



Town of Natick

FY 2021 Town Administrator's Amended Preliminary Budget

**Melissa Malone, Town Administrator
June 8, 2020**



Town of Natick

FY 2021 Amended Preliminary Budget

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Town Administrator's Fiscal Year Amended Preliminary Budget

June 8, 2020

Dear Honorable Select Board, Finance Committee Members, Town Meeting Members, Town of Natick residents and business owners:

Now more than ever, it is incumbent upon us to act as One Natick and recognize that we are stronger when we are together. We are a community that must continue to be welcoming of different races, genders, cultures, ethnicities, and political viewpoints. We must be willing to hear others' perspectives, and recognize our community must change to evolve.

Given the complexity of our community, we must rely on best available data points and talented professionals to provide sound recommendations and guidance for deliberation by our respective bodies and committees. Every Town department must be transparent in their spending, as residents and businesses will need to contribute more, and we will need every individual and business owner to have faith and understanding of decisions made on their behalf. We must be willing to confront our own bias and budget in a manner that will allow us to meet the diverse needs of all of our residents.

Since the introduction of the original fiscal year 2021 budget on January 2nd, 2020, much has happened in the world causing cataclysmic changes that warrant me as your Town Administrator to issue an amended preliminary budget. It is important to note that the circumstances, economic conditions, and revenue forecasts that were utilized to issue that original preliminary budget in January of this year have completely changed in just a few short months. It would be an unfruitful exercise to assess the changes in this amended budget relative to the one issued in January.

COVID-19 brought catastrophic loss of life, stressed local small business owners already operating on slim margins, and exacerbated issues such as: already declining retail, disrupted supply chains, and affected the financial markets in ways that we never could have imagined. Many things we took for granted changed in the blink of an eye: empty thoroughfares in Boston where bumper-to-bumper traffic was always the norm; an unnatural quiet as we pass public parks on sunny days vacant of children's laughter; one-way lanes at grocery stores; toilet paper becoming a new commodity; and closed school buildings and child care facilities leaving many working parents struggling to carry out their normal jobs and their new roles as part-time educators. Staggering unemployment rates have impacted us all. This has been part of our collective norm since March,

and as we begin re-opening we will all need to adapt to new guidance and protocols to ensure that the public health of employees and residents remain at the forefront of our minds. Many have referred to a “new normal” and in these coming months we will all collectively learn exactly what that looks like and the requirements it places on all of us. Municipal government will need to be nimble, flexible, and responsive to the adaptations required in the new normal.

Even as sadness grips us with the loss of life of our relatives, friends, and neighbors from COVID-19 and the real implications of the unpredictability of the financial times become more defined, we have also seen our community come together in amazing ways. There has been an outpouring of support for each other, increased donations to our local food pantry, 01760-heart grassroots campaign, a local volunteer group sewing face masks for our Town employees and medical professionals on the front lines, birthday and graduation parades recognizing important milestones with participation by our local public safety officers, check-in calls and shopping done for our elderly neighbors, and eye-smiles as we walk about Town with our faces darned with masks.

We all will have pre-COVID-19 and then post-COVID-19 memories, and life will be different in various ways for each of us. While we may harbor some feelings of angst regarding the current state of affairs, we must continue to act with laser focus, cognizant that we must plan and provide the community with detailed information regarding public health and fiscal information. As we do this, we must get more comfortable with being uncomfortable, with making decisions based upon the most accurate information that we currently possess, and we must be willing to recognize that data points will change and we will need to pivot accordingly. Standing still is not an option, we must and will learn from our experiences of the past 3 months, analyze how we have done things in the past years, and adapt to this new world reality.

Executive Summary

Guiding the amended preliminary budget is fidelity to the following core principles: public health, employee retention, critical services, financial resiliency, scalability, and modernization. Moreover, as was noted on January 2, 2020, the amended preliminary budget maintains a commitment to all members of our community, ensuring that we allocate resources to serve all of our needs. Fiscal year 2021 revenues are expected to be negatively impacted - approximately 8.4 million dollars less in revenue as compared to fiscal year 2020.

However, thanks to the fiscal prudence demonstrated by Town Meeting over the years, we have stabilization funds that will help during this time of crisis. Since Fall Annual Town Meeting 2018 1.25 million dollars have been appropriated to General and Operational stabilization funds. While there is no exact consensus of the magnitude of the COVID-19 public health and fiscal impact, strong evidence supports that this downturn will be more dramatic and extensive than what occurred in 2008. Our fiscal forecast of September 2019 noted if we had a fiscal downturn similar to 2008, and reductions of expenses were not made, the Town would only have 18 months of reserves to assist with operational deficits. At this time, there are 9.1 million dollars available in Operational and General stabilization funds and the amended preliminary budget includes the utilization of 2.3 million dollars from General Stabilization.

Due to uncertainty and seemingly unprecedented confluence of events, the amended preliminary budget contains reductions for every Town department. The Natick School Department has the

lowest recommended reduction of (1.05%) from its Fiscal Year 2020 Town Meeting appropriation. Further, the amended preliminary budget includes a 2.75% increase from the school bus subsidy appropriated at SATM 2019, totaling \$421,416. This underscores our continued commitment to the Natick School Department. As of June 8, 2020, the Natick School Department is seeking \$69,001,035. The School Department request is \$1,899,802 over the proposed appropriation within the amended preliminary budget.

Collectively the Town Municipal Departments' reductions total (2.17%) as compared to their collective Fiscal Year 2020 Town Meeting appropriations. Each of the reductions are specified in the attached pages for the community to review. It bears noting that in March of 2020 we instituted a spending freeze. I am appreciative of my colleagues' ingenuity and willingness to contribute to the Town's common cause and anticipate utilizing Municipal Departmental savings as we attempt to close fiscal year 2020 without a deficit.

Revenue Sources and Budget Challenges

At this time, we are unaware of the depths of this recession and many of our questions regarding state aid and local receipts will not be answered until later in the fiscal year. Recognizing possible changes to revenue, however, does not obviate our responsibility to plan based upon information we have to date, even if the numbers are less than what we wished them to be. Given the extent of the COVID-19 crisis, anticipated decreases in funds from the Commonwealth, possible relapse in the fall and/or second wave of COVID-19 infections, anemic retail growth, and uncertainty impinging upon individuals' discretionary spend, the following amended budget includes a 30% reduction in local receipts and 20% reduction in state aid as compared to fiscal year 2020. Even as we anticipate these decreases, we also anticipate modest new growth of 1.25 million (down from 1.8 million in fiscal year 2020), which will allow us to increase the tax levy. The amended preliminary budget includes an increase to the tax levy of 2.9%, totaling an additional 3.5 million in revenue for fiscal year 2021. Consequently, Town residents and businesses will collectively pay 3.5 million dollars more than they paid in fiscal year 2020. The amended preliminary budget depends upon the same collection rate as we have in recent prior years. We recognize that this is difficult, given the required shutdown of many businesses in the last few months and impacts of furloughs and job losses on many of our families. However, we also must collect these monies to fund our community's critical services.

The budget challenges previously identified are exacerbated by our new COVID-19 reality. We anticipate higher fixed cost in the years to come, particularly with respect to pension and healthcare. At the same time, there is a need to retain our talented employees, invest in ourselves, and modernize and improve our infrastructure. We must upgrade antiquated processes, recognizing the changes that impact our ability to deliver services to the community, and be willing to depart with past practices for the future. It is important to consider that as of the date of this message, the following collective bargaining agreements remain open: Clerical (expired as of June 30, 2019), Department of Public Works Supervisors and Laborers (expired as of June 30, 2019), and Fire Department (expired as of June 30, 2018). I will be supporting collective bargaining

agreements with the Police Superiors and Dispatchers at our next Town Meeting. If Town Meeting approves those contracts then the following agreements will expire on June 30, 2021: Police Officers and Superiors, Dispatch, and Library.

Further, in the months ahead we will need frank dialogues with the community and careful analysis of what we can expect from residents, businesses, and the Commonwealth in the near term. It will also mean delineating our community's "wants" and actual "needs" to determine expenditures of our finite resources. The discussions must be based upon accurate estimates, articulated consequences, and aspirations of the entire community.

Solutions and Next Steps

It is a testament to our communal and intellectual strength that there has been robust discussion in the last few months about our revenues and proposed spending. The community wants to understand how their tax dollars are spent, and what services could or will be impacted as a result of any budget changes. All Town departments have the opportunity to use the same transparent platforms on ClearGov to explain changes to their budgets. In addition, we look forward to introducing the capital plan feature on the Cleargov platform to more clearly articulate our capital needs and costs.

And while Town Meeting is scheduled for July, there are opportunities ahead for community discussion and dialogue. We look forward to hosting a community forum later in the month to present information and hear resident and business feedback. Town Administration will continue to explore opportunities to maintain or expand services through private/public partnerships. Additionally, once we have an opportunity to gather more specific information on what is occurring within Natick, Town Administration will be able to provide a revised multi-year budgeting forecast.

It also bears worth noting that Natick is a community that hosts two annual Town Meetings and this affords us the ability to make any necessary adjustments that more information and certainty related to revenues and forecasts would afford. We are hopeful that conditions recover quicker than most economists predict and if they do, we will be in a position to adjust and alter budgets in the future accordingly. I make the commitment to the entire community that if we are afforded this opportunity, we will take full advantage of it.

One community leader noted to me that it seemed like "I was juggling machetes on a tightrope". While that feels like an apt description on some days, I also believe we are capable of getting to the other side of the rope together. None of us is to blame for COVID-19 besieging our lives. But we will be held responsible if we ignore the present and fail to take into account all of the impacts within our community. This will mean asking and answering tough questions.

I am pleased to have by my side talented employees, including but not limited to Deputy Town Administrators, School Administrators, Town department leaders who are asking how they can evolve and improve the delivery of their critical services for the entire community. They are learning from other communities and institutions, seeking to employ best practices, and willing to challenge the status quo. Together we have the smarts, courage, and determination to serve the

community today and into the future. Moreover, I take solace that the Town of Natick has persevered through challenging times in our past. I am confident that our community will rise to the occasion and make the necessary decisions in support of the diverse needs of Natick today - and, more importantly, the Natick of tomorrow.

I wish you and your families all the best during this trying time. Be well and stay safe.

All the best,



Melissa A. Malone

Budget Reductions and Additions for the FY 2021 Amended Preliminary Budget

Due to economic conditions caused by the COVID-19 pandemic, the Town's revenue streams for FY 21 budget were revised to reflect those downward projected changes. In order to make-up for the projected short fall in revenues, all new initiatives for FY 21 were postponed and removed from the budget and all departments were asked to reduce their preliminary FY 20 budget by a proportional amount. The department's proposals were reviewed with the Town Administrator, Finance Team, who met one on one with Department heads before determining which reductions would be incorporated into the amended preliminary budget. These were not easy conversations but we believe they resulted in trimmed down budget which meets the following criteria:

1. Preservation of critical town services;
2. Minimizes impact on town staff;
3. Provides flexibility to respond to future revenue fluctuations; and,
4. Provides the necessary savings.

The following section provides a detailed breakdown and rational for, all budget reductions contained in the Town's amended preliminary budget by department.

FY 2021 Amended Budget - Budget Changes

Budget - Morse Library

FY 2020 Budget:	\$2,357,551
FY 2021 Preliminary Budget:	\$2,357,612
FY 2021 Amended Preliminary Budget:	\$2,303,186

Budget Reductions

New Initiatives Cut:	\$0
FY 2021 Expense Reductions:	\$0
FY 2021 Salary Reductions:	-\$54,426
Employees Layed Off:	1
Employees Furloughed:	\$0
FTEs frozen for FY 21:	\$0

Line Item Reductions

1. Reduction of Sunday hours by One hour

Total Savings for FY 2021: -\$18,740

Comments: Sunday hours are the most expensive due premium pay for Town employees.

2. Staff Turnover

Total savings for FY 2021: -\$14,201

Comments: We received notification that a more tenured Town employee will be retiring. The position will be filled by a new employee and she/he will begin at a lower step in compensation pursuant to the union contract.

3. Elimination of Part-time Bookkeeper Position

Total Savings for FY 2021: -\$21,485

Comments: Modernization of our accounting and warrant process are a natural next step in our financial improvement process. Centralization of the responsibilities of this position, included as a part of this modernization, should not have an impact on the services provided by this position to the community.

TOTAL COST REDUCTIONS FOR MORSE LIBRARY

-\$54,426

FY 2021 Amended Budget - Budget Changes

Budget - Bacon Library

FY 2020 Budget:	\$190,792
FY 2021 Preliminary Budget:	\$198,194
FY 2021 Amended Preliminary Budget:	\$182,306

Budget Reductions

New Initiatives Cut:	-\$2,000
FY 2021 Expense Reductions:	\$0
FY 2021 Salary Reductions:	-\$13,888
Employees Layed Off:	-
Employees Furloughed:	-
FTEs frozen for FY 21:	-

Line Item Reductions

1. Reduction to programming

Total Savings for FY 2021: -\$2,000

Comments: Based on the revised budget, \$52,000 is needed for programming rather than \$54,000. Given the amount of time that we anticipate residents to remain in Town in the coming months, we hope to expand the offerings of the Bacon with public health protocols by utilizing the outdoor spaces of the library.

2. Shared Director Position

Total Savings for FY 2021: -\$13,888

Comments: Since the spring, the Assistant Library Director at the Morse Institute Library has shared responsibilities as Library Director of the Bacon Free Library. This arrangement will continue into the new fiscal year, and the salary savings from not hiring a Library Director for the Bacon Free Library will be put towards programming.

TOTAL COST REDUCTIONS FOR BACON LIBRARY

-\$15,888

FY 2021 Amended Budget - Budget Changes

Budget - Police Department

FY 2020 Budget:	\$7,634,780
FY 2021 Preliminary Budget:	\$7,466,818
FY 2021 Amended Preliminary Budget:	\$7,602,700

Budget Reductions

New Initiatives Cut:	\$ 144,651
FY 2021 Expense Reductions:	-\$3,000
FY 2021 Salary Reductions:	-\$102,131
Employees Layed Off:	0
Employees Furloughed:	0
FTEs frozen for FY 21:	1.5 1 delayed half year, 1 grant funded

Line Item Additions

Contract Settlement

Total Additions for FY 2021: \$ 241,013

Comments: Settlement of a contract with Police Superiors and Dispatchers. This is the marginal cost to balance the budget with the current cuts.

Line Item Reductions

1. 1/2 Officer FTE Frozen for FY 2021

Total Savings for FY 2021: \$ (32,265)

Comments: The reduction proposes to delay the hiring of an officer until January 2021. Upon completing an analysis of the department and financials, this would not impact the services provided to the community or result in any excessive overtime.

2. Use grant funding for one dispatcher

Total Savings for FY 2021: \$ (59,146)

Comments: There will be no loss of service from the funding change. However, this is only a solution for a limited period of time and future budgets will need to address this change.

3. Reduce expenditure for Accrediation Consultant

Total Savings for FY 2021: \$ (3,000)

Comments: The accreditation process will continue but with reduced resources. The impact to the process will be minimal.

4. Reduce clerical staff hours

Total Savings for FY 2021: \$ (10,720)

Comments: Reduction of 8 hours of clerical staff to correspond to the workload demand.

TOTAL COST REDUCTIONS FOR THE POLICE DEPARTMENT \$ (105,131)

FY 2021 Amended Budget - Budget Changes

Budget - Parking Enforcement

FY 2020 Budget:	\$218,977
FY 2021 Preliminary Budget:	\$218,977
FY 2021 Amended Preliminary Budget:	\$189,833

Budget Reductions

New Initiatives Cut:	\$	-
FY 2021 Expense Reductions:		\$0
FY 2021 Salary Reductions:		-\$29,144
Employees Layed Off:		0.5
Employees Furloughed:		0
FTEs frozen for FY 21:		0.0

Line Item Reductions

1. Elimination of Part-time parking enforcement hours (Parking Enforcement Budget)
Total savings for FY 2021: \$ (29,144)

Comments: With the addition of the full-time position in the fall of FY 2019, and when taking into account anticipated parking activity in the coming fiscal year as the Town responds to the current economic crisis, the additional part-time hours may be reduced.

TOTAL COST REDUCTIONS FOR PARKING ENFORCEMENT \$ (29,144)

FY 2021 Amended Budget - Budget Changes

Budget - Fire Department

FY 2020 Budget:	\$8,909,446
FY 2021 Preliminary Budget:	\$8,793,048
FY 2021 Amended Preliminary Budget:	\$8,740,485

Budget Reductions

New Initiatives Cut:	\$0
FY 2021 Expense Reductions:	\$0
FY 2021 Salary Reductions:	-\$52,563
Employees Layed Off:	1
Employees Furloughed:	0
FTEs frozen for FY 21:	0

Line Item Reductions

2. Elimination of Clerk Position

Total Savings for FY : \$ (52,563)

Comments: Modernization of our accounting and financial processes are a natural next step in improving our system overall. The reduction of this position will neither reduce the ability of the department to provide fire response nor result in loss of critical services provided to the community.

TOTAL COST REDUCTIONS FOR THE FIRE DEPARTMENT -\$52,563

FY 2021 Amended Budget - Budget Changes

Budget - Board of Health

FY 2020 Budget:	\$674,254
FY 2021 Preliminary Budget:	\$680,823
FY 2021 Amended Preliminary Budget:	\$681,219

Budget Reductions

New Initiatives Cut:	\$0
FY 2021 Expense Reductions:	-\$10,150
FY 2021 Salary Reductions:	\$0
Employees Layed Off:	0
Employees Furloughed:	0
FTEs frozen for FY 21:	0

Line Item Additions

1. Increase compensation for BOH Director

Total Additions for FY 2021: \$ 10,546

Comments: The need for a Director of Strategic Initiatives & Capital Partnerships has not changed for Town Administration. However, in an effort to contribute more to needed savings the on boarding of that position has been paused. Town Administration will be assigning responsibilities to various individuals, including but not limited to the BOH Director to move forward with initiatives.

Line Item Reductions

1. Fund Substance Prevention and Outreach Programing with Grant & Gift funding

Total Savings for FY 2021: -\$10,150

Comments: Given the grants and gifts received over the last several years, there is an opportunity to shift the program funding to those accounts for a limited period of time.

TOTAL COST REDUCTIONS FOR THE BOH

-\$10,150

FY 2021 Amended Budget - Budget Changes

Budget - Department of Public Works

FY 2020 Budget:	\$8,913,228
FY 2021 Preliminary Budget:	\$8,864,044
FY 2021 Amended Preliminary Budget:	\$8,981,699

Budget Reductions

New Initiatives Cut:	\$0
FY 2021 Expense Reductions:	-\$24,845
FY 2021 Salary Reductions:	-\$70,000
Employees Layed Off:	0
Employees Furloughed:	0
FTEs frozen for FY 21:	0

Line Item Additions

Solid Waste Contract

Total Additions for FY 2021: \$ 212,500

Comments: Estimated increase needed to fund the new contract with Cassella for waste disposal

Line Item Reductions

1. Reduction of hours for Clerical staff - \$24,845

Comments: Annualized savings from closure of Mondays at DPW with union clerical staff members.

2. Energy Savings - \$70,000

Comments: Estimated decrease in anticipated gasoline and diesel prices. Given possible fluctuations this line item will be closely monitored and if necessary adjusted upward in the fall.

TOTAL COST REDUCTIONS FOR DPW

-\$94,845

FY 2021 Amended Budget - Budget Changes

Budget - Community Services

FY 2020 Budget:	\$2,039,366
FY 2021 Preliminary Budget:	\$2,005,958
FY 2021 Amended Preliminary Budget:	\$1,741,460

Budget Reductions

New Initiatives Cut:	-\$24,000
FY 2021 Expense Reductions:	\$0
FY 2021 Salary Reductions:	-\$128,820
Employees Layed Off:	1 full-time & 4 part-time
Employees Furloughed:	-
FTEs frozen for FY 21:	-

Variance: Reduction for Strategic Partnerships of \$111,678 covered in BOS budget

Line Item Reductions

1. Eliminate 4 part-time building monitor positions
Total Savings for FY 2021: -\$25,124 (revolving fund)

Comments: Given the public health crisis and guarded nature of communal events, the same level of programming and room utilization at the CSC in FY21 is not anticipated. Further, it is possible that CSC will not open to the public for evenings and weekends through FY2021. All staff are part-time, working 19 hours or less per week. This reduction will have no effect on services for FY2021.

2. Eliminate Special Assistant to the CSC & Director position
Total savings for FY 2021: -\$61,087

Comments: : A majority of the responsibilities of this position relates to coordination of building spaces for events. Given the limitations of group gatherings anticipated to extend through FY2021, we do not anticipate the demand for room rentals. Therefore, the reduction of this position is not anticipated to impact services delivered at the CSC, as the other ancillary duties being completed by this position can be assigned to other personnel board staff members.

3. Elimination of Executive Assistant Position
Total Savings for FY 2021: -\$58,734

Comments: Modernization of our accounting and warrant process are a natural next step in our financial improvement process. Centralization of this position should not have an impact of expectations of the services provided to the community.

4. Staff Turnover

Total Savings for FY 2021: -\$8,999

Comments: A recent retirement of an Administrative Assistant has been filled with a lower step employee pursuant to the union contract.

TOTAL COST REDUCTIONS FOR COMMUNITY SERVICES -\$128,820 (GENERAL FUND)

FY 2021 Amended Budget - Budget Changes

Budget - Facilities Management

FY 2020 Budget:	\$3,490,001
FY 2021 Preliminary Budget:	\$3,647,390
FY 2021 Amended Preliminary Budget:	\$3,572,102

Facilities Budget still includes two new custodians for KMS & Town support

Budget Reductions

New Initiatives Cut:	\$0
FY 2021 Expense Reductions:	\$0
FY 2021 Salary Reductions:	-\$75,288
Employees Layed Off:	0
Employees Furloughed:	0
FTEs frozen for FY 21:	0

Line Item Reductions

Staffing Changes

Total Savings for FY 2021: -\$75,288

Comments: With the ongoing response to COVID-19, there will be an immediate need to increase cleaning and disinfecting of facilities prior to opening buildings to the public to ensure that our employees and residents remain safe. The reduction of the Project Manager position allows for the hiring of 2 additional custodians that will support the public health needs of the community. One of the custodians will also be assigned to the new Kennedy Middle School when that facility opens in the coming fiscal year.

TOTAL COST REDUCTIONS FOR FACILITIES -\$75,288

FY 2021 Amended Budget - Budget Changes

Budget - Information Technology Department

FY 2020 Budget:	\$1,464,138
FY 2021 Preliminary Budget:	\$1,581,089
FY 2021 Amended Preliminary Budget:	\$1,555,509

Budget Reductions

New Initiatives Cut:	\$0
FY 2021 Expense Reductions:	\$0
FY 2021 Salary Reductions:	-\$71,569 (Transfer to BOS)
Employees Layed Off:	0
Employees Furloughed:	0
FTEs frozen for FY 21:	0

Line Item Additions

Claregov Capital & Budget Module
Total Additions for FY 2021: \$ 10,500

Comments: Purchase of an improved capital management system and transfer of information into the Claregov platform.

Network Systems
Total Additions for FY 2021: \$ 20,000

Comments: This is needed to ensure greater assistance for network and phone support should we need to return to working remotely during the year.

IT Director
Total Additions for FY 2021: \$ 7,459

Comments: We anticipate that there will be significant increase in workload, such as oversight of new programs being launched including but not limited to CED permitting improvements and constituent communication platform.

Systems Analyst
Total Additions for FY 2021: \$ 8,031

Comments: Variance of position budget and current salary of position.

Line Item Reductions

Staffing Changes
Total Savings for FY 2021: -\$71,569

Comments: The Communication Information Officer always reported directly to the TA but was funded through the IT budget. This aligns the reporting structure with the appropriate department's funding.

TOTAL COST REDUCTIONS FOR IT **-\$71,569**

FY 2021 Amended Budget - Budget Changes

Budget - Community and Economic Development

FY 2020 Budget:	\$963,456
FY 2021 Preliminary Budget:	\$967,445
FY 2021 Amended Preliminary Budget:	\$947,045

Budget Reductions

New Initiatives Cut:	\$0
FY 2021 Expense Reductions:	\$4,000
FY 2021 Salary Reductions:	-\$21,419
Employees Layed Off:	0
Employees Furloughed:	0
FTEs frozen for FY 21:	0

Line Item Additions

Strategic Partnership duties

Total Additions for FY 2021: \$ 5,019

Comments: The need for a Director of Strategic Initiatives & Capital Partnerships has not changed for Town Administration. In an effort to contribute more to needed savings the on boarding of that position has been paused. Town Administration will be assigning responsibilities to various individuals, including but not limited to the CED Director.

Line Item Reductions

1. Interim closure of Town Hall Monday

Total Savings for FY 2021: -\$21,419

Comments: While an inconvenience for our residents and slight reduction of services, improvements to the Town website and other more virtual enhancements, including a new permitting system, are anticipated to help soften the impact felt by residents.

2. Reduction in professional services line

Total Savings for FY 2021: -\$4,000

Comments: Reduction for professional development & training for FY21

TOTAL COST REDUCTIONS FOR CED

-\$25,419

FY 2021 Amended Budget - Budget Changes

Budget - Board of Selectmen

FY 2020 Budget:	\$2,761,776
FY 2021 Preliminary Budget:	\$2,743,881
FY 2021 Amended Preliminary Budget:	\$2,463,535

Line Item Additions

Staffing Changes

Total Additions for FY 2021: \$ 109,654

Comments: This includes the recognition of the CIO (formerly funded through the IT department) within the BOS budget, as well as increased salary amount for the Executive Assistant to BOS and TA hired in Feb. 2020. Further, while the need for a Director of Strategic Initiatives & Capital Partnerships has not changed for Town Administration, the on boarding of that position has been paused to contribute more to needed savings. Town Administration will be assigning responsibilities to various individuals, including but not limited to the HR Director and Deputy TA / Finance Director.

Communication System

Total Additions for FY 2021: \$ 50,000

Comments: A 311 like system to improve communication with all community stakeholders.

Budget Reductions

New Initiatives Cut:	-\$200,000
FY 2021 Expense Reductions:	\$241,013
FY 2021 Salary Reductions:	-\$5,000
Employees Layed Off:	0
Employees Furloughed:	0
FTEs frozen for FY 21:	1

Line Item Reductions

Town Administrator FY21 Pay Cut

Total Savings for FY 2021: -\$5,000

Comments: Given the exigent fiscal issues that presented themselves, the Town Administrator offered to take a 5k reduction in salary for FY 21 to help in finding a solution to curing the budget deficit that was identified

CBA Settlements

Total Savings for FY 2021: -\$241,013

Comments: We will seeking approval of ratified CBAs for the Police Superiors and Dispatchers for FY 19-21 for a cumulative total of \$241,013 at Town Meeting.

Freeze Director of Strategic Partnerships

Total Savings for FY 2021: -\$63,000

Comments: Recognizing the budget reality this position will be unfilled for FY 21. Responsibilities and workload will be re-distributed to various existing team members to help launch projects and initiatives. At this time, this will not have any negative impact on services provided to residents.

TOTAL COST REDUCTIONS FOR BOS

-\$246,013

FY 2021 Amended Budget - Budget Changes

Budget - Finance Department

FY 2020 Budget:	\$1,592,275
FY 2021 Preliminary Budget:	\$1,536,901
FY 2021 Amended Preliminary Budget:	\$1,597,447

Line Item Additions

Staffing Changes

Total Additions for FY 2021: \$ 73,410

Comments: Addition of Executive Assistant to the Finance Director. This role will help with further modernization and centralizing departmental administrative and financial functions as well as provide project support for the Finance Department.

The need for a Director of Strategic Initiatives & Capital Partnerships has not changed for Town Administration. However, in an effort to contribute more to needed savings the on boarding of that position has been paused. Town Administration will be assigning responsibilities to various individuals, including but not limited to the Assistant Finance Director.

Budget Reductions

New Initiatives Cut:	\$0
FY 2021 Expense Reductions:	\$0
FY 2021 Salary Reductions:	-\$12,864
Employees Layed Off:	0
Employees Furloughed:	0
FTEs frozen for FY 21:	0

Line Item Reductions

1. Interim Monday Town Hall closure

Total Savings for FY 2021: -\$12,864

Comments: While an inconvenience for our residents and slight reduction of services, improvements to the Town website and other more virtual enhancements are anticipated to help soften the impact felt by residents.

TOTAL COST REDUCTIONS FOR THE FINANCE DEPT **-\$12,864**

FY 2021 Amended Budget - Budget Changes

Budget - Town Clerk's Office

FY 2020 Budget:	\$325,335
FY 2021 Preliminary Budget:	\$328,551
FY 2021 Amended Preliminary Budget:	\$289,041

Budget Reductions

New Initiatives Cut:	\$0
FY 2021 Expense Reductions:	-\$5,000
FY 2021 Salary Reductions:	-\$34,510
Employees Layed Off:	0
Employees Furloughed:	0
FTEs frozen for FY 21:	0

Line Item Reductions

- Interim Monday Town Hall closure
Total Savings for FY 2021: -\$34,510

Comments: Annualized savings with Town Hall Mondays closure. At this time, we do not anticipate that there will be a significant service delay to the community.

- Reduce book binding line by \$5,000
Total Savings for FY 2021: -\$5,000

Comments: Line to preserve old records would be reduced by \$5,000 to \$2,500. Some preservation work may have to be postponed to FY 22.

TOTAL COST REDUCTIONS FOR THE TOWN CLERK **-\$39,510**

FY 2021 Amended Budget - Budget Changes

Budget - Commissions & Committees

FY 2020 Budget:	\$120,550
FY 2021 Preliminary Budget:	\$120,550
FY 2021 Amended Preliminary Budget:	\$115,550

Budget Reductions

New Initiatives Cut:	\$0
FY 2021 Expense Reductions:	\$5,000
FY 2021 Salary Reductions:	\$0
Employees Layed Off:	0
Employees Furloughed:	0
FTEs frozen for FY 21:	0

Line Item Reductions

1. Reduce Finance Committees Expense line by \$5,000	
Total Savings for FY 2021:	-\$5,000

Comments: The Finance Committee has historically under-spent the budget by at least \$5,000. The reduction will have no affect on services.

TOTAL COST REDUCTIONS FOR COMMISSIONS & COMMITTEES **-\$5,000**



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:

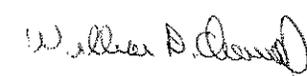
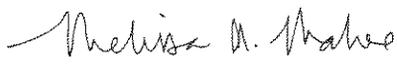
- Plowing snowy and icy roads and parking lots for our municipal and school buildings;
- Educating and caring for the Town of Natick's children;
- Monitoring the Town's water supply and food facilities to ensure your safety;
- Repairing and improving your roads and sidewalks;
- Maintaining responsive 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**.

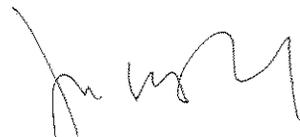
We all believe that we must turn a corner now. We must squarely focus with one voice and work to ensure that the Town's budgets truly champion **1 Natick**. In the coming months, as the Legislative Body of the Town we welcome you to participate in the public conversations that we will be having about 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

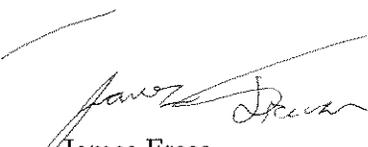
William D. Chenard
Deputy Town Administrator



John M. Townsend
Deputy Town Administrator
Director of Finance



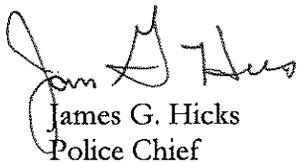
Dorothy Blondiet
Director of Human
Resources



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



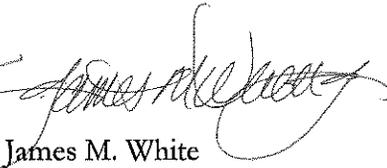
Jeremy T. Marsette
Director of Department of
Public Works



Karen Partanen
Director of Parks & Recreation



Susan Ramsey
Director of Senior Center
& Community Services



James M. White
Director of Public Health

Town of Natick



Fiscal Year 2021 Budget Summary

General Fund Revenue and Expenditure Summary

General Fund Revenue/Expenditure Summary

	2019	2020	2021	2021	2020 v 2021 AP		2021 JAN v 2021 AP	
	Actual	Recap	January	Amended Prelim	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
General Fund Revenues								
Tax Levy	\$ 111,530,485	\$ 121,635,689	\$ 125,588,098	\$ 125,159,992	3,524,303	2.90%	(428,106)	-0.34%
State Aid	\$ 14,553,519	\$ 14,938,819	\$ 15,379,797	\$ 11,951,055	(2,987,764)	-20.00%	(3,428,742)	-22.29%
Local Receipts	\$ 17,659,742	\$ 17,901,540	\$ 16,908,655	\$ 12,531,078	(5,370,462)	-30.00%	(4,377,577)	-25.89%
Other Local Receipts								
Indirects	\$ 2,262,021	\$ 2,585,229	\$ 2,752,576	\$ 2,752,576	167,347	6.47%	-	0.00%
Free Cash	\$ 6,579,906	\$ 5,191,574	\$ 4,500,000	\$ 2,000,000	(3,191,574)	-61.48%	(2,500,000)	-55.56%
Stabilization Fund (s)	\$ 2,973,950	\$ 3,617,000	\$ 2,196,512	\$ 4,161,500	544,500	15.05%	1,964,988	89.46%
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 1,000,000	\$ 1,000,000	500,000	100.00%	-	0.00%
Other Available Funds	\$ 308,393	\$ 291,309	\$ 282,740	\$ 282,740	(8,569)	-2.94%	-	0.00%
Total General Fund Revenues	156,368,016	166,661,160	168,608,378	159,838,941	(6,822,219)	-4.09%	(8,769,437)	-5.20%
General Fund Expenses								
Education & Learning								
Natick Public Schools	\$ 64,952,436	\$ 67,810,346	\$ 71,203,231	\$ 67,097,246	(713,100)	-1.05%	(4,105,985)	-5.77%
Keefe Tech	\$ 1,594,984	\$ 1,554,748	\$ 1,601,390	\$ 1,345,498	(209,250)	-13.46%	(255,892)	-15.98%
Morse Institute Library	\$ 2,179,464	\$ 2,357,551	\$ 2,357,612	\$ 2,303,186	(54,365)	-2.31%	(54,426)	-2.31%
Bacon Free Library	\$ 177,621	\$ 190,792	\$ 198,194	\$ 182,306	(8,486)	-4.45%	(15,888)	-8.02%
Public Safety	\$ 16,473,105	\$ 16,802,303	\$ 16,517,943	\$ 16,572,119	(230,184)	-1.37%	54,176	0.33%
Public Works	\$ 8,346,326	\$ 8,913,228	\$ 8,864,044	\$ 8,981,699	68,471	0.77%	117,655	1.33%
Health & Human Services	\$ 2,360,898	\$ 2,713,620	\$ 2,686,781	\$ 2,422,679	(290,941)	-10.72%	(264,102)	-9.83%
Administrative Support Services	\$ 5,608,818	\$ 7,766,070	\$ 7,748,007	\$ 7,446,704	(319,366)	-4.11%	(301,303)	-3.89%
Committees	\$ 101,297	\$ 120,550	\$ 120,550	\$ 115,550	(5,000)	-4.15%	(5,000)	-4.15%
Shared Expenses								
Fringe Benefits	\$ 14,918,523	\$ 16,756,666	\$ 17,125,904	\$ 16,938,091	181,425	1.08%	(187,813)	-1.10%
Prop & Liab. Insurance	\$ 742,467	\$ 847,150	\$ 863,972	\$ 863,972	16,822	1.99%	-	0.00%
Retirement	\$ 9,416,416	\$ 10,070,552	\$ 10,843,395	\$ 10,843,395	772,843	7.67%	-	0.00%
Debt Services	\$ 9,540,738	\$ 16,626,732	\$ 15,789,243	\$ 15,143,814	(1,482,918)	-8.92%	(645,429)	-4.09%
Reserve Fund	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	-	0.00%	-	0.00%
Facilities Management	\$ 2,923,926	\$ 3,490,001	\$ 3,647,390	\$ 3,572,102	82,101	2.35%	(75,288)	-2.06%
General Fund Oper. Expenses	\$ 139,587,019	\$ 156,270,309	\$ 159,817,656	\$ 154,078,361	(2,191,948)	-1.40%	(5,739,295)	-3.59%
Capital Improvements	\$ 2,973,950	\$ 3,617,000	\$ 2,196,512	\$ 1,861,500	(1,755,500)	-48.53%	(335,012)	-15.25%
School Bus Transportation	\$ 402,095	\$ 410,137	\$ 421,416	\$ 421,416	11,279	2.75%	-	0.00%
State & County Assessments	\$ 1,507,563	\$ 1,504,841	\$ 1,519,889	\$ 1,416,751	(88,090)	-5.85%	(103,138)	-6.79%
Cherry Sheet Offsets	\$ 468,705	\$ 359,312	\$ 362,905	\$ 320,913	(38,399)	-10.69%	(41,992)	-11.57%
Snow Removal Supplement	\$ 717,717	\$ 525,565	\$ 400,000	\$ 350,000	(175,565)	-33.41%	(50,000)	-12.50%
Overlay	\$ 1,591,768	\$ 1,150,000	\$ 1,150,000	\$ 1,150,000	-	0.00%	-	0.00%
Golf Course Deficit	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000	-	0.00%	-	0.00%
General Stabilization Fund	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	(250,000)	-100.00%	(250,000)	-100.00%
Operational Stabilization Fund	\$ 500,000	\$ 250,000	\$ 250,000	\$ 250,000	(250,000)	-100.00%	(250,000)	-100.00%
Capital Stabilization Fund	\$ 2,400,000	\$ 1,519,347	\$ 1,500,000	\$ 1,500,000	(1,519,347)	-100.00%	(1,500,000)	-100.00%
One-to-One Technology Stab Fund	\$ -	\$ -	\$ -	\$ -	-	-	-	-
FAR Bonus Stabilization Fund	\$ -	\$ -	\$ -	\$ -	-	-	-	-
OPEB Trust Fund	\$ 441,723	\$ 375,639	\$ 400,000	\$ 400,000	(375,639)	-100.00%	(400,000)	-100.00%
Misc. Articles	\$ 396,622	\$ 112,000	\$ 100,000	\$ 100,000	(112,000)	-100.00%	(100,000)	-100.00%
	\$ 11,890,143	\$ 10,313,841	\$ 8,790,722	\$ 5,760,580	(4,553,261)	-44.15%	(3,030,142)	-34.47%
Total General Fund Expenses	\$ 151,477,162	\$ 166,584,150	\$ 168,608,378	\$ 159,838,941	(6,745,209)	-4.05%	(8,769,437)	-5.20%
Net Excess / (Deficit)	4,890,854	77,010	-	0				

General Fund Expenditure Summary

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

	2019 Actual	2020 Appropriated	2021 January	2021 JAN - AP	2021 Amended Prelim	2020 vs. 2021 AP \$ (+/-)	2020 vs. 2021 AP % (+/-)
Education & Learning							
Natick Public Schools							
Total Natick Public Schools	\$ 64,952,436	\$ 67,810,346	\$ 71,203,231	\$ (4,105,985)	\$ 67,097,246	\$ (713,100)	-1.05%
Keefe Tech							
Expenses (Assessment)	\$ 1,594,984	\$ 1,554,748	\$ 1,601,390	\$ (255,892)	\$ 1,345,498	\$ (209,250)	-13.46%
Total Keefe Tech	\$ 1,594,984	\$ 1,554,748	\$ 1,601,390	\$ (255,892)	\$ 1,345,498	\$ (209,250)	-13.46%
Morse Institute Library							
Salaries & Expenses	\$ 2,179,464	\$ 2,357,551	\$ 2,357,612	\$ (54,426)	\$ 2,303,186	\$ (54,365)	-2.31%
Total Morse Institute Library	\$ 2,179,464	\$ 2,357,551	\$ 2,357,612	\$ (54,426)	\$ 2,303,186	\$ (54,365)	-2.31%
Bacon Free Library							
Salaries & Expenses	\$ 177,621	\$ 190,792	\$ 198,194	\$ (15,888)	\$ 182,306	\$ (8,486)	-4.45%
Total Bacon Free Library	\$ 177,621	\$ 190,792	\$ 198,194	\$ (15,888)	\$ 182,306	\$ (8,486)	-4.45%
Total Education & Learning	\$ 68,904,505	\$ 71,913,437	\$ 75,360,427	\$ (4,432,191)	\$ 70,928,236	\$ (985,201)	-1.37%
Public Safety							
Emergency Management							
Salaries	\$ 3,639	\$ 5,000	\$ 5,000		\$ 5,000	\$ -	
Expenses	\$ 28,550	\$ 34,100	\$ 34,100		\$ 34,100	\$ -	0.00%
Total Emergency Management	\$ 32,189	\$ 39,100	\$ 39,100		\$ 39,100	\$ -	0.00%
Parking Enforcement							
Salaries	\$ 23,299	\$ 114,144	\$ 114,144	\$ (29,144)	\$ 85,000	\$ (29,144)	-25.53%
Expenses	\$ 88,166	\$ 104,833	\$ 104,833		\$ 104,833	\$ -	0.00%
Total Parking Enforcement	\$ 111,465	\$ 218,977	\$ 218,977	\$ (29,144)	\$ 189,833	\$ (29,144)	-13.31%
Police							
Salaries	\$ 7,410,753	\$ 7,329,967	\$ 7,163,205	\$ 138,882	\$ 7,302,087	\$ (27,880)	-0.38%
Expenses	\$ 281,928	\$ 304,813	\$ 303,613	\$ (3,000)	\$ 300,613	\$ (4,200)	-1.38%
Total Police	\$ 7,692,681	\$ 7,634,780	\$ 7,466,818	\$ 135,882	\$ 7,602,700	\$ (32,080)	-0.42%
Fire							
Salaries	\$ 8,380,446	\$ 8,630,721	\$ 8,509,773	\$ (52,563)	\$ 8,457,210	\$ (173,511)	-2.01%
Expenses	\$ 256,324	\$ 278,725	\$ 283,275		\$ 283,275	\$ 4,550	1.63%
Total Fire	\$ 8,636,770	\$ 8,909,446	\$ 8,793,048	\$ (52,563)	\$ 8,740,485	\$ (168,961)	-1.90%
Total Public Safety	16,473,105	16,802,303	16,517,943	54,175	\$ 16,572,118	-230,185	-1.37%

Public Works							
Salaries	\$ 3,585,137	\$ 3,951,855	\$ 4,041,259	\$ (24,845)	\$ 4,016,414	\$ 64,559	1.63%
Expenses	\$ 2,200,296	\$ 2,906,335	\$ 2,759,685	\$ 212,500	\$ 2,972,185	\$ 65,850	2.27%
Municipal Energy	\$ 1,491,457	\$ 1,505,038	\$ 1,513,100	\$ (70,000)	\$ 1,443,100	\$ (61,938)	-4.12%
Snow & Ice	\$ 1,069,437	\$ 550,000	\$ 550,000	\$ -	\$ 550,000	\$ -	0.00%
Total Public Works	\$ 8,346,327	\$ 8,913,228	\$ 8,864,044	\$ 117,655	\$ 8,981,699	\$ 68,471	0.77%
Community & Health Services							
Community Services							
Salaries	\$ 1,346,244	\$ 1,481,702	\$ 1,481,600	\$ (264,498)	\$ 1,217,102	\$ (264,600)	-17.86%
Expenses	\$ 375,610	\$ 557,664	\$ 524,358	\$ -	\$ 524,358	\$ (33,306)	-5.97%
Total Community Services	\$ 1,721,854	\$ 2,039,366	\$ 2,005,958	\$ (264,498)	\$ 1,741,460	\$ (297,906)	-14.61%
Board of Health							
Salaries	\$ 577,415	\$ 587,254	\$ 593,823	\$ 10,546	\$ 604,369	\$ 17,115	2.91%
Expenses	\$ 61,629	\$ 87,000	\$ 87,000	\$ (10,150)	\$ 76,850	\$ (10,150)	-11.67%
Total Board of Health	\$ 639,044	\$ 674,254	\$ 680,823	\$ 396	\$ 681,219	\$ 6,965	1.03%
Total Community & Health Services	\$ 2,360,898	\$ 2,713,620	\$ 2,686,781	\$ (264,102)	\$ 2,422,679	\$ (290,941)	-10.72%
Administrative Support Services							
Board of Selectmen							
Salaries	\$ 936,132	\$ 1,039,307	\$ 1,039,081	\$ 114,654	\$ 1,153,735	\$ 114,428	11.01%
Expenses	\$ 315,025	\$ 405,050	\$ 604,800	\$ (150,000)	\$ 454,800	\$ 49,750	12.28%
Contract Settlements		\$ 1,317,419	\$ 1,100,000	\$ (241,013)	\$ 858,987	\$ (458,432)	-34.80%
Total Board of Selectmen	\$ 1,251,157	\$ 2,761,776	\$ 2,743,881	\$ (276,359)	\$ 2,467,522	\$ (294,254)	-10.65%
Personnel Board							
Other Charges & Expenditures	\$ -	\$ 1,000	\$ 1,000		\$ 1,000	\$ -	0.00%
Total Personnel Board	\$ -	\$ 1,000	\$ 1,000		\$ 1,000	\$ -	0.00%
Town Report							
Professional Services	\$ 4,100	\$ 4,100	\$ 4,100		\$ 4,100	\$ -	0.00%
Total Town Report	\$ 4,100	\$ 4,100	\$ 4,100		\$ 4,100	\$ -	0.00%
Legal							
Expenses	\$ 335,648	\$ 512,100	\$ 400,000		\$ 400,000	\$ (112,100)	-21.89%
Total Legal Services	\$ 335,648	\$ 512,100	\$ 400,000		\$ 400,000	\$ (112,100)	-21.89%
Finance							
Salaries	\$ 1,007,268	\$ 1,169,945	\$ 1,114,571	\$ 60,546	\$ 1,175,117	\$ 5,172	0.44%
Expenses	\$ 271,911	\$ 422,330	\$ 422,330		\$ 422,330	\$ -	0.00%
Total Finance	\$ 1,279,179	\$ 1,592,275	\$ 1,536,901	\$ 60,546	\$ 1,597,447	\$ 5,172	0.32%

Information Technology								
Salaries	\$ 352,775	\$ 415,138	\$ 421,089	\$ (56,080)	\$ 365,009	\$ (50,129)	-12.08%	
Expenses	\$ 991,623	\$ 1,049,000	\$ 1,160,000	\$ 30,500	\$ 1,190,500	\$ 141,500	13.49%	
Total Information Technology	\$ 1,344,398	\$ 1,464,138	\$ 1,581,089	\$ (25,580)	\$ 1,555,509	\$ 91,371	6.24%	
Town Clerk								
Salaries	\$ 265,230	\$ 274,185	\$ 276,201	\$ (34,510)	\$ 241,691	\$ (32,494)	-11.85%	
Expenses	\$ 35,238	\$ 51,150	\$ 52,350	\$ (5,000)	\$ 47,350	\$ (3,800)	-7.43%	
Total Town Clerk	\$ 300,468	\$ 325,335	\$ 328,551	\$ (39,510)	\$ 289,041	\$ (36,294)	-11.16%	
Elections								
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%	
Total Elections	\$ 101,408	\$ 110,500	\$ 153,650		\$ 153,650	\$ 43,150	39.05%	
Sealer of Weights & Measures								
Salaries	\$ 30,402	\$ 30,400	\$ 30,400		\$ 30,400	\$ -	0.00%	
Expenses	\$ 890	\$ 990	\$ 990		\$ 990	\$ -	0.00%	
Total Sealer Weights/Meas.	\$ 31,292	\$ 31,390	\$ 31,390		\$ 31,390	\$ -	0.00%	
Community & Economic Development								
Salaries	\$ 924,937	\$ 881,756	\$ 882,545	\$ (16,400)	\$ 866,145	\$ (15,611)	-1.77%	
Expenses	\$ 36,231	\$ 81,700	\$ 84,900	\$ (4,000)	\$ 80,900	\$ (800)	-0.98%	
Total Community & Economic Development	\$ 961,168	\$ 963,456	\$ 967,445	\$ (20,400)	\$ 947,045	\$ (16,411)	-1.70%	
Total Admn. Support Services	\$ 5,608,818	\$ 7,766,070	\$ 7,748,007	\$ (301,303)	\$ 7,446,704	\$ (319,366)	-4.11%	

Commissions & Committees

Finance Committee							
Expenses	\$ 20,721	\$ 37,800	\$ 37,800	\$ (5,000)	\$ 32,800	\$ (5,000)	-13.23%
Total Finance Committee	\$ 20,721	\$ 37,800	\$ 37,800	\$ (5,000)	\$ 32,800	\$ (5,000)	-13.23%
Commission on Disability							
Expenses	\$ 59	\$ 750	\$ 750		\$ 750	\$ -	0.00%
Total Commission on Disability	\$ 59	\$ 750	\$ 750		\$ 750	\$ -	0.00%
Natick Cultural Council							
Expenses	\$ 68	\$ 700	\$ 700		\$ 700	\$ -	0.00%
Total Natick Cultural Council	\$ 68	\$ 700	\$ 700		\$ 700	\$ -	0.00%
Historical Commission							
Expenses	\$ 62	\$ 750	\$ 750		\$ 750	\$ -	0.00%
Total Historical Commission	\$ 62	\$ 750	\$ 750		\$ 750	\$ -	0.00%
Historic District Commission							
Expenses	\$ 387	\$ 550	\$ 550		\$ 550	\$ -	0.00%
Total Historic District Comm.	\$ 387	\$ 550	\$ 550		\$ 550	\$ -	0.00%
Affordable Housing Trust							
Expenses	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	\$ 80,000	\$ -	0.00%
Total Affordable Housing Trust	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	\$ 80,000	\$ -	0.00%
Total Commissions & Committees	\$ 101,297	\$ 120,550	\$ 120,550	\$ (5,000)	\$ 115,550	\$ (5,000)	-4.15%

Shared Expenses (Unclassified)							
Employee Fringe							
Expenses	\$ 14,870,773	\$ 16,606,666	\$ 16,825,904	\$ 112,187	\$ 16,938,091	\$ 331,425	2.00%
Merit & Performance	\$ 47,750	\$ 150,000	\$ 300,000	\$ (300,000)	\$ -	\$ (150,000)	-100.00%
Total Employee Fringe	\$ 14,918,523	\$ 16,756,666	\$ 17,125,904	\$ (187,813)	\$ 16,938,091	\$ 181,425	1.08%
Property & Liability Insurance							
Purchased Services	\$ 742,467	\$ 847,150	\$ 863,972		\$ 863,972	\$ 16,822	1.99%
Total Prop. & Liab. Insurance	\$ 742,467	\$ 847,150	\$ 863,972		\$ 863,972	\$ 16,822	1.99%
Contributory Retirement							
Pension Assessment	\$ 9,393,294	\$ 10,050,826	\$ 10,825,274		\$ 10,825,274	\$ 774,448	7.71%
Total Contributory Retirement	\$ 9,393,294	\$ 10,050,826	\$ 10,825,274		\$ 10,825,274	\$ 774,448	7.71%
Non-Contributory Retirement							
Pensions	\$ 17,593	\$ 19,726	\$ 18,121		\$ 18,121	\$ (1,605)	-8.14%
Total Non-Contributory Retire.	\$ 17,593	\$ 19,726	\$ 18,121		\$ 18,121	\$ (1,605)	-8.14%
Debt Service							
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	\$ (585,012)	\$ 9,350,591	\$ (556,570)	-5.62%
Interest	\$ 2,336,361	\$ 6,558,893	\$ 5,684,790	\$ (60,417)	\$ 5,624,373	\$ (934,520)	-14.25%
Total Debt Service	\$ 9,540,738	\$ 16,626,732	\$ 15,789,243	\$ (645,429)	\$ 15,143,814	\$ (1,482,918)	-8.92%
Reserve Fund							
Other Charges	\$ -	\$ 250,000	\$ 250,000		\$ 250,000	\$ -	0.00%
Total Reserve Fund	\$ -	\$ 250,000	\$ 250,000		\$ 250,000	\$ -	0.00%
Shared Expenses (Unclassified) (con't)							
Facilities Management							
Salaries	\$ 2,464,363	\$ 2,819,501	\$ 2,942,890	\$ (75,288)	\$ 2,867,602	\$ 48,101	1.71%
Expenses	\$ 459,563	\$ 670,500	\$ 704,500	\$ -	\$ 704,500	\$ 34,000	5.07%
Total Facilities Management	\$ 2,923,926	\$ 3,490,001	\$ 3,647,390	\$ (75,288)	\$ 3,572,102	\$ 82,101	2.35%
Total Shared Expenses	\$ 37,536,541	\$ 48,041,101	\$ 48,519,904	\$ (908,530)	\$ 47,611,374	\$ (429,727)	-0.89%
Total General Fund Operations	\$ 139,331,491	\$ 156,270,309	\$ 159,817,656	\$ (5,739,296)	\$ 154,078,360	\$ (2,191,949)	-1.40%

Reconciliation							
Total General Fund Operations	\$ 139,331,491	\$ 156,270,309	\$ 159,817,656	\$ (5,739,296)	\$ 154,078,361	\$ (2,191,948)	-1.40%
Other General Fund Appropriations							
Capital Equipment and Improvements	\$ 2,973,950	\$ 3,617,000	\$ 1,861,500	\$ -	\$ 1,861,500	\$ (1,755,500)	-48.53%
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)	\$ -	\$ (112,000)	-100.00%
Golf Course Deficit	\$ 240,000	\$ 240,000	\$ 240,000	\$ -	\$ 240,000	\$ -	0.00%
General Stabilization Fund	\$ 250,000	\$ 250,000	\$ 250,000	\$ (250,000)	\$ -	\$ (250,000)	-100.00%
Capital Stabilization Fund	\$ 2,400,000	\$ 1,519,347	\$ 1,500,000	\$ (1,500,000)	\$ -	\$ (1,519,347)	-100.00%
Operational Stabilization Fund	\$ 500,000	\$ 250,000	\$ 250,000	\$ (250,000)	\$ -	\$ (250,000)	-100.00%
One-to-One Tech Stabilization Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
FAR Bonus Stabilization Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
OPEB Trust Fund	\$ 441,723	\$ 375,639	\$ 400,000	\$ (400,000)	\$ -	\$ (375,639)	-100.00%
Total Other G/F Appropriations	\$ 7,604,390	\$ 6,774,123	\$ 5,022,916	\$ (2,500,000)	\$ 2,522,916	\$ (4,251,207)	-62.76%
Other General Fund Expenses (Not appropriated by Town Meeting)							
State & County Assessments	\$ 1,507,563	\$ 1,504,841	\$ 1,416,751	\$ -	\$ 1,416,751	\$ (88,090)	-5.85%
Cherry Sheet Offsets	\$ 468,705	\$ 359,312	\$ 320,913	\$ -	\$ 320,913	\$ (38,399)	-10.69%
Snow Removal Supplement	\$ 717,717	\$ 525,565	\$ 350,000	\$ -	\$ 350,000	\$ (175,565)	-33.41%
Overlay	\$ 1,591,768	\$ 1,150,000	\$ 1,150,000	\$ -	\$ 1,150,000	\$ -	0.00%
Total Other G/F Expenses	\$ 4,285,753	\$ 3,539,718	\$ 3,237,664	\$ -	\$ 3,237,664	\$ (302,054)	-8.53%
Total General Fund	\$ 151,221,634	\$ 166,584,150	\$ 168,078,236	\$ (8,239,296)	\$ 159,838,941	\$ (6,745,209)	-4.05%



Revenue Model

**FY 2021 Recommended
Amended Preliminary Budget**



Revenue Summary

The summary below presents all General Fund revenues for use in FY 2021. The impact of the corona virus has been significant on the state and local businesses, and as a result the financial outlook with respect to local receipts and state aid is conservative. Based on current information, Natick is proceeding with caution until the financial picture in the wake of the pandemic is clearer. This conservative approach will be further refined at the close of FY20, and adjustments will likely be made in the Fall when more data is available. Overall, General Fund operating revenues are proposed to **decrease \$6,822,219 or 4.09%** from the prior fiscal year. State Aid and Local Receipts are projected to decline in FY2021. The Available Funds show a decrease of (\$2,155,643) but that is due to using less Capital Stabilization funds in accordance with the Capital Plan. That also includes \$2.3 million proposed from the General Stabilization Funds. The revenue estimates present a conservative but prudent outlook for FY21.

