650,000	Tax Levy Borrowing
950	Public Works Highway	Replace Vehicle 514 Side Arm Recycling Truck	\$ 370,000	Tax Levy Borrowing
194	Police Department	Cruiser Replacement	\$ 345,000	Capital Stabilization
949	Public Works Highway	Replace Vehicle 503 Rear Load Trash Packer	\$ 340,000	Capital Stabilization
945	Public Works Highway	Replace Vehicle 412 Catch Basin Cleaner	\$ 330,000	Capital Stabilization
496	Public Works Lnd Fac/Nat Res	Park And Field Renovations	\$ 175,000	Capital Stabilization
420	Fire Department	Incident Support Vehicle/Box Truck	\$ 150,000	Capital Stabilization
947	Public Works Equipment Maint	Replace Vehicle 304 Utility Body Pickup	\$ 80,000	Capital Stabilization
1019	Public Works Administration	Replace Vehicle 1 Utility Vehicle	\$ 55,000	Capital Stabilization
721	Community Services - Recreation & Parks	Mary Bunker Park Support Building	\$ 50,000	Capital Stabilization
536	Public Works Lnd Fac/Nat Res	Tree Replacement	\$ 30,000	Capital Stabilization
152	Public Works Highway	Replace Dumpsters	\$ 23,500	Capital Stabilization
89	Public Works Highway	Guardrail (Various Locations)	\$ 20,000	Capital Stabilization
647	Community Services - Recreation & Parks	Playground Safety Updates	\$ 15,000	Capital Stabilization
574	Police Department	Replace Bullet Proof Vests	\$ 15,000	Capital Stabilization
428	Community Services - Recreation & Parks	Historical Monument Restoration	\$ 10,000	Capital Stabilization
946	Board Of Health	Replace T39 Enclosed Cargo Trailer	\$ 10,000	Revolving Fund
862	Police Department	Replace Laptop Computers	\$ 6,200	Capital Stabilization
880	Facilities Management	NPS - New Elementary School	1	Tax Levy Borrowing

\$ 6,376,725

<b>Capital Stabilization</b>	<b>\$ 1,644,700</b>
<b>Tax Levy Borrowing</b>	<b>\$ 4,720,001</b>
<b>Revolving Fund</b>	<b>\$ 10,000</b>
	<b>\$ 6,374,701</b>



# FY 2022 - FY 2025 Proposed Capital Projects

Note: This is a planning document for review and discussion. Further review and vetting is pending

12/2/2019

**FY 2025 Proposed Capital**

recId	department	projTitle	2025	Funding Source
911	Community Services - Recreation & Parks	Cole Recreation Center	\$ 9,500,000	Tax Levy Borrowing
877	Facilities Management	NHS - Rebuild Memorial Field House	\$ 9,000,000	Tax Levy Borrowing
191	Public Works Engineering	Roads & Sidewalks (Collector/Arterial)	\$ 1,500,000	Tax Levy Borrowing
182	Public Works Engineering	Roadway & Sidewalks Supplement	\$ 1,000,000	Tax Levy Borrowing
994	Police Department	Replace Police/Fire Hdqtrs Backup Generators	\$ 1,000,000	Tax Levy Borrowing
194	Police Department	Cruiser Replacement	\$ 350,000	Capital Stabilization
997	Public Works Highway	Replace Vehicle 502 Rear Load Trash Packer	\$ 345,000	Tax Levy Borrowing
1000	Fire Department	Replace Ambulance	\$ 300,000	Tax Levy Borrowing
1011	Public Works Highway	Replace Vehicle 409 Dump Truck/Sander	\$ 275,000	Tax Levy Borrowing
1001	Public Works Highway	Replace Vehicle 426 Trackless Sidewalk Machine	\$ 250,000	Tax Levy Borrowing
1008	Public Works Highway	Replace Vehicle 416 Large Swap Loader	\$ 250,000	Tax Levy Borrowing
1010	Public Works Highway	Replace Vehicle 420 Backhoe Loader	\$ 250,000	Tax Levy Borrowing
804	Facilities Management	NHS IT Upgrades - Replace Switches	\$ 200,000	Tax Levy Borrowing
496	Public Works Lnd Fac/Nat Res	Park And Field Renovations	\$ 175,000	Tax Levy Borrowing
996	Public Works Highway	Replace Vehicle 507 Hooklift Truck	\$ 175,000	Tax Levy Borrowing
1009	Public Works Highway	Replace Vehicle 403 Dump Truck	\$ 110,000	Tax Levy Borrowing
995	Public Works Lnd Fac/Nat Res	Replace Vehicle 442 Utility Body Pickup	\$ 85,000	Capital Stabilization
999	Fire Department	Replace Car 1	\$ 75,000	Capital Stabilization
536	Public Works Lnd Fac/Nat Res	Tree Replacement	\$ 30,000	Capital Stabilization
152	Public Works Highway	Replace Dumpsters	\$ 24,000	Capital Stabilization
89	Public Works Highway	Guardrail (Various Locations)	\$ 22,000	Capital Stabilization
647	Community Services - Recreation & Parks	Playground Safety Updates	\$ 15,000	Capital Stabilization
428	Community Services - Recreation & Parks	Historical Monument Restoration	\$ 10,000	Capital Stabilization
862	Police Department	Replace Laptop Computers	\$ 6,200	Capital Stabilization
			\$ 24,949,225	

<b>Capital Stabilization</b>	<b>\$ 617,200</b>
<b>Tax Levy Borrowing</b>	<b>\$ 24,330,000</b>
	<b>\$ 24,947,200</b>

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# Financial Management Principles - Amended October 17, 2016

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## 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

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Richard P. Jennett, Chair

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Nicholas S. Mabardy, Vice Chair

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Jonathan Freedman, Clerk

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Susan G. Salamoff, Member

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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

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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

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**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 Town process follows State law, M.G.L. c.30B which requires that for purchases of over \$50,000 the Town must advertise, solicit and publicly open sealed bids from prospective vendors. After a review period, the Select Board 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. 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.

