Town of Natick

2012 Spring Town Meeting

Recommendations of the Natick Finance Committee on the FY 2013 Town Administrator's Budget

April 10, 2012 – Wilson Middle School – Natick, MA

Please bring this book with you to the 2012 Annual Spring Town Meeting

Tuesday, April 10th

7:30 PM

Wilson Middle School

For more detailed information, please go to www.natickma.gov and click "2012 Spring Town Meeting Warrant & Information"

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Finance Committee
Town of Natick, Massachusetts

March 28, 2012

Greetings to all Town Meeting Members and Citizens of Natick,

This report contains the Natick Finance Committee recommendations for all of the articles appearing on the 2012 Spring Annual Town Meeting Warrant.

Under the Town's Charter and By-Laws, the Finance Committee is required to "consider all matters of business included within the articles of any warrant for a Town Meeting, and shall, after due consideration, report thereon, in print, its recommendation as to each article." (Natick By-Laws, Chapter 23, Section 4). In accordance with the Town of Natick By-Laws, this report and recommendations are respectfully submitted for your consideration.

The Warrant for the upcoming 2012 Spring Annual Town Meeting contains thirty-six articles, of which more than a dozen are financial in nature and include appropriations for the Town's operations in Fiscal Year 2013, adjustments to the Fiscal Year 2012 Budget, and appropriations for Capital equipment and improvements. Two of the articles pertain to proposed organizational changes within the Town's operating structure. There are also eight proposed Charter or Zoning By-Law amendments of which three are citizens' petitions, and a variety of other important matters for Town Meeting's consideration.

With respect to the proposed appropriations for the Fiscal Year 2013 operating budget, there are two important points of which Town Meeting members should be aware:

1. Town Meeting members should note that all of the Town's collective bargaining agreements will expire at the end of Fiscal Year 2012. While the budget is currently in balance as required by law, it is important to note that none of the Town's operating budgets contain any amounts related to Cost of Living Adjustments ("COLAs") that may be agreed to between the Town (including the Natick Public Schools) and the Town's collective bargaining units for the period beginning in Fiscal Year 2013.
2. Similarly, Town Meeting members should be aware that the Town Administration is projecting a material gap between estimated revenues and expenses for Fiscal Year 2014 and beyond. Simply put, like many other communities in the Commonwealth, the Town's budget is structurally out of balance, and bridging the gap between estimated revenues and expenses will continue to involve difficult and complex choices between equally-compelling priorities.

All of the Finance Committee recommendations are made after conducting duly noticed public hearings and open meetings of the Finance Committee Subcommittees and the Finance Committee as a whole. Public hearings on Town budgets and warrant articles were held on

January 17, 19, 24, and 31; February 2, 14, 16, and 28; and March 1, 6, 8, 13, 15, 20, and 22. As in previous years, the Finance Committee has taken into account comments and data gathered from all of the article sponsors, Town department heads, Town and School Administrations, Town Boards and Commissions, and the public at large.

Many volunteers, especially the fifteen members of the Finance Committee, as well as many members of other committees and boards and Town staff, work diligently to help bring all of this information to the Representative Town Meeting. Equally important is the increasing and important role played by Finance Committee Subcommittee members in compiling and documenting the information in this Recommendation Book.

We would like to express our thanks and appreciation for all of the hard work and dedication contributed by all of the Town officials, members of boards, committees and departments, as well as many concerned citizens, for their cooperation and participation during our Warrant Article public hearings. A number of our public hearings lasted far into the night, and we appreciate the constructive and collaborative attitude of everyone who participated in those meetings.

The Finance Committee would also like to note the spirit of transparency and collaboration that was evident throughout this process from all Town officials and employees in both the Municipal and School Administrations.

We would especially like to once again thank Ms. Joyce Towers, our recording secretary, for the consistently excellent efforts that she has made when recording and transcribing our extensive and lengthy meeting minutes.

Information relating to the Finance Committee may be found on the Town's public website, at http://natickma.gov/Public_Documents/NatickMA_BComm/finance.

Thank you for your support.

Respectfully submitted,

Jonathan H. Freedman
Chairman

James Brown	Bruce Gorton	Tony Lista, Vice Chair
John Ciccariello	Patrick Hayes	Jerry Pierce
Cathleen Coughlin	Robert Hickman	Christopher Resmini
Bruce Evans	John Horrigan	Richard Sidney
Jim Everett, Secretary	Kenneth Hoyt	

Town Administrator's Budget Message

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TOWN OF NATICK

***Massachusetts* 01760**

www.natickma.gov

Martha L. White
Town Administrator

Michael Walters Young
Deputy Town Administrator/
Finance Director

TOWN ADMINISTRATOR'S FISCAL YEAR 2013 BUDGET MESSAGE TO
THE 2012 SPRING ANNUAL TOWN MEETING
April 10, 2012

The proposed Fiscal Year 2013 budget submitted by the Town Administrator to Town Meeting is one of which I am particularly proud in that it addresses many issues resulting from cutbacks during the recent few years of economic recession. Simultaneously, we have proposed several innovations in the organization of government, thereby advancing our ongoing efforts to continuously improve the efficient and effective delivery of services.

First and foremost, I am pleased and proud to advise Town Meeting members that the Administration and the Finance Committee are in agreement with respect to our recommendations on all aspects of the FY 2013 operating budget, the capital equipment and capital improvement proposals, and each of the warrant articles. This achievement is certainly noteworthy and reflects a lot of hard work by the Finance Committee members as well as administrative department heads and others. There was some compromise along the way and, in the end, our unity on all of the Town Meeting articles – financial and otherwise – reflects the soundness of these proposals. Note that, for those articles on which they voted a recommendation, the Board of Selectmen and School Committee are also in agreement with the Finance Committee and Town Administrator.

When the Town Administrator's Preliminary Budget was first presented on January 3, 2012, it reflected a FY 2013 projected budget shortfall of over $2.4 million. Over the past three months, several of the revenue and expense categories were refined and we were able to significantly close this deficit. However, critical to achieving a balanced budget was the difficult work accomplished by the School Department; over $850,000 was cut from their initial budget proposal. Their partnership in developing a balanced FY 2013 budget is greatly appreciated.

Nonetheless, in this FY 2013 budget proposal, both the General Government and School Department have been able to fund enhancements. The School Department is adding 9 full-time-equivalent positions in FY 2013; further information about their budget proposal can be found on the School Department website www.natickps.org or by contacting the Superintendent's Office at 508-647-6500.

In addition, several general government positions lost during the recent years of economic recession have been restored in this budget proposal, as follows:

> Fire Department: In the latter part of Fiscal Year 2009, five firefighters took advantage of an Early Retirement Incentive Program. Because a minimum of 17 personnel must be on duty to keep our 4 fire stations open, this reduced level of on-duty personnel resulted in increasingly higher overtime costs. A recent evaluation of salary vs. overtime costs indicates that, for at least the next several years, replacing the 5 firefighter positions will be cost-effective. (This analysis is available on the Selectmen/Town Administrator web page or through our office by calling 508-647-6410). In addition, there is anecdotal evidence that the increased overtime is taking a toll on firefighters' morale, and perhaps increasing injuries. Restoration of these 5 firefighter positions is included in the FY 2013 budget proposal. The total staffing level for the department, including uniformed and civilian personnel, will be 88, which brings us back to 2009 staffing levels.
>
> Police Department: Positions have been lost in the Police Department in recent years through attrition. The FY 2013 budget includes a proposal to add 2 police officers, which would bring us to total staffing, uniformed and civilian, of 69.7 full-time-equivalent positions (55 of which will be police officers); very close to 2009 staffing levels, but still lower than previous years. It is hoped that these additional personnel will enable the department to be more responsive to community concerns, such as traffic, parking and problematic gatherings of youth.
>
> Public Works: This department was also impacted by the Early Retirement Incentive Program; 5 laborers and 1 administrative assistant took advantage of this opportunity in late FY 2009. One side effect of staff reductions was to reduce hours at Recycling Center; at present it is open weekends only. Of all the budget cuts we have made during the economic recession, this has been the one for which we've received the most complaints. Under this budget proposal, we propose to add one laborer, which will allow us to open the center during the week; we envision Thursday and Friday mornings.
>
> Finance Departments: Looking at the departments of Comptroller, Assessing, Collector and Treasurer collectively, one full-time-equivalent position was lost through attrition during the recession. Over the past few years, we have done some restructuring of positions and realignment of responsibilities and, as will be discussed later in this Budget Message, under Article 1 we are proposing the creation of a consolidated Finance Department. In the FY 2013 proposed budget, we have added one new position within the finance offices, bringing us back up to 2009 staffing levels.

While these personnel proposals do not restore all positions lost during the recession, they are reflective of, and made possible due to, our conservative and prudent spending, our reliance – to the greatest extent possible – on recurring revenues to fund ongoing operations, our determination to keep our eye on the Town's long-range fiscal

strength, and our efforts to properly balance our fiscal conservatism with the delivery of needed services.

This approach has enabled the Town to weather recent financial difficulties far better than many other area communities and, in fact, enhance our fiscal position in a couple of key areas. Notably, we have been able to build our reserves over the past couple of years primarily utilizing one-time revenues. Importantly, however, our reserves had declined significantly at the commencement of the recession. Including Free Cash, in FY 2002 the Town had 12.43% net reserves as a % of operating budget; in 2009 reserves hit a low of 5.2%. However, as of FY 2012 we have restored our net reserves to 10.19% of operating budget. (Note that, excluding Free Cash, the Town's reserves as a % of operating budget were at 7.8% in 2002, 2.2% in 2010, and 5.9% in 2012).

Our conservative fiscal approaches have also enabled Natick to retain its exemplary AAA stable bond rating, recently reaffirmed by our bond rating agency. This designation enabled us to get very low interest rates when borrowing funds for the new Natick High School and Community/Senior Center. For the High School project, our initial projected interest rate was 4%, whereas the project bonds ultimately sold for 2.8%, resulting in considerable savings for the project and the taxpayers.

Also, we recently caught up on a significant backlog of capital needs, and at this upcoming Spring Annual Town Meeting and the following Fall Annual Town Meeting additional investments are proposed that will enable us to keep pace with these critical needs. This accomplishment is possible due to Town Meeting's recent approval of local option taxes, as well as the approval of a Capital Stabilization Fund, into which these new taxes are deposited. This fund is utilized instead of Free Cash to fund our ongoing capital needs.

This year, the Capital Stabilization Fund is also being used to help offset the impact of the two recent debt exclusion projects (High School and Community/Senior Center) on the taxpayers. Our goal is to utilize this funding source to pay a portion of that debt such that the projects' future impact on the taxpayers will be no greater than the FY 2012 impact.

Among the capital requests at the Spring Annual Town Meeting are many exciting proposals that are intended to further modernize the Town's operations, enhance the way we do business and address compelling needs. Notably,

- We propose to purchase a snow melter as an innovative solution to a significant problem. Due to limited vacant Town-owned land and DEP restrictions regarding snow disposal, we have been significantly challenged in recent years to identify a snow dump site. This portable melter will save operational costs for labor, fuel, and hauling charges while clearing areas of snow faster than conventional methods of hauling and stockpiling. Downtown clearing operations could be done on regular time instead of overtime, and parking could likely be cleared sooner.
- Six modular classrooms are proposed at Kennedy Middle School to address continued increases in school enrollment and resulting overcrowded classrooms.

- Several upgrades are proposed at the Police Department, including replacement of the 15-year old fitness equipment, replacement of interview room recording equipment to keep pace with District Attorney guidelines, replacement of portable radios to comply with FCC mandates, replacement and expansion of security and monitoring cameras, replacement of the impact resistant glass at the dispatch center, purchase of a firearms training simulator, and phase 2 of a flooring replacement project.
- Three projects are proposed for the Community Services Department, including replacement of the 40 year old fence at Memorial Beach on West Street; repair coat and line Coolidge Basketball Courts; and improvements to the north parking lot at Murphy Field. It should be noted that an overall plan for park improvements is being developed and will be utilized as a basis for planning and prioritizing future improvements throughout the community.
- Numerous improvements to the sewer and water systems are proposed, including replacement of ground water wells, improvement to the Town's water filtration system, replacement of a 40 year old motor control center with an energy efficient variable frequency drive, design work for a possible sewer expansion to Cottage Street and Rockland Street, sewer infrastructure improvements in areas of common overflows, sewer main relining, and more.

All told, between this Spring and next Fall Annual Town Meetings, we propose spending over $1.2 million in "cash" capital and approximately $3.8 million in borrowing authorizations within the General Fund. For the Water/Sewer Enterprise Fund, over $3.7 million in capital investment is planned; $1.2 from retained earnings and $2.5 in borrowing. These and other proposals, taken individually but particularly when viewed comprehensively, move the Town forward significantly in ways that enhance our professionalism, efficiency and the quality of service to residents.

Unfortunately, the Town is still relying heavily on Free Cash as a revenue source in support of recurring operations. Free Cash can, to some extent, be viewed as recurring in that a new amount is certified annually by the Department of Revenue. However, given that the certified amount fluctuates year-to-year, the Administration cautions against this practice. For FY 2013, a total of $2,604,502 is proposed in support of the operating budget. For comparison purposes, for FY 2012 a total of $2,023,212 was used in this manner. It should be acknowledged that the availability of the Capital Stabilization Fund makes this practice somewhat less problematic in that we no longer need to rely on Free Cash to support our capital needs.

As part of our ongoing efforts to contain costs, we continue to evaluate government functions for opportunities to enhance cost efficiency and/or operational effectiveness. Recently, we conducted an extensive evaluation of the Town's emergency medical service, concluding that the best form of medical response is one run by the Natick Fire Department; we will continue to analyze and refine how the department's resources can best be utilized to best serve the taxpayers of the community. Last year, we completed an evaluation of the delivery of Human Services through various municipal departments and local not-for-profits, with an eye toward ensuring the cost-effective and efficient delivery of these much-needed services. As a result of this study, the Administration recommended, and Town Meeting approved, the consolidation of the departments of Recreation and Parks, Veterans' Services, and Council on Aging/Human Services into a new Community Services Department. This

consolidation went into effect January 1, 2012 and we have already seen benefits of this consolidation in terms of coordination of staff and program development. We feel that this consolidation will benefit the community for years to come, particularly in light of the opportunities presented by the new multi-purpose Community/Senior Center, scheduled to open this fall.

This year we have concluded a much-anticipated analysis of the delivery of General Government and School Department facility maintenance and management services, with an eye toward the possibility of combining these departments or facilitating better collaboration. This study was provided to Town Meeting members in the 2011 Fall Annual Town Meeting Recommendation Book; those who did not receive a copy can review it on line at the Selectmen/Town Administrator's web page or by contacting our office at 647-6410.

This study, and the work of the Selectmen-appointed Facility Management Study Committee, concluded that these functions should, in fact, be consolidated. Initially, the Town Administrator and Superintendent of Schools entered into a Memorandum of Agreement to allow a "pilot program" whereby the school building maintenance department would take on the added responsibility of maintaining municipal buildings. This program has been successful, and subsequently the Board of Selectmen and the School Committee both voted to enter into a Memorandum of Agreement (included in your materials under Article 2) which outlines the terms for consolidating facility maintenance and management services and the creation of a Department of Facility Management.

We are very excited to present this proposal to Town Meeting for its consideration under Article 2. The idea has been under some amount of debate and analysis since 2008, when it was first suggested by the Expense Control Task Force. While the consolidation will cost more than the current method of service delivery, the Expense Control Task Force, the Facility Management Study Committee and the general government and school administrations all felt that the enhancement of services achieved through consolidation will result in:

1. Increased quality and breadth of professional facility management staff.
2. Savings and efficiencies through the aggregation of construction and renovation projects.
3. Improved coordination of staff, equipment and resources which in turn will improve the quality of facility maintenance and enhance the life of our facilities.

That is, we expect to improve our facility maintenance practices and thus reduce the rate at which associated costs increase. Your favorable consideration of Article 2 is appreciated.

Also this year, as mentioned earlier in this message, we propose to create a new agency to be known as the Finance Department, within which the offices of the Collector, Treasurer, Assessor and Comptroller would be consolidated; this proposal is presented to Town Meeting under Article 1. This type of consolidation has been adopted by many area and comparable communities. In fact, of 12 communities studied, only three (including Natick) do not have either all or most of their financial management functions consolidated under the direction of one department and one

Finance Director. And most (7 out of the 12) have all major financial management departments – Accounting/Comptroller, Assessing, Collector, Procurement and Treasurer – centralized in one Finance Department. In the 9 communities that have some degree of consolidation, all are led by either a Finance Director or in the case of Lexington and Needham, an Assistant Town Manager for Finance.

As detailed in our study of this proposal (included in your materials under Article 1), our current organizational structure for the finance departments is highly decentrailized, with separate and distinct operations for the collection and management of funds, accounting of those funds and valuation of property. Although a Finance Director exists, and the working charge for this position includes general oversight of the Town's financial matters, he is prohibited from directly supervising the Comptroller because he is also the Collector/Treasurer. The Treasurer cannot have direct control over the auditing functions of the Town because it would violate essential and inviolable principles in the checks and balances of the financial operations and critical principles regarding segregation of duties. The same is true in reverse in that the Comptroller cannot have direct authority over the Treasurer's functions. As a result, the Finance Director has historically worked collaboratively with other department heads while being constrained with respect to implementation Finance Department-wide solutions.

The current decentralized system also constrains flexibility within and between the finance offices and opportunities that exist to move staff to address staffing shortages or work load fluctuations. The managers are relatively hamstrung in their ability to quickly and nimbly respond to issues as they arise.

Accordingly, the position of Finance Director has been assigned to the Deputy Town Administrator and, under Article 1, we propose to create a Finance Department under which the existing finance departments would be consolidated. This proposal has been fully vetted through Town Counsel, who has validated that it poses no legal problems for the community under Massachusetts General Law, the Town Charter or By-Laws.

We believe bringing these finance functions under one department has numerous advantages, including

a) Better Management: Having each "division head" report to one manager, and having that manager be within the Office of the Town Administrator better engages the Town Administrator in the day-to-day finance operations and creates a clearer and more direct line of communication with the Town Administrator. Further, this management structure should serve to enhance our efforts to continuously enhance and refine the clarity of financial materials, prepare financial analyses and reports, and respond to informational requests.
b) Most Cost Effective Solution: We have explored different options, even going so far as to examine what the possibilities were with completely privatizing one of these financial functions . We believe this solution – consolidating the staff we have in place and continuing to add key components to and throughout the department - will produce the best, most cost-effective solution possible for the community.

c) Enhanced Checks and Balances: Designating the Deputy Town Administrator as the Finance Director eliminates any perception that the Comptroller reports to the Collector/Treasurer. This organizational structure also allows the Finance Director to institute system-wide changes and improvements.
d) Greater Flexibility. As previously stated, having the ability to move personnel between the finance offices – whether for a specific project, to fill a temporary vacancy, or to respond to a temporary increase in work load – will greatly enhance our ability to effectively respond to these needs.

In recent years, the office of the Town Administrator has made significant strides in the transparency, clarity and depth of information provided in all of the Town's budgetary and financial information, and continuously strives to professionalize daily operations. While these objectives certainly have been and can continue to be achieved under the existing decentralized organizational structure, consolidating the operations directly under the office of the Town Administrator should enhance these efforts. Your favorable consideration of Article 1 is appreciated.

With this FY 2013 proposed budget, the Administration is pleased to continue its efforts to improve the comprehensive budget presentation. This year, we have enhanced the departmental Performance Indicators, encouraging departments to include useful and informative quantifiable and objective data and tracking of trends that are particularly informative to budget reviewers and the general public. With the January 1, 2012 Preliminary budget submission (available on line or at the Office of the Town Administrator) we also introduced a Consolidated Staffing Table detailing staffing levels in each general government department as well as the school department from FY 2009 through FY 2013, as well as a Revenue Model – introduced with the FY 2012 budget – which serves as a tool to provide historical revenue data and to ensure consistent methodology in our revenue forecasting. Town Meeting members will also note that this year's School Department budget materials provide a significant level of detail and are in a format consistent with other departmental budgets, for ease of review.

I am very proud to report that the Town of Natick was honored with an award of Distinguished Presentation for its FY 2011 budget by the Government Finance Officers Association (GFOA) of the United States and Canada. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device. Of the over 75,000 governmental entities in the United States, only about 1,200 receive this award. In other words, Natick is in the top 2% of governmental entities nationwide. In Massachusetts as of 2009, only 13 governmental entities received this award; Natick joins Northborough and Sudbury as the only communities in MetroWest to receive this award. We will certainly be submitting subsequent budget documents to the GFOA in the hopes of continuing to receive this honor.

With this FY 2013 budget, the Office of the Town Administrator has continued to approach the budgeting process with transparency as well as continuously improved depth, quality and clarity of budgetary information. The proposed budget has been discussed at no fewer than twenty-six Finance Committee public hearings and subcommittee meetings, and numerous meetings of the Board of Selectmen and School Committee. Full and frequently-updated budget information has been provided

on the websites of the Board of Selectmen at www.natickma.org and School Department at www.natick.k12.ma.us. The Board of Selectmen, School Committee and Finance Committee as well as the General Government and School Administrations have worked collaboratively to bring to the Town Meeting a balanced and comprehensive budget.

It is critical that we continue to pursue innovative cost-saving measures, enhance efficiencies and identify opportunities to reduce costs. While we have balanced FY 2013, we have our eyes keenly focused on FY 2014 and beyond, as we certainly expect to continue to face significant fiscal challenges in the future.

The documents attached to this message – the Budget Overview, Revenue Summary, Expenditure Summary, and 3-Year Projections – provide Town Meeting members and the community with a clear overview of our past, present and forecasted revenues and expenditures as well as the sources and uses therefore. Supplemental information is provided in the Appendices.

These outstanding budget materials are the work product of the Deputy Town Administrator Michael Walters Young. I am most grateful for his proficiency in this and many other areas, through which the efforts of the administration are enhanced across all operations.

I am also very grateful to the support and participation of all department heads – and their staff at all levels – for yet again responding to fiscal challenges with cost-effective and innovative approaches to ensure the continued delivery of quality services. Efforts such as these are an ongoing process.

Many thanks are also due to the Finance Committee for their countless hours of volunteer service. Their commitment to the Town's budgeting process and review of other proposals for Town Meeting's consideration is remarkable. In particular, my thanks go to the new Finance Committee Chairman, Jonathan Freedman, for adeptly managing the Committee's review process.

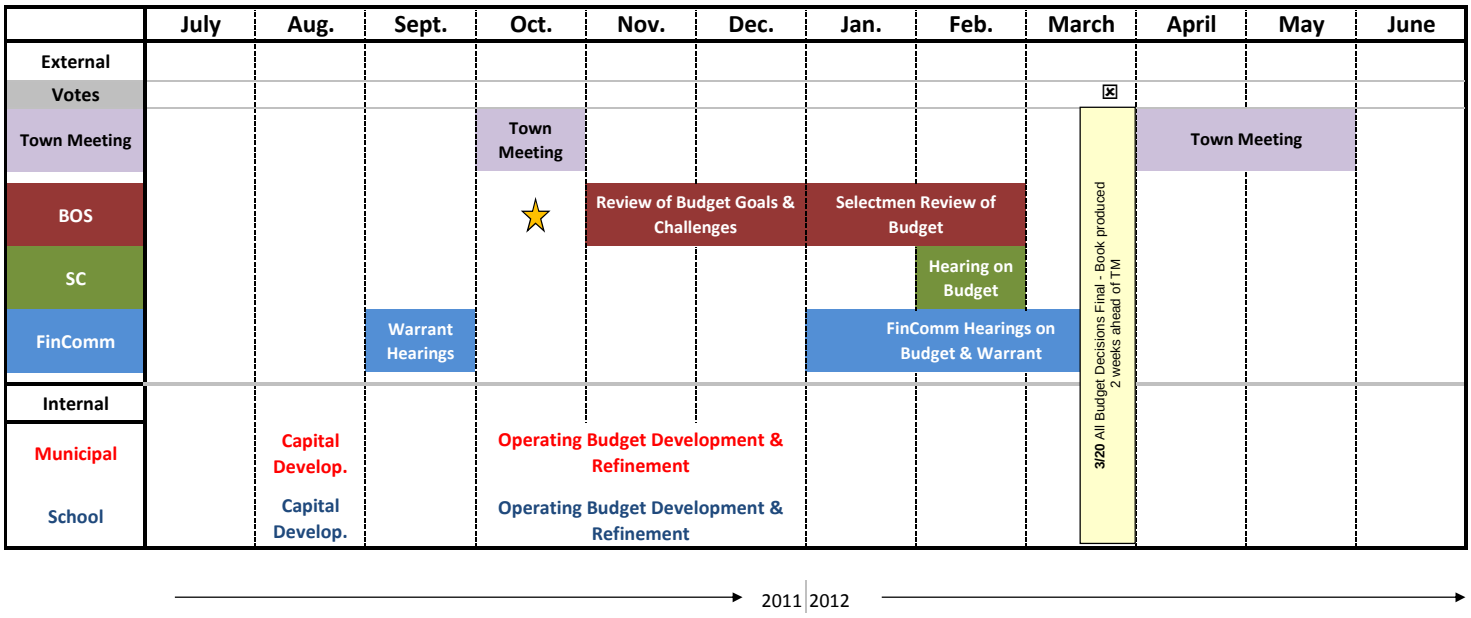
Natick provides an outstanding value for residents' tax dollars and residents have continuously demonstrated their appreciation for the variety and quality of services offered. The depth of the recession is hopefully over, but we will undoubtedly continue to face fiscal challenges over the coming months and perhaps years as we strive to plan and prioritize for the community's future needs. We will continue to undertake our responsibilities with the greatest possible transparency and with due care and concern for residents and employees. As always, we seek the public's awareness and participation in this challenging effort.

Sincerely,

Martha L. White,
Town Administrator

Town Administrator:
Budget Overview

FY 2013 Budget Schedule & Process



Significant Dates

August 2011
Capital Development (Internal - Schools & Municipal)

September 2011
Capital Update Submitted	September 1st

October 2011
Operating Budget Development (Internal Schools & Municipal)	All October
★ Summit - Discuss Financial Indicators & Long-Term Projections	October 17th
2010 Fall Town Meeting	Began October 18th

November 2011
Operating Budget Development (Internal Schools & Municipal)	All November
BOS - Review of Budget Goals & Objectives	November Meetings

December 2011
Operating Budget Refinement (Internal Schools & Municipal)	All December
BOS - Review of Budget Goals & Objectives	December Meetings
SC - Superintendent's Presentation of School Budget	Early December

January 2012
Submittal of FY 2013 Administrator's Preliminary Budget to BOS & FC	January 1st
Finance Committee Public Hearings on Budget	All January
BOS - Review of Budget	

February 2012
BOS - Review of Budget	February
SC- Public Hearings on Budget	February
Finance Committee Public Hearings on Budget	All February

March 2012
Finance Committee Public Hearings on Budget	to March 20
Preparation of Materials for Town Meeting	March 20-27
x Municipal Election	Late March

April - May 2012
Town Meeting	April-May

July 2012
Start of FY 2013	July 1, 2012

FY 2013 Budget Schedule & Process

The legislative body of the Town of Natick is a representative Town Meeting comprised of 180 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects. The Town Administrator is required to submit a Proposed Budget to the Board of Selectmen and Finance Committee on January 1, 2012. An ***Open Process*** is utilized in developing the budget. Internally, input is elicited and encouraged from all staff levels. Externally more and more citizen participation is encouraged and sought after. The open process allows for greater inclusion in decision-making and in the overall development of the budget.

The process begins in the early fall with the internal budget process. Late in October, Town staff work together to develop individual Department Budget Requests that support the operations of the Town's programs and services, as well as address the needs and objectives that are identified in the Goal Setting Meeting. Department Heads will meet in December with the Town Administrator to review the budget requests and refine disparate proposals into a cohesive whole.

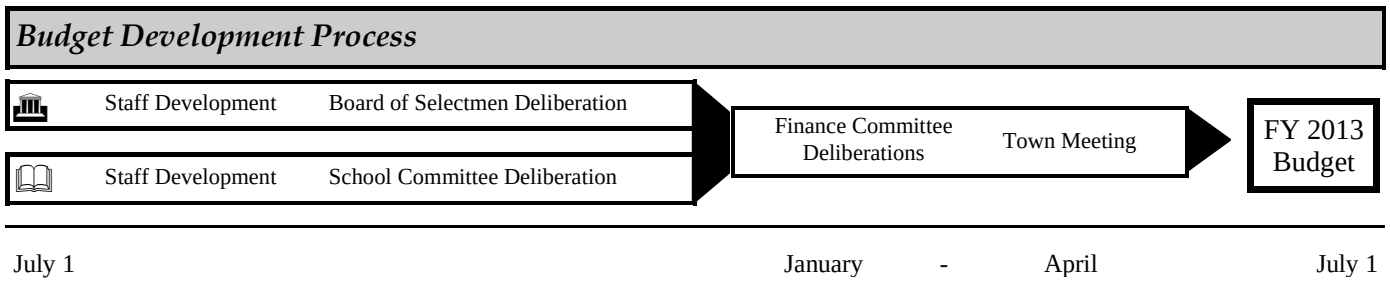
While the municipal staff is developing one part of the operating budget, the School Department begins a separate process for developing the operating budget of the Natick Public Schools. The Town Administrator is responsible for making budget recommendations for all Town programs, including a total School budget. The Superintendent submits his final budget request to the School Board in December.

The Capital Budget and the five-year Capital Improvement Program is just one component of the Town's Budget. The Town instituted the five-year plan to develop and maintain a healthy relationship between the operating and capital budgets. The goal of the plan is to focus on ensuring that adequate resources are available each year to meet the capital needs of the Town without overburdening the operating budget.

Once the Town Administrator presents her recommended budget to the Board of Selectmen and the Finance Committee on January 1, a series of hearings is held between January and March to vet the budget and allow for the Finance Committee to review and propose a series of recommendations to Town meeting. The members of each of the major committees are involved in and help guide the decision making process from beginning to end. Through this process, the Town Administrator is able to consider the input of all of these groups when preparing the Proposed Budget.

The Finance Committee need time to review the proposal and develop their recommendations, which they are required to present at Town Meeting. Their final recommendations along with the recommended Budget is sent to town Meeting members at least 7 days prior to the start of the Spring Annual Town Meeting, usually the second Tuesday in April. It is through the Representative Town Meeting that funds are appropriated and the Town's Annual Budget is adopted.

The end result is a collaborative effort involving the Citizens, Board of Selectmen, School Committee, Finance Committee, and Town and School staff and in which the needs of the community are identified and represented. The quality of the outcome is dependent on the process.

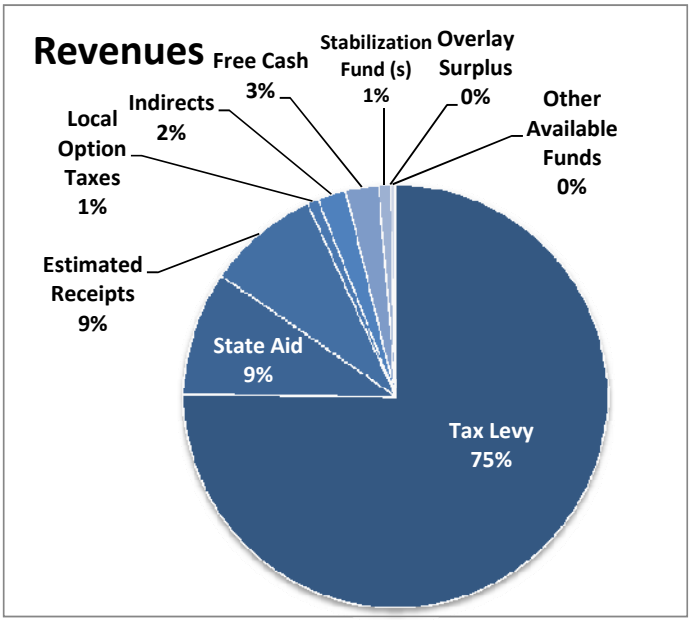


General Fund Revenue/Expenditure Summary

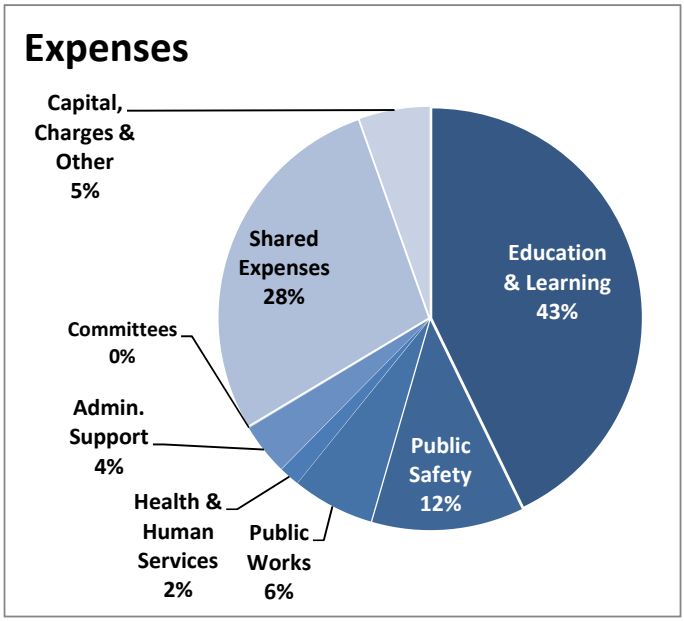
General Fund Revenues	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Tax Levy	$ 77,024,748	$ 79,684,179	$ 86,502,701	$ 88,894,846	2,392,145	2.77%
State Aid	$ 10,619,913	$ 11,711,880	$ 11,509,427	$ 11,130,647	-378,780	-3.29%
Estimated Receipts	$ 10,524,325	$ 11,922,815	$ 9,281,733	$ 10,142,890	861,157	9.28%
Local Option Taxes	$ 307,913	$ 1,170,876	$ 1,000,000	$ 1,000,000	0	0.00%
Other Local Receipts						
Indirects	$ 2,506,416	$ 2,449,757	$ 2,535,883	$ 2,581,514	45,631	1.80%
Free Cash	$ 2,147,380	$ 3,425,336	$ 5,466,393	$ 2,979,340	-2,487,053	-45.50%
Stabilization Fund (s)	$ 950,751	$ 98,550	$ 689,340	$ 1,048,652	359,312	52.12%
Overlay Surplus	$ 1,000,000		$ 1,000,000	$ -	-1,000,000	-100.00%
Other Available Funds	$ 210,851	$ 190,851	$ 281,532	$ 460,407	178,875	63.54%
Total General Fund Revenues	**105,292,298**	**110,654,244**	**118,267,009**	**118,238,296**	**-28,713**	**-0.02 %**
General Fund Expenses						
Education & Learning						
Natick Public Schools	$ 41,769,099	$ 44,364,711	$ 46,406,138	$ 46,200,514	-205,624	-0.44%
Keefe Tech	$ 1,283,158	$ 1,469,598	$ 1,396,865	$ 1,282,787	-114,078	-8.17%
Morse Institute Library	$ 1,699,158	$ 1,739,131	$ 1,848,818	$ 1,865,058	16,240	0.88%
Bacon Free Library	$ 115,846	$ 109,706	$ 118,827	$ 130,082	11,255	9.47%
Public Safety	$ 11,602,965	$ 12,052,297	$ 13,124,052	$ 13,493,943	369,891	2.82%
Public Works	$ 7,228,240	$ 7,542,691	$ 7,653,410	$ 7,308,958	-344,452	-4.50%
Health & Human Services	$ 1,492,356	$ 1,560,965	$ 1,733,513	$ 1,822,398	88,885	5.13%
Administrative Support Services	$ 3,728,593	$ 3,831,269	$ 4,354,576	$ 4,607,406	252,830	5.81%
Committees	$ 26,438	$ 23,278	$ 25,510	$ 26,010	500	1.96%
Shared Expenses						
Fringe Benefits	$ 13,660,686	$ 14,200,952	$ 15,076,350	$ 15,174,510	98,160	0.65%
Prop & Liab. Insurance	$ 431,162	$ 451,853	$ 520,958	$ 553,175	32,217	6.18%
Retirement	$ 5,243,247	$ 5,475,739	$ 5,717,032	$ 6,150,200	433,168	7.58%
Debt Services	$ 6,723,610	$ 6,787,251	$ 10,989,545	$ 10,271,915	-717,630	-6.53%
Reserve Fund	$ -	$ -	$ 400,000	$ 400,000	0	0.00%
Facilities Management	$ -	$ -	$ -	$ 2,444,499	2,444,499	#DIV/0!
General Fund Oper. Expenses	**$ 95,004,559**	**$ 99,609,440**	**$ 109,365,594**	**$ 111,731,455**	**2,365,861**	**2.16%**
Capital Improvements	$ 300,940	$ 543,120	$ 1,401,900	$ 1,269,277	-132,623	-9.46%
School Bus Transportation	$ 311,186	$ 290,014	$ 330,137	$ 340,041	9,904	3.00%
State & County Assessments	$ 1,540,299	$ 1,351,044	$ 1,360,929	$ 1,397,812	36,883	2.71%
Cherry Sheet Offsets	$ 56,369	$ 131,434	$ 155,298	$ 189,873	34,575	22.26%
Tax Title	$ 25,000	$ 25,000	$ 25,000	$ 25,000	0	0.00%
Snow Removal Supplement	$ 749,655	$ 448,991	$ 765,163	$ 350,000	-415,163	-54.26%
Overlay	$ 1,321,477	$ 1,112,323	$ 1,133,967	$ 1,400,000	266,033	23.46%
Golf Course Deficit	$ 355,000	$ 334,500	$ 320,000	$ 310,000	-10,000	-3.13%
General Stablization Fund	$ 800,000	$ 1,634,439	$ -	$ -	0	#DIV/0!
Operational Stabilization Fund	$ -	$ -	$ 856,478	$ -	-856,478	-100.00%
Capital Stabilization Fund	$ -	$ 307,913	$ 1,859,511	$ 1,000,000	-859,511	-46.22%
FLSA Settlement	$ 950,751	$ -	$ 593,032	$ -	-593,032	-100.00%
Misc. Articles	$ 10,000	$ 85,000	$ 100,000	$ 224,838	124,838	124.84%
Non-Union Adjustments	$ -	$ 63,512	$ -	$ -	0	#DIV/0!
Total General Fund Expenses	**$ 101,425,235**	**$ 105,936,730**	**$ 118,267,009**	**$ 118,238,296**	**-28,713**	**-0.02%**
Net Excess / (Deficit)	**3,867,062**	**4,717,514**	**0**	**0**		

General Fund Revenue/Expenditure Summary

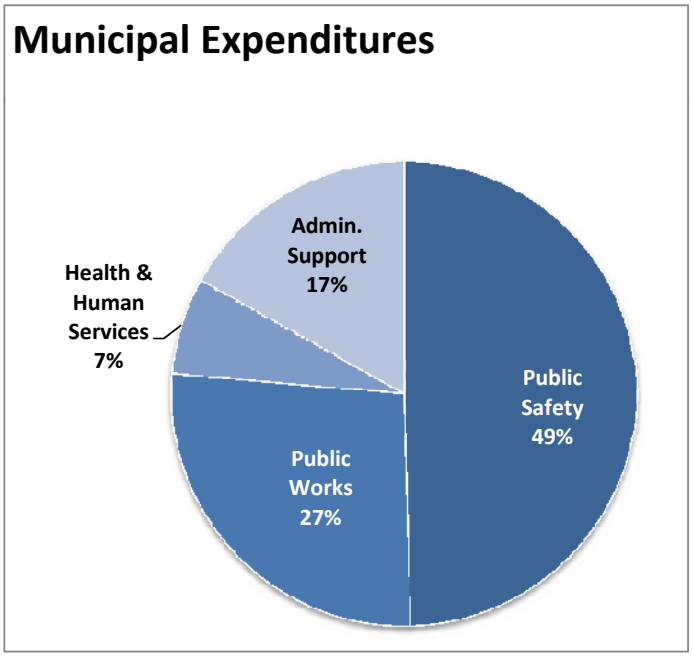
General Fund Revenues - FY 2013



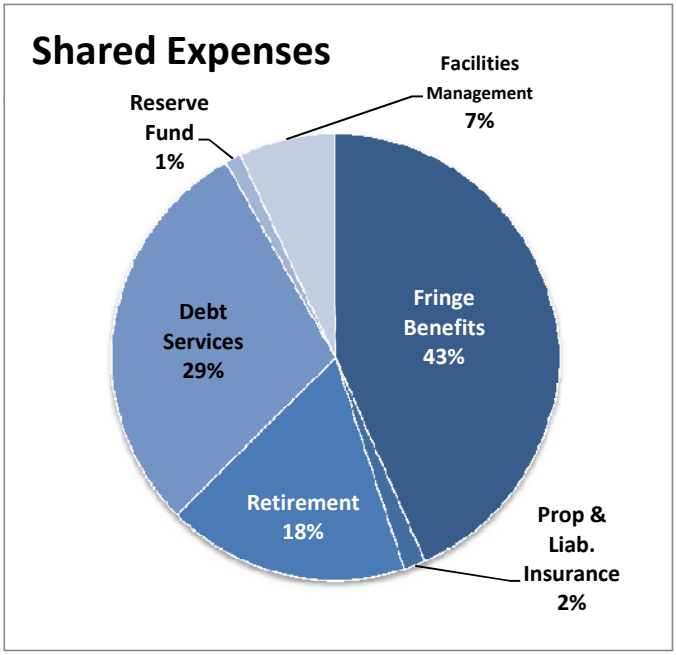
General Fund Expenditures - FY 2013



Municipal Expenditures - FY 2013



Shared Expenditures - FY 2013



General Fund Allocation by Article at 2012 Spring Town Meeting

Article 3 FY 2012 Omnibus Budget	**$**	**-**
Article 4 Stabilization Fund	**$**	**-**
Article 5 Capital Stabilization Fund	**$**	**-**
Article 6 Operational/Rainy Day Stabilization Fund	**$**	**-**
Article 8 Other Post-Employment Benefits (OPEB) Fund	**$**	**221,608**
Article 9 Collective Bargaining	**$**	**-**
Article 12 Morse Institute Library	**$**	**1,865,058**
Article 13 Bacon Free Library	**$**	**130,082**
Article 14 Fiscal 2013 Omnibus Budget Article		
Omnibus Budget G/F	$	109,736,315
Sassamon Trace Subsidy	$	310,000
Total Article 14	**$**	**110,046,315**
Article 15 Capital Equipment	**$**	**288,937**
Article 16 Capital Improvement	**$**	**130,500**
Article 17 School Bus Transportation Subsidy	**$**	**340,041**
Article 18 Appropriate Funds for Rockland and Farwell Street Improvements	**$**	**300,000**
Article 19 Transfer Funds to Community/Senior Center Project	**$**	**3,230**
Article 20 Unpaid Bills	**$**	**-**
Total G/F Budget from Articles	**$**	**113,325,771**
Total State Assessments & Other Charges	**$**	**1,612,685**
Total Assessor's Overlay	**$**	**1,400,000**
Total Snow & Ice Deficit for FY 2012	**$**	**350,000**
Total G/F FY 2013	**$**	**116,688,456**
Capital Stabilization Fund (to be Appropriated at the 2012 Fall ATM)	*$*	*1,000,000*
Capital (to be Appropriated at the 2012 Fall ATM)	*$*	*549,840*
Total G/F FY 2013 as per Revenue/Expenditure Reconciliation	**$**	**118,238,296**

Appropriations by Article for 2012 Spring Town Meeting

For FY 2013		FC Rec'd
Article 3 FY 2012 Omnibus Budget	**$**	**-**
Article 4 Stabilization Fund	**$**	**-**
Article 5 Capital Stabilization Fund	**$**	**-**
Article 6 Operational/Rainy Day Stabilization Fund	**$**	**-**
Article 8 Other Post-Employment Benefits (OPEB) Fund	**$**	**221,608**
Article 9 Collective Bargaining	**$**	**-**
Article 12 Morse Institute Library	**$**	**1,865,058**
Article 13 Bacon Free Library	**$**	**130,082**
Article 14 Fiscal 2013 Omnibus Budget Article		
General Fund	$	109,736,315
Water/Sewer Enterprise Fund	$	10,801,236
Sassamon Trace Enterprise Fund (inclusive of $310,000 of G/F tax levy)	$	886,361
Total Article 14	**$**	**121,423,912**
Article 15 Capital Equipment	**$**	**1,537,937**
Article 16 Capital Improvement	**$**	**4,001,400**
Article 17 School Bus Transportation Subsidy	**$**	**340,041**
Article 18 Appropriate Funds for Rockland and Farwell Street Improvements	**$**	**300,000**
Article 19 Transfer Funds to Community/Senior Center Project	**$**	**3,230**
Article 20 Unpaid Bills	**$**	**-**

Article 14 Funding Breakdown

Tax Levy	$	104,470,517
Water Sewer User Rates	$	10,801,236
Free Cash	$	2,604,502
Parking Meter Fees	$	60,000
Title V Septic	$	7,684
Premiums	$	90,681
Capital Stabilization Fund	$	108,250
School Building Assistance	$	123,167
Indirects	$	2,581,514
Golf User Fees	$	540,000
Golf Retained Earnings	$	36,361
Total for Article 14	**$**	**121,423,912**

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Town Administrator:
FY 2013 Revenue Summary

Town of Natick

Revenue Model

Revenue Summary

The summary below presents all general fund revenues for use in FY 2013. The projection is based on the most current data available. Overall, General Fund Revenues are proposed to ***decrease $28,713 or 0.02%*** over the prior fiscal year. Normal increases in the Property Tax Levy are augmented by sizeable increases in Local Receipts but both are offset by decreases in net State Aid and in Available Funds. This should not raise alarm, however, as the decrease in State Aid is the result of payoffs of outstanding debt payments (saving the town money in the long-term). The sharp decrease in Available Funds is a one-time occurrence and means that the Town will not be depositing money into reserve accounts this year, but operations are not being affected.

General Fund Revenue Summary	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**2012 vs. 2013**	
	Actual	Actual	Recap	Preliminary	$	%
Property Tax Levy (Table 1)	$ 77,024,748	$ 79,684,179	$ 86,502,701	$ 88,894,846	$ 2,392,145	2.77%
State Aid (Table 2)	$ 10,619,913	$ 11,711,880	$ 11,509,427	$ 11,130,647	$ (378,780)	-3.29%
Local Receipts (Table 3)	$ 10,832,238	$ 13,093,691	$ 10,281,733	$ 11,142,890	$ 861,157	8.38%
Available Funds (Table 4)	$ 4,308,982	$ 3,714,737	$ 7,437,265	$ 4,488,399	$ (2,948,866)	-39.65%
Enterprise Receipts (Table 5)	$ 2,506,416	$ 2,449,757	$ 2,535,883	$ 2,581,514	$ 45,631	1.80%
Gross General Fund Revenues	**$ 105,292,298**	**$ 110,654,243**	**$ 118,267,009**	**$ 118,238,296**	**$ (28,713)**	**-0.02%**

Detailed Description:

Property Tax Levy: The increase in property tax levy of $2,392,146 or 2.77 percent is based on the on the statutory increase in the tax levy allowed under Proposition 2 1/2 plus estimated new growth (increase in the tax levy due to new construction). This amount includes all excluded debt necessary to support the new Natick High School and Community/Senior Center projects.

State Aid: FY 2013 state aid is decreasing overall by $378,780. This is due to the pay down of state's portion of remaining bonds for the Lilja and Bennett-Hemenway projects which in turn results in the cessation of their annual payment for debt service. The good news is that State Aid for operations - "Cherry Sheet" aid - is actually increasing by $538,058 or 4.67% over FY 2013. This recommendation comes from the Governor's House 1 budget recommendation made on January 25, 2012.

Local Receipts: Local receipts are projected to increase by $861,157, or 8.38%. Generally, local receipt projections are based on the average revenue received in each category for the prior five-year period. No fee increases are assumed in these local receipt projections unless otherwise noted. To the extent the Board of Selectmen or other boards increase specific fees, this projection will be revised. This amount is inclusive of local option taxes which are targeted for appropriation into the Town's Capital Stabilization

Available Funds: Available Funds are projected to decrease $2,948,866. This category includes the parking meter receipts, special grants received and reserved for appropriation, Free Cash, Overlay Surplus and the General Stabilization Fund. At this time, no General Stabilization Fund monies are proposed to support operations of the General Fund, and part of the decrease is a result of not having $1,000,000 in Overlay Surplus to appropriate unlike FY 2012. Given the available amount of Free Cash, and the track record of producing sufficient balances of either Free Cash and Overlay Surplus on a cyclical and ongoing basis, Town Administration is proposing that a higher amount of available Free Cash be set-aside in support of operations in FY 2013 than in previous years. This

Enterprise Receipts: This category represents transfers from the Water & Sewer Enterprise Fund to the general fund to cover general fund expenditures that support enterprise operations. The FY 2013 amount of indirects will increase by $45,631, or 1.80% to reflect the prior year's increase in general fund operating budgets. Although not included in Fiscal Year 2013, indirects are planned for the Sassamon Trace Golf Course starting in FY 2014 to make the fund consistent with the Water & Sewer Enterprise Fund.

Town of Natick

Revenue Model

Revenue Summary

Table 1: Property Tax Levy	FY 2007 Recap	FY 2008 Recap	FY 2009 Recap	FY 2010 Recap	FY 2011 Recap	FY 2012 Recap	FY 2013 Preliminary
Tax Levy	$ 59,682,611	$ 61,821,370	$ 64,250,184	$ 72,154,997	$ 76,106,387	$ 78,763,162	$ 81,578,625
Prop. 2.5%	$ 1,492,065	$ 1,545,534	$ 1,606,255	$ 1,803,875	$ 1,902,698	$ 1,969,079	$ 2,039,466
New Growth	$ 646,694	$ 883,280	$ 2,398,480	$ 2,147,515	$ 754,077	$ 846,384	$ 407,893
Override	$ -	$ -	$ 3,900,000	$ -	$ -	$ -	$ -
Sub-Total	**$ 61,821,370**	**$ 64,250,184**	**$ 72,154,919**	**$ 76,106,387**	**$ 78,763,162**	**$ 81,578,625**	**$ 84,025,983**
Excluded Debt	$ 1,031,410	$ 960,274	$ 937,705	$ 918,361	$ 921,017	$ 4,924,076	$ 4,868,863
Subtotal	**$ 62,852,780**	**$ 65,210,458**	**$ 73,092,624**	**$ 77,024,748**	**$ 79,684,179**	**$ 86,502,701**	**$ 88,894,846**
Actual Tax Levy Capacity	**$ 62,852,780**	**$ 65,210,458**	**$ 72,696,077**	**$ 77,024,748**	**$ 79,684,179**	**$ 86,502,701**	**$ 88,894,846**

Table 2: State Aid	FY 2007 Cherry Sheet	FY 2008 Cherry Sheet	FY 2009 Cherry Sheet	FY 2010 Cherry Sheet	FY 2011 Cherry Sheet	FY 2012 Cherry Sheet	FY 2013 Preliminary
Chapter 70	$ 5,230,308	$ 5,548,696	$ 6,018,907	$ 5,856,668	$ 7,168,756	$ 7,245,287	$ 7,753,644
Lottery, Beano, Charity Games	$ 2,756,411	$ 2,800,177	$ 2,800,177	$ -	$ -	$ -	$ -
Additional Assistance	$ 1,942,474	$ 1,942,474	$ 1,942,474	$ -	$ -	$ -	$ -
Unrestricted Local Aid	$ -	$ -	$ -	$ 3,357,406	$ 3,223,110	$ 2,990,066	$ 2,990,066
Police Career Incentive	$ 216,705	$ 220,578	$ 226,966	$ 40,692	$ 20,558	$ -	$ -
Veterans' Benefits & Exemptions	$ 100,354	$ 125,296	$ 169,306	$ 216,383	$ 238,443	$ 209,682	$ 239,943
State Owned Land & Mitigation	$ 180,454	$ 201,613	$ 216,172	$ 194,742	$ 106,348	$ 110,151	$ 110,187
Offsets (School Lunch & Library)	$ 46,667	$ 48,936	$ 50,166	$ 37,183	$ 37,825	$ 37,402	$ 36,807
sub-Total (Cherry Sheet)	**$ 10,473,373**	**$ 10,887,770**	**$ 11,424,168**	**$ 9,703,074**	**$ 10,795,040**	**$ 10,592,588**	**$ 11,130,647**
School Construction (MSBA)	**$ 1,369,707**	**$ 1,369,707**	**$ 916,839.00**	**$ 916,839**	**$ 916,840**	**$ 916,839**	**$ -**
Subtotal	**$ 11,843,080**	**$ 12,257,477**	**$ 12,341,007**	**$ 10,619,913**	**$ 11,711,880**	**$ 11,509,427**	**$ 11,130,647**

Table 3: Local Receipts	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Recap	FY 2013 Preliminary
Motor Vehicle	$ 3,937,055	$ 4,174,230	$ 4,187,040	$ 3,739,367	$ 3,931,401	$ 3,749,760	$ 3,795,250
Other Excise	$ 810,482	$ 867,120	$ 833,846	$ 986,324	$ 1,941,878	$ 1,300,000	$ 1,700,000
Penalties & Interest Taxes/Excise	$ 231,701	$ 235,052	$ 641,897	$ 474,871	$ 658,927	$ 463,020	$ 426,065
Payment in Lieu of Taxes	$ 19,772	$ 33,359	$ 17,635	$ 28,292	$ 28,866	$ 26,429	$ 24,931
Trash Fee	$ 1,015,839	$ 1,066,549	$ 1,005,638	$ 1,002,485	$ 1,015,159	$ 1,007,283	$ 995,603
Police Special Duty Service Charges	$ -	$ 56,829	$ 37,383	$ 37,532	$ 40,788	$ 40,000	$ 40,000
Ambulance Fees - Other Charges	$ 871,742	$ 1,006,888	$ 942,465	$ 998,333	$ 1,425,262	$ 1,160,000	$ 1,460,000

Town of Natick

Revenue Model

Revenue Summary

Rentals	$ 318,569	$ 227,932	$ 301,686	$ 199,103	$ 54,060	$ 14,185	$ 40,041
Recreation	$ 74,845	$ 75,410	$ -	$ 267,830	$ 154,000	$ 176,000	$ 176,000
Other Departmental Revenue	$ 975,895	$ 687,774	$ 800,402	$ 813,523	$ 628,771	$ 518,369	$ 670,000
License/Permits	$ 3,050,937	$ 2,365,853	$ 1,228,497	$ 1,260,987	$ 1,612,749	$ 1,263,643	$ 1,350,000
Special Assessments	$ 35,815	$ 21,979	$ 21,243	$ 22,221	$ 28,093	$ 20,000	$ 20,000
Fines/Forfeits	$ 276,553	$ 220,200	$ 187,603	$ 167,066	$ 151,893	$ 160,000	$ 195,000
Investment Income	$ 1,516,806	$ 904,653	$ 346,301	$ 686,279	$ 102,227	$ 100,000	$ 150,000
Miscellaneous Recurring	$ 120,670	$ 1,222,187	$ 1,101,354	$ 102,566	$ 193,486	$ 50,000	$ 100,000
Miscellaneous Non-Recurring	$ -	$ -	$ -	$ 45,458	$ 1,126,130	$ 233,044	$ -
Subtotal	**$ 13,256,682**	**$ 13,166,015**	**$ 11,652,990**	**$ 10,832,238**	**$ 13,093,691**	**$ 10,281,733**	**$ 11,142,890**

Table 4: Available Funds	**FY 2007** Appropriated	**FY 2008** Appropriated	**FY 2009** Appropriated	**FY 2010** Appropriated	**FY 2011** Appropriated	**FY 2012** Recap	**FY 2013** Preliminary
Free Cash	$ 3,445,080	$ 4,035,895	$ 2,757,971	$ 2,147,380	$ 3,425,336	$ 5,466,393	$ 2,979,340
Overlay Surplus	$ 500,000	$ 1,116,024	$ -	$ 1,000,000	$ -	$ 1,000,000	$ -
General Stabilization Fund	$ 400,000	$ 256,102	$ 600,000	$ 950,751	$ 98,550	$ -	$ -
Capital Stablization Fund	$ -	$ -	$ -	$ -	$ -	$ 689,340	$ 1,048,652
Title V	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684	$ 7,684
Parking Meter Revenue	$ 116,000	$ 116,000	$ 80,000	$ 80,000	$ 60,000	$ 60,000	$ 60,000
School Building Assistance	$ -	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167	$ 123,167
Premiums (For 2010 Debt Exclusions)	$ -	$ -	$ -	$ -	$ -	$ 90,681	$ 90,681
Receipts Reserved	$ -	$ -	$ -	$ -	$ -	$ -	$ 150,000
Insurance Proceeds < $20,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 28,875
MBTA Contract Assistance	$ 76,316	$ 76,316	$ -	$ -	$ -	$ -	$ -
Subtotal	**$ 4,545,080**	**$ 5,731,187**	**$ 3,568,822**	**$ 4,308,982**	**$ 3,714,737**	**$ 7,437,265**	**$ 4,488,399**

Table 5: Enterprise Receipts	**FY 2007** Actual	**FY 2008** Actual	**FY 2009** Actual	**FY 2010** Actual	**FY 2011** Actual	**FY 2012** Recap	**FY 2013** Preliminary
Water & Sewer Indirects	$ 2,350,634	$ 2,379,592	$ 2,546,344	$ 2,506,416	$ 2,449,757	$ 2,535,883	$ 2,581,514
Sassamon Trace Indirects	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Subtotal	**$ 2,350,634**	**$ 2,379,592**	**$ 2,546,344**	**$ 2,506,416**	**$ 2,449,757**	**$ 2,535,883**	**$ 2,581,514**

Total - G/F Available for Appr.	**$ 94,848,255**	**$ 98,744,729**	**$ 103,201,787**	**$ 105,292,298**	**$ 110,654,244**	**$ 118,267,009**	**$ 118,238,296**

Detailed Revenue Information can be found online at *http://natickma.gov/Public_Documents/NatickMA_BudgetBook/FY2013Budget/Revenue%20ModelFY2013Recommended.pdf*

Town Administrator:
FY 2013 Expense Summary

General Fund Appropriation Summary

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

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $	%
Education & Learning						
Article 14, Motion A - Education & Learning						
Natick Public Schools						
Total Natick Public Schools	**41,769,099**	**$44,364,711**	**$ 46,406,138**	***$ 46,200,514***	**$ (205,624)**	**-0.44%**
Keefe Tech						
Expenses (Assessment)	1,283,158	$ 1,469,598	$ 1,396,865	***$ 1,282,787***	$ (114,078)	-8.17%
Total Keefe Tech	**1,283,158**	**$ 1,469,598**	**$ 1,396,865**	**$ 1,282,787**	**$ (114,078)**	**-8.17%**
Article 12						
Morse Institute Library						
Salaries & Expenses	1,699,158	$ 1,739,131	$ 1,848,818	$ 1,865,058	$ 16,240	0.88%
Total Morse Institute Library	**1,699,158**	**$ 1,739,131**	**$ 1,848,818**	**$ 1,865,058**	**$ 16,240**	**0.88%**
Article 13						
Bacon Free Library						
Salaries & Expenses	115,846	109,706	118,827	***130,082***	11,255	9.47%
Total Bacon Free Library	**115,846**	**$ 109,706**	**$ 118,827**	**$ 130,082**	**$ 11,255**	**9.47%**
Total Education & Learning	**44,867,261**	**$47,683,146**	**$ 49,770,648**	**$ 49,478,441**	**$ (292,207)**	**-0.59%**
Public Safety						
Article 14, Motion B - Public Safety						
Emergency Management						
Expenses	3,414	$ 2,020	$ 4,100	$ 35,600	$ 31,500	768.29%
Total Emergency Management	**3,414**	**$ 2,020**	**$ 4,100**	**$ 35,600**	**$ 31,500**	**768.29%**
Parking Enforcement						
Salaries	22,463	$ 19,199	$ 31,909	$ 31,950	$ 41	0.13%
Expenses	67,532	$ 68,624	$ 72,400	$ 73,000	$ 600	0.83%
Total Parking Enforcement	**89,996**	**$ 87,823**	**$ 104,309**	**$ 104,950**	**$ 641**	**0.61%**
Police						
Salaries	4,937,332	$ 4,983,409	$ 5,634,841	$ 5,745,393	$ 110,552	1.96%
Expenses	204,826	$ 194,016	$ 218,100	$ 226,188	$ 8,088	3.71%
Other Chgs. & Expenses	7,099	$ 2,797	$ 9,500	$ 7,500	$ (2,000)	-21.05%
Total Police	**5,149,257**	**$ 5,180,222**	**$ 5,862,441**	**$ 5,979,081**	**$ 116,640**	**1.99%**
Fire						
Salaries	6,209,143	$ 6,614,962	$ 6,982,577	$ 7,184,411	$ 201,834	2.89%
Expenses	151,156	$ 167,269	$ 170,625	$ 189,900	$ 19,275	11.30%
Total Fire	**6,360,299**	**$ 6,782,231**	**$ 7,153,202**	**$ 7,374,311**	**$ 221,109**	**3.09%**
Total Public Safety	**11,602,965**	**12,052,297**	**13,124,052**	**13,493,943**	**$ 369,891**	**2.82%**

General Fund Appropriation Summary

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

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $	%
Public Works						
Article 14, Motion C - Public Works						
DPW Administration						
Salaries	218,203	$ 169,805	$ 235,046	$ 234,322	$ (724)	-0.31%
Expenses	34,537	$ 33,773	$ 44,620	$ 43,490	$ (1,130)	-2.53%
Total DPW Administration	**252,740**	**$ 203,578**	**$ 279,666**	**$ 277,812**	**$ (1,854)**	**-0.66%**
DPW Building Maintenance						
Salaries	371,550	$ 387,253	$ 374,505	$ -	$ (374,505)	-100.00%
Expenses	471,793	$ 449,375	$ 449,900	$ 360,150	$ (89,750)	-19.95%
Total DPW Build. Maint.	**843,343**	**$ 836,628**	**$ 824,405**	**$ 360,150**	**$ (464,255)**	**-56.31%**
DPW Energy						
Purchase of Services	1,194,272	$ 1,323,014	$ 1,491,900	$ 1,535,348	$ 43,448	2.91%
Other Charges	405	$ 878	$ 1,500	$ 1,500	$ -	0.00%
Total DPW Energy	**1,194,677**	**$ 1,323,892**	**$ 1,493,400**	**$ 1,536,848**	**$ 43,448**	**2.91%**
DPW Engineering						
Salaries	348,535	$ 362,039	$ 376,517	$ 387,519	$ 11,002	2.92%
Expenses	51,889	$ 36,425	$ 100,200	$ 100,400	$ 200	0.20%
Total DPW Engineering	**400,424**	**$ 398,464**	**$ 476,717**	**$ 487,919**	**$ 11,202**	**2.35%**
DPW Equipment Maintenance						
Salaries	468,788	$ 452,740	$ 510,190	$ 501,320	$ (8,870)	-1.74%
Expenses	234,967	$ 267,014	$ 266,850	$ 269,889	$ 3,039	1.14%
Other - Capital Outlay	6,554	$ -	$ 5,000	$ 5,000	$ -	0.00%
Total DPW Equip. Maint.	**710,309**	**$ 719,755**	**$ 782,040**	**$ 776,209**	**$ (5,831)**	**-0.75%**
DPW Highway & Sanitation						
Salaries	1,193,250	$ 1,208,871	$ 1,280,190	$ 1,327,778	$ 47,588	3.72%
Expenses	289,215	$ 287,207	$ 389,450	$ 388,900	$ (550)	-0.14%
Other - Charges & Expenditures	1,778,785	$ 1,995,543	$ 1,457,700	$ 1,461,800	$ 4,100	0.28%
Total DPW Highway & San.	**3,261,250**	**$ 3,491,621**	**$ 3,127,340**	**$ 3,178,478**	**$ 51,138**	**1.64%**
DPW Land, Facilities & Nat. Resources						
Salaries	413,681	$ 421,365	$ 449,961	$ 453,497	$ 3,536	0.79%
Expenses	151,815	$ 147,390	$ 219,881	$ 238,045	$ 18,164	8.26%
Total DPW LF & NR	**565,496**	**$ 568,755**	**$ 669,842**	**$ 691,542**	**$ 21,700**	**3.24%**
Total Public Works	**7,228,240**	**$ 7,542,691**	**$ 7,653,410**	**$ 7,308,958**	**$ (344,452)**	**-4.50%**
Health & Human Services						
Article 14, Section D - Health & Human Services						
Community Services						
Salaries	920,383	919,714	1,041,723	1,093,253	$ 51,530	4.95%
Expenses	246,772	283,803	279,494	291,677	$ 12,183	4.36%
Total Community Services	**1,167,156**	**1,203,517**	**1,321,217**	**1,384,930**	**$ 63,713**	**4.82%**
Board of Health						
Salaries	305,344	$ 332,982	$ 372,846	$ 387,518	$ 14,672	3.94%
Expenses	11,424	$ 17,127	$ 24,450	$ 34,950	$ 10,500	42.94%
Other Changes & Expenditures	8,431	$ 7,339	$ 15,000	$ 15,000	$ -	0.00%
Total Board of Health	**325,200**	**$ 357,448**	**$ 412,296**	**$ 437,468**	**$ 25,172**	**6.11%**
Total Health & Human Services	**$ 1,492,356**	**$ 1,560,965**	**$ 1,733,513**	**$ 1,822,398**	**$ 88,885**	**5.13%**

General Fund Appropriation Summary

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

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $	%
Administrative Support Services						
Article 14, Motion E - Administrative Support Services						
Board of Selectmen						
Salaries	452,502	$ 512,395	$ 573,329	$ 572,890	$ (439)	-0.08%
Expenses	146,169	$ 179,887	$ 164,250	$ 248,750	$ 84,500	51.45%
Other Charges & Expenditures	52,785	$ 18,357	$ 18,357	$ 18,357	$ -	0.00%
Total Board of Selectmen	**651,455**	**$ 710,639**	**$ 755,936**	**$ 839,997**	**$ 84,061**	**11.12%**
Personnel Board						
Other Charges & Expenditures	0	$ -	$ 1,000	$ 1,000	$ -	0.00%
Total Personnel Board	**0**	**$ -**	**$ 1,000**	**$ 1,000**	**$ -**	**0.00%**
Town Report						
Professional Services	4,926	$ 4,374	$ 5,500	$ 5,500	$ -	0.00%
Total Town Report	**4,926**	**$ 4,374**	**$ 5,500**	**$ 5,500**	**$ -**	**0.00%**
Legal						
Expenses	190,947	$ 216,995	$ 294,480	$ 294,480	$ -	0.00%
Other Charges & Expenditures	250	$ 1,576	$ 10,000	$ 10,000	$ -	0.00%
Total Legal Services	**191,197**	**$ 218,571**	**$ 304,480**	**$ 304,480**	**$ -**	**0.00%**
Finance						
Salaries	836,335	$ 867,294	$ 970,735	1,056,222	$ 85,487	8.81%
Expenses	202,578	$ 285,539	$ 305,700	320,300	$ 14,600	4.78%
Other Charges & Expenditures	112,548	$ 6,792	$ 75,000	$ 75,000	$ -	0.00%
Total Finance	**1,151,461**	**1,159,625**	**1,351,435**	**1,451,522**	**$ 100,087**	**7.41%**
Information Technology						
Salaries	219,219	$ 219,219	$ 238,945	$ 238,945	$ -	0.00%
Expenses	341,784	$ 290,053	$ 374,100	$ 374,100	$ -	0.00%
Other Chgs. & Expenditures	247,847	$ 233,578	$ 265,000	$ 265,000	$ -	0.00%
Total Information Technology	**808,850**	**$ 742,851**	**$ 878,045**	**$ 878,045**	**$ -**	**0.00%**
Town Clerk						
Salaries	188,959	$ 192,509	$ 206,260	$ 214,863	$ 8,603	4.17%
Expenses	7,463	$ 19,901	$ 21,100	$ 21,750	$ 650	3.08%
Total Town Clerk	**196,422**	**$ 212,410**	**$ 227,360**	$ 236,613	**$ 9,253**	**4.07%**
Elections						
Salaries (Registrars)	35,324	$ 45,592	$ 35,150	$ 59,565	$ 24,415	69.46%
Expenses (Registrars)	20,487	$ 35,916	$ 50,000	$ 62,500	$ 12,500	25.00%
Total Elections	**55,811**	**$ 81,508**	**$ 85,150**	$ 122,065	**$ 36,915**	**43.35%**
Sealer of Weights & Measures						
Salaries	14,317	$ 14,317	$ 14,659	$ 14,659	$ -	0.00%
Expenses	588	$ 841	$ 850	$ 850	$ -	0.00%
Total Sealer Weights/Meas.	**14,904**	**$ 15,157**	**$ 15,509**	$ 15,509	**$ -**	**0.00%**

General Fund Appropriation Summary

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

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $	%
Administrative Support Services						
Article 14, Motion E - Administrative Support Services (Con't)						
Community Development						
Salaries	632,287	$ 662,149	$ 703,350	$ 728,864	$ 25,514	3.63%
Expenses	21,278	$ 23,985	$ 26,811	$ 23,811	$ (3,000)	-11.19%
Total Community Development	**653,566**	**$ 686,134**	**$ 730,161**	$ 752,675	**$ 22,514**	**3.08%**
Total Admin. Support Services	**$ 3,728,593**	**$ 3,831,269**	**$ 4,354,576**	**$ 4,607,406**	**$ 252,830**	**5.81%**
Commissions & Committees						
Article 14, Motion F - Commissions & Committees						
Finance Committee						
Expenses	22,778	$ 21,979	$ 21,500	$ 22,000	$ 500	2.33%
Total Finance Committee	**22,778**	**$ 21,979**	**$ 21,500**	**$ 22,000**	**$ 500**	**2.33%**
Commission on Disability						
Expenses	1,659	$ 168	$ 1,810	$ 1,810	$ -	0.00%
Total Commission on Disability	**1,659**	**$ 168**	**$ 1,810**	**$ 1,810**	**$ -**	**0.00%**
Natick Cultural Council						
Expenses	502	$ 570	$ 700	$ 700	$ -	0.00%
Total Natick Cultural Council	**502**	**$ 570**	**$ 700**	**$ 700**	**$ -**	**0.00%**
Historical Commission						
Expenses	1,000	$ 198	$ 1,000	$ 1,000	$ -	0.00%
Total Historical Commission	**1,000**	**$ 198**	**$ 1,000**	**$ 1,000**	**$ -**	**0.00%**
Historic District Commission						
Expenses	500	$ 363	$ 500	$ 500	$ -	0.00%
Total Historic District Comm.	**500**	**$ 363**	**$ 500**	**$ 500**	**$ -**	**0.00%**
Total Section VIII: Comm.	**26,438**	**$ 23,278**	**$ 25,510**	**$ 26,010**	**$ 500**	**1.96%**
Shared Expenses (Unclassified)						
Article 14, Motion G - Shared Expenses						
Employee Fringe						
Other Personnel Services	13,660,686	$ 14,182,202	$ 15,038,850	$ 15,084,510	$ 45,660	0.30%
Other Personnel Services	0	$ 18,750	$ 37,500	$ 90,000	$ 52,500	140.00%
Total Employee Fringe	**13,660,686**	**$ 14,200,952**	**$ 15,076,350**	**$ 15,174,510**	**$ 98,160**	**0.65%**
Property & Liability Insurance						
Purchased Services	431,162	$ 451,853	$ 520,958	$ 553,175	$ 32,217	6.18%
Total Prop. & Liab. Insurance	**431,162**	**$ 451,853**	**$ 520,958**	**$ 553,175**	**$ 32,217**	**6.18%**
Contributory Retirement						
Pension Assessment	5,152,503	$ 5,384,366	$ 5,626,663	$ 6,082,991	$ 456,328	8.11%
ERI Assessment	0	$ -	$ -	$ -	$ -	#DIV/0!
Total Contributory Retirement	**5,152,503**	**$ 5,384,366**	**$ 5,626,663**	**$ 6,082,991**	**$ 456,328**	**8.11%**
Non-Contributory Retirement						
Pensions	90,744	$ 91,373	$ 90,369	$ 67,209	$ (23,160)	-25.63%
Total Non-Contributory Retire.	**90,744**	**$ 91,373**	**$ 90,369**	**$ 67,209**	**$ (23,160)**	**-25.63%**

General Fund Appropriation Summary

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

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $	%
Shared Expenses (Unclassified)						
Article 14, Motion G - Shared Expenses (Con't)						
Debt Service						
Leased Equipment	30,690	$ 38,066	$ 40,000	$ 82,000	$ 42,000	105.00%
Principal	4,822,367	$ 4,685,812	$ 7,592,269	$ 7,411,031	$ (181,238)	-2.39%
Interest	1,870,553	$ 2,063,373	$ 3,357,276	$ 2,778,884	$ (578,392)	-17.23%
Total Debt Service	**6,723,610**	**$ 6,787,251**	**$ 10,989,545**	**$ 10,271,915**	**$ (717,630)**	**-6.53%**
Reserve Fund						
Other Charges	0	$ -	$ 400,000	$ 400,000	$ -	0.00%
Total Reserve Fund	**0**	**$ -**	**$ 400,000**	**$ 400,000**	**$ -**	**0.00%**
Facilities Management						
Salaries	0	$ -	$ -	$ 2,319,515	$ 2,319,515	#DIV/0!
Expenses	0	$ -	$ -	$ 124,984	$ 124,984	#DIV/0!
Total Facilities Management	**0**	**0**	**0**	**2,444,499**	$ 2,444,499	#DIV/0!
Total Shared Expenses	**26,058,706**	**26,915,794**	**32,703,885**	**34,994,299**	**$ 2,290,414**	**7.00%**
Total General Fund Operations	**95,004,559**	**99,609,440**	**109,365,594**	**111,731,455**	**2,365,861**	**2.16%**

Reconciliation						
Total General Fund Operations	**95,004,559**	**$ 99,609,440**	**$ 109,365,594**	**$ 111,731,455**	**2,365,861**	**2.16%**
Other General Fund Appropriations						
FLSA Labor Settlements	950,751	-	593,032	N/A	(593,032)	-100.00%
Capital Equipment	300,940	543,120	1,401,900	1,269,277	(132,623)	-9.46%
School Bus Subsidy	311,186	290,014	330,137	340,041	9,904	3.00%
Misc. Articles	10,000	85,000	100,000	224,838	124,838	124.84%
Golf Course Deficit	355,000	334,500	320,000	310,000	(10,000)	-3.13%
General Stabilization Fund	800,000	1,634,439	-	-	-	#DIV/0!
Capital Stabilization Fund	0	307,913	1,859,511	1,000,000	(859,511)	-46.22%
Operational Stabilization Fund	0	-	856,478	-	(856,478)	-100.00%
Contract Settlements/Salary Adjust.	0	63,512	-	TBD	-	0.00%
Total Other G/F Appropriations	**2,727,877**	**3,258,498**	**5,461,058**	**3,144,156**	**(2,316,902)**	**-42.43%**
Other General Fund Expenses (Not appropriated by Town Meeting)						
State & County Assessments	1,540,299	1,351,044	1,360,929	1,397,812	36,883	2.71%
Cherry Sheet Offsets	56,369	131,434	155,298	189,873	34,575	22.26%
Tax Title	25,000	25,000	25,000	25,000	-	0.00%
Snow Removal Supplement	749,655	448,991	765,163	350,000	(415,163)	-54.26%
Overlay	1,321,477	1,112,323	1,133,967	1,400,000	266,033	23.46%
Total Other G/F Expenses	**3,692,800**	**3,068,792**	**3,440,357**	**3,362,685**	**-77,672**	**-2.26%**
Total General Fund	**101,425,235**	**105,936,730**	**118,267,009**	**118,238,296**	**(28,713)**	**-0.02%**

Enterprise Fund Revenue/Expenditure Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Water/Sewer Enterprise Fund						
Revenues						
User Charges	12,314,368	12,353,351	12,401,835	12,397,750	(4,085)	-0.03%
Connection Fees	95,002	104,470	170,000	160,000	(10,000)	-5.88%
Other Departmental Income	700,002	758,698	750,000	750,000	-	0.00%
Investment Income	45,002	66,356	45,000	75,000	30,000	66.67%
Capital Article Closeouts	162,306	150,000	-	-	-	0.00%
Retained Earnings	213,698	-	320,000	1,105,000	785,000	245.31%
Total Revenues	**13,530,378**	**13,432,875**	**13,686,835**	**14,487,750**	**800,915**	**5.85%**
Expenses						
Water & Sewer Operations	6,855,364	7,021,847	7,435,391	7,749,625	314,234	4.23%
Utility Billing	164,334	180,693	224,318	233,568	9,250	4.12%
Fringe Benefits	606,191	627,467	630,025	652,593	22,568	3.58%
Debt Service	2,177,447	2,287,229	2,341,218	1,965,450	-375,768	-16.05%
Reserve Fund	0	0	200,000	200,000	0	0.00%
Indirects (included in G/F)	2,506,418	2,449,757	2,535,883	2,581,514	45,631	1.80%
Capital	350,002	312,000	320,000	1,105,000	785,000	245.31%
Total Expenses	**12,659,755**	**12,878,994**	**13,686,835**	**14,487,750**	**800,915**	**5.85%**

Sassamon Trace Enterprise Fund						
Revenues						
User Charges	384,998	400,946	406,400	410,000	3,600	0.9%
Other Departmental Revenue	145,002	110,618	145,000	130,000	(15,000)	-10.3%
Retained Earnings	41,432	56,422	48,364	36,831	(11,533)	-23.8%
Town Subsidy	355,002	334,500	320,000	310,000	(10,000)	-3.1%
Total Revenues	**926,434**	**902,486**	**919,764**	**886,831**	**-32,933**	**-3.58%**
Expenses						
Operations	556,056	576,351	598,838	553,407	-45,431	-7.59%
Reserve Fund	0	0	0	0	0	0.00%
Fringe Benefits	24,660	22,331	25,593	44,609	19,016	74.30%
Debt Service	312,787	295,257	295,333	288,345	-6,988	-2.37%
Total Expenses	**893,503**	**893,940**	**919,764**	**886,361**	**-33,403**	**-3.63%**

Enterprise Fund - Appropriation Summary

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

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Water/Sewer Enterprise Fund						
Article 14, Motion H1 - Water & Sewer Enterprise Fund						
Water & Sewer Operations						
Salaries	$ 1,511,361	$ 1,465,811	$ 1,615,953	$ 1,640,025	$ 24,072	1.49%
Expenses	$ 5,344,003	$ 5,556,036	$ 5,819,438	$ 6,109,600	$ 290,162	4.99%
Total Sanitary Sewer	**$ 6,855,364**	**$ 7,021,847**	**$ 7,435,391**	**$ 7,749,625**	**$ 314,234**	**4.23%**
Utility Billing						
Salaries	$ 95,503	$ 98,349	$ 103,618	$ 103,618	$ 0	0.00%
Expenses	$ 68,830	$ 82,344	$ 120,700	$ 129,950	$ 9,250	7.66%
Total Utility Billing	**$ 164,334**	**$ 180,693**	**$ 224,318**	**$ 233,568**	**$ 9,250**	**4.12%**
Fringe Benefits						
Other Personal Services	$ 434,466	$ 448,014	$ 442,499	$ 452,634	$ 10,135	2.29%
Other - Chgs. & Expenditures	$ 171,725	$ 179,453	$ 187,526	$ 199,959	$ 12,433	6.63%
Total Benefits	**$ 606,191**	**$ 627,467**	**$ 630,025**	**$ 652,593**	**$ 22,568**	**3.58%**
Water & Sewer Debt Service						
Principal	$ 1,627,370	$ 1,745,640	$ 1,827,139	$ 1,514,188	$ (312,951)	-17.13%
Interest	$ 550,077	$ 541,589	$ 514,079	$ 451,262	$ (62,817)	-12.22%
Total Debt Service	**$ 2,177,447**	**$ 2,287,229**	**$ 2,341,218**	**$ 1,965,450**	**$ (375,768)**	**-16.05%**
Water & Sewer Reserve Fund						
Expenses		$ -	$ 200,000	$ 200,000	$ -	0.00%
Total W & S Reserve Fund	**$ -**	**$ -**	**$ 200,000**	**$ 200,000**	**$ -**	**0.00%**
Total W&S Enterprise	**$ 9,803,335**	**$ 10,117,237**	**$ 10,830,952**	**$ 10,801,236**	**$ (29,716)**	**-0.27%**

Enterprise Fund - Appropriation Summary

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

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Sassamon Trace Golf Course Enterprise Fund						
Article 14, Motion I - Sassamon Trace Enterprise Fund						
Sassamon Trace Operations						
Salaries	$ 129,639	$ 129,238	$ 144,707	$ 194,655	$ 49,948	34.52%
Expenses	$ 426,417	$ 447,113	$ 454,131	$ 358,752	$ (95,379)	-21.00%
Total Sassamon Trace	**$ 556,056**	**$ 576,351**	**$ 598,838**	**$ 553,407**	**$ (45,431)**	**-7.59%**
Sassamon Trace Reserve Fund						
Expenses	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Total GC Reserve Fund	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
Sassamon Trace Fringe Benefits						
Other Personal Services	$ 13,369	$ 10,532	$ 13,262	$ 34,918	$ 21,656	163.29%
Other - Chgs. & Expenditures	$ 11,291	$ 11,799	$ 12,331	$ 9,691	$ (2,640)	-21.41%
Total GC Fringe Benefits	**$ 24,660**	**$ 22,331**	**$ 25,593**	**$ 44,609**	**$ 19,016**	**74.30%**
Sassamon Trace Debt Service						
Principal	$ 195,931	$ 191,482	$ 195,931	$ 195,930	$ (1)	0.00%
Interest	$ 116,856	$ 103,775	$ 99,402	$ 92,415	$ (6,987)	-7.03%
Total GC Debt Service	**$ 312,787**	**$ 295,257**	**$ 295,333**	**$ 288,345**	**$ (6,988)**	**-2.37%**
Total Sassamon Trace	**$ 893,503**	**$ 893,940**	**$ 919,764**	**$ 886,361**	**$ (33,403)**	**-3.63%**

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Town Administrator:
FY 2013-2015 Projections

Three-Year Projection

METHODOLOGY

The table on the next pages shows projections of total expenditure requirements and revenues for the next three years, FY 2013-FY 2015. Projections are calculated in the aggregate, using conservative assumptions, with the intention of giving an overall perspective on the Town's budget outlook. The projections are presented in sequence with the current year for comparison.

Revenues

Revenues are comprised of four primary components: the Tax Levy, State Aid, Local Receipts and Other Available Funds. The Tax Levy will remain constantly growing at the Proposition 2.5% level annually and minimal new growth due to construction. State Aid is projected to remain level at FY 2013 House 1 amounts. Local receipts are also projected to remain essentially level over the period of FY 2013 through FY 2015; although these will obviously be revisited when the economy begins to pick back up. Other Available Funds are expected to remain constant - steadily growing indirect allocations from Enterprise Funds, between $1,500,000 and $2,500,000 in Free Cash applied to operations annually and small amounts of other revenues expect to support small parts of operations. Finally, the Capital Stabilization Fund, using revenues generated from local option taxes, will support new cash capital projects and increasing portions of the debt service attributable to the High School and Community Senior Center projects.

Expenses

In the operating budget, wage projections are complicated by the fact that both school and general government contracts expire at the end of FY 2012 making forecasting difficult for FY 2013 and beyond. In order to accommodate this, we have separated out the costs of potential Cost-of-Living Adjustments and placed them "below the bottom line" on the following page under the title "Variable Cost Drivers. Therefore, *COLA's are NOT built into this Three-Year Projection*. On the whole, we have calculated a 4.5% increase in total expenses for the Natick Public Schools, a 10% increase for the Keefe Tech Assessment and a 2.5% increase for all municipal departments, consistent with past forecast practices of the Town. These increases may not be sustainable into future years; it is incumbent on the Town and School administrations and elected officials to budget responsibly and identify areas for cost reduction and revenue enhancement to ensure Natick's sound financial future.

The greatest changes going forward rest within the categories of Shared Expenses. While great savings has been achieved within municipal health care over the last several years through the shift of retirees to Medicare active employees to cheaper health care models, health care overall will more than 5% annually. So too will pension costs, as the new assessment will require a minimum of 8% annual increases in the municipal contribution to meet the funding deadlines for the foreseeable future. Finally, the shift of cost of Facilities Management from seperate to a shared department represents a signifcant restrucutring of financial operations.

RESULTS

These projections forecast a sizable gap between the cost of providing the current level of services and the revenue that may be generated over the next several years. In FY2014 and 2015, the preliminary gap is projected to be roughly $1.6-2.3 million annually. Though just a forecast, and with the realization that the community must produce a balance budget, these forecasts demonstrate one clear reality: The Town of Natick has a sizeable structural budget imbalance. This can be filled with one-time resources, but not sustainably. In order to achieve sustainability within Town services in the future, either efficiencies will have to be found, services reduced, or new revenue streams developed. As we move forward, Town Officials will continue to monitor revenue receipts, examine new ways of doing business and continue working to make Natick's government more sustainable.

Three-Year Projection

		2012 Appropriated	2013 Preliminary	2014 Projection	2015 Projection	Comments
	General Fund Revenues					
1	Tax Levy	86,502,701	88,894,846	89,097,782	91,770,715	2.5% allowable; .5% for growth + Excluded Debt Service for C/SC & NHS
2	State Aid	11,509,427	11,130,647	11,130,647	11,130,647	Level-funded @ FY 2013 House 1 Level
3	Estimated Receipts	9,281,733	10,142,890	10,142,890	10,142,890	Assumes stabilization of local receipts, level-funded @ FY 2012 level
4	Local Option Taxes	1,000,000	1,000,000	1,000,000	1,000,000	Used for Capital Debt Service related to Excluded Projects
5	Other Local Receipts	0	0			
6	Indirects	2,535,883	2,581,514	2,704,033	2,767,773	Dependent Upon General Fund Operating Budget
7	Free Cash	5,466,393	2,979,340	1,500,000	2,979,340	$1.5 M Recurring F.C. assured; add'l F.C. less certain
8	Stabilization Fund	689,340	1,048,652	1,158,250	1,158,250	Assumes $700K spent on Capital, balance on Debt Service for HS/CSC
9	Overlay Surplus	1,000,000	0	1,000,000	0	Can change based upon final settlement of outstanding ATB cases
10	Other Available Funds	281,532	460,407	460,407	460,407	Parking Meter Reciepts, Other State Remb., Bond Premiums for HS/CSC
	Total General Fund Revenues	**118,267,009**	**118,238,296**	**118,194,010**	**121,410,023**	
	General Fund Expenses					
	Education & Learning					
11	Natick Public Schools	46,406,138	46,200,514	46,720,270	47,245,873	4.5% increase on expenses only
12	Keefe Tech	1,396,865	1,282,787	1,411,066	1,552,172	10% Increase: Assumes increase of Natick students & lower total pop.
13	Morse Institute Library	1,848,818	1,865,058	1,872,233	1,879,587	Assumes 2.5% increase on expenses only
14	Bacon Free Library	118,827	130,082	130,471	130,869	Assumes 2.5% increase on expenses only
15	Public Safety	13,124,052	13,493,943	13,507,248	13,520,885	Assumes 2.5% increase on expenses only
16	Public Works	7,653,410	7,308,958	7,419,071	7,531,937	Assumes 2.5% increase on expenses only
17	Health & Human Services	1,733,513	1,822,398	1,830,939	1,839,693	Assumes 2.5% increase on expenses only
18	Administrative Support Services	4,354,576	4,607,406	4,651,023	4,695,729	Assumes 2.5% increase on expenses only
19	Committees	25,510	26,010	26,010	26,010	Level-Funded
20	Shared Expenses					
21	Fringe Benefits	15,076,350	15,174,510	16,469,256	17,893,476	10% increase in health premiums; higher rates in FY 2014 & 2015
22	Prop & Liab. Insurance	520,958	553,175	580,834	609,875	Assumes higher rates in FY 2014 & 2015 (5% annually)
23	Retirement	5,717,032	6,150,200	6,642,216	7,173,593	Assumes 8% increase annually
24	Debt Services	10,989,545	10,271,915	10,621,915	10,471,915	Includes debt exlcusion costs for HS & CSC
25	Reserve Fund	400,000	400,000	400,000	400,000	Level-Funded
26	Facilities Management	0	2,444,499	2,456,721	2,469,005	Level-Funded
	General Fund Oper. Expenses	**109,365,594**	**111,731,455**	**114,739,271**	**117,440,621**	
26	Capital Improvements	1,401,900	1,269,277	700,000	700,000	Capital Stab. Fund provides cash funding moving forward.
27	School Bus Transportation	330,137	340,041	350,243	360,750	3% annual increase
28	State & County Assessments	1,360,929	1,397,812	1,446,735	1,497,371	Assumes 3.5% increase from FY 2013 House 1 Levels
29	Cherry Sheet Offsets	155,298	189,873	196,519	203,397	Assumes 3.5% increase from FY 2013 House 1 Levels
30	Tax Title	25,000	25,000	25,000	25,000	
31	Snow Removal Supplement	765,163	350,000	350,000	350,000	
32	Overlay	1,133,967	1,400,000	1,400,000	1,100,000	
33	Golf Course Deficit	320,000	310,000	363,025	364,351	Includes offset for indirects starting in FY 2014
34	Stablization Fund	0	0	0	0	
35	Operational Stabilization Fund	856,478	0	0	0	
36	Capital Stabilization Fund	1,859,511	1,000,000	1,000,000	1,000,000	Funds raised from local option taxes
37	FLSA Settlement	593,032	0	0	0	
38	Misc. Articles	100,000	224,838	0	0	
	Total General Fund Expenses	**118,267,009**	**118,238,296**	**120,570,793**	**123,041,490**	
	Net Excess / (Deficit)	**0**	**0**	**-2,376,783**	**-1,631,467**	

Variable Cost Drivers

Cost of Living Adjustments	**FY 2013**	**FY 2014**	**FY 2015**	
1% Schools	**$ 360,305**	**$ 724,214**	**$ 1,091,761**	FY 2014 & FY 2015 Cost is impact of 1% in all years
1% Municipal	**$ 212,104**	**$ 426,329**	**$ 642,696**	FY 2014 & FY 2015 Cost is impact of 1% in all years
2% Schools	**$ 720,610**	**$ 1,455,633**	**$ 2,205,356**	FY 2014 & FY 2015 Cost is impact of 2% in all years
2% Municipal	**$ 424,208**	**$ 856,899**	**$ 1,298,245**	FY 2014 & FY 2015 Cost is impact of 2% in all years
2.5% Schools	**$ 900,763**	**$ 1,802,252**	**$ 2,748,072**	FY 2014 & FY 2015 Cost is impact of 2.5% in all years
2.5% Municipal	**$ 530,259**	**$ 1,073,775**	**$ 1,630,879**	FY 2014 & FY 2015 Cost is impact of 2.5% in all years

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

Town Meeting Members:

Pursuant to MGL, c.40A, s.5 and Natick By-Laws, Art 40, s.6 the Planning Board proffers the below listed recommendations to Town Meeting.

Following public hearings opened on March 7, 2012, and concluded on March 21, 2012, the Planning Board deliberated on zoning and land use articles and issues this report.

Article 24 - Street Acceptance – Karen Lane
The Planning Board voted to recommend favorable action.
Vote: 6-0-0

Article 25 – Street Acceptance – Katie Path
The Planning Board voted to recommend favorable action.
Vote: 6-0-0

Article 26 - Authorization for Selectmen to Accept/Obtain Utility Easements
The Planning Board voted to recommend favorable action.
Vote: 6-0-0

Article 27 - Authorization for Selectmen to Grant Access Easement
The Planning Board voted to recommend favorable action.
Vote: 6-0-0

Article 28 - Amend Zoning By-Laws: Special Permit Granting
The Planning Board voted to recommend Town Meeting take no action on the subject matter of Article 28.
Vote: 6-0-0

Respectfully submitted;
Julian J. Munnich
Chair

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Summary of Recommendations (as of March 28, 2012)

Article #	Article	Finance Committee Recommendation	Board of Selectmen Recommendation	Planning Board Recommendation
1	Authorization to Reorganize Certain Town Departments	Favorable Action 12-0-0	Favorable Action 5-0-0	No Action Taken
2	Authorization to Consolidate General Government and School Department Functions	Favorable Action 14-0-0	Favorable Action	No Action Taken
3	Fiscal 2012 Omnibus Budget Article	Favorable Action 14-0-0	Scheduled for 4/02/2012 meeting	No Action Taken
4	Stabilization Fund	No Action 13-0-0	No Action	No Action Taken
5	Capital Stabilization Fund	No Action 14-0-0	No Action	No Action Taken
6	Operational/Rainy Day Stabilization Fund	No Action 14-0-0	No Action	No Action Taken
7	Authorization to Lease Golf Carts for Greater Than a Three Year Period	No Action 13-0-1	Favorable Action $22,500/5-yr lease 5-0-0	No Action Taken
8	Other Post-Employment Benefits (OPEB) Fund	Favorable Action 11/2/2001	Favorable Action $221,608 5-0-0	No Action Taken
9	Collective Bargaining	No Action 14-0-0	Scheduled for 4/02/2012 meeting	No Action Taken
10	Personnel Board	Favorable Action 14-0-0	Scheduled for 4/02/2012 meeting	No Action Taken
11	Elected Officials Salary	Favorable Action 9/4/2001	Favorable Action $70,000 4-0-1	No Action Taken
12	Morse Institute Library	Favorable Action 13-0-1	Favorable Action $1,865,058 5-0-0	No Action Taken
13	Bacon Free Library	Favorable Action 14-0-0	Favorable Action $123,186 5-0-0	No Action Taken

Summary of Recommendations (as of March 28, 2012)

Article #	Article	Finance Committee Recommendation	Board of Selectmen Recommendation	Planning Board Recommendation
14	Fiscal 2013 Omnibus Budget Article	Favorable Action 13-0-0	Scheduled for 4/02/2012 meeting	No Action Taken
15	Capital Equipment	Favorable Action 10/2/2000	Favorable Action $1,372,060 5-0-0	No Action Taken
16	Capital Improvement	Favorable Action 8/4/2000	Favorable Action $4,001,400 5-0-0	No Action Taken
17	School Bus Transportation Subsidy	Favorable Action 14-0-0	Favorable Action $340,041 5-0-0	No Action Taken
18	Appropriate Funds for Rockland and Farwell Street Improvements	Favorable Action 12-0-0	Favorable Action $300,000 5-0-0	No Action Taken
19	Transfer Funds to Community/Senior Center Project	Favorable Action 12-0-0	Favorable Action $3,230 5-0-0	No Action Taken
20	Unpaid Bills	No Action 12-0-0	No Action 5-0-0	No Action Taken
21	Assessors: Increase Personal Property Exemptions	Favorable Action 12-0-0	Favorable Action 5-0-0	No Action Taken
22	Re-authorization of Revolving Funds	Favorable Action Various	Favorable Action 5-0-0	No Action Taken
23	Rescind Authorized, Unissued Debt	Favorable Action 13-0-0	Scheduled for 4/02/2012 meeting	No Action Taken
24	Street Acceptance: Karen Lane	Favorable Action 12-0-0	Public Hearing 4/02/2012	Favorable Action 6-0-0
25	Street Acceptance: Katie Path	Favorable Action 12-0-0	Public Hearing 4/02/2012	Favorable Action 6-0-0
26	Authorization for Selectmen to Accept/Obtain Utility Easements	Favorable Action 10-0-0	Favorable Action 5-0-0	Favorable Action 6-0-0

Summary of Recommendations (as of March 28, 2012)

Article #	Article	Finance Committee Recommendation	Board of Selectmen Recommendation	Planning Board Recommendation
27	Authorization for Selectmen to Grant Access Easement	Favorable Action 12-0-0	Favorable Action	Favorable Action 6-0-0
28	Amend Zoning By-Law: Special Permit Granting Authority	Referral 13-0-1	No Action Taken	No Action 6-0-0
29	By-Law Amendment Regarding Participants in Senior Property Tax Work Program	Favorable Action 13-0-0	Favorable Action 5-0-0	No Action Taken
30	By-Law Amendment Regarding Applicability of Civil Service Laws to Position of Fire Chief	Favorable Action 10-0-0	Favorable Action 5-0-0	No Action Taken
31	Charter Amendment Regarding Applicability of Civil Service Laws to Position of Police Chief	Favorable Action 10-0-0	Favorable Action 5-0-0	No Action Taken
32	Charter Amendment Regarding Applicability of Civil Service Laws to Position of Fire Chief	Favorable Action 10-0-0	Favorable Action 5-0-0	No Action Taken
33	Committee Article	Favorable Action 11-0-1	Favorable Action 5-0-0	No Action Taken
34	Charter Amendment Prohibiting Members of the Board of Selectmen from being Town Meeting Members	Referral 9-4-1	BOS has not taken a position	No Action Taken
35	Amend Charter: Restore Charter Provision About Number of Votes Required to Fill Town Meeting Member Vacancy	Referral 11-1-0	No Action Taken	No Action Taken
36	Amend Bylaws: Define Process for Filling Town Meeting Member Vacancies by Action of Town Meeting or Town Meeting Member Caucus	Referral 10-2-0	No Action Taken	No Action Taken

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ARTICLE 1
Authorization to Reorganize Certain Town Departments
(Town Administrator)

ARTICLE:
To see if the Town will vote to authorize the Town Administrator, pursuant to Article 6, Section 6-1 of the Natick Home Rule Charter, to reorganize certain Town departments, or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to authorize the Town Administrator to reorganize the Finance-related departments of the Town.

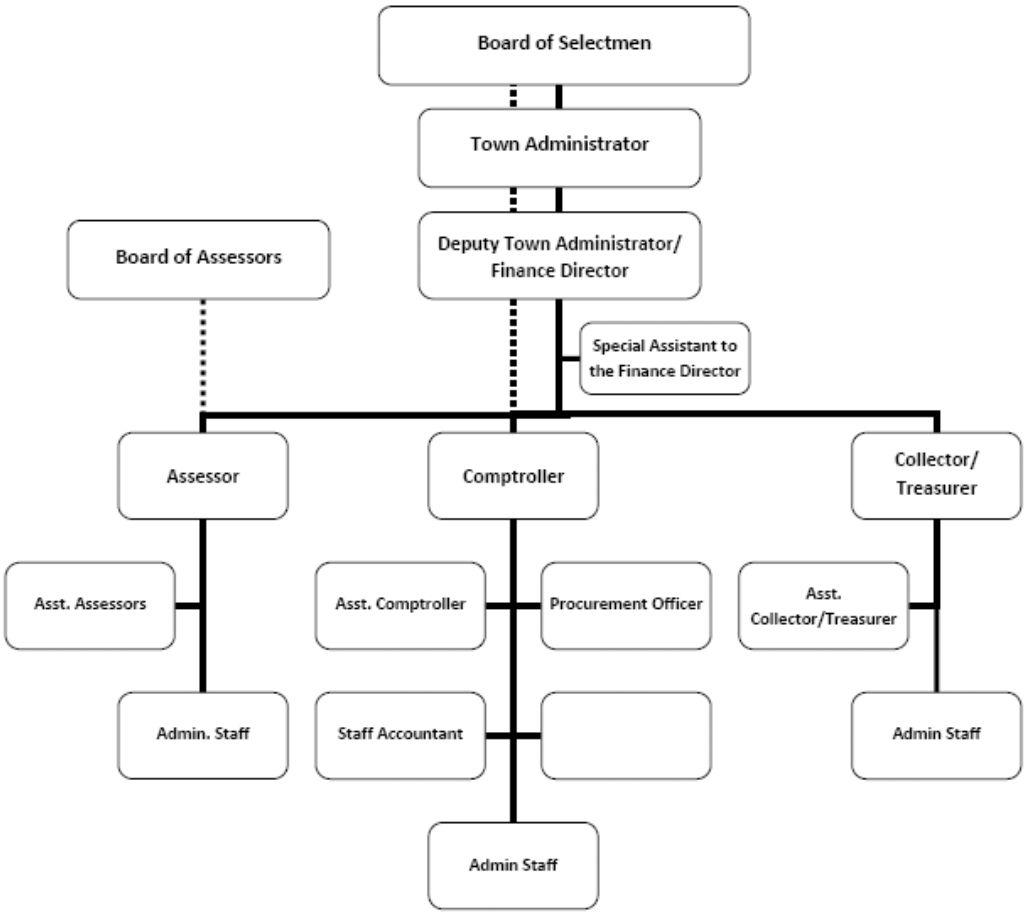
FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 6, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 1.

During the Finance Committee public hearing on March 6, 2012, the following information was noted:

- The new Finance Department would be under the direction of the Deputy Town Administrator, an existing position which would assume the additional responsibility as the Finance Director. Each of the three departments – Assessing, Comptroller and Collector/Treasurer – would become divisions within a unified department.
- The current decentralized structure of these departments limits flexibility and potential efficiencies in maximizing personnel resources during vacancies or shortages in respective departments. Recent fiscal challenges have resulted in staff reductions which have compromised individual departments' ability to keep up with the work load.
- Segregation of the operations of the Comptroller's office and the Treasurer/Collector's office must be maintained to assure appropriate checks and balances. Since the current Finance Director is also the Treasurer/Collector, this limits the degree to which administrative oversight and coordination may be exercised. In addition, the Comptroller's office requires a level of independence to assure that no undue influence may be exerted by the Administration regarding payment of any bills.
- Survey of eleven other communities indicates the majority have some form of consolidation of their municipal finance areas with the overall direction located in the Town Administrator's or Town Manager's office with the Assistant Town Manager also serving as Finance Director.
- A new position of Staff Accountant is being added to the Comptroller's office which restores the staffing in that office to the FY 2009 level. This will not only increase manpower to meet the workload but will also add technical accounting expertise to support that of the Comptroller.

- An existing administrative assistant position will be upgraded to a new position of Staff Assistant to the Finance Director. This individual will assist with special projects, analyses and studies conducted by the Deputy Town Administrator and will also be available to assist in any of the divisions, when needed, to cover shortages or temporary workload demands.
- The new department will employ a consolidated budget. This offers the potential for cross-coverage and sharing of support personnel to avoid the need to add personnel to individual divisions. The new structure is also expected to free up resources to enable the Administration to undertake some internal audits which has been a goal for some time.
- Although the addition of the Finance Director's responsibilities to those of the Deputy Town Administrator complements the particular skills of the current Deputy Town Administrator, this is not considered to be a case of building a position around an individual as this structure is very similar to those in a number of other municipalities.
- The proposed consolidated structure has been reviewed by Town Counsel who has verified its compliance with all requirements under Massachusetts General Law (MGL) as well as the town's Charter and By-laws, including the direct accountability of the Comptroller to the Board of Selectmen.
- The Board of Selectmen has voted unanimously to support this reorganization.
- The Administration's study is available on the Town's website at: http://natickma.gov/Public_Documents/NatickMA_Admin/Finance%20Department%20Reorganization%20-%20030612%20-%20Revised.pdf
- An organizational chart of the consolidated departments is shown below:



MOTION (majority vote required):

Move that the Town vote to authorize the Town Administrator, pursuant to Article 6, Section 6-1 of the Natick Home Rule Charter, to reorganize certain Town departments, namely the offices of the Collector/Treasurer, Assessors, and Comptroller by consolidating said offices within a new Town agency to be known as the Finance Department.

ARTICLE 2
Authorization to Consolidate General Government and School Department Functions (Town Administrator)

ARTICLE:
To see if the Town will vote to authorize the consolidation of general government and school department facility maintenance and management functions pursuant to MGL Chapter 71, Section 37M; further to authorize the Town Administrator, pursuant to Article 6, Section 6-1 of the Natick Home Rule Charter, to reorganize the Town Department of Public Works, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to authorize the consolidation of certain facility maintenance and management functions. If Article 2 is approved and the Facility Management budget is also approved under Article 14, then the new Facility Management Department, under the direction of the Town Administrator and the Superintendent of Schools, will be in effect July 1, 2012.

FINANCE COMMITTEE RECOMMENDATION:

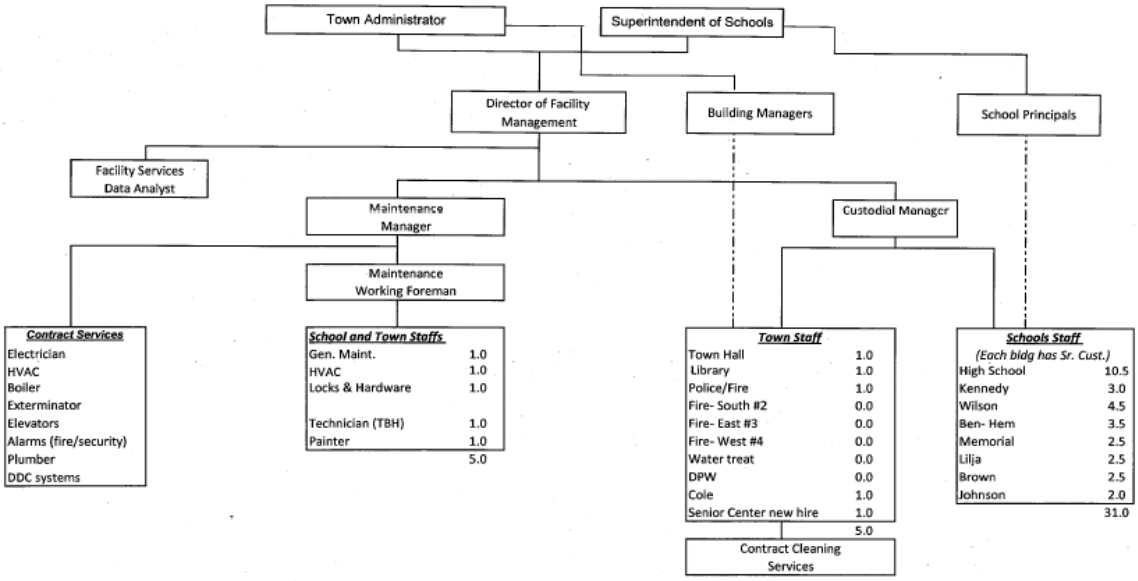
By a vote of 14-0-0 on March 20, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 2.

During the Finance Committee public hearing on March 20, 2012, the following information was noted:

- The Town Administrator and School Superintendent entered into a Memorandum of Agreement ("MOA") provided for an interim "pilot program" for the sharing of building maintenance functions effective December 1, 2011. A copy of the MOA appears on the following pages.
- The Town Administrator reminded the members that the consolidation of the municipal and school department facility management operations had been a lengthy process which dated back to a 2008 recommendation of the Expense Control Task Force, which had included some current members of the Finance Committee.
- The Town Administrator noted that the Board of Selectmen and the School Committee had both voted to accept the MOA which would guide the organization and operation of a consolidated department.
- The department will be responsible for coordinating and performing, for each of the thirty-four (34) Town-owned buildings the following activities: custodial care and cleaning; maintenance and repairs; landscaping maintenance and pedestrian snow removal; capital improvements; procurement of necessary goods and services in collaboration with he DPW director.
- Votes by Town Meeting and the School Committee are required by state law for any consolidation of municipal and school operations pursuant to Massachusetts General Law Section 37M. This article is being presented for that purpose. Although this agreement complies with the requirements of Chapter 37M, some aspects differ from the specific

details of the legislation, such as the explicit role of the Selectmen in the creation and potential dissolution of the consolidation agreement.

- Interviews are presently being conducted to hire a new Director of Facility Management who will report jointly to the Town Administrator and the Superintendent.
- The School's principals will continue to retain building authority, as stipulated in the Massachusetts Education Reform Act of 1993, including the determination of who may or may not be on school premises, or hired therefor.
- Questions were raised regarding plans for creation of a deputy manager, or second-in-command, to support the new Facilities Director. Although funding for an additional position is not included at this time, there is potential to consolidate resources related to other positions, some of which are currently, or will soon become vacant, in the short term, should this be deemed necessary. It's also considered important to allow the new Director some time to become familiar with the operation and the organization before making further structural decisions.
- The organizational chart for the Facilities Management Department is as follows:



Roles and responsibilities of each position:

Director of Facility Management:	Facility Services Data Analyst:	Maintenance Manager:	Custodial Manager:
Capital Planning	Data Analysis	Building Systems Operations & Repair	Manage Cleaning & Moving Services
Project Management	Work Order System	Personnel Scheduling	Personnel Scheduling
Purchasing	Accounting (invoices, PO's)	Contractor Scheduling	Contractor Scheduling
Bids, Specs & Quotes	Payroll/ Vacation schedules	New Building Systems and Training	IPM Coordinator
AHERA Coordinator	Rental of facilities	(High School & Senior Center)	Supplies & Equipment

Town of Natick Department of Facilities Management

Memorandum of Agreement
Between the
Board of Selectmen and School Committee

As provided by section 37M of the Massachusetts General Laws the Natick School Committee and Board of Selectmen agree to the creation of a joint municipal and school facilities management department that will be known as the Department of Facilities Management and be organized as outlined in this Agreement. Nothing in this Agreement shall prohibit either the School Committee or Town Meeting from rescinding this Agreement as provided by law. Nothing in this agreement is intended to—nor could—supersede the Massachusetts Education Reform Act of 1993 which shall prevail in all applicable situations, including but not limited to, the hiring and assignment of personnel in school buildings.

Article I. **Department of Facilities Management:** The Department of Facilities Management (DFM) shall be responsible for the coordination and care of all Town-owned buildings inclusive of those under the control of the Board of Selectmen, Library Trustees and School Committee. It shall coordinate for each building, except where noted, the following:

- custodial care/cleaning
- maintenance and repairs
- landscaping maintenance and pedestrian snow removal (landscaping in courtyards and to approx 20 feet from building and snow removal on walks to the property line)
- capital improvements
- procurement of necessary goods and services; such procurement shall be done in collaboration with the DPW director

Article II. **Facilities Management Board**: The Department of Facilities Management shall be under the direction and control of a Facilities Management Board (FMB) that shall be composed of the Town Administrator and the Superintendent of Schools or their designees. The FMB shall be responsible for appointing the Director of Facilities Management for a term not to exceed three years. The FMB shall establish the compensation and benefits of the Director. The FMB shall be responsible for the development of goals for the DFM and evaluation of performance in the achievement of said goals, and reporting of department status to the Board of Selectmen and the School Committee at least annually, or as requested by either board.

Article III. **Director of Facilities Management:** The Director of Facilities Management shall administer the Department's responsibilities under the supervision of the FMB. The Director shall be qualified by education, training and/or experience to perform the duties required of this Department. The Director shall appoint and remove, subject to approval by the FMB, assistants, agents and employees as may be required, pursuant to applicable Town personnel policies, collective bargaining agreements and relevant statutes.

The Director will ensure that the assignment of personnel to a building is consistent with state and federal laws, including CORI standards, and policies of the School Committee and Board of

Selectmen. The Director, in conjunction with the FMB, shall develop Service Level Agreements for each facility within 12 months from the effective date of this Agreement.

Article IV. **Employer**: The FMB, or the members' designees, shall be responsible for negotiating collective bargaining agreements with represented employees of the Department; said agreements must be ratified by both the Board of Selectmen and the School Committee.

The terms of employment for non-union employees of the Department of Facilities Management will be governed by the Town's Personnel By-Law, except where provision(s) in a contract would prevail.

Article V. **Building Managers**: Each municipal and school building shall have a building manager (e.g., school principal, library director, police chief, etc.). The building manager shall have the right to provide direction to any custodial staff working in the building. The building manager shall be included in the hiring process for any custodial staff working primarily in that building. The building manager shall have the right to petition the Director to remove building staff working in that building. The Superintendent of Schools, in the matter of school buildings, or the Town Administrator, in the matter of municipal buildings, shall address any unresolved differences between a building manager and the Director. In such instances the decision of the Superintendent or Town Administrator, as applicable, shall be final.

Notwithstanding the rights of the building manager, the Director shall have the authority to redeploy building staff temporarily or permanently, system-wide, in a manner that yields the most efficient and cost effective maintenance and care of Town buildings.

Article VI. **Operating Budget:** The Director shall be responsible for developing an annual operating budget for the Department consistent in format and detail with General Government departmental operating budgets. The operating budget shall be sufficiently detailed to show separate budget allocations for school buildings and for municipal buildings. The school building portion of the operating budget shall be submitted to the Superintendent of Schools and approved by the School Committee. For FY 2013 Personnel shall be a shared expense budget, while energy and operational expenses will remain within the respective budgets of the General Government and the School Department. The Facilities Management Board, the Selectmen and the School Committee must approve any cuts to personnel working for the Department of Facilities Management. The parties to this MOA agree to evaluate this budgeting methodology prior to development of the FY 2014 budget to determine if further consolidation would be advantageous and/or more efficient.

Article VII. **Capital Plan and Budget:** The Director shall be responsible for developing a long-range capital plan for the Department, as well as updates to that plan; these updates are effectively the capital budgets, and will be prepared and submitted as requested by the Town Administrator to enable the Town Administrator to meet the requirements set forth by the Town of Natick Home Rule Charter. These submissions shall be consistent in format and detail with other departmental capital plans. The capital plan and budgets shall be sufficiently detailed to show the capital requirements, including major pieces of equipment, separately for school buildings and for municipal buildings. The school portion of the capital budget shall be submitted to the Superintendent of Schools and approved by the School Committee prior to submission to the Town Administrator.

Article VIII. **Use of School Buildings and Municipal Buildings**: The signatories to this Agreement agree to evaluate a common scheduling system for all buildings covered under this agreement. All fees collected by the Department for the use of school and municipal buildings shall be accounted for in appropriate Revolving Fund(s), subject to Town Meeting approval, and expended as provided by law. In any event, the Board of Selectmen and School Committee, as applicable, shall retain their existing policy-making authority with respect to buildings and rentals but may delegate authority to building managers regarding building use and scheduling.

Article IX. **Implementation:** The intent of the parties is that the terms of this Agreement will be implemented on July 1, 2012 provided that (1) Town Meeting, the Board of Selectmen, and the School Committee have each voted to create the Department of Facilities Management, (2) Town Meeting has voted to consolidate the personnel budgets for the Department of Facilities Management, and (3) this Memorandum of Agreement has been approved and executed by the Board of Selectmen and the School Committee. The Facilities Management Study Committee shall remain in effect for at least one year from the effective date of this Agreement and shall be renamed the Facilities Management Joint Subcommittee. The Subcommittee shall meet quarterly and as requested by the FMB and shall monitor the implementation of the consolidated Facilities Management Department.

Article X. **Duration and Amendment:** This Agreement shall remain in effect unless revoked by the School Committee, Board of Selectmen or Town Meeting. Amendments to this Agreement may be made by mutual agreement between the Board of Selectmen and the School Committee.

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Natick Board of Selectmen:

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Date: _____

Natick School Committee:

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Date: _____

MOTION (majority vote required):

Move that the Town vote to authorize the consolidation of general government and school department facility maintenance and management functions pursuant to MGL Chapter 71, Section 37M.

ARTICLE 3
Fiscal 2012 Omnibus Budget Article
(Town Administrator)

ARTICLE:
To determine what sum or sums of money the Town will appropriate and raise, or transfer from available funds, for the operation of the government of the Town of Natick, including debt and interest, during Fiscal Year 2012 (July 1, 2011 through June 30, 2012) and to provide for a reserve fund for Fiscal Year 2012, and to see what budgets for Fiscal 2012 will be reduced to offset said additional appropriations, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to supplement or adjust the FY 2012 (current fiscal year) budget.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 3.

During the Finance Committee public hearing on March 22, 2012, the following information was noted:

- As a result of the resignation of the Comptroller in December 2011, the Town has been contracting out for Interim Comptroller services. Consequently, a significant surplus exists in the Comptroller salaries budget. However, a significant deficit is forecast in the "Purchase of Services" expense category due to need for consulting services in excess of what was anticipated when the FY 2012 budget was developed and approved in 2011.
- The Finance Committee agrees with Town Administration's recommendation to shift $37,000 from Comptroller Salaries to Comptroller Expenses under this Article.

Motion A (requires majority vote):

Move that the Town vote to reduce the following appropriations voted at the Annual Spring Town Meeting commencing on April 12, 2011 under Article 11 as follows:

Article 11, Motion E	Comptroller Salaries	($37,000)

Motion B (requires majority vote):

Move that the Town vote to appropriate the sum of $37,000 as an amendment to the following appropriations voted at the Annual Spring Town Meeting commencing on April 12, 2011 under Article 11 as follows:

Article 11, Motion E	Comptroller Expenses	$37,000

And that to meet this appropriation, the sum of $37,000 be raised from the Tax Levy.

ARTICLE 4
Stabilization Fund
(Town Administrator)

ARTICLE:
To see if the Town will vote to appropriate a sum of money from available funds for the purpose of supplementing the stabilization fund under Article 22 of the warrant for Annual Town Meeting of 1961, as authorized by Chapter 40, Section 5B of the General Laws, as amended, or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to supplement the General Stabilization Fund.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on March 22, 2012, the Finance Committee recommends No Action with regard to the subject of Article 4.

During the Finance Committee public hearing on March 22, 2012, the following information was noted:

- The Stabilization Fund is maintained for the purpose of of providing funding in response to unforeseen and catastrophic emergencies.
- The Town Administration informed the Finance Committee that it did not intend to request any appropriate to the Stabilization Fund at this time.
- The current balance of the Stabilization Fund is $4,271,457.
- Additional information regarding the Stabilization Fund may be found in the "Statement on Reserves" in the Appendices of this Recommendation Book.

MOTION (Majority Vote Required):

No Action.

ARTICLE 5
Capital Stabilization Fund
(Town Administrator)

ARTICLE:
To see if the Town will vote to appropriate a sum of money from available funds for the purpose of supplementing the Capital Stabilization Fund under Article 2 of the warrant for Fall Annual Town Meeting of 2010, as authorized by Chapter 40, Section 5B of the General Laws, as amended, or take otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to supplement the Capital Stabilization Fund.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 22, 2012, the Finance Committee recommends No Action with regard to the subject of Article 5.

During the Finance Committee public hearing on March 22, 2012, the following information was noted:

- The Capital Stabilization Fund is maintained for the purpose of funding any capital-related projects, or pieces of capital equipment, or debt-service payments related to capital projects or equipment.
- The Town Administration informed the Finance Committee that it did not intend to request any appropriate to the Capital Stabilization Fund at this time, but that approximately $1m is planned to be appropriated at the 2012 Fall Town Meeting.
- Funding for the Capital Stabilization Fund is from the local option taxes.
- The current balance of the Capital Stabilization Fund is $1,478,084. The Administration is proposing using Capital Stabilization Funds at this 2012 Spring Annual Town Meeting as follows:

Starting Balance		**$1,478,084**
Article 14, Motion G	$108,250	
Article 15	$236,062	
Article 16	$133,500	
Total Projected Expenditures	$477,812	
Ending Balance		**$1,000,272**

- Additional information regarding the Capital Stabilization Fund may be found in the "Statement on Reserves" in the Appendices of this Recommendation Book.

MOTION (Majority Vote Required):

No Action.

ARTICLE 6
Operational/Rainy Day Stabilization Fund
(Town Administrator)

ARTICLE:
To see if the Town will vote to appropriate a sum of money from available funds for the purpose of supplementing the Operational Stabilization Fund established by vote of the 2011 Spring Annual Town Meeting under Article 4, as authorized by Chapter 40, Section 5B of the General Laws, as amended, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to supplement the Operational Stabilization Fund.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 22, 2012, the Finance Committee recommends No Action with regard to the subject of Article 6.

During the Finance Committee public hearing on March 22, 2012, the following information was noted:

- The Operational/Rainy Day Stabilization Fund is maintained for the purpose of augmenting operations in case of sustained economic downturn and the associated loss of revenues in support of operations.
- The Town Administration informed the Finance Committee that it did not intend to request any appropriate to the Operational/Rainy Day Stabilization Fund at this time.
- The balance of this fund is $856,478.
- Additional information regarding the Operational/Rainy Day Stabilization Fund may be found in the "Statement on Reserves" in the Appendices of this Recommendation Book.

MOTION (Majority Vote Required):

No Action.

ARTICLE 7
Authorization to Lease Golf Carts for Greater Than a Three Year Period
(Town Administrator)

ARTICLE:
To see if the Town, pursuant to M.G.L. Chapter 30B, Section 12(b), will vote to authorize the Board of Selectmen to enter into a lease for golf carts at the Sassamon Trace Golf Course for a term exceeding three years, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to authorize the Board of Selectmen to enter into a lease agreement for a period of more than three years, should they choose to do so, for golf carts at the Sassamon Trace Golf Course.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-1 on March 20, 2012, the Finance Committee recommends No Action with regard to the subject of Article 7.

During the Finance Committee public hearings on March 8 and March 20, 2012, the following information was noted:

- Finance Committee members were advised that action under this Article was not necessary as the Administration had added the purchase of new golf carts for Sassamon Trace to the capital budget under Article 15.

MOTION (Majority Vote Required):

No Action.

ARTICLE 8
Other Post-Employment Benefits (OPEB) Fund
(Town Administrator)

ARTICLE:
To see if the Town will vote to appropriate a sum of money from available funds for the purpose of funding the Other Post-Employment Benefits Liability Trust Fund authorized by vote of the 2011 Fall Annual Town Meeting under Article 8 pursuant to the provisions of Chapter 32B, Section 20 of the General Laws, as amended, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this article is the initial funding of the Town's Other Post Employment Benefits Fund. The Fund, authorized under Article 8 of the 2011 Fall Annual Town Meeting and created in early 2012 by vote of the Board of Selectmen, is designed to provide a source of funding for the Town's OPEB liability.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 11-2-1 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 8.

During the Finance Committee public hearings on March 8 and March 22, 2012, the following information was noted:

- The Town received a distribution in December 2011 from West Suburban Health Group ("WSHG") the town's health plan provider, of $221,608 which represents an incentive reimbursement from the federal government to the group provider because its member municipalities provide more generous prescription drug coverage to their retirees than the Medicare Part D benefit.
- These funds are from prior year distributions and are not expected to be a recurring revenue source. In light of its relevance to the matter of retiree health benefit costs, the Administration believes that appropriating this to the OPEB trust fund is prudent.
- Although there is some indication there might be similar distributions in the future, this is not certain, and use of a non-recurring funding source to fund operations is not considered prudent.
- The Administration believes that this appropriation will provide evidence of the town's recognition of this liability and would be viewed positively by credit rating agencies, helping Natick continue to enjoy favorable debt financing.
- This allows a token contribution to be made toward this outstanding future liability without using taxpayer funds.
- It is expected that municipalities will be required to begin funding this liability at some point in the future.

- During debate of the motion, several Finance Committee members noted that it was important for the Town to acknowledge this major liability, ensure continued favorable financial rating, and supported setting these funds aside for this purpose.

MOTION (majority vote required):

Move that the Town vote to appropriate from Free Cash the sum of $221,608 to the Other Post-Employment Benefits Liability Trust Fund authorized by vote of the 2011 Fall Annual Town Meeting under Article 8 pursuant to the provisions of Chapter 32B, Section 20 of the General Laws, as amended.

ARTICLE 9
Collective Bargaining
(Town Administrator)

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

a) Public Employees Local Union 1116 of the Laborers International Union of North America – Clerical unit
b) Public Employees Local Union 1116 of the Laborers International Union of North America – Public Works Laborers unit
c) Public Employees Local Union 1116 of the Laborers International Union of North America – Library employees
d) Supervisors and Administrators Association
e) The Natick Patrol Officers Association
f) New England Police Benevolent Association, AFL-CIO, Local 182
g) Service Employees International Union Local 888, Dispatch
h) Local 1707 International Association of Firefighters
i) The Deputy Fire Chiefs Association

Or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to appropriate any funds necessary pursuant to collective bargaining agreements reached between the Town and the Town's collective bargaining units.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 20, 2012, the Finance Committee recommends Referral to the Town Administrator with regard to the subject of Article 9.

During the Finance Committee public hearing on March 20, 2012, the following information was noted:

- Finance Committee members were advised that the Administration was requesting no action on this Article as no settlements had been reached on any of the town's collective bargaining agreements. Finance Committee members were further advised that if any contracts were settled before Town Meeting adjourned she would ask the Finance Committee to reconvene to reconsider this Article.
- In prior years, the Finance Committee was also advised by Town Counsel that Town Meeting's review of collective bargaining agreements is limited to the appropriation of funds necessary to fund the applicable agreements. Further, Town Counsel has previously advised that Natick's Home Rule Charter grants the Board of Selectmen the sole power and authority to review the terms of the collective bargaining agreements.

MOTION (Majority Vote Required):
No Action.

ARTICLE 10
Personnel Board Pay Plan
(Town Administrator)

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

PURPOSE OF ARTICLE:
The purpose of this Article is to approve the Town's Personnel Board Classification and Pay Plan, pertaining to non-union Town employees.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 20, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 10.