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	\$ 125,159,992	\$ 3,524,303	2.90%
State Aid	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,938,819	\$ 11,951,055	\$ (2,987,764)	-20.00%
Local Receipts	\$ 16,761,623	\$ 17,708,119	\$ 15,977,470	\$ 17,659,742	\$ 17,901,540	\$ 12,531,132	\$ (5,370,408)	-30.00%
Indirects	\$ 2,241,487	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 2,585,229	\$ 2,752,576	\$ 167,347	6.47%
Sub-total GF Operating Revenues	\$ 131,836,818	\$ 137,439,242	\$ 138,582,360	\$ 146,005,768	\$ 157,061,277	\$ 152,394,756	\$ (4,666,521)	-2.97%
Available Funds	\$ 7,951,162	\$ 10,970,409	\$ 13,085,579	\$ 10,362,249	\$ 9,599,883	\$ 7,444,240	\$ (2,155,643)	-22.45%
Gross General Fund Revenues	\$ 139,787,980	\$ 148,409,651	\$ 151,667,938	\$ 156,368,017	\$ 166,661,160	\$ 159,838,996	\$ (6,822,164)	-4.09%

Detailed Description:

Property Tax Levy: Property tax revenues are projected to increase in FY21. 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, however this could experience a decline in future years with the impact from the corona virus. This number will be updated in the fall with DOR's certification.

State Aid: State Aid is projected to decrease for FY21. With the uncertainty surrounding the state's budget and a likely \$4B deficit looming at the state level, Natick is proceeding with caution with state aid projections. The 20% decline in state aid is close to the Great Recession decline of 17%. The state will likely complete its budget in late July, or early August, and at that time we will provide an update. The initial projected decrease is \$2.9M from FY20.

Local Receipts: Local receipts are projected to decrease by \$5,370,463 or 30%. Similar to state aid, the projected decrease is primarily driven by the impact of corona virus. Natick's conservative approach is due to the uncertainty with corona impact on local businesses as well as resident oriented transactional activity. Some of the most heavily hit accounts are local option taxes that are received from hotels and restaurants. Natick is also anticipating across the board reductions in many of the local receipt accounts including notably ambulance revenues, building permits, and investment income. The challenge in projecting local receipts is the current impact of the corona virus without a full Q4 to see how impacted the local economy is with respect to municipal revenues. These projections will be refined after the close of FY20.

Available Funds: Available Funds are projected to decrease by \$2,155,643. 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. 25% of the General Stabilization Fund is proposed to be used for FY21 to mitigate the anticipated revenue shock. The rationale for using 25% of allowable stabilization funds is three fold: to prepare for a multi-year impact from the corona virus, to preserve liquidity, and to preserve our AAA bond rating so that we are able to go to market and get the best interest rates on our debt for capital projects. Free Cash for operations is planned at \$2M based on what is remaining certified from FY20 and is contingent on finishing FY20 in the black. Free Cash is certified once a year by DOR and then can be appropriated by 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

5/19/2020

Table 1: Property Tax Levy	FY 2017 Recap	FY 2018 Recap	FY 2019 Budget	FY 2020 Budget	FY 2021 Amended Prelim
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	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ 99,501,597	\$ 103,160,981	\$ 107,285,190	\$ 111,851,327	\$ 115,897,610
Excluded Debt	\$ 4,491,139	\$ 4,233,837	\$ 4,245,295	\$ 9,784,362	\$ 9,262,382
Subtotal	\$ 103,992,736	\$ 107,394,818	\$ 111,530,485	\$ 121,635,689	\$ 125,159,992
Actual Tax Levy	\$ 103,922,288	\$ 106,629,971	\$ 109,525,716	\$ -	\$ -

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	\$ 8,375,799
Unrestricted Local Aid	\$ 3,663,916	\$ 3,806,809	\$ 3,940,047	\$ 4,046,428	\$ 3,237,142
Veterans' Benefits & Exemptions	\$ 260,056	\$ 262,279	\$ 253,645	\$ 257,567	\$ 206,054
State Owned Land & Mitigation	\$ 86,976	\$ 86,893	\$ 103,139	\$ 115,190	\$ 92,152
Offsets (Library)	\$ 45,888	\$ 47,981	\$ 47,842	\$ 49,885	\$ 39,908
sub-Total (Cherry Sheet)	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,938,819	\$ 11,951,055
Subtotal	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,938,819	\$ 11,951,055

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	\$ 4,800,000
Other Excise	\$ 2,372,894	\$ 2,404,605	\$ 2,519,609	\$ 2,413,100	\$ 1,208,000
Penalties & Interest Taxes/Excise	\$ 412,491	\$ 392,686	\$ 300,949	\$ 394,350	\$ 235,550
Payment in Lieu of Taxes	\$ 36,216	\$ 41,037	\$ 37,771	\$ 35,950	\$ 35,950
Trash Disposal Charges	\$ 987,074	\$ 981,895	\$ 1,130,631	\$ 1,217,500	\$ 1,167,500
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	\$ 1,400,000
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	\$ 472,720
License/Permits	\$ 4,460,920	\$ 2,053,445	\$ 2,915,637	\$ 2,917,495	\$ 1,965,785
Special Assessments	\$ 10,331	\$ 5,974	\$ 6,182	\$ 8,600	\$ 7,000
Fines/Forfeits	\$ 185,033	\$ 220,516	\$ 114,133	\$ 250,100	\$ 196,229
Investment Income	\$ 361,969	\$ 655,020	\$ 1,171,264	\$ 1,450,000	\$ 250,000
Miscellaneous Recurring	\$ 223,403	\$ 586,507	\$ 943,219	\$ 650,000	\$ 500,000
Miscellaneous Non-Recurring	\$ 703,086	\$ 484,203	\$ 460,728	\$ -	\$ -
Subtotal	\$ 17,708,119	\$ 15,977,470	\$ 17,659,742	\$ 17,901,540	\$ 12,531,132

Town of Natick

Fiscal Year 2021 Revenue Model



Revenue Summary

5/19/2020

Table 4: Available Funds	FY 2017 Appropriated	FY 2018 Appropriated	FY 2019 Budget	FY 2020 Preliminary	FY 2021 Preliminary
Free Cash	\$ 9,031,776	\$ 9,408,400	\$ 6,579,906	\$ 5,191,574	\$ 2,000,000
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,000,000
General Stabilization Fund	\$ -	\$ -	\$ -		\$ 2,300,000
Capital Stabilization Fund	\$ 1,159,200	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	\$ 1,861,500
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	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 10,970,409	\$ 13,085,579	\$ 10,362,249	\$ 9,599,883	\$ 7,444,240
Table 5: Enterprise Receipts	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Preliminary	FY 2021 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
Subtotal	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 2,585,229	\$ 2,752,576
Total - G/F Available for Appr.	\$ 148,409,651	\$ 151,667,939	\$ 156,368,017	\$ 166,661,160	\$ 159,838,994



Town of Natick

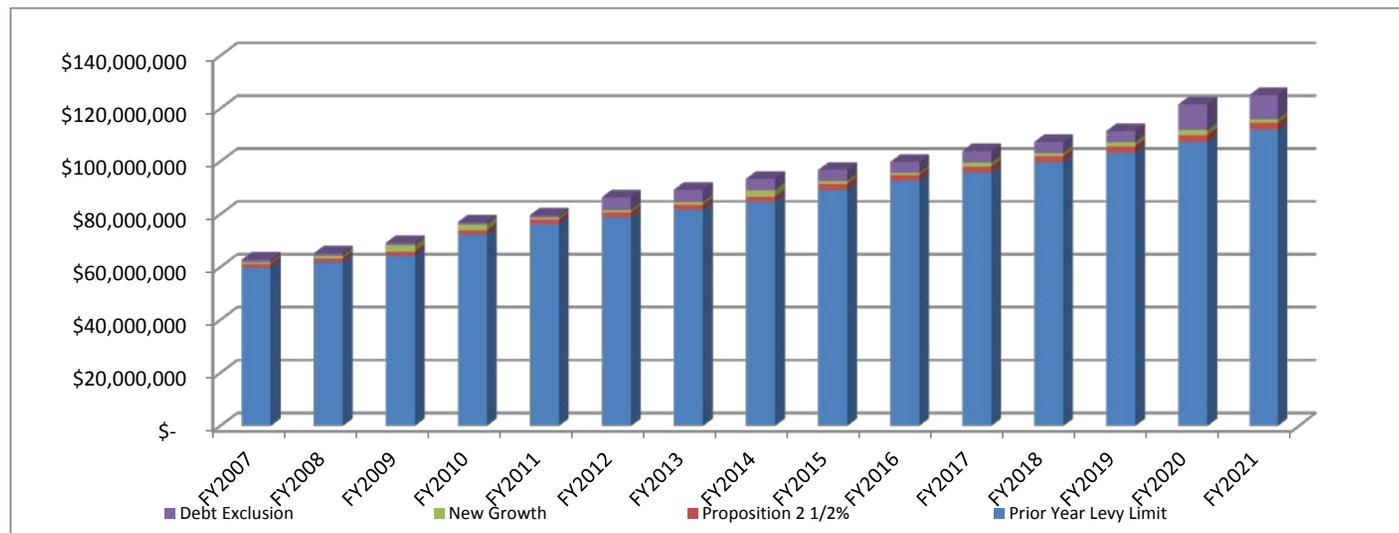
Revenue Model

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%
Levy Limit	\$ 95,604,635	\$ 99,501,597	\$ 103,160,981	\$ 107,285,191	\$ 111,851,327	\$ 115,897,610	\$ 4,046,283	3.62%
Debt Exclusion Levy*	\$ 4,215,216	\$ 4,491,139	\$ 4,233,837	\$ 4,245,295	\$ 9,784,362	\$ 9,262,382	\$ (521,980)	-5.33%
Total Tax Levy	\$ 99,819,851	\$ 103,992,736	\$ 107,394,818	\$ 111,530,486	\$ 121,635,689	\$ 125,159,992	\$ 3,524,303	2.90%
Actual Levy	\$ 99,817,043	\$ 103,922,288	\$ 106,629,971	\$ 109,525,716				

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.





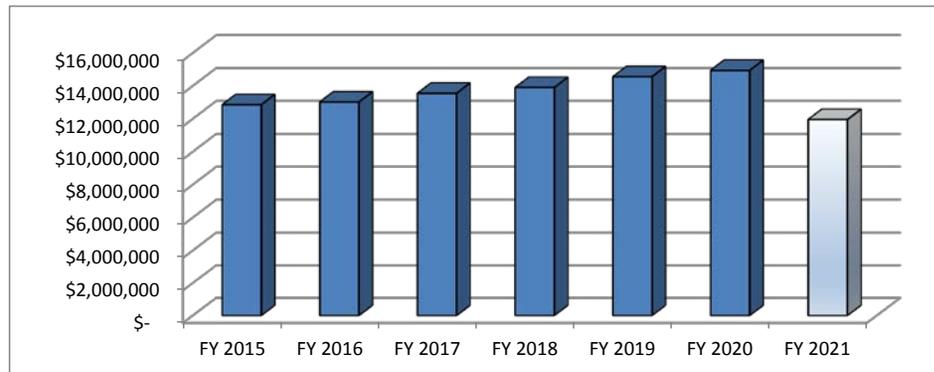
Town of Natick

Revenue Model

2-A State Aid Summary

State Aid	Cherry Sheet FY 2015	Cherry Sheet FY 2016	Cherry Sheet FY 2017	Cherry Sheet FY 2018	Cherry Sheet FY 2019	Cherry Sheet FY 2020	Projection FY 2021	2020 vs. 2021	
								\$ (+/-) Change	% (+/-) Change
A. EDUCATION									
Chapter 70	\$ 8,681,240	\$ 8,816,665	\$ 9,117,845	\$ 9,281,825	\$ 9,762,979	\$ 10,120,767	\$ 8,096,614	\$ (2,024,153)	-20.00%
Charter School Tuition Reimbursement	\$ 130,472	\$ 28,576	\$ 67,389	\$ 24,111	\$ 25,004	\$ 39,555	\$ 31,644	\$ (7,911)	-20.00%
Off-Set: School Choice Receiving Tuition	\$ 233,152	\$ 245,600	\$ 306,642	\$ 386,099	\$ 420,863	\$ 309,427	\$ 247,542	\$ (61,885)	-20.00%
Off-Set: School Lunch	\$ 21,648		\$ -	\$ -	\$ -	\$ -			
Sub-Total, All Education Items	\$ 9,066,512	\$ 9,090,841	\$ 9,491,876	\$ 9,692,035	\$ 10,208,846	\$ 10,469,749	\$ 8,375,799	\$ (2,093,950)	-20.00%
B. GENERAL GOVERNMENT									
Unrestricted General Government Aid	\$ 3,390,794	\$ 3,512,863	\$ 3,663,916	\$ 3,806,809	\$ 3,940,047	\$ 4,046,428	\$ 3,237,142	\$ (809,286)	-20.00%
Veterans Benefits	\$ 160,215	\$ 175,891	\$ 164,299	\$ 168,652	\$ 166,286	\$ 165,768	\$ 132,614	\$ (33,154)	-20.00%
Exemptions: Vets, Blind & Surviving Spouse	\$ 100,638	\$ 103,137	\$ 95,757	\$ 93,627	\$ 87,359	\$ 91,799	\$ 73,439	\$ (18,360)	-20.00%
State Owned Land	\$ 88,023	\$ 88,023	\$ 86,976	\$ 86,893	\$ 103,139	\$ 115,190	\$ 92,152	\$ (23,038)	-20.00%
Off-Set: Public Libraries	\$ 45,841	\$ 45,910	\$ 45,888	\$ 47,981	\$ 47,842	\$ 49,885	\$ 39,908	\$ (9,977)	-20.00%
Sub-Total, All General Government	\$ 3,785,511	\$ 3,925,824	\$ 4,056,836	\$ 4,203,962	\$ 4,344,673	\$ 4,469,070	\$ 3,575,256	\$ (893,814)	-20.00%
C. TOTAL ESTIMATED RECEIPTS FOR FISCAL YEAR	\$ 12,852,023	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,938,819	\$ 11,951,055	\$ (2,987,764)	-20.00%
Dollar Change From Previous Year	\$ 488,283	\$ 164,642	\$ 1,184,972	\$ 1,043,974	\$ 657,522	\$ 385,300	\$ (2,987,764)		
Percentage Change	3.95%	1.28%	9.10%	7.71%	4.73%	2.65%	-20.00%		
Total State Aid	\$ 12,852,023	\$ 13,016,665	\$ 13,548,712	\$ 13,895,997	\$ 14,553,519	\$ 14,938,819	\$ 11,951,055	\$ (2,987,764)	-20.00%

Based on the economic downturn, Natick is anticipating a reduction in state aid. The decline in state aid is in line with the Great Recession reduction of 17%. The state budget traditional is announced in late July/early August, and we will update our numbers based on their final budget.





Town of Natick

Revenue Model

3-A Local Receipts summary

Local Receipts

Receipt	FY 2016	FY 2017	Actual		Budget	Preliminary Ammended	Averages
			FY 2018	FY 2019			3-year
							\$ 17,115,110
Motor Vehicle	\$ 5,460,485	\$ 5,566,509	\$ 5,815,809	\$ 5,692,328	\$ 6,000,000	\$ 4,800,000	5-year
Other Excise	\$ 2,443,396	\$ 2,372,894	\$ 2,404,605	\$ 2,519,609	\$ 2,413,100	\$ 1,208,000	\$ 16,930,761
Penalties & Interest Taxes/Excise	\$ 375,863	\$ 412,491	\$ 392,686	\$ 300,949	\$ 394,350	\$ 235,550	10-year
Payment in Lieu of Taxes	\$ 34,738	\$ 36,216	\$ 41,037	\$ 37,771	\$ 35,950	\$ 35,950	\$ 14,688,566
Trash Disposal Charges	\$ 969,812	\$ 987,074	\$ 981,895	\$ 1,130,631	\$ 1,217,500	\$ 1,167,500	
Other Charges for Services							
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	\$ 1,400,000	
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	
Other Departmental Revenue							
Other Departmental Revenue	\$ 907,264	\$ 644,964	\$ 624,598	\$ 616,864	\$ 805,945	\$ 472,720	
License/Permits	\$ 2,218,015	\$ 4,460,920	\$ 2,053,445	\$ 2,915,637	\$ 2,917,495	\$ 1,965,785	
Special Assessments	\$ 9,132	\$ 10,331	\$ 5,974	\$ 6,182	\$ 8,600	\$ 7,000	
Fines/Forfeits	\$ 235,101	\$ 185,033	\$ 220,516	\$ 114,133	\$ 250,100	\$ 196,229	
Investment Income	\$ 272,428	\$ 361,969	\$ 655,020	\$ 1,171,264	\$ 1,450,000	\$ 250,000	
Miscellaneous Recurring							
Tax Per Chap 59 Sec D	\$ 661,450	\$ 223,403	\$ 586,507	\$ 943,219	\$ 650,000	\$ 500,000	
Miscellaneous Non-Recurring							
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	\$ -	\$ -	
Total Estimated Receipts	\$ 16,761,623	\$ 17,708,119	\$ 15,977,470	\$ 17,659,742	\$ 17,901,540	\$ 12,531,133	
	1.30%	5.65%	-9.77%	10.53%			

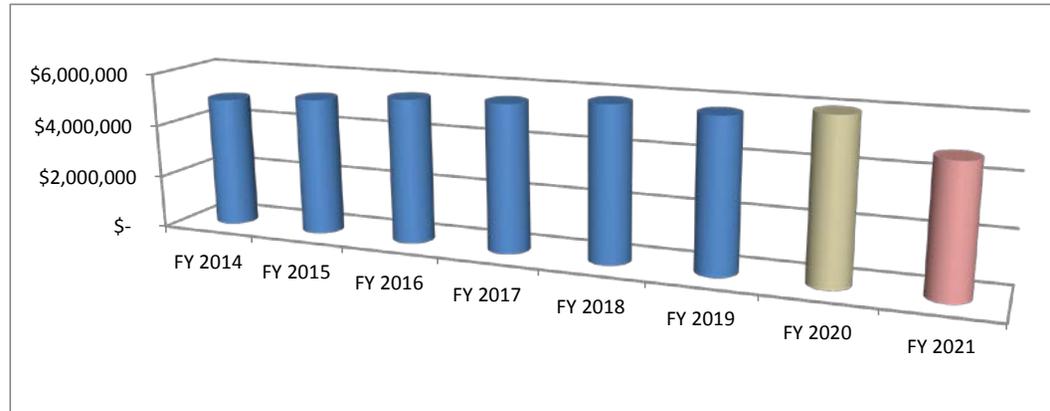


Town of Natick

Revenue Model

3-B Motor Vehicle Excise Taxes

Item						Actual	Budget	Preliminary Amended	Averages
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
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	\$ -		\$ 5,691,549
00146150-415010 MOTOR VEHICLE TAX 2010	\$ 2,220	\$ 1,293	\$ 445	\$ 74	\$ 188	\$ 264	\$ -		
00146150-415011 MOTOR VEHICLE TAX 2011	\$ 7,893	\$ 2,686	\$ 671	\$ 330	\$ 330	\$ 80	\$ -		5-year
00146150-415012 MOTOR VEHICLE TAX 2012	\$ 38,542	\$ 8,856	\$ 1,114	\$ 1,581	\$ 1,369	\$ 243			\$ 5,545,393
00146150-415013 MOTOR VEHICLE TAX 2013	\$ 751,327	\$ 43,641	\$ 5,462	\$ 2,115	\$ 1,880	\$ 715			
00146150-415014 MOTOR VEHICLE TAX 2014	\$ 4,136,499	\$ 672,502	\$ 49,729	\$ 4,927	\$ 3,405	\$ 2,176			10-year
00146150-415015 MOTOR VEHICLE TAX 2015	\$ -	\$ 4,460,323	\$ 747,502	\$ 35,184	\$ 7,818	\$ 360			\$ 4,875,770
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								\$ 4,800,000	
00146160-415999 MOTOR VEHICLE PRIOR YRS	\$ -	\$ 410	\$ -	\$ 1,023	\$ 1,162	\$ 180	\$ -		
00146162-416200 RECOVERY EXCISE	\$ 713	\$ 1,185	\$ 1,381	\$ 1,180	\$ 18	\$ -			
Total Motor Vehicle Taxes	\$ 4,938,973	\$ 5,191,836	\$ 5,460,485	\$ 5,566,509	\$ 5,815,809	\$ 5,692,328	\$ 6,000,000	\$ 4,800,000	
	13.85%	5.12%	5.17%	1.94%	4.48%	-2.12%			





Town of Natick

Revenue Model

3-C Other Excise

Item			Actual	Actual	Budget	Preliminary Amended	Averages
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	3-year
00146190-419100 OTHER TAXES HOTEL/MOTEL	\$ 1,519,913	\$ 1,429,017	\$ 1,486,764	\$ 1,495,581	\$ 1,500,000	\$ 750,000	\$ 2,432,369
00146190-467500 LOCAL OPTION MEALS	\$ 918,893	\$ 940,504	\$ 914,090	\$ 1,020,821	\$ 910,000	\$ 455,000	5-year
00146160-416003 BOAT EXCISE 2003	\$ -	\$ -	\$ -		\$ -		5-year
00146160-416004 BOAT EXCISE 2004							
00146160-416010 BOAT EXCISE 2010	\$ 80		\$ 33	\$ -			\$ 2,404,596
00146160-416011 BOAT EXCISE 2011	\$ 45	\$ -		\$ -	\$ -		
00146160-416012 BOAT EXCISE 2012	\$ 260	\$ -		\$ -	\$ -		10-year
00146160-416013 BOAT EXCISE 2013	\$ 185	\$ 60		\$ -	\$ -		\$ 2,146,012
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	\$ -	\$ -					
Total Other Excise	\$ 2,443,396	\$ 2,372,894	\$ 2,404,605	\$ 2,519,609	\$ 2,413,100	\$ 1,208,000	
	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 Amended	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	\$ 50,000	
00146170-417100 INTEREST ON TAXES	\$ 274,394	\$ 138,122	\$ 202,853	\$ 192,096	\$ 130,745	\$ 185,000	\$ 110,000	5-year
00146170-417200 INTEREST ON MOTOR VEHICLE	\$ 30,131	\$ 33,673	\$ 30,526	\$ 38,408	\$ 32,671	\$ 30,000	\$ 15,000	\$ 393,021
00146170-417300 INTEREST TAX TITLES	\$ 69,997	\$ 108,613	\$ 98,726	\$ 65,289	\$ 79,934	\$ 87,500	\$ 60,000	
00146170-417400 INTEREST ON BETTERMENTS	\$ 1,717	\$ 2,145	\$ 1,042	\$ 792	\$ 604	\$ 1,750	\$ 500	10-year
00146170-417600 INTEREST BOAT EXCISE	\$ 31	\$ 438	\$ 75	\$ 92	\$ 4	\$ 100	\$ 50	\$ 412,125
Total Penalties and Interest	\$ 483,115	\$ 375,863	\$ 412,491	\$ 392,686	\$ 300,949	\$ 394,350	\$ 235,550	



Town of Natick

Revenue Model

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

Item				Actual	Actual	Budget	Preliminary Amended	Averages
	FY 2015	FY 2016	FY 2017	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	\$ 19,750	\$ 38,341
00146180-418200 IN LIEU TAX HOUSING AUTHORITY	\$ 12,295	\$ 12,281	\$ 12,276	\$ -	\$ 13,400	\$ 12,200	\$ 12,200	5-year
00146180-418400 IN LIEU TAX TCAN NATICK ARTS	\$ 3,789	\$ 4,003	\$ 4,130	\$ 9,622	\$ 4,917	\$ 4,000	\$ 4,000	\$ 36,917
Total PILOT's	\$ 34,822	\$ 34,738	\$ 36,216	\$ 41,037	\$ 37,771	\$ 35,950	\$ 35,950	\$ 35,978
	-0.93%	-0.24%	4.25%	13.31%	-7.96%			10-year



Town of Natick

Revenue Model

3-F Trash Disposal Charges

Item					Actual	Actual	Budget	Preliminary Amended	Averages
	FY 2014	FY 2015	FY 2016	FY 2017	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	\$ 50,000	\$ 1,013,593
Total Trash Disposal Fees	\$ 987,795	\$ 998,551	\$ 969,812	\$ 987,074	\$ 981,895	\$ 1,130,631	\$ 1,217,500	\$ 1,167,500	\$ 1,003,487



Town of Natick

Revenue Model

3-G Other Charges

Item		Actual	Actual	Actual	Budget	Preliminary Amended	Averages
	FY 2016	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	\$ 1,400,000	\$ 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
Total Other Charges	\$ 1,530,013	\$ 1,595,742	\$ 1,585,163	\$ 1,487,429	\$ 1,568,000	\$ 1,458,000	\$ 1,501,888

Notes: Conservative outlook based on closure of Morse Hospital and a decline in ambulance runs in FY19 & FY20 YTD



Town of Natick

Revenue Model

3-H Rentals

Item	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Actual	Budget	Preliminary Amended	Averages
					FY 2018	FY 2019	FY 2020	FY 2021	
00146360-436000 NATICK DISTRICT COURT RENT	\$ -	\$ -				\$ -		0	3-year
00146360-436002 EAST SCHOOL RENTAL	\$ -	\$ -		\$ 2,500	\$ -	\$ -	\$ 2,500	\$ 10,000	\$ 51,010
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
Total Rentals	\$ 43,616	\$ 49,032	\$ 46,604	\$ 45,728	\$ 49,780	\$ 57,521	\$ 65,500	\$ 101,000	\$ 74,355



Town of Natick

Revenue Model

3-1 Recreation Dept. Revenue

Item	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Actual	Budget	Preliminary Amended	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
Total Dept. Revenue - Recreation	\$ 183,081	\$ 191,190	\$ 123,472	\$ 101,759	\$ 76,232	\$ 205,478	\$ 125,000	\$ 133,398	\$ 166,242



Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item			Actual	Actual	Budget	Preliminary Amended	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	\$ 2,000	3-year
00141320-432001 ASSESSOR COPIES OF RECORDS	\$ 2,449	\$ 3,324	\$ 4,666	\$ 4,287	\$ 2,200	\$ 1,500	\$ 628,808
00145320-432015 RETURN CHECK FEES	\$ 825	\$ 680	\$ 500	\$ 955	\$ 600	\$ 200	
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	\$ 15,000	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 DISTRUBANCE						\$ -	
00146370-437100 MUNICIPAL LIEN CERTIFICATES	\$ 101,460	\$ 96,485	\$ 82,689	\$ 82,065	\$ 105,000	\$ 80,000	
00146370-437144 DEMAND RESPONSE	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,150	\$ -	
00146450-445000 SENIOR CITIZEN PARKING PERMITS	\$ 2,594	\$ 2,800	\$ 4,033	\$ 4,260	\$ 2,600	\$ 2,000	
00146692-431300 TOWN DEPTS MISC INCOME	\$ 797	\$ -	\$ 45	\$ 217	\$ 650	\$ -	
00146692-484005 PENSIONS REIMBURSEMENT COLA	\$ 2,495	\$ 3,177	\$ 1,235	\$ 2,470	\$ 4,590	\$ 2,000	
00146840-484000 COLLECTOR MISCELLANEOUS INCOME	\$ 2,567	\$ 1,169	\$ 1,792	\$ 710	\$ 2,000	\$ 1,000	
00161320-432002 TN CLERK DOG LICENSE FEES	\$ 45,178	\$ 40,955	\$ 42,023	\$ 31,168	\$ 40,000	\$ 30,000	
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	\$ 100	
00161770-477000 TN CLERK FINES	\$ -	\$ 10	\$ -	\$ -	\$ 50	\$ 50	
00161810-481001 TN CLERK SALE RESIDENT BOOKS	\$ 765	\$ 475	\$ 370	\$ 325	\$ 750	\$ 100	
00180320-432014 PLANNING BOARD FEES	\$ 16,054	\$ 31,650	\$ 18,871	\$ 33,313	\$ 18,500	\$ 15,000	
00180320-432025 COMM DEV COMMUTER PARKING	\$ 63,473	\$ 64,329	\$ 69,876	\$ 79,638	\$ 75,000	\$ 60,000	
00180370-437000 COMM DEV ANR PLANS	\$ 800	\$ 400	\$ 2,000	\$ 2,200	\$ 2,010	\$ 500	
00180370-437001 COMM DEV BOOKS/MAPS/BYLAWS	\$ 305	\$ 132	\$ 228	\$ 100	\$ 270	\$ 100	
00180370-437002 COMM DEV DEFINITIVE PLAN FILE	\$ 2,400	\$ 5,000	\$ -	\$ -	\$ 2,810	\$ -	
00180370-437003 COMM DEV PARKING STICKERS	\$ 109,824	\$ 114,849	\$ 114,373	\$ 113,711	\$ 140,000	\$ 102,210	
00180370-437004 COMM DEV PERMIT RESEARCH	\$ 504	\$ 338	\$ 78	\$ -	\$ 400	\$ 100	
00180370-437005 COMM DEV DESIGN REVIEW BD	\$ 150	\$ -	\$ 150	\$ -	\$ 200	\$ 100	
00210320-432010 POLICE REPORT FEES	\$ (9)	\$ -	\$ -	\$ 119	\$ 1,500	\$ 100	
00210320-432012 POLICE SOLICITOR FEES	\$ 335	\$ 240	\$ 495	\$ 425	\$ 320	\$ 200	
00210320-432038 POLICE FINGERPRINTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00210320-432039 POLICE SUBPOENAS	\$ -	\$ -	\$ -	\$ -	\$ 10	\$ -	
00210320-432070 RMV FEES	\$ 19,380	\$ 18,745	\$ 55,033	\$ 43,766	\$ 18,100	\$ 15,000	



Town of Natick

Revenue Model

3-J Other Departmental Revenue

Item			Actual	Actual	Budget	Preliminary Amended	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	\$ 1,000	
00220320-432033 FIRE MASS PIKE ASSISTANCE	\$ 6,200	\$ 3,000	\$ 5,800	\$ 6,200	\$ 6,000	\$ 5,000	
00220320-432034 FIRE REPORT COPIES	\$ 141	\$ 40	\$ -	\$ -	\$ 130	\$ 100	
00220320-432035 FIRE SPECIAL DUTY S/CHARGES	\$ 6,060	\$ 53,455	\$ 4,950	\$ 17,000	\$ 15,000	\$ 5,000	
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	\$ 6,000	
00420320-432042 PUB WKS RECYCLED GLASS	\$ 1,839	\$ -	\$ 3,806	\$ 3,000	\$ 810	\$ 2,000	
00420320-432044 PUB WKS RECYCLED METAL	\$ 13,342	\$ 17,896	\$ 43,734	\$ 35,464	\$ 23,000	\$ 20,000	
00420320-432045 PUB WKS RECYCLED PAPER	\$ 22,931	\$ 29,101	\$ 14,631	\$ -	\$ 15,000	\$ -	
00420320-432060 RECYCLED PLASTICS	\$ -	\$ -	\$ -	\$ 2,736	\$ -	\$ 1,000	
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	
Total Dept. Revenue - Other	\$ 907,264	\$ 644,964	\$ 624,598	\$ 616,864	\$ 805,945	\$ 472,720	



Town of Natick

Revenue Model

3-K Licenses and Permits

Item			Actual	Actual	Budget	Preliminary Amended	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	\$ -	\$ -	\$ -	\$ -	\$ -	
00123450-445011 SELECT BILLARD LICENSE	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	
00123450-445012 SELECT CLASS I LICENSE	\$ 850	\$ 800	\$ 800	\$ 1,600	\$ 800	\$ 800	3-year
00123450-445013 SELECT CLASS II LICENSE	\$ 1,800	\$ 1,950	\$ 2,000	\$ 3,750	\$ 1,900	\$ 2,000	\$ 3,143,334
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	\$ 8,500	5-year
00123450-445016 SELECT DAILY ENTERTAINMENT LIC	\$ 1,200	\$ 1,500	\$ 1,850	\$ 2,250	\$ 1,300	\$ 1,750	\$ 2,884,471
00123450-445017 SELECT SUNDAY ENTERTAINMNT LIC	\$ 750	\$ 600	\$ 125	\$ 625	\$ 750	\$ 500	
00123450-445018 SELECT HAWKERS/PEDDLARS LIC	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	
00123450-445019 SELECT JUNK COLLECTOR LICENSE	\$ 325	\$ 300	\$ 550	\$ 875	\$ 325	\$ 500	10-year
00123450-445020 SELECT INN HOLDERS LICENSE	\$ 200	\$ 100	\$ 150	\$ 300	\$ 150	\$ 150	\$ 2,320,813
00123450-445021 SELECT TAXI CAB LICENSE	\$ 400	\$ -	\$ 265	\$ 30	\$ 450	\$ 30	
				\$ 20			
00123450-445026 ALCOHOLIC BEVERAGE LICENSE	\$ 101,580	\$ 100,700	\$ 102,725	\$ 154,675	\$ 150,000	\$ 145,000	
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	\$ 1,000	
00161370-437010 TN CLERK BUSINESS CERTIFICATE	\$ 15,815	\$ 14,455	\$ 13,800	\$ 14,475	\$ 14,000	\$ 12,000	
00161370-437020 TN CLERK BIRTH CERTIFICATE	\$ 14,066	\$ 15,020	\$ 16,829	\$ 22,029	\$ 15,000	\$ 14,000	
00161370-437025 TN CLERK DEATH CERTIFICATE	\$ 17,550	\$ 20,473	\$ 24,390	\$ 22,070	\$ 18,000	\$ 18,000	
00161370-437030 TN CLERK GOING OUT	\$ 6	\$ -	\$ -	\$ -	\$ -	\$ -	
00161370-437035 TN CLERK MARRIAGE INTENTIONS	\$ 4,325	\$ 3,840	\$ 4,035	\$ 3,450	\$ 4,000	\$ 3,000	
00161450-445003 TN CLERK MARRIAGE LICENSE	\$ 4,640	\$ 4,885	\$ 5,515	\$ 6,110	\$ 5,000	\$ 4,000	
00161450-445025 TN CLERK RAFFLE PERMITS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
00161450-445704 TN CLERK BAZZAR PERMIT	\$ 375	\$ 325	\$ 250	\$ 250	\$ 300	\$ 250	
00161450-445705 TN CLERK GASOLINE STORAGE PERM	\$ 863	\$ 840	\$ 693	\$ 855	\$ 800	\$ 855	
00161770-477010 TN CLERK BD HEALTH FINES	\$ -	\$ 700	\$ 500	\$ 150	\$ 700	\$ 150	
00180320-432023 SEALER WEIGHTS MEASURER FEES	\$ 10,152	\$ 12,087	\$ 12,520	\$ 14,060	\$ 12,000	\$ 12,000	
00180370-437007 BLDG DEPT ALTERATIONS	\$ 743,851	\$ 784,771	\$ 772,503	\$ 1,291,275	\$ 760,000	\$ 550,000	
00180370-437008 BLDG DEPT NEW BUILDINGS	\$ 598,370	\$ 2,139,024	\$ 856,181	\$ 496,875	\$ 1,000,000	\$ 515,000	



Town of Natick

Revenue Model

3-K Licenses and Permits

Item			Actual	Actual	Budget	Preliminary Amended	Averages
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
00180370-437009 BLDG DEPT CERT OF INSPECTION	\$ 6,049	\$ 2,680	\$ 6,622	\$ 4,564	\$ 4,000	\$ 4,000	
00180370-437011 BLDG DEPT REINSPECTIONS	\$ -	\$ -	\$ 300	\$ -	\$ 300	\$ 300	
00180457-445701 BLDG DEPT ELECTRICAL PERMIT	\$ 192,388	\$ 861,399	\$ 257,986	\$ 295,352	\$ 400,000	\$ 250,000	
00180457-445702 BLDG DEPT GAS PERMIT	\$ 29,861	\$ 27,141	\$ 29,010	\$ 29,379	\$ 27,000	\$ 20,000	
00180457-445703 BLDG DEPT PLUMBING PERMIT	\$ 58,431	\$ 58,244	\$ 77,230	\$ 72,953	\$ 58,000	\$ 45,000	
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	\$ 5,500	
00210370-437140 POLICE KEEPER OF R	\$ 5,591	\$ 4,944	\$ 3,179	\$ 317		\$ 300	
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	\$ 60,000	
00220320-437006 FIRE DISTRICT 14 HAZMAT				\$ -	\$ 52,000	\$ -	
00220450-445706 FIRE VARIOUS PERMITS	\$ 56,775	\$ 53,205	\$ 56,575	\$ 57,730	\$ 55,000	\$ 45,000	
00420450-445732 PUBLIC WORKS HYDRANT USE PERMIT	\$ 2,600	\$ 6,042	\$ 3,705	\$ 7,000	\$ 2,000	\$ 2,000	
00420450-445733 PUB WKS SEWER PERMITS	\$ 11,525	\$ 10,450	\$ 21,500	\$ 12,250	\$ 12,000	\$ 10,000	
00420450-445734 PUB WKS STREET OPENING PERMIT	\$ 34,753	\$ 39,373	\$ 81,858	\$ 87,165	\$ 42,000	\$ 35,000	
00420450-445735 PUB WKS WATER METER PERMIT	\$ 1,300	\$ 1,225	\$ 1,325	\$ 1,775	\$ 1,350	\$ 500	
00420450-445736 PUB WKS WATER PERMITS	\$ 9,400	\$ 7,900	\$ 9,425	\$ 10,800	\$ 8,000	\$ 7,000	
00512370-437015 BD HLTH UNDERGRND TNK REGISTRY	\$ 2,850	\$ 2,400	\$ 1,950	\$ 1,350	\$ 2,500	\$ 1,000	
00512370-437016 BD HLTH UNDERGRND TANK INSPCTN	\$ 250	\$ 750	\$ 750	\$ 600	\$ 750	\$ 500	
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	\$ 2,000	
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	



Town of Natick

Revenue Model

3-K Licenses and Permits

Item			Actual	Actual	Budget	Preliminary Amended	Averages
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
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	
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	
Total	\$ 2,218,015	\$ 4,460,920	\$ 2,053,445	\$ 2,915,637	\$ 2,917,495	\$ 1,965,785	



Town of Natick

Revenue Model

3-L Special Assessments

Item	FY 2016	FY 2017	Actual	Actual	Budget	Preliminary Amended	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	\$ 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
Total Special Assessments	\$ 9,132	\$ 10,331	\$ 5,974	\$ 6,182	\$ 8,600	\$ 7,000	

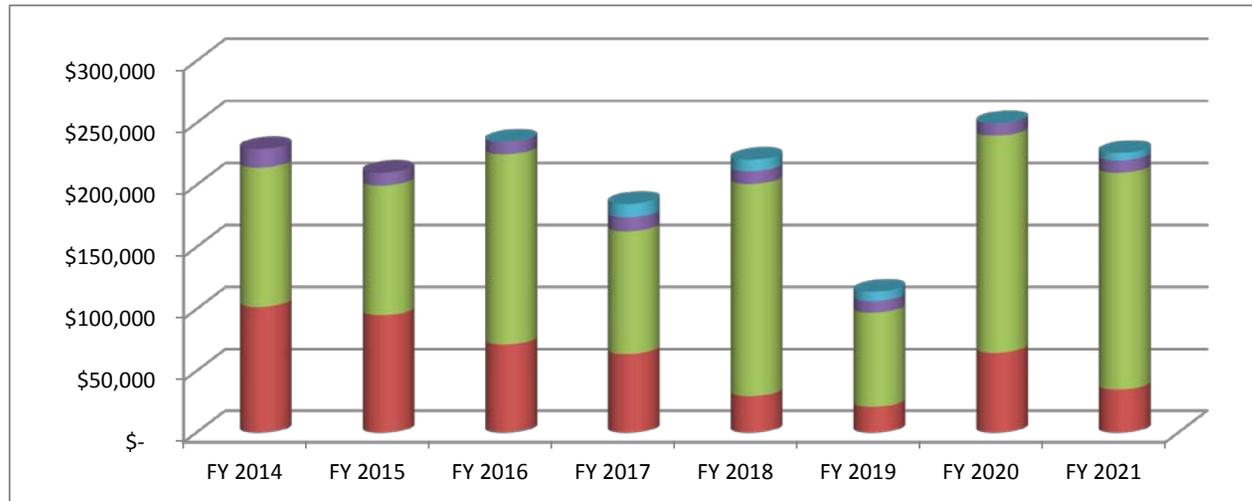


Town of Natick

Revenue Model

3-M Fines and Forfeits

Item	FY 2014	FY 2015	FY 2016	FY 2017	Actual	Actual	Budget	Preliminary Amended	Averages
					FY 2018	FY 2019	FY 2020	FY 2021	3-year
00146370-437141 POLICE RESTITUTION	\$ 150	\$ -	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 213,550
00146770-477003 DISTRICT COURT FINES	\$ 101,867	\$ 95,231	\$ 71,225	\$ 64,083	\$ 29,603	\$ 20,917	\$ 65,000	\$ 35,000	
00146770-477004 PARKING FINES	\$ 112,199	\$ 104,568	\$ 153,280	\$ 98,864	\$ 171,313	\$ 76,515	\$ 175,000	\$ 175,000	5-year
00146770-477005 AUTO LEASE SURCHARGE	\$ 14,859	\$ 10,298	\$ 10,096	\$ 11,086	\$ 10,300	\$ 9,301	\$ 10,000	\$ 10,000	\$ 215,964
00210320-432037 POLICE FALSE ALARM	\$ -	\$ -	\$ 100	\$ 11,000	\$ 9,300	\$ 7,400	\$ 100	\$ 6,000	
Total Fines and Forfeits	\$ 229,075	\$ 210,097	\$ 235,101	\$ 185,033	\$ 220,516	\$ 114,133	\$ 250,100	\$ 226,000	10-year
									\$ 196,229





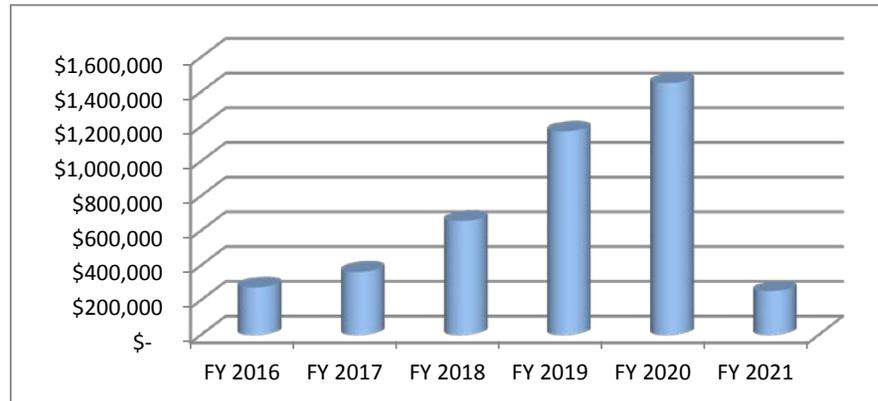
Town of Natick

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	\$ 250,000	5-year
00145820-482300 INTEREST PREMIUM BAN'S		\$ 8,288	\$ 35,919	\$ -	\$ -		\$ 543,207
							10-year
Total Investment Income	\$ 272,428	\$ 361,969	\$ 655,020	\$ 1,171,264	\$ 1,450,000	\$ 250,000	\$ 385,527

Anticipated reduction in investment income based on expedited construction schedules, and reduced market returns



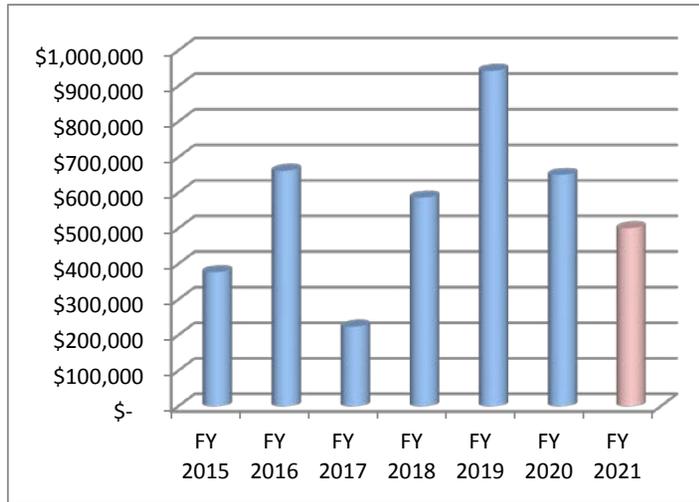


Town of Natick

Revenue Model

3-O Miscellaneous Recurring

Item	FY 2015	FY 2016	FY 2017	Actual FY 2018	Recap FY 2019	Budget FY 2020	Preliminary FY 2021	Averages
								3-year
00146220-422000 TX PER CH59 SEC D OCCUPANCY PERMIT	\$ 377,014	\$ 661,450	\$ 223,403	\$ 586,507	\$ 943,219	\$ 650,000	\$ 500,000	\$ 490,453
								5-year
								\$ 414,488
								10-year
Total Miscellaneous Recurring	\$ 377,014	\$ 661,450	\$ 223,403	\$ 586,507	\$ 943,219	\$ 650,000	\$ 500,000	\$ 433,642





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			
Total Misc. Non-Recurring	\$ 538,382	\$ 1,245,011	\$ 1,473,850	\$ 703,086	\$ 484,203	\$ 460,728	\$ -		

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 Amended	Averages
			FY 2018	FY 2019	FY 2020	FY 2021	3-year
							\$ 3,132,718
Overlay Surplus	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,000,000	
General Stabilization Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,300,000	
Capital Stabilization Fund	\$ 2,033,264	\$ 1,159,200	\$ 2,166,665	\$ 2,973,950	\$ 3,617,000	\$ 1,861,500	5-year
FAR Bonus Stabilization Fund	\$ 5,162,690	\$ 3,900	\$ 3,900	\$ -	\$ -	\$ -	\$ 4,257,617
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				
Total Available Funds	\$ 8,013,563	\$ 1,938,633	\$ 3,677,179	\$ 3,782,343	\$ 4,408,309	\$ 5,444,240	

Assumptions

1. \$2.3M in General Stabilization is proposed for operational budgetary support.
2. The Capital Stabilization Fund is only used in support of capital and debt service related costs. Figure for FY 2021 includes \$1,861,500 in direct support of 2021 capital projects being paid for in cash.



Town of Natick

Revenue Model

4-B Free Cash

					Recap	Preliminary Amended	Averages
Item	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	3-year
Free Cash	\$ 5,100,289	\$ 9,031,776	\$ 9,408,400	\$ 6,579,906	\$ 5,191,574	\$ 2,000,000	\$ 7,846,822
							5-year
							\$ 7,104,506
Total Free Cash	\$ 5,100,289	\$ 9,031,776	\$ 9,408,400	\$ 6,579,906	\$ 5,191,574	\$ 2,000,000	

FY21 Free Cash for operations is \$2M based on current available certified Free Cash as of 7-1-19. The remaining \$2.5M is contingent on 7-1-20 certification, as are the appropriations for stabilization funds and OPEB.



Town of Natick

Revenue Model

5-A Indirects

Item	FY 2015	FY 2016	FY 2017	FY 2018	Recap FY 2019	Budget FY 2020	Preliminary Amended FY 2021	Averages
								3-year \$ 2,200,355
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	5-year \$ 2,216,808
Indirects (Sassamon Trace Enterprise Fund)	\$ 34,087	\$ 34,087	\$ 41,973	\$ 43,692	\$ 43,871	\$ 51,930	\$ 55,090	
Total Indirects	\$ 2,241,487	\$ 2,241,487	\$ 2,260,123	\$ 2,078,921	\$ 2,262,021	\$ 2,585,229	\$ 2,752,576	

Stabilization Fund Overview

What are Stabilization Funds?

Massachusetts communities are permitted by M.G.L. Chapter 40, Section 5B, to set aside money each year to be held in a Stabilization Fund in order to provide for emergencies and unforeseen expenses.

This can help in issues of economic events, such as a pandemic, to help balance a budget when possible, deal with unexpected costs due to an emergency or to alleviate unexpected costs on a capital project/pay for project.