**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 restricted by law 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 Commonwealth 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. 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 residents of the town vote to approve a debt exclusion or an operating override. New construction values are in addition to this limit.

As a consequence of this proposition, the Property Tax currently accounts for 2/3<sup>rd</sup>'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. The Finance Committee can authorize transfers from this fund.

**RETAINED EARNINGS** – 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 Budget.

**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. The total amount that may be spent from each revolving fund must be re-authorized each year at annual town meeting. 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, authorizes a Town to create one or more stabilization funds and appropriate funds to them for any lawful purpose. 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. 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.

**TAX LEVY** - The total amount 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**

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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

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## 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

2018 Population: 36,229 (*Mass Dept. of Revenue*)

2018 Labor Force: 21,128 (*Mass Dept. of Revenue*)

Per Capita Income: (2007-2011 5 year ACS Estimate): \$55,908 (*Mass Dept. of Revenue*)

2012 Population per Square Mile: 2,102.12

2013 Road Miles: 155.92 (*Mass Dept. of Revenue*)

Unemployment Rate October 2018: 1.9%

Percent of population with college degrees or higher: 61.5%

Median Single-Family Home Price (2020): \$554,700

## Principal Employers

Other than the Town itself, the following are the principal employers located in the Town:

<u>Company</u>	<u>Nature of Business</u>	<u>Current Employees</u>
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

Largest Taxpayers

The following is a list of the largest taxpayers in the Town for fiscal 2019 and the assessed valuation and tax levy for each. All of the largest taxpayers listed below are current in their tax payments.

<u>Name</u>	<u>Business</u>	<u>Assessed Value</u> <u>(FY19)</u>	<u>Tax Levy</u> <u>(FY19)</u>	<u>% of Total Levy</u>
General Growth Properties	Natick Mall Retail/condos	\$339,777,360	\$4,318,570	3.88%
Mathworks Inc.	Software Development/Sales	\$166,950,660	\$2,121,943	1.91%
Avalon Natick LLC	Apartments	\$85,711,140	\$1,089,389	0.98%
HC Atlantic Development	Office/R&D	\$68,955,400	\$876,423	0.79%
Franchi Pasquale	Apartment, Office	\$46,041,500	\$585,187	0.53%
Cognex Corps	R&D, Office	\$42,695,500	\$542,660	0.49%
Natick Village Investment Ltd. Part.	Condos-Real Estate	\$42,201,700	\$536,384	0.48%
DDH Hotel LLC	Hotel	\$39,541,880	\$502,577	0.45%
MCREF Natick	Management Services	\$37,396,480	\$475,309	0.41%
Cloverleaf Apartments	Apartments	\$35,772,400	\$454,667	0.41%
<b>Total</b>		<b>\$905,044,020</b>	<b>\$11,503,109</b>	<b>10.33%</b>

**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 -7:00 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

### Revolving Funds

Fund #	Motion	Revolving Fund	Spending Authorization FY 2020	Starting Balance 7/1/2019	Revenues	Expenditures	Balance \$ 43,825
2002	A	DPW Surplus Vehicle/Purchase Acct.	\$200,000	\$481,090	\$33,500	(\$127,908)	\$ 386,682
2005	B	Morse Institute Library Materials	\$85,000	\$1,673	\$8,319	(\$264)	\$ 9,727
2006	C	Morse Institute Library Equipment & Maintenance	\$25,000	\$2,667	\$3,424	(\$519)	\$ 5,572
2007	D	Community - Senior Center Equipment & Maintenance	\$75,000	\$79,748	\$12,761	(\$16,005)	\$ 76,504
2008	E	Board of Health Immunization	\$40,000	\$50,216	\$13,866	(\$28,623)	\$ 35,458
2009	F	Community - Senior Center Programs	\$95,000	\$144,782	\$44,160	(\$32,784)	\$ 156,158
2010	G	BOH Regional Coalition Tobacco Control	\$25,000	\$42,142	\$0	\$0	\$ 42,142
2011	H	Pay for Performance - Energy Rewards	\$25,000	\$5,023	\$0		\$ 5,023
2012	I	Tax Title Collection	\$100,000	\$76,528	\$11,907	(\$7,573)	\$ 80,861
2013	J	Curbside Compost collection	\$20,000	\$11,192	\$970	-	\$ 12,162



## Town of Natick

### Stabilization Funds

Fund #	Stabilization	Starting Balance 7/1/2019	Transfers In	Interest	Transfers Out	Balance 12/27/2019
7000	Capital Stabilization	\$4,759,838	\$1,519,347	\$23,778	\$1,277,300	\$ 5,025,663
7001	General Stabilization	\$4,906,644	\$250,000	\$28,413		\$ 5,185,057
7002	OPEB Trust	\$3,725,684	\$375,639			\$ 4,101,323
7003	Operational Stabilization	\$3,796,957	\$250,000	\$33,711		\$ 4,080,668
7004	FAR Stabilization	\$2,625,288		\$20,695		\$ 2,645,983
7005	I & I Stabilization	\$887,110		\$10,958	\$150,000	\$ 748,068
7010	1:1 Tech Stabilization	\$7,011		\$74		\$ 7,085