During the Finance Committee public hearing on March 20, 2012, the following information was noted:

- These Pay Plans cover the general government, non-union employees of the town, or roungly 60 full-time employees. The pay plans create the "structure" for compensation for town employees. Actual funding for town departments and employees are handled in other warrant articles.
- The Personnel Board attempted to make both Pay Plans more readable by eliminating abbreviations and supplementing some titles with modifiers to better describe the duties of the position.
- No changes are proposed for the pay structure of any of the full-time or part-time classifications. "Spot" surveys were conducted to verify market competitiveness of the wage scales approved in 2011. A formal salary survey will be performed prior to next year's spring Town Meeting.
- Several full-time position titles were added or modified, as follows:

Grade 5	Deputy Town Administrator/Finance Director Treasurer/Collector
Grade 4	Director of Council on Aging & Human Services
Grade 3	Benefits Manager
Grade 2	Payroll Manager Assistant Director Bacon Free Library Special Assistant to Finance Director
Grade 1	Student Officer

- Several part-time position titles were added or modified, as follows:

<u>Hourly Wage Scale</u> • Laborer family was expanded and retitled in sequence (I, II, etc.) in grades H1,H3,and-H5 • Volunteer Coordinator family was expanded and retitled in sequence (I, II) in grades H5-H7 • Meter Enforcement Operators added to H7 • H12 grade added and Building Inspector title created <u>Election Workers (Daily Rates)</u> • Warden maximum moved to $185 for full day and $92.50 for ½ day • Clerk maximum moved to $160 for full day and $80.00 for ½ day

- Position titles for which there is expected to be no incumbent during FY 2013 were eliminated from the listing.
- Several part-time categories were expanded.
- The new data analyst position included in the proposed Facilities Management structure was added last year. If additional position changes or additions are determined to be needed, the Personnel Board is authorized to make adjustments to the Pay Plan between Town Meetings to be ratified by Town Meeting thereafter.
- Although the Personnel Board is recommending the position of Treasurer/Collector be reduced to grade 4 from grade 5 where it was classified while the incumbent was also the town's Finance Director, continuing to keep the position as grade 5 while the current incumbent remains in the position is consistent with past practice.
- The Personal Board is authorized to make adjustments to the pay plan between Town Meeting with ratification during the next Town Meeting.
- If passed by Town Meeting, both Pay Plans will be effective July 1, 2012.

MOTION (majority vote required):

Move that the Town vote to amend the By-Laws by changing in its entirety the table entitled Classification and Pay Plan that is incorporated by reference into Article 24, Section 3, Paragraph 3.10. The new Classification and Pay Plan is as follows:

[Motion is continued on following pages]

Full-Time Positions

Town of Natick
Classification and Pay Plan
Fiscal Year 2013
Effective July 1, 2012

Grade	Minimum	Point 1	Point 2	Maximum
5	$85,000	$98,333	$111,667	$125,000
4	$70,000	$81,667	$93,333	$105,000
3	$55,000	$63,333	$71,667	$80,000
2	$47,000	$55,000	$62,500	$70,000
1	$37,500	$44,167	$50,833	$57,500

GRADE 5

Deputy Town Administrator/Finance Director
Treasurer/Collector *
Director of Public Works
Fire Chief
Director of Community Services

GRADE 4

Building Commissioner
Comptroller
Director of Assessing
Director Community Development
Director of Council on Aging & Human Services
Director Information Technology
Director Morse Library
Director Personnel
Director Public Health
Environmental Comp. Officer
Director of Recreation & Parks
Staff Accountant

GRADE 3

Assistant Assessor (certified)
Assistant Comptroller
Assistant Library Director Morse Library
Assistant Treasurer/Collector
Benefits Manager
Director Bacon Free Library
Environmental Health Agent
Golf Course Professional
Housing/General Planner
Information Systems Data Base Administrator
Information System Network Administrator

GRADE 3 Continued

Local Building Inspector (certified)
Planner/Conservation Agent
Procurement Manager
Public Health Nurse
Senior Environmental Health Specialist
Veterans Agent
Assistant Director Recreation
Director, Recreation Programs/Special Events
Farm Director

GRADE 2

Payroll Manager
Assistant Director Council on Aging
Assistant Assessor (non-certified)
Clinical Social worker
Assistant Director Bacon Free Library
Assistant Farm Director
Executive Assistant
Office Administrator Farm
Sanitarian
Social Worker Elderly
Senior Executive Assistant
Data Analyst
Facilities Management Data Analyst
Special Assistant to Director of Finance

GRADE 1

Animal Control Officer
Assistant Golf Shop Manager
Outreach Coordinator
Student Officers

* Position to be re-evaluated upon change of incumbent
Revised 3/19/12

Part-Time Positions

Town of Natick
Classification and Pay Plan
Fiscal Year 2013
Effective July 1, 2012

Hourly Wage Scale:			STEPS					
Description / Position	**Grade/Code**	**Start**	**1**	**2**	**3**	**4**	**5**	**Maximum**
Laborer I, Town Meeting Page, Custodian	H1	$8.40	$8.80	$9.21	$9.67	$10.09	$10.48	$10.81
Laborer II, Census Taker, Building Monitor	H2	$9.21	$9.67	$10.09	$10.48	$10.90	$11.34	$11.65
Clerical Assistant, Laborer,	H3	$10.09	$10.90	$11.74	$12.61	$13.41	$14.25	$14.69
Deputy Animal Control Officer, Clerk, Instructor,	H4	$10.90	$11.74	$12.61	$13.41	$14.25	$15.08	$15.53
Admin Support (Grants), Recycling Attendant, Nurse, Volunteer CoordinatorI, Laborer III	H5	$12.61	$13.41	$14.25	$15.08	$15.93	$16.78	$17.28
Police Matron	H6	$18.45	$19.00	$19.55	$20.14			
Bus Coordinator, Volunteer Coordinator II, Meter Enforcement Operators	H7	$17.60	$18.13	$18.67	$19.22	$19.82	$20.40	$21.01
Bus Driver	H8	$12.61	$13.41	$14.25	$15.09	$15.62	$16.78	$17.28
Bus Dispatcher	H9	$12.61	$13.41	$14.25	$15.09	$15.93	$16.78	$16.94
Social Worker	H10	$20.72	$21.35	$21.99	$22.63	$23.27	$24.01	
Police Transcriber	H11	$19.44	$20.02	$20.61	$21.23	$21.89		
Building Inspector	H12	$29.00	$30.00	$31.00	$32.00			

Library Personnel:			STEPS					
Descriptions / Positions		**Start**	**1**	**2**	**3**	**4**	**5**	**Maximum**
Library Page (Morse)	L1	$8.40	$8.67	$8.92	$9.19	$9.47	$9.75	$10.05
Library Clerk (Bacon)	L2	$11.55	$11.89	$12.24	$12.62	$13.01	$13.38	$13.79
Library Assistant (Bacon)	L3	$14.97	$15.41	$15.87	$16.36	$16.84	$17.35	$17.88

Recreation Revolving:								
Session Wage Schedule:		**Start**	**Maximum**					
Descriptions / Positions								
Timer/Scorer	S2	$10.82	$11.16					
Parking Clerk	S2	$10.82	$11.16					
Farm Instructor	S4	$13.91	$14.33					
Adult Contractor, Yoga Instructor	S9	$27.83	$30.35					
Certified Sports Official	S12	$37.10	$38.22					

Hourly Wage Scale:			STEPS					
Descriptions / Positions		**Start**	**1**	**2**	**3**	**4**	**5**	**Maximum**
Attendant, Assistant Leader, Junior Counselor, Assistant Instructor	R1	$8.46	$8.86	$9.23	$9.60	$9.99	$10.36	$10.70
Leader, Instructor, Part-time Laborer	R2	$9.23	$9.60	$9.99	$10.36	$10.73	$11.10	$11.47
Senior Counselor (certified)	R2A	$9.85	$10.24	$10.65	$11.08	$11.52	$11.98	$12.46
Lifeguard, Program Instructor, Specialist, Concession Manager, Assistant Swim Coach	R3	$10.67	$11.28	$11.92	$12.55	$13.19	$13.80	$14.45
Assistant Director, Head Lifeguard, Swim Coach, Water Safety Instructor, Director Medium Sized Programs	R4	$12.55	$13.19	$13.80	$14.45	$15.07	$15.70	$16.31
Manager, Supervisor Major Programs	R5	$15.07	$15.70	$16.31	$16.96	$17.57	$18.19	$18.82
Beach Manager	R8	$18.00	$19.00	$20.00				
Camp Woodtrail Director, Certified Camp Nurse	R9	$20.00	$21.00	$22.00				
Nurse	R12	$29.00	$30.00	$31.00				

Part-Time Positions

Town of Natick
Classification and Pay Plan
Fiscal Year 2013
Effective July 1, 2012

Golf Course			---------- STEPS ----------						
Descriptions / Positions		**Start**	**1**	**2**	**3**	**4**	**5**	**Maximum**	
Golf Cart Attendant	GC1	$8.00	$8.25	$8.50					
Ranger/Starter	GC2	$9.00	$9.50	$10.00					
Club House Attendant	GC3	$10.00	$10.50	$11.00					
Club House Supervisor	GC4	$12.00	$12.50	$13.00					
Election Workers: (Daily Rates)									
Descriptions / Positions		**Start**	**Maximum**	**Half-Day**					
Warden	E1	$150.00	$185.00	$92.50					
Clerk	E2	$135.00	$160.00	$80.00					
Poll Worker	E3	$125.00	$140.00	$70.00					
Clinic Nurse:									
Descriptions / Positions		**Start**							
Nurse	N1	$24.83							
Annual Wage Schedule: (Annual Rates)									
Descriptions / Positions		**Start**	**Maximum**						
Inspector of Animals	A2	$3,377.51							
Registrar of Voters	A1	$579.60	$615.08						
School Crossing Guards:									
Descriptions / Positions		**Start**	**Maximum**						
M1 Monthly School Year	M1	$717.97	$738.08						
M3 Monthly School Year (2 Posts)	M3		$1,103.76						
M2 Daily School Year	M2	$39.87	$41.00						
								Revised	
								3/19/2012	

ARTICLE 11
Elected Officials Salary
(Town Administrator)

ARTICLE:
To see if the Town will vote to fix the salary and compensation of all elected officers of the Town of Natick for Fiscal Year 2013 (July 1, 2012 through June 30, 2013) as provided by Section 108 of Chapter 41 of the General Laws, as amended, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to set the salary of the Town's elected officials. Presently, Natick's only elected official for which a salary must be set is the Town Clerk.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 9-4-1 on March 20, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 11.

During the Finance Committee public hearing on March 20, 2012, the following information was noted:

- The Personnel Board has explored ways to change the procedure but is constrained in their attempt by the provisions of Massachusetts General Law which govern this process. Although elected positions are outside the purview of the Personnel Board, the Personnel Board has conducted a "mock" market survey as if the position was covered by the Pay Plan and this research suggested the position would be equivalent to a Grade 4 in the town's structure.
- The Chairman of the Personnel Board reminded the members that the Clerk's salary had been set by the 2011 Spring Annual Town Meeting at $68,000. The Personnel Board's recommendation was that this be raised to $70,000 this year, which is the minimum of the Grade 4 range. All Pay Plan positions classified in Grade 4 require a minimum of 5 years of experience. The current Town Clerk has 2 years experience.
- Because the survey data from 119 communities varied widely, suggesting a potential range of $46,000 to $94,000, the Personnel Board also used internal comparisons of job evaluation factors such as scope of responsibility, budget, number of positions supervised, need for confidentiality, etc., to develop a more focused salary reference.
- Although development of performance indicators is not appropriate for this elected position, the accomplishments listed by the incumbent document a productive and collaborative working relationship. This list is attached for Town Meeting members' reference.
- At present, one of the incumbents is near the minimum of the range and none are approaching the maximum.

- Town Administration noted that the performance evaluation process now being used for the town's non-union personnel was new and the situation with respect to the Town Clerk was quite unique. The Town Administration and the Town Clerk worked together with respect to the goal setting process for the Clerk's office. A member of the public reminded Finance Committee members that, as with all elected positions, the incumbent was evaluated by the voters.
- The Town Clerk noted that she and the Town Administrator worked together to review goals and identify areas of concern, and stressed that the primary goal of her office was to assure fair and equal elections as specified by law, and said she worked closely with various town entities to assure that all received what was needed from the office.
- Finance Committee members debated two motions with respect to the Town Clerk's salary – one for an annual salary of $70,000 as recommended by the Personnel Board, and a second for an annual salary of $75,000. All members agreed on the strong performance of the Town Clerk.
- Proponents of the $75,000 salary pointed to the strong accomplishments of the Clark in the last year, and generally viewed the higher salary not in terms of a percentage increase but rather an assessment of the value of the position. Some proponents of the higher salary noted that $75,000 might be too high but that they felt the salary should be set at more than $70,000.
- Proponents of the $70,000 salary noted that previous salary increases for the incumbent were in the 3% range, and that the higher salary would result in a 10% increase during a time of continuing fiscal constraints. Proponents of the $70,000 salary also noted that even a 3% increase was likely to be larger than any other Town employee.
- The following list of accomplishments were provided to the Finance Committee by the Town Administrator:

Accomplishments in the Town Clerk's office during the past year (March 2011- current)

[Note: the information on this page was provided by the Town Clerk]

- Purchased new voting machines
- Held three sessions with the Vendor to train election workers on the new machines
- Held a training session for all Warden and Clerks on election rules, regulations and procedures prior to the Presidential Primary
- Completed/conducted the presidential primary using new voting machines
- Continue to solicit students from Natick High School Advanced Placement classes to work at the elections. This has been a positive experience for everyone.
- Worked as a member of the redistricting committee
- Completed the redistricting process after the BOS received approval from the State. This included working with the Secretary of the Commonwealth's Office to assure the Central Voter Registry was updated, notifying voters of precinct/voting changes, identifying new warrant posting locations that comply with the Charter and the By-laws after redistricting was completed.
- Managed the nomination process for Town Meeting members, since after redistricting all 180 members need to be elected.
- Proposed a charter change to Town Meeting which addresses the manner in which vacant town meeting seats will be filled. The proposal was approved by Town Meeting and will be voted on by the voters in March 2012.
- Received funding through the 2011 capital budget to implement Codification of the Natick Home Rule Charter and By-laws. Contract has been awarded and waiting for final approval.
- Working on a database for planning and zoning decisions. Implemented a new filing system to use lot and map numbers. This will facilitate the location of decisions over the course of time as well as provide electronic access for the office as well as other offices.
- Conducted a voter registration drive in conjunction with the League of Women Voters at Natick High School. Registered over forty students prior to the Presidential Primary in March.
- Continue to solicit new election workers, training new wardens and clerks.
- Working with the Procurement Officer to award contract for historic document restoration
- In the process of developing guidelines to implement the caucus process at Town Meeting, if the ballot question passes on March 27.
- Mailed the 2012 census approximately two weeks earlier than the previous year, resulting in registering over 2,225 dogs since January 1, 2012.
- Participated in Clerk's Day on the Hill and will continue to be involved with legislation which affects the Town Clerk's office especially as it relates to elections.

MOTION (majority vote required):

Move that the Town vote to fix the salary and compensation of the following elected officer of the Town for the Fiscal Year July 1, 2012 through June 30, 2013 as provided by Section 108 of Chapter 41 of the Massachusetts General Laws:

Town Clerk……..$75,000

ARTICLE 12
Fiscal 2013 Morse Institute Library Budget
(Morse Institute Library Trustees)

ARTICLE:
To see what sum of money the Town will vote to raise and appropriate, or otherwise provide, for the maintenance and operation of the Morse Institute Library, for Fiscal Year 2013 (July 1, 2012 through June 30, 2013), or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to fund the operating budget of the Morse Institute Library for the Fiscal Year 2013 (July 1, 2012 – June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-1 on February 28, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 12.

During the Finance Committee public hearing on February 28, 2012, the following information was noted:

- The Library is easily able to meet the Minimum Appropriation Requirements ("MAR") with the current hours of operation, appropriation amount, and reduction in MAR requirements from the Commonwealth.
- Key statistics in 2011 included circulation of more than 567,076 items, over 0.5 million visits to the Library, and 624 programs which reached nearly 10,000 attendees.
- Strategies to increase staff efficiency include additional self-checkout stations, new self-pickup for "hold" orders and larger book drops to facilitate after-hours returns.
- Impact of the new Young Adult Librarian hired in September has been very positive, and use of the "Teen Room" is steadily increasing.
- Wi-Fi capacity is currently being upgraded to accommodate more users following recent weather emergencies during which many town residents came to the Library to access the internet and exceeded the available capacity.
- A space planning architect has been contracted to assist in identifying options to increase and update Library space utilization.
- State aid, which has declined over the past several years, is expected to remain flat. This has recently been used to fund Sunday hours and is anticipated to fall short of needs as the year progresses.

- Two areas of concern in the proposed budget are the continued shortage in the salary budget necessitating that Sunday hours are covered from the overtime budget, and the ongoing need to supplement the town's appropriation for materials with trustee discretionary funds.
- Some salary savings have been achieved this year as several senior staff have left or retired and replacement staff has come in at lower wage rates. Although this has helped offset some of the overtime expense associated with the Sunday coverage, this cannot be expected to continue as salaries for these personnel will rise in subsequent years.
- An increase in the line item for Education in FY 2012 and FY 2013 reflects an oversight in prior years during which the new Library Director was unaware of a contractual provision requiring funding for unionized staff education.

The Motion for Article 12 appears on the following page (Majority Vote Required).

Finance Committee Recommendation

Motions for Article 12: Morse Institute Library

Motion for Morse Institute Library (Article 12)

Motion: Move that the Town vote to appropriate the Total Budget Amount shown below to be expended under the direction of the Morse Institute Library Board of Trustees for the operation of the Morse Institute Library, for the Fiscal Year July 1, 2012 through June 30, 2013.

Morse Institute Library		
Salaries & Expenses	$	1,865,058
Total Morse Institute Library	**$**	**1,865,058**

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

Tax Levy of Fiscal Year 2013	$	1,865,058
	$	**1,865,058**

Town of Natick

Home of Champions

Department: Morse Institute Library

Appropriation Summary

	2010 Actual	2011 Appropriated	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Salaries						
Personnel Services	1,427,393	1,470,079	1,570,198	1,578,054	7,856	0.5%
Total Salaries	**1,427,393**	**1,470,079**	**1,570,198**	**1,578,054**	**7,856**	**0.5%**
Operating Expenses						
Purchase of Services	87,194	95,250	97,450	92,600	-4,850	-5.0%
Other Services Misc.	3,699	7,500	7,500	7,500	0	0.0%
Supplies	159,244	142,728	151,670	163,804	12,134	8.0%
Other Supplies	21,627	21,000	22,000	23,100	1,100	5.0%
Total Operating Expenses	**271,765**	**266,478**	**278,620**	**287,004**	**8,384**	**3.0%**
Total Morse Institute Library	**1,699,158**	**1,736,557**	**1,848,818**	**1,865,058**	**16,240**	**0.88%**

Mission:

The Morse Institute Library's mission is:
-to provide free access to print and non-print materials and quality reference service to library users of all ages and abilities;
-to serve as a major educational resource with programs and hands-on learning opportunities for all residents of Natick and the MetroWest area:
-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 the Natick community well into the future.

Vision: The Morse Institute Library will be the place where people of Natick and the MetroWest area can learn, enjoy and enrich their lives.

Goals:

Literacy: The Library needs to find funding to continue offering this vital service. Last year we received a $5,000 grant from the Middlesex Savings Charitable Foundation. There are no other grants on the horizon for this program, though we will continue to look for appropriate grant opportunities for this public service. Materials are continuously added to the literacy collection using municipal funds.

Bacon Free Library cooperation: The Morse will continue our history of working cooperatively with the Bacon Free Library and its staff through joint staffing, training, library programs, shared collections, Minuteman Library Network, and Natick Reads, and we will continue to offer each other professional assistance when needed. With a new director at the BFL, there will be new opportunities for continued collaboration and cooperation. We continue to benefit from counting Bacon's hours as part of the State Aid requirement for minimum hours open. We recently began a program of sharing large print books with the Bacon Library so that they do not have to spend their limited resources on this material.

Municipal Appropriation Requirement (MAR): Municipal funding for FY12 was adequate enough to meet this state requirement. It is hoped that funding for FY13 will again meet the MAR.

Goals: (con't)

Accessibility: The Library will continue upgrading services to patrons with special needs by seeking user and expert input and by upgrading or purchasing new assistive technology hardware and software, as needed. Several pieces of equipment are currently available for checkout by our patrons; this has proven to be a popular service. Develop and implement a marketing plan to improve the visibility of newly acquired assistive technology for users with special needs. Provide staff training on use of this equipment ,which will promote positive interactions with patrons with disabilities.
Children's Services: Continue to weed and rearrange the picture books, using the Darien model of "glades." Target the 8-11 year old age group with specific programs designed for them. Investigate purchasing furniture more appropriate to this age group so they do not have to use the furniture designed for younger (smaller)people. Develop and implement a book group for children in 4th, 5th, and 6th grades.
Young Adult Services: With the addition of a part-time young adult librarian, we are already seeing an increase in use of the teen room. The teen librarian is reaching out to Natick's teens and introducing herself to them. She is designing programs to engage our youth, especially on early release days from school. Ideally, we would like to see this position restored to its full-time status, as it was in FY09.
Collection Development and Maintenance/Reference: With input from the library's Leadership Team and staff, we are implementing the Darien model of "glades" for our collections. This involves re-thinking how our materials are organized and how we can make them more logical and accessible to the public. We continue to evaluate, update, weed, and shift the collection, especially fiction and large print. The Reference staff is evaluating and weeding the reference collection and the library is purchasing more electronic resources to replace these items, which can updated more rapidly than print. A re-design of the second floor reference area is underway; the Reference desk has been relocated to make it easier for patrons to find. Continue updating and expanding the DVD, books on CD, music CD and Playaway collections. Continue to refine the Standing Order programs in Reference Department and Large Print area.
Public Relations: Seek new subscribers to our on-line e-newsblast. Build and continue to expand an electronic mailing list of subscribers. Continue library fund raising activities beyond the Annual Fund Campaign. Continue outreach to local organizations, businesses, and individuals. Continue to use our very popular bookmobile as an effective means of outreach to the community. Evaluate and improve library's internal and external means and methods of communication.
Staff Development: Continue to develop and support a strong staff development program, including education, team building, and special opportunities for staff growth. Continue to build on the success of the annual all-day Staff Development program. Seek appropriate training opportunities for staff to keep them up-to-date on new technologies and for the chance to meet their counterparts at other libraries.
Library Administration: Revise and update the Library's staff manual. Continue to work with the leadership team to build leadership skills, including training on how to conduct staff evaluations. Use the five year Strategic Plan to guide the library into the future.
Technology: Continue with annual updates to the technology survey and create a plan for upgrading or replacing equipment -- fund and implement a technology plan for replacing old or obsolete hardware and software for both public and staff. Investigate new technologies for use in the library (i.e., iPads, electronic book readers, electronic reference resources).
Outreach: Continue with our bi-monthly Bookmobile visits to the US Army Soldier Systems Center. Seek additional outreach opportunities, with and without the Bookmobile, in the community. Annually evaluate the Bookmobile's stops to identify the most effective use of this important resource.

Town of Natick

Home of Champions

Department: Morse Institute Library

Budget Overview

I. Main Purpose of the Department

The Morse Institute Library develops and organizes an up-to-date collection of materials (over 180,000 items) to meet the educational requirements, informational needs and recreational interests of the residents of Natick. Materials are offered in a variety of formats: print, large print, online, video, CD, DVD, book on player, and in multiple languages to provide the greatest range of accessibility. The Library presents the residents of Natick with a variety of educational and recreational programs and events at the Library. Providing community meeting space for residents, Town functions, other governmental agencies and civic organizations continues to be a priority of the Library.

The Library supports literacy activities and provides computer and Internet access and training for all residents. The staff assist in collecting, preserving and organizing local history materials. The Morse Institute Library also collaborates with many community organizations and municipal departments to implement these activities.

II. Recent Developments

The Morse Institute is a true community center -- the town's living room --where all can meet and enrich their lives.

With the addition of a part-time young adult librarian, the library's funding met the state's Municipal Appropriation Requirement (MAR) for funding levels, meaning that we did not have to file for a waiver in FY12.

The library is in its second year of our strategic plan. Seven goals have been identified and will serve to guide the Morse institute Library through the next 4 years. Annual "Action Plans" are submitted to the MA Board of Library Commissioners and serves to update our progress on the strategic plan goals.

The Morse Institute Library continues to serve as a Foundation Center Cooperating Collection--the only such collection between Boston and Worcester. We offer periodic webinars and online training classes for the nonprofit community, which allows us to aid organizations and individuals in their fundraising efforts. The program is funded by the Metrowest Community Health Care Foundation with help from the Metrowest Non-profit Network.

As a result of the library's continuing efforts to organize and preserve Natick's historic records, photos, and documents, and to expand local history reference service, there continues to be an increase in the use of Natick local history items and answers to inquiries made to Reference staff and archives personnel.

The Morse Institute Library Literacy Program received funding ($5,000) for FY 2011-12 from the Middlesex Bank Charitable Foundation. The number of programs, tutors, classes, and new classes has expanded. The number of volunteers and the size of the collection supporting the program have continued to grow. The library is also continuing its literacy partnership with the Framingham Public Library and extended the partnership to the Wellesley and Wayland public libraries and communities. We are seeking funding for this program for FY13.

The Project Coordinator for the Natick Veterans Oral History Project has been onboard since September, 2010. She has completed 20 interviews; portions of interviews with veterans, as well as audio-files, are now available on the Natick Veterans Oral History Project website at www.natickvets.org .

Budget Overview (con't)

III. Current Challenges
Public demand for Library materials and services continues to increase (a statewide trend since 2001) while the department's staffing and funding levels have dropped, making it increasingly difficult to meet public needs and expectations.

Keeping the Library open on Sundays depends on funding from outside the Library's municipal budget, with most coming from Library State Aid. Last year the library received less in state aid funds than was spent to keep the library open on Sundays, meaning that we will not have sufficient funds in the next year or two to remain open on Sundays. To save money, Sunday hours were cut from 4 to 3 hours open in FY12. The Library reduced holiday weekend hours as another cost saving measure, further limiting patron access to the Library.

The town provides approximately 60% of the funds necessary for the library to meet the MBLC expenditure requirement for materials, requiring the library to seek additional funding in that area. A gradual increase of the municipal contribution to the library's materials budget would be greatly appreciated.

IV. Significant Proposed Changes for the Upcoming Year and Fiscal Impact
The library has hired a space planner to assist us in reorganizing the library's physical layout. It has been 15 years since the new building was built, but very little has been changed on the interior. With the evolution of new technologies and new customer service models, it is time to re-evaluate how the interior of the building is laid out and used. The space planning will likely span 3-5 years and require some capital funding.

The first significant project we'd like to begin in FY13 is purchasing and installing radio frequency identification tags (RFID) for the collection, both print and A/V. These RFID tags are the first phase of a project to install RFID self-checkout stations, and eventually, to install an automated materials handler system. The RFID tags act as security tags and will aid us in inventory of the collection.

In FY2012, expectations include a continued increased use of library services and materials. Fewer staff are asked to do more and more to maintain the quality service that the Morse Institute is known for. Due to lack of staff we have cut back our programming for another year.

Department: Morse Institute Library

Budget Overview (con't)

V. On the Horizon --In 2010, the library completed a new strategic plan covering FY2012-2016. This plan will be used to guide the library through the next four years. The library will be looking at ways of providing "extreme customer service" through changes in staffing and physical layout of the building.

Staffing	**2009**	**2010**	**2011**	**2012**	**2013**
Library Director	1	1	1	1	1
Assistant Library Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Community Relations Coordinator	0.7	0.7	0.7	0.7	0.7
Supervisors/Department Heads	4	4	4	4	4
Children's Librarian	1	1	1	1	1
Children's Programmer	1	1	1	1	1
Young Adult Librarian	1	0	0	0.49	0.49
Reference Librarian	2.46	2.47	2.64	2.65	2.65
Bookmobile Coordinator	1	1	1	1	1
Children's Room Associate	1	1	1	1	1
Technology Associate	1	1	1	1	1
Reference Staff	0.88	0.88	1.21	1.20	1.20
Library Assistant	5.81	5.81	5.81	5.81	5.62
Library Associate	4.95	5.34	5.34	5.34	5.61
Bookkeeper	0.48	0.48	0.48	0.48	0.48
Library Clerk	0.72	0.69	0.56	0.69	0.69
Page	1.53	1.55	1.43	1.43	1.63
Project Worker	0.38	0.38	0	0	0
Archivist (.47 FTE)	Not Counted	Not Counted	Not Counted	Not Counted	Not Counted
Sunday Reference Staff (.11 FTE)	Not Counted	Not Counted	Not Counted	Not Counted	Not Counted
Other Pages (.20 FTE)	Not Counted	Not Counted	Not Counted	Not Counted	Not Counted
Total FTE	**30.91**	**30.30**	**30.17**	**30.79**	**31.07**
Total FT/PT	**16 FT / 39 PT**	**15 FT / 39 PT**	**15 FT / 38 PT**	**15 FT / 38 PT**	**15 FT / 39 PT**

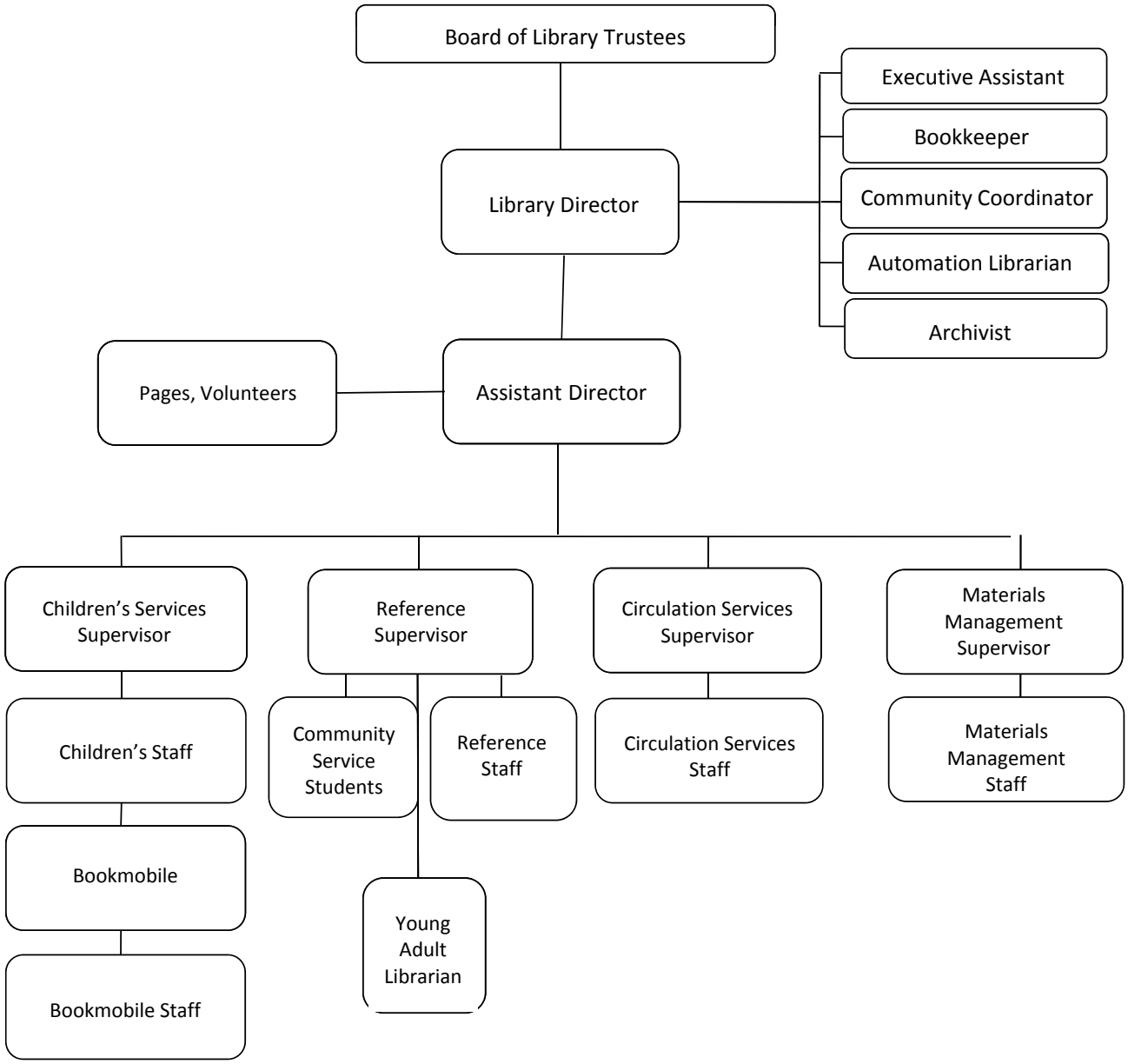
Notes
Archivist is paid out of a bequest.
Sunday Reference Staff paid from library State Aid Funds
Other Pages paid from a bequest

Town of Natick

Home of Champions

Department: Morse Institute Library

Organizational Chart



Town of Natick

Home of Champions

Department: Morse Institute Library

Performance Indicators (Fiscal Year)	2009	2010	2011	2012	2013
Workload Measures					
Total Circulation	549,409	541,460*	567,076	578,400	589,900
Total Programs offered	972	867**	624**	635	650
Items checked out from Bookmobile	12,553	8,992***	9079***	9,170	9,260
Number of Interlibrary Loans and MLN Transfers	136,548	147,803	152,290	157,000	161,500
Number of Reference Inquiries	33,065	35,407	33,206	33,500	33,830
Number of volunteer hours	3,655	4,636	4,676	4,700	4,725
Number of Local History Inquiries	209	330	340	350	360
Self Checkouts *	N/A	N/A	26,541	30,000	32,000
Total Hours Library Open	2,977	2,871	2,881	2,881	2,977

** Library was open 107 hrs less than FY09*

*** Fewer YA programs due to loss of Young Adult librarian*

 # based on 5 months circulation (July-Nov 2010)

****Fewer Bookmobile hours due to lack of staff*

	2009	2010*	2011	2012	2013
Efficiency Measures					
Circulation per capita	17.06	16.40	16.77	17.52	17.87
Circulation items/staff	17,774	17,870	18,344	18,785	18,986
% Self Checkout	0	0	12%	26%	30%

**Population increased as per Decennial Census from 32,210 to 33,006*

	2009	2010	2011	2012	2013
Outcome Measures					
Natick Residents with Library Cards	19,550	19,432	19,388	19,880	20,000
Total Program Participants	17,568	10,534	9,584	9,775	9,970

Town of Natick

Home of Champions

Department: Morse Institute Library

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $	2012 vs 2013 %
Salaries Management	77,635	79,992	92,314	92,314	0	0.0%
Salaries Administrative	138,867	143,741	165,012	165,012	0	0.0%
Salaries Part-time Benefited	274,717	276,994	239,093	228,015	-11,078	-4.6%
Salaries Technical/Professional	658,099	673,510	794,188	795,546	1,358	0.2%
Salaries Part-time Non Benefited	211,770	220,763	209,281	218,744	9,463	4.5%
Salaries Pages	21,170	39,079	28,018	27,955	-63	-0.2%
Salaries Substitutes	28,157	21,271	25,256	22,288	-2,968	-11.8%
Salaries Longevity	6,865	7,017	7,036	6,762	-274	-3.9%
Salaries Overtime/Sunday Hrs	10,113	21,418	10,000	21,418	11,418	114.2%
Personnel Services	**1,427,393**	**1,483,786**	**1,570,198**	**1,578,054**	**7,856**	**0.5%**
Total Salaries	**1,427,393**	**1,483,786**	**1,570,198**	**1,578,054**	**7,856**	**0.5%**
Maint of Computer System	71,596	69,912	74,000	75,850	1,850	2.5%
Communication Telephone	4,499	3,244	5,200	6,500	1,300	25.0%
Communication Postage	2,100	2,623	5,500	5,500	0	0.0%
Copy/Mail Center Fees	7,363	9,463	8,750	650	-8,100	-92.6%
Other Supplies & Services	1,637	2,223	4,000	4,100	100	2.5%
Purchase of Services	**87,194**	**87,464**	**97,450**	**92,600**	**-4,850**	**-5.0%**
Cleaning Allowance - Library Sta	3,699	$ -	0	0	0	#DIV/0!
Education		$ 1,635	7,500	7,500	0	0.0%
Other Services Misc.	**3,699**	**1,635**	**7,500**	**7,500**	**0**	**0.0%**
Library Materials	159,244	$ 147,367	151,670	163,804	12,134	8.0%
Supplies	**159,244**	**147,367**	**151,670**	**163,804**	**12,134**	**8.0%**
Library Supplies	21,627	$ 18,879	22,000	23,100	1,100	5.0%
Other Supplies	**21,627**	**18,879**	**22,000**	**23,100**	**1,100**	**5.0%**
Total Expenses	**271,765**	**255,345**	**278,620**	**287,004**	**8,384**	**3.01%**
Total Morse Library	**1,699,158**	**1,739,131**	**1,848,818**	**1,865,058**	**16,240**	**0.9%**

Department: Morse Institute Library Line-Item Detail

Narrative:

Salaries Management: This line covers the salary for the Library Director.
Salaries Administrative: This line covers salaries for the Assistant Director, the Executive Assistant, and the Community Relations Coordinator.
Salaries Part-time Benefited: This line covers permanent part-time reference staff and library assistants who work 20 hours or more per week and receive pro-rated benefits.
Salaries Technical/Professional: This line covers full time, benefited, technical and professional staff. It includes 4 department heads, the children's programmer, bookmobile coordinator, technology associate and other librarians and library associates.
Salaries Part-time Non Benefited: This line covers part-time non-benefited reference staff, and library associates.
Salaries Pages: This line covers library pages who perform essential work shelving and organizing materials.
Salaries Substitutes: This line covers reference staff and library associates who work some regular hours but may also be called in to cover absences.
Salaries Longevity: This line covers longevity for all eligible staff as outlined in the Union Contract.
Salaries Overtime/Sunday Hrs.: This line covers Sunday and holiday weekend hours which are paid at time and a half.
Retirement Buyouts: This line covers retirement buyouts, if there are any.
Maintenance Computer System: This line item covers the Library's internal computer network, hardware, software, computer supplies, and the Minuteman Library Network annual contract costs. Minuteman contract costs include the Library's membership in the 43 member library network, nearly 59,000 items borrowed from other library's for Natick residents in FY10, hardware and software upgrades, staff training, product documentation, access to online databases, grants, use statistics, security and library access from home or office.
Communication Telephone: This account covers the Library's telecommunication costs including phones, fax, and Bookmobile air card.
Communication Postage: This account covers the Library's mailing and postage costs.
Copy/Mail Center Fees: This account covers the Library's copy service and publishing costs, as well as office copies, flyers and newsletters.
Other Supplies and Services: This account covers the Library's equipment maintenance costs including the microfilm reader/copier, scanners, and a variety of equipment for users with special needs including computer software and visual enhancement equipment.
Library Materials: This account covers the 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.
Library Supplies: This account covers the Library's purchase of office processing supplies and includes basic office items as well as bar code labels, book and DVD covers and local history supplies.

Revenue/Expenditure Summary - All Sources - Morse Institute Library - FY 2009 thru FY 2013

Summary: This table is designed to provide a summary of all revenue and expenditure sources used by the Morse Institute Library in operation of the facility. It includes general fund appropriations, revolving fund appropriations, state aid, aid from the Friends of the Morse Institute and other sources.

REVENUE SOURCES	Fiscal Year 2009 (Actuals)	Fiscal Year 2010 (Actuals)	Fiscal Year 2011 (Actual)	Fiscal Year 2012 (Budget)	Fiscal Year 2013 (Budget)	Notes
Revolving Funds:						
Meeting Rooms (for lib. Equip. & maint.)	$ 15,000	$ 15,000	$ 25,000	$ 25,000	$ 25,000	
Fines & Fees (for materials)	$ 76,957	$ 75,000	$ 85,000	$ 85,000	$ 85,000	
Library State Aid:	$ 51,249	$ 34,166	$ 37,825	$ 34,043	$ 30,000	
Annual Fund:	$ 8,900	$ 30,000	$ 30,000	$ 20,000	$ 20,000	
Investments:	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	dividends & interest FY09
Friends of the Library:	$ 49,000	$ 49,000	$ 49,000	$ 40,000	$ 38,000	
Other Recurring Grants:	N/A	N/A	N/A	N/A	$ 24,000	Veterans Oral History Project grant
Town Meeting Appropriation:	$ 1,780,355	$ 1,729,807	$ 1,738,491	$ 1,848,818	$ 1,865,058	
TOTAL:	$ 2,023,461	$ 1,974,973	$ 2,007,316	$ 2,094,861	$ 2,129,058	

EXPENSES	Fiscal Year 2009 (Actuals)	Fiscal Year 2010 (Actuals)	Fiscal Year 2011 (Actual)	Fiscal Year 2012 (Budget)	Fiscal Year 2013 (Budget)	Notes
Salaries	$ 1,466,597	$ 1,427,393	$ 1,483,786	$ 1,570,198	$ 1,578,054	(Town Appropriation)
from Library State Aid:	$ -	$ 34,166	$ 37,825	$ 34,043	$ 34,000	
Materials	$ 161,996	$ 159,244	$ 147,367	$ 151,670	$ 163,804	(Town Appropriation)
from other sources:	$ 135,213	$ 124,000	$ 135,000	$ 135,000	$ 150,000	(revolving fund, Friends, donations)
Purchase of Services	$ 89,624	$ 87,194	$ 87,464	$ 97,450	$ 92,600	(Town Appropriation)
from other sources:	$ 15,000	$ 15,000	$ 25,000	$ 15,000	$ 15,000	(revolving fund)
Other Services Misc.	$ 3,475	$ 3,699	$ 1,635	$ 7,500	$ 7,500	(Town Appropriation)
Other Supplies	$ 20,557	$ 21,627	$ 18,879	$ 22,000	$ 23,100	(Town Appropriation)
Admin, programs, consultants, staff dev.	$ 103,000	$ 72,000	$ 71,000	$ 62,000	$ 65,000	(from annual fund & other donations)
TOTAL:	$ 1,995,462	$ 1,944,323	$ 2,007,956	$ 2,094,861	$ 2,129,058	

Notes:

Friends money goes to purchase the following:
- Museum passes
- Speed Reads
- Bookmobile
- Programs
- Other things as needed, i.e. bookdrops

ARTICLE 13
Fiscal 2013 Bacon Free Library Budget
(Bacon Free Library Trustees and Bacon Free Library Maintenance Committee)

ARTICLE:
To see what sum of money the Town will raise, borrow or transfer for the maintenance and operation of the Bacon Free Library, for Fiscal Year 2013 (July 1, 2012 through June 30, 2013), or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to fund the operating budget of the Bacon Free Library for the Fiscal Year 2013 (July 1, 2012 – June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 13.

During the Finance Committee public hearings on January 24, February 28 and March 22, 2012, the following information was noted:

- The Trustees' plan to self-fund 50% of the Library's non-salary operating expense with endowment funds by 2020 has been challenged by the weak economy, the poor investment climate, and reductions in town funding in FY 2011.
- Recent fund raising exceeded expectations and, combined with improving conditions in financial markets, have enabled the endowment to grow to a balance which is slightly ahead of the 10-year plan target.
- Although the circulation and other performance indicators for this operation have been steadily increasing over the past several years, there has been recent evidence that circulation has begun to slide and Library patrons have been disappointed by finding the facility closed during normally busy periods due to the staffing issues.
- The initial requested budget of $136,131 exceeded the $118,743 submitted by the Town Administrator by a total of $17,388. This includes an additional $11,388 in salaries to (1) increase staffing sufficiently to eliminate times when only one staff member is present (assuring "safe staffing" levels), and (2) to eliminate the "hopscotch" pattern of hours during which the Library opens and closes intermittently during certain days. Also exceeding the Town Administrator's proposed budget is a request for an additional $5,000 for purchase of library materials. A discrepancy was also noted in the line item for computer maintenance between the two proposals as the Library's request erroneously understated that line item by $1,895.

- The Finance Committee and the Education and Learning Subcommittee held several meetings to further discuss whether the Town would fully fund a Program Improvement Request for additional salary money for two purposes:

Allow the Library to have two staff on duty at all times	$4,443
Allow the Library to remain open during lunch hours through the week, providing more predictable hours of operation (i.e., "hopscotch" hours)	$6,895

- Both the Town Administration and the Finance Committee quickly understood that the request for an additional $4,443 was a safety concern for the Library staff, and quickly agreed on the importance of funding this request.
- The "hopscotch" hours an additional one to three hours mid-day on Tuesdays through Fridays; eliminating the current practice of closing for one or more hours between 11 a.m. and 2 p.m. on each of those four days.
- A funding recommendation on the "hopscotch" hours remained an outstanding question until the Finance Committee's meeting on March 22, 2012. Specifically, an additional $6,895 is included in the Town Administrator's and the Finance Committee recommendation.
- Town Administration noted that funding the additional "hopscotch" hours constituted an increase in services, at a time when other departments were unable to provide even the same level of services they had several years ago, before the current economic downturn.
- After additional consideration, Town Administration concluded that increasing these hours, at a minimal cost to the Town, would provide more value to the Town than the cost, would further enhance fundraising opportunities for the BFL, and would enable the BFL to provide better customer service due to the decrease in confusion regarding library hours.
- The Minimum Appropriation Requirements ("MAR") for the Town's two libraries are easily met without the additional operating hours, since the Morse Library is open during these same hours.
- Library Trustees hope that the additional hours would enhance fundraising, because with increased mid-day/lunch hours the library is anticipating more patrons would be able to use the library during their preferred hours, increasing patron satisfaction and leading to increased fund raising commitments
- Due to improved business conditions in South Natick Center, there are more potential patrons attempting to use the Bacon when it is closed during these hours.
- The Trustees continue to raise money for their endowment to meet their agreement to fully fund the BFL in the future.
- A question was raised as to whether only the town is permitted to fund salary expenses or whether these expenses may be subsidized by such outside sources as the Library trustees' endowment funds.

The motion for Article 13 appears on the following page (majority vote required).

Finance Committee Recommendation

Motions for Article 13: Bacon Free Library

Motion for Bacon Free Library (Article 13)

Motion: Move that the Town vote to appropriate the Total Budget Amount shown below to be expended under the direction of the Bacon Free Library Committee for the operation of the Bacon Free Library, for the Fiscal Year July 1, 2012 through June 30, 2013.

Bacon Free Library		
Salaries & Expenses	$	130,082
Total Bacon Free Library	**$**	**130,082**

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

Tax Levy of Fiscal Year 2013	$	130,082
	$	**130,082**

Town of Natick

Home of Champions

Department: Bacon Free Library

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $	2012 vs 2013 %
Salaries						
Personnel Services	93,257	93,362	105,173	114,533	9,360	8.9%
Operating Expenses						
Purchase of Services	7,819	9,791	6,824	8,719	1,895	27.8%
Supplies	14,770	3,245	6,830	6,830	0	0.0%
Total Bacon Free Library	**115,846**	**106,398**	**118,827**	**130,082**	**11,255**	**9.5%**

Mission:

The **Bacon Free Library's mission** is 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 provide the broadest range of interest and topics.

Goals:

The Bacon Free Library goals include focusing on our mission: providing high-quality customer service and responding to the reading needs and pre-school age reading readiness needs of the community. We will seek to include more of the community in our events via intensive PR efforts, more dynamic web and social media presence. We will remain open to new ideas and welcome suggestions.

We will continue to work successfully with The Friends of the Bacon Free Library to raise funds assisting with non-salary costs. The Friends make regular contributions to support library programs; to assist with purchase of needed furniture, equipment and renovations. They recently had the library re-carpeted and had the oak window seat custom built which took an entire year of their ardent fundraising. They also underwrote costs of the popular children's summer reading program.

The Bacon Free Library, operating on a level budget in FY12, has still offered the same number of hours of operation, the same level of programming. But the library has run short in many areas. Our endowment, managed by the Trustees, has been tapped uncharacteristically to assist with utilities and building maintenance costs, with cleaning services and with our web presence. Additionally our endowment has taken on the cost of library books and supplies when those lines in the Town allocation (which have taken hits during this recession) have run out. In addition to volunteer Friends and Trustees, we've made good use of other volunteers (including high school students performing community service) whenever possible. Our goal is to continue service delivery at current or perhaps increased levels while containing costs. The Director and Trustees will continue to pursue other funding opportunities to increase the endowment so that needed materials, programs and/or building upgrades can be undertaken.

Budget Overview:

I. Main Purpose of the Department

The goals of the Department are to provide popular materials and learning resources for the enjoyment and use of the public, with special emphasis on supporting the educational needs of our children.

Department: Bacon Free Library

Budget Overview (Continued):

II. Recent Developments

Bacon Free Library continues with robust circulation of adult and children's level materials. Circulation has more than doubled in recent years, 13,326 in FY05 to 29,827 in FY11, certainly a tribute to outgoing Director Diane Wallace and her diligent team of three part-time employees. With a more adequate materials budget, and a bit more staffing allowing continuous hours of operation through the day, incoming Director John Brisbin and the team (including Friends and Board) will enhance that trend.

The community responds to Bacon Free Library by coming to programs and enjoying services with families and friends. BFL hosted 165 programs which more than three thousand people attended in FY11. Our patrons suggested additional programs and collaborations which we were often able to pursue. World class but local children's book author Sara Hunter spoke to a multi-generational crowd December 4th about growing up as a Bacon Free Library user and becoming a popular picture book author. She read from her best selling book Lighthouse Santa and signed copies for purchase. A local bookseller donated part of the proceeds back to the library. This past summer BFL hosted a multi-cultural read aloud program by those who have emigrated from other countries. Individuals from England, New Zealand, Germany, Russia and other countries read about their original homeland in front of an assembled crowd. In FY12 Riverbend School continues to send multiple grade school classes to BFL every week for library times. We had the best ever kids' summer reading program in FY12, with over 400 kids involved, and more than 50 families enjoying our Family Literacy Bingo game.

III. Current Challenges

The irony in libraries is that we see an increased demand for services during the kind of tough economic times we've lately endured. We also see an increased demand when we do our job right and enthusiastically. We believe both account for the positive trends we're seeing in the Natick and South Natick community we serve. Answering citizens' increased demands is challenging, especially after recent recessionary cutbacks have severely limited our ability to buy books, etc., and affected our ability to cover hours of operation with limited and changing staff. These are the very things that drive library service. Additionally, we've needed to overspend our fuel oil line and our line for Minuteman network participation in FY12 because we haven't been able to reflect real costs in our budget request. In early spring we should see the installation of a more efficient gas heating system.

We need to come before Town Finance Committee to make sure that such costs under their purview are realistically represented and adequately funded.

We must also come before the Trustees and the Friends of Bacon Free Library to make sure they are doing all they can do to fund what is within their non-salary purview. In FY11 the Trustees' Mardi Gras fundraiser held at the Wellesley College Ballroom was very successful -- helping to fund end of the fiscal year book purchases but also, and uncharacteristically, to fund overage in cost of fuel oil and annual Minuteman network usage. At the end of FY 11, the Friends of the Bacon Free Library put on a South Natick Kitchen Tour which funded new carpeting for the library. It looks fantastic. Fundraisers certainly helped us make ends meet. Though effective to greater or lesser degree, they are time-consuming. Some don't do very well especially in poor economic times. They must be repeated regularly and the same troops eventually burn out. New Director John Brisbin comes to BFL with significant fundraising expertise.

III. Current Challenges *(Continued)*

Staffing remains a key concern. Thankfully, the budget recommendation for FY 2013 includes two areas of additional funding to eliminate the "hopscotch" hours on Tuesdays through Fridays and to ensure that at least two staff members are in the library at all times. These additions will ensure a better, safer library environment for patrons and staff alike. These additional hours will also serve to provide a more stable presence and amenity to South Natick and the Eliot District by ensuring midday hours and opportunities for citizens to experience and enjoy the Bacon.

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

The new gas heating system should be installed this coming spring so the FY13 heating cost should be more modest. Understanding that we're endeavoring to input level funding and that all departments are struggling in some ways, we respectfully proposed that our Minuteman Network annual cost be realistically accommodated in the budget: we just paid that $3895 bill out of a $2000 line. We propose whatever modest relief possible to our pared down Printed Materials line; from FY11 to FY12 it went from $12,200 to $6,000. Printed materials are what we're in business to provide. This is what citizens expect when they open the door.

With the new director John Brisbin onboard, the Trustees of the Bacon Free Library will devote more energy to fundraising that will be used to fortify the endowment. It is hoped that the endowment will be able to support more capital improvements going forward. Friends will be doing their Garden Tour fundraiser in June.

V. On the Horizon

Along with being open with minimum staffing ***throughout the day***, being able to purchase and widely circulate what citizens want, we hope to launch a new state-of-the-art website in the next few months, making more of our Facebook and Linked In and even cable TV presence. Always partnering with The Morse Institute Library, we maximize library services for the citizens of Natick and South Natick. We are very proud of our top-notch customer service and the comfortable atmosphere that we provide our patrons.

Town of Natick

Home of Champions

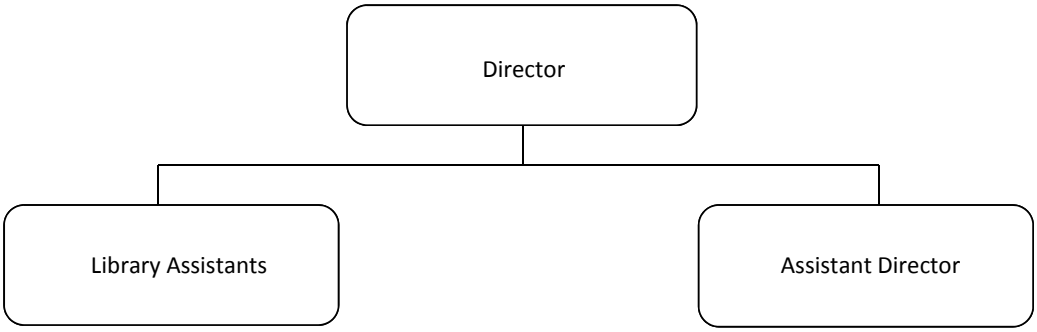
Department: Bacon Free Library

Staffing	2009	2010	2011	2012	2013
Library Director	0.8	0.8	0.8	0.8	0.8
Assistant Library Director	0.65	0.65	0.65	0.65	0.65
Library Assistant	0.4	0.4	0.4	0.48	0.61
Total FTE	**1.85**	**1.85**	**1.85**	**1.93**	**2.06**
Total FT/PT	***1 FT / 3 PT**	***1 FT / 3 PT**	***1 FT / 3 PT**	***1 FT / 3 PT**	***1 FT / 3 PT**

Notes

*Library Director is now 32 hours/week. Previous to July 2008 the Director was paid for 30 hours/week.
Asst Director 26 hrs/wk.
2 Lib Asst share one 16 hour position since October 2008.

Organizational Chart



Performance Indicators	2009	2010	2011	2012*	2013*
Workload Indicators					
Total Circulation	28,950	29,904	31,000	31,000	31,000
Total Programs offered	194	199	190	190	190
Website hits	377,248	500,871	800,000	1,000,000	1,000,000
Weekly Hours Open	30.5	34.5	34.5	34.5	35.5

Performance Indicators	2009	2010	2011	2012*	2013*
Efficiency Indicators					
Total Operating Expenses per capita	$3.65	$3.60	$3.29	$ 3.60	$ 3.94

Performance Indicators	2009	2010	2011	2012*	2013*
Outcome Indicators					
Total Program Participants	3,349	3,565	3,600	3,300	3,300

**projected*

Town of Natick

Home of Champions

Department: Bacon Free Library

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Salaries Mngmt & Tech/Prof Staff	93,257	95,829	105,173	114,533	9,360	8.9%
Personnel Services	**93,257**	**95,829**	**105,173**	**114,533**	**9,360**	**8.9%**
Computer Maintenance	0	2,952	2,000	3,895	1,895	94.8%
Utilities: Fuel Oil	6,676	6,820	4,824	4,824	0	0.0%
Miscellaneous	119	0	0		0	#DIV/0!
Repairs & Maintenance	1,024	18	0		0	#DIV/0!
Purchase of Services	**7,819**	**9,791**	**6,824**	**8,719**	**1,895**	**27.8%**
Books & Periodicals	12,309	4,086	6,830	6,830	0	0.0%
Library Supplies	15	0	0		0	#DIV/0!
Other Miscellaneous	2,446	0	0		0	#DIV/0!
Supplies	**14,770**	**4,086**	**6,830**	**6,830**	**0**	**0.0%**
Total Town Appropriation	**115,846**	**109,706**	**118,827**	**130,082**	**11,255**	**9.5%**

Line-Item Detail

Personal Services:

Salaries Management and Technical/Professional Staff: Line item is the compensation for the position of one Director, one Assistant Director/Children's Librarian and two part-time Library Assistants. Additional monies in FY 2013 are to ensure that at least two employees are in the Bacon at all times the building is open and to ensure continuity of operations throughout the day.

Purchase of Services:

Maintenance Computer System: This account covers the Library's internal computer network, staff and public computers, fees for the Minuteman Library Network, hardware, software, ink and other computer supplies. Increase to properly cover costs of the Minuteman Library Network service for the Bacon.

Utilities: Fuel Oil: Cost to heat building.

Repairs and Maintenance: This account covers small building repairs or improvements such as electrical or plumbing concerns. The Trustees fund all other building maintenance.

Supplies:

Books and Periodicals: This account covers the purchase of materials that are added to the Library's collection, including but not limited to books, audio books, large print editions, some DVDs, CDs, magazines and databases.

Library Supplies: This account covers the Library's purchase of necessary office supplies and materials needed to process new books and other library materials. Barcode labels, book covers and library cards as well as bathroom and cleaning

Town of Natick

Home of Champions

Department: Bacon Free Library

Bacon Free Library Revenues vs. Expenditures - All Sources

Revenues	**FY 2009 Actual**	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Budget**	**FY 2013 Budget**
Town Appropriation	$ 116,928	$ 115,846	$ 109,805	$ 118,827	$ 130,082
Trustees	$ 12,100	$ 18,788	$ 16,901	$ 32,550	$ 30,720
Friends	$ 7,093	$ 3,052	$ 4,000	$ 4,000	$ 4,000
Total Revenues	**$ 136,121**	**$ 137,686**	**$ 130,706**	**$ 155,377**	**$ 164,802**

Expenditures	**FY 2009 Actual**	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Budget**	**FY 2013 Budget**
Salaries	$ 87,694	$ 93,257	$ 95,829	$ 105,173	$ 114,533
Purchase of Services (no utilities)	$ 10,609	$ 12,465	$ 7,057	$ 12,000	$ 12,895
Purchase of Services (utilities)	$ 9,917	$ 9,952	$ 6,820	$ 16,374	$ 16,374
Supplies (Books, Materials, Furniture)	$ 25,749	$ 18,145	$ 21,000	$ 21,000	$ 21,000
Total Expenditures	**$ 133,969**	**$ 133,819**	**$ 130,706**	**$ 154,547**	**$ 164,802**

Summary:

The **Town of Natick** funds a large portion of the operating costs of the Bacon Free Library. Books, salaries, and some supplies and heating costs are included in this budget. This budget request must be approved by the Finance Committee, the Selectmen and finally, Town Meeting. ***Our FY13 General Fund budget request is $130,082.*** This is roughly 0.1% of the entire town budget.

The **Trustees of the Bacon Free Library** are financially responsible for building upkeep and must fund all repairs and/or upgrades from the endowment. The Trust pays all costs for electricity, phone, web site, weekly cleaning and any staff training or conference attendance. Over the years they have replaced the roof, installed AC, replaced shelving, upgraded lighting and overhauled the entire grounds and exterior façade of the building at no cost to Natick taxpayers.

The **Friends of the Bacon Free Library** generously support special collections, programs , furniture and building issues that are not funded elsewhere. The Friends have enabled the library to add new books on CD, new children's DVDs, replace children's and adult classics with fresh editions, and purchase museum passes as well. The Friends also pay for all costs associated with our very popular summer reading programs. Finally, they have contributed to the Trustees endowment fund.

All three funding sources are experiencing difficulties at this time, but the demand for library services continues to grow.

ARTICLE 14
Fiscal 2013 Omnibus Budget
(Town Administrator)

ARTICLE:

To determine what sum or sums of money the Town will appropriate and raise, or transfer from available funds, for the operation of the government of the Town of Natick, including debt and interest during Fiscal Year 2013 (July 1, 2012 to June 30, 2013), and to provide for a reserve fund for Fiscal Year 2013, or to otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to fund the operations of various Town departments for Fiscal Year 2013 (July 1, 2012 – June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 14, and that the sum of $121,423,912 be appropriated as specified in the individual motions for the purpose of funding the operations of the various Town departments during Fiscal Year 2013.

MOTION:

Motions under Article 14 are contained in the following pages.

Please note that there are nine separate sections to this Article, motions for which will each be made, debated, and voted separately.

Article 14:
Motion A:
Education & Learning

Natick Public Schools
Keefe Tech

Finance Committee Recommendation

Motions for Section A: Education & Learning

Motion for Section A under Article 14:

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

Natick Public Schools	
Salaries & Expenses	46,200,514
Total Natick Public Schools	**$ 46,200,514**
Keefe Tech	
Expenses (Assessment)	$ 1,282,787
Total Keefe Tech	**$ 1,282,787**
Motion Total	**$ 47,483,301**

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

Tax Levy of Fiscal Year 2013	$ 47,483,301
	$ 47,483,301

SECTION A: EDUCATION AND LEARNING

Department: *Natick Public Schools*

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Natick Public Schools ("NPS") for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the Natick Public Schools budget under Article 14, Section A, and that the sum of $46,200,514 be appropriated from the Tax Levy.

Town Meeting members will note that the NPS budget presentation continues to be presented using a format that coincides with the format used by the Municipal Departments. This budget continues to show revenue offsets in the NPS budget summary, which indicate the difference between the appropriation request from the Town and the total budget expended by the NPS District. Members will also note that, continuing the collaborative effort, both appropriations and actual expenses for Fiscal Years 2010 and 2011 are shown in this presentation. This continues to enhance the transparency of the budget and the amount of information provided to the residents.

The Education and Learning Subcommittee met with the NPS Administration for over three hours in two separate meetings to review and evaluate the NPS proposed appropriation and budget. In addition, the NPS Administration responded to over seventy-five written questions submitted by the Finance Committee Members. The topics covered in these meetings and responses included virtually all line-item expense categories across the NPS budget. The Finance Committee also conducted two public hearings where the NPS Administration provided the Committee with updates on its budget.

The original appropriation request by the NPS Administration was reduced by approximately $851,000, in order to close the gap between the Town's total estimated revenues and total requested expenditures. These reductions were accomplished as follows:

Reduce Technology	85,973	Delay updates to MS Office software
Reduce Salaries	135,781	Retirements; replacements hired at lower salary
Reduce Electricity	23,572	Adjustments due to improved analysis
Reduce New Hires	171,402	Reduction from 15 to 9 new hires
Reduce Principal's Requests	100,000	Reduction in available expense budgets to Principals
Net reduction in FY13 Budget	$516,728	
Circuit Breaker	334,805	Increased use of Circuit Breaker Offsets
Total Appropriation Reduction	$851,533	
Original Budget Request	$53,293,691	
Expense Savings	516,728	
Net FY13 Budget	$52,776,963	

Circuit Breaker Offsets are revenues provided by the Commonwealth to offset some portion of any excessive costs to provide for Special Education tuitions. This year, the reimbursements are projected to be at the rate of 60% of qualifying expenses. This money is received in arrears and the District banks some of these moneys to help provide for unexpected increases in Special Education costs that may arise due to additional students moving into the district or unexpected tuition increases.

The budget was further reduced due to the approval of the Facilities Management Consolidation approved under Article 2:

Original Net FY13 Budget	$52,293,691
Facilities Management Budget Reduction	1,850,829
Net FY13 NPS District Budget	$51,442,862

Original Appropriation Request	$48,051,343
Facilities Management Budget Reduction	1,850,829
Final Appropriation Request	$46,200,514

In FY 2013, due to exceptional cooperation between the School Administration, Town Administration, Finance Committee and School Committee, the NPS Appropriation request was approved earlier in the process than any of the parties can remember.

Per-student expenditures, which are collated by the Massachusetts Department of Education, show that NPS spent approximately $12,649 per student for FY 2011 (the last year these numbers are available). The following shows the FY 2009 amounts (the last comparative amounts available) spent by some communities that spend about the same as Natick, as well as some neighboring towns:

Franklin	$10,326
New Bedford	$12,874
Lowell	$12,899
Worcester	$12,906
Agawam	$12,909
Natick	$12,910
Canton	$12,916
Conway	$13,009
Hull	$13,009
Southborough	$13,036
Massachusetts Average	$13,055
Wayland	$15,219
Wellesley	$15,392
Framingham	$15,675

These values include spending for Pensions, Fringe Benefits, which are not included in the NPS budget as presented. Special Education is also included. Seen in this context, Natick provides an exceptional bargain and an exceptional education for the annual appropriation.

During review of this budget, the following information was noted:

- The total NPS District Budget is approximately $56,346,000 (including various revolving funds and before adjusting for the Facilities Management Consolidation); which is raised from various sources, including the Town appropriation requested above. The difference between this budget and the appropriation requested is shown as revenue offsets in the presentation that follows.

- This budget is a level-service, but not a level-staffing, request to support the District. Increasing student enrollments require additional staff in order to keep class sizes at their current sizes and to meet core educational needs. The district is adding 9.2 full-time equivalents ('FTEs") to the District staff to accomplish these goals.

- Salaries are approximately 80% of the budget. The increased staffing requested in this year's budget is to help keep class sizes at a manageable level, and within the guidelines practiced by the School Committee and NPS Administration.

- Also, for the first time in several years, there is a slight increase in the amounts available for school supplies in the Principals' expense budgets, which have been level-funded since 2009, and will allow the Principals to purchase much needed classroom supplies.

- There are minimal technology costs specifically related to the 1:1 Laptop program.

- One of the major savings that the District was able to achieve is the result of energy savings due to both the implementation of Solar Energy panels on various school buildings and the projected reduction in heating expense for the new High School building. Heating savings for the High School are partially offset due to increased electrical needs at this building due to cooling and technology.

- There were additional savings recognized in costs of transportation, with new contracts signed during FY 2012.

- The District is experiencing significant increases in enrollment year over year, which runs counter to the general trends in other communities throughout the Commonwealth. This is the result of additional growth in housing in Town and is a reflection on the quality of the education provided by the District.

- As with the Municipal collective bargaining units, no Cost of Living Adjustments ("COLAs") are included in the District budget, even though all contracts expire at the end of FY 2012. Town Meeting can expect to see a request for additional funds when contracts are settled.

- The NPS Administration has no plans to increase any fees for FY 2013.

- As in previous years, the NPS Administration committed during testimony to the Finance Committee that, should it incur additional and unforeseen operation expenses, it will "live within its means" and would not seek additional funding from the Town.

Department: South Middlesex Regional Vocational Technical HS

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the South Middlesex Regional Vocational Technical High School ("Keefe Tech") for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 8, 2012, the Finance Committee recommends Favorable Action with regard to the South Middlesex Regional Vocational Technical High School budget under Article 14, Section A, and that the sum of $1,282,787 be appropriated from the Tax Levy.

During the Finance Committee public hearing on March 8, 2012, as well as during the Keefe Tech budget subcommittee meetings in which members of the Natick Finance Committee Education & Learning Subcommittee participated, the following information was noted:

- Natick's assessment for FY 2013 of $1,282,787 represents an $114,078 decrease from FY 2012. One reason for this decrease is a lower number of Natick students enrolled for FY 2013 while Keefe Tech's overall enrollment is increasing. Specifically, Natick's enrollment for FY 2013 has decreased by eight students (from 72 to 64), while Keefe Tech's overall enrollment has increased by 5, (from 672 to 677). As a result, Natick's enrollment percentage has decreased from 10.7% to 9.5%. This corresponds to an 8% decrease in the Town's assessment vs. FY 2012
- Keefe Tech's FY 2013 budget of $16,084,728 represents a 3.73% increase in total expenditures. Revenue offsets reflect preliminary Chapter 70 (School Aid) increase of $450,000 projected by the Governor's projected budget.
- FY 2013 is the last year of the School's collective bargaining contracts. Negotiations on new contracts will begin in fall 2012. The health insurance trust will be depleted in FY 2014 as a result of the DOR mandated spend down which will result in a significant rise in expense for these benefits.
- A Statement of Interest (SOI) has been submitted to the Massachusetts School Building Authority (MSBA) to initiate the process of seeking MSBA support for a number of potential capital projects, most notably the need for a new roof. As the plans move forward, there will be close coordination with the sponsoring towns, as this will be a shared capital expense any plans will need to be approved by all the towns. At the present the school is carrying no debt.
- Keefe Tech's budget can be characterized as being at or near the minimal level needed to operate the school. All requested amounts were supported by comprehensive data.
- Students from Keefe Tech have contributed to several projects in Natick. During the past year student participation included projects at the Morse Institute Library and renovation of various town properties.
- A new recruitment committee for Keefe Tech has been formed to further the school's goal of increasing enrollment. The committee has a three year plan to increase enrollment to exceed 800 students. Related to this effort, the guidance department has concentrated on job placement for graduates. The school was built to accommodate 900 students.
- None of the sponsoring towns are charged a fee to use the swimming pool. It was noted that this is a very costly operation. Pool expense are not included in the operating budget, but is covered

through a revolving fund. Possibilities for charging user fees were discussed but are not expected in the near future.

- The continuing education program continues to expand and gain in public popularity.
- Subcommittee members noted that it is evident that the School's Administration and Faculty enjoy the challenges of assuring that Keefe Tech continues to be a top notch operation. All the department heads were very enthusiastic in their presentations and desire to put their various plans in action.

Town of Natick

Home of Champions

Department: Natick Public Schools

To: Town Meeting Members
From: Dr. Peter Sanchioni, Superintendent of Schools

I am pleased to submit the FY 13 Budget Request for the Natick School Department. The request represents level educational services to approximately 4,900 students, maintaining existing staff, meeting all mandated educational requirements, provide students with safe and reliable transportation and operate and maintain eight buildings as efficiently as possible while creating a safe and welcoming environment.

The major factors contributing to the decrease of .4% from FY 12 budget include the reorganization of the Custodial salary budget to the new shared Town-wide department, the loss of the Federal EdUJobs Grant , contractually obligated salary adjustments with our various bargaining units and the addition of 9 staff positions in order to maintain optimal class sizes in response to a continued increase in student enrollment .

Sincerely,

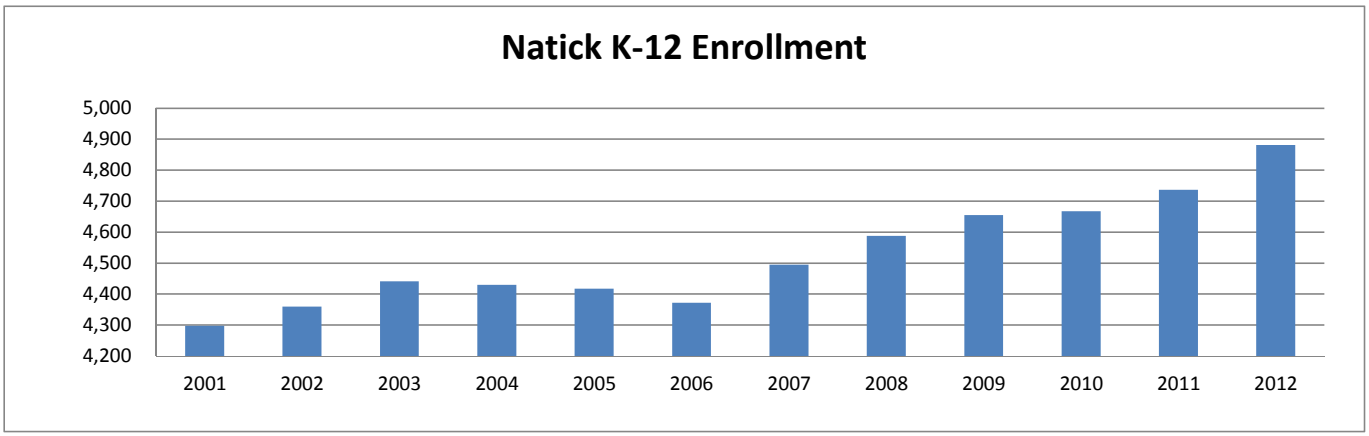
Peter Sanchioni, Ph. D.
Superintendent of Schools

Appropriation Summary

	2010 Appropriated	2010 Actual	2011 Appropriated	2011 Actual	2012 Appropriation	2013 Request	2012 vs. 2013 $	%
Personnel Services								
Total Personnel Services	**36,081,369**	**35,769,657**	**36,779,512**	**36,350,100**	**38,113,457**	**37,422,067**	**-691,390**	**-1.8%**
Expenses								
Total Other Expenses	**12,572,998**	**12,296,215**	**12,615,814**	**12,930,608**	**13,422,472**	**13,557,352**	**134,881**	**1.0%**
less Offsets	***-6512850***	***(6,296,772)***	***(5,012,510)***	***(4,915,997)***	***(5,129,791)***	***(4,778,905)***	***350,885***	***-6.8%***
Total Natick Public Schools	**42,141,517**	**41,769,100**	**44,382,816**	**44,364,712**	**46,406,138**	**46,200,514**	**-205,624**	**-0.4%**

Department: Natick Public Schools

Enrollment Data



Staffing Summary	2009	2010	2011	2012	2013
School Staff (in FTE's)					
Elementary Classroom Teachers	113.0	111.1	108.5	109.7	112.6
Middle School Classroom Teachers	91.8	92.4	92.9	94.2	96.8
High School Classroom Teachers	76.4	77.8	78.6	79.2	81.6
High School Department Heads	4.8	4.2	4.2	4.2	4.2
Middle School Department Heads	2.0	2.0	2.0	2.0	2.0
Librarians & Assistants	12.0	12.0	12.0	12.0	12.0
Special Education Teachers	58.4	58.9	56.8	56.8	56.8
Guidance Counselors/Psychologists	21.0	20.2	22.4	23.4	23.6
Nurses	8.8	8.8	8.8	9.3	9.3
Medical & Therapeutics Services	15.3	16.5	16.7	16.7	13.6
Paraprofessionals	72.0	72.3	76.4	83.5	87.5
Custodians / Maintenance Personnel	39.0	38.0	37.0	37.0	0.0
Administrative & Clerical Staff	22.6	21.5	22.0	22.5	22.5
Sub-Total - School Staff	**537.1**	**535.7**	**538.3**	**550.5**	**522.5**
Administrative Staff (in FTE's)					
Principals & Vice Principals	13.2	14.0	14.0	14.0	14.0
District-Wide Administration	5.0	5.0	5.0	5.0	5.0
District - Wide Instruction	4.0	4.2	4.2	4.2	4.2
District-Wide Admin and Finance	12.0	12.0	12.0	12.0	12.0
Information Technology	8.0	10.0	9.0	11.0	11.0
Sub-Total- Administrative Staff	**42.2**	**45.2**	**44.2**	**46.2**	**46.2**
Grand Total	**579.3**	**580.9**	**582.5**	**596.7**	**568.7**

Town of Natick

Home of Champions

Department: Natick Public Schools

Compensation	2010 Appropriation	2010 Actual	2011 Appropriation	2011 Actual	2012 Appropriation	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
School Committee (1100)	4,020	3,900	4,545	3,033	4,650	4,650	0	0.0%
Superintendent & Other District Leadership (1200)	650,125	650,124	999,289	994,897	1,035,428	1,190,458	155,030	15.0%
Finance and Administrative Services (1400)	540,447	540,925	570,364	571,124	587,281	585,484	(1,797)	-0.3%
Technology Services (1450)	627,339	630,176	591,434	576,747	708,843	720,285	11,442	1.6%
Sub-total District. Leader. & Admin.	1,821,931	1,825,125	2,165,632	2,145,801	2,336,202	2,500,877	164,675	7.0%
District Wide Academic Leadership (2100)	408,410	449,741	418,787	425,181	438,033	455,586	17,553	4.0%
Principal / Building Leadership (2200)	2,718,404	2,562,567	2,803,336	2,699,348	2,897,434	2,837,914	(59,520)	-2.1%
Instruction -Teaching Services (2300)	22,966,074	22,537,246	23,130,840	22,724,832	23,803,911	24,389,094	585,182	2.5%
Medical / Therapeutic Services (2320)	950,222	1,155,438	1,094,243	1,060,477	1,134,899	1,184,923	50,024	4.4%
Non-Clerical Paraprofessionals (2330)	1,709,947	1,702,208	1,743,806	1,872,952	1,955,892	2,185,508	229,617	11.7%
Librarians and Media Center Directors (2340)	364,450	372,303	378,197	371,179	397,394	405,545	8,151	2.1%
Professional Development (2350)	22,764	22,764	22,223	28,000	26,357	28,000	1,643	6.2%
Guidance, Counseling and Testing Services (2700)	1,352,248	1,247,239	1,216,372	1,224,548	1,284,214	1,273,365	(10,849)	-0.8%
Psychological Services (2800)	652,202	721,586	713,240	633,220	651,092	701,896	50,804	7.8%
Sub-total Instructional Services	31,144,721	30,771,092	31,521,044	31,039,737	32,589,226	33,461,831	872,605	2.7%
Attendance and Parent Liaison Services (3100)	0	481	0	1,283	0	0	0	
Health Services (3200)	631,038	629,123	640,406	621,396	632,248	723,890	91,642	14.5%
Transportation Services (3300)	48,549	48,549	49,276	49,458	51,010	50,815	(195)	-0.4%
Athletic Program (3510)	495,665	521,960	488,999	523,863	526,083	530,163	4,080	0.8%
Other Student Activities (3520)	151,758	161,205	152,963	159,642	154,491	154,491	0	0.0%
Sub-total Student Services	1,327,010	1,361,318	1,331,644	1,355,642	1,363,832	1,459,359	95,527	7.0%
Custodial Services (4110)	1,787,707	1,812,122	1,761,192	1,808,920	1,824,197	0		-100.0%
Sub-total Operations & Maintenance	1,787,707	1,812,122	1,761,192	1,808,920	1,824,197	0		-100.0%
Total Personnel Services	**36,081,369**	**35,769,657**	**36,779,512**	**36,350,100**	**38,113,457**	**37,422,067**	**(691,390)**	**-1.8%**

Town of Natick

Home of Champions

Department: Natick Public Schools

Other Expenses	2010 Appropriation	2010 Actual	2011 Appropriation	2011 Actual	2012 Appropriation	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
School Committee (1100)	16,500	17,599	16,500	17,171	16,750	17,000	250	1.5%
Superintendent & Asst. Superintendent (1200)	45,715	38,861	49,269	60,473	84,460	93,870	9,410	11.1%
Finance and Administrative Services (1400)	220,635	162,126	196,963	187,523	182,871	175,493	(7,378)	-4.0%
Legal Services (1430)	40,000	142,898	56,000	50,287	43,003	43,003	0	0.0%
Technology Services (1450)	431,500	444,247	431,044	679,149	408,697	297,138	(111,559)	-27.3%
Sub-total District. Leader. & Admin.	754,350	805,731	749,776	994,603	735,781	626,504	(109,277)	-14.9%
District Wide Academic Leadership (2100)	5,345	5,228	5,345	5,304	5,345	5,345	0	0.0%
Principal / Building Leadership (2200)	53,118	49,443	62,175	47,953	49,694	49,162	(532)	-1.1%
Medical / Therapeutic Services (2320)	229,247	242,057	229,031	269,919	324,508	266,182	(58,327)	-18.0%
Librarians and Media Center Directors (2340)	35,854	27,367	48,051	39,262	41,904	87,038	45,134	107.7%
Professional Development (2350)	276,039	294,782	214,859	301,876	290,305	293,635	3,330	1.1%
Instructional Materials & Equipment (2400)	1,004,384	1,216,793	873,399	992,288	938,478	1,108,023	169,544	18.1%
Guidance, Counseling and Testing Services (2700)	53,295	46,390	51,461	51,113	52,209	72,278	20,069	38.4%
Psychological Services (2800)	5,719	5,778	5,583	199	0	0	0	
Sub-total Instructional Services	1,663,001	1,887,839	1,489,904	1,707,914	1,702,444	1,881,662	179,219	10.5%
Transportation Services (3300)								
Cost of Regular Education Buses	*1,012,899*	*1,012,899*	*1,045,899*	*1,081,486*	*1,082,114*	*1,118,114*	*36,000*	*3.3%*
Transportation for Homeless Families				*23,883*	*52,000*	*50,000*	*(2,000)*	*-3.8%*
Special Needs -In Town Other	*446,771*	*511,845*	*548,850*	*560,718*	*601,019*	*369,371*	*(231,648)*	*-38.5%*
Special Needs -Out of Town Other	*563,292*	*639,636*	*579,591*	*652,031*	*655,000*	*675,000*	*20,000*	*3.1%*
Sub-total Transportation Services (3300)	2,022,962	2,164,380	2,174,340	2,318,118	2,390,133	2,212,485	(177,648)	-7.4%
Attendance and Parent Liaison Services (3100)	3,000	0	3,000	0	3,000	3,000	0	0.0%
Health Services (3200)	16,147	23,194	16,147	22,594	24,200	24,147	(53)	-0.2%
Athletic Program (3510)	68,422	131,386	68,500	125,811	110,000	130,000	20,000	18.2%
Other Student Activities (3520)	3,597	2,707	8,767	3,000	8,761	8,729	(32)	-0.4%
Sub-total Student Services	91,166	157,287	96,414	151,405	145,961	165,876	19,915	13.6%
Custodial Services (4110)	110,000	126,565	115,000	115,991	115,000	115,000	0	0.0%
Fuel for heating of buildings (4120)	740,000	540,190	740,000	662,516	691,250	445,700	(245,550)	-35.5%
Electricity (4130)	900,000	665,155	870,000	758,143	782,464	802,388	19,924	2.5%
Telephone (4140)	75,000	72,064	75,000	80,390	75,000	75,000	0	0.0%
Building Repairs (4220)	431,000	488,577	462,000	508,980	462,000	462,000	0	0.0%
Vehicle Maintenance Other (4230)	8,000	10,833	8,000	13,616	8,000	8,000	0	0.0%
Network and Telecommunications (4400)	192,864	173,423	197,592	187,357	216,409	374,998	158,589	73.3%
Sub-total Operations & Maintenance	2,456,864	2,076,806	2,467,592	2,326,993	2,350,123	2,283,086	(67,037)	-2.9%
Employer Retirement Contributions (5100)	95,431	100,340	93,162	118,635	109,806	116,073	6,266	5.7%
Insurance for Active Employees (5200)	67,997	90,060	66,381	37,196	35,156	36,578	1,422	4.0%
Community Services (6000)	201,506	203,870	196,715	150,684	142,191	241,851	99,660	70.1%
Asset Acquisition & Improvement	0	0	0	30,948	0	0	0	
Sub-total Above 4 Items	364,934	394,271	356,258	337,463	287,153	394,502	107,349	37.4%
Vocational Education Tuition	62,029	41,354	65,000	57,902	43,872	23,033	(20,839)	-47.5%
SPED Out of District Tuitions	5,157,692	4,768,548	5,216,530	5,036,211	5,767,005	5,970,204	203,199	3.5%
Sub-total Programs with Other School Districts	5,219,721	4,809,902	5,281,530	5,094,113	5,810,877	5,993,237	182,360	3.1%
Total Other Expenses	**12,572,998**	**12,296,215**	**12,615,814**	**12,930,608**	**13,422,472**	**13,557,352**	**134,881**	**1.0%**

Town of Natick

Home of Champions

Department: Natick Public Schools

	2010 Appropriation	2010 Actual	2011 Appropriation	2011 Actual	2012 Appropriation	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Total Gross School Budget	**48,654,367**	**48,065,872**	**49,395,326**	**49,280,708**	**51,535,929**	**50,979,420**	**(556,509)**	**-1.1%**
Offsets								
Less: Town Transportation Subsidy	*(311,186)*	*(311,185)*	*(320,522)*	*(320,522)*	*(330,137)*	*(340,041)*	*(9,904)*	*3.0%*
Less: Bus Fee Offset	*(301,000)*	*(264,575)*	*(260,000)*	*(274,352)*	*(270,000)*	*(270,000)*	*0*	*0.0%*
Less: Circuit Breaker Offset	*(1,725,019)*	*(1,545,367)*	*(960,023)*	*(877,457)*	*(1,959,598)*	*(2,011,528)*	*(51,930)*	*2.7%*
Less: Edu Jobs Grant					*(518,585)*		*518,585*	
Less: Federal and State Grants	*(2,219,002)*	*(2,219,002)*	*(2,166,243)*	*(2,124,011)*	*(2,051,471)*	*(2,157,336)*	*(105,866)*	*5.2%*
Less: ARRA Offset	*(1,956,643)*	*(1,956,643)*	*(1,305,722)*	*(1,319,655)*			*0*	
Total Offsets	(6,512,850)	(6,296,772)	(5,012,510)	(4,915,997)	(5,129,791)	(4,778,905)	350,885	-6.8%
Total NET School Budget Appropriations	**42,141,517**	**41,769,100**	**44,382,816**	**44,364,712**	**46,406,138**	**46,200,514**	**(205,624)**	**-0.4%**

Narrative:

DISTRICT LEADERSHIP & ADMINISTRATION: Activities which have as their purpose the general direction, execution, and control of the affairs of the school district that are system wide and not confined to one school, subject, or narrow phase of school activity.

1100 - School Committee - Includes cost of professional organization dues and meetings and Clerical services.
1200 - Superintendent & Assistant Superintendent - Expenses of Superintendent, Assistant Superintendent of Curriculum and Instruction and staff and Assistant Superintendent of Pupil Services and staff.
1400 - Finance and Administrative Services - Expenses of Business and Human Resource departments. Includes employee recruitment costs.
1430 - Legal Services - Legal Service for school committee, legal representation for collective bargaining and other legal matters including cases involving Special Education Services for students.
1450 - District Wide Information Management and Technology - Expenses that support the technology needs of the school district.
INSTRUCTIONAL SERVICES: Instructional activities involving the teaching of students, supervising of staff, developing and utilizing curriculum materials and related services.

2100 - District Wide Academic Leadership - Expenses for Directors of Fine Arts, Physical Ed. and Special Education who are responsible for the delivery of student instruction programs at district level.
2200 - Principal / Building Leadership - Expenses for Building Principals and staff, department heads and curriculum leaders.
2300 - Instruction / Teaching Services - Certified teachers with primary responsibility for teaching designated curriculum to established classes or students in a group instruction setting, including itinerant music, art and physical education. Certified teachers who provide individualized instruction to students such as reading specialists.
2320 - Medical / Therapeutic Services - Costs for Occupational Therapy, Physical Therapy, Speech, Vision and other therapeutic services that are provided by licensed practitioners.
2330 - Non-Clerical Paraprofessionals - Assist teachers in the preparation of classroom instruction.
2340 - Librarians and Media Center Directors - Cost to manage School Libraries including material costs.
2350 - Professional Development - Professional Development for administrators, teachers and support staff including contracted services and tuitions.
2400 - Instructional Materials & Equipment - Expenditures for all textbooks, workbooks, and materials including accessories, used to support direct instructional activities. Also includes purchase of copy equipment and supplies primarily used to produce instructional material and general supplies such as paper, pencils, crayons, chalk, toner printer cartridges, calculators. Cost of field trips including admissions and transportation. Also distance learning services, instructional technology peripherals, hardware and software.
2700 - Guidance, Counseling and Testing Services - Expenses for Guidance Counselors, School Adjustment Counselors and School Social Workers. Also materials and other expenses used for testing and assessing students.
2800 - Psychological Services Expenses for psychological evaluation, counseling and other services provided by a licensed mental health professional.
OTHER SCHOOL SERVICES: Services such as Transportation, Athletics and Student Activities.

3100 - Attendance and Parent Liaison Services - Truancy officer and student/parent information centers.
3200 - Health Services - Expenses for providers of medical services including nurses and school physician.
3300 - Transportation Services - Transportation paid by the town is provided to ELL and regular education students in grades K-6 who live in excess of 2 miles from their assigned school. All other students, regardless of distance, will be invited to participate in a fee for service program. The fee is $150 per student with a family cap of $300. Financial waivers are available for families making less than double the federal poverty level and a reduced fee will be available for families making less than three times the federal poverty level.
3510 - Athletic Program - Expenses for Athletic Director and staff, Coaches, Trainers and Assistants in support of intramural and interscholastic athletic programs. Also includes contracted services, transportation, rental of facilities, uniforms, supplies and materials, dues, subscription and travel expenses for staff.
3520 - Other Student Activities - Expenses for Musical Directors, Drama Coaches and other extra-curricular activities including printing, dues and subscriptions, supplies and materials, travel expenses for staff.

Narrative

OPERATION and MAINTENANCE: Activities relating to the maintenance and operations of the eight building campus of the school district.

4110 - Custodial Services - Expenses for custodial and maintenance personnel and materials and equipment necessary to maintain buildings.
4120 - Fuel for heating of buildings - Cost of heating oil and natural gas.
4130 - Electricity - Electric consumption.
4140 - Telephone - Cost of telecommunication systems including mobile phones.
4220 - Building Repairs Cost of maintaining eight (8) schools including boiler, HVAC, plumbing and general repairs.
4230 - Vehicle Maintenance Other Cost of the gasoline, oil, tune-ups, tires and repairs for 7 vehicles.
4400 - Network and Telecommunications Wiring, WAN/LAN Networks, file servers, supplies and materials for technology maintenance, equipment and tools.

Asset Acquisition & Improvement

7000 - Asset Acquisition & Improvement - Acquisition of initial or additional instructional equipment exceeding a $5,000 unit cost.

Programs with Other School Districts

9000 - Programs with Other School Districts - Tuition payments to other public school districts or non-public schools in Massachusetts, collaboratives and non-member vocational schools for students who are provided services out of district. Appropriation is offset by State Circuit Breaker Reimbursement and ARRA grant funds in FY 10 and FY 11.

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Town of Natick

Home of Champions

Department: South Middlesex Regional Technical School

Appropriation Summary

South Middlesex Regional Technical School

	2010 Actual	2011 Actual	2012 Appropriated	2013 Preliminary	2012 vs 2013 $	%
Operating Expenses						
Assessment	1,283,158	1,469,598	1,396,865	1,282,787	-114,078	-8.17%
Total Operating Expenses	**1,283,158**	**1,469,598**	**1,396,865**	**1,282,787**	**-114,078**	**-8.17%**
Total South Middlesex Regional Tech.	**1,283,158**	**1,469,598**	**1,396,865**	**1,282,787**	**-114,078**	**-8.17%**

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 650 students, Keefe offers both academic and career-focused programs.

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

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

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

Philosophy (con't):

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

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

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

Goals:

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

Town of Natick

Home of Champions

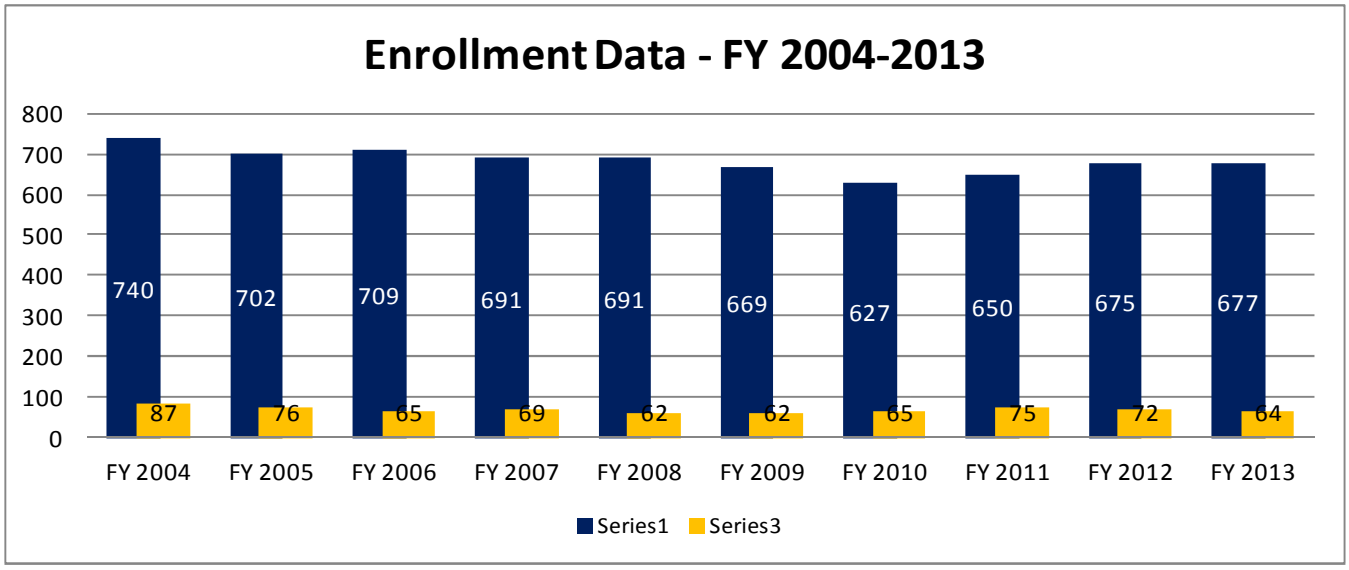
Department: South Middlesex Regional Technical School

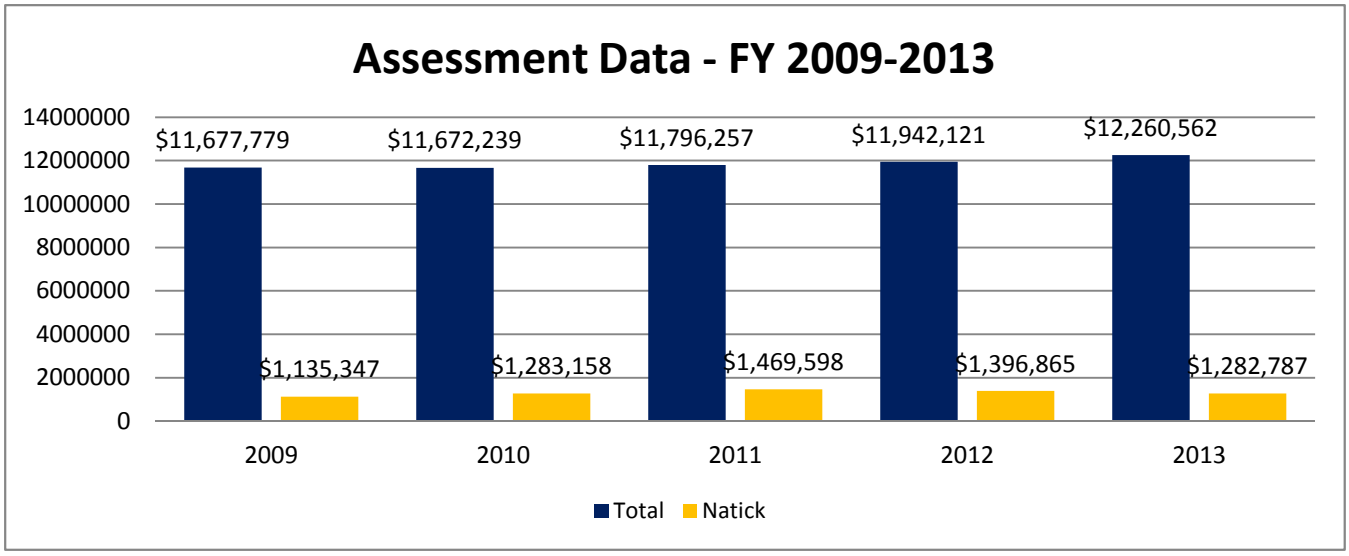
Budget Overview

The Keefe Tech assessment for FY 2013 is $1,282,787 or a decrease of 8.2% over FY 2012. This is in anticipation of lower enrollment of Natick pupils attending Keefe Tech.

	2010 Actual	2011 Actual	2012 Appropriated	2013 Preliminary	2012 vs. 2013 $	%
Assessment	1,283,158	1,469,598	1,396,865	1,282,787	-114,078	-8.2%
Expenses	**1,283,158**	**1,469,598**	**1,396,865**	**1,282,787**	**-114,078**	**-8.2%**
Total Keefe Tech	**1,283,158**	**1,469,598**	**1,396,865**	**1,282,787**	**-114,078**	**-8.2%**

Historic Data





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Article 14:
Motion B:
Public Safety

Emergency Management
Parking Enforcement
Police
Fire

Finance Committee Recommendation

Motions for Section B: Public Safety

Motion for Section B under Article 14:

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

Emergency Management		
Expenses	$	35,600
Total Emergency Management	**$**	**35,600**
Parking Enforcement		
Salaries	$	31,950
Expenses	$	73,000
Total Parking Enforcement	**$**	**104,950**
Police		
Salaries	$	5,745,393
Expenses	$	226,188
Other Chgs. & Expenses	$	7,500
Total Police	**$**	**5,979,081**
Fire		
Salaries	$	7,184,411
Expenses	$	189,900
Total Fire	**$**	**7,374,311**
Motion Total	**$**	**13,493,943**
And that the above Total Budget Amount be raised from the following sources:		
Tax Levy of Fiscal Year 2013	$	13,433,943
Parking Meter Revenues	$	60,000
	$	**13,493,943**

SECTION B: PUBLIC SAFETY

Department: Emergency Management

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Emergency Management Department for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on February 14, 2012, the Finance Committee recommends Favorable Action with regard to the Emergency Management Department budget under Article 14, Section B, and that the sum of $35,600 be appropriated from the Tax Levy.

During the Finance Committee public hearing on February 14, 2012, the following information was noted:

- The Finance Committee Public Safety Subcommittee held a meeting to review this budget and toured the facilities. Subcommittee members unanimously voted to support the FY 2013 Emergency Management budget.
- Organizational responsibility for this function was recently returned to the Police Department.
- An approved Program Improvement Request ("PIR") totaling $31,500 accounts for the substantial increase in this budget over the $4,100 FY 2012 appropriation.
- The majority of the $24,000 Repairs/Maintenance line item is $21,710 to cover the ongoing contractual cost for the CodeRed community notification system service agreement and is expected to continue as an annual expense in future years.
- The $2,500 for professional development represents a new budget item to provide funding for mandated training.
- In addition to town's local emergency planning committee, which is required by law, the town is also involved in the regional emergency planning committee which brings together other local groups to discuss opportunities for sharing equipment and other resources.
- Department Management hopes the budget will be sufficient to purchase a laptop which can be dedicated to the emergency management function as this would be preferable to having to rely on whatever technology individual participants can provide.

Department: Parking Enforcement

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Parking Enforcement Department for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on February 14, 2012, the Finance Committee recommends Favorable Action with regard to the Parking Enforcement Department budget under Article 14, Section B and that the sum of $104,950 be appropriated from the Tax Levy.

During the Finance Committee public hearing on February 14, 2012, the following information was noted:

- This department has been moved under the oversight of the Police Department.
- The budget for this department reflects a minimal increase over FY 2012.
- The Finance Committee Public Safety Subcommittee noted that the Police Chief had provided data to the subcommittee which indicated that the commuter parking fees generated from the St. Patrick's parking lot typically exceeds the $50,000 cost to lease the property.
- Although the total revenue generated from the total town parking operations falls short of the total program costs, an important secondary goal of maintaining meters in the downtown area is that of ensuring turnover necessary to provide available parking for customers of businesses in that area.
- Following its review of the budget, the Finance Committee Public Safety Subcommittee unanimously voted to unanimously support the budget.

Department: Police

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Police Department for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the Police Department budget under Article 14, Section B and that the sum of $5,979,081 be appropriated from the Tax Levy.

During the Finance Committee public hearing on February 14 and March 22, 2012, the following information was noted:

- All collective bargaining unit agreements expire at the end of FY 2012. As a result, personnel budgets for FY 2013 are based on FY 2012 rates, and will require some adjustment in the future when the agreements are settled and ratified.
- With the transition in the most recent bargaining agreements from the previous "Quinn Bill" provisions to fixed educational benefit amounts based on education level, the relative proportions of salary vs. additional compensation have shifted for several bargaining units.

- Two issues relevant to patrol officers' compensation were discussed during the budget season. These issues related to:
  - (1) A dispute regarding how holiday pay is calculated; this has been resolved and has resulted in an additional $13,886 being added to the Personnel Services section of the Police budget.
  - (2) Contention that the patrol officers should have received an additional 2% at the time their contract was settled. This has not yet been resolved; if it were to be settled in the officers' favor, it would also affect superior officers as there is a required 13% rank differential between top-step patrolmen and bottom-step sergeants.
- Three Program Improvement Requests were submitted by the department for FY 2013:
  - Three additional police officer positions: $214,166
  - Radio system maintenance agreement: $7,000
  - Grant provided technology maintenance agreements: $7,263
- The Police Chief's plan for using the additional manpower would be to provide more consistently complete coverage on all shifts and to step up traffic enforcement to make the department more proactive in identifying problems before they escalate.
- At the time of the Finance Committee public hearing on February 14, 2012, Town Administration was advocating support for one additional police officer position beginning in FY 2013 due to other compelling requests for additional resources in other areas of the town, while the Finance Committee Public Safety Subcommittee strongly supported funding for all three police officer positions requested. Other members of the Finance Committee recognized the desirability of the additional positions but expressed concern about legitimate competing requests for the Town's limited resources.
- For its meeting on March 22, 2012, Finance Committee members were advised that due to the current status of the overall Town budget, the Town Administration was recommending the addition of a second additional police officer beginning in FY 2013. Finance Committee members unanimously supported the revised Police Department budget request.
- The Police Chief is committed to the use of analytic methods and tools to strengthen the department's operation and effectiveness.
- Initial steps are getting underway to achieve full accreditation for the department, which is a goal of the Police Chief.

Department: Fire

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Fire Department for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on February 14, 2012, the Finance Committee recommends Favorable Action with regard to the Fire Department budget under Article 14, Section B and that the sum of $7,374,311 be appropriated from the Tax Levy.

During the Finance Committee public hearing on February 14, 2012, the following information was noted:

- Town Administration is proposing to add five (5) new firefighters to the FY 2013 budget. This recommendation is based on the analysis conducted by the Administration to evaluate the cost/benefit of adding more firefighters as opposed to using overtime to maintain minimum staffing levels at all four of the town's fire stations. With contractual wage increases and vacation earned by these individuals and assuming no other turnover in the department, the associated costs begin to approach a break-even point in approximately three to four years, at which time the associated costs again begin to exceed the equivalent overtime expense.
- In addition to the higher financial cost of using overtime, there have been increasing safety concerns related to the number of overtime shifts worked by individual personnel which could lead to fatigue and increased risk to all members of the fire crew.
- The addition of these positions will enable recruiting of additional paramedics that will assist the department in achieving the goal of deploying a paramedic for each station.
- Members of the Fire Department in attendance at the Finance Committee's public hearing on February 14, 2012, noted that although the current staff within the department stood to lose significant income due to the reduction in overtime opportunities, no amount of money would offset the tragedy of a potential serious injury or death of a firefighter due to understaffed trucks. In addition, the consistent staffing of 20 firefighters per shift was more important to ensure the safety of the firefighters and the public and supported the additional staffing.
- The Finance Committee Public Safety Subcommittee held two meetings to review the Fire Departments FY 2013 budget and voted unanimously to support the budget request.

Town of Natick

Home of Champions

Department: Emergency Management

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $ (+/-)	2012 vs 2013 % (+/-)
Operating Expenses						
Tech/Professional Services	$ 3,414	$ 2,020	$ 4,100	$ 35,600	$ 31,500	768.29%
Total Operating Expenses	**$ 3,414**	**$ 2,020**	**$ 4,100**	**$ 35,600**	**$ 31,500**	**768.29%**
Total Emergency Management	**$ 3,414**	**$ 2,020**	**$ 4,100**	**$ 35,600**	**$ 31,500**	**768.29%**

Mission:

Through the efficient use of local, state, and federal resources, provide for mitigation, preparedness, response and recovery efforts at various stages of a disaster. See goals below.

Goals:

Develop and adopt a mission statement for the emergency management function.

Establish baseline training for implementation of the NIMS System.

Assemble the LEPC for at least two active training sessions involving sheltering and EOC Operations

Meet with surrounding communities to begin discussions on the regionalization of both the LEPC and the EOC.

Bring all Emergency Managers up to required Federal Training Standards as set by the Federal Homeland security Mandates.

Budget Overview:

Emergency management is the comprehensive program developed and maintained by the town, through its elected and appointed officials, including the Town Administrator and the Emergency Management team, assembled by the Emergency Management Director(EMD), the purpose of which is to carry out the responsibilities of mitigation, preparedness, response, and recovery from disasters occurring either in Natick of those for which our assistance is needed as a mutual aid responder in other communities.

Appointed by the Board of Selectmen, the EMD is responsible for coordinating the entire emergency management program, including advising the Chairman of the Board of Selectmen on courses of action available for decision making. The town's Local Emergency Planning Committee (LEPC), its chair appointed by the EMD, is responsible for developing and maintaining the town's Comprehensive Emergency Management Plan (CEMP) as it meets periodically during the year.

The LEPC also has the responsibility for developing and conducting drills and exercises annually. The LEPC is federally mandated to comprise representatives from thirteen disciplines within the community.

Town of Natick

Home of Champions

Department: Emergency Management

Budget Overview (con't):

Despite challenges presented and perhaps exacerbated by these uncertain fiscal times, the emergency management function must continue to develop as we explore cost-saving measures, including regionalizing our LEPC and Emergency Operations Center. Nevertheless, emergency management planning and preparation must continue to aggressively pursue a course of development that facilitates coordinated, professional responses to incidents in our community.

Of importance to the Emergency Management function in FY 2013 is providing the funding necessary to prepare for emergencies as well as operate during an emergency. In the past year we have had two occasions to exercise our emergency team and program. During those incidents we recognized that we lacked resources including supplies and resources to plan and prepare. An example is that there is no staff dedicated to assist with planning. With no staff, supplies or resources it is difficult to plan let alone operate during an emergency. We will be requesting additional funding to assist with these areas.

Staffing	**2009**	**2010**	**2011**	**2012**	**2013**
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

Staffing for Emergency Management comes from various public safety departments, coordinated by the Police Chief.

Budget Detail	**2010 Actual**	**2011 Actual**	**2012 Appropriated**	**2013 Recommended**	**2012 vs. 2013 $ (+/-)**	**% (+/-)**
Repairs/Maintenance Equipment	$ -	$ -	$ -	$ 24,000	$ -	100.00%
Professional Development	$ -	$ -	$ -	$ 2,500	$ -	100.00%
Supplies - Miscellaneous	$ -	$ -	$ -	$ 5,000	$ -	100.00%
Technical/Professional Services	$ 3,414	$ 2,020	$ 4,100	$ 4,100	$ -	0.00%
Tech/Professional Services	**$ 3,414**	**$ 2,020**	**$ 4,100**	**$ 35,600**	**$ 31,500**	**768.29%**
Total Emergency Management	**$ 3,414**	**$ 2,020**	**$ 4,100**	**$ 35,600**	**$ 31,500**	**768.29%**

Line-Item Detail:

Repairs/Maintenance: [PIR Add] Maintenance Fee for CodeRed Community Notification System ($21,710); maintenance of radio systems in EOC and technical equipment necessary to maintain operations.
Professional Development: [PIR Add] Attendance and training of EMD and other Emergency Operations Managers in Emergency Management as required or recommended by Federal Homeland Security Department.
Supplies/Miscellaneous: [PIR Add] Printing, office supplies, software, storage cabinets, laptops and accessories
Technical/Professional Services: Provides for technical assistance in emergency management plan updating and certification.

Town of Natick

Home of Champions

Department: Parking Enforcement

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Salaries						
Personnel Services	22,463	19,199	31,909	31,950	41	0.13%
Total Operating Expenses	**22,463**	**19,199**	**31,909**	**31,950**	**41**	**0.13%**
Operating Expenses						
Purchase of Services	7,472	238	8,500	8,500	0	0.00%
Technical & Professional Serv.	59,364	67,446	61,000	61,500	500	0.82%
Supplies	696	940	2,900	3,000	100	3.45%
Total Operating Expenses	**67,532**	**68,624**	**72,400**	**73,000**	**600**	**0.83%**
Total Parking Enforcement	**89,996**	**87,823**	**104,309**	**104,950**	**641**	**0.6%**

Mission:

Enforce parking bylaws in the downtown Natick area thru monitoring and ticketing as applicable.

Goals:

In addition to our mission, we would like to eventually replace the meters as funds become available.

Budget Overview:

I. Main Purpose of the Department

Provides parking enforcement primarily in the "Downtown" area including the Parking Clerk and ticketing staff salaries. The budget includes all necessary funding for ticket supplies & materials, meter equipment, parking passes and stickers, and the costs of the lease of the parking lot from St. Patrick's Church.

II. Recent Developments

There is a need to replace and / or refurbish the meter housing that are several decades old.

III. Current Challenges

Replacement of the equipment within the limited available funding.

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

Relocation of the Parking Enforcement budget under the control of the Natick Police Department. Restoration in the budget for repair and maintenance of meters will allow staff to keep pace with the replacement / refurbishment of aging equipment , but a longer-term solution should be explored.

V. On the Horizon

Nothing

Performance Indicators	2009	2010	2011	2012	2013
Workload Measures					
Number of parking tickets issued by Parking Control Officer	3211	3012	3500*	3500*	3500*
Number of meters maintained	350	350	350*	350*	350*

**Estimates*

Town of Natick

Home of Champions

Department: Parking Enforcement

Staffing	2009	2010	2011	2012	2013
Parking Clerk	0.05	0.05	0	0	0
Parking Enforcement Officer	0.8	0.8	0.8	0.75	0.75
Total FTE	**0.85**	**0.85**	**0.8**	**0.75**	**0.75**
Total FT/PT	**3 PT**	**3 PT**	**3 PT**	**3 PT**	**3 PT**

Notes

The Finance Director has taken over the duties of Parking Clerk. He is budgeted under the Collector's Budget. The Natick Police Department has staffed the Parking Enforcement Officer position with multiple individuals working part-time effective 2008. This arrangement is under further review with the transition of all Parking Enforcement function back to the Natick Police Department.

Budget Overview

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Salaries Operational Staff	22,463	19,199	31,909	31,950	41	0.1%
Personnel Services	**22,463**	**19,199**	**31,909**	**31,950**	**41**	**0.1%**
Repairs/Maintenance Equipment	7,472	238	8,500	8,500	0	0.0%
Purchase of Services	**7,472**	**238**	**8,500**	**8,500**	**0**	**0.0%**
Parking Collection Service	3,364	17,446	11,000	11,000	0	0.0%
Lease Payment Church MBTA Lot	56,000	50,000	50,000	50,500	500	1.0%
Technical & Professional Serv.	**59,364**	**67,446**	**61,000**	**61,500**	**500**	**0.8%**
Parking Tickets/Stickers	696	940	2,900	3,000	100	3.4%
Supplies	**696**	**940**	**2,900**	**3,000**	**100**	**3.4%**
Total Parking Enforcement	**89,996**	**87,823**	**104,309**	**104,950**	**641**	**0.6%**

Line-Item Detail

Personnel Services:

Salaries: The requested budget amount represents the salaries equivalent to a 4/5 time Parking Enforcement Officer and part time Parking Clerk.

Purchase of Services:

Repairs / Maintenance Equipment: This is utilized for routine repairs to meter mechanisms. The Town is in the process of replacing the current meter housings with new or refurbished housings. These funds are used for preventative maintenance including battery replacements on the electronic meter mechanisms installed approximately six (6) years ago. An increase is requested to keep pace with replacement.

Technical/Professional Services:

Parking Collection Service: Contractual agreement with the Town of Natick's Deputy Collector for collection of delinquent parking tickets. This includes non-payment notices, warrant for collection, Registry of Motor Vehicles notification, etc.
Lease Payment / Church MBTA Lot: This represents the lease payment for the St. Patrick's Church parking lot. The lot is utilized for MBTA commuter parking. The appropriation request of $50,000 should be offset by sales of parking permits,

Supplies:

Parking Tickets / Stickers: This represents the purchase of parking tickets and other parking related sticker or notices.

Town of Natick

Home of Champions

Department: Police

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 v. 2013 $ (+/-)	% (+/-)
Salaries						
Personnel Services	4,937,332	4,983,409	5,634,841	5,745,393	110,552	1.96%
Total Salaries	**4,937,332**	**4,983,409**	**5,634,841**	**5,745,393**	**110,552**	**1.96%**
Operating Expenses						
Purchase of Services	71,572	76,972	99,000	87,500	-11,500	-11.62%
Other Services (Misc.)	67,402	52,032	62,850	63,675	825	1.31%
Tech/Professional Services	17,017	14,131	17,550	31,813	14,263	81.27%
Supplies	18,873	21,281	14,000	17,000	3,000	21.43%
Other Supplies	29,961	29,600	24,700	26,200	1,500	6.07%
Total Operating Expenses	**204,826**	**194,017**	**218,100**	**226,188**	**8,088**	**3.71%**
Other Charges & Expenditures						
Other Charges & Expenditures	7,099	2,797	9,500	7,500	-2,000	-21.05%
Total Other Charges & Expend.	**7,099**	**2,797**	**9,500**	**7,500**	**-2,000**	**-21.05%**
Total Police	**5,149,257**	**5,180,223**	**5,862,441**	**5,979,081**	**116,640**	**1.99%**

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.

Town of Natick

Home of Champions

Department: Police

Goals:

Accreditation

To begin a thorough evaluation and assessment of policies and procedures of the organization with the ultimate goal to attain Accreditation Certification from the Massachusetts Police Accreditation Commission

Performance Measurement

To develop standards, guidelines and indicators that better demonstrate the tasks and operations performed by the organization

Partnerships

Continue the working relationship with the Natick Mall, Natick Housing Authority, MetroWest Medical Center, Natick Public Schools and other organizations for the betterment of the community. Emphasis will be focused on addressing issues around alcohol and drug use amongst the youth in town.

Budget Overview:

Recent Developments

For FY 12 the department took a big step to moving forward by naming Chief James Hicks the permanent Chief in March 2011. This was the most important development for the organization and will allow the department to begin to plan for the future. For the FY 12 budget, the department was able to maintain all positions funded for FY 11. In order to assist the overall town budgeting process the department agreed to delay filling one Lieutenant's position and a Sergeant position. These positions were filled in October 2011 bringing the department to its authorized strength. This allowed the department to maintain the Middle School Resource Officer.

The department focused on information sharing with the residents and businesses of the community. With the initiation of a Facebook page and Twitter account we have been able to share important information with the public in a timely manner. This has been very positively received at no cost to the organization.

Pursuing grants continues to be a critical method to operate the organization given the fiscal position of the town. In FY 11 we received the State 911 Department's Training Grant for $12,890 for training of current and new dispatchers. We also continued to receive a second grant from the State 911 Department, Public Safety Answering Point Grant, that provided $78,748 that went directly towards operations of the dispatch function including overtime and salary for part-time dispatchers. FY 11 was a difficult year for grants and it is becoming clear that grants have become less available and extremely competitive.

On the Horizon

FY 13 will begin with a department at its authorized strength and with Town Meeting's support two additional officers. Even with this additional personnel, we face many challenges. The demands and requests of the community are not all being met due to lack of resources (personnel). We sincerely hope to address many but not all of these concerns with two additional officers. In addition, the state has cancelled all in-service training due to budget constraints. This now places this responsibility back on each department. This will be a challenge to the organization both from a management perspective and a financial impact. In addition, we are facing further mandates from the Commonwealth to institute Emergency Medical Dispatching and additional training for dispatchers. These mandates will be a challenge but it will not dissuade us from our goals and objectives.

Town of Natick

Home of Champions

Department: Police

Staffing	Rank	2009	2010	2011	2012	2013
Chief of Police	Chief	1	1	0.5	1	1
Interim Chief of Police	Lt.	0	0	0.5	0	0
Executive Officer	Lt.	1	0	0.5	1	0
Executive Officer/Inv. Svcs. Commander	Lt.	0	1	1	0	1
Operations (Patrol) Division Commander	Lt.	1	1	1	0.75	1
Investigative Services Division Commander	Lt.	1	0	0	1	0
Info. Serv. & Comm. Division Commander	Lt.	1	0	0	0	0
Operations Commander	Lt.	0	0	1	1	0
Special Operations Commander	Lt.	0	1	0	0	0
Public Information Officer/Report Review	Lt.	0	1	0	0	0
Administration/Traffic Division Commander	Lt.	0	0	0	0	1
Records/Support Svcs Division Commander	Lt.	0	0	0	0	1
Administrative Services	Sgt.	1	1	1	1	1
Report Review	Sgt.	0	0	1	0	0
Planning Supervisor	Sgt.	0	0	0	0	0
Patrol Sergeants	Sgt.	9	9	9	9.75	10
Traffic Safety Officer	Sgt.	1	0	0	0	0
Patrol Officers	Ofc.	30	29	28	28	31
General Investigators	Det.	4	4	4	4	4
Narcotics Investigators	Det.	2	2	2	2	2
Youth Services Investigator	Det.	1	1	1	1	1
Middle School Resource Officer	Ofc.	0	0	1	1	1
Animal Control Officer	N/A	1	1	1	1	1
School Traffic Supervisors	N/A	2.27	1.66	1.88	1.88	1.88
Records Unit Dept. Assistant	N/A	1.85	1.85	1.85	1.85	1.85
Court Liaison Officer	Off.	1	1	1	1	0
Executive Assistant	N/A	1	1	1	1	1
Dispatch Supervisor	Disp S.	1	0	0	0	0
Dispatchers	Disp.	9	9	9	9	9
Total FTE Count		**70.1**	**66.5**	**67.2**	**67.2**	**69.7**
Total Actual Personnel		**82.0**	**75.0**	**77.0**	**77.0**	**79.0**

Department: Police

Organizational Chart

Town of Natick

Home of Champions

Department: Police

Performance Indicators *(calendar year)*	2008	2009	2010	2011	2012
Workload Indicators					
Enforcement					
Number of crimes	1501	1526	1655	2071	N/A
Number of individuals processed for criminal activity					
- adults	1275	1248	1051	1153	N/A
- juveniles	184	216	113	81	N/A
Traffic					
Number of Motor Vehicle Citations					
- Civil Infractions	2007	1714	1321	1002	N/A
- Written Warnings	1628	1551	1335	1349	N/A
- Arrests	469	426	281	155	N/A
- Criminal Complaints	561	572	527	361	N/A
- OUI	89	82	59	67	N/A
Crash particulars					
- Total Crashes	926	825	879	876	N/A
- Fatal Injury	1	2	4	0	N/A
- Non-fatal injury	201	153	191	138	N/A
Dispatch					
Number of 911 calls received	7677	6692	6996	6878	N/A
Number of service calls dispatched					
- police (with crime)	3020	2870	3008	2944	N/A
- police (without crimes)	36171	34224	35571	36662	N/A
- Fire/EMS	5632	4218	4362	4811	N/A
Animal Control					
Number of animal calls responded to					
- Domestic	412	302	244	216	N/A
- Wildlife	183	177	125	150	N/A
High Impact Calls (Time Spent In Hours)					
911 Hang Up	296.9	263.1	202.0	167.4	N/A
Alarm Burglar	646.0	521.7	534.5	542.6	N/A
Alarm Hold-Up	8.6	10.1	7.9	4.3	N/A
Annoying Phone Call	59.2	54.3	33.5	31.6	N/A
Arrest	101.6	115.7	90.3	112.9	N/A
Assault	241.2	173.6	225.1	157.6	N/A
Assist Citizen	517.2	511.5	499.2	627.3	N/A
Assist Other Agency	359.5	299.4	385.5	356	N/A
B&E Motor Vehicle	188.7	186.5	108.5	59.9	N/A
Burglary (B&E)	306.5	283.3	408.7	199.7	N/A
Disturbance	935.4	771.0	556.0	463.3	N/A
Domestic	515.3	469.1	442.7	518.6	N/A
Larceny/Forgery/Fraud	824.7	901.7	682.7	844.4	N/A
Lost/Stolen Plate	18.0	17.0	10.6	21.2	N/A
Missing Child	122.2	70.3	125.3	131.4	N/A
Missing Person	127.3	75.8	86.6	143.5	N/A
MV Crash	2353.3	2154.3	2207.4	2326.8	N/A

Town of Natick

Home of Champions

Department: Police

Performance Indicators *(calendar year)*	**2008**	**2009**	**2010**	**2011**	**2012**
MV Crash Private Property	146.1	111.8	76.8	88.3	N/A
MV Crash With Injury	541.4	476.7	555.1	412	N/A
MV Cras w/Injury Rt 9	170.3	162.2	263.5	186.5	N/A
Noise Complaint	0.0	12.1	113.9	158.7	N/A
Remove Unwanted	125.7	163.2	163.2	110.7	N/A
Robbery	7.1	49.6	49.6	49.6	N/A
Serve Warrant	60.3	60.3	26.9	128.2	N/A
Shoplifting	607.2	961.7	723.9	600.8	N/A
Solicitor	24.1	38.8	21.5	6	N/A
Sudden Death	76.7	104.6	76.7	90.6	N/A
Suspicious Activity	957.2	965.8	859.7	960.1	N/A
Vandalism	202.0	189.2	137.9	147.8	N/A
Violation Of RO	78.8	83.5	78.8	74.2	N/A
OUI	445.0	400.0	290.0	335	N/A

	2008	**2009**	**2010**	**2011**	**2012**
Efficiency Indicators					
Avg. Response Time (Police)	5.73 min	5.6 min	5.56 min	5.31 min	N/A
Number of 911 calls answered per FTE (Dispatch)	767.70	743.56	777.33	764.22	N/A
Number of service calls per FTE (Patrol)	979.78	976.16	1042.68	1049.17	N/A
Number of investigations per FTE (investigator)	N/A - Indicator under development				

	2008	**2009**	**2010**	**2011**	**2012**
Outcome Indicators					
Reported Crime Rates (Crimes per 1000 citizens)	46.60	47.38	50.14	62.75	N/A
Number of accidents per 1,000 residents					
- Fatal Injury	0.03	0.06	0.12	0.00	N/A
- Non-fatal injury	6.24	4.64	5.79	4.18	N/A
Percent of assigned crimes cleared Investigations	N/A - Indicator under development				

Town of Natick

Home of Champions

Department: Police

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 v. 2013 $ (+/-)	2012 v. 2013 % (+/-)
Salaries Management	$ 350,390	$ 395,768	$ 543,897	$ 563,180	$ 19,283	3.55%
Salaries Supervisory	$ 676,208	$ 691,109	$ 923,162	$ 925,545	$ 2,383	0.26%
Salaries Operational Staff	$ 2,489,926	$ 2,546,867	$ 2,703,973	$ 2,747,886	$ 43,913	1.62%
Salaries Non-Uniform Staff	$ 124,336	$ 127,021	$ 129,905	$ 128,360	$ (1,545)	-1.19%
Management Additional Comp	$ 116,780	$ 80,167	$ 53,963	$ 55,304	$ 1,341	2.49%
Supervisory Additional Comp	$ 209,242	$ 139,232	$ 107,452	$ 110,347	$ 2,895	2.69%
Operational Staff Additional Comp	$ 589,508	$ 594,108	$ 648,195	$ 690,970	$ 42,775	6.60%
Non-Uniform Staff Additional Comp	$ -	$ -	$ 493	$ -	$ (493)	-100.00%
Court Overtime						
Supervisory Overtime	$ 10,834	$ 10,892	$ 22,986	$ 22,986	$ -	0.00%
Operational Staff Overtime	$ 65,477	$ 43,726	$ 71,199	$ 71,199	$ -	0.00%
Regular Overtime						
Management Overtime	$ 33,953	$ 61,524	$ 19,590	$ 19,590	$ -	0.00%
Supervisory Overtime	$ 74,240	$ 86,660	$ 125,061	$ 125,061	$ -	0.00%
Operational Staff Overtime	$ 195,151	$ 204,910	$ 282,508	$ 282,508	$ -	0.00%
Non-Uniform Staff Overtime	$ 1,287	$ 1,425	$ 2,457	$ 2,457	$ -	0.00%
Personnel Services	**$ 4,937,332**	**$ 4,983,409**	**$ 5,634,841**	**$ 5,745,393**	**$ 110,552**	**1.96%**
Repairs & Maint Equipment	$ 1,385	$ 755	$ 4,000	$ 3,000	$ (1,000)	-25.00%
In State Travel/Meetings	$ 378	$ 437	$ 1,500	$ 1,000	$ (500)	-33.33%
Out of State Travel	$ 1,640	$ 1,286	$ 1,000	$ 1,500	$ 500	50.00%
Communication Telephone	$ 21,342	$ 19,848	$ 23,000	$ 23,000	$ -	0.00%
Dues & Subscriptions	$ 4,377	$ 7,861	$ 6,500	$ 9,000	$ 2,500	38.46%
Training & Education	$ 7,173	$ 7,006	$ 25,000	$ 25,000	$ -	0.00%
Professional Services Selection	$ 1,089	$ 3,434	$ 2,000	$ 2,000	$ -	0.00%
Communication Postage	$ 1,504	$ 1,650	$ 2,000	$ 2,000	$ -	0.00%
Copy/Mail Center Fees	$ 8,862	$ 9,907	$ 9,000	$ -	$ (9,000)	-100.00%
Maintenance Contract Radios	$ 15,290	$ 21,369	$ 21,000	$ 17,000	$ (4,000)	-19.05%
Other Services: Misc.	$ 8,534	$ 3,420	$ 4,000	$ 4,000	$ -	0.00%
Purchase of Services	**$ 71,572**	**$ 76,972**	**$ 99,000**	**$ 87,500**	**$ (11,500)**	**-11.62%**
Clothing Allowance Management	$ 4,220	$ 4,250	$ 4,300	$ 4,300	$ -	0.00%
Clothing Allowance Supervisory	$ 12,147	$ 9,291	$ 11,825	$ 11,825	$ -	0.00%
Clothing Allowance Operational	$ 35,730	$ 31,962	$ 34,950	$ 35,775	$ 825	2.36%
Clothing Equipment/Replacement	$ 15,305	$ 6,529	$ 11,775	$ 11,775	$ -	0.00%
Other Services (Misc.)	**$ 67,402**	**$ 52,032**	**$ 62,850**	**$ 63,675**	**$ 825**	**1.31%**
Communication Photocopying	$ 1,917	$ 1,601	$ 2,000	$ 2,000	$ -	0.00%
Communication Teleprocessing	$ 15,100	$ 12,530	$ 15,550	$ 29,813	$ 14,263	91.72%
Tech/Professional Services	**$ 17,017**	**$ 14,131**	**$ 17,550**	**$ 31,813**	**$ 14,263**	**81.27%**
Office Supplies: Stationery	$ 18,873	$ 21,281	$ 14,000	$ 17,000	$ 3,000	21.43%
Supplies	**$ 18,873**	**$ 21,281**	**$ 14,000**	**$ 17,000**	**$ 3,000**	**21.43%**
Supplies Other	$ 3,870	$ 2,383	$ 2,500	$ 2,500	$ -	0.00%
Supplies Public Safety	$ 23,517	$ 25,925	$ 18,500	$ 20,000	$ 1,500	8.11%
Supplies Photographic	$ 632	$ 534	$ 1,500	$ 1,500	$ -	0.00%
Supplies Prisoners	$ 814	$ 545	$ 1,200	$ 1,200	$ -	0.00%

Town of Natick

Home of Champions

Department: Police

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 v. 2013 $ (+/-)	2012 v. 2013 % (+/-)
Supplies Safety Equipment	$ 1,127	$ 212	$ 1,000	$ 1,000	$ -	0.00%
Other Supplies	**$ 29,961**	**$ 29,600**	**$ 24,700**	**$ 26,200**	**$ 1,500**	**6.07%**
Care of Stray Animals	$ 2,500	$ 2,227	$ 7,000	$ 5,000	$ (2,000)	-28.57%
Motorcycle Repairs/Maint	$ 4,599	$ 571	$ 2,500	$ 2,500	$ -	0.00%
Other Charges & Expenditures	**$ 7,099**	**$ 2,797**	**$ 9,500**	**$ 7,500**	**$ (2,000)**	**-21.05%**
Total Police	**$ 5,149,257**	**$ 5,180,223**	**$ 5,862,441**	**$ 5,979,081**	**$ 116,640**	**1.99%**

Line-Item Detail

Personnel Services:

SALARIES MANAGEMENT : Contractually obligated salaries for Chief of Police (PB) and 4 Lieutenants (NEPBA 82)
SALARIES SUPERVISORY : Contractually obligated salaries and appropriate Night Differential for 11 Sergeants (NEPBA 82)
SALARIES OPERATIONAL STAFF : Contractually obligated salaries and appropriate Night Differential for 38 Patrol Officers (NPPOA), 9 Dispatchers (SEIU 888), 1 Animal Control Officer (PB) and 11 Crossing Guards
SALARIES NON-UNIFORM STAFF : Contractually obligated salaries for 1 Executive Assistant (1116), 1 FT Department Assistant (1116) and 1 PT Department Assistant (1116)
MANAGEMENT ADDITIONAL COMP : Contractually obligated stipends for Longevity, Holidays and In-Service Incentive for Chief of Police and 4 Lieutenants
SUPERVISORY ADDITIONAL COMP : Contractually obligated stipends for Longevity, Holidays and In-Service Incentive for 11 Sergeants
OPERATIONAL STAFF ADDITIONAL COMP : Contractually obligated stipends for Longevity, Education (Quinn Bill), Specialty Positions, On Call, COMP STAT/Technology Proficiency, Holidays, Community and In-Service Incentives for 37 Patrol Officers; Also includes contractually obligated stipends for Longevity, Holidays, and In-Service Incentive for 9 Dispatchers
NON-UNIFORM STAFF ADDITIONAL COMP : Contractually obligated stipend for Longevity for Clerical Personnel
SUPERVISORY COURT OVERTIME : Consists of beyond tour of duty Court Appearances required of 11 Sergeants
OPERATIONAL STAFF COURT OVERTIME : Consists of beyond tour of duty Court Appearances required of 37 Patrol Officers
MANAGEMENT OVERTIME : Consists of work performed beyond regular tours of duty by 4 Lieutenants, including, but not limited to Vacant Shifts, Parades, Boston Marathon, Training, Administrative Functions, etc.
SUPERVISORY OVERTIME : Consists of work performed beyond regular tours of duty by 11 Sergeants, including , but not limited to Vacant Shifts, Extended Tours of Duty, Public Events, Training, etc.
OPERATIONAL STAFF OVERTIME : Consists of work performed beyond regular tours of duty by 37 Patrol Officers and 9 Dispatchers, including , but not limited to Vacant Shifts, Extended Tours of Duty, Public Events, Training, etc.
NON-UNIFORM STAFF OVERTIME : Consists of work performed beyond regularly scheduled hours for Clerical Staff including, but not limited to Holiday Coverage, Vacation Coverage, etc.