Why is it important to have a stabilization fund?

1. Financial Security (able to handle economic shocks)
2. Bond Rating (lower interest costs on debt)

Natick's Stabilization Funds (Fund Balances as of 6-5-20):

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. **Current Balance \$5,197,059**
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. **Current Balance \$4,146,552**
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. **Current Balance \$5,035,707**
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. **Current Balance \$769,485**

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.

Current Balance \$7,230

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.

Current Balance \$2,665,979

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

Historical Data of our Stabilization Funds

Capital Stabilization Fund

Fiscal Year	Beginning Balance	Transfer In	Transfer Out	Investment Income	Ending Balance
2015	\$ 5,527,164	\$ 2,005,092	\$ 3,058,758	\$ 33,585	\$ 4,507,083
2016	\$ 4,507,083	\$ 1,343,888	\$ 2,033,264	\$ 20,144	\$ 3,837,852
2017	\$ 3,837,852	\$ 3,925,532	\$ 1,484,200	\$ 37,657	\$ 6,316,840
2018	\$ 6,316,840	\$ 3,162,235	\$ 1,510,800	\$ 67,810	\$ 8,036,086
2019	\$ 8,036,086	\$ 2,400,000	\$ 5,811,150	\$ 134,902	\$ 4,759,838
2020	\$ 4,759,838	\$ 1,519,347	\$ 1,277,300	\$ 33,822	\$ 5,035,707

General Stabilization Fund

Fiscal Year	Beginning Balance-	Transfer In	Transfer Out	Investment Income	Ending Balance
2015	\$ 4,305,656	\$ 150,000		\$ 20,275	\$ 4,475,931
2016	\$ 4,475,931			\$ 26,969	\$ 4,502,900
2017	\$ 4,502,900			\$ 27,745	\$ 4,530,645
2018	\$ 4,530,645			\$ 39,659	\$ 4,570,303
2019	\$ 4,570,303	\$ 250,000		\$ 86,341	\$ 4,906,644
2020	\$ 4,906,644	\$ 250,000		\$ 40,415	\$ 5,197,059

Operational Stabilization

Fiscal Year- OP	Beginning Balance	Transfer In	Transfer Out	Investment Income	Ending Balance-OP
2015	\$ 1,717,933	\$ 625,000	\$ -	\$ 41,472	\$ 2,384,405
2016	\$ 2,384,405	\$ -	\$ -	\$ 96,918	\$ 2,481,323
2017	\$ 2,481,323	\$ -	\$ -	\$ 67,417	\$ 2,548,740
2018	\$ 2,548,740	\$ 500,000	\$ -	\$ 21,755	\$ 3,070,495
2019	\$ 3,070,495	\$ 500,000	\$ -	\$ 226,461	\$ 3,796,956
2020	\$ 3,796,956	\$ 250,000	\$ -	\$ 99,596	\$ 4,146,552

Analysis:

The planned use of stabilization funds is 25% of the combined total of the General and Operational stabilization funds. This is approximately \$2.3M which is proposed to fund the FY21 operating budget. The rationale behind the 25% is to approach the economic impact of a long-term issue. This conservative approach allows for adaptability if COVID19 or another economic shock disrupts Natick's budget in FY21 or future fiscal years. Maintaining liquidity is critical with current shutdown and uncertain outlook. Natick's planned stabilization use was reviewed during the recent bond refinancing that will save taxpayer dollars for the next decade. Looking ahead it is important to weigh short term impacts to long-term financial sustainability. Over extended on stabilization in FY21 limits financial flexibility in the out years and is a high risk action for a short-term solution.

Section III

Education & Learning

Natick Public Schools	44
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Morse Institute Library	49
Bacon Free Library	53

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Natick Public Schools

FY 2021 Budget Detail

FY 21 PROPOSED BUDGET
AS OF 06/04/2020

		<u>FY20</u>		<u>FY21</u>	<u>% chg</u>
<u>Compensation</u>					
Salary Base	\$	50,548,056	\$	53,269,582	5%
Steps, COLA, & Merit Adjustments	\$	2,690,164	\$	1,549,124	-42%
Lanes	\$	385,000	\$	400,000	4%
Staff Additions		\$925,260		\$26,328	-97%
Retirements and Turnover	\$	(320,000)	\$	(441,070)	38%
Compensation	\$	54,228,480	\$	54,803,964	1.1%
<u>Expenses</u>					
Admin	\$	438,205	\$	459,440	5%
Technology	\$	1,588,848	\$	1,611,779	1%
Curriculum	\$	805,387	\$	1,112,548	38%
Online Learning	\$	214,645	\$	167,000	-22%
Pupil Services	\$	5,070,552	\$	4,493,091	-11%
Transportation	\$	2,940,056	\$	2,894,157	-2%
Building Op & Maint	\$	2,004,267	\$	2,199,395	10%
NPS Schools	\$	1,270,218	\$	1,179,982	-7%
<u>Athletics & Activities</u>	\$	79,685	\$	79,679	0%
Total Exp	\$	14,411,863	\$	14,197,071	-1.5%
Total Budget Request	\$	68,640,343	\$	69,001,035	0.53%

Above is the budget request of the Natick Public School Department. In the January budget the NPS General Fund appropriation increased by 5%. With the impact of COVID-19 the current budget allows for a General Fund appropriation of \$67,097,246. This leaves a gap of close to \$1.9M based on the current preliminary amended budget.

Additional Positions FY21

School	Position	FTE (new)	FTE (Transfer)	FY21 Salary	Rationale	Details
BROWN	.2 admin assistant	0.2		\$6,608	CP	1.0 School year, add 2 months
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
KENNEDY	SPED Teachers		3.0		KMS	
KENNEDY	Psychologist	0.50		\$13,112	KMS	.5 school psychologist to support a therapeutic program school wide increase to 1.0*
KENNEDY	Gr 7 Math/Science teacher		1.0		KMS	Additional Students
KENNEDY	Gr 7 L&L/Social Studies		1.0		KMS	Additional Students
KENNEDY	Spanish Teacher		0.50		KMS	Additional Enrollment/New School
KENNEDY	Vice Principal		1.0		KMS	
Total Request		0.90	6.50	\$26,328		



Town of Natick

Home of Champions

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

Appropriation Summary

No Budget Change from January

South Middlesex Regional Technical School

	2019	2020	2021	2021	2020 vs. 2021	
	Actual	Appropriated	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)

Operating Expenses

Assessment	1,594,984	1,554,748	1,345,498	1,345,498	(209,250)	-13.46%
Total Operating Expenses	1,594,984	1,554,748	1,345,498	1,345,498	(209,250)	-13.46%

Total So. Middlesex Regional Tech.

	1,594,984	1,554,748	1,345,498	1,345,498	(209,250)	-13.46%
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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.



Town of Natick

Home of Champions

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

Philosophy (con't):

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

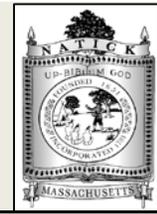
We will provide our students with skills and academic training in a safe learning environment. It is the responsibility of staff and students to develop positive relationships throughout the school. Instructors and administrators at Keefe Tech are committed to setting high expectations and helping students 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:

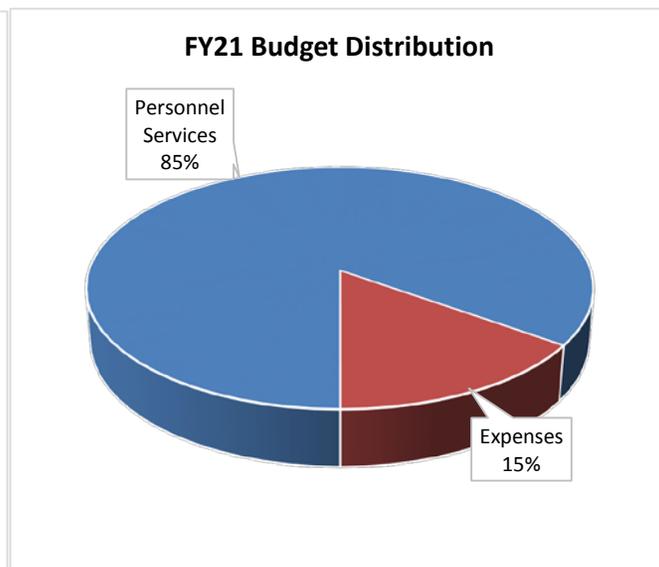
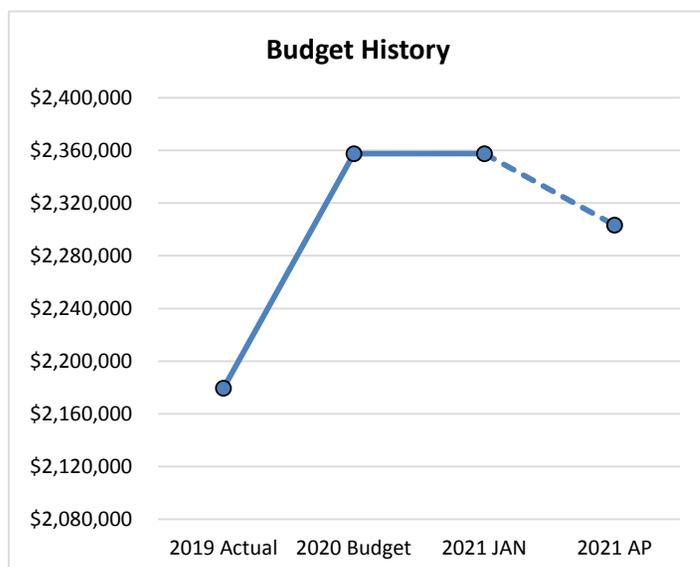
- To provide free access to materials and quality information and technology services to library users of all ages and abilities;
- To serve as a major educational resource with programs and learning opportunities for all, so residents of Natick and the MetroWest area can meet, learn, and create;
- To 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.

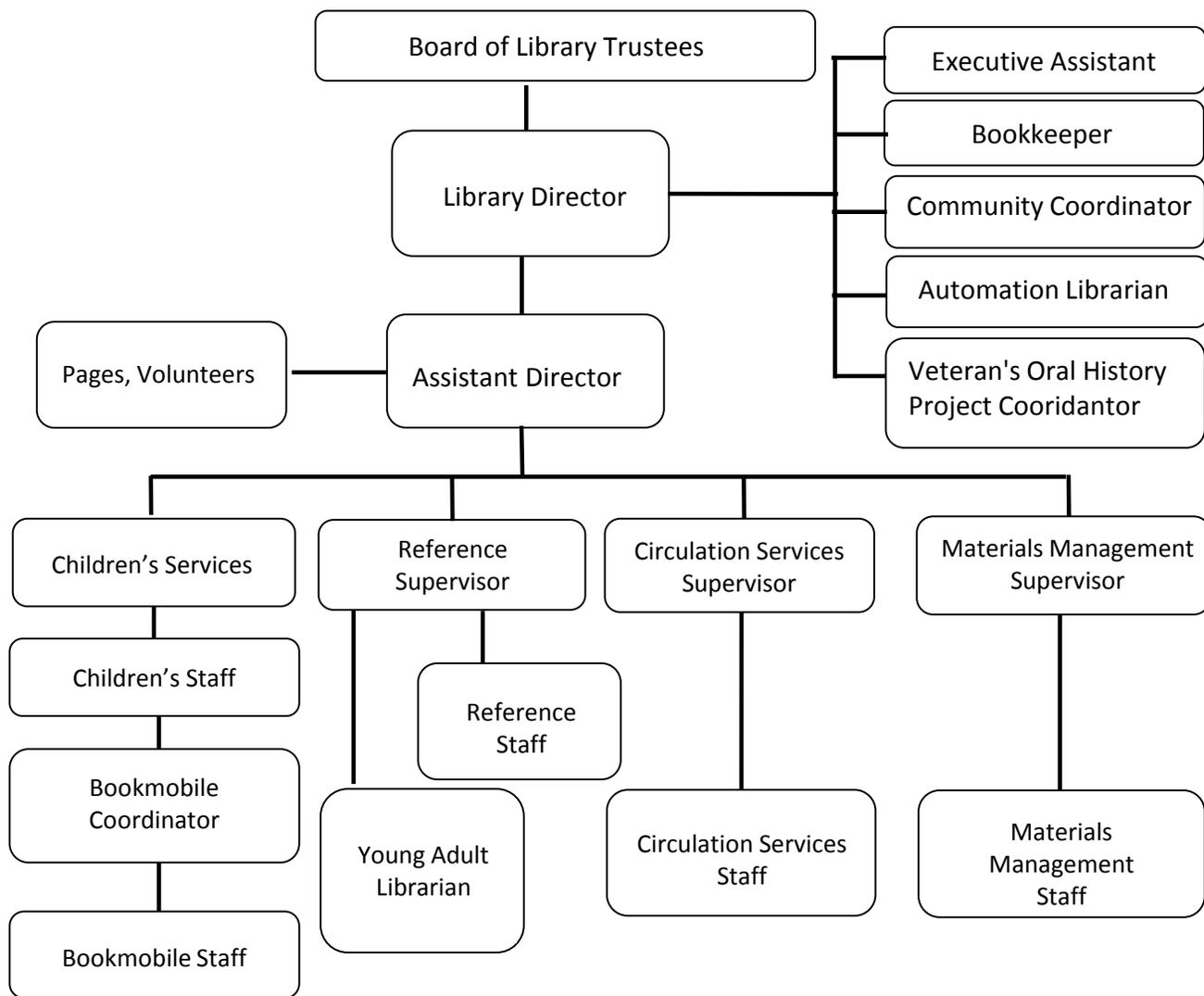
Budget Highlights for FY 2021:

- 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 Changes from January Preliminary:** Total budget reduction is \$54,426. This includes laying off a Bookkeeper, closing for 1 hour on Sundays, and turnover savings for the Children's Librarian position.

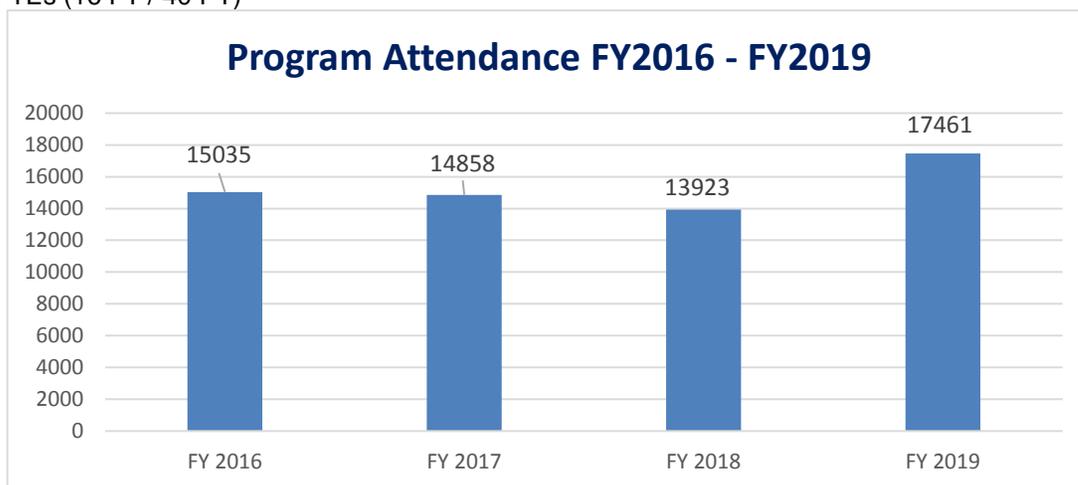
Budget Summary -



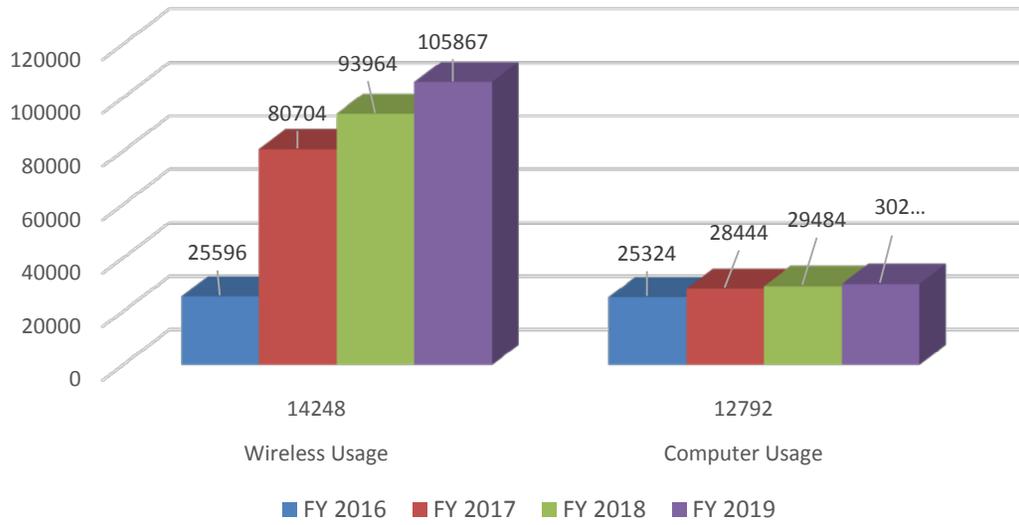
Department - Organizational Summary



31.86 FTEs (16 FT / 40 PT)



Technology Usage FY2016 - FY2019



Morse Institute Library



Department: Line item budget

	2019 Actual	2020 Budget	2021 Jan 2nd Prelim Budget	2021 Amended Preliminary Budget	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
					\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
Salaries Management	\$ 83,798	\$ 108,528	\$ 95,365	\$ 95,365	\$ (13,163)	-12.13%	\$ -	0.00%
Salaries Administrative	\$ 181,791	\$ 206,929	\$ 207,355	\$ 185,870	\$ (21,059)	-10.18%	\$ (21,485)	-10.36%
Salaries Part-time Benefitted	\$ 304,399	\$ 314,980	\$ 312,088	\$ 312,088	\$ (2,892)	-0.92%	\$ -	0.00%
Salaries Technical/Professional	\$ 854,050	\$ 931,427	\$ 941,473	\$ 928,772	\$ (2,655)	-0.29%	\$ (12,701)	-1.35%
Salaries Part-time Non Benefitted	\$ 324,872	\$ 332,786	\$ 331,336	\$ 331,336	\$ (1,450)	-0.44%	\$ -	0.00%
Salaries Pages	\$ 23,631	\$ 40,332	\$ 39,716	\$ 39,716	\$ (616)	-1.53%	\$ -	0.00%
Salaries Substitutes	\$ 3,118	\$ 8,900	\$ 14,737	\$ 14,737	\$ 5,837	65.58%	\$ -	0.00%
Salaries Longevity	\$ 17,749	\$ 17,827	\$ 17,827	\$ 16,327	\$ (1,500)	-8.41%	\$ (1,500)	-8.41%
Salaries Sunday/Pay Differential	\$ 48,050	\$ 48,740	\$ 48,740	\$ 30,000	\$ (18,740)	-38.45%	\$ (18,740)	-38.45%
Personnel Services	¹ \$ 1,841,458	\$ 2,010,449	\$ 2,008,637	\$ 1,954,211	\$ (56,238)	-2.80%	\$ (54,426)	-2.71%
Main. of Computer System	² \$ 83,750	\$ 83,750	\$ 83,750	\$ 83,750	-	0.00%	-	0.00%
Communication Telephone	\$ 2,507	\$ 4,250	\$ 4,250	\$ 4,250	-	0.00%	-	0.00%
Communication Postage	\$ 1,108	\$ 3,000	\$ 3,000	\$ 3,000	-	0.00%	-	0.00%
Copy/Mail Center Fees	\$ -	\$ 650	\$ 650	\$ 650	-	0.00%	-	0.00%
Education	\$ 2,777	\$ 7,500	\$ 7,500	\$ 7,500	-	0.00%	-	0.00%
Library Materials (Books, etc.)	³ \$ 217,335	\$ 217,335	\$ 219,000	\$ 219,000	\$ 1,665	0.77%	\$ -	0.00%
Library Supplies	\$ 26,071	\$ 26,092	\$ 26,300	\$ 26,300	\$ 208	0.80%	\$ -	0.00%
Other Supplies & Services/Misc.	⁴ \$ 4,388	\$ 4,525	\$ 4,525	\$ 4,525	\$ -	0.00%	\$ -	0.00%
Expenses	\$ 337,936	\$ 347,102	\$ 348,975	\$ 348,975	\$ 1,873	0.54%	\$ -	0.00%
Total Department	\$ 2,179,394	\$ 2,357,551	\$ 2,357,612	\$ 2,303,186	\$ (54,365)	-2.31%	\$ (54,426)	-2.31%

Footnotes:

¹ **Personnel Services:**

Management - Library Director

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

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

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

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

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

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

Purchased Services:

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

Supplies:

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

Other Charges/Expenses:

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

Bacon Free Library



FY 2021 Operational Budget Request

Amy Sadkin, Director

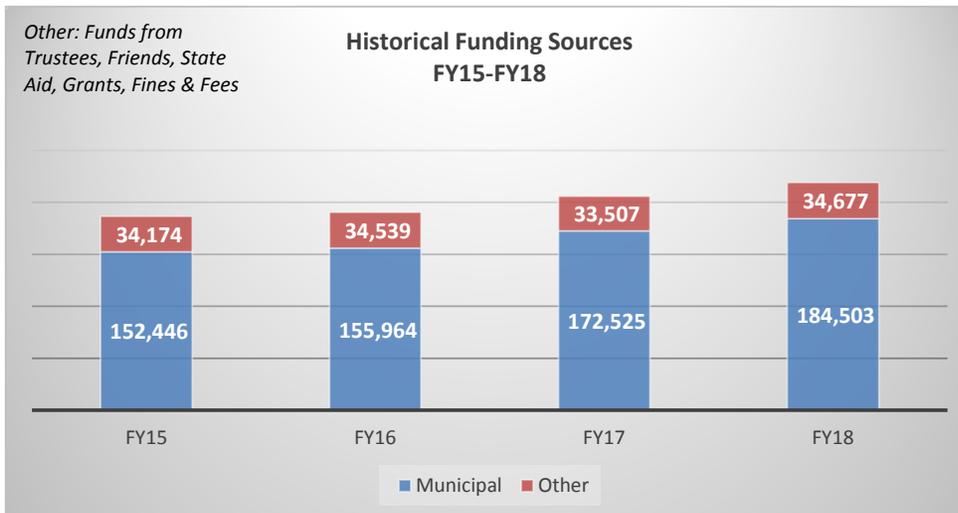
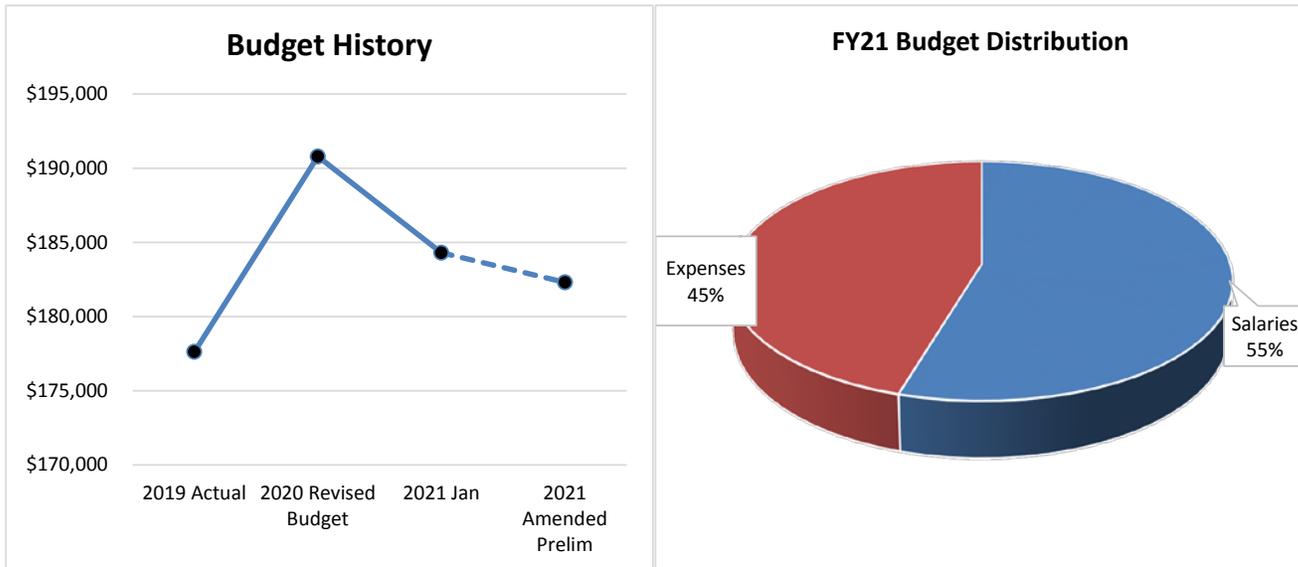
Mission:

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:

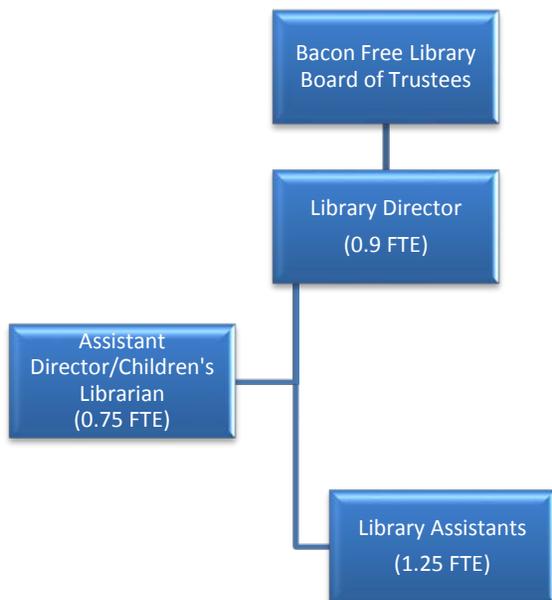
- **New Initiative** - \$2,000 for community programming
- \$3,000 for replacement computers
- Additional funds for collection repair and replacement
- Proposed \$50,000 in community programming to be shared with the Morse Institute Library; funds for programming have been shifted from Director position.
- Budget Changes** - Reduction of \$2,000 from programming

Budget Summary



Bacon Free Library

Department - Organizational Summary

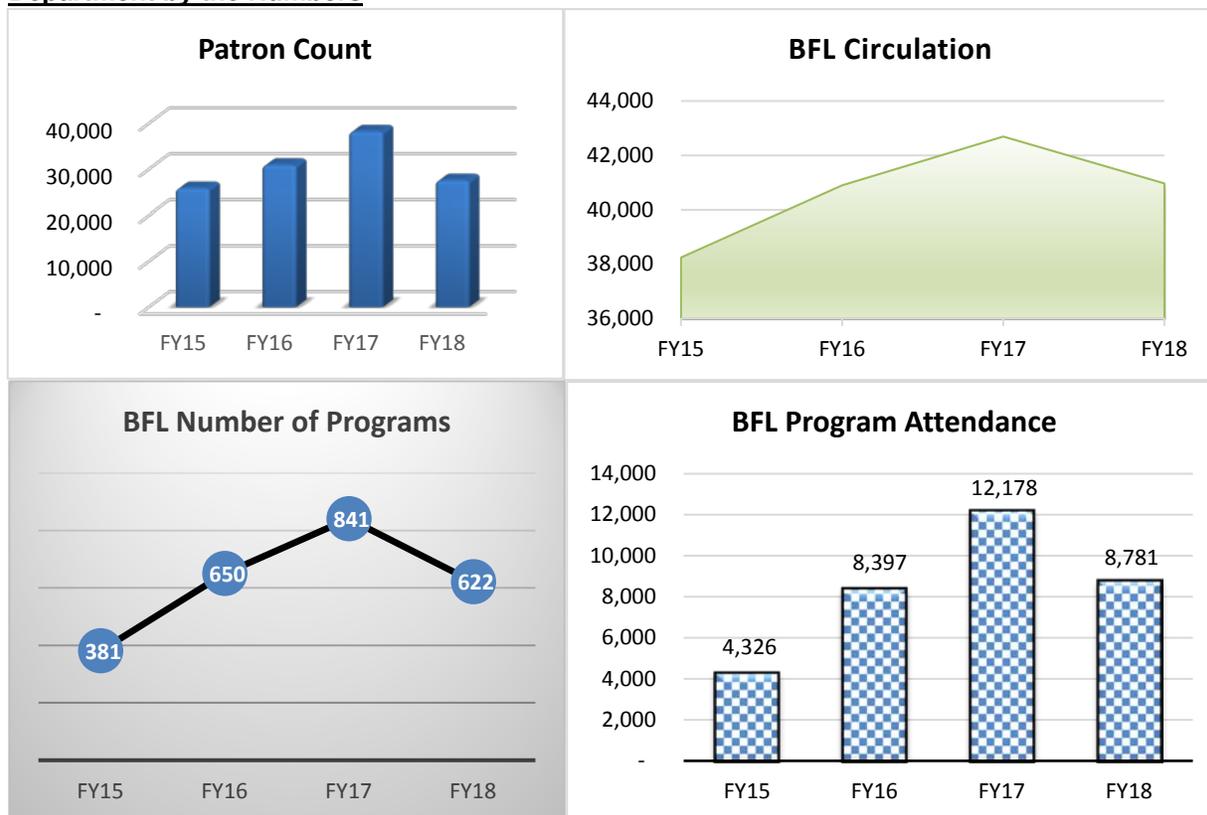


Total Staff - 2.9 FTEs (.9-Director, .75-Asst Dir/Children's Librarian, 1.25-all library assistants)

Notes

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

Department by the Numbers



Bacon Free Library



Department: Line item budget

		2019	2020	2021	2021	2020 - 2021 AP		2021 JAN - 2021 AP	
		Actual	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
SALARIES MANAGEMENT	¹	\$ 62,002	\$ 63,888	\$ -	\$ -	\$ (63,888)	-100.00%	\$ -	0.00%
SALARIES TECHNICAL/PROFESSNL	²	\$ 87,112	\$ 99,218	\$ 99,606	\$ 99,606	\$ 388	0.39%	\$ -	0.00%
Salaries		\$ 149,114	\$ 163,106	\$ 99,606	\$ 99,606	\$ (63,500)	-38.93%	\$ -	0.00%
COMPUTER MAINTENANCE		\$ -		\$ 3,000	\$ 3,000	\$ 3,000	0.00%	\$ -	0.00%
FACILITY REPAIRS/MAINTENANCE		\$ 1,474	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.00%	\$ -	0.00%
HEAT (OIL & GAS)		\$ 5,031	\$ 4,343	\$ 4,500	\$ 4,500	\$ 157	3.62%	\$ -	0.00%
MINUTEMAN LIBRARY NETWORK	³	\$ 5,815	\$ 5,771	\$ 5,700	\$ 5,700	\$ (71)	-1.23%	\$ -	0.00%
PRINTED MATERIALS	⁴	\$ 14,305	14,000	16,000	16,000	2,000	14.29%	-	0.00%
LIBRARY SUPPLIES/PURCH. SVCS	⁵	\$ 1,882	2,072	54,000	52,000	49,928	2409.65%	(2,000)	-3.70%
Expenses		\$ 28,507	\$ 27,686	\$ 84,700	\$ 82,700	\$ 55,014	198.71%	\$ (2,000)	-2.36%
Total Department		\$ 177,621	\$ 190,792	\$ 184,306	\$ 182,306	\$ (8,486)	-4.45%	\$ (2,000)	-1.09%

Footnotes:

Personnel Services:

¹ Management - Library Director (shifting position into additional funds for community programming)

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

Purchased Services:

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

Other Charges/Expenses:

⁴ Printed Materials - Books and periodicals for patrons

⁵ Library Supplies - Includes and \$50,000 for additional programming in conjunction with the Morse Institute Library

Section IV

Public Safety

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Parking Enforcement	65
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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.

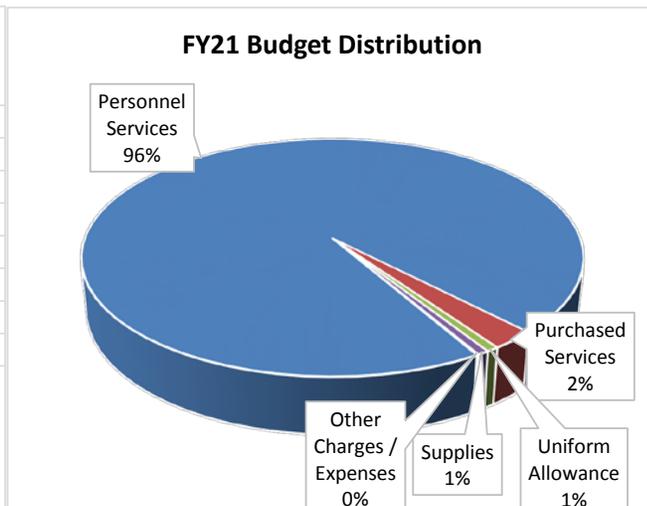
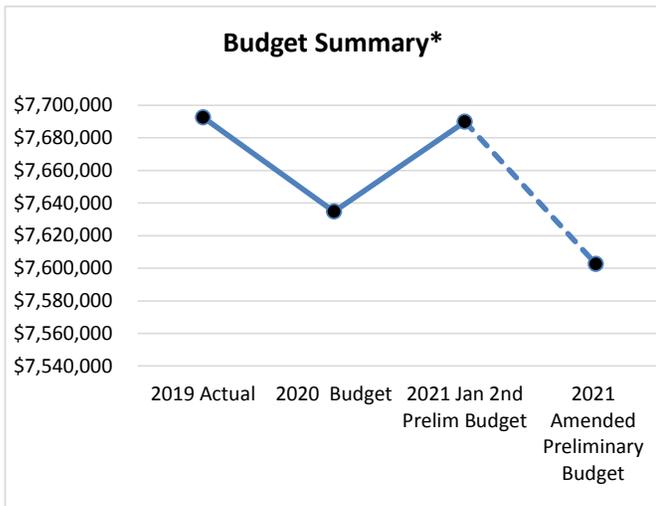
New Initiative: Deputy Chief of Police (deferred funding to FY22)

New Initiative: Add Additional Hours to Department Assistant Position (deferred)

New Initiative: Add 2 Additional Officers for Traffic Duties
New Initiative: Add 1 Public Safety Dispatcher (deferred funding to FY23)

Budget Changes from January Preliminary: Reduction from the Police Department budget of \$87,205. This includes delaying the hiring of an officer until 1/1/21, grant funding an additional dispatcher, and a reduction of hours for the Administrative Assistant. Parking enforcement is reduced by \$29,144 by eliminating part-time parking enforcement hours. No changes for Emergency Management.

Budget Summary -



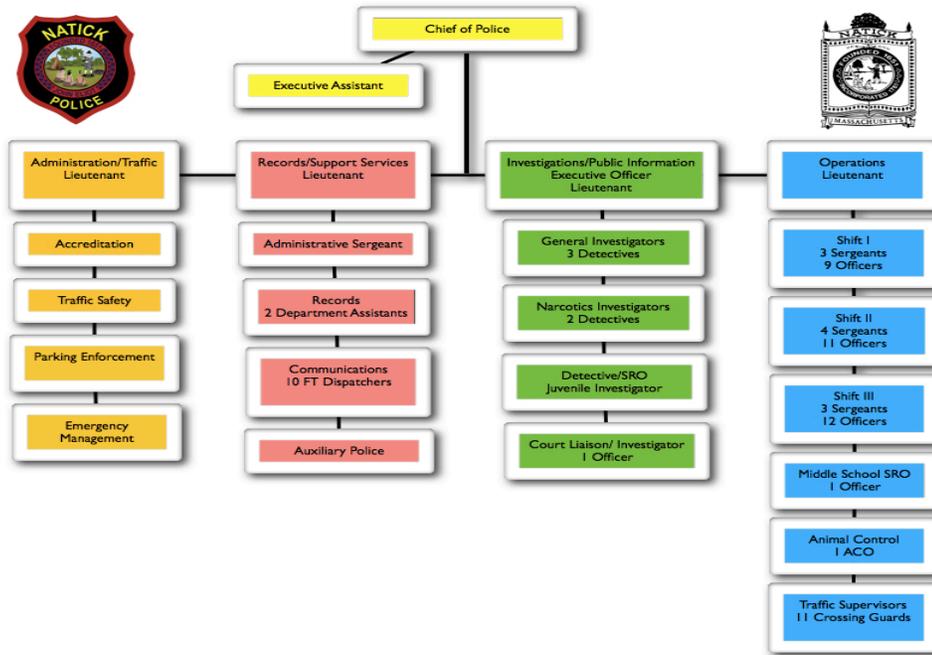
Police Department



Town of Natick
Home of Champions

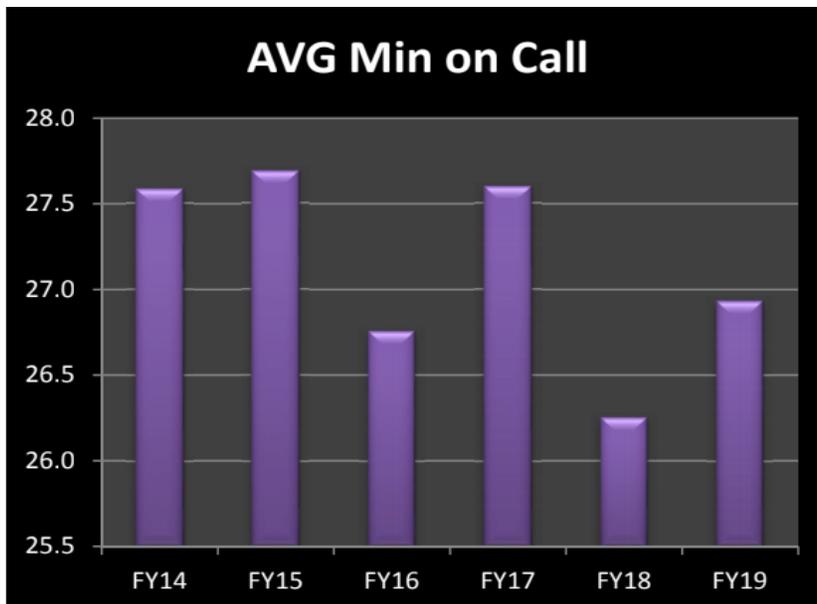
Department: Police

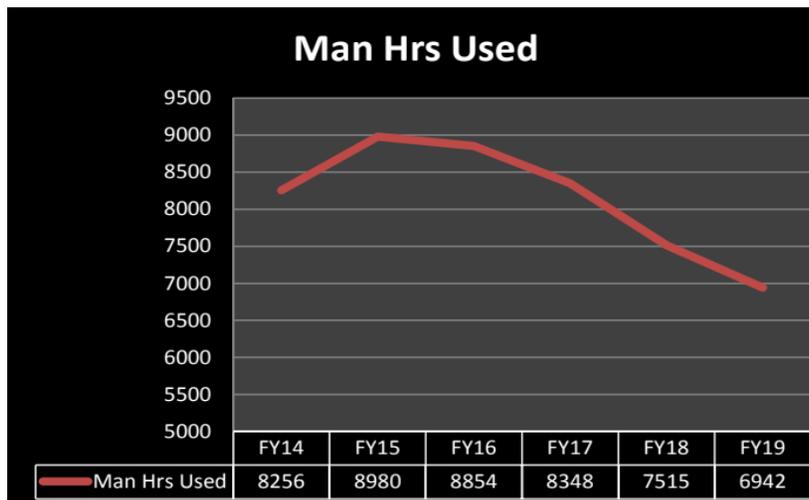
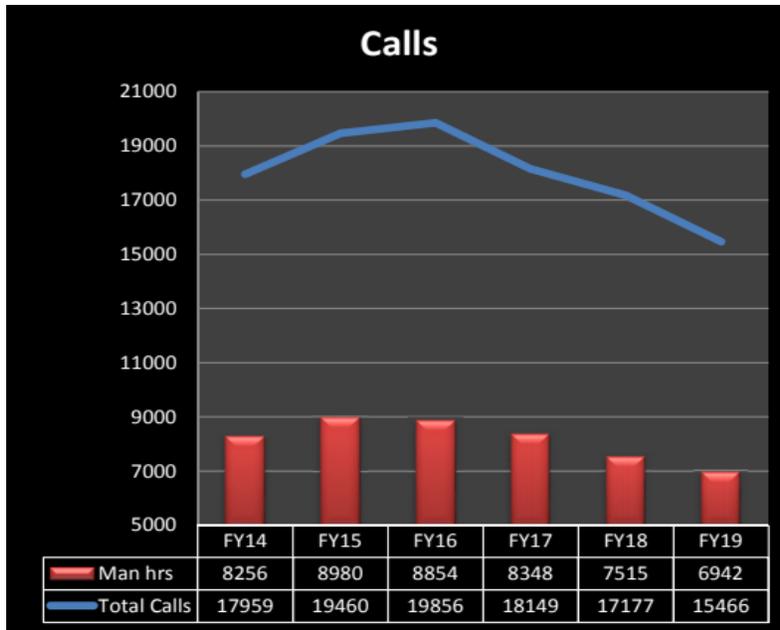
Organizational Chart



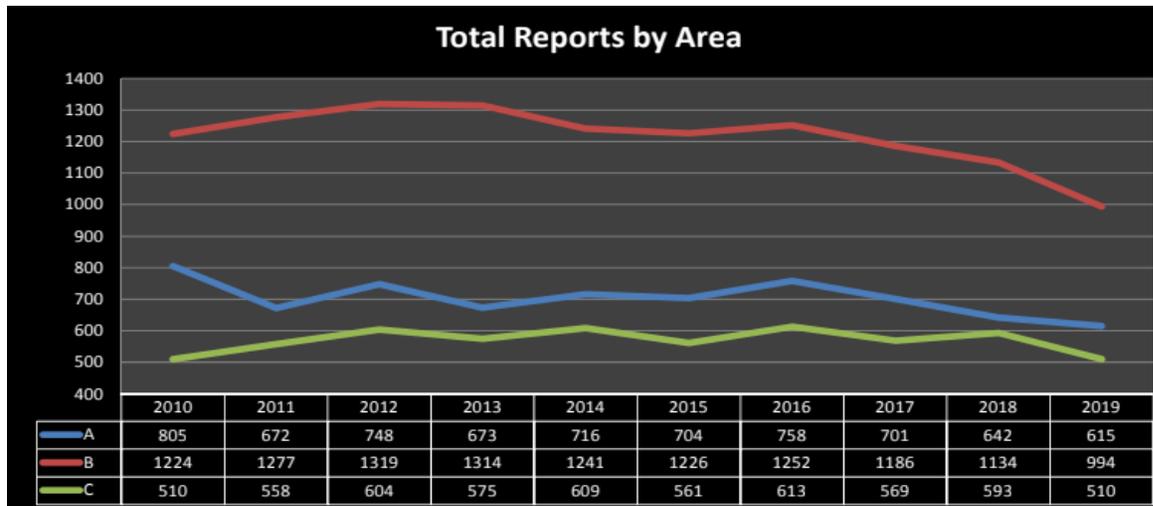
82 FTEs

Department by the Numbers

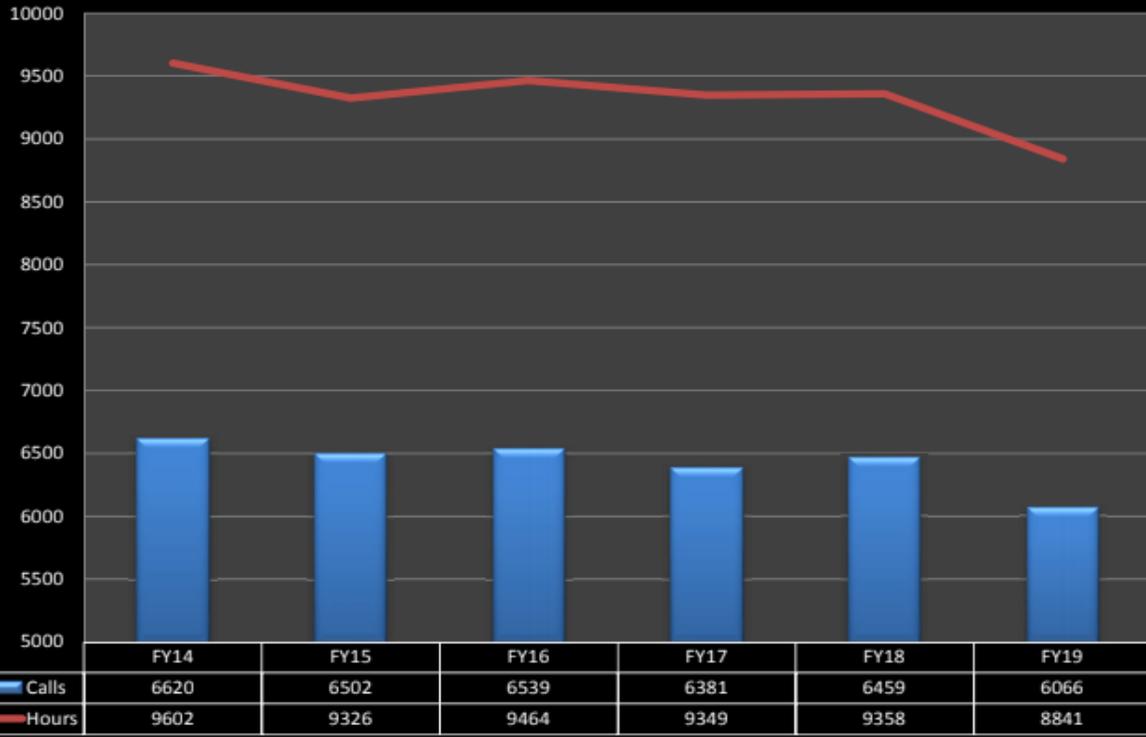




CRIME TOTALS												
Crime Category	FY14	FY15	FY16	FY17	FY18	Average	Weighted Average	Standard Deviation	Normal Range	FY19	Change from Avg	Z Score
Assault Offenses	175	161	151	156	154	159.4	156.3	8.5	150.9-167.9	130	-18%	-3.48
Kidnapping/Abduction	4	2	1	1	1	1.8	1.3	1.2	0.6-3.0	0	-100%	-1.54
Robbery	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



Police Department

Description	2019 Actual	2020 Budget	2021		FY20 Δ FY21 AP \$	FY20 Δ FY21 AP %	FY21 JAN Δ FY21 AP \$	FY21 JAN Δ FY21 AP %
			2021 Jan 2nd Prelim Budget	Amended Preliminary				
Salaries								
SALARIES MANAGEMENT	676,070	681,295	683,524	713,334	\$ 32,039	4.70%	\$ 29,810	4.36%
SALARIES SUPERVISORY	1,042,112	1,156,358	1,157,274	1,228,323	\$ 71,965	6.22%	\$ 71,049	6.14%
SALARIES OPERATIONAL STAFF	3,822,047	3,694,727	3,750,033	3,572,645	\$ (122,082)	-3.30%	\$ (177,388)	-4.73%
SALARIES NON-UNIFORMED	172,817	158,021	171,450	150,008	\$ (8,013)	-5.07%	\$ (21,442)	-12.51%
Total Salaries	¹ 5,713,046	5,690,401	5,762,281	5,664,310	\$ (26,091)	-0.46%	\$ (97,971)	-1.70%
Over Time								
SALARIES MANGEMENT O/T	110,274	23,876	23,876	25,335	\$ 1,459	6.11%	\$ 1,459	6.11%
SALARIES SUPERVISORY O/T	129,124	152,420	152,420	161,734	\$ 9,314	6.11%	\$ 9,314	6.11%
SALARIES OPERATIONAL O/T	504,203	364,886	379,780	379,780	\$ 14,894	4.08%	\$ -	0.00%
NON UNIFORM O/T		2,877	2,935	2,935	\$ 58	2.02%	\$ -	0.00%
Total Over Time	² 743,601	544,059	559,011	569,784	\$ 25,725	4.73%	\$ 10,773	1.93%
Over Time - Court								
SALARIES COURT O/T OPERATIONAL	11,659	104,772	94,574	94,574	\$ (10,198)	-9.73%	\$ -	0.00%
SALARIES COURT O/T SUPERVISORY	34,250	30,645	30,645	32,518	\$ 1,873	6.11%	\$ 1,873	6.11%
Total Over Time - Court	45,909	135,417	125,219	127,092	\$ (8,325)	-6.15%	\$ 1,873	1.50%
Additional Compensation								
SALARIES ADD'L COMP MGMT	75,487	76,849	79,194	83,534	\$ 6,685	8.70%	\$ 4,340	5.48%
SALARIES ADDL COMP SUPERVISORY	141,751	172,639	161,754	171,347	\$ (1,292)	-0.75%	\$ 9,593	5.93%
SALARIES ADD'L COMP OPER	690,168	709,477	697,708	684,895	\$ (24,582)	-3.46%	\$ (12,813)	-1.84%
ADD'L COMP NON-UNIFRM O/T	416	1,125	1,125	1,125	\$ -	0.00%	\$ -	0.00%
ADD'L COMP TECH/PROF	375							
Total Additional Compensation	³ 908,197	960,090	939,781	940,901	\$ (19,189)	-2.00%	\$ 1,120	0.12%
Total Personnel Services	7,410,753	7,329,967	7,386,292	7,302,087	\$ (27,880)	-0.38%	\$ (84,205)	-1.14%

Footnotes:

Personnel Services:

¹ Management - Chief of Police, Lieutenants

Supervisory - Sergeants

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

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

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

Police Department

	2019 Actual	2020 Budget	2021 Jan 2nd Prelim Budget	Amended Preliminary Budget	FY20 Δ FY21 \$	FY20 Δ FY21 %	FY21 JAN Δ FY21 AP \$	FY21 JAN Δ FY21 AP %
PROFESSIONAL SERVICES ⁴	8,412	3,000	3,000	3,000	\$ -	0.00%	\$ -	0.00%
EQUIPMENT REPAIRS/SERVICING	12,186	2,000	2,000	2,000	\$ -	0.00%	\$ -	0.00%
ACCREDITATION CONSULTANT ⁵	0	12,000	6,000	3,000	\$ (9,000)	-75.00%	\$ (3,000)	-50.00%
RADIO EQUIP REPAIRS/REPLCMNT	18,617	19,000	19,000	19,000	\$ -	0.00%	\$ -	0.00%
TELEPHONE	21,606	20,000	20,000	20,000	\$ -	0.00%	\$ -	0.00%
TRAINING & EDUCATION	51,745	53,750	72,150	72,150	\$ 18,400	34.23%	\$ -	0.00%
TELEPROCESSING ⁶	20,837	23,063	23,063	23,063	\$ -	0.00%	\$ -	0.00%
ASSESSMENT CENTER ⁷	0	30,000	5,000	5,000	\$ (25,000)	-83.33%	\$ -	0.00%
POSTAGE	1,824	2,000	2,000	2,000	\$ -	0.00%	\$ -	0.00%
TRAVEL IN/OUT STATE	9,994	6,500	6,500	6,500	\$ -	0.00%	\$ -	0.00%
TRAVEL	3,888	2,000	2,000	2,000	\$ -	0.00%	\$ -	0.00%
TRAFFIC TRAILER WARRANTY			0	0	\$ -		\$ -	0.00%
DUES & MEMBERSHIPS	17,480	12,000	12,000	12,000	\$ -	0.00%	\$ -	0.00%
PURCHASED SERVICES MISC ⁸	24,908	21,300	21,300	21,300	\$ -	0.00%	\$ -	0.00%
Total Purchased Services	191,497	206,613	194,013	191,013	\$ (15,600)	-7.55%	\$ (3,000)	-1.55%
							\$ -	
CLOTHING ALLOW MANAGEMENT	4,160	4,300	4,300	4,300	\$ -	0.00%	\$ -	0.00%
CLOTHING ALLOW SUPERVISORY	10,807	11,825	11,825	11,825	\$ -	0.00%	\$ -	0.00%
CLOTHING OPERATIONAL	4,380	4,875	4,875	4,875	\$ -	0.00%	\$ -	0.00%
CLOTHING ALLOW AUXILIARY POLIC	544	5,000	5,000	5,000	\$ -	0.00%	\$ -	0.00%
CLOTHING EQUIPMENT & REPLACE	20,781	15,000	26,400	26,400	\$ 11,400	76.00%	\$ -	0.00%
Total Uniform Allowance	40,672	41,000	52,400	52,400	\$ 11,400	27.80%	\$ -	0.00%
							\$ -	
SUPPLIES PRISONERS ⁹	295	1,200	1,200	1,200	\$ -	0.00%	\$ -	0.00%
SUPPLIES PHOTOGRAPHIC	0	0	0	0	\$ -	0.00%	\$ -	0.00%
SUPPLIES SAFETY EQUIP ¹⁰	0	1,000	1,000	1,000	\$ -	0.00%	\$ -	0.00%
SUPPLIES OTHER ¹¹	1,428	2,000	2,000	2,000	\$ -	0.00%	\$ -	0.00%
SUPPLIES PUBLIC SAFETY ¹²	24,382	25,000	25,000	25,000	\$ -	0.00%	\$ -	0.00%
PHOTOCOPIING	58	500	500	500	\$ -	0.00%	\$ -	0.00%
OFFICE SUPPLIES	16,537	20,000	20,000	20,000	\$ -	0.00%	\$ -	0.00%
Total Supplies	42,700	49,700	49,700	49,700	\$ -	0.00%	\$ -	0.00%
Total Operating Expenses	274,869	297,313	296,113	293,113	\$ (4,200)	-1.41%	\$ (3,000)	-1.01%
CARE OF STRAY ANIMALS	3,191	5,000	5,000	5,000	\$ -	0.00%	\$ -	0.00%
MOTORCYCLE REPAIR/MAINT	3,867	2,500	2,500	2,500	\$ -	0.00%	\$ -	0.00%
Other Charges & Expenditures	7,058	7,500	7,500	7,500	\$ -	0.00%	\$ -	0.00%
Total Police	\$ 7,692,680	\$ 7,634,780	\$ 7,689,905	\$ 7,602,700	\$ (32,080)	-0.42%	\$ (87,205)	-1.13%

Footnotes:

Purchased Services:

⁴ Professional Services - Outside range supervision and personal history questionnaire analysis

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

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

⁷ Assessment Center - Assessment component, including practical exercises, of Lieutenant and Sergeants promotional exam.