Purchase of Services:

REPAIRS & MAINT EQUIPMENT : Consists of repairs to RADARs , LIDARs, and other equipment
IN STATE TRAVEL/MEETINGS : Consists of costs associated with the Department vehicles' FAST LANE usage and other travel within the state
OUT OF STATE TRAVEL : Includes travel to the IACP Conference and any other beneficial Out Of State Trainings
COMMUNICATION TELEPHONE : Includes Department-issued Telephones, Telephone System, Local and Long Distance Service and Interpreter Line Assistance
DUES & SUBSCRIPTIONS : Consists of dues associated with memberships in organizations such as METLEC, IACP, NESPIN, FBINAA and PERF, Child Safety Seat certifications and Massachusetts Police Accreditation Commission membership
TRAINING & EDUCATION : Consists of contractually obligated College Incentive and assignment of Department members to assorted seminars/trainings based on applicability and aptitude
PROFESSIONAL SERVICES SELECTION : Includes items such as Outside Range Supervision, Personal History Questionnaire Analysis, and other professional services

Police Department

Purchase of Services:

COMMUNICATION POSTAGE : Consists mainly of Federal Express deliveries ranging from Grant Delivery to Equipment Repairs and IKON Postage charges
COPY/MAIL CENTER FEES : Formerly included Copy Jobs performed at the IKON Copy Center
MAINTENANCE CONTRACT RADIOS : Consists of the Motorola Maintenance Agreement and Non-Contracted Repairs & Replacements
OTHER SERVICES: MISCELLANEOUS : Includes New Employee Health Screenings and Frederick C. Conley Public Safety Training Center supplies

Other Services (Misc.)
CLOTHING ALLOWANCE MANAGEMENT : Contractually obligated Clothing Stipend/Allowance for 4 Lieutenants
CLOTHING ALLOWANCE SUPERVISORY : Contractually obligated Clothing Stipend/Allowance for 11 Sergeants
CLOTHING ALLOWANCE OPERATIONAL : Contractually obligated Clothing Stipend/Allowance for 37 Patrol Officers, 9 Dispatchers and 1 Animal Control Officer
CLOTHING EQUIPMENT/REPLACEMENT : Miscellaneous Clothing/Equipment expenses such as equipping new Officers, outfitting Crossing Guards, etc.

Technical & Professional Services:
COMMUNICATION PHOTOCOPYING : Primarily supports the Detectives Fax, Dispatch Copier/Fax and DSS Recorder Maintenance Agreements
COMMUNICATION TELEPROCESSING : Includes CJIS Computer Equipment Maintenance Agreements, Dictation System Maintenance Agreement, and CDMA Lines for Cruiser Laptops

Supplies:
OFFICE SUPPLIES: STATIONERY : Includes Yearly Diaries for all Department members, Business Cards and assorted Office Supplies

Other Supplies:
SUPPLIES OTHER : Consists mainly of Water and First Aid Supplies
SUPPLIES PUBLIC SAFETY : Includes Range Supplies, Evidence Processing Materials and Cruiser Equipment
SUPPLIES PHOTOGRAPHIC : Includes supplies required for the production of crime bulletins, evidentiary photographs, firearms permits processing and Fingerprint & Photograph sessions
SUPPLIES PRISONERS : Includes Prisoner Food and Blankets
SUPPLIES SAFETY EQUIPMENT : Includes Traffic Cones, Meter Bags and “No Parking” Signs for Boston Marathon and other public events

Other Charges & Expenditures:
CARE OF STRAY ANIMALS : Shelter, Treatment and/or Disposal of Stray, Unclaimed or Dead Animals
MOTORCYCLE REPAIRS/MAINTENANCE: Incidental repairs of the Department’s 3 leased motorcycles

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Town of Natick

Home of Champions

Department: Fire

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries						
Personnel Services	$ 6,209,143	$ 6,614,962	$ 6,982,577	$ 7,184,411	$ 201,835	2.89%
Total Salaries	**$ 6,209,143**	**$ 6,614,962**	**$ 6,982,577**	**$ 7,184,411**	**$ 201,835**	**2.89%**
Operating Expenses						
Purchase of Services	$ 41,523	$ 42,211	$ 49,100	$ 46,800	$ (2,300)	-4.68%
Other Services (Misc.)	$ 51,225	$ 50,961	$ 55,225	$ 58,600	$ 3,375	6.11%
Supplies	$ 6,643	$ 6,299	$ 6,800	$ 7,000	$ 200	2.94%
Other Supplies	$ 51,765	$ 67,798	$ 59,500	$ 77,500	$ 18,000	30.25%
Total Operating Expenses	**$ 151,156**	**$ 167,269**	**$ 170,625**	**$ 189,900**	**$ 19,275**	**11.30%**
Total Fire	**$ 6,360,299**	**$ 6,782,230**	**$ 7,153,202**	**$ 7,374,311**	**$ 221,110**	**3.09%**

Mission:

The mission of the Natick Fire Department is to provide and deliver a wide variety of public safety services. This shall include, but is not limited to Fire Suppression, Fire Prevention, Emergency Medical Care and Advanced life Support, various Technical Rescue capabilities, Emergency Planning , Disaster Mitigation and Life Safety Education. This Mission shall always be accomplished with a
focus on Customer Service and Professionalism.

Goals:

- Complete radio frequency conversion from VHF to UHF and narrowband our frequencies. This is a Federal Mandate that must be completed by January 1st 2013.
- In collaboration with Police Chief, implement Emergency Medical Dispatch (EMD). This is a State mandate that must be completed by June 30th 2012.
- Pursue the reorganization of the administrative offices of the NFD. (This may require collective bargaining. The objective is to improve budgeting, payroll submission and data collection, retention and retrieval.)
- Continue to improve EMS delivery and Monitor CQA/CQI
- Continue work on S.O.P.'s for Fire Department Operations and Dispatch.
- Review the Towns I.S.O. rating and attempt to make improvements.
- Assist the Police Chief in efforts to improve the Towns Emergency Management capabilities; develop and practice comprehensive sheltering plan.
- With the Town Administrator and Board of Selectmen, evaluate reallocating mitigation moneys towards alternative goals/purposes e.g. Station upgrades, training facility and fire apparatus/vehicles.
- Explore feasibility of employing technologies to get site information/pre-plans out to mobile apparatus. Place mobil data terminal in vehicles and establish a supporting network.

Department: Fire

Goals (con't)

- Collaborate with Town Administrator and the Board of Selectmen to explore revenue enhancement opportunities:
  - Fees for Fire Department responses that require mitigation covered by insurance e.g. Jaws of Life operations, Haz/Mat mitigations, Smoke Removal and several other standard responses.
  - Additional inspectional services/safety

Budget Overview:

Main Purpose of the Department
As cited in our Department Mission Statement, The Natick Fire Departments main purpose is to provide our community with a wide variety of services. This shall include, but is not limited to Fire Suppression, Fire Prevention, Emergency Medical Care and Advanced Life Support, various Technical Rescue capabilities, Emergency Planning, Disaster Mitigation and Life Safety Education

Recent Developments
A new Ambulance has recently been purchased and placed into service. Unlike years past when we traded in our old ambulance as part of this acquisition we have retained an additional ambulance. This action has increased our ambulance fleet to (3) three. This will provide greater flexibility for ambulance repair and maintenance and will enable the Fire Department to have (2) two ambulances in service most often.

A new Car-2 was purchased this year. Car-2 is the Command Vehicle deployed by the Deputy Fire Chiefs.

The Fire Department initiated a Emergency Vehicle Operator, Driver Safety Program this year. The goal of this training is to decrease the incidence of property damage and the likelihood of personal injury.

Current Challenges
Keeping pace with the fast paced building boom in Natick continues to be our greatest challenge. The calls for service will predictably continue to increase . The need to deliver these critical services in spite of the financial constraints facing the Town will be paramount.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact
Ambulance billing revenues may increase again. These monies are deposited into the general fund and therefore should provide additional monies for the community as a whole.

The Chief will seek Town Meeting's approval to fill the five (5) vacancies that have been left open since the early retirement incentive of May 1st, 2009. Filling these positions would decrease the Fire Departments Overtime significantly and more importantly benefit the long term health of this work force.

On the Horizon
Decisions will have to be made in the near future on the fate of the West Natick fire station and the manpower that will be needed to meet the growing demands of the community. The Department will continue to evaluate alternative staffing plans. The Department will create a replacement cycle and a sustainable funding source for turnout gear. The Town should look to fund a training facility to help facilitate firefighting skill maintenance. Recent and ongoing construction trends make it necessary for the Town to fund an Aerial Platform as Natick's primary Ladder Truck.

Town of Natick

Home of Champions

Department: Fire

Staffing (Fiscal Year)	2009	2010	2011	2012	2013
Fire Chief	1	1	1	1	1
Deputy Chief	5	5	5	5	5
Captains	5	5	5	5	5
Lieutenants	15	15	15	15	15
Firefighters	56	51	51	51	56
Executive Administrative Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Fire Prevention Officer	1	1	1	1	1
Assistant Fire Prevention Officer	1	1	1	1	1
Training Officer - Captain	1	1	1	1	1
Superintendant of Communications	1	1	1	1	1
Total FTE	**88**	**83**	**83**	**83**	**88**
Total FT/PT	**88 FT / 0 PT**	**83 FT / 0 PT**	**83 FT / 0 PT**	**83 FT / 0 PT**	**88 FT / 0 PT**

Notes

EMT - Paramedic's - Total 26.
EMT - Intermediate's - Total 15
EMT's - Total 44
All the above totals include all personnel. Deputy's, Captains, Lieutenants, Firefighters.

Performance Indicators (Calendar Year)	2009	2010	2011	2012	2013
Workload Indicators - Calls					
Fire Suppression					
Fire/Explosion	104	139	96	N/A*	N/A*
Overpressure Rupture	2	5	7	N/A*	N/A*
Emergency Medical Response					
Rescue Call	2889	2754	2810	N/A*	N/A*
Hazardous Condition	324	340	565	N/A*	N/A*
Service Call	327	609	484	N/A*	N/A*
Good Intent Call	184	214	235	N/A*	N/A*
False Alarms	552	560	659	N/A*	N/A*
Severe Weather/Natural Disaster	1	16	28	N/A*	N/A*
Special Type/Complaint	11	22	29	N/A*	N/A*
Undetermined	0	0	10	N/A*	N/A*
Total All Calls (w/o Mutual Aid)	***4394***	***4659***	***4923***	***N/A****	***N/A****
Mutual Aid Calls					
- Calls for Fire & EMS Given	88	109	121	N/A*	N/A*
- Calls for Fire & EMS Received	91	79	93	N/A*	N/A*

Town of Natick

Home of Champions

Department: Fire

Performance Indicators (Calendar Year) con't

	2009	2010	2011	2012	2013
Workload Indicators - All Other					
Prevention					
Number of smoke detector inspections	453	450	450	N/A*	N/A*
Number of quarterly inspections	36	36	36	N/A*	N/A*
Visits to schools	100	100	100	N/A*	N/A*
Training					
Number of training sessions for fire	70	70	70	N/A*	N/A*
Number of training sessions for EMS	65	65	65	N/A*	N/A*

	2009	2010	2011	2012	2013
Efficiency Indicators					
Percent of Fire Department EMT certified	N/A - Indicator under development				
Percent of Fire Dept. Paramedic certified	N/A - Indicator under development				
Avg. Response Time (All Calls)	N/A - Indicator under development				

	2009	2010	2011	2012	2013
Outcome Indicators					
Percent of EMS service recipients rating services as good or better	N/A*	N/A*	N/A*	N/A*	N/A*
Percent of quarterly inspections completed on time	100	100	100	100	100

Notes:

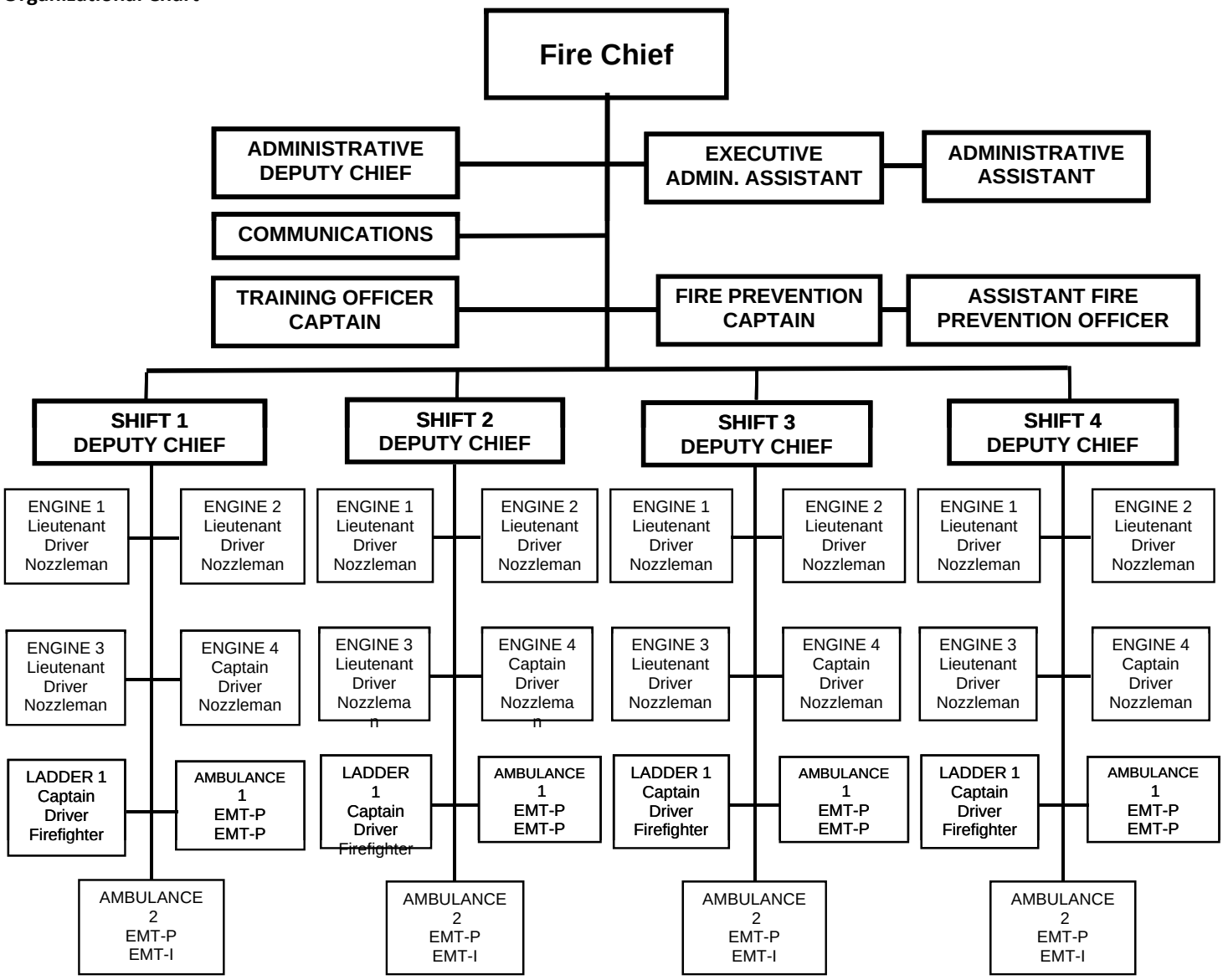
* Not Available at this time. Some infroamtion forthcoming; although a lot of data is available and frequently used by the Natick Fire Department in the daily course of operations, the Department at this time is not prepared to forecast the quantity of future fires or emergency response calls. Additional performance indicators and measurement data will be available in later Fiscal Years as we work to provide the most useful data to policymakers as they evaluate our request for resources to protect the citizens of Natick.

Town of Natick

Home of Champions

Department: Fire

Organizational Chart



Notes:

Not all compliments are fully staffed at levels shown above. Budget accounts for staffing of 20 personnel/shift.
Minimum manning level as of FY 2013 is 17/shift.

Town of Natick

Home of Champions

Department: Fire

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	% (+/-)
Salaries Management	$ 476,163	$ 476,210	$ 512,441	$ 526,377	$ 13,936	2.72%
Salaries Supervisory	$ 1,225,270	$ 1,242,965	$ 1,298,661	$ 1,298,298	$ (364)	-0.03%
Salaries Operational Staff	$ 2,720,520	$ 2,728,771	$ 2,915,650	$ 3,125,948	$ 210,298	7.21%
Salaries Technical/Professional	$ 259,484	$ 245,235	$ 264,625	$ 264,548	$ (77)	-0.03%
Management Additional Comp	$ 113,612	$ 122,794	$ 131,762	$ 118,093	$ (13,669)	-10.37%
Supervisory Additional Comp	$ 258,710	$ 290,790	$ 297,986	$ 309,421	$ 11,435	3.84%
Operational Staff Additional Comp	$ 540,974	$ 614,921	$ 645,790	$ 758,970	$ 113,180	17.53%
Tech/Prof Additional Comp	$ 71,279	$ 68,945	$ 72,131	$ 80,792	$ 8,661	12.01%
FLSA Costs	$ -	$ 8,809	$ -	$ 42,000	$ 42,000	100.00%
Sub-total Salaries & Other Comp.	*$ 5,666,012*	*$ 5,799,440*	*$ 6,139,046*	*$ 6,524,446*	$ 385,401	6.28%
Regular Overtime						
Management Overtime	$ 48,561	$ 59,264	$ 77,109	$ 82,500	$ 5,391	6.99%
Supervisory Overtime	$ 155,666	$ 234,092	$ 173,612	$ 185,000	$ 11,388	6.56%
Operational Staff Overtime	$ 219,456	$ 391,135	$ 428,388	$ 214,965	$ (213,423)	-49.82%
Tech/Prof Overtime	$ 18,592	$ 7,459	$ 45,902	$ 45,000	$ (902)	-1.96%
Sub-total Regular Overtime	*$ 442,275*	*$ 691,950*	*$ 725,011*	*$ 527,465*	*$ (197,546)*	*-27.25%*
All Other Overtime						
Management Overtime	$ 6,960	$ 24,513	$ 15,226	$ 20,000	$ 4,774	31.35%
Supervisory Overtime	$ 20,027	$ 21,962	$ 23,796	$ 25,000	$ 1,204	5.06%
Operational Staff Overtime	$ 67,193	$ 69,448	$ 67,600	$ 72,500	$ 4,900	7.25%
Tech/Prof Overtime	$ 6,676	$ 7,649	$ 11,898	$ 15,000	$ 3,102	26.07%
Sub-total All Other Overtime	*$ 100,856*	*$ 123,572*	*$ 118,520*	*$ 132,500*	*$ 13,980*	*11.80%*
Personnel Services	**$ 6,209,143**	**$ 6,614,962**	**$ 6,982,577**	**$ 7,184,411**	**$ 201,835**	**2.89%**
Repairs & Maint. Communications Equip.	$ 9,370	$ 4,854	$ 9,500	$ 9,500	$ -	0.00%
Communication Telephone	$ 12,320	$ 12,050	$ 10,000	$ 12,500	$ 2,500	25.00%
Laundry Service	$ 2,984	$ 279	$ 300	$ 300	$ -	0.00%
Training & Education	$ 2,295	$ 5,741	$ 12,000	$ 12,000	$ -	0.00%
Copy/Mail Center Fees	$ 4,659	$ 6,215	$ 4,800	$ -	$ (4,800)	-100.00%
Dues/Subscriptions	$ -	$ 2,378	$ 3,500	$ 3,500	$ -	0.00%
Fire Apparatus Equipment	$ 5,130	$ 4,928	$ 5,000	$ 5,000	$ -	0.00%
Training Mall Related Expense	$ 2,163	$ 3,140	$ -	$ -	$ -	0.00%
Other Services Miscellaneous	$ 2,603	$ 2,625	$ 4,000	$ 4,000	$ -	0.00%
Purchase of Services	**$ 41,523**	**$ 42,211**	**$ 49,100**	**$ 46,800**	**$ (2,300)**	**-4.68%**
Clothing Allowance Mgmt	$ 7,000	$ 7,000	$ 7,250	$ 7,250	$ -	0.00%
Clothing Allowance Supervisory	$ 12,500	$ 12,500	$ 13,500	$ 13,500	$ -	0.00%
Clothing Allowance Oper. Staff	$ 29,900	$ 31,461	$ 31,875	$ 35,250	$ 3,375	10.59%
Clothing Allowance Tech/Prof	$ 1,825	$ -	$ 2,600	$ 2,600	$ -	0.00%
Other Services (Misc.)	**$ 51,225**	**$ 50,961**	**$ 55,225**	**$ 58,600**	**$ 3,375**	**6.11%**
Office Supplies: Stationary	$ 4,974	$ 4,500	$ 5,000	$ 5,000	$ -	0.00%
Supplies Computer	$ 1,669	$ 1,800	$ 1,800	$ 2,000	$ 200	11.11%
Supplies	**$ 6,643**	**$ 6,299**	**$ 6,800**	**$ 7,000**	**$ 200**	**2.94%**
Supplies Apparatus	$ 9,753	$ 21,227	$ 14,000	$ 22,000	$ 8,000	57.14%
Supplies Ambulance	$ 33,052	$ 33,926	$ 30,000	$ 40,000	$ 10,000	33.33%
Supplies Diving Equipment	$ -	$ 3,984	$ 4,000	$ 4,000	$ -	0.00%
Supplies Personnel	$ 8,961	$ 8,661	$ 11,500	$ 11,500	$ -	0.00%
Other Supplies	**$ 51,765**	**$ 67,798**	**$ 59,500**	**$ 77,500**	**$ 18,000**	**30.25%**
Total Fire Department	**$ 6,360,299**	**$ 6,782,230**	**$ 7,153,202**	**$ 7,374,311**	**$ 221,110**	**3.09%**

Town of Natick

Home of Champions

Department: Fire Line-Item Detail

Personnel Services:

Salaries Management - Salaries for (1) Chief and (5) Deputy Chiefs
Salaries Supervisory - Salaries for (5) Captains and (15) Lieutenants
Salaries Operational - Salaries for (56) Firefighters and (2) Administrative Personnel.
Salaries Tech/Professional - Salaries for (1) Training Officer, (2) Fire Prevention personnel and (1) Superintendent of Communications
Additional Compensation - This line includes longevity pay, EMS, educational, and Holiday Pay.
Regular Overtime - Full Overtime shifts either Ten (10) hour days or Fourteen (14) hour nights. This Overtime is used to maintain daily staffing requirements. Generally this overtime is used to fill vacancies created by vacation, sick leave , personnel days or Firefighters injured in the line of duty.
All Other Overtime -Working out of grade. Deferred Vacations, Storms, Fire Investigation, Partial Shift (held over, called in). M&M Rounds, Dive Training, Technical Rescue Training, Emergency Management, Command Staff Meetings and Miscellaneous Training.

Purchase of Services:

Repair & Maintain Communications Equipment - Purchase and maintain mobile and portable radios and fire alarm Equipment and electrical purchases, etc.
Communication Telephone - Land lines and Nextel
Laundry - Annual cleaning of blankets and bedspreads.
Training and Education - Covers mandatory CPR Recertification, Audio Visual Equipment, Courses brought into Natick, vehicle for stabilization training. P.A.T. testing for new hires.
Copy/Mail Center - Self Explanatory
In/Out State Travel - Conferences, Seminars, etc.
Dues/Subscriptions - Professional organizations, District 14 Fire Chiefs Assoc., Mass. Fire Chiefs Assoc.
Fire Apparatus Equipment - Repair of nozzles, valves and all other ancillary equipment.
Other Services-Miscellaneous - Miscellaneous small purchases.

Other Services (Misc.):

Clothing Allowance - Contractual stipend paid for uniform purchase, replacement.

Purchased Supplies:

Office Supplies - Self explanatory
Supplies Computer - Printer cartridges, paper, discs and other related supplies.

Supplies - Fire:

Supplies Apparatus - Replacement of Firefighting foam, hose replacement, SCBA (self contained breathing apparatus).
Supplies Ambulance - Re-stock day to day supplies, gloves, meds, bandages, oxygen, repair and replacement of all EMS equipment. An increase in this line-item is needed due to increase calls for ambulance service and a reduction in subsidies from area hospitals and the Department of Public Health.
Supplies Diving Equipment -Yearly testing and repair, replacement of equipment.
Supplies Personnel - Turnout Gear (boots, gloves, helmets, etc.), uniforms for new hires (contractual).

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Article 14:
Motion C:
Public Works

DPW Administration
DPW Building Maintenance
DPW Energy
DPW Engineering
DPW Equipment Maintenance
DPW Highway/Sanitation
DPW Land, Forestry & Natural Resources

Finance Committee Recommendation

Motions for Section C: Public Works

Motion for Section C under Article 14:

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

DPW Administration		
Salaries	$	234,322
Expenses	$	43,490
Total DPW Administration	**$**	**277,812**
DPW Building Maintenance		
Salaries	$	-
Expenses	$	360,150
Total DPW Build. Maint.	**$**	**360,150**
DPW Energy		
Purchase of Services	$	1,535,348
Other Charges	$	1,500
Total DPW Energy	**$**	**1,536,848**
DPW Engineering		
Salaries	$	387,519
Expenses	$	100,400
Total DPW Engineering	**$**	**487,919**
DPW Equipment Maintenance		
Salaries	$	501,320
Expenses	$	269,889
Other - Capital Outlay	$	5,000
Total DPW Equip. Maint.	**$**	**776,209**
DPW Highway & Sanitation		
Salaries	$	1,327,778
Expenses	$	388,900
Other - Charges & Expenditures	$	1,461,800
Total DPW Highway & San.	**$**	**3,178,478**
DPW Land, Facilities & Nat. Resources		
Salaries	$	453,497
Expenses	$	238,045
Total DPW LF & NR	**$**	**691,542**
Motion Total	**$**	**7,308,958**

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

Tax Levy of Fiscal Year 2013	$	7,308,958
	$	**7,308,958**

SECTION C: PUBLIC WORKS

Department: DPW Administration

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the DPW Administration for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on February 16, 2012, the Finance Committee recommends Favorable Action with regard to the DPW Administration budget under Article 14, Section C, and that the sum of $277,812 be appropriated from the Tax Levy.

During the Finance Committee public hearing on February 16, 2012, the following information was noted:

- An increase in overtime costs reflects an adjustment for an error made in a prior year's budget.
- Personnel costs due to the Fair Labor Standards Act, which is consolidated in this division for the entire department, is projected to be lower due to the retirement of several senior employees whose replacements will not be eligible for longevity stipends, which are factored into this expense.
- The Equipment maintenance and repair line item reflects deletion of copy center expense due to consolidation of those costs in the Selectmen's budget.
- Increased budget for training reflects the challenges associated with replacement of a number of senior employees with less experienced new hires.

Department: DPW Building Maintenance

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the DPW Building Maintenance Department for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the DPW Building Maintenance Department budget under Article 14, Section C, and that the sum of $360,150 be appropriated from the Tax Levy.

During the Finance Committee public hearings on February 16 and March 22, 2012, the following information was noted:

- This budget assumes the approval of the proposed Facilities Management consolidation that is proposed under Article 2 of this 2012 Spring Annual Town Meeting, as well as the approval of a Consolidated Facilities Management budget under Article 14, Section G (Shared Services).
- Provisions have been made for the anticipated addition of the new Community Senior Center expected to open in FY 2013.
- Although rates for contract cleaning are increasing, the most recent analysis by the department confirms that this is still more cost effective than hiring additional personnel to perform this work. The department plans to update these analyses periodically on an ongoing basis.
- Although the addition of the new Community Senior Center will increase total maintenance and repair expense, the proposed facilities management consolidation is anticipated to offset those increases through savings on HVAC and plumbing costs resulting from bringing this work in-house.
- Based on the most recent contract with the Eliot School's tenant, which extends to 2013, the town is responsible only for minor repairs and the tenant is responsible for major repairs.
- The School Department presently employs their own HVAC technician who will be able to pick up this type of work on the municipal side, as well. It is also anticipated that the combined requirements under the consolidation will provide sufficient critical mass to justify hiring an in-house plumber.

Department: DPW Energy

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the DPW Energy budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on February 16, 2012, the Finance Committee recommends Favorable Action with regard to the DPW Energy budget under Article 14, Section C, and that the sum of $1,536,848 be appropriated from the Tax Levy.

During the Finance Committee public hearings on February 16, 2012, the following information was noted:

- Although cost of electricity is up slightly, the main factor responsible for that line item increase over FY 2012 is the anticipated addition of the new Community Senior Center. A reduction in the price of natural gas offsets all but a small increase for addition of the Community Senior Center costs. Electricity costs for the new Community Senior Center have been budgeted for the full year although the building is expected to open in September 2012.
- The shift to more fuel efficient vehicles has offset price increases in unleaded and diesel fuel.
- The street lighting expense reflects negotiation of a revised contract with NStar consistent with the LED technology. Additional grant funding is being sought which would allow the conversion program to be accelerated and potentially completed in one year. The LED street lighting

installation throughout the town is moving forward rapidly and, although an $11,000 reduction was reflected in the proposed budget for that line item, it is possible that the Administration would request a further reduction at some point in the future.

- Recent installation of high efficiency condensing boilers at Town Hall and the Public Safety building have enabled reductions in building maintenance and repair budgets and will also produce savings in energy costs.
- Electricity purchases are made jointly with the Natick Public Schools.

Department: DPW Engineering

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the DPW Engineering Department budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on February 16, 2012, the Finance Committee recommends Favorable Action with regard to the DPW Engineering Department budget under Article 14, Section C, and that the sum of $487,919 be appropriated from the Tax Levy.

During the Finance Committee public hearings on February 16, 2012, the following information was noted:

- This division was reorganized last year and savings were achieved by bringing on an intern and a part-time engineer, which also permitted senior staff to catch up on a backlog of responsibilities.
- The Environmental Protection Agency has not completed the Stormwater permit for the region and therefore a significant portion of the additional budget appropriated for the new master plan is expected to be turned back at the end of this fiscal year. Similar funding is proposed for FY 2013 and for the next several years in anticipation of that program moving forward.
- Additional funding in the supervisory additional compensation line item reflects the achievement by the Assistant Town Engineer of professional engineer status.
- An updated five-year paving schedule was recently posted on the town website.
- Capital planning will add approximately $250,000 annually to the $800,000 in Chapter 90 funding to address ongoing roadway improvement throughout the town. Declining debt is also being redirected toward additional major road reconstruction projects. Borrowing will be used to get started on a project which will eventually be funded with mitigation funds associated with the South Natick Hills development.

Department: DPW Equipment Maintenance

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the DPW Equipment Maintenance Department budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on February 16, 2012, the Finance Committee recommends Favorable Action with regard to the DPW Equipment Maintenance Department budget under Article 14, Section C, and that the sum of $776,209 be appropriated from the Tax Levy.

During the Finance Committee public hearings on February 16, 2012, the following information was noted:

- The division maintains a total of 485 pieces of equipment and apparatus throughout the town. Very little is sent out for repair.
- Due to several recent retirements of long term employees in this division, the department is challenged to train and develop the replacement staff to rebuild the depth of expertise required for this operation. Funds for training which will be used by this division are consolidated in the Administration division budget.
- The department's new policy of replacing vehicles with similar models has enabled savings in parts supply budgets and contributed to efficiencies in repair work.
- Although the town's benefit package is competitive for longer term employees, the wage rates for new personnel in this division are not as attractive. The department is working on strategies to address this.
- The surplus equipment line item in this division's budget complements the revolving fund which is generally used for similar, but larger, items and allows for acquisitions when there may be no balance in the revolving fund. *[Note: the annual request to reauthorize this and other revolving funds will be taken up under Article 22 of this 2012 Spring Annual Town Meeting.]*

Department: DPW Highway, Sanitation, & Recycling

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the DPW Highway, Sanitation, & Recycling Department budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the DPW Highway, Sanitation, & Recycling Department budget under Article 14, Section C, and that the sum of $3,178,478 be appropriated from the Tax Levy.

During the Finance Committee public hearings on February 16 and March 22, 2012, the following information was noted:

- This budget includes the addition of one additional employee which would allow the Department to open the Recycling Center two days per week in addition to the current weekend-only schedule. This has been a consistent request of the Board of Selectmen for several years in response to resident requests.

- The increase in temporary operational staff salaries reflects an increase in the police detail rate; that for operational staff overtime corrects an error in the budget for FY 2012.
- The Pay-As-You-Throw volume is dropping; recycling volume is slightly up.
- A new recycling contract is under negotiation which may include some rebate to the town.

Department: DPW Land, Forestry, & Natural Resources

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the DPW Land, Forestry, & Natural Resources Department budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on February 16, 2012, the Finance Committee recommends Favorable Action with regard to the DPW Land, Forestry, & Natural Resources Department budget under Article 14, Section C, and that the sum of $691,542 be appropriated from the Tax Levy.

During the Finance Committee public hearings on February 16, 2012, the following information was noted:

- The Division Manager, who also holds the position of Tree Warden, had recently announced his retirement. Department management is unsure that the level of expertise of the current position incumbent can be replaced, and is looking at alternatives to meet this state requirement.
- As the town does not enjoy the luxury of being able to take fields offline for a season in order to restore and rejuvenate them, particular expertise in turf management is required to keep these resources in good condition.
- A new mowing contract is projected to save more than $3,000 in the upcoming year. A recent analysis confirmed that contracting this service continues to be more cost effective than doing the work in house.
- Increased funding is being requested for field maintenance, of which most is intended to be used for rehabilitation of Coolidge Field. Both the Recreation and School departments have requested the department look into rehabilitation of several of the town's fields. Although the extra $10,000 may not be sufficient, the department is committed to addressing this, and plans to request additional funding in future budgets to accomplish this.
- An increase of $3,200 in the Playground Materials line item reflects the increased cost of Fibar playground surface material.
- The department is still hoping to work with some private organizations to get some trees for replacement throughout the town.
- The irrigation system expense increase relates to the need to replace some equipment.

Town of Natick

Home of Champions

Department: Public Works Administration

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries						
Personnel Services	$ 218,203	$ 169,805	$ 235,046	$ 234,322	$ (724)	-0.31%
Total Salaries	**$ 218,203**	**$ 169,805**	**$ 235,046**	**$ 234,322**	**$ (724)**	**-0.31%**
Operating Expenses						
Purchase of Services	$ 9,100	$ 10,982	$ 11,500	$ 9,420	$ (2,080)	-18.09%
Tech/Professional Services	$ 7,916	$ 6,745	$ 14,285	$ 15,235	$ 950	6.65%
Supplies	$ 15,871	$ 14,543	$ 16,500	$ 16,500	$ -	0.00%
Other Supplies	$ 1,650	$ 1,502	$ 2,335	$ 2,335	$ -	0.00%
Total Operating Expenses	**$ 34,537**	**$ 33,773**	**$ 44,620**	**$ 43,490**	**$ (1,130)**	**-2.53%**
Total DPW Administration	$ 252,740	$ 203,578	$ 279,666	$ 277,812	$ (1,854)	-0.66%

Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities 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 fire protection by maintaining and improving with available resources the water treatment plant, wells and water mains throughout town. The Department will also 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.

Goals:

- Continue to evaluate opportunities to expand recycling opportunities for residents and businesses
  - Explore cost effective means to extend hours at Recycling Center
  - With Recycling Committee and vendors, seek ways to expand recycling pick-up frequency and customer base
- With Town Administrator, evaluate feasibility and cost associated with change of policy to allow public improvements on unaccepted ways.
- Initiate program to collect, formalize, document and display Departmental Procedure Manuals; complete five in FY 2013.
- Provide leadership and guidance for the implementation of a consolidated Facility Management Department

Goals (con't)

- Personnel-related goals
  - Ensure smooth transition/evaluate opportunities presented by impending retirements
    - Water and Sewer Division
    - Land, Facilities & Natural Resources Division
  - Review and update all job descriptions
  - Update formal training and education plan
  - Continue to enhance departmental safety initiatives
- Continue development of DPW activity data bases, inventory and activity logs
  - Equipment maintenance focus in FY 2013

Budget Overview:

I. Main Purpose of the Department

The Administration Division provides all of the supervision, administration, administrative support and secretarial services to the department. Office staff assists residents with questions or concerns relating to rubbish collection, recycling, highway maintenance, land facilities, street lights, snow removal, and water or sewer. The staff is also responsible for:

• weekly payroll and updating/monitoring vacation, sick leave and personal days;
• preparing and processing over 3000 purchase orders and invoices;
• handling all emergency and storm-related inquiries;
• development and preparation of the annual budget;
• monitoring the budget on a monthly basis;
• working with the Procurement Officer in preparation and review of all bids and construction contracts;
• collecting fees from street openings, water and sewer permits, bulk pick-up, maps, and recycling;
• scheduling final water readings, high water bill inspections, irrigation meter appointments; and
• reporting street light outages to the contractor, and monitoring maintenance and outage reports.

II. Recent Developments

• Consolidation Opportunity for the Building maintenance.
• Continue to improve customer service through a public information campaign using the website and mailings to residents.

III. Current Challenges

• Find ways to maximize the training opportunities as costs increase.
• Maintain a high level of customer service to all residents.
• Use available technology to improve day to day efficiency and operations.

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

• Facility maintenance consolidation
• The Department of Public Works will continue look for ways to improve efficiency and maintain level services.
• Continue to monitor the department’s energy conservation measures.
• Continue to review the Fee Structure for all of the department’s services.

Town of Natick

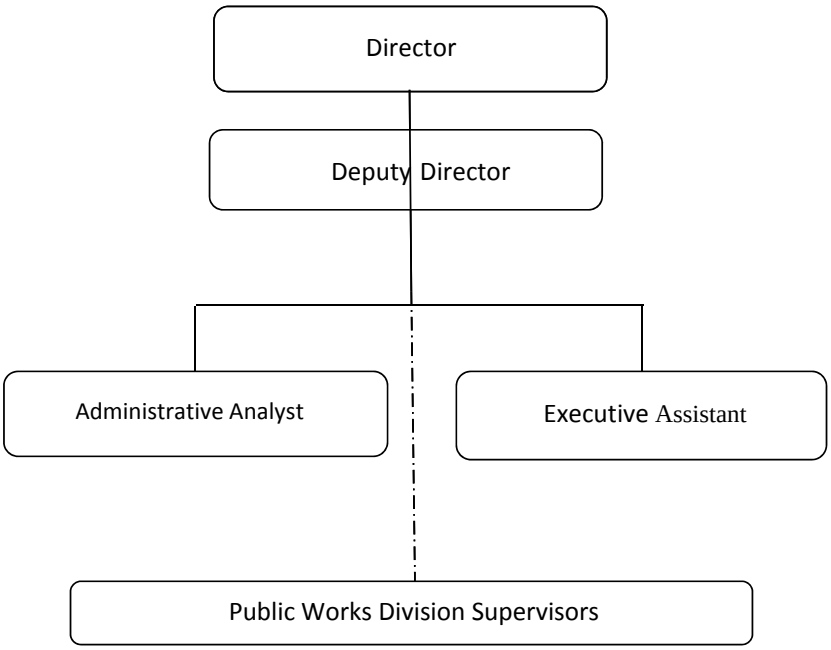
Home of Champions

Department: Public Works

Staffing	2009	2010	2011	2012	2013
Director	1	1	0	1	1
Business Manager	1	1	1	0	0
Executive Assistant	1	1	1	1	1
Administrative Analyst	0	0	0	1	1
Administrative Assistant	1	0.5	0.5	0	0
Total FTE	**4**	**3.5**	**2.5**	**3**	**3**
Total FT/PT	**4FT/0 PT**	**3FT/1 PT**	**2FT/1 PT**	**3FT/0 PT**	**3FT/0 PT**

Notes

Organizational Chart



Note:

For Division Supervisors and their employees, please refer to other Division budgets.
Deputy Director is also the Equipment Maintenance Supervisor and can be found budgeted under Equipment Maintenance

Performance Indicators

For DPW Performance Indicators, please reference other divisions within the Department of Public Works and Water/Sewer Enterprise.

Town of Natick

Home of Champions

Department: Public Works

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries: Management	$ 136,414	$ 91,728	$ 116,080	$ 116,526	$ 446	0.38%
Salaries: Supervisory	$ 23,860	$ 8,885	$ -	$ -	$ -	#DIV/0!
Salaries: Operational Staff	$ 46,815	$ 47,990	$ 99,816	$ 98,829	$ (987)	-0.99%
Temporary Operational Staff	$ -	$ -	$ 6,400	$ 6,892	$ 492	7.69%
Supervisory Additional Comp	$ 4,306	$ 2,900	$ -	$ -	$ -	#DIV/0!
Operational Staff Additional Comp	$ 936	$ 952	$ 985	$ 985	$ -	0.00%
Operational Staff Overtime	$ 5,298	$ 16,397	$ 6,400	$ 7,880	$ 1,480	23.13%
FLSA Salaries	$ 573	$ 953	$ 5,365	$ 3,210	$ (2,155)	-40.17%
Personnel Services	**$ 218,203**	**$ 169,805**	**$ 235,046**	**$ 234,322**	**$ (724)**	**-0.31%**
Repairs & Maint Equipment	$ 1,273	$ 2,201	$ 1,450	$ 300	$ (1,150)	-79.31%
Communication Telephone	$ 6,749	$ 5,465	$ 6,850	$ 6,250	$ (600)	-8.76%
Postage	$ 1,010	$ 571	$ 1,200	$ 1,020	$ (180)	-15.00%
Purchased Services: Misc.	$ 18	$ 2,102	$ 750	$ 850	$ 100	13.33%
Communication Print & Advertising	$ 50	$ 644	$ 1,250	$ 1,000	$ (250)	-20.00%
Purchase of Services	**$ 9,100**	**$ 10,982**	**$ 11,500**	**$ 9,420**	**$ (2,080)**	**-18.09%**
Training & Education	$ 1,001	$ 1,781	$ 4,500	$ 5,250	$ 750	16.67%
Compliance Inspection & Training	$ 6,916	$ 4,764	$ 9,600	$ 9,800	$ 200	2.08%
Licenses	$ -	$ 200	$ 185	$ 185	$ -	0.00%
Tech/Professional Services	**$ 7,916**	**$ 6,745**	**$ 14,285**	**$ 15,235**	**$ 950**	**6.65%**
Office Supplies	$ 7,826	$ 7,087	$ 8,000	$ 8,000	$ -	0.00%
GIS Supplies	$ 8,045	$ 7,456	$ 8,500	$ 8,500	$ -	0.00%
Supplies	**$ 15,871**	**$ 14,543**	**$ 16,500**	**$ 16,500**	**$ -**	**0.00%**
Supplies Protective Clothing	$ 1,650	$ 1,502	$ 2,335	$ 2,335	$ -	0.00%
Other Supplies	**$ 1,650**	**$ 1,502**	**$ 2,335**	**$ 2,335**	**$ -**	**0.00%**
Total DPW Administration	**$ 252,740**	**$ 203,578**	**$ 279,666**	**$ 277,812**	**$ (1,854)**	**-0.66%**

Narrative:

Personnel Services:

Salaries: Management: Salary to fund the Director of Public Works position.
Salaries: Supervisory: Salary to fund the position of Business Manager for Public Works. The Business Manager position was eliminated in FY 2012.
Salaries: Operational Staff: Salaries to fund the positions of Executive Assistant and a Data Entry Executive Assistant for Public Works.
Temporary Operational Staff: Salary to fund part time summer help in order to cover the staff vacations.
Supervisory Additional Compensation: This fund was eliminated in FY 2012. This fund was for the education incentive stipends and service award.
Operational Staff Additional Compensation: This fund is for longevity per union contract.
Fair Labor Standards Act (FLSA) Salaries: This fund is for the additional compensation for overtime to employees who have longevity.

Purchase of Services:

Repairs/Maintenance Equipment: This fund is used to repair and/or replace the office equipment including calculators, time clock, printers.
Communications Telephone: This fund is used to fund the department's pagers, cellular telephones and the public works portion of the Town telephone system.
Postage: This fund is used to fund the department's mailing costs.
Purchased Service Miscellaneous: This fund is for professional memberships to various organizations.
Communication Print and Advertising: This fund is used to fund newspaper advertisements for bid specifications, legal and public notices.

Technical & Professional Services:

Training and Education: This fund provides the staff with training via seminars and conferences. The upcoming retirement of senior staff will require additional training.
Compliance Inspection& Training: This fund is for the required compliance inspection and testing of oil/water separators. Stage II gas pump above ground tanks, safety inspection of overhead crane, bucket trucks and fire suppression system at the fuel depot.
Licenses: This fund is for the reimbursement to the employees for license renewals required to operate department equipment (CDL, Hoisting, etc).

Supplies:

Office Supplies and Stationery: This fund is used to fund all of the office supplies, paper, purchase orders, time cards, etc. for all DPW Divisions.
GIS Supplies: This fund is used to provide the position of the GIS Division serving other Town Departments including training, office supplies, computer hardware/software, consultants and software licenses.

Other Supplies:

Supplies Protective Clothing: This fund is used to provide the employees with seasonal clothing including rain gear, boots, gloves, jackets, sweatshirts and shirts.

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Town of Natick

Home of Champions

Department: Public Works Building Maintenance

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries						
Personnel Services	$ 371,550	$ 387,253	$ 374,505	$ -	$ (374,505)	-100.00%
Total Salaries	**$ 371,550**	**$ 387,253**	**$ 374,505**	**$ -**	**$ (374,505)**	**-100.00%**
Operating Expenses						
Purchase of Services	$ 348,108	$ 313,523	$ 312,000	$ 316,150	$ 4,150	1.33%
Other Services (Misc.)	$ 2,100	$ 2,100	$ 2,100	$ -	$ (2,100)	-100.00%
Tech/Professional Services	$ 85,542	$ 95,938	$ 95,800	$ -	$ (95,800)	-100.00%
Other Supplies	$ 36,044	$ 37,814	$ 40,000	$ 44,000	$ 4,000	10.00%
Total Operating Expenses	**$ 471,794**	**$ 449,375**	**$ 449,900**	**$ 360,150**	**$ (89,750)**	**-19.95%**
Total DPW - Building Maintenance	**$ 843,344**	**$ 836,627**	**$ 824,405**	**$ 360,150**	**$ (464,255)**	**-56.31%**

Mission:

The departments mission is contained on the Public Works Administration Budget detail.

Goals:

While proceeding with consolidation with the Schools, the division will continue to focus on:
- Develop realistic budgets on maintaining all town assets while striving to achieve level funded guidelines.
- Continue to protect and preserve the levels of cleanliness and service as expected by the general public and employees.
- Investigate and institute cost saving equipment, environmental friendly purchases, supplies and labor saving techniques in a combined effort to reduce operational costs.
- Explore renewable energy sources.

Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

I. Main Purpose of the Department

The Building Maintenance Division is responsible for the Department of Public Works facility, Town Hall, Library, Police Station, all Fire Stations, Senior Center/Court House, Cole Recreation, Camp Arrowhead, Dug Pond / Memorial Beach, Camp Mary Bunker, the West Suburban Skate Arena, and the former East and Eliot Schools. In order to provide custodial services during the operating hours at each building, the division subcontracts a custodian service. The division utilizes a computerized management system to generate work orders, prepare accurate reports and project workloads. A computerized HVAC system allows the division to monitor and control the temperature and other HVAC functions of the buildings. In addition to routine custodial and maintenance activities for all of the buildings, the division is responsible for all of the service repair and maintenance of the fire alarms, security alarms and HVAC equipment. The division subcontracts all plumbing repairs and maintenance.

II. Recent Developments

- Supplied and installed two new overhead garage doors at Fire Stations with safety devices.
- Performed extensive interior painting at Cole Rec. Ctr., Police Station, D.P.W., and Morse Library.
- Utilized the inmates to police up trash on neighborhood streets town wide.
- The inmates also performed landscaping assignment at all town bldgs, painted the interior of the bldg located 90 Oak Street in preparation for the temporary home of the Senior Center, worked at the Bacon Free Library performing landscaping assignments and re-painted the wrought iron fencing that surrounds the entire property.
- During the month of March we spent three to four weeks pumping out the lower level of the Eliot School building located at 5 Auburn Street for the flooding conditions that occurred. The water soaked walls were removed and repainted and all lower level class rooms were restored to new condition.
- Under capital improvements all steam traps and rotted condensate return lines were removed at both 5 Auburn Street and 90 Oak Street.
- The town common gazebo was repaired and new cedar railings were installed with more to follow this spring.
- Installed two new energy efficient Lochinvar condensing boilers at the Police Station and also at Town Hall
- Installed new energy efficient Liebert A/C units for the IT server rooms located at the Town Hall and Police

III. Current Challenges

- Purchase green products that are environmentally friendly.
- Provide a safe, clean environment for all employees and general public in all buildings yet maintaining budget constraints.
- Constantly strive to find ways to improve efficiency in maintaining the different town buildings.

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

Find innovative ways to 'do more with less' and maintain the original established standards.
With the budget constraints many tasks continue to get postponed.

V. On the Horizon

- Replace the passage doors at the Eliot - Montessori School.
- Perform exterior painting of the Eliot - Montessori School
- Perform exterior painting of the East School.
- Replace the roof at the Highway Garage of the DPW

Town of Natick

Home of Champions

Department: Public Works

Staffing	2009	2010	2011	2012	2013
Division Supervisor	1	1	1	1	0
General Foreman	1	1	1	1	0
Crew Chief	0	0	0	0	0
Custodian	4	4	4	4	0
Painter	1	1	1	1	0
Total FTE	**7**	**7**	**7**	**7**	**0**
Total FT/PT	**7 FT/0PT**	**7 FT/0PT**	**7 FT/0PT**	**7 FT/0PT**	**0 FT/0PT**

Notes

All personnel have been reassigned to the Faciliites Mangagement Department. Please see the Shared Expenses portion of the budget for more information.

Performance Indicators

	2009	2010	2011	2012	2013
Workload Indicators					
Number of Buildings Maintained	18	18	18	18	19
Gross Square Footage of Municipal Buildings (Gen. Fund)	370,153	370,153	370,153	345,821	374,821
Number of Hours Served					
- Employees	15136	15766	7431.75	7431.75	7432.75
- Contractors	8738	8700*	4350*	4350*	4350*
Number of Requests taken	1180	1236	588	589	590
Average Daytime Number of People in Buildings	655	655	655	655	655

	2009	2010	2011	2012	2013
Efficiency Indicators					
G.S.F./Average daily # of people	565	565	565	528	572
People served/Custodian	164	164	164	164	#DIV/0!
Average time to complete a routine request	N/A - Working on Developing Indicator				

	2009	2010	2011	2012	2013
Outcome Indicators					
Percentage of routine requests completed in 2-3 days	N/A - Working on Developing Indicator				

**Estimated*

Town of Natick

Home of Champions

Department: Public Works

Budget Detail:	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries Supervisory	$ 70,244	$ 91,960	$ 53,819	$ -	$ (53,819)	-100.00%
Salaries Operational Staff	$ 248,824	$ 258,147	$ 270,476	$ -	$ (270,476)	-100.00%
Salaries Part-Time Operational	$ -	$ -	$ 3,460	$ -	$ (3,460)	-100.00%
Supervisory Staff Add'l Comp	$ 8,352	$ 8,435	$ 6,500	$ -	$ (6,500)	-100.00%
Operational Staff Add. Comp	$ 4,992	$ 2,450	$ 7,600	$ -	$ (7,600)	-100.00%
Operational Staff Overtime	$ 39,138	$ 26,261	$ 32,650	$ -	$ (32,650)	-100.00%
Personnel Services	**$ 371,550**	**$ 387,253**	**$ 374,505**	**$ -**	**$ (374,505)**	**-100.00%**
Repairs & Maint. Facilities	$ 245,756	$ 275,973	$ 270,000	$ 270,000	$ -	0.00%
Repairs & Maint. Eliot School	$ 84,716	$ 22,268	$ 22,500	$ 22,500	$ -	0.00%
Repairs & Maint. Elevator/Chair lift	$ 17,635	$ 15,282	$ 19,500	$ 23,650	$ 4,150	21.28%
Purchase of Services	**$ 348,108**	**$ 313,523**	**$ 312,000**	**$ 316,150**	**$ 4,150**	**1.33%**
Clothing Allowance Oper. Staff	$ 2,100	$ 2,100	$ 2,100	$ -	$ (2,100)	-100.00%
Other Services (Misc.)	**$ 2,100**	**$ 2,100**	**$ 2,100**	**$ -**	**$ (2,100)**	**-100.00%**
Contractual Svs - Cleaning	$ 85,542	$ 95,938	$ 95,800	$ -	$ (95,800)	-100.00%
Tech/Professional Services	**$ 85,542**	**$ 95,938**	**$ 95,800**	**$ -**	**$ (95,800)**	**-100.00%**
Custodial Supplies	$ 36,044	$ 37,814	$ 40,000	$ 44,000	$ 4,000	10.00%
Other Supplies	**$ 36,044**	**$ 37,814**	**$ 40,000**	**$ 44,000**	**$ 4,000**	**10.00%**
Total - Build. Maint. Costs (DPW)	**$ 843,344**	**$ 836,627**	**$ 824,405**	**$ 360,150**	**$ (464,255)**	**-56.31%**

Line-Item Detail

Purchase of Services:

Repairs and Maintenance Facilities: This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, police station repairs, emergency light testing and repairs, H.V.A.C. repairs and boiler repairs.

Repairs and Maintenance Eliot School: This fund is for parts, labor for replacement of broken or worn out equipment, quarterly fire alarm testing and repairs, emergency light testing and repairs, H.V.A.C. repairs and general maintenance. The new lease transfers the cost of utilities to the lessee.

Repairs and Maintenance to Elevators: This fund is for the elevators and lifts located at the Police Station, Fire Station, Town Hall, Cole Recreation Center, and the Morse Library including monthly maintenance and repairs and annual state inspection.

Other Supplies:

Custodial Supplies: This fund is for all cleaning supplies used on a daily routine of cleaning and maintaining all of the Town buildings.

Town of Natick

Home of Champions

Department: Public Works Division: Municipal Energy

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Operating Expenses						
Purchase of Services	$ 1,194,272	$ 1,323,014	$ 1,491,900	$ 1,535,348	$ 43,448	2.91%
Other Supplies	$ 405	$ 878	$ 1,500	$ 1,500	$ -	0.00%
Total Operating Expenses	**$ 1,194,677**	**$ 1,323,892**	**$ 1,493,400**	**$ 1,536,848**	**$ 43,448**	**2.91%**
Total DPW Energy	**$ 1,194,677**	**$ 1,323,892**	**$ 1,493,400**	**$ 1,536,848**	**$ 43,448**	**2.91%**

Mission:

Goals:

Continue to review energy prices and long term contract options.
Work with all Town Departments to improve energy conservation.
Look for grants and alternative revenue to purchase products that reduce emissions and energy use.

Staffing:

No Staff are paid directly out of the energy budget.

Budget Overview:

I. Main Purpose of the Department

The Municipal Energy Division of the Department of Public Works was first implemented for the FY2008 Budget. This allows for energy cost monitoring for the Town of Natick. These costs consist of electricity, heating fuel oil, natural gas, diesel, unleaded gasoline, all metered traffic and school signals, public safety spotlights, town clocks, street lights and holiday lights.

II. Recent Developments

Extended our electricity supply contract with TransCanada
Implementation of a comprehensive energy audit throughout the town.

III. Current Challenges

Energy cost fluctuations.
Lack of stability makes the budget process very difficult.
Review energy use and find ways to conserve.

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

Implementing the LED street light program.

V. On the Horizon

Continue to search for alternative energy sources and vehicles.

Town of Natick

Home of Champions

Department: Public Works Division: Municipal Energy

Performance Indicators

** Estimated*	2009	2010	2011	2012*	2013*
Workload Indicators					
Natural Gas Use (Therms)	141,723	128,178	121,602	130,000	139,141
Electrical Use (kW)	3,069,852	2,942,339	2,929,211	3,014,000	3,228,440
Ultra Low Sulfur Diesel Use (Gallons)	85,292	79,717	78,113	78,500	78,500
Unleaded Fuel 87 Octane Use (Gallons)	71,206	68,825	56,005	58,500	58,500

** Estimated*	2009	2010	2011	2012*	2013*
Efficiency Indicators					
Gross Square Footage of General Fund Municipal Buildings	370,153	370,153	370,153	345,821	374,821
Building Energy Costs/Gross Square Foot	$ 1.91	$ 1.70	$ 1.83	$ 2.15	$ 2.12

Budget Detail:	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Street Lighting						
Street Lighting Expenses	$ 194,832	$ 178,703	$ 228,500	$ 217,500	$ (11,000)	-4.81%
Contractual Services	$ 44,815	$ 47,020	$ 57,700	$ 56,700	$ (1,000)	-1.73%
Buildings						
Bldg Maint - Utilities: Electric	$ 479,208	$ 512,571	$ 562,400	$ 608,198	$ 45,798	8.14%
Recreation - Utilities Electric	$ 3,743	$ -	$ 4,200	$ 4,200	$ -	0.00%
Highway - Utilities Electric	$ 6,157	$ -	$ 7,100	$ 7,000	$ (100)	-1.41%
Bldg Maint - Utilities: Fuel Oil & Nat. Gas	$ 141,179	$ 164,027	$ 168,200	$ 173,600	$ 5,400	3.21%
Vehicles						
Eqp Maint - Vehicular Supplies: Gasoline	$ 324,338	$ 420,693	$ 463,800	$ 468,150	$ 4,350	0.94%
Purchase of Services	**$ 1,194,272**	**$ 1,323,014**	**$ 1,491,900**	**$ 1,535,348**	**$ 43,448**	**2.91%**
Holiday Lighting	$ 405	$ 878	$ 1,500	$ 1,500	$ -	0.00%
Other Supplies	**$ 405**	**$ 878**	**$ 1,500**	**$ 1,500**	**$ -**	**0.00%**
Total DPW Energy	**$ 1,194,677**	**$ 1,323,892**	**$ 1,493,400**	**$ 1,536,848**	**$ 43,448**	**2.91%**

Line-Item Detail:

Purchase of Services:

Street Lighting Expenses - This line item pays the energy and hardware costs for all street and traffic lights. There is a small cost decrease for electricity due to more efficient lamps.

Contractual Services - This pays the cost to maintain and repair street, traffic and exterior parking lights throughout the town. The town's contract was renewed at a savings, reducing this line item in FY 2013.

Bldg Maint - Utilities - This item pays the cost of electricity at town owned buildings accept those detailed below. The addition of the Community Senior Center is the primary reason for the price increase.

Recreation - Utilities - This item pays the cost of electricity for the fields at the Cole Recreation Center.

Highway - Utilities - This item pays the cost of electricity for the buildings at the recycling center and the Oak Street storage facility.

Bldg Maint - Utilities: Fuel Oil & Natural Gas - This item pays for the natural gas or fuel oil for hot water and heat at town buildings . Current natural gas prices are down.

Eqp Maint - Vehicular Supplies: Gasoline - This item pays the cost of all fuel used in town vehicles. This includes unleaded fuel 87 octane, ultra low sulfur diesel , and propane gas.

Holiday Lighting - This item pays the costs associated with holiday lighting. The increase is due to the loss of donates to fund the lights .

Town of Natick

Home of Champions

Department: Public Works Engineering

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries						
Personnel Services	$ 348,535	$ 362,039	$ 376,517	$ 387,519	$ 11,002	2.92%
Total Salaries	**$ 348,535**	**$ 362,039**	**$ 376,517**	**$ 387,519**	**$ 11,002**	**2.92%**
Operating Expenses						
Purchase of Services	$ 4,305	$ 2,524	$ 6,200	$ 6,250	$ 50	0.81%
Other Services (Misc.)	$ 700	$ 700	$ -	$ -	$ -	#DIV/0!
Tech/Professional Services	$ 42,385	$ 28,866	$ 89,500	$ 89,500	$ -	0.00%
Other Supplies	$ 4,500	$ 4,335	$ 4,500	$ 4,650	$ 150	3.33%
Total Operating Expenses	**$ 51,889**	**$ 36,425**	**$ 100,200**	**$ 100,400**	**$ 200**	**0.20%**
Total DPW - Engineering	$ 400,424	$ 398,464	$ 476,717	$ 487,919	$ 11,202	2.35%

Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities 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 fire protection by maintaining and improving with available resources the water treatment plant, wells and water mains throughout town. The Department will also 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.

Goals:

- Scan archived development plans (paper copies) and link the digital copy to various GIS Coverages.
- Work with all Town Departments to improve the coordination and mitigation of the impacts to Town services for all current and future development projects.
- Work with the DPW Director to create a policy requiring a Drain Layers License for sewer; water; and drain line construction.
- Working in conjunction with Community Development/Building Inspector create a driveway Curb Cut Policy.

Town of Natick

Home of Champions

Department: Public Works

Budget Overview:

Main Purpose of the Department

The Engineering Division responds to all inquiries by the public, and provides support to other divisions in Public Works and other departments through the Town. This Division:
- reviews subdivision/site plans for the Planning Board
- reviews development and aquifer protection plans for the Zoning Board of Appeals, and as requested by the Conservation Commission
- inspects developer's work to assure compliance with the approved plans
- recommends bond amounts to protect the Town should a developer not complete their obligations
- updates various Town maps and all Town as-built utility plans/records
- prepares easement plans and documents for Town utility easements
- prepares construction plans, specifications, documents , and provides construction management for various Town construction projects
- conducts field surveys to determine locations of all water, sewer, and drain lines
- manages the Town's Street Opening Policy, and issuance of all sewer & water permits
- ensures trench permits are issued for DPW related trench excavations
- work with the Building Department regarding the issuance of Certificates of Occupancy
- manages Storm Water Management Plan
- manages Town Pavement Management Plan
- ensures Town compliance with DCR's Office of Dam Safety requirements for the Charles River Dam and Jennings Pond Dam.

The Division utilizes computers, GPS and traditional surveying equipment, data collectors, plotters, scanners, Civil 3D design and drafting software, GIS software, and various other software packages to perform these functions.

Recent Developments
- Provide DPW coordination for the State reconstruction project for Route 27, Oak Street/Route 9 Intersection, and the Route 27/Route 9 Interchange.
- Continue to coordinate the utility and roadway mitigation projects required by the MathWorks expansion, Chrysler Road Apartments, and the South Natick Hills development.
- Prepare and manage the construction contract for Chapter 90 Roadway Improvements for 2012.
- Completed street acceptance process for Karen Lane, Katie Path, Kylie Lane, and Walnut Hill Drive.

III. Current Challenges
- Design and permit Roadway & Drainage Improvements Plans for Cottage Street and Pine Street.
- Continue to achieve the stated goals in the Town's Storm Water Management Plan . As required by law, apply for a new MS4 General Permit through the EPA which will require the Town to create a new 5 year Stormwater Management Program with an increased effort in illicit discharge detection; water quality monitoring; and requirements to implement low impact development standards.
- Complete street acceptance process for Main Street. Work with Natick Center Associates and Main Street property owners to address discrepancies between layout and right of way.
- Address drainage problems in the Willow Street, and Middle Street areas.
- Re-rate all the road conditions in the Pavement Management Plan.

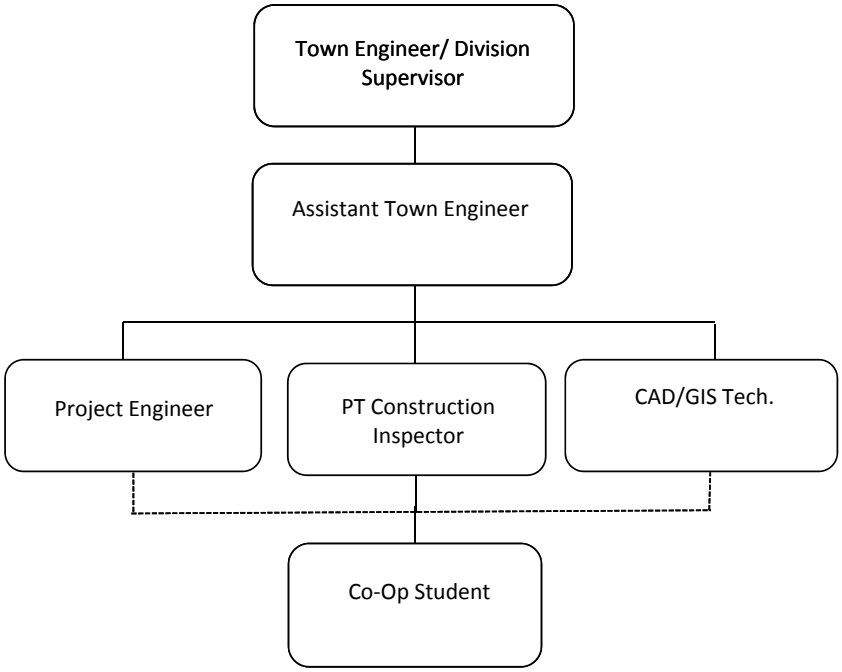
Town of Natick

Home of Champions

Department: Public Works Division: Engineering

Staffing	2009	2010	2011	2012	2013
Division Supervisor	1	1	1	1	1
Assistant Town Engineer	0	0	0	1	1
Project Engineer	1	1	1	1	1
Records and Permit Engineer	1	1	1	0	0
Engineering Aide II	1	1	1	0	0
Engineering Aide I	1	1	1	0	0
CAD/GIS Technician	0	0	0	1	1
Total FTE	**5**	**5**	**5**	**4**	**4**
Construction Inspector	0	0	0	1	1
Co-Op Student	0	0	0	1	1
Total FT/PT	**5 FT/0 PT**	**5 FT/0 PT**	**5 FT/0 PT**	**4 FT/2 PT**	**4 FT/2 PT**

Organizational Chart



Performance Indicators

	2009	2010	2011	2012	2013
Workload Indicators					
Value of Town Roadway Improvement Projects - Provided Construction Management/Inspection Services	$1,465,000	$2,357,106	$950,000	$3,463,000*	$2,000,000*
Number of Water and Sewer Service Permits Issued - Provided Inspections and As-built Plan Revisions	103	88	124	115**	115**
Number of Street Opening Permits Issued - Provided Necessary Inspections	116	104	125	180**	150**
Number of Utility Mark-outs Provided for Town Wide Construction Activities	209	195	188	280**	260**

** Chapter 90 funded work, and roadway improvements approved as part of the Capital Plan.*

*** Estimated figures.*

Town of Natick

Home of Champions

Department: Public Works Engineering

Budget Detail:

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries Supervisory	$ 230,787	$ 242,625	$ 96,165	$ 96,165	$ -	0.00%
Salaries Technical Professional	$ 90,207	$ 93,070	$ 188,812	$ 198,014	$ 9,202	4.87%
Salaries Part-Time Operational	$ -	$ 22,438	$ 64,540	$ 64,540	$ -	0.00%
Supervisory Additional Comp	$ 23,852	$ 250	$ 27,000	$ 28,800	$ 1,800	6.67%
Operational Staff Additional Comp	$ 250	$ 3,656	$ -	$ -	$ -	0.00%
Overtime Operational Staff	$ 3,439		$ -	$ -	$ -	0.00%
Personnel Services	**$ 348,535**	**$ 362,039**	**$ 376,517**	**$ 387,519**	**$ 11,002**	**2.92%**
Repairs & Maint. Equipment	$ 2,663	$ 2,524	$ 2,700	$ 2,750	$ 50	1.85%
Licenses, Dues & Training	$ 1,642	$ -	$ 3,500	$ 3,500	$ -	0.00%
Purchase of Services	**$ 4,305**	**$ 2,524**	**$ 6,200**	**$ 6,250**	**$ 50**	**0.81%**
Clothing Allowance Operational Staff	$ 700	$ 700	$ -		$ -	0.00%
Other Services (Misc.)	**$ 700**	**$ 700**	**$ -**	**$ -**	**$ -**	**0.00%**
Consultant Engineering	$ 4,144	$ 7,848	$ 9,500	$ 9,500	$ -	0.00%
Storm Water Master Plan	$ 38,241	$ 21,019	$ 80,000	$ 80,000	$ -	0.00%
Tech/Professional Services	**$ 42,385**	**$ 28,866**	**$ 89,500**	**$ 89,500**	**$ -**	**0.00%**
Engineering Supplies	$ 4,500	$ 4,335	$ 4,500	$ 4,650	$ 150	3.33%
Other Supplies	**$ 4,500**	**$ 4,335**	**$ 4,500**	**$ 4,650**	**$ 150**	**3.33%**
Total DPW Engineering	**$ 400,424**	**$ 398,464**	**$ 476,717**	**$ 487,919**	**$ 11,202**	**2.35%**

Line-Item Detail:

Personnel Services:

Supervisory & Operational Staff: Staff salaries for the daily operation of the Engineering Division. Personnel include the Town Engineer, Assistant Town Engineer, Project Engineer, CAD/GIS Technician, PT Co-Op, PT Construction Inspector.
Supervisory Staff Additional Compensation: Contractual obligations for continuing education and performance.

Purchase of Services:

Repairs & Maintenance Equipment: Repair and yearly service contract costs for engineering plotters, copy machines, survey equipment, and misc. office equipment.
Licenses, Dues & Training: Massachusetts Professional Engineers fee, yearly dues and memberships to various engineering organizations, and costs for miscellaneous seminars & employee training.

Technical & Professional Services:

Consulting Engineering: Costs for outside survey services in connection with preparing easement plans, and misc. engineering design software training. Phase I inspections for the Charles River and Jennings Pond Dam as required by DCR's Office of Dam Safety. Also, preparation and recording costs associated with street acceptance plans and documents.
Stormwater Management Plan: Costs to implement & complete stated goals for the Stormwater Management Plan. EPA unfunded mandate.

Other Supplies:

Engineering Supplies: Misc. costs office supplies including specialty paper for plotters, printers, and engineering copy machine. Costs for survey supplies such as stakes, measuring tapes, and marking paints, etc..

Town of Natick

Home of Champions

Department: Public Works Equipment Maintenance

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries						
Personnel Services	$ 468,788	$ 452,740	$ 510,190	$ 501,320	$ (8,870)	-1.74%
Total Salaries	**$ 468,788**	**$ 452,740**	**$ 510,190**	**$ 501,320**	**$ (8,870)**	**-1.74%**
Operating Expenses						
Purchase of Services	$ 29,846	$ 33,627	$ 37,800	$ 38,539	$ 739	1.96%
Other Services (Misc.)	$ 4,346	$ 4,195	$ 4,550	$ 4,550	$ -	0.00%
Other Capital Outlay	$ 6,554	$ -	$ 5,000	$ 5,000	$ -	0.00%
Supplies	$ 200,774	$ 229,192	$ 224,500	$ 226,800	$ 2,300	1.02%
Total Operating Expenses	**$ 241,521**	**$ 267,014**	**$ 271,850**	**$ 274,889**	**$ 3,039**	**1.12%**
Total DPW - Equip. Maint.	**$ 710,309**	**$ 719,755**	**$ 782,040**	**$ 776,209**	**$ (5,831)**	**-0.75%**

Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities 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 fire protection by maintaining and improving with available resources the water treatment plant, wells and water mains throughout town. The Department will also 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.

Goals:

- Continue to look at new green technology vehicles that reduce fuel consumption and emissions.
- Work on training initiatives to upgrade staff proficiency with both new and existing technology.
- Continue to retrofit, reuse and recycle equipment within the town to maximize the useful life of all equipment.
- Continue the fuel conservation program to reduce fuel consumption.

Department: Public Works

Budget Overview:

Department of Public Works Equipment Maintenance Division

I. Main Purpose of the Division
This division maintains all of the town's fleet of vehicles and equipment. This fleet includes vehicles from Police, Fire, Recreation Bus, Town Hall, Schools and Community Farm as well as Public Works. These consist of cars, cruisers, fire trucks, loaders, sanders, rubbish packers, plows, dump trucks, recreation buses, lawn mowers, pumps, and all emergency generators located throughout the town. The division also maintains the fuel depot on West Street.

II. Recent Developments
Replacing staff due to retirement and departures is challenging at the current pay scales.
Dealing with the cost increases for parts, tires, and fluids.

III. Current Challenges
Increased prices in fuel , tires and lubricants.
Locating parts for older equipment to keep it road ready

IV. Significant Proposed Changes for the Upcoming Fiscal Year and the Budget Impact
Staff departures and retirements will create a younger less experienced workforce requiring additional training and supervision. Seventy five percent of the division's eight mechanics will have less than 5 years experience.
Implementation of recapped front tires on select equipment.
V. On the Horizon
Training to maintain proficiency as we upgrade equipment and replace staff.

Town of Natick

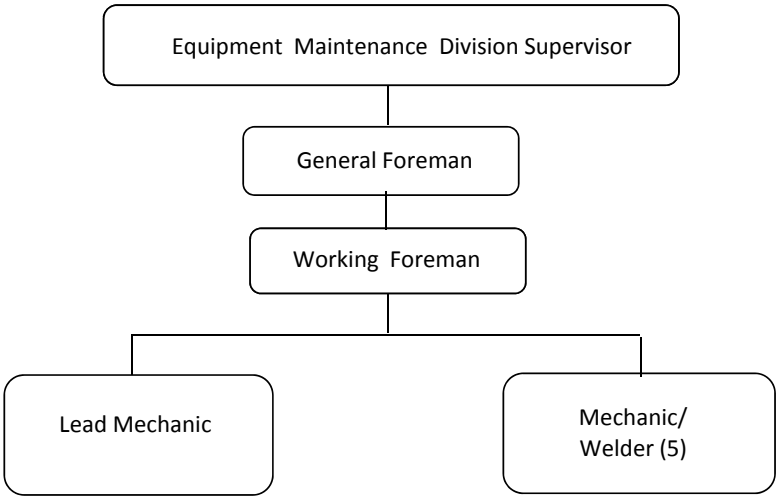
Home of Champions

Department: Public Works

Staffing	2009	2010	2011	2012	2013
Division Supervisor	1	1	1	1	1
General Foreman	1	1	1	1	1
Lead Mechanic	1	1	1	1	1
Working Foreman	1	1	1	1	1
Mechanic/Welder	5	5	5	5	5
Total FTE	**9**	**9**	**9**	**9**	**9**
Total FT/PT	**9 FT/0 PT**	**9 FT/0 PT**	**9 FT/0 PT**	**9 FT/0 PT**	**9 FT/0 PT**

Notes

Organizational Chart



Performance Indicators

	2009	2010	2011	2012	2013
Workload Indicators					
Number of pieces of equipment maintained	487	485	484	484	485
Number of pieces repaired outside of DPW yard	12	11	10	10	11

Town of Natick

Home of Champions

Department: Public Works Equipment Maintenance

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	% (+/-)
Salaries Supervisory	$ 84,273	$ 86,387	$ 92,069	$ 92,069	$ -	0.00%
Salaries Operational Staff	$ 340,224	$ 324,144	$ 377,514	$ 368,556	$ (8,958)	-2.37%
Supervisory Additional Comp	$ 14,606	$ 15,191	$ 12,905	$ 13,144	$ 239	1.85%
Operational Staff Additional Comp	$ 3,581	$ 3,935	$ 3,850	$ 3,460	$ (390)	-10.12%
Operational Overtime	$ 26,104	$ 23,083	$ 23,852	$ 24,090	$ 238	1.00%
Personnel Services	**$ 468,788**	**$ 452,740**	**$ 510,190**	**$ 501,320**	**$ (8,870)**	**-1.74%**
Vehicle Inspection (Stickers)	$ 9,663	$ 10,077	$ 11,750	$ 11,874	$ 124	1.06%
Vehicular Supplies: Oil Lubricants	$ 12,946	$ 15,748	$ 16,750	$ 17,250	$ 500	2.99%
Rental & Leases of Uniforms	$ 3,771	$ 2,730	$ 3,700	$ 3,815	$ 115	3.11%
Repairs & Maint. Radios	$ 3,467	$ 5,071	$ 5,600	$ 5,600	$ -	0.00%
Purchase of Services	**$ 29,846**	**$ 33,627**	**$ 37,800**	**$ 38,539**	**$ 739**	**1.96%**
Licenses - CDL & Special	$ 326	$ 175	$ 350	$ 350	$ -	0.00%
Clothing Allowance Operational Staff	$ 4,020	$ 4,020	$ 4,200	$ 4,200	$ -	0.00%
Other Services (Misc.)	**$ 4,346**	**$ 4,195**	**$ 4,550**	**$ 4,550**	**$ -**	**0.00%**
Shop Supplies	$ 5,685	$ 6,615	$ 6,000	$ 6,700	$ 700	11.67%
Vehicular Supplies: Tires	$ 35,210	$ 42,510	$ 43,500	$ 45,100	$ 1,600	3.68%
Vehicular Supplies: Parts	$ 156,015	$ 175,318	$ 170,000	$ 170,000	$ -	0.00%
Body Damage & Repairs	$ 3,865	$ 4,750	$ 5,000	$ 5,000	$ -	0.00%
Supplies	**$ 200,774**	**$ 229,192**	**$ 224,500**	**$ 226,800**	**$ 2,300**	**1.02%**
Surplus Equipment Purchase	$ 6,554	$ -	$ 5,000	$ 5,000	$ -	0.00%
Other Capital Outlay	**$ 6,554**	**$ -**	**$ 5,000**	**$ 5,000**	**$ -**	**0.00%**
Total DPW Equipment Maint.	**$ 710,309**	**$ 719,755**	**$ 782,040**	**$ 776,209**	**$ (5,831)**	**-0.75%**

Town of Natick

Home of Champions

Department: Public Works Division: Equip. Maint.

Narrative:

Personnel Services:

Salaries: Supervisory: Salary to fund the position of Supervisor for Equipment Maintenance who oversees this division.
Salaries: Operational Staff: Salaries to fund the eight mechanic/welders who repair and maintain all of the town – owned vehicle and equipment including automobiles, trucks, generator sets, fire apparatus, off road equipment and the recreation buses.
Supervisory Additional Compensation: This fund is for the education incentive stipends, service award and deputy director stipend.
Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades.
Operational Overtime: This fund is for emergencies, callbacks and repairs after normal operating hours.

Purchase of Services:

Vehicle Inspection Stickers: This fund is for the annual safety/emissions Registry of Motor Vehicles stickers for all town registered motorized vehicles. Commercial vehicle inspection stickers have a minimum fee of $124.00.
Vehicle Supplies – Oil Lubricants: This fund is for engine, transmission and hydraulic fluids, grease, etc. for all the equipment.
Rental and Leases of Uniforms: This fund is for the mechanics/welders' uniforms and cleaning service per union contract.
Repairs and Maintenance Radios: This fund is for the repairs and maintenance of all public works two-way radios.

Other Services (Misc.):

License/CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, etc.
Clothing Allowance Operational Staff: This fund is for the tool allowance and winter jackets and safety boots per union contract.

Supplies:

Shop Supplies: This fund is for shop tools, rags, small equipment and meeting registrations.
Vehicle Supplies/Tires: This fund is for the purchase of all tires, wheels and tubes for the town owned equipment.
Vehicle Supplies/Parts: This fund is for all parts used on vehicles and equipment needed to maintain and repair the fleet including filters, lights, engine parts, radiators, springs, etc.
Body Damage and Repairs: This fund is to cover accident damage and small body repairs that is not recovered from insurance.

Other Capital Outlay:

Surplus Equipment Purchase: This fund is used for the purchase of surplus, demo and used equipment and trucks. This allows the town to purchase equipment at auction.

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Town of Natick

Home of Champions

Department: Public Works Highway, Sanitation, Recycling

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries						
Personnel Services	$ 1,193,250	$ 1,208,871	$ 1,280,190	$ 1,327,778	$ 47,588	3.72%
Total Salaries	**$ 1,193,250**	**$ 1,208,871**	**$ 1,280,190**	**$ 1,327,778**	**$ 47,588**	**3.72%**
Operating Expenses						
Purchase of Services	$ 49,729	$ 53,391	$ 114,500	$ 114,450	$ (50)	-0.04%
Other Services (Misc.)	$ 8,390	$ 7,980	$ 8,750	$ 8,750	$ -	0.00%
Other Supplies	$ 231,096	$ 225,836	$ 266,200	$ 265,700	$ (500)	-0.19%
Other Chgs./Expend.	$ 1,778,785	$ 1,995,543	$ 1,457,700	$ 1,461,800	$ 4,100	0.28%
Total Operating Expenses	**$ 2,068,000**	**$ 2,282,750**	**$ 1,847,150**	**$ 1,850,700**	**$ 3,550**	**0.19%**
Total DPW - Highway/Sanitation	**$ 3,261,250**	**$ 3,491,621**	**$ 3,127,340**	**$ 3,178,478**	**$ 51,138**	**1.64%**

Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities 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 fire protection by maintaining and improving with available resources the water treatment plant, wells and water mains throughout town. The Department will also 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.

Goals:

To continue work on the current tracking of taxpayers' complaints, problems, and suggestions . This would include tracking details by geographic area, street, taxpayer, and logging every call or email. This would allow the division to look for systematic problems and allocate appropriate resources in a more efficient manner. Tracking is difficult because many people take calls as opposed to one central operator.

Budget Overview:

I. Main Purpose of the Department

The Highway and Sanitation department is responsible for highway and road maintenance, repair, snow removal, signage, and street markings. The division is also responsible for recycling (both curbside and at the recycling center) and solid waste removal.

The Division maintains the 153.9 miles of road in town. The Division:

- performs paving (small hot top jobs, potholes, hot top curbing, some sidewalk paving)
- performs all street painting (crosswalks, fog lines and center lines)
- makes all street signs and letters all municipal vehicles
- sweeps streets and cleans and repairs alls catch basins
- identifies drainage outfall pipes as part of our storm water management program
- assists the Engineering Division in supervising contract paving
- plows streets, all schools, municipal lots and designated sidewalks and manages contracted plow services
- conducts all road sanding and salting; removes snow from downtown when warranted
- collects and disposes of all of the Town's solid waste.
- collects yard waste each spring and fall
- conducts contract oversight for curbside recycling, and manages the Town Recycling Center
- Assists Police and Fire Departments with all emergencies and road closers.

Department: Public Works

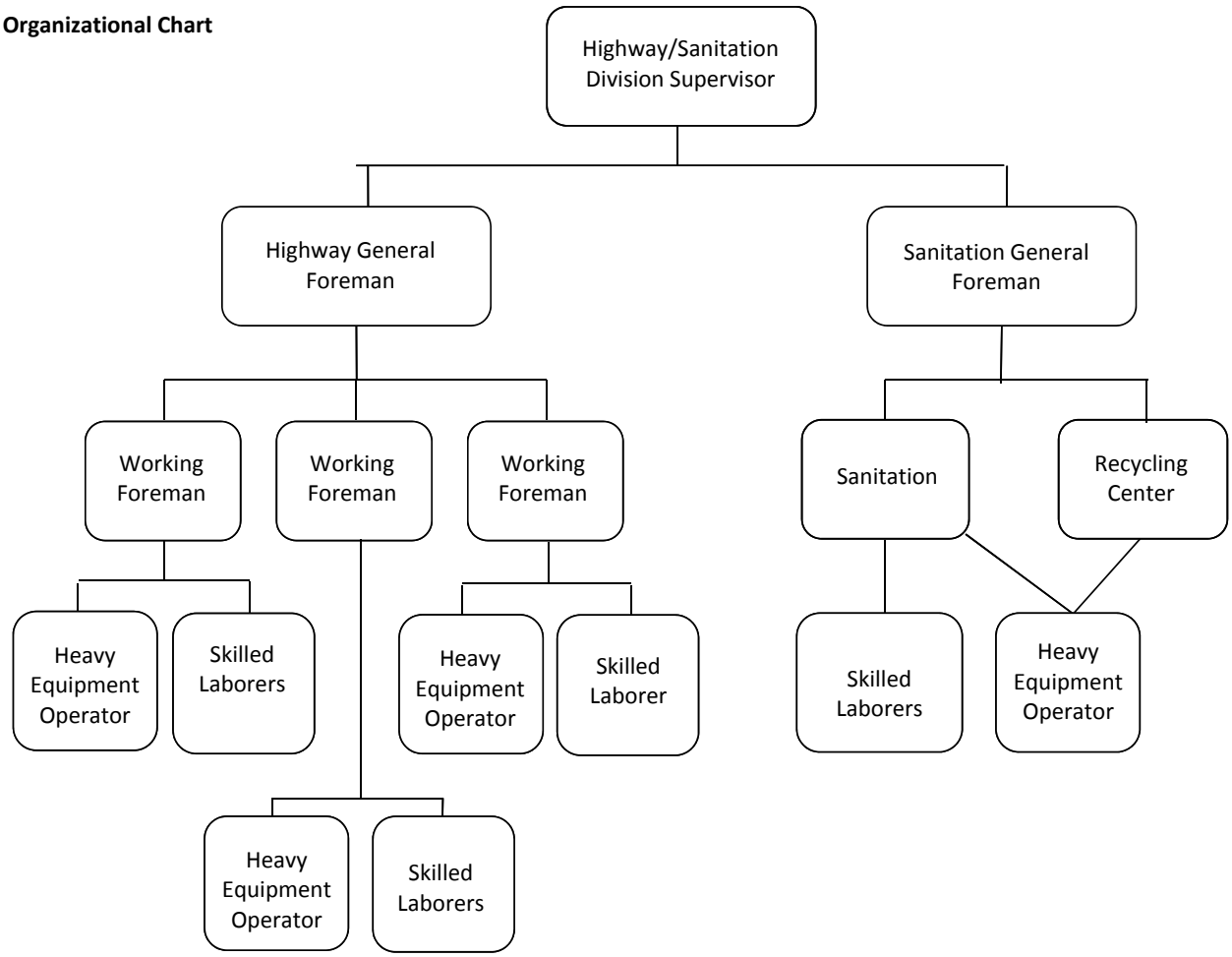
Budget Overview (con't):

II. Recent Developments
When Hurricane Irene came in we were set back with our normal duties that are performed in the late summer such as sidewalk repair and paving. Also Mass DOT has turned over the entire length of route 135 as of July 1st.

III. Current Challenges
Budget concerns as the cost for materials and labor increase.
Because of the route 135 take over there is an increase of responsibilities such as plowing, sanding, sweeping, line painting and any other problems that occur on that section of road. This may become a budgeting issue in the coming years.

Staffing	2009	2010	2011	2012	2013
Division Supervisor	1	1	1	1	1
Highway General Foreman	1	1	1	1	1
Sanitation General Foreman	1	1	1	1	1
Working Foreman	3	3	3	3	3
Heavy Equipment Operator	4	4	4	4	4
Skilled Laborer	15	13	13	13	14
Total FTE	**25**	**23**	**23**	**23**	**24**
Total FT/PT	**25 FT/0 PT**	**23 FT/0 PT**	**23 FT/0 PT**	**23 FT/0 PT**	**24 FT/0 PT**

Organizational Chart



Town of Natick

Home of Champions

Department: Public Works — Highway, Sanitation, Recycling

Performance Indicators

	CY2009	CY2010	CY2011*	CY2012*	CY 2013*
Workload Indicators					
Highway					
Total Miles of Accepted Roadways Maintained	130	132	132	132	132
Number of Catch Basins Cleaned	1,195	1282	1264	1800	1800
Sanitation					
Total Tons of municipal solid waste collected curbside	5,906 *	6099	6327	6200	6200
Total number of households provided with solid	9,314	9378	9383	9390	9390
Total tons of recyclables collected					
- curbside	2,704 *	3216	3188	3000	3000
- At Recycling Center	660 *	569	540	675	675
Total number of yard waste collected at curbside	2525 *	2600	2650	2800	2800
Number of curbside yardwaste collections	4	8	8	8	8
Total tons of yard waste and brush accepted @ recycling center	1700 *	4230	4300	4300	4300
Snow & Ice Removal					
Number of Snow Events					
- Minor Storms	10 *	15	12	14	14
- Major Storms	8 *	7	7	8	8
Tons of materials used to treat Natick Streets					
- Salt	1,999 *	2676	4183	2500	2500
- Sand	6,352 *	4050	6211	4500	4500
Sidewalk & Curb Repair					
Asphalt Curbing	5,293	4971	5717	5000	5000
Asphalt Sidewalks	1,205	5784	50	2000	2000
Street Signs					
New	51	127	76	75	75
Repaired &Replaced	130	184	166	100	100
Catch Basin & Manhole Repair					
Manholes	3	6	8	5	5
Catch Basins	43	57	42	50	50
New Structures	6	6	4	5	5
Line Painting					
Crosswalks	265	271	273	265	265
Center & Fog Lines	25	33	25	25	25

** = Estimates*

	CY2009	CY2010	CY2011*	CY2012*	CY 2013*
Efficiency Indicators					
Avg. Cost per Snow Storm	$ 41,387	$ 41,391	$ 39,439	TBD	TBD
Avg. Cost per Catch Basin Repair	N/A	N/A	$150-$350	$200 - $400	$200 - $400
Avg. Disposal Cost/ton of solid waste	N/A	69.2	72.48	TBD	TBD
Avg. Disposal Cost/ton of recyclables	N/A	154.2	157.93	170.66*	TBD
Avg. response time to perform routine street maint.	N/A	24 to 48 hrs	24 to 48 hrs	24 to 48 hrs	24 to 48 hrs

	CY2009	CY2010	CY2011*	CY2012*	CY 2013*
Outcome Indicators					
Percentage of calls for service responded to within 2 weeks	N/A - Indicator under Development				

Town of Natick

Home of Champions

Department: Public Works Highway, Sanitation, Recycling

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	% (+/-)
Salaries Supervisory	$ 84,273	$ 86,387	$ 95,162	$ 95,141	$ (21)	-0.02%
Salaries Operational Staff	$ 933,389	$ 942,005	$ 1,019,566	$ 1,062,260	$ 42,694	4.19%
Salaries Temp Operational Staff	$ 26,448	$ 35,152	$ 31,174	$ 31,922	$ 748	2.40%
Supervisory Additional Comp	$ 11,354	$ 11,827	$ 6,500	$ 6,500	$ -	0.00%
Operational Staff Additional Comp	$ 13,185	$ 14,370	$ 11,376	$ 11,855	$ 479	4.21%
Operational Staff Overtime	$ 124,600	$ 119,130	$ 116,412	$ 120,100	$ 3,688	3.17%
Personnel Services	**$ 1,193,250**	**$ 1,208,871**	**$ 1,280,190**	**$ 1,327,778**	**$ 47,588**	**3.72%**
Repairs & Maint Supplies	$ 1,747	$ 2,875	$ 2,250	$ 2,900	$ 650	28.89%
Test/Disposal Street Sweepings	$ 7,815	$ 16,533	$ 18,000	$ 18,000	$ -	0.00%
Purchased Services: Sand/Gravel	$ 8,501	$ 6,225	$ 11,500	$ 11,500	$ -	0.00%
Purchased Services: Crack Sealing	$ -		$ 30,000	$ 30,000	$ -	0.00%
Landfill Cap Maintenance	$ 3,456	$ 4,116	$ 6,250	$ 6,250	$ -	0.00%
Condensate Disposal - Flaring Station	$ 380		$ 2,500	$ 2,500	$ -	0.00%
Environmental Monitoring/Engineering	$ 18,922	$ 16,017	$ 29,000	$ 27,500	$ (1,500)	-5.17%
Landfill Gas/Flaring Station Maintenance	$ 5,184	$ 5,247	$ 6,000	$ 6,800	$ 800	13.33%
Yard Waste Brush Grinding	$ 3,267	$ 1,731	$ 7,500	$ 7,500	$ -	0.00%
Purchased Services: Misc.	$ 457	$ 647	$ 1,500	$ 1,500	$ -	0.00%
Purchase of Services	**$ 49,729**	**$ 53,391**	**$ 114,500**	**$ 114,450**	**$ (50)**	**-0.04%**
Licenses - CDL & Special	$ 690	$ 630	$ 1,050	$ 1,050	$ -	0.00%
Clothing Allowance Operational Staff	$ 7,700	$ 7,350	$ 7,700	$ 7,700	$ -	0.00%
Other Services (Misc.)	**$ 8,390**	**$ 7,980**	**$ 8,750**	**$ 8,750**	**$ -**	0.00%
Maintenance Materials	$ 46,560	$ 36,836	$ 45,000	$ 45,000	$ -	0.00%
Off Street Drainage	$ 4,861	$ 10,066	$ 10,000	$ 10,250	$ 250	2.50%
Recycling Center Maint & Supplies	$ 5,234	$ 1,141	$ 5,600	$ 5,600	$ -	0.00%
Traffic Signs & Markers	$ 27,778	$ 35,368	$ 51,000	$ 52,250	$ 1,250	2.45%
Waste Bags - Pay as you Throw	$ 132,344	$ 129,376	$ 140,000	$ 138,000	$ (2,000)	-1.43%
Compost/Recycling Bins	$ 6,504	$ 6,600	$ 6,600	$ 6,600	$ -	0.00%
Other Supplies: Misc.	$ 7,815	$ 6,449	$ 8,000	$ 8,000	$ -	0.00%
Other Supplies	**$ 231,096**	**$ 225,836**	**$ 266,200**	**$ 265,700**	**$ (500)**	**-0.19%**
Snow Removal	$ 670,901	$ 867,663	$ 150,000	$ 150,000	$ -	0.00%
Household Hazardous Waste Disposal	$ 4,013	$ 3,690	$ 15,000	$ 15,000	$ -	0.00%
Street & Sidewalk Maintenance	$ 138,533	$ 127,677	$ 140,500	$ 142,500	$ 2,000	1.42%
Tipping Fees Yard Waste	$ 17,421	$ 13,888	$ 17,500	$ 17,500	$ -	0.00%
Bulky Waste Fees	$ 245	$ -	$ -	$ -	$ -	#DIV/0!
Tipping Fees - Solid Waste	$ 465,649	$ 469,618	$ 560,900	$ 535,000	$ (25,900)	-4.62%
Recycling - Curbside	$ 476,261	$ 508,202	$ 567,600	$ 595,600	$ 28,000	4.93%
Recycling - Education Materials	$ 2,746	$ 1,907	$ 3,000	$ 3,000	$ -	0.00%
Transportation Hauling Tolls	$ 3,016	$ 2,898	$ 3,200	$ 3,200	$ -	0.00%
Other Chgs./Expend.	**$ 1,778,785**	**$ 1,995,543**	**$ 1,457,700**	**$ 1,461,800**	**$ 4,100**	**0.28%**
Total DPW Highway & Sanitation	**$ 3,261,250**	**$ 3,491,621**	**$ 3,127,340**	**$ 3,178,478**	**$ 51,138**	**1.64%**

Personnel Services:

Salaries Supervisory: To fund the position of Supervisor of Highway who oversees this division.
Salaries Operational Staff: To fund twenty-three employee positions who maintain and repair the roadways in the town, collecting trash and operating the recycling center.
Salaries Temporary Operational Staff: This fund is for police details for work done in the roadways and summer employees.
Supervisory Additional Compensation: This fund is for education incentive stipends and service award.
Operational Staff Additional Compensation: This fund is for longevity, differential pay and temporary upgrades per union contract.
Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Purchase of Services:

Equipment Repairs/Maintenance: This fund is for rental equipment.
Test/Disposal of Street Sweepings: This fund is use to have an outside contractor to test and dispose street sweepings and catch basin material.
Purchase Services Crack Sealing: This fund is for sealing certain roads to prolong their use and to minimize pothole repair.
Purchase Services Sand and Gravel: This fund is for the purchase of sand, gravel and stone from an outside vendor since the gravel pit operation has ceased.
Landfill Cap Maintenance: This fund is for the repairs and maintenance of the 34 acres landfill in accordance with all State and Federal regulations. The additional funds added to the FY2011 budget are the result of recommendations made by the environmental management consultant.
Condensate Disposal/Flaring Station: This fund is for the testing and disposal of liquid condensate from the operation of the Flaring Station.
Landfill Gas/Flaring Station Maintenance: This fund is for the maintenance and operational expense for the gas Flaring Station.
Yard Waste Brush Grinding: This fund is for the operation and maintenance of the brush grinder used at the Recycling Center.
Purchased Services Miscellaneous: This fund is used for membership dues, cellular phone and pagers.

Other Services (Misc.):

License/CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, etc.
Clothing Allowance Operational Staff: This fund is for the tool allowance and winter jackets per union contract.

Other Supplies:

Maintenance Materials: This fund is for tools (saw, blowers, power tamps, rollers and wheel barrels), safety equipment, cold patch and other equipment.
Off Street Drainage: This fund is for all basin repair materials (block, brick, catch basins, manholes and pipe) and other equipment for drain work. This budget is increased to accommodate the requirements of the stormwater plan.
Recycling Center Maintenance and Supplies: This fund is for all supplies and materials for the operations at the Recycling Center, including tarps for the roll-off containers, spill containment items and cleaning products.
Traffic Markings and Signs: This fund is for road painting (center and side lines, crosswalks and parking spaces) and the material needed to make street signs including blanks, reflective paper and posts. The additional funds are for the replacement of thermoplastic markings and relining Route 135. Thermoplastic markings create greater visibility for pedestrian crosswalks and therefore safety.
Waste Bags – Pay as you Throw: This fund is for the purchase of the PAYT bags that are sold in various retail stores in town.
Other Supplies: Misc.: This fund is for all materials and supplies used by the Division including gloves, cleaning products and deodorant for the trucks, dumpster covers and repairs, spill equipment and other safety supplies.

Other Charges & Expenditures:

Snow Removal: This fund is for snow removal including road salt, liquid deicer, employee overtime, snow contractors and other expenses related to snow removal.
Household Hazardous Waste Disposal: This fund covers the cost associated with the proper disposal of all household and municipal hazardous waste. This involves the disposal of waste oil, paint and paint related material, abandoned waste left throughout Town at the roadside, materials for all municipal buildings such as fluorescent lamps and ballast for electrical fixtures. We plan to reopen the paint shed. We hope this will reduce the roadside disposal of paint.
Street and Sidewalk Maintenance: This fund is for the completion of all the town's paving including bituminous concrete and castings and for repairing sidewalks throughout the town.
Tipping Fees Yard Waste: This fund is for the proper disposal of all yard waste collected at curbside and at the Recycling Center.

Line-Item Detail

Tipping Fees- Solid Waste This fund is for all disposal costs for solid waste. The primary disposal site is the Millbury Waste-to-Energy facility. The tipping fee covers any additional cost for Federal and State mandated environmental pollution retrofits at the Millbury Facility such as Mercury separation plans, landfill ash stabilization process, various scrubbers.
Recycling Curbside: This fund is for the cost of the current contract with Waste Management for collection, transportation and processing of recyclable materials collected curbside.
Recycling- Education Materials: This fund is for additional public education materials in addition to the DEP supplied materials such as the calendar. Due to budget cuts at DEP, the calendar will not be available for next year. In past years the bulk of this money has been used to purchase recycling bins for the residents.
Transportation-Hauling Tolls: This fund is for all costs associated with the Mass Turnpike including all DPW vehicles equipped with the appropriate turnpike readers.

Town of Natick

Home of Champions

Department: Public Works **Land, Facilities and Natural Resources**

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $ (+/-)	2012 vs 2013 % (+/-)
Salaries						
Personnel Services	$ 413,681	$ 421,365	$ 449,961	$ 453,497	$ 3,536	0.79%
Total Salaries	**$ 413,681**	**$ 421,365**	**$ 449,961**	**$ 453,497**	**$ 3,536**	**0.79%**
Operating Expenses						
Purchase of Services	$ 1,546	$ 2,005	$ 4,650	$ 4,650	$ -	0.00%
Other Services (Misc.)	$ 2,375	$ 2,260	$ 2,400	$ 2,400	$ -	0.00%
Tech. & Prof. Serv.	$ 76,354	$ 71,617	$ 119,031	$ 115,995	$ (3,036)	-2.55%
Supplies	$ 71,541	$ 71,508	$ 93,800	$ 115,000	$ 21,200	22.60%
Total Operating Expenses	**$ 151,815**	**$ 147,390**	**$ 219,881**	**$ 238,045**	**$ 18,164**	**8.26%**
Total L, F & NR	**$ 565,496**	**$ 568,755**	**$ 669,842**	**$ 691,542**	**$ 21,700**	**3.24%**

Mission:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities 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 fire protection by maintaining and improving with available resources the water treatment plant, wells and water mains throughout town. The Department will also 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.

Goals:

- To provide safe, clean parks, playgrounds and athletic fields for the residents of Natick.
-Continue to move our field maintenance program toward an environmentally safe, sustainable, organic based management plan.
- To continue to repair or rebuild overused and abused sites to make them safe, presentable and representative of Natick's commitment to excellence.
- Complete the control system for all of our irrigation systems with a goal of providing better oversight, water management and conservation.
-Work with the school and recreation departments to create a comprehensive field management plan.

Town of Natick

Home of Champions

Department: Public Wor Division:

Budget Overview:

Department of Public Works Land Facilities and Natural Resources

Main Purpose of the Division

The Land Facilities and Natural Resources Division are responsible for the maintenance of over sixty sites which comprise more than seventy acres. Of these seventy acres, fifty-three and one-half acres are mowed by a contractor and the remaining acres are mowed by the division. The Division maintains twenty-one baseball/softball fields, eight tennis courts, nine basketball courts, sixteen playgrounds, the high school track and Memorial Beach. The division is responsible for aerating, seeding and fertilizing all fields as well as field lining for all sports. The Division also maintains eleven automatic irrigation systems. The division is responsible for the care and maintenance of all public shade trees, grinding stumps, cutting brush and pruning and removing trees. We are responsible for all public grounds and share the responsibility for roadside brush maintenance with the highway division.

Recent Developments

Installation of a new/used light pole @ Mahan with 2 new/used sets of lights.
Installation of 2 - 90' poles @ Wilson Mdl. School to hold up a net to stop foul balls from hitting houses.
Major renovation work was done @ Mathworks Field with financial assistance from Mathworks and Natick Soccer Club.
Loss of 4.5 acres of athletic fields adjacent to the High School for new construction.
Loss of main stadium field and track until at least Aug. 1, 2011 for new construction.
Field house was recently renovated and somewhat upgraded.
Three of the five metering systems have been installed for our irrigation wells.

Current Challenges

Install the last 2 metering systems for our irrigation wells.
Upgrade the 2 softball fields @ Memorial School to accommodate High School Softball for about 4 years because of construction.
Finish upgrades to Mahan BB Field.
Accommodate all athletic activity around town even with the loss of 2 major sites.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

A recent decision by the Attorney General requires all tree work to be completed under MGL Ch 30 39M. This requires contractors to pay prevailing wage, and post additional bonds. This budget will allow the division to complete most of the anticipated maintenance tasks. Stump grinding, tree service operations, and maintenance projects will be prioritized and completed according to need.

On the Horizon

The new high school area fields will create a challenge for field management during construction..
A town-wide review of all land facilities focusing on clean-up, beautification, and community involvement.

Town of Natick

Home of Champions

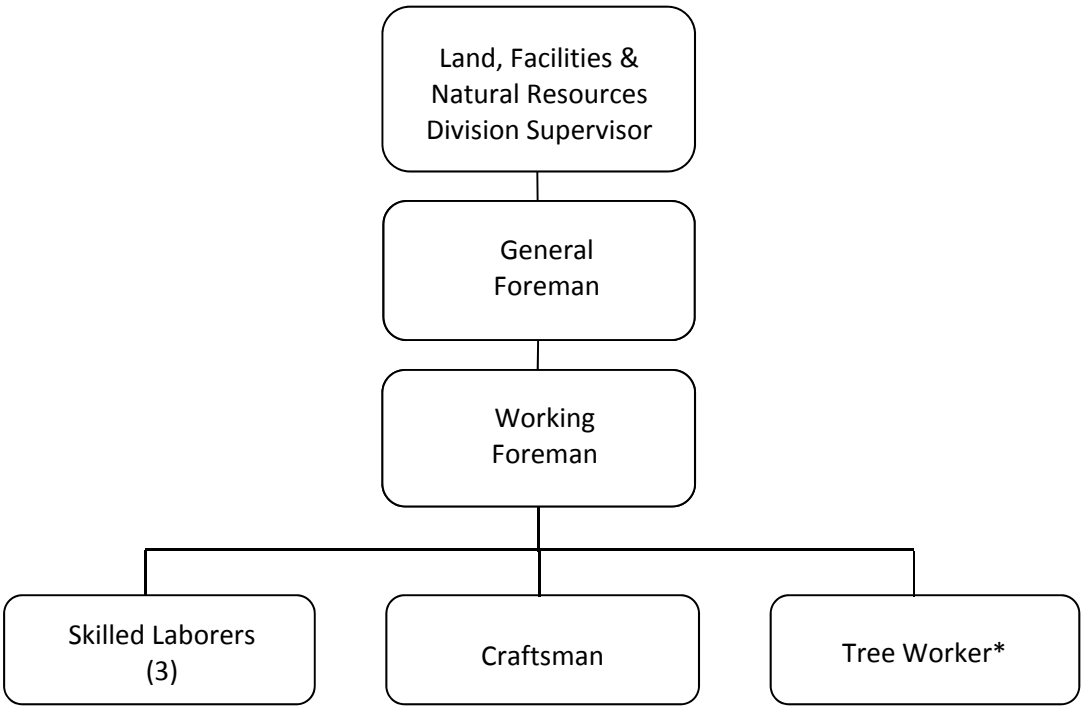
Department: Public Works

Staffing	2009	2010	2011	2012	2013
Division Supervisor	1	1	1	1	1
General Foreman	1	1	1	1	1
Working Foreman	1	1	1	1	1
Craftsmen	1	1	1	1	1
Tree Worker	1	0*	0*	0*	0*
Skilled Laborers	4	3	3	3	3
Total FTE	**9**	**7**	**7**	**7**	**7**
Total FT/PT	**9 FT/0 PT**	**7 FT/0 PT**	**7 FT/0 PT**	**7 FT/0 PT**	**7 FT/0 PT**

Notes

** The tree worker is currently the general foremen.*

Organizational Chart



Notes

** The tree worker is currently the general foremen.*

Town of Natick

Home of Champions

Department: Public Works

Performance Indicators	2009	2010	2011	2012	2013
Workload Indicators					
Land & Facilities					
Number of Fields & Parks Maintained	61	61	61	61	61
Acres Mowed Via Contract	53.5	53.5	54.5	54.5	54.5
Forestry					
Number of hazard trees removed	72	10	39	44	40*

**Estimate*

	2009	2010	2011	2012	2013
Efficiency Indicators					
Cost/acre for mowing (via contract)	$ 28.50	$ 29.50	$ 28.96	$ 28.89	$ 28.89

Town of Natick

Home of Champions

Department: Public Works Land, Facilities and Natural Resources

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $ (+/-)	2012 vs 2013 % (+/-)
Salaries Supervisory	$ 84,273	$ 86,387	$ 92,069	$ 92,069	$ -	0.00%
Salaries Operational Staff	$ 274,919	$ 275,643	$ 291,142	$ 293,123	$ 1,981	0.68%
Salaries Temporary Operational	$ 18,582	$ 18,047	$ 27,300	$ 28,234	$ 934	3.42%
Supervisory Additional Comp	$ 10,652	$ 11,138	$ 8,300	$ 8,300	$ -	0.00%
Operational Staff Additional Comp	$ 3,252	$ 4,145	$ 3,850	$ 4,470	$ 620	16.10%
Operational Staff Overtime	$ 22,004	$ 26,004	$ 27,300	$ 27,300	$ -	0.00%
Personnel Services	**$ 413,681**	**$ 421,365**	**$ 449,961**	**$ 453,497**	**$ 3,536**	**0.79%**
Purchased Services Misc.	$ 1,546	$ 2,005	$ 4,650	$ 4,650	$ -	0.00%
Purchase of Services	**$ 1,546**	**$ 2,005**	**$ 4,650**	**$ 4,650**	**$ -**	**0.00%**
Licenses - CDL & Special	$ 275	$ 160	$ 300	$ 300	$ -	0.00%
Clothing Allowance Operational Staf	$ 2,100	$ 2,100	$ 2,100	$ 2,100	$ -	0.00%
Other Services (Misc.)	**$ 2,375**	**$ 2,260**	**$ 2,400**	**$ 2,400**	**$ -**	**0.00%**
Tech & Prof. Svs. - Tree Svs	$ 27,683	$ 33,241	$ 61,095	$ 61,095	$ -	0.00%
Tech & Prof. Svs. - Mowing Svs	$ 48,671	$ 38,377	$ 57,936	$ 54,900	$ (3,036)	-5.24%
Tech. & Prof. Serv.	**$ 76,354**	**$ 71,617**	**$ 119,031**	**$ 115,995**	**$ (3,036)**	**-2.55%**
Materials Field Maint	$ 51,652	$ 56,501	$ 66,400	$ 76,400	$ 10,000	15.06%
Materials Playground	$ 7,166	$ 4,734	$ 12,800	$ 16,000	$ 3,200	25.00%
Materials Beach Maint	$ 600	$ 600	$ 600	$ 600	$ -	0.00%
Materials Planting	$ 6,794	$ 6,498	$ 6,000	$ 10,000	$ 4,000	66.67%
Tools & Hardware	$ 1,629	$ 1,875	$ 7,000	$ 7,000	$ -	0.00%
Irrigation System	$ 3,698	$ 1,299	$ 1,000	$ 5,000	$ 4,000	400.00%
Supplies	**$ 71,541**	**$ 71,508**	**$ 93,800**	**$ 115,000**	**$21,200**	**22.60%**
Total DPW LF & NR	**$ 565,496**	**$ 568,755**	**$ 669,842**	**$ 691,542**	**$21,700**	**3.24%**

Personnel Services:

Salary Supervisory: Funds the department Supervisor who also serves as Tree Warden.
Salaries Operational Staff: Salaries to fund the 8 staff employees.
Salaries Temporary Operational: Funds to pay for police details for tree removals/pruning and misc. roadside work when necessary, part time employees to maintain flower gardens and part time summer help.
Supervisory Additional Comp.: This funds contractual obligations for continuing education, degree stipend, and performance
evaluation.
Operational Staff Additional Comp.: This funds Union contractual obligations for working out of classification.
Operational Staff Overtime: This funds Union contractual obligations for work performed outside normal hours of operation.

Purchase of Services:

Purchased Services Misc.: This funds the purchase of misc. supplies, association dues, pesticide license renewals, conference fees.

Other Services (Misc.)

Licenses-CDL and Special: This funds the reimbursement of employees for license renewals (CDL, Hoisting, etc.) per contract agreement.
Clothing Allowance Operational Staff: This funds the clothing allowance for employees per contract agreement.

Technical & Professional Services:

Tree Service This funds the pruning and removal work done by outside contractors, poison ivy control in the parks and on school grounds, Hemlock Wooly Adelgid sprays, Dutch Elm Disease and winter moth controls, and deep root fertilization. A recent decision by the Attorney General requires all tree work to be completed under MGL Ch 30 39M. This requires contractors to pay prevailing wage, and post additional bonds.
Mowing Service: This funds the mowing of 16 sites which cover 54.5 acres of grass by an outside contractor as needed.

Supplies:

Materials Field Maintenance: This funds the purchase of pelleted lime, fertilizer, turface, infield mix, herbicides, pesticides, contractual pesticide and herbicide applications, irrigation supplies, irrigation repairs, mutt mitts and dispensers, bark mulch grass seed, loam, topdressing materials, fence repairs, and many other misc. items as needed. This item includes additional funding for turf maintenance.
Materials Playgrounds: This funds the purchase of playground resilient materials and parts needed to make repairs. Materials Beach Maintenance: This funds the purchase of beach sand, turn boards, fence repairs, and repairs to the piers and playground equipment.
Materials Planting: This newly established line item funds the purchase of a limited number of trees and various plants in the landscape that are in need of replacement, and flowers for the gardens.
Tools and Hardware: This funds the purchase of misc. tools and hardware, flags for the buildings and parks, plastic bags for trash receptacles, padlocks, keys, 2cycle oil, saw chains, files, chain saw repairs, batteries, wire ties, light bulbs, park bench repairs, string, tape measures, RV antifreeze for winter shutdowns, gas cans, nuts, bolts etc.

Article 14:
Motion D:
Health & Human Services

Community Services
- Human Services & Council on Aging
- Veterans Services
- Parks & Recreation

Board of Health

Finance Committee Recommendation

Motions for Section D: Health and Human Services

Motion for Section D under Article 14:

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

Community Services		
Salaries	$	1,093,253
Expenses	$	291,677
Total Community Services	**$**	**1,384,930**
Board of Health		
Salaries	$	387,518
Expenses	$	34,950
Other Changes & Expenditures	$	15,000
Total Board of Health	**$**	**437,468**
Motion Total	**$**	**1,822,398**
And that the above Total Budget Amount be raised from the following sources:		
Tax Levy of Fiscal Year 2013	$	1,822,398
	$	**1,822,398**

SECTION D: HEALTH AND COMMUNITY SERVICES

Department: ***Community Services***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Community Services Department for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-1 on January 31, 2012, the Finance Committee recommends Favorable Action with regard to the Community Services Department budget under Article 14, Section D, and that the sum of $1,390,689 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 31, 2012, the following information was noted:

- Department Management gave an overview presentation on the proposed FY 2013 budget for the Community Services department, which was created by vote of 2011 Fall Annual Town Meeting, consolidating the former Human Services/Council on Aging, Veterans' Services and Recreation & Parks departments. This presentation highlighted the roles and responsibilities, significant achievements and performance data, as well as staffing of each of the divisions within the new department.
- A grant in the amount of $84,698 has been awarded to the town by the Metrowest Health foundation to be used for purchase of equipment for the new Community Senior Center.
- Cross-training is occurring among personnel in the various divisions which has already led to work and service efficiencies through greater collaboration.
- The consolidated budget includes one additional position, which is the department Director. This position was funded for half of FY 2012 and will be funded at 100% for FY 2013.
- Questions were raised regarding the potential for shifting resources among the respective divisions. It was noted that service needs would be expected to drive such decisions and the manager would be accountable for meeting the expected service levels in each of the divisions. Department management informed the Finance Committee that benchmarks and performance measures, which will assist in evaluating the cost effectiveness of the consolidated department, will be developed over the upcoming year.
- An increase in the budgets for Veterans' medical assistance and cash allowances is proposed to meet the growing need of veterans returning from Iraq and Afghanistan, whose needs are compounded by the continuing economic downturn. Due to the efforts of the Veterans' Services director, however, the amount of funds returned to the town continues to increase as does the identification and pursuit of outside sources of support for the Veterans.
- Benefits for the three Community Organic Farm positions whose salaries are currently subsidized by the Conservation Commission continue to be covered by the town;

however, the goal is that the Farm will eventually become self-sufficient and be able to pick up the costs of both the salaries and the associated benefits.

- It is anticipated there will be need for an additional position to provide night supervision and facilities management when the new Community Senior Center opens, however, it is believed that the cost of this position can be recouped through program and facility fees using a revolving fund. *[Note: authorization for this and other revolving funds will be taken up under Article 22 of this 2012 Annual Spring Town Meeting.]*

Department:	***Board of Health***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Board of Health for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 8-4-0 on January 24, 2012, the Finance Committee recommends Favorable Action with regard to the Board of Health budget under Article 14, Section D, and that the sum of $437,468 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 24, 2012, the following information was noted:

- This budget includes (1) the addition of a food consultant to enable the department to meet the standard minimum of two inspections per year for all food establishments in the town; and (2) an increase in clerical hours to maintain clerical support for all business hours in the department. The cost of these two additions is $26,672. As the clerical position in question is already fully benefited and the food inspector would be part-time, these additions would incur no additional benefits costs. Both positions result from Program Improvement Requests ("PIRs") submitted by the department.
- The availability of the Environmental Health Agent for the first full year contributed directly to an additional 146 food inspections conducted by the department.
- Additional time has been directed toward activities related to prevention, education and training, which has been a long term goal of the department.
- Total revenue of $188,561.91 generated in 2011 included $13,752 in Medicare/Medicaid reimbursements which was deposited in the department's new revolving account for immunizations. This proved to be very timely when the State reduced the number of influenza vaccine doses by 55% and the department was able to supplement the State allocation using funds from this account to meet the town's needs.
- Revenue for January 2012 is on target to be an all-time high for the month with a total of $69,660 already recorded. This is partially due to the fact that a significant number of food inspection renewal applications usually booked in December were recorded in January.
- State mandates without supplemental funding continue to present challenges for the department, such as the sharps disposal regulations which will go into effect on July 1, 2012 and require the town to provide a separate means of collection for used syringes.
- No additional revenue would be projected from the potential increase in food inspections because, according to Massachusetts General Law, the annual permit fee paid by all food

establishments in expected to cover these inspections. The only increase in revenue which could be anticipated from the increased inspections would be in situations where repeated infractions led to multiple fines. If a revolving fund were set up to capture and retain the food inspection fees in the department this would reduce the amount of revenue which now accrues to the town's general fund.

- In view of a dramatic rise in deer tick-borne Lyme disease the department plans to form a task force to offer prevention and education to better control this at the local level.

Town of Natick

Home of Champions

Department: Community Services

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 920,384	$ 919,714	$ 1,041,723	$ 1,093,253	$ 51,530	4.95%
Total Salaries	**$ 920,384**	**$ 919,714**	**$ 1,041,723**	**$ 1,093,253**	**$ 51,530**	**4.95%**
Operating Expenses						
Purchase of Services	$ 34,085	$ 48,883	$ 47,504	$ 42,926	$ (4,578)	-9.64%
Tech/Professional Services	$ 11,671	$ 10,533	$ 12,242	$ 12,078	$ (164)	-1.34%
Supplies	$ 8,898	$ 6,964	$ 9,888	$ 10,813	$ 925	9.35%
Other Supplies	$ 27,612	$ 22,084	$ 21,550	$ 21,550	$ -	0.00%
Other Charges	$ 165,807	$ 194,939	$ 188,310	$ 204,310	$ 16,000	8.50%
Total Operating Expenses	**$ 248,072**	**$ 283,403**	**$ 279,494**	**$ 291,677**	**$ 12,183**	**4.36%**
Total Community Services	$ 1,168,456	$ 1,203,117	$ 1,321,217	$ 1,384,930	$ 63,713	4.82%

Main Purpose of Department

The main purpose of the Community Services Department is to identify and fulfill the social, human and leisure needs of our residents, no matter what their age or abilities. This agency must work within the Town government structure and with also the community at large when trying to achieve these goals to the best of its capabilities. Department effectiveness and efficiency will be an important factor as Recreation and Parks, Veterans Services and Human Services & Council on Aging work together as one agency.

Goals:

- Relocate operations (Human Services, COA and Veterans' Services) to new Community/Senior Center

- Establish an integrated Community Services Department
  - Work closely with management team (Recreation Director, Human Services/COA Director and Veterans' Director) to ensure collaboration across services and operations
  - Improve and enhance services and programs; evaluate services within each division to determine best mix of services to meet community needs
  - Ensure outstanding customer service to all segments of population including with respect to building scheduling and utilization

Town of Natick

Home of Champions

Department: Community Services

Budget Overview:

Recent Developments:
Fall Town Meeting approved a consolidation plan for these three agencies in late October, 2011. The new department will officially start as of January, 2012. Each agency under their existing Department Head has prepared its own budget with the Director of Community Services and Town Administration review these submissions. Specific operational changes are being discussed in all three agency budgets as we move towards one cohesive agency that aims to serve its residents and users in a more effective and efficient manner.