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

Supplies:

⁹ Supplies Prisoners - Food and blankets for prisoners held in the lock-up.

¹⁰ Supplies Safety Equip - Traffic cones, meter bags and special event signs.

¹¹ Supplies Other - Bottled water and First Aid Supplies.

¹² Supplies Public Safety - Range supplies, evidence processing materials and cruiser equipment

Police Department - Parking Enforcement

Description	2019 Actual	2020 Budget	2021 Jan 2nd Prelim Budget	2021 Amended Preliminary Budget	FY20 Δ FY21 AP \$	FY20 Δ FY21 AP %	FY21 JAN Δ FY21 AP \$	FY21 JAN Δ FY21 AP %
SALARIES OPERATIONAL STAFF ¹	23,299	114,144	114,144	85,000	\$ (29,144)	-25.53%	\$ (29,144)	-100.00%
SALARIES TECHNICAL/PROFESSNL	0	0	0	0				
Personnel Services	23,299	114,144	114,144	85,000	\$ (29,144)	-25.53%	\$ (29,144)	-100.00%
CLOTHING OPERATIONAL	0	0	0	0	\$ -		\$ -	
EQUIPMENT REPAIRS/SERVICING	12,205	27,250	27,250	27,250	\$ -	0.00%	\$ -	-100.00%
LEASE PYMT CHURCH PARK LOT ²	57,434	58,583	58,583	58,583	\$ -	0.00%	\$ -	-100.00%
PARKING COLLECTION SERVICE	14,000	14,000	14,000	14,000	\$ -	0.00%	\$ -	-100.00%
PARKING TICKET SUPPLIES	4,528	5,000	5,000	5,000	\$ -	0.00%	\$ -	-100.00%
Expenses	88,167	104,833	104,833	104,833	\$ -	0.00%	\$ -	-100.00%
Total Parking Enforcement	\$ 111,466	\$ 218,977	\$ 218,977	\$ 189,833	\$ (29,144)	-13.31%	\$ (29,144)	-13.31%

Footnotes:

Personnel Services:

¹ Salaries Operational Staff for Parking Enforcement Officers

Expenses:

² Lease payment St. Pat's Lot

Police Department - Emergency Management

No budget changes from FY21 January budget

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

Footnotes:

Personnel Services:

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

Expenses:

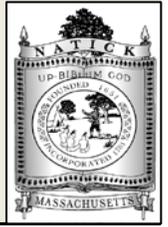
² Repairs/Maintenance Other - Fee for Rave community notification System; maintenance for radio system in EOC and operational equipment

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

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

⁵ Training required or recommended by the Department of Homeland Security

Fire Department



FY 2021 Operational Budget Request

Michael Lentini, Fire Chief

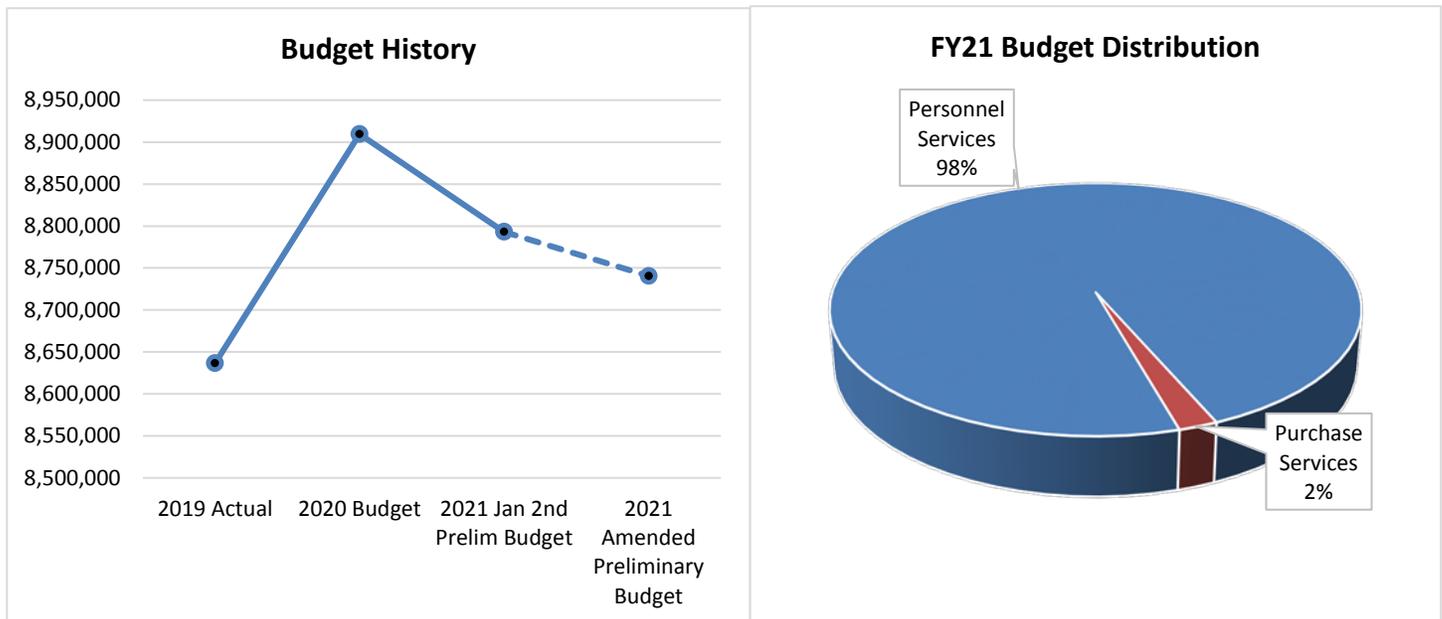
Mission:

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:

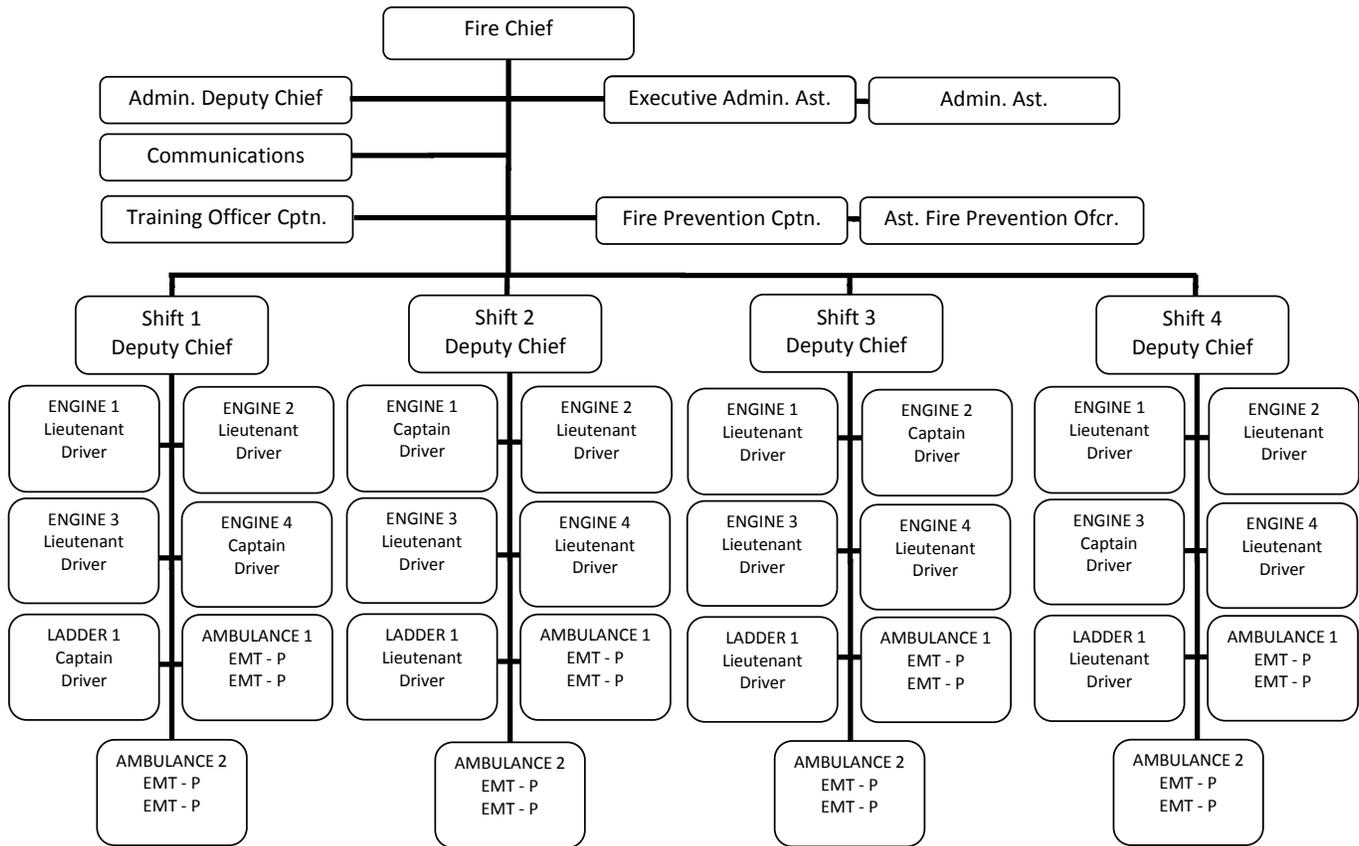
- New Initiative - Additional Firefighter/Paramedic (deferred funding to FY22)
- New Initiative - Medic Training Program (deferred funding to FY23)
- Contractually obligated assessment center costs included
- Funds for foam and hose
- Salary savings due to retirements
- **Budget Changes from January Preliminary:** Reduction from Preliminary FY21 budget of \$52,563 from laying off an Administrative Assistant.

Budget Summary -



Fire Department

Department - Organizational Summary

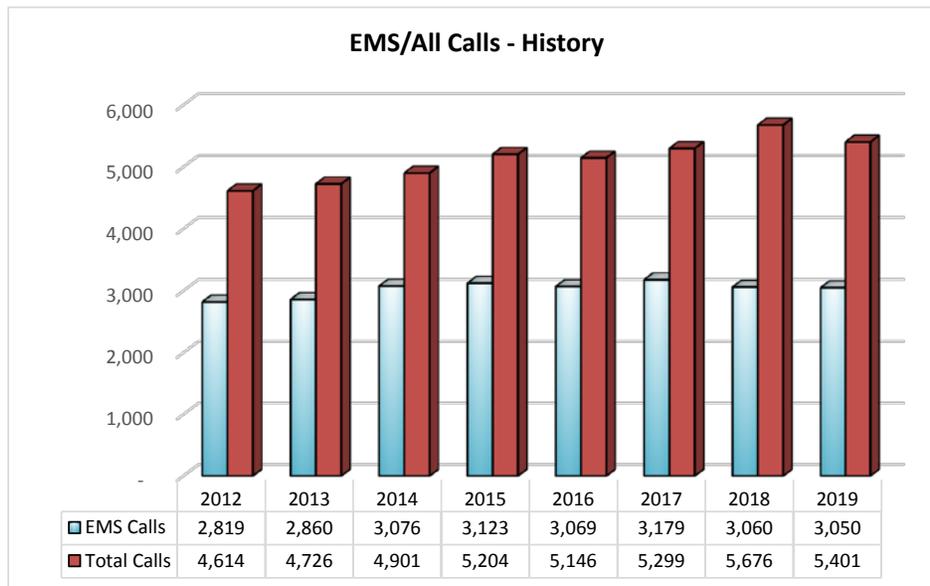


Total Staff - 88 FTEs

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	2019 Actual	2020 Budget	2021 Jan 2nd Prelim Budget	2021 Amended Preliminary Budget	FY20 Δ FY21 AP \$	FY20 Δ FY21AP %	FY21 JAN Δ FY21 AP \$	FY21 JAN Δ FY21 AP %
Salaries								
SALARIES MANAGEMENT	609,037	620,236	622,251	622,251	2,015	0.32%	0	0.00%
SALARIES SUPERVISORY	1,473,791	1,481,863	1,483,684	1,483,684	1,821	0.12%	0	0.00%
SALARIES OPERATIONAL STAFF	3,195,344	3,651,390	3,530,942	3,478,379	-173,011	-4.74%	-52,563	-1.49%
SALARIES TECHNICAL/PROFESSNL	296,879	302,064	300,911	300,911	-1,153	-0.38%	0	0.00%
SALARIES RESCUE TASK FORCE	10,447	24,000	24,000	24,000	0	0.00%	0	0.00%
SALARIES PER FLSA	75,440	45,000	45,000	45,000	0	0.00%	0	0.00%
SALARIES ADD'L COMP TECH/PROF	88,712	95,375	99,875	99,875	4,500	4.72%	0	0.00%
SALARIES ADD'L COMP MGMT	144,741	161,910	164,859	164,859	2,949	1.82%	0	0.00%
SALARIES ADDL COMP SUPERVISORY	476,099	478,840	489,588	489,588	10,748	2.24%	0	0.00%
SALARIES ADD'L COMP OPER	861,362	991,818	970,438	970,438	-21,380	-2.16%	0	0.00%
Total Salaries	7,231,853	7,852,496	7,731,548	7,678,985	-173,511	-2.21%	-52,563	-0.68%
Over Time								
SALARIES MGMT SHFT O/T	60,162	91,800	91,800	91,800	0	0.00%	0	0.00%
SALARIES T/P SHFT O/T	30,057	45,900	45,900	45,900	0	0.00%	0	0.00%
SALARIES SPVSRY SHFT O/T	314,937	220,000	220,000	220,000	0	0.00%	0	0.00%
SALARIES OPERATIONAL O/T	574,760	220,000	220,000	220,000	0	0.00%	0	0.00%
SALARIES OPER A/OTH OT	65,526	82,100	82,100	82,100	0	0.00%	0	0.00%
SALARIES SPVSRY A/OTH OT	41,497	40,625	40,625	40,625	0	0.00%	0	0.00%
SALARIES MGMT A/OTHER OT	19,367	25,500	25,500	25,500	0	0.00%	0	0.00%
SALARIES T/P A/OTH OT	8,585	15,300	15,300	15,300	0	0.00%	0	0.00%
Total Overtime	1,114,890	741,225	741,225	741,225	0	0.00%	0	0.00%
SALARIES-PUBLIC SAFETY EDUC	33,704	37,000	37,000	37,000	0	0.00%	0	0.00%
Total Personnel Services	8,380,446	8,630,721	8,509,773	8,457,210	-173,511	-2.01%	-52,563	-0.62%
Footnotes:								
¹ Personnel Services:								
Management - Chief and Deputy Chiefs;								
Supervisory - Captains and Lieutenants;								
Operational - Firefighters and Admin. Personnel;								
Tech/Professional - Training Officer, Fire Prevention and Superintendent of Communications								
Additional Compensation - Longevity pay, EMS, educational and holiday pay								
Regular Overtime - Full shift overtime to maintain daily staffing requirements.								
All Other Overtime - Out of grade, deferred vacations, storms, investigations and trainings.								

Fire Department									
Description	2019 Actual	2020 Budget	2021 Jan 2nd	2021 Preliminary	FY20 Δ FY21		FY20 Δ FY21		
			Prelim Budget	Budget	FY20 Δ FY21 \$	%	FY20 Δ FY21 \$	%	
PUBLIC SAFETY EDUCATION	5,958	6,000	6,000	6,000	0	0.00%	0	0.00%	
LAUNDRY EXPENSE	0	300	300	300	0	0.00%	0	0.00%	
TRAINING & EDUCATION	13,359	5,000	5,000	5,000	0	0.00%	0	0.00%	
DUES & MEMBERSHIPS	3,300	3,300	3,300	3,300	0	0.00%	0	0.00%	
EQUIPMENT REPAIRS/SERVICING	15,976	16,000	16,000	16,000	0	0.00%	0	0.00%	
FIRE APPARATUS REPAIRS/MAINT ²	5,338	7,000	7,000	7,000	0	0.00%	0	0.00%	
TELEPHONE	21,173	16,000	16,000	16,000	0	0.00%	0	0.00%	
PURCHASED SERVICES MISC	3,974	29,000	29,000	29,000	0	0.00%	0	0.00%	
Total Purchase Services	69,077	82,600	82,600	82,600	0	0.00%	0	0.00%	
SUPPLIES DIVING EQUIPMENT	2,351	8,000	8,000	8,000	0	0.00%	0	0.00%	
SUPPLIES AMBULANCE	59,686	60,000	60,000	60,000	0	0.00%	0	0.00%	
SUPPLIES FOAM & HOSE	25,806	26,000	32,000	32,000	6,000	23.08%	0	0.00%	
SUPPLIES PUBLIC SAFETY ³	32,138	30,000	30,000	30,000	0	0.00%	0	0.00%	
Operational Supplies	119,981	124,000	130,000	130,000	6,000	4.84%	0	0.00%	
OFFICE SUPPLIES	4,589	5,000	5,000	5,000	0	0.00%	0	0.00%	
COMPUTER SUPPLIES	227	1,000	1,000	1,000	0	0.00%	0	0.00%	
Other Supplies	4,816	6,000	6,000	6,000	0	0.00%	0	0.00%	
CLOTHING ALLOW MANAGEMENT	6,250	6,250	6,250	6,250	0	0.00%	0	0.00%	
CLOTHING ALLOW SUPERVISORY	15,500	16,275	16,275	16,275	0	0.00%	0	0.00%	
CLOTHING OPERATIONAL	37,700	40,600	39,150	39,150	-1,450	-3.57%	0	0.00%	
CLOTHING ALLOW TECH/PROF	3,000	3,000	3,000	3,000	0	0.00%	0	0.00%	
Uniform Allowance ⁴	62,450	66,125	64,675	64,675	-1,450	-2.19%	0	0.00%	
Total	8,636,770	8,909,446	8,793,048	8,740,485	-168,961	-1.90%	-52,563	-0.60%	

Footnotes:

Purchased Services:

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

Operational Supplies:

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

Uniform Allowance:

⁴ Uniform Allowance - Contractual stipend paid for uniform purchases.

Section V

Public Works

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Public Works



FY 2021 Operational Budget Request

Jeremy Marsette PE, Director of Public Works

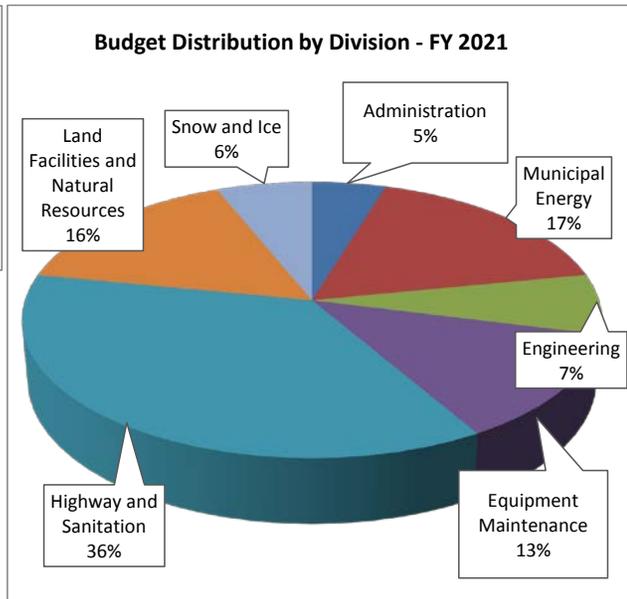
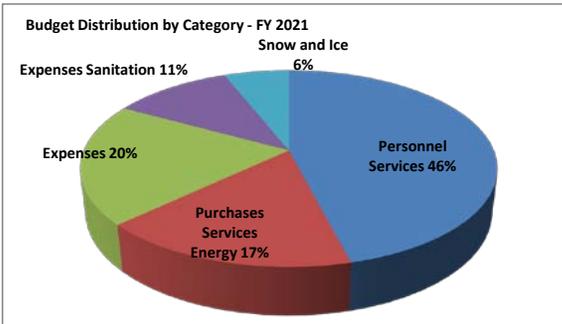
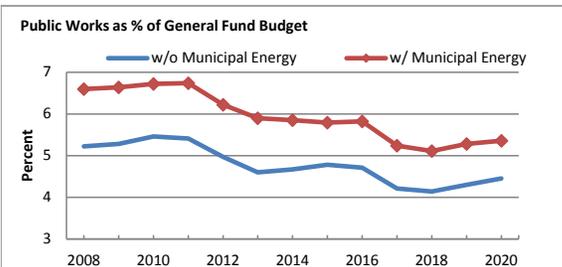
Mission:

- 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:

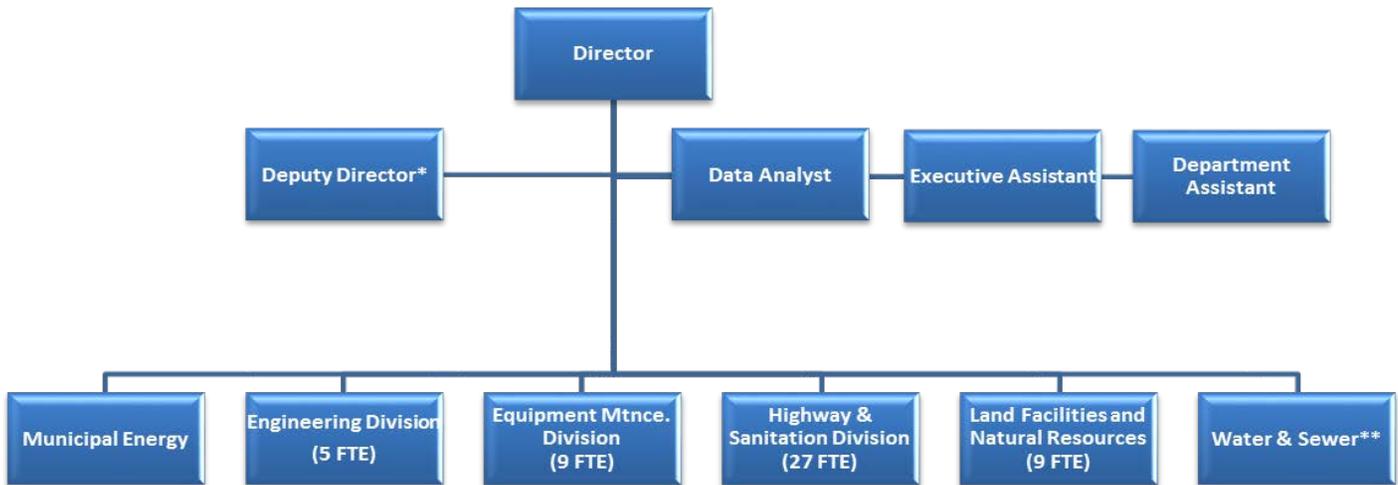
- Municipal Energy Budget stable with proposed 0.5% increase in expenses
 - Equipment Maintenance parts and supplies Budget Adjustment to Actuals and Cost Increases
 - Updated Tire Replacement Policy and Practice - Sanitation Trucks
 - Generator Maintenance Contract Scope and Pricing Changes
 - MS4 Stormwater 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 Changes from January Preliminary: Overall budget increase of \$117,655 with an increase to the waste disposal contract, and decreases to gas & diesel, as well as reducing hours for two clerical positions.

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	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
		Actual Expense	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
SALARIES MANAGEMENT	¹	140,632	141,556	144,387	144,387	2,831	2.00%	-	0.00%
SALARIES OPERATIONAL STAFF	²	169,915	173,249	175,489	150,644	(22,605)	-13.05%	(24,845)	-14.16%
SALARIES PART TIME OPERATIONAL	³	0	12,200	12,200	12,200	-	0.00%	-	0.00%
TEMP OPERATIONAL STAFF		0	10,815	10,815	10,815	-	0.00%	-	0.00%
SALARIES ADD'L COMP OPER		1,000	3,500	3,500	3,500	-	0.00%	-	0.00%
SALARIES PER (FLSA)	⁴	2,886	5,000	5,000	5,000	-	0.00%	-	0.00%
Personnel Services		314,433	346,320	351,391	326,546	(19,774)	-5.71%	(24,845)	-7.07%
Expenses									
EQUIPMENT REPAIRS/SERVICING			300	300	300	-	0.00%	-	0.00%
TELEPHONE		12,680	9,500	10,500	10,500	1,000	10.53%	-	0.00%
POSTAGE		1,325	1,020	1,200	1,200	180	17.65%	-	0.00%
PURCHASED SERVICES MISC	⁵	2,040	2,450	2,450	2,450	-	0.00%	-	0.00%
PRINTING/ADVERTISING		5,425	2,000	4,000	4,000	2,000	100.00%	-	0.00%
TRAINING & EDUCATION		6,157	25,500	25,500	25,500	-	0.00%	-	0.00%
COMPLIANCE INSP & TRAINING	⁶		12,750	12,750	12,750	-	0.00%	-	0.00%
LICENSES CDL & SPECIAL		8,767	225	225	225	-	0.00%	-	0.00%
OFFICE SUPPLIES		8,469	9,500	9,500	9,500	-	0.00%	-	0.00%
GIS SUPPLIES	⁷	8,715	9,430	9,430	9,430	-	0.00%	-	0.00%
PROTECTIVE CLOTHING			3,500	3,500	3,500	-	0.00%	-	0.00%
Expenses		53,578	76,175	79,355	79,355	3,180	4.17%	-	0.00%
Total Administration		368,011	422,495	430,746	405,901	-16,594	-3.93%	-24,845	-5.77%

Footnotes:

Salaries:

- ¹ Management - Salary for the Director of Public Works
- ² Operational - Salaries for the Executive Assistant, Department Assistant, and Data Analyst
- ³ Temporary Operational Staff - Salaries for part-time interns
- ⁴ Additional compensation for Department staff per Fair Labor Standards Act (FLSA) - Additional compensation for overtime to employees who have applicable stipends

Purchased Services:

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

Technical & Professional Services:

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

Supplies:

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

Budget updates - Cuts are reducing 8 hours for 2 clerical staff (\$24,845)

Public Works - Municipal Energy

Municipal Energy Division - Organizational Summary

Total Staff - 0 FTEs

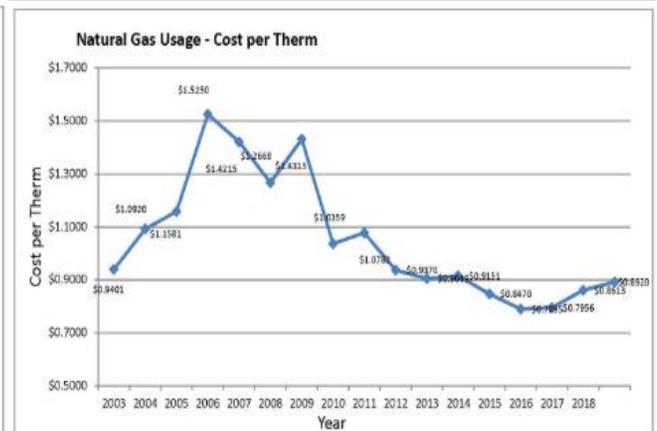
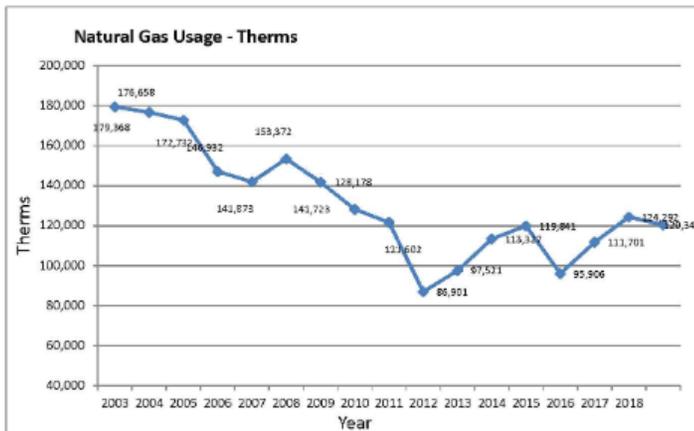
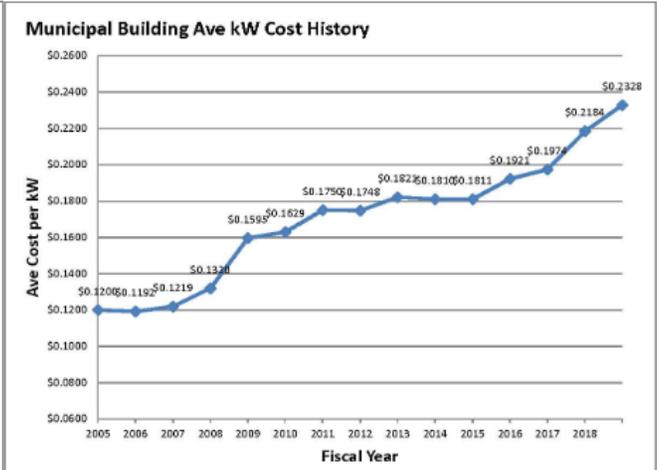
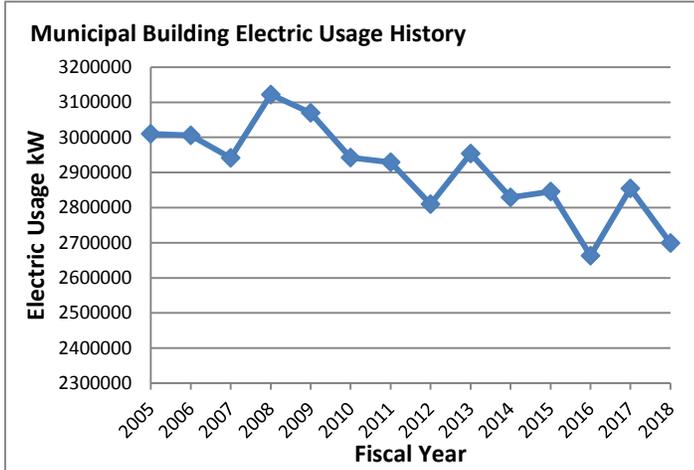
Notes

* 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*
Workload Indicators					
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	89,111	85,000	90,000

* Estimated	2017	2018	2019	2020*	2021*
Efficiency Indicators					
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



Public Works - Municipal Energy



Department: Line item budget

Description		2019	2020	2021	2021	2020 JAN vs. 2021 AP		2021 JAN vs. 2021 AP	
		Actual Expense	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
Street Lighting									
Street Lighting	¹	142,772	102,648	106,000	106,000	3,352	3.27%	0	0.00%
Contractual Services	²	123,220	91,190	95,500	95,500	4,310	4.73%	0	0.00%
Buildings									
Building Electricity	³	595,742	650,000	652,600	652,600	2,600	0.40%	0	0.00%
Building Fuel Oil & Natural Gas	⁴	136,031	146,000	146,000	146,000	0	0.00%	0	0.00%
Vehicles									
Gasoline	⁵	490,344	510,000	510,000	440,000	-70,000	-13.73%	-70,000	-13.73%
Total Purchased Services		1,488,109	1,499,838	1,510,100	1,440,100	-59,738	-3.98%	-70,000	-4.64%
Supplies									
Holiday Lighting	⁶	3,347	5,200	3,000	3,000	-2,200	-42.31%	0	0.00%
Supplies		3,347	5,200	3,000	3,000	-2,200	-42.31%	0	0.00%
Total Energy Expense		1,491,456	1,505,038	1,513,100	1,443,100	-61,938	-4.12%	-70,000	-4.63%

Footnotes:

Purchased Services:

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

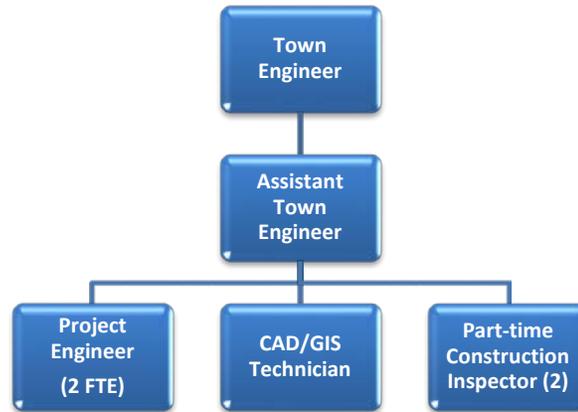
Supplies:

- ⁶ Holiday Lighting - Costs associated with holiday lighting.

Budget updates - Energy savings of an estimated \$70,000 due to reduced gas & diesel prices

Public Works - Engineering

Engineering Division - Organizational Summary



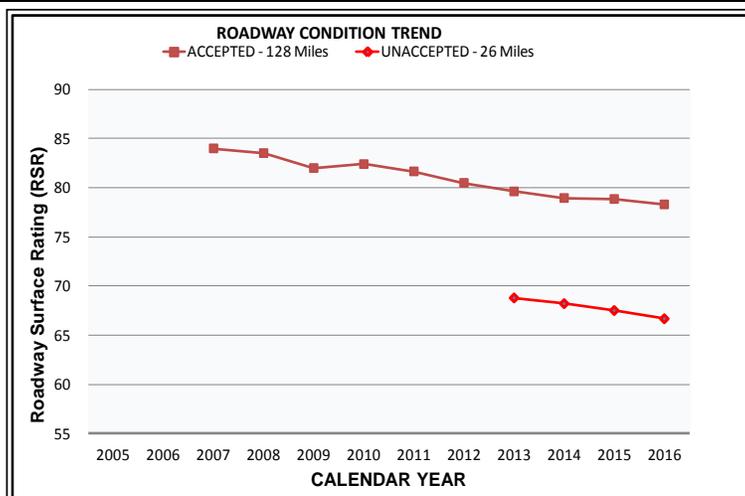
Total Division Staff - 5 FTEs (number per position in parentheses)

Notes

Engineering Division by the Numbers

	2017	2018	2019	2020*	2021*
Workload Indicators					
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

No budget changes from January budget

Description		2018	2019	2020	2021	2020 vs. 2021	
		Actual Expense	Actual Expense	Budget	Amended 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%
Personnel Services		416,518	432,921	576,169	572,704	-3,465	-0.60%
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%
Expenses		114,312	29,783	59,700	59,700	0	0.00%
Total Engineering		530,830	462,704	635,869	632,404	-3,465	-0.54%

Footnotes:

Salaries

¹ Supervisory - Salary for the Town Engineer

² Operational - Salaries for the Assistant Town Engineer, Project Engineer, and CAD/GIS Technician

³ Part-Time - Salaries for the part-time Co-Op Student and part-time Construction Inspectors

Purchased Services

⁴ Licenses CDL & Special - Massachusetts Professional Engineer license fees, yearly dues and memberships to various engineering organizations, and costs for misc. seminars and technical training.

⁵ Equipment Repairs/Servicing - Repair and yearly service contract costs for engineering plotters, copy machines, survey equipment, and misc. office equipment

Technical & Professional Services

⁶ Engineering Consultant - Costs for outside consulting services for preparing easement plans. Misc. engineering software training. Phase I inspections for the Charles River Dam and Jennings Pond Dam as required by the Department of Conservation and Recreation Office of Dam Safety. Preparation and recording costs associated with street acceptance plans and documents.

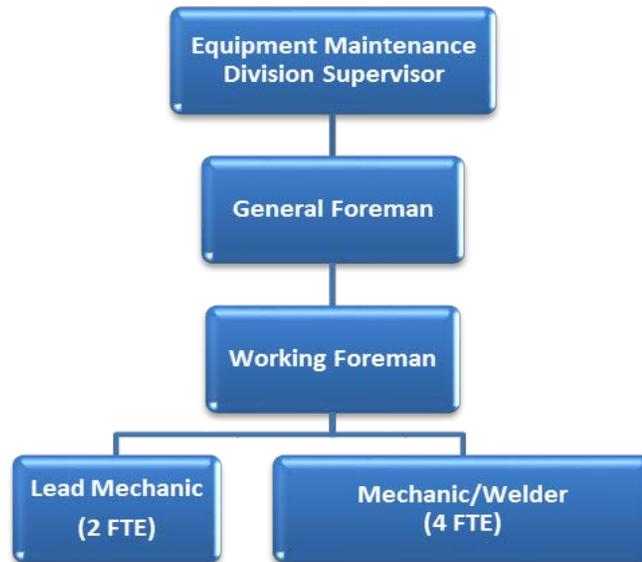
⁷ Storm Water Permit Compliance - Costs to implement and complete stated goals for MS4 Stormwater Permit. EPA unfunded mandate.

Other Supplies

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

Public Works - Equipment Maintenance

Equipment Maintenance Division - Organizational Summary



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

Notes

Equipment Maintenance Division by the Numbers

	2016	2017	2018	2019	2020*	2021*
Workload Indicators						
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

No budget changes from January budget

Description		2018	2019	2020	2021	2020 vs. 2021	
		Actual Expense	Actual Expense	Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	¹	89,305	93,649	107,205	106,796	(409)	-0.38%
SALARIES OPERATIONAL STAFF	²	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%
Personnel Services		497,886	531,429	613,578	632,332	18,754	3.06%
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	³	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	⁴	14,384	14,508	10,750	12,500	1,750	16.28%
GENERATOR MAINTENANCE	⁵	55,952	40,240	30,000	40,000	10,000	33.33%
SURPLUS EQU PURCHASE	⁶	2,224	2,161	5,000	5,000	-	0.00%
Expenses		502,267	584,664	436,700	500,750	64,050	14.67%
Total Equipment Maintenance		1,000,153	1,116,093	1,050,278	1,133,082	82,804	7.88%

Footnotes:

Salaries:

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

Supplies:

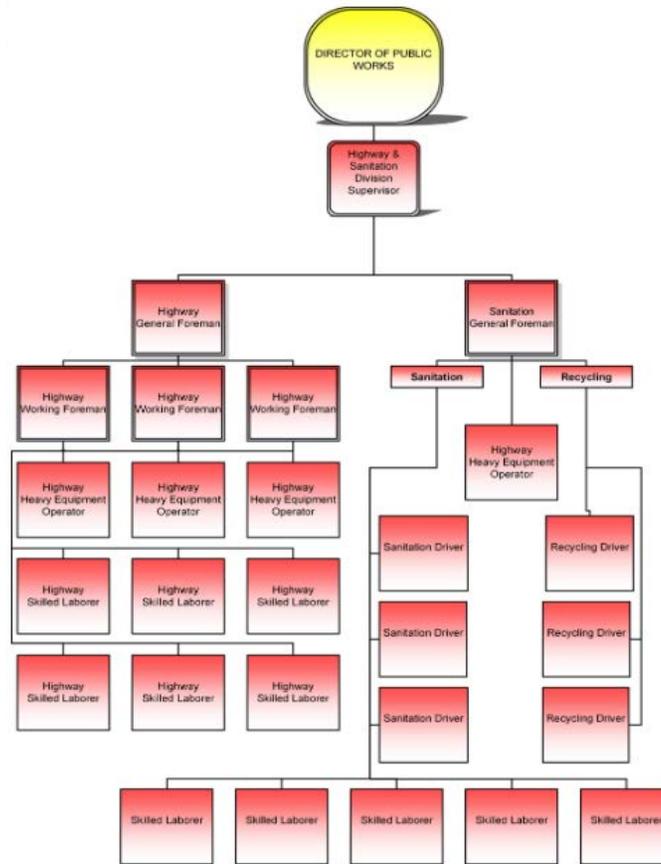
- ³ Clothing Operational - Tool allowance, seasonal safety clothing, safety boots per union contract
- ⁴ Shop Supplies - Shop tools, rags, small equipment, misc. supplies, and meeting registrations.
- ⁵ Generator Maintenance - Parts and services for repair and routine maintenance of stand-by electrical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

Other Capital Outlay:

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

Public Works - Highway & Sanitation

Highway & Sanitation Division - Organizational Summary



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

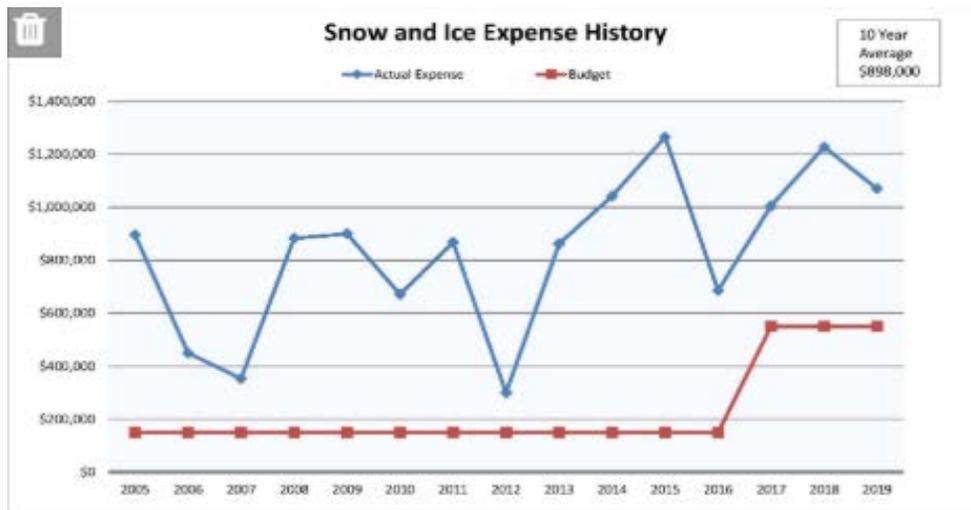
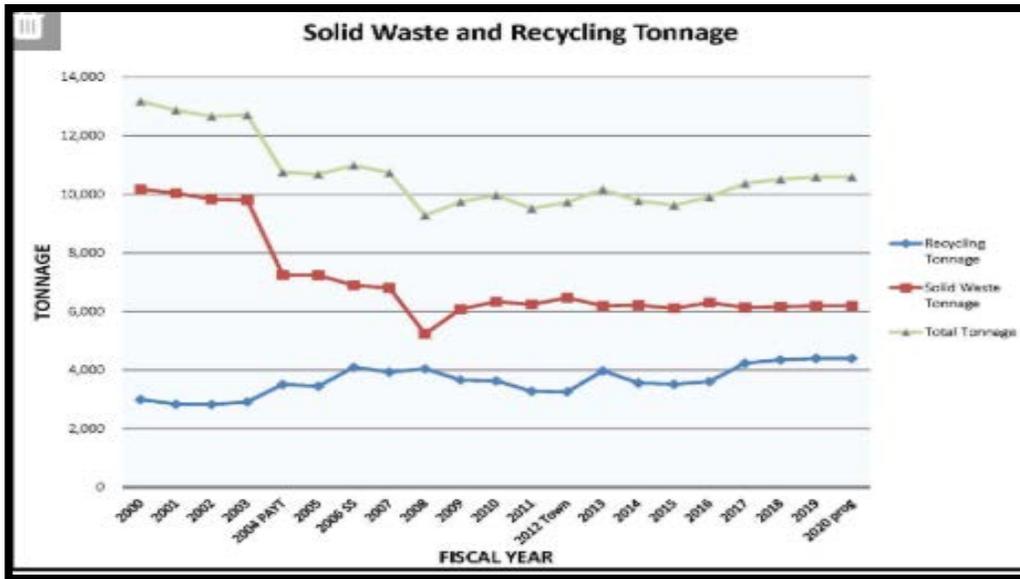
Notes

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

Highway & Sanitation Division by the Numbers

<i>Fiscal year</i>	2017	2018	2019	2020*	2021*
Workload Indicators					
Highway					
Total miles of accepted roadways	128	128	129	129	130
Total miles of sidewalk	138	140	140	140	140
Total miles of unaccepted roadways	26	26	25	25	24
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
Sanitation					
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
Snow & Ice Removal					
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
Sidewalk & Curb Repair					
Curbing (lf)	3,700	4,270	2,880	2,880	2,880
Sidewalks (lf)	9,306	865	-		
Street and Traffic Signs					
New	110	112	110	110	110
Repaired & replaced	273	305	310	310	310
Catch Basin & Manhole Repair					
			13	13	
Manholes	13	7	76	76	15
Catch basins	34	60	1	1	35
New structures	-	-	4	4	4
Line Painting					
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		2019	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
		Actual Expense	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
SALARIES SUPERVISORY	¹	107,780	109,936	110,359	110,359	423	0.38%	0	0.00%
SALARIES OPERATIONAL STAFF	²	1,301,843	1,424,165	1,402,672	1,402,672	-21,493	-1.51%	0	0.00%
SALARIES PART TIME OPERATIONAL	³	35,577	48,242	48,242	48,242	0	0.00%	0	0.00%
SALARIES OPERATIONAL O/T		204,897	172,237	177,404	177,404	5,167	3.00%	0	0.00%
SALARIES ADDL COMP SUPERVISORY		13,303	13,250	13,250	13,250	0	0.00%	0	0.00%
SALARIES ADD'L COMP OPER		17,862	16,599	16,500	16,500	-99	-0.60%	0	0.00%
Personnel Services		1,681,262	1,784,429	1,768,427	1,768,427	-16,002	-0.90%	0	0.00%
REPAIRS/MAINTENANCE OTHER	⁴	3,211	3,400	3,400	3,400	0	0.00%	0	0.00%
ENVIRON MONITORING ENGINEER	⁵	25,231	38,500	38,500	38,500	0	0.00%	0	0.00%
BRUSH GRINDING		12,500	12,500	12,500	12,500	0	0.00%	0	0.00%
TEST/DISPOSAL ST SWEEPINGS		10,335	100,000	30,000	30,000	-70,000	-70.00%	0	0.00%
PURCHASE OF SAND/GRAVEL		7,694	14,000	14,000	14,000	0	0.00%	0	0.00%
PURCHASED SERVICES MISC	⁶	55	2,500	2,500	2,500	0	0.00%	0	0.00%
PURCH SERV-CRACKED SEALING		0	40,000	40,000	40,000	0	0.00%	0	0.00%
LANDFILL CAP MAINTENANCE	⁷	1,500	6,500	6,500	6,500	0	0.00%	0	0.00%
GAS/FLARING STA MAINTENANCE	⁸	33,992	30,000	35,000	35,000	5,000	16.67%	0	0.00%
CONDENSATE DISPSL FLARING STA	⁹	2,343	3,500	3,500	3,500	0	0.00%	0	0.00%
Purchased Services		96,861	250,900	185,900	185,900	-65,000	-25.91%	0	0.00%

Footnotes:

Salaries:

¹ Supervisory - Supervisor of Highway and Sanitation

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

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

Purchased Services

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

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

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

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

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

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

Public Works - Highway & Sanitation

Description		2019	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
		Actual Expense	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
CLOTHING OPERATIONAL		8,750	9,200	9,200	9,200	0	0.00%	0	0.00%
LICENSES CDL & SPECIAL		699	1,150	1,150	1,150	0	0.00%	0	0.00%
TRAFFIC MARKS & SIGNS		59,120	98,000	98,000	98,000	0	0.00%	0	0.00%
PAY AS YOU THROW SUPPLIES		141,701	155,000	160,250	160,250	5,250	3.39%	0	0.00%
RECYCLING CENTER MAINT/SUPPLY	¹⁰	4,887	5,000	5,000	5,000	0	0.00%	0	0.00%
MAINTENANCE MATERIALS	¹¹	42,904	54,000	55,000	55,000	1,000	1.85%	0	0.00%
OFF STREET DRAINAGE	¹²	24,980	16,500	17,000	17,000	500	3.03%	0	0.00%
MATERIALS ROAD PAVING		0	200	0	0	-200	-100.00%	0	0.00%
CATCH BASIN CLEANING	¹³	2,990		70,000	70,000	70,000	0.00%	0	0.00%
COMPOST/RECYCLING BINS		20,267	13,000	15,000	15,000	2,000	15.38%	0	0.00%
OTHER SUPPLIES MISCELLANEOUS	¹⁴	8,124	8,300	8,300	8,300	0	0.00%	0	0.00%
Supplies		314,421	360,350	438,900	438,900	78,550	21.80%	0	0.00%
HOUSEHOLD HAZARDOUS WASTE	¹⁵	18,461	18,500	18,500	18,500	0	0.00%	0	0.00%
SNOW & ICE REMOVAL	¹⁶	1,069,437	550,000	550,000	550,000	0	0.00%	0	0.00%
TIPPING FEE YARD WASTE		19,482	26,000	26,000	26,000	0	0.00%	0	0.00%
TIPPING FEE SOLID WASTE	¹⁷	504,302	501,000	505,500	505,500	4,500	0.90%	0	0.00%
RECYCLING CURBSIDE	¹⁸	0	127,500	127,500	340,000	212,500	166.67%	212,500	166.67%
RECYCLING PUBLIC EDUCATION		0	3,500	3,500	3,500	0	0.00%	0	0.00%
TRASH HAULING TOLLS		3,944	4,100	5,500	5,500	1,400	34.15%	0	0.00%
STREET & SIDEWALK MAINTENANCE	¹⁹	156,063	570,000	175,000	175,000	-395,000	-69.30%	0	0.00%
Other Charges/Expenses		1,771,690	1,800,600	1,411,500	1,624,000	-176,600	-9.81%	212,500	15.05%
Total Highway, Sanitation, Recycling		3,864,233	4,196,279	3,804,727	4,017,227	-179,052	-4.27%	212,500	5.59%

Footnotes:

Supplies:

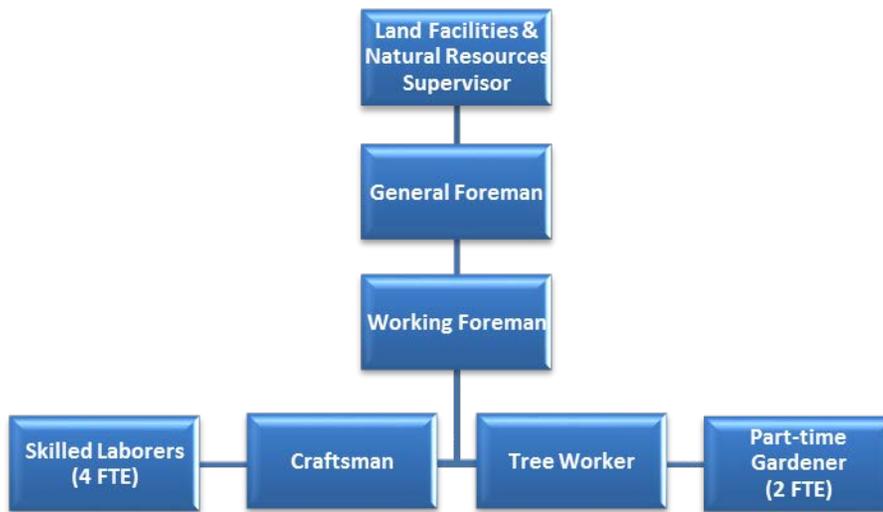
- ¹⁰ Recycling Center Maint/Supply - Supplies for operations at the West Street Recycle Center, including tarps for roll-off containers, spill containment items, cleaning supplies, etc.
- ¹¹ Maintenance Materials - Tools (saws, blowers, rollers, wheel barrows, shovels, etc.), safety equipment, cold patch,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

Other Charges/Expenses:

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

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*
Workload Indicators					
Land Facilities					
Number of fields & parks maintained	62	62	63	63	64
Total Acreage Maintained	212	212	212	212	232
Active Acres Maintained	165	165	165	165	173
Passive Acres Maintained	47	47	47	47	59
Acres Mowed by LFNR	22.5	22.5	41	41	45
Acres Mowed Via Contract	57.5	57.5	39	39	43
Synthetic Fields Maintained	2	2	2	2	3
Forestry					
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

No budget changes from January budget

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

Footnotes:

Salaries:

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

Supplies:

- ⁴ Field Maintenance Materials - Pellet lime, fertilizer, infield conditioner, infield mix, pesticides, contractual pesticides and herbicides applications, bark mulch, grass seed, loam, topdressing materials, fencing, etc.
- ⁵ Playground Materials - Resilient playground surfacing replacement and misc. supplies for repair.
- ⁶ Beach Maintenance Materials - Beach sand, turn boards, fence repairs, and repairs to the piers and playground equipment.
- ⁷ Planting Supplies - Replacement and supplemental landscape plantings and supplies (trees, flowers, etc.).
- ⁸ Irrig. Pump Test & Calibration - Lawn/field irrigation parts, tests, maintenance/upgrades, and contracted services.

Technical & Professional Services:

- ⁹ Tree Service Contract - Pruning and removal work done by outside contractors. This also includes poison ivy control for parks and school grounds. Various treatments for tree care and health.
- ¹⁰ Mowing Service Contract - Mowing of 16 sites covering 54 acres of grass and other grounds services performed by outside contractors. Also includes other various maintenance contracts.

Section VI

Health & Community Services

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.

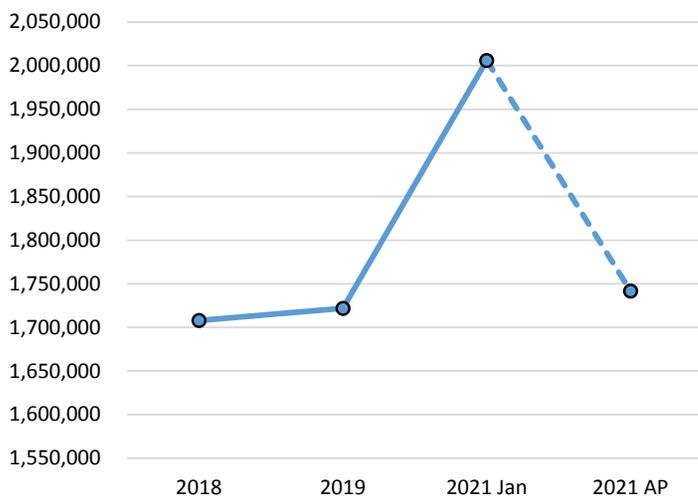
Additionally, we serve as stewards of Natick’s treasured places through responsible management of lands, parks and open spaces, and by strengthening community through engagement, education and the creation of opportunities to interact with one another.

Budget Highlights for FY 2021:

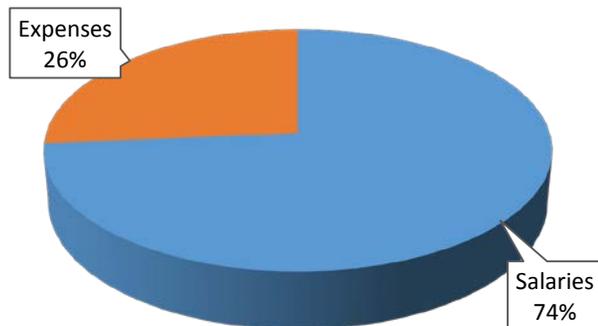
- Increased funding for wellness programming for seniors
- Consolidation of Human Services into the COA budget

Budget Changes from January Preliminary: Community Services Administration is reduced by \$231,499 this includes reducing the strategic partnerships position, laying off the Special Assistant, and Bookkeeper. Recreation & Parks budget is reduced by \$32,999 based on removing the new initiative for the part time teen center monitors and staff turnover savings due to a recent retirement.

Budget History

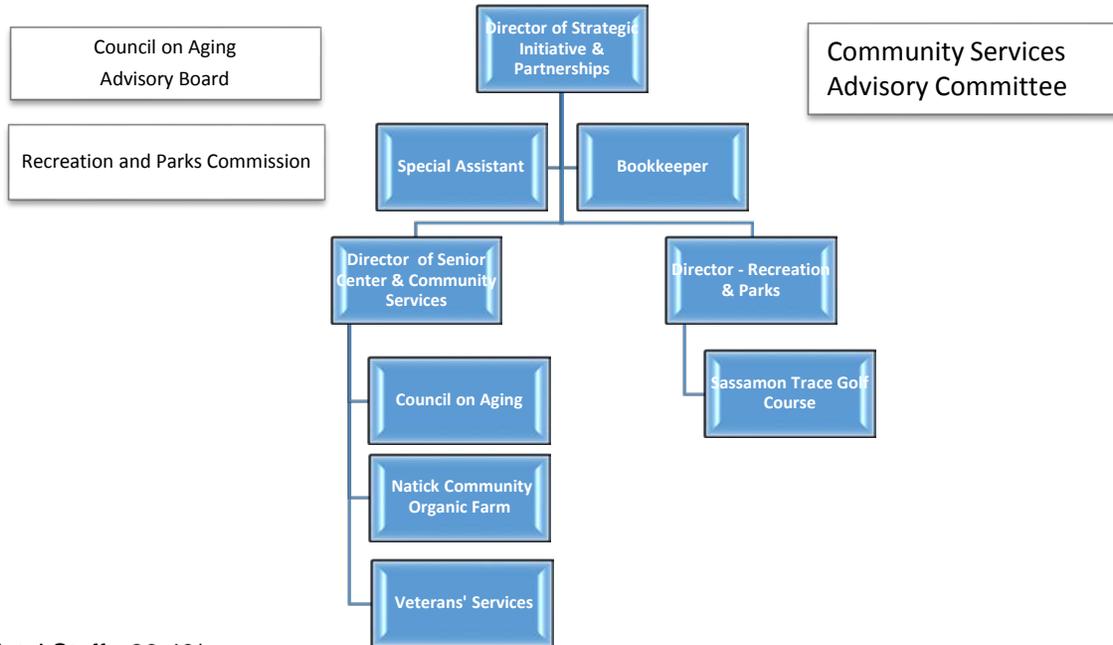


FY21 Budget Distribution



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

Community Services Department

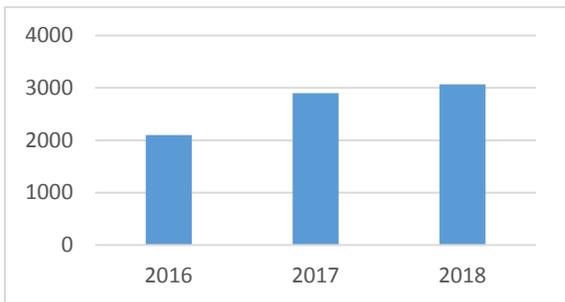


Total Staff - 26.43*

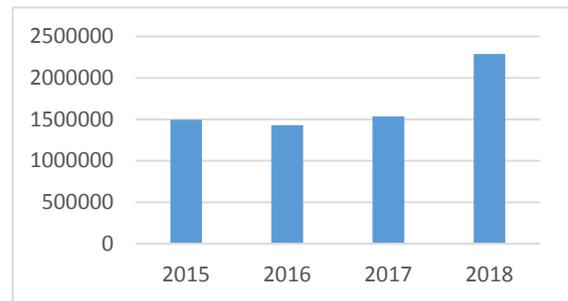
* Non GF Supported Positions ** Seasonal

Department by the Numbers

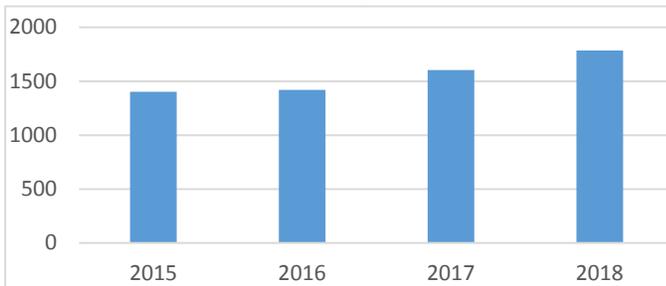
**Services to At-Risk Populations:
Individuals**



**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		2019 Actual	2020 Budget	2021		FY20 Δ FY21 AP \$	FY20 JAN Δ FY21 AP %	FY21 JAN Δ FY21 AP \$	FY21 JAN Δ FY21 AP %
				2021 Jan 2nd Prelim Budget	Amended Preliminary Budget				
MANAGEMENT SALARIES	¹	109,449	112,106	111,678	-	(112,106)	-100.00%	(111,678)	-100.00%
SALARIES OPERATIONAL STAFF	²	115,090	116,207	117,321	-	(116,207)	-100.00%	(117,321)	-100.00%
SALARIES OPERATIONAL-OTHER		2,500	2,500	2,500	-	(2,500)	-100.00%	(2,500)	-100.00%
Salaries		227,039	230,813	231,499	-	(230,813)	-100.00%	(231,499)	-100.00%
TRAVEL		354	1,200	1,200	1,200	-	0.00%	-	0.00%
SECURITY MONITORING ALARMS		479	500	500	500	-	0.00%	-	0.00%
FACILITY REPAIRS/MAINTENANCE	³	3,000	3,000	3,000	3,000	-	0.00%	-	0.00%
EQUIPMENT REPAIRS/SERVICING	⁴	-	1,500	1,500	1,500	-	0.00%	-	0.00%
TELEPHONE		1,956	600	1,434	1,434	834	139.00%	-	0.00%
POSTAGE		9,000	9,000	10,000	10,000	1,000	11.11%	-	0.00%
COPY/MAIL CENTER FEES	⁵	2,500	2,500	2,500	2,500	-	0.00%	-	0.00%
TRAINING & EDUCATION	⁶	2,809	2,500	2,500	2,500	-	0.00%	-	0.00%
CITIZEN'S LEADERSHIP ACADEMY	⁷	3,996	5,000	5,000	5,000	-	0.00%	-	0.00%
PHOTOCOPY SUPPLIES	⁸	24,000	24,000	35,600	35,600	11,600	48.33%	-	0.00%
COMPUTER SUPPLIES		19	200	200	200	-	0.00%	-	0.00%
OFFICE SUPPLIES		259	300	300	300	-	0.00%	-	0.00%
Expenses		48,373	50,300	63,734	63,734	13,434	26.71%	-	0.00%
Total		\$ 275,413	\$ 281,113	\$ 295,233	\$ 63,734	(217,379)	-77.33%	(231,499)	-78.41%

Footnotes:

Personnel:

¹ Management - Director of Strategic Initiatives & Partnerships - position unfunded in FY21; duties distributed to various departments

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

Purchased Services:

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

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

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

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

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

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

Technical/ Professional Services:

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

Community Services Department - Council on Aging

No Change from January to June budget

Description		2019 Actual	2020 Budget	2021	2021	FY21 JAN Δ FY21 AP \$	FY21 JAN Δ FY21 AP %
				2021 Jan 2nd Prelim Budget	Amended Preliminary Budget		
SALARIES MANAGEMENT	¹	79,034	80,011	100,385	100,385	-	0.00%
SALARIES OPERATIONAL STAFF	²	198,503	243,896	243,872	243,872	-	0.00%
SALARIES TECH/PROF	³			137,237	137,237	-	0.00%
Salaries		277,537	323,907	481,494	481,494	-	0.00%
EQUIPMENT REPAIRS/SERVICING	³	3,288	3,000	3,000	3,000	-	0.00%
TRAVEL IN/OUT STATE	⁴	4,756	5,000	6,000	6,000	-	0.00%
TELEPHONE	⁵	2,128	1,800	2,535	2,535	-	0.00%
DUES & MEMBERSHIPS	⁶	2,517	2,370	2,500	2,500	-	0.00%
POSTAGE	⁷	1,116	750	15,750	15,750	-	0.00%
COPY/MAIL CENTER FEES		6,340	3,850	4,000	4,000	-	0.00%
PURCHASED SERVICES MISC	⁸	300	300	300	300	-	0.00%
WELLNESS PROGRAMS	⁹	10,841	11,700	13,200	13,200	-	0.00%
OFFICE SUPPLIES		4,477	5,900	6,700	6,700	-	0.00%
COMPUTER SUPPLIES		732	2,000	3,000	3,000	-	0.00%
DISPOSABLE GOOD SUPPLIES		2,619	2,349	2,350	2,350	-	0.00%
PRINTING		0	0	0	0	-	0.00%
TRANSPORTATION PROGRAM	¹⁰	10,856	12,000	13,300	13,300	-	0.00%
CONTRACT SERVICES COUNSELING	¹¹			5,000	5,000	-	0.00%
Expenses		49,970	51,019	77,635	77,635	-	0.00%
Total Council on Aging		\$ 327,506	\$ 374,926	\$ 559,129	\$ 559,129	-	0.00%

Personnel Services:

¹ Management - COA Director

² Operational - Support staff costs

³ Tech/Prof - Human Services staff costs (staffing costs previously held in Human Services account)

Purchased Services:

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

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

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

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

⁷ Postage - Annual cost of COA general business postage, Sentinel Newsletter

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

⁹ Wellness Program - Health and wellness programming for seniors

Supplies:

¹⁰ Office Supplies - general items to support COA staff

¹¹ Computer Supplies - toner, ink cartridges, keyboards, adaptors

¹² Disposable Good Supplies - disposable goods to support the center & programs

Other Charges/Expenses:

¹³ Transportation Program - Provides taxi coupon vouchers to elders whose transportation needs cannot be met through existing options,& provides mileage reimbursement to drivers who bring seniors to medical appts.

Community Services Department - Natick Community Organic Farm

No Change from January to June budget

Description		2019 Actual	2020 Budget	2021 Jan 2nd Prelim Budget	2021	FY21 JAN Δ FY21 AP \$	FY21 JAN Δ FY21 AP %
					Amended Preliminary Budget		
SALARIES SUPERVISORY	¹	32,650	71,597	72,215	72,215	-	0.00%
SALARIES TECHNICAL/PROFESSNL	²	142,558	107,470	108,398	108,398	-	0.00%
Total Farm Expense		175,208	179,067	180,613	180,613	-	0.00%

Footnotes:

Personnel Services:

¹ Management - Farm Director

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

Community Services Department - Recreation & Parks

Description	2019 Actual	2020 Budget	2021 Amended		FY20 ΔFY21 AP \$	FY20 Δ FY21 AP %	FY21 JAN Δ FY21 AP \$	FY21 JAN Δ FY21 AP %
			2021 Jan 2nd Prelim Budget	Preliminary Budget				
SALARIES MANAGEMENT	81,741	91,851	93,102	93,102	1,251	1.36%	-	0.00%
SALARIES SUPERVISORY	82,131	82,681	84,013	84,013	1,332	1.61%	-	0.00%
SALARIES OPERATIONAL STAFF	113,991	68,853	95,363	64,864	(3,989)	-5.79%	(30,499)	-31.98%
SALARIES TECHNICAL/PROFESSNL	121,123	171,405	179,310	179,310	7,905	4.61%	-	0.00%
SALARIES ADD'L COMP OPER	2,500	2,500	2,500	0	(2,500)	-100.00%	(2,500)	-100.00%
SALARIES OPERATIONAL O/T	2,488	2,250	2,250	2,250	-	0.00%	-	0.00%
Salaries	403,973	419,540	456,538	423,539	3,999	0.95%	(32,999)	-7.23%
FACILITY REPAIRS/MAINTENANCE	1,534	3,071	4,500	4,500	1,429	46.53%	-	0.00%
EQUIPMENT REPAIRS/SERVICING	3,693	2,300	2,300	2,300	-	0.00%	-	0.00%
TRAVEL IN/OUT STATE	3,653	3,900	3,900	3,900	-	0.00%	-	0.00%
TELEPHONE	6,697	6,000	6,800	6,800	800	13.33%	-	0.00%
TRAINING & EDUCATION	3,461	8,000	8,000	8,000	-	0.00%	-	0.00%
DUES & MEMBERSHIPS	2,968	2,535	4,035	4,035	1,500	59.17%	-	0.00%
PHOTOCOPYING	3,735	3,750	3,750	3,750	-	0.00%	-	0.00%
CUSTODIAL FEES SCHOOL	2,402	3,330	3,330	3,330	-	0.00%	-	0.00%
TREATMENT DUG POND	29,240	18,145	18,145	18,145	-	0.00%	-	0.00%
SPECIAL NEEDS	5,429	6,000	6,000	6,000	-	0.00%	-	0.00%
SUPPLIES FOR PROGRAMS	4,475	7,400	8,600	8,600	1,200	16.22%	-	0.00%
OFFICE SUPPLIES	5,578	6,600	6,600	6,600	-	0.00%	-	0.00%
Expenses	72,864	71,031	75,960	75,960	4,929	6.94%	-	0.00%
Total for Recreation & Parks	\$ 476,838	\$ 490,571	\$ 532,498	\$ 499,499	8,928	1.82%	(32,999)	-6.20%

Footnotes:

¹ Personnel Services:

Management - Recreation Director
 Supervisory - Assistant Recreation Director
 Operational - Office Administrator and a part-time Receptionist (new initiative for PT Teen Center Mentors unfunded)
 Technical & Professional - Program Director, Special Needs Coordinator & Teen Center Coordinator
 Additional Compensation - Longevity for the Operational Staff

Purchased Services:

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

Technical / Professional Services:

⁷ School Custodian Charges - This account pays for a portion of the custodial costs incurred for the "rehearsal week hours" for the two Natick Drama Workshop Productions.
⁸ Dug Pond Treatment - This account funds the annual testing and treatment of Dug Pond with an alum treatment that is provided by an annual contract. The annual testing at Pegan Brook inlet to Dug Pond as requested by Natick DPW is also included in this line item.
⁹ Special Needs - This fund helps to cover materials and supply costs for special needs programming.

Community Services Department - Veterans

No Change from January to June budget

Description		2019 Actual	2020 Budget	2021 Jan	2021	FY21 JAN Δ	FY21 JAN Δ
				2nd Prelim Budget	Amended Preliminary Budget		
SALARIES MANAGEMENT	¹	72,069	72,554	73,722	73,722	-	0.00%
SALARIES OPERATIONAL STAFF	²	56,045	55,342	56,234	56,234	-	0.00%
SALARIES ADD'L COMP OPER		0	1,125	1,500	1,500	-	0.00%
Salaries		128,114	129,021	131,456	131,456	-	0.00%
RENTAL OF FACILITIES		600	600	600	600	-	0.00%
TRAVEL	³	1,929	2,640	2,640	2,640	-	0.00%
TELEPHONE		955	1,424	1,000	1,000	-	0.00%
DUES & MEMBERSHIPS		356	500	500	500	-	0.00%
POSTAGE		688	1,200	1,200	1,200	-	0.00%
PURCHASED SERVICES MISC		225	225	225	225	-	0.00%
CARE OF GRAVES		2,304	2,402	2,402	2,402	-	0.00%
OFFICE SUPPLIES		1,041	2,042	2,042	2,042	-	0.00%
VETERAN CASH ALLOWANCES*	⁴	84,356	139,311	100,000	100,000	-	0.00%
VETERAN HOSP/MEDICAL/DENTAL*	⁵	91,338	173,990	173,990	173,990	-	0.00%
VETERAN FOOD/CLOTHING/FUEL	⁶	550	550	1,000	1,000	-	0.00%
VETERAN TRANSPORTATION		500	500	500	500	-	0.00%
VETERANS ALL OTHER		1,425	1,430	1,430	1,430	-	0.00%
VETERANS DAY PROGRAMS	⁷	2,625	3,500	4,500	4,500	-	0.00%
MEMORIAL DAY PROGRAMS	⁸	14,152	15,000	15,000	15,000	-	0.00%
Expenses		203,044	345,314	307,029	307,029	-	0.00%
Total Veteran's Services		\$ 331,158	\$ 474,335	\$ 438,485	\$ 438,485	-	0.00%

Footnotes:

Personnel Services:

¹ Management - Director of Veterans' Services

² Operational - Executive Assistant

Purchased Services:

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

Other Expenses/Charges:

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

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

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

Health Department



FY 2021 Operational Budget Request

James M. White, Director

Board: Ian L. Wong, MSPH, Chairman

Mission:

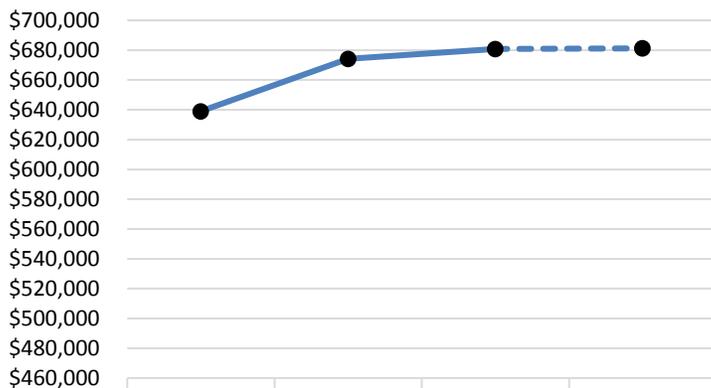
The Natick Health Department is empowered by state statute with protecting and promoting the health, safety and well-being of our residents, visitors and the environment. This is accomplished by providing inspectional services, code enforcement, clinical wellness and immunization programs, communicable 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 Changes from January Preliminary:** Decrease of \$10,150 in prevention and outreach services will be funded through grant accounts. The increase of \$10,546 in salaries management are strategic partnership duties allocated to the BOH Director.

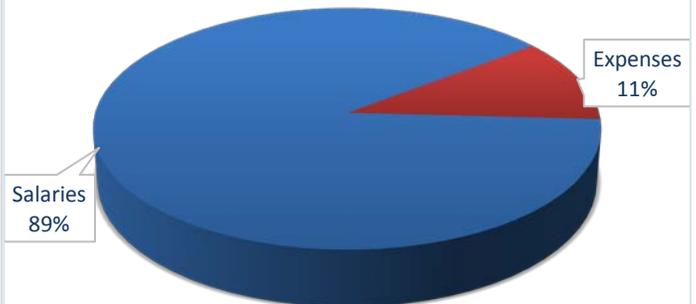
Budget Summary

Budget History



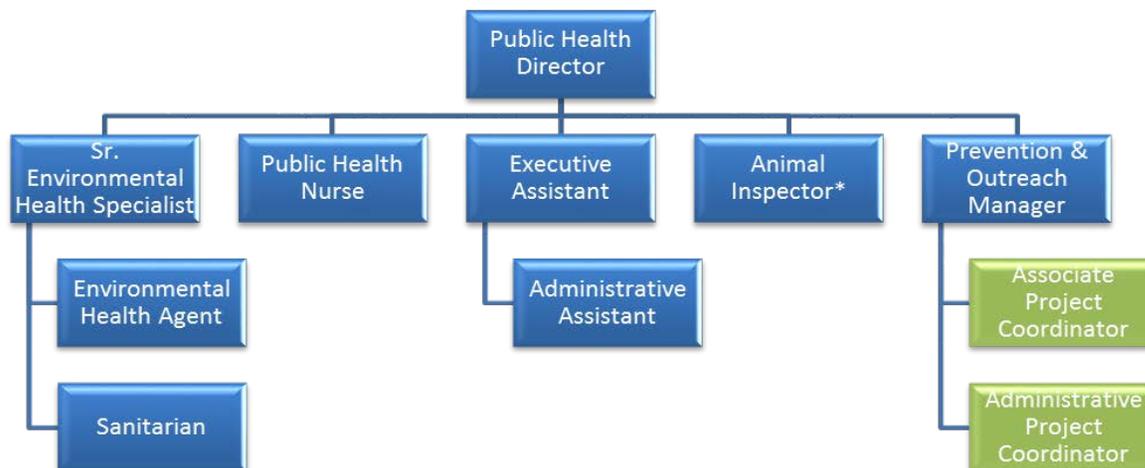
Actual Expense	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget
2019	2020	2021	2021

Budget Distribution FY21



Board of Health

Department - Organizational Summary

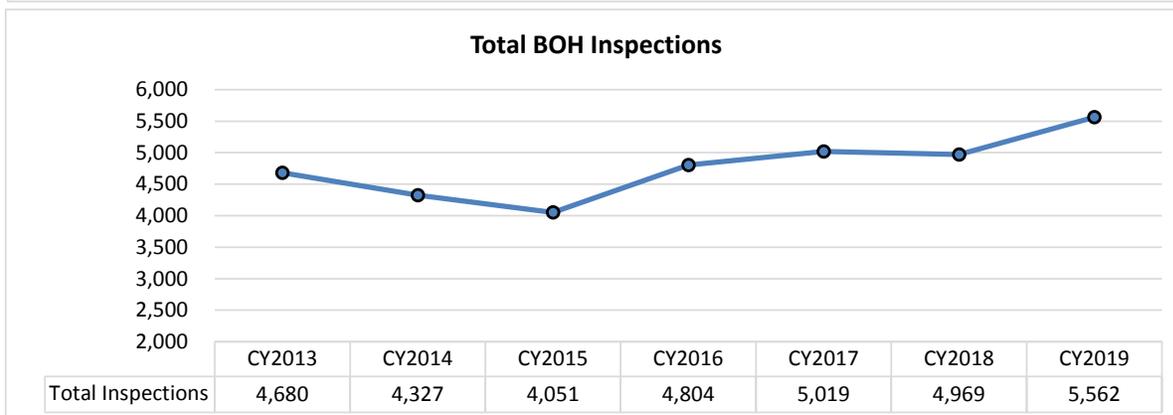
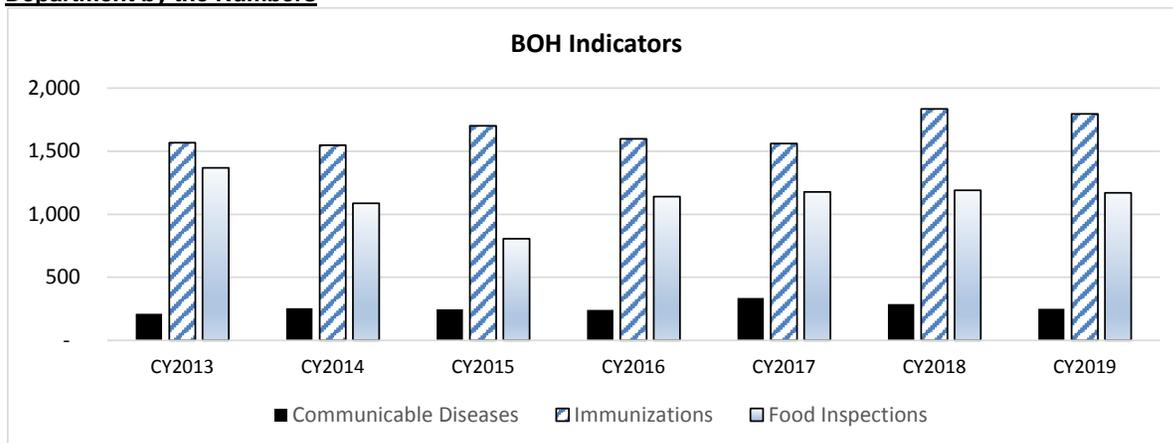


Total Staff - 7 FTEs (number per position in parentheses) - Staff in green are grant funded

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

		2019	2020	2021	2021	2020 - 2021 AP		2021 JAN - 2021 AP	
		Actual Expense	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
Salaries Management	¹	\$ 112,399	\$ 113,113	\$ 114,935	\$ 125,481	\$ 12,368	10.93%	\$ 10,546	9.18%
Salaries Operational Staff	²	\$ 103,496	\$ 109,416	\$ 109,350	\$ 109,350	\$ (66)	-0.06%	\$ -	0.00%
Salaries Technical & Professional	³	\$ 352,999	\$ 354,106	\$ 358,927	\$ 358,927	\$ 4,821	1.36%	\$ -	0.00%
Salaries Add'l Comp Operational	⁴	\$ 750	\$ 1,125	\$ 1,125	\$ 1,125	\$ -	0.00%	\$ -	0.00%
Salaries Temp Tech/Prof Staff	⁵	\$ 6,250	\$ 7,494	\$ 7,486	\$ 7,486	\$ (8)	-0.11%	\$ -	0.00%
Salaries Part Time Operational	⁶	\$ 1,521	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.00%	\$ -	0.00%
Salaries		\$ 577,415	\$ 587,254	\$ 593,823	\$ 604,369	\$ 17,115	2.91%	\$ 10,546	1.78%

COPY/MAIL CENTER FEES		\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
DUES & MEMBERSHIPS		\$ 1,528	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.00%	\$ -	0.00%
EQUIPMENT REPAIRS/SERVICING		\$ 292	\$ 700	\$ 700	\$ 700	\$ -	0.00%	\$ -	0.00%
FOOD CONSULTANTS		\$ 10,492	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.00%	\$ -	0.00%
OFFICE SUPPLIES		\$ 2,928	\$ 3,100	\$ 3,100	\$ 3,100	\$ -	0.00%	\$ -	0.00%
PURCHASED SERVICES MISC		\$ 570	\$ 500	\$ 500	\$ 500	\$ -	0.00%	\$ -	0.00%
PRINTING/ADVERTISING		\$ 501	\$ 500	\$ 500	\$ 500	\$ -	0.00%	\$ -	0.00%
SUPPLIES CLINIC		\$ 6,752	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.00%	\$ -	0.00%
SUPPLIES COMMUNICABLE		\$ 1,234	\$ 1,250	\$ 1,250	\$ 1,250	\$ -	0.00%	\$ -	0.00%
SUPPLIES ENVIRONMENTAL		\$ 4,397	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.00%	\$ -	0.00%
SUPPLIES LABORATORY		\$ 1,150	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.00%	\$ -	0.00%
TELEPHONE	⁷	\$ 3,876	\$ 3,800	\$ 3,800	\$ 3,800	\$ -	0.00%	\$ -	0.00%
TRAVEL		\$ 1,320	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.00%	\$ -	0.00%
PREVENTION OUTREACH EXPENSES	⁸	\$ 12,522	\$ 34,150	\$ 34,150	\$ 24,000	\$ (10,150)	-29.72%	\$ (10,150)	-29.72%
HOUSEHOLD HAZARDOUS WASTE	⁹	\$ 14,068	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.00%	\$ -	0.00%
Expenses		\$ 61,629	\$ 87,000	\$ 87,000	\$ 76,850	\$ (10,150)	-11.67%	\$ (10,150)	-11.67%

Total Department		\$ 639,044	\$ 674,254	\$ 680,823	\$ 681,219	\$ 6,965	1.03%	\$ 396	0.06%
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Footnotes:

Salaries:

¹ Management - Salary for the Director of Public Health & strategic partnership duties

² Operational - 1 Administrative Assistant and 1 Executive Assistant

³ Technical Professional Staff - Senior Environmental Health Specialist, Sanitarian, Environmental Health Agent, Public Health Nurse, Substance Prevention and Outreach Program Manager.

⁴ Additional Comp. Operational - Longevity for operational staff

⁵ Temporary Tech/Prof. includes additional compensation for an Animal Inspector

⁶ Part Time Operational - Stipend for Secretary to the Board

Expenses:

⁷ Telephone - Cell phone expenses

⁸ Prevention and Outreach Expenses - decrease by \$10,150 will be funded through grants

⁹ 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

Jonathan Freedman - Chairman, Board of Selectmen

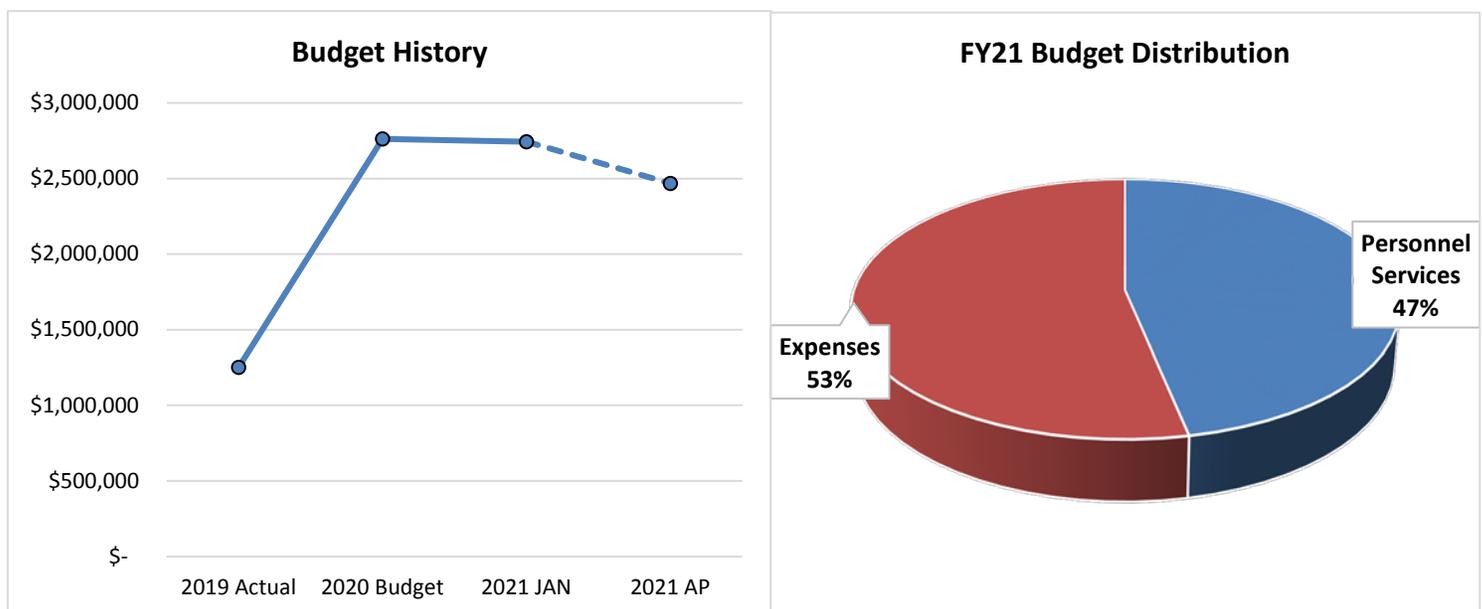
Mission:

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:

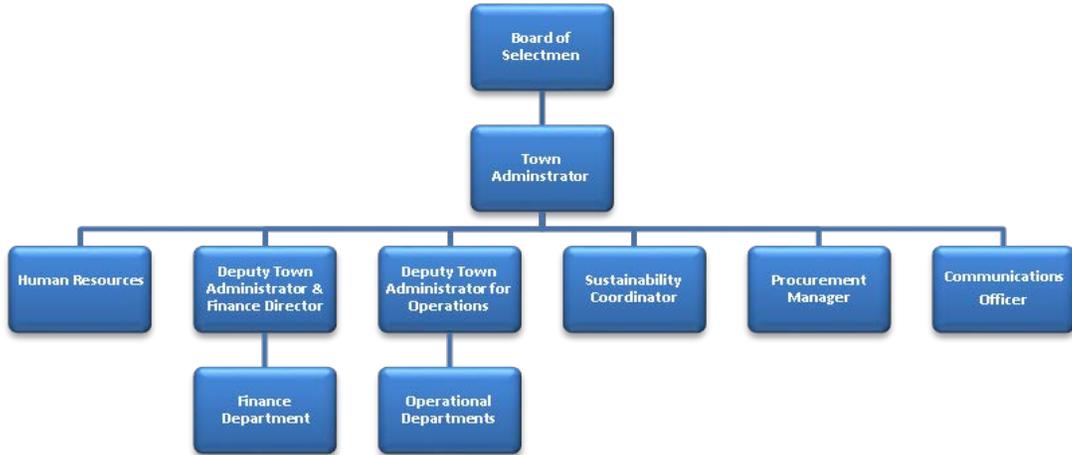
- New Initiative - Redevelopment Authority (unfunded in FY21)
- \$858,987 for CBAs
- **Budget Changes from January Preliminary:** Overall decrease in the budget of \$276,359. Salaries Management is increasing by \$14,214 for additional strategic partnership duties. This also includes the Town Administrator taking a pay cut of \$5,000 for FY21. The \$90,000 increase is a transfer of a position that was in the IT budget for the Communications Officer. Increase of \$10,440 based on hiring an Executive Assistant at a higher rate. Additionally, the CBA Settlement line was decreased by \$241,013 to cover the police superiors and dispatcher contracts. Lastly 50,000 has been allocated for a 311 type system to improve communication and correspondence with residents.

Budget Summary -



Board of Selectmen & Town Administrator

Department - Organizational Summary



Total Staff - 11.25 FTEs (number per position in parentheses)

Board of Selectmen & Town Administrator



Department: Line item budget

		2019	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
		Actual	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
SALARIES MANAGEMENT		577,405	611,367	602,272	616,486	5,119	0.84%	14,214	2.36%
SALARIES SUPERVISORY		65,377	65,802	66,862	66,862	1,060	1.61%	-	0.00%
SALARIES OPERATIONAL STAFF		144,569	182,191	186,837	287,277	105,086	57.68%	100,440	53.76%
SALARIES TECHNICAL/ PROFESSNL		148,780	169,947	173,110	173,110	3,163	1.86%	-	0.00%
SALARIES PART TIME OPERATIONAL		-	10,000	10,000	10,000	-	0.00%	-	0.00%
SALARIES - OUTREACH MANAGER		-	-	-	-	-	0.00%	-	0.00%
Personnel Services	¹	\$ 936,132	\$ 1,039,307	\$ 1,039,081	\$ 1,153,735	\$ 114,428	11.01%	\$ 114,654	11.03%
COPY/MAIL CENTER FEES	²	57,966	65,000	62,000	62,000	(3,000)	-4.62%	-	0.00%
DUES & MEMBERSHIPS	³	11,773	13,000	13,000	13,000	-	0.00%	-	0.00%
TELEPHONE		3,067	5,600	5,400	5,400	(200)	-3.57%	-	0.00%
TRAINING & EDUCATION	⁴	24,892	39,000	39,000	39,000	-	0.00%	-	0.00%
INSTATE TRAVEL & MEETINGS	⁵	367	3,200	4,500	4,500	1,300	40.63%	-	0.00%
TRAVEL IN/OUT STATE	⁶	1,140	10,000	10,000	10,000	-	0.00%	-	0.00%
ANNUAL AUDIT	⁷	82,000	90,000	90,000	90,000	-	0.00%	-	0.00%
CONSULTANT PARKING GARAGE		-	-	-	-	-	-	-	0.00%
GASB AUDIT REQUIREMENTS	⁸	-	10,000	10,000	10,000	-	0.00%	-	0.00%
Communication System		-	-	-	50,000	50,000	-	50,000	-
CONSULTANT ASSISTANCE		2,716	3,500	2,500	2,500	(1,000)	-28.57%	-	0.00%
SURVEYS	⁹	-	-	-	-	-	-	-	-
PREAMBULATION OF BOUNDS	¹⁰	-	250	250	250	-	0.00%	-	0.00%
OIL TANK REMEDIATION TN TNKS		10,754	17,500	15,000	15,000	(2,500)	-14.29%	-	0.00%
PRINTING/ADVERTISING	¹¹	2,384	9,000	9,150	9,150	150	1.67%	-	0.00%
FURNITURE		-	15,000	20,000	20,000	5,000	33.33%	-	0.00%
OFFICE SUPPLIES		6,657	11,000	11,000	11,000	-	0.00%	-	0.00%
SUPPLIES - TOWN ADMINISTRATOR		1,649	5,000	5,000	5,000	-	0.00%	-	0.00%
NATICK CENTER REVITALIZATION	¹²	80,000	80,000	80,000	80,000	-	0.00%	-	0.00%
METROWEST REG COLLABORATIVE	¹³	10,126	13,000	13,000	13,000	-	0.00%	-	0.00%
SELECTMEN CBA SETTLEMENTS		-	1,317,419	1,100,000	858,987	(458,432)	-34.80%	(241,013)	-21.91%
PREVENTION OUTREACH EXPENSES		13,427	-	-	-	-	-	-	-
RECRUITMENT & HIRING		6,107	15,000	15,000	15,000	-	0.00%	-	0.00%
CAMP ARROWHEAD		-	-	-	-	-	-	-	-
REDEVELOPMENT CONSULTING		-	-	200,000	-	-	-	(200,000)	-
Expenses		\$ 315,025	\$ 1,722,469	\$ 1,704,800	\$ 1,313,787	\$ (408,682)	-23.73%	\$ (391,013)	-22.94%
Total Department		\$ 1,251,157	\$ 2,761,776	\$ 2,743,881	\$ 2,467,522	\$ (294,254)	-10.65%	\$ (276,359)	-10.07%

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

² Covers copying and postage for all Town Departments

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

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

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

⁶ Travel for all Town Departments

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

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

⁹ Resident and consumer surveys for the Town.

¹⁰ Required visual inspection of the Town's boundaries.

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

¹² Natick Center Associates

¹³ Annual dues for the MRC a community development non-profit corporation.

Personnel Board



FY 2021 Operational Budget Request

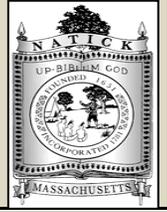
Appropriation Summary

	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%
Total Personnel Board	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0%

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%
Total Town Report	\$ 3,377	\$ 7,502	\$ 4,100	\$ 4,100	\$ 4,100	\$ -	0.0%

Line-Item Detail:

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



Town of Natick

Department: Legal

Appropriation Summary: No change from the original January Budget

	2018 Actual	2019 Actual	2020 Budgeted	2021 Preliminary	2020 vs. 2021	
					\$ (+/-)	% (+/-)
Operating Expenses						
Expenses	\$ 312,922	\$ 335,648	\$ 512,100	\$ 400,000	\$ (112,100)	-21.89%
Total Expenses	\$ 312,922	\$ 335,648	\$ 512,100	\$ 400,000	\$ (112,100)	-21.89%
Total Legal Services	\$ 312,922	\$ 335,648	\$ 512,100	\$ 400,000	\$ (112,100)	-21.89%

Budget Overview:

I. Main Purpose of the Department

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

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

II. Services Provided

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

III. Significant Proposed Projects for the Upcoming Fiscal Year

The Town is continuing labor negotiations



Department:

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	2019	2020	2021	2021	2020 vs. 2021	
	Actual	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)
Legal Services - Appellate Tax	\$ 220	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.00%
Legal Services - Labor	\$ 113,038	\$ 125,000	\$ 125,000	\$ 125,000	\$ -	0.00%
Communication Telephone	\$ 43	\$ 100	\$ 100	\$ 100	\$ -	0.00%
Legal Services - Retainer	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ -	0.00%
Legal Services - Litigation	\$ 87,136	\$ 230,000	\$ 117,900	\$ 117,900	\$ (112,100)	-48.74%
Legal Services - ZBA Decisions	\$ 15,700	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.00%
Legal Services - Cable	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.00%
Legal Services - Affordable Housing	\$ -	\$ -	\$ -	\$ -	\$ -	
Legal Services - Tax Titles	\$ -	\$ -	\$ -	\$ -	\$ -	
Law Updates/Books	\$ 4,510	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	0.00%
Judgments - Damage Claims	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.00%
Judgments - Litigation	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.00%
Expenses	\$ 335,648	\$ 512,100	\$ 400,000	\$ 400,000	\$ (112,100)	-21.89%
Total Legal	\$ 335,648	\$ 512,100	\$	\$ 400,000	\$ (112,100)	-21.89%

Line-Item Detail:

Tech & Prof. Services

- Legal Services - Retainer Set Cost of Attorney Fees for Karys 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

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.

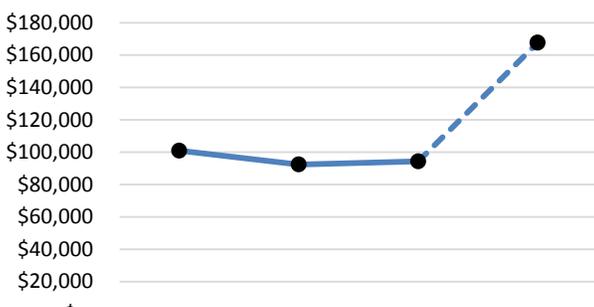
The Finance Department includes Finance Administration, the Comptroller, the Assessors, and the Treasurer/Collector.

Budget Highlights for FY 2021:

- Salary for the Assistant Finance Director with additional strategic partnership duties, and the addition of the Executive Assistant to the Finance Director. This position provides centralized administrative support services to multiple departments including bill pay and payroll, while also taking on projects to support the Finance Department.
- ClearGov costs are covered by the IT budget
- **Budget Changes from January Preliminary:** Addition of an Executive Assistant to the Finance Director and inclusion of strategic partnership duties for the Assistant Finance Director \$73,410. The Executive Assistant will handle the centralized administrative and financial duties for several town departments as well as provide financial project support to the Deputy Town Administrator / Finance Director.