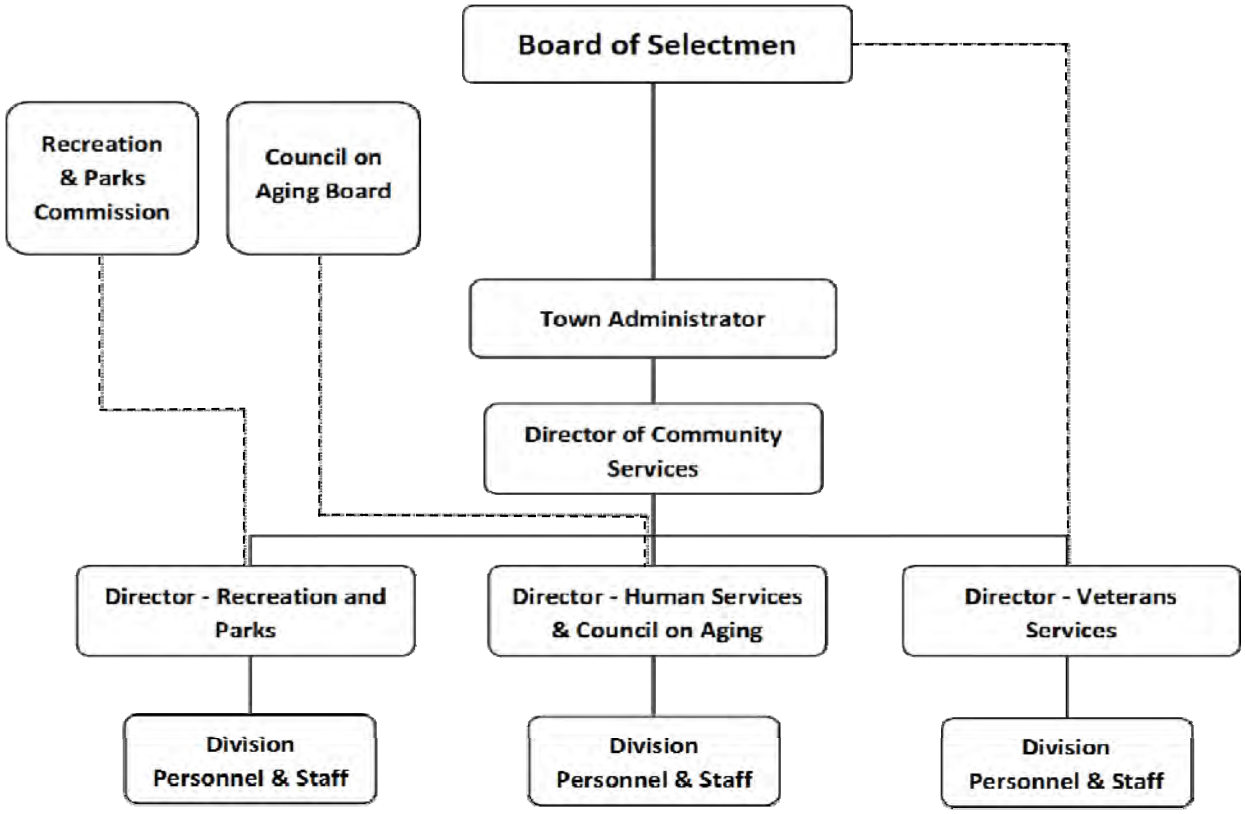
Current Challenges:
The Community Services Department finds itself in a unique position of first and foremost respecting the current administration and operation of each department, which has received overwhelming Town Meeting and Town Administration support over the years. The department must also keep in mind that the Natick taxpayers did vote $10,000,000 for a new Community Senior Center, which is being built on East Central Street with a September, 2012 opening target date. At the same time, our world is quickly changing and the way that we do business must keep up with today's technology and the demands of our residents and users. The biggest challenge, therefore, is to incorporate positive changes among the three agencies which will prepare each operation to successfully serve the needs of our residents and facility users at the Community Senior Center.

Significant Proposed Changes for the Upcoming FY and Budget Impact:
At the time of this submission, there is one very obvious issue that needs to be addressed in anticipation of a very busy Community Senior Center coming to Natick. This pertains to how one is treated as they arrive at the seven day center, which should be open to the public approximately 100 hours per week year round. There is a definite need to properly provide a friendly, helpful and welcoming professional atmosphere to the building where or not it is during the day or in the evening or weekends. A proposal under the program Improvement Request section of the budget proposes to hire a weekday night and weekend year-round Facility Supervisor and a small staff to provide this presence. The costs for this person and staff is to be 100% offset by the collection of user fees throughout the year. Fees are to be set at a modest and affordable rate for all groups and users, with the current municipal departments of the Community Senior Center having first priority use. Beyond these three departments, the Community Services department will establish a facility reservation system that the public can easily view and can request time within this anticipated busy building. This building has been designed with many flexible spaces for multiple use, which will provide flexibility to the users. It has also been designed so that it can be segregated into three distinct sections for energy efficiency.

On The Horizon:
The horizon for this department will be as good as the department is able to work with all the other municipal agencies and the community at large. The Department needs to first identify "common threads" within their own collective operations in an effort to achieve inter agency successes. Once that is done, they will start to operate and realize that they are one agency, which serves the public, residents and our users. They then will be able to reach out as one department to other municipal agencies, community groups and businesses as one agency with much to offer. The new center will be just become an obvious step in this future progression.

Department: Community Services

Organizational Chart



Town of Natick

Home of Champions

Department: Community Services

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries Management	$ 206,666	$ 217,126	$ 271,760	$ 327,125	$ 55,365	20.37%
Salaries Supervisory	$ 123,847	$ 124,821	$ 136,350	$ 140,000	$ 3,650	2.68%
Salaries Operational Staff	$ 287,597	$ 281,951	$ 300,403	$ 302,490	$ 2,087	0.69%
Salaries Technical & Professional	$ 285,673	$ 277,769	$ 314,298	$ 318,748	$ 4,450	1.42%
Management Additional Comp	$ 5,350	$ 5,350	$ 5,350	$ -	$ (5,350)	-100.00%
Supervisory Staff Additional Comp	$ 3,150	$ 3,200	$ 3,600	$ -	$ (3,600)	-100.00%
Operational Staff Additional Comp	$ 1,792	$ 2,397	$ 2,452	$ 2,696	$ 244	9.95%
Tech/Prof Additional Comp	$ 3,537	$ 4,594	$ 5,250	$ -	$ (5,250)	-100.00%
O/T Operational & Supervisory Staff	$ 2,774	$ 2,505	$ 2,260	$ 2,194	$ (66)	-2.92%
Personnel Services	**$ 920,384**	**$ 919,714**	**$ 1,041,723**	**$ 1,093,253**	**$ 51,530**	**4.95%**
Repairs & Maint. Facilities	$ 1,936	$ 1,629	$ 1,935	$ 2,021	$ 86	4.44%
Repairs & Maint. Equipment	$ 3,977	$ 2,927	$ 3,400	$ 3,500	$ 100	2.94%
Rental of Veterans Headquarters	$ 1,200	$ 1,200	$ 1,200	$ 1,200	$ -	0.00%
Communication Telephone	$ 7,770	$ 7,153	$ 7,935	$ 8,960	$ 1,025	12.92%
Communication Postage	$ 317	$ 648	$ 1,450	$ 1,450	$ -	0.00%
Dues & Subscriptions	$ 2,497	$ 2,015	$ 2,250	$ 2,250	$ -	0.00%
Copy/Mail Center Fees	$ 6,902	$ 18,957	$ 6,040	$ -	$ (6,040)	-100.00%
Training & Education	$ -	$ 900	$ -	$ -	$ -	#DIV/0!
Wellness Programs	$ 2,732	$ 4,137	$ 4,069	$ 4,069	$ -	0.00%
Contract Services: Counseling	$ 495	$ 824	$ 5,000	$ 5,000	$ -	0.00%
Care of Veterans Graves	$ -	$ 1,100	$ 1,100	$ 1,100	$ -	0.00%
In/Out of State Travel/Meetings	$ 5,712	$ 6,849	$ 12,550	$ 12,726	$ 176	1.40%
Other Services Misc.	$ 548	$ 545	$ 575	$ 650	$ 75	13.04%
Purchase of Services	**$ 34,085**	**$ 48,883**	**$ 47,504**	**$ 42,926**	**$ (4,578)**	**-9.64%**
Clothing Allowance Supervisory	$ 200	$ 200	$ 200	$ -	$ (200)	-100.00%
Clothing Allowance Tech & Prof.	$ 181	$ 200	$ 200	$ -	$ (200)	-100.00%
Other Services Misc.	**$ 381**	**$ 400**	**$ 400**	**$ -**	**$ (400)**	**-100.00%**
Communication Photocopying	$ 1,597	$ 3,089	$ 3,942	$ 3,978	$ 36	0.91%
School Custodial Charges	$ 3,880	$ 1,800	$ 2,100	$ 2,100	$ -	0.00%
Special Needs Tuition's	$ 5,812	$ 5,644	$ 5,800	$ 6,000	$ 200	3.45%
Technical/Professional Serv.	**$ 11,290**	**$ 10,533**	**$ 11,842**	**$ 12,078**	**$ 236**	**1.99%**
Office Supplies	$ 7,421	$ 5,733	$ 8,350	$ 9,250	$ 900	10.78%
Supplies Computer	$ 986	$ 869	$ 850	$ 875	$ 25	2.94%
Supplies Disposable Goods	$ 491	$ 362	$ 400	$ 400	$ -	0.00%
Youth Advisory Council	$ -	$ -	$ 288	$ 288	$ -	0.00%
Supplies	**$ 8,898**	**$ 6,964**	**$ 9,888**	**$ 10,813**	**$ 925**	**9.35%**
Dug Pond Treatment & Testing	$ 21,850	$ 17,800	$ 17,550	$ 17,550	$ -	0.00%
Recreation Program Supplies	$ 5,762	$ 4,284	$ 4,000	$ 4,000	$ -	0.00%
Other Supplies	**$ 27,612**	**$ 22,084**	**$ 21,550**	**$ 21,550**	**$ -**	**0.00%**
Transportation Program	$ 11,183	$ 10,383	$ 17,000	$ 17,000	$ -	0.00%
Veteran Benefits: Cash Allowance*	$ 73,148	$ 88,259	$ 90,000	$ 99,000	$ 9,000	10.00%
Veteran Benefits: Medical*	$ 65,272	$ 81,267	$ 62,000	$ 68,200	$ 6,200	10.00%
Veteran Benefits: Food/Clothing/Fuel	$ 410	$ -	$ 550	$ 550	$ -	0.00%
Veteran Benefits: Nursing Home Trans	$ -	$ 258	$ 330	$ 330	$ -	0.00%
Veteran Benefits: Miscellaneous	$ 1,300	$ 1,430	$ 1,430	$ 1,430	$ -	0.00%
Memorial Day Program	$ 12,394	$ 11,213	$ 14,000	$ 14,500	$ 500	3.57%
Veterans Day Program	$ 2,100	$ 2,130	$ 3,000	$ 3,300	$ 300	10.00%
Other Chgs./Expend.	**$ 165,807**	**$ 194,939**	**$ 188,310**	**$ 204,310**	**$ 16,000**	**8.50%**
Total	**$ 1,168,456**	**$ 1,203,517**	**$ 1,321,217**	**$ 1,384,930**	**$ 63,713**	**4.82%**

Town of Natick

Home of Champions

Department: Community Services | **Division: Human Services & Council on Aging**

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries						
Personnel Services	$ 321,180	$ 330,963	$ 376,934	$ 376,219	$ (715)	-0.19%
Total Salaries	**$ 321,180**	**$ 330,963**	**$ 376,934**	**$ 376,219**	**$ (715)**	**-0.19%**
Operating Expenses						
Purchase of Services	$ 11,387	$ 18,423	$ 21,734	$ 20,569	$ (1,165)	-5.36%
Supplies	$ 2,699	$ 3,657	$ 3,388	$ 3,413	$ 25	2.94%
Other Chgs./Expend.	$ 11,183	$ 10,383	$ 17,000	$ 17,000	$ -	0.00%
Total Operating Expenses	**$ 25,268**	**$ 32,463**	**$ 42,122**	**$ 40,982**	**$ (2,350)**	**-5.28%**
Total COA & HS	**$ 346,448**	**$ 363,426**	**$ 419,056**	**$ 417,201**	**$ 43,247**	**11.51%**

Mission:

The mission of the Human Services & Council on Aging Department is to ensure that health and human services are provided, available and accessible to all residents of the town of Natick. We provide and promote advocacy and support systems working toward the ultimate goals of independence, improved quality of life and preparation for life change.

Goals:

Continue Work on Community Senior Center Project
- Continue service on Building Committee
- Continue activity on Furniture, Fixtures, and Equipment (FF&E) subcommittee
- Continue work on Color subcommittee
- Participate in preparation of capital equipment grant application
- Support public information effort
-Explore other funding opportunities

Continue Community Outreach Efforts
- Continue to enhance Human Services integration with the school system
- Update Internet information

Continue support of Youth Advisory Board
- Apply for Massachusetts Promise Fellow

Implement Healthy Communities Principles
- Develop and support Natick Interagency Community Support Team
-Participate in and support Natick Together 2 Drug Free Communities effort

Augment resources
-Pursue grant funded opportunities

Goals (con't)

Enhance Community Connections
-Department of Transitional Assistance Advisory Board
-Geriatric Institute--Mass. College of Pharmacy
Miscellaneous
-Pursue possible LSW licensure

Budget Overview:

Main Purpose of the Department
The Department is a human service agency providing activities, education, information, social and support services and programs for children, adults, elders, families, and individuals with disabilities through a multipurpose senior center. We serve as an information resource; provide case management and crisis intervention; coordinate volunteer services; provide programs (wellness, intergenerational and others); provide health services and support for chronic disease self-management; assist in the planning of community projects that address youth and family issues; develop and foster partnerships with other agencies and organizations for planning wellness and prevention programs; work with the school department, area social service organizations & state agencies to address service needs; assist families and individuals in accessing public and private benefits; advocate for older adults (6502 Natick residents over age 60 according to 2010 U.S. Census, a 9.4% increase from the 2000 U.S. Census) and individuals with disabilities of all ages with local; and foster the growth of young leaders in Natick.

Our services focus on empowering residents of all ages, incomes, and abilities to make informed decisions, to remain actively engaged in their community, and to maintain health, vitality and independence.

Recent Developments
- Successfully partnered with Central Massachusetts Area Health Education Center (Central Mass. AHEC) to become host site for four AmeriCorps volunteers focusing on Healthy Aging programs.
- Worked with Natick Service Council and Embrace a Family to bring Mammogram Van to Natick for mammography screenings.
- Established the Natick Interagency Community Support Team to increase communication among professionals in disparate organizations, agencies, and departments to create a method of accessing the most appropriate resources for Natick residents with complicated needs.
-Expanded hours and days of operation to include evenings and weekends for working families to access our free income tax preparation for Earned Income Credit and Child Care Credit
- Relocated to temporary location at 90 Oak Street during construction of new Community Senior Center

Current Challenges
- Assisting seniors with Medicare Part D and other enrollment and plan changes.
- Increased numbers of residents seeking assistance with Fuel Assistance and Food Stamp applications and applications for other benefits.
- Additional transportation resources are necessary.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact
- Expansion of “Opportunity Knocks” job posting service requires outreach to local businesses with increased

Department: Community Services | **Division: Human Services & Council on Aging**

Budget Overview (con't)

On the Horizon

• Increased need of residents for social and case management services due to challenges arising from such factors as increased energy costs and rising taxes balanced against reduced incomes.
• Expanding hours and/or days of operation.
-Move to new Community Senior Center
-Transition to integrated Community Services Department

Staffing	2009	2010	2011	2012	2013
Director	1	1	1	1	1
Assistant Director/Program Coordinator	0.5	0.5	1	1	1
Volunteer Resources Coordinator	1	0.8	0.79	0.9	0.9
Program Development Coordinator	1	1	0	0	0
Social Workers	1.75	1.75	1.75	1.75	1.75
Program Instructors	varies	varies	varies	varies	varies
Clerical Staff	1.49	1.49	1.49	1.49	1.49
Outreach Coordinator	0.75	0.75	1	1	1
Clinical Social Worker	0.375	0.375	0.375	0.375	0.375
Building Monitor	*	*	*	*	*
Total FTE	**7.87**	**7.67**	**7.41**	**7.52**	**7.52**
Total FT/PT	**4 FT / 8PT**	**4 FT / 8PT**	**5 FT / 7 PT**	**5 FT / 7 PT**	**5FT / 7 PT**

Notes

** Building Monitor position paid for out of the Senior Center Revolving Fund.*
Not shown is a .5 FTE Executive Assistant position is split 1/2 between COA and Veterans Services. This position is allocated 100% in Veterans Services budget.

Performance Indicators

	2009	2010	2011	2012	2013
Workload Measures					
Units of Recreational Services [1]	14,484	14,785	14,133	14,322	15,073
Units of Supportive Services [1]	20,805	21,502	19,087	19,240	21,955
Number of Seniors who:					
- Have Senior Parking Passes	1,182	1,214	984	1,195	1,196
Information & Referral Calls	1,124	1,136	968	1,168	1,169
Unduplicated Elders Served [2]	2,796	2,685	2,693	2,705	2,915
Number of Volunteers	344	321	316	325	335
Number of Volunteer Hours Served	11,230	14,811	14,779	14,825	14,840
Efficiency Measures					
Average Hours per Volunteer	33	46	47	46	44
Outcome Measures					
Est. Value of Volunteers (annually)	$227,408	$308,809	$315,679	$316,662	$316,982

[1] Recreational and Supportive units of service = the number of times participants engage in a service

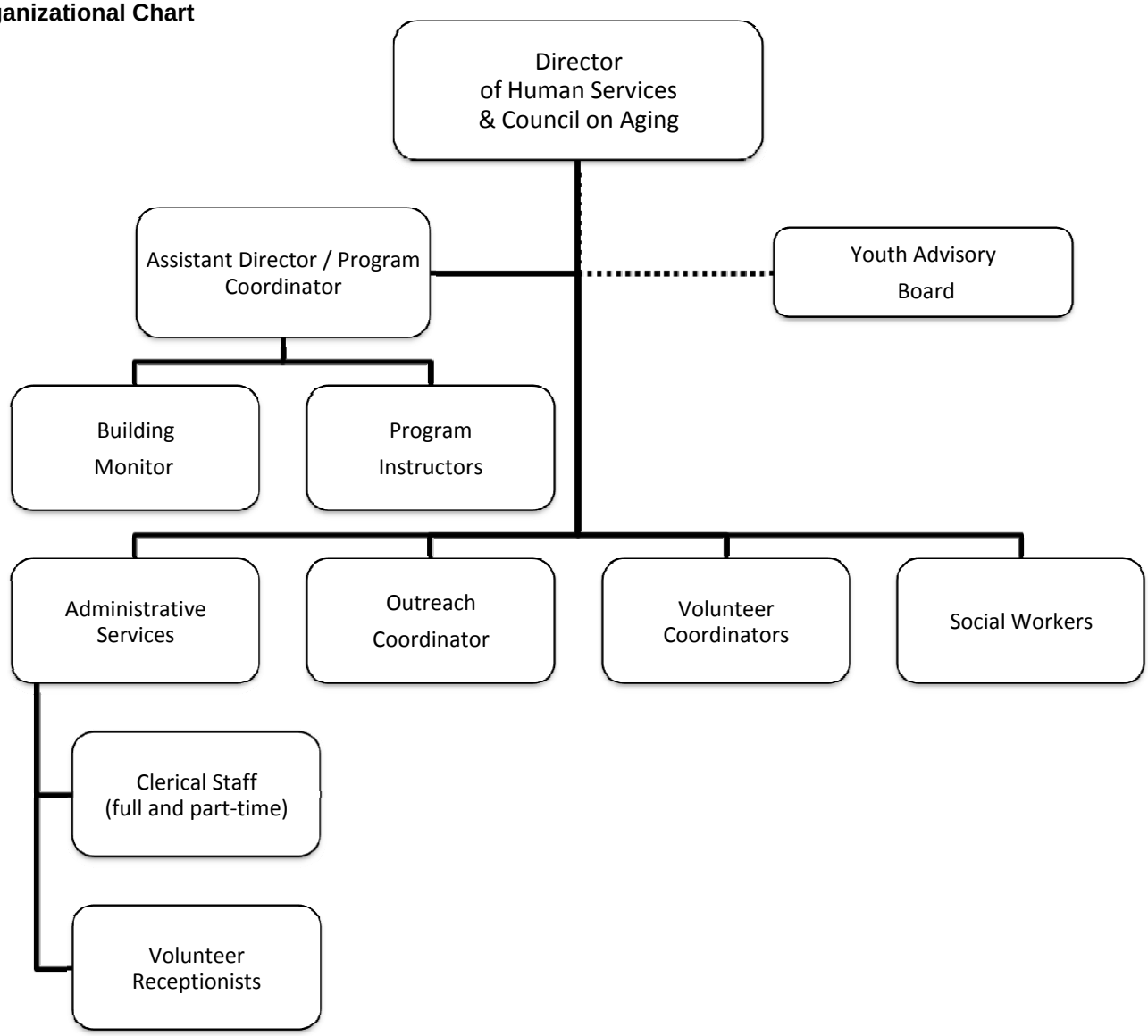
[2] Unduplicated Clients Served = the number of individuals who engage in a service

Town of Natick

Home of Champions

Department: Community Services | **Division: Human Services & Council on Aging**

Organizational Chart



Town of Natick

Home of Champions

Department: Community Services | **Division: Human Services & Council on Aging**

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	% (+/-)
Salaries Management	62,147	63,897	76,015	74,288	-1,727	-2.27%
Salaries Operational Staff	128,073	119,928	133,975	136,054	2,079	1.55%
Salaries Tech & Professional	130,960	147,138	166,944	165,877	-1,067	-0.64%
Personnel Services	**321,180**	**330,963**	**376,934**	**376,219**	**-715**	**-0.19%**
Repairs & Maint Equipment	1,493	1,535	1,600	1,600	0	0.00%
Communication Telephone	2,713	2,646	2,600	2,600	0	0.00%
Dues & Subscriptions	1,201	1,182	1,450	1,450	0	0.00%
Communication Postage	317	367	950	950	0	0.00%
Copy/Mail Center Fees	1,069	5,613	1,240	0	-1,240	-100.00%
In/Out of State Travel	1,141	1,574	4,400	4,400	0	0.00%
Other Services Misc.	225	545	425	500	75	17.65%
Service Directory Support	0	0	0	0	0	#DIV/0!
Wellness Programs	2,732	4,137	4,069	4,069	0	0.00%
Contract Services: Counseling	495	824	5,000	5,000	0	0.00%
Purchase of Services	**11,387**	**18,423**	**21,734**	**20,569**	**-1,165**	**-5.36%**
Office Supplies	1,222	2,426	1,850	1,850	0	0.00%
Supplies Computer	986	869	850	875	25	2.94%
Supplies Disposable Goods	491	362	400	400	0	0.00%
Youth Advisory Council	0	0	288	288	0	0.00%
Supplies	**2,699**	**3,657**	**3,388**	**3,413**	**25**	**0.74%**
Transportation Program	11,183	10,383	17,000	17,000	0	0.00%
Other Chgs./Expend.	**11,183**	**10,383**	**17,000**	**17,000**	**0**	**0.00%**
Total Council on Aging	**346,448**	**363,426**	**419,056**	**417,201**	**-1,855**	**-0.44%**

Line-Item Detail:

Personnel Services:

Salaries Management: Salary for the full time Director who provides the management functions of the Human Services & Council on Aging (COA) Department, the Human Services Department and multipurpose Senior Center operations. The functions of this position include meeting with the public and the COA Board to identify needs of elders and caregivers; advocating for service provision to fill gaps or resolve problems with existing services for residents of all ages and incomes through meetings with legislators, service providers and other agencies and organizations. Other responsibilities of this position include obtaining/leveraging funding, grants and in kind resources outside of tax appropriation to benefit Natick residents and their families.

Salaries Operational Staff: Salaries for a full time Assistant Director/Program Coordinator, two part-time (19 hrs/wk) Volunteer Resources Coordinators, a full time Senior Clerk and a part time (19.5 hrs/wk) Clerk. The Assistant Director/Program Coordinator is responsible for researching, implementing, publicizing, room scheduling and set up, of all classes and programs held on behalf of the Human Services & COA Department at the multipurpose senior center and at other locations; publishes and edits the monthly newsletter; oversees routine financial operations including donations, deposits to the Treasurer, petty cash, purchase orders, invoices, and weekly payroll.

The Volunteer Resource Coordinators share responsibility for recruitment, training, placement, supervision and recognition of over 200 volunteers who provide direct and indirect services to members of our older adult community. The Senior Clerk is responsible for maintaining all COA participation and service records; medical equipment inventory; community resource information; office supplies; distributing, tracking and reporting use of transportation coupon program; donations, customer service; and support to other COA staff. The Clerical/Office position provides Telephone Reassurance to isolated, homebound elders referred by our social workers, family members and other agencies; maintains seasonal and special event communications

Narrative:

Personnel Services (con't):

Salaries Technical & Professional: Salaries for the following positions:

- A full time Social Worker (LSW) who is primarily responsible for coordination and implementation of direct individual and group social services to community elders, family caregivers and other concerned parties. She provides information, case management (interpretation of individual needs assessment, referral and follow-up); crisis intervention particularly with elders at risk; assists with maximizing financial resources of Natick's elder residents including assistance with applications for programs such as fuel assistance, utility discounts, tax relief, and medication assistance. These are the primary areas of referral to our department. Referrals are from consumers, families, friends, neighbors, COA volunteers, Natick Police Department, Natick Fire Department, Natick Board of Health, and other local and distant agencies.
- A 30 hour per week social work position. (LSW)The social worker is primarily responsible for coordination and implementation of direct individual and group social services for Natick residents of any age. The social worker provides case management (interpretation of individual needs assessment, referral and follow-up); crisis intervention; assists with maximizing financial resources for individuals and families including assistance with applications for programs such as fuel assistance, utility discounts, tax relief, and medication assistance.
- A Full-time outreach coordinator position. Outreach coordinator responsibilities include assisting with maximizing financial resources including assistance with applications for programs such as fuel assistance, utility discounts, tax relief, supplemental nutrition assistance program (SNAP), and medication assistance. Also, outreach to school and municipal departments as well as community organizations, businesses and agencies. She coordinates the holiday meal delivery to homebound residents; works with Health Department to coordinate flu shots to homebound residents; coordinates the backpack program; coordinates the department's Toys for Tots distribution; and assists the Director in developing new initiatives.
- A 15 hour per week clinical social work position (LICSW). The clinical social worker provides assessment and crisis intervention to those residents at risk, those with mental health and substance abuse issues and those in abusive situations. Limited counseling services are provided to these with no other resources or during the period where other resources are being established. She also facilitates support groups for family caregivers and parents. The clinical social worker coordinates our annual depression screening program offered as part of National Depression Screening day through tho organization, Screening for Mental Health.

Referrals to the department are from consumers, families, friends, neighbors, Natick Police Department, Natick Fire Department, Natick Schools, Board of Health, and other local and distant agencies.

Purchase of Services

Repairs/Maintenance Equipment: Covers any repairs/maintenance/replacements needed to current equipment regularly used in the course of operating a multipurpose Senior Center: maintenance agreement for the copy machine, fax machine, computer printers, steam table, refrigerators, other kitchen equipment, assistive listening devices, sound equipment, chairs, tables, TV's, VCR's, projectors, pool tables, computers, and other misc. equipment. Office equipment is obtained and maintained by the Human Services & COA Department for its own use and for the use of the Veterans Services Department.

Communication Telephone: Cost for local and long distance phone service related to serving residents, families of residents, and caregiver's needs. Families and caregivers are both local and distant. Fax transmission for benefits programs, for the elder nutrition program, and for Veteran's Services programs are also included.

Dues & Subscriptions: Massachusetts COA dues, MA Gerontology Association dues, Volunteer Administration membership, Risk Management, Information & Referral needs, professional subscriptions, updates on aging education and preventive resource information and programming to inform our residents. Most of the organizations with which we are affiliated have increased dues.

Communication Postage: This fund is used for general business postage, communication to volunteers, communication to consumers, families, and caregivers, and communication to community resources.

Copy/Mail Center Fees: This fund is for printing needs such as stationary, envelopes, business cards, assessment forms, other forms, brochures, and other misc. needs. It is also our assessment for courier service.

In/Out of State Travel: Includes staff and volunteer travel reimbursement when using personal vehicle for COA business. The volunteer coordinators, outreach coordinator, and social workers use their vehicles to visit the homes of seniors who request services. The program coordinator uses her vehicle to obtain program needs, and implement programs in other locations. The department director uses her personal vehicle to attend meetings, provide outreach to groups of seniors and network with elder service providers. Also includes funds for staff development & training.

Staff & Board Development/Training's: These include workshops to keep abreast of elder issues and beneficial programs; First Aid, CPR, Sensitivity training; Medicaid and other entitlement benefit training updates, Massachusetts Councils on Aging Training

Narrative:

Purchase of Services (con't)
Contract Services: Contract with Advocates, Inc. for limited counseling services for Natick residents who lack insurance coverage or have other barriers to accessing care.

Supplies:
Office Supplies: For the purchase of general office supplies.
Supplies Computer: For the purchase of general office equipment toners and ink, cd's, labels for our monthly newsletter, etc.
Supplies Disposable Goods: Monthly calendars, wellness equipment, first aid supplies, supplies needed for care of our indoor plants and aquarium, and necessary kitchen/dining supplies such as soaps, bleach, aluminum foil, plastic wrap, napkins, and paper towels are included in this line request.
Youth Advisory Supplies: Printing, postage, stationary, training materials, conference and workshop registrations.

Other Charges & Expenditures:
Transportation Assistance Program: Provides taxi coupon vouchers to elders whose transportation needs cannot be met through other existing options, and provides mileage reimbursement for volunteer drivers who assist in meeting the transportation needs of our seniors, including trips to Boston for medical appointments.

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Town of Natick

Home of Champions

Department: Community Services | **Division: Veteran's Services**

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ 95,745	$ 106,003	$ 113,504	$ 113,050	$ (454)	-0.40%
Total Salaries	**$ 95,745**	**$ 106,003**	**$ 113,504**	**$ 113,050**	**$ (454)**	**-0.40%**
Operating Expenses						
Purchase of Services	$ 2,853	$ 4,949	$ 6,275	$ 6,075	$ (200)	-3.19%
Supplies	$ 706	$ 1,105	$ 1,500	$ 1,500	$ -	0.00%
Other Chgs./Expend. - Veterans	$ 140,130	$ 171,213	$ 154,310	$ 169,510	$ 15,200	9.85%
Other Chgs./Expend. - Holidays	$ 14,494	$ 13,343	$ 17,000	$ 17,800	$ 800	4.71%
Total Operating Expenses	**$ 158,183**	**$ 190,610**	**$ 179,085**	**$ 194,885**	**$ 15,800**	**8.82%**
Total Veterans' Services	**$ 253,928**	**$ 296,613**	**$ 292,589**	**$ 307,935**	**$ 15,346**	**5.24%**

Mission:

The primary mission of Natick Veterans Services will be to assist all veterans, eligible dependents, and others towards finding the path of least resistance towards realizing a maximum potential of the Veterans benefits and entitlement programs. To this end, department and staff will make every effort possible to provide benefits information and assistance in the areas of, but not limited to, Chapter 115 Emergency financial assistance application and benefits processing; applications and/or referrals for service connected and non service connected VA (Veterans Administration) pensions; state level benefits and exemption exploration; and all other areas common to the social service network. Further, we strive to assist the families and friends of indigent veterans with funeral and burial expenses; decorate graves on denoted holidays (Memorial Day and/or Veterans Day); provide ceremonial event coordination for town related Veterans events; and act as a liaison between Natick Veterans Council and the Town of Natick.

Goals:

Continued Ongoing Efforts to Enhance Services to Veterans:

* Develop assertive outreach concept to increase awareness of services available to Veterans and eligible dependents, with a focus on reaching seniors, widows, and widowers.
*Research possibility of establishing a family support program connected to Natick Veterans Services that will assist family members of currently serving residents with ongoing needs and provide a casual exposure to the Veterans benefits system of which their serving loved one can avail themselves on or after discharge. In some cases, current serving members have had previous service that has already established them eligible for veterans benefits, even though they are currently serving a subsequent deployment or term of reenlistment.
*Develop a comprehensive plan to monitor and track the effectiveness of Natick Veterans Services' ability to reach out and provide proper, thorough service to all consumers / veterans / constituents / family. (IE, develop metrics to measure programs efficacy and effectiveness.)
*Integrate VSO duties with VSOs role on Commission on Disability and develop a stronger, seamless link between disabled veterans needs and the Commission while enhancing identification of and outreach to disabled residents.

Town of Natick

Home of Champions

Department: Veterans Services

Budget Overview:

Recent Developments:

There as been a change of Veterans Services staff with the departure of the Veteran's Director, Mr. John MacGillivary. Due to the high standards set by the department in previous years under the direction of Mr. MacGillivray and with the expert assistance of Ms. Sheila Young, the biggest immediate challenge facing the department staff will to become accustomed to the manners and means of doing business under a new Veterans Director.

After completion of almost two years as VSO this office has seen a large increase in VA benefits awarded. I brought to this office the ability to do claims work directly with the VA. In the last 14 months we have brought awards of benefits of over $ 300,000 to our local veterans. Our chapter 115 case load, state and local benefits have also seen an increase. This work is through a great team approach with the expert assistance of Executive Assistant Sheila Young. Our caseload will continue to grow the next few years. With the assistance of Ms. Young and support of Town Government we will meet the challenges.

Current Challenges:

The next most immediate challenge is to try and forecast the increase in requests for assistance that all Veterans Services departments across the country have been experiencing since the onset of the Global War on Terror. The manner and rate in which new veterans are arriving in a community has changed since the close of the Vietnam War. The Global War on Terror (GWOT) fought by OEF/OIF (Operation Enduring Freedom and Operation Iraqi Freedom) forces has come largely from Guard and Reserve component units as opposed to the bulk of actions being supported principally by active duty personnel. This change has resulted in members of Guard and Reserve units nearly guaranteed at least one deployment during their enlistment.

As such, members of these units in years past did not have enough active duty time to be considered for veterans benefits. However, with a near guarantee of active duty “in theater” deployment, these members are ALL getting veterans status upon return from deployment or active duty in support of these operations. The principle difference is that once deployment complete for active duty forces, they continue their active duty as a entire unit at a location stateside where benefits information can be delivered to a targeted, captive audience. Conversely, when Guard or Reserve units reintegrate, most units are demobilized and the service members return to their communities, resuming their previously held status as a regular guard or reservist members. (I.E., AGR (Active Guard & Reserve), M-Day (normal guard/reserve commitment), Technician (40 hour work week in a military role, but not considered active duty). These metrics are difficult to track or forecast due to National Security concerns that protects the actual force strength using classified or confidential reporting methods. Such information is not made available to the general public or others lacking the "need to know." Mass. Department of Veterans Services notifies The Veterans Directors of each city and town of members from their community who have demobilized or discharged from active duty components, however the reporting is only a partial count of all returning veterans based on Mass. Department of War Records. those who have received the welcome home bonus.

The next issue to be addressed by the Department will be concerns related to the median age of our veterans’ population. More than 16 million people served in World War Two. As of 2008, there were an estimated 2.3 million still alive today.

Department: Veterans Services

Whereas veterans' benefits often extend to eligible dependents we must consider spouses of veterans when forecasting demand for services. The main program of Veterans Services is Chapter 115, emergency financial assistance. Eligibility is first based on service and income, then on personal circumstances. Therefore, it is not unusual for a veteran and spouse both on fixed income (SSI) to be above 200% of the federal poverty threshold which is the income eligibility standard for the program. However, unless there are significant means of assets yet to be obtained, when one of the two passes on, the survivor becomes automatically cast below the threshold and thus becomes eligible for benefits.

Awareness of these income and eligibility guidelines are not well known to the community. Therefore, two significant challenges that will remain shall be to first conduct an assertive outreach and public awareness initiative and second to accommodate the needs of those who are reached by such a campaign. Often, these situations create somewhat of a conflict whereby Chapter 115 is meant to be a temporary bridge for veterans of low income who are unable to find work, are disabled, or are retired. The end goal is to either sustain the veteran while s/he finds gainful employment or for those unable to work or 65 or over, to assist them with obtaining other sources of fixed income such as SSDI, Service Connected and Non Service Connected VA Pensions, or other programs.

However, in the case of surviving spouses of retirement age sans any unexpected windfall, their income will not change dramatically and quite often, there are no other fixed income programs for which they qualify. Hence, they will remain on Chapter 115 permanently until either death increased income from other unanticipated sources. In other words, while the program is supposed to be "emergency financial assistance" of a temporary nature, there will be a growing number of cases whereby our spouse or other dependent will have no further avenue of assistance once placed on Chapter 115, in part, negating the "temporary" nature of the assistance.

In conclusion, while it is almost impossible to forecast the percentage for an increase of needs based assistance considering the above mentioned variables, one thing remains certain: The number of eligible veterans and dependents will most certainly rise as a result of 1. The aforementioned Global War on Terror demands. 2. The advancing median age of our veteran population is now approaching retirement age (62 years old). 3. The number of survivors needing assistance who will become financially eligible as a result of their spouse who is also on fixed income will increase in many instances. These will be the three driving forces behind the amount of actual budget expended for FY2011.

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

Veterans Service entities across the country will experience increased requests for assistance as detailed elsewhere in this budget summary. There simply is no way to stem the tide at this juncture, however, prudent use of existing resources can help negate the increase in demand for services. The Commonwealth annually raises the COLA amount of assistance we must render to each applicant by approximately 3% per annum. These two factors indicate that we can expect an increase in the funds that must be allocated for Veterans Benefits: Cash (and) Veterans Benefits: Medical. Whereas services to our veterans are mandated by state law and whereas there will inevitably be an increase in demand for services, the Director of Natick Veterans services recommends a 10% increase over last years appropriation for those two line items. This office is sitting on a committee with the Commonwealth of MA Career Centers. We receive job opportunities from 4 Career Centers on a daily basis. We are seeing more and more veterans in need of employment.

Town of Natick

Home of Champions

Department: Veterans Services

On the Horizon:

Traditionally, global conflicts involving US Soldiers, Sailors, Airmen, or Marines were supported mainly by active duty forces that were augmented by activated Guard and Reserve component units. Since Desert Storm, this ratio has inverted having the bulk of our fighting forces coming from Reserve and Guard units augmented by the Active Duty components. The end result is we are producing more veterans in a shorter period of time. With this change comes a change in the average profile of those we serve.

Prior to the changes that took place throughout the 90's, a VSO would expect their average veteran consumer to be male, between 25-40 years old, usually single through divorce or never married, and having recently served a complete enlistment on active duty. Conversely, now that woman are allowed in combat roles and coupled with the aforementioned fact that the bulk of service is being provided by Guard and Reserve Units it becomes more and more likely that it is equally possible that the person seeking assistance could be male or female, married or unmarried, employed, underemployed, or unemployed; and have children. The traditional VSO normally does not have a network in place to deal with some of the unique scenarios that may arise for women as opposed to men and those with children as opposed to those who have no dependents. We do now have services for the women veterans and or male single fathers with dependents.

As such, we can expect that the services tailored to the needs of the individual's) will include resources not used as a rule in Veterans Services, such as family support programs, court assistance in child support problems, child care issues, and the particular mental and physical health needs that arise outside the male 25-40 year old populations. To meet this need and help educate and inform service providers, the Mass. Department of Veterans Services' Women's Veteran Network is perhaps one of the busiest efforts under this agency.

Town of Natick

Home of Champions

Department: Community Services | **Division: Veteran's Services**

Staffing	**2009**	**2010**	**2011**	**2012**	**2013**
Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Total FTE	**2**	**2**	**2**	**2**	**2**
Total FT/PT	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**	**2 FT /0 PT**

Notes

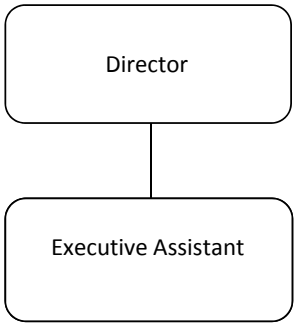
The Department of Veterans of is comprised of two (2) full time positions:

1) Director of Veterans Services
2) Executive Assistant

Natick Veterans Services has experienced small changes over the last 50 years, but for the most part has run consistently in terms of service and staffing during that period of time. Administrative support is utilized ½ time for Veterans Services support and ½ time for Human Services support. However, 100% of this salary is sourced from the Veterans Services personnel line item. The administrative support position was upgraded in 2007 to account for the additional responsibilities and required added skill sets of the individual.

The Director of Veterans Services shall remain as Liaison to the Commission on Disabilities and also Americans With Disabilities Act Compliance Officer.

Organizational Chart



Performance Indicators

	2009	**2010**	**2011**	**2012**	**2013**
Workload Measures					
Number of Veterans Served	N/A - Indicator under Development				
Number of Veterans seeking Assistance for First Time	N/A - Indicator under Development				

Town of Natick

Home of Champions

Department: Veterans Services | **Division: Veteran's Services**

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	% (+/-)
Salaries Management	48,824	57,534	63,582	63,118	-464	-0.73%
Salaries Operational Staff	46,920	47,996	49,439	49,439	0	0.00%
Operational Staff Other Comp	0	473	483	493	10	2.07%
Personnel Services	**95,745**	**106,003**	**113,504**	**113,050**	**-454**	**-0.40%**
Rental of Veterans Headquarters	1,200	1,200	1,200	1,200	0	0.00%
In State Travel/Meetings	746	1,629	2,500	2,500	0	0.00%
Communication Telephone	409	316	400	400	0	0.00%
Communication Postage	0	281	500	500	0	0.00%
Dues & Subscriptions	176	209	225	225	0	0.00%
Copy/Mail Center Fees	0	214	200	0	-200	-100.00%
Other Services Misc.	323	0	150	150	0	0.00%
Care of Veterans Graves	0	1,100	1,100	1,100	0	0.00%
Purchase of Services	**2,853**	**4,949**	**6,275**	**6,075**	**-200**	**-3.19%**
Office Supplies	706	1,105	1,500	1,500	0	0.00%
Supplies	**706**	**1,105**	**1,500**	**1,500**	**0**	**0.00%**
Veteran Benefits: Cash Allowance*	73,148	88,259	90,000	99,000	9,000	10.00%
Veteran Benefits: Medical*	65,272	81,267	62,000	68,200	6,200	10.00%
Veteran Benefits: Food/Clothing/Fuel	410	0	550	550	0	0.00%
Veteran Benefits: Nursing Home Trans	0	258	330	330	0	0.00%
Veteran Benefits: Miscellaneous	1,300	1,430	1,430	1,430	0	0.00%
Other Chgs./Expend. - Veterans	**140,130**	**171,213**	**154,310**	**169,510**	**15,200**	**9.85%**
Memorial Day Program	12,394	11,213	14,000	14,500	500	3.57%
Veterans Day Program	2,100	2,130	3,000	3,300	300	10.00%
Other Chgs./Expend. - Holidays	**14,494**	**13,343**	**17,000**	**17,800**	**800**	**4.71%**
Total Veterans Services	**253,928**	**296,613**	**292,589**	**307,935**	**15,346**	**5.24%**

Notes:

2010 Salaries Management figure lower due to resignation and subsequent hiring of FT VSO part way through FY 2010.

Department: Community Services | **Division: Veteran's Services**

Personnel Services:

Salaries Management: Salary to fund the full-time position of Director of Veterans Services. This position is responsible for the development and management of all activities related to veterans. This position also serves as the Citizens Information Officer. Additionally, duties associated ADA Compliance Officer and the Commission on Disability are also fulfilled.

Salaries Operational Staff: Salary to fund the full-time position of Executive Assistant. This position assists both the Director of Veterans Services and the Director of the Council on Aging in performing clerical and administrative duties. For veterans this position does intake and referrals; payroll; coordinates rides; and answers basic questions. This position is also responsible for supervising the senior aides; trains and supervises receptionists; intakes for social workers; data entry clerk; and ride coordinator.

Operational Staff Additional Compensation: Longevity award is provided when employee has 10 years of employment and belongs to the union.

Purchase of Services:

Rental of Veterans Headquarters: State law requires that if there is a recognized veterans' organization in a municipality and that such veterans' organization does not have a physical headquarters of its own, the municipality must provide this organization with a place to meet or rent a place in which this organization may meet. The Town of Natick pays $50.00 per month to the American Legion to allow the Disabled American Veterans to meet at that location. The Town of Natick also pays $50.00 per month to the AMVETS to allow the Marine Corps League to meet there on a monthly basis.

In State Travel/Meetings: This line item is used to cover the cost of attending in state conferences, meetings, and training sessions associated with the providing of veterans' benefits and services. It is also used to provide for the reimbursement of mileage costs incurred while operating a private vehicle while conducting Town business.

Communication Telephone: Cost for local and long distance phone service related to veterans' services, citizens' information; citizens' complaints, and other related services.

Dues & Subscriptions: Dues for membership in professional organizations and subscriptions to magazines and papers that help to enhance the ability of this office to provide services.

Copy/Mail Center Fees: Those costs incurred by the use of our copy/mail center.

Other Services Miscellaneous: Discretionary account that allows for purchase of otherwise unanticipated goods or services.

Care of Veterans Graves: Physical cleaning and care at North Cemetery; purchase of flag holders; repair of veterans' memorials and headstones; and other related costs as needed.

Supplies:

Office Supplies: Purchase of supplies necessary for the efficient functioning of the office.

Postage: Separate line item for Veterans postage, previous request in mail/copy center line item, moved in FY 2011 request to better monitor by mail outreach.

Other Charges & Expenditures - Veterans:

Veterans Benefits: Cash Allowance: Under Chapter 115 of Massachusetts General Laws (M.G.L. ch. 115), the Commonwealth provides a uniform program of financial and medical assistance for indigent veterans and their dependents. Qualifying veterans and their dependents receive necessary financial assistance for food, shelter, clothing, fuel, and medical care in accordance with a formula which takes into account the number of dependents and income from all sources. Eligible dependents of deceased veterans are provided with the same benefits as if the veteran were still living.

State and local government leaders wanted to recognize service in the armed forces by providing certain essential benefits to men and women (both living and deceased) who had borne the burden of military duty—and to their families. Chapter 115 enables every eligible Massachusetts veteran to receive certain financial, medical, educational, employment, and other benefits earned by military service. Veterans, their dependents, and surviving spouses have been singled out to receive counsel and assistance dispensed

Department: Veterans Services

Today M.G.L. Chapter 115 requires every city and town to maintain a Department of Veterans' Services through which the municipality makes available to its residents the part-time or full-time services of either an exclusive or district Veterans' Service Officer (VSO). It is the job of the VSO to provide the veterans (living and deceased) and their dependents access to every federal, state, and local benefit and service to which they are entitled—including assisting in their funerals and honoring them on Memorial Day and Veterans' Day.

Veterans Benefits: Medical: In compliance with Massachusetts General Laws Annotated, Chapter 115, Veterans and dependents who do not qualify for direct financial assistance via Chapter 115, may qualify for reimbursement out of pocket medical expenses, to include pre approved dental services and insurance premium reimbursements. All bills must be properly coded and comply with the standards set by Massachusetts Rate Setting Commission. When properly submitted and authorized 75% of these funds are reimbursed to the Town of Natick by the Commonwealth.

Note: Due to the fact that the Commonwealth of Massachusetts has not raised benefit amounts for three years running and coupled with the fact that federal fixed income programs have kept pace with the sagging economy the gap between state allowed benefits and federal poverty level continues to widen. Thus, when and if the state budget standards increase to compliment federal poverty guidelines, it will result in a sudden influx of veterans becoming eligible for benefits whereby the applicant would have been over income under existing standards. This will impact both Veterans Benefits Cash Allowance and Veterans Benefits Medical should eligibility guidelines be readjusted at the state level to reflect today's economic needs of our veterans.

Veterans Benefits: Food/Clothing/Fuel: Funds to assist needy veterans who may be over the budget that is allowed by the Commonwealth but are nevertheless needy. This fund is not reimbursed by the Commonwealth.

Veterans Benefits: Nursing Home Transportation: This fund provides for transportation of veterans and/or their families to and from nursing homes and/or medical facilities. This fund is not reimbursed by the Commonwealth.

Veterans Benefits: Miscellaneous: This fund allows for discretionary assistance to those veterans and/or their dependents who may not otherwise be eligible for assistance under the provisions of MGL, Ch. 115. This fund is not reimbursed by the Commonwealth.

Other Charges:

Memorial Day Program: This fund provides for those events associated with Memorial Day- the decoration of veterans' graves with flags and geraniums; parade; and ceremony.

Veterans Day Program: This fund provides for those activities associated with Veterans Day. This includes the Veterans Day

Town of Natick

Home of Champions

Department: Community Services | **Division: Recreation & Parks**

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Salaries						
Personnel Services	503,459	482,748	493,785	488,550	419	0.0%
Total Salaries	**503,459**	**482,748**	**493,785**	**488,550**	**419**	**0.0%**
Operating Expenses						
Purchase of Services	19,846	25,511	19,495	15,302	-4,193	-21.5%
Other Services Misc.	381	400	400	0	-400	-100.0%
Technical/Professional Serv.	11,290	10,533	11,842	12,078	236	2.0%
Supplies	5,493	2,202	5,000	5,900	900	18.0%
Other Supplies	27,612	22,084	21,550	21,550	0	0.0%
Total Operating Expenses	**64,621**	**60,730**	**58,287**	**54,830**	**-3,065**	**-5.3%**
Total Recreation	**568,080**	**543,478**	**552,072**	**543,380**	**-3,038**	**-0.50%**

MISSION and GOALS: The Natick Recreation and Parks Department, in conjunction with the Natick Recreation and Parks Commission, is committed to the mission of creating community through "people, parks and programs". There are three main goals that our agency focuses on in trying to achieve our mission.

The first goal is to provide community leisure services programming for all age groups, while enhancing the sense of community through people, parks, programs, community special events and health initiatives.

Goal two focuses on the Department's ability to provide the "best" quality programs and services possible at an affordable price for our customers as possible.

The third and final goal calls for the department to provide recreational facilities, fields, parks, and open spaces that serve both the active and passive leisure interests of our residents. The enhancement and preservation of these town natural resources is a crucial role within our community for our residents. Facilities need the upmost care and maintenance, which requires an effective and efficient town maintenance operation that works closely with Recreation and Parks Department. Maintenance and timely facility renovation projects that address the ever changing leisure needs of our residents are very important within this indoor and outdoor facilities leisure services providing aspect.

COMPLIANCE WITH 360 GOALS: One of the main "360 community goals" speaks to the creation of a healthy and vibrant community that attracts families and businesses, while promoting general health, wellness and community spirit. The Recreation & Parks Department believes and subscribes to this goal as we work towards improving the "quality of life" in Natick through leisure services.

We, at Recreation and Parks, see our agency improving the quality of life in Natick by providing to our residents and customers (1) quality community special events (examples like Natick Days, Spooktacular, Summer Concert Series on the Common, etc.), (2) major municipal community facilities (examples: Cole Recreation Center, Sassamon Trace Golf course, Memorial Beach, Natick Community Organic Farm, Camp Arrowhead, William L. Chase Arena along with outdoor parks, fields, courts and open spaces) and (3) quality and affordable leisure services, while working with our local business and public service community organizations.

The Recreation and Parks Commission, who is supportive of Community 360 goals, believes strongly in citizen participation and a voice in the decision making process of the department. This is especially true when it comes to community leisure services and facilities where public input is needed and sought by our Commission and agency so that successfully leisure services planning can take place. Thanks to this type of interactive planning, a sound and realistic leisure services plan can be executed for the sake of our community.

BUDGET OVERVIEW:
Summer registration increased in the areas of Camp Arrowhead, the playground programs and the Sunshine Center. Memorial Beach tag sales and attendance also increased by 5% in the summer, while swim registration experienced 625 participants over a seven week period (three individual sessions in all). The summer swim team experienced a large number of team members (90 members) as they successfully competed in the Suburban Summer Swim League.Woodtrail Camp moved back to its original 1980 site at Kennedy Middle School/Brown School in 2011 and had over 900 children participate between the Grade levels of 1-8.

Seasonal programming from the period of September through May remained on an average at the same levels of participation as in 2010. Increases in participation were experienced in areas of ski lessons , special needs seasonal programs, pre-school programming and adult programs. Program decreases occurred in Grade 4-8 basketball (550 participants) & Natick Drama Workshop with their two successful plays that had 100 youth in all.

Natick Community Organic Farm experienced a good overall year of participation at its 117 Eliot Street residency. The Farm is now operating as the permanent caretakers of the property under a three year management agreement with the Conservation Commission.

The Recreation and Parks Department also successfully completed facility upgrades at the Natick Common Civil War monument and Natick Center gazebo, completed renovations to the Memorial Beach entrance, upgraded the East

CURRENT CHALLENGES
The Recreation and Parks Department is now faced with a number of community and agency challenges for the upcoming year(s):

1. Secure and provide appropriate training for our full-time and part-time staff members. These individuals will continue to provide our agency with the staff needed to provide future leisure programs. In addition to recruiting quality seasonal staff, we also need to plan for the future by improving and enhancing of our High School volunteer training program. These individuals, not only are important to our year-round programming through their volunteerism, but will develop into some of our future program leaders and staff members.
2. Prepare our agency through the planning process with the Recreation & Parks Commission and the public for additional programming that will result in the late summer opening of the Natick Community Senior Center. This new facility gives Natick Recreation and Parks Department the opportunity to provide a number of new and different municipal leisure services at this new building. Age groups that we hope to increase programs will range from High School students through seniors.
3. Work closely with the High School Athletic Director, Land, Facilities and & Natural Resources Division supervisor and the youth sports groups as athletic field shortages have been marginally improved by the building of the new "turf" field at Memorial field on West Street. The Lincoln field site and the four acres of fields where the new Natick High School is being built are still not available for 2012. Natick Recreation & Parks Department must work closely together with the municipal agencies that are involved as field assignments need to be carefully made. Please note that some of the youth programs are experiencing growth within their programs, while DPW is trying to provide maintenance services to all the field users . Their field and parks maintenance resources are diminishing,

CURRENT CHALLENGES CONTINUED:

4. Make sure that Facilities Management Corporation is able to provide the facility upgrades to the William L. Chase Arena as outlined in the new 10 year management agreement . Service to user groups is important to all involved at the rink.

ON THE HORIZON The Recreation and Parks Department is pleased to join forces with Veterans Service, Human Services & Council on Aging under the newly formed "Community Services" Department. The sharing of the various resources of these agencies together at the soon to be built Community Senior Center is an exciting concept for the community and for our agency.
The Town of Natick is also pleased to announce that the Town of Natick through its Conservation Commission has entered into a 30 year lease agreement with the Commonwealth of Massachusetts over the acquisition of 3.5 acres of state land next to J.J. Lane Park in West Natick. With the two parcels combined, a magnificent seven acre park will be designed and created.
The Town has also approved the renovation of the Cole Center parking lot, which will increase its size by 25%. Besides these projects, there are still many of our parks and fields are still in need capital investment and additional maintenance funding. Our agency will work with Town Administration to solve this issue.

Town of Natick

Home of Champions

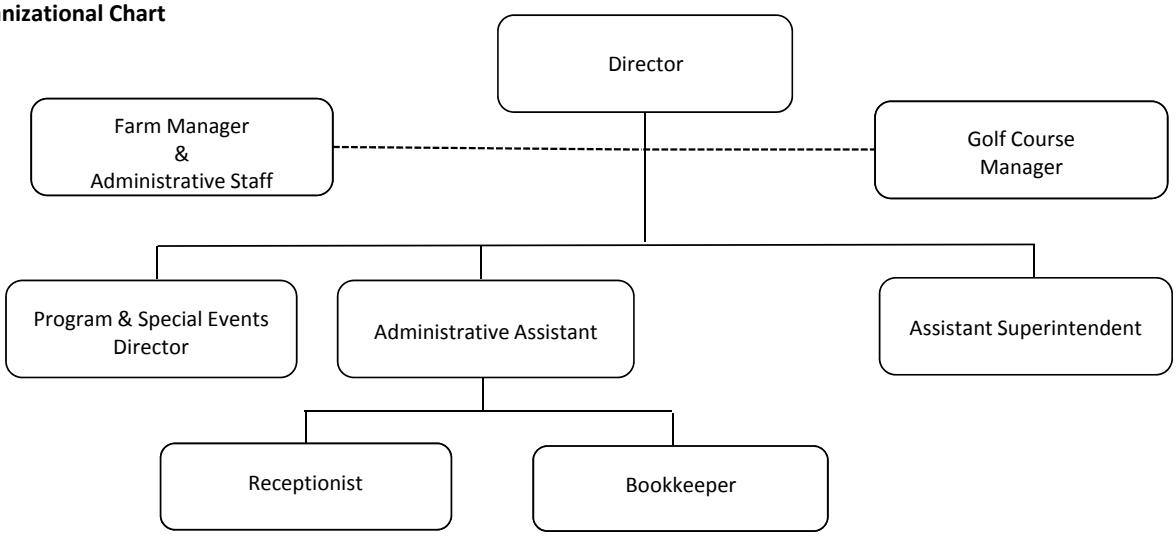
Department: Community Services	**Division: Recreation & Parks**				
Staffing	**2009**	**2010**	**2011**	**2012**	**2013**
Change from Superintendent to Director in 2012	1	1	1	1	1
Assistant Superintendent	1	1	1	1	1
Director of Natick Community Organic Farm*	1	1	1	1	1
Program/Special Events Director	1	1	1	1	1
Asst. Director, NCOF*	1	1	1	1	1
Administrative Assistant, NCOF*	0.8	0.8	0.75	0.75	0.75
Special Needs Coordinator	-	-	-	-	-
Administrative Assistant	1	1	1	1	1
Bookkeeper	1	1	1	1	1
Playgroup Director	0.8	0.75	0	0	0
Receptionist	0.8	0.6	0.61	0.61	0.61
Total FTE	**9.4**	**9.15**	**8.36**	**8.36**	**8.36**

Total FT/PT	**7ft/4pt**	**7ft/4pt**	**7ft/3pt**	**7ft/3pt**	**7ft/3pt**

Notes

*These positions are totally offset by revenues. ** This position is partially offset by revenues.

Organizational Chart



Performance Indicators

*Estimated**	**2009**	**2010**	**2011***	**2012***	**2013***
Workload Measures					
Number of Programs Run					
- General Fund Supported Programs	10	10	10	10	10
- Revolving Fund Supported Programs	125	110	115	120	125
Number of Facilities Operated	28park/facility	28park/facility	29park/facility	29park/facility	29park/facility

	2009	**2010**	**2011***	**2012***	**2013***
Efficiency Measures					
Percentage of Natick School students in interscholastics	27%	28%	29%	30%	31%
Percentage of Natick students involved in rec. programs	50%	51%	53%	54%	59%

	2009	**2010**	**2011***	**2012***	**2013***
Outcome Measures					
Number of Participants in all programs					
- General Fund Supported Programs	13,300	13,875	14,650	14,900	15,100
- Revolving Fund Supported Programs	16,700	16,500	18,500	18,750	19,000

Town of Natick

Home of Champions

Department: Community Services | **Division: Recreation & Parks**

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Salaries Management	95,695	95,695	74,663	74,285	-378	-0.5%
Salaries Supervisory	123,847	124,821	136,350	140,000	3,650	2.7%
Salaries Operational Staff	112,603	114,027	116,989	116,997	8	0.0%
Salaries Technical & Professional	154,712	130,631	147,354	152,871	5,517	3.7%
Management Additional Comp	5,350	5,350	5,350	0	-5,350	-100.0%
Supervisory Staff Additional Comp	3,150	3,200	3,600	0	-3,600	-100.0%
Operational Staff Additional Comp	1,792	1,925	1,969	2,203	234	11.9%
Tech/Prof Additional Comp	3,537	4,594	5,250	0	-5,250	-100.0%
O/T Operational & Supervisory Staff	2,774	2,505	2,260	2,194	-66	-2.9%
Personnel Services	**503,459**	**482,748**	**493,785**	**488,550**	**-5,235**	**-1.1%**
Repairs & Maint. Facilities	1,936	1,629	1,935	2,021	86	4.4%
Repairs & Maint. Equipment	2,485	1,392	1,800	1,900	100	5.6%
Communication Telephone	4,648	4,190	4,935	4,980	45	0.9%
Dues & Subscriptions	1,120	623	575	575	0	0.0%
Training & Education	0	900	0	0	0	0.0%
Copy/Mail Center Fees	5,832	13,130	4,600	0	-4,600	-100.0%
In/Out of State Travel/Meetings	3,825	3,646	5,650	5,826	176	3.1%
Purchase of Services	**19,846**	**25,511**	**19,495**	**15,302**	**-4,193**	**-21.5%**
Clothing Allowance Supervisory	200	200	200	0	-200	-100.0%
Clothing Allowance Tech & Prof.	181	200	200	0	-200	-100.0%
Other Services Misc.	**381**	**400**	**400**	**0**	**-400**	**-100.0%**
Communication Photocopying	1,597	3,089	3,942	3,978	36	0.9%
School Custodial Charges	3,880	1,800	2,100	2,100	0	0.0%
Special Needs Tuition's	5,812	5,644	5,800	6,000	200	3.4%
Technical/Professional Serv.	**11,290**	**10,533**	**11,842**	**12,078**	**236**	**2.0%**
Office Supplies	5,493	2,202	5,000	5,900	900	18.0%
Supplies	**5,493**	**2,202**	**5,000**	**5,900**	**900**	**18.0%**
Dug Pond Treatment & Testing	21,850	17,800	17,550	17,550	0	0.0%
Recreation Program Supplies	5,762	4,284	4,000	4,000	0	0.0%
Other Supplies	**27,612**	**22,084**	**21,550**	**21,550**	**0**	**0.0%**
Total Recreation Budget	**568,080**	**543,478**	**552,072**	**543,380**	**-8,692**	**-1.6%**

Town of Natick

Home of Champions

Department: Community Services | **Division: Recreation & Parks**

Narrative:

Personnel Services

Salaries Management - This line item contains a full-time Director of Recreation & Parks

Salaries Supervisory - This line item contains a full-time Assistant Superintendent of Recreation & Parks and the full-time Farm Director of NCOF. Please note that $68,000 in local receipts will be returned to town for Farm Director position.

Salaries Operational Staff - This line item contains the total Office Staff of Recreation & Parks

Salaries Technical & Professional - This line item includes a full-time Program/Special Event Director for Recreation & Parks, a full-time Assistant Farm Director for NCOF, a part-time Administrative Assistant for NCOF. Please note that local receipts are returned to the town in the amount of $92,121 for the two NCOF positions, while Program/Special Events Director position is partially offset by $20,050.

Operational Staff Additional Comp - This account represents longevity compensation for the Office Staff of Recreation & Parks Department.

O/T Operational & Supervisory Staff - This line item contains overtime for three union positions.

Purchase of Services

Repairs & Maintenance of Facilities - This fund is used to pay for minor "trade" repairs to Memorial Beach. This account also provides a year-round security and alarm system to Memorial Beach and Camp Arrowhead.

Repairs & Maintenance of Equipment - This fund is used to maintain and repair the Recreation Department office and summer camp building equipment.

Communication/Telephone - Telephone account covers the phone system at the Cole Center, Beach, Camp Arrowhead and one line at the Natick Community Organic Farm. The Department's cell phone system is also included in this account.

Dues & Subscriptions - This account covers state and national membership dues for the Department and Recreation and Parks Department Administrative Staff.

Copy Center/Mail Fees - Recreation & Parks Department assessment for copies at the Copy center also included in this. Money for postage is also in this account.

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. Training for Department staff is included in this line item. They include training for one administrative staff for Director' s School, computer and customer service training for the office staff and a modest amount of funds for the administrative staff to attend the state conference.

Technical / Professional Services

Communication/Photocopying - This fund pays for the operation of the Department's copy machine at the Cole Center.

School Custodian Charges - This account pays for a portion "rehearsal week hours" for the two Natick Drama Workshop Productions.

Special Needs Tuition - This fund helps to cover the cost of the agreement between Town of Natick and the Amputee Veteran's Association for 10 camper weeks to be paid by the Town as a rental fee for using their camp grounds and the remainder is to cover the anticipated "short fall" of Camp Arrowhead's costs. Also included in this account is the Commonwealth of Mass (DCR) $500 Annual Fee.

Supplies

Office Stationary - This fund covers all other office operational costs for the Cole Center. This includes department printing costs, the printing and mailing of the Department's three main brochures, receipt machine supplies, computer software, related supplies, paper and other associated office supplies. The Department does charge a $2/program administration fee/registrant to help offset the printing and mailing costs within this account.

Other Supplies

Dug Pond Treatment - This account funds 80% of the annual testing and treatment of Dug Pond with an alum treatment that is provided by a qualified licensed applicator. The annual testing at Pegan Brook inlet to Dug Pond as requested by Natick DPW is also included in this line item.

Program Supplies - This fund calls for funds to provide training for year-round and summer staff, ads and subscriptions, specialized first aid supplies and uniforms for the beach staff. (The Department historically asks the Board of Selectmen for an additional $5,000 from BAA to help offset this line item and plans to do this again for the FY'13 budget year.) This request will include audio visual equipment, repair supplies for necessary maintenance at our Beach and Arrowhead waterfronts and supply funds for the Dug Pond pier upgrades (an ongoing project since 2004).

Town of Natick

Home of Champions

Department: Board of Health

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries						
Personnel Services	$ 305,344	$ 332,982	$ 372,846	$ 387,518	$ 14,672	3.94%
Total Salaries	**$ 305,344**	**$ 332,982**	**$ 372,846**	**$ 387,518**	**$ 14,672**	**3.94%**
Operating Expenses						
Purchase of Services	$ 4,143	$ 6,021	$ 9,150	$ 19,650	$ 10,500	114.75%
Supplies	$ 2,600	$ 3,451	$ 2,850	$ 2,850	$ -	0.00%
Tech. & Prof. Serv.	$ 98	$ -	$ 500	$ 500	$ -	0.00%
Other Supplies	$ 4,584	$ 7,654	$ 11,950	$ 11,950	$ -	0.00%
Other Chgs./Expend.	$ 8,431	$ 7,339	$ 15,000	$ 15,000	$ -	0.00%
Total Operating Expenses	**$ 19,855**	**$ 24,466**	**$ 39,450**	**$ 49,950**	**$ 10,500**	**26.62%**
Total Board of Health	$ 325,200	$ 357,448	$ 412,296	$ 437,468	$ 25,172	6.11%

Mission:

To protect and promote the health, the environment, and the well being of the Town of Natick residents and visitors.

Goals:

Ensure statutory and other key responsibilities are fulfilled in a timely and effective manner, including:
- Septic System design, installation and monitoring
- Food Service compliance monitoring
- Homeland Security functions
- Public Health and Environmental Health functions
- Housing/Sanitary code compliance monitoring

Address Challenges re: Personnel Transition
- Begin implementation of Performance Appraisals for Non-Union Personnel within the Department.
- Continue to integrate the Environmental staff into plan review and site inspections of Title V, onsite drainage and sub-divisions to disperse the immense workload and provide timely reviews, recommendations and compliance.

Enhance Departmental Communication
- Continue to upgrade Department Web Page with current services, links and public health awareness information.
- Develop trainings and/or education materials to promote public health initiatives and prevention information.
- Continue hosting staff meetings on a consistent basis for uniformed department goals and information dispersion.

Enhance Environmental Protection
- Implement the newly designed Public Works and Health Department data base program into our septic track program.
- Continue to review our current local regulations to determine where updates may be warranted and begin implementing.
- Develop a local task force team to promote education and prevention means for residents regarding Lyme disease.
- Continue the semi-annual newsletter for food service establishments regarding sanitation practices and code updates.

Miscellaneous
- Continue to represent and engage the Town of Natick within the 4A Public Health Emergency Preparedness Region and its Executive Committee.
- Continue to guide and support the Natick Medical Reserve Corp and the recently formed Youth Corp.
- Continue to support staff training for professional licensure requirements and new public health initiatives.
- Continue to implement the new revolving fund into our Department's immunization program and community emergency

Town of Natick

Home of Champions

Department: Board of Health

Budget Overview:

Main Purpose of the Department

The Board of Health is charged by State statute with protecting the public health in Natick, both for residents and visitors. This is accomplished on the environmental side by licensing facilities, by reviewing plans for facilities and developments, by performing inspections as required and as needed, by investigating complaints from the public and by enforcing State and local regulations and statutes. On the clinical side, the Department provides for communicable disease investigation and follow-up, provides immunizations to both children and adults. The Board of Health participates with First Responder agencies in emergency planning activities, and also directs the Natick Medical Reserve Corps.

Recent Developments

Several large proposed projects in the works for sometime have finally begun the process of development, namely the Chrysler Road Apartment Complex, Mathworks, Hunter Hill Subdivision and the former Paperboard site.This Department will be involved with the occupancy inspections when the time arrives. Three other projects, South Natick Hills, Natick High School and the Community Center, are well into the construction phase and will require future inspections as well. This Department was involved in the site plan review process for all the above mentioned projects.

This past year has seen some uncommon weather events that have affected this Department, as well as other Town departments. It began with the heavy winter snows that slowed down some of our daily functions and delayed several outdoor projects for months creating many scheduling conflicts. Then we experienced Hurricane Irene in August and the early Nor'easter on October 30. Though we believe the Town handled these events very well, they did present the need for proper local sheltering facilities along with training, preparation and coordination between Town departments and the Local Emergency Planning Committee for long range planning in the event of a substantial emergency.

Current Challenges

One challenge the department continues to experience is the increased demands on our time from local, state and federal entities. We are operating at the same staffing level for the fourth consecutive year, the amount of workload output by this Department continues to rise annually and yet there still remains the possibility of not having the ability to keep up with those ever increasing demands.

In recent years there has been a noticeable increase in beaver activity and what some are calling an epidemic of deer tickborne Lyme disease throughout the area. We will continue to take an active role in the beaver nuisance solution and our goal for the upcoming year is to form a task force to offer education and prevention means in an attempt to better control Lyme disease at the local level.

The much discussed sharps regulations adopted by the State several years ago will go into effect on July 1, 2012. This will place the burden on local cities and towns to provide collection means for used syringes without providing any funding.

Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

In order to relieve some of the workload we have proposed the addition of a food consultant to assist in conducting inspections of food establishments. We are also proposing to increase the hours of the part time clerical position to full time status. Both of these requests would increase the Department's budget by 6% but would not require any additional employee benefits.

On the Horizon

Regarding the proposed additions mentioned above, our preferred position remains a full time Sanitarian over the food consultatnt. Taking into consideration the changes in personnel within the office over the past three years coupled with the additional local, state and federal requirements and the policies and programs we are trying to impliment, we view ourselves in a transition mode. After much thought, the requests we are proposing will help us through that transition.

We will continue to utlilize every resource available , including undergraduate and graduate interns and MRC volunteers in order to provide the community adequate public health services. Without additional assistance in our daily operations, the fear is some issues may not be addressed in a proper and timely manner.

Town of Natick

Home of Champions

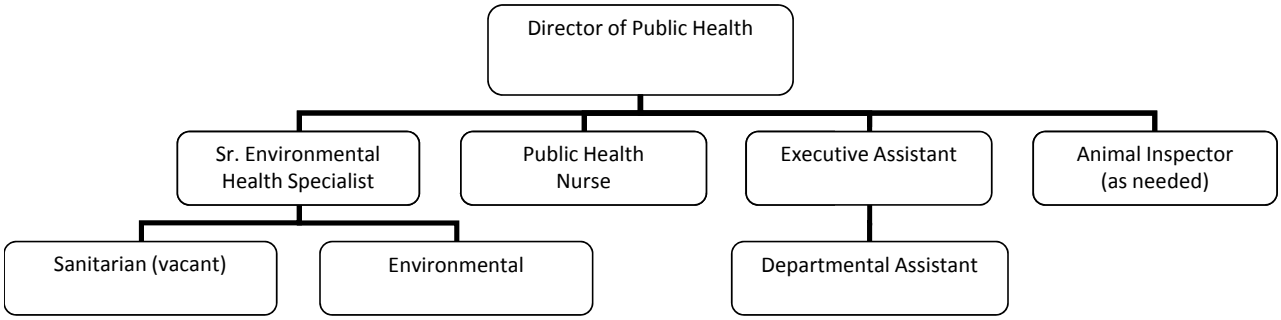
Department: Board of Health

Staffing	2009	2010	2011	2012	2013
Director	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Senior Environmental Health Specialist	1	1	1	1	1
Sanitarian	1	0	0	0	0
Environmental Health Agent	1	1	1	1	1
Public Health Nurse	1	1	1	1	1
Departmental Assistant	0.67	0.67	0.67	0.67	1
Animal Inspector	*	*	*	*	*
Total FTE	**6.67**	**5.67**	**5.67**	**5.67**	**6**
Total FT/PT	**6 FT /1 PT**	**5 FT /1 PT**	**5 FT /1 PT**	**5 FT /1 PT**	**6 FT**

Notes

* The Animal Inspector is neither FT nor PT but is paid an annual stipend to perform ststutory work as needed. At this time the position is filled by the Animal Control Officer.

Organizational Chart



Town of Natick

Home of Champions

Department: Board of Health

Performance Indicators (CALENDAR YEAR)	2009	2010	2011**	2012**	2013**
Workload Measures					
Number of Health Permits Issued	821	891	857	900	900
Number of Food Establishment inspections	968	952	945	1000	1100
Total Number of Health Inspections	3067	3470	3497	3500	3500
Number of Communicable & Reportable Diseases	194	142	133	150	150
Number of Blood Pressure Clinics Conducted	50	47	44	45	45
Number of Flu Clinics Conducted	11	23	16	15	15
Number of Home Visits	97	47	95	100	100
Title 5 Consultations	319	263	227	300	300
Food Recalls	85	147	112	130	130
Certificate of Occupancy Inspections	311	324	347	400	500
Meetings in and out of Town Hall	316	511	424	400	400
Housing Complaint Based Inspections	120	147	93	125	125

	2009	2010	2011**	2012**	2013**
Efficiency Measures					
Number of Health Inspections/Inspector	1022	1157	1166	1167	1167

	2009	2010	2011**	2012**	2013**
Outcome Measures					
Number of Participants - Blood Pressure Clinics	337	266	255	250	250
Number of People Vaccinated via Flu Clinics	2079	2239	1150	1500	1500

**Note: All totals provided for the current year are as of November 17, 2011. Final t*s will be available after 1/1/12
***Calendar yea rs 2012 & 2013 figures are projecte estimates.*

The Public Health Nurse also offers additional immunizations other than flu, this years total to date is 321.

The Medical Reserve Corp. continues to grow in numbers. Currently there are 140 e a 140 membe rs up from 136 in 2010

A function of th he Medical Reserve Corp is to dep y during emerg emergencies. To date

The Board of Health issues burial permits for deaths occurring within the Town limits. Burial permits issued to date l 266 for 2011

The Board of Health has received 147 various complaints in 2011 to date.

The Board of Health has received and reviewed a total of 468 septic pumpouts or Title 5 inspections in 2011.

Town of Natick

Home of Champions

Department: Board of Health

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries Management	$ 78,643	$ 81,487	$ 92,372	$ 92,372	$ -	0.00%
Salaries Operational Staff	$ 75,788	$ 76,670	$ 78,896	$ 93,568	$ 14,672	18.60%
Salaries Technical & Professional	$ 144,747	$ 169,805	$ 194,170	$ 194,170	$ -	0.00%
Salaries Add'l Comp Operational	$ 988	$ 722	$ 743	$ 743	$ -	0.00%
Salaries Part Time Operational	$ 4,710	$ 988	$ 1,039	$ 1,039	$ -	0.00%
Salaries Temp Tech/Prof Staff	$ 468	$ 3,311	$ 5,626	$ 5,626	$ -	0.00%
Personnel Services	**$ 305,344**	**$ 332,982**	**$ 372,846**	**$ 387,518**	**$ 14,672**	**3.94%**
Food Consultants	$ -	$ -	$ -	$ 12,000	$ 12,000	100.00%
Repairs & Maint. Equipment	$ -	$ -	$ 700	$ 700	$ -	0.00%
In State Travel/Meetings	$ 1,011	$ 1,975	$ 2,500	$ 2,500	$ -	0.00%
Communication Telephone	$ 751	$ 621	$ 2,700	$ 2,700	$ -	0.00%
Dues & Subscriptions	$ 726	$ 1,014	$ 1,250	$ 1,250	$ -	0.00%
Copy/Mail Center Fees	$ 1,589	$ 2,412	$ 1,500	$ -	$ (1,500)	-100.00%
Other Services Misc.	$ 65	$ -	$ 500	$ 500	$ -	0.00%
Purchase of Services	**$ 4,143**	**$ 6,021**	**$ 9,150**	**$ 19,650**	**$ 10,500**	**114.75%**
Printing/Advertising	$ 98	$ -	$ 500	$ 500	$ -	0.00%
Tech. & Prof. Serv.	**$ 98**	**$ -**	**$ 500**	**$ 500**	**$ -**	**0.00%**
Office Supplies	$ 2,600	$ 3,451	$ 2,850	$ 2,850	$ -	0.00%
Supplies	**$ 2,600**	**$ 3,451**	**$ 2,850**	**$ 2,850**	**$ -**	**0.00%**
Professional Services: Clinics	$ 1,252	$ 2,905	$ 4,500	$ 4,500	$ -	0.00%
Communicable Disease Program	$ 277	$ 382	$ 1,250	$ 1,250	$ -	0.00%
Environmental Program Supplies	$ 2,421	$ 3,072	$ 5,000	$ 5,000	$ -	0.00%
Laboratory Supplies	$ 635	$ 1,295	$ 1,200	$ 1,200	$ -	0.00%
Other Supplies	**$ 4,584**	**$ 7,654**	**$ 11,950**	**$ 11,950**	**$ -**	**0.00%**
Household Hazardous Waste Program	$ 8,431	$ 7,339	$ 15,000	$ 15,000	$ -	0.00%
Other Chgs./Expend.	**$ 8,431**	**$ 7,339**	**$ 15,000**	**$ 15,000**	**$ -**	**0.00%**
Total Board of Health	**$ 325,200**	**$ 357,448**	**$ 412,296**	**$ 437,468**	**$ 25,172**	**6.11%**

Town of Natick

Home of Champions

Department: Board of Health

Narrative:

Personnel Services:

Salaries Management - This line item is the compensation for the Director of Public Health.
Salaries Operational Staff -
• Full Time Administrative Assistant
• Full Time Department Assistant
Salaries Technical and Professional -
• Senior Environmental Health Specialist
• Sanitarian
• Environmental Engineer
• Public Health Nurse
Salaries Additional Compensation -
• Longevity payment for Administrative Assistant - per union contract
Salaries Part Time Operational -
• Stipend for Secretary to the Board
Salaries Temp Tech/Prof Staff -
• Animal Inspector (position currently job-shared by 2 individuals
• Part Time Nurses, primarily for immunization clinics

Purchase of Services:

Repairs and Maintenance Equipment
• This line item is used for maintenance of equipment and for purchase of misc. small equipment (e.g. thermometers, batteries, temp strips)
In State Travel Meetings
• Primarily mileage reimbursement for employee use of their personal vehicles on the job.
• Is also used for registration fees at various educational seminars.
Communication Telephone
• Office Telephones
• 4 Nextel cell phones (Line item amount assumes grant for 4 Nextel cell phones will NOT be renewed.)
Dues and Subscriptions
• Dues for membership in professional associations.
• Subscriptions to professional publications.
Copy/Mail Center Fees
• Fees assessed for the use of the copy/mail center in Town Hall
Other Services Misc.
• Miscellaneous - otherwise unclassified expenses.

Technical & Professional Services:

Printing/Advertising
• Legal Notices for public hearings and for adoption of new or amended regulations.
• Employment advertisements

Supplies:

Office Supplies Stationery
• Postage
• Software updates
• Ink cartridges
• Miscellaneous office supplies

Narrative:

Other Supplies:

Professional Services: Clinics
• All expenses related to clinics (Flu, Lead Screening, Hepatitis B, School Clinics)
• Syringes, vaccines, alcohol, cotton, etc.
• Professional services
• Equipment, including rental
Communicable Disease Program
• Vaccines and syringes
• Educational brochures and pamphlets
• Current reference publications
• Professional seminars on communicable disease issues
Environmental Program Supplies
• Expenses directly related to environmental sanitation programs (UST's, Title 5, food protection, code enforcement, hazardous materials)
• Stem and strip thermometers, reference publications, constable fees, costs of boarding up condemned properties
• Professional seminars on environmental health issues
Laboratory Supplies
• Lab supplies
• Outside testing of beach water samples
• Other testing as needed

Other Charges & Expenditures:

Household Hazardous Waste Program
• Expenses related to the annual household hazardous waste collection day
• Hazardous waste contractor fee, including setup, sorting and disposal
• Police detail at collection site
• Other hazardous waste disposal costs as needed.

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Article 14:
Motion E:
Administrative Support Services
(General Government)

Board of Selectmen
Personnel Board
Town Report
Legal
Finance
- Comptroller
- Assessor
- Collector
- Treasurer

Information Systems
Town Clerk
Elections
Sealer of Weights & Measures
Community Development

Finance Committee Recommendation

Motions for Section E: Administrative Support Services

Motion for Section E under Article 14:

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

Board of Selectmen		
Salaries	$	572,890
Expenses	$	248,750
Other Charges & Expenditures	$	18,357
Total Board of Selectmen	**$**	**839,997**
Personnel Board		
Other Charges & Expenditures	$	1,000
Total Personnel Board	**$**	**1,000**
Town Report		
Professional Services	$	5,500
Total Town Report	**$**	**5,500**
Legal		
Expenses	$	294,480
Other Charges & Expenditures	$	10,000
Total Legal Services	**$**	**304,480**
Finance		
Salaries	$	1,056,222
Expenses	$	320,300
Other Charges & Expenditures	$	75,000
Total Finance	**$**	**1,451,522**

Motion continued on next Page --->

Finance Committee Recommendation

Motions for Section E: Administrative Support Services

Information Technology		
Salaries	$	238,945
Expenses	$	374,100
Other Chgs. & Expenditures	$	265,000
Total Information Technology	**$**	**878,045**
Town Clerk		
Salaries	$	214,863
Expenses	$	21,750
Total Town Clerk	**$**	**236,613**
Elections		
Salaries (Registrars)	$	59,565
Expenses (Registrars)	$	62,500
Total Elections	**$**	**122,065**
Sealer of Weights & Measures		
Salaries	$	14,659
Expenses	$	850
Total Sealer Weights/Meas.	**$**	**15,509**
Community Development		
Salaries	$	728,864
Expenses	$	23,811
Total Community Development	**$**	**752,675**
Motion Total	**$**	**4,607,406**
And that the above Total Budget Amount be raised from the following sources:		
Tax Levy of Fiscal Year 2013	$	4,607,406
	$	**4,607,406**

SECTION E: ADMINISTRATIVE SUPPORT SERVICES

Department: Board of Selectmen

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Board of Selectmen for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-1-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the Board of Selectmen budget under Article 14, Section E, and that the sum of $839,997 be appropriated from the Tax Levy.

During the Finance Committee public hearings on January 24 and March 22, 2012, the following information was noted:

- This budget reflects an 11.1% increase which is primarily driven by the consolidation of all departments' copy center budgets into this budget (an increase of $58,000), the inclusion of $10,000 to fund outside assistance with a survey of the town's citizens and customers regarding services, and an increase of approximately $8,900 to compensate the Deputy Town Administrator for assuming responsibilities as the Town's Finance Director in addition to the Deputy Town Administrator responsibilities.
- A reduction in several salary line items reflects correction of errors which appeared in the FY 2012 budget.
- An Administration goal is to undertake at least one comprehensive review of various town functions annually. Recent and ongoing evaluations include the privatization of ambulance services, the consolidation of community services and the facilities management consolidation; several areas in the Public Works department are on the agenda for future review.
- Members discussed the Administration's request for funding of a survey of Town residents at length during both hearings. Although some concerns were expressed regarding the objectives and cost of such a survey, members ultimately reached consensus on the value of a survey as a means to enable the Board of Selectmen, as primary policy-makers for the Town, to more clearly understand residents' concerns and goals.

Department: Personnel Board

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Personnel Board for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on January 24, 2012, the Finance Committee recommends Favorable Action with regard to the Personnel Board budget under Article 14, Section E, and that the sum of $1,000 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 24, 2012, the following information was noted:

- Funds appropriated for this department are used for various communications and administrative expenses.
- Town Administration also noted that there was an effort underway by the Personnel Board to try to enhance communications with the non-union employees, and this, as well as other activities of the Board, could require use of the funds.

Department:	***Town Report***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Town Report for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on January 19, 2012, the Finance Committee recommends Favorable Action with regard to the Town Report budget under Article 14, Section E, and that the sum of $5,500 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 19, 2012, the following information was noted:

- State legislation and town by-law provide a basis for the requirement for printing of an annual town report.
- This budget is level funded and provides funding to print approximately 400 copies of the annual town report.

Department:	***Legal***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for Legal Services for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 10-2-0 on January 24, 2012, the Finance Committee recommends Favorable Action with regard to the Legal Services budget under Article 14, Section E, and that the sum of $304,480 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 24, 2012, the following information was noted:

- This budget is level funded. The rates for legal services were increased in FY 2012.
- This budget has previously required reserve fund transfers to supplement this budget. Town Administration has managed to remain in-budget for the past several years and expects to be able to keep to this budget in FY 2013.

Department:	***Finance***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Finance Department for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 6, 2012, the Finance Committee recommends Favorable Action with regard to the Finance Department budget under Article 14, Section E, and that the sum of $1,451,522 be appropriated from the Tax Levy.

During the Finance Committee public hearing on March 1, 2012, the following information was noted regarding each of the divisions within the consolidated Finance Department:

Comptroller:

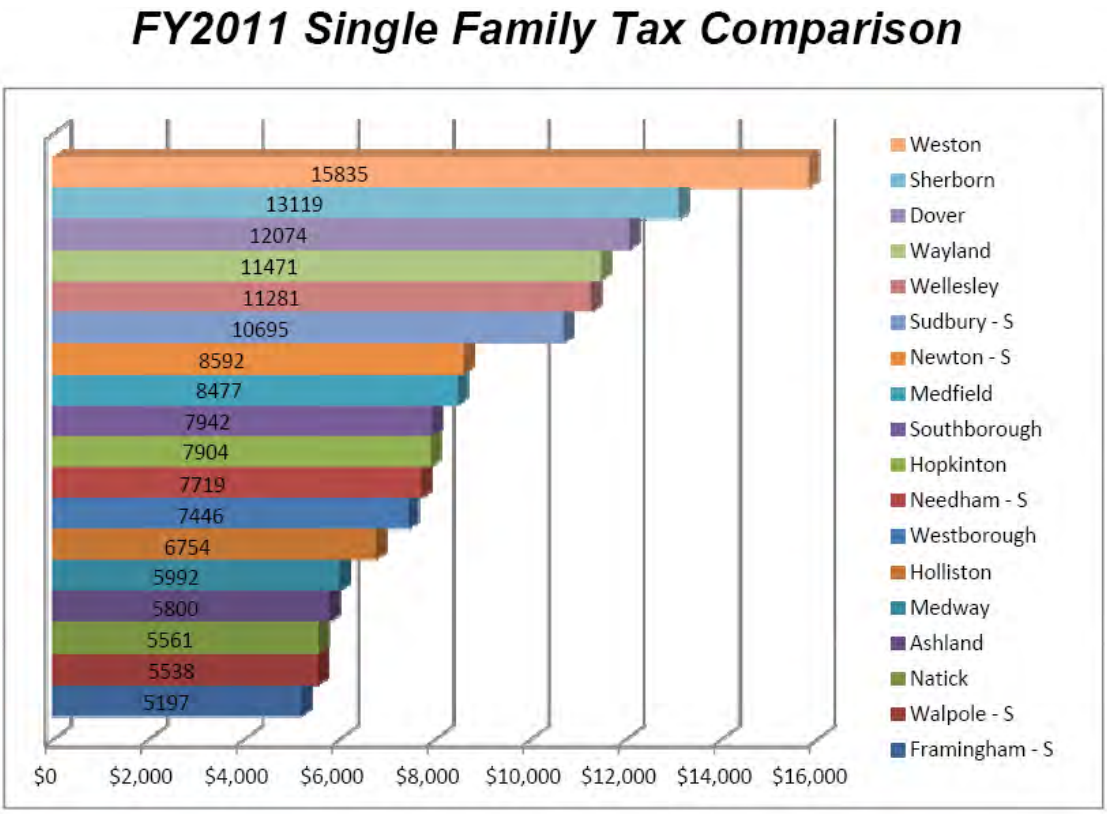
- Most of the increased cost in the combined FY 2013 proposed budget relates to the $75,000 salary for the new Staff Accountant in this division. In addition, the promotion of an administrative assistant to the new position as Assistant to the Finance Director will entail a $6,000 adjustment.
- The Payroll manager position will be relocated from the Treasurer's division to the Comptroller's in FY 2013.
- The Procurement officer position has been reclassified within Technical/Professional Salaries vs. Operational Staff Salaries.
- Although conversion from a paper to an electronic payroll data entry system is underway, the progress in streamlining of this system has been slowed by the turnover in the Comptroller's office and other priorities which needed to be addressed. Further cross-training is needed in this operation; however, there is no consideration being given at this

time to contracting with an outside provider of payroll services, as this was determined to be more costly than the in-house model when last evaluated.

- A consultant interim comptroller will be employed until a new comptroller has been hired.

Assessors:

- A revaluation of real property will occur in FY 2013, as required by the Department of Revenue every three years. Funding for this process is budgeted within each year's budget and encumbered to minimize the significant budgetary spike in the revaluation year. The FY 2013 overlay budget is also increased to $1.4 million in anticipation of a higher number of abatement requests.
- The process of calculating the amount to set aside in the overlay account for potential abatements was reviewed. Resolution of these requests can take as long as ten years, following which excess funds can be released.
- Consideration has not been given to privatizing the permit inspections as the current model is very successful.
- Natick's single-family tax rate in FY 2011 was shown to be among the lowest compared to neighboring communities.



S - Designated Communities with a Split Tax Rate

Treasurer/Collector:

- A net decrease of $38,703 in the Treasurer's division reflects the relocation of the Payroll manager to the Comptroller's division.

- Although statutorily, the discretion for investment of the town's assets rests with the Treasurer, there is a plan to form an investment advisory committee which will assist in developing policies and expanding the knowledge and understanding of this function and process within the Administration.
- Town Counsel has compiled a list of foreclosed properties for consideration by the Board of Selectmen which will be circulated for review by others following Town Meeting. Proceeds from any sale or auction of these properties may only be used for purposes for which debt is authorized (i.e., capital).

Department:	***Information Technology***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Information Technology Department for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on January 19, 2012, the Finance Committee recommends Favorable Action with regard to the Information Technology Department budget under Article 14, Section E, and that the sum of $878,045 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 19, 2012, the following information was noted:

- 70% of the department's budget is for maintenance costs related to various hardware and software systems, telephone and LAN systems.
- The budget for this department is level-funded compared to FY 2012.
- Systems upgrades and/or replacements anticipated for the upcoming year include the Assessing software; the GIS software, which will require a new SQL server; potentially the voice mail system, which will tie in with the new Shore Tel system being installed at the new high school and, very likely, the new Community/Senior Center; and a Permitting system (estimated at approx. $100k) which will facilitate that operation's move to a more mobile environment.
- Many of the department's activities relate to researching and implementing integrated technologies to increase and facilitate online access, operations and service delivery for the town's employees and its residents.
- The department is working closely with the teams involved in the high school and Community/Senior Center projects to assist in defining and integrating technologies for those new facilities.
- The $75,000 line item for computer equipment replacement is intended to cover replacement of approximately 20% of the town's personal computers, consistent with the department's 5-year replacement cycle. These costs are carried in the operating, rather than the capital budget, as they generally do not meet the $10,000 unit cost criterion for capital.

- Members of the Finance Committee expressed an interest in making sure that pockets of technology investments and support staff in the public safety, library and DPW be coordinated in and with the Technology Department's Budget.

Department:	***Town Clerk***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Town Clerk's Department for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the Town Clerk's budget under Article 14, Section E, and that the sum of $236,613 be appropriated from the Tax Levy.

During the Finance Committee public hearings on January 19 and March 22, 2012, the following information was noted:

- This budget is essentially level-funded in comparison to the FY 2012 appropriation.
- Salary line items reflect provisions for a step increase for one employee and an increase for the Town Clerk's salary. The funds included for the Town Clerk reflect the amount which would bring the salary for that position into line with the minimum rate for other town department heads consistent with the recent market adjustments to those scales.
- During the Finance Committee hearings on this budget, it was noted that funding for the Town Clerk's salary needed to be consistent with – or at least not less than -- the salary set by Town meeting under Article 11 of this 2012 Spring Annual Town meeting. The FY 2013 funding requirement for the Town Clerk's salary under this operating budget is consistent with the Finance Committee's recommendation under Article 11, i.e., $75,000.
- The office is working to automate information and functions to the greatest extent possible within the limitations of state and legal requirements. Databases are being developed to improve the efficiency of the office as well as to improve access to information and services by the public.
- Funding for training is not included in this budget; however the Office hopes to take advantage of training resources included with the Virtual Town Hall maintenance contract which is included in the Information Technology department budget.
- Increased funding for travel and meetings is for several in-state conferences to be attended by members of the department in FY 2013.

Department: *Elections*

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Elections Department for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on January 19, 2012, the Finance Committee recommends Favorable Action with regard to the Elections Department budget under Article 14, Section E, and that the sum of $122,065 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 19, 2012, the following information was noted:

- The 43% increase in this budget reflects the addition of a presidential election and primary, both of which are anticipated to receive a high level of participation.
- Additional election staffing and one additional police detail have been budgeted to assure adequate and effective coverage at the polling places. The town is legally required to staff four poll workers, a clerk and a warden for each precinct for each election. Rate increases for the wardens and clerks were proposed with the most recent update of the Personnel Pay Plan
- Budget funding has also been included to provide food for election workers.
- New voting machines are in place for which training sessions are being planned.
- Although there were more elections in FY 2011, not all of those elections impacted all precincts. In addition, the town received some supplemental federal and state funding to support the additional expense.

Department: *Sealer of Weights and Measures*

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Sealer of Weights and Measures for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on January 19, 2012, the Finance Committee recommends Favorable Action with regard to the Sealer of Weights and Measures budget under Article 14, Section E, and that the sum of $15,509 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 19, 2012, the following information was noted:

- The Sealer of Weights and Meassures is a part-time, non-benefited position which is accountable to the Town Administrator.
- The Sealer of Weights and Measures also provides similar services for several other towns in addition to Natick.
- It was noted that the performance indicators for this department need to be put in place.

Department:	***Community Development***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Community Development Department for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-1 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the Community Development Department budget under Article 14, Section E, and that the sum of $752,675 be appropriated from the Tax Levy.

During the Finance Committee public hearings on January 19 and March 22, 2012, the following information was noted:

- Development throughout the community continues to be robust in spite of the relative weakness in the wider economy, and this is projected to continue with projects underway or in various stages of planning.
- An increase to part-time inspectional staffing is proposed to support continued significant development in the community. Inspectors' workload has increased due to work at High School, South Natick Hills, Math works, Paperboard and Route 9. Members inquired about using contractors for inspections rather than benefited employees.
- Additional funding is proposed to provide for administrative support to twice the number of Zoning Board of Appeals meetings (twice monthly vs. once per month).
- Efforts to pursue state funding for parking development in the downtown area include a recent request for $14 million proposed to State Secretary of Housing and Economic Development Greg Bialecki.
- Fee revenue generated by this department, which currently totals between $1.2 million and $1.3 million, is well in excess of the department's corresponding operating expenses.
- With the Chrysler Road project coming on line, the town's affordable housing rate will meet the state minimum requirement at 10.04%; that figure will increase to 11% when the Paperboard project is permitted.

Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Salaries						
Personnel Services	452,502	512,395	573,329	572,890	-439	-0.08%
Total Personal Services	**452,502**	**512,395**	**573,329**	**572,890**	**-439**	**-0.08%**
Operating Expenses						
Purchase of Services	20,847	25,430	39,500	100,000	60,500	153.16%
Tech & Prof. Services	111,543	145,483	114,250	137,750	23,500	20.57%
Supplies	11,207	5,580	7,000	7,500	500	7.14%
Other Supplies - Personnel	2,573	3,395	3,500	3,500	0	0.00%
Other Chgs./Exp.	52,785	18,357	18,357	18,357	0	0.00%
Total Operating Expenses	**198,954**	**198,245**	**182,607**	**267,107**	**84,500**	**46.27%**
Total BOS/TA	**651,455**	**710,640**	**755,936**	**839,997**	**84,061**	**11.12%**

Mission:

Board of Selectmen

The Board of Selectmen is composed of five members who are elected for three-year terms. As the Chief Elected and Executive Officers of the Town, the Selectmen are vested with all the municipal authority not specifically retained by the Town's legislative body, Town Meeting. The Selectmen appoint a Town Administrator who is responsible for the daily management of the Town and whose powers are specified in the Town of Natick Home Rule Charter.

The Selectmen issue the warrants for Town Meetings and make recommendations on the warrant articles; initiate legislative policy by including articles in Town Meeting Warrants and then implement the votes subsequently adopted. They adopt town administrative policies; review and set fiscal guidelines for the annual operating budget and the capital improvements program and make recommendations to Town Meeting on the same. The Selectmen appoint various department heads and members of boards and commissions; hold public hearings on important town issues and hold periodic conferences with agencies under their jurisdiction and with community groups; represent the Town before the General Court; and enforce Town By-Laws and regulations.

The Selectmen also serve as the licensing board responsible for issuing and renewing licenses in 19 categories, including common victualler, liquor, daily/Sunday entertainment, innholder's, taxi cab, gasoline storage and lodging house.

The Board of Selectmen generally meet every other Monday evening at 7:00 p.m. in the Edward H. Dlott Meeting room of Town Hall. The sessions are broadcast live by Pegasus, Inc. The Selectmen's meeting schedule is posted in Town Hall and on www.natickma.gov

Department: Board of Selectmen/Town Administrator

Mission (con't)

Town Administrator

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 all municipal employees in setting direction and accomplishing goals for Town government.

The Town Administrator is appointed by the Board of Selectmen to oversee the daily operations of the Town, advise and administer the policies and procedures of the Board of Selectmen and enforce Town by-laws and actions passed by Town Meeting. The Town Administrator's authority and responsibilities are established and defined in Section 4 of the Town Charter.

The Town Administrator submits to the Board of Selectmen a proposed annual budget that includes revenue and expenditure projections for the upcoming fiscal year. The Town Administrator works with the Senior Management Team to coordinate the development of the budget. The Town Administrator's budget is presented to the Board of Selectmen, reviewed by the Finance Committee and ultimately presented to Town Meeting for action.

The Town Administrator is responsible for the management of all Town departments (excluding the School Department), all Town funds, for providing support to the volunteer committee system, working with other levels of government, and managing special projects for the Board of Selectmen.

Goals:

- Reach conclusions on facilities management consolidation and, if appropriate, develop consolidation specifics with Superintendent of Schools and implement consolidation.
- Complete evaluation of "human services" departments and, if appropriate, develop and implement specific reorganization plans ideally designed to provide better service while saving money.
- Investigate centralized room scheduling for meeting rooms in Town buildings at a minimum and implement if appropriate.
- Develop consolidated listing of all public social, recreational and educational events offered by Town departments, including Schools if possible. Make this listing available on the town's website and in hard copy at various town and school locations. Update at least monthly, more often if practical.
- Assign one or more people responsibility for the Town of Natick website. This person (or persons) should reorganize the website to make it easier to find things, periodically check that all links are working, information is up-to-date, post information and/or train others to post information, etc. Make sure that complaints about the website are addressed in a timely manner.
- Evaluate use of technology for communication with Selectmen, e.g., Town email addresses, electronic meeting books, lap tops, etc. Implement decisions made.
- Evaluate cost of shift of current policy which stipulates that no improvements (i.e. paving, tree work, etc) are made to unaccepted roads other than to ensure safe passage for emergency
- Continue to refine and improve "Performance Measurement" process; provide measurable efficiency improvements in the FY 2013 budget documents for some major function(s) in each department.
- Assess the level of funding needed for the health insurance safety net, and see how the Town can best utilize new legislation regarding municipal health insurance reform if enacted.
- Implement new Chart of Accounts, MUNIS payroll system and new purchase order system throughout the organization

- Begin to address document storage and archiving issues
- Provide leadership regarding the re-writing of the Zoning By-Law
- Continue evaluation of Regional Dispatch
- Conduct collective bargaining with 10 unions
- Advance the disposition process for Eliot School and East School
- Implement recently purchased Reverse 911 System
- Finalize acquisition process for state-owned land next to Fire Station #4
- Inventory Town-owned land and recommend parcels to be disposed
- Employee evaluations
  - Extend into lower levels of non-union personnel
  - Develop employee goals
  - Train department heads
  - Complete prior to January 1 to budget for FY 2013
- Revise projected impact on taxpayers of High School and Community/Senior Center projects based on actual bid costs; evaluate use of Capital Stabilization Fund to further mitigate impact
- Development of a plan for capital spending so as to stabilize debt spending

Budget Overview:

I. Main Purpose of the Department

The Board of Selectmen is the chief executive and policymaking body in the Town of Natick. Elected by the people of the Town, the five member Board hires a Town Administrator to manage the day-to-day operations of the town. In addition to establishing the policies of the Town of Natick, the Board also serves as Water and Sewer Commissioners and Road Commissioners for public ways in the Town of Natick.

The Town Administrator is the Chief Operating Officer of the Town and executes the policies of the Board. In addition to managing the day-to-day operations of Town government, the Town Administrator works with department heads and relevant policy-making bodies to develop long-term financial, capital and service plans.

II. Recent Developments

• The Administration and Board of Selectmen continue to advance their efforts to provide comprehensive and long-range perspectives with respect to the Town's finances. Notably, the third annual Financial Summit was held in October , to present to the community an analysis of Natick's financial condition. Such strategic financial planning allows the administration - as well as key boards and committees - to measure and monitor trends and changes in our financial condition, identify forces affecting our condition, and foresee emerging problems and identify strategies in response to these factors. Natick was also able to preserve its Aaa bond rating despite downgrade of the US sovereign - a notable achievement.

• The Office of the Town Administrator completed two comprehensive reviews of the Town's Facilities Maintenance and Human Services functions. The objective of all comprehensive studies is to assess the cost effectiveness of the service, identify means to enhance cost effectiveness and determine if privatization of the service would be more cost effective. Of course, considerations such as response times and service quality are taken into consideration. The goal is to complete at least one comprehensive review annually.

• In spite of the economic and other challenges we faced, we were able to largely maintain existing service levels in this fiscal year.

Department: Board of Selectmen/Town Administrator

Budget Overview(con't):

III. Current Challenges
Our greatest challenges over the coming year will continue to be related to the Town's financial situation. Addressing projected Fiscal Year 2013 budget shortfall s, identifying opportunities for cost savings and reduction, striving to maintain appropriate service levels and much more will present significant challenges to the Board, the Town Administrator and the community.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact
No major changes are proposed that will impact the upcoming fiscal year budget; efforts will be geared around maintaining the community's high quality and varied services. Our ongoing efforts to identify opportunities for efficiency improvements and cost-saving measures will continue, but programs and services enjoyed by many may be reduced or eliminated through the budget process. Such changes will not be without controversy, but the status quo cannot continue in the economy we face. We must live within the means afforded us through recurring revenues. The upcoming budget process will be – as always – transparent and available to the public, and we encourage the public's awareness and participation in this challenging effort.

V. On the Horizon
Unfortunately the budgetary challenges that communities are facing – Natick included – are not expected to be short term. Staffing and service reductions implemented as part of the upcoming FY 2013 budget will not soon be replaced, absent dramatic changes in revenues.

Performance Indicators

	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013*
Workload Indicators					
Number of Licenses Issued	262	265	265	265	265
Number of Meetings Held	42	39	38	40	40
Number of Selectmen's Office Hours Held	24	40	24	24	24

**Estimated*

Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

Staffing	2009	2010	2011	2012	2013
Town Administrator	1	1	1	1	1
Deputy Town Administrator/Finance Director	1	1	1	1	1
Human Resources Director	1	1	1	1	1
Executive Assistant	1.8	1.8	1.8	1.8	1.8
Administrative Assistant (Benefits)	1	1	1	1	1
Department Support	0.45	0.45	0.2	0.25	0.25
Environmental Compliance Officer	0.5	0.5	0.5	0.5	0.5
Total FTE	**6.75**	**6.75**	**6.50**	**6.55**	**6.55**
Total FT/PT	**5 FT / 3 PT**	**5 FT / 3 PT**	**5 FT / 3 PT**	**5 FT / 3 PT**	**5 FT / 3 PT**

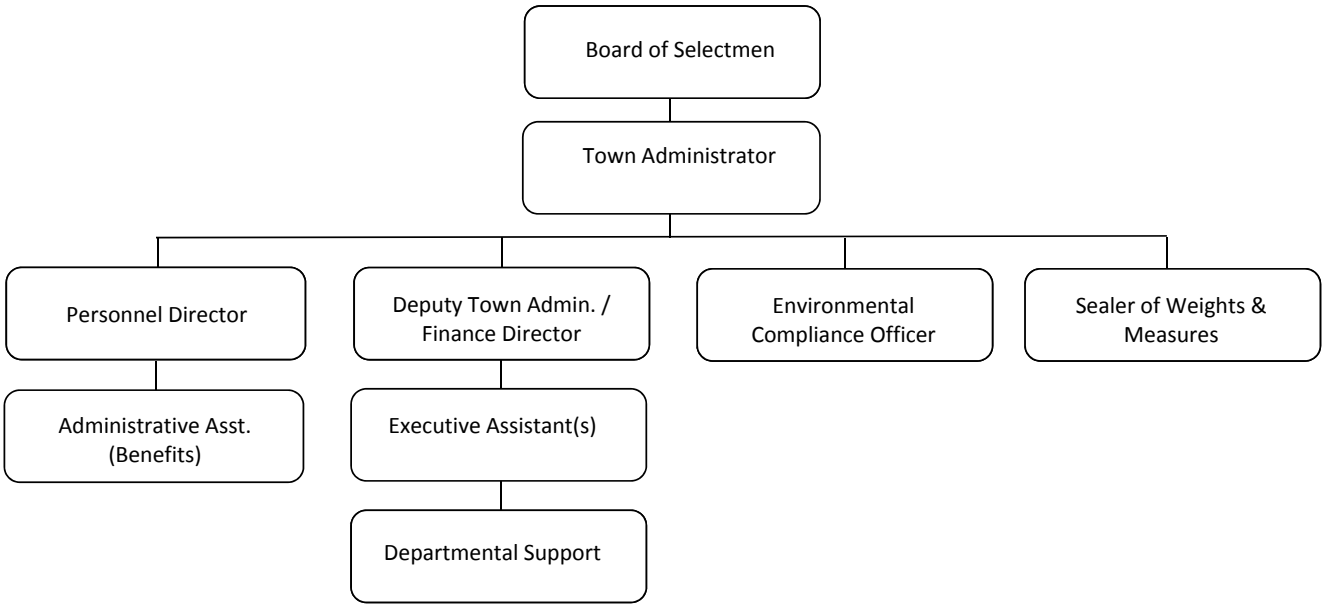
Notes

Ann Wiles retired August 31, 2007 from a full time department assistant position (union). After her retirement she was asked to return on a part-time basis and has been working part time since. In 2007, the Office of the Board of Selectmen was the only office that took a cut in personnel. This position is again being proposed for reduction for FY 2011. The Town has had a full-time Executive Assistant position reporting to the Town Administrator, Deputy Town Administrator and Personnel Director. The part-time (3/4) Executive Assistant position was established in 1985 and reports to the Board of Selectmen, both positions are within the personnel board.
The Human Resources Director position was created in 2005 and Elizabeth Dennis was hired in August 2005. This was the first time the Town had such a position. Richard Tranfaglia has served as the organization's Human Resources Director since 2/8/2010. Prior to the creation of such position, the Deputy Town Administrator assumed those responsibilities along with procurement functions (Procurement Officer).

Linda Clark's position of Benefit's Coordinator (union) has been in existence for many years, however, as part of the creation of the H.R. Director position it was determined that this position would report to the H.R. Director and was moved to the Board of Selectmen's budget when Elizabeth Dennis was hired.

The Environment Compliance Officer position was created in 2002 when the Town hired Bob Bois in February of that year to help with environmental issues the Town faced and as part of a mandate with the Environmental Protection Agency. Later, in that same year when the part-time Conservation Agent left due to budget cuts, Bob Bois assumed those responsibilities as well, allowing half of his salary to come from the Conservation budget and one half from the Board of Selectmen's budget.

Organizational Chart



Town of Natick

Home of Champions

Department: Board of Selectmen/Town Administrator

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Salaries Management	250,794	303,797	345,994	351,641	5,647	1.63%
Salaries Supervisory	53,391	53,391	59,342	59,342	0	0.00%
Salaries Operational Staff	86,477	93,750	103,780	102,694	-1,086	-1.05%
Salaries Tech & Professional	47,758	46,454	48,327	48,327	0	0.00%
Salaries Part/Time Operational	9,082	10,003	10,886	10,886	0	0.00%
Management Add'l Comp	5,000	5,000	5,000	0	-5,000	-100.00%
Personnel Services	**452,502**	**512,395**	**573,329**	**572,890**	**-439**	**-0.08%**
Instate Travel/Meetings	426	37	1,500	2,000	500	33.3%
Out of State Travel	0	0	10,000	10,000	0	0.0%
Communication Telephone	2,129	2,465	2,000	3,000	1,000	50.0%
Dues/Subscriptions	10,063	12,051	12,000	13,000	1,000	8.3%
Copy/Mail Center Fees	571	7,891	7,000	65,000	58,000	828.6%
Training & Education	7,657	2,987	7,000	7,000	0	0.0%
Purchase of Services	**20,847**	**25,430**	**39,500**	**100,000**	**60,500**	**153.2%**
Annual Financial Audit	74,900	68,650	72,500	80,000	7,500	10.3%
GASB 34 Updates	6,975	6,445	7,500	7,500	0	0.0%
GASB 45 / OPEB Study & Updates	0	9,500	0	10,000	10,000	100.0%
Police Chief Screening Committee	0	19,340	0	0	0	0.0%
Consultant Assistance	0	17,768	3,000	3,000	0	0.0%
Surveys	0	0	0	10,000	10,000	100.0%
Consultant Parking Garage	3,500	0	0	0	0	0.0%
Perambulation of Bounds	150	$ 250	250	250	0	0.0%
Oil Tank Remediation	21,665	$ 16,861	25,000	20,000	-5,000	-20.0%
Printing & Advertising	4,353	$ 6,668	6,000	7,000	1,000	16.7%
Tech & Prof. Services	**111,543**	**145,483**	**114,250**	**137,750**	**23,500**	**20.6%**
Office Supplies: Stationary	11,207	5,580	7,000	7,500	500	7.1%
Supplies	**11,207**	**5,580**	**7,000**	**7,500**	**500**	**7.1%**
Supplies - Tn Administrator	2,573	3,395	3,500	3,500	0	0.0%
Other Supplies - Personnel	**2,573**	**3,395**	**3,500**	**3,500**	**0**	**0.0%**
Cochituate Rail Trail Service	34,428	0	0	0	0	0.0%
Natick Center Revitalization	8,000	8,000	8,000	8,000	0	0.0%
Metrowest Regional Collaborative	10,357	10,357	10,357	10,357	0	0.0%
Other Chgs./Exp.	**52,785**	**18,357**	**18,357**	**18,357**	**0**	**0.0%**
Total Board of Selectmen	**651,455**	**710,640**	**755,936**	**839,997**	**84,061**	**11.1%**

Department: Board of Selectmen/Town Administrator Line-Item Detail

Narrative:

Personnel Services:

These line items represent the salaries for the Selectmen's Office. The positions covered are:
Town Administrator ~ Deputy Town Administrator/Finance Director ~ Human Resources ~ Town Administrator's Clerical Support ~ Board of Selectmen's Clerical Support (part time ¾ position) ~ Benefits Coordinator ~ Department Assistant (part time) ~ Environmental Compliance Officer (1/2 position) These positions execute the policy directives of the Board of Selectmen and process a variety of licenses and reports on behalf of the Town.

Purchase of Services:

Instate Travel/Meeting: The Board of Selectmen and Town Administrator utilize this account to pay for meetings and conference fees throughout the fiscal year.
Out-of-State Travel: This will fund out-of-state travel Town-wide for all departments. At the discretion of the Town Administrator.
Communication Tel: Office charges for telephone use.
Dues/Subscriptions: The bulk of the account is used for dues to the Massachusetts Municipal Association, MMPA, ICMA, APA, ATFC and SHRIM.
Copy/Mail Center Fees: Account is utilized for all copying and mail charges associated with all municipal departments.
Training & Education: These funds are available for training opportunities for staff members throughout the organization. This account is typically used to fund one-day training events on specialized topics or computer skills along with the Metrowest Leadership Academy.

Technical & Professional Services:

Audit Special Projects: This account is used for individual management audit issues or specific account audits as needed throughout the year.
Annual Financial Audit: Provides the required annual financial audit of the Town's transactions and accounts.
GASB 34 Updates: This account is used to update the Town's inventory and valuation of fixed assets as required by the Government Accounting Standards Board pursuant to it Rule 34.
GASB 45/OPEB Study & Updates: This account is used to fund updates to the OPEB actuarial under GASB standard #45.
Consultant Assistance: These funds support various special engineering projects throughout the Fiscal Year, typically related to the work of the Environmental Compliance Officer.
Surveys: This account, new for FY 2013, would allow for full or partial contracting of citizen and customer surveys for the Town of Natick. This is a stated goal of the Board of Selectmen for FY 2012.
Cons. Parking Garage: One time account that there is no longer a need for.
Perambulation of Bounds: This account funds the cost of the required visual inspection of the property bounds of the community.
Oil Tank Remediation: Long term monitoring required to be in compliance with state regulations.
Printing & Advertising: Funds are used to advertise Town Meeting, public hearings, sale of surplus property, employment opportunities and legal notices, etc.

Supplies:

Office Supplies: Stationary: Provides for a variety of office supplies to support the Board of Selectmen's Office. Includes forms for licenses.

Other Supplies:

Supplies – TN Adm.: Provides for a variety of office supplies to support the Town Administrator function.

Other Charges:

Cochituate Rail Trail Svc. No longer necessary.
Natick Center Revitalization: These funds are available to assist Natick Center Associates with continued revitalization efforts.
Metrowest Regional Collaborative: This line item funds the Town's annual dues to the Metrowest Regional Collaborative.

Town of Natick

Home of Champions

Department: Personnel Board

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Classification Program	$ -	$ -	$ 1,000	$ 1,000	$ -	0.0%
Other Chgs./Exp.	**$ -**	**$ -**	**$ 1,000**	**$ 1,000**	$ -	0.0%
Total Personnel Board	**$ -**	**$ -**	**$ 1,000**	**$ 1,000**	**$ -**	**0.0%**

Line-Item Detail:

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

Town of Natick

Home of Champions

Department: Town Report

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs.2013 $	2012 vs.2013 %
Printing & Advertising	$ 4,926	$ 4,374	$ 5,500	$ 5,500	$ -	0.0%
Professional Services	**$ 4,926**	**$ 4,374**	**$ 5,500**	**$ 5,500**	$ -	0.0%
Total Town Report	**$ 4,926**	**$ 4,374**	**$ 5,500**	**$ 5,500**	**$ -**	**0.0%**

Line-Item Detail:

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

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Town of Natick

Home of Champions

Department: Legal

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Operating Expenses						
Technical & Professional Serv.	188,361	213,924	291,980	291,980	0	0.00%
Supplies	2,586	3,071	2,500	2,500	0	0.00%
Total Operating Expenses	**190,947**	**216,995**	**294,480**	**294,480**	**0**	**0.00%**
Other Chgs & Expenses						
Sub-total - Other Charges & Expenses	250	1,576	10,000	10,000	0	0.00%
Total Other Chgs. & Expenses	**250**	**1,576**	**10,000**	**10,000**	**0**	**0.00%**
Total Legal Services	**191,197**	**218,571**	**304,480**	**304,480**	**0**	**0.0%**

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. Recent Developments

None

III. Current Challenges

None

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

None

V. On the Horizon

None

Staffing	2009	2010	2011	2012	2013
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

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.

Town of Natick

Home of Champions

Department: Legal

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Legal Services - Retainer	50,000	55,000	67,200	67,200	0	0.0%
Legal Services - Litigation	38,045	19,757	106,400	106,400	0	0.0%
Legal Services - ZBA Decisions	1,740	13,471	5,600	5,600	0	0.0%
Legal Services - Labor	35,911	48,648	88,480	88,480	0	0.0%
Legal Services - Appellate Tax	11,180	11,850	16,800	16,800	0	0.0%
Legal Services - Cable	13,116	20,030	5,000	5,000	0	0.0%
Legal Services - Tax Titles	38,275	45,103	2,000	2,000	0	0.0%
Communication Telephone	94	66	500	500	0	0.0%
Technical & Professional Serv.	**188,361**	**213,924**	**291,980**	**291,980**	**0**	**0.0%**
Law Updates/Books	2,586	3,071	2,500	2,500	0	0.0%
Supplies	**2,586**	**3,071**	**2,500**	**2,500**	**0**	**0.0%**
Sub-total - Operating Expenses	**190,947**	**216,995**	**294,480**	**294,480**	**0**	**0.0%**
Judgments - Damage Claims	0	0	2,500	2,500	0	0.0%
Judgments - Litigation	250	1,576	7,500	7,500	0	0.0%
Sub-total - Other Charges & Expenses	**250**	**1,576**	**10,000**	**10,000**	**0**	**0.0%**
Total Legal	**191,197**	**218,571**	**304,480**	**304,480**	**0**	**0.0%**

Line-Item Detail:

Tech & Prof. Services

Legal Services - Retainer	Set Cost of Attorney Fees for John Flynn, Town Counsel
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, LLP)
Legal Services - Tax Titles	Stipend for additional
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

Town of Natick

Home of Champions

Department: Finance

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Preliminary	2012 vs. 2013 $	2012 vs. 2013 %
Personnel Services	836,335	867,294	970,735	1,056,222	85,487	8.81%
Total Personnel Services	**836,335**	**867,294**	**970,735**	**1,056,222**	**85,487**	**8.81%**
Purchase of Services	101,805	152,654	155,200	158,800	3,600	2.32%
Supplies	20,417	20,581	16,000	22,000	6,000	37.50%
Tech & Prof. Services	80,357	112,304	134,500	139,500	5,000	3.72%
Total Expenses	**202,578**	**285,540**	**305,700**	**320,300**	**14,600**	**4.78%**
Revalue of Real Property	112,548	6,792	75,000	75,000	0	0.00%
Total Other Chgs./Exp.	**112,548**	**6,792**	**75,000**	**75,000**	**0**	**0.00%**
Total Finance Department	**1,151,461**	**1,159,626**	**1,351,435**	**1,451,522**	**100,087**	**7.41%**

Main Purpose of Department

The main purpose of the Finance Department is to professionally and responsibly manage the Town's finances in a prudent manner. We will do so by doing the following tasks: (1) maintaining current and accurate data about all financial activities of the Town; (2) maintaining internal financial controls and facilitating the evaluation of the Town's financial condition; (3) insuring that the delivery of Town services is done in compliance with Massachusetts General Laws that govern municipal finance; (4) providing timely and accurate financial information to managers of Town services to facilitate the evaluation of the cost effectiveness and efficiency of Town programs; (5) providing timely and accurate financial information to Town boards and committees to facilitate policy deliberation and formulation; and (6) safeguarding the financial assets of the Town.

Goals:

- Successfully develop an integrated and consolidated Finance Department between the existing departments of Assessors, Comptroller and Collector/Treasurer.
- Timely submit required financial reports and materials to all applicable State and Federal Agencies as well as to all applicable Town Boards and Committees.
- Prudently manage all Town investments and funds .
- Continually work to improve the overall knowledge, skills and abilities of all employees within the department to facilitate the fullest extent of cross-training and enhanced customer service.

Town of Natick

Home of Champions

Department: Community Services

Budget Overview:

Recent Developments:
The 2012 Spring Annual Town Meeting will consider a consolidation plan for the three existing agencies and four budgets which comprise the Town's Finance Departments. If approved, the new department will officially begin on July 1, 2012. Each existing department, under their existing Department Head, prepared their own budget and submitted to Town Administration for standard review. Specific operational changes are proposed in the Collector/Treasurer and Comptroller Divisions as part of the consolidation and reflected within the individual components of this budget.

Current Challenges:
The Finance Department is responsible for managing all daily, weekly, monthly and annual financial transactions, investments, reconciliations, and accounting for the over 570 funds and well over $120 million of financial activity of the Town of Natick. In addition, it is chiefly responsible for the valuations of real and personal property and management of abatements and exemptions of various taxes of the well over 6 Billion of valued property within the corporate boundaries of the Town of Natick. It does this today with less staff than it had 5 or 10 years ago, more governmental regulations - from additional exemption and abatement programs to accounting regulations to investment limitations - and with a high degree of turnover within certain positions. Bringing stability and clear direction to the Finance operation of the Town of Natick is the greatest challenge we face in FY 2013.

Significant Proposed Changes for the Upcoming FY and Budget Impact:
As part of the reorganization, numerous significant proposed changes are found within these budgets:

- Creation of one consolidated department
- Transfer of the Finance Director position from the Collector/Treasurer to the Deputy Town Administrator
- Creation of the Special Assistant to the Finance Director
- Creation of the Staff Accountant Position

Although they exist and are shown within the division budgets, more detail can be found in the document "Finance Department Reorganization" and in discussion of Article 1 for the 2012 Spring Annual Town Meeting.

Town of Natick

Home of Champions

Department: Finance

Staffing

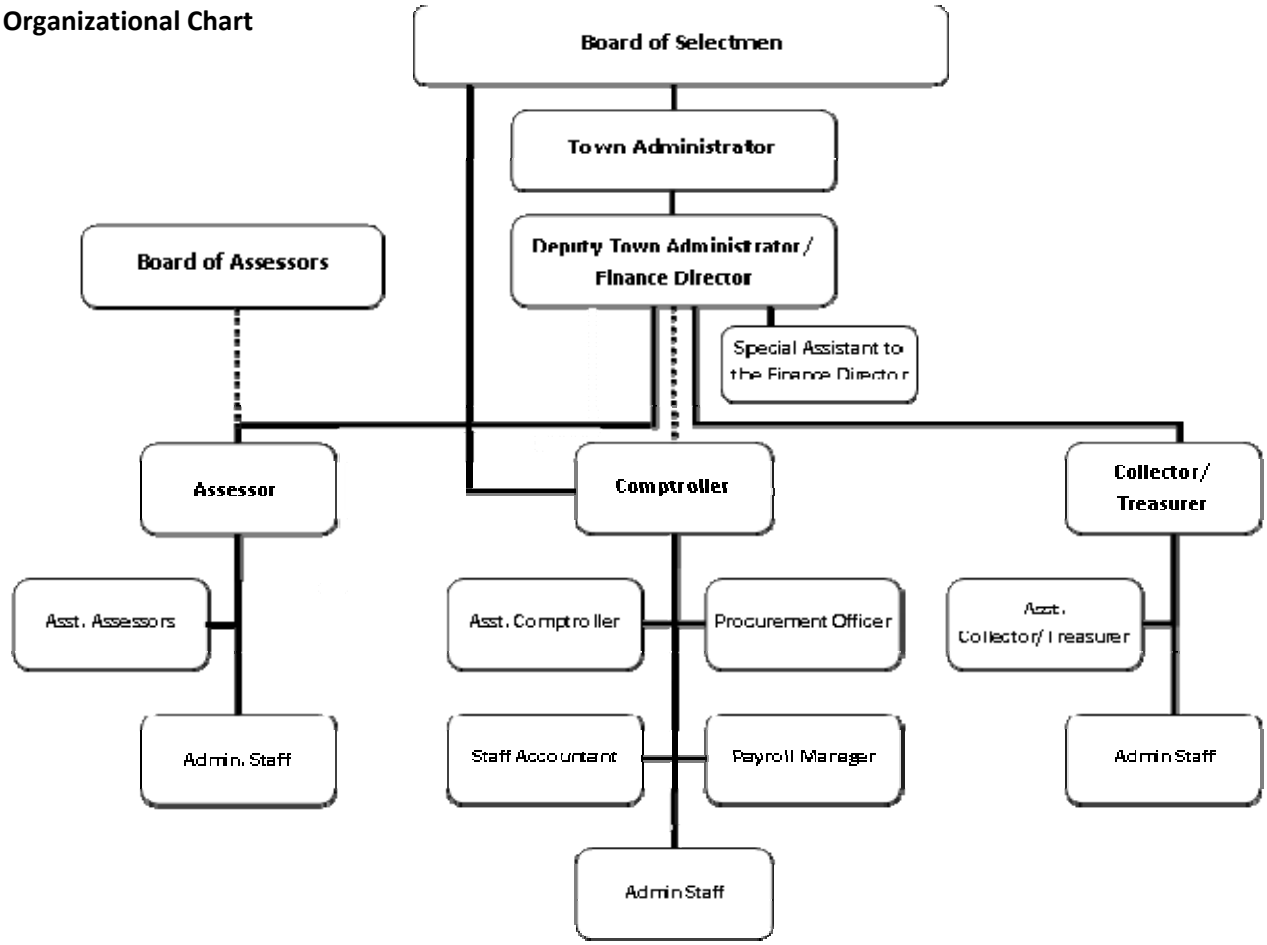
The Finance Department as proposed will be led by the Deputy Town Administrator/Finance Director. In addition, a Special Assistant to the Finance Director will report directly to the Finance Director and is not allocated to any one division. All other staffing is detailed within the division breakouts.