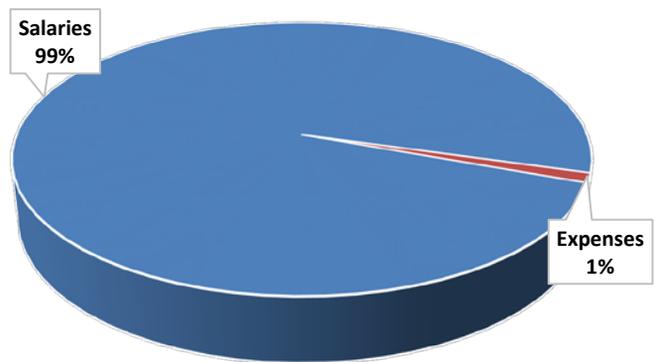
Budget Summary

Budget History



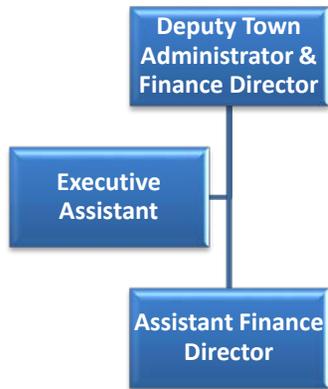
Year	Actual Expense	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget
2019	\$100,000			
2020		\$90,000		
2021			\$95,000	
2021				\$170,000

Budget Distribution FY21



Finance Administration

Department - Organizational Summary

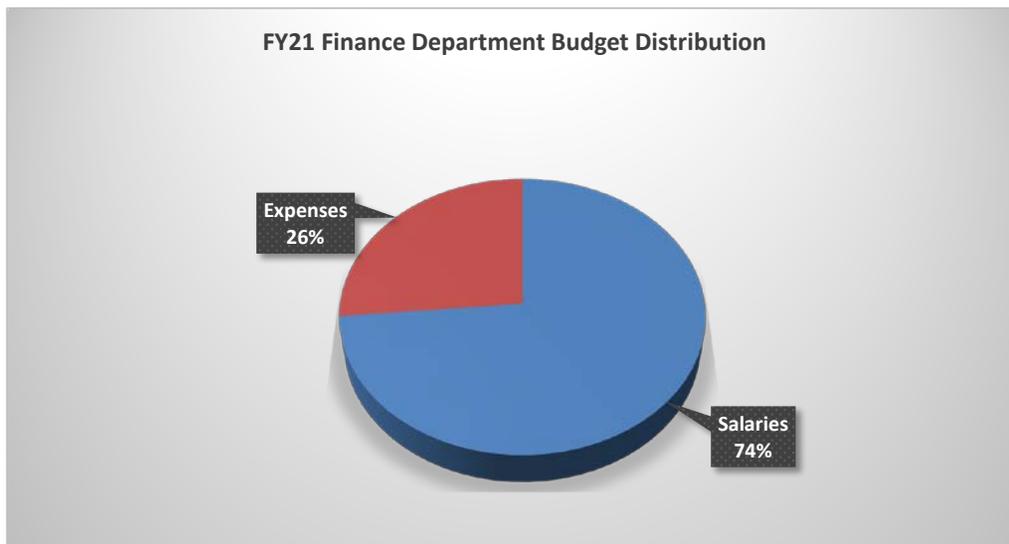


Total Staff - 2 FTE

Notes

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

	2018	2019	2020	2021	2021	2020 vs. 2021 AP	
	Actual Expense	Actual Expense	Revised Budget	January Budget	Amended Preliminary	\$ (+/-)	% (+/-)
Salaries	1,066,521	1,007,268	1,169,945	1,114,571	1,175,117	5,172	0.44%
Expenses	396,101	271,911	422,330	422,330	422,330	-	0.00%
Total	1,462,622	1,279,179	1,592,275	1,536,901	1,597,447	5,172	0.32%



Finance Administration



Department: Line item budget

	2019 Actual Expense	2020 Budget	2021 Jan 2nd Prelim Budget	2021 Amended Preliminary Budget	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
					\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
Salaries Operational Staff	\$ 91,350	\$ 90,516	\$ 92,425	\$ 165,835	\$ 75,319	83.21%	\$ 73,410	79.43%
Salaries	\$ 91,350	\$ 90,516	\$ 92,425	\$ 165,835	\$ 75,319	83.21%	\$ 73,410	79.43%
TRAVEL IN/OUT STATE	\$ 17	\$ 300	\$ 300	\$ 300	\$ -	0.00%	\$ -	0.00%
DUES & SUBSCRIPTIONS		\$ 400	\$ 400	\$ 400	\$ -	0.00%	\$ -	0.00%
TRAINING & EDUCATION	\$ 294	\$ 650	\$ 650	\$ 650	\$ -	0.00%	\$ -	0.00%
CONSULTANT SERVICES	\$ 9,250	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
OFFICE SUPPLIES	\$ -	\$ 550	\$ 550	\$ 550	\$ -	0.00%	\$ -	0.00%
Expenses	\$ 9,561	\$ 1,900	\$ 1,900	\$ 1,900	\$ -	0.00%	\$ -	0.00%

Total Department	\$ 100,911	\$ 92,416	\$ 94,325	\$ 167,735	\$ 75,319	77.83%	\$ 73,410	77.83%
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Footnotes:

Salaries:

¹ Operational - Salary for the Assistant Finance Director with strategic partnership duties, and the Executive Assistant to the Deputy Town Administrator & Finance Director

Purchased Services:

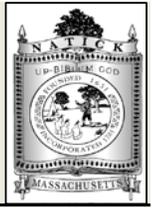
² Travel - Annual conference for the Accountants/Auditors which is held at UMASS

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

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

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

Comptroller



FY 2021 Operational Budget Request

Arti Mehta, Comptroller

Mission:

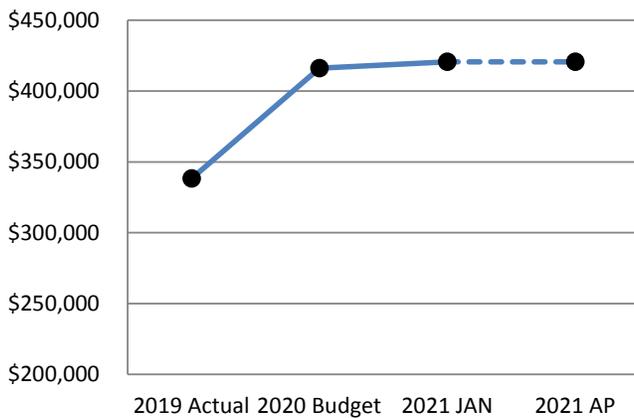
The mission of the Comptroller's office is to safeguard the financial assets of the Town through the use of sound professional accounting practices and internal controls; to ensure that the financial integrity of the Town is preserved and protected; to report on the accounts of Town Departments, Commissions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

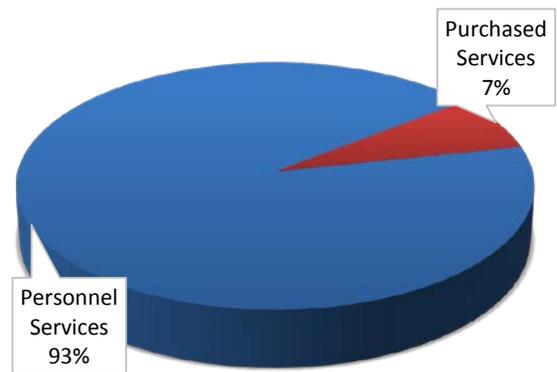
Level funded operating expenses
Munis conversion to improve reporting & posting of revenues
Budget Changes from January Preliminary: None

Budget Summary

Budget History

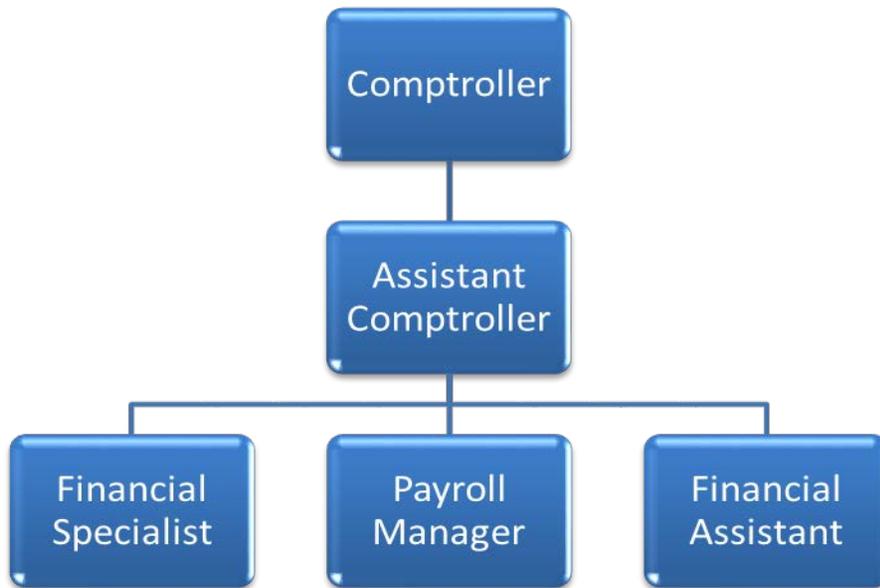


Budget Distribution FY21



Comptroller

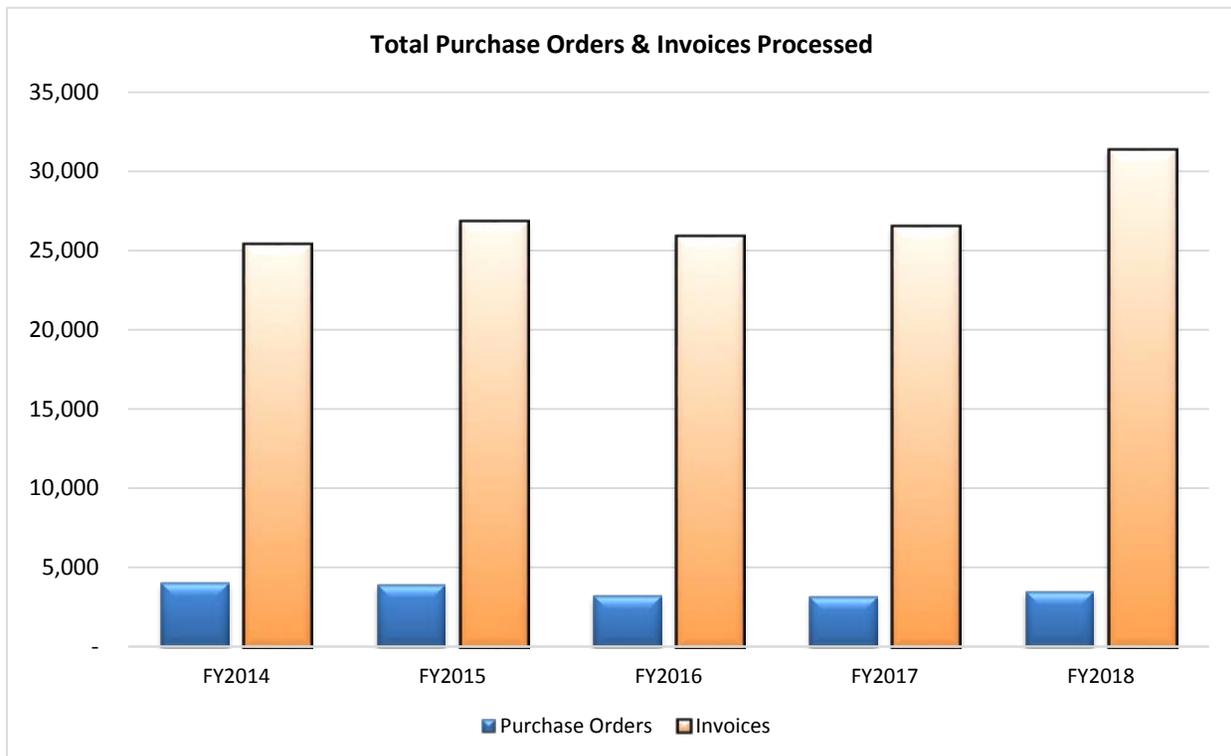
Department - Organizational Summary



Total Staff - 4.5 FTEs

Notes

Department by the Numbers



Comptroller



Department: Line item budget

Description		2019	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
		Actual	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
Management Salary	¹	\$ 116,615	\$ 117,396	\$ 118,995	\$ 118,995	\$ 1,599	1.36%	\$ -	0.00%
Supervisory Salary	²	\$ 59,914	\$ 76,000	\$ 76,794	\$ 76,794	\$ 794	1.04%	\$ -	0.00%
Operational Staff	³	\$ 146,212	\$ 191,159	\$ 193,194	\$ 193,194	\$ 2,035	1.06%	\$ -	0.00%
Operational Staff OT		\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.00%	\$ -	0.00%
Salaries		\$ 322,742	\$ 385,555	\$ 389,983	\$ 389,983	\$ 4,428	1.15%	\$ -	0.00%
CONSULTANT SERVICES	⁴	\$ 8,455	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.00%	\$ -	0.00%
TRAVEL	⁵	\$ -	\$ 500	\$ 500	\$ 500	\$ -	0.00%	\$ -	0.00%
TRAINING & EDUCATION	⁶	\$ 768	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.00%	\$ -	0.00%
DUES & MEMBERSHIPS	⁷	\$ 215	\$ 750	\$ 750	\$ 750	\$ -	0.00%	\$ -	0.00%
TELEPHONE		\$ 1,020	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.00%	\$ -	0.00%
COPY CENTER SUPPLIES		\$ 404	\$ 2,850	\$ 2,850	\$ 2,850	\$ -	0.00%	\$ -	0.00%
OFFICE SUPPLIES		\$ 4,568	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.00%	\$ -	0.00%
Expenses		\$ 15,430	\$ 30,600	\$ 30,600	\$ 30,600	\$ -	0.00%	\$ -	0.00%
Total Department		\$ 338,172	\$ 416,155	\$ 420,583	\$ 420,583	\$ 4,428	1.06%	\$ -	0.00%

Footnotes:

Personnel Services:

¹ Management - Comptroller

² Supervisory - Assistant Comptroller

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

Purchased Services:

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

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

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

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

Collector/Treasurer



FY 2021 Operational Budget Request

Debbie Jo Sherman, Collector/Treasurer

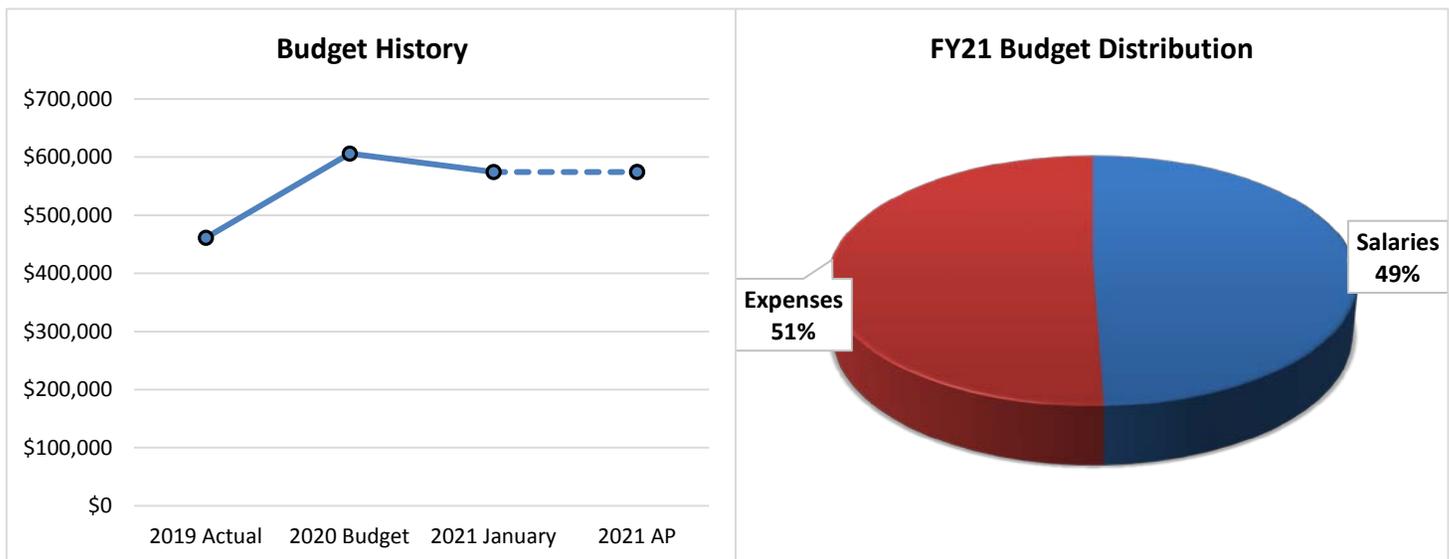
Mission:

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 Changes from January Preliminary:** None

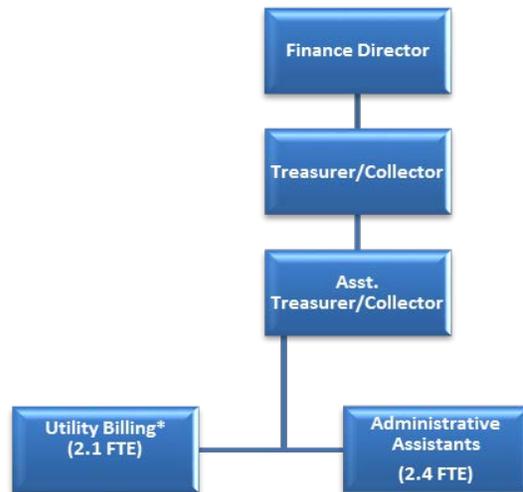
Budget Summary:



Note: Graphs *do not* include Utility Billing expenses

Collector/Treasurer

Department - Organizational Summary

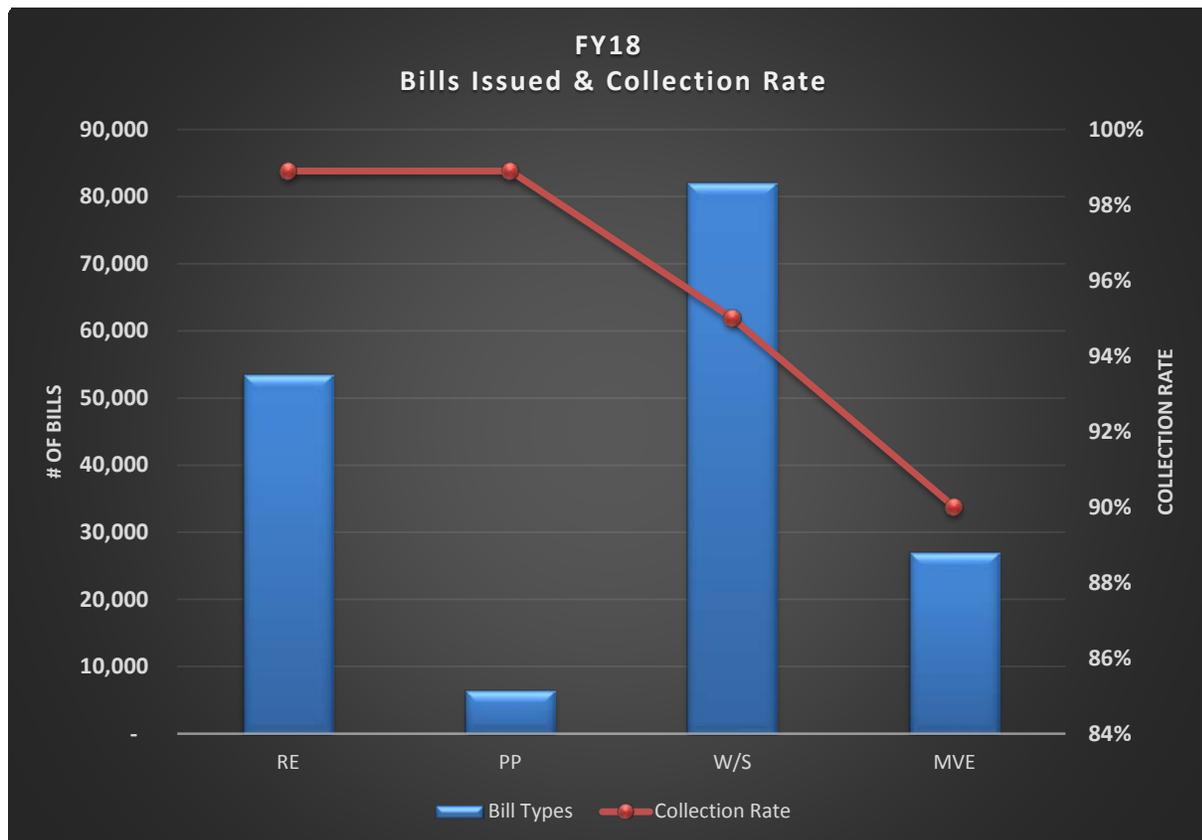


Total Staff - 4.4 FTEs General Fund, and 2.1 FTEs Water Enterprise Fund

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		2019	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
		Actual	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
SALARIES MANAGEMENT	¹	41,338	106,916	102,894	102,894	\$ (4,022)	-3.76%	\$ -	0.00%
SALARIES SUPERVISORY	²	86,889	92,279	61,435	61,435	\$ (30,844)	-33.42%	\$ -	0.00%
SALARIES OPERATIONAL STAFF	³	85,149	91,656	94,750	94,750	\$ 3,094	3.38%	\$ -	0.00%
SALARIES PART TIME OPERATIONAL	⁴	37,547	17,372	17,372	17,372	\$ -	0.00%	\$ -	0.00%
SALARIES ADD'L COMP OPER		-	-			\$ -	0.00%	\$ -	0.00%
SALARIES OPERATIONAL O/T	⁵	632	7,500	7,500	7,500	\$ -	0.00%	\$ -	0.00%
Salaries		251,554	315,723	283,951	283,951	\$ (31,772)	-10.06%	\$ -	0.00%
EQUIPMENT REPAIRS/SERVICING		777	11,250	11,250	11,250	\$ -	0.00%	\$ -	0.00%
TAX TITLE/FORECLOSURE		850	20,000	20,000	20,000	\$ -	0.00%	\$ -	0.00%
TRAVEL	⁶	122	1,250	1,250	1,250	\$ -	0.00%	\$ -	0.00%
TELEPHONE		260	1,330	1,330	1,330	\$ -	0.00%	\$ -	0.00%
TRAINING & EDUCATION	⁷	1,667	6,500	6,500	6,500	\$ -	0.00%	\$ -	0.00%
POSTAGE		78,953	86,500	86,500	86,500	\$ -	0.00%	\$ -	0.00%
COLLECTION ACTIVITIES		523	3,500	3,500	3,500	\$ -	0.00%	\$ -	0.00%
OFFICE SUPPLIES		6,413	14,500	14,500	14,500	\$ -	0.00%	\$ -	0.00%
PRINTED BILLS R/ESTATE		5,132	8,000	8,000	8,000	\$ -	0.00%	\$ -	0.00%
PRINTED BILLS M/VEHICLE		-	4,000	4,000	4,000	\$ -	0.00%	\$ -	0.00%
AMBULANCE SERVICE BILLING	⁸	66,494	78,500	78,500	78,500	\$ -	0.00%	\$ -	0.00%
BANKING SERVICES	⁹	48,352	55,000	55,000	55,000	\$ -	0.00%	\$ -	0.00%
Expenses		209,543	290,330	290,330	290,330	\$ -	0.00%	\$ -	0.00%
Total Collector/Treasurer		461,097	606,053	574,281	574,281	(31,772)	-5.24%	-	0.00%

Footnotes:

Salaries:

- ¹ Management - Salary for the Treasurer/Collector
- ² Supervisory - Salary for the Assistant Treasurer/Collector
- ³⁻⁴ Operational Staff - Salaries for Administrative & Clerical staff
- ⁵ Operational O/T - Overtime worked by Operational staff during peak tax receipt periods (real estate, personal property, and excise tax due dates)

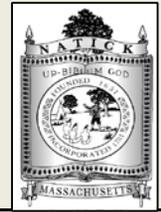
Purchased Services:

- ⁶ Travel - In-state professional meetings & travel
- ⁷ Training & Education - MUNIS software training and Treasurer/Collector association conference

Technical & Professional Services:

- ⁸ Ambulance Service Billing - Fees that comprise 4.00% of collected revenue for a service agency (ProEMS) to process ambulance invoicing and insurance claims
- ⁹ Banking Services - Payment of charges for account services including: returned check fees, service fees, lockbox, and paying agent for debt service.

Assessors



FY 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.

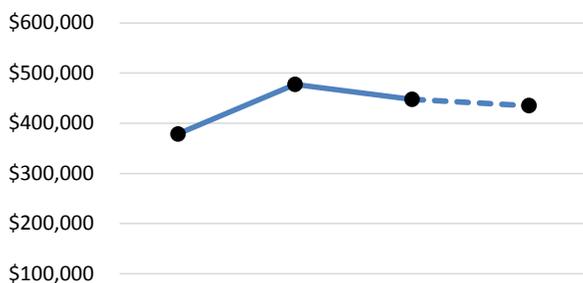
In cooperation with the Department of Revenue, values are reviewed and approved for accuracy each year. Assessors are mandated to be audited and certified every 5 years. Motor Vehicle excise information is provided by the Registry of Motor Vehicles. We strive to provide equality, compassion, and continued 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 Changes from January Preliminary:** Reduction from Preliminary FY21 budget of \$12,864 is a result of the interim Monday Town Hall closure.

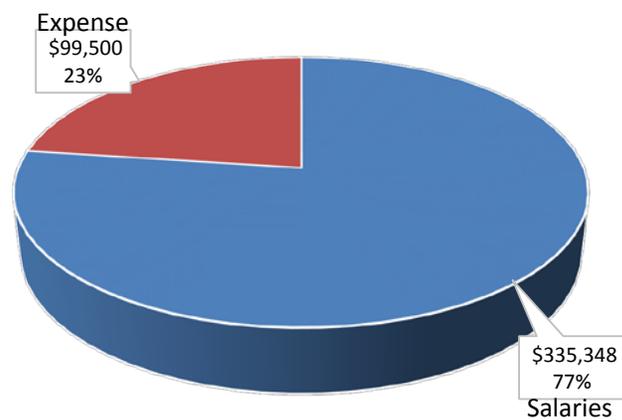
Budget Summary

Budget History



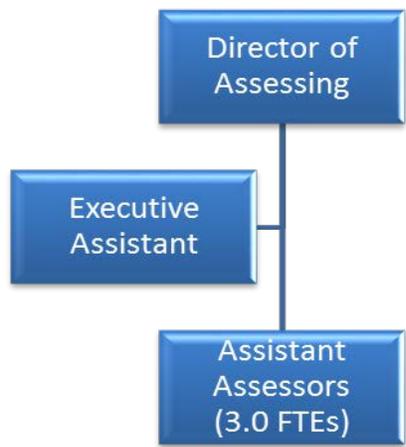
Actual	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget
2019	2020	2021	2021

FY21 Budget Breakdown



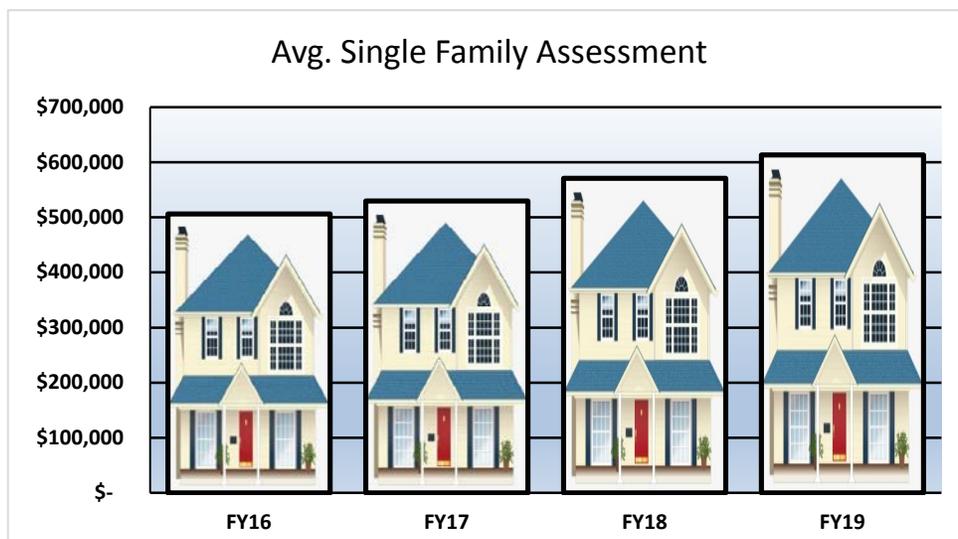
Assessors

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



Budget

Description		2019	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
		Actual	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
Salaries Management	¹	\$ 69,508	\$ 105,808	\$ 107,775	\$ 107,775	\$ 1,967	1.86%	\$ -	0.00%
Salaries Operational Staff	²	\$ 54,948	\$ 55,920	\$ 56,234	\$ 43,370	\$ (12,550)	-22.44%	\$ (12,864)	-22.88%
Salaries Technical & Professional	³	\$ 216,440	\$ 209,298	\$ 177,078	\$ 177,078	\$ (32,220)	-15.39%	\$ -	0.00%
Salaries Operational O/T	⁴	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.00%	\$ -	0.00%
Salaries Part Time Operational	⁵		\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.00%	\$ -	0.00%
Salaries Addl. Comp. Oper.	⁶	\$ 726	\$ 1,125	\$ 1,125	\$ 1,125	\$ -	0.00%	\$ -	0.00%
Salaries		\$ 341,622	\$ 378,151	\$ 348,212	\$ 335,348	\$ (42,803)	-11.32%	\$ (12,864)	-3.69%
EQUIPMENT		\$ -	\$ 300	\$ 300	\$ 300	\$ -	0.00%	\$ -	0.00%
TRAVEL	⁷	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.00%	\$ -	0.00%
TELEPHONE		\$ 1,371	\$ 1,800	\$ 1,800	\$ 1,800	\$ -	0.00%	\$ -	0.00%
TRAINING & EDUCATION	⁸	\$ 1,431	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	0.00%	\$ -	0.00%
TAX MAPPING	⁹	\$ 6,167	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.00%	\$ -	0.00%
DUES & MEMBERSHIPS		\$ 1,205	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.00%	\$ -	0.00%
POSTAGE		\$ 3,932	\$ 4,700	\$ 4,700	\$ 4,700	\$ -	0.00%	\$ -	0.00%
OFFICE SUPPLIES		\$ 2,480	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.00%	\$ -	0.00%
REVALUATION OF PROPERTY	¹⁰	\$ 20,791	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	0.00%	\$ -	0.00%
Expenses		\$ 37,377	\$ 99,500	\$ 99,500	\$ 99,500	\$ -	0.00%	\$ -	0.00%
Total Department		\$ 378,999	\$ 477,651	\$ 447,712	\$ 434,848	\$ (42,803)	-8.96%	\$ (12,864)	-2.87%

Footnotes:

Salaries:

- ¹ Management - Salary for the Director of Assessing
- ² Operational - Salary for the Executive Assistant (reduction based on Town Hall being closed on Mondays)
- ³ Technical Professional Staff - Salaries for three Assistant Assessors
- ⁴ Part-Time Operational - Compensation for department support staff
- ⁵ Operational O/T - Compensation for peak periods to offset outside contractor costs
- ⁶ Union Personnel : longevity

Purchased Services:

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

Technical & Professional Services:

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

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 \$18,000 -

- 1) \$14,000 for new modules in the Town's Enterprise Resource Planning (ERP) system (Munis), Employee Self Serve (ESS), Tyler Content Managet (TCM), Tyler Cashiering and Munis Disaster Recovery Service
- 2) \$4,000 for IMC Public Safety Dispatch system

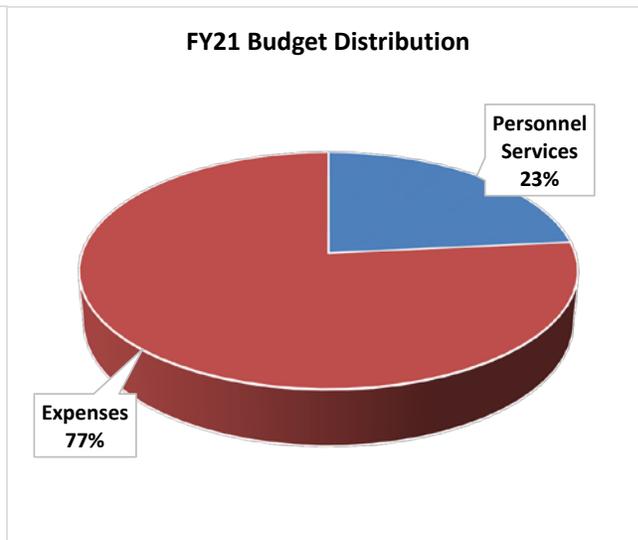
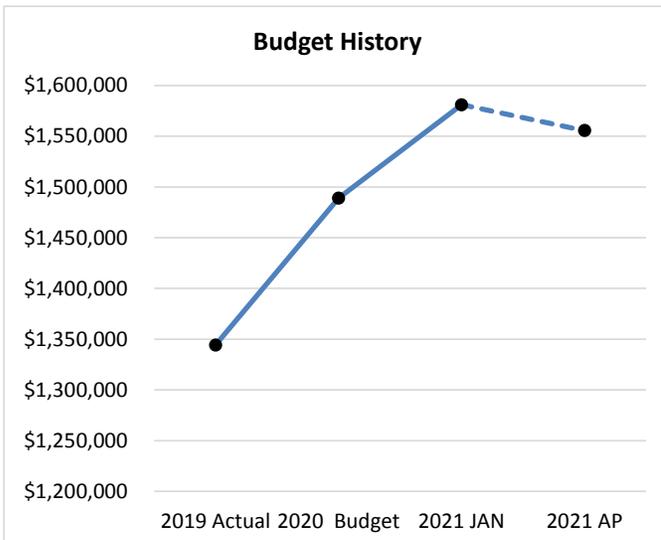
Hosted Applications - increased \$15,500 -

- 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 - Annual support for Network Security Operations vendor

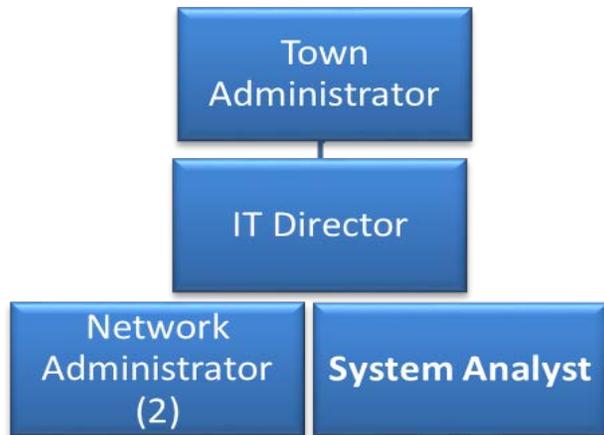
Budget Changes from January Preliminary: Overall decrease of \$25,580. Increase for IT Director Transitioning of Communications Officer to BOS budget. Increase in hosted applications of \$10,500 for ClearGov capital and budget book module. Additional \$20,000 provided for contractual services to provide additional support for phone systems.

Budget Summary



Information Technology

Department - Organizational Summary



Total Staff - 3 FTEs Communications Officer which has been budgeted in IT is transferred to BOS account. This aligns the org chart and appropriations

Information Technology



Department: Line item budget

		2019	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
		Actual	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
SALARIES MANAGEMENT	¹	114,283	\$ 115,048	\$ 116,901	\$ 124,360	\$ 9,312	8.09%	\$ 7,459	6.38%
SALARIES TECHNICAL/PROFESSIONAL	²	238,492	\$ 300,090	\$ 304,188	\$ 240,649	\$ (59,441)	-19.81%	\$ (63,539)	-20.89%
Personnel Services		\$ 352,775	\$ 415,138	\$ 421,089	\$ 365,009	\$ (50,129)	-12.08%	\$ (56,080)	-13.32%
EQUIPMENT REPAIRS/SERVICING	³	28,237	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	0.00%	\$ -	0.00%
SOFTWARE SERVICING	⁴	355,611	\$ 409,000	\$ 427,000	\$ 427,000	\$ 18,000	4.40%	\$ -	0.00%
HOSTED APPLICATIONS	⁵	168,742	\$ 236,500	\$ 252,000	\$ 262,500	\$ 26,000	10.99%	\$ 10,500	4.17%
TELEPHONE	⁶	22,531	\$ 19,000	\$ 19,000	\$ 19,000	\$ -	0.00%	\$ -	0.00%
COPY/MAIL CENTER FEES		0	\$ 500	\$ 500	\$ 500	\$ -	0.00%	\$ -	0.00%
TRAINING & EDUCATION		7,138	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.00%	\$ -	0.00%
COMPUTER SUPPLIES		4,615	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.00%	\$ -	0.00%
PAPER SUPPLIES		9,105	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.00%	\$ -	0.00%
TELEPHONE SYSTEM MAINTENANCE	⁷	68,202	\$ 70,000	\$ 70,000	\$ 90,000	\$ 20,000	28.57%	\$ 20,000	28.57%
LAN/WAN MAINTENANCE	⁸	83,661	\$ 107,500	\$ 160,000	\$ 160,000	\$ 52,500	48.84%	\$ -	0.00%
COMPUTER EQUIPMENT REPLACEMENT	⁹	145,717	\$ 110,000	\$ 110,000	\$ 110,000	\$ -	0.00%	\$ -	0.00%
SOFTWARE SYSTEM UPGRADE & REPLACE	¹⁰	98,064	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	0.00%	\$ -	0.00%
Expenses		\$ 991,623	\$ 1,074,000	\$ 1,160,000	\$ 1,190,500	\$ 116,500	10.85%	\$ 30,500	2.63%
Total Department		\$ 1,344,398	\$ 1,489,138	\$ 1,581,089	\$ 1,555,509	\$ 66,371	4.46%	\$ (25,580)	-1.62%

Footnotes:

Personnel:

¹ Management - Information Technology Director

² Technical Professional - Network Administrators (2) and System Analyst(1), The Communications Officer budgeted position has been transferred to the BOS account

Purchased Services:

³ Equipment Repairs - Costs of repairing and maintaining hardware, extended warranties

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

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

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

Other Charges & Expenses:

⁷ Telephone System Maintenance - Cost of maintenance for Town VOIP ShoreTel telephone system. Increased in contract work for phone systems.

⁸ 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

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

¹⁰ 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:

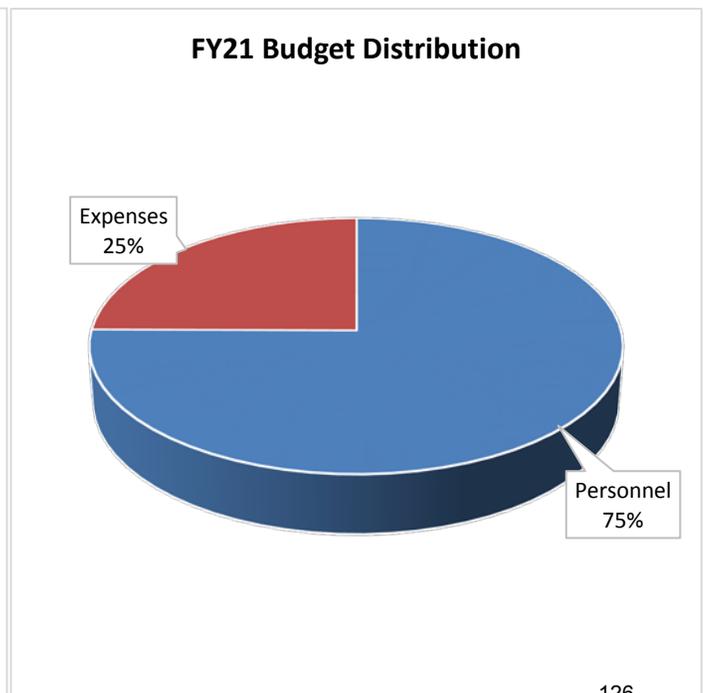
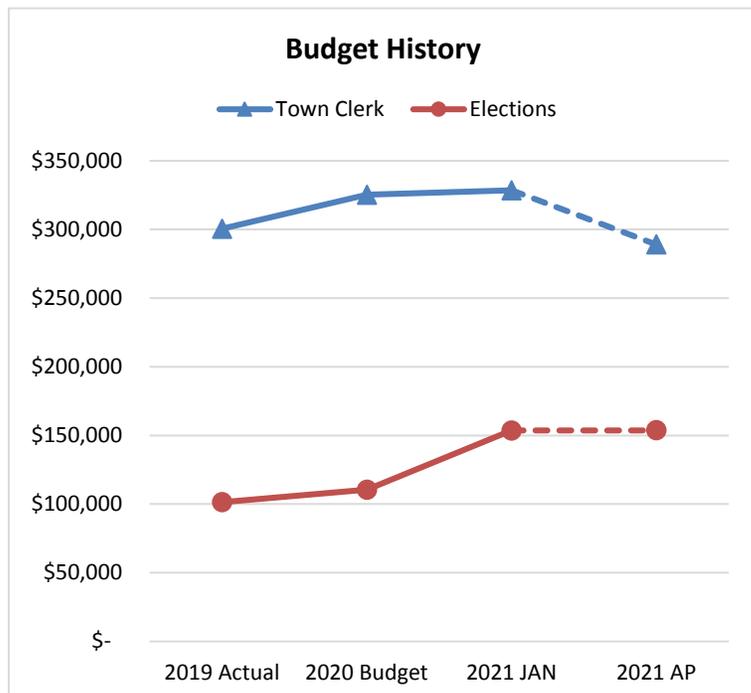
The Town Clerk's Office is the gateway to local government, The Town Clerk is the chief election officer responsible for overseeing and managing all elections, and assuring that they are fair and impartial. The Town Clerk's office provides residents and non-residents access to vital records, issues dog 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 Changes from January Preliminary: Total budget reduction of \$39,510. Budget reduction based on Town Hall being closed on Mondays (\$34,510) and a decrease in bookbinding for FY21 of (\$5,000). No change to the Elections budget.

Budget Summary -



Town Clerk & Board of Registrars

Department - Organizational Summary

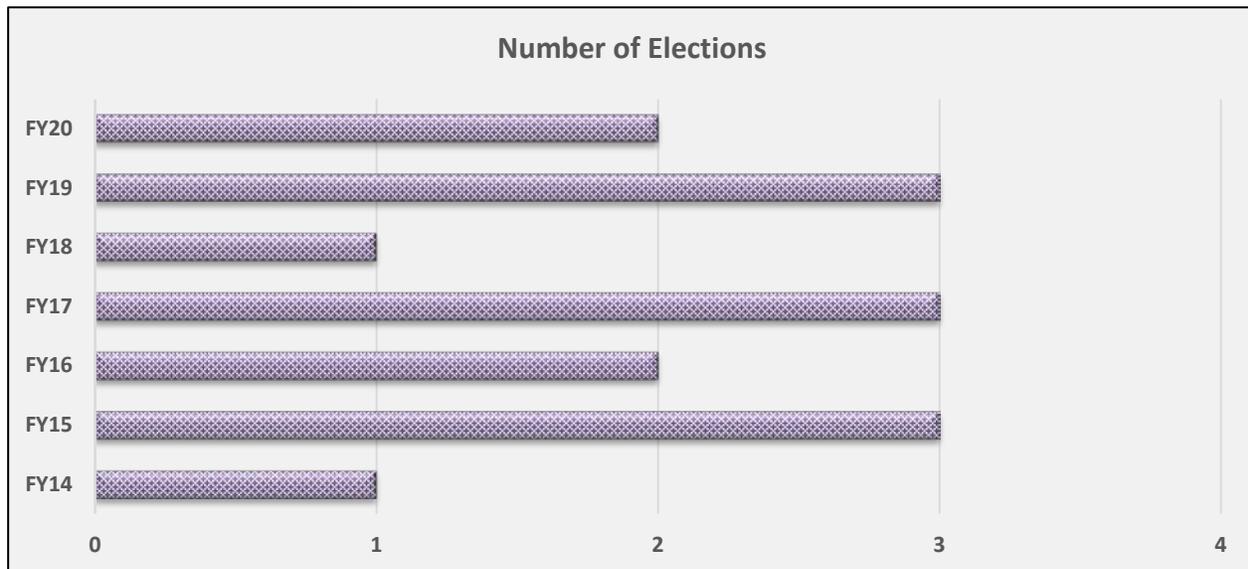


Total Staff - 4 FTEs (number per position in parentheses)

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

		2019	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
		Actual	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
Salaries Management	¹	\$ 94,100	\$ 100,400	\$ 100,786	\$ 100,786	\$ 386	0.38%	\$ -	0.00%
Salaries Operational Staff	²	\$ 163,706	\$ 162,385	\$ 161,765	\$ 127,255	\$ (35,130)	-21.63%	\$ (34,510)	-21.33%
Salaries Add'l Comp Operational		\$ 2,060	\$ 3,900	\$ 4,650	\$ 4,650	\$ 750	19.23%	\$ -	0.00%
Salaries Operational Overtime	³	\$ 5,364	\$ 7,500	\$ 9,000	\$ 9,000	\$ 1,500	20.00%	\$ -	0.00%
Salaries		\$ 265,230	\$ 274,185	\$ 276,201	\$ 241,691	\$ (32,494)	-11.85%	\$ (34,510)	-12.49%
BOOKBINDING	⁴	\$ 10,963	\$ 7,500	\$ 7,500	\$ 2,500	\$ (5,000)	-66.67%	\$ (5,000)	-66.67%
COPY/MAIL CENTER FEES	⁵	\$ 3,925	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.00%	\$ -	0.00%
DUES & MEMBERSHIPS		\$ 1,130	\$ 800	\$ 800	\$ 800	\$ -	0.00%	\$ -	0.00%
EQUIPMENT REPAIRS/SERVICING		\$ 350	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.00%	\$ -	0.00%
MASS GENERAL LAW UPDATES		\$ -				\$ -	0.00%	\$ -	0.00%
OFFICE SUPPLIES		\$ 2,250	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.00%	\$ -	0.00%
PRINTING/ADVERTISING		\$ -	\$ 200	\$ 200	\$ 200	\$ -	0.00%	\$ -	0.00%
PURCHASED SERVICES MISC	⁶	\$ 15,321	\$ 27,050	\$ 28,250	\$ 28,250	\$ 1,200	4.44%	\$ -	0.00%
TELEPHONE		\$ 376	\$ 600	\$ 600	\$ 600	\$ -	0.00%	\$ -	0.00%
TRAVEL		\$ 923	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.00%	\$ -	0.00%
Expenses		\$ 35,238	\$ 51,150	\$ 52,350	\$ 47,350	\$ (3,800)	-7.43%	\$ (5,000)	-9.55%
Total Town Clerk		\$ 300,468	\$ 325,335	\$ 328,551	\$ 289,041	\$ (36,294)	-11.16%	\$ (39,510)	-12.03%

Footnotes:

Personnel:

¹ Management - Town Clerk

² Operational Staff - Executive Assistant (1) and Administrative Assistants (2) (Reduction reflected in Town Hall being closed on Mondays)

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

Expenses:

⁴ Bookbinding - Ongoing process for storing vital records

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

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

Town Clerk & Board of Registrars



Department: Line item budget

		2019	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
		Actual	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
SALARIES - OTHER		2,346	\$ 2,200	\$ 3,000	\$ 3,000	\$ 800	36.36%	\$ -	0.00%
SALARIES MANAGEMENT		6,015	\$ 6,200	\$ 6,200	\$ 6,200	\$ -	0.00%	\$ -	0.00%
SALARIES OPERATIONAL STAFF		49,827	\$ 47,000	\$ 88,950	\$ 88,950	\$ 41,950	89.26%	\$ -	0.00%
Salaries	¹	\$ 58,188	\$ 55,400	\$ 98,150	\$ 98,150	\$ 42,750	77.17%	\$ -	0.00%
BOOKS		0	1,350	0	\$ -	\$ (1,350)	-100.00%	\$ -	0.00%
ELECTION ENCODING FEES	²	10,594	14,500	15,500	\$ 15,500	\$ 1,000	6.90%	\$ -	0.00%
FOOD FOR ELECTION		2,249	2,250	3,000	\$ 3,000	\$ 750	33.33%	\$ -	0.00%
OFFICE SUPPLIES		4,303	5,000	5,000	\$ 5,000	\$ -	0.00%	\$ -	0.00%
POSTAGE	³	13,209	18,000	18,000	\$ 18,000	\$ -	0.00%	\$ -	0.00%
PRINTING/ADVERTISING		12,865	14,000	14,000	\$ 14,000	\$ -	0.00%	\$ -	0.00%
PURCHASED SERVICES MISC		0	-	-	-	-	-	-	0.00%
Expenses		\$ 43,220	\$ 55,100	\$ 55,500	\$ 55,500	\$ 400	0.73%	\$ -	0.00%
Total Elections		\$ 101,408	\$ 110,500	\$ 153,650	\$ 153,650	\$ 43,150	39.05%	\$ -	0.00%

Footnotes:

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

Expenses:

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

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

Community & Economic Development



FY 2021 Operational Budget Request

James Freas, Director

Mission:

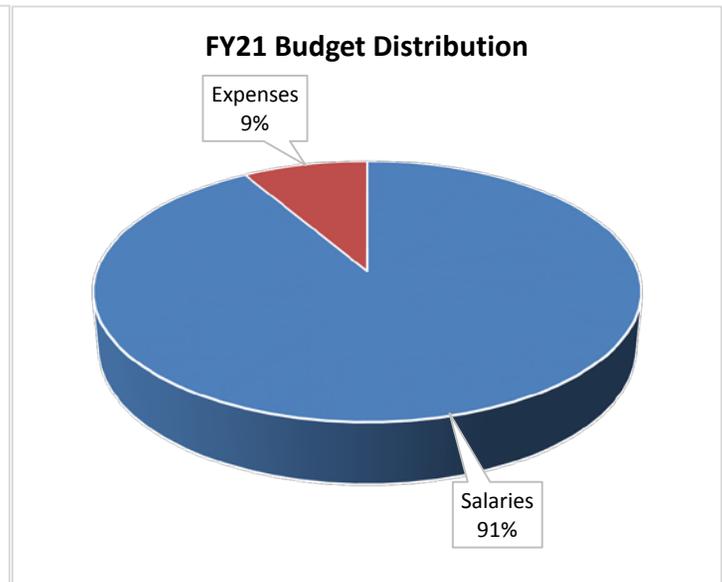
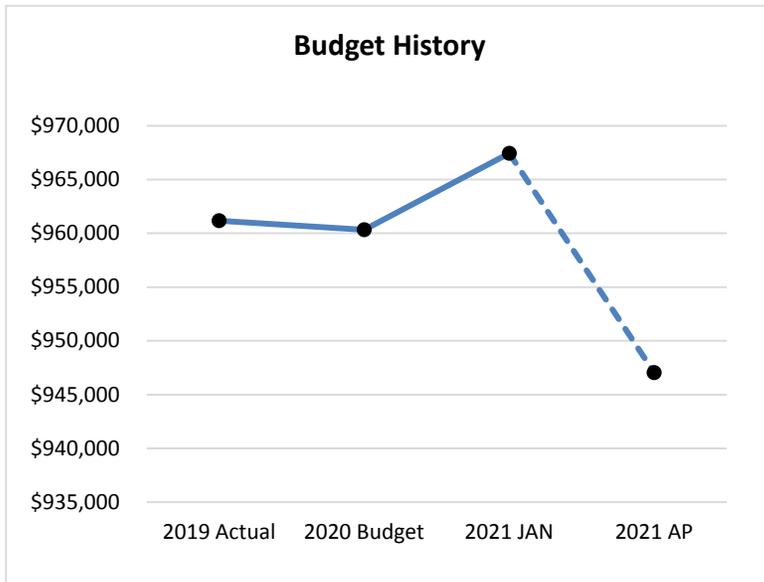
The Community and Economic Development (CED) Department is dedicated to ensuring Natick is an ideal community to raise a family, enjoy recreational opportunities, work and invest. CED strives to protect and enhance Natick's built and natural resources, preserve and advance the high quality of life for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

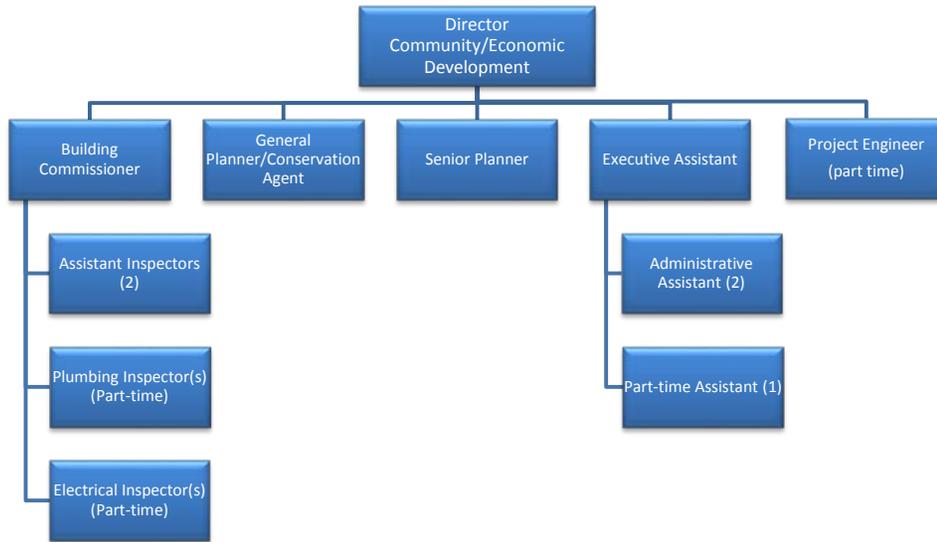
- Budget Changes from January Preliminary:** Total budget change is a reduction of \$20,400. This includes additional strategic partnership duties to the CED Director, interim closing of Town Hall on Mondays and reductions to professional development.

Budget Summary -



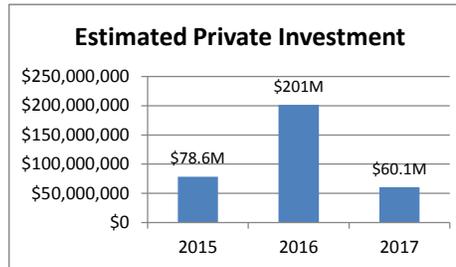
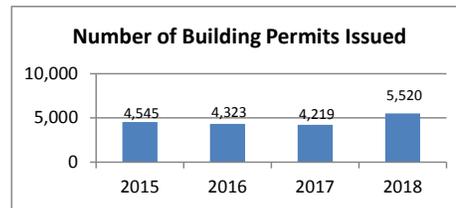
Community & Economic Development

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

		2019	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
		Actual	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
Salaries Management	¹	\$ 222,589	\$ 223,783	\$ 225,002	\$ 230,021	\$ 6,238	2.79%	\$ 5,019	2.23%
Salaries Supervisory	²	\$ 68,879	\$ 60,079	\$ 61,047	\$ 61,047	\$ 968	1.61%	\$ -	0.00%
Salaries Operational Staff	³	\$ 91,490	\$ 121,359	\$ 122,823	\$ 101,404	\$ (19,955)	-16.44%	\$ (21,419)	-17.44%
Salaries Technical & Professional	⁴	\$ 303,873	\$ 309,966	\$ 310,764	\$ 310,764	\$ 798	0.26%	\$ -	0.00%
Salaries Inspection Staff	⁵	\$ 171,614	\$ 136,806	\$ 136,284	\$ 136,284	\$ (522)	-0.38%	\$ -	0.00%
Salaries Add'l Comp Supervisory		\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.00%	\$ -	0.00%
Salaries Add'l Comp Operational		\$ -	\$ 1,125	\$ 1,125	\$ 1,125	\$ -	0.00%	\$ -	0.00%
Salaries Temp. Operational		\$ 45,554				\$ -	0.00%	\$ -	0.00%
Salaries Operational Overtime		\$ 20,939	\$ 23,000	\$ 23,000	\$ 23,000	\$ -	0.00%	\$ -	0.00%
Salaries		\$ 924,937	\$ 878,618	\$ 882,545	\$ 866,145	\$ (12,473)	-1.42%	\$ (16,400)	-1.86%
Travel	⁶	\$ 3,104	\$ 2,400	\$ 2,400	\$ 2,400	\$ -	0.00%	\$ -	0.00%
Telephone		\$ 3,021	\$ 3,800	\$ 3,800	\$ 3,800	\$ -	0.00%	\$ -	0.00%
Dues & Membership		\$ 660	\$ 1,500	\$ 2,000	\$ 2,000	\$ 500	33.33%	\$ -	0.00%
Training & Education	⁷	\$ 3,183	\$ 3,500	\$ 3,500	\$ -	\$ (3,500)	-100.00%	\$ (3,500)	-100.00%
Postage		\$ 9,138	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.00%	\$ -	0.00%
Printing/Advertising		\$ 11,487	\$ 9,000	\$ 10,500	\$ 10,500	\$ 1,500	16.67%	\$ -	0.00%
Books/Publications		\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.00%	\$ -	0.00%
Professional Services - other	⁸	\$ 1,412	\$ 4,000	\$ 4,000	\$ 3,500	\$ (500)	-12.50%	\$ (500)	-12.50%
Consultant Services - other	⁹	\$ -	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	0.00%	\$ -	0.00%
Office Supplies		\$ 4,226	\$ 5,500	\$ 6,700	\$ 6,700	\$ 1,200	21.82%	\$ -	0.00%
Expenses		\$ 36,231	\$ 81,700	\$ 84,900	\$ 80,900	\$ (800)	-0.98%	\$ (4,000)	-4.71%
Total Community & Economic Dev.		\$ 961,168	\$ 960,318	\$ 967,445	\$ 947,045	\$ (13,273)	-1.38%	\$ (20,400)	-2.11%

Footnotes:

Personnel:

- ¹ Management - Director of Community & Economic Development and Building Commissioner
- ² Supervisory - Executive Assistant
- ³ Operational - Two Administrative Assistants and 1 part-time Administrative Assistant
- ⁴ Technical Professional - Assistant Inspector, Local Building Inspector, Planner/Conservation Agent, Senior Planner
- ⁵ Inspection - Part-time Electrical and Plumbing Inspectors

Expenses:

- ⁶ Travel - Mileage reimbursement for employees who use their own vehicles for Town business and travel costs for trainings/educational opportunities, attendance at a national planning conference (see new initiative)
- ⁷ Training & Education - Courses, seminars, and educational opportunities for professional staff including training for building code updates
- ⁸ Professional Services - Consultants for guidance on affordable housing regulations, community outreach, traffic studies, and other technical reviews
- ⁹ Consultant Services - Part-time employee/consultant to manage Transportation/Engineering projects (RT 27, CRT, Speen/Rt 135)

Community & Economic Development - Sealer of Weights & Measures

(NO CHANGE TO THIS ACCOUNT FROM JANUARY PROPOSED BUDGET)

Description							
		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%
Salaries		23,400	30,402	30,400	30,400	-	0
DUES & MEMBERSHIPS	2	150	150	175	175	-	0%
EQUIPMENT REPAIRS/SERVICING		498	510	600	600	-	0%
TRAINING & EDUCATION		170	230	215	215	-	0%
Expenses		818	890	990	990	-	0%
Total Weights & Measures		24,218	31,292	31,390	31,390	-	0.00%

Footnotes:

Personnel:

¹ Technical Professional - Sealer of Weights and Measures

Expenses:

² Dues & Memberships - certification

Section VIII

Committees & Commissions

Committees & Commissions Summary	
Finance Committee	137
Commission on Disability	138
Cultural Council	139
Historical Commission	140
Historic District Commission	141
Affordable Housing Trust	142

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Town of Natick
Home of Champions

Department: Commissions & Committees

Appropriation Summary

	2019 Actual	2020 Budget	2021 Jan 2nd Prelim Budget	2021 Amended Preliminary Budget	2020 vs. 2021 AP \$ (+/-) % (+/-)		2021 JAN vs. 2021 AP \$ (+/-) % (+/-)		
Operating Expenses									
Total Finance Committee	\$ 20,721	\$ 37,800	\$ 37,800	\$ 32,800	\$ (5,000)	-13.23%	\$ (32,800)	-100.00%	
Total Commission on Disability	\$ 60	\$ 750	\$ 750	\$ 750	\$ -	0.00%	\$ -	0.00%	
Total Natick Cultural Council	\$ 68	\$ 700	\$ 700	\$ 700	\$ -	0.00%	\$ -	0.00%	
Total Historical Commission	\$ 62	\$ 750	\$ 750	\$ 750	\$ -	0.00%	\$ -	0.00%	
Total Historic District Commission	\$ 387	\$ 550	\$ 550	\$ 550	\$ -	0.00%	\$ -	0.00%	
Total Affordable Housing Trust	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	0.00%	\$ (80,000)	0.00%	
Total Committees & Commissions	101,298	120,550	120,550	115,550	(5,000)	-4.15%	(115,550)	-100.00%	

Budget Overview:

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

Budget Changes from January Preliminary: Reduction from Preliminary FY21 budget of \$5,000 to provide savings and align with historical expenditures.