Staffing Summary Table	FY 2012	FY 2013
Finance Director*	0	0
Special Assistant to Finance Director	0	1
Assessing	4.63	4.66
Comptroller	4.49	5.49
Collector**	2.77	2.77
Treasurer**	2.63	1.63
Total Staffing	**14.52**	**15.55**

**Finance Director in 2012 was also Collector/Treasurer. In FY 2013 will be Deputy Town Administrator*

***An additional 2.09 FTE work within the office, but are shown in Utility Billing under the Water/Sewer Enterprise Fund.*

Organizational Chart



Town of Natick

Home of Champions

Department: Finance

Budget Detail	2010 Actual	2011 Actual	2012 Appropriated	2013 Preliminary	2012 vs. 2013 $	2012 vs. 2013 %
Salaries Management	255,859	260,650	308,310	307,183	-1,127	-0.37%
Salaries Supervisory	125,475	132,816	146,051	135,968	-10,083	-6.90%
Salaries Operational Staff	290,467	295,070	321,368	190,403	-130,965	-40.75%
Part Time Operational Staff	32,852	144,583	43,947	68,774	24,827	56.49%
Salaries Tech & Professional	123,527	19,712	135,412	338,709	203,297	150.13%
Operational Staff Additional Comp	1,347	1,345	1,647	1,186	-461	-28.01%
Operational Staff Overtime	6,809	13,118	14,000	14,000	0	0.00%
Personnel Services	**836,335**	**867,294**	**970,735**	**1,056,222**	**85,487**	**8.81%**
Repairs & Maint Equip	2,792	568	9,500	9,500	0	0.00%
In State Travel/Meetings	2,131	2,285	4,200	4,200	0	0.00%
Communication Telephone	4,742	4,966	5,500	5,550	50	0.91%
Education & Training	10,487	15,098	18,500	20,000	1,500	8.11%
Dues & Subscriptions	1,768	1,400	3,050	2,550	-500	-16.39%
Tax Mapping	9,431	0	20,000	20,000	0	0.00%
Copy/Mail Center Fees	12,798	11,571	10,100	0	-10,100	-100.00%
Communication Postage	47,811	78,465	72,350	85,000	12,650	17.48%
Collection Activities	1,857	7,077	6,500	6,500	0	0.00%
BookBinding	0	0	500	500	0	0.00%
Consulting Services	7,988	31,225	5,000	5,000	0	0.00%
Purchase of Services	**101,805**	**152,654**	**155,200**	**158,800**	**3,600**	**2.32%**
Copy Center Supplies	1,832	2,790	2,000	2,000	0	0.00%
Office Supplies	18,585	17,791	14,000	20,000	6,000	42.86%
Supplies	**20,417**	**20,581**	**16,000**	**22,000**	**6,000**	**37.50%**
Real Estate Tax Billing	7,964	7,013	8,000	8,000	0	0.00%
Motor Vehicle Excise Tax Billing	2,963	3,558	4,000	4,000	0	0.00%
PAYT Billing	1,000	1,000	1,000	1,000	0	0.00%
Police Detail Billing	1,214	6,092	4,000	4,000	0	0.00%
Ambulance Fee Collections	48,201	56,515	82,500	82,500	0	0.00%
Banking Services Fees	19,015	38,127	35,000	40,000	5,000	14.29%
Tech & Prof. Services	**80,357**	**112,304**	**134,500**	**139,500**	**5,000**	**3.72%**
Revalue of Real Property	112,548	6,792	75,000	75,000	0	0.00%
Other Chgs. / Exp.	**112,548**	**6,792**	**75,000**	**75,000**	**0**	**0.00%**
Totals	**1,151,461**	**1,159,626**	**1,351,435**	**1,451,522**	**100,087**	**7.41%**

Town of Natick

Home of Champions

Department: Comptroller

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Preliminary	2012 vs. 2013 $	%
Salaries						
Personnel Services	246,678	263,479	307,550	390,072	82,522	26.83%
Total Salaries	**246,678**	**263,479**	**307,550**	**390,072**	**82,522**	**26.83%**
Operating Expenses						
Purchase of Services	19,594	36,339	25,900	24,250	-1,650	-6.37%
Supplies	3,652	3,268	4,000	4,000	0	0.00%
Total Operating Expenses	**23,246**	**39,607**	**29,900**	**28,250**	**-1,650**	**-5.52%**
Total Comptroller	**269,924**	**303,086**	**337,450**	**418,322**	**80,872**	**23.97%**

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 Town Departments.

Goals:

- Submit Free Cash Package to Department of Revenue by mid-October
- Close books on Prior Fiscal Year by early-October

- Munis Payroll Decentralization:
  Begin training Staff on "How to" enter their departmental payroll into the Town's Financial Software Package.

Personnel Training and Advancement
- Continue Training Staff on Munis and overall Municipal Functions.
-Meet with Asst. Comptroller three times a week to discuss overall operations.

Miscellaneous
- Investigate opportunities to better integrate accounting systems
- Enhance Communication Regarding Departmental Operations and Mission through annual presentations to Selectmen and Finance Committee re: department operations
- Continue working with the Audit Advisory Committee

Town of Natick

Home of Champions

Department: Comptroller

Budget Overview:

I. Main Purpose of the Department

The Department provides supervision and oversight of all financial activities of the Town; maintains the Town's financial information; and prepares and distributes financial reports to all Town departments, boards, committees, State and federal agencies and independent financial auditors in accordance with Massachusetts General Law and Generally Accepted Accounting Principles (GAAP). The Department also oversees day-to-day administration of the Town's contributory retirement system; the Comptroller serves on the Natick Contributory Retirement Board in an ex-officio capacity.

II. Developments in FY12

The Department has undergone significant change this year all designed to streamline the finance operations and to implement daily, weekly, monthly, quarterly, and annual internal controls.

Specifically:

- New Chart of Accounts was implemented at the beginning of FY2012.
- Electronic Purchase Order system was implemented at the beginning of FY2012.
- Monthly cash and receivable reconciliations are being prepared.
- Department Heads and Administrative staff have started training on Munis discovering how the new chart effects their departments, as well as now entering their own departmental electronic purchase orders.

III. Challenges for FY12 and beyond

The biggest challenge going into FY13 will be incorporating the different union changes that are expected to come forward, based on union negations. At the same time we will be implementing the decentralization of payroll out to the various departments. We as a group need to figure out how the "potential union" changes will effect payroll and the timing of the role out, so as not to confuse the end user.

Continue to integrate and streamline financial operations.

*The FY11 audit must be completed and audit findings corrected.
* Wherever possible, we'll integrate and streamline finance operations .
* Monthly internal control reconciliations will occur as these are the quality control checks on our data transactions.

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

* The Comptrollers office would like to look at bringing on an additional "Staff Accountant", as Natick grows, and the State grows, so grows the work required by the Comptroller's office. This position would be essential if the Town as a whole is going to keep up with increased workloads and sustain progress made in recent years.

Town of Natick

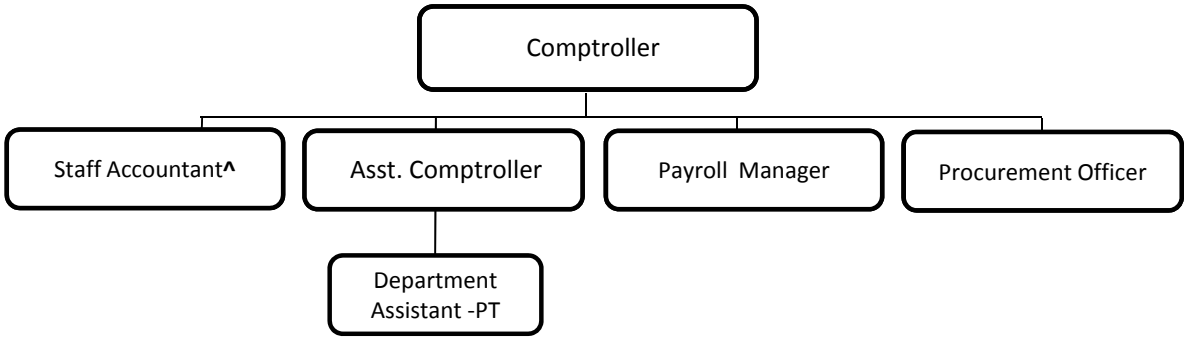
Home of Champions

Department: Comptroller

Comptroller Staffing	2009	2010	2011	2012	2013
Comptroller	1	1	1	1	1
Assistant Comptroller	1	1	1	1	1
Procurement Officer	1	1	1	1	1
Staff Accountant	0	0	0	0	1
Administrative Assistant	1	1	1	1	0
Administrative Assistant	1	0	0	0	0
Payroll Manager	0	0	0	0	1
Clerical Assistant	0.5	0	0.07	0	0
Department Assistant	0	0.5	0.42	0.49	0.49
Total FTE	**5.5**	**4.5**	**4.49**	**4.49**	**5.49**
Total FT/PT	**5 FT / 1 PT**	**4 FT / 1 PT**	**4 FT/2 PT**	**4 FT/1 PT**	**5 FT/1 PT**

Notes

Organizational Chart



Performance Indicators	2009	2010	2011	2012*	2013*
Workload Measures					
Number of Invoices received (yearly)	24,030	23,018	23,018	23,018	24,000
Number of Payroll checks issued (yearly)	N/A - Indicator under Development				
Number of Accts. Payable (A/P) checks issued (yearly)	13,997	13,568	14,772	14,772	15,000
Number of Purchase Orders	5,730	5821	5902	5902	5900
Number of funds supervised	88	88	88	549	575

**Estimates*

Town of Natick

Home of Champions

Department: Comptroller

	2010 Actual	2011 Actual	2012 Appropriated	2013 Preliminary	2012 vs. 2013 $	%
Salaries Management	63,585	78,709	102,286	100,367	-1,919	-1.9%
Salaries Supervisory	61,764	61,764	67,706	67,706	0	0.0%
Salaries Tech/Professional	0	0	0	147,565	147,565	100.0%
Salaries Operational Staff	118,230	116,239	135,096	72,434	-62,662	-46.4%
Operational Staff Overtime	2,660	6,316	2,000	2,000	0	0.0%
Additional Compensation	439	450	462	0	-462	-100.0%
Personnel Services	**246,678**	**263,479**	**307,550**	**390,072**	**82,522**	**26.8%**
In State Travel	0	106	200	200	0	0.0%
Communication Telephone	1,892	2,064	1,950	2,000	50	2.6%
Training & Education	7,994	136	16,000	16,000	0	0.0%
Dues & Subscriptions	275	395	550	550	0	0.0%
Copy/Mail Center Fees	1,446	2,413	1,700	0	-1,700	-100.0%
Bookbinding	0	0	500	500	0	0.0%
Consulting Services	7,988	31,225	5,000	5,000	0	0.0%
Purchase of Services	**19,594**	**36,339**	**25,900**	**24,250**	**-1,650**	**-6.4%**
Copy Center Supplies	1,832	2,790	2,000	2,000	0	0.0%
Office Supplies	1,820	478	2,000	2,000	0	0.0%
Supplies	**3,652**	**3,268**	**4,000**	**4,000**	**0**	**0.0%**
Total Comptroller	**269,924**	**303,086**	**337,450**	**418,322**	**80,872**	**24.0%**

Narrative:

Personnel Services

Salaries Management: Line item is the compensation for the position of Town Comptroller.
Salaries Supervisory: Line item is the compensation for the position of Assistant Comptroller.
Salaries Technical/Professional: Compensation for the positions of (1) Staff Accountant and (1) Procurement Officer.
Salaries Operational Staff: Compensation for the positions of: (1) Payroll Manager, and (1) Part-Time Department Assistant. Part-time staff are those who work up to 988 hours per year. These positions will be funded on a year-round basis.
Operational Staff Overtime: This amount is used for emergencies during peak work load times usually at the end of the fiscal year.
Additional Compensation: Line item represents longevity compensation for the Administrative Assistant.

Purchase of Services

In State Travel: Annual conference for the Accounts/Auditors which is held at the University of Mass and used as well by the Procurement Officer to attend various MAAPO meetings to keep up to date on procurement laws.
Training & Education: Continuing education for the Comptroller and Assistant Comptroller which includes Massachusetts Municipal Auditors and Accountants School (Comptroller also maintains "Certified Municipal Accountant" designation through this school) , MUNIS training to enable staff to keep up to date with current versions, as well as, organizing and encouraging Munis training courses within the Town of Natick for departmental staff, to enable full use of the Financial package by all staff members and courses for the Procurement Officer to maintain procurement certification.
Dues & Subscriptions: Various Professional Groups i.e. Mass Accounts/Auditors, Government Finance Officers Assoc, Mass Assoc of Public Purchasing Officers dues and related materials.
Communication Telephone: Office telephones, Fax Machine and mobile phone for Procurement Officer.
Copy/Mail Center Fees: These fees are moving to a central expense line within the General Fund Budget
Bookbinding: Permanent books and supplies for historical documents which are mandated by the Division of Public Records. Reduction in-line with previous years total spending.

Supplies:
Copy Center Supplies: Generic supplies needed for the operation of the center such as pens, pencils, card stock which supports the entire town.
Office Supplies: This line item is used to fund all the general office supplies.

Town of Natick

Home of Champions

Department: Assessor

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Preliminary	2012 vs. 2013 $	%
Salaries						
Personnel Services	269,296	271,939	308,478	310,219	1,741	0.56%
Total Salaries	**269,296**	**271,939**	**308,478**	**310,219**	**1,741**	**0.56%**
Operating Expenses						
Purchase of Services	22,110	24,539	37,300	34,000	-3,300	-8.85%
Supplies	2,521	2,065	3,500	3,500	0	0.00%
Other Chgs. / Exp.	112,548	6,792	75,000	75,000	0	0.00%
Total Operating Expenses	**137,179**	**33,396**	**115,800**	**112,500**	**-3,300**	**-2.85%**
Total Assessor	**406,475**	**305,335**	**424,278**	**422,719**	**-1,559**	**-0.37%**

Mission:

We the Assessors Office are responsible for assessing all property located within the Town of Natick, including real estate, personal property, excise on motor vehicles and boats.
In cooperation with the Department of Revenue, values are reviewed for accuracy each year. Assessors are audited and certified triennially. 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

Goals:

Customer Service/Personnel Advancement
-Continued update of GIS mapping system and educate public with its use.
- Information Program detailed by tax bill quarters. To promote understanding of the tax process.
- Complete Assessors certification and obtain a designation for staff members, providing educated professionals.

Enhance Web and Other Computer Applications
- Work with DPW to implement an android application for the GIS mapping program.
- Upgrade on-line mapping applications for the public and enhance and develop the abutters tool.

Policy Issues
- Continue to explore the possibility of generating more tax revenue with a complete review of exempt properties.

Miscellaneous
- Complete a process of cross training staff from the collectors and assessors, which will provide the public with an easier and smoother understanding of all tax issues.
- Monitor overlay reserve account for sufficiency & opportunities to release funds.

Town of Natick

Home of Champions

Department: Assessor

Budget Overview:

I. Main Purpose of the Department – The Assessors Office serves as an advisory department to the Board of Assessors. The department is responsible for the assessment of all taxable property within the community. This includes; residential real estate, commercial and industrial real estate, motor vehicle excise, personal property, and boat excise tax. The department also manages betterment assessments, personal exemptions, abatements and tax appeals. The assessors are also required to update assessors' maps annually.

II. Recent Developments – South Natick Hills continues to expand. An additional 60 plus units have been added to Natick's growth. We anticipate several more buildings to be added in this current fiscal year creating FY2012 Supplemental bills. The completion for this complex will continue in fiscal year 2013. A multi storied building at 5 Chrysler Road is in it's initial stages of construction. Demolition of the existing building has been completed. This will be a 407 unit apartment complex. These two projects will add to the current workload of the staff and present many challenges. Two more projects that are moving forward are the Paperboard complex and the Hunter Hill project. All of these projects are contributing to Natick's Growth and will require the tireless effort of the entire staff. The large commercial project in Natick is Mathworks and this continues to provide additional revenue, but will also require many staff inspections until completed. The projects mentioned above will monopolize the appraisal staff as well as the clerical staff with inspections and administrative tasks. The Assessors will continue to assist many seniors in completing their personal exemptions. The Senior Work program will also provide elders with a greater credit to their tax bills. The amount of $1,000 will assist many seniors with their tax burden. The trash bag exemption program has been well received by qualified seniors. We have provided thus far 1,423 sleeves to qualified seniors. These exemptions hopefully, ease some of their real estate tax concerns. The Department of Revenue has certified all of Natick's required analysis for fiscal year 2012. Natick has received final approval and has adopted a single tax rate for fiscal year 2012. The new tax rate will be $13.91. Once again the Assessors staff anticipates a very active abatement season due in part to the Override. The staff will continue to be available to assist and educate taxpayers in the abatement process.

III. Current Challenges – One of the foremost challenges for the Assessors department will be the completion of the Revaluation for the Department of Revenue for Fiscal Year 2013. This occurs every three years. This project will run in conjunction with other challenges, such as continued building improvements. All improvements require an inspection by the staff when the work is complete or a certificate of occupancy is issued. The certificate of occupancy program increases revenue for the Town. This program also requires the Assessor staff to inspect each property prior to the issuance of a certificate of occupancy. The Assessors anticipate a very busy year with South Natick Hills adding completed buildings, the movement of the Chrysler Road complex, Paperboard development project and the development of Hunter Hill. The staff will continue to execute all the administrative and technical challenges these many projects present, along with performing all of the statistical review required to successfully complete the 2013 Revaluation. The staff will fulfill all building permit, abatement and cyclical inspections as required. The Assessors continue to educate the seniors in the many programs available to assist them with taxation.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact - We anticipate Fiscal Year 2013 to be a very active time for the Assessors office. The Revaluation required by the Department of Revenue

Town of Natick

Home of Champions

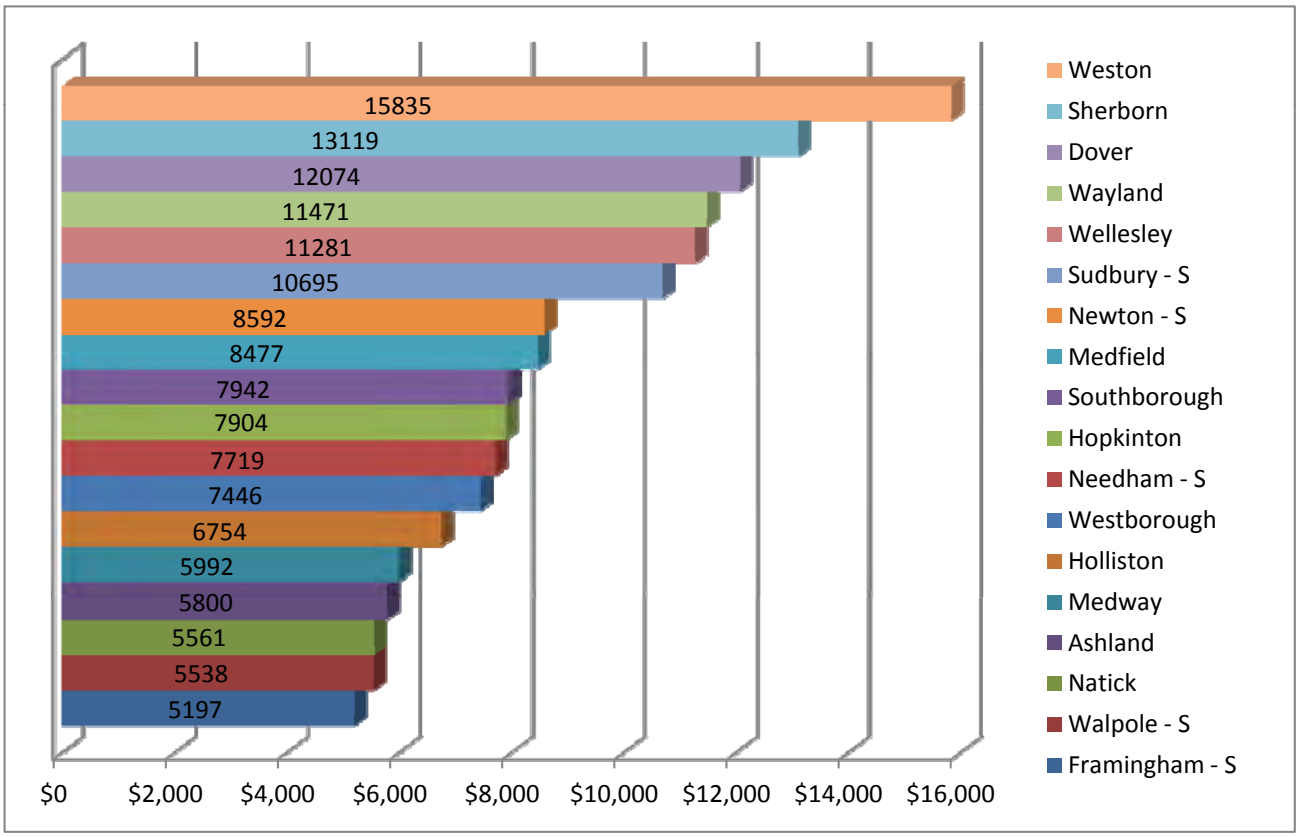
Department: Assessor

Budget Overview:

We are still adjusting to the decrease in staff and the challenges that has brought i.e., distributing the additional workload.

V. On the Horizon – In Fiscal Year 2013 we will be required to comply with all mandated requirements of the Department of Revenue for Revaluation. This is an eminence task for the Assessors staff, which includes extensive technical and statistical review. The Assessors will continue to conduct the necessary abatement and property inspections along with required sales review. The Assessors office will continue to move forward with technology advancements, such as the Android application for GIS mapping program. Continued use of the Smart Board and its applications will help move the Assessors office forward in this technologically challenged society.

FY2011 Single Family Tax Comparison



S - Designated Communities with a Split Tax Rate

Town of Natick

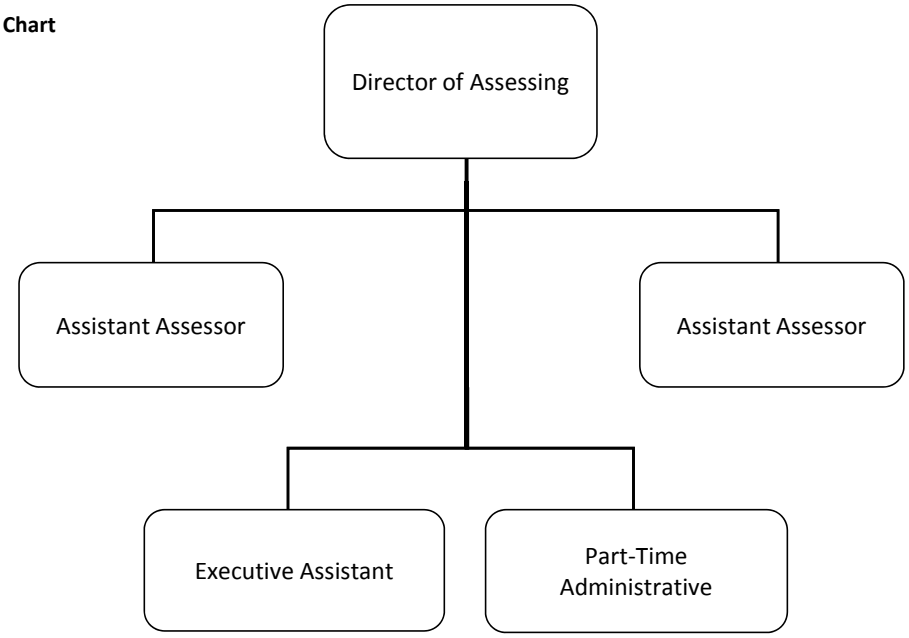
Home of Champions

Department: Assessor

Assessor Staffing	2009	2010	2011	2012	2013
Director of Assessing	1	1	1	1	1
Assistant Assessor	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Administrative Assistant	1	0.5	0.5	0.63	0.66
Total FTE	**5**	**4.5**	**4.5**	**4.63**	**4.66**
Total FT/PT	**5 FT / 0 PT**	**4 FT / 1 PT**	**4 FT / 1PT**	**4 FT / 1PT**	**4 FT / 1PT**

Notes

Organizational Chart



Performance Indicators	2009	2010	2011	2012	2013
Workload Measures					
Number of Parcels	12763	13135	13171	13248	13350*
Number of Personal Property Accounts	1789	1789	1744	1639	1650*
Number of Personal Exemptions	387	350	365	355*	361*
Number of Inspections Performed Annually	1700	1800	1782	1800*	1880*
Number of Outstanding ATB Cases	8	9	15	25*	30*

Total Outstanding ATB all years = 88 (2003-2011)

	2009	2010	2011	2012	2013
Efficiency Measures					
Number of Inspections/Appraiser(2)	**850**	900	851	900*	940*

	2009	2010	2011	2012	2013
Outcome Measures					
Number of Abatements (Applications/Granted)					
- Real	160/92	608/141	TBD	TBD	TBD
- Personal Property**	20/11	9/4	TBD	TBD	TBD

Notes:

** This number is uncertain at this time an estimate has been supplied.*

***The numbers represented in the abatement section reflect # received/# granted.*

Town of Natick

Home of Champions

Department: Assessor

	2010 Actual	2011 Actual	2012 Appropriated	2013 Preliminary	2012 vs. 2013 $	%
Salaries Management	79,841	79,841	91,984	92,338	354	0.4%
Salaries Operational Staff	46,815	48,156	49,439	49,439	0	0.0%
Part Time Operational Staff	18,139	123,527	29,151	30,018	867	3.0%
Salaries Tech & Professional	123,527	19,712	135,412	135,932	520	0.4%
Operational Staff Additional Comp	468	223	492	492	0	0.0%
Operational Staff Overtime	505	480	2,000	2,000	0	0.0%
Personnel Services	**269,296**	**271,939**	**308,478**	**310,219**	**1,741**	**0.6%**
Repairs & Maint Equip	119	129	2,000	2,000	0	0.0%
In State Travel/Meetings	2,131	2,129	3,000	3,000	0	0.0%
Communication Telephone	1,579	2,077	2,000	2,000	0	0.0%
Education & Training	1,500	12,472	1,500	2,000	500	33.3%
Dues & Subscriptions	1,493	1,005	2,500	2,000	-500	-20.0%
Tax Mapping	9,431	0	20,000	20,000	0	0.0%
Copy/Mail Center Fees	3,215	4,087	3,800	0	-3,800	-100.0%
Communication Postage	2,642	2,639	2,500	3,000	500	20.0%
Purchase of Services	**22,110**	**24,539**	**37,300**	**34,000**	**-3,300**	**-8.8%**
Office Supplies	2,521	2,065	3,500	3,500	0	0.0%
Supplies	**2,521**	**2,065**	**3,500**	**3,500**	**0**	**0.0%**
Revalue of Real Property	112,548	6,792	75,000	75,000	0	0.0%
Other Chgs. / Exp.	**112,548**	**6,792**	**75,000**	**75,000**	**0**	**0.0%**
Total Assessor	**406,475**	**305,335**	**424,278**	**422,719**	**-1,559**	**-0.4%**

Narrative:

Salaries Management: Salary to fund the full time Director of Assessing. This position manages the day to day operations of the Assessors Office including: commercial valuation, residential valuation, personal property valuation, tax mapping, excise tax, personal exemptions, building permit and sales inspections, special assessments, abatements, and Appellate Tax Board appeals. Also responsible for Database and computer systems design and management for Landisc (assessors document archiving and picture storage software), Univers and AssessPro (CAMA and personal property valuation software), Assessors ArcGis (mapping and GIS), Point Software (abatements and excise), the Assessors management package, and the abutters program. Primary person for internet and website design and updates. This position is the liaison between the Board of Assessors and other boards, administrative offices, and the Department of Revenue.

Salaries Technical & Professional: Salaries for two full time Assistant Assessors.

The first Assistant Assessor is responsible for the following:
• 50% Residential Data Collection
• Assists w/ large complex data collection
• Residential Value Review
• 50% Sales Inspections
• 50% Building Permit Inspections
• Abatement Inspections
• Abatement Application Control
• Elderly & Disabled review and control
• Assist with ATB setup
• Excise Abatements
• Real Estate Abatement Reconciliation
• 100% of Chapter Applications and review processing
• Processing and review of 3ABC applications
• Data Entry

The second Assistant Assessor is responsible for the following:
•90% of Commercial data collection and value review
• Plan and Subdivision Cuts and Combos
• 35% Residential Data Collection
• 35% Sales Inspections
• 40% Building Permit Inspections
• Abatement Inspections
• Updates Landisc (document archiving and picture management)
• Assessors Map Update Coordinator
• Supports other Departments and the public with assessors' information requests
• Data Entry

Salaries Operational Staff: Salaries for two Assistants, one full time Executive Assistant and one part time Administrative Assistant. The primary responsibilities are:
Executive Asst 1
• Personal Property Data Entry
• Real Estate Data Entry
• Deed Data Entry
• Customer Support (Counter and Phone)
• Process of Abutters Lists requests
• Form of List review and updates
Admin Asst 1 Part Time
• Customer Assistance (Counter and Phone)
• Excise Abatements
• Initial Building Permit Entry
• Mail
• Taxpayer Mailings
• Real Estate Data Entry

Department: Assessor Line-Item Detail

Narrative:

Operational Staff Additional Compensation: This line item is for staff that need compensation for longevity as of their employment date.

Operational Staff Overtime: This item is related to overtime requirements related to peak periods during property revaluations. The Assessors office is attempting to offset our outside revaluation costs by completing the tasks in house. The overtime hourly rate is less expensive than using a consultant to complete the same work.

Repairs & Maint Equip: This line item is used to repair and /or replace existing equipment required for the day to day operations of the Assessors Office. Time Clock (used to date stamp official documents), Fax Machine, and other miscellaneous equipment.

In State Travel/Meetings: This fund is used by the Assessors Staff and the Board of Assessors to attend training and professional meetings.

Education: This item is designed to offset the cost of professional education. The Massachusetts Association of Assessing Officers requires continued education for certification. The typical IAAO course cost is $525. The typical MAAO course ranges from $50 for seminars to over $575 for most formal courses. Continued professional education is a key to maintaining a knowledgeable staff.

Communications Postage: Costs for phone service and postage related to the Assessors Office.

Dues & Subscriptions: This line item is used to maintain the current status for the Town of Natick Assessing Staff and the Board of Assessors in the International Association of Assessing Officers, Massachusetts Association of Assessing Officers., and the Middlesex County Association of Assessing Officers. This allows the office to receive valuable training at discounted rates, newsletters and updates regarding the assessing profession.

Tax Mapping: This line item is used for professional services related to tax mapping. The town must update tax maps to receive certification from the Department of Revenue to tax property. The scope of these services was reduced in FY2010 but should be sufficient to retain certification of the maps. This is facilitated largely through increased utilization of the Town's GIS capacities.

Copy/Mail Center Fees: This line item is used to support the assessor's share of the copy and mail center.

Office Supplies: Cost for office supplies related the Assessors Office.

Revaluation of Property: This account is used to support the primary costs related to the revaluation of property required under the provisions of Massachusetts General Laws Chapter 59. This is used to augment the work of the assessing staff and for software/hardware costs not covered by the information technology budget that are directly related to property revaluation.

Town of Natick

Home of Champions

Department: Collector

Collector Budget	2010 Actual	2011 Actual	2012 Appropriated	2013 Preliminary	2012 vs. 2013 $	%
Salaries						
Personnel Services	183,520	186,684	202,056	195,322	-1,579	-0.8%
Total Salaries	**183,520**	**186,684**	**202,056**	**195,322**	**-6,735**	**-3.3%**
Operating Expenses						
Purchase of Services	47,171	76,876	70,250	81,250	11,000	15.7%
Tech. & Prof. Serv.	61,342	74,177	99,500	99,500	0	0.0%
Supplies	2,634	2,772	4,500	4,500	0	0.0%
Total Operating Expenses	**111,147**	**153,825**	**174,250**	**185,250**	**11,000**	**6.3%**
Total Collector	**294,667**	**340,510**	**376,306**	**380,572**	**4,265**	**1.1%**

Mission:

The Treasurer/Collector's office is responsible for the billing, collecting and investing of all monies due to the Town including but not limited to- Real Estate tax, Personal Property Tax, Motor Vehicle Excise Tax, Boat Excise Tax, Parking Ticket fines, Water and Sewer Bills, Parking Meter receipts, Pay as You Throw, Federal and State reimbursements and grants, as well as a myriad of miscellaneous departmental permits, license and fees.

The department is responsible for the reconciliation of checks and bank accounts.

The department issues all authorized debt for both short and long term borrowing.

The department is also responsible for the maintenance of all properties taken for nonpayment of taxes and for all public auction or disposition of all foreclosed properties.

Goals:

Assist in the selection and integration of Town Comptroller

Provide leadership/guidance for development of integrated Finance Department (Collector/Treasurer/Assessing/Comptroller within one Department)

Objective is to provide greater flexibility and ability to respond to evolving staffing needs

Develop written investment policy; form internal investment committee

Implement improved building security program

Greater utilization of pass cards (vs. keys)

Develop improved system for Town Hall access issues

Town of Natick

Home of Champions

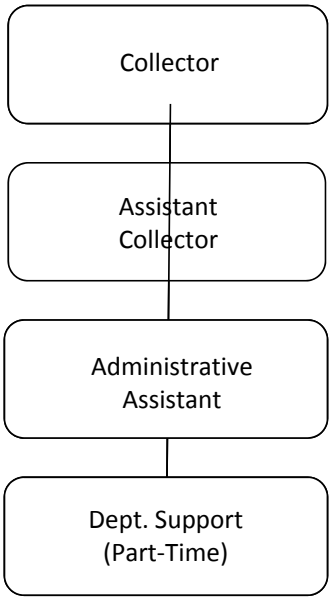
Department: Collector

Collector Staffing	2009	2010	2011	2012	2013
Collector	0.7	0.7	0.7	0.7	0.7
Assistant Collector	0.7	0.7	0.7	0.7	0.7
Administrative Assistant	1	1	1	1	1
Department Support	0.4	0.4	0.4	0.4	0.4
Total FTE	**2.8**	**2.8**	**2.8**	**2.8**	**2.8**
Total FT/PT	**3 FT / 1 PT**	**3 FT / 1 PT**	**3 FT / 1 PT**	**3 FT / 1 PT**	**3 FT / 1 PT**

Notes

Collector & Assistant Collector are Full-time positions - split between the Collector & Treasurer budgets.

Organizational Chart



Performance Indicators	2009	2010	2011	2012	2013
Please see Treasurer's Budget for these Indicators					

Town of Natick

Home of Champions

Department: Collector

	2010 Actual	2011 Actual	2012 Appropriated	2013 Preliminary	2012 vs. 2013 $	%
Salaries Management	79,388	70,799	80,534	80,822	288	0.4%
Salaries Supervisory	42,387	47,278	52,144	45,411	-6,733	-12.9%
Salaries Operational Staff	43,927	45,029	46,390	47,083	693	1.5%
Salaries Temp Operational Staff	14,469	21,055	14,796	14,506	-290	-2.0%
Operational Staff Additional Comp	439	672	693		-693	-100.0%
Operational Staff Overtime	2,909	1,851	7,500	7,500	0	0.0%
Personnel Services	**183,520**	**186,684**	**202,056**	**195,322**	**-6,735**	**-3.3%**
Repair & Maint Equipment	796	129	2,500	2,500	0	0.0%
In State Travel/Meetings	0	0	500	500	0	0.0%
Training & Education	563	335	500	1,000	500	100.0%
Communication Telephone	325	394	750	750	0	0.0%
Communication Postage	37,856	67,221	57,500	70,000	12,500	21.7%
Collection Activities	1,857	7,077	6,500	6,500	0	0.0%
Copy/Mail Center Fees	5,774	1,720	2,000	0	-2,000	-100.0%
Purchase of Services	**47,171**	**76,876**	**70,250**	**81,250**	**11,000**	**15.7%**
Real Estate Tax Billing	7,964	7,013	8,000	8,000	0	0.0%
Motor Vehicle Excise Tax Billing	2,963	3,558	4,000	4,000	0	0.0%
PAYT Billing	1,000	1,000	1,000	1,000	0	0.0%
Police Detail Billing	1,214	6,092	4,000	4,000	0	0.0%
Ambulance Fee Collections	48,201	56,515	82,500	82,500	0	0.0%
Tech. & Prof. Serv.	**61,342**	**74,177**	**99,500**	**99,500**	**0**	**0.0%**
Office Supplies	2,634	2,772	4,500	4,500	0	0.0%
Supplies	**2,634**	**2,772**	**4,500**	**4,500**	**0**	**0.0%**
Total Collector	**294,667**	**340,510**	**376,306**	**380,572**	**4,265**	**1.1%**

Narrative:

Personnel Services

Salaries Management This is the prorated portion of the Finance Director/Treasurer's salary in the capacity as Town Collector (approximately 70% of total salary).
Salaries Supervisory This is the prorated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Collector (approximately 2/3 of total salary).
Salaries Operational Staff Salary for one staff position is funded in this line item. This position is responsible for Municipal Lien Certificate preparation and is the primary public contact person at the Collector's public service window. A full time position was reduced from this line item in FY2008 after an employee retirement. A position listed in the Utility Billing budget will be funded in the amount of 50% via indirect charge to the General Fund. Adjustments in overtime
Part Time Operational This funds 720 hours of part time operational staff. This position will provide administrative / clerical support to the Finance Director/ Collector and will be available during peak tax receipt periods to supplement the full time Collector's staff.
Overtime Operational This funds overtime worked by operational staff during peak tax receipt periods. These include the weeks of the real estate and personal property due date (Aug 1, Nov 1, Feb 1, & May 1) and various excise tax billings randomly during the year.

Purchase of Services

Repairs and Maintenance This is for the maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.
In State Travel/Meetings This line item was eliminated in FY2010. Limited funding for in-state professional meetings & travel.
Training and Education The costs related MUNIS or POINT Software training, PC-specialized training seminars, etc. This line item was reduced by 62.5% in FY2010 and only essential / mandatory training will be authorized.
Communication Telephone This is the proportional costs assigned to the Collector's Office for telephone service.
Communication Postage This is the direct cost associated with the mailings from the Collector's Office.
Collection Activities These fund are for additional mailings of unpaid / delinquent tax, excise, police detail, tax title, betterment, and other accounts receivable. This line item was reduced for FY2010 and continues to require more efficient use of the resources available. Priority will remain on real estate tax, tax title and other larger receivables. Reduction in FY 2011 is a transfer to the Finance Committee for more accurate accounting of the cost of Finance Committee Recommendation Materials.
Copy/Mail Center Fees This is the proportional cost assigned to the Collector's Office for mail center labor for mail handling and copy charges.

Technical & Professional Services

Real Estate Tax Billing The cost of producing and mailing (non postage) the real estate bills on a quarterly basis Motor Vehicle Tax Billing The cost of producing and mailing (non postage) the excise tax bills for multiple annual commitments
PAYT Billing The costs producing and mailing (non postage) Pay As You Throw invoices. These invoices are produced weekly with anticipated annual revenue of approximately $950,000.
Police Detail Billing The costs producing and mailing (non postage) Police Detail invoices. These invoices are produced weekly with anticipated annual collections of approximately $500,000. The requested appropriation represents approximately 25% of the service charges billed with the Police Detail invoices.
Ambulance Fee Collection These represent fees, based on 4.00% of collected revenue, for a service agency (ProEMS) to process all ambulance invoicing and insurance claim processing as well as costs for on-call ambulances when necessary. The increase is needed due to increased revenue projections of Ambulance Revenues in FY 2012.

Supplies
Office Supplies General office supplies for the Collector's Office for employee benefit and bank reconciliation functions.

Town of Natick

Home of Champions

Department: Treasurer

Treasurer Budget	2010 Actual	2011 Actual	2012 Appropriated	2013 Preliminary	2012 vs. 2013 $	%
Salaries						
Personnel Services	136,841	145,192	152,650	105,397	-47,253	-31.0%
Total Salaries	**136,841**	**145,192**	**152,650**	**105,397**	**-47,253**	**-31.0%**
Operating Expenses						
Purchase of Services	12,929	14,900	21,750	19,300	-2,450	-11.3%
Tech & Prof. Services	19,015	38,127	35,000	40,000	5,000	14.3%
Supplies	11,610	12,476	4,000	10,000	6,000	150.0%
Total Operating Expenses	**43,554**	**65,503**	**60,750**	**69,300**	**8,550**	**14.1%**
Total Treasurer	**180,395**	**210,695**	**213,400**	**174,697**	**-38,703**	**-18.1%**

Mission:

The Treasurer/Collector's office is responsible for the billing, collecting and investing of all monies due to the Town including but not limited to- Real Estate tax, Personal Property Tax, Motor Vehicle Excise Tax, Boat Excise Tax, Parking Ticket fines, Water and Sewer Bills, Parking Meter receipts, Pay as You Throw, Federal and State reimbursements and grants, as well as a myriad of miscellaneous departmental permits, license and fees.

The department is responsible for the reconciliation of checks and bank accounts.

The department issues all authorized debt for both short and long term borrowing.

The department is also responsible for the maintenance of all properties taken for nonpayment of taxes and for all public auction or disposition of all foreclosed properties.

Goals:

Assist in the selection and integration of Town Comptroller

Provide leadership/guidance for development of integrated Finance Department
(Collector/Treasurer/Assessing/Comptroller within one Department)
Objective is to provide greater flexibility and ability to respond to evolving staffing needs

Develop written investment policy; form internal investment committee

Implement improved building security program

Greater utilization of pass cards (vs. keys)
Develop improved system for Town Hall access issues

Town of Natick

Home of Champions

Department: Treasurer

Budget Overview:

I. Main Purpose of the Department

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 these delinquent property taxes. The Treasurer is also responsible for the issuance of all authorized debt for short and long term borrowing.

II. Recent Developments

The installation and conversion of all Tax Title accounts into Point Software's software module is completed. The goal of this effort is to improve the management of existing accounts and assist in the timely processing of Tax Title activity. Investment rates are now decreasing prompting a comprehensive review of the investment strategy for Town funds to maximize investment income.

III. Current Challenges

The Treasurer has determined that it is in the Town's best interest to proceed with the provisions of Chapter 200A Section 5 regarding outstanding checks and refunds. The provisions will allow the Treasurer to follow established rules for return of these funds to the correct party or for the Town to retain the funds if they become abandoned property.

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

The payroll function is being moved out of the Treasurer's Office. It is hoped this transfer of personnel, along with the addition of a Staff Accountant within the Comptroller's budget will enhance and solidify overall financial operations for the Town within the existing divisional frameworks.

V. On the Horizon

The Town will be required to comply with any new or modified legislation and programs adopted in the Commonwealth of Massachusetts.

Town of Natick

Home of Champions

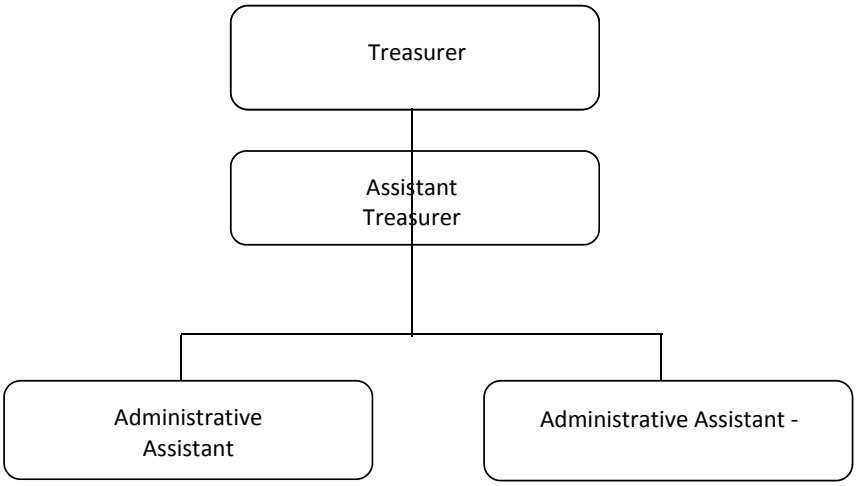
Department: Treasurer

Treasurer Staffing	2009	2010	2011	2012	2013
Treasurer	0.29	0.29	0.29	0.29	0.29
Assistant Treasurer	0.33	0.33	0.33	0.33	0.33
Administrative Assistant	1	1	1	1	1
Payroll Coordinator	0	1	1	1	0
Department Support - Part time	0.49	0	0	0	0
Total FTE	**2.12**	**2.63**	**2.63**	**2.63**	**1.63**
Total FT/PT	**3 FT / 1 PT**	**4 FT / 0 PT**	**4 FT / 0 PT**	**4 FT / 0 PT**	**3 FT / 0 PT**

Notes

Treasurer & Assistant Treasurer are split between Collector & Treasurer budgets.

Organizational Chart



Performance Indicators

	2009	2010	2011	2012*	2013*
Workload Measures					
Number of real estate tax bills issued	52,130	52,300	52,300	52,300	52,300
Number of personal property tax bills issued	8,046	8,100	8,100	8,100	8,100
Number of motor vehicle excise bills issued	37,169	37,500	37,500	37,500	37,500
Number of payroll checks/ direct deposit per pay-period	52,257	52,500	52,500	52,500	52,500

	2009	2010	2011	2012	2013
Efficiency Measures					
Cost of processing bills (mailing and printing)	N/A - Indicator being developed				

	2009	2010	2011	2012	2013
Outcome Measures					
Collection Rate (Real and Personal Property Bills)	N/A - Indicator being developed				

Town of Natick

Home of Champions

Department: Treasurer

	2010 Actual	2011 Actual	2012 Appropriated	2013 Preliminary	2012 vs 2013 $	%
Salaries Management	33,044	31,300	33,506	33,657	151	0.5%
Salaries Supervisory	21,324	23,775	26,201	22,851	-3,351	-12.8%
Salaries Operational Staff	81,495	85,646	90,443	46,389	-44,054	-48.7%
Part Time Operational Staff	244	0	0	0	0	0.0%
Overtime Operational Staff	735	4,471	2,500	2,500	0	0.0%
Personnel Services	**136,841**	**145,192**	**152,650**	**105,397**	**-47,253**	**-31.0%**
Repair & Maint Equipment	1,877	310	5,000	5,000	0	0.0%
In State Travel/Meetings	0	50	500	500	0	0.0%
Training & Education	431	2,155	500	1,000	500	100.0%
Communication Telephone	946	431	800	800	0	0.0%
Communication Postage/Envelopes	7,313	8,605	12,350	12,000	-350	-2.8%
Copy/Mail Center Fees	2,363	3,350	2,600	0	-2,600	-100.0%
Purchase of Services	**12,929**	**14,900**	**21,750**	**19,300**	**-2,450**	**-11.3%**
Banking Services Fees	19,015	38,127	35,000	40,000	5,000	14.3%
Tech & Prof. Services	**19,015**	**38,127**	**35,000**	**40,000**	**5,000**	**14.3%**
Office Supplies	11,610	12,476	4,000	10,000	6,000	150.0%
Supplies	**11,610**	**12,476**	**4,000**	**10,000**	**6,000**	**150.0%**
Total Treasurer	**180,395**	**210,695**	**213,400**	**174,697**	**-38,703**	**-18.1%**

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Narrative:

Personnel Services

Salaries Management This is the prorated portion of the Finance Director/Treasurer's salary in the capacity as Town Treasurer (approximately 30% of total salary).
Salaries Supervisory This is the prorated portion of the Assistant Treasurer / Assistant Collector's salary in the capacity as the Town's Assistant Treasurer (approximately 1/3 of total salary).
Salaries Operational Staff Salaries for one staff position is funded in this line item.
Overtime Operational Overtime for the operational staff member. These fund overtime in peak demand times to remain current for any cash / bank reconciliation requirements.

Purchase of Services

Repairs and Maintenance This is for the maintenance and repair of business equipment such as date stamp, check signer, endorser, bar code readers, specialized printer, etc.
In State Travel/Meetings This line item is level-funded.
Training and Education The costs related MUNIS or POINT Software training, PC specialized training seminars, etc. Only essential / mandatory training will be authorized.
Communication Telephone This is the proportional costs assigned to the Treasurer's Office for telephone service.
Communication Postage This is the direct cost associated with the mailings from the Treasurer's Office.

Tech. & Prof. Services

Banking Services Fees This is utilized for payment of charges for account services such as returned check fees, service fees charged by depository banks, paying agent fees for debt service, etc. This item is increasing by $5,000 from FY2012 due to increases in associated fees and processing. (Please note that the FY2008 spending level was $45,011.)

Supplies

Office Supplies General office supplies for the Treasurer's Office for employee benefit and bank reconciliation functions.

Town of Natick

Home of Champions

Department: Information Technology

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $ (+/-)	2012 vs 2013 % (+/-)
Salaries						
Personnel Services	$ 219,219	$ 219,219	$ 238,945	$ 238,945	$ -	0.00%
Total Salaries	**$ 219,219**	**$ 219,219**	**$ 238,945**	**$ 238,945**	**$ -**	**0.00%**
Operating Expenses						
Purchase of Services	$ 325,823	$ 278,833	$ 357,600	$ 357,600	$ -	0.00%
Supplies	$ 15,962	$ 11,221	$ 16,500	$ 16,500	$ -	0.00%
Other Chgs. & Exps.	$ 247,847	$ 233,578	$ 265,000	$ 265,000	$ -	0.00%
Total Operating Expenses	**$ 589,631**	**$ 523,632**	**$ 639,100**	**$ 639,100**	**$ -**	**0.00%**
Total Information Technology	$ 808,850	$ 742,851	$ 878,045	$ 878,045	$ -	0.00%

Mission:

To create and maintain the data and telecommunications technology infrastructure by seeking, researching, evaluating and implementing systems to improve efficiency and increase productivity necessary to advance the Town's goals and objectives and the secure preservation of data.

Goals:

-Continue to work with the Town Administration and Town Departments to find and implement cost effective solutions that use current technologies to improve and streamline the day to day operations and facilitate easy access to that data for both the Town and the public via the town web site.
-Update all meeting rooms in Town Hall and EOC with Interactive Projectors, Smartboards and LCD TVs where needed
-Install Meeting Agenda and Scheduling Software System
-Install Town wide permitting system
-Identify and implement new technologies that will that help manage an ever growing IT infrastructure.
-Communicate and collaborate with School IT Department and other municipalities IT Department's.

Disaster Recovery Planning
- Install high availability and failover capabilities on critical systems not yet protected
-Implement cloud based data storage to supplement Town backup systems.

Miscellaneous
- Facilitate training for employees as needed & applicable, e.g. MUNIS, web, etc.
- Continue to evaluate cost effective alternatives for equipment & technology e.g. lease vs. purchase, return-on-investment, outsourcing, etc.
- Develop policies as appropriate re: use of technology, social networking and associated equipment

Town of Natick

Home of Champions

Department: Information Technology

Budget Overview:

I. Main Purpose of the Department

The IT Department is primarily a services based department and will continue to provide broad based data and voice services to municipal employees as well as services provided to the community via the Town web site. Data services include but are not limited to network administration, database administration, web site support, network security, end-user support, hardware and software deployment/upgrades/ maintenance/ troubleshooting and municipal staff training. Voice services provided by the IT Department include PBX administration, PBX installation, system configuration and deployment, voice mail account management, transaction box design, end-user support, telephone replacement and providing a point of contact with the telephone vendor.

II. Recent Developments

- Installation of public and private networks in all Town buildings
- Meeting Room upgrades in Town Hall and EOC
- Virtualization and Upgrade of Assessing software to Blade server
- Assist School IT Department with design of new VIOP Phone system network for the new High School and potentially the new Community center and EOC
- Finalize data/voice networks equipment in new Community Center Building
- Upgraded backup and anti-virus software
- Upgraded Network Switches in Police, Fire, Senior Center and Recreation and Parks

III. Current Challenges

- Day to day operations and the ensuring integrity of data backups and data mirrors.
- Network monitoring and troubleshooting.
- Providing PBX support.
- Maintaining Patch levels and security on desktops and servers (i.e. spyware, adware, viruses).
- Continued replacement of older PCs, printers and UPSs.

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

- None

V. On the Horizon

- Complete Review of Permitting Systems, Purchase and implement
- Purchase and Install Meeting Agenda and Scheduling software
- Request funding in Fall FY2013 for Town wide Document Management System
- Add second Exchange 2007 server in Police Station for failover - virtualized.
- Replace Network Switches in Police, Fire, Senior Center and Recreation and Parks
- Evaluate Cloud technologies for email and off-site backup.
- Work with School Department to integrate, train and install new VIOP Phone system for the new High School
- Install and configure data/voice equipment and systems in new Community Center Building

Town of Natick

Home of Champions

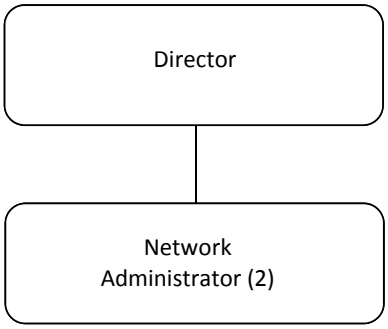
Department: Information Technology

Staffing	2009	2010	2011	2012	2013
Director	1	1	1	1	1
Network Administrator	2	2	2	2	2
Database Administrator	1	0	0	0	0
Data Entry Clerk	0.75	0	0	0	0
Total FTE	**4.75**	**3**	**3**	**3**	**3**
Total FT/PT	**4 FT / 1 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**	**3 FT / 0 PT**

Notes

Effective FY 2010, one budgeted Database Administrator position is officially being transferred to the Natick Public Schools. This position has been centrally involved with school-related IT functions in the past, and belonged within the schools budget.

Organizational Chart



Performance Indicators	2009	2010	2011	2012	2013
Workload Measures					
Software Maintenance Cost	$ 209,733	$ 251,826	$ 234,448	$ 280,000	$ 280,000
Estimated number of support calls	N/A - Working on indicator				
Percentage of PC support calls for Viruses and Malware	20%	10%	5%	3%	3%
Number of PC's Supported	250	250	250	275	275
Staff	4.75	3	3	3	3

	2009	2010	2011	2012	2013
Efficiency Measures					
Number of PC's Supported/Staff Member	53	83	83	85	85

	2009	2010	2011	2012	2013
Outcome Measures					
Percentage of time:					
- E-mail systems fully operational	N/A	N/A	N/A	99%	99%
- Network systems fully operational	N/A	N/A	N/A	99%	99%
- Website fully operational	N/A	N/A	N/A	99%	99%

Town of Natick

Home of Champions

Department: Information Technology

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $ (+/-)	2012 vs 2013 % (+/-)
Salaries Management	$ 90,751	$ 90,751	$ 97,177	$ 97,177	$ -	0.00%
Salaries Operational Staff	$ -	$ -	$ -		$ -	#DIV/0!
Salaries Technical/Professional	$ 128,468	$ 128,468	$ 141,768	$ 141,768	$ -	0.00%
Personnel Services	**$ 219,219**	**$ 219,219**	**$ 238,945**	**$ 238,945**	**$ -**	**0.00%**
Repairs & Maint Equipment	$ 56,836	$ 26,450	$ 52,000	$ 52,000	$ -	0.00%
Maintenance Contracts Software	$ 251,826	$ 234,448	$ 280,000	$ 280,000	$ -	0.00%
Web Development	$ -	$ -	$ -		$ -	#DIV/0!
Communication Telephone	$ 12,638	$ 16,184	$ 19,600	$ 19,600	$ -	0.00%
Copy/Mail Center Fees	$ 1,528	$ 1,751	$ 1,000	$ 1,000	$ -	0.00%
Training & Education	$ 2,995	$ -	$ 5,000	$ 5,000	$ -	0.00%
Purchase of Services	**$ 325,823**	**$ 278,833**	**$ 357,600**	**$ 357,600**	**$ -**	**0.00%**
Computer Supplies	$ 6,962	$ 2,221	$ 7,500	$ 7,500	$ -	0.00%
Paper Supplies - Municipal	$ 9,000	$ 9,000	$ 9,000	$ 9,000	$ -	0.00%
Supplies	**$ 15,962**	**$ 11,221**	**$ 16,500**	**$ 16,500**	**$ -**	**0.00%**
Equipment Replacement Computers	$ 74,516	$ 67,283	$ 75,000	$ 75,000	$ -	0.00%
Software Systems Upgrade & Replace	$ 78,493	$ 56,261	$ 72,000	$ 72,000	$ -	0.00%
LAN/WAN Maintenance	$ 49,960	$ 74,842	$ 70,000	$ 70,000	$ -	0.00%
Telephone System Maintenance	$ 44,878	$ 35,193	$ 48,000	$ 48,000	$ -	0.00%
Other Chgs. & Exps.	**$ 247,847**	**$ 233,578**	**$ 265,000**	**$ 265,000**	**$ -**	**0.00%**
Total Information Technology	**$ 808,850**	**$ 742,851**	**$ 878,045**	**$ 878,045**	**$ -**	**0.00%**

Personnel Services:

Salaries Management – Salary to fund the Information Technology Director's position. This position reports to the Town Administrator. Primary responsibilities include management of day to day operations, long term technology planning, evaluation of new technologies and project management, implementation of policies regarding technology and appropriate use and utilization of technology to improve services internally and to the community.
Salaries Technical/Professional – Salaries for 2 Network Administrators. All positions provide end-user support for computer hardware and software.
(2) Network Administrator - position provides administration/support/deployment/upgrades and maintenance for the Town and personal computer hardware and software, voice/data network and Town telephone systems, general network security (monitoring and auditing network activity, network printers, network servers and proper authentication, data backups and restoration, anti-virus software) and account management (user network accounts and email).

Purchase of Services:

Repairs and Maintenance Equipment – Cost of repairing, maintaining and if offered by the vendor, extending hardware maintenance on all existing equipment attached to the Town network. Includes but is not limited to personal computers, network printers and all network servers - Authentication, Email, File, Print, Application, Database and Web Servers.
Maintenance Contracts Software – Cost of replacing, maintaining and licensing of Town software applications. Includes but is not limited to Town's Financial Software (Munis), Operating Systems, Email System, Geographical Information System (GIS), Firewall Software and Police/Fire Computer Aided Dispatch Software, Virtual Servers Software (VMware, Vizioncore), Election System Software, database software (Informix, Oracle, Pervasive SQL, Microsoft SQL Server).
Communication Telephone – Cost for local and long distance phone service and mobile telephones for the Information Technology Department, the Town Web Site Hosting Services at Virtual Town Hall (VTH) and Town T1 Internet Access.
Copy/Mail Center Fees – Cost for services provided by Town copy and mail center.
Training Education – Cost of providing Information Technology Staff with training to effectively administer/support/deploy software applications and hardware currently supported by Information Technology Department. Also included are the purchase of technology documentation, manuals, on-line training and training for other department's staff as necessary.

Supplies:

Computer Supplies – Cost of purchasing miscellaneous computer supplies i.e. backup tapes, printer cartridges, storage media etc
Paper Supplies – Municipal – Cost for paper supplies used by Town Departments. Including but not limited to laser printer paper, green bar paper (line printers), Employee Paychecks and Tax Forms (W2, 1099).

Other Charges & Expenses:

Equipment Replacement Computers – Cost of cyclical replacement of personal computers, networked printers, network servers and uninterrupted power supplies (UPS).
Software Systems Upgrade & Replace – Cost of purchasing new software applications and new software licensing. Anticipated purchases include but are not limited to integration of Windows new Vista operating system and any associated client access licenses, improving disaster recovery and security applications, Virtual Server Software, File system and Email Archiving software and High-Availability Software.
LAN/WAN/INET Data Maintenance – Cost of maintenance of local area and wide area networking equipment. Includes network switches, firewall equipment and INET fiber optic switching equipment.
Telephone System/INET Voice Maintenance – Cost of maintenance for Town PBX Telephone system, T1 fiber optic emulators, Voice Mail System and Call Accounting System.

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Town of Natick

Home of Champions

Department: Town Clerk

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Salaries						
Personnel Services	188,959	192,509	206,260	214,863	8,603	4.2%
Total Salaries	**188,959**	**192,509**	**206,260**	**214,863**	**8,603**	**4.2%**
Operating Expenses						
Purchase of Services	3,977	6,009	6,900	7,350	450	6.5%
Tech. & Prof. Serv.	2,254	11,303	11,200	11,400	200	1.8%
Supplies	1,232	2,589	3,000	3,000	0	0.0%
Total Operating Expenses	**7,463**	**19,901**	**21,100**	**21,750**	**650**	**3.1%**
Total Town Clerk	**196,422**	**212,410**	**227,360**	**236,613**	**9,253**	**4.1%**

Goals for the Town Clerk and Elections Offices

Personnel Management and Training

Pursue professional development opportunities in areas such as computer skills (excel and access), the new vitals program and election law changes. All staff and election staff will need to be trained on our new voting machines. Continue cross training for office staff to ensure versatility especially in the areas of elections, vitals and zoning Continue to pursue improved efficiencies through increased use of technology and internal enhancements. Improve the process for hiring election workers. Become more involved in the Mass Clerks Assoc.

Website development and maintenance & Technology

Work with IT to improve the design and access to information on the Town Clerk's website and then how those interface with the Town's website. Work with the IT department and Virtual Town Hall to train staff on website maintenance. Setup databases to track compliance with Open meeting Law and Conflict of Interest disclosures. Work with departments to enhance filing systems for planning and zoning applications and decisions and develop tracking system for volunteers.

Records Retention, Preservation and Cataloguing

Complete the first year of a multi-year records preservation program (funded at 2010 Fall Annual Town Meeting) Monitor records retention and work with other town departments to identify records which can be destroyed Research new digital and/or electronic technologies for document storage and cataloguing. Implement appropriate storage for current vital records and other permanent Town records including storage capacity in the vault. Complete the codification of the By-laws and Charter.

Miscellaneous

Implement the charter change regarding filling town meeting vacancies. In addition, work within the town government structure to continue to inform residents regarding local elections and vacancies.

Department: Town Clerk and Board of Registrars

Budget Overview for the Clerk' Office and the Board of Registrars:

I. Main Purpose of the Department
To serve the citizens needs in a professionally, efficiently and courteously and to assure fair and impartial elections.

II. Recent Developments
This year Vitals implemented an on-line system for births. Their goal is to implement a similar program for deaths in the upcoming year. This does not mean that the public can access this information, rather that we can access it. Unfortunately we are still required to keep a hard copy of all vitals. This year, in order to improve and better manage the VRIS (voter registry system), we followed up on inactive voters, thus allowing us to delete some voters. During the year, the staff implemented an on-line filing system for DBA (doing business as) certificates. In addition, the revenue reporting system has been streamlined. A database of the indices for marriages and deaths (1992-present) were created, allowing easier access for information for staff and thereby the public. For the first time, the office used students to work at the polls. We will continue to follow that practice.

III. Current Challenges
The office continues to make changes and improve the data that is entered into the VRIS (voter registration information system). FY 2013 will include a state primary and presidential election which will result in increased volume in the Clerk's office (voter registration, party changes, nomination papers etc). Additional training in Virtual Town Hall which will allow the office to maintain and improve the information available through the Town Clerk's web page. We will continue to use technology to increase access to data electronically by creating databases for information that we access on a continual basis. (i.e.: zoning and planning decisions, OML and Conflict of interest tests).

We have purchased new voting machines and will have to make sure that all election personnel are trained prior to the Presidential election.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact
The upcoming year will include the presidential election which will have high voter turnout. This will require an increased number of election staff for that day. Following this election, we will be able to delete inactive voters who have not voted in the past 4 years and most likely no longer live in our community.

There have been several glitches along the way but we hope to begin the historical document restoration process. In addition, we will complete the codification process during this year. This will result in the timely update of the Charter and the By-laws.

V. On the Horizon
In addition we will be working with the Town to help determine the most expedient and efficient methods for digitally storing data. This will not completely eliminate the need to keep and/or maintain paper records but will be critical in terms of storage space. The storage capabilities in the vault need to be addressed and improved. The Clerk will be working with Town administration on record retention and disposal. The Clerk's office will continue to use technology to improve efficiencies.

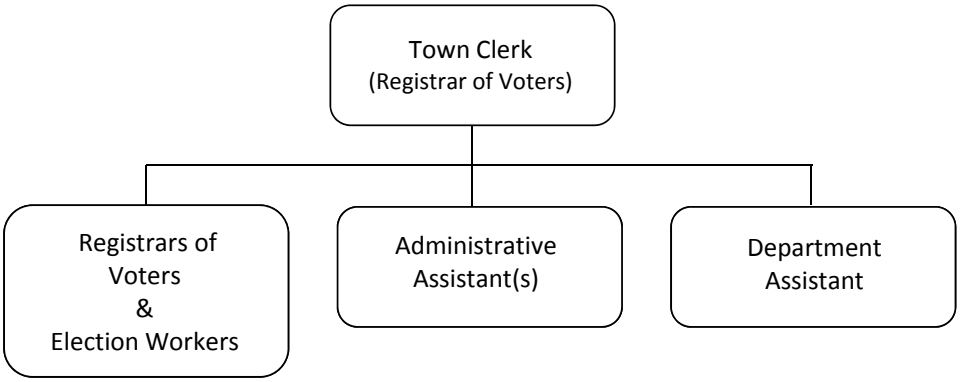
Town of Natick

Home of Champions

Department: Town Clerk

Staffing	2009	2010	2011	2012	2013
Town Clerk	1	1	1	1	1
Assistant Town Clerk	0	0	0	0	0
Department Assistant	1	1	1	1	1
Administrative Assistant	2	2	2	2	2
Total FTE	**4**	**4**	**4**	**4**	**4**

Organizational Chart



Performance Indicators

For statistics on a calendar year basis, please refer to the Town Report.

	2009	2010	2011	2012	2013
Workload Indicators					
Number of Certificates & Licenses Processed					
- Birth Certificates	N/A - Indicator under development				
- Death Certificates	N/A - Indicator under development				
- Marriage Licenses	N/A - Indicator under development				
- Business Licenses	N/A - Indicator under development				
- Dog Licenses	N/A - Indicator under development				
Number of Meetings Posted	N/A - Indicator under development				
Number of Census Forms Mailed	N/A - Indicator under development				

	2009	2010	2011	2012	2013
Outcome Indicators					
Percentage of Census Forms Returned	N/A - Indicator under development				

Town of Natick

Home of Champions

Department: Town Clerk

Budget Detail	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $	%
Salaries Management	66,665	62,302	68,000	75,268	7,268	10.7%
Salaries Operation Staff	121,816	128,378	135,060	136,395	1,335	1.0%
Operational Staff Overtime	478	1,828	3,200	3,200	0	0.0%
Personnel Services	**188,959**	**192,509**	**206,260**	**214,863**	**8,603**	**4.2%**
Repairs & Maint Equipment	129	890	700	500	-200	-28.6%
In State Travel/Meetings	620	339	1,200	1,400	200	16.7%
Communication Telephone	687	467	750	750	0	0.0%
Dues & Memberships	200	175	250	200	-50	-20.0%
Copy/Mail Center Fees	2,281	4,139	4,000	4,500	500	12.5%
Mass General Law Updates	-66	0	0	0	0	0.0%
Other Services Misc.	126	0	0	0	0	0.0%
Purchase of Services	**3,977**	**6,009**	**6,900**	**7,350**	**450**	**6.5%**
Communication Print & Advertising	2,029	4,193	4,000	4,200	200	5.0%
Binding	224	7,110	7,200	7,200	0	0.0%
Tech. & Prof. Serv.	**2,254**	**11,303**	**11,200**	**11,400**	**200**	**1.8%**
Office Supplies	1,232	2,589	3,000	3,000	0	0.0%
Supplies	**1,232**	**2,589**	**3,000**	**3,000**	**0**	**0.0%**
Total Town Clerk	**196,422**	**212,410**	**227,360**	**236,613**	**14,950**	**4.1%**

Line-Item Detail

Personnel Services

Covers the costs of 1 Town Clerk and 3 assistants within the Clerk's office. Overtime is used for elections and Town Meeting. Beginning with the Spring 2010 Annual Town Meeting only one employee works at Town Meeting. In the past year the office has reduced the use of overtime through flexible scheduling. However, our work load will increase dramatically this year with the upcoming State and presidential elections in the fall. This line item will be funded at the same dollar amount. The Town Clerk's salary has been entered at a$70,000 as a starting point as that is the lowest pay level for a grade 4 manager (all other department heads).

Purchase of Services

Repairs and Maintenance of Equipment – This budget reflects a slight decrease in the total dollar amount as the time clock was recently replaced as was a paper cutter. This office continues to use typewriters for some forms required by the State and any repairs would be included in this line item. In addition, maintenance of the town seal is included.

In State Travel / Meetings – This line item increased slightly to allow staff to attend conferences which offer education classes through the Mass Town Clerk's Assoc. and speakers from the Secretary of State's office. A slight increase will allow for other staff members to take advantage of the classes offered at the Clerk's conferences. In addition, I am seeking computer training opportunities for the staff.

Communication/Telephone – This line is funded at the same level as last year.

Dues & Membership – Cost associated with being a member of the Mass Town Clerk's Association and the Middlesex County Clerk's Association. Also pays for registration fees and dues for the conferences.

Copy/Mail Center Fees in the Clerk's and Registrars Budgets – These departments work jointly in one office. Copy and mail center fees include all voter acknowledgements, absentee ballots, overseas ballots, confirmation cards, dog license information and training materials for election workers. Mandates for the State Ethics, OCPF and OML laws will continue to require large amounts of copying and mailing. In addition, postage costs are increasing at least by 1¢, and possibly more.

Tech & Prof. Services (Clerks and Registrars Budget)

Communication Printing & Advertising - This line-item covers the costs of printing & advertising of warrants for town meetings and elections, the printing of the mailing for the annual street listing as well as the books, printing updated versions of the charter and by-laws, confirmation cards..

Binding - purchasing appropriate binders and storage sleeves for birth certificates. This will be a multi year project. In addition, there are funds requested in order to maintain these records on an ongoing basis.

Supplies

Office Supplies – Materials needed for the day to day operation of the Town Clerk's Office. This includes increases to make sure that all Town Meeting minutes are appropriately recorded and maintained. This is level funded with no cost increases included.

Town of Natick

Home of Champions

Department: Elections

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Salaries						
Personnel Services	35,324	45,592	32,350	59,565	27,215	84.1%
Total Salaries	**35,324**	**45,592**	**32,350**	**59,565**	**27,215**	**84.1%**
Operating Expenses						
Purchase of Services	20,487	35,916	50,000	62,500	12,500	25.0%
Total Operating Expenses	**20,487**	**35,916**	**50,000**	**62,500**	**12,500**	**25.0%**
Total Elections/Bd. of Reg.	**55,811**	**81,508**	**82,350**	**122,065**	**39,715**	**48.2%**

Budget Overview:

I. Main Purpose of the Department

To serve the citizens needs in a professional manner and to assure fair and impartial elections. This department is responsible for assuring compliance with all voting laws and regulations (State and Federal).

II. Recent Developments

New voting machines were purchased and will be used for the first time in the Presidential primary. State mandated use of Auto Mark terminals to assist sight and hearing impaired voters continues to be very limited, but we must legally have them programmed and fully functional. There have been significant changes to the voting processes and regulations for overseas and specially qualified voters.

III. Current Challenges

The current challenge is to recruit and train election personnel. All personnel will require training on the new voting machines. In addition, with changes to redistricting it will be critical to update and maintain Voter Registration Information Systems (VRIS) database correctly. Federal and state elections result in larger turnout and significantly greater volume prior to the election (registrations, absentee ballots, etc).

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

Additional funds have been added to this budget in order to provide coffee/danish and lunch for the election workers. Funds have been added to this budget to assure that we have enough staff to handle the election volume that will come with the State primary and the presidential election in the upcoming year. In addition, increased rates for the Warden and Clerks are included. This will maintain a differential for those positions. They positions have more responsibility than the inspectors.

Staffing	2009	2010	2011	2012	2013
Board of Registrars	4*	4*	4*	4*	4*
Election Workers	60*	60*	60*	60*	80*
Total FTE	**Varied**	**Varied**	**Varied**	**Varied**	**Varied**

Notes

*Registrars of Voters and Election Workers each receive stipends for their service during elections. They work extremely limited hours, not really quantifiable into a FTE.

Town of Natick

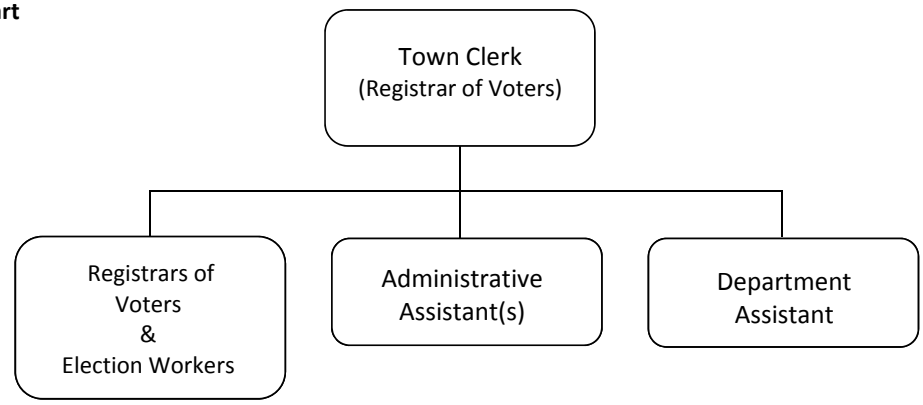
Home of Champions

Department: Elections

Performance Indicators	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Workload Indicators					
Number of Elections	N/A	5	3	2	3
Number of Registered Voters	N/A - Indicator under development				
Number of New Voters Registered	N/A - Indicator under development				
Number of First Time Voters Registered	N/A - Indicator under development				

	2009	2010	2011	2012	2013
Outcome Indicators					
Voter Turnout					
- Municipal	N/A - Indicator under development				
- State	N/A - Indicator under development				
- Federal	N/A - Indicator under development				

Organizational Chart



Budget Detail

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Salaries Management	4,248	3,244	4,290	4,290	0	0.0%
Salaries Election Workers	31,075	42,348	28,060	52,475	24,415	87.0%
Salaries Misc	0		2,800	2,800	0	0.0%
Personnel Services	**35,324**	**45,592**	**35,150**	**59,565**	**24,415**	**69.5%**
Communication Postage	2,846	13,701	13,900	14,250	350	2.5%
Communication Election Coding	10,199	16,819	21,800	30,550	8,750	40.1%
Communication Printing of Ballots	4,344	2,732	8,500	8,500	0	0.0%
Communication Books	1,178	1,571	2,000	2,000	0	0.0%
Election Supplies	1,920	1,092	3,800	4,200	400	10.5%
Supplies Misc.	0	0	0	3,000	3,000	100.0%
Purchase of Services	**20,487**	**35,916**	**50,000**	**62,500**	**12,500**	**25.0%**
Total Board of Registrars	**55,811**	**81,508**	**85,150**	**122,065**	**36,915**	**43%**

Department: Elections

Line-Item Detail:

Personnel Services
Pays for the salaries for the four (4) registrars and election workers (required under M.G.L. Ch. 51, Section 16A), as well as Constables and Town Meeting Pages. In FY 2013 we will have 3 elections: a State primary, presidential election and a local election. The first two are likely to have large voter turnout and I have added additional staff to assure that the polls are well covered and the we can handle any issues that arise. This is critical to avoid long waiting lines, mistakes and errors and enough staff to assure that all personnel positions are covered at all times. This past year we used students from the High School to help at the end of the evening with ballot counting, reconciliation of the books, and write-in votes. This practice will continue this year.

Please reference the Personnel Staffing Sheet at the end of this budget for a breakout of staffing costs for each election.

Purchase of Services
Postage – Covers election mailings including absentee ballots, the annual street listing, confirmation notices (with return postage) to all inactive voters and additional postage to try forward returned mail. This also includes an increase in postage costs.
Printing & Advertising- See detail and notes in Clerk's budget
Election Coding – This includes the service contract for the voting machines, programming of the regular and the Automark machines and printing the ballots.
Communication Books – This item includes the street listing books
Election Supplies - This amount of $1,000/election or $2,000/annually accurately captures the amount of resources necessary to supply and outfit the polling sites & run elections. This also includes other office supplies.

Postage				14,250
Total Election Coding costs				30,550
	Ballots -	2,000	3	6,000
	Programming			
	Service Contract			4,300
	programming	2,250	3	6,750
	Automark flaschard Program	4,500	3	13,500
Street Books Printing		2,000		2,000
Other printing		8,500		8,500
Office Supplies		4,200		4,200
Supplies, Misc. (Food for Workers)				3,000
Total Expenses				**62,500**

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Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Personnel Services						
Personnel Services	14,317	14,317	14,659	14,659	0	0.00%
Total Operating Expenses	**14,317**	**14,317**	**14,659**	**14,659**	**0**	**0.00%**
Operating Expenses						
Purchase of Services	588	841	850	850	0	0.00%
Total Other Chgs. & Expenses	**588**	**841**	**850**	**850**	**0**	**0.00%**
Total Sealer of Weights & Measures	**14,905**	**15,158**	**15,509**	**15,509**	**0**	**0.00%**

Budget Overview:

The Department of Weights and Measures enforces the Massachusetts General laws relating to Weights and Measure. It tests, inspects, seals and/or condemns weighing and measuring devices used in the sale of commodities to consumers. This includes scales and balances, weights, gasoline meters, oil truck meters, taxi meters, and point of sale scanner systems. It also investigates sales transactions and practices upon initiative and complaint, and commences legal action for violations of laws.

In interpreting the figures below, the reader should understand that device statistics may increase or decrease as businesses move in and out of the Town; as they expand or downsize their operations; and as they remove, repair, or replace their equipment. In 2010, another gasoline retailer located on Route 9 closed its doors.

Staffing	2009	2010	2011	2012	2013
Sealer of Weights & Measures	0.4	0.4	0.4	0.4	0.4
Total FTE	**0.4**	**0.4**	**0.4**	**0.4**	**0.4**
Total FT/PT	**0 FT / 1 PT**	**0 FT / 1 PT**	**0 FT / 1 PT**	**0 FT / 1 PT**	**0 FT / 1 PT**

Performance Indicators	2009	2010*	2011*	2012*	2013*
Workload Measures					
Scales Tested					
- 100lbs-1000lbs	14	15	15	15	15
- 10lbs-100lbs	93	92	92	92	92
- Less than 10lbs	10	10	10	10	10
- Metric & Apothecary Weights	33	33	33	33	33
Liquid Measuring Device					
- Gasoline Meters	153	136	176	176	176
- Vehicle Tank Meters	15	14	14	14	14
- Taxi Meters	24	27	27	27	27

**Estimates. Inspections are performed on a calendar year basis.*

Town of Natick

Home of Champions

Department: Sealer of Weights & Measures

Budget Detail

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Salaries Technical & Professional	14,317	14,317	14,659	14,659	0	0.00%
Personnel Services	**14,317**	**14,317**	**14,659**	**14,659**	**0**	**0.00%**
Repairs & Maint Supplies	498	498	500	500	0	0.00%
Training & Education	0	145	200	200	0	0.00%
Dues & Subscriptions	90	198	150	150	0	0.00%
Purchase of Services	**588**	**841**	**850**	**850**	**0**	**0.00%**
Total Sealer of Weights & Measures	**14,905**	**15,158**	**15,509**	**15,509**	**0**	**0.00%**

Line-Item Detail

Personnel Services

Salaries Technical & Professional: Pays for the Sealer of Weights & Measures.

Purchase of Services

Repairs & Maintenance Supplies: Supplies required to carry out the duties of the office. Up-to-date weights and measures laws and regulations including National Institute of Standards Handbook 44 and other NIST handbooks and publications, Massachusetts General Laws, Massachusetts Code of Regulations, and Town By-laws. Avoirdupois, apothecary, metric, and troy weights and liquid test measures which meet NIST Handbook 44 requirements together with carrying cases, hand tools, cart, funnel, safety cones, and other safety items. Vinyl seals for display to the public that a device has been tested and sealed and is legal for trade, lead and wire seals to secure the device's adjustment mechanism to deter and to exhibit any tampering, a punch to mark the vinyl seals, a seal press to press and imprint the lead and wire seals, and dies for use with the seal press. Not sealed labels, condemned tags, inspection pads, citation and receipt books, and office supplies and postage. A level funded $500.00 is requested for FY 2013.

Training & Education: Massachusetts General Law and Division of Standards regulations require local Sealers to attend training and fulfill continuing education requirements. Actual annual cost for training to satisfy requirements is running upwards of $125.00, plus local travel. The Division recommends $200.00 be budgeted for training each year. A level funded $200.00 is requested for FY 2013.

Dues & Subscriptions: Handbooks and publications containing updated laws and regulations required for weights and measures enforcement are provided free with membership from the National Conference on Weights and Measures. The Massachusetts Weights and Measures Association and Eastern Massachusetts Weights and Measures Association provide updated Massachusetts General Law information and comment, and also offer training to satisfy regulatory requirements at an additional expense to its members. The actual cost for dues to the above organizations is presently $145.00. A level funded $150.00 is requested for FY 2013.

Town of Natick

Home of Champions

Department: Community Development

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $ (+/-)	2012 vs 2013 % (+/-)
Salaries						
Personnel Services	$ 632,287	$ 662,149	$ 703,350	$ 728,864	$ 25,514	3.63%
Total Salaries	**$ 632,287**	**$ 662,149**	**$ 703,350**	**$ 728,864**	**$ 25,514**	**3.63%**
Operating Expenses						
Purchase of Services	$ 10,519	$ 11,309	$ 13,805	$ 10,805	$ (3,000)	-21.73%
Supplies	$ 3,953	$ 4,363	$ 4,500	$ 4,500	$ -	0.00%
Tech. & Prof. Serv.	$ 6,807	$ 8,313	$ 8,506	$ 8,506	$ -	0.00%
Total Operating Expenses	**$ 21,278**	**$ 23,985**	**$ 26,811**	**$ 23,811**	**$ (3,000)**	**-11.19%**
Total Community Development	**$ 653,566**	**$ 686,134**	**$ 730,161**	**$ 752,675**	**$ 22,514**	**3.08%**

Mission:

We are dedicated to making our town a better and safer place to live.

A place where people want to raise a family and have their children raise their children. The Community Development Department works to protect and enhance our natural resources by preserving the quality of life for the citizens of Natick. Through our Boards and Commission we strive to serve by building lasting partnerships with individual residents, community groups, professional services, providers, contractors, business leaders, and local and state officials. We stand for a commitment to the long-term interests of our community, and to delivering the highest quality of service.

Goals:

- Collaborate with Information Technology to select and implement permitting software
- Continue to advance major roadway improvement projects
    - Route 27
    - Route 9/Oak Street intersection
    - Route 9/Route 27 intersection
- Collaborate with Economic Development Committee to enhance Natick's position as desirable business location
- Prepare business permitting guide
- Work with EOHED, Natick Center Associates and others to advance opportunities for development of parking garage
- Staff Development
    - Hire/train new building inspector
    - Enhance technology skills among staff

Department: Community Development

Goals (con't)

- Provide leadership and support to numerous ongoing efforts
    - Document management/data storage
    - Town-owned land inventory
    - Zoning By-law re-write
    - Cochituate Rail Trail

Budget Overview:

I. Main Purpose of the Department

The Department works to protect and enhance the quality of life and natural environment in Natick through administration and enforcement of land development, building and conservation regulations. The Department does this by:

- Reviewing construction plans, issuing building permits and inspecting projects and properties.
- Working with municipal boards, businesses and residents to develop plans to guide our community's future.
- Reviewing, updating and enforcing applicable By Laws, as well as informing the public regarding these regulations.

II. Recent Developments

The Town continues to manage multiple 40B affordable housing projects in various stages. The South Natick Hills 40B project is roughly half completed and the Chrysler Road 40B project which was recently so to Avalon Bay Communities is undertaking building permit review for upcoming construction of the 407 unit development. A major expansion of the Natick MathWork's facility is underway with current construction of a 166,000 sf office building taking place. The Town continues undertaking three major roadway improvement projects including the redesign of North Main Street to the Wayland town line; design of improvements to the intersection of Oak Street and Route 9; and, redesign of the intersection of Route 27 with Route 9.

III. Current Challenges

- High levels of permitting continue, placing a significant workload on the Department & Boards.
- Addressing major planning concerns such as affordable housing, growth management and all forms of transportation.
- Continually reviewing development projects, special permits and subdivisions to assure permit conditions are met.
- Assisting various groups and boards (Selectmen, Planning, Zoning, Conservation, Open Space, Natick Center Associates and many other groups).
- Managing affordable housing related demands as imposed by the State.
- The Department has reached a critical point regarding storage of its plans, documents and files.

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

-South Natick Hills 40B, Chrysler Road 40B, MathWorks, Paperboard property redevelopment with 150 units and constant Route 9 projects and others continue to place major demands our small staff.

- Addressing the management of affordable housing units being created in the Town (sales, lotteries, deed restrictions, obtaining State approvals, etc.) and assuring that the Town can obtain certification of the units as affordable units.

Town of Natick

Home of Champions

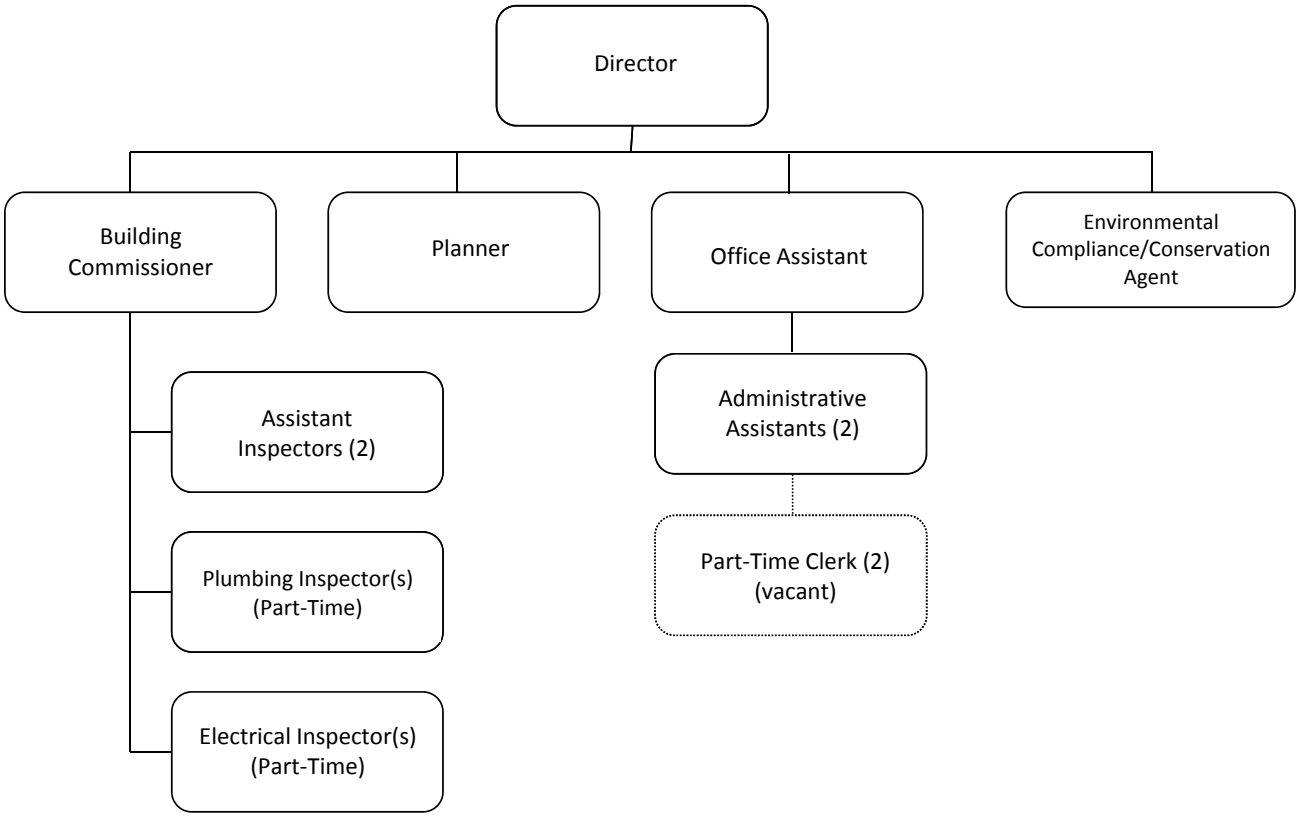
Department: Community Development

Staffing	2009	2010	2011	2012	2013
Director	1	1	1	1	1
Building Commissioner	1	1	1	1	1
Assistant Inspector	2	2	2	2	2
Planner	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Administrative Assistant	2	2	2	2	2
Part-Time Clerk	0.26	0	0	0	0
Environmental Compliance/Conservation Agent	0.5	0.5	0.5	0.5	0.5
Part-Time Inspectors	3.56	1.85	1.02	2.55	3.15
Total FTE	**12.32**	**10.35**	**9.52**	**11.05**	**11.65**
Total FT/PT	**11 FT / 9 PT**	**11 FT / 6 PT**	**11 FT / 4 PT**	**11 FT / 4 PT**	**11 FT / 6 PT**

Notes

The Environmental Compliance Officer/Conservation Agent is funded one-half through this department, one-half through the Selectmen's Office.

Organizational Chart



Town of Natick

Home of Champions

Department: Community Development

Performance Indicators (Data)

	2009	2010	2011	2012	2013
Workload Indicators					
Number of building permits issued	N/A - Indicator under development				
Number of electrical permits issued	N/A - Indicator under development				
Number of plumbing/gas/mechanical permits issued	N/A - Indicator under development				
Number of conservation inquiries received	N/A - Indicator under development				
Number of wetland applications reviewed	N/A - Indicator under development				
Number of wetland applications permitted	N/A - Indicator under development				

	2009	2010	2011	2012	2013
Efficiency Indicators					
Average time to issue building permit (in days)	N/A - Indicator under development				

	2009	2010	2011	2012	2013
Outcome Indicators					
Percent of building permits issued within 14 days	N/A - Indicator under development				

Performance Indicators (Tasks)

1	Department to prepare meeting postings and minutes for Planning Board, ZBA, and Conservation Committee
2	Department to prepare list of zoning bylaw and map flaws and provide recommendations to Planning Board and ZBA
3	Department to track / prepare information regarding implementation of Stretch Code
4	Department to administer MORE grant and associated work (manage $1.3 million in traffic engineering contracts)
5	Department to administer design contract and manage traffic engineers and public process for North Main (Rt. 27) Redesign
6	Pursuit of roadway projects construction funding (Oak/9, 9/27, Rt 27).
7	Updating of Departmental website information
8	Address document/data storage (hopefully)
9	Public outreach efforts regarding need to revise zoning bylaw and map
10	Institute monthly staff meetings for project review coordination purposes
11	Pursuit of Cochituate Rail Trail project – further design, ROW acquisition and funding
12	Assist/participate in Economic Development Advisory Committee
13	Participate in Natick Center Associates
14	Review 2010 census data
15	Manage and administer wetland protection program for Con Comm
16	Manage and administer energy programs for general government
17	Manage and administer environmental compliance programs for general government
18	Manage and administer HOME program for Town
19	Manage and administer Fair Housing requirements
20	Assist Community Development Advisory Committee and Affordable Housing Trust Fund Committee
21	Manage affordable housing stock (review transactions, file reporting, take actions as necessary)
22	Prepare Commonwealth Capital Submission
23	Undertake research regarding state proposed zoning reform
24	Assist Planning Board in preparation of zoning bylaw modifications

Town of Natick

Home of Champions

Department: Community Development

Budget Detail	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $ (+/-)	2012 vs 2013 % (+/-)
Salaries Management	$ 174,577	$ 174,577	$ 190,760	$ 190,760	$ -	0.00%
Salaries Supervisory	$ 46,815	$ 47,989	$ 48,469	$ 49,439	$ 970	2.00%
Salaries Operational Staff	$ 87,854	$ 90,058	$ 92,779	$ 92,779	$ -	0.00%
Salaries Technical & Professional	$ 221,934	$ 234,132	$ 253,670	$ 249,788	$ (3,882)	-1.53%
Salaries Tech & Prof Inspector's	$ 81,849	$ 96,962	$ 101,725	$ 127,113	$ 25,388	24.96%
Add'l Comp Supervisory Staff	$ 936	$ 952	$ 947	$ 985	$ 38	4.01%
Salaries Operation Staff Overtime	$ 18,322	$ 17,480	$ 15,000	$ 18,000	$ 3,000	20.00%
Personnel Services	**$ 632,287**	**$ 662,149**	**$ 703,350**	**$ 728,864**	**$ 25,514**	**3.63%**
In State Travel/Meetings	$ 1,037	$ 1,434	$ 2,400	$ 2,400	$ -	0.00%
Communication Telephone	$ 2,235	$ 1,892	$ 2,875	$ 2,875	$ -	0.00%
Dues & Subscriptions	$ 345	$ 520	$ 800	$ 800	$ -	0.00%
Training & Education	$ 1,660	$ 2,010	$ 2,000	$ 2,000	$ -	0.00%
Communication Postage	$ 2,407	$ 2,891	$ 2,730	$ 2,730	$ -	0.00%
Copy/Mail Center Fees	$ 2,835	$ 2,562	$ 3,000	$ -	$ (3,000)	-100.00%
Purchase of Services	**$ 10,519**	**$ 11,309**	**$ 13,805**	**$ 10,805**	**$ (3,000)**	**-21.73%**
Communication Print & Advertising	$ 5,027	$ 7,902	$ 7,756	$ 7,756	$ -	0.00%
Communication Books & Publications	$ 109	$ 411	$ 750	$ 750	$ -	0.00%
Professional Services - Other*	$ 1,671	$ -	$ -	$ -	$ -	#DIV/0!
Tech. & Prof. Serv.	**$ 6,807**	**$ 8,313**	**$ 8,506**	**$ 8,506**	**$ -**	**0.00%**
Office Supplies	$ 3,953	$ 4,363	$ 4,500	$ 4,500	$ -	0.00%
Supplies	**$ 3,953**	**$ 4,363**	**$ 4,500**	**$ 4,500**	**$ -**	**0.00%**
Total Community Development	**$ 653,566**	**$ 686,134**	**$ 730,161**	**$ 752,675**	**$ 22,514**	**3.08%**

Notes:

*Line-item used for legal consultation for 40B projects. Funding source was a $50,000 Town Meeting article in FY 2007. Balance as of 12/1/2011: $6,866.50

Line-Item Detail

Salaries Technical & Professional Inspectors - For 2012, level-service.

Salaries Temp Operational Staff – After having eliminated temp staffing in FY 2010, the Department will continue to use existing staff and/or schedule non-essential work to be delayed during vacation periods.

Salaries Operation Staff Overtime – We propose maintaining the FY2011 level of Operation Staff Overtime at $15,000 to address the on-going demands of night-time board work. This includes staffing to assist the functions of the Planning Board, Zoning Board and Conservation Commission which are critical to maintaining the functions of the boards.

Purchase of Services – An amount of $13,805, is proposed for FY2012 to cover travel, telephone, dues and subscriptions training and education (critical for inspectors), postage, copying and mailings. The reduction in Copy/Mail center fees is based upon actual results from 2008. The 0% increase will be adequate unless prices increase.

Technical & Professional Services - The FY2012 budget is a 3.03% increase but will cover baseline requirements. It is noteworthy however that it allows no ability to hire consultant services to assist in various areas of departmental focus or assist municipal boards or groups in applicable activities or interests. However, it will allow us to maintain required legal notifications and postings in local papers for board review purposes so long as increases do not occur.

Supplies – The proposed budget is $4,500 consistent with the FY2011 budget. Should costs of paper and other office supplies increase this number may need to be increased.

Department: Community Development Line-Item Detail

Narrative:

Salaries Technical & Professional - For 2013, level-service. Slight decrease is a result of hiring a new inspector at a lower rate of pay.

Salaries Techincal & Professional Inspectors - An increase to account for sustained period of increased building activity. This increase is off-set by an equal increase in building-related permit revenue.

Salaries Temp Operational Staff – After having eliminated temp staffing in FY 2010, the Department will continue to use existing staff and/or schedule non-essential work to be delayed during vacation periods.

Salaries Operation Staff Overtime – We propose maintaining the FY2011 level of Operation Staff Overtime at $15,000 to address the on-going demands of night-time board work. This includes staffing to assist the functions of the Planning Board, Zoning Board and Conservation Commission which are critical to maintaining the functions of the boards.

Purchase of Services – An amount of $10,805, is proposed for FY2013 to cover travel, telephone, dues and subscriptions training and education (critical for inspectors), postage, and mailings.

Technical & Professional Services - The FY2013 budget is the same as FY 2012. Like last year, it is noteworthy however that it allows no ability to hire consultant services to assist in various areas of departmental focus or assist municipal boards or groups in applicable activities or interests. However, it will allow us to maintain required legal notifications and postings in local papers for board review purposes so long as increases do not occur.

Supplies – The proposed budget is $4,500 consistent with the FY2012 budget. Should costs of paper and other office supplies increase this number may need to be increased.

Article 14:
Motion F:
Committees & Commissions

Finance Committee
Commission on Disability
Cultural Council
Historical Commission
Historic District Commission

Finance Committee Recommendation

Motions for Section F: Committees and Commissions

Motion for Section F under Article 14:

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

Finance Committee		
Expenses	$	22,000
Total Finance Committee	**$**	**22,000**
Commission on Disability		
Expenses	$	1,810
Total Commission on Disability	**$**	**1,810**
Natick Cultural Council		
Expenses	$	700
Total Natick Cultural Council	**$**	**700**
Historical Commission		
Expenses	$	1,000
Total Historical Commission	**$**	**1,000**
Historic District Commission		
Expenses	$	500
Total Historic District Commission	**$**	**500**
Motion Total	**$**	**26,010**

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

Tax Levy of Fiscal Year 2013	$	26,010
	$	**26,010**

SECTION F: COMMISSIONS AND COMMITTEES

Department: Finance Committee

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Finance Committee for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on January 19, 2012, the Finance Committee recommends Favorable Action with regard to the Finance Committee budget under Article 14, Section F, and that the sum of $22,000 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 19, 2012, the following information was noted:

- This budget reflects a 2.3% increase as well as some line item reallocations to provide for the cost of printing, copying and mailing the Finance Committee's recommendation books.

Department: Commission on Disability

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Commission on Disability for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on January 19, 2012, the Finance Committee recommends Favorable Action with regard to the Commission on Disability budget under Article 14, Section F, and that the sum of $1,810 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 19, 2012, the following information was noted:

- This budget is level-funded compared to FY 2012.
- The administrative coordination for this Commission is provided by the Veterans' Services agent.
- Although there were no expenditures from this budget in FY 2011, the funds are provided for use, as needed, by the commission.

Department:	***Natick Cultural Council***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Natick Cultural Council for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on January 19, 2012, the Finance Committee recommends Favorable Action with regard to the Natick Cultural Council budget under Article 14, Section F, and that the sum of $700 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 19, 2012, the following information was noted:

- A listing of grant disbursements made by the Council can be found at http://mass-culture.org/Natick.
- The members of the Council are appointed by the Board of Selectmen.
- The budget is used for distribution of information, applications, etc.

Department:	***Historical Commission***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Historical Commission for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on January 19, 2012, the Finance Committee recommends Favorable Action with regard to the Historical Commission budget under Article 14, Section F, and that the sum of $1,000 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 19, 2012, the following information was noted:

- The Historical Commission was created under the provisions of Article 76 of the town's by-laws.
- Finance Committee members raised a question regarding the use of the Commission's budget in view of the fact that no expenditures were made in FY 2010.
- In response to members' questions, the Finance Committee was informed that expenditures from the Commission's budget depended upon what, if any issues arose

from year to year which could require the Commission to hold a hearing. In such cases, these hearings and their advertisement to the public, would account for the expenditures.

Department:	***Historic District Commission***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for the Historic District Commission for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on January 19, 2012, the Finance Committee recommends Favorable Action with regard to the Historic District Commission budget under Article 14, Section F, and that the sum of $500 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 19, 2012, the following information was noted:

- The proposed budget is level-funded compared to FY 2012.

Town of Natick

Home of Champions

Department: Commissions & Committees

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Operating Expenses						
Total Finance Committee	22,778	21,979	21,500	22,000	500	2.33%
Total Commission on Disability	1,659	168	1,810	1,810	0	0.00%
Total Natick Cultural Council	502	570	700	700	0	0.00%
Total Historical Commission	0	198	1,000	1,000	0	0.00%
Total Historic District Commission	110	363	500	500	0	0.00%
Total Committees & Commissions	25,049	23,278	25,510	26,010	500	1.96%

Budget Overview:

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

Town of Natick

Home of Champions

Department: Finance Committee

Budget Overview:

As established under Article 23 of the By-laws of the Town of Natick, the Finance Committee holds public hearings on and conducts a detailed review of the proposed budget. The Finance Committee provides a report and recommendation 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:	2009	2010	2011	2012	2013
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

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:

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Secretarial Staff	9,827	8,224	12,500	9,000	-3,500	-28.00%
Personnel Services	**9,827**	**8,224**	**12,500**	**9,000**	**-3,500**	**-28.00%**
Communication Postage	924	0	2,000	0	-2,000	-100.00%
Purchase of Services	**924**	**0**	**2,000**	**0**	**-2,000**	**-100.00%**
Copy/Mail Center Fees	11,077	12,699	6,000	12,000	6,000	100.00%
Tech/Prof Services	**11,077**	**12,699**	**6,000**	**12,000**	**6,000**	**100.00%**
Office Supplies	950	1,056	1,000	1,000	0	0.00%
Supplies	**950**	**1,056**	**1,000**	**1,000**	**0**	**0.00%**
Total Finance Committee	**22,778**	**21,979**	**21,500**	**22,000**	**500**	**2.33%**

Line-Item Detail:

Secretarial Staff: Amount covers the costs of the Executive Secretary to the Finance Committee.

Communication/Postage: Covers the cost of mailing Finance Committee Reports to Town Meeting members. Recommend elimination of line item as postage has been included within cost of production (See Copy Mail Center Fees Line below)

Copy/Mail Center Fees: Covers the cost of printing Finance Committee Reports for Town Meeting. FY 2013 request covers productions of 275 copies of three separate recommendation books (one spring, one fall and one addendum for a total of 850 pages annually), and includes costs of printing, binding, and materials. Reflective of FY 2010 & FY 2011 Actuals

Office Supplies: Covers the various misc. 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:	2009	2010	2011	2012	2013
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

Budget Detail:

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
ADA Expenses:						
Communication Telephone	0	0	100	100	0	0.00%
In State Travel	0	0	200	200	0	0.00%
Dues & Subscriptions	0	0	100	100	0	0.00%
Copy/Mail Center Fees	0	0	75	75	0	0.00%
Tech/Professional Services	**-**	**-**	**475**	**475**	**0**	**0.00%**
Copy/Mail Center Fees	500	0	500	500	0	0.00%
Operating Expense	1,159	168	835	835	0	0.00%
Supplies	**1,659**	**168**	**1,335**	**1,335**	**0**	**0.00%**
Total Commission on Disability	**1,659**	**168**	**1,810**	**1,810**	**0**	**0.00%**

Line-Item Detail:

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#

Natick Cultural Council

Staffing:	2009	2010	2011	2012	2013
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Operating Expense	502	570	700	700	0	0.00%
Supplies	**502**	**570**	**700**	**700**	**0**	**0.00%**
Total Natick Cultural Council	**502**	**570**	**700**	**700**	**0**	**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.

Staffing:	**2009**	**2010**	**2011**	**2012**	**2013**
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

	2010 Actual	**2011 Actual**	**2012 Appropriated**	**2013 Recommended**	**2012 vs. 2013 $**	**% **
Operating Expense	0	198	1,000	1,000	0	0.00%
Supplies	**0**	**198**	**1,000**	**1,000**	**0**	**0.00%**
Total Historical Commission	**0**	**198**	**1,000**	**1,000**	**0**	**0.00%**

Line-Item Detail:

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

Town of Natick

Home of Champions

Department: Historic District Commission

Budget Overview:

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

Staffing:	**2009**	**2010**	**2011**	**2012**	**2013**
None	0	0	0	0	0
Total FTE	**0**	**0**	**0**	**0**	**0**
Total FT/PT	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**	**0 FT / 0 PT**

Notes

	2010 Actual	**2011 Actual**	**2012 Appropriated**	**2013 Recommended**	**2012 vs 2013 $**	**%**
Operating Expense	110	363	500	500	0	0.00%
Supplies	**110**	**363**	**500**	**500**	**0**	**0.00%**
Total Historic District Commission	**110**	**363**	**500**	**500**	**0**	**0.00%**

Line-Item Detail:

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

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Article 14:
Motion G:
Shared Expenses

Benefits
- Employee Fringe Benefits & Insurance
- Property & Liability Insurance
- Contributory Retirement
- Non-Contributory Retirement

Debt Service

Reserve Fund

Facilities Management

Finance Committee Recommendation

Motions for Section G: Shared Expenses (Unclassified)

Motion for Section G under Article 14:

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

Employee Fringe		
Other Personnel Services	$	15,084,510
Other Personnel Services - Merit / Performance	$	90,000
Total Employee Fringe	**$**	**15,174,510**
Property & Liability Insurance		
Purchased Services	$	553,175
Total Prop. & Liab. Insurance	**$**	**553,175**
Contributory Retirement		
Pension Assessment	$	6,082,991
Total Contributory Retirement	**$**	**6,082,991**
Non-Contributory Retirement		
Pensions	$	67,209
Total Non-Contributory Retire.	**$**	**67,209**
Debt Service		
Leased Equipment	$	82,000
Principal	$	7,411,031
Interest	$	2,778,884
Total Debt Service	**$**	**10,271,915**
Reserve Fund		
Other Charges	$	400,000
Total Reserve Fund	**$**	**400,000**
Facilities Management		
Salaries	**$**	**2,319,515**
Expenses	**$**	**124,984**
Total Facilities Management	**$**	**2,444,499**
Motion Total	**$**	**34,994,299**

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

Tax Levy of Fiscal Year 2013	$	29,478,501
Free Cash	$	2,604,502
Title V Septic	$	7,684
Water-Sewer User Fees	$	2,581,514
Capital Stabilization Fund	$	108,250
Premiums	$	90,681
School Building Assistance	$	123,167
	$	**34,994,299**

SECTION G: SHARED EXPENSES (UNCLASSIFIED)

Department: *Employee Fringe Benefits*

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for Employee Fringe Benefits for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the Employee Fringe Benefits budget under Article 14, Section G, and that the sum of $15,174,510 be appropriated from the Tax Levy.

During the Finance Committee public hearing on February 28 and March 22, 2012, the following information was noted:

- Employee Fringe is the second largest budget in the town with health care expense accounting for $12,994,188.
- The health care budget covers insurance for 762 active employees, (75%, or $9,713,684 of the total cost) and 726 retirees (25%, or $3,162,242).
- Medicare supplement plans cover 557 of the retirees, while 169 retirees who are under the age of 65 are covered by active plans.
- The town contributes 90% of the cost for an individual plan; 80% for a family plan; 50% for a PPO and varying percentages for retiree and Medicare plans.
- Funding for continuation of "safety nets" in FY 2013 to offset disproportionate and excessive health care costs for active employees totals $473,000: $123,000 for tier 1; $100,000 for tier 2; and $250,000 for tier 3 ("stop loss" for participants of the Fallon and Tufts rate saver plans which do not include stop loss provisions).
- The conversion of most active employees to rate saver plans, for which rates will not increase in FY 2013, is projected to save the town $2,320,085 in FY 2013.
- An amount of $90,000 is included to fund the first full year of merit performance raises for non-union personnel under the Personnel by-law.
- As with all other budgets in the town, the benefits budgets have been increasingly tight in recent years with the result that the year-end turn back amounts have dropped significantly.
- Provisions have been made for the addition of 22 new employees in FY 2013 – 15 in the schools and 7 in the municipal budget. A factor of $11,931 is used for projecting the added fringe benefit cost per new employee. It was noted that not all new employees will automatically take benefits.
- Funding also includes provision for 20 additional plans (10 individual and 10 family). Recent experience has reflected an increase in participants converting from individual to family plans.

- As many as twelve current employees may be eligible for retirement buyouts in the upcoming year for which $200,000 is included in the proposed budget. The terms of these buyouts vary among the respective union contracts, but generally provide for payouts of unused sick and vacation time of retiring personnel.
- As grants do not generally include funding for fringe benefit costs of personnel subsidized by grants, provision is included in this budget for these expenses.
- Natick des not have the option to opt out of the Metrowest Consortium for retiree health care. Some data indicates that this portion of the consortium's costs have been increasing more rapidly than those for active employees. This will be researched further.
- Although workers' compensation claims are showing an increase in the public safety area, these appear to be related to isolated incidents rather than a demonstrable trend suggesting ongoing workplace safety issues.

Department: Property & Liability Insurance

PURPOSE OF BUDGET:

The purpose of this Article is to fund the operating budget for Property and Liability Insurance for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 15-0-0 on January 31, 2012, the Finance Committee recommends Favorable Action with regard to the Property and Liability Insurance budget under Article 14, Section G, and that the sum of $553,175 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 31, 2012, the following information was noted:

- Property insurance will be increased slightly in the upcoming budget to reflect the $100,000,000 increase in value of the town's buildings with the additions of the new high school and Community Senior Center. Previously, the town insured for $75 million per occurrence; that figure will be increased to $100 million.
- The fire apparatus is insured under the property policy, rather than the vehicle insurance; therefore a loss would be replaced at full value.

Department: Contributory Retirement

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Contributory Retirement operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 15-0-0 on January 31, 2012, the Finance Committee recommends Favorable Action with regard to the Contributory Retirement budget under Article 14, Section G, and that the sum of $6,082,991 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 31, 2012, the following information was noted:

- The current funding schedule, which details projected appropriations through 2030, is based on the most recent actuarial valuation, completed in January 2011, and reflects the impact of the recent market downturn.
- This latest valuation reflects a 10-year smoothing of the 2008 investment losses as permitted under federal legislation enacted in 2010. Market fluctuations for other years are reflected over a five-year period.
- State law changes in June 2010 allowed retirement boards to extend the date for full funding to 2040. Natick's board elected to push its target date by four years to 2030.
- Another change is a cap of 8% on the annual appropriation increase. The proposed funding schedule reflects an 8% increase for each year through 2021, an increase of 6.73% in FY 2022, and 4.14% per year thereafter.
- The valuation is based on an expectation that the fund will generate an average annual 8% investment return which reflects the asset diversification of the current holdings. Actual returns for 2009 and 2010 were 15.65% and 12.34%, respectively.
- The employee's contribution to the retirement system was not affected by the market losses; the town is totally responsible for that.
- Although there is an option of voluntarily joining the state pension system, which becomes mandatory if specific investment and funding thresholds are not met, the Natick Retirement Board has not considered making such a change, given the recent investment returns which exceeded those of the Pension Reserves Investment Trust (PRIT), and the loss of autonomy in directing where and how the town's funds would be invested which would result from that decision.

Department:	***Non-Contributory Retirement***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Non-Contributory Retirement operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 15-0-0 on January 31, 2012, the Finance Committee recommends Favorable Action with regard to the Non-Contributory Retirement budget under Article 14, Section G, and that the sum of $67,209 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 31, 2012, the following information was noted:

- This budget covers the retirement benefits for the small number of surviving individuals and spouses of employees affiliated with the town prior to 1939 when the contributory retirement program was instituted.
- Consistent with cost of living adjustments received by participants in the contributory retirement system, the town has applied a 2% increase to the first $12,000 of these payments for the past several years.

Department:	***Debt Service***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Debt Service operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the Debt Service budget under Article 14, Section G, and that the sum of $10,271,915 be appropriated from the Tax Levy.

During the Finance Committee public hearing on March 15, 2012, the following information was noted:

- Finance Committee members noted a 6.35%, or $696,324, decrease in this budget vs. FY 2012.
- This budget includes estimated savings from the planned refinancing of many of the town's issues. Plans are that both the refinancing and issue of new debt will occur around May 15th. Combining these is expected to generate better bids.
- The town has received a commitment from the state regarding the payout of the state's remaining obligations for the Lilja and Bennett-Hemenway school projects. This will reduce future years' state aid by a total of $916,839.
- The refinancing is projected to save $1,032,630, annually, which is offset by the reduction in state aid, for a net annual savings of $115,600 through the remainder of the term of these bonds.
- Savings will also be realized in the Water & Sewer and Sassamon Trace Enterprise funds.
- The upcoming issues will not include debt related to Articles from the 2012 Spring Annual Town Meeting. There will likely be follow up on these at Fall Town Meeting.
- There may be a reduction in the amount of the high school borrowing.

Department:	***Reserve Fund***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Reserve Fund operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 15-0-0 on January 24, 2012, the Finance Committee recommends Favorable Action with regard to the Reserve Fund budget under Article 14, Section G, and that the sum of $400,000 be appropriated from the Tax Levy.

During the Finance Committee public hearing on January 24, 2012, the following information was noted:

- Town Administration noted that this budget had been increased to $400,000 several years ago due to concerns regarding potential unforeseen repair needs at the high school. The Administration further urged the members to keep the full amount being proposed due to anticipated increased needs to draw on reserves going forward, with department budgets reduced to "bare bones" minimum funding.

Department:	***Facilities Management***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Facilities Management operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 15-0-0 on March 20, 2012, the Finance Committee recommends Favorable Action with regard to the Facilities Management budget under Article 14, Section G, and that the sum of $2,444,449 be appropriated from the Tax Levy.

During the Finance Committee public hearing on March 20, 2012, the following information was noted:

- This budget has been developed pursuant to the recent Memorandum of Agreement between the Board of Selectmen and the School Committee. It includes all personnel, including custodians, trades people, and supervisors. It does not include building-related expenses, which are being budgeted separately within the Natick Public Schools and Department of Public Works, as applicable. For Year 1 of the consolidation, only the personnel and custodial contract cleaning costs will be combined; the other operating costs will remain in the respective DPW and School Department divisions.

- Although the consolidated budget proposed for FY 2013 is larger than the combined total of the two separate departments, this is somewhat misleading because a portion of the additional $98,673 is equivalent to the salary for a Building Management supervisor position removed from the DPW budget in FY 2012 in anticipation of this consolidation. If the consolidation were not to proceed, this position would need to be re-established and funded in the DPW budget. There is also one new full time equivalent (FTE) position being added as part of the consolidation which is the Data Analyst. Amounts for other expenses that are included in the consolidated Facilities Management budget have been moved from the original budgets, which have been decreased accordingly.
- In response to questions as to why the non-salary operating expenses were not being combined at this time, it was noted that the new Facility Management Director would be authorized to make expenditures from the respective non-salary accounts in both the DPW Building Maintenance Division and School Department facilities budgets and this was considered to provide the same opportunities for efficiencies as would the actual consolidation of the accounts. The MOA stipulates that further budget consolidation will be evaluated going forward.
- Feedback from other communities which have consolidated these functions did not indicate specific monetary savings resulting from the consolidation. However, there were reports of greater efficiencies and indications that ongoing cost escalation was slower than the pre-consolidation trends would predict. It's anticipated that the consolidation will create opportunities for greater savings in the future such as the possibility of bringing some presently contracted services, e.g. plumbing, in house.

Town of Natick

Home of Champions

Department: Employee Fringe

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Other Personnel Services						
Worker's Compensation	420,334	456,741	550,000	530,000	-20,000	-3.64%
Unemployment	218,487	187,467	225,000	215,000	-10,000	-4.44%
FICA (All)	617,228	727,919	750,500	750,500	0	0.00%
Drug & Alcohol testing	2,866	4,199	4,000	4,500	500	12.50%
Medical Insurance (s)	12,148,818	12,425,155	12,931,233	12,947,459	16,226	0.13%
Public Safety Medical (111F)	83,890	116,927	160,000	200,000	40,000	25.00%
LIUNA	167,188	177,279	192,117	187,051	-5,066	-2.64%
Benefits Reserve	1,875	0	100,000	50,000	-50,000	-50.00%
Retirement Buy-Out Program	0	97,294	126,000	200,000	74,000	58.73%
Total Other Personnel Services	**13,660,686**	**14,192,982**	**15,038,850**	**15,084,510**	**45,660**	**0.30%**
Merit/Performance Raises	0	18,750	37,500	90,000	52,500	140%
Total Performance Plan	**0**	**18,750**	**37,500**	**90,000**	**52,500**	**140%**
Total Employee Fringe	**13,660,686**	**14,211,732**	**15,076,350**	**15,174,510**	**98,160**	**0.65%**

Budget Overview:

This budget covers all fringe benefits, insurances, testings 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 - FICA (payroll taxes) - Health Insurance - Life Insurance - LIUNA Pension Contributions - Retirement Buy-Outs - Drug & Alcohol Testing

Major Points for Health Care/Benefits for FY 2013:

- Higher Health Care Rates: Health care rates are forecast NOT to increase from FY 2012 rates to FY 2013 for then Rate Saver plans. Non-rate saver plans (PPO's) are increasing 10% A detailed summary of each HMO option is attached to this budget.
- Cushion for mid-year plan changes: Particularly with the continued downturn in the economy, it is certainly possible that employees who currently do not currently opt to take benefits may come onto the Town's plan either in an individual or family capacity. To that end we have budgeted 20 extra plans in the Insurance Group Health & Life categories to handle this increase.
- New Employee Hires: We are adding 18 new plans on top of the budget increases and plan changes and differentials for new employees to ensure that their benefits are accounted for. We may not need those appropriations. Any amount appropriated and unspent returns to Free Cash at year's end.

Town of Natick

Home of Champions

Department: Employee Fringe

Budget Detail:

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Worker's Compensation	420,334	456,741	550,000	530,000	-20,000	-3.64%
Insurance Unemployment	218,487	187,467	225,000	215,000	-10,000	-4.44%
FICA {Medicare}	617,228	727,919	750,000	750,000	0	0.00%
FICA {Social Security}	0	0	500	500	0	0.00%
DOT Testing	2,866	4,199	4,000	4,500	500	12.50%
Insurance Group Health & Life	12,148,818	12,425,155	12,931,233	12,947,459	16,226	0.13%
Public Safety C41 S111F Medical	83,890	116,927	160,000	200,000	40,000	25.00%
LIUNA Pension	167,188	177,279	192,117	187,051	-5,066	-2.64%
Employee Benefits Reserve	1,875	0	100,000	50,000	-50,000	-50.00%
-- Retirement Buy-out Program ---						
Fire Department	0	17,409	50,000	75,000	25,000	50.00%
Police Department	0	58,326	25,000	50,000	25,000	100.00%
DPW / Highway Division	0	10,780	51,000	75,000	24,000	47.06%
Other Personnel Services	**13,660,686**	**14,192,982**	**15,038,850**	**15,084,510**	**45,660**	**0.30%**
Merit/Performance Raises	0	18,750	37,500	90,000	52,500	140.00%
Performance Plan	**0**	**18,750**	**37,500**	**90,000**	**52,500**	**140.00%**
Total Employee Fringe	**13,660,686**	**14,211,732**	**15,076,350**	**15,174,510**	**98,160**	**0.65%**

Narrative:

Workers Compensation:
Line item contains the amount based on a premium assessed by our carrier MEGA as well as a portion for employees who have are currently on long term disability due to an injury during the performance of their job.

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. Estimate for Fiscal Year 2013 is comparable to expected utilization in FY 2010 and FY 2011. *Please see the following pages for more detail.*

FICA (Medicare):
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%. With no increase in salaries (no COLA) included in the budget, no increase in Medicare is necessary at this time. *Please see the following pages for more detail.*

FICA (Social Security):
Small percentage of the work force three (3) employees who are ineligible to join the retirement system as they started their employment with the town at age 60 and would not be eligible for a pension.

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 90% depending on the coverage selected by the employee. Charts are included in this section to provide greater understanding. Estimates for FY 2013 are based upon Mar. 2012 enrollment counts assuming actual rates for FY 2013 from the West Suburban Health Group. *Please see the following pages for more detail.*

Public Safety Chapter 41 Section 111F:
This coverage is paid on a premium basis for the uniformed members of the Town of Natick's Police & Fire workforce who become injured while on duty. This pays hospital and medical bills for the injured officer. Increased cost driven by increased claim activity in FY 2009 & 2010. The Town does receive reimbursement from insurance companies for expenses incurred under this line-item, up to 75% of the total claim. Average reimbursements for the last three fiscal years have been around $90,000. That money flows to fund balance at the end of year. *Please see the following pages for more detail.*

LIUNA Pension:
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).

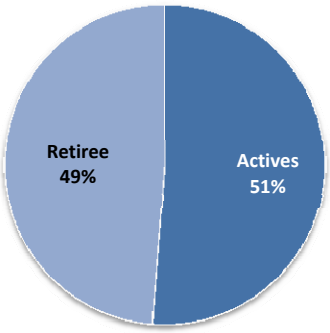
The contribution rate is set by the collective bargaining agreement or other agreement between the Employer and the Union. The rate must fall within the range of rates accepted by the Pension Fund. The rate may be cents, or dollars-and-cents, for each hour for which a covered employee is paid, or a fixed daily, weekly or monthly amount for each covered employee. The rate ranges from $.41 cents per hour to $.79 cents per hour. 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.

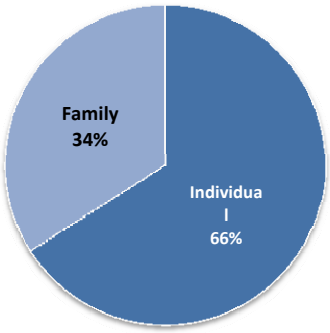
Employee Health Benefits Summary (*revised 3/1/2012*)

	FY 2012	FY 2013 - 1/1	FY 2013 - 3/22
Active			
- Traditional HMO's	$ 65,292	$ -	$ 16,551
- Rate Saver HMO's	$ 8,922,313	$ 9,337,242	$ 8,713,223
Tier #1 Safety Net	$ 101,317	$ 123,000	$ 123,000
Tier #2 Safety Net	$ 100,000	$ 100,000	$ 100,000
Tier #3 Safety Net	$ 250,000	$ 250,000	$ 250,000
Sentinel Benefits Administration Fee	$ 39,960	$ 40,932	$ 41,094
Reserves: Individual Plan Adds (Mid-Year)		$ 67,718	$ 63,288
Reserves: Family Plan Adds (Mid-Year)		$ 157,059	$ 146,784
New Position Adds (School : 7/ Town: 7)		$ 243,620	$ 213,016
Retiree			
- Retiree Health Plans	$ 3,355,789	$ 3,334,458	$ 3,162,242
Life Insurance ($4.25/mo. x Total Benefited Employees)	$ 39,882	$ 38,709	$ 38,862
Flu Shots	$ 7,500	$ 7,500	$ 7,500
Occupational Health Nurse	$ -	$ 20,000	$ 20,000
Sentinel Benefits ($65/MO)	$ 780	$ 780	$ 780
Cook & Co - Consultants ($1,500/QTR)	$ 6,000	$ 6,000	$ 6,000
Medicare Penalty Re: Section 18 (FY 2012 - $2,700/mo. Vs. FY 2013 - $2,510/MO)	$ 32,400	$ 30,120	$ 30,120
All other Miscellaneous Items: (Wellness Programming, Luncheon Seminars, Health Fair, etc.)	$ 10,000	$ 15,000	$ 15,000
Total Employee Health Benefits	**$ 12,931,233**	**$ 13,772,137**	**$ 12,947,459**

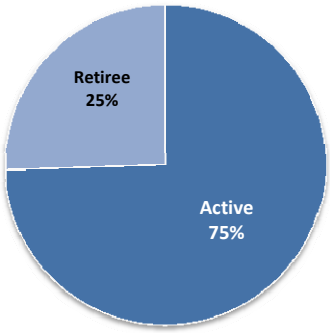
Participants - Actives vs. Retirees



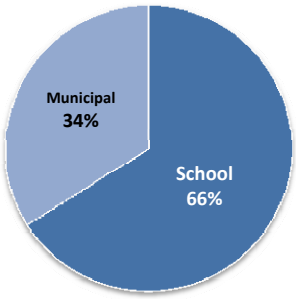
Participants - Individuals vs. Family



Cost - Actives vs. Retirees



Actives: School vs. Town Employees



Comparative Plan Usage	FY 2012	FY 2013
Actives		
Traditional		
- Single	1	0
- Family	3	1
Rate Savers		
- Single	319	315
- Family	439	446
Retirees		
Rate Savers/PPO		
- Single*	117	109
- Family	63	60
Retiree - Medicare Eligible	556	557
Total	**1498**	**1488**

*Remaining Traditional HMO participants are retirees; participants counted under retiree health counts

All counts revised as of March 2012 Invoice from West Suburban Health Group, Date 2/10/2012.

Active Employees - Traditional HMO's

Active Employees

Active Employees Plans:	Individual			Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
Network Blue							
Monthly Rates (Regular Members)	732.00	86.38%	632.30	1,963.00	77.30%	1,517.40	
Participants			**0**			**0**	
Annual Total		**$ -**	**$0**			**$0**	**$ -**
Harvard/Pilgrim PPO							
Rates (Regular Members)	1,562.00	50.00%	781.00	3,469.40	50.00%	1,734.70	
Participants			**0**			**0**	$ -
Annual Total			**$0**			**$0**	**$ -**
Harvard/Pilgrim EPO							
Monthly Rates (Regular Members)	690.00	84.96%	586.22	1,798.00	76.71%	1,379.25	
Participants Includes 25 N/H)			**0**			**1**	
Annual Total			**$0**			**$16,551**	**$ 16,551**
Tufts POS							
Monthly Rates (Regular Members)	1,562.00	50.00%	781.00	3,469.40	50.00%	1,734.70	
Participants			**0**			**0**	
Annual Total			**$0**			**$0**	**$ -**
Tufts EPO							
Monthly Rates (Regular Members)	730.00	88.73%	647.73	1,910.00	77.75%	1,485.03	
Participants			**0**			**0**	
Annual Total			**$0**			**$0**	**$ -**
Fallon Group Select Care							
Monthly Rates (Regular Members)	613.00	90.00%	551.70	1,651.00	80.00%	1,320.80	
Participants			**0**			**0**	
Annual Total			**$0**			**$0**	**$ -**
Fallon Group Direct Care							
Monthly Rates (Regular Members)	568.00	90.00%	511.20	1,535.00	80.00%	1,228.00	
Participants			**0**			**0**	
Annual Total			**$0**			**$0**	**$ -**

Premium Cost Summary	**Enrollments**		
	Single	**Family**	
Active Health Plans	0	1	
Total Premium			**$ 16,551**

Enrollments as of 3/2012
Rates set by West Suburban Health Group on 1/24/2012

Active Employees - Rate Saver HMO's

Active Employees

Active Employees Plans:	Individual			Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	603.00	90.00%	542.70	1,620.00	80.00%	1,296.00	
			30			71	
Annual Total			**$195,372**			**$1,104,192**	**$ 1,299,564**
Fallon Group Direct Care							
Monthly Rates (Regular Members)	485.00	90.00%	436.50	1,305.00	80.00%	1,044.00	
Participants			0			1	
Annual Total			**$0**			**$12,528**	**$ 12,528**
Fallon Group Select Care							
Monthly Rates (Regular Members)	521.00	90.00%	468.90	1,404.00	80.00%	1,123.20	
Participants			27			33	
Annual Total			**$151,924**			**$444,787**	**$ 596,711**
Harvard/Pilgrim							
Monthly Rates (Regular Members)	586.00	90.00%	527.40	1,529.00	80.00%	1,223.20	
Participants			137			206	
Annual Total			**$867,046**			**$3,023,750**	**$ 3,890,796**
Tufts Navigator							
Monthly Rates (Regular Members)	620.00	90.00%	558.00	1,623.00	80.00%	1,298.40	
Participants			121			135	
Annual Total			**$810,216**			**$2,103,408**	**$ 2,913,624**

Premium Cost Summary			**Enrollments**		
			Single	**Family**	
Active Health Plans			315	446	**$ 8,713,223**
Tier #1 Safety Net					**$ 123,000**
Tier #2 Safety Net					**$ 100,000**
Tier #3 Safety Net					**$ 250,000**
Sentinel FSA Costs					**$ 41,094**
Individual Plan Reserve	*(Total Count)*	*10*			**$ 63,288**
Family Plan Reserve	*(Total Count)*	*10*			**$ 146,784**
Additional Plans (School/Town Position Ad	***(Total)***	***18***			***$ 213,016***
Total Appropriation Needed					**$ 9,650,404**

Enrollments as of 3/2012

Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans:	Individual			Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	603.00	90.00%	542.70	1,620.00	80.00%	1,296.00	
			9			7	
Annual Total			**$58,612**			**$108,864**	**$ 167,476**
Fallon Group Select Care							
Monthly Rates (Regular Members)	521.00	90.00%	468.90	1,404.00	80.00%	1,123.20	
Participants			1			0	
Annual Total			**$5,627**			**$0**	**$ 5,627**
Harvard / Pilgrim							
Monthly Rates (Regular Members)	586.00	90.00%	527.40	1,529.00	80.00%	1,223.20	
Participants			56			37	
Annual Total			**$354,413**			**$543,101**	**$ 897,514**
Tufts Navigator							
Monthly Rates (Regular Members)	620.00	90.00%	558.00	1,623.00	80.00%	1,298.40	
Participants			33			14	
Annual Total			**$220,968**			**$218,131**	**$ 439,099**
Harvard / Pilgrim PPO							
Rates (Regular Members)	1,562.00	50.00%	781.00	3,469.40	50.00%	1,734.70	
Participants			8			2	
Annual Total			**$74,976**			**$41,633**	**$ 116,609**
Tufts POS							
Monthly Rates (Regular Members)	1,562.00	50.00%	781.00	3,469.40	50.00%	1,734.70	
Participants			2			0	
Annual Total			**$18,744**			**$0**	**$ 18,744**

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	109	60	**$ 1,645,068**
Total Appropriation Needed			**$ 1,645,068**

Retirees - Medicare Eligible

Senior Plans:	Individual				Individual		
HEALTH PLANS:	Total	Town Share		**HEALTH PLANS:**	Total	Town Share	
	$	%	$		$	%	$
HPHC Medicare Enhancement				**Medex III**			
Monthly Rates (Senior Care)	378.00	62.75%	237.20	Monthly Rates (Senior Care)	424.00	61.37%	260.21
Monthly Rates (Senior Care)	415.80	62.75%	260.91	Monthly Rates (Senior Care)	466.40	61.37%	286.23
Participants			168	Participants			217
Total			**$502,094**	**Total**			**$711,463**
Fallon Senior Plan				**Tufts Medicare Plus**			
Monthly Rates (Senior Care)	267.00	68.05%	181.69	Monthly Rates (Senior Care)	317.00	65.20%	206.68
Monthly Rates (Senior Care)	293.70	68.05%	199.86	Monthly Rates (Senior Care)	348.70	65.20%	227.35
Participants			3	Participants			77
Total			**$6,868**	**Total**			**$95,488**
Tufts Medicare Preferred HMO				**BCBS Managed Blue for Seniors**			
Monthly Rates (Senior Care)	226.00	71.32%	161.18	Monthly Rates (Senior Care)	402.00	61.99%	249.20
Monthly Rates (Senior Care)	248.60	71.32%	177.30	Monthly Rates (Senior Care)	442.20	61.99%	274.12
Participants			79	Participants			13
			$160,442	**Total**			**$40,819**

Medicare Eligible Retirees	Enrollments		
	Single	Family	
	557	**0**	
Total Medicare Eligible Employees (Senior Plans)			**$1,517,174**

Total Retiree Health Care	**$3,162,242**

Unemployment Estimates

Unemployment Insurance is available for any employee who has worked for the Town of Natick - either as a result of being laid off or reduced hours. Historically, the Town of Natick averaged less than $100,000 in total unemployment expenses until the most recent recession, when in recent years expenses have hovered close to $200,000 annually. Natick has been fortunate that wholesale reductions in force have not been necessary; but changes within Federal unemployment laws have resulted in much higher long-term benefits being paid to employees eligible to take unemployment from the Town. The estimate for FY 2012 is detailed below.

Fiscal Year 2012 Unemployment		
Original Appropriation	**$**	**215,000**
Amount Spent through February 2012	*$*	*129,246*
Balance	**$**	**85,754**
Average Monthly Expenses	$	16,156
Amount Needed through end of year assuming same rate of expense	$	64,623
Estimated Balance @ end of year	**$**	**21,131**

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.

Estimates for FY 2013

At this time, we are proposing a lump-sum of $215,000 be budgeted for unemployment benefits for FY 2013. If necessary, we will revise this number if reductions in force or layoffs occur prior to the Fall Annual Town Meeting.

Worker's Compensation

	FY08	FY09	FY10	FY11	FY12 (5 mos.)	FY13 Budget
CLAIMS ADMIN	$ 6,000	$ 6,000	$ 4,000	$ 4,000	$ 1,000	$ 4,000
ON SITE NURSE	$ 19,344	$ 19,344	$ 19,344	$ 4,914	$ -	$ -
PREMIUMS	$ 309,408	$ 356,642	$ 320,586	$ 381,481	$ 185,716	$ 425,000
CLAIMS	$ 192,002	$ 137,527	$ 76,404	$ 66,346	$ 15,979	$ 101,000
TOTAL	$ 526,754	$ 519,513	$ 420,334	$ 456,741	$ 202,695	$ 530,000

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

	FY08	FY09	FY10	FY11	FY12 (5 mos.)	FY13 Budget
CLAIMS	$ 44,998	$ 48,320	$ 4,376	$ 8,941	$ 4,559	$ 25,000
PREMIUMS	$ 37,937	$ 52,949	$ 79,514	$ 107,986	$ 85,175	$ 175,000
TOTAL	$ 82,935	$ 101,269	$ 83,890	$ 116,927	$ 89,733	$ 200,000

Town of Natick

Home of Champions

Medicare Analysis

FY10-FY11 ACTUAL, FY12 FORECAST AND FY13 BUDGET

FY 2010 Actuals

Appropriated Budget **$ 759,501.00**

Month		Medicare	Monthly	Cumulative
July	$	22,219	2.93%	2.93%
August	$	29,102	3.83%	6.76%
September	$	61,567	8.11%	14.86%
October	$	56,768	7.47%	22.34%
November	$	55,917	7.36%	29.70%
December	$	86,376	11.37%	41.07%
January	$	57,943	7.63%	48.70%
February	$	58,896	7.75%	56.46%
March	$	64,548	8.50%	64.96%
April	$	58,172	7.66%	72.61%
May	$	56,820	7.48%	80.10%
June	$	8,901	1.17%	81.27%
Total	**$**	**617,228**	**81.27%**	

Budget Balance @ year-end	**$**	**142,273**

FY 2011 Actuals

Appropriated Budget **$ 759,501.00**

Month		Medicare	Monthly	Cumulative
July	$	20,239	2.66%	2.66%
August	$	35,874	4.72%	7.39%
September	$	56,853	7.49%	14.87%
October	$	59,701	7.86%	22.73%
November	$	83,583	11.00%	33.74%
December	$	60,429	7.96%	41.70%
January	$	56,900	7.49%	49.19%
February	$	60,607	7.98%	57.17%
March	$	67,871	8.94%	66.10%
April	$	58,862	7.75%	73.85%
May	$	81,167	10.69%	84.54%
June	$	85,835	11.30%	95.84%
Total	**$**	**727,919**	95.84%	

Budget Balance @ year-end	**$**	**31,582**

Town of Natick

Home of Champions

Medicare Analysis

FY10-FY11 ACTUAL, FY12 FORECAST AND FY13 BUDGET

FY 2012 Y-T-D & Forecast		
(1) Appropriated Budget	$	750,000
Through December 15	*$*	*315,434*
(2) Forecast	$	736,069
(1-2) Surplus / (Deficit) @ year-end (*estimated*)	$	13,931

Budget Request for FY 2013	$	750,000

Town of Natick

Home of Champions

Department: Property & Liability Insurance

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Operating Expenses						
Purchase of Services	431,162	451,853	520,958	553,175	32,218	6.18%
Total Operating Expenses	**431,162**	**451,853**	**520,958**	**553,175**	**32,218**	**6.18%**
Total Property & Liability Insurance	**431,162**	**451,853**	**520,958**	**553,175**	**32,218**	**6.18%**

Budget Overview:

I. Main Purpose of the Department

To provide property insurance on approximately $235 million dollars of buildings and $40 million in contents. Provide $3 million in general liability coverage plus an additional $2 million in an umbrella liability policy. Provide commercial fleet auto insurance including collision, comprehensive, and liability coverage. We are insured for boiler & machinery for $75 million. There are also separate specialty liability policies for public officials liability, school board legal liability, and law enforcement coverage.

II. Recent Developments

The escalating costs for property insurance in the "post 9/11 era" have subsided and increases are now tracking in the 5% - 8% range. Thru continually monitoring and bidding our insurance, we believe that we will be able to hold an increase to the 6.2% requested in FY2013.

III. Current Challenges

Continuing to provide the current level of overage within the budget limits imposed by Proposition 2 ½.

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

None

V. On the Horizon

Continue to monitor and sample the market to determine that the Town has solid insurance coverage while avoiding sharp premium increases.

Budget Detail:

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs, 2013 $	%
Package Policy Property/Liability	248,054	297,989	317,783	350,000	32,218	10.1%
Motor Vehicle	153,897	18,419	157,500	157,500	0	0.0%
Boiler {Steam Vessels}	17,842	135,445	19,425	19,425	0	0.0%
Insurance Deductibles	11,369	0	26,250	26,250	0	0.0%
Purchased Services	**431,162**	**451,853**	**520,958**	**553,175**	**32,218**	**6.2%**
Total Property & Liability Ins.	**431,162**	**451,853**	**520,958**	**553,175**	**32,218**	**6.2%**

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Town of Natick

Home of Champions

Department: Contributory Retirement

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs 2013 $	%
Operating Expenses						
Funding Schedule - Completion 2030	5,152,503	5,384,366	5,626,663	6,082,991	456,328	8.11%
Total Operating Expenses	**5,152,503**	**5,384,366**	**5,626,663**	**6,082,991**	**456,328**	**8.11%**
Total Contributory Retirement	**5,152,503**	**5,384,366**	**5,626,663**	**6,082,991**	**456,328**	**8.11%**

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 2010, there were 1012 participants in the Natick Retirement System - 559 active, 93 inactive and 360 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 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. 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 36 consecutive months.

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 $30,000.00 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 your funds on deposit.

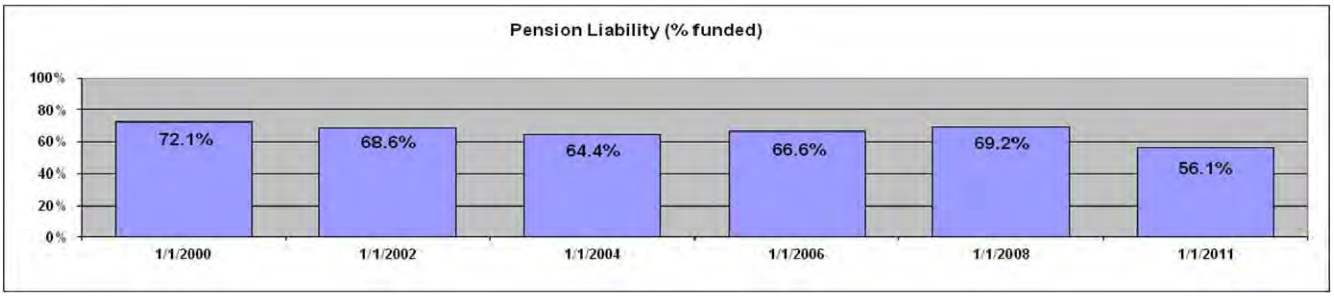
Before January 1, 1975 - 5%
January 1, 1975 - December 31, 1983 - 7%
January 1, 1984 - June 30, 1996 - 8%
July 1, 1996 - or after - 9%

Employees who were members before January 1, 1979 are NOT subject to the additional 2%, while employees who became members after January 1, 1979 are subject to 2%.

Pension Liability

Indicator 8

The chart below shows the percent funded amounts for the Natick Retirement System since 2000.



Department: Contributory Retirement

Budget Overview: (con't)

II. Recent Developments
The latest actuarial report, conducted by The Segal Group effective January 1, 2011, found that the Natick Retirement System was funded at a ratio of 55.73%, with actuarial value of assets totaling $82,431,048 while the actuarial accrued liability totaled $147,904,433. This is a decrease from the last actuarial, dated January 1, 2008 where the system was 69.24% funded, though it is still less than in 1997 when the system was 73.91% funded. The next actuarial will be completed effective January 1, 2014 and should likely be available sometime in 2014.

III. Current Challenges
The funding schedule as shown in the FY 2013 budget . It has been approved by the Public Employees Retirement Advisory Commission (PERAC)

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact
As revenues become stagnant while the assessment for the Retirement System continues to increase in order to meet state mandated funding requirements, the impact of the retirement system upon Town operations will increase. State law mandates the pension system must be fully funded by 2040.

V. On the Horizon
Though formal state regulations mandating the funding of other post-employment benefits (such as retiree health care costs) have not been implemented, accounting regulations (GASB 45) require that municipalities disclose their OPEB liabilities on their year-end balance sheets. While not directly part of the retirement system, these benefits for pensioners will have to be funded somehow in the future, and the Town of Natick will have to develop strategies to manage this liability.

Budget Detail:

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Funding Schedule - Completion 2030	5,152,503	5,384,366	5,626,663	6,082,991	456,328	8.1%
Personnel Services	**5,152,503**	**5,384,366**	**5,626,663**	**6,082,991**	**456,328**	**8.1%**
Total Contributory Retirement	**5,152,503**	**5,384,366**	**5,626,663**	**6,082,991**	**456,328**	**8.1%**

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 Assessment for FY 2013	$	6,390,096
less NHA Assessment	$	(97,455)
less Golf Course Assessment	$	(9,691)
less Water/Sewer Assessment	$	(199,959)
Net Retirement Assessment (General Fund)	**$**	**6,082,991**

Line-Item Detail

Personnel Services: Funding Schedule: The annual contribution required under law to meet the Town's pension obligations to its pensioners. The Natick Retirement System is on pace to be fully funded by 2030. Under the most current Massachusetts General Law, the Retirement Board has the discretion to extend the deadline up to 2040.

This amount is **net** of the assessment for the Natick Housing Authority.

PERAC

COMMONWEALTH OF MASSACHUSETTS | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION

DOMENIC J. F. RUSSO, *Chairman* JOSEPH E. CONNARTON, *Executive Director*

Auditor SUZANNE M. BUMP | ALAN MACDONALD | JAMES M. MACHADO | DONALD R. MARQUIS | ROBERT B. McCARTHY | GREGORY R. MENNIS

RECEIVED

DEC 21 2011

BOARD OF SELECTMEN
NATICK, MA

MEMORANDUM

TO: Natick Retirement Board

FROM: Joseph E. Connarton, Executive Director

RE: Appropriation for Fiscal Year 2013

DATE: December 19, 2011

Required Fiscal Year 2013 Appropriation: **$6,390,096**

This Commission is hereby furnishing you with the amount to be appropriated for your retirement system for Fiscal Year 2013 which commences July 1, 2012.

Attached please find summary information based on the present funding schedule for your system and the portion of the Fiscal Year 2013 appropriation to be paid by each of the governmental units within your system. The allocation by governmental unit was determined by Segal as part of their January 1, 2011 actuarial valuation.

The current schedule is/was due to be updated by Fiscal Year 2015.

If you have any questions, please contact PERAC's Actuary, Jim Lamenzo, at (617) 666-4446 Extension 921.

JEC/jrl
Attachments

cc: Board of Selectmen
Town Meeting
c/o Town Clerk

FIVE MIDDLESEX AVENUE, SUITE 304 | SOMERVILLE, MA 02145
PH 617 666 4446 | FAX 617 628 4002 | TTY 617 591 8917 | WWW.MASS.GOV/PERAC

Natick Retirement Board

Projected Appropriations

Fiscal Year 2013 - July 1, 2012 to June 30, 2013

Aggregate amount of appropriation: **$6,390,096**

Fiscal Year	Estimated Cost of Benefits	Funding Schedule (Excluding ERI)	ERI	Total Appropriation	Pension Fund Allocation	Pension Reserve Fund Allocation	Transfer From PRF to PF
FY 2013	$8,132,145	$6,390,096	$0	$6,390,096	$6,390,096	$0	$1,742,049
FY 2014	$8,553,859	$6,901,304	$0	$6,901,304	$6,901,304	$0	$1,652,555
FY 2015	$8,997,268	$7,453,409	$0	$7,453,409	$7,453,409	$0	$1,543,859
FY 2016	$9,463,490	$8,049,681	$0	$8,049,681	$8,049,681	$0	$1,413,809
FY 2017	$9,953,696	$8,693,656	$0	$8,693,656	$8,693,656	$0	$1,260,040

The Total Appropriation column shown above is in accordance with your current funding schedule and the scheduled payment date(s) in that schedule. Whenever payments are made after the scheduled date(s), the total appropriation should be revised to reflect interest at the rate assumed in the most recent actuarial valuation. Payments should be made before the end of the fiscal year.

For illustration, we have shown the amount to be transferred from the Pension Reserve Fund to the Pension Fund to meet the estimated Cost of Benefits for each year. If there are sufficient assets in the Pension Fund to meet the Cost of Benefits, this transfer is optional.

EXHIBIT G

Department Results as of January 1, 2011

Category	Housing	Public Safety	Water & Sewer Enterprise Fund	Sassamon Trace Enterprise Fund	All Others	Total
1. Demographics						
Actives	13	149	25	2	370	559
Inactives	1	6	1	1	84	93
Retired	0	132	15	0	220	367
Total	14	287	41	3	674	1,019
2. Total normal cost	$78,449	$1,884,155	$130,964	$15,378	$2,279,170	4,388,116
3. Administrative expenses	3,933	94,463	6,566	771	114,267	220,000
4. Expected employee contributions	52,477	983,685	117,582	7,539	1,323,676	2,484,959
5. Employer normal cost: (2) + (3) - (4)	29,905	994,933	19,948	8,610	1,069,761	2,123,157
6. Employer normal cost as a percent of payroll	4.4%	9.4%	1.5%	11.5%	7.1%	7.7%
7. Actuarial accrued liability	$2,441,587	$73,265,629	$6,558,496	$94,091	$65,544,630	$147,904,433
8. Actuarial value of assets	1,562,696	46,892,426	4,197,654	94,091	41,950,733	94,697,600
9. Unfunded actuarial accrued liability: (7) – (8)	$878,891	$26,373,203	$2,360,842	$0	$23,593,897	$53,206,833
10. Payroll	673,966	10,541,427	1,357,758	75,024	14,979,000	27,627,175
11. Fiscal year 2012 appropriation	92,351	2,872,898	185,147	8,973	2,757,387	5,916,756
12. Fiscal year 2013 appropriation	99,739	3,102,730	199,959	9,691	2,977,978	6,390,096
13. Fiscal year 2014 appropriation	107,718	3,350,948	215,955	10,466	3,216,216	6,901,304

Notes: Recommended contributions are assumed to be paid on July 1 and December 31.

Town of Natick

Home of Champions

Department: Non - Contributory Retirement

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Other Personnel Services						
Pensions - Non-Contributory	90,744	91,373	90,369	67,209	-23,160	-25.63%
Total Other Personnel Services	**90,744**	**91,373**	**90,369**	**67,209**	**-23,160**	**-25.63%**
Total Non-Contributory Retirement	**90,744**	**91,373**	**90,369**	**67,209**	**-23,160**	**-25.63%**

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 weekly earnings towards the pension system. However a few employees and their beneficiaries have not been required to contribute. Prior to January 1, 1939, employees were not required to contribute into the retirement system. This budget provides for the pensions for those beneficiaries.

Budget Detail:

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Pensions Police	3,975	4,618	0	4,757	4,757	100.0%
Pensions Fire	53,139	52,404	55,299	40,902	-14,397	-26.0%
Pensions School	33,630	34,350	35,070	21,550	-13,520	-38.6%
Other Personnel Services	**90,744**	**91,373**	**90,369**	**67,209**	**-23,160**	**-25.6%**
Total Non-Contributory Retirement	**90,744**	**91,373**	**90,369**	**67,209**	**-23,160**	**-25.6%**

Line-Item Detail:

Other Personnel Services:

Pensions - Fire: Pays for 2 pensions to beneficiaries of retired firemen.
Pensions - Schools: Pays for 2 pensions of retired school employees.
Pensions - Police: Shares the pension of one retiree with the Commonwealth of Massachusetts.

Town of Natick

Home of Champions

Department: Debt Service

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Operating Expenses						
Leased Equipment	30,690	38,066	40,000	82,000	42,000	105.00%
Principal	4,822,367	4,685,812	7,627,886	7,411,031	-216,855	-2.84%
Interest	1,870,553	2,063,373	3,300,353	2,778,884	-521,469	-15.80%
Total Operating Expenses	**6,723,610**	**6,787,251**	**10,968,239**	**10,271,914**	**-696,324**	**-6.35%**
Total Debt Service	**6,723,610**	**6,787,251**	**10,968,239**	**10,271,914**	**-696,324**	**-6.35%**

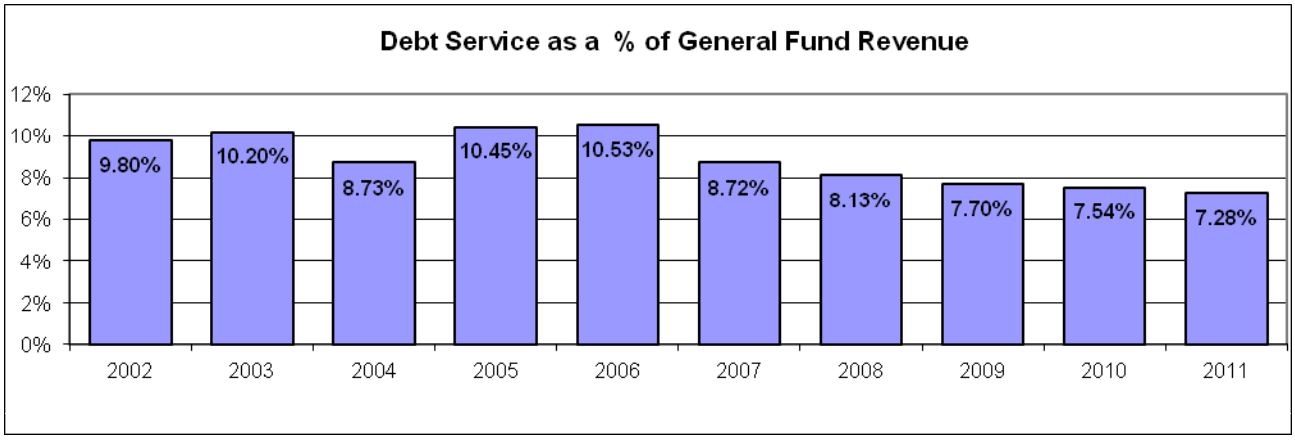
Budget Overview:

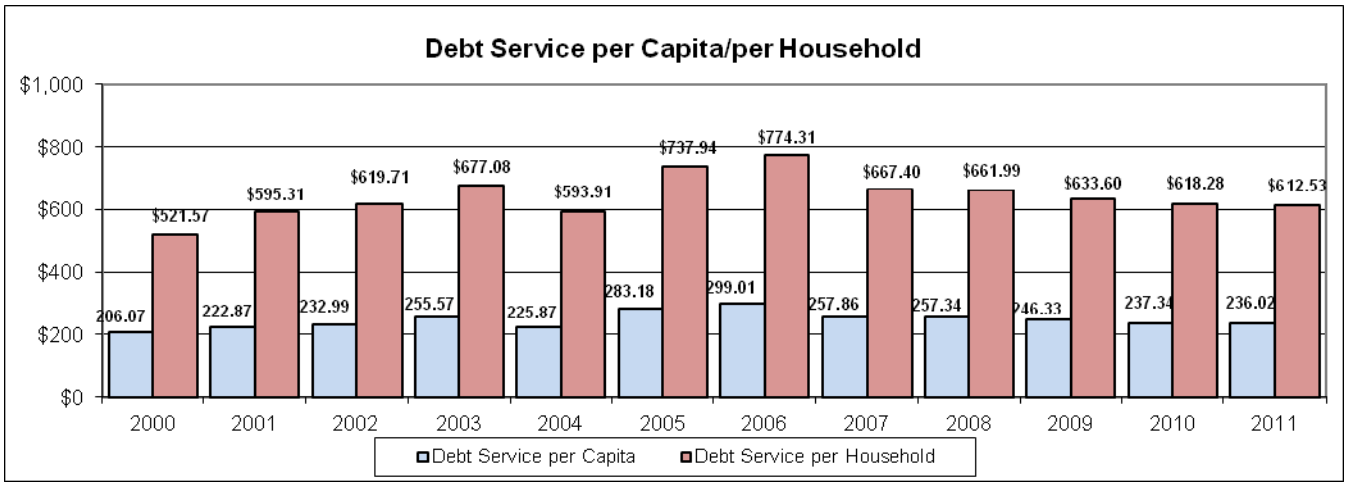
The Town assumes debt to finance many capital projects. Natick's debt is funded through bond issues. State statutes permit maximum terms of bond issues to vary from 5 to 20 years, depending on the purpose of the issue. The Town can only issue new debt with the approval of two-thirds of Town Meeting.

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.



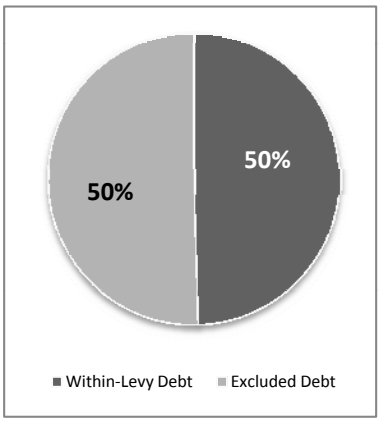


Positively for Natick, the community fares well on this indicator. Not only has debt service per capita remained well within recommended levels at between 8%-10.5% - debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable - but has been decreasing since FY 2006. 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 to be serviced. This issuance has been well timed in that it a) received favorable bid prices, b) lower interest rates and c) will be issued after several years of declining debt service amounts.

Within-Levy vs. Excluded Debt

	Principal	Interest	Total
Within-Levy Debt	$ 4,318,531	$ 726,590	$ 5,045,120
Excluded Debt	$ 3,092,500	$ 2,052,294	$ 5,144,794
Total	**$ 7,411,031**	**$ 2,778,884**	**$ 10,189,914**



Debt Limit

As per M.G.L. Ch. 44, Sec. 10, the Town of Natick can authorize indebtedness up to 5% of the equalized value of the Town.

Current Equalized Value	**$**	**6,215,335,586**
Current Debt Limit	**$**	**310,766,779**
Current Authorized Debt	**$**	**102,393,833**

M.G.L. Chapter 44, Section 10: "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: General Fund Debt Service - Principal

			Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Issue	Total Outstanding
Year of Issue	Project	Amount Issued	Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal
1996	Morse Institute Library	$ 2,814,028	$ 155,000	$ 155,000	$ 155,000	$ 130,000	$ -	$ -	$ -	$ 440,000
1998	Landfill Capping	$ 2,500,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000	$ 250,000	$ 875,000
1998	Morse Institute Library	$ 2,250,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000	$ -	$ 625,000
1998	Municipal Complex (Town Hall / Safety)	$ 9,000,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ -	$ 2,500,000
1999	Municipal Complex (Town Hall / Safety)	$ 9,020,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 495,150	$ 465,175	$ 2,960,325
1999	Landfill Capping (Net of Surplus to G.C.)	$ 2,456,916	$ 114,070	$ 114,070	$ 110,212	$ 110,212	$ 110,212	$ 108,653	$ 325,566	$ 878,925
2001	Septic Title V (MWPAT) T5-97-1026	$ 145,813	$ 7,735	$ 7,735	$ 7,735	$ 7,735	$ 7,597	$ 7,597	$ 22,791	$ 61,190
2002	Storm Water (MWPAT)	$ 287,297	$ 22,954	$ 22,999	$ -	$ -	$ -	$ -	$ -	$ 22,999
2003	Land Acquisition *Refunded	$ 812,000	$ 87,000	$ 81,200	$ 72,500	$ -	$ -	$ -	$ -	$ 153,700
2003	Fuel Storage (Residential) *Refunded	$ 490,000	$ 52,500	$ 49,000	$ 43,750	$ -	$ -	$ -	$ -	$ 92,750
2003	Fuel Storage (Municipal) *Refunded	$ 98,000	$ 10,500	$ 9,800	$ 8,750	$ -	$ -	$ -	$ -	$ 18,550
2004	Septic Title V (MWPAT) T5-97-1026-1	$ 92,122	$ 5,127	$ 4,975	$ 5,102	$ 5,102	$ 5,102	$ 5,102	$ 30,850	$ 56,233
2005	Septic Title V (MWPAT)	$ 150,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 90,000	$ 140,000
2006	Capital Equipment (FY2007) ATM 2006	$ 130,000	$ 22,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2006	Capital Equipment (FY2007) ATM 2006	$ 15,000	$ 3,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2008	Landfill Capping *Refunded	$ 90,370	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 5,000	$ -	$ -	$ 35,000
2008	Oil Tank Removal / Remediation *Refunded	$ 306,254	$ 45,000	$ 45,000	$ 40,000	$ 40,000	$ -	$ -	$ -	$ 125,000
2008	Morse Institute Library *Refunded	$ 1,511,188	$ 220,000	$ 210,000	$ 205,000	$ 200,000	$ -	$ -	$ -	$ 615,000
2008	Municipal Complex (Town Hall / Safety) *Re	$ 341,398	$ 50,000	$ 50,000	$ 45,000	$ 35,000	$ -	$ -	$ -	$ 130,000
2009	Glen Street Drainage	$ 1,065,000	$ 110,000	$ 110,000	$ 105,000	$ 105,000	$ 105,000	$ 105,000	$ 80,000	$ 610,000
2009	Glen Street Sidewalk	$ 355,000	$ 70,000	$ 70,000	$ -	$ -	$ -	$ -	$ -	$ 70,000
2009	Municipal Bldg Improvements	$ 158,000	$ 15,917	$ 15,917	$ 15,917	$ 15,917	$ 15,917	$ 15,080	$ 15,080	$ 93,828
2009	Capital Equipment - Fire Pumper	$ 400,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 40,000	$ -	$ 220,000
2009	Capital Equipment - Trash Packers	$ 525,000	$ 85,000	$ 85,000	$ 85,000	$ -	$ -	$ -	$ -	$ 170,000
2009	Capital Equipment - Catch Basin Cleaner	$ 190,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 15,000	$ 15,000	$ 110,000
2009	Capital Equipment - S-2 DPW Highway	$ 50,000	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2009	Capital Equipment - H-40 DPW Highway	$ 45,000	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2009	Capital Equipment - LF-2 DPW LF&NR	$ 41,000	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2010	Trash Packer	$ 150,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -	$ 125,000
2010	Municipal Complex HVAC	$ 410,000	$ 45,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 120,000	$ 320,000
2010	Sidewalk Tractor	$ 117,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ 20,000	$ 85,000
2011	Community Senior Center	$ 8,850,000	$ 445,000	$ 445,000	$ 445,000	$ 445,000	$ 445,000	$ 445,000	$ 6,180,000	$ 8,405,000
2011	Roads - Oak St	$ 2,000,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 1,190,000	$ 1,865,000
2011	Roads - Pave Rt27	$ 120,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 20,000	$ -	$ -	$ 95,000
2011	Storage Bldg - Oak St Gravel Pit	$ 100,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 40,000	$ 90,000
2011	Ambulance	$ 130,000	$ 30,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -	$ -	$ 100,000
2011	Fire - Departmental Equipment	$ 150,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	$ -	$ 120,000
2011	Fire - Engine Replacement	$ 400,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 160,000	$ 360,000
2011	Dept Equip - Fire C2 / DPW H52	$ 100,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ -	$ -	$ 80,000
2011	Bldg Remodel - Police Dispatch	$ 150,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 60,000	$ 135,000
2011	Replace DPW Dump Truck H-44	$ 180,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 60,000	$ 160,000
2011	Replace DPW Dump Truck H-53	$ 180,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 60,000	$ 160,000
Estimated	Community Senior Center	$ 1,150,000	$ -	$ 57,500	$ 57,500	$ 57,500	$ 57,500	$ 57,500	$ 862,500	$ 1,150,000
Estimated	Capital Equipment (2011 ATM Auth.)	$ 983,000	$ -	$ 139,000	$ 139,000	$ 139,000	$ 139,000	$ 139,000	$ 288,000	$ 983,000
Estimated	Capital Improvements (2011 ATM Auth.)	$ 1,230,000	$ -	$ 152,300	$ 152,300	$ 152,300	$ 152,300	$ 152,300	$ 468,500	$ 1,230,000
Sub-Total (Gen'l Gov)			**$ 3,315,803**	**$ 3,579,497**	**$ 3,447,766**	**$ 3,197,766**	**$ 2,777,628**	**$ 2,660,382**	**$ 10,803,462**	**$ 26,466,500**

Town of Natick

Home of Champions

Department: General Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2012 Principal	Fiscal Year 2013 Principal	Fiscal Year 2014 Principal	Fiscal Year 2015 Principal	Fiscal Year 2016 Principal	Fiscal Year 2017 Principal	Issue Balance	Total Outstanding Principal
1998	Lilja School	$ 475,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 150,000
1998	Lilja School	$ 7,490,000	$ 391,000	$ 167,486	$ 146,450	$ 131,300	$ 111,100	$ 90,900	$ 75,000	$ 722,236
1999	Lilja School	$ 300,000	$ 15,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2000	Bennett-Hemenway School	$ 13,200,000	$ 660,000	$ 351,665	$ 323,200	$ 292,900	$ 257,550	$ 222,200	$ 536,206	$ 1,983,722
2004	Wilson Middle School	$ 9,850,000	$ 495,000	$ 495,000	$ 495,000	$ 490,000	$ 490,000	$ 490,000	$ 3,430,000	$ 5,890,000
2004	Wilson Middle School	$ 1,300,000	$ 65,000	$ 65,000	$ 65,000	$ 65,000	$ 65,000	$ 65,000	$ 455,000	$ 780,000
2004	Kennedy Middle School	$ 1,000,000	$ 100,000	$ 100,000	$ 100,000	$ -	$ -	$ -	$ -	$ 200,000
2008	Lilja School *Refunded	$ 135,555	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 5,000	$ 5,000	$ 70,000
2008	Brown School *Refunded	$ 469,310	$ 70,000	$ 55,000	$ 45,000	$ 40,000	$ -	$ -	$ -	$ 140,000
2009	School Bldg Improvements	$ 785,000	$ 79,083	$ 79,083	$ 79,083	$ 79,083	$ 79,083	$ 74,920	$ 74,920	$ 466,171
2010	Kennedy Renovations	$ 1,200,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 360,000	$ 960,000
2010	Memorial Renovations	$ 1,670,000	$ 170,000	$ 170,000	$ 170,000	$ 165,000	$ 165,000	$ 165,000	$ 495,000	$ 1,330,000
2011	High School - Construction	$ 38,500,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 1,925,000	$ 26,950,000	$ 36,575,000
2011	High School - Plans	$ 947,000	$ 52,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 645,000	$ 895,000
2011	High School - Design	$ 520,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 350,000	$ 490,000
2011	High School - Feasibility Study	$ 118,000	$ 28,000	$ 25,000	$ 25,000	$ 20,000	$ 20,000	$ -	$ -	$ 90,000
2011	Johnson Boilers	$ 247,000	$ 27,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 95,000	$ 220,000
2011	Memorial Fire Alarm System	$ 275,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 100,000	$ 245,000
2011	Johnson Exterior Windows	$ 110,000	$ 15,000	$ 15,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 40,000	$ 95,000
Estimated	High School - Construction	$ 2,500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,500,000	$ 2,500,000
Estimated	Capital Improvements	$ 588,000	$ -	$ 88,300	$ 88,300	$ 88,300	$ 88,300	$ 88,300	$ 146,500	$ 588,000
Sub-Total (Schools)			**$ 4,312,083**	**$ 3,831,534**	**$ 3,767,033**	**$ 3,601,583**	**$ 3,501,033**	**$ 3,406,320**	**$ 36,282,626**	**$ 54,390,128**
General Fund Total			**$ 7,627,886**	**$ 7,411,031**	**$ 7,214,799**	**$ 6,799,349**	**$ 6,278,661**	**$ 6,066,702**	**$ 47,086,088**	**$ 80,856,629**
Total Amount Remaining				**$ 80,856,629**	**$ 73,445,598**	**$ 66,230,799**	**$ 59,431,450**	**$ 53,152,789**	**$ 47,086,088**	$ -

Town of Natick

Home of Champions

Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2012 Interest	Fiscal Year 2013 Interest	Fiscal Year 2014 Interest	Fiscal Year 2015 Interest	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Issue Balance	Total Outstanding Interest
1996	Morse Institute Library	$ 2,814,028	$ 28,903	$ 20,300	$ 11,620	$ 3,640	$ -		$ -	$ 35,560
1998	Landfill Capping	$ 2,500,000	$ 45,875	$ 26,533	$ 19,088	$ 16,488	$ 8,938	$ 1,488	$ 2,063	$ 74,596
1998	Morse Institute Library	$ 2,250,000	$ 33,375	$ 17,681	$ 13,700	$ 6,150	$ 3,650	$ -	$ -	$ 41,181
1998	Municipal Complex (Town Hall / Safety)	$ 9,000,000	$ 133,500	$ 75,532	$ 49,550	$ 29,350	$ 4,400	$ -	$ -	$ 158,832
1999	Municipal Complex (Town Hall / Safety)	$ 9,020,000	$ 165,563	$ 93,290	$ 70,300	$ 44,950	$ 19,900	$ -	$ -	$ 228,440
1999	Landfill Capping (Net of Surplus to G.C.)	$ 2,456,916	$ 48,459	$ 24,706	$ 16,005	$ 10,023	$ 4,174	$ -	$ -	$ 54,907
2002	Storm Water (MWPAT)	$ 287,297	$ 376	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2003	Land Acquisition *Refunded	$ 812,000	$ 7,888	$ 4,524	$ 1,450	$ -	$ -	$ -	$ -	$ 5,974
2003	Fuel Storage (Residential) *Refunded	$ 490,000	$ 4,760	$ 2,730	$ 875	$ -	$ -	$ -	$ -	$ 3,605
2003	Fuel Storage (Municipal) *Refunded	$ 98,000	$ 952	$ 546	$ 175	$ -	$ -	$ -	$ -	$ 721
2006	Capital Equipment (FY2007) ATM 2006	$ 130,000	$ 440	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2006	Capital Equipment (FY2007) ATM 2006	$ 15,000	$ 60	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2008	Landfill Capping *Refunded	$ 90,370	$ 1,500	$ 1,175	$ 850	$ 525	$ 175	$ -	$ -	$ 2,725
2008	Oil Tank Removal / Remediation *Refunded	$ 306,254	$ 5,625	$ 4,163	$ 2,700	$ 1,400	$ -	$ -	$ -	$ 8,263
2008	Morse Institute Library *Refunded	$ 1,511,188	$ 27,638	$ 20,488	$ 13,663	$ 7,000	$ -	$ -	$ -	$ 41,150
2008	Municipal Complex (Town Hall / Safety) *Re	$ 341,398	$ 5,938	$ 4,313	$ 2,688	$ 1,225	$ -	$ -	$ -	$ 8,225
2009	Glen Street Drainage	$ 1,065,000	$ 27,900	$ 22,400	$ 18,688	$ 15,013	$ 11,206	$ 7,269	$ 10,469	$ 85,044
2009	Glen Street Sidewalk	$ 355,000	$ 5,863	$ 2,363	$ -	$ -	$ -	$ -	$ -	$ 2,363
2009	Municipal Bldg Improvements	$ 158,000	$ 4,252	$ 3,456	$ 2,919	$ 2,361	$ 1,784	$ 1,188	$ 1,791	$ 13,498
2009	Capital Equipment - Fire Pumper	$ 400,000	$ 10,213	$ 7,963	$ 6,444	$ 4,869	$ 3,238	$ 1,550	$ 1,550	$ 25,613
2009	Capital Equipment - Trash Packers	$ 525,000	$ 10,094	$ 5,844	$ 2,975	$ -	$ -	$ -	$ -	$ 8,819
2009	Capital Equipment - Catch Basin Cleaner	$ 190,000	$ 5,031	$ 4,031	$ 3,356	$ 2,656	$ 1,931	$ 1,181	$ 1,781	$ 14,938
2009	Capital Equipment - S-2 DPW Highway	$ 50,000	$ 500	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2009	Capital Equipment - H-40 DPW Highway	$ 45,000	$ 500	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2009	Capital Equipment - LF-2 DPW LF&NR	$ 41,000	$ 500	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2010	Trash Packer	$ 150,000	$ 3,000	$ 2,500	$ 1,938	$ 1,313	$ 688	$ -	$ -	$ 6,438
2010	Municipal Complex HVAC	$ 410,000	$ 9,900	$ 9,000	$ 8,100	$ 7,100	$ 6,100	$ 5,000	$ 7,700	$ 43,000
2010	Sidewalk Tractor	$ 117,000	$ 2,588	$ 2,288	$ 1,950	$ 1,575	$ 1,200		$ -	$ 7,013
2011	Community Senior Center	$ 8,850,000	$ 301,900	$ 293,000	$ 279,650	$ 266,300	$ 252,950	$ 230,700	$ 1,402,450	$ 2,725,050
2011	Roads - Oak St	$ 2,000,000	$ 64,325	$ 61,625	$ 57,575	$ 53,525	$ 49,475	$ 42,725	$ 165,725	$ 430,650
2011	Roads - Pave Rt27	$ 120,000	$ 3,750	$ 3,250	$ 2,500	$ 1,750	$ 1,000	$ -	$ -	$ 8,500
2011	Storage Bldg - Oak St Gravel Pit	$ 100,000	$ 3,200	$ 3,000	$ 2,700	$ 2,400	$ 2,100	$ 1,600	$ 3,500	$ 15,300
2011	Ambulance	$ 130,000	$ 4,100	$ 3,500	$ 2,750	$ 2,000	$ 1,250	$ -	$ -	$ 9,500
2011	Fire - Departmental Equipment	$ 150,000	$ 4,800	$ 4,200	$ 3,300	$ 2,400	$ 1,500	$ -	$ -	$ 11,400
2011	Fire - Engine Replacement	$ 400,000	$ 12,800	$ 12,000	$ 10,800	$ 9,600	$ 8,400	$ 6,400	$ 14,000	$ 61,200
2011	Dept Equip - Fire C2 / DPW H52	$ 100,000	$ 3,200	$ 2,800	$ 2,200	$ 1,600	$ 1,000	$ -	$ -	$ 7,600
2011	Bldg Remodel - Police Dispatch	$ 150,000	$ 4,800	$ 4,500	$ 4,050	$ 3,600	$ 3,150	$ 2,400	$ 5,250	$ 22,950
2011	Replace DPW Dump Truck H-44	$ 180,000	$ 5,750	$ 5,350	$ 4,750	$ 4,150	$ 3,550	$ 2,550	$ 6,300	$ 26,650
2011	Replace DPW Dump Truck H-53	$ 180,000	$ 5,750	$ 5,350	$ 4,750	$ 4,150	$ 3,550	$ 2,550	$ 6,300	$ 26,650
Estimated	Community Senior Center	$ 1,150,000	$ -	$ 40,250	$ 38,238	$ 36,225	$ 34,212	$ 32,199	$ 241,425	$ 422,549
Estimated	Capital Equipment (2011 ATM Auth.)	$ 983,000	$ -	$ 34,405	$ 29,540	$ 24,675	$ 19,810	$ 14,945	$ 14,945	$ 138,320
Estimated	Capital Improvements (2011 ATM Auth.)	$ 1,230,000	$ -	$ 43,050	$ 37,720	$ 32,389	$ 27,058	$ 21,727	$ 45,329	$ 207,271
	BANs and Issue Costs	$ -	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ -	$ 300,000
	Bond Refunding (2)	$ -	$ 70,000	$ -	$ -	$ -			$ -	$ -
Sub-Total (Gen'l Gov)			**$ 1,005,564**	**$ 872,103**	**$ 729,553**	**$ 600,400**	**$ 476,387**	**$ 375,471**	**$ 1,930,577**	**$ 4,984,491**

Town of Natick

Home of Champions

Department: General Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2012 Interest	Fiscal Year 2013 Interest	Fiscal Year 2014 Interest	Fiscal Year 2015 Interest	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Issue Balance	Total Outstanding Interest
1998	Lilja School	$ 475,000	$ 7,925	$ 6,763	$ 5,575	$ 4,363	$ 3,125	$ 1,875	$ 625	$ 22,325
1998	Lilja School	$ 7,490,000	$ 123,947	$ 11,188	$ 8,288	$ 5,688	$ 3,488	$ 1,688	$ 844	$ 31,181
1999	Lilja School	$ 300,000	$ 6,542	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2000	Bennett-Hemenway School	$ 13,200,000	$ 328,680	$ 34,113	$ 27,713	$ 21,913	$ 16,813	$ 12,413	$ 15,125	$ 128,088
2004	Wilson Middle School	$ 9,850,000	$ 289,088	$ 269,288	$ 249,488	$ 229,688	$ 205,188	$ 180,688	$ 613,113	$ 1,747,450
2004	Wilson Middle School	$ 1,300,000	$ 38,269	$ 35,669	$ 33,069	$ 30,469	$ 27,219	$ 23,969	$ 81,331	$ 231,725
2004	Kennedy Middle School	$ 1,000,000	$ 12,000	$ 8,000	$ 4,000	$ -	$ -		$ -	$ 12,000
2008	Lilja School *Refunded	$ 135,555	$ 2,700	$ 2,213	$ 1,725	$ 1,238	$ 713	$ 188	$ -	$ 6,075
2008	Brown School *Refunded	$ 469,310	$ 6,925	$ 4,650	$ 2,863	$ 1,400	$ -	$ -	$ -	$ 8,913
2009	School Bldg Improvements	$ 785,000	$ 21,123	$ 17,169	$ 14,500	$ 11,732	$ 8,866	$ 5,900	$ 2,997	$ 61,164
2010	Kennedy Renovations	$ 1,200,000	$ 29,400	$ 27,000	$ 24,300	$ 21,300	$ 18,300	$ 15,000	$ 23,100	$ 129,000
2010	Memorial Renovations	$ 1,670,000	$ 40,763	$ 37,363	$ 33,538	$ 29,288	$ 25,163	$ 20,625	$ 31,763	$ 177,738
2011	High School - Construction	$ 38,500,000	$ 1,313,813	$ 1,275,313	$ 1,217,563	$ 1,159,813	$ 1,102,063	$ 1,005,813	$ 7,454,563	$ 13,215,125
2011	High School - Plans	$ 947,000	$ 32,203	$ 31,163	$ 29,663	$ 28,163	$ 26,663	$ 24,163	$ 175,263	$ 315,075
2011	High School - Design	$ 520,000	$ 17,613	$ 17,013	$ 16,113	$ 15,213	$ 14,313	$ 13,063	$ 96,813	$ 172,525
2011	High School - Feasibility Study	$ 118,000	$ 3,660	$ 3,100	$ 2,350	$ 1,600	$ 1,000	$ -	$ -	$ 8,050
2011	Johnson Boilers	$ 247,000	$ 7,890	$ 7,350	$ 6,600	$ 5,850	$ 5,100	$ 3,850	$ 7,400	$ 36,150
2011	Memorial Fire Alarm System	$ 275,000	$ 8,800	$ 8,200	$ 7,300	$ 6,400	$ 5,500	$ 4,000	$ 8,000	$ 39,400
2011	Johnson Exterior Windows	$ 110,000	$ 3,450	$ 3,150	$ 2,700	$ 2,400	$ 2,100	$ 1,600	$ 3,200	$ 15,150
Estimated	High School - Construction	$ 2,500,000	$ -	$ 87,500	$ 87,500	$ -	$ -	$ -	$ -	$ 175,000
Estimated	Capital Improvements	$ 588,000		$ 20,580	$ 17,490	$ 14,399	$ 11,309	$ 8,218	$ 10,782	$ 82,777
Sub-Total (Schools)			**$ 2,294,789**	**$ 1,906,781**	**$ 1,774,844**	**$ 1,576,514**	**$ 1,465,609**	**$ 1,314,831**	**$ 8,514,134**	**$ 16,552,713**
General Fund Total			**$ 3,300,353**	**$ 2,778,884**	**$ 2,504,397**	**$ 2,176,914**	**$ 1,941,997**	**$ 1,690,302**	**$ 10,444,712**	**$ 21,537,204**
Total Amount Remaining				**$ 21,537,204**	**$ 18,758,321**	**$ 16,253,924**	**$ 14,077,010**	**$ 12,135,013**	**$ 10,444,712**	$ -

Summary of Debt - General Fund

	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Issue	Total
General Fund Principal	$ 7,627,886	$ 7,411,031	$ 7,214,799	$ 6,799,349	$ 6,278,661	$ 6,066,702	$ 47,086,088	$ 80,856,629
General Fund Interest	$ 3,300,353	$ 2,778,884	$ 2,504,397	$ 2,176,914	$ 1,941,997	$ 1,690,302	$ 10,444,712	$ 21,537,204
Total Annual Debt Service	**$ 10,928,239**	**$ 10,189,914**	**$ 9,719,196**	**$ 8,976,263**	**$ 8,220,658**	**$ 7,757,003**	**$ 57,530,799**	**$ 102,393,833**
Total Amount Remaining	**$ -**	**$ 102,393,833**	**$ 92,203,919**	**$ 82,484,723**	**$ 73,508,460**	**$ 65,287,803**	**$ 57,530,799**	**$ -**

Town of Natick

Home of Champions

Department: Debt Service

Leased Equipment

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Police Motorcycles	$ 14,220	$ 14,220	$ 15,000	$ 15,000	0	0.00%
Motor Vehicle Excise Tax	$ -	$ -	$ 750	$ 750	0	0.00%
Mailing Equipment	$ 16,470	$ 23,846	$ 24,250	$ 24,250	0	0.00%
Copiers	$ -	$ -	$ -	$ 42,000	42,000	100.00%
Purchased Services	**$ 30,690**	**$ 38,066**	**$ 40,000**	**$ 82,000**	**42,000**	**105.00%**
Total Leased Equipment	**$ 30,690**	**$ 38,066**	**$ 40,000**	**$ 82,000**	**42,000**	**105.00%**

Department: Debt Service Line-Item Detail

Narrative:

Principal Payments:
The requested budget amount of **$7,411,031** represents repayment of principal for multiple land acquisition, building projects, and capital improvements. *Reduction form January 1 due to refinancing of eligible bonds from 1998, 1999 and 2000.*

Interest Payments:
The requested budget amount of **$2,778,884** represents the respective interest payments associated with general obligation bonds issued for the projects referenced above. *Reduction form January 1 due to refinancing of eligible bonds from 1998, 1999 and 2000.*

Bond Anticipation Notes:
The requested budget amount of $**60,000** represents the estimated amount of interest associated potential short term borrowing. This amount also includes issue costs (bond counsel, financial advisor, rating agency fees, etc.) for authorized borrowings. (included within Interest payments total).

Leased Equipment:
Motorcycle leases for the Police Department $15,000, Excise Tax for leased motorcycles $750, leased postage / mail room equipment $24,250, copier equipment for the copy center $42,000. Total leased equipment budget $82,000.

Town of Natick

Home of Champions

Department: Reserve Fund

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Other Charges						
Reserve for Appropriation	0	0	400,000	400,000	0	0.00%
Total Operating Expenses	**0**	**0**	**400,000**	**400,000**	**0**	**0.00%**
Total Reserve Fund	**0**	**0**	**400,000**	**400,000**	**0**	**0.00%**

Budget Overview:

As provided for under M.G.L. Ch. 40, Section 6, every city or town in Massachusetts is allowed to maintain a reserve account or fund within their respective operating budget for "extraordinary or unforeseen expenditures." The Reserve Fund is under the control of the Finance Committee. Disbursements are made by department heads and/or the Town Administrator or the Superintendent requesting transfers be made to their respective budgets.

Reserve Fund History Summary - FY 2005 through 2011

	2005	2006	2007	2008	2009	2010	2011
Appropriations							
Spring Town Meeting	$ 250,000	$ 300,000	$ 250,000	$ 300,000	$ 400,000	$ 400,000	$ 400,000
Fall Town Meeting		$ 250,000	$ 63,500		$ 76,000	$ -	$ -
Total Approriation	**$ 250,000**	**$ 550,000**	**$ 313,500**	**$ 300,000**	**$ 476,000**	**$ 400,000**	**$ 400,000**
Total Transfers	**$ (222,274)**	**$ (403,606)**	**$ (225,408)**	**$ (220,912)**	**$ (402,153)**	**$ (208,774)**	**$ (213,518)**
Ending Balance	**$ 27,726**	**$ 146,394**	**$ 88,092**	**$ 79,088**	**$ 73,847**	**$ 191,226**	**$ 186,482**

A detailed description of individual transfers is on the following page.

Town of Natick

Home of Champions

Department: Reserve Fund

Budget Detail:

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Reserve for Appropriation	-	-	400,000	400,000	0	0.00%
Other Charges	**-**	**-**	**400,000**	**400,000**	**0**	**0.00%**
Total Reserve Fund	**$ -**	**$ -**	**$ 400,000**	**$ 400,000**	**0**	**0.00%**

Reserve Fund History

This sheet shows the Reserve Fund transfers for FY 2007-FY 2011.

	2007	2008	2009	2010	2011
Original Appropriation	$ 250,000	$ 300,000	$ 400,000	$ 400,000	$ 400,000
Revised Appropriation	$ 313,500	$ 300,000	$ 476,000	$ 400,000	$ 400,000
Clerk - Salaries	$ (1,500)			$ (13,500)	
Clerk - Election Coding		$ (2,700)			
Comptroller - Audit (W-2)					$ (30,000)
Comptroller - Audit (School Activity)					$ (32,000)
DPW - Facility Repairs/Maintenance	$ (50,000)	$ (134,000)	$ (45,793)		$ (2,518)
DPW - Gasoline/Diesel	$ (51,450)				
DPW - Engineering - Plesant Street			$ (50,000)		
DPW - Street Lighting	$ (46,000)				
DPW - Charles River Dam Project			$ (100,000)		
DPW - Town Hall & Fire/Police Boilers				$ (105,653)	
Finance Committee - Salaries		$ (2,700)			
Finance Committee - Printing				$ (9,621)	
Fire - Overtime			$ (23,000)	$ (35,000)	$ (120,000)
Fire - Radios		$ (6,559)			
Fire - Settlement (Labor)		$ (16,181)			
IT - Software Systems Upgrade/Replacement	$ (0.48)				
IT - Telephone Upgrade	$ (16,626)				
Legal - FLSA Accounting Services		$ (3,500.00)			
Legal - Judgments	$ (10,000)				
Parks & Rec - East School Tennis Courts	$ (18,543)				
School Department - HS Emergency Repairs			$ (87,129.89)		
Selectmen - Town Administrator Search	$ (17,500)				
Veterans - Financial Assistance	$ (13,789)	$ (55,272.20)	$ (96,229.89)	$ (45,000)	$ (29,000)
Year-End Balance	**$ 88,091.52**	**$ 79,088.10**	**$ 73,847.22**	**$ 191,225.66**	**$ 186,482.00**

Town of Natick

Home of Champions

Department: Facilities Management

Appropriation Summary

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	% (+/-)
Salaries						
Personnel Services	$ -	$ -	$ -	$ 2,319,515	$ 2,319,515	100.00%
Total Salaries	**$ -**	**$ -**	**$ -**	**$ 2,319,515**	**$ 2,319,515**	**100.00%**
Operating Expenses						
Other Services (Misc.)	$ -	$ -	$ -	$ 14,350	$ 14,350	100.00%
Tech/Professional Services	$ -	$ -	$ -	$ 110,634	$ 110,634	100.00%
Total Operating Expenses	**$ -**	**$ -**	**$ -**	**$ 124,984**	**$ 124,984**	**100.00%**
Total Facilities Management	$ -	$ -	$ -	$ 2,444,499	$ 2,444,499	100.00%

Purpose:

The Department of Facilities Management (DFM) shall be responsible for the coordination and care of all Town-owned buildings inclusive of those under the control of the Board of Selectmen, Library Trustees and School Committee. It shall coordinate for each building, except where noted, the following:

- custodial care/cleaning
- maintenance and repairs
- landscaping maintenance and pedestrian snow removal (landscaping in courtyards and to approx 20 feet from building and snow removal on walks to the property line)
- capital improvements
- procurement of necessary goods and services; such procurement shall be done in collaboration with the DPW director

Goals:

- Develop realistic budgets on maintaining all town assets while striving to achieve level funded guidelines.
- Continue to protect and preserve the levels of cleanliness and service as expected by the general public and employees.
- Investigate and institute cost saving equipment, environmental friendly purchases, supplies and labor saving techniques in a combined effort to reduce operational costs.
- Explore renewable energy sources.

Department: Facilities Management

Budget Overview:

I. Main Purpose of the Department

As provided by section 37M of the Massachusetts General Laws the Natick School Committee and Board of Selectmen have agreed to the creation of a joint municipal and school facilities management department that will be known as the Department of Facilities Management (DFM). A Memorandum of Agreement was signed between the two boards on March 12, 2012; the DFM will become officially established effective July 1, 2012.

The Department of Facilities Management is the combination of the Custodial and Facilities Department of the Natick Public Schools and the Building Maintenance Division of the Department of Public Works. It is responsible for maintaining all 34 Town facilities 26 municipal buildings & facilities and 8 schools. This budget includes all personnel costs - including all custodians, trades people and supervisors. In addition, expenses related to contracted custodial cleaning are included. NOT included are any other type of building related expense - supplies, trades contracts, capital costs and energy are still budgeted separately within the Natick Public schools and the Department of Public Works as applicable.

The Department is governed by the Facilities Management Board (FMB) which is comprised of the Town Administrator and the Superintendent of Public Schools or their designee. They appoint a Director of Facilities Management who is responsible for running day-to-day operations of the Department and developing Operating and Capital budgets. The FMB sets the goals and direction for the DFM.

II. Recent Developments

This department has gradually come into being. Effective December 1, 2011, all personnel within the respective School and Municipal Building Maintenance functions began to be "shared" prior to formal consolidation. Effective July 1, 2012 (with Town Meeting approval at the upcoming 2012 Spring Annual Town Meeting), this consolidated department as described here will go into effect.

III. Current Challenges

As of this writing, interviews for a new Director of Facilities Management are being conducted, as the current Director has announced his retirement. Filling this position with a skilled professional facilities manager is of the utmost importance to the success of this ambitious initiative. Additional staff (Maintenance Manager, Custodial Manager and Data Analyst) must also be hired. Achieving a cohesive and efficient consolidated Department of Facilities Management will, in and of itself, be a challenge for the new Director. In addition, two new buildings will be coming on line late summer – the new Natick High School and the Community/Senior Center. Both of these facilities have state-of-the-art building systems with which existing maintenance personnel are not expert.

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

The Fiscal 2013 budget for the consolidated department is greater than it would have been without the consolidation. It will be incumbent on the new Director to find innovative ways to introduce efficiencies while enhancing the maintenance of the Town's facilities.

V. On the Horizon

Going forward, the budgeting methodology will continue to be evaluated to determine if further consolidation would be advantageous and/or more efficient. In addition, the Director, in conjunction with the FMB, will be tasked with

Town of Natick

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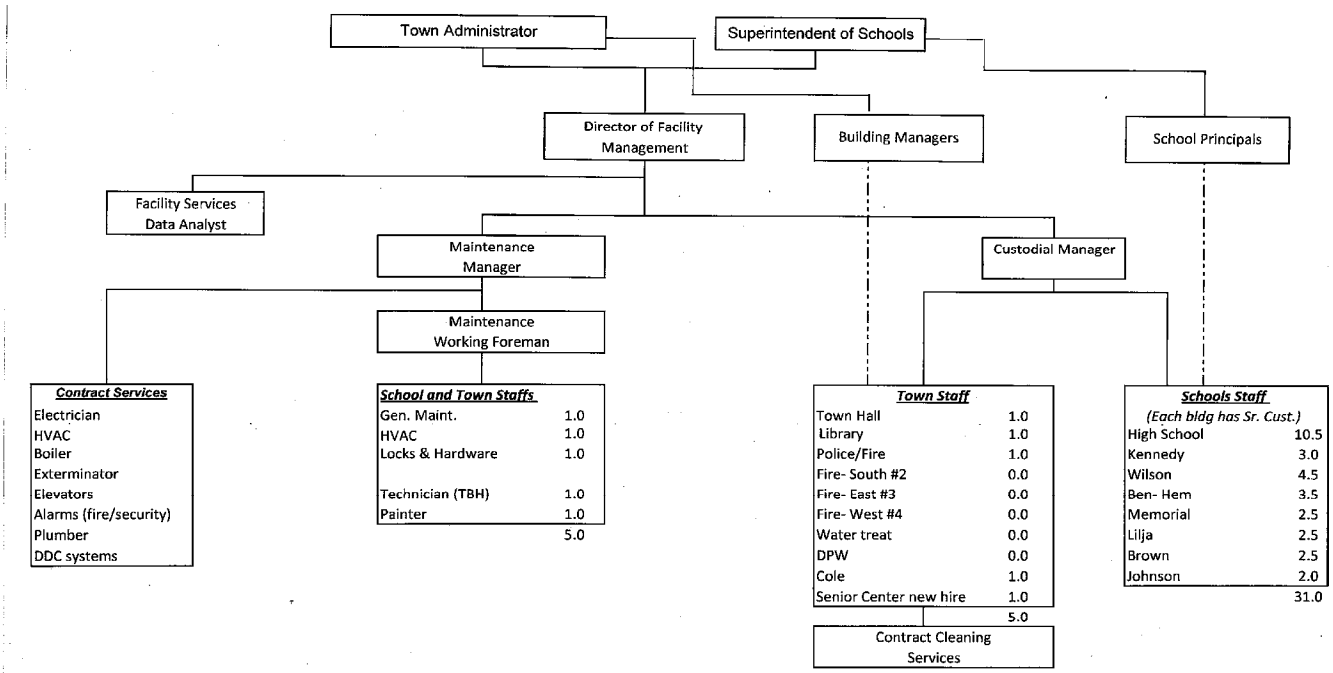
Department: Facilities Management

Staffing	2013
Director of Facility Maintenance	1
Custodial Manager	1
Maintenance Manager	1
Data Analyst	1
Assistant Senior Custodian	1
Senior Custodian III	1
Senior Custodian II	1
Senior Custodian I	6
Junior Custodian II	7
Junior Custodian I	15
Plumber	1
Maintenance Foreman	1
Maintenance IV	1
Maintenance III	2
General Foreman	1
Custodian	4
Painter	1
Total FTE	**46**
Total FT/PT	**46 FT/0PT**

Organizational Chart



Roles and responsibilities of each position:

Director of Facility Management:	Facility Services Data Analyst:	Maintenance Manager:	Custodial Manager:
Capital Planning	Data Analysis	Building Systems Operations & Repair	Manage Cleaning & Moving Services
Project Management	Work Order System	Personnel Scheduling	Personnel Scheduling
Purchasing	Accounting (invoices, PO's)	Contractor Scheduling	Contractor Scheduling
Bids, Specs & Quotes	Payroll/ Vacation schedules	New Building Systems and Training	IPM Coordinator
AHERA Coordinator	Rental of facilities	(High School & Senior Center)	Supplies & Equipment

Town of Natick

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Department: Facilities Management

Natick Buildings Systems Summary

	#	% of buildings
Overall		
Total Number of Buildings/Properties Managed & Maintained	**34**	
- Municipal Buildings/Properties	26	
- School Buildings/Properties	8	
Total Square Footage of all Buildings	**1,160,943**	
- Municipal Square Footage	387,943	
- School Square Footage	773,000	
Utility Consumption (annual)		
- Electric (kWH)	8,245,653	
- Natural Gas (therms)	308,919	
- Heating Oil (gallons)	195,412	
- Water* (HCF) **(partial - Municipal only)*	4,916	
Building Systems		
Climate		
- Heat		
Oil	8	24%
Gas	19	56%
None	5	15%
Other	2	6%
- Air Conditioning		
Central	14	41%
Unit	11	32%
None	9	26%
- Digital Controls (DDC) (Y/N)	14	41%
Electric		
Single Phase	12	35%
Three-Phase	13	38%
Unknown	9	26%
Solar Systems (# of buildings which <u>have</u> systems)	4	12%
Security Systems (# of buildings which <u>have</u> systems)	20	59%
Windows		
Excellent	6	18%
Good	13	38%
Fair/Average	9	26%
Poor	6	18%
Roof		
Excellent	7	21%
Good	10	29%
Fair	16	47%
Poor	1	3%
Fire Suppression/ Sprinklers (# of buildings which have Sprinklers)	16	47%
Users		
Individuals in all School Buildings (average daily)	5973	
Average Hours of Operation (schools) (daily)	12.5	

Town of Natick

Home of Champions

Department: Facilities Management

Budget Detail:	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $ (+/-)	2012 vs. 2013 % (+/-)
Salaries Supervisory	$ -	$ -	$ -	$ 255,600	$ 255,600	100.00%
Salaries Technical & Professional	$ -	$ -	$ -	$ 48,000	$ 48,000	100.00%
Salaries Operational Staff	$ -	$ -	$ -	$ 1,813,788	$ 1,813,788	100.00%
Salaries Part-Time Operational	$ -	$ -	$ -	$ 35,015	$ 35,015	100.00%
Operational Staff Add. Comp	$ -	$ -	$ -	$ 41,370	$ 41,370	100.00%
Operational Staff Overtime	$ -	$ -	$ -	$ 125,742	$ 125,742	100.00%
Personnel Services	**$ -**	**$ -**	**$ -**	**$ 2,319,515**	**$ 2,319,515**	**100.00%**
Clothing Allowance Oper. Staff	$ -	$ -	$ -	$ 14,350	$ 14,350	100.00%
Other Services (Misc.)	**$ -**	**$ -**	**$ -**	**$ 14,350**	**$ 14,350**	**100.00%**
Contractual Svs - Cleaning	$ -	$ -	$ -	$ 110,634	$ 110,634	100.00%
Tech/Professional Services	**$ -**	**$ -**	**$ -**	**$ 110,634**	**$ 110,634**	**100.00%**
Total - Facilities Management	**$ -**	**$ -**	**$ -**	**$ 2,444,499**	**$ 2,444,499**	**100.00%**

Line-Item Detail

Personnel Services:

Salaries: Supervisory: To fund three (3) the positions of Director of Facilities Maintenance, Custodial Manager and Maintenance Manager who oversees this division.
Salaries: Technical/Professional: To fund one (1) position of Data Analyst.
Salaries: Operational Staff: To fund forty-two (42) employees who maintain and care for town buildings.
Salaries: Part Time Operational: This fund is for extra help during summer vacations and for Police Details for Municipal buildings and Summer Maintenance Personnel for the Natick Public Schools.
Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.
Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours for Municipal buildings, and Building Security & Substitutes and Rental of Facilities Overtime for the Natick Public Schools.

Other Services (Misc.):

Clothing Allowance/Operational Staff: This fund is for the clothing allowance per union agreement.

Technical & Professional Services:

Contractual Services – Custodian: This fund is for the cleaning, set-ups and maintenance of the Senior Center, Fire Station, Police Station, Morse Library, Town Hall and Public Works complex by the outside contractor.

Town of Natick

Home of Champions

Department: Facilities Management

The following table shows the comparative budget for those items currently in the Public Schools and Public Works vs. the FY 2013 Budget request for Facilities Management.

Comparative Budget Detail:	**2010 Actual**	**2011 Actual**	**2012 Appropriated**	**2013 Recommended**	**2012 vs. 2013 $ (+/-)**	**% (+/-)**
Salaries Supervisory	$ 227,410	$ 259,682	$ 217,334	$ 255,600	$ 38,266	17.61%
Salaries Technical & Professional	$ -	$ -	$ -	$ 48,000	$ 48,000	#DIV/0!
Salaries Operational Staff	$ 1,801,887	$ 1,777,151	$ 1,841,868	$ 1,813,788	$ (28,080)	-1.52%
Salaries Part-Time Operational	$ -	$ -	$ 3,460	$ 35,015	$ 31,555	911.99%
Supervisory Staff Add'l Comp	$ 8,352	$ 8,435	$ 6,500	$ -	$ (6,500)	-100.00%
Operational Staff Add. Comp	$ 4,992	$ 2,450	$ 7,600	$ 41,370	$ 33,770	444.34%
Operational Staff Overtime	$ 141,031	$ 148,455	$ 121,940	$ 125,742	$ 3,802	3.12%
Personnel Services	**$ 2,183,672**	**$ 2,196,173**	**$ 2,198,702**	**$ 2,319,515**	**$ 120,813**	**100.00%**
Clothing Allowance Oper. Staff	$ 2,100	$ 2,100	$ 2,100	$ 14,350	$ 12,250	583.33%
Other Services (Misc.)	**$ 2,100**	**$ 2,100**	**$ 2,100**	**$ 14,350**	**$ 12,250**	**100.00%**
Contractual Svs - Cleaning	$ 85,542	$ 95,938	$ 95,800	$ 110,634	$ 14,834	15.48%
Tech/Professional Services	**$ 85,542**	**$ 95,938**	**$ 95,800**	**$ 110,634**	**$ 14,834**	**15.48%**
Total - Facilities Management	**$ 2,271,314**	**$ 2,294,211**	**$ 2,296,602**	**$ 2,444,499**	**$ 147,897**	**6.44%**

Article 14:
Motion H1 & H2:
Water/Sewer Enterprise Fund

Water & Sewer Enterprise Fund
- Sanitary Sewer Collection & Disposal
- Water Supply & Distribution
- Utility Billing
- Debt Service
- Fringe Benefits
- Budgetary Reserves
- Indirects
- Projections & Initial Rate

Finance Committee Recommendation

Motions for Section H: Water/Sewer Enterprise

Motion for Water/Sewer Enterprise Fund - Section H under Article 14:

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

Water & Sanitary Sewer Operations		
Salaries	$	1,640,025
Expenses	$	6,109,600
Total Sanitary Sewer	**$**	**7,749,625**
Utility Billing		
Salaries	$	103,618
Expenses	$	129,950
Total Utility Billing	**$**	**233,568**
Fringe Benefits		
Other Personal Services	$	452,634
Other - Chgs. & Expenditures	$	199,959
Total Benefits	**$**	**652,593**
Water & Sewer Debt Service		
Principal	$	1,514,188
Interest	$	451,262
Total Debt Service	**$**	**1,965,450**
Water & Sewer Reserve Fund		
Expenses	$	200,000
Total W & S Reserve Fund	**$**	**200,000**
Motion Total	**$**	**10,801,236**

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

Water-Sewer User Fees	$	10,801,236
	$	**10,801,236**

Finance Committee Recommendation

Motions for Section H: Water/Sewer Enterprise

Water/Sewer Indirect Cost Allocations - Motion under Article 14

Move that the Town vote to approve the following indirect cost allocations raised in the General Fund:

PERCENTAGE ALLOCATIONS		TOTAL
DPW ADMINISTRATION	$	126,753
BUILDING MAINTENANCE		123,071
ENGINEERING SERVICES		318,870
GIS SERVICES		(66,936)
EQUIPMENT MAINTENANCE		333,476
HIGHWAY MAINTENANCE		367,483
PUBLIC SAFETY	$	369,890
FINANCIAL / ADMINISTRATIVE		619,583
DEBT SERVICE		69,626
PROPERTY INSURANCE		208,383
ENERGY		111,315
SUBTOTAL - GENERAL FUND		**2,581,514**

And that the Sum of $2,581,514 appropriated in the General Fund be raised from the following source:

Water-Sewer User Fees	$	2,581,514
(See Motion for Section G, Article 14: Shared Expenses (Unclassified))	**$**	**2,581,514**

SECTION H: WATER & SEWER ENTERPRISE FUND

Department: ***Water & Sewer Operations***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Water and Sewer Operations operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 2, 2012, the Finance Committee recommends Favorable Action with regard to the Water and Sewer Operations budget under Article 14, Section H, and that the sum of $7,749,625 be appropriated from Water and Sewer User Fees.

During the Finance Committee public hearing on March 2, 2012, the following information was noted:

- Although the budgets for the Water and Sewer divisions of this enterprise will continue to be managed and tracked separately, the department is requesting that they be voted as one consolidated budget going forward. This will permit transfers between related budgets, such as those for electricity, allowing the combined total for those budgets to be reduced since they tend to vary, inversely, depending on whether the season is wet or dry. A reduction of $18,100 in the proposed Sewer Utilities Electric line item reflects this change.
- Funding is again being proposed for summer interns who have been very helpful in the GIS division as these individuals bring high level technical skills at substantially lower hourly cost.
- Although funds are budgeted for maintenance and renewals of appropriate employee licenses and certifications in the two divisions, recent changes in these regulations and requirements may require additional training expense which was not anticipated at the time the budget was developed.
- Various stipends and additional incentive compensation for which the employees in these divisions are entitled under the collective bargaining agreements were reviewed, including education, license and certification incentives, and stipends for longevity and service.
- The budget for the sewer pump station/line maintenance line item, which had been reduced over the past several years, has been increased. Expenditures year to date are $89,294, well in excess of the FY 2012 appropriation. In addition, supplemental funding from the Enterprise reserve account was recently needed to cover specialty excavation work related to the collapse of a sewer line. There was a request for data regarding the recent and historical expenditures from the reserve account.
- The currently proposed budget for the MWRA assessment is based on the preliminary estimate. Updated information is expected in late February and this budget will be adjusted as appropriate at that time. In past years, the actual assessment has come in

slightly lower than the preliminary assessment, however, the town has seen an increase in the flow rate this year.

- The increase in the line item for ISO 14001 Certification reflects costs related to the annual audit of operations and emergency procedures to maintain this recently awarded certification. Although costly, this program has already proven its value when potentially serious and expensive consequences of a recent accident at the water treatment center were avoided due to the quick actions of the knowledgeable and well-prepared personnel.
- Unit cost of chemical supplies used in the water treatment process has escalated. A 22.4% increase in this line item reflects no increase in volume, only price escalation.
- The increased budget for service connections relates to the department's plan to upgrade individual property connections in advance of upcoming street repaving.
- Management strategies to monitor and optimize personnel and operational efficiency were reviewed.
- Efforts will be made to intensify the inflow & infiltration reduction program.
- The addition of a part-time administrative assistant in the DPW Administration budget will free up managers and supervisors from having to deal with certain required administrative and clerical tasks, as the volume of data collection and management activity exceeds the capacity of the two clerical support personnel currently on staff.

Department:	***Water and Sewer Enterprise Utility Billing***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Water and Sewer Utility Billing operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 2, 2012, the Finance Committee recommends Favorable Action with regard to the Water and Sewer Utility Billing budget under Article 14, Section H, and that the sum of $233,568 be appropriated from Water and Sewer User Fees.

During the Finance Committee public hearing on March 2, 2012, the following information was noted:

- Finance Committee members were reminded that this department is managed by the Treasurer/Collector.
- Town Administration provided an overview of this operation, highlighting the plans in the upcoming year to continue to expand and enhance online and web-based access, and enhance and expand the format, information and historic detail included on the water & sewer bills. These plans have been on the agenda for some time, but were deferred in recent years as a cost-saving measure.
- The capability presently exists to accommodate electronic billing, however, the State still requires paper bills to be mailed. Efforts are ongoing to encourage and increase use of online payment.

- The office uses a Coding Accuracy Support System mailing system certified by the postal service which saves the town substantial expense by enabling access to lower rates available for automated bulk mailing.

Department: Water and Sewer Enterprise Employee Fringe Benefits

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Water and Sewer Employee Fringe Benefits operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on February 28, 2012, the Finance Committee recommends Favorable Action with regard to the Water and Sewer Employee Fringe Benefits budget under Article 14, Section H, and that the sum of $652,592 be appropriated from Water and Sewer User Fees.

During the Finance Committee public hearing on February 28, 2012, the following information was noted:

- Town Meeting members should note that additional information pertaining too Employee Fringe Benefits may be found in the Finance Committee recommendation section for Article 14 Section G.
- Any workers' compensation expense incurred by this department would be charged back to the general fund via the indirect cost allocations.

Department: Water and Sewer Enterprise Debt Service

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Water and Sewer Debt Service operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the Water and Sewer Debt Service budget under Article 14, Section H, and that the sum of $1,965,450 be appropriated from Water and Sewer User Fees.

During the Finance Committee public hearings on February 2 and March 22, 2012, the following information was noted:

- Town Administration noted that the Phase V borrowing has been completed and the ground water wells and other capital projects listed had been approved, although not completed. These items would be changed from estimates to actual amounts.
- Little of this debt is expected to be among that planned for refinance in the spring.

Department: Water and Sewer Enterprise Reserve Fund

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Water and Sewer Reserve Fund operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on February 2, 2012, the Finance Committee recommends Favorable Action with regard to the Water and Sewer Reserve Fund budget under Article 14, Section H, and that the sum of $200,000 be appropriated from the Water and Sewer User Fees.

During the Finance Committee public hearing on February 2, 2012, the following information was noted:

- Town Administration noted that this reserve fund was handled much the same way as the general government reserve fund except that it was the Selectmen, as Water Commissioners, who authorized expenditures from the account.
- This fund is infrequently used but provided an important safety net which avoided need for subsidy of this enterprise operation by the town, and the budget had remained at the same level for some time.
- Finance Committee members were advised that expenditures of approximately $27,000 had been drawn from this account in the current fiscal year to cover unexpected costs associated with Hurricane Irene in August.

Department: Water and Sewer Enterprise Indirect Costs Allocation

PURPOSE OF BUDGET:

The purpose of this Article is to approve the allocation of Water and Sewer Indirect Costs for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-1-0 on February 2, 2012, the Finance Committee recommends Favorable Action with regard to approval of the allocation of Water and Sewer Indirect Costs under Article 14, Section H.

During the Finance Committee public hearing on February 2, 2012, the following information was noted:

- Finance Committee members were advised that indirect costs allocations were recorded as receipts to the general fund and were thus treated as a funding source in the town's operating budget.
- Allocation of indirect costs offsets various administrative and other expenses in other town departments in proportion to the estimated cost of providing services, such as some salary expense in billing and collections, GIS, legal, etc., to the two enterprise operations.
- The formulas for the allocations were developed several years ago following an audit of the Water & Sewer Enterprise Fund, and have not changed since that time.

Town of Natick

Home of Champions

Department: Water & Sewer | Enterprise Fund

Appropriation Summary

Water & Sewer Operations

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Total Salaries	**1,511,361**	**1,438,875**	**1,628,394**	**1,640,025**	**11,631**	**0.7%**
Total Operating Expenses	**5,344,003**	**5,539,348**	**5,844,938**	**6,109,600**	**264,662**	**4.5%**
Total Water & Sewer Operations	**6,855,364**	**6,978,223**	**7,473,332**	**7,749,625**	**276,293**	**3.70%**

Utility Billing Operations

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Total Salaries	**95,503**	**98,349**	**103,618**	**103,618**	**0**	**0.0%**
Total Operating Expenses	**68,830**	**82,344**	**120,700**	**129,950**	**9,250**	**7.7%**
Total Utility Billing Operations	**164,334**	**180,693**	**224,318**	**233,568**	**9,250**	**4.12%**

Employee Benefits

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Total Employee Benefits	**606,191**	**627,467**	**630,025**	**652,593**	**22,568**	**3.6%**
Total Employee Benefits	**606,191**	**627,467**	**630,025**	**652,593**	**22,568**	**3.6%**

Debt Service

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Debt Service						
Principal	1,627,370	1,745,640	1,827,139	1,514,188	-312,951	-17.1%
Interest	550,077	541,589	514,079	451,262	-62,817	-12.2%
Total Debt Service	**2,177,447**	**2,287,229**	**2,341,218**	**1,965,450**	**-375,767**	**-16.1%**
Total Debt Service	**2,177,447**	**2,287,229**	**2,341,218**	**1,965,450**	**-375,767**	**-16.1%**

Reserves

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Total Reserve Fund	**0**	**0**	**200,000**	**200,000**	**0**	**0.0%**
Total Reserve Fund	**0**	**0**	**200,000**	**200,000**	**0**	**0.00%**
Total Water & Sewer Enterprise Fund	**9,803,334**	**10,073,612**	**10,868,892**	**10,801,236**	**-67,656**	**-0.62%**
Indirects	**2,506,417**	**2,449,758**	**2,535,883**	**2,581,514**	**45,631**	**1.80%**

Town of Natick

Home of Champions

Department: Water & Sewer | Enterprise Fund

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, buildings, equipment, and recreational facilities 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 fire protection by maintaining and improving with available resources the water treatment plant, wells and water mains throughout town. The Department will also 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.

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 department is also responsible for answering customer inquiries and problem research.

Goals:

Water & Sewer Operations:
-Replace force sewer mains on Wethersfield Rd.
-Replace outdated water meter transmitters.
-Continue the upgrade SCADA software and hardware.
-Continue the relocation of Springvale Wells #1 & #3.
-Rehabilitate Springvale Wells #2 & #4
-Repair Broads Hill & Town Forest Reservoirs.
-H&T Filter Controls Upgrade
-Pine Oaks Well MCC replacement
-Springvale Fluoride Modification

Utility Billing Operations:
Personnel Advancement
- Work with Personnel Director on customer service/team building
- Reconfigure Collector's Office personnel to facilitate better service
Enhance On-line, Web, Computer Applications
- Work with DPW to add on-line Geographic Information System (GIS) capabilities; create Executive Committee to enhance usability throughout organization
- Working with Information Technology department, work toward development of intranet
Budget Process Improvements
- With DPW, consider alternatives to water billing system

Town of Natick

Home of Champions

Department: Water & Sewer | Enterprise Fund

Budget Overview:

The Water & Sewer Enterprise Fund has three divisions within it: Sanitary Sewer, Water & Utility Billing.

Department of Public Works Sewer Division

I. Main Purpose of the Department

The Sewer Division operates and maintains over 147 miles of the sewer collection system and seeks to meet or exceed all federal and state mandates and guidelines governing the sewer collection system. The division monitors the town's thirty four sewer pump stations seven days a week. Personnel from this division are on call twenty four hours a day, seven days a week to respond to any sewer emergency.

II. Recent Developments

• Continuation of the sewer mains relining program
• Replacement Sewer Pump Stations

III. Current Challenges

• Implementation of the Infiltration and Inflow (I/I) study of the Town's sewer system
• Maintain program to alleviate chronic sewer back up areas
• Monitoring the sulfides in the sewer system
• Loss of Rate Reduction funding by the MWRA may impact MWRA rates.

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

• Continue to fund the Sewer Pump Station/Line Maintenance to reline problem sewer mains and to continue the Degreasing Program.
• Increase of utility costs

V. On the Horizon

• Coordination of the water and sewer line expansion and rehabilitation with the South Natick Hills and Chrysler Road Housing Development

Department of Public Works Water Division

I. Main Purpose of the Department

The Water Division operates and maintains the Town's water wells and water treatment plant. It provides safe and potable drinking water throughout the 196 miles of distribution mains throughout Town. The Division is responsible for water meter calibration, reading over 12,500 meters, and the installation, inspection and testing of backflow prevention devices. In addition, the Division is responsible for water quality testing on a weekly basis, the testing and maintenance of 1,400 fire hydrants and the repair of water leaks. Personnel from this Division are on-call twenty four hours a day, seven days a week to respond to any water emergency.

II. Recent Developments

• Recertification of the Environmental Management System (ISO 14001) at the Springvale Water Treatment Plant
• Completion of Backflow Prevention Program
• Annual water leak detection program to reduce unaccounted for water.
• Replacement of residential water services on various streets before street rehabilitation.(173 services Rockland st.-17, Nimitz circle-16,Macarthur Rd.-67,Patten Drive-3,Loconia Rd.-9,JenningsPond Rd.-13,Grove Rd.-22 Shore Rd.-5,North Main St.-10,Other Streets 11)

III. Current Challenges

• Continue to update the ISO 14001 Certification of the Springvale Water Treatment Plant
• Repair of the Town Forest Reservoir Roof
• Replacement of Springvale Wells #1 & #3
• Water Management act permit renewal

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

• Implement a new pump preventive maintenance schedule.
• Complete a review of the cost of electricity and review energy efficiency measures.

Budget Overview:

Department of Public Works Water Division (con't)

V. On the Horizon

• Coordination of the water and sewer line rehabilitation with the South Natick Hills and Chrysler Rd Housing Development.

Utility Billing Division

I. Main Purpose of the Department

The primary responsibility of the Department is the quarterly billing of 12,550 water and sewer accounts. These duties include preparation of quarterly invoices, dispute resolution with rate payers, special fee invoicing, etc. This Department is responsible for the certification of delinquent accounts to the Board of Assessors for inclusion as water and sewer liens transferred to real estate bills.

II. Recent Developments

In FY2010 a web application that will facilitate the public viewing of actual bills in a ".pdf" format was implemented.

III. Current Challenges

The format and content of information included with the water and sewer bill is being evaluated for clarity. The goal is to improve the information provided to ratepayers.

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

A more informative billing format was implemented in FY2011. This format will at a minimum include usage history, comprehensive explanation of bill calculation, and other informational materials. The budget request for FY 2013 continues to include funding for improved notification to delinquent accounts, notification to subsequent/new property owners, and additional research/resolution for returned mail.

V. On the Horizon

The development of increased Internet access to information and the development of information kiosks at Town Hall and Library are priorities for the near future.

Town of Natick

Home of Champions

Department: Water & Sewer Operations | Enterprise Fund

Staffing	2009	2010	2011	2012	2013
Water & Sewer Operations					
Water & Sewer Division Supervisor	1	1	1	1	1
Water & Sewer General Foreman	1	1	1	1	1
Administrative Assistant	1	1	1	1	1.49
Working Foreman	4	4	4	4	4
Heavy Equipment Operator	3	3	3	3	3
Skilled Laborer	6	5	5	5	5
Craftsman	3	3	3	3	3
GIS & Water Treatment Plant Supervisor	1	1	1	1	1
GIS Specialist	1	1	1	1	1
Chief Plant Operator	1	1	1	1	1
Night Operator	1	1	1	1	1
Station Operator	4	4	4	4	4
Utility Billing					
Executive Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Department Support	0.1	0.1	0.1	0.1	0.1
Total FTE	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**
Total FT/PT	**2 FT/ 1 PT**	**2 FT/ 1 PT**	**2 FT/ 1 PT**	**2 FT/ 1 PT**	**2 FT/ 1 PT**
Total FT/PT	**29 FT / 1 PT**	**28 FT / 1 PT**	**28 FT / 1 PT**	**28 FT / 1 PT**	**28 FT / 2 PT**

Notes

Utility Billing Notes:

Departmental Support person:
works 960 hours total

720 hours allocated to collections	0.4
240 hours allocated to utility billing	0.1

Performance Indicators

	2009	2010	2011	2012*	2013*
Workload Indicators					
Water & Sewer Operations					
Number of Water Leaks/Repairs (CY)	43	28	40	40	29
# of Sewer Backups			7	12	14
Total Number of Hydrants Replaced (CY)	15	7	15	15	11
Total Mileage of Water & Sewer Pipes	196.7/147.3	196.7/147.3	200/150	200/150	200/150
Number of Sewer Main lines Lined (in feet) (CY)	3,216	2,553	3000	3000	0
Water Pumped (in Millions of Gallons)	1,209	1,148	1175*	1250	1250

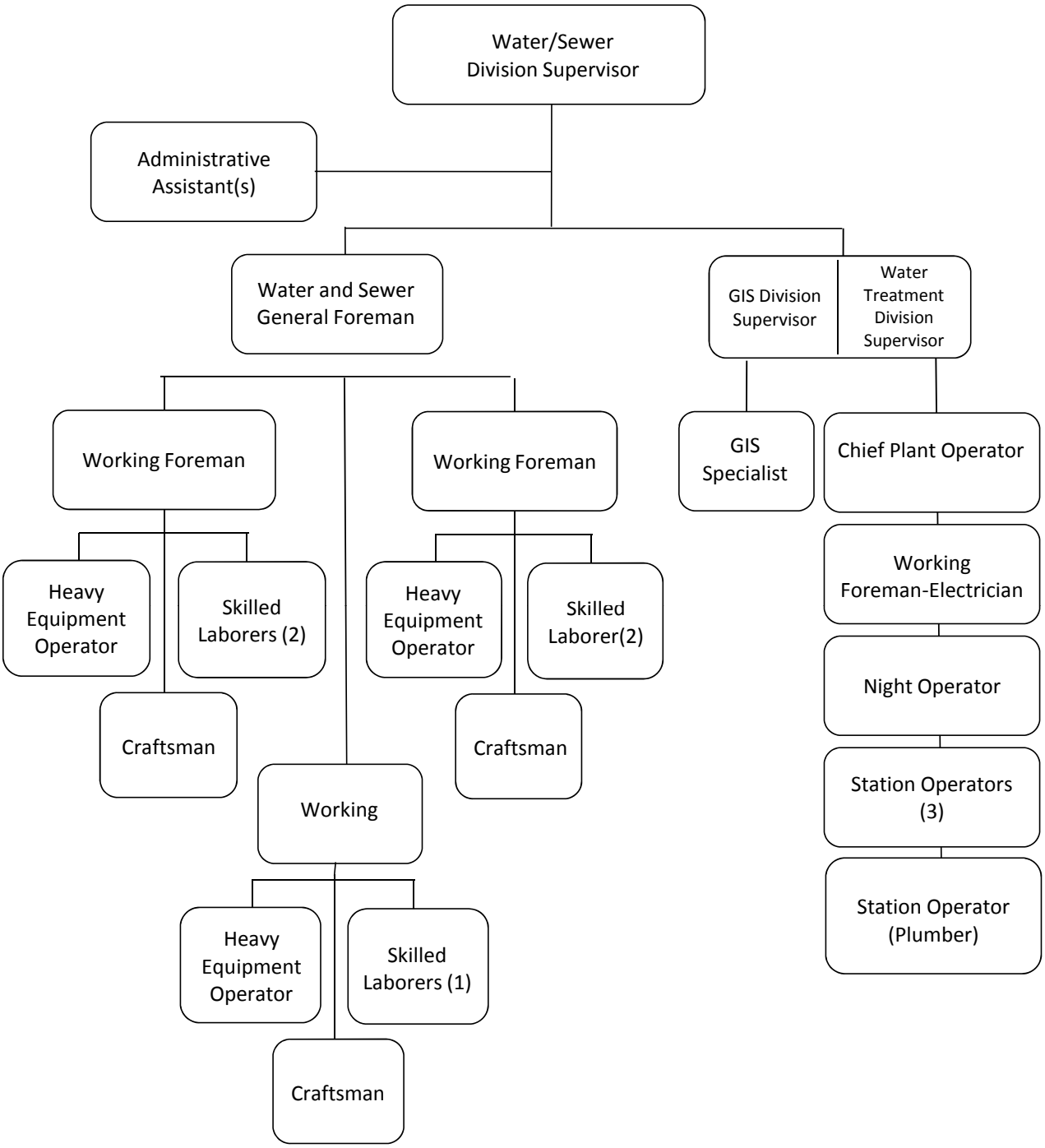
**Estimated*

	2009	2010	2011	2012*	2013*
Outcome Indicators					
Water & Sewer Operations					
# of Sewer Backups causing Insurance Claims(CY)	3	6	4	4	5

Utility Billing
See Treasurer's Budget (Section VII) for performance indicators related to utility billing.

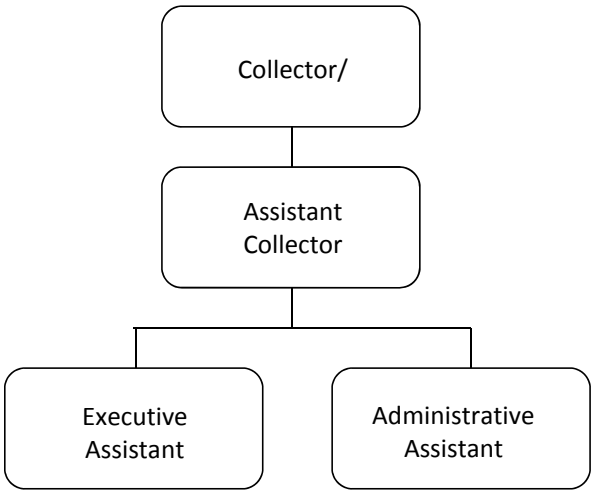
Department: Water & Sewer Operations | Enterprise Fund

Organizational Chart: Water & Sewer



Note: Water & Sewer Divisions under the management of the Director of Public Works

Organizational Chart: Utility Billing Operations



Note: Utility Billing Division is under the management of the Collector/Treasurer

Town of Natick

Home of Champions

Department: Water & Sewer	Enterprise Fund

Sewer Operations

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Salaries Supervisory	119,118	124,903	133,871	133,871	0	0.0%
Salaries Operational Staff	404,057	393,609	422,528	438,146	15,618	3.7%
Salaries Temp Oper. - Police Details	5,633	6,605	6,975	8,624	1,649	23.6%
Supervisory Additional Comp	12,827	11,965	12,450	12,450	0	0.0%
Operational Staff Additional Comp	18,580	19,935	25,850	23,150	-2,700	-10.4%
Operational Staff Overtime	72,223	58,522	57,850	57,850	0	0.0%
Personnel Services	**632,438**	**615,540**	**659,524**	**674,091**	**14,567**	**2.2%**
Repairs & Maint. Equipment	3,000	2,394	3,000	3,000	0	0.0%
Repairs & Maint. Other	3,000	2,955	3,000	3,000	0	0.0%
Utilities Electric	185,007	125,669	162,500	144,400	-18,100	-11.1%
Purchase of Services	**191,007**	**131,018**	**168,500**	**150,400**	**-18,100**	**-10.7%**
Licenses - CDL & Special	713	180	2,000	2,000	0	0.0%
Clothing Allowance Operational Staff	3,247	3,150	3,150	3,150	0	0.0%
Other Services Inc.	**3,960**	**3,330**	**5,150**	**5,150**	**0**	**0.0%**
Tech & Prof Svs & MWRA Sulfide Testing	11,109	12,986	15,000	15,000	0	0.0%
Tech/ Prof. Services	**11,109**	**12,986**	**15,000**	**15,000**	**0**	**0.0%**
Repairs & Maint. Misc. Constr.	4,000	3,128	4,000	4,000	0	0.0%
Supplies	**4,000**	**3,128**	**4,000**	**4,000**	**0**	**0.0%**
Sewer Pump Station/Line Maintenance	41,657	44,610	50,000	100,000	50,000	100.0%
MWRA Sewer Assessment	4,219,801	4,346,280	4,493,588	4,683,550	189,962	4.2%
Water/Sewer Damage Claims	95	35,000	5,000	5,000	0	0.0%
Other Chgs. / Exp.	**4,261,553**	**4,425,890**	**4,548,588**	**4,788,550**	**239,962**	**5.3%**
Total Operating Expenses	**5,104,066**	**5,191,891**	**5,400,762**	**5,637,191**	**236,429**	**4.4%**

Water Operations

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Salaries Supervisory	207,413	215,968	227,870	227,870	0	0.0%
Salaries Operational Staff	553,053	470,855	620,198	612,047	-8,151	-1.3%
Salaries Temp Operational	10,395	23,192	23,642	26,157	2,515	10.6%
Supervisory Additional Comp	22,477	27,861	22,250	22,250	0	0.0%
Operational Staff Additional Comp	26,921	27,602	28,660	29,210	550	1.9%
Operational Staff Overtime	58,666	57,856	46,250	48,400	2,150	4.6%
Personnel Services	**878,924**	**823,335**	**968,870**	**965,934**	**-2,936**	**-0.3%**
Repairs & Maint. Software	12,516	14,811	15,000	15,000	0	0.0%
Utilities	346,055	416,349	524,000	527,300	3,300	0.6%
GIS Software & Training	10,058	13,117	25,500	25,500	0	0.0%
Copy/Mail Center Fees	19,389	11,813	18,000	18,000	0	0.0%
Purchased Services: Miscellaneous	8,580	6,680	12,000	12,000	0	0.0%
Purchase of Services	**396,598**	**462,770**	**594,500**	**597,800**	**3,300**	**0.6%**
Licenses - CDL & Special	5,925	3,885	6,000	10,000	4,000	66.7%
Environmental Management - ISO 14001 Cert.	0	1,876	10,000	10,000	0	0.00%

Department: Water & Sewer	Enterprise Fund					
Clothing Allowance Operational Staff	4,200	3,500	4,200	4,200	0	0.0%
Other Services Inc.	**10,125**	**9,261**	**20,200**	**24,200**	**4,000**	**19.8%**
Implement SDWA Amendment	29,509	19,238	30,000	30,000	0	0.0%
Water Testing	24,556	24,710	25,000	25,000	0	0.0%
Tech./Prof. Services	**54,065**	**43,948**	**55,000**	**55,000**	**0**	**0.0%**
Repairs & Maint - Equipment	2,974	2,768	3,000	3,000	0	0.0%
Repairs & Maint - Facilities	1,960	2,000	2,000	2,000	0	0.0%
Repairs & Maint - Hydrants	9,854	10,000	10,000	10,000	0	0.0%
Repairs & Maint - Misc. Repairs	17,919	18,282	18,000	18,000	0	0.0%
Repairs & Maint - Misc. Constr	17,952	17,997	18,000	18,000	0	0.0%
Supplies	**50,660**	**51,047**	**51,000**	**51,000**	**0**	**0.0%**
					0	#DIV/0!
Chemical Supplies	149,840	177,504	145,000	177,500	32,500	22.4%
Obsolete Meters	29,874	28,338	30,000	30,000	0	0.0%
Service Connections	14,843	14,889	15,000	18,000	3,000	20.0%
Other Supplies	**194,557**	**220,731**	**190,000**	**225,500**	**35,500**	**18.7%**
Water Well/Water Line Maint.	138,022	139,637	150,000	150,000	0	0.0%
New Hydrant Installation	9,227	9,924	10,000	10,000	0	0.0%
Asphalt Crushing	14,718	11,899	15,000	15,000	0	0.0%
DEP Assessment	1,438	10,704	14,000	14,000	0	0.0%
MWRA Discharge Permit	2,965	3,076	4,000	4,000	0	0.0%
Other Charges/Expenditures	**166,370**	**175,240**	**193,000**	**193,000**	**0**	**0.0%**
Total Operating Expenses	**1,751,298**	**1,786,332**	**2,072,570**	**2,112,434**	**39,864**	**1.9%**

Utility Billing

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Salaries Operational Staff	90,742	93,451	95,829	95,829	0	0.0%
Part-Time Operational Staff	4,097	3,766	4,835	4,835	0	0.0%
Operational Staff - Additional Comp	509	934	954	955	1	0.1%
Operational Staff Overtime	156	199	2,000	2,000	0	0.0%
Personnel Services	**95,503**	**98,349**	**103,618**	**103,618**	**0**	**0.0%**
Repair & Maint Equipment	2,262	0	4,000	4,000	0	0.0%
In State Travel/Meetings	0	0	500	750	250	50.0%
Training & Education	0	0	2,500	2,500	0	0.0%
Communication Telephone	861	861	1,500	1,500	0	0.0%
Communication Postage	18,372	18,902	20,000	22,000	2,000	10.0%
Collection Activities	1,100	9,429	10,000	10,000	0	0.0%
Copy/Mail Center Fees	34,328	39,948	33,000	40,000	7,000	21.2%
Purchase of Services	**56,924**	**69,140**	**71,500**	**80,750**	**9,250**	**12.9%**
Utility Billing Software	0	0	15,000	15,000	0	0.0%
Utility Billing Printing	9,123	7,951	30,200	30,200	0	0.0%
Tech/Prof. Services	**9,123**	**7,951**	**45,200**	**45,200**	**0**	**0.0%**

Department: Water & Sewer	Enterprise Fund					
Office Supplies	2,783	5,254	4,000	4,000	0	0.0%
Supplies	**2,783**	**5,254**	**4,000**	**4,000**	**0**	**0.0%**
Total Utility Billing	**164,334**	**180,693**	**224,318**	**233,568**	**9,250**	**4.1%**

Employee Benefits

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
FICA {Medicare}	18,575	17,306	20,100	25,170	5,070	25.2%
Insurance Group Health & Life	375,662	395,891	380,795	387,484	6,689	1.8%
LIUNA Pension	40,229	34,817	41,604	39,980	-1,624	-3.9%
Other Personnel Services	**434,466**	**448,014**	**442,499**	**452,634**	**10,135**	**2.3%**
Funding Schedule (22 Year) (W&S)	171,725	179,453	187,526	199,959	12,433	6.6%
Other Charges & Expenditures	**171,725**	**179,453**	**187,526**	**199,959**	**12,433**	**6.6%**
Total Employee Benefits	**606,191**	**627,467**	**630,025**	**652,593**	**22,568**	**3.6%**

Water & Sewer Debt Service

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Water Principal Sub-Totals	$ 1,207,720	$ 1,233,640	$ 1,479,662	$ 1,181,711	-297,951	-20.1%
Sewer Principal Sub-Totals	$ 419,650	$ 512,000	$ 347,477	$ 332,477	-15,000	-4.3%
Principal Totals	**1,627,370**	**1,745,640**	**1,827,139**	**1,514,188**	**-312,951**	**-17.1%**
Interest on Debt Water Sub-Totals	$ 380,213	$ 319,203	$ 341,804	$ 306,828	-34,976	-10.2%
Interest on Debt Sewer Sub-Totals	$ 163,156	$ 200,574	$ 147,275	$ 119,434	-27,841	-18.9%
Bond Anticipation Notes	$ 6,707	$ 21,812	$ 25,000	$ 25,000	0	0.0%
Interest Totals	**550,077**	**541,589**	**514,079**	**451,262**	**-62,817**	**-12.2%**
Total Water & Service Debt Service	**2,177,447**	**2,287,229**	**2,341,218**	**1,965,450**	**-375,767**	**-16.1%**

Reserve Fund

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Reserve Fund	0	0	200,000	200,000	0	0.0%
Total Reserve Fund	**-**	**-**	**200,000**	**200,000**	**0**	**0.0%**

Narrative:

Sanitary Sewer Operations

Personnel Services
Salaries Supervisory: To fund the positions of Coordinator of Technical Services and .5 of the Supervisor of Sewer and Water, who oversees this division.
Salaries Operational Staff: To fund eleven employees who maintain and repair the sewer mains in the town.
Salaries Temporary Operational: This fund is for police details for work done in the roadways and part time help.
Supervisory Additional Compensation: This fund is for education incentive stipends and service award.
Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.
Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Purchase of Services
Equipment Repairs/Maintenance: This fund is for the repairs and maintenance of the town's thirty six sewer pump stations which include check valves, motor starters, mechanical seals, etc.
Repairs/Maintenance Other: This fund is for the repairs and maintenance of the alarms, wiring and fencing.
Electricity: This fund is for the use of electricity at the Sewer Pumping Stations.

Other Services (Misc.)
Licenses CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, required training etc.
Clothing Allowance Operational Staff: This fund is for the clothing allowance per union agreement.

Tech & Professional Services
Professional Services-MWRA/Sulfide Testing: This fund is for the testing of the sewer before it enters the Massachusetts Water Resource Authority (MWRA) sewer system and other professional services dealing with this issue as required by the municipal discharge permit.

Supplies
Miscellaneous Construction Repairs and Maintenance: This fund is for the repairs and maintenance of sewer pipe, fittings, sewer camera, manhole covers and sewer rod equipment.

Other Charges

Sewer Line Maintenance: This fund is used for the engineering, repairing, maintenance and rehabilitation of the thirty six sewer pump stations and for the 150 miles of sewer mains such at television sewers, replacement of sewer pipe and manholes.
Massachusetts Water Resource Authority (MWRA) Assessment: This fund is for the costs of the town's sewer discharge into the MWRA sewer collection system.

Water Operations

Personnel Services

Salaries Supervisory: To fund the positions of GIS/Water Treatment Plant Supervisor, GIS Specialist and .5 Supervisor of Water and Sewer, who oversees this division.
Salaries Operational Staff: To fund thirteen employees positions who maintain and repair the water distribution system.
Salaries Temporary Operational: This fund is for police details for work done in the roadways and for part time help.
Supervisory Additional Compensation: This fund is for education incentive stipends and service award.
Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.
Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Narrative:

Water Operations (con't)

Purchase of Services
Repairs and Maintenance Software: This fund is used for the Scada System at the Water Treatment Plant. It covers the upgrade of intrusion software, hardware replacements and other related computer items.
Electricity: This fund is for the use of electricity at the Water Treatment Plant, Evergreen Wells, Morse's Pond Well, Pine Oaks Well, Elm Bank Well and the Booster Station at Captain Toms Hill.
Copy Mail Center: This fund is for department's share of the copy/mail center cost.
Purchased Services Miscellaneous: This fund is used for supplies and equipment including printers, computers, computer hardware etc.

Other Services Misc.
Licenses CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, Water, memberships to NEWWA, required training, etc.
Environmental Management System: This fund is for the audits required to maintain the Environmental Management System and the ISO Certification.
Clothing Allowance Operational Staff: This fund is for the clothing allowance per union agreement.
Safe Drinking Water Act (SDWA) Amendment: This fund is for all Volatile Organic Compounds (VOC) water and other tests mandated by the Department of Environment Protection (DEP), Environmental Protection Agency (EPA) and Safe Drinking Water Act (SDWA).

Supplies
Water Tests: This fund is for all weekly water testing which includes coliform, manganese, fluoride, lead and copper.
Equipment Repairs/Servicing: This fund is for the repair of metal detectors, hoses and tapping machine.
Facility Repairs and Maintenance: This fund is for the repairs of locks, the purchase of propane gas and belts for air strippers.
Hydrant Repairs and Maintenance: This fund is used to repair and maintain the 1,200 fire hydrants in town.
Miscellaneous Construction Repairs and Maintenance: This fund is for replacing old water gates, ductile iron water pipe, gate boxes, large pipe fittings, tapping sleeves and gates.

Other Supplies
Chemical Supplies: This fund is for the chemicals (chlorine gas, hydroflousilic acid and potassium permanganate) injected into the water.
Replace Obsolete Meters: This fund is for the replacement of large water meters and flow meters for the water wells and for the calibration of large meters, etc.
Service Connections: This fund is to replace old water line services and replacing the water line in the streets that are to be repaved, including one inch plastic water pipe, curb stops, brass fittings, service boxes and cellar valves, etc.

Other Charges & Expenditures
Water Line Maintenance: This fund is for repairs and maintenance at the water treatment plant, water pump stations and water wells, consultant fees and emergencies.
New Hydrant Installation: This fund is for the installation and replacement of old fire hydrants.
Asphalt Crushing: This fund is used to hire a crusher for the gravel pit to recycle extra dirt and asphalt.
Department of Environment Protection Assessment: This fund is used for the DEP annual assessment.
Massachusetts Water Resource Authority Discharge Permit: This fund is used to pay the Massachusetts Water Resource Authority for the water discharge permit at the water treatment plant.

Utility Billing Operations

Personnel Services
Salaries Operational Staff Salaries for two staff positions are funded in this line item. This positions are responsible for preparation of monthly water and sewer charges, special billings (final bills, flat charges, etc.), printing of water / sewer bills, posting payments, customer service inquiries, file maintenance, etc. A full time position has been reduced in the Collector's budget after an employee retirement. This position (Administrative Assistant) will be funded in the amount of 50% via indirect charge to the General Fund. The addition of a part time position is also included in this staffing change.

Narrative:

Utility Billing Operations

Personnel Services (con't)
Part Time Operational This funds 240 hours of part time operational staff. This position will provide administrative / clerical support to the Finance Director/ Collector and will be available during peak receipt periods to supplement the full time Utility Billing staff.
Overtime Operational This funds overtime worked by operational staff during peak receipt periods.

Purchase of Services
Repairs and Maintenance This is for the maintenance and repair of business equipment used in the Collector's office for Utility Billing purposes. The primary equipment is the high speed laser printer used for production of the water / sewer bills and bar code scanning equipment, etc.
In State Travel/Meetings For attendance at Department of Revenue seminars, Treasurer / Collector Association meetings, and administrative / clerical support staff seminars.
Training and Education The costs related to POINT Software training, Neptune meter reading and inventory systems, and PC specialized training seminars, etc.
Communication Telephone This is the proportional costs assigned to the Utility Billing for telephone service.
Communication Postage This is the direct cost associated with the mailings from the Utility Billing Collector's Office. (Water / Sewer bills, water quality survey, water ban, etc.) This item is reduced to reflect the actual amounts expended over the past several years. There has not been a need to mail notices for a mandatory water BAN. Costs will also be reduced as a result of utility billing enhancements which include CASS certified mailing of bills.
Collection Activities These funds are for additional mailings of notices of unpaid / delinquent charges, and demand bills, and other accounts receivable.
Copy/Mail Center Fees This is the proportional cost assigned to the Utility Billing Collector's Office for mail center labor for mail handling and copy charges.

Technical & Professional Services
Utility Billing Software This is utilized for minor programming modifications for water / sewer billing. These would include modifications not included in the annual maintenance that Point Software provides for the Water and Sewer receivable / collection system. The annual maintenance contracts for all Point Software applications are included in the Information Technology budget. This line item was increased by $10,000 in FY2009 to facilitate the programming / modifications of an improved bill format, revenue forecasting, and web applications.
Utility Billing Printing The cost of services and supplies for the preparation of water / sewer bills including forms, consumables (toner), CASS certification software (Accu-Zip). This line item was increased to include a non capital lease for software to facilitate CASS certified mailings (see reduction in Postage).

Supplies
Office Supplies General office supplies for the Utility Billing Collector's Office for employee benefit and bank reconciliation functions.

Employee Benefits
Pays for benefits for Water & Sewer Benefit eligible employees.

Debt Service
Principal Payments:
The requested budget amount of $1,827,139 represents repayment of principal for multiple water and sewer capital improvement projects.
Interest Payments:
The requested budget amount of $514,079 represents the respective interest payments associated with general obligation bonds issued for water and sewer projects. Of that amount, $25,000 represents the estimated amount for Bond Anticipation Notes & issue costs (bond counsel, financial advisor, rating agency fees, etc.) for authorized borrowings.

Department: Water & Sewer Operations Line-Item Detail

Reserve Fund
Covers $200,000 for emergencies & unforeseen contingencies within the fund.

Department: Water & Sewer Operations Benefits

Water & Sewer Employee Health Benefits Summary

Active		
- Traditional HMO's	$	-
- Rate Saver HMO's	$	289,638
Tier #1 Safety Net	$	11,200
Tier #2 Safety Net	$	-
Tier #3 Safety Net	$	-
Sentinel Benefits Administration Fee	$	1,296
Retiree		
- Retiree Health Plans	$	84,025
Life Insurance ($4.25/mo. x Total Benefited Employees)	$	1,325
Total Employee Health Benefits	**$**	**387,484**

Water & Sewer Enterprise - Active Employees - Rate Saver HMO's

Active Employees

Active Employees Plans:	Individual			Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	603.00	90.00%	542.70	1,620.00	80.00%	1,296.00	
			1			1	
Annual Total			**$6,512**			**$15,552**	**$ 22,064**
Fallon Group Direct Care							
Monthly Rates (Regular Members)	485.00	90.00%	436.50	1,305.00	80.00%	1,044.00	
Participants			0			1	
Annual Total			**$0**			**$12,528**	**$ 12,528**
Fallon Group Select Care							
Monthly Rates (Regular Members)	521.00	90.00%	468.90	1,404.00	80.00%	1,123.20	
Participants			0			0	
Annual Total			**$0**			**$0**	**$ -**
Harvard / Pilgrim							
Monthly Rates (Regular Members)	586.00	90.00%	527.40	1,529.00	80.00%	1,223.20	
Participants			5			9	
Annual Total			**$31,644**			**$132,106**	**$ 163,750**
Tufts Navigator							
Monthly Rates (Regular Members)	620.00	90.00%	558.00	1,623.00	80.00%	1,298.40	
Participants			2			5	
Annual Total			**$13,392**			**$77,904**	**$ 91,296**

Premium Cost Summary	**Enrollments**		
	Single	**Family**	
Active Health Plans	8	16	**$ 289,638**
Tier #1 Safety Net			**$ 11,200**
Tier #2 Safety Net			**$ -**
Tier #3 Safety Net			**$ -**
Sentinel FSA Costs			**$ 1,296**
Total Appropriation Needed			**$ 302,134**

Enrollments as of 12/2011
Rates established on 1/24/2012

Water & Sewer Enterprise - Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans:	Individual			Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	$	%	$	$	%	$	$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	603.00	90.00%	542.70	1,620.00	80.00%	1,296.00	
			0			0	
Annual Total			**$0**			**$0**	**$ -**
Fallon Group Select Care							
Monthly Rates (Regular Members)	521.00	90.00%	468.90	1,404.00	80.00%	1,123.20	
Participants			0			0	
Annual Total			**$0**			**$0**	**$ -**
Harvard / Pilgrim							
Monthly Rates (Regular Members)	586.00	90.00%	527.40	1,529.00	80.00%	1,223.20	
Participants			2			0	
Annual Total			**$12,658**			**$0**	**$ 12,658**
Tufts Navigator							
Monthly Rates (Regular Members)	620.00	90.00%	558.00	1,623.00	80.00%	1,298.40	
Participants			0			2	
Annual Total			**$0**			**$31,162**	**$ 31,162**
Harvard / Pilgrim PPO							
Rates (Regular Members)	1,562.00	50.00%	781.00	3,469.40	50.00%	1,734.70	
Participants			**1**			**0**	
Annual Total			**$9,372**			**$0**	**$ 9,372**
Tufts POS							
Monthly Rates (Regular Members)	1,562.00	50.00%	781.00	3,469.40	50.00%	1,734.70	
Participants			**0**			**0**	
Annual Total			**$0**			**$0**	**$ -**

Premium Cost Summary	Enrollments		
	Single	Family	
Active Health Plans	3	2	$ 53,191
Tier #1 Safety Net			$ 2,000
Tier #2 Safety Net			$ -
Tier #3 Safety Net			$ -
Sentinel FSA Costs			$ 270
Total Appropriation Needed			**$ 55,461**

Retirees - Medicare Eligible

Senior Plans:	Individual				Individual		
HEALTH PLANS:	Total	Town Share		HEALTH PLANS:	Total	Town Share	
	$	%	$		$	%	$
HPHC Medicare Enhancement				**Medex III**			
Monthly Rates (Senior Care)	378.00	62.75%	237.20	Monthly Rates (Senior Care)	424.00	61.37%	260.21
Monthly Rates (Senior Care)	415.80	62.75%	260.91	Monthly Rates (Senior Care)	466.40	61.37%	286.23
Participants			2	Participants			4
Total			**$5,977**	**Total**			**$13,115**
Fallon Senior Plan				**Tufts Medicare Plus**			
Monthly Rates (Senior Care)	267.00	68.05%	181.69	Monthly Rates (Senior Care)	317.00	65.20%	206.68
Monthly Rates (Senior Care)	293.70	68.05%	199.86	Monthly Rates (Senior Care)	348.70	65.20%	227.35
Participants			0	Participants			6
Total			**$0**	**Total**			**$7,441**
Tufts Medicare Preferred HMO				**BCBS Managed Blue for Seniors**			
Monthly Rates (Senior Care)	226.00	71.32%	161.18	Monthly Rates (Senior Care)	402.00	61.99%	249.20
Monthly Rates (Senior Care)	248.60	71.32%	177.30	Monthly Rates (Senior Care)	442.20	61.99%	274.12
Participants			1	Participants			0
			$2,031	**Total**			**$0**

Medicare Eligible Retirees	Enrollments	
	Single	Family
	13	0

Total Medicare Eligible Employees (Senior Plans)	**$28,563**
Total Retiree Health Care	**$84,025**

Rates Change on 1/1

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2012 Principal	Fiscal Year 2013 Principal	Fiscal Year 2014 Principal	Fiscal Year 2015 Principal	Fiscal Year 2016 Principal	Fiscal Year 2017 Principal	Issue Balance	Total Outstanding Principal
1998	Water Treatment Plant	$ 1,175,000	$ 62,000	$ 62,000	$ 62,000	$ 52,000	$ 52,000	$ 52,000	$ 139,000	$ 419,000
1998	Sewer (Pleasant, Rockwood,etc.)	$ 285,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 25,000	$ 85,000
1999	Sewer (Pleasant, Eliot, Union, etc.)	$ 750,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 105,000	$ 280,000
1999	Sewer (Union St)	$ 615,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 75,000	$ 215,000
1999	Water (Lakeshore Dr)	$ 500,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 75,000	$ 200,000
2000	Water (Lakeshore Dr)	$ 540,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 100,000	$ 225,000
2000	Sewer (Boden Ln & Water, Lincoln, etc.)	$ 1,335,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 160,000	$ 360,000
2002	Water Meters	$ 1,800,000	$ 180,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2002	Water Relining	$ 700,000	$ 70,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2002	Water Relining	$ 1,420,000	$ 140,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2002	Sewer (Lakeshore Rd)	$ 430,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 100,000	$ 200,000
2002	Sewer (Leach Ln)	$ 210,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000	$ 100,000
2003	Water Elm Bank *Refunded	$ 1,375,000	$ 140,000	$ 135,000	$ -	$ -	$ -	$ -	$ -	$ 135,000
2004	Water Meters	$ 350,000	$ 35,000	$ 35,000	$ 35,000	$ -	$ -	$ -	$ -	$ 70,000
2005	Sewer I&I (MWRA)	$ 338,250	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2006	Sewer (Speen St, Park Ave	$ 2,100,000	$ 105,000	$ 105,000	$ 105,000	$ 105,000	$ 105,000	$ 105,000	$ 1,050,000	$ 1,575,000
2007	Water Treatment (MWPAT) *Refunded	$ 4,884,838	$ 227,662	$ 233,911	$ 243,023	$ 250,438	$ 258,294	$ 268,041	$ 2,553,695	$ 3,807,401
2008	Water Treatment Plant *Refunded	$ 225,925	$ 30,000	$ 30,000	$ 25,000	$ 20,000	$ 15,000	$ 15,000	$ -	$ 105,000
2009	Water Relining	$ 3,000,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 1,800,000
2009	Equipment W-9 Backhoe	$ 90,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ 50,000
2009	Equipment W-29 Dump Truck	$ 70,000	$ 15,000	$ -	$ -	$ -	$ -		$ -	$ -
2010	Water Relining	$ 600,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 180,000	$ 480,000
2010	Springvale Well	$ 250,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 75,000	$ 200,000
2010	Reservoir Refurbishment	$ 500,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 150,000	$ 400,000
2010	Sewer Pump Station 5	$ 300,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 90,000	$ 240,000
2010	Sewer Jet Truck	$ 250,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 75,000	$ 200,000
2010	Sewer I&I (MWRA)	$ 77,385	$ 15,477	$ 15,477	$ 15,477	$ 15,477	$ -	$ -	$ -	$ 46,431
2011	Final Phase V	$ 800,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 470,000	$ 745,000
Estimated	Final Phase V	$ -	$ 25,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Estimated	Ground Water Wells	$ -	$ 30,000	$ -	$ -	$ -	$ -		$ -	$ -
Estimated	Capital Equipment (2011 ATM's)	$ 150,000		$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	$ 150,000
Estimated	Capital Improvements (2011 ATM's)	$ 1,130,000		$ 115,800	$ 115,800	$ 115,800	$ 115,800	$ 115,800	$ 551,000	$ 1,130,000
Water and Sewer Enterprise Principal			**$ 1,827,139**	**$ 1,514,188**	**$ 1,383,300**	**$ 1,340,715**	**$ 1,323,094**	**$ 1,332,841**	**$ 6,323,695**	**$ 13,217,832**
Total Amount Remaining				**$ 13,217,832**	**$ 11,703,644**	**$ 10,320,344**	**$ 8,979,630**	**$ 7,656,536**	**$ 6,323,695**	**$ -**

Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Amount Issued	Fiscal Year 2012 Interest	Fiscal Year 2013 Interest	Fiscal Year 2014 Interest	Fiscal Year 2015 Interest	Fiscal Year 2016 Interest	Fiscal Year 2017 Interest	Issue Balance	Total Outstanding Interest
1998	Water Treatment Plant	$ 1,175,000	$ 22,014	$ 13,576	$ 9,775	$ 8,575	$ 7,475	$ 1,425	$ 1,950	$ 42,776
1998	Sewer (Pleasant, Rockwood,etc.)	$ 285,000	$ 4,454	$ 3,124	$ 2,368	$ 1,118	$ 878	$ 638	$ 79	$ 8,203
1999	Sewer (Pleasant, Eliot, Union, etc.)	$ 750,000	$ 15,264	$ 8,884	$ 9,825	$ 4,075	$ 3,375	$ 2,675	$ 4,855	$ 33,689
1999	Sewer (Union St)	$ 615,000	$ 11,781	$ 7,957	$ 3,650	$ 3,050	$ 2,500	$ 2,000	$ 7,263	$ 26,419
1999	Water (Lakeshore Dr)	$ 500,000	$ 10,903	$ 7,793	$ 3,500	$ 3,000	$ 2,500	$ 2,000	$ 7,263	$ 26,056
2000	Water (Lakeshore Dr)	$ 540,000	$ 12,450	$ 8,220	$ 9,050	$ 3,500	$ 3,000	$ 2,500	$ 8,194	$ 34,464
2000	Sewer (Boden Ln & Water, Lincoln, etc.)	$ 1,335,000	$ 19,920	$ 10,132	$ 11,500	$ 10,600	$ 4,750	$ 3,950	$ 6,690	$ 47,622
2002	Water Meters	$ 1,800,000	$ 8,100	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2002	Water Relining	$ 700,000	$ 3,150	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2002	Water Relining	$ 1,420,000	$ 6,300	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2002	Sewer (Lakeshore Rd)	$ 430,000	$ 10,820	$ 9,920	$ 9,000	$ 8,040	$ 7,040	$ 6,040	$ 21,220	$ 61,260
2002	Sewer (Leach Ln)	$ 210,000	$ 5,410	$ 4,960	$ 4,500	$ 4,020	$ 3,520	$ 3,020	$ 10,610	$ 30,630
2003	Water Elm Bank *Refunded	$ 1,375,000	$ 8,200	$ 2,700	$ -	$ -	$ -	$ -	$ -	$ 2,700
2004	Water Meters	$ 350,000	$ 4,200	$ 2,800	$ 1,400	$ -	$ -	$ -	$ -	$ 4,200
2005	Sewer I&I (MWRA)	$ 338,250	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2006	Sewer (Speen St, Park Ave	$ 2,100,000	$ 66,150	$ 62,081	$ 58,144	$ 54,206	$ 50,138	$ 45,938	$ 262,369	$ 532,875
2007	Water Treatment (MWPAT) *Refunded	$ 4,884,838	$ 106,425	$ 100,177	$ 91,065	$ 83,651	$ 75,936	$ 123,775	$ 217,563	$ 692,167
2008	Water Treatment Plant *Refunded	$ 225,925	$ 4,550	$ 3,575	$ 2,600	$ 1,788	$ 1,088	$ 563	$ 563	$ 10,175
2009	Water Relining	$ 3,000,000	$ 81,375	$ 66,375	$ 56,250	$ 45,750	$ 34,875	$ 23,625	$ 35,625	$ 262,500
2009	Equipment W-9 Backhoe	$ 90,000	$ 2,313	$ 1,813	$ 1,475	$ 1,125	$ 763	$ 388	$ 388	$ 5,950
2009	Equipment W-29 Dump Truck	$ 70,000	$ 750	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2010	Water Relining	$ 600,000	$ 14,700	$ 13,500	$ 12,150	$ 10,650	$ 9,150	$ 7,500	$ 9,900	$ 62,850
2010	Springvale Well	$ 250,000	$ 6,125	$ 5,625	$ 5,063	$ 4,438	$ 3,813	$ 3,125	$ 4,128	$ 26,191
2010	Reservoir Refurbishment	$ 500,000	$ 12,250	$ 11,250	$ 10,125	$ 8,875	$ 7,625	$ 6,250	$ 8,250	$ 52,375
2010	Sewer Pump Station 5	$ 300,000	$ 7,350	$ 6,750	$ 6,075	$ 5,325	$ 4,575	$ 3,750	$ 4,950	$ 31,425
2010	Sewer Jet Truck	$ 250,000	$ 6,125	$ 5,625	$ 5,063	$ 4,438	$ 3,813	$ 3,125	$ 4,128	$ 26,191
2010	Sewer I&I (MWRA)	$ 77,385	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2011	Phase V	$ 800,000	$ 25,725	$ 24,625	$ 22,975	$ 21,325	$ 19,675	$ 16,925	$ 75,225	$ 180,750
Estimated	Final Phase V		$ 6,275	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Estimated	Ground Water Wells		$ 6,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Estimated	Capital Equipment (2011 ATM's)	$ 150,000	$ -	$ 5,250	$ 4,200	$ 3,150	$ 2,100	$ 1,050	$ -	$ 15,750
Estimated	Capital Improvements (2011 ATM's)	$ 1,130,000	$ -	$ 39,550	$ 35,497	$ 31,444	$ 27,391	$ 23,338	$ 56,882	$ 214,102
	BANs and Issue Costs	$ -	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -	$ 125,000
Water and Sewer Enterprise Interest			**$ 514,079**	**$ 451,262**	**$ 400,248**	**$ 347,141**	**$ 300,977**	**$ 308,598**	**$ 748,092**	**$ 2,556,319**
Total Amount Remaining				**$ 2,556,319**	**$ 2,105,057**	**$ 1,704,809**	**$ 1,357,667**	**$ 1,056,690**	**$ 748,092**	**$ -**

Summary of Debt - Water & Sewer Enterprise Fund

	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Issue	Total
Water & Sewer Enterprise Fund Principal	$ 1,827,139	$ 1,514,188	$ 1,383,300	$ 1,340,715	$ 1,323,094	$ 1,332,841	$ 6,323,695	$ 13,217,832
Water & Sewer Enterprise Fund Interest	$ 514,079	$ 451,262	$ 400,248	$ 347,141	$ 300,977	$ 308,598	$ 748,092	$ 2,556,319
Total Annual Debt Service	**$ 2,341,218**	**$ 1,965,450**	**$ 1,783,548**	**$ 1,687,856**	**$ 1,624,071**	**$ 1,641,439**	**$ 7,071,787**	**$ 15,774,151**
Total Amount Remaining	**$ -**	**$ 15,774,151**	**$ 13,808,701**	**$ 12,025,153**	**$ 10,337,297**	**$ 8,713,226**	**$ 7,071,787**	**$ -**

Town of Natick

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Department: Water & Sewer Operations — Indirect Cost Allocations

PERCENTAGE ALLOCATIONS	PERSONNEL	FRINGE	EXPENSES	TOTAL
DPW ADMINISTRATION	$ 80,715	$ 31,162	$ 14,876	$ 126,753
BUILDING MAINTENANCE	$ 48,217	$ 18,616	$ 56,238	$ 123,071
ENGINEERING SERVICES	$ 193,907	$ 74,863	$ 50,100	$ 318,870
GIS SERVICES	$ (48,292)	$ (18,644)	$ -	$ (66,936)
EQUIPMENT MAINTENANCE	$ 175,200	$ 67,641	$ 90,635	$ 333,476
HIGHWAY MAINTENANCE	$ 131,860	$ 50,908	$ 184,715	$ 367,483
PUBLIC SAFETY	256,985	99,216	13,689	$ 369,890
FINANCIAL / ADMINISTRATIVE	323,909	125,054	170,620	$ 619,583
DEBT SERVICE	-	-	69,626	$ 69,626
PROPERTY INSURANCE	-	-	208,383	$ 208,383
ENERGY	-	-	111,315	$ 111,315
SUBTOTAL - GENERAL FUND	1,162,501	448,816	970,197	$ 2,581,514

Notes:

Indirect Costs are based upon the Previous Fiscal Year's (FY 2012) 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.

Water/Sewer Enterprise Fund Projection & Initial Proposed Single-Family Home Rate for FY 2013

Water/Sewer Enterprise Fund Projection - FY 2013 - FY 2015

Summary: The projection shown below is for planning purposes **ONLY**. It is not intended to serve as a budget or plan for expenditures. Accounting for level indirect costs and funding of requested capital projects through a mixture of debt and retained cash financing, FY 2013 should see no rate increase (See below). Later years, however, rates will likely be between 4-8% increases annually, driven mainly by anticipated 7.5% increases in the MWRA assessment annually and full funding of capital requests.

	2010 Actual	2011 Actual	2012 Appropriated	2013 Estimate	2014 Estimate	2015 Estimate
Revenues						
User Charges	$ 11,745,779	$ 12,353,351	$ 12,439,776	$ 12,397,751	$ 13,299,278	$ 13,802,360
Connection Fees	$ 117,505	$ 104,470	$ 170,000	$ 160,000	$ 160,000	$ 160,000
Other Departmental Income	$ 1,116,991	$ 758,698	$ 750,000	$ 750,000	$ 850,000	$ 850,001
Investment Income	$ 41,470	$ 66,356	$ 45,000	$ 75,000	$ 75,000	$ 75,001
Capital Article Closeouts/Trans.		$ 150,000	$ -	$ -	$ -	$ -
Retained Earnings		$ -	$ 320,000	$ 1,257,000	$ 400,000	$ 400,000
Total Revenues	**$ 13,021,745**	**$ 13,432,875**	**$ 13,724,776**	**$ 14,639,751**	**$ 14,784,278**	**$ 15,287,362**
Expenses						
Sewer	$ 5,104,066	$ 5,191,891	$ 5,400,762	$ 5,637,191	$ 6,059,980	$ 6,514,479
Water	$ 1,751,298	$ 1,786,332	$ 2,072,570	$ 2,112,434	$ 2,175,807	$ 2,241,081
Utility Billing	$ 164,334	$ 180,693	$ 224,318	$ 233,568	$ 240,575	$ 247,792
Fringe Benefits	$ 606,191	$ 627,467	$ 630,025	$ 652,593	$ 717,853	$ 789,638
Debt Service	$ 2,177,447	$ 2,287,229	$ 2,341,218	$ 1,965,450	$ 2,408,548	$ 2,312,856
Reserve Fund	$ -	$ -	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Indirects (included in G/F)	$ 2,506,417	$ 2,449,757	$ 2,535,883	$ 2,581,514	$ 2,581,514	$ 2,581,514
Capital	$ 350,000	$ 312,000	$ 320,000	$ 1,257,000	$ 400,000	$ 400,001
Total Expenses	**12,659,752**	**12,835,370**	**13,724,776**	**14,639,751**	**14,784,278**	**15,287,362**

Preliminary Proposed Single-Family Water & Sewer Rates for FY 2013

Summary: Just as the projection above, the projected rates below are purely for illustrative purposes only. Actual rates will be determined through recalibration of the rate model in preparation of meeting with the Water & Sewer Commissioners for FY 2013 rate setting, which will begin in April 2012. Should the budget be approved as it is recommended, including funding of the revised capital requests, the impact upon this years rates is shown below. Average W/S bills for a single family home would not increase.

Rate Options for the average Single-Family House (26.57 HCF/quarter)

2012	**Combined Rate**	**Annual Cost**	**0.00%**
Bills	$ 5.70	$ 228.00	
	$ 9.76	$ 390.40	
	$ 15.72	$ 413.12	
		$ 1,031.52	
2013 (draft)	**Combined Rate**	**Annual Cost**	
Bills	$ 5.70	$ 228.00	
	$ 9.76	$ 390.40	
	$ 15.72	$ 413.12	
		$ 1,031.52	
Cost increase/year over FY 2012		**$ -**	
Cost increase/quarter over FY 2012		**$ -**	

Article 14:
Motion I:
Sassamon Trace Golf Course
Enterprise Fund

Summary
Operations
Debt Service
Fringe Benefits
Three-Year Projection

Finance Committee Recommendation

Motions for Section I: Sassamon Trace Enterprise Fund

Motion for Sassamon Trace Enterprise Fund - Section I under Article 14:

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

Sassamon Trace Operations		
Salaries	$	194,655
Expenses	$	358,752
Total GC Operations	**$**	**553,407**
Sassamon Trace Reserve Fund		
Expenses	$	-
Total GC Reserve Fund	**$**	**-**
Sassamon Trace Fringe Benefits		
Other Personal Services	$	34,918
Other - Chgs. & Expenditures	$	9,691
Total GC Fringe Benefits	**$**	**44,609**
Sassamon Trace Debt Service		
Principal	$	195,930
Interest	$	92,415
Total GC Debt Service	**$**	**288,345**
Motion Total	**$**	**886,361**
And that the above Total Budget Amount be raised from the following sources:		
Tax Levy of Fiscal Year 2013	$	310,000
Golf User Fees	$	540,000
Golf Retained Earnings	$	36,361
	$	**886,361**

SECTION I: SASSAMON TRACE ENTERPRISE FUND

Department: ***Sassamon Trace Operations***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Sassamon Trace Operations operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-1-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the Sassamon Trace Operations budget under Article 14, Section I, and that the sum of $553,407 be appropriated as noted in the motion.

During the Finance Committee public hearings on February 2, March 8, and March 22, 2012, the following information was noted:

- As a result of repeated stretches of unfavorable weather throughout 2011, the course experienced a 7% decline in activity vs. 2010.
- Strategies implemented to increase volume (and revenue) include significant efforts to support more league play, marketing and enhancement of various season's passes, and maximizing instructional activity.
- A recent $3,000 equipment grant to the Ben-Hem School will support a new initiative to work with that School's physical education teacher to introduce golf in the school.
- The budget no longer includes the $1,250 per month cost for the Clubhouse as that building is now fully paid for.
- The proposed FY 2013 budget provides for a new part-time benefited position offset by elimination of four part-time, non-benefited positions. The new position would address concerns raised in past town audits regarding cash handling by rotating, part-time personnel, and the need for an individual to provide some managerial level support, as well as relieve the course manager of some of the day-to-day administrative details.
- The Administration is recommending that course and turf maintenance of the golf course be brought in house, discontinuing the contract with Sterling Golf Course Management effective December 31, 2012 which will require 3.21 additional FTEs. Among the factors contributing to this recommendation were the following:
    - Contractor performance has recently deteriorated.
    - Potential contractor market has diminished; most recent request for proposals received only one bid.
    - Contract does not provide for any preventive maintenance and, as the course is maturing, this is increasingly needed.
    - Preliminary analysis indicating that in-house management, including costs associated with lease of equipment to facilitate preventive greens maintenance, would be less costly.

- Finance Committee members were provided with the Administration's initial cost-benefit analysis; at the request of the Finance Committee, the Administration provided an expanded eight-year analysis to support its recommendation. Benefit costs were taken into account in the Administration's analysis.

- Further analysis is planned to evaluate the cost/benefit of leasing vs. purchase of course maintenance equipment.
- Initial plans by the Administration to request authorization to enter into a five-year lease for golf carts were revised following additional analysis performed at the request of the Finance Committee. Following an extensive discussions with the Finance Committee, the Administration now recommends purchase of the carts *[Note: this recommendation is included in Article 15 of this 2012 Spring Annual Town Meeting]*. Removing the estimated lease expense has reduced the proposed FY 2013 operating budget by $22,500, a portion of which will be used to reduce the Town's tax levy subsidy for FY 2013.
- Finance Committee members reviewed a summary of the cost of irrigation water for the past three fiscal years and the first half of the current fiscal year demonstrating savings of $24,450 in FY 2011 and $16,895 to date in FY 2012, as a result of the water resource agreement with Dowse farm.
- The Natick Conservation Commission has recently agreed to relieve the operation from the required annual testing for contaminants. This decision was based on the record of tests results since 2001, together with the course management's careful attention to best practices in turf management and environmental sensitivity. Sassamon management is hoping to convince the Town of Sherborn's Commission to reduce or discontinue their testing requirement as well. An independent consultant will be brought in to work with the department in building this case.
- If the golf course were to be closed, the town would still have a financial obligation of $366,974, which is very close to the proposed budget subsidy of $376,258.

Department:	***Sassamon Trace Reserve Fund***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Sassamon Trace Reserve Fund operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 11-0-0 on March 8, 2012, the Finance Committee recommends Favorable Action with regard to the Sassamon Trace Reserve Fund budget under Article 14, Section I, and that the sum of $0 (zero) be appropriated as noted in the motion.

During the Finance Committee public hearing on February 2 and March 8, 2012, the following information was noted:

- As in previous years, no appropriation is being recommended for the Sassamon Trace Reserve Fund.

Department:	***Sassamon Trace Employee Fringe Benefits***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Sassamon Trace Employee Fringe Benefits operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-1-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the Sassamon Trace Employee Fringe Benefits budget under Article 14, Section I, and that the sum of $44,609 be appropriated as noted in the motion.

During the Finance Committee public hearing on February 2, March 8, and March 22, 2012, the following information was noted:

- Benefit costs are increasing to cover the additional employees due to the decision to bring the maintenance function in-house. Benefit costs were included in the Administration's cost-benefit analysis.
- Due to significant reductions in benefited personnel in this operation in recent years, PERAC reduced the corresponding pension liability with the latest update.

Department:	***Sassamon Trace Debt Service***

PURPOSE OF BUDGET:

The purpose of this Article is to fund the Sassamon Trace Debt Service operating budget for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-1-0 on March 22, 2012, the Finance Committee recommends Favorable Action with regard to the Sassamon Trace Debt Service budget under Article 14, Section I, and that the sum of $286,315 be appropriated as noted in the motion.

During the Finance Committee public hearing on February 2, March 8, and March 22, 2012, the following information was noted:

- The Administration noted that the debt service budget was dropping consistent with the reduced interest expense associated with pay down of the principal, and advised that this budget would come back in the fall for further update following the upcoming refinance of the town's debt.

- Although the state statute which governs municipal debt would allow for extension of the term when refinancing, the plan is to stay with the current term on these bonds and retire the debt as soon as possible.

Department:	***Sassamon Trace Indirect Costs Allocations***

PURPOSE OF BUDGET:

The purpose of this Article is to approve the allocations of the Sassamon Trace Indirect Expenses for the Fiscal Year 2013 (July 1, 2012 through June 30, 2013).

FINANCE COMMITTEE RECOMMENDATION:

As Town Administration has decided to postpone the implementation of indirect cost allocations for Sassamon Trace until FY 2014, the Finance Committee has no recommendation with regard to the Sassamon Trace Indirect Cost allocations under Article 14, Section I.

During the Finance Committee public hearing on March 8 and March 22, 2012, the following information was noted:

- The Administration noted that indirect cost allocations are a method of accounting used in business type activities in which municipalities engaged, the purpose of which is to account for actual costs incurred in other areas of the town which related to the Enterprise operation. Indirect cost allocations represent true costs to the Enterprise and include a corresponding revenue allocation to the town's general fund which balance the cost allocations to the Enterprise accounts. As such, there is no net impact to the Town's finances.
- Finance Committee members expressed various opinions as to the materiality of proposed indirect cost allocations, as well as the benefits of increasing transparency of the cost of Enterprise operations.
- Following extensive discussions with the Finance Committee, the Administration has decided to postpone the implementation of indirect cost allocations until FY 2014.
- Although DOR strongly recommends allocation of indirect costs to enterprise operations, this is not a requirement of Massachusetts General Law.
- Allocation of indirect costs to this Enterprise has not been done until this time because it is not required and, until now, other priorities have consumed the available time and resources of the Administration.

Town of Natick

Home of Champions

Department: Sassamon Trace | Enterprise Fund

Appropriation Summary

Sassamon Trace Golf Course Enterprise Fund

Operations

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Salaries						
Personnel Services	129,639	129,238	144,707	194,655	49,948	34.5%
Total Salaries	**129,639**	**129,238**	**144,707**	**194,655**	**49,948**	**34.5%**
Operating Expenses						
Club House Expense	340,289	360,639	356,010	253,752	-102,258	-28.7%
Supplies - Club House	25,788	28,135	21,700	21,500	-200	-0.9%
Other Facility Expense	600	1,335	7,000	2,000	-5,000	-71.4%
Golf Cart Expense	21,295	22,626	22,821	5,000	-17,821	-78.1%
Course Maintenance Expense	38,444	34,379	46,600	76,500	29,900	64.2%
Total Operating Expenses	**426,417**	**447,113**	**454,131**	**358,752**	**-95,379**	**-21.0%**
Total Operations	**556,056**	**576,351**	**598,838**	**553,407**	**-45,431**	**-7.59%**

Reserves

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Reserve Fund						
Reserve for Appropriation	0	0	0	0	0	#DIV/0!
Total Reserve Fund	**0**	**0**	**0**	**0**	**0**	**#DIV/0!**
Total Reserve Fund	**0**	**0**	**0**	**0**	**0**	**#DIV/0!**

Employee Benefits

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Employee Benefits						
Other Personal Services	13,369	10,532	13,262	34,918	21,656	163.3%
Other Charges & Expenditures	11,291	11,799	12,331	9,691	-2,640	-21.4%
Total Employee Benefits	**24,660**	**22,331**	**25,593**	**44,609**	**19,016**	**74.3%**
Total Employee Benefits	**24,660**	**22,331**	**25,593**	**44,609**	**19,016**	**74.3%**

Debt Service

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	2012 vs. 2013 %
Debt Service						
Principal	195,931	191,482	195,931	195,930	-1	0.0%
Interest	116,856	103,775	99,402	92,415	-6,987	-7.0%
Total Debt Service	**312,787**	**295,257**	**295,333**	**288,345**	**-6,988**	**-2.4%**
Total Debt Service	**312,787**	**295,257**	**295,333**	**288,345**	**-6,988**	**-2.4%**

Golf Course Operations	**893,503**	**893,940**	**919,764**	**886,361**	**-33,403**	**-3.6%**

Town of Natick

Home of Champions

Department: Sassamon Trace | Enterprise Fund

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.

Goals:

To position Sassamon Trace as the best golf value in the MetroWest area
To grow business by creating attractive memberships and organized league play
To continue our participation in growth of the game initiatives developed by the Professional Golfers Association and the National Golf Course Owners Association
To continue to identify other potential non-golf revenue streams

Budget Overview:

I. Main Purpose of the Department

The main purpose of the golf operation is to provide leisure golf opportunities, instruction, merchandise, organized league and tournament play all at reasonable fees on a well maintained golf course.

II. Recent Developments

Despite heavy snow accumulation in January, the golf course opened for play on March 17, two weeks ahead of schedule. The spring golf season was impacted by cool wet weather with 29 days of precipitation in April and May. The 2011 summer golf season was flat to 2010. In late summer and early fall we received a large amount of rain due in part to Hurricain Irene and Tropical Storm Lee. Snow came early with 3 inches on Halloween. Unseasonably warm weather in November brought golfers out in record numbers but unfortunately it was too little too late to undue the damage caused by wet weather earlier in the season. The 2011 golf season finished with 1,800 (7%) fewer round played than in 2010.

III. Current Challenges

The current challenge we face at Sassamon Trace and in the golf industry is attracting new golfers to the game and even more important is retaining existing players. In 2011 we offered a new membership targeting juniors and college students. We were also fortunate to receive a $3,000 grant from the PGA to introduce golf in the curriculum at the Bennett-Hemenway School. The national organizations such as the PGA and the USGA do a good job promoting the game, it is really a grassroots movement from the local level that fuels the engine. Sassamon Trace is many times a golfers first experience on a golf course and we must make sure that we capture that individual by providing an experience they will remember so they will become frequent visitors.

Budget Overview:

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

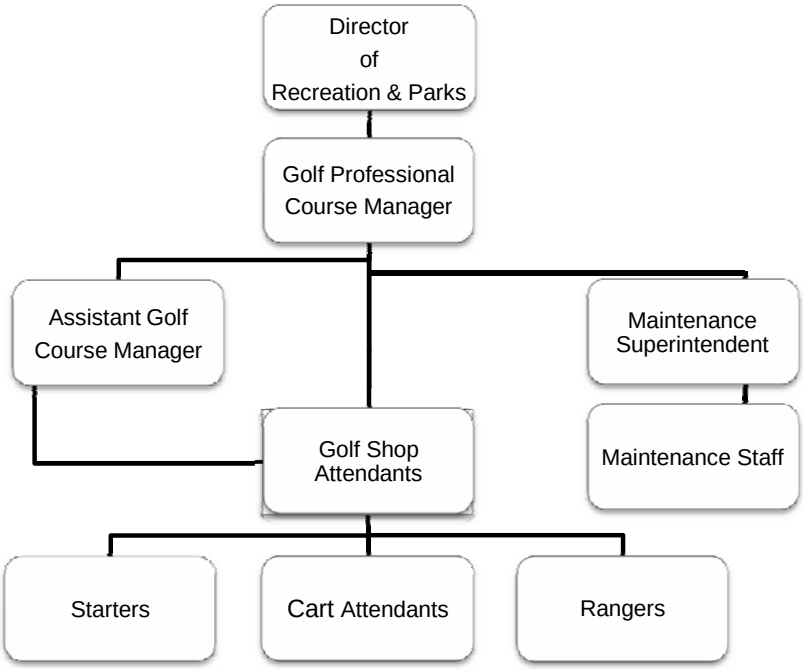
1. Sterling Golf Management is the current vendor for the maintenance of the golf course. Their calendar year contract will end in December of 2012 and their maintenance fee for the period July through December 2012 is accounted for in the FY13 budget. We are proposing to Town Meeting that the Town take over maintenance of the course starting January 1, 2013. This will require an investment of personnel and material, but analysis shows it is cheaper in the long-run to bring it in-house.
2. The current lease of 27 Yamaha Golf Cars will expire in June of 2012. The FY13 budget provides for the purchase of new carts. This will be through borrowing and the actual purchase will occur under Article 15, Captial Equipment.
3. Currently, the golf course manager is the only full time benefitted employee in the golf operation. All other employees are part time working 19 hours per week or less. In 2011 there were 22 part time employees. The FY13 budget provides for 1 additional part-time benefited employee that would eliminate four part time positions while at the same time provide a managerial presence. In addition, the person in this position will also posess the skill set required to manage a golf operation and provide services such as instruction and league administration.

V. On the Horizon

1. 2011 was the first full year utilizing the new water supply that we share with the Dowse Apple Orchard. This unique arrangement provides free ground water to Sassamon Trace by the Dowse Family. In 2011, we drew 5,073 hcf's from this supply which represents about 50% of the annual need of the golf course. This resulted in a savings of over $41,000 that would have been paid to the Town of Natick if the same amount of water was drawn on the town's supply. Moving forward, it has been determined that this new water supply will not be able to fulfill the annual requirement of the course. Preliminary work done in 2007 on a potential new water supply provided promising results, a test well that produced a flow of 80 gpm. This site is located near an environmentally sensitive area and tests would need to be conducted to determine if the use of this well would have a negative environmental impact. This testing will be expensive and may prove that the site selected is not an option. However, the potential savings in the long term is well worth the expense.
2. Golf course management, under the guidance of the town's environmental compliance officer, is working towards reducing or eliminating the annual water testing requirement on the Sherborn side of the golf course. Currently, the Sherborn Conservation Commission under the Order of Conditions requires that samples of ground water, surface water and sediments be tested annually for contamination by the products used to maintain the golf course. The cost of the annual testing is approximately $8,000. Historically, these tests have come back with no negative impact on the water supply. It is our contention that there is no need to test annually. In fact, the Natick Conservation Commission has relieved the course of annual testing on the Natick side of the course. No testing will be needed in Natick unless there is a change in the chemical management of the course. We are seeking a similar arrangement with the Sherborn Conservation Commission on the Sherborn side of the golf course. We are currently working with a consulting group that can analyze our historical data and examine our cultivation practices. The end goal will be to deliver independent test results to the Sherborn Conservation Commission so that they vote to revise the annual testing requirement to a frequency that both parties can agree to.

Department: Sassamon Trace			Enterprise Fund		
Staffing	**2009**	**2010**	**2011**	**2012**	**2013**
Golf Course Manager	1	1	1	1	1
Assistant Golf Course Manager	0.6	0	0	0	0.6
Maintenance Superintendent	0	0	0	0	1
Maintenance Foreman	0	0	0	0	1
Mechanic	0	0	0	0	0.28
Part-time/Seasonal Maintenance Staff	0	0	0	0	0.93
Seasonal Golf Shop Supervisor	0.6	0.06	0.06	0.06	0
Golf Shop Attendants	1.2	2.24	2.24	2.24	1.8
Rangers/starters/cart attendants	1.3	1.0	1.0	1.0	1.0
Total FTE	**4.7**	**4.3**	**4.3**	**4.3**	**7.6**
Total FT/PT	**3FT/13PT**	**1FT/17PT**	**1FT/17PT**	**1FT/22PT**	**3FT/22PT**

Organization Chart



Performance Indicators	**2009**	**2010**	**2011**	**2012**	**2013**
Workload Indicators					
Number of Rounds Played	27,314	30,548	28,441	26,961	28,000
Green Fee Revenue	$ 333,839	$ 364,693	$ 356,257	$ 312,600	$ 332,893
Cart Fee Revenue	$ 57,441	$ 64,182	$ 65,184	$ 61,609	$ 61,003
Season Ticket Revenue	$ 83,772	$ 78,568	$ 78,193	$ 87,080	$ 82,786
Golf Instruction Revenue	$ 9,229	$ 8,422	$ 9,417	$ 8,665	$ 9,275

	2009	**2010**	**2011**	**2012**	**2013**
Efficiency Indicators					
Revenue Per Round	$19.40	$18.39	$17.99	$19.24	$18.93

	2009	**2010**	**2011**	**2012**	**2013**
Outcome Indicators					
Number of Season Pass Holders	186	163	162	191	185
Number of Senior Pass Holders	73	77	75	69	75
Number of Junior Pass Holders	50	25	25	42	40

Town of Natick

Home of Champions

Department: Sassamon Trace | Enterprise Fund

Operations

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Salaries Management	61,527	62,000	67,827	67,705	-122	-0.2%
Salaries Operational Staff	0	0	5,180	62,158	56,978	1100.0%
Salaries Part-time Operational	34,653	29,758	52,925	39,436	-13,489	-25.5%
Salaries Golf Support	33,459	37,481	18,775	25,356	6,581	35.1%
Personnel Services	**129,639**	**129,238**	**144,707**	**194,655**	**49,948**	**34.5%**
Utilities - Electric	11,413	22,021	17,750	18,300	550	3.1%
Building Lease/Repairs	31,174	31,120	19,720	5,485	-14,235	-72.2%
Lease Payment Land	58,016	59,987	62,646	63,959	1,313	2.1%
Management Contract Grounds	224,664	231,404	238,344	145,548	-92,796	-38.9%
Communication Telephone	2,547	2,577	3,000	3,360	360	12.0%
Dues/Subscriptions	782	0	1,000	1,000	0	0.0%
Advertising/Promotion	1,840	2,112	3,500	4,200	700	20.0%
Bank & Credit Card Fees	9,087	10,183	8,900	10,600	1,700	19.1%
Software Maintenance	765	1,234	1,150	1,300	150	13.0%
Club House Expense	**340,289**	**360,639**	**356,010**	**253,752**	**-102,258**	**-28.7%**
Supplies - Club House	1,872	2,971	1,950	2,000	50	2.6%
Merchandise Pro Shop	23,779	24,548	18,750	18,500	-250	-1.3%
Custodial Supplies	137	616	1,000	1,000	0	0.0%
Supplies - Club House	**25,788**	**28,135**	**21,700**	**21,500**	**-200**	**-0.9%**
Insurance	0	0	5,000	0	-5,000	-100.0%
Facility Upgrades	600	1,335	2,000	2,000	0	0.0%
Other Facility Expense	**600**	**1,335**	**7,000**	**2,000**	**-5,000**	**-71.4%**
Golf Cart Lease	17,080	17,423	17,830	0	-17,830	-100.0%
Golf Use Sales Tax (ALL)	4,215	5,203	4,991	5,000	9	0.2%
Golf Cart Expense	**21,295**	**22,626**	**22,821**	**5,000**	**-17,821**	**-78.1%**
Utilities - Water	21,305	22,314	25,500	13,000	-12,500	-49.0%
Environmental Monitoring	7,854	8,986	8,000	14,000	6,000	75.0%
Irrigation Electricity	6,335		8,600	7,600	-1,000	-11.6%
Phragmites Control	2,700	2,700	2,700	2,700	0	0.0%
Top Soil, Sand&Gravel, Fertilizer, etc.	0	0	0	6,500	6,500	100.0%
Course Supplies	249	378	1,800	4,300	2,500	138.9%
Fuel	0	0	0	1,000	1,000	100.0%
Irrigation R& M	0	0	0	3,000	3,000	100.0%
Tools	0	0	0	2,500	2,500	100.0%
Mechanic Tool Stipend	0	0	0	200	200	100.0%
Equipment R & M	0	0	0	1,500	1,500	100.0%
Equipment Lease	0	0	0	19,000	19,000	100.0%
Education/Professinal Fees/Licenses	0	0	0	1,200	1,200	100.0%
Course Maintenance Expense	**$ 38,444**	**$ 34,379**	**$ 46,600**	**$ 76,500**	**29,900**	**64.2%**

Town of Natick

Home of Champions

Department: Sassamon Trace	Enterprise Fund

Total Operating Expenses	**$ 556,056**	**$ 576,351**	**$ 598,838**	**$ 553,407**	**-45,431**	**-7.6%**

Reserve Fund

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
Reserve for Appropriation	0	0	0	0	0	0.0%
Other Charges	**0**	**0**	**0**	**0**	0	0.0%
Total Reserve Fund	**0**	**0**	**0**	**0**	**0**	**0.0%**

Employee Benefits

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
FICA Medicare	1,851	1,871	2,030	2,156	126	6.2%
Group Insurance Health	7,207	7,262	7,032	24,007	16,975	241.4%
Unemployment	4,311	1,400	4,200	8,755	4,555	108.5%
Other Personal Services	**13,369**	**10,532**	**13,262**	**34,918**	**21,656**	**163.3%**
Retirement	11,291	11,799	12,331	9,691	-2,640	-21.4%
Other Charges & Expenditures	**11,291**	**11,799**	**12,331**	**9,691**	**-2,640**	**-21.4%**
Total Employee Benefits	**24,660**	**22,331**	**25,593**	**44,609**	**19,016**	**74.3%**

Debt Service

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013 $	%
2002 Golf Course	150,000	150,000	150,000	150,000	0	0.0%
2002 Golf Course (Landfill Portion)	36,528	36,528	36,528	36,527	-1	0.0%
2007 Golf Course (Landfill Portion)	9,403	4,954	9,403	9,403	0	0.0%
Principal	**195,931**	**191,482**	**195,931**	**195,930**	**-1**	**0.0%**
2002 Golf Course	92,940	86,490	79,890	73,140	-6,750	-8.4%
2002 Golf Course (Landfill Portion)	19,020	17,285	15,518	13,714	-1,804	-11.6%
2007 Golf Course (Landfill Portion)	4,896	0	3,994	3,530	-464	-11.6%
2013 Golf Carts	0	0	0	2,031	2,031	100.0%
Interest	**116,856**	**103,775**	**99,402**	**92,415**	**-6,987**	**-7.0%**
Total Debt Service	**312,787**	**295,257**	**295,333**	**288,345**	**-6,988**	**-2.4%**

Total All Sassamon Trace	**893,503**	**893,940**	**919,764**	**886,361**	**-33,403**	**-3.6%**

Narrative:

Operational Expenses

Personnel Services:

Salaries Management - This line item contains a full-time Manager for the Sassamon Trace Golf Course Operation.
Salaries Operational Staff - This line item is for the salary of the Assistant Golf Course Manager, Maintenance Superintendent and Maintenance Foreman.
Salaries Part-Time Operational Staff - This line item represents seasonal part-time Club House Attendants that service customers within the golf shop and the mechanic.
Salaries Golf Support - This line item represents the seasonal part-time Rangers/Starters that service and monitor golfers on the course. This account also represents seasonal part-time Golf Car Attendants that maintain and clean golf carts, keep the trailer area clean and assist the rangers on the Course when needed. Finally, it accounts for seasonal golf course maintenance staff.

Club House Expenses:

Advertisement/Promotion - This fund covers the costs for promotion of course through discount coupons and newspapers. All legal notices, printed materials and postage costs are covered under this account.
Bank & Credit Card fees - This line item represents the costs to the Town of Natick for being able to process credit cards from Sassamon Trace customers.
Communications and Telephone- Account covers the 4 line phone system, internet and cable service. The Manager's cell phone is also part of this account.
Dues, Subscriptions & Travel - Covers the PGA Membership dues for Golf Professional/Manager along with Massachusetts Golf Association Membership for Sassamon Trace. Also included is mileage funds for manager.
Merchandise Pro-Shop - This account represents the following costs at the Pro-Shop.

- Merchandise
- Food & Beverage
- Handicap System (Called GHIN)

Golf Use Sales Tax- This represents the Massachusetts 6.25% sales tax on all eligible food, beverage and merchandise sales. It also includes the tax for all rental equipment (golf cars, pull carts and clubs)
Software Maintenance - This account provides funds for computer software, hardware, security and license fees.
Clubhouse Supplies - This represents the cost for golf pencils, gift certificates, postage, general office supplies and equipment supplies.
Electricity - This account provides funds for the electrical operation of the clubhouse, golf carts and maintenance building.
Custodial Supplies - This account covers cleaning supplies, paper goods and custodian supplies.

Golf Course Expenses:

Course Supplies - This represents various items that are needed on the course for the convenience of the golfers. Replacement netting for the golf practice net is also included in this section.
Irrigation/Electricity - This represents the electrical cost for the operation of the irrigation system.
Clubhouse Expenses - This account also includes the rental of a on course toilet and clubhouse security system. The fixed yearly maintenance cost for our irrigation computer system is also included in this section.
Irrigation/Water - This line item represents the cost for the Town of Natick water and sewer that the course must pay for.
Lease Payments/Land -This line item represents the current lease payment to Alex Dowse for the rental of land that holes #4 through #8 are located on. By agreement, we are responsible for the taxes of this property.
Maintenance Contract - This represents the payments to Sterling Golf Management for Turf Maintenance of the Golf Course through December 2012. Golf Committee recommends that the Town of Natick assumes turf maintenance starting in 2013.
Environmental Monitoring - This account represents the environmental monitoring and testing requirements that the Town of Natick must perform as per order of conditions through the Sherborn Conservation Commission. Also provided for in this account are consulting services for ground water, surface water and sediment analysis as required by the Sherborn Conservation Commission Order of Conditions.
Phragmite Control - This line item represents the second year of a two-year agreement of the Contract with Lycotte Environmental.

Narrative:

Operations (con't)
Facility Upgrades - This account represents renovations to the Course that are not the responsibility of Sterling Golf Management.

Reserve Fund- This is an unfunded account

Employee Benefits - Pays for the health care and retirement assessment costs of the Golf Course Manager and Facility Supervisor. Money is also appropriated for unemployment costs along with funds for Medicare assessments for non-benefited employees.

Debt Service - Pays for principal and interest on the golf course development.

Sassamon Trace Golf Course Revenue/Expenditure Summary - Forecast

	FY09 Actual	FY10 Actual	FY11 Actual	FY 12 Budget	FY 13 Budget	FY 14 Budget	FY 15 Budget
Revenue							
Golf Course Revenue	$ 530,040	$ 561,918	$ 511,564	$ 551,400	$ 540,000	$ 550,800	$ 561,816
Retained Earnings*	$ 59,232	$ 41,430	$ 56,422	$ 48,364	$ 36,361	$ 44,659	$ 46,988
Total Revenue	**$ 589,272**	**$ 603,348**	**$ 567,986**	**$ 599,764**	**$576,361**	**$595,459**	**$608,804**
Expenses							
Personnel Services							
Staffing	$ 138,231	$ 129,639	$ 129,238	$ 144,707	194,655	267,869	277,244
Expenses							
Maint. Contract	$ 218,400	$ 224,664	$ 231,404	$ 238,344	145,548	0	0
Water/Sewer	$ 54,280	$ 21,305	$ 22,314	$ 25,500	13,000	13,000	13,000
Building leases	$ 30,589	$ 31,174	$ 31,120	$ 19,720	5,485	5,485	5,485
Electricity/heat	$ 14,956	$ 17,749	$ 22,021	$ 26,350	25,900	26,677	27,477
Merchandise/food	$ 19,278	$ 23,779	$ 24,548	$ 18,750	18,500	19,055	19,627
Environmental	$ 8,866	$ 7,854	$ 8,986	$ 8,000	16,700	17,201	17,717
Land Lease	$ 55,716	$ 58,016	$ 59,987	$ 62,966	63,959	67,157	70,515
Golf cart lease	$ 3,339	$ 17,080	$ 17,830	$ 17,830	0	0	0
Other misc. costs	$ 26,619	$ 24,796	$ 28,902	$ 36,671	69,660	136,750	140,852
Operations	$ 570,274	$ 556,056	$ 576,351	$ 598,838	553,407	553,193	571,917
Fringe benefits	$ 30,100	$ 24,660	$ 22,331	$ 25,593	44,609	49,070	53,977
Debt and Interest	$ 321,288	$ 312,787	$ 295,257	$ 295,333	288,345	303,196	292,910
Indirects	$ -	$ -	$ -	$ -	0	53,025	54,351
Total Expense	**$ 921,662**	**$ 893,503**	**$ 893,940**	**$ 919,764**	**$886,361**	**958,484**	**973,155**
Appropriated Subsidy	$ 355,000	$ 355,006	$ 334,500	$ 320,000	$ 310,000	$ 363,025	$ 364,351
Year-End Balance	**$ 22,610**	**$ 64,851**	**$ 8,546**	**$ -**	**$ -**	**$ -**	**$ -**

Golf Course Certified Retained Earnings History & Spenddown proposal

FY2006	$ 51,191
FY2007	$ 90,917
FY2008	$ 103,010
FY2009	$ 97,364
FY2010	$ 83,126
FY2011	$ 111,897
FY2012	$ 71,576

FY 2013 Certified Retained Earnings Spenddown Proposal

Beginning	**$ 71,576**
Less FY 2013 Oper. Subsidy	**$ 36,361**
Remaining Proposed Balance	**$ 35,215**

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ARTICLE 15
Capital Equipment
(Town Administrator)

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

PURPOSE OF ARTICLE:
The purpose of this Article is to fund capital equipment purchases of the Town.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 10-2-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 15.

During the Finance Committee public hearing on March 15, 2012, the following information was noted:

- The twenty items on the initial Administration list consisted of ten vehicle or component replacement requests, eight equipment replacement requests, and two new equipment requests.
- Following extensive discussion at a previous Finance Committee meeting, the Administration has revised its earlier proposal to lease new golf carts for Sassamon Trace to a recommendation to purchase the carts. Accordingly, they have been added to Article 15.
- The Capital Subcommittee met on March 15, 2012, with representatives of the Department of Public Works (DPW), Community Services (Parks & Recreation) and the Town Administration. The subcommittee voted unanimously to recommend Favorable Action except for the Morse Institute Library items and the Police Department requested items as no representatives were present to respond to questions.
- The DPW provided equipment specifications on two proposed new purchases: a snow melter (new equipment) and a log loader (replacement equipment).
- During both the Subcommittee and Finance Committee meetings, it was noted that Capital Equipment expenditures for replacement vehicles are done on a yearly scheduled review to ensure the fleet is in good and operable condition.
- The DPW (Highway) is requesting the purchase of a new snow melter to add to the department. The snow melter would be used for snow removal operations particularly in Natick center and South Natick center. This method of snow removal will replace

the current practice of hauling away and stockpiling snow. The DPW Director noted that the Town expends, on average, $31,000 for each storm for snow removal versus $8,000 per storm using the snow melter if the melter was acquired. Payback on the snow melter is forecasted to be 5.4 years and life expectancy is 10-15 years. Two other relevant factors are: (1) snow can no longer be stockpiled on the Memorial Field parking lot or the New High School site; and (2) overtime labor would be significantly reduced.

- The DPW (Land, Facilities & Natural Resources) provided information on purchasing a replacement Log Loader which would be remounted on an existing 1990 packer chassis. The Loader will be used to remove tree takedowns or trees felled in storm emergencies. An estimated $100,000 in savings was projected by the Department.
- The Finance Committee heard testimony from the Morse Institute Library to replace existing furniture that was originally installed 15 years ago. This is the second of a two year request to replace aging furniture.
- The Finance Committee heard testimony from the Police Department (Police Chief) concerning replacing Fitness Equipment (existing equipment is the original equipment installed in 1998); Portable Radio Equipment Upgrades to comply with Federal Communications Committee mandates effective January 2013; and replacing Interview Rooms Recording Equipment, also mandated by the Commonwealth of Massachusetts in 2004.
- The Finance Committee heard testimony from the Fire Department (Fire Chief) concerning replacement of the Public Address system in all the Natick Fire Stations. This equipment is vital to ensure all stations are notified of alarm activations or emergency responses.

The motions for Article 15 appear after the project descriptions that appear on the following pages.

Article 15 - Capital Equipment - 2012 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
1	Morse Library	Replacement of Furniture	Capital Stab. Fund	$	24,000
2	Police	Replacement of Police Cruisers	Capital Stab. Fund	$	73,560
3	Police	Replace Fitness Equipment	Capital Stab. Fund	$	15,000
4	Police	Replace Portable Radio Equipment	Capital Stab. Fund	$	14,500
5	Police	Replace Interview Rooms Recording Equipment	Capital Stab. Fund	$	12,000
6	Fire	Replace Zetron Public Address System	Capital Stab. Fund	$	42,000
7	DPW	Snow Melter	Tax Levy Borrowing	$	232,000
8	DPW	Replace H-55 (Front-End Loader)	Tax Levy Borrowing	$	170,000
9	DPW	Replace H-42 (Dump Truck/Sander/Plow)	Tax Levy Borrowing	$	110,000
10	DPW	Replace Log Loader on LF-8	Tax Levy Borrowing	$	62,000
11	DPW	Replace LF-3 (Dump Truck w/Plow)	Tax Levy Borrowing	$	62,000
12	Comm. Serv.	Replace R-1 (Recreation Director's Vehicle)	Capital Stab. Fund	$	35,000
13	Water/Sewer	Replace W-22 (Dump Truck)	W/S Retained Earn.	$	180,000
14	Water/Sewer	Replace W-14 (Backhoe)	W/S Retained Earn.	$	135,000
15	Water/Sewer	Springvale Fluoride Upgrade	W/S Retained Earn.	$	100,000
16	Water/Sewer	Replace W-25 (Truck)	W/S Retained Earn.	$	46,000
17	Water/Sewer	Replace Pump at 4M Sewer Pump Station	W/S Retained Earn.	$	35,000
18	Police	Replacement of the Animal Control Vehicle	Insurance Proceeds	$	28,875
			Capital Stab. Fund	$	20,002
19	Sassamon Trace	Replacement of Golf Carts	Sassamon Trace Borrowing	$	117,000
Total Appropriation under Article 15				**$**	**1,513,937**
Funding Sources					
Capital Stab. Fund				$	236,062
Tax Levy Borrowing				$	636,000
Insurance Proceeds in Excess of $20,000				$	28,875
Water/Sewer Retained Earnings				$	496,000
Sassamon Trace Golf Course Enterprise Borrowing				$	117,000
Total Funding for Appropriations under Article 15				**$**	**1,513,937**

Article 15
Capital Equipment
2012 Spring Annual Town Meeting
Project Descriptions

#	Proposed Item	Amount	Funding Source
1	**Morse Institute Library**		
	Replacement of Furniture	$ 24,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	Most of the furniture in the Morse Institute Library has not been replaced since it was purchased 15 years ago. The furniture in the library receives extensive use by thousands of individuals on a monthly basis. Certain chairs, sofas and staff chairs need to be replaced due to extensive usage. Replacement of this equipment will improve appearance, efficiency, ergonomics and overall improve the usability of the facility. This is the second of a two-year request to replace furniture in the Morse		
2	**Police Department**		
	Replacement of Police Cruisers	$ 73,560	**Capital Stab. Fund**
	Priority Area A: Imminent threat to the health and safety of citizens or property		
	This request is an annual request to replace front-line cruisers for the Natick Police Department. Overall in FY 2013 sufficient funds are being requested to purchase 5 cruisers. We are again asking for only 2 in Spring and for 3 in the Fall. The DPW has examined current use and has found that the Town can afford to replace 2 cruisers now and 2 cruisers in the fall. All cruisers are run to 100,000 miles and then get replaced or if they remain under 100,000 miles are transferred to another function in the Police Department. Please note that future requests will likely be more expensive as the Crown Victoria, our frontline cruiser/interceptor for decades has been discontinued.		
3	**Police Department**		
	Replace Fitness Equipment	$ 15,000	**Capital Stab. Fund**
	Priority Area E: Improvement of productivity/efficiency		
	This request is to replace the fitness equipment within the Police Department. The current equipment is antiquated and does not meet officers needs. This proposal would replace the current equipment with items which have been proven to be more practical (e.g. cardio vs. weights) and attractive to officers to encourage increased usage. Studies have shown that keeping police officers physically fit has a long-term benefit for the officer's individual health as well as lowering health care costs to their employer.		
4	**Police Department**		
	Replace Portable Radio Equipment	$ 14,500	**Capital Stab. Fund**
	Priority Area C: Requirements of state/federal law or regulation		
	The Federal Communications Committee has mandated that by January 2013 all radio systems that operate under a license issued by them must operate under a narrowband system - including those belonging to and operated by public safety entities. Although the department has been planning and preparing for this mandate, in the process of doing so we have discovered that many of our current portable radios are NOT capable of being reprogrammed to narrowband. Additional funding is necessary to complete the mandate in advance of January 2013.		

Article 15
Capital Equipment
2012 Spring Annual Town Meeting
Project Descriptions

#	Proposed Item	Amount	Funding Source
5	**Police Department**		
	Replace Interview Rooms Recording Equipment	$ 12,000	**Capital Stab. Fund**
	Priority Area E: Improvement of productivity/efficiency		
	In 2004, the Commonwealth of Massachusetts promulgated mandated guidelines that all interviews and interrogations be recorded (as a result of Commonwealth v. Digiambattista). Failure to follow these guidelines would make any statement not recorded inadmissible in court proceedings. The Middlesex County District Attorney released guidelines to ensure the compliance of this mandate. Included within those guidelines is the requirement to make sure all interview rooms included recording equipment. This request will replace the antiquated VHS based system with something more reliable and less intrusive.		
6	**Fire Department**		
	Replace Zetron Public Address System	$ 42,000	**Capital Stab. Fund**
	Priority Area E: Improvement of productivity/efficiency		
	This request will replace the Zetron Public Address System at all Natick Fire Stations. The Zetron system currently notifies personnel in all stations of alarm activations and emergency responses. We have been experiencing malfunctions with the existing system and the Fire Department Communications Division recommends it be replaced as soon as possible.		
7	**Public Works - Highway**		
	Snow Melter	$ 232,000	**Capital Stab. Fund**
	Priority Area E: Improvement of productivity/efficiency		
	This request would purchase a Snow Melter for use in snow removal operations throughout the community. A portable melter will save operational costs for labor, fuel, and hauling charges while clearing areas of snow faster than conventional methods of hauling and stockpiling. Downtown clearing operations could be done on regular time instead of overtime and parking could likely be cleared sooner.		
8	**Public Works - Highway**		
	Replace H-55 (Front-End Loader)	$ 170,000	**Tax Levy Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This would replace a 1994 front-end loader with over 9,300 engine hours on it. This machine is used daily in all facets of Public Works operations. It also serves as a front-line snow plowing truck. Replacing the current vehicle with a vehicle equipped with a wing plow will reduce the number vehicles required to plow certain streets from two to one. The current truck is badly rusting and has rot. It is at the end of its life cycle.		
9	**Public Works - Highway**		
	Replace H-42 (Dump Truck/Sander/Plow)	$ 110,000	**Tax Levy Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request is to purchase a new dump truck w/ sander & plow in order to replace a 1996 6-wheel dump truck w/ sander & plow with over 90,000 miles and over 7,000 engine hours on it. The current vehicle has significant rot and body rust. This request proposes to make a split purchase - a new one-ton small dump truck with a plow and a new large sander body on a hooklift frame. This frame will be used on a current chassis in service.		

Article 15
Capital Equipment
2012 Spring Annual Town Meeting
Project Descriptions

#	Proposed Item	Amount	Funding Source
10	**Public Works - Land, Facilities and Natural Resources**		
	Replace Log Loader on LF-8	$ 62,000	**Tax Levy Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request would replace a 1986 log loader currently mounted on a 1990 packer chassis. The current log loader has reached the end of its useful life and can no longer lift trees onto the truck. This truck removes all trees from takedowns or trees felled in storm emergencies. By replacing the log loader only, we estimate savings of at least $100,000 to the Town. A new log loader will more efficiently preform the task of tree removal and transport.		
11	**Public Works - Land, Facilities and Natural Resources**		
	Replace LF-3 (Dump Truck w/Plow)	$ 62,000	**Tax Levy Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request would replace a 1997 F-350 1 Ton dump truck with plow. The current vehicle has nearly 97,000 miles and over 9,500 engine hours on it. A new machine would have a better body which would serve more purposes, ease in field maintenance and snow plowing.		
12	**Community Services**		
	Replace R-1 (Recreation Director's Vehicle)	$ 35,000	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request would replace the Recreation Director's vehicle with a new pick-up truck. The current vehicle, a 1995 pick-up truck has over 115,000 miles and over 10,800 engine miles on it. The truck serves as a maintenance vehicle for parks sites in the summer and transports equipment during the non-summer months.		
13	**Water/Sewer Enterprise**		
	Replace W-22 (Dump Truck)	$ 180,000	**W/S Retained Earn.**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request would replace a 1996 10 wheel dump truck with a new one. This truck is used daily in all Water/Sewer operations and snow plowing. Truck has over 8,000 hours and is rusted/rotted.		
14	**Water/Sewer Enterprise**		
	Replace W-14 (Backhoe)	$ 135,000	**W/S Retained Earn.**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request would replace a 1995 John Deere 410D Backhoe. This equipment is used to respond to Water & Sewer emergencies and is essential to maintain water & sewer service. This machine also plows snow and has 8,100 hours on it. The new machine will have additional equipment that will expedite the digging operation.		

Article 15
Capital Equipment
2012 Spring Annual Town Meeting
Project Descriptions

#	Proposed Item	Amount	Funding Source
15	**Water/Sewer Enterprise**		
	Springvale Fluoride Upgrade	$ 100,000	W/S Retained Earn.
	Priority Area D: Improvement of infrastructure		
	This request is to replace hydrofluorosilisic acid with sodium fluoride at the Town's Springvale Water Treatment Plant. We will replace the existing hydrofluorosilisic acid chemical feed injection system with a sodium fluoride saturator chemical feed system. The saturator chemical feed system is a safer system for the operators during daily operations. This project will meet the Department of Environmental Protection mandate to modify our current hydrofluorosilisic acid system.		
16	**Water/Sewer Enterprise**		
	Replace W-25 (Truck)	$ 46,000	W/S Retained Earn.
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request would replace a 2004 service vehicle. This truck is a crew truck that is used in all daily operations of the water/sewer division. The current truck has over 96,000 miles and 9,850 engine hours on it.		
17	**Water/Sewer Enterprise**		
	Replace Pump at 4M Sewer Pump Station	$ 35,000	W/S Retained Earn.
	Priority Area D: Improvement of infrastructure		
	This request would replace the existing pump #2 at station 4M with a larger pump, able to handle additional capacity. The current pump is aging and undersized. The 4M station located on route 9 is the town's highest capacity sewer pump station. The department replaced one of the three pumps two years ago. This will replace another pump and increase the size to match the two existing pumps.		
18	**Police Department**		
	Replacement of the Animal Control Vehicle	$ 48,877	
	Priority Area A: Imminent threat to the health and safety of citizens or property	$ 28,875	Insurance Proceeds
	This request is for a replacement animal control vehicle. The vehicle being replaced was recently totaled in a accident. The existing vehicle was four years old. The vehicle includes a standard Animal Transport Body on a Ford F-350 chassis. The animal control unit has six (6) animal compartments and one (1) equipment storage compartment. The compartments are one piece molded fiberglass to eliminate the collection of dirt or diseases and facilitate clean out. Power driven fresh air blower that will distribute air equally to all compartments.	$ 20,002	Capital Stab. Fund

Article 15
Capital Equipment
2012 Spring Annual Town Meeting
Project Descriptions

#	Proposed Item	Amount	Funding Source
19	**Sassamon Trace Golf Course**		
	Replacement of Golf Carts	**$ 117,000**	**STGC Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request is to purchase 27 replacement golf carts for Sassamon Trace Golf Course. Currently, the courses carts are at the end of a three-year lease which expires at the end of June 30, 2012. After a lengthy discussion and analysis, it appears that the outright purchase of the carts for five years seems the most prudent course of action, rather than leasing the carts. The reason for this is that although the annual cost of the carts is more to purchase, the course can delay the cost of the carts for nearly a year and still retained a positive equity balance at the end of the 5-year term. The details are provided below.		

Purchase of the carts also allows the Town the option of keeping the carts after 5 years if that seems advantageous , an option not available under a lease option. The carts are an essential part of the operation of Sassamon Trace. Their replacement is the most important capital investment necessary for the courses ongoing success.

Adopting the outright purchase option also greatly enhances the courses bottom line in FY 2013, and allows the tax levy subsidy to be reduced.

Purchase Option

Initial Cost: $ 117,000

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Principal	$ -	$ 23,400	$ 23,400	$ 23,400	$ 23,400	$ 23,400	$ 117,000
Interest	$ 2,048	$ 3,686	$ 2,867	$ 2,048	$ 1,229	$ 410	$ 12,285
Total	**$ 2,048**	**$ 27,086**	**$ 26,267**	**$ 25,448**	**$ 24,629**	**$ 23,810**	**$ 129,285**

Total Cost to Golf Course	**$ 129,285**
- Projected Equity at end of 5 years (value of carts)	$ 28,350
Net Cost to Golf Course	**$ 100,935**

Lease Option

Initial Cost: $ 106,110

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Lease	$ 21,222	$ 21,222	$ 21,222	$ 21,222	$ 21,222	$ -	$ 106,110
Total	**$ 21,222**	**$ 21,222**	**$ 21,222**	**$ 21,222**	**$ 21,222**	**$ -**	**$ 106,110**

Total Cost to Golf Course	**$ 106,110**
- Projected Equity at end of 5 years (value of carts)	$ -
Net Cost to Golf Course	**$ 106,110**

Savings by Purchase & Resell of Carts than Lease	**$ 5,175**

Total	**$ 1,513,937**

Funding Sources

Capital Stabilization Fund	$ 236,062
Tax Levy Borrowing	$ 636,000
Insurance Proceeds in Excess of $20,000	$ 28,875
Water/Sewer Retained Earnings	$ 496,000
Sassamon Trace Golf Course Enterprise Borrowing	$ 117,000
Total Funding for Appropriations under Article 15	**$ 1,513,937**

Article 15 - Capital Equipment - 2012 Spring Annual Town Meeting

MOTION A: (Two-thirds vote required)

Move that the Town vote to appropriate the sum of $236,840 to be expended under the direction of the Morse Institute Library for the purpose of replacing furniture, under the direction of the Police Department for the purpose of replacing two (2) police cruisers, fitness equipment, portable radio equipment, interview room recording equipment and an animal control vehicle, under the direction of the Fire Department for the purpose of replacing a public address system, and under the direction of the Community Services Department for the purpose of replacing vehicle Recreation-1, individually shown as items 1, 2, 3, 4, 5, 6, 12, and 18 in Table A below, and that to meet this appropriation the sum of $236,062 be raised from the Capital Stabilization Fund.

TABLE A - MOTION A: Article 15 - Capital Equipment - 2012 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
1	Morse Library	Replacement of Furniture	Capital Stab. Fund	$	24,000
2	Police	Replacement of Police Cruisers	Capital Stab. Fund	$	73,560
3	Police	Replace Fitness Equipment	Capital Stab. Fund	$	15,000
4	Police	Replace Portable Radio Equipment	Capital Stab. Fund	$	14,500
5	Police	Replace Interview Rooms Recording Equipment	Capital Stab. Fund	$	12,000
6	Fire	Replace Zetron Public Address System	Capital Stab. Fund	$	42,000
12	Comm. Serv.	Replace R-1 (Recreation Director's Vehicle)	Capital Stab. Fund	$	35,000
18	Police	Replacement of the Animal Control Vehicle	Capital Stab. Fund	$	20,002
Appropriation under Article 15: MOTION A				**$**	**236,062**

MOTION B: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $636,000 to be expended under the direction of the Department of Public Works for the purpose of purchasing a snow melter and replacing a front-end loader (H-55), a dump truck/sander/plow (H-42), a log loader on LF-8 and a dump truck with plow (LF-3), individually shown as items 7, 8, 9, 10 and 11, in Table B below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $636,000 under Massachusetts General Laws Chapter 44, Section 7, as amended, or any other enabling authority and to issue bonds or notes of the Town therefor aggregating not more than $636,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE B, MOTION B: Article 15 - Capital Equipment - 2012 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
7	DPW	Snow Melter	Tax Levy Borrowing	$	232,000
8	DPW	Replace H-55 (Front-End Loader)	Tax Levy Borrowing	$	170,000
9	DPW	Replace H-42 (Dump Truck/Sander/Plow)	Tax Levy Borrowing	$	110,000
10	DPW	Replace Log Loader on LF-8	Tax Levy Borrowing	$	62,000
11	DPW	Replace LF-3 (Dump Truck w/Plow)	Tax Levy Borrowing	$	62,000
Appropriation under Article 15: MOTION B				**$**	**636,000**

MOTION C: (majority vote required)

Move that the Town vote to appropriate the sum of $496,000 to be expended under the direction of the Department of Public Works for the purpose of replacing a dump truck (W-22), a backhoe, (W-14), a truck (W-25), a sewer pump at the 4m sewer pump station and upgrading the flouride service at the Springvale Water Treatment Plant, individually shown as items 13, 14, 15, 16 and 17 in Table C below, and that to meet this appropriation the sum of $496,000 be raised from Water & Sewer Retained Earnings.

TABLE C, MOTION C: Article 15 - Capital Equipment - 2012 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
13	Water/Sewer	Replace W-22 (Dump Truck)	W/S Retained Earn.	$	180,000
14	Water/Sewer	Replace W-14 (Backhoe)	W/S Retained Earn.	$	135,000
15	Water/Sewer	Springvale Fluoride Upgrade	W/S Retained Earn.	$	100,000
16	Water/Sewer	Replace W-25 (Truck)	W/S Retained Earn.	$	46,000
17	Water/Sewer	Replace Pump at 4M Sewer Pump Station	W/S Retained Earn.	$	35,000
Appropriation under Article 15: MOTION C				**$**	**496,000**

MOTION D: (majority vote required)

Move that the Town vote to appropriate the sum of $28,875 to be expended under the direction of the Police Department for the purpose of replacing an animal control vehicle, individually shown as item 18 in Table D below, and that to meet this appropriation the sum of $28,875 be raised from Insurance Proceeds.

TABLE D, MOTION D: Article 15 - Capital Equipment - 2012 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
18	Police	Replacement of the Animal Control Vehicle	Insurance Proceeds	$	28,875
Appropriation under Article 15: MOTION D				**$**	**28,875**

MOTION E: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $117,000 to be expended under the direction of the Department of Community Services for the purpose of purchasing golf carts, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $117,000 under Massachusetts General Laws Chapter 44, Section 8, as amended, or any other enabling authority and to issue bonds or notes of the Town therefor aggregating not more than $117,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE E, MOTION E: Article 15 - Capital Equipment - 2012 Spring Annual Town Meeting

19	Sassamon Trace	Replacement of Golf Carts	Sassamon Trace Borrowing	$	117,000
Appropriation under Article 15: MOTION E				**$**	**117,000**

ARTICLE 16
Capital Improvement
(Town Administrator)

ARTICLE:
To see if the Town will vote to appropriate and raise, or otherwise provide, a sum or sums of money to implement a Capital Improvement Program, to protect the physical infrastructure of the Town of Natick; to determine whether this appropriation shall be raised by borrowing or otherwise; or to otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to fund capital equipment improvements within the Town.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 8-4-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 16.

> Note: Due to an administrative error, the Finance Committee inadvertently voted incorrect amounts from two of the individual funding sources used for this Article, although the total amount of the recommended appropriation was correct. Town Meeting members should be aware that the motion that is printed in this Recommendation Book is correct and is consistent with the Finance Committee's recommendation as stated above. The Finance Committee will meet prior to Town Meeting to reconsider and revote its recommendation under this Article.

During the Finance Committee public hearing on March 15, 2012, the following information was noted:

- The Finance Committee's Capital and Shared Services Subcommittee met on with representatives of the Department of Public Works, Community Services (Parks & Recreation) and the Deputy Town Administrator to review their proposed Capital Improvements. Due to the unavailability of a Natick Public Schools representative at this meeting, no action was taken on their respective improvements. Following this meeting, the subcommittee voted unanimously to recommend Favorable Action to the full Finance Committee.
- Natick Public Schools – Purchase of six modular classrooms. The Finance Committee heard testimony from the Natick Public Schools Administration regarding the Administration's request for Modular Classrooms to address overcrowding at Kennedy Middle School:

- Existing building spaces cannot accommodate the overcrowding. A Master study is currently being conducted to develop recommendations for a permanent solution to overcrowding at the town's middle schools.
- Enrollment in Natick's schools continues to rise in contrast to most other towns in the region.
- The modular classrooms are intended to provide a temporary solution to overcrowding in core academic space which falls 19% below Massachusetts School Building Authority ("MSBA") guidelines.
- It would be possible to use the modular classrooms currently in use during construction of the new high school for this purpose, if the provider of those units presents a competitive bid.
- A Statement of Interest will be filed with the MSBA in anticipation of a possible building project resulting from the Master Study.
- An $800,000 item is projected for the 2017 capital plan related to installation of a sprinkler system in the Kennedy Middle School.

- Police Department -- The Finance Committee heard testimony from the Natick Police Department (Police Chief) on four requested improvements:

  a) Building Security / Monitoring Cameras: The existing equipment was installed in 1998 and is outdated. A total of 27 cameras will be purchased.

  b) The Dispatch Center Glass Panels have spider cracks and is in need of replacement as this is safety impact resistant glass.

  c) Firearms Training Simulator: The chief provided testimony that it is crucial to provide officers with training that simulates conditions involving the use of deadly force (firearms). The equipment allows to train with realistic scenarios in a safe environment. This request relates to recommendations by the FBI and the Department of Justice for more frequent, dynamic and situational training to prevent officer involved shootings. The simulator, which is computer based and can be customized to the unique attributes of the community, presents a cost effective, practical option to carry out this required training. At present, situational training must be done outside and requires rental of firing range facilities. There could be potential to generate revenue through rental of the simulator facility. There are no additional certifications or stipends associated with this equipment which has been requested by the firearms training instructors.

  d) The department is seeking to replace carpet installed in 1998 as part of a two year program, of which this is the final year.

- Public Works -- The department is seeking to replace aging fuel depot dispensers and the in-tank pumps originally installed in 1994.

- Community Services (Parks and Recreation): The department is seeking approval of three capital improvements:

  a) Dug Pond Perimeter Fences – The request is to install 330 feet of 8 foot black vinyl coated fencing at Memorial Beach along West St. The existing fence is approximately 40 years old.

b) Coolidge Field Basketball Courts – The department's request is to repair, color, coat, and reline the basketball courts originally repaired in 2003.

c) Murphy Field Improvements – Due to heavy use for recreation, the department is seeking to add twelve parking spaces, as well as install a catch basin and drainage system to Rt. 27 North Main St.

- Water Sewer Enterprise -- The six capital improvements being requested are a continuation of the DPW efforts to make upgrades, repairs and maintain a serviceable and operational system:
    - The most significant improvement is the upgrade to the force main for Pamela Rd. and the Bradroad Rd. Station, which has experienced problematic conditions and overflows have become more common, in particular during extreme weather events.
    - A Sewer Main Relining (MWRA) project, which is a continuation of a multi year sewer rehab project. This project is an MWRA grant/loan split with a 45% grant and 55% interest free loan. The loan portion would be repaid from the W&S Inflow and Infiltration Fund.
    - Other improvements include replacing ground water wells, the fourth year of a six year program, which wells provide Natick with potable drinking water, H & S Filter modifications, replace the motor control center (40 years old) at the Pine Oak wells and provide design consultant fees to fund a study of the Cottage St. / Rockland sewer main.
- Finance Committee members debated two motions which differed only with respect to funding sources. The prevailing motion supported the Town Administration's proposed funding sources, while the alternative motion proposed to remove Tax Levy borrowing as a funding source for the Modular Classrooms and use an additional $685,000 from the Capital Stabilization Fund.
- The Administration noted that the proposed funding of the capital articles was based on a carefully considered plan which took into account long range plans for capital and looked at the capital stabilization fund and the debt budget in relation to each other. Town Administration further noted that the goal for the debt budget was to try to keep this level as much as possible rather than either increasing it substantially, which would impact the town's ability to fund other operations, or reducing it significantly, in which case it would inevitably get filled with other operational needs and increase the challenge of adequately funding future items through borrowing. With respect to the capital stabilization fund, the Administration's intent was to use that to help offset the taxpayer impact of the debt exclusion projects.
- Finance Committee members supporting the alternative motion noted the projected $1 million balance in the Capital Stabilization Fund and questioned the use of tax levy borrowing for items only intended to be used for two years. A majority of Finance Committee members agreed with the Administration's position on this matter, noting, among other things, that Town Administration, comprised of high-qualified

professionals, was responsible for the Town's multi-year long-range planning, including the use of funds to offset debt service costs.

The motions for Article 16 appear after the project descriptions that appear on the following pages.

Article 16 - Capital Improvements - 2012 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
1	Public Schools	6 Modular Classrooms for Kennedy M.S.	Tax Levy Borrowing	$	600,000
2	Police	Building Security/ Monitoring Cameras	Tax Levy Borrowing	$	85,000
3	Police	Replacement of Dispatch Center Glass	Capital Stab. Fund	$	12,500
4	Police	Firearms Training Simulator	Capital Stab. Fund	$	36,000
5	Police	Replacement of Flooring at Police Station	Capital Stab. Fund	$	20,000
6	DPW	Fuel Depot Upgrades	Capital Stab. Fund	$	25,000
7	Comm. Serv.	Dug Pond Perimeter Fence Improvements	Capital Stab. Fund	$	20,000
8	Comm. Serv.	Coolidge Basketball Courts Improvements	Capital Stab. Fund	$	10,000
9	Comm. Serv.	Murphy Field Improvements	Capital Stab. Fund	$	10,000
10	Water/Sewer	Upgrade Force Main Bradford / Pamela to Route 9	W/S Retained Earn.	$	450,000
			W/S Borrowing	$	1,650,000
11	Water/Sewer	Sewer Main Relining (MWRA)	W/S Borrowing	$	357,900
12	Water/Sewer	Replace Ground Water Wells	W/S Borrowing	$	300,000
13	Water/Sewer	Filter Modification at Springvale Water Treatment Plant	W/S Borrowing	$	200,000
14	Water/Sewer	Pine Oak Wells - Replace MCC	W/S Retained Earn.	$	150,000
15	Water/Sewer	Design Sewer Main - Cottage & Rockland Streets	W/S Retained Earn.	$	75,000
Total Appropriation under Article 16				**$**	**4,001,400**
Funding Sources					
Capital Stabilization Fund				$	133,500
Tax Levy Borrowing				$	685,000
Water/Sewer Retained Earnings				$	675,000
Water & Sewer Debt				$	2,507,900
Total Funding for Appropriations under Article 16				**$**	**4,001,400**

Article 16
Capital Improvements
2012 Spring Annual Town Meeting
Project Descriptions

#	Proposed Item	Amount	Funding Source
1	**Natick Public Schools**		
	6 Modular Classrooms for Kennedy M.S.	$ 600,000	**Tax Levy Borrowing**
	Priority Area D: Improvement of infrastructure		
	This request would purchase six (6) modular classrooms for the Kennedy Middle School. Continued increases in school enrollment have created overcrowded classrooms. This overcrowding has been alleviated in the past by subdividing larger spaces within the building, but this can no longer meet the continued needs of the population. This estimate includes sufficient funds for design and installation.		
2	**Police Department**		
	Building Security/ Monitoring Cameras	$ 85,000	**Tax Levy Borrowing**
	Priority Area A: Imminent threat to the health and safety of citizens or property		
	The Police Station has a series of cameras that serve a security as well as monitoring purpose (i.e. over Prisoner Cells). The current cameras are the original cameras installed during construction of the station in 1998. Many of the cameras and the associated monitoring equipment have become unusable in the ensuing 14 years. In addition, experience has shown that some parts of the building lack the camera coverage necessary for proper security, investigative and liability purposes. The are currently 23 cameras that need replacement and/or upgrade. We propose replacing 27 total, using the added 4 in important areas where we do not currently have coverage.		
3	**Police Department**		
	Replacement of Dispatch Center Glass	$ 12,500	**Capital Stab. Fund**
	The Police Station dispatch glass has several spiders and cracks. This is the protective glass that separates the dispatch area from the public lobby. This requires safety impact resistant glass.		
4	**Police Department**		
	Firearms Training Simulator	$ 36,000	**Capital Stab. Fund**
	Priority Area E: Improvement of productivity/efficiency		
	Firearms training is the most important aspect of police training, taken from a liability standpoint. The use of deadly force is the highest possible liability action that a police officer can take, and it also results in a highly emotional atmosphere. For this reason it is crucial to train officers properly to prepare them for encounters that may result in the use of force or non-force. It is very difficult to simulate situations involving firearms given that you cannot train with live ammunition to create the atmosphere required. A Firearms Training Simulator does just this. It allows you to train with realistic scenarios in a safe environment. It addresses the major reason that lawsuits in deadly force situations are filed and won - that is failure to train properly.		

Article 16
Capital Improvements
2012 Spring Annual Town Meeting
Project Descriptions

#	Proposed Item	Amount	Funding Source
5	**Police Department**		
	Replacement of Flooring at Police Station	**$ 20,000**	**Capital Stab. Fund**
	Priority Area D: Improvement of Infrastructure.		
	This is the second consecutive request to replace carpets and tile surfaces within the Police Station. The surfaces in the buildings are now over 10 years old, and their daily wear and tear is beginning to show. Several areas of tiles have already been torn up and replaced, but more areas of the station are in need for different flooring materials.		
6	**Public Works - Equipment Maintenance**		
	Fuel Depot Upgrades	**$ 25,000**	**Capital Stab. Fund**
	Priority Area E: Improvement of productivity/efficiency		
	This request would replace the fuel depot fuel dispensers and the in tank pumps, installed in 1994 and heavily used daily. This the primary equipment supporting the Town's only fuel depot. As this equipment ages the replacement parts are more difficult to acquire. The current equipment utilizes the old style vapor recovery technology.		
7	**Community Services**		
	Dug Pond Perimeter Fence Improvements	**$ 20,000**	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request will install 330' of 8' high black vinyl fence with 14' wide Double Gates at Memorial Beach along West Street. The current perimeter fence is over 40 years old. The sidewalk which runs along the beach is 12 years old and runs approximately 6"-1" from the current fence, leaving a dangerous trip hazard for pedestrians and beach users alike.		
8	**Community Services**		
	Coolidge Basketball Courts Improvements	**$ 10,000**	**Capital Stab. Fund**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request is to repair, color coat and line the Coolidge basketball courts. These courts provide youth and adults with basketball service to Downtown users and community users alike. They are heavily used and were last maintained in 2003.		

Article 16
Capital Improvements
2012 Spring Annual Town Meeting
Project Descriptions

#	Proposed Item	Amount	Funding Source
9	**Community Services**		
	Murphy Field Improvements	$ 10,000	**Capital Stab. Fund**
	Priority Area D: Improvement of Infrastructure.		
	This request will pave a and line the north parking lot at Murphy Field, creating 12 formal spaces and install a catch basin and drainage system to Route 27/North Main street.		
10	**Water/Sewer Enterprise**		
	Upgrade Force Main Bradford / Pamela to Route 9	$ 450,000	**W/S Retained Earn.**
	Priority Area D: Improvement of infrastructure	$ 1,650,000	**W/S Borrowing**
	This request would upgrade the sewer force main for the Pamela Road and Bradford Road station, extend the gravity main around Route 9. This main has been acutely problematic over the last couple years, especially during extreme weather events. (i.e. Hurricane Irene). Overflows have become common, effecting citizen homes and properties. The main must be replaced completely to evaluate the problem and reduce the burden placed upon DPW staff to maintain the system in that portion of Natick during major weather events.		

Article 16
Capital Improvements
2012 Spring Annual Town Meeting
Project Descriptions

#	Proposed Item	Amount	Funding Source
11	**Water/Sewer Enterprise**		
	Sewer Main Relining (MWRA)	**$ 357,900**	**W/S Borrowing**
	Priority Area E: Improvement of productivity/efficiency		
	This is a continuation of a multi-year sewer rehabilitation project. The project places a pipe liner into the existing failing sewer mains. The finished product is equivalent to a new sewer main. It helps to prevent collapse and stop groundwater infiltration and tree root infestation. This reduces sewer costs related to inflow and infiltration. The funding is through the MWRA's Inflow and Infiltration Local Assistance Program. This is a grant/loan split with a 45 percent grant and a 55 percent interest-free loan. The interest-free loan portion is repaid to MWRA over a five-year period beginning one year after the date the funds are distributed. These funds will be used to help the Town continue its on-going efforts to remove infiltration and inflow (I&I) from the Town's sewer system. Removing I&I from the Town's sewer system reduces the amount of flow sent to the MWRA infrastructures and facilities, thus resulting in cost savings. Upon approval, the Town will be able to begin designing and implementing the necessary sewer rehabilitation work to remove I&I from previously identified sources. This rehabilitation work will consist primarily of the relining of leaking sewer mains. Approval of this article will allow the Town to receive a grant and 0%-interest loan from the Massachusetts Water Resources Authority (MWRA) totaling $357,900. Forty-five percent (45%), $161,055, would be received as a grant from MWRA and fifty-five percent (55%), $196,845, would be an interest-free loan payable in five equal payments over a five year period. The loan portion would be repaid from the Water & Sewer Inflow & Infiltration Fund. The Town has successfully taken advantage of this MWRA funding program several times in the past.		
12	**Water/Sewer Enterprise**		
	Replace Ground Water Wells	**$ 300,000**	**W/S Borrowing**
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This is the fourth-year of a six-year replacement of ground water wells which provide Natick with potable drinking water. This is routine maintenance for the water system. The goals of this replacement are: 1. To increase the water flow to the treatment plant, 2. Assist in keeping the reservoirs full at peak demands in the summer and 3. Allow for improved management of the Town's Ten Wells.		

Article 16
Capital Improvements
2012 Spring Annual Town Meeting
Project Descriptions

#	Proposed Item	Amount	Funding Source
13	**Water/Sewer Enterprise**		
	Filter Modification at Springvale Water Treatment Plant	$ 200,000	W/S Borrowing
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request would upgrade the control system, provide a failsafe control valve and install a flow measuring device for the Town's water filtration system. The town would install an automated control system and operation display. This would replace the existing "push button" and incandescent light indication display. This will provide additional filter operating features to help improve filter performance.		
14	**Water/Sewer Enterprise**		
	Pine Oak Wells - Replace MCC	$ 150,000	W/S Retained Earn.
	Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment		
	This request would replace the existing 40 year old Motor Control Center (MCC) with a new Variable Frequency Drive (VFD) Motor Control Center at the Pine Oaks Well. This project will also modify the existing building to better protect the new electrical equipment from chemical deterioration. This program will provide greater electrical efficiency and ensure continued equipment operation for the well.		
15	**Water/Sewer Enterprise**		
	Design Sewer Main - Cottage & Rockland Streets	$ 75,000	W/S Retained Earn.
	Priority Area D: Improvement of Infrastructure.		
	This request would pay for the design of a sewer main at Cottage & Union Street. This will fund a study and design for the installation of a sewer main on Cottage Street and portions of Rockland Street. The area has significant rock and ledge formations.		
	Total	**$ 4,001,400**	

Funding Sources		
Capital Stabilization Fund	$	133,500
Tax Levy Borrowing	$	685,000
Water & Sewer Retained Earnings	$	675,000
Water & Sewer Borrowing	$	2,507,900
Total Funding for Appropriations under Article 16	**$**	**4,001,400**

Article 16 - Capital Improvement - 2012 Spring Annual Town Meeting

MOTION A: (Two-thirds vote required)

Move that the Town vote to appropriate the sum of $133,500 to be expended under the direction of the Police Department for the purpose of replacing glass for the dispatch center and flooring and purchasing a firearms training simulator, under the direction of the Department of Public Works for the purpose of making upgrades to the fuel depot, and under the direction of the Department of Community Services for improvements to Dug Pond fencing, Coolidge Baketball Courts and Murphy Field, individually shown as items 3, 4, 5, 6, 7, 8 and 9 in the Table A below, and that to meet this appropriation the sum of $133,500 be raised from the Capital Stabilization Fund.

TABLE A, MOTION A: Article 16 - Capital Improvement - 2012 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
3	Police	Replacement of Dispatch Center Glass	Capital Stab. Fund	$	12,500
4	Police	Firearms Training Simulator	Capital Stab. Fund	$	36,000
5	Police	Replacement of Flooring at Police Station	Capital Stab. Fund	$	20,000
6	DPW	Fuel Depot Upgrades	Capital Stab. Fund	$	25,000
7	Comm. Serv.	Dug Pond Perimeter Fence Improvements	Capital Stab. Fund	$	20,000
8	Comm. Serv.	Coolidge Basketball Courts Improvements	Capital Stab. Fund	$	10,000
9	Comm. Serv.	Murphy Field Improvements	Capital Stab. Fund	$	10,000
Appropriation under Article 16: MOTION A				**$**	**133,500**

MOTION B: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $685,000 to be expended under the direction of the Natick Public Schools for the purpose of acquiring, designing and installing six (6) modular classrooms for the Kennedy Middle School, and under the direction of the Police Department for the purpose of upgrading building security and monitoring cameras at Police headquarters, individually shown as items 1 and 2 in Table B below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $685,000 under Massachusetts General Laws Chapter 44, Section 7, as amended, or any other enabling authority and to issue bonds or notes of the Town therefor aggregating not more than $685,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE B, MOTION B: Article 16 - Capital Improvement - 2012 Spring Annual Town Meeting

Item #	Department	Item	Funding Source		Amount
1	Public Schools	6 Modular Classrooms for Kennedy M.S.	Tax Levy Borrowing	$	600,000
2	Police	Building Security/ Monitoring Cameras	Tax Levy Borrowing	$	85,000
Appropriation under Article 16: MOTION B				**$**	**685,000**

MOTION C: (two-thirds vote required)

Move that the Town vote to appropriate the sum of $2,150,000 to be expended under the direction of the Department of Public Works for the purpose of upgrading the force main from Bradford Road and Pamela Road to Route 9, replacing ground water wells and modifing filters at the Springvale Water Treatment Plant, individually shown as items 10, 12 and 13 in Table C below, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $2,150,000 under Massachusetts General Laws Chapter 44, Section 8, as amended, or any other enabling authority and to issue bonds or notes of the Town therefor aggregating not more than $2,150,000 in principal amount and that the Town Administrator with the approval of the Board of Selectmen is authorized to take any action necessary to carry out this program.

TABLE C, MOTION C: Article 16 - Capital Improvement - 2012 Spring Annual Town Meeting

10	Water/Sewer	Upgrade Force Main Bradford / Pamela to Route 9	W/S Borrowing	$	1,650,000
12	Water/Sewer	Replace Ground Water Wells	W/S Borrowing	$	300,000
13	Water/Sewer	Filter Modification at Springvale Water Treatment Plant	W/S Borrowing	$	200,000
Appropriation under Article 16: MOTION C				**$**	**2,150,000**

Article 16 - Capital Improvement - 2012 Spring Annual Town Meeting

MOTION D: (majority vote required)

Move that the Town vote to appropriate the sum of $675,000 to be expended under the direction of the Department of Public Works for the purpose of upgrading the force main from Bradford Road and Pamela Road to Route 9, replacing the controls for the Pine Oaks Wells and designing a new sewer main near the intersection of Cottage and Rockland Streets, individually shown as items 10, 14 and 15 in the Table D below, and that to meet this appropriation the sum of $675,000 be raised from Water & Sewer Retained Earnings.

TABLE D, MOTION D: Article 16 - Capital Improvement - 2012 Spring Annual Town Meeting

10	Water/Sewer	Upgrade Force Main Bradford / Pamela to Route 9	W/S Retained Earn.	$	450,000
14	Water/Sewer	Pine Oak Wells - Replace MCC	W/S Retained Earn.	$	150,000
15	Water/Sewer	Design Sewer Main - Cottage & Rockland Streets	W/S Retained Earn.	$	75,000
Appropriation under Article 16: MOTION D				**$**	**675,000**

MOTION E: (majority vote required)

Move that the Town vote to appropriate the sum of $357,900 to be expended under the direction of the Department of Public Works for the purpose of completing sewer system rehabilitation, and that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $357,900 under Massachusetts General Laws Chapter 44, Section 8(5), as amended, or any other enabling authority and to issue bonds or notes therefor aggregating not more than $357,900 in principal amount, and that the Board of Selectmen is authorized to accept one or more grants or gifts from the Massachusetts Water Resources Authority or any other public or private funding source for the purposes of this article.

ARTICLE 17
School Bus Transportation Subsidy
(Superintendent of Schools)

ARTICLE:
To see if the Town will vote to appropriate and raise, or transfer from available funds, a sum of money for the purpose of operation and administration of the school bus transportation system, and to reduce or offset fees charged for students who elect to use the school bus transportation system for transportation to and from school; or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to appropriate funds specifically to support the Natick Public Schools regular bus transportation costs.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 14-0-0 on March 20, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 17.

During the Finance Committee public hearings on March 13 and March 20, 2012, the following information was noted:

- As in previous years, there are three sources of funding for the NPS regular bus transportation costs: (1) the NPS operating budget; (2) bus fees; and (3) appropriation of funds through this Article.
- The funds from these three sources are depleted in this order, and the Town Meeting appropriation is used only after funds from the first two sources have been exhausted. Any funds from this appropriation not used by the end of the Fiscal Year will drop to free cash. The NPS Administration has returned funds from this appropriation each of the last three years, although the amounts returned have been decreasing due to increased costs for transportation and fuel.
- This article was originally proposed when the Natick School Committee instituted bus fees for students approximately 10-11 years ago, in cooperation between the School Committee and the Board of Selectmen, and has been a very successful partnership to reduce fees to students.
- Should this article not pass, bus fees would be raised approximately $200 per student, from the current fee of $150, to a total fee of $350. Bus fees are currently capped at $300 per family.
- This Article does not provide any funding for special education transportation expenses.

MOTION (Majority Vote Required):

Move that the Town vote to appropriate the sum of $340,041 from the Tax Levy for the purpose of operation and administration of the school bus transportation system, and to reduce or offset fees charged for students who elect to use the school bus transportation system for transportation to and from school, said funds to be expended under the direction of the Natick School Committee.

ARTICLE 18
Appropriate Funds for Rockland and Farwell Street Improvements
(Town Administrator)

ARTICLE:
To see if the Town will vote to transfer from available funds a sum of money to fund improvements to Rockland Street and Farwell Street, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to fund the cost of improvements to Rockland and Farwell Streets.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 18.

During the Finance Committee public hearing on March 15, 2012, the following information was noted:

- The Town Engineer advised the Finance Committee that improvements are needed on Rockland and Farwell Streets
- The town is expecting to receive a total of $300,000 in mitigation funds from the developer of the South Natick Hills project, $150,000 of which had already been received. As the repair work was urgently needed, the plan is to initiate this $691,375 project now using the $150,000 already received, together with $150,000 from free cash which will be replaced when the remaining mitigation payments are received, and fund the $391,375 balance from Chapter 90 state highway funds which do not require appropriation by Town Meeting.
- Although half of Rockland Street has no sewer system, the cost to extend the system is prohibitive so this is not planned at this time.
- If an opportunity to provide a sewer extension at low cost arises, the town could waive the five-year moratorium on excavation of this roadway.
- The Finance Committee Capital and Shared Services Subcommittee voted unanimous support of this Article.

MOTION (Majority Vote Required):

Move that the Town vote to appropriate the sum of $150,000 from Free Cash and the sum of $150,000 from Receipts Reserved for Appropriation to fund improvements to Rockland Street and Farwell Street.

ARTICLE 19
Transfer Funds to Community/Senior Center Project
(Town Administrator)

ARTICLE:
To see if the Town will vote to transfer from available funds to the Community/Senior Center Project a sum of money representing the amount of deposits forfeited due to failure to return plans taken out by prospective bidders for that project, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to transfer forfeited plan deposits to the Community/Senior Center project budget.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 13, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 19.

During the Finance Committee public hearing on March 13, 2012, the following information was noted:

- These monies were deposited from bidders of the Community Senior Center building project for the receipt of project plans and materials. The bidder deposits were not returned to the payer as the bidders did not return the documents pursuant to the standard agreement. As such the deposits become the Town's to keep.
- The amount in question is $3,230.
- These forfeited plan funds can now be transferred to the Community Senior Center project budget.
- This budget is strained by the extensive unanticipated underground conditions such as ledge and contaminated soils. This small amount could help with purchase of the various furnishings and equipment needed to outfit the Community/Senior Center.
- If this Article is not approved by Town Meeting, the funds will remain in the Town's General Fund as free cash.

MOTION (Majority Vote Required):

Move that the Town vote to appropriate the sum of $3,230 from Free Cash to the Community/Senior Center Project.

ARTICLE 20
Unpaid Bills
(Town Administrator)

ARTICLE:
To see if the Town will vote to raise and appropriate, or otherwise provide such sums of money as may be required for the payment of unpaid bills of previous years, incurred by the departments, boards and officers of the Town of Natick, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to authorize the payment of unpaid bills from previous Fiscal Years.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 13, 2012, the Finance Committee recommends No Action with regard to the subject of Article 20.

During the Finance Committee public hearing on March 13, 2012, the following information was noted:

- The Town Administrator informed the Finance Committee that there were no unpaid bills for previous years.

MOTION (Majority Vote Required):

No Action.

ARTICLE 21
Increase Personal Exemption Amounts
(Board of Assessors)

ARTICLE:
To see if the Town will vote to increase the Personal Exemption Amounts by 40.0% under the provisions of Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 which provides for "Optional Additional Property Tax Exemptions" allowing an annually determined, uniform increase in the amount of exemption in General Laws, Chapter 59 Section 5 Clauses 17D, 22, 22A, 22B, 22C, 22E, 37A, and 41C (elderly person, disabled veteran, or blind person).

PURPOSE OF ARTICLE:
The purpose of this Article is to adjust the statutory exemption amount available to qualified taxpayers who meet elderly, disabled veteran, or blind person criteria in accordance with Massachusetts Generals Laws.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 21.

During the Finance Committee public hearing on March 15, 2012, the following information was noted:

- Finance Committee members were advised that this was the 16th year this Article was being put forward to grant property tax exemptions to qualified taxpayers to reduce the amounts of their tax bills. Town Meeting as acted favorably on this Article for the last 15 years.
- Approval of this Article will raise the exemption to 40% for all exemptions for which a specific number was not stated and, effectively, increase all exemption amounts allowed under Massachusetts General Law by 40%.
- Finance Committee members were also reminded that that the cost of these exemptions was funded through the Town's overlay account.
- If approved by Town Meeting, this action would add an estimated $3,218 to last year's cost for a total FY 2013 estimated cost of $68,010.
- The exemption is increased by 2.5% each year but the entire amount must be voted each year.

  The amount of the state exemption to which the increased percentage is applied varies with each specific exemption. These were reviewed as the following:

Clause 41C	$1,400		Clause 22B	$1,750
Clause 17D	$245		Clause 22C	$2,100
Veterans	$560		Clause 22E	$1,400
Clause 22A	$1,050		Clause 37A	$700

MOTION (Majority Vote Required):

Move that the Town vote to increase the Personal Exemption Amounts by 40.0% under the provisions of Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 which provides for “Optional Additional Property Tax Exemptions” allowing an annually determined, uniform increase in the amount of exemption in General Laws, Chapter 59 Section 5 Clauses 17D, 22, 22A, 22B, 22C, 22E, 37A, and 41C (elderly person, disabled veteran, or blind person).

ARTICLE 22
Re-authorization of Revolving Funds
(Town Administrator)

ARTICLE:
To see if the Town will vote to authorize the use of revolving funds previously established pursuant to votes of Town Meeting; to determine: 1) the programs and purposes for which each such revolving fund may be expended; 2) the departmental receipts which shall be credited to each such revolving fund; 3) the board, department or officer authorized to expend money from each such revolving fund; and 4) a limit on the total amount which may be expended from each such revolving fund in the fiscal year which begins on July 1, 2012; or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to reauthorize existing revolving funds and to set the annual maximum spending limit for each of the revolving funds.

FINANCE COMMITTEE RECOMMENDATION:

By six separate votes on March 15, 2012, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 22. The recommendations for each of the revolving funds pursuant to this Article are located below.

During the Finance Committee public hearing on March 15, 2012, the following information was noted:

- The Revolving Funds requiring annual re-authorization by Town Meeting are authorized by MGL Chapter 44 §53E½. This law provides for the separate accounting of funds for a particular program or programs to which only the departmental receipts associated with that program may be deposited. It is an accounting technique, the benefit of which is that it allows the separate tracking of program receipts and expenditures.
- The consequence of not authorizing any or all of the revolving funds is that the program would have to be funded in a different - and likely more cumbersome, less useful, and less transparent - method. For instance, without benefit of a revolving fund, application fees paid to the Conservation Commission would be deposited into the general fund and thus not available for consulting expenditures associated with the development application.

Motion	Revolving Fund	Authorization FY 2012	Recommended Authorization FY 2012	Starting Balance 7/1/2011	Revenues	Expenditures	Balance 3/1/2012
A	Council on Aging Transportation	$15,000	$15,000	$6,710	$0	$210	$6,500
B	Conservation Commission Consulting	$15,000	$15,000	$1,713	$0	$0	$1,713
C	DPW Surplus Vehicle/Purchase Acct.	$35,000	$35,000	$37,137	$0	$14,024	$23,113
D	Library Materials	$85,000	$85,000	$376	$21,094	$1,113	$20,357
E	Library Equipment & Maintenance	$25,000	$25,000	$12,614	$4,475	$10,625	$6,464
F	Senior Center Equipment & Maintenance	$15,000	$75,000	$12,646	$2,810	$4,983	$10,472
G	Board of Health Immunization	$40,000	$40,000	$15,667	$11,648	$4,026	$23,289

Revolving Account: ***Council on Aging Transportation***

This fund is used to pay for long distance taxi fare to medical appointments for elderly residents when no other means of transportation is available. The fee is typically $80 round trip, including waiting time while the resident is in their appointment. The Council on Aging seeks a 50% reimbursement from the resident, or at least a contribution towards the fare, but some are unable to pay. The funds within the revolving account come from the fare payments, as well as an allocation from the Executive Office of Elder Affairs State Formula Grant. Re-authorization of this revolving fund allows this important program to continue. For FY 2012, this fund was authorized for expenditures up to $15,000; the same amount is proposed for FY 2013.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject matter of Article 22, Motion A.

MOTION A (Majority vote required):

Move that the Town vote to authorize the Council on Aging Director, with oversight by the Council on Aging, to expend up to and including $15,000 during the fiscal year beginning July 1, 2012 for the purpose of operating a subsidized transportation program for senior citizens, pursuant to Chapter 44 §53E½ of the Massachusetts General Laws, from the revolving fund established by vote of the April 1995 Annual Town Meeting under Article 27 for receipts received in connection with the subsidized transportation program.

Revolving Account:	***Conservation Commission Application/Consultant***

This fund is used by the Conservation Commission to receive funds from applicants to hire consultants for review of development applications. If the actual cost of consulting services is less than the amount paid by the applicant, the balance is returned to the applicant. For FY 2012, this fund was authorized for expenditures up to $15,000; the same amount is proposed for FY 2013.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 11-1-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject matter of Article 22, Motion B.

MOTION B (Majority vote required):

Move that the Town vote to authorize the Conservation Commission to expend up to and including $15,000 during the fiscal year beginning July 1, 2012 in order to utilize fees paid to the Conservation Commission by applicants for the purpose of hiring consultants pursuant to Chapter 44 §53E½ of the Massachusetts General Laws, from the revolving fund established by vote of the October 2000 Fall Special Town Meeting #2 under Article 8.

Revolving Account:	***DPW Surplus Vehicle/Purchase***

Funding for this revolving account is derived from the sale of town-owned surplus equipment; proceeds are used to purchase other used equipment for any department of the Town. The fund is under the control of the DPW Equipment Maintenance Division. For FY 2012 this fund was authorized for expenditures up to $35,000; the same amount is proposed for FY 2013.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 11-0-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject matter of Article 22, Motion C.

MOTION C (Majority vote required):

Move that the Town vote to authorize the Department of Public Works to expend up to and including $35,000 during the fiscal year beginning July 1, 2012 under the direction of the Department of Public Works and the Town Administrator in order to utilize revenue from the sale of surplus vehicles and fund the purchases of vehicles and equipment at auction pursuant to Chapter 44 §53E½ of the Massachusetts General Laws, from the revolving fund established by vote of the April 2005 Annual Town Meeting under Article 17.

Revolving Account:	***Library Materials***

This revolving account utilizes the revenues collected from fines for overdue materials, and from charges for lost or damaged materials, for the purpose of purchasing new books and other related materials. The Library Director, under the supervision of the Town Administrator, is authorized to expend funds from this account. For FY 2012, this fund was authorized for expenditures up to $85,000; the same amount is proposed for FY 2013.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 11-0-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject matter of Article 22, Motion D.

MOTION D (Majority vote required):

Move that the Town vote pursuant to Chapter 44, Section 53 E ½ of the Massachusetts General Laws to authorize a Library Materials revolving fund in order to utilize revenues collected from fines for overdue materials, and from charges for lost or damaged materials, for the purpose of purchasing new books and other related materials; to authorize the Library Director, under the supervision of the Library Trustees and the Town Administrator to expend up to and including $85,000 for the fiscal year beginning July 1, 2012, said fund having initially been established by vote of the April 2006 Annual Town Meeting under Article 19.

Revolving Account:	***Library Equipment & Maintenance***

This revolving fund utilizes the fees received from rental of facilities at the Morse Institute Library for the purpose of maintenance and repair of Library facilities and equipment and purchase of equipment for the Library. The Library Director, under the supervision of the Town Administrator, is authorized to expend funds from this account. For FY 2012, this fund was authorized for expenditures up to $25,000; the same amount is proposed for FY 2013.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 11-0-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject matter of Article 22, Motion E.

MOTION E (Majority vote required):

Move that the Town vote pursuant to Chapter 44, Section 53 E ½ of the Massachusetts General Laws to authorize a Library Equipment and Maintenance revolving fund in order to utilize fees collected from rental of facilities at the Morse Institute Library for the purpose of maintenance and repair of Library facilities and equipment for the Library; to authorize the Library Director, under the supervision of the Library Trustees and the Town Administrator, to expend up to and including $25,000 for the fiscal year beginning July 1, 2012, said fund having initially been established by vote of the April 2006 Annual Town Meeting under Article 20.

Revolving Account:	***Senior Center Equipment & Maintenance***

This revolving fund utilizes the fees received from building rental fees at the Senior Center for the purpose of maintenance at the Senior Center. The Director of Human Services and Council on Aging, under the supervision of the Town Administrator, is authorized to expend funds from this account.

For FY 2012, this fund was authorized for expenditures up to $15,000; for FY 2013 the Administration is requesting authorization for expenditures of up to $75,000 given the impending opening of the new Community/Senior Center and associated expectation that rental fee income will increase along with building utilization and the need for increased hours for the Building Monitor.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject matter of Article 22, Motion F.

MOTION F (Majority vote required):

Move that the Town vote pursuant to Chapter 44, Section 53E½ of the Massachusetts General Laws, to authorize a Senior Center Revolving Fund in order to utilize money received from building rental fees and donations for the purpose of funding maintenance of the Senior Center and/or Community Senior Center, by whatever name such building or buildings are identified, and improvement projects for such building or buildings; to authorize the Community Services Director and the Director of Human Services/Council on Aging, under the supervision of the Council on Aging, to expend up to and including $75,000 during the fiscal year beginning July 1, 2012, said fund having initially been established by vote of the April 2008 Annual Town Meeting under Article 28.

Revolving Account:	***Board of Health Immunization***

This revolving fund, created at the 2011 Annual Town Meeting, utilizes money received from Medicare, Medicaid, and Health Insurance reimbursements fro the Board of Health's annual flu

clinics in order to provide subsidized funding for future clinics, children and adult immunization programs, pandemic and emergency preparedness. The Public Health Director, under the supervision of the Board of Health, is authorized to expend funds from this account. For FY 2012, this fund was authorized for expenditures up to $40,000; the same amount is proposed for FGY 2013,

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject matter of Article 22, Motion G.

MOTION G (Majority vote required):

Move that the Town vote pursuant to Chapter 44, Section 53E½ of the Massachusetts General Laws, to authorize an Immunization Program and Emergency Preparedness Revolving Fund in order to utilize money received from Medicare, Medicaid and Health Insurance reimbursements from the Board of Health's annual flu clinics in order to provide subsidized funding for future flu clinics, children and adult immunization programs, pandemic and emergency preparedness; to authorize the Director of Public Health, under the supervision of the Board of Health, to expend up to and including $40,000 during the fiscal year beginning July 1, 2012, said fund having initially been established by vote of the April 2011 Annual Town Meeting under Article 20.

ARTICLE 23
Rescind Authorized, Unissued Debt
(Town Administrator)

ARTICLE:
To see if the Town will vote to rescind the authorization for unissued debt that has been determined is no longer needed for the completion of various projects, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to rescind Town Meeting's prior authorization for debt which has not been issued and has been determined by the Town to not be needed.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on March 20, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 23.

During the Finance Committee public hearing on March 20, 2012, the following information was noted:

- Town Administration reviewed a handout summarizing the town's current unissued authorized debt showing that the amount of the Town's authorized but unissued debt is $54,644,865.
- A significant portion of the current $54,644,865 of unissued debt is expected to be issued in conjunction with the upcoming refinance of other town debt anticipated to take place in May, including the borrowing for the two debt exclusion projects (High School and Community Senior Center).
- Town Administration has identified two items proposed for rescission at this time:
    1. A balance of $18,150 remaining from an authorization of $76,000 for new voter reader machines which was authorized under Article 9 at spring 2008 Annual Town Meeting

    2. A balance of $600 remaining from funds authorized under Article 6 at fall 2007 Annual Town Meeting for renovations to fire stations.
- In addition, there could be an additional amount proposed for rescission in the fall.

MOTION (majority vote required):

Move that the Town vote to rescind the following amount of un-issued debt authorized for the following purposes:

Amount Rescinded	Date of Vote	Purpose
$18,000	Article 9, April 15, 2008, Motion B Item 8	Voting Machines
$600	Article 6, November 1, 2007, Motion B Item 6	Fire Station Renovations

ARTICLE 24
Street Acceptance: Karen Lane
(Board of Selectmen)

ARTICLE:
To see if the Town will vote to accept Karen Lane as a public way, and any appurtenant easements thereto, as laid out by the Board of Selectmen and as shown on a plan or plans, a copy of which is on file in the office of the Town Clerk; to see if the Town will vote to authorize the Board of Selectmen to acquire by gift, purchase, eminent domain or otherwise, easements in any land necessary for laying out and acceptance of Karen Lane, and any appurtenant drainage, utility or other easements related to said Karen Lane, and/or to accept grants thereof; and, further, to authorize the Board of Selectmen and other applicable Town of Natick boards and personnel to take all related actions necessary or appropriate to accomplish the purposes of this article.
Or otherwise act thereon.

PURPOSE OF ARTICLE:
The Purpose of this Article is to accept Karen Lane as a Public Way.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 24.

During the Finance Committee public hearing on March 15, 2012, the following information was noted:

- The Town Engineer advised the Finance Committee that the work on this subdivision was complete and the Planning Board had voted to release the performance bond.
- The Board of Selectmen will hold a public hearing on April 2, 2012 on the acceptance of these streets.

MOTION (Majority Vote Required):

Move that the Town vote to accept the following street and any appurtenant easements as laid out by the Board of Selectmen and filed with the Town Clerk, and as shown on the street acceptance plans on file with the Town Clerk: Karen Lane

ARTICLE 25
Street Acceptance: Katie Path
(Board of Selectmen)

ARTICLE:
To see if the Town will vote to accept Katie Path as a public way, and any appurtenant easements thereto, as laid out by the Board of Selectmen and as shown on a plan or plans, a copy of which is on file in the office of the Town Clerk; to see if the Town will vote to authorize the Board of Selectmen to acquire by gift, purchase, eminent domain or otherwise, easements in any land necessary for laying out and acceptance of Katie Path, and any appurtenant drainage, utility or other easements related to said Katie Path, and/or to accept grants thereof; and, further, to authorize the Board of Selectmen and other applicable Town of Natick boards and personnel to take all related actions necessary or appropriate to accomplish the purposes of this article.
Or otherwise act thereon.

PURPOSE OF ARTICLE:
The Purpose of this Article is to accept Katie Path as a Public Way.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 25.

During the Finance Committee public hearing on March 15, 2012, the following information was noted:

- The Town Engineer advised the Finance Committee that the work on this subdivision was complete and the Planning Board had voted to release the performance bond.
- The Board of Selectmen will hold a public hearing on April 2, 2012 on the acceptance of these streets.

MOTION (Majority Vote Required):

Move that the Town vote to accept the following street and any appurtenant easements as laid out by the Board of Selectmen and filed with the Town Clerk, and as shown on the street acceptance plans on file with the Town Clerk: Katie Path

ARTICLE 26
Authorization for Selectmen to Accept/Obtain Utility Easements
(Board of Selectmen)

ARTICLE:
To see if the Town will vote to authorize the Board of Selectmen, during Fiscal Year 2013, to acquire on behalf of the Town any and all easements for any of the following purposes: roads, sidewalks, vehicular and/or pedestrian access or passage, drainage and utilities; or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to authorize the Board of Selectmen to accept easements from private property owners.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 10-0-0 on March 6, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 26.

During the Finance Committee public hearing on March 6, 2012, the following information was noted:

- Town Administration advised the Finance Committee that, in accordance with an Article approved at 2011 Fall Annual Town Meeting, an annual Article will be put forward each spring to reauthorize the Selectmen to accept utility easements which may be required within the year.
- The provision addresses situations where timing may be critical and insufficient to obtain Town Meeting authorization.
- Town Administration further advised the Finance Committee that (1) this authorization does not provide for granting any easements; (2) only provides for the acceptance of easements provided that there is no cost to the town; and (3) had been used by the Selectmen on two occasions since last fall's initial authorization.

MOTION (two-thirds vote required):

Move that the Town vote to authorize the Board of Selectmen, during Fiscal Year 2013, to acquire on behalf of the Town any and all easements for any of the following purposes: roads, sidewalks, vehicular and/or pedestrian access or passage, drainage and utilities; provided however that such authorization pertains only to easements acquired at no cost to the Town.

ARTICLE 27
Authorization for Selectmen to Grant Access Easement
(Town Administrator)

ARTICLE:
To see if the Town will vote to authorize the Board of Selectmen to grant to the owner(s) of the property at 99 East Central Street, shown on Town of Natick Assessors Map 44 as Lot 270, which property abuts the Natick Community/Senior Center property, an easement over a portion of said Natick Community/Senior Center Property located at 117 East Central Street, Natick, Ma., shown on Town of Natick Assessors Map 44 as Lot 271A. Said easement shall be for the purpose of vehicular and pedestrian access to and egress from said abutting property. Said easement is shown on a plan, a copy of which is on file with the office of the Natick Board of Selectmen, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to authorize the Board of Selectmen to grant an easement to a private property owner whose property abuts Town property on which the new Community Senior Center is being built.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 12-0-0 on March 15, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 27.

During the Finance Committee public hearing on March 15, 2012, the following information was noted:

- Town Administration provided Finance Committee members with a summary of an encroachment by an abutter to the Community Senior Center property which was identified in the course of the new Center development.
- After discussions with the property's owner, who was unaware of this situation, and determination that this was an unfortunate oversight which was overlooked when the property was purchased, the Administration is proposing that the town grant an easement to permit the property owner's business to continue with reasonable access and egress to and from their small parking area.
- The limited size and configuration of the property owner's parking area requires separate access and egress.
- The intent of this Article is simply to authorize the Selectmen to grant an easement; it does not specify the details of a potential easement, nor does it compel the Selectmen to grant one.
- Several questions related to whether the proposed easement would be restricted to the present owner or could be transferred to a subsequent owner. Town Counsel is currently drafting the language of the easement and this will be discussed for Counsel's advice.

MOTION (two-thirds vote required):

Move that the Town vote to authorize the Board of Selectmen to grant to the owner(s) of the property at 99 East Central Street, shown on Town of Natick Assessors Map 44 as Lot 270, which property abuts the Natick Community/ Senior Center property, an easement over a portion of said Natick Community/Senior Center Property located at 117 East Central Street, Natick, MA, shown on Town of Natick Assessors Map 44 as Lot 271A. Said easement shall be for the purpose of vehicular and pedestrian access to and egress from said abutting property. Said easement is shown on a plan, a copy of which is on file with the office of the Natick Board of Selectmen.

ARTICLE 28
Amend Zoning By-Laws: Special Permit Granting Authority (Planning Board)

ARTICLE:

To see if the Town will vote to amend the Zoning By-Laws to modify the designation of the Board responsible for Site Plan Review and for action as the Special Permit Granting Authority (SPGA) within the HOOP overlay zoning district, or otherwise act thereon.

PURPOSE OF ARTICLE:

The purpose of this Article is to see if Town Meeting will approve certain amendments to the Zoning By-Laws.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-1 on March 20, 2012, the Finance Committee recommends Referral to the Planning Board with regard to the subject of Article 28.

During the Finance Committee public hearing on March 20, 2012, the following information was noted:

- The Finance Committee Chairman advised members that he had received an email stating that the Planning Board was requesting referral back to the Planning Board. No other information was available regarding this Article.

MOTION (Majority Vote Required):

No motion provided.

ARTICLE 29
By-Law Amendment Regarding Participants in Senior Property Tax Work Program
(Town Administrator)

ARTICLE:
To see if the Town will vote to amend Article 41, Section 4 of the Town of Natick By-Laws (Compensation of Town Officers and Employees) by adding at the end thereof a new sentence to read as follows: "Part-time employees whose additional compensation is through the Senior Property Tax Work Program shall be exempt from this requirement." Or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to amend the Town's By-Laws to stipulate that the terms of Article 41 Section 4 shall not apply to part-time employees whose additional compensation is through the Senior Property Tax Work Program.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 13-0-0 on March 8, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 29.

During the Finance Committee public hearing on March 8, 2012, the following information was noted:

- Town Administration advised the Finance Committee of overlapping provisions of a recent ruling by the state Department of Revenue (which designates participants in a Senior Property Tax Work program as town employees), and an existing town by-law (which requires any town employees who take a second position within the town to obtain the permission of the Board of Selectmen).
- As a result of this, some individuals who are eligible to participate in the Senior Property Tax Work Program have indicated they would choose not to participate in the program rather than undergo the public scrutiny of their financial circumstances which an appearance before the Selectmen would entail.
- To rectify this situation the Article proposes the following sentence be added at the end of Article 41, Section 4 of the By-Laws: "Part-time employees whose additional compensation is through the Senior Property Tax Work Program shall be exempt from this requirement."

MOTION (majority vote required):

Move that the Town vote to amend Article 41, Section 4 of the Town of Natick By-Laws (Compensation of Town Officers and Employees) by adding at the end thereof a new sentence to read as follows: "Employees whose additional compensation is through the Senior Property Tax Work Program shall be exempt from this requirement."

ARTICLE 30
By-Law Amendment Regarding Applicability of Civil Service Laws to Position of Fire Chief
(Town Administrator)

ARTICLE:
To see if the Town will vote to amend the Town of Natick By-Laws Article 10, specifically the chart entitled "Appointments Made by the Board of Selectmen" to add the following Citation next to the Fire Chief: "(C) s.3-2(c)" and to delete the following Additional Reference next to Fire Chief: "C.S. laws and rules" and insert in its place "(B) Art. 24, s.15"; or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to amend the Town By-Laws to remove references to the Fire Chief as being a Civil Service position.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 10-0-0 on March 6, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 30.

During the Finance Committee public hearing on March 6, 2012, the following information was noted:

- Town Administration advised the Finance Committee that, as this position has been removed from Civil Service, this is a corrective amendment to the By-Laws.

MOTION (majority vote required):

Move that the Town vote to amend the Town of Natick By-Laws Article 10, specifically the chart entitled "Appointments Made by the Board of Selectmen" to add the following Citation next to the Fire Chief: "(C) s.3-2(c)" and to delete the following Additional Reference next to Fire Chief: "C.S. laws and rules" and insert in its place "(B) Art. 24, s.15".

ARTICLE 31
Charter Amendment Regarding Applicability of Civil Service Laws to Position of Police Chief
(Town Administrator)

ARTICLE:
To see if the Town will vote to amend Section 3-2 (c) of the Town of Natick Home Rule Charter by deleting the clause "a police chief, in accordance with the civil service laws and rules" and replacing it with the clause "a police chief, in accordance with the provisions of the Town of Natick By-Laws Article 24, Section 14"; or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to amend the Town Charter to remove references to the Police Chief as being a Civil Service position.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 10-0-0 on March 6, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 31.

During the Finance Committee public hearing on March 6, 2012, the following information was noted:

- Town Administration advised the Finance Committee that, as this position has been removed from Civil Service, this is a corrective amendment to the Charter.

MOTION (two-thirds vote required):

Move that the Town vote to amend Section 3-2 (c) of the Town of Natick Home Rule Charter by deleting the clause "a police chief, in accordance with the civil service laws and rules" and replacing it with the clause "a police chief, in accordance with the provisions of the Town of Natick By-Laws Article 24, Section 14".

ARTICLE 32
Charter Amendment Regarding Applicability of Civil Service Laws to Position of Fire Chief
(Town Administrator)

ARTICLE:
To see if the Town will vote to amend Section 3-2 (c) of the Town of Natick Home Rule Charter by deleting the clause "a fire chief, in accordance with the civil service laws and rules" and replacing it with the clause "a fire chief, in accordance with the provisions of the Town of Natick By-Laws Article 24, Section 15"; or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to amend the Town Charter to remove references to the Fire Chief as being a Civil Service position.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 10-0-0 on March 6, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 32.

During the Finance Committee public hearing on March 6, 2012, the following information was noted:

- Town Administration advised the Finance Committee that, as this position has been removed from Civil Service, this is a corrective amendment to the Charter.

MOTION (two-thirds vote required):

Move that the Town vote to amend Section 3-2 (c) of the Town of Natick Home Rule Charter by deleting the clause "a fire chief, in accordance with the civil service laws and rules" and replacing it with the clause "a fire chief, in accordance with the provisions of the Town of Natick By-Laws Article 24, Section 15".

ARTICLE 33
Committee Article
(Board of Selectmen)

ARTICLE:
To hear the reports of the several Town officers and reports of committees authorized by vote of any further Town Meeting and to authorize a sum of money for the purpose thereof, or otherwise act thereon.

PURPOSE OF ARTICLE:
The purpose of this Article is to hear the report(s) of any Town officers and/or reports of committees, and to authorize any funds necessary for that purpose.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 11-0-1 on March 13, 2012, the Finance Committee recommends Favorable Action with regard to the subject of Article 33.

During the Finance Committee public hearing on March 13, 2012, the following information was noted:

- The Finance Committee was advised that Town Administration was not aware of any such reports that were being prepared for the 2012 Spring Annual Town Meeting.
- It was suggested that a favorable recommendation on this Article did not mandate that any reports must be made, only that such reports be allowed.
- It was further noted that there is no need for the Finance Committee to know in advance what reports might be given under this Article and no endorsement of any report would be implied by a favorable recommendation.

MOTION (Majority Vote Required):

Move that the Town be allowed to hear the reports of the several Town officers and reports of committees authorized by vote of any further Town Meeting and to authorize a sum of money for the purpose thereof.

ARTICLE 34
Charter Amendment Prohibiting Members of the Board of Selectmen from being Town Meeting Members
(Bruce A. Snow, et al)

ARTICLE:
This article requests a change to the town charter to facilitate a separation of power between the legislative and executive branches of Natick town government.

PURPOSE OF ARTICLE:
The purpose of this Article is to amend the Town's Charter such that members of the Board of Selectmen will be prohibited from serving as Town Meeting members.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 9-4-1 on March 20, 2012, the Finance Committee recommends Referral to the Sponsor with regard to the subject of Article 34.

During the Finance Committee public hearing on March 20, 2012, the following information was noted:

- The proponent of this Article informed Finance Committee members that the objective of this Article is to maintain separation of powers and to prevent undue influence by the Board of Selectmen on Town Meeting's decision making.
- Survey of other towns revealed a range of practices from towns where Selectmen automatically become "at large" members of Town Meeting to towns where Selectmen are prohibited from serving as Town Meeting members.
- The proponent considers the Board of Selectmen to be the executive branch of the Town's government because their purview includes all activities within the town.
- It was noted that, until recently, the traditional practice had been that when a Town Meeting member was elected to the Board of Selectmen that member resigned from Town Meeting; however, this has recently changed.
- It was pointed out that the Board of Selectmen have no authority over the schools, however, the proponent does not view the School Committee as having the potential to exert similarly disproportionate influence as Town Meeting members, although he would prefer that Town Meeting members who were also School Committee members not be permitted to vote on school-related matters.
- The proponent views the issue of town employees who might also be Town Meeting members as a separate issue.
- It was noted that an Article was put forward by a Selectman in 2002 which would have barred members of the Board of Selectmen, the Planning Board and the School Committee from serving as Town Meeting members, but this was voted down by Town Meeting.
- Finance Committee members debated three motions relative to this Article: (1) Indefinite Postponement; (2) Favorable Action; and (3) Referral to the Sponsor. Following a lengthy debate, the majority of Finance Committee members voted in favor of referral to the sponsor. Some of the points brought up by members during debate included the following:

- The tradition of New England Town Meeting, and the right of all citizens to participate
- Increased transparency and the avoidance of the perception of conflicts of interest or undue influence
- Exclusion of elected members of other policy-making Town boards

MOTION (two-thirds vote required):

Move that the Town vote to amend the Natick Home Rule Charter, specifically Article 2, Legislative Branch, Section 2-4(a), as follows:

1.) Insert a second sentence, which says: "Any member of town meeting shall be prohibited from simultaneously serving as a member of the board of selectmen."

Article 2, Legislative Branch, Section 2-4(a) would then read as follows:
"(a) Eligibility – Any voter shall be eligible to be a candidate, to be elected and to serve as a town meeting member. Any member of town meeting shall be prohibited from simultaneously serving as a member of the board of selectmen."

ARTICLE 35
Amend Charter: Restore Charter Provision About Number of Votes Required to Fill Town Meeting Member Vacancy
(Paul E. Connolly, et al)

ARTICLE:
To see if the Town will vote to restore the original language of the Town of Natick Home Rule Charter which provided that the town clerk certify candidates for town meeting member, who were not elected, as eligible for appointment to fill subsequent vacancies only if a candidate received at least ten votes.
The proposed amendment is as follows: In Section 2-6 (c), change the first sentence that begins "Following each town election" so that it will read "Following each town election, the town clerk shall prepare for each precinct a list of persons who received votes for town meeting member, but who were not elected, provided however that no person who received fewer than ten votes shall be listed.

PURPOSE OF ARTICLE:
The purpose of this Article is to amend the Town Charter relative to the number of votes needed to fill Town Meeting vacancies.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 11-1-0 on March 8, 2012, the Finance Committee recommends Referral to the Sponsor with regard to the subject of Article 35.

During the Finance Committee public hearing on March 8, 2012, the following information was noted:

- This Article addresses the process of appointing individuals to fill seats not filled by election.
- The Finance Committee and Article sponsor had an extensive discussion regarding the number of votes required for an individual to be elected to Town Meeting.
- The Town Clerk reported that she had consulted with both Town Counsel and the state elections division and had determined that statutory requirements addressed the minimum number of signatures required to be placed on the ballot, but did not specify a minimum number of votes for election. She quoted Counsel as identifying the minimum number of votes to be elected to be “more than none.”
- Following the Finance Committee’s public hearing, the sponsor of this Article conducted additional research on the matter and advised Finance Committee members that pursuing further action under this Article 35 as unnecessary.

MOTION (two-thirds vote required):

Move that the Town vote to change the first sentence of Section 2-6 (c) of the Town of Natick Home Rule Charter as printed in the text of the warrant article.

Article 36
Amend Bylaws: Define Process for Filling Town Meeting Member Vacancies By Action of Town Meeting or Town Meeting Member Caucus
(Paul E. Connolly, et al)

ARTICLE:
To see if the Town will vote to amend the Town of Natick Bylaws to define the process for filling Town Meeting Member vacancies by action of Town Meeting or a caucus of Town Meeting members, including the quantum of vote required to accomplish such action and any other rules that may need to be specified. This process is intended to apply to the situation when any vacancies have already been filled by persons who received votes at the town election (in accordance with Section 2-6 of the Town of Natick Home Rule Charter) and there are still vacancies remaining to be filled.

PURPOSE OF ARTICLE:
The purpose of this Article is to amend the Town By-Laws relative to the process for filling Town Meeting vacancies by actions of Town Meeting or Town Meeting member caucuses.

FINANCE COMMITTEE RECOMMENDATION:

By a vote of 10-2-0 on March 8, 2012, the Finance Committee recommends Referral to the Sponsor with regard to the subject of Article 36.

During the Finance Committee public hearing on March 8, 2012, the following information was noted:

- The sponsors of this Article advised Finance Committee members of the following:
    - Under Article 20 of the Fall 2011 Annual Town Meeting, the Town voted to approve an amendment to the Town of Natick Home Rule Charter that addresses how vacancies in Town Meeting membership are to be filled in the situation when there is no pool of potential appointees remaining from the candidates not elected. This amendment is pending approval by the voters at the 2012 Town Election.
    - Whether or not the amendment is approved by the voters, the sponsors of this warrant article believe that neither the current process that does nothing nor the amended process that is inadequately defined should be acceptable to the voters. Some questions that obviously come to mind are the following: (1) What is the quorum requirement for a caucus of town meeting members to take action? (2) What number of votes is necessary to advance a nominee to town meeting member who will serve until the next election? (3) May persons other than caucus members speak to offer recommendations of persons to be considered? (4) What method of voting will be used? Ballot? Roll call? Voice vote? (5) Is there a standard in the General Laws applicable to conducting a caucus that can be referenced to answer these and other related questions?

- The sponsors further advised Finance Committee members that the sponsors believe the process needs to be defined by bylaw, but that they do not have the expertise to formulate such a bylaw in a short period of time. Therefore, the sponsors recommend that a committee be appointed to address the subject matter of this warrant article and report back a draft of a suitable bylaw for consideration by Town Meeting.
- The Town Clerk noted that the intent of the Charter change on the upcoming ballot is to remove the Town Clerk from the decision making process of filling vacancies in town offices and, should the question pass, it would be the decision of Town Meeting as to whether procedures need to be drafted to delineate the process, since the caucuses would be a Town Meeting vehicle to fill their vacancies.
- Finance Committee members debated two motions: (1) referral of the subject matter of Article 36 to a committee of 3 to 5 members with term to May 31, 2013 to be appointed by the town moderator (as requested by the sponsors); and (2) referral to the sponsors.
- Following a discussion, a majority of Finance Committee members concluded the following:
    - The intent of this Article is premature until the outcome of the ballot vote was known.
    - Procedural matters such as this should not be codified as a by-law where such rigidity might not be beneficial.
    - If the ballot question passed, it would become effective immediately and procedures would then be needed by the Town Clerk to implement the process.
    - If this Article were approved by Town Meeting there would be no procedures in place for as much as two years due to the development and approval process stipulated for By-Law amendments, whereas flexibility was needed so relevant procedures could be changed in response to how the process evolved.
    - Referral to the sponsor would allow the process to evolve and could be revisited, if needed, in the future.

MOTION (Majority Vote Required):

Move that the Town vote to refer the subject matter of Article 36 to a committee of 3 to 5 members with term to May 31, 2013 to be appointed by the moderator. The charge for the committee is to draft a recommended change to the Town of Natick Bylaws to define a process for filling Town Meeting Member vacancies by action of Town Meeting or a caucus of Town Meeting members. The process to be defined is intended to apply to the situation when any vacancies have already been filled by persons who received votes at the town election (in accordance with Section 2-6 of the Natick Home Rule Charter) and there are still vacancies remaining to be filled.

Appendices

Financial Information
- FY 2013-2017 Capital Improvement Plan & FY 2013 Capital Budget
- Natick's Financial Indicators
- Statement on Reserves
- Snow & Ice Summary

Legal Information
Glossary
Demographics & Information

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Town of Natick

FY 2013-2017 Capital Plan Summary

2012 Spring Annual Town Meeting

Department	Project Title	2013	2014	2015	2016	2017	Total
General Fund							
Natick Public Schools							
NATICK PUBLIC SCHOOLS	KENNEDY-INSTALL 6 MODULAR CLASSROOMS	600000	0	0	0	0	**600000**
NATICK PUBLIC SCHOOLS	BROWN- ROOF REPLACEMENT	550000	0	0	0	0	**550000**
NATICK PUBLIC SCHOOLS	KENNEDY-REPLACE LARGE HVAC UNITS	300000	300000	0	0	0	**600000**
NATICK PUBLIC SCHOOLS	LILJA- REPLACE DOMESTIC HOT WATER HEATER	30000	0	0	0	0	**30000**
NATICK PUBLIC SCHOOLS	BROWN-REPLACE DOMESTIC HOT WATER HEATER	30000	0	0	0	0	**30000**
NATICK PUBLIC SCHOOLS	LILJA-REPLACE EXHAUST FANS	30000	0	0	0	0	**30000**
NATICK PUBLIC SCHOOLS	REPLACEMENT NSD-86	23500	0	0	0	0	**23500**
NATICK PUBLIC SCHOOLS	BEN-HEM-REPLACE OFFICE CARPET	22000	0	0	0	0	**22000**
NATICK PUBLIC SCHOOLS	KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC	0	200000	0	0	0	**200000**
NATICK PUBLIC SCHOOLS	BENNETT-HEMENWAY-REPLACE DDC TEMPERATURE CONTROLS	0	150000	0	0	0	**150000**
NATICK PUBLIC SCHOOLS	BROWN- VINYL FLOOR TILE REPLACEMENT	0	120000	0	0	0	**120000**
NATICK PUBLIC SCHOOLS	WILSON-REPLACE A/C COMPRESSORS	0	100000	0	0	0	**100000**
NATICK PUBLIC SCHOOLS	JOHNSON-REFURBISH HALL CEILINGS	0	100000	0	0	0	**100000**
NATICK PUBLIC SCHOOLS	BENNETT-HEMENWAY-REPLACE ROOFTOP EXHAUST FANS	0	45000	0	0	0	**45000**
NATICK PUBLIC SCHOOLS	REPLACE NSD84	0	35000	0	0	0	**35000**
NATICK PUBLIC SCHOOLS	LILJA- ROOF REPLACEMENT	0	0	550000	0	0	**550000**
NATICK PUBLIC SCHOOLS	MEMORIAL- REPLACE BOILERS	0	0	500000	0	0	**500000**
NATICK PUBLIC SCHOOLS	MEMORIAL-REPLACE EXTERIOR WINDOWS	0	0	500000	0	0	**500000**
NATICK PUBLIC SCHOOLS	KENNEDY- REPLACE VAT FLOOR TILE	0	0	300000	300000	0	**600000**
NATICK PUBLIC SCHOOLS	KENNEDY- REPLACE EXTERIOR DOORS	0	0	120000	0	0	**120000**
NATICK PUBLIC SCHOOLS	JOHNSON-REMOVE VAT	0	0	120000	0	0	**120000**
NATICK PUBLIC SCHOOLS	KENNEDY-REPLACE EXTERIOR WINDOWS	0	0	0	650000	0	**650000**
NATICK PUBLIC SCHOOLS	BROWN- REPLACE UNIT VENTILATORS IN CLASSROOMS	0	0	0	170000	0	**170000**
NATICK PUBLIC SCHOOLS	MEMORIAL- REPAVE PARKING AREAS	0	0	0	150000	0	**150000**
NATICK PUBLIC SCHOOLS	WILSON-REPLACE DOMESTIC WATER HEATERS	0	0	0	10000	0	**10000**
NATICK PUBLIC SCHOOLS	KENNEDY-INSTALL FIRE SPRINKLER SYSTEM	0	0	0	0	800000	**800000**
NATICK PUBLIC SCHOOLS	MEMORIAL-INSTALL FIRE SPRINKLER SYSTEM	0	0	0	0	500000	**500000**
NATICK PUBLIC SCHOOLS	WILSON-REPLACE AUDITORIUM A/C COMPRESSORS	0	0	0	0	50000	**50000**
NATICK PUBLIC SCHOOLS	BEN-EM-REPLACE LIBRARY AND OFFICE CARPETS	0	0	0	0	50000	**50000**
NATICK PUBLIC SCHOOLS	REPLACEMENT NSD-80	0	0	0	0	41000	**41000**
Total		**1585500**	**1050000**	**2090000**	**1280000**	**1441000**	**7446500**
Morse Institute Library							
MORSE INSTITUTE LIBRARY	RFID TAGGING OF LIBRARY'S BOOKS & MATERIALS	24000	0	0	0	0	**24000**
MORSE INSTITUTE LIBRARY	FURNITURE REPLACEMENT	24000	0	0	0	0	**24000**
MORSE INSTITUTE LIBRARY	R.F.I.D. PROJECT /SECURITY SYSTEM	0	52000	0	0	0	**52000**
MORSE INSTITUTE LIBRARY	AUTOMATED MATERIALS HANDLER	0	0	138000	0	0	**138000**

Town of Natick

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Department	Project Title	2013	2014	2015	2016	2017	Total
Total Morse		**48000**	**52000**	**138000**	**0**	**0**	**238000**
Police Department							
POLICE DEPARTMENT	CRUISER REPLACEMENT	183900	188900	193900	198900	198900	**964500**
POLICE DEPARTMENT	BUILDING SECURITY/MONITORING CAMERAS	85000	0	0	0	0	**85000**
POLICE DEPARTMENT	REPLACEMENT OF ANIMAL CONTROL VEHICLE	48877	0	0	0	0	**48877**
POLICE DEPARTMENT	FIREARMS TRAINING SIMULATOR	36000	0	0	0	0	**36000**
POLICE DEPARTMENT	POLICE FLOORING	20000	0	0	0	0	**20000**
POLICE DEPARTMENT	FITNESS EQUIPMENT UPGRADE	15000	0	0	0	0	**15000**
POLICE DEPARTMENT	PORTABLE RADIO REPLACEMENT	14500	0	0	0	0	**14500**
POLICE DEPARTMENT	DISPATCH GLASS	12500	0	0	0	0	**12500**
POLICE DEPARTMENT	INTERVIEW ROOMS RECORDING EQUIPMENT	12000	0	0	0	0	**12000**
POLICE DEPARTMENT	VIDEO LAB UPGRADE	0	14000	0	0	0	**14000**
POLICE DEPARTMENT	CRUISER LAPTOP REPLACEMENT	0	10000	0	0	0	**10000**
POLICE DEPARTMENT	RECONFIGURE DISPATCH CENTER	0	0	200000	0	0	**200000**
POLICE DEPARTMENT	DICTATION SYSTEM REPLACEMENT	0	0	30000	0	0	**30000**
Total Police		**427777**	**212900**	**423900**	**198900**	**198900**	**1462377**
Fire Department							
FIRE DEPARTMENT	CONSTRUCTION OF TRAINING FACILITY	750000	0	0	0	0	**750000**
FIRE DEPARTMENT	MOBILE DATA TERMINALS/ COMPUTERS ON APPARATUS	70000	0	0	0	0	**70000**
FIRE DEPARTMENT	REPLACE ZETRON PUBLIC ADDRESS SYSTEM	42000	0	0	0	0	**42000**
FIRE DEPARTMENT	REPLACE ENGINE 5 (1995)	0	500000	0	0	0	**500000**
FIRE DEPARTMENT	TURN OUT GEAR/ FIREFIGHTER PROTECTIVE CLOTHING	0	120000	120000	0	0	**240000**
FIRE DEPARTMENT	INCIDENT SUPPORT VEHICLE/BOX TRUCK	0	90000	0	0	0	**90000**
FIRE DEPARTMENT	REPLACE FIRE PICKUP 3/PLOW	0	0	70000	0	0	**70000**
FIRE DEPARTMENT	DEFIBRILATOR PURCHASE	0	0	30000	0	0	**30000**
FIRE DEPARTMENT	REPLACE NFD CAR-1	0	0	28500	0	0	**28500**
FIRE DEPARTMENT	PURCHASE ADDITIONAL AUTOMATED STRETCHER	0	0	14000	0	0	**14000**
FIRE DEPARTMENT	PURCHASE ADDITIONAL AUTO PULSE/ AUTOMATED CPR	0	0	13000	0	0	**13000**
FIRE DEPARTMENT	REPLACE LADDER / PLATFORM	0	0	0	1150000	0	**1150000**
FIRE DEPARTMENT	REPLACE 2001 FIRE PUMPER	0	0	0	500000	0	**500000**
FIRE DEPARTMENT	REPLACE AMBULANCE	0	0	0	200000	0	**200000**
Total Fire		**862000**	**710000**	**275500**	**1850000**	**0**	**3697500**
Public Works Building Maintenance							
PUBLIC BUILDING MAINTENANCE	ROOF (90 OAK STREET)	135000	0	0	0	0	**135000**
PUBLIC BUILDING MAINTENANCE	EXTERIOR PAINTING (90 OAK ST)	30000	0	0	0	0	**30000**
PUBLIC BUILDING MAINTENANCE	REPLACE B-1 (VEHICLE)	26000	0	0	0	0	**26000**
PUBLIC BUILDING MAINTENANCE	REPLACE B-2 (VAN)	0	35000	0	0	0	**35000**

Town of Natick

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Department	Project Title	2013	2014	2015	2016	2017	Total
PUBLIC BUILDING MAINTENANCE	AIR HANDLER UNITS (COLE)	0	0	100000	0	0	**100000**
PUBLIC BUILDING MAINTENANCE	BOILER REMOVAL (COLE)	0	0	45000	0	0	**45000**
Total DPW Building Maintenance		**191000**	**35000**	**145000**	**0**	**0**	**371000**
Public Works Engineering							
PUBLIC WORKS ENGINEERING	CH90 ROAD IMPROVEMENTS [1]	1020000	790000	790000	790000	790000	**4180000**
PUBLIC WORKS ENGINEERING	ROADS (COLLECTOR/ARTERIAL)	300000	1500000	0	1600000	1500000	**4900000**
PUBLIC WORKS ENGINEERING	REHAB. - CHARLES RIVER BRIDGE	0	500000	0	0	0	**500000**
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS PINE STREET	0	250000	1750000	0	0	**2000000**
PUBLIC WORKS ENGINEERING	MIDDLE ST. DRAINAGE IMPROVEMENTS	0	250000	1000000	0	0	**1250000**
PUBLIC WORKS ENGINEERING	WILLOW ST. DRAINAGE IMPROVEMENTS	0	300000	0	500000	0	**800000**
PUBLIC WORKS ENGINEERING	FEASIBILITY STUDY - STORMWATER UTILITY	0	50000	0	0	0	**50000**
PUBLIC WORKS ENGINEERING	ADD NEW E-3 (VEHICLE)	0	25000	0	0	0	**25000**
PUBLIC WORKS ENGINEERING	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	0	0	500000	690000	0	**1190000**
PUBLIC WORKS ENGINEERING	REHAB. - JENNINGS POND DAM	0	0	0	0	125000	**125000**
Total DPW Engineering		**1320000**	**3665000**	**4040000**	**3580000**	**2415000**	**15020000**
Public Works Equipment Maintenance							
PUBLIC WORKS EQUIPMENT MAINT	FUEL DEPOT UPGRADES	25000	0	0	0	0	**25000**
PUBLIC WORKS EQUIPMENT MAINT	IMPLEMENTATION OF GRAVEL PIT MASTER PLAN	0	100000	0	0	0	**100000**
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-4 (TRUCK)	0	55000	0	0	0	**55000**
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-2 (TRUCK)	0	50000	0	0	0	**50000**
PUBLIC WORKS EQUIPMENT MAINT	FUEL MANAGEMENT SYSTEM	0	30000	30000	0	0	**60000**
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-1 (VEHICLE)	0	28000	0	0	0	**28000**
PUBLIC WORKS EQUIPMENT MAINT	FORK LIFT	0	0	20000	0	0	**20000**
Total DPW Equipment Maintenance		**25000**	**263000**	**50000**	**0**	**0**	**338000**
Public Works Highway							
PUBLIC WORKS HIGHWAY	SNOW MELTER	232000	0	0	0	0	**232000**
PUBLIC WORKS HIGHWAY	REPLACE H-55 (FRONT-END LOADER)	170000	0	0	0	0	**170000**
PUBLIC WORKS HIGHWAY	REPLACE H-42 (DUMP TRUCK/SANDER/PLOW)	110000	0	0	0	0	**110000**
PUBLIC WORKS HIGHWAY	STREET LIGHT REPLACEMENT	80000	80000	80000	80000	80000	**400000**
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	10000	10000	10000	10000	10000	**50000**
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	10000	10000	10000	10000	10000	**50000**
PUBLIC WORKS HIGHWAY	REPLACE S-37 CHASSIS AND HOOKLIFT	0	214000	0	0	0	**214000**
PUBLIC WORKS HIGHWAY	REPLACE TRASH PACKER	0	200000	0	0	0	**200000**
PUBLIC WORKS HIGHWAY	REPLACE STREET SWEEPER	0	175000	0	0	0	**175000**
PUBLIC WORKS HIGHWAY	REPLACEMENT H-48	0	0	190000	0	0	**190000**
PUBLIC WORKS HIGHWAY	REPLACE H-41	0	0	65000	0	0	**65000**
PUBLIC WORKS HIGHWAY	REPLACE H-51	0	0	0	220000	0	**220000**

Town of Natick

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Department	Project Title	2013	2014	2015	2016	2017	Total
PUBLIC WORKS HIGHWAY	REPLACE H-61 SIDE WALK MACHINE	0	0	0	142000	0	**142000**
PUBLIC WORKS HIGHWAY	REPLACE H-63	0	0	0	0	190000	**190000**
PUBLIC WORKS HIGHWAY	REPLACE H-57	0	0	0	0	155000	**155000**
Total Highway		**612000**	**689000**	**355000**	**462000**	**445000**	**2563000**
Public Works Land, Facilities and Natural Resources							
PUBLIC WORKS LND FAC/NAT RES	REPLACE LOG LOADER ON LF-8	62000	0	0	0	0	**62000**
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-3 (DUMP TRUCK W/PLOW)	62000	0	0	0	0	**62000**
PUBLIC WORKS LND FAC/NAT RES	FIELD REHABILITATION	TBD	TBD	TBD	TBD	TBD	**TBD**
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-9 (BUCKET TRUCK)	0	150000	0	0	0	**150000**
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-12 (STUMP GRINDER)	0	35000	0	0	0	**35000**
PUBLIC WORKS LND FAC/NAT RES	REPLACE UTILITY TRACTOR/SMITHCO	0	12000	0	0	0	**12000**
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-11	0	0	12500	0	0	**12500**
PUBLIC WORKS LND FAC/NAT RES	REPLACE 1999 WOOD CHIPPER	0	0	0	61000	0	**61000**
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-20 MOWER	0	0	0	12500	0	**12500**
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-17 MOWER	0	0	0	0	10000	**10000**
Total Land, Facilities & Natural Resources		**124000**	**197000**	**12500**	**73500**	**10000**	**417000**
Community Services							
PARKS & RECREATION	COLE NORTH FIELD RENOVATIONS	200000	0	0	0	0	**200000**
PARKS & RECREATION	J. J. LANE PARK [6]	90000	0	0	0	0	**90000**
PARKS & RECREATION	REPLACE R-1 (VEHICLE)	35000	0	0	0	0	**35000**
PARKS & RECREATION	DUG POND PERIMETER FENCE WORK	20000	0	0	0	0	**20000**
PARKS & RECREATION	HISTORICAL MONUMENT RESTORATION	15000	15000	15000	0	0	**45000**
PARKS & RECREATION	COOLIDGE BASKETBALL COURT	10000	0	0	0	0	**10000**
PARKS & RECREATION	MURPHY FIELD IMPROVEMENTS	10000	0	0	0	0	**10000**
PARKS & RECREATION	DUG POND PIER [3]	5000	5000	5000	5000	5000	**25000**
PARKS & RECREATION	MEMORIAL SCHOOL LIGHTING	0	125000	0	0	0	**125000**
COUNCIL ON AGING	BUS [2]	0	65000	0	0	0	**65000**
PARKS & RECREATION	JOHNSON SCH CT/BASKETBALL & HOCKEY RINK	0	75000	0	0	0	**75000**
PARKS & RECREATION	REPLACE REC BUS #1	0	70000	0	0	0	**70000**
PARKS & RECREATION	NAVY YARD IMPROVEMENTS	0	50000	0	0	0	**50000**
PARKS & RECREATION	BASKETBALL COURT RENOVATIONS	0	20000	0	0	0	**20000**
PARKS & RECREATION	SOUTH NATICK PARK SYSTEM	0	0	1000000	0	0	**1000000**
PARKS & RECREATION	EAST TENNIS/BASKETBALL COURTS	0	0	100000	0	0	**100000**
PARKS & RECREATION	TENNIS/BASKETBALL COURT RENOVATIONS	0	0	25000	0	0	**25000**
PARKS & RECREATION	BACKSTOP/FENCE RENOVATION AND REPAIR WORK	0	0	0	0	0	**0**
PARKS & RECREATION	MEMORIAL BEACH WATER PLAY UNIT	0	0	0	75000	0	**75000**
PARKS & RECREATION	COLE CENTER PLAYGROUND	0	0	0	50000	0	**50000**

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Department	Project Title	2013	2014	2015	2016	2017	Total
PARKS & RECREATION	BACKSTOP/FENCE RENOVATION WORK	0	0	0	25000	25000	**50000**
PARKS & RECREATION	PEGAN COVE PARK	0	0	0	0	30000	**30000**
Total Community Services		**385000**	**425000**	**1145000**	**155000**	**60000**	**2170000**
Information Technology							
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	500000	250000	0	0	0	**750000**
Total Information Technology		**500000**	**250000**	**0**	**0**	**0**	**750000**
Town Clerk							
TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	100000	100000	100000	100000	100000	**500000**
TOWN CLERK	TOWN VAULT STORAGE	30000	0	0	0	0	**30000**
Total Town Clerk		**130000**	**100000**	**100000**	**100000**	**100000**	**530000**
Community Development							
COMMUNITY DEVELOPMENT	ROUTE 27 IMPROVEMENTS - CONSTRUCTION [4]	11000000	0	0	0	0	**11000000**
COMMUNITY DEVELOPMENT	NORTH MAIN STREET REDESIGN [5]	690000	0	0	0	0	**690000**
COMMUNITY DEVELOPMENT	N. MAIN & BACON INT. IMP. - (MATHWORKS MITIGATION) [5]	620000	0	0	0	0	**620000**
COMMUNITY DEVELOPMENT	WETHERSFIELD NEIGHBORHOOD TRAFFIC IMPROVEMENTS [5]	208000	0	0	0	0	**208000**
COMMUNITY DEVELOPMENT	PARK, BACON & WALNUT ST NEIGHBOR. TRAFFIC IMP. [5]	172000	0	0	0	0	**172000**
COMMUNITY DEVELOPMENT	SPEEN STREET TRAFFIC IMPROVEMENTS [5]	50000	200000	0	0	0	**250000**
COMMUNITY DEVELOPMENT	COCHITUATE AQUADUCT IMPROVEMENTS [6]	50000	0	0	0	0	**50000**
COMMUNITY DEVELOPMENT	DOWNTOWN PARKING GARAGE	0	7000000	0	0	0	**7000000**
Total Community Development		**12790000**	**7200000**	**0**	**0**	**0**	**19990000**
Total General Fund		**19000277**	**14848900**	**8774900**	**7699400**	**4669900**	**54993377**
less alternative sources		-13905000	-1060000	-795000	-795000	-795000	-17350000
Net General Fund Requests		**5095277**	**13788900**	**7979900**	**6904400**	**3874900**	**37643377**

Notes

[1] Funded through M.G.L. Ch. 90 State Aid for Roadway Construction & Maintenance

[2] Funded only if grants are available

[3] Funded through B.A.A./Marathon funds

[4] Funded through the State

[5] Funded through project specific mitigation funds

[6] Funded through Conservation Commission

Town of Natick

FY 2013-2017 Capital Plan Summary

2012 Spring Annual Town Meeting

Department	Project Title	2013	2014	2015	2016	2017	Total
Enterprise Funds							
Water/Sewer Enterprise Fund							
WATER SEWER ENTERPRISE	UPGRADE FORCE MAIN BRADFORD & PAMELA	2100000	0	0	0	0	**2100000**
WATER SEWER ENTERPRISE	REPLACE GROUND WATER WELLS	300000	300000	300000	0	0	**900000**
WATER SEWER ENTERPRISE	H & T FILTER MODIFICATION	200000	0	0	0	0	**200000**
WATER SEWER ENTERPRISE	REPLACE W-22 (DUMP TRUCK)	160000	0	0	0	0	**160000**
WATER SEWER ENTERPRISE	SEWER MAIN RELINING	150000	150000	150000	150000	150000	**750000**
WATER SEWER ENTERPRISE	PINE OAKS WELLS REPLACE MCC	150000	0	0	0	0	**150000**
WATER SEWER ENTERPRISE	REPLACE W-14 (BACKHOE)	125000	0	0	0	0	**125000**
WATER SEWER ENTERPRISE	SPRINGVALE FLUORIDE UPGRADE	100000	0	0	0	0	**100000**
WATER SEWER ENTERPRISE	SEWER MAIN ON COTTAGE & ROCKLAND STREET	75000	0	0	0	0	**75000**
WATER SEWER ENTERPRISE	REPLACE W-28 (TRUCK W/PLOW)	46000	0	0	0	0	**46000**
WATER SEWER ENTERPRISE	REPLACE W-25 (TRUCK)	46000	0	0	0	0	**46000**
WATER SEWER ENTERPRISE	W-21 CALL TRUCK 1 TON WORK TRUCK	40000	0	0	0	0	**40000**
WATER SEWER ENTERPRISE	REPLACE PUMP 4M SEWER STATION	35000	0	0	0	0	**35000**
WATER SEWER ENTERPRISE	RUNNING BROOK/VESTA RD PUMP STATION	0	500000	0	0	0	**500000**
WATER SEWER ENTERPRISE	WATER METER RADIO TRANSMITTERS	0	200000	200000	200000	0	**600000**
WATER SEWER ENTERPRISE	TOWN FOREST RESERVOIR ROOF COATING	0	160000	0	0	0	**160000**
WATER SEWER ENTERPRISE	VFD INSTALLS & CONTROLS	0	150000	150000	0	0	**300000**
WATER SEWER ENTERPRISE	TRAVIS ROAD GENERATOR	0	150000	0	0	0	**150000**
WATER SEWER ENTERPRISE	PRIME PARK PUMP STATION WALL REPAIR	0	140000	0	0	0	**140000**
WATER SEWER ENTERPRISE	GENERATOR BRADFORD RD & GRINDER PUMP	0	125000	0	0	0	**125000**
WATER SEWER ENTERPRISE	INSTALL GRINDER PUMP HEALTH CENTER	0	65000	0	0	0	**65000**
WATER SEWER ENTERPRISE	REPLACE W-1 (VEHICLE)	0	30000	0	0	0	**30000**
WATER SEWER ENTERPRISE	W-12 AIR COMPRESSOR	0	30000	0	0	0	**30000**
WATER SEWER ENTERPRISE	REPLACE W-16 (BACKHOE)	0	0	125000	0	0	**125000**
WATER SEWER ENTERPRISE	REPLACE CONTROL VALVES TONKA AND H&T FILTERS	0	0	100000	0	0	**100000**
WATER SEWER ENTERPRISE	BOOSTER PUMP - GLENRIDGE	0	0	0	250000	0	**250000**
WATER SEWER ENTERPRISE	REPLACE W-23 (DUMP TRUCK)	0	0	0	160000	0	**160000**
WATER SEWER ENTERPRISE	W-4 RANGER	0	0	0	21000	0	**21000**
WATER SEWER ENTERPRISE	ROUTE 30 WATER MAIN LOOP	0	0	0	0	0	**0**
WATER SEWER ENTERPRISE	CAPT TOM'S BOOSTER PUMP	0	0	0	0	0	**0**
WATER SEWER ENTERPRISE	SPRINGVALE TONKA FILTER MEDIA REPLACEMENT	0	0	0	0	0	**0**
WATER SEWER ENTERPRISE	WATER MAIN RELINING PHASE 6	0	0	0	0	0	**0**
Total Water/Sewer Enterprise Fund		**3527000**	**2000000**	**1025000**	**781000**	**150000**	**7483000**

Town of Natick

FY 2013-2017 Capital Plan Summary

2012 Spring Annual Town Meeting

Department	Project Title	2013	2014	2015	2016	2017	Total
Sassamon Trace Enterprise Fund							
SASSAMON TRACE GOLF COURSE	REPLACEMENT OF GOLF CARTS	117000	0	0	0	0	**117000**
SASSAMON TRACE GOLF COURSE	PARKING LOT EXTENSION	0	20000	0	0	0	**20000**
SASSAMON TRACE GOLF COURSE	SASSAMON TRACE IRRIGATION WELL	0	75000	0	0	0	**75000**
SASSAMON TRACE GOLF COURSE	PAVING OF GOLF COURSE CART PATHS	0	10000	10000	10000	10000	**40000**
Total Sassamon Trace Enterprise Fund		**117000**	**105000**	**10000**	**10000**	**10000**	**252000**

FY 2013-2017 Capital Improvement Plan Summary	2013	2014	2015	2016	2017	Total
General Fund	**19000277**	**14848900**	**8774900**	**7699400**	**4669900**	**54993377**
Water & Sewer Enterprise Fund	**3527000**	**2000000**	**1025000**	**781000**	**150000**	**7483000**
Sassamon Trace Enterprise Fund	**117000**	**105000**	**10000**	**10000**	**10000**	**252000**
Total ALL Capital Projects	**22644277**	**16953900**	**9809900**	**8490400**	**4829900**	**62728377**
less alternative sources	***-13905000***	***-1060000***	***-795000***	***-795000***	***-795000***	***-17350000***
Total All Capital Projects (funded by Natick)	**8739277**	**15893900**	**9014900**	**7695400**	**4034900**	**45378377**

Town of Natick

FY 2013-2017 Capital Plan Summary

2012 Spring Annual Town Meeting

Department	Project Title	2013	Spring		Fall		Cash	Debt
General Fund			**Equipment**	**Improvement**	**Equipment**	**Improvement**		
Natick Public Schools								
NATICK PUBLIC SCHOOLS	KENNEDY-INSTALL 6 MODULAR CLASSROOMS	600000		600000				600000
NATICK PUBLIC SCHOOLS	BROWN- ROOF REPLACEMENT	550000				550000		550000
NATICK PUBLIC SCHOOLS	KENNEDY-REPLACE LARGE HVAC UNITS	300000				300000		300000
NATICK PUBLIC SCHOOLS	LILJA- REPLACE DOMESTIC HOT WATER HEATER	30000				30000	30000	
NATICK PUBLIC SCHOOLS	BROWN-REPLACE DOMESTIC HOT WATER HEATER	30000				30000	30000	
NATICK PUBLIC SCHOOLS	LILJA-REPLACE EXHAUST FANS	30000				30000	30000	
NATICK PUBLIC SCHOOLS	REPLACEMENT NSD-86	23500			23500		23500	
NATICK PUBLIC SCHOOLS	BEN-HEM-REPLACE OFFICE CARPET	22000				22000	22000	
Total		**1585500**	**0**	**600000**	**23500**	**962000**	**135500**	**1450000**
Morse Institute Library								
MORSE INSTITUTE LIBRARY	RFID TAGGING OF LIBRARY'S BOOKS & MATERIALS	24000	0		24000		24000	
MORSE INSTITUTE LIBRARY	FURNITURE REPLACEMENT	24000	24000				24000	
Total Morse		**48000**	**24000**	**0**	**24000**	**0**	**48000**	**0**
Police Department								
POLICE DEPARTMENT	CRUISER REPLACEMENT	183900	73560		110340		183900	
POLICE DEPARTMENT	BUILDING SECURITY/MONITORING CAMERAS	85000		85000				85000
POLICE DEPARTMENT	REPLACEMENT OF ANIMAL CONTROL VEHICLE	48877	48877				48877	
POLICE DEPARTMENT	FIREARMS TRAINING SIMULATOR	36000		36000			36000	
POLICE DEPARTMENT	POLICE FLOORING	20000		20000			20000	
POLICE DEPARTMENT	FITNESS EQUIPMENT UPGRADE	15000	15000				15000	
POLICE DEPARTMENT	PORTABLE RADIO REPLACEMENT	14500	14500				14500	
POLICE DEPARTMENT	REPLACE DISPATCH CENTER GLASS	12500		12500			12500	
POLICE DEPARTMENT	INTERVIEW ROOMS RECORDING EQUIPMENT	12000	12000				12000	
Total Police		**427777**	**163937**	**153500**	**110340**	**0**	**342777**	**85000**
Fire Department								
FIRE DEPARTMENT	CONSTRUCTION OF TRAINING FACILITY	750000				750000		750000
FIRE DEPARTMENT	MOBILE DATA TERMINALS/ COMPUTERS ON APPARATUS	70000			70000			70000
FIRE DEPARTMENT	REPLACE ZETRON PUBLIC ADDRESS SYSTEM	42000	42000				42000	
Total Fire		**862000**	**42000**	**0**	**70000**	**750000**	**42000**	**820000**
Public Works Building Maintenance								
PUBLIC BUILDING MAINTENANCE	ROOF (90 OAK STREET)	135000				135000		135000
PUBLIC BUILDING MAINTENANCE	EXTERIOR PAINTING (90 OAK ST)	30000				30000	30000	
PUBLIC BUILDING MAINTENANCE	REPLACE B-1 (VEHICLE)	26000			26000		26000	
Total DPW Building Maintenance		**191000**	**0**	**0**	**26000**	**165000**	**56000**	**135000**
Public Works Engineering								
PUBLIC WORKS ENGINEERING	ROADS (COLLECTOR/ARTERIAL)	300000		300000			300000	0
Total DPW Engineering		**300000**	**0**	**300000**	**0**	**0**	**300000**	**0**

Town of Natick

FY 2013-2017 Capital Plan Summary

2012 Spring Annual Town Meeting

Department	Project Title	2013	Spring		Fall		Cash	Debt
Public Works Equipment Maintenance								
PUBLIC WORKS EQUIPMENT MAINT	FUEL DEPOT UPGRADES	25000		25000			25000	
Total DPW Equipment Maintenance		**25000**	**0**	**25000**	**0**	**0**	**25000**	**0**
Public Works Highway								
PUBLIC WORKS HIGHWAY	SNOW MELTER	232000	232000					232000
PUBLIC WORKS HIGHWAY	REPLACE H-55 (FRONT-END LOADER)	170000	170000					170000
PUBLIC WORKS HIGHWAY	REPLACE H-42 (DUMP TRUCK/SANDER/PLOW)	110000	110000					110000
PUBLIC WORKS HIGHWAY	STREET LIGHT REPLACEMENT	80000			80000		80000	
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	10000			10000		10000	
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	10000			10000		10000	
Total DPW Highway		**612000**	**512000**	**0**	**100000**	**0**	**100000**	**512000**
Public Works Land, Facilities and Natural Resources								
PUBLIC WORKS LND FAC/NAT RES	REPLACE LOG LOADER ON LF-8	62000	62000					62000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-3 (DUMP TRUCK W/PLOW)	62000	62000					62000
PUBLIC WORKS LND FAC/NAT RES	FIELD REHABILITATION	TBD						
Total DPW Land, Facilities & Natural Resources		**124000**	**124000**	**0**	**0**	**0**	**0**	**124000**
Community Services								
PARKS & RECREATION	COLE NORTH FIELD RENOVATIONS	200000				200000		200000
PARKS & RECREATION	REPLACE R-1 (VEHICLE)	35000	35000				35000	
PARKS & RECREATION	DUG POND PERIMETER FENCE WORK	20000		20000			20000	
PARKS & RECREATION	HISTORICAL MONUMENT RESTORATION	15000				15000	15000	
PARKS & RECREATION	COOLIDGE BASKETBALL COURT	10000		10000			10000	
PARKS & RECREATION	MURPHY FIELD IMPROVEMENTS (parking lot & fencing)	10000		10000			10000	
Total Community Services		**290000**	**35000**	**40000**	**0**	**215000**	**90000**	**200000**
Information Technology								
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	500000				500000		500000
Total Information Technology		**500000**	**0**	**0**	**0**	**500000**	**0**	**500000**
Town Clerk								
TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	100000				100000	100000	
TOWN CLERK	TOWN VAULT STORAGE	30000				30000	30000	
Total Town Clerk		**130000**	**0**	**0**	**0**	**130000**	**130000**	**0**
Total General Fund		**5095277**	**900937**	**1118500**	**353840**	**2722000**	**1269277**	**3826000**

Funding Analysis		
General Fund Borrowing	$	**3,826,000**
Free Cash	$	**150,000**
Receipts Reserved	$	**150,000**
Insurance Proceeds in Excess of $20,000	$	**28,875**
Capital Stabilization Fund		
- Capital S.F. Requested at Spring 2012 ATM	$	**369,562**

Town of Natick

FY 2013-2017 Capital Plan Summary

2012 Spring Annual Town Meeting

Department	Project Title	2013	Spring		Fall		Cash	Debt
- Capital S.F. Requested at Fall 2012 ATM						$ 570,840		
Total General Fund Capital FY 2013						**$ 5,095,277**		

Enterprise Funds

Water/Sewer Enterprise Fund							Ret. Earn.	Debt
WATER SEWER ENTERPRISE	UPGRADE FORCE MAIN BRADFORD / PAMELA	2100000		2100000			450000	1650000
WATER SEWER ENTERPRISE	REPLACE GROUND WATER WELLS	300000		300000				300000
WATER SEWER ENTERPRISE	H & T FILTER MODIFICATION	200000		200000				200000
WATER SEWER ENTERPRISE	REPLACE W-22 (DUMP TRUCK)	180000	180000				180000	
WATER SEWER ENTERPRISE	MWRA SEWER MAIN RELINING (5-year)	357900		357900			0	357900
WATER SEWER ENTERPRISE	PINE OAKS WELLS REPLACE MCC	150000		150000			150000	
WATER SEWER ENTERPRISE	REPLACE W-14 (BACKHOE)	135000	135000				135000	
WATER SEWER ENTERPRISE	SPRINGVALE FLUORIDE UPGRADE	100000	100000				100000	
WATER SEWER ENTERPRISE	SEWER MAIN ON COTTAGE & ROCKLAND STREET	75000		75000			75000	
WATER SEWER ENTERPRISE	REPLACE W-28 (TRUCK W/PLOW)	46000			46000		46000	
WATER SEWER ENTERPRISE	REPLACE W-25 (TRUCK)	46000	46000				46000	
WATER SEWER ENTERPRISE	REPLACE W-21 (1 TON WORK TRUCK)	40000			40000		40000	
WATER SEWER ENTERPRISE	REPLACE PUMP 4M SEWER STATION	35000	35000				35000	
Total Water/Sewer Enterprise Fund		**3764900**	**496000**	**3182900**	**86000**	**0**	**1257000**	**2507900**

Funding Analysis	
Water/Sewer Debt	**$ 2,507,900**
Retained Earnings	**$ 1,257,000**
Total Water/Sewer Capital FY 2013	**$ 3,764,900**

Sassamon Trace Enterprise Fund							Ret. Earn.	Debt
SASSAMON TRACE GOLF COURSE	REPLACEMENT OF GOLF CARTS	117000		117000		0	0	117000
Total Sassamon Trace Enterprise Fund		**117000**	**0**	**117000**	**0**	**0**	**0**	**117000**

Funding Analysis	
Sassamon Trace Golf Course Enterprise Borrowing	**$ 117,000**
Total Sassamon Trace Capital FY 2013	**$ 117,000**

Town of Natick

Financial Summit

October 17, 2011

Indicator Analysis, Fiscal Years 2002-2011
Projections & Estimates, Fiscal Year 2012-2014

Town of Natick

Financial Indicators

Introduction

This series of indicators are designed to achieve three goals:

a) Evaluate the fiscal health of the Town of Natick through a series of financial indicators and comparative benchmarks, where appropriate;
b) Present a three-year projection of Revenues & Expenditures; and
c) Outline the FY 2013 Budget Process & Issues

This material is intended to provide policymakers with an informed snapshot of where Natick stands financially heading into the FY 2013 Budget Process. It is not the purpose of this exercise to propose a budget or recommended level of services; rather it is to evaluate Natick via a series of benchmarks, including measures such as revenues and expenditures per household, benefit costs, funded and unfunded liabilities incurred by the Town, debt service, reserve position and population.

Using a series of recognized metrics from professional organizations, including the International City/County Management Association, (ICMA), the Government Finance Officer's Association (GFOA), Standard & Poor's, as well as data from the Town of Natick, Mass. Department of Revenue, the Mass. Department of Education, and the U.S. Census Bureau, Town staff has compiled 12 indicators which can be used to evaluate the Town's fiscal health.

In evaluating Natick's financial condition, staff has found that the Town has both fiscal strengths and weaknesses. In particular,

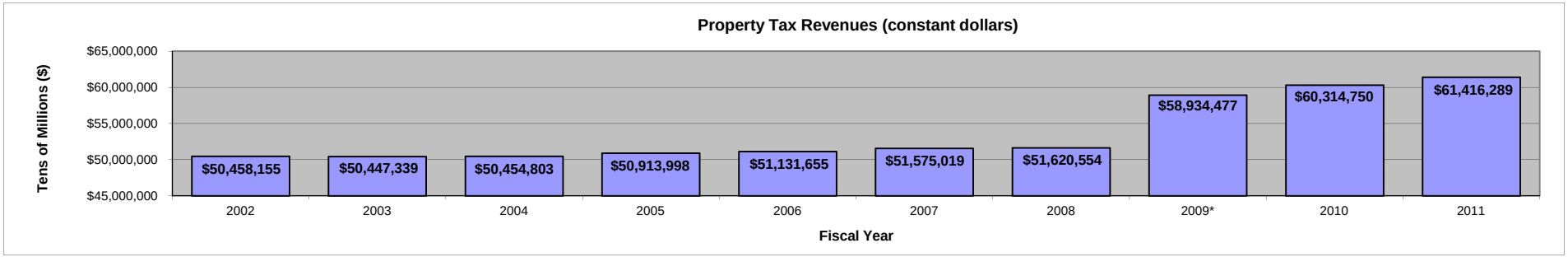
- Natick has favorable property tax collections, and debt service levels (both as a percentage of operating revenues and per capita).
- Natick has marginal expenditures per household and personnel costs, amounts of capital investment, reserve levels, and a reliance upon one-time revenues.
- Natick has unfavorable and uncertain levels of State Aid, revenues related to economic growth, benefit expenditures, and pension liabilities

These measures indicate that, overall, the Town has performed at a high level worthy of its AAA Credit Rating (from Standard & Poor's), but that continued maintenance of that rating relies upon maintaining favorable trends, addressing unfavorable trends, reducing future liabilities and continuing to work towards both sustainable services and cost-effective service delivery.

These indicators, and the projections and appendices which are attached to them, will be updated annually to provide the community, particularly those involved with the budget process, the most useful information available when making budget decisions. This effort is a continuation of and consistent with several other initiatives including the development of the Natick 360 Strategic Plan, development of financial management principles, improvements to the capital improvement planning and budgeting processes, improvements to the water and sewer rate setting process, ongoing revenue enhancement and expense control efforts, and more. All of these efforts are designed to allow us to identify and attain the desired future for the Town of Natick and its residents.

Property Tax Revenues

Trend Guideline: A decline in property tax revenues (constant dollars) is considered a warning indicator.



Formula:	Property Tax Revenues (constant dollars)

Fiscal Year	2002	2003	2004	2005	2006	2007	2008	2009*	2010	2011
Property Tax Levy Collections**	$ 51,577,655	$ 54,105,235	$ 55,565,671	$ 58,481,406	$ 61,127,172	$ 62,193,155	$ 64,432,962	$ 72,649,672	$ 76,171,856	$ 79,159,166
Less: debt exclusions**	$ (86,498)	$ (639,000)	$ (317,000)	$ (1,313,405)	$ (1,540,676)	$ (1,031,410)	$ (960,274)	$ (937,705)	$ (918,361)	$ (894,180)
Net Property Tax Revenues	$ 51,491,157	$ 53,466,235	$ 55,248,671	$ 57,168,001	$ 59,586,496	$ 61,161,745	$ 63,472,688	$ 71,711,967	$ 75,253,495	$ 78,264,986
CPI-U, 2002 base year***	194.4	201.9	208.6	213.9	222.0	225.9	234.2	231.8	237.7	242.8
CPI-U, adjustment for constant dollars	98.0%	94.4%	91.3%	89.1%	85.8%	84.3%	81.3%	82.2%	80.1%	78.5%
Property Tax Revenues (constant dollars)	**$ 50,458,155**	**$ 50,447,339**	**$ 50,454,803**	**$ 50,913,998**	**$ 51,131,655**	**$ 51,575,019**	**$ 51,620,554**	**$ 58,934,477**	**$ 60,314,750**	**$ 61,416,289**
Percent increase over prior year (constant dollars)	**2.6%**	**0.0%**	**0.0%**	**0.9%**	**0.4%**	**0.9%**	**0.1%**	**14.2%**	**2.3%**	**1.8%**

Notes:
*Denotes Fiscal Year where Proposition 2 1/2 Override was approved by voters.
**Source: Mass. Department of Revenue, Databank Reports, Fiscal Year 2000 - 2009 Excess Levy Capacity, Tax Recaps, FY 2011 Town of Natick 4th Quarter Revenue Report
***Amount shown for CPI-U data assumes half-year average for Boston-Brockton-Nashua Statistical Area, where 1982-1984 = 100. Source: U.S. Bureau of Local Accounts

Property Tax Revenues:

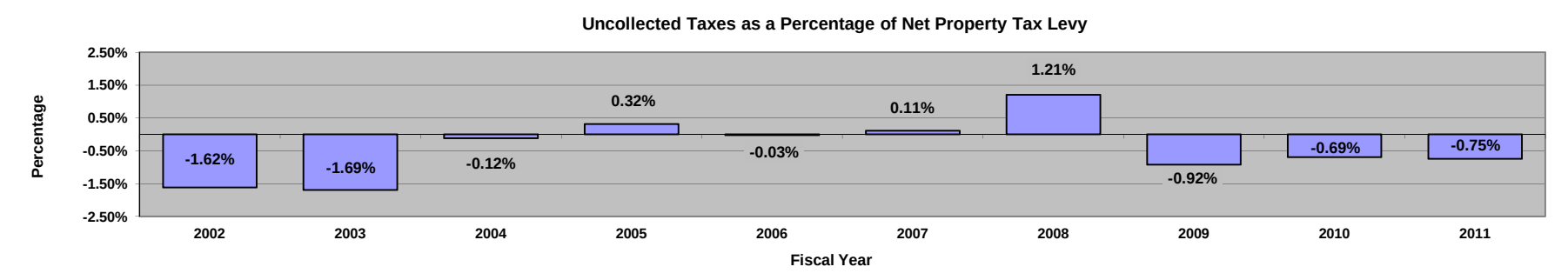
Property tax revenues are analyzed separately because they are the Town's primary revenue source for both operating and capital spending. Increases due to operating overrides, while enhancing the Town's ability to deliver services, must be weighed against their impact on taxpayers ability to pay.

This analysis shows that the only significant increases in constant dollars from year to year occurred when overrides were passed by Natick citizens. The good news: Property tax revenues are steady and reliable. The bad news: They do not grow faster than inflation, and only grow when citizens are willing to pay more.

Natick Trend	
favorable	x
marginal	x
unfavorable	
uncertain	

Uncollected Property Taxes

Trend Guideline: Uncollected property taxes (as a percent of the property tax levy) of 5-8 percent is considered a warning indicator by the Bond rating organizations.



Formula:	Uncollected Property Taxes / Net Property Tax Levy

Fiscal year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Property Tax Levy Limit	$ 51,549,010	$ 54,138,834	$ 55,923,830	$ 58,850,705	$ 61,169,262	$ 62,839,514	$ 65,186,660	$ 73,027,965	$ 76,971,074	$ 79,684,141
Reserved for Abatements & Exemptions	$ 1,002,277	$ 1,090,891	$ 1,073,347	$ 988,493	$ 1,049,572	$ 1,240,811	$ 1,003,911	$ 1,039,144	$ 1,321,477	$ 1,112,323
Net Property Tax Levy	$ 50,546,733	$ 53,047,943	$ 54,850,483	$ 57,862,212	$ 60,119,690	$ 61,598,703	$ 64,182,749	$ 71,988,821	$ 75,649,597	$ 78,571,818
Uncollected Taxes as of June 30	$ (816,977)	$ (898,130)	$ (64,749)	$ 183,006	$ (15,470)	$ 68,333	$ 774,703	$ (660,851)	$ (522,259)	$ (587,348)
Uncollected Taxes as a Percentage of Net Property Tax Levy	**-1.62%**	**-1.69%**	**-0.12%**	**0.32%**	**-0.03%**	**0.11%**	**1.21%**	**-0.92%**	**-0.69%**	**-0.75%**

Source: Town of Natick Operating Statements, 2002-2011

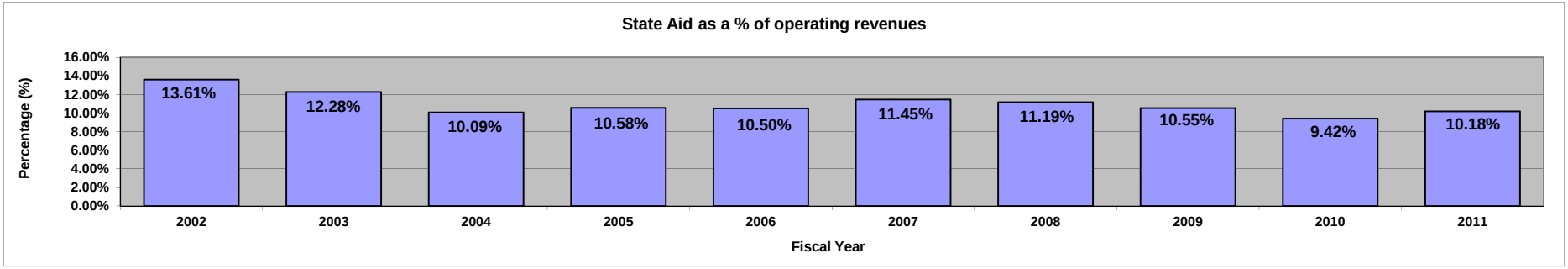
Natick Trend	
favorable	x
marginal	
unfavorable	
uncertain	

Uncollected Property Taxes:

An increase in uncollected property taxes may indicate an inability by property owners to pay their taxes due to economic conditions. Additionally, as uncollected property taxes rise, liquidity decreases, resulting in less cash on hand for the Town to invest. Bond rating organizations generally consider uncollected taxes in excess of five percent as a warning trend. Natick has exceptionally strong collection rates, regardless of economic circumstances during the last decade. This is attributable to strong efforts in tax title collection and the diligence of Natick citizens to pay their taxes on time.

State Aid

Trend Guideline: Reductions in State Aid, as a percentage of operating revenues, is considered a warning indicator particularly if the Town does not have adequate reserves to offset reductions.



Formula:	State Aid / Operating Revenues

Fiscal Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Operating Revenues	$ 76,922,865	$ 80,358,614	$ 82,728,409	$ 85,275,469	$ 88,981,117	$ 93,515,538	$99,994,725	$ 101,084,164	$ 102,985,796	$ 106,064,593
State Aid Revenues	$ 11,947,605	$ 11,345,247	$ 9,806,856	$ 10,390,668	$ 10,714,907	$ 12,078,231	$14,845,086	$ 11,576,985	$ 10,619,913	$ 11,719,198
Less: School Building Reimbursements	$ 1,475,035	$ 1,475,035	$ 1,461,337	$ 1,369,707	$ 1,369,707	$ 1,369,707	$ 3,659,335	$ 916,839	$ 916,839	$ 916,839
Net State Aid Revenues	$ 10,472,570	$ 9,870,212	$ 8,345,519	$ 9,020,961	$ 9,345,200	$ 10,708,524	$11,185,751	$ 10,660,146	$ 9,703,074	$ 10,802,359
State Aid as a % of operating revenues	**13.61%**	**12.28%**	**10.09%**	**10.58%**	**10.50%**	**11.45%**	**11.19%**	**10.55%**	**9.42%**	**10.18%**

Notes:

Source(s): State Aid "Cherry Sheets", FY 2001-2011
Town of Natick Town Reports, Report to Assessors of Certain Receipts as per M.G.L.Ch. 42, Sec. 59A., 2002-2010

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	x

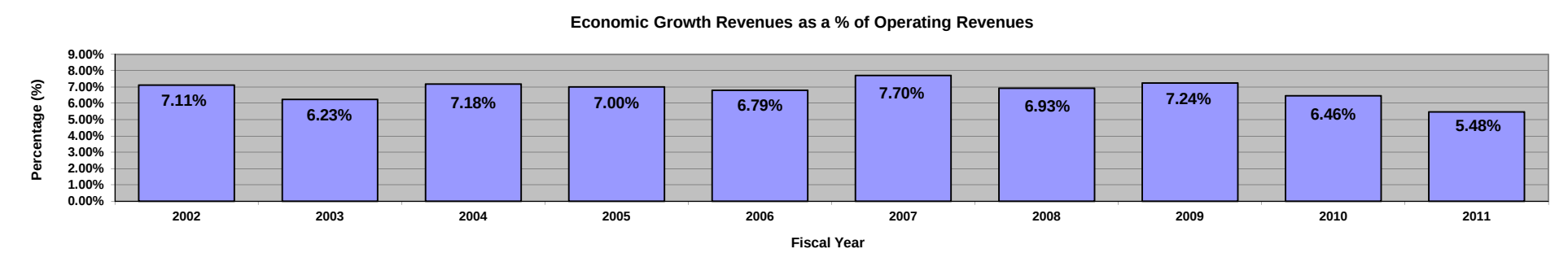
State Aid:

A constant area of concern for municipalities in Massachusetts is the level of State Aid which they receive. Many mandates - funded and unfunded - come from Beacon Hill to local governments and the challenge to enforce, implement and help citizens understand them falls to the municipalities. Designed to fund a variety of local services - from education to veterans services and many things in between, intergovernmental (State) aid is an important component of the overall revenue picture. Declines in State Aid are particularly troublesome as municipalities are not capable of controlling them and can only offset them with expense reductions if the community does not have adequate reserves.

Natick, like the other 351 cities and towns throughout Massachusetts has seen declines in state aid over the course of the last decade. Major drops have occurred during economic downturns - most noticeably in 2004 and again most recently when mid-year aid cuts forced the community to make up nearly half a million dollars in aid relied upon to provide local services. The uncertainty of state aid from year-to-year (or even within a particular fiscal year) make reliance upon it for funding the operating budget always troublesome. As the tax levy grows as a percentage of the overall revenue pie, this will mitigate some of the reliance upon state aid, but have the adverse affect of forcing even more of the burden for ongoing operations onto the local taxpayer.

Revenues Related to Economic Growth

Trend Guideline: Decreasing economic growth revenues, as a percentage of net operating revenues, is considered a warning indicator.



Formula:	Economic Growth Revenues / Operating Revenues

Fiscal Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net (non-exempt) operating revenues	$ 76,922,865	$ 80,358,614	$ 82,728,409	$ 85,275,469	$ 88,981,117	$ 93,515,538	$ 99,994,725	$ 101,084,164	$ 102,985,796	$ 106,064,593
Building Related Fees & Permits	$ 485,849	$ 742,483	$ 736,731	$ 929,897	$ 1,273,145	$ 2,614,468	$ 1,869,533	$ 740,772	$ 761,862	$ 1,125,848
Motor Vehicle Excise	$ 4,156,493	$ 3,681,214	$ 4,449,072	$ 4,461,799	$ 4,113,124	$ 3,937,055	$ 4,174,230	$ 4,187,040	$ 3,739,367	$ 3,931,401
Levy Growth	$ 825,252	$ 585,454	$ 756,915	$ 578,202	$ 657,677	$ 646,694	$ 883,280	$ 2,395,360	$ 2,147,515	$ 752,536
Total: Economic Growth Revenues	$ 5,467,593	$ 5,009,150	$ 5,942,718	$ 5,969,898	$ 6,043,946	$ 7,198,217	$ 6,927,043	$ 7,323,172	$ 6,648,744	$ 5,809,785
Economic Growth Revenues as a % of Operating Revenues	**7.11%**	**6.23%**	**7.18%**	**7.00%**	**6.79%**	**7.70%**	**6.93%**	**7.24%**	**6.46%**	**5.48%**

Sources: Building Related Fees & Permits, FY 2002-2011, Town of Natick, Town Reports, 2001-2010.
Tax Recapitulation Worksheets, FY 2002-2011.

Natick Trend	
favorable	
marginal	
unfavorable	x
uncertain	x

Notes:
Building Related Fees & Permits inclusive of all Alterations, Building, Wiring, Gas & Plumbing permits, FY 2002-2011.

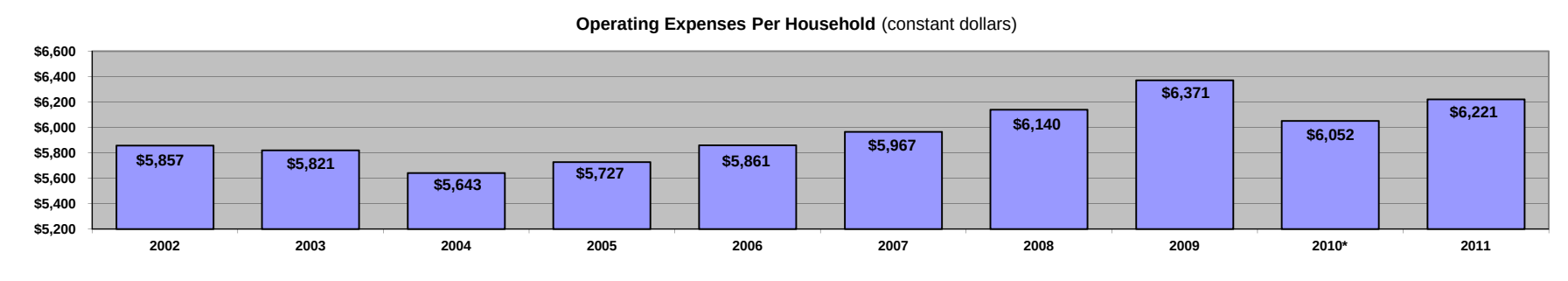
Revenues Related to Economic Growth:

Revenues related to economic growth include construction related revenues such as permit fees and new tax levy growth resulting from new construction and certain retail related revenues such as motor vehicle excise taxes. A decrease in building permit fees may be a leading indicator of smaller future increases in the tax levy. Despite the inherent nature of this indicator to fluctuate with the economy, inflation and other influences, Natick has been fortunate to have consistently maintained approximately 7% of its operating revenues throughout the last decade as those attributable to economic growth. Also favorable is that most of this economic growth has been largely attributable to non-residential development, thus creating less demand for expanded municipal services. Unfortunately, the two most recent fiscal years indicates that overall revenues attributible to economic growth have decreased - which could foreshadow lower tax levy growth in the future fiscal years. It is for that reason that this indicator is now trending unfavorable.

What makes this revenue trend uncertain is two-fold: 1) the large swings within categories of economic growth revenues from year-to-year are surprising even when one takes away the one-time surge in building fees and resulting in tax levy growth related to the Natick Collection development, and 2) the uncertain nature of future new or redeveloped construction projects within Natick. Positively for Natick Motor Vehicle Excise revenue has remained steady, which is unusual compared to most communities in the Commonwealth during the Great Recession.

Expenditures per Household

Trend Guideline: Increasing net operating expenditures per household, in constant dollars, may be considered a warning indicator.



Formula:	Net Operating Expenditures and Transfers (constant dollars) / Households

Fiscal year	2002	2003	2004	2005	2006	2007	2008	2009	2010*	2011
Education	$ 31,421,511	$ 32,306,544	$ 33,403,060	$ 34,253,613	$ 35,837,412	$ 37,412,534	$ 40,905,762	$ 44,067,023	$ 42,391,575	$ 44,664,342
Municipal	$ 21,848,427	$ 21,920,884	$ 21,690,987	$ 22,984,066	$ 24,034,484	$ 24,815,371	$ 26,085,897	$ 26,120,538	$ 25,920,487	$ 27,998,158
Shared Expenses (Benefits, Debt)	$ 19,500,694	$ 21,035,568	$ 20,366,034	$ 21,585,211	$ 24,224,319	$ 25,183,676	$ 26,579,006	$ 25,891,004	$ 27,350,826	$ 28,158,170
Total Operating Expenses	$ 72,770,632	$ 75,262,996	$ 75,460,081	$ 78,822,891	$ 84,096,215	$ 87,411,581	$ 93,570,665	$ 96,078,565	$ 95,662,888	$ 100,820,670
CPI-U, 2000 base year	194.4	201.9	208.6	213.9	222	225.91	234.239	231.802	237.683	242.761
CPI-U, adjustment for constant dollar	98.0%	94.4%	91.3%	89.1%	85.8%	84.3%	81.3%	82.2%	80.1%	78.5%
Operating Expenses (cons. doll.)	$ 71,310,727	$ 71,013,376	$ 68,912,490	$ 70,199,910	$ 72,163,644	$ 73,710,354	$ 76,098,394	$ 78,959,486	$ 76,672,628	$ 79,116,240
Households	12,175	12,200	12,213	12,258	12,313	12,354	12,393	12,394	12,670	12,718
Oper. Exp. Per Household	**$ 5,857**	**$ 5,821**	**$ 5,643**	**$ 5,727**	**$ 5,861**	**$ 5,967**	**$ 6,140**	**$ 6,371**	**$ 6,052**	**$ 6,221**

Source: Town of Natick, Town Reports, FY 2002-2010 & Comptroller's FY 2011 4th Qtr GF Expenditure Reports.
*Note: FY 2010 Education spending lower than previous years in part to ARRA allocation. Costs attributed to grant funds, not tax levy.

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	

Expenditures per Household:

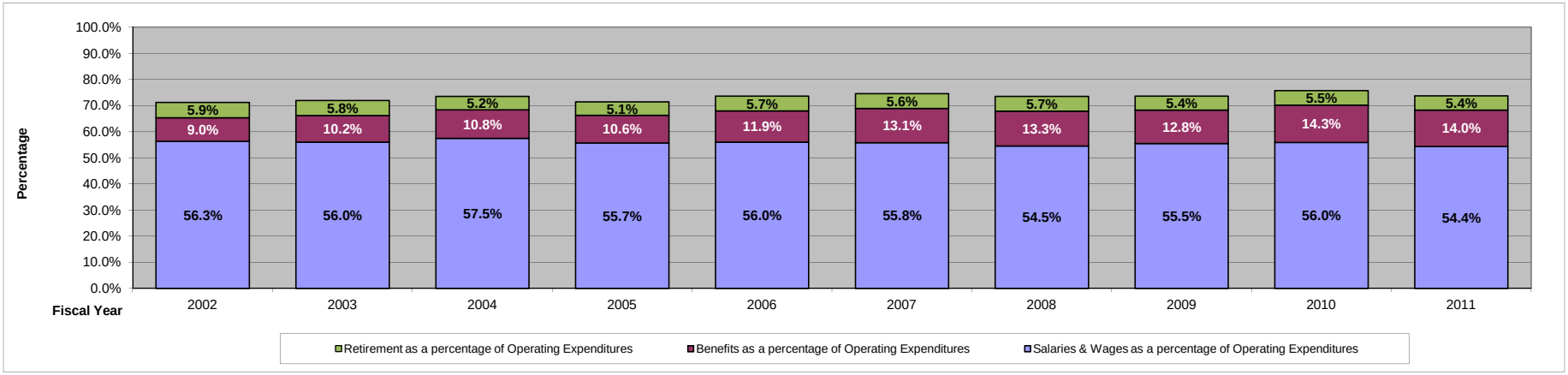
Increasing operating expenditures per household can indicate that the cost of providing services is outstripping taxpayer's ability to pay, especially if spending is increasing faster than household income. Increasing expenditures may also indicate that the demographics of the Town are changing, requiring increased spending in related services.

This indicator tells a mixed message for the Town of Natick. On the one hand, revenues have kept pace with expenses (because of the need to have a balanced budget they must.) But, in recent years, recurring revenues have been supplemented with one-time revenues in order to meet expenses. On the other hand, operating expenses in constant dollars have increased per household only 7.18% since 2002, or an average of less than 1% annually.

The trend within the trend worth further examining is which sections of the budget have witnessed the greatest percentage increase since 2001. As this indicator shows and Indicators I.6, I.7 and I.10 further detail, the largest increase has been within Shared Expenses and not in direct services for the community.

Personnel Costs

Trend Guideline: Increasing personnel costs as a percentage of total spending is considered a warning factor.



Formula:	Salaries & Wages / Operating Expenditures

Fiscal Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Operating Expenditures	$ 72,770,632	$ 75,262,996	$ 75,460,081	$ 78,822,891	$ 84,096,215	$ 87,411,581	$ 93,570,665	$ 96,078,565	$ 95,662,888	$ 100,820,670
Municipal Wages	$ 15,883,747	$ 16,609,585	$ 16,856,565	$ 16,964,540	$ 17,714,578	$ 18,304,206	$ 19,098,039	$ 19,794,936	$ 19,295,237	$ 20,072,596
School Wages	$ 25,110,883	$ 25,562,431	$ 26,562,345	$ 26,970,396	$ 29,411,268	$ 30,490,144	$ 31,911,758	$ 33,536,531	$ 34,229,540	$ 34,726,652
Benefits	$ 6,561,870	$ 7,652,132	$ 8,185,461	$ 8,345,688	$ 10,019,946	$ 11,474,218	$ 12,486,833	$ 12,293,905	$ 13,660,686	$ 14,106,467
Pensions	$ 4,262,872	$ 4,371,840	$ 3,896,861	$ 4,024,827	$ 4,757,724	$ 4,931,096	$ 5,376,574	$ 5,154,961	$ 5,243,247	$ 5,475,739
Total Wage & Benefit Costs	$ 51,819,372	$ 54,195,988	$ 55,501,232	$ 56,305,451	$ 61,903,516	$ 65,199,663	$ 68,873,204	$ 70,780,333	$ 72,428,710	$ 74,381,454
Salaries & Wages as a percentage of Operating Expenditures	**56.3%**	**56.0%**	**57.5%**	**55.7%**	**56.0%**	**55.8%**	**54.5%**	**55.5%**	**56.0%**	**54.4%**
Benefits as a percentage of Operating Expenditures	**9.0%**	**10.2%**	**10.8%**	**10.6%**	**11.9%**	**13.1%**	**13.3%**	**12.8%**	**14.3%**	**14.0%**
Retirement as a percentage of Operating Expenditures	**5.9%**	**5.8%**	**5.2%**	**5.1%**	**5.7%**	**5.6%**	**5.7%**	**5.4%**	**5.5%**	**5.4%**
Total Wage & Benefit Costs as a percentage of Operating Expenditures	**71.2%**	**72.0%**	**73.6%**	**71.4%**	**73.6%**	**74.6%**	**73.6%**	**73.7%**	**75.7%**	**73.8%**

Source: Town of Natick, Town Reports, FY 2002-2010 & Comptroller's FY 2011 4th Qtr GF Expenditure Reports.

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	x

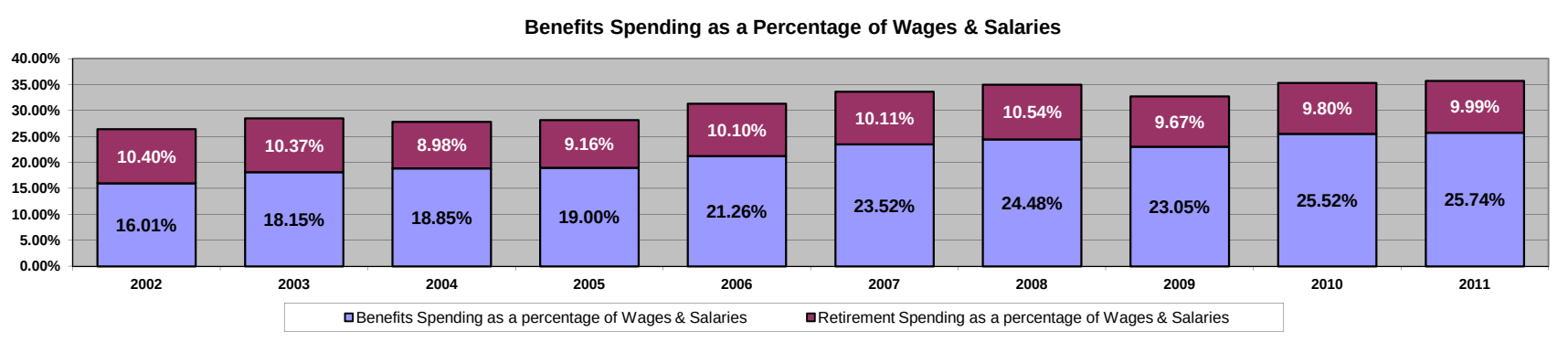
Personnel Costs:

Increasing salaries and wages as a percent of operating expenditures may be an indicator of two trends: 1) First, it may point to future pension and health insurance costs since both of these items are related to the number and compensation level of employees. 2) Second, if salaries and wages as a percent of operating expenditures are increasing, it may be an indicator that the Town is not adequately funding its capital needs or of deferred maintenance of the Town's infrastructure.

Total labor costs have increased since 2002 by 2.6%, but the rate and level of increase has remained relatively constant until last fiscal year. This is good for the Town as such a slow rate of increase is manageable and should allow policymakers to adjust budgeting and goal setting with a limited impact to services. The increase, however, is not in the salary and wage portion of compensation, but rather was in the cost of benefits. As detailed in Indicator I.7, this is a negative short-term and long-term development as it means that less money is available to spend on service delivery or employee retention but rather is being spent on maintaining existing benefits. Progress was made in controlling this cost in FY 2011 through major restructuring of health care benefits.

Employee Benefits

Trend Guideline: Increasing benefit costs as a percentage of wages and salaries is considered a warning indicator.



Formula:	Employee Benefits / Wages & Salaries

Fiscal Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Medical Benefits	$ 6,561,870	$ 7,652,132	$ 8,185,461	$ 8,345,688	$ 10,019,946	$ 11,474,218	$ 12,486,833	$ 12,293,905	$ 13,660,686	$ 14,106,467
Retirement Benefits	$ 4,262,872	$ 4,371,840	$ 3,896,861	$ 4,024,827	$ 4,757,724	$ 4,931,096	$ 5,376,574	$ 5,154,961	$ 5,243,247	$ 5,475,739
Wages & Salaries - Municipal	$ 15,883,747	$ 16,609,585	$ 16,856,565	$ 16,964,540	$ 17,714,578	$ 18,304,206	$ 19,098,039	$ 19,794,936	$ 19,295,237	$ 20,072,596
Wages & Salaries - Schools	$ 25,110,883	$ 25,562,431	$ 26,562,345	$ 26,970,396	$ 29,411,268	$ 30,490,144	$ 31,911,758	$ 33,536,531	$ 34,229,540	$ 34,726,652
Total Wages & Salaries	$ 40,994,630	$ 42,172,016	$ 43,418,910	$ 43,934,936	$ 47,125,846	$ 48,794,350	$ 51,009,797	$ 53,331,467	$ 53,524,777	$ 54,799,248
Benefits Spending as a percentage of Wages & Salaries	**16.01%**	**18.15%**	**18.85%**	**19.00%**	**21.26%**	**23.52%**	**24.48%**	**23.05%**	**25.52%**	**25.74%**
Retirement Spending as a percentage of Wages & Salaries	**10.40%**	**10.37%**	**8.98%**	**9.16%**	**10.10%**	**10.11%**	**10.54%**	**9.67%**	**9.80%**	**9.99%**
Total Benefits Spending as % of Wages & Salaries	**26.41%**	**28.51%**	**27.83%**	**28.16%**	**31.36%**	**33.62%**	**35.02%**	**32.72%**	**35.32%**	**35.73%**

Source: Town of Natick, Town Reports, FY 2002-2010 & Comptroller's FY 2011 4th Qtr GF Expenditure Reports.

Natick Trend	
favorable	
marginal	
unfavorable	x
uncertain	

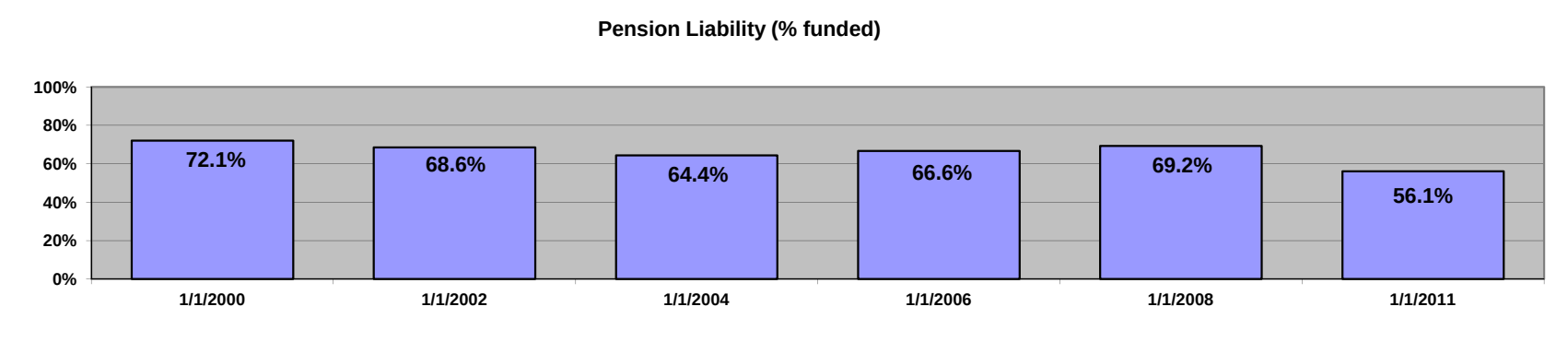
Employee Benefits:

Fringe benefits represent a significant and increasing share of the Town's operating costs. Further, this analysis may understate certain fringe benefits such as sick leave buy-back liabilities and vacation accruals.

This indicator demonstrates one of the most alarming statistics witnessed during the last 10 years - growth in health care costs. Medical benefits (including all forms of health insurance), have increased more than 115% in the last 10 years and its share as part of an employees' compensation package has nearly doubled - from comprising 16.0% in 2002 to over 25.7% in 2011. The increase in health care costs means valuable available funds for other purposes are being spent to maintain an existing benefit. This directly impacts the amount of money available for service delivery and infrastructure maintenance, and is not sustainable.

Pension Liability

Trend Guideline: An unfunded pension liability or increase in the unfunded liability is considered a warning indicator.



Formula:	Pension Assets / Pension Liability

Actuarial Date	1/1/2000	1/1/2002	1/1/2004	1/1/2006	1/1/2008	1/1/2011
Estimated Accrued Liability	$ 89,688,360	$ 100,572,515	$ 109,024,236	$ 118,903,286	$ 131,268,314	$ 146,904,423
Pension Assets	$ 64,669,153	$ 68,985,592	$ 70,246,877	$ 79,234,306	$ 90,885,080	$ 82,431,038
Pension Liability (unfunded)	$ 25,019,207	$ 31,586,923	$ 38,777,359	$ 39,668,980	$ 40,383,234	$ 64,473,385
Percent Funded	**72.1%**	**68.6%**	**64.4%**	**66.6%**	**69.2%**	**56.1%**

Source: Town of Natick Retirement System Actuarial Studies, 2000-2011.

Natick Trend	
favorable	
marginal	
unfavorable	x
uncertain	

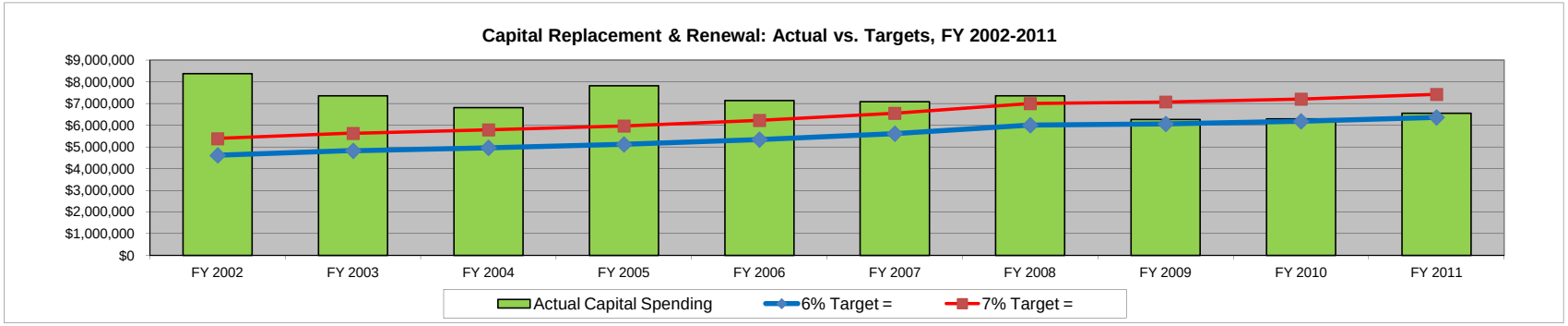
Pension Liability:

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 January 1, 2011, there were 1012 participants in the Natick Retirement System - 559 active, 93 inactive and 360 retired participants and beneficiaries. Town Meeting appropriates an annual contribution to the system as determined by an actuarial study.

Natick's overall pension liability is an area of ongoing concern. As revenues become stagnant while the assessment for the Retirement System continues to increase in order to meet state mandated funding requirements, the impact of the retirement system upon Town operations will increase. State law mandates the pension system must be fully funded by 2040. This will require that beginning in FY 2012, more money will need to be set aside to fund the retirement assessment and less will be available for operational and capital needs. How much more is still to be determined by the Natick Retirement Board.

Capital Asset & Renewal

Trend Guideline: A three or more year decline in Capital Spending from operating funds as a percentage of gross operating revenues is considered a warning indicator.



Formula:	Actual Capital Spending (Cash + Debt) vs. 6%-7% Target

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Net Revenues	**$ 76,922,865**	**$ 80,358,614**	**$ 82,728,409**	**$ 85,275,469**	**$ 88,981,117**	**$ 93,515,538**	**$ 99,994,725**	**$ 101,084,164**	**$ 102,985,796**	**$ 106,064,593**
Within-Levy Target (low)	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%
6% Target =	**$4,615,372**	**$4,821,517**	**$4,963,705**	**$5,116,528**	**$5,338,867**	**$5,610,932**	**$5,999,683**	**$6,065,050**	**$6,179,148**	**$6,363,876**
Within-Levy Target (high)	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%
7% Target =	**$5,384,601**	**$5,625,103**	**$5,790,989**	**$5,969,283**	**$6,228,678**	**$6,546,088**	**$6,999,631**	**$7,075,891**	**$7,209,006**	**$7,424,522**
Actual Capital Spending										
Cash	$ 1,009,500	$ 374,300	$ 195,800	$ 1,401,500	$ 680,847	$ 906,128	$ 1,077,378	$ 293,900	$ 300,940	$ 547,620
Within-Levy Debt Service	$ 7,372,006	$ 6,982,375	$ 6,619,472	$ 6,418,807	$ 6,452,762	$ 6,182,248	$ 6,283,504	$ 5,977,484	$ 5,996,828	$ 6,001,812
Total Cap. Spending As %	10.90%	9.15%	8.24%	9.17%	8.02%	7.58%	7.36%	6.20%	6.12%	6.17%
Actual Capital Spending	**$8,381,506**	**$7,356,675**	**$6,815,272**	**$7,820,307**	**$7,133,609**	**$7,088,376**	**$7,360,882**	**$6,271,384**	**$6,297,768**	**$6,549,432**

Source: Appropriations from Annual Town Meetings, Town of Natick, Town Reports 2001-2010.

Capital Asset & Renewal:

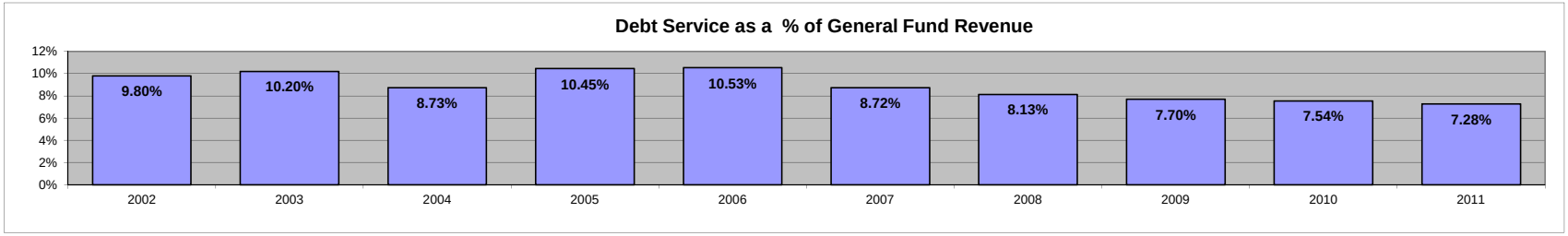
Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	

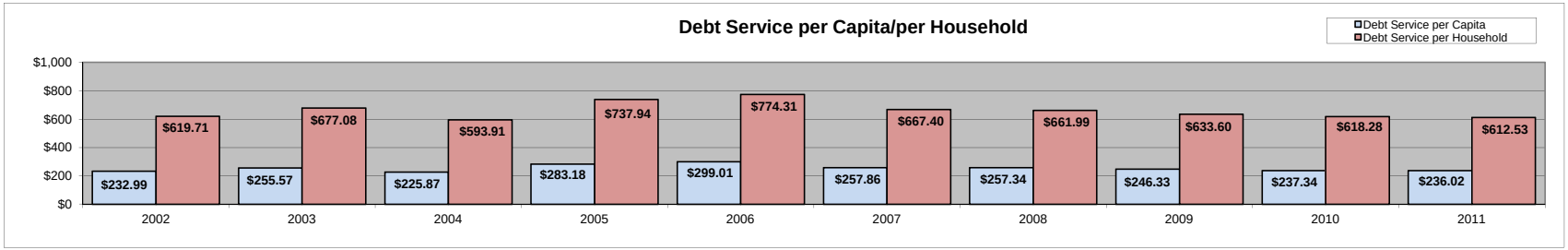
Companies of any size must maintain, renew and replace their infrastructure in a timely and cost effective manner. Municipalities are no different, and often have the daunting task of having to renew capital equipment and infrastructure with numerous other competing needs. Timely replacement of capital equipment and infrastructure benefits the community in the long-run as it increases efficiency and keeps maintenance costs lower while providing better facilities to the general public. A decline of spending on capital over a three-year period is considered a warning sign by industry standards.

Natick, like every municipality during the Great Recession, has seen a decrease in the amount of money dedicated to Capital spending. For several years, this indicator forbode of dangers of not spending at least 8% and ideally 10% of total revenues on annual capital renewal and replacement. This, however, was a skewed target - as it included the highly specific category of excluded debt within its targets. Taking the costs attributed to excluded debt out of the equasion, a new picture develops which shows the Town has spent between a recommended amount of between 6-7% of net revenues annually on capital and debt service. This amount has not been sufficient to "catch-up" on defferred capital projects, and further strides were needed in FY 2012 to address the backlog of capital needs. A significant reason to be positive moving forward, however, is the policy decision to dedicate Local Option Tax revenues to Capital and Debt Service costs, thus securing a permanent funding stream with which to meet this important ongoing need.

Debt Service

Trend Guideline: Debt Service exceeding 20 percent of operating revenues is considered a warning indicator by the credit rating organizations.





Formulas:	General Fund Debt Service / General Fund Revenue & General Fund Debt Service / Per Capita & Household									
Fiscal Year	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**
Exempt Debt Service	$ 86,498	$ 639,000	$ 317,000	$ 1,313,405	$ 1,540,676	$ 1,031,410	$ 960,274	$ 937,705	$ 918,361	$ 894,180
Within Levy Debt Service	$ 7,458,504	$ 7,621,375	$ 6,936,472	$ 7,732,212	$ 7,993,438	$ 7,213,658	$ 7,243,778	$ 6,915,189	$ 6,915,189	$ 6,895,992
Total Debt Service	**$ 7,545,002**	**$ 8,260,375**	**$ 7,253,472**	**$ 9,045,617**	**$ 9,534,114**	**$ 8,245,068**	**$ 8,204,052**	**$ 7,852,894**	**$ 7,833,550**	**$ 7,790,172**
Gross Operating Revenue	$ 77,009,363	$ 80,997,614	$ 83,045,409	$ 86,588,874	$ 90,521,793	$ 94,546,948	$ 100,954,999	$ 102,021,869	$ 103,904,157	$ 106,958,773
Population	32384	32321	32113	31943	31886	31,975	31,880	31,880	33,006	33,006
Households	12,175	12,200	12,213	12,258	12,313	12,354	12,393	12,394	12,670	12,718
Debt Service as a % of General Fund Revenue	**9.80%**	**10.20%**	**8.73%**	**10.45%**	**10.53%**	**8.72%**	**8.13%**	**7.70%**	**7.54%**	**7.28%**
Debt Service per Capita	**$ 232.99**	**$ 255.57**	**$ 225.87**	**$ 283.18**	**$ 299.01**	**$ 257.86**	**$ 257.34**	**$ 246.33**	**$ 237.34**	**$ 236.02**
Debt Service per Household	**$ 619.71**	**$ 677.08**	**$ 593.91**	**$ 737.94**	**$ 774.31**	**$ 667.40**	**$ 661.99**	**$ 633.60**	**$ 618.28**	**$ 612.53**

Source: Town of Natick, Town Reports 2001-2010, Massachusetts Dept. of Revenue DLS Gateway Reports, Town of Natick Tax Recapitulation Worksheet - LA-4 - FY 2001-2010.

Debt Service:

Natick Trend	
favorable	x
marginal	
unfavorable	
uncertain	

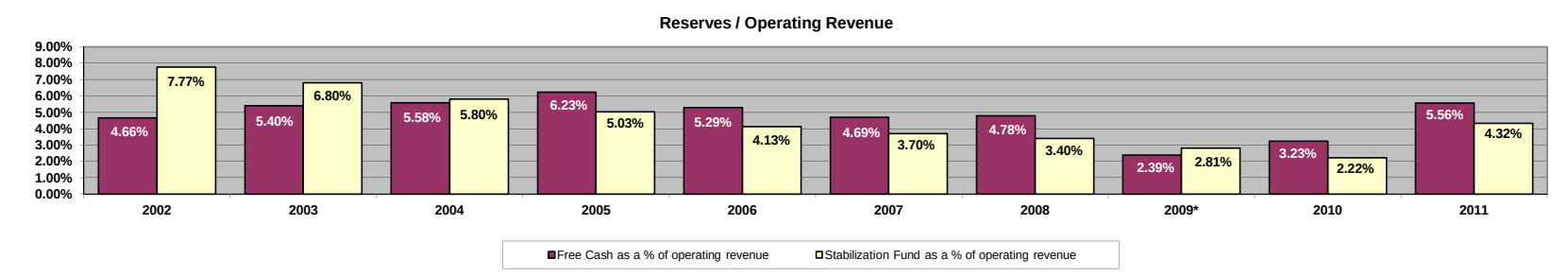
Debt is the chief financing tool utilized by municipalities to continually replace and maintain its capital infrastructure. As such, it is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and 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.

Positively for Natick, the community fares well on this indicator. Not only has debt service per capita remained well within recommended levels at between 8%-10.5% - debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable - but has been decreasing since FY 2006. 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 will grow signficantly beginning in FY 2012 when the majority of the debt for the new Natick High School and the new Community/Senior Center begins to be serviced. This issuance has been well timed in that it a) recieved favorable bid prices, b) lower interest rates and c) will be issued after several years of declining debt service amounts.

Reserves & Fund Balance

Trend Guideline: Declining reserves as a percentage of operating revenues is considered a warning indicator.
Comment: The Government Finance Officers Association (GFOA) recommends that undesignated fund balance be 5-15 percent of operating revenues.



Formula:	Type of Reserve / Operating Revenues

Fiscal Year	2002	2003	2004	2005	2006	2007	2008	2009*	2010	2011
Certified Free Cash	$ 3,584,494	$ 4,337,157	$ 4,620,048	$ 5,313,708	$ 4,709,762	$ 4,387,917	$ 4,784,709	$ 2,415,060	$ 3,327,659	$ 5,899,906
Stabilization Fund	$ 5,975,205	$ 5,464,106	$ 4,798,985	$ 4,292,834	$ 3,671,373	$ 3,458,312	$ 3,401,290	$ 2,844,860	$ 2,288,392	$ 4,273,560
Capital Stabilization Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 307,913
Net Operating Revenues	$ 76,922,865	$ 80,358,614	$ 82,728,409	$ 85,275,469	$ 88,981,117	$ 93,515,538	$ 99,994,725	$ 101,084,164	$ 102,985,796	$ 106,064,593
Free Cash as a % of operating revenue	4.66%	5.40%	5.58%	6.23%	5.29%	4.69%	4.78%	2.39%	3.23%	5.56%
Stabilization Fund as a % of operating revenue	7.77%	6.80%	5.80%	5.03%	4.13%	3.70%	3.40%	2.81%	2.22%	4.32%
Net Reserves as a % of Operating Revenue	**12.43%**	**12.20%**	**11.39%**	**11.27%**	**9.42%**	**8.39%**	**8.19%**	**5.20%**	**5.45%**	**9.59%**

Source(s): Certified Free Cash letters from the Department of Revenue, FY 2002-2011 & Town of Natick Town Reports, 2001-2010

Notes:
*Denotes Fiscal Year where Proposition 2 1/2 Override was approved by voters.

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	x

Reserves & Fund Balance:

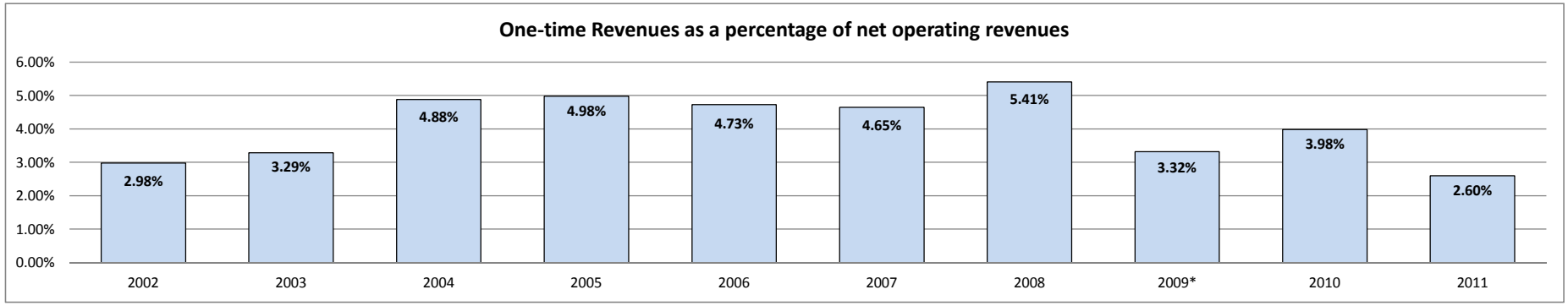
Reserves can be used by municipalities for many different purposes. Primarily, reserves are used to buffer against the need for severe reductions in service due to economic downturns, major emergencies which the community must respond to and as a sinking fund for major capital projects. Communities which maintain a Aaa bond rating (like Natick) traditionally have strong reserve positions between 8%-15% of net operating revenues.

Among the most alarming of trends for the Town of Natick is the marked and steady decline of reserves over the last decade. Regardless of how the economy performed from FY 2002-2010, the Town's overall reserve position declined from FY 2002 to FY 2009. With a combination of adherence to the Town's Financial Management Principles and prudent use of additional resources to build reserves, the Town reversed that trend for the first time in FY 2010 and made significant strides in FY 2011. This is a notable accomplishment, given the overall economic condition of the region and the country.

Although this increase in the Town's overall position is important, sustained progress in reversing the overall trend will be difficult. Services funded with the reliance of these reserves and one-time revenues will be difficult to maintain if the Town is to improve its reserve levels within those recommended by the Government Finance Officers Association. The recent creation of a Operational Stabilization Fund will aid in the Town's ability to maintain services when economic conditions deteriorate, but only if it can a) be adequately funded when money is available and b) policymakers resist the desire to use it other than when recommended by the Town's Financial Management Principles.

Use of One-Time Revenues to Support Operations

Trend Guideline: Increasing use of one-time revenues as a percentage of operating revenues is considered a warning indicator.



Formula:	One-time Revenues / Net Operating Revenues

	2002	2003	2004	2005	2006	2007	2008	2009*	2010	2011
One-Time Revenues										
Free-Cash	$ 1,284,760	$ 1,852,644	$ 2,290,405	$ 2,494,794	$ 2,857,608	$ 3,445,080	$ 4,035,895	$ 2,757,971	$ 2,147,380	$ 2,660,759
Stabilization Fund	$ 809,026	$ 594,668	$ 750,000	$ 750,000	$ 675,000	$ 400,000	$ 256,102	$ 600,000	$ 950,751	$ 98,550
Overlay Surplus	$ 195,000	$ 195,000	$ 1,000,000	$ 1,000,000	$ 675,000	$ 500,000	$ 1,116,024	$ -	$ 1,000,000	$ -
One-Time Revenues	$ 2,288,786	$ 2,642,312	$ 4,040,405	$ 4,244,794	$ 4,207,608	$ 4,345,080	$ 5,408,020	$ 3,357,971	$ 4,098,131	$ 2,759,309
Net Operating Revenues	$ 76,922,865	$ 80,358,614	$ 82,728,409	$ 85,275,469	$ 88,981,117	$ 93,515,538	$ 99,994,725	$ 101,084,164	$ 102,985,796	$ 106,064,593
One-time Revenues as a percentage of net operating revenues	**2.98%**	**3.29%**	**4.88%**	**4.98%**	**4.73%**	**4.65%**	**5.41%**	**3.32%**	**3.98%**	**2.60%**

Source: FY 2002-2011 Tax Recapitulation Forms, Page B-2 & Town of Natick Town Reports, 2001-2010.

Notes:
*Denotes Fiscal Year where Proposition 2 1/2 Override was approved by voters.

Natick Trend	
favorable	
marginal	x
unfavorable	
uncertain	

Use of One-Time Revenues to Support Operations:

Municipalities in Massachusetts and throughout the United States will occasionally utilize reserves and one-time revenues to balance annual operating budgets, sustain programs in times of economic downturn, or fund a pilot program which can be further developed or cancelled in a successive year. As a general rule, however, one-time revenues should not be used to sustain ongoing operations because they exist only once and then they are depleted. Utilizing one-time revenues to fund ongoing operations puts services funded through those one-time resources at risk and is not sustainable.

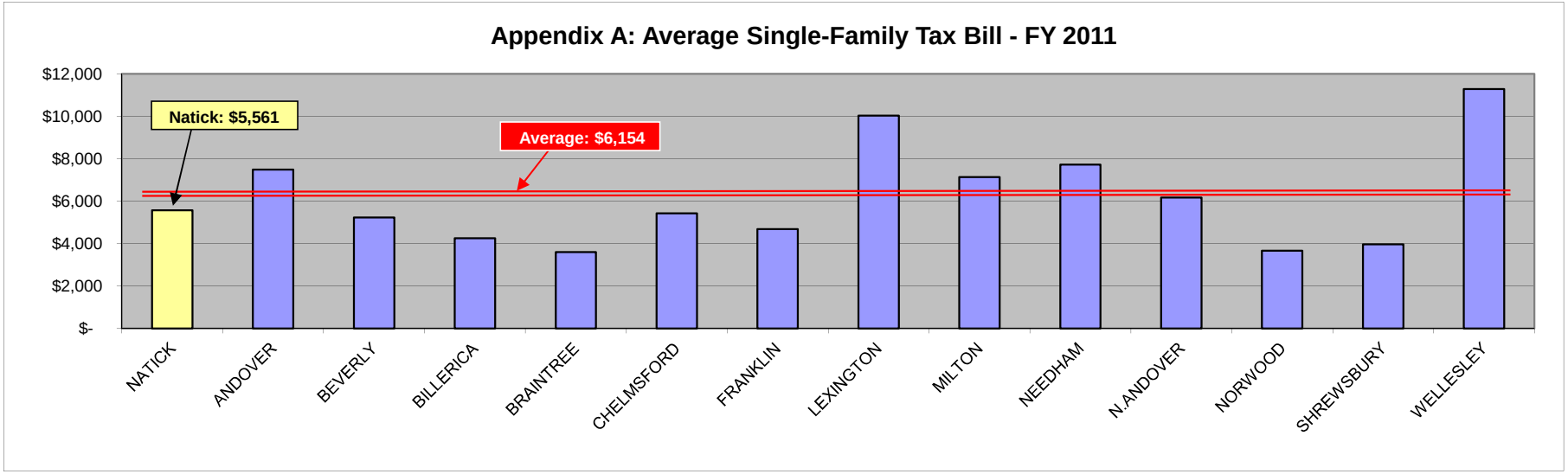
Unfortunately, the Town of Natick has utilized increased amounts of one-time revenues for most of the last decade, peaking at 5.41% of all operating revenues in FY 2008. This pattern is not sustainable, and should be curtailed as much as possible. If one-time revenues are to be used by the Town, they should whenever possible be used for one-time expenses - i.e. Capital purchases or increasing the Town's overall reserve position. It is unlikely that in the current economic climate the Town will completely eliminate the use of one-time revenues such as Free Cash, but sources such as Overlay Surplus and the Stabilization Fund should not be relied upon for future years' operations. Progress was made in this direction for FY 2011 (not shown) where no Overlay Surplus funds and less than $100,000 of Stabilization Fund funds were used to support operations.

FY 2013 Budget Policy Issues

The following is a list of important policy issues which need further discussion & analysis in FY 2013.

1. Health Care Concessions
2. Collective Bargaining Agreements
3. Continued implementation of Town's Financial Management Principles
   a. Adequately funding capital needs
   b. Reduced reliance on one-time revenues & reserves to fund recurring operations
4. Continued exploration and implementation of cost containment measures
   a. Coordinated delivery or sharing of services with neighboring communities
   b. Reorganization of departmental operations

Appendix A: Average Tax Bill



Municipality	Assessed Value	Parcels	Average Value	Tax Rate	Single Family Tax Bill	Split Tax Rate?
NATICK	$ 3,735,204,600	8,463	$ 441,357	$ 12.60	$ 5,561	No
ANDOVER	$ 4,498,853,200	8,492	$ 529,775	$ 14.12	$ 7,480	Yes
BEVERLY	$ 3,531,861,200	8,384	$ 421,262	$ 12.41	$ 5,228	Yes
BILLERICA	$ 3,383,834,100	10,736	$ 315,186	$ 13.47	$ 4,246	Yes
BRAINTREE	$ 3,168,429,000	9,001	$ 352,009	$ 10.20	$ 3,590	Yes
CHELMSFORD	$ 2,924,078,075	9,009	$ 324,573	$ 16.72	$ 5,427	No
FRANKLIN	$ 2,744,081,800	7,599	$ 361,111	$ 12.95	$ 4,676	No
LEXINGTON	$ 6,234,563,000	8,949	$ 696,677	$ 14.40	$ 10,032	Yes
MILTON	$ 3,608,195,300	7,116	$ 507,054	$ 14.07	$ 7,134	Yes
NEEDHAM	$ 5,910,589,800	8,346	$ 708,194	$ 10.90	$ 7,719	Yes
N.ANDOVER	$ 2,816,602,100	6,181	$ 455,687	$ 13.52	$ 6,161	Yes
NORWOOD	$ 2,110,003,800	5,819	$ 362,606	$ 10.10	$ 3,662	Yes
SHREWSBURY	$ 3,359,008,800	9,061	$ 370,711	$ 10.67	$ 3,955	No
WELLESLEY	$ 7,189,824,000	7,285	$ 986,935	$ 11.43	$ 11,281	No
AVERAGE	**$ 3,943,937,770**	**8,174**	**$ 488,081**	**$ 12.68**	**$ 6,154**	

Average Tax Bill:

This table shows the average single-family tax bill for comparable communities to Natick for FY 2011. Only single-family homes are shown as part of this comparison. As of FY 2011, Natick finds itself below average compared to the other 12 comparable communities in average tax bills.

Natick's average single family tax bill increased $279 from FY 2009 to FY 2010. The average single family tax bill for the comparable communities increased $252 from FY 2010 to FY 2011.

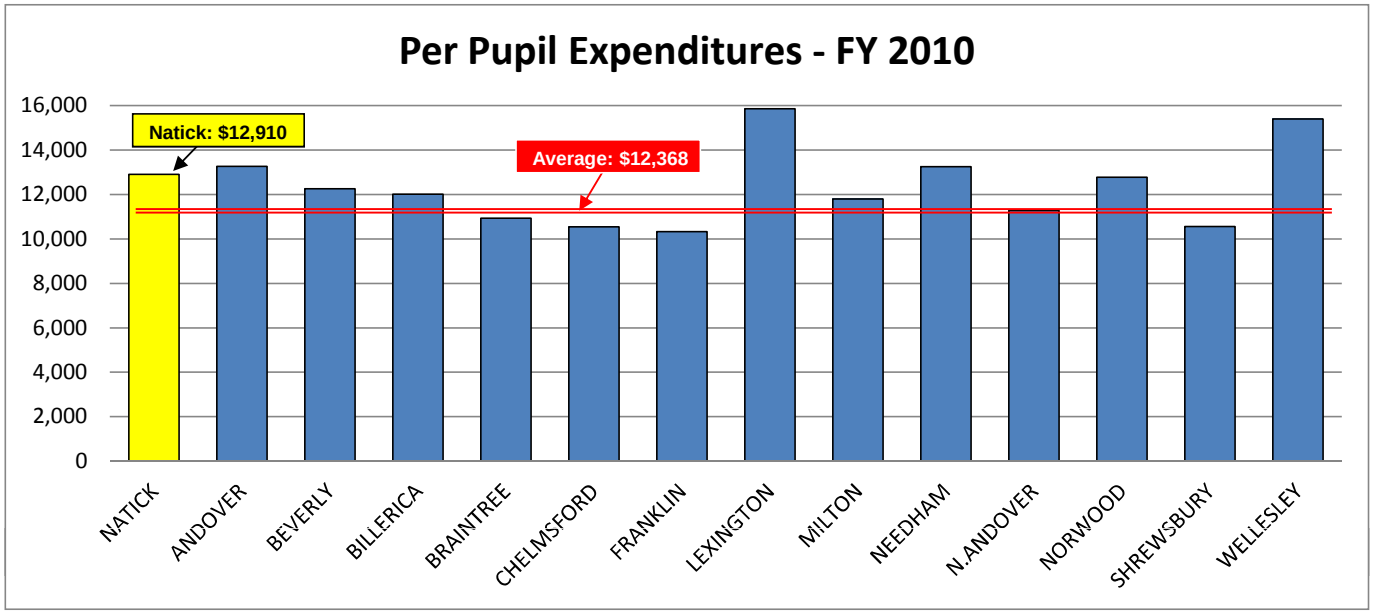
Source: Mass. Dept. of Revenue, Div. Of Local Services.

Appendix B: Per Pupil Expenditure Comparative Data

Per Pupil Expenditure Data:

This chart shows per pupil expenditure data for comparable communities and Natick.

Compared to the average for similar communities & school systems, Natick has less students than the average, but higher than average spending per pupil.



District	FY 2010 Total Pupils	FY 2010 Total Expenditure
NATICK	4,902	12,910
ANDOVER	6,223	13,263
BEVERLY	4,528	12,259
BILLERICA	6,309	12,006
BRAINTREE	5,575	10,927
CHELMSFORD	5,735	10,550
FRANKLIN	6,617	10,326

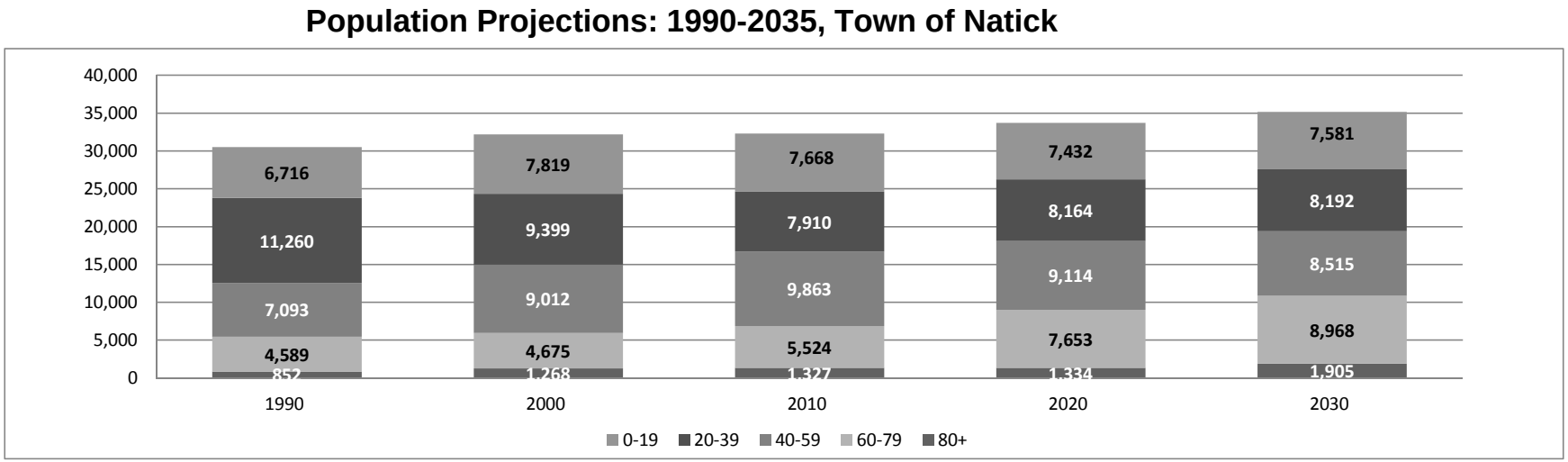
District	FY 2010 Total Pupils	FY 2010 Total Expenditure
LEXINGTON	6,304	15,862
MILTON	4,017	11,792
NEEDHAM	5,410	13,248
N.ANDOVER	4,721	11,277
NORWOOD	3,551	12,778
SHREWSBURY	6,132	10,564
WELLESLEY	4,800	15,392

Averages:	
Enrollment	5,345
Per Pupil Expenditure	$ 12,368

Notes:

Source: Mass. Dept. of Education, FY2010 Per Pupil Expenditures Report. Total Expenditure column includes all General Fund Appropriations & Grants, Revolving and Other funds. Data shown is most recent available from the Mass. Department of Education.

Appendix C: Population Projections



Age	1990	2000	2010	2020	2030	2035	Percent Change 2010 to 2035
0-19	6,716	7,819	7,668	7,432	7,581	7,737	0.90%
20-39	11,260	9,399	7,910	8,164	8,192	8,168	3.26%
40-59	7,093	9,012	9,863	9,114	8,515	8,388	-14.96%
60-79	4,589	4,675	5,524	7,653	8,968	9,571	73.27%
80+	852	1,268	1,327	1,334	1,905	2,200	65.73%
Total	**30,510**	**32,173**	**32,292**	**33,698**	**35,161**	**36,063**	**11.68%**

Source: Metropolitian Area Planning Commission, Population Projections: http://www.mapc.org/sites/default/files/MAPC_MetroFutureUpdate2035_FINAL_3_10_2011.xls.

Population:

Population data and trends are extremely important to review and understand for the future allocation of resources and to understand significant shifts in the community. With data provided by the Metropolitan Area Planning Commission, Natick is expected to grow in population on average about 1400 people per decade over the course of the next 25 years. These latest estimates take into account but do not completely reflect the 2010 Decennial Census.

The three interesting points to take away from this projection are: 1) Population will rise but in a very small, steady and predictable amount, thus allowing policymakers, appointed officials and taxpayers to carefully plan for future needs. 2) School age population - the 0-19 cohort is set to change very, very little in the next 20 years. This is important to correlate with estimates from the Natick Public Schools and should allow for planning of future needs for the children of Natick. 3) The growth in population is set to occur in the 60+ cohorts, with a large spike of over 4,900 individuals aged over 60 living in Natick by 2035 than do today.

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Appendix D: Other Post Employment Benefits

Other Post Employment Benefits (OPEB):

GASB-45 requires that public entities begin accruing the expected future costs of OPEB (medical and life insurance) over the expected future employment period of employees, much like they do now for pension benefits.

At this point in time, GASB 45 is a requirement for *reporting*, but not for *funding*. No legal mandate from the state or federal government, akin to M.G.L. Ch. 32 requiring annual contributions to the Natick Retirement System, has been put in place or even filed in the legislature.

After conducting the actuarial, USI has determined that our total unfunded actuarial accrued liability is $119,187,237. As a result, the Town's annual audits going forward will show a significant and growing liability, unless the Town chooses to begin setting aside funds in a restricted trust in order to put towards mitigating the liability. The 2011 Fall Annual Town Meeting will consider an Article requesting the adoption of state statute to allow Natick to create the trust.

OPEB Liability Growth as a result of GASB 45

FY 2011

For FY 2011, the actuarial study has estimated that our total cost is: *(this is a cumulation of both the normal cost of care plus the amount we need to pay to "catch-up" to make sure the liability is paid down in 30 years)*	$	**27,007,851**
Less our current contributions:	$	**(3,704,594)**
Total FY 2011 Year-end Outstanding Liability for OPEB:	$	**23,303,257**

FY 2012

Beginning Outstanding Liability (from FY 2011):	$	**23,303,257**
FY 2012 estimated total cost:	$	**11,552,723**
Less our current contributions:	$	**(3,808,433)**
Total FY 2012 Year-end Outstanding Liability for OPEB:	$	**31,047,547**

and so on…

Source: A Postretirement Welfare Benefit GASB 45 Actuarial Valuation As of July 1, 2010 for: The Town of Natick. The USI Consulting Group. June 8, 2011.

Some communities have chosen to begin setting aside funds towards the unfunded liability without additional legal mandate or guidance from state or federal legislators. They have taken advantage of a variety of funding sources, including but not limited to redirecting Medicare Part D monies (if they receive them), appropriating additional tax levy support to a trust designed to reduce the overall liability, or using decreases in the pension assessments , if they arise.

An updated actuarial will be conducted during FY 2013.

Appendix F: Notes & Assumptions

Notes:

Actual Data - Data presented as actual for FY 2002-2010 is taken from final G/L accounting reconciliations prepared by the Town Comptroller. FY 2011 is taken from the accounting system but has not been finalized and has not been audited as of the printing of this document. Figures may change slightly.

Constant Dollars - Or "dollars adjusted for inflation" utilizes data from the U.S. Department of Labor, Bureau of Labor Statistics for the Boston-Brockton-Nashua Metropolitan Statistical Area. CPI-U data used is for the mid-year analysis, CY 2002-2011. This corresponds to the end of the Town's fiscal year. CPI-U assumes that the period of time 1982-1984 = 100.

Comparable Communities - Communities were chosen based upon similar population size, and demographic characteristics' such as equalized value/capita and household income.

Households - The number of households for the Town of Natick was determined using the Tax Recapitulation Worksheets, Worksheet LA-4, and counting all residential properties by property type (single-family - Code 101, double-family or duplex - Code 104, triplex, Code 105, etc.) and updating on an annual basis. An assumption was made for the amount of dwelling units in condominium developments.

Population - Population data used in the indicators is provided from the Department of Revenue. Projections provided in the Appendices provided from the MAPC. Both sets of figures use the 2010 U.S. Census Bureau statistics as a base and then annual or future decennial result are extrapolated from that amount.

Status of Municipal Reserves

Overlay Surplus:

The purpose of the overlay surplus account is to fund property tax abatements and exemptions that may be granted in a particular fiscal year. Each fiscal year has an associated Overlay Reserve account; once all exemption and abatement requests for a particular fiscal year have been resolved or can be reliably predicted, the funds remaining in the Overlay Reserve may be declared by the Assessors as Overlay Surplus. Typically the Overlay Surplus is released incrementally, and is often used to fund Capital or other one-time expenses. For FY 2010, the Assessors were asked to and did release all potential Overlay Surplus from FY 2009 and all earlier years, thus limiting this funding source in future years until the reserve is replenished. No overlay surplus was used in building the FY 2011 budget. $1,000,000 was appropriated for usage in FY 2012. No overlay surplus was used in building the FY 2013 Preliminary Budget.

Stabilization Fund:

The Town of Natick, as per its adopted Financial Management Principles, maintains a portfolio of permanent reserves in the form of Stabilization Funds. Established by Town Meeting under Chapter 40, Section 5b of the Massachusetts General Laws, stabilization funds act as the Town's savings account, providing resources for one-time and limited recurring expenses when and if necessary.

The Town maintains three Stabilization Funds:

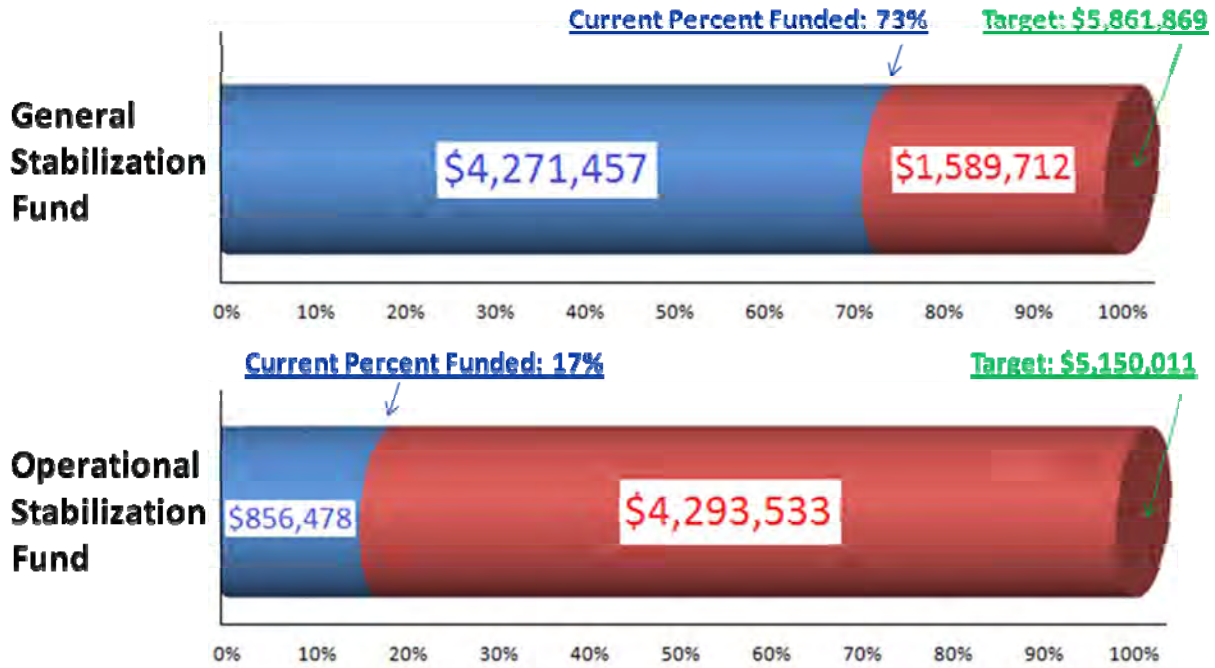
General: The National Advisory Council on State and Local Budgeting recommends that Stabilization Funds be used to address temporary cash flow shortages, emergencies, unanticipated economic downturns, and one-time opportunities. A prudent level of financial resources is recommended to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenditures. Thus, Natick more recently has appropriately used Stabilization Funds in response to what was hoped to be a temporary downturn in state aid. Persistent and ongoing use of these funds is contrary to recommended practice. Many communities have established a target of 5% of general fund revenues for the Stabilization Fund; this target would suggest maintaining a balance of just over $5.6 million.

General Stabilization Fund		
Current Balance:	$ 4,271,457	
Target (5% of G.F. Revenues):	$ 5,861,169	
Percent Funded:	**%**	**73**
Operational Stabilization Fund		
Current Balance:	$ 856,478	
Target (3-year % of state & local rev.):	$ 5,150,011	
Percent Funded:	**%**	**17**
Capital Stabilization Fund		
Current Balance:	$ 1,478,084	
Target:	None*	

*Capital Stabilization Fund has no target; to be spent only on Capital and Debt Service payments.

Operational: For the purpose of augmenting operations in case of sustained economic downturn - a "Rainy Day" fund for ongoing operations.

The balances and percent funded of the General and Operational Stabilization Funds are shown below.



Capital: This was created by the Fall 2010 Annual Town Meeting and is funded through local option taxes. It is exclusively to be used for the purposes of the purpose of funding any capital-related project, or pieces of capital equipment, or debt-service payment related thereto.

As resources allow, it is the intent of Town Administration to build the Operational Stabilization Fund over the coming years to prepare for the next economic downturn. The balance of the General Stabilization Fund is adequate to meet most any unforeseen or catastrophic emergency at this point in time.

The Capital Stabilization Fund already has a dedicated revenue source – local option sales taxes. These taxes are recurring annually and provide a solid base of support for funding capital projects and debt service payments.

Capital Stabilization Fund

Initial Balance	**$ 307,913**
Balance After 2011 Spring ATM	**$ 995,353**
Anticipated use @ 2011 FATM (Articles 9 and 10)	$ (689,340)
Amount Recommended to be Appropriated from Free Cash under Article 7	$ 1,172,071
Balance After 2011 Fall ATM	**$ 1,478,084**
Anticipated use @ 2012 Spring ATM	$ (477,812)
Balance at end of Fiscal 2012	**$ 1,000,272**

Free Cash:

Free Cash is cyclical, as a new amount is certified by the Department of Revenue each year based upon remaining funds from operations of the previous fiscal year and actual receipts in excess of revenue estimates, with offsets applied such as unpaid property taxes and certain deficits, all as based on the Town's balance sheet as of June 30. That is, Free Cash is, to some extent, replenished at the end of each fiscal year, but the extent cannot be accurately predicted until the subject fiscal year is "closed out." The MA Department of Revenue recommends that "A community should maintain a free cash balance to provide a hedge against unforeseen expenditures and to ensure there will be an adequate reserve to prevent sharp fluctuations in the tax rate. Maintenance of an adequate free cash level is not a luxury but a necessary component of sound local fiscal management. Credit rating agencies and other members of the financial community expect municipalities to maintain free cash reserves and make judgments regarding a community's fiscal stability, in part, on the basis of free cash." One unofficial target for unappropriated Free Cash (the balances remaining after all appropriations are made from the fund during the fiscal year) is that it should not go below 1/2% of general fund revenues, or approximately $586,117 for Natick.

The table below shows the Certified Free Cash amounts for the last 5 years:

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Cert. F.C. Amount	**$ 4,784,709**	**$ 2,415,060**	**$ 3,327,659**	**$ 5,899,906**	**$ 4,737,528**

Finally, this table shows the planned usage of the $4,737,528 Certified Free Cash amount.

Free Cash Spenddown - FY 2012 Certification:

Certified Free Cash as of 7/1/2011	$ 4,737,528
Less Reserve Set-Aside (as per Town's Financial Management principles)	$ (586,117)
Less 2011 FATM Expenditures: (Local Option Taxes to Cap. Stab. Fund)	$ (1,172,071)
Less OPEB Trust Contribution (Article 8)	$ (221,608)
Less FY 2013 Operating Budget Support (Article 14)	$ (2,604,502)
Less Rockland Street Appropriation (Article 18)	$ (150,000)
Less Senior Center Funds Transfer (Article 19)	$ (3,230)
Total Remaining Unallocated Free Cash	**$ -**

Snow & Ice Removal Costs - FY 1998-FY 2012 (*to-date*)

Town of Natick
Department of Public Works
History of Snow and Ice Removal

	FY98	FY99	FY00	FY01	FY02
Budgeted Amount	150,000	150,000	150,000	150,000	150,000
Emergency Funding (FEMA)				58,660	
Total Expenses	**231,073**	**279,750**	**220,944**	**546,000**	**232,386**

	FY03	FY04	FY05	FY06	FY07
Budgeted Amount	150,000	150,000	150,000	150,000	150,000
Emergency Funding (FEMA)		115,049	175,514		
Total Expenses	**595,726**	**449,538**	**895,551**	**449,627**	**352,978**

	FY08	FY09	FY10	FY11	FY12
Budgeted Amount	150,000	150,000	150,000	150,000	150,000
Emergency Funding (FEMA)					
Total Expenses	**882,779**	**899,655**	**598,991**	**867,663**	**341,037**

	3 Year Average	5 Year Average	10 Year Average	5 Year Low	5 Year High
Total Expenses	**$ 676,837**	**$ 718,025**	**$ 633,354**	**$ 341,037**	**$ 899,655**

All expenses shown thru the end of March 2012.

Legal

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 by-law, 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 date, time and place, not less than seven nor more than fourteen days following such publication, when a public hearing 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.

Please Note: A charter change to Section 5-6(a) passed at the 2011 Fall Annual Town Meeting will go to the voters in March 2012 and is thus not law at this time.

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 grants 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 municipal funds. 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 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 a 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. State statute and the Board of Selectmen establish the length of a bond repayment.

BOND ANTICIPATION NOTE (BAN) – A temporary note issued for no more than one or two years. 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 that 150% of the proportionate share of the class. In other words, if the commercial/industrial class of taxpayers is normally responsible for 25% of the total tax burden, their maximum burden under the classification law is 37.5% (25 x 1.50).

COMPETITIVE BIDDING PROCESS – the process following State law requiring that for purchases of $25,000 or more a Town must advertise, solicit and publicly open sealed bids from prospective vendors. After a review period, the Town Manager then awards a contract to the successful bidder.

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

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

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

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

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

ENTERPRISE FUNDS - Enterprise Funds are used to account for operations which are financed and operated in a manner similar to business operations and where the costs of providing goods or services are financed in whole or in part by user charges (charges for services). Services accounted for in Enterprise Funds are tangible and can be measured for determining a charge for services. In Massachusetts, the most common types of government enterprises include utility or utility-type services for water treatment and delivery, sewerage collection and treatment, and electricity generation and distribution. Less common but prevalent operations include hospitals, airports, parking, swimming pools, and golf courses.

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

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

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

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

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

FREE CASH - The amount certified annually by the Dept of Revenue that represents the unreserved fund balance less all outstanding tax receivables. This balance is created when actual revenues exceed those estimated and/or expenditures are less than appropriations for any given fiscal year. These funds may be appropriated by Town Meeting as a resource for the next fiscal year's operations or any other purpose authorized by state statute. The Massachusetts Department of Revenue certifies free cash each July 1st. Free Cash represents the savings account of the Town. 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. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

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

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

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

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

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

LEVY LIMIT - The maximum amount of money, which the Town can raise from the property tax levy, without an override of proposition 2 1/2. Please refer to the explanation of Proposition 2 1/2 for a description of how the levy limit is calculated.

LIABILITY – Debt or other legal obligation which must be paid, renewed or refunded at some future date, but does not include encumbrances.

LOCAL RECEIPTS - A category of revenue sources including school department charges for services, investment income, fines and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2 ½ Tax Levy.

MODIFIED ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made.

MOTOR VEHICLE EXCISE - All Massachusetts vehicle owners who have their vehicle(s) registered in the State of Massachusetts pay an annual motor vehicle excise tax to the city or town in which they reside. The Registry of Motor Vehicles creates a listing of all vehicles registered in Natick and the book value assigned to each vehicle. The Town uses this information to bill all owners an annual tax equal to 2 ½ percent or $25 for each $1,000 of the vehicle's value.

MWRA – Massachusetts Water Resources Authority

NEW GROWTH - In addition to a standard 2 1/2% annual increase in the property tax levy, Proposition 2 1/2 allows the levy to be increased further by the sum of certain qualifying new construction valuation, multiplied by the prior year tax rate. Qualifying new construction valuation is known as "New Growth". In general, in order to qualify as "New Growth" the new construction valuation must be either a newly constructed house or an addition to an existing house, which adds at least 50% to the preconstruction value (residential properties). For commercial/industrial properties, "New Growth" consists of both newly built buildings, and additions, which add at least $100,000 to the prior value of the improved property. It permanently becomes part of the tax levy.

OBLIGATION - A commitment to pay a particular sum of money (e.g. as required by contract or a bond).

OPERATING BUDGET – The portion of the budget that pertains to daily operations, which provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

OPERATING EXPENDITURE - An ongoing or recurring cost of performing a function or providing a service. Operating expenditures include personal services, supplies and materials, utilities, contractual services, minor equipment, and debt service.

OVERLAY - The amount raised in the tax levy for funding abatements granted by the Board of Assessors due to overvaluation.

OVERRIDE - An action taken by the voters of the town to exceed the limit placed on tax revenue growth by the State tax limitation law known as Proposition 2 ½. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year and this becomes a permanent addition to the tax levy limit.

PROPOSITION 2 ½ - A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. In other words, the total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next unless the citizens of the town approve a debt exclusion or an operating override. New construction values are in addition to this limit. Two provisions within Proposition 2 ½ allow the citizens of a community by popular vote to authorize the Town to raise taxes above the tax levy limit: an operating override or a debt exclusion.

As a consequence of this proposition, the Property Tax currently accounts for 2/3 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 a city or town to provide a funding source for "extraordinary and unforeseen" expenditures. In a town, the Finance (or Appropriation) Committee can authorize transfers from this fund. The Reserve Fund is under the control of the Finance Committee.

RETAINED EARNINGS – The equity account reflecting the accumulated earnings of the enterprise funds.

RESOURCES - Total dollar amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

REVALUATION - Massachusetts municipal finance law requires that the Massachusetts Department of Revenue formally certify that property tax assessments represent the "full and fair cash valuation" of properties. The process of determining the "full and fair cash valuation" of taxable property is known as Revaluation.

REVENUE - Budgetary resources. The various revenues the Town receives are listed in the Revenue Section of Town Administrator’s Summary.

REVOLVING FUND – As authorized under M.G.L. Ch. 53 E ½, departmental revolving funds allow communities to raise revenues from a specific service and use those revenues without appropriation to support the service. Each revolving fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also

charged for all associated fringe benefits.

SCHOOL BUILDING ASSISTANCE PROGRAM (SBAB) – A program started by the Commonwealth of Massachusetts for the purpose of assisting municipalities in the reconstruction and renewal of its public schools.

SEWER & WATER CHARGES - The Town operates a Water and Sewer Enterprise Fund to manage these municipal operations. Users of sewer and water services provided by the Town pay charges depending upon usage. Revenue received from charges for sewer and water services is used to fully support the costs of utility operations, such as Massachusetts Water Resources Authority (MWRA) assessments, debt service obligations, personnel costs, and capital projects. Charges for services are based on an inclining block rate structure corresponding to usage. Charges rise as usage increases. The Town pays the MWRA assessments to dispose of Town sewage.

STABILIZATION FUND – Massachusetts General Law Ch.40, Sec. 5B, allows a municipality to appropriate in any year an amount not exceeding ten percent of the amount raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The treasurer shall be custodian of the fund and may invest the proceeds legally; any interest earned shall remain with the fund. Money from the Stabilization Fund may be appropriated for any lawful purpose by two-thirds vote of Town Meeting.

Natick has three Stabilization Funds as of January 1, 2012: the General Stabilization Fund, the Capital Stabilization Fund and the Operational Stabilization Fund.

TAX LEVY - The total amount to be raised through real estate and personal property taxes. Natick property owners pay taxes to the Town based on the assessed value of their real and/or personal property. Each year the Board of Selectmen conducts a tax classification hearing to determine a tax rate. The Town Assessor makes adjustments to real estate values in order to properly reflect fair market value. In addition to real estate, businesses may also pay a personal property tax (set at the commercial rate) based on the value of their professional equipment, furniture and fixtures. The amount of taxes a property owner pays is determined by multiplying the applicable tax rate by the valuation. For example, if the tax rate is $10 and a property's assessed value is $100,000, the property owner will pay $10 times $100,000/1,000, or $1,000. Tax levy revenues are the largest source of funding for the Town. These revenues support most school, police, fire, public works, library, and general governmental services to the community.

TAX LEVY LIMIT - The maximum amount that can be raised within Proposition 2 ½.

TAX RATE - The amount of tax levied for each $1,000 of assessed valuation.

USER FEES - Fees paid for direct receipt of a public service by the user or beneficiary of the service.

Basis of Accounting & Budgeting – Terminology

The following descriptions detail how the Town of Natick performs its accounting and budgeting.

- Basis of Accounting: General fund accounting is done on a modified accrual basis meaning that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for in the accounting period incurred (accrual basis).

- Basis of Budgeting: Budgeting for all enterprise funds is done on a GAAP (Generally Accepted Accounting Principles) or full accrual basis. This means that expenditures and revenues are accounted for in the accounting period incurred.

Demographics & Information

History

The Town of Natick is a suburban industrial center located on the upper basin of the Charles and Concord Rivers with an extensive complex of ponds. The town was from earliest Colonial days a prime target for development, possessing as it did good agricultural land, fish runs and water power. Established in 1650 on the Charles River, Natick had the first and the largest Indian praying town in the colonies, one that became a model for all other attempts to inculcate European standards into Indians. John Eliot, the great missionary, secured a charter of 6,000 acres for the Indians and converted them to Christianity. Unfortunately, Natick's Indian population was forcibly resettled on Deer Island during the King Philip's war and essentially never returned.

In Colonial days, Natick was an agricultural community with some orchards and some lumbering. Grist and sawmills were established and Indian ownership and control gave way to white dominance between 1676 and 1776. Local tradition claims that several loads of Natick men shipped out to the California gold rush in 1849 and 1850, returning with enough capital to start independent businesses in the town. The shoe industry dominated the community by the early 19th century, with the first shoe sole manufacturer established in 1827 and shoes shipped to the southern and western markets by 1830. The town's products, including baseballs manufactured in Natick, were shipped to Boston on the Boston and Worcester Railroad. The town saw rapid growth including an Irish, English, Nova Scotian, Italian and Armenian immigrant population which came to take jobs in the shoe plants and by the 1880's, Natick was the third largest shoe production community in the country.

Demographic & Geographic Information

Settlement Date: 1651

Incorporation Date: Natick was incorporated as a Town on February 19, 1781.

County: Middlesex

Location**:** Eastern Massachusetts, bordered by Framingham on the west, Wayland and Weston on the north, Wellesley and Dover on the east, and Dover and Sherborn on the south. Natick is 18 miles southwest of Boston; 25 miles east of Worcester; 35 miles north of Providence, Rhode Island; and about 201 miles from New York City.

Total Area**:** 16.06 sq. miles

Land Area**:** 15.09 sq. miles

2010 U.S. Census Population: 33,006

2008 Labor Force: 18,689

2008 Per Capita Income: 46,870

2007 Population Per Square Mile: 2,120.4

2007 Housing Units Per Square Mile: 886.5

2007 Road Miles: 154.29

Number of Registered Vehicles (January 2008): 32,991

Average Age of Vehicles (January 2008): 9.03

Government & Elections Information

School Structure: K-12

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

Registered Voters: (as of December 31, 2007) 20,845

Democratic 7,338	Independent 3rd Party 9
Republican 2,709	Libertarian Party 58
Unenrolled 10,697	Working Families 6
Socialist 3	American Independent 2
Green Rainbow Party 21	Reform Party 2

Town Offices: Town Hall, 13 East Central Street

US Senators: John F. Kerry & Scott Brown

Representative in Congress: Edward J. Markey

State Senators: Karen Spilka, Precincts 1-5, & 8
Richard J. Ross, Precincts 6-7 & 9-10

State Representatives: David Paul Linsky, Precincts 1-9
Alice Hanlon Peisch, Precinct 10

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, daily from 8:00 a.m. to 5:00 p.m.

Where to Vote (Precinct Numbers): Kennedy Middle School, 163 Mill Street (1)
Cole Recreational Center, 179 Boden Lane (2)
Kennedy Middle School, 163 Mill Street (3)
Wilson Middle School, 24 Rutledge Road (4)
Wilson Middle School, 24 Rutledge Road (5)
Lilja School, 41 Bacon Street at Oak Street (6)
Lilja School, 41 Bacon Street at Oak Street (7)
Morse Institute Library, 14 East Central St. (8)
Morse Institute Library, 14 East Central St. (9)
Memorial School, 107 Eliot Street (10)

NATICK
UP-BIBLIUM GOD
FOUNDED 1651
INCORPORATED 1781
MASSACHUSETTS

Town of Natick
13 E. Central Street
Natick, MA 01760

IMPORTANT TOWN BUSINESS