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:

	2019	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
	Actual	Budget	January Prelim	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
Secretarial Staff	\$ -				\$ -		\$ -	
Personnel Services	\$ -				\$ -		\$ -	
Communication Postage	\$ -	\$ 1,800	\$ 1,800	\$ 1,800	\$ -	0.00%	\$ -	0.00%
Purchase of Services	\$ -	\$ 1,800	\$ 1,800	\$ 1,800	\$ -	0.00%	\$ -	0.00%
Dues & Subscriptions	\$ 345	\$ 350	\$ 350	\$ 350	\$ -	0.00%	\$ -	0.00%
Consultant	\$ 13,514	\$ 30,150	\$ 30,150	\$ 25,150	\$ (5,000)	-16.58%	\$ (5,000)	-16.58%
Copy/Mail Center Fees	\$ 6,862	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.00%	\$ -	0.00%
Tech/Prof Services	\$ 20,721	\$ 35,500	\$ 35,500	\$ 30,500	\$ (5,000)	-14.08%	\$ (5,000)	-14.08%
Office Supplies	\$ -	\$ 500	\$ 500	\$ 500	\$ -	0.00%	\$ -	0.00%
Supplies	\$ -	\$ 500	\$ 500	\$ 500	\$ -	0.00%	\$ -	0.00%
					\$ -			
Equipment Purchases	\$ -				\$ -		\$ -	
Equipment Purchases	\$ -				\$ -		\$ -	
Total Finance Committee	\$ 20,721	\$ 37,800	\$ 37,800	\$ 32,800	\$ (5,000)	-13.23%	\$ (5,000)	-13.23%

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

Staffing: None

Notes

Budget Detail:

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

Line-Item Detail:

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

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

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



Town of Natick

Home of Champions

Department: Natick Cultural Council

Budget Overview:

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



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

Staffing: None

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

Operating Expense	\$ 384	\$ 68	\$ 700	\$ 700	\$ -	0.00%
Supplies	\$ 384	\$ 68	\$ 700	\$ 700	\$ -	0.00%
Total Natick Cultural Council	\$ 384	\$ 68	\$ 700	\$ 700	\$ -	0.00%

Line-Item Detail:

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



Town of Natick

Home of Champions

Department: Historical Commission

Budget Overview:

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

Staffing: None

Notes

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

Operating Expense	\$ -	\$ 62	\$ 750	\$ 750	\$ -	0.00%
Supplies	\$ -	\$ 62	\$ 750	\$ 750	\$ -	0.00%
Total Historical Commission	\$ -	\$ 62	\$ 750	\$ 750	\$ -	0.00%

Line-Item Detail:

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



Department:

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

	2019	2020	2021	2021	2020 vs. 2021	
	Actual	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)
Operating Expense	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	
Expenses	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	
Total Affordable Housing Trust	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	

Town Report



FY 2021 Operational Budget Request

Appropriation Summary

		2019	2021	2021	2020 vs. 2021	
		Appropriated	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)
Printing & Advertising		\$ 4,100	\$ 4,100	\$ 4,100	\$ -	0%
Professional Services		\$ 4,100	\$ 4,100	\$ 4,100	\$ -	0.0%
Total Town Report		\$ 4,100	\$ 4,100	\$ 4,100	\$ -	0.0%

Line-Item Detail:

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

Section IX

Shared Expenses

Shared Expenses	
Benefits	
Employee Fringe Benefits & Insurance	146
Contributory Retirement	161
Non-Contributory Retirement	163
Property & Liability Insurance	167
Debt Service	168
Facilities Management	173

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Town of Natick

Department: Employee Fringe

Appropriation Summary

	2019	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
	Actual	Budget	JAN 2nd	Amended Prelim	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
Other Personnel Services								
Worker's Compensation	\$ 655,629	\$ 684,678	\$ 710,512	\$ 710,512	\$ 25,834	4%	\$ -	0%
Unemployment	\$ 89,658	\$ 65,000	\$ 65,000	\$ 130,000	\$ 65,000	100%	\$ 65,000	100%
Medicare (All)	\$ 1,168,819	\$ 1,223,797	\$ 1,269,797	\$ 1,269,797	\$ 46,000	4%	\$ -	0%
Drug & Alcohol testing (DOT)	\$ 5,740	\$ 13,340	\$ 13,340	\$ 13,340	\$ -	0%	\$ -	0%
Public Safety Medical (111F)	\$ 107,698	\$ 118,495	\$ 117,708	\$ 117,708	\$ (787)	-1%	\$ -	0%
LIUNA/Mass Lab. Pension	\$ 302,095	\$ 334,443	\$ 384,634	\$ 384,634	\$ 50,191	15%	\$ -	0%
Benefits Reserve	\$ -	\$ 55,000	\$ 50,000	\$ 50,000	\$ (5,000)	-9%	\$ -	0%
Long-Term Disability	\$ 18,725	\$ 22,000	\$ 22,000	\$ 22,000	\$ -	0%	\$ -	0%
Retirement Buy-Out Program	\$ 222,523	\$ 265,000	\$ 265,000	\$ 265,000	\$ -	0%	\$ -	0%
Total Other Personnel Services	\$ 2,570,887	\$ 2,781,753	\$ 2,897,991	\$ 2,962,991	\$ 181,238	7%	\$ 65,000	2%
Merit & Performance Increases*	\$ 47,750	\$ 150,000	\$ 300,000	\$ -	\$ (150,000)	-100%	\$ (300,000)	-100%
Total Performance Plan	\$ 47,750	\$ 150,000	\$ 300,000	\$ -	\$ (150,000)	-100%	\$ (300,000)	-100%
*Merit & Performance increases removed from FY21								
Health Benefits								
Health Care Benefits	\$ 12,299,885	\$ 13,824,913	\$ 14,131,700	\$ 13,975,100	\$ 150,187	1%	\$ (156,600)	-1%
Total Health Benefits	\$ 12,299,885	\$ 13,824,913	\$ 14,131,700	\$ 13,975,100	\$ 306,787	2%	\$ (156,600)	-100%
Total Employee & Retiree Benefits	\$ 14,918,522	\$ 16,756,666	\$ 17,329,691	\$ 16,938,091	\$ 181,425	1.08%	\$ (391,600)	-2.26%

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

Budget Changes: Overall reduction of \$391,600 from the January proposed budget. Increase of \$65,000 to unemployment because of staffing reductions. Decrease of \$300,000 to merit & performance increases for town staff. Reduction in health insurance by \$156,600 based on an anticipated reduction in the number of new hires for FY21.

Total Health Insurance Costs FY21

Town	Plans	Costs
Town Active Employees	250	\$3,521,137
Town Non-Medicare Eligible Retirees	50	\$522,186
Town Retirees	249	\$750,011
Town New Plans	2	\$38,322
Town Reserve Plans	1	\$20,940
	552	\$4,852,597

School	Plans	Costs
Schools Active Employees	525	\$7,144,683
Schools Non-Medicare Eligible Retirees	49	\$506,044
Schools Retirees	429	\$1,284,551
Schools New Plans	11	\$114,363
Schools Reserve Plans	7	\$72,862
	1021	\$9,122,503

TOTAL GF	Plans	Costs
Active Employees	775	\$10,665,821
Non-Medicare Eligible Retirees	99	\$1,028,230
Retirees	678	\$2,034,562
New Plans	13	\$152,685
Reserve Plans	8	\$93,802
	1573	\$13,975,100

Enterprise Funds	Plans	Costs
Water & Sewer Active Employees	20	\$284,230
Golf Active Employees	2	\$38,322
Water & Sewer Non-Medicare Eligible Retirees	5	\$48,707
Water & Sewer Retirees	13	\$38,586
Golf Non-Medicare Eligible Retirees	1	\$8,065
Golf Retirees	0	\$0
	41	\$417,911



Town of Natick

Town Active Employee Plans - Projections for FY 2021

Benchmark

Town %	Employee %	Plan	Monthly Rate - FY 2021	Employee Annual Rate - FY 2021	Town Annual Rate - FY 2021	Total Plans	Projected Total Plan Cost FY 2021
62%	38%	Network Blue Benchmark - Individual	\$1,068.00	\$4,870.08	\$7,945.92	4	\$31,783.68
62%	38%	Network Blue Benchmark - Family	\$2,863.00	\$13,055.28	\$21,300.72	0	\$0.00
50%	50%	HP PPO-Individual	\$2,658.00	\$15,948.00	\$15,948.00	0	\$0.00
62%	38%	HP Benchmark-Individual	\$1,030.00	\$4,696.80	\$7,663.20	5	\$38,316.00
62%	38%	HP Benchmark - Family	\$2,683.00	\$12,234.48	\$19,961.52	5	\$99,807.60
62%	38%	Tufts Navigator Benchmark - Individual	\$1,084.00	\$4,943.04	\$8,064.96	4	\$32,259.84
62%	38%	Tufts Navigator Benchmark - Family	\$2,838.00	\$12,941.28	\$21,114.72	4	\$84,458.88
75%	25%	Fallon Direct Benchmark - Individual	\$736.00	\$2,208.00	\$6,624.00	6	\$39,744.00
75%	25%	Fallon Direct Benchmark - Family	\$1,980.00	\$5,940.00	\$17,820.00	0	\$0.00
75%	25%	Fallon Select Benchmark - Individual	\$790.00	\$2,370.00	\$7,110.00	54	\$383,940.00
75%	25%	Fallon Select Benchmark - Family	\$2,129.00	\$6,387.00	\$19,161.00	86	\$1,647,846.00
						168	\$2,358,156.00

HDHP

Town Contribution %	Employee Contribution %	Plan	Monthly Rate - FY 2021	Town Health Saving Acct. Contribution	Projected Employee Annual Plan Cost - FY 2021	Projected Town Annual Plan Cost - FY 2021	Total Plans	Projected Total Plan Cost FY 2021
62%	38%	BCBS HSAQ - ind (62/38)	\$862.00	\$1,000.00	\$3,930.72	\$7,413.28	1	\$7,413.28
62%	38%	BCBS HSAQ - fam(62/38)	\$2,315.00	\$2,000.00	\$10,556.40	\$19,223.60	0	\$0.00
62%	38%	HP -HSAQ - ind	\$797.00	\$1,000.00	\$3,634.32	\$6,929.68	0	\$0.00
62%	38%	HP -HSAQ - fam	\$2,080.00	\$2,000.00	\$9,484.80	\$17,475.20	2	\$34,950.40
62%	38%	Tufts Navigator HSAQ - Ind (62/38)	\$839.00	\$1,000.00	\$3,825.84	\$7,242.16	1	\$7,242.16
62%	38%	Tufts Navigator HSAQ- Fam (62/38)	\$2,198.00	\$2,000.00	\$10,022.88	\$18,353.12	2	\$36,706.24
75%	25%	Fallon Direct HSAQ - Ind (75/25)	\$620.00	\$1,000.00	\$1,860.00	\$6,580.00	1	\$6,580.00
75%	25%	Fallon Direct HSAQ - Fam (75/25)	\$1,671.00	\$2,000.00	\$5,013.00	\$17,039.00	1	\$17,039.00
75%	25%	Fallon Select HSAQ - Ind (75/25)	\$665.00	\$1,000.00	\$1,995.00	\$6,985.00	26	\$181,610.00
75%	25%	Fallon Select HSAQ - Fam (75/25)	\$1,795.00	\$2,000.00	\$5,385.00	\$18,155.00	48	\$871,440.00
							82	\$1,162,981.08

Town Retirees - Projections for FY 2021

Non-Medicare Eligible Retirees							
Town %	Retiree Contribution %	Plan	Monthly Rate - FY 2021	Projected Retiree Annual Rate - FY 2021	Projected Town Annual Rate - FY 2021	Total Plans - Projected	Projected Total Plan Cost FY 2021
62%	38%	Network Blue Benchmark - Individual	\$1,068.00	\$4,870.08	\$7,945.92	0	\$0.00
62%	38%	Network Blue Benchmark - Family	\$2,863.00	\$13,055.28	\$21,300.72	0	\$0.00
50%	50%	HP PPO-Individual	\$2,658.00	\$15,948.00	\$15,948.00	0	\$0.00
62%	38%	HP Benchmark-Individual	\$1,030.00	\$4,696.80	\$7,663.20	10	\$76,632.00
62%	38%	HP Benchmark - Family	\$2,683.00	\$12,234.48	\$19,961.52	1	\$19,961.52
62%	38%	HP -HSAQ - ind	\$798.00	\$3,638.88	\$6,937.12	1	\$6,937.12
62%	38%	Tufts Navigator Benchmark - Individual	\$1,084.00	\$4,943.04	\$8,064.96	2	\$16,129.92
62%	38%	Tufts Navigator Benchmark - Family	\$2,838.00	\$12,941.28	\$21,114.72	1	\$21,114.72
75%	25%	Fallon Direct Benchmark - Individual	\$736.00	\$2,208.00	\$6,624.00	0	\$0.00
75%	25%	Fallon Direct Benchmark - Family	\$1,980.00	\$5,940.00	\$17,820.00	0	\$0.00
75%	25%	Fallon Select Benchmark - Individual	\$790.00	\$2,370.00	\$7,110.00	24	\$170,640.00
75%	25%	Fallon Select Benchmark - Family	\$2,129.00	\$6,387.00	\$19,161.00	11	\$210,771.00
						50	\$522,186.28

Total Town Non-Medicare Eligible Retirees

Senior Plans							
Town %	Retiree Contribution %	Plan	Employer Monthly Payment -6/20 to 12/20	Employer Monthly Payment - 1/21 to 6/21 *	Employer FY 21 Annual Cost	FY 21 Projected # of Senior Plans	Projected Total Plan Cost - FY 2021
50%	38%	Managed Blue for Seniors	\$240.32	\$253.47	\$2,962.75	4	\$11,850.98
50%	38%	Fallon Senior Plan	\$201.45	\$211.88	\$2,479.98	2	\$4,959.96
50%	38%	BCBS MEDEX Enhanced	\$254.95	\$269.13	\$3,144.45	72	\$226,400.40
50%	38%	HPHC MEDICARE Enhanced	\$243.45	\$256.82	\$3,001.62	94	\$282,152.28
50%	38%	Tufts Medicare Preferred HMO	\$215.95	\$227.40	\$2,660.07	1	\$2,660.07
50%	38%	Tufts Medicare Plus	\$236.95	\$249.87	\$2,920.89	76	\$221,987.64
					\$17,169.76	249	\$750,011
Total Town Senior Plans						\$750,011.33	

New Plans - Projections for FY 2021

New FTEs included in the budget .

Town	Plans	Cost	
Individual Plans	0	\$7,110.00	\$0.00
Family Plans	2	\$19,161.00	\$38,322.00
	2		\$38,322.00
Total New Plans	2		\$38,322.00

Town Reserve Plans - Projections for FY 2021

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

Town	Plans	Plan Cost	Annual Cost
Individual Plan Reserve	0	\$7,110.00	\$0.00
Family Plan Reserve	1	\$20,940.00	\$20,940.00
	1		\$20,940.00
Total Reserve			\$20,940.00

Total Costs

Town	Plans	Cost
Town Active Employees	250	\$3,521,137.08
Town Non-Medicare Eligible Retirees	50	\$522,186.28
Town Retirees	249	\$750,011.33
Town New Employees	2	\$38,322.00
Town Reserve Plans	1	\$20,940.00
	552	\$4,852,596.69

School Active Employee Plans - Projections for FY 2021

Benchmark

Town %	Employee %	Plan	Monthly Rate - FY	Employee Annual	Projected Town	Total Plans	Projected Total Plan
			2021	Rate - FY 2021	Annual Rate - FY 2021		Cost FY 2021
62%	38%	Network Blue Benchmark - Individual	\$1,068.00	\$4,870.08	\$7,945.92	10	\$79,459.20
62%	38%	Network Blue Benchmark - Family	\$2,863.00	\$13,055.28	\$21,300.72	7	\$149,105.04
50%	50%	HP PPO-Individual	\$2,658.00	\$15,948.00	\$15,948.00	0	\$0.00
62%	38%	HP Benchmark-Individual	\$1,030.00	\$4,696.80	\$7,663.20	10	\$76,632.00
62%	38%	HP Benchmark - Family	\$2,683.00	\$12,234.48	\$19,961.52	14	\$279,461.28
62%	38%	Tufts Navigator Benchmark - Individual	\$1,084.00	\$4,943.04	\$8,064.96	8	\$64,519.68
62%	38%	Tufts Navigator Benchmark - Family	\$2,838.00	\$12,941.28	\$21,114.72	4	\$84,458.88
75%	25%	Fallon Direct Benchmark - Individual	\$736.00	\$2,208.00	\$6,624.00	15	\$99,360.00
75%	25%	Fallon Direct Benchmark - Family	\$1,980.00	\$5,940.00	\$17,820.00	5	\$89,100.00
75%	25%	Fallon Select Benchmark - Individual	\$790.00	\$2,370.00	\$7,110.00	132	\$938,520.00
75%	25%	Fallon Select Benchmark - Family	\$2,129.00	\$6,387.00	\$19,161.00	194	\$3,717,234.00
						399	\$5,577,850.08

HSAQ

Town Contribution %	Employee %	Plan	Monthly Rate - FY	Town Health Saving	Projected	Projected Town	Total Plans	Projected Total Plan
			2021	Acct. Contribution	Employee Annual Plan Cost - FY 2021	Annual Plan Cost - FY 2021		Cost FY 2021
62%	38%	BCBS HSAQ - ind (62/38)	\$862.00	\$1,000.00	\$3,930.72	\$7,413.28	2	\$14,826.56
62%	38%	BCBS HSAQ - fam(62/38)	\$2,315.00	\$2,000.00	\$10,556.40	\$19,223.60	3	\$57,670.80
62%	38%	HP -HSAQ - ind	\$797.00	\$1,000.00	\$3,634.32	\$6,929.68	6	\$41,578.08
62%	38%	HP -HSAQ - fam	\$2,080.00	\$2,000.00	\$9,484.80	\$17,475.20	1	\$17,475.20
62%	38%	Tufts Navigator HSAQ- Ind (62/38)	\$839.00	\$1,000.00	\$3,825.84	\$7,242.16	3	\$21,726.48
62%	38%	Tufts Navigator HSAQ- Fam (62/38)	\$2,198.00	\$2,000.00	\$10,022.88	\$18,353.12	2	\$36,706.24
75%	25%	Fallon Direct HSAQ - Ind (75/25)	\$620.00	\$1,000.00	\$1,860.00	\$6,580.00	11	\$72,380.00
75%	25%	Fallon Direct HSAQ - Fam (75/25)	\$1,671.00	\$2,000.00	\$5,013.00	\$17,039.00	5	\$85,195.00
75%	25%	Fallon Select HSAQ - Ind (75/25)	\$665.00	\$1,000.00	\$1,995.00	\$6,985.00	42	\$293,370.00
75%	25%	Fallon Select HSAQ - Fam (75/25)	\$1,795.00	\$2,000.00	\$5,385.00	\$18,155.00	51	\$925,905.00
							126	1,566,833

School Retirees - Projections for FY 2021

Non-Medicare Eligible Retirees							
Town %	Retiree Contribution %	Plan	Monthly Rate - FY	Retiree Annual Rate	Projected Town	Total Plans -	Projected Total Plan
			2021	- FY 2021	Annual Rate - FY 2021	Projected	Cost FY 2021
62%	38%	Network Blue Benchmark - Individual	\$1,068.00	\$4,870.08	\$7,945.92	1	\$7,945.92
62%	38%	Network Blue Benchmark - Family	\$2,863.00	\$13,055.28	\$21,300.72	0	\$0.00
50%	50%	HP PPO-Individual	\$2,658.00	\$15,948.00	\$15,948.00	4	\$63,792.00
62%	38%	HP Benchmark-Individual	\$1,030.00	\$4,696.80	\$7,663.20	12	\$91,958.40
62%	38%	HP Benchmark - Family	\$2,683.00	\$12,234.48	\$19,961.52	2	\$39,923.04
62%	38%	Tufts Navigator Benchmark - Individual	\$1,084.00	\$4,943.04	\$8,064.96	4	\$32,259.84
62%	38%	Tufts Navigator Benchmark - Family	\$2,838.00	\$12,941.28	\$21,114.72	1	\$21,114.72
75%	25%	Fallon Select HSAQ - Ind (75/25)	\$665.00	\$1,995.00	\$6,985.00	0	\$0.00
75%	25%	Fallon Select HSAQ - Fam (75/25)	\$1,759.98	\$5,279.94	\$18,155.00	1	\$18,155.00
75%	25%	Fallon Direct Benchmark - Individual	\$736.00	\$2,208.00	\$6,624.00	0	\$0.00
75%	25%	Fallon Direct Benchmark - Family	\$1,980.00	\$5,940.00	\$17,820.00	0	\$0.00
75%	25%	Fallon Select Benchmark - Individual	\$790.00	\$2,370.00	\$7,110.00	19	\$135,090.00
75%	25%	Fallon Select Benchmark - Family	\$2,129.00	\$6,387.00	\$19,161.00	5	\$95,805.00
						49	\$506,043.92

Total Town Non-Medicare Eligible Retirees

Senior Plans							
Town %	Retiree Contribution %	Plan	Employer Monthly	Employer Monthly	Employer FY 21	FY 21 Projected # of	FY 21 Total Cost
			Payment -6/20 to 12/20	Rate - 1/21 to 6/21 *	Annual Cost	Senior Plans	
50%	50%	Managed Blue for Seniors	\$240.32	\$253.47	\$2,962.75	9	\$26,664.71
50%	50%	Fallon Senior Plan	\$201.45	\$211.88	\$2,479.98	1	\$2,479.98
50%	50%	BCBS MEDEX Enhanced	\$254.95	\$269.13	\$3,144.45	113	\$355,322.85
50%	50%	HPHC MEDICARE Enhanced	\$243.45	\$256.82	\$3,001.62	191	\$573,309.42
50%	50%	Tufts Medicare Preferred HMO	\$215.95	\$227.40	\$2,660.07	35	\$93,102.45
50%	50%	Tufts Medicare Plus	\$236.95	\$249.87	\$2,920.89	80	\$233,671.20
						429	\$1,284,551
Total Town Senior Plans						\$1,284,550.61	

New Plans - Projections for FY 2021

New FTEs included in the budget .

School	Plans	Cost	
Individual Plans	8	\$7,110.00	\$56,880.00
Family Plans	3	\$19,161.00	\$57,483.00
	11		\$114,363.00
<hr/>			
Total New Plans	11		\$114,363.00

Reserve Plans - Projections for FY 2021

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

School	Plans	Cost	
Individual Plan Reserve	5	\$7,110.00	\$35,550.00
Family Plan Reserve	2	\$19,161.00	\$37,312.00
	7		\$72,862.00
<hr/>			
Total Reserve	7		\$72,862.00

Total Costs

Schools	Plans	Cost
Schools Active Employees	525	\$7,144,683.44
Schools Non-Medicare Eligible Retirees	49	\$506,043.92
Schools Retirees	429	\$1,284,550.61
School New Plans	11	\$114,363.00
Schools Reserve Plans	7	\$72,862.00
	1,021	\$9,122,502.97

Enterprise Active Employee Plans - Projections for FY 2021

Benchmark Plans

Water & Sewer							
Enterprise %	Employee %	Plan	Monthly Rate - FY	Projected Enterprise		Projected Total Plan	
			2021	Annual Rate - FY 2021	Total Plans	Cost FY 2021	
62%	38%	Network Blue Benchmark - Individual	\$1,068.00	\$7,945.92	1	\$7,945.92	
62%	38%	Network Blue Benchmark - Family	\$2,863.00	\$21,300.72	0	\$0.00	
50%	50%	HP PPO-Individual	\$2,658.00	\$15,948.00	0	\$0.00	
62%	38%	HP Benchmark-Individual	\$1,030.00	\$7,663.20	0	\$0.00	
62%	38%	HP Benchmark - Family	\$2,683.00	\$19,961.52	0	\$0.00	
62%	38%	Tufts Navigator Benchmark - Individual	\$1,084.00	\$8,064.96	0	\$0.00	
62%	38%	Tufts Navigator Benchmark - Family	\$2,838.00	\$21,114.72	0	\$0.00	
75%	25%	Fallon Direct Benchmark - Individual	\$736.00	\$6,624.00	1	\$6,624.00	
75%	25%	Fallon Direct Benchmark - Family	\$1,980.00	\$17,820.00	2	\$35,640.00	
75%	25%	Fallon Select Benchmark - Individual	\$790.00	\$7,110.00	4	\$28,440.00	
75%	25%	Fallon Select Benchmark - Family	\$2,129.00	\$19,161.00	10	\$191,610.00	
					18	\$270,259.92	

Sasson Trace Golf Course

Plan							
75%	25%	Fallon Select Benchmark - Family	\$2,129.00	\$19,161.00	2	\$38,322.00	

HSAQ

Water & Sewer								
Enterprise %	Employee %	Plan	Monthly Rate - FY	Enterprise Health Saving	Projected Enterprise		Projected Total Plan	
			2021	Acct. Contribution	Annual Plan Cost - FY 2021	Total Plans	Cost FY 2021	
62%	38%	BCBS HSAQ - ind (62/38)	\$862.00	\$1,000.00	\$7,413.28	0	\$0.00	
62%	38%	BCBS HSAQ - fam(62/38)	\$2,315.00	\$2,000.00	\$19,223.60	0	\$0.00	
62%	38%	HP -HSAQ - ind	\$797.00	\$1,000.00	\$6,929.68	0	\$0.00	
62%	38%	HP -HSAQ - fam	\$2,080.00	\$2,000.00	\$17,475.20	0	\$0.00	
62%	38%	Tufts Navigator HSAQ- Ind (62/38)	\$839.00	\$1,000.00	\$7,242.16	0	\$0.00	
62%	38%	Tufts Navigator HSAQ- Fam (62/38)	\$2,198.00	\$2,000.00	\$18,353.12	0	\$0.00	
75%	25%	Fallon Direct HSAQ - Ind (75/25)	\$620.00	\$1,000.00	\$6,580.00	0	\$0.00	
75%	25%	Fallon Direct HSAQ - Fam (75/25)	\$1,671.00	\$2,000.00	\$17,039.00	0	\$0.00	
75%	25%	Fallon Select HSAQ - Ind (75/25)	\$665.00	\$1,000.00	\$6,985.00	2	\$13,970.00	
75%	25%	Fallon Select HSAQ - Fam (75/25)	\$1,795.00	\$2,000.00	\$18,155.00	0	\$0.00	
						2	\$13,970	

Sasson Trace Golf Course

Plan							
75%	25%	Fallon Select HSAQ - Fam (75/25)	\$1,795.00	\$2,000.00	\$18,155.00	0	0

Enterprise Fund Retirees - Projections for FY 2021

Senior Plans

Water & Sewer

Enterprise Funds %	Retiree %	Plan	Employer Monthly	Employer Monthly Rate - Employer FY 21		FY 21 Projected # of Senior Plans	FY 21 Total Cost
			Payment -6/20 to 12/20	1/21 to 6/21 *	Annual Cost		
50%		Managed Blue for Seniors	\$240.32	\$253.47	\$2,962.75	0	\$0.00
50%		Fallon Senior Plan	\$201.45	\$211.88	\$2,479.98	0	\$0.00
50%		BCBS MEDEX Enhanced	\$254.95	\$269.13	\$3,144.45	4	\$12,577.80
50%		HPHC MEDICARE Enhanced	\$243.45	\$256.82	\$3,001.62	3	\$9,004.86
50%		Tufts Medicare Preferred HMO	\$215.95	\$227.40	\$2,660.07	2	\$5,320.14
50%		Tufts Medicare Plus	\$236.95	\$249.87	\$2,920.89	4	\$11,683.56
						13	\$38,586.36
Water & Sewer Enterprise Funds Senior Plans							\$38,586.36

Sasson Trace Golf Course

Enterprise Funds %	Retiree %	Plan	Employer Monthly	Employer Monthly Rate - Employer FY 21		FY 21 Projected # of Senior Plans	FY 21 Total Cost
			Payment -6/20 to 12/20	1/21 to 6/21 *	Annual Cost		
50%		Managed Blue for Seniors	\$240.32	\$253.47	\$2,962.75	0	\$0.00
50%		Fallon Senior Plan	\$201.45	\$211.88	\$2,479.98	0	\$0.00
50%		BCBS MEDEX Enhanced	\$254.95	\$269.13	\$3,144.45	0	\$0.00
50%		HPHC MEDICARE Enhanced	\$243.45	\$256.82	\$3,001.62	0	\$0.00
50%		Tufts Medicare Preferred HMO	\$215.95	\$227.40	\$2,660.07	0	\$0.00
50%		Tufts Medicare Plus	\$236.95	\$249.87	\$2,920.89	0	\$0.00
						0	\$0.00
Total Sasson Trace Golf Course Enterprise Funds Senior Plans							

Non-Medicare Eligible Retirees

Water & Sewer						
Enterprise Funds %	Retiree %	Plan	Projected Enterprise			Projected Total Plan Cost FY 2021
			Monthly Rate - FY 2021	Funds Annual Rate - FY 2021	Total Plans	
62%		Network Blue Benchmark - Individual	\$1,068.00	\$7,945.92	0	\$0.00
62%		Network Blue Benchmark - Family	\$2,863.00	\$21,300.72	0	\$0.00
50%		HP PPO-Individual	\$2,658.00	\$15,948.00	0	\$0.00
62%		HP Benchmark-Individual	\$1,030.00	\$7,663.20	2	\$15,326.40
62%		HP Benchmark - Family	\$2,683.00	\$19,961.52	0	\$0.00
62%		Tufts Navigator Benchmark - Individual	\$1,084.00	\$8,064.96	0	\$0.00
62%		Tufts Navigator Benchmark - Family	\$2,838.00	\$21,114.72	0	\$0.00
75%		Fallon Direct Benchmark - Individual	\$736.00	\$6,624.00	0	\$0.00
75%		Fallon Direct Benchmark - Family	\$1,980.00	\$17,820.00	0	\$0.00
75%		Fallon Select Benchmark - Individual	\$790.00	\$7,110.00	2	\$14,220.00
75%		Fallon Select Benchmark - Family	\$2,129.00	\$19,161.00	1	\$19,161.00
					5	\$48,707.40
Total Water & Sewer Enterprise Funds Non-Medicare Eligible Retirees						\$48,707.40

Sasson Trace Golf Course						
Enterprise Funds %	Retiree %	Plan	Projected Enterprise			Projected Total Plan Cost FY 2021
			Monthly Rate - FY 2021	Funds Annual Rate - FY 2021	Total Plans	
62%		Network Blue Benchmark - Individual	\$1,068.00	\$7,945.92	0	\$0.00
62%		Network Blue Benchmark - Family	\$2,863.00	\$21,300.72	0	\$0.00
50%		HP PPO-Individual	\$2,658.00	\$15,948.00	0	\$0.00
62%		HP Benchmark-Individual	\$1,030.00	\$7,663.20	0	\$0.00
62%		HP Benchmark - Family	\$2,683.00	\$19,961.52	0	\$0.00
62%		Tufts Navigator Benchmark - Individual	\$1,084.00	\$8,064.96	1	\$8,064.96
62%		Tufts Navigator Benchmark - Family	\$2,838.00	\$21,114.72	0	\$0.00
75%		Fallon Direct Benchmark - Individual	\$736.00	\$6,624.00	0	\$0.00
75%		Fallon Direct Benchmark - Family	\$1,980.00	\$17,820.00	0	\$0.00
75%		Fallon Select Benchmark - Individual	\$790.00	\$7,110.00	0	\$0.00
75%		Fallon Select Benchmark - Family	\$2,129.00	\$19,161.00	0	\$0.00
					1	\$8,064.96
Total Sasson Trace Golf Course Enterprise Funds Non-Medicare Eligible Retiree Plans						\$8,064.96

Total Costs

Enterprise Funds

	Plans	Cost
Water & Sewer Active Employees Plans	20	\$284,229.92
Water & Sewer Enterprise Funds Retirees Plans	18	\$87,293.76
		\$371,523.68
Sasson Trace Golf Course Active Employees Plans	2	\$38,322.00
Sasson Trace Golf Course Enterprise Funds Retirees Plans	1	\$8,064.96
		\$46,386.96



Town of Natick

Home of Champions

Department: Employee Fringe

Line-Item Detail

Workers Compensation:

Line item contains the amount based on a premium assessed by our carrier MEGA as well as a portion for employees who are currently on long term disability due to an injury during the performance of their job. This line item is anticipating an increase in premiums for FY2020.

Unemployment Insurance:

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

Medicare (Payroll):

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

DOT Testing:

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

Insurance Group Health & Life:

Coverage for all town employees both currently employed and retirees of the town both school and municipal departments who work greater than 20 hours on a regular basis. Percentages paid by the town vary from plan to plan from a low of 50% to a high of 75% depending on the coverage selected by the employee. Estimates for FY 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. The rate may be cents, or dollars-and-cents, for each hour for which a covered employee is paid, or a fixed daily, weekly or monthly amount for each covered employee. The rate ranges. This provides these workers with an additional pension or annuity upon retirement. *Please see the following pages for more detail.*

Retirement Buyout:

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



Town of Natick

Home of Champions

Unemployment Estimates

Unemployment Insurance is available for any employee who has worked for the Town of Natick - either as a result of being laid off or reduced hours. Historically, the Town of Natick averaged less than \$100,000 and while annual expenses spiked close to \$200,000 during economic downturns, 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.

Fiscal Year 2020 Unemployment		
Original Appropriation		\$ 65,000
<i>Amount Spent through November 2019</i>		<i>\$ 24,407</i>
Balance		\$ 40,593
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
Estimated Unspent Balance @ 6/30/20		\$ 7,823

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

Estimate for FY 2021 \$130,000

At this time, we are proposing that \$130,000 be budgeted for unemployment benefits for FY 2021. Based upon an anticipated increase in claims with pending layoffs & furloughs.



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 LFNK	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 \$ (+/-) % (+/-)	
Operating Expenses						
Funding Schedule - Completion 2030	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 10,825,274	\$ 774,448	7.7%
Total Operating Expenses	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 10,825,274	\$ 774,448	7.7%
Total Contributory Retirement	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 10,825,274	\$ 774,448	7.7%

Budget Overview:

I. Main Purpose of the Department

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

Employees who became members prior to April 1, 2012 are eligible to apply for a pension benefit when they have completed either ten years of creditable service and have reached the age of 55, or have 20 years of creditable service regardless of your age. Employees who became members on or after April 1, 2012 are eligible to apply for a benefit when they have reached age 60 with ten or more years of creditable service or have 20 years of service at any age. Recipients receive a defined benefit plan. The pension allowance is calculated using an employees 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 Budget	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%
Total Contributory Retirement	\$ 8,764,621	\$ 9,393,294	\$ 10,050,826	\$ 10,825,274	\$ 774,448	7.71%

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

Total ESTIMATED Assessment for FY 2020	\$ 11,395,609
less Natick Housing Authority Assessment	\$ 174,718
less Golf Course Assessment	\$ 12,013
less Water/Sewer Assessment	\$ 383,604
Net Retirement Assessment (General Fund)	\$ 10,825,274



Town of Natick

Department: Non - Contributory Retirement

Appropriation Summary

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

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

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 Preliminary	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
TOTAL	\$ 122,074	\$ 127,656	\$ 147,593	\$ 115,400	\$ 117,708

Worker's Compensation

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Budget
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
TOTAL	\$ 540,775	\$ 600,342	\$ 630,414	\$ 676,678	\$ 710,512



Town of Natick

LIUNA/MASS Laborers' Benefits Fund				
Contribution for Fiscal Year 2021 Budget				
	<u>General Fund</u>			
UNION	EST HOURS	TOWN COST		AMOUNT
GENERAL FUND				
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
				\$384,633.60
* SCHOOL PAYS 15 CENTS PER HOUR FOR SCH EMPLOYEES				
<u>Water & 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
Total				\$486,166
* Massachusetts Laborers' Benefit Fund				
** LIUNA Pension Fund				

Merit/Performance Set-Aside

Performance Adjustment	\$	-
CBA Adjustment		
Total Merit/Performance	\$	-

\$300,000 decrease from January budget

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 \$ (+/-) % (+/-)	
Operating Expenses							
Purchase of Services	\$ 589,904	\$ 654,557	\$ 742,467	\$ 847,150	\$ 863,972	\$ 16,822	1.99%
Total Operating Expenses	\$ 589,904	\$ 654,557	\$ 742,467	\$ 847,150	\$ 863,972	\$ 16,822	1.99%
Total Property & Liability Insurance	\$ 589,904	\$ 654,557	\$ 742,467	\$ 847,150	\$ 863,972	\$ 16,822	1.99%

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%
Purchased Services	\$ 589,904	\$ 654,557	\$ 742,467	\$ 847,150	\$ 863,972	\$ 16,822	1.99%
Total Property & Liability Ins.	\$ 589,904	\$ 654,557	\$ 742,467	\$ 847,150	\$ 863,972	\$ 16,822	1.99%

Debt Service



FY 2021 Operational Budget Request

Department: Debt Service

Appropriation Summary

	2017 Actual	2018 Actual	2019 Appropriated	2020 Budget	2021 Jan 2 Prelim	2021 Preliminary Amended	21 Jan - 21 PA \$ (+/-)	21 Jan - 21 PA % (+/-)
Operating Expenses								
Leased Equipment	\$ 148,703	\$ 149,203	\$ 147,203	\$ 151,778	\$ 159,350	\$ 159,350	\$ -	0.00%
Leased land	\$ 3,900	\$ 8,900	\$ 6,400	\$ 8,900	\$ 9,500	\$ 9,500	\$ -	0.00%
Principal	\$ 7,893,357	\$ 8,446,861	\$ 7,852,071	\$ 9,907,161	\$ 9,935,603	\$ 9,350,591	\$ (585,012)	-5.89%
Interest	\$ 2,449,397	\$ 3,044,991	\$ 2,685,222	\$ 6,558,893	\$ 5,684,790	\$ 5,624,373	\$ (60,417)	-1.06%
Total Expense	\$ 10,495,357	\$ 11,649,955	\$ 10,690,896	\$ 16,626,732	\$ 15,789,243	\$ 15,143,814	\$ (645,429)	-4.09%
Total Debt Service	\$ 10,495,357	\$ 11,649,955	\$ 10,690,896	\$ 16,626,732	\$ 15,789,243	\$ 15,143,814	\$ (645,429)	-4.09%

Budget Overview:

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

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

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

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

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

Bond Refinance Analysis: In May of 2020, Town Administration refinanced the bonds from 2011 and was able to achieve significant savings. due to favorable market conditions and the Town's AAA bond rating. The savings from the refinance equates to a reduction of \$645,429 from the January 2nd Preliminary Budget for FY21. Of the \$645,429 in savings for FY21, \$428,106 is excluded debt and as a corollary that amount will be reduced from the property tax levy. Based on FY20 values, the average single family home tax bill would see a reduction of \$31. Also as an amendment to the original budget the excluded debt offset from bond premiums has been applied to debt services for \$202,740

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%
Purchased Services	143,957	149,203	147,203	151,778	159,350	7,572	4.99%
Total Leased Equipment	143,957	149,203	147,203	151,778	159,350	7,572	4.99%

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%
Total Leased Land	3,900	8,900	6,400	8,900	8,900	-	0.00%

*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 plus fees for bond anticipation and issue costs (bond counsel, financial advisor, rating agency fees, etc.) for borrowings (included within Interest payments total) associated with the acquisition of the West Natick Fire Station and the Kennedy Middle School Project.

Leased Equipment:

Motorcycle leases for the Police Department \$15,150, 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 andd 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		Fiscal Year 2025	
		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	-	\$ 7,500	-
2011	Community Senior Center	\$ 344,000	\$ 194,397	\$ 345,000	\$ 178,500	\$ 350,000	\$ 161,250	\$ 355,000	\$ 143,750	\$ 355,000	\$ 126,000
2011	Roads - Oak St	\$ 112,575	\$ 34,128	\$ 115,000	\$ 29,250	\$ 115,000	\$ 23,500	\$ 115,000	\$ 17,750	\$ 120,000	\$ 12,000
2011	Storage Bldg - Oak St Gravel Pit	\$ 9,895	\$ 400								
2011	Fire - Engine Replacement	\$ 39,250	\$ 1,587								
2011	Bldg Remodel - Police Dispatch	\$ 14,845	\$ 600								
2011	Replace DPW Dump Truck H-44	\$ 14,725	\$ 596								
2011	Replace DPW Dump Truck H-53	\$ 14,725	\$ 596								
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	\$ 30,000	\$ 4,163
2014	Roads (Collector/Arterial)	\$ 20,000	\$ 5,425	\$ 20,000	\$ 4,625	\$ 20,000	\$ 3,825	\$ 20,000	\$ 3,225	\$ 20,000	\$ 2,775
2014	Police - Dispatch Center	\$ 15,000	\$ 4,069	\$ 15,000	\$ 3,469	\$ 15,000	\$ 2,869	\$ 15,000	\$ 2,419	\$ 15,000	\$ 2,081
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	\$ 15,000	\$ 450
2015	DPW Equip.-Replace Hooklift & Chassis S-37	\$ 25,000	\$ 3,150	\$ 20,000	\$ 2,400	\$ 20,000	\$ 1,800	\$ 20,000	\$ 1,200	\$ 20,000	\$ 600
2015	DPW Equip. - Replace Truck S-38	\$ 15,000	\$ 1,650	\$ 10,000	\$ 1,200	\$ 10,000	\$ 900	\$ 10,000	\$ 600	\$ 10,000	\$ 300
2015	Roads - Pine Street	\$ 65,000	\$ 18,460	\$ 65,000	\$ 16,510	\$ 65,000	\$ 14,560	\$ 65,000	\$ 12,610	\$ 65,000	\$ 10,660
2015	DPW - Public Works Bldg Expansion	\$ 25,000	\$ 3,600	\$ 25,000	\$ 2,850	\$ 25,000	\$ 2,100	\$ 25,000	\$ 1,350	\$ 20,000	\$ 600
2015	DPW - Roads & Sidewalks	\$ 35,000	\$ 5,373	\$ 35,000	\$ 4,323	\$ 35,000	\$ 3,273	\$ 35,000	\$ 2,336	\$ 35,000	\$ 1,575
2015	Comm. Serv. - Replace Dug Pond Pier	\$ 10,000	\$ 1,500	\$ 10,000	\$ 1,200	\$ 10,000	\$ 900	\$ 10,000	\$ 600	\$ 10,000	\$ 300
2016	Roads - Pine Street	\$ 55,000	\$ 14,011	\$ 55,000	\$ 12,361	\$ 55,000	\$ 10,711	\$ 55,000	\$ 9,240	\$ 55,000	\$ 8,044
2016	Pegan Ln Land Acquisition	\$ 50,000	\$ 18,738	\$ 50,000	\$ 17,238	\$ 50,000	\$ 15,738	\$ 50,000	\$ 14,400	\$ 50,000	\$ 13,313
2016	Roads & Sidewalks (Coll/Art)	\$ 10,000	\$ 1,535	\$ 10,000	\$ 1,235	\$ 10,000	\$ 935	\$ 10,000	\$ 668	\$ 10,000	\$ 450
2016	Drainage Improvements	\$ 35,000	\$ 5,373	\$ 35,000	\$ 4,323	\$ 35,000	\$ 3,273	\$ 35,000	\$ 2,336	\$ 35,000	\$ 1,575
2016	Replace H-57 Front-End Loader	\$ 25,000	\$ 3,688	\$ 25,000	\$ 2,938	\$ 25,000	\$ 2,188	\$ 25,000	\$ 1,519	\$ 25,000	\$ 975
2016	Drainage Improvements - Willow St.	\$ 20,000	\$ 2,770	\$ 20,000	\$ 2,170	\$ 20,000	\$ 1,570	\$ 20,000	\$ 1,035	\$ 15,000	\$ 675
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	\$ 10,000	\$ 450
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	\$ 5,000	\$ 75
April 2017	Cole North Field	\$ 10,000	\$ 3,600	\$ 10,000	\$ 3,100	\$ 10,000	\$ 2,600	\$ 10,000	\$ 2,100	\$ 10,000	\$ 1,600
April 2017	IT - Telephone System Upgrade Hardware	\$ 80,000	\$ 19,500	\$ 80,000	\$ 15,500	\$ 80,000	\$ 11,500	\$ 75,000	\$ 7,500	\$ 75,000	\$ 3,750
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	\$ 20,000	\$ 1,750
April 2017	Replace East School Roof	\$ 15,000	\$ 8,500	\$ 15,000	\$ 7,750	\$ 15,000	\$ 7,000	\$ 15,000	\$ 6,250	\$ 15,000	\$ 5,500
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	\$ 20,000	\$ 1,000
April 2017	Replace S-33 (+36000 re-app)	\$ 25,000	\$ 7,500	\$ 25,000	\$ 6,250	\$ 20,000	\$ 5,000	\$ 20,000	\$ 4,000	\$ 20,000	\$ 3,000
April 2017	Roads & Sidewalks (Coll/Art)	\$ 60,000	\$ 30,850	\$ 60,000	\$ 27,850	\$ 60,000	\$ 24,850	\$ 60,000	\$ 21,850	\$ 60,000	\$ 18,850
April 2017	Field Renovations	\$ 10,000	\$ 5,000	\$ 10,000	\$ 4,500	\$ 10,000	\$ 4,000	\$ 10,000	\$ 3,500	\$ 10,000	\$ 3,000
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	\$ 15,000	\$ 6,113
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	\$ 135,000	\$ 42,700
April 2017	Replace H-63 - Street Sweeper Supplement	\$ 10,000	\$ 2,000	\$ 5,000	\$ 1,500	\$ 5,000	\$ 1,250	\$ 5,000	\$ 1,000	\$ 5,000	\$ 750
April 2017	Upgrade DPW Radio System	\$ 40,000	\$ 3,750	\$ 35,000	\$ 1,750						

Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
		Principal	Interest								
April 2017	Charles River Bridge - Rehab	\$ 35,000	\$ 23,188	\$ 35,000	\$ 21,438	\$ 35,000	\$ 19,688	\$ 35,000	\$ 17,938	\$ 35,000	\$ 16,188
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	\$ 10,000	\$ 1,250
April 2017	Pond Street Sidewalk & Guardrail Replace	\$ 25,000	\$ 8,500	\$ 25,000	\$ 7,250	\$ 25,000	\$ 6,000	\$ 25,000	\$ 4,750	\$ 25,000	\$ 3,500
July 2017	Replace 2001 Fire Pumper (Engine 3)	\$ 75,000	\$ 13,500	\$ 75,000	\$ 10,500	\$ 75,000	\$ 7,500	\$ 75,000	\$ 4,500	\$ 75,000	\$ 1,500
July 2017	Replace S-31 Trash Packer	\$ 40,000	\$ 6,648	\$ 40,000	\$ 5,048	\$ 40,000	\$ 3,524	\$ 35,000	\$ 2,100	\$ 35,000	\$ 700
July 2017	Replace H-58 (Font End Loader)	\$ 25,000	\$ 7,100	\$ 25,000	\$ 6,100	\$ 25,000	\$ 5,100	\$ 25,000	\$ 4,100	\$ 25,000	\$ 3,100
July 2017	Replace H-72 Side Walk Bombardier	\$ 15,000	\$ 4,500	\$ 15,000	\$ 3,900	\$ 15,000	\$ 3,300	\$ 15,000	\$ 2,700	\$ 15,000	\$ 2,100
July 2017	Replace Cole Roof	\$ 25,000	\$ 14,500	\$ 25,000	\$ 13,500	\$ 25,000	\$ 12,500	\$ 25,000	\$ 11,500	\$ 25,000	\$ 10,500
July 2017	Park and Field Renovations	\$ 25,000	\$ 3,940	\$ 25,000	\$ 2,940	\$ 21,000	\$ 2,020	\$ 20,000	\$ 1,200	\$ 20,000	\$ 400
July 2017	Roadway & Sidewalks Supplement	\$ 60,000	\$ 28,800	\$ 60,000	\$ 26,400	\$ 60,000	\$ 24,000	\$ 60,000	\$ 21,600	\$ 60,000	\$ 19,200
Dec-18	Replacement of SCBA equipment	\$ 40,000	\$ 14,500	\$ 40,000	\$ 12,500	\$ 40,000	\$ 10,500	\$ 40,000	\$ 8,500	\$ 40,000	\$ 6,500
Dec-18	Acquisition CSX Saxonville Branch (CRT)	\$ 165,000	\$ 124,175	\$ 165,000	\$ 115,925	\$ 165,000	\$ 107,675	\$ 165,000	\$ 99,425	\$ 165,000	\$ 91,175
Dec-18	Fire Alarm Bucket Truck (S-5)	\$ 20,000	\$ 8,500	\$ 20,000	\$ 7,500	\$ 20,000	\$ 6,500	\$ 20,000	\$ 5,500	\$ 20,000	\$ 4,500
Dec-18	Replace Truck Sander (408)	\$ 35,000	\$ 9,625	\$ 35,000	\$ 7,875	\$ 35,000	\$ 6,125	\$ 35,000	\$ 4,375	\$ 35,000	\$ 2,625
Dec-18	Replace H-70 Trackless (426)	\$ 25,000	\$ 9,125	\$ 25,000	\$ 7,875	\$ 25,000	\$ 6,625	\$ 20,000	\$ 5,500	\$ 20,000	\$ 4,500
Dec-18	Roadway and Sidewalk	\$ 70,000	\$ 42,400	\$ 70,000	\$ 38,900	\$ 70,000	\$ 35,400	\$ 70,000	\$ 31,900	\$ 70,000	\$ 28,400
Dec-18	Roadway Washington Ave	\$ 165,000	\$ 104,495	\$ 165,000	\$ 96,245	\$ 165,000	\$ 87,995	\$ 165,000	\$ 79,745	\$ 165,000	\$ 71,495
Dec-18	Route 27 Improvements (North Main St)	\$ 135,000	\$ 84,675	\$ 135,000	\$ 79,250	\$ 135,000	\$ 71,175	\$ 135,000	\$ 64,425	\$ 135,000	\$ 57,675
Dec-18	Fire Station 4	\$ 505,000	\$ 667,275	\$ 530,000	\$ 641,400	\$ 555,000	\$ 614,275	\$ 585,000	\$ 585,775	\$ 870,000	\$ 549,400
Sub-Total (Municipal)		\$ 3,792,617	\$ 1,755,260	\$ 3,537,721	\$ 1,590,472	\$ 3,239,921	\$ 1,433,042	\$ 3,107,500	\$ 1,292,555	\$ 3,157,500	\$ 1,149,780
		FY Total	\$ 5,547,877	FY Total	\$ 5,128,193	FY Total	\$ 4,672,963	FY Total	\$ 4,400,055	FY Total	\$ 4,307,280

Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
		Principal	Interest								
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		
2009	Kennedy Renovations										
2010	Memorial Renovations										
2011	High School - Construction	\$ 1,549,000	\$ 880,385	\$ 1,560,000	\$ 808,750	\$ 1,580,000	\$ 730,750	\$ 1,600,000	\$ 651,750	\$ 1,615,000	\$ 571,750
2011	Johnson Boilers	\$ 19,625	\$ 794								
2011	Johnson Exterior Windows	\$ 9,825	\$ 398								
2011	Memorial Fire Alarm System	\$ 24,535	\$ 992								
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	\$ 151,034	\$ 40,213
2014	Ben-Hem - School Playground	\$ 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	\$ 25,000	\$ 3,469
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	Kennedy Middle School Portable Classrooms										
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	\$ 60,989	\$ 16,238
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	\$ 32,422	\$ 8,632
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	\$ 30,556	\$ 8,135
April 2017	Lilja - Roof Replacement	\$ 25,000	\$ 13,450	\$ 25,000	\$ 12,200	\$ 25,000	\$ 10,950	\$ 25,000	\$ 9,700	\$ 25,000	\$ 8,450
April 2017	Brown - Replace sidewalks	\$ 10,000	\$ 2,850	\$ 5,000	\$ 2,350	\$ 5,000	\$ 2,100	\$ 5,000	\$ 1,850	\$ 5,000	\$ 1,600
April 2017	Wilson - Replace sidewalks	\$ 10,000	\$ 2,850	\$ 5,000	\$ 2,350	\$ 5,000	\$ 2,100	\$ 5,000	\$ 1,850	\$ 5,000	\$ 1,600
April 2017	Brown School Roof Replacement	\$ 45,000	\$ 27,150	\$ 45,000	\$ 24,900	\$ 45,000	\$ 22,650	\$ 45,000	\$ 20,400	\$ 45,000	\$ 18,150
July 2017	Lilja School - Install Modular Classrooms	\$ 100,000	\$ 61,550	\$ 100,000	\$ 57,550	\$ 100,000	\$ 53,550	\$ 100,000	\$ 49,550	\$ 100,000	\$ 45,550
July 2017	Natick High School - Install Irrigation Well	\$ 15,000	\$ 2,212	\$ 15,000	\$ 1,612	\$ 12,800	\$ 1,056	\$ 10,000	\$ 600	\$ 10,000	\$ 200
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	\$ 2,380,000	\$ 2,111,030
Sub-Total (School)		\$ 4,657,974	\$ 3,736,979	\$ 4,656,388	\$ 3,518,998	\$ 4,778,588	\$ 3,288,619	\$ 4,880,338	\$ 3,057,761	\$ 4,485,001	\$ 2,835,018

Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
		Principal	Interest								
Feb-19	East Field Renovations	\$ 185,000	\$ 53,235	\$ 185,000	\$ 49,350	\$ 185,000	\$ 45,465	\$ 180,000	\$ 41,580	\$ 180,000	\$ 37,800
Feb-19	Navy Yard Field Renovations	\$ 115,000	\$ 33,600	\$ 115,000	\$ 31,185	\$ 115,000	\$ 28,770	\$ 115,000	\$ 26,355	\$ 115,000	\$ 23,940
Feb-19	Accounts Receivable Software Upgrade	\$ 55,000	\$ 5,460	\$ 55,000	\$ 4,305	\$ 55,000	\$ 3,150	\$ 50,000	\$ 1,995	\$ 50,000	\$ 945
Feb-19	Roadway South Main St	\$ 310,000	\$ 97,650	\$ 310,000	\$ 91,140	\$ 310,000	\$ 84,630	\$ 310,000	\$ 78,120	\$ 310,000	\$ 71,610
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	\$ 65,000	\$ 20,790
Feb-19	Roadway & Sidewalks Supplement	\$ 50,000	\$ 15,750	\$ 50,000	\$ 14,700	\$ 50,000	\$ 13,650	\$ 50,000	\$ 12,600	\$ 50,000	\$ 11,550
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	\$ 45,000	\$ 2,835
Feb-19	Roadway & Sidewalks Supplement	\$ 70,000	\$ 21,000	\$ 70,000	\$ 19,530	\$ 70,000	\$ 18,060	\$ 70,000	\$ 16,590	\$ 70,000	\$ 15,120
2021	Roadway & Sidewalks Supplement			\$ 66,667	\$ 25,000	\$ 66,667	\$ 23,333	\$ 66,667	\$ 21,667	\$ 66,667	\$ 20,000
2021	North Ave Area Drainage Improvements			\$ 106,667	\$ 40,000	\$ 106,667	\$ 37,333	\$ 106,667	\$ 34,667	\$ 106,667	\$ 32,000
2021	Memorial-Install Fire Sprinkler System			\$ 13,000	\$ 1,625	\$ 13,000	\$ 1,300	\$ 13,000	\$ 975	\$ 13,000	\$ 650
2021	Morse Library - Replace 5 Ahu's			\$ 30,000	\$ 7,500	\$ 30,000	\$ 6,750	\$ 30,000	\$ 6,000	\$ 30,000	\$ 5,250

Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
		Principal	Interest								
2021	Replace Synthetic Turf Memorial Field			\$ 60,000	\$ 15,000	\$ 60,000	\$ 13,500	\$ 60,000	\$ 12,000	\$ 60,000	\$ 10,500
2021	Replace S-102 Side Arm Recycling Truck			\$ 46,429	\$ 8,125	\$ 46,429	\$ 6,964	\$ 46,429	\$ 5,804	\$ 46,429	\$ 4,643
2021	Brown - Replace Boilers			\$ 8,000	\$ 1,000	\$ 8,000	\$ 800	\$ 8,000	\$ 600	\$ 8,000	\$ 400
2021	Lilja - Replace Boilers			\$ 8,000	\$ 1,000	\$ 8,000	\$ 800	\$ 8,000	\$ 600	\$ 8,000	\$ 400
2021	Wilson - Install Second Floor Ac			\$ 25,000	\$ 12,500	\$ 25,000	\$ 11,875	\$ 25,000	\$ 11,250	\$ 25,000	\$ 10,625
2021	90 Oak - Replace All Exterior Windows And Doors			\$ 3,500	\$ 875	\$ 3,500	\$ 788	\$ 3,500	\$ 700	\$ 3,500	\$ 613
2021	Ben-Hem - Add Ac 1st And 2nd Floor Classrooms			\$ 30,000	\$ 15,000	\$ 30,000	\$ 14,250	\$ 30,000	\$ 13,500	\$ 30,000	\$ 12,750
2021	Town Hall - Replace Roof			\$ 22,500	\$ 11,250	\$ 22,500	\$ 10,688	\$ 22,500	\$ 10,125	\$ 22,500	\$ 9,563
2021	Public Safety Building - Replace Roof			\$ 30,000	\$ 15,000	\$ 30,000	\$ 14,250	\$ 30,000	\$ 13,500	\$ 30,000	\$ 12,750
2022	Memorial - Resurface And Expand Parking Areas					\$ 26,667	\$ 11,000	\$ 26,667	\$ 10,267	\$ 26,667	\$ 9,533
2022	90 Oak - Replace All Exterior Windows And Doors					\$ 17,500	\$ 14,000	\$ 17,500	\$ 9,144	\$ 17,500	\$ 8,663
2022	90 Oak - Replace Boiler					\$ 25,000	\$ 20,000	\$ 25,000	\$ 13,063	\$ 25,000	\$ 12,375
2022	Replace Public Works Backup Generator					\$ 16,667	\$ 10,000	\$ 16,667	\$ 6,417	\$ 16,667	\$ 5,958
2022	Brown - Replace Playground					\$ 12,500	\$ 5,000	\$ 12,500	\$ 3,094	\$ 12,500	\$ 2,750
2022	Replace H-52 Utility Body Pickup					\$ 17,500	\$ 7,000	\$ 17,500	\$ 4,331	\$ 17,500	\$ 3,850
2022	Replace Vehicle 513 (S-103) Recycling Truck					\$ 47,143	\$ 13,200	\$ 47,143	\$ 7,779	\$ 47,143	\$ 6,482
2022	Memorial School - Replace Exterior Windows					\$ 60,000	\$ 48,000	\$ 60,000	\$ 31,350	\$ 60,000	\$ 29,700
2022	Roadway & Sidewalks Supplement					\$ 66,667	\$ 40,000	\$ 66,667	\$ 25,667	\$ 66,667	\$ 23,833
2022	Roads & Sidewalks (Collector/Arterial)					\$ 100,000	\$ 60,000	\$ 100,000	\$ 38,500	\$ 100,000	\$ 35,750
2022	Memorial-Install Fire Sprinkler System					\$ 43,333	\$ 26,000	\$ 43,333	\$ 16,683	\$ 43,333	\$ 15,492
2022	Replace Pumper					\$ 62,000	\$ 24,800	\$ 62,000	\$ 15,345	\$ 62,000	\$ 13,640
2022	Relocate Modular Classrooms					\$ 85,714	\$ 24,000	\$ 85,714	\$ 14,143	\$ 85,714	\$ 11,786
2022	Brown - Replace Boilers					\$ 20,000	\$ 16,000	\$ 20,000	\$ 10,450	\$ 20,000	\$ 9,900
2022	Lilja - Replace Boilers					\$ 20,000	\$ 16,000	\$ 20,000	\$ 10,450	\$ 20,000	\$ 9,900
2022	Wilson - Install Second Floor Ac					\$ 25,000	\$ 20,000	\$ 25,000	\$ 13,063	\$ 25,000	\$ 12,375
2023	Building Addition 75 West Street							\$ 40,000	\$ 18,000	\$ 40,000	\$ 16,800
2023	Roadway & Sidewalks Supplement							\$ 66,667	\$ 30,000	\$ 66,667	\$ 28,000
2023	Roads & Sidewalks (Collector/Arterial)							\$ 100,000	\$ 45,000	\$ 100,000	\$ 42,000
2023	Replace L-1 With A Platform/Ladder							\$ 150,000	\$ 45,000	\$ 150,000	\$ 40,500
2023	Replace Rescue-3							\$ 78,571	\$ 16,500	\$ 78,571	\$ 14,143
2023	Replace H-63 Street Sweeper							\$ 50,000	\$ 10,500	\$ 50,000	\$ 9,000
2023	Facility							\$ 178,571	\$ 37,500	\$ 178,571	\$ 32,143
2024	Facility									\$ 178,571	\$ 40,625
2024	Roadway & Sidewalks Supplement									\$ 100,000	\$ 48,750
2024	Roads & Sidewalks (Collector/Arterial)									\$ 100,000	\$ 48,750
2024	Replace Fire Pumper									\$ 70,000	\$ 22,750
Sub-Total (New)		\$ 900,000	\$ 259,875	\$ 1,349,762	\$ 394,850	\$ 1,995,452	\$ 719,706	\$ 2,644,262	\$ 766,805	\$ 3,092,833	\$ 860,181
nd Anticipation Notes			\$ 75,000		\$ 48,000		\$ 48,000		\$ 50,000		\$ 50,000
General Fund Total		\$ 9,350,591	\$ 5,827,113	\$ 9,543,871	\$ 5,552,320	\$ 10,013,962	\$ 5,489,367	\$ 10,632,100	\$ 5,167,122	\$ 10,735,334	\$ 4,894,978

Facilities Management



FY 2021 Operational Budget Request

John Gadson, Director

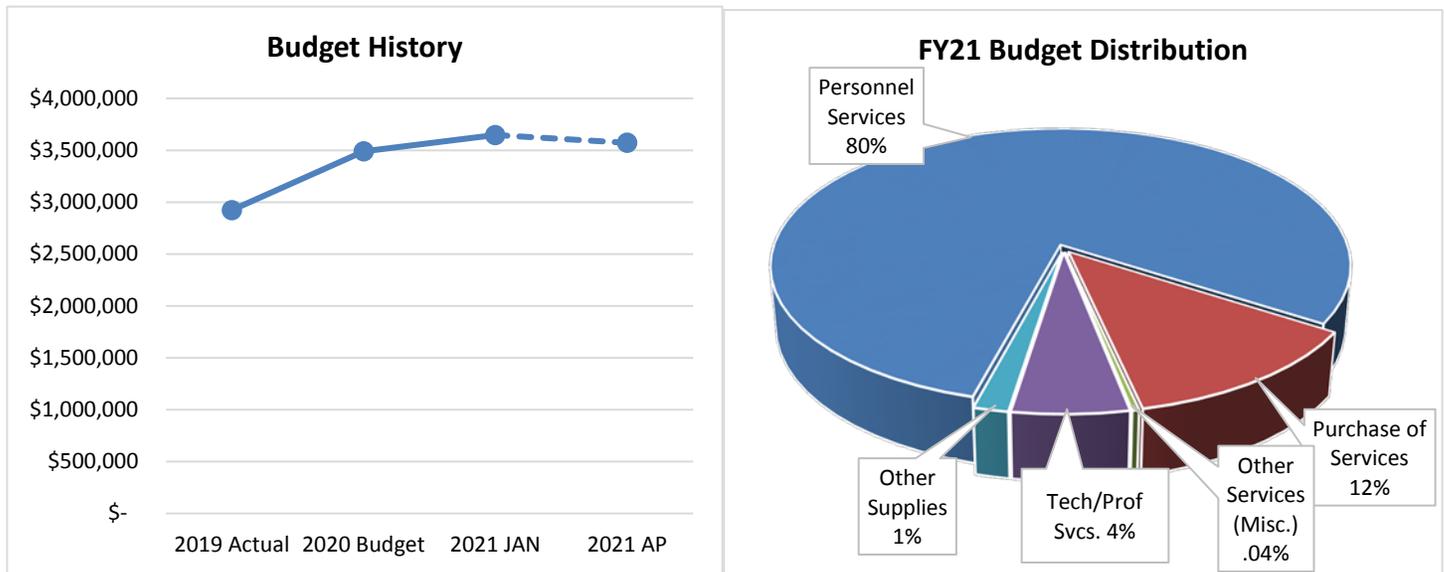
Mission:

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:

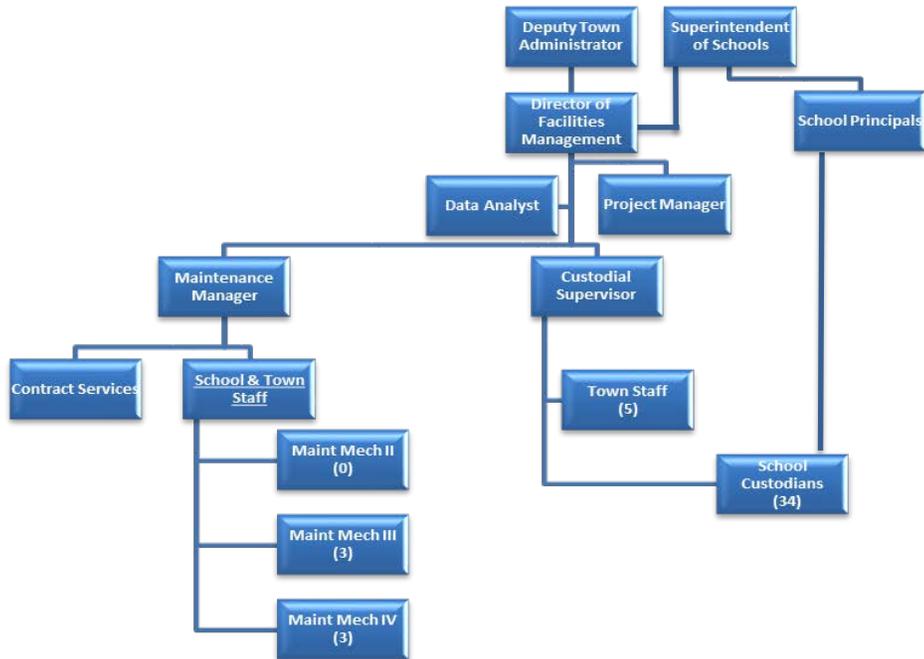
- Increases from contractual labor costs
 - Increase in contractual cleaning & supplies costs
 - New Initiative - two custodians to support KMS
- **Budget Changes from January Preliminary:** Overall change is a decrease of \$75,288. This includes preserving new initiatives for two custodians to support KMS; laying off Project Manager

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

		2019	2020	2021	2021	2020 vs. 2021 AP		2021 JAN vs. 2021 AP	
		Actual	Budget	Jan 2nd Prelim Budget	Amended Preliminary Budget	\$ (+/-)	% (+/-)	\$ (+/-)	% (+/-)
Salaries Supervisory		\$ 153,400	\$ 342,162	\$ 357,685	\$ 282,397	\$ (59,765)	-17.47%	\$ (75,288)	-21.05%
Salaries Technical & Professional		\$ 57,181	\$ 57,564	\$ 57,564	\$ 57,564	\$ -	0.00%	\$ -	0.00%
Salaries Operational Staff		\$ 2,028,160	\$ 2,174,775	\$ 2,269,841	\$ 2,269,841	\$ 95,066	4.37%	\$ -	0.00%
Salaries Part-Time Operational		\$ 36,962	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	0.00%	\$ -	0.00%
Salaries Add'l Comp Operational		\$ 26,800	\$ 35,000	\$ 35,800	\$ 35,800	\$ 800	2.29%	\$ -	0.00%
Salaries Staff Overtime		\$ 161,860	\$ 175,000	\$ 175,000	\$ 175,000	\$ -	0.00%	\$ -	0.00%
Personnel Services	¹	\$ 2,464,363	\$ 2,819,501	\$ 2,930,890	\$ 2,855,602	\$ 36,101	1.28%	\$ (75,288)	-2.57%
Repairs & Maint. Facilities	²	\$ 239,738	\$ 370,000	\$ 393,000	\$ 393,000	\$ 23,000	6.22%	\$ -	0.00%
Repairs & Maint. (5 Auburn Street)		\$ 12,297	\$ 26,000	\$ 26,000	\$ 26,000	\$ -	0.00%	\$ -	0.00%
Repairs & Maint. Elevator/Chair lift	³	\$ 17,116	\$ 25,500	\$ 25,500	\$ 25,500	\$ -	0.00%	\$ -	0.00%
Purchase of Services		\$ 269,151	\$ 421,500	\$ 444,500	\$ 444,500	\$ 23,000	5.46%	\$ -	0.00%
						\$ -			
Clothing Allowance Oper. Staff		9,000	12,000	12,000	12,000	\$ -	0.00%	\$ -	0.00%
Other Services (Misc.)		\$ 9,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.00%	\$ -	0.00%
Contractual Svs - Cleaning	⁴	\$ 143,269	\$ 190,000	\$ 200,000	\$ 200,000	\$ 10,000	5.26%	\$ -	0.00%
Tech/Professional Services		\$ 143,269	\$ 190,000	\$ 200,000	\$ 200,000	\$ 10,000	5.26%	\$ -	0.00%
Custodial Supplies		\$ 38,143	\$ 47,000	\$ 60,000	\$ 60,000	\$ 13,000	27.66%	\$ -	0.00%
Other Supplies		\$ 38,143	\$ 47,000	\$ 60,000	\$ 60,000	\$ 13,000	27.66%	\$ -	0.00%
Total Department		\$ 2,923,926	\$ 3,490,001	\$ 3,647,390	\$ 3,572,102	\$ 82,101	2.35%	\$ (75,288)	-2.06%

Footnotes:

¹ Salaries:

Supervisory - Director of Facilities Management, Custodial Supervisor, Maintenance Manager
 Technical & Professional - Data Analyst
 Operational - 43 employees who maintain and care for Town buildings
 Part-time Operational - Summer Maintenance Personnel, seasonal positions that cover for summer vacations
 Additional Compensation Operational - Longevity and training stipends for operational staff
 Operational Staff Overtime - For emergencies and callbacks after normal operating hours for municipal buildings. This also covers building security, substitutes, and rental of facilities overtime for NPS.

Purchased Services:

² Repairs & Maintenance of Facilities - Costs of maintaining Town buildings including equipment, quarterly alarm testing, HVAC repairs, boiler repairs, and general maintenance.
³ Repairs & Maintenance to Elevators - Repairs to elevators and lifts located at the Police Station, Fire Station, Town Hall, Cole Recreation Center, Morse Institute Library, and DPW.

Technical/Professional Services:

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



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%
Expenses	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%
Total Reserve Fund	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	0.00%

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

Year End Balance	\$ 250,000	\$ 281,400	\$ 250,000	\$ 250,000	\$ 250,000
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Section X

Water/Sewer Enterprise Fund

Water & Sewer Enterprise Fund	
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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.

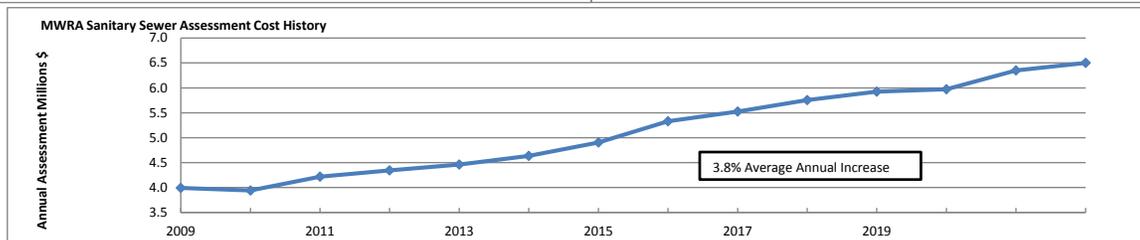
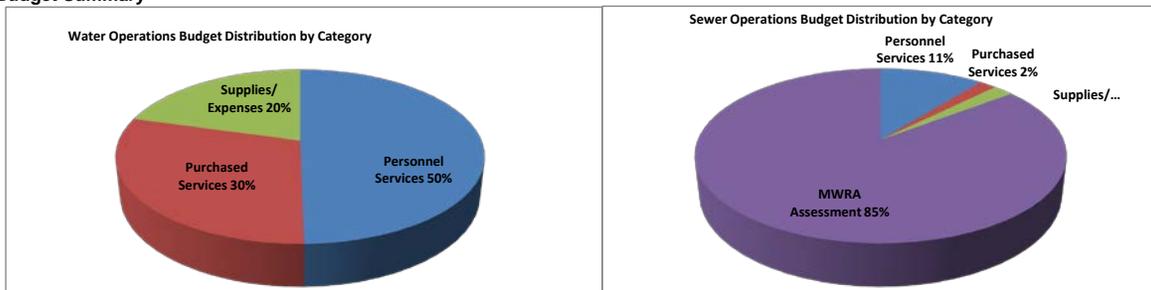
Utility Billing Operations:

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.

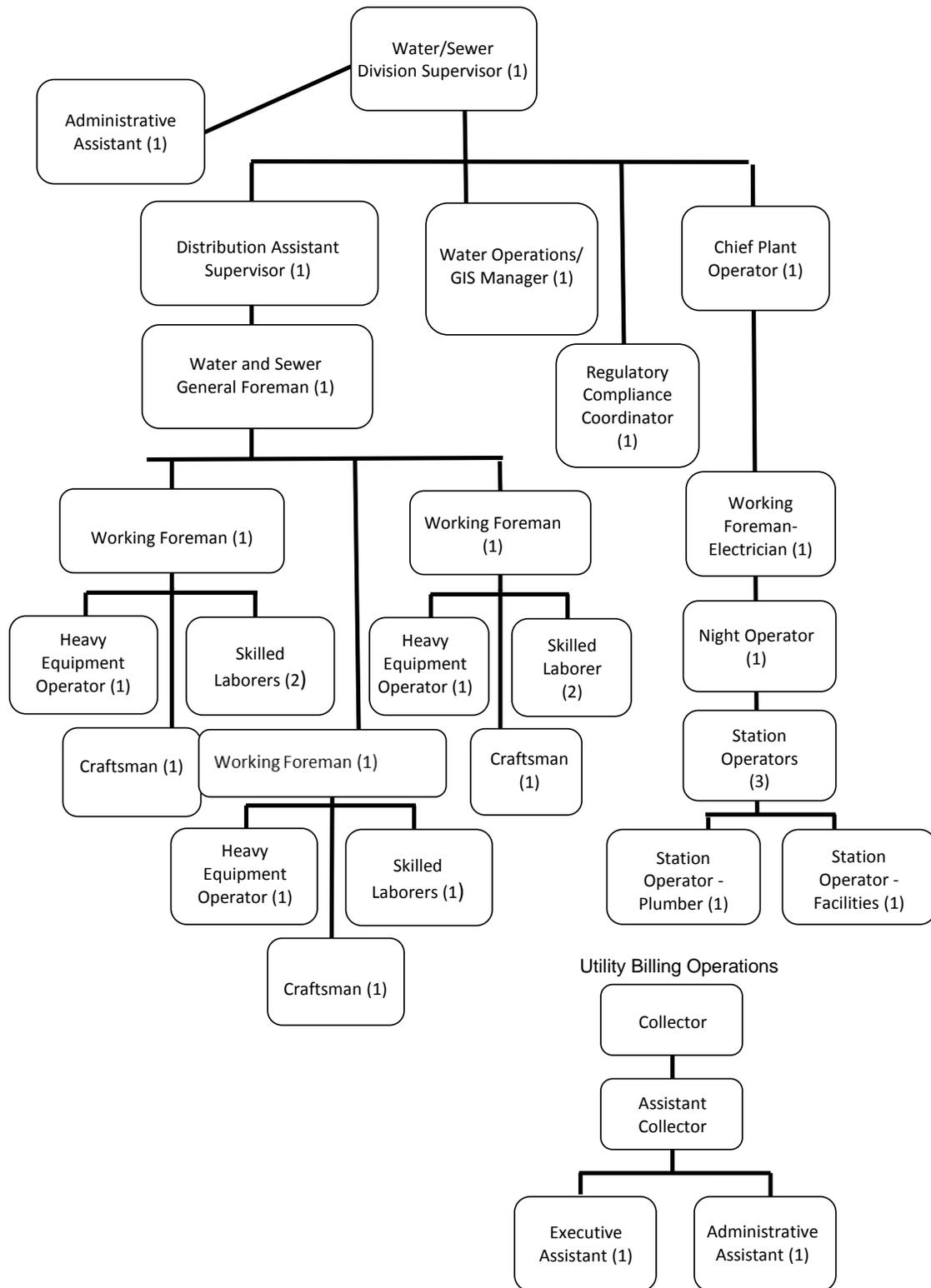
Budget Highlights for FY 2021:

- 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) 14,001 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*
Workload Indicators					
Water & Sewer Operations					
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 Amended Preliminary Budget	2020 vs. 2021	
Salaries					\$ (+/-)	%(+/-)
Personnel Services	1,244,426	1,230,403	1,282,726	1,311,645	28,919	2.25%
Operating Expenses						
Purchased Services	439,735	419,506	681,349	536,349	-145,000	-21.28%
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%
Total Expenses	1,057,683	996,054	1,289,049	1,147,549	-141,500	-10.98%
Total Water	2,302,109	2,226,457	2,571,775	2,459,194	-112,581	-4.38%

Sewer	2018 Actual	2019 Actual	2020 Budget	2021 Amended Preliminary Budget	2020 vs. 2021	
Salaries					\$ (+/-)	%(+/-)
Personnel Services	773,270	768,186	816,363	838,850	22,487	2.75%
Operating Expenses						
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	6,505,760	0	0.00%
Total Expenses	6,329,151	6,317,573	6,646,623	6,796,623	150,000	2.26%
Total Sewer	7,102,421	7,085,759	7,462,986	7,635,473	172,487	2.31%

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

Employee Benefits	2018 Actual	2019 Actual	2020 Budget	2021 Budget	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%
Total Employee Benefits	783,306	809,698	880,690	927,845	47,156	5.35%

Debt Service	2018 Actual	2019 Actual	2020 Budget	2021 Budget	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%
Total Debt Service	2,340,788	2,442,895	2,880,204	2,591,356	-288,848	-10.03%

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

Total Enterprise	12,887,998	12,901,419	14,192,636	14,009,366	-183,270	-1.29%
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Water Division

Description		2018 Actual	2019 Actual	2020 Budget	2021 Budget	2020 vs. 2021	
						\$ (+/-)	% (+/-)
Salaries							
SALARIES SUPERVISORY	¹	208,601	208,601	210,205	213,591	3,386	1.61%
SALARIES OPERATIONAL STAFF	²	770,229	806,367	865,501	883,046	17,545	2.03%
MERIT PERFORMANCE/CBAS		0	0	0	0	0	
SALARIES PART TIME OPERATIONAL	³	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	⁴	19,900	19,900	22,400	22,400	0	0.00%
SALARIES ADD'L COMP OPER	⁵	29,752	29,124	27,677	27,677	0	0.00%
CLOTHING OPERATIONAL		4,200	4,200	4,743	4,743	0	0.00%
Total Personnel Services		1,244,426	1,230,403	1,282,726	1,311,645	28,919	2.25%
Purchased Services							
SOFTWARE SERVICING	⁶	16,001	18,981	49,500	54,500	5,000	10.10%
ELECTRICITY	⁷	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	⁸	12,533	12,172	12,400	12,400	0	0.00%
Total Purchased Services		439,735	419,506	681,349	536,349	-145,000	-21.28%
Other Services							
LICENSES CDL & SPECIAL		8,102	9,777	8,700	9,000	300	3.45%
ISO 14001 CERTIFICATION	⁹	8,100	8,396	15,000	15,000	0	0.00%
Total Other Services		16,202	18,173	23,700	24,000	300	1.27%

Footnotes:

Salaries:

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

Purchased Services:

- ⁶ Repairs & Software Maintenance - Maintaining the SCADA system at the Water Treatment Plants.
⁷ Electricity - Budget line item correction with Sewer Division
⁸ Purchased Services Misc. - Office supplies, Computers, Printers

Other Services:

- ⁹ 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 Amended Preliminary	2020 vs. 2021	
						\$ (+/-)	% (+/-)
IMPLEMENT SDWA ADMENDMENT	⁹	28,112	31,313	31,000	31,000	0	0.00%
WATER TESTING	¹⁰	28,262	29,287	30,800	31,500	700	2.27%
Total Tech./Prof. Services		56,374	60,600	61,800	62,500	700	1.13%
REPAIR & MAINT - EQUIPMENT	¹¹	2,861	3,189	3,200	3,200	0	0.00%
REPAIR & MAINT - FACILITIES	¹²	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	¹³	23,244	25,215	25,000	27,500	2,500	10.00%
REPAIR & MAINT - MISC CONSTRUCTION	¹³	25,146	25,689	24,000	24,000	0	0.00%
Total Supplies		69,782	73,813	72,200	74,700	2,500	3.46%
CHEMICAL SUPPLIES	¹⁴	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	¹⁵	22,796	22,488	25,000	25,000	0	0.00%
Total Other Supplies		243,447	234,283	245,000	245,000	0	0.00%
WATER WELL/WATER LINE MAINT.	¹⁶	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	¹⁷	12,499	10,787	12,750	12,750	0	0.00%
MWRA DISCHARGE PERMIT	¹⁸	16,518	2,561	3,500	3,500	0	0.00%
Total Other Charges		232,143	189,678	205,000	205,000	0	0.00%
Total Water		2,302,109	2,226,457	2,571,775	2,459,194	-112,581	-4.38%

Footnotes:

Technical & Professional Services:

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

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

Supplies:

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

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

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

Other Supplies:

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

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

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

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

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

Sewer Division

Description		2018 Actual	2019 Actual	2020 Budget	2021 Amended Preliminary Budget	2020 vs. 2021	
						\$ (+/-)	% (+/-)
Salaries							
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%
Total Personnel Services		773,270	768,186	816,363	838,850	22,487	2.75%
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%
Total Purchased Services		220,546	210,250	116,163	266,163	150,000	129.13%
LICENSES - CDL & SPECIAL		1,066	998	2,200	2,200	0	0.00%
Total Other Services		1,066	998	2,200	2,200	0	0.00%
TECH & PROF SVS & MWRA SULFIDE TESTING	8	29,360	12,510	17,500	17,500	0	0.00%
Total Tech/Prof. Services		29,360	12,510	17,500	17,500	0	0.00%
REPAIRS & MAINT MISC CONSTRUCTION	9	3,772	4,281	5,000	5,000	0	0.00%
Total Supplies		3,772	4,281	5,000	5,000	0	0.00%
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	6,350,000	0	0.00%
WATER/SEWER DAMAGE CLAIMS		6,635	0	15,000	15,000	0	0.00%
Total Other Charges		6,074,407	6,089,534	6,505,760	6,505,760	0	0.00%
Total Sewer		7,102,421	7,085,759	7,462,986	7,635,473	172,487	2.31%

Footnotes:

Salaries:

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

Purchased Services:

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

Technical & Professional Services:

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

Supplies:

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

Other Charges:

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

Utility Billing

Description		2018 Actual	2019 Actual	2020 Budget	2021 Amended Preliminary	2020 vs. 2021	
						\$ (+/-)	% (+/-)
Salaries							
SALARIES OPERATIONAL STAFF	¹	104,211	76,047	100,689	99,330	-1,359	-1.35%
SALARIES PART-TIME	²	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%
Total Personnel Services		109,748	79,788	107,981	106,497	-1,484	-1.37%
Supplies							
EQUIPMENT REPAIRS/SERVICING		0	0	500	500	0	0.00%
SOFTWARE SERVICING	³	0	0	15,000	15,000	0	0.00%
UTILITY BILLING SOFTWARE		0	0			0	
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%
Total Supplies		49,626	56,822	89,000	89,000	0	0.00%
Total Utility Billing		159,374	136,610	196,981	195,497	-1,484	-0.75%

Footnotes:

Salaries

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

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

Technical & Professional Services

³ Software Servicing - Maintenance of the utility billing software



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
		\$ 1,628,127	\$ 468,122	\$ 1,565,747	\$ 400,138	\$ 1,430,514	\$ 334,112	\$ 1,355,114	\$ 275,424	\$ 1,284,988	\$ 222,556
		FY Total	\$ 2,096,248	FY Total	\$ 1,965,885	FY Total	\$ 1,764,626	FY Total	\$ 1,630,539	FY Total	\$ 1,507,544

Year of Issue	Project	Fiscal Year 2021		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
		Principal	Interest								
New Debt											
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
New Debt Total		\$ 362,225	\$ 132,883	\$ 729,225	\$ 257,040	\$ 1,042,225	\$ 373,703	\$ 1,648,225	\$ 621,698	\$ 1,788,225	\$ 659,958
Annual Debt Service		\$ 1,990,352	\$ 601,004	\$ 2,294,972	\$ 657,178	\$ 2,472,739	\$ 707,814	\$ 3,003,339	\$ 897,122	\$ 3,073,213	\$ 882,514
		<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
Sub Total - General Fund				2,896,552

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)
Subtotal - Water Sewer				(199,066)

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

Sassamon Trace Golf Course Enterprise Fund	192
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Sassamon Trace Golf Course



FY 2021 Operational Budget Request

Karen Partanen, Director & Kurt McDowell, Golf Course Manager

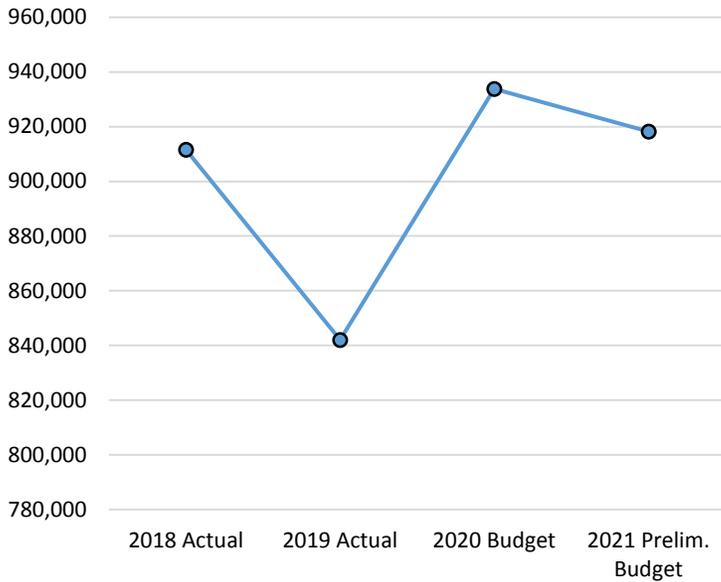
Mission:

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.

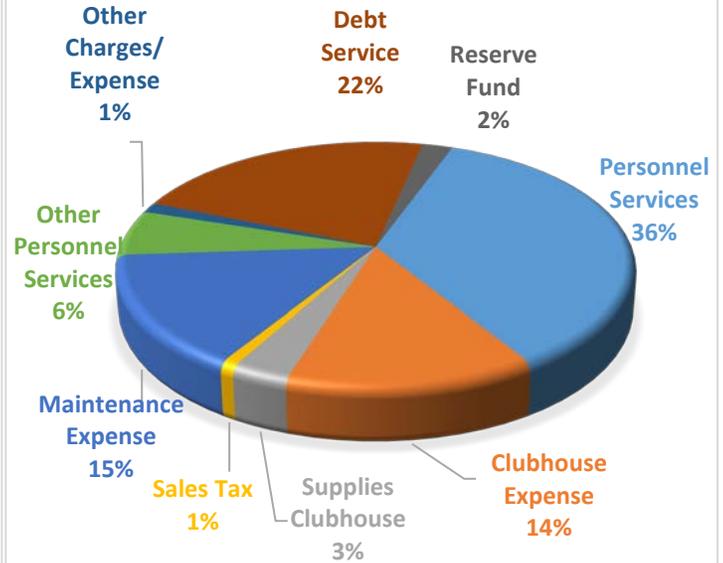
Budget Highlights for FY 2021:

- 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

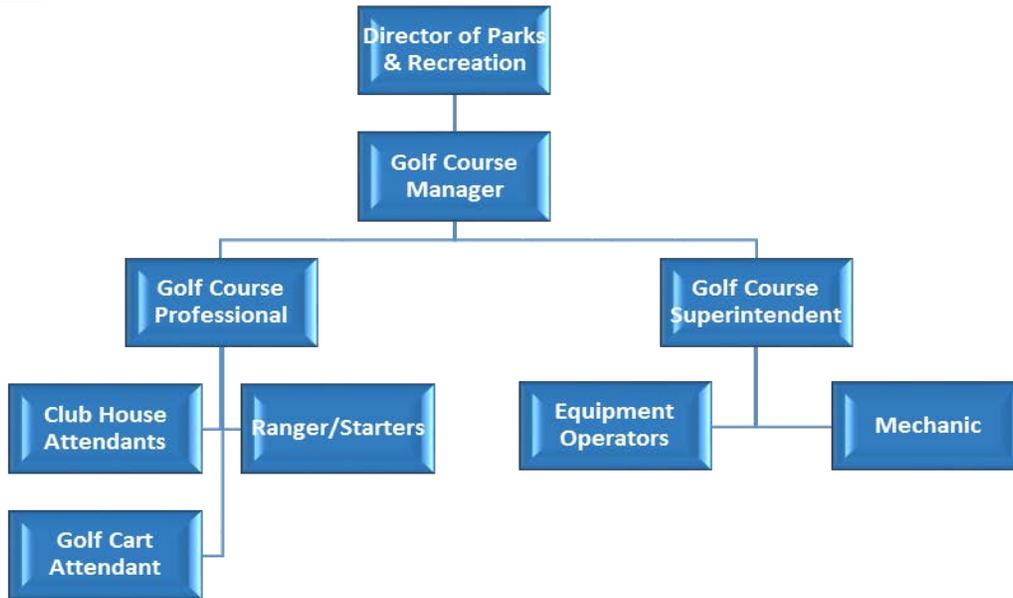


BUDGET DISTRIBUTION



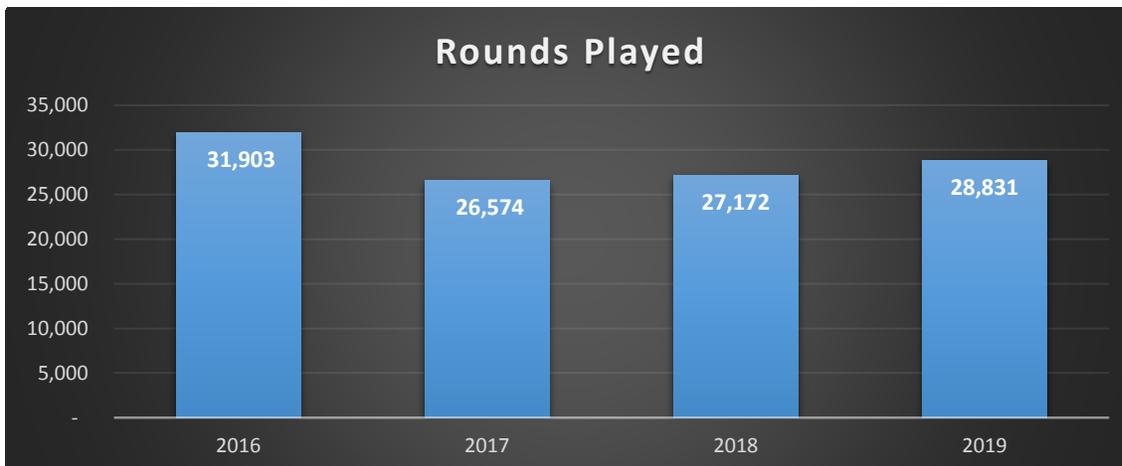
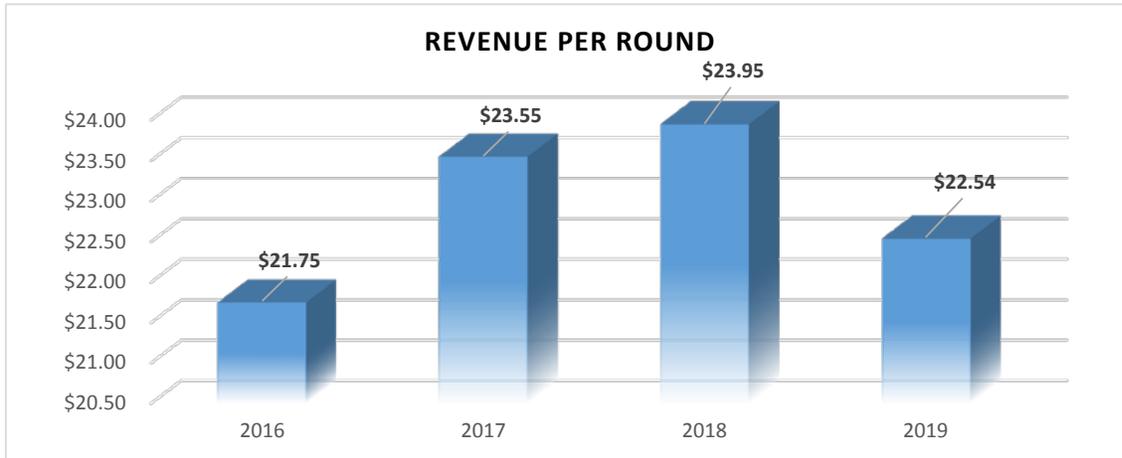
Sassamon Trace Golf Course

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	\$ (+/-)	%(+/-)
Salaries						
Personnel Services	286,692	302,224	318,362	325,924	7,562	2.38%
Operating Expenses						
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%
Total Expenses	624,938	539,817	615,466	592,253	-23,213	-3.77%
Total Golf	911,630	842,041	933,828	918,177	(15,651)	-1.68%

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%
Personnel Services ¹	286,692	302,224	318,362	325,924	7,562	2.38%
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%
Club House Expenses ²	125,489	122,459	125,011	127,525	2,514	2.01%
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%
Supplies Club House ³	20,457	28,018	27,500	29,575	2,075	7.55%
Sales Tax	4,971	6,142	7,500	7,500	-	0.00%
Sales Tax ⁴	4,971	6,142	7,500	7,500	-	0.00%

Footnotes:

¹ Personnel Services:

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

Salaries Operational Staff: Golf Course Superintendent .

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

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

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

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

² Club House:

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

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

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

³ Supplies - Club House:

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

⁴ Sales Tax:

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

Sassamon Trace Golf Course

	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%
Maintenance Expenses	⁵ 154,832	84,986	136,331	137,461	1,130	0.83%

⁵ **Course Maintenance Expenses:**

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

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

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

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

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

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

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

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

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

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

Sassamon Trace Golf Course

	2018 Actual	2019 Actual	2020 Budget	2021 Prelim Budget	FY20 Δ FY21 \$	FY20 Δ FY21 %
Employee Benefits						
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%
Other Personnel Services ⁶	52,098	49,541	54,844	54,954	110	0.20%
RETIREMENT ASSESSMENT	17,761	11,812	12,639	12,013	(626)	-4.95%
Other Charges and Expenditures ⁷	17,761	11,812	12,639	12,013	(626)	-4.95%
Debt Service						
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%
Total Debt Service ⁸	249,330	236,860	241,641	203,225	(38,416)	-15.90%
RESERVE FUND		0	20,000	20,000	-	0.00%
Total Budget Sassamon Trace	911,630	842,041	943,828	918,177	(25,651)	-2.72%
Fund Total Sassamon Trace	\$ 911,630	\$ 842,041	\$ 943,828	\$ 918,177	(25,651)	-2.72%

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

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



Town of Natick

Sassamon Trace Golf Course Debt

Department: Enterprise Fund Debt Service - Principal

		Fiscal Year 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
Total Amount		\$ 165,000	\$ 165,000	\$ 40,000	\$ 20,000	\$ 15,000

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
Sub Total Amount		\$ 18,225	\$ 11,425	\$ 4,625	\$ 3,225	\$ 2,350
2020 Temporary Borrowing		\$ 20,000	\$ 20,000			
Total Interest		38,225	31,425	4,625	3,225	2,350

Summary of Debt - Golf Course Enterprise Fund						
		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
Total Annual Debt Service		\$ 203,225	\$ 196,425	\$ 44,625	\$ 23,225	\$ 17,350



Town of Natick

Golf Enterprise Fund

FY2021 Indirect Costs

	Personnel Cost	Fringe	Expense Cost	Total
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
Total				55,090

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

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.

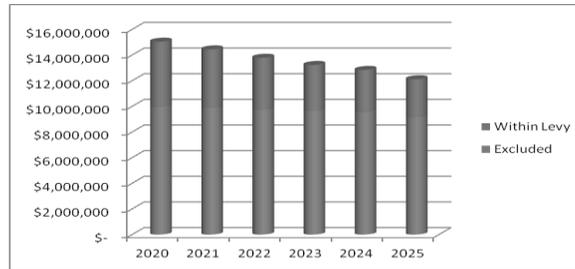


Town of Natick

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

reclD	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	
			Capital Stabilization	\$ 1,861,700
			Tax Levy Borrowing	\$ 17,290,000
			Revolving Fund	\$ 110,000
			\$	19,261,700



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 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

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



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	

Capital Stabilization \$ 617,200
Tax Levy Borrowing \$ 24,330,000
\$ 24,947,200

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Financial Management Principles - Amended October 17, 2016

PART 1: GENERAL

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

PART 2: PRINCIPLES

Reserves: Use and Recommended Balances

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

Stabilization Funds:

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

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

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

Capital Planning and Budgeting

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

Debt Issuance and Management

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

Financial Planning and Forecasting

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

Cash/Investments Management

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

Retirement System Funding

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

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

Other Post-Employment Benefits (OPEB) Funding

- The Town will develop an actuarially accepted method of funding its Other Post-Employment Benefits to achieve a fully-funded position. The Town will strive to get its contributions to the level required by such a plan. The Town's contribution to Other Post-Employment Benefit costs will be funded into the OPEB Trust Fund established for this purpose using one-time funds (free cash) or annual appropriation in the future. After (1) setting aside a free cash amount equal to 1/2% of gross revenues and (2) funding the Capital Stabilization Fund at the Fall Annual Town Meeting with free cash in an amount equal to the 2% local option hotel tax plus the local option meals tax collected during the previous fiscal year, the Town should appropriate at least 10% of the remaining free cash to the OPEB Trust Fund at the Fall Annual Town Meeting prior to appropriating any other amounts from free cash for any other purpose. If the Town reaches its actuarial-required contribution (defined as Town and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the Town may reduce its contribution provided that the amount reduced from the annual actuarial requirement will only be used to fund other unfunded liabilities, for one-time, non-recurring expenses, and/or to enhance the Town's Stabilization Funds in order to provide the ability to increase contributions as may be required by future market conditions.

NATICK BOARD OF SELECTMEN

Richard P. Jennett, Chair

Nicholas S. Mabardy, Vice Chair

Jonathan Freedman, Clerk

Susan G. Salamoff, Member

John Connolly, Member

Adopted by Board of Selectmen March 2011
Revised by Board of Selectmen February 6, 2012
Revised by Board of Selectmen March 10, 2014
Revised by Board of Selectmen November 23, 2015
Revised by Board of Selectmen October 17, 2016

Legal Basis for the Budget Process

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

TOWN OF NATICK CHARTER: ARTICLE 5: FISCAL PROCEDURES

Section 5-1 Fiscal Year

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

Section 5-2 School Department Budget

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

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

Section 5-3 Submission of Preliminary Budget

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

Section 5-4 Budget Message

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

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

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

Section 5-5 The Preliminary Budget

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

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

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

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

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

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

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

Section 5-7 Capital Improvement Program

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

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

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

TOWN BY-LAWS

ARTICLE 20: TOWN ADMINISTRATOR

Section 2 Dates of Submission of Fiscal Documents

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

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

ARTICLE 23: THE FINANCE COMMITTEE

Section 4 Report, Recommendations

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

Section 5 Audits

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

Glossary & Basis of Budgeting & Accounting

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

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

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

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

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

ARTICLE - An article or item on the Town Warrant.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

COMPETITIVE BIDDING PROCESS – The 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 2/3rd's of the Town's total revenue budget. Proposition 2 1/2, is a statutory limit on the annual rate of growth in the property tax levy of the Town. In the absence of a majority vote of approval by the Natick electorate (an over-ride), the total amount of revenue which may be generated from the property tax is limited to: 2 1/2 more than the prior year levy limit, plus the sum of all qualifying new construction valuation multiplied by the prior year tax rate.

RESERVE FUND - An amount set aside annually within the budget of the town to provide a funding source for "extraordinary and unforeseen" expenditures. 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

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

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 (FY19)</u>	<u>Tax Levy (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%
Total		\$905,044,020	\$11,503,109	10.33%

Government & Elections Information

School Structure: K-12

Form of Government: Town Administrator-Selectmen-Representative Town Meeting

Voting Qualifications: Must be 18 years of age on or before Election Day, born in the United States or fully naturalized; a resident of Natick.

Registration of Voters: Town Clerk's Office, 13 East Central Street, Monday –Wednesday from 8:00 AM to 5:00 PM; Thursday from 8:00 AM -8:00 PM; Friday from 8:00 AM -12:30 PM.

Where to Vote (Precinct Numbers):

- Brown Elementary School, 1 Jean Burke Drive (1)
- Cole Recreational Center, 179 Boden Lane (2)
- Brown Elementary School, 1 Jean Burke Drive (3)
- Wilson Middle School, 24 Rutledge Road (4)
- Wilson Middle School, 24 Rutledge Road (5)
- Lilja School, 41 Bacon Street at Oak Street (6)

Community/Senior Center, 117 East Central Street (7)
Morse Institute Library, 14 East Central Street (8)
Community/Senior Center, 117 East Central Street (9)
Community/Senior Center, 117 East Central Street (10)



Town of Natick